



# Commercial Aviation

Flight Operations & Support  
Maintenance Oversight  
Aircraft Leasing





*At your command*

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Male Airport  
Maldives



## Introduction ...

**Air Fleet** comprises a solution-driven team of experts fully able to support your aircraft operations combining extensive experience of managing and overseeing flight operations, training, compliance and records, modifications and certification, engineering & maintenance contracts, spares pool and parts supply agreements, warranty claims, support programmes, refurbishment and modification, and tooling and equipment.

Proven experience enables us to skilfully coordinate all aspects of aviation asset management, for both in-service and stored aircraft. Team experience includes operational and maintenance responsibility for Airbus A320/321 and A330/A340 families, ATR turboprops, Boeing 737, 747, 757, 767, 777 and 787, Embraer E-Jets, CRJs, Twin Otters and Q-Series, and all principal business jets. Air Fleet, having itself managed and operated jet aircraft worldwide for a number of companies engaged in the oil and mining industries between 2006 and 2020, is no longer directly engaged as an aircraft operator and today actively supports others in the sector.

Members of the team have been actively engaged in the pre-contracting and entry-into-service of multiple aircraft models, flight operations and essential technical support worldwide, managing and overseeing all aspects of activity to ensure regulatory compliant, safe, efficient, timely and cost-effective operation.

We use considerable market knowledge to help you meet budgets. Whether it be the purchasing or leasing of aircraft, licensing matters, the development of manuals and procedures, training, the definition and supply of ground equipment or, say, procurement of a replacement landing gear unit or powerplant - whatever your needs may be. We have the genuine expertise to handle your requirements in house or quickly identify optimum sources.

Our experts have led and handled numerous detailed contract negotiations for aircraft acquisitions from each of the primary OEMs and the principal leasing companies. We have planned, contracted and supervised multiple C and D checks and the strip and repaint of many aircraft, and planned and overseen the conversion of aircraft from passenger to freighter. Team-members have also planned, budgeted and overseen comprehensive cabin reconfiguration and modernisation, recovered stored aircraft from the desert and other remote environments, and handled all aspects of re-certification from one register and jurisdiction to another.

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ATR42 regional

## Project Management ...

**Air Fleet's** key commercial, operations and technical team has combined airline management experience of well in excess of 300 years.

This is hands-on, real world experience flying passengers and cargo safely and efficiently day-in, day-out, managing budgets, managing costs, developing and testing strategies, analysing traffic, analysing yields, delivering commercial viability, service and quality.

All you need from one source to structure your aircraft operation and essential support functions to the highest standards of regulatory conformity and best practice, while ensuring that commercial considerations are fully managed throughout the process of planning and implementation.

**Air Fleet** affords the smaller operator the skills acquired and honed over many years successfully managing profitable operations and technical support in larger airlines. We have the proven capability to help you efficiently and cost-effectively keep your aircraft in the air with the leanest of management teams, giving you a much greater resource normally available only to larger operations. Reviewing your precise needs, we can assist in areas where your own team would benefit from additional capabilities brought in to complete the jigsaw. This leaves you in full control, while supporting you throughout.

Activity has involved the entry into service, management and operation of passenger and cargo aircraft worldwide, together with the evaluation, sourcing and contracting of narrow-body and wide-body aircraft, supplying ground support ramp equipment, hangar set-up and essential type-specific tooling, at the same time routinely advising on efficiencies, cost-savings and procedures development to better streamline what may be a genuinely complex and expensive infrastructure.

Our team has 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, finance, accounting, sales & marketing, distribution, 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 unique specialities and individual experience are of direct benefit.

Projects include passenger and cargo, global carrier and island-hopping commuter - start-ups, turnarounds, privatisation, mergers and acquisitions.

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Airbus A320  
flight-crew



## Flight Operations ...

**Air Fleet** is fully able to manage and conduct your aircraft operations combining extensive experience of procedures development, training, flight planning, operations, crewing, compliance, engineering & maintenance, support programmes, refurbishment and modification, and overseeing all aspects of aviation activity.

Proven experience enables us to skilfully coordinate all aspects of aviation management. Team experience includes almost all airliner and business jet models.

Experience is truly global, with members of the team having lived and operated on all continents and in all theatres of commercial aircraft operation.

The team is here to help our clients refine their operations and strengthen their business in the background, taking advantage of experience while allowing clients to focus on all key decisions.

## Manuals & Procedures ...

Operations Manuals . Safety Management Systems . Compliance Manuals . Maintenance Procedures Manuals . Minimum Equipment Lists . Maintenance Procedures . Traffic Manuals . Response Procedures . Other Procedures

Drafting and production of compliant and straight-forward manuals and procedures in conjunction with your team, for both small and large organisations, based on relevant experience of the safe operation and maintenance of multiple aircraft types in all commercial environments.

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*Airbus A320  
Major Inspection*

## Technical Support ...

Aircraft Pre-Purchase Surveys . Aircraft Records Audits . Factory Aircraft Acceptance . End of Lease Inspections . Contractor Facility Audits . Major Modifications . Conversions . Shop Visits . Workslope Development . Budgeting . Contracting . Base & Line Maintenance Oversight

All you need from one source to help structure your technical support to the highest standards of regulatory conformity and best practice, while **Air Fleet** also ensures that commercial considerations are fully managed throughout the process of planning and implementation.

We have the proven capability to help you efficiently and cost-effectively keep your aircraft in the air with the leanest of management teams, giving you a much greater resource normally available only to larger operations. We also use considerable market knowledge to help you meet budgets.

The team has been responsible for the engineering, maintenance and support of large fleets of modern narrow-body and wide-body airline aircraft in global operation. This has included the competitive evaluation, scoring and weighting of potential contractors, detailed contract negotiations, and oversight of aircraft recovery, re-certification, heavy checks, avionics upgrade, re-configuration, passenger-to-cargo conversion, VIP conversion, re-painting, spares handling, warranty reclaims, workforce training and routine line maintenance functions.

Our clients benefit from extensive relevant team experience enabling multi-million-dollar savings throughout the process of supporting aircraft in day-to-day service from cradle to grave, closely scrutinising and overseeing all service providers to ensure mutually fair yet value-for-money solutions are paramount without sacrificing safety or quality at any juncture.

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Airbus A320-200



## ACMI Leasing ...

Short, Medium and Long-term Leases . All-Inclusive Fixed Hourly Rates . Airbus A320 and Boeing 737NG Narrowbodies . Airbus A330 and Boeing 777 Widebodies . Regional Aircraft Types . Experienced Flight Crew . Experienced Cabin Crew . Experienced Engineers . Engineering & Maintenance . Efficient Spares Support . Fleet Insurance . Cabin Trainers

Simplifying start-up or the proving and development of new routes, or simply covering for scheduled or unscheduled maintenance events, we have the capability to provide a fleet of modern aircraft worldwide.

Aircraft delivered in your colours, meeting your precise needs.

## Airline Start-Up ...

Business Plans . Route Studies . Financial Plans . Fleet Plans . Manpower Plans . Fares & Tariffs . Distribution . Airport Access  
Aircraft Sourcing . Commercial Agreements . Licensing Applications . Interim Management . Procedures . Training

A team of experienced professionals is available to support start-ups, including ground operations and airport staff, dispatchers, flight operations and maintenance personnel.

The business case is modelled, budgets and KPIs closely monitored throughout, to provide effective management information on which to make critical decisions.

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*Embraer E-Jet*

## Manpower...

Personnel Selection . Manpower Plans . Policies & Procedures . Contract Crew Solutions . Pilot Simulator Assessment & Selection  
Cabin Crew Assessment & Selection

The founding principle of any flight operation is safety, operating one or more aircraft in a manner that uses a combination of training, skills, experience, maturity, best practice and common standards in an environment of willingness to benefit from continual learning, an exchange of views and ideas, and the past experience of others.

The most important asset of any business is its people. In a customer-facing, service-oriented business that must deliver constant standards both safely and efficiently, the right people and attitudes are critical to success. Helping our clients deliver safe, efficient service to their own customers, we work with clients to ensure that the right people are on board.

## Training ...

Pilot Training & Development . Engineer Training & Development . Cabin Crew Training & Development . Ground Staff Training  
Safety Management Training

Continuous skills and service training is key to the aviation industry's ability to deliver on its promises. Staff training is key to the performance of any business. Our ethos is to ensure safety, quality and high standards of performance.

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*Boeing 737  
re-paint*



## Aircraft Modification ...

Workscope Definition . Contract Negotiation . Budgeting . Pre-Planning. On-site Project Management . Cost Control . Design Authority Liaison . Supplemental Type Certificates . Approved Drawings . Regulatory Authority Liaison . Vendor Relationship & Pre-Qualification . Quality Assurance . Aircraft Repainting . Avionics Upgrades . LOPA Changes . Interior Refurbishment . Seat Installations . IFE Specification & Upgrade . Major Check Supervision . Cargo Conversion . VIP/Corporate Conversion

Our technical team has many years of collective experience planning and coordinating major aircraft modifications, including complex upgrades, certification and installation of new interiors, passenger/cargo conversions and VIP conversions

## Aircraft Painting ...

Livery Design . Technical Drawings & Certification Matters . Strip & Repaint . Corrosion Analysis & Repair . Quality Oversight Aircraft Acceptance

Aircraft undergo numerous repaints during their lives, very often adding unnecessary weight and potentially hiding corrosion. The **Air Fleet** team has contracted and overseen many repaints with many industry contractors across the globe, with a critical eye on quality and cost-effectiveness.

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GE90 Powerplant

## Purchasing & Contracts ...

Competitive Evaluation . Competitive Tenders . Aircraft Purchase Contracts . Structuring of Finance . Escrow Closing Maintenance Agreements . PBTH Agreements . Spares Support Pool Agreements . Ground Handling Agreements . Catering Agreements . Fuel Contracts . Refurbishment Contracts . Modification Contracts . Conversions . Operating Leases . Sale & Leaseback . ACMI Leases

New Aircraft OEM Proposal Evaluation . Pricing Negotiation . Aircraft & Powerplant Contracting . Warranties . Contractual Guarantees . Finance Documentation . Counsel Liaison . Lessor Liaison . Customer Specification . Avionics Options . Cabin Design & Layout . Interior and BFE Options . New Completion Management . Acceptance and Delivery . Entry Into Service . Support & Spares Purchasing / Pooling

Integrity and confidentiality are key to our business strategy, providing an experienced team of professionals totally committed to standards of excellence and with the skills to be effective in today's marketplace.

## Entry-into-Service ...

Pre-Delivery Training . Pre-Delivery Contracting . Spares Inventories . Special Tooling Requirements . Out-Station Arrangements Manuals & Procedures . Warranty Management . Spares Pooling

Entry-into-service of a new type or model, or any type and model in a start-up environment, is fraught with pitfalls if not fully planned and prepared. The Team has been there before, having introduced numerous aircraft types and models in complex operations and difficult environments with multiple variables to consider and plan for.

Expertise and deep understanding of these issues from a practical standpoint is invaluable for a new operator.

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## Airport Operations



## Airport Operations ...

Definition of Passenger Facilities . Passenger Check-in Procedures . Baggage & Cargo Handling Procedures . Technical Handling Procedures . Catering & Cleaning Services Procedures . Customer Service Training . Station Representation Training . Security Matters . Contingency Planning . Staff Training & Development

Assisting start-up airlines in developing efficient and consistent passenger and cargo processing capabilities, enabling new operators quickly achieve self-reliance and sustainability, through support, training and continuous development.

## Airline Commercial ...

Route Start-Up Oversight . Traffic Documentation . Quality Programmes . Online & Offline Sales Support . Network Planning Traffic Forecasting . Product Specification . Distribution . Alliances . Fares & Tariffs . Ancillary Sales Programmes . Cargo Rates Route Licensing . Airport Access . Slot Negotiation . Computer Reservations . Clearing House Matters . Code Shares . Interline Agreements . Pro-Rate Agreements . Franchise Agreements

The airline business is not for the faint-hearted and our experts are at hand to assist your teams through the intricacies of start-up and development, supporting in-house managers as required with additional skillsets at critical times.

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*Boeing 767-300*

## Fleet Planning & Restructuring ...

Aircraft Type Technical Evaluation . Aircraft Type Commercial Evaluation . Mission Performance Analysis . Operating Cost Analysis . Operating Cost Benchmarking . Maintenance Cost Benchmarking . Aircraft Sourcing . Aircraft Value Appraisals . Finance & Lease Negotiation . Sale & Leasebacks . Technical Survey . Lessor Mediation . Lease Extensions . Conversions . Early Returns . Rescheduling Deliveries

Airline fleets evolve over time while business models and objectives frequently must change with markets. We assist review, providing specialist assistance to airlines and other fleet operators working with management in defining optimum fleet composition, while skilfully renegotiating leases, early returns, options, sale and leasebacks, also rescheduling and refinancing deliveries on new aircraft and/or restructuring orders and model mixes.

We are well-placed to handle client's aircraft disposal and remarketing programmes, with a skilled and experienced team of professionals supported by comprehensive market knowledge and global presence. We oversee aircraft disposals as owner's agent, responsible for valuing, preparing, marketing, filtering enquiries and arranging inspections.

For stored aircraft, priorities are discreet asset protection, arranging interim secure parking, management of care and maintenance, ensuring efficient records retrieval and storage, and supporting records audits. We can also assist buyers source maintenance, upgrade, refurbishment, conversion, training and finance solutions to smooth transaction process.



*Airbus A330-300*



## Aircraft Leasing ...

Aircraft Sourcing . Operating Lease Negotiation . Competitive Aircraft Evaluation . Maintenance Reserves . Sale & Leasebacks  
Lessor Renegotiation . Reconfiguration . Modification & Structural Repairs . Entry-into-Service . Lease Returns . Early Lease  
Terminations . Lease Extensions

Around half of the world airliner aircraft fleet is leased from Operating Lessors under negotiated term leases. Our knowledge and experience of multiple leases, and leading negotiations with almost all principal lessors at all stages of the lease, enables our clients to benefit greatly.

We keep track of primary types and models, enabling us to help source candidate aircraft worldwide, with members of our team having led projects to survey target aircraft, manage major engineering projects and heavy C checks, change certification from FAA to EASA and vice versa, totally refurbish cabins including configuration, seat types, galleys, washrooms, overhead bins, inflight entertainment systems, and conversions. In fact, there is nothing that is unfamiliar to members of our team, narrow-body or wide-body, Airbus or Boeing.

Lessors and financiers have well-established sales and technical teams however inevitably have different priorities to those of the lessee customer. We are able to fully support our clients throughout the process.

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The Team has operated and supported aircraft around the Globe.

## Team ...

Opinion . Testimony . Mediation . IPO Prospectus . MBO Prospectus . Research Studies . Feasibility and Proof of Concept Studies . Business Plans . Strategic Planning . Financial Modelling . Aircraft Acquisitions & Leasing . Aircraft Acceptance & Entry into Service . Maintenance & Refurbishment Planning & Oversight . Interim & Term Management . Turn-key Project Management . Change Management . Merger & Acquisition Support . Due-Diligence . Management Audits & Investigations

The founding team members comprise a group of industry professionals with a history of managing all aspects of complex multi-faceted airline and aviation businesses. A diverse range of projects have been completed in more than fifty countries across all continents, team-members having been engaged by major and regional airlines, aircraft manufacturers, airports, banks, lessors, government agencies, multi-national corporates and others.



**Gary J Palin, Founder & Managing Director**

Over 40 years' aviation management experience. Accountable manager since early 'eighties. Managed several airline and private jet operations worldwide and overseen more than 300 aircraft transactions. Former CEO of two regional airlines. Head of Aircraft Acquisitions & Leasing, Air 2000 & First Choice Airways (TUI), leading Boeing 787/GENx acquisition and contracting team. Founding Partner, Gryphon Aviation Partners. Parallel corporate aviation experience since 1983.



**Mark R German, Associate Director & Head of Technical Services**

Over 30 years' aircraft engineering and maintenance experience. Former Head of Aircraft Management at TUI airline group, responsible for combined fleet of several constituent TUI airlines across Europe. Project manager responsible for entry-into-service of Boeing 787. Parallel corporate aviation experience since 2015. Founding Partner, Gryphon Aviation Partners. Associated with Team since 2015.



**Tunde Ajayi, Associate (West Africa)**

Over 35 years' experience in aviation sector and in the oil industry. Engaged in airline start-ups, strategic expansion and advisory services both in the private and public sectors. Parallel regional corporate aviation sector experience. Associated with Team since inception. Based Lagos.



**Capt. Nick Berryman, Flight Standards & Safety**

Over 40 years' global aviation experience. Former UK Royal Air Force fast jet instructor. Later airline captain on Airbus widebody types, Captain and instructor on Bombardier Global models. Associated with Team since inception.



**Mike Cappuccitti, Associate Director**

Over 40 years' aviation experience, commencing his career as an Air Force pilot rising to Officer Commanding Head of State VIP flight. Later Sales Director (EMEA) for Bombardier where he led a significant number of jet sales transactions for the manufacturer. Subsequently launched VIP modification of CRJ regional airliner. Founding Partner, Gryphon Aviation Partners. Associated with Team since 2008. Based Dubai.



**Enrico Foresti, Airline Strategic Planning / Network / Revenues Management**

Over 30 years' airline management experience, formerly engaged as Strategy Expert, Head of Network Agreements, Head of Revenue Management (Short-Haul & Long-Haul), Head of Business Development & Sales (Ground Handling), Software Developer, and Chief Information Officer for major scheduled carriers. MBA and MSc (Mathematics). Based Rome.



**Andrew Jones, Flight Operations Compliance**

Over 40 years' global aviation operations experience. Former airline Operations Manager and current as European EASA compliance specialist and auditor. Parallel corporate aviation experience since 2010. Associated with Team since inception.



**Sam Kneifati, Associate (MENA Region)**

Over 35 years' experience in regional and global business as director and senior manager. Corporate aviation sector experience for over 20 years. Associated with Team since inception.



**Laima Matkeviciute, Passenger Services**

Over 20 years' experience as senior VIP cabin crew, serving as airline and VVIP Head of State Flight Attendant and subsequently for high profile international private and corporate owners in various sectors. Founder, Private Jet Concierge Limited. Associated with Team since inception.



**Jack Raymond, Air Charter / Air Cargo / Airport Operations**

Over 30 years' experience in aircraft and airport operations, charter and sales, for both passenger and cargo. Former Managing Director of ground handling company at the UK's Manchester Airport. Associated with Team since inception.



**Rene Roberge, Aircraft Acceptance / Completions**

Over 35 years' experience as aircraft engineer, initially with Canadian Air Force, later as a specialist engaged in multiple corporate aircraft completions and business jet and airliner acceptance. Associated with Team since 2012. Based Montreal.



**Capt. Brian Teeder, Helicopter Operations / Flight Standards & Safety**

Over 40 years' global aviation experience as heavy transport helicopter pilot, instructor and examiner. Former Aviation Manager, Auditor and later Head of Standards, Shell Aircraft for fixed-wing and rotary operations worldwide. Associated with Team since inception.



**Capt. Ulrik Winblad-Rasmussen, Flight Standards & Safety**

Over 40 years' global aviation experience. Former Boeing 747-400 captain, British Airways, and management pilot at SAS Commuter and Maersk (Denmark). Based Lyon.



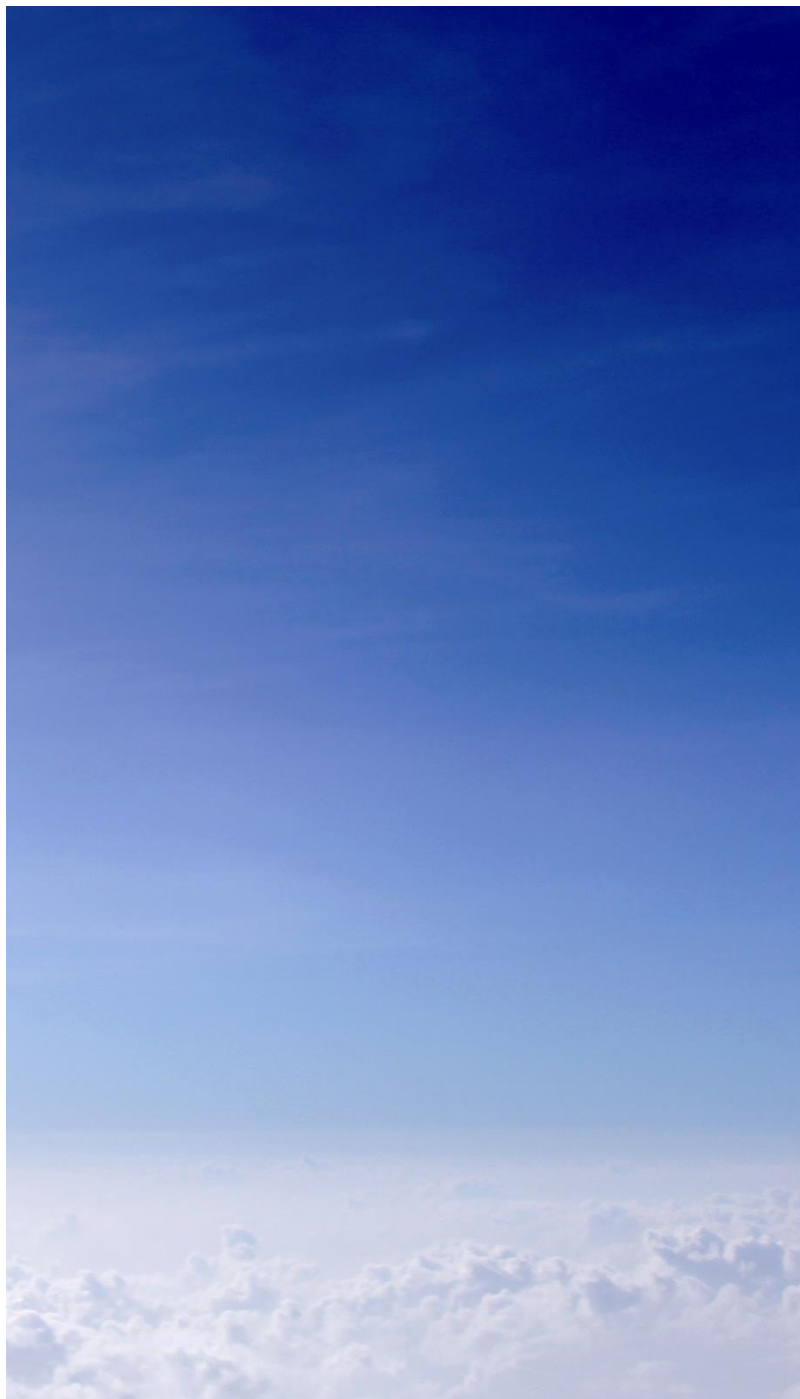
**Keith Wright, Aircraft Powerplants / Engineering Contracts**

Over 40 years' aircraft engine experience, including over 15 in overall powerplant management for large airline fleets, including Thomson Airways (TUI) where he later was also Head of Commercial Engineering Contracts. Former Rolls-Royce customer support engineer. Has held responsibility for significant fleets of CFM, GE and RR engines on-wing and off-wing. Led TUI's GENx Boeing 787 engine evaluation and its subsequent entry-into-service

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