

Airglades International Airport

“Reshaping the efficient flow of perishable goods from Latin America producers to U.S. consumers.”





Frederick C. Ford is a transportation industry leader who has served as an executive for major airports, port authorities, and aviation firms since the age of 19. A native of Boston, Ford managed the Boston, Dallas/Fort Worth and Atlantic City airports, was a vice president at Pan American World Airways and served as director of development for Ogden Allied Aviation in New York. Upon retirement, Fred decided to cash in his retirement savings and embark on a new airport endeavor, this time for himself, and in 2008 formed his company Florida Cargo Fresh, Inc. (FCFI). Fred's proposition - to reduce costs via efficient transshipment and processing of perishable air cargo from airplanes to trucks and build a new airport that would relieve pressure on Miami International's perishable cargo operations and allow their passenger traffic, vital to South Florida, to grow. Several years later, he brought together agriculture industry leaders: United States Sugar Corporation (USSC) and Hilliard Brothers of Florida (HBF) to form SugarHill. In February 2012, SugarHill, in partnership with Florida Cargo Fresh, Inc. (FCFI), created the now known entity: Airglades

International Airport, LLC (AIA) in which Fred serves as President & Airport Manager.



Airport Investment Partnership Programme (AIPP)

In 1997, Congress established FAA's **Airport Privatization Pilot Program** (renamed **Airport Investment Partnership Program**) to explore privatization as a means of generating access to various sources of private capital for airport improvement and development. **Private companies may own, manage, lease and develop public airports.**



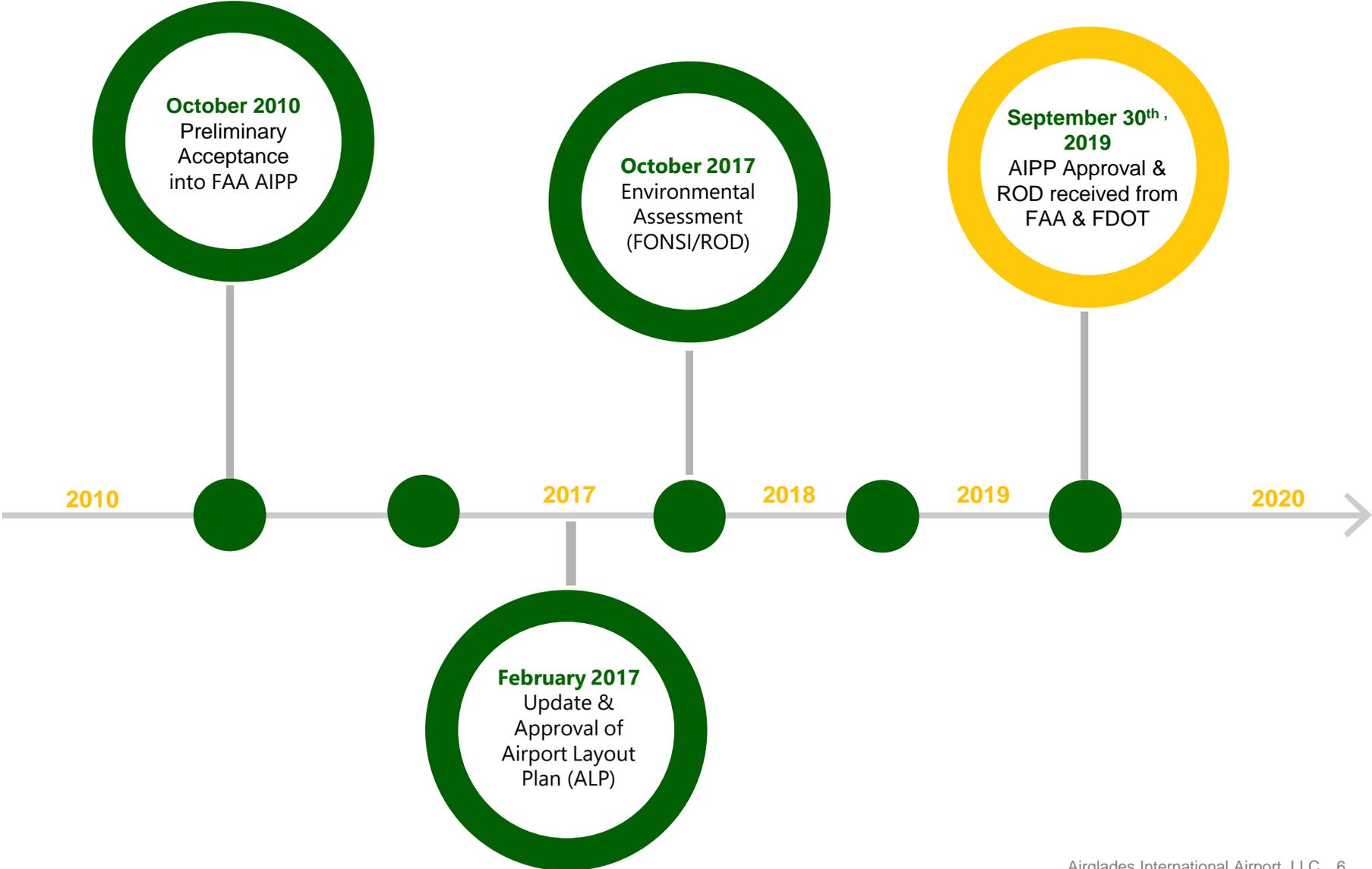
**Federal Aviation
Administration**

Preliminary Acceptance - Airport Investment Partnership Program (AIPP)

October 18, 2010, the FAA approved Hendry County's preliminary application to enter the Airport Investment Partnership Program (AIPP), which allows the County to work with private developers and negotiate a proposed agreement to purchase and privatize the airport.



Timeline of Major Milestones Achieved



Federal Agencies Interaction



**U.S. Customs and
Border Protection**

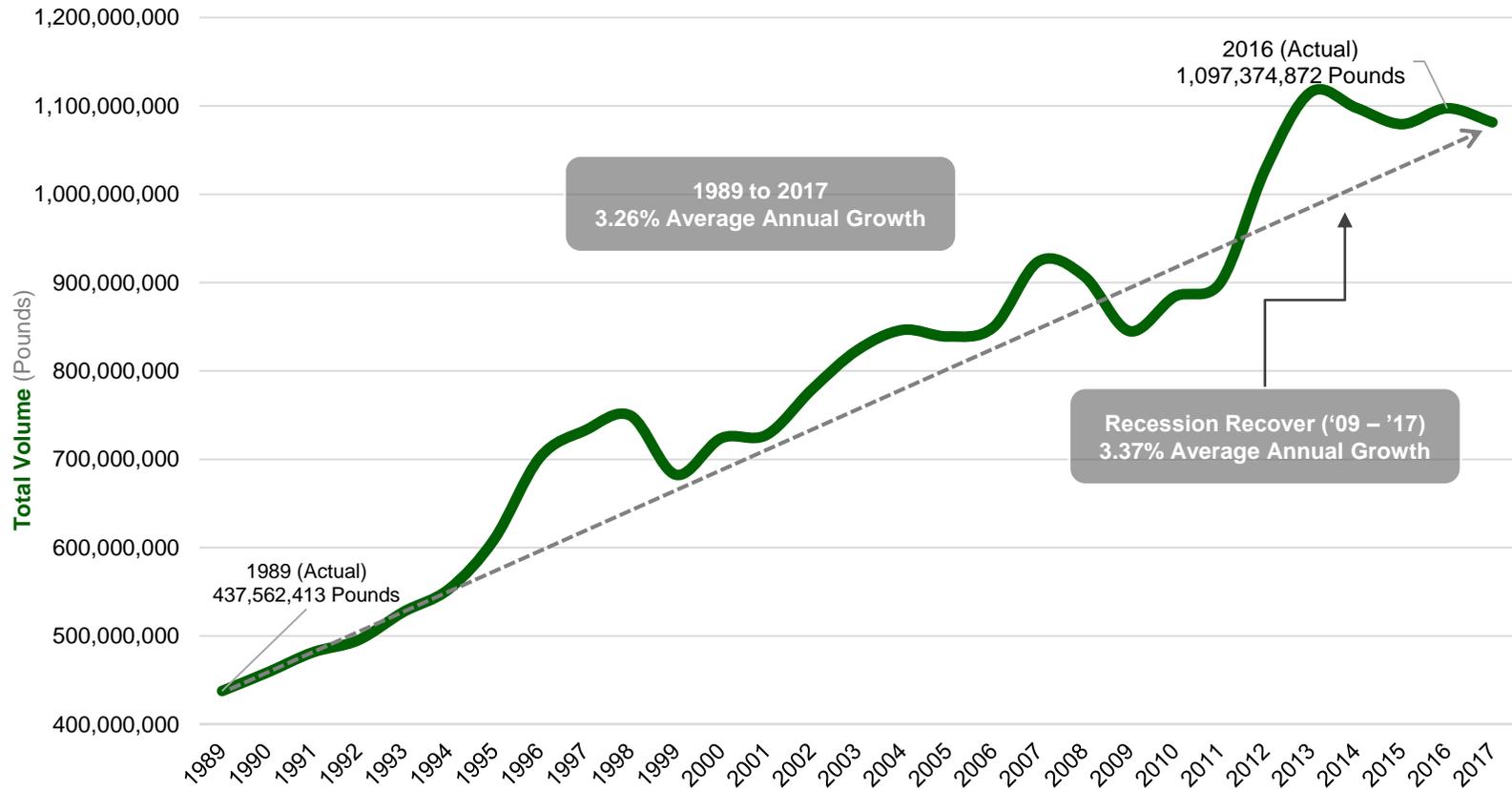


**Transportation
Security
Administration**



- Airglades acts as a purpose-built logistics hub for air-cargo trade & handling between Latin America and the US

Historic Perishable Demand – Miami Customs District (by Air)

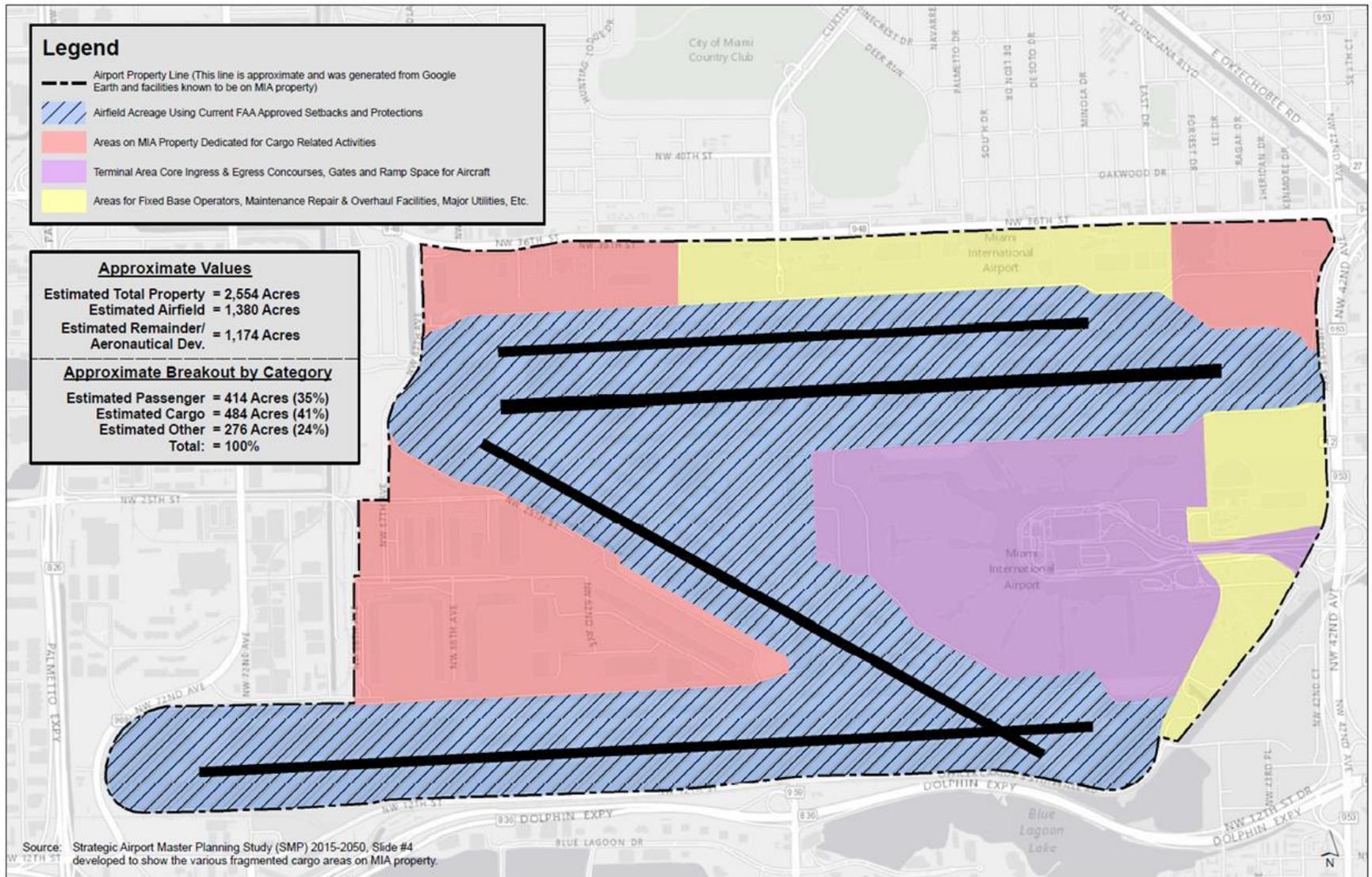


SOURCE: US Trade Online – United States Census Bureau
Key Perishable Commodities: Fish & Crustaceans (HS 03), Cut Flowers (HS 06), Vegetables (HS 07), Fruit & Nuts (HS 08), Cereals – Hybrid Seeds (HS 10), Edible Preparations of Meat & Fish (HS 16)
HS – Harmonized Commodity Description and Coding System

Diverse Locations of MIA Cargo Facilities



MIA Land Use



Revenue Drivers at MIA (2017)

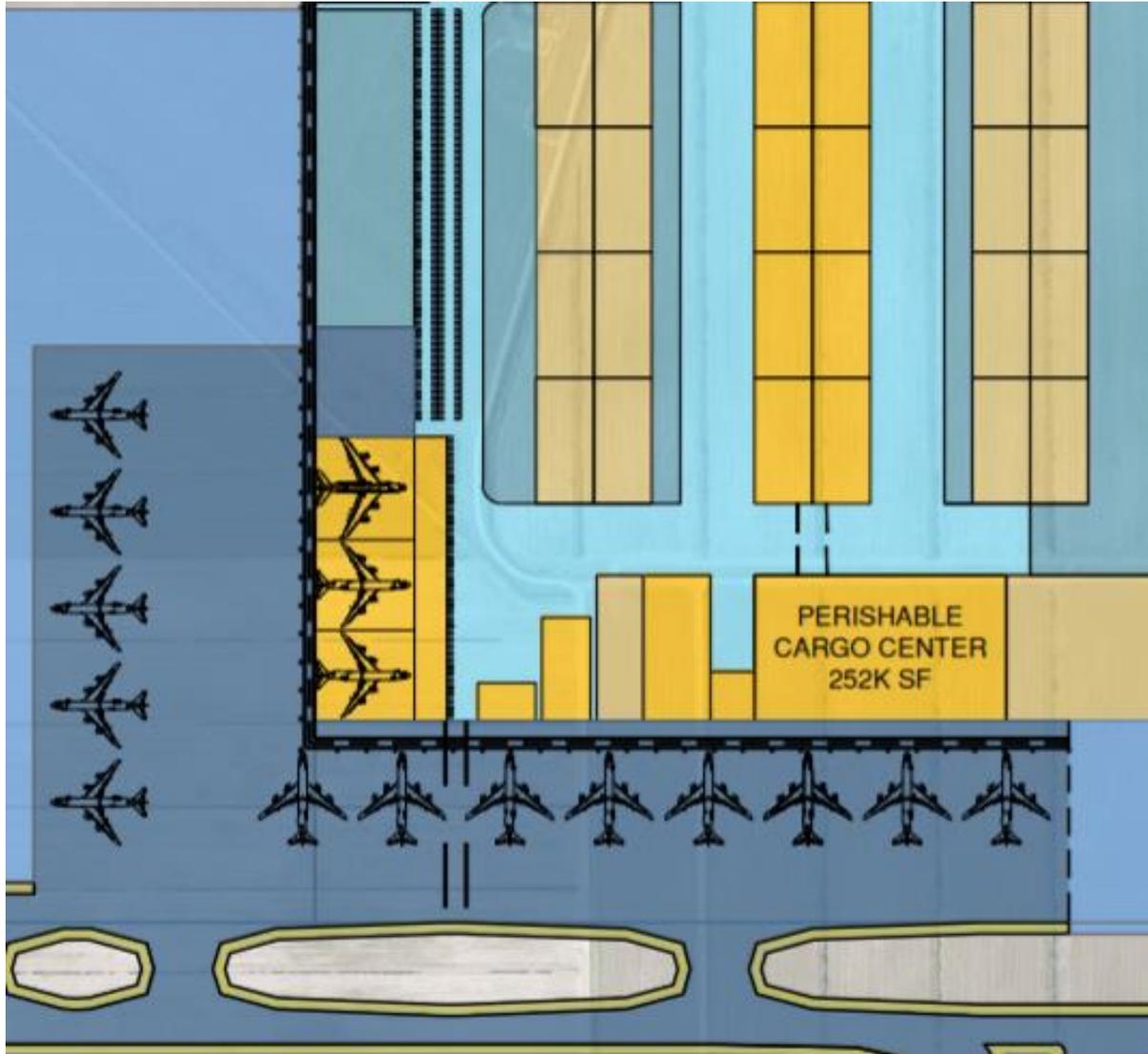
Miami-Dade County Aviation Department- Department Largest Sources of Revenue Ten Largest Sources of Revenue- Fiscal Year Ended September 30 (Ranked by the Last Fiscal Year- Unaudited)				
Rank	Firm	Revenue in 2017	% of Total Revenue (All	% Growth Since 2010
1	American Airlines Inc	\$ 306,455,379	34%	32%
2	Airport Parking Associates	\$ 47,382,080	5%	26%
3	LLC	\$ 32,441,717	4%	83%
4	Delta Air Lines Inc	\$ 29,977,612	3%	54%
5	Envoy	\$ 22,579,157	3%	81%
6	Allied Aviation Services	\$ 16,631,524	2%	-3%
7	Alamo Rental (US) Inc	\$ 14,852,315	2%	557%
8	United Airlines	\$ 14,210,867	2%	596%
9	H I Development Corp	\$ 13,835,393	2%	19%
10	LATAM Airlines Group	\$ 12,778,914	1%	88%
Total Revenue (Ten Largest Sources)		\$ 511,144,958	57%	Avg. = 42%
Total Revenues (All Sources)		\$ 901,923,000		

Airglades Proposed Development - Conceptual Layout



Airglades Perishable Air Cargo Facility is not constructed and requires FAA and other governmental approvals prior to development. The project plans are subject to change.

Current schematic overview of AIA operations



- From the moment goods depart LatAm, AIA is dedicated to increasing the efficiency of perishable cargo transport while reducing cool chain disruptions & adding shelf life.

Airglades' innovative operating model

- Cool chain remains unbroken as goods are transferred through the airport.



Airglades International Airport will transform Hendry County's economy

From...

Airglades airport (today)

124



jobs created in 2010¹

Jobs in **agriculture and agri-processing**



To...

Airglades International Airport (year 2022)

1,700



jobs anticipated in 2022¹

Multiplier effect!

Jobs in **agriculture and agri-processing**, but also:

- **Logistics, distribution, & manufacturing**
- **Transportation (air, trucking, & rail)**
- **Cargo processing**
- **Truck & aircraft maintenance**
- **Engineering services**
- **Commercial & industrial real estate development**



Airglades International Airport will also mean

- 10,000 construction jobs²
- Higher salaries
- Increased tax base
- **Job training**

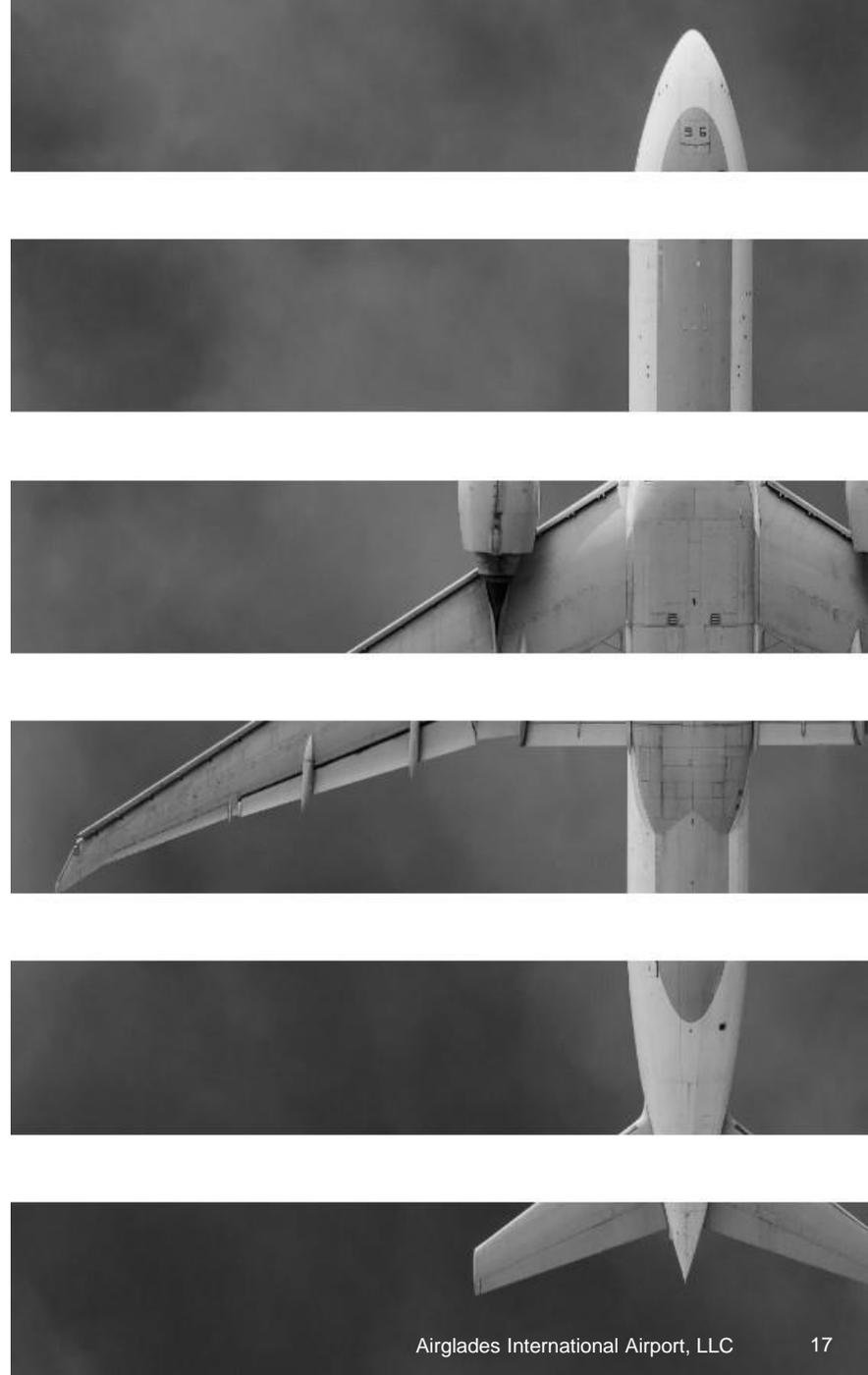
Find out more at
www.Airglades.com

¹ Both direct and indirect jobs created from activities related to the airport; ² Based on the estimated cost to complete the airport

What's next?

AIA will be complete in 2022

- Engaging customers: continued negotiations with perishable community; 70% of flower importers from MIA already signed
- Executing Purchase & Sales Agreement with Hendry County
- Arranging Financing for construction of the airport and it's start-up facilities
- Construction begins late 2020; two construction companies signed to build the terminal and surrounding complex
- **First commercial aircraft lands at Airglades International Airport in late 2022**



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AIA management



President & Airport Manager:

Frederick Ford
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Frederick Ford is the President and Airport Manager of AIA. Ford has been involved in the development of the Airport from the beginning. His strong relationships with all stakeholders in the industry, government and state have been key in the success of its the development.

Ford has worked in the aviation and airport industry for over 40 years and has served in many highly influential roles including:

- CEO of Hillford Associates' air cargo facility development at Dallas/Fort Worth International Airport
- Director of the Chicago-Rockford International Airport during its construction as a cargo reliever to Chicago O'Hare International Airport



VP, Operations:

Marilyn DeVoe
mdevoe@airgladesairport.com
+1 (817) 798-2585

Marilyn J. DeVoe is the Vice President of Operations and Aviation at AIA. Prior to working at AIA, DeVoe had a long career at American Airlines (AA) and held many influential roles including:

- Vice President of American Airlines' Miami hub, the airline's largest international hub and gateway to Latin America
- Vice President for American Airlines' Dallas/Fort Worth hub
- Vice President of American Airlines' Customer Services Planning

DeVoe has a bachelor's degree in Finance from the University of Rhode Island.



VP, Business Development:

Hernan Galindo
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Hernan Galindo is the Vice President of Business Development at AIA. His role entails building relationships with the customers of AIA and understanding their needs for operating at AIA.

Prior to working at Airlglades with AIA, Galindo held various relevant significant roles in the airline cargo industry including:

- Former Senior Vice President of Swissport Cargo Services, Latin America & Caribbean Cargo
- Former President and founder of Aerofloral introduced B747 freighter operations from Miami to main cargo markets in Latin America
- Former Director of Cargo Development at Arrow Air; Avianca Airlines
- Various Sr. Management positions in finance, sales, maintenance and airport operations



Assistant Airport Manager:

Lillie Rodriguez
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Lillie Rodriguez is responsible for overseeing day-to-day operations and maintaining safety and security at the airport. She leads the charge on ensuring the airport is running smoothly and that federal rules and regulations are met.

Additionally, she provides administrative support to the AIA leadership team. Rodriguez is fluent in Spanish and is an American Association of Airport Executives (AAAE) member working on her C.M. and private pilot license.



THANK YOU!!!

Questions?