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Al Mahhar keeps options open on expanding its manufacturing base

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FOSTERING INNOVATION: Page 3

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The meeting was also attended by HE the Minister of Finance Ali bin Ahmed al-Kuwari; HE the Minister of Municipality Abdullah bin Hamad bin Abdullah al-Attiyah; HE the Minister of State for Foreign Trade Affairs at the Ministry of Commerce and Industry Dr Ahmed bin Mohammed al-Sayed; Board Member of the Qatari Businessmen Association Sheikh Nawaf bin Nasser al-Thani; Chairman of Qatar Chamber (QC) Sheikh Khalifa bin Jassim al-Thani, as well as senior officials and representatives of the public sector from both countries.

Egyptian president meets Qatari businessmen and CEOs of major companies in presence of PM

QNA
Doha

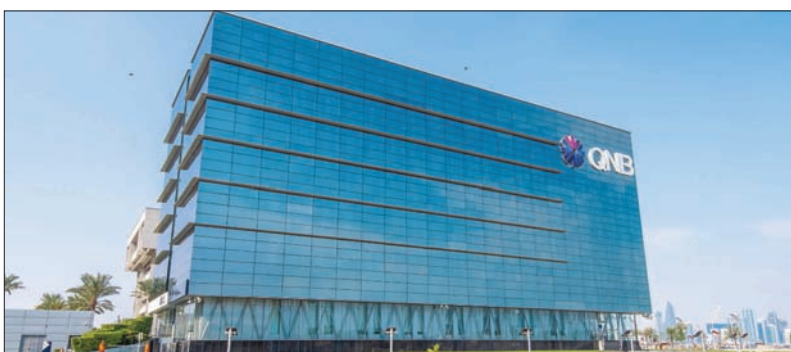
President of the Arab Republic of Egypt Abdel Fattah el-Sisi met on Sunday with a number of Qatari businesspersons and CEOs of major Qatari companies during his official visit to the country. HE the Prime Minister and Minister of Foreign Affairs Sheikh Mohammed bin Abdulrahman bin Jassim al-Thani attended the meeting. The meeting was also attended by HE the Minister of Finance Ali bin Ahmed al-Kuwari; HE the Minister of Municipality Abdullah bin Hamad bin Abdullah al-Attiyah; HE the Minister of State for Foreign Trade Affairs at the Ministry of Commerce and Industry Dr Ahmed bin Mohammed al-Sayed; Board Member of the Qatari Businessmen Association Sheikh Nawaf bin Nasser al-Thani; Chairman of Qatar Chamber (QC) Sheikh Khalifa bin Jassim al-Thani, as

well as senior officials and representatives of the public sector from both countries. In his remarks, President al-Sisi emphasised the Egyptian leadership's keenness to expand co-operation between the two countries, stressing the importance of enhancing joint action to advance the strategic partnership between the State of Qatar and Egypt towards broader horizons that serve the interests of both sides. For his part, HE Sheikh Mohammed welcomed the President of Egypt, emphasising the depth of the solid fraternal relations between Qatar and Egypt, which are based on long-standing historical and strategic foundations. He pointed out that these relations have witnessed significant development during the recent period thanks to the shared will of the leaderships of the two countries to move forward in developing and diversifying co-operation to ensure a more sustainable and prosperous future for the two fraternal peoples. HE al-Sayed highlighted that the meeting

serves as a strategic platform to enhance economic co-operation between Qatar and Egypt in light of the significant development in bilateral relations. He pointed out that trade exchange between the two countries has grown annually by 50% over the past four years. He emphasised the importance of the private sector as a key partner in driving investment and opening new avenues for joint co-operation. He affirmed that Qatar continues its efforts to expand economic and trade co-operation, enhancing investment opportunities with countries in the region and around the world to achieve mutual benefits and deepen bilateral partnerships through providing advanced infrastructure, simplifying trade procedures, and encouraging investments in line with the objectives of Qatar's Third National Development Strategy. HE al-Sayed stressed the need for intensified joint efforts and continuous work to elevate trade

exchange between Qatar and Egypt, enhance the integration of the private sectors in both countries, and establish strategic partnerships that support sustainable economic development to serve the interests of both nations. He also referenced the bilateral agreements signed between Qatar and Egypt in recent years, which have laid the foundation for strengthening investor confidence on both sides. Notable agreements include the Economic, Trade, and Technical Co-operation Agreement, the Agreement on the Promotion and Protection of Investments, and the Agreement on the Avoidance of Double Taxation. He also pointed out that both sides are currently preparing to begin negotiations on a free trade agreement, which is expected to open broader opportunities for the flow of goods and services and expand markets for investors in both countries. In his speech, Sheikh Khalifa emphasised the importance of boosting trade between Qatar

and Egypt and raising it to levels that reflect the great potential of both countries. He highlighted the strong relationship between the Qatar Chamber and the Federation of Egyptian Chambers of Commerce, as well as the active role it plays in enhancing co-operation between the business communities of the two nations. He called on Qatari businessmen to take advantage of the promising investment opportunities in the Egyptian market and urged Egyptian investors to explore the benefits of Qatar's developed investment environment, including its modern infrastructure and supportive legislative framework for economic growth. The meeting also included a series of interventions from private sector representatives, businessmen, and major companies in Qatar, addressing ways to further enhance economic co-operation and achieve integration in future investment projects between the two countries.



The awards reflect the strength of QNB's wealth management offerings, its comprehensive advisory services, and the deep expertise of its relationship managers

QNB named 'Qatar's Best Private Bank for 2025' by Euromoney

QNB was named 'Qatar's Best Private Bank' and 'Qatar's Best for UHNW' (Ultra High Net Worth) in the 2025 *Euromoney* Private Banking Awards, further strengthening its leadership in the private banking sector. These prestigious accolades underscore QNB's unwavering commitment to delivering world-class private banking solutions tailored to meet the evolving needs of its high-net-worth clients. The awards reflect the strength of QNB's wealth management offerings, its comprehensive advisory services, and the deep expertise of its relationship managers. Commenting on the recognition, Abdulla Hashim al-Sada, Senior Executive Vice-President, Group Asset and Wealth Management, said, "We are proud to receive this recognition from *Euromoney*, which reaffirms our position as the leading private bank in Qatar. These awards highlight our continued investment in excellence, innovation, and personalised service for our esteemed clients, especially those in the UHNW segment." QNB continues to expand its private

QNB receives QFMA nod for buyback extension

QNB said it has received approval from the Qatar Financial Markets Authority (QFMA) for the extension of its share buyback for another year or until the completion of the approved buyback quantity of 184,728,571, whichever is earlier.

banking footprint across key international markets, offering a wide range of investment, financing, and wealth structuring solutions through its global network. QNB Group is one of the leading financial institutions in the MEA region and among the most valuable banking brands in the regional market. Present in some 28 countries across Asia, Europe, and Africa, it offers tailored products and services supported by innovation and backed by a team of over 31,000 professionals dedicated to driving banking excellence worldwide.

Commercial Bank, Microsoft host first 'DHL4SMEs workshop on digital and financial strategies'

Commercial Bank in collaboration with Microsoft, hosted the first DHL4SMEs workshop on digital and financial strategies for SMEs at Commercial Bank Plaza. Following the successful launch of DHL4SMEs in October 2024, a comprehensive programme designed to support SMEs across multiple aspects of their operations, the workshop brought together SMEs to explore innovative digital platforms, technologies, and security solutions designed to enhance business operations. Attendees left the workshop with important and critical knowledge that will help them navigate an increasingly competitive digital financial landscape with confidence and ease. Fahad Badar, Executive General Manager, Chief Wholesale and International Banking Officer at Commercial Bank, emphasised the significance of this crucial partnership and the importance of the workshop, stating: "At Commercial Bank, we recognise the critical importance of equipping entrepreneurs with the right tools and resources to thrive. The DHL4SMEs workshop with Microsoft underscores the strategic alliance between the technology and banking sectors, demonstrating the real impact of two industry leaders



The DHL4SMEs Programme positions Commercial Bank as a leading bank of choice for SMEs in the region

coming together to support businesses and fuel their long-term success." The DHL4SMEs Programme positions Commercial Bank as a leading bank of choice for SMEs in the region. Commercial Bank is a leader in innovative digital banking solutions in Qatar. Ahmed Elfangary, Managing Director, DHL Express Qatar, noted, "We are thrilled to

witness another successful event under the DHL4SMEs Programme. This programme is a collaborative effort between private sector leaders aiming to educate and support SMEs in innovating and thriving in today's market. DHL4SMEs is dedicated to encouraging growth and driving economic development in line with the Qatar National Vision 2030."

Qatar's commitment to develop air transport 'unwavering', says ICAO Council president

By Pratap John
Business Editor

President of the ICAO Council Salvatore Sciacchitano has hailed Qatar's "unwavering commitment" to developing air transport. Addressing the ICAO Facilitation Conference (FALC 2025) in Doha yesterday, Sci-

acchitano commended Qatar's "active role as a key partner" in the future of the civil aviation industry. "I would like to express ICAO's deepest gratitude to the Government of Qatar for hosting this important event, and for its unwavering commitment to enhancing facilitation for air transport," he said. The conference is being held under the theme 'Facilitating the future of air trans-

port: collaboration, efficiency, inclusivity.' Sciacchitano said the choice of this year's theme "reflects our agreement on the core principles that will enable us to move forward on facilitating the future of air transport worldwide." "Qatar's co-operation with ICAO is particularly significant amid the current challenges and the need for further integration and resilience," he said. **To Page 3**

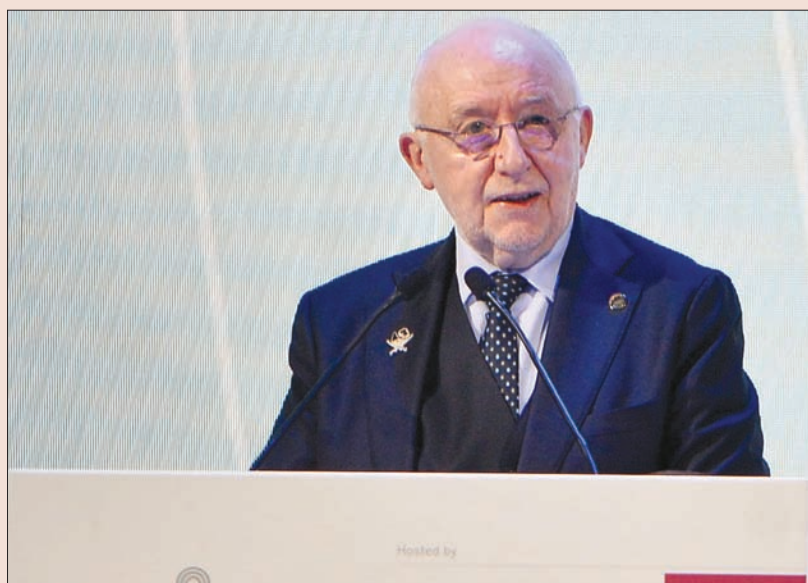
Qatar's commitment to develop air transport 'unwavering', says ICAO Council president

From Page 1

"Qatar's co-operation with ICAO is particularly significant amid the current challenges and the need for further integration and resilience," he said as he called for redefining the future of the industry via adopting new technologies that improve the travel experience and reduce airport congestion. The implementation of passenger data systems including Advanced Passenger Information and Passenger Name Record data are already revolutionising border security while expediting travel. The standardisation of electronic travel systems will also contribute to an interoperable and efficient air transport environment. "Through biometrics, digital travel documents, and automated border control systems, we can transform the passenger experience. ICAO will continue supporting the responsible adoption of emerging technologies while ensuring compliance with global standards," he said. In this regard, Sciacchitano called for eliminating barriers for passengers with disabilities

and those with reduced mobility and a fair and humane treatment with refugees and combating human trafficking. He stressed the need for empowering all ICAO states with the necessary tools and expertise. "Through capacity building and implementation support, we will strengthen regulatory frameworks, enhance operational capabilities, and foster international co-operation to address common challenges" Sciacchitano said the standardised implementation of machine-readable travel documents and electronic MRTDs will enhance both security and efficiency at border control points and beyond. "Passengers must remain at the heart of everything we do. That is why we must address capacity expansion at airports, strengthen the role of airport authorities and create truly seamless clearance procedures. This includes tackling the ongoing challenge of unruly passengers to ensure everyone's safety and comfort. "Protecting human dignity and safety for all travellers is our fundamental responsibility.

Our work on policies for inadmissible persons, deportees, refugees and stateless persons must ensure fair and humane treatment for all. Similarly, our commitment to combating human trafficking demands coordinated action between the states, agencies and aviation stakeholders to protect the vulnerable." Sciacchitano noted that the "fundamental welfare" of passengers must also be safeguarded to the greatest extent possible when the unthinkable happens. "Through robust legislation and collaboration with insurance providers, we must strengthen our support for aircraft accident victims and their families, ensuring swift and compassionate responses in times of crisis." Sciacchitano also highlighted the "critical importance" of public health in aviation. He said, "Our industry must maintain robust health measures and emergency response capabilities. Building on lessons from the high-level conference on Covid-19, we must continue strengthening our resilience against future public health challenges through both technology and policy. This will be an equally important focus for you here in Doha."



President of the ICAO Council Salvatore Sciacchitano addressing the ICAO Facilitation Conference (FALC 2025) in Doha yesterday. **PICTURE:** Shaji Kayamkulam

MBK Global, Startup Grind Qatar partner to boost Qatar's startup ecosystem

By Peter Alagos
Business Reporter

Doha-based startup and tech investment firm MBK Global, along with Startup Grind Qatar, have officially formed a partnership to enhance support for entrepreneurs and foster innovation within the country's burgeoning startup ecosystem.

In a statement to *Gulf Times*, Startup Grind Qatar, the local chapter of the world's largest startup community, revealed that the collaboration aims to provide startups with wider access to mentorship, funding opportunities, and global networking through a series of events, workshops, and initiatives designed to empower founders. By leveraging MBK Global's expertise in investment and business development and Startup Grind's global network, the partnership aims to accelerate the growth of promising startups in Qatar, the statement noted.

MBK Global and Startup Grind Qatar are also set to bring new initiatives such as venture programmes, a startup hub and global startup events to Qatar in the coming months that will not only give greater oppor-



MBK Global chairman Sheikh Mansoor bin Khalifa al-Thani.

tunity for startups in Qatar but also position Qatar as a strong startup ecosystem in the region.

"MBK Global recognises the immense potential of Qatar's entrepreneurs and we are committed to nurturing a sustainable startup ecosystem. Through this partnership with Startup Grind Qatar, we aim to provide entrepreneurs with the resources, mentorship, and connections needed to succeed in a competitive global market. Startup Grind Qatar is a much-needed community programme in Qatar and we wish to support such initiatives to help the community thrive," said MBK Global chairman Sheikh Mansoor bin Khalifa al-Thani. Known for its dynamic

events that gather innovators, investors, and thought leaders, Startup Grind Qatar welcomed the collaboration, describing it as a significant step toward creating an inclusive and supportive startup culture in the country. Since its establishment in Qatar in 2019, Startup Grind Qatar has hosted more than 50 events with over 3,000 attendees and has over 2,000 members.

"We are thrilled to partner with MBK Global to drive meaningful impact for startups in Qatar. This partnership will open doors for founders to gain critical business support, secure funding, and expand their reach beyond local markets," said Startup Grind Qatar's chapter director.

Zad Holding in pursuit of growth, value creation

Zad Holding is in pursuit of growth and value creation, focusing on investments in projects that offer high returns with minimal risk in line with its long-term strategic goals. This was outlined in the company's board of directors' report, tabled before shareholders at the annual general assembly meeting, which approved the company financials for 2024 and the board's recommendation of 70% cash dividends. The meeting was presided over by Sheikh Nasser bin Mohammed bin Jabor al-Thani, chairman of Zad Holding. Zad Holding recorded a net profit of QR206.5mn in 2024 compared to QR195.3mn in 2023. Earnings per share (EPS) remained steady at QR0.72 in the review period. "We remain committed to delivering sustainable returns to our sharehold-

ers and maintaining transparent communication with our stakeholders," it said. Highlighting that the company seized various market opportunities, strengthening its position in the market, it said, "We expanded into new market channels, enriched our product portfolio, and fostered sustainable growth." By enhancing its supply chain management practices and diversifying supplier base, Zad Holding successfully managed disruptions in logistics, driven by factors like geopolitical conflicts and inflation. In addition, proactive planning, efficient procurement, and robust inventory management enabled it to maintain a steady product supply to customers.



Sheikh Nasser bin Mohammed bin Jabor al-Thani, chairman of Zad Holding.

QIB named 'Best Bank and Best Islamic Financial Institution in Qatar' by Global Finance

Qatar Islamic Bank (QIB) has been awarded the title of "Best Bank in Qatar" for the third year in a row as well as the "Best Islamic Financial Institution in Qatar" by *Global Finance* magazine, a leading banking and financial services publication. This recognition highlights QIB's unwavering commitment to excellence, innovation, and leadership in providing cutting-edge Islamic banking solutions. The awards were given in recognition of QIB's strong financial performance, operational efficiency, and customer-centric services, which continue to set new benchmarks in the banking industry. *Global Finance* evaluates banks globally across several criteria, including growth, profitability, customer service, and technological advancements. "This achievement is a testament to the hard work, dedication, and innovation of our team, the support of our board of directors, as well as the trust and loyalty of our customers. Our success is rooted in our deep commitment to providing innovative Islamic financial solutions and maintaining the highest levels of customer satisfaction. We will continue to build on this success and strive to further elevate the banking experience for all our customers," said Bassel



The recognition highlights QIB's unwavering commitment to excellence, innovation, and leadership in providing cutting-edge Islamic banking solutions

Gamal, QIB's Group chief executive officer. QIB's award-winning efforts in 2025 reflect its leadership in key areas, including digital banking, sustainable finance, and corporate governance. The bank's robust digital transformation strategy has led to the launch of cutting-edge mobile banking platforms, which empower customers to manage their finances seamlessly and securely,

anytime and anywhere. Additionally, QIB's commitment to supporting the Qatari economy and contributing to the development of Qatar's financial ecosystem has been pivotal in its evolution to a leading bank in the region. The bank continues to align its operations with the Qatar National Vision 2030 of sustainable economic growth, innovation, and financial inclusion.

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QCB enables first fintech direct integration with NAPS, QPay

Qatar Central Bank (QCB) has announced the launch of a direct integration process for 'Sadad Payment Solutions', making it the first fintech company to establish direct integration with the National Network System for ATMs and Points of Sale (NAPS), as well as the e-commerce Payment Gateway (QPay) for card payment processing. This step aligns with the Third Financial Sector Strategy and forms part of QCB's ongoing efforts to enhance the Fintech sector and support national startups. QCB yesterday stated that this step marked a significant advancement in supporting fintech companies, improving payment efficiency, reducing costs for merchants and fintech companies, and fostering innovation within the



The step aligns with the Third Financial Sector Strategy and forms part of the Qatar Central Bank's ongoing efforts to enhance the fintech sector and support national startups

sector to establish a national economy based on knowledge and innovation. Additionally, this move reflects Qatar Central Bank's commitment to supporting national startups

by enabling them to provide advanced payment solutions that meet public demand and contribute to enhancing the country's digital payments ecosystem.

Mowasalat engages global aviation experts on accessible transport at ICAO FALC 2025

Mowasalat (Karwa) is making a strong impact at ICAO FALC 2025, where the company is actively engaging with international aviation and transport professionals to discuss the future of accessible mobility in Qatar.

Mowasalat has emphasised the importance of inclusive transportation solutions that cater to all passengers, particularly those with special needs. At the heart of these discussions is Mowasalat's commitment to seamless mobility, demonstrated through its vans, designed for people with special needs and its accessible public transport network.

The company's interactive booth has become a hub for insightful exchanges, with a Q&A digital game enhancing visitor engagement and a TV demonstration showcasing the simple booking process via the Karwa app and call centre. In addition to presenting its accessibil-



Mowasalat has emphasised the importance of inclusive transportation solutions that cater to all passengers

ity features, Mowasalat is using ICAO FALC 2025 as an opportunity to gather feedback from industry leaders, policymakers, and passengers to further refine its services.

By prioritising innovation and accessibility, the company is reinforcing its role as a key enabler of sustainable and inclusive transport solutions in Qatar.

Al Mahhar keeps options open on expanding its manufacturing base for the energy sector

By Santhosh V Perumal
Business Reporter

Bullish on Qatar's macroeconomic prospects, Al Mahhar Holding is exploring options on expanding its manufacturing base for the energy sector over the medium term and aims to diversify into renewables.

"We are evaluating the feasibility of expanding into in-house manufacturing, assembly, and system integration for specific energy sector products and equipment in Qatar over the medium term," said Al Mahhar Holding board report, tabled before shareholders at the recent annual general assembly meeting, which approved the 2024 results and dividend.

The report highlighted that its commitment to In-Country Value (ICV) is evident through the leadership as a low-voltage switchgear assembler and explosion proof devices manufacturer in Qatar.

"We aim to build on this expertise by expanding into higher voltage and control equipment solutions, continuously developing local capabilities in the energy and renewable sectors," Al Mahhar Holding said.

It is also expanding capabilities in digital fields and system integration to further enhance its Qatari credentials, it said, adding additive manufacturing is emerging as a key area in the energy and renewables sectors.

"Al Mahhar Holding is positioning itself to capitalise on these advancements by investing in local capabilities in Qatar," the report said. Seeking to diversify beyond traditional energy markets with a particular focus on renewables, electrification, and water conservation; it said through the



Al Mahhar Holding board outlines strategy at the AGM.

adoption of world-class digital solutions, "we aim to improve efficiencies and enhance the competitiveness of our customers."

Specifically, in the renewables sector, it is focusing on developing technologies and solutions to reduce emissions in Qatar, with plans to increase its market share. "Al Mahhar Holding is positioning itself to play a key role in this transition," it added.

"Al Mahhar Holding Company is uniquely positioned to drive sustained growth in the energy industry, with plans to expand into future energy segments and solidify our footprint in the hydrocarbon downstream industries," said Fahad Hussain Alfardan, its chairman, who presided over the meeting.

Highlighting that its goal is to offer a comprehensive range of

products and services; the report said it plans to acquire additional agencies, grow customer base, and ensure high-quality service, including maintaining a stock of spare parts and providing staff training.

"In parallel with developing more in-house capabilities, we remain open to investing in new joint ventures and collaboration agreements to further local capabilities," it said.

Expecting "significant" potential to expand its product and service offerings in Qatar's energy sector, Al Mahhar Holding is exploring opportunities across the entire value chain, including upstream, midstream, and downstream. "We believe QatarEnergy's ongoing localisation programme (Tawteen) is a key catalyst for these opportunities," it said.

On the opportunities for 2025; it said diversification into renewables as solar, wind, and hydrogen can enhance their portfolios to meet changing market demands.

Innovations in carbon capture, energy efficiency, and alternative fuels offer growth opportunities for energy and infrastructure companies, it said, adding investments in new infrastructure projects, especially in emerging markets, will boost economic growth and create jobs. Meeting ESG or environment, social and governance criteria will attract investment and drive innovation in sustainable technologies, the report said.

In the infrastructure sector, Al Mahhar Holding is focused on enhancing profitability by improving efficiencies and restructuring processes.



Industry experts during the 'Passenger Experience' panel discussion held on the sidelines of the ICAO Facilitation Conference 2025, which kicked off in Doha yesterday. **PICTURE:** Shaji Kayamkulam

Cross-industry collaboration to propel aviation to 'new era of progress'

By Peter Alagos
Business Reporter

An official of Hamad International Airport (HIA) has underscored the critical role of cross-industry collaboration in driving the global aviation industry forward during the ICAO Facilitation Conference 2025 (FALC 2025), which kicked off in Doha yesterday.

Speaking at a panel discussion titled 'Passenger Experience', HIA chief operating officer Hamad Ali al-Khater highlighted the need to leverage innovation and technological advancements, as well as expertise from diverse fields to "leapfrog" the industry into the future.

Moderated by Angel Luis Arias Serrano, representative of Spain on the Council of ICAO, al-Khater was joined by the following industry experts: Andile Mtetwa-Amaeshi, director general, Civil Aviation Authority, Eswatini; Abdulaziz A Aldahmash, executive vice-president for Quality and Customer Experience, Civil Aviation, Saudi Arabia; Feng Zhiwei, general manager, Division of Exchanges and Conventions, Air Transport Association, China; and Abdul Wahab Tefaha, secretary-general, Arab Air Carriers Organisation (AACO).

During the discussion, al-Khater stressed the importance of sharing best practices, role models, and resources, particularly in the realm of artificial intelligence (AI). He described Qatar's state-of-the-art HIA as a living organism, where AI serves as its "super brain," regulat-

ing and optimising real-time data as the nervous system.

al-Khater noted that this integration positions passengers as the "beating heart" of the system, underscoring the sector's commitment to enhancing the travel experience. "Right now, I'd say we're probably in the brain of a smart crow, probably moved to a dolphin, and then in 10 years we'll reach a human-level revolution," al-Khater explained, citing rapid technological evolution expected in the next decade.

Beyond technology, al-Khater also shared insights into HIA's success in creating a world-class passenger experience. He pointed to the airport's state-of-the-art design, saying it balances functionality with relaxation, incorporating elements, such as a tropical garden, a five-star hotel, and seamless navigation.

"This design philosophy, combined with strong integration across stakeholders, ensures that HIA operates harmoniously with airlines, ground services, and governmental bodies," he further pointed out. Asked about ICAO's future role, al-Khater called on the organisation to dedicate resources toward studying and deploying emerging technologies while fostering a culture of collaboration across industries.

"By opening up to new ideas and drawing inspiration from other sectors, aviation can reach unprecedented heights. We need to open up our minds to look at what others are doing, and I think from there we need to go into new heights," he added.

Industry expert calls for enhanced private sector role in aviation facilitation

By Peter Alagos
Business Reporter

The private sector plays a critical role in advancing aviation facilitation, an industry expert pointed out during a panel discussion held on the sidelines of the four-day ICAO Facilitation Conference 2025 (FALC 2025), which commenced in Doha yesterday.

Jaime Binder, secretary general of the Latin American Commission of Civil Aviation (LACAC), highlighted this during a discussion on 'Co-operation, Collaboration and Inter-Agency Coordination', where he underscored the need for greater private-sector inclusion in decision-making processes. The panel, which was moderated by Valdis Adalsteinsdottir, representative of Iceland on the Council of ICAO, comprised Abdennebi Manar, director general, Arab Civil Aviation Organisation (ACAO); Adefunke Adeyemi, secretary-general, African Civil Aviation Commission (AFAC); Patricia Beverdy, executive secretary, European Civil Aviation Conference (ECAC); Nari Williams-



Panel of experts discussing 'Co-operation, Collaboration and Inter-Agency Co-ordination' during the ICAO Facilitation Conference 2025 held yesterday. **PICTURE:** Shaji Kayamkulam

Singh, director general, Civil Aviation Authority, Jamaica; and Douglas Yeo, director, Security Policy & Emergency

Preparedness, International Relations and Security Division, Ministry of Transport, Singapore, Chairperson, Facilitation Panel

(FALP). Sharing the experiences of Latin America, Binder noted that the private sector remains largely excluded from

key discussions surrounding facilitation efforts, citing the Covid-19 pandemic, where private entities were often consulted only after major decisions had already been made.

"We must learn to listen to the private sector early, not only after the decisions have been made," stated Binder, who urged for a more proactive approach to collaboration.

In addition to advocating for immediate private sector involvement, Binder called for a shift in mindset to recognise that the private sector is an integral stakeholder in civil aviation. "By bridging the gap between public and private actors, aviation facilitation could achieve more effective and sustainable outcomes," he explained. He also called for the inclusion of key private-sector players in the panel discussion's key themes, namely enhancing cooperation, collaboration, and co-ordination.

Binder also urged all stakeholders to foster mutual trust and understanding and emphasised that stronger private-sector partnerships would lead to more aligned goals and improved facilitation processes.