

## **RELIANCE AEROSPACE SOLUTIONS SAS**

### **COMPANY INTRODUCTION**

If electronically downloaded this document has hyperlinks to enable the reader to skip to the required section either from the table of contents or within the text where shown.

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## **Company Overview**

Today's challenges require unique professional solutions different from those provided by traditional consultants. Reliance Aerospace Solutions (RAS) is built on solid, "hands on" aerospace management expertise acquired working with aircraft manufacturers, major suppliers, lessors and airlines from all over the world, with the proven ability to develop and implement simple, realistic and cost effective solutions.

Based in one of the world leading aerospace locations, Toulouse-Blagnac, we are at the hub of a system and network of skills vital to this industry.

RAS offers a service which consists in a mix of part consultant and part specialist service provider.

## **Optimisation through partnership**

Result oriented objectives and the state of the industry has forced companies to reduce their staff and concentrate on their core activity and as a result a growing number of non-core activities have been subcontracted. In addition some, until now considered, core activities are being sub-contracted due to lack of staff or for business efficiency reasons.

Thanks to its know-how, RAS is well placed as a partner capable of efficiently carrying out these non-core activities all over the world. Whether, it is aircraft financing, aircraft delivery, asset management or operational follow-up, technical services support, contract negotiations, feasibility studies, turnkey projects, leasing an aircraft, financing an aircraft or the hiring of skilled expertise, RAS has the solution to your problem.

## **Mission**

- To react to client's needs anywhere in the world, anytime and in the quickest and most efficient manner.
- To understand and adapt to the client's culture.
- To be flexible, responsive and professional.
- To offer high added value and expertise at low cost.
- To provide practical, cost effective, innovative and realistic solutions.

## **People**

Our team is multicultural, dynamic and Customer focused, with the desire and ability to listen and understand our Customers' needs. We offer practical, value-added solutions that fully respect each of our Customers' requirements and constraints.

The management team of 8 located in Toulouse has simultaneously managed projects in Argentina, China and Australia employing up to 23 experienced personnel.

## **Results**

Over the past seven years the company has shown a turnover growth of 500% and is well established.

## Services

The services provided by Reliance Aerospace Solutions are categorised as follows, often vertically integrated, combining the expertise in the various fields:

- **Technical Solutions & Project Management (go to subject)**

New aircraft - this includes establishing the configuration of new aircraft for owners or operators; associated project budgeting; management of any production line changes including where applicable the incorporation of buyer furnished equipment; production assembly inspection and subsequent technical and commercial acceptance of the aircraft delivery on behalf of the owner or operator.

Used aircraft - this includes aircraft assessment; lease or ownership transition project planning and budgeting; sourcing of products and services to support the transition project and; managing the subsequent aircraft maintenance, modification and repair work on behalf of owners or operators as well as obtain necessary certification paperwork.

- **Technical/Financial Solutions (go to subject)**

This can range from a feasibility study and value analysis of aircraft modification work, such as a cabin refurbishment, to assisting an airline to obtain investor financing for corporate requirements such as aircraft or related asset purchases. In addition to procuring financial support RAS can continue to manage the obligations of the airline under its operating lease or finance lease arrangements.

- **Contractual and Financial Solutions (go to subject)**

Assessing and performing the risk study of a transaction for investors, including but not limited to aircraft valuation, contracts review, maintenance reserves calculations, future risk analysis and marketability. Performing asset and lease management services on a fleet of aircraft which includes the full administration of the technical and commercial covenants described in the respective lease agreement on behalf of the owner as well as routine airline audits and aircraft inspections.

- **Organisational Audits & Solutions (go to subject)**

Audits of airlines and related aviation organisations: this service ranges from reviewing and analysing the efficiency of a single business unit within an organisation to full “top – down” organisation audits either as part of an asset and lease management programme or uniquely as part of consultancy services advising on the restructure of an organisation.

- **Organisational/Operational Solutions (go to subject)**

Ranging from performing feasibility studies for start-up airlines to performing the function of a Chief Executive for an established airline in order to implement companywide change programme and effect a turnaround. Providing personnel to assist, either on a short term basis or a long term basis, the operation of the airline.

- **Sourcing – Negotiation Support (go to subject)**

This includes sourcing new or used aircraft and associated products and services; supporting the negotiation of purchase agreements for aircraft and associated products and services and; organising the purchase or sale of used aircraft (including airline sale and leaseback transactions.)

- **Marketing & Strategic Solutions (go to subject)**

From supporting the development of a business marketing strategy to sourcing airline customers to purchase or lease aircraft, including letter of intent negotiation. Production of reports and data to support an owner's internal approval of the transaction, full support of lease agreement documentation development (working with owner appointed council) and post delivery customer interface. Performing all the necessary paperwork and actions necessary for preparing and marketing the aircraft for future lessees or purchasers.

### Customers

The 83 customers of Reliance Aerospace Solutions include small and major airlines, potential new starter airlines, lessors, banks, investors, service providers, MROs and international organisation world-wide located in 31 countries. You may read a few Customer Testimonials at the end of this document.

### Areas of Operation

Reliance has performed work in 47 countries across the world [see areas](#) or [map](#).

The above is indicative of the types of services which Reliance Aerospace Solutions is able to offer and we are confident that we deliver the appropriate and most cost effective solution to our customers.

We trust that the above provides you with a reasonable introduction to Reliance Aerospace Solutions and how Reliance Aerospace Solutions may be able to assist you in the future.

For further information, we invite you to visit our web site [www.relaer.aero](http://www.relaer.aero) or contact us directly;

We look forward to serving you in the near future,

A handwritten signature in black ink, appearing to read 'Mohamed'.

Dr Mohamed El-Borai

President

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## Services Overview

Following will provide details on the various activities described above.

### 1.0 Technical Solutions & Project Management

#### 1.1 Pre-purchase/Pre-Lease Audits

Over 240 performed at the following airlines:

Air China, Air India, Air France, Air Madagascar, Air Seychelles, Azerbaijan Airlines, British Airways, British Mediterranean, bmi, Cathay Pacific, China Eastern Airlines, China Southern, China Airlines, Emirates, Etihad Airways, Europe Air Post, flyBe, Freebird, Jet Airways, Kuzu Cargo, LTU, Luxair, Malaysian Airlines, Martinair Holland, My Travel, MNG, Pegasus, Royal Jordanian, Silkair, Sky Airlines, SN Brussels, South African Airways, TAM, TAP, Thomas Cook UK, Thomas Cook Belgium, Virgin Atlantic.

For the following aircraft types:

- **Airbus:** A300B4F, A319, A320, A320VIP, A310-300, A330-200, A330-300, A340-200, A340-300
- **ATR;** ATR 42-300, ATR42-500, ATR-72
- **Boeing:** 737-300, 737-400, 737-800, 747-400, 757-200, 767-200EM, 767-300ER, 777-200
- **Douglas:** MD-11F, MD80
- **Embraer:** ERJ 145

#### 1.2 Annual Aircraft Inspection (as part of Asset Management Service)

Over 100 performed at the following airlines:

Air China, Air Comet, Air India, China Eastern, British Airways, British Mediterranean, bmi, Condor, Emirates, LTU, Malaysian Airlines, Martinair Holland, My Air, My Travel, Northwest Airlines, Royal Jordanian, Skyservice, SN Brussels, South African Airways, TAM, Virgin Atlantic.

For the following aircraft types:

- Airbus: A319, A320, A310-300, A330-200, A340-200, A340-300
- Boeing: 737-800, 757-200, 767-300ER, 777-200
- Douglas: MD-11F

### 1.3 New Aircraft Delivery

250 deliveries performed for the following clients:

- Airlines: Aegean Airlines , Aer Arann, Aer Lingus, Air Asia, Air Asia X, Air Deccan, Air Mauritius, Air One, Czech Airlines, Cyprus Airways, Etihad Airways, FedEx, Hellas Jet, Olympic Air, TACA.
- Lessors: Boullioun, SALE, Amentum Capital, Lease Corporation International
- Private: Deccan Chronicle

For the following aircraft types:

- Airbus: A300-600F, A319, A319 CJ, A320, A321, A330-200, A330-300, , A340-300E, A340-600.
- ATR: ATR-72-500
- Hawker XP (including flight test).

*In 2008:*

*61 deliveries performed averaging 1.4 deliveries per week.  
22% of Airbus Single Aisle deliveries in Toulouse performed.  
So far in 2009, 50 deliveries performed.*

### 1.4 Pre-Owned Aircraft Delivery

18 Aircraft deliveries performed.

- Airline: Air Comet, Air Deccan, Air Madagascar, Air Seychelles, TUI, Finnair, My Way, Vision Airlines, Allegiant, Silverjet
- Lessor: GATX

For the following aircraft types:

- **Airbus:** A320-200, A321-200, A320 VIP, A340-300
- **ATR:** ATR42-300, ATR42-500
- **Boeing:** B737-300, B737-400, B767-300ER, B767-200EM
- **Douglas:** MD 83

### 1.5 VIP Aircraft Configuration follow-up

3 VIP aircraft configuration follow-ups have been performed. 2 were A320 converted to executive travel and one A319CJ which was performed on behalf of Airbus.

## 1.6 Records and Documentation Inspection

- Updated, collated, reviewed and prepared all documentation necessary during the sale of A310-200 to the new owner.
- Preparation of all documentation necessary for transfer of title of 737-200, 737-300, 737-400 and DC-10.
- Review and inspection of all documentation necessary for return to owner of ATR 42-300 and ATR 42-500.
- Review and inspection of all documentation necessary on a fleet of over 30 aircraft for a due diligence process between two airlines.

## 1.7 Aircraft Certification

On behalf of owner; preparation of all documentation and paperwork necessary for aircraft certification including discussions with airworthiness authorities.

## 1.8 Cabin reconfiguration

2 A320 Cabin Reconfigurations supervised and one 767-300 complete cabin reconfiguration performed including review of LOPA and procurement of parts up to obtaining the necessary form 337 and FAA approval.

## 1.9 STC Assistance

Provision of an FAA DER service to assist Airbus in reviewing a call for tender for the GSM on board STC on Boeing 737.

### 1.10 ..... Engine Upgrade

Negotiate with OEM pricing for upgrade. Discuss contract, review work scope select supplier as well as prepare logistics and road transportation for two engines upgrade from PW 4060 to PW4062.

### 1.11 ..... Engine Table Inspection

Perform engine table inspection at induction of an engine at an MRO and review the workscope as well as the scrap costs.

**1.12 ..... Major Check  
Follow-up**

Provide supervisory staff during the performance of a major letter check in order to ensure that the work package standard and quality is in line with the customer's requirements.

**1.13 ..... Spares Audit**

Spares audit performed at Major US carrier reviewing spares holding for the fleet of Airbus and Boeing of over 400,000 items located at three bases.

Spares audit performed at Chinese Airline.

**1.14 ..... Buyer  
Furnished Equipment (BFE) Management**

Project managed BFE (Galley, Seats, IFE) at the OEM on behalf of airlines including attending every First Article Inspection (FAI).

## 2.0 Airline Technical/Financial Solutions

### 2.1 Asset Management

Following types managed.

Airbus:

- 2 x A319; 9 x A320
- 8 x A310-300
- 1 x A330-200; 3 x A330-300
- 8 x A340-200; 3 x A340-300

Boeing:

- 3 x B737-300; 1 x B737-800
- 1 x B747-400
- 2 x B767-200EM
- 3 x B767-300ER
- 1 x B777-200

Douglas:

- 1 x MD11CF

Embraer:

- 2 x ERJ 145

## Gulfstream

- G- 450

Locations: Belgium, China, Germany, Greece, Hong-Kong, India, Italy, Jordan, Madagascar, Malaysia, Netherlands, South Africa, Spain, UAE, UK

### **2.2 Aircraft Post-Storage return to service**

After two and a half years of storage Reliance was responsible for the project of returning one 767-300ER back to service within 3 months and a pre-defined budget allocation. The work included, destorage, performance of necessary bridging checks, cabin reconfiguration, provision of seats and all necessary equipment, removal of monuments, engine upgrades, flight test.

### **2.3 Aircraft Return to Owner**

On behalf of the operator return aircraft to the owner including negotiations of commitment letter items, ensuring that all documentation up to date and all necessary forms accompany the aircraft.

### **2.4 Cabin Refurbishment Feasibility and Cost Estimation**

Feasibility study performed for client in order to assess the cost of various options to 'refresh' the cabin starting from the simplest approach to a more complex and extensive cabin reconfiguration. Value analysis provided in discussions with the airline management team.

### **2.5 SB and Kit supply**

Assisted lessors in obtaining necessary Service Bulletins and kits in order to avoid delay in aircraft completion and delay of delivery to lessee.

### **2.6 Corporate Aircraft**

Assisted private client in financing of Gulfstream aircraft.

Follow-up Corporate aircraft operations and invoicing by Fixed Base Operator (FBO) on behalf of client.

## 2.7 Spares Valuation

Performed spares valuation of over 400,000 items including a sensitivity analysis.

Spares valuation performed at Chinese Airline for client wishing to purchase spares.

## 3.0 Contractual and Financial Solutions

### 3.1 Maintenance Reserves Assessment

Calculating the required amounts to be used for maintenance reserves of airframe check, engine overhaul, engine LLP, landing gear, APU on the following aircraft:

Airbus:

- A319, A320, A321, A310-300, A330-200, A330-300, A340-200, A340-300

Boeing:

- 737-300, 737-400, 737-800, 767-200, 767-300, 747-300, 747-400F

Douglas:

- MD80, MD-11

### 3.2 Maintenance Reserves Cash Flow estimation

Cash flow estimation (income vs expenditure due to technical activities) over the duration of a lease of the maintenance reserves for the following aircraft:

Airbus:

- A320, A310-300, A340-200, A340-300

Boeing:

- 767-300, 757-200, 747-400F

### 3.3 Aircraft Risk Assessment Analysis

On behalf of several financial institution performed a complete risk assessment on transactions involving widebodied long range aircraft as well as single aisle aircraft.

### **3.4 Lease Agreement Review**

Review and analysis of Lease Agreements on behalf of clients with particular emphasis on delivery conditions, return conditions, maintenance and operational provisions and maintenance reserve requirements.

### **3.5 Novation Agreement Review**

Review and analysis of Novation Agreements on behalf of clients with particular emphasis on maintenance and operational provisions including maintenance reserves and return conditions.

### **3.6 Residual Value Guarantee**

Assisted Airline in obtaining residual value guarantees at better than OEM rates.

## **4.0 Organisational Audits & Solutions**

### **4.1 Airline Organisational Review and Assessment**

On behalf of Lessor performed airline organisational reviews and follow-up to ensure that the airlines are able to induct the aircraft. After one year follow-up performed to assess how the airlines are able to cope with the new type.

Organisational Structure Audit and review of the technical department of a major Charter Operator.

### **4.2 Hangar Production Efficiency**

Review the complete aircraft production supply chain and planning of an MRO and provide recommendations on improvements.

### **4.3 Hangar Production Review**

Assist an airline with the first heavy maintenance check of an A340-200 in the planning and follow-up so as to ensure a timely completion of the first check and the remaining checks which follow.

### **4.4 Business Unit Organisational Structure – Airline.**

Assisted an airline in setting up a centralised airline unit as a strategic business unit (SBU) to control all other airlines within the group.

#### **4.5 Business Unit Organisational Structure – MRO.**

Analyse and assess the advantage of selling an MRO SBU belonging to one airline to another MRO located at the same airport whilst ensuring a competitive and long term service to the selling airline.

Feasibility Study for investors in setting up a new MRO, reviewing the potential business availability, setting up a Hangar and an EASA approved organisation.

#### **4.6 Business Unit Organisational Structure – Manufacturer.**

Assist a manufacturer in reviewing the supply chain management of his business unit in order to be able to deliver parts in a timely manner to his client's aircraft.

#### **4.7 Airline Start-Up**

Advice and feasibility study made for investors on setting up an airline in Australia (No Frills Airline), UK (Business only Airline), Egypt (Leisure Airline) and Egypt (Charter Airline).

Performed due diligence process for Cargo Airline purchase in Turkey.

#### **4.8 Civil Aviation Assistance**

Advice and assistance to the EU-Indian DGCA Academy implementation.

#### **4.9 RFP Audit**

Audited the due diligence process for an airline that signed a contract with a service provider for the full technical support of its fleet of 34 aircraft.

#### **4.10 Airline CEO Advisory**

Review problems with reliability by various OEM, analyse results and assist Flag Carrier and OEM to understand the drop in aircraft reliability and on-time performance and propose improvements including organisational changes.

#### **4.11 OEM CEO Advisory**

Review organisation and adapt it to the new business objectives providing recommendations.

#### **4.12 Training Quality Initiative - IATA Technical Quality Management**

Project Manager for Certification Standards for Training Providers of the IATA Training Quality Initiative (ITQI).

#### **4.13 Audit wet lease fleet**

Audit of wet lease fleet of 737-400, 737-800, A320 and A321 for Haj Operation including all documentation, crew qualifications, maintenance qualifications etc....

### **5.0 Organisational/Operational Solutions**

#### **5.1 Airline Management**

- Full control and management of a loss making charter airline. Further to restructuring and reduction of costs the airline was turned around becoming profitable in 12 months.
- In charge of synergies and costs reductions across 4 airlines belonging to the same group in the catering, in-flight services, operations and ground services areas.
- Assist flag carrier in resolving issues with OEM and developing a strategy.

#### **5.2 Pilot Resource Management**

Provide an airline with clear Terms and Conditions for pilot recruitment to ensure that the airline is competitive in the market place and vis-à-vis agencies. Aircraft covered, A340, 737NG and ATR.

#### **5.3 Executive Research**

An airline located in Australasia requested Reliance to find suitable candidates for their engineering management team. Initial interviews, selections/rejections performed by Reliance with the short list of candidates and recommendations provided.

#### **5.4 Airline Operational Audit**

Assisted an airline in analysing its operations department including the review of processes and skills sets. Subsequent recommendations made for developing the organisation and for achieving improvements in aircraft performance monitoring and data analysis.

#### **5.5 Training Pilots Services**

Provision of 3 A320 TREs for 12 months to assist an airline's training programme.

#### **5.6 Airline Entry into Service assistance**

- Assistance to a client by providing 6 line mechanics during the induction of the first A320 into the fleet.
- Providing Airbus with qualified A320 advisors to assist Chinese airlines during the entry into service phase.
- Exclusive Airbus provider for 2006 to assist Chinese airlines on all Airbus aircraft types.
- Providing client 4 A320 line mechanics and 4 737-300/400 Line mechanics during induction of A320 into the fleet.
- Providing Airbus with qualified A320 advisors to assist Libyan operator during the entry into service phase.
- Providing Airbus with qualified A310 advisors to assist Yemeni operator.

#### **5.7 Ferry Flight Organisation**

Organise ferry flight including, flight planning, over flight permissions, ground handling, refuelling and flight crew.

### **6.0 Sourcing – Negotiation Support**

#### **6.1 RFP Support**

- Assist a Charter Airline and a Flag Carrier in writing up a request for proposal, call for tender and final selection for on site support of MRO.
- Assist a Flag Carrier in establishing its own MRO by issuing RFP to select suitable partner.

- Assist a Corporate client in establishing an RFP for MRO selection.

## **6.2 Purchase Agreement Review**

Review all clauses of a Purchase Agreement and provide advice to airline on all issues with particular emphasis on all Product Support issues.

Negotiate Purchase Agreement on behalf of Client for following:

- A320
- A330-200F
- Embraer 190
- Pratt & Whitney 4000 engines

## **6.3 Negotiate and Purchase**

Negotiated on behalf of a private client, with airframe and engine manufacturer, the purchase of one Gulfstream 450.

## **6.4 Aircraft Brokerage**

Providing aircraft for short or long term lease (A330-200 and A320).

Purchase and sale of A320.

## **6.5 Aircraft Financing**

Organising a Sale and Leaseback for a client by finding suitable financiers (767-300ER).

## **6.6 Lease Agreement preparation**

Production of a complete Lease Agreement for a client.

## **6.7 Total Support Agreement Arbitration**

Arbitrate between Airline and MRO on the agreement by reviewing processes and procedures as well as deliverables and contractual conditions.

## **6.9 Aircraft Suitability Analysis**

Assess suitability of aircraft selection to meet client's business plan requirements. (E 190).

### **6.8 Corporate Aircraft Selection**

Performed studies for various private customers on suitability of corporate jet for purchase

### **6.9 Corporate Aircraft Operating Agreement**

Sourcing of Fixed Base Operator as well as negotiating Aircraft Operating Agreement.

### **6.10 Corporate Aircraft Management Oversight**

Corporate Aircraft Management Oversight Service provided by acting as representative of Client with the FBO, checking operational conformity and invoices

## **7.0 Marketing & Strategic Solutions**

### **7.1 Marketing Strategy**

Feasibility study performed for the Korean Aerospace Industry Association on the market potential in Europe.

### **7.2 Representative Office**

Representative office in Toulouse for US based company in order to establish a presence in the Airbus supply chain.

### **7.3 Product Marketing**

Assist Maintenance Training Device manufacturer with the strategy towards penetrating an airline and offering advice for a call for tender.

### **7.4 Strategic Assessment**

Assisting investors in establishing a strategy for setting up an MRO in the Middle East with a view on the market opportunities.

### **7.5 Aircraft Remarketing**

Assisting clients in remarketing their aircraft as they come off lease.

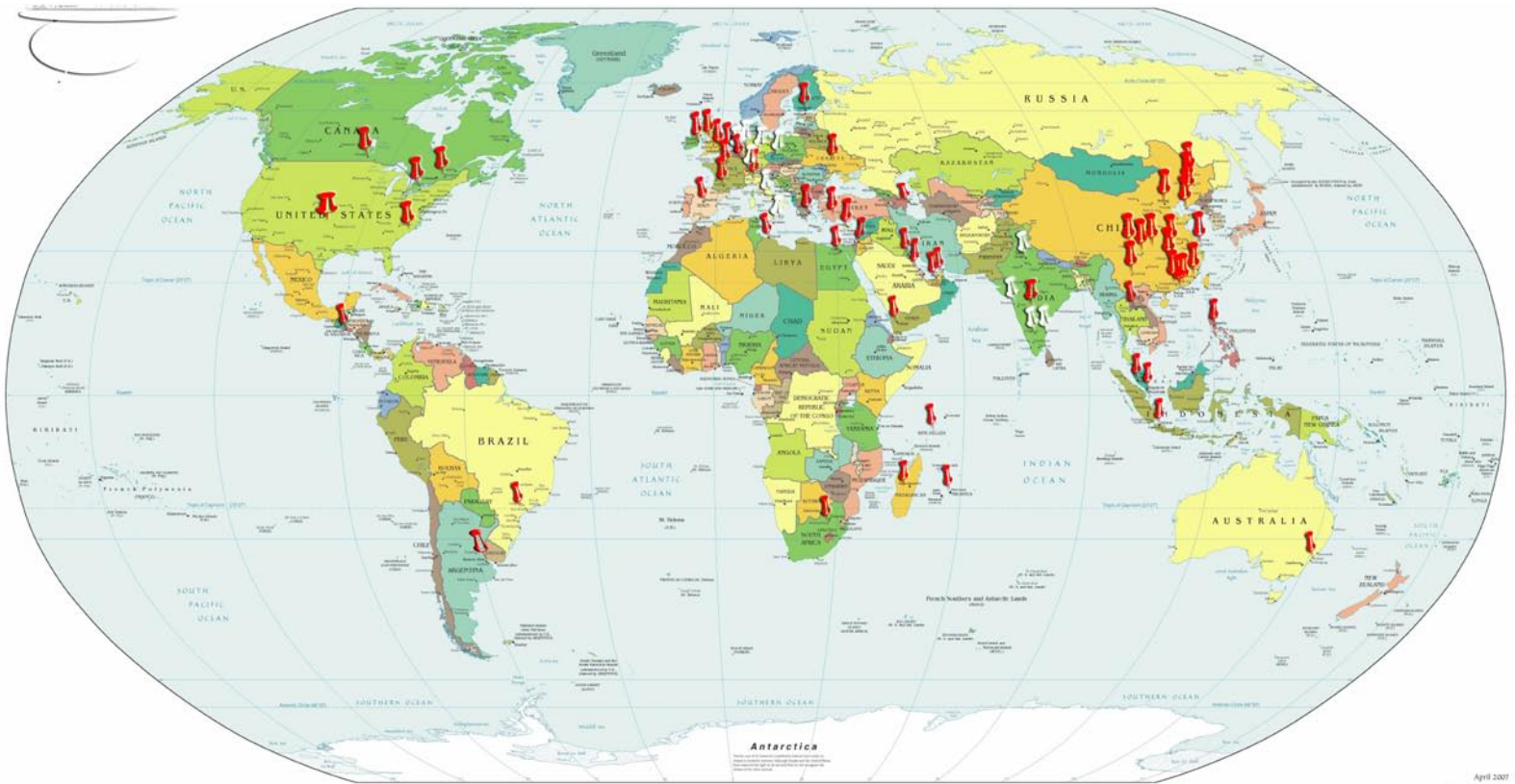
- A320
- MD 83
- 767-300ER

## 8.0 Areas of Operation

List of countries where activities have been performed

- Argentina, Australia, Austria, Azerbaijan, Abu Dhabi
- Bahrain, Belgium, Brazil
- Canada, China, Cyprus
- Dubai
- Egypt, El-Salvador
- Finland, France
- Germany, Greece
- Hong Kong
- India, Indonesia, Italy, Ireland
- Jordan
- South Korea, Kuwait
- Laos, Lebanon, Libya, Luxemburg
- Madagascar, Malaysia, Malta, Mauritius, Morocco
- Netherlands
- Philippines, Portugal
- Seychelles, Singapore, South Africa, Spain, Switzerland
- Turkey
- Ukraine, United Kingdom, USA
- Yemen

**Map**



## 9.0 Customer Testimonials

### 9.1 New Aircraft Delivery



“Aer Lingus has hired Reliance Aerospace Solutions as a service provider for new build aircraft inspections. The Reliance Team are results focused problem solvers, and will go beyond the call of duty to assist in any issues that we may encounter. Reliance provides a top class service for airline representation on the production line. Most importantly, they have a high level of integrity and professionalism.”

**Brian Walsh,  
Manager Fleet Planning, Aer Lingus.**



“Air Mauritius has contracted Reliance Aerospace Solutions in the new aircraft delivery of Airbus A330 and Airbus A340. We found Reliance to have a very good knowledge of the build process and their experience in addressing issues has been extremely useful. All Reliance staff have shown a good understanding of our needs and are very flexible and professional. The weekly reports sent allow us to keep up to date in real time of the issues and progress.”

**Jacques Gentil  
EVP Technical Services, Air Mauritius.**

## 9.2 Pre-Owned Aircraft Delivery



“Luxair used the services of Reliance Aerospace Solutions in the audit and pre-lease inspection of a 737-800. The services provided by Reliance were very professional with a wealth of experience and customer oriented. The report submitted at completion was excellent. Luxair will not hesitate to use Reliance again.”

**Horst Lenhard**  
**VP Technical Services**  
**Luxair S.A.**



In setting up the new Olympic Air (the new airline acquiring the logo/name of the Greek national carrier as part of the government privatisation process) we took delivery of both new aircraft as well as pre-owned aircraft from Lessors. Having previous positive experience with respect to services for delivery of new A320 from the Airbus production line we had no hesitation in selecting them once again. In addition we used Reliance to assist us in the audit of pre-owned aircraft in Abu Dhabi, UK, Austria and Germany. Reliance was very reactive to our needs and the personnel are professional, experienced and reliable with an ability to communicate salient points as well as take good decisions on behalf of their client.

**Thanos Pascalis**  
**Chief Operating Officer**  
**Olympic Airways**

### 9.3 Asset Management



“Reliance Aerospace Solutions has been managing our portfolio of Aircraft ranging from A320s to A340-300s for the past 5 years. Their follow-up of the asset, lessee relationship management and advice on all the aspects of asset management has been invaluable and shows a vast experience. Reliance were instrumental in repossessing an aircraft and negotiating the induction of the same aircraft at Safi Airways in Afghanistan in record time. They show a high work ethic and look after the interests of both the lessor and his lessees. ”

**Neil Woolvine**  
**Chief Marketing Officer**  
**GMT Global Republic Aviation**



“As a Lessee of an A340, Safi Air worked with Reliance Aerospace Solutions in their role of advisors to the Lessor. Reliance were instrumental in finding pragmatic solutions to a complex delivery question and challenging timeline.”

**Tom De Geytere**  
**CFO Safi Airways Afghanistan**

## 9.4 Airline Organisational Review and Assessment



TUIfly is constantly seeking for means of cost, quality and reliability improvements. Sometimes you need an external partner to discuss pros and cons and to confirm that you are still on track. Therefore we hired the services of Reliance Aerospace Solutions to perform 2 projects. The first project consisted of reviewing the organisational structure of the Technical Division and the second consisted on the optimisation of the structure. The projects were accomplished in a professional and timely manner and indicated a good knowledge and understanding of the operation of a technical division in an airline. The reports and presentations were well prepared and easy to understand. At the end it gave us a profound idea on how to continue with the Technical Division at TUIfly. Thanks a lot for all the good discussions we had.

**Claus-Peter Suelflow**  
**Director Technical Services**  
**TUIfly**

## 9.5 Airline CEO Advisory



"He (Mohamed El-Borai) assisted Air Mauritius in negotiating a Maintenance Contract (with an MRO) which saved the company 600,000 dollars."

**Nirvan Veerasamy, former CEO of Air Mauritius as reported in l'Express Mauritius**  
**4th February 2009**

## 9.6 Aircraft Financing and Brokerage



Reliance Aerospace Solutions was instrumental in presenting to us and facilitating a new concept for a sale and leaseback transaction which we eventually performed. Their approach was innovative and beneficial to both parties. Furthermore, Reliance remarketed one aircraft on our behalf which also included the contract negotiations. The closing was done within a short time frame. Reliance has always shown themselves to be professionals in all their dealings with us. We would not hesitate in using them again.

**Dr. Ulrich Steinhardt**  
**VP Aircraft Services and Accounting**  
**Condor Flugdienst GmbH**