NORTON ROSE FULBRIGHT

Aviation finance and leasing school

October 2026



Introduction

In recent years, the industry has faced a rapidly evolving landscape shaped by the imposition of tariffs, heightened environmental and regulatory pressures, and significant disruptions to global supply chains. In this climate of sustained uncertainty, staying well informed has never been more essential.

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

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, October 5 – Wednesday, October 7, 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, July 17, 2026 to save over 25%

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 October school will have the opportunity to register for future schools, and we will be in touch with further dates in due course.

Programme

The programme 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.

	Monday	Tuesday	Wednesday
Morning	*Introduction*	*Tax leases and the JOLCO* **Guest speaker: Akihiko Takamatsu**, Partner, Tokyo	*Financing operating lessors*
	Introduction to aircraft finance and leasing	*The technical provisions of a lease* **Guest speaker: Denis Brailsford**, Head of Asset Management, IBA	*Purchase Agreements* **Fireside chat: Dan Cowdy**, Partner, London
	Different financing and leasing structures	*Impact of Sanctions* **Guest speaker: Maddi Parker**, Associate, London	*Export Credits; AFIC, Balthazar and other credit support structures* **Guest speaker: Sebastien Allain**, Partner, Paris
	Operating leases, an airline's perspective **Guest speaker: Will Alete**, Partner, London	*Taking security – the classic system*	*Events of Default*
	Trading aircraft **Guest speaker: Alex Blaney**, Partner, London		
Afternoon	*Operating leases, a lessor's perspective* **Fireside chat: Alyssa Vazquez**, Head of Aviation, United States	*The Cape Town Convention*	*Repossessing aircraft: the practicalities* **Guest speaker: Charlotte Winter**, Partner, London and **Zayba Drabu**, Partner, London
	The regulatory framework for registering aircraft	*The aims, history and future of the Cape Town Convention* **Fireside chat: Jeffrey Wool**, Secretary General, Aviation Working Group & **Kenneth Gray**	*Return conditions – Lessor and lessee perspective* **Guest speaker: Annabelle Wheeler**, Partner, Munich and **Patrick Farrell**, Partner, London
	Looking to the future **Fireside chat: Duncan Batchelor**, Global Head of Aviation and **Richard Green**, Partner, London	*Securitisation structures* **Guest speaker: Fiona Henderson**, Partner, New York	*Restructuring distressed airlines: Chapter 11* **Fireside chat: David Rosenzweig**, Partner, New York
			The impact of alternative A
		Drinks reception and dinner	

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.

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.

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> ***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**

> "
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> ***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!"***
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> **Senior Legal Advisor, easyJet**

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

Norton Rose Fulbright provides a full scope of legal services to the world's preeminent corporations and financial institutions. The global law firm has more than 3,000 lawyers advising clients across locations in the United States, Europe, Canada, Latin America, Asia, Australia, Africa and the Middle East.



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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