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Introduction

It doesn't feel like 10 years since a small group of people got together to hold a conference about business aviation at the Le Meridien Hotel close to Dubai's International Airport. The meeting was held on the sidelines of the Dubai Airshow. Indeed, business aviation itself was really a sideline to the rapidly expanding interests of the Gulf carriers.

Of course, business jets were being sold in the region, very much shrouded by secrecy and very much the province of either government or private buyers. The concept of local charter operators or aircraft management was something that happened in Europe or the United States.

But at that meeting there was a call for more collaboration and a demand to make the voice of business aviation heard across the Arab World spanning the Middle East and North Africa.

Ali Alnaqbi answered that call and built a board of founder members from different aspects of the business aviation industry to turn those calls into a strategy to make business aviation stand out. MEBAA was born.

In the 10 years since, it has grown from its infancy into a fully fledged advocate for our industry and our region on the global stage.

As this review celebrates the anniversary, so we look at the latest developments that continue to amaze. It surely is 10 out of 10.

Alan Peaford MBE
Editor-in-chief, Times Aerospace

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Foreword



By Ali Ahmed Alnaqbi, Founding Chairman, MEBA.

I

t gives me great pleasure to write these words as we begin the celebrations of our 10th anniversary.

Achieving a milestone such as this is important. It allows us to draw breath and consider the steps we have taken over the past 10 years – but most importantly to look forward to the next 10.

One thing we can never do in this industry is to stop.

As we work day-to-day lobbying with governments and regulators, assisting members or negotiating new deals that will benefit our community, it is sometimes hard to recognise just how far we have come. It would not have been possible of course without the significant contributions, trust and continuing commitment shown by our founding members F&E Aerospace and Falcon Aviation Services, our founding & board members, Airbus Corporate Jets Middle East, BEXAIR, Boeing Business Jets, Bombardier Business Aircraft, Dassault Aviation, Emirates-CAE Flight Training, Execujet Middle East, Gulfstream Aerospace Corporation, Jet Aviation Management AG, JETEX Flight Support, Lufthansa Technik AG, National Air Services, Royal Jet and Wallan Aviation, plus board members Comlux Middle East and Saudi Private Aviation, for which I would like to express my sincere thanks and appreciation.

We are now very much the voice of business aviation across the whole of the Arab League region from Morocco to Lebanon and I am extremely grateful to the market for accepting MEBA as the official representative of business aviation in the region. We do now have a seat at the table where the big issues involving aviation are concerned. Our big brothers, the airlines, are now better understanding the differences that business aviation has from commercial scheduled air transport.

The Middle East and North African market is developing very well despite everything that has been going on in terms of political uprisings and destabilisation. And, while there is a concentration of activity in the UAE and Saudi Arabia, other parts of the region are growing.

Morocco is a good example. Two years ago they had almost nothing, just two AOCs and a single FBO with business aviation pushed to one side. We organised a conference there, developed a business aviation show in the country, and are now seeing amazing developments and look forward to our MEBA Show Morocco in 2017.

We have been working hard on wiping out the illegal charter market with great successes in UAE, Saudi Arabia and Jordan and there is nowhere better to demonstrate a commitment to our business aviation industry than at Dubai World Central, where we are seeing a multiple FBO facility being developed in a new VIP terminal.

As you will read in this review, there is a lot of activity in the industry and it is our intention to be at the forefront of developments.

From new aircraft to new technologies, the Middle East and North Africa region is an early adopter. Our big event – the MEBA Show – in Dubai created an opportunity for us all to get together and re-energise for the next 10 years. MEBA will never stop supporting the advancement of business aviation developments across the MENA region and remains committed to continuing to uphold the interests of its members.

We live in exciting times and I am sure that as we end one decade and start another, we will continue to work together to achieve even more.

Ali Ahmed Alnaqbi



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ICAO offers congratulations

As the Secretary General of the International Civil Aviation Organization (ICAO), it is my honour to acknowledge the important and expanding contributions of the Middle East Business Aviation Association (MEBAA) on the occasion of its 10th Anniversary.

Business aviation is an integral component of the international civil aviation sector and contributes substantially when emergency and humanitarian efforts are required. It is well-recognized for its role in fostering economic growth and international trade, and an important contributor to many of the positive socio-economic impacts by which international air transport connectivity benefits societies and economies all over the world.

The expansion and operational flexibility of business aviation in the Middle East helps to insure the preservation of vital transport links. It complements the phenomenal growth of air transport generally in the region, by promoting business opportunities and connectivity, and most notably in areas where a lack of stable demand, infrastructure constraints, and other challenges can often impede the viability of commercial aviation operations.

ICAO greatly appreciates that effective global standards and policies for international business operations must take into account its users' unique requirements, regional potential, and global development priorities, in a holistic manner.

We will also be working intently over the near-term to better integrate ICAO's safety monitoring results with major business aviation associations globally, and I am sure this intensified collaboration will deliver positive benefits to operators and regulators alike.

To help exercise the full potential of business operations, effective and flexible airspace access solutions must be pursued collaboratively. Accordingly, ICAO recognizes that it must support the varied but often complementary needs of commercial and general aviation operators alike, in order to ensure an effective and comprehensive global regulatory framework.

From its original group of founding members, the MEBAA has grown today into a broad-based organization which greatly aids in sharing the views and concerns of Middle East business aviation stakeholders with local governments, regulators, and with the International Business Aviation Council (IBAC) which represents your operators here at ICAO.

ICAO is very pleased to be able to acknowledge the MEBAA's work and accomplishments in this special 10th Anniversary Edition of its Review, and we will look forward to it enjoying even greater success in the decades ahead.

Dr. Fang Liu
ICAO Secretary General

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MEBAA at 10 – a decade of success

As MEBAA begins its second decade of operation, Liz Moscrop looks at the achievements the Association has made and meets the man who has driven the group through the winds of change.

In a fitting end to the year that started with the 10th anniversary of HH Sheikh Mohammed bin Rashid Al Maktoum's accession as prime minister of the UAE, and ruler of Dubai, MEBAA closes December with a celebration of its own first decade of existence.

The two celebrations are parallel. Dubai has grown rapidly in the past 10 years to become a centre for tourism, trade and business and now has some of the world's most iconic landmarks, including the world's tallest building.

Meanwhile, the wealth it has generated has given rise to an increasing number of business aircraft in the emirate, reflecting the growth of the sector throughout the MENA region.

MEBAA's founding chairman, Ali Alnaqbi, said: "In 10 years, the market has reacted very positively overall. Business and

Events are a key indicator of MEBAA's success.

private aviation is now accepted throughout the region and we have managed to present ourselves in a good way to the market and have a strong reputation." He pointed out that, although the association came into being in 2006, the market has been far from stable since, mainly because of politics.

He continued: "It is hard work to make sure that business continues and the market goes in the right direction," adding that this had impeded the growth he'd envisioned for the association's first 10 years in terms of having a presence, or an event, in each of the 21 countries of the region. However, he said: "Putting that aside, I am delighted that the market is moving in the right direction and continuing to grow. We have raised many issues in individual countries and put them to the proper authorities, in terms of both operations and awareness."





Indeed, raising awareness of exactly how the industry works is one of the most important parts of MEBAA's remit. Alnaqbi is adamant that educating people is the way to develop the sector; choosing mission-specific aircraft that are appropriate for the trip can add a great deal of value to businesses.

Today, ministers and civil aviation authorities turn to the association as a first port of call when crafting new regulations for the civil aviation industry.

Although there is a long way to go before business aviation operations are treated on a par with their commercial counterparts, Alnaqbi said he has noticed a difference. "Governments asking us for advice is very important to us. When ministers consult us on their master plans for civil aviation it enables them to account for business aviation, too. This has not happened in the past."

He believes that this is primarily because they now recognise that business aviation plays an important part in connecting the MENA region to the rest of the world, and has far-reaching implications for the region's economic growth. He clarified:

"Business aviation traditionally complements other forms of aviation by increasing accessibility to traditionally underserved areas and, as a result, facilitating trade and business between places that may not have done so otherwise."

MEBAA reckons the importance of these additional outlets is much more acute in emerging markets, such as MENA, where a larger percentage of places may not yet be accessible by traditional routes.

Today, business aircraft in the region represent a relatively small percentage of the global business fleet. However, the number of business jets in the Gulf is predicted to grow by more than 80% by 2023, according to the latest Bombardier Business Aircraft market forecast. In addition, the value of the industry is predicted to reach \$1.2 billion by 2020.

Alnaqbi points out that government and industry support is necessary to allow the industry to grow at such a rate, with airport

support, landing slots and clearances all required to foster growth. "I am pleased to report that three governments – the UAE, Saudi Arabia, and Morocco – represent the majority of the business aviation market in the MENA region and are listening to our requests," he said. "Infrastructure changes and developments do not happen overnight but the requirement has been identified and we are working towards a solution that will benefit the industry and, therefore, the economy as a whole."

A key aim for MEBAA is to have business aviation in governments' plans, such as in Dubai, where the sector now has its own large dedicated facility in the new Al Maktoum International Airport (Dubai World Central).

Another success story is in Morocco, where MEBAA has worked with the government to include a tender for a new fixed-base operation (FBO) to service the private aviation sector in its budgetary planning. The tender is now out. "Until now," Alnaqbi said, "there has been no dedicated facility or main terminal for business aviation in Morocco, which is challenging in a country that size."

The association also cherishes its links with other industry associations, such as the US-based National Business Aviation Association (NBAA), the European Business Aviation Association (EBAA) and the International Business Aviation Council (IBAC), which drafts a global suggested safety standard for the industry. "We have hardly missed a single IBAC board meeting in the last 10 years," Alnaqbi confirmed.

To date, the association has built strong relationships with civil aviation authorities in Jordan, Bahrain, Lebanon, Morocco, Saudi Arabia, the UAE and now Egypt. Its membership has grown from six founders in 2006 to 152 today.

Its key triumphs are at the governmental level. Illegal charter, or the so-called 'grey market' has been the scourge of the industry worldwide, almost since the sector came into being. Alnaqbi is particularly proud of what has happened in Saudi Arabia, which was one of the region's greatest offenders. "We worked closely with His Excellency Sulaiman Bin Abdullah Al Hamdan, president of the General Authority of Civil Aviation of Saudi Arabia, to tackle the issue and now have seen a 40 to 50% decline, since he has changed the rules."

Al Hamdan also opened the floor at May's MEBAA conference in Jeddah in order for operators to question him about how to develop a more useful operating environment for business aviation players.

Saudi Arabia has now abandoned US FAA Part 91 non-commercial-style operations, whereby there is no compensation paid for carriage of passengers or cargo. While the regulation is straightforward, it has been open to abuse, predominantly by

Ali Alnaqbi has been the driver for MEBAA's first decade.

Below: Conferences have been rolled out in Morocco, Lebanon, Saudi Arabia, Jordan and the UAE.



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To receive payment for air transportation, operators need a commercial certificate from the General Authority of Civil Aviation of Saudi Arabia (GACA). Obtaining such a certificate is an involved and time-consuming process. Part 135 has specific flight-duty-time and crew rest requirements and imposes a higher standard of pilot qualifications, as well as equipment and maintenance requirements that are more stringent than those needed for a private operation.

Until the crackdown, foreign operators were coming in and picking up passengers and dropping them off in different cities, committing cabotage – another contravention of international rules. MEBAA has played an important role in educating GACA, which said Alnaqbi, will be beneficial for all concerned in helping to create a safer industry.

Something is certainly working. Business aviation flights in Saudi Arabia increased by 6% year-on-year in the first quarter of 2016, according to statistics from WINGX released at the Jeddah conference.

There were almost 3,500 business jet flights from Saudi Arabia in 2015, with more than 80% of them taking off from King Khalid International Airport, Riyadh, and King Abdul Aziz International Airport in Jeddah. The most popular city pairs included Le Bourget in Paris, London Luton and London Stansted.

Speaking at the event, Ahmed Al Ansari, deputy chief operating officer for Dubai South, quoted the Bombardier Market Forecast stating that the Middle East would be the fastest-developing region for business aviation in the world, with fleet growth of 7% by 2030.

He said: "With its high concentration of high-net-worth individuals, Saudi Arabia remains one of the most promising of the GCC markets in terms of this demand. In addition, private jet usage in the Kingdom of Saudi Arabia is also higher than the global and regional average."

Al Ansari noted that, as the Gulf countries diversify, the resulting increase in trade and business would attract more air traffic. He highlighted that there would be a need for greater infrastructure, airport capacity and airport access for private jets to accommodate this growth.

"I am pleased to report," he said: "that people's first question now is 'is this a legal or illegal flight?' We have managed to raise awareness of the grey market over the last 10 years, and the most important element is the passenger." He cited the EBAA's work and input as the roadmap MEBAA has used. "Until recently,

Networking is a vital component of MEBAA's success.

everyone was involved. We didn't know who was paying who, and even airports were in on the game."

MEBAA has used several marketing methods, including social media, to get its point across. "We have to continue the fight though, and raise awareness and create the foundation for the next generation."

One of his major ambitions is to get some solid data on the problem but another thorn in his side is the unwillingness of people to share statistics, especially in a region where privacy is highly prized.

The pluses outweigh the minuses, however, and in 10 years technology has improved the industry exponentially.

Although there is far more airspace congestion than there was a decade ago, largely due to the rise in fleet sizes of commercial carriers, superior avionics and air traffic management systems have eased the problem.

Airport slots remain a difficult issue. However, Alnaqbi is pleased with the developments at Dubai World Central (DWC).

Maintenance is manageable – for today. People are getting their heavy checks done when they are on holiday and there are more maintenance, repair and overhaul (MRO) providers around capable of doing line checks and light work when required. He foresees a great opportunity for hangar providers, though, as people increasingly realise that leaving their \$50-\$70 million asset outside on the ramp in searing heat plays havoc with the avionics. "There is a good business for someone building and leasing hangars," he said.

Popular culture dictates that a 10-year anniversary earns a gift made of tin. At first glance that seems inappropriate for such a wealthy region. However, tin is an element that is unassuming, but not unimportant. This metal is used to prevent corrosion and to produce glass and bronze, the alloy that changed civilization by ushering in the Bronze Age. Today tech researchers are excited about graphene, a single-atom layer of carbon that is both harder than diamonds and stretchable like rubber. It's entirely possible that the next high-tech advance, like graphene, will come from humble tin.

That being the case, it would seem a fitting gift for such an elemental part of the MENA region's young and vital business aviation industry.

MEBAA's next major event is its biennial show, taking place December 6-8 this year at the air show site at DWC in Dubai. It will provide a crucial platform for 9,000 business aviation professionals from the region to meet, network and foster corporate and industry growth in the region and beyond.

With more than 460 exhibitors expected, it has become a major part of the global airshow circuit, and after 10 years of existence is a testament to both Alnaqbi's vision and the support of HH Sheikh Mohammed, who has championed aviation since he came to power.





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Honeywell predicts slow progress

The outlook for business aviation changes with world events. Technology company Honeywell has been monitoring the industry for 25 years. Alan Peaford looks at its projections for the Middle East and the rest of the world to assess what the next decade will look like.



Since 2009 there have been economic and political uncertainties that have rocked the plans for the growth of business aviation. And, despite the new metal projected over the next few years, which is usually a driver for a spurt in purchasing activities, technology giant Honeywell believes the industry will continue to face a slow near-term pace of orders.

It blames the slow-growth economic environment across many global markets, along with many political uncertainties.

Honeywell's 25th Global Business Aviation Outlook forecasts up to 8,600 new business jet deliveries, worth \$255 billion from 2016 to 2026, which represents a 6 to 7% reduction from the values noted in the 2015 forecast.

"We continue to see relatively slow economic growth projections in many mature business jet markets. While developed economies are generally faring better, commodities demand, foreign exchange and political uncertainties remain as concerns," said Brian Sill, president, commercial aviation at Honeywell Aerospace.

"These factors continue to affect near-term purchases, but the survey responses this year indicate there is improved interest in new aircraft acquisition in the medium term, particularly in the 2018-19 period.

"In the meantime, operators we surveyed this year indicated plans to increase usage of current aircraft modestly in the next 12

Large cabins remain top of the shopping list for Middle Eastern buyers.

months, providing some welcome momentum to aftermarket activity, which has been flat recently."

Despite the political unrest in the MENA region, business aviation activities continued to hold steady.

MEBAA founding chairman Ali Alnaqbi said: "It has been remarkable that the growth has been steady despite the many challenges across the region."

The Middle East and Africa represents just 4% of the world market but has held a position of importance there because of the high-value aircraft purchased.

The region has the biggest single fleets of aircraft such as the Boeing Business Jet (BBJ) and the Embraer Lineage. But Honeywell's findings suggest the market may be flattening.

Charles Park, director of market analysis for Honeywell, said that findings suggest that the political instability – perhaps coupled with lower oil prices – had seen recent fleet growth slow to a point of being almost static.

A number of aircraft had been "out-migrated" from the region, he said.

But there were some surprises in the Middle East and Africa, according to Park. Improved purchase plans were reported, which was unexpected given the year of significant political upheaval and on-going conflict in the region in tandem with only moderately improved oil prices.

Operators responding to the survey seem to be looking past current regional concerns, with potential buyers in the region scheduling their purchases sooner in the next five-year window compared with last year, with 49% of purchases planned before 2019. "These improved survey responses appear at odds with the obstinate nature of the issues facing the region," Park said.

In all, 21% of the Middle East and African respondents said they will replace or add to their fleet with a new jet purchase – and that figure is up from 16% last year but is still below the overall world average.

Taking the global view, Honeywell said there would be deliveries of approximately 650 to 675 new jets in 2016, a low- to mid-single-digit percentage decline year over year. The pullback in deliveries expected in 2016 comes on the heels of a small increase in 2015 and is largely due to slower order rates for mature models and a stabilisation in fractional-usage type of aircraft deliveries.

This is not likely to change next year – and indeed will slightly lower, reflecting transitions to new models slated for late 2017 and 2018 service entry.

Worldwide, operators plan to make new jet purchases equivalent to about 27% of their fleets over the next five years as



replacements or additions to their current fleet, an encouraging increase but one that is less than firm in timing.

Of the total purchase plans for new business jets, 21% are intended to occur by the end of 2017, while 18% are scheduled for 2018 and 2019, respectively.

Operators will continue to focus on larger-cabin aircraft classes, ranging from super mid-size through ultra-long-range and business airliners, which are expected to account for more than 85% of all expenditures on new business jets in the next five years.

For the Middle East and Africa, the large-cabin jet purchase is even greater, with 95% of value of the region's fleet. Remarkably it remains at 80% of all units.

"From the respondents we saw, there was a meaningful regional relative preference for mid-size jets," Park said. "There was virtually no interest in small cabin models for the Middle East in this year's survey."

The industry does anticipate some growth over the next decade globally with a 3-4% average annual growth rate, despite the lower short-term outlook, as new models and improved economic performance contribute to industry growth.

Gains in five-year operator purchase plans are offset in the long-term forecast, based on changes in new programme timing, slower economic growth projections, and political and currency uncertainties, resulting in a moderately lower overall outlook, Honeywell said.

So where are the bright spots?

The BRIC countries – Brazil, Russia, India, and China – are bouncing back. Continued improvements in Chinese and Russian purchase plans compared with last year, coupled with slight gains in the larger Brazilian survey outlook, drive improved BRIC results.

BRIC industry purchase plans rebounded off 2015 lows, reaching just over 32% in this year's survey. The 32% returns the BRIC grouping to a rate exceeding the world purchase plan rate. These purchase plans would reverse several years of decline.

Brazil remained a bright spot by recording the strongest new aircraft purchase plans in the survey from a major aircraft market, though overall buying plans rose only slightly year over year.

Despite on-going regional tensions and government austerity initiatives, operator enthusiasm in Asia Pacific seems to be improving.

Operators in Asia Pacific report new jet acquisition plans for 28% of their fleet over the next five years, roughly doubling from

2015 levels and reflecting optimism extending beyond the China market.

Based on the improved level of purchase plans, Asia Pacific could garner up to a 6% share of global new jet demand over the next five years.

Latin America's latest results pulled back in line with the world average, but planned acquisitions remain more front-loaded than the world average. Slightly higher Brazilian purchase plans partially offset broader declines from other countries.

North America retains the lion's share of the business aviation world. Despite a heated and divisive presidential election campaign, the US avoided the unsettled conditions elsewhere around the world.

With the forecasts compiled ahead of the Trump election victory, an estimated 65% of projected global demand comes from North American operators, up four points from the 2015 survey.

Current plan levels are now in alignment with the averages of the 2008-2012 period. Though buying plan rates are just under the overall world average, the fleet and operator base have expanded, supporting solid demand levels.

In Europe, despite operators still contending with sluggish growth and elevated political tensions, the uncertain effects of the UK's Brexit vote, a refugee and migrant surge, and depreciated currencies, new jet purchase plans actually improved this year to 30%, in line with averages seen since 2009.

A comparison of the planned timing for European purchases indicates uneven proportions of demand in the next three years of the five-year window, with about 26% allocated through 2017 followed by a dip to 15% each in 2018 and 2019, suggesting a cautious approach to timing the replacement of expansion of the fleets with new acquisitions.

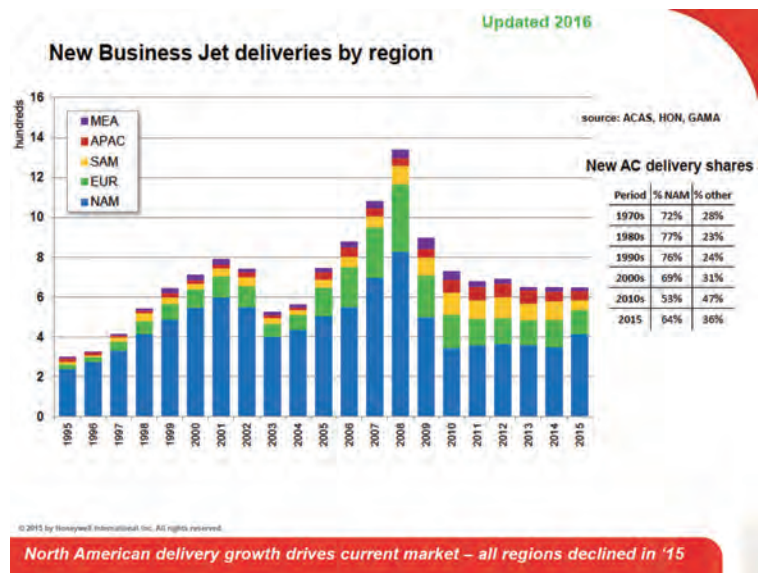
There were some other interesting points to arise from the Honeywell survey.

Roughly 10% of today's business aviation fleet is up for resale, down from a high of nearly 16% in 2009 but up from the low point achieved last year. Current levels are still within a reasonable aggregate level in light of the past decade's history, but inventory levels are trending up. Meanwhile, asking prices continue to drift lower.

For the Middle East there were prospects for both new and used aircraft that could change the outlook.

"The Iran nuclear deal and some improvement in oil prices would be contributing factors," Honeywell said.

Events like the MEBAA Show enable the Arab World to make purchasing decisions.





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North Africa eyes up business aviation potential

North African countries are trying to unlock their potential in the business aviation sector even though they are lagging behind countries further south. Vincent Chappard explores the weaknesses and the opportunities of this interesting market.



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espite a slowdown in 2015 and revised delivery forecasts, the future of the global business aviation market "remains favourable in the long term", according to the Canadian manufacturer Bombardier.

Operators and manufacturers don't foresee any growth or gain in momentum before the next 18 to 24 months. But the North African continent, an "important market" for Bombardier, seems "promising" for the coming years in the business aviation sector, according to Khader Mattar, vice president of sales for Middle East, Africa, Asia-Pacific and China.

North Africa is also a key region for the American manufacturer, Textron Aviation. "Unfortunately, it is experiencing what we view as a temporary downturn due to a confluence of negative factors, including depressed economies, currency

Manufacturers remain positive about North Africa.

exchange restrictions and, in some cases – most notably Libya – political and social unrest. However, we are optimistic about the future in this broad market," said Kriya Shortt, senior vice president, sales and marketing.

After booming sales and positive growth indicators between 2008 and 2014, aircraft makers and operators are adapting their strategies to strengthen their presence in certain countries, or to capture future opportunities in a market growing at an annual average rate of 4.4%.

According to one commentator: "The rise in commodities and hydrocarbons led to purchases of aircraft. The rise in the middle class entailed an entrepreneur culture. Businesses grew and with it the need to increase access. All these factors turned the region into a very interesting market for business aviation."



North African countries like Morocco, Egypt, Tunisia, Algeria and even Libya (mainly for medical evacuation), each going at their own pace, are trying to underpin administrative and regulatory obstacles, modernising their infrastructure while improving of safety and security standards. Political stability will certainly help these economies develop the business aviation sector.

According to business aviation specialists, Egypt ranks second or third in terms of jets. The country knew a period of growth until the political revolution in 2011, during which time business activities thrived and entrepreneurs travelled a lot. "The market is stabilising even if it will not come back to what it was in 2010 immediately. But there are good signs for 2017/18."

Algeria has wealth and a vast territory, which broaden opportunities for business aviation. Yet the country "has not reached its potential yet" partly due to "a switch in its economic model".

On the other hand, Tunisia "doesn't show much activity in this sector". It is not "a large market" mainly because of political unrest.

An unfortunate turn of events has increased movements in Libya. Aircraft fly in and out of the war-stricken country to evacuate injured people. They mainly serve for medical evacuation.

"North African countries have less demand than other countries in Africa like Nigeria, Angola and South Africa, which have the largest fleets of executive aviation aircraft. Egypt, once a strong market for executive aviation, has seen sharp declines since troubled times and less tourism coming in also. We do not see an immediate growth in these sectors in the immediate future," said Colin Steven, managing director of Veling Tayara, (part of Mauritian Veling group providing leasing solutions for business aviation).

Steven also pointed out the main weaknesses affecting the sector in the region, namely the lack of appropriate infrastructure, training, and fixed-base operator (FBO) facilities, as well as regulations, charges and high fuel taxes. There must be an overall improvement "to bring confidence and bigger investments" in this region.

"To see sustained growth in business aviation we would ideally see an improvement in commodity prices and general economic conditions. Political stability and government support on aviation-related projects would also go a long way to enhancing the market, which is bursting with potential," stressed Shortt.

Many economies fuelled by mineral resources or tourism are determined to rekindle growth and benefit from the projected upturn through strategic plans and investments.

Morocco offers great potential for operators and has sales opportunities.

But first, these countries must tackle other serious challenges like maintenance, repair and overhaul (MRO) facilities, oil prices, poor management, human resource development, and training.

MEBAA has the long term vision to support and sustain the business aviation industry also stresses the need of a safety-conscious and integrated approach.

Security remains a main issue in North Africa - and indeed the continent as a whole - where the land transport system is not always reliable. "There's a need to buy new aircraft to transport entrepreneurs, medicines, humanitarian missions and medical evacuation."

If there is one North African country that is now clearly realising its potential and showing its potential for business aviation growth, it is Morocco.

Business aviation traffic recorded 18,249 passengers in 2013, a figure that's projected to rise as the country asserts a leading role in the sector. Currently, 37 private aircraft operate at 11 Moroccan airports with the biggest movement in Marrakech.

The kingdom wants to become a springboard into Africa in the business aviation sector and the Moroccan authorities are determined to play all their cards to structure and unlock the sector's potential.

The sector is fuelled by the tourist industry and local businesses, hence, the launch of the second phase of a study to define a short and medium-term national plan. It should come out with a new regulatory framework governing activities in this sector to better organise the profession, establish training plans and management of airport infrastructure/aircraft as well as promoting air links without regular services.

The National Office of Airports (ONDA) has chosen Swissport Executive Aviation and Jetex Flight Support from Dubai to provide the first FBO services in Morocco.

"These five new FBO facilities will make a significant improvement to accommodation for passengers and the handling of business aviation," stressed Mohammed Zouhair El Aoufir, executive director of ONDA.

The new FBOs will be deployed at five airports: Casablanca Mohammed V, Marrakech Menara, Rabat-Sale, Agadir and Al Massira Dakhla.

A feasibility study is also under way for the launch of an FBO in Tit-Mellil Airport.

The Dakhla region relies heavily on this sector. According to local authorities, its airport will become "a continental hub through the installation of FBO services dedicated to business aviation" by May 2017.

FBO facilities are designed to accommodate all types of business aircraft and provide ample parking space.

The Jetex Moroccan FBOs will offer a complete range of services, including ramp and concierge services for those seeking VIP transportation or hotel accommodation.

"As projected business aviation movements are expected to rise annually in Africa, we expect to further solidify our position with the strategic opening of our Moroccan FBOs," said Adel Mardini, president & CEO of Jetex.





"The first two Jetex FBOs in the airports at Casablanca Mohammed V and Marrakech Menara have been operational since October 2016. Those in Rabat-Sale, Agadir-Al Massira and Dakhla are scheduled to open in the near future."

Rebecca Durrer-Bolle, vice president of Swissport Executive Aviation, underlines that licenses awarded will strengthen the market position of the company and help "further improve the delivery and quality of service to customers".

It's not all plain sailing, however. Chakib Lahrichi, founder and CEO of the Moroccan company, Alfa Air, said recently: "Since 2015, the horizon is obscured."

After seven years of growth, with a peak of 60%, Lahrichi warned: "This year, it could fall to around 20%."

He has been railing against constraining factors like numerous taxes or slow procedures and he hopes that the new FBO facilities at the main Moroccan airports will bring a wind of change in the sector.

Air taxi companies, authorised by the Moroccan Ministry of Equipment, Transportation and Logistics, all appear to be thriving. Seven companies operate 23 aircraft, including nine turboprops, five turboprops and nine helicopters. Their turnover and passenger numbers are increasing – from 32 084 passengers in 2011 to 33,263 two years later.

The world's leading jet taxi, Wijet, is also interested in the North African region. Its founder, Corentin Denoeud says the success of the company is due to "a tight network of airports", 1,200 in Europe and North Africa.

Morocco hosts shows and aerospace conferences regularly. In parallel, the kingdom is attracting more and more global manufacturers, including the likes of Textron Aviation, Bombardier, Dassault Aviation and Embraer, with aircraft segments suitable for the African continent.

Textron has been present in Africa for many years and has seen significant business from governmental departments, individuals and charter operators.

"Our broad product range is of particular interest to these sectors, especially our versatile turboprops, which are very popular throughout the continent for their ability to land almost anywhere, especially on unmaintained runways," said Shortt.

In terms of market, deliveries, growth, fleet and traffic, Algeria and Morocco are the two leading countries for Textron Aviation. "It's evident that when Libya stabilises, it will also be a dynamic market and one which we're looking forward to exploring," added Shortt.

Even if the company is not anticipating any direct investment in its Africa infrastructure, it continues to enhance its service centre capabilities at its European facilities, which also supports many of its customers throughout North Africa.

"We're also dedicated to innovation and will be introducing the next evolution in our large aircraft family – the Cessna Citation Longitude – to the continent next year. We're always looking for ways to enhance our existing product line, and have introduced Pro

Textron's Kriya Shortt (left) Adel Mardini from JetEx (centre) and Khader Mattar of Bombardier (right).

Line Fusion avionics into our versatile King Air models this year," said Shortt.

Canadian manufacturer Bombardier sees Africa as an "important market for business aircraft".

Its fleet has more than doubled over the past decade, showing significant growth in demand.

According to forecasts, the fleet will increase to 520 aircraft in 2025 against 380 in 2015. The light and medium aircraft will account for more than 80% out of the 200 planned deliveries.

"In spite of certain challenges affecting growth in the sector, Bombardier has known a constant growth in Africa," underlined Mattar.

The petroleum, gas and mining industries, together with the financial and banking sectors, foster economic growth in Africa. Foreign investments (from China in particular) coming into the continent are opening up new opportunities, which will certainly boost local economies.

This will affect the aviation sector and the business aviation segment alongside the surge in the middle class population and a stronger entrepreneurship culture.

Aircraft makers have their own specific sales challenges in specific markets and regions. Trends are changing after a few years of booming sales.

Bombardier expects to deliver 8,300 new business aircraft globally by 2025. As growth returns in emerging regions, the company believes that the market for business aircraft will really take off again.

Business aviation represents around 70% of the activity of French aircraft manufacturer Dassault Aviation, which has brought down its forecast for jet deliveries this year due to economic crisis and the "price war".

In such circumstances, the group wants to adapt and show "flexibility" in order to "bounce back".

Despite competition from Bombardier, Embraer and US Gulfstream, Dassault Aviation is backing its new top-of-the-line Falcon 8X. The first aircraft was delivered to Amjet on October 5, 2016, marking the entry into service of Dassault's new ultra-long-range flagship.



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Green shoots sprouting as new aircraft are on the way

Traditionally, the arrival of new models gives a boost to business aircraft sales. Alan Peaford, author of the *Pocket Guide to Business Aircraft*, looks at what the manufacturers have in store for us.

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ith the smart money going on green shoots of growth sprouting in 2018, the world's business aircraft manufacturers are busily pushing their latest programmes through the test phase in order to

harvest those sprouts at the right time.

Others are adding extra touches to recently launched models to get a head start in support of those who cannot wait.

Meanwhile, sectors that have been dormant for a few years suddenly see an emergence of tough competition as groups of manufacturers race to the line.

In the 2017 *Pocket Guide*, which is available to MEBA members during the MEBA show, we can see a number of programmes set to begin entry to service over the next two to three years.

And not before time. The manufacturers have been braced for continued stagnation and this has led to reduced production in existing models and even planning to, or halting production of, classics such as the Gulfstream G150 and G450, for example.

Gulfstream is not alone, with Dassault, Embraer and Bombardier all cutting numbers to meet the reduced demand.

But the future – at least as far as the new metal on offer – looks positive.

Bombardier's Global 7000 made its first flight in November 2016.

It is the manufacturers of the larger cabin aircraft that are of most interest to the Middle East audience.

AIRBUS CORPORATE JETS

Airbus has been steadily growing its corporate jet business and the flagship of the fleet will be the ACJ350 XWB.

When the airliner was first announced there were eight orders for a VIP variant, three quarters of these from Saudi Arabia. However, delays and changes to the programme saw these drop off and now there is just the one and that will be delivered in 2019.

The XWB stands for extra wide body and the cabin is surely the thing – although the aircraft as a whole is impressive with its capability of flying 25 passengers up to 10,800nm (20,000km.)

It features 2,910sqft (270sqm) of cabin space in the -900 version and Airbus is making life easier for the designers and completion centres by introducing a new 'Easyfit' process for outfitting the cabin interior through the use of attachment points along the cabin walls.

The European manufacturer is also mirroring its 'new engine option' or 'neo' offer to airlines with the ACJ319neo and ACJ320neo. The first green aircraft will be delivered to completion centres in 2018.



BOEING BUSINESS JETS

Just as in the commercial air transport world, the US manufacturer goes head-to-head with Airbus in the corporate jet market.

The BBJ is based on the 737 and where the new engine 'Max' family is titillating the airlines, so the BBJ Max family will do the same for the VVIPs and government transport world.

Flight-testing is under way and the first BBJ Max 9 will be at a completion centre in 2018. Other models will follow with the baseline BBJ Max 7 – announced at the Farnborough International Airshow earlier this year – hitting the market in 2022. "We saw what Gulfstream has done with the G650 and the ER variant, and we knew that we could offer a BBJ with a similar range to compete in that segment," said BBJ president David Longridge. "In the 1990s, Boeing was asked if it could offer a VIP aircraft with the 6,000nm range of the GV. We responded with the BBJ. Today, we are responding to calls from customers looking to fly even further in a narrow-body airliner-size aircraft."

Boeing has yet to confirm the range for the BBJ Max 7, but it will be in the region of 7,000nm. That is 800nm more than the baseline BBJ, which will no longer be produced after 2019.

GULFSTREAM

The Savannah manufacturer has always had a good following in the region and it seems likely that its latest models will appeal to the market here.

Boeing Business Jets with MAX family and the new Gulfstream duo - the G500 and G600 - are exciting additions to the world fleet.

The G500 and G600 are progressing ahead of schedule – the G500 will enter service in 2017, coinciding with the final deliver of the G450, which it replaces.

Qatar Executive, Flexjet and another Middle East owner are among the early recipients.

The G500 will really "usher in a new era of optimisation" in terms of cabin size, speed, range and technology, said Gulfstream senior vice-president worldwide sales and marketing Scott Neal.

This and the larger G600, incorporate a whole bunch of new, usable technology, including active control flight sticks – a first for the business jet industry, developed by BAE Systems for the F35 – and "10 to 12" touchscreen displays.

The G600 first flight should happen in the next two months with first delivery in 2019.

With a max speed of Mach 0.90, it can buzz along and still achieve 4,800nm thanks to a new wing design and its Pratt & Whitney engines.

BOMBARDIER

Bombardier is eagerly anticipating the arrival of the first of the two new derivatives of the Global family – The Global 7000 and the Global 8000.

The Global 7000 made its first flight just a month ago when it launched from Bombardier's Toronto facility and flew for two hours and 27 minutes.

There are four "true" cabin zones on the Global 7000 not including the lavatories, galley and storage sections. It includes several firsts for a Bombardier aircraft, such as a double bed, a 20% larger galley and 80% larger windows compared to the Global 5000 and 6000 jets.

The Global 8000 is on the back burner and will almost certainly fall back from its 2019 proposed entry into service, although there have been indications that there is a long-term market for the aircraft with its maximum range of 7,900nm at M0.85, carrying eight passengers.

EMBRAER

Brazil's manufacturer has already positioned itself for any upturn with its Legacy 450 and Legacy 500 in the super-light and midsize categories already delivered. At the US-based National Business Aviation Association (NBAA) show in November, it also arrived with a new variant of the entry-level Phenom 100, previously unveiled at Oshkosh during the summer.

The Phenom 100 EV is an evolution of the entry-level jet, featuring a new avionics suite with the Prodigy Touch flight deck, based on the Garmin G3000, and modified Pratt & Whitney Canada PW617F1-E engines. It is scheduled to enter service in the first half of 2017.





DASSAULT

With the French manufacturer's follow-up to the successful Falcon 7X, the new Falcon 8X, already delivered to its launch customer earlier this year, all eyes are now on the delayed Falcon 5X.

This will be the largest-cabin Falcon and will also feature a lot of operational efficiency enhancements. The delay has been with the 11,450lb Safran Silvercrest engine.

At NBAA, Safran went to great lengths to assure the market that its technical challenges were behind it and things were progressing well. First flight should occur next year with certification likely in 2019 and deliveries the following year – two years behind the original plan, but likely to be spot on right for the upturn.

TEXTRON AVIATION

The super brands of Cessna and Beechcraft are now settling down after the merger brought about by the acquisition of these classic aircraft makers by Textron.

Cessna has been pushing on with its upwardly mobile Citation family. With the Citation Latitude arriving in 2015, the focus has been on the super-midsize Citation Longitude. The prototype flew in October and should achieve certification in the second half of next year.

Following delays with the Silvercrest engine, Cessna switched to Honeywell and selected the HTF7700L turboprops as part of a revamp of the Longitude design, reducing the maximum range from 4,000nm to 3,400nm. The biggest ever Citation is following just behind. The Citation Hemisphere will be ready for a pair of turboprops for its 2019 first flight just as the Silvercrest is finally delivering. A perfect coupling, then.

The aircraft is Cessna's first foray into the large-cabin sector. It is positioned at the lower end of this segment, where, according to Kriya Shortt, senior vice-president for sales and marketing at Textron Aviation, "there has been no investment for 30 years".

That is a view shared by Wells Fargo Securities analyst Sam Pearlstein, who told investors that "the Latitude, Longitude and Hemisphere allow customers a path to larger jets while staying with Cessna".

French manufacturer Dassault is convinced its 5X - complete with skylight - will prove a widebody favourite for the MENA region.

Below: The industry eagerly anticipates the arrival of the PC-24 from Swiss manufacturer Pilatus.

He added: "With these aircraft, we believe Textron is targeting a market that has not seen significant investment in recent years. Those aircraft include the Bombardier Challenger 650, Dassault Falcon 2000LX, Embraer Legacy 650 and Gulfstream 280."

Cessna is also progressing with a single-engine turboprop, the Cessna Denali. Set to target the Pilatus PC-24, it will fly in 2018 and should be capable of 1,600nm sorties.

PILATUS

The Swiss manufacturer has made flying visits to the European Business Aviation Convention & Exhibition (EBACE) in Geneva and NBAA in Orlando in 2016, to give a taste of what is to come with its first jet, the PC-24.

Pilatus' first jet should be certificated and delivered by the end of 2017 but prospective owners who haven't already got their names down for one will have a long wait.

The Swiss manufacturer reported that the first two years of production – 82 aircraft – is sold out and the order book is closed at least until November next year.





Compared to other light jets, the cabin is longer, wider and taller than the other aircraft in this segment, yet the short-take-off and landing (STOL) performance matches that of an advanced turboprop. This gives it the capability of using both paved and unpaved surfaces, allowing it to operate from as many as 21,000 airports worldwide, while also being suitable for operations in remote locations.

CIRRUS

The world's first truly certificated production personal jet, the Cirrus Vision SF50, was given its papers by the FAA at the NBAA show in Orlando in November, paving the way for the first deliveries of this remarkable aircraft.

Cirrus plans to ramp up deliveries of the \$1.96 million aircraft to between 25-50 within the first 12 months. Another 75-125 deliveries would follow in the second 12 months of production.

The Chinese-owned American manufacturer is continuing to refine features on the aircraft, including "Cirrus-ising" the Garmin G3000 avionics panel to make the Cirrus Perspective Touch. It can carry five to seven passengers flying at up to 300 knots and 28,000 feet.

SYBERJET

This fast and spacious light jet – designed originally by the legendary Ed Swearingen – has had a number of owners but only four were made.

Now the company has shaken off the shackles of history and is developing the SyberJet SJ30X, which will deliver in late 2018 or early 2019.

Ahead of that is the SyberJet SJ30i, which features the SyberVision flightdeck. This is very advanced for the market segment and is based on Honeywell's Primus Epic 2.0 system with four 12in displays and a host of features, including SmartView synthetic vision, a moving map display system, electronic charts, TCAS II, dual flight management systems, graphical flight planning and on-board weather radar.

SyberJet has revamped the entire cockpit. Sidewalls and ledges have been redesigned to provide maximum room for pilots,

The world's first certificated personal jet is now beginning delivery.

while the engine control panel has been repositioned to the overhead panel to reduce visual clutter.

Meanwhile, at the back, automotive interior designer, Jason Castriota, has styled the aircraft's cabin, "to give it the look and feel of a high-performance sports car".

Certification and service entry of the Mach 0.83, Williams International FJ44-3AP-2A-powered SJ30i is scheduled for late 2017, to be followed immediately by first deliveries.

STRATOS

Due a first flight any day now following the successful recent taxi trials with the new prototype choice Pratt & Whitney Canada JT15D-5 engines, the Stratos 714 is chasing the Cirrus VisionJet.

With a much more spacious cabin and great proposed short field performance, it has a lot going for it.

METAL BOX

The Polish manufacturer has shown the FLARIS LAR1 at Paris in 2013 and 2015 and is promising a first-flight soon. It is still waiting. But it has switched from P&W to Williams – in a reverse move to the Stratos – and offers a range of 1200nm, and that first flight really really could be soon.

Aside from the jets, there is plenty happening in the piston and turboprop market with new aircraft due from Epic and Tecnam, as well as Diamond.

But the biggest boost for buyers will be the entry into the market by the Chinese.

China has made a conscious effort to develop a general aviation market. The successful result of the Cirrus jet is due to the CAIGA investment.

The same company bought the rights to Epic Aircraft and is developing the former Epic Escape, which will be known as the Leadair AG300 and could be seen next year.

Comac's 90-seat ARJ21 airliner is also being modified as a VIP corporate jet and the former 50-seat Alliance Starliner design could become the CCAC Starliner business jet and be available in 2020.

All the market needs now is customers.

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Why ME owners are happy to call the register

What's in a name or, indeed, a registration? An increasing number of aircraft, both business and commercial, operate under the jurisdiction of aviation regulatory authorities that reside thousands of miles away from the aircraft's usual base. So what, asks Alan Dron, might attract a Middle East-based organisation to register its aircraft on the other side of the world?

When a Bombardier Global 6000 or a Gulfstream G650 taxis in to the ramp at Sharjah, Al Bateen or Ras Al Khaimah Airport's business aviation terminals, it is as likely to be wearing a registration beginning with 'M', 'VP-C' or even '2' as the UAE's own 'A6' prefix.

Like ships, aircraft are not necessarily registered in the country from which they operate. And there can be many reasons why owners and operators assign their aircraft to a foreign register.

Several territories around the globe have set up registries with the aim of offering a faster, more convenient level of service than is normally available from 'conventional' national registers.

Some of those territories view their registry as a small but useful addition to their nation's finances, although most will tell you that they make money less from direct charges and more through the spin-off effect of attracting companies and wealthy individuals. Lawyers and providers of ancillary aviation services also profit when a new aircraft applies for admission to a register.

Guernsey registered VIP Dreamliner for DeerJet was unveiled at EBACE in 2016 and will be visiting the Middle East.

In the maritime world, similar practices have led to problems with many vessels sporting 'flags of convenience' from registries whose standards are less than ideal. That is a danger that aircraft offshore registries take great pains to eliminate. They know that a reputation is easily lost and difficult to regain, so they make a point of carrying out rigorous due diligence before allowing an aircraft to carry their registration mark.

For many registries, that means pursuing a policy of 'quality, not quantity'.

Richard Smith, director-general of civil aviation for the Cayman Islands, explained: "We're a quality register where we can provide efficient service to our clientele and resources for our oversight activities. That's very important, rather than pushing to have a lot of numbers that could create other challenges. We pride ourselves on our policy of conservative growth."

The Cayman Islands register is one of the older, more established offshore registries – many prefer the term 'registries of





Above: Simon Williams.

Below: Although only a small island in the British Isles, Isle of Man registered aircraft are seen throughout the business aviation world.

choice', rather than 'offshore' – and is well aware of a growing number of competitors.

It currently has around 240 aircraft on its books, of which approximately 185 are privately operated and around 50 are commercial airliners.

From its early years, it has been successful in attracting aircraft from the Middle East. Indeed, in the early 1970s, most of the few offshore aircraft on the Cayman registry were from the region, said Smith, a former Boeing 737 pilot.

"Today, we have quite a large number operating in the Middle East. In fact, most of the commercial aircraft [on the register] are operating there.

"We have an Article 83bis arrangement with Saudi Arabia, under which we're currently operating 35 aircraft."

An Article 83bis is an agreement under International Civil Aviation Organization (ICAO) regulations covering commercial airliners under which an aircraft's state of registry agrees to transfer certain oversight responsibilities to the state in which it operates.

Like the Cayman Islands, the Isle of Man register contains a healthy sprinkling of Middle East-operated aircraft. "It's an important market for us, there's no doubt about it," said director of civil aviation, Simon Williams. "There's a mix of aircraft from the region, including some very large ones, and we do have some very senior and prestigious clients in that part of the world."

Williams will be at the MEBAA show primarily in support of the Isle of Man industry that has grown up around the registry. While obviously keeping an eye on competitors in the marketplace, the Isle of Man registry does not actively compete with them. "We just try to focus on what we do, and doing it right."

Williams is relatively new in post but, after having instituted a series of reforms and improvements in his organisation, he plans to be seen more in the near future.

"I've been quite introspective as director of civil aviation in my first 18 months but I'm transitioning to be much more outward-facing now that I've got things in place. I'm going to be spending a lot more time in places like the Middle East."

The Isle of Man's registry has been a major success story for the self-governing UK Crown Dependency, which sits in the Irish Sea between Ireland and the UK. The tiny territory, roughly the size of Bahrain, only created its registry in 2007. However, it has just concluded an agreement covering its 900th aircraft and anticipates breaking the 1,000 mark in 2017.

The active fleet, those actually on the register at present, is

around 460 aircraft, which makes it the sixth-largest registry in the world for private and corporate aircraft, said Williams. However, like Smith in the Cayman Islands, Williams said he was "not focused on the numbers. We focus on doing the right things across the board and the numbers will take care of themselves."

A combination of factors has been behind the Isle of Man's success. "But, in simple terms, it's a 'can-do' attitude. Within the registry itself we're constantly striving to improve our offering, striking the fine balance between facilitating high regulatory standards but combining that with excellent customer service."

Those high standards can mean turning down some applicants if they do not meet the registry's standards: "We try to be as up-front, open and clear as possible," said Williams. "There's a lot of information [about our standards] on our website. I think that acts as a filter. We would rather have the conversation up front rather than too far into the process.

"If Joe Bloggs has \$60 million in his pocket and wants to buy a Gulfstream, he might get a corporate service provider to do that. A corporate service provider will advise on the plethora of issues a client might want to consider when making a business aviation purchase. That's incredibly complex and some of those individuals don't get through the compliance process. People are becoming more and more risk-averse."

A significant backdrop to the registry's success is the island's regulatory standards, he added. "The Isle of Man as a jurisdiction is highly conducive to this sort of activity. The high regulatory standards that apply to the island itself are important when dealing with companies overseas. International financial institutions take these things very seriously. The Isle of Man is one of the world's most sophisticated and successful financial jurisdictions."

One phrase used repeatedly by Williams is 'one-stop shop'. A constellation of support services has sprung up around the registry, with companies created to guide aircraft owners through the process of registering and supporting an aircraft there. That generates employment in the island's wider economy.

Likewise, the registry itself has tried to ease the process of registering an aircraft, with an online portal cutting the time required to complete the necessary documentation. Effectively, the system is now paperless and documents can be sent electronically, rather than being couriered around the world. "We want to offer as much as possible online, but don't want to lose that personal touch. So we allocate an individual to look after the complete registration process."

Although a UK territory, the island uses a separate 'M' prefix, which is "definitely helpful" in certain parts of the world, said Williams. The 'neutrality' of the prefix "is a unique selling point".

Another UK Crown Dependency, Guernsey, is very much the 'new kid on the block' in the world of offshore registries.

Established in December 2013, its registry, like that of the Isle of Man, is intended to stimulate the economy – particularly the financial sector – of Guernsey, which lies off the northwest coast of France.



Unlike many other registries, it allows business aircraft that have taken its '2' prefix to be used for commercial purposes, rather than purely private usage.

The bulk of entries on the new register are Asian, with many being airliners that are placed on the register for perhaps only a few days by lessors as the aircraft transition from one lease to the next.

"At the moment, we don't have too many Middle East aircraft," said sales and marketing executive Jasper van den Boogaard, although the registry is looking at increasing its promotional activities in the region.

By contrast, one of the longest-established registries of choice is Aruba, an island off the coast of Venezuela that is classed as an overseas territory of the Kingdom of the Netherlands. It was set up in 1995, becoming the first Federal Aviation Administration (FAA)-rated category 1 aircraft registry to outsource its administrative operations to an independent company.

"Currently in the registry approximately 70% of our operation is private and the remainder are operating commercially, either under an Aruban air operator's certificate (AOC) or under a foreign AOC, in which case Aruba has entered into an 83bis agreement with the state of operation," said a spokesman.

Aruba has 83bis agreements in place with five nations, including Saudi Arabia, and is pursuing an agreement with Jordan.

"From the moment a client makes initial contact we appoint someone to handle the request – there is no wait time. We treat our clients as extended family," added the spokesman.

"We differentiate ourselves from a majority of our competitors by being able to register an aircraft in as little as 24-48 hours upon completion of the airworthiness inspection and as long as all the necessary documentation is satisfactory upon receipt.

"In February 2014, Aruba enacted new legislation to increase

flexibility when registering an aircraft; by simply electing domicile through appointing a local representative, you are able to maintain your existing company structure."

Commercial aircraft can be registered and operated in Aruba through an Aruban AOC.

"Due to our registry's favourable operating structure and by outsourcing our administrative programme, we have allocated resources to add additional services not traditionally offered by normal aircraft registering jurisdictions, expanding our services into safety oversight and safety compliance."

In the past few years, the Aviation Registry Group, the holding company behind the Register of Aruba, has also taken ownership of the San Marino Aircraft Registry.

When San Marino registry launched in 2012, Register of Aruba senior official, David Colindres, became its president.

The tiny, historic enclave, surrounded by Italy, typically takes five to seven days to provide its T7 prefix to a new aircraft.

Dubai-based Empire Aviation Group (EAG) subsidiary, Empire Aviation San Marino, is building its registered fleet in San Marino, following the award in 2015 of an AOC for aircraft management and charter by the Civil Aviation Authority of the Republic of San Marino.

EAG currently has two managed aircraft – a Dassault Falcon 7X and a Bombardier Challenger 300 – registered in San Marino with four further managed business jets in the pipeline for mid-year registration.

The San Marino AOC enables EAG's registered aircraft to perform worldwide commercial air operations, regardless of the aircraft base.

EAG also holds a United Arab Emirates AOC and the company currently manages a fleet of 25 business jets with bases in the UAE, Oman, Nigeria, India and Hong Kong.



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Checking in on the FBOs

Fixed base operations (FBO) play an important part of the whole business and private aviation activities in the region. Liz Moscrop took a look at the sector.

Anyone attending the Middle East Business Aviation Association (MEBAA) show this year might be tickled to know that the opening day, December 6, also marks the anniversary of a lesser-known aeronautical feat.

On this date 110 years ago, Lieutenant Thomas E Selfridge, flew a powered, man-carrying kite that carried him 168 feet in the air for seven minutes at Baddeck, Nova Scotia.

Things have progressed since then, and attendees at the show will be accustomed to travelling in far more comfortable style.

Indeed, the number of business jets in the entire MENA region is predicted to grow over 80% by 2023, according to the latest Bombardier Business Aircraft market forecast. In addition, the value of the industry is predicted to reach \$1.2 billion by 2020.

In order to accommodate this growth, there are several developments afoot throughout the Gulf. Chief among them is the newly built VIP Terminal at Al Maktoum International Airport in Dubai South (home to the MEBAA show).

The terminal is the world's first seven-star private aviation facility. Operating 24 hours a day, seven days a week, the 5,600sqm stand-alone terminal accommodates a number of FBOs that each have a dedicated lounge landside.

Ali Alnaqbi, founding chairman of the Middle East and North Africa Business Aviation Association (MEBAA), explained the importance of Dubai South to the regional sector. He said:

Development of FBOs remain important for the health of the business aviation sector.

"Business aviation traditionally complements other forms of aviation by increasing accessibility to underserved areas and, as a result, facilitating trade and business between places that may not have done so otherwise."

Although the Middle East is not as well served with maintenance, repair and overhaul (MRO) facilities as more mature markets, several large international services providers have collaborated with locals on business offerings, such as FBO (airport services) and MRO. These include General Dynamics subsidiary Jet Aviation, local ground handlers turned trip support and FBO providers Jetex, and Germany's DC Aviation (in a joint venture with local player Al Futtaim).

Until its facility is open, Jet Aviation is providing FBO services from the DC Aviation Al-Futtaim building.

ExecuJet Middle East is also on site. Along with its Dubai offering, the firm has two bases in Istanbul and one in Riyadh. It is part of the Luxaviation Group and has operations in Africa, Asia, Australasia, Europe, and Latin America, too.

Jetex has upgraded its fleet of airport ferry vehicles for DWC from Rolls-Royce Ghosts to three black Rolls-Royce Phantoms, making the firm the first company in the world to provide an exclusively Rolls-Royce Phantom airport shuttle service.

VIP passengers will shuttle from the executive FBO terminal to their aircraft on the runway. The company is the official FBO and handler for this year's MEBAA show.





The Jetex Dubai FBO is a 24-hour facility, offering round-the-clock customs clearance catered specifically to private, business and government VIP travellers. Featuring dedicated executive passenger and crew lounges, Jetex is the first FBO in Dubai to be awarded the international standard for business aircraft handling (IS-BAH) certification.

DCAF, meanwhile, recently announced a strategic cooperation with Lufthansa Technik, and also announced an agreement with local trip support provider, UAS, to act as its preferred ground handler at the airport.

Falcon Aviation Services, a corporate jet and helicopter service provider, also offers FBO services from Al Maktoum International.

The 260,000sqft (24,000sqm) facility will offer line service, maintenance and hangarage, as well as including a wash bay. XJet Dubai will occupy 8,600 square feet, and will include four hangars built in two phases. It will offer full private jet services, including flight support, ground handling and its 24/7/365 flight support concierge 'The Angels'. It will also include dedicated facilities for customs, immigration and police.

Ground handling is a vital component service and Dubai-based Hadid offers a full range of flight support, including handling, fuelling and concierge services, while

DWC-based Palm Aviation offers "on demand" worldwide ground handling through its network of handling agents, FBOs, and representatives.

Neighbouring Abu Dhabi is home to the region's only dedicated private jet airport – Al Bateen Executive Airport. It opened its doors in 2014 and offers FBO services and VIP terminals. It can accommodate up to 90 private jets and plays host to the Abu Dhabi Air Expo, as well as other exhibitions.

It is home to Royal Jet, which offers an array of services, from ground handling to aircraft exterior and interior cleaning and dressing. It also offers refuelling, catering and decatering services, as well as what it describes as "highly competitive fuel rates".

Over in Sharjah, Britain's Gama Aviation offers a state-of-the-

art VIP passenger lounge, crew facilities, line maintenance services, customs and immigration, and, importantly, has no slot restrictions. Earlier this year it received approval to build an \$8 million (Dh29.37 million) aircraft maintenance hangar at the airport. The hangar is part of its \$15 million total investment at Sharjah International.

Although most private aviation activity centres around Dubai, Abu Dhabi and Sharjah, Ras Al Khaimah also offers business aviation services in the form of RamJet Aviation, which provides ground handling and other trip support services, and has ties with a growing network of partners and contacts that spans all five continents.

The biggest market in the Gulf, however, is in Saudi Arabia. Home grown Arabasco offers full service FBOs, maintenance, management and charters, as well as plane fuelling services. The company has FBO facilities in Jeddah, Riyadh, Medina, Dammam and Yanbu. Earlier this year it opened offices and facilities in the United Kingdom at the Diamond Hangar Aviation Centre near London.

A key player is Saudia Private Aviation, which offers charter and support services, as well as having FBOs in Medina, Jeddah, Dammam, Riyadh and VVIP lounges in Jeddah and Riyadh. Alsalam, too, offers state-of-the-art facilities in Riyadh that include three climate-controlled wide-body hangars, essential in the harsh desert. Each is equipped with the latest technology, and the company also offers support shops with extensive facilities and spare parts warehouses. Each hangar can accommodate a B747-400 and is equipped with an advanced suspended docking system that provides ease of access to any part of an aircraft.

Ground handler Aviation Horizons also operates throughout the kingdom, as does NAS Aviation Services.

Trip support is crucial and Jeddah-headquartered Nexus has long been a major player in the kingdom. It recently spread its wings into China, signing a memorandum of understanding (MoU) with Sichuan Gang Tai General Aviation Ltd. The two companies have agreed to develop a general aviation training academy and flight school under the Nexus brand.

The firm also has a long history of promoting women in Saudi. The company's Aisha Ja'fari was the first Saudi female professional aircraft dispatcher.

Next-door at Bahrain International, Comlux America launched a new VIP Service Centre in conjunction with Texel Air at the beginning of the year. The firm now offers dedicated MRO line maintenance and cabin upgrades and refurbishments for VIP aircraft.

Texel Air provides hangar, maintenance and certification services through its 3,200sqm facility at Bahrain International Airport, while Comlux takes care of system upgrades and cabin

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The facility offers maintenance and refurbishment works on ACJ and BBJ narrow-body aircraft.

Texel Air, which already owns a Bahraini Part 145 approval, is expected to get its European Aviation Safety Agency (EASA) Part 145 imminently.

Last year, Comlux America was granted warranty and repair facility approval by BBJ and became the first independent ACJ authorised service centre worldwide.

Bexair also offers an executive aviation terminal in Bahrain, which is staffed 24 hours and is equipped with the latest security systems, including immigration and custom security facilities.

Meanwhile, the country's MENA Aerospace last year announced at the Dubai Airshow that it was launching a new division, MENA Technics, to provide MRO services for operators of private and business jets.

At the time, general manager Jassim Al Marzooqi said: "We have two clear goals for the new company over the coming year – to be the first MRO to handle every type of aircraft in the region, and to build a solid line maintenance business to support third-party operators." MENA owns and operates a 6,400sqm hangar and private aviation complex at Bahrain International Airport.

TAG Aviation Middle East has a Bahraini air operator's certificate (AOC) and provides aircraft management, air charter and line maintenance from the airport.

Qatar, too, offers a VIP terminal via Qatar Executive (QE), the business aviation arm of the country's national carrier. QE offers 24/7 flight support from pre-flight coordination to executive ground handling, VIP passenger assistance, fuel, catering, landing permits, parking and hangarage.

In Lebanon, Middle East Airlines Ground Handling (MEAG) provides ground handling services at Rafic Hariri International Airport – Beirut. It also provides the onsite Cedar Lounge, a 2,770sqm facility with food and bar, and internet connection.

In Turkey, Flyservice is a major player and member of the International Air Transport Association's ground handling council. Based in Istanbul, the firm provides a wide range of 24/7 tailored services.

Iraq, too, is home to specialised aviation services in the form of Macair Flight Support, which provides an FBO offering, passenger and baggage handling, hotels and transportation accommodation, catering, customs and immigration, aircraft security, and fuel arrangements at Erbil International Airport.

Egypt is home to ZAS International Flight Support, which offers trip support and ground handling at Cairo, Sharm El Sheikh, Hurghada, Marsa Allam, Juba International in South Sudan, and Khartoum.

JetEx is supplying a warm welcome at a number of points around the world, while in Bahrain, Texel Air is supplying Part 145 services.

Security is a key issue and international providers, such as Hong Kong's ASA Group, offer services, such as art protection at airports. "More and more art dealers, collectors, and museum curators are beginning to appreciate the benefits of using private jet charter to travel to art fairs on a global scale. When it comes to million-dollar works of art, private jets become a practicality," explained CEO Simon Wagstaff.

Flying into the region requires some local knowledge as customs do differ from the rest of the world. The Universal Weather and Aviation blog points out that there are still "longer than average lead times to consider for the region, varying and stringent visa requirements and, in some cases, unique documentation mandates".

Landing and over-flight permits for the UAE average about 48 hours, although they are frequently processed within 12. Other regional destinations need more time. Oman, for example, requires five business days to process landing permits. However, the permit process for Saudi Arabia has eased over recent years, and landing permits can now be secured in as little as 24-48 hours, (although not at weekends).

As a snapshot of progress from the last MEBA show, the growth looks good. The Gulf is evidently still attractive globally. Gama reckons that the Middle East business aviation market is expected to grow by 7% a year between 2016 and 2024.

Business aviation companies from as far afield as China and the USA are travelling to the show for a share of this burgeoning business aviation sector, and it will be an ideal opportunity to explore several of the state-of-the-art facilities, which are famed for excellent hospitality, around the site.

Should Lieutenant Selfridge's descendant turn up with a powered kite, they would absolutely accommodate him, I'm sure.



Making business aviation match commercial for safety

Business aviation's safety record needs to improve to match commercial air transport and the Flight Safety Foundation is working to achieve that. FSF's Greg Marshall talks to Dave Calderwood.



Business aviation has a long way to go to become as safe as commercial air transport and the Flight Safety Foundation (FSF), along with other organisations and partners such as MEBAA and the National Business Aircraft Association (NBAA), are highlighting the specific threats.

The FSF is an international non-profit organisation whose purpose is to provide impartial, independent, expert safety guidance and resources for the aviation and aerospace industry. Vice-president of global programmes, Greg Marshall, said: "There are a number of areas where we have concerns. One is 'rates of effort', which looks at how much flying activity is being undertaken by an organisation and the utilisation of crews. When you have a high rate of effort, you're basically maximising the use of the airframes and the crews that you have available.

"High rates of effort can be fine provided they're adequately managed but problems can occur if you have a number of changes that affect crew scheduling. If you have a number of short-notice changes that affect rostering, then you introduce the potential for fatigue issues. The trick is to have adequate systems in place so you are managing the fatigue.

Upset recovery training is back on the agenda for safe operations.

"One of the biggest risks we see is within a company that might have a small flight department with only a limited set of crews. The potential demand [for flights] outstrips the ability of the company to adequately provide that service. If you don't have enough crews, it can have a longer term effect in terms of fatigue."

So what can an operator do to keep the crew fresh and not suffering from fatigue?

"Under normal regulations there is a requirement that pilots are rostered so they don't incur excessive duty and flight time hours within a 7-14-28 day period," explained Marshall. "That is essentially there to make sure crews cannot be used at any particular time of the day or night irrespective of their previous duty period.

"Fatigue risk management (FRM) systems have been around for a while and continue to evolve. What they recognise is that the previously rigid regulatory impositions on flight and duty times is not always the most effective method of managing fatigue. Studies have been conducted on FRM processes so that, for certain operations at certain times of the day, a crew needs to



Ground operations are a target for safety improvement for business and general aviation operators.

have a certain amount of rest time. Therefore, you can actually measure a person's fatigue level through a system of scores.

"Using the system, you can forecast what a fatigue rate might be for individual crew members and you can roster accordingly."

Marshall pointed out that the sophisticated flight management systems fitted to the latest aircraft help the crew manage operational risk. Features such as enhanced ground proximity warning systems are a huge aid to the crew, particularly when operating to a 'difficult' airport.

"Any time you can alleviate or help manage a pilot's workload, you will also be reducing fatigue levels. Certainly modern aircraft are less fatiguing to operate than say, 30 or 40 years ago," he said.

FSF is working on a pre-flight risk assessment tool, which makes sure crews are aware of all potential threats for a particular flight. "If you are operating between your normal departure point and a known destination that you fly to regularly, then the threats will be fairly well known and you'll almost be pre-conditioned to managing those accordingly," explained Marshall. "Any time you're operating to a new destination or over a new route, you need to study the destination.

"The problem comes when the crews are placed under operational pressures to expedite the departure of a particular flight or plan to fly at very short notice. If crews don't have enough time to adequately plan the routes, or to understand all of the threats, then that poses an elevated risk."

There are some well-known issues that crop up repeatedly and FSFG, again with partners like NBAA, is working on making operators aware of these and seeking solutions.

"Runway excursions is a general issue, irrespective of whether its business or commercial aviation," said Marshall. "We continue to see incidents occurring and generally these happen after flying an unstable approach. We already know that the biggest risk mitigator for runway excursions is to adhere to a robust, stabilised approach policy – not only having a policy but making sure crews stick to it."

Another issue is intentional non-compliance and Marshall cites an example, a Gulfstream accident at Bedford, Massachusetts, USA in March 2014. The aircraft crashed after it overran the end of the runway during a rejected take-off. The two pilots, a flight attendant and four passengers were all killed.

The accident investigators' report said the flight crew neglected to disengage the aircraft's gust lock system, which locks the elevator, ailerons and rudder while the aircraft is parked. Further, before initiating take-off, the pilots neglected to perform a flight control check that would have alerted them of the locked controls. Data from the aircraft's quick access recorder revealed that the pilots had neglected to perform complete flight control checks before 98% of their previous 175 take-offs, indicating that this oversight was habitual.

"From this, there are some good lessons to be learned on intentional non-compliance," said Marshall. "Some of that was born of complacency, which is something all crews need to guard against.

"The biggest thing we need more of is demonstrated safety leadership, not only by the CEOs, but right throughout organisations.

"Typically, when we see organisations utilising aviation to conduct their business, they tend to see the service very much like calling a taxi or bus, without understanding that it is a complex endeavour with a lot of threats. They need to understand that crews need to not be hurried in their activities. We do sometimes see crews put under pressure by clients or their own management.

"Weather is another example," continued Marshall. "When weather conditions at a destination are marginal, we've seen in the past where passengers, sometimes high-profile passengers, have subtly put pressure on crew to accept that the weather at the destination is not so bad. Or they put excessive pressure on crew to launch a flight when they shouldn't. And often we've seen that in the accidents that have occurred."

While modern business jets are generally well equipped to provide crew with all the tools they need to be aware of weather and terrain, the added performance many jets now have is an issue in itself.

"Loss of control is the focus of quite a bit of work at the moment and is becoming more of a focus in business aviation," said Marshall.

"Loss of control and the appropriate training are crucial parts of the risk management toolbox for any pilot. We think that the upgrade of software in simulators used to replicate both high altitude and low altitude stalls in commercial aviation will be seen in business aviation as well. However, at the moment, some of the simulators can only subtly demonstrate a stall without any of the real impacts of what it is like, particularly at high altitudes."

Upset recovery training is increasingly being used to prepare pilots but is being thrown around in a little two-seat piston-powered aerobatic aircraft valuable or just a gimmick?

"I think it's worthwhile," said Marshall. "When I learned to fly, not only did we conduct stalls in training but also spin training. They're not taught that now and so some of the newer generation pilots are going through without having experienced any significant upset during training, other than the stall and stall recovery. To actually go out and practice this with an appropriately qualified instructor, even in a piston-powered aeroplane, is excellent training. I think you need to couple of that with the simulator."

The final issue Marshall referred to was ground handling incidents. "It's a huge cost to the industry," he said. "We are seeing two types of runway safety incidents. There are inadvertent incursions into active runways or crews getting lost on airports. Then we're seeing ground service vehicles involving collisions and damage to aircraft.

"It really comes down to training and a lot of airlines are putting time into that. However, in some parts of the aviation industry, there's not enough attention being placed on that."



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Helping VIP guests steer clear of danger

MEBAA and its members regularly assess risk for operations. But how safe is business travel in the Middle East? Steve Knight looks at safety and security issues and explains how VIPs can steer clear of trouble.

Middle East business and VIP travel is probably safer now than it was before the turn of the century. That's the view of Saudi Arabia-based NasJet, a leading private aviation operator and services provider.

Launched in 1999, NasJet was the first private company in Saudi Arabia to be awarded an aircraft operating certificate (AOC) by the General Authority of Civil Aviation (GACA).

The Riyadh-based company now manages or supports 34 fixed-wing aircraft, with a fleet insured value exceeding \$2 billion. It provides a full range of corporate aviation services, including Middle East aircraft management, flight support, charter solutions and maintenance services.

"Overall, I believe the region is safer now than it was when we set up in 1999," said NasJet chief commercial officer Yosef F Hafiz. "There is no doubt that the crime rate has increased generally. However, technology also continuously evolves to meet the latest threat and challenges. We use the latest technology and software to identify security threats."

NasJet is proud of the safety and security precautions it takes with both its employees and clients.

"It is our top priority," explained Hafiz. "We have actively implemented a safety management system (SMS) throughout the

NasJet's Glenn Taylor (left) with Yosef Hafiz and one of the company's popular G450s.

organisation and we extend our safety activities to the vendors and service providers we deal with. Recently, we obtained the international standard for business aircraft operations (IS-BAO) certification, which accredits us with a higher level of safety and professionalism."

Interestingly, NasJet encourages its employees to participate in the process of formulating policies, processes, and procedures, especially those that are safety and security related.

"This creates an environment of trust and allows our employees to report concerns without fear. Furthermore, our senior management team established a policy that ensures strict immunity against penalties and disclosure of any employee who may report a safety or security issue," said the CCO.

Clients, too, are not neglected. "We offer our clients safety and security briefings before, during and after flights," explained Hafiz. "Furthermore, we encourage feedback and knowledge sharing on our services, especially when it comes to safety and security concerns."

So, are there any places in the region where the company won't fly and how does it assess the risks?

Yes, there are destinations that are classified by our aviation authority as high-risk destinations," admitted NasJet director of operations Glenn Taylor.





"The aviation authority periodically provides us with information on these areas. Nonetheless, the major determinant is the risk assessment conducted by our in-house safety experts. Once a client requests a flight to a high-risk area, the NasJet Flight Center immediately contacts the safety and security department for clearance. They then receive a response on the categorisation of the threat and necessary mitigation measures. In some cases, they might restrict waiting time or completely stop operation into certain airports.

"When the need arises, our safety and security experts prepare briefings to crew and clients on the threat level, the necessary mitigation steps, and vulnerabilities of either the airport or the host communities. They generally advise crew and our clients on relatively safe hotels and areas to visit."

"We conduct on-site risk assessments of the airports where we fly frequently. We also have a professional contact at those airports and we collaborate and share knowledge on safety and security information."

Having the right local partner was a point picked up by ExecuJet, another of the region's big players.

ExecuJet offers a diverse range of services, including aircraft management for private and commercial registered aircraft, charter, maintenance, completions management and fixed-base operations (FBO). The company manages 160 business jets worldwide and its Middle East operation is based in Dubai.

Mike Berry, president aviation services and VP Middle East said: "Every region has its own operational challenges and each ExecuJet team works closely with its partners and employees to ensure that safety and security is paramount.

"In the Middle East, we do sometimes face regional unrest and we constantly monitor the security of the different airports and countries. ExecuJet's security and operational teams are among the best in the business and they have to make difficult decisions every day, whether it's to avoid a specific airspace or advising how best to ensure the safety of our clients on the ground.

"Advance preparation is key in the Middle East, as many things can be easily facilitated with advance notice. There are always issues to consider in terms of permits, visas, and sponsor letter requirements, particularly for first-time operators and business visitors to the region; it's important to work with your

Flightworx Aviation's Steve Barker: briefing clients is vital.

partners early in the planning process. Choosing the right local partner is one of the most important factors.

"If it's your first time travelling to Saudi Arabia, for example, allow at least four weeks' lead time to make arrangements for visas. It is also wise to ensure that you receive a thorough briefing from someone who has travelled to Saudi Arabia before, and always pay attention to cultural norms when visiting this location."

Keeping aircraft safe – both in the air and on the ground – is another of the major regional challenges. "The threat level of a particular airport determines the safety and security arrangement for operation," explained NasJet's Taylor. "For example, in some airports we seal the aircraft as an additional measure of security, in other cases we might conduct physical verification of passengers and their baggage. Again, all these measures depend on the risk assessment, which is a continuous exercise throughout the lifetime of our operations."

The safety and security department continues to monitor the situation at all the airports to which NasJet operates. "In some cases this leads to a change of the threat level, and the measures needed

MEBAA's SUPPORT FOR SECURITY

NasJet is a founding member of the Middle East Business Aviation Association (MEBAA) and was the lead sponsor of the first MEBAA conference in Riyadh 2014. "MEBAA helps promote safety and security in the region in a number of ways," explained NasJet chief commercial officer, Yosef F Hafiz: "These include:

- Promoting the active implementation of the safety management systems in the region;
- Sourcing and encouraging shared intelligence in the region;
- Attracting the latest technology into the region that will encourage safety and security;
- Offering training and development in the field of safety and security;
- Encouraging cooperation among member states;
- Supporting and assisting member states to fight security threats; and
- Developing and encouraging aviation business in the region.

"We are proud to be part of the organisation and to continue promoting safety and security in the region."



as the assessment changes. Being part of Arab Air Carriers Organization (AACO), we receive a collective safety briefing and feedback on the various regional destinations," said Taylor.

Collective intelligence was a point picked up by UK-based aeronautical services provider, Flightworx Aviation. The company has been supporting clients, both based in, and visiting, the Middle East region since its inception in 2008.

"Reference is always made to notices to airmen (NOTAMS), safety information bulletins published by the European Aviation Safety Agency (EASA), the International Civil Aviation Organization (ICAO), the Federal Aviation Administration (FAA) and other organisations, such as the International Federation of Air Line Pilots' Associations (IFALPA)," explained specialist services manager Steve Barker. "We also receive regular news feeds and updates through several professional aviation networks, consulting local agents and security experts, where necessary. Feedback from clients is also a valuable and welcome source of intelligence."

The London Stansted-based organisation posts news of any potential disruption or travel updates and advice on its website and within its social media accounts.

ExecuJet's Mike Berry: Every region has its own challenges.

Bottom Left: James Kossick warns of fuel theft dangers.

Barker added that the final decision as to whether or not an operator overflew or visited a region was theirs, but Flightworx always offered advice and liaised closely with the client to ensure they were fully briefed and aware of any known or potential hazards, planning alternative routes as and when necessary.

"Aircraft type and performance can play a pivotal role in the decision-making process of planning an overflight, particularly in those regions where man-portable air-defence (MANPAD) threats exist," he said.

There was another word or warning from Flightworx fuel manager James Kossick.

"Theft of fuel from aircraft is a regular occurrence, especially in some parts of Africa," he said. "Some locations require that guards are necessary for aircraft parked overnight, even at major airports.

"We also advise operators to be mindful about fuel procurement and operations when travelling throughout the region. They need to ensure that they have agreed a price for their fuel and have written proof. They should also remember that there can be notable differences between international and domestic fuel prices."



TIPS TO STAY SAFE

Here are six top tips to help business and VIP travellers stay safe and mitigate risk:

- Do your homework. Particularly if you have never travelled to a destination before, make sure that you are updated with the latest local information.
- Blend in. There is a delicate balance between looking smart for meetings and flashing expensive watches or jewellery while relaxing afterwards.
- Use secure hotel facilities to look after most of your cash and valuables etc. Theft of personal items, especially wallets and purses, is more common than people would think because they are out of their element and can be more prone to leave such items out of sight.
- Use private vehicles as often as possible to help avoid crime after dark.
- Have copies of key documents stored in safe locations, such as homes or offices, that can be e-mailed or faxed to help officials get you back up and running after a theft.
- Don't get complacent. People who travel regularly, particularly to the same destination, often get a bit blasé about it. Remain on your guard at all times.

Care in the air

Many MEBAA members are involved in supporting emergency and medical services. At the heart of these are operators carrying out regular medevac activities across the region. Liz Moscrop reports.

The Middle East has a long history of being leaders in medicine. Indeed, hospitals came into being during the early Islamic era with the advent of establishments called Bimaristan, which is a Persian word meaning 'house of the sick'.

Today, as many countries in the region establish cutting-edge medical institutions, there are still some conditions that are better treated on other continents. This is where air ambulance services excel.

People can fly out to the world's foremost specialist medical institutions. In order to do so they need state-of-the-art "flying hospitals" – medevac aircraft.

Typical equipment can include neonatal and adult and paediatric intensive care units, which can be configured in hours from the initial request. Depending on the size of the aircraft, you could find cardiac monitors, defibrillators and pacemakers, ECG machines, IV equipment and fluids, ventilators, stretchers and oxygen tanks, spine and torso immobilisation devices, splints, catheters, dressing materials for wounds and advanced burn care full neonatal resuscitation equipment.

Operators also offer teams of specialist medical practitioners to accompany patients on board, from emergency physicians and anaesthetists through to intensive care specialists and paediatricians.

The key to a successful medevac operation is being able to offer a rapid turnaround from request to take off.

US company Spectrum Aeromed, which is based in Fargo, North Dakota, provides specialist equipment required to transform a cabin into an emergency room. Around 75% of the firm's customers are outside of the US, so it has designed a modular system that can turn an ordinary aircraft into a state-of-the-art operating theatre if necessary.

The firm's account representative for Europe, Middle East, Russia and Asia, Thomas Redder, explained: "Next to the certification processes, at Spectrum Aeromed, we have designed our systems in a way that allows operation in accordance with regional standards around the world. We can provide a customised solution globally, including all required certifications."

This means, for example, that the electrical sockets in its module are identical to the public electrical system used in the aircraft's country of operation, and gas outlets are identical to gas outlets used in hospitals in the country of operation. He continued: "We pay attention to these details to make the process smoother for the users."

Although the Middle East is a vast geographical area, it is well served with paved runways and airfields, so many regional and international operators offer medevac services, primarily using large cabin aircraft (or larger rotary aircraft for hostile areas).

Gama Aviation is confident that there is a strong market for such services in the Gulf. Martin Ringrose, the company's Middle East MD said: "We predict a significant increase in aero medical evacuation services in the UAE. We believe this will be fuelled by economic growth, a growing population, a rise in tourism as Dubai

Fast medical evacuation or repatriation is a key role for business aviation operators.

builds towards the 2020 Expo, and the on-going development of the country's world-leading aviation, financial services and healthcare sectors."

He added that, since it is developing some of the best hospitals in the world, the UAE would increasingly be a beacon for people in the region needing urgent medical assistance or specialist healthcare.

UK Gama already provides air ambulance services to the Scottish National Health Service and Duncan Daines, the firm's chief marketing officer, believes this will help it deliver medevac in the Middle East.

He said: "With an expanding population, a large internal road network and all the modern maladies of our 21st century sedentary lifestyle, the use of aeromedical services within the UAE and the wider GCC region is undoubtedly set to expand. Survival rates for heart attacks, road traffic accidents, and other critical incidents are all improved with a combination of fixed and rotary support. It really is a case of when, not if, these services become more widespread within the GCC."

Gama believes that aircraft movements in the UAE are expected to double between today and 2030, and says that over the past three years there has been a complete overhaul of healthcare provision in the country, with huge investment in the sector seeing lots of speciality hospitals opening, with more on the way.



Ringrose continued: "The UAE is seeing strong economic growth and attracting more business visitors, tourists and expats. All of this will fuel growing demand for aero-medical evacuation services and this is one of the key reasons why we continue to invest in developing suitable aviation infrastructure in the UAE."

In June, Abu Dhabi-headquartered Royal Jet subsidiary, Royal Med, took home the prize for the 'medevac service provider of the year – UAE at the 2016 Oil & Gas Awards organised by MEA Markets.

The firm also sponsored a healthcare convention in Abu Dhabi in May. Chaired by HE Sheikh Hamdan bin Mubarak Al Nahyan, the company has delivered more than 1,000 medical evacuation flights. It employs 15 paramedics and intensive care nurses, as well as 10 doctors and consultants, and can turn its aircraft into intensive care units.

Another local player is Dubai-headquartered RMSI, an international rapid deployment medical and rescue service, specialising in 24/7 complex and high-risk missions. Primarily operating in unstable war or conflict-affected territories and areas of extreme natural or man-made hazards, it offers a dedicated fleet of medevac rotary and fixed-wing aircraft that support both civilian and military personnel. Deployed with intensive care medical staff and equipment, they can be dispatched within minutes and safely transport patients to the nearest appropriate medical facility.

The firm set up shop in 2008 and was the first licensed air ambulance operator in Dubai. It offers remote on-site medical staffing and clinical facilities, topside medical support through the Dubai-based 24-hour mission response centre, and both ground and air ambulance services.

CEO Rob Lamb said: "Geographically, Dubai is the centre of the world and, from both a logistical and commercial aspect, the only place I would consider anchoring RMSI's operations. Being based in Dubai allows for quick, efficient and smooth deployment of RMSI's air ambulances to our clients across the region, with world-class medical care in Dubai enabling us to bring patients here for emergency treatment. The healthy business environment in the city, coupled with innovative vision of its leaders, makes it an attractive place to call home."

The firm's high-speed intensive care jets (operated by Empire Aviation) are deployed within minutes of receiving flight clearance. Every stage of the journey is monitored with high-tech satellite tracking, and communication is maintained between the air ambulance and the mission response centre.

FAI Rent a Jet is one of the world's leading air ambulance suppliers and averages two intercontinental medical evacuations per day.

Last December, the German operator added a fifth Challenger 604 to its fleet of air ambulances, which are used for medevac missions worldwide, and often hired for private use in the Middle East.

Chairman Siegfried Axtmann said: "We took the decision to add a fifth Challenger as the model fulfils the unique requirements of long-range patient transport. With its spacious cabin, capacity for multiple missions and long-range capability, it is a valuable addition to the mix and supports our growing air ambulance activity."

Hiring the right crew is essential. All FAI's pilots and medical personnel have to be willing to fly into areas of conflict if necessary, although the firm stresses that it adheres to guidelines and will not operate in no-fly zones and areas deemed completely unsafe by the international aviation community.

According to Axtmann, the number of medevac flights to and from the Middle East has remained stable for the last year, "neither growing nor decreasing". Other than medical repatriation for insurance companies, clients fly to and from the region for specialist medical care that is not yet available in the Gulf.

The company has added to its medevac work in North Africa.

Germany's FAI is a key player across the Middle East and Africa.

It was recently awarded a one-year public tendered contract to operate two Learjet 60s out of Algiers.

The aircraft will be used for multi-purpose missions including both passenger transport and medevac services. The head of FAI's air ambulance division Volker Lemke, said: "Our significant expertise in Africa has been recognised with the selection of FAI for this work. It demonstrates our strength in this field and strengthens FAI's position as a leading player in patient transport by air ambulance."

Operations for the new contract will begin before the end of the year with two aircraft and operating crew setting up a base in Algiers.

FAI recently took delivery of a new Learjet 60, bolstering the number of Learjet in its exclusively Bombardier fleet to 11. The latest aircraft will be used to support the new operations in Algeria and will replace FAI's last remaining Learjet 35A.

FAI's dedicated air ambulance fleet now comprises: six Learjet 60s; two Learjet 55s and three Challenger 604s. This complements FAI's multi-purpose fleet of five Learjet 60s; two Challenger 604s and three Global Express', which serve both passenger transport and air ambulance roles. FAI's chairman

Meanwhile, Turkey's Redstar Aviation has introduced a Learjet 45 to its medevac fleet, which it has converted into a two-stretcher air ambulance, replacing its older

Jetstream 32.

This March, it received European Aviation Safety Agency (EASA) third-country operator (TCO) authorisation to conduct commercial air transport operations into, within or out of, any EU member country, as well as EU overseas territories and four European Free Trade Association states. The TCO will be mandatory for air carriers from November 2016.

While medevac operators require highly specialised skills and equipment, so, too, do brokers who source such flights.

Experienced brokers understand that it is crucial to obtain a medical report or a contact number for the doctor treating the patient. Without this, the air ambulance operator cannot determine the best solution for the patient, or whether they are stable enough to fly.

Trust is vital, alongside due diligence. Medical flights involve sick and dying people and come with understandably emotional family members.

British broker PrivateFly includes air ambulance flights in its offering. CEO Adam Twidell said: "We do arrange some medevac flights to and from areas in the Middle East, such as Dubai and Abu Dhabi. Typically, these are clients needing repatriation or specialist treatment in the Europe and the US."

The equipment may have changed exponentially, but ancient Islamic values and practices still hold true when dealing with sick people in the aeromedical field. Bimaristans were secular. They served all people regardless of their race, religion, citizenship, or gender. The ultimate goal of all physicians and hospital staff was to work together to help the well-being of their patients.



Lighting up the skies

A new model for single engine operations could make a world of difference to the private aviation sector in the Gulf. Liz Moscrop reports.



As the market for private charter remains flat in the region, and indeed worldwide, young companies are hungry to effect change and open the sector to new entrants. One such is the privately owned Abu Dhabi-based start-up, GI Aviation, which intends to offer the Pilatus PC-12 NG aircraft as an option for more affordable regional point-to-point services of four hours or less.

Earlier this year the founding chairman of MEBA, Ali Alnaqbi, told attendees at the Global Aerospace Summit that the region needed to look at other options than the wide-body jets it usually employs for travel. He said: "There is a clear need for an operator to have smaller aircraft. That will broaden the use of business aircraft. For example, at the moment you might pay \$10,000 to fly from Abu Dhabi to Bahrain. Using a turboprop or a smaller jet will make this service much more affordable."

GI Aviation took delivery of its first aircraft in March and has now filled all the necessary postholder positions and is undergoing the formal authority process to achieve its air operator's certificate (AOC) from the General Civil Aviation Authority of the UAE (GCAA).

The company is looking at fulfilling the need for charter service on popular city pair routes, for example between Abu Dhabi and Doha, which are expensive in commercial business-class cabins.

General manager Marios Belidis previously ran the DhabiJet fixed-base operation (FBO) at Al Bateen Executive Airport. He said: "We are aiming to fill a gap in the market, which is driven by a growing need for travel – from corporations and private individuals – that is affordable, reliable and fits with their travel schedules. The PC-12 NG has a range of up to 1,200nm, enabling us to reach destinations such as Jeddah, Doha, Amman and Karachi. The aircraft can also service unpaved and short runways, gravel strips and can fly into a number of island airstrips that are just not viable for larger jets."

An added benefit for offering the PC-12NG type is that maintenance is nearby if required. AMAC Aerospace made substantial investment to acquire a new hangar at Istanbul Ataturk Airport specifically to cater for maintenance for the type.

In the US, PlaneSense and Surf Air have achieved considerable success flying their multi Pilatus PC-12 fleets and existing European Aviation Safety Agency (EASA) AOC operator/co-ownership models Voldirect (France), Hendell Aviation (Finland), and JetFly (where members can buy as little as a 16th share of the aircraft for private charter) are making a difference already. Next year, Surf Air is bringing the PC-12 to the UK.

New features of the 2016 PC-12 NG include increased cruise speed to 285 KTAS, reduced cabin noise levels, and offered updated interior design options. It also featured more than a dozen drag reduction changes to the airframe, increasing both range and speed.

The market has responded positively and the company is on track to deliver 90 new PC-12 NG aircraft in 2016 – a more than 20% increase over 2015 sales.

Of course, there are other single-engine aircraft suitable for the varied terrain in the region. Daher Socata sold its first TBM 850 into the Middle East to a Saudi lawyer, Ziad Al-Sudairy, who "finds it incredibly helpful in his business".

Single-engine turboprops like the TBM900 family and the Pilatus PC-12 could open the way for a new niche.





Daher announced at the recent US-based National Business Aviation Association (NBAA) show that it has teamed with Jeppesen to deliver bundled data services with the purchase of new TBM aircraft.

New owners will get a subscription to charts, and navigation data will be provided to new TBM owners at the time of delivery. Selected navigation data will be on board and ready to use.

Through the agreement, Jeppesen will supply its NavData and digital charts for TBM 900 and TBM 930 aircraft. In addition to the bundled Jeppesen data options available with the purchase of Daher aircraft, the acquisition of TBMs with Garmin's G1000/G3000 integrated flight deck provides the choice of PilotPak data that incorporates supplemental databases – including SafeTaxi, airport diagrams, as well as obstacle and terrain data.

This reflects the fact that TBM types tend to belong to entrepreneurs who are avid aviators, and manufacturer, Daher Socata, is encouraging owners to add their aircraft to charter operations to offset costs of ownership.

To this end it has created an adapted package of support services specifically for these users. Dubbed the TBM charter pack, this coverage provides an inclusive package solution with an extended version of Daher's TBM care programme to cover commercial operators' higher aircraft utilisation rates; continuing airworthiness monitoring, a dedicated TBM maintenance hotline; and TBM professional training courses.

Nicolas Chabbert, SVP of Daher's airplane business unit explained: "As TBM charter flights continue to develop around the globe, we want our services to best match the expectations of commercial operators."

One of the stalwarts of single-engine turboprop (SET) operations is the Cessna Caravan. In July this year, manufacturer Textron Aviation announced it had received certification for hard point provisions for the Cessna Grand Caravan EX. These hard points expand the aircraft's versatility by allowing operators additional mission capabilities, such as extended range with

additional fuel tanks, increased cargo space, agricultural operations and the ability to configure the aircraft for missions that require armament.

The Grand Caravan EX is particularly well suited for a wide array of operations due to its spacious and easily reconfigurable cabin, high useful load of more than 3,500lbs (1,588kg), large cargo door and the ability to operate from short, unimproved surfaces.

Cessna offers the Caravan and Grand Caravan EX with the option to modify both models with floats for amphibious operations. Dubai's Seawings successfully uses the type.

What is on offer with these types is worth noting should the Gulf follow Europe's recent lead – and one that has been established in North America for decades. This would allow four to 13-seat SETs, flying on the AOCs of established operators and using commercial operations instrument flight rules (IFR), to open the door to small runways and under-used general aviation airports and deliver operating costs lower than their peers.

As of January 2017, EASA and the UK Civil Aviation Authority are poised to approve the PC-12, Daher TBM 900 and Grand Caravan for IFR public charter. The topic has raised such interest in Europe that Emerald Media and BlueSky News organised a single-engine turbine operations (SETOps) conference at London Oxford Airport that sold out weeks before it happened. WINGX managing director, Richard Koe, explained: "Their sweet spot is in sector journeys under 1.5 hours."

The conference raised topics that will be of interest to the Middle East, too. One challenge is building the infrastructure at the smaller airports that these aircraft need. Few have the IFR capabilities, nav aids or lighting and the required CAT 3 fire capability. However, the buying time in this sector is very short, according to Adam Twidell, CEO of PrivateFly, with customers often taking the decision to fly on the day they request the charter.

"Social media is going to be pivotal to our success in getting our brand awareness known," David Lawlor, head of projects & corporate finance for GI Aviation told those present. He said that business aviation flyers under the age of 40 used their smartphones and tablets extensively; therefore digital marketing would be all-important. The business is courting corporates, business and government charter customers, bringing an interesting affordable business model in the region.

Introducing new business models successfully does have previous legs. Wheels Up, for example, has created a new market in the US, using twin-engined King Air 350i types, running under the Gama Charters' AOC. The company now operates 72 aircraft in the US and has created 'Wheels Down', a 3,500 strong members' lifestyle programme.

It remains to be seen whether the Gulf will embrace such a culture. Should it do so, it will bolster the prospects for business aviation enormously.

Single Engine turbos have flexibility that can see them succeed on land or water.



Change in the air at Royal Jet

It's a whole new era for Royal Jet, which the Abu Dhabi-headquartered, international luxury flight service provider, and one that recently appointed president and CEO, Rob DiCastrì, codenames 'change in the air' and which will be hallmarked by "consolidation of its leadership position in the market".



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oyal Jet's changing times were ushered in recently when Canadian Rob DiCastrì arrived in the UAE capital with more than 25 years of international aviation and hospitality experience under his belt.

This included 10 years in the Gulf where, as CFO and head of strategy, he helped set up Saudi Arabia's National Air Services (Flynas)/Net Jets Middle East (now NasJet).

Taking over the reins from acting CEO, Patrick Gordon, his leadership team has since been complemented by the appointment of Royal Jet's new managing director, His Highness Sheikh

The Royal Jet fleet has the wow factor.

Mohammed Bin Hamad Bin Tahnoon Al Nahyan, who moved to the executive management after serving on the board.

Together, DiCastrì and the new MD are charged with ushering in the new era, which involves a complete review of the \$700 million replacement and expansion programme, unveiled at MEBA 2014, which would double the fleet to 20 aircraft by 2020.

"We are now working together to determine what the strategy should be," said DiCastrì, who reaffirmed that it was "still possible we will reach 20 aircraft by 2020".

"We are actively looking at the overall size and mix of our fleet



Above: Rob DiCastrì.

and are constantly consulting with our wide range of customers to ensure we have a product and a service which satisfies their diverse needs," he added.

The new CEO said between \$200-\$250 million of the \$700 million projection has already been spent, much of it on two new Boeing Business Jets (BBJs), one of which was delivered in October this year and the other which just arrived.

Bought green, the first BBJ, which will go on show at MEBA 2016 and could be joined by the second if it isn't out generating revenue for the company, has been fully customised to unique Royal Jet specifications turning it into a VVIP's dream. "It's based totally around feedback from our local and global customers," said DiCastrì. "There's nothing like it in the region."

The result is a striking new 34-seater aircraft, which is the world's first BBJ equipped with KA-band satellite broadband internet technology.

DiCastrì proudly pointed out: "It provides large bandwidth, which enables services such as Netflix and IP-based Live TV and download and upload speeds not seen before in the industry."

The sleek stunner boasts a front-end bedroom, eight VIP, eight business-class and 18 standard seats – a configuration DiCastrì described as "the sweet spot for our customers".

With bespoke interiors by noted New York designer, Edese Doret, known for his elegant and innovative layouts and use of distinctive materials such as carbon-fibre, the BBJ was fitted out by Lufthansa Technik, with the entire programme coming in on-time and on-budget. "It's very rare for an outfitting of a private aircraft to come in on time and budget, but this one did," said DiCastrì.

The aircraft also features enhanced vision system (EVS) cockpit technology. Royal Jet is the first UAE charter operator to receive General Civil Aviation Authority (GCAA) regulatory approval to use the thermal imaging camera capability that helps pilots better navigate poor weather conditions.

The ultra VVIP long-range aircraft is also fitted with a state-of-the-art, audio-visual-on-demand (AVOD) in-flight entertainment system giving passengers the choice of audio-video entertainment – movies, TV and audio-files – using touch-screen functionality from their seat.

DiCastrì says the VVIP flagship has drawn highly positive customer response. "Customers are very excited about it. We have been teasing them with imagery in the run-up to delivery and bookings have been coming in quickly."

The two BBJ deliveries bring the current overall Royal Jet fleet

to 13 aircraft and the BBJ count to eight, which maintains the company's standing as the world's largest BBJ operator. However, the two new BBJs will replace others already in the fleet. "There's growth and then there's replacement," said DiCastrì.

The Royal Jet fleet also contains two Bombardier Global 5000s, two Bombardier Learjets and a Gulfstream G300. However, the Learjets and Gulfstream have been put up for sale in a signal that the fleet make-up will change. "We need to consult our customers and see what they want," said DiCastrì. "The smaller aircraft are being sold because demand just hasn't been there, though we have also offered to take them back on management contracts," he explained.

"We want to grow, but we want to grow in a smart way," he added. "The days of buying an aircraft and then working to fill it have gone. The pie has shrunk and there are additional competitors in every segment. We are fortunate to have a very loyal customer base, but we realise we're not their only choice and so we're committed to consistently exceeding their already high expectations of us in terms of safety, quality and service."

That service level includes an on-board chef to oversee catering quality and an on-board engineer to ensure passengers have no in-flight entertainment or connectivity issues and that all systems are functioning properly.

Royal Jet's consolidation process will, according to DiCastrì, "unlock the untapped potential" of the company. This, he said, includes "further revenue diversification, along with expansion of our VVIP charter, medical evacuation, aircraft brokerage and FBO services".

DiCastrì said Royal Jet currently has a diversified customer base, with demand largely for service to Europe – London and Geneva being popular – and to Singapore and beyond. The customer base has expanded over the last few years beyond its





initial Abu Dhabi Government focus. "We have penetration through the Arab region and South East Asia," he said.

The airline's management is now working hard to determine what future demand will be. "Since we want to keep our loyal customer base happy and keep them coming back, we're looking at various options of aircraft right now, so that our growth will be carefully planned and well thought-out."

That growth could well see the emergence of a new Royal Jet brokerage division. "We do have a growing brokerage business," explained DiCastrì. Yet with the CEO's determination that "we have to control the quality of service and safety of our customers" could another business stream be coming on line? "We can see that this is a business on its own, so it's interesting. Aircraft management is another business model that can become part of our strategy. But we need to consolidate our position before we can stretch out and do something else because it's a tough market."

Certainly things are changing. Royal Jet, the regional pioneer of medevac, is continuing in the sector but largely through sub-brokerage. "Medevac is a very unpredictable business, sometimes

Quality of service is assured.

we can get demand for 10 hours a month, other times 100 hours a month."

The real demand, explained DiCastrì, was coming from the corporate sector. "It was a very strong summer, there was a lot of activity from government, corporate and VVIPs."

Plans for fixed-base operation (FBO) expansion will also come in for review.

DiCastrì said it's a "good margin business" for an airline that operates its own FBO at Abu Dhabi International and manages the FBO in the Seychelles Islands it developed in 2013 in association with Air Seychelles, which is part-owned by Etihad Airways, to cater to rising number of private aviation tourists from the Middle East, Europe and CIS countries.

"It is something we do, and do well," he said. "We have a capability that we can leverage."

DiCastrì hasn't put a timeline on the review – saying it will be an "on-going change" – but the stunning VVIP BBJ, which is now claiming a strong client base, could be the benchmark for the 'change in the air' to come.

Completing the success story

Despite the flattened market, completions houses are still busy, expanding, and faced with more technical challenges than ever. Liz Moscrop looks at what MEBAA members are doing.



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ome MEBAA attendees may be lucky enough to charter the DreamJet BBJ 787, which hogged headlines and apron space at the European Business Aviation Convention & Exhibition (EBACE) this year.

In service since July out of Hong Kong, and managed by China's Hongkong Jet (in conjunction with parent Deer Jet), it is the first VVIP 787 in the world available for charter.

The beautiful aircraft is a testament to the skill of Pierre Jean Design Studio, Seattle's Greenpoint Technologies, and consultant Kestrel Aviation, which managed the project.

The DreamJet is a masterpiece of engineering. Unlike today's in-production pure business jets, the VVIP 787 has huge windows, electric brakes and – crucially – is made of carbon-fibre.

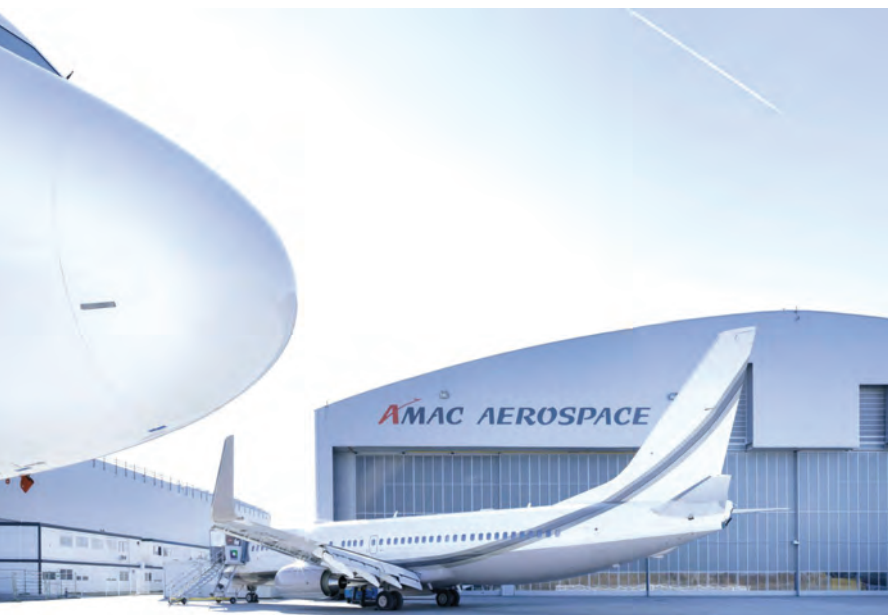
To put that in perspective, it's helpful to go back to nature's

Completions houses add stylish finish to a designer's dream.

own miracle structure, the egg, which forms the design base for all successful aircraft from the Wright Flyer onwards. Both the 787 and the Airbus A350 use semi monocoque fuselages where, just like an egg, the skin supports much of the load, with some internal bracing and bulkheads in place to maintain structural integrity.

A key point to consider with the composite material used on new aircraft is the strength of mechanically fastened joints under both static loads and fatigue loading.

This means choosing where to drill holes to attach fittings is critical. Greenpoint would have had to calculate the new interior loads caused by attaching structures to the sidewalls and send them to Boeing for validation to see if the design would work with the composite structure. These calculations extend to encompass the entire airframe, since load alterations in one area affect another.



The in-flight entertainment (IFE) and cabin management system (SMS) are also more integrated into Boeing's own systems, and altering the electronic circuit breakers also requires the manufacturer's involvement. The electrical system has a variable frequency and there is limited experience in constructing a standard repair manual, thanks to the aircraft's short history.

There are other considerations, too. There is a lower cabin altitude in the 787, which significantly changes decompression requirements, especially for the closed private rooms that are typical for VIP aircraft. Although there is minimal available bleed air to provide power, there are even more electrically powered systems on board. To assist completions centres, Boeing sent teams of technicians to its approved outfitting centres to provide training and support.

Making alterations is a big deal and Dallas-based Associated Air Center (AAC) recently received the industry's first Federal Aviation Administration (FAA) approval authorising the company to perform composite bolted major repairs and alterations on 787 series composite aircraft.

This new rating was approved subsequent to AAC's delivery of the industry's first 787-8 head-of-state VVIP interior completion on February 26, 2016. The rating is based upon extensive technical training, significant investment and overall experience.

AAC president James Colleary explained: "Owners and operators of Boeing 787 series aircraft that require maintenance and/or composite bolted major repair and alteration work scopes, such as letter checks/inspections and Ku/Ka Band antennae major alterations, now have a choice in MRO providers and no longer rely solely upon the airframe manufacturer for these modifications."

This year the firm delivered the first Boeing 787-8 head-of-state aircraft completion to a Middle East customer. Featuring 2,404sqft of living space, the cabin can comfortably accommodate 82 VIP passengers separated in three zones, while the office, bedroom and lavatory suite comprises the additional fourth, presidential zone.

Every VIP passenger seat is equipped with a portable electronic device outlet, plus a high-definition in-arm, 11in LCD touchscreen monitor to supplement the seven 42in LCD bulkhead-mounted monitors connected to a variety of IFE sources that include six global and local Blu-Ray players, audio/video on-demand (AVOD) servers, passenger flight information systems (moving maps) and a landscape camera system.

There are eight passenger lavatories, a forward cabin overhead

flight crew rest area accommodating two sleeping berths, another in the aft with six sleeping berths, and 14 high-comfort flight attendant seats.

In order to reduce the completion schedule, the Standard Aero subsidiary designed, engineered and manufactured the bulkheads, monuments, furnishings and headliner grid system for the interior configuration prior to the green aircraft's arrival. Working closely with Boeing on the 787-8, AAC was able to achieve an interior completion weight 20% lighter than initially projected, allowing the customer to carry additional fuel to fly longer, non-stop missions.

The new 787 and Airbus A350 types present major new canvases for the top completions houses. At the US-based National Business Aviation Association (NBAA) exhibition earlier this year, Lufthansa Technik combined with fellow German car manufacturer, Mercedes-Benz, to present their advanced VIP aircraft cabin design.

The two companies are now officially offering the product as a unique and luxurious concept for Airbus or Boeing aircraft.

Gorden Wagener, head of design at Mercedes-Benz parent Daimler, said: "We've developed a completely new space concept that goes beyond conventional cabin space design and we've been rather radical in throwing old-fashioned aircraft cabin design precepts overboard."

The unique helix structure, a dynamic spiral layout, is the central design theme extending throughout the aircraft from the entrance all the way to the bedroom. This creates new, independent spatial zones without the typical arrangement of lining and wall elements. The VIP aircraft, which could seat 150 passengers in airline configuration, is designed for 16 VIP passengers.

Switzerland's AMAC Aerospace also recently installed a VIP interior on an Airbus A320 that had been used as an airliner. The cabin was completely removed and refitted with custom furniture, decorative inlays, handmade carpet, and a master bedroom with lavatory, two VIP lavatories and high-end technical support systems. The project also included a new satcom and cabin management system with digital IFE, including zoom and quad cameras.

Also in Switzerland, the GDC Group has been working on supplemental type certificates (STCs) to install Honeywell's Ka-Band JetWave hardware on different Boeing and Airbus aircraft.

The FAA/EASA STCs will be finalised during the first quarter of 2017.

Swiss-based AMAC is a regular contract winner for the Middle East's VIP aircraft requirements.





The office in the sky often reflects the style of an owner's home.

The company will carry out engineering and certifications will be at its facility in Munich, while installation goes to GDC Technics in Fort Worth, Texas.

These STCs will provide the aircraft owners and operators' access to the fastest, most reliable internet in the sky. The main features include HDTV live streaming, advanced IFE and office features, voice over internet protocol (VoIP) telephony, virtual private network (VPN), video conferencing, high-speed internet, social media and any internet-accessible applications.

The Maz Aviation-owned firm is committed to improving its technology and, last year, promised to deliver 20% lighter cabins, the latest in connectivity technology for communication and entertainment integrated on to carbon-fibre and conventional aircraft platforms, plus 3D printed precision-crafted cabin interior and IFE components.

Owner Mohammad Alzeer said: "These innovations and new technologies are as bold and forward-thinking as the next-generation for which they are designed to be incorporated in."

The Airbus Corporate Jet Centre (ACJC) recently also partnered with its parent division, Airbus Corporate Jets, to offer to an undisclosed ACJ320 customer a global upgrade and heavy maintenance including, for the first time, the installation of a state-of-the-art connectivity solution for VoIP technology.

The ACJC completed the engineering, installation and certification of a brand new Wi-Fi solution. The retrofit work included the upgrade of an Airbus SwiftBroadband (SBB) solution, encompassing the replacement of the aircraft's top skin fuselage panel. The complex integration was conducted in parallel with a major heavy maintenance check, including a landing-gear overhaul, enabling a one-stop visit for the customer.

Meanwhile, Indianapolis-based Comlux America, the completion and service arm of the Comlux Group, is making further strides into the completions market and finished the expansion of its VIP completion hangar, which now has the capability to house wide-body and narrow-body aircraft simultaneously.

The expansion increased the total size of the hangar from 128,000sqft to 157,000sqft, which means it can now house one wide-body and up to four narrow-body aircraft simultaneously. The firm also completed an ACJ330 aircraft, its 12th VIP completion.

New Zealand's AIM Altitude's Cabin Interiors division is also expanding and has now moved into a purpose-built facility at Bournemouth Airport in the UK.

The major new investment brings all of its cabin interiors divisions under one roof, having previously been housed in six separate buildings around the estate. The new building will also serve as the headquarters of the AIM Altitude Group.

Following several years of planning and an 18-month build and

fit-out programme, the first production lines began the migration in August 2016. All production facilities and around 450 employees completed the move at the end of September 2016.

The state-of-the-art factory encompasses new machinery, including an additional paint-and-bake booth, to bring the total to four painting booths, and a fully integrated preparation area, serving both paint and trim.

Although large airliner refurbishments grab attention, retrofits for midsize cabins are also essential, and heavy checks are often a good time to take on such work.

Jet Aviation Basel recently performed a major refurbishment in conjunction with a scheduled C-check on an Embraer 135 Legacy 650 for Planair Enterprises. The refurbishment included a full carpet replacement, seat and divan re-upholstery, wood repairs, re-covering of the dado panels and a new non-textile flooring installation in the galley.

The firm has earned worldwide recognition for the quality of its interiors. Since 1977, it has delivered 200 aircraft with custom interiors, from business jets to full VVIP bespoke cabins. It, too, has created beautiful cabin concepts for the new composite types, such as the award-winning 'Timeless' idea.

Cabin comfort, connectivity and entertainment are now essentials for both new and retrofit models. To this end, Canada's Flying Colours Corp recently announced that it has extended the range of airframes on which it can install the Inairvation retrofit product. In addition to the Bombardier Global Express, it can now upgrade Bombardier Challenger 300, and 605 types, as well as Gulfstream G450 and G550 models.

Inairvation is a joint venture between Lufthansa Technik, which provides the Nice HD cabin management and IFE system (CMS/IFE), and B/E Aerospace, which provides seating and F/List for other cabin fixtures.

Italy's Delta Interior Design also offers completions services. The company set up shop in 2001 as a cabin interior refurbishment specialist for both fixed-wing and rotary VIP aircraft.

Project management during the completions process can save a great deal of time and headaches. To this end, the UK's Aces has a joint partnership with leading designers for interior concepts for next generation new aircraft, such as the Boeing B747-8, B787 and the Airbus A350 types, as well as traditional airliner conversions.

At the moment, customers based in the Gulf have to venture further afield for their interior refurbishments. Falcon Aviation Services had considered setting up a completions house at Dubai South, but is re-evaluating its idea.

However, it is still possible to get minor modification work done around the region, and France's STTS, has launched a purpose-built paint hangar at Dubai South. The company has invested \$34 million in a wide-body painting bay at the airport. The site will also accommodate an aircraft interior back shop.

It may be a while before somebody has the courage to open a fully fledged completions house in the region, but looking on the bright side, today's new long-legged less fuel-thirsty aircraft can manage the trip to the shop in one hop.



A better 'office in the sky' connectivity experience has arrived

Middle East business aviation users, who have been putting off investing in in-flight connectivity systems, don't have to wait any longer, thanks to a number of recent innovations. Steve Nichols reports.



Users looking for an in-flight connectivity system that will give them an "office in the air" experience now have a few to choose from. First up is Inmarsat's Jet ConneX (JX) system for business aviation that uses three Ka-band Global Xpress I-5 satellites. The system, which was due to enter commercial service introduction at NBAA in Orlando, covers the globe up to about 80-85 degrees latitude. Inmarsat says JX promises to provide customers with the fastest global satellite data rates in business aviation.

It enables HDTV live streaming, advanced in-flight entertainment (IFE) and office features, voice over internet protocol (VOIP) telephony, virtual private network (VPN), high definition (HD) video conferencing, high-speed internet, social media and any internet-accessible applications.

Mark van Berkel, president and chief executive officer of MEBAA member TrueNorth Avionics, says his company is already getting a lot of enquiries about JX.

The company, which specialises in VVIP and head-of-state (HoS) aircraft in the region, such as the Airbus ACJ and Boeing BBJ,

Fitting the latest antenna - more of the region's business aviation fleet is enjoying fast connections.

says its customers want a seamless connectivity experience and demand the very best.

"From personalised, gold- or platinum-plated TrueNorth handsets to the fastest available bandwidth, our customers require a high-quality service. We've been involved in integrating JX from the outset and have been talking to our customers about what it can offer," he said.

Honeywell has been developing two JetWave antennas for the JX system. The first - the MCS-8200 - is a fuselage-mounted antenna suitable for commercial airliners and VVIP aircraft. This can theoretically deliver maximum data rates up to 30-50Mbps.

Honeywell's smaller antenna is a tail-mounted parabolic dish - the MCS-8000 - that is better suited to smaller business jets.

You can buy a Jet ConneX data package that specifies a "maximum information rate" (MIR) as well as a "committed information rate" (CIR), which is the guaranteed minimum data rate per subscription level.

Guaranteeing a minimum information rate ensures that your service will always perform to at least that level. The current MIR is limited to 15Mbps - this is still more than 30 times faster than Inmarsat SwiftBroadband - but the company has hinted that it may increase the speeds beyond 15Mbps once the service is established.

Kymeta is also developing a flat-panel antenna for JX called the mTenna that would suit smaller business aircraft. This is a novel design using futuristic thin film transistors, although we may not see the mTenna commercially available until at least mid 2017 and possibly 2018.

A number of other suppliers are looking at supplying JX for users in the Middle East.

Stephan Egli, SITAONAIR's chief commercial officer, said: "The service is going to be very popular for users wanting global connectivity with high bandwidth."

The company is no stranger to users in the region, especially with its existing Inmarsat L-band SwiftBroadband systems.

"We are flying on many HoS aircraft, including Airbus ACJs, A330s and A340s, Boeing 767s and BBJs," said Egli. "However, not many people know about it due to our very sensitive non-disclosure agreements."



SDS Derek Donahue.

"Comlux also has us flying with SwiftBroadband on two Airbus A320s and a Boeing 767."

Kurt Weidemeyer, Inmarsat's VP strategy and business, said: "A lot of our partners are working on supplemental type certificate (STC) programmes for a wide range of platforms and we want to get them on the JX network."

GDC Group is developing an STC for the installation of the Honeywell's Ka-Band JetWave hardware on different Boeing and Airbus aircraft, including the Boeing Business Jet, Airbus Corporate Jet and commercial configurations.

It says the Federal Aviation Administration/European Aviation Safety Agency (FAA/EASA) STCs will be finalised during the first quarter of 2017.

Weidemeyer added that it could have a total of 40 different aircraft installed with JX by the end of Q1 2017.

Derek Donahue, Satcom Direct's regional director for Eastern Europe, Middle East and Africa, (EEMEA), said that it has aircraft due to deliver with JX by the end of the year.

"We have a JX-equipped Airbus A320 going to a customer, plus are working on a Boeing 747 and an Airbus A330.

"Our customers are craving more bandwidth and JX will deliver," Donahue added.

"We are also working on a Boeing 777 that will be equipped with three systems – Inmarsat JX, SwiftBroadband and ViaSat Yonder Ku.

"There is still a lot of interest in Ku-band connectivity, especially among customers who can't fit JX to their aircraft type."

You could be forgiven for thinking that Inmarsat's Jet ConneX is the only high-speed Ka-band solution available. But you'd be wrong.

ViaSat also has its Ka-band 'Exede in the Air' service.

James Person, ViaSat's director, global business development, general aviation, said: "Our Yonder Ku-band service for business jets has been around for more than a decade and its 1.5-2Mbps

connection speed has been good enough for e-mails and web surfing while airborne, but people want more now.

"They want to be able to do everything in the air that they can do on the ground. With our ViaSat 'Exede in the Air' Ka-band service and its smaller dish they can get now a multi-megabit experience."

ViaSat's tiny tail-mount antenna is only 12 inches (30cm) in diameter, but packs quite a punch. In a demonstration at the European Business Aviation Convention & Exhibition (EBACE) it was delivering 8.83Mbps down and 3.2Mbps up using Eutelsat's KA-SAT satellite.

ViaSat-1's Ka-band service covers North and South America, while Europe is covered through a roaming agreement with Eutelsat and its KA-SAT satellite (the one in use at EBACE).

"This covers more than 85% of all business aviation routes at this time," Person added.

ViaSat-2 is due for launch in the first quarter of 2017 and will extend the company's Ka-band coverage over the Atlantic Ocean, plus adding additional capacity over Canada and Central America.

The satellite will double the throughput of ViaSat-1, giving around 450Gbps of combined capacity. Include the Ka-band Eutelsat KA-SAT over Europe and the company will have access to more than 500Gbps of capacity, stretching from Los Angeles to Istanbul.

The only issue is that the Middle East is just on the edge of the KA-SAT coverage and, while Europe is well served, the satellite footprint is patchy over parts of Saudi Arabia, plus any areas south and east from there.

"We intend to roll-out further Ka-band coverage over time, just as cell phone operators expand their coverage," Person said.

ViaSat's Ku-band Yonder service also sells well in the Middle East, delivering megabit speeds to a small antenna. Looking further ahead, when ViaSat adds the ViaSat-3 constellation it will eventually bring three terabits globally from around 2020.

Person said: "Each of the three Ka-band ViaSat-3 satellites will bring 1,000Gbps of new capacity to the market. There has been exponential, not linear, growth in the mobile data market and we aim to supply that demand."

Users who have been put off by the alleged lower bandwidth available via Ku are also in for a treat.

So-called high throughput Ku-band satellites (HTS), such as Intelsat's EpicNG range, are being introduced, which use more powerful spot beams to boost data speeds.

Intelsat-29e is now in orbit and there are more HTS Ku-band satellites in the pipeline.





Intelsat says its new EpicNG high throughput satellite (HTS) Ku-band platform is delivering a 165% to 330% increase in spectral efficiency with ground platforms and modem technologies.

It is also giving up to 300% improvement in throughput when using next-generation antenna technology.

This has caught the attention of providers like Panasonic Avionics, which has partnered with Astronics to provide a new Ku-band in-flight internet and TV connectivity solution to VVIP and HoS customers.

The partnership combines Astronics' tail-mounted satcom solutions with Panasonic's Global Communications Services to offer high-speed, dedicated broadband data internet services; four channels of global television services and regional DBS-TV programming, all from a single antenna.

Dave Bruner, Panasonic Avionics' vice president, global communications services, said: "We wanted to get into this market for some time, but didn't want to be another 'me too' supplier.

"We wanted something that would distinguish us from the rest of the market and the launch of HTS Ku-band satellites is letting that happen."

Bruner says that, before HTS, they couldn't get the performance they wanted from a 10.5-11inch tail-mounted parabolic satellite antenna. But the higher power density of HTS now gives them the bandwidth they need.

"The VVIP and HoS market is very demanding and we didn't want to launch until we knew we had products that could satisfy that demand," Bruner said. Those products are Astronics' FliteStream T-210 and T-220 Ku-band antennas.

Bruner said that the antennas' enhanced design and 29cm aperture means it can offer Ku-band data packages with a 1.5, 2.5 or 4Mbps priority service over 86% of the globe by the end of 2016, thanks to HTS. He said this will extend even further once the Pacific region comes online.

"But it gets better," said Bruner. "The T-220 can operate on two

Masking connections: (L-R) OnAir's Stephan Egli and Gogo's John Wade.

frequencies at once, so one channel can be used for internet and the other for TV. These are capabilities that just haven't existed before."

Astronics is currently working on the first STCs for the antenna on the Gulfstream GIV and GV families, including the G450 and G550.

The company will then switch its focus to the Bombardier Challenger and Globals. The companies say they expect the first aircraft to enter service with the system by mid 2017.

Gogo Business Aviation is also keen to point out that its 2Ku solution is available. The company has begun to deploy 2Ku on commercial aircraft, delivering speeds up to 100Mbps per aircraft.

Gogo currently has 14 aircraft from four airlines equipped with 2Ku, with more than 1,200 scheduled for installation over the next two years.

Pascale Barhouche, Gogo's regional sales manager based in Dubai, said: "In the business aviation space many VVIP customers fly aircraft large enough to accommodate the 2Ku antenna, and most of those customers are based in the Middle East.

"So 2Ku is a viable option for them to consider if they want the latest technology providing high-speed connectivity to their aircraft. For the more standard-sized mid-to-heavy global business aircraft, Gogo offers Inmarsat's Jet ConneX Ka-band broadband service."

So how does Gogo see demand for faster services changing over the next few years?

"If history is any indication, we believe business travellers will demand more speed and bandwidth – just like we've seen an increase for it on the ground.

"In-flight connectivity has gone from being a nice to have, to a necessity. We also see connectivity enabling new services that will increase safety and efficiency, providing real-time turbulence data collected and delivered by the aircraft via Gogo's networks, and then aggregated and analysed for use by other aircraft.

"The better and faster the network operates, the better the services and apps will operate," Barhouche concluded.

The science behind food at 30,000ft

With more people in the MENA region travelling by business jet, Sarah Wilson, director and registered nutritional therapist at The Aviation Nutritionist, believes that our DNA will determine what's best for us all.

When it comes to what food to eat in the air, Sarah Wilson has the simple recipe: "It's all in our DNA." Wilson should know. She has been working as an aviation nutritionist with commercial airlines, business jet operators, and in-flight caterers for a number of years.

These days, it's no longer about just grabbing a sandwich on your flight. The more sophisticated answer is for the perfect menu to be created after you have had a DNA test.

"On-board catering used to be just a marketing tool but now people are more aware of their health," said Wilson, who runs a clinic in London's Harley Street.

"Flying is stressful and demanding, so you need to meet the challenges. We are all well aware of the need to be healthier now and this very much applies to people flying, particularly on a regular basis, and on long-haul flights, when your energy can be compromised."

With the luxury of business jet operators working closely with the customer and in-flight caterers to form a menu, just what is the right food to eat at 30,000ft?

"Eating on long-haul flights, while crossing different time zones, can cause havoc with your digestion and sleep patterns," explained Wilson. "If you have to eat at all, timing and hydration is key. I suggest, with a night flight, you eat before the flight, and then rest on board. On a day flight you consult with The Aviation Nutritionist to understand what is right for you – we are all individual and have very different needs."

Wilson added that a key factor for operators and in-flight caterers to take into account was knowing a bit of science.

Sarah Wilson believes science will aid the VIP's best food decision.

"When we fly, our taste buds decrease slightly as are nasal passage dries out, which is often why we find commercial flights serving stronger tasting foods, such as curries, and also why we might not taste our favourite food and drinks as well as we can at home, such as a robust red wine," explained Wilson.

"Digestion shuts down slightly in the air, too, as you're not burning any energy and the body may be under stress. So people should really limit their sugar intake, as it is an inflammatory. This includes alcohol, which, besides being full of sugar, can by further dehydrating at altitude if you have too many. Water is your friend."

Sugar is a good point to mention for when children travel by business jet, which is on an increase in the MENA region.

"In-flight caterers shouldn't offer menus laden with sugar for children, or else they will be bouncing down the aisle," said Wilson. "It's better to use sensory types of food to stay engaged with it."

And then there are medical concerns that operators should also take in to account.

"Diabetes type 2 is absolutely prevalent in people from the Middle East, due to their diet. So menus should be created to meet the customers' health expectations," she said.

And, speaking of medication, Wilson added that operators needed to be aware of any medication the passenger was taking as this could really play a part in jet lag and well-being in the air.

While this may sound like extra hard work for operators and in-flight caterers, Wilson said one "quick and easy" way to decipher the right menu was by taking a DNA test, which could highlight health issues and intolerable foods to the client.

Wilson explained: "I do DNA testing at my clinic to see what is best for the client to eat while flying. This can be an easy saliva test, which shows deficiencies, such as Iron, Omega 3s, B12, Vitamin D, gluten intolerances, or caffeine metabolism. Some people can't metabolise coffee but actually don't realise this and knock it back on the flight, causing havoc with the body and mind. Results are back within two to three weeks.

"I then help manage a menu with the in-flight caterer to suit the client. We also factor in that it's important not to make the food bland and add some fun to it using ingredients that the customer enjoys."

So, how does Wilson see the future of in-flight catering on board business jets?

"Perceptions with nutrition are changing completely, depending on the demographic, as well the geographic area," she said. "We have so much knowledge and research behind food that we can now use the science with on-board catering, especially with business jet operators, where money isn't an issue.

"This, in turn, will not only change passengers' eating habits in the sky, but also improve overall health and lifestyle."





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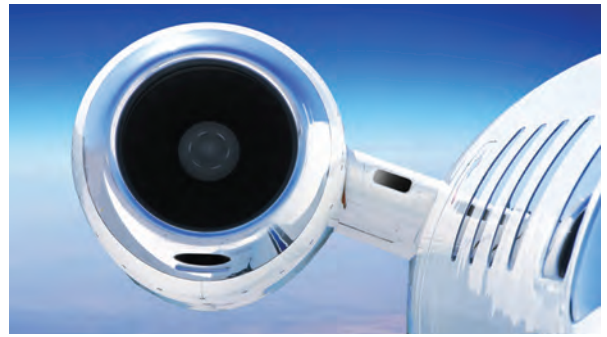
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A-Z of MEBA A members



Numbers are growing at the Middle East and North African Business Aviation Association (MEBA A) as it opens dialogue with governments and regulators as the lobby point and main contact for any regulatory issues facing the business aviation industry in the region.

As a member of the International Business Aviation Council (IBAC), MEBA A has global reach and is part of the representative body which provides technical and operational expertise to government policy and rulemaking organisations such as ICAO and other international policy establishments, MEBA A members are recognized as playing a key role in the industry sector by the authorities. The Association uses member events to develop strategy and identify the key issues.

Membership is open to companies and organisations involved in the business aviation industry including manufacturers and operators as well as affiliates who provide services or support or have an interest in the industry in the MENA region.

Members come from across the Middle East and North Africa and there are many examples of companies and suppliers working together to grow the market in the region.

In addition a number of companies based in Europe, the Americas and Asia have joined MEBA A to ensure greater access and links to MENA operators.

The following directory offers a brief snapshot of MEBA A member companies as of November 2016.

The list is not exhaustive and material used has been obtained from a number of sources. Neither the companies concerned nor the publishers hold any responsibility for any specific claims or data that is listed here and the information is subject to change.

Further information about the members' services or products should be sought from the companies themselves either directly or via their websites.

The membership list is continually updated via the MEBA A website, which also provides details about how to join MEBA A.



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Aviation Guide – Established in 2000 provides a direct link with important decision makers and industry influencers helping existing companies gain enhanced market visibility and consolidate their position, whilst the newcomers announce their arrival within.

What's more! The aviation Guide carries reader friendly business listing (a valuable Directory of information and contact details for all in the industry - which range from airlines to airports, MROs, FBOs, airport suppliers, aircraft manufacturers and consultants, etc.

Affiliate

ABAA - Australian Business Aviation Association

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Web: www.abaa.com.au

The ABAA is a non-profit organisation which acts as a collective voice for the business aviation community in Australia and assists its members in all aviation matters.

The ABAA is a member of the International Business Aviation Council, headquartered in Montreal, Canada and we have close ties with other business aviation associations such as the Middle East Business Aviation Association and 12 other associations around the world.

Affiliate Association

ABAG - Associação Brasileira de Aviação Geral

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ABAG's mission is to defend and promote the interests of its members with integrity and professionalism, raising the recognition of society and government as its legitimate interlocutor with the General Aviation.

Affiliate Association

Abu Dhabi Aviation

P.O. Box 2723
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U.A.E.
Tel: + 971 2 575 8000
Fax: + 971 2 575 7775
Email: adava@abudhabiaviation.com
Web: www.abudhabiaviation.com

Abu Dhabi Aviation is the largest commercial helicopter operator in the Middle East, operating/leasing 57 helicopters including (15 x Augusta Westland AW139, 1 x AW109S, 22 x Bell 412, 19 x Bell 212), 3 x Bombardier Dash-8 fixed-wing aircraft; employing nearly 1000 personnel, including 154 pilots and 234 aircraft maintenance engineers. The bulk of the company's business activity is in support of Abu Dhabi Offshore Oil and Gas, Engineering and Construction Companies. Other business activities include SAR, firefighting, heavy lifting, VIP, medical evacuation, seismic survey, photography and charter.

Operator

Abu Dhabi National Insurance Company (ADNIC)

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Web: www.adnic.ae

Abu Dhabi National Insurance Company (ADNIC) PJSC is a trusted insurance partner with long standing expertise in providing insurance products to individuals and corporates to manage unpredictable health, life and general risks. Founded in the United Arab Emirates (UAE), in 1972, ADNIC is a leading multi-line insurance provider with a wide network of branches as well as sales and service centers across the country.

ADNIC is publicly owned and listed on the Abu Dhabi Securities Exchange (ADX).

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Web: www.airbuscorporatejets.com

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AJA "Your Private Airspace" are one of the leading VIP and Executive Jet Charter Operators in the GCC and are experts in Embraer, Boeing and Airbus VIP aircraft.

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With royals, dignitaries, celebrities and the world's business elite among our guests, our clientele know they can rely on our intuitive, discreet and impeccable service.

Operator

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ALOFT AeroArchitects is an industry leading supplier of the PATS Auxiliary Fuel Systems (AFS) applications, Aerospace Component Manufacturing (including the Hollingsead International product line) and VIP aircraft maintenance, modification and interior completions services. ALOFT offers full turnkey programs on new interior completions and existing interior refurbishments to include touch labor, engineering, kitting, supply chain, certification and ODA services.

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Alsalam Aircraft Company

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Alsalam Aircraft Company have an impressive portfolio of VVIP and VIP wide body and narrow body aircraft interior design and refurbishment projects, including upgrades to communications, navigation and IFE systems. With full in-house capabilities from interior design and specialty interior fabrication shops to engineering and maintenance, Alsalam provide comprehensive services for owners and operators of a wide range of aircraft VVIP and VIP aircraft.

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International Wings Group is the Middle East's major aviation holding company. (IWG) is now the parent company of Royal Jordanian Air Academy, Queen Noor Civil Aviation Technical College, Arab Wings Gulf Wings & Iraq Gate.

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Operator

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Now in its ninth year, *Arabian Aerospace* - with its quarterly magazine, online daily news, weekly newsletter and show daily specials - has become the market leader for aerospace professionals operating in and with the Middle East. For free subscription, please visit: www.arabianaerospace.aero or contact: clare.brown@arabianaerospace.aero.

African Aerospace - officially supported by AfBAA and AFRAA - provides coverage of the latest issues and developments impacting the continent's growing aerospace sector. Its quarterly magazine, online daily news service and weekly newsletter are supported by show dailies at major regional events. For free subscription, please visit: www.africanaerospace.aero or contact: clare.brown@africanaerospace.aero.



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For over three decades, ARABASCO has been the elite provider of aviation services in the kingdom, with strategic locations in Jeddah, Riyadh, Medina and Yanbu. A one-stop-shop for the business traveller and the aviation industry, ARABASCO offers aircraft maintenance, management and ground handling services to the business jet communities World Wide.

We aim high towards the friendly skies with qualified and trained crew, combined with a set of the finest aircraft handling and maintenance facilities in the kingdom in a VIP settings that offers all the comforts and conveniences you would expect.

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Arabian Knight, the exclusive quarterly magazine for the Arab World. Delivered directly to the business, cultural and political leaders of the Middle East. In addition to select interviews, Arabian Knights' features calendar provides a rich and varied range of topics that excite and involve our readers. Regular features and themes include aviation, motoring, superyachts, exclusive hotels and resorts, personal products and services as well as wealth management, property and investment.

Affiliate

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Asian Business Aviation Association (AsBAA) is a non-profit association which represents more than 100 entities. The purpose of AsBAA is to promote the benefits of business aviation in Asia and to help the companies who rely on business aviation aircraft succeed in Asia. AsBAA is to strive for a beneficial environment to encourage business aviation to thrive in Asia. In partnership with the National Business Aviation Association (NBAA), AsBAA co-organizes the annual Asian Business Aviation Conference & Exhibition (ABACE).

Affiliate Association

Aviation & Marine Safety Solutions International, LLC

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Aviation & Marine Safety Solutions International, LLC (AvMaSSI) is an international safety, quality and operational excellence consultancy performing services worldwide to the aviation and marine industries. With offices located in the U.S.A, UK, and Thailand our global network of experts provides bespoke services to Civil Aviation Authorities, OEMs, Airlines, Airports, Charter and VVIP operators, Rotor-wing and specialized operations, Ground Handlers, MROs and FBOs. AvMaSSI is a proud member of MEBAA and has been an active supporter of safety initiatives within the MENA region.

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Affiliate

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AviMall, a Swiss online platform, is the first globally to offer Air Operators & Charter Brokers the Certificate of Lifetime Free Membership to the Charter Promotion Module, a Charter Marketplace, without any hidden cost.

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AVPRO, INC. is one of the largest corporate aircraft brokerage and acquisition firms worldwide.

Avpro has credit facilities in excess of \$100 million to facilitate its captive inventory business which generates a substantial amount of annual net profit with gross retail sales of \$1.0 billion annually, typically involving more than 100 transactions per year.

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Supplier

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BAOA is a 'Not for Profit' Association formed in 2011, to represent the interest of the Business and General Aviation Industry in India. We consist of 70+ members which include all major aircraft/helicopter operators, owners, aviation support services, aircraft manufacturer etc. Our common aim is to work with Government of India (through MoCA, DGCA, BCAS, AAI etc.) to foster the growth of the Business and General Aviation Industry, whose fleet is almost double the size of the commercial airlines fleet in India today.

Affiliate Association

BBGA - British Business and General Aviation Association

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BBGA represents the interest of member companies at Local, National, European and International levels.

BBGA support and promote the growth and wellbeing of a profitable Business and General Aviation industry. BBGA's task is to ensure that Business and General Aviation's importance is fully understood and appreciated by the public, local and central government. We have strong positive and active relationships with UK Government, other trade associations, UK CAA, EASA and Brussels.

Affiliate Association

Beechcraft Corporation

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Beechcraft Corporation designs, builds and supports versatile and globally renowned aircraft, including the King Air turboprops, piston-engine Baron and Bonanza, and the T-6 trainer and AT-6 light attack military aircraft. Its 5,400 highly skilled employees are focused on continuously improving the company's products and services which are sold to individuals, businesses and governments worldwide. In business since 1932, Beechcraft has built more than 54,000 aircraft and more than 36,000 continue flying today. It leads the industry with a global network of more than 90 factory-owned and authorized service centers. The company's headquarters and major manufacturing facilities are located in Wichita, Kan. For more information, visit beechcraft.com or follow us on Twitter @Beechcraft.

Supplier

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Boeing Business Jets is dedicated to bringing the best of commercial aviation into the realm of private air travel. We offer our customers a wide range of Boeing products which can be customized for the private, business or governmental sectors. The robust characteristics of these commercially inspired airplanes are an excellent value proposition when outfitted for the private market. They offer space, reliability and world wide support.

Founder & Board Member

Bombardier Business Aircraft

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With more than a half-century of pioneering achievement, exceptional style, performance, and reliability, Bombardier is the global leader in business aviation. Headquartered in Montreal, Canada, Bombardier offers three superior aircraft families delivering the Learjet*, Challenger*, and Global* – the light Learjet 70* and Learjet 75*, the medium-sized Challenger 350* and Challenger 650*, and the large Global 5000*, Global 6000* and Global 7000*.

Bombardier’s Middle East sales and customer support are based in Dubai, United Arab Emirates, and the Company also has five authorized service facilities across the region.

As at June 30, 2016, a total of 97 Bombardier aircraft are based in the Middle East.

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The British Standards Institution (BSI) is an approved global certification and testing body. BSI’s business streams in the Middle East and Africa focuses on product testing, assurance and training. We can support organizations to facilitate business improvement by helping them drive performance, manage risk and grow sustainably through the adoption of international management systems standards. BSI’s influence spans multiple sectors including aerospace, construction, energy, engineering, healthcare, IT and oil & gas.

Supplier

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The Canadian Business Aviation Association (CBAA) is a non-profit association formed in 1961 as Canada’s voice for business aviation. Since its inception, CBAA has assumed an increasing leadership role in its advocacy for Canadian business aviation interests. With a membership of 425 companies and organizations, including operators, management companies and suppliers, CBAA represents the entire business aviation community with a unified and collective voice.

Affiliate Association

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Cedar Executive is the premium luxury affiliate of Middle East Airlines. Based at Beirut's Rafic Hariri Intl. Airport. Cedar Executive started operations with its first Legacy 500 aircraft in January 2016.

The Legacy 500 is a Super Mid-Size Private Jet able to carry up to 9 passengers in a very comfortable cabin over 3,125 nautical miles (5,788 km).

Our aim at Cedar Executive is to provide you with nothing short of a world class and blissful experience. Our ingrained passion for flying and meeting the expectations of the very luxury specific service we provide is the foundation of who we are and strive to continue to be.



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CFM, the 50/50 joint company between GE and Safran Aircraft Engines, is the world's leading supplier of commercial aircraft engines, with more than 30,000 CFM56 engines delivered and more than 11,500 orders for the LEAP engines.

The two parent companies share everything equally, from design to support.

Safran Aircraft Engines and GE have formed one of the most successful aviation joint company in history and are committed to maintaining CFM's position as the industry leader.

Supplier

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Comlux Middle East, based in Bahrain, is the commercial office of Comlux the Aviation Group for the Gulf Region. Comlux The Aviation Group is a leader in VIP aviation services operating worldwide with the highest standards of safety and quality. Comlux offers a comprehensive set of services to VIP customers who wish to charter one of the most modern VIP fleet or have their own aircraft managed personally and professionally. This includes exclusive aircraft management, sales and acquisitions, cabin design and completion as well as maintenance and upgrade services.

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With almost twenty years of experience in financing private and corporate jets, Credit Suisse is recognized for its extensive knowhow and superior service levels. We provide flexible and global aircraft finance tailored precisely to your needs. Our offering even contains Islamic financing solutions.

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Affiliate

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Dallah Albarak Flight Operations located in Amman / Jordan manages and operates the following aircraft:

- BBJ 3
- BBJ 1
- Global Express
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Affiliate

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Since the rollout of the first Falcon 20 in 1963, over 2,300 Falcon jets have been delivered. Dassault Aviation offers a range of six business jets from the twin-engine 3,350 nm large-cabin Falcon 2000S to its new flagship, the tri-engine 6,450 nm ultra-long-range Falcon 8X.

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Over 2,100 Falcons are currently in operation around the world. They are supported by a global network of 50 maintenance facilities and 16 spare parts depots all strategically located around the world.



Founder & Board Member

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DC Aviation Al Futtaim LLC – Passion for excellence. DC Aviation Al-Futtaim (DCAF) is a joint venture between DC Aviation, a leading German business jet operator and Al-Futtaim, a privately owned UAE business conglomerate. Operational in Dubai since 2013, this partnership has been formed to create a centre of excellence for quality business aviation operations in the Middle East. DCAF is the first and only fully integrated business aviation facility based out of Al Maktoum International Airport located at Dubai South with a dedicated hangar measuring 5,700sqm and a 1,300sqm exclusive VVIP lounge area designed to international standards offering customers the highest levels of comfort and privacy. Scheduled for completion by Q3 of 2017, DCAF will operate a second hangar adding 6,800 sqm of covered space to the existing DCAF business aviation terminal at Dubai South bringing its total land-side plot area to 24,000 sqm and the apron area to 13,000 sqm. DCAF's core areas of business include: Aircraft management, Maintenance, FBO and Ground handling services as well as Business jet charter.



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A Government Dubai initiative, Dubai South is an emerging 145 sq. km. city comprising of 8 key districts built around the largest airport in the making. The Aviation District, a complete ecosystem, is designed to meet the needs of the industry, from design and development to the operation and use of aircrafts. Providing seamless connectivity between landside and airside, the district caters to the practical requirements of MROs, FBOs, light industries, R&D and educational facilities.

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The European Business Aviation Association (EBAA) was founded in 1977 to defend the interests of business aviation. Today, more than 800 business aviation companies (direct members or members of associate organisations) rely on the EBAA to protect their business interests. It is the only voice to represent business aviation among the European institutions.

For more information, visit www.ebaa.org

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EH Aviation Advisors AG, a Swiss based company, is offering highly professional VVIP aircraft completion management and interior design service. A team of dedicated project managers, interior designers, aviation engineers, certification specialists as well as contracts and legal specialist provide a wide range of services to their VVIP customers. The goal of EHAA is to reduce project risk & time, and to facilitate a better end product by applying concurrent project management and design techniques.

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Embraer has seven executive jets including the entry-level Phenom 100, light Phenom 300, mid-light Legacy 450, mid-size Legacy 500, super-mid-size Legacy 600, the large Legacy 650, and ultra-large Lineage 1000 jets. The cabin sizes and flexible ranges are well-suited to meet diverse demands, permitting greater work productivity and saving valuable travel time.

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Emirates-CAE Flight Training is jointly operated by Emirates Airline and CAE, and has 2 pilot training centres in Dubai.

ECFT Garhoud, founded in 2002, is approved by the European Aviation Safety Agency (EASA), the US Federal Aviation Administration (FAA) and UAE General Civil Aviation Authority (GCAA). More than 10,000 pilots and technicians a year train on a range of Airbus, Bell Helicopter, Boeing, Bombardier, Dassault, Gulfstream, Hawker Beechcraft aircraft types amongst others.

ECFT DSO currently offers a wide array of training services including A320 and B737NG type ratings, conversion courses, recurrent training, license renewals and revalidations for airlines or individuals.

Founder & Board Member

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Executive & VIP Aviation International is a quarterly journal aimed at private aircraft owners and operators and the industries that support them. Circulated worldwide, plus at all the major events, and FBO lounges. We organise aviation events, conferences, parties and more. Business aviation's premium publication.

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ExecuJet is offering a diverse range of services including Aircraft Management, Charter, Maintenance, Completions Management and Fixed Base Operations.

ExecuJet is based in six regions and manages 160 business jets worldwide under the most stringent safety standards. Its commercial fleet is operated under the regulatory umbrella of seven regional civil aviation issued air operating certificates (AOCs). The company's Dubai base was established in 1999.

ExecuJet is part of the Luxaviation Group.

Founder & Board Member

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Executive Aircraft Services is the leading charter, aircraft management, and ground handling company based at Rafic Hariri International Airport Beirut. EAS owns and operates the latest handling equipment. The opening of its hangar and the acquisition of its AMO by the Lebanese CAA completes the list of aviation services offered by EAS and the expansion of its VIP lounge, making it the largest dedicated crew lounge in Beirut's General Aviation Terminal.

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Executive Aviation Malta was specifically created to cater for executive jets and business aviation in general. We are leaders in executive jet operations and professional aircraft logistics in Malta.

Executive Aviation Malta is the only fully equipped and dedicated service provider with a fleet of in-house luxurious vehicles consisting of two executive BMWs and a Mercedes Viano limousine configured to attend to VIPs and VVIPs.

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FAI is specialized in patient transport by ambulance jet, VIP-transport, aircraft management and maintenance, operating Germany's largest fleet of business jets including 3 Bombardier Global Express, 5 Bombardier Challenger 604, 11 Bombardier Learjet 60, 2 Bombardier Learjet 55 and 1 Bombardier Learjet 35. Headquartered at Albrecht Dürer International Airport in Nuremberg, Germany, FAI operates a 9,000 m² carbon neutral FBO which will be expanded by another 4,800 m² by spring of 2017. FAI employs a full time staff of 180 people, including 60 mechanics and engineers at FAI's in house MRO plus some 50 part time physicians and paramedics. FAI operates satellite offices in Dubai, Miami and Moscow, as well as line stations in Baghdad, Bamako and Dakar.

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FLYING GROUP is a private jet operator with AOC's in Belgium, Luxemburg and Malta. It can count on over 20 years of experience. It operates a varied fleet ranging from small Cessna Citations up to the Embraer Lineage 1000 with a good portion of Dassault Falcon aircraft. The company mainly provides Aircraft Management services and Charter Flights but also aviation consulting, FlyingCard, ground services, Aircraft maintenance, as well as shared ownership in private jets.

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GainJet is a leading worldwide private jet charter operator and management company, based in Athens with offices in London and an additional AOC operation in Shannon: GainJet Ireland. The company also operates specially equipped Medevac/Air Ambulance aircraft. Our large fleet is positioned throughout Europe and the Middle-East. Whatever your requirements may be, we offer a customized travel experience tailored to your specific needs. So enjoy your flight and let us take care of the rest.

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Gama Aviation is a global business aviation services organization, operating over 150 aircraft, with over 44 bases across Europe, the Americas, Asia and the Middle East. We offer aircraft management, charter, FBO, maintenance and aviation software solutions. Our mission is simple – act responsibly to the people that matter: our people, our clients and our shareholders. Gama Aviation holds FAA Part 135, EU-OPS and UAE charter certificates, FAA and EASA Part 145 and UAE GCAA CAR 145 maintenance approvals, along with Part 21 design and manufacture approvals.

Gama Aviation's regional headquarters are located at Sharjah International Airport, the intelligent FBO gateway to Dubai and the Northern Emirates. The award-winning Gama Sharjah FBO has no slot restrictions, no airway/taxiway congestion, fast turnaround times, ample parking and hangar space, and state-of-the-art VIP passenger lounges. Executive aircraft handling, maintenance and five-star valeting services are available for business jets and light aircraft at Sharjah.



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The German Business Aviation Association (GBAA) was founded in Wolfsburg on 5th June 1985.

GBAA has set itself the task of representing and promoting the interests of business aviation both nationally and internationally.

There is a special focus on co-operation with and financial support of the IBAC which has a seat at the ICAO.

GBAA is a member of the EBAA (European Business Aviation Association).

Chairman of the GBAA is Peter Gatz, Private Wings Flugcharter GmbH

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Gulfstream Aerospace Corporation, a wholly owned subsidiary of General Dynamics (NYSE: GD), designs, develops, manufactures, markets, services and supports the world's most technologically advanced business jets. Gulfstream has produced more than 2,500 aircraft for customers around the world since 1958. To meet the diverse transportation needs of the future, Gulfstream offers a comprehensive fleet of aircraft, comprising the G280™, the G550™, the G500™, the G600™, the G650™ and the G650ER™. Gulfstream also offers aircraft ownership services via Gulfstream Pre-Owned Aircraft Sales™.



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IBAA mission is the social development of business aviation.

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Aviation Business is the only publication covering the aviation and airport sectors throughout the Middle East with a BPA audited circulation of 5370 subscribers. The title has covered the Middle East aviation sector for more than 10 years, becoming a trusted source of information for airlines and airports. Circulated to industry professionals in the MENA region each month, the magazine covers all aspects of commercial aviation and airport development, including aircraft, IT and airport technology.

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Japan Business Aviation Association (JBAA) was established in May, 1996. Up until the present, we have contributed the popularization of business aviation and the improvement of flight access to Japan with our members cooperation.

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Founded in 1947 and based in Washington, DC, the National Business Aviation Association (NBAA) is the leading organization for companies that rely on general aviation aircraft to help make their businesses more efficient, productive and successful.

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Presidential Flight (known as Amiri Flight until February 2009) provides VIP flight services to the Government of the United Arab Emirates and the ruling family of Abu Dhabi.

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Qatar Executive is Qatar Airways corporate jet division. Luxury private jet services are available for worldwide charter on a young fleet that comprises Global 5000s, a Global XRS, Challenger 605s, and three brand new Gulfstream G650ER. The latest delivery follows Qatar Executive's announcement, to purchase up to 30 aircraft of Gulfstream's new wide-cabin aircraft, the G500 and G600, and the flagship G650ER. Qatar Executive's service portfolio includes aircraft management, airliner charter, maintenance and FBO services.

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The Russian United Business Aviation Association (RUBAA) was formed in July 2009 through merger of the Russian Business Aviation Association (RBAA) and the United Business Aviation Association (UBAA). As of now about 68 entities representing the full spectrum of the Russian business aviation market are full and associate members of the association.

The purpose of RUBAA is to coordinate its members' entrepreneurial activities, to represent and protect their common business interests and to develop the business aviation industry in Russia.

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Ras Al Khaimah Airport, P.O. Box 32378, U.A.E. **Tel:** + 971 7 244 8613

Web: www.danajets.com

Operator

DC Aviation GmbH

Stuttgart Airport, 70629 Stuttgart, Germany

Tel: + 49 711 933 06 333

Web: www.dc-aviation.com

Affiliate

Delta Interior

Don Brambilla 19, 23844, Sirone, Italy

Tel: + 390 31 357 4960

Web: www.deltainterior.com

Affiliate

Diamond Jet Detailing LLC

Concord Tower, 6th Floor, Office 16, DMC, Dubai, U.A.E. **Tel:** + 971 4 454 9882

Web: www.djd.ae

Supplier

Donald H. Bunker and Associates

Al Reem Tower, Suite 1606, Al Maktoum Street, Dubai, P.O. Box 42717, U.A.E.

Tel: + 971 4 222 9747

Web: www.dhbassociates.com

Supplier

Dubai Air Wing

Operator

Dynamic Link

402 Al Maha Building, Al Dhiyafah Road, P.O. Box 75560, Dubai, U.A.E.

Tel: + 971 4 345 6644

Web: www.dynamicavio.com

Affiliate

Eastern Sky Jets

DAFZA, P.O. Box 54442, Dubai International Airport, Dubai, U.A.E.

Tel: + 971 4 299 5811

Web: www.easternskyjets.com

Operator

Executive Aircraft Sales Limited (EAS)

Al Sila Tower 1, Level 20, Sowwah Square, P.O. Box 32195, Abu Dhabi, U.A.E.

Tel: + 971 2 667 5524

Web: www.execairsales.com

Affiliate

Finnair

Flight Training Center, OM/48, 01053 Finnair, Finland

Tel: + 358 9 818 4046

Web: www.finnairflighttraining.com

Affiliate

Fleming Gulf FZE

DAFZ, Building 4E/A, Office 523-526, P.O. Box 54772, Dubai, U.A.E.

Tel: + 971 4 609 1555

Web: www.fleminggulf.com

Supplier

Flightserve UK Ltd

22 Grafton Street, Maryfair, London, W1S 4EX, U.K.

Tel: + 44 307 060 9320

Web: www.flightserveuk.com

Affiliate

Fliteport

DAFZA, Building 4W, Office 740, P.O. Box 293880, Dubai, U.A.E.

Tel: + 971 4 204 5505

Web: www.fliteport.aero

Affiliate

Fly Service Turkey

Yamae, Sokak No. 1/2 Florya, Istanbul 34153, Turkey

Tel: + 90 212 66 33 718

Web: www.flyserviceturkey.com

Supplier

Fujairah International Airport

P.O. Box 977, Fujairah, U.A.E.

Tel: + 971 9 222 6222

Web: www.fujairah-airport.com

Supplier

Go Aviation Middle East FZCO

Dubai Airport Free Zone, Building 4WB, Office 653, Dubai, U.A.E.

Tel: + 971 56 343 7869

Web: www.goaviation.ae

Supplier

Other Members

Gokcehan Dace

Individual Professional

Gore Design Completions Ltd

607 N. Frank Luke Drive, San Antonio, Texas
78201, U.S.A.

Tel: + 1 210 496 5614

Web: www.goredesign.com

Affiliate

GreenShield Insurance Brokers

801 Al Musalla Towers, Bank Street, P.O. Box
43656, Dubai, U.A.E.

Tel: + 971 4 397 4464

Web: www.greenshield.ae

Supplier

Happy Design Studio

13 rue Edouard Teutsch, Strasbourg 67000,
France

Tel: + 33 390 24 65 01

Web: www.happydesign.net

Affiliate

Hawker Pacific Air Services Ltd

LIU FZS1 BD05, Jebel Ali Free Zone South, P.O.
Box 16784, Dubai, U.A.E.

Tel: + 971 4 886 0470

Web: www.hawkerpacific.com

Supplier

I Fly Private

P.O. Box 48987, Southridge6, 2901,
Downtown, Dubai, U.A.E.

Tel: + 971 4 361 5920

Web: www.iflyprivate.com

Affiliate

ICF SH&E

90 Park Avenue, Floor 27, New York 10016,
U.S.A.

Tel: + 1 212 656 9299

Web: www.ICFI.com.aviation

Supplier

Imperial Jet s.a.l

Markazia Building, 7th Floor, Riad El Solh
Square, Solidere, Beirut 114502, Lebanon

Tel: + 961 1 999 677 (24/7)

Web: www.imperial-jet.com

Operator

Ince Al Jallaf & Co

P.O. Box 15952, Dubai, U.A.E.

Tel: + 971 4 336 6260

Web: www.incelaw.com

Affiliate

International Aeronavigation

Systems Ltd. (IANS)

15, 12, Bolshaya Novodmitrovskaya st.,
Moscow 127015, Russian Federation

Tel: + 74 95 980 6516

Web: www.ians.aero

Supplier

Ithmar Capital

P.O. Box 5527, Dubai, U.A.E.

Tel: + 971 4 328 9922

Web: www.ithmar.com

Affiliate

Izy Air Ltd

Carlin Concept, Umaru MusaYar Adua Road,
Airport Express Road, Anuja, Nigeria

Tel: + 234 816 207 3001

Web: www.izyair.com

Affiliate

J. Mesinger Corporate Jet Sales Inc

3025 47th Street, Suite D-2, Boulder, Colorado
80301, U.S.A.

Tel: + 1 303 444 6766

Web: www.jetsales.com

Supplier

Jet Energy Technology

DMCC, P.O. Box 340505, Dubai, U.A.E.

Tel: + 971 50 698 4598

Web: www.jetenergy.net

Affiliate

Jet Professionals International AG

9.005/9th Floor, Flughafenstrasse, CH-4030
Basel-Airport, Switzerland

Tel: + 41 58 158 8877

Web: www.jet-professionals.com

Supplier

JorAMCo (Jordan Aircraft Maintenance Co)

Queen Alia International Airport, P.O. Box
39328, Amman 11104, Jordan

Tel: + 62 6 445 1445

Web: www.joramco.com.jo

Supplier

Jordanian Private Jets Services - JP Jets

P.O. Box 927801, Amman 11190, Jordan

Tel: + 962 6 567 5473

Web: www.jpjets.com

Supplier

Kenyon International Emergency Services

Middle East & Africa Regional Office, Regus
Center, Azarieh - Block 3, 5th Floor, Riad El
Solh, Beirut 11-503, Lebanon

Tel: + 961 1 964 517

Web: www.kenyoninternational.com

Supplier

Kristina Tervo

401-A, Business Park 4, RAK Free Trade Zone,
P.O. Box 11487, RAK, U.A.E.

Tel: + 971 7 207 7700

Web: www.ramjet.aero

Individual Professional

Kuwait International Aircraft Leasing

Al Ghanim & Sons Group of Co. - 2118 Safat,
Kuwait

Tel: + 965 2 2424 775

Web: www.fmtas-group.com

Supplier

Landmark Aviation

1500 Citywest Blvd., Suite 600, Houston, TX
77042, U.S.A.

Tel: + 1 713 895 9243

Web: www.landmarkaviation.com

Supplier

Line Up Aviation Personnel

City Business Centre, Horsham, West Sussex,
RH13 5BA, U.K. **Tel:** + 44 1403 217 688

Web: www.luap.com

Affiliate

Lisa Airplanes

Savoie Technolac - BP248, 17 avenue du Lac
Léman, F-73374 Le Bourget du Lac Cedex,
France

Tel: + 33 479 657 599

Web: www.lisa-airplanes.com

Affiliate

Litson & Associates

Technostell, 9 Quantum Road, Techno Park,
Stellenbosch 7600 Western Cape, South Africa

Tel: + 27 21 880 0059

Web: www.litson.co.za

Affiliate

Lux Media Middle FZ-LLC (Altitudes Arabia, Europe & Russia)

P.O. Box 502837, Building 8, Dubai Media
City, Dubai, U.A.E.

Tel: + 971 4 422 0970

Web: www.luxmediagroup.com

Affiliate

Mac Aviation Consultants

c/o Taurus Professional Services, P.O. Box
1441, Chatswood, NSW 2067, Australia

Tel: + 61 2 9283 7868

Web: www.macaviation.com

Affiliate

Macair Flight Support

Erbil International Airport, Erbil, Iraq

Tel: + 964 750 386 2363

Web: www.macairinc.com

Supplier

Mach Aviation Services Ltd

14, North Street Business Park, Swords, Co. Dublin, Ireland
Tel: + 353 1 813 8817
Web: www.mach.ie
 Affiliate

Mach Flight Support

P.O. Box 98861, Dubai Airport Free Zone, Building 5WB, Office 441, Dubai, U.A.E.
Tel: + 971 4 260 2331
Web: www.machflightsupport.com
 Supplier

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P.O. Box 450644, Office 2602, Indigo Icon Tower, Jumeirah Lakes Towers, Dubai, U.A.E.
Tel: + 971 4 395 8812
Web: www.malakut.com
 Supplier

Marsh Ltd & Aviation Aerospace Practice

P.O. Box 64057, 13th Floor, Al Gurg Tower, Dubai, U.A.E.
Tel: + 44 207 357 1000
Web: www.marsh.com
 Affiliate

MBM AGI LLC

Al Habtoor Business Tower, 28th Floor, Suite 1, Dubai, U.A.E.
Tel: + 971 4 447 5722
Web: www.agi-trading.com
 Supplier

Medi Business Jet

47, Rue Othmane Ben Affan, Escalier "A" 4ème étage, CP 20100 Casablanca, Morocco
Tel: + 212 5 22 27 92 55
Web: www.medibusinessjet.com
 Operator

MENA Aerospace Enterprises WLL

Al Barsha'a Building, Third Floor, Opposite Bahrain Int'l Airport, P.O. Box 23784, Manama, Bahrain
Tel: + 973 17 339 558
Web: www.mena.aero
 Operator

MIU Events

20 Layton Place, Kew, Richmond, TW9 3PP, U.K. **Tel:** + 44 208 332 2211
Web: www.miuevents.com
 Affiliate

Mubadala GE Capital

4th Floor, EIBS Tower, Muroor Road, P.O. Box 47533, Abu Dhabi, U.A.E.
Tel: + 971 2 401 3100
Web: www.mubadala-ge.com
 Affiliate

Near East Aviation

P.O. Box 1838, Amman 11118, Jordan
Tel: + 962 6 593 1013
Web: www.neareastgroup.com
 Affiliate

Nexus Flight Operations Services

5989 Abi Abbas Al Qadsi - Al Basatin, Unit No. 6, Jeddah 23719-4232, Kingdom of Saudi Arabia
Tel: + 966 12 215 2090
Web: www.nexus.aero
 Operator

NOFA Aviation

#20 Al-Namer Street, North Al-Ma'ather Area, P.O. Box 14412, Riyadh 11424, Kingdom of Saudi Arabia
Tel: + 966 1 482 5068
Web: www.nofa-aviation.com
 Operator

Oman Insurance Company psc

Al Maktoum Street, Maktoum Building No.24, Opp. Metropolitan Palace Hotel, P.O. Box 5209, Dubai, U.A.E.
Tel: + 971 4 233 7777
Web: www.tameen.ae
 Supplier

Open Sky Aviation

Beirut, Lebanon
Tel: + 961 1 54545
Web: www.openskyaviation.com
 Operator

Palm Aviation FZCO

Dubai International Airport Free Zone, G-23, P.O. Box 293711, Dubai, U.A.E.
Tel: + 971 4 299 3100
Web: www.palmaviation.aero
 Supplier

Palmali Air Transport Inc

Ebulula Cad, Maya Sit., No.1, L-Blok, 34335 Akatlar, Istanbul, Turkey
Tel: + 90 212 350 09 00
Web: www.palmali.com
 Operator

Permagard FZC

Twin Towers, 217 Baniyas Road, Dubai, U.A.E.
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POGO Jet, Inc.

P.O. Box 1405, Riyadh 11321, Saudi Arabia
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Premier

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Prestige Jet

P.O. Box 44745, Abu Dhabi, U.A.E.
Tel: + 971 2 626 9998
Web: www.prestigejets.com
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PrivatAir S.A.

Ch. Des Papillons 18, P.O. Box 572, CH-1215, Geneva, Switzerland
Tel: + 41 22 929 6700
Web: www.privatair.com
 Operator

Private Jet Charters Ltd

Dubai Airport Free Zone, West Wing Building 4WB/241, P.O. Box 293696 Dubai, U.A.E.
Tel: + 971 4 214 9222
Web: www.pjcharter.com
 Operator

Radic Aviation

Olaya General St.- Al Rusies Bldg., 11th Floor, Office #1101, Riyadh, P.O. Box 11566, Saudi Arabia
Tel: + 966 55 220 8686
 Operator

RamJet Aviation Support

01A, BC4, Ras Al Khaimah Free Zone, P.O. Box 11487, Ras Al Khaimah, U.A.E.
Tel: + 971 7 227 8808
Web: www.ramjet.aero
 Affiliate

Rizon Jet

Rizon Jet Centre, Doha International Airport, P.O. Box 32567, Doha, Qatar
Tel: + 974 4419 9400
Web: www.rizonjet.com
 Operator

Saad Air Ltd

P.O. Box 1658, Manama, Kingdom of Bahrain
Tel: + 973 17 369291
 Operator

Sagem Defense Securite

18/20 Quai du point du jour, 92659, Boulogne-Billancourt, France
Tel: + 33 1 5560 3923
Web: www.sagem-ds.com
 Supplier

SAL

Deem Business Center, 2nd Floor, Prince Sultan Street, Jeddah, Saudi Arabia
Tel: + 971 5 17 6271 / 9602
 Operator

Other Members

Satcom1

Centerholmen 18, 1st Floor, Greve 2670,
Denmark
Tel: + 45 4615 4546
Web: www.satcom1.com
Affiliate

Saudia Aerospace Engineering Industries

King Abdulaziz International Airport,
167/21231, Kingdom of Saudi Arabia
Tel: + 966 12 272 9495
Web: www.saei.aero
Supplier

Shell Market Middle East Limited

City Tower 2, 14th Floor, Sheik Zayed Road,
P.O. Box 307, Dubai, U.A.E.
Tel: + 971 4 331 6500
Web: www.shell.com
Affiliate

SKA Air & Logistics

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293551, Dubai, U.A.E.
Tel: + 971 4 236 7801
Web: www.ska-arabia.com
Operator

Sky Aviation Services

Office no. 42, Building 1029, Road 3621, Al
Seef District 436, Manama, Kingdom of
Bahrain
Tel: + 973 1 366 1122
Web: www.skyas.aero
Supplier

Skyline Private Air

9663 Santa Monica Blvd, Suite 882, Beverley
Hills, CA 90210, U.S.A.
Tel: + 1 866 558 5376
Web: www.skylineprivateair.com
Affiliate

Skytours Maldives Pvt Ltd

1st Floor, H Gadhagey Mohamed Fulhu Bldg,
Boduthakurufaanu Magu, Male' 20006,
Maldives
Tel: + 960 300 2310
Web: www.skytoursmaldives.com
Affiliate

Smart Aviation

Cairo International Airport next to Hall #4,
Cairo, Egypt
Tel: + 20 2 2268 6430
Web: www.smartaviation.com.eg
Operator

Sogerep Aviation

P.O. Box 41699, Riyadh 11531, Kingdom of
Saudi Arabia
Tel: + 966 1 464 2068
Web: www.sogerep.com
Supplier

Solving Efeso

CERT Technology Park, P Block, 4th St.
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Web: www.solvingefeso.com
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Tel: + 41 58 688 7000
Web: www.srtechnics.com
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Sukhoi Civil Aircraft Company (SCAC)

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Russia
Tel: + 7 495 727 1988
Web: www.scac.ru
Supplier

The Allen Groupe

4215 Lindy Circle, Orlando, Florida 32827,
U.S.A.
Tel: + 1 407 825 6910
Web: www.allengroupe.com
Affiliate

The Charter Company ME FZE

DAFZ, P.O. Box 371360, Dubai, U.A.E.
Tel: + 971 4 701 7399
Web: www.thechartercompany.com
Affiliate

The Jet Collection

1455 W. Hubbard, 2nd Floor Chicago, IL
60642, U.S.A.
Tel: + 1 312 226 8541
Web: www.thejetcollection.com
Affiliate

Travico GmbH

Seminarstrasse 87, CH-5430 Wettingen,
Switzerland
Tel: + 41 79 405 6025
Web: www.bizflight.net
Affiliate

VIP Jet

#8, Complexe Linat, Bd Rachidi, 1er Etage,
Casablanca 20100, Kingdom of Morocco
Tel: + 212 5 22 47 2603
Web: www.vipjetmorocco.com
Supplier

Western Aviation

P.O. Box 5239, Dubai, U.A.E.
Tel: + 971 4 262 8799
Web: www.western-aviation.com
Supplier

World Business Aviation Consultant Services (WBACCS)

002 Monsabre, Montreal, Quebec,
H1M 2P6, Canada
Tel: + 1 514 839 9229
Web: www.wbaccs.com
Affiliate

Wyvern Consulting, Ltd.

The Yardley Grist Mill, 10 N Main Street,
Yardley, PA 19067, U.S.A.
Tel: + 1 267 391 1488
Web: www.wyvernlt.com
Supplier

Z-Aviation Services (ZAS)

17 Mustafa Rifaat Street, Sheraton Area,
Heliopolis, Cairo, Egypt
Tel: + 202 2 268 7914
Web: www.zasair.com
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