

THE JET MERCHANTS

PRIVATE AVIATION ADVISORY

PROGRAM SUMMARY · MECHANICS, EXAMPLES & YOUR BENCHMARK

Fly Forward

How it works, and what your flying can save.

A plain-language guide to the full Fly Forward program. Not every flyer has had reason to learn how this industry works, so we start with how fixed-rate programs operate, then walk through how each trip is priced, how your service fee is capped, and how your savings offset your prior jet card deficit — with worked examples, savings by aircraft category, and how the benchmark is built.

1 A short primer: how fixed-rate programs work

3 Two ways to fly, and your funds

5 Savings by category, and over time

7 Understanding the benchmark structure

9 Straight answers

2 How Fly Forward works, and which trips qualify

4 Worked examples: one benchmark, four buys

6 Fly Forward vs. our Private Client program

8 Leadership, and a note from our founder

A SHORT PRIMER · PART 1 OF 2

How fixed-rate programs work, and where your money goes.

Please take a moment with these next two pages. Not every flyer has had reason to learn how this industry works, so here is how any fixed-rate program, a jet card or a fractional share, actually operates. It is the foundation for understanding how The Jet Merchants and Fly Forward work.

The sequence on a typical prepaid card program:

1
You prepay.
Your deposit goes onto the provider's balance sheet. It is a balance owed to you, held in their name, and it is only as secure as the company holding it.

2
You request a trip.
The card guarantees an hourly rate for an aircraft category, set high enough to cover repositioning, empty legs, and peak demand across the provider's whole book.

3
The provider buys it.
Many card programs own few or none of the aircraft that fly their members. They buy the trip from a Part 135 charter operator, often the same operators we buy from.

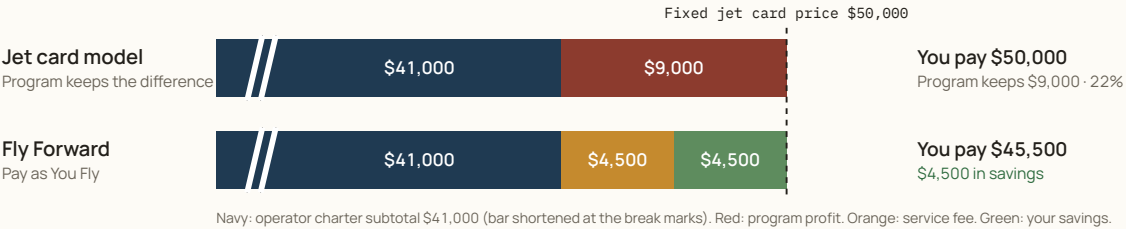
4
The difference stays with them.
Your card is charged the full hourly rate. Whatever the operator charged less than that is the program's profit, and you never see the operator's price.

Why the guaranteed rate costs more than it looks

A card's guaranteed hourly rate is priced to be profitable for the provider in every scenario. It absorbs the repositioning, empty legs, and peak demand the provider expects across its whole book, so you pay that averaged rate on every trip, including the many trips where those costs never apply. And once a trip is booked, the program keeps whatever it doesn't spend, so it has every reason to book the lowest quote, even when that aircraft isn't the one you would have picked.

One trip, two models

The same trip, bought at the same market price. Under a jet card, the difference stays with the program. Under Fly Forward, a capped fee is our compensation and the rest is your savings.



Illustrative: a \$50,000 benchmark trip bought at a \$41,000 charter subtotal (Trip 3 of the worked examples).

	JET CARD / FRACTIONAL	THE JET MERCHANTS
Money up front	Large deposit or share purchase	None to start (Pay as You Fly)
The aircraft	A category; they assign the tail	The specific aircraft, chosen by you
What you see	A fixed rate; the operator's price hidden	The operator's price, our fee, your benchmark
When we buy well	The program keeps the difference	It comes back to you as savings

A SHORT PRIMER · PART 2 OF 2

What a charter quote really looks like.

This is the part of the industry most flyers never see. Here is one 3-hour light jet trip, quoted by four operators; prices differ mostly by the aircraft and how far it has to reposition.

One trip, four operator quotes, one fixed ceiling

The dashed lines mark the brokerage's profit on each quote: the card price minus what the operator charges.



Where a fixed rate leaves efficiency on the table

A fixed rate is priced at the average, with average repositioning and market conditions built in to guarantee the provider's profit. When a trip costs less than average to fly, the provider keeps the difference.

1 Quick round trips

When the aircraft stays with you for both legs, the trip can often be bought 20–30% below the one-way rates fixed-rate programs are built on. A card charges the same rate.

2 Perfectly positioned aircraft

An aircraft already at your airport, or nearby and looking to head your way, can often be bought for significantly less. A card charges the same rate no matter where the aircraft starts.

3 The right aircraft for the trip

On a short trip, a turboprop can be a better fit than a light jet, the minimum on most programs. No interchange penalties: match the cabin to the trip, not your contract.

We reverse it. You decide.

Under a card, you never see this board, and the cheapest aircraft pays the program the most. With The Jet Merchants, you see every option and choose the aircraft yourself, and we capture these efficiencies wherever they exist. When we buy well, you benefit — not the brokerage.

HOW FLY FORWARD WORKS · HOW WE DO IT DIFFERENTLY

How it works, in three numbers.

Every Fly Forward booking comes down to three numbers: the benchmark we measure against, what the trip actually costs in the market, and what you save against your prior jet card deficit.

I

Your benchmark

Your previous provider's rates, by aircraft category and tier, times the billable hours of your trip. A yardstick, not the price you pay.

2

The market buy

We source the same trip directly from FAA Part 135 operators. We extend our direct-from-operator pricing to you.

3

Your savings

When we buy below your benchmark, everything above our service fee comes directly off your invoice.

HOW THE GAP IS MEASURED

Against the Benchmark = Charter Subtotal + Disclosed Service Fee

Mechanical failure coverage, applicable federal excise tax and fees are not measured against the benchmark.

The difference between this and your benchmark is your savings.

Our service fee is capped at **10–15%** of the charter subtotal, depending on your plan, and we will work for as little as **\$750** per booking. More on both plans on page 5. Because the fee is capped, the upside of a strong buy flows to you. We sacrifice our fee on a less successful buy. **The better we buy, the more you save.**

Where it applies: every booking, except these.

This pricing applies to every Fly Forward booking except the five trip types below. These are CostPlus trips: priced at the charter subtotal plus your plan's cap (10–15%), with a \$750 minimum per booking.

International

Any leg outside the 48 contiguous states

Short notice

Requested inside 48 hours of departure

Peak days

Departures on our Peak Day Calendar

Turboprops & VLJs

No benchmark rate for these aircraft

Declined MFC

Trips without mechanical coverage

On CostPlus trips, if the all-in price is below the benchmark, it can still be tracked against your prior jet card deficit. Turboprops, very light jets, and trips without MFC have no benchmark, so nothing is tracked on them.

Additional benefit

The annual fee you no longer pay your previous provider is on top of everything shown. Fly Forward has no program fees or annual costs.

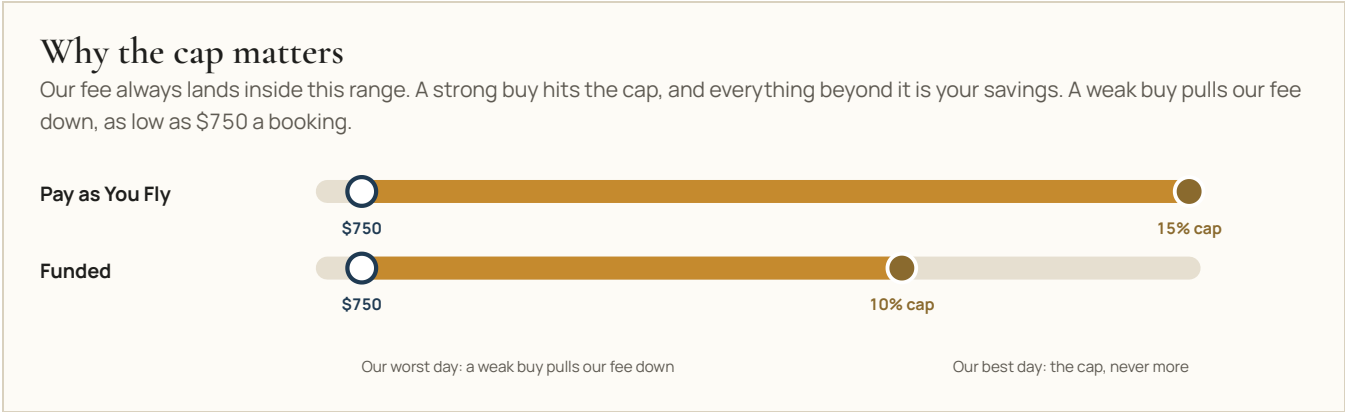
The simplest version: if the mechanics ever feel like a lot, you can set them aside. Fly Forward is a way to fly with us under preferential terms, and everything else in this summary simply shows you why.

TWO WAYS TO FLY

No commitment, or fund for preferential terms.

The mechanic is the same on both plans. What changes is the cap on our fee, and with it how much of every strong buy you keep.

Pay as You Fly (No Commitment) 15% MAXIMUM SERVICE FEE TO START \$0 deposit pay trip by trip HOW YOU PAY Wire or ACH before each trip; cards for incidentals only COMMITMENT None. Book only the trips you want. Funded (FDIC-Insured Deposit)* 10% MAXIMUM SERVICE FEE TO START \$100,000–\$500,000 account held in your name HOW YOU PAY Drawn from your account, only for trips you approve UNUSED FUNDS Refundable at your request
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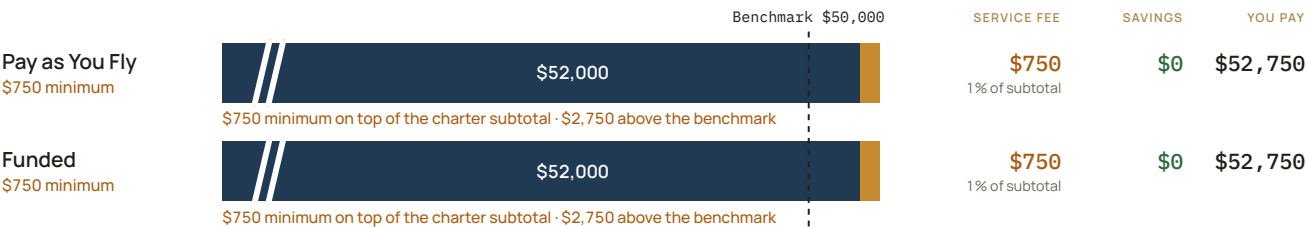
WORKED EXAMPLES · FOUR SAMPLE TRIPS

One \$50,000 benchmark, bought four ways.

■ Charter subtotal (bar shortened at the break marks) ■ TJM service fee ■ Your savings | Benchmark

TRIP 1 The market price is above your benchmark

Charter subtotal \$52,000 · \$2,000 above the benchmark, so there is no difference to split



On either plan you pay the charter subtotal plus our \$750 minimum, \$2,750 above the benchmark. No savings are recorded on this trip, and our \$750 is the entire fee.

TRIP 2 A small difference: 8% of the charter subtotal

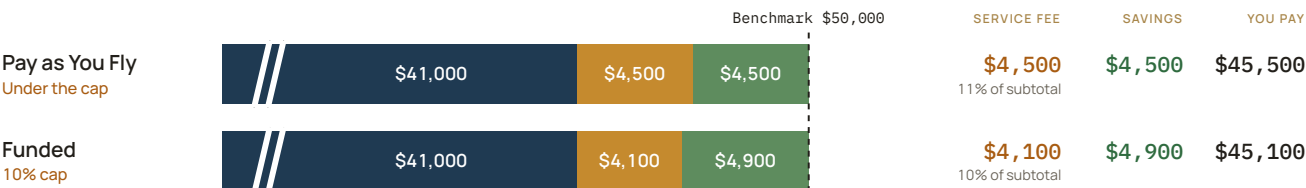
Charter subtotal \$46,400 · difference to the benchmark \$3,600



The two plans are identical. The fee is 4% of the charter subtotal, under both caps.

TRIP 3 An average difference: 22% of the charter subtotal

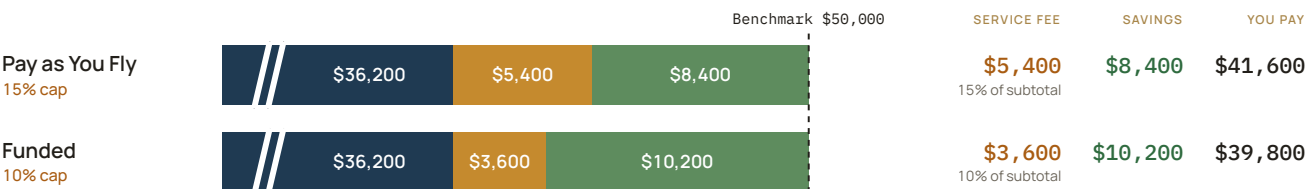
Charter subtotal \$41,000 · difference to the benchmark \$9,000



Funded pays \$400 less. Its 10% cap applies, while Pay as You Fly stays under its 15% cap.

TRIP 4 A large difference: 38% of the charter subtotal

Charter subtotal \$36,200 · difference to the benchmark \$13,800

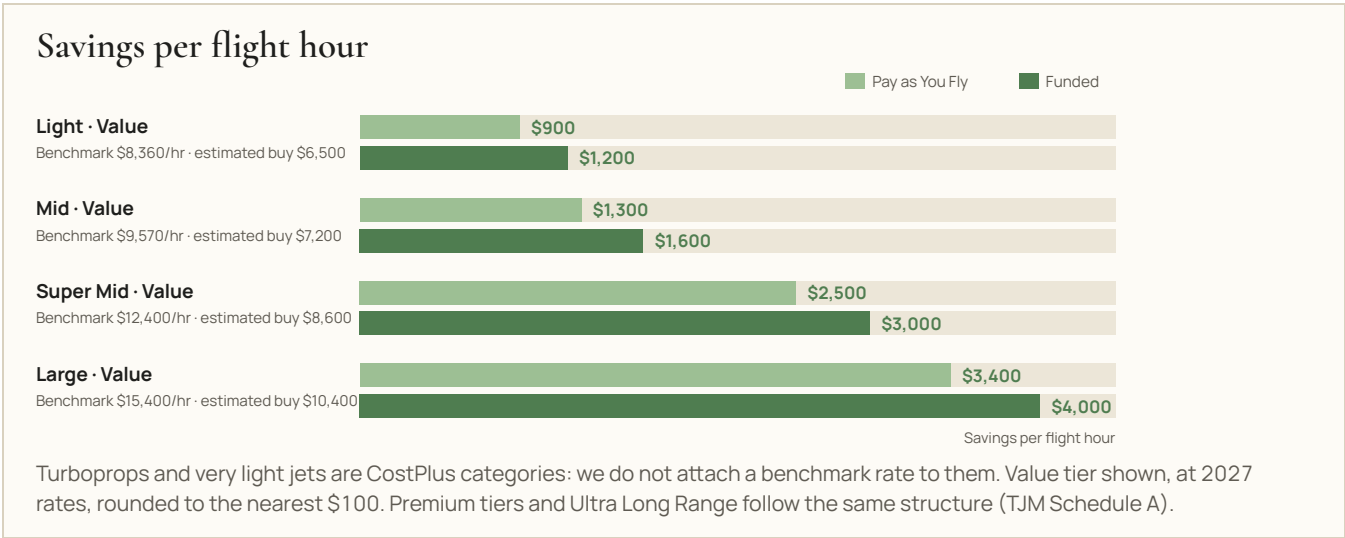


Funded pays \$1,800 less. Both caps apply, and everything above the cap is yours.

EXAMPLE SAVINGS FIGURES

What savings look like, by aircraft category.

Savings grow with the aircraft. Your actual savings are calculated on every flight from the specific aircraft booked; these category averages show the scale.



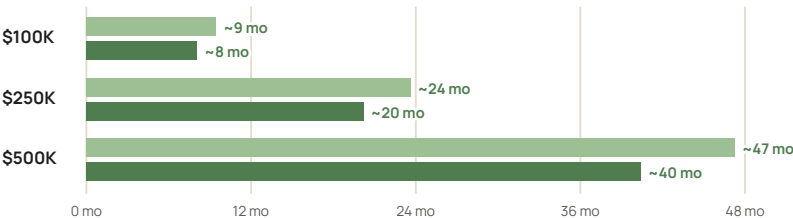
Annual savings by hours flown

Find your category and your hours. Large figure: Funded; below it, Pay as You Fly.

	25 HRS A YEAR	50 HRS A YEAR	100 HRS A YEAR
Light · Value	\$30,200 Pay as You Fly \$23,200	\$60,500 Pay as You Fly \$46,500	\$121,000 Pay as You Fly \$93,000
Mid · Value	\$41,200 Pay as You Fly \$32,200	\$82,500 Pay as You Fly \$64,500	\$165,000 Pay as You Fly \$129,000
Super Mid · Value	\$74,200 Pay as You Fly \$63,500	\$148,500 Pay as You Fly \$127,000	\$297,000 Pay as You Fly \$254,000
Large · Value	\$99,000 Pay as You Fly \$86,000	\$198,000 Pay as You Fly \$172,000	\$396,000 Pay as You Fly \$344,000

Time to offset your deficit

Super Mid Value, 50 flight hours a year.



Estimated buys are illustrative category averages. Flight savings only, rounded to the nearest \$100.

The annual fee you no longer pay



Your previous provider's annual membership fee is gone. It sits on top of every figure on this page, so your real savings are greater still.

THE BEST TERMS WE HAVE EVER OFFERED

Fly Forward beats our own Private Client program.

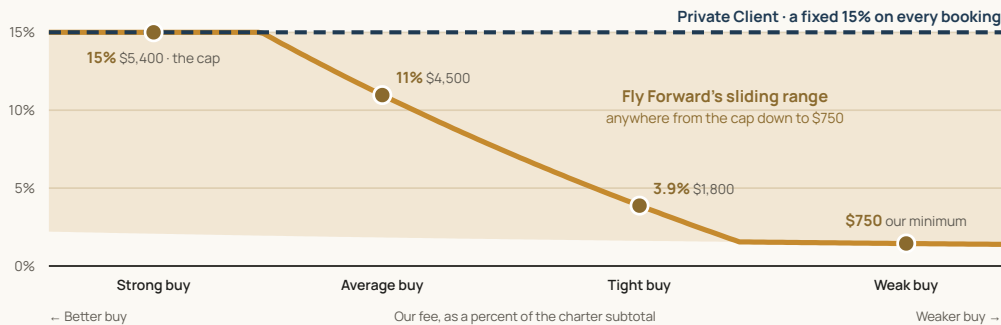
Our Private Client program already outperforms the industry, because our goals are aligned with yours. Fly Forward takes those same economics and makes them dramatically more preferential, in two ways.

1 The same rates, for far less commitment

TO GET A FEE OF	PRIVATE CLIENT REQUIRES	FLY FORWARD REQUIRES
15%	\$125,000 deposit	\$0 Nothing up front. Pay trip by trip.
10%	\$500,000 minimum deposit	\$100,000 Minimum deposit, one fifth of the requirement

2 We put our money where our mouth is

Private Client charges a flat 15%, strong buy or weak. With Fly Forward, we bet on our ability to buy well. 15% is only the ceiling: **if we don't buy well, we sacrifice our margin for your benefit and work for almost nothing, as little as \$750.**



Pay as You Fly, four sample trips on a \$50,000 benchmark. Illustrative, rounded to \$100.

FORGET THE BENCHMARK FOR A MOMENT

This is the real value of Fly Forward.

Set aside the benchmark and deficit tracking. On its own, this is the most preferential pricing we have ever offered: it costs you significantly less than coming to us as a Private Client — a program that already outperforms every jet card and brokerage in the industry.

\$0

to get a 15% cap

1/5

the deposit to get a 10% cap

\$750

our fee on our worst day

This is not our standard program. It is reserved for ONEflight members, only during the enrollment period.

THE BENCHMARK

Understanding the benchmark structure.

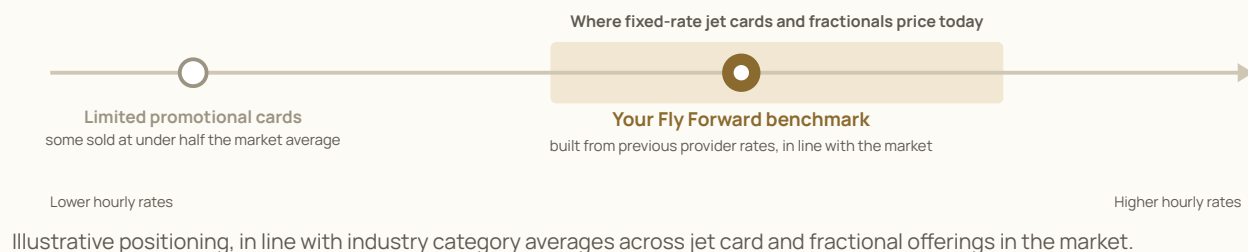
Every Fly Forward trip is measured against a benchmark, and we didn't invent it. It is built from your previous provider's rate tables, averaged by aircraft category, and it is in line with most jet card and fractional offerings in the market today.

A yardstick, not your price

You never pay the benchmark. You pay what your trip actually costs: the operator's price plus our capped fee. The benchmark is simply the number we measure every trip against, to show how far below other providers' rates your trip came in. It also decides how much of our fee we earn. If we can't buy well below it, we take less, all the way down to \$750 a booking. That is our side of the bargain.

Where the benchmark sits

Not the promotional rate, and not a moonshot. Many members flew on limited promotional cards, some sold at less than half the market average. The benchmark is built to match what the market really charges, so it is a number we can stand behind for the life of the program.

**LOOKING AHEAD**

Your previous provider's rates were anticipated to rise on January 1, 2027. Your benchmark holds at today's levels until then, and on that date adjusts by 10%, with an additional forecasted increase of up to 10% for 2028.

A reminder, if you want to super simplify things: The benchmark is simply there to show you what flying with us could cost compared to other private aviation models.

UNDERSTANDING THE BENCHMARK · UP CLOSE

Same size, different aircraft.

Every category carries two rates, Value and Premium, because aircraft of the same size are not the same aircraft. A Lear 35 or Beechjet 400 is not a Citation CJ3+, and a Challenger 601 is not a Global 8000.

Turboprop & VLJ COSTPLUS	Light VALUE · PREMIUM	Mid VALUE · PREMIUM	Super Mid VALUE · PREMIUM	Large VALUE · PREMIUM	Ultra Long Range VALUE · PREMIUM
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SUPER MIDSIZE · VALUE BENCHMARK · 2027 \$12,400 / hr <i>A yardstick, not your price</i> Citation X Citation Sovereign Falcon 50EX Gulfstream G200 Hawker 4000	SUPER MIDSIZE · PREMIUM BENCHMARK · 2027 \$13,200 / hr <i>A yardstick, not your price</i> Challenger 350 Challenger 3500 Citation Longitude Gulfstream G280 Praetor 600
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One category, two benchmarks

Book a Value aircraft and your trip is measured against the Value rate; book a Premium aircraft and it is measured against the Premium rate. Premium aircraft generally cost more to buy, so the benchmark rises with them, and you are always measured against the right yardstick. One flight hour on a Funded account, for illustration.

Value aircraft Super Midsize - Funded	Estimated buy Fee Your savings	BENCHMARK \$12,400
Premium aircraft Super Midsize - Funded	Estimated buy Fee Your savings	\$13,200

The benchmark moves with the aircraft

2.6 hrs flight time

+

0.2 hr taxi

=

2.8 billable hours

HOW BILLABLE HOURS ARE COUNTED Flight time is rounded up to the tenth, plus 0.2 hour of taxi per leg. No per-leg minimums; if a day falls below the daily minimum for the aircraft, the benchmark is calculated on the minimum.

2027 TJM Schedule A rates per hour (the 2026 rates plus the scheduled 10%), rounded to the nearest \$100, before tax; the full schedule is attached to your Client Agreement. Estimated buy prices are illustrative. Fee and savings rounded to the nearest \$100. Not a quote or a guarantee of any price or savings.

LEADERSHIP

The people behind Fly Forward.

Fly Forward is led by the same people who run The Jet Merchants every day. You will know exactly who is accountable for your flying.



Luis Garcia

FOUNDER & PRINCIPAL

Luis is a 20+ year industry veteran. 1,000+ families served and \$750M+ in career private aviation sales. Luis has held senior leadership roles in charter, jet card, and fractional sales, along with flight operations and fleet management. He founded The Jet Merchants to give clients an independent advocate, and today guides the firm's overall vision and strategic growth.



Jake Menker

MANAGING PARTNER

Jake has advised 750+ clients and influenced \$100M+ in private aviation spend, with a background across sales, operations, and entrepreneurship. Before becoming Managing Partner, he served as a Private Client Advisor at The Jet Merchants, guiding clients through charter and jet card decisions. Today he leads the firm's operations and advisor development.

Experience matters. You should know and trust who you work with.

A NOTE FROM OUR FOUNDER

I founded The Jet Merchants to take the headaches and confusion out of private aviation. After years inside this industry, I watched good clients pay for its blind spots: deposits sitting on someone else's balance sheet, fixed rates built to protect the provider, and aircraft chosen for the program's margin rather than the client's trip.

We built a firm that works the other way. Independent, transparent, and on your side of every transaction. You see the operator's price, you choose the aircraft, and you always know what we earn.

Fly Forward is that philosophy at its most generous. When we buy well, you benefit. When we don't, we take less. We know trust has to be earned, especially now, and we intend to earn yours one flight at a time.

Luis Garcia

Founder & Principal, The Jet Merchants

GOOD TO KNOW

Straight answers.

The questions we hear most. If yours isn't here, send it through the FAQ form.

Are you affiliated with ONEflight?

No. We are a fully independent advisory firm. ONEflight has no ongoing involvement in, visibility into, or claim to any information regarding the Fly Forward program past the enrollment period.

How do you make money?

A disclosed service fee on every trip, capped at 10–15% of the charter subtotal depending on your plan, and as little as \$750 a booking. It is shown on every invoice. There is no enrollment fee.

Who operates my flight?

FAA Part 135 certificated air carriers, which hold operational control of every flight. We are an air charter broker and advisor; we do not operate aircraft. You see the specific aircraft and operator before you book.

When does Fly Forward start?

Fly Forward is scheduled to launch November 1, 2026. If you need to fly sooner, you can request a flight through the portal at any time.

Does this affect my claim against ONEflight?

No. Participating does not waive, release, or reduce any right or claim you may have. Your savings are tracked separately on your invoices with us; they are informational only, and are not a payment, credit, or refund from ONEflight.

Do I have to deposit money?

No. With Pay as You Fly, you book and pay trip by trip. Funding is optional: the account is in your own name at Core Bank, Member FDIC, with you as sole owner, drawn only for trips you approve, and the unused balance is refundable at your request.

I have flight credits or free hours. Do they count?

No. Savings offset the actual cash you deposited with ONEflight. Promotional credits, bonus or free hours, and referral credits are not deposits. Your projection is built from your documented cash balance.

What is a personal projection?

An illustration of what your own flying could save, built from your balance and the routes and aircraft you actually fly. Your Advisor prepares it with you, at no cost and no obligation.

YOUR NEXT STEPS

1

Join the info session.
Invitation coming soon.

2

Send your questions
through the FAQ form

3

Meet with your Advisor to
discuss the program.

4

Decide by October 31, or
take no action.

None of these steps commits you to anything. Need to fly in the meantime? Request a flight through the portal anytime.

After Fly Forward – we are in it for the long haul

Fly Forward runs through January 31, 2029, or until your savings fully offset your deficit. From there, you can continue to work with us through our standard Private Client programs. We built Fly Forward to earn a relationship that lasts well beyond it. We hope to be flying with you, and for you, for years to come.

The Jet Merchants is an independent charter brokerage and private aviation advisory firm and is not affiliated with ONEflight International. ONEflight is eligible to receive compensation only for members who enroll in the Fly Forward Program during the enrollment period. ONEflight does not sponsor, endorse, or guarantee The Jet Merchants or its services. Participation is optional. It does not require or involve the assignment, waiver, release, or reduction of any right or claim you may have against ONEflight or its bankruptcy estate, and The Jet Merchants does not assume or pay any ONEflight obligation.

TJM Schedule A is a benchmark, not the rate you pay; every trip is priced from a direct-from-operator quote at booking. Any difference tracked against it is informational only, is not cash, a credit, or a refund, is not transferable, and is not a payment by or on behalf of ONEflight. Examples, cost comparisons, projections, and market averages are illustrative, depend on your travel, and are not a guarantee of any price or result, including that the tracked difference will reach your prior ONEflight deficit. Comparisons with other offers are based on common market terms, which vary by provider.

The Fly Forward Program runs through January 31, 2029, or until the tracked difference reaches your documented ONEflight deficit, whichever comes first, after which members may continue with the PRIVATE CLIENT program if they choose. The Jet Merchants may verify any deficit documentation submitted. Program terms are governed by the Fly Forward Client Agreement and the TJM Master Charter Agreement and are subject to change before your agreement is signed. The Jet Merchants is not a bank and is not FDIC-insured. Funded accounts are opened in your own name at Core Bank, Member FDIC; deposits are eligible for FDIC insurance, subject to applicable limits. Unused funds are refundable as the client agreement provides.

The Jet Merchants is an air charter broker and does not operate aircraft; flights are operated by FAA Part 135 certificated air carriers that exercise operational control. Mechanical failure coverage is provided by Charter Flight Support and is subject to its terms. Fly Now trips are separate from Fly Forward. This document is general information, not legal, tax, or financial advice. ONEflight is a trademark of its respective owner, used here for identification only.