



Welcome To Our Key Lime Air Denver Air Connection

CULTURE HANDBOOK

In this Culture Handbook you will get an overview of our company mission, vision and core behaviors, our history, what it's like to work here, how we work together as a united community (even though many of us work in different locations), how we recruit new community members, and some practical information about being a member in the Key Lime Community.

Quick Links to Our Culture Handbook include:

- Why We Focus On Our Culture
- Our Mission
- Our Vision
- Our History
- Our Core Behaviors
- The Way We Work Around Here
- New Hire Orientation

- Our Policy On Diversity and Inclusion
- How We Handle Failure
- How We Select And Retain Our Talent
- Our Policy On Transparency and Access
- Our Feedback Systems
- Employee Benefits
 - Our Support Of Community Involvement

MPORTANT: Please note that some links inside our Culture Handbook will not work for people who are not members of the Key Line Community

IT'S WHO WE ARE

AND

WHO WE ASPIRE TO BE

WHY DO WE CARE ABOUT OBSESS OVER CULTURE?



CULTURE

IT'S OUR

.

THAT HAS ENABLED KEY LIME TO GET WHERE IT IS TODAY AFTER 21 YEARS

1

AND EVERYDAY EACH OF US STRIVES TO UPHOLD OUR CULTURE

AND

CORE BEHAVIORS

1

AND WE BELIEVE IT'S OUR

CULTURE THAT WILL ENABLE KEY LIME AIR TO ACHIEVE ITS VISION AND MISSION

OUR CULTURE

Grew Out Of Our Founders' Work Ethic, Tenacity And Unwavering Belief In Their Vision

Is A Passionate, Egoless Team Having Fun Building Something Bigger Than Itself

Is The Way We Treat Each Other, Our Visitors, Our Patrons And Our Customers

Is the Way We Really Get Things Done With Its Focus On Helping Us Achieve Excellence

Attracts Amazing People, Amplifies Their Abilities And Helps Them Develop Mastery

Is The Constant, Steady Force That Binds Us Together And Keeps Us Focused And Moving In The Right Direction

Emanates From Our People, A Natural Expression Of Who They Are And Arises Out Of Shared Experiences

Mission

The Key Lime Air community represents some of the finest talent in aviation and our very simple promise is "**Deliver Every Day**."

We are here to happily serve our customers with a positive attitude every day. We love what we do, and our passion shows in our promise to provide an extraordinary customer experience for the communities, people, and partners we are proud to serve with safe, reliable and on-time jet service, cargo service and charter service. Deliver... Joy... Every Day!" Contentment Service Comfort Family Friends Safety Reliability We will empower geographically isolated rural communities with global travel and economic access by providing the safest, most reliable and exceptional micro-regional airline passenger service and cargo service in the Rocky Mountain region.

Why do we have this vision?

Fewer and fewer passenger airlines and cargo companies are serving rural communities creating ever increasing air transportation barriers.

Our deep roots in rural communities created a determination 22 years ago to provide air cargo access and then passenger service to break down these barriers.

We listen to the needs of the communities we connect with. We build connections with the people. We build customized air transportation services that fulfill their needs.

We achieve our Vision with the communities we work with by reliably and safely keeping the promise we make to "Deliver Every Day."

We operate our business like our pilots fly ✓ with a plan ✓ looking forward ✓ mitigating our risks ✓ with precision in everything we do

The Sky's No Limit!

2019 Plans

- \checkmark Effect our United Interline processes and interfaces to allow sales of our scheduled routes on United.com
- ✓ Effect processes and interfaces for sales through the Global Distribution Systems (GDS) to allow sales on multiple Online Travel Agencies (OTA) such as Expedia, Travelocity, Kayak, etc.
- \checkmark Start Daily Scheduled 121 Jet Service to Telluride, CO (Start 5/15)
- ✓ Start Daily Scheduled 135 Metroliner Service to Alliance, NE (Start 6/01)
- ✓ Launch new Social Intranet and employee perks program to improve company communications and overall employee experience.
- ✓ Launch new employee recruiting platform
- \checkmark Update company-related external websites and wikis to reflect current and accurate information.
- ✓ Improve new employee onboarding processes to facilitate a more positive initial employee experience.
- \checkmark Update employee training programs to include computer and scenario based training.
- ✓ Add 2 Embraer ERJ-145s to our Operations Specifications to better accommodate our expanding scheduled, athletic team and charter requirements.

2018 Year-End Executive Meeting Notes

- Stabilize entire cargo and passenger operation with emphasis on our continued safety and reliability for not only our new AIA and TEX routes but also our existing Grand Junction, Sheridan, and Riverton routes as well. This will include:
 - ✓ Increasing operational staffing levels by 12. passenger pilots and 6 flight attendants to better accommodate not only more desirable schedules but also training, vacation and sick/personal days.
 - Passenger pilots will continue to be sourced from our existing cargo operations whenever practical to ensure our regional airline flight crewing requirements are filled with the most highly skilled and competent flight crews in the world.
 - ✓ Increasing Maintenance staffing levels by adding 3 mechanics, 2 trainers and 3 records/administrative personnel.
 - ✓ Add sufficient stations personnel and ground support equipment to ensure sustainable and reliable operations.

2018 Year-End Executive Meeting Notes

2020 Goals

- ✓ Continue to bolster UPS presence in an effort to supply our future regional airline pilot requirements.
- \checkmark Add 3rd and possibly 4th ERJ-145 to ensure fleet sustainability and reliability.
- ✓ Seek an additional scheduled passenger route and expand 30-and 50-seat charter access to more schools and large capacity clientele such as oil and entertainment companies.
 - ✓ This will be in an effort to increase asset utilization and stabilize Key Lime's economic and operational foundation.

We Are Rey Lime Air! We Are Denver Air Connection! We Are Denver

2021-2023 Goals

- ✓ Continue to gain dominance in our Denver based regional and cargo operations to improve economic stability and pilot supply pathways.
- ✓ Plan and build new maintenance and operations headquarters at Denver International Airport to better support all existing operations and accommodate future operation of larger, Boeing class aircraft.
- ✓ Add Boeing 757/767 fleet types to provide large transport, international charter operations for major sports teams and specialized military and civilian contracts.
- ✓ Become safest and most reliable "Micro Regional" airline based at Denver International Airport.
- \checkmark Become First Choice for Large cabin passenger airline charter in the country.
- ✓ Regain, entire UPS Denver based (single carrier) feeder operation through long-term loyalty and performance. This will provide our passenger operations with an uninterrupted supply of pilots who possess a level of competency second to none in the airline industry.
- ✓ Maintain Denver based, hometown appeal and sustain exceptionally low employee turnover.
- \checkmark Continue to pursue 100% safety performance while maintaining the highest reliability and customer satisfaction.

Our employees are our future.

FILE

Our culture thrives within an employee-centric workplace with transparent access to information that encourages and supports communication, collaboration, and engagement with multiple channels for feedback.

What will we do together?

Our **HISTORY** binds us into the Key Lime community and instills in us a Key Lime cultural identity with a shared sense of purpose and common goals. From 1994 to 1996 our founders, Cliff Honeycutt and Glen Rich, worked for a small cargo charter company named Sundance Air, helping building it into a 6 aircraft operation. In addition to flying almost every day, Glen handled the pilot training, Cliff handled maintenance of the fleet and Dan Bauer managed ownership of the aircraft.

In 1996, Dan, Glen, and Cliff started Key Lime Air with one Navajo Chieftain and the big dream of flying passengers to the Caribbean Islands. Hence the name Key Lime Air. (Not the fruit, but "Key" for the Florida Keys and "Lime" for a lime in a margarita.) While the Navajo was the first aircraft on the certificate, it was the purchase of a Lear 24B for \$150,000 (dug out of the snow without engines, instruments or interior) that was the financial foundation for the formation of Key Lime Air.

On May 14, 1997 Key Lime Air received its Part 135 certificate. Within days of completing the FAA certification, its contacts at UPS asked if it could cover a route for an existing carrier and so began Key Lime's entry into the world of scheduled cargo service.

This certificate is not transferable and shall continue in effect indefinitely.

KY7ABB21

Centificate number:

Effective Date

FAA.Farry \$120.10 (#.87)

ALL Z G BUILD

Our founders, Cliff, Glen, and Dan immediately went to work to service the new UPS contract and never looked back. They worked tirelessly from day one in Key Lime Air's first world headquarters located in Centennial, CO, a 10x10 office with the Piper Inn acting as their conference room.

From 1997 to 2003 Key Lime continued to add Navajo Chieftains and Cessna 404 Aircraft with more and more UPS cargo routes. The fleet grew to eight Navajos, two 404s and 12 pilots. In 1998, after years of hard work and singular dedication, the Learjet 24B was finally added to Key Lime's Part 135 certificate. The Lear worked hard for many years flying A-List passengers in addition to cargo service.



In 1998, Key Lime Air was awarded multiple UPS routes including two 3000 lb. capacity routes which led to the addition of two Metroliners by the end of 1999.



In 1999, Key Lime added its first passenger Metroliner 23 and operated it in a 9-seat configuration. In 2001, Key Lime also broke ground on the current headquarters and maintenance facility at Centennial Airport in Colorado.

And opened for business!

Key Lime Alt

In 2002 Key Lime Air was certified as Colorado's only charter carrier authorized to carry more than 9 passengers. In September of that year it started flying the University of Colorado's Volleyball team in our 19-seat Metro 23. Key Lime Air continues to fly many NCAA sports teams in its 30-seat aircraft.

In 2005, UPS awarded Key Lime Air all of the Denver based feeder routes in furtherance of UPS's "Single Carrier" initiative to consolidate operations. It continued to expand the Metro fleet to 24 aircraft by 2015 to support its growth. Key Lime added DHL and Airborne routes creating a very busy ramp at its Denver International Airport hub.



In October 2005, Key Lime Air began operating passenger flights from Denver's Centennial and Rocky Mountain Metro Airports to Grand Junction under the Denver Air Connection brand. These operations were conducted under Part 135/DOT 380 as public charters.

The Key Lime family grew steadily from 1999 to 2005.

In 2007 Key Lime Air became an FAA approved repair station for avionics, airframe and component overhaul, and repair.

Air Agency Certificate

And the community celebrated its 10th Anniversary!

In 2010, Key Lime Air purchased its first 30-seat aircraft, the Embraer EMB-120 Brasilia. The capabilities of the Brasilia allowed Key Lime to expand to 26 NCAA/Collegiate charters for men's and women's sports teams as well as charters for oil field personnel, music groups, and the movie industry.

And with a 30-seat aircraft Key Lime welcomed its first flight attendants.

In 2011, Key Lime started acquiring its 30-seat Dornier D-328Jets with one coming all the way from Italy. Darwin and Bob sorted the planes out mechanically and then the whole team ferried them to the home base in Colorado to be prepared for entry into

N3940

The founders kept everyone focused on achieving their vision to expand the UPS cargo contracts, augment the charter capabilities, and launch a Part 121 airline. NCAA teams, music groups, and energy companies appreciated the added comfort and range of the new 30-seat jets putting the fleet in high demand.



On December 12, 2012, Key Lime received its approval to operate as a Part 121 air carrier and began regular scheduled "Domestic" passenger service to and from Grand Junction, CO with its Metroliner 23s.



and later under Part 121. Two years later Key Lime Air was the first Part 121 operator in the region to receive FAA approval for its Safety Management System (SMS), which came before the approvals for Great Lakes and Frontier Airlines. In 2018, Key Lime Air added its first Dornier 328Jet to its Part 121 operations. Adding the jet to Part 121 operations was a huge project that required dedication, hard work and collaboration among numerous departments throughout the first half of 2018.

Denver Air Connect

Key Lime began proving tests with the FAA in June 2018, which were completed in time to start scheduled Part 121 jet service on its Sheridan/Riverton routes at the beginning of July 2018.



In July of 2018, Captain, CEO/Founder Cliff Honeycutt and First Officer/Director of Corporate Communications, T.J. Agresti with Amy Echelberger and Dee Garcia as Flight Attendants flew the first scheduled domestic passenger Part 121. Accomplishing this goal allowed Key Lime to secure an interline agreement with United Airlines, providing even more growth opportunities.



In late 2018, Key Lime was able to focus on adding Telluride to its Denver Air Connection service as a result of the interline agreement with United Airlines.

The agreement with United Air Lines precipitated the adoption of the Videcom airline reservation and ticketing system followed by Key Lime joining Sabre's Global Distribution System (GDS). Denver Air Connection passengers can now search and reserve the lowest fares to more than 193 countries served by United Airlines and the Star Alliance, which provides service to 193 countries via 28 member airlines.
On May 15, 2019 Denver Air Connection flew its first scheduled passenger flight from Telluride, CO to Denver International Airport.

Our flight was piloted by Denver Air Connection COO/Founder Glen Rich and First Officer, Alex Brown, with Amanda Dramm as Flight Attendant to cheers and clapping from the passengers onboard. On June 1, 2019 Denver Air Connection flew its first scheduled passenger flight Alliance, NE to Denver International Airport. The Alliance route is the Denver Air Connection's first essential air service route (EAS). The inaugural event has come to be known as the "200 cookie day" because of the enormous crowd that gathered to welcome Denver Air Connection.



Our present is derived from the HISTORY to which it belongs, reminding us of where we have been, where we stand and where we are going, and helping us see events and ourselves as part of the still unfolding story of Key Lime Air.

Today, Key Lime's more than 160 dedicated employees operate over 30 aircraft delivering on the promise of our mission to serve our customers by delivering an extraordinary experience every day for the communities, people and partners we are proud to serve, with safe, reliable, and on-time scheduled passenger, cargo, and charter service. One Core Behavior Why have just "One Core Behavior" instead of a list of "Core Values?"

Because Key Lime's One Core Behavior represents our founders' ethos and encompasses all the actions you can take and things you can do everyday to fit into our culture.

In order to build a thriving employee culture we talk about this One Core Behavior frequently in our interactions and we hire and promote people who practice it and let go of people who do not.

The One Core Behavior we value in our culture is showing Key Lime Character

Key Lime Character means always acting with:

Honesty

You maintain our culture of trust by always being truthful and straightforward without compromising who you are, what you believe and how you want to live.

Loyalty

You have a "stick-to-it" attitude when it comes to others and the Key Lime Mission.

Accountability

You welcome criticism from others about your performance and conduct, and you take responsibility for your mistakes.

Integrity

You don't act one way in one situation and another in a different situation.

Self-Sacrifice

You go out of your way to help even when you don't have to, operating from a willingness to give up personal gain for the good of the whole.

Self-Contro

You have an ability to make good decisions and refrain from doing the things you shouldn't.



We All Work For Our Customers

We understand and live the Key Lime Mission. We check our egos at the door. We help each other. We engage and contribute to the Key Lime Culture We hold each other accountable.

We measure our success against our Mission promise everyday.

Key Lime Pilot Creed

We are a highly competitive self-motivated group of professional aviators who are proud of our flying skills but humble enough to know there is always someone better from whom to seek advice.

We understand command and authority means calmly stepping up to take responsibility for the safety of each flight.

We foster a culture where authority may be respectfully challenged by utilizing Crew Resource Management tools to enhance our situational awareness, self-awareness, leadership, assertiveness, decision making, flexibility, adaptability, event and mission analysis, and communication.

We show respect and dignity to everyone involved in the safe delivery of our customers and our cargo including flight attendants, dispatchers, station personnel, ramp personnel, schedulers, executive leadership and maintenance personnel.

We strictly adhere to the flight regulations, the flight procedures and the safe behavior processes involved in delivering the best and safest possible experience for our customers.

We practice precision hand flying because we know that being precise is the only way to successfully accomplish our job as professional aviators.



Our Pilots Live By The Creed



135 Cargo First Officers

- Typically work 4-6 days a week
- Wake up early fly an AM cargo route
- Several hours rest during the day
- Fly a PM cargo route
- 32 Hours guaranteed pay
- Most fly more than that

At 1200 Hours Total Time Upgrade to Metroliner Captain

135 Metroliner Captains

- Typically work 5-6 days a week
- Fly cargo and passenger charter
- 32 Hours guaranteed pay
- Most fly more than that

At a minimum 800 hours Key Lime PIC time Upgrade to Jet





To attract and keep pilots

Key Lime pilot pay is at the top of the industry Key Lime benefits are among the best in the industry Our culture is employee-centric with strong feedback systems Our work life balance is a priority

Jet Pilots

- Typically work 5-6 days a week
- 32 hours paid guaranteed
- Most fly more

Part 121 Pilots

Fly our scheduled routes

- Riverton and Sheridan, WY
- Telluride, CO starting May 15

Part 121/135 Pilots

Fly a mix of Part 121 and Part 135 scheduled routes

- Riverton and Sheridan, WY
- Telluride, CO starting May 15
- Grand Junction, CO
- Alliance, NE starting June 1

Part 135 airline charter

- 30 NCAA sports teams
- Private groups

Pilot Job Openings



Inflight Creed

We Are Flight Attendants.

We solve problems people don't know they have, in ways they can't understand.

We don't stop when we're tired, we stop when we're done. Always forward, never back!

Key Lime flight attendants face the customers every day and deliver on the Key Lime mission promise.

To attract and keep our flight attendants

- Key Lime pays our flight attendants based on gate-to-gate time unlike the industry that pays only for flight time.
- Pay guarantee based on 64 hours every two weeks
- This means pay is at the top of the industry
- Key Lime benefits are among the best in the industry
- Our culture is employee-centric with feedback systems
- Our work life balance is a priority

Job Openings



To attract and keep maintenance personnel

- Maintenance personnel pay is industry competitive
- Key Lime benefits are among the best in the industry
- Our culture is employee-centric with strong feedback systems
- Our work/life balance is a priority

Job Openings

Maintenance Motto When the airline is <u>awake</u>

We're awake!

- Maintenance personnel enjoy a 40 hour work week but are always ready to help.
- Maintain a diverse fleet that keeps it interesting
- In a growing company with strong opportunity for advancement.



Your First Day/Week New Hire Orientation Indoctrination Training

Your first day will be spent getting things set up to work at Key Lime. Your New Hire Handbook will cover network credentials, Email, Community Portal introduction, Culture Overview, hardware setup, payroll, benefits review, safety systems training, and security badges.

Then you will attend company indoctrination training for several days where you will learn everything from how to get to your job location, the rules and regulations which govern your job, security training, our policies and procedures and where to find them in our manuals, and our supervision and feedback structure.



Our Key Lime Community Portal

Technical Training

Your next step will be your technical training.

For pilots this means a lot of studying for systems training, practicing procedures together and working together to get through your simulator training and check ride.

For flight attendants this means working and studying hard to learn about our aircraft, safety and operational procedures and customer service expectations.

For maintenance personnel it means jumping right in and learning on the job.





Community and Culture

Our internal communication system is a cloud-based social intranet which is a private, secure online network where our employees create content, communicate, collaborate, manage tasks and events, and develop our company culture.

The Community Portal provides our:

- Communications Hub
- Collaboration Facilitator
- Knowledge Management and File-Sharing Center
- Internal Social Network
- Employee Engagement and Development system
- Scheduling Tool

Communication is two-way street. We encourage and reward feedback. We strive to be responsive making sure your voice is heard.



Daily Dispatches

Coaching and Mentorship

All Key Lime employees will be offered an opportunity to participate in our newly developed Conscious Leadership Group to provide a common framework to communicate, and leadership development training.

Every Key Lime employee has access to their supervisor who will provide career coaching and personal development guidance.

We have a robust onboarding program with mentors for every new hire.

Our peer mentorship program facilitates learning amongst Key Lime employees across the entire company.

We support employees committed to our culture with a nurturing but tough environment that assures their career progress and personal development to the highest standards we expect. We'll keep this short and simple because to be honest, it's not a complicated subject for us:

We are firmly committed to providing equal opportunity in all aspects of employment and will not tolerate any discrimination or harassment of any kind. Our employees are encouraged to report any issues or concerns to their team leader or supervisor and should always remember our Core Behaviors. We also encourage you to review our:

- Diversity and Inclusion Policy
- Equal Opportunity Policy
- Intranet User Policy





We treat "failures" as opportunities for growth.

When things don't go according to plan we overcome failure in 5 Steps.

By the time we reach "Move On" we've reached the root of the problem, owned it, learned from it, and are better members of the Key Lime community.

Recruiting Differently

We take the time to find people who are among the best in the industry at what they do, or who have the potential to grow into the best. We work as a team to get to know the whole person, communicate our core behavior expectations, and ensure our candidates are wellinformed and delighted throughout the recruiting process. However, our work extends beyond just our team: our holistic approach to the hiring process involves working with recruiting managers, team leaders and managers across the company on everything from our growth plans to our hiring processes and decisions. Recruiting people who want to be a part of our culture is a company-wide effort and responsibility and we encourage all Key Lime employees to adopt the motto "**Always Be Recruiting**."



Our High Performance Culture Not Right for Everyone

Many people love our culture and stay a long time.

- They thrive on excellence, candor and growth.
- They would be disappointed if our standard was anything less than perfection in every task.
- They always try to build and never try to take.
- They are extraordinary role models for our culture, mission, and core behaviors.

Some people, however, want to take as much as they can with minimal effort and minimal engagement.

- They are satisfied with minimal proficiency in every task.
- They are bitter after receiving constructive criticism.
- They feel fearful at Key Lime over being found out that they don't try to build and "Pay it Forward"

People who thrive at Key Lime are passionate and driven by our high performance culture

"Everyone is busy, yet still willing to drop everything to help you out. It's amazing. When someone does that for you, you continue to do it for them, you **pay it forward**. That's our culture. That's the circle of life at Key Lime." –Director of Communications

FROUGH TRANSPARENCY

Key Lime Chooses Transparency.

Here are the things we do to disseminate information:

- We share (almost) everything
- We maintain a Community social intranet that keeps everyone updated on company news and announcements.
- We encourage submission of feedback with content likes, ratings, and ideas.
- Open sharing of information is expected by our managers who post updates on their department blogs regularly.



We believe it's better to have everyone fully informed and involved than feeling left in the dark. Nothing good grows in the dark.



We Improve Together We Value Your Feedback On Our Community Portal and APP



Employee Benefits

- Comprehensive Medical coverage provided by United Healthcare with:
 - Virtual visits
 - Health and Wellness Program
 - Health Discounts
- Dental plan provided though MetLife
 - Preventive
 - Basic and Major Service
- Vision plan through United Healthcare
- Flexible Spending Account through Allied Flex
 - Dependent Care Reimbursement Account
 - Health Care Reimbursement Account
- Short-Term Disability Plan
- Voluntary Long-Term Disability Plan
- Life Insurance of \$25,000 after 60 days
- Accidental Death and Dismemberment of \$25,000 after 60 days
- 401K Plan through Fidelity
 - Company matching up to 4% after 6 months of employment

Employee Perks

Discount Program

Employee discount program through Abenity on thousands of products and services (up to \$4,500.00 of savings)

Travel for Free

- CASS jump seat privileges on almost every airline for Pilots and Dispatchers
- Cabin seat privileges on Frontier for Flight Attendants
- MyId Travel
- Interline Travel discounts sometimes offering "bump protection" when traveling standby. These companies specialize in hotel, cruises, and all-inclusive resorts.

Additional Benefits for Flight Crews

 \$40.00 per diem when away from base for 24 hours (Average \$4,000 annually)

UNSTRUCTURED TIME

An employee built a YouTube following by promoting aviation careers. Turned out to be a great recruiting tool for Key Lime. We support people pursuing side projects that positively impact the world or improve our business

The charities you care about can be the centerpiece of a Key Lime get-together event. Let us know what you care about.

