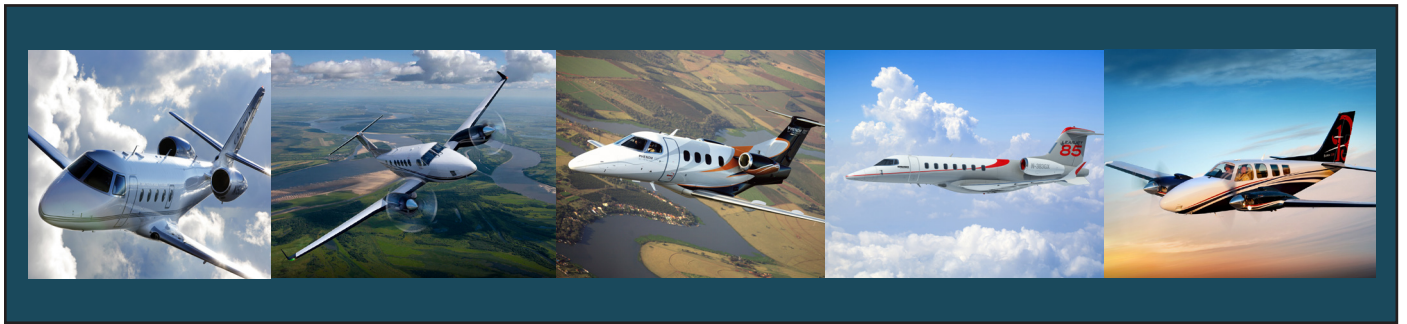


BUSINESS AVIATION



Part V Fall 2013

AND THE WORLD'S TOP PERFORMING COMPANIES



NEXA Advisors
A NEXA Capital Company

WWW.NEXACAPITAL.COM

+1 202 558 7417



WWW.NBAA.ORG

+1 202 783 9000

NEXA Advisors thanks the
National Business Aviation Association and JETNET LLC
for their generous support of this project.

This is the fifth in a series of NEXA Advisors studies on business aviation and shareholder value. The prior studies examined various aspects of U.S. business aviation and interrelationships with the key drivers of shareholder value. *Business Aviation: the World's Top Performing Companies* raises the issue to the global level, examining business aviation's contribution to the top performing companies in the world.



WWW.NEXACAPITAL.COM
+1 202 558 7417



WWW.NBAA.ORG
+1 202 783 9000



World Leader in Aviation Market Intelligence
WWW.JETNET.COM

Contents	
Executive Summary	3
Introduction	5
<i>Trade Economics 101</i>	5
<i>Distance and Business Mobility Challenges</i>	5
<i>Business Aviation Growth Tracks GDP Expansion</i>	6
<i>The Time Saving Benefits of Business Aviation</i>	7
NEXA Advisors Business Aviation Value Methodology	8
<i>The UBV Framework</i>	9
What We Found	10
<i>Global Business Aviation Overview</i>	10
<i>Regional Summaries</i>	14
<i>Best of The Best</i>	20
Conclusions	22
NEXA Report Authors and Further Information	23
ABOUT NEXA ADVISORS	24

Executive Summary

There is now ample proof that business aviation creates value in ways unique to American enterprise. Over a broad range of uses, according to prior studies on the matter, business aircraft can materially improve a company's ability to create shareholder value and subsequently shareholder returns. Evidence of the value provided by business aircraft use can be seen in the remarkably consistent correlations between the aggregate performance of companies and industry sectors using business aircraft when measured against those which do not. Also, among influential lists of the best performing companies, business aircraft users dominate these by overwhelming numbers.

The world is a competitive battlefield for trade and commerce and is being led by the best managed companies competing for market share. Today business opportunities arise suddenly in the most distant or remote locations. Savvy executives need rapid access to new markets, whether advancing agriculture Africa, visiting a mineral mine in Brazil, or closing a deal with a bank in Indonesia. Given overwhelming proof of the contribution business aviation has made in America, the question worth answering is this: Has recent growth in business aviation activity around the world benefited companies and shareholders in the same manner we found in America?

This report answers this question with a resounding "Yes." Recent statistics published by Honeywell and other sources confirm that business aircraft purchases outside North America have grown explosively. These growth rates strongly correlate with growth of the value of the top performing companies that use business aviation in these regions.

As we have found in our studies of U.S. businesses, our "Best of the Best" analysis confirms on a global level that users of business aviation stand out from their peers as measured independently by leading business authorities, including *Forbes*, *Fortune*, and *Interbrand*. Companies using business aviation overwhelmingly take top honors in revenue growth, innovation, employee satisfaction, and market share.

"Companies using business aviation overwhelmingly take top honors in revenue growth, innovation, employee satisfaction, and market share."

- NBAA

In addition to our financial and operational research, findings from interviews with executives of leading global companies tie the use of business aviation to the success of their enterprises. Our research found that top performing companies correlate business aircraft contribution to better business performance.

Figure 1 illustrates the growth in business aircraft use by world region. Although North America and Europe dominate the absolute aircraft numbers, other regions are accelerating orders for business aircraft and putting these to work across almost all business sectors.

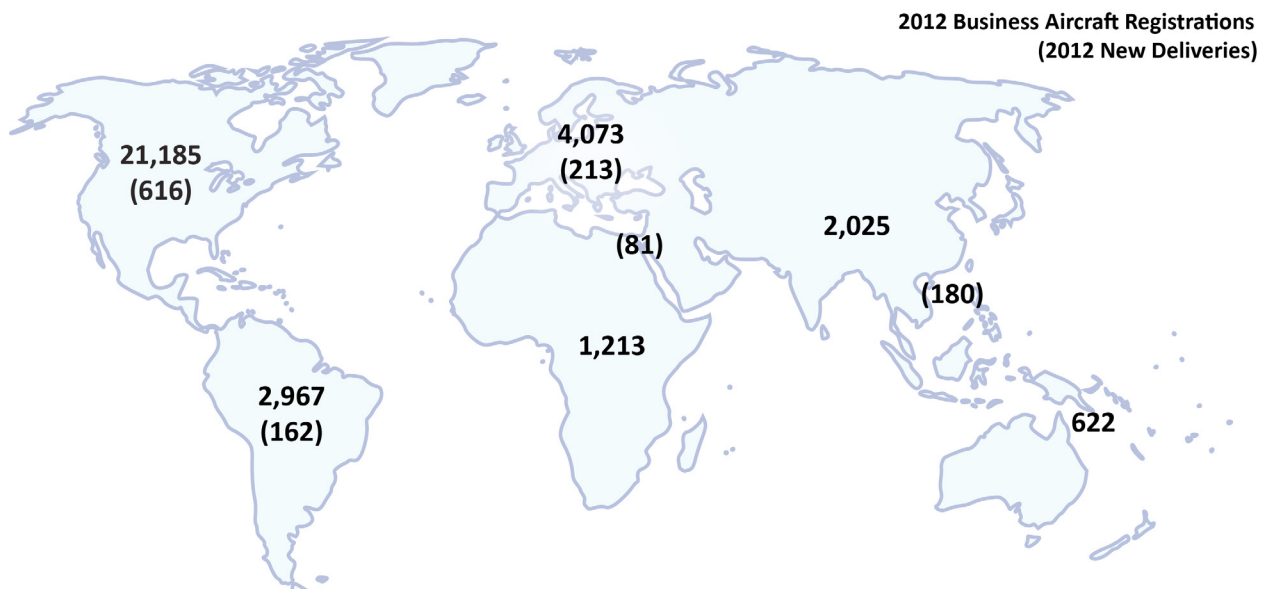


Figure 1- Business Aircraft Registrations & New Aircraft Deliveries (Fixed-wing Turbojet and Turboprop only)

Data provided by JETNET LLC and GAMA

To confirm the thesis that business aircraft are a mark of a well-managed global company, we examined “Best of the Best” global lists for users and non-users. In doing so, we found that:

- Among the “Global 2000,” a compilation of leading companies produced by Forbes, 88 percent of the top 50 were business aircraft users.
- Among the “Global 500,” a compilation of the top global companies by revenues, produced by *Fortune*, 88 percent of the top 50 were business aircraft users.
- Among the “Best Global Green Brands,” a compilation of the world’s top brands using sustainable business practices, produced by *Interbrand*, 94 percent of the top 50 were business aircraft users.
- Among the “World’s Most Admired Companies,” a compilation of the world’s top companies by corporate reputation, produced by *Fortune*, 98 percent of the top 50 were business aircraft users.
- Among the “World’s Best Multinational Workplaces,” a compilation of the best multinational companies to work for, produced by *Great Place to Work*, 88 percent were business aircraft users.
- Finally, among *Forbes’* Global 2000 top 20 companies by sector, 85 percent in Pharmaceutical, 100 percent in Oil and Gas, and 100 percent in Aerospace and Defense sectors were business aircraft users.

Today’s top performing businesses, true engines of the global economy, need every possible advantage to succeed in the most competitive marketplace ever. Company boards and government policymakers around the world should take note: this report demonstrates that the top performing companies in the world utilize business aviation as a critical tool.



Beechcraft King Air

Introduction

Trade Economics 101

Recent decades have seen rapid growth of the world economy. This growth has been driven in part by the even faster rise in global trade, the result of both technological developments and concerted efforts to reduce trade barriers. Some developing countries have opened their own economies to take full advantage of the opportunities for economic development through trade, while others have not.

Changes in trade and commerce include not only the amount of trade among the world's regions but also the type of trade. The international markets of silks and spices have evolved and grown into markets for modern-day technologies and services. As shown in Figure 2, over the past four decades, international trade has become substantially more important, particularly to developing countries.¹ For example, in "Developing Asia," trade in goods and services now accounts for close to 100 percent of regional GDP. Trade will continue to be an engine for growth as world economies continue to integrate.

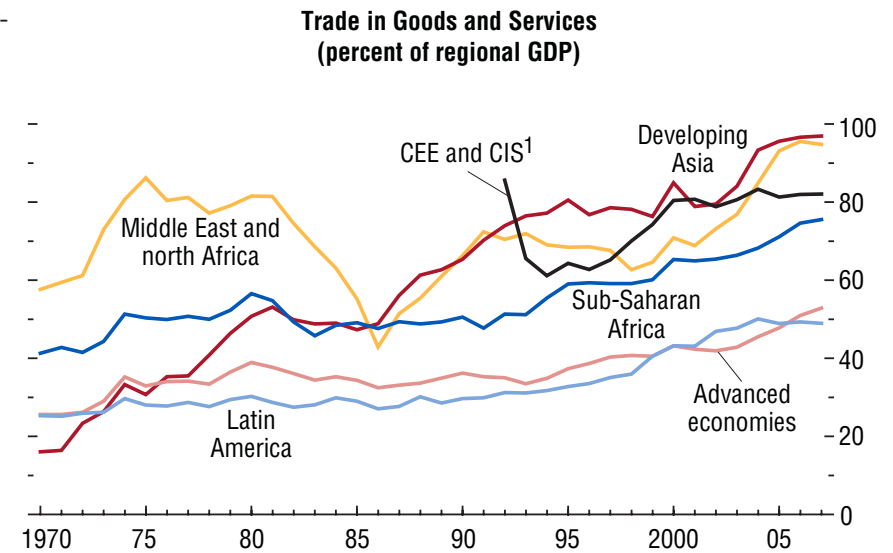


Figure 2 - Increasing Contribution of Trade to GDP

Distance and Business Mobility Challenges

Distance is a common hurdle that plagues companies of all sizes. Complex transactions with high enterprise value impact require the greatest amount of mobility as these transactions shape the future of the company. While multiple modes of transportation ultimately solve the distance problem, none are as efficient as business aviation. In a global market setting, the ability to effectively and efficiently respond to business needs is crucial. This fact creates opportunities for well-managed companies positioned to reap the advantage.

Business needs vary tremendously, but whether a company is located in Arizona, Azerbaijan, or South Africa, the decision to utilize business aviation is made within a general framework that weighs the costs and benefits. The benefit-to-cost framework is a common business tool used by any company deciding to invest capital into asset purchases. The framework includes various business elements, all of which must be considered before the decision to use business aviation can be justified.

When combined, these business transaction elements describe transaction complexity and determine the need for and degree of mobility in order to complete the transaction. The larger, more time sensitive, competitive, and people-intensive a transaction becomes, the more advantage can be gained through human mobility (see Figure 3). Low priority transactions, which are non-time sensitive by nature, often do not create the benefits that justify the utilization of business aviation. High value transactions, such as closing deals or maintaining relationships, however, create a need for mobility that business aviation serves more effectively than any other mode or alternative.

"Business aviation is critical to being where you absolutely must be at the time when you must be there."

- Executive, International manufacturing company

National borders are also significant barriers to business transaction efficiency as they add complexity to exchange enablers. The speed at which one can transport assets, whether people and knowledge or goods, from one point to another across international lines can significantly impact the value of the transaction. Business aviation bypasses and removes many of the inefficiencies of other business travel alternatives, saving time, and increasing productivity.

1 Source: International Monetary Fund - Globalization: A Brief Overview

Transaction Characteristics	Enterprise Impact	Exchange Enablers	
<u>Complex, Information Rich</u>	<u>High</u>	<u>Efficient for Complex Exchanges</u>	
Strategic	Negotiating/Closing Deals	Business Aviation	Face to Face
Competitive	Developing Relationships	Commercial Aviation	
Relationship Intensive	Deploying Specialist Teams	Train	
Time Critical	Knowledge Integration	Car	
Mobility Break			
Tactical Details	Day-to-Day Management	Video Conferencing	Remote
One-Way	Technical Execution	Phone	
Less Time Sensitive	Routine Sales	Email	
Relationships Subordinate	Administration	Fax	
Limited Interaction	Data Transfer	Letter	
<u>Routine</u>	<u>Low</u>	<u>Efficient for Simple Exchanges</u>	

Figure 3 - Transaction Complexity

Business Aviation Growth Tracks GDP Expansion

Because the top performing companies in the world are a driving force of local, regional, national, and world economies, this study would be incomplete without making an investigation of the relationship or trends in business aviation and world economic metrics.

Figure 4 shows historical year-on-year growth for the worldwide business aircraft registrations and GDP from 2005 through 2012.² GDP and the demand for business aviation are intricately related. This report will explore the interdependence of economic output and the demand for business aircraft in greater detail for each region of the world.

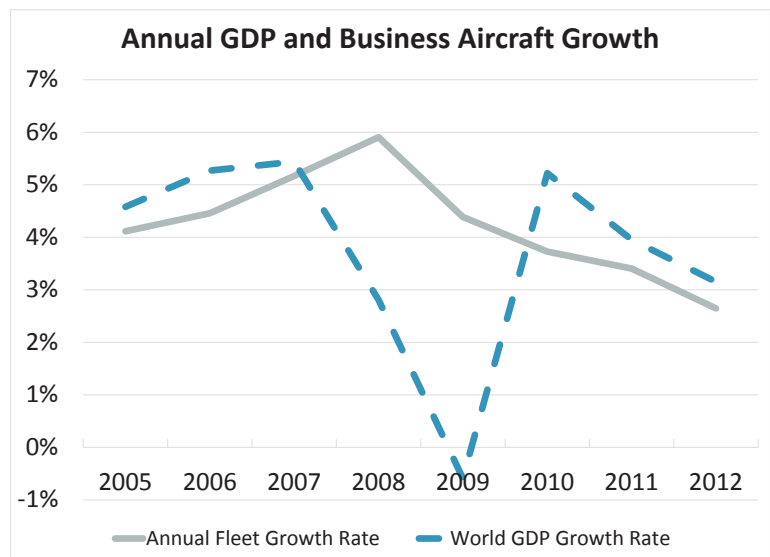


Figure 4 - Annual Business Aircraft Growth and GDP Growth Percentages

2 Sources: JETNET LLC and International Monetary Fund

The Time Saving Benefits of Business Aviation

Commercial air transport via passenger airlines serves the needs of many businesses and particular classes of business transactions, but has present and impending drawbacks. Air transportation is growing in both numbers and complexity, with much of the projected growth coming outside the big markets of North America and Europe.³ Traffic is shifting south and east into Asia, the Middle East, Latin America, and Africa. This shift reflects the ongoing globalization of trade that is increasing business activity in those regions.

No matter what country a business is located in, when examining the complexity of multi-day or international business trips, the commercial option is often not practical from a time saving and cost perspective.

“A business jet is not a luxury, it is a necessity,” said T.S. Kalayanaraman of Kalyan jewelers, who uses his business jet to supervise his 30 or so jewelry stores throughout India. Flying commercial in India’s chaotic, overcrowded airports means constant delays and frequent cancellations. It used to take him all day to travel from one city to another to visit his stores. But now he flies efficiently between three or four cities in a day in his Phenom 100 business aircraft.

“How will you ever see eye to eye if you’re never face to face?”

- Warren Buffett

Figure 5 shows results of a survey produced by the European Business Aviation Association, EBAA, of European business aviation users on why they use business aviation. The responses are consistent with benefits outlined in NEXA’s UBV framework discussed in the next section. Understanding the net benefits (incremental benefits offset by incremental costs) is a key contributor to the decision to utilize business aviation.

Employee time savings is a fundamental benefit of business aviation. An employee’s time has intrinsic value that was once thought to increase with expertise and decision-making responsibility. Now, the value of time savings is no longer associated with an organizational hierarchy but with the preservation of any scarce knowledge resource.⁴ Closely linked with time savings is increased productivity, which includes being able to complete essential or strategic business tasks more quickly, thereby reducing unit costs of sales, improving time market, and impacting shareholder value through key drivers such as revenue growth, profit growth and asset efficiency. Considering the value of knowledge integration and the rapid deployment of specialist teams in improving an organization’s efficiency, improved productivity emerges as a key benefit derived from operating business aircraft.

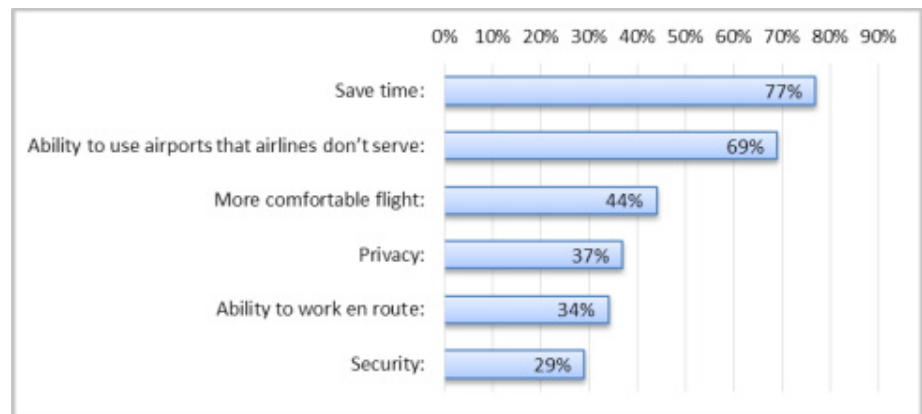


Figure 5 - EBAA Business Aviation User Survey

“You can’t have a productive work day sitting in a cramped public space” said a senior U.S. executive. “We typically see a time savings of 50 to 75 percent on certain trips using business aviation.”

“Sometimes business moves faster than airlines,” said a VP for a multi-billion dollar retail corporation with offices in sixty countries. “By far the bulk of our travel is done with commercial airlines, but our business airplanes are a force multiplier, a tool that gets the right person to the right place at the right time, like the guy with the wrench that needs to fix a major piece of equipment at a remote location. When management flies on the company’s airplane, it becomes a board room with no productive hours lost. Years ago our CEO realized that he needed the aircraft as a business tool to broaden horizons, listen to customers and move around the marketplace with agility. Starting out in a small town as we did, without business aircraft, we could never have built the company to where it is today in the global marketplace.”

3 Honeywell - Global Business Aviation Forecast. October 28, 2012.

4 NEXA Advisors - Business Aviation: An Enterprise Value Perspective. Fall 2009.

NEXA Advisors Business Aviation Value Methodology

Global differences in accounting practices and standards create challenges to accurately comparing financial measures of companies using business aviation versus those that do not. This report provides qualitative assessments with supporting evidence of business aviation utilization around the world. Data from JETNET and a wide array of journalistic or independent sources such as *Forbes*, *Fortune*, and the International Monetary Fund are provided to support the assessment of the impact of business aviation within the countries and regions where the top performing companies in the world are located.

NEXA has made reasonable efforts to identify companies with traditional flight departments, using fractional shares as primary or supplemental lift, and company officers owning aircraft or fractional shares used for business purposes. However, as companies using aircraft via charter or “jetcards” are rarely identified publicly, NEXA’s user estimates may properly be characterized as conservative.

For the purposes of this report, NEXA defined a business aviation “user” as any company authorizing the regular use of business aircraft via whole aircraft ownership, fractional aircraft ownership, charter, or any other form of ownership or operation as an aid to the conduct of its business and for the benefits of the enterprise.

In addition to economic factors, each country/world region has unique factors that encourage or deter its use of business aviation. This report briefly examines these factors and their influence on the decisions made by companies from around the world to utilize business aviation as a competitive tool.

Because the best-run companies in the world are frequently members of the “Best of” lists, we examined a variety of global lists to determine the degree of participation of business aircraft users among these impressive members.

Lastly, as an important part of our methodology, we conducted a series of interviews with senior company officials to determine the range of factors that may contribute to outstanding company performance. The results of these confirming findings may be found throughout the next few sections of this report.



Bombardier Challenger 300

The UBV Framework

Conventional business thinking hypothesizes that a company produces revenues and profits using its available assets as the engine powering it to greater prosperity. The usual assets include the tangible items on the company's balance sheet, such as factories or IT systems, and financial assets such as cash and investments. In today's economy there are other assets to nurture so that the company's value continues to grow. These "intangible" assets are not on the balance sheet but nonetheless are critical to long-term value creation. These assets include intellectual property, strong brands, good credit, innovative cultures, responsive suppliers, strong customer relationships, talented executives, and motivated employees at all levels. Other important intangibles include the company's culture of quality and service.

Business aircraft are tools made available to strengthen or leverage the role of all assets. Fundamental to the analysis of business aviation is a value framework, which includes the range of aircraft utilization strategies, the benefits derived from these utilization strategies, and the financial and non-financial value that these benefits produce. In essence, Utilization strategies yield Benefits, which in turn contribute to the key drivers of enterprise Value for a company (UBV).

The UBV framework has been discussed in greater detail in the previous NEXA studies, especially Part 1, *Business Aviation: An Enterprise Value Perspective*. The following chart provides a brief overview of the UBV framework and its relation to business aviation. A full discussion of the UBV framework can be found on the NEXA Capital web site: www.nexacapital.com.

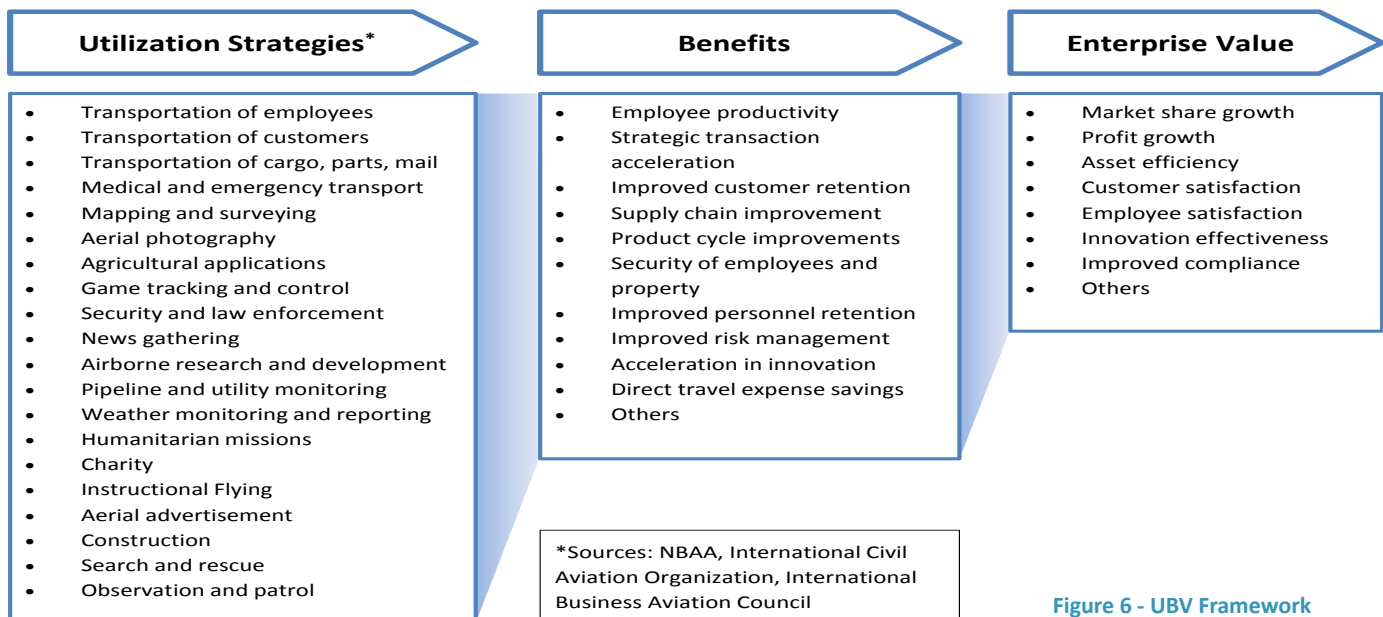


Figure 6 - UBV Framework

Utilization: Utilization strategies drive unique benefits to different types of business aviation users. An assessment of business needs will determine the best way to utilize business aviation. As no two companies are alike, utilization strategies will vary based on factors such as company size, industry, and geographic locations of business.

The most common use of business aircraft is transporting the company's own employees. Businesses can maximize the efficiency of their human resources by better allocating their knowledge assets. This asset is the collective knowledge of an organization, including its best practices and the wisdom and experience of its employees and executives.

Benefits: Benefits from using business aviation are simply answers to the question, "Why should I use business aviation?" Benefits include both the tangible, such as time savings and employee productivity, and the intangible, such as better work environment and higher quality of life. Time saving is the prime benefit of business aviation, as time itself is a high value and limited resource.

Value: Benefits from using business aviation contribute to value creation at multiple levels, including:

Executive and employee: team thinking, resource leveraging, employee satisfaction, etc.

Shareholder: market share growth, profit growth, asset efficiency, etc.

Enterprise Value: dimensions of improved quality, cost and time, customer relations, new market entry, etc.

What We Found

Global Business Aviation Overview

The increasing need for speed and predictability has resulted in a steady rise in business aviation around the world, growth which is expected to continue in coming years. The top performing companies from all regions and countries, in various phases of economic and business cycles, demand the use of business aviation to position themselves appropriately for capturing value as market conditions evolve. According to data from JETNET, in 2012 there were 33,020 fixed-wing business aircraft around the world, with 19,258 jets and 13,762 turboprops.

Table 1 shows compound annual growth in business aircraft registrations around the world over the nine-year span from 2004 to 2012.⁵ A 4.2 percent CAGR (8.3 percent excluding North America) in business aircraft growth demonstrates that business aviation is gaining momentum as a new asset class with businesses globally. Table 2 breaks down Table 1 by region.⁶

Table 1 - Business Aircraft Registrations by Type

	Jet	Turboprop	World Total	World Total (without North America)
2004	13,140	10,580	23,720	5,771
2012	19,258	13,762	33,020	10,940
CAGR	4.9%	3.3%	4.2%	8.3%

Table 2 - Business Aircraft Registrations by Region

	Africa	Asia Pacific & Middle East	Europe	North America	Latin America	World Total	World Total (without North America)
2004	757	1,248	2,298	17,536	1,468	23,720	5,771
2012	1,213	2,687	4,073	21,185	2,967	33,020	10,940
CAGR	6.1%	10.1%	7.4%	2.4%	9.2%	4.2%	8.3%

Figure 7 shows the historical distribution of business aircraft within the various regions of the world from 2004 through 2012. Despite the recent global recession and economic uncertainties, global business aviation use has continued to expand.

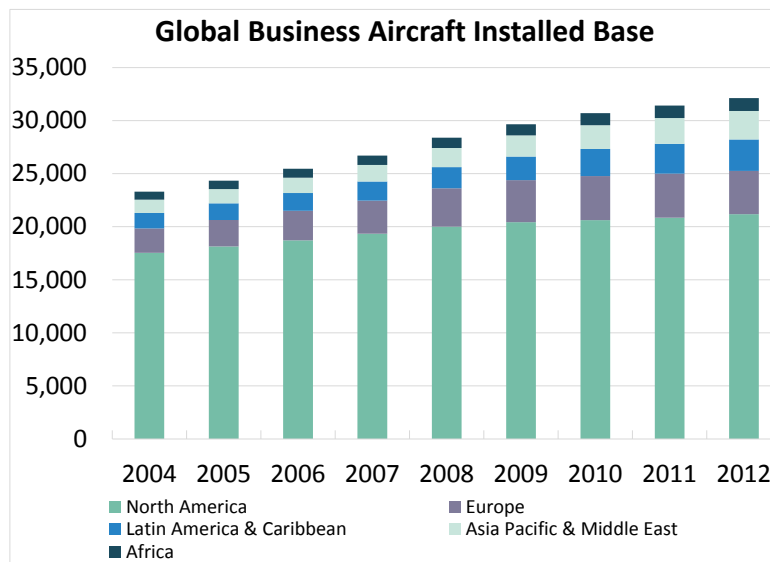


Figure 7 - Global Business Aircraft Annual Installed Base

Data for tables and figure provided by JETNET LLC.

5 NEXA Advisors analysis of JETNET data

6 World Total includes 413 aircraft in 2004 and 895 aircraft in 2012 awaiting documentation from unknown regions

Figure 8 and Figure 9 show the relative growth rates of business aircraft by region. Since 2004, the fastest growing regions for business aviation are Africa, the Middle East, and Asia.⁷

Despite recent dips in economic growth, emerging economies, such as Brazil, Russia, India, and China, will likely continue to outpace developed economies in the relative growth of their installed base of business aircraft. Developed economies in Europe and North America should continue to demand the majority of business aircraft deliveries, with North America accounting for more than half, but are expected to grow at a relatively slower pace. Through 2022, an estimated 10,000 new business jets will be delivered worldwide, with modest growth expected over the next few years as recovery from the Great Recession continues.⁸

The latest trend in business aviation purchases reflects the globalization of business. In the past, more companies traveled closer to home. These days an opportunity might arise in a factory in Siberia, a construction site in Kenya, or an IT firm in the Philippines.

“I fly 30 hours a month, sometimes to more than three cities in a day,” said Guatam Singhania, chairman and managing director of India’s Raymond Group, one of the largest textile manufacturers in the world with business in over 50 countries. “With my Bombardier I can be more efficient with time and work. I look at it as a utility.” He added that a business aircraft allows him to land in far-flung areas where the airlines go infrequently, if at all.

“Our customer data clearly demonstrates that flight hours are increasing across the globe. Thanks to advances in both aviation and technology, the world is becoming a smaller place. Companies are venturing into new and emerging markets that simply require a business aircraft,” commented Neil Book, CEO of Jet Support Services, Inc. (JSSI), a company that provides financial services and technical advisory support to more than 1,800 business jets and turboprops worldwide. “Our customers represent a huge cross-section of industry, they operate aircraft in every corner of the world, and so many of them point to business aviation as one of the key contributors to their success. To stay competitive, they need quick, dependable access to new markets and customers, no matter where that happens to be,” added Book.

Table 3 on page 12 examines the top five countries of each world region in terms of 2012 business aircraft purchases, including new and used aircraft. Different companies, countries and regions have unique business aviation needs. To capture total demand for business aviation, the table includes all aircraft types.

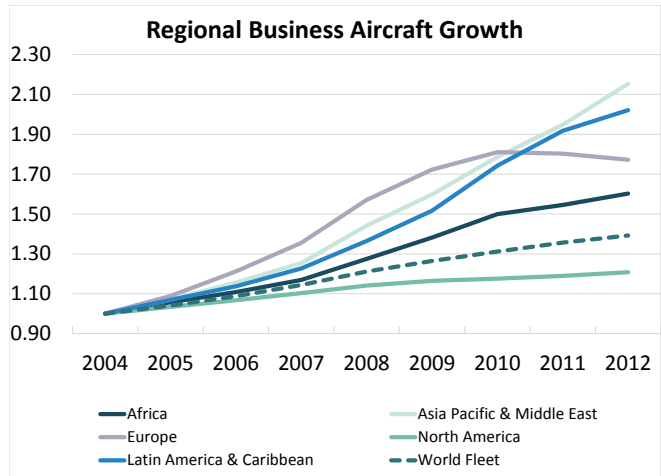


Figure 8 – Relative Business Aircraft Growth by Region

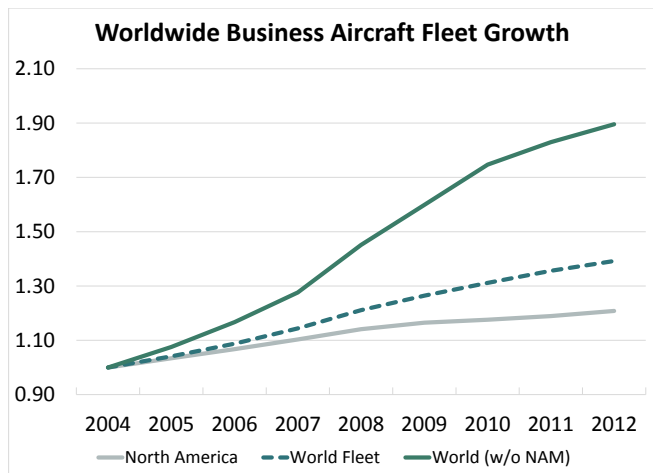


Figure 9 - Worldwide Business Aircraft Growth

Data for figures provided by JETNET LLC.

“I could not have expanded into new markets without aircraft; we would be half the company we are today.”

- Global Telecommunications company CEO

7 Data indexed to show relative growth. 2004 = 1.

8 Honeywell – Global Business Aviation Forecast. Oct 28, 2012

Table 3 – 2012 Business Aviation Aircraft Purchases (New and Used Aircraft) by Country and Region⁹

2012 Aircraft Purchases - Top 5 Countries by Region	2012 Business Aircraft Purchases	% of Region Total Aircraft Purchases in 2012	% of World Aircraft Purchases in 2012	2012 GDP PPP as % of World
APAC	665	76.8%	11.6%	27.4%
Australia	323	37.3%	4.3%	1.2%
New Zealand	120	13.9%	1.6%	0.2%
China	117	13.5%	1.6%	14.9%
Japan	68	7.9%	0.9%	5.6%
India	37	4.3%	0.5%	5.6%
EUR	559	54.5%	13.7%	12.8%
United Kingdom	176	17.2%	2.4%	2.8%
Germany	131	12.8%	1.8%	3.8%
France	105	10.2%	1.4%	2.7%
Russia	78	7.6%	1.0%	3.0%
Switzerland	69	6.7%	0.9%	0.4%
LAM	766	81.3%	12.6%	6.4%
Brazil	445	47.2%	6.0%	2.8%
Mexico	177	18.8%	2.4%	2.1%
Venezuela	57	6.1%	0.8%	0.5%
Argentina	47	5.0%	0.6%	0.9%
Panama	40	4.2%	0.5%	0.1%
AFR & ME	263	75.8%	4.6%	2.7%
South Africa	177	51.0%	2.4%	0.7%
United Arab Emirates	35	10.1%	0.5%	0.3%
Nigeria	27	7.8%	0.4%	0.5%
Saudi Arabia	13	3.7%	0.2%	1.1%
Kenya	11	3.2%	0.1%	0.1%
NAM	4,282	99.8%	57.4%	20.7%
United States	3,845	89.6%	51.5%	18.9%
Canada	369	8.6%	4.9%	1.8%
Virgin Islands (British)	51	1.2%	0.7%	-
Puerto Rico	9	0.2%	0.1%	-
Bermuda	8	0.2%	0.1%	-

Data provided by JETNET LLC



⁹ Data includes piston, turboprop and turbojet fixed-wing and rotary aircraft

Figure 10 shows the annual business aircraft installed base and annual GDP growth rates worldwide. The data shows an increase in the number of registered business aircraft through the worst of the global recession. From 2008 to 2009, annual GDP growth contracted on a worldwide basis by 0.6 percent. Over the same period, the worldwide business aircraft installed base grew by 4.4 percent. Previous studies have corroborated the benefits and importance of utilizing business aviation, especially in a challenging economic environment.

Figure 11 shows the composition and growth of business aircraft by aircraft type for the years 2004 and 2012. Globally, since 2004, business jet registrations have increased by 47 percent to 19,258 aircraft and the business turboprop registrations have increased by 30 percent to 13,762 aircraft.

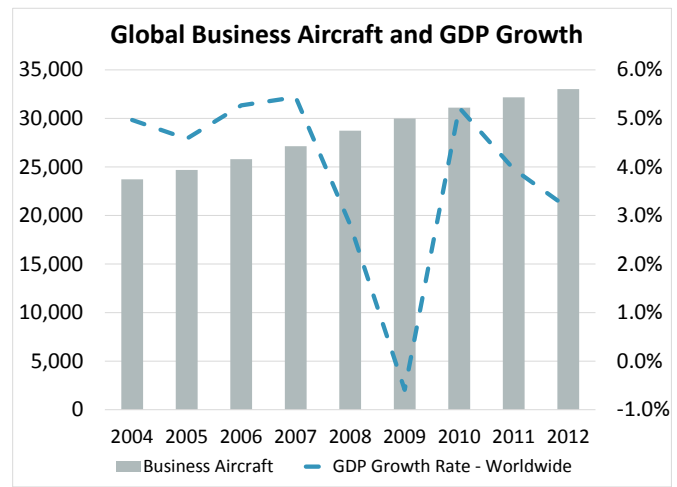


Figure 10 - Annual GDP Growth and Business Aircraft Purchases



Quest Kodiak

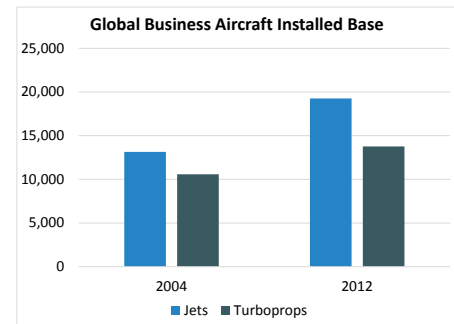


Figure 11 - Global Business Aircraft by Aircraft Type

Data for figures provided by JETNET LLC.

Regional Summaries

North America

Business aviation growth in North America slowed following the Great Recession, but has continued to expand at a steady pace. Although recent economic indicators still show slow economic growth, such as annualized GDP growth of only 1.1 percent in the first quarter of 2013 and 2.5 percent in the second, a stronger economy and subsequent growth in business aviation is expected in 2014.

The business aviation industry employs 1.2 million Americans and generates \$150 billion in annual economic activity.¹⁰ Of the 5,171 public use airports in the United States, 499 have commercial service, while the 29 large hub airports account for 70 percent of all passenger enplanements.¹¹ Business aviation provides the ability to reach communities that do not have enough demand to support commercial services.

According to our previous studies, business aircraft users in the U.S. have a dominant presence, on average of 92 percent, among the most innovative, most admired, best brands and best places to work, as well as dominating the list of companies strongest in corporate governance and responsibility.

Interestingly, the majority of business aircraft in the U.S. are operated by smaller companies whose Value also Benefits from business aircraft Utilization. Most companies (59 percent) operating business aircraft have fewer than 500 employees, and seven in ten have less than 1,000 employees. "If I didn't have my aircraft, I would need a bigger sales team and more offices," said a small U.S. business owner.

The installed base of business aircraft in North America, which represents 64 percent of the world's business aircraft, totaled 21,185 aircraft in 2012, consisting of 12,802 jets and 8,383 turboprops (Figure 12 & Figure 13). In 2012, there were 616 new aircraft delivered to the region, representing 49 percent of new aircraft deliveries worldwide for the year. Since 2004, business aircraft registrations have grown by 21 percent at a CAGR of 2.4 percent. There are currently 13,259 business aircraft operators, with the region averaging 1.6 aircraft per operator.

Both at home and abroad, American companies that traditionally commanded certain marketplaces are being challenged by competitors from booming emerging markets. In other words, competition is no longer national or even limited to a select group of highly developed countries. Competition is global. The contract a U.S. company loses could go to almost any country in the world. A business aircraft gives companies a distinct competitive edge.

"If I didn't have my aircraft, I would need a bigger sales team and more offices."

- Small U.S. business owner

"What's the cost of not having a business aircraft?" said David H. Park, global high technology investor, founder and managing director of Foster City, California-based Tadpole Ventures, a global investment firm. "What's the cost of missed opportunity? It's a game-changing, life-changing experience. It's my job to put together people, money and opportunity, and I can't do that with any other mode of transportation."

"Our aircraft give us a significant business advantage," said the CEO of a multi-national furniture manufacturer. "During the period around the banking crisis when it seemed that those companies that were using business aircraft were deemed

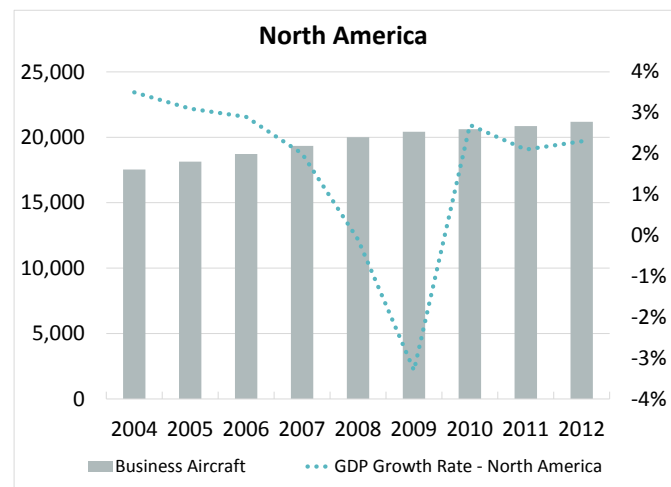


Figure 12 - North America Business Aircraft and GDP Growth Rates

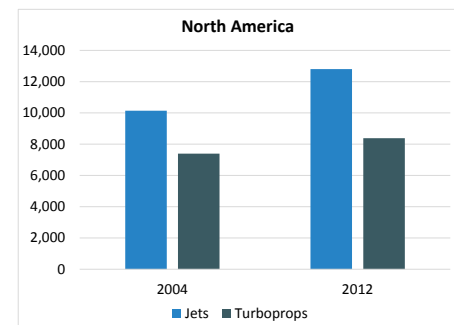


Figure 13 - North America Business Aircraft by Aircraft Type

Data for figures provided by JETNET LLC.

10 NBAA

11 FAA National Plan of Integrated Airport Systems 2013 - 2017 Report

irresponsible, our team stepped up to prove that these are irreplaceable tools for our business model. The firm brings clients from around the world to its headquarters – near an airport with very few direct flights from major cities – to see its models. Our plane usually carries not only clients, but salespeople, designers, and architects.” An avid user of business aviation for more than forty years, this company’s management feels that business aviation has paid off handsomely.

“I’ve tried visiting four countries in Europe over two days on scheduled aircraft. One delay and it becomes impossible. With a business aircraft, I can do it in one day.”

- Top Executive based in Switzerland

Latin America and Caribbean

Latin American businesses are progressively turning to business aviation to enhance productivity and compete effectively. Brazilian business has increasingly realized that the Benefits of business aircraft Utilization increase a company’s Value; it has the second-highest number of business aircraft in the world after the U.S. Business helicopter registrations have been growing by 12 percent a year, thanks to demand for VIP transport in congested cities and a booming offshore oil sector. This growth is in spite of the need for a streamlined regulatory infrastructure.

According to the Economic Commission for Latin America and the Caribbean, regional GDP is predicted to grow about 3 percent in 2013. While Brazil’s hot economy has cooled rapidly, dropping from a 7.5 percent growth in 2011 to 0.9 percent in 2012, its GDP is expected to rebound. Second quarter growth in 2013 was 1.5 percent, up from 0.1 percent growth for the same quarter in 2012.

Across Latin America, commercial airlines serve only a fraction of destinations. In Brazil, for instance, the airlines reach 300 destinations, while business aircraft can fly into some 3,500. Commercial passenger traffic is rising exponentially due to a robust economy, while infrastructure is racing to catch up, leaving many major airports operating beyond capacity. In coming years, the planned all-new business aviation airports will relieve the squeeze.

“Time is a non-renewable resource,” said an executive at a major international manufacturing company with offices in Brazil, Chile, Argentina, and Venezuela. “Business aviation is critical to being where you absolutely must be at the time when you must be there. While we use commercial travel extensively, there are occasions when we can’t risk its pitfalls, which business aviation avoids.”

The installed base of business aircraft in Latin America, which represents 9 percent of the world’s business aircraft, totaled 2,967 aircraft in 2012, consisting of 1,249 jets and 1,718 turboprops (Figure 14 & Figure 15). In 2012, there were 162 new aircraft delivered to the region, representing 13 percent of new aircraft deliveries worldwide for the year. Since 2004, business aircraft registrations have grown by 102 percent at a CAGR of 9.2 percent. There are currently 2,169 business aircraft operators, with the region averaging 1.4 aircraft per operator.

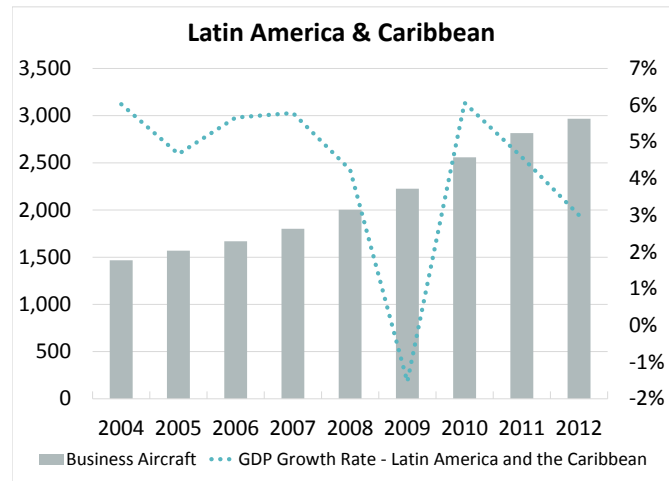


Figure 14 - Latin America & Caribbean Business Aircraft and GDP Growth Rates

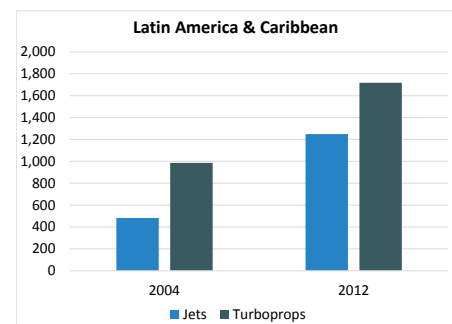


Figure 15 - Latin America & Caribbean Business Aircraft by Aircraft Type

Data for figures provided by JETNET LLC.

Europe

As a sector, business aviation accounts for over \$20 billion to the European economy and employs more than 160,000 people across Europe. According to a 2012 study prepared by the European Business Aviation Association and Oxford Economics, in 2012, 164,000 people in Europe were employed either directly or indirectly by business aviation. The annual value of business aircraft manufacturing in Europe is about €9 billion (U.S. \$12.17 billion).

The Eurozone economy is emerging hesitantly from a long recession, with 0.3 percent growth in the second quarter of 2013, following a loss of 0.3 percent the first quarter. While a variety of economic indicators are slowly trending towards improvement, the region continues to be plagued by high unemployment and high government debt.

The economy is reflected in business aviation figures. If in 2013 business aviation in Europe continues the trend of the past few months, the sector will close the year with minus 4.4 percent in movements and minus 2 percent in total departures, closely mirroring what happened in 2012.

In 2012, the twenty-seven E.U. countries totaled 335,000 departures, with France, the U.K., and Germany leading the way. However, it was non-E.U. countries such as Ukraine and Turkey that experienced the greatest percentage increases. Italy continued to lose out heavily, largely due to unfavorable tax policy changes and the economic environment, as did Switzerland, which has traditionally been a business aviation stronghold. In fact, not a single market in the Top 10 met any sort of growth, though the U.K. and Germany seemed to have weathered the storm better than the Netherlands, Switzerland, and Austria, which all witnessed a severe contraction of their movements.

Demand has gone up by almost 50 percent in the years following the credit crunch, with the U.K. taking delivery of 232 new aircraft between 2007 and 2011, the most for any European country. Britain now has Europe's second largest installed base of business planes, at 503, with 369 jets and 134 turboprops. Only Germany has more, with 621 according to research by Beechcraft Corporation, maker of the King Air turboprop.¹²

With its vast airspace, lack of a well-developed ground transportation network, and burgeoning business, particularly in natural resources, Russian business aviation has weathered the Great Recession better than its Western counterparts and is now growing at about 10 percent a year while the economy is growing at a projected 3.4 percent in 2013. According to recent estimates, there are some 370 business aircraft registered in Russia, and by 2020 there could be as many as 2,000. Charters, too, are booming, as six to eight first-class tickets on airlines are often more expensive than chartering a jet for the same group.

"We are very flexible with our small number of airplanes in terms of time and locality."

- Reinhold Wurth, Adolf Wurth Group, Germany

Russian growth is occurring despite a slowing economy and operational restrictions on business aviation. Recently, an increasing number of politicians have demonstrated an awareness of the boost that business aviation can give the national economy. Taxes have been reduced and some regulations streamlined.

On the whole European business people are increasingly going further afield. In 2011 there were almost 49,000 business aviation flights between Europe and rapidly developing economies outside Europe. This represents a 32 percent increase since 2006, while flights between Europe and Asia have more than doubled over the same period.

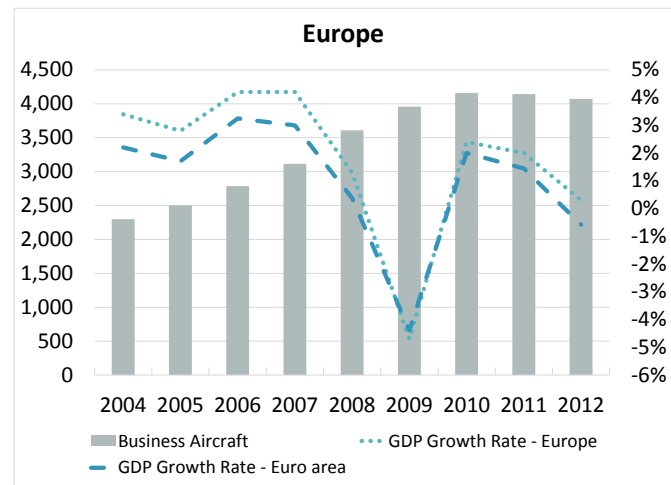


Figure 16 - Europe Business Aircraft and GDP Growth Rates

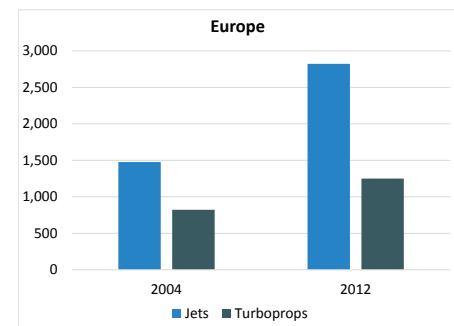


Figure 17 - Europe Business Aircraft by Aircraft Type

Data for figures provided by JETNET LLC.

¹² European Business Aviation Association. www.ebaa.org. Accessed October 2013.

Many European companies reap too many benefits from their business aircraft to reduce their use due to wobbly economic indicators. “We are very flexible with our small number of airplanes in terms of time and locality,” said Reinhold Wurth, the octogenarian patriarch of Adolf Wurth, a German screw manufacturer with some \$10 billion in annual sales today, up from \$70,000 when he took the helm in 1954. Wurth has 59 branch offices in Germany and works with some 400 companies in 83 countries. His headquarters is located in Kunzelsau in south-central Germany, 28 miles (48 km) away from the nearest domestic airport and 47 miles (75 km) from the nearest international airport. Wurth solved the problem by building his own runway at his headquarters and purchasing several aircraft, which he views as an indispensable business tool.

The installed base of business aircraft in Europe, which represents 12 percent of the world’s business aircraft, totaled 4,073 aircraft in 2012, consisting of 2,823 jets and 1,250 turboprops (Figure 16 & Figure 17). In 2012, there were 213 new aircraft delivered to the region, representing 17 percent of new aircraft deliveries worldwide for the year. Since 2004, business aircraft registrations have grown by 77 percent at a CAGR of 7.4 percent. There are currently 2,033 business aircraft operators, with the region averaging 2.0 aircraft per operator.

Middle East and Africa

The Middle East business aviation market, which has more than doubled over the past five years to a current value of \$493 million, is expected to remain on that trajectory and reach \$1 billion in the next five years, according to Ali Ahmed Al Naqbi, founding chairman of the Middle East Business Aviation Association (MEBAA). The region took 246 business aircraft deliveries between 2006-2011, accounting for nearly 40 percent of current business aircraft in the Middle East, a 132 percent increase from the 106 deliveries that occurred between 2002 and 2006. Registrations could grow to 1,300 by 2020.¹³

“A private plane offers privacy, time flexibility, and work-on-the-go.”

- B.K. Modi, Spice Global, Singapore

Many Middle Eastern nations understand the correlation between business aviation and increased value not only to the business utilizing it, but also to the local and national economies. Infrastructure investment has contributed to the healthy growth of business aviation across most of the Middle East. In Saudi Arabia, for instance, which plans to invest \$54 billion into the air transport industry over the next four years, experts estimate a 10 percent annual growth in private aviation.

Saudi Arabia currently accounts for 21 percent of the installed base of business turbine aircraft in the Middle East, making it the most mature market. The United Arab Emirates follows with a 17 percent share. Both experienced triple-digit growth in business aircraft over the past five years – 146 percent in Saudi Arabia and 250 percent in the UAE.¹⁴

Hani Farsi, CEO of Corniche, a family owned investment group based in London with extensive interests in the Middle East and Europe, says business aviation is crucial to his firm’s success. With regards to clients that other firms are competing for, he knows that “being there at the right time is a crucial success factor.” He often visits places not served by commercial airlines, trips that “simply wouldn’t be feasible” if his company didn’t have its own aircraft. On the flight, he can “have the team really communicating all the way there and all the way back”, which he couldn’t do on a commercial flight without endangering the security and confidentiality of his business.

Like its neighbors in the Middle East, Africa, with its 54 countries and a size roughly equal to the U.S., China, Australia and India combined, has a great treasure trove of natural resources. In addition to oil and gas, Africa has diamonds, gold, platinum, bauxite, uranium, oil, gas, iron, cobalt, iron, silver, and abundant agricultural riches. In 2012-2013, African economies on average have grown at a whopping 7.5 percent while much of the world was still suffering the lingering effects of recession.

Yet Africa’s continued growth is hampered by its paucity of adequate roads and railways. Nor is there an efficient network of commercial flights. In some cases it is cheaper and easier to fly from a major African city to London and back down to the desired African destination rather than flying direct. Add to that the fact that many African airports are plagued by delays and cancellations.

B.K. Modi, chairman of the Singapore-based technology conglomerate Spice Global, has businesses in Ivory Coast, Uganda, Tanzania, and Zimbabwe, just to name a few. “I have operations in 90 countries,” he explained. “So I charter planes for seven to twenty executives. A private plane offers privacy, time flexibility, and work-on-the-go.”

13 Middle Eastern Business Aviation Association. www.MEBAA.com

14 Aviation Week. Middle East Business Aviation Market Poised to Double to \$1 Billion by 2018. December 11, 2012.

Increasing political stability in Africa and emerging business growth - particularly in the international realm - would seem to herald a business aviation boom. In fact, today Nigeria is the second-fastest-growing business jet market in the world, after China. In 2007 there were only 20 business aircraft in Nigeria, but five years and \$6.5 billion later, the installed base of aircraft numbered about 170. Currently six non-commercial jet terminals are being built in the oil-rich nation to accommodate growth in business aircraft operations for aircraft based in Nigeria, as well as for global companies with business dealings in the country.

The installed base of business aircraft in Africa, which represents 4 percent of the world's business aircraft, totaled 1,213 aircraft in 2012, consisting of 470 jets and 743 turboprops (Figure 18 & Figure 19). In 2012, there were 81 new aircraft delivered to the Africa and Middle East region, representing 6.5 percent of new aircraft deliveries worldwide for the year. Since 2004, business aircraft registrations have grown by 60 percent at a CAGR of 6.1 percent. There are currently 707 business aircraft operators, with the region averaging 1.7 aircraft per operator.

Asia and Pacific

Using our UBV framework, Asian governments are increasingly realizing that Utilization of business aircraft brings productivity Benefits that increase Value. This, together with Asia's positive long-term economic outlook, is expected to drive demand for business aviation. In 2013 Asia had some 1,300 fixed-wing business aircraft, about 4 percent of the world total.

Japan is an excellent example of a country that realizes the economic benefits of business aviation and has worked hard to ease burdensome regulations on its use. The Greater Tokyo Metropolitan Area is home to two of Japan's busiest airports handling 100 million passengers a year. Bottlenecks aren't only in the airports, but also on the roads, which means that business people often rely either on Japan's advanced train network or a business aircraft. In 2010 the government began streamlining regulations, improving airports, extending parking limits, and increasing landing slots for business aviation. The regional governments that contain one of Japan's 98 airports have become very supportive of business aviation, aware of the jobs and economic benefits it brings.

Chinese executives have increasing interests in natural resources, businesses, and factories around the world, resulting in a rising use of business aviation. A few years ago, China had less than 20 business aircraft. Currently that figure is estimated at 336 business jets, with 57 percent in mainland China and 33 percent in Hong Kong. This was an increase of 40 percent, or 96 aircraft, from 2011, with 91 percent of that in the large, super-large, ultra-long-range and corporate airliner categories. This growth in the business aviation has a correlation with China's robust 8 percent GDP so far in 2013. Embraer estimates business aircraft registrations could total more than 800 in a decade; Bombardier puts the figure at 2,400 in two decades.

These figures are dependent on opening the large swaths of airspace currently reserved for military use, significant investments in airport infrastructure, and removing barriers to efficient and flexible operation, issues that will probably be improved in the next few years.

Like their Chinese counterparts, Indian business travelers are increasingly going global, visiting Europe, Africa, Asia, Australia, and the U.S. regularly. Despite some recent economic gloom, India still enjoys a projected 5.6 percent GDP in 2013. With regards to transportation, these travelers have few convenient options. With few exceptions, roads are

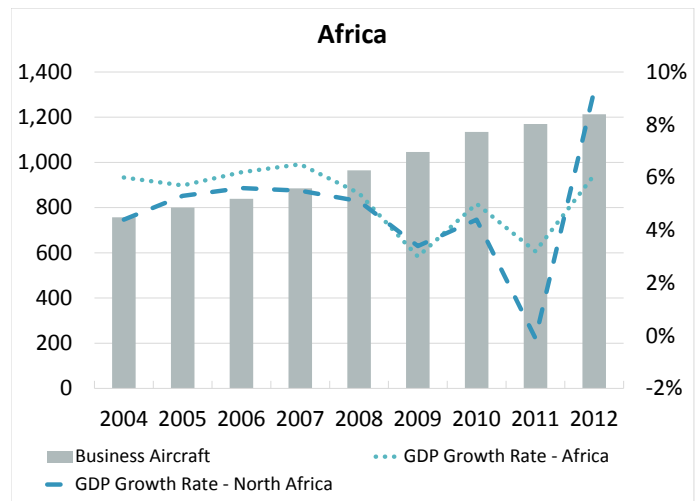


Figure 18 - Africa Business Aircraft and GDP Growth Rates

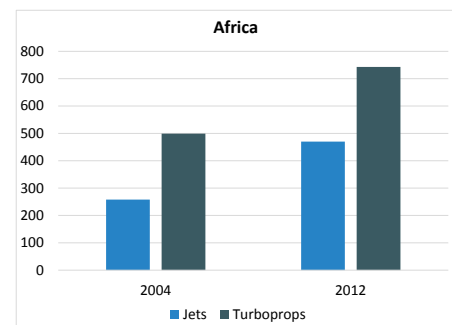


Figure 19 - Africa Business Aircraft by Aircraft Type

Data for figures provided by JETNET LLC.

harrowing, and the trains overcrowded and unreliable. According to India’s Business Aircraft Operators Association (BAOA), scheduled airlines service less than one-third of the airports on a regular basis. Those airports with convenient flight schedules are often operating beyond capacity.

Business aviation took off in 2001, when India’s installed base was 171 aircraft, averaging 12.5 percent growth a year until 2009, when a 25 percent import duty was placed on business aircraft purchases. Since then growth has been 10 percent or below. Rohit Kapur, president of the BAOA, says that India has the potential to grow business aviation registrations by 25 percent per year over the next decade if regulations are streamlined and infrastructure improved. And indeed, the Indian government has made plans to build new airports and modernize existing ones.

The New Delhi-based Centre for Aviation, a provider of independent aviation market intelligence and analysis, has projected that India’s business aviation registration has the potential to grow to 2,000 by 2020. These include 450-550 business jets, 550-650 helicopters and 400-500 turboprops/pistons.

“Buying the PC-12 was the only way to solve the problem of growing the business,” said Fabio Cavalli, co-founder of MondoBIOTECH, a biotech business searching the planet for cures to 7,000 rare and incurable diseases. The firm works with some 1,000 researchers in clinical universities around the world, bringing experts from Asia Pacific, North and South America, Africa, and Europe to their headquarters in Switzerland. While most of the work is done on the internet, nothing can take the place of face-to-face meetings and personal relationships.

“To work, our business model has to grow, and you can grow if you can travel,” he said. The company has indeed grown since its founding in 2001 with the discovery of more than 300 drugs for some 600 rare diseases. Cavalli can’t say enough about the time savings his Pilatus PC-12 provides. “It’s an incredible business tool. It gives us a lot of flexibility as to where we can go.” Even his CFO has grudgingly agreed the plane has been a wise investment when considering the hourly costs of the firm’s executives and the world’s top scientists MondoBIOTECH brings together.

The installed base of business aircraft in Asia Pacific and the Middle East¹⁵, which represents 8 percent of the world’s business aircraft, totaled 2,687 aircraft in 2012, consisting of 1,536 jets and 1,151 turboprops (Figure 20 & Figure 21). In 2012, there were 180 new aircraft delivered to the Asia Pacific region, representing 14 percent of new aircraft deliveries worldwide for the year. Since 2004, business aircraft registrations have grown by 115 percent at a CAGR of 10 percent. There are currently 1,286 business aircraft operators, with the region averaging 2.1 aircraft per operator.

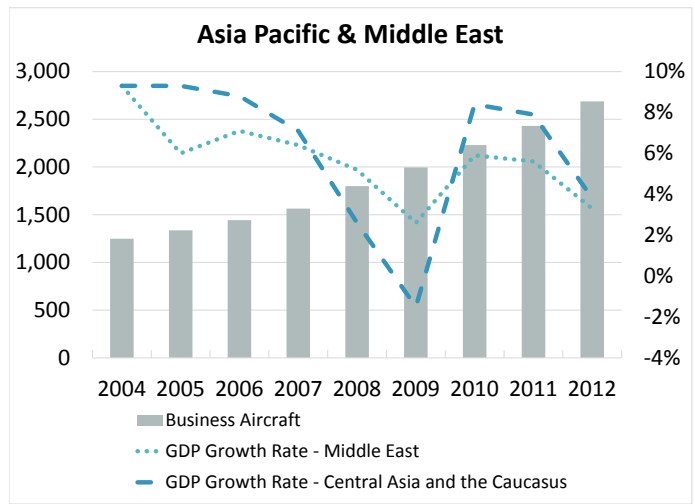


Figure 20 - Asia Pacific & Middle East Business Aircraft and GDP Growth Rates

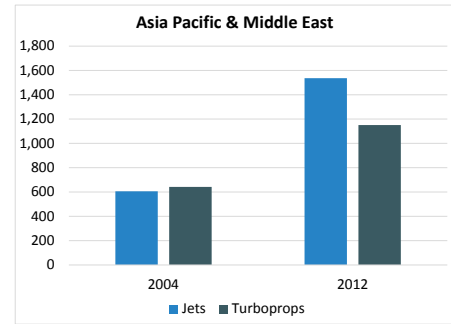


Figure 21 - Asia Pacific & Middle East Business Aircraft by Aircraft Type

Data for figures provided by JETNET LLC.

“It’s an incredible business tool. It gives us a lot of flexibility as to where we can go.”

- Fabio Cavalli, co-founder of MondoBIOTECH, Switzerland

15 Middle East business aircraft database figures categorized with Asia

Best of The Best

Long-term enterprise value creation is a top priority for businesses and is often compared and analyzed using standard financial metrics. These financial measures, while significant in many ways for calculating and valuing business and shareholder value, do not capture the non-financial components of a business, components that can make the difference between a good company and an outstanding one.

Since enterprise value is market driven and only partly based on financial drivers, the open market sets the current share price on near-term future value expectations by investors, stock analysts, and other experts given the complete set of evidence, both financial and non-financial. Some of these non-financial perspectives are directly shaped by management intentions and expectations for the future of the company. These non-financial drivers that are difficult to quantify but greatly influence investor perspectives are often found in quarterly and annual statements, company plans, and promotional materials, as well as through competitor information and breaking news articles.

To capture the impact of various non-financial elements of the top performing companies in the world on enterprise value creation, NEXA chose several “Best of the Best” lists as a surrogate and sought to determine the percentages of business aviation users. These percentages are conservative; in some cases we could not determine whether companies had aircraft. In those cases, we counted them as non-users when, in fact, they might be users. Some companies have aviation departments listed under a different corporate name while others lease and charter. We wanted to include a “Best of” list for all up-and-coming business aviation areas of the world but found limited information.

In examining our “Best of the Best” lists, we found in 2013 that:

- Among the “Global 2000,” a compilation produced by *Forbes*, 88 percent of the top 50 were business aircraft users. Companies are chosen by screening Interactive Data, Thomson Reuters Fundamentals, and Worldscope databases via FactSet Research Systems for publicly traded companies. Using these databases as primary sources of data, the biggest companies are screened in four metrics; sales, profits, assets, and market value.
- Among the “Global 500,” a compilation produced by *Fortune*, 88 percent of the top 50 were business aircraft users. Companies are ranked by total revenues for their respective fiscal years ending on or before March 31, 2013. All companies on the list must publish financial data and report part or all of their figures to a government agency.
- Among the “Best Global Green Brands,” a compilation produced by *Interbrand*, 94 percent of the top 50 were business aircraft users. The nominees are drawn from *Interbrand’s* annual Best Global Brands report, which ranks the world’s 100 most valuable brands. Brands on this list have a global presence and a demonstrated record of delivering value to their stakeholders.
- Among the “World’s Most Admired Companies,” a compilation produced by *Fortune*, 98 percent were business aircraft users. The Most Admired list is the definitive report card on corporate reputations. *Fortune* started with approximately 1,400 companies. Survey partners at Hay Group asked executives, directors, and analysts to rate companies in their industry on nine criteria, from investment value to social responsibility.
- Among the “World’s Best Multinational Workplaces,” a compilation produced by *Great Place to Work*, 88 percent were business aircraft users. Great Place to Work® selected the World’s Best Multinational Workplaces from nearly 5,700 companies from 45 countries. Companies must have appeared on at least five Best Workplaces lists, have at least 5,000 employees worldwide, and have at least 40 percent of employees outside the home country.
- For the Global 2000 – Top 20 by Sector – 85 percent in Pharmaceuticals, 100 percent in Oil and Gas, and 100 percent in Aerospace and Defense were business aircraft users. Companies are chosen by screening Interactive Data, Thomson Reuters Fundamentals, and Worldscope databases via FactSet Research Systems for publicly traded companies. Using these databases as primary sources of data, the biggest companies are screened in four metrics; sales, profits, assets, and market value.

There is a clear correlation between companies that have the best brands and are the best managed, best workplaces, best in their sectors, and most admired and their use of business aircraft. These top companies know that effective use of company aircraft as a business tool provides mobility, flexibility, and security, and gives them a leading edge in today’s intensely competitive global marketplace.

Best of the Best

Global 2000 Forbes 88%		Global 500 Fortune 88%		Best Global Green Brands Interbrand 94%		World's Most Admired Companies Fortune 98%	
Company	Country	Company	Country	Company	Country	Company	Country
1 ICBC	China	Royal Dutch Shell	Netherlands	Toyota	Japan	Apple	U.S.
2 China Construction Bank	China	Wal-Mart Stores	U.S.	Ford	U.S.	Google	U.S.
3 JPMorgan Chase	U.S.	Exxon Mobil	U.S.	Honda	Japan	Amazon.com	U.S.
4 General Electric	U.S.	Sinopec Group	China	Panasonic	Japan	Coca-Cola	U.S.
5 Exxon Mobil	U.S.	China National Petroleum	China	Nissan	Japan	Starbucks	U.S.
6 HSBC Holdings	U.K.	BP	U.K.	Johnson & Johnson	U.S.	IBM	U.S.
7 Royal Dutch Shell	Netherlands	State Grid	China	Volkswagen	Germany	Southwest Airlines	U.S.
8 Agricultural Bank of China	China	Toyota Motor	Japan	Danone	France	Berkshire Hathaway	U.S.
9 Berkshire Hathaway	U.S.	Volkswagen	Germany	Nokia	Finland	Walt Disney	U.S.
10 PetroChina	China	Total	France	Dell	U.S.	FedEx	U.S.
11 Bank of China	China	Chevron	U.S.	Sony	Japan	General Electric	U.S.
12 Wells Fargo	U.S.	Glencore Xstrata	Switzerland	HP	U.S.	McDonald's	U.S.
13 Chevron	U.S.	Japan Post Holdings	Japan	BMW	Germany	American Express	U.S.
14 Volkswagen Group	Germany	Samsung Electronics	Republic of Korea	Nestle	Switzerland	BMW	Germany
15 Apple	U.S.	E.ON	Germany	Samsung	Republic of Korea	Procter & Gamble	U.S.
15 Wal-Mart Stores	U.S.	Phillips	U.S.	Adidas	Germany	Nordstrom	U.S.
17 Gazprom	Russia	ENI	Italy	Mercedes-Benz	Germany	Microsoft	U.S.
18 BP	U.K.	Berkshire Hathaway	U.S.	Siemens	Germany	Nike	U.S.
19 Citigroup	U.S.	Apple	U.S.	Coca-Cola	U.S.	Whole Foods Market	U.S.
20 Petrobras	Brazil	AXA	France	L'Oréal	France	Caterpillar	U.S.
20 Samsung Electronics	Republic of Korea	Gazprom	Russia	Intel	U.S.	3M	U.S.
22 BNP Paribas	France	General Motors	U.S.	Apple	U.S.	Target	U.S.
23 Total	France	Daimler	Germany	Philips	Netherlands	Costco Wholesale	U.S.
24 AT&T	U.S.	General Electric	U.S.	3M	U.S.	Johnson & Johnson	U.S.
25 Allianz	Germany	Petrobras	Brazil	GE	U.S.	Exxon Mobil	U.S.
26 Sinopec-China Petroleum	China	EXOR Group	Italy	Pepsi	U.S.	Boeing	U.S.
27 Mitsubishi UFJ Financial	Japan	Valero Energy	U.S.	IBM	U.S.	Wal-Mart Stores	U.S.
28 Bank of America	U.S.	Ford Motor	U.S.	Cisco	U.S.	J.P. Morgan Chase	U.S.
29 China Mobile	Hong Kong	Industrial & Commercial Bank of China	China	Xerox	U.S.	Toyota Motor	Japan
30 ENI	Italy	Hon Hai Precision Industry	Taiwan	Canon	Japan	UPS	U.S.
31 Toyota Motor	Japan	Allianz	Germany	Nike	U.S.	Singapore Airlines	Singapore
32 Nestlé	Switzerland	Nippon Telegraph & Telephone	Japan	UPS	U.S.	Nestlé	Switzerland
33 Vodafone	U.K.	ING Group	Netherlands	Ikea	Sweden	Volkswagen	Germany
34 IBM	U.S.	AT&T	U.S.	Hyundai	Republic of Korea	Goldman Sachs Group	U.S.
35 Procter & Gamble	U.S.	Fannie Mae	U.S.	Microsoft	U.S.	Samsung Electronics	Republic of Korea
36 Daimler	Germany	Pemex	Mexico	Starbucks	U.S.	Marriott International	U.S.
37 Pfizer	U.S.	GDF Suez	France	Kia	Republic of Korea	PepsiCo	U.S.
38 Statoil	Norway	PDVSA	Venezuela	Kellogg's	U.S.	Wells Fargo	U.S.
39 AXA Group	France	Statoil	Norway	Caterpillar	U.S.	Unilever	U.K.
40 Commonwealth Bank	Australia	CVS Caremark	U.S.	Shell	U.K.	Deere	U.S.
41 Microsoft	U.S.	BNP Paribas	France	Avon	U.S.	DuPont	U.S.
42 Itaú Unibanco Holding	Brazil	McKesson	U.S.	H&M	Sweden	Intel	U.S.
43 Banco Santander	Spain	Hewlett-Packard	U.S.	Allianz	Germany	St. Jude Medical	U.S.
44 BHP Billiton	Australia	JX Holdings	Japan	AXA	France	Accenture	Ireland
45 Banco Bradesco	Brazil	Honda Motor	Japan	SAP	Germany	Home Depot	U.S.
46 Johnson & Johnson	U.S.	Lukoil	Russia	Santander	U.S.	Yum! Brands	U.S.
46 Nippon Telegraph & Tel	Japan	Nissan Motor	Japan	McDonalds	U.S.	eBay	U.S.
48 Westpac Banking Group	Australia	Verizon Communications	U.S.	ZARA	Spain	Facebook	U.S.
49 Goldman Sachs Group	U.S.	Assicurazioni Generali	Italy	Citi	U.S.	Cisco Systems	U.S.
50 Royal Bank of Canada	Canada	China Construction Bank	China	Colgate	U.S.	Ralph Lauren	U.S.

“To work, our business model has to grow, and you can grow if you can travel.”

- Fabio Cavalli, co-founder of MondoBIOTECH, Switzerland

**World's Best Multinational
Workplaces**

Great Place to Work

88%

Pharmaceuticals

Forbes

85%

Oil & Gas

Forbes

100%

Aerospace & Defense

Forbes

100%

Company	Country	Company	Country	Company	Country	Company	Country
1 Diageo	U.K.	Pfizer	U.S.	Exxon Mobil	U.S.	Boeing	U.S.
2 Ernst & Young	U.K.	Novartis	Switzerland	Royal Dutch Shell	Netherlands	EADS	Netherlands
3 Telefónica	Spain	Sanofi	France	PetroChina	China	Lockheed Martin	U.S.
4 Accor	France	Merck & Co	U.S.	Chevron	U.S.	Rolls-Royce Holdings	U.K.
5 Novo Nordisk	Denmark	Roche Holding	Switzerland	Gazprom	Russia	BAE Systems	U.K.
6 SAS Institute	U.S.	GlaxoSmithKline	U.K.	BP	U.K.	Raytheon	U.S.
7 Google	U.S.	Abbott Laboratories	U.S.	Petrobras	Brazil	Northrop Grumman	U.S.
8 NetApp	U.S.	AstraZeneca	U.K.	Total	France	Safran	France
9 Kimberly-Clark	U.S.	Eli Lilly & Co	U.S.	Sinopec-China Petroleum	China	Precision Castparts	U.S.
10 Microsoft	U.S.	Teva Pharmaceutical Inds	Israel	ENI	Italy	Thales	France
11 Marriott	U.S.	McKesson	U.S.	Statoil	Norway	General Dynamics	U.S.
12 FedEx Express	U.S.	AbbVie	U.S.	Rosneft	Russia	Bombardier	Canada
13 W. L. Gore & Associates	U.S.	Bristol-Myers Squibb	U.S.	Lukoil	Russia	L-3 Communications	U.S.
14 Autodesk	U.S.	Takeda Pharmaceutical	Japan	ConocoPhillips	U.S.	Dassault Aviation	France
15 PepsiCo	U.S.	Cardinal Health	U.S.	Cnooc	Hong Kong	Finmeccanica	Italy
15 Monsanto	U.S.	Novo Nordisk	Denmark	Ecopetrol	Colombia	ST Engineering	Singapore
17 Intel	U.S.	Merck	Germany	Reliance Industries	India	Rockwell Collins	U.S.
18 National Instruments	U.S.	Otsuka Holding	Japan	Phillips 66	U.S.	SAIC	U.S.
19 General Mills	U.S.	Astellas Pharma	Japan	Repsol YPF	Spain	Embraer	Brazil
20 American Express	U.S.	AmerisourceBergen	U.S.	Suncor Energy	Canada	Zodiac Aerospace	France
20 McDonald's	U.S.						
22 Cisco	U.S.						
23 Quintiles	U.S.						
24 SC Johnson	U.S.						
25 Mars	U.S.						

Conclusions

As we have found in our studies of U.S. businesses, our “Best of the Best” analysis confirmed on a global level that users of business aviation stand out from their peers as measured independently by leading business authorities, including *Forbes*, *Fortune*, and *Interbrand*. Companies using business aviation overwhelmingly take top honors in innovation, employee satisfaction, customer service, and corporate responsibility. Importantly, business aviation users rank at the top in the listing of the 100 best brands.

Contextual quotations provided in this study were assembled through interviews with leading business aviation users, and provide evidence that companies that use business aviation directly tie the use of business aviation to the success of their enterprises. Our research found that globally, companies correlate business aircraft contribution to exceptional business performance.

NEXA Report Authors and Further Information

We are grateful for the contribution of our Charter Sponsors JETNET and NBAA. This work also became possible through additional funding provided by NEXA.

The research team was specially selected to bring broad expertise and to challenge conclusions. Michael Dymont, Managing Director of NEXA Advisors and this study's team leader, is a former Senior Managing Director with the Aerospace Practice of PricewaterhouseCoopers and, prior to this, a Business Consulting Partner of Arthur Andersen's Aviation Industry Practice. Michael led the team that authored previous NBAA shareholder value studies.

Carter Brockman and Eleanor Herman contributed unique economic, financial, operational, technical and analytical expertise. Their professional skepticism and tireless work ethic made this report possible.

The information in this study is correct to the best of our knowledge and belief at the time of publication. We recommend that professional advice be sought before any action is taken based on the findings presented herein.

For more information about business aviation in today's economy, or the enterprise value tools at our disposal, please contact:

Michael J. Dymont
Managing Partner
NEXA Advisors, LLC.
1250 24th Street Suite 300
Washington, D.C. 20037
www.nexacapital.com

Tel: +1 (202) 558-7417

ABOUT NEXA ADVISORS

NEXA Advisors (www.nexacapital.com) provides highly specialized transaction-focused advisory services to companies and management teams in the aerospace and transportation sectors in the U.S. and around the world. Committed to delivering enterprise value through innovation, NEXA Advisors work in partnership to help them become high-performance businesses.

NEXA's previous business aviation studies are:

[Part I \(2009\): Business Aviation: An Enterprise Value Perspective - The S&P 500 From 2003-2009](#)

[Part II \(2010\): Business Aviation: An Enterprise Value Perspective - S&P Small Cap 600 Companies From 2005-2010](#)

[Part III \(2011\): Government Use of Aircraft: A Taxpayer Value Perspective](#)

[Part IV \(2012\): Business Aviation: Maintaining Shareholder Value Through Turbulent Times](#)

The studies can be found on the No Plane No Gain website: www.noplanenogain.org, the NBAA website: www.nbaa.org, and NEXA Advisors' website: www.nexacapital.com.



NEXA's vision is to be your partner for success. We help our clients and our people fulfill their enterprise value aspirations. We work with top management teams to develop innovative solutions which help dynamic people and organizations create and realize value.

