



# CORPORATE PRESENTATION

October 2020



**Full-Service** Aircraft Investment Management Company of 20 experienced investment professionals, founded in 2013 and based in Amsterdam, the Netherlands



**Multiple investors with complimentary strategies** have successfully invested approximately US\$800m in equity through Arena in four existing portfolios



Arena has an **existing flourishing asset management business** with over \$ 30M of already contracted revenue (Stability and Independence)



Currently **57 aircraft** under management / **AUM ~US\$2.3bn** on lease to **24 airlines** globally

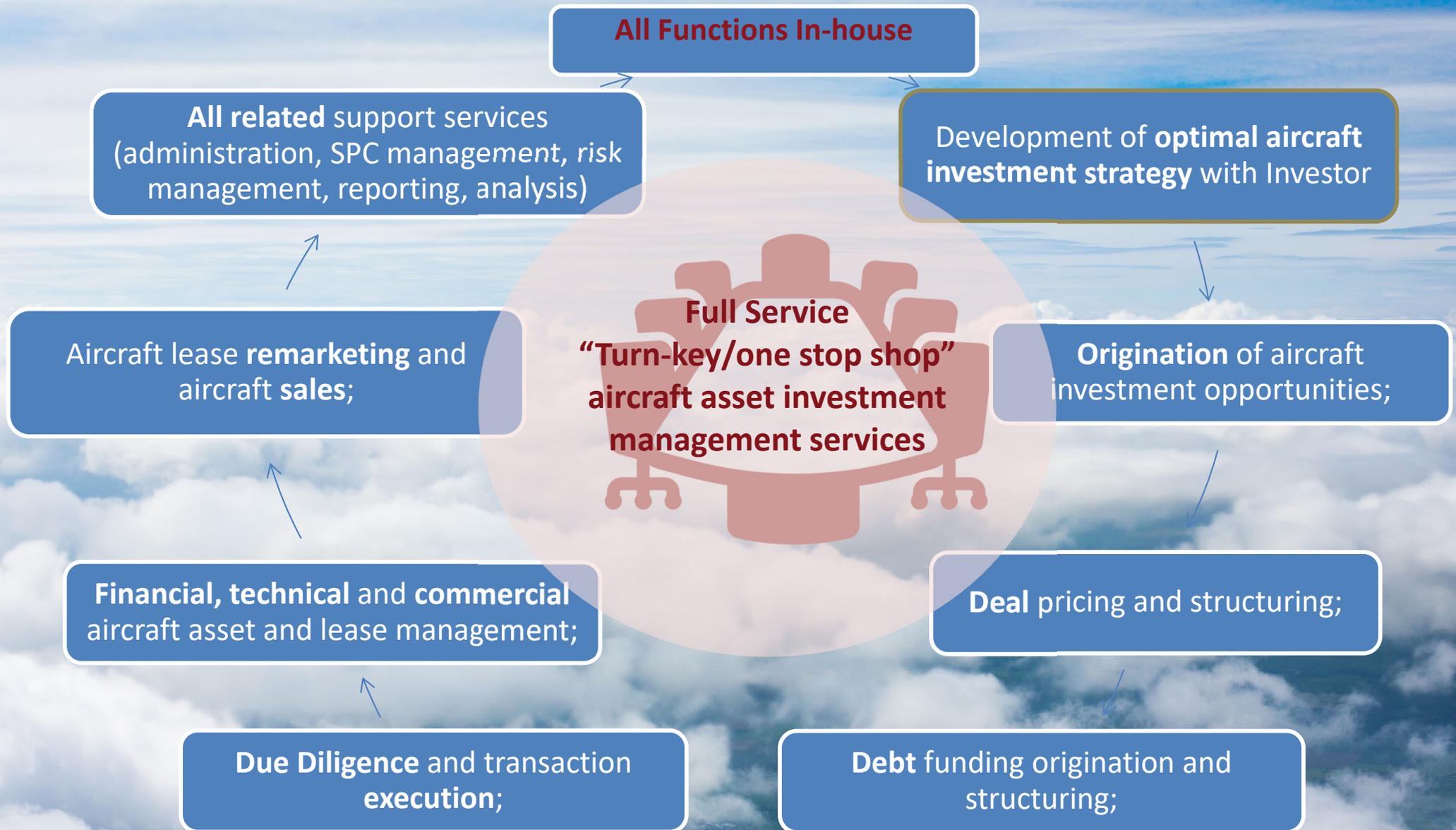


**Independent, stable and unbiased** Aircraft Investment Manager - **dedicated exclusively to its investor clients** (no aircraft on Arena's balance sheet)



**Focus and experience in servicing a diversified investor client base** with differentiated investment strategies

# Arena Aviation Capital Business Model



# Optimizing Aircraft Investment Management

## Strategic support:

Continuously liaising with Investors to analyse the aircraft leasing markets. Ensure optimum asset and credit selection, and business development strategy. Assist in, or develop, optimum funding structure. Advise on tax and corporate structuring.

## Aircraft selection/deal sourcing:

develop and execute tangible deal opportunities with airlines and/or other leasing companies and/or aircraft manufacturers.

## Portfolio Management:

ensure a balanced portfolio development in terms of asset risks, credit quality of lessees, lease term run-offs, geographical diversification, et cetera. Monitor macro industry developments and anticipate at portfolio level.

## Transaction management:

continuous monitoring of risks and exposures at individual aircraft level. Seize opportunities to improve transaction returns. Ensuring proper and clear reporting to Investors.



# Highly-experienced management team with significant industry experience

## Total team track record



**ARENA AVIATION CAPITAL**  
(since 2013)

US[~\$2.6bn]  
Total value

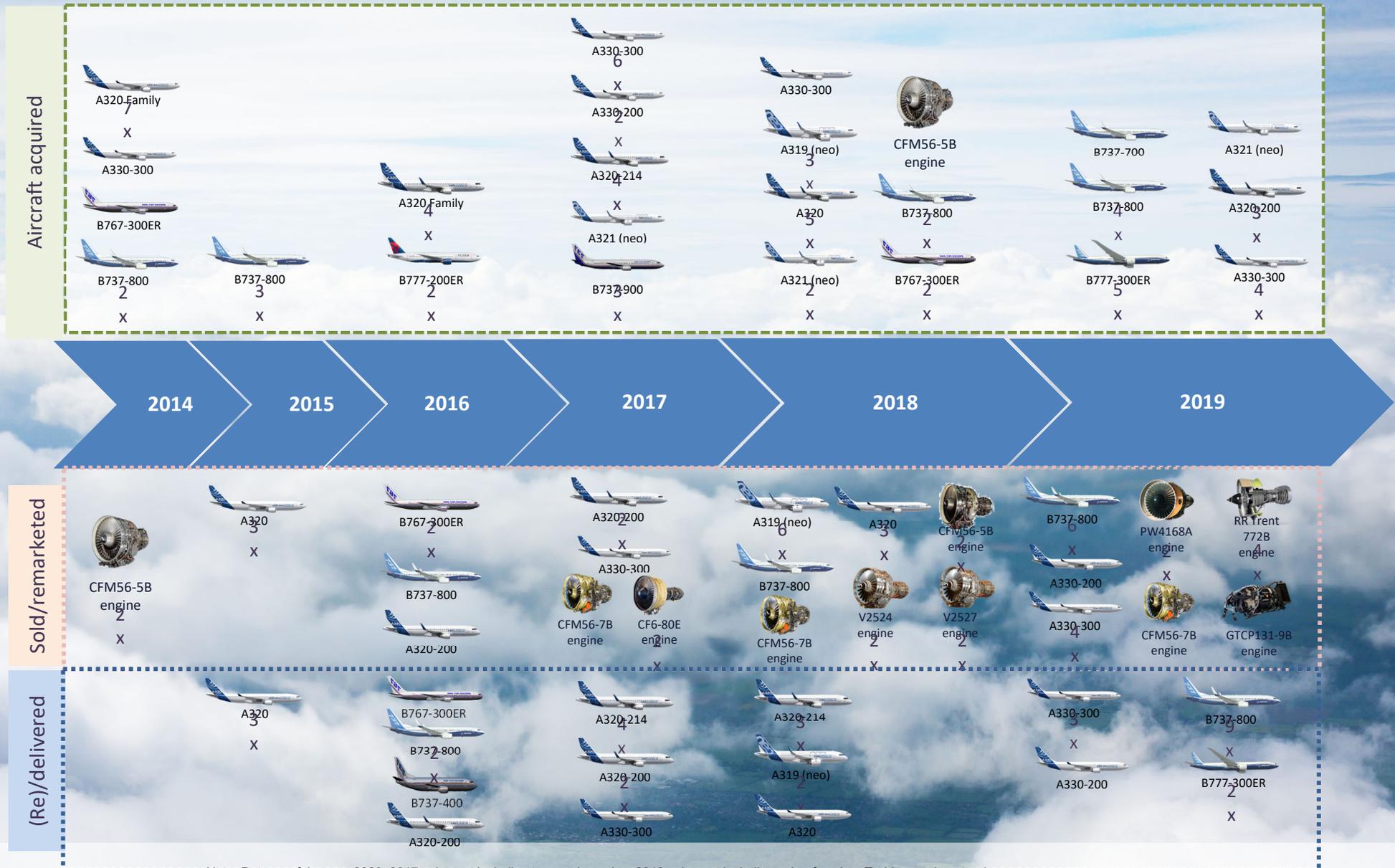


Note: Data as of January 2020  
Source: Arena Aviation Capital



# Arena Deal Track Record

## Arena track record: consistent success in buying and selling aircraft and engines



Note: Data as of January 2020. 2017 sales not including two engine sales. 2018 sales not including sale of ex-AeroTurbine engine stand.  
 Source: Arena Aviation Capital  
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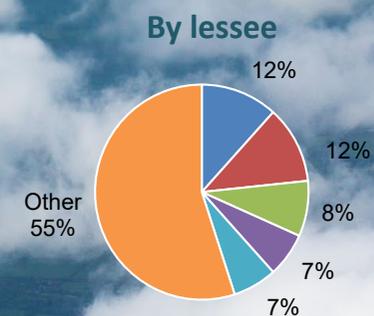
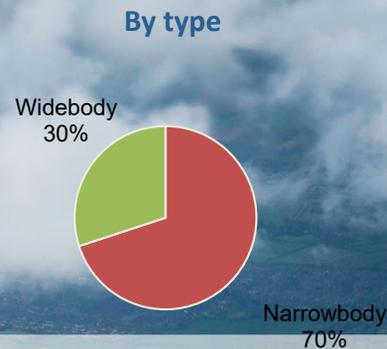
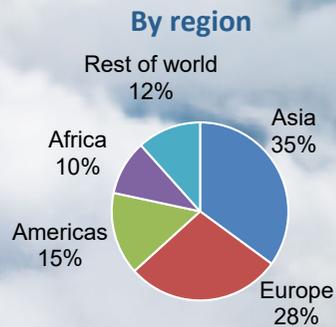
# Industry-wide relationships

## Airline relationships

Arena has 24 existing airline lessee customers and has participated in bids for 45 sale-leaseback deals with 9 airlines in the last 18 months alone



## Current aircraft portfolio



Note: As of January 1, 2020  
Source: Arena Aviation Capital

# Arena - Business Partners



## Senior Team Competencies

### Highly Qualified:

- Team has **senior** expertise in all relevant aspects of aircraft leasing

### Strategy support:

- Team members have been strategy advisor for multiple aircraft lessors, financial institutions and private equity firms
- And **personally** responsible for creating, acquiring or selling leasing companies and aircraft portfolios

### Deal making:

- In the past 20 years , team has executed themselves as principals on **more than \$6 billion** of financings, acquisitions and dispositions, (in total well over 300 aircraft)
- of which **2.5Bio** (70 aircraft) as part of Arena

### Transaction management:

- The team combined have over **150 years** of aircraft leasing and trading experience
- Includes former Senior management from AerCap and other leasing companies

### Communication and Dedication:

- Experienced in effectively, pro-actively and transparently communicating with Investor clients
- Arena business model guarantees unbiased dedication to Investor accounts

## Senior Management Team

### **Patrick den Elzen – Chief Executive Officer & Founding Partner**

In 2013 Patrick den Elzen took responsibility for strategic development of Seabury Capital's technical asset management services company as special advisor to the Board (which led to the Arena project).

Until 2010, Patrick held the position of Chief Trading Officer at AerCap (ticker: AER), responsible for aircraft acquisitions, sales, and new orders. From 2005 onwards, Patrick served at the Executive Management committee of AerCap.

He oversaw its development into a leading industry player with a portfolio growing from \$2.5Bio in 2003 to \$7Bio in 2010. Patrick was responsible for the origination, buying, selling and ordering of \$11Bio. worth of aircraft. Prior to joining AerCap, Patrick worked at IEM AirFinance (formerly ING Aviation Lease), being instrumental in the sale of the company to Abbey National in 2000. He started his career at ING Aviation Lease.

Patrick holds a MBA majoring in International Finance and Business Administration of the University of Amsterdam.



### **Erik Dahmen – Chief Commercial Officer & Founding Partner**

A senior industry figure with 20 years of experience in the acquisition, financing, leasing, and trading of commercial aircraft. Until early 2010 Erik ran the aircraft marketing activities for Waha Capital, a publicly listed big ticket leasing company in the UAE. In 2011 he was retained by Bahraini investment bank Gulf Finance House, to help set up a Sharia compliant leasing company.

Erik started his leasing career as commercial director of Oasis Leasing in 2001, based in Abu Dhabi. Prior to his leasing career Erik worked as a banker in structured finance, for banks in London and Amsterdam.

Erik holds a Masters Degree in Law from the University of Utrecht in the Netherlands.



### **Diederik Lindhout – Chief Operations Officer & Founding Partner**

Prior to joining Arena, Diederik started his career in the aviation leasing in 2001 with debis AirFinance (now AerCap). After having spent almost 4 years within the Contracts Managing department where he was responsible for the day-to-day lease management relating to over 30 lessees, he moved to the Portfolio Management and Trading department where he served as a VP, initially focused on the trading out of AerCap's older fleet of aircraft (Fokker 100, MD80 and B737 classics). In addition he dealt with the acquisition and sale of new aircraft and complex beneficial ownership transfers.

During his 12 years tenure within AerCap, he also managed and was involved in the negotiation of the company's forward orders with Airbus and Boeing (>130 aircraft) and the engine OEMs.

Diederik holds a Bachelor of Business Administration (Management, Economic and Law) from Hanzehogeschool Groningen.



### **Andreas Göricke – Chief Technical Officer**

Andreas has over 20 years of experience in the aviation industry, having started his aviation career in 1983 as aircraft mechanic apprentice. In 1990 he joined Lufthansa Technik where he was working in the area of aircraft maintenance and maintenance consulting qualified for the maintenance of various aircraft and engine types. After that, in 2002, Andreas joined DSF, an aircraft leasing subsidiary of a German bank and an arranger for closed-end real assets funds with focus on aircraft transactions, as an asset manager. He was appointed as DSF's Technical Director in 2008.

In that role, Andreas was responsible, inter alia, for the purchase, lease, sale, redelivery, repossession and maintenance oversight of a large number of aircraft. In his latest position he was the managing director of a subsidiary of DSF, DSF Flugzeugportfolio GmbH, an owner of several 737 aircraft.



## Senior Management Team

### **Dirk Jan Smit– Chief Financial Officer**

Dirk Jan started his career as assistant accountant at Price Waterhouse. After that he switched to KLM Royal Dutch Airlines, first as Head of Corporate Accounting and later as Audit Manager. Subsequently Dirk Jan joined NIB Capitals' aviation finance team where he was responsible for sourcing, closing and syndicating aviation finance transactions.

In 2000 Dirk Jan started as independent advisor and interim manager. Dirk Jan holds a master in economics from Universiteit Groningen and became Register Accountant (Dutch CPA) at the Vrije Universiteit in Amsterdam.



### **Selim Cherif – Senior Vice-President Aircraft Investment & Leasing**

Prior to join Arena, Selim spent 10 years in the Aircraft Finance and Leasing industry, having started his career as Analyst with PK Air Finance in 2005 and then Calyon in 2006. After that, Selim worked for 7 years at MDT (UK) Ltd, first as Portfolio Manager before moving to a Marketing and Business Development role with a focus on the Regional Aircraft sector.

From 2015, he continued developing his Leasing business experience as VP with Lighthouse Aviation.

Selim received his Bachelor of Science in Finance from Reims Management School in 2007 and his Master in Project and Structured Finance from Ecole Nationale des Ponts et Chaussees in 2010.



### **Shoro Ryu – Senior Vice-President Business Development**

Shoro has extensive experience within the aviation industry having held several key positions throughout her career, and has developed a particular focus on the midlife and older aircraft sector. Currently, Shoro is the VP Business Development in Arena Aviation Capital, focusing on aircraft leasing deal origination, execution and end of lease assets remarketing. Prior to Arena, Shoro was Director of Business Development at Vallair Solutions, involved in structuring, origination of the aircraft part-out, passenger to freighter conversion projects. Shoro started her career at Marubeni Corporation Aerospace Department in Tokyo, Japan, focusing on the Japanese, and Asian aviation market.





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