

CEO's Comments

This is our seventh consecutive sustainability report, we use this report to encapsulate our sustainability journey, highlighting our achievements, challenges, and is a way to ensure we drive our sustainability work in a structured manner. We have made great progress in achieving our targets, however, in an ever-changing environment there are still challenges to overcome before we are fully there.

The year started and ended with challenging winter months, experiencing heavy snowfall and temperatures shifting from -28°C to +6°. Our employees managed operations beyond expectations.

Despite challenges in our green transition, we continue our path towards becoming carbon neutral. In Sweden, we have made strong progress in transitioning to electric GSE, with the current proportion standing at 65% and continuing to increase annually. Furthermore, our Malmö base has been fossil fuel-free and using only hydrotreated vegetable oil (HVO) fuels since 2021 and Gothenburg-Landvetter base joined the fossil-free list at the start of 2023, while Arlanda airport, currently at 85%, is on track to be fully fossil-free latest by the end of 2024.

100% green turnarounds (using only electric vehicles, including aft boarding stairs) have been part of our operations since 2021 when we performed our first ones for Ryanair and Norwegian at Stockholm-Arlanda airport. The full-electric turnarounds are becoming part of our operations and in 2023 our first all-electric turnaround for a Lufthansa flight was a fact.

To become carbon neutral, we are following our Vehicle Renewal Plan and our emission reduction Road Map. They predominantly center around the expansion of our electric vehicle fleet and the introduction of low-emission fuels, with a primary aim to reduce emissions within Scope 1. With our current fleet comprising of 919 vehicles 53% of our vehicles are electric. Compared to 2019 we have lowered our CO² emissions per departure by 50%.

Furthermore, we started the auditing of our stations as a final step to attain ISO 9001 Quality management systems, ISO 14001 Environmental management systems and ISO 45001 Occupational health and safety management systems certificates for all the stations.

The largest initiatives are natrually most widely communicated but we enocurage every initiative, no matter how small. We believe that green and sustainable practices across all areas of our business, will effectively reduce our environmental impact. As an example, we implemented sustainable food practices in our lounge. The objective was to reduce meat consumption and increase the proportion of vegetable-based products, setting an ambitious goal of having 80% of our offerings sourced from plants.

Our efforts do not go unnoticed. During the year, Aviator further strengthened the partnership with SAS by adding six new stations in Norway and extended the strategic partnership with Ryanair, Lufthansa Group and Air France-KLM. We are honored by all our clients that put their trust in us, and we will continue to deliver the highest quality of services while ensuring that our operations are conducted in a manner that is both environmentally responsible and socially conscious.



Jo Alex Tanem CEO, Aviator



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A Glance at Aviator

Aviator Airport Alliance (Aviator) is a full-range provider of aviation services at 15 airports across the Nordics and since 2020 a family member of one of the largest aerospace service groups, Avia Solutions Group. Aviator has a long history of providing Aviation Services to meet the demand from airlines and airports. We take care of our customer airlines' passengers and the aircrafts while on ground. This includes Passenger and Baggage Handling, Lounge Services, De-icing, Cargo and full Freight Handling, PRM Services and the Nordic Dino Aircraft Washing Robot. Our customer-oriented solutions can meet the highly varied service needs of five-star airlines, low-cost airlines and cargo airlines.

Delivering quality aviation services throughout the Nordic region

Aviator was founded in December 2010 when Aviator acquired independent Swedish, Norwegian and Danish ground handling providers. Looking back on the last years, Aviator has strengthened its position as an independent Nordic Ground-handling company. We are continuously growing and willing to expand even more in order to deliver qualified services for our current customers.

Aviator actively employed more than 2461 FTE in 2023. The group started in Scandinavia and has now developed throughout the Nordics, being a full-range provider for Aviation Services.

Even though Ground Handling, De-icing and Lounge are the largest service areas for Aviator, other adjacent services are also part of the service portfolio, such as Workshop and PRM Services.

Ground handling



- Ramp handling
- Passernger services
- Load control
- Flight operations and crew administration
- Crew transportation
- Ticketing

Cargo handling



- Freight handling
- Mail handling
- Freight ramp services
- Document handling
- Warehouse service

De-icing



- De-icing
- Anti icing / preventive de-icing
- Snow blower
- Fan blade heating
- External de-ice training and support

Lounge



- Operating Aviator branded lounges
- Co-branded Aviator lounges
- Membership collaborations
- Walk-in segment

Other services



- Removal of de-icing fluid
- PRM services
- UM services
- General avition handling
- Interior aircraft cleaning
- Exterior aircraft cleaning

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Aviator is a Nordic one-stop shop for aviation services, taking care of passengers and equipment from Copenhagen to Tromsø. There is a continued focus to grow further, in existing and adjacent business, in the regions where we are present and beyond.

We want to deliver high quality solutions to our customers, and we work proactively to anticipate customer needs and then ensure our service meets them.

Some of our customers































airBaltic

"You are the only genuine and honest provider we have, and among our best performers"

- Customers





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Aviator Cares

Aviator understands that how we manage our business has an impact on our staff, customers and the environment where we operate. A sustainable business is a prerequisite for Aviator to achieve success and continued growth. To formalize our sustainability work we have created Aviator Cares. This includes the three areas; Care for You, Take Care and Care for Customers.

Determining material aspects

In 2022 we updated the materiality analysis and aligned it with Avia Solution Group. This helps us understand and prioritize our current and potential impact on the environment and society, and which information to be included in this report.

The assessment of the company's material matters has been key and the process of determining the material aspects was developed by:

Understanding the industry context is essential to having an overview of the organization and to understand both where to focus non-financial reporting information and where to place more emphasis when implementing our Environmental, Social and Governance strategy.

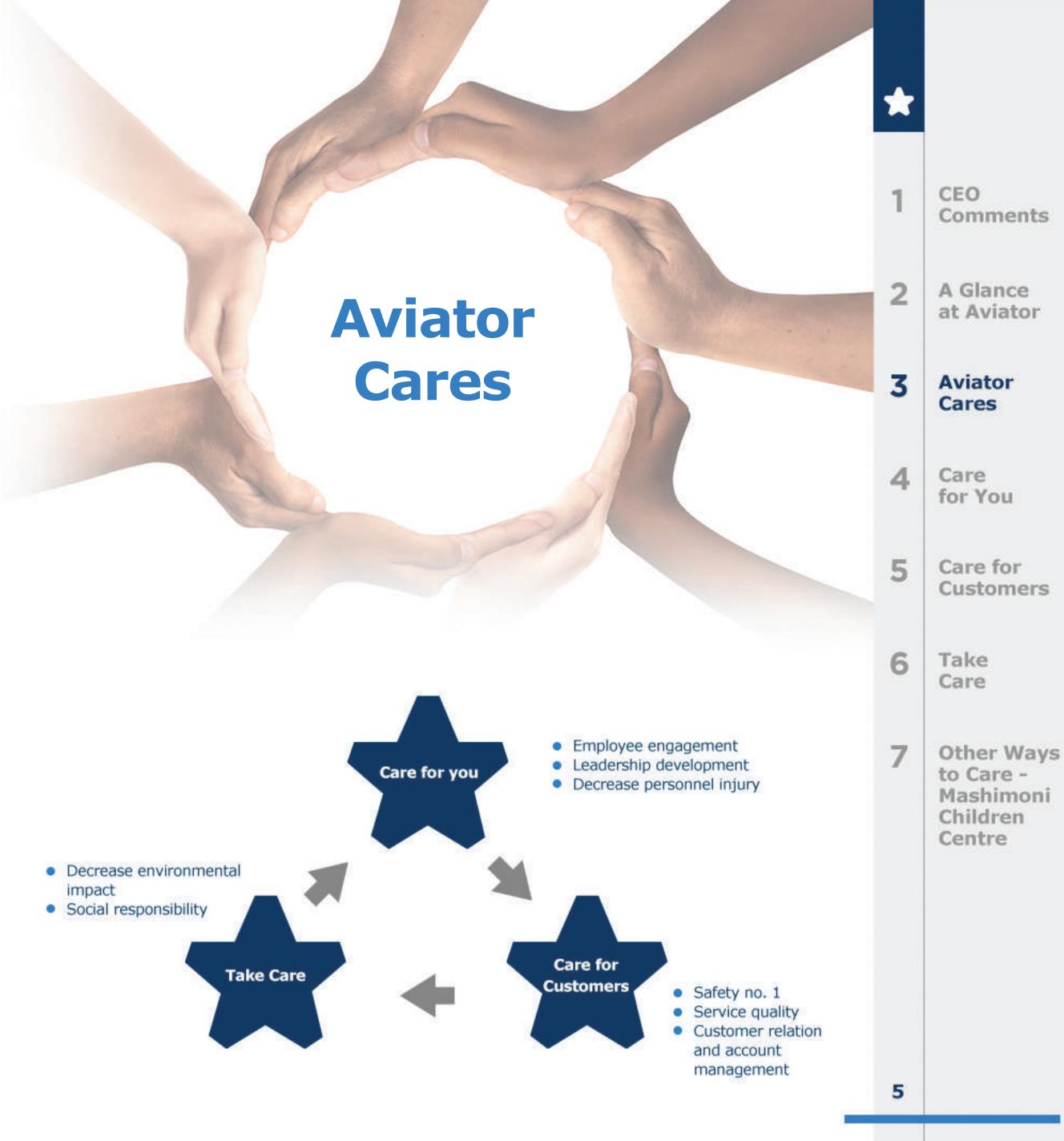
A list of key areas was established and evaluated. The selection was based on an internal analysis as well as Avia solutions Group's materiality analysis, which considers different areas such as peers benchmarking, sustainability global standards, ESG ratings and agencies methodologies, as well as specific industry material.

To have a wide understanding of the context, we've identified the main stakeholders within the organization, including:

- Clients
- Employees
- Lessors, suppliers, and airports
- Governments and institutions
- Investors and ESG agencies
- Partners

- Local communities, associations, and Non-Governmental Organizations (NGOs)
- News media
- Unions

Aviator plans to conduct continuous dialogues with stakeholders to ensure that our sustainability efforts are in line with their expectations.



Stakeholder groups and their top priority aspects

Given the full list of key topics that we have previously identified, we've used the inputs gathered in the process to understand our actual and potential impacts on the environment and society.

In order to assess the significance of such impacts, we've been working with different stakeholder's consultation methods such as surveys to customers, suppliers and employees as well as an

internal analysis of different sources, where global sustainability standards, current and emerging new regulations, and international agreements were considered and studied.

The consultation methods used lead to the opportunity to be closer to our stakeholders as well as getting a better understanding of their concerns. Such practice reinforces the ongoing progress in strengthening our stakeholder dialogue.

Our material topics are:

Environment

- Energy consumption
- Greenhouse gas emissions
- Air pollution

Social

- Customer satisfaction and privacy
- Health, safety, and wellness
- Training and development
- Equality, diversity, and inclusion

Governance

- Corporate governance
- Business ethics
- Risk management

Making strategy happen

Our strategy for the upcoming years places a strong emphasis on sustainability, treating it as a key component of our success within each Strategic Focus Area. To drive this strategy, each Aviator country has developed initiatives, complete with Key Performance Indicators (KPIs) to monitor and track our progress.

We employ our 'Continuous-Improvement-Aviator' model (CIA) across all our countries to identify and manage new, ongoing, and completed projects, measuring their advancement and setting our goals accordingly. This approach seamlessly integrates sustainability into our business model, making it a natural part of our operations. Monthly sustainability assessments are conducted alongside other business performance evaluations.

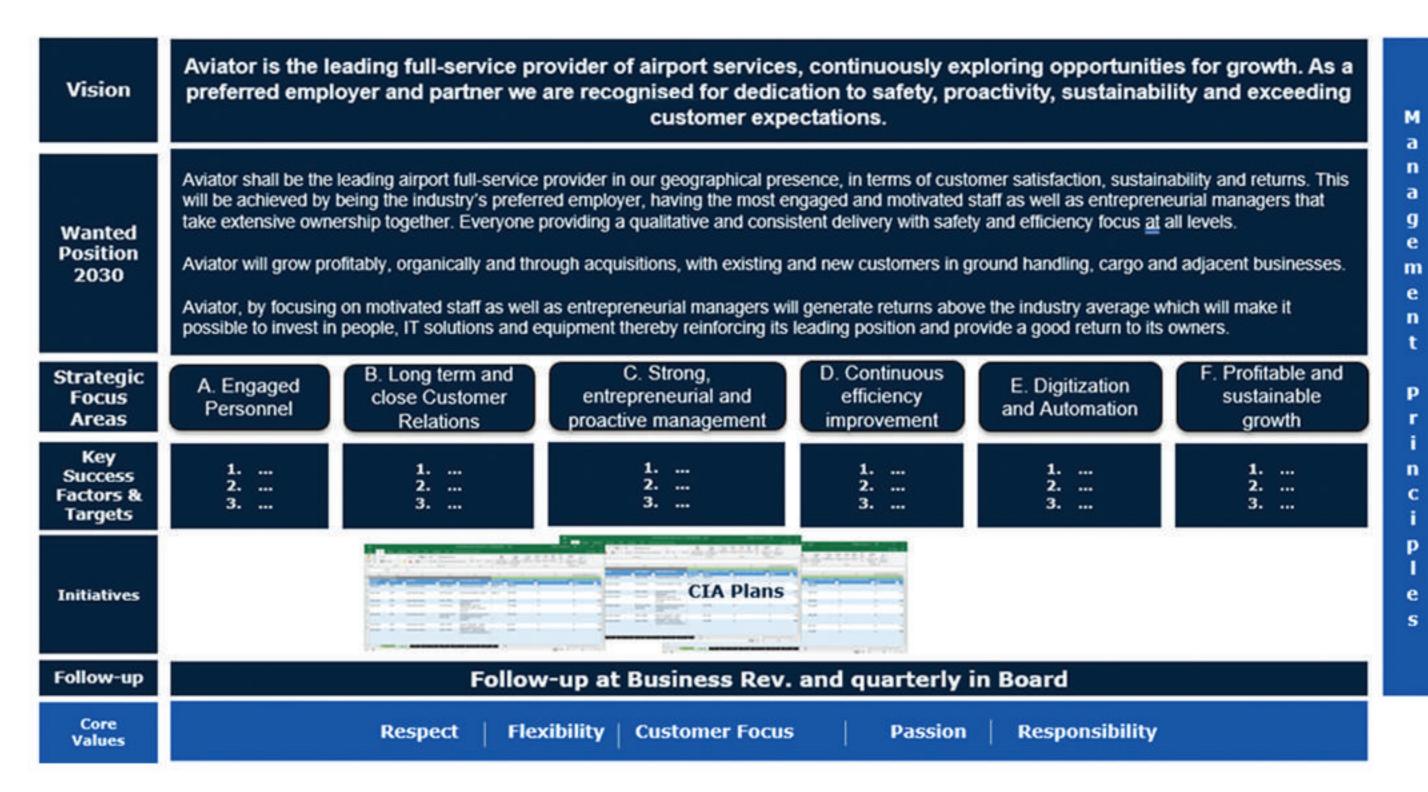




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Aviator strategy model



Governance structure

Sustainability governance goes hand in hand with Aviator's governance structure in general. Aviator's CEO has a strategic lead on sustainability under the guidance of the Board of Directors. The initiatives to drive towards the targets for the sustainability focus area, is then delegated to country MD's and Group functions. The Business Improvement Director has a responsibility for the sustainability structure.



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Safety and Compliance management system review

We are an organization thriving in a highly competitive market, actively pursuing transformation to enhance our operations, elevate overall performance, and ensure the well-being of our people and the resilience of our business. We have evolved from a collection of independent entities into a cohesive team, collectively providing ground handling and support services to a diverse clientele. Today, we proudly stand as an integral part of a leading global aerospace services group.

Our commitment to progress led us to engage Baines Simmons for an audit of one of our largest stations, Arlanda, a few years ago. The insights from that report continue to serve as our guiding light in matters of safety and compliance.

Furthermore, in 2020, we introduced our Know Your Customer (KYC) process, a pivotal step in our ongoing journey. This process was further refined and fully implemented in 2022. It is a mandatory procedure for identifying and verifying the identity of our clients and suppliers before initiating collaboration and subsequently at defined intervals. This diligent client onboarding process not only fosters security but also aids in the detection and prevention of money laundering, terrorism financing, and various illicit financial activities.

Care for You

As a ground handling company, we provide our service to customers. Our service is based on our employees, which are our most valuable asset. Together with the right tools, processes and leaders, they are the basis of our business model.

Health and safety

Providing a safe work environment for our employees is our top priority. This relates to safe equipment, well defined procedures, based on clear communication of information, instructions, and regulations. Together with training and a close relationship with supervisors, we continuously strive to maintain and improve our level of safety.

The information and regulations on occupational health and safety, are contained in the Safety Management Manual (SMM) and the Quality Management Manual (QMM). These manuals structure our work to reduce the risk of injury, any deviation, or incidents. These are reported in our deviation reporting system, which is also a way to measure our business success. We do not want Aviator's work to cause harm to any employee. It is therefore essential for us to ensure a high level of safety.

Retain and develop talent

We recognize the vital importance of equipping our supervisors and leaders with the skills to achieve outstanding results. Therefore, in addition to our ongoing employee training programs, we have launched the Aviator Leadership program. In 2022, we proudly unveiled the long-awaited Leadership program, highlighting our commitment to nurturing and harnessing the talent within Aviator. In 2023 almost 70 people participated in Leadership training.

To ensure our core values, communication, comprehensive training, effective leadership, and internal career growth opportunities, have been identified as the foundation of our success, particularly within the Engage Personnel framework. These principles are instrumental in retaining and cultivating our human resources.

Aviator invests in a variety of training programs to develop talent, whether physical or digital, because we want our employees to be confident in knowing their duties well. There has been, and still is, a major change in technology due to digitalization, where Aviator has transformed many courses into e-learning and is also exploring new digital possibilities, such as VR.

New generations have new and different demands towards their employer. It is no longer just salaries that make an applicant choose a job. There are also factors such as work environment, private benefits, and flexibility. Here as well, Aviator gives its best to support its employees to be and remain an attractive employer.



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Diversity and equal opportunity

At Aviator, we believe that diversity and equal opportunity are fundamental to our success. We understand that it's the diverse perspectives and ideas of our team that make us stronger together.

We proudly provide opportunities to individuals irrespective of their ethnicity, religion, sexual orientation, gender, disability, or age. Our commitment to inclusivity reflects the diversity of the society we serve and the wide range of passengers we encounter every day.

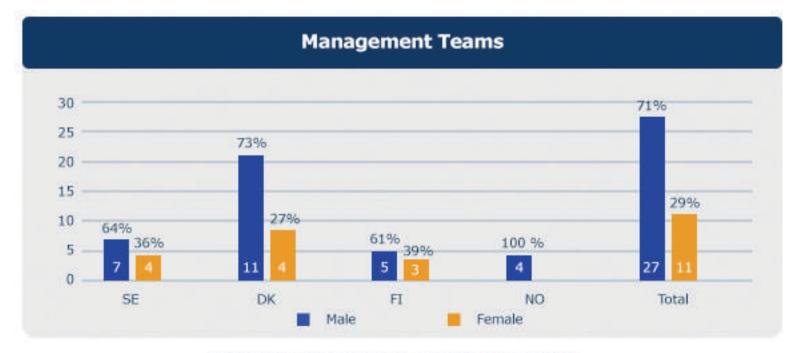
In comparison to last year, there has been a 3% increase of male in the countries management teams driven by Finland and Denmark whereas Norway and Sweden remain on last year's level.

The distribution of the country management shows that the countries themselves, with a total distribution of 71% (male) and 29% (female), are dominated by males. The Executive Committee and Board of Directors consists of 100% male. The disproportional level of males remains a concern as it potentially affects the diversity of Aviators Executive Committee since future members are likely to be recruited from these management teams.

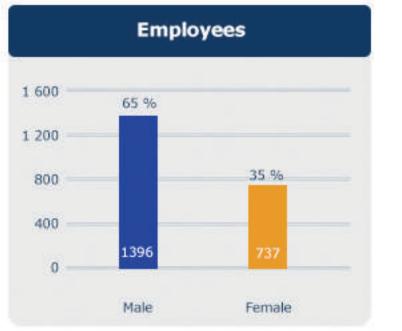
The total distribution of the number of our female employees was 35% (28%) which is up 7 % compared to last year.

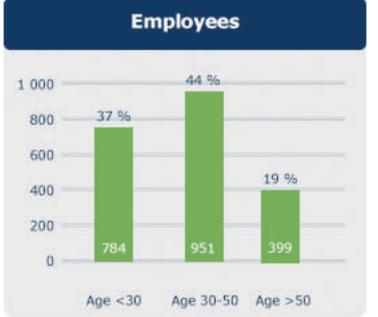
The general age distribution is dominated by "Age:30-50". 44% of our employees were between 30 and 50 years old which is 1% lower since last year (45%), 37% are 30 years old and younger which is an increase of 2% compared to 2022. In 2023 19% were 50 or older compared to 20% in 2022.

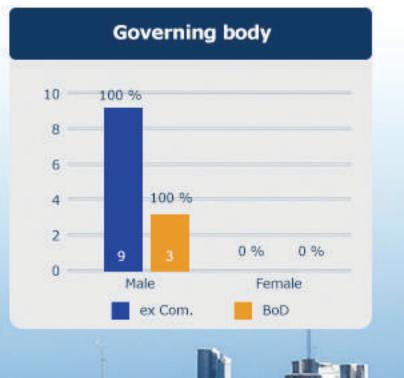
The Board of Directors now consists of 3 male members, the majority of whom are older than 50 years. At the end of 2023, the Executive Committee consisted of 9 men. The majority were over 50 years old. There is a highlighted focus to level out the gender mix in new recruitments to the governing bodies. Nevertheless, we give every applicant the same opportunities, without favoring or discriminating against anybody.

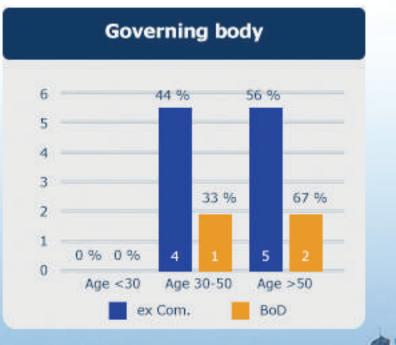


Diversity (employee number in FTE)









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Employee satisfaction survey

Aviator consistently conducts employee satisfaction surveys to gather valuable feedback on various aspects, including job content, work environment, safety, career development, goals, benefits, management, overall satisfaction, and sustainability. These surveys play a crucial role in assessing our performance across different areas and determining our future priorities for enhancement. The insights derived from these surveys guide our strategic focus and areas for improvement.

In 2023, Aviator embraced the Avia Solution Group framework and administered an Employee Satisfaction Survey in alignment with our parent company. When we compare the results with those from 2021, 2022, we can clearly observe significant improvements in 2023.

Focus KPI's for 'Care for you'										
Employee Satisfaction Index					Leadership In					
2021	2022	2023	Target		2021	2022	2023	Target 		
31%	33%	64%	69%		37%	54%	51%	56%		



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Our focus

Because of our materiality analysis, Aviator has selected two focus aspects for Care for you.

- 1: Aviator shall provide a safe and sound work environment for all employees
- 2: Aviator should have collaborative and constructive union relationships

Number of injuries leading to sick-leave per 1000 departures

These focus aspects are also catered for as key success factors in our group strategy where each country has developed initiatives to drive towards these focus aspects. We will measure our delivery by the below KPI's.

The overall report rate (number of reports per 1000 departures) for 2023 was 60, exceeding our target of 20. Compared to 2022, we witnessed significant improvement in the number of personal injury incidents. The report rate plays a crucial role in ensuring that corrective actions are promptly implemented for incidents, including the revision of procedures or additional training. While our ultimate goal for injuries remains at zero, we have set an intermediary target for personal injuries as we work towards achieving this ideal. Moreover, the employee turnover rate for 2023 shows signs of improvement and has decreased compared to figures from 2022 but the level is still too high.

Focus KPI's for 'Care for you'												
Personal injury				Absentee rate for employees				Employee turnover				
2021	2022	2023	Target	2021	2022	2023	Target	2021	2022	2023	Target	
0,54	0,66	0,56	<0,5	4,26%	6,44%	4,70%	4,0%	12,4%	26,6%	21,1%	1% point yearly improvement	

Number of hours on sick-leave/number of worked hours

Fortunately, there were no serious injuries last year. Lowering the personal injury rate remains one of our primary objectives, as stated earlier, in order to provide a safe and secure work environment with minimal risk of injury.

We are making progress towards our goal of reducing the absentee rate to 4.0%. Compared to the previous year, we achieved a decrease of 1,74%, indicating significant improvement.



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Care for Customers

Our customers are the base for being Aviator and our collective efforts strive to meet their expectations and help them in their development by focusing on our contribution. A sustainable business depends on Sustainable Customer Relations, which is one of Aviator's Strategic Focus Areas. Aviator has a vision to be the leading aviation service provider in terms of customer satisfaction – today and every day.

The care for customers process

To ensure high customer satisfaction and strong partnership with Aviator's customers, we work according to our Care for Customers Process, with a clear decentralized contract ownership. The strong and close relationship between Aviator and our customers is one of our major focusses and one of our core values. Throughout the last years, this is one of the things that has been mentioned by many of our customers, which strengthens us in our approach. Aviator is not only a service provider, but we are also a partner.

Governance

- Contracts are owned by the stations who are deeply involved in caring for our customers, prolonging partnerships, and winning new customers
- The interactions with the customers have a personal touch. The internal follow-up is structured, transparent and coordinated across stations and countries

Care For Our Customers

- Secure compliance and a strong operative delivery and business excellence. Structured operative follow-up
- Strive for partnership with our customers, with a transparent and personal touch
- Proactive development and improvements of service to customers

Prolong Partnerships

- Contract prolongations based on strong operative delivery, structured follow up and personal relationships with decision makers
- A proactive approach to prolongation
- Be fair long relationships are based on mutual value gains and trust

Establish New Partnerships

- Maintain broad relationships in the market
- Be easy to work with in the tender process (proactive, fast, pleasant)
- Proactive development and improvements of service to customers



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Our focus

Because of our materiality analysis, Aviator has selected three focus aspects for Care for Customers.

- 1: Ensure a high degree of customer satisfaction
- 2: Compliance to internal, customers' and authorities' requirements 3: Pro-actively work with anti-corruption

These focus areas are also incorporated into our group strategy, with linked initiatives. The KPI's below are set to measure our delivery and progress. Several initiatives are in progress to seek to improve on our selected focus aspects concerning customer satisfaction, anti-corruption, and sanctions compliance.

The aviation industry is highly competitive and bears the risk of corruption. Since corruption can have many grey areas, Aviator addresses it clearly through an anti-corruption policy and in the Code of Conduct. Additionally, all of Aviator counterparties are subject to the KYC process as our commitment to combat money laundering, corruption, and the financing of terrorism. In 2023, Aviator implemented a process and system of declaring and managing potential conflict of interests. During 2023, we have not had any reported incident of corruption. Nevertheless, we continuously train our governing body, as well as our employees, on how to act in order not to get involved or affected by corruption.

In 2023, we saw a slight increase of aircraft damage rate and a slight decrease in the on-time performance (OTP) and safety awareness. Aviator is heavily involved in more extensive analysis of incidents and operational quality to find root causes and implementing risk assessment tools.

Focus KPI's for 'Care for Customers'											
On-Time performance				Aircraft damage				Safety awareness			
2021	2022	2023	Target	2021	2022	2023	Target	2021	2022	2023	Target
96,38%	97,70%	97,35%	>98,5%	0,22%	0,09%	0,10%	0	98,61%	98,55%	98,08%	>96,9%
Percentage of flights that leave within 15min of schedule				Number of ACD per 1000 departures				Average score at performed internal inspections. 3% of turn-arounds inspec			

"We have a few very long-term providers we have excellent relationship with, and you are right up there among the best, and have gotten there in the shortest time."

- Customers



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"Take Care" means for Aviator to take responsibility for our environment, where "environment" refers to nature as well as to our fellow human beings. Our environmental footprint is mostly driven by fuel and electricity consumed by the Ground Support Equipment (GSE) used when delivering our service.

Move less or move towards electrical

Most Aviator's emissions come from usage of vehicles and other equipment when delivering ramp service or de-icing to airline customers. These are (Scope 1) emissions, derived from directly controlled sources. In general, our electricity usage in facilities at the airports are part of the rental agreements and the usage is not controlled by Aviator (scope 2), hence the primary focus is around GSE.

We have focused on improving the usage of vehicles to minimize unnecessary driving. Improvement activities are introduction of a stricter parking regime, and implementation of a GPS' tracking system to optimize vehicle usage and minimize driving. The above activities are combined with moving from diesel to electricity as energy source for the GSE. Aviator's replacement plan for GSE is based on electrical being first choice when applicable. The development of GSE has improved a lot and Aviator is already using several electrically powered GSE, as trucks, TBLs, stairs, and smaller vehicles at stations like CPH, HEL and ARN. Aviator was the first in the world to push back A380 fully electric (Kalmar FB600). We were also the first in the world with fully electric High Loader (JBT), and we were the first to order fully electric Container Transporter (Mulag).

Aviator has a large de-icing business at several airports. A focus for this business has been and still is to use the right amount of de-icing fluid (glycol) for each occasion and weather. This is done by extensive training, experienced de-icing staff and by using mainly proportional-mix vehicles that allow Aviator to use the correct mix between water and glycol, depending on the weather.

While working closely together with different airports and their providers, we are aware and interested in their work on sustainability as well. All the airports we operate at, are certified after ISO14001. All the airport providers work closely together with the EU to reach the goal to have 100% carbon neutral airports in Europe by 2030 and some of our operating airports are already carbon neutral. In 2021 Aviator set the target to be carbon neutral by 2026 and our roadmap to achieve it was finalized in 2022.

Our environmental performance

Ground handling and fueling fleet:

Aviator is currently working on a Vehicle Renewal Plan and Road Map respectively, which are mainly focus on the acquisition of more electric vehicles and addition of low-emission vehicles that will reduce the emissions in scope 1. Aviator's fleet is compounded by 919 vehicles, 487 are electric (53%) and there are additional hybrids vehicles. The Road Map is fully focused on renewing the whole fleet by electric vehicles and pursuing to become CO2 neutral by 2026.

Efficiency in operations

Ground-handling operations:

Aviator is operating in the Nordic region, where sustainability focus has been high on the agenda of governing bodies for a long time. Four of the airports where Aviator operates, have already achieved the certification of carbon neutrality or net zero CO². Sweden has 10 airports operated by Swedavia, that have already achieved net zero carbon emissions, operating fossil-free since 2020 and Finland has 19 airports operated by Finavia which achieved carbon neutrality in 2019.

The majority of the Scandinavian airports are part of the Airport Carbon Accreditation (ACA) program where the progress is followed up. ACA is an industry scheme that airport operators can accredit themselves in. The purpose of the scheme is to reduce greenhouse gas emissions from airports worldwide.



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Other emissions in scope 3: From conventional glycol to recycled glycol:

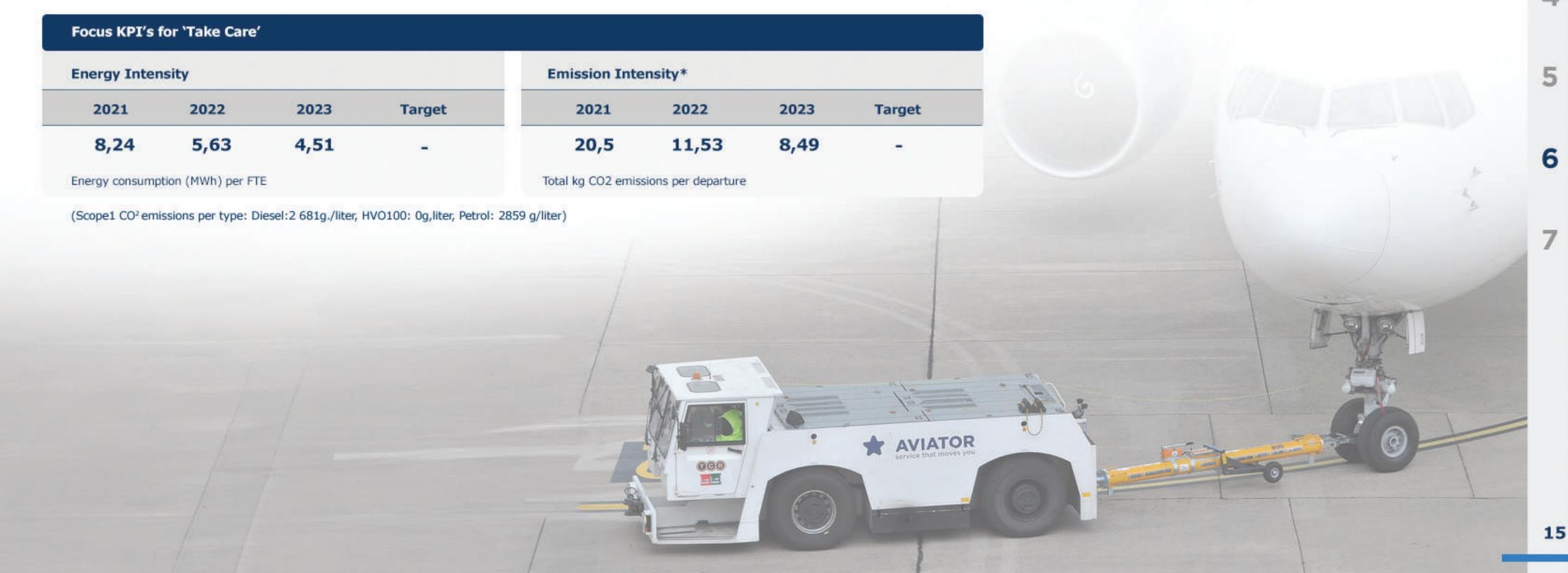
For safety reasons, aircraft wings must be free of ice and snow. For this purpose, our ground handlers use glycol for de-icing operations. Emissions are generated during the glycol production process. Aviator is actively working on reducing the CO² footprint related to the glycol used in the de-icing operation. Aviator is proactively engaged in minimizing the CO² impact associated with the glycol utilized in de-icing operations

Our focus

The identified focus aspect for Take Care is:

- 1: Reduce emissions from GSE
- 2: Reduce emissions from Deicing

KPI's below measure our general use of energy per FTE as well as our CO² emissions per departure. The figures represent the energy consumption of Aviator Group, compared to last year. During 2023 our energy intensity decreased by 0.04 MWh/FTE and our Emission Intensity was reduced by 3,04 kg CO² per departure compared to 2022.





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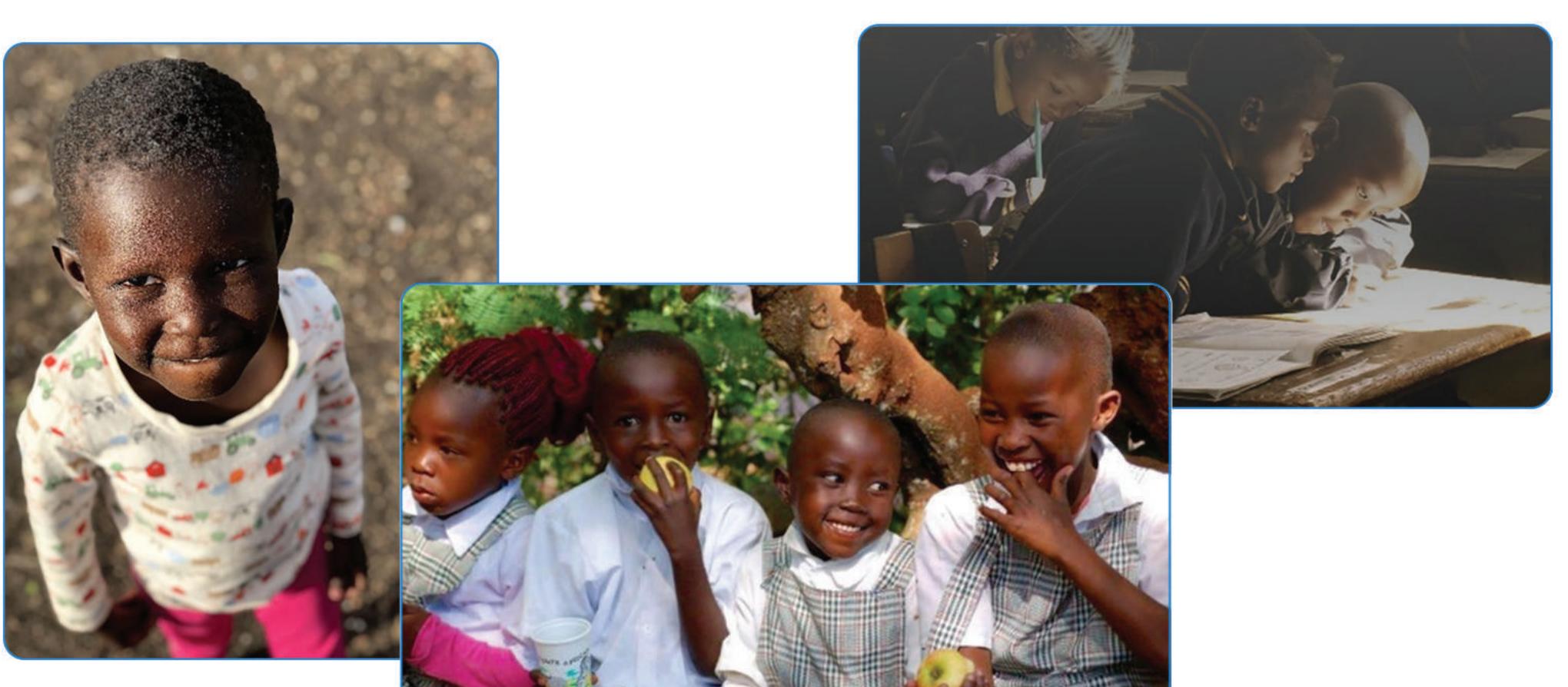
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Other Ways to Care - Mashimoni Children Centre

Mashimoni Child Care Program (MCCP) is a community-based organization that established operations in Kenya, serving the regions of Machakos, Kajiado and Nairobi county. The organisation supports educational sponsorship of children from poor backgrounds in select counties, i.e. MCCP is sponsoring 67 children learning in several schools and colleges. Mashimoni is passionate about impacting positively on the lives of the children by championing and advocating the rights pertains to access to quality health care, affordable quality education for all, economic empowerment, and sustainable livelihoods.

For years Aviator have been working with and providing support to MASHIMONI CHILDREN CENTER, an orphanage in Kenya. This year was not an exception, In 2023 Mashimoni Children center did an amazing job and Aviator proudly had a part in all these amazing initiatives.

We are so happy to be able to contribute to such an amazing initiative and support children in need!





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Service that moves you