



MSG Group

AIRPORT REVENUE TEASER – DIRECT PURCHASE MODEL

Up to USD 49,7M
over five years.
One touchless aircraft wash bay.

*Twenty-minute processing against four-to-six-hour manual cycles.
Under direct ownership, the airport keeps one hundred percent of
service revenue and operates inside a tier-one ground-service
margin profile from day one.*

SERVICE PRICE

USD 1,275 / wash

PROCESSING

20 minutes

GROSS MARGIN

76 – 80%

PAYBACK

14 – 18 mo.

Three scenarios. One asset. Compounding revenue.

Annualised at USD 1,275 per wash ▪ 52-week year

01 OPERATING SCENARIOS

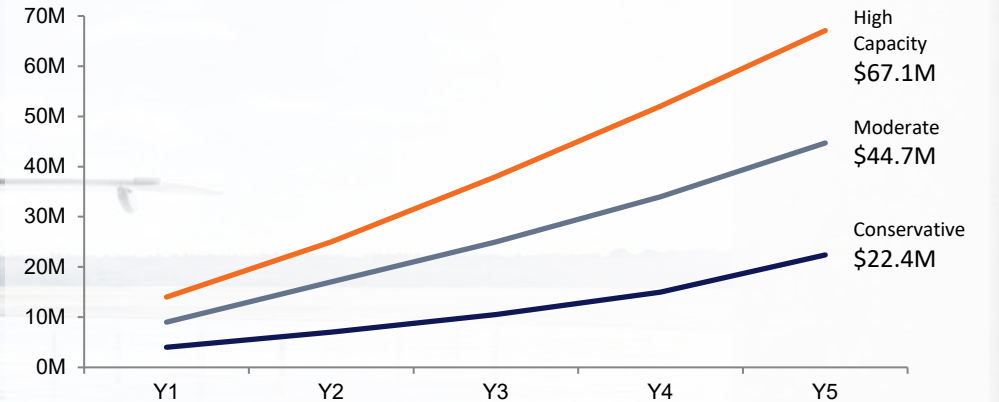
| | | | | |
|----------------------|---|-------------------|---|------------------|
| CONSERVATIVE | / | 50 washes / week | / | USD 3.32M annual |
| MODERATE | / | 100 washes / week | / | USD 6.63M annual |
| HIGH CAPACITY | / | 150 washes / week | / | USD 9.95M annual |

REVENUE PROJECTION ▪ FLAT VOLUME

| SCENARIO | Washes/yr | Weekly | Monthly | Annual | 5-Year |
|----------------------|-----------|-----------|-----------|-------------|--------------|
| CONSERVATIVE | 2,600 | \$63,750 | \$276,250 | \$3,315,000 | \$16,575,000 |
| MODERATE | 5,200 | \$127,500 | \$552,500 | \$6,630,000 | \$33,150,000 |
| HIGH CAPACITY | 7,800 | \$191,250 | \$828,750 | \$9,945,000 | \$49,725,000 |



04 FIVE-YEAR TRAJECTORY ▪ 15% annual volume growth



03 UNIT ECONOMICS

USD 1,000
Gross profit / wash

60+
Aircraft daily

USD 275
mid operating cost

USD 7.80M
Annual profit @ 150/wk

Twenty minutes. Reduced environmental impact. One enduring advantage.

COMPETITIVE & SUSTAINABILITY

20 min vs 4-6 hrs manual processing

145 x labour productivity uplift

95% closed-loop water recycling

60% energy efficient gain

Engineered in Norway. Designed for the future of aircraft maintenance

AIRLINE VALUE CREATION

1 – 2%

Fuel savings per aircraft, every flight

15 – 20%

Extension of component life through gentler cleaning

95%

Reduction in time on the ground vs manual wash



PROVEN INSTALLATIONS ■ NORWAY

ESG-ORIENTED ■ ENVIRONMENTALLY RESPONSIBLE OPERATIONS

FIRST-MOVER ■ FULLY AUTOMATED CATEGORY

«A tier-one ground-service margin profile, from day one»