Ferretti Yachts
The Italian yacht-maker puts passion into its design. The resulting style is stunning, and the company does not stop there. The boats are engineered to be taken out and enjoyed.
Dear business friends and colleagues,

It is my pleasure to report that Jet Aviation, a global leader in the field of business aviation, continues to make great strides in the transition from a family-owned company into a growing and successful company owned by the Permira Funds. Since the sale of the company by the Hirschmann family in 2005, I retained a shareholding and hold the position of Vice Chairman, supporting Jet Aviation’s growth strategy and closely following the further development of our business.

Thus, when I was asked by the Board of Directors to take on the responsibility of interim CEO at the beginning of March, I accepted the position with the desire to best serve our global customers and strategic partners, while at the same time closely working with Jet Aviation’s 5,200 strong, dedicated aviation professionals, all with pride and enthusiasm, thriving on meeting and exceeding the expectations of our key stakeholders.

The time has come to relinquish my interim CEO responsibilities and I am, therefore, delighted to pass the baton to Peter Edwards who will join the Jet Aviation Group as new CEO on May 20, 2007. Peter brings to us far-reaching management experience comprising senior positions with prestigious aviation companies such as Gulfstream, Bombardier and AiResearch, a well-known global completions company operating in the 1980s. Peter will strengthen an exceptionally solid and experienced management team and add fresh perspective to our strategy, thus bringing the company to the next level for the long term.

We further strengthened our executive Group management team with the appointment of Jim Ziegler as new COO for Jet Aviation North America, effective June 1, 2007. Jim has more than two decades of experience at Learjet and its parent company Bombardier, most recently with overall responsibility for service center and aftermarket support.

In response to explosive market growth, we will soon begin construction of a CHF 35 million new 16,000-sq.-meter wide-body hangar and shops in Basel, capable of simultaneously housing an Airbus A380 and Boeing 787-8 as well as a number of mid-size aircraft, and are planning the development of another large hangar at Midcoast Aviation. Both projects will be completed in the first half of 2008. In addition, we are looking at other development projects to provide our customers and strategic partners with an even more global span in service capabilities.

Our future presents exciting opportunities and challenges for global expansion. Rest assured we all engage in these efforts to better serve you. So please enjoy reading our newly designed Outlook magazine with many stories about Jet Aviation and other interesting features.

Sincerely yours,

Carl W. Hirschmann
Vice Chairman
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>03</td>
<td>Editorial</td>
<td>Carl W. Hirschmann, Vice Chairman</td>
</tr>
<tr>
<td>06</td>
<td>Ferretti Group</td>
<td>Designing yachts with a passion</td>
</tr>
<tr>
<td>16</td>
<td>Dusseldorf FBO</td>
<td>Where comfort and convenience rule</td>
</tr>
<tr>
<td>20</td>
<td>Midcoast Aviation</td>
<td>Making jets personal</td>
</tr>
<tr>
<td>27</td>
<td>Design</td>
<td>Trends in aircraft interiors</td>
</tr>
<tr>
<td>31</td>
<td>Event</td>
<td>New Jersey Symphony Orchestra</td>
</tr>
<tr>
<td>34</td>
<td>People</td>
<td>Elie Zelouf</td>
</tr>
<tr>
<td>38</td>
<td>Charter</td>
<td>Skylliance unites charter operators - Focused on quality</td>
</tr>
<tr>
<td>40</td>
<td>Charter</td>
<td>Jet Travel cards with a bonus</td>
</tr>
<tr>
<td>44</td>
<td>Event</td>
<td>La Bella Macchina 2007 - A sight to behold</td>
</tr>
<tr>
<td>46</td>
<td>Gourmet</td>
<td>Lindt &amp; Sprüngli chocolate is quality that will not go out of fashion</td>
</tr>
<tr>
<td>50</td>
<td>Jet Aviation</td>
<td>News</td>
</tr>
<tr>
<td>58</td>
<td>Masthead and advertisers</td>
<td></td>
</tr>
</tbody>
</table>
Norberto Ferretti likes nice cars, powerful motorcycles and impressive yachts. Fine materials and sleek lines are important to him, but comfort and efficient engineering are what truly catch his attention. He appreciates things that work well.

He built his first boat himself and then showed it at the Genoa Boat Show in 1971, where it was well received. He sold the boat a while later, but this had not been his original intention. He had developed the boat for himself.

The co-founder and chairman of the Ferretti Group, with its nine brands and 2,800 employees, cares about his products as much as his business. He takes an interest in every model that is produced and still wants to know exactly how it works. This is the force that has led to the development of an extensive research and development department and the acquisition of top brands.

A hands-on approach
Norberto’s father left a fuel-sales business to build up a Lancia car dealership in Bologna. He had not enjoyed the fuel business, and he wanted something different for his sons. Norberto worked in the shop’s garage for three years and spent his free time working on cars such as his brother Alessandro’s Ferrari. When Norberto left the garage and went to work on the sales floor, he found it difficult to develop a passion for the new kind of work.

In 1968 he and his brother convinced their father to add a nautical division to the business. They founded Ferretti Nautica and obtained the rights to represent American Chris Craft boats. Three years later they built their first motor sailer, and then continued producing sail boats. Norberto could follow his passion by taking care of the technical and development sides of the endeavor, while Alessandro looked after the business aspects.

Designing yachts with a passion

The Italian Design Group Ferretti grew out of an enthusiasm for yachts that is still evident in its careful styling and elaborate technology. The company has acquired some of the world’s best-known brands and continues to evolve through extensive research and development.
In 1982 the brothers switched from sailing yachts to motor yachts. Norberto Ferretti considers this decision one of the main factors in their success.

“This allowed the great growth of the company,” he says. “The product range could be bigger, motor boat owners change boats more frequently than sailing boat owners, and it was easier to export motorboats.”

The growth
In the Italian town of Forli, close to Bologna and the Adriatic Sea, the Ferrettis established a new unit, which still houses the company headquarters today. To increase international recognition of the company, the Ferrettis entered the offshore racing market in 1989. Norberto Ferretti won the Class 1 Offshore World Championship title in 1994. Just a year later the group’s team won the European Offshore Championship, and in 1997 it won both European and World Championship titles.

In 1995 Alessandro died suddenly. In the changes that followed, Norberto teamed up with Permira, a European private-equity house. Permira has a history of taking over quality companies and working with them to achieve an even stronger market presence. In 2005 the firm took over Jet Aviation with the intent to “advance the company’s expansion to further strengthen its position.”

Permira took a 70 percent stake in Ferretti and helped Norberto reorganize and cut costs. The Ferretti Group expanded its business rapidly, making 10 acquisitions within a few years.
In 2000 the private-equity firm took Ferretti Group public and listed it on the Milan stock exchange. The listing did not last long, however, because concerns about the negative financial climate in 2001 led to the decision to reprivatize the company.

Currently, Business Week magazine ranks Ferretti Group as the top Italian company and 28 of the 500 Hot Growth Companies in Europe. In October of 2006, the owners filed an application to relist its shares on the Milan stock exchange. Due to a high level of interest from private equity buyers, however, the IPO was postponed. Candover bought 51 percent of the company while Permira kept a 9 percent stake. Norberto Ferretti and the managers kept 40 percent.

Small entrepreneurs with a passion

Luxury motor yachts as well as the Group’s other businesses continue to meet strong demand. The Group has 75 dealers responsible for the product marketing and customer service in 96 countries. Although the luxury yacht business is very fragmented, some players in the market are well ahead of others. Many of the success stories are small entrepreneurs with a passion for the sea, such as the Ferretti brothers. The Ferretti Group is expanding with growth rates at or above 20 percent each year and there are waiting lists of up to four years for some of its products.

Some of the most prestigious brands in the yacht business belong to the Ferretti Group portfolio of companies, including Ferretti Yachts, Riva, Pershing, Itama, Apreamare, Mochi Craft, Custom Line, Bertram and CRN. The group’s crafts range from sports to pleasure boats to lobster boats and mega yachts. Many of these brands are major names in the history of yachting. Riva, for example, was the yacht of Sean Connery, King Hussein of Jordan, Peggy Guggenheim, Liz Taylor and Richard Burton. The Riva brand was created in 1860 by Pietro Riva, and his great-grandson Carlo made it one of the most exclusive brands in the world in the fifties and sixties. The brand hit hard times, however, after Carlo sold it in 1969. It passed through a series of owners, none of whom could keep up its stature. In 2000 the Ferretti Group bought Riva and found eight orders on the books. Five years later, the Group worked to fill 70 orders and introduced three new models. Once a brand is in the Group, it receives the full attention of the company’s marketing as well as research and development departments.
Creating innovation

Ferretti recently established a research center it calls Advanced Yacht Technology (AYT). The center has a technical design team with over 100 engineers and does all naval architecture in-house. AYT works together with different external designers and stylists for each brand, so that the yachts will have a unique look.

One of the biggest challenges for development is weight reduction. Yachts are getting heavier as the demand for specifications continues to rise. Boat builders must find ways to take out weight without compromising structural strength. The Group has developed Ferretti CFT (Cross-Fiber Technology) which leads to average hull-strength increases of 16 percent and weight reductions of about 12 percent.

Anti-Rolling Gyro smooths the journey on Ferretti Group Yachts

Sea sickness and spilled champagne may be a thing of the past on new Ferretti Group yachts. From the technology used to control space satellites, Mitsubishi has developed a new Anti-Rolling Gyro (ARG) stabilizing system. Ferretti has a contract for world exclusive installation of the systems and can install them on yachts of 37 feet or more. Installation of the units - one on smaller boats, multiple units on larger boats - results in an almost roll-free yacht at sea as well as when anchored.

It takes the unit about 30 minutes to warm up. This is the time required for the gyro to hit 5,000 revolutions per minute. The several-hundred-pound flywheel mounted in the center of the boat then provides a tremendous counterforce to the boat’s rolling motion.

“Excellence comprises dedication, care and passion, pursued and achieved by people who love their job and who are prepared to go the extra mile.”

Anthony Lassman is a perfectionist driven by passion. He loves to set high standards and loves his work. It is how he has made his hotel and travel guide "Nota Bene" into the best and most exclusive publication in its field. For Anthony Lassman it is people, their qualities and commitment, that are the key to success – both for his travel guide and for a first-class hotel. Without excellent staff, having such things as the highest rating, the most luxurious bed or several types of sugar for coffee fade into irrelevance.

As a guest, one must first and foremost feel welcome and valued. We share Anthony Lassman’s way of thinking about quality. That is why Julius Baer strives every day to offer its esteemed clients the best and individualized financial advice, and to focus on their personal and material well-being.

You can find the entire interview with Anthony Lassman at www.juliusbaer.com/excellence

Worldwide in over 40 locations. From Zurich (head office), Munich, Hong Kong, London, Lugano, Nassau, New York, Singapore to Tokyo.
Along with the development of new ideas, the AYT does a lot of quality control. Specialized engineers examine all materials submitted by Ferretti Group companies and perform regular tests to guarantee quality and ensure that production conforms to the top standards of the world boating industry.

Among the tests carried out is the saline cloud test. This test simulates the way all the components and tools that are mounted externally will age in salt water. The center also conducts endurance tests to determine the quality, resilience and strength of laminated fiberglass, as well as traction, bending and compression tests.

Response to demand
With its extensive technical capabilities, the Ferretti Group has one of the shortest times to market of any builder. It only takes about 12 months for a major project to go from the concept stage to a show launch. This speed allows the company to stay closer to customer demands.

Every Ferretti Group hull is different and designed specifically for a target market. Engineering the shape of the hull is where the design process starts. The Group has a machine at its model-development subsidiary in Forlì that can quickly produce the hull and deck plug profiles in foam. It can form models with lengths of up to about 30 meters (98 feet) in one piece, and bigger models in sections.

These large capabilities are important, because Ferretti Group is responding to demand for bigger and bigger yachts. The Group is working on a CRN 72 meters (236 feet) that will be launched in 2009. The company has developed capabilities to make the larger yachts that customers are demanding, but it also sees a limit to the progressive increase in yacht size.

“If yachts are too big, they will have to moor near commercial boats,” explains Ferretti. “I don’t think this is the best thing when going away on holiday.”

THE BRANDS
The Ferretti Group has nine brands, which can be divided into five types of craft.

- Prestige Segment:
  Ferretti Yachts, Riva and Custom Line mainly produce flybridge yachts for clients who love classical lines, spacious interiors and the convenience of sophisticated products.

- Performance Segment:
  Pershing and Itama build yachts for clients who demand technological innovation.

- New Classic Segment:
  Apreamare and Mochi Craft produce crafts for those who favor the classical lines of yachts, such as the gozzo sorrentino and the lobster boat.

- Sport Fishing Segment:
  Bertram builds yachts for deep-sea enthusiasts, featuring nautical facilities and large cockpits designed to make fishing more enjoyable.

- Mega Yacht Segment:
  CRN is for clients seeking large, exclusive yachts. The vessels are generally over 131 feet (40 meters). The craft are highly personalized and are produced to order either as unique pieces or as part of a limited series.
Where comfort and convenience rule

Jet Aviation’s Dusseldorf FBO eases customers in and out of the bustling urban area. The facility provides a wide range of services for customers and aircraft, and most of all, it just plain makes things easy.

Dusseldorf has the business, entertainment, challenges and stimulations that make a city exciting. It is part of the largest urban agglomeration in Germany, with nine million people within 50 kilometers of the city. There are about 5,000 foreign companies in Dusseldorf and around 40 international trade fairs take place here every year. This density and activity can lead to great things, and they can also be exhausting.

Jet Aviation’s Dusseldorf terminal keeps arrivals and departures from being yet another commotion. Once a customer steps into the facility, life becomes very easy. The terminal is light, airy and comfortable. At 10:30 on a Monday morning, it is almost serene.

“It’s not always like this,” says manager Frank Kusserow. “Things are a little more hectic in the early mornings and evenings.” He looks around at the lounges, leafy green plants and glass partitions, then adds, “Of course, it’s always a very private atmosphere.”

In a long, thin room with computer terminals, a pilot is checking the weather. Outside the room, a driver waits quietly for a client to arrive. The stillness is broken briefly as a group of Russians walk into the terminal. The staff greet and assist the group and the clients are guided to the VIP lounge for drinks. Then the employees go back to routine tasks and happy conversation.

The staff appear to like customers as well as fellow employees. The friendly atmosphere seems real.

A new place

Before small-aircraft services at the Dusseldorf airport were taken over by Jet Aviation, the terminal building was a makeshift structure assembled from six cargo containers. Pilots put their flight reports in an envelope and dropped them in a box. Jet Aviation had different ideas about how business aviation should be run and immediately began the construction of a modern two-story building. The new Fixed Base Operation (FBO) opened with a bang for the start of the World Cup in June of last year.

“We had about 50 flight crews in the building,” says Kusserow, “all watching the soccer games in the upstairs lounge. They were on the couches and the floor and standing. All yelling and cheering.”

The rowdiness of World Cup enthusiasm was followed by more formal events, such as the arrival of ministers from G7 countries for February’s meeting in Essen. The FBO provides services for politicians and diplomats, working together with a country’s own staff to achieve the comfort and safety required.

One of the conveniences at the FBO is the on-site customs and immigration station. The Russian group passes through these checks and then out onto the airfield. Jet Aviation’s VIP vans are waiting to take them to their aircraft. Because their plane is heavier than the 35,000 ton limit for the FBO airport ramp, it is parked on the ramp of the main airport terminal. This is one of the many ways that Jet Aviation cooperates with the main terminal for the benefit of customers.

Looking after the aircraft

Jet Aviation’s Dusseldorf facility not only takes care of its customers, but also looks after their planes. The FBO offers refueling,

Despite its ability to cater to special circumstances, the heart of the FBO’s business is facilitating the arrivals and departures of individuals traveling for business. The FBO can accommodate a wide range of needs. Some planes simply land, refuel, and leave again. Most aircraft carry customers who disembark and enter Dusseldorf. Some of the clients have the FBO coordinate hotels, transportation and catering, others do it themselves.

View of the Rheinturm tower and the House Zollhof by Frank Gehry at the Media Harbour in Dusseldorf

Passengers departing for business meeting

Light-flooded foyer in the new Dusseldorf FBO
Both are enthusiastic about the new FBO. “It’s hard to say what is most convenient here,” says Krzysztof Sondej. “Whatever we ask for, we get.” “Things are much better than they were before,” adds Piotr Lech. “The atmosphere is friendly, and everything is easy.” He finishes stirring his coffee and assesses the selection of small chocolates on the table. When the pilots’ employer arrives, he goes to the VIP lounge with his wife, child and German Shepherd. Once their luggage has been loaded onto the plane, they head over to security and immigration. The baby basket goes through the X-ray machine, while the wife carries the child through the metal detector. The husband tells the dog to stay, then walks through the detector himself. Finally the dog is called, and he obediently trots through to his owner, much to the approval of everyone watching.

The family is driven to its plane and settles in immediately. The galley has been stocked with hot water and coffee, a favorite soap has been put in the lavatory and the husband’s business cases have been arranged next to his seat. “People don’t want to have to ask for things,” says Kusserow. “We try to know our customers.”

Cleaning, and line maintenance services such as oil, tire and hydraulics checks. Through Jet Aviation’s maintenance business, customers can have periodic inspections done, as well as extensive maintenance and repairs.

A plane from India is receiving an overhaul in the maintenance hangar. Humid weather and salty air have caused corrosion, and the aircraft is undergoing a full interior and exterior inspection. The engines are being replaced, as are wiring, electronics and the aircraft’s interior. It is rare for a plane to be brought such a long distance for service, but it does happen. “It shows you how far the Jet Aviation name is known,” says the man adjusting wires in the cockpit.

In another of the facility’s three hangars, Daniela and Albrecht Flierl are working on their Piaggio P.180 Avanti. As Mrs. Flierl polishes a propeller blade, she explains that the plane’s engines are mounted with the propeller facing backwards, so the aircraft is “pushed” through the air, instead of being “pulled.” The couple and their Piaggios are often at the FBO, and both are well known by the staff. Once the Flierls have finished their own work on this plane, the Jet Aviation staff will do additional maintenance. The couple runs one of the many charter operations that use the Dusseldorf FBO. Some operators’ planes just land at the facility occasionally, while others are among the approximately 25 aircraft that are based here.

Activity increases
Towards the end of the workday, the terminal does get a little busier. A man with a suitcase and tennis racket walks into the building, chooses a magazine and sits down to wait for his plane. A few men in a far corner look over some papers. Two pilots arrive and go out to take care of details on the airplane they will fly. When they have finished, they go into the terminal for coffee.

Jet Aviation’s terminal at the Dusseldorf International Airport has conference rooms, lounges, a flight planning room and weather terminals.

On request, the staff can coordinate catering, hotel accommodation, transportation, and just about anything else in the Dusseldorf area. The facility provides complete line service, interior and exterior cleaning, de-icing and refueling. Inspections, maintenance and repairs are also available on-site through the Jet Aviation maintenance center. The FBO, which is open from 6 a.m. to 11 p.m., not only aims for a high level of standard service, but also welcomes special requests and goes out of its way to accommodate them.
Midcoast Aviation

Midcoast Aviation makes the interiors of new Bombardier jets a nice place to spend time. The fast-growing company also refurbishes existing aircraft and provides the maintenance to keep planes in the air.

Employees take off their shoes, climb up the stairs and enter the Bombardier Global 5000. They walk down thickly padded carpet, looking at the wood veneers, the rich upholstery and the polished almond gold fittings. A member of the staff watches carefully to make sure nothing is scratched or damaged. The interior of this jet has just been installed and the owner will soon be accepting delivery of his plane. Midcoast Aviation’s employees are getting a chance to see the work their company has done.

The aircraft came to Midcoast as a shell. Wiring, instrumentation, insulation, cabinetry and upholstery were installed at the facility. In a long process that began with sketches and fabric samples, the inside of the aircraft has been turned into the owner’s personalized space.

This process is called completion, and Midcoast has been doing a lot of it over the past 10 years. The 36-year-old company began refurbishing the interiors of existing aircraft and then moved into the completion of new planes. The owner of this Global 5000 first came to Midcoast in 1994 to have a plane refurbished.

Happy with the results, he returned in 1997 with a later-model plane for refurbishment. Now he has brought in a new aircraft.

To show his appreciation for the company’s work, he is buying lunch for Midcoast’s St. Louis employees. In the company’s newest hangar, some of the planes have been cleared out and replaced with tables. Employees sit next to the Global 5000, dwarfed by its 94-foot wing span and 97 feet in length. As they eat, Midcoast President Kurt Sutterer talks to them about growth. The company’s completion revenue has been growing at about 25 percent a year. Maintenance has been growing at 12 percent a year. Ten years ago the company had 300 employees, today it has over 1,100. It is performing its 100th aircraft completion, and 58 of those completions have been done in the past five years.

He also talks about the growth of Midcoast’s facilities. The new hangar is 120,000 square-feet and can accommodate 10 super long range or 16 mid-sized aircraft. The company has options on additional land near its existing structures at the St. Louis Downtown Airport and plans to continue building.

“Those hangars over there,” he says, motioning to the rest of the campus, “are not going to be enough.”
Midcoast Aviation

Landing in the gateway to the West

In 1806, when Lewis & Clark returned to St. Louis from their expedition into the new frontier, the city became the “Gateway to the West” for adventurers and settlers. Today, St. Louis still profits from its position midway between the east and west coasts. Midcoast’s central location enhances its ability to serve the whole country with its maintenance and completion facilities.

St. Louis is an active metropolitan area visited for both business and entertainment. Jet Aviation’s St. Louis FBO is here to service this traffic. The operation offers aircraft refueling, washing and cleaning, complete line service, de-icing and weather information. The terminal building also provides a passenger lounge, crew lounge, flight planning room and executive conference room. Staff will coordinate hotels, rental cars and catering on request.

The FBO hosts usually 15 to 20 non-local aircraft each day. But a special event can make this number jump. There were more than 100 jets landing each day for the World Series last year, and during the 2005 Final Four men’s college basketball championships, there were 445 jets parked at the airport. Michael Jordan arrived just minutes before the championship game, which was not a problem, because Jet Aviation’s terminal is only three miles from downtown St. Louis.

The planes

Those hangars are full of big, shiny planes. Their new white paint sparkles, metal parts gleam, and even the reinforced composite noses shimmer. These are the brand-new, “green” Bombardier aircraft that are here for completion.

The cabins will soon be luxurious with leather seats, elaborate galleys and modern entertainment systems, while the cockpits will inspire confidence with their advanced instrumentation. At the moment, however, the most striking thing about the aircraft interiors is the green color. The new aircraft are called “green” because of the color of the primer that is put on to prevent corrosion.

Soon brackets will be mounted and wiring installed, and then the green will be covered by insulation. The brackets were made in the sheet metal shop before the aircraft arrived. The wiring also was prepared in advance, using a large board designed to mimic the connections in the aircraft. Staff prepare as much as possible before an aircraft comes into Midcoast, in order to minimize the amount of downtime required for an aircraft’s completion.

Creating an interior

The trigger for the preparation process is a specification agreement with the client. As a first step on the way to this agreement, a Midcoast designer, customer account manager (CAM) and a design engineer meet with the client. The designer brings fabrics, woods and ideas, and works with the client to develop a space that will fit his needs. The design engineer gives input on what is structurally possible.

When the designer gets back to Midcoast, she will further develop what has been discussed and make boards of the fabrics and other materials to be used inside the plane. A rendering will be prepared to make sure the picture in the client’s mind is as accurate as possible. Demonstrating attention to detail, the veneer sample the client receives is from the same tree that the cabinetry will be made out of strong, lightweight honeycomb composite. Seats must have fire-blocking qualities, so there are strict rules about the types of foam that can be used. And all materials must be burn tested. For this process, they are assembled exactly the way they will be in the plane, glued and all. Then they are brought to specific temperatures and water content before being exposed to a flame in the burn chamber.

3D renderings help customers visualize their aircraft’s interior.

An infinite variety of materials are available to suit an infinite variety of tastes.

Midcoast’s upholstery shop quadrupled in size over the past year.
When all of the work is completed and the interior is installed, it is time for the test flights. The first flight is used to check the aircraft, its systems and its engines. The second flight is a complete Midcoast systems check. Members of the various teams that worked on the plane will go up with it, as will a representative for the customer. Midcoast checks everything it has done, right down to the cabin entertainment and phone systems.

The third flight is a shorter one, designed to test sound levels. Midcoast and the customer have agreed on acceptable sound levels, and readings are taken to make sure these specifications are met.

The final flight is the “cold soak.” It is a long flight - three to four hours for smaller jets, six to eight for larger ones. From the St. Louis base, planes will often fly out to the West coast. The goal is to make sure everything functions properly under the conditions at altitude. Among other checks, the technicians will make sure that nothing freezes and that interior doors still open and close. Once the aircraft has passed this final test, it can be turned over to the owner.

Changing and fixing

If the airplane is resold a few years down the line, the interior probably will be changed. People like to put their own stamp on a plane, and most interiors only stay in for four to seven years. The refurbishment process is similar to the completion process, but it can be more difficult.

“There are a lot of unknowns in refurbishments,” says Danny Farnham, vice president of completions and modifications. “You run into some surprises.”

Despite its challenges, refurbishment is an important part of Midcoast’s business and a valuable complement to its maintenance services.

“If a customer is going to put their aircraft down for eight or 12 weeks for a big inspection, they want to do an interior refurbishment, some avionics enhancement and a paint job,” explains Farnham. Midcoast has a large maintenance department and covers everything from routine inspections to unscheduled maintenance and complex structural repairs. Though the company has worked on all makes and models of corporate aircraft, it specializes in Challengers, Falcons, Globals, Gulfstreams and Hawkers.

Midcoast has several pieces of specialized equipment that allow it to perform tests and repairs that most companies cannot do. Its ComScan X-ray machine, for example, uses backscatter X-rays to image layers of a structure much like an MRI.

Most parts and tools for aviation are extremely specialized and often vary from aircraft to aircraft. Sometimes this means ordering special parts or tools, and sometimes it means being innovative. Midcoast has developed a variety of devices, and when technicians talk about them, it is clear that the employees are enthusiastic about this aspect of the job.

Midcoast is a Federal Aviation Administration Class IV Repair Station and is authorized by many corporate jet aircraft manufacturers, business aircraft engine makers and major avionics manufacturers. This
wide range of expertise is made possible by the company’s experienced staff. These employees give the maintenance department an edge just as experience allows the completions divisions to be highly effective.

“There are several things that I think make a big difference, and one of them is the stability of your workforce,” says Farnham. “You cannot achieve a high level of consistency in anything if you don’t have a stable workforce, and we have been very fortunate in that.”

A solid core

Towards the end of the lunch, long-time employees are presented with service awards. There are many who have been at the company for 10, 20 or even 30 years. Jim Carr receives an award for 35 years of service. He is the first employee hired after Midcoast took over for 30 years. Jim Carr receives an award at the company for 10, 20 or even 30 years. There are many who have been employees are presented with service awards. There are several things that I think make a big difference, and one of them is the stability of your workforce.”

Midcoast has a low turnover rate, and many members of management, including president Sutterer, began on the shop floor. Not only do they understand production and have the experience of working on planes, but they also have a personal relationship with many employees.

“There is a core group who grew up together in this organization,” says Carr. “A lot of guys had opportunities to go other places, but they stayed here. We work well together because we like each other.”

Through extensive training and a shared enthusiasm for aviation, Midcoast is preserving this environment as it grows. It gives the company, which was acquired by Jet Aviation last year, a strong base in times of change.

Sutterer announces that Midcoast will begin doing custom completions of commercial-sized aircraft. The bigger planes will place different demands on the airport and the workforce and will involve a greater engineering effort. They also require more equipment, and that equipment will be bigger. Midcoast will build a 140,000-square-foot hangar and new paint facility to accommodate the next step. It is a natural progression for Midcoast and another opportunity to let its expertise guide its innovation.

Reconstructing a Falcon

In 2000, a Falcon 900B overran a runway, hit an antenna array, and crashed through a chain-link fence. With 200 feet of that fence still attached to its engine, it crossed a road, hit three cars, went into a parking lot, hit three parking barriers, then three concrete light-pole bases, then two parked vehicles and then stopped. No one was hurt, but the damage was extensive.

Midcoast looked at the aircraft and said, “We can fix this.” The company was in the process of repairing another Falcon 900, and was convinced that with the help of the airplane’s manufacturer, Dassault Aviation, the damaged plane could be made airworthy.

It was not going to be an easy task. The aircraft belly had suffered airframe damage, the main landing gear had been sheared off, the nose gear had been bent backwards, and both wings had been damaged beyond repair. One of the most difficult jobs would be to replace or repair several bulkhead frame planks. An airplane is built up from those planks, so it would be like pulling blocks out of the bottom of a pyramid.

Midcoast set to work, first contracting a local firm to manufacture a fixture to hold the airframe during reconstruction. The staff replaced or repaired the damaged sections of the frame and replaced the wings. While the plane was down, Midcoast did a C inspection and the engines were torn down and inspected.

By the time the plane took off for its first test flight, it was in same way sounder than before. It was successfully sold, and Midcoast took its new expertise and seasoned skills on to other reconstruction projects.

Cabins that express a lifestyle

Private planes are getting bigger and more personalized. The trend is towards open spaces, advanced electronics and an overall look that makes you forget you are in an airplane.

Individuals are buying very large airplanes and putting fewer and fewer people in them. This leaves space for living rooms, dining rooms, libraries, studies and guest cabins. Owners of aircraft such as these Airbus 340s and Boeing 757s can opt for a cinema or a steam room. The private airplane is becoming a luxurious home away from home.

“The trend is space,” says Eric Jan, head of interior design at Jet Aviation Basel. “There’s a new way of organizing your life on board.”

While some owners opt for closed-off spaces, there is also a trend toward open areas. Jan sees this as something taken from layouts found in homes and on yachts. In order to create this spacious feeling, while also making the interior practical and convenient, various areas within the open plan are dedicated to specific functions. There will be an area for eating, one for sleeping, a corner for working, and a lounge area with an advanced entertainment system. These areas are all part of one roomy space, but each contains specific furniture and gadgetry.
Distinct ideas
Along with these new opportunities for comfort and functionality, the bigger planes also give owners more room to show their style. Jan says that at the Jet Aviation completions center, where he sees a large number of planes pass through, there can be no generalizations made about the specifics of style. The choice of design depends on a customer’s background and his culture. What the owners do have in common is a tendency towards distinct ideas.

“Customers want to create a ‘wow’ effect as soon as you enter,” says Jan. “They want to have a unique style that will amaze people.”

London designer Peder Eidsgaard sees a similar emphasis on style. “Clients are generally younger than before and are more conscious of design as an expression of their personality,” he says. “Boutique hotels, fine restaurants, contemporary yachts and residences, as well as high-end shops are increasingly part of clients’ aesthetic reference points.”

Eidsgaard believes that in the future, aircraft interiors will have fewer visible aviation components appear custom made for each client. The client does not want the plane to look like a plane, but rather an extension of his lifestyle.

Domestic, freestanding feel
He also chooses and arranges furniture to mimic a home environment. Instead of always molding cabinetry to fit the sideboards, he sometimes moves it out into the room to give it more of a domestic, freestanding feel. For a client who likes spending time in Bedouin tents in the desert, he has created an “Oasis lounge” with low tables and floor pillows surrounded by hanging drapes.
Design | Trends in aircraft interiors

Doret is currently working on two planes whose owners want a “yacht-like” feel. One of the ways he is creating this effect is through the use of “wood floors.” Since real wood is forbidden as flooring, due to fire regulations, he has found a safer product that “looks and feels like wood.” All designers are having to face increasingly strict aviation safety regulations, and this can make it tricky to create an ultra-stylish, home-like environment. The look of freestanding furniture is in trend, but the furniture must be attached. Materials must pass strict fire tests, and seats must be made of special foam. This can make the home away from home difficult to create, but the designers are all eager to take the challenge.

“We are finding ways to work around the restrictions,” says Doret. “It’s part of the fun.”

An evening in the Shanghai Palace - Jet Aviation Teterboro hosts benefit concert for the New Jersey Symphony Orchestra

For just a few hours in April it was the 1920s in Shanghai, China, on the night the New Jersey Symphony Orchestra (NJSO) staged a benefit concert in an aircraft hangar at Jet Aviation Teterboro. The evening gala supported the Symphony’s educational outreach programs to bring classical music to inner-city and underprivileged children in New Jersey.

The hangar was decorated top to bottom to recreate a bar in the bustling port city of Shanghai, complete with sultry, jazzy diversions – but just for one night! The event raised over $500,000 and over the past three years, close to $1,500,000 for the orchestra’s youth educational programs.

Bartenders were on call to serve drinks from the period and other modern-day libations. Cocktails were followed by the symphony concert. Robert Seidel, senior vice president and general manager of Jet Aviation Business Jets played the part of emcee, introducing the evening’s hosts and honored guests. “Madame Wu” herself welcomed those in attendance to join her for dinner at the end of the performance.

Event | New Jersey Symphony Orchestra

For one evening, an aircraft hangar was transformed into a concert hall

For over $500,000 and over the past three years, close to $1,500,000 for the orchestra’s youth educational programs.
Event | New Jersey Symphony Orchestra

Symphony benefactors dined on authentic Asian-themed foods—a cod appetizer, Mongolian spare ribs, exotic fruits and vegetables, coconut sorbet, fruit and crème brûlée, at tables decorated with orchids and red bamboo cages holding live birds. Some guests chose to dine using chopsticks, in keeping with the evening’s theme.

After dinner, Michael Arenella and his Dreamland Dance Orchestra entertained with music, dancing and narratives delivered in the style and speech of old-time radio of the era.

The evening’s prize drawings included a helicopter tour around Manhattan for four (with the winners departing that very evening for a starlit tour of the city) sponsored by Helicopter Flight Services. Second prize was “Up Close & Personal with the NJ SO!” with winners awarded a private performance by the NJ SO Chamber Players, four stage seats during a symphony rehearsal at Prudential Hall/New Jersey Performing Arts Center, plus lunch with the musicians, donated by the NJ SO. Grand prize was an all-expenses-paid round trip to China for four with luxury accommodations, donated by Continental Airlines and The Regent Beijing.

The event was co-sponsored by Jet Aviation and Wachovia Private Wealth Management.

To learn more about the New Jersey Symphony Orchestra, please contact Dee Billia, V.P. Communications +1 973 624 3713 Extension 234.

01 Michael Arenella and his Dreamland Dance Orchestra offered up the sounds of the “roaring twenties”
02 Madame Wu’s comes to life with actors in period costume
03 Dinner at the Palace with an Asian flair

Virtuosity in Private Banking.

Zurich, Basel, Geneva, Lausanne, Lugano, Beirut, Buenos Aires, Cairo, Dubai, Guernsey, Hong Kong, Istanbul, Lisbon, London, Monaco, Montevideo, Moscow, Nassau, Oslo, Riga, São Paulo, Singapore
Elie Zelouf has marked Jet Aviation like nobody else. Today’s 73-year-old senior vice president has served the business aviation services company for four decades. A witness to the pioneering days of Jet Aviation, he has been instrumental in developing the maintenance and outfitting business lines of the company.

When Elie Zelouf begins his workday at 6:30 a.m., he already has a number of things behind him. At 5 a.m. he looked at his e-mails before starting his fitness program. “Jogging or riding my bicycle early in the morning gives me the energy I need for a long workday,” says Zelouf matter-of-factly as if this is the most normal thing to do. In fact, the 73-year-old senior vice president has been getting up each day at 4 a.m. and has been rarely home before 8 p.m. for the past 40 years. With four decades of service to business aviation and to the same company, Elie Zelouf experienced and marked the pioneering days of Jet Aviation. Even today, he continues to advise the company’s major clients. He proudly shows off some of the personal letters he has received from various customers.

Zelouf has been instrumental in making Jet Aviation one of the world’s leading companies in the area of maintenance and outfitting of business jets. Today, aircraft wait in line for servicing or refurbishment in one of Basel’s eight hangars. In fact, for the past year most of the 1,300 employees in Basel have been working in two shifts. “So that customers don’t have to wait too long,” explains Zelouf – knowing all too well that things were quite different at some point in the past. When he “couldn’t sleep because the orders weren’t coming in.”

Serving customers anytime, anywhere
When Zelouf walks at a brisk pace through the Jet Aviation hangars in Basel, when he watches the mechanics working on aircraft from around the world, he would like to roll up his sleeves himself. What he does, however, is give advice to mechanics or even help troubleshooting. Because Zelouf – an expert aircraft mechanic – is a man of action, a man who believes that there is always room for improvement. “That’s what our customers expect from us,” says Zelouf with the kind of conviction he embodies himself.

But Zelouf is also known for his “crazy” ideas, especially when Jet Aviation was in its infancy. He likes to think back to the wild pioneering days and tells the stories of yesteryear with enthusiasm as if they happened yesterday. The 73-year-old Zelouf remembers each detail, each name and each date. November 1, 1967, for example, when he started at Jet Aviation. Previously, Zelouf was deputy technical director at the bankrupt Basel
charter airline Globe Air, whose infrastructure was taken over by Jet Aviation. On August 1, 1968, when he launched the ambitious Aviation Maintenance Basel (AMB) venture for DC-4s and DC-6s. Since business was not as good as expected, AMB merged with Balair. But the merger was cancelled later. “We suddenly realized that Balair simply wanted to do away with us,” says Zelouf. “That was a serious setback. But I was a young man full of energy. And I believed in the future of business aviation, at a time when it was not yet popular.” This was also true for Zelouf’s new idea that he bought a problem in itself, except for the fact that his team had to be ready in three months’ time. Zelouf recalls those hectic weeks: “At the time we had no idea about outfitting. We did real pioneering work. We worked day and night to be ready in time.”

Zelouf also gave Oman Police Airwings the Convair executive interior to refurbish it without the need to negotiate a contract beforehand.”

In the meantime, the outfitting business line continues to enjoy robust growth. A new large hangar is to be inaugurated next year in order to provide services for luxury outfitting in Basel even for large aircraft such as the Airbus A-380. Employing a staff of 150, the cabinet shop has already been expanded and is now the largest in the area. Craftsman strive to meet a wide variety of customer needs: for a Russian customer, for example, they used veneered fiberglass to make cabinets look like original antiques. And the paint shop operates around the clock on each weekday. Contributing to an excellent order inventory is also aircraft maker Dassault, who will be outfitting more than 75 Falcons of various types in Basel in the next three years.

Holidays, an elusive commodity
But Zelouf already has other orders in sight. The 73-year-old does not want to hear about retirement. Even though he surrendered overall management to his successor in 1999, vacation for the father of three adult children is not a priority. Only last year he was persuaded for the first time after more than 40 years to take some time off. He accompanied his wife, who had learned to speak Russian perfectly, on a one-week trip to Yalta on the Crimean peninsula in the Black Sea. Otherwise, as long as he is wanted by the company and his health allows it, he will continue to be fully active for Jet Aviation and to tap his extensive network. “After all, in the past 40 years I haven’t done anything else.”
Jet Aviation evaluates Skylliance members so that customers do not have to. The growing alliance joins together superior charter operators and makes booking easy.

Evaluating quality and choosing a desirable air-charter operator can be difficult in a fragmented industry that consists of hundreds of operators. Jet Aviation has established Skylliance to simplify this process. All Skylliance members have agreed to provide the high standards of safety, service and customer satisfaction that have long been a hallmark of Jet Aviation.

Skylliance unites charter operators – Focused on quality

Skylliance customers benefit from a single point of entry – the flight coordination center – that is ready to assist them 24 hours a day. Clients do not have to waste time comparing and evaluating individual charter operators, but rather can be confident that Jet Aviation has done this for them.

Jet Aviation audits all members before they join the alliance in order to ensure customer service and comfort well above industry standards. Skylliance members must also have unblemished safety records and have their own procedures in place in accordance with the respective Civil Aviation Authorities (JAR-Ops 1/EASA). To maintain this high level of quality, Jet Aviation will carry out recurrent audits.

“Our goal is to create an alliance that unites operators offering superior quality,” said Christof Aregger, director of operations at Skylliance. “This is a natural extension of Jet Aviation’s insistence on the highest standards within its own business.”

Skylliance was founded in May of 2006 and currently serves Europe. There are six partner operators in the alliance, providing a fleet of 13 planes. Negotiations with additional operators in the U.K., France, Greece and Switzerland are progressing and new partners and aircraft are expected to join the Skylliance program within the next few months. The program aims to increase its fleet to 50 planes over the next two years and to extend its geographic reach to include the Middle East, Asia and North America.

Jet Aviation’s years of activity in these regions give it the experience and contacts to build a successful alliance. Clients flying with Skylliance do not have to make long-term commitments, such as the purchase of aircraft shares or block charter packages, but rather can choose the best possible connection and the most suitable aircraft for a specific journey. The Skylliance fleet offers aircraft ranging from a five-seat Bombardier Learjet to a 28-seat MDC DC 8-72. The alliance is fully independent of aircraft manufacturers. Skylliance partner operators benefit from additional charter revenue and immediate savings on fuel and insurance premiums because of Jet Aviation’s worldwide purchasing power. Additionally, all partners have reduced handling and labor fees at the company’s FBO and maintenance facilities. As a result, Jet Aviation can negotiate discounted rates within Skylliance and offer competitive rates to customers. For more information please call +800 58 158 9000 or visit www.skylliance.com
Jet Aviation’s Privileged TRAVEL™ cards make booking efficient. They also allow clients to save 40 percent off per flight hour costs. Now, the new Red Dress card supports the fight against women’s heart disease.

The Privileged TRAVEL jet card offers customers forty percent off the per flight hour costs on qualifying round trips. This bonus adds to the advantages already provided by one-call booking and guaranteed aircraft availability, making the card an efficient and economical tool for business travel. In essence, a client using a 25-hour card for qualifying round trips would enjoy 35-hours of flight time.

Qualifying flights are round trips that include an average of at least two hours of flying time per day. A two-hour round trip flown in one day would qualify, as would a four-hour round trip flown over two days. A five-day trip that included the ten-hour round trip from Florida to California would also be eligible for the bonus.

If the time flown for a round trip falls just short of the minimum to qualify for the offer, Jet Aviation will allow the client to buy up to 0.9 hours of “non-flown” time in order to meet the qualification. The Privileged TRAVEL cards are available in 10, 25, 50 or 100 occupied hour increments.

No hidden expenses
The jet cards help to keep things clear and easy. Separating business travel expenses from personal ones is simple because customers receive a monthly statement itemizing the cost of each flight. And the client only pays for occupied time in the air. There are no hidden expenses, nor are multi-year contracts or capital investments necessary. Gourmet catering, concierge assistance and a dedicated client representative are all included in the purchased hours. Customers can choose from three different Privileged TRAVEL jet cards. Classic, Elegance and Avant-Garde. Through the Interchange Program, the holder of any one of these cards can arrange to use any size aircraft.
The new Red Dress card

For no additional expense, customers can opt for a card with the Red Dress symbol. The red dress represents The Heart Truth, a national campaign to educate women about the dangers of heart disease. Jet Aviation will donate five percent of the sale price of each of these cards to WomenHeart, the National Coalition for Women with Heart Disease. WomenHeart provides support, information and advocacy for women living with heart disease and is a founding partner of The Heart Truth campaign.

Although one in four American women die of heart disease, most women underestimate their personal risk and do not fully understand the impact of the illness. Support for The Heart Truth can help change this and give women the tools to combat the risk factors of the disease.

To learn more about the way the “privileged” travel, call +1 888 430-JETS (5387).

For more information on The Heart Truth campaign, visit www.hearttruth.gov. To read more about WomenHeart, go to www.womenheart.org.

Santos 100

Brushed stainless steel 43 mm case. Self-winding mechanical movement, Cartier calibre 049 (21 jewels, 28,800 vibrations per hour). Screwed down polished steel bezel assures water resistance to 100 meters. Scratchproof sapphire crystal. Alligator strap with triple deployant buckle.

Cartier

www.cartier.com
La Bella Macchina 2007 - A sight to behold

It was an evening to remember as the stars shone down on a record-setting crowd of 3,200 people that flocked to the seventh annual La Bella Macchina cocktail reception, held this past January at Jet Aviation’s Palm Beach International facility in Florida. Hosted exclusively by Jet Aviation in partnership with Cavallino Magazine and co-sponsored by The Citigroup Private Bank, this truly elegant occasion, acclaimed as a “connoisseur’s celebration of craftsmanship, style, and excellence,” offered notable recognition to the very best on wheels, wings and water.

La Bella Macchina traditionally launches arguably one of the world’s most prestigious automotive events – the weeklong Cavallino Classic. Here, a magnificent collection of Ferraris is gathered together with an equally eclectic group of enthusiasts and owners. Participating in events throughout Palm Beach including a Concorso d’Eleganza on the front lawn of the famed Breakers Hotel, attendees come from all corners of the globe to enthuse over the finest objects on the road, and now, thanks to Jet Aviation, on the water and in the sky.

Jet Aviation’s kickoff event, as always, was impressive.

The atmosphere throughout the imaginatively transformed hangar was electric, the Italian hors d’oeuvres excellent, the exotic Bacardi tropical drinks superb, the Lindt chocolates delectable, the Zino Platinum cigars splendid and the Ferretti yachts magnificent. But it was the backdrop of the fabulous array of 100 classic and vintage Ferraris together and the world’s most impressive and practical personal and business aircraft that really wooed the crowds. “Is this a sight to behold, or what?” enthusiastically commented a well-heeled attendee.

The shining stars inside the hangar were the Embraer

Legacy and new Phenom 300, the Bombardier Learjet 40XR and the Piaggio Avanti P180, with its strong Ferrari connection and Pininfarina design heritage. Dassault’s Falcon 2000EX EASy, the Raytheon Premier, Socata TBM 850, the Adam A700 jet and Cirrus’ SR22 among other aircraft enhanced the event outside.

Maurizio Parlato, CEO and president of Ferrari/Maserati North America, was on hand as the company introduced its new 599 GTB for the first time in South Florida. He spoke with the mingling crowds as they voted for their favorite Ferrari, and after the votes were tallied, Gary L. Dempsey, interim president and COO of Jet Aviation North America, presented the winning owner with the annual Jet Aviation Cup. This year, the people’s choice “Best in Show” award went to Kim and Dana Watkins for their magnificent prized Scaglietti-designed 1962 Ferrari 250 GT SWB Berlinetta.

It wasn’t only glitz and glamour but also important community giving that marks this celebrated event. “The Boys and Girls Clubs of Palm Beach County silent auction is a perfect opportunity for us to give back to the community,” said Gary Dempsey. This year’s effort raised over $25,000 and Mary T. Schwartz from The Citigroup Private Bank and Gary Dempsey presented the check for this very worthy cause.
When Rodolphe Lindt developed “melting chocolate,” he revolutionized the industry. Today, Lindt & Sprüngli combines his legacy with a Swiss tradition for quality and innovation to captivate new generations.

The Swiss eat more chocolate than anyone in the world. The large selection of exceptional local products is a strong temptation, and the average resident consumes over 26 pounds a year. Other countries have not escaped the allure of quality chocolate, with their demand leading to the export of almost 100,000 tons each year. Lindt & Sprüngli has been a vital factor in the popularity of the Swiss specialty, having encouraged interest in chocolate through new creations and established products for over 160 years.

Lindt continues a tradition of enthusiasm for cocoa that began long ago. The Aztec ruler Montezuma II drank 50 cups of cocoa spiced with chili every day for strength. His culture considered cocoa beans a gift from the feathered-serpent god Quetzalcoatl, who descended from heaven carrying a cocoa tree stolen from paradise. Other ancient American civilizations brewed similar drinks from the beans, which they offered to gods or consumed themselves in order to gain the powers attributed to cocoa. The substance was said to provide energy and wisdom, and to have an aphrodisiac effect.

Christopher Columbus came across the beverage on his fourth voyage to the New World, but he found it too bitter. It was not until over 20 years later, in 1528, that the Spanish conqueror Cortes brought cocoa to Europe. Spanish royalty added sugar or honey to the drink and called it “chocolate.” Over the next 100 years chocolate spread among the upper echelons of European society, often dissolved in water, but sometimes also in wine or beer.

In the 18th and 19th centuries, inventors throughout Europe began to manufacture solid chocolate. Switzerland was a leader in this development, which would eventually make chocolate accessible to all people. The manufacturers tried various flavors, such as honey, vanilla and rosewater. They also experimented with different production methods, especially the addition of cocoa butter to make the substance less dry. The resulting chocolates won prizes in international competitions. When Daniel Peter added condensed milk to a cocoa mixture in 1875, creating the first milk chocolate, Switzerland became the most highly regarded chocolate producer in the world.

Rodolphe Lindt joined the competitive Swiss chocolate market when he bought two fire-damaged factories in 1879 and set out to make a better chocolate. At that time, chocolate was extremely slow to dry and was topped with a layer of fat. Lindt turned to his family of pharmacists for advice, and they suggested he stir the mixture for a much longer time. It is said he then left the chocolate to be stirred for three days and three nights, returning to find something very different than the typical chocolate of the time. The new substance was easy to mold and melted on the tongue. He called it chocolate fondant, or “melting chocolate.”

The device Lindt developed for his secret process became known as a conche.

His technique involved stirring the chocolate for long periods of time while cocoa butter was added to the paste. During this process, the cocoa butter melts and coats the chocolate particles, making it smooth and easy to handle. Lindt & Sprüngli continues this tradition, using a conche to create its creamy, smooth chocolates, which are then handcrafted into a wide variety of shapes and flavors. Whether you prefer classic milk chocolate or bold dark chocolate, Lindt & Sprüngli offers something for everyone. So the next time you enjoy a Lindt chocolate, remember the history and tradition behind each bite.
Today, Lindt & Sprüngli has eight production facilities and more than 7,000 employees. Six of the company’s factories are in Europe, while two are in the United States, where the company bought the well-known Ghirardelli brand. Global sales at Lindt & Sprüngli have been increasing steadily, with 2006 revenue reaching more than $2.1 billion.

The chocolate was revolutionary and news of the product spread through Berne, allowing consumers to explore chocolate back to its Central American roots.

Process the miniscule particles of sugar and cocoa were coated with a thin film of cocoa butter, and the bitterness was allowed to escape.

The chocolate was sold in the original wrapper design by Rodolphe Lindt. Chocolate is still sold in the original wrapper design by Rodolphe Lindt.

Today, Lindt & Sprüngli has eight production facilities and more than 7,000 employees. Six of the company’s factories are in Europe, while two are in the United States, where the company bought the well-known Ghirardelli brand. Global sales at Lindt & Sprüngli have been increasing steadily, with 2006 revenue reaching more than $2.1 billion.

The chocolate was sold in the original wrapper design by Rodolphe Lindt. Chocolate is still sold in the original wrapper design by Rodolphe Lindt.

Today, Lindt & Sprüngli has eight production facilities and more than 7,000 employees. Six of the company’s factories are in Europe, while two are in the United States, where the company bought the well-known Ghirardelli brand. Global sales at Lindt & Sprüngli have been increasing steadily, with 2006 revenue reaching more than $2.1 billion.

The chocolate was sold in the original wrapper design by Rodolphe Lindt. Chocolate is still sold in the original wrapper design by Rodolphe Lindt.

Today, Lindt & Sprüngli has eight production facilities and more than 7,000 employees. Six of the company’s factories are in Europe, while two are in the United States, where the company bought the well-known Ghirardelli brand. Global sales at Lindt & Sprüngli have been increasing steadily, with 2006 revenue reaching more than $2.1 billion.

The chocolate was sold in the original wrapper design by Rodolphe Lindt. Chocolate is still sold in the original wrapper design by Rodolphe Lindt.

Today, Lindt & Sprüngli has eight production facilities and more than 7,000 employees. Six of the company’s factories are in Europe, while two are in the United States, where the company bought the well-known Ghirardelli brand. Global sales at Lindt & Sprüngli have been increasing steadily, with 2006 revenue reaching more than $2.1 billion.

The chocolate was sold in the original wrapper design by Rodolphe Lindt. Chocolate is still sold in the original wrapper design by Rodolphe Lindt.
Jet Aviation welcomes Peter G. Edwards as new Group CEO. Jim Ziegler has also been appointed as COO North America, completing the executive management team

Zurich - Jet Aviation announced the appointment of two industry veterans to its executive Group management team at this year’s EBACE convention in Geneva. Peter G. Edwards has been appointed the company’s new Group CEO while Jim Ziegler has been named COO for Jet Aviation North America. With these new additions, Jet Aviation’s executive Group management team is now complete and includes the following members:

- Peter G. Edwards, CEO Jet Aviation Group
  - Began his aviation career in the 1970s at API Research, focusing on aircraft completions and cabin installations, and from 1986 to 1995 was with Gulfstream Aerospace in various senior sales leadership positions. In 1995, he was named vice president of international sales and marketing for Bombardier Aerospace in Canada, and in 2001 became president of Bombardier’s Business Jet Division. Under his leadership, Bombardier introduced many new successful business jets models.
- Jim Ziegler, COO Jet Aviation North America
  - Joined Learjet in Wichita, KS in 1981. From 1995 to 1998 he helped establish and lead Bombardier’s Business Aviation Services (BBAS) network. As general manager, he was responsible for the Wichita manufacturing operations and new aircraft completions centers. Ziegler’s career culminated as the vice president and general manager of BBAS responsible for aftermarket support of all business aircraft until 2004, when he became an independent senior executive consultant.

New completions hangar opens in Basel

Basel - Jet Aviation celebrated the opening of a new completions hangar project by the Saudi Arabia-based Saad Group, this time for an A340-600.

Airbus 340-600 follows an A320-200 for completions

Basel - Shortly after delivering a completed VIP Airbus A320-200, Jet Aviation Basel was awarded another completions project by the Saudi Arabia-based Saad Group, this time for an A340-600.

Designed by Francis Munch of Studio E/Motion, the A320-200 interior features handcrafted artistic paint elements and consists of an executive seating area, two bedrooms with en-suite bathrooms as well as a combined conference/dining area. Additionally, state-of-the-art cabin mood-lighting was installed, which can be adjusted according to the time zone and time of day from sunshine to a star-covered night sky.

The Airbus 340-600, the world’s largest aircraft, arrived at Jet Aviation Basel this April. Prior to its arrival, the company built a full-size mock-up of the aircraft’s 74-meter long cabin with the interior built out of Styrofoam plywood and fabrics for client approval. Features of the aircraft will include various guest suites, bars, lower lobe crew rest arrangements, master bedrooms, dining and private areas as well as first class seating. Delivery of the aircraft to the client is scheduled for mid-2009.

Contact:
Jet Aviation Basel
Tel. +41 58 158 4111
Fax +41 58 158 4004
jetaviation.ch
New wide-body hangar to accommodate Airbus A-380

Basel - A new wide-body hangar at the south zone of the Basel EuroAirport will be ready next year to accommodate aircraft up to the size of an Airbus A-380. Jet Aviation is investing CHF 35 million in the 95 x 100 meter hangar and in additional shops, offices and ramp space. Opening is scheduled for mid-2008 and Jet Aviation Basel will soon begin construction of this largest hangar ever built in the company’s history.

Basel has seen significant growth over the past two years and the new hangar will help to meet client demand for the completion of larger aircraft. This new hangar will be able to simultaneously accommodate an Airbus A-380, an Airbus A340-600 and two Airbus Corporate Jets / Boeing Business Jets. Workshops, engineering offices and logistics facilities will be part of the new complex, and a new taxiway, apron and new access roads will also be constructed.

Contact:
Jet Aviation Basel
Tel. +41 58 158 4111
Fax +41 58 158 4004
jbsl@jetaviation.ch

Newest hangar open for business at Midcoast Aviation

St. Louis - Midcoast’s 119,000-sq-ft hangar 21 is up and running. To accommodate the company’s growing maintenance, modification and completions work, the new hangar - large enough to accommodate as many as 10 super long-range or 16 mid-sized aircraft at one time - brings Midcoast’s St. Louis Downtown Airport campus hangar space to more than 500,000 square feet in eight hangars. The pre-engineered metal structure, the largest ever constructed by Midcoast, features two 270-foot by 135-foot aircraft bays separated by 40,000 square feet of supporting shop space on two floors and incorporates a 5,000-pound freight elevator. The cabinetry and upholstery shops have been relocated to the new building.

Contact:
Midcoast Aviation
Tel. +1 800 222 0422
Fax +1 618 646 8877
info@midcoast-aviation.com

Genoa’s reputation as refurbishment center grows with delivery of a GIV

Geneva - Since Jet Aviation Geneva expanded its services early in the decade to include refurbishment, it has built up an excellent reputation in the market. In February 2007, the facility delivered another refurbished aircraft to a client, this time a Gulfstream IV.

The client, who has a fleet of more than 10 aircraft, wanted his heavily used GIV to undergo an extensive cabin modification. The aircraft arrived in Geneva in September 2006 and the project began, with the seats receiving a new ergonomic shape and upholstery in blue leather. In addition, new carpet, window and ceiling panels, store-away tables, LED reading lights and new wood veneer were installed. To ensure on-time delivery, Jet Aviation's engineers and craftsmen worked closely with the client’s representatives, completing the job in five months.

Contact:
Jet Aviation Geneva
Tel. +41 58 158 1111
Fax +41 58 158 1115
jgva@jetaviation.ch

Hawker 800 receives new cabin interior

London Biggin Hill - It recently took Jet Aviation only seven weeks to finish three extensive jobs on a Hawker 800, including a cabin interior refurbishment, comprehensive maintenance check and exterior painting.

A team of 15-25 engineers, craftsmen and technicians worked side by side at the London Biggin Hill facility to ensure they would meet the ambitious deadline. The refurbishment work included defect rectification, wood repair and refreshing, replacement of all soft-trim on sidewalls and ceiling, seat upholstery and new carpet installation.

Contact:
Jet Aviation London Biggin Hill
Tel. +44 1959 579 600
Fax +44 1959 579 601
jbqh@jetaviation.co.uk
First D-Check on a Piaggio P-180 at Jet Aviation Dusseldorf

Dusseldorf - Jet Aviation Dusseldorf has performed the company's first-ever D-check on a Piaggio P-180 Avanti. Having logged 3,000 flight hours, the aircraft was in for scheduled maintenance and a complete structural check which included extensive Non-Destructive Testing (NDT).

To ensure that deadlines were met, Jet Aviation's engineering team worked very closely with the manufacturer. During maintenance downtime, additional work performed included an avionics system upgrade and cabin refurbishment that included seat-leather treatment, new liners and carpeting. Within only six weeks the project was completed and the aircraft ready for departure.

Contact:
Jet Aviation Dusseldorf
Tel. +49 211 454 970
Fax +49 211 454 3423
jdus@jetaviation.ch

Jet Aviation extends aircraft maintenance capabilities at Biggin Hill

London Biggin Hill - The U.K. and Bermuda Civil Aviation Authorities have both awarded Jet Aviation’s London Biggin Hill facility a maintenance approval certificate for Bombardier Challenger 604 and Challenger 300 aircraft.

With this approval, the company’s U.K. facility is now authorized to perform line and base maintenance for these additional two mid-size and large business jet models. Located only 12 miles from central London, Jet Aviation London Biggin Hill, which also provides FBO and on-site refueling services, is the most convenient gateway to and from the country’s capital.

Contact:
Jet Aviation London Biggin Hill
Tel. +44 1959 579 600
Fax +44 1959 579 601
jbbh@jetaviation.co.uk

Dubai EASA approved as Dassault Falcon Service Center

Dubai, UAE - As a EASA certified repair station (4EASA.145.0317) since February 2007, Jet Aviation Dubai can now perform scheduled and unscheduled maintenance, airframe and engine repairs, avionics modifications, inspections and defect rectifications on European registered aircraft.

In late 2006, the Dubai facility was also named an authorized service center by Dassault Falcon Jet for the Falcon 900 and 2000 family of aircraft.

Contact:
Jet Aviation Dubai
Tel. +971 4 299 4464
Fax +971 4 299 4484
jdxb@jetaviation.ae

Jet Aviation’s Zurich FBO handles record movements during WEF 2007

Zurich - During this year’s World Economic Forum (WEF) a record number of 739 aircraft movements and 1,721 passengers were handled by Jet Aviation’s Zurich FBO in late January 2007. The experienced ground handling crew arranged for transfers to the WEF in Davos, Switzerland by limousine or helicopter service.

Jet Aviation also provided technical assistance, maintenance and fueling services to a wide range of aircraft, from Cessna Citation Bravos to large four-engine Airbus A-340 aircraft. Other aircraft types included Dassault Falcon 900s, various Gulfstreams, Global Expresses, Boeing Business Jets and Airbus Corporate Jets.

Contact:
FBO Zurich
Tel. +41 58 158 8466
Fax +41 58 158 8475
vip.zrh@jetaviation.ch
Singapore FBO unveils new look and expanded services

Singapore – After several months of construction, Jet Aviation’s Singapore FBO introduced its new facility upgrades this spring. The facility’s reception area was remodeled and a new pilot lounge and customer offices were built. Pilots will now find a much larger lounge on the facility’s upper floor with a contemporary look. Services include internet access, and weather and flight briefing workstations. For clients, new customer offices were added featuring the latest state-of-the-art communications technology and a refreshment center.

While the facility is located at Seletar airport to provide 24/7 handling services, Jet Aviation now also offers FBO services supervision for clients who fly to Singapore Changi airport. Additionally, clients can take advantage of the company’s concierge services, including courtesy passenger and crew transportation, hotel and rental car coordination, as well as catering arrangements.

Jet Professionals offers crews on-site physician services

Jet Professionals now offers the on-site medical services of Jan Galla, M.D., a physician with many years of experience in aviation medical examinations. Dr. Galla is FAA certified and offers FAA class I, II and III medical exams for any crew member, and is especially interested in dealing with complex medicals and problems of special issuance. His office is located within Jet Professionals’ headquarters in Teterboro, N.J, and schedules exams to fit clients’ flight itineraries. This convenient service is open to the public for those seeking FAA medical examinations.

Jet Aviation supports Able Flight

Able Flight, a national nonprofit organization, offers people with disabilities a unique way to challenge themselves through flight training, and by doing so, to gain greater self-confidence and self-reliance. They recently announced the winners of their first scholarships in a ceremony held at Atlanta, Georgia’s renowned Shepherd Center, a catastrophic care hospital.

Brad Jones and Stephanie Glassing will take part in an intensive and demanding flight training program designed to provide them with the life-changing experience of learning to fly. Jet Aviation is proud to be a donor to the scholarship program. For more information visit www.ableflight.org

Jet Aviation earns $20 million in charter revenue for managed aircraft clients

Zurich | Teterboro – More than $20 million in charter revenue was generated in 2006 for 12 clients in Jet Aviation’s aircraft management program in the U.S. and Europe. The company now manages more than 200 aircraft in Europe, Asia, the Middle East (EMEA) and North America, with 19 new aircraft recently joining the program. Ten of these owners have made their aircraft available for charter.

“What makes Jet Aviation aircraft management services so attractive is in addition to professionally managing their aircraft, as one of the leading charter services companies in the world, we can provide owners with substantial charter revenue,” said Robert Seidel, senior vice president and general manager of Jet Aviation’s aircraft management and charter services in North America. Juerg Reuthinger, EMEA’s aircraft management senior vice president and general manager adds, “Historically, our clients in the EMEA region always have been hesitant to share their aircraft with others. This, however, has changed within the last few years since we were able to generate good income for aircraft owners which helped to offset some of their operating costs.”

The 19 new aircraft recently joining the program include two Boeing Business Jets, two Bombardier Global Expresses, one Bombardier Challenger 604, one Beechjet, one Challenger 300, one Cessna 680 Sovereign, one Citation XLS, one Hawker 850XP, one Dassault Falcon 2000EX EASy, one Dassault Falcon 900EX EASy, one Dassault Falcon 100, one Falcon 2000, three Gulfstream IV-SPs, one Gulfstream 300, and one Learjet 60.
Masthead and advertisers

Outlook Magazine 01/2007

Published by:
Jet Aviation Management AG
Leona Rustske, Chief Marketing Officer
Zollikerstrasse 22B P.O. Box 586
CH-8034 Zurich / Switzerland
Tel. +41 58 158 8888 / Fax +41 58 158 8885
jmgt@jetaviation.com
Tel. +41 58 158 8888 / Fax +41 58 158 8885
jmgt@jetaviation.com

Project management:
Contract Media Publishing AG
Rolf Leeb / Zurich / Switzerland

Editor-in-chief:
Heinz R. Aebi

Authors:
Rolf Leeb, Stephanie Schwartz, Heinz Aebi, Roland Bücheler, Patrick D. Sniffen, Denise Tona, Mark Patlatz, Ann Heil

Photography:
Alberto Verzago, René Staud, Esther Michel, Roland Schweizer, Kindri Frei, Fred Stacker, Christian Pola, Harald Hoffmann, Roland Bücheler, Unit & Springt, 3D Visualization Service, Image, Curis

Concept and design:
Publicis Werbeagentur AG, Zurich / Switzerland

Printed by:
Sommer Corporate Media GmbH & Co. KG
Weilbingen / Germany

Print run:
30,000 copies

Orders:
jmgt@jetaviation.com

Copyright:
Outlook is published bi-annually. The contents may be reproduced with credit to Outlook, the magazine of Jet Aviation.

Advertising inquiries:
For all advertising inquiries please call
Heinz R. Aebi in EMEA at +41 58 158 8890 or e-mail heinz.aebi@jetaviation.ch
In the U.S. please contact
Patrick D. Sniffen at +1 201 393 6926 or e-mail patrick_sniffen@jetaviation.com

© Copyright 2007 Jet Aviation. All rights reserved.

UBS Leasing AG, a UBS AG subsidiary headquartered in Zurich and with branches in Lausanne and Lugano, specializes in finance leasing, refinancing capital goods and financing and leasing of corporate aircraft. Clients of UBS Leasing include SMEs and group companies, public-sector entities, joint authorities, licensed transport companies and HNWIs. UBS Leasing AG is one of the leading financing companies in Switzerland. Its constant growth is a good indication of the company's proximity to the market and its competitiveness.


Wellendorff rings incorporating an inner revolving ring and the trademark – a “W” with the diamond: made by Wellendorff, made in Germany. www.wellendorff.com

The Julius Baer Group is the leading dedicated wealth manager in Switzerland. The Group, whose roots date back to the early nineteenth century, concentrates exclusively on the fields of private banking and asset management for private and institutional clients. With more than 3,600 employees worldwide, the Group managed clients’ assets in excess of CHF 360 billion at the end of December 2006. The Julius Baer Group’s global presence comprises over 30 locations in Europe, North America, Latin America and Asia. The shares of Julius Baer Holding Ltd. are listed on the SIX Swiss Exchange. www.juliusbaer.com

Bentley was founded in 1919 by the engineer Walter Owen Bentley, also known as W.O. His vision was to create “a good car, a fast car, the best car in its class.” This vision is still valid today. The combination of effortless power, unparalleled comfort, a unique level of craftsmanship with class leading design offers the owner the best in class grand touring driving experience. www.bentleymotors.com

Clarien Leu Ltd came into being on January 26, 2007 as a result of the merger of Credit Suisse’s four private banks – Clarien, Bank Leu, Bank Hoffmann, and BOP Banca di Gestione Patrimoniale – as well as the securities dealer Credit Suisse Fides. It is a leading private bank offering a comprehensive and high-quality range of products and advisory services. www.clarienleu.com

The Maison Cartier has been creating precious objects for 150 years. Each object is designed respecting the three traditional values of the Maison: creativity, authenticity and originality. Cartier collections bear witness to an exceptional heritage. They reflect the tradition and innovation of the Maison. They are the very image of endless inventiveness and creation.

Citi Private Bank. One of the world’s leading private banks, with a history of expertise and intellectual leadership that few institutions can match. We understand that our clients seek to build upon the success their own hard work. We provide capital as well as investment opportunities and act as trusted advisors, designing and coordinating insightful solutions for our clients needs.

Let our experts help you get off the ground. For more information about aircraft finance or our private banking services, please contact Mary Schwartz, Director at 212.559.0561.

“Citi Private Bank” is a business of Citigroup Inc., which provides its clients access to a broad array of services and products available through bank and non-bank affiliates of Citigroup. Not all services and products are provided by all affiliates or are available at all locations. Citigroup, Inc. and its affiliates do not provide tax or legal advice. All credit products are subject to credit approval. Member FDIC, Citibank, N.A. ©2007 Citigroup. All rights reserved.

Investment Products: Not FDIC Insured • No Bank Guarantee • May Lose Value
People are acquainted with the star, the multi-faceted actor. But John Travolta is also a seasoned pilot with more than 5,000 flight hours under his belt, and is certified on eight different aircraft, including the Boeing 747-400 Jumbo Jet. He nurtures a passion for everything that embodies the authentic spirit of aviation. Like Breitling wrist instruments. Founded in 1884, Breitling has shared all the finest hours in aeronautical history. Its chronographs meet the highest standards of precision, sturdiness and functionality, and are all equipped with movements that are chronometer-certified by the COSC (Swiss Official Chronometer Testing Institute). One simply does not become an aviation supplier by chance.