

NETJETS® PILOTS

**The industry's most experienced and dedicated aviators,
benefiting from the world's most advanced pilot training program.**

In 1986, NetJets pioneered the concept of fractional aircraft ownership. Today, NetJets is the worldwide leader with the most Owners, the largest fleet, and the finest reputation. One of the main reasons more individuals and companies choose NetJets is our company-wide commitment to safe performance – a defining characteristic that also helps us attract the best pilots in the world. Every aspect of NetJets' operations reflects a devotion to safety that permeates our company from top to bottom. This is evident in the millions of dollars we invest in keeping the NetJets fleet one of the youngest in private aviation and in the careful systems of flight operations checks and balances we rigorously enforce. But nothing better illustrates our commitment to safety than the way we select, train, and equip NetJets pilots. In this paper, we provide an overview of NetJets' practices and standards for pilot recruitment, hiring, and training as well as recurrent training*. All told, they ensure that NetJets pilots are the best in aviation.

ATTRACTING THE BEST

NetJets invests considerable resources in creating an environment that is highly appealing to every pilot. NetJets crews fly aircraft that are among the safest, most reliable, and most advanced in the skies today – and among the newest. New jets are constantly being added to the NetJets fleet, and each new aircraft is equipped with the latest state-of-the-art safety devices such as the Enhanced Ground Proximity Warning System (EGPWS) and the Traffic Alert and Collision Avoidance System II (TCAS II). We buy and operate the finest aircraft from five of the top aircraft manufacturers in the world: Boeing, Cessna, Dassault Falcon, Gulfstream, and Hawker Beechcraft. Every jet in our fleet is maintained to the highest standards in aviation inside and out, nose to tail.

Prospective pilots are also impressed by the support systems we provide our crews. Since we are by far the largest and most advanced fractional aircraft ownership program provider, we are able to maintain a very complex and sophisticated infrastructure that most fractional programs simply cannot afford to duplicate.

The NetJets support infrastructure includes: chief pilots and pilot instructors for every type of aircraft, FAA-licensed aircraft dispatchers, FAA-approved in-house meteorologists, international flight planners, in-house maintenance coordinators, operational intelligence and analysis experts, Owner Services representatives, and a dedicated quality control team. It also includes an in-house security staff supplemented by ASI Group (ASI) and International Security Associates (ISA), two of the world leaders in providing international risk assessments and security services on the ground and in the air.

*Standards listed are for the NetJets U.S. program.



NetJets Owner Services Teams are on call 24 hours a day, 365 days a year.

Our pilots fly schedules that keep them alert and focused on the task at hand. Unlike some other business jet operators, NetJets employs all of its pilots as full-time, vested members of our company.

Our dedication to maintaining open communication between all of our pilots, managers, and staff is another critical success factor in our ability to attract the best pilots. For example, our NetJets Pilot Safety Committee gives pilots a meaningful, highly respected role in identifying and developing new procedures and in brainstorming ways to further raise our high safety standards.

Most importantly, though, NetJets operations are structured so that pilots are the final authorities concerning whether or not it is safe to fly. Without exception, the system we have created ensures that a pilot can never be pressured to takeoff when he or she feels it would jeopardize safety.

As a result, the very best aviators apply for positions with our company. In fact, even though our minimum hiring requirement is 2,500 hours of total flight time, applicants come to our company with an average of more than 6,500 hours of flying experience. We are proud that our crews have included former senior airline captains as well as former pilots of Air Force One.

NETJETS PILOTS RECEIVE AN EXPERT SUPPORT INFRASTRUCTURE

There are several dedicated groups housed within the NetJets Flight Operations Department which support our pilots. These groups include Dispatch, Meteorology, and Operational Intelligence and Analysis (OIA).



Aircraft dispatchers

NetJets aircraft dispatchers are government-licensed NetJets employees who earn special certification from the Federal Aviation Administration to serve as aircraft dispatchers. They are licensed to prepare flight plans that factor in aircraft performance, takeoff and landing weights, current weather conditions, forecasted weather conditions, airport conditions, air traffic volume, and the many other components required for a safe and enjoyable flight.

The FAA does not require operators of fractional ownership programs to have licensed aircraft dispatchers on staff, and other fractional programs may not have them. The NetJets team, however, includes FAA-licensed aircraft dispatchers who are uniquely qualified to effectively support our pilots in performing technical tasks and calculations related to

flying a jet aircraft. Our dual release system means that NetJets aircraft are not cleared for takeoff until both the pilot-in-command and an FAA-licensed aircraft dispatcher agree that the flight can be completed safely.

When they first join our company, all NetJets FAA-licensed aircraft dispatchers receive specialized company training. They complete additional training every year, including a refresher course at the start of each season about safety considerations associated with that particular season.

Meteorologists

NetJets also maintains a staff of full-time meteorologists. Using state-of-the-art equipment to obtain and interpret data directly from the National Oceanic and Atmospheric Administration's satellites, NetJets meteorologists give our pilots and aircraft dispatchers up-to-the-minute weather forecasts. The NetJets Meteorology department has received approval from the FAA to become an FAA-approved source of weather for our pilots, just like an FAA Flight Service Station. There are only a handful of flight departments in the world that have this FAA approval. Our pilots and aircraft dispatchers use this information to plan the safest – and most comfortable – routes possible and to make mid-course corrections when advisable.

NetJets is not required by any regulation to invest the millions of dollars it takes to equip and maintain dedicated, in-house, licensed aircraft dispatcher and meteorology staffs. However, we believe this adds a substantial level of safety for our Owners and pilots, and we view it as a wise long-term investment.

Operational Intelligence and Analysis (OIA) professionals

NetJets Owners and pilots alike also find their lives made easier and safer by the "intelligence-gathering" carried out by our Operational Intelligence and Analysis (OIA) group. The NetJets OIA group continually monitors conditions at Owner destination airports to ensure NetJets' rigorous requirements for safe flight are met. They research, inspect, and analyze conditions at airports that are considered potentially problematic before NetJets flights are cleared to land. If there are conditions to consider at a particular airport – such as a runway under repair – OIA follows progress on those conditions and keeps pilots and Owner Services Teams advised of any possible flight planning and scheduling considerations that may result. When necessary, OIA is dispatched to conduct on-site safety evaluations to document field conditions or compare existing runway configuration with advisory FAA information. These professionals train at the same institution as FAA specialists to hone the skills necessary to evaluate and design exclusive departure and arrival routes solely for NetJets Owners.

HOW WE SELECT THE BEST OF THE BEST

NetJets maintains the strictest standards in the industry regarding the qualifications we require in prospective pilots. In order to be considered for employment with our company, an individual must have 2,500 hours of flying experience – with at least 500 hours at the controls of multi-engine aircraft and 250 hours of time flying on instruments. Applicants must also have an Airline Transport Pilot (ATP) license, the highest level of pilot license available.

Not all business aviation operators choose to adhere to these same standards or require an ATP license for both captain and first officer. At NetJets, our applicants average more than 6,500 hours of flying experience, so most pilots we hire have qualifications that far exceed even our own stringent requirements.

NetJets also requires a current first-class medical certificate which is issued to pilots after an FAA-certified physician determines that an individual is in excellent health as indicated by measures of blood pressure, exercise tolerance, organ function, vision and hearing acuity, and other health indicators.

SCREENING FOR THE BEST OF THE BEST

Pilots who meet the NetJets minimum qualification standards must pass through our rigorous screening process before being extended an offer. The process includes:

In-depth interview

Applicants meet with a seasoned NetJets team that includes pilots. The team determines the extent of the applicant's technical expertise and also gauges the applicant's Owner service skills.

Flight simulator evaluation and written test

During the flight simulator evaluation, an experienced pilot instructor determines the applicant's ability to handle the aircraft safely and skillfully in a variety of situations. A written test is also administered to determine each applicant's technical and regulatory knowledge.

Extensive security background check

For each applicant, NetJets performs a work history review, both a criminal records review and a TSA fingerprint-based criminal history record check, education review, FAA license check, national driver's license check, and credit history check.

Drug screening

An initial employment drug screening is conducted with random drug and alcohol testing thereafter.



AFTER THE SCREENING: THE START OF INTENSIVE TRAINING

When NetJets provisionally hires an applicant who successfully passes our screening tests, the process of creating a NetJets pilot begins. Whether an individual has a decade of experience flying for a major airline or many years experience as the captain of Air Force One, every NetJets pilot begins his or her career at NetJets with an average of 35 days of intensive training. The first phase of training includes courses in:

Technical aspects of flying state-of-the-art aircraft

Every newly hired NetJets pilot receives a thorough review of the highly technical knowledge and skills required to fly safely. Windshear, for example, is a weather event involving abrupt changes in wind speed and/or direction over a short distance and is known to be a serious hazard. NetJets pilot training includes extensive coverage of windshear weather: how to recognize and avoid it, precautions to take when windshear is suspected, and recovery techniques to be used in an inadvertent windshear encounter.

Other technical aspects receiving in-depth coverage include navigation, charting and flight planning, aircraft performance and airport analysis, airspace and air traffic control procedures, instrument procedures, ground de-icing procedures, and normal and emergency communication procedures.

Crew Resource Management

One of the most important ways we demonstrate our aviation safety leadership is through our commitment to Crew Resource Management. At NetJets, the captain and first officer fly an Owner's aircraft as a well-coordinated team. As a result, the performance of the team actually surpasses the performance of two highly qualified pilots flying individually. Newly hired pilots are extensively trained, both in the classroom and in full-motion flight simulators, in the Crew Resource Management approach to flying.

The Emergency Vision Assurance System (EVAS)

At NetJets, we add an important measure of safety by implementing the use of EVAS on aircraft in the NetJets fleet for which the FAA has approved installation. This innovative new system ensures that crews can continue to fly and land a plane safely even if the flight deck fills with smoke. In such an unlikely event, onboard systems supply crews and passengers with fresh air, and the EVAS system uses an inflatable plastic bubble that allows both the captain and the first officer to view their instruments and see out the windows, no matter how thick the smoke becomes. NetJets provides this equipment to both the captain and the first officer, and all newly hired pilots are thoroughly trained in its use.

Hypoxia training

Hypoxia is a potentially deadly condition that occurs when you are breathing air that doesn't have enough pressure to deliver sufficient oxygen through your lungs into your bloodstream. This can occur in an aircraft at high altitudes if cabin pressurization ceases to function properly. At NetJets, our training is designed to prevent accidents involving hypoxia by teaching pilots how to recognize the symptoms of the onset of hypoxia. Our pilots also practice in a full-motion flight simulator the procedures used to react effectively and safely to situations involving a depressurized cabin.

Medical emergency procedures

NetJets pilots receive advanced first aid and CPR training. In addition, teams from Mayo Clinic, one of the most trusted names in healthcare around the world, train them in emergency medical procedures. In the event of a medical emergency onboard a NetJets aircraft, our crews contact Mayo Clinic directly for assistance in responding quickly and effectively to the emergency. Mayo Clinic critical care nurses and physicians assess the situation based on information provided by NetJets crews and help determine the most appropriate course of action. A call to a Mayo Clinic in-flight emergency number can also help coordinate medical services when the aircraft lands. All pilots and crew members are trained annually in the use of emergency medical kits and other resources onboard the NetJets aircraft. Our aircraft are outfitted with Mayo Clinic-specified medical kits as well as emergency oxygen and automatic external defibrillators (commonly called AEDs).

Security

Since NetJets Owners – many of whom are high-profile individuals – fly to a wide range of destinations in over 170 countries worldwide, our pilots are specially trained to manage both domestic and international security-related issues. NetJets' in-house security staff, together with ASI



Full-motion simulators costing an average of \$18-\$22 million each.

Group (ASI) and International Security Associates (ISA), supports our crews with international risk assessments, customized intelligence reports, 24-hour global monitoring, and country briefings. All new pilots are trained to take full advantage of these resources.

The added skills and knowledge required to fly safely into over 170 countries worldwide

In the event of an emergency touchdown in a remote domestic or international area, our pilots are prepared with both information and survival skills. For each flight, they have data on the location of the towns and airports along the flight path. During flight, they can call for more in-depth information including the location of hospitals, hotels, and other important assets. The data is gathered from a variety of sources including but not limited to Jeppesen, ASI Group (ASI), International Security Associates (ISA), and our own Safety and Security department. In addition, our pilots are trained to perform CPR and other helpful procedures and, if needed during flight, can contact Mayo Clinic and speak directly with a critical care nurse or physician about a specific medical situation.

Owner service

Being a NetJets pilot requires more than outstanding technical skills and training. NetJets promises a superior ownership experience for each of our Owners, and our pilots are a critical component of service delivery, ensuring that each flight is an exceptional travel experience for everyone onboard. To prepare new NetJets pilots for this important responsibility, our own experts provide them with specialized service training. This training is also useful in verifying that the pilots we hire have the Owner service skills we require.



Pilots in full-motion simulator with flight instructor learning how to manage situations they may encounter.

AFTER TRAINING: MORE TRAINING

Pilots who demonstrate the right technical and Owner service skills during their ground school at NetJets proceed to additional training at FlightSafety® International, the world's premier aviation training organization. At FlightSafety, our pilots complete an intensive training course in the specific type of aircraft they will fly for NetJets.

At FlightSafety, our pilots get additional classroom instruction and rigorous training sessions in full-motion flight simulators. Simulator time is crucial because it allows crews to practice managing emergencies that would be impossible to safely create in a real aircraft. And NetJets pilots are trained using only the highest level of simulator available – costing an average of \$18-\$22 million each – so their flying experiences in the simulator can duplicate almost any real life situation.

Pilots who pass the FlightSafety course must then go on to get their FAA certification as a captain by passing an FAA evaluation, and then they can add a “type rating” to their pilot certificates. This means they have received the training prescribed by the FAA and demonstrated the aeronautical experience, knowledge, and skills required to safely fly a particular type of aircraft.

Unlike commercial airlines and some other fractional ownership programs, all NetJets pilots are type-rated in the aircraft to which they are assigned. Also, instead of switching between different aircraft and equipment like some business jet pilots do, NetJets pilots fly only one aircraft type at a time. This is important because there can be very different equipment and procedures from aircraft to aircraft, and it is safer for a pilot to concentrate on only one set of aircraft procedures at a time.

Even though all NetJets pilots are type-rated in the aircraft to which they are assigned, they always begin their flying career at NetJets as a first officer. It is important for even a pilot with a lifetime's worth of flying experience to start in the right seat because every aircraft type is different and it takes many hours of flight to know exactly how the aircraft handles. Also, in an emergency, every second counts in reacting to certain situations. The more hours in an aircraft with an experienced captain, the safer a pilot will become.

AND MORE TRAINING

NetJets pilots also undergo four hours of Line Orientation Flight Training (LOFT) in the simulator. The pilots are tested on actual operations at many airports including Las Vegas, Santa Monica, Carlsbad, Salt Lake City, and Aspen. NetJets has been instrumental in developing and building the visuals for a number of these airports. Finally, they are eligible to begin serving as a NetJets first officer flying under the supervision of a seasoned NetJets initial operating experience (IOE) captain.

Our elaborate system of training, which uses the external resources of FlightSafety and other training organizations as well as our in-house training department, ensures that we have a balanced program incorporating a wide range of independent perspectives, philosophies, and knowledge bases.

FIRST, A FIRST OFFICER

Every pilot – even a former Air Force One captain – begins his or her NetJets career as a first officer. Only after our pilots have successfully demonstrated their skills in the first officer's seat are they allowed to undergo upgrade training and testing that will qualify them to serve as a NetJets pilot-in-command.

During this period of time as a first officer, the pilots receive additional on-the-job training allowing them to gain further experience in NetJets' operational procedures, the Crew Resource Management approach to flight deck teamwork, and delivering the highest levels of Owner service.

THE TRAINING NEVER STOPS

At NetJets, new-hire training is only the beginning. On average, new NetJets pilots receive 221 hours of training their first year, and tenured NetJets pilots receive 100 hours every year.

The NetJets program for recurrent pilot training includes simulator training twice each year in the specific type of aircraft the pilot flies. As mentioned earlier, NetJets pilots fly only one aircraft type. If a pilot wants to move from the Citation V Ultra, for example, to the Citation X, he or she will complete type-rating training in the Citation X and, after that, fly only the Citation X. This approach adds an extra measure of safety to our operations.

Our recurrent pilot training program also includes flight instruction and ground school provided by our own dedicated in-house training department. With a full-time staff working to create and deliver the world's best pilot training programs, the NetJets training organization is unmatched by any other in our industry.

During recurrent training, all of our pilots complete courses in the subjects below:

- Aircraft performance
- Weight and balance calculations

- Crew Resource Management (the approach we use to ensure that our crews communicate and function as effective teams)
- Navigation chart usage
- Windshear causes and recovery
- Advanced radar methods
- International procedures
- Security
- Survival skills (in the event that an aircraft has to make an emergency landing in a remote area)
- Hypoxia and high altitude physiology
- Advanced de-icing procedures
- The use of EVAS (the Emergency Vision Assurance System used to ensure that the crew would still be able to see even if the flight deck filled with smoke)
- Procedures used to manage medical emergencies that might occur onboard an aircraft
- Water landing procedures
- CPR and advanced first aid techniques
- Owner service skills

Providing this level of training to our pilots requires a multi-million dollar investment by NetJets – and it is the ultimate demonstration of the commitment to safety that rules our company.



WHY NETJETS HAS A TEN YEAR CONTRACT WITH FLIGHTSAFETY

The NetJets commitment to excellence in our training program is reflected in our long-term relationship with FlightSafety International, the acknowledged worldwide leader in pilot training. While other fractional aircraft ownership programs have training agreements that are on a per pilot or annual basis, NetJets has a ten-year contract with FlightSafety. The difference is significant because operators who have per pilot agreements may be tempted to cut back on training when cost-cutting measures become necessary. At NetJets, our long-term commitment to maintaining the highest standards in pilot training utilizing an objective third party is written in stone.

Our long-term relationship with FlightSafety brings additional benefits to NetJets because it fosters a lasting partnership between our two companies. The NetJets training organization works closely with the FlightSafety team to create training customized to our needs. For example, at the direction of NetJets, FlightSafety developed scenarios for a number of airports that NetJets Owners frequently use, such as Aspen and Santa Monica, through the LOFT program mentioned earlier. Many of these airports present unique challenges, and having the opportunity to train in simulators that faithfully replicate them is invaluable.

One of FlightSafety's state-of-the-art training facilities, complete with full-motion flight simulators, is located within the NetJets operations center in Columbus, Ohio. This facility currently houses simulators for the following aircraft: Dassault Falcon 2000, Gulfstream 200, and Cessna Citation Excel, Sovereign, V Ultra, X, and XLS.



Having FlightSafety and its simulator equipment located in Columbus with the NetJets in-house training department promotes the continual exchange and testing of new ideas. It also fosters creativity and communication between our two organizations and helps ensure that NetJets continues to have the world's most innovative pilot training programs.

SEEING IS BELIEVING

Reading about a company's operations can be very informative, but nothing compares to completing the due diligence on your own. We encourage our Owners and prospective Owners to tour our operations center in Columbus, Ohio. To schedule a facilities tour or to request more information about the NetJets program, contact us at 1-877-NETJETS (877-638-5387) or www.netjets.com.

NetJets Inc. is a Berkshire Hathaway company.

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