



Air Fleet Management Limited

Airline Solutions

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Introduction



Air Fleet Management is a private European company providing aviation advisory, project management, operations and technical consultancy services around the globe.

Integrity and confidentiality is key to our business strategy – an experienced team of specialists totally committed to standards of excellence and with the skills to be effective in today's marketplace.

The founding members comprise a group of industry professionals with a history of successfully managing all aspects of complex multi-faceted airline and aviation businesses.

A diverse range of projects have been completed in more than 50 countries across all continents, team-members having been engaged by major and regional airlines, airports, banks, lessors, government agencies, multi-national corporates and others.

Offering total capability. Meet the team...

Gary J Palin

President & CEO

Gary has some 30 years experience of the global airline industry, including in the UK with Air 2000 and its successor First Choice Airways where he was responsible for fleet acquisitions and aircraft/engine leasing, also leading the airline's negotiating team for the new Boeing 787 Dreamliner as launch customer. Former CEO of regional airlines in the Caribbean, including their respective aircraft maintenance and airport handling units, he has also held key positions in VIP and corporate aviation where he has established and managed private and fleet operators and overseen multiple aircraft transactions.

Consulting projects include agencies of the EU and World Bank, major corporates British Aerospace and Shell, leading global management firms, airlines, OEMs, MROs and airports.



Advisory



A wealth of knowledge and experience gained in all areas of airline and aviation management, with each of our Senior Advisers typically having in excess of 25 years international management experience.

Skills cover every aspect of airline strategic planning, licensing, network planning, aircraft performance and route analysis, aircraft acquisitions and leasing, flight and ground operations, engineering & maintenance, sales & marketing, finance, accounting, fares & tariffs, revenue management, purchasing, training, security and safety management.

Other members of our team have enjoyed careers in national and international aviation regulation and oversight, air transport infrastructure and airport planning, air cargo, VIP and corporate aviation, helicopter and float-plane operations. Internal resources are supported by a network of close associates called on to undertake particular aspects of projects where their specialities are of direct benefit.

John T Prince

Vice-President & Senior Adviser (Airline Finance & Administration)

John has enjoyed a career of over 35 years in the banking and aviation industries. A former Head of Commercial Lending with a leading City of London corporate financier, John has also served as Vice President Corporate Affairs & CFO at Air Jamaica and Financial Director at Air Seychelles.

Consulting projects include Air UK (now KLM UK), Avianca (Colombia), British Airways, Emirates Air Services, Georgian Airlines, Kuwait Airways, Lotus Air (Egypt), Jet Airways (India), Nigeria Airways, Red Sea Air (Eritrea), TACA (El Salvador) and also on behalf of British Airways Speedwing at Caribbean Express (Barbados), LIAT (Antigua), Travelport and others.



Project Management



Passenger or cargo, global carrier or island-hopping commuter. Start-ups, turnarounds, privatisation, mergers and acquisitions. The introduction of just about every conceivable aircraft type in every corner of the globe.

- Interim & Term Management Solutions
- Turn-key Project Management
- Corporate Turnarounds
- Merger & Acquisition Support
- Restructuring & Change Management
- Management Audits
- Proof of Concept
- Feasibility Studies
- Business Plans
- Strategic Planning
- Financial Modelling
- Economic & 'Show Cause' Approvals
- Operating Cost Benchmarking
- Maintenance Cost Benchmarking
- Manuals & Procedures
- Traffic Documentation
- Network Planning
- Route Analysis
- Traffic Forecasting
- Route Licensing
- Investigations
- Tenders
- Customer & Supplier Interface
- Fleet Reviews
- Aircraft Value Appraisals
- Sale & Leasebacks
- Aviation Asset Management

Colin Bailey

Vice-President & Senior Adviser

A former Chairman of the Baltic Air Charter Association (BACA) at London's historic and highly regarded Baltic Exchange, Colin has been a leading figure in international aviation for over 30 years.

Since 1986, Colin has owned and managed Charter Brokers International, a respected air brokerage house, and, in recent years, Air Zodiac, a specialist consultancy, research and support group working closely with Air Fleet Management on numerous major projects. Colin's companies have provided aircraft operation and advisory services to the British Government, United Nations, airlines world-wide, and many 'blue chip' corporations.



Airline Commercial



Hands-on experience of all aspects of airline commercial management, encompassing scheduled and charter passenger and cargo operations. IATA and non-IATA. Major flag carrier and low-cost carrier.

- Computer Reservations Systems
- Call Centre & Web-based Reservations
- Clearing House Matters
- Code Share & Interline Agreements
- Pro-Rate Agreements
- Franchise Agreements
- Security Matters
- Contingency Planning
- Personnel Selection
- Training Services
- Code Applications
- Fares, Tariffs & Related Filings
- 'Mystery Passengers'
- Quality Enhancement Programmes
- Airport Access & Slot Negotiation
- Ground Handling Agreements
- Catering Agreements
- Fuel Contracts

Roger K Murphy

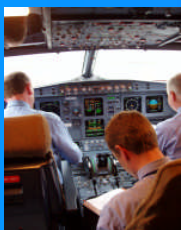
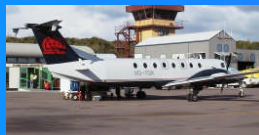
Senior Adviser (Airline Operations)

Roger has over 30 years management experience in airline ground and flight operations in Europe, the Americas and in Africa, and is a former CEO at Air Gambia and Operations Manager of UK-based airline Air Ops.

As airline Country and Station Manager, Roger has established on-line stations for carriers including British Airways, Delta Airlines, Scandinavian Airlines, Transwede Airways, US Airways and others. He has extensive experience of airline ground operations and in establishing and developing new scheduled services including all aspects of marketing, reservations, pricing, interline and related staff training.



Flight Operations



Initial licensing and management of commercial operators worldwide. Experience covers major scheduled airlines, regional airlines, corporate jet operations.

- AOC Applications
- Operations Manuals
- Procedures Development
- FAR 129 Operations Specifications
- US DOT, FAA, TSA, APIS & APHIS
(for access into the United States)
- AOC Post Holders
- Flight Operations Management
- New Type Introduction
- Operator Audits
- Operations Personnel Selection
- Operations Personnel Training
- Aircrew Selection Programmes
- Pilot Training Solutions
- Simulator Training Support
- Aircraft Acceptance Test Flights
- Worldwide Aircraft Deliveries

Captain Alan Dana

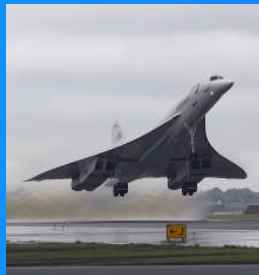
Senior Adviser (Flight Operations)

Holding current UK CAA and US FAA Airline Transport Pilots Licences, Alan is rated as Captain on Airbus A320 and Boeing 737 family aircraft and other types with over 10,000 flying hours experience.

Alan has served as Captain at GB Airways on the Airbus A320 and A321 operating under British Airways franchise throughout Europe and North Africa, and with QANTAS subsidiary JetStar in Australasia. He was previously with Debonair Airways where he flew the BAe 146 regional jet on ACMI contracts for Air France, Lufthansa and Swissair. This follows an early career, ultimately as Chief Pilot and Training Captain, flying Beech 1900s with Caribbean regional operator SkyKing.



Aircraft Engineering



Establishment and administration of maintenance organisations in compliance with CAA, EASA/JAA, FAA and other authorities, covering all aircraft types in all environments.

- Maintenance Organisation Approvals
- Maintenance Manuals & Procedures
- Maintenance Schedules
- Design Approval & STC Coordination
- Hangar Input Supervision
- Aircraft Pre-Purchase Surveys
- Aircraft Records Audits
- Factory Aircraft Acceptance
- End of Lease Inspections
- Post Holders
- Organisation Management
- New Type Introduction
- Maintenance Personnel Selection
- Manpower Plans
- Training Solutions
- Compliance Audits
- Maintenance Organisation Audits
- Aircraft Maintenance Agreements
- 'Power-By-The-Hour' Agreements
- Spares Provisioning Agreements

Allan Dollie

Senior Adviser (Aircraft Engineering)

Allan commenced his career more than 40 years ago as a BOAC (now British Airways) Engineering Apprentice. He has held senior positions in line and heavy maintenance on all fleet types, also serving as Vice-President Technical for the airline at Boeing in Seattle and ultimately Engineering Manager for the Concorde fleet.

He was later Chief Engineer at Air Malta and Northwest Airlines in the USA. Subsequently Allan was appointed Managing Director GAMCO, a major maintenance repair organisation in Abu Dhabi, where he oversaw all engineering and maintenance activity on Gulf Air's Airbus and Boeing fleets, in addition to overseeing heavy engineering on the UK Royal Air Force TriStar fleet.



Aircraft Acquisition & Trading



Well in excess of 200 acquisitions, disposals, finance and operating leases from corporate jet, through regional commuter to wide-body. Transactions managed include leading new aircraft and engine purchase negotiations for all Airbus and Boeing airliners, including Boeing's latest 787 Dreamliner, together with ATR, Bombardier and Embraer regional aircraft, corporate jets and others over more than 20 years.

- Aircraft Type Technical Evaluation
- Aircraft Type Commercial Evaluation
- Mission Performance Analysis
- Operating Cost Analysis
- Aircraft Sourcing
- Technical Survey
- Title Search Arrangements
- Purchase Contract Negotiations
- Structuring of Finance
- Negotiation of Operating Leases
- Escrow Closing
- Registration
- Insurances
- Refurbishment Contracting
- Refurbishment Management
- Modification Contracting
- Modification Management
- ACMI Leases
- Aircraft Remarketing

Michael Underwood

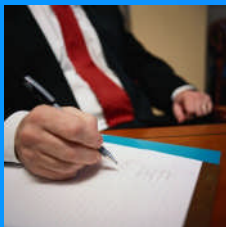
Senior Adviser (Contracts & Purchasing)

Educated in air transport engineering and business administration, Mike has been engaged in airline contracting for over 30 years, much of this at British Airways.

Mike was Commercial Manager Air Trading, responsible for the sale, lease and refurbishing of the airline's fleet, later Purchasing Manager Handling Agreements, General Manager Service Contracts, General Manager Aircraft & Maintenance Purchasing and finally Head of Risk Management.



Engagement Process



Ethical standards of integrity and confidentiality within defined Terms & Conditions of Business. One or more named senior project consultants together with a single point of contact are identified at contract inception.

Terms of Reference and deliverables agreed with clients in writing in advance of engagement along with fees and expenses, based on clients precise requirements. Surprises are eliminated.

Potential conflicts of interest identified and dealt with in advance, ensuring representation of individual clients best interests at all times.

Research conducted is impartial with recommendations based on sound and relevant experience. All activity thoroughly documented, with reporting in agreed format fully supported as appropriate.

Air Fleet Management Limited

Incorporated in England & Wales

Hever House
7 Amberley Court
Crawley, West Sussex
RH11 7XL
ENGLAND

+44 1293 517151
airlinesolutions@airfleetuk.com