

Thank you. Your Excellency President Kagame, The Honorable Ministers, Ladies and Gentlemen.

I want to thank Aviation Africa, for organizing this event and giving me the opportunity to welcome you today. And, for the opportunity to be the host sponsor for this important show. I also want to recognize the Rwanda Ministry of Infrastructure, Rwanda Civil Aviation Authority and RwandAir for their support for this event. When Alan approached us about where we recommend to have this event in Africa, it took me less than three nano-seconds to say Kigali, and it took me about three more nano-seconds to commit to be the host sponsor, as my optimism for this region is unbridled and my faith in the people of Africa is extremely high.

So, why did NEXUS come to Africa? It is a great question. Africa was the first continent we moved to after we established ourselves in the Middle East. As we looked across the global landscape, we asked ourselves, “where do we see an opportunity to truly make a difference, to impact the lives of people, and by doing so, create value for our customers and our investors? Where can we replicate the successful model we have deployed in Middle East with great outcomes for the local community and for our business? The answer, of course, was Africa. And, so, we came here in 2012.

What makes Africa both important and appealing to us? As we all know, Africa is an “emerging economy” which makes it of interest to companies like ours that are seeking to grow. Like Middle East, it offers tremendous opportunity for aviation. As the internet has made the world interesting, mankind has become interested in the world. And,

Africa is on everybody's radar. But, there are challenges in Africa. The distances are vast. The cultures are diverse and the languages are many. The infrastructure still needs to be developed. But, what we have found, is that the desire is here. The desire to open Africa to the world and welcome the world to Africa. There is also a desire to raise the standard of living and create long-standing careers in high-value industries for Africans. Of course, we have seen this effect in all of the emerging economies and where we are established today, such as the Middle East, India and China, but nowhere is it more apparent than Africa. We realized that we could be a catalyst to this mission. Aviation shrinks the world and creates opportunity, and we had the ability to share our knowledge and experience in aviation with Africa and unleash unlimited opportunity. But how?

At NEXUS, we have a saying, “Think Global, Act Local.” Think global, act local. What does this mean? Well, we want to bring the global opportunity to everything that we do. We think big and take a “world view” and, of course, we want to share this view everywhere we go. But, to be successful, we have learned to Africanize what we do. If you respect the local culture and public and take the time to understand and address the local objectives, then investment success will follow. You must be patient. Don’t aim for quick riches and a hasty exit, as that is a formula for failure. Invest for the long term and, most importantly, make sure that you are always delivering values to the local community.

This is where I want to recognize Rwanda. I think everybody knows about the Rwandan success story. We tip our hats to His Excellency President Kagame for the great work he has done to bring Rwanda to

a new standard of excellence, and transform it into a model for all of Africa. It is Rwanda's leadership that first attracted us to Africa. We felt an atmosphere of openness and opportunity. We were met by possibility and positivity rather than bureaucracy and road blocks. We found an environment prepared for collaboration and cooperation.

Let me briefly highlight our work with RwandAir as an example. RwandAir is ambitious. The airline wanted to take itself to the next level and build a solid foundation for expansion beyond the region and into international destinations. Its leadership has a strong vision. It wanted to create highly skilled jobs in Rwanda and career paths for aviation professionals. It wanted to establish global credibility and build out the local aviation infrastructure. They saw an opportunity to import lasting skills, establish a strong aviation industry and create a legacy. And, NEXUS was happy to be a part of that vision.

We came to Rwanda to educate. To share best practices and develop the local aviation infrastructure. We are not bringing in our own people from elsewhere to fill the positions, we are training local aviation professionals and creating rewarding careers for Rwandans. This is what makes my job so satisfying.

And Rwanda is only the beginning. We have tested our model of “think global, act local”, and it is working. Now, we are ready to spread our wings from Kigali to all Africa.

Let me close with the following thoughts:

- We came to Africa because we believed that the time was right for a collaborative and cooperative approach;

- We sensed a growing desire to raise the standard for aviation and strive for “world class”;
- We were met by government leaders and business owners that were ready to embrace and support the idea of a mutually beneficial partnership;
- And, we were also met by eager young people who want to start lasting careers in a prestigious industry with superb job prospects and work hard to get ahead.
- In short, we found the perfect atmosphere for our business model.

Rwanda, and greater Africa, has said to us, “Believe in us, and you won’t believe what happens!”

And, so far, this has proven to be true.

Thank you again for inviting me to speak and good luck at the show.