

CAPA INDIA
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2003 - 2013

CAPA
INDIA

CAPA Aircraft Advisory



India's first professional
end-to-end aircraft acquisition,
sales and valuation service

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CAPA Aircraft Advisory is a unique end-to-end solution designed to de-mystify the process of owning, acquiring or selling an aircraft, be it a business jet, a turboprop or a helicopter. Our strength lies in delivering a customised solution for clients with complete transparency and professionalism.



The service has been designed keeping in mind that most operators of private aircraft are not from the aviation industry. They may be a large industrial conglomerate that needs to ensure that senior management are able to safely, efficiently and cost effectively travel between different locations, or a luxury resort operator that seeks to offer added comfort and convenience to its premium guests. For such companies, the acquisition of an aircraft is unfamiliar territory, it lies outside their core expertise.

Processing the options available in terms of range, capacity, specifications, age, mission capabilities, support, financing and structuring can be a bewildering exercise. And the potential for selecting

an inappropriate aircraft or on unfavourable terms is high. CAPA Aircraft Advisory provides aircraft buyers and sellers with the knowledge and confidence to make the right decisions.

Our ability to combine a deep understanding of Indian aviation, detailed knowledge of aircraft operating characteristics, the world's leading database on aircraft transactions and valuations and a customised approach to understanding each client's specific requirements, means that CAPA Aircraft Advisory is unrivalled in the market in bringing together every element necessary to provide a genuine solution for our clients.

How We Assist our Clients

CAPA Aircraft Advisory provides a flexible range of modules to assist our clients, which can be tailored to your specific situation, whether buying or selling an aircraft.

Mission Requirements: Far too often companies are sold an aircraft that simply does not suit their mission requirements. CAPA starts the process by thoroughly evaluating the objectives behind the purchase with a detailed needs assessment, understanding issues such as likely route profiles, purpose of travel, duration of journeys, group size and requirements for on-board facilities.

Aircraft Identification: The mission requirements are overlaid with budgetary considerations, to determine whether new or second hand equipment is appropriate. Based on this we identify a shortlist of prospective aircraft types, together with indicative availability and pricing.

Cost Analysis: Shortlisted aircraft are assessed against criteria such as capital costs, operating performance, fuel burn and maintenance issues, to determine suitability against mission requirements and budget parameters.

Outright Ownership: The needs assessment is also important for determining whether in fact outright ownership is the best option. After understanding a client's specific requirements we may be in a position to suggest whether fractional ownership or a jet card facility may be more cost effective.

Manufacturer Liaison:

Through our network of relationships with the leading aircraft manufacturers, we can provide introductions at the right level, ensure a higher level of priority and provide guidance on negotiations. Alternatively, in the case of a second hand acquisition, we can assist with identifying available equipment through third parties.

Interiors: We can assist with specification and customisation of interior configurations to meet a variety of requirements and budgets.



Valuations: With the support of a comprehensive database of thousands of aircraft, we can provide current and historical market and base values for virtually all in-production aircraft. Transaction data available is extensive and accurate providing a strong foundation for informed decisions.

Aircraft Appraisals: Whether it is to assess a specific second hand aircraft of interest, or to value a currently owned aircraft for disposal, we can provide a range of appraisal services from desktop analysis to detailed on-site inspections, records reviews and operational audits.

Logistics & Support: Owning the aircraft is only part of the story. Ensuring that it operates with optimal efficiency and reliability means that issues such as pilot recruitment, training, maintenance and aircraft management need to be addressed. An aircraft that may appear ideal on paper is unlikely to deliver the convenience intended if pilots are unavailable or if the aircraft has to be sent offshore for maintenance. CAPA provides a holistic view of the acquisition process by identifying such issues, as well as assisting with vendor selection for ancillary services.

Regulatory & Policy: CAPA India has an unrivalled understanding of the aviation regulatory environment, both from a macro perspective of national policy and its implications for the sector, as well as approvals and licensing requirements in relation to the acquisition of business jets, which we are able to coordinate on behalf of our clients.



Transaction Advisory: We leverage our experience in aircraft transactions to provide advice on negotiations, effective structuring of transactions, and whether proposed terms and conditions are in line with global benchmarks. Our affiliations with leading law firms experienced in this field allow our clients to benefit from expert advice on legal, taxation and contract matters.

Finance: Through our extensive network of Indian and global institutions, we can provide introductions for our clients to providers of financing and re-financing for aircraft acquisitions on competitive terms.

Aircraft Sales: The above services are not limited to just the acquisition of aircraft. CAPA

is equally suited to the selling of currently owned equipment. We can assist with the identification of potential buyers - our affiliate organisations have been involved in the sale of hundreds of business jets and helicopters around the world - which we can further support with valuations, appraisals, legal and transaction services.

Global Data & Expertise

CAPA Aircraft Advisory is supported by one of the world's leading providers of independent aircraft information, valuations and data. Services include:

- **Fixed Wing / Helicopter Fleet & Transaction Data** – for thousands of aircraft ranging from turboprops to heavy business jets. Transaction data is extensive and is invaluable for strategic business planning and faster, smarter decisions;
- **Fixed Wing / Helicopter Values** – including current and historical market and base values, and future base value forecasts for virtually all in-production types;
- **Fixed Wing / Helicopter Appraisals** – including desktop valuations as well as on-site inspections and records reviews, and full operational audits for operators, owners and investors;
- **Specialist Market Commentaries** – tailored to each aircraft type – exploring values and market trends, market outlook and transaction summaries;
- **Bespoke Market Analysis & Strategic Advisory Services** – including aircraft evaluation, supply and demand forecasts, operational and investor due diligence.

Aircraft Advisory Portfolio

In addition to our market knowledge, research and data capabilities, CAPA is able to draw upon years of extensive aircraft-related consulting and business planning experience around the world, enabling us to take a much broader view of issues for the benefit of our clients. Examples of international projects that we have worked on include:

Light jet charter operation: CAPA was engaged by a private equity fund to conduct due diligence on the business plan for a start-up jet charter operation using a new light jet aircraft type, reviewing revenue and demand, aircraft operations, regulatory issues, base selection, availability of infrastructure and validity of costs.

Business jet acquisition: Two leading Indian business houses appointed CAPA to advise on the proposed acquisition of pre-owned business jets, which led to the identification of suitable aircraft types and a global search of available pre-owned equipment.

South Asian flag carrier: CAPA advised the Aircraft Acquisition Committee of a national airline in relation to its fleet modernisation plans. The study involved a recommendation based on a detailed review of the aircraft manufacturers' proposals.

Australian aircraft manufacturer:

We prepared a marketing plan for a light aircraft manufacturer targeting the pilot training segment across the Asia Pacific region.

Indian industrial conglomerate:

We were engaged to evaluate opportunities in the business aviation sector in India, addressing demand, competition, infrastructure and regulatory issues.

Middle East government:

We developed a business plan for the development of general aviation in the country, including a masterplan for a dedicated airport for this activity.



About Us



CAPA India is the leading aviation consulting, research and knowledge practice in South Asia. It is part of the Sydney-headquartered CAPA – Centre for Aviation Group, the globally recognised strategic aviation analysis and intelligence house, established for more than 20 years. CAPA has offices in Sydney, Singapore, Hong Kong, Tokyo, New Delhi, Manchester, Washington and San Francisco. Our range of activities includes:

Consulting & Advisory: Combining local knowledge and global experience gained through over 600 international projects, our India practice offers a comprehensive range of advisory services for airlines, airports, investors, suppliers and governments. Clients from across India and around the world have turned to us for sound advice delivered by our team of dedicated consultants, analysts and economists. We offer expertise spanning areas as diverse as airline restructuring, business planning, investment analysis, airport privatisation, airport retail, traffic forecasting and travel distribution.

Research & Intelligence: Recognised as the leader in the region, the Centre has published almost 10,000 industry reports for the global aviation community, encompassing strategic analysis and data services. Most of the leading aviation companies in the world rely on CAPA intelligence and research to support their business strategies.

CAPA maintains a dedicated India-based research desk conducting quantitative and qualitative studies. This highly skilled team brings together a group of specialists in a variety of areas covering not only aviation but also related macro issues such as economics, demographics, consumer trends, regulatory developments and technology.

Comprehensive Portfolio of Services: Additional services include:

- **CAPA Ventures**, our capital advisory division;
- **CAPA Services**, providing dedicated outsourced research capabilities;
- **CAPA AeroPark**, providing world class education and training;
- **CAPA Analytics**, high-performance outsourced data analytics and data mining;
- **CAPA-VIC Aerospace City**, high-tech aviation research and manufacturing park.

Our Clients:

CAPA has a client list of more than 500 of the most recognised names in global aviation, including:

- ABN Amro
- AerCap
- Aeroports de Paris
- Airbus
- Air France
- Air Mauritius
- Air New Zealand
- Alitalia
- All Nippon Airways
- American Express
- Aon Global
- Asian Development Bank
- AWAS
- Boeing
- BOC Aviation
- BNP
- Bombardier
- British Airports Authority
- Canadian Trade Commission
- Cathay Pacific
- CIT Aerospace
- CitiGroup
- Civil Aviation Authority Singapore
- DAE Capital
- Delta Airlines
- Deutsche Bank
- DVB Bank
- Embraer
- Emirates
- Fraport
- GECAS
- GMR Airports
- Goldman Sachs
- GVK Mumbai Airport
- Hindustan Construction Company
- Hong Kong Airport
- Hong Kong Aviation Capital
- HSBC
- International Aero Engines
- IBM
- ILFC
- Jet Airways
- Lufthansa Technik
- Macquarie Airports
- Morgan Stanley
- Pratt & Whitney
- Qantas
- Rolls-Royce
- Rockwell Collins
- RBS Aviation Capital
- Saudi Flying Club
- Singapore Airlines
- SR Technics
- SriLankan Airlines
- Standard Chartered Bank
- State Bank of India
- Sydney Airport
- TPG Growth
- UAE Department of Transport
- UBS
- United Airlines
- Vancouver International Airport
- Virgin Group
- Wadia Group



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