

SKY HARBOUR GROUP CORPORATION

CORPORATE GOVERNANCE GUIDELINES

The following shall constitute the Corporate Governance Guidelines (the “**Corporate Governance Guidelines**”) of the board of directors (the “**Board**”) of Sky Harbour Group Corporation (the “**Company**”). These Corporate Governance Guidelines reflect the Board’s commitment to monitor the effectiveness of policy and decision-making both at the Board and the management level. These Corporate Governance Guidelines are a statement of policy and are not intended to change or interpret any federal or state law or regulation or the Company’s Charter or Bylaws. The Corporate Governance Guidelines are subject to periodic review and modification by the Board.

The Company’s business is conducted by its officers and employees, under the direction of the Chief Executive Officer and under the oversight of the Board, to enhance the long-term value of the Company for its stockholders. The Board is elected by the stockholders to oversee management and to ensure that the long-term interests of the stockholders are being served.

I. DIRECTOR INDEPENDENCE

The Board has adopted categorical standards of director independence based on the director independence requirements of the New York Stock Exchange American (the “**NYSE American**”). The Company defines an “independent” director in accordance with Section 803A(2) of the Company Guide of the NYSE American. For so long as the Company qualifies as a “controlled company” within the meaning of the NYSE American corporate governance standards, it may elect not to comply with certain corporate governance standards, including the requirement that a majority of the board of 2 directors consist of independent directors. Subject to an election by the Company to rely on the exemption available to controlled companies and the applicable transition periods under the applicable rules of the NYSE American, the Board shall make an affirmative determination at least annually as to the independence of each director. Because it is not possible to anticipate or explicitly provide for all potential conflicts of interest that may affect independence, the Board is also responsible for determining affirmatively, as to each independent director, that no material relationships exist that, in the opinion of the Board, would interfere with the exercise of independent judgment in carrying out the responsibilities of a director. In making these determinations, the Board will broadly consider all relevant facts and circumstances, including information provided by the directors and the Company with regard to each director’s business and personal activities as they may relate to the Company and the Company’s management. As the concern is independence from management, the Board does not view ownership of even a significant amount of stock, by itself, as a bar to an independence finding.

A director shall not be independent if he or she satisfies any one or more of the following criteria:

1. A director who is, or who has been within the last three years, an employee of the Company, or whose immediate family member is, or has been within the last three years, an executive officer of the Company.

2. A director who has received or who has an immediate family member, serving as an executive officer, who has received, during any twelve-month period within the last three years, more than \$120,000 in direct compensation from the Company (excluding director and committee fees and pension/other forms of deferred compensation for prior service that is not contingent in any way on continued service).

3. (A) A director who is or whose immediate family member is a current partner of a firm that is the Company's internal or external auditor; (B) a director who is a current employee of such a firm; (C) a director who has an immediate family member who is a current employee of such a firm and who personally works on the Company's audit; or (D) a director who was or whose immediate family member was within the last three years (but is no longer) a partner or employee of such a firm and personally worked on the Company's audit within that time.

4. A director who is or has been within the last three years, or whose immediate family member is, or has been within the last three years, employed as an executive officer of another company where any of the Company's present executives at the same time serves or served on that company's compensation committee.

5. A director who is a current employee, or whose immediate family member is a current executive officer, of a company that has made payments to, or received payments from, the Company for property or services in an amount which, in any of the last three fiscal years, exceeds the greater of \$1 million or 2% of such other company's consolidated gross revenues (as reported for the last completed fiscal year).

The Board shall also consider a director's charitable relationships. A director who is an officer, director, or trustee of a charitable or non-profit organization shall not be considered to have a material relationship with the Company that impairs the director's independence so long as the Company's contributions to the entity in any single fiscal year (excluding amounts contributed by the Company under its employee matching gift program) are less than \$100,000 or 2% of such entity's consolidated gross revenues (whichever is greater).

Notwithstanding the requirements of paragraphs 1 through 5 above, a director shall not be independent unless the Board affirmatively determines that the director has no material relationships with the Company.

II. DIRECTOR QUALIFICATIONS

The Nominating and Corporate Governance Committee of the Board is responsible for reviewing with the Board, on an annual basis, the requisite skills and characteristics of new directors, as well as the composition and size of the Board as a whole. This assessment will include an analysis of directors' qualifications under the categorical standards for independence listed above, as well as consideration of diversity, age, skills and experience in the context of the Board's needs. Nominees for directorship will be selected by the Nominating and Corporate Governance Committee in accordance with the policies and principles in its charter. The invitation to join the Board should be extended by the Board itself, by the Chairman of the Nominating and Corporate Governance Committee and the Chairman of the Board.

While there is no limit on the number of public company boards on which a director may serve, if a director serves on more than five, his or her service on this Board shall be subject to the Board's affirmative determination that such simultaneous service on such other boards will not impair his or her ability to effectively serve on this Board.

Directors should advise the Chairman of the Board and the Chairman of the Nominating and Corporate Governance Committee in advance of accepting an invitation to serve on another public company board.

The Board does not believe it should establish term limits. While term limits could help ensure that there are fresh ideas and viewpoints available to the Board, they have the significant disadvantage of losing the contribution of directors who have been able to develop, over a period of time, increasing insight into the Company and its operations and, therefore, provide an increasing contribution to the Board as a whole. As an alternative to term limits, the Nominating and Corporate Governance Committee will review each director's continuation on the Board every three years. This will allow each director the opportunity to conveniently confirm his or her desire to continue as a director.

In an uncontested election, if an incumbent director fails to receive the affirmative vote of a majority of the total votes cast "for," "against" or affirmatively withheld as to such individual at a meeting of stockholders duly called and at which a quorum is present in accordance with the Bylaws, he or she must offer to resign from the Board, and the Nominating and Corporate Governance Committee must consider such offer to resign, determine whether to accept such director's resignation and submit such recommendation for consideration by the Board. The director whose offer to resign is under consideration may address the Nominating and Corporate Governance Committee or the Board but may not participate in any deliberation or vote of the Nominating and Corporate Governance Committee or the Board regarding that offer to resign. Notwithstanding the foregoing, in the event that all directors offer to resign in accordance with this policy, the Nominating and Corporate Governance Committee shall make a final determination as to whether to recommend to the Board whether to accept any or all offers to resign, including those offers to resign from members of the Nominating and Corporate Governance Committee. The Nominating and Corporate Governance Committee and the Board may consider any factors they deem relevant in deciding whether to accept a director's resignation. Within 90 days after the date of certification of the election results, the Board must disclose its decision in a press release, filing with the United States Securities and Exchange Commission or by other public announcement. If such incumbent director's offer to resign is not accepted by the Board, such director will continue to serve until his or her successor is elected and qualifies, or his or her death, resignation, retirement or removal, whichever event shall occur first. If a director's offer to resign is accepted by the Board, or if a nominee for director is not elected and the nominee is not an incumbent director, then the Board, in its sole discretion, may fill any resulting vacancy pursuant to the Bylaws.

III. DIRECTOR RESPONSIBILITIES

The director's basic responsibility is to exercise his or her good faith business judgment of

the best interests of the Company. In carrying out this responsibility, each director should be entitled to rely on the honesty and integrity of the Company's senior executives and its outside advisors and auditors absent evidence that makes such reliance unwarranted. The directors shall also be entitled: (1) to have the Company purchase reasonable levels of directors' and officers' liability insurance on their behalf; (2) to the benefits of indemnification to the fullest extent permitted by law and the Company's charter, bylaws and any indemnification agreements; and (3) to exculpation as provided by state law and the Company's charter.

Directors are expected to attend Board meetings and meetings of committees on which they serve, to spend the time needed and meet as frequently as necessary to discharge properly their responsibilities. Information and data that are important to the Board's understanding of the business to be conducted at a Board or committee meeting should generally be distributed in writing to the directors before the meeting. Directors should review these materials in advance of the meeting.

The Board may designate a Chief Executive Officer (the "CEO"). In the absence of such designation, the Chairman of the Board shall be the CEO of the Company. The Board has no policy with respect to the separation of the offices of Chairman of the Board and the CEO. The Board believes that this issue is part of the succession planning process and that it is in the best interests of the Company for the Board to make a determination when it elects a new CEO.

The Chairman of the Board will establish the agenda for each Board meeting in consultation with the Lead Director (as defined herein), if one has been designated. At the beginning of the year the Chairman of the Board will establish a schedule of significant agenda subjects to be discussed during the year (to the degree this can be foreseen). Each director is encouraged to suggest the inclusion of items on the agenda. Each director is free to raise at any Board meeting subjects that are not on the agenda for that meeting. The Board will review the Company's long-term strategic plans and the principal issues that the Company will face in the future during at least one Board meeting each year.

The non-management directors will meet in regularly scheduled executive sessions. The Lead Director (if one has been designated) shall preside at these meetings. If no Lead Director has been designated, the director who presides at these meetings, and the process for determining who will preside, will be determined by the non-management directors, and the name of the chairman presiding over these meetings, or the process for designating such chairman, will be disclosed in the annual proxy statement. If any of the Company's non-management directors do not qualify as independent, the independent non-management directors will meet in separate executive session at least annually.

The Board believes that the management speaks for the Company. Individual directors may, from time to time, meet or otherwise communicate with various constituencies that are involved with the Company. It is expected that directors would do this with the knowledge of the management and, absent unusual circumstances or as contemplated by the committee charters, only at the request of management.

IV. BOARD COMMITTEES

The Board will have at all times an Audit Committee, a Compensation Committee and a Nominating and Corporate Governance Committee. The members of these committees will comply with any requirements of the NYSE American that may be put into effect from time to time.

Committee members will be appointed by the Board upon recommendation of the Nominating and Corporate Governance Committee with consideration of the desires of individual directors, the requirements of applicable law and the requirements of the NYSE American. It is the sense of the Board that consideration should be given to rotating committee members periodically, but the Board does not feel that rotation should be mandated as a policy. Each committee will have its own charter. The charters will set forth the purposes, goals and responsibilities of the committees as well as qualifications for committee membership, procedures for committee member appointment and removal, committee structure and operations and committee reporting to the Board. The charters will also provide that each committee will annually evaluate its own performance.

The chairman of each committee, in consultation with the committee members, will determine the frequency and length of the committee meetings consistent with any requirements set forth in the committee's charter. The chairman of each committee, in consultation with the appropriate members of the committee and management, will develop the committee's agenda. At the beginning of the year each committee will establish a schedule of the principal agenda subjects to be discussed during the year (to the degree these can be foreseen). The schedule for each committee will be furnished to all directors.

The Board may, from time to time, establish or maintain additional committees as necessary or appropriate.

V. DIRECTOR ACCESS TO OFFICERS

Directors have full and free access to officers of the Company and, as necessary and appropriate, to the Company's independent advisors. Any meetings or contacts that a director wishes to initiate may be arranged through the CEO or the Secretary of the Company or directly by the director. The directors will use their judgment to ensure that any such contact is not disruptive to the business operations of the Company and will, to the extent not inappropriate, copy the CEO on any written communications between a director and an officer of the Company, or advise the CEO of any such oral communications. The directors shall also have access to other employees of the Company upon request to the Company's CEO or Secretary. The Board welcomes regular attendance at each Board meeting of the Company's senior officers. If the CEO wishes to have additional Company personnel attend on a regular basis, this suggestion should be brought to the Board for approval.

VI. DIRECTOR COMPENSATION

The form and amount of director compensation will be determined by the Board based on a recommendation of the Compensation Committee in accordance with the policies and principles

set forth in its charter. The Compensation Committee will conduct an annual review of director compensation. The Compensation Committee will consider that directors' independence may be jeopardized if director compensation and perquisites exceed customary levels, if the Company makes substantial charitable contributions to organizations with which a director is affiliated, or if the Company enters into consulting contracts with (or provides other indirect forms of compensation to) a director or an organization with which the director is affiliated.

VII. LEAD DIRECTOR

To strengthen the role of the Company's independent directors and encourage independent Board leadership, the independent directors of the Board, upon the recommendation of the Nominating and Corporate Governance Committee of the Board, may designate an independent director to serve in the position of lead independent director ("**Lead Director**"). If designated, the responsibilities of the Lead Director shall include, among others:

- serving as liaison between (i) management, including the President and Chief Executive Officer, (ii) our other independent directors and (iii) interested third parties and the Board of Directors;
- presiding at executive sessions of the independent directors;
- serving as the focal point of communication to the Board regarding management plans and initiatives;
- ensuring that the role between Board oversight and management operations is respected;
- providing the medium for informal dialogue with and between independent directors, allowing for free and open communication within that group; and
- serving as the communication conduit for third parties who wish to communicate with the Board.

VIII. DIRECTOR ORIENTATION AND CONTINUING EDUCATION

All new directors must participate in an Orientation Program (the "**Orientation Program**"), which should be conducted within two months of the annual meeting at which new directors are elected. The Orientation Program should include presentations by senior management to familiarize new directors with the Company's strategic plans, significant financial, accounting and risk management issues, compliance programs, these Corporate Governance Guidelines, the Code of Business Conduct and Ethics, other policies of the Company, principal officers and internal and independent auditors. In addition, the Orientation Program is expected to include visits to the Company's executive offices. All other directors are also invited to attend or otherwise participate in the Orientation Program.

IX. MANAGEMENT EVALUATION

The Board will conduct an annual review of the performance of the executive officers of the Company in order to ensure that they are providing the best service and leadership for the Company in the long- and short-term.

X. SUCCESSION PLANNING

The Company understands the importance of succession planning. Therefore, the Board, along with the Nominating and Corporate Governance Committee and CEO, shall analyze the current management, identify possible successors to senior management, and maintain a succession plan, including succession in the event of an emergency or retirement of the CEO.

XI. ANNUAL PERFORMANCE EVALUATION

The Board will conduct an annual self-evaluation to determine whether it and its committees are functioning effectively. The Nominating and Corporate Governance Committee will receive comments from all directors and report annually to the Board with an assessment of the Board's performance. This will be discussed with the full Board following the end of each fiscal year. The assessment will focus on the Board's contribution to the Company and specifically focus on areas in which the Board or management believes that the Board can improve.

Each committee of the Board will conduct a self-evaluation at least annually and report the results to the Board, acting through the Nominating and Corporate Governance Committee. Each committee's evaluation must compare the performance of the committee with the requirements of its written charter. Notwithstanding anything to the contrary in this Section XI, the Company may choose to forgo an annual evaluation of the Nominating and Corporate Governance Committee and the Compensation Committee pursuant to the exemption provided to "controlled companies" under the rules of the NYSE American for so long as the Company remains a controlled company.