2019 ANNUAL REPORT

HARNESSING THE POWER AND SPEED OF THE AVIATION INDUSTRY TO RESPOND TO DISASTERS AND OTHER HUMANITARIAN CRISES
A Note From The New Board Chair

The nature of disaster assistance is geographically diverse, with complex logistics and unique needs in every response scenario. As Airlink enters its second decade, it is well-positioned to convene the goodwill of the aviation industry and support of donors and volunteers to ensure the right aid quickly reaches communities in need across the globe.

In my role as chairman of Airlink’s Board of Directors, I look forward to building on the past decade of Airlink’s dedication and passion to provide well-coordinated crisis response by further expanding Airlink’s capabilities and reach through partnerships and a more developed global response network.

Airlink’s great strength is found in its name - it is an organization that links people and resources to bring relief to communities around the world. There is space at the table for you. Please join us as we work to help some of the world’s most vulnerable recover from crises.

James Hnat, Chair, Airlink Board of Directors (2020)

GROWING AND INNOVATING TO MEET NEED

Message From The President And CEO

Our work to mobilize the aviation community to ensure relief supplies and aid workers reach those impacted by natural disasters and other humanitarian crises has never been more important. The growing intensity of storms, urbanization of many parts of the world, and changing socioeconomic conditions are leading to increased human vulnerability.

Airlink’s response to the 2010 Haiti earthquake, and the 67 responses that followed in the next decade, built our reputation for being an effective and efficient partner for nearly 50 airlines and 130 nonprofit organizations.

Ten years after our first humanitarian response, Airlink continues to grow, adapt and innovate to meet the needs of crisis-stricken communities and the nonprofit partners serving them around the world.

In 2019, Airlink responded to 28 humanitarian events in 19 countries, bringing relief to more than two million people. We also invested in a regional approach to humanitarian response, and intensely engaged partners in building location-specific plans before crises occur. And while we remain focused on providing assistance to communities in the immediate aftermath of a disaster, we also recognize that once initial distribution of provisions and restoration of basic services occurs, communities face the arduous and often under-supported task of longer-term recovery. In response, Airlink has strengthened its commitment to providing transportation for responding organizations staying with communities for months, or even years, to help them return to their normal conditions, or ideally improve upon them. Supporting our partners’ transportation needs for all phases of humanitarian relief – preparedness, response, and long-term recovery – helps ensure continuity, better planning, and ultimately improves outcomes for recovering communities.

Our success in 2019, and over the preceding decade, would not have been possible without the generosity and dedication of our donors, volunteers, partners, and staff. Moving forward, we will build on the foundation they created to further globalize Airlink to reach even more people and communities in crisis.

Steven J. Smith, President and CEO

2019 BY THE NUMBERS

<table>
<thead>
<tr>
<th>Category</th>
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<tr>
<td>NGO organizations assisted</td>
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<tr>
<td>Airline and logistics partners</td>
<td>19</td>
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AIRLINE AND LOGISTICS PARTNERS

Nearly 50 airline and logistics partners stand at the ready to help Airlink move relief workers and humanitarian aid. Thank you to the partners activated in 2019:

- Aeromexico
- Air Canada
- Alaska Airlines
- American Airlines
- American Logistics Aid Network
- Atlas Air
- Bahamas Air
- British Airways
- Brussels Airlines
- Emirates
- Flexport
- JetBlue
- L.A.M.A.
- Qatar Airways
- South African Airways
- United Airlines
- Volaris

NONPROFIT RESPONSE PARTNERS

More than 130 nonprofit response organizations rely on Airlink to help them respond to crises around the globe. In 2019, Airlink assisted the following organizations:

- ADRA International
- AFYA Foundation
- All Hands and Hearts
- American Federation of Teachers
- Americas
- CADENA
- Community Organized Relief Effort
- DART International UK
- Disaster Tech Lab
- Empact Northwest
- Engineers Without Borders
- Fuel Relief Fund
- Global Outreach Doctors
- GlobalMed
- GR3 International
- Habitat for Humanity International
- Heart to Heart International
- Heavy Equipment Response Coalition
- Help.NGO
- Inspiritus
- International Medical Corps
- IsraAID
- International Technology
- Disaster Resource Center
- Medical Teams International
- MedShare
- Mercy Corps
- Mobile Medics International
- NECHAMA
- Off-The-Grid Missions
- Operation BBQ Relief
- Project HOPE
- Rescue Global
- Rise Against Hunger
- Save the Children US
- Team Rubicon Australia
- Team Rubicon Canada
- Team Rubicon Global
- Team Rubicon UK
- Team Rubicon USA
- Veterans Without Orders
- Waves for Water
- World Central Kitchen
- World Concern
- World Hope International

Navigating the complexities of humanitarian logistics requires a well-supported effort. We are thrilled to have some of aviation’s top leaders lend their experience and influence to further our ability to deliver relief to vulnerable communities.

Peter Davies, Airlink Governors Council Chair

GOVERNORS COUNCIL

In 2019, Airlink created the Governors Council which is comprised of top aviation leaders committed to advancing Airlink and the life-saving role aviation plays in humanitarian relief.

Peter Davies
Governors Council Chair
CEO, Airline Management Group

Enrique Beltranena
President and CEO, Volaris

Alec Burger
President and CEO, GE Capital
Chairman, GECAS

Chris Cholerton
President, Civil Aerospace, Lufthansa AG

William J. Flynn
Board Chair, Atlas Air Cargo

Christina Foerster
Member of the Executive Board, Lufthansa AG

Robin Hayes
President and CEO, JetBlue Airways

Robert Crandall
Former President and Chairman, American Airlines

Peter Ingram
President and CEO, Hawaiian Airlines

New Trustees in 2020

Patrick H. Dowling
President and CEO, Seabury
Corporation
Vice President and Managing Director, Seabury Capital

Mary Ellen Jones
Vice President, Asia-Pacific
Sales, Pratt & Whitney

Jennifer Villa Tenny
President, CIT Aviation Lending

STAFF

Steven J. Smith
President and CEO

Stephanie Steege
Acting Director of Humanitarian Programs

Sandra M. Walter
Director of Development

Andrew Williams
Communications Director

Bethany Holland
Humanitarian Programs Manager

Amy Langley
Administrative Coordinator

Rita Pratte
Humanitarian Programs Manager

Emily Sperling
Strategic Advisor

Chen Xing
Senior Accountant, Wegner, CPAs

OSCAR MUNOZ
CEO, United Airlines

DOUG PARKER
Chairman and CEO, American Airlines

JOHN SLaTTeRy
Chairman and CEO, Embraer Commercial Aviation

BRADLEy TiDEN
Chairman, President and CEO, Alaska Airlines

ANDRE ViJIoEN
CEO and Managing Director, Fiji Airways

STAFF
We take deep pride in the role we play, leveraging our unique reach and resources as an airline, to respond to natural disasters and humanitarian challenges – from delivering vital supplies and personnel, to helping communities recover from tragedy. Airlink has been an outstanding partner in these ongoing efforts.

Oscar Munoz, CEO, United Airlines

We're committed to helping communities respond in times of crisis. We’re pleased to support Airlink and their partners, enabling them to provide vital humanitarian relief to those in need around the world following devastating disasters.

Holly Gray, Community Investment Manager, British Airways

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2019 CORPORATE AND FOUNDATION SUPPORTERS

Signature Lead $250,000+
• United Airlines

Platinum $100,000 - 249,000
• Aircastle Advisor LLC
• The Boeing Company
• Clara Lionel Foundation

Gold $50,000 - 99,999
• Alton Aviation Consultancy
• Arconic Foundation
• Bristol Associates

Silver $25,000 - 49,999
• AerSale
• Amazon
• Altavair
• BOC Aviation

Partner $10,000 - 24,999
• AerCap Holdings N.V.
• Airbnb
• Aviation News Ltd.
• Alaska Airlines
• Amedeo
• Arnold & Porter
• Avenue Capital Group
• Aviador Capital

Supporter $1,000 - 9,999
• Aviation Capital Group
• Flexport
• Four Stars Aviation
• International Aviation Women’s Association (IAWA)
• IBA
• Novus Aviation Capital
• PayCargo
• Regional Express
• REN Legal
• Royal Media Group
• Skytech-AIC
• Uber

INDIVIDUAL SUPPORTERS

Airlink is grateful for the support it receives from individuals across the world. Donations from the public and aviation industry professionals boost Airlink’s ability to respond to multiple disasters simultaneously. Thank you to those joining Airlink’s efforts to bring relief to communities in crises.

Caitlan Rowe, Global Operations Director, Waves For Water

The nature of the work we do at Waves For Water requires that our teams travel to some of the world’s most remote areas, seeking the hardest hit communities in need of clean drinking water. Not only has Airlink’s support set conditions that allow us to quickly reach those who need our help, but it has allowed us to allocate funding toward the procurement of program-essential materials.

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Airlink’s Regional Response Framework makes effective connections to empower collaborative response whenever and wherever a disaster occurs. The Framework breaks the globe into six regions – Asia-Pacific, Europe, Latin America and Caribbean, Middle East and North Africa, North America, and Sub-Saharan Africa.

**IN 2019, AIRLINK CARRIED OUT 28 RESPONSES.**

- **North America**
  - Alberta Wildfires (Canada)
  - Hurricane Florence * (USA)
  - Hurricane Michael * (USA)
  - Midwest Floods (USA)
  - Midwest Tornadoes (USA)
  - Ottawa Floods (Canada)
  - Tropical Storm Imelda (USA)

- **Sub-Saharan Africa**
  - Complex Crisis (Democratic Republic of the Congo)
  - Cyclones Idai and Kenneth (Mozambique)
  - Dengue Fever Outbreak (Marshall Islands)
  - Disaster Preparedness Project - Health (Philippines)
  - Refugee Crisis (Ethiopia)

- **Asia-Pacific**
  - Community Capacity Building Project (Philippines)
  - Floods (Australia)
  - Floods (Nepal)
  - Kerala Flooding * (India)
  - Rohingya Refugee Crisis (Bangladesh)

- **Latin America and Caribbean**
  - Earthquake * (Mexico)
  - Fuego Volcano * (Guatemala)
  - Hurricane Dorian (Bahamas)
  - Hurricane Maria * (Puerto Rico, USA)
  - Refugee Crisis (Venezuela)
  - US-Mexico Border Crisis (Mexico)
  - Disaster Preparedness Projects - Water, Sanitation and Hygiene (Haiti, Guatemala, Ecuador, Costa Rica, Nicaragua, Honduras)

*Ongoing recovery from disasters occurring in previous years

**2019 IMPACT**

Airlink-supported missions brought relief to communities across the globe and resulted in:

- 917,513 people received clean water and sanitation
- 2,372,994 people received food
- 14,382 people provided with shelter
- 1,387,836 people provided with health and medical assistance
- 218,348 people received other types of assistance

*2019 HUMANITARIAN RESPONSES*
Remembering Airlink’s First Response: The 2010 Haiti Earthquake

On January 12, 2010, a 7.0 magnitude earthquake struck a highly populated area near Haiti’s capital Port-au-Prince. In the two weeks that followed, a relentless drumbeat of more than 50 aftershocks measuring a magnitude of 4.5 or greater hit the island nation. The United Nations estimates more than 230,000 people lost their lives, 300,000 were injured, and 1.5 million people were displaced as a result of the earthquakes.

With seaports closed and many roads made impassable by debris, getting water, food, temporary shelter, and medical care to those in need was difficult. Immediately following the initial earthquake, Airlink, then a project of the ISTAT Foundation, jumped into action for the first time.

“It was like learning how to swim by being thrown in the deep end of the pool,” said Bob Brown, Airlink founder. “We had not yet formally launched Airlink when the disaster happened and we did the best we could under the circumstances. Our response to the Haiti earthquake proved the need for Airlink and we haven’t stopped bringing support to communities in crisis since.”

Airlink went on to support 41 flights in the first several weeks of the response, bringing 500,500 pounds of humanitarian aid and 2,010 response personnel, including doctors and nurses, to Haiti.

Reflecting on the devastation Haiti faced in the aftermath of the earthquake, one is reminded that disasters continue to wreak havoc on millions of people each year.

Since 2010, Airlink has grown to reach people and communities impacted by crises around the world. While the organization continues to refine its approach to disaster response, the nimbleness that made it highly effective in the immediate aftermath of the Haiti earthquake remains the same.

“Every response Airlink conducts is a tribute to those who lost their lives and to survivors continuing their recovery even today,” said Brown.

With the help of donors, sponsors, volunteers, airlines, and logistics partners, Airlink continues to support a diverse group of nonprofit relief organizations and bring life-changing assistance to millions of people each year.
Cyclones Idai And Kenneth

In March and April 2019, Southern Africa was hit by two subsequent cyclones killing more than 1,000 people and leaving more than 2.2 million in need of urgent assistance.

On the night of March 14, Tropical Cyclone Idai made landfall near Beira City, Sofala Province, in central Mozambique and brought torrential rains and winds to the region before continuing to Zimbabwe as a tropical storm. Rain from the cyclone also affected drought-stricken southern Malawi, causing widespread flooding and access issues.

On April 24, Tropical Cyclone Kenneth passed north of the Comoros Islands, hitting the northern island of Ngazidja and making landfall in Mozambique the next day. With wind gusts of up to 137 mph/220 kmh, Tropical Cyclone Kenneth became the strongest cyclone to ever hit Africa.

Airlink worked with airline and nonprofit partners to support the response in Mozambique, Malawi, and Zimbabwe. The organization facilitated transportation for relief workers and emergency supplies to provide clean water, repair shelters, give medical care to survivors, prevent the spread of disease and provide other critical assistance as people and communities recovered.

Airlink transported more than 39,000 pounds of emergency supplies to address critical needs, including cholera prevention.

Airlink’s team worked feverishly to get our rescuers deployed and in the field so they could save lives. — Rahul Singh, Executive Director, GlobalMedic
STORIES FROM THE FIELD: In the Face of Tragedy They Turned to Helping Neighbors

With the help of Airlink, volunteer teams from Empact Northwest deployed to provide urban search and rescue services in communities devastated by Hurricane Dorian. They searched buildings, deployed dogs to look for trapped victims, and used special cameras to explore voids in the debris with the hope of finding survivors. The team also delivered food, water, and tended to the sick and injured. “Ultimately, our mission is about giving what we can to those most in need,” said Jake Gillanders, Empact Northwest executive director. “It’s about bringing our greatest strengths to bear for those who are desperate.”

Gillanders recalls meeting a migrant worker from Haiti providing labor for large-scale agricultural operations destroyed by the hurricane. “This gentleman explained to our team that he lost his passport and birth certificate in the storm and wasn’t sure what he was going to do as he now couldn’t return to Haiti or leave the island where his home had been destroyed and his work gone,” said Gillanders. “When explaining about his lost documents and livelihood, he simply told us ‘I don’t even exist anymore.’”

Yet while their homes, businesses, communities, and livelihoods were destroyed, the spirit of those who the Empact Northwest team met was fully intact. “In the face of this tragedy, they turned to helping their neighbors,” said Gillanders. He described meeting Walter, a building contractor living in Cooperstown, whose family survived the storm largely unscathed. Recognizing his good fortune, he and his son immediately joined neighbors to find as many chainsaws as they could and set out to help others. They began clearing the road back to Treasure Cay, until they met up with British Army engineers who finished the job with their heavy equipment. “Walter, like many Bahamians, was committed to sticking it out and doing what it takes to aid and rebuild his community — right up to and including lending our team his truck for the duration of our deployment so we would have transportation to complete our mission,” said Gillanders. “When I expressed our deep gratitude, his attitude was simply that it was the least he could do to help his neighbors.”

With more than 13,000 homes damaged or destroyed and 76,000 people impacted, the need remained immense. The sprint to bring life-saving assistance to the islands evolved into a marathon to help communities fully recover. Airlink’s response continued into 2020 by sending responders with the specialized skills needed to assist and empower communities as they began to rebuild.

Working together with Airlink, donors and airline partners have, and will continue to make, a significant difference for Hurricane Dorian survivors.

RESPONSE SPOTLIGHT

Hurricane Dorian: From Sprint To Marathon

In September 2019, Hurricane Dorian, one of the strongest Atlantic hurricanes on record, made its prolonged landfall in The Bahamas as a Category 5 storm. The hurricane caused catastrophic damage and as with many large disasters, reconciling needs on the ground with the aid delivered was an overwhelming task for responding organizations. Nonprofit partners rely on Airlink to help them overcome logistical barriers to response and find the quickest and most efficient ways to meet the needs of those affected.

To ensure a rapid response to impacted communities in The Bahamas and the U.S., Airlink began transporting relief workers into position as the storm approached. Once landfall occurred, Airlink focused on transporting search and rescue teams, emergency medical providers, water and sanitation experts, debris clearing crews, and aid such as food and shelter repair materials.

STORIES FROM THE FIELD: Restoring Connectivity in the Wake of Hurricane Dorian

Within hours of Hurricane Dorian exiting The Bahamas, Information Technology Disaster Resource Center (ITDRC) received an urgent request to re-establish communications at Grand Bahama International Airport. The airport was closed and under six feet of water at the time, which provided a narrow window for the organization to request flights from Airlink and mobilize an advance team and small cache of equipment. As soon as the flooding subsided, the airport re-opened to emergency traffic, with little more than a generator and cell phone to control the airspace. The flood destroyed all telephone and communications equipment on the first floor of the control tower, leaving air traffic controllers without access to aviation and weather radar or the ability to communicate with other airports.

With the help of Airlink, ITDRC teams arrived quickly and were able to install temporary voice and network infrastructure on the upper three floors of the tower, enabling controllers to access flight tracking systems and providing a method for pilots to file flight plans and call into the weather desk. ITDRC volunteer responders went on to install internet and telephone connectivity for responding nonprofits, shelters, community recovery sites, and residents on Grand Bahama, Great Abaco, and Nassau.
Airlink is a nonprofit organization working with aviation and logistics partners to transport relief workers and emergency supplies for reputable non-governmental organizations (NGOs) responding to rapid-onset disasters and other humanitarian crises around the globe.

Organizations like Airlink enable Team Rubicon’s impact to be greater and our service to communities longer. We’re thankful for their generosity and for getting our teams on the ground.

Brent Slough, Mobilization Manager, Team Rubicon