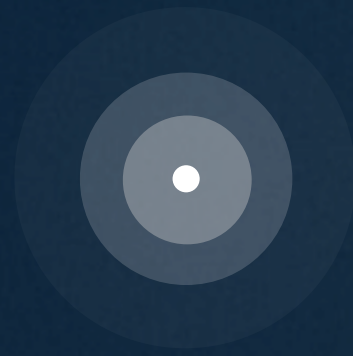
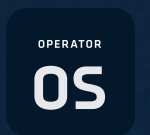


NYSE: SRFM



SurfOS Go-To-Market



POWERED BY Palantir



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SURF OS

Built Using Real Operational and Commercial Performance Data

Two years of internal deployment created proven product-market fit before external commercialization.

FROM OPERATOR TO PLATFORM

2025 Built and deployed SurfOS on own airlines (Southern Airways, Mokulele Airlines) and charter aviation business (Surf On Demand private charter)

THE SOFTWARE IS WORKING

32%

MORE BOOKINGS FOR TOP BROKERS¹

57%

FASTER QUOTE-TO-CLOSE¹

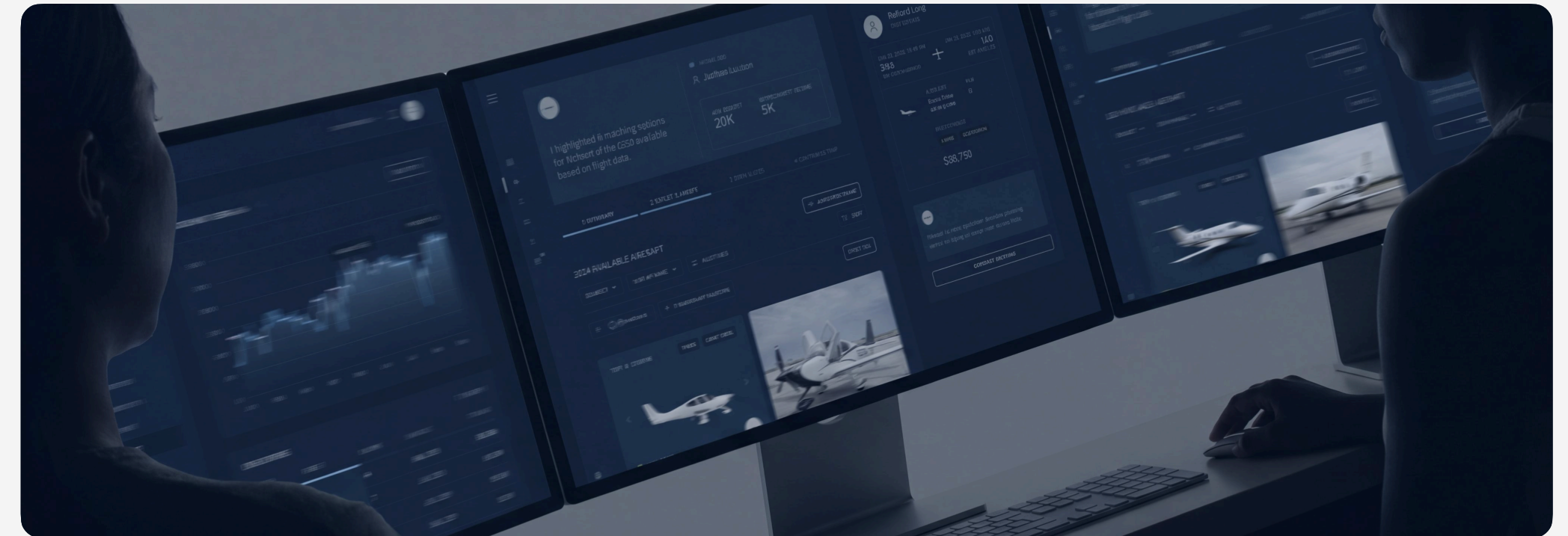
40%

MORE PAYMENTS PROCESSED ON-PLATFORM¹



2026 Commercializing SurfOS core products and building agentic workflows and automated processes faster than ever before.

SURF OS

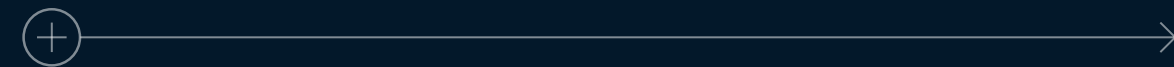


COMPETITIVE ADVANTAGE

Durable Advantages Set SurfOS Apart From Pure SaaS Providers

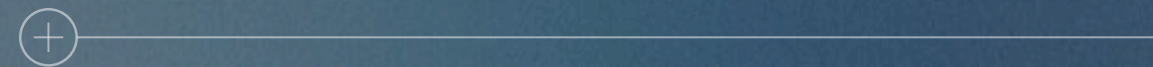
Surf Air Mobility brings validation, distribution, data infrastructure, and AI-enabled technology to an underserved market.

BUILT BY THE OPERATOR



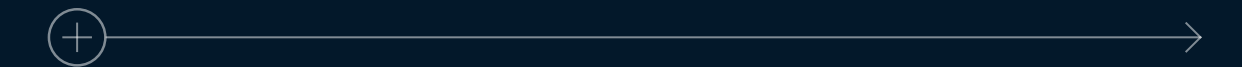
- Pure SaaS competitors do not run a business in the end market
- Every module validated on real operations, processes, and data
- Existing relationships form customer acquisition pipeline

PALANTIR PARTNERSHIP



- Exclusive teaming agreement leverages Palantir's forward-deployed engineers
- Palantir resource supporting go-to-market and commercialization of SurfOS
- Foundry and AIP infrastructure hard to replicate
- Agentic workflows able to be deployed quickly

OUTCOME-BASED PRODUCTS AND PRICING



- Internal deployment provides quantified benchmarks
- Enterprise contracts structured around measurable outcomes
- SurfOS positioned as a strategic partner

MARKET OPPORTUNITY

SurfOS Targets a **\$156B+** Global Market

SurfOS is positioned to capture value across three interdependent, growing markets: charter aviation, private aircraft sales, and MRO aftermarket.

THREE ADDRESSABLE MARKETS

GLOBAL CHARTER AVIATION MARKET

\$97B¹



GROWING TO \$151B BY 2030, 9.4% CAGR

Broker-to-operator transactions, quoting, scheduling, and fleet management across the private charter ecosystem.

PRIVATE AIRCRAFT SALES MARKET

\$30B²



GROWING TO \$41B BY 2030, 6.7% CAGR

Aircraft acquisition, fleet management software, and OEM partnerships for data and asset intelligence.

BUSINESS JET MRO AFTERMARKET

\$29B³



GROWING TO \$35B BY 2030, 3.2% CAGR

Predictive maintenance and compliance support for operators managing aircraft airworthiness.

COMPARABLE SOFTWARE BUSINESSES

 Palantir

 appfolio

 Uber

 toast

 airbnb



1. The Business Research Company, *Chartered Air Transport Market Report 2026*

2. The Business Research Company, *Private Aircraft Market Report 2026*

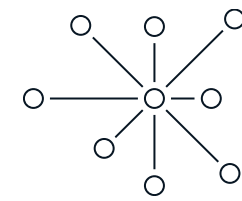
3. Mordor Intelligence, *Business Jet MRO Market Size & Share Analysis - Growth Trends and Forecast (2026-2031)*

A PLATFORM SOLUTION

SurfOS will create the world's largest, most efficient distributed operator network

Coordinating global supply and demand through the SurfOS AI-enabled operating system powered by Palantir creates the digital infrastructure to unlock operational efficiencies and improved customer experiences in ways that were never possible before.

IMPROVING THE ENTIRE ECOSYSTEM



- ✓ **OPERATORS** Reduce costs and improve fleet utilization
- ✓ **AIRCRAFT OWNERS** Maximize asset returns and visibility
- ✓ **BROKERS** Close more deals with better aircraft matching
- ✓ **PASSENGERS** Access more inventory at transparent, competitive prices
- ✓ **OEMs + MROs** Optimize parts supply and reduce aircraft downtime



AI-ENABLED DISTRIBUTED OPERATOR FLEET

- Proactive crew and aircraft positioning
- Automated aircraft recovery
- Increased aircraft asset utilization
- Optimized charter pricing
- Better empty leg utilization
- Predictive maintenance
- Personalized passenger experience
- Enhanced customer loyalty
- Optimized fuel pricing
- Reduced emissions via better positioning

ROADMAP

SurfOS Commercialization Roadmap

SurfOS is an all-in-one, AI-enabled software operating system for the private aviation and air mobility industries.

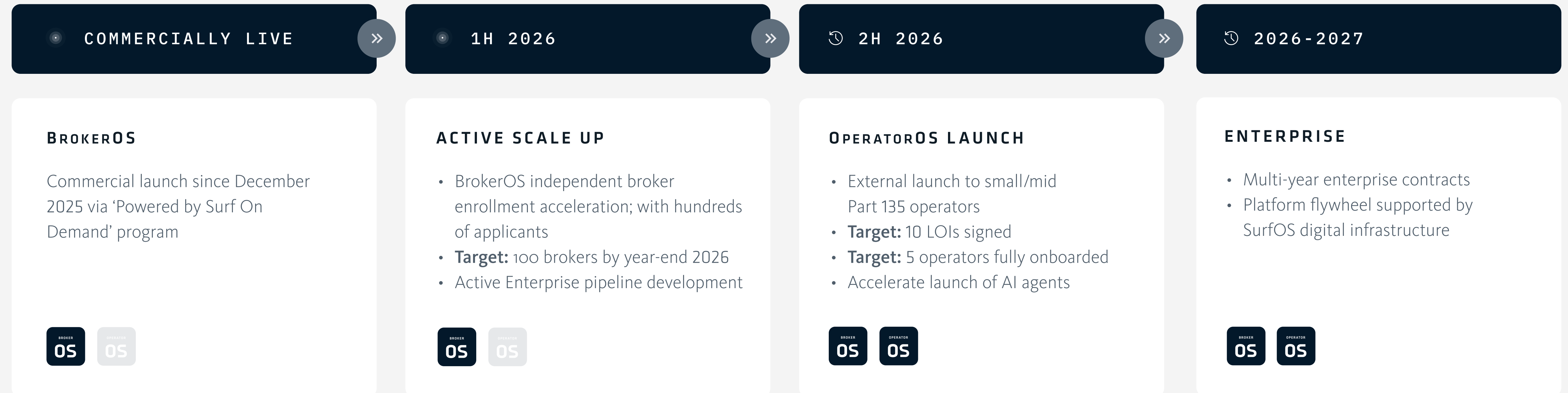


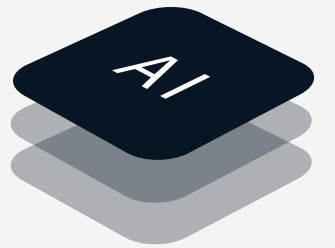
POWERED BY  Palantir

ROADMAP

2026 Commercialization Roadmap

Sequenced product launches designed to build compounding network effects across key stakeholders in the private aviation and air mobility ecosystem.





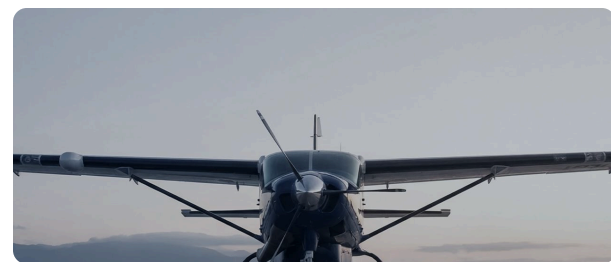
Powered by Palantir's AI Infrastructure, SurfOS is Embedding AI Agents Within Its Products to Automate and Optimize the Industry

DATA FOUNDATION



FOUNDRY CREATES THE ONTOLOGY REQUIRED TO TRAIN, TEST, AND RAPIDLY DEPLOY AI AGENTS FOR REAL-WORLD AVIATION WORKFLOWS

SOUTHERN AIRWAYS + MOKULELE AIRLINES



- Crew schedules & duty logs
- Flight operations and passenger commercial data
- Maintenance records

SURF ON DEMAND



- Broker transaction flow & quote-to-close data
- Aircraft sourcing, pricing & operator availability

SURFOS AI AGENT EXAMPLES

BROKEROS

Dynamic Pricing Agent



Real-time charter price optimization using demand signals, aircraft availability, and historical close rates.

OPERATOROS

Crew Scheduling Agent



Autonomous crew assignment against duty limits, qualifications, and cost targets to reduce manual scheduling time and compliance issues.

OPERATOROS

Fuel Optimization Agent



Predict route and charter demand by airport, market, and season to enable proactive fleet positioning.

OPERATOROS

Maintenance Agent



Flags maintenance windows before they create AOG events by analyzing aircraft utilization and compliance data.

BROKEROS

Charter Sourcing Agent



Automatically matches trip requests to optimal aircraft across the operator network based on margin, availability, and customer preferences.

OPERATOROS

Fleet Utilization & AOG Recovery Agent



Identifies underutilized aircraft across operator fleets and surfaces revenue opportunities.

BrokerOS: Commercially Live Since December 2025

End-to-end charter broker workflow tools monetized via profit-share on every flight.

REVENUE MODEL

- Tech-enabled sales force growth through independent broker onboarding via 'Powered by Surf On Demand' program
- **Revenue model:** A take rate across On Demand private charter bookings
- **Capital-light:** Independent brokers capture demand, BrokerOS supplies the software, brand, and infrastructure

KEY BROKEROS CAPABILITIES

- Aircraft sourcing and matching
- End-to-end quoting engine
- Broker iOS mobile app
- Customer relationship management (CRM)
- Operator communications & workflow dashboard
- Palantir Foundry analytics

2026 TARGETS

29

BROKERS ENROLLED

100

BROKER TARGET BY YEAR-END 2026

PROVEN BROKEROS PERFORMANCE

INTERNAL DEPLOYMENT FOR SURF ON DEMAND

32%

INCREASE IN BOOKINGS PER TOP PERFORMING BROKERS

57%

FASTER QUOTE-TO-CLOSE

40%

MORE PAYMENTS PROCESSED ON-PLATFORM YOY

Q1 2026 vs. Q1 2025. Based on management estimates of internal impact of BrokerOS.

OperatorOS: **2H 2026** Scheduled Commercial Launch

Designed to increase the operational efficiency of small and mid-sized Part 135 operators.

TARGET CUSTOMER

- Small and mid-sized Part 135 operators
- 440+ existing operator relationships across Surf On Demand's network create an active prospect pipeline for OperatorOS
- Operators running on legacy/manual scheduling lack next-generation software capabilities
- Estimated 1,700+ Part 135 certificate holders in the U.S. alone¹

2026 TARGETS



10

ADDITIONAL LOIs
BY YEAR-END 2026

5

OPERATORS LIVE
BY YEAR-END 2026

KEY OPERATOROS CAPABILITIES

- Core features: Aircraft & crew scheduling
- Pilot mobile app (iOS + Android): schedules, flights logs, compliance reporting
- Automated alerts: duty limits, maintenance, crew swaps
- Real-time pricing & availability feed to BrokerOS network
- Foundry-powered data integration & performance analytics

REVENUE MODEL

- **Modular subscription:**
Based on operator size, charged per module
- **Supply aggregation:**
OperatorOS onboarding will improve accurate pricing and availability of aircraft supply accessible to BrokerOS and can increase revenue share for Powered by Surf On Demand

SurfOS Enterprise Solutions: Active Pipeline

Custom deployments of SurfOS for large operators, brokerages, and aircraft OEMs and MROs supported by Palantir's enterprise go-to-market team.

REVENUE MODEL

- Custom-configured Palantir Foundry + AIP implementations for large aviation businesses
- **Target clients:** Large Part 135/121 operators, major charter brokerages, and aircraft OEMs seeking operational AI transformation
- **Contract structure:** Multi-year, multi-million-dollar agreements: higher ACV than SMB SaaS products

2026 TARGETS



MULTI \$M

PER CONTRACT
ACV TARGET

MULTI YR

CONTRACT
TERM STRUCTURE

TARGET CUSTOMERS

- Large Part 135 airline operators (50+ aircraft)
- Global charter brokerages
- Aircraft OEMs and MROs

PALANTIR EXCLUSIVE ENTERPRISE CO-SELL PARTNER

- Exclusive teaming agreement: Palantir's forward-deployed engineers are embedded into SurfOS enterprise sales process
- Palantir AI/ML infrastructure hard to replicate
- Agreement provides credibility and enhanced deployment capabilities with prospective enterprise clients



MILESTONES

SurfOS Commercial Milestones



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MILESTONES

2026 SurfOS Commercial Milestones: How to Track Our Progress

MILESTONE	PRODUCT	2026 TARGET	CURRENT STATUS
Independent brokers onboarded to Powered by Surf On Demand	BrokerOS	100 brokers by year-end 2026	29 currently enrolled; hundreds in queue
Quarter-over-quarter Powered by Surf On Demand charter revenue growth	BrokerOS	Consistent growth driven by independent broker network expansion	Independent brokers driving revenue today
OperatorOS letters of intent signed	OperatorOS	10 LOIs by year-end 2026	Active pipeline development; launch 2H 2026
Operators onboarded and live on OperatorOS	OperatorOS	5 operators live by year-end 2026	Launch targeted 2H 2026; internal use proven
SurfOS Enterprise contracts signed	Enterprise	First multi-year, multi-\$M contracts in 2026	Active pipeline; Palantir co-selling now

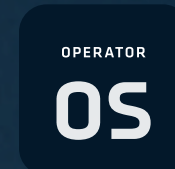


SurfOS Go-To-Market



BrokerOS

LIVE



OperatorOS

LAUNCHING 2H 2026



Enterprise

ACTIVE PIPELINE

SURF OS