



BIZAV INDIA

VOLUME 12 · ISSUE 1

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EXCLUSIVE

KURT EDWARDS,
DIRECTOR GENERAL,
INTERNATIONAL
BUSINESS AVIATION
COUNCIL (IBAC)

P 8

**GROWTH IS HERE.
THE SYSTEM NOW NEEDS
TO CATCH UP.**

P 4

**BUSINESS AVIATION -
A CATALYST FOR
CORPORATE AGILITY
AND NATIONAL
ECONOMIC RESILIENCE**

P 14

**COUNTING CRORES -
INDIA'S BUSINESS JET
MARKET IS ABOUT
TO BOOM**

P 19

+ MORE...

PAGE 12

G700

**THE AIRCRAFT HAS NOW RECEIVED TYPE CERTIFICATION
FROM INDIA'S DGCA, ONE OF THE WORLD'S MOST
PROMISING BUSINESS AVIATION MARKETS**



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ON THE COVER:

The DGCA certification of the G700 in India, following the G600 and G500, is a significant milestone for Gulfstream. India is described as an increasingly significant and fast-growing market for Gulfstream.

Cover Photograph: Gulfstream

CONTENTS

PAGE 4

BIZAVINDIA CONFERENCE 2026 REPORT **GROWTH IS HERE. THE SYSTEM NOW NEEDS TO CATCH UP.**

BY NEETU DHULIA

PAGE 8

EXCLUSIVE

INTERVIEW DIRECTOR GENERAL, IBAC



KURT EDWARDS, DIRECTOR GENERAL,
INTERNATIONAL BUSINESS AVIATION COUNCIL (IBAC)

PAGE 12

OEM GULFSTREAM **G700 INDIA CERTIFICATION**

BY MICHAEL SWIFT,

GROUP VICE PRESIDENT OF SALES FOR EUROPE, THE MIDDLE EAST, AFRICA AND ASIA PACIFIC, GULFSTREAM

PAGE 14

INDUSTRY ANALYSIS **BUSINESS AVIATION - A CATALYST FOR CORPORATE AGILITY AND NATIONAL ECONOMIC RESILIENCE**

BY JULIAN DSOUZA,

HEAD-AVIATION, ADANI GROUP

PAGE 17

POLICY TAXATION

TAX LIBERATION - THE CATALYST INDIA'S BUSINESS AVIATION HAS BEEN WAITING FOR?

BY NEETU DHULIA

PAGE 19

OPINION CJJ 2026 INDIA

COUNTING CRORES - INDIA'S BUSINESS JET MARKET IS ABOUT TO BOOM

BY ALASDAIR WHYTE,

CO-FOUNDER & EDITOR, CORPORATE JET INVESTOR

PAGE 21

SHOW REPORT AERO FRIEDRICHSHAFEN **ACCELERATING MARKET MOMENTUM**

BY ROHIT GOEL

REGULAR DEPARTMENTS

2 FROM THE EDITOR'S DESK

3 MESSAGE FROM PRESIDENT, BAOA

24 NEWS AT A GLANCE



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SP GUIDE PUBLICATIONS PVT LTD

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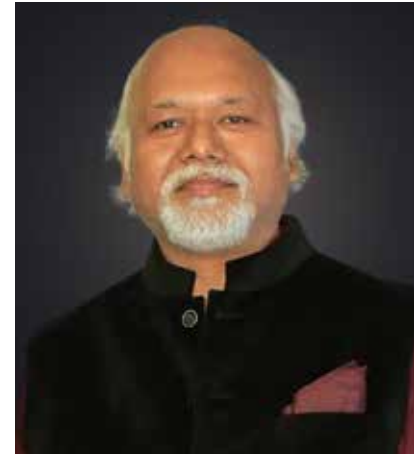
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India's business aviation sector is entering a transformative phase, driven by rising corporate demand and emerging models such as fractional ownership. Industry leaders believe regulatory reforms, rationalised taxation and stronger infrastructure support are critical to unlock this growth.

Dear Reader,

The annual BizAvIndia Conference, held in Hyderabad earlier, captured the sector at an inflection point, where demand for business aviation is rising faster than regulatory and infrastructure support. Neetu Dhulia reports on the conference and how Industry leaders stressed that while India's economic growth is fuelling aviation demand, reforms in policy and operational frameworks are essential to unlock the sector's full potential.

In an exclusive interaction, Kurt Edwards, Director General of the International Business Aviation Council (IBAC), discusses the evolving global business aviation landscape and India's emerging importance within it. Edwards underlines India's long-term growth potential while emphasising the need for stable policy frameworks, infrastructure development and international alignment to support safe, efficient and globally competitive business aviation operations.

In his article, Julian Dsouza, Adani Group Head-Aviation argues that business aviation enables Corporates to operate across India's geographically dispersed industrial hinterland. Using the Adani Group as a case study, he demonstrates how aviation-first deployment across ports, power plants and mining clusters drives economic activation, attracts FDI and builds high-value jobs concluding that GA is the high-speed nervous system of a modern economy.

Gulfstream G700 recently received the DGCA type certification. Michael Swift Group VP Sales, Gulfstream, highlights the significance of this milestone, as the certification reflects India's growing importance for ultra-long-range business jets and underlines increasing demand from Indian corporations and high-net-worth individuals seeking global connectivity and operational flexibility.

India's high taxation regime continues to constrain business aviation growth, particularly following steep GST increases on privately registered aircraft. Neetu Dhulia analyses how rationalised taxation could become a major catalyst for expansion by improving affordability, encouraging fleet growth and attracting investment and that the sector seeks not subsidies but a rational, predictable tax framework.

Corporate Jet Investor recently held their first CJJ India 2026 conference in India. In his opinion piece, Alasdair Whyte, Co-Founder & Editor, Corporate Jet Investor suggests that the market is transitioning from unrealised potential toward tangible expansion supported by policy momentum and growing demand.

The 32nd edition of Aero Friedrichshafen, held April 22-25 in Germany, delivered record participation – 860 exhibitors from 50 countries and approximately 37,000 visitors from 88 nations – with business aviation emerging as the defining growth segment, partly boosted by EBACE's cancellation. Sustainability and electric propulsion also featured prominently. An overview of the show is included in this issue.

All this and more in this issue of *BizAvIndia*. Welcome aboard and we wish you many happy landings!

J. Baranwal
Editor-in-Chief



PRESIDENT



BUSINESS AIRCRAFT OPERATORS ASSOCIATION

Dear Members,

As we enter another important phase for India's business and general aviation sector, I would like to share a brief update on BAOA's continued efforts to engage proactively with policymakers, regulators and industry stakeholders on issues that matter most to our members.

Recent weeks have been particularly challenging due to the evolving geopolitical situation in the Gulf region. Recognising the operational uncertainties this has created, BAOA held a detailed meeting with the Ministry of Civil Aviation and the Directorate General of Civil Aviation to discuss facilitation measures for charter flights and other essential operations in the affected region. I am pleased to share that both the Ministry and DGCA have extended their full support and assured timely assistance to operators wherever required. In such uncertain times, close coordination and collective preparedness remain critical.

Another major issue that BAOA has taken up strongly is the matter of differential Aviation Turbine Fuel (ATF) pricing for non-scheduled operators. This concern continues to adversely impact operating economics and competitiveness. We recently had a constructive meeting with the Ministry, where our concerns were presented in detail. The response has been encouraging, and we understand that the matter is being actively taken up with the Ministry of Petroleum. We remain hopeful that a fair and rational approach will emerge in the larger interest of the sector.

BAOA is also deeply engaged on the issue of airport charges and aeronautical tariffs, particularly at PPP airports. A delegation of BAOA's Governing Board members, along with the Managing Director, recently met the Chairperson of Airports Economic Regulatory Authority of India to advocate for a transparent, uniform and equitable framework for charges and services applicable to business and general aviation operations. We are working closely with the Authority and are submitting comprehensive inputs in response to the relevant consultation processes under the AERA Act. Rational and predictable airport charges are essential to the healthy growth of our sector.

As the Char Dham season approaches, helicopter operations will once again play a vital role in supporting connectivity and pilgrimage services. While BAOA is engaging with the concerned authorities to facilitate smooth and efficient operations, I would also urge all members to place the highest priority on safety. Please ensure strict operational discipline, exercise sound judgment in weather and terrain-sensitive conditions, and make full use of the enhanced safety systems now in place at Kedarnath and Dehradun.

Overall, India's business aviation sector continues to show resilience and long-term promise. Yet, these remain dynamic and demanding times. More than ever, it is important for all of us to remain united, support one another, and continue constructive engagement with government and regulators. BAOA remains fully committed to representing your concerns and working collectively towards practical, balanced and forward-looking solutions for the growth of our industry.

Safe Skies & Happy Landings!

Harsh Vardhan Sharma
President, BAOA.



GROUP CAPTAIN RAJESH K. BALI,
MANAGING DIRECTOR, BAOA
ADDRESSING THE BA/GA INDUSTRY
LEADERS AT BIZAVINDIA 2026
CONFERENCE



Growth is Here. The System Now Needs to Catch Up.

BY NEETU DHULIA

India's business aviation sector is expanding across helicopters, corporate mobility and emergency services. What BizAvIndia 2026 made clear is that growth is now outpacing the system built to support it — from taxation and financing to infrastructure and regulatory capacity. The next phase will be defined not by demand, but by alignment.

AT BIZAVINDIA 2026 - the deliberations were constructive and solution-oriented, reinforcing the growing importance of Business & General Aviation in India's economic framework. But beneath the alignment, BizAvIndia 2026 revealed something

more consequential — an industry that has already begun scaling, and a system that is still adjusting to that reality.

India's business aviation sector is no longer making a case for itself. It is already expanding — across helicopters, corporate mobility, emergency services and emerging technologies. What



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the conference brought into focus was not potential, but friction. Not intent, but execution.

Hosted by the Business Aircraft Operators Association (BAOA), the gathering brought together regulators, policy-makers, operators, financiers, OEMs and service providers in one room. What stood out was not just participation, but convergence. Across sessions, the same issues surfaced repeatedly – financing timelines, regulatory predictability, infrastructure readiness, and the continuing mismatch between how the sector operates and how it is treated. The tone was not defensive. It was direct.

FROM PERCEPTION TO FUNCTION

For years, business aviation in India has been positioned as a discretionary layer – something adjacent to the economy rather than embedded within it. That framing is beginning to change. As Group Captain Rajesh K. Bali noted during the conference, “Speed, efficiency and access are no longer luxuries – they are strategic necessities.” That statement aligns India more closely with global aviation thinking, where business aviation is treated not as an exception, but as a functional part of the mobility ecosystem.



INDIA’S BUSINESS AVIATION SECTOR IS NO LONGER MAKING A CASE FOR ITSELF. IT IS ALREADY EXPANDING – ACROSS HELICOPTERS, CORPORATE MOBILITY, EMERGENCY SERVICES AND EMERGING TECHNOLOGIES.

Kurt Edwards, Director General of IBAC, reinforced that perspective with a reminder that resonates across markets: “Not everyone flying internationally is an airline.” In the United States, business aviation connects thousands of destinations beyond airline networks. In Europe, it underpins time-critical corporate movement across economic centres. In emerging economies, it fills gaps that infrastructure cannot immediately address.

India is now demonstrating similar demand patterns. What remains different is the system surrounding that demand.

FRACTIONAL OWNERSHIP

The discussion on fractional ownership and aircraft management companies reflected an important transition. The model itself is not new. Variants of it have existed in India for years. What is changing is the level of interest – and the urgency to make it workable.

Dr Mahesh Gandhi addressed this with clarity: “Fractional ownership or ownership through SPVs has been here for many, many years... we can structure a solution where multiple co-owners come together.” But he also highlighted the constraint that continues to limit scale: “If you try to raise money without a balance sheet, you will always have this problem... you cannot resolve it.”

From the regulatory perspective, the approach is measured. Atul Maindola, representing the regulator, made it clear that the intent is to enable without over-defining. “Ownership itself is not the issue — responsibility is. A professional aircraft management service provider will hold operational accountability.”

The regulator has deliberately avoided rigid definitions at this stage, allowing the industry to evolve its own structures before formalising them. Yet, the industry question remains. If the model is permitted, why is it still difficult to execute at scale?

The answer lies less in aviation regulation and more in financial clarity and taxation treatment. Until those stabilise, fractional ownership will remain viable in theory, but constrained in practice.

HELICOPTERS: GROWTH VISIBLE, SYSTEMS LAGGING

If one segment clearly reflects the sector’s momentum, it is helicopters. As Rohit Mathur highlighted, with more than 30 inductions in 2025, demand is no longer speculative. It is being driven by multiple segments — corporate mobility, pilgrimage, offshore operations, state requirements and emergency services. As Gaurav Adhikari of Airbus Helicopters observed, “people are not seeing helicopters just as a luxury tool... they are seeing them as a solution.”

The example shared — of a deployment saving over 60 lives within a short period — reframed the role of aviation in public service. Yet, this growth is intersecting with systems that were not designed for it.

Operators continue to face operational inefficiencies stemming from integration into fixed-wing dominated airport environments. Extended taxi times, sequencing delays and access constraints are not isolated issues — they directly affect utilisation and cost efficiency. Regulators have acknowledged the need for change and pointed to ongoing work around dedicated helicopter routes and improved airspace integration. But the transition is gradual.

The question the industry is asking is straightforward: if the demand is already visible, why is infrastructure still reacting to it rather than anticipating it?



SERDAR TAMER, DIRECTOR, BUSINESS DEVELOPMENT, JET SUPPORT SERVICES INC. (JSSI)



FREDERIC LEMOS, HEAD OF MARKETING OPERATIONS PLAN FOR AIRBUS CORPORATE HELICOPTERS (ACH)

THE REAL QUESTION: WHERE WILL GROWTH ANCHOR?

BizAvIndia 2026 didn’t simplify the story — it made it clearer. The industry is growing. Demand is no longer in question. The ecosystem is active. What’s still uneven is execution — the distance between policy and practice, capital and deployment, infrastructure and actual usability. That gap is beginning to show.

For an economy of India’s scale, the base remains small. The country has just over 500 registered general aviation aircraft, including roughly 140 business jets, supported by a little over 90 non-scheduled operators across fixed-wing and rotary segments.

Put that in perspective: the United States operates over 20,000 business aircraft. India, despite its growth trajectory, is still in the low hundreds. This isn’t about demand. It’s about enablement.

And that brings us to the real issue. If taxation, regulation and execution don’t keep pace with the industry’s momentum, where does that growth go? Aviation doesn’t wait, its mobile and it adjusts.

Aircraft can be registered in more predictable jurisdictions. Capital finds more efficient structures. Operations gravitate to environments where decisions are faster and systems are easier to work with. That movement has already begun.

A visible share of Indian-owned aircraft is now being structured and registered outside the country — in places like the UAE, Isle of Man and Cayman Islands. There is no single official number, but across the industry, estimates consistently point to 20–30 per cent of Indian-controlled fleets sitting offshore. That’s not just incidental. It’s a pattern.

Markets like Dubai have positioned themselves accordingly — with clarity, speed and regulatory consistency. So the question is no longer whether India’s business aviation sector will grow. It will. The real question is whether that growth will stay within India’s system — or continue to move to where the system works better. At its core, this isn’t ideological. It’s economic.

Does a high-tax, high-friction structure with limited fleet expansion serve the country better? Or does a more predictable, rational framework — even at lower headline tax — expand the base, increase activity, and generate more value over time?

Because in aviation, value isn’t created at entry. It builds over time — through operations, maintenance, financing, jobs and the wider ecosystem. And in the end, growth doesn’t follow intent. It follows ease.

BizAvIndia 2026 reflected a sector that has moved beyond advocacy and into execution. The conversations were sharper, more grounded, and more candid than in previous years. What emerged was not just a picture of growth, but a recognition that the next phase will depend on how effectively the system aligns with the industry it is meant to support. **BAI**

INDIA VS GLOBAL SCALE

India : ~140 business jets
US : 20,000+ aircraft

The gap is not demand — it’s system readiness. If business aviation is now an economic enabler, why is it still treated like discretionary consumption?

THE FINANCIAL FAULT LINES

THE TAX QUESTION

If there was one issue that sat at the centre of multiple conversations — formally and informally — it was taxation. The sector continues to operate within a structure where effective tax incidence can approach 40 per cent in certain scenarios (particularly for private, non-commercial aircraft). That positioning raises a fundamental question: if business aviation is increasingly an enabler of economic activity, why is it still treated, in parts, as discretionary consumption? This is not just a matter of classification. It has direct implications.

Aircraft acquisition decisions are influenced by tax structures. Financing models are shaped by them. More importantly, registration decisions are increasingly being evaluated through this lens. The question that emerges is not whether taxation should exist — but whether the current structure optimises outcomes.

Is it more beneficial to have a smaller number of aircraft entering the Indian registry under a high-tax regime? Or to rationalise the structure, expand the base, and capture a larger share of economic activity within the country?

Because the economic value of business aviation is not confined to acquisition. It extends into maintenance, training, financing, operations and the broader ecosystem that follows. That



value either develops domestically or shifts elsewhere.

FINANCING: THE SPEED GAP

The financing discussion was perhaps the most candid. There is no shortage of capital. As Dr Mahesh Gandhi put it succinctly, “money is green — wherever you bring it from.”

The constraint lies in access — specifically, the speed and consistency with which capital can be deployed within the Indian system. Sanjeev Choudhary of JetHQ highlighted the issue in practical terms: “In the US, the deposit is wired in six hours... in India, we lose the aircraft because we can’t move in time.”

This is not a regulatory barrier. It is a process issue — involving banking timelines, internal interpretations and transaction execution. Lovejeet Singh reinforced this point: “Every bank, every branch has a different interpretation.”

In a global market where aircraft transactions are time-sensitive, such inconsistencies translate directly into lost opportunities. The broader question is whether India’s financial ecosystem is equipped to support an asset class that operates at global speed. [BAI](#)

— By Neetu Dhulia

STRENGTHENING THE ECOSYSTEM

TECHNOLOGY, OEM ENGAGEMENT AND FUTURE READINESS

The OEM and technology showcase underscored alignment with India’s long-term aviation vision. Oren Katzen of Boeing Business Jets described the evolving buyer mindset: “Customers look at the full picture — not just acquisition, but lifecycle value.” This reflects a maturing market — one that is increasingly aligned with global standards.

Global manufacturers and service providers are increasingly positioning themselves within the Indian ecosystem not just as suppliers, but as long-term partners. At the same time, the industry is undergoing a quieter transformation. Globally, structured maintenance programmes and digital tracking systems are standard. In India, adoption is still evolving.

As highlighted during the JSSI presentation, “Poor maintenance tracking doesn’t just affect operations... it affects aircraft value.” In a market where asset credibility is tied as much to documentation, as to the condition, this becomes critical.

Discussions around advanced air mobility and eVTOL also reflected a balanced view — acknowledging opportunity, while recognising that deployment will depend on regulatory readiness, infrastructure and integration with existing air-space systems.



BEYOND AIRCRAFT: SAFETY, SYSTEMS AND HUMAN FACTORS

As the discussions progressed, the focus expanded beyond aircraft and infrastructure to include systems and people. Dr Surendra Sodhi brought attention to a growing concern in aviation safety: “Mental health is now the major concern in aviation... pilots are part of society.”

This reflects a global shift in safety thinking — from mechanical reliability to human performance and well-being. Operational efficiency, too, is increasingly dependent on

systems — maintenance tracking, payment solutions, connectivity. These are not peripheral issues. They influence compliance, uptime and asset value. The industry is becoming more data-driven. The ecosystem around it must adapt accordingly.

CAPACITY AND PREDICTABILITY

Running through all these discussions is a quieter, structural issue — capacity. As fleet sizes increase and operations become more complex, regulatory bandwidth becomes critical. Predictability, which operators consistently emphasise, depends not just on policy, but on execution capability. Recent indications of staffing gaps within the regulatory system add context to this concern. As the industry grows, the system must grow with it. [BAI](#)

— By Neetu Dhulia

EXCLUSIVE



KURT EDWARDS,
DIRECTOR GENERAL,
INTERNATIONAL BUSINESS
AVIATION COUNCIL (IBAC)

PHOTOGRAPH: IBAC/BIZAVI / X

Global Tailwinds, Indian Headwinds

While business and general aviation is thriving globally, India has some catching up to do. **Director General of IBAC, Kurt Edwards** speaks exclusively with **Jayant Baranwal, Editor-in-Chief**, on unlocking India's business aviation potential.

Jayant Baranwal (Baranwal): Can you share about the overall global business aviation status — some pluses and minuses?

Kurt Edwards (Edwards): The industry overall is doing well. You may recall that during the pandemic, while initially — as all of aviation did — we took a dive in terms of numbers of operations. But then folks quickly realised that business aviation provided them the safety and security they needed to fly. And so, we bounced back quite early, relative to the airlines, and the levels of activity were quite high after the first few months of the pandemic.

We're coming back now to levels of activity that are closer to the 2019 levels, but they were still pretty good. There are some places where it may not be quite as active. China, for example, has slowed down a bit. Europe is a little bit slower than North America. But nonetheless, overall business aviation is doing well.

Baranwal: So, are you saying that we are still a little far from the pre-COVID era?

Edwards: I mean, we have come down from that peak, yes. But we are at about the same levels as we were pre-COVID, or maybe a little bit higher.

Baranwal: A little bit higher?

Edwards: A little bit, in some cases, yes.

Baranwal: Can we divide the global market into two — the supplier market and the buyer's market? Because supplier countries are very few, while buyer countries can be enormous.

Edwards: When you're talking about buyers and suppliers, are we talking about charter operators or manufacturers?

Baranwal: Sellers — the manufacturers.

Edwards: My understanding is that the manufacturers are in a very good spot right now. They have very good book-to-bill ratios, so they've got backlogs, which is always good.

The key thing to look at, and I haven't seen the most recent figures, is where we are on the number of used aircraft on the market. If there are very few, that means we're doing very well. If there are many, that means we're not doing as well. The last time I checked, maybe three or four months ago, we were in a

place where there were relatively fewer used aircraft available, but perhaps that was softening a bit.

Baranwal: Since you have spoken about the used aircraft, is that a kind of challenge for brand-new aircraft sellers?

Edwards: Apparently not, because they've got a backlog. All of them have backlogs in terms of new aircraft sales. There are a lot of people that would prefer buying new aircraft from the very beginning and are willing to wait. In the meantime, they're chartering or there are fractional owners.



WHEN YOU LOOK AT THE SIZE OF INDIA'S POPULATION, WHEN YOU LOOK AT ITS GROUND INFRASTRUCTURE, WHEN YOU LOOK AT GDP, THERE'S ALL KINDS OF POTENTIAL TO GROW

Baranwal: So, both are on the same level in terms of their potential customers — the users?

Edwards: What I'm hearing is that if you want a new aircraft immediately, it's not going to happen. You're going to get in line. And so, if you want a used aircraft, depending upon the type of aircraft, that market may be extremely competitive.

Baranwal: How about the safety standard in BA and GA? Is it progressing well? The rate of undesirable incidents is lower now or what?

Edwards: Well, we had the unfortunate accident yesterday here in India, which was terrible. We'll have the investigation and we'll understand what happened.

The safety space is one that we have to always be vigilant in. We are as successful as our safety record, correct? So, it's critical among all operators to pay attention that way.

From our point of view, in IBAC, we have a global voluntary code of best safety practices. So, we are promoting that around the world. Since its inception, more than a thousand operators have implemented it. At its core, it is the safety management system concept.

We've also introduced a similar programme for ground handling — those people that handle business aviation aircraft. So, we have the IS-BAH programme, which has brought SMS to ground handling. More than 350 locations around the world have adopted that.

So, when I look at the uptake of these two standards, what I'm seeing is that there's a definite desire to demonstrate excellence

INTERVIEW DIRECTOR GENERAL, IBAC

in safety. And that's important. We always have to keep promoting that and be conscious of that.

Baranwal: It appears that in this part of the world, the Middle East is a big market. Can you tell us why? And how do you see the South East Asian market compared to the Middle East?

Edwards: My perception is that in the Middle East market, there is a desire for mid- and large-sized cabin aircraft that can do long range — to reach Europe, to reach North America, to reach East Asia and Australasia. And, Middle East has the necessary resources to purchase these aircraft.

There's also the regulatory framework, which is very open to business aviation in the Middle East. And we were at the MEBAA Show in December 2024, and I think Airbus ACJ had a major announcement and I heard the buyers there. The manufacturers are very happy to go there. It's a highly receptive marketplace in that region.

Clearly India, from the most recent figures that I saw, has only about 295 turbojets and turboprops based here. And when you look at the size of its population, when you look at its ground infrastructure, when you look at GDP, there's all kinds of potential to grow that. It's important for the government and the industry to work together to put in place the right policies to enable it — but enable it in a safe way.

Baranwal: What are the overall average taxation levels for private aircraft ownership around the world?

Edwards: It's a hard one to answer specifically, but it varies from market to market. We were just talking in the panel earlier today — someone gave the example of the United States, which now offers 100 per cent depreciation on your aircraft when you buy it.

I was also learning about the GST tax issue here in India going from, what, 28 per cent to 40 per cent recently?

Baranwal: Yes, 28 per cent to 40 per cent.

Edwards: So that's not helpful, obviously, right? Canada, a few years ago, put in place a luxury tax on all products over \$1,00,000 — not just aircraft, but automobiles, boats, that type of things. It wasn't specifically aimed at aircraft, but it was written such, that from a certain point in 2021 onward, any new item above that price would be taxed an extra 10 per cent. Even 10 per cent was dissuasive when you think about how much a business jet costs.

In the business aviation world, that luxury tax had an unintended consequence of incentivising operators, buying aircraft for their fleet, to buy older aircraft — aircraft that were less fuel efficient and producing more emissions. That was the opposite of what the government wanted at the time, but it did not matter, and they still did it. So overall the Canadian fleet became a little less efficient.

The new government that came in recently found that the luxury tax was anti-competitive and not helpful. When they

presented their new budget late last year, the luxury tax disappeared. So, it really was not bringing in the funds that the previous government thought it would, and it was unhelpful to the economy.

So, you can imagine Bombardier was probably pretty happy when that went away.

Baranwal: Let me be the devil's advocate. I would say private aircraft or helicopters are the toys of the richest people in the world. So, if the government is taxing such toys, are they really wrong? If the government is imposing higher taxes on these machines owned only by the richest people, why should we say that it is not correct, the higher level of taxes?

Edwards: I suppose the way of looking at tax policy generally is putting in place policies that are fair and appropriate. I'm not saying don't tax the rich, but if you're putting tax policies in place, you want to make sure they're for the right reasons and structured to incentivise bigger purposes.

Placing a 40 per cent GST on an aircraft is significant. And when you have a national plan that by 2047 you want India to be at a certain level of economic activity generated by industries including aviation, a 40 per cent tax on private aircraft is not going to help you reach that goal — at least in the short term.

So, my point of view is this industry is not saying it doesn't want to pay into the systems that allow it to work. But you need tax policy that is smart and reasonable. Fundamentally we already pay into the system our fair share for operations and the infrastructure development. Beyond that, governments need to think smartly about what they put in place.

Baranwal: Is the US, which is the largest market, still facing bureaucratic

hurdles?

Edwards: Which hurdles are you thinking about?

Baranwal: I mean initiatives like No Plane, No Gain — now evolved into Climbing Fast — all these are structured to push the government for incentives and support. Why should they constantly do so?

Edwards: North America, especially the United States, is unique in business aviation. Private aviation, General Aviation, started there first. Commercial aviation came later. There's always been this long history of aviation in the US beginning with private operators — recreational flying, aerobatics, inventing aircraft. The commercial side grew out of that. Elsewhere in the world, the first time many people saw aircraft, it was an airliner arriving somewhere remote. That shaped how aviation was perceived.

The United States currently has an administration quite favourably disposed to business aviation. It's under the current administration that the 100 per cent depreciation tax provision came into law. So, there are probably fewer perceived hurdles to



WHEN YOU HAVE A NATIONAL PLAN THAT BY 2047 YOU WANT INDIA TO BE AT A CERTAIN LEVEL OF ECONOMIC ACTIVITY GENERATED BY INDUSTRIES INCLUDING AVIATION, A 40 PER CENT TAX ON PRIVATE AIRCRAFT IS NOT GOING TO HELP YOU REACH THAT GOAL



KURT EDWARDS LAYS EMPHASIS ON SAFETY IN THE SECTOR AND BELIEVES THAT THE INDUSTRY IS ONLY AS SUCCESSFUL AS ITS SAFETY RECORD

business aviation in the US now at the federal level, though there may be local battles around airports in certain cities. Generally, though, aviation is a welcome activity in the US.

There's also an important initiative developed by several associations — one is the Alliance for Aviation Across America. This group works with local mayors, councils, governors and communities to demonstrate how many jobs aviation supports. You can look at any state and see employment figures down to the city level.

Separately, the No Plane, No Gain campaign evolved into something called Climbing Fast. It highlights the economic and societal benefits of business aviation and also the industry's commitment to sustainability.

Every new aircraft generation is more fuel-efficient than the last. Business aviation tends to be an early adopter of technologies. Winglets first appeared on a Learjet in 1976, and now they're everywhere. They reduce fuel burn by up to five per cent. Glass cockpits, composite materials — all of that has contributed to more efficient aircraft.

The industry is also a strong supporter of sustainable aviation fuel. We want to see greater production and uptake. We know distribution will be difficult, so we also advocate for a concept called book and claim. You can be in Delhi uplifting traditional jet fuel but purchase SAF credits. The equivalent SAF is uplifted somewhere else where it's available, but you receive the environmental benefits for reporting purposes. Right now, book and claim are done informally. We're working with ICAO's

Committee on Aviation Environmental Protection to establish guidance so operators worldwide can benefit transparently.

Baranwal: Some people in the industry say SAF may not really reduce emissions compared to traditional fuel. Is that true?

Edwards: Yes, it does reduce emissions. The question is to what degree. The feedstock, transportation, and production all involve emissions, so lifecycle analysis matters. But overall, there is a reduction. The goal is to reduce lifecycle emissions further over time so SAF's benefits become even stronger.

Baranwal: Is it expensive at this stage?

Edwards: It depends where you are. Some studies in the US have found SAF at price parity in certain locations, while in others it's higher. But when you factor it into total yearly operating costs, the increase is relatively small — single-digit percentage points. So it's not as dramatic as people assume.

If you compare gallon to gallon, yes, you see a difference. But within total operating costs, the increase is minimal.

Baranwal: And the milestone year is 2050?

Edwards: Right. The global aviation industry — airlines, manufacturers, airports, everyone — along with ICAO member states, has agreed on a goal of net-zero carbon emissions by 2050.

It would be wonderful if that meant zero emissions entirely, but aviation is a hard-to-abate sector. Some offsetting and carbon sequestration will be necessary. That's why the goal is net zero. **BAI**



PHOTOGRAPHS: Gulfstream

MICHAEL SWIFT,
GROUP VICE PRESIDENT
OF SALES FOR EUROPE,
THE MIDDLE EAST,
AFRICA AND ASIA PACIFIC,
GULFSTREAM

G700 India Certification

BY MICHAEL SWIFT,
GROUP VICE PRESIDENT OF SALES FOR
EUROPE, THE MIDDLE EAST, AFRICA AND
ASIA PACIFIC, GULFSTREAM

These certifications recognise the unparalleled safety of our next-Generation aircraft and the advantages they will bring to India's business aviation environment

EARNING G700 CERTIFICATION FROM the Government of India, Office of the Director General of Civil Aviation, is a great achievement for Gulfstream and a fitting milestone in the context of our presence in the country, especially as it follows the certification of the G600 and G500, late last year. These certifications recognise the unparalleled safety of our next-Generation aircraft and the advantages they will bring to India's business aviation environment.

The Gulfstream Symmetry Flight Deck is the cornerstone of these safety advantages. Designed by pilots for pilots, it features civil aviation's first electronically linked active control sidesticks, the industry's most extensive use of touchscreen technology and Gulfstream's Enhanced Flight Vision System. It was purposefully designed to be simple and intuitive, reducing the crew's workload and increasing time saved. Ten touch-screen controllers are structured to align with the aircraft's phases of flight, creating an intuitive environment that helps pilots move quickly and efficiently through systems in the order intended by the checklist. Power-up to taxi can be achieved in less than 10 minutes instead of the typical 20. In addition, because the sidesticks are actively linked, pilots can instinctively feel each other's control inputs or the inputs from the autopilot. This tactile feedback provides nonverbal communication between the pilots and an unprecedented awareness of flight-control inputs.

Not only does the flight deck technology of Gulfstream's next generation fleet greatly enhance safety, the cabin environment also protects passenger health and wellness, which is very important to operators in India. With 20 Gulfstream panoramic oval windows, the industry's lowest cabin altitudes at the highest elevations and 100 per cent fresh air replenished every two minutes, the Gulfstream Cabin Experience practically gives passengers the ability to arrive at their destination feeling more refreshed than when they departed.

In addition, the G700 includes the all-new ultrahigh-definition dynamic circadian lighting system, an optional feature capable of replicating sunlight. The Gulfstream-designed system mixes warm white, cool white and amber LED lights and



G700 FOLLOWS G600 AND G500 INDIA VALIDATIONS, REFLECTING GROWING DEMAND

spans from 0.01 brightness to 100 per cent, allowing it to simulate sunrise to sunset. The lighting can also be programmed individually for each cabin zone, tailored to passenger preferences and specific activities, such as dining or working.

This cabin environment becomes even more important to operators when they are using the G700 to its fullest and spanning the globe nonstop from India with ease. Even with the most spacious cabin in the industry, this is made possible thanks to the combination of all-new, high-thrust Rolls-Royce Pearl 700 engines and the Gulfstream-designed aerodynamic wing and winglets. The aircraft can fly 7,750 nautical miles/14,353 kilometers at Mach 0.85 or 6,650 nm/12,316 km at Mach 0.90 and link New Delhi to New York at Mach 0.87 or Mumbai to London at Mach 0.90 – flying regularly at Mach 0.90 saves customers a significant amount of time, allowing them to get to their destinations more quickly and with more time to do business on the ground. It also contributes to lower annual expenses for maintenance, parts and services, and shorter crew days for even safer operations.

India is becoming a significant market for Gulfstream, and we are seeing great interest in our products in the region. Achieving certification for the G700, G600 and G500 unlocks even greater opportunities, and we look forward to growing the fleet here. **BAI**



PHOTOGRAPH: Julian Dsouza

JULIAN DSOUZA
HEAD-AVIATION,
ADANI GROUP

Business Aviation - A Catalyst for Corporate Agility and National Economic Resilience

BY **JULIAN DSOUZA**
HEAD-AVIATION, ADANI GROUP

In an era where speed defines success, business aviation emerges as a strategic enabler—driving corporate agility, bridging infrastructure gaps, and strengthening economic resilience across India’s rapidly evolving industrial landscape

IN TODAY’S GLOBALISED ECONOMY, the velocity of capital is inextricably linked to the velocity of decision making by the decision-makers. This article examines business aviation not as a luxury, but as a “Time-Compression Engine” that bridges the infrastructure gap in emerging economies. Using the Adani Group and other Indian industrial champions as case studies, we analyse how General Aviation (GA) acts as the foundational layer for regional development, fiscal contribution, and human capital optimisation.

THE VELOCITY OF VALUE

Beyond Executive Travel, in the high-stakes arena of global enterprise, time is the only truly non-renewable resource. While capital can be raised and assets acquired, lost time is irrecoverable. For modern corporations, the ability to be present at the “point of impact” is a strategic necessity. Business aviation has transitioned from a symbol of status to a Force Multiplier, meeting this necessity. Unlike scheduled commercial aviation, constrained by rigid hub-and-spoke models, Business Aviation offers:

- **Point-to-Point Fluidity:** Bypassing congestion at primary hubs to utilise regional airstrips closer to industrial assets.
- **The Mobile Command Center:** Providing a secure, “STIF” (Sensitive Compartmented Information Facility) equivalent environment for M&A and strategic negotiations mid-flight.
- **Agility in Crisis:** The capability to deploy technical teams or leadership within a two-hour window, often deciding the outcome of regulatory or operational flashpoints.

BRIDGING THE “LAST MILE”

Industrial India’s economic geography

is characterised by a “Hinterland Paradox”. While financial centers are well-connected, the primary engines of GDP—mines, refineries, and ports—are often located in remote coastal or mineral-rich belts. Business aircraft serve as the first connectivity layer for:

- **Greenfield Industrial Zones:** Where surface infrastructure (rail/road) is still in the gestation phase.
- **Coastal Maritime Hubs:** Connecting offshore assets and port terminals to central command.
- **Regional Agglomeration:** When leadership reaches Tier-2 and Tier-3 cities, they bring “The Network Effect”—capital, global standards, and ancillary industries follow.

THE MACROECONOMIC MULTIPLIER

The influence of this sector operates as a structural contributor to national health across three primary dimensions:

- **The Knowledge Economy & High-Value Jobs:** General Aviation sustains a workforce at the apex of the pyramid. From Type-Rated pilots to Licensed Avionics Engineers (LAE) and safety and security auditors, the sector fosters specialised skills that are globally portable and bolster the national aerospace ecosystem. General Aviation is usually the Knowledge, Skills and Attitude training ground of the commercial aviation industry by training rookies of the industry to professionals serving the big and mighty airlines.
 - **Fiscal and Infrastructure Contributions:** The sector is a significant “net contributor” to the exchequer through:
 - **Direct Revenue:** Landing/navigation fees and high-bracket GST on non-scheduled operations.
 - **Infrastructure Lead:** Private demand for FBOs (Fixed Base Operators)



BUSINESS AVIATION IN INDIA HAS TRANSITIONED FROM A SYMBOL OF STATUS TO A FORCE MULTIPLIER, ENABLING PRESENCE AT THE ‘POINT OF IMPACT’ AND THE BRIDGING THE ‘LAST MILE’ CONNECTIVITY



THE ADANI GROUP UTILISES GENERAL AVIATION AS A FOUNDATIONAL LAYER OF VIABILITY, WITH THE INDUCTION OF STOL AIRCRAFT SUCH AS THE PILATUS PC-24 FURTHER ACCELERATING THIS EFFECT.

and MRO (Maintenance, Repair, and Overhaul) facilities often justifies the modernisation of secondary airports, which eventually benefits scheduled commercial players and the UDAN scheme.

- **Human Capital Sustainability:** By eliminating “Travel Friction”—queues, layovers, and fatigue—corporations treat aviation as a Sustainability Strategy for their most expensive asset - their leadership’s cognitive bandwidth.

CASE STUDY: THE CONGLOMERATE MODEL (ADANI GROUP)

The Adani Group’s trajectory provides a definitive template for aviation-led growth. Spanning ports, renewables, and defence, their operations are inherently asset-intensive and geographically dispersed. With "Aviation-First" deployment in regions like the Kutch coastal belt, or the forested mineral districts of Chhattisgarh and Odisha, the Group utilises General Aviation as a foundational layer of viability.

- **At Mundra:** Private aviation facilitated the arrival of global partners and lenders long before it became India’s largest private port.

Induction of STOL aircraft like the Pilatus PC-24 has accelerated this effect further. Building of VFR uncontrolled Airstrips with less than 5,000 ft runways are serving the projects like Khavda, Annapur Power Plant, Dhamra Port, Krishnapatnam Port, capable of bringing in PC-24 aircraft, has narrowed the gap. The project Engineers, The Technical Experts, and The Leadership can reach the projects in a matter of hours, if not minutes.

- **Governing the Hinterland:** Helicopters provide the “oversight bridge” for mining and power clusters, ensuring safety and governance in areas where surface transport was hampered by monsoons or terrain.

- **Institutionalising the Sector:** Through airport ownership and the Adani Defence & Aerospace partnership with Leonardo, the group is now bridging the gap between civilian utility and domestic helicopter manufacturing. Peer Industry Patterns. The "Infrastructure Follows Capital" model is echoed by other national champions:
- **Reliance Industries:** Transformed Jamnagar into a global refining nerve center via consistent, specialised air connectivity for global OEMs.
- **JSW & Tata Steel:** Utilised business and general aviation to manage distributed manufacturing at sites like Vijayanagar and Kalinganagar, proving that industrial confidence is built on the speed of access.

POLICY IMPLICATIONS

In the case of Aviation as National Infrastructure, for policy-makers, the conclusion is clear - General Aviation traffic is a leading indicator of economic activation. It proves routes, de-risks remote projects, and attracts Foreign Direct Investment (FDI) by signaling a “Ready-to-Operate” environment.

CONCLUSION

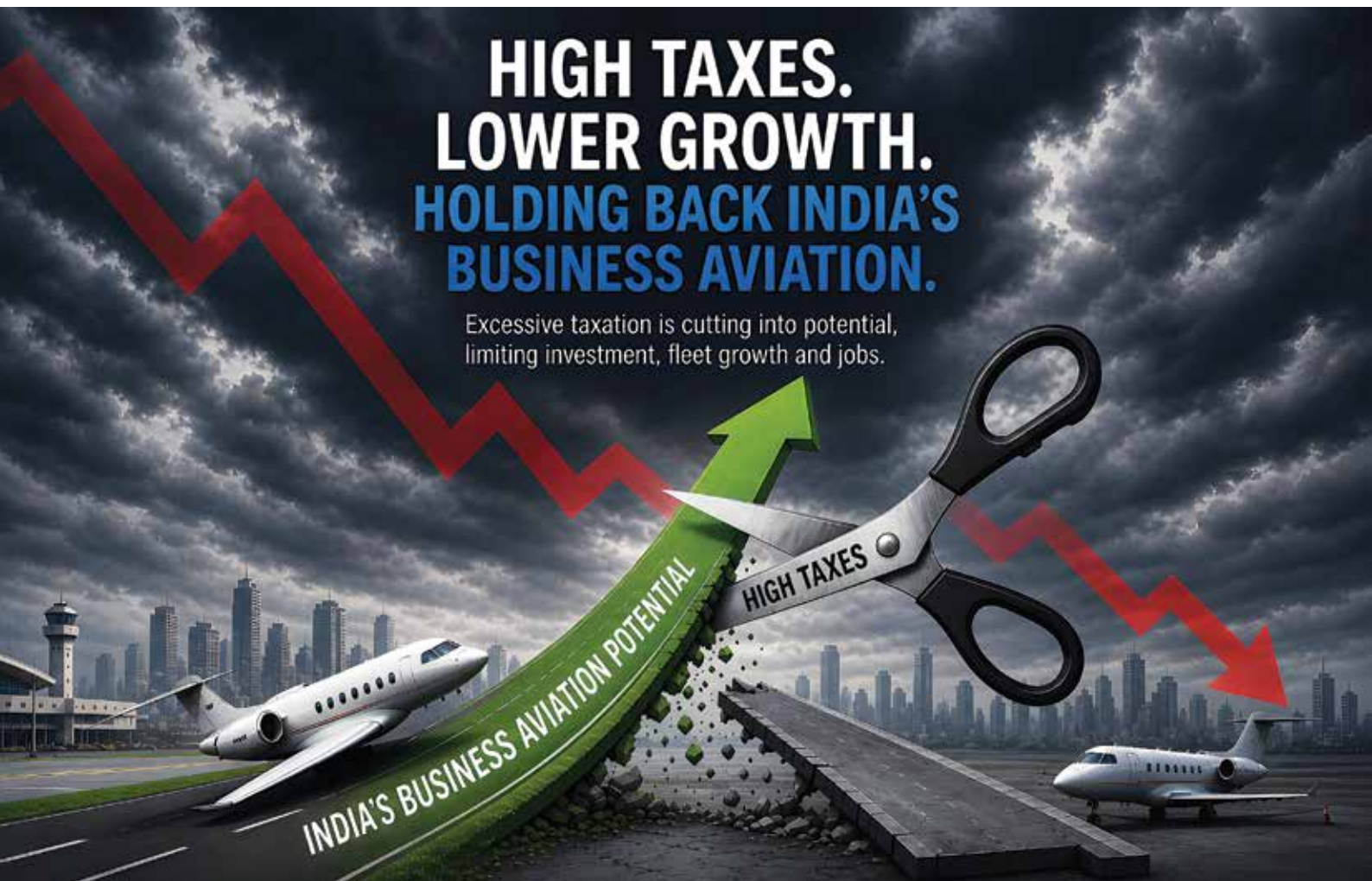
The New Boardroom Business aviation is the high-speed "nervous system" of a modern economy. It integrates remote regions into the national narrative, protects human capital, and ensures that the pace of Indian industry matches the pace of global opportunity. In the coming decade, the sky will not merely be a corridor for travel, it will be the boardroom where national prosperity takes flight. BAI

The author is a retired Wing Commander from Indian Air Force and is Head of Aviation at the Adani Group.

PHOTOGRAPH: Sarthak Baranwal / SP Guide Pubns

HIGH TAXES. LOWER GROWTH. HOLDING BACK INDIA'S BUSINESS AVIATION.

Excessive taxation is cutting into potential, limiting investment, fleet growth and jobs.



Tax Liberation – The Catalyst India's Business Aviation Has Been Waiting For?

BY **NEETU DHULIA**

India's business aviation sector is grappling with a steadily rising and unpredictable tax regime that now significantly impacts growth. The debate is no longer about lowering GST, but about aligning taxation with the sector's economic role and ensuring policy clarity.

AT A RECENT INDUSTRY discussion, the conversation turned — inevitably — to tax. Not as a side issue, but as the defining factor shaping how India's business aviation market is evolving. The question was straightforward — would rationalising GST unlock demand? The answers pointed to something deeper.

There was a time — not too long ago — when the tax burden on general and business aviation was effectively negligible. In the pre-2007 era, aircraft imports operated in a relatively open environment, with limited fiscal friction. That changed gradually, then decisively.

Over the last two decades, the sector has moved from near-zero incidence to a structure where effective taxation can approach 40 per cent, particularly for private, non-commercial aircraft. The progression has been steady — 25 per cent, then 31 per cent, and now, in certain cases, significantly higher.

For the industry, the concern is not simply the rate — but the direction. As one participant observed during the discussion, "Experience has shown that the more you push for rationalisation, the higher it seems to go."

That sentiment reflects a growing unease — not with taxation itself, but with the absence of a clear long-term framework.

There is, of course, a counter-view. In policy circles, comparisons are sometimes drawn with periods when even essential commodities saw significant distortions in pricing and trade policy — occasionally expressed in exaggerated terms such as "600 per cent on wheat." The implication is that business aviation is not uniquely burdened.

But such comparisons, while provocative, miss a key distinction. Because business aviation is not a consumable. It is an enabler of economic activity.

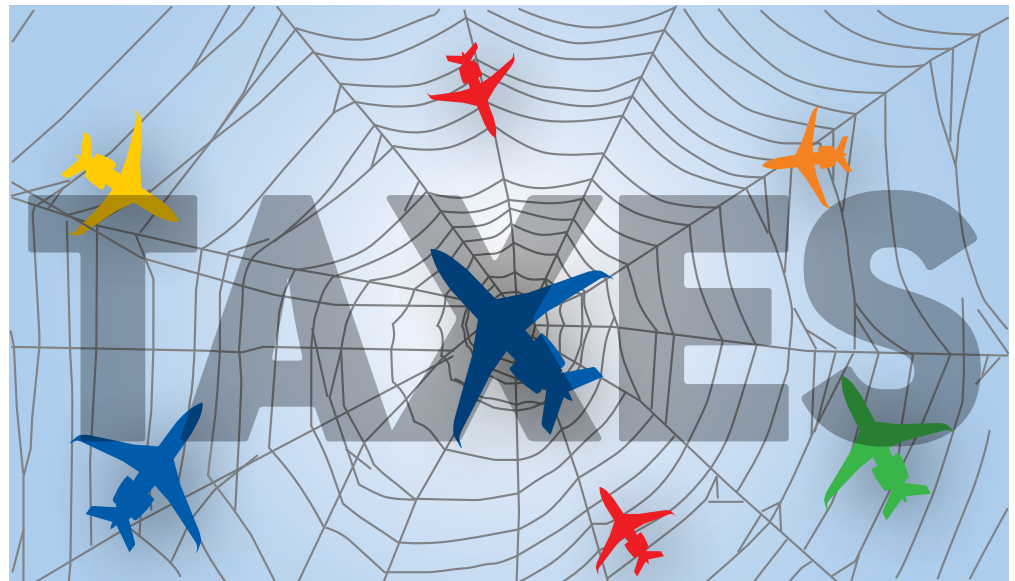
India's own policy history offers a useful reminder. In 2007, the government procured wheat domestically at around ₹850 per quintal, while paying nearly ₹1,600 per quintal for imports during a supply shortfall. The decision was driven by necessity — but it also illustrated how policy design, rather than market fundamentals alone, shapes economic outcomes. The relevance for business aviation is clear.

The industry is not seeking subsidies, viability gap funding, or preferential treatment. Unlike sectors such as regional connectivity, where support mechanisms are built into the model, business aviation is asking for something more fundamental — a rational and predictable tax structure that reflects its evolving role in the economy. Because the ask is not for support. It is for alignment.

The industry is not arguing against taxation. It is asking whether the current structure is aligned with the role business aviation is now playing because that role has changed.

Business aviation today supports corporate mobility, connects regions beyond airline networks, enables emergency response, and underpins time-sensitive economic activity. In that context, taxation becomes not just a fiscal tool, but a strategic one. The question, then, is not whether the sector should be taxed — but whether it should be taxed in a way that enables growth or constrains it.

There is also a practical dimension. As aircraft management models evolve, some operators may move into structures that mitigate the highest tax incidence. But that is not the same as



systemic clarity. It is adaptation — not resolution. And adaptation has its limits.

Globally, the pattern is clear. In markets such as the United States, taxation frameworks are designed to support utilisation. In Europe, fiscal policy broadly aligns with operational realities. The result is scale — in fleets, infrastructure, and ecosystem depth.

India has the ingredients to follow a similar trajectory — demand, capital, and expanding use cases. What it needs is alignment. Today, the risk is not that growth will stall. It is that growth will be structured elsewhere.

Aircraft ownership is already becoming more flexible. Registries are becoming more global. Capital is increasingly mobile. And aviation, by its nature, responds quickly to friction.

If India's objective is to emerge as a leading business aviation hub in Asia, the path is clear. Not lower taxes alone — but rational, predictable, and consistent ones. Because in the long run, the choice is not between taxation and growth, it is between capturing that growth within the system — or watching it move beyond it.

In aviation, the system that enables movement ultimately determines where growth resides. **BAI**



THE INAUGURAL EDITION OF CORPORATE JET INVESTOR (CJI) INDIA 2026, HELD IN NEW DELHI BROUGHT TOGETHER INDUSTRY LEADERS FROM THE BUSINESS AVIATION SECTOR POINTING TO A VISIBLE SHIFT IN MOMENTUM IN THE SECTOR, DRIVEN BY ECONOMIC EXPANSION, RISING DEMAND FOR CORPORATE MOBILITY AND A GRADUAL EVOLUTION IN POLICY THINKING

Counting Crores – India’s Business Jet Market is About to Boom

BY **ALASDAIR WHYTE**
CO-FOUNDER & EDITOR,
CORPORATE JET INVESTOR

PHOTOGRAPHS: Corporate Jet Investor

ECONOMISTS SPEND A LOT of time talking about the global productivity problem. There are so many easy wins. If only people could be bothered to notice them. The US could free up millions of bartender hours simply by not asking white-haired grandparents for ID before serving them a Bud Light. The Indian

India’s business aviation market holds strong untapped potential, with expectations of significant fleet expansion and broader market development by 2030

subcontinent could free up trillions of keystrokes by revaluating their currencies. When you need to use crores (10 million units) or lakhs (1,00,000) you know something is wrong.

The numbers in India are already hard enough to comprehend. One in seven of people on the planet is Indian. Delhi alone has 32 million inhabitants.



**“IT IS EVIDENT THAT INDIA’S STORY IS SHIFTING FROM LATENT POTENTIAL TO EXECUTION AND SCALE”
— FAIZ AHMED KIDWAI, DIRECTOR GENERAL, DGCA**

There are also a lot of very rich people in the country. Altrata, a wealth data company, says that the country ranks 10th for people with more than INR249 crore or \$30 million (you see my point) in assets. That is 11,865 people. Forbes says India has 284 billionaires, third behind the US and China.

But there are fewer than 200 business jets based there. That is correct. There were more aircraft in Teterboro yesterday than in the whole of India.

The market potential is ridiculous. But this is not new. India has been tomorrow’s market for years, with tomorrow never coming. But this could be about to change. “Change is happening,” said Colonel Sanjay Julka, CEO technical, Club One Air, speaking at the first Corporate Jet Investor India conference in March 2026 in New Dehi. “The market is growing now with a lot more growth to come.”

India’s government and the Directorate General of Civil Aviation (DGCA), the equivalent of its FAA, is keen to help the market grow. “It is evident that India’s story is shifting from latent potential to execution and scale. This conference is about how stakeholders can transform optimism into bankable projects and sustainable operations,” said Faiz Ahmed Kidwai, Director General of the DGCA.

Importing an aircraft into India has never been easy. The Reserve Bank of India maintains currency controls so sending a deposit takes longer. And then there is tax. A private aircraft buyer faces a 40 per cent general sales tax. Some buyers pay this, but others create their own aircraft flight departments by applying for non-scheduled operator permits (or NSOPs). There are around 160 NSOPs. Some of these are well-run flight departments for large corporates and billionaires. Others were created just to avoid the tax.

Regulations have made it very difficult for third-party aircraft management companies to enter the market. This has also discouraged financiers. The DGCA is now working on policies to make true aircraft management and fractional ownership work.

Some 85 per cent of attendees believe that India will have regulations allowing for traditional third-party management companies by the end of 2027. Most believe that there will be between 300 and 400 business jets registered in India by 2030.

“The Indian economy is going to grow the market. We need to

create more services – charter, aircraft management, fractional, jet cards and the rest will happen. Boom!” said Jayant Nadkarni, MD, Flightshares.

Aircraft manufacturers and brokers are excited. They have seen an increase in demand from Indian customers over the past two months. This could be useful if we see a global slow-down. No fast-growing international market can replace the US, but it can make a big difference. Back in 2012, Chinese buyers helped OEMs by taking a lot of aircraft. India is also a more mixed market with opportunities for all manufacturers, not just large cabin aircraft like China. There are also a lot of pre-owned buyers.

“We’ve been working with the DGCA and the ministry to pave the way for both fractional and aircraft management companies and we are confident that we are seeing rapid changes coming,” said Sudhir Rajeshirke, Jubilant Enpro, the Textron and Bell representative in India. “We can accelerate new innovations.” Jubilant is also looking at launching an operator.

There are opportunities for international companies. “We

kept seeing aircraft parts orders and we were like: wow there is a major demand and then we ended up selling aircraft into the region,” said Kevin Wargo, CEO, Fly Alliance. “We are now working on getting our own NSOP here in the country. We are working on our very first aircraft to be imported which will give us the ability to lease aircraft and continue with sales.”

Tax is still an issue but one of the biggest developments is the launch of the Gujarat International Finance Tec-City or GIFT City. GIFT City is a tax-free centre for banks, finance companies and insurers. It has been enthusiastically adopted by aircraft leasing companies, helped by a guaranteed 20-year tax holiday. Some 196 aircraft have been imported through GIFT City in the past few years – including 17 private jets and 17 helicopters.

GIFT City can be used to import new aircraft.

“I see a great opportunity here for inviting the global business aviation community to establish their presence in the vibrant Indian business aviation market and create an international business aviation hub for the whole region,” said the DGCA’s Kidwai.

One other way to improve productivity is getting rid of economists. But they never get round to modelling that. **BAI**



THE FUNDAMENTAL BUILDING BLOCKS — DEMAND, REGULATORY INTENT, FINANCIAL INTEREST AND INDUSTRY COLLABORATION — ARE NOW FIRMLY IN PLACE. THE CHALLENGE AHEAD LIES IN EXECUTION.



AERO FRIEDRICHSHAFEN 2026 RECORDED THE HIGHEST LEVEL OF PARTICIPATION EVER, UNDERSCORING THE EVENT'S GROWING GLOBAL RELEVANCE AND ITS POSITION AS EUROPE'S PREMIER GENERAL AND BUSINESS AVIATION SHOW

Accelerating Market Momentum

BY **ROHIT GOEL**

THE 2026 EDITION OF AERO Friedrichshafen concluded as one of the most successful and consequential in the show's history, reflecting a global general aviation industry that has moved decisively into a phase of expansion. Held from April 22 to 25 in Friedrichshafen, Germany, the event delivered record participation, the largest aircraft display to date and a clear affirmation of business aviation and sustainability as the sector's primary growth drivers.

Organised by Fairmamic GmbH, the 32nd edition of the show brought together 860 exhibitors from 50 countries, marking the

With Record participation, AERO Friedrichshafen 2026, Europe's Leading General Aviation Show, Delivers a Landmark Edition

highest level of participation ever recorded. Visitor turnout also reached new highs, with approximately 37,000 attendees from 88 countries, underscoring the event's growing global relevance and its position as Europe's premier platform for general and business aviation.

BUSINESS AVIATION EMERGES AS THE DEFINING THEME

AERO Friedrichshafen 2026 opened with a heightened focus on business aviation, following the surprise cancellation of the European Business Aviation Conference and Exhibition (EBACE), which had been scheduled for early June in Geneva. With EBACE

PHOTOGRAPHS: Fairmamic GmbH



(CLOCKWISE FROM TOP LEFT) DASSAULT AVIATION DREW SIGNIFICANT ATTENTION WITH THE PRESENCE OF ITS FALCON 6X; EMBRAER SHOWCASED ITS POPULAR PHENOM 300E; THE PC-24 FROM PILATUS AIRCRAFT; CITATION ASCEND.

gone, Fairnamic GmbH – the show’s organiser – now position AERO Friedrichshafen as Europe’s leading showcase for business aviation, a claim that, on the evidence of this edition, is difficult to dispute. AERO 2026 clearly demonstrated the growing centrality of business aviation within the broader aviation ecosystem. The segment recorded the highest growth rate at the show, both in terms of exhibitor presence and aircraft on display.

More than 50 business aircraft were showcased across the static display and exhibition halls, a significant increase compared to previous editions. This expansion was visibly reflected in the enlarged Business Aviation Dome and the increased allocation of exhibition space across multiple halls.

The shift was further reinforced by broader industry dynamics, including the absence of competing European business aviation events, which positioned AERO as the primary gathering point for OEMs, operators and service providers in the region.

MAJOR EXHIBITORS ANCHOR THE SHOW

The 2026 edition saw strong participation from leading global OEMs, with companies such as Dassault Aviation, Embraer, Pilatus Aircraft, Textron and Piaggio Aerospace playing a prominent role in shaping the show’s narrative.

Dassault Aviation drew significant attention with the presence of its Falcon 6X, reinforcing its positioning in the large-cabin, ultra-long-range segment. The aircraft served as a key

attraction within the business aviation display, highlighting the continued demand for high-comfort, long-range platforms.

Embraer, meanwhile, showcased its popular Phenom series, including the Phenom 300E, one of the best-selling light jets globally. The company’s presence underlined the strength of the light and mid-size jet market, particularly for regional and corporate travel.

Pilatus Aircraft maintained a strong footprint with both the PC-24 jet and the PC-12 PRO turboprop on display. The PC-24, often positioned as a “super versatile jet,” attracted considerable interest for its ability to operate from short and unpaved runways, while the PC-12 PRO continued to demonstrate the enduring appeal of high-performance turboprops.

A notable highlight came from Piaggio Aerospace, which marked a significant return to the show with the P.180 Avanti EVO. The aircraft’s presence was complemented by a major development during the event, as the company secured a launch order for its upgraded Avanti NX variant, signalling renewed momentum for the manufacturer and its distinctive high-speed turboprop platform.

AIRCRAFT DISPLAY: BREADTH AND DEPTH ACROSS SEGMENTS

The static aircraft display at AERO 2026 was the largest in the show’s history, offering a comprehensive overview of the aviation ecosystem.



(TOP AND BOTTOM) TECHNOLOGICAL INNOVATIONS AND SUSTAINABILITY WERE CENTRAL THEMES THROUGHOUT AERO 2026, WITH EXHIBITORS PRESENTING A WIDE RANGE OF SOLUTIONS

In the business jet category, key aircraft included the Falcon 6X, Bombardier Global 6500, Cessna Citation Longitude and the new Citation Ascend, which made a notable appearance as part of its European demonstration tour.

The light and mid-size segment featured aircraft such as the Embraer Phenom 300E and HondaJet Elite II, both of which continue to dominate their respective categories.

Turboprop aircraft formed another major highlight, with the Daher TBM 980, Kodiak 900 and Pilatus PC-12 PRO drawing strong attention for their operational flexibility and cost efficiency. The return of the Piaggio P.180 Avanti EVO added further diversity to this segment, reinforcing its relevance in both executive and special mission roles.

The exhibition also featured a wide range of general aviation aircraft, including piston trainers, gliders, ultralights and helicopters, alongside emerging electric and hybrid platforms.

INNOVATION AND SUSTAINABLE AVIATION TAKE CENTRE STAGE

Sustainability and technological innovation were central themes throughout AERO 2026, with exhibitors presenting a wide range of solutions aimed at reducing aviation's environmental footprint.

The e-flight Expo and dedicated innovation zones showcased advancements in electric propulsion, hybrid systems and hydrogen-based technologies. Companies such as Pipistrel and

emerging European startups demonstrated tangible progress in electric aviation, moving closer to commercial viability.

The Hydrogen & Battery Summit, held alongside the show, brought together experts from industry, academia and regulatory bodies to discuss infrastructure, energy storage and the future of zero-emission flight.

These developments reflected a broader industry transition, with sustainability increasingly moving from conceptual discussions to practical implementation.

CONFERENCES AND INDUSTRY ENGAGEMENT

AERO Friedrichshafen 2026 also delivered an extensive conference programme, reinforcing its role as a platform for industry dialogue and knowledge exchange.

The Air Charter Association brought its European Regional Forum to AERO for the first time, with three panel sessions covering the scope and scale of the charter industry, the risks of illegal charter operations, and the role of the air charter broker. Corporate Jet Investor contributed two panels examining the practicalities of buying pre-owned aircraft and the broader economics of aircraft ownership, drawing executives from across the transactional spectrum of the industry. The Women in Aviation International Connect Brunch brought a welcome dimension of inclusion to the programme, while the newly formed TAB (Technology Aviation Business) took to the Dome stage to announce new directions in aviation technology development.

The European Union Aviation Safety Agency (EASA) held a General Aviation Conference focused on simplifying rules for safer GA — covering regulatory initiatives aimed at reducing administrative burdens for small and medium-sized enterprises and improving the broader competitiveness of the GA industry.

Career Days and training initiatives once again attracted strong participation, reflecting the industry's ongoing need to address workforce shortages and build the next generation of aviation professionals.

The expanded airshow programme on the final day provided a fitting conclusion to the event, featuring aerobatic displays, formation flying and helicopter demonstrations and reinforcing the event's role not only as a trade platform but also as a showcase for aviation to a broader audience.

CONCLUSION

AERO Friedrichshafen 2026 ultimately stood out not just for its scale, but for what it revealed about the direction of the aviation industry. Three key trends were evident throughout the show. First, business aviation is no longer a niche segment but a central pillar of the global aviation ecosystem, driven by demand for flexibility, privacy and efficiency. Second, sustainability is moving from aspiration to implementation, with tangible technologies now entering the market. Third, innovation across propulsion, avionics and digitalisation is reshaping how aircraft are designed, operated and maintained.

More importantly, it highlighted a clear shift in industry dynamics. Business aviation has emerged as a primary growth engine, sustainability has moved closer to operational reality and innovation continues to reshape the competitive landscape.

As the industry looks ahead, AERO Friedrichshafen has firmly established itself as a critical platform where these trends converge—reflecting not just the current state of aviation, but its future trajectory. [BAI](#)

Embraer Redefines the Private Flight Experience with New Praetor 600E and Praetor 500E

Embraer has unveiled the Praetor 600E and Praetor 500E, the first evolution of its Praetor business jet family. The aircraft introduce redesigned cabins focused on productivity and extended-mission comfort.

The Praetor 600E's headline feature is an industry-first 42-inch, 4K OLED touchscreen Smart Window™ — an optional system enabling video conferencing, high-resolution streaming, and real-time external camera views. A new Cabin Management System across both models gives passengers intuitive control of temperature, lighting, airflow, audio, and video through multiple interfaces, including a dedicated app. Bluetooth audio, wireless charging, and new Smart Switch panels are standard; voice commands and RGB lighting are available as options.

Seating has been fully redesigned for longer missions, with configurable cushion firmness, dual lumbar support, increased legroom, and an electric-assist seat release. A revised berthing process allows faster transitions to sleep mode.

Both aircraft retain Embraer's full fly-by-wire system



with active turbulence reduction, the Enhanced Vision System (E2VS), and now include the Runway Overrun Awareness and Alerting System (ROAAS). Galley and refreshment center storage have also been expanded to support more meals on extended flights. [BAI](#)

Dassault Aviation Unveils the Falcon 10X

Dassault Aviation has rolled out the Falcon 10X — its largest and most advanced business jet — at its production facility in Bordeaux-Mérignac, France, before an audience of more than 400 customers, partners, and industry leaders.

The Falcon 10X is designed around the widest and tallest cabin in its class, measuring 9 feet 1 inch wide and 6 feet 8 inches tall — dimensions comparable to those of some regional jets. It features 38 extra-large windows, approximately 50 per cent larger than those of the Falcon 8X, creating what Dassault describes as the most naturally lit business jet cabin available.

The aircraft has a maximum range of 7,500 nautical miles and a top speed of Mach 0.925, enabling nonstop connections between city pairs such as New York–Shanghai and Los Angeles–Sydney. Cruising at 41,000 feet, cabin pressure is maintained at the equivalent of 3,000 feet, with 100 per cent fresh air continuously circulated and individually adjustable temperature zones throughout.

Customers can configure three- or four-zone interiors, including dining areas, private suites, full-size bedrooms, and



optional showers. The aircraft's design incorporates aerodynamics and materials expertise drawn from Dassault's military aircraft programmes. Following the rollout, the Falcon 10X moves into its flight test phase. [BAI](#)

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