Dream Flights

INTERNATIONAL

PRIVATE MOBILITY ACCESS AUTHORITY

THE STATE OF PRIVATE AVIATION

2021–2026 COMPARATIVE INDUSTRY ANALYSIS

HOW PRIVATE AVIATION MOVED FROM POST-PANDEMIC EXPANSION TO A MORE COMPLEX MARKET DEFINED BY SCALE, CAPACITY, RELIABILITY, AND CONTINUITY

AIR | GROUND | SEA | STAY

RESEARCH CUTOFF: SEPTEMBER 18, 2026

THE MARKET IS LARGER THAN IT WAS IN 2021 BUT MORE DEMANDING THAN THE FLIGHT COUNTS SUGGEST

Private aviation entered 2021 as a clear beneficiary of pandemic-era disruption. Privacy, control, reduced airport exposure, and schedule flexibility became operational priorities. The result was not merely a recovery. It was a structural expansion.

2021 | EXPANSION

3.3 MILLION FLIGHTS

Global business-jet activity reached a record. North American activity increased 40.9%.

2022 | PRESSURE

+5.1% ACTIVITY

Flight hours increased 10.6% as aircraft, staffing, maintenance, and fuel tightened.

2023–2024 | NORMALIZATION

On-demand urgency moderated, flight hours declined, and weaker providers faced greater scrutiny. The market did not return to its pre-pandemic scale.

2025 | RECORD SCALE

3.9 MILLION

Global departures rose about 5%. North American activity gained 3.4%; flight hours gained 3.5%.

2026 YTD | DURABLE GROWTH

+4.2% GLOBAL

First-half activity versus 2025. North America represented about 65%; Europe represented slightly more than 14%.

THE SIX-YEAR RESULT

The industry moved through expansion and normalization without surrendering its higher operating baseline. The market is larger, more diverse, and more operationally demanding. The strategic question has changed.

PRINCIPAL CONCLUSION

2021

Can the traveler secure an aircraft?

2026

Can every component of the traveler’s movement remain aligned before, during, and after the flight?

That distinction creates the strategic opening for Dream Flights International.

SOURCES: WINGX; ARGUS TRAQPak; Aviation Week; AIN; Aviation Today; SherpaReport. 2026 figures are year-to-date.

ACCURATE COMPARISON REQUIRES MORE THAN ONE NUMBER

Private-aviation measurements are related, but they are not interchangeable.

MEASUREMENT	WHAT IT INDICATES	WHAT IT DOES NOT PROVE
Flight departures	Frequency of aircraft movement	Revenue, profitability, or passengers carried
Flight hours	Aircraft utilization and mission duration	Number of individual trips
Part 91 activity	Primarily owner-operated or noncommercial flying	Retail charter demand
Part 135 activity	Charter and commercial operating activity	Total private-aviation demand
Part 91K activity	Fractional program activity	Whole-aircraft ownership trends
Aircraft deliveries	Manufacturer output and new-aircraft demand	Immediate charter capacity
Preowned transactions	Liquidity and ownership demand	Operating profitability
Membership or card sales	Demand for access products	Provider solvency or service reliability
Market revenue	Economic scale	Operational performance or member experience

SCOPE OF THIS ANALYSIS

- Global business-jet departures
- North American business-aviation activity
- Flight-hour direction
- Part 91, Part 135, and fractional activity
- Operator and access-model behavior
- Aircraft availability and supply
- Customer expectations
- Structural risks
- Strategic implications for DFI

DATA QUALIFICATION

ARGUS TRAQPak and WINGX do not always report identical aircraft or operating universes.

This analysis does not combine their figures into a synthetic dataset. Each source establishes direction, scale, and market behavior.

2026 LIMITATION

2026 is year-to-date—not a complete annual result.

First-half growth may change because of calendar effects, holidays, weather, geopolitical disruption, fuel costs, special events, economic confidence, fleet availability, or regional restrictions.

GOVERNING EDITORIAL PRINCIPLE

Comparable evidence should be compared.
Different measurements should be interpreted—not blended.

PRIVATE AVIATION BECAME OPERATIONAL INFRASTRUCTURE

The defining feature of 2021 was not simply that more people wanted to fly privately. A larger group began treating private aviation as necessary infrastructure. Commercial schedules remained unstable, policies were inconsistent, and international entry requirements changed frequently.

WHAT DROVE THE EXPANSION

COMMERCIAL-AIRLINE DISRUPTION

Reduced schedules, canceled routes, health concerns, congestion, and changing border requirements increased the value of controlled movement.

NEW-USER ADOPTION

Qualified travelers entered through charter, membership, jet-card, and fractional programs many for the first time.

MULTI-LOCATION LIVING

Executives, investors, athletes, entertainers, and families increasingly divided time among residences and business locations.

CONTROL OVER LUXURY

Schedule authority, airport flexibility, privacy, reduced exposure, and productive time became the true value.

WHAT THE MARKET EXPERIENCED

Demand frequently exceeded available charter capacity. Aircraft became harder to source during peak periods, while operators faced pressure across:

- Crew availability
- Maintenance scheduling
- Repositioning and owner approval
- Deicing and weather disruption
- High-demand airport access
- Catering and ground-handling capacity

Some jet-card providers restricted or suspended sales to protect existing customers. Booking lead times expanded, and peak-day terms mattered more.

STRATEGIC INTERPRETATION

Demand rose faster than consistent service capacity. A flight confirmation did not necessarily govern the movement surrounding the flight.

2021 GLOBAL BUSINESS-JET ACTIVITY

3.3 MILLION

FLIGHTS | RECORD AT THE TIME

Approximately 7% above 2019
North American activity: +40.9% over 2020

THE NEW BASELINE

RECORD DEMAND ESTABLISHED A HIGHER OPERATING BASELINE.

2021 OPERATING PRINCIPLE

***Access to an aircraft became more valuable—
but aircraft access alone did not guarantee continuity.***

SOURCES: WINGX; ARGUS TRAQPak; Aviation Week; AIN. | DREAM FLIGHTS INTERNATIONAL | PRIVATE MOBILITY ACCESS AUTHORITY

GROWTH CONTINUED, BUT THE MARKET BEGAN TO REVEAL ITS LIMITS

Private aviation entered 2022 with the momentum created in 2021.
The larger customer base endured even as commercial aviation recovered,
but the industry began absorbing the cost of rapid expansion.

OPERATING CONDITIONS

PRICING REMAINED ELEVATED

Demand, fuel, wages, repositioning, and limited aircraft availability supported higher charter rates.

PEAK-DAY RESTRICTIONS

Notice requirements, blackout periods, substitutions, and peak-day surcharges became more consequential.

SUPPLY CHAINS REMAINED CONSTRAINED

Parts shortages, production delays, and limited technical labor pressured manufacturers and maintenance providers.

USED INVENTORY REMAINED TIGHT

Ownership demand reduced inventory and supported elevated values across aircraft categories.

FRACTIONAL DEMAND REMAINED RESILIENT

Customers seeking predictable access increasingly evaluated fractional programs when open-market charter availability appeared uncertain.

STRATEGIC INTERPRETATION

2022 demonstrated both commercial strength and operational fragility.
Providers retained pricing power, while customers became more attentive to:

- Service consistency
- Contractual exclusions
- Aircraft substitutions
- Recovery procedures
- Financial exposure
- Peak-period access
- Provider stability

WHY 2022 MATTERED

The market proved that 2021 was not an isolated anomaly—
and revealed the infrastructure required to sustain its expansion.

2022 NORTH AMERICAN PERFORMANCE

+5.1% **FLIGHT ACTIVITY**
+15.5% versus 2019

+10.6% **FLIGHT HOURS**
+22.1% versus 2019

EARLY EVIDENCE OF NORMALIZATION

Second-half growth moderated. July recorded the
first annual monthly decline since early 2021.
This was a harder comparison—not a market collapse.

2022 OPERATING PRINCIPLE

***A larger market created more revenue—
but it also increased the cost of operational inconsistency.***

DEMAND DID NOT DISAPPEAR, IT BECAME MORE SELECTIVE

In 2023, the industry began separating durable demand from temporary pandemic-era demand. The market declined from historically elevated 2022 levels not to its pre-expansion conditions.

THE FOUR PRIMARY MARKET SEPARATIONS

01 TRANSACTIONAL VS. COMMITTED USERS

Lower-frequency users reduced private flying as airline networks recovered. Frequent users still valued productivity, confidentiality, security, difficult itineraries, remote destinations, family movement, and schedule control.

02 SCALABLE VS. UNDERCAPITALIZED

As demand normalized and capital became more expensive, providers without durable economics faced greater pressure. A polished platform or aggressive deposit offer did not establish operating strength.

03 FRACTIONAL VS. AD HOC CHARTER

Recurring users valued fleet depth, standardization, and contractual access. Open-market charter remained essential but became more price-sensitive and fragmented.

04 AIRCRAFT VS. TOTAL-TRIP EXECUTION

Vehicles, protection, accommodations, marina coordination, property readiness, and schedule distribution often remained divided among unrelated providers.

STRATEGIC INTERPRETATION

2023 was not the end of private aviation's expansion. It was the beginning of buyer discrimination. The market increasingly rewarded reliability, capital discipline, operational depth, and contractual responsibility.

CUSTOMER BEHAVIOR CHANGED

- Operator credentials
- Funds protection
- Cancellation provisions
- Provider balance sheets
- Recovery aircraft
- Fleet access
- Guaranteed availability
- Occupied hourly rates
- Repositioning exposure
- Peak-period rules

2023 NORTH AMERICAN ACTIVITY

−3.7% **FLIGHT HOURS** VERSUS 2022

MONTHLY YEAR-OVER-YEAR DECLINES

FEB −3.0% | APR −7.7% | MAY −3.5%

THE CORRECT READING

NORMALIZATION WAS NOT REVERSAL.

Activity softened from an extraordinary peak while the industry retained a materially larger operating base.

2023 OPERATING PRINCIPLE

The market stopped rewarding access promises equally.

SOURCE: ARGUS TRAQPak ACTIVITY ARCHIVE. | DREAM FLIGHTS INTERNATIONAL | PRIVATE MOBILITY ACCESS AUTHORITY

PRIVATE AVIATION ENTERED A MORE MATURE PHASE

The defining characteristic of 2024 was divergence. Overall North American flight hours declined approximately 1.1%, but fractional activity reportedly increased 12.4% during the first half of the year.

THE MARKET SEPARATED AROUND EXECUTION

FRACTIONAL STRENGTH

- Dedicated or controlled fleet capacity
- Standardization and predictable access rules
- Consistent service and fleet substitution
- Confidence created by operating scale

Customers paid for a stronger probability of execution.

CHARTER MARKET PRESSURE

- Price sensitive customers and fluctuating demand
- Rising labor, insurance, and maintenance costs
- Owner expectations and empty leg exposure
- Limited differentiation among providers

Price competition weakened interchangeable offerings.

INCREASED BUYER SCRUTINY

- Are client funds segregated?
- Who controls the aircraft?
- Who holds direct responsibility?
- What follows a cancellation?
- Is comparable replacement lift available?
- How quickly can disruption escalate?
- Does infrastructure support the promise?

STRATEGIC INTERPRETATION

Private aviation stabilized, but customers increasingly preferred operational certainty over superficial variety. The market demonstrated that controlled capacity retains value when uncertainty carries a greater cost than price.

DFI IMPLICATION

If governed capacity creates value in aviation, governed coordination can create value across the entire movement.

2024 MARKET DIVERGENCE

−1.1% **FLIGHT HOURS**
NORTH AMERICA

+12.4% **FRACTIONAL ACTIVITY**
FIRST HALF OF 2024

SUSTAINABILITY AND PUBLIC SCRUTINY

15.6 MILLION

METRIC TONS OF ESTIMATED 2023 CO_2 EMISSIONS

Research published in 2024 intensified reputational and regulatory pressure, particularly in Europe.

2024 OPERATING PRINCIPLE

Reliability began separating premium access from commoditized availability.

THE INDUSTRY RETURNED TO EXPANSION BUT NOT TO THE UNDISCIPLINED CONDITIONS OF 2021

Global business jet activity reached approximately 3.9 million departures, the highest annual level reported by WINGX and roughly 5% above 2024. Demand had become embedded in the operating behavior of frequent users.

DURABLE DEMAND DRIVERS

- Ultra high net worth population growth
- Multi residence living
- Corporate and entrepreneurial time sensitivity
- Sports and entertainment schedules
- Family office coordination
- Security, privacy, and reduced exposure
- International investment and global events
- Reduced tolerance for commercial disruption

MARKET MODEL PERFORMANCE

PART 91

Owner and corporate flight department activity remained an important source of utilization.

PART 135

Charter remained substantial, with performance varying by operator, aircraft, region, and segment.

FRACTIONAL

A structural growth leader as recurring users sought consistent access without full aircraft ownership.

JET CARDS AND MEMBERSHIPS

Buyers examined liquidity protection, peak terms, recovery commitments, and provider solvency.

THE UNDERLYING SHIFT

The customer was no longer simply purchasing privacy. The customer was purchasing:

TIME PRESERVATION	SCHEDULE AUTHORITY	REDUCED EXPOSURE
MISSION FLEXIBILITY	CONTROLLED ARRIVAL	CONTINUITY

2025 GLOBAL BUSINESS JET ACTIVITY

3.9M DEPARTURES
ANNUAL RECORD

+5% VERSUS 2024

72% GLOBAL TRAFFIC
NORTH AMERICA

NORTH AMERICAN ACTIVITY

+3.4% FLIGHT ACTIVITY

+3.5% FLIGHT HOURS

ARGUS REPORTED YEAR OVER YEAR GROWTH

2025 OPERATING PRINCIPLE

Private aviation expanded—but the operational burden surrounding the aircraft expanded with it.

GROWTH CONTINUES
BUT THE MARKET IS BECOMING MORE UNEVEN

Global business aviation activity increased 4.2% during the first half of 2026. The market remains historically strong, but regional and segment performance is diverging and a strong first half should not be projected automatically.

CURRENT 2026 SIGNALS

HISTORICALLY STRONG ACTIVITY

The market is operating above the scale observed at the beginning of this comparison period.

GEOGRAPHICALLY UNEVEN GROWTH

Wealth migration, investment, geopolitics, major events, residency patterns, and airline disruption are reshaping regional demand.

FRACTIONAL REMAINS STRATEGIC

Predictable capacity, standardized service, and fleet depth continue to attract recurring users.

LARGE CABIN IS NOT UNIFORM

Large cabin activity softened in some periods while midsize, small cabin, or fractional segments grew.

CAPACITY PRESSURE HAS SHIFTED

AIRCRAFT CAN OFTEN BE LOCATED. EXECUTION STILL REQUIRES GOVERNANCE.

- Validate the operating party
- Confirm crew and maintenance readiness
- Resolve airport and handling capacity
- Compare price and contractual conditions
- Govern the surrounding movement
- Prepare for disruption outside aviation

CURRENT ASSESSMENT

The market is neither collapsing nor repeating 2021. It is operating from a higher structural base with more sophisticated customers and sharper differences among access models.

2026 FIRST HALF | ARGUS TRAQPak

+4.2% GLOBAL ACTIVITY
VERSUS FIRST HALF 2025

65% NORTH AMERICA
SHARE OF GLOBAL ACTIVITY

14%+ EUROPE
+1.6% GROWTH

WHY THE FULL YEAR REMAINS UNEVEN

APRIL +3.6% **JULY +5.6%**

GLOBAL YEAR OVER YEAR ACTIVITY

AUGUST +0.3% NORTH AMERICA ONLY

2026 OPERATING PRINCIPLE

Availability has improved. Complexity has not.

THE INDUSTRY EXPANDED, NORMALIZED, AND RETURNED TO RECORD SCALE

Normalization did not erase the structural expansion created after 2020.

COMPARABLE WINGX SERIES

≈18% 2021 TO 2025
3.3M TO 3.9M

2021–2022

EXPANSION

Customers entered private aviation faster than capacity could adjust.

2021 — EXCEPTIONAL EXPANSION

3.3M GLOBAL FLIGHTS

North American activity: +40.9% versus 2020

Private aviation became essential infrastructure for more travelers.

SOURCE: WINGX; ARGUS

2022 — PEAK UTILIZATION

+5.1% ACTIVITY | +10.6% HOURS

North American business aviation

Demand remained strong while capacity and operating costs tightened.

SOURCE: ARGUS

2023–2024

NORMALIZATION AND SEPARATION

Durable users and controlled access gained relative strength.

2023 — NORMALIZATION

−3.7% FLIGHT HOURS

North American activity measure

Temporary users receded. Durable users remained.

SOURCE: ARGUS

2024 — DIVERGENCE

−1.1% HOURS | +12.4% H1 FRACTIONAL

North American measures

Controlled access outperformed parts of open market charter.

SOURCE: ARGUS

2025–2026

DURABLE SCALE

Record activity returned with greater buyer scrutiny and market segmentation.

2025 — RENEWED EXPANSION

3.9M DEPARTURES | +3.4% N.A.

Global WINGX record; North American ARGUS growth

The larger post-pandemic market proved durable.

SOURCE: WINGX; ARGUS

2026 YTD — CONTINUED GROWTH

+4.2% GLOBAL H1 ACTIVITY

Compared with the first half of 2025

Strong demand is increasingly segmented and uneven.

PARTIAL YEAR | SOURCE: ARGUS

MEASUREMENT DISCIPLINE

WINGX global jet departures and ARGUS North American activity are shown as separate indicators.
No synthetic continuous series has been created.

CENTRAL CONCLUSION

Private aviation is larger, but aircraft access alone is no longer decisive.

CONTROL • RELIABILITY • RECOVERY • COORDINATION

THE CUSTOMER EVOLVED FASTER THAN THE PRODUCT CATEGORY

The buying question moved from aircraft availability to accountability for the outcome.

MARKET FACTOR	2021–2022	2023–2024	2025–2026
PRIMARY MOTIVATION	Health, privacy, schedule control	Value, reliability, provider scrutiny	Continuity, security, time preservation
AVAILABILITY	Severely constrained	Improved but uneven	Broadly improved; peak pressure remains
PRICING ENVIRONMENT	Rapidly elevated	Moderating in some charter segments	Selective strength by category and region
CUSTOMER BEHAVIOR	Urgent and availability driven	Analytical and price aware	Sophisticated and outcome driven
CONTRACT SCRUTINY	Secondary to obtaining lift	Increasingly important	Central to decisions
PROVIDER EVALUATION	"Can you secure an aircraft?"	"Who operates it, and what are the terms?"	"Who remains accountable if the plan changes?"
PREFERRED ACCESS	Charter, cards, ownership, and fractional programs	Greater comparison among access models	Stronger preference for dependable capacity
MAIN FAILURE CONCERN	No aircraft available	Overpayment or provider instability	Fragmented execution across total movement

PRICING INTERPRETATION

There is no single private aviation price.

Cost depends on:

- Aircraft category
- Route and positioning
- Trip duration and daily minimums
- Airport, crew, and handling fees
- International requirements
- Weather and deicing
- Peak dates and cancellation risk
- Provider and access model

Rates escalated sharply in 2021 and 2022. Some charter pricing later moderated, but labor, insurance, maintenance, parts, fuel, and airport costs prevented a full return to earlier structures.

CUSTOMER SOPHISTICATION

Informed buyers evaluate total exposure.

- Occupied versus billable time
- Repositioning exposure
- Taxes, fees, and surcharges
- Daily minimums
- Interchange rates
- Peak provisions
- Aircraft age and configuration
- Recovery commitments
- Refund terms and funds protection
- Provider financial strength

EASIER TO BUY. HARDER TO EVALUATE CORRECTLY.

Marketplaces do not resolve operator quality, mission risk, contract exposure, disruption authority, or destination readiness.

STRATEGIC IMPLICATION

Digital access can increase perceived availability without creating control.

Operator quality • Aircraft suitability • Mission risk • Contract exposure • Ground coordination

Greater access to quotations does not create greater control over outcomes.

EACH ACCESS MODEL SOLVES A DIFFERENT PROBLEM

The correct model depends on utilization, control requirements, risk tolerance, and mission variability.

WHOLE-AIRCRAFT OWNERSHIP

STRENGTHS

- Maximum configuration control
- Consistent aircraft environment
- Direct operating governance
- Specialized mission fit

LIMITATIONS

- High capital requirement
- Fixed operating costs
- Downtime and crew management
- Residual value exposure
- Supplemental lift still required

BEST FIT: HIGH UTILIZATION AND SPECIALIZED MISSIONS

FRACTIONAL OWNERSHIP

STRENGTHS

- Fleet depth
- Standardized environment
- Contractual availability
- Aircraft interchange options

LIMITATIONS

- Significant commitment
- Long-term contract exposure
- Occupied-hour economics
- Peak and service-area rules

2024–2026 GROWTH SIGNALS VALUE IN CONTROLLED CAPACITY

JET CARDS AND DEPOSIT MEMBERSHIPS

STRENGTHS

- Simplified purchasing
- Predictable category access
- Reduced trip negotiation
- Fixed or capped rate potential

LIMITATIONS

- Provider credit risk
- Blackouts and peak notice
- Surcharges and substitutions
- Deposit exposure
- Limited failure recourse

DEPENDABILITY RESTS ON NETWORK, FINANCE, AND CONTRACT

ON-DEMAND CHARTER

STRENGTHS

- Mission flexibility
- No long-term commitment
- Broad aircraft selection
- Potential price competition

LIMITATIONS

- Variable availability
- Inconsistent interiors
- Operator differences
- Price and positioning exposure
- Fragmented accountability

BEST FIT: VARIABLE MISSIONS AND FLEXIBLE COMMITMENT

BROKERAGE

STRENGTHS

- Broad market visibility
- Operator sourcing
- Trip-specific comparison
- Intermediary expertise

LIMITATIONS

- May not control aircraft
- Supplier-dependent quality
- Divided responsibility
- Lowest price may carry higher execution risk

VALUE DEPENDS ON SELECTION, OVERSIGHT, AND ACCOUNTABILITY

MEMBERSHIP-BASED ACCESS

THE MEMBERSHIP MUST CREATE

- Controlled capacity
- Preferential access
- Rate protection
- Service governance
- Funds protection
- Meaningful recovery rights
- Clear contractual duty
- Measurable operating advantage

SOME MODELS CREATE ADVANTAGE.
OTHERS REPACKAGE CHARTER PROCUREMENT.

STRATEGIC CONCLUSION

The strongest conventional programs govern aviation capacity.
The DFI opportunity is to govern the movement around that capacity.

Aircraft programs organize access to aircraft. A Private Mobility Access Authority governs continuity across environments.

GROWTH DOES NOT REMOVE SYSTEMIC RISK

A larger market increases opportunity—and expands the number of failure points that require governance.

01 ECONOMIC SENSITIVITY

Equity markets • Corporate profitability • Interest rates
Investment • Liquidity • Wealth creation • Confidence

Frequent and ultra high net worth users add resilience, but discretionary charter demand can change rapidly.

02 PROVIDER FINANCIAL RISK

Risk rises when funds are not segregated, sellers do not control aircraft, or deposits finance general operations.

ADVANCE DEPOSITS CAN TRANSFER PROVIDER RISK TO CUSTOMERS.

03 LABOR AND MAINTENANCE

Pilots • Technicians • Dispatchers • Safety personnel
Schedulers • Cabin attendants • Ground handlers

Fleet growth without workforce development can weaken service consistency and recovery performance.

04 INFRASTRUCTURE PRESSURE

Slots • Parking • Curfews • Congestion • Hangars
Customs capacity • Special event restrictions

THE AIRCRAFT MAY BE AVAILABLE WHILE THE AIRPORT IS NOT.

05 SUSTAINABILITY AND REGULATION

Higher taxes • Emissions reporting • Airport restrictions
SAF requirements • Reputation • Corporate policy limits

Environmental pressure is likely to intensify, particularly in Europe.

06 GEOPOLITICAL DISRUPTION

Airspace closures, conflict, sanctions, fuel volatility, border restrictions, and diplomatic changes can alter routes and operating permissions with little notice.

07 CYBERSECURITY AND PRIVACY

Identities • Locations • Itineraries • Residences
Protection plans • Payments • Aircraft registrations

Disconnected systems and uncontrolled itinerary distribution increase exposure.

08 AI AND DIGITAL PROCUREMENT

Sourcing • Price comparison • Routing • Maintenance
Dispatch intelligence • Customer communication

Automation does not create decision authority. It can distribute bad information faster when the record is wrong.

2027–2030 DIRECTIONAL OUTLOOK

Subject to economic and geopolitical conditions, the market is likely to remain structurally larger than it was before 2021.

- Fractional access
- Managed fleets
- International large cabin travel
- Data-supported procurement
- Fleet optimization
- Defensible membership capacity
- Integrated mobility services
- Security-sensitive movement
- Emerging wealth markets

Directional assessment, not a guaranteed forecast.

GOVERNING OUTLOOK

The next competitive advantage will not come from displaying more aircraft. It will come from controlling more of the decision environment.

PRIVATE AVIATION HAS GROWN.

The category has not solved the entire movement.

AIR | GROUND | SEA | STAY

One mobility requirement. One governing record.
One authority accountable for continuity.

FIVE CONCLUSIONS FROM 2021–2026

01 STRUCTURALLY LARGER

WINGX reporting increased from 3.3 million global business jet flights in 2021 to 3.9 million in 2025. Growth expanded both opportunity and complexity.

02 CONTROL COMMANDS A PREMIUM

Fractional strength shows that qualified customers pay for predictability, fleet depth, standardization, recovery, and contractual access when uncertainty is expensive.

03 AVIATION REMAINS AIRCRAFT-CENTERED

Operators and access programs principally solve the flight. Ground, security, residence, marina, and destination teams may still operate from different information.

04 INTERFACES CREATE CONSEQUENCE

A perfect flight can still produce a failed movement when a handoff, itinerary, arrival protocol, or recovery action is not aligned across environments.

05 DFI OWNS THE CATEGORY ABOVE THE TRANSACTION

DFI should govern the total movement, not imitate inventory.

WHERE MOVEMENTS FAIL

- Vehicle reports to the wrong terminal
- Security receives an outdated itinerary
- Residence is confirmed but not prepared
- Marina lacks the principal's arrival protocol
- Luggage and vehicle plans are misaligned
- Flight delay never reaches destination teams
- Airport changes but the ground plan does not

ANOTHER AIRCRAFT DOES NOT SOLVE A FAILURE OF COORDINATION.

The interface is where governance creates leverage.

DFI GOVERNANCE SCOPE

Requirement • Aircraft suitability • Operator validation
Ground readiness • Maritime coordination • Residence preparation • Itinerary integrity • Communication
Disruption escalation • Post-movement review

THE 2026 MARKET OPPORTUNITY

Do not create desire for private jets. Convert exposure to fragmented execution into demand for governed continuity.

Priority decision infrastructure:

- Family offices and chiefs of staff
- Wealth advisors and protection leaders
- Sports and entertainment business managers
- Corporate travel and risk leaders
- Board members and institutional executives
- Multi-residence families
- Principals moving across Air, Ground, Sea, and Stay

THE STRATEGIC POSITION

PRIVATE AVIATION PROVIDES THE FLIGHT.

PRIVATE MOBILITY GOVERNS THE MOVEMENT.

FINAL STRATEGIC CONCLUSION

Private aviation's growth created value. Its fragmentation created the next category.

DREAM FLIGHTS INTERNATIONAL EXISTS TO GOVERN THAT CATEGORY.

MOVEMENT IS POWER. ACCESS IS PRIVILEGE. CONTROL IS FREEDOM.

Our members do not travel. They continue their lives elsewhere.

PRIVATE MOBILITY ACCESS AUTHORITY

EVIDENCE BEFORE INTERPRETATION

Primary data establishes direction. Specialist reporting supplies context.

Research cutoff: 18 September 2026 | Completed years: 2021–2025 | 2026: year to date

Figures remain within their original reporting universe. ARGUS and WINGX measurements are not blended.

SOURCE PRIORITY

01 ARGUS TRAQPak
02 WINGX
03 GAMA
04 FAA
05 NBAA
06 Manufacturer and issuer reporting
07 AIN and Corporate Jet Investor
08 Credible specialist analysis

RESEARCH CONTROLS

- Departures are not flight hours.
- Flight hours are not revenue.
- Part 91 is not retail charter.
- Deliveries are not immediate capacity.
- Membership sales do not prove solvency.
- Global and North American series differ.
- Forecasts are directional, not guaranteed.

GOVERNING RULE

Comparable evidence should be compared.

Different measurements should be interpreted, not blended.

EVIDENCE STATUS

PRIMARY — direct dataset, regulator, association
ISSUER — manufacturer or public company
CORROBORATING — specialist trade reporting
CONTEXT — analytical or environmental evidence

FULL RESEARCH NOTES REGISTER

SOURCE / EVIDENCE CLASS	USE IN THE ANALYSIS	QUALIFICATION
ARGUS TRAQPak | PRIMARY argus.aero/post/traqpak-mid-year-business-aviation-review	North American and global activity; operational categories; H1 2026 growth, regional share, and current market direction.	Includes jets and turboprops; geography and categories are ARGUS-defined.
WINGX | PRIMARY wingx-advance.com/news | wingx-advance.com/daas	Global business jet departures, weekly trend monitoring, 2021 and 2025 record scale, regional and segment movement.	Business jet universe; not interchangeable with ARGUS business aviation totals.
GAMA | PRIMARY gama.aero/facts-and-statistics	Annual aircraft shipment and billing reports; manufacturer output, deliveries, supply development, and fleet renewal.	Measures deliveries and billings, not retail charter availability.
FAA | PRIMARY faa.gov/data_research/aviation/aerospace_forecasts	FY 2026–2046 forecast, General Aviation tables, fleet and hours context, registration data, and regulatory definitions.	U.S. regulatory and forecast scope; not a global activity series.
NBAA | PRIMARY ASSOCIATION nbaa.org/business-aviation/nbaa-business-aviation-fact-book	Business Aviation Fact Book; industry structure, economic context, workforce, airports, users, and operating environment.	Association synthesis grounded in FAA, NASA, surveys, and economic studies.
MANUFACTURERS + PUBLIC COMPANIES | ISSUER Annual reports, earnings releases, delivery reports, investor filings	Fleet investment, order books, deliveries, utilization, costs, liquidity, provider strategy, and capacity development.	Self-reported and company-specific; used with attribution and external checks.
AIN + CORPORATE JET INVESTOR CORROBORATING ainonline.com | corporatejetinvestor.com	ARGUS and WINGX results, provider developments, monthly unevenness, transactions, operating conditions, and finance.	Trade reporting; preferred when it quotes named primary data or direct executives.
AVIATION WEEK + AVIATION TODAY CORROBORATING aviationweek.com | aviationtoday.com	2021 WINGX record reporting; 2022 ARGUS activity and flight hour comparisons; historical market context.	Secondary presentation of named datasets; figures retain original source definitions.
SPECIALIST ACTIVITY ARCHIVES | CORROBORATING privatejetcardcomparisons.com/research/argus-monthly	Monthly ARGUS chronology for 2023–2024 normalization, fractional divergence, pricing terms, and access-model context.	Archive aids chronology; material claims should trace back to ARGUS where available.
SHERPAREPORT | CORROBORATING sherpareport.com/aircraft/private-jet-activity-2025.html	2025 WINGX annual departure summary, regional share, record activity, and access-model commentary.	Specialist synthesis; WINGX remains the underlying activity authority.
ENVIRONMENTAL RESEARCH + FINANCIAL TIMES CONTEXT Communications Earth & Environment | ft.com	Private jet emissions, sustainability scrutiny, public policy, and the reputational environment, particularly in Europe.	Environmental evidence is not used as a flight-activity measure.

Editorial standard: every statistic remains attributed, time-bounded, geographically qualified, and tied to its original measurement.