

Aviation financing and leasing school

February 2026



Introduction

It has been a tumultuous few years for the aviation industry. Following the pandemic and the ongoing war in Ukraine, the industry is now having to address the imposition of tariffs, increasing environmental concerns and critical disruptions to supply chains. This school will look at the current state of the aviation finance and leasing market in the context of this backdrop.

The course, led by aviation finance and leasing expert Kenneth Gray, with input from leading practitioners within Norton Rose Fulbright's aviation group and other guest speakers, will address amongst other things:

- How the aircraft finance and leasing market has changed and will change around the world
- Purchase agreements
- Sources of liquidity and credit support now and in the future
- Sanctions
- Efficient structures for financing and leasing aircraft
- Security and the Cape Town Convention
- Maintenance
- Defaults, restructuring (including Chapter 11) and repossession

The school will run over three days, featuring presentations with Q&As, workshops, fireside chats with guest speakers and case studies, as well as recorded webinars. Attendees will be expected to participate and engage in discussion, both with each other and presenters.

Registrants who are unable to get on the February school will have the opportunity to register for future schools, and we will be in touch with further dates in due course.

Course objectives

We will provide attendees with a comprehensive understanding of the current state of the aircraft finance and leasing market

Date and time

Monday, February 9 –
Wednesday, February 11, 2026

09:30 – 17:30 daily

Access

Norton Rose Fulbright LLP
3 More London Riverside
London SE1 2AQ
United Kingdom

Cost

Full price:	£2,850
Early bird offer*:	£2,100

*Register before Friday, December 19, 2025 to save over 25%

Agenda

The agenda may be adapted slightly as we continue to refine the school to meet the evolving needs of delegates. Delegates will be notified of any changes.

Day	Course Lead Presentation	Guest speakers	Fireside chats
Monday	Introduction	Will Alete , Partner, London <i>Operating leases, an airline's perspective</i>	Alyssa Vazquez , Head of Aviation, United States <i>Operating leases, a lessor's perspective</i>
	The aircraft finance and leasing market	Alex Blaney , Partner, London <i>Trading aircraft</i>	Duncan Batchelor , Global Head of Aviation and Richard Green , Partner, London <i>Looking to the future</i>
	Sources of liquidity and credit support		
	The regulatory framework for registering aircraft under the Chicago Convention		
Tuesday	Financing operating lessors and warehouse facilities	Denis Brailsford , Head of Asset Management, IBA <i>The technical provisions of a lease – lessor and lessee perspective</i>	Emma Giddings , Partner, London <i>Environmental, social and corporate governance</i>
	Taking security	Maddi Parker , Associate, London <i>Impact of Sanctions</i>	
	The Cape Town Convention	Fiona Henderson , Partner, New York <i>Securitisation structures</i>	Jeffrey Wool , Secretary General, Aviation Working Group <i>The aims, history and future of the Cape Town Convention</i>
	Drinks reception and dinner		

Wednesday Events of Default

Akihiko Takamatsu, Partner, Tokyo

Tax leases and the JOLCO

Dan Cowdy, Partner, London

Purchase Agreements

Charlotte Winter, Partner, London and **Zayba Drabu**, Partner, London

Repossessing aircraft: the practicalities

Sebastien Allain, Partner, Paris

Export Credits; AFIC, Balthazar and other credit support structures

Annabelle Wheeler, Partner, Munich and **Patrick Farrell**, Partner, London

Return conditions – Lessor and lessee perspective

David Rosenzweig, Partner, New York

Restructuring distressed airlines: Chapter 11

Course Instructor



Kenneth Gray
Legal Consultant
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Kenneth Gray worked with our banking and finance department for almost 40 years, advising on banking and security law in London and Paris. He joined us in 1986, founded our Paris office in 1990, became a Partner in 1993 and worked as a consultant to the firm from 2008 until his retirement in 2024. He is leading this school on behalf of Norton Rose Fulbright.

During his career, Kenneth focused primarily on aircraft and other asset finance. The practice is recognised as a market leader in this field by the

principal market directories and Kenneth was a key part of the team.

For 20 years, Kenneth has been running highly regarded courses on aviation finance and leasing, attended by the world's leading manufacturers, airlines, financial institutions and leasing companies. Kenneth is a member of the executive committee of the Legal Advisory Panel to the Aviation Working Group and the chair of its UK National Contact Group. Kenneth has an MA from Cambridge University and has qualified as a solicitor in England and Wales and as an avocat at the Paris bar.

“Kenneth has a brilliant way of explaining complex legal points in a non-legal way so they are easy to understand and then includes real life examples which I found really helped cement my understanding.”

Contracts Manager, Rolls-Royce & Partners Finance Limited

“The course with Kenneth was very well organised and well presented. It was good to attend all the various sessions to have a better understanding of the aircraft finance world. I very much enjoyed the course and found it very helpful for my day to day work!”

Senior Legal Advisor, easyJet

How to register

To register your interest, please contact
aviation.school@nortonrosefulbright.com

Course benefits

- A holistic course covering all angles of aircraft finance and leasing from acknowledged industry leaders.
- Global perspectives – London, Paris, New York, Tokyo as well as eminent guest speakers.
- Practitioners in finance (including capital markets), leasing, dispute resolution, insolvency and restructuring.
- Covering the law, technical requirements and sources of finance.
- Live Q&A with the market's leading legal experts.
- Led by Kenneth, who has a long and well-known history of delivering training in person and virtually around the world.
- Real networking opportunities.
- This course is a learning and development event which may be counted towards continuing competence for England & Wales qualified solicitors.

Who should attend?

Anyone involved in the negotiation and documentation of aircraft finance and leasing transactions, whether on the legal, financial or technical side, at airlines, manufacturers, leasing companies and other interested financial institutions.

More information

For further information, including about the availability of professional accreditation in other jurisdictions, or to enquire about in-house training opportunities, please contact
aviation.school@nortonrosefulbright.com

Global resources

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7000+

People worldwide

3000+

Lawyers worldwide

50+

Offices

Key industry strengths

- Consumer markets
- Energy, infrastructure and resources
- Financial institutions
- Life sciences and healthcare
- Technology
- Transport



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The purpose of this communication is to provide information as to developments in the law. It does not contain a full analysis of the law nor does it constitute an opinion of any Norton Rose Fulbright entity on the points of law discussed.

You must take specific legal advice on any particular matter which concerns you. If you require any advice or further information, please speak to your usual contact at Norton Rose Fulbright.
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