

MOVING FORWARDS TOGETHER

OUR PRINCIPLES



WE'VE COME **A LONG WAY**

We began life in **October 2010** as a solutions consultancy provider to airlines, lessors and investors



Since then, we've grown rapidly

Winning major contracts



Combining great businesses



We've transformed from a small team into a **140-strong workforce**

We've expanded into **Asia Pacific** and the **Americas**

We've launched **new services**

Between 2015 and 2017, **sales growth averaged an astonishing 663%**

CATACAP

In October 2019, private equity firm **CataCap became the majority shareholder of our group**



Then **COVID struck**

But thanks to all the incredible work and commitment we've put into our business, **we were able to survive...**

...and thrive, We are back to pre-Covid highs and going beyond



BUT WE'RE **ONLY JUST BEGINNING**

In just over a decade, we've built a fantastic reputation in our marketplace. We know what we're doing. We work to high standards. We pride ourselves on delivering for our customers every time.

Now we are ready to push ourselves beyond our comfort zone. To set ambitious growth targets. To diversify our services. To unleash the full power and potential of all our employees.

It's a new chapter in the AerFin story. And it promises to be the most exciting one yet.



WE BUILD on the key strengths
that have got us where we are today.

WE EVOLVE new ways of working for the
challenges and opportunities ahead.

Our
client focus

Our
engineering
culture

Our
close
collaboration

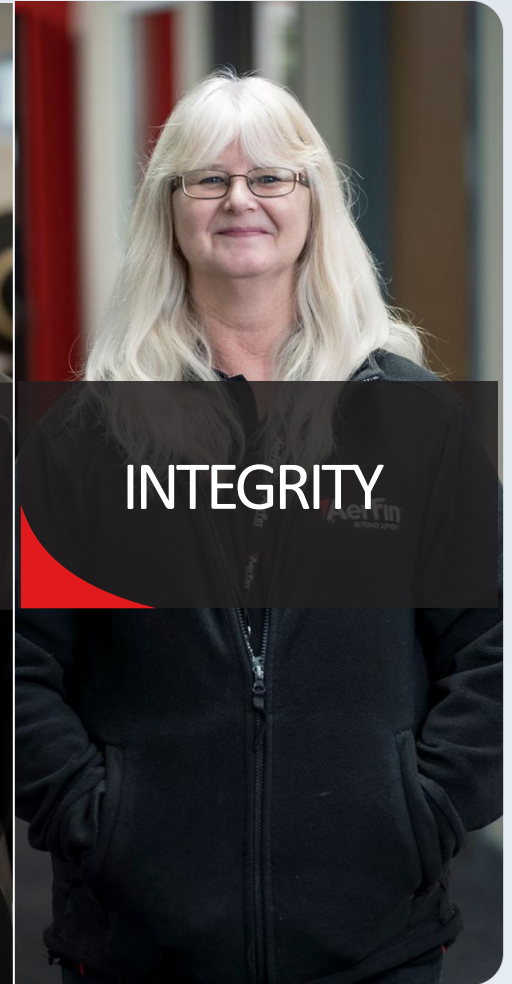
Developing
high-performing,
customer-focused
teams

Building and
embracing
diversity so we
can innovate
more effectively

Creating an inclusive
environment where the
best people are free to
do their best work



GUIDED BY **OUR PRINCIPLES**



PEOPLE **PROMISE**

Our community is shaped around our **PRINCIPLES** so the very best talent can fulfil their potential while safely and comfortably bringing their true selves to work. Through the development of high-performing, customer-focused teams, everyone within the AerFin community is responsible for delivering excellence.

PRINCIPLES

INCLUSIVITY

Individual differences that make us collectively stronger are seen, understood, and appreciated. Everyone at AerFin should experience a sense of belonging.

RESPECT

Regardless of status, we at AerFin respect each other with fairness, dignity, and compassion. Respect involves effort and a commitment to learn about ourselves and others.

DETERMINATION

Our commitment to provide brilliance to our consumers is fuelled by enthusiasm. We provide vigour and a fearless work ethic to ensure that we go above and beyond to meet and exceed customer expectations.

INTEGRITY

AerFin values its trust-based reputation deeply. This quality is why, even when no one is looking and it is not the easy option, we always do the right thing for our customers and coworkers.

PEOPLE STRATEGY

TALENT DEVELOPMENT

A supporting talent plan makes every commercial goal a success. As a result, we have a development program and a learning culture that encourages colleagues to reach their greatest potential for the benefit of everybody.

DIVERSITY, EQUITY & INCLUSION

Diverse perspectives, backgrounds and experiences come together to build brilliance in an inclusive, respectful workplace driven by our beliefs, which is essential for innovation and consumer engagement. This ethos guides how we recruit and develop talent.

ORGANISATION EFFECTIVENESS

We use dialogue to avoid blame in a culture of trust and openness, while constantly coaching each other to deliver even more excellence, learn every day, and allow the boat to go faster.

RECOGNITION & PERFORMANCE

We are all open to feedback and know how and when to give it. Difficult conversations are delivered with respect and humanity but not shied away from. We enthusiastically celebrate individual and collective success.

COLLEAGUE INVOLVEMENT

We want our colleagues to own the community in which they operate – we create the AerFin employee experience for each other. That's why we evolve and adapt life at AerFin through ongoing discussion with colleagues.

WHY PRINCIPLES?



We could have created a vision and values, like other companies do, and plastered them all over our office mugs and mouse mats. But we didn't - because we want something that's real, not for show.

Our PRINCIPLES will shape everything we do from now on. They define who we are. They guide how we think and act. They keep us on the road to success. By following them, we can become our authentic best, as individuals and as a business.

INCLUSIVITY

A group of diverse people are shown in a social setting, smiling and laughing. In the foreground, a bald man in a blue and white checkered shirt is laughing heartily. To his right, a man with a beard and a blue and white checkered shirt is also laughing, with his hand near his mouth. To the left, a woman with blonde hair in a green polka-dot dress is smiling. In the background, other people are visible, including a man with a beard in a striped shirt. The overall atmosphere is warm and inclusive.

We want to be an open place,
where people can bring their
whole selves to work.

WHAT **INCLUSIVITY** MEANS TO US

Individual differences that make us collectively stronger are seen, understood, and appreciated. Everyone at AerFin should experience a sense of belonging.

How we live it

- Listen, observe and learn from others, striving to understand different ideas, perspectives and experiences.
- Adapt well to change and be open to new ideas. Speak up when we see a better way.
- Share skills and knowledge, and support others to stretch, develop and try new things.
- Try hard to address misunderstandings and differences of opinion, doing our best to resolve disagreements.
- Seek opportunities to collaborate with others across and beyond AerFin.
- Champion inclusion and diversity recognising the value it brings, and challenging non-inclusive practices and behaviours.
- Create a supportive environment so people can thrive. Nurture talent and invest in the development of others.

INCLUSIVITY IN ACTION



The only way we're going to get to our common goal is if we work together and share ideas.

Kyra-Marie Moir-McDonough
VP INVENTORY AIRFRAMES



Having these principles gives us a graphic reminder that we need to work in a less siloed way.

Auvinash Narayan
SVP TRADING



To achieve to a high level, you've got to enjoy the environment you're in. That's why it's so important we all get on.

Nick Filce
DIRECTOR OF TRADING EMEA

RESPECT



“
It’s crucial that people
around our organisation
feel they are able to
speak up.”

Simon Goodson
CEO

WHAT **RESPECT** MEANS TO US

Regardless of status, we at AerFin respect each other with fairness, dignity, and compassion. Respect involves effort and a commitment to learn about ourselves and others.

How we live it

- Understand how our behaviour can be interpreted and consider the impact we have on others.
- Show empathy and compassion, supporting others even when the pressure is on.
- Have the courage to challenge others and speak up if we, or our colleagues, are not treated with respect.
- Be authentic and open in the way we communicate, listen to others, showing that we respect and value their input.
- Be respectful, considerate and polite to others regardless of their grade, position or background.

RESPECT IN ACTION



AerFin respects the individual ahead of their job title - every contribution is valued.

Jaisal Kerai

AVP TRADING - IRELAND



Respect is the glue that holds AerFin together.

Melissa Mould

MARKETING MANAGER



Having come from a highly corporate environment, working at AerFin is a breath of fresh air. You get treated like a person. You have total autonomy. You have the opportunity to grow.

Simon Bayliss

CHIEF OPERATIONAL OFFICER

DETERMINATION



We're determined to
go above and beyond
customer expectations.

WHAT **DETERMINATION** MEANS TO US

Our commitment to provide brilliance to our consumers is fuelled by enthusiasm. We provide vigour and a fearless work ethic to ensure that we go above and beyond to meet and exceed customer expectations.

How we live it

- Make goals and work hard to achieve them on time.
- Stay reliant even through times of adversity and look for solutions with focus.
- Take responsibility for the quality of own work and have the courage to hold others accountable for theirs.
- Go the extra mile for each other and our customers to produce results we can be proud of.
- Motivate each other and look for solutions together when individuals need support.
- Lead by example (regardless of position in the company) and inspire others to your level of energy and work ethic.

DETERMINATION IN ACTION



Everybody at AerFin is really hard-working, disciplined and driven. Our can-do attitude is what makes AerFin what it is.

Naomi Mattock
VP LEGAL



You can look in every direction to see determined individuals and teams going above and beyond to ensure that we always leave the best impression possible on the customer.

Mark Shimizu
SVP EMEA



The most important thing we do is hire and develop our people. Having persistence and integrity with recruitment are the fundamental ingredients for success within a business.

Liz Cridland
HR MANAGER

INTEGRITY

A man with short brown hair and safety glasses is working on a large, complex industrial machine. He is wearing a dark jacket with a grey hood. The machine has various cables and components. The background is a blurred industrial setting with orange shelving units. The overall tone is professional and focused.

“
The reputation we
have in the marketplace
is incredible.”

Chris Hooley
DIRECTOR STRATEGIC SALES

WHAT **INTEGRITY** MEANS TO US

AerFin values its trust-based reputation deeply. This quality is why, even when no one is looking and it is not the easy option, we always do the right thing for our customers and coworkers.

How we live it

- Work with honesty and transparency within the AerFin community and with our customers.
- Have good moral principles in your day-to-day behaviours at work.
- Strive to do the right thing even when no one is watching.
- Make sure we deliver on the promises we make.
- Push aside pride, admit to any mistakes we make and learn from them.
- Take responsibility and accountability for our actions.

INTEGRITY IN ACTION



The recent investment in our people strategy and value proposition is positively impacting on attraction and retention.

Jo Rival
CHIEF PEOPLE OFFICER



Everyone works together towards a common goal.

James Hughes
MRO OPERATIONS MANAGER



I've learned that people will forget what you said, and what you did, but people will never forget how you made them feel. I feel very valued, not just within my team but within the company as a whole.

Heather Forrington
DIRECT / INDIRECT SOURCING MANAGER

IN SUMMARY

We're taking AerFin somewhere new. To get there, we need to stick together and stay focused. That's why our PRINCIPLES are so important. They articulate what makes us special as a workforce.

Inclusivity. Respect. Determination. Integrity.

And, as we continue on our journey, they will guide the actions and decisions we take at every turn.

Ready? Let's go...



**“ If we focus on our people,
then everything else will follow. ”**

Simon Goodson
CEO

If you have any questions, please contact ourprinciples@aerfin.com
or visit aerfin.com for more information.

THANK YOU