

Wednesday 22nd June

Villa Marina, Douglas

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Welcome to the 2022 Isle of Man Aviation Conference

Registration and Coffee 08:30 - 09:00

Sponsored by

GLOBALJET



Welcome to conference delegates

Graham Williamson (Conference chair)

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Global Aviation update

Richard Koe

Managing Director, WINGX

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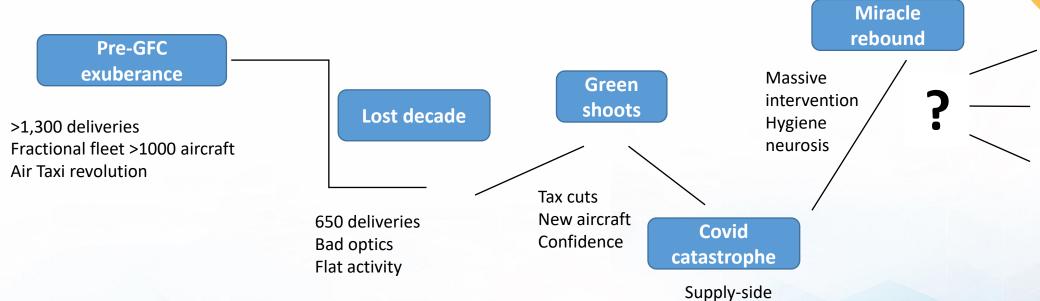
STATE OF THE INDUSTRY



MAKING AEROSPACE INFORMATION INTELLIGENT

Source: WINGX, ATC, ADSE

Where are we...a schizophrenic environment...



shutdown

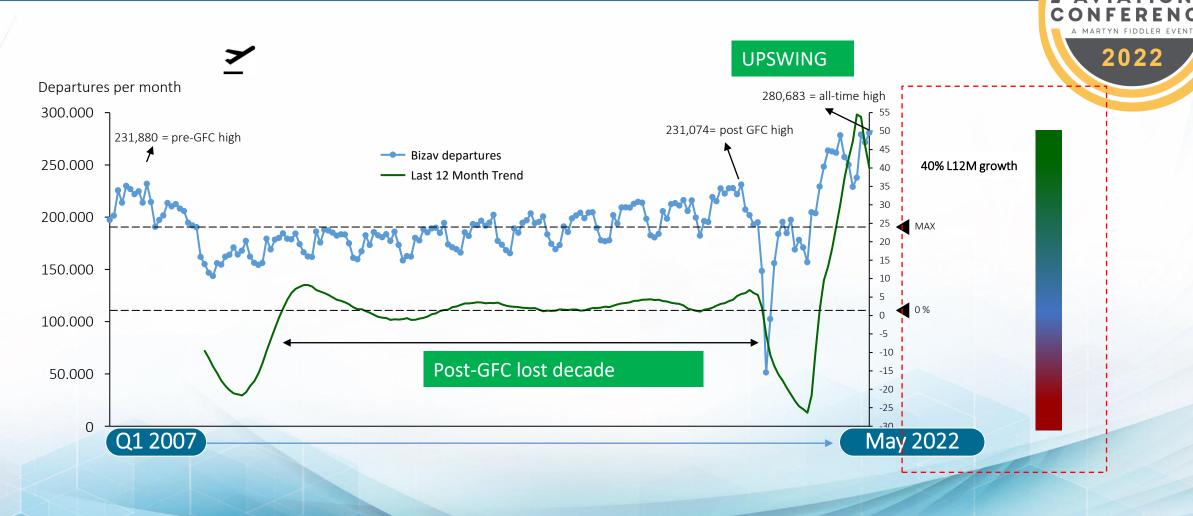


Golden era of business aviation

Stagflation and low confidence

Global recession and geopolitical conflict

15 year context: pandemic conditions transformed stagnating utilisation

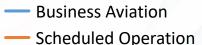


US and Europe only
L12M = activity in last 12 months compared to 12 previous months

Big picture: worldwide business jet sectors +21%. Contrast airlines, still 30% behind pre-pandemic





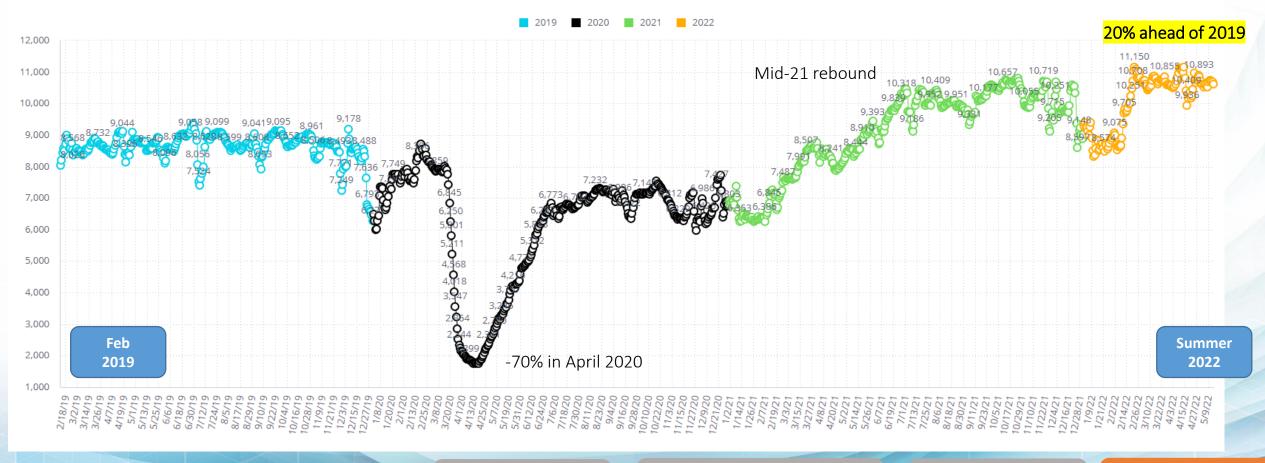




The Rollercoaster, and what's driving it







Repatriation and Medical

eisure and Lifestyle

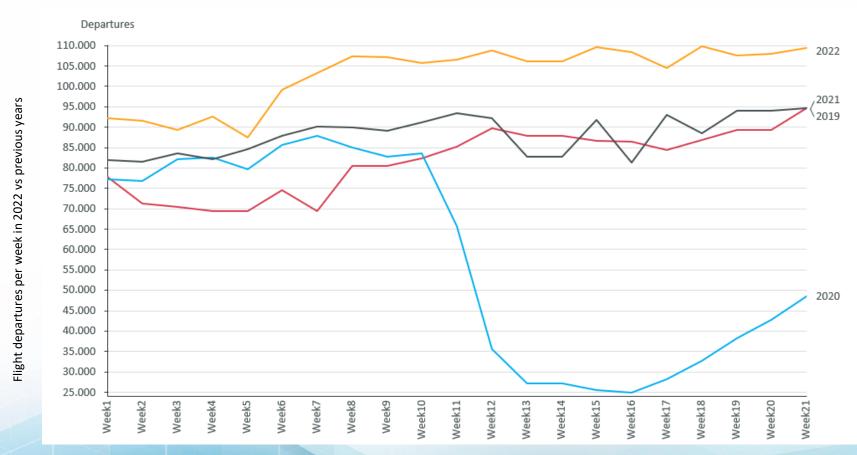
Back to Business

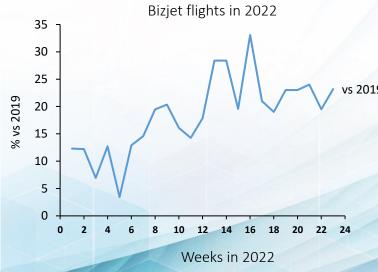
FOMO?

Source: WINGX, ATC, ADS

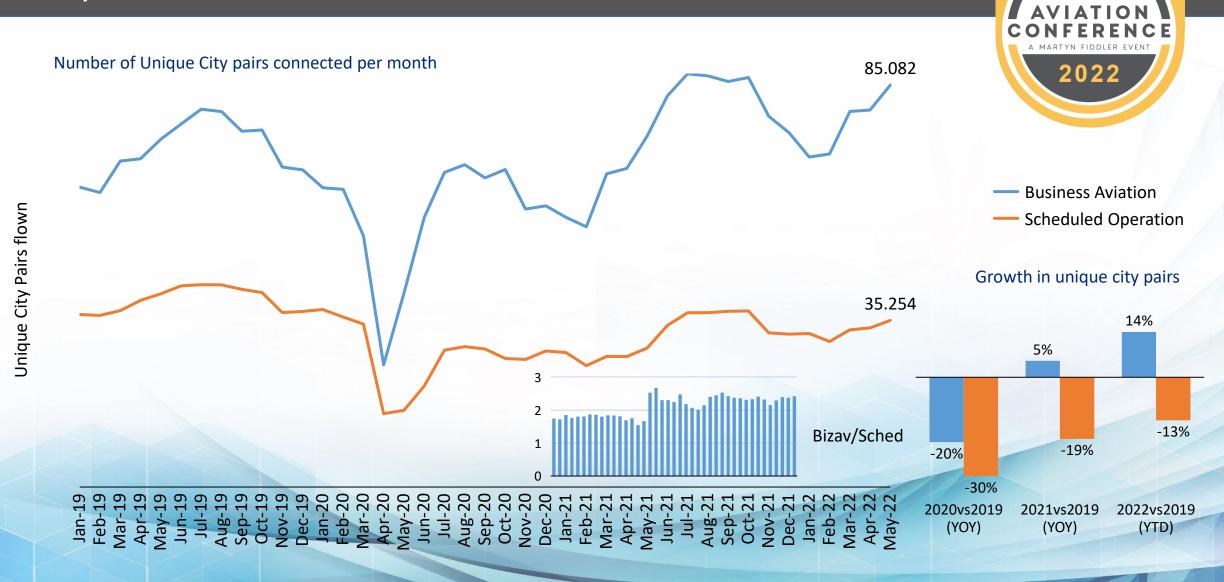
Looking out for any signs of slowdown?...



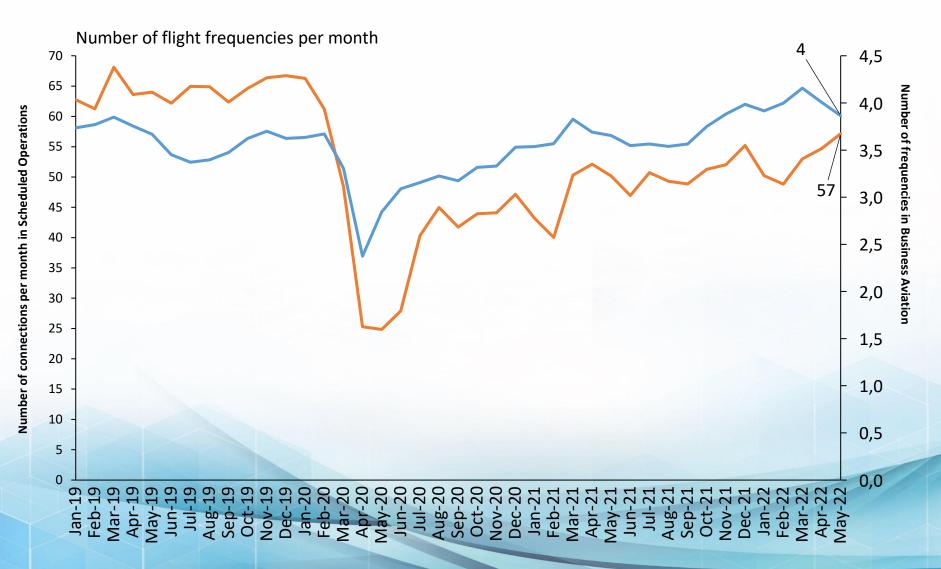




Primary driver: the airlines are still broken



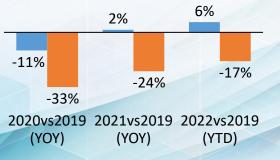
Not just # connections, but <u>frequency on connections</u>





Business AviationScheduled Operation

Growth in frequency/city pair



Private jet owners or charter customers?









*Commercial = Aircraft Tailsign registered on the Part135/91K/AOC database and/or certified for commercial usage in Europe

Source: WINGX, ATC, ADSB

Number of Sector Flown

Geneva example – business aviation largely replaces airlines to Venice, Milan, Rome



Arrival City	Business Aviation				
	Flights	v	Flights: Growth vs 3 yrs ago	Operated Airport Pairs	
London (GB)	-	775	20.3%	9	
Paris (FR)	-	649	17.4%	7	
Nice		229	4.1%	1	
Zurich		205	34.0%	- 2	
Milan (IT)		123	-21.2%	3	
Moscow (RU)		120	-21.6%	- 3	
Madrid (ES)		85	77.1%	- 3	
Chambéry/Aix-les-Bains		77	40.0%	1	
Brussels (BE)		74	12.1%	_ 2	
Venice (IT)		68	78.9%	2	
Barcelona (ES)		66	50.0%	1	
Athens (GR)		65	97.0%	1	
Amsterdam (NL)		62	72.2%	2	
Dubai		62	121.4%	- 3	
Cannes/Mandelieu		62	-10.196	1	
Rome (IT)		61	69.4%	= 2	
Lisbon (PT)		60	93.5%	= 2	
Málaga (ES)		60	130,8%	1	
Sion		59	15.7%		
Mallorca		58	141.7%	1	
Grand Total		5,892	17,2%	515	





Top 10 Outbound Scheduled Airline airports

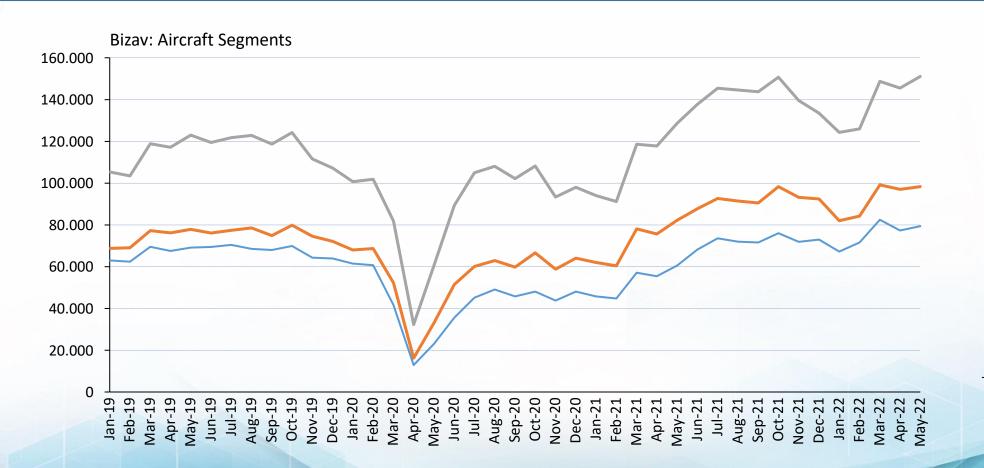


Business jets and props For Jan-May 2022 vs same 2019 -28%

Source: WINGX, ATC, ADSB

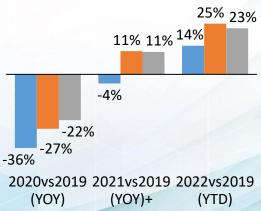
17%

Initially small and midsize jets, now also larger jets recovering pre-pandemic trend

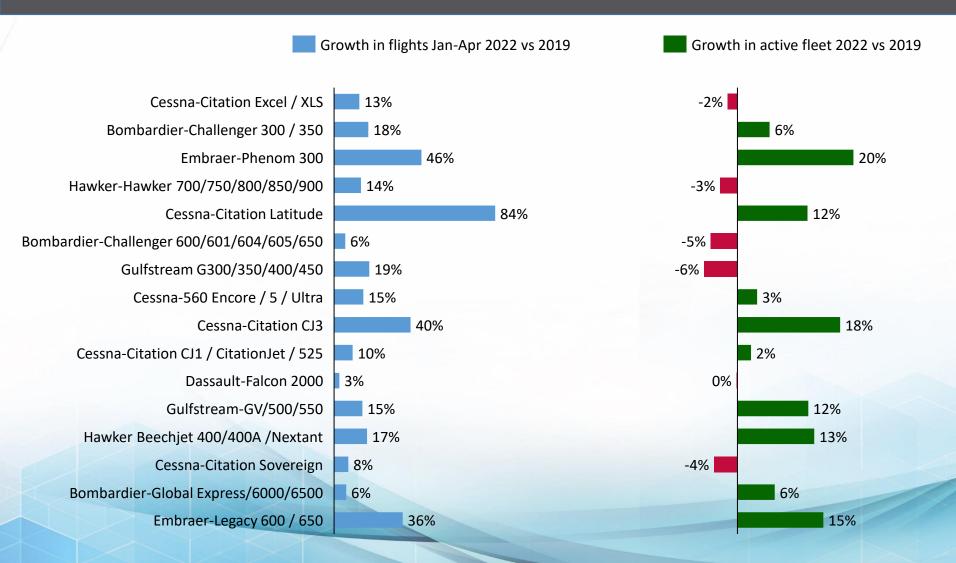




- Large Jet
- Medium Jet
- Small Jet



Phenom 300 and Latitude. Also older aircraft: Hawker, Excel, Gulfstream G400





Source: WINGX, ATC, ADSB

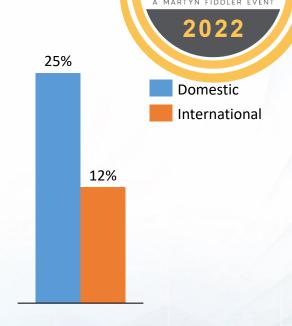
Characterised by short hauls: sweet-spot 1.5-3H. International still recovering

Global (US dominant)

Sector Length	PTD: Departures ~	% of total	PTD vs 1 yr ago (Deps)	PTD vs 2 yrs ago (Deps)	PTD vs 3 yrs ago (Deps)	
Regional: Less than 1.5	78 0,678	56%	31.5%	83.0%	15.7%	
Short haul: 1.5 hours –	454,704	33%	31.6%	93.8%	32,2%	
Medium haul: 3 – 6 ho	142,078	10%	36.7%	81.4%	23.3%	
Long haul: 6 -12 hours	19,821	1%	82.5%	62.7%	-1.8%	
Ultra Long haul:12+ ho	835	0%	271,1%	135.2%	3.6%	
Grand Total	1,398,116	100%	32.6%	85.9%	21.0%	

European

Sector Length ~	PTD: Departures ~	% of total	PTD vs 1 yr ago (Deps)	PTD vs 2 yrs ago (Deps)	PTD vs 3 yrs ago (Deps)	
Regional: Less than 1.5	12 5,418	63%	48.6%	76.1%	13.5%	
Short haul: 1.5 hours –	53,194	27%	47.1%	82.7%	24.1%	(
Medium haul: 3 – 6 ho	14,651	7%	19.9%	45.0%	3.3%	
Long haul: 6 -12 hours	6,428	3%	92.8%	62.5%	10.5%	
Ultra Long haul:12+ ho	110	0%	129,2%	107.5%	74.6%	
Grand Total	199,801	100%	46.7%	74.6%	15.2%	



Sectors flown 2022 YTD vs 2019 YTD

Source: WINGX, ATC, ADSB

Getaway resorts have seen dramatic growth, cities less so

2022 vs 2019

Jackson Hole +65%

Toronto -15%



Stuttgart -5%



Sion +53%

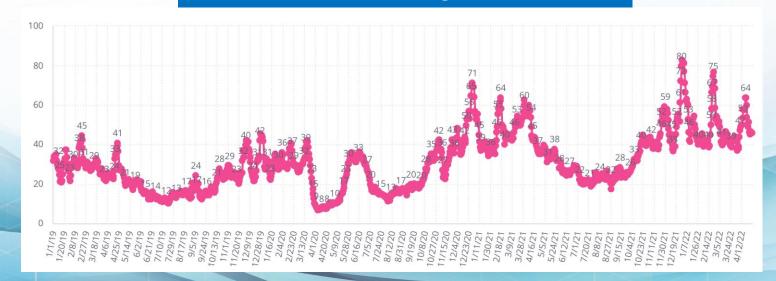


Ibiza +125%

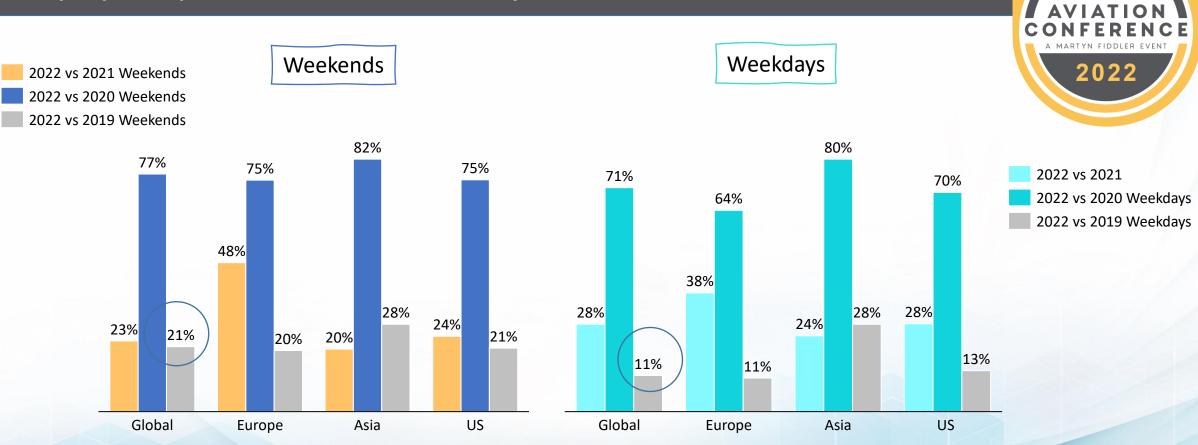


Hong Kong -54%

New York – Florida = 65% growth in 22 vs 19

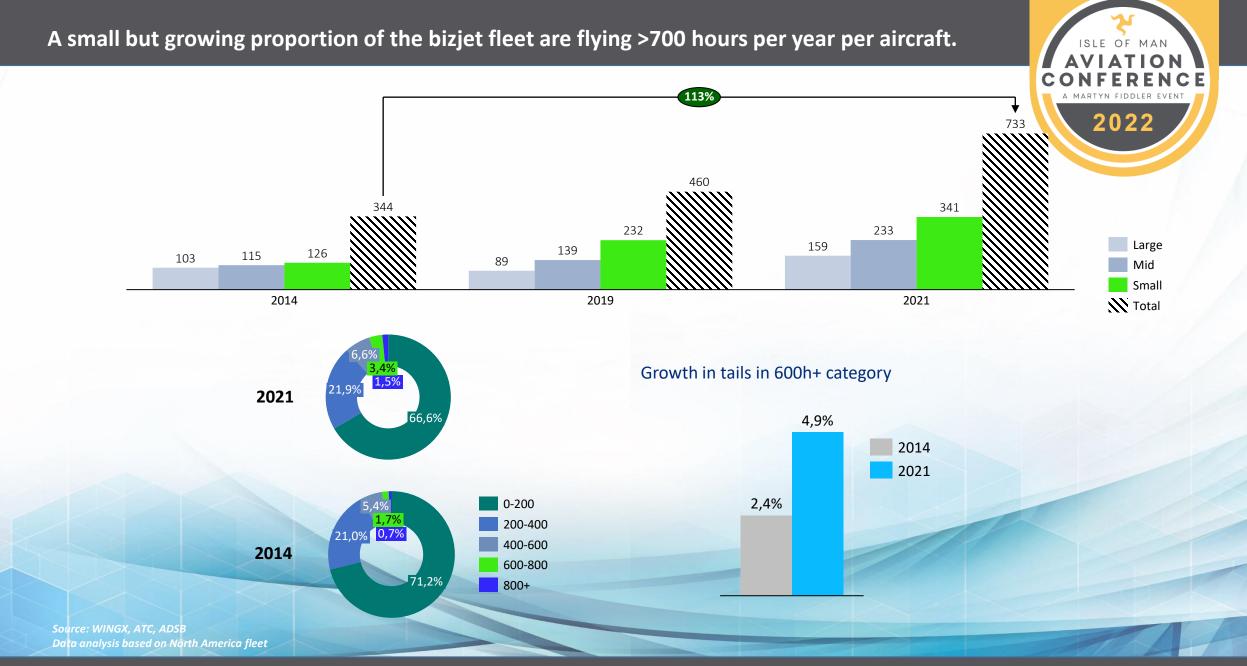


Day-day travel preferences indicate leisure/lifestyle demand is dominant

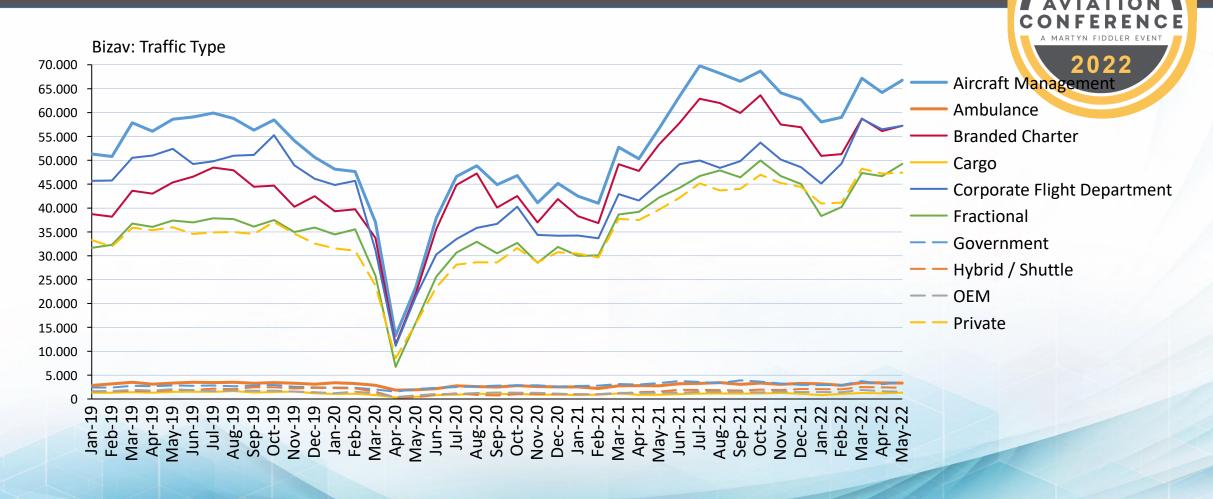


Weekends = Friday, Saturday, Sunday Weekdays = Monday through Thursday Period covered = Jan 1st through May 30th 2022 Types: Bizjets & Turboprops

Source: WINGX, ATC, ADSB

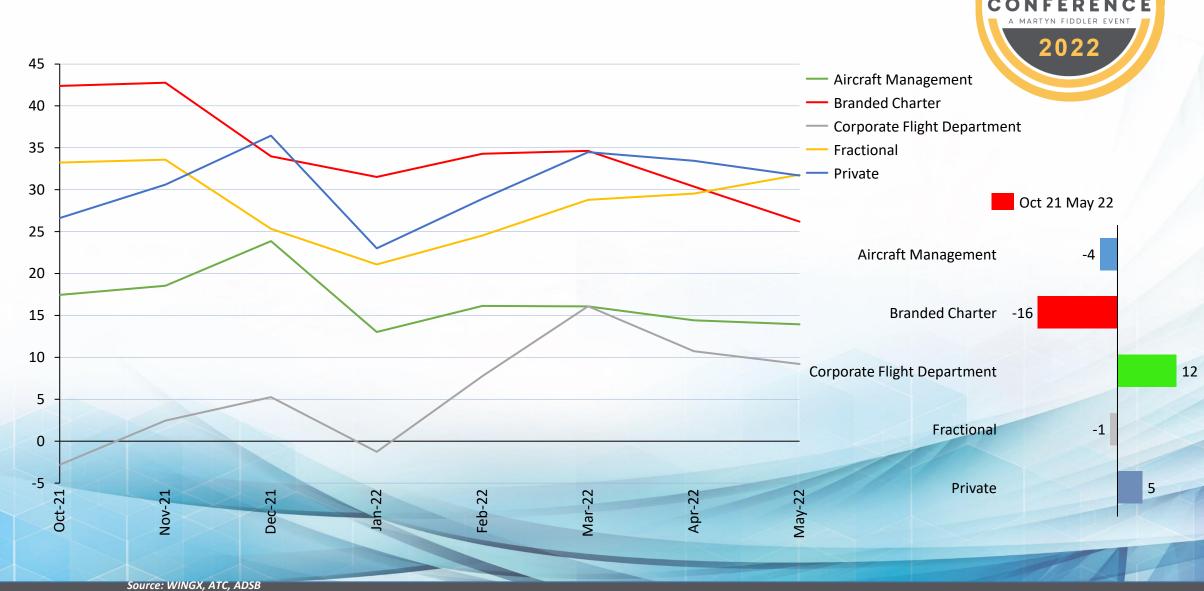


All operator types except Corporate Flight Departments recovered by end of 2021





Signs of overheating? Charter is tapering... under-supply or waning demand?

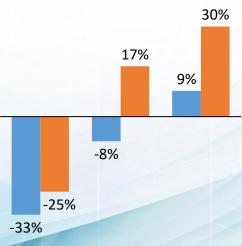


Shortage of charter inventory due to more owner flying – corporates included...





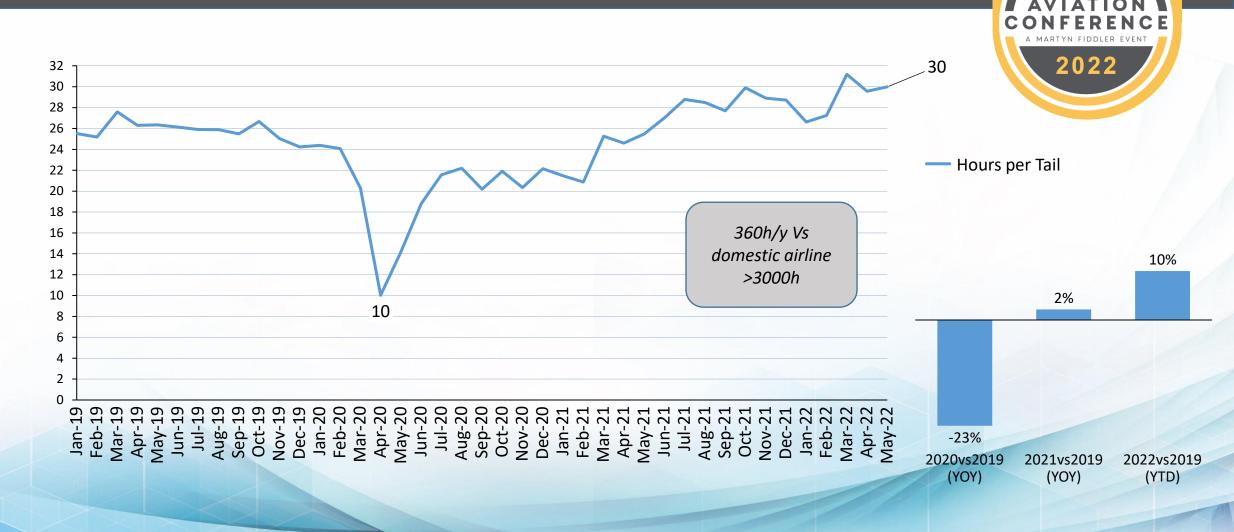




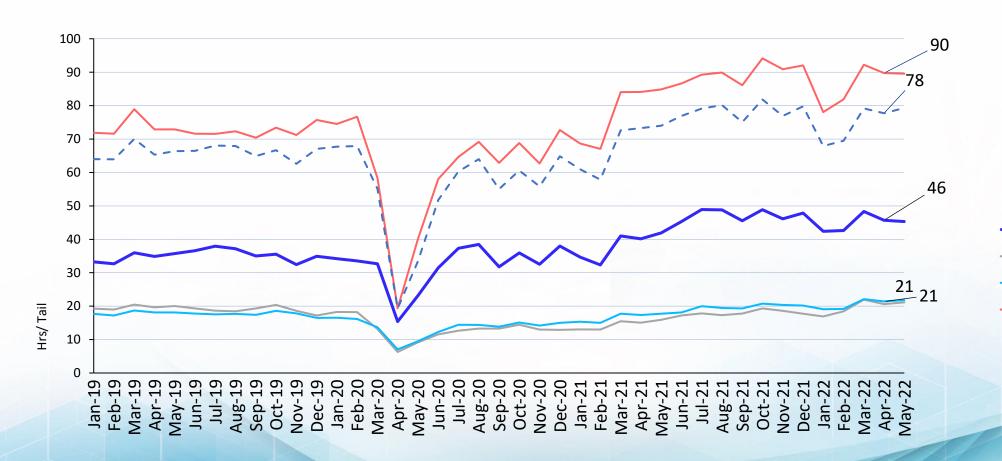
2020vs2019 2021vs2019 2022 (YTD) vs 2019

(YTD)

Hours per tail per month, from pre-pandemic 25, to low point 10, to high point of 30



Utilisation has increased 25% in Fractional (>1000h/y), +33% in Charter (720h/y)

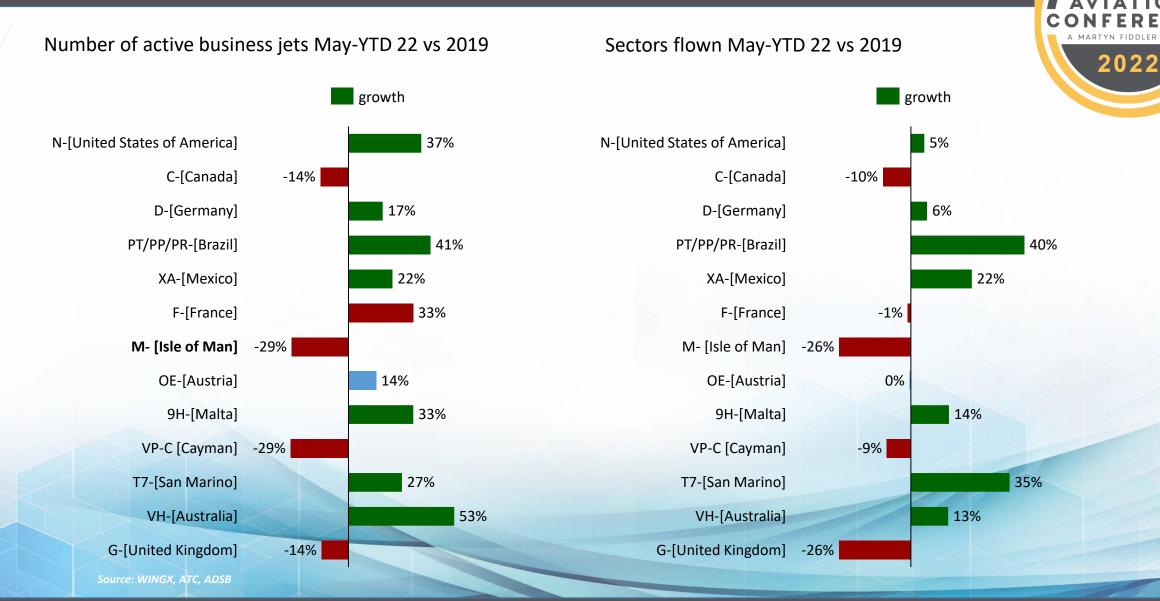




- Branded Charter
 - Corporate Flight Department
- Private Flight Department
- Fractional
- Top Operators

Source: WINGX, ATC, ADSI

Register fleet changes, in active fleet and activity



M Register Peer Group: active fleet per day

Number of daily active tails per Aircraft Register with 30 Days average and Feb-24 highlighted

M - Isle of Man

from 55 active tails in Jan-19 to 51 active tails in May-22.

T7 - San Marino

from 21 active tails in Jan-19 to 32 active tails in May-22.

2 - Guernsey

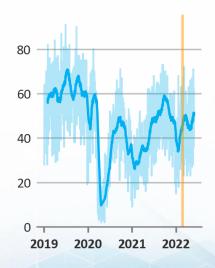
from 8 active tails in Jan-19 to 19 active tails in May-22.

9H - Malta

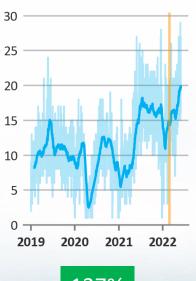
from 49 active tails in Jan-19 to 84 active tails in May-22.

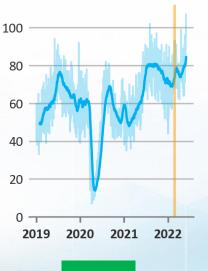
RA - Russia

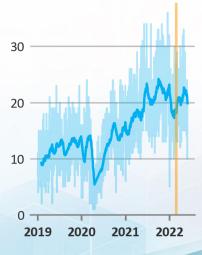
from 9 active tails in Jan-19 to 19 active tails in May-22.











-7%

52%

137%

115%

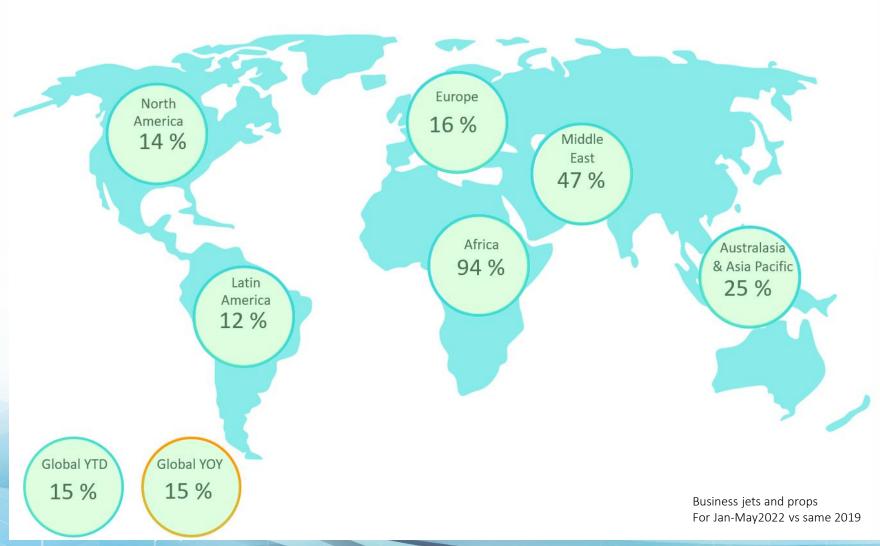
111%

Comparing Jan-19 to May-22

Source: WINGX, ATC, ADSI

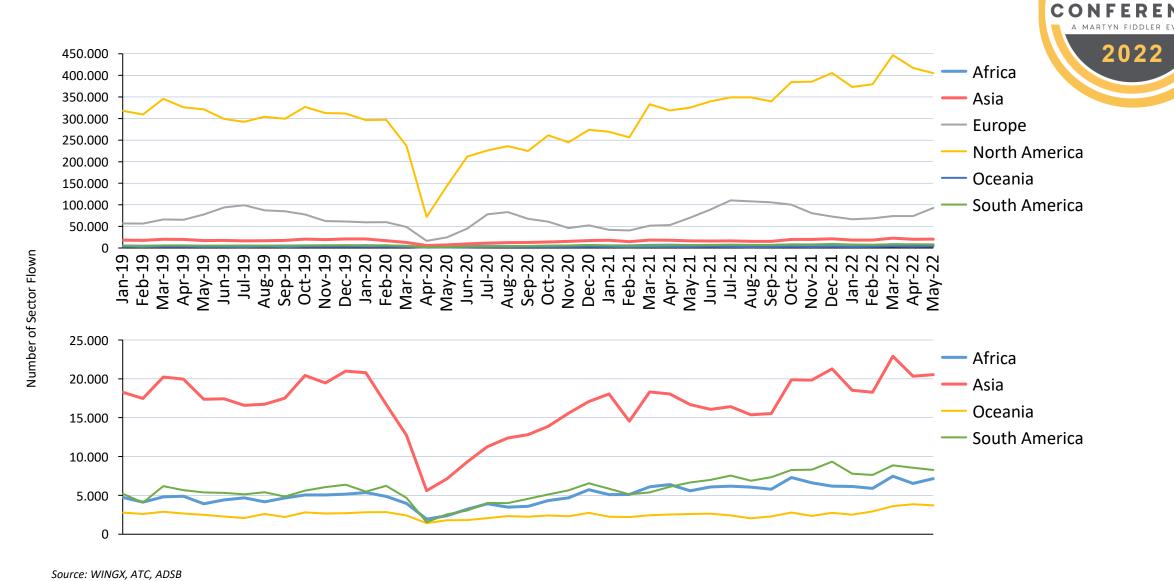
2022

Very strong growth in various global regions in May-YTD 2022 vs 2019

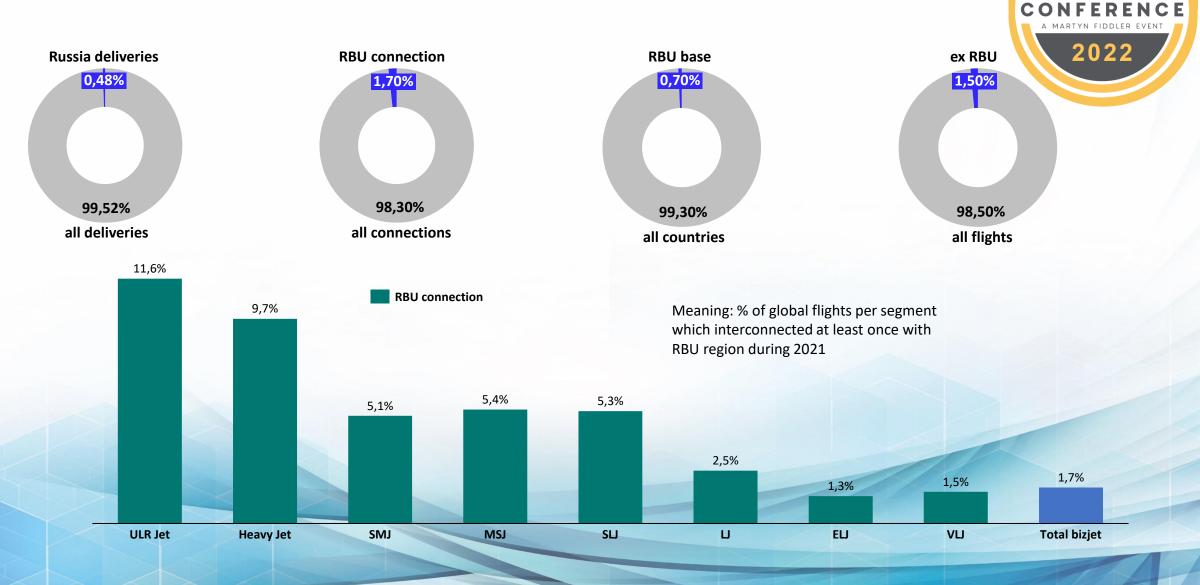




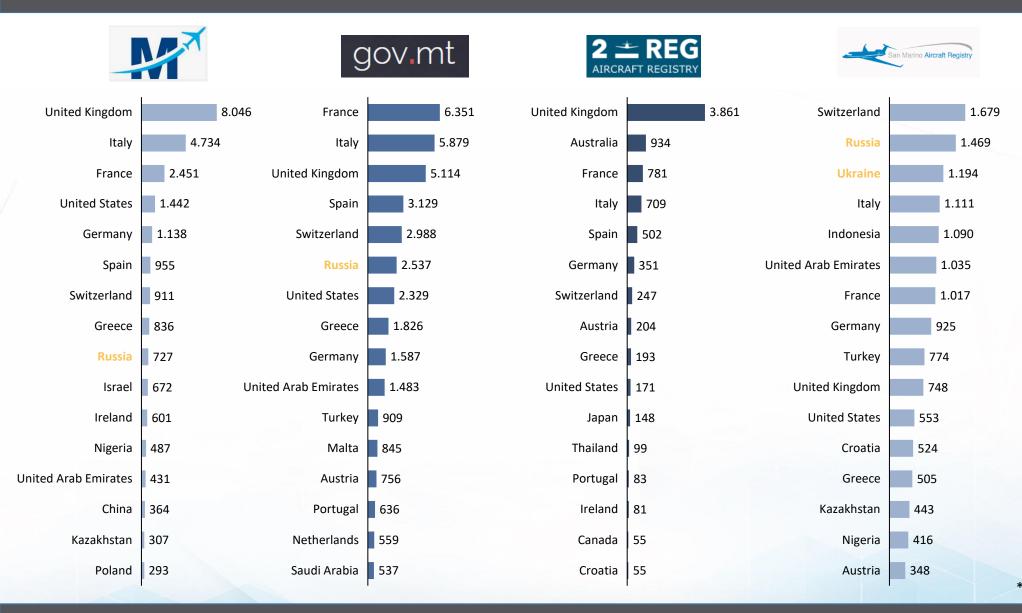
Comparative size of regional markets: North America and Europe are dominant



The next black swan: war in Europe; how exposed is bizav in terms of activity & fleet?



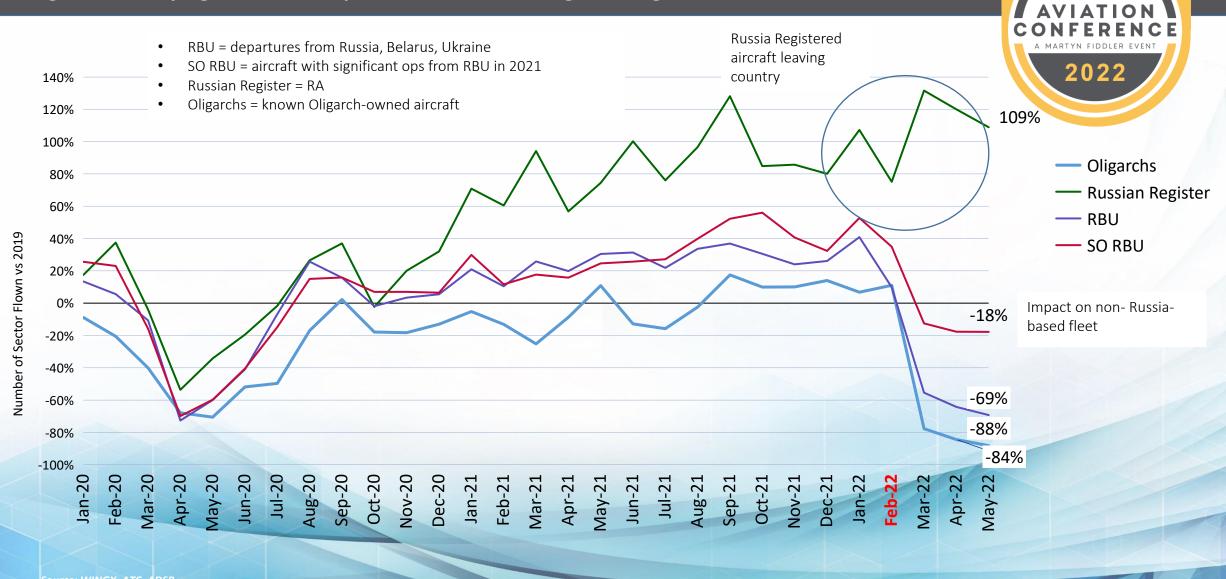
Top Arrival countries in the Last 12 Month*: Russia-Ukraine impact?





^{*} From Jun-21 to May-22

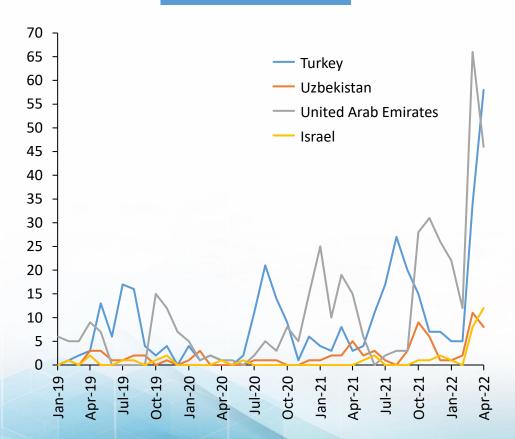
Oligarchs not flying, ex-RBU sharp decline, "SO" slowing, but Register UP



Business jet flight departures from RBU: RA Register jets are relocating

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Russia Register jets



All bizjets departing RBU

Country Flow	Dep	vs. 3 years ago	Last 7 days growth	share ~
Russia - Russia	1,732	7.9%	-51.1%	61.7%
Russia - Turkey	221	25.6%	-48.3%	7.9%
Russia - United Ar	215	36.9%	-50.7%	7.7%
Russia - Azerbaijan	88	41.9%	-48.3%	3.1%
Russia - Kazakhstan	71	121.9%	-49.2%	2.5%
Russia - Armenia	63	293.8%	-40.0%	2.2%
Russia - Israel	42	-23.6%	-47.4%	1.5%
Russia - Uzbekistan	39	14.7%	-45.2%	1.4%
Russia - Switzerland	29	-87.0%	-45.1%	1.0%
Belarus - Russia	27	-34.1%	-50.8%	1.0%
Russia - France	27	-94.8%	-42.9%	1.0%
Russia - Belarus	22	-43.6%	-43.8%	0.8%
Belarus - Serbia	16	45.5%	-41.5%	0.6%
Russia - Cyprus	16	-88.7%	-33.3%	0.6%
Russia - Finland	16	-79.2%	-50.9%	0.6%
Grand Total	2,806	-58.8%	-53.8%	100.0%

Source: WINGX, ATC, ADSB

Context?

Tailwinds Headwinds Inflation unleashed Inventory record lows **CYCLICAL** New OEM models Rising interest rates Rebound in spending End decade quant easing Business travel re-set Geopolitical conflict Covid effect Re-evaluation of bizav value WFH eroding corporate travel Digitalization, Consolidation Environmental question mark **STRUCTURAL** Introduction of AAM De-globalization / CW2 New user demographic Resource availability



Signs of the times?



MACRO

8% growth in UHNWI in 2021 (220K)

Record volumes of dry powder to invest

Pandemic recovery still early stages

Can central bankers do it again?

Industry sentiment still ++

Ukraine war not game changer

Inventory very low levels

OEM backlogs impressive

China's GDP forecast <5%

Q1 US corporate profits 2Y fall; May inflation 9%

Swiss 15Y interest rate rise -0.75/-0.25 (inflation 2.9%!)

Look at SPACs: Q122 vs Q121 -98% SPAC IPO \$*

Business jet transaction market looking frothy

Wheels UP Q1 record rev but almost 100M net loss

Charter market running short of steam

EVTOL boom is tailing off (Surf?)



\$98bn to \$2bn: 98% drop in capital raised; 299 to 18 registrations; JetNet surveys pre covid max 55%, since Q221 62, 69, 61, 57

Projections?



Good news...2022 will be

- Busiest every year for business aviation flight activity
- Aircraft manufacturers are well set for several years
- Business jets are no longer toxic, for now...

Less good news...2022 will be

- The high point for growth; the market already peaked
- Over exuberance blatant, and there will be casualties
- Bizav cannot defy the macro economy



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The reality of sustained business aviation activity – boom vs bust?

Andrew Hodgson Commercial Director, ACASS

Chay White Commercial Director, Luxaviation Group

Katie Bancroft Associate, Jaffa & Co

Matt Potts General Counsel – EMEA, Jetcraft

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IOMAR – Why the Isle of Man is still just as relevant 15 years later

Simon Williams

Director of Civil Aviation, Isle of Man Aircraft Registry

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- 'Safety with Service'
- High Safety Regulatory Standards
- Award Winning Customer Service
- Helping Solve Client Problems
- A Quality Register
- Substance Not Gimmicks
- An Aviation Centre of Excellence







- Completed and in force:
 - Accidents and Incidents
 - Occurrence Reporting
 - Dangerous Goods
 - Small Unmanned Aircraft
 - Air Traffic Services
 - Rules of the Air
- Effective 1 August 2022:
 - Aircraft Registration and Marking
 - Aerodromes

- Yet to come:
 - Operation of Aircraft
 - Airworthiness of Aircraft
 - General Provisions
 - Insurance
 - Mortgaging
 - Environmental







- Effective 1 August 2022
- New stand alone Order part of incremental replacement of Air Navigation Order with suite of new Orders
- See IOMAR website for full details of changes, link from home page:
- https://www.iomaircraftregistry.com/legislation/new-aircraftregistration-and-marking-legislation/
- Previously issued Certificates of Registration remain valid!







- Updated definition of "Commercial Air Transport"
- "Aerial work" now relates to "specialised services" rather than "valuable consideration"
- The provisions for disregard of valuable consideration are significantly updated and enhanced
- For aircraft with a Certificate of Registration issued prior to 1 August 2022
 the old definitions of commercial air transport / aerial work and the old provisions for disregard of valuable consideration continue to apply
- Owners may apply for a new Certificate of Registration if they wish to take advantage of the new rules!



Guidance Material & Forms



- Significant refresh to a number of our Registry Publications (RP) and Forms underway
- Aim to give better guidance and easier forms
- New RP on aircraft insurance to be issued
- Updates to RPs on registrations, qualified ownership, aircraft markings, changes, export CoA and deregistration
- Updates to Forms for aircraft registration / deregistration / changes







- Incorporating further security layer of Two Factor Authentication ("2FA") for access to our online customer portal ("ARDIS")
- 2FA verifies your identity using a secondary login method either a code or a login confirmation via an App on a mobile device.
- Prevents anyone but you from logging in, even if they know your password
- An instance of customer account previously being hacked & a false invoice generated
- 2FA will significantly enhance account security for all





Ukraine

- Legal prohibition of flight by 'M' Reg aircraft in the territory/airspace of Russia & Belarus
- Acted proportionately, reasonably, legally & decisively in the Public Interest on aircraft:
 - where clear connections between aircraft registration...
 - And sanctioned individuals
 - And persons resident or companies established in Russia/Belarus







- High Safety Regulatory Standards
- Award Winning Customer Service
- Helping Solve Client Problems

- A Quality Register
- Substance Not Gimmicks
- An Aviation Centre of Excellence





Aviation Centre of Excellence

Thank you for your attention

Any Questions?



Welcome to the 2022 Isle of Man Aviation Conference

Coffee break 10:30 - 11:00

Pastries by Wild Thyme





The Art of Governance

Heather Gordon

Legal Director, Martyn Fiddler Aviation

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What is governance?



"Corporate governance is the system by which companies are directed and controlled."

UK Cadbury Report, 1992

Why is Governance important?

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2022

1. Creates a system of accountability for leaders

- 2. Stakeholder confidence: from investor to employee
- 3. Seeing the future

4. Fake news and Social Media

Owning the Narrative: Fake News at Davos





Case Study: Boeing





3 Tenets of Good Governance



Accountability

Integrity

Transparency



Governance: Let's Start the Conversation



Transparency – when is enough, enough?

Helen Stone-Ward Associate, The Air Law Firm

James Moreton Client Executive Director, Hayward Aviation

Phil Morris Director, KPMG Tax

Steven Quayle Director, Cains

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How has your business & governance changed over the last 4 years?

Andrew Blundell Managing Director, Close Brothers

Diego Garrigues Owner, DG Aviation Law

Gwen Edwards Partner, CMS

Nic Arnold UK Head of JTC Private Office, JTC Group

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Welcome to the 2022 2022 Isle of Man Aviation Conference

Lunch break 12:30 - 14:00

Food by Wild Thyme

Lunch sponsored by and luxaviation X





Dessert sponsored by





Flight plan to sustainability

Ryan Hogg

District Manager, Avfuel

Organised by











Flight Plan to Sustainability

June 22, 2022 Ryan Hogg | District Manager



650+

Branded FBOs

3,000+

Global Contract Fuel Locations

Full suit of aviation solutions

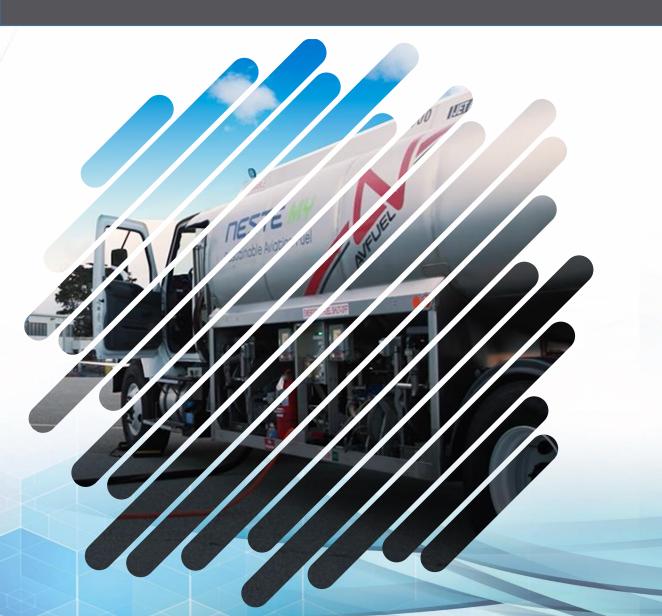
2012: Formed Avfuel Technology Initiatives Corporation

Strategic partnership with leading SAF producers

Logistics

SAF deliveries into complex airports





Flight Plan to Sustainability

Sustainability/SAF Overview

Avfuel's SAF Progress

Carbon Offsetting

Resources

Q&A



Sustainability/ SAF Overview

The Facts and the Market

Business Aviation & SAF



In 2009, global bizav community issued a multi-goal plan to reduce carbon emissions: Business Aviation Commitment on Climate Change (BACCC).

Specific goals

- Short Term: 2% annual fuel efficiency improvement 2010-2020
- Medium Term: Carbon-neutral growth from 2020 onward
- Long Term: Halving emissions by 2050 to 2005 levels

Aviation is the only industry to develop internationally-agreed carbon emission reduction standards through the UN's ICAO.









- Aviation contributes 2% of global Green House Gas (GHG) Emissions and Business Aviation contributes 2% of this global amount
- The largest potential reduction in emissions is adopting SAF
- SAF (pre-blend) meets requirements of ASTM D 7566
- When blended with refined jet, meets ASTM D-1655 (Jet A or Jet A-1)
- Seven different pathways are approved (more pending) to convert different feedstocks into SAF to blend on a "drop in basis" with refined Jet/Jet A-1

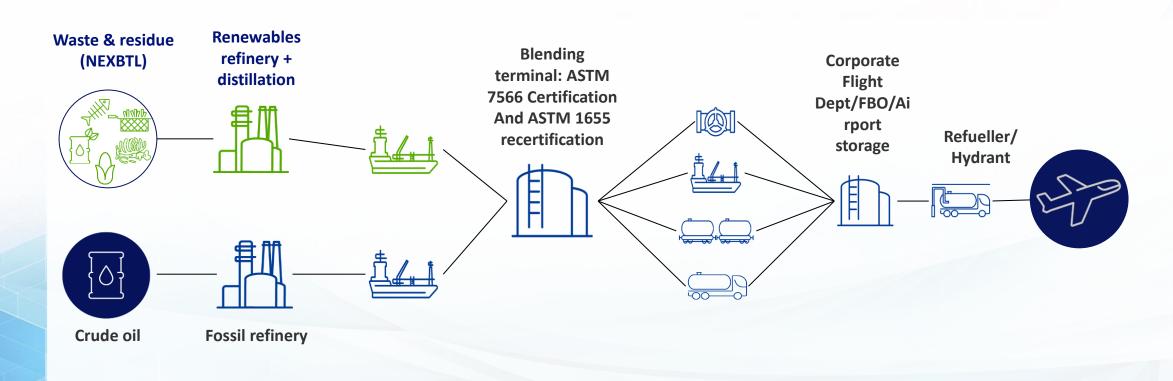
Business Aviation & SAF



- SAF is approved for use in turbine aircraft as approved for use in turbine aircraft
- It is recommended by the FAA, the European Aviation Safety Agency and other international aviation agencies and approved for use by ASTM
- GAMA, NATA, NBAA, IBAC, IATA, A4A, CAAFI, IATA and ICAO are supportive of SAF and its adoption
- 500,000 flights have flown using a component of SAF
- GAMA spearheaded, in association with NATA and NBAA, the writing of an SAF guide that was released at EBACE 2018 and updated and re released in August 2020
- Business Aviation Professionals and Airport Executives should review this guide and be familiar with the Q & A section. Fuel suppliers participated actively in developing the guide



SAF is a Drop-in Solution to the Existing Fuel Supply Chain & Infrastructure



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SAF Benefits



Smaller carbon footprint and lower emissions

Up to 80% less GHG emissions over the lifecycle

Harmful particulate matter, SOx reductions

Powerful performance

Free of Sulphur, oxygen and aromatics + high energy content = clean burning

Freeze point down to -49 °C or even lower

Better thermal stability

Long storage time

Oxidation stability remains the same for many years in neat form

Engine and infrastructure compatibility

Can be used in existing infrastructure and without any modifications to engines

Normal maintenance costs

ASTM D7566 Annex A2 certified

Got a question? Ask us on Slido! Enter the code '1881404' to join.





Avfuel's SAF Progress

Got a question? Ask us on Slido! Enter the code '1881404' to join.

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Key Milestones

- 2021: Avfuel partners with Neste
- 2020: Avfuel launched its Carbon Offset Program
- 2019: Avfuel provides demonstrative SAF loads
- 2018: Avfuel and Gevo enter into SAF agreement
- 2012: Avfuel Technology Initiatives Corporation founded



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Continuous Supply Locations To Date

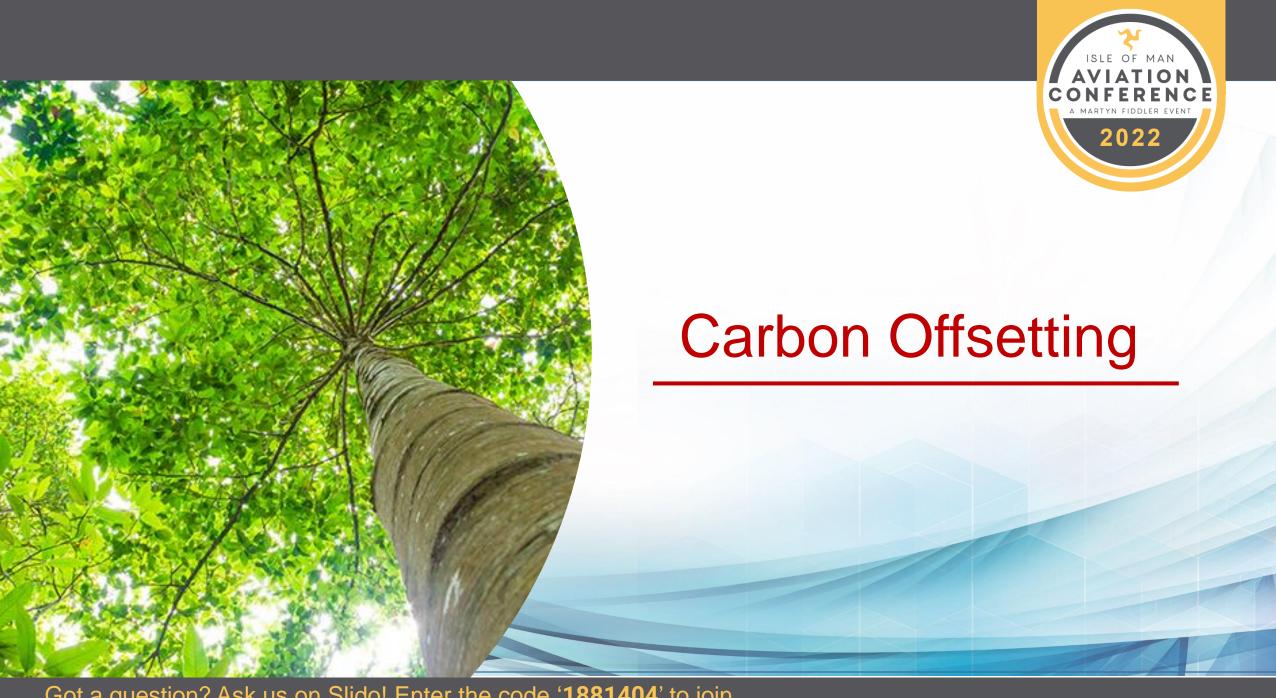
FBOs/Airports

- Monterey Jet Center (KMRY)
- Telluride Regional Airport Authority (KTEX)
- Sonoma Jet Center (KSTS)
- Truckee Tahoe Airport District (KTRK)
- Atlantic Aviation Aspen (KASE)
- Million Air Burbank (KBUR)
- Del Monte Aviation (KMRY)
- Ross Aviation (KTRM)
- ACI Jet (KSNA)

OEMs

- Textron Aviation, Wichita
- Bell Textron, Fort Worth
- Embraer, Melbourne
- Bombardier





Got a question? Ask us on Slido! Enter the code '1881404' to join.





Avfuel's Carbon Offset Program

Simple, right now solution

Doesn't REDUCE emissions, OFFSETS emissions

Purchase credits to fund projects

1 credit offsets 100 gallons of fuel

JSSI partnership

CBL - Xpansiv selected as vendor

Avfuel.com/offset



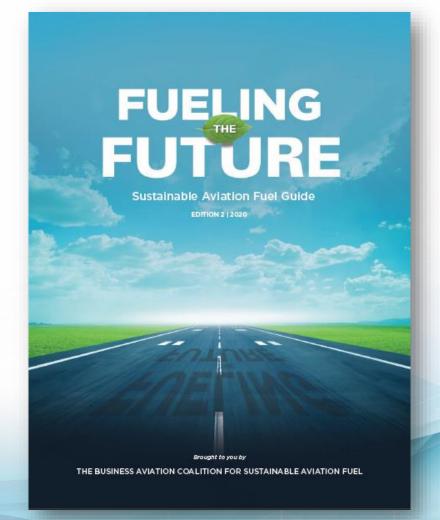
Got a question? Ask us on Slido! Enter the code '1881404' to join.



Resources

Information, Brochures, Blogs, Recordings and News at ...

Avfuel.com/Sustainability Avfuel.com/SAF Avfuel.com/Offset Avfuel.com/NoLead





Connect With Us





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Got a question? Ask us on Slido! Enter the code '1881404' to join.



Sustainability within Air Charter

Chris Mace CEO, MaceAero Ltd

Organised by

Supported by













- Private Aviation Advisory
- Aircraft Sales / Acquisition
- Charter / Leasing / Hours
- Aircraft Management



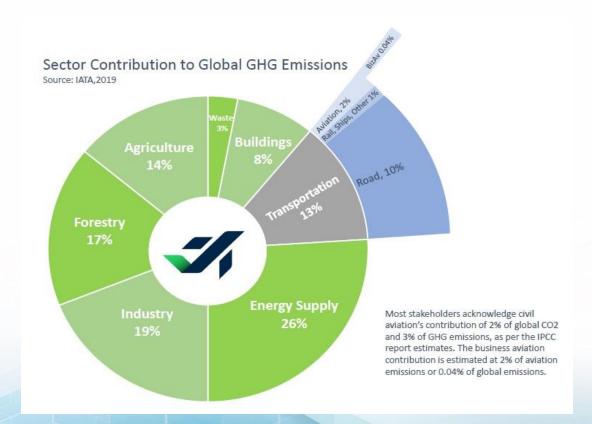
- 300+ Member Companies
- Brokers / Operators / Suppliers
- 58 Worldwide Countries
- Setting Standards / Training

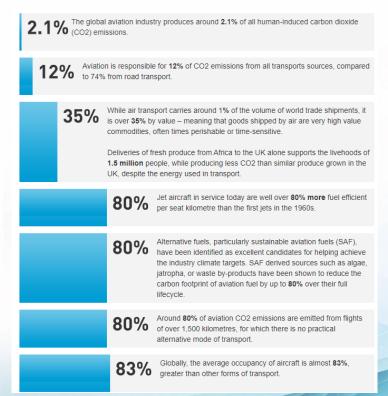




The Air Charter Association SUSTAINABILITY WITHIN AIR CHARTER





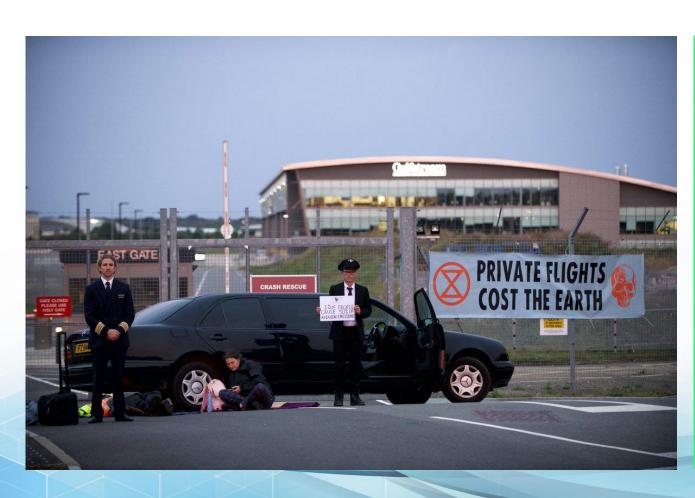


















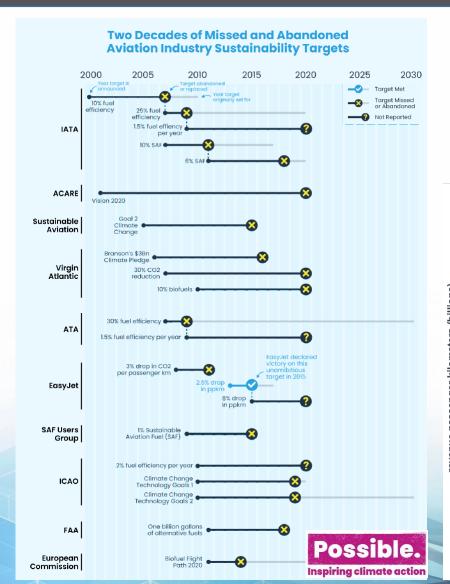


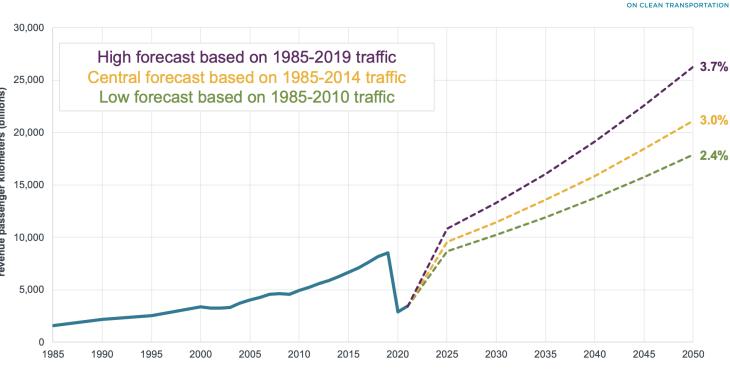












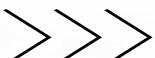




What is the Air Charter Industry actually doing right now?

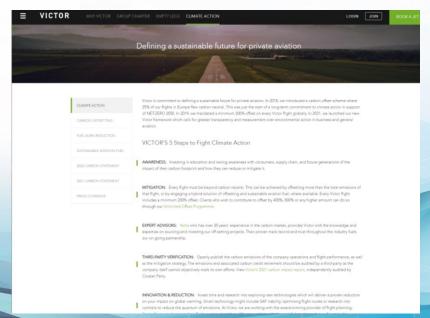


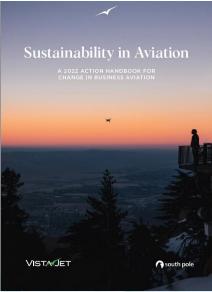


















ISLE OF MAN AVIATION CONFERENCE A MARTYN FIDDLER EVENT 2022

The Air Charter Association Sustainability Consultation

Do you feel that aviation targets of NET Zero by 2050 are achievable?



Do you offer clients the ability to offset emissions?



When do you plan for your business to be NET Zero emissions?



Are your emissions offsets optional with Client 'opt-in'?

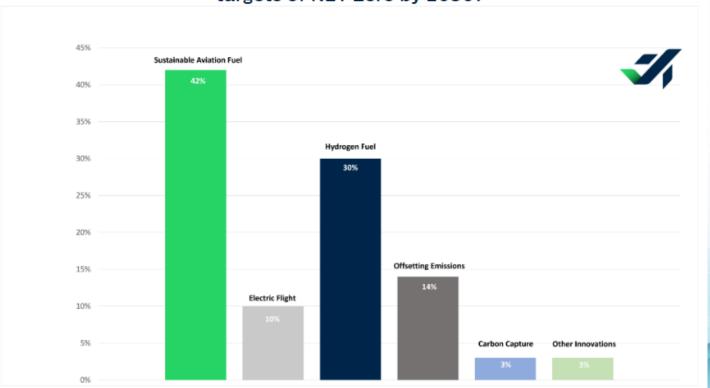








Which of the following will be the most significant in aviation reaching its targets of NET Zero by 2050?



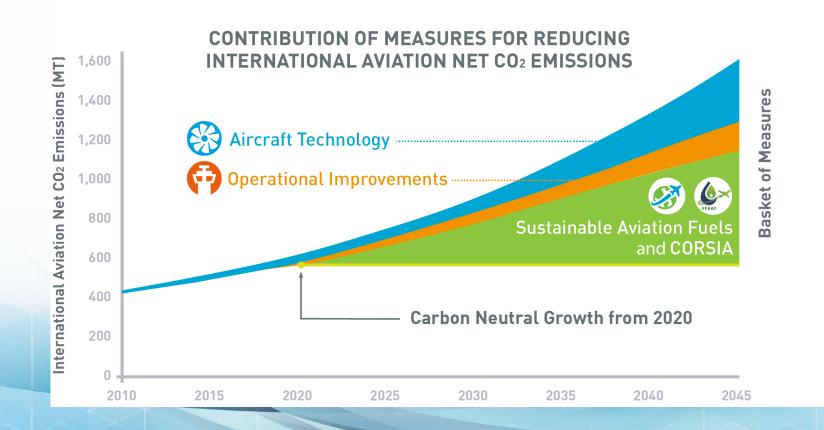








There is no single solution to eliminating aviation's impact on the environment



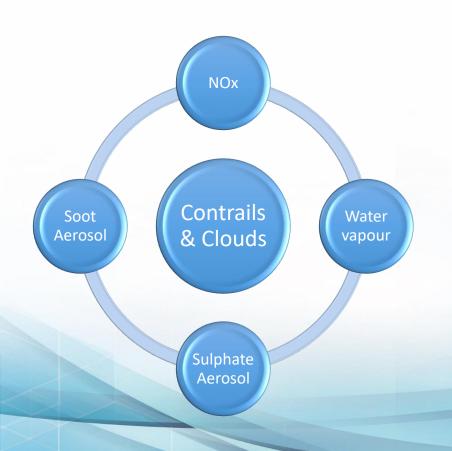








Non-CO2 emissions (CO2e) account for 2/3rds of aviation's total climate impact





2005 baseline study showed aviation (*)

CO2 = 1.6% of global 'radiative forcing'

But net 'radiative forcing' = 4.9%

NOx = Nitrogen Oxide







There is no single solution to eliminating aviation's impact on the environment

	CARBON DIOXIDE (CO2)	OTHER EMISSIONS NOx, Water vapour, Sulphates, Soot, Contrails, etc. (CO2e)	TECHNICAL COMPLEXITY	COMMERCIAL CHALLENGES
EMISSION OFFSETTING	NET reduction	Not widely adopted but with NET reduction only	LOW	LOW
AIRCRAFT, AIRPORT, AIRSPACE & OPERATIONAL EFFICIENCIES	Some reduction	Some reduction	LOW	LOW
SUSTAINABLE AVIATION FUEL (SAF)	NET reduction	Some reduction	MEDIUM	HIGH
HYDROGEN	Full reduction	Significant reduction	HIGH	HIGH
ELECTRIC PROPULSION (HYBRID ELECTRIC)	Significant reduction	Some reduction	MEDIUM / HIGH	MEDIUM / HIGH
ELECTRIC PROPULSION (BATTERY ELECTRIC)	Significant reduction	Significant reduction	HIGH	HIGH







Emissions offsetting – PROCEED WITH CAUTION!

	+	_		
	×	÷		



• Schemes can differ, be clear — CO2, CO2e or CO2e ++



• Who is making money?
Profit or non-profit organisations



Double counting?
 Operator/Broker or Company/Government



• Additionality — Be project specific



Projects complete or set-up?

Is it scientifically measured, or will it be completed?



Carbon credits

Direct to a project ? Carbon trading brokers take %







Summary



• There is no single solution to eliminating aviation's impact on the environment



• Targets are ambitious and require heavy investment to achieve



• It's a global problem and needs to be tackled worldwide & with government support



• Be clear, sensible and accurate in your claims & ambitions to sustainability



We all need to play our part, make changes to our businesses & throughout supply chains



 It goes beyond Air Charter, Business Aviation and the wider Aviation sector. It relates to every industry, sector and business



The challenges we face now may be great, but the challenges of inaction will be far greater





Thank you



Sustainability Q&A

Chris Mace CEO, MaceAero Ltd Ryan Hogg District Manager, Avfuel

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Welcome to the 2022 Isle of Man Aviation Conference

Coffee and ice-cream break 15:00 - 15:30





Transformative Technology Reaching the Skies of the Future

Mary Caitlin-Ray
Counsel, Crowell & Moring LLP

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The Skies of the Future

New Entrants

Increased Sustainability

- Aviation Mobility and Revenue
- Diversity, Equity and Inclusion



Volocopter #Blog: VoloDrone and DB Schenker Open up New Logistics Era – Volocopter



Aviation Mobility and Regulation

- FAA and EASA regulation of new entrants
 - Aircraft certification and maintenance framework (Part 135!)
 - Operator certification and operating rules
- Development considerations
 - What's new, if we're using the existing regulatory framework?



What's the Buzz?

- Business Aviation Community as Operators:
 - Opportunities to grow flight departments
- Business Aviation Community as Customers and Investors
 - Growing ability to complete last mile deliveries in certain communities
 - Continued interest in investment in the drones and eVTOLs
 - Transform the role of the Flight Department
- Safety First!
 - Counter UAS
 - Privacy concerns



What's Holding Us Back?

- Regulation
- Public Acceptance
- Infrastructure
- Technology





Eye on the (Future) Sky

Sustainability

- Diversity, Equity & Inclusion

Safety

Aviation Mobility

Technology

New Revenue Models



Thank you.

Mary-Caitlin Ray

Counsel Aviation mray@crowell.com

Washington, DC





Transformative technology

Chris Bigwood Senior Connected Aircraft Solutions Architect, Honeywell Aerospace

Dave Edwards CEO, The Royal Aeronautical Society
Mary Caitlin-Ray Crowell & Moring LLP

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Summary, conference highlights and closing remarks

Graham Williamson (Conference chair)

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