

ANNUAL REPORT

For

***Cayman Airways
Limited***

**For the 2022
Financial Year**

Cayman Airways Annual Report
31 December 2022



Airline Leadership

Board of Directors

Dr. John-Paul Clarke	Chairman of the Board (2022-current) <i>Deputy Chairman, Director (2021-2022)</i>
Capt. Kris Bergstrom	Deputy Chairman, Director (2022-current) <i>Director (2021-2022)</i>
Diana DeMercado	Director (2022-current)
Stefanie Ebanks	Director (2021-current)
Robert Hurlstone	Director (2021-current)
Shanna Myles	Director (2021-current)
Tyrone Welds	Director (2021-current)
Marco Archer	Director (2021-current) – Public Servant, Cayman Islands Stock Exchange
Stran Bodden	Ex-officio (2011-current) – Chief Officer, Ministry of Tourism and Transport
Rosa Harris	Ex-officio (2013-current) – Director of Tourism, Cayman Islands
Kenneth Jefferson	Ex-officio (2013-current) – Financial Secretary
Fabian Whorms	Secretary – President & CEO
<i>Jude Scott</i>	<i>Chairman of the Board (2021-2022)</i>

Executive Team

Fabian Whorms	President and Chief Executive Officer
Dave Scott	Executive Vice President and Chief Operations Officer
Paul Tibbetts	Executive Vice President and Chief Financial Officer
Ivan Forbes	Vice President Airport Operations
Wayne Miller	Vice President Maintenance & Engineering
Steve Scott	Director Safety Management
Capt. Christopher McTaggart	Director Special Programs/Advisor on Aviation Security
Wendy Evans Williams	Director Human Resources
John Cunningham	Director, Express Maintenance & Engineering

History of Cayman Airways

In 1955, LACSA, a Costa Rican airline, established a subsidiary named "Cayman Brac Airways" to provide domestic air passenger service between Grand Cayman and Cayman Brac using Beechcraft 18 (C-45) and Douglas DC-3 aircraft. In the early 1960s, Little Cayman was added as a stopover point after a small grass runway was built on the island. Eventually, Cayman Brac Airways expanded its services to include a limited international flight between Cayman Brac and Montego Bay, Jamaica..



On August 7, 1968, some thirteen years after the start of Cayman Brac Airways, the Cayman Islands Government purchased 51% of the airline from LACSA. Following this purchase, the airline was renamed to Cayman Airways Limited ("Cayman Airways" or the "Company" or the "Airline"). The focus of Cayman Airways would now be to not only ensure reliable domestic service, but to look beyond the confines of the Cayman Islands and strategically connect the islands to the world.



Initially, the fledgling Cayman Airways continued with the use of DC-3 aircraft as had Cayman Brac Airways, offering the same service with flights between Grand Cayman and the sister islands. Things were set to change rapidly however. That same year, a British Aircraft Corporation BAC 1-11 jet aircraft (wet leased from LACSA) was added to the fleet and Cayman Airways' international service to Kingston, Jamaica began, following granting of route rights. In 1972, service began to Miami and, several years later, service to Houston was added. Many more routes would be introduced in the years to come, including Atlanta, Chicago and New York.



In 1977, Cayman Islands Government purchased LACSA's remaining shares resulting in the Airline becoming 100% Cayman owned and being designated as the National Flag Carrier of the Cayman Islands.

Today, Cayman Airways is a corporation registered in the Cayman Islands. The Cayman Islands Government still maintains its 100% ownership of the Airline and is its sole shareholder. As such, the Airline is legally considered a Government Owned Company ("GOC") under the law and therefore, in addition to standard corporate and business laws, the Airline is also subject to additional legislation applying only to GOC's, including the Public Management and Finance Law and the Freedom of Information Law. While the impact of this additional legislation is generally not onerous, it creates a situation where the Airline must comply with additional requirements as compared with its competition.

Cayman Airways holds Air Operators Certificates issued by the Civil Aviation Authority of the Cayman Islands ("CAACI") and licenses from the Cayman Islands Air Transport Licensing Authority, authorizing the Airline to provide passenger and cargo services domestically and internationally.

With its primary hub at Owen Roberts International Airport ("GCM") in Grand Cayman, Cayman Airways provides passenger service to twelve destinations with a typical annual passenger volume of around 400 thousand. The Company also provides cargo services at many of its locations, transporting over 2,000 tons of cargo each year.



2022 Year in Review

Cayman Airways had a challenging but productive year in 2022 as air travel slowly began to rebound to pre-COVID-19 levels. 2022 marked the first full year since 2019 that the Cayman Islands' borders were open to travel, albeit with restrictions for most travelers for a significant portion of the year.

In January 2022, Cayman Airways took delivery of its fourth Boeing 737-8 Max "VP-CIZ". The delivery of VP-CIZ completed the Company's multiyear fleet modernization exercise and 2022 marked the first full year of exclusively using the Boeing 737-8 Max aircraft for all jet flying. The completed adoption of this fuel-efficient aircraft resulted in up to a 30% reduction in fuel consumption in jet operations versus the previously used Boeing 737-300s.

Despite benefiting from the fuel efficiency of the Boeing 737-8 aircraft, global oil prices reached fourteen-year highs in 2022, as high as US\$130 per barrel of WTI Crude in intra-day trading during the first quarter. The unanticipated increase in prices occurred despite initial projections from the US Energy Information Administration, the International Monetary Fund and others calling for reduced oil prices in late 2022. The Russian-Ukraine conflict which began in February 2022 put further pressure on oil supply. Ultimately, while the airline's consumption was down for the year, abnormally high oil prices resulted in fuel expenses being higher than budgeted for three of the four quarters in 2022.

Through most of the first three quarters of 2022, the country continued to require a variety of testing and vaccination requirements for travel. During this time, unvaccinated passengers had to undergo varying lengths of quarantine (in either a government facility or in an approved private home) and receive a negative COVID-19 test prior to being released into the community. In late August 2022, all restrictions related to COVID-19 were dropped by the Cayman Islands.

During 2022, the Company continued its longstanding arrangement of working in conjunction with the government and various accommodation partners to optimize opportunities for visitors to travel to Cayman. As part of this initiative, the Company operated several charter flights in 2022 between the United States and the Cayman Islands. Many of these charters utilized the long flight range of the Boeing 737-8 max aircraft. Charters and were instrumental in building tourism arrival numbers.

In mid-2022 Cayman Airways officially reopened its Sir Turtle Club lounge at Owen Roberts International Airport. Following a soft launch, the lounge was opened to much fanfare by

By the Numbers

Cayman Airways transported **335,000 passengers** in 2022 (up 141% from 139,000 passengers in 2021) and operated **9,500 flights** (up 61% from 5,925 flights in 2021).

A total volume of **2,050 tons of cargo** was transported in 2022 (down 3% from 2,120 tons in 2021) across **34,200 cargo shipments** (down 26% from 46,129 shipments in 2021).

Total Revenue in 2022 was **\$73,608,622** (up 54% from \$47,907,480 in 2021)

the Hon. Kenneth Bryan, Minister of Tourism and Transport. Gold and Platinum members of the Company's Sir Turtle Rewards loyalty program, business class travelers and members of the Sir Turtle Club program are eligible to enjoy the lounge and its amenities.

The relaunch of the Company's onboard *Sir Turtle Entertainment* inflight device-based streaming entertainment system was another step towards fully resuming normal operations.

To provide enhanced focus on customer service delivery, a new Customer Experience department ("CX") was established. CX works with all other departments to ensure a high level of customer service delivery and to make certain that the customer experience is a positive one.

In November 2022, Cayman Airways launched weekly non-stop service from Los Angeles International Airport (IATA: LAX) to Grand Cayman began. The route was recommended by independent studies by CIDOT and by Boeing. These route studies evaluated route opportunities that would most benefit the Cayman Islands, both proposing several options, but the greatest need identified in each was non-stop service between the Cayman Islands and Los Angeles.

Despite facing numerous obstacles such as the continued impact of COVID-19, increased competition, and cost increases, Cayman Airways remained dedicated to fulfilling its mission of being the premier choice of safe, reliable, and enjoyable transportation to all markets it serves in the best interest of the Cayman Islands.



Looking Ahead

At the fiscal year-end, the future of travel to and from the Cayman Islands was encouraging. The border reopening had largely concluded (for vaccinated travelers), and Cayman Airways had returned fully to its pre-COVID-19 operation. Revenue and passenger numbers for the last quarter of 2022 set records for the airline and strong forward bookings indicated that 2023 was on track to produce good results.

Oil prices throughout 2022 had been high and 2023 is poised to continue this trend. Accordingly, Cayman Airways continues to watch oil prices very carefully and will take steps necessary to minimize its exposure to volatile oil prices when appropriate and where possible.



About Cayman Airways

As a GOC, Cayman Airways is used in a key role for the tourism and economic development strategies of the country. The Airline often operates under an atypical business model, ensuring that the interests of the Cayman Islands are always given priority even over the Airline's own profit producing ability. Under the larger national strategy, there are ten specific roles for the Airline to fulfil which include:

10 Key Roles of Cayman Airways

1. A lever for Strategic Tourism and Economic Development

Cayman Airways is responsible for boosting the economy and tourism of the Cayman Islands. It works closely with the Cayman Islands Department of Tourism and other key partners to achieve this goal. This includes joint marketing efforts in current and potential markets, adjusting flight schedules for convenience, and offering a fully authentic Caymanian experience for travelers from beginning to end.

2. Provide an essential inter-island air-bridge

The Cayman Islands are comprised of three islands and without road connections, a reliable air link is a necessity.

3. Guarantee air service independent of foreign carrier priorities

Airlines are profit driven and factor in a variety of items in determining their operations. As circumstances change or new opportunities arise, foreign airlines can make decisions at any time based on their needs which can severely impact the Cayman Islands.

4. Disaster relief before and after events

In a small country there will always be a need to bring in supplies before or after disasters as well as provide a reliable means of transportation for relief workers, residents and others. This was clearly demonstrated by Cayman Airways during the period leading up to and the turmoil after hurricane Ivan in 2004

5. Tourist evacuation

As of 2015, the Cayman Islands had the dubious distinction of being #1 in the Caribbean for most affected by tropical storms and hurricanes (#4 for all cities and islands in the entire Atlantic basin), with an impact every 1.69 years on average since 1871¹. Therefore, in order to provide a worry-free experience to tourists during hurricane season (and whenever else the need arises), Cayman Airways ensures that all tourists are able to be evacuated to safer locations when necessary.

¹ <http://www.hurricanecity.com/rank.htm>

6. Ensure competitive fare structure from foreign carriers

Pricing in the airline industry is generally market driven. With foreign carriers generally operating strictly from their hub cities, there is little overlap in service and little pressure to keep prices competitive. Cayman Airways plays a strategic role in ensuring that prices are appropriate simply by the Airline's market presence.

7. Prevent foreign carrier monopolies

The transportation industry, and particularly the Caribbean, is filled with examples where foreign carriers obtain monopolies on routes and then either raise prices or dictate demands to smaller nations that have no alternative, but to comply or lose air service.

8. Provide community support from corporate citizenship

Cayman Airways supports its community in a variety of ways including charitable gifts, humanitarian assistance and sponsorship. This critical role of the Airline is an avenue for the Airline's and the Cayman Islands Government's social responsibility, along with ensuring the success of many events and organizations that would not be possible were it not for the Airline.

9. Contribute over US\$200 million annually to the Cayman economy

In 2001, the Cayman Islands Government recruited the professional services firm Deloitte to conduct a study of Cayman Airways and its impact to the Cayman Islands. In that study, and in the two updated studies since then, it was identified that Cayman Airways contributes over US\$200 million each year to the Cayman Islands economy. Cayman Airways is tasked with ensuring that it maintains this value and continues to contribute meaningfully to the Cayman economy.

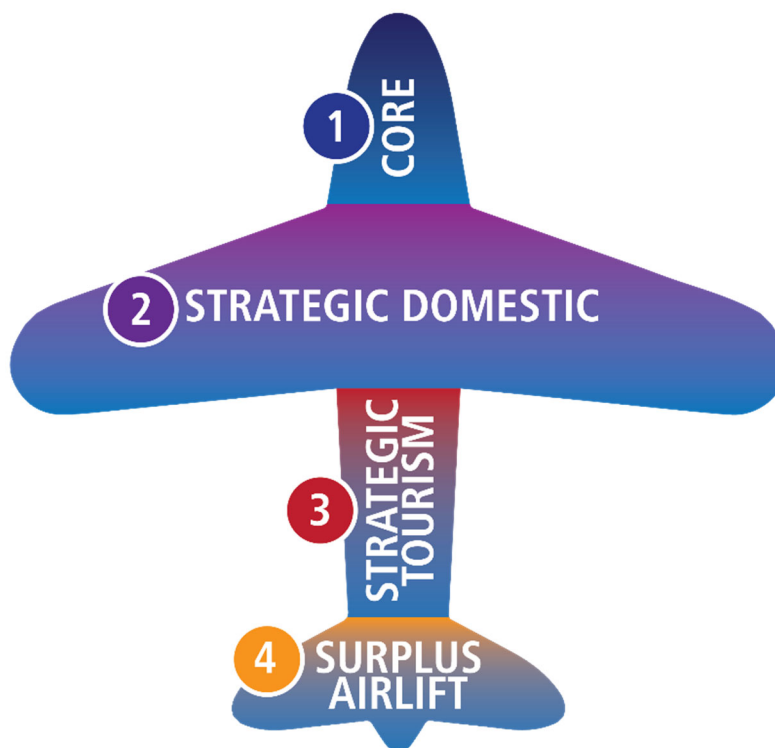
10. Provide direct employment in the Cayman Islands to 370+ people.

Cayman Airways is one of the largest employers in the Cayman Islands. Its employees include mechanics, marketers, customer service agents, accountants, pilots and flight attendants and range from entry-level positions through to corporate executives. The financial contribution to the local economy of a Cayman-based work force is in excess of US\$25 million and affords the local community exposure to roles that simply would not be available without the Airline.

In 2022, the Cayman Islands Government purchased \$19.5 million worth of services from Cayman Airways. The associated deliverables related to these purchases were detailed in the 2018 Purchase Agreement between Cayman Airways and the Cayman Islands Government, calling for the Airline to provide certain strategic air services as well as carry out the various duties detailed above.

The "Airlift Framework"

In 2009, the Company established an "Airlift Framework" to serve as the basis for the costing and allocation of Government purchases, as well as better defining the Airline's roles and accountability with respect to the strategic operations undertaken by the Airline for the benefit of the Cayman Islands.



This framework features significantly in the Airline's operational planning and funding models and is broken into four primary areas defined as follows:

1. Core

The Core is the business component of the Airline and is operated in a typical business manner with the aim of delivering a profit. This section is comprised of those routes and flights where the Airline has primary, or dominant, market share and has an established history of successful service in that market. Additionally, the Core includes any other profit-producing services such as Cargo operations.

2. Strategic Domestic

With the distance between each of the Cayman Islands, air service is the only practical means of connecting. To ensure that flights are delivered in such quantities and at fares determined to be appropriate to facilitate ease of movement, the Cayman Islands Government buys certain Domestic routes and flights from Cayman Airways.

At the start of each fiscal year, a Purchase Agreement is defined between Cayman Airways and the Cayman Islands Government outlining the number of flights and anticipated loads for the Strategic Domestic service. In the Purchase Agreement the

Cayman Islands Government agrees to quantities and a price to pay Cayman Airways for the provision of these services.

Management and the Board of Directors have responsibility to ensure flights are operated as safely and as economically as possible while the Cayman Islands Government has responsibility to fund amounts necessary to ensure that the quantity of flights and seats deemed necessary are provided at an appropriate fare.

3. Strategic Tourism

Under its role as a lever for Strategic Tourism and Economic Development, the Airline is used strategically to ensure that various flights are provided at fares determined to be appropriate to stimulate the market.

As with Strategic Domestic services, at the start of each fiscal year, a Purchase Agreement is defined between Cayman Airways and the Cayman Islands Government outlining the number of flights and anticipated loads for the Strategic Tourism service. In the Purchase Agreement the Cayman Islands Government agrees to quantities and a price to pay Cayman Airways for the provision of these services.

Management and the Board of Directors have responsibility to ensure flights are operated safely and as economically as possible, while the Cayman Islands Government has responsibility to fund amounts necessary to subsidize the passenger fare and to ensure that the quantity of flights and seats deemed necessary are provided.

4. Surplus Airlift

Once the previous three categories are fully serviced (without any displacement and not affecting required redundancy to maintain reliability of scheduled service), the Airline may opt to utilize any surplus capacity. This utilization takes the form of charter flights or other short-term provision of service. In all instances, the surplus is expected to provide good economic return.

Summary and Scope of Activities

Approved Nature and Scope of Activities

This section outlines the nature and scope of activities within which *Cayman Airways Limited* operated during the year.

GENERAL NATURE OF ACTIVITIES

Cayman Airways Limited's activities involve providing scheduled passenger and cargo flights to, from and within the Cayman Islands.

SCOPE OF ACTIVITIES

Cayman Airways Limited is engaged in various air transportation services.

It leases 4 Boeing 737-8Max for its international and Cayman Brac operations, offering commercial passenger and air cargo services.

The Company also operates two Dehavilland DHC-6-300 Twin Otter aircraft through its subsidiary Cayman Airways Express for flights between Grand Cayman and sister islands Cayman Brac and Little Cayman, and two Saab 340B+ aircraft for service to Cayman Brac.

The Company also generates revenue from handling services for other airlines at Grand Cayman's Owen Roberts Airport.

The Company's operations are organized under the "Airlift Framework", a key component of the Company's planning and funding models:

Airlift Framework Category	Definition
Core	Routes/Flights/Operations that CAL dominates and knows the market well Routes/Flights/Operations that provide good economic return or at least break-even
Strategic Domestic	Domestic Routes/Flights that are purchased by, and operated on behalf of, the Government
Strategic Tourism	International Routes/Flights that have national tourism importance which are purchased by, and operated on behalf of the Government
Surplus	Assumes prior 3 categories are being adequately serviced (without displacement and not affecting required redundancy to maintain reliability of service). Includes operations which must provide good economic return

Strategic Domestic and Strategic Tourism are operations which are considered critical for the Cayman Islands, but do not provide sufficient economic justification themselves for an airline to operate. Accordingly, the Government purchases these operations from the Company. During periods of economic slow-down, the Government may also purchase certain of the Core operations from the Company as well.

CUSTOMERS AND LOCATION OF ACTIVITIES

The services provided by Cayman Airways Limited are provided to the following customers both locally and internationally:

The services provided by Cayman Airways Limited are provided through scheduled jet service between Grand Cayman, Cayman Brac, Little Cayman, Miami, Tampa, New York, Denver, Los Angeles, Havana, Kingston, Montego Bay and La Ceiba.

Additional routes continue to be evaluated in conjunction with the Ministry of Tourism and the Cayman Islands Department of Tourism to facilitate decision making on any potential opportunities.

COMPLIANCE DURING THE YEAR

Cayman Airways Limited provided all services as outlined in the Purchase Agreement with the Government where legally able to do so.

Strategic Goals & Objectives

Approved Strategic Goals and Objectives

The key strategic goals and objectives (from an ownership perspective) for *Cayman Airways Limited* for the 2022 financial year were as follows:

- The mission of Cayman Airways is to be the premier choice of safe, reliable, and enjoyable air transportation to all markets we serve, in the best interests of the Cayman Islands. A national airline of which we can all be immensely proud of, one which reflects a top-quality airline, delivering top quality service; an organization which is attracting the best and brightest Caymanian talent and developing its people and the airline to reach their full potential.
- The Airline is major employer within the Cayman Islands and must strive to **attract and develop the best and brightest Caymanian talent**. The Airline offers several unique employment opportunities in specialised fields and will continue to create an environment of opportunity for Caymanians. This role has an immeasurable socio-economic impact on the Cayman Islands and is crucial to continued national development and growth. The Airline will therefore, as it continues to target cost reductions, do so in a manner that places emphasis on the retention and provision of services and employment locally, versus overseas when possible.
- The Airline will continue the process of restructuring and operational reform in order to **drive revenue, reduce costs, and achieve the maximum levels of efficiency** where possible.
- Utilizing the Airlift Framework as a funding model, the Airline and Government shall have a common objective to ensure that the Airline is adequately funded to undertake the core and strategic roles defined in the Airlift Framework. **Adequate levels of Government funding and the Airline's continued efforts to operate at maximum efficiency** are necessary to ensure that no deficit between revenue and expenses arises.
- After years of historical losses, the Airline is faced with a severe deficiency of working capital. The **Government and the Airline must together strive to create adequate levels of working capital in order to ensure that the Airline has the ability to invest where necessary to improve efficiency and viability**. This working capital deficiency may from time to time require external borrowings or equity injections from the Government in order to ensure the Airline's continued viability. The Airline therefore aims to have its historical debt (formal and informal), refinanced in a manner that improves cash flow and provides adequate levels of working capital to be realised, in order to increase the viability and efficiency of the Airlines of the operations. Should a deficit (revenue) arise due to unbudgeted situations during the course of the year, which are beyond the Airline's control, the Government may be asked to provide supplementary funding in order to ensure that the Airline maintains an ability to meet its operating obligations and fulfil the government's strategic objectives for the Airline. The Airline

will do all possible to avoid this scenario and **will keep the Government promptly educated on all situations that may lead to a need for additional funding within the budget year.**

- The Airline is a major contributor to the Cayman Islands economy both directly and indirectly through employment and the purchase of goods and services within the Cayman Islands. The Airline is also a strategic tool used by the Government to drive economic activity, particularly in the tourism industry by providing guaranteed airlift and competitive market environment. This includes providing direct air service to the leading tourist source markets, targeted by the Cayman Islands Department of Tourism. The Airline will therefore continue to work with the Cayman Islands Department of Tourism to realise the maximum benefit from the Department of Tourism's marketing efforts by aligning capacity with the demand generated from the Department of Tourism's efforts. The total economic impact or contribution to the Cayman Islands by Cayman Airways (from studies going back more than ten years), is over \$150M per annum. The Airline must therefore continue to balance its efforts to operate at peak efficiency with its efforts to create the maximum economic impact possible. The Airline's value on a macroeconomic level outweighs the Government's annual investment through this purchase agreement. Whilst this is an overriding value and an excellent return on investment, the **Airline's economic contribution must continue to be provided in the most efficient manner.** The Airline and the Government must therefore maintain alignment through consultation in the budget year to ensure the correct balance between the Airline's performance and the Airline's contribution to the local economy.
- Whilst the Airline is equipped with the full infrastructure of a typical Airline, the Airline is challenged to cover all its fixed costs from operating revenues, because of its relatively small size and the relatively small markets served (economies of scale). The Airline must therefore **seek out opportunities within the surplus category of the Airlift Framework that increases passenger and cargo throughput**, in order to maximise efficiency and reduce dependence on Government funding. This should include the exploration of strategic partnerships with other airlines and potential industry partners, to reduce costs and enhance revenue potential, but in a manner that does not degrade the Airline's strategic value to the Cayman Islands. The Airline expects to **continue working with the public sector as well as to embark on joint initiatives with the private sector to coordinate marketing and advertising efforts.** A key objective of the Airline is to **stimulate incremental visitation through increased visitor arrivals and incremental room nights.**
- Fuel is the most volatile and unpredictable cost facing the Airline. The Company intends to **continue to monitor and aggressively pursue alternatives to minimize the costs of fuel.** Cayman Airways however expects to continue to be faced with high fuel prices and extreme volatility for the budget year. The Airline expects fuel prices to be between US\$55 and US\$65 per barrel for the budget year and has budgeted fuel expense and associated revenue from airfares accordingly. It must be noted that the Airline is not always able to pass on increases in fuel, without negatively affecting

demand and overall revenues. The Airline will therefore strive to recoup fuel increases from the consumer to the maximum extent possible, but will be limited in its efforts so as to not negatively impact the Airline's overall revenue performance nor the Airline's strategic value the local economy and tourism industry.

- The Airline has historically been operating with several outdated or manual systems to manage and control some of its commercial and operating functions. The Airline will continue to strive to implement technological advances that will improve the Airline's operating and financial performance.
- The National Flag Carrier will continue to **explore commercial agreements with select international carriers where deemed beneficial to the Cayman Islands**. The commercial agreements may range from connected websites to full code share agreements. Cayman Airways is committed to working closely with foreign carriers flying into the Cayman Islands, provided that the foreign carrier provides direct economic benefit to the country or serves to provide additional visitation opportunities.

Achievements during the Period

Throughout 2022, in keeping with its business plan, the Company focused its efforts on accomplishing its targeted objectives but was faced with many challenges including the continued erosion of a key market, increased competition and cost increases. Nonetheless, below is a summary of some of the 2022 achievements:

- Mission
 - a. Cayman Airways continued to fulfil its mission, as National Airline, of seeking to be the premier choice of safe, reliable and enjoyable transportation to all markets it serves in the best interest of the Cayman Islands. During 2022, the airline resumed normal operations and played a pivotal role in reopening the Cayman Islands to the rest of the world following the COVID-19 border closure.
- Caymanian Employment
 - a. In 2022 and 2021, the Airline did not layoff any of its Cayman-based staff as a result of the impact COVID-19. Improving the customer service and technical competence of its staff continues to be a focus of the airline.
- Cost Reductions and Increased Efficiencies
 - a. The use of the Airline's Boeing 737-8 Max aircraft, obtained as part of its jet fleet modernization plan, has resulted in substantial fuel and maintenance savings as expected, as compared to the previous Boeing 737-300 operation.
 - b. The Airline continues to optimize its flying and continues to aggressively target non-regulatory costs where possible.
- Airline Framework to ensure adequate funding
 - a. The Airline worked with its Shareholder to ensure its goal of adequate funding across its four categories of flight operations.
- Debt Refinancing
 - a. The 2020 debt restructure continued to provide for an improved financial situation and savings to the Airline. No additional funding or restructuring was pursued in 2022.
- Strategic Tool
 - a. Where feasible, the Airline worked in tandem with the CIDOT to coordinate marketing and advertising efforts.

- b. In November 2022, the airline launched new non-stop service between Los Angeles and the Cayman Islands.
- Airline Partnerships
 - a. Cayman Airways resumed providing ground handling services to several foreign carriers, including United, West Jet and Air Canada.
 - b. Cayman Airways continued to maintain its interline agreements with various foreign carriers to ensure that people were able to easily and affordably travel to the Cayman Islands.
- Stakeholder Partnerships
 - a. The Airline worked with several different organizations to stimulate or prepare for future stimulation of travel to the Cayman Islands. Examples of this effort include working with accommodation partners, various events (CayMas, Batabano, etc.) and other local partners.
- Fuel
 - a. The Boeing 737-8 Max aircraft has delivered up to 25% fuel savings over the retired B737-300 jet service. 2022 has been the first full year that the benefit of the Boeing 737-8 Max fuel efficiency could be realized.
 - b. Despite rising fuel prices worldwide, the airline was able to minimize the impact through the use of the more fuel efficient 737-8 Max aircraft.
- IT System Efficiencies
 - a. During the year, the Airline continued to promote the use of its website for booking. The Airline remains focused on the continued development and promotion of this resource.

Ownership Performance Targets

The ownership performance targets achieved for *Cayman Airways Limited* for the 2022 financial year are as follows:

Financial Performance

Financial Performance Measure	2022 Actual CI\$000s	2022 Budget CI\$000s	Annual Variance CI\$000s
Revenue from Cabinet	19,538	18,569	969
Revenue from ministries, portfolios, statutory authorities and government companies	2,100	2,130	(30)
Revenue from other persons or organisations	51,971	53,146	(1,175)
Surplus/deficit from outputs	73,609	73,845	(236)
Other expenses	84,682	81,004	3,678
Net Surplus/Deficit	(11,074)	(7,158)	(3,916)
Total Assets	53,044	23,533	29,511
Total Liabilities	78,016	43,037	34,979
Net Worth	(24,973)	(19,504)	(5,469)
Cash flows from operating activities	5,439	(4,293)	9,732
Cash flows from investing activities	(229)	(1,100)	871
Cash flows from financing activities	1,222	6,924	(5,702)
Change in cash balances	6,432	1,531	4,901

Explanation of Variances:

Performance Overview

During 2022, as the world emerged from the impact of the COVID-19 pandemic, inflation grew at historical rates presenting Cayman Airways with a host of cost increases. Global oil prices were particularly impacted. Despite a reduction in fuel consumption from budgeted targets, the airline's fuel expenditure grew by \$11.3 million.

The Airline ended the 2022 fiscal year with a Net Loss of \$11.1 million (Budget: Net Loss of \$7.16 million). This \$3.9 million variation was primarily due to fuel cost increases (despite reduced consumption) and other cost increases.

The Airline's recent adoption of accounting lease standards (IFRS 16) resulted in significant variations in assets, liabilities and cash flow measures. The original budget was prepared using traditional lease expensing methodologies. In contrast, the new standard requires that leases be capitalized along with recording a corresponding lease obligation. Leases are then expensed through depreciation. This treatment has resulted in a much higher level of cash provided by the operating activities section and a corresponding increase in cash used in financing activities (as the obligation is reduced).

Summarized Financial Statements

A full set of financial statements for *Cayman Airways Limited* is provided in the Appendix to this Ownership Agreement Annual Report.

A summary of the actual and budget data is as follows.

Operating Statement	2022 Actual CI\$000s	2022 Budget CI\$000s	Annual Variance CI\$000s
Revenue (includes Government funding)	73,609	73,845	(236)
Total Expenses	84,682	81,004	3,678
Net Surplus/Deficit	(11,074)	(7,158)	(3,916)

Balance Sheet	2022 Actual CI\$000s	2022 Budget CI\$000s	Annual Variance CI\$000s
Assets	53,044	23,533	29,511
Liabilities	78,016	43,037	34,979
Net Worth	(24,973)	(19,504)	(5,469)

Statement of Cash Flows	2022 Actual CI\$000s	2022 Budget CI\$000s	Annual Variance CI\$000s
Net cash flows from operating activities	5,439	(4,293)	9,732
Net cash flows from investing activities	(229)	(1,100)	871
Net cash flows from financing activities	1,222	6,924	(5,702)

Explanation of Variances:

See *Ownership Performance Targets* section above

Other Financial Information

Detailed below is information about specific financial transactions required to be included in the Ownership Agreement by the Public Management and Finance Law.

Transaction	2022 Actual CI\$	2022 Budget CI\$	Annual Variance CI\$
Equity Investments into <i>Cayman Airways Limited</i>	9,100,000	9,100,000	, -
Government Grant	-	-	-
Capital Withdrawals from <i>Cayman Airways Limited</i>	-	-	-
Dividend or Profit Distributions to be made by <i>Cayman Airways Limited</i>	-	-	-
Government Loans to be made to <i>Cayman Airways Limited</i>	-	-	-
Government Guarantees to be issued in relation to <i>Cayman Airways Limited</i>	No New Guarantees	Up to CI\$19M for CIG approved borrowing to address informal debt	-

Explanation of Variances:

N/A

Output Performance Targets

The output performance targets achieved for *Cayman Airways Limited* for the 2022 financial year as they relate to the outputs purchased by the Cayman Islands Government are as follows:

CAL1 - Strategic Domestic Air Services

DESCRIPTION

Provision of air service between Grand Cayman and the sister islands of Cayman Brac and Little Cayman using both SAAB and Twin Otter aircraft and specific Jet supplemental flights.

MEASURES	2022 Actual	2022 Budget	Annual Variance
QUANTITY - One-way flights between Grand Cayman and Cayman Brac or Little Cayman - One-way flights between Cayman Brac and Little Cayman - One-way passengers carried.	4028 1,882 69,642	4,000-4,400 1,800-2,100 70,000-86,000	28 82 (358)
QUALITY All flights will be operated in accordance with the airline's safety, operating and maintenance standards.	100%	100%	-
TIMELINESS All flights will be operated with due regard for timeliness and reliability.	80%	80%	-
LOCATION Cayman Islands	100%	100%	-
COST (CI\$000s)	\$3,134	\$3,134	-

Overview and Explanation of Variance

Domestic service within the Cayman Islands is balanced between three aircraft types (the 160-seat Boeing 737-8Max, the 34-seat Saab 340B+ and the 15-seat Dehavilland Twin Otter). The balancing of these aircraft types to match fluctuations in demand will often result in a flight count variance from budget (one flight with 160 seats versus three flights with 34 seats each), but the total available seat count will be maintained or increased.

CAL2 - Strategic Tourism, Regional and Core Air Services

DESCRIPTION

Cayman Airways Limited provides direct air service to strategic US and regional gateways identified as key source markets for expanding the Cayman Islands tourism base and for facilitating the economic development of the Cayman Islands.

MEASURES	2022 Actual	2022 Budget	Annual Variance
QUANTITY - Number of direct, one-way flights per annum. - Number of one-way passengers carried.	3,612 264,997	4,000-5,000 300,000-380,000	(388) (35,003)
QUALITY All flights will be operated in accordance with the airline's safety, operating and maintenance standards.	100%	100%	
TIMELINESS All flights will be operated with due regard for timeliness and reliability.	74%	80%	
LOCATION - Strategic US gateways include: New York, Miami, Tampa, and Denver - Regional gateways include: Kingston, Montego Bay, La Ceiba and Havana	100% 100%	100% 100%	-
COST (CI\$000s)	CI\$17,204	\$15,435	\$1,769

Overview and Explanation of Variance

In June 2021, the Cayman Islands Government revealed plans for a phased border reopening. It was expected that by January 2022, all travelers would be able to visit the Cayman Islands regardless of their vaccination status. Based on this, Cayman Airways made budget projections. However, the full reopening was postponed by the government and did not occur until late August 2022 due to various reasons.

The provision of Strategic Tourism, Regional and Core air services requires constant vigilance in monitoring demand and ensuring that sufficient demand generation activities are initiated (where feasible) and appropriate adjustments of flight schedules are made.

In 2022, with travel limited to vaccinated passengers, demand was slow to rebound. In conjunction with the Cayman Islands government, reduced some of its international flights and delayed the launch of others. Additionally, the utilization of the larger aircraft (160-seat Boeing 737-8Max versus the previously used 122-seat Boeing 737-300) meant that fewer flights could provide an equivalent (or even greater) number of seats.

While the airline operates all its flights with due regard for timeliness and reliability, a key measure in the airline industry is on-time performance (the percentage of flights that

arrive at their destination within 15 minutes of scheduled arrival. On-time performance for Cayman Airways was affected negatively during the first half of the year when the airline had responsibility to verify vaccination status, travel approval and test results. This lengthy process (with no room for error) resulted in poor on-time departures, particularly on full flights.

The CAL2 funding was increased by \$1,769k in 2022 from budgeted amounts. This was to provide funding for a 2022 COLA of 2% and a December increment move, in addition to startup and marketing costs for the launch of the new Los Angeles route.

CAYMAN AIRWAYS LIMITED

CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022

CAYMAN AIRWAYS LIMITED
CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2022

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STATEMENT OF RESPONSIBILITIES
31 December 2022

These financial statements have been prepared by Cayman Airways Limited in accordance with the provisions of the Public Management and Finance Law (2020 Revision).

We accept responsibility for the accuracy and integrity of the financial information in these consolidated financial statements and their compliance with the Public Management and Finance Act (2020 Revision).

As Acting Chairman and Executive Vice President, we are responsible for establishing and have established and maintain a system of internal controls designed to provide reasonable assurance that the transactions recorded in the consolidated financial statements are authorised by law, and properly record the financial transactions of Cayman Airways Limited.

As Acting Chairman and Executive Vice President we are responsible for the preparation of Cayman Airways Limited consolidated financial statements and for the judgements made in them.

The consolidated financial statements fairly present the consolidated statements of financial position, financial performance, changes in shareholders' equity, and cash flows of Cayman Airways Limited for the financial year ended 31 December 2022.

To the best of our knowledge we represent that these consolidated financial statements:

- a) Completely and reliably reflect the financial transactions of Cayman Airways Limited for the financial year ended 31 December 2022.
- b) Fairly reflect the consolidated financial position as at 31 December 2022 and its comprehensive income for the year ended 31 December 2022.
- c) Comply with International Financial Reporting Standards under the responsibility of the International Accounting Standards Board.

The Office of the Auditor General conducts an independent audit and expresses an opinion on the accompanying financial statements. The Office of the Auditor General and its agent have been provided access to all the information necessary to conduct an audit in accordance with International Standards of Auditing.



Dr. John-Paul Clarke
Chairman
Cayman Airways Limited

Date: April 30, 2023



Mr. Paul Tibbetts
Executive Vice President & CFO
Cayman Airways Limited

Date: April 30, 2023



AUDITOR GENERAL'S REPORT

To the Board of Directors of the Cayman Airways Ltd.

Opinion

I have audited the consolidated financial statements of the Cayman Airways Ltd and its subsidiary (the "Company"), which comprise the statement of financial position as at 31 December 2022 the statements of consolidated comprehensive loss, changes in shareholder's deficit and cash flows for the year then ended, and notes, comprising significant accounting policies and other explanatory information.

In my opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at 31 December 2022 and its financial performance and its cash flows for the year ended 31 December 2022 in accordance with International Financial Reporting Standards ("IFRS").

Basis for Opinion

I conducted my audit in accordance with International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Company in accordance with the International Ethics Standards Board for Accountants' *Code of Ethics for Professional Accountants (IESBA Code)*, together with the ethical requirements that are relevant to my audit of the financial statements in the Cayman Islands, and I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion. In rendering my audit opinion on the financial statements of the Company, I have relied on the work carried out on my behalf by a public accounting firm that performed its work in accordance with International Standards on Auditing.

Emphasis of Matter

I draw attention to Note 2 of the consolidated financial statements, which indicates that the Company's funding model is dependent on the financial support of the Government of the Cayman Islands. My opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of the financial statements in accordance with IFRS and for such internal control as management determines is necessary to enable the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

AUDITOR GENERAL'S REPORT (continued)

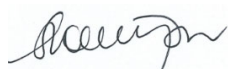
Auditor's Responsibilities for the Audit of the Financial Statements

My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, I exercise professional judgment and maintain professional skepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I have undertaken the audit in accordance with the provisions of Section 60(1)(a) of the *Public Management and Finance Act (2020 Revision)*. I communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.



Sue Winspear
Auditor General

30 April 2023
Cayman Islands

CAYMAN AIRWAYS LIMITED**CONSOLIDATED STATEMENT OF FINANCIAL POSITION**

(Expressed in United States dollars)

	As at 31 December,	
	<u>2022</u>	<u>2021</u>
ASSETS		
Current assets		
Cash on hand and at bank	\$ 15,915,905	\$ 8,258,757
Trade and other receivables (Note 6)	2,719,360	2,531,301
Security deposits (Note 4)	2,679	502,679
Prepayments and other assets (Note 4)	1,373,810	902,044
Aircraft and flight equipment held for sale (Note 5)	<u>-</u>	<u>1,050,000</u>
Total current assets	<u>20,011,754</u>	<u>13,244,781</u>
Non-current assets		
Security deposits (Note 4)	4,994,070	4,846,906
Property, plant and equipment (Note 5)	<u>38,141,599</u>	<u>34,312,522</u>
Total non-current assets	<u>43,135,669</u>	<u>39,159,428</u>
TOTAL ASSETS	<u>\$ 63,147,423</u>	<u>\$ 52,404,209</u>
LIABILITIES AND SHAREHOLDER'S DEFICIT		
Current liabilities		
Accounts payable and accrued expenses (Note 7)	25,750,969	18,489,964
Loan payable (Note 8)	1,988,427	2,246,564
Lease obligations (Note 15)	8,954,417	6,306,422
Unearned transportation revenue (Note 10)	11,154,375	8,877,542
Frequent flyer programme (Notes 11 and 21)	3,690,000	3,450,000
Other liability (Note 5)	-	1,250,000
Deferred revenue (Note 16)	<u>1,034,642</u>	<u>-</u>
Total current liabilities	<u>52,572,830</u>	<u>40,620,492</u>
Non-current liabilities		
Loan payable (Note 8)	18,491,691	20,395,330
Lease obligations (Note 15)	19,812,104	17,267,969
Major maintenance provision (Note 9 and 15)	<u>2,000,000</u>	<u>1,500,000</u>
Total non-current liabilities	<u>40,303,795</u>	<u>39,163,299</u>
Total liabilities	<u>92,876,625</u>	<u>79,783,791</u>
Shareholder's deficit (Note 2)		
Share capital (Note 12)	38,376,215	38,376,215
Share subscriptions (Note 12)	130,232,413	119,399,079
Accumulated deficit	<u>(198,337,830)</u>	<u>(185,154,876)</u>
Total shareholder's deficit	<u>(29,729,202)</u>	<u>(27,379,582)</u>
TOTAL LIABILITIES AND SHAREHOLDER'S DEFICIT	<u>\$ 63,147,423</u>	<u>\$ 52,404,209</u>

Approved for issuance on behalf of the Cayman Airways Limited Board of Directors on April 30, 2023 by:

JOHN-PAUL CLARKE
.....
Director

KENNETH JEFFERSON
.....
Director

The accompanying notes are an integral part of these consolidated financial statements.

CAYMAN AIRWAYS LIMITED**CONSOLIDATED STATEMENT OF COMPREHENSIVE LOSS**

(Expressed in United States dollars)

	Year ended	
	31 December <u>2022</u>	31 December, <u>2021</u>
Income		
Passenger revenue	\$ 55,215,830	\$ 21,100,262
Government output purchases (Note 16 and 21)	23,259,564	28,472,690
Cargo revenue	4,173,420	4,665,033
Handling revenue	1,836,517	57,370
Compensation	-	1,170,163
Other revenues	<u>3,143,981</u>	<u>1,567,196</u>
Total income	<u>87,629,312</u>	<u>57,032,714</u>
Expenses		
Salaries and wages (Note 13)	22,800,389	23,179,140
Other staff costs (Note 14)	6,550,619	4,459,343
Aircraft fuel	17,196,255	3,692,971
Aircraft lease expense (Note 15)	2,724,366	2,213,698
Commissions and related sales costs	3,642,021	1,266,359
Maintenance, materials and repairs	11,165,813	5,188,065
Landing and parking fees	1,606,901	530,237
Aircraft and passenger service	13,941,449	3,989,544
Communications	1,378,377	780,863
Information technology	1,876,542	1,588,499
General and administrative	3,347,517	2,858,668
Other operating expenses	<u>3,720,652</u>	<u>3,058,881</u>
Total expenses (excluding depreciation and interest)	<u>89,950,901</u>	<u>52,806,268</u>
NET (LOSS)/ INCOME BEFORE INTEREST AND DEPRECIATION	(2,321,589)	4,226,446
Interest expense (Notes 8 and 15)	1,615,965	1,233,691
Depreciation (Note 5 and 15)	<u>9,245,400</u>	<u>8,012,021</u>
NET LOSS FOR THE YEAR (NOTE 2)	<u>\$ (13,182,954)</u>	<u>\$ (5,019,266)</u>
TOTAL COMPREHENSIVE LOSS	<u>\$ (13,182,954)</u>	<u>\$ (5,019,266)</u>

The accompanying notes are an integral part of these consolidated financial statements.

CAYMAN AIRWAYS LIMITED

CONSOLIDATED STATEMENT OF CHANGES IN SHAREHOLDER'S DEFICIT

(Expressed in United States dollars)

	<u>Share capital</u> <u>(Note 12)</u>	<u>Share</u> <u>subscriptions</u> <u>(Note 12)</u>	<u>Accumulated</u> <u>deficit</u>	<u>Total</u>
Balance at 31 December 2020	\$ 38,376,215	114,925,265	(180,135,610)	(26,834,130)
Net loss for the year	-	-	(5,019,266)	(5,019,266)
Share subscriptions (Notes 12 and 20)	<u>-</u>	<u>4,473,814</u>	<u>-</u>	<u>4,473,814</u>
Balance at 31 December 2021	38,376,215	119,399,079	(185,154,876)	(27,379,582)
Net loss for the year	-	-	(13,182,954)	(13,182,954)
Share subscriptions (Notes 12 and 20)	<u>-</u>	<u>10,833,334</u>	<u>-</u>	<u>10,833,334</u>
Balance at 31 December 2022	<u>\$ 38,376,215</u>	<u>\$ 130,232,413</u>	<u>\$(198,337,830)</u>	<u>\$(29,729,202)</u>

The accompanying notes are an integral part of these consolidated financial statements.

CAYMAN AIRWAYS LIMITED**CONSOLIDATED STATEMENT OF CASH FLOWS**

(Expressed in United States dollars)

	Year ended	
	31 December, <u>2022</u>	31 December, <u>2021</u>
Cash flows from operating activities		
Net loss for the year	\$(13,182,954)	\$ (5,019,266)
Adjustments to reconcile net loss to net cash used in operating activities:		
Depreciation	9,245,400	8,012,021
Interest expense	1,615,965	1,233,691
Gain on disposal of property, plant and equipment	(958,500)	(153,910)
(Increase)/ Decrease in trade and other receivables	(188,059)	763,255
Increase in prepayments and other assets and security deposits	(118,930)	(325,665)
Increase/ (Decrease) in accounts payable and accrued expenses	7,261,005	(323,400)
Increase in major maintenance provision	500,000	500,000
Increase in unearned transportation revenue	2,276,833	4,124,045
(Decrease)/ Increase in other liability	(1,250,000)	1,250,000
Increase in frequent flyer programme	240,000	297,120
Increased in deferred income	<u>1,034,642</u>	<u>-</u>
Net cash provided by operating activities	<u>6,475,402</u>	<u>10,357,891</u>
Cash flows from investing activities		
Purchase of property, plant and equipment (Note 5)	(2,281,680)	(863,625)
Proceeds from sale of aircraft and flight equipment held for sale	<u>2,008,500</u>	<u>1,600,000</u>
Net cash (used in)/ provided by investing activities	<u>(273,180)</u>	<u>736,375</u>
Cash flows from financing activities		
Share subscriptions (Note 12)	10,833,334	4,473,814
Repayment of loan (Note 8)	(2,161,776)	(2,214,107)
Lease payments (Note 15)	(5,600,667)	(2,462,169)
Interest paid (Note 8 and 15)	(1,615,965)	(1,233,691)
Net cash provided/ (used in) by financing activities	<u>1,454,926</u>	<u>(1,436,153)</u>
Net increase in cash and cash equivalents	<u>7,657,148</u>	<u>9,658,114</u>
Cash and cash equivalents - beginning of the year	<u>8,258,757</u>	<u>(1,399,358)</u>
Cash and cash equivalents - end of the year	<u>\$ 15,915,905</u>	<u>\$ 8,258,757</u>

The accompanying notes are an integral part of these consolidated financial statements.

CAYMAN AIRWAYS LIMITED
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
31 DECEMBER 2022

(Expressed in United States dollars)

1. Incorporation and activity

Cayman Airways Limited (the "Entity") was incorporated in the Cayman Islands on 7 August 1968 and is wholly-owned by the Government of the Cayman Islands (the "Government", or the "Shareholder").

On 4 February 2004, the Entity established Cayman Airways Express Limited, being a wholly owned subsidiary incorporated in the Cayman Islands. Cayman Airways Express Limited was established to provide air transportation between Grand Cayman and the islands of Cayman Brac and Little Cayman.

These consolidated financial statements comprise the Entity and its subsidiary (together referred to as the "Company").

The Company's main activity is the provision of scheduled passenger and cargo air transportation to, from, and within the Cayman Islands.

The Company's registered office is 91 Owen Roberts Drive, George Town, Grand Cayman, Cayman Islands.

2. Going concern

Annually, the Government of the Cayman Islands contracts with the Company to purchase certain strategic flights and services (Note 16). Terms of this contract are defined in a Purchase Agreement and the associated payments received by the Company are referred to as "Output Payments". Purchase commitments made by the Government based on this agreement result in the Government being the single largest customer of the Company, with its Output Payments representing 27% (2021: 50%) of total revenue for the financial year.

Currently and historically, the Company has been structured in such a manner as to allow it to facilitate its requirements under the Purchase Agreement. Under its current structure the Company relies upon these purchase commitments, capital contributions, bank loan guarantee (Note 8) and guarantees made by the Government of the Cayman Islands in the Company's favour, as well as the Government's assistance in managing the settlement of amounts owed to related parties (Note 7) which are under Government control, allowing it to continue as a going concern. For the year ended 31 December 2022, the Company has realized a net loss of \$13,182,954 (2021 net loss of \$5,019,266). Accumulated shareholder's deficit as of 31 December 2022 was (\$198,337,830) (2021: \$185,154,876).

Under the 2022-23 Ownership Agreement the Government agreed to provide equity injections amounting to \$10.8m million (CI\$9.1 million) (2021: \$4.5m (CI\$3.7 million) for the year ended 31 December 2022 (Note 12 and 20).

Consequently, the consolidated financial statements have been prepared on the going concern basis.

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022

(Expressed in United States dollars)

3. Summary of significant accounting policies

The principal accounting policies applied in the preparation of these consolidated financial statements are set out below. These policies have been consistently applied to all the years presented, unless otherwise stated.

Basis of preparation: The consolidated financial statements of the Company have been prepared in accordance with International Financial Reporting Standards (“IFRS”). The consolidated financial statements have been prepared under the historical cost convention. As outlined in Note 2 above, the continued existence of the Company is based on the ongoing support from the Government and the maintenance of the credit facilities provided by the Company’s bankers, pursuant to the guarantees provided by Government.

As management considers that this support will be ongoing and there are no indications which suggest otherwise, management considers this basis of preparation to be appropriate.

The preparation of consolidated financial statements, in conformity with IFRS, requires management to make judgments, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income and expenses. These estimates and associated assumptions are based on historical experience and various other factors management believes to be reasonable under the circumstances, and the results of such estimates form the basis of judgments about carrying values of assets and liabilities that are not readily apparent from other sources. These underlying assumptions are reviewed on an ongoing basis. A revision to an accounting estimate is recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if these are also affected. Principal sources of estimation uncertainty are outlined in Note 21. Actual results may differ from those estimates.

a) New standards and amendments effective 1 January 2022 adopted by the Company:

- i) *Onerous Contracts – Cost of Fulfilling a Contract – Amendments to IAS 37*
- ii) *Annual Improvements to IFRS Standards 2018-2020*
- iii) *Property, Plant and Equipment: Proceeds before intended Use – Amendments to IAS 16*

The standards and interpretations currently in issue are not expected to be relevant to or impact the results of the Company.

b) New standards, amendments and interpretations issued but not effective for the financial year beginning 1 January 2022 and not early adopted:

- *Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to IAS 12)*
- *Classification of Liabilities as Current or Non-Current (Amendments to IAS 1)*
- *Disclosure of Accounting Policies (Amendments to IAS 1 and IFRS Practice Statement 2)*
- *Definition of Accounting Estimates (Amendments to IAS 8)*

Certain new standards, amendments and interpretations to existing standards issued to date are not yet effective for the consolidated financial statements of the Company for the year ended December 31, 2022 and have neither been applied nor early adopted in preparing these consolidated financial statements.

The significant accounting policies of the Company, which have been consistently applied to all years presented (unless otherwise stated), are as follows:

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022

(Expressed in United States dollars)

3. Summary of significant accounting policies (continued)

Principles of consolidation: The consolidated financial statements include the accounts of the Entity and its wholly owned subsidiary (Note 1). The Company ‘controls’ an entity when it is exposed to, or has rights to, variable returns from its involvement, and has the ability to affect those returns through its power over the entity. The financial statements of the subsidiary are included in the consolidated financial statements from the date on which control commences until the date on which control ceases.

Intra-group balances and transactions, and any unrealised income and expenses (except for foreign currency transaction gains and losses) arising from intra-group transactions, are eliminated.

Property, plant and equipment: Property, plant and equipment is initially recorded at cost. Cost includes all direct attributable costs of bringing the asset to working condition for its intended use.

Property, plant and equipment are reviewed annually at each reporting date for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable or when impairment indicators are present. Assets whose carrying values exceed their recoverable amount are written down to the recoverable amount, being the higher of fair value less costs of disposal or value in use (on a discounted cash flow basis), and the resulting impairment loss recorded in the Consolidated Statement of Comprehensive Loss. To the extent that a previously recognised impairment loss no longer exists or decreases, the carrying amount of the asset will be increased to the lower of recoverable amount or depreciated cost and the resulting reversal of impairment loss will be recorded in the Consolidated Statement of Comprehensive Loss.

Depreciation: Property, plant and equipment are depreciated to their estimated residual values using the straight-line method over their estimated useful lives as measured in years or flight hours as follows:

<u>Type of Property, plant and equipment</u>	<u>Estimated useful life</u>
Owned aircraft airframe and related overhauls	
Airframe and related components	12 months or 12,000 – 30,000 flight hours
Right-of-use assets	Lease term*
D checks and landing gear	21,000 flight hours or 105 months
C checks	24 months
Aircraft engines and related overhauls	
Engine	5 – 8 years
Limited life parts	20,000 cycles**
Other property, plant and equipment:	
Buildings	20 – 50 years
Rotables	12 years
Other property, plant and equipment	3 – 15 years

Land is not depreciated.

* Right of use assets include aircraft and premises whose useful economic life is typically significantly longer than the lease terms entered into by the Company.

** A cycle represents a one way completed flight from start up to shut down.

Where impairment losses have been recorded against property, plant and equipment, the recoverable amount is depreciated to estimated residual value over the remaining estimated useful life.

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022

(Expressed in United States dollars)

3. Summary of significant accounting policies (continued)

Aircraft maintenance:

(a) Routine maintenance

All routine aircraft maintenance is provided on a continuous basis and the related costs are expensed as incurred.

(b) Periodic major maintenance and overhauls

For aircraft held under lease agreements, the Company may be contractually committed to either return the aircraft in a certain condition or to compensate the lessor based on the actual condition of the airframe, engines and life-limited parts upon return. In order to fulfil such conditions of the lease, maintenance in the form of major airframe overhaul, engine maintenance checks, and restitution of major life-limited parts, are required to be performed during the period of the lease and upon return of the aircraft to the lessor. In such circumstances the estimated airframe and engine maintenance costs and the costs associated with the restitution of major life-limited parts, are accrued and charged to the Consolidated Statement of Comprehensive Loss over the lease term. For aircraft where there are no such contractual commitments or lessor-imposed conditions, the costs associated with maintenance are accounted for in accordance with (a) above.

For owned aircraft, major maintenance, including spares and labor costs, is recognised and depreciated over the expected life between major overhauls.

Assets held for sale: Non-current assets, or disposal groups comprising assets and liabilities, are classified as held-for-sale if it is highly probable that they will be recovered primarily through sale rather than through continued use. Such assets, or disposal groups, are generally measured at the lower of their carrying amount and fair value less costs to sell. Any impairment loss on a disposal group is allocated to the remaining assets and liabilities on a pro rata basis. Once classified as held-for-sale, property, plant and equipment are no longer depreciated.

Trade and other receivables: Trade and other receivables are initially recognised at fair value and subsequently measured at amortized cost. At each reporting date, the Company shall measure the loss allowance on amounts due from trade and other receivables equal to the lifetime expected credit losses applying the simplified approach permitted by IFRS 9 of measuring credit losses of trade receivables and contract assets on lifetime basis from initial recognition. When a receivable is uncollectible, it is written off against the allowance account. Subsequent recoveries of amounts previously written off are credited to the Consolidated Statement of Comprehensive Loss.

Other assets: Where the Company expects a provision, recognised in accordance with IAS 37 “Provisions, contingent liabilities and contingent assets”, to be reimbursed under a contractual arrangement with a third party, the reimbursement is recognised as a separate asset but only when it is virtually certain that reimbursement will be received. Expenditure and the related reimbursement under such arrangement are netted in the Consolidated Statement of Comprehensive Loss.

Security deposits: Security deposits, which are refundable, are initially recognised at fair value and subsequently carried at amortised cost. Security deposits are classified as non-current assets where the period remaining to refund is greater than twelve months from the reporting date.

Accounts payable and accrued expenses: Accounts payable and accrued expenses are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Accounts payable and accrued expenses are classified as current liabilities if payment is due within one year or less. Accounts payable and accrued expenses are recognised initially at fair value and subsequently measured at amortized cost using the effective interest method.

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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(Expressed in United States dollars)

3. Summary of significant accounting policies (continued)

Cash and cash equivalents: Cash and cash equivalents consist of cash on hand and at bank, which is available on demand and short-term bank overdrafts.

Loan payable: Loan payable are recognised initially at fair value, net of transaction costs incurred, and are subsequently carried at amortized cost using the effective interest method. After initial recognition, any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the Consolidated Statement of Comprehensive Loss over the period of the loan. Loan payable are classified as current liabilities unless the Company has an unconditional right to defer settlement of the liability for at least twelve months after the end of the reporting period.

Share capital and share subscriptions: Ordinary shares are classified as equity. Where funds are received from the Shareholder in respect of the issuance of shares, but where those shares are not yet issued to the Shareholder and pending issuance of shares at a future date, those funds are presented as Share subscriptions and classified as equity on the Consolidated Statement of Financial Position. When the formalities associated with the issuance of these new shares takes place, the amount shown in the Share subscription caption will be transferred to Share capital.

Foreign currency translation: The accounting records of the Company are maintained in United States dollars. Items included in the consolidated financial statements are measured using United States dollars which is the currency of the primary economic environment in which the Company operates (the “functional currency”). The consolidated financial statements are presented in ‘United States dollars’ (“USD”), which is the Company’s presentational currency. Monetary assets and liabilities in a foreign currency are translated into United States dollars at the prevailing rates of exchange at reporting date. Revenue receipts and expense payments are translated into United States dollars at the prevailing exchange rate on the respective dates of transactions. The rate of exchange between United States dollars and Cayman Islands Dollars is fixed at US\$1 to CI\$0.84.

Revenues: Scheduled passenger and cargo revenues are recognised in the period in which transportation is provided, net of government taxes, at a point in time. Unearned revenue represents flight seats sold but not yet flown, a contract liability, and is included as a current liability in an unearned transportation liability account. Passengers are only able to make reservations up to a twelve-month period in advance of booking date. Consequently, all unearned transportation revenue is due within twelve months of the reporting date. It is released as income to the Consolidated Statement of Comprehensive Loss as passengers fly. Unused tickets are generally recognised as revenue after an inactive period of 13 months has elapsed (the period after which the ticket becomes non-recoverable).

Handling Revenue: Handling revenue relates to revenue generated from technical handling and third-party maintenance agreements with other airlines flying to the Owen Roberts International Airport. Revenue from these agreements is recognised over time as the contract terms are met in the Consolidated Statement of Comprehensive Loss when the service is provided.

Other Revenues: Other revenue comprises revenue earned from the provision of other airline related services, including ticket change fees, refund penalties, in-flight sales and other product revenue. Inflight sales and certain other services are recognised in the Consolidated Statement of Comprehensive Loss at the time the sale occurs or the service is provided. Ticket change fees and refund penalties are recognised at the point in time in which transportation is provided in the Consolidated Statement of Comprehensive Loss.

Frequent flyer revenue: The Company’s frequent flyer programme allows frequent travellers to accumulate ‘Sir Turtle Rewards’ points each time that they travel with the airline. These points entitle them to a choice of various awards, including free travel and upgrades. Additionally, the Company sells reward points to non-airline business partners.

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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(Expressed in United States dollars)

3. Summary of significant accounting policies (continued)

Frequent flyer revenue (continued): The reward points are recognised as a separately identifiable component of the initial sale transaction by allocating the fair value of the consideration received between the award points and the other components of the sale such that the reward points are initially recognised as deferred income at their fair value and subsequently recognised as revenue on redemption of the miles by the participants to whom the miles are issued.

The frequent flyer programme in respect of the redemption under this programme is determined using various assumptions concerning the future behaviour of the participants. Those include the following assumptions:

- i) The fair value attributable to the awarded mileage credit has been calculated based on the weighted average fare price across all routes over the last five years; and
- ii) The rate of redemption for the program since its inception.

Revenue received against the issuance of Sir Turtle Rewards points is deferred as a liability on the Consolidated Statement of Financial Position until the points are redeemed through a passenger being uplifted or expired due to inactivity. The frequent flyer programme is measured based on management's estimates of the fair value of the expected awards for which the points will be redeemed. The fair value of the awards is reduced to take into account the proportion of points which are expected to expire.

Airline and Regulatory Fees: In connection with the sale of flights, fees are collected on behalf of related and third parties such as airports and regulatory agencies. The fees collected are treated as a liability and are recognized in the Consolidated Statement of Financial Position within "Accounts payable and accrued expenses". The liability is generally extinguished when payments are made to these agencies. Certain of these fees are payable only if a passenger travelled and are not due to be paid to these agencies and, subject to contract terms, are also not refundable if the travel did not occur. The Company derecognizes the liability for the collection of such fees on unused expired tickets, which are then recorded as "Other revenue".

Government output purchases: Payments made by Government from its purchase commitments are non-refundable and are recognised over time as the contract terms are met in the Consolidated Statement of Comprehensive Loss during the period necessary to match with costs that they are intended to compensate. Output Payments are calculated according to the Purchase Agreement in place with Government (Note 16). The Output Payments are accounted for in accordance with IAS 20. Output Payments by the Government are recognised at their fair value where there is a reasonable assurance that the amount will be received and the Company will comply with all attached conditions.

Pension plan: In accordance with the Cayman Islands National Pensions Law, 1996 (the "Law") those of the Company's employees that are located in the Cayman Islands participate in a defined contribution pension plan. Employees are required to contribute an amount up to 5% of their annual salaries to the plan during the year and the Company matches such contributions up to 5%. Employees based in the United States of America are eligible to participate in a 401K defined contribution pension plan. Contributions are matched by the Company, to a maximum of 3% of the employee's basic salary. Independent trustees administer both of these plans. The pension contributions paid by the Company under these plans are expensed as incurred in the Consolidated Statement of Comprehensive Loss.

Expenses: Expenses are recognised in the Consolidated Statement of Comprehensive Loss on an accrual basis.

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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(Expressed in United States dollars)

3. Summary of significant accounting policies (continued)

Leases: A lease is defined as ‘a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration’. To apply this definition the Company assesses whether the contract meets three key evaluations, which are whether:

- the contract contains an identified asset, which is either explicitly identified in the contract or implicitly specified by being identified at the time the asset is made available to the Company;
- the Company has the right to obtain substantially all of the economic benefits from use of the identified asset throughout the period of use, considering its rights within the defined scope of the contract
- the Company has the right to direct the use of the identified asset throughout the period of use. The Company shall assess whether it has the right to direct ‘how and for what purpose’ the asset is used throughout the period of use.

At lease commencement date, the Company recognises a right-of-use asset and a lease liability on the Consolidated Statement of Financial Position. The right-of-use asset is measured at cost, which is made up of the initial measurement of the lease liability, any initial direct costs incurred by the Company, an estimate of any costs to dismantle and remove the asset at the end of the lease, and any lease payments made in advance of the lease commencement date (net of any incentives received).

The Company depreciates the right-of-use assets on a straight-line basis from the lease commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The Company also assesses the right-of-use asset for impairment when such indicators exist. At the commencement date, the Company measures the lease liability at the present value of the lease payments unpaid at that date, discounted using the interest rate implicit in the lease if that rate is readily available or the Company’s incremental borrowing rate.

Lease payments included in the measurement of the lease liability are made up of fixed payments (including in substance fixed), variable payments based on an index or rate, amounts expected to be payable under a residual value guarantee and payments arising from options reasonably certain to be exercised.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification, or if there are changes in in-substance fixed payments. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset, or Consolidated Statement of Comprehensive Loss if the right-of-use asset is already reduced to zero.

The Company has elected to account for short-term leases and leases of low-value assets using the practical expedients. Instead of recognising a right-of-use asset and lease liability, the payments in relation to these are recognised as an expense in the Consolidated Statement of Comprehensive Loss on a straight-line basis over the lease term. On the Consolidated Statement of Financial Position, right-of-use assets have been included in “*Aircraft & engines*” and “*Land and buildings*” asset classes. The lease obligation arising as a result of the right-of-use asset is disclosed as “*Lease Obligation*” on the Consolidated Statement of Financial Position.

Provisions and contingencies: A provision is recognised in the Consolidated Statement of Financial Position when there is a present legal or constructive obligation as a result of a past event, and it is probable that an outflow of economic benefit will be required to settle the obligation. If the effect is material, provisions are determined by discounting the expected future outflow at a rate that reflects current market assessments of the time value of money and, when appropriate, the risks specific to the liability.

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022

(Expressed in United States dollars)

3. Summary of significant accounting policies (continued)

Provisions and contingencies (continued): The Company assesses the likelihood of any adverse outcomes to contingencies, including legal matters, as well as probable losses. Provisions are recorded for such contingencies when it is probable that a cash outflow will be incurred and the amount of the loss can be reasonably estimated. A contingent liability is disclosed where the existence of the obligation will only be confirmed by future events, or where the amount of the obligation cannot be measured with reasonable reliability. Provisions are re-measured at each reporting date based on the best estimate of the settlement amount.

In relation to legal matters, estimates are developed in consultation with outside legal counsel handling the defence in these matters, using the current facts and known circumstances. The factors considered in developing the legal provisions include the merits and jurisdiction of the litigation, the nature and number of other similar current and past litigation cases, the nature of the subject matter of the litigation, the likelihood of settlement and current state of settlement discussions, if any.

Financial Instruments: Trade receivables and loans are initially recognised when they are originated. All other financial assets and liabilities are initially recognised when the Company becomes a party to contractual provisions of the instrument. A financial asset or financial liability is initially measured at fair value.

On initial recognition, a financial asset is classified as measured at amortised cost or fair value through profit or loss (“FVTPL”). Financial assets are not reclassified subsequent to initial recognition unless the Company changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as FVTPL:

- it is held within a business model whose objectives to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Financial liabilities are classified as measured at amortised cost or FVTPL. A financial liability is classified at FVTPL if it is classified as held for trading, it is a derivative or it is designated as such on initial recognition.

Fair valuation: The Company classifies financial instruments, assets and liabilities using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

- Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).
- Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).
- Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3).

The level in the fair value hierarchy within which the fair value measurement is categorised in its entirety is determined on the basis of the lowest level input that is significant to the fair value measurement in its entirety. For this purpose, the significance of an input is assessed against the fair value measurement in its entirety. If a fair value measurement uses observable inputs that require significant adjustment based on unobservable inputs, that measurement is a level 3 measurement. Assessing the significance of a particular input to the fair value measurement in its entirety requires judgment, considering factors specific to the asset or liability.

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

31 DECEMBER 2022

(Expressed in United States dollars)

3. Summary of significant accounting policies (continued)

Fair valuation (continued): The determination of what constitutes ‘observable’ requires significant judgment by the Company. The Company considers observable data to be that market data that is readily available, regularly distributed or updated, reliable and verifiable, not proprietary, and provided by independent sources that are actively involved in the relevant market.

4. Security deposits, Prepayment and other assets

Security deposits, Prepayment and other assets are comprised of the following:

	As at 31 December,					
	2022			2021		
	<u>Current</u>	<u>Non-current</u>	<u>Total</u>	<u>Current</u>	<u>Non-current</u>	<u>Total</u>
Deposits for Aircraft & Engines	\$ -	4,121,450	\$4,121,450	\$ 500,000	3,991,450	\$4,491,450
Deposits with Airports & Handlers	-	717,543	717,543	-	700,556	700,556
Other deposits and assets	<u>2,679</u>	<u>155,077</u>	<u>157,756</u>	<u>2,679</u>	<u>154,900</u>	<u>157,579</u>
Security Deposits	<u>2,679</u>	<u>4,994,070</u>	<u>4,996,749</u>	<u>502,679</u>	<u>4,846,906</u>	<u>5,349,585</u>
Prepayments and other assets	<u>\$1,373,810</u>	<u>-</u>	<u>\$1,373,810</u>	<u>\$ 902,044</u>	<u>-</u>	<u>\$ 902,044</u>

At 31 December 2022, in connection with the Company’s leased aircraft arrangements (Note 15), the Company had placed deposits with the leasing agent as security in respect of its leasing obligations. The remainder of the security deposits represent various airport and ground handling deposits held by the airport handling agencies used by the Company to carry on its operations. These security deposits are available to the Company on the expiry of the respective agreements.

Prepayments and other assets include prepayments for maintenance reserve payments only to the extent that they were expected to be recovered based on planned maintenance events during the lease term. The Company makes monthly payments to a maintenance reserve to the lessor as part of its lease agreements. These payments are based on usage of various components of the aircraft, and the Company in accordance with the lease contracts, can be reimbursed from the maintenance reserve when certain qualifying maintenance events take place. As at 31 December 2022 four (2021: three) lease arrangements were in existence and limited maintenance reserve payments were expected to be recovered based on planned maintenance events during the remaining lease term.

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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(Expressed in United States dollars)

5. Property, plant and equipment

Property, plant and equipment comprise owned and leased assets.

	<u>Aircraft & engines *</u>	<u>Rotables</u>	<u>Land & buildings*</u>	<u>Office & communications equipment</u>	<u>Other assets</u>	<u>Total</u>
Cost						
Balance 1 January 2022	\$49,842,346	\$ 1,298,232	\$ 8,960,054	\$ 1,586,917	\$ 2,531,073	\$64,218,622
Additions	12,114,003	98,650	-	150,897	717,259	13,080,809
Disposals	-	-	-	-	-	-
Reclass to current assets	(12,848)	-	-	-	-	(12,848)
Balance 31 December 2022	<u>\$61,943,501</u>	<u>\$ 1,396,882</u>	<u>\$ 8,960,054</u>	<u>\$ 1,737,814</u>	<u>\$ 3,248,332</u>	<u>\$77,286,583</u>
Depreciation						
Balance 1 January 2022	\$21,962,445	\$ 699,664	\$ 3,727,913	\$ 1,498,333	\$ 2,017,745	\$29,906,100
Charge for the year	8,616,763	83,728	143,913	88,050	312,946	9,245,400
Disposals	-	-	-	-	-	-
Reclass to current assets	(6,516)	-	-	-	-	(6,516)
Balance 31 December 2022	<u>\$30,572,692</u>	<u>\$ 783,392</u>	<u>\$ 3,871,826</u>	<u>\$ 1,586,383</u>	<u>\$ 2,330,691</u>	<u>\$39,144,984</u>
At 31 December 2022	<u>\$31,370,809</u>	<u>\$ 613,490</u>	<u>\$ 5,088,228</u>	<u>\$ 151,431</u>	<u>\$ 917,641</u>	<u>\$38,141,599</u>
	<u>Aircraft & engines*</u>	<u>Rotables</u>	<u>Land & buildings*</u>	<u>Office & communications equipment</u>	<u>Other assets</u>	<u>Total</u>
Cost						
Balance 1 January 2021	\$55,721,666	\$ 7,404,671	\$ 9,128,344	\$ 1,550,728	\$ 2,429,831	\$76,235,240
Additions	9,417,918	38,235	-	36,189	106,004	9,598,346
Disposals	(8,627,005)	(638,896)	(168,290)	-	(4,762)	(9,438,953)
Reclass to current assets	(6,670,233)	(5,505,778)	-	-	-	(12,176,011)
Balance 31 December 2021	<u>\$49,842,346</u>	<u>\$ 1,298,232</u>	<u>\$ 8,960,054</u>	<u>\$ 1,586,917</u>	<u>\$ 2,531,073</u>	<u>\$64,218,622</u>
Depreciation						
Balance 1 January 2021	\$28,717,333	\$ 5,337,848	\$ 3,733,591	\$ 1,396,919	\$ 1,815,194	\$41,000,885
Charge for the year	6,034,750	1,506,488	162,612	101,414	206,757	8,012,021
Disposals	(7,177,006)	(638,896)	(168,290)	-	(4,206)	(7,988,398)
Reclass to current assets	(5,612,632)	(5,505,776)	-	-	-	(11,118,408)
Balance 31 December 2021	<u>\$21,962,445</u>	<u>\$ 699,664</u>	<u>\$ 3,727,913</u>	<u>\$ 1,498,333</u>	<u>\$ 2,017,745</u>	<u>\$29,906,100</u>
At 31 December 2021	<u>\$27,879,901</u>	<u>\$ 598,968</u>	<u>\$ 5,232,141</u>	<u>\$ 88,584</u>	<u>\$ 513,328</u>	<u>\$34,312,522</u>

*Included in the amounts are right-of-use assets over the following:

	At 31 December 2022	At 31 December 2021
Non-current assets		
Aircraft & engines (Note 15)	\$23,796,589	\$20,300,377
Total	<u>\$23,796,589</u>	<u>\$20,300,377</u>

At 31 December 2022, aircraft and flight equipment held for sale amounted to \$Nil (2021: \$1,050,000) and a related other liability amounting to \$Nil (2021: \$1,250,000) was recognised as an amount on deposit, related to the sale of the aircraft and flight equipment.

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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(Expressed in United States dollars)

5. Property, plant and equipment (continued)

The Company reviews its property, plant and equipment for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable or when impairment indicators are present. As at 31 December 2022, no impairment indicators were apparent in relation to the fleet (2021: no impairment indicators were apparent).

6. Trade and other receivables

Trade and other receivables comprise:

	31 December, <u>2022</u>	<u>2021</u>
Trade receivables	\$ 1,750,380	\$ 1,662,450
Other receivables	<u>1,217,404</u>	<u>1,168,600</u>
Total, before provision for impairment	2,967,784	2,831,050
Less: provision for impairment	(248,424)	(299,749)
Net receivables	<u>\$ 2,719,360</u>	<u>\$ 2,531,301</u>

Trade receivables relate to air cargo services sold to local customers and other government entities with payments generally due after 30 days of sale. At 31 December 2022 trade receivables of \$1,477,299 (2021: \$1,345,103) were due from related parties, being other Government entities. Other receivables include amounts due from airline clearing houses and credit card companies in respect of tickets sold and unsettled credit card transactions, respectively.

The movement in the provision for impairment of receivables is as follows:

	31 December, <u>2022</u>	<u>2021</u>
Balance, beginning of year	\$ 299,749	\$ 146,357
(Decrease)/ Increase in provision for impairment	(51,325)	204,639
Debts written off	<u>-</u>	<u>(51,247)</u>
Balance, end of year	<u>\$ 248,424</u>	<u>\$ 299,749</u>

During the year ended 31 December 2022, the Company wrote off \$Nil (2021: \$51,247) relating to amounts due from customers.

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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(Expressed in United States dollars)

6. Trade and other receivables (continued)

The aging analysis of receivables and expected credit losses is as follows:

	31 December,		31 December,	
	<u>2022</u>		<u>2021</u>	
	Gross carrying amount	Impairment	Gross carrying amount	Impairment
Current (not past due)	\$1,448,631	\$ 27,989	\$1,375,882	\$ 29,540
1-30 days past due	196,792	33,479	100,667	22,885
31- 60 days past due	68,647	20,507	67,359	31,197
61- 150 days past due	44,178	15,732	90,858	56,511
151 -360 days past due	67,901	40,077	41,750	24,268
More than 360 days past due	1,141,590	110,640	1,154,534	135,348
		<u>248,424</u>		<u>299,749</u>
Total impaired		\$ <u>248,424</u>		\$ <u>299,749</u>
Total receivables	<u>\$2,967,784</u>		<u>\$2,831,050</u>	

The Company measures the loss allowance on amounts due from trade and other receivables equal to the lifetime expected credit losses applying the simplified approach permitted by IFRS 9 of measuring credit losses of trade receivables and contract assets on a lifetime basis from initial recognition. The above table provides information about expected credit losses for trade and other receivables from individual customers.

Non-impaired receivables represent a number of independent customers from whom there is no recent history of default or to related party Government entities whose collectability is expected given the nature of the relationship between the Company, Shareholder and other Government entities.

7. Accounts payable and accrued expenses

At year end, accounts payable and accrued expenses are comprised of the following:

	31 December,	
	<u>2022</u>	<u>2021</u>
Trade accounts payable	\$15,072,472	\$ 11,396,186
Other accounts payable	7,854,411	4,975,573
Accruals	<u>2,824,086</u>	<u>2,118,205</u>
Total	<u>\$25,750,969</u>	<u>\$ 18,489,964</u>

At 31 December 2022, the Company was working with Government to address repayment of a component of the below debt owed to various related parties including \$8m (2021: \$6.7 million) to the Cayman Islands Airport Authority ("CIAA"). The CIAA charges the Company for airport landing and parking fees which are recognised in the Consolidated Statement of Comprehensive Loss. During the year ended 31 December 2022, the Company paid CIAA \$1.2m (2021: \$510k)

At year end, the following balances were due to related parties:

	31 December,	
	<u>2022</u>	<u>2021</u>
Trade accounts payable	\$ 9,342,727	\$ 8,101,294
Accruals	<u>1,019,215</u>	<u>719,314</u>
Total	<u>\$10,361,942</u>	<u>\$ 8,820,608</u>

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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(Expressed in United States dollars)

7. Accounts payable and accrued expenses (continued)

Amounts due to related parties represent balances due to entities under common control of the Company's shareholder. These include Ministries, Statutory Authorities and other Government Companies where the Cayman Islands Government has controlling interest.

Other accounts payable comprise primarily taxes and fees collected from passengers on ticket sales.

8. Loan payable

At year end, the Company held the following loan, analysed by contractual maturity in effect as of 31 December, 2022 and 2021:

As at 31 December 2022:

	<u>Within 1 year</u>	<u>Between 2 and 5 years</u>	<u>After more than 5 years</u>	<u>Total</u>
Floating rate secured USD loan (i)	\$ <u>1,988,427</u>	\$ <u>9,078,975</u>	\$ <u>9,412,716</u>	\$ <u>20,480,118</u>
	\$ <u>1,988,427</u>	\$ <u>9,078,975</u>	\$ <u>9,412,716</u>	\$ <u>20,480,118</u>

As at 31 December 2021:

	<u>Within 1 year</u>	<u>Between 2 and 5 years</u>	<u>After more than 5 years</u>	<u>Total</u>
Floating rate secured USD loan (i)	\$ <u>2,246,564</u>	\$ <u>9,329,321</u>	\$ <u>11,066,009</u>	\$ <u>22,641,894</u>
	\$ <u>2,246,564</u>	\$ <u>9,329,321</u>	\$ <u>11,066,009</u>	\$ <u>22,641,894</u>

(i) The loan bears interest based on US PRIME. The loan is secured by way of a guarantee from the Government (Note 2) and is repayable by 2031.

During the year ended 31 December 2022, the Company incurred an interest expense of \$580,608 (2021: \$356,644).

Pursuant to the agreement with the local bank, the Company must comply with certain covenants, namely ensuring that all scheduled repayments are current and the provision of audited consolidated financial statements and other financial data of both the Company and the Government (as guarantor). In the event of default, the local bank may, by written notice to the Company, declare all borrowings under the agreements to be immediately due and payable.

Letters of credit

A local bank has issued a number of letters of credit on behalf of the Company in the amount of \$1,293,482 (2021: \$1,085,221). These are used as collateral for United States Customs bonds and credit account support. The letters of credit bear interest at a rate of 1% per annum.

CAYMAN AIRWAYS LIMITED

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS

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(Expressed in United States dollars)

9. Provisions

Major Maintenance Provision

Return conditions included within lease contracts (Note 15) have been reflected as a provision calculated at inception. This amount is re-assessed if there is an indication that circumstances relating to the return condition costs have changed since commencement of the leases.

10. Unearned transportation revenue

Unearned revenue represents flight seats sold but not yet flown, a contract liability, and is included as a current liability in an unearned transportation liability account. Passengers are only able to make reservations up to a twelve-month period in advance of booking date. Consequently, all unearned transportation revenue is due within twelve months of the reporting date. It is released as income to the Consolidated Statement of Comprehensive Loss as passengers fly. Unused tickets are generally recognised as revenue after an inactive period of 13 months has elapsed (the period after which the ticket becomes non-recoverable). However, since the introduction of local directives to reduce international and domestic flight operations, as a result of the Cayman Islands Government (“CIG”) response to a worldwide pandemic, the Company extended its ticket terms for use for up to 2 years from the initial flight date up to no later than 31 December 2022.

During the year ended 31 December 2022, unearned transportation revenue recognised, that had been included in the contract liability balance at the beginning of the year, amounted to \$8,745,413 (2021: \$4,753,497).

11. Frequent flyer programme

Frequent Flyer Programme:

	<u>31 December,</u> <u>2022</u>	<u>2021</u>
Current liability	\$ <u>3,690,000</u>	\$ <u>3,450,000</u>

Frequent flyer programme

The deferred revenue liability in respect of the frequent flyer programme is a contractual liability that is released when points are used or when they become non-redeemable. Points are redeemable for a maximum of two years and in the event of non-activity for two years in dormant accounts the points become non-redeemable. However, since the introduction of local directives to reduce international and domestic flight operations, as a result of the CIG response to a worldwide pandemic, the Company has extended the dormancy period to 3 years of inactivity. The Company uses an estimated value of redeemed travel, based on historical average fares, to determine the value attributed on each mile. A deferred revenue liability is recognised on the Consolidated Statement of Financial Position.

During the year ended 31 December 2022, frequent flyer revenue recognised, that had been included in the contract liability balance at the beginning of the year, amounted to \$998,728 (2021: \$326,450).

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12. Share capital

	<u>2022</u>	<u>31 December,</u> <u>2021</u>
Authorised:		
50,000,000 Ordinary shares of CI\$1 each	CI\$ <u>50,000,000</u>	CI\$ <u>50,000,000</u>
Issued and fully paid:		
31,980,179 Ordinary shares of CI\$1 each	\$ <u>38,376,215</u>	\$ <u>38,376,215</u>

During the year ended 31 December 2022, the Government, as part of its addressing of the Shareholder deficiency in Cayman Airways, contributed \$10,833,334 (2021: \$4,473,814) in equity injections (Note 20). Pursuant to these transactions, the Company intends, in the future, to issue 9,100 (2021: 3,758) ordinary shares of CI\$1 each to the Government, corresponding to the capital injections.

In January 2010, the Board of Directors of the Company resolved to increase the authorised share capital of the Company from 50,000,000 to 100,000,000 units of shares. However, as of 31 December 2022, the Government, as Shareholder, had not given effect to those resolutions as passed by the Board of Directors, nor had the formalities for the issuance of the outstanding shares to the Shareholder been fully executed. Consequently, as at 31 December 2022, an amount of \$130,232,413 (2021: \$119,399,079) is shown on the Consolidated Statement of Financial Position, which represents subscriptions for shares not yet issued.

13. Related party transactions and balances

As outlined in Note 1, the Company is wholly owned by the Government. The Company engages with other entities and bodies which are related to the Government in the ordinary course of business.

As outlined in Note 2, the Company has entered into various arrangements with Government or with Government support. As a result, it is probable that the terms obtained by the Company under these arrangements would likely be less favorable than without the Government, or indeed, whether the Company would have been able to avail of those facilities without the Government involvement in first instance.

The Government has undertaken to provide financial support to the Company as discussed in Note 2. Consequently, the consolidated financial statements have been prepared on the going concern basis and do not include any adjustments relating to the recoverability and classification of recorded asset amounts or to amounts and classification of liabilities that may be necessary should the Company be unable to continue as a going concern.

The key management of the airline is comprised of 9 positions (2021: 10 positions). Total remuneration earned by key management during the year ended 31 December 2022 and 2021 is shown below. Total remuneration for the year includes medical and pension contributions, acting allowances and severance pay.

	<u>Year ended</u> <u>31 December,</u> <u>2022</u>	<u>31 December,</u> <u>2021</u>
Salaries and other short-term employee benefits	\$1,790,185	\$1,887,292

All of the members of the Board of Directors are voluntary and do not receive any remuneration for services rendered. Directors are entitled to utilise certain flight benefits. Furthermore, current and retired staff and their family members receive travel benefits with the Company. As these benefits are generally dependent upon space available and not guaranteed, and as the incremental cost of providing the benefit is immaterial, the Company does not record the perceived value nor make an adjustment for staff costs.

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13. Related party transactions and balances (continued)

Due to the nature of the Company's purpose and its ownership by the Government, related party transactions occur throughout its entire operations. Other significant related party transactions and balances are disclosed throughout these consolidated financial statements (Notes 6, 7, 8, 12, 16 and 20). Amounts due to and from related parties are unsecured and non-interest bearing.

14. Other Staff Costs

Significant components of other staff costs comprise health insurance, pensions and travel expenses. For employees based in the Cayman Islands, the Company and its employees make contributions to a defined contribution pension plan regulated in the Cayman Islands. The employees contributed 5% of their annual salaries to the plan during the year, as required by law, and the Company matched such contributions. Employees based in the United States of America are eligible to participate in a 401K defined contribution pension plan. Contributions are matched by the Company, to a maximum of 3% of the employee's basic salary. During the year ended 31 December 2022, the Company made \$1,099,481 (2021: \$1,065,579) in pension contributions which is included in other staff costs in the Consolidated Statement of Comprehensive Loss.

15. Leases

The Company has leases for certain aircrafts and engines, premises and airport counter space. With the exception of short-term leases and leases of low-value underlying assets, each lease is reflected on the Consolidated Statement of Financial Position as a right-of-use asset and a lease liability. Variable lease payments which do not depend on an index or a rate are excluded from the initial measurement of the lease liability and asset. The Company classifies its right-of-use assets in a consistent manner to its property, plant and equipment (Note 5).

Leases of aircrafts and engines have a lease term ranging from 6 months to 6 years however most leases of property are generally expected to be limited to 2 years or less except in special circumstances. Lease payments are generally fixed however the aircraft lease payments are subject to annual changes in an index (either RPI or CPI).

Each lease generally imposes a restriction that, unless there is a contractual right for the Company to sublet the asset to another party, the right-of-use asset can only be used by the Company. Leases are either non-cancellable or may only be cancelled by incurring a substantive termination fee. Some leases contain an option to purchase the underlying leased asset outright at the end of the lease, or to extend the lease for a further term. The Company is prohibited from selling or pledging the underlying leased assets as security. For leases over office buildings and premises the Company must keep those properties in a good state of repair and return the properties in their original condition at the end of the lease. Further, the Company must insure items of property, plant and equipment and incur maintenance fees on such items in accordance with the lease contracts.

The following table describes the nature of the Company's leasing activities by type of right-of-use asset recognised on the Consolidated Statement of Financial Position:

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15. Leases (continued)

At 31 December 2022:

Right-of-use Asset	No. of right-of-use assets leased	Range of remaining term	Average remaining lease term	No. of leases with extension periods	No. of leases with options to purchase	No. of leases with variable payments linked to an index	No. of leases with termination options
Aircraft and engines	4	2-6 years	4 years	4	Nil	Nil	4

At 31 December 2021:

Right-of-use Asset	No. of right-of-use assets leased	Range of remaining term	Average remaining lease term	No. of leases with extension periods	No. of leases with options to purchase	No. of leases with variable payments linked to an index	No. of leases with termination options
Aircraft and engines	3	3-6 years	4 years	3	Nil	Nil	3

Return conditions included within lease contracts have been reflected in the related right-of-use asset and a provision calculated at inception, this amount is re-assessed if there is an indication that circumstances relating to those assets have changed since commencement of the leases.

Right-of-use assets

Additional information on the right-of use-assets by class of assets is as follows:

For the year ended 31 December 2022:

Asset	Carrying amount	Additions/(Disposal)	Depreciation	Interest expense	Impairment
Aircraft and engines	\$ <u>23,796,589</u>	\$ <u>10,799,130</u>	\$ <u>7,296,584</u>	\$ <u>1,031,079</u>	\$ <u>-</u>
Total	\$ <u>23,796,589</u>	\$ <u>10,799,130</u>	\$ <u>7,296,584</u>	\$ <u>1,031,079</u>	\$ <u>-</u>

For the year ended 31 December 2021:

Asset	Carrying amount	Additions/(Disposal)	Depreciation	Interest expense	Impairment
Aircraft and engines	\$ 20,300,377	\$ 8,734,721	\$ 5,280,163	\$ 771,344	\$ -
Land and buildings	-	(168,290)	18,699	103	-
Total	\$ <u>20,300,377</u>	\$ <u>8,566,431</u>	\$ <u>5,298,862</u>	\$ <u>771,447</u>	\$ <u>-</u>

The right-of-use assets are included in the same line item as where the corresponding underlying assets would be presented if they were owned.

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15. Leases (continued)

Lease liabilities

Lease obligations are presented in the Consolidated Statement of Financial Position as follows:

	31 December,	
	2022	2021
Current	\$ 8,954,417	\$ 6,306,422
Non-current	<u>19,812,104</u>	<u>17,267,969</u>
Total	<u>\$28,766,521</u>	<u>\$ 23,574,391</u>

Minimum lease commitments outstanding at the end of the period pursuant to all lease agreements entered in are as follows as at 31 December 2022:

	<u>Aircraft & Engines</u>	<u>Land & Buildings</u>	<u>Total</u>
2023	\$ 8,943,993	\$ -	\$ 8,943,993
2024 to 2027	22,178,948	-	22,178,948
2028 and beyond	<u>-</u>	<u>-</u>	<u>-</u>
Total	<u>\$ 31,122,941</u>	<u>\$ -</u>	<u>\$ 31,122,941</u>

Total

As at 31 December 2021:

	<u>Aircraft & Engines</u>	<u>Land & Buildings</u>	<u>Total</u>
2022	\$ 8,518,403	\$ -	\$ 8,518,403
2023 to 2026	27,140,510	-	27,410,410
2027 and beyond	<u>3,030,000</u>	<u>-</u>	<u>3,030,000</u>
Total	<u>\$ 38,688,913</u>	<u>\$ -</u>	<u>\$ 38,688,913</u>

Lease payments not recognised as a liability

The Company has elected not to recognise a lease liability for short term leases (leases of expected term of 12 months or less) or for leases of low value assets. Payments made under such leases are expensed on a straight-line basis. In addition, certain variable lease payments are not permitted to be recognised as lease liabilities and are expensed as incurred.

During the year ended 31 December 2022 the expense relating to payments not included in the measurement of the lease liability is as follows:

	<u>Aircraft & Engines</u>	<u>Land & Buildings</u>	<u>Total</u>
Short term leases	\$ 1,590,427	\$ 348,113	\$ 1,938,540
Variable lease payments (see below)	<u>1,133,939</u>	<u>-</u>	<u>1,133,939</u>
Total	<u>\$ 2,724,366</u>	<u>\$ 348,113</u>	<u>\$ 3,072,479</u>

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15. Leases (continued)

During the year ended 31 December 2021:

	Aircraft & Engines	Land & Buildings	Total
Short term leases	\$ 1,841,501	\$ 301,422	\$ 2,142,923
Variable lease payments (see below)	<u>370,660</u>	<u>-</u>	<u>370,660</u>
Total	\$ <u>2,212,161</u>	\$ <u>301,422</u>	\$ <u>2,513,583</u>

Variable lease payments not recognised in the related lease liability are expensed as incurred and include rentals based on the number of passengers transported from the use of the underlying asset. The variable lease payments are generally required by the lessor however such arrangements can be very cost effective where it is likely that the actual use of an asset will not exceed its anticipated use. During the year the variable lease payments in respect of the above leases were less than 1% of the total fixed lease payments.

16. Government output purchases

The Company's operations are broken into several distinct categories under an "airlift framework". This framework features significantly in the Company's operational planning and funding models and is defined as follows:

Framework Category	Definition
Core	Routes/Flights/Operations that CAL dominates and knows the market well
	Routes/Flights/Operations that provide good economic return or at least break-even
Strategic Domestic	Domestic Routes/Flights that are purchased by, and operated on behalf of, the Government
Strategic Tourism	International Routes/Flights that have national tourism importance which are purchased by, and operated on behalf of, the Government
Surplus	Assumes prior 3 categories are being adequately serviced (without displacement and not affecting required redundancy to maintain reliability of service). Includes operations which must provide good economic return.

Strategic Domestic and Strategic Tourism are operations which are considered, by the Government, critical for the Cayman Islands, but do not provide sufficient economic justification themselves for an airline to operate. Accordingly, the Government purchases these operations from the Company (these purchases are referred to as "Output Payments"). During periods of economic slow-down, the Government may also purchase certain of the Core operations from the Company as well.

During the year ended 31 December 2022, the Government paid Output Payments to the Company totalling \$24,211,949 (2021: \$28,472,690) for it to provide these services as part of a defined Purchase Agreement. The Purchase Agreement is a formal contract which is agreed and executed between the Company and the Government prior to the start of any subsequent fiscal period as part of the Government Budget process. The Purchase Agreement requires the Company to provide defined services within a range relating to both a quantity of flights and number of passengers. Additionally, the Company is required to file monthly reports with the Government indicating its compliance with these provision requirements. Output Payments are paid monthly in equal instalments.

At 31 December 2022, deferred income in the amount of \$952,383 (2021: \$Nil) related to Output Payments was received during 2022. This amount was not recognised during the year as the Output Payment is directly linked to specific conditions being met in relation to costs incurred on certain routes.

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17. Financial instruments risk

The Company is exposed to a variety of financial risks: credit risk, liquidity risk, market risk (interest rate risk) and commodity price risk. The Company's overall risk management program focuses on the unpredictability of the financial markets and seeks to minimise the potential adverse effects on the Company's financial position and performance.

Risk management is carried out by the Senior Finance Management team with guidance from the Financial Affairs committee of the Board of Directors. The senior management team identifies and evaluates financial risks in close co-operation with the Company's various operating units.

Credit risk

Credit risk refers to the risk that a counterparty will default on its contractual obligations resulting in financial loss to the Company. To mitigate this risk, the Company has adopted a policy of dealing only with creditworthy counterparties. Financial assets which potentially expose the Company to credit risk comprise cash and cash equivalents, accounts receivable and security deposits.

The Company seeks to mitigate its credit risk on cash at bank by placing its cash and cash equivalents with reputable financial institutions. At 31 December, 2022 and 2021, substantially all of the operating cash at bank is placed with two (2020: two) financial institutions, being RBC Royal Bank (Cayman) Limited and Butterfield Bank (Cayman) Limited, which in the opinion of management are stable financial institutions. Management does not anticipate any material losses as a result of this concentration.

Credit risk arising from default by customers represents the most significant source of risk to the Company.

For trade customers, the Company performs adequate due diligence (including, but not limited to, independent credit ratings, assessment of credit quality, taking into account its financial position, past experience and other factors) on the stability of the customer and their repayment capabilities prior to extending credit. On an on-going basis, management regularly monitor the level of debts outstanding from customers to ensure that the risk of loss arising from default is minimised. All customers are generally granted contractual credit terms of 30 days; however, in practice, the level of credit days by customers is significantly greater. The majority of the customers making up the trade customer balance are various government agencies 85% (2021: 84%). Accordingly, delays in payment are expected, but no significant risk of non-payment is expected. However, to mitigate the risk arising from default, management maintains regular contact with the customers to ensure that repayment is timely, and to identify early any potential indicators of default.

The carrying value of these financial assets represents the maximum exposure to credit risk. No collateral is required from the Company's debtors.

Interest rate risk

Interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

As discussed in Notes 8, the Company has long-term debt which is priced at a floating rate of interest, which is reset monthly as market rates changes. The Company is exposed to cash flow interest rate risk should market rates change. Management does not consider the Company to be exposed to interest rate risk on cash at bank, since this cash is held on call.

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17. Financial instruments risk (continued)

Interest rate risk (continued)

The table below illustrates the sensitivity of the Company's reported net income (and shareholders' deficit) to reasonably possible changes in interest rates for the long-term debt:

	<u>2022</u>	<u>2021</u>
+ 1.00%	(204,801)	(226,418)
- 1.00%	204,801	226,418

Liquidity risk

Liquidity risk is the risk that the Company is unable to meet its payment obligations associated with its financial liabilities when they fall due.

The Company is reliant significantly on the on-going support from the Government in order to ensure its continued operations and to meet its obligations as they fall due (Note 2).

Prudent liquidity risk management implies maintaining sufficient cash at bank and funding to sustain operations of the Company. The Company maintains liquidity for its operations and payment of its debt through retaining sufficient available funds in the form of cash at bank, and seeking additional financing as required from Government as and when the need arises.

The table below presents the undiscounted cash flows payable by the Company under financial instruments by outstanding contractual maturities at the reporting dates:

As at 31 December 2022:

	<u>< 1 year</u>	<u>>1 < 5 Years</u>	<u>5 years +</u>	<u>Total</u>
Cash outflows				
Accounts payable and accrued exp.	25,750,969	-	-	25,750,969
Loan payable	1,988,427	9,078,975	9,412,716	20,480,118
Interest payments on loan	1,027,648	2,985,322	890,649	4,903,619
Lease payments obligations	<u>8,943,993</u>	<u>22,178,948</u>	<u>-</u>	<u>31,122,941</u>
Total cash outflows	<u>\$ 37,711,037</u>	<u>\$ 34,243,245</u>	<u>\$ 10,303,365</u>	<u>\$ 82,257,647</u>

As at 31 December 2021:

	<u>1 year</u>	<u>>1 < 5 Years</u>	<u>5 years +</u>	<u>Total</u>
Cash outflows				
Accounts payable and accrued exp.	18,489,964	-	-	18,489,964
Loan payable	2,246,564	9,329,321	11,066,009	22,641,894
Interest payments on loan	324,185	953,678	380,211	1,658,074
Lease payments obligations	<u>8,518,403</u>	<u>27,410,410</u>	<u>3,030,000</u>	<u>38,958,813</u>
Total cash outflows	<u>\$ 29,579,116</u>	<u>\$ 37,693,409</u>	<u>\$ 14,476,220</u>	<u>\$ 81,748,745</u>

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17. Financial instruments risk (continued)

Commodity price risk

The Company's fuel requirements expose the Company to the market volatility of jet fuel prices. The Company is subject to jet fuel price risk resulting from its operating activities. The volatility of jet fuel prices has been significant in recent years and can have a significant effect on the profitability of operations. The Company does not engage in any hedging activities with respect to mitigating the risk of fluctuations in jet fuel prices. The Company purchases jet fuel at the daily spot rate as the demand exists, consequently, the Company is exposed to significant risk in the event of significant fluctuations in the price of jet fuel.

18. Financial instruments - fair values

Fair values approximate amounts at which financial assets and liabilities could be exchanged between willing parties and are determined using judgment and after consideration of uncertainties. Therefore, the aggregate fair value amounts should not be interpreted as being realisable in an immediate settlement of the instruments.

The main assumptions and valuation techniques used at arriving at fair values are outlined below.

Financial instruments carried at other than fair value

Cash and cash equivalents, trade and other receivables (net of provisions), security deposits, prepayments and other assets, accounts payable and accrued expenses, loan payable and unearned transportation revenue approximate their fair value due to the short-term maturities of these assets and liabilities. Per the fair value hierarchy of IFRS 13, cash is classified as level 1, and the remaining financial assets and liabilities are classified as level 2 (Note 3).

19. Contingent liabilities

The Company is routinely engaged in litigation arising in the ordinary course of its business. Management does not believe that any such litigation will individually or in aggregate have a material adverse effect on the financial condition of the Company. It is management's policy to rigorously assert its position in such cases. Management believes that the possible liabilities arising from unsuccessful litigation are not accurately determinable. However, such liabilities would not be expected to materially adversely affect the Company's results of operations or financial position.

20. Capital management

The Company's objectives when managing its working capital, is to safeguard the Company's ability to continue as a going concern, through the on-going support from the Government (Note 2), so that it can continue to provide the specified activity for which the Company was established (Note 1).

During the year ended 31 December 2022, the Government paid to the Company an amount of \$10,833,334 (2021: \$4,473,814) in equity injections for the year.

The Company is not subject to any externally imposed working capital requirements by third party lenders or the Cayman Islands Government.

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21. Certain significant estimates

The Company believes that its critical accounting policies, which are those that require management's most difficult, subjective and complex judgments, are as described below. These critical accounting policies, the judgments and other uncertainties affecting application of these policies and the sensitivity of reported results to changes in conditions and assumptions are factors to be considered in reviewing the consolidated financial statements.

Property, plant and equipment

In accounting for property, plant and equipment, the Company must make estimates about the useful lives of the assets. Additionally, property, plant and equipment are reviewed annually at each reporting date for impairment losses whenever events or changes in circumstances indicate that the carrying amount may not be recoverable or when impairment indications are present. Assets whose carrying values exceed their recoverable amount are written down to the recoverable amount, being the higher of fair value less costs of disposal or value in use (on a discounted cash flow basis).

In estimating the useful lives and recoverable amount of its property, plant and equipment, the Company has primarily relied on its own industry experience, and other available marketplace information. Subsequent revisions to these estimates could be caused by a change in the physical condition, obsolescence, changes in usage patterns and changes in market demand. Additionally, changes in recoverable amounts used in impairment analyses, could be caused by changes in cash generating abilities or market value of the aircraft airframe and engines, rotables, land and buildings, and other assets. The Company evaluates its estimates and assumptions in each reporting period, and, when warranted, adjusts these assumptions when first known of or reasonably estimable; such adjustments can be significant.

Extension options to leases

When the Company has the option to extend a lease, management uses its judgement to determine whether or not an option would be reasonably certain to be exercised. Management considers all facts and circumstances including their past practice and any cost that will be incurred to change the asset if an option to extend is not taken, to help them determine the lease term.

Frequent flyer programme

As outlined in Note 11, the frequent flyer programme is based on expected redemption of outstanding miles. The expected redemption level is based on the Company's actual history of redemption for the program since inception (over 10 years). The expected redemption level is not expected to fluctuate significantly from the actual redemption.

Government output purchases and grant income

The Company accounts for the Output Payments as a government grant using the income approach in accordance with IAS 20. The arrangement disclosed in Note 16 imposes compliance with certain conditions and/ or obligations on the Company and as such the Company recognises income in the Consolidated Statement of Comprehensive Loss over the period in which it recognises costs that they are intended to compensate. Management has exercised judgment in determining that the Output Payments received are recognised in the Consolidated Statement of Comprehensive Loss as income and are not capital in nature.

22. Taxation

Under the current laws of the Cayman Islands, there are no income, sales or other Cayman Islands taxes payable by the Company. Management believes that the Company currently conducts its affairs so as not to be liable for income taxation in any other jurisdiction. The Company does incur taxes, Government fees, and other regulatory fees on airline tickets and air freight, but these are charged directly to the customer and in turn remitted to the appropriate regulatory authorities/bodies.

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23. Subsequent Events

The Company has no other subsequent events through the date of sign off of these financial statements.