

**BEFORE THE
DEPARTMENT OF TRANSPORTATION
WASHINGTON, D.C.**

Request of)	
)	
BERMUDAIR LIMITED)	Docket OST-2023-_____
)	
for an exemption under 49 U.S.C. § 40109 and)	
a foreign air carrier permit pursuant to)	
49 U.S.C. § 41301)	
)	
)	

**APPLICATION OF BERMUDAIR LIMITED
FOR AN EXEMPTION AND FOREIGN AIR CARRIER PERMIT**

Communications with respect to this document should be sent to:

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for BERMUDAIR LIMITED

May 5, 2023

NOTE: Any person who wishes to support or oppose this application must file an answer on or before May 22, 2023, or within 15 calendar days thereof for the exemption request, and on or before May 26, 2023, or within 21 calendar days thereof for the permit request. Bermudair Limited intends to poll on this application and will advise the Department of the results.

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**APPLICATION OF BERMUDAIR LIMITED
FOR AN EXEMPTION AND FOREIGN AIR CARRIER PERMIT**

Pursuant to 49 U.S.C. §§ 40109 and 41301, 14 C.F.R. Part 211, and the United States Department of Transportation (the “Department”) rules of practice, BERMUDAIR LIMITED (“Bermudair”), a foreign air carrier of the United Kingdom Overseas Territory (“OT”) of Bermuda, hereby applies for exemption authority and a foreign air carrier permit to conduct international scheduled and charter air transportation of passengers, property and mail, as set forth herein below.

Bermudair requests authority to perform scheduled and charter foreign air transportation of persons, property, and mail from points behind the territory of the United Kingdom, including the OT of Bermuda, via the territory of the United Kingdom, including the OT of Bermuda, and intermediate points, to any point or points in the territory of the United States and beyond; and other transportation as otherwise allowed to the full extent under the Air Transport Agreement Between The Government Of The United States Of America And The Government Of The United Kingdom of Great Britain and Northern Ireland (the “UK-U.S. Open Skies Agreement”).

Bermudair intends to start operating the proposed services as soon as it is so authorized by the Government of Bermuda and the Government of the United States, and is planning to initiate a scheduled six days a week twice daily passenger service between Bermuda (BDA) and Westchester County NY (HPN), and a six days a week once daily passenger service between Bermuda (BDA) and Boston, MA (BOS), and Fort Lauderdale, FL (FLL), using Embraer E170-200 STD aircraft (marketed as E175) equipped with 30 premium seats.

In filing this application, Bermudair respectfully requests that this application be decided on the basis of written submissions pursuant to 14 C.F.R. § 302.207, and that the Department grant the requested authority by proceeding directly to a final order as set forth in 14 C.F.R. §302.210(a)(2). The application invokes the Department's August 23, 2005 Notice in Docket OST-2005-22228 (the "Streamlined Licensing Procedures Notice"). Bermudair requests that its instant application for a foreign carrier permit and an exemption be processed and acted on by the Department pursuant to the Streamlined Licensing Procedures set forth by the referenced Notice.

Bermudair requests expedited processing of this application to allow it to begin the proposed services as soon as possible. Bermudair notes that its proposed operations are entirely dedicated to the Bermuda-US market. As such, it must receive approval from both The United States Government and the Government of Bermuda in order to start up its entire operations.

The following is provided in support of this application:

1. CORPORATE INFORMATION AND GOVERNMENT OVERSIGHT

The applicant's full name is Bermudair Limited. Its principal place of business is located at 5 Reid Steet, 1st Floor, Hamilton, HM11, Bermuda; and its main base of operations is L.F. Wade International Airport (BDA).

Bermudair is a company limited by shares duly organized and registered under the Bermuda Companies Act 1981, on January 3, 2023. (14 C.F.R. §211.20(a)).

As required by 14 C.F.R. §211.20(b), the name and address of the national governmental authorities having regulatory jurisdiction over Bermudair's air transport operations are:

Bermuda Civil Aviation Authority,
Channel House, Suite 2, 12 Longfield Road, Southside,
St. Georges, Bermuda DD 03

Attention: Mr. Thomas Dunstan, Director General

2. SERVICE PROPOSAL ((14 C.F.R. §211.20(c))

Consistent with rights available to carriers of both parties to the UK-U.S. Open Skies Agreement, Bermudair intends to start operating scheduled services as soon as it is fully approved to do so, and is planning to initiate a scheduled six days a week twice daily passenger service between Bermuda (BDA) and Westchester County NY (HPN), and a six days a week once daily passenger service between Bermuda (BDA) and Boston, MA (BOS), and Fort Lauderdale, FL (FLL), using Embraer E170-200 STD aircraft (marketed as E175) equipped with 30 premium seats. Bermudair may further expand the proposed services and use other aircraft in the future.

3. OFFICERS, DIRECTORS, AND KEY PERSONNEL

Managerial and operational control of Bermudair is vested in its management personnel, and the Board of Management, as shown in the charts below.

A list of the names and residential and business addresses of Bermudair's key management personnel, officers and directors as defined in 14 C.F.R. §211.20(d) of the

Department's Regulations is shown below. To Bermudair's best knowledge, the individuals listed below are not related by blood or marriage.

Key Management Personnel

Title	Name/Citizenship	Home Address	Business Address
CEO	Adam Scott UK & Canada	Suite 158, 95 Wilton Road, London, SW1V 1BZ, UK	5 Reid Street, 1 st Floor Hamilton HM11 Bermuda
Accountable Manager	Martin Amick US	25 Texas Road Unit 2, St. George's DD01 Bermuda	5 Reid Street, 1 st Floor Hamilton HM11 Bermuda
CFO	John Bavister UK	21 Fox Hill London, SE19 2UX, UK	5 Reid Street, 1 st Floor Hamilton HM11 Bermuda
CXO	George Henderson UK	Hookley, Liphook Road, Passfield, Hampshire, UK, GU30 7RX	5 Reid Street, 1 st Floor Hamilton HM11 Bermuda
Commercial Director	Titus Johnson UK	31 Radnor Gardens Twickenham Middlesex, UK, TW1 4NA	5 Reid Street, 1 st Floor Hamilton HM11 Bermuda

Nominated Post Holders

Title	Name/Citizenship	Home Address	Business Address
Accountable Manager	Martin Amick United States	25 Texas Road Unit 2 St. George's DD01 Bermuda	5 Reid Street, 1 st Floor Hamilton HM11 Bermuda
Director Flight Operations	Martin Amick United States	25 Texas Road Unit 2 St. George's DD01 Bermuda	5 Reid Street, 1 st Floor Hamilton HM11 Bermuda
Head of Technical	Andrew Clements UK	31 Webbers Meadow Castle Lane Woodbury, Exeter UK, EX51FH	5 Reid Street, 1 st Floor Hamilton HM11 Bermuda
Ground Operations Manager	Darren Hedges UK	85 Fawn Crescent Hedge End Southampton UK, SO30 2QD	5 Reid Street, 1 st Floor Hamilton HM11 Bermuda
Quality & Safety Manager	Rob Mulderig Bermuda	26 Knapton Hill Smiths FL08 Bermuda	5 Reid Street, 1 st Floor Hamilton HM11 Bermuda
Aviation Security Manager	Peter Miller UK	80 Barnhorn Road, Bexhill On Sea, TN39 4QA, UK	5 Reid Street, 1 st Floor Hamilton HM11 Bermuda

Board of Management

Title	Name	Citizenship	Home Address
Member	Adam Scott	UK & Canada	Suite 158, 95 Wilton Road, London, SW1V 1BZ, UK
Member	John Bavister	UK	21 Fox Hill London, SE19 2UX, UK
Member	David Tait	British / Canadian /US	62 Prospect Ridge Ridgefield, CT 06877, USA
Member	Samuel Garvin	US	6629 N. 66 th Pl, Paradise Valley, AZ 85253, USA
Member	Malcom Gosling	Bermuda	15 Middle Road, Paget PG 01, Bermuda

Because Bermudair has been providing direct air service for less than one year, the summaries of the business experience of its directors, officers, and key management personnel are provided herewith as Attachment 1. See, 14 C.F.R. § 211.20(d).

4. OWNERSHIP INFORMATION

Bermudair is a corporation formed and registered under the laws of Bermuda. Information regarding its ownership, including the names and citizenship of all persons holding five percent (5%) or more of the capital stock or capital of Bermudair, as required by 14 C.F.R. §211.20(e), is shown in the chart below.

FULL NAME OF SHAREHOLDER	NATIONALITY	NUMBER OF SHARES	CLASS OF SHARES	% OF TOTAL ISSUED
Adam Douglas Scott	British / Canadian	10,000	Common Shares	50%
A One Limited (Gibbons Family)	Bermudian	1,000	Common Shares	5%
Peter Hughes	British	1,500	Common Shares	7.5%
Brian M. O'Hara	Bermudian	1,000	Common Shares	5%
Sargasso Sea Holdings, LLC. (Sam Garvin)	US	1,667	Common Shares	8.33%
H/A Private Equity Management 2022 LLC (David Humphries)	US	1,667	Common Shares	8.33%

5. STOCKHOLDINGS OF OFFICERS, DIRECTORS AND KEY PERSONNEL

Bermudair's officers, directors, and key personnel do not hold any interest in (1) any U.S. carrier; (2) any other foreign air carrier; (3) any persons engaged in the business of aeronautics; or (4) any common carrier, or any person whose principal business is the holding of stock in, or control of, any air carrier. See: 14 C.F.R. §211.20(f).

6. RELATIONSHIP WITH THE GOVERNMENT OF BERMUDA (14 C.F.R. §211.20(g))

As noted above, Bermudair is a private company limited by shares. Under its founding documents, Bermudair is an independent legal entity having an independent balance sheet, property, bank accounts, and the rights to conclude contracts, acquire real, personal and intangible property, and bear independent liability. Bermudair acts under free-market principles whereby the State is not liable for any commitments of Bermudair, and Bermudair is not liable for the obligations of the State. Therefore, Bermudair has the authority to independently control

its own managerial decisions, and its officers, directors, and key personnel are charged with, and carry out, that responsibility.

7. INSURANCE COVERAGE (14 C.F.R. §211.20(h))

Bermudair 's insurance coverage meets the requirements of 14 C.F.R. Part 205. Its aircraft and services are insured by Southeast Marine and Aviation Insurance, which in turn underwrites its policy through other insurance companies worldwide, including AIG Aviation (lead insurer, at 15%), CV Starr (8%), Chubb (10%), Rockstone (10%) and Travelers (10%). An executed copy of OST Form 6411 (Certificate of Insurance) from Bermudair's insurer will be provided to AFS-260-Insurance@faa.gov.

8. OPERATOR'S CERTIFICATE (14 C.F.R. §211.20(i))

Evidence of Bermudair's operating authority is currently pending issuance by the Government of Bermuda. Given the urgent need for authority from both the Government of Bermuda and the Government of the United States to be simultaneously issued, Bermudair is providing the Attached Letters from The Government of Bermuda stating that Bermudair's authority will be issued in the near future by the Government of Bermuda. See, Attachment 2.

At such time that it is issued, Bermudair will immediately provide a copy of such authority as it relates to the operations proposed, in the form of a copy of the Air Operator Certificate as originally issued by the Bermuda Civil Aviation Authority.

Bermudair again stresses the need for expeditious action on this request at such time that its Bermuda AOC is issued and provided as evidence in this proceeding for the Department's consideration.

9. OPERATING HISTORY AND FLEET DESCRIPTION (14 C.F.R. §211.20(j) and (k))

Bermudair is a newly formed Bermuda company with its main base of operations at L.F. Wade International Airport (BDA). Bermudair is starting its services with two Embraer E170-200 STD aircraft (marketed as E175) equipped with 30 premium seats aircraft, as listed below.

Bermudair is the lessee of the listed aircraft, will be the sole operator of these aircraft, and does not contemplate any wet leases that may affect its proposed U.S. operations. Bermudair may expand its fleet of aircraft used for US operations in the near future.

<u>Aircraft Type & Serial No.</u>	<u>Basis of Use</u>	<u>Registration No.</u>	<u>Country of Registration</u>
E170-200 STD, MSN17000344	Leased /Tiradentes Portfolio C Limited	VQ-BLU	Bermuda
E170-200 STD, MSN17000351	Leased /Tiradentes Portfolio C Limited	VQ-BLW	Bermuda

The Lessor of the aircraft from whom Bermudair is the lessee of the listed aircraft is as follows:

LESSOR	REGISTERED ADDRESS	State of Registration
Tiradentes Portfolio C Limited	1 st Floor, 118 Lower Baggot Street, Dublin 2, Dublin, Ireland	Ireland

10. MAINTENANCE ARRANGEMENTS (14.S.F.R. §211.20(1))

Maintenance support for Bermudair’s aircraft will be provided by Embraer Aircraft Engineering Services, the aircraft original equipment manufacturer (OEM). Bermudair will also enter into appropriate contracts in the United States for line maintenance of its aircraft used for US operations as necessary.

Bermuda is a contracting state to the Convention on International Civil Aviation (“Chicago Convention”). Bermudair's aircraft are and will continue to be maintained in compliance with applicable ICAO Annexes. In addition, Bermudair’s aircraft conform to

respective type designs approved by the State of the Manufacturer and prior to commencement of operations will have been issued civil airworthiness certificates in accordance with the provisions of ICAO Annex 8.

Oversight over continuous airworthiness of Bermudair's aircraft is performed under the applicable regulations of Bermuda as the state of the operator and registry of the aircraft, as set forth in the applicable Annexes to the Chicago Convention. Such oversight has been subcontracted to:

FlyerTech Limited
Unit C, Kendal House Victoria Way,
Burgess Hill West Sussex,
RH15 9NF. UK.,

FlyerTech Limited is a Continuing Airworthiness Maintenance Organization licensed by Bermuda and having Bermuda approval number BCAA/CAMO/MR/012.

11. AGREEMENTS WITH OTHER CARRIERS AFFECTING BERMUDAIR'S SERVICE PROPOSAL (14 C.F.R. §211.20(m))

Bermudair has no agreements or cooperative working arrangements with other carriers that affect the services proposed by this application.

12. FINANCIAL DATA SUMMARIES AND FINANCIAL ASSISTANCE (14 C.F.R. (§211.20(n) and (o))

Due to its being a startup airline, Bermudair respectfully requests that the financial data summaries requirement be waived, and that the Department consider the issuance of its national AOC and the issuance of an Air Transport License under the Civil Aviation (Air Transport Licensing) Act 2007 and the Civil Aviation (Air Transport Licensing) Regulations 2007 as sufficient to demonstrate its capability to operate domestically and internationally, including to the United States.

13. FINANCIAL PROJECTIONS AND TRAFFIC ESTIMATES (14 C.F.R. §211.20(p))

Bermudair's traffic estimates for the proposed U.S. operations are shown below, as based on 75% load factor on aircraft configured with 30 seats:

Bermuda to Westchester County	22,000 flown passenger segments
Bermuda to Boston	13,000 flown passenger segments
Bermuda to Miami FL	13,000 flown passenger segments

Based on the average market fare varying between \$750 and \$900, Bermudair projects that its revenue for the first year of the US operations will be \$38,795,545.

14. AIR TRANSPORT AGREEMENT BETWEEN THE UNITED STATES AND UNITED KINGDOM & BERMUDAIR DESIGNATION (14 C.F.R. §211.20(q))

Bermudair's application is fully consistent with Air Transport Agreement Between The Government Of The United States Of America And The Government Of The United Kingdom Of Great Britain And Northern Ireland (the "UK-U.S. Open Skies Agreement").

15. SAFETY AND TARIFF VIOLATIONS (14 C.F.R. §211.20(s))

Bermudair has not had any flight safety violations or accidents involving loss of life in the year of its operations, and in the five (5) years preceding this application. Bermudair has not been involved in any tariff violations in the year of its operations, and five (5) years preceding this application.

16. WAIVER OF LIABILITY LIMITS

Attached hereto as Attachment 3 are three completed copies of OST Form 4523 as required by 14 C.F.R. § 211.20(t).

17. FOREIGN AIR CARRIER FAMILY ASSISTANCE PLAN AND FOREIGN AIR CARRIER FAMILY SUPPORT ACT PLAN

Bermudair plans to start U.S. operations with small aircraft limited to 30 premium seats. Bermudair's Plan to Address the Needs of Families of Passengers Involved in Aircraft Accidents Pursuant to 49 U.S.C. § 41313 (c), and in compliance with Section 809 of the Vision 100-Century of Aviation Reauthorization Act (P.L. 108-176, 117 Stat. 2490, December 12, 2003) and Passenger Manifest Information Collection Procedures as required by 14 C.F.R. § 243, will be submitted to appropriate Department Dockets following the submission of this application, and prior to any transition in the future to large aircraft with seating capacity of 60 seats or more.

18. VERIFICATION

The verification required by 14 C.F.R. § 302.4(b) is attached hereto as Attachment 4.

As this permit and exemption application, and appended Attachments, demonstrate, Bermudair has assembled an experienced team of individuals to manage and develop the unique market opportunities associated with the establishment of its Bermuda-U.S. service. Bermudair has the financial and technical resources to initiate and maintain its proposed service.

A grant of Bermudair's instant application is in the public interest as it will provide the much needed services in the Bermuda-United States aviation market. As such, the Department should act expeditiously in granting the authority requested herein by Bermudair. As was stated above, a grant of the requested authority is also consistent with the bilateral undertakings under the UK-U.S. Open Skies Agreement.

A grant of Bermudair's application would not constitute a "major regulatory action" under 14 C.F.R. Part 313. Specifically, Bermudair's annual fuel consumption will not exceed 10 (ten) million gallons. Thus, a grant of the permit application will not constitute a "major regulatory action" within the meaning of Section 102(2)(c) of the National Environmental Policy Act as implemented by 14 C.F.R. § 313.4. As a result, Bermudair is not required to submit additional information about the energy consumption and energy efficiency consequences of its service proposal.

WHEREFORE, Bermudair respectfully requests that the Department grant this request for a foreign air carrier permit and exemption, or such other or further relief as the Department determines to be appropriate and consistent with the public interest.

Respectfully submitted,



GLENN P. WICKS
Counsel for Bermudair



EKATERINA A. GRIMES
Consultant for Bermudair

TABLE OF ATTACHMENTS

Attachment 1 Key Management Personnel and Management Board CVs

Attachment 2 Letters from The Government of Bermuda regarding BCAA
Operating Authority

Attachment 3 Form 4523

Attachment 4 Verification

Adam D. Scott
Date of birth: June 29, 1979
Nationality: British / Canadian

Suite 158
95 Wilton Road
London, SW1V 1BZ, UK

2439 10th Sideroad
Campbellville, Ontario
Canada, L0P 1B0

UK: + 44 7901 097 448
US: + 1 646 549 7331
E-mail: adscott@gmail.com

EDUCATION

September '98 – July '01 London School of Economics and Political Science (LSE), London, UK
Bachelor of Arts: graduated July 2001

September '95 - February '98 MacLachlan College (Private) Oakville, Ontario, Canada
OAC (Ontario Academic Credit / Grade 13) at Advanced Level

September '91 - June '95 Hitherfield Preparatory School (Private) Campbellville, Ontario, Canada

EMPLOYMENT HISTORY

June '22 – Present BermudAir Holdings Limited – Hamilton, Bermuda – *Founder & CEO*
June '11 – Present Odyssey Airlines Limited - London, UK - *Founder & CEO*
February '10 – April '11 OOO ATON - Moscow, Russia - *Equity Sales*
July '06 – February '10 OOO Goldman Sachs - Moscow, Russia
March '05 – July '06 Goldman Sachs International - London, UK - *Credit Derivatives – Fund Derivatives*
April '04 – March '05 JPMorgan - London, UK - *Credit Hybrids*
December '01 – March '04 Goldman Sachs International - London, UK - *Credit Swaps & Illiquids*
August '01 – December '01 Goldman Sachs International - London, UK - *Graduate Orientation Program*
May '00 – July '01 Goldman Sachs Asset Management International - London, UK - *Extended Summer Intern*

SKILLS

Basic conversational Russian & French
Computing: Bloomberg, Windows & XP, Word, MS Excel, MS Access, MS PowerPoint

POSITIONS OF RESPONSIBILITY

Founder & President of the LSE Canadian Society
Student Body president of all past schools prior to LSE
Head Prefect at MacLachlan College
President of Debating Club at MacLachlan College

INTERESTS

Business (started my own with a loan from the Canadian Government at age of 14)
Sports (sailing, golf, baseball, ice hockey)
Travelling (have travelled extensively throughout the Americas, Europe, and Asia)
Politics (took part in 'Forum For Young Canadians' in Ottawa April 1996, and 'Future World Leaders Summit' in Washington D.C. May 1997)

Andrew Clements

Part 66 B1/C Licenced Engineer

Part CAMO Nominated Person for Continuing Airworthiness (Form 4)

Address: 31 Webbers Meadow
Woodbury
Devon
EX5 1FH

Email: adw.clements@gmail.com

Phone: +44 (0)7974 260320

Date of Birth: 20/04/1984

Profile

A senior leader and accomplished engineer / CAA Nominated Persons for Continuing airworthiness. Able to draw from over 20 years' experience in the industry, to offer a calm and considered well rounded, safe approach to all challenges/situations.

Qualifications / Training Completed

- UK CAA Part 66 B1/C Licenced Engineer
- Type ratings held on ERJ E170/E190, DHC CRJ 200, BAE 146/RJ, DHC 8 Q400
- B2 modules completed
- Baines Simmons Accountable Manager / EASA Form 4 Holders (Nominated Person One to One Workshop)
- Baines Simmons Airworthiness Review Essential Techniques
- Baines Simmons Approved Maintenance Programme and Reliability Essential Techniques
- Sofema Overseas Territory Aviation Regulations Part 39
- SMS/SFAR/HF/EWIS/CDCCL

Employment History (Flybe Limited)

2022-Present Technical Director (Part CAMO)

- Nominated Person for Continuing Airworthiness (Form 4)
- Member of the Senior leadership Team
- Responsible for entire AOC Technical Function
- POA for Lease execution and negotiation.
- Responsible for management of the technical budget including lease maintenance reserves draw down
- Implemented improved working practices which increased TDR to above 99%
- Implemented IOSA procedures and working practices
- Achieved nil Audit findings over 12-month period

2020-2022 Head of Technical/CAMO (Part CAMO)

- Nominated Person for Continuing Airworthiness (Form 4)
- Member of the airline Senior Leadership Team
- Responsible for all CAMO functions including Maintrol, Technical Services, Planning, Fleet Engineering, Asset Management, Supply Chain and Logistics.
- Transitioned from Part M to Part CAMO
- Created new Approved Maintenance Programme and Reliability Programme
- Created new CAME and Tier 1 and 2 procedures/ working practices
- Subcontracted CAMO functions along with creation of Appendix II contract and oversight procedures
- Contacted Part 145 Maintenance and created Appendix IV contract with associated oversight
- Created new Technical Log IAW M.A 306
- Responsible for Asset Management including lease execution, delivery inspection and records due diligence
- Created bespoke Entry into Service requirements along with cabin refresh and new livery
- Transitioned to AMOS and performed "Go Live "prior to commercial launch
- Set up CAMO to be paperless with robust backups
- Recruited entire Technical Team split between multiple locations

2019-2020 Engineering and Maintenance Operations Manager (Part M)

- Responsible for 24/7 CAMO Maintenance Control
- Responsible for Short Term Maintenance Planning
- Responsible for AOG Team (Part 145)
- Responsible for Fleet Engineering (Part M AD/SB review)
- Manage the operation consisting of 65 Aircraft operating approx. 450 flights per day
- Implemented AMOS delay management
- Implemented AMOS repeat defect management
- Improved Q400 TDR by 0.75%
- Improved APU reliability by 400%
- Reduced ADD's by 30 %
- Nominated engineer for Go Team/CMC

2017-2019 Technical Operations Engineer (Embraer Fleet Engineer)/ (Part M)

- Fleet engineer for a fleet of 15 EJet's, providing technical advice for all areas of the business.
- EJet's TDR increased to 99.21%
- Member of the Embraer Technical Steering Committee
- Review and implement SB's/AD's and communicated directly with TCH and OEM's
- Responsible for EPIC Software/FADEC/SPDA load updates, personally carrying out upgrades.
- Responsible for engine trend monitoring for performance and fan vibration.
- Member of the CMC Go Team

2016-2017 Maintrol/AOG Engineer (Part M)

- Single point of contact between Flight Crew and the Operations Department.
- Provide technical advice to engineers around the network
- Assist the Tech Ops Engineer with the fleet upgrade/modification and preventative maintenance projects.
- Manage ADD's ensuring prompt rectification, often providing technical advice.
- Manage Focus systems which have an operational impact.
- Strive to continually improve TDR with use of MEL/SPRG/Preventative Maintenance.
- Perform Duties as listed below as AOG Engineer when rostered in this position.

2014-2016 AOG Engineer (Part 145)

- Responsible for the swift recovery of AOG aircraft across the network.
- Regularly lead recovery teams organising all aspects of recovery including logistics and travel
- Provide technical advice to MCC department and Line Engineers
- Conducted nacelle replacement post major engine fire away from base working with an OEM
- Conducted various aircraft acceptances from the USA working as Flight Engineer for the flights
- Secondary duties include managing APU reliability and maintaining cabin appearance.
- Performed aircraft recovery after an off the taxiway event using the recovery manual
- Regularly deal directly with OEM's.
- Regularly apply for EASA flight Conditions acceptance and CAA permit to Fly acceptance.

2013-2014 Duty Maintenance Control Engineer (Part M)

- Duty Engineer responsible for the day-to-day operation.
- Provide technical advice and support to Engineers and Flight Crew.
- Liaise with Operations and various support departments.
- Ensure aircraft are compliant with maintenance schedule.
- Responsible for AOG recoveries.
- Ensure TDR on target.

2008-2013 Supervisor (Part 145)

- Working as a supervisor, regularly managed base maintenance with 20+ Engineers
- Seconded to Olympic Air supervising line engineering operation.
- Seconded as OJT instructor for Gulf Air in Bahrain teaching a group of engineers the ERJ170.
- Seconded as check supervisor for Air Dolomiti in Verona to assist their first C1 check
- Conducted various aircraft recoveries from paint inputs to engine changes in various across Europe
- Conducted a successful Troubleshooting and common defects course for OMAN AIR on the E175
- Regularly perform full video borescope inspections on CF343B/8E/10E, PW150A
- Regularly perform full power ground runs including pressurisation and taxi on all types held
- Perform annual checks and modifications on CL850 including full VIP cabin maintenance.
- Certify aircraft components using EASA FORM ONE

2006-2009 Licensed Technician (Part 145)

- Carried out day to day function as a licensed Engineer.
- Heavily involved in an SAS undercarriage inspection project in Copenhagen.

002-2006 Flybe JAR 66 B1 Apprenticeship

Worked across different business areas including outstations.
Achieved Full B1 Licence in 2006 at age of 22

Education

1996 – 2000; Budehaven Community School

- 10 GCSE'S Including English, Maths and Science.

2000 – 2002; Budehaven Sixth Form

- 3 A Levels.

2002 – 2006; Flybe Training School

- Passed with Full JAR66 Apprenticeship.
- Passed all B1 License modules.

David M. Tait OBE

A career “airline man” who has held senior executive positions in Europe, the USA and Canada, David has been lucky enough to have worked closely with two of the industry’s greatest innovators, Sir Freddie Laker and Sir Richard Branson.

Career Highlights

1970-1974: Britannia Airways London, served as Destination Manager in Spain, Greece and Cyprus.

1974-1978: Wardair Canada in Toronto, served as Director Customer Service.

1978-1982: Laker Airways, Country Manager in Toronto and VP Marketing US, based in Miami.

1983-2002: Virgin Atlantic Airways, Executive VP (one of first five employees) based in New York,

led the airline’s development in the US and introduced Hong Kong and Tokyo services.

2005-2008: Air Canada, Montreal, served as Senior VP Customer Service overseeing inflight services, airports (above and below the wing) and call centers.

2018-2019: Flair Airlines, Edmonton, Alberta, served as Executive Chairman, oversaw the carrier’s transition from an all charter operation to a scheduled ULCC.

2015-present: Co-founder of Autism Double-Checked, an online autism awareness training program focused exclusively on the travel industry.

2021-present: Chairman, Bermudair, Bermuda.

In May 2001 at Buckingham Palace, David was awarded an OBE (Officer of the Order of the British Empire) by Queen Elizabeth II for “Services to British Aviation in the USA.” David is a published author (with a best- seller to his name) and long-time travel industry columnist.

Born in Scotland, David is a father of five, lives in Connecticut USA and holds UK, US and Canadian citizenship.

DARREN HEDGES

85 Fawn Crescent, Hedge End, Southampton, SO30 2QD

+44 (0)7895 109455

darren_hedges20@hotmail.com

Highly experienced cargo professional with extensive background in the aviation industry. Experienced in all areas including passenger service, ground handling, security, and most recently air cargo.

Occupational Certificates:

April 2022: Dangerous goods by air Cat 6.

April 2018: IATA: Audit, Quality and Risk Management for Temperature Controlled Cargo.

EMPLOYMENT HISTORY

August 2020 – December 2022: Longtail Aviation, Bermuda Chief Loadmaster

- Managing the loadmaster team and was responsible for the recruitment and training of Longtail Aviation loadmasters.
- Overseeing the scheduling of loadmaster ON/OFF days and was responsible for the approval of Loadmaster leave applications.
- Maintaining a recurrent training programme for loadmasters in line with Longtail Aviation's requirements.
- Providing revision material for the Ground Handling Manual and providing input on any relevant updates that may be required as per the needs of the business.
- Acting as the Administrator for the CHAMP electronic weight and balance program alongside the company's Technical Pilot by:
 - (i) Ensuring program integrity is maintained.
 - (ii) Publishing new/revised procedures as required.
 - (iii) Ensuring updates are complied with in accordance with requirements in the manual by monitoring standalone use.
- Being available for conducting station audits on Ground Handling Agents (GHA) used by Longtail Aviation.
- Escalating issues of concern (as required) to appropriate members of senior management
- Establishing programmes to audit load plans for load planning efficiency, tracking key areas to determine areas for improvement.
- Performing Line training / Line Checks on Loadmasters in collaboration with the Training Loadmaster.
- Designated Threat Assessor.

December 2019 – August 2020: Etihad Airways, Abu Dhabi Airport, U.A.E
Loadmaster

- Managed all load control functions for each flight, ensuring the aircraft remained within operational limits with regard to weight and balance
- Managed ramp operations and ensured safety regulations were adhered to whilst achieving schedule integrity
- Ensured that all cargo/mail was inspected for suitability for transport including special loads, such as Dangerous Goods, Live Animals, etc and that they were loaded correctly and checked as per company regulations along with providing a signed NOTOC (Notice to Captain) to the crew.
- Acted as main point of liaison for 3rd party service providers, ensuring that resources provided were aligned with the SLA.
- Took charge of on-board loading within all compartments including in-plane systems, restraints and nets to ensure all load is secured for flight.
- Provided support to the operating crew with on board safety including cabin/main deck door operation, assisted with emergencies, supernumeraries (persons accompanying the cargo) travelling with cargo including livestock
- Ensured that opportunities to optimize cargo revenue were identified and delivered via load planning and efficient load control
- I was the focal point with NOC (Network Operations Centre) to ensure aircrafts departed on time to minimize operational costs and coordination in the event of flight disruption
- Took responsibility for the security of the AC on the ground and in the air by ensuring appropriate security checks were carried out in the cabin as per requirement, as well implementing access control while the AC is in service, making sure no prohibited articles or unauthorized personnel were on board the AC
- Ensured all Cargo shipments were screened and maintained from tampering before uplift on the flight

November 2018 – December 2019: Aviablu Flightline Ltd, Stansted, UK
Loadmaster – Based in Hahn, Germany.

- Managing our customer airlines turnarounds ensuring that on time performance is met whilst maintaining a high level of safety
- Acting as the single point of contact for the Customers handling agent and take full charge of the aircraft turn around. Also responsible for ensuring that all the requirements are met and that the customer airlines policies and regulations are adhered to paying special attention to safety
- Responsible for making sure all cargo/mail is inspected for suitability for transport including special loads, such as Dangerous Goods, Live Animals, etc and that they are loaded correctly and checked as per company regulations along with providing a signed NOTOC (Notice to Captain) to the crew
- Take charge of on-board loading within all compartments including in-plane systems, restraints and nets to ensure all load is secured for flight. Working mainly with B747-400F & B747-8F aircraft.
- In charge of the security of the AC on the ground and in the air by ensuring appropriate security checks are carried out in the cabin as per requirement, as

well implementing access control while the AC is in service, making sure no prohibited articles or unauthorized personnel are on board the AC

- Ensure all Cargo shipments have been screened and maintained from tampering before uplift on the flight

January 2013 – November 2018: Etihad Airways, Abu Dhabi Airport, U.A.E

Loadmaster

- Managed all load control functions for each flight, ensuring the aircraft remained within operational limits with regard to weight and balance
- Managed ramp operations and ensured safety regulations were adhered to whilst achieving schedule integrity
- Ensured that all cargo/mail was inspected for suitability for transport including special loads, such as Dangerous Goods, Live Animals, etc and that they were loaded correctly and checked as per company regulations along with providing a signed NOTOC (Notice to Captain) to the crew.
- Acted as main point of liaison for 3rd party service providers, ensuring that resources provided were aligned with the SLA.
- Took charge of on-board loading within all compartments including in-plane systems, restraints and nets to ensure all load is secured for flight.
- Provided support to the operating crew with on board safety including cabin/main deck door operation, assisted with emergencies, supernumeraries (persons accompanying the cargo) travelling with cargo including livestock
- Ensured that opportunities to optimize cargo revenue were identified and delivered via load planning and efficient load control
- I was the focal point with NOC (Network Operations Centre) to ensure aircrafts departed on time to minimize operational costs and coordination in the event of flight disruption
- Took responsibility for the security of the AC on the ground and in the air by ensuring appropriate security checks were carried out in the cabin as per requirement, as well implementing access control while the AC is in service, making sure no prohibited articles or unauthorized personnel were on board the AC
- Ensured all Cargo shipments were screened and maintained from tampering before uplift on the flight

2008 – December 2012: Avient UK Ltd

May 2010 – December 2012: Loadmaster (Liege Airport, Belgium)

- Took responsibility for the safe load planning & loading of the companies DC10-30F & MD-11 aircraft, completed all on board documentation including load sheets, ULD control etc.
- Travelled on board as part of a crew of five to the airlines scheduled and charter destinations.

November 2009 – May 2010: Operations Co-Ordinator/Rosterer (Amesbury, UK)

- Took responsibility for assigning flight crew to flights
- Liaised with the operations controllers & operations manager
- Arranged hotel accommodation for crews as well as transport worldwide
- Took responsibility for cost saving with regards to commercial travel plans

2009 – August 2009: Loadmaster (Vatry Airport, France)

- Took responsibility for the safe load planning & loading of the companies DC10-30F aircraft, completed all on board documentation including load sheets, ULD control etc.
- Travelled on board as part of a crew of five to the airlines scheduled and charter destinations.

2008 – 2009: Cargo supervisor/Ground Handling Coordinator (Vatry Airport, France)

- Took responsibility for liaising with the company's handling agents at all destinations
- Ensured all company procedures were met
- Ensured the cargo was prepared safely and in accordance with the companies procedures
- Held regular meetings with the French handling agent to ensure the scheduled flights & charter flights were prepared correctly and in time for STD. Also ensured the correct cargo was prepared for flight.

**2006 – 2007: Eastern Airways
Airport Service Manager/Ground operations**

**2005 - 2006: Eastern Airways, Humberside, UK
Operations Controller**

**2003-2005: Aviance UK Ltd, Cardiff
Operations Controller**

**2003-2003: Airway handling, Cardiff
Baggage Handler**

**2003-2003: The Sign Centre, Inverness
Sign Maker**

**2002-2003: Budget Car Hire, Inverness
Customer service agent**

**1998-2002: Benair, Inverness
Operations Manager Scotland**

**1997-1998: Rentokil Security
Security Officer**

**1995- 1997: ADI, Inverness
Airport Security Officer**

**1992 – 1995: Hay & Company, Shetland
Flight Coordinator**

**1990 – 1992: British Air Ferries, Shetland
Traffic Officer**

EDUCATION:

Clayesmore Preparatory School. Dorset.

1983-1985

Brae Junior High School, Shetland,

1985-1989

George Henderson

Address:

Hookley, Liphook Road
Passfield, Hampshire
GU30 7RX, UK

+1 (347) 865 2055
+44 (0)7801 703477
george@flybermudair.com

Summary: *A highly commercial and customer-focused business leader with a successful track record of establishing and growing early-stage businesses in the travel industry. Experienced in extracting maximum value from investments whilst driving innovation, growth, operational efficiency, and shareholder value. Skilled at quickly establishing and maintaining critical stakeholder and supplier relationships, and in collaborating on solving strategic business problems in an international environment*

Employment:

Oct 22 to Present **Bermudair Ltd** **Chief Experience Officer & Launch Director**

Responsibilities: Responsible for the launch and the quality and consistency of the end-to-end customer experience of the airline. This encompasses all touch-points: technology enabled (e.g website and contact centre), at the airport, and also on-board.

March 20 to Sep 22 **Consulting** **Consultant**

Responsibilities: Business change support for:

- Aurigny: Guernsey's airline
- Ultimate Travel Club: a subscription-based travel club
- Odyssey: a business class airline
- Homeserve: a FTSE 250 insurer

May 17 to March 20 **CWT** **Programme Director**

Responsibilities:

- I worked with the CIO office, ELT, business leaders, and product teams to improve delivery and product management efficiency/quality through mentoring delivery leaders, process optimisation, and enhancing governance in HR and technology service delivery and operations
- Supporting the CMO, I led the global rebranding programme from Carlson Wagonlit Travel to CWT (people, process, and platforms) for the leading global Travel Management Company

Mar 16 to Apr 17 **RentalsCombined.net (Start-up)** **Chief Operating Officer**

Responsibilities:

- Led the delivery and operations teams responsible for product development, supplier integration, and customer operations at the business and vacation rental accommodation aggregator

June 14 to May 16 **Myanmar National Airlines (Yangon)** **Consultant – IT Director**

Responsibilities:

- Key member of a business transformation team engaged to overhaul and relaunch the business and restart international services
- Established a new corporate technology infrastructure, operating model, and supporting organisation at the airline HQ in Yangon and nationwide
- Rolled out a new cloud-based Passenger Service System and a new transactional airline website – www.flymna.com - (AWS hosted) and mobile app – the first for an airline in the country
- Deployed new departure control and check-in solutions and dramatically improved the airport customer experience and operational efficiency
- Led negotiations and established relationships and integrations with strategic commercial partners: Amadeus, Abacus, and Travelsky, BSP (travel agency settlement), ATPCO (fare filing), OAG (schedules), SITA (communications), and Global Eagle (in-flight entertainment)
- Successfully hired and transitioned to local teams

Employment (continued):

Aug 12 to Mar 14 Responsibilities:	Abercrombie & Kent Ltd. (PE Backed)	Group IT Director
	<ul style="list-style-type: none">Assembled a team to lead the product definition and delivery of a global customer experience transformation program (\$8m capex)Improved omni-channel booking efficiency and improved customer experience across reservation systems, CRM (Salesforce), contact centres, retail boutiques, and websitesManaged business-wide user support, product, and delivery teams	
Jan 10 to Aug 12 Responsibilities:	cxLoyalty	GVP IT & Business Operations
	<ul style="list-style-type: none">Successfully managed the technology and client operations team of 120 employees across Europe and a \$24m capex budgetDelivered 20 new secure (ISO 27001), customer engagement solutions (on Siebel CRM) to European bank and credit card companiesLed the technology and operations workstreams of a company-wide cost reduction programme leading to annual cost savings of \$14m	
Sep 08 to Dec 09 Responsibilities:	Gekko.com (Start-up)	Chief Operating Officer
	<ul style="list-style-type: none">Led the technology delivery and establishment of operations for the Amsterdam-based start-up offering peer-to-peer matching and online booking of hotel rooms based on proprietary data algorithmsEstablished HQ operations in London	
Jul 08 to Sep 08 Responsibilities:	Travelport GDS	Consultant
	<ul style="list-style-type: none">Hired on a short-term assignment of this leading travel industry technology and distribution company to enhance product delivery	
Jun 06 to May 08 Responsibilities	Silverjet Aviation Ltd. (AIM Listed Start-up)	IT Director
	<ul style="list-style-type: none">A member of the start-up management team responsible for defining an outstanding customer experience (digital and physical) for the first British business class airline. Recruited and managed a technology team of 15Identified, negotiated, and managed the implementation of key strategic solutions providers required to support the launch within 9 monthsImplemented a full reservation/revenue management/departure control/check-in system, launched an award-winning website, rolled-out innovative cloud-based contact centre and CRM solutions, and delivered the UKs' first transactional mobile airline website – all for less than £120k	
April 01 to May 06 Responsibilities:	Opodo Ltd. (Start-up European Online Travel Agency)	Various Roles
	<ul style="list-style-type: none">Member of the start-up management team that established and grew the business from launch to being one of the leading online travel agencies in Europe with €1bn in revenues in 2005 across 9 markets. Led teams in initial business launch, operations, and corporate development	
Oct 00 to Feb 01	Dreamticket.com (Start-up)	Programme Manager
Apr 97 to Aug 00	Kuoni Travel (Dorking & Zurich)	e-Commerce Project Manager
Mar 90 to Apr 97	Delta Computer Services	Systems Analyst

Education:

Harrow College, London	Certificate in Management Studies
Telford College, Edinburgh	Certificate in Recreation Management
Ainslie Park High School, Edinburgh	7 O-Grades, 4 Highers

JOHN BAVISTER FCA, MIoD



Co-Founder at BermudAir
Co-Founder at Odyssey Airlines
Owner at Blazingstar Consulting

Contact:

john@flybermudair.com
jbavister@gmail.com

M: +44 (0) 7958 560287
M: +1 (347) 865 2053

www.linkedin.com/in/johnbavister1
(LinkedIn)

Top Skills:

Business Strategy
Start-ups
Business Development
Finance & Accounting

Qualifications:

Fellow of the Institute of
Chartered Accountants
Member of the Institute of
Directors (UK)
Member of the Australian
Institute of Management

Personal:

Dual National: UK/Australia
Based in London and Cairns
Married with 3 children
Played club rugby and
competition squash; sailed in the
Fastnet Race and competed at
Cowes Week for several years

Summary

I am a qualified accountant (FCA) with FD/CFO, MD and NED experience in both private and public companies. I have worked in UK, Australia, USA, Middle East, NZ and have taken short-term assignments in Paris, Johannesburg, Colombo and Islamabad.

Currently:

- Co-Founder of a start-up airline based in Bermuda, initially using Embraer E175 aircraft to provide a year-round service between the island and various North American east coast cities, such as New York, Boston, Miami and Toronto.
- Co-founder of a start-up airline, using London City Airport as a base and flying the all-new Airbus A220-100 aircraft, initially on transAtlantic routes.

After qualifying in London I transferred with KPMG to Sydney, where I joined Thomas Cook as regional chief internal auditor in Sydney, then transferred to the other two audit centres in New York and London. I was the finance director of Thomas Cook in Auckland and Sydney and then financial services director in Australia and finally moved back to London with a worldwide brief for retail financial services.

I joined the Airtours Group as director of financial services for the Going Places travel chain (750 outlets) and then as financial services director for the MyTravel Group.

In the mid-2000s I joined with the founder of Silverjet and created the business/financial plans for the start-up of the all-business transAtlantic airline. We raised funds by a flotation on the London AIM market, made our first commercial flight 9 months after funding, achieving ops break-even in 5 months.

Took a 2-year contract in Bahrain in an early-stage aviation business. We successfully applied for an AOC and created an aircraft management business, a jet charter operation and an avionics facility serving the Middle East region.

My consultancy has undertaken assignments as varied as:

- worked with a NY-based medical business to create the financial model/plan required for fund raising;
- worked with a major US company on a UK acquisition;
- worked with a furniture business aiming for flotation;
- worked with a bioresearch group to protect its IP assets;
- project leader of a group tasked with a review of MRO assets and accreditation of the Pakistan air force base in Islamabad;
- worked on funding for a lifestyle health business; and
- worked for a London corporate finance house to review the feasibility of potential clients achieving funding.

The Detail

BermudAir
Co-Founder
Linking Bermuda with key North American east coast cities
Current

Odyssey Airlines Ltd
Co-Founder
London and New York

Blazingstar Consulting Ltd
Owner
London
From 2012 - Current

Oceans Group
Finance Director
Banbury, UK
2011-2012

MENA Aerospace Enterprises
CFO
Bahrain
2008-2010

- Co-founder at BermudAir, working with the founding team to create the perfect airline linking the beautiful island with key North American east coast cities. This is Bermuda's own airline.
- The founding team have created all the infrastructure that is necessary to commence services from May 2023.
- Founding member of a transAtlantic airline start-up that will operate the brand-new Airbus A220-100 aircraft in an all-business configuration, based at London City Airport.
- This is as much a new technology play as it is a traditional airline, since this is the first brand new single-aisle commercial jet in a generation, utilising game-changing technology and composite materials which provide fuel, maintenance and operating cost efficiencies that are significantly advanced over existing aircraft.
- Launch program includes the use of sustainable fuels.
- Worked with a NY-based medical business to create the financial model/plan required for fund raising.
- Worked with a London finance house to review feasibility of potential clients meeting key financial milestones for funding.
- Worked with Amchara, an early-stage lifestyle health business, to fund transformation of the business into a suite of wellness tech platforms to disrupt the personalised health market.
- Helped secure private equity funding to enable a bid for CityJet during its sale by Air France. We were one of the top 3 bidders into the second round but lost out to a more established rival.
- Worked with AdvisAvia Aviation Consulting as the project leader of a consultancy with the Pakistan Air Force aimed at commercialising their extensive MRO assets and capabilities.
- Worked with Aviation Partners aiming to create a 3-part rotary business in the Middle East; specifically, a training centre with Level D simulators, a rotary hub for OEM's and MRO's, and a transportation project to ease traffic flows in the region.
- Worked with a bioresearch group in financial difficulty, to protect its IP assets and secure a creditors moratorium.
- Completed a buy-out of this premium outdoor furniture business in February 2011 in partnership with Hilco, a retail investment specialist, via a pre-pack administration.
- After restructuring and the first year of trading, Hilco was paid out and the original founder regained full control.
- CFO of an early-stage aircraft management, jet charter, avionics and special projects business based in Bahrain.
- Prepared the business/financial plan for a successful round of fund raising with a Saudi partner.

Blazingstar Consulting Ltd
Owner
London
2007-2008

Silverjet plc
Co-Founder & CFO
London and Luton Airport
2004-2007

Blazingstar Consulting Ltd
Owner
London and Killorglin, Ireland
2003-2005

MyTravel Group
MD, Group Financial Services
Woking and Manchester
2000-2003

Going Places Leisure Travel
Financial Services Director
Woking, UK
1996-2000

Thomas Cook Group
Various Roles
London, New York, Sydney and
Auckland
1980-1996

- Non-Exec chairman of a villa holiday company. Helped to secure the second round of funding.
- Member of an MBO team bidding for a luxury leisure travel and property business, including £250m 5-star properties.
- Main Board director. Worked with reporting accountants, lawyers, nomad and financial PR to achieve admission to the AIM market in May 2006, with 2nd round of funding in 2007.
- Part of the team that took the business from funding to first commercial flight in 9 months.
- Prepared the financial case to acquire (successfully) an airline with its own AOC and licences.
- Raised finance from a Swiss/ME/NYC consortium to acquire two B767 aircraft.
- Investor and analyst presentations for IPO and updates.
- Created the accounts and finance functions; implemented financial controls, all public company governance functions, reporting/MI; established the HR, legal and cosec functions.
- Worked with a Fortune 500 company on a potential £1bn retail acquisition project in UK.
- Worked with a financial group to launch a payments service, using the Western Union brand.
- Worked with the founder of Silverjet to create the business and financial plan for this airline.
- Created a wholly-owned business with £100k equity plus stock funding; realised £21m for shareholders on exit. Annual revenues of over £30m. 110 staff in multiple retail locations.
- First to market - launched an internet, home-delivery currency business, marketing white-label services to brand owners such as Tesco, Worldchoice, Boots, Citibank Direct and Going Places.
- MyTravel sold this business to Travelex who absorbed it into their own operations.
- Transformed a poorly performing division into one of the most profitable travel-related financial services businesses in the UK. T/O tripled to £760m; income increased six-fold to £32m.
- Implemented the Western Union service in 400 stores; became their No.1 sales agent in Europe.
- Regional Chief Internal Auditor (forensic accounting) - Sydney
- VP Audit & Security Services - New York
- Head of Financial Services Audit - London & Peterborough
- Finance Director - Auckland
- Finance Director and Financial Services Director - Sydney
- Group Financial Services, Group Resource - London

Martin Sherman Amick

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PROFESSIONAL PROFILE

Results-oriented chief executive officer with over 30 years of industry experience. Operated passenger and cargo aircraft in global flight operations.

EXPERIENCE

BermudAir Limited

01/2023 to present

- Appointed Flight Operations Post-holder
- Appointed Flight Crew Qualification Post-holder
- Deputy Accountable Manager

Longtail Aviation International Limited, Bermuda

01/2004 – 12/2022

Chief Executive Officer/Accountable Manager and Head of Flight Operations

- Established the only Bermuda Air Operator Certificate (achieved in nine months - JAR OPS)
- Established worldwide charter operation utilizing Falcon 900 and Boeing BBJ aircraft
- Established worldwide air cargo service with Boeing 747 and 757 aircraft
- Directed all operations for the coordination of planning and staffing flight missions
- Managed operations personnel and activities on a day-to-day basis
- Liaised with local and international regulatory authorities
- Check airman in BBJ, Falcon 900/900EX, CE550, Westwind

Charter Ops, LLC, Portland, Maine

2002 – 2003

Director of Operations

- Operated fleet of private jets based in Portland, Maine
- Responsible for private jet charter pricing and customer service
- Managed private jet brokerage
- Strengthened company's business by building a strong client base
- Specialized in international travel and built a robust international client base

Captain and Check Airman, Gulfstream 1159, Hawker HS-125, Cessna 500/550

- Reviewed Flight Ops processes and procedures and made recommendations to improve efficiency and ensure compliance
- Administered and managed document control through the ALERT database
- Controlled and monitored invoices and assisted with budget planning and control

Charter Fleet International, Sanford, Maine

1995 – 2002

(purchased by Charter Ops, LLC)

Founder, President and Director of Operations

- Established new Air Carrier Certificate under FAR Part 135 in four months
- Executed and performed cost control procedures, employee development
- Established high training and safety standards
- Created and implemented a strategic business plan for profitable growth

Captain and Check Airman, Gulfstream IV, Hawker HS-125, Cessna 550

- Ensured the safe and timely execution of all aspects of flight operations, leadership of crew and compliance with company and federal policies and procedures

Northern Airways, Sanford, Maine

05/1994 – 03/1995

Chief Pilot

- Reviewed Flight Ops processes and procedures and made recommendations to improve efficiency and ensure compliance
- Managed all activities to include international flight operations, training, maintenance, and security for a multi-type international jet and turboprop fleet

- Verified accuracy of pilot records to include certificates, medicals, training forms, pilot history, current duty assignment, and all other required documents

Captain and Check Airman, Hawker HS-125, Cessna 500/550, Cessna 441

- Ensured the safe and timely execution of all aspects of flight operations, leadership of crew and compliance with company and federal policies and procedures

Second in Command, Lear 24DXR and Lear 36

- Reviewed Flight Ops processes and procedures and make recommendations to improve efficiency and ensure compliance

Northern Express Regional Airlines, Manchester, NH 1991 – 1994

Captain, SA227 and Beech 99

- Reviewed Flight Ops processes and procedures and make recommendations to improve efficiency and ensure compliance

Verrill & Dana, Attorneys at Law, Portland, Maine 1983 – 1991

Partner

- Represented condominium lenders and developers
- Concentration in condominium law and aviation matters
- Defended pilots in FAA enforcement proceedings

Education

University of Maine School of Law, Portland

Juris Doctor 1980 – 1983

Yale University, New Haven

Bachelor's of Arts, English 1969 - 1974

Flight Time

Total time: 14,947

Total PIC: 12,635

Total Turbine: 11,414

Turbine PIC: 9,265

Boeing 737 PIC: 823

Boeing 737 SIC: 115

Boeing 737 Total: 938

Falcon 900 Series PIC: 4000+

ROBERT ANDREW MULDERIG

Business Address: Bermudair Limited
5 Reid Street, Hamilton HM11 Bermuda

Home Address: “Spanish Grange”
26 Knapton Hill, Smith’s FL 08, Bermuda

Contact: +1(441)705-8056
robert.mulderig@flybermudair.com
mulderig@me.com

Date of Birth/Nationality: March 5, 1953
United Kingdom (Bermuda Status)

Aviation Experience: FAA Pilot Certificate 3503860
Commercial Pilot, AMEL, Instrument Airplane
Private ASEL, ASES
Type Ratings B737, DA-50, CE500, CE550

Mr. Mulderig currently serves as Safety Manager and Quality Manager for Bermudair Limited.

From 2011 to 2019 Mr. Mulderig was a principal shareholder and Chairman of Longtail Aviation International Ltd. Longtail operated a worldwide fleet of executive aircraft on behalf of owners and charter customers. Longtail holds a Bermuda commercial air carrier aircraft operating certificate. Mr. Mulderig also served as Longtail’s Safety Manager and Quality Manager. He piloted B737, Falcon and Citation aircraft for Longtail.

From 1982 through 2002 Mr. Mulderig was Chairman and Chief Executive Officer of Mutual Risk Management Ltd., a Bermuda holding company which was listed on the New York Stock Exchange and engaged in providing risk management and related insurance (property casualty as well as life annuity) and financial services.

Mr. Mulderig from 1996 to 2012 served as a Director and Chairman of the Bank of N.T. Butterfield and Son Ltd., Hamilton, Bermuda (NTB: NYSE). Butterfield is a community bank and wealth manager with operations in Bermuda, Cayman, Guernsey, Jersey, Switzerland and the United Kingdom. He also was a principal shareholder and served as Chairman of the Board of Woodmont Trust Company, Ltd., a licensed Bermuda Trust company from 2002 through 2014. The Woodmont companies provided a full range of trust, corporate administration, fund administration and corporate accounting services to corporate and high net worth clients worldwide.

He served as an outside director and member of the audit committee of Macquarie International Infrastructure Fund Limited Singapore (MIIF: SGX) and in the same capacity for Macquarie Infrastructure Group Hamilton Bermuda (MIG: ASX). He serves as a director of a number of private companies and is a former member of the Board of Governors of the Bermuda Stock Exchange.

Mr. Mulderig attended Columbia University and the Fordham University School of Law. He is married and has four children and five grandchildren.

Titus Johnson

Twickenham London TW1 UK • 07703986781 • titus.johnson@gmail.com

PROFESSIONAL SUMMARY

An accomplished Airline Commercial Leader with experience and a track record of driving major growth via high-impact strategic leadership, and establishing lucrative and enduring partnerships.

Brings proven skills in mentoring & learning, travel & tourism marketing transformation, project management, turnaround, sales & marketing strategy, key account management, leading robust market entry and C-level influence. Brings insight of extensive travel experience across the UK, European, North American, and Indian markets and significant consultancy and advisory experience.

Dedicated, creative, and personable with a data-driven, outcome-oriented, and collaborative approach. Equipped with a strong network of high-profile industry contacts. Renowned for rapidly delivering pragmatic solutions to complex challenges, negotiating best-in-market pricing and establishing harmonious and productive relationships with internal and external stakeholders. Global tourism experienced after visiting over 110 countries and living in 4 countries.

KEY SKILLS & EXPERTISE

- ✓ **Distribution, Merchandising, Pricing, Positioning**
- ✓ **Coaching & Mentoring**
- ✓ **Media Trained**
- ✓ **Revenue & Market Share Development**
- ✓ **Business Development**
- ✓ **Commercial Strategy**
- ✓ **Partnership Development & Management**
- ✓ **Transformation**
- ✓ **Project Management**
- ✓ **Key Account Management**
- ✓ **Turnaround**
- ✓ **Sales & Marketing Strategy**
- ✓ **Market Entry**
- ✓ **Budget Management**
- ✓ **Negotiation**
- ✓ **Network Development**
- ✓ **Training & Staff Development**
- ✓ **Market Analysis**
- ✓ **Numerous High-Level International Travel & Tourism Contacts**

CAREER HIGHLIGHTS

Airspan Consulting (London)

Principal

2020 – Present

- Various commercial projects focusing on new market entry and expansion in the North American markets.

Voyage Prive (OTA) (London)

Head of Transport (UK, Germany, Switzerland, Austria)

2019 - 2020

- Led airline and ferry client business expansion and relationship development activity. This included responsibility for driving market share growth via strategic leadership, managing key global accounts, identifying market trends and opportunities and spearheading annual business plan delivery.
- Established and developed relationships with multiple major airlines, securing best-in-market pricing and availability.
- Generated significant additional revenue through initiating, developing and implementing flash sales during periods of low organic development. Drove the sale of 350 additional seats within a seven-day period via the development and delivery of a business class flash sale with Emirates Airlines.
- Key contribution to the delivery of 70% YoY revenue growth.
- Grew British Airways turnover by 110% YoY via relationship development.

Airspan Consulting (Washington DC & London)

Principal

2017 - 2019

- Managed a range of travel transformation projects for clients including ASM, Privatefly.com, OTT and WOW Airlines.

Key Projects:

- **WOW Airlines:** Led an 18-month business development project, driving strategic network development across the USA, Canada, Israel and India. Key responsibilities included airport selection, new market O&D market share growth and managing stakeholder and travel / tourism relationships.
- Drove robust entry into new markets from a standing start, including Pittsburgh, Miami, San Francisco, Cleveland and Delhi.
- Generated \$220m additional revenue through spearheading the delivery of market specific strategies.

- Significantly extended market reach and increased revenue streams via the development and execution of channel distribution strategies for each market.
- **OTT:** Served as a member of the Advisory Board, providing impactful strategic guidance on international market expansion, priorities, budgets, risks, the competitive environment, and revenue expectation.

Thomas Cook Airlines Group (Chicago)

Vice President (North America & Caribbean)

2015 - 2017

- Led transformation and regional expansion activity across North America. Influencing a wide range of C level stakeholders including regional tourism and inward investment committees.
- Drove growth from 20 to 30 North American routes and spearheaded robust new market penetration with airports including: LAX, MIA, BOS, PVD, PDX, YHZ, MSY, SAN, FDF, PIT and TAB.
- Grew regional point-of-sale channel revenues by 90% over 18 months and developed point of sale market share to 80%.
- Delivered \$120m revenue growth within 18 months via the identification and execution of distribution agreements. Established a number of enduring and highly productive B2B relationships, opened a major new channel and established a strong presence in the North American market.
- Led the successful introduction of the new airline and brand, Thomas Cook Airlines, in US airports and regional markets.
- Headed business class and premium economy marketing activity and delivered a major uplift in upselling performance for premium cabins.

Air Berlin (New York)

Vice President Sales & Marketing (Americas)

2012 - 2014

- Tasked with driving sales and revenue growth and transforming merchandising within the company's fastest growing international market.
- Partnership responsibility with Tourist Boards and regional development agencies
- Held full commercial responsibility for the development 56 weekly Airbus A330 flights between North America and Europe.
- Spearheaded the development and delivery of the US sales and distribution strategy and travel / tourism budgets.
- Led the successful launch of new routes from LAS, LAX and ORD and expanded weekly JFK services to 20 and MIA weekly departures to 11.
- Grew US point of sales revenue by 95%.
- Developed and executed lucrative commercial partnerships with American Airlines (97 codeshares) and Etihad (codeshares).
- Delivered major market and point of sale share growth on AB hub and network traffic.
- Promoted a robust, integrated approach through extensive cross-disciplinary collaboration with the RM, pricing, business intelligence and network development functions.
- Led the successful launch of new flatbed business class offering.
- Established the Americas as the company's largest international market and most profitable market overall.

EARLY CAREER

Air Berlin (London)

Country Manager (UK & Ireland)

2006 - 2012

Sabre Travel Holdings (London)

Airline Sales & Account Director (EMEA)

2005 - 2006

VLM Airlines (London)

Regional Manager (UK & Ireland)

1999 - 2005

Marketing & Sales Manager (UK)

1995 - 1999

EDUCATION

MSc City University London, Air Transport Management (2008)

ADDITIONAL

Board of Airline Representatives (BAR) UK

-Board Member

2010 - 2012

-RNLI (Royal National Lifeboat Institution) Volunteer Lifeboat Crew Teddington Lifeboat Station

2020 – Present

-Startermotor Charity – Car Donor

2022 – Present



Government of Bermuda
Ministry of Transport
Office of the Minister

19 April 2023

Department of Transport
U.S. Department of Transportation

This letter is to confirm that Bermudair Limited is in the process of obtaining an Air Operator Certificate (AOC) establishing a scheduled passenger airline in Bermuda.

The Government of Bermuda is supportive of this enterprise which is of national significance to Bermuda and will enhance air services development.

The Government of Bermuda would appreciate any support you can offer to Bermudair to facilitate the issuance of any requisite licenses, certificates or approvals whilst the Bermuda Air Operator Certificate process is ongoing.

Yours faithfully

A handwritten signature in blue ink, appearing to read 'Wayne L Furbert', with a large flourish extending to the right.

The Hon Wayne L Furbert, JP, MP
Minister of Transport



P.O. Box GE 218
St. George's GE BX
Bermuda
T +1 441 293 1640
E info@bcaa.bm

20th April 2023

U.S Department of Transportation

This letter is to confirm that Bermudair Limited is in the process of obtaining an Air Operator Certificate (AOC) to establish a scheduled passenger airline in Bermuda.

The Bermuda Civil Aviation Authority (BCAA) is supportive of this enterprise as we carry out the initial certification activities to subsequently issue the AOC.

The BCAA is cognizant of the need for additional licenses, certificates, and/or approvals that would need to be issued to Bermudair Limited prior to operating in the United States. We therefore welcome any additional requests for evidence required by your Department in Bermudair Limited's pursuit of compliance with your agency.

Yours sincerely



Digitally signed by
Tariq Lynch-Wade
Date: 2023.04.20
13:12:41 -03'00'

Tariq Lynch-Wade
Director of Operations
Bermuda Civil Aviation Authority
talynchwade@bcaa.bm



AGREEMENT

The undersigned carriers (hereinafter referred to as "the Carriers") hereby agree as follows:

1. Each of the Carriers shall, effective May 16, 1966, include the following in its conditions of carriage, including tariffs embodying conditions of carriage filed by it with any government:

"The Carrier shall avail itself of the limitation of liability provided in the Convention for the Unification of Certain Rules Relating to International Carriage by Air signed at Warsaw October 12th, 1929, or provided in the said Convention as amended by the Protocol signed at The Hague September 28th, 1955. However, in accordance with Article 22(1) of said Convention, or said Convention as amended by said Protocol, the Carrier agrees that, as to all international transportation by the Carrier as defined in the said Convention or said Convention as amended by said Protocol, which, according to the contract of Carriage, includes a point in the United States of America as a point of origin, point of destination, or agreed stopping place

- (1) The limit of liability for each passenger for death, wounding, or other bodily injury shall be the sum of US \$75,000 inclusive of legal fees and costs, except that, in case of a claim brought in a State where provision is made for separate award of legal fees and costs, the limit shall be the sum of US \$58,000 exclusive of legal fees and costs.
- (2) The Carrier shall not, with respect to any claim arising out of the death, wounding, or other bodily injury of a passenger, avail itself of any defense under Article 20(1) of said Convention or said Convention as amended by said Protocol.

Nothing herein shall be deemed to affect the rights and liabilities of the Carrier with regard to any claim brought by, on behalf of, or in respect of any person who has willfully caused damage which resulted in death, wounding, or other bodily injury of a passenger."

2. Each Carrier shall, at the time of delivery of the ticket, furnish to each passenger whose transportation is governed by the Convention, or the Convention as amended by the Hague Protocol, and by the special contract described in paragraph 1, the following notice, which shall be printed in type at least as large as 10 point modern type and in ink contrasting with the stock on (i) each ticket; (ii) a piece of paper either placed in the ticket envelope with the ticket or attached to the ticket; or (iii) on the ticket envelope:

"ADVICE TO INTERNATIONAL PASSENGER ON LIMITATION OF LIABILITY

Passengers on a journey involving an ultimate destination or a stop in a country other than the country of origin are advised that the provisions of a treaty known as the Warsaw Convention may be applicable to the entire journey, including any portion entirely within the country of origin or destination. For such passengers on a journey to, from, or with an agreed stopping place in the United States of America, the Convention and special contracts of carriage embodied in applicable tariffs provide that the liability of BERMUDAIR LIMITED ("Bermudair")* [(name of carrier) and certain other] carriers parties to such special contracts for death of or personal injury to passengers is limited in most cases to proven damages not to exceed US \$75,000 per passenger, and that this liability up to such limit shall not depend on negligence on the part of the carrier. For such passengers traveling by a carrier not a party to such special contracts or on a journey not to, from, or having an agreed stopping place in the United States of America, liability of the carrier for death or personal injury to passengers is limited in most cases to approximately US \$10,000 or US \$20,000.

The names of Carriers parties to such special contracts are available at all ticket offices of such carriers and may be examined on request.

Additional protection can usually be obtained by purchasing insurance from a private company. Such insurance is not affected by any limitation of the carrier's liability under the Warsaw Convention or such special contracts of carriage. For further information please consult your airline or insurance company representative."

3. [This Agreement was filed with the Civil Aeronautics Board of the United States. The Board approved it by Order E-23680, adopted May 13, 1966. The Agreement (Agreement 18900) became effective May 16, 1966. On January 1, 1985, this Agreement became the responsibility of the Department of Transportation (DOT) by operation of law.]

4. This Agreement may be signed in any number of counterparts, all of which shall constitute one Agreement. Any Carrier may become a party to this Agreement by signing a counterpart hereof and depositing it with DOT.

5. Any Carrier party hereto may withdraw from this Agreement by giving twelve (12) months written notice of withdrawal to DOT and the other Carriers parties to the Agreement.

(Signature and Date) 

(Printed Name and Title) Adam Scott, CEO

(Name and Address of Carrier) BERMUDAIR LIMITED ("Bermudair")
5 Reid Steet, 1st Floor, Hamilton, HM11, Bermuda

*Either alternative may be used.



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- (1) The limit of liability for each passenger for death, wounding, or other bodily injury shall be the sum of US \$75,000 inclusive of legal fees and costs, except that, in case of a claim brought in a State where provision is made for separate award of legal fees and costs, the limit shall be the sum of US \$58,000 exclusive of legal fees and costs.
- (2) The Carrier shall not, with respect to any claim arising out of the death, wounding, or other bodily injury of a passenger, avail itself of any defense under Article 20(1) of said Convention or said Convention as amended by said Protocol.

Nothing herein shall be deemed to affect the rights and liabilities of the Carrier with regard to any claim brought by, on behalf of, or in respect of any person who has willfully caused damage which resulted in death, wounding, or other bodily injury of a passenger."

2. Each Carrier shall, at the time of delivery of the ticket, furnish to each passenger whose transportation is governed by the Convention, or the Convention as amended by the Hague Protocol, and by the special contract described in paragraph 1, the following notice, which shall be printed in type at least as large as 10 point modern type and in ink contrasting with the stock on (i) each ticket; (ii) a piece of paper either placed in the ticket envelope with the ticket or attached to the ticket; or (iii) on the ticket envelope:

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Passengers on a journey involving an ultimate destination or a stop in a country other than the country of origin are advised that the provisions of a treaty known as the Warsaw Convention may be applicable to the entire journey, including any portion entirely within the country of origin or destination. For such passengers on a journey to, from, or with an agreed stopping place in the United States of America, the Convention and special contracts of carriage embodied in applicable tariffs provide that the liability of BERMUDAIR LIMITED ("Bermudair")* [(name of carrier) and certain other] carriers parties to such special contracts for death of or personal injury to passengers is limited in most cases to proven damages not to exceed US \$75,000 per passenger, and that this liability up to such limit shall not depend on negligence on the part of the carrier. For such passengers traveling by a carrier not a party to such special contracts or on a journey not to, from, or having an agreed stopping place in the United States of America, liability of the carrier for death or personal injury to passengers is limited in most cases to approximately US \$10,000 or US \$20,000.

The names of Carriers parties to such special contracts are available at all ticket offices of such carriers and may be examined on request.

Additional protection can usually be obtained by purchasing insurance from a private company. Such insurance is not affected by any limitation of the carrier's liability under the Warsaw Convention or such special contracts of carriage. For further information please consult your airline or insurance company representative."

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5. Any Carrier party hereto may withdraw from this Agreement by giving twelve (12) months written notice of withdrawal to DOT and the other Carriers parties to the Agreement.

(Signature and Date)  _____

(Printed Name and Title) Adam Scott, CEO _____

(Name and Address of Carrier) BERMUDAIR LIMITED ("Bermudair")
5 Reid Steet, 1st Floor, Hamilton, HM11, Bermuda

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Nothing herein shall be deemed to affect the rights and liabilities of the Carrier with regard to any claim brought by, on behalf of, or in respect of any person who has willfully caused damage which resulted in death, wounding, or other bodily injury of a passenger."

2. Each Carrier shall, at the time of delivery of the ticket, furnish to each passenger whose transportation is governed by the Convention, or the Convention as amended by the Hague Protocol, and by the special contract described in paragraph 1, the following notice, which shall be printed in type at least as large as 10 point modern type and in ink contrasting with the stock on (i) each ticket; (ii) a piece of paper either placed in the ticket envelope with the ticket or attached to the ticket; or (iii) on the ticket envelope:

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The names of Carriers parties to such special contracts are available at all ticket offices of such carriers and may be examined on request.

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(Signature and Date)  _____

(Printed Name and Title) Adam Scott, CEO _____

(Name and Address of Carrier) BERMUDAIR LIMITED ("Bermudair")
5 Reid Steet, 1st Floor, Hamilton, HM11, Bermuda

*Either alternative may be used.

**BEFORE THE
DEPARTMENT OF TRANSPORTATION
WASHINGTON, D.C.**

Request of)	
)	
BERMUDAIR LIMITED)	Docket OST-2023-_____
)	
for an exemption under 49 U.S.C. § 40109 and)	
a foreign air carrier permit pursuant to)	
49 U.S.C. § 41301)	

DECLARATION

I, Adam Scott, state that I am the CEO of Bermudair Limited (“Bermudair”); that I am authorized to make this Declaration on behalf of Bermudair; that I have read the attached application and exhibits and that the factual statements set forth therein are true and correct to the best of my knowledge and belief. I declare under penalty of perjury under the laws of the United States of America that the foregoing is true and correct.

Executed on April 28, 2023



Adam Scott, CEO

CERTIFICATE OF SERVICE

I hereby certify that I have on this day served a copy of the foregoing document upon each of the following electronic mail addresses:

Delta chris.walker@delta.com
Steven.seiden@delta.com
Federal Express Anne.bechdolt@fedex.com
sllunsford@fedex.com
brian.hedberg@fedex.com

Alaska Airlines dheffernan@cozen.com

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acampbell@northernaviationservices.aero
acampbell@nac.aero
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nwallace@wallaceair.com

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Omni Air International RJared@OAI.Aero
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dbeach@lynden.com

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dsmalls@ups.com

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williamsds3@state.gov
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Frontier Robert.cohn@hoganlovells.com
patrick.rizzi@hoganlovells.com>
Howard.diamond@flyfrontier.com
Hawaiian Airlines: perkmann@cooley.com
21 Air: jberdini@21air.us
jyoung@yklaw.com
National mbenge@kmazuckert.com
agumbs@nationalairlines.aero



Ekaterina A. Grimes

Dated: May 5, 2023