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2021 NBAA ANNUAL REPORT



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YEAR IN REVIEW

Despite COVID Challenges, Business Aviation Marks a Year of Resilience and Innovation

The business aviation community entered 2021 on an encouraging note following the uncertainty and downturns of the initial aftermath of the COVID-19 pandemic, with traffic numbers on the rise and aircraft manufacturers and resellers reporting strong demand for new and used business aircraft. Those trends continued throughout the year, further buoyed by widespread availability of vaccines and the reopening of some international markets.

NBAA President and CEO Ed Bolen set an optimistic and forward-looking tone for business aviation in 2021 during a series of virtual meetings in January with members of the Chicago Business Aviation Association (CBAA), the Colorado Aviation Business Association (CABA) and the newly formed Iowa Business Aviation Association (IBAA).

"[COVID-19] affected us on a personal level, on a company level, on a community and country level," Bolen told CBAA members, adding that business aviation's response to the pandemic demonstrated the industry's resilience and innovation. "We found ways to get things done, and we found ways to support each other."

Bolen expanded on this theme when speaking to CABA members. "But now we are entering a new year," he said, "and I think we have an opportunity to look back and characterize 2020. I think in a lot of ways, it was a year of resilience. It gave us an opportunity as a community to do what we've always done, which is communicate, share experiences, work together to solve problems and ultimately find ways to move forward."

NBAA KEEPS MEMBERS INFORMED OF UPDATED COVID GUIDANCE

As the COVID-19 situation evolved throughout 2021, NBAA continued to provide the latest information about guidance from the U.S. Centers for Disease Control and Prevention (CDC), as well as travel restrictions and requirements from federal and international officials, via the association's extensive COVID-19 resources available at nbaa.org/coronavirus.

Additionally, NBAA leveraged its social media presence and on-line platforms – including the NBAA News Hour webinar series and NBAA's Flight Plan weekly podcast – to keep members informed of the latest developments affecting business aviation, such as the opening of international borders and requirements on for vaccination and testing of travelers.

For example, a Sept. 30 "Meet the Regulators" virtual session hosted key personnel from the CDC, FAA and Customs and Border Protection (CBP) to discuss the evolving pandemic, the latest in customs policies and procedures, and to answer attendees' questions regarding masks, vaccine requirements and other pandemic-related issues ahead of NBAA's annual convention.



NBAA News Hour: 2021 NBAA-BACE Edition - Meet The Regulators

Thu, Sep 30, 2021 · 11:00 AM | Eastern Time (US & Canada) (GMT -4:00) | Add to calendar
Webinar will be recorded

WEBINAR ENDED

YEAR CULMINATES WITH A RESURGENT INDUSTRY RETURNING TO NBAA-BACE IN LAS VEGAS

Despite challenges from COVID, NBAA hosted an incredibly successful, in-person edition of its Business Aviation Convention & Exhibition (NBAA-BACE) in Las Vegas, NV from Oct. 12-14. The convention was among the most exciting and impactful events ever held by the association.

Companies eagerly returned to showcase their products, with new and upgraded aircraft at the aircraft display at Henderson Executive Airport (HND) and in the Las Vegas Convention Center's (LVCC) new West Hall. New flight-planning software, winglets and concepts for hydrogen- and electric-powered aircraft were also unveiled.

The show featured presentations by inspirational figures and trailblazers, including entrepreneur Martine Rothblatt, Olympic champion Lindsey Vonn and astronaut Dr. Sian Proctor, the first Black woman to pilot a spacecraft. All shared moving stories of passion, perseverance and triumph.

The show also included an inaugural NBAA-BACE Newsmakers Luncheon, where noted journalist Miles O'Brien moderated a panel that featured three legendary business aviation entrepreneurs who engaged in a riveting discussion about new customers and industry growth trends, as well as new customer segments.

Sustainability was a central component of 2021 NBAA-BACE. The convention's carbon-offset program made the show one of the world's largest carbon-neutral aviation events. In addition, nearly 100 exhibitors signed a "green pledge" to reduce their carbon footprint at the show.

Fuelers and operators spoke about business aviation's leadership in maturing the global market for sustainable aviation fuel (SAF). Every outbound aircraft departing from Nevada's Henderson Executive Airport immediately after NBAA-BACE flew with SAF in the tank – and the renewable fuel was available at Harry Reid International Airport (LAS) for the first time. Also new at the 2021 show: operators flying to NBAA-BACE could use the book-and-claim process to choose SAF, grow the market for low-carbon fuels and generate emissions benefits.

The show also emphasized business aviation's mission to build an increasingly diverse, equitable and inclusive workforce, with career opportunities for people from all backgrounds.

"Innovation and inspiration were everywhere at NBAA-BACE, reflecting just how exciting business aviation is right now," said NBAA President and CEO Ed Bolen. "Spirits were high throughout the week, with so many people reconnecting to learn together, get business done and chart a course for the industry's promising future."

In 2022, NBAA-BACE will be held in Orlando, FL, Oct. 18-20.

EBACE CONNECT SOARS BEYOND EXPECTATIONS

With pandemic travel restrictions still in place throughout the European Union in May, NBAA joined with the European Business Aviation Association (EBAA) to host the first-ever EBACE Connect virtual gathering, an event that demonstrated the global business aviation community's eagerness to embrace the future, focus on new opportunities and fire the imagination.

More than 1,600 people participated in the program, which featured keynote discussions with aviation leaders and visionaries. Famed pilot and philanthropist Erik Lindbergh opened the program by sharing personal insights on the next great era in aviation. On the second day of the event, CEOs from all the major business aircraft OEMs shared their perspectives on the state of the industry.

Other EBACE Connect panel sessions focused on business aviation's future, including advanced air mobility, safety regulation of new technologies, growing beyond COVID, market trends and sustainability.

On May 17, major OEMs and leading service providers made six announcements regarding exciting new products and offerings. Press Day drew nearly 100 journalists from around the world to cover EBACE Connect.

EBACE 2022 is scheduled to return to Geneva Airport and Palexpo in Switzerland on May 23-25.





NBAA REGIONAL FORUMS RETURN IN 2022 TO FLORIDA, NEW YORK

Following an extended hiatus due to the pandemic, NBAA's popular in-person regional forums are slated to return in 2022 to locations in Florida and New York.

On February 2, current and prospective business aircraft owners, operators, manufacturers, customers and other industry personnel gathered for a one-day event at the Miami-Opa locka Executive Airport (OPF). That gathering will be followed by a June 22 forum kicking off summer at Westchester County Airport (HPN) in White Plains, NY.

Both events will feature exhibits, an aircraft display and education sessions designed to help introduce business aviation to local officials and prospective owners and operators, as well as to address any current issues in the those regions.

Safety

ADVANCING AIRCRAFT SAFETY KNOWLEDGE IN BUSINESS AVIATION OPERATIONS

Improving the safety of business aircraft operations has always been one of the industry's top priorities. In 2021, NBAA's Safety Committee – in collaboration with Advanced Aircrew Academy, Convergent Performance and Fireside Partners – launched an assessment-based certificate program that will provide participants introductory-level training on safety in business aviation operations.

The program includes testing in six key areas of safety management: leadership, safety policy, safety risk management, safety assurance, safety promotion and emergency response.

Participants who successfully complete the program will receive a certificate and a digital badge to validate their knowledge with their peers. This program is perfect for flight department personnel who have been assigned safety management responsibilities, or professionals looking to work in business aviation operations.

The Safety Manager Certificate is approved for Certified Aviation Manager (CAM) credit. Those who complete the course and pass the final assessment will be awarded 4 points towards their CAM application or CAM recertification.

NEW NBAA PREFLIGHT CAMPAIGN LINKS PROFESSIONALISM AND SAFETY

Everyday professionalism is an integral component of business aviation safety. That's the core message of NBAA's new PREFLIGHT campaign, which highlights the impact that positive behavior has on operational safety through a series of presentations, infographics and educational videos.

NBAA Safety Committee members have created original materials showcasing actionable ways to enhance professionalism in the flight department. In these resources, which will roll out on a regular basis on social media, industry experts will break down the positive behaviors encompassed in PREFLIGHT:

- Preparation
- Respectful
- Ethical
- Follow policies and procedures
- Leadership
- Integrity
- Genuine
- Humble
- Transparent

“One of our challenges is coming up with ways to promote professionalism without it coming across as a lecture or admonishment,” said Jeff Wofford, CAM, director of aviation for CommScope and chair of NBAA’s Safety Committee. “This campaign is about making it easy to remember that little things, like attention to detail and respect for others, can make a big difference in aviation.”

The PREFLIGHT campaign will extend these valuable lessons to all segments of the business aviation industry, with a focus on reaching young professionals and smaller flight departments.

NBAA UPDATES TOP SAFETY FOCUS AREAS

The NBAA Safety Committee has updated the association’s Top Safety Focus Areas for 2021-2022, which are intended to help promote safety discussions and initiatives within flight departments and among owner-pilots.

The Top Safety Focus Areas are:

Address preventable accidents

- Loss-of-control inflight
- Runway excursions
- Controlled flight into terrain
- Ground operations and maintenance accidents

Engage unique operations concerns

- Flight crew and maintenance operations proficiency
- Single-pilot accident rate
- Procedural non-compliance
- Fitness for duty

Implement mitigation strategies

- Safety management systems implementation
- Safety manager qualification and training
- Increase the use and sharing of human-reported and automated safety data

The Top Safety Focus Areas drive the work of the NBAA Safety Committee and other NBAA working groups throughout the year and help determine agendas for safety-focused sessions at NBAA events.



ISSUE IN FOCUS: NBAA “FLIGHT PLAN” EXAMINES SAFETY METHODOLOGY

In June, an episode of NBAA’s “Flight Plan” podcast examined the NBAA Safety Committee’s 2021-2022 list of the Top Safety Focus Areas for business aviation, featuring insights from NBAA Safety Committee Chair Jeff Wofford; Vice Chair Paul “BJ” Ransbury; and Mike Ott, NBAA Safety Committee communications team lead.

Listen to this discussion at <https://nbaa.org/news/flight-plan/podcast-achieving-higher-level-safety/>.

NBAA SINGLE-PILOT SAFETY STANDDOWN EMPHASIZES DECISION-MAKING SKILLS

Held during NBAA-BACE, the 2021 NBAA Single-Pilot Safety Standdown focused on consistent preflight planning and proper aeronautical decision-making (ADM) in developing an effective operational safety culture, particularly for single-pilot operators.

Despite the effects of COVID-19 on flight hours, Elliott Fisher, a pilot for Polymer Resources, noted that pilots submitted 3,956 voluntary incident reports to the NASA Aviation Safety Reporting System during 2021. Of those, 936 – nearly one-quarter – cited time or workload pressure as the primary human factors behind their decisions that led to reportable incidents.

“We work in an industry where you don’t get that many chances to get it wrong,” he said. “Statistically, by this time next year, one person in this room will have had a non-fatal flight accident. That’s how the numbers work out.”

Additional presentations included discussions of upset prevention and recovery training; incorporating safety into standard business practices; and a progress update from the Citation Jet Pilots Association on its “Safe to Land” initiative to help prevent runway excursions and overruns. Safety Standdown sessions were recorded and were made available for viewing online, free to registered in-person attendees.

NATIONAL SAFETY FORUM EXAMINES LEADERSHIP AND PROFESSIONALISM

Under the theme “Leadership and Professionalism: The Keys to Improving Aviation Safety,” the 2021 NBAA National Safety Forum emphasized the importance of promoting professional attitudes across the industry, as well as recognizing the potential dangers in many of those same positive attitudes.

As one example, NTSB investigator Fabian Salazar presented a summary of the board’s findings into the January 2019 helicopter crash near Calabasas, CA that claimed the lives of the pilot and eight passengers, including retired NBA star Kobe Bryant and his daughter. Among the probable factors



was the pilot’s desire to complete the mission for a valued client – a positive attitude that drove a negative outcome.

The National Safety Forum also included presentation of NBAA’s John P. “Jack” Doswell Award to longtime industry safety advocate Don Baldwin, as well as presentation of NBAA’s 50-, 60- and 75-year Flying Safety Awards. The event was recorded and made available for viewing online, free to registered in-person attendees.

Workforce/DE&I

NBAA HIGHLIGHTS WORKFORCE RETENTION EFFORTS IN COVID ERA

Industry concerns about retaining talent grew even more problematic in 2021, as the pandemic spurred many employees, including business aviation professionals, to reconsider their career goals. The industry also felt the effects of “The Great Resignation” – the widespread movement in which large numbers of people quit their jobs.

At the same time, NBAA continued to promote greater diversity, equity and inclusion (DE&I) throughout business aviation, with a focus on attracting and retaining a more diverse workforce to benefit all of aviation.

NBAA-BACKED WORKFORCE LEGISLATION INCLUDED IN INFRASTRUCTURE BILL

NBAA joined with more than 30 organizations representing U.S. aviation, trucking, rail and maritime interests to express support for federal legislation promoting career opportunities available throughout the nation’s transportation sector.

The Promoting Service in Transportation Act (H.R. 3310 and S. 1681) called on lawmakers to authorize Department of Transportation funding to develop a series of broadcast, digital and print public-service announcements highlighting available

careers in transportation as all sectors of the industry. This effort is designed to help those industries regain strength as they emerge from the pandemic, while also promoting greater diversity throughout the next-generation transportation workforce.

Core tenets of The Promoting Service in Transportation Act were later included as part of a larger infrastructure bill.

PROMOTING DIVERSITY, EQUITY AND INCLUSION ACROSS THE INDUSTRY

NBAA is committed to encouraging a more diverse, equitable and inclusive (DE&I) business aviation industry. These goals are at the forefront of NBAA’s DE&I Working Group, a committee of volunteers focused on promoting DE&I in order to:

- Create an awareness of the need for diversity, equity and inclusion in the industry and help demonstrate the potential and positive impact it can have on our community.
- Create a desire within the community to proactively become more diverse, equitable and inclusive and to identify and mitigate bias.
- Share industry success stories, best practices and resources to promote DE&I.
- Reinforce the need for DE&I to be a constant and ongoing effort.



In 2021, NBAA’s working group produced resources, including human resources best practices, DE&I-focused articles and live and virtual education sessions, as well as recommended revisions to the NBAA Management Guide.

NBAA further highlighted DE&I in 2021 by recognizing such important events as Black History Month, Women’s History Month, LGBTQ+ Pride Month and Native Americans Month across multiple communications channels, including feature stories and news articles highlighting influential past, present and emerging leaders in those communities.

Additionally, special episodes of NBAA’s News Hour webinar and Flight Plan podcast highlighted diversity throughout the industry, while the association further promoted DE&I across its social media channels.



ISSUE IN FOCUS: OUTLINING THE BUSINESS CASE FOR DE&I

An article in the November/December 2021 issue of NBAA’s magazine, *Business Aviation Insider*, candidly addressed the various practical business applications of to “diversity, equity and inclusion (DE&I).

“Diversity in an organization creates diversity of thought,” explained Jo Damato, CAM, senior vice president of education, training and workforce development at NBAA. “When you only have the perspective of people who have the same backgrounds and experiences, you’re missing other perspectives that could spark creativity, innovation and entrepreneurial ideas.”

Jennifer Pickerel, vice president of Aviation Personnel International and co-chair of NBAA’s DE&I Working Group, encouraged managers to also recognize diversity as a solution to the workforce shortage.

“The workforce is potentially the biggest issue impacted by diversity,” said Pickerel. “We can’t address our workforce challenges without addressing the fact that we need to include talent beyond our historical scope. Diversity, equity and inclusion can help organizations meet workforce development needs and improve retention.”

Read the entire article at <https://nbaa.org/news/business-aviation-insider/2021-nov-dec/business-case-dei/>

STUDENTS BENEFIT FROM NBAA COLLEGIATE CONNECT PROGRAM

NBAA’s Collegiate Connect program utilized virtual learning events to re-engage students over the summer of 2021 with a three-part webinar series showcasing exciting and timely topics.

The first live webinar featured a panel of experts who discussed existing national support networks to help find inclusion within the industry, as well as how to be an ally for others. An August webinar titled “Building Your Digital Presence” helped participants learn the importance of a polished and confident online presence.

A Collegiate Connect live webinar in September, leading up to NBAA-BACE, focused on “Making the Most of In-Person Networking,” as students looked to emerge from behind their computer screens and start attending in-person professional events.

These lessons culminated in Collegiate Connect Day on the final day of 2021 NBAA-BACE. The event for students featured speed-mentoring with young professionals and a panel discussion about engaging with local and regional groups to volunteer, advocate and pursue professional development.

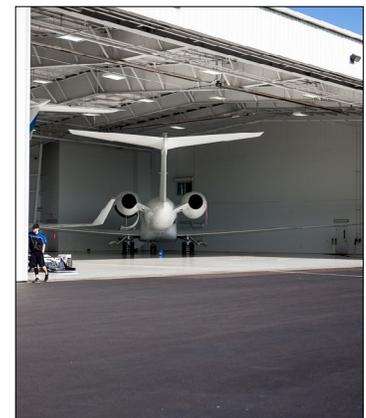
Infrastructure

INFRASTRUCTURE LEGISLATION INCLUDES SEVERAL NBAA-ADVOCATED PRIORITIES

Infrastructure needs took center stage in legislative discussions throughout 2021. In November, NBAA welcomed congressional passage of the bipartisan Infrastructure Investment and Jobs Act, which contained important measures championed by the association to support the industry’s current and future needs.

The Infrastructure Investment and Jobs Act injects \$550 billion in new spending for America’s infrastructure, including investments to modernize the country’s transportation systems. The legislation also included key provisions to advance the development of advanced air mobility (AAM) across the country and efforts to grow the nation’s aviation workforce.

In addition, the legislation included substantial funding for the Airport Improvement Program, including \$500 million for general aviation airports. The law also provides \$5 billion to the FAA over the next five years for towers and other ATC facilities, including dedicated funds for the federal contract tower program.



ISSUE IN FOCUS: CONTINUED INVESTMENT IN AVIATION INFRASTRUCTURE IS NEEDED

In an enlightening and informative Capital View column in the July/August 2021 issue of NBAA's *Business Aviation Insider* magazine, Rep. Garrett Graves (R-6-LA) offered his perspective on the need to bolster the nation's aviation infrastructure to support current needs and future advances.

"When we talk about infrastructure, we often note how degraded our nation's roads and bridges are," he said. "Aviation is the exception, but we can't take that for granted. As air travel picks up, we need to continue to invest in our airports, the airport experience for travelers, technologies and the aerospace workforce to ensure America remains the global leader in aerospace. This includes technologies such as advanced air mobility, sustainable aviation fuels and air traffic management."

Graves is the ranking member of the House Transportation and Infrastructure Subcommittee on Aviation, as well as the ranking member of the new Select Committee on the Climate Crisis. He also serves on the House Committee on Natural Resources.

Read the entire interview at <https://nbaa.org/news/business-aviation-insider/2021-july-august/continued-investment-aviation-infrastructure-needed/>.

NBAA OPPOSES MASSACHUSETTS BILLS THAT WOULD BE HARMFUL TO GENERAL AVIATION

Despite successes in promoting the advancement of aviation infrastructure, 2021 also brought challenges that threatened to curtail access to important business aviation airports.

In May, the association voiced its opposition to proposed legislation in Massachusetts to repeal the sales tax exemption on aircraft, which would subject aircraft sales to the state's 6.25% sales tax. Another bill would impose a \$1,000 landing fee on virtually all general aviation operations.

Scott O'Brien, NBAA's senior director of government affairs, said the sales tax exemption repeal has been proposed in the past, and NBAA and other stakeholders have successfully pushed back against it each time.

He noted that states surrounding Massachusetts also exempt aircraft sales from the sales tax, meaning Massachusetts would be at a competitive disadvantage if the exemption were repealed. "Airport managers, fixed-based operators and other industry stakeholders have seen firsthand that the aircraft sales tax exemption brings business and jobs to the commonwealth," O'Brien said.

NBAA HELPED LIFT RESTRICTIONS AT NEW YORK'S EAST HAMPTON AIRPORT

NBAA joined with the Helicopter Association International (HAI) and the Eastern Regional Helicopter Council (ERHC) to help convince a federal court to overturn operational restrictions improperly imposed by the town of East Hampton, NY at East Hampton Airport (HTO).

In a July 30 ruling, Judge Gary R. Brown of the United States Court for the Eastern District of New York issued a temporary restraining order stopping East Hampton from prohibiting the issuance of special visual flight rules (SVFR) clearances by the airport's control tower.

This is not the first time the town has implemented impermissible restrictions at the airport, forcing operators to seek relief through the courts. In 2016, the U.S. Court of Appeals for the Second Circuit struck down three local ordinances which attempted to impose a curfew at the airport, an extended curfew on "noisy" aircraft, and frequency restrictions on "noisy" aircraft.

The latest case – filed by Zip Aviation, which operates single-engine helicopters – claimed the SVFR restrictions at HTO, which prevented operators from requesting SVFR when weather conditions otherwise would require to fly IFR, often barred the company from operating at the airport, because its single-engine rotorcraft cannot be certified for IFR.

NBAA, HAI and ERHC supported Zip's lawsuit with an amicus curiae ("friend of the court") brief, which provided additional factual and legal information to the court, adding context and reasoning to Zip's request that the town's prohibition on SVFR be suspended.

HTO's federal grant assurances expired in September 2021, providing the town the option to close the airfield. Airport advocates are working tirelessly to preserve the airport which provides a valuable air link to the East End communities and is a significant contributor to the local economy.



Innovation

NBAA AAM ROUNDTABLE OFFERS HIGH-LEVEL FORUM TO ESTABLISH POLICY

Recognizing the importance of next-generation transportation solutions, in early 2021 NBAA formed a new Advanced Air Mobility (AAM) Roundtable, a forum for high-level policy planning with sector leaders to chart a course for the integration of AAM into the nation's airspace and infrastructure.

"On-demand air mobility offers tremendous opportunities, especially for business aviation," said NBAA President and CEO Ed Bolen. "We are uniquely suited to offer expertise in tackling the considerations associated with AAM integration, and we are pleased to partner with this group of AAM leaders in moving this technology forward."

The NBAA AAM Roundtable will provide a voice for original equipment manufacturers developing electric vertical takeoff and landing (eVTOL) vehicles and other systems, enabling them to examine airport access, airspace management, local community engagement and other critical priorities.

Founding members of NBAA's AAM Roundtable include Eve Air Mobility, Hillwood Aviation, Hyundai UAM, Joby Aviation, Lilium and Wisk. Studies indicate the AAM industry may support nearly 300,000 new jobs and represent a \$115 billion annual market by 2035.

NBAA APPLAUDS LEGISLATION SUPPORTING AAM INFRASTRUCTURE DEVELOPMENT

NBAA welcomed the December introduction in the U.S. House of Representatives of a bill to facilitate the expansion of AAM infrastructure.

Introduced by House Transportation and Infrastructure Aviation Subcommittee Chair Rep. Rick Larsen (D-WA-2), Ranking Aviation Subcommittee Member Garret Graves (R-LA-6) and Rep. Dina Titus (D-NV-1), the bipartisan Advanced Aviation Infrastructure Modernization Act (AAIM Act) directs the Secretary of Transportation to create a pilot program to offer planning and construction grants to support the development of necessary infrastructure to support AAM operations, including public-use vertiports.

The House bill resulted from advocacy efforts led by NBAA, along with the support of a broad group of aviation stakeholders, to underscore the importance of beginning AAM planning and construction now so that our nation can take full advantage of the technology as it matures.

NBAA-ADVOCATED ADVANCED AIR MOBILITY GRANTS INCLUDED IN INFRASTRUCTURE BILL

The Infrastructure Investment and Jobs Act also included NBAA-supported proposals to further the development of AAM. The Strengthening Mobility and Revolutionizing Transportation (SMART) Grant Program authorizes \$100 million in annual investments for cities to conduct demonstration projects for "smart city technologies" to improve transportation efficiency and safety.

NBAA also recognized opportunities for AAM in the National Infrastructure Investments plan, which seeks to revolutionize transportation and strengthen the country's mobility. This program was expanded in the bill, and NBAA's efforts as part of the appropriations process will help build awareness of AAM for potential grants.

INNOVATION FRONT AND CENTER AT NBAA-BACE

AAM and eVTOL aircraft also took center stage at 2021 NBAA-BACE, with more than a dozen AAM concepts and vehicles, some already in flight test, on display at the show's AAM Zone on the exhibit floor. The AAM Zone also hosted two informative panel discussions featuring government and industry leaders at the forefront of advancing these technologies.

During a regulator's session, panel moderator and former FAA Administrator Michael Huerta cited "a significant shift in focus toward [AAM] across the entire aviation industry. Some of us think that we're on the verge of something very exciting, but there's also a lot of skepticism among traditional aviators for how this is going to evolve."

While he cautioned "don't hold me to this [prediction]," Chris Rocheleau, the FAA's acting associate administrator for aviation safety, believes the first commercial AAM vehicle could be certified as soon as late 2023. That time frame places significant pressure on the agency to have a regulatory framework in place by then.

The Department of Defense also is looking closely at potential military applications, said Col. Martin Salinas, chief operating officer for AFWERX, the U.S. Air Force advanced technologies program.

In a second panel discussion, AAM developers expressed excitement over the possibilities the technology offers, and by how close the industry is to realizing that promise within the next few years.

"[AAM] is really becoming a part of business aviation mainstream, and that's truly exciting," said Brad Hayden, founder of Robotic Skies and chair of NBAA's Emerging Technologies Committee. "We are [also] witnessing the birth of electric aircraft, and wow, that's incredibly exciting."

That said, a number of challenges remain, from aircraft battery capacity to community acceptance and the lack of a current regulatory framework to govern AAM operations. Infrastructure to support AAM flights remains another limiting factor, noted Dan Dalton, vice president of global partnerships for Wisk, even when operating – at least initially – from established airports.



ISSUE IN FOCUS: GAINING ACCEPTANCE FOR AAM

At first glance, the prospects of having readily available, convenient and affordable air transportation as a substitute for traditional ground-based mobility is exciting to many. However, concerns remain about public acceptance of this technology. An episode of NBAA's News Hour webinar featured a panel of AAM experts discussing some of the technical and social issues that may hinder the growth of this exciting new industry.

NBAA'S EMERGING TECHNOLOGIES COMMITTEE CHAMPIONS INNOVATION

Formed in 2019, the NBAA Emerging Technologies Committee promotes the responsible rollout of multiple technologies, including AAM, unmanned aircraft systems (UAS), urban air mobility (UAM), unmanned traffic management (UTM), commercial space and other advanced technologies.

In 2021, the committee worked to apply to UAS operations the principles of safety management systems (SMS) that have been at the heart of crewed aviation compliance and best practices for decades. The committee developed content, analysis and resources for applying SMS to all types of UAS operations.

Developed through collaboration between the NBAA's Emerging Technologies Committee and NASA, the resulting resource, "AAM and Safety Management Systems (SMS)," explains how SMS structures may help overcome the necessary technical and societal obstacles that could impede AAM operations. The introductory resource also sets the stage for what SMS is and how it can align with a company's UAS program.

Start-ups, as well as established aviation businesses and other stakeholders, are encouraged to participate in NBAA's Emerging Technologies Committee. Those interested can fill out an online contact form available at the committee's page on nbaa.org.





NEW NBAA-BACE EVENTS AND FEATURES FURTHER DEMONSTRATE INNOVATIVE SPIRIT

Several innovative and forward-thinking programs and approaches were on display throughout NBAA-BACE. For example, BLADE Urban Air Mobility made history by providing by-the-seat helicopter flights between the Las Vegas Convention Center and Henderson Executive Airport (HND), offering a firsthand glimpse at the future of on-demand AAM.

Flights operated continuously during show hours, with NBAA-BACE attendees able to easily book their trip through the BLADE mobile app at discounted show rates. Each flight seated up to six passengers who not only flew over ground traffic, but also enjoyed aerial views of the legendary Las Vegas Strip while en route.

Among the many other firsts at NBAA-BACE, a new Owner/Single-Pilot Operator Pavilion at Henderson Executive Airport offered a venue for the owner-pilot community to meet face-to-face and share best practices.

Similarly, a new Maintenance Pavilion on the show's exhibit floor featured some of the biggest names in the sector.

NBAA MELTS LIVE EVENTS WITH VIRTUAL PROGRAMMING

NBAA continued hosting ground-breaking virtual content throughout 2021, with online programming complementing the return of live events such as NBAA-BACE later in the year.

For example, the NBAA Business Aviation Sustainability Summit – held during NBAA-BACE – was preceded by a Sept. 23 webinar detailing the federal government's support for sustainable aviation fuel.

NBAA also hosted online content to supplement the in-person NBAA-BACE with a full program of education sessions, as well as exclusive, web-only features, available to both in-person attendees and at-home participants.

Fourteen sessions that took place at NBAA-BACE and addressed the hottest topics in the industry – from advanced air mobility (AAM) to sustainability – were recorded and made available on NBAA's online Learning Management System within 24 hours following the in-person presentation.

Several on-demand-only sessions were also offered, with all recorded NBAA-BACE education sessions eligible for Certified Aviation Manager (CAM) credit.

NBAA GO FLIGHT OPERATIONS CONFERENCE REDEFINES VIRTUAL EVENTS

On February 23-25, the first-ever "NBAA GO" Flight Operations Conference provided access to compelling speakers, brand-name industry exhibitors and networking opportunities.

The virtual conference included three engaging keynote sessions to inspire business aviation professionals, including: world champion adventure racer Robyn Benincasa; "Zen Pilot" Robert DeLaurentis; and a Flight Operators Town Hall featuring NBAA President and CEO Ed Bolen, veteran aviation journalist Bill Garvey, NBAA International Operators Committee Chair Kurt Stehling and NBAA Schedulers & Dispatchers Committee Chair Emily White.

More than 40 education sessions focused on emerging technologies, aviation sustainability, COVID-era best practices, professional development, international protocols and more. All sessions were recorded, with additional safety-focused content added weekly throughout the month of March.

“Despite the COVID-19 pandemic, we brought the industry together in a very engaging way that helped us connect, learn from one another and move the industry forward,” said White.

The conference also included multiple networking opportunities and virtual 3D exhibit booths from the industry’s leading companies. NBAA produced the conference in collaboration with the association’s Schedulers & Dispatchers Committee and International Operators Committee.

NBAA LEADERSHIP SUMMIT LEVERAGES ONLINE ENVIRONMENT

In March, the NBAA GO Leadership Summit, developed by NBAA’s Business Aviation Management Committee, brought the community together in a virtual format, introducing new features and benefits.

The event featured eight professional keynote speakers – several of whom are noteworthy authors – leading TED Talk-style discussions focused on what big-picture thinkers have in view, including emotional intelligence; change management; accountability; and diversity, equity and inclusion.

Other new features of the event included new Community Connect micro sessions, moderated forum discussions, live chats with industry experts, downloadable resources and bonus content from keynote speakers.

The 2022 NBAA Leadership Conference was slated to return in-person Feb. 7-9, 2022, in Fort Worth, TX.



NBAA

LEADERSHIP CONFERENCE

FEBRUARY 7-9, 2022 | FORT WORTH, TX

RETURN TO SERVICE

LEARN MORE nbaa.org/LC2022



Sustainability

PROMOTING SUSTAINABILITY IN THE AIR AND ON THE GROUND

As the global aviation community recognizes the growing need to promote environmentally conscious flight operations, NBAA has been a leader in promoting greater sustainability throughout the industry. That includes promoting the use of sustainable aviation fuel (SAF) which holds the promise of dramatic reduction in aviation carbon emissions.

NBAA also supports policies that will help mitigate the higher cost of SAF and is working with fuel producers to increase its availability to operators. NBAA is also an active member of the Business Aviation Coalition for Sustainable Aviation Fuel, a broad coalition of groups representing every segment of the nation's civil aviation industry committed to furthering SAF production and availability.

INDUSTRY RECOMMITS TO CLIMATE PLEDGE AND NET-ZERO CARBON BY 2050

Business aviation leaders pledged to achieve net-zero CO₂ emissions by 2050 as they expanded on a set of bold climate commitments made a decade ago. The leaders of the General Aviation Manufacturers Association (GAMA), International Business Aviation Council (IBAC) and NBAA further committed to the goal of increasing fuel efficiency 2% per year between 2020 and 2030.

These new goals, announced ahead of 2021 NBAA-BACE, build on the Business Aviation Commitment on Climate Change (BACCC) made in 2009, which pledged to reduce carbon emissions 50% by 2050, increase fuel efficiency 2% per year from 2010 to 2020 and achieve carbon-neutral growth from 2020.

"I'm incredibly proud to say that the industry is on track to meet or exceed those goals," NBAA President and CEO Ed Bolen said. "This is a testament to the value of a unified partnership among operators, manufacturers, fuelers, service providers and many others. With our collective focus and determination, we can achieve carbon-neutrality in our lifetimes."

In addition to promoting the use of SAF, the industry's multi-pronged approach to meeting this commitment includes technology advancements like lighter materials, reduction of parts through additive manufacturing, propulsion innovation, aerodynamic optimization through composites, advanced alloys, skin coatings and active winglets.

NBAA ADVOCATES FOR BLENDER'S TAX CREDIT

Further demonstrating its commitment to the use of sustainable aviation fuel (SAF) to reduce aviation emissions, NBAA joined with dozens of leading industry stakeholders in encouraging congressional leaders to include a blender's tax credit for increased SAF production in upcoming legislation.

Derived from a diverse array of renewable sources, SAF is widely considered to hold the greatest potential for reducing greenhouse gas (GHG) emissions from aviation, which is one of the most difficult sectors to de-carbonize.

"As organizations committed to decarbonizing aviation, we respectfully request that Congress include a meaningful, long-term refundable tax credit that would better incentivize the production and use of [SAF] as it considers climate-related proposals for the budget reconciliation bill," read the letter to U.S. House Speaker Nancy Pelosi (D-12-CA), Senate Majority Leader Chuck Schumer (D-NY), House Ways & Means Committee Chair Richard Neal (D-1-MA) and Senate Finance Committee Chair Ron Wyden (D-OR).

NBAA was among 63 industry signatories to the Aug. 25 letter, which emphasized the blender's tax credit should also be refundable to support investment in the nascent SAF industry, similar to existing tax credits on biodiesel and renewable diesel mixtures. The tax credit was also part of the "Made in America Tax Plan" proposal released in April 2021.

BOLEN UNDERScores BIZAV SUPPORT FOR SUSTAINABLE FUEL IN WHITE HOUSE EVENT

In early September, NBAA President and CEO Ed Bolen participated in a virtual White House event focused on ways to spur the production, availability and use of SAF, with a goal of reaching a production capacity of three billion gallons by 2030.

During the event, the administration announced the launch of a new Sustainable Aviation Fuel Grand Challenge to inspire a dramatic increase in production of SAF. White House officials also reiterated their support for an SAF blender's tax credit.

"The business aviation community has long been focused on flying safely, securely and sustainably," Bolen told White House officials. "Increasing SAF production is a key part of our sustainability agenda, and we will continue to promote proposals to increase the availability of these fuels as quickly as possible."

INDUSTRY CALLS ON CONGRESS TO INCREASE ALTERNATIVE FUELS FUNDING

In November, NBAA joined with five other aviation associations to ask the leadership of the Appropriations Committee; Transportation, Housing and Urban Development and Related Agencies (THUD) Subcommittee in the U.S. Senate and House of Representatives to increase funding for the Alternative Fuels for General Aviation program.

"We believe the fuels testing program is at a critical juncture, and we request the final conference agreement contain a funding level of \$10 million," the group wrote. "The funding level is consistent with the spirit of the recent White House announcement on sustainable aviation fuels, where the work on alternative fuels for general aviation was highlighted. There is still considerable work to be done to address the environmental and regulatory challenges associated with piston aviation fuels, and your support is key to addressing them in a way that does not compromise aviation safety."

The Alternative Fuels for General Aviation program enables the engineering, technical and management support of fuel research and safety certification activities necessary to identify and secure a fleet-wide authorization approval and deployment of an unleaded aviation gas consistent with aviation safety.

SECOND ANNUAL BUSINESS AVIATION SUSTAINABILITY SUMMIT AT NBAA-BACE

Industry leaders and outside experts came together for the second annual Business Aviation Sustainability Summit at NBAA's 2021 Business Aviation Convention & Exhibition in Las Vegas, where they expressed confidence that business aviation will reach its net-zero emissions goal because of its long track record of advancing technology and the number of options available to generate significant carbon reductions.

The multi-day event hosted several sustainability-focused sessions and presentations, including press events showcasing SAF-fueled aircraft arriving at Henderson Executive Airport (HND) for NBAA-BACE. The event also including a luncheon dedicated to furthering understanding of the benefits of sustainable fuels.

For example, the U.S. National Renewable Energy Laboratory's Zia Abdullah said it's an "exciting time" for SAF because it can be made from a diverse set of sources, including food waste, algae and converting carbon dioxide to fuel. Abdullah outlined other benefits of SAF: higher performance, lower maintenance expenses and fewer of the particulate emissions that cause smog and soot.

Bryan Sherbacow, the president and CEO of producer Alder Fuels, said the industry has only used SAF for 6 ½ years, but it has already reached a tipping point. Still, he said, the industry "needs to push really hard" and take an "all of the above" technology approach to reach the 2050 net-zero carbon goal.





The name "Sustainable Aviation Fuel" denotes three key elements, two of which are reflected in the name, and another that is inherent in achieving sustainability.

1. Sustainability: This is defined as something that can be continually and repeatedly restored in a manner consistent with economic, social and environmental aims, specifically, something that consumes and produces an ecological balance by providing resources of natural resources and mitigates contribution to climate change, as well as other sustainability criteria generally.

2. Aviation Fuel SAF blends: when produced to the requirements established and approved by the industry as outlined in ASTM D7568, meet all the technical and certification requirements for use in turbocharged aircraft engines, and be re-identified as meeting the ASTM D7568 standard.

Figure 2. Achieving Net Lifecycle GHG Reductions With SAF

PETROLEUM-BASED AVIATION FUEL

SUSTAINABLE AVIATION FUEL

NET SAF IS A NET REDUCTION OF ADDITIONAL GHG EMISSIONS REDUCTIONS FROM BUSINESS AVIATION

SAF is produced from a variety of feedstocks, including agricultural waste, municipal waste, and other biomass. The production process involves fermentation, distillation, and refining. SAF is then blended with conventional jet fuel to create a sustainable aviation fuel blend. The use of SAF can significantly reduce lifecycle GHG emissions compared to conventional jet fuel. The guide provides a detailed breakdown of the lifecycle emissions for both fuel types, showing that SAF has a net reduction of additional GHG emissions compared to conventional jet fuel.

COALITION ISSUES REVISED SUSTAINABLE AVIATION FUELS GUIDE

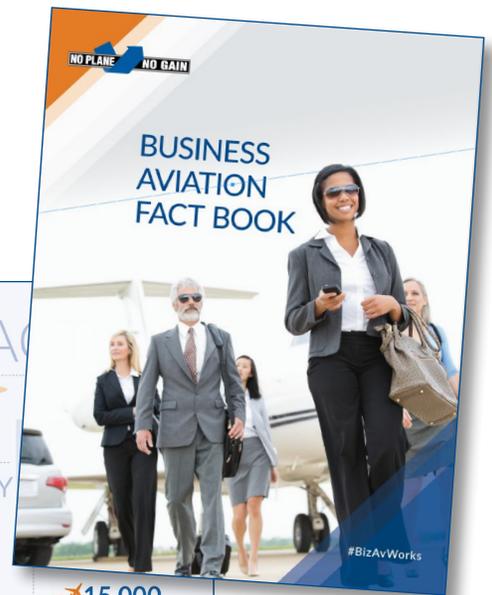
NBAA joined with other members of the Business Aviation Coalition for Sustainable Aviation Fuel to release a new informational guide in 2021 detailing how industry leaders can incorporate sustainable aviation fuel (SAF) into their operations and accelerate the adoption of low-carbon fuels, while reducing greenhouse gas (GHG) emissions.

The new guide, titled *Fueling the Future*, serves as an educational and informational resource about the practicalities of SAF development, industry adoption, and pending expansion of supply and use, primarily from the perspectives of the business aviation community.

"The single-largest potential reduction in aviation's GHG emissions – and the key to reaching our [sustainability] goals – will come about through the broad adoption of sustainable aviation fuel in place of the current conventional jet fuel," the coalition concludes in the guide.

"We are proud of the steps this coalition has taken to demonstrate the business aviation community's commitment to a cleaner future," said NBAA President and CEO Ed Bolen. "We have made great progress on sustainable aviation fuel in recent years. Our goal now is to increase SAF supplies as much as we can, as fast as we can, to make our sustainability goals a reality."

You may review the guide online and learn more about the business aviation community's commitment to sustainability by visiting futureofsustainablefuel.com.



BUSINESS AVIATION FAST FACTS

80% of business airplane flights are to airports in small towns and communities

PRODUCTIVITY

86% of flights save working and improve business and employee satisfaction and top performance.

15,000 the number of flights business aircraft make in a year for humanitarian reasons

98% OF FOREIGN MILITARIES Top 50 "World's Most Admired Companies" USE BUSINESS AVIATION

Utilizing business aircraft:

- allows for flexible schedules
- increases productivity
- ensures employee safety and security
- enables the delivery of sensitive equipment
- allows for multiple stops in a single day

COMMUNITY LIFELINE

Business aviation provides an essential lifeline to more than 5,000 communities across the U.S. with little or no airline service.

Professionally flown business aircraft have an outstanding safety record, comparable to the commercial airlines.

SUSTAINABILITY

Globally, business aviation operations make up only 0.2% of worldwide carbon emissions. The industry is committed to carbon-neutral growth from 2020 onward.

SUSTAINABILITY HIGHLIGHTED IN BUSINESS AVIATION FACT BOOK

NBAA also joined this year with the General Aviation Manufacturers Association (GAMA) to release a fully updated, wide-ranging *Business Aviation Fact Book*, laying out a broad overview of the industry's benefits to citizens, companies and communities everywhere.

In addition to documenting the competitive advantages for companies and organizations using business aircraft, the 2021 edition of the Fact Book highlighted the emphasis business aviation has long had on sustainability through the continued advancement of products, procedures and policies.

"In vivid, well-researched detail, this new edition of the *Business Aviation Fact Book* highlights the central role of business aviation in America's economy and transportation system, and the industry's successful work to operate in a safe, secure and sustainable manner," said NBAA Senior Vice President of Communications Dan Hubbard.

A shareable resource designed for professionals and advocates as well as newcomers, along with public and civic leaders, the *Business Aviation Fact Book* is a publication of the No Plane No Gain advocacy campaign.

ISSUE IN FOCUS: AN INDUSTRY FOCUSED ON ITS SUSTAINABLE FUTURE

From utilizing sustainable aviation fuels (SAF) to power highly efficient aircraft housed in environmentally responsible hangars, to utilizing renewable, reusable and recycled products throughout their companies and flight operations, business aviation stakeholders are focused on meeting the challenge of reducing greenhouse gas (GHG) emissions to ensure an even brighter, greener tomorrow for the industry.

Several Fortune 100 companies that use business aircraft have set aggressive targets to cut their carbon, water and waste footprints in half by 2030. Other companies have committed to offsetting 100% of emissions attributable to their business aircraft flights.

"We are committed to be net-zero emissions as a company by the end of 2022, and 'carbon neutral' by the end of this year [2021]," said Brock Jordan, chief pilot for Netflix. "In addition to using SAF across our fleet of [Beechcraft] King Air 350 shuttles, we also utilize all-electric vehicles and ground power units throughout our flight department, and use sustainable or compostable products wherever possible."

Read more about these efforts and several key initiatives in the November/December 2021 issue of NBAA's Business Aviation Insider publication at <https://nbaa.org/news/business-aviation-insider/2021-nov-dec/industry-focused-sustainable-future>.

NBAA LAUNCHES SUSTAINABLE FLIGHT DEPARTMENT ACCREDITATION PROGRAM

Launched in early 2021, the NBAA Sustainable Flight Department Accreditation Program encourages participating organizations to think and act critically toward implementing as many sustainability strategies as possible, while also recognizing the diversity of business aviation operations.

The program aims to advance a sustainability culture in business aviation organizations and recognize those that meet or exceed specified criteria in flight, operations, ground support and infrastructure.

"We currently have select companies participating in a pilot program to determine accreditation criteria," said Stewart D'Leon, NBAA's director of environmental and technical operations. "They've shared a wealth of important information with NBAA and each other in defining options for our industry."

NBAA FORMS DEDICATED SUSTAINABILITY SUBCOMMITTEE

In 2021, the NBAA Maintenance Committee formed a Sustainability Subcommittee to develop educational resources to assist business aircraft operators pursuing initiatives to foster greater environmental awareness across the industry. The group's initial focus will be on developing new educational resources to help guide flight operations in seeking their own sustainability programs.

"We're in the infancy stage, but we know where to start working to identify areas for engagement with our membership," said NBAA's Stewart D'Leon. "We may not have all the solutions yet, but we're focused on providing ways by which to determine answers and share them with the industry."

Co-chaired by Brock Jordan and Jessica McClintock, the NBAA Sustainability Subcommittee's work aligns with NBAA's Sustainable Flight Department Accreditation Program, a recently launched industry standard for validating leadership in sustainable flight operations across a host of key domains.



RECOGNIZING PROFESSIONALISM WITH KERN AWARDS

NBAA named seven 2021 recipients of its annual Dr. Tony Kern Professionalism in Aviation Award, which honors individuals in the business aviation industry for outstanding professionalism and leadership in support of aviation safety. The 2021 Kern Award winners were Carl Bennett; Bryan Burns; Bruce Landsberg; David Ryan; Jared VanLue; Nick W. Verdea, CAM, GLP; and Michael Webb, CAM.

Created in 2015 to honor Dr. Kern – a co-founder of Convergent Performance, distinguished U.S. Air Force veteran and author of five books on human performance – this peer-nominated award recognizes individual pilots, maintenance technicians, flight attendants, dispatchers and other aviation professionals who excel in

leadership in the areas of professional ethics, vocational excellence, continuous improvement, professional engagement, professional image and selflessness.

NBAA President and CEO Ed Bolen presented the awards during the National Safety Forum held in conjunction with 2021 NBAA-BACE in Las Vegas, NV.



NBAA HELPS FIGHT AVIONICS JAMMING, INTERFERENCE

Concerns over factors that can compromise the integrity of vital aviation safety systems drove many of NBAA's safety-focused advocacy efforts in 2021.

In May, NBAA joined with the Aircraft Owners and Pilots Association (AOPA) in expressing concern to the FAA and Department of Defense (DOD) about restrictions to airspace and airports caused by the intentional jamming of GPS and sought mitigations on the operational impact of these interference events.

"Despite reduced operations in the [national airspace system] over the past year, general aviation continues to show increased activity and volume, exceeding commercial airline operations," the groups stated. "In recent months, operators have continued to report operational impacts and reduced access to airspace and airports resulting from intentional GPS jamming events."

The associations' letter also noted that the aviation community had not received a response from the FAA or DOD to a 2018 RTCA report on the operational impacts of intentional GPS interference, which included more than two dozen detailed recommendations to limit the operational impact of these events on civilian air traffic.

Similarly, the planned rollout of nationwide 5G networks led NBAA to join in a coalition of industry groups representing the world's leading aerospace manufacturers, airlines, pilots and operators in requesting that the FAA and the Federal Communications Commission (FCC) ensure such systems would not compromise the ability of radar altimeters to provide direct, real-time information of aircraft height over terrain.

In December, the FAA issued two airworthiness directives underscoring the aviation industry's ongoing concerns that 5G networks operating in bandwidth from 3.7-3.98 gigahertz could interfere with radar altimeters operating in adjacent frequencies.

The directives – one applicable to transport-category airplanes equipped with radar altimeters, the second to helicopters – require operators to insert flight-manual limitations prohibiting use of those systems when operating in FAA-identified specific areas of potential 5G interference. Such limitations will severely curtail many aviation operations in low-visibility conditions.

While the FCC asserts that suitable limits are in place to prevent such interference or can be deployed in the event of demonstrated impact to aviation systems, industry stakeholders continued to press the agency and telecommunications industry for greater transparency about the demonstrated impacts of 5G signals on aviation safety equipment.

FAA ADMINISTRATOR RECOGNIZES INDUSTRY'S SAFETY EFFORTS

In March, NBAA welcomed FAA Administrator Steve Dickson to an online discussion about several pressing issues facing business aviation and continuing industry priorities, including a shared commitment to continually reduce aviation's carbon footprint through efforts to promote the availability and use of sustainable aviation fuels (SAF).

Given that aviation safety is a core business aviation value, Dickson commended NBAA members for the adoption of safety management systems (SMS) and embracing "the power of data to reduce risk." He noted that the number of NBAA companies in safety-data gathering systems – like the Aviation Safety Information Analysis and Sharing initiative – continues to grow year over year.

During the town hall, Dickson announced the formation of a new executive council to help foster the development and safe integration into the aviation system of emerging advanced air mobility (AAM) technologies.

Other topics covered in the town hall included the NBAA's drive for adoption of SMS throughout business aviation; ongoing work toward a NextGen ATC system; and the federal government's plans for investing in transportation infrastructure.

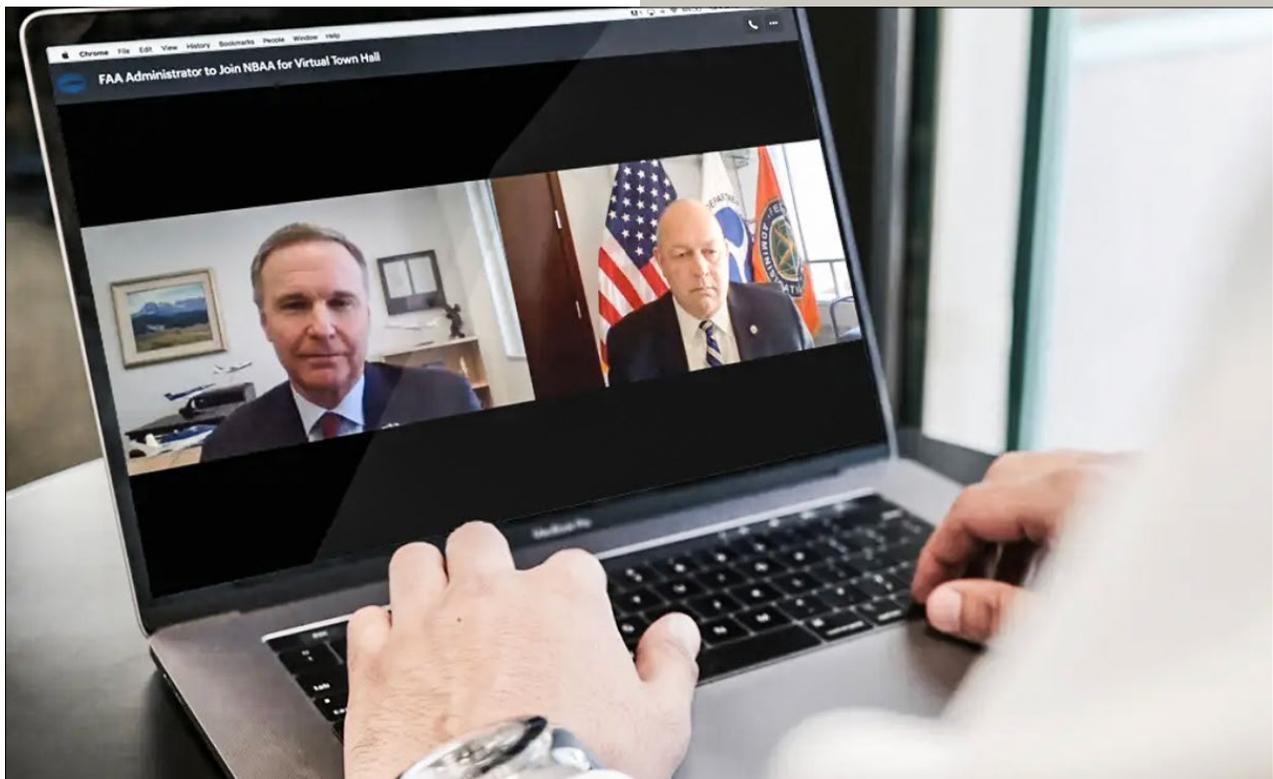
BOLEN EMPHASIZES COVID LESSONS AT SAFETY STANDDOWN

Business aircraft operators should carry forward lessons learned during the pandemic to continuously improve safety, NBAA President and CEO Ed Bolen told attendees at the 2021 Bombardier Safety Standdown held Nov. 2-3 in Wichita, KS.

"One thing that has been a constant throughout the pandemic is that it has been a time of reflection," Bolen said in his introductory keynote address at the 25th annual event. "We still need to do that self-examination [and] have the courage to say, 'What more can we be doing?'"

"We have an opportunity, each one of us at every level, to carry on what we've inherited and to make it better," he continued. "We're looking forward to what the future can hold. Let's recognize the opportunity that we have. Let's celebrate being together, and let's go forward and make our industry safe, now and in the future."

The Bombardier Safety Standdown included presentations and workshops addressing multiple safety challenges throughout the industry, from preventing runway excursions and loss of control in flight to building a productive flight operation in disruptive environments.



2021 AWARDS



INDEPENDENT AUDITOR'S REPORT

Opinion

We have audited the combined financial statements of **National Business Aviation Association, Inc. and Affiliates** (the Association), which comprise the combined statements of financial position as of June 30, 2021 and 2020, and the related combined statements of activities, functional expenses and cash flows for the years then ended, and the related notes to the combined financial statements.

In our opinion, the accompanying combined financial statements present fairly, in all material respects, the financial position of the Association as of June 30, 2021 and 2020, and the changes in their net assets and their cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of the Association and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the combined financial statements in accordance with accounting principles generally accepted in the United States of America, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of combined financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the combined financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Association's ability to continue as a going concern within one year after the date that the combined financial statements are issued or available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the combined financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the combined financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the combined financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the combined financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Association's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the combined financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Association's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

October 1, 2021

BDO USA, LLP

Oct. 6, 2020

COMBINED STATEMENTS OF FINANCIAL POSITION

June 30, 2021 and 2020

ASSETS	2021	2020
Current assets		
Cash and cash equivalents	\$ 11,428,886	\$ 3,764,101
Accounts receivable - net of allowance for uncollectible accounts of \$14,432 in 2021 and \$53,100 in 2020	267,395	556,203
Prepaid expenses and other current assets	1,150,205	1,137,505
Total current assets	12,846,486	5,457,809
Noncurrent assets		
Deferred compensation investments	2,168,865	1,607,710
Investments in marketable securities	35,987,945	33,355,952
Officer loan	519,459	170,692
Furniture and equipment, net of accumulated depreciation and amortization of \$2,298,026 in 2021 and \$2,258,088 in 2020	722,530	971,730
Total assets	\$ 52,245,285	\$ 41,563,893
LIABILITIES AND NET ASSETS		
Current liabilities		
Accounts payable and accrued expenses	\$ 6,346,668	\$ 4,306,767
Deferred revenue		
Membership dues	4,094,828	3,252,100
Conventions, conferences, and forums	10,834,470	9,968,798
Other deferred revenue	333,016	48,241
Deferred rent, current portion	288,801	31,398
Accrued postretirement benefit obligation, current portion	71,096	79,774
Total current liabilities	22,073,850	17,971,853
Noncurrent liabilities		
Accounts payable and accrued expenses, noncurrent portion	134,783	-
Deferred rent, noncurrent portion	1,127,291	1,338,947
Deferred compensation liability	2,168,865	1,607,710
Accrued postretirement benefit obligation, noncurrent portion	1,550,427	2,328,902
Total liabilities	27,055,216	23,247,412
Non-controlling interest	(35,306)	(290,699)
Commitments and contingencies		
Net assets without donor restrictions	25,225,375	18,607,180
Total liabilities and net assets	\$ 52,245,285	\$ 41,563,893

See accompanying notes to combined financial statements.

COMBINED STATEMENTS OF ACTIVITIES

Years Ended June 30, 2021 and 2020

OPERATING REVENUE AND SUPPORT	2021	2020
Insurance recoveries	\$ 23,157,367	\$ -
Annual meeting and conventions	-	17,687,357
Membership dues	6,612,318	6,669,366
Conferences, forums and seminars	1,632,102	5,597,548
Professional development, publications and other service products	887,529	895,090
Membership affinity services	829,547	895,090
Air traffic service fees	800,023	840,458
Interest and dividends, net	309,970	701,280
Contributions and other income	47,163	122,383
Total operating revenue and support	34,276,019	33,399,553
OPERATING EXPENSES		
Program services		
Operations	5,588,566	7,616,975
Conventions and forums	5,194,516	10,574,440
Government affairs	3,102,618	3,950,928
Membership marketing	2,240,879	2,827,870
Strategy and innovation	2,118,639	4,326,108
Communications	2,051,473	3,628,876
Total program services	20,296,691	32,925,197
Supporting services		
General administration and governance	3,857,686	4,509,724
Total supporting services	3,857,686	4,509,724
Total operating expenses	24,154,377	37,434,921
Change in net assets without donor restrictions from operations	10,121,642	(4,035,368)
OTHER ACTIVITIES		
Postretirement benefit-related changes other than net periodic postretirement benefit cost	(1,124,584)	(156,295)
Other components of net periodic postretirement benefit cost	(135,579)	(347,834)
Net realized and unrealized gains on investments	831,861	1,058,937
Change in net assets without donor restrictions, before non-controlling interest	9,693,340	(3,480,560)
Non-controlling interest	(3,075,145)	290,699
Change in net assets without donor restrictions	6,618,195	(3,189,861)
Net assets without donor restrictions, beginning of the year	18,607,180	21,797,041
Net assets without donor restrictions, end of year	\$ 25,225,375	\$ 18,607,180

See accompanying notes to combined financial statements.

COMBINED STATEMENT OF FUNCTIONAL EXPENSES

Year Ended June 30, 2021

	PROGRAM SERVICES			
	Operations	Conventions and forums	Government affairs	Membership marketing
Salaries & benefits	\$4,531,705	\$2,868,432	\$1,234,434	\$1,349,417
Professional services	45,294	914,825	1,280,747	593,042
Occupancy	301,231	719,853	85,478	88,184
Dues & subscriptions	489,750	21,182	65,578	8,908
Insurance	29,583	248,046	-	-
Sponsorships & contributions	79,720	15,000	412,050	2,000
Credit card & banking fees	-	13,079	40	-
Meetings	884	272,498	612	2,500
Depreciation & amortization	64,242	37,438	18,410	19,448
Advertising & promotional	-	38,798	-	59,523
Equipment rental & maintenance	-	-	-	-
Postage, shipping & delivery	606	11,903	485	86,686
Travel	6,785	23,444	2,719	1,156
Telephone	2,825	948	1,300	1,694
Printing	12,700	6,816	-	22,783
Other	22,358	2,000	-	4,532
Catering	-	-	300	655
Supplies	883	254	465	351
TOTAL OPERATING EXPENSES	5,588,566	5,194,516	3,102,618	2,240,879
Other components of net periodic postretirement benefit cost	32,840	19,304	9,092	8,006
TOTAL	\$5,621,406	\$5,213,820	\$3,111,710	\$2,248,885

See accompanying notes to combined financial statements.

SUPPORTING SERVICES

Strategy and innovation	Communications	Total program services	General administration and governance	Total supporting services	Total operating expenses
\$1,333,578	\$1,165,338	\$12,482,904	\$313,961	\$313,961	\$12,796,865
389,854	670,124	3,893,886	1,694,774	1,694,774	5,588,660
274,188	76,233	1,545,167	778,334	778,334	2,323,501
7,531	50,423	643,372	36,558	36,558	679,930
28,332	11,574	317,535	225,517	225,517	543,052
-	-	508,770	20,000	20,000	528,770
-	-	13,119	351,945	351,945	365,064
(13,105)	53,687	317,076	5,000	5,000	322,076
19,777	16,812	176,127	106,535	106,535	282,662
47,932	-	146,253	-	-	146,253
-	300	300	134,508	134,508	134,808
22,407	444	122,531	11,024	11,024	133,555
150	15	34,269	60,369	60,369	94,638
-	-	6,767	83,564	83,564	90,331
3,960	6,101	52,360	2,082	2,082	54,442
3,842	145	32,877	4,588	4,588	37,465
-	-	955	25,923	25,923	26,878
193	277	2,423	3,004	3,004	5,427
2,118,639	2,051,473	20,296,691	3,857,686	3,857,686	24,154,377
9,785	8,348	87,375	48,204	48,204	135,579
\$2,128,424	\$2,059,821	\$20,384,066	\$3,905,890	\$3,905,890	\$24,289,956

COMBINED STATEMENT OF FUNCTIONAL EXPENSES

Year Ended June 30, 2020

	PROGRAM SERVICES			
	Operations	Conventions and forums	Government affairs	Membership marketing
Salaries & benefits	\$5,593,364	\$3,389,884	\$1,542,296	\$1,554,120
Professional services	61,790	2,434,531	1,400,429	743,818
Occupancy	370,434	340,024	105,885	97,886
Dues & subscriptions	512,351	2,727	76,060	16,621
Insurance	22,195	209,909	-	-
Sponsorships & contributions	326,381	40,800	698,731	-
Credit card & banking fees	-	58,625	120	74
Meetings	17,862	2,872,504	6,738	85,667
Depreciation & amortization	94,420	52,460	27,460	27,779
Advertising & promotional	512	219,062	-	73,402
Equipment rental & maintenance	-	595	-	-
Postage, shipping & delivery	10,728	108,680	302	109,120
Travel	438,460	293,784	85,303	40,531
Telephone	13,261	3,393	3,117	3,773
Printing	82,158	128,544	-	41,759
Other	24,807	33,561	-	3,858
Catering	45,974	371,549	4,487	27,046
Supplies	2,278	13,808	-	2,416
TOTAL OPERATING EXPENSES	7,616,975	10,574,440	3,950,928	2,827,870
Other components of net periodic postretirement benefit cost	93,659	54,071	26,808	19,959
TOTAL	\$7,710,634	\$10,628,511	\$3,977,736	\$2,847,829

See accompanying notes to combined financial statements.

SUPPORTING SERVICES

Strategy and innovation	Communications	Total program services	General administration and governance	Total supporting services	Total operating expenses
\$1,659,242	\$1,658,440	\$15,397,346	\$983,370	\$983,370	\$16,380,716
734,761	1,314,218	6,689,547	902,432	902,432	7,591,979
164,020	135,388	1,213,637	566,045	566,045	1,779,682
8,932	28,101	644,792	28,023	28,023	672,815
44,147	11,099	287,350	409,756	409,756	697,106
2,138	4,978	1,073,028	88,937	88,937	1,161,965
-	-	58,819	569,465	569,465	628,284
429,128	115,747	3,527,646	79,808	79,808	3,607,454
27,300	25,211	254,630	99,456	99,456	354,086
52,939	29,995	375,910	-	-	375,910
-	-	595	106,068	106,068	106,663
45,329	100,637	374,796	12,513	12,513	387,309
197,703	57,284	1,113,065	371,909	371,909	1,484,974
1,101	1,429	26,074	147,935	147,935	174,009
77,470	125,436	455,367	9,059	9,059	464,426
6,712	10,708	79,646	54,590	54,590	134,236
858,026	723	1,307,805	57,738	57,738	1,365,543
17,160	9,482	45,144	22,620	22,620	67,764
4,326,108	3,628,876	32,925,197	4,509,724	4,509,724	37,434,921
27,529	27,295	249,321	98,513	98,513	347,834
\$4,353,637	\$3,656,171	\$33,174,518	\$4,608,237	\$4,608,237	\$37,782,755

COMBINED STATEMENTS OF CASH FLOWS

Years Ended June 30, 2021 and 2020

CASH FLOWS FROM OPERATING ACTIVITIES	2021	2020
Change in net assets without donor restrictions	\$ 6,618,195	\$ (3,189,861)
Adjustments to reconcile change in net assets without donor restrictions to net cash provided by (used in) operating activities		
Depreciation and amortization	282,662	354,086
Bad debt recovery	(36,042)	(13,689)
Discount for cash surrender value of split dollar life insurance policy	26,233	204,308
Net realized and unrealized gains on investments in marketable securities	(831,861)	(1,058,937)
Non-controlling interest	3,075,145	(290,699)
(Increase) decrease in assets		
Accounts receivable	324,850	(117,762)
Prepaid expenses and other current assets	(12,700)	174,057
Increase (decrease) in liabilities		
Accounts payable and accrued expenses	2,174,684	(6,918,718)
Deferred revenue - membership dues	842,728	(579,296)
Deferred revenue - conventions, conferences, and forums	865,672	(2,843,520)
Other deferred revenue	104,971	284,775
Deferred rent	45,747	(202,937)
Accrued postretirement benefit obligation	(787,153)	376,942
Net cash provided by (used in) operating activities	12,693,131	(13,821,251)
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchases of furniture and equipment	(33,462)	(68,171)
Officer loan proceeds disbursed	(375,000)	(375,000)
Purchases of investments in marketable securities	(43,574,608)	(46,098,157)
Proceeds from sales of investments in marketable securities	41,774,476	46,982,287
Net cash (used in) provided by investing activities	(2,208,594)	440,959
CASH FLOWS FROM FINANCING ACTIVITY		
Capital distributions - LLC Member	(2,819,752)	(993,488)
Net cash used in financing activity	(2,819,752)	(993,488)
Increase (decrease) in cash and cash equivalents	7,664,785	(14,373,780)
Cash and cash equivalents, beginning of year	3,764,101	18,137,881
Cash and cash equivalents, end of year	\$ 11,428,886	\$ 3,764,101

See accompanying notes to combined financial statements.

NOTES TO COMBINED FINANCIAL STATEMENTS

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Organization

National Business Aviation Association, Inc. (NBAA) is a business association of organizations that own or operate aircraft in the conduct of their business or provide services to the owners of business aircraft. NBAA was organized in 1947 for the purpose of furthering the cause of safety and economy of business aircraft operators. NBAA's activities are funded primarily by meeting exhibit rental fees, static display fees, registration fees and sponsorships. Additionally, NBAA funds its operations from membership dues, professional development, publications and service fees.

NBAA Charities raises funds to support a number of philanthropic organizations and initiatives that use general aviation airplanes for humanitarian purposes.

EBACE, LLC (EBACE) was formed in 2001 by NBAA and European Business Aviation Association (EBAA) with each party having a 50% ownership interest. EBACE conducts the European Business Aviation Convention and Exhibition, which is the premier European business aviation event and the annual meeting place for the European business aviation community. The exhibition is also the largest European educational event in the aviation industry. The exhibition is a three-day event held in Geneva, Switzerland.

NBAA-ABACE China Limited (NBAA China) was established in April 2014 in China to host conferences and exhibitions; in particular the Asian Business Aviation Conference and Exhibition (ABACE Show). NBAA China is 100% owned by NBAA.

ABACE, LLC (ABACE) was formed in November 2017 by NBAA; ABACE conducts the ABACE Show, which is the premier Asian business aviation event and the annual meeting place for the Asian business aviation community. The exhibition is a three-day event held in Shanghai, China. NBAA is the sole member of ABACE.

Basis of Combination

The combined financial statements are presented in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP) and have been prepared on the accrual basis of accounting and include the accounts of NBAA, NBAA Charities, EBACE, NBAA China, and ABACE (collectively referred to as "the Association"). NBAA Charities, NBAA China, and ABACE have been combined as required under U.S. GAAP due to the presence of common control. As a result of the overall management function by NBAA for EBACE, combined statements are presented. All intercompany balances and transactions have been eliminated in combination.

Cash Equivalents

The Association considers all highly liquid instruments, which are to be used for current operations and which have an original maturity of three months or less, to be cash equivalents. All other highly liquid instruments, which are to be used for the long-term purposes of the Association, are classified as investments in marketable securities.

Accounts Receivable

Accounts receivable consists primarily of amounts due from the sale of exhibit space, sponsorships, advertising, publications, and convention registrations. The allowance method is used to determine the uncollectible amounts. The allowance is based upon prior years' experience and management's analysis of subsequent collections.

Investments in Marketable Securities

Equity securities and all debt securities are carried at readily determinable fair values. Interest, dividends, unrealized and realized gains and losses are included in the combined statements of activities.

Furniture and Equipment

Furniture and equipment are recorded at cost. The Association capitalizes all expenditures for furniture and equipment over \$500. Depreciation and amortization are computed using the straight-line method over the estimated useful lives of the assets ranging from three to seven years. Leasehold improvements are amortized using the straight-line method over the shorter of the useful life of the asset or the remaining term of the lease. When assets are sold or otherwise disposed of, the asset and related accumulated depreciation and amortization are removed from the accounts, and any remaining gain or loss is included in operations. Repairs and maintenance are charged to expense when incurred.

Deferred Revenue

Deferred revenue consists of membership dues and amounts received to reserve exhibit booth space and registration fees for conventions, conferences, seminars and forums. The Association recognizes related revenues when the conventions, conferences, seminars and forums occur. Membership dues are recognized on a pro rata basis over the annual membership period.

Net Assets Without Donor Restrictions

Net assets without donor restrictions are available for use in general operations.

Revenue Recognition

The Association recognizes revenue when it satisfies a performance obligation by transferring a promised good to, or performing a service for, a customer. The amount of revenue recognized reflects the consideration the Association expects to receive in exchange for satisfying distinct performance obligations. If a performance obligation does not meet the criteria to be considered distinct, the Association combines it with other performance obligations until a distinct bundle of goods or services exists. The Association expects that the period between when the Associa-

tion transfers goods and services to their customers and when the customers pay for those goods and services will be one year or less. Therefore, the Association has elected the practical expedient not to adjust the promised amount of consideration for the effects of a significant financing component. Amounts received in advance of services performed, but not yet earned, are recorded as deferred revenue. In addition, sponsorships for meeting or conference related revenues can be affected by the location of the meeting or conference.

Membership dues

The Association provides member benefits to business, operating and professional members. Member benefits that extend to all member types include advocacy work, discounted event registration fees, a complimentary subscription to Business Aviation Insider, access to members-only content and resources on the Association website and the Association's social network, Air Mail.

Operating member dues are based on the number and type of aircraft a member company owns and operates. The operating member benefits also extend to anyone in the member company who is added to the roster and include the benefits listed above plus the ability to sponsor and exhibit at Association events and access to management tools, such as the NBAA Compensation Survey.

Business member dues are based on the member company's revenue tier. The business member benefits extend to anyone in the member company who is added to the roster and include the benefits listed above plus the ability to sponsor and exhibit at Association events as well as access to management tools, such as the NBAA Compensation Survey.

Professional members are individual members whose dues rate is based on membership classification type (Professional, Aspiring Professional, Student, Retiree). The professional member benefits include those listed above and extend only to the individual member.

Revenue is recognized over the membership term as the benefits are provided evenly over the term of the membership using the output method. The Association has a right to consideration from a customer in an amount that corresponds directly with the value to the customer of the Association's performance completed to date. Therefore, the Association recognizes revenues in the amount invoiced upon payment. The discount for registration fees is considered a material right and is recognized at the time of the event for which the member bought the discounted registration which is when the service is delivered and when the right expires. Payment is due when a member's term renews and may not be refundable.

Annual meeting and conventions, conferences, forums and seminars, and professional development, publications, and other service products

Registration

Event registration revenue includes revenue from registrations related to events. Performance obligations are satisfied at the time of the event. Discounts may be offered for early payment for registration depending on the time of purchase. Refunds are limited and are not significant. Therefore, no refund liability was recorded. Payment is primarily due at the time of purchase.

Exhibit and aircraft display fees and sponsorships

Exhibitor and aircraft display fees and sponsorships revenue includes revenue from exhibit space and sponsorship related to events. Exhibit fees include indoor booth space rental, aircraft display space rental and chalet booth space rental. Each service is priced separately, and payment terms and conditions vary. Exhibitors may receive additional benefits to space rental including complimentary and discounted admission for their staff and guests to events. Performance obligations are satisfied at the time of the event. Discounts are offered for early payment for exhibit space depending on the time of purchase.

There are a number of different sponsorship opportunities. Sponsors receive benefits such as brand awareness, recognition within the meetings program and other benefits. Performance obligations are satisfied at the time of the event. There are no refunds for exhibit space and sponsorships. Standard payment terms for exhibits and sponsorships are 30 days from purchase.

Advertising

For advertising, the transaction price is the price charged by the Association for the customer to publish the advertisement(s) in the Association's website, events, print/digital magazine, billboard banners and podcasts. Upon the customer's purchase of the service, the Association defers the revenue until the date the advertisement is published and, as such, the Association recognizes revenue on the publication date. Amounts paid in advance are recorded as a liability until the advertising services are provided to the customer.

Membership affinity services

NBAA offers a comprehensive suite of benefits, services and products that give member companies of all types and sizes the tools they need to run their businesses and make the best use of their business aircraft. These programs include workers compensation insurance, loss-of-license insurance, re-targeted advertising and marketing services, credit card processing services, shipping discounts, job board, and office supply discount programs. Performance obligations are satisfied at a point in time. The Association has a right to invoice and receive consideration from a customer in an amount that corresponds directly with the value to the customer of the Association's performance completed. Therefore, the Association recognizes revenues in the amount to which the Association has the right to invoice.

Air traffic service fees

Air traffic service fees are subscriptions to have NBAA represent the interests of business aircraft operators from the floor of the FAA's Air Traffic Control System Command Center (ATCSCC) to ensure equitable access to airports and airspace in the daily management of the National Airspace System (NAS). Air Traffic Services subscriptions are offered in three categories, premier, updates, and flight plan service providers. Revenue is recognized over the subscription term as the benefits are provided evenly over the term of the subscription using the output method. The Association has a right to consideration from a customer in an amount that corresponds directly with the value to the customer of the Association's performance completed to date. Therefore, the Association recognizes revenues in the amount to which the Association has the right to invoice. Payment is due when a subscriber's term renews and may not be refundable.

Expenses

Expenses are recognized by the Association during the period in which they are incurred. Expenses paid in advance and not yet incurred are deferred to the applicable period.

Functional Allocation of Expenses

The costs of providing various programs and other activities have been summarized on a functional basis in the combined statements of activities. The combined statements of functional expenses present the natural classification detail of expenses by function. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Expenses directly attributable to a specific program are reported as expenses of that program. Common costs such as salaries and benefits, depreciation, and occupancy, are all allocated based on salaries by program. This basis is consistently applied.

Use of Estimates

The preparation of the combined financial statements in conformity with U.S. GAAP requires management to make estimates and assumptions that affect certain reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the combined financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates.

Financial Instruments and Concentrations of Credit Risk

Financial instruments which potentially subject the Association to concentrations of credit risk consist principally of cash and cash equivalents and investments held at creditworthy financial institutions (see Note 3). Credit risk with respect to accounts receivable is limited because the Association deals with a large number of customers over a wide geographic area.

Fair Value Measurements

Financial instruments are reported at fair value. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. See Note 5 for further information related to fair value measurements.

Non-controlling Interest

The combined financial statements are presented as if NBAA and EBAA have similar economic interests in EBACE. As a result, the investment in the non-controlling interest is reported as net assets without donor restrictions in the combined financial statements. Furthermore, the combined financial statements include 100% of EBACE's earnings, rather than only NBAA's share. Lastly, transactions between NBAA and EBACE are reported in net assets without donor restrictions as transactions between entities provided that these transactions do not create a change in control.

Reclassifications

Certain amounts in the 2020 combined financial statements have been reclassified to conform to the 2021 presentation. These reclassifications have no effect on the previously reported change in net assets.

Recently Adopted Accounting Pronouncements

In May 2014, the Financial Accounting Standards Board (FASB) issued *Accounting Standards Update (ASU) 2014-09, Revenue from Contracts with Customers (Topic 606)*. This guidance requires an entity to recognize revenue to depict the transfer of promised goods or services to customers in an amount that reflects the consideration to which entities expect to be entitled in exchange for those goods or services. The update also requires additional disclosure to enable readers of the financial statements to understand the nature, amount, timing, and uncertainty of revenue and cash flows arising from contracts with customers. The Association adopted this update, along with all subsequent amendments (collectively, "Accounting Standards Codification (ASC) 606") on July 1, 2020 under the modified retrospective method. The update was applied to all contracts that were not completed at the date of initial application. Additionally, the Association applied the practical expedient (i) to account for revenues with similar characteristics as a collective group rather than individually, (ii) to not adjust the transaction price for the effects of significant financing components (if any), and (iii) to not disclose the transaction price allocated to unsatisfied or partially unsatisfied performance obligations as of the end of the reporting period when the performance obligations relate to contracts with an expected duration of less than one year. The adoption of this update did not materially impact the combined financial statements.

In August 2018, the FASB issued ASU No. 2018-13, *Fair Value Measurement (Topic 820): Disclosure Framework - Changes to the Disclosure Requirements for Fair Value Measurement*. The update modifies certain disclosure requirements in Topic 820, Fair Value Measurement. The adoption of the new standard had no impact on the accompanying combined financial statements.

Recent Accounting Pronouncements Not Yet Adopted

In February 2016, the FASB issued ASU 2016-02, *Leases (Topic 842)*. This ASU requires a lessee to record, for all leases with a lease term of more than 12 months, an asset representing its right to use the underlying asset for the lease term and a liability to make lease payments. For leases with a lease term

of 12 months or less, a practical expedient is available whereby a lessee may elect, by class of underlying asset, not to recognize a right-of-use asset or lease liability. A lessee making this accounting policy election would recognize lease expense over the term of the lease, generally in a straight-line pattern. This guidance is effective for financial statements issued for fiscal years beginning after December 15, 2021. Early adoption is permitted. In transition, a lessee and a lessor will recognize and measure leases at the beginning of the earliest period presented using a modified retrospective approach. The modified retrospective approach includes a number of optional practical expedients. These practical expedients relate to identifying and classifying leases that commenced before the effective date, initial direct costs for leases that commenced before the effective date, and the ability to use hindsight in evaluating lessee options to extend or terminate a lease or to purchase the underlying asset. ASU 2018-11 was issued in June 2018 that also permits entities to choose to initially apply ASU 2016-02 at the adoption date and recognize a cumulative-effect adjustment to the opening balance of net assets in the period of adoption. ASU 2016-02 is effective for the Association's fiscal year 2023. Management continues to evaluate the potential impact of these updates on the combined financial statements.

In March 2020, the FASB issued ASU 2020-04, *Reference Rate Reform (Topic 848): Facilitation of the Effects of Reference Rate Reform on Financial Reporting*. This ASU was issued to provide optional expedients and exceptions for applying generally accepted accounting principles to contracts, hedging relationships and other transactions affected by reference rate reform. The optional expedients assist in accounting for the replacement of reference rates in agreements due to the reference rate reform. This elective update provides optional expedients and exceptions to the accounting requirement to evaluate each contract modification to determine whether it creates a new contract. The London Interbank Offered Rate (LIBOR) will be discontinued, which will require modification to debt agreements, lease agreements, and other contracts that reference this rate. ASU 2020-04 is effective from March 12, 2020 through December 31, 2022. Management continues to evaluate the potential impact of this update on the combined financial statements.

The Association has assessed other accounting pronouncements issued or effective during the year ended June 30, 2021 and deemed they were not applicable to the Association or are not anticipated to have a material effect on the combined financial statements.

2. INCOME TAXES/TAX STATUS

NBAA has been granted an exemption by the Internal Revenue Service (the IRS) from Federal income taxes under the provisions of Section 501(c)(6) of the Internal Revenue Code (the IRC), except for any relevant tax on lobbying activities, unrelated business income, and tax on certain payroll related items. NBAA is required to report these items to the IRS and the District of Columbia. NBAA recorded income tax expense of \$32,111 and \$89,902 for the years ended June 30, 2021 and 2020, respectively.

NBAA Charities has received a determination letter from the IRS that they are not subject to income tax on their exempt activities under Section 501(c)(3) of the IRC. NBAA Charities had no unrelated business taxable income during the years ended June 30, 2021 and 2020.

NBAA China is a wholly foreign-owned enterprise organized in China, and is treated as a foreign corporation for federal income tax purposes. NBAA China is required to pay taxes in accordance with laws and regulations of the People's Republic of China. NBAA China is also taxable at the rate applicable to U.S. corporations on its share of any net income that is effectively connected with the conduct of a U.S. trade or business. Additionally, NBAA China has recognized a loss and income during the years ended June 30, 2021 and 2020, respectively, however, does not have material unrecognized temporary tax differences. NBAA China has accrued taxes in accounts payable and accrued expenses in the accompanying combined statements of financial position of \$491,553 for each of the years ended June 30, 2021 and 2020 under Accounting Standards Codification (ASC) 740-10, *Accounting for Income Taxes*.

EBACE is a two-member limited liability company and is treated as a partnership pursuant to Treasury Regulation Section 301.7701-3 for federal income tax purposes. Generally, partnerships are not subject to entity-level federal or state income taxation and, as such, EBACE is not required to provide for income taxes under FASB ASC 740-10, *Accounting for Income Taxes*.

ABACE is a limited liability company for federal income tax purposes. As NBAA is the sole member of ABACE, it is disregarded for income tax purposes and, as such, ABACE is not required to provide for income taxes under FASB ASC 740-10, *Accounting for Income Taxes*.

The Association must recognize the tax benefit associated with tax positions taken for tax return purposes when it is more-likely-than-not that the position will be sustained. The Association's management believes it has no material uncertain tax positions and; accordingly, it will not recognize any liability for unrecognized tax benefits. For the years ended June 30, 2021 and 2020, the Association did not recognize any interest or penalties.

The tax years ended June 30, 2017 through 2020 remain open to examination by the taxing jurisdictions to which the Association is subject, and they have not been extended beyond the applicable statute of limitations. No examinations are currently in process.

3. CONCENTRATIONS OF CREDIT RISK

Financial instruments which potentially subject the Association to concentrations of credit risk consist principally of cash and cash equivalents and investments in marketable securities held at creditworthy financial institutions. As of June 30, 2021, bank balances in U.S. banks of approximately \$11 million exceeded FDIC insurance limits. The Association has approximately \$90 thousand at June 30, 2021, in foreign bank accounts which are not insured. The Association has not incurred any losses on these instruments.

4. CANCELED EVENTS AND COVID-19

Beginning in late calendar year 2019, the outbreak of the novel coronavirus disease, or COVID-19, has resulted in the declaration of a global pandemic and has adversely affected economic activity across virtually all sectors and industries on a local, national, and global scale. The impact of COVID-19 on the economy and the Association's business continues to be a fluid situation.

Due to COVID-19, a number of NBAA hosted events in 2020 and 2021 were canceled. NBAA had event cancellation insurance which covered the canceled events in calendar year 2020. Insurance payments are recorded when approved by the insurance company for payment. During the year ended June 30, 2021, NBAA received approximately \$23 million from its insurance claims for canceled events.

NBAA does not have insurance coverage for its events in fiscal year 2021 for COVID-19.

The global pandemic of COVID-19 continues to rapidly evolve, and the Association will continue to monitor the COVID-19 situation closely. The ultimate impact of the COVID-19 pandemic is uncertain and subject to change.

On March 27, 2020, President Trump signed into law the "Coronavirus Aid, Relief, and Economic Security (CARES) Act." During the years ended June 30, 2021 and 2020, the Association utilized the payroll tax deferral provisions of CARES for \$190,182 and \$79,384, respectively, and is included in accounts payable and accrued expenses on the combined statements of financial position as of June 30, 2021 and 2020. Half of this liability is scheduled to be repaid without interest by December 31, 2021 and the remainder due by December 31, 2022.

The employee retention tax credit ("ERTC") provides a refundable payroll tax credit for 50 percent of qualified wages paid by employers to employees during the COVID-19 pandemic of which the Association utilized \$906,231 and \$437,835 for the years ended June 30, 2021 and 2020, respectively as an offset to salaries and benefits expense on the combined statement of functional expenses.

Management continues to examine the impact that the CARES Act may have on the Association's business.

5. FAIR VALUE MEASUREMENTS

The Association follows the provisions of FASB ASC 820, *Fair Value Measurement*, in accounting for fair value measurements. ASC 820 establishes a common definition for fair value to be applied under U.S. GAAP requiring use of fair value, establishes a framework for measuring fair value, and expands disclosures about such fair value measurements.

ASC 820 defines fair value as the price that would be received to sell an asset or paid to transfer a liability (i.e., the "exit price") in an orderly transaction between market participants at the

measurement date. ASC 820 establishes a hierarchy for inputs used in measuring fair value that maximizes the use of observable inputs and minimizes the use of unobservable inputs by requiring that the observable inputs be used when available.

Observable inputs are inputs that market participants operating within the same marketplace as the Association would use in pricing the Association's asset or liability based on independently derived and observable market data. Unobservable inputs are inputs that cannot be sourced from a broad active market in which assets or liabilities identical or similar to those of the Association are traded. The input hierarchy is broken down into three levels based on the degree to which the exit price is independently observable or determinable as follows:

- **Level 1** – Valuation based on quoted market prices in active markets for identical assets or liabilities. Since valuations are based on quoted prices that are readily and regularly available in an active market, valuation of these products does not entail a significant degree of judgment.
- **Level 2** – Valuation based on quoted market prices of investments that are not actively traded or for which certain significant inputs are not observable, either directly or indirectly.
- **Level 3** – Valuation based on inputs that are unobservable and reflect management's best estimate of what market participants would use as fair value.

The asset or liability's fair value measurement level within the fair value hierarchy is based on the lowest level of any input that is significant to the fair value measurement. Valuation techniques used need to maximize the use of observable inputs and minimize the use of unobservable inputs. In determining the appropriate levels, management performs a detailed analysis of the assets and liabilities that are subject to fair value measurements. At each reporting period, all assets and liabilities for which the fair value measurement is based on significant unobservable inputs are classified as Level 3.

The table below sets forth those assets measured at fair value as of June 30, 2021 on a recurring basis:

Fair value measurement at reporting date using:

Description	Quoted prices in active markets for identical assets (level 1)	Significant other observable inputs (level 2)	Significant other unobservable inputs (level 3)	Balance as of June 30, 2021
Money market funds	\$ 303,589	\$ -	\$ -	\$ 303,589
Investment grade fixed income	10,126,174	-	-	10,126,174
U.S. equity securities	16,126,279	-	-	16,126,279
Other fixed income	2,535,081	-	-	2,535,081
Non-U.S. equity securities	7,241,664	-	-	7,241,664
Large cap – equity securities	831,414	-	-	831,414
Mid cap – equity securities	82,822	-	-	82,822
Small cap – equity securities	254,401	-	-	254,401
Global equity securities	264,279	-	-	264,279
Asset allocation – equities	12,707	-	-	12,707
Life cycle funds	378,400	-	-	378,400
Total	\$ 38,156,810	\$ -	\$ -	\$ 38,156,810

The table below sets forth those assets measured at fair value as of June 30, 2020 on a recurring basis:

Fair value measurement at reporting date using:

Description	Quoted prices in active markets for identical assets (level 1)	Significant other observable inputs (level 2)	Significant other unobservable inputs (level 3)	Balance as of June 30, 2020
Money market funds	\$ 24,265,483	\$ -	\$ -	\$ 24,265,483
Investment grade fixed income	9,467,481	-	-	9,467,481
U.S. equity securities	1,496	-	-	1,496
Non-U.S. equity securities	279	-	-	279
Large cap – equity securities	681,474	-	-	681,474
Mid cap – equity securities	29,460	-	-	29,460
Small cap – equity securities	71,501	-	-	71,501
Global equity securities	159,762	-	-	159,762
Asset allocation – equities	8,742	-	-	8,742
Life cycle funds	277,984	-	-	277,984
Total	\$ 34,963,662	\$ -	\$ -	\$ 34,963,662

The balance of the Association's assets measured at fair value as of June 30, 2021 and 2020 are classified in the combined statements of financial position as follows:

	2021	2020
Investments in marketable securities	\$ 35,987,945	\$ 33,355,952
Deferred compensation investments	2,168,865	1,607,710
	\$ 38,156,810	\$ 34,963,662

6. OFFICER LOAN

During each of the years ended June 30, 2021 and 2020, NBAA loaned \$375,000 to an officer as part of a split dollar life insurance agreement. The loan has an interest rate of 2.09% and is payable within 60 days of the death of the officer. The life insurance is assigned as collateral for the loan. The loan is recorded on the combined statement of financial position at the cash surrender value of the policy.

7. INVESTMENTS IN MARKETABLE SECURITIES

Investments in marketable securities, at fair value, consist of the following at:

June 30,	2021	2020
Money market funds	\$ 22,696	\$ 23,999,673
Investment grade fixed income	10,062,225	9,354,504
Other fixed income	2,535,081	-
U.S. equity securities	16,126,279	1,496
Non-U.S. equity securities	7,241,664	279
	\$ 35,987,945	\$ 33,355,952

Investment return, net consists of the following:

Years ended June 30,	2021	2020
Interest and dividends	\$ 361,329	\$ 858,079
Investment management fees	(51,359)	(156,799)
Unrealized gains	553,500	1,460,879
Realized gains (losses)	278,361	(401,942)
	\$ 1,141,831	\$ 1,760,217

8. FURNITURE AND EQUIPMENT

Furniture and equipment consists of the following at:

June 30,	2021	2020
Furniture and equipment	\$ 492,926	\$ 501,338
Hardware	263,657	376,274
Software	316,291	404,524
Leasehold improvements	1,287,693	1,287,693
Exhibit booths	659,989	659,989
	3,020,556	3,229,818
Less: accumulated depreciation and amortization	(2,298,026)	(2,258,088)
	\$ 722,530	\$ 971,730

Depreciation and amortization expense was \$282,662 and \$354,086 for the years ended June 30, 2021 and 2020, respectively.

9. POST-RETIREMENT BENEFITS

The Association provides post-retirement health care benefits (the Plan) to certain retired employees. Active employees become eligible for benefits after meeting certain age and service requirements. The Plan is contributory for employees under the age of 65 and for employees over age 65 who retire after December 31, 2006. The Plan is unfunded. Effective January 1, 2006, the Plan no longer accepts new participants.

The following table sets forth the Plan's funded status:

June 30,	2021	2020
Post-retirement benefit obligation, beginning of year	\$ 2,408,676	\$ 2,031,734
Interest cost	112,539	94,120
Service cost	69,341	31,261
Actuarial (gain) loss	(889,289)	353,252
Benefits paid	(79,744)	(101,691)
Post-retirement benefit obligation, end of year	\$ 1,621,523	\$ 2,408,676

Accumulated post-retirement benefit obligation for amounts due for retired and active employees consist of the following:

June 30,	2021	2020
Accrued post-retirement benefit obligation - post-retirement liability:		
Active participants, not yet eligible	\$ 612,789	\$ 1,221,640
Fully eligible active participants	56,919	168,899
Retirees, disabled and dependents	951,815	1,018,137
Accrued post-retirement benefit obligation	\$ 1,621,523	\$ 2,408,676

Amounts recognized in the Association's combined statements of financial position consist of the following:

June 30,	2021	2020
Accrued post-retirement benefit obligation - post-retirement liability:		
Current	\$ 71,096	\$ 79,774
Non-current	1,550,427	2,328,902
Accrued post-retirement benefit obligation	\$ 1,621,523	\$ 2,408,676
Post-retirement benefit obligation, end of year	\$ 1,621,523	\$ 2,408,676
Fair value of plan assets	-	-
Unfunded status (accrued post-retirement benefit obligation)	\$ 1,621,523	\$ 2,408,676

The accrued post-retirement benefit obligation is included in the accompanying combined statements of financial position.

Items not yet recognized as a component of net periodic post-retirement benefit cost:

Years ended June 30,	2021	2020
Transition obligation	\$ -	\$ -
Prior service (benefit) cost	(1,398,411)	50,657
Net actuarial loss	2,443,125	2,118,641
Total items not yet recognized	\$ 1,044,714	\$ 2,169,298

Pension related changes other than net periodic post-retirement benefit cost for the years ended June 30, 2021 and 2020:

Years ended June 30,	2021	2020
Prior service cost	\$ 1,449,069	\$ 128,245
Net loss (gain)	324,484	(28,050)
Total pension related changes other than net periodic post-retirement benefit cost	\$ 1,124,584	\$ 156,295

Components of net periodic post-retirement benefit cost in the accompanying combined statements of activities:

Years ended June 30,	2021	2020
Service cost	\$ 30,588	\$ 69,341
Interest cost	75,353	112,539
Amortization of losses	247,932	184,638
Amortization of unrecognized prior service (costs) credits	(187,706)	50,657
Net periodic post-retirement benefit costs	\$ 166,167	\$ 417,175

Amounts paid by the Association for retiree post-retirement benefits during the year ended June 30, 2021 and 2020 were \$79,744 and \$101,691, respectively.

Weighted average assumptions used to determine the benefit obligation are as follows:

Years ended June 30,	2021	2020
Discount rate	4.75%	4.75%
Rate of compensation increase	N/A	N/A
Initial health care cost trend	6.50%	5.50%
Ultimate health care cost trend	6.00% (2023)	5.00% (2022)
Probability of retiree electing coverage	100%	100%

The health care cost trend rate assumption has a significant effect on the amounts reported in the accompanying combined financial statements. If the assumed rates were to increase or decrease by one percentage point in each year, it would increase or decrease the post-retirement benefit obligation as of June 30, 2021 by \$244,051 and \$(198,739), respectively.

Contributions

As the plan is unfunded, contributions are expected to be equivalent to future estimated benefit payments. Accordingly, for the year ended June 30, 2021, the Association expects to contribute \$71,096 to its post-retirement healthcare benefit plan during the year ending June 30, 2022.

Estimated Future Benefit Payments

The following benefit payments, which reflect expected future service, as appropriate, are expected to be paid:

Years ending June 30,	
2022	\$ 71,096
2023	72,011
2024	76,154
2025	83,490
2026	84,750
Thereafter	468,307

Given the estimates included in the calculation of this accumulated benefit obligation, it is possible amounts recorded under the Plan may change in the near term.

10. DEFERRED COMPENSATION

During fiscal year 2007, the Association established a nonqualified deferred compensation plan (a "457(b) plan") for senior executives and other management or highly compensated employees. The Association holds assets totaling \$2,168,865 and \$1,607,710 as of June 30, 2021 and 2020, respectively, which are reported as deferred compensation investments and a deferred compensation liability in the accompanying combined

statements of financial position. The assets are subject to the claims of general creditors. The investments of the trust are held in separate accounts for investment purposes but are designated by the Board for use to satisfy this deferred compensation liability. All contributions to the plan are from employees and no contributions have been made by the Association for the years ended June 30, 2021 and 2020. Investment gains and losses from the deferred compensation investments are recorded directly to the asset account and the corresponding liability account.

11. MARGIN LOAN

In December 2011, the Association executed a margin loan authorization agreement with a financial institution. The Association can borrow up to 50% of the balance of the securities held at the institution. The margin loan bears interest at the 30-day LIBOR rate plus 190 basis points. The loan is secured by securities held in accounts at the same financial institution. The loan and interest are payable on demand. There were no borrowings on the margin loan during the year ended June 30, 2021. During the year ended June 30, 2020, approximately \$2 million was borrowed and repaid in the same year. There are no outstanding balances due as of June 30, 2021 and 2020.

12. COMMITMENTS AND CONTINGENCIES

Operating Lease

In March 2013, the Association signed an office lease with a term through December 2024. The Association made a security deposit of \$74,829 which is included in prepaid expenses and other assets in the accompanying combined statements of financial position. Under the terms of the lease agreement, the Association received sixteen months of free rent, which is being amortized over the life of the lease, on a straight-line basis. The amortization of the rent abatement is shown as a reduction in future minimum lease payments. The first payment began in January 2015. The lease also provided a tenant improvement allowance of \$1,451,587 which was used for leasehold improvements and furniture. The tenant improvement allowance is amortized over the shorter of the lease or the asset life. A related liability was recorded and the amount is being amortized over the term of lease as a reduction to rent expense. The Association began to amortize the leasehold improvements and the related liability when the Association took physical possession of the office space in August 2013.

During fiscal years 2020 and 2021, the Association renegotiated the terms of the office lease. The Association received a rent reduction of 30% per month for 18 months which will be repaid in full through increased rental payments in future years over the course of the remaining lease.

Future minimum rental payments, by year and in the aggregate, under the operating lease for the office space are as follows:

Years ending June 30,	
2022	\$ 1,054,849
2023	1,236,583
2024	1,257,860
2025	547,970
	\$ 4,097,262

Rent expense for the years ended June 30, 2021 and 2020 totaled \$747,315 and \$748,101, respectively.

Commitments for Convention and Conference Facilities

The Association is committed under agreements for conventions, conferences and hotel space through the year 2027. The total commitment under the agreements is not determinable as it depends upon attendance and other unknown factors. In the event that the Association cancels the agreements, the Association may be subject to liquidating damages.

Contingency

NBAA holds the ABACE Show in China. ABACE Show is 100% owned by NBAA. Both the ABACE Show and EBACE are overseas conventions and these shows incur risks such as currency fluctuation, foreign taxes and foreign country political issues. The Association does not believe that either the ABACE Show or EBACE have incurred any liability related to these risks that is probable and can be valued not already included in the combined financial statements.

13. EMPLOYEE RETIREMENT PLAN

During the year ended June 30, 1998, the Association established the National Business Aviation Association, Inc. 401(k) Profit Sharing Plan and Trust (the Plan) for all eligible employees. All Plan participants have the option of deferring a percentage of their annual salary, subject to IRS limitations. The Association may match a portion of the salary deferred by each employee. For the years ended June 30, 2021 and 2020, the Association contributed \$286,268 and \$1,143,859, respectively, to the Plan.

14. RELATED PARTIES

The Association is a member of the International Business Aviation Council (IBAC) along with fourteen other aviation member groups. Administrative, overhead and direct costs are borne by IBAC member groups through assessments. Costs incurred by the Association to support IBAC were \$434,414 and \$460,072 for the years ended June 30, 2021 and 2020, respectively.

The National Business Aviation Association, Inc. Political Action Committee (NBAA PAC) is a non-profit political association that was registered with the Federal Election Commission on June 17, 1996. Administrative, overhead and direct costs incurred by NBAA PAC during the years ended June 30, 2021 and 2020 are immaterial and; therefore, are not included in the combined financial statements.

The Association is a member of the Alliance for Aviation Across America (AAAA). AAAA is a diverse coalition of aviation enthusiasts and professionals, local airports, and civic organizations representing rural and agriculture voices, city, county and state officials, economic development entities, non-profit organizations, small and mid-size businesses, and others dedicated to protecting small and rural communities. AAAA is dedicated to properly modernizing America's air traffic control system to enhance safety, promote efficiency and expand capacity in order to ensure all Americans have access to air transportation. During the years ended June 30, 2021 and 2020, NBAA contributed \$392,050 and \$638,500, respectively, to support AAAA.

15. LIQUIDITY AND AVAILABILITY OF RESOURCES

The following reflects the Association's financial assets as of the date of the combined statement of financial position, reduced by amounts not available for general expenditure within one year of the date of the combined statement of financial position because of donor-imposed or other restrictions, if any, as of June 30:

June 30	2021	2020
Cash and cash equivalents	\$ 11,428,886	\$ 3,764,101
Accounts receivable	267,395	556,203
Total	11,696,281	4,320,304
Financial assets available to meet cash needs for general expenditures within one year	\$ 11,696,281	\$ 4,320,304

As part of the Association's liquidity management plan, the Association invests cash in excess of daily requirements in short-term investments, certificates of deposit, and money market funds. All funds are without donor restrictions. Although the Association does not intend to spend from investments in marketable securities, with balances of \$35,987,945 and \$33,355,952 as of June 30, 2021 and 2020, respectively, these can be used if necessary.

16. SUBSEQUENT EVENTS

The Association evaluated subsequent events through October 1, 2021, which is the date the combined financial statements were available to be issued. There were no additional events noted that required adjustment to or disclosure in these combined financial statements.

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NBAA Advisory Council

The Advisory Council exists to help NBAA define the relationship among all segments of the membership; to recommend programs that would improve communications between those segments; and to advise the NBAA Board of Directors on areas of interest to business members.

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NBAA

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About NBAA

Founded in 1947 and based in Washington, DC, the National Business Aviation Association (NBAA) is the leading organization for companies that rely on general aviation aircraft to help make their businesses more efficient, productive and successful. The association represents more than 11,000 companies and professionals, and provides more than 100 products and services to the business aviation community, including the NBAA Business Aviation Convention & Exhibition (NBAA-BACE), the world's largest civil aviation trade show.