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Jazeera.

9M21 Earnings Conference Call

November 2, 2021

Jazeera takes delivery of new Airbus A320neo



Starting Shortly...

Jazeera partners with Kuwait's Red Crescent to transport food and medicine to Lebanon

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Agenda

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- ◆ 9M21 in Review
- ◆ Travel Status at Kuwait Airport and in Network
- ◆ Financial Headlines
- ◆ Operational Performance
- ◆ Outlook for 2021
- ◆ Financial Review
- ◆ Q&A

Jazeera starts first ever service to Bishkek

9M21 in Review

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Gradual lifting of restrictions at KWI:

- Suspension of flights from 35 countries lifted gradually starting August 1, 2021.
- Arrival capacity increased gradually to 5,000 passengers per day on July 7, 2021, then to 7,500 on August 8, 2021, and to 10,000 on September 5, 2021.

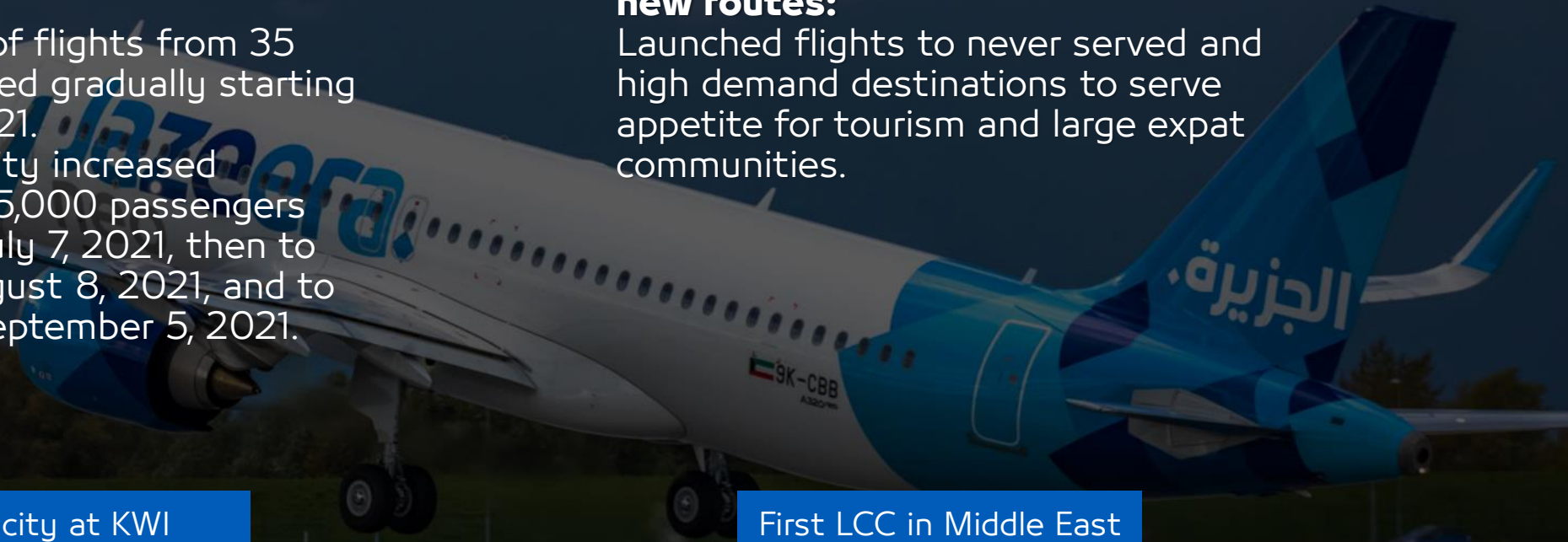
Capacity at KWI
increasing gradually



Continue to grab opportunities for new routes:

Launched flights to never served and high demand destinations to serve appetite for tourism and large expat communities.

First LCC in Middle East
to fly to Heathrow



Travel Status at KWI and Network

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KWI

Suspension lifted on flights to 35 countries, increase of capacity and opening entry to KWI to non-Kuwaiti passengers on August 1, 2021.

Continued focus on routes to serve strong demand for touristic and expat destinations.

JAZEERA NETWORK

Majority destinations offering quarantine-free travel for vaccinated passengers. London eases quarantine on passengers from Kuwait.

Strong demand to Istanbul, Bodrum, Trabzon, London, Antalya, Tashkent, Bishkek, Tbilisi, Beirut and Colombo.



Financial & Operational Headlines

3Q21 Operational Headlines

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PASSENGERS

3Q21: 302.9 k
3Q20: 65.6 k

+361.8%



LOAD FACTOR

3Q21: 65.6%
3Q20: 51.8%

+26.7%



UTILIZATION

3Q21: 7.0 hrs
3Q20: 2.4 hrs

+192.0%



YIELD

3Q21: KWD101.5
3Q20: KWD87.9

+15.5%

9M21 Operational Headlines

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PASSENGERS

9M21: 511.1 k
9M20: 605.9 k

-15.6%



LOAD FACTOR

9M21: 60.7%
9M20: 66.0%

-8.1%



UTILIZATION

9M21: 4.6 hrs
9M20: 4.6 hrs

+0.8%



YIELD

9M21: KWD89.3
9M20: KWD51.6

+72.9%

3Q21 Financial Headlines

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OPERATING REVENUE

3Q21: KWD31.7 mn
3Q20: KWD6.1 mn

+421.7%



OPERATING PROFIT

3Q21: KWD12.8 mn
3Q20*: -KWD5.5mn

+332.2%



NET RESULT

3Q21: KWD11.8 mn
3Q20: -KWD5.6 mn

+310.2%

BEST EVER Q3 EARNINGS

** 3Q20 operating expenses regrouped to adjust for finance expenses*

9M21 Financial Headlines

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OPERATING REVENUE

9M21: KWD47.3 mn
9M20: KWD32.8 mn

+44.2%



OPERATING PROFIT

9M21: KWD1.6 mn
9M20*: -KWD11.8 mn

+113.2%



NET RESULT

9M21: 70.6 k
9M20: -KWD15.5 mn

+100.5%

** 9M20 operating expenses regrouped to adjust for finance expenses*

Ancillary Revenues

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CARGO REVENUE

3Q21: KWD763.5 k
3Q20: KWD415.7 k

83.7%



ANCILLARY REVENUE

3Q21: 2.3 mn
3Q20: KWD733.0 k

213.0%

Terminal 5 Performance

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3Q21

KWD977.2 k
Revenue

3Q20: KWD206.6 k

3Q19: KWD1.6 mn

KWD796.8 k
EBITDA

3Q20: -KWD195.9 k

3Q19: KWD632.0 k

KWD400.5 k
Net Result

3Q20: -KWD567.1 k

3Q19: KWD418.0 k

9M21

KWD1.6 mn
Revenue

9M20: KWD1.2 mn

9M19: KWD3.1 mn

KWD757.8 k
EBITDA

9M20: KWD17.1 k

9M19: KWD1.4 mn

-KWD426.7 k
Net Result

9M20: -KWD1.0 mn

9M19: KWD739 k

A wide-angle photograph of a commercial airplane, likely an Airbus A320, positioned on a runway. Two large water cannons, one on the left and one on the right, are spraying high-pressure jets of water over the aircraft, creating a misty atmosphere. The scene is set during the "blue hour" of twilight, with a soft, hazy sky. In the background, an airport control tower and other ground service equipment are visible. The overall mood is one of a significant aviation event.

Operational Performance

New Routes

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NEW ROUTES LAUNCHED IN 9M21



95%

On-Time Performance
at T5
Year to date

88%

On-Time Performance
of Airline
Year to date



London Heathrow

Starting June 18

First LCC in the Middle East to
operate direct flights to LHR.



Yerevan

Starting June 3



Bishkek

Starting June 16



Tashkent

Starting June 27



Colombo

Starting February 20



Sarajevo

Starting July 3



Antalya

Starting July 2



Addis Ababa

Starting March 16

Resuming Destinations



RESUMING QUARANTINE-FREE DESTINATIONS



Beirut

Service to Beirut resumed with scheduled flights on Wednesdays and Saturdays for vaccinated travelers to enjoy an extended weekend in the Lebanese capital.



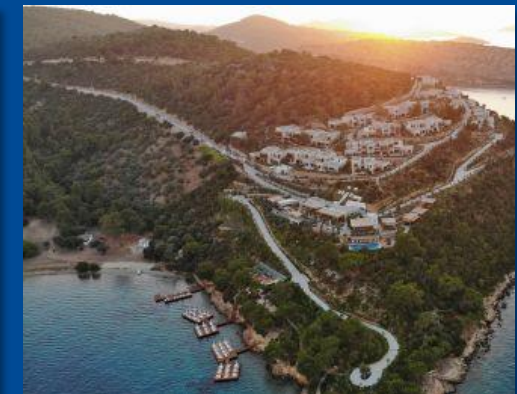
Tbilisi

Flights to the popular touristic destination for tourists from Gulf countries resumed with a high demand.



Three destinations in Turkey

Three routes were operated to Turkey: Istanbul, Bodrum and Trabzon, all very popular destinations for short and long vacations.



Fleet Expansion

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**TOOK DELIVERY OF
3 A320NEO IN 9M21**



9th A320neo to be delivered
in December 2021



**JAZEERA FLEET AS
OF END OF 9M21**

8

A320neo

8

A320ceo

Terminal 5 Operational Update

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57%

LEASE RATE IN 3Q

EXPANDED ARRIVAL AREA

Arrival area expanded to accommodate a new belt for baggage.

GATES EXPANSION

Jazeera now operates through two gates connected to bridges and two with transportation.

VIV

VIV operations growing for private flights and services.

SUPPORT BUILDING

Support building to be operational soon.

Delivering on Promises

- ✓ Implemented immediate decisive measures to safeguard financial position and liquidity including the suspension of the 2019 dividend payment, activating the drawdown of bank facilities that were not previously tapped and renegotiating cost structures with suppliers.
- ✓ Maintained healthy cash balance through strict costs controls.
- ✓ Jazeera also completed a capital increase in 9M21 as a precautionary step to adhere to regulatory capital requirements.
- ✓ Focused on alternative sources of revenue during the suspension of commercial flights to ensure continued revenue streams.
- ✓ Launched profitable new routes in a very challenging environment and postponed delivery of 4 A320neos from 2020 to 2021.

Outlook for 2021

CEO Rohit Ramachandran with CNN anchor
during the IATA 77th AGM.

Strong Expansion Plans

Revenue and Cost Controls

- Revenue expected to continue to improve with capacity at KWI returning to pre-Covid 19 levels in addition to opening return flights to non-Kuwaiti passengers.
- Summer travel season revealed strong appetite for travel, forecasting continued strong demand for travel.

Travel Restrictions

- Restrictions have eased worldwide with vaccination rates accelerating at fast pace.
- Kuwait has lifted travel restrictions, with strict entry policy to Kuwait to vaccinated passengers.
- Vaccination in Kuwait exceeded 71% of the target population on September 16, 2021.

Moving Forward

- Palpable recovery started and is expected to have positive returns in 4Q21.
- Plan to take delivery of 1 more A320neo in 4Q21.
- Continue full-flight cargo operations.
- Yield to return to average levels as restrictions soften and supply increase.



Financial Review

Capital Increase

- Jazeera completed a capital increase of 10%, raising KWD10 mn in July 2021 to meet regulatory requirements.
- The rights issue was done at a price of KWD0.500 per share.
- Share premium received was KWD8 mn and share capital was KWD2 mn.
- Shareholders approved the adjustment of accumulated losses against the share premium of KWD8 mn during the AGM held on September 20, 2021.
- The adjustment is reflected in the 9M21 financials.

NUMBER OF
SHARES BEFORE

200 million

NUMBER OF
SHARES AFTER

220 million

SHARE CAPITAL
BEFORE

KWD20 million

SHARE CAPITAL
AFTER

KWD22 million

SHARE PREMIUM
BEFORE

KWD0 million

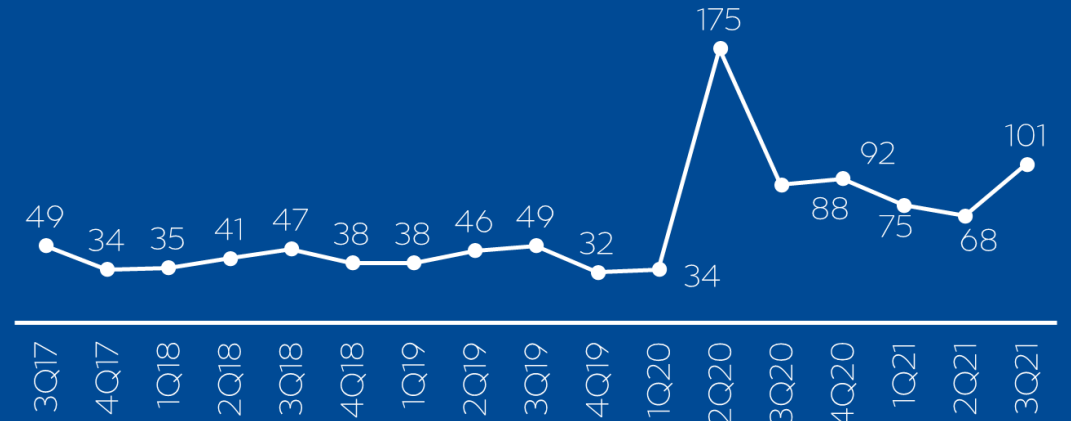
SHARE PREMIUM
AFTER

KWD8 million

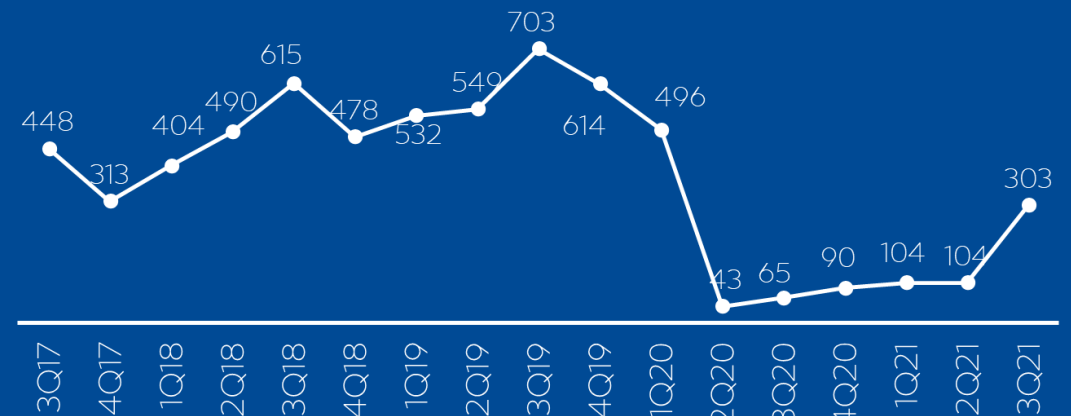
3Q21 Key Parameters

Operating Parameters	3Q20	3Q21	CHANGE
Average Aircraft	13.0	14.6	12.2%
Destination Cities	34	41	20.6%
Revenue Drivers	3Q20	3Q21	CHANGE
Seats	126,626	461,437	264.4%
Passengers	65,600	302,927	361.8%
Load Factor	51.8%	65.6%	26.7%
Net Yield	879	101.5	15.5%
Profitability Drivers	3Q20	3Q21	CHANGE
Sectors	838	2,878	243.4%
Block Hours	2,868	9,396	227.6%
Utilization (BH per Day)	2.4	7.0	192.0%

YIELD BY QUARTER (KWD)



PASSENGERS BY QUARTER (000)



3Q21 Key Parameters

<i>In KWD</i>	3Q20	3Q21	CHANGE
Operating Revenue	6,079,357	31,718,936	421.7%
Operating Expenses*	11,606,569	18,882,366	62.7%
Operating Profit	(5,527,212)	12,836,570	332.2%
Net Profit (Loss)	(5,595,980)	11,763,888	310.2%

** 3Q20 operating expenses regrouped to adjust for finance expenses*

<i>In KWD</i>	3Q20	3Q21	CHANGE
Cash	23,343,239	40,861,477	75.0%
Fixed Assets	20,157,839	19,416,816	-3.7%
Total Assets	174,716,134	204,634,337	17.1%
Total Liabilities	153,226,403	181,559,681	18.5%
Total Equity	21,489,731	23,074,656	7.4%

- Revenues are higher substantially in 3Q21 primarily due to higher level of operations coupled with increased load factor (14%) and yield (13%).
- Operating costs are higher due to the higher level of operations (227%) and fuel price increase (68%) over 3Q20.
- Cash change without capital increase and repayment of debt was approx. 40% (Murabaha was - KWD846,986 and OD - KWD6,440,307).
- 3Q21 Operating Margin was 40% vs. -253% in 3Q20. 3Q21 Operating Margin of the airline was 40% while it was 48% for T5.

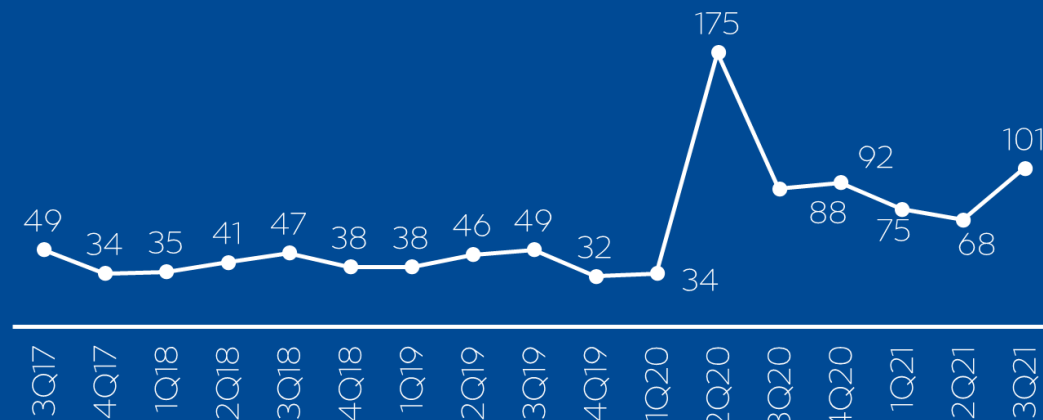
9M21 Key Parameters

Operating Parameters	9M20	9M21	CHANGE
Average Aircraft	13.6	14.2	4.4%
Destination Cities	62	37	-40.3%

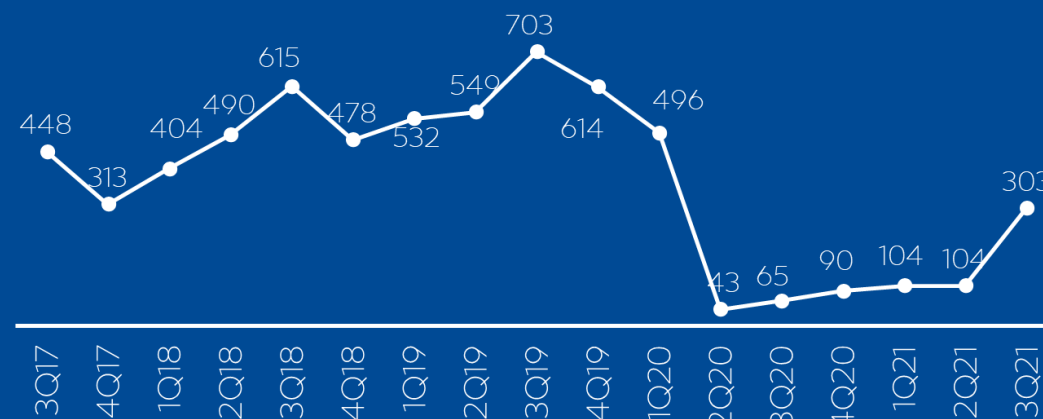
Revenue Drivers	9M20	9M21	CHANGE
Seats	918,186	842,745	-8.2%
Passengers	605,877	511,139	-15.6%
Load Factor	66.0%	60.7%	-8.1%
Net Yield	51.6	89.3	72.9%

Profitability Drivers	9M20	9M21	CHANGE
Sectors	5,680	5,340	-6.0%
Block Hours	17,116	17,932	4.8%
Utilization (BH per Day)	4.6	4.7	2.2%

YIELD BY QUARTER (KWD)



PASSENGERS BY QUARTER (000)



9M21 Key Parameters

<i>In KWD</i>	9M20	9M21	CHANGE
Operating Revenue	32,778,159	47,272,396	44.2%
Operating Expenses*	44,588,289	45,719,179	2.5%
Operating Profit	(11,810,129)	1,553,217	113.2%
Net Profit (Loss)	(15,542,045)	70,615	100.5%

** 3Q20 operating expenses regrouped to adjust for finance expenses*

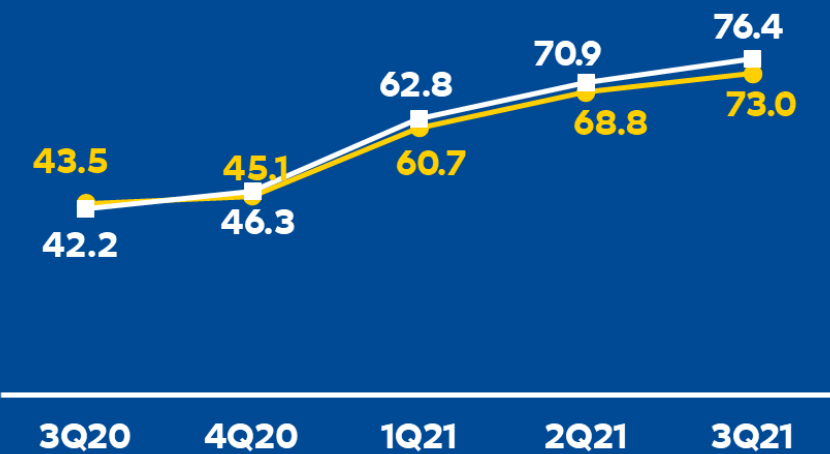
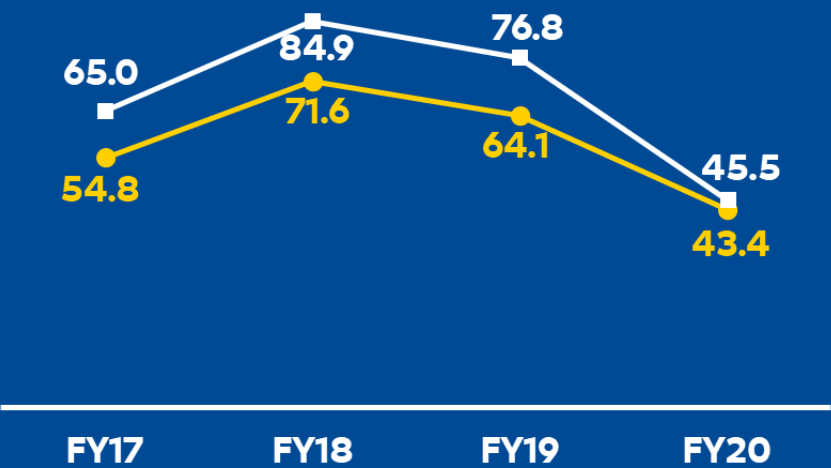
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- Revenues are higher in 9M21 by 44% due to eased restrictions at Kuwait International Airport starting July 2021. Additionally, yield in 9M21 was 73% higher.
- Operating costs are marginally higher in 9M21 primarily due to higher level of operations.
- Cash change YTD was 107.7%, excluding capital increase and repayment of debt of approx. 84% (Murabaha was -KWD883,499 and OD -KWD4,418,688)
- YTD cash generated is KD16.5 million without the capital increase and before repayment of loans.

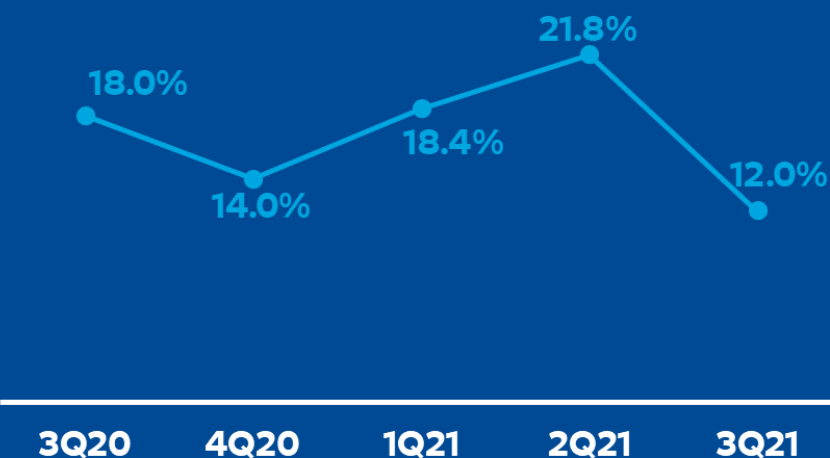
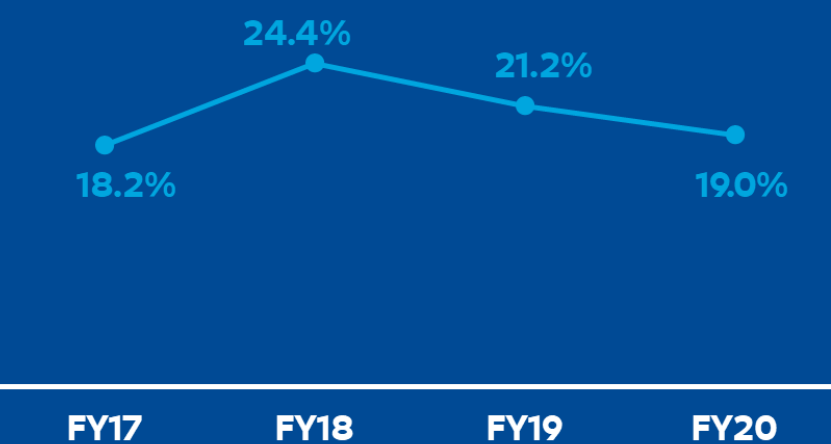
Fuel Prices

BRENT Swap Vs. SINGJET Swap (USD/BBL)

— SINGJET Swap
— BRENT Swap



Fuel as Percent of Revenue



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Q&A

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Départures

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Jazeera Airways KSC is listed on the Kuwait Stock Exchange

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THANK YOU