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MRO 360°

Aircraft Disassembly and Used Serviceable Materials

The backbone of the MRO supply chain

Software & IT
New trends in MRO solutions

News From Atlanta
Aviation Week Network's MRO Americas

Executive Interview
Demetrios Bradshaw, MD, AERAS AVIATION

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Dear Industry Colleagues,

This year's Aviation Week Network MRO Americas has just ended. As always, it was a great gathering of industry experts where I enjoyed meeting old friends and having the opportunity of making many new acquaintances. We have included a summary of the most important news from this event in this month's edition of AviTrader MRO 360°.

In addition, we talked to experts about Used Serviceable Material (USM) and also Aircraft Disassembly, and come up with some interesting insights. USM has become an extremely important part of the supply chain in recent years, and I still remember a time when, a few decades ago, there was a certain reluctance to use USM for aircraft maintenance.

On a different tack, information technology is developing rapidly. In this issue, we talk about new trends in MRO software, where digitalisation is helping to make maintenance both easier and safer.

Beyond this, we also had the opportunity to conduct several interviews with a number of established operators in the MRO sphere, each providing us with their own unique thoughts.

Last, but not least, I would like to thank our readers, contributors and, of course, our many loyal advertisers, without whom our monthly MRO 360° magazine would not be possible.

I hope you enjoy reading it.

Yours

Peter Jorssen
Publisher


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MRO 360°

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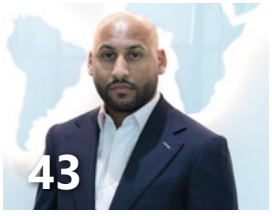

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Aviation Week Network's MRO Americas

Red Sea Airlines and FSG expand 737NG nose-to-tail partnership

Red Sea Airlines and FSG expand 737NG partnership © *FSG*

Fokker Services Group (FSG), a global provider of aircraft maintenance, modifications, completions, and conversions, and Red Sea Airlines, an Egyptian carrier operating both scheduled and charter flights, have announced the expansion of Red Sea Airlines' participation in FSG's Boeing 737NG nose-to-tail programme during MRO Americas in Atlanta, GA. With the addition of two more Boeing 737-800 aircraft, Red Sea has now doubled its involvement in the programme compared to the original agreement signed in October 2024. As part of the programme, FSG will continue supporting a wide range of components—including IDGs, engine accessories, hydraulic actuators, valves, cockpit controls, instruments, and more—while further investing in inventory to strengthen its expanding Boeing 737NG nose-to-tail offering, now serving a growing number of legacy Boeing operators. Hazem Soltan, Technical Services and Contract Manager at Red Sea Airlines, commented: "When we launched the initial phase of this programme, we had high expectations—and FSG delivered. Their reliability and flexibility have been key in ensuring component availability for our high-utilisation business model. This early success gave us the confidence to double down on our commitment within just six months. We see FSG as a long-term partner, and we expect this programme to keep growing alongside our ambitious fleet expansion in the years ahead." Leon Kouters, Vice President Sales & Marketing at FSG, added: "The impressive pace and scale of Red Sea Airlines' fleet growth in such a short timeframe is truly commendable. We are proud to play a role in supporting their high-utilisation operational model as a trusted partner."

AerFin and Iberia Maintenance forge strategic partnership

James Bennett, AerFin's CCO (L) and Julián López Lorite, Commercial Director at Iberia Maintenance (r) © *AirFin*

AerFin has entered into a strategic repair services agreement with Iberia Maintenance — a southern Europe centre for aircraft, engine and component maintenance, overhaul and repair. This agreement marks a significant new chapter in their collaboration, centred around used serviceable material (USM) and aimed at delivering enhanced, cost-effective support to airlines across the globe. While the two companies already maintain a working relationship — with Iberia Maintenance sourcing engine components from AerFin — this strategic agreement represents a deeper integration of capabilities. It brings together AerFin's industry-leading USM inventory and in-house MRO services with Iberia Maintenance's extensive expertise in engine and airframe maintenance. The result is a more efficient, flexible, and sustainable aftermarket support solution for operators worldwide, underpinned by technical excellence and reliability. Further strengthening the alliance, AerFin and Iberia Maintenance have also signed a memorandum of understanding (MoU) to explore broader collaborative opportunities across their respective operations and within the wider International Airlines Group (IAG). The move underscores both organisations' reputations as trusted providers of top-tier aviation aftermarket services, with a mutual focus on maximising operational efficiency and value for customers.

Liebherr-Aerospace and REVIMA finalise A350 nose landing gear deal

Liebherr-Aerospace and REVIMA have agreed to provide maintenance, repair, and overhaul (MRO) services for the Airbus A350's nose landing gear. The partnership, announced during MRO AMERICAS 2025 in Atlanta, brings REVIMA Landing Gear Services Asia Pacific into Liebherr's global landing gear service network as a key MRO provider. This collaboration aims to enhance support for A350 operators across the region. Preparations for the first overhaul, planned for this autumn, are well underway, with tooling ready and full capability testing set to conclude by the end of August. Liebherr-Aerospace, the OEM for all A350 Nose Landing Gear variants, has supported the aircraft since its 2016 entry into service—a programme that has proven especially popular with Asia-Pacific carriers. REVIMA, an independent MRO specialist with over 60 years of expertise, operates facilities in Rives-en-Seine, France, and Chonburi, Thailand. This agreement will accelerate the development of nose landing gear overhaul capabilities in the Asia-Pacific region, while the partnership between Liebherr-Aerospace and REVIMA will ensure a reliable and sustainable service provision. "We are thrilled to finalise our agreement with Liebherr-Aerospace and have our new, state-of-the-art landing gear facility in Thailand serve the needs of the Asia-Pacific region for many years to come. We are highly impressed by the legacy of Liebherr-Aerospace and look forward to a very successful programme," said Olivier Legrand, President & CEO of REVIMA Group.

Agreement signing with Alex Vlielander, Chief Customer Officer Liebherr-Aerospace (l) and Olivier Legrand, President & CEO of REVIMA Group (r) © *REVIMA*

Spirit Airlines extends wheel and brake partnership with Safran

Spirit Airlines and Safran Landing Systems have renewed their long-term agreement for the supply and MRO (Maintenance, Repair and Overhaul) of wheels and carbon brakes for the airline's Airbus A320 fleet. The contract covers both A320ceo and A320neo aircraft currently in service, as well as future deliveries and was signed at MRO Americas in Atlanta, GA. The renewal supports Spirit Airlines' commitment to delivering reliable operations and affordable travel across the United States, Latin America, and the Caribbean. Manufacturing will take place at Safran Landing Systems' facility in Walton, Kentucky, which employs 400 highly skilled staff. The agreement also includes comprehensive maintenance services provided through Safran's Wheels & Brakes Services network across Florida, Pennsylvania, Wisconsin, Texas, and Nevada. Jean-Michel Hillion, Executive Vice President of the Wheels & Brakes Division at Safran Landing Systems, expressed enthusiasm about continuing the 20-year partnership with Spirit Airlines, stating that the company is excited to support its A320 fleet with industry-leading wheel and brake solutions. "This marks a significant milestone in our common journey, based on mutual trust as well as shared values for safety, performance, reliability and reducing the impact of air transport on the environment. Four commitments that drive our teams and guide our daily research & technology work." "We truly value our long-term partnership with Safran Landing Systems, which is key to our commitment to run a strong operation and deliver a positive and reliable experience for our Guests," said Boris Rogoff, Senior Vice President of Tech Ops and Supply Chain at Spirit Airlines. "Their cutting-edge technology and expertise in wheels and brakes are pivotal contributors to our operational performance and safety standards, and we look forward to continuing our partnership." Safran Landing Systems' brake, designed for the Airbus A320 family, offers airlines unmatched performance and an extended service life, thanks to advanced carbon materials and anti-oxidation coatings. It also provides significant environmental benefits due to its minimal weight, helping to reduce fuel consumption for operators.

Air India to equip 34 wide-body aircraft with Astrova IFE system

Air India has signed an agreement with Panasonic Avionics Corporation (Panasonic) to install its state-of-the-art Astrova in-flight entertainment (IFE) system and a suite of digital services on 34 newly ordered wide-body aircraft. This includes six Airbus A350-1000s, 14 A350-900s and 14 Boeing 787-9s. The partnership marks the first deployment of Panasonic's Astrova system in India and reflects Air India's ongoing investment in modernising its fleet and enhancing passenger experience. Astrova delivers a fully immersive in-flight environment, featuring 4K OLED HDR10+ displays with rich colour accuracy, infinite contrast and true black levels. Passengers will enjoy high-fidelity sound, including Spatial Audio, through both wired and personal wireless headphones via integrated Bluetooth® connectivity. Each seat will be equipped with 67W USB-C power outlets, enabling fast charging for a range of personal electronic devices including smartphones, tablets and laptops. The system also includes advanced LED lighting designed to enhance cabin ambience and improve passenger comfort during flight. Nipun Aggarwal, Chief Commercial Officer, Air India said: "We are happy to continue our relationship with Panasonic Avionics which will contribute to elevating the travel experience of our passengers. The integration of the Astrova IFE solution and cutting-edge digital services on some of our aircraft marks an exciting step forward in redefining our inflight offerings for years to come." To maintain high levels of reliability and performance, Air India has also selected Panasonic Technical Services (PTS) to support its in-service wide-body aircraft fitted with Panasonic's IFE solutions. This collaboration underscores Air India's strategy to deliver a world-class travel experience by adopting leading-edge technology and services.

Panasonic Avionics will equip 34 Air India aircraft with Astrova IFE systems *© AirTeamImages*

StandardAero accelerates LEAP engine MRO expansion towards 2029

StandardAero is advancing its plans to significantly expand its annual maintenance capacity for the CFM International LEAP-1A and LEAP-1B engines by 2029. This strategic move is in response to the projected rise in demand for quick-turn shop visits (QTSV) and performance-restoration shop visits (PRSV), as the global fleet of Airbus A320neo and Boeing 737 MAX aircraft continues to grow rapidly. The planned expansion will be centred at StandardAero's San Antonio, Texas facility, which houses two dedicated LEAP engine test cells and offers a considerable operational footprint. The facility is well prepared for increased throughput and was originally designed with future scalability in mind, including the potential for additional test cell correlation. To support this accelerated growth, StandardAero has strengthened its long-standing relationship with CFM International through a new agreement covering LEAP-1A and LEAP-1B shop visits and test cell support. This agreement will enable StandardAero to scale more efficiently, ultimately enhancing service provision for operators around the world. Global demand for LEAP engine maintenance is expected to triple by the end of the decade, driven by the engine's approximately 70% win rate on A320-family aircraft and extensive operation in hot and harsh environments, which can shorten engine life on wing. StandardAero, a CFM LEAP Premier MRO provider, has been a key player in the LEAP ecosystem since becoming the first non-airline to sign a CFM-branded service agreement (CBSA) in the Americas for both LEAP variants in March 2023. The San Antonio site began accepting LEAP QTSV engines in March 2024 and carried out its first PRSV work in the second half of the same year. In addition to full engine maintenance, StandardAero delivers a range of services under its Total Engine Asset Management (TEAM™) portfolio, including component repair, engine testing, programme management and lease engine support. The company is also actively developing new engine component repairs through its Component Repair Services (CRS) segment and Repair Development Centre of Excellence. To date, more than 300 LEAP component repairs have been industrialised. StandardAero is also expanding its skilled workforce through its in-house Aviation Mechanic Training Programme, based at its San Antonio Training Academy, ensuring a steady pipeline of qualified LEAP technicians to support its growing MRO operations.

APS secures FAA certification for new Kuala Lumpur MRO centre

APS Kuala Lumpur, Malaysia, facility © *APS*

Aircraft Propeller Service (APS), an aircraft propeller MRO provider, has reached a major audit milestone in establishing its upcoming maintenance centre in Kuala Lumpur, positioning itself as a premier regional MRO hub. APS Asia Pacific has successfully completed a US FAA audit and has received its certification—an important achievement, as US FAA certification is recognised by many other national civil aviation regulators around the world. APS continues to be the only MRO in Asia and the Americas authorised to carry out proprietary 568F propeller repairs under its agreement with Collins Aerospace, the propeller OEM. The cutting-edge Kuala Lumpur facility, set to officially open in the coming months, will initially focus on propeller maintenance for ATR 72 and Airbus C295 aircraft, with plans to broaden its MRO capabilities in future. Strategically located in Malaysia, the facility is well-positioned to serve the fast-growing Asia-Pacific turboprop market, which currently accounts for 37% of the global ATR fleet and is forecast to require nearly 1,000 additional turboprop aircraft over the next 20 years. Daniel Colbert, CEO of APS, stated: "The Kuala Lumpur facility is an important step for APS and our Asia-Pacific customers. By establishing a dedicated MRO centre in this region, we aim to improve turnaround times and be closer to our customers," adding that: "We're not just expanding our footprint – we're making a long-term commitment to this region. By combining our technical expertise with the skilled workforce in Malaysia, we're building a 'centre of excellence' for propeller MRO that will support the evolving needs of turboprop operators for years to come."

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Eaton names VSE Aviation as its first service centre in the Americas

VSE Aviation (VSE Corporation) has signed a new five-year authorised service centre agreement with Eaton. The partnership supports aftermarket maintenance, repair and overhaul (MRO) of Eaton hydraulic products across North and South America. VSE Aviation (VSE Corporation) has signed a new five-year authorised service centre agreement with Eaton. The partnership supports aftermarket maintenance, repair and overhaul (MRO) of Eaton hydraulic products across North and South America. VSE Aviation (VSE Corporation) has signed a new five-year authorised service centre agreement with Eaton. The partnership supports aftermarket maintenance, repair and overhaul (MRO) of Eaton hydraulic products across North and South America. The agreement underscores VSE's broader mission to provide world-class aftermarket support, reinforcing its position as a trusted partner for OEMs seeking to enhance service capabilities and customer experience. VSE Aviation has a longstanding relationship with Eaton, focusing on the distribution of small turbine engine fuel pumps. They supply components for engines such as the Pratt & Whitney Canada PT6, JT15D, PW901A APU, and Rolls-Royce M250. This collaboration underscores VSE Aviation's role as a key distributor of Eaton's hydraulic products across North and South America.

VSE becomes Eaton's first service centre in the Americas © *VSE Aviation*

Virgin Atlantic expands support for its 787-9 fleet with Boeing

Virgin Atlantic has signed up for Boeing's Landing Gear Exchange Programme, specifically supporting its 787-9 fleet. The agreement, announced at MRO Americas, guarantees Virgin Atlantic access to 17 fully overhauled and certified landing gear assemblies starting in 2026, minimising downtime and optimising fleet efficiency. William Ampofo, Senior Vice President of Boeing Parts & Distribution and Supply Chain, expressed pride in supporting Virgin Atlantic to ensure its 787-9 fleet remains safe and efficient. He highlighted that Boeing's Landing Gear Exchange Programme offers customers a reliable solution to maintain operational readiness. Landing gear must be overhauled every 10-12 years, depending on aircraft usage and model, with the 787-9 models beginning their overhaul cycle later this year. Boeing is committed to expanding its LGE pool capacity to meet the needs of its customers. Airlines that secure a place in the programme now are proactively safeguarding their supply chains, reducing operational risks, and ensuring their fleets are always ready to take off when required. "Ensuring the safety and reliability of our fleet is a top priority," said William Blockley, Head of Supply Chain & Commercial at Virgin Atlantic. "Teaming with Boeing and leveraging their expertise in the Landing Gear Exchange program allows us to streamline maintenance operations and maintain our commitment to on-time performance for our passengers."

VAS has been tapped by Airbus to manage teardown of three A380 aircraft

VAS Aero Services (VAS), a global leader in aviation logistics and aftermarket services, has been selected by Airbus to oversee the dismantling and redistribution of used serviceable material (USM) from three Airbus A380 aircraft being retired from service. This partnership reinforces VAS's growing reputation as a specialist in large aircraft teardown operations, particularly for the A380 platform. The three aircraft involved in this project—airframes MSN 61, 66, and 84—will be dismantled in collaboration with Tarmac Aerosave, a leading aircraft storage, maintenance, and recycling provider based in Tarbes, France. Components removed from the aircraft will be stored in Europe, ensuring efficient distribution to maintenance, repair, and overhaul (MRO) providers and airlines throughout the EMEA region via VAS's established spares sales network. This latest contract brings VAS's total A380 dismantlement projects to 13, building on its earlier partnership with The Dr. Peters Group in 2018, which saw the teardown of the first-ever A380 aircraft designated for disassembly. The company's continued investment in the A380 platform reflects its strategic vision of the aircraft's ongoing value in the aftermarket sector, especially amid growing demand for jumbo-body aircraft components. In addition to redistributing harvested parts, VAS will also make line-replaceable unit (LRU) engines available for both lease and component recovery, addressing the increasing need for high-quality USM in the long-haul market. With delays in the Boeing 777X programme pushing its expected entry into service to 2026 or beyond, reliance on the A380 remains strong. Approximately 175 A380 aircraft remain in active service worldwide, fuelling demand for critical spare parts and reinforcing the significance of VAS' latest project with Airbus.

HAECO and Satair enter into strategic supply agreement.

Christian Pinter, General Manager, Group Procurement, HAECO Group (l) and Paul Lochab, CCO, Satair (r) © *HAECO*

HAECO and Satair have inked a new strategic supply agreement at MRO Americas 2025 in Atlanta. The agreement covers expendable supplies for all operating companies within the HAECO Group, offering a unified approach to material management across the organisation. The partnership is intended to establish a streamlined and dependable supply chain, providing HAECO with consistent access to expendable materials that meet its operational needs. The agreement will also help reduce administrative and material management costs while minimising Aircraft on Ground (AOG) risks, ultimately enhancing overall operational efficiency. Paul Lochab, Chief Commercial Officer of Satair, commented, "We are excited to strengthen our relationship with HAECO Group and continue supporting them as a reliable partner in their global supply chain and material management operations." Christian Pinter, General Manager of Group Procurement at HAECO, expressed satisfaction with the extended partnership, highlighting Satair's longstanding reliability and value as a trusted partner over the years. "This agreement not only aligns with our strategic goals to optimise material management but also enhances our ability to deliver superior service to our customers by ensuring they receive timely and reliable support" This agreement marks a significant milestone in strengthening the supply chain and material management capabilities of both companies, benefiting the aviation industry and enhancing operational readiness in the region.

Pratt & Whitney boosts global GTF MRO capacity with key partnerships

Pratt & Whitney adds Sanad Group to the GTF MRO network *© RTX*

Pratt & Whitney, an RTX business, is significantly expanding its global GTF™ engine maintenance, repair and overhaul (MRO) network through new and extended partnerships with Sanad Group, MTU Aero Engines (MTU) and Delta TechOps. Sanad Group—wholly owned by Abu Dhabi's sovereign investor Mubadala Investment Company PJSC—will become the first GTF MRO network member in South Asia, the Middle East, and North Africa. Its new state-of-the-art facility in Al Ain, expected to be completed by 2028, will offer full MRO and test capabilities for PW1100G-JM and PW1500G engines (for the Airbus A320neo and A220 families), as well as the PW1900G engine for the Embraer E-Jet E2. This partnership further strengthens the strategic relationship between RTX and the UAE. In support of growing global demand, Pratt & Whitney and MTU have agreed to expand GTF overhaul capacity across all MTU facilities. Annual capacity will rise to 600 shop visits, positioning MTU as one of the largest providers in the GTF MRO network. In parallel, Pratt & Whitney and Delta TechOps will expand overhaul capacity at the Atlanta facility by more than 30% over the next decade, allowing for up to 450 engine overhauls annually. This makes Delta TechOps one of the largest member facilities in the global network. These partnerships underscore Pratt & Whitney's commitment to strengthening global GTF support and ensuring reliable, scalable service for operators worldwide.

Boeing and Aviatema Equipment sign new distribution deal

Boeing and Aviatema Equipment have announced a new distribution agreement during MRO Americas, aimed at improving safety and efficiency in aircraft maintenance operations. Through this partnership, Boeing will utilise its extensive global distribution network to offer greater access to Aviatema's inflatable maintenance shelters—innovative solutions designed with a focus on safeguarding aviation maintenance personnel. These inflatable shelters provide a secure, temperature-controlled workspace that enhances both safety and comfort for maintenance teams. Their flexible and portable design makes them an ideal solution for routine servicing as well as critical AOG (Aircraft on Ground) interventions. By offering protection from environmental elements and ensuring a controlled climate, the shelters allow technicians to carry out complex tasks more safely and effectively, regardless of location or weather conditions. In addition to the shelters, Boeing has also been named an authorised distributor of Aviatema's advanced aircraft protection covers. These breathable, waterproof covers are specifically engineered to prevent corrosion and safeguard aircraft engines and other sensitive components. Designed for use on all aircraft types, they help operators maintain equipment integrity during downtime or storage periods. With these products now available through Boeing's global supply channels, aviation customers around the world will benefit from streamlined access to high-quality maintenance solutions. This collaboration marks a significant step in promoting worker safety and extending aircraft longevity through innovative, practical equipment. By combining Boeing's distribution strength with Aviatema's specialist products, the partnership underscores a shared commitment to raising maintenance standards across the aviation industry.

Boeing and Aviatema Equipment have signed a distribution agreement for Aviatema's inflatable maintenance shelters *© Boeing*

AJW Group forms strategic partnership with Inter-Tec Aero

AJW Group has announced a strategic partnership with Inter-Tec Aero, a design and engineering consultancy based in Shannon, Republic of Ireland. The agreement, revealed on April 8, 2025, appoints AJW Group to market and promote Inter-Tec Aero's Part 21J design services to its global customer base. The partnership will allow AJW to expand its service offering, particularly in areas such as avionics, electrical systems, structural design, cabin interiors, and structural repair. By collaborating on AJW-led projects, the two companies aim to deliver bespoke solutions that improve aircraft performance and passenger comfort. Managing Director and owner of Inter-Tec Aero, Fred Gorrie, stated: "We are delighted to partner with AJW Group, their global reach and industry knowledge make them the ideal partner to help expand the market presence of our Part 21J services. This collaboration will allow us to provide our design and engineering solutions to a wider range of customers, ensuring aircraft operators benefit from innovative, efficient, and regulatory-compliant modifications that enhance safety, performance, and passenger experience." The move also reinforces AJW's commitment to offering end-to-end support for the aviation industry, covering everything from components and repairs to advanced engineering solutions. This partnership represents a key step forward for both organisations, enabling them to respond more effectively to evolving market demands and support operators with tailored, high-quality solutions across the aerospace sector.

Fred Gorrie, Managing Director and owner of Inter-Tec Aero © *AJW*

AFI KLM E&M and CMA CGM AIR CARGO extend GE90 maintenance contract

AFI KLM E&M will support ten GE90 engines for CMA CGM Air Cargo until 2033 *© AFI KLM E&M*

Air France Industries KLM Engineering & Maintenance (AFI KLM E&M) and CMA CGM AIR CARGO have enhanced their maintenance partnership with the signing of a comprehensive contract for GE90 engines. This new agreement builds on a successful initial contract from 2022, which covered four GE90 engines and was set to run until 2030. The updated contract adds six more GE90 engines, increasing the total number to ten, and extends the partnership term until 2033. Alongside engine maintenance, AFI KLM E&M will continue to provide comprehensive component support, further enhancing the reliability and performance of CMA CGM AIR CARGO's fleet. AFI KLM E&M is committed to supporting CMA CGM AIR CARGO's growth ambitions by ensuring the optimal performance of its fleet, enabling the company to strengthen its position in the competitive air cargo market. This strategic collaboration reflects both companies' commitment to long-term operational efficiency, with AFI KLM E&M playing a critical role in helping CMA CGM AIR CARGO meet its long-term business objectives. The extension of the maintenance contract is a key part of the ongoing relationship between the two companies, designed to provide superior maintenance solutions and improve fleet reliability.

PartWorks introduces RepĀR™ augmented reality solution

Aircraft maintenance, repair, and overhaul (MRO) have entered a new era of precision, efficiency and reliability with the launch of the PartWorks RepĀR™ augmented reality solution. Designed for both military and commercial aviation, RepĀR's augmented reality overlay transforms structural repairs by ensuring accuracy, reducing labour costs, minimising human error and accelerating return-to-service timelines. RepĀR rapidly captures structural repair data, embedding spatial awareness and real-time validation into maintenance workflows. Novice technicians achieve results beyond their operational experience, while seasoned technicians experience measurable productivity gains. "RepĀR exemplifies how targeted computer vision applications can deliver immediate value in aerospace manufacturing and maintenance," said Shelley Peterson, CEO of Wizard Wells. "By precisely identifying fastener locations and validating tool placement, it reduces rework, minimises human error, and ensures tasks are performed right the first time." "This collaboration between PartWorks and Georgia Tech researchers began in 2022 with the objective of applying XR to positively impact real-world MRO challenges," noted Maribeth Gandy Coleman, PhD, Director of Research at the Georgia Institute of Technology. "We have now translated fundamental innovations in XR, computer vision, and machine learning into an intuitive user experience that helps aircraft technicians perform their maintenance tasks efficiently, safely, and with increased accuracy."

RH Aero wins multiple new contracts at MRO Americas

RH Aero Systems (RH Aero) has announced a series of major developments that underscore its continued growth and strategic alignment with both customers and partners across the aviation industry. These milestones include a new training partnership with Safran Aircraft Engine Services Brussels, a renewed tooling licence agreement with CFM International, and a significant expansion of operations at its U.S. base in Mason, Ohio. In the latest step forward in their long-standing collaboration, RH Aero and Safran Aircraft Engine Services Brussels have entered into a new strategic training agreement. This initiative supports Safran's current industrial ramp-up and marks the first time RH Aero will deliver comprehensive training in CFM LEAP engine maintenance. Covering everything from engine manual comprehension to module piece part handling, this tailored programme reinforces both companies' commitment to operational readiness, skill development, and long-term success in the aftermarket sector. Meanwhile, RH Aero, through its businesses Rhinestahl Corporation and Hydro Systems KG, has secured a ten-year renewal of its CFM LEAP tooling licence agreement. This renewal confirms RH Aero's position as a CFM Licensed Supplier for LEAP Tooling, authorised to manufacture, sell, and support tooling for the LEAP-1A, LEAP-1B, and LEAP-1C engine programmes. CFM International is a joint venture between GE Aerospace and Safran Aircraft Engines. To support growing demand across North America, RH Aero is also expanding its Mason West facility, located just north of Cincinnati. The site is being developed into a key production, assembly, and service hub for ground support equipment and tooling solutions. By localising these operations, RH Aero aims to shorten lead times, improve flexibility, and reduce reliance on international logistics. The company has also commissioned a hydraulic test stand capable of handling up to 55 metric tonnes, enhancing its ability to perform production and proof load testing while ensuring adherence to global quality standards.

Revima launches READY2FLY digital platform

© Revima has launched READY2Fly

Revima has announced the launch of READY2FLY at MRO Americas—an innovative digital platform designed to simplify the exchange, leasing and sale of auxiliary power units (APUs) and landing gear. READY2FLY provides aviation professionals with instant online access to a wide selection of serviceable aircraft components. The platform allows users to browse available assets, request a quote within 24 hours and complete transactions through a fast, secure process. This new service is backed by Revima's certified MRO expertise and offers customers the assurance of licensed shop-quality products, an exclusive six-month warranty, and dedicated after-sales support. The platform also features on-shelf availability, reducing lead times and enabling airlines, lessors, and MRO providers to minimise operational downtime and maximise efficiency. By offering a digital-first solution with immediate access to high-quality aircraft components, Revima aims to enhance component availability and streamline logistics across the industry. READY2FLY supports the company's broader strategy of delivering added value across the entire product lifecycle, extending beyond its core MRO services in APUs, engine parts, and landing gear. With a global customer base and decades of technical expertise, Revima continues to expand its digital service offerings to meet the evolving needs of the aviation market.

MTU Maintenance inks MRO deals, expands U.S. footprint

Fort Worth, Texas Facility © *MTU Maintenance*

MTU Maintenance, a global provider of customised service solutions for aero engines, is aiming for significant growth in North America. As announced at MRO Americas by CFM International and GE Aerospace, MTU will be expanding its maintenance, repair and overhaul (MRO) services portfolio in the United States to include the CFM LEAP and GEnx engines. Under these agreements, MTU's site in Fort Worth, Texas, will transition from an on-site service centre into a full disassembly, assembly and test facility. This development also broadens the depth and scope of MTU's engine MRO solutions on a global scale. "The agreements signed today represent potential for multi-billion-dollar MRO volume for MTU over both programmes' lifetime. We are heavily investing in the ramp-up of this site and are strongly committed to providing expertise and capacity to the North American market long-term," states Michael Schreyögg, Chief Program Officer, MTU Aero Engines. "Our facility will become the go-to location for customers in the region when it comes to state-of-the-art engine maintenance for narrow-body and widebody engines." "We have a clear business strategy for regional collaboration, are committed to job creation and prepared for growth," adds Gernot Sell, who has been the managing director of the Texas facility since February 2025. In the spring of 2023, MTU Maintenance moved into a 43,000-m^2 facility, which included an engine test facility capable of handling up to 100,000 lbs. of thrust. Since then, it has been expanding its services and quick-turn portfolio, while preparing for further growth, including the introduction of LEAP-1A/1B services as a Premier MRO service provider. This agreement and classification as Premier MRO enables MTU to offer full performance restoration and extensive repair capabilities for CFM LEAP engines. It builds on MTU's existing services for this engine type, including on-site offerings such as reverse bleed system upgrades, and increases the workscope depth MTU is able to provide to customers. LEAP-1A engines power the Airbus A320neo family, while LEAP-1B engines power the Boeing 737 MAX family. MTU Maintenance's Fort Worth facility is working to meet all requirements for LEAP engine inductions in the coming years and will benefit from the support of MTU's vast network and capabilities during the ramp-up phase. The new long-term GE Aerospace-branded services agreement (GBSA) enables MTU Maintenance Dallas to serve as an authorised service provider for GEnx engines, with the highest level of training and support, as well as enhanced access to proprietary overhaul and repair technology. It expands MTU's capabilities to full overhaul and allows the company to increase its aftermarket activities for this promising, future-oriented programme in the long term. MTU is a risk- and revenue-sharing partner in the GEnx programme with a 6.7 percent share. The company is responsible for the design, manufacturing and assembly of the turbine centre frame. Currently, MRO services for the turbine centre frame are performed at MTU's facility in Hannover, Germany.

Azorra and DMS join forces to ease supply chain woes

Azorra has entered a strategic agreement with Delta Material Services (DMS), a wholly owned subsidiary of Delta Air Lines, to part out a used Airbus A220-300 in a bid to tackle global Aircraft on Ground (AOG) issues caused by parts shortages. The aircraft, previously operated by EGYPTAIR and now undergoing teardown, will provide much-needed A220-300 components to support the maintenance needs of Delta Air Lines and other global carriers. As part of the deal, Azorra is also leasing the aircraft's engines to Delta to support its current A220 fleet — marking the first time a lessor has developed such a solution for the A220. "This partnership with DMS showcases Azorra's creative approach to today's aviation challenges. We're proud to support our partners during these AOG disruptions and continue to see strong value in the A220. Parting out this airframe and leasing its engines is a smart, forward-thinking solution that benefits our customers." commented Ron Baur, President of Azorra.

Azorra A220-300 © *Airbus*

Pratt & Whitney boosts global GTF MRO capacity with key partnerships

Pratt & Whitney adds Sanad Group to the GTF MRO network © *RTX*

Pratt & Whitney, an RTX business, is significantly expanding its global GTF™ engine maintenance, repair and overhaul (MRO) network through new and extended partnerships with Sanad Group, MTU Aero Engines (MTU) and Delta TechOps. Sanad Group—wholly owned by Abu Dhabi's sovereign investor Mubadala Investment Company PJSC—will become the first GTF MRO network member in South Asia, the Middle East, and North Africa. Its new state-of-the-art facility in Al Ain, expected to be completed by 2028, will offer full MRO and test capabilities for PW1100G-JM and PW1500G engines (for the Airbus A320neo and A220 families), as well as the PW1900G engine for the Embraer E-Jet E2. This partnership further strengthens the strategic relationship between RTX and the UAE. In support of growing global demand, Pratt & Whitney and MTU have agreed to expand GTF overhaul capacity across all MTU facilities. Annual capacity will rise to 600 shop visits, positioning MTU as one of the largest providers in the GTF MRO network. In parallel, Pratt & Whitney and Delta TechOps will expand overhaul capacity at the Atlanta facility by more than 30% over the next decade, allowing for up to 450 engine overhauls annually. This makes Delta TechOps one of the largest member facilities in the global network. These partnerships underscore Pratt & Whitney's commitment to strengthening global GTF support and ensuring reliable, scalable service for operators worldwide.

Bonus Tech Services receives FAA Part 145 certification approval

Bonus Tech (BT), part of the Air France Industries KLM Engineering & Maintenance (AFI KLM E&M) network, has revealed a significant milestone with the approval of the Part 145 certification. This achievement is complemented by the strategic expansion of its services through the establishment of its sister company, Bonus Tech Services (BTS), based in Miami. Bonus Tech specialises in engine teardown services with extensive capabilities across a wide range of engine series, including the CFM56, GE90, CF34, CF6, V2500, PW2000, PW4000, Trent 700/800/900, and RB211. The Part 145 certification is a pivotal achievement that highlights Bonus Tech's commitment to maintaining the highest standards of service quality and operational excellence. This certification enables BTS to offer comprehensive 145 services that greatly enhance engine asset optimisation, providing customers with unmatched support in maintaining and managing their aviation assets. David Lamoureux, CEO of Bonus Tech Services, Inc., expressed his enthusiasm about this milestone: "The official Part 145 certification is a proud achievement for our team and a crucial step forward in our mission to provide comprehensive asset optimization solutions. With BTS as our sister company, we are poised to deliver unparalleled services that complement our teardown activities, driving greater value for our customers. Our strategic roadmap is designed to ensure that our customers can optimise their engine assets with the highest level of precision and care," added David Lamoureux. "We are committed to expanding our capabilities and continuously enhancing our services to meet the evolving demands of the industry." BTS is dedicated to evolving and broadening its service offerings to meet the ever-changing demands of the aviation industry. Its strategic roadmap outlines enhanced services across engines, modules, and parts. For engines, the services include QEC inventory, borescope inspection, visual inspection, and preservation—ensuring engines are meticulously maintained and ready to perform at their best. Module Services involve the inspection and tagging of serviceable modules, guaranteeing that each component is thoroughly assessed and certified for use. For Part Services, BTS provides detailed inspection and tagging of serviceable parts, giving customers confidence in the quality and reliability of the components they depend on.

Trax advances paperless MRO with SIAEC and Rolls-Royce partnerships

Trax, a global provider of paperless aviation maintenance and engineering software, has announced two significant collaborations that mark a major step forward in the digital transformation of aircraft maintenance, repair and overhaul (MRO) operations. In partnership with SIA Engineering Company (SIAEC), Trax will enable the fully digital MRO platform at SIAEC's new heavy maintenance facility in Malaysia, known as Base Maintenance Malaysia (BMM). The facility will adopt Trax's eMRO and eMobility software solutions to digitise its entire operational workflow, including planning, task execution, release management, and costing. This initiative represents a major milestone in the aviation industry's transition to paperless processes, promising streamlined operations and improved efficiency through the use of cutting-edge technology. Simultaneously, Trax has joined forces with Rolls-Royce to launch a seamless interface between its eMRO platform and Rolls-Royce's Blue Data Thread system. This integration creates a connected ecosystem for airlines, MROs and OEMs, allowing for real-time data exchange and deeper alignment between engine performance data and maintenance activities. The interface supports predictive maintenance by enabling continuous access to engine configuration and condition data, reducing downtime and optimising maintenance scheduling. It also enhances Rolls-Royce's IntelligentEngine digital twin capabilities, allowing for more accurate performance forecasting and fewer shop visits.

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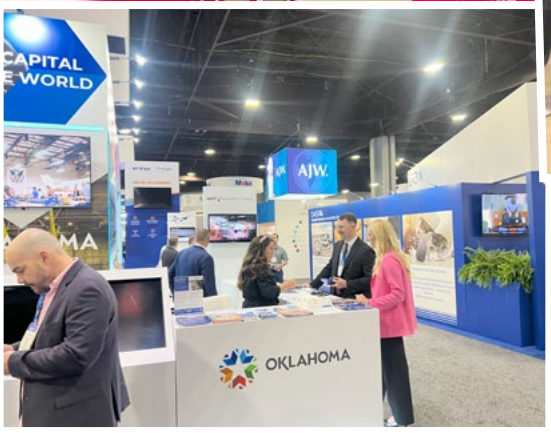
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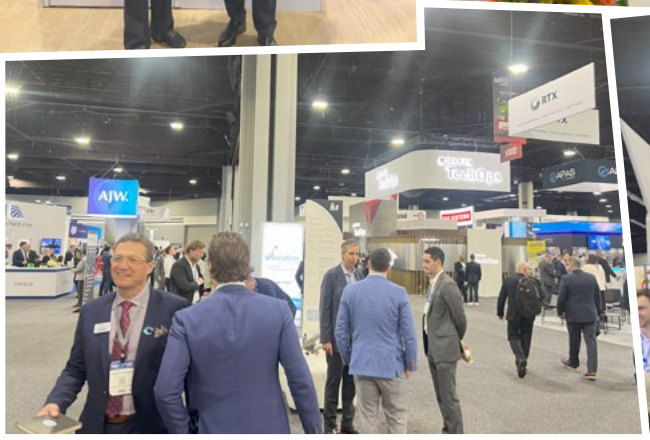
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"SR Technics Is On Track"

Talking to Bo Lump, Senior Vice President Business Development at SR Technics

By David Dundas

SR Technics is an Engine MRO service provider, headquartered in Zurich, Switzerland, with over 90 years of operational experience. Working with an extensive network of partners and business development offices in Europe, the USA, Asia and the Middle East, the company offers comprehensive, fully customised solutions for the Maintenance, Repair and Overhaul (MRO) of aircraft engines, line maintenance and a components' sales business including impeccable technical support to over 500 customers worldwide.

SR Technics is also an independent Engine MRO provider servicing most CFM56, PW4000, GTF and LEAP engine types. The company has a very diversified customer base with major airlines, aircraft leasing companies and OEMS from all over the world and has over 1,800 highly skilled employees.

In July 2024 Bo Lump was appointed Senior Vice President Business Development at SR Technics and we were keen to catch up with him to see what was going on at the company after his first year in such a challenging role, and to discover what the future held.

> "These awards are strengthening our position on the CFM56 and PW4000 market and utilising our expansive internal capabilities on this critical platforms."

AviTrader MRO 360°: Bo, since July 2024 you have been responsible for the overall business development of SR Technics. Can you share with our readers the latest developments in the company?

Bo Lump: Thank you for the question. SR Technics has undergone a successful transformation over the past two years, with a strong focus on engine maintenance.

© Shutterstock

On July 19, 2024, we welcomed the first Pratt & Whitney GTF engine to our Zurich facility, followed by the grand opening of a state-of-the-art maintenance facility for GTF engines and the reconstruction of a second test cell in September. Alongside our continued partnerships with valued customers like Asiana, Skymark and Allegiant Air, we are also excited to announce new agreements, including one with Air India. These awards are strengthening our position on the CFM56 and PW4000 market and utilising our expansive internal capabilities on this critical platforms. Additionally, we recently had the honour of hosting the Swiss Power-to-X Collaborative Innovation Network (SPIN) General Assembly 2025 in Zurich. This event plays a crucial role in shaping the future of sustainable aviation fuel and energy pathways, which is a vital development for the entire MRO industry.


Bo Lump, Senior Vice President Business Development, SR Technics

You recently added a new facility in Bad Zurzach, Canton Aargau, located 30 minutes' drive from Zurich Airport. Are you running out of space at Zurich Airport? What services is this additional facility providing?

Our location at Zurich Airport is ideal, and we have recently made significant investments, such as the reconstruction of our second test cell. The airport is well-managed, extremely secure, and well connected to public transport. However, with the expansion into new engine platforms (LEAP & GTF), we are always looking for additional space. The expansion to an additional location in Bad Zurzach, Switzerland, is an important step in our growth journey. As we continue to strengthen our position in the aviation MRO industry, the expansion reflects our commitment to meeting the increasing demand for both new-generation and main engine services.

In an AviTrader interview last April, Owen McClave, CEO of SR Technics Group said that SR Technics plans to double revenues by 2028. Are you on track to achieve the revenue target and if not, what challenges have you been facing?

SR Technics is on track with our "Take-Off 2028" strategy, which aims to double our business by 2028. While we are seeing steady growth, like all companies in the market, we face certain challenges. However, we remain focused and aligned with our strategic direction, and we continue to move forward with determination. One of the key lessons we have learned during this period of growth is the importance of talent acquisition. To support the increasing demand, we are in the process of hiring additional people. This recruitment effort is part of both our legacy business and our new-generation initiatives, as we continue to expand our capabilities. Additionally, we are looking beyond Switzerland, sourcing talent from the European Union and other regions to ensure we have the right expertise in place. We are also investing in industrialisation, enhancing our processes, and implementing new tools to improve efficiency. To support these advancements, we are investing significantly in training programs for our employees to ensure they are equipped to handle the evolving needs of the business. In addition, we are addressing global challenges such as supply chain issues and adapting to the changing landscape of the MRO industry. Despite these obstacles, our strategic focus remains clear, and we are confident in our ability to meet the targets set in our "Take-Off 2028" plan.

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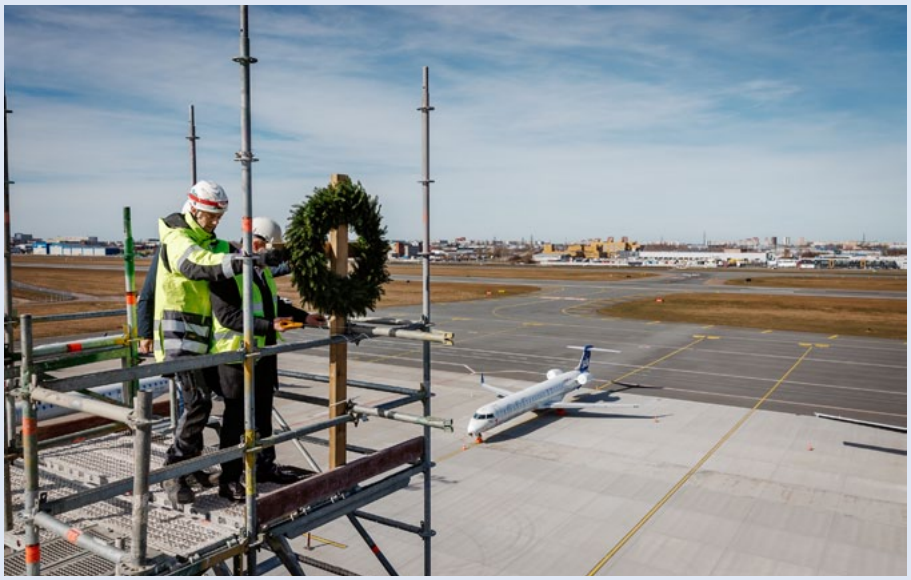
Safran Nacelles, Republic Airways sign NacelleLife deal

Embraer 175 aircraft in American Eagle livery, operated by Republic Airways © *AirTeamImages*

Safran Nacelles has signed a maintenance agreement with Republic Airways to provide comprehensive support for the thrust reversers on its fleet of over 200 Embraer 170 and 175 aircraft. This new partnership underscores both companies' commitment to ensuring operational efficiency, cost-effectiveness, and technical excellence across one of the largest Embraer fleets in North America. Under the agreement, maintenance and repair services will be carried out at Safran's MRO facility in Indianapolis, U.S.A.—Safran Nacelles Services Americas. The station, a central hub in the company's global maintenance network, will support thrust reversers and aft core cowls, including advanced repair capabilities for the trans cowl. These new repair techniques, developed using Safran's original equipment manufacturer (OEM) expertise, aim to lower maintenance costs and adapt to Republic Airways' evolving operational demands. Alain Berger, Executive Vice President – Customer Support & Services at Safran Nacelles, expressed his enthusiasm for the partnership: "Republic Airways has one of the largest fleets of Embraer aircraft, we are honoured to partner with such a strong industry leader. Our teams in maintenance and customer support are committed to delivering the highest levels of quality services which contribute to their efficient operations." This agreement falls under Safran's NacelleLife™ programme, which offers integrated support solutions that keep aircraft operational while optimising maintenance expenditure. The Indianapolis facility, now celebrating its tenth anniversary, is poised to continue delivering efficient, high-quality MRO services both in-shop and on-wing, supporting both legacy aircraft and newer-generation models. This strategic collaboration strengthens Safran's footprint in the regional jet market and reinforces Republic Airways' focus on reliable, streamlined operations across its Embraer fleet.

Magnetic MRO sets cornerstone for new maintenance complex



Magnetic MRO has commenced the construction of a new maintenance facility in collaboration with Tallinn Airport
© *Magnetic MRO*

Magnetic MRO, part of the Magnetic Group and a provider of aircraft maintenance services, has commenced the construction of a new maintenance facility in collaboration with Tallinn Airport. The development marks a significant strategic step to reinforce the company's operational centre in Europe.

Situated in the southern part of the growing Airport City business district, the €14 million project will feature three modern hangars covering a total area of 10,000 m². These hangars are designed to service narrow-body aircraft and are set to be completed by the final quarter of 2025. Once operational, the new facility will considerably boost Magnetic MRO's maintenance capabilities. Specifically, base maintenance capacity is expected to grow by 25-30%, while the aircraft painting division is projected to see a 60-70% rise in its capacity. The expansion will also enable the company to diversify its services and better respond to increasing global demand for high-quality aircraft MRO services. Until now, Magnetic Group has primarily focused on expanding its presence in international markets. However, this investment highlights a deliberate shift towards strengthening its domestic operations in Estonia. The move is seen as a critical component in the company's broader growth strategy and aims to elevate its competitive position within the European aviation sector. The construction, which began in autumn 2024, is being carried out with a strong emphasis on sustainability and energy efficiency, aligning with international best practices. The facility will contribute to the development of both Tallinn Airport and the Airport City district, supporting its ambition to become a hub for aviation-related enterprises.

Czech Airlines Technics opens state-of-the-art aircraft paint shop

Czech Airlines Technics paint hangar © CSAT

Czech Airlines Technics (CSAT) has launched a new, modern aircraft paint shop at Prague Airport, enhancing its service portfolio. Designed for narrow-body aircraft such as the Airbus A321 and Boeing 737-900, the facility has an annual capacity of up to 35 projects. This marks the first time an aircraft painting service has been offered at Prague Airport, strengthening CSAT's competitiveness in the aviation maintenance industry. Petr Doberský, Chairman of the CSAT Board of Directors, highlighted the benefits of the new paint shop, stating that it allows customers to access a full range of services—including base and line maintenance—at a single location, reducing time, costs, and logistics challenges. He emphasised that painting is in high demand, particularly among leasing companies, and the facility will help CSAT secure additional business during the off-peak maintenance season. CSAT has already confirmed eight orders for the year, demonstrating strong interest in the new service. Austrian Airlines was the first customer, continuing its decade-long collaboration with CSAT. The 1,800 m^2 paint shop was created by repurposing Hangar S at Václav Havel Airport Prague. The facility is built with energy-efficient panels to reduce heat loss and features advanced electrostatic paint guns for high adhesion with minimal waste. Additionally, modern air conditioning and recuperation energy-saving systems contribute to sustainability. The project has received EASA Part-145 and DOA certifications, ensuring compliance with stringent aviation regulations. CSAT invested 81 million crowns (US$3.52 million) in the development, including administrative offices and worker facilities. This expansion positions CSAT as a key player in aircraft maintenance and painting services within Central Europe.

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Joramco secures two new contracts at MRO South Asia 2025

Joramco, the Amman-based aircraft maintenance, repair, and overhaul (MRO) facility and engineering arm of Dubai Aerospace Enterprise (DAE), has announced two significant agreements at the MRO South Asia 2025 event in New Delhi, India. These partnerships further strengthen Joramco's global presence in the aviation maintenance sector. The first agreement is a framework deal with Tim Aerospace, an independent start-up MRO company based at DWC. This partnership will enable both companies to collaborate on commercial and operational aspects, expanding market reach and increasing capacity for airlines and operators. The joint efforts aim to enhance efficiency and provide high-quality maintenance solutions. In addition, Joramco has signed a maintenance agreement with IndiGo, India's preferred airline and one of the fastest-growing carriers globally. Under this agreement, Joramco will perform heavy maintenance checks and end-of-lease services for IndiGo's aircraft, ensuring fleet readiness and operational excellence during the busy summer travel season. These agreements reinforce Joramco's commitment to delivering high-quality MRO services while expanding its footprint in key aviation markets worldwide.

Fraser Currie, CEO of Joramco (l) and Adam Voss, CEO of Tim Aerospace (r) at MRO South Asia 2025 © *Joramco*

AFI KLM E&M and Cebu Pacific strengthen strategic partnership for A320/A321 fleet

Air France Industries KLM Engineering & Maintenance (AFI KLM E&M) and Cebu Pacific Air proudly announce the strengthening of their partnership for the A320/A321 fleet. At the French Residence in Manila, the two companies celebrated the upcoming signing for component support for the A320-family fleet, while also entering into an agreement for CFM56-5B shop visits and on-wing/on-site support. This enhanced partnership underscores the mutual commitment to ensuring optimal performance and reliability of the airline's A320/A321 fleet. The collaboration plays a pivotal role in strengthening AFI KLM E&M's position as a leading MRO provider in the region, particularly on the A320 platform. Cebu Pacific Air, which recently placed the largest aircraft order in the Philippines' history—with 102 confirmed and 50 optional A320/A321neo-aircraft—continues to scale up its operations, further solidifying its status as a major player in the low-cost airline market.

EPCOR and Finnair renew APU maintenance partnership

EPCOR B.V., the Air France Industries KLM Engineering & Maintenance (AFI KLM E&M) centre of excellence for auxiliary power unit (APU) and pneumatic component repairs, has renewed its maintenance contract with Finnair, Finland's national airline. The agreement extends their cooperation for an additional five years, reinforcing the long-standing partnership between the two companies. Under the renewed contract, EPCOR will continue to deliver expert maintenance services for the GTCP331-350 model APUs installed on Finnair's Airbus A330 fleet. This continued collaboration ensures the ongoing reliability and performance of these critical systems, supporting Finnair's operational efficiency. The extension marks a significant milestone in the relationship, underlining mutual trust and shared commitment to high service standards. Both EPCOR and Finnair intend to explore future innovations and technologies that could further improve maintenance processes, driving service quality and operational excellence. Founded in 1923, Finnair is one of the world's oldest continually operating airlines. Headquartered in Helsinki, the carrier operates from its main hub at Helsinki Airport, offering connections to over 100 destinations across Europe, Asia, and North America. Finnair's modern fleet comprises 80 aircraft, with the Airbus A330 forming a key part of its long-haul operations. This renewed agreement demonstrates Finnair's confidence in EPCOR's expertise and strengthens their collaboration as both companies look towards future advancements in aircraft maintenance and reliability.

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Starling Aerospace starts seat manufacturing

Staling Aerospace will manufacture the PF3000 and PF2000 economy seats © *Starling Aerospace*

Starling Aerospace, a UK-based specialist in aircraft interior refurbishment, has broadened its operations through the acquisition of assets from the former seating manufacturer, Pitch Aircraft Seating Systems, for an undisclosed amount. This strategic move follows a record-breaking year in 2024, during which the company experienced a 25% increase in turnover, driven by strong project delivery for its growing customer base. The acquisition includes the intellectual property, patents and over 200 units of the PF3000 economy seat model, which are ready for immediate deployment. These lightweight seating products, previously developed by Pitch before it ceased trading during the pandemic, are now being prepared for production at Starling's facility. The PF3000 (triple) and PF2000 (double) economy seats are fully certified for the Airbus narrow-body aircraft family and are designed with high-density cabin layouts in mind. Offering three inches more legroom than standard economy seats and accommodating passengers up to two metres tall, the seats weigh under ten kilograms. They are engineered for long-term durability, reduced ownership costs and simplified maintenance thanks to part commonality. In response to a rising demand from private, corporate, and commercial airline clients, Starling has invested further in its manufacturing capabilities in 2025. Enhancements include a twin-booth paint facility, new CNC machinery, and a state-of-the-art laser-guided tool probing and inspection system. The company also plans to introduce a full suite of economy- and premium-economy-seat configurations for all single-aisle Airbus and Boeing aircraft within the next year, marking a significant evolution in its seating product range.

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FL Technics to open new facility in Punta Cana

FL Technics is strengthening its presence in the Americas with a new aircraft maintenance hangar in Punta Cana, Dominican Republic. The facility is set to open in October 2025 and will provide comprehensive base maintenance services for Airbus A320 and Boeing B737 aircraft. The 52,000 m² complex is being developed in three phases. The first phase, already 50% complete, will feature a 20,000 m² hangar with five maintenance bays and various support workshops, including sheet metal, composite, paint and interior capabilities. The second phase will expand the facility to 12 bays, while the final phase will extend it to 20, making Punta Cana a key MRO hub in the region. FL Technics has already secured key personnel and is actively recruiting to complete the team. The company is also in the process of obtaining certifications from the Federal Aviation Administration (FAA) and the Instituto Dominicano De Aviación Civil (IDAC).

FL Technics' new hangar in Punta Cana *© FL Technics*

CEO Zilvinas Lapinskas highlighted that this investment builds upon FL Technics' existing regional operations and aims to strengthen partnerships with local airlines. Deputy CEO for Base Maintenance, Juozas Lapeika, emphasised that the facility would enhance fleet reliability and operational efficiency for airlines in the Americas. By incorporating modern aircraft lifecycle management solutions, FL Technics' expansion is set to transform aircraft maintenance services in the region, reinforcing its global standing in aviation technical support.

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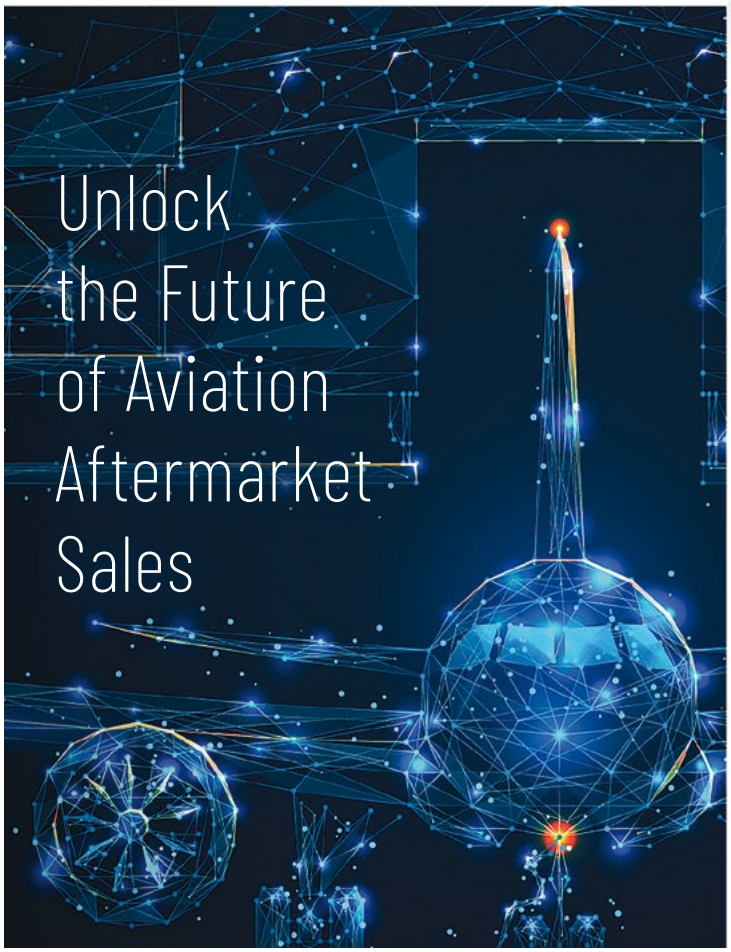

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ILS integrates SmartCert and ProvenAir to revolutionise aerospace documentation

Inventory Locator Service, LLC (ILS), the dynamic aerospace marketplace, has announced integrations with SmartCert and ProvenAir, both recognised as industry leaders in digitising trace and quality documentation for the aviation supply chain. SmartCert automates quality certification management, while ProvenAir leverages artificial intelligence (AI) to produce back-to-birth (BtB) trace timelines for life-limited parts. With the integration of SmartCert and ProvenAir into the ILS platform, buyers now have access to state-of-the-art technology that transforms traditional procurement processes. This collaboration directly supports ongoing industry goals by offering comprehensive BtB traceability insights, equipping buyers with the necessary tools to optimise operations. The partnership fosters an ecosystem of trust and transparency, allowing buyers to confidently confirm compliance and traceability with documentation that is both accurate and easily accessible. This forward-thinking approach not only minimises transactional friction but also strengthens relationships throughout the aviation aftermarket. The partnership between ILS, SmartCert, and ProvenAir brings seamless access to certifications and verified BtB trace data directly within the ILS platform — a first-of-its-kind solution that eliminates inefficiencies and redefines documentation management. Suppliers utilising SmartCert or ProvenAir will now have their respective logos displayed alongside their ILS inventory listings, signalling to buyers that supporting documentation is available. By combining SmartCert's robust certification delivery automation with ProvenAir's detailed BtB trace insights — all within ILS's expansive global marketplace — this collaboration sets a new benchmark for speed, accuracy, and compliance in the aerospace supply chain.

ITP Aero reports record revenues and workforce growth in 2024

ITP Aero, majority-owned by Bain Capital, has reported record revenues of €1,612 million in 2024, an increase of 24% compared to 2023. The company also achieved an EBITDA of €295 million, representing a 43% increase from the €217 million recorded in 2023. In a further demonstration of its commitment to innovation, ITP Aero invested €102 million in research and development (R&D), marking a significant 55% rise from the €66 million invested the previous year. To support this growth, ITP Aero expanded its workforce in 2024, hiring over 730 new employees, more than 430 of whom are based in Spain. This brings the company's total global workforce to 5,689—an increase of 13.6% year-on-year. The company's exceptional performance in 2024 was driven by sustained demand for its products, which feature in some of the most advanced commercial aviation platforms currently in service. Growth in its maintenance, repair and overhaul (MRO) operations, as well as its defence business, also contributed significantly. The global commercial aviation sector grew by 10.4% last year in revenue passenger kilometres, a trend projected to continue into 2025. With over 75% of its business linked to commercial aviation, ITP Aero is strongly positioned to support and benefit from the sector's long-term expansion. Despite global economic uncertainties and the ongoing challenges of complex supply chain dynamics, ITP Aero has shown notable agility and resilience. In 2024, the company succeeded in substantially increasing its deliveries to customers while maintaining consistently high standards of performance and efficiency. Looking ahead to 2025, ITP Aero anticipates continued strong growth, with significant investment planned to enhance product delivery capabilities and expand its service portfolio in response to rising customer demand. The company is also pursuing strategic innovation initiatives and further M&A opportunities to strengthen its position in the global aerospace and MRO markets. (€1.00 = US$1.14 at time of publication).

TP Aerospace to support SAS through Cycle Flat Rate (CFR) programme

TP Aerospace has extended its collaboration with SAS Scandinavian Airlines (SAS), continuing to support the carrier through its comprehensive Cycle Flat Rate (CFR) programme. This long-term agreement ensures a steady supply of high-quality wheels and brakes for SAS's fleet of over 100 aircraft in the coming years. The expanded CFR Programme covers a diverse range of aircraft, including the A319, A320CEO, A320NEO, A321LR, A330, A350, and B737NG. By integrating TP Aerospace's cost-per-landing exchange service, SAS benefits from a streamlined maintenance solution that enhances operational efficiency and cost predictability. The plug-and-play model allows the airline to maintain seamless operations without unexpected expenses or disruptions. SAS first partnered with TP Aerospace in 2019, opting for the CFR Programme to optimise its maintenance strategy. The ongoing collaboration highlights the value of TP Aerospace's services in ensuring both financial and operational stability for the airline. With its commitment to delivering top-tier support, TP Aerospace continues to play a crucial role in maintaining SAS' fleet performance. This latest agreement underscores the strength of the partnership and TP Aerospace's dedication to providing industry-leading wheel and brake solutions. By maintaining a focus on reliability, transparency, and efficiency, TP Aerospace reaffirms its position as a trusted partner in the aviation industry.

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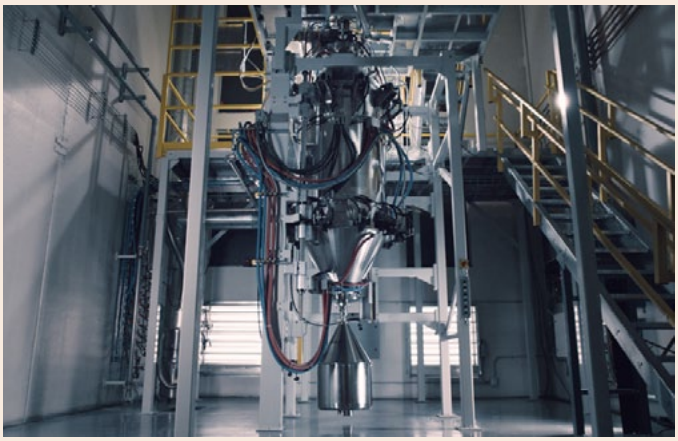
6K Additive secures qualification from TRUMPF for titanium metal powder

6K Additive has strengthened its global leadership in sustainable advanced materials by securing qualification from German technology firm TRUMPF for its titanium metal powder. This certification allows the powder to be used in TRUMPF's TruPrint additive manufacturing systems, providing aerospace and other industries with a high-performance, environmentally friendly material for 3-D printing. TRUMPF and 6K Additive share a commitment to sustainability and innovation, making this partnership a strategic move to support customers seeking both premium-quality materials and lower environmental impact. With TRUMPF's open TruPrint systems, customers can select from various powders, but the qualification of 6K Additive's titanium ensures an optimised process with guaranteed performance and sustainability benefits. The powder's approval also addresses increasing customer demand for eco-conscious manufacturing solutions, helping companies reduce their carbon footprint. The collaboration between 6K Additive and TRUMPF simplifies the qualification process for aerospace and defence manufacturers, accelerating the transition from development to full-scale production. By pre-qualifying the titanium powder for use in TruPrint systems, the partnership eliminates a key barrier to adoption, enabling faster and more efficient implementation for industrial applications. 6K Additive is renowned as the first producer of additive manufacturing powders derived from sustainable sources, offering a diverse range of metals including nickel, titanium, copper, and refractory alloys. Its UniMelt® plasma process ensures precise powder spheroidisation while maintaining strict chemical control and minimising environmental impact. A life-cycle assessment has validated that this process can cut energy consumption and carbon emissions by up to 90% for nickel-based alloys and 75% for titanium alloys, reinforcing the company's role in driving sustainable manufacturing solutions."



6K Additive's UniMelt® technology precisely spheroidizes metal powders while controlling the chemistry and porosity of the final product with zero contamination *© 6K Additive*

Unical Aviation acquires Airbus A320neo fleet for disassembly

Unical Aviation Inc., a global specialist in commercial aviation aftermarket solutions, has announced the acquisition of a fleet of Airbus A320neo airframes, marking the launch of the industry's first dedicated disassembly programme for the neo-family aircraft. ecube, a Unical Group company and a recognised global leader in aircraft storage and end-of-life solutions, will be responsible for conducting the disassembly operations. The aircraft deliveries will commence in April 2025, with the programme representing a significant milestone in Unical's strategy to expand the availability of next-generation aftermarket materials for the rapidly growing A320neo fleet. The Airbus A320neo family has established itself as one of the most widely adopted aircraft platforms in commercial aviation. With demand for high-quality, serviceable material increasing rapidly, Unical's proactive acquisition and disassembly of these airframes will accelerate the availability of next-generation components to the market. This initiative is set to reduce turnaround times for critical maintenance, ultimately benefiting operators with greater efficiency and cost savings. By pioneering this programme, Unical Aviation reinforces its commitment to providing innovative, sustainable solutions for the aviation industry, ensuring operators have access to the components they need when they need them.

AAR finalises sale of Landing Gear Overhaul business to GA Telesis

AAR CORP., a prominent provider of aviation services to both commercial and government sectors, has completed the sale of its non-core Landing Gear Overhaul business to GA Telesis for US$51 million. This move aligns with AAR's broader strategy to streamline its portfolio and strengthen its focus on core aviation aftermarket services. The company initially announced the agreement on December 20, 2024, stating that the divestiture supports its long-term growth objectives and is part of a wider plan to enhance operational efficiency and expand profit margins. By shedding non-core operations, AAR aims to redirect resources into areas deemed central to its strategic vision. This transaction marks another milestone in AAR's efforts to sharpen its market positioning and invest in functions that drive sustainable, targeted growth. The company is placing increased emphasis on its core competencies, including aviation maintenance, repair, and overhaul (MRO), as well as supply chain solutions and other aftermarket services. With the divestiture now finalised, AAR is expected to continue building on its reputation in the aviation industry, focusing on delivering value-added services to airline operators, MROs, and OEMs globally.

Ontic announces opening of new MRO facilities

Image of Ontic's Miramar, Florida facility © *Ontic*

Ontic, a global provider of aerospace OEM and MRO services, is expanding its MRO operations with the opening of new facilities. This expansion is part of Ontic's strategic plan to provide reliable, cost-effective, and high-quality MRO services to operators, airlines, and OEMs worldwide. The first of these new facilities is currently under construction in Miramar, Florida, and is set to begin operations later this quarter. Additional sites are planned for locations that offer strong talent pools and easy access to customers and logistics networks. Jack Karapetyan, Vice President and General Manager of MRO at Ontic, is leading this expansion. With over 11 years at Ontic and extensive experience in the aerospace industry, Karapetyan is well-positioned to guide the company's MRO division. He emphasised the growing demand for MRO services, driven by the high demand for air travel and challenges in the availability of new aircraft, which makes fleet maintenance increasingly crucial. Ontic's new facilities will be equipped with advanced repair technologies, dedicated resources, and streamlined processes, ensuring fast turnaround times and high-quality service. Florida was chosen for its skilled workforce, with several Ontic employees relocating to support operational continuity. Karapetyan also noted the increasing trend of operators outsourcing MRO services to reduce costs and improve efficiency. This expansion underscores Ontic's commitment to becoming one of the prominent players in the MRO market, driven by a customer-first approach.

Jet Parts Engineering announces its acquisition of Cima Aviation

Jet Parts Engineering (JPE), a provider of PMA parts, DER repairs, and MRO services for commercial aircraft has acquired Cima Aviation, a prominent MRO company specialising in fuel and hydraulic component repairs. This strategic move further enhances JPE's ability to deliver comprehensive aftermarket solutions to its global network of commercial, cargo, regional, and military aircraft customers. The acquisition of Cima Aviation will enable JPE to deliver even greater value through an expanded range of services, reduced turnaround times, and enhanced technical support. Established with a focus on providing reliable and efficient aviation maintenance solutions, Cima Aviation has earned a strong reputation for technical expertise, outstanding customer service, and swift turnaround times. The company's proficiency in MRO services complements JPE's existing portfolio of PMA and DER solutions, creating a powerful and integrated service offering. The transaction was overseen by Vance Street Capital, a mid-market private equity firm specialising in investments in highly engineered solutions businesses across the aerospace and defence, industrial, and medical sectors. JPE is part of the Vance Street Capital portfolio.

Aircraft Disassembly and Used Serviceable Materials

The backbone of the MRO supply chain

By David Dundas

In 2023, the global MRO market reached US$94 billion, just 2% below the 2019 peak of US$95 billion. The MRO sector still faces significant challenges after four difficult years marked by the COVID pandemic, an overwhelmed supply chain, inflation, and the ongoing conflict in Ukraine. Similar to the broader global economy, the MRO sector is grappling with labour shortages and supply chain disruptions, which are major constraints as deferred maintenance on fleets comes due.

According to the International Air Transport Association (IATA), in 2023, globally, airlines and cargo operators spent an eye-watering US$94 billion on MRO, which equated to 11% of these carriers' global expenditure and 10% of their global revenue. With maintenance costs being so critical, it is hardly any wonder that carriers and MRO specialists are constantly looking at every aspect of aircraft maintenance to see where costs can be reduced, particularly when it comes to the procurement of aircraft parts. So, in addition, to Original Equipment Manufacturer (OEM) parts, there is also the option of Used Serviceable Material (USM) parts. While the latter can, under the right circumstances, help to reduce maintenance costs, USM has the additional benefit of helping to mitigate for OEM supply chain problems.

With all this in mind, we wanted to learn more about USM and its principal source, aircraft teardowns, and we approached a dozen established operators in this field to get a comprehensive understanding of the current situation where both USM and teardowns are concerned.

How the demand for used serviceable material (USM) has evolved in recent years

Airlines are using aircraft much longer, often 30+ years instead of 24. This is driven by new aircraft production delays, specific technical issues like Pratt & Whitney engine problems grounding jets, and a lingering aircraft shortage caused by the post-pandemic demand surge outpacing new plane supply. This extended operational life directly increases maintenance requirements and the need for replacement parts, significantly boosting demand for Used Serviceable Material (USM). As Julius Bogusevicius, Head of Engine, Airframe and Materials Services at FL Technics further explains, "USM significantly contributes to airline cost reduction efforts, offering substantial savings over new OEM components. Our expertise lies in efficiently sourcing these materials via teardowns, inventory acquisitions, and supplier networks, ensuring the availability of essential parts that improve overall airline efficiency and financial outcomes. Lengthy OEM lead times create supply chain challenges that increase demand for promptly available USM. Through our integrated global network and warehouse system, we provide swift access to necessary stocked parts, enabling airlines to avoid extended OEM wait times."

In the past decade, the USM market has grown steadily as airlines and maintenance, repair, and overhaul (MRO) providers sought cost-effective alternatives to new parts. USM, which offer substantial savings—often 60-80% less than the cost of new original equipment manufacturer (OEM) parts. This cost advantage became increasingly attractive as fuel prices rose and operational

Allen Neufeld, Director of Business Development, Ascent Aviation Services

> ***"The market has been shaped by delays in new aircraft deliveries (e.g., Boeing 737 MAX and Airbus A320neo) and persistent supply chain disruptions for new parts, pushing operators to rely more heavily on USM."***
>
> *Allen Neufeld, Director of Business Development, Ascent Aviation Services*

budgets tightened, particularly for older aircraft fleets that required frequent maintenance, comments Allen Neufeld, Director of Business Development, Ascent Aviation Services. He goes on to add that the COVID-19 pandemic, starting in 2020, marked a pivotal moment. With global air travel plummeting, many aircraft were grounded, and many were retired earlier than anticipated—over 2,500 in 2020 alone compared to a pre-pandemic average of around 1,100 annually. This surge in retirements flooded the market with potential USM feedstock, but paradoxically, demand initially dropped due to reduced flying and deferred maintenance. However, as the industry began recovering post-2021, the need for affordable parts to return parked aircraft to service sparked a sharp rebound. To conclude, he states: "More recently, from 2022 to 2025, the demand for USM has continued to rise, though the pace has moderated. The market has been shaped by delays in new aircraft deliveries (e.g., Boeing 737 MAX and Airbus A320neo) and persistent supply chain disruptions for new parts, pushing operators to rely more heavily on USM. Sustainability has also emerged as a key driver. With the aviation industry under pressure to reduce its environmental footprint, USM supports circular economy principles by extending the life of existing components, reducing waste, and lowering the need for resource-intensive manufacturing. This aligns with broader industry goals, such as achieving net-zero emissions by 2050, making USM not just a financial choice but a strategic one."

Recognising that the USM market has an annual value of around US$5 billion, Pascal Parant, Group Chief Commercial & Marketing Officer at Vallair Group has clearly identified what is seeing demand for OEM to so strong: "Supply chain issues, OEM catalogue list price increases, and price optimisation have significantly driven demand, while at the same time, sources for USM—namely end-of-life aircraft and engines—have become increasingly difficult to find due to OEM delivery delays and teething problems with new engines. When you have a one-year lead time to overhaul a GTF engine, it's easy to see why demand for older CEO aircraft remains extremely high. At Vallair we have observed a strong desire to extend the life of assets beyond 20 years, which, considering these are the core contributors of USM, significantly impacts the market." Dale Leclair, Vice President Programs, VAS Aero Services, LLC is very much in agreement that the COVID pandemic had a significant effect on demand for USM, commenting that "The USM market is highly reactive to market shifts. During COVID, the demand for widebody airframe and engine material spiked but, since passenger traffic has recovered, we now see narrowbody material in demand. The delay in new aircraft deliveries also continues to spur demand in legacy aircraft material."

Factors that are driving the growth of the aircraft disassembly and the USM market

There is no question that the aircraft manufacturing environment has yet to fully recover from the disruption caused by the COVID-19 pandemic. Beyond this, for the likes of Boeing and Airbus, problems surrounding Spirit Aerosystems, the supplier of fuselages sections for the Boeing 737, 787 and Airbus A350, as well as wings for the A220, have led to further delays. Safety issues at Boeing have also exacerbated the problem of production backlogs and delayed deliveries. Beyond this, there is a major problem with the supply chain for new aircraft parts, particularly for specific components like avionics, turbine blades, and landing gear. And then to compound problems concerning new aircraft parts, there is the financial aspect as material costs have surged, currently running

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> *Dale Leclair, Vice President Programs, VAS Aero Services, LLC*

Dale Leclair, Vice President Programs, VAS Aero Services, LLC

approximately 8.3% higher than pre-pandemic inflation rates. Dale Leclair puts it more succinctly: "Over the past few years the industry has witnessed an even greater need for replacement spare parts. This is due in large part to lessors and airline operators keeping mature aircraft in service longer as a result of continued supply chain shortages which are creating large backlogs for new aircraft deliveries."

Most would agree that supply chain disruptions, long turnaround times, and drastic increases in OEM catalogue list prices are driving the demand for USM. Then, as Pascal Parant points out, "When you use your maintenance reserves to carry out airframe or MRO tasks, it's worth remembering: it's better to have cash in the bank than cash in metal. In a normal environment, as the number of aircraft produced grows year after year, Vallair would see more aircraft available for teardown—even with cyclical corrections. However, the 2,000+ aircraft that have remained unprocessed since 2020 are directly impacting retirement rates, which are currently at an all-time low."

Air travel demand is strong, with 2024 traffic, according to IATA, 3.8% above 2019 levels, but new aircraft deliveries lag significantly. Compounded by slower aircraft retirements, the resulting fleet deficit, based on recent Cirium analysis, is estimated to potentially top 1,200 aircraft. This necessitates extending the use of older planes, directly boosting the need for maintenance and USM, Julius Bogusevicius tells us, advising that: "Consequently, retired aircraft become vital sources for components, particularly high-value parts. We are essential in this ecosystem, providing critical supply chain solutions through teardown projects, global parts trading, and comprehensive component support to keep the current fleet flying efficiently." To round off, Allen Neufeld also refers to the fact that the USM market is growing due to its cost saving, which is in many cases substantially cheaper than new parts, and the need to maintain aging fleets amid supply chain disruptions and new aircraft delays. He also points out that: "A surge in retirements since 2020, sustainability goals targeting net-zero emissions by 2050, and rising demand in emerging markets further drive this trend."

How economic cycles and aircraft retirements influence the USM supply chain

Economic cycles and aircraft retirements play a pivotal role in shaping the used serviceable material (USM) supply chain, creating a dynamic push-and-pull effect on availability and demand. During economic slumps, such as the sharp downturn triggered by COVID-19 in 2020, airlines retire aircraft at an accelerated pace—over 2,500 that year compared to a typical 1,100—flooding the market with airframes ripe for disassembly and swelling the supply of salvaged parts like engines and avionics Allen Neufeld tells us. He then explains further: "Yet, this abundance often coincides with reduced demand, as cash-strapped operators postpone maintenance, leading to a temporary surplus that can suppress USM prices. In contrast, during economic recoveries, robust air travel demand prompts airlines to extend the life of aging fleets, especially amid ongoing delays in new aircraft deliveries, like those seen in 2023-2025, sustaining a strong appetite for affordable USM. However, retirements drop to around 1,300-1,500 annually, constricting the flow of new components into the supply chain, which can push prices higher for sought-after parts and challenge the industry's capacity to meet needs. This ebb and flow, tied to economic health and retirement rates, keeps the USM supply chain in a constant state of flux."

Meanwhile, Dale Leclair has seen as record low number of aircraft retirements, which she feels has exponentially increased the demand for available aircraft teardowns and harvested USM parts. As a direct consequence, she tells us that: "This led VAS to acquire twenty-six A320 aircraft, seven Airbus A330s and a total of eight A380 aircraft, giving us access to a large supply of quality, certified used parts for distribution across our global aftermarket customer base to support the maintenance needs of A320s, A330s and A380s that continue in service."

Julius Bogusevicius is of the same opinion as Neufeld where economic cycles are concerned, yet he points out that: "... current market dynamics largely override this traditional cycle. Persistent deficits in new aircraft production and supply-side shocks, like specific engine issues or manufacturing disruptions, are the primary drivers. These factors force extended operation of existing fleets, maintaining or increasing USM demand regardless of typical economic pressures, often supporting or elevating USM prices." Pascal Parant feels that the primary influence is the law of supply and demand, where a downturn equals more aircraft retired, more retired aircraft equals greater availability of USM, and greater availability puts a downward pressure eon market prices. He concludes that "Storing and maintaining an aircraft with the hope it will fly again comes with a cost. This can sometimes be offset by depreciation strategies beneficial to lessors or airlines. But if you're sitting on full maintenance reserves, the calculation becomes straightforward: sell the aircraft, cash in quickly, and let the USM specialists like Vallair handle the asset."

The key steps involved in aircraft disassembly

At VAS Aero Services, Dale Leclair makes it abundantly clear it is first vital to understand the pedigree of the asset being torn down. She advises that: "A thorough review of the records and the current configuration of the main component and

> ***"...it's critical to understand where the industry is in the cycle to avoid being stuck with an overpriced asset in a softening market."***
>
> *Pascal Parant, Group Chief Commercial & Marketing Officer, Vallair Group*

Pascal Parant, Group Chief Commercial & Marketing Officer, Vallair Group

Julius Bogusevicius, Head of Engine, Airframe and Materials Services, FL Technics

> ***"Securing MRO facility slots for the actual disassembly presents another challenge, compounded by the fact that availability is often unknown when bidding on the aircraft."***
>
> *Julius Bogusevicius, Head of Engine, Airframe and Materials Services, FL Technics*

structures guides the development of the harvest list and pre-marketing of material. Having a team with expert knowledge of the asset and strong process and organizational skills is also a must. VAS has worked with most of the leading engine and teardown facilities, so our quality inspectors have deep experience in reviewing the workmanship of the parts removed and are able to work closely with the facility to rectify and mitigate any quality issues." At Vallair, Pascal Parant makes a very valid comment that the last owner of an aircraft is responsible for proper waste management, and therefore all aircraft should be dismantled responsibly. When it comes to the actual teardown, he points out that "...it takes time. From identifying the asset, negotiating contracts, taking ownership, securing a teardown slot, potentially ferrying the aircraft, beginning the disassembly, and sending valuable components for overhaul, it can take up to six months before you see your first return on investment," concluding that: "...it's critical to understand where the industry is in the cycle to avoid being stuck with an overpriced asset in a softening market."

Julius Bogusevicius feels that the key technical steps in aircraft disassembly include pre-disassembly assessment, decontamination, systematic parts removal and inventorying, and finally, structural dismantling for material recycling or disposal. Salvaged components then undergo rigorous inspection, repair, and certification as required before entering the USM market. Where FL Technics is concerned, he explains that "Our priority lies in the pre-disassembly assessment phase to accurately determine the value of managed teardown projects. Precise valuation is crucial given the fierce competition for retired airframes – competition not only from parts traders but increasingly from airlines needing aircraft for return to service to meet high flight demand. This focus on accurate pre-assessment allows us to optimise the entire disassembly value chain. We effectively utilise the resulting high-quality USM inventory sourced from these projects through our global distribution network, providing airlines and MROs with reliable, certified components derived directly from well-managed teardowns."

The biggest challenges in managing aircraft teardowns efficiently

Pascal Parant is very succinct when he tells us that: "Finding the right location, recovering parts quickly, complying with environmental regulations, and carefully understanding local tax implications—these are the fundamentals of the business." However, Julius Bogusevicius has identified that a primary challenge is that the overall rising demand for USM significantly strains the capacity of qualified component repair shops, often resulting in limited slot availability and extended repair turnaround times (TAT), creating bottlenecks in the component supply chain. He adds: "Securing MRO facility slots for the actual disassembly presents another challenge, compounded by the fact that availability is often unknown when bidding on the aircraft. This adds risk and complexity, potentially leading to delays as MROs may prioritize higher-revenue maintenance work over teardown projects."

From Dale Leclair's perspective, the location of the facility and the ability to have on-site representation are the key factors to an efficient teardown. She expands further: "Depending on the number of assets in teardown and the variety of locations, this can be difficult to achieve. VAS relies heavily on our IT infrastructure and customized IT solutions to streamline the time between the start of the teardown, inspection and receipt of the asset into inventory to the sales channel." Of course there is one other element yet to be mentioned, and that is the customer. Allen Neufeld tells us that "One of the greatest challenges to staying on track and maintaining efficiency is customer requests throughout the removal. Items they need immediately pull our mechanics and technicians out of the zonal program and into other areas of the aircraft. Once the routine harvest has been completed, we can then focus on additional removal requests and special cutouts that we can then efficiently execute for our customers."

The impact of regulations on the disassembly process for retired aircraft

Aircraft disassembly is governed by stringent regulations addressing environmental protection, particularly hazardous material handling, worker safety, and crucially, the airworthiness of salvaged components through strict traceability and certification requirements. To deal with these regulations, Julius Bogusevicius explains: "Our adherence to exceptionally high-quality standards is central to navigating these regulations. Our Part-145 approvals reflect robust internal processes that guarantee meticulous component traceability, handling, and certification, assuring clients receive fully compliant and reliable USM parts." On the topic of regulations, Pascal Parant confirms that he is seeing more and more regulations—and new hurdles in certain countries—that make the disassembly process increasingly complex.

Dale Leclair acknowledges that regulations play a crucial role in the disassembly process of retired aircraft, ensuring safety, environmental protection, and efficient resource management. She

provides examples: "...there are strict guidelines for handling and disposal of hazardous materials, such as fuel, oil, and chemicals. Additionally, regulations dictate how parts of the aircraft should be dismantled, enabling the recovery of valuable materials like metals, plastics, and avionics for recycling or reuse. Furthermore, safety regulations ensure that the disassembly process is carried out by trained personnel using appropriate tools and equipment to reduce the risk of accidents and maintain the structural integrity of harvested parts."

Regulations shape the disassembly process for retired aircraft by enforcing standards for environmental compliance, safety, and part traceability, impacting both efficiency and complexity, explains Allen Neufeld. He adds that: "Environmental rules dictate the handling and disposal of hazardous materials like hydraulic fluids, batteries, and composites, requiring specialised facilities to prevent contamination."

The key quality standards that used serviceable materials must meet

There are several quality standards that must be met to use serviceable condition material on commercial aircraft. Most notably, they must adhere to aviation regulations from authorities such as the FAA (Federal Aviation Administration), EASA (European Union Aviation Safety Agency) & UK CAA Form 1. These certificates signify that the repair has been completed following the CMM (Component Maintenance Manual) and are safe to be put back onto a working aircraft. As Setna take these certifications seriously and offer them all at our MRO's Setnix and Zulu Global, we are also able to provide CAAC (Civil Aviation Administration of China) certificates and TCCA (Transport Canada Civil Aviation). However, as Lloyd Davis, Director of Repair Operations at Setna iO points out, "The certification alone is not enough. Aircraft parts are regularly and extensively tested to ensure they meet industry standards for performance and reliability. These tests will give assurances that airworthiness standards will be met, and the parts perform safely under expected operational conditions. Any defects, fatigue, or wear defined by the manufacturer's guidelines will be noted and acted upon as necessary. Many aircraft parts have limits for total use or removal and repair. This is monitored by keeping records of the times & cycles a particular part is used. Once the certain part has hit the allowable quota, the unit must be removed from the aircraft to be either test and recertified or removed from service completely."

Lloyd Davis, Director of Repair Operations, Setna iO

Tony Kondo, President and CEO at Werner Aero also points out the need to adhere to strict quality standard, adding that "...the USM must ensure compliance with prevailing industry standards such as AS9100 and AS9110." This is also confirmed by Simone Intini, Components Trading Manager at Horix Aerospace Ltd, who then adds that: "For a part removed from an aircraft in Serviceable (SV) condition, the organization must provide full Back-to-Birth (BTB) traceability, including aircraft paperwork. Additionally, if available, the Component Log Card should be included. For major components, a "minipack" must be provided, containing all Work Reports (WRs) and any Release to Service documents to be able to trace the entire history of the component including installations and disassembly from aircraft, repairs, and overhaul." Craig Padvaiskas, VP of Asset Management at Broward Aviation Services expands further on the subject, advising that: "The fundamental overall guidelines are ASA and ISO standards, but the key quality standards that ensure parts are airworthy also include meeting design and functional standards as defined by the OEM, and having proper documentation (trace and certifications) demonstrating their condition and history."

To round things off, Eoin Doherty, Technical - Asset Manager at EirTrade Aviation sums it up very tidily: "As a supplier of USM, EirTrade ensures the highest quality standards of all our material. It is vital to us that our inventory comes with approved release certificates, including EASA, FAA and CAAC certs. In addition to this, we have dedicated teams responsible for ensuring the highest standard of technical paperwork and back-to-birth traceability."

How companies ensure the traceability of USM components

When a component is disassembled from an airworthy aircraft, qualified and trained engineers are responsible for its removal and inspection, following the guidelines outlined in the Aircraft Maintenance Manual (AMM). Once removed, the Quality Department or CAMO (Continuing Airworthiness Management Organisation) is responsible for reconstructing the full history of each component, ensuring Back-to-Birth (BTB) traceability where applicable. A Release to Service is issued once the component's history has been properly verified and documented with original paperwork. Simone Intini goes on to explain that: "If a part is deemed unserviceable after removal and inspection, it must be shipped to an MRO for evaluation and potential repair, following company procedures. Once repaired, the component will receive a fresh Release to Service. The Quality Department or CAMO also undertakes the history reconstruction process for unserviceable components to ensure full traceability. It is crucial to rely on MROs that can issue a dual release (FAA Form 8130-3 and EASA Form 1). This ensures the part can be installed on aircraft that recognize at least one of these

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>
> *Lloyd Davis, Director of Repair Operations, Setna iO*

> ***"The biggest cost benefit that airlines and MROs obtain from acquiring USM is the shorter lead time. Some new material has a very long lead time for various reasons such as supply chain issues and discontinued support from OEMs."***
>
> *Tony Kondo, President and CEO, Werner Aero LLC*

Tony Kondo, President and CEO, Werner Aero LLC

regulatory authorities and enhances its commercial value by making it easier to sell in the global market."

Tony Kondo refers to a combination of methodologies whereby companies can ensure component traceability, including: "...the use of physical markings such as serial numbers and lot codes that are unique to each component. These markings allow for an easy identification and tracking process of the components. Furthermore, companies maintain robust documentation, which encompasses certifications and maintenance records. This documentation provides a detailed historical account of the life cycle of each component, including when and where it was serviced or repaired," while, critically, Craig Padvaiskas makes it clear that: "The global standards of traceability regulations come from authorities like the FAA and EASA, while the most commonly followed standards are ASA and ISO."

Lloyd Davis at Setna iO goes into detail on how the company operates to ensure parts' traceability as before it purchases any aircraft it completes of full review of the Back to Birth Trace. This paperwork pack explains the full up-to-date life cycle of the aircraft and all the components within it. This allows Setna iO to accurately review the quality of an asset before any potential purchase. He continues: "At disassembly of the aircraft, each component is provided its own unique removal tag as it is removed. This details the part number, serial number, aircraft type and aircraft serial number the component was removed from. A key tool for traceability is a fit for purpose inventory management system. Each part that comes into stock is assigned its own inventory number. This allows us to store any necessary trace documents under that number meaning they stay with that exact component through its life of Setna ownership." Meanwhile, Eoin Doherty is keen to point out the comprehensive technical record review carried out by EirTrade prior to making the purchase of an aircraft, engine or material. He explains further that "There are more detailed, specific requirements for units which have life limitations, such as engine LLPs, Landing Gears and APUs. When purchasing these components, the market demands full back to birth traceability, from the day it was manufactured, right up until the current status of the unit. The industry requirements continue to change and grow as new safety regulations get introduced, and with that comes different requirements from customers for paperwork."

The process of getting USM recertification

There are several conditions a removed component can be recertified in. The two mains ones are SV (serviceable) and OH (overhauled). Generally, as soon as a component is removed from an aircraft, it is classed as being in AR (as removed) condition. This is the condition in which components get sent to repair shops. The repair shop then executes rigorous inspections, testing and repairs to get the part back into certified condition, SV or OH. Lloyd Davis further details the process: "Initial Inspection: Components undergo a thorough visual and physical inspection to identify signs of wear, damage or non-compliance with specifications. Document Review: Relevant documentation is checked, including previous service records, maintenance logs and certifications to verify the parts history. Functional and Performance Testing: ensuring the part operates as intended and identifying any failures. The performance tests are carried out under simulated operational conditions to ensure it meets industry standards. Non-Destructive testing: Full assessment of structural integrity without damaging the component using ultrasonic and radiographic machinery."

Craig Padvaiskas nicely sums up the process: "Testing and recertification are done by Part145 repair facilities (or MRO providers). All shops are regulated by FAA, EASA and their equivalents around the world and every shop tests and recertifies units as per the latest revisions provided in the OEM Component Maintenance Manual (OEM CMM)," while Tony Kondo points out that: "An aircraft part can be tested/inspected per the manufacturers or aircraft's manual to determine its current airworthy condition. If it's determined that a part is unserviceable, the shop can check the repair manual to see if a repair exist. The manual will give detailed instructions on how to restore the unit to an airworthy condition, be it tested, repaired, or sometimes overhauled."

What cost benefits do airlines and MROs gain from using USM?

Industry stakeholders can experience huge benefits through the use of USM during scheduled and non-scheduled maintenance events. Firstly, the cost to purchase this material will be significantly lower than purchasing brand new components directly from the manufacturer. Specifically, when maintaining all aircraft types, it makes more sense economically to use USM and at a lower cost to maintain the condition of the asset with no risk involved. It also becomes easier for companies to manage their available inventory and invest in USM at a cheaper cost, so they have parts available, especially for grounded aircraft (AOG). Furthermore, it enables these organisations to maintain stock levels efficiently, rather than waiting for newly manufactured material, as there are common backlogs in

Craig Padvaiskas, VP Asset Management, Broward Aviation Services

production for high demand parts. Shorter lead times means the parts are available quicker, which translates to a shorter time on the ground for airlines. Eoin Doherty at EirTrade adds that: "Using USM also makes it easier to increase the lifespan of older aircraft. This is more relevant for older units which may become obsolete due to units being phased out or discontinued, or when OEM support begins to slow down as an aircraft enters their mature life cycle. However, being able to recertify older material helps ease the risk of not being able to maintain an aircraft due to a lack of new material."

USM parts offer significant cost benefits to airlines and MROs, primarily due to their immediate availability after inspection and recertification. Compared to overhauled units, USM parts are typically more affordable, whether acquired through outright purchase or exchange programs. Simone Intini at Horix Aerospace explains further: "This combination of cost savings and fast availability provides a clear advantage for end-users. While some believe that USM is primarily used as a fallback supply for aging aircraft, this is only partially true. Many operators, including those with modern fleets, rely on USM to resolve Aircraft on Ground (AOG) situations quickly, ensuring minimal downtime and keeping their aircraft in service."

Meanwhile, at Werner Aero, Tony Kondo focuses on one key advantage of USM: "The biggest cost benefit that airlines and MROs obtain from acquiring USM is the shorter lead time. Some new material has a very long lead time for various reasons such as supply chain issues and discontinued

> ***"The global standards of traceability regulations come from authorities like the FAA and EASA, while the most commonly followed standards are ASA and ISO."***
>
> *Craig Padvaiskas, VP Asset Management, Broward Aviation Services*

support from OEMs. That is when airlines and MROs can benefit from USM providers like us who have material ready to go," while Lloyd Davis at Setna iO adds: "Using serviceable components extends the life of any commercial aircraft which in today's world of still suffering from knock-on effects of Covid-19 is a huge benefit. With both Airbus and Boeing falling short of build targets in 2024, less new aircraft are available to purchase, the ones that are available come with a much higher purchase price. Not only are serviceable parts saving airlines huge sums of money, but they are also quite literally keeping companies running by keeping older aircraft flying."

To round things off, Craig Padvaiskas at Broward Aviation makes a very interesting point. "Warranties on USM also play a large part in that statement because if a unit can be recertified on warranty, there is no procurement cost. For example, the repair ships within the BAS Group (Air Accessories & Avionics and Jet Air MRO) provide a 12-month warranty on repaired units, and 2 years warranty on overhauled units, thereby offering cost-effective solutions without compromising quality," he advises.

How do pricing and valuation work for used aircraft components?

Simone Intini at Horix Aerospace lets us know that the company determines the right price for used aircraft components by combining historical data, industry expertise, and specialised valuation tools. He further explains that the internal ERP system plays a key role by maintaining a record of each component's history, including past transactions and related quotes. Alongside this, experience in the market allows Horix Aerospace to make informed adjustments based on factors such as currency fluctuations, customer type, and overall market conditions. "Industry platforms such as ILS and PartsBase further support the pricing process by providing valuation tools that estimate fair market value (FMV) using real-time market data. By integrating these resources, we ensure accurate and competitive pricing for our components. Another factor influencing the value of a component is its market availability and the number of aircraft that can use it. For example, Main Landing Gear (MLG) from a Challenger 601 is widely available, whereas MLG from an AW139 is much harder to find. Over time, older aircraft components left in inventory risk becoming unsellable, while high-demand parts retain their value. This is especially true when manufacturers struggle to meet customer demand, keeping prices elevated for scarce components," he concludes.

Craig Padvaiskas acknowledges that "The USM market is in a constant state of flux, so pricing and valuation are influenced by many factors. For more than 25 years BAS has dedicated a team to regularly review all of these diverse influences. This includes such factors as the condition, remaining lifespan (or green time for LLPs), market demand, and market forces, etc.," while Lloyd Davis acknowledges that as with any other business, the demand for specific components influences pricing.

> ***"Industry platforms such as ILS and PartsBase further support the pricing process by providing valuation tools that estimate fair market value (FMV) using real-time market data."***
>
> *Simone Intini, Components Trading Manager, Horix Aerospace Ltd*

Components that are in high demand due to either shortages or high turnover volume typically command higher pricing. He then expands further on the matter: "Serviceable condition components generally carry a lower resale price than overhauled units. The target resale price is also considered when the component is on repair and the quote has been received. Pricing is dictated by profit margin set by the company controlled by current market conditions, much the same as any stock market.The age and remaining useful life of the component also effects resale value, therefore its incredibly important to stay on top of inventory to ensure the best price is being held for each component." One also has to understand that it takes time to replace any part, and from the perspective of an MRO operative, a replacement part must have a sufficient remaining lifespan in order to help minimise the labour element in overall maintenance.

Meanwhile, Eoin Doherty looks to divide components into two categories, components and life-limited parts. He explains that "Pricing on components is related to several factors. Depending on part availability, the pricing of a unit can fluctuate. If there is a scarcity of units available on the market due to long lead times at repair shops or lack of production, the pricing of units can significantly increase. We previously experienced this with B787 material following our teardowns of the first 787 aircraft due to the lack of availability of these components on the market. This also works the opposite way; we find that units that are saturated within the market are losing their value over the years. Pricing of life limited parts can be a lot different. Specifically, engine LLPs. These units are priced depending on the life remaining on the unit. So, in order to work out the value of these parts, we need to confirm the life remaining on the unit and use the Catalogue List Price (CLP – Price of part when new) to work out its current value. We will typically apply an additional pro rate percentage (%) to this also, which is usually driven by demand and market availability for each specific LLP. Pricing can also change on a number of other units, related to what paperwork is available for the part and the repair history of that component."

Factors that determine whether a part is worth salvaging or should be scrapped

Simone Intini feels that almost everything is worth salvaging, as most components can be repaired, overhauled, and recertified with a fresh release. The key factor is not whether a part can be salvaged, but rather how to prioritize repairs for maximum efficiency and profitability. He goes on to explain that: "Priority should be given to high-value unserviceable units that are scarce on the market, as these are more likely to sell quickly or generate the highest value. Components with high demand and limited availability should be repaired first to optimize resources and return on investment. Ultimately, the final decision rests with the organization, which determines whether a part is Beyond Economical Repair (BER). Only components deemed uneconomical to repair should be scrapped."

Eoin Doherty provides a detailed account of how the decision-making process works at AerTrade. "Before scrapping a part, our relevant teams within EirTrade will always attempt to extract any remaining value from the material. Firstly, we assess the condition of the unit. If the part is Unserviceable (US), we will get a workshop report from the repair facility, which will outline the reason for the unit being deemed US. If there is serious damage to the unit, or it significantly exceeds repair limits, the decision can be straight forward to scrap the unit. If we believe we can salvage subcomponents from a particular unit to use on other parts for repair, we will review and take that opportunity when it arises. Additionally, if a part is deemed Beyond Economical Repair (BER), due to the cost of the unit being higher than its estimated gross value, we will take several measures before scrapping a unit. We will firstly take steps to ensure our expected gross value is in line with Fair Market Value (FMV) by conducting market research. In the meantime, we also explore various ways of sourcing our own subcomponents. Usually when a part undergoes repair, there is a cost associated with replacement parts & material. If we believe we can get these at a lower price, we will do that and reduce the cost of the repair from the shop. If these attempts fail, similar to the US material, we will try to salvage some of the part to use on another unit. We will also explore opportunities to sell BER units to the likes of MROs or Brokers who believe they can use the material, and our decision will be dependent on the outcome of all these options."

Lloyd Davis narrows the factors down to just three: condition of the component, remaining life cycle and cost. He explains further: "The physical state of the component is crucial. Significant wear, damage or corrosion can make the component unrepairable or go Beyond Economical Repair (BER). For example, a cockpit window has delamination's outside of the CMM allowable limits, the component is generally unrepairable. A fan cowl goes for repair severely damaged due to a foreign object going through the engine, the damage will be extensive, likely meaning the component will go BER. In both cases, the component will be scrapped with a scrap certificate being provided on completion. If the component is coming to the end of its life cycle it will likely not be economically efficient to repair and recertify. The repair cost would be high with the resale value being low."

Craig Padvaiskas and Tony Kondo provide concise opinions on the subject. "Parts stockists and airlines alike need to make these decisions daily. Crucial factors in the salvaging or scrapping aircraft parts are market demand, age, history, and market value of the part. At BAS we believe the industry tenet is if the cost of re-certifying a unit is 70-80% of the total value, then airline companies are most likely to scrap and procure another part from the USM market again. However, it is important to remain cognisant of availability and lead-times when making such decisions," says Padvaiskas. "Market price, demand, repair price history, cost of transportation, cost of removal, etc... Data is very important to determine that and that's why there are specialising companies like Werner," advises Kondo.

> ***"Before scrapping a part, our relevant teams within EirTrade will always attempt to extract any remaining value from the material."***
>
> *Eoin Doherty, Technical - Asset Manager, EirTrade Aviation*

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On An Expansion Course

Aeras Aviation

By David Dundas

Established in 2017, Aeras Aviation is headquartered in Dubai, UAE, with locations in the United Kingdom and the United States, and has offices conveniently located within 20 mins from both DXB and DWC international airports. The company is both ASA certified and ISO certified, and specialises in asset and material supply and engine teardowns, while it also has fan blade exchange and engine management programmes. Aeras Aviation has managed to forge strong relationships over the years with commercial and cargo airlines, leasing companies, MRO and asset management companies. Following the pandemic, the company recognised the different needs that its different customers had, and with that in mind they adopted a robust approach in supporting its customers, adding value whilst providing cost-effective solutions. Quality approvals and a strong supply chain are key areas that the company pays considerable attention to, hence having now obtained both ISO 9001:2015 and ASA-100 approvals.

We were fortunate to catch up with both Todd Jensen, Aeras Aviation's Executive Vice President, and Demetrios Bradshaw, the company's Managing Director, who were able to give us a tremendous insight into the company, with a specific focus on its newly opened Florida operations.

Demetrios Bradshaw, Managing Director, Aeras Aviation

AviTrader: What inspired Aeras Aviation to expand into Florida?

Aeras Aviation: Aeras Aviation's expansion into the Americas with a Florida base positions the company

strategically within the largest global market, leveraging local strengths while facilitating future growth and operational efficiency. The regional demand is a strong source for acquisitions, and to build an expanding customer base. While Florida serves as a strategic hub for aviation and its regulatory environment is generally favorable for aviation businesses. Aeras Aviation also identified Florida as a strategic location due to its vibrant aviation industry, growing demand for maintenance solutions, and proximity to key commercial aviation hubs. Florida has a diverse market with a high volume of MRO's, repair shops, major airlines, cargo operators, and aftermarket resellers. This expansion allows Aeras Aviationto tap into this growing market while strengthening its ability to support regional and international customers.

How does this new location fit into the company's long-term growth strategy?

Offering opportunities for market expansion, operational efficiency, service diversification, talent acquisition, and strategic partnerships, these factors collectively contribute to Aeras Aviation's aspirations for sustainable growth in the aircraft asset management sector. The Florida office is part of Aeras Aviation's long-term strategy to broaden its geographic footprint in key aviation markets across the U.S. and globally. By positioning ourselves in Florida, we can enhance our service capabilities, reduce turnaround times, and provide proactive support to our growing customer base in the Americas. This aligns with our vision to become a global leader in engine maintenance services while maintaining a close connection with our customers in high-demand regions. Our new warehouse in Florida is a key strategic play and we are looking forward to Aeras Aviation's future in the US.

What are the key objectives for the Florida office in its first year?

The primary objective for the first year is to develop an operational infrastructure that ensures efficiency while delivering exceptional quality and customer service. We are also looking to establish a strong operational presence in the region with our new 30,000 sq. ft warehouse, build relationships with key suppliers, customers, and partners, and provide high-quality engine maintenance services that meet or exceed industry standards. We will also be looking to achieve initial market penetration and brand recognition in the United States' competitive aviation market and ensure that our US team is fully trained and aligned with Aeras Aviation's global service standards.

How will the Florida office differentiate itself from competitors in the region?

The new operation will feature several key differentiators, including the integration of innovative technology, sustainable and eco-friendly practices, customised solutions for customers, data-driven decision-making, and commitment to continuous improvement.

What opportunities do you see in the U.S. aviation market, specifically in Florida?

The Americas presents a unique expansion opportunity for Aeras Aviation, particularly with the growing markets in Central and South America. By combining these with the North American market, we can focus on sourcing opportunities, as well as, expanding our presence in the U.S. market for USM, trading, and leasing. This model will serve as a blueprint for future expansion into the APAC region. Florida's status as a major hub for leisure and tourism aviation means that aircraft will be needing regular maintenance to support these high-demand operations.

Todd Jensen, Executive Vice President, Aeras Aviation

How do you plan to establish strong supplier and customer relationships in this region?

To establish strong supplier and customer relationships in the Americas, Aeras will focus on becoming a reliable and trustworthy partner for all our business engagements. We will achieve this by maintaining regular communication, providing excellent customer service, and consistently delivering high-quality products with dependable turnaround times. We will Engage in regular and open communication with key suppliers and customers and Aeras Aviation already has good relationships within Florida, so we are continuing to expand on these existing relationships. We also want to focus on understanding the unique needs of our stakeholders in the Florida market in order to provide tailored solutions, while we will also be participating in regional industry events, trade shows, and networking opportunities to increase visibility and building on existing and new connections.

Will the Florida office have a specialized focus compared to the Dubai headquarters?

Our Florida operation will become fully integrated with our Dubai Headquarters and other regional offices. The main difference will be consolidation of our logistics operations, which were previously outsourced under one roof to fully control our priorities. The Florida office will operate within Aeras Aviation's global framework but will focus primarily on serving the U.S. and Latin American markets. Our Cardiff office serves as our UK hub, while our Dubai office offers strategic positioning between the East and West, enabling us to better serve and tap into the growing aviation market in Asia. Each location is strategically placed to address the unique demands of their respective regions, ensuring that Aeras Aviation can offer localised services while maintaining a global reach.

What are the biggest regulatory challenges in the U.S. aviation parts industry?

The largest challenge is the lack of a single authority that regulates the USM

USA Team Aeras Aviation

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market. The FAA AC 00-56B "recommends" compliance with the Aviation Suppliers Association (ASA) and/ or ISO. At Aeras Aviation we have implemented both and plan to incorporate others such as the International Air Transport Association (IATA).

What type of certificates are available and how will the Florida office ensure compliance with FAA and other aviation authorities?

Aeras Aviation is currently certified by the Aviation Suppliers Association and holds ISO 9001 certification. Our Florida operation will integrate both quality systems. The leadership team for the Florida operation is made up of FAA-certified professionals with extensive experience in inspecting and releasing aircraft parts for service. We are committed to prioritizing safety and quality in all aspects of our operations in Florida.

What steps will be taken to ensure high-quality service and quick response times for customers in the U.S. & North America Market?

To ensure high-quality service and quick response times for customers in the U.S. and North American market, Aeras Aviation will establish dedicated customer support teams, streamline communication channels, and implement a comprehensive training program for both current and new employees. Our customer programs will include service level performance guarantees and proactive problem-solving solutions. Additionally, we will provide ongoing feedback on internal Key Performance Indicators (KPIs).

How will Aeras Aviation handle logistics and distribution from the Florida office?

Our Florida operation will develop and implement strategies for efficient supply chain management, utilize advanced technologies, and serve as a centralized distribution hub, enabling coordinated operations and simplifying shipping to global destinations.

What are the revenue and market share goals for the Florida office in the next three years?

The medium-term plan aims for a 30%-50% increase in market share by 2029. We will continuously analyze both internal and external markets and make necessary adjustments as we grow. Our primary focus will be on customer acquisition and retention. By setting clear and measurable revenue and market share goals, we will provide focus and direction for the Florida office's growth strategy over the next three years.

Are there plans to expand beyond Florida in the future?

Aeras Aviation has a strong presence in the EMEA region. We will first expand into the Americas, followed by a natural progression into Asia and other market segments within the industry.

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Stay Ahead

New Trends in MRO Software Solutions

By David Dundas

When you take two of today's most popular narrowbody jetliners, the Airbus A320 and Boeing 737 MAX, which have approximately 320,000 and 500,000 parts, respectively, it goes without saying that MRO operations have to be fine tuned to the nth degree in order to be both safe, efficient and cost effective. There was a time, not so long ago, when all MRO elements were surrounded by a massive and laboriously created paper trail. However, with both the digitisation and digitalisation of MRO information and procedures, the key to efficient MRO operations now rests in the digital sphere. As a consequence, we decided to approach three leading MRO software-related companies to get their take on current and new trends in MRO software.

How have aircraft MRO software solutions evolved in the last five years?

The evolution of aircraft MRO software over the past five years reflects a dynamic shift in addressing long-standing industry challenges. Many legacy solutions remain content with their existing capabilities due to the perceived complexity for MROs to migrate systems and are therefore not proactively keeping up with industry trends. Why spend on new developments, when customers are locked in anyways! Nevertheless, the industry has seen significant strides in innovation driven by both established players and new entrants. A notable trend is the rise of startups founded by ex-MRO executives and veterans who intimately understand the industry's pain points. These innovators are bringing targeted solutions to market, addressing issues like workflow inefficiencies, supply chain bottlenecks, and technician productivity. Their insider perspective has fuelled a wave of purpose-built tools designed to overcome specific operational hurdles. Monica Badra, Founder of Aero NextGen goes on to explain further: "Predictive analytics and process automation has gained traction, enabling MROs to anticipate maintenance needs and reduce unplanned downtime. Procurement and RFQ (Request for Quotation) automation have also become industry staples, streamlining supply chain processes and driving efficiency across operations. Cloud-based platforms are transforming how MROs interact with software. By ensuring all customers are on the same version of the software, these solutions eliminate the need for disruptive yearly version upgrades and reduce the risk of backend infrastructure failures. This seamless approach is particularly appealing to organizations looking for stability and scalability."

At CordobaQ Consulting, Jason Cordoba , company CEO, advises us that: "MRO software is becoming more agile, connected, and user-focused—evolving from static databases to dynamic platforms that enhance productivity and operational insight," while Lyndon Lattie, Founder and CEO, SmartCert, feels that: "In the past five years, MRO software solutions have shifted towards more integrated and collaborative platforms, largely driven by the adoption of cloud-based systems. This evolution allows teams to work more efficiently by accessing real-time data from anywhere, streamlining maintenance processes, and reducing manual data entry."

What are the key drivers behind the latest innovations in MRO software?

The latest innovations in MRO software are being driven by a combination of industry challenges, technological advancements, and shifting market demands. Monica Badra highlights labour shortages and rising labour costs, operational efficiency and cost optimisation, demand for real-time data and visibility, and supply chain shortages as some of those drivers. She tells us that: "As MROs scale their operations, they require solutions that are stable, adaptable, and scalable. Cloud-based platforms offer seamless upgrades, consistent software versions, and reduced risks of infrastructure failures," adding that "With labour shortages and cost pressures, MROs are focusing on solutions that optimise workforce planning, cross-training, and skills development. Tools providing visibility into future workloads and automating workforce management are critical to addressing peak demand periods and maintaining operational stability."

Jason Cordoba feels that "The latest innovations are driven largely by real-world feedback from end users. The most impactful enhancements often come directly from the technicians, inspectors, and planners who rely on these systems daily. Their input has been instrumental in shaping more intuitive, efficient, and responsive tools," while Lyndon Lattie believes that the push for greater efficiency

Jason Cordoba, CEO, CordobaQ Consulting

> **"The next decade will likely see MRO software becoming more interconnected and data-driven, with AI, IoT, and digital twins playing significant roles. In fact, in ten years you won't see software at all. It will simply be processing solutions."**
>
> *Jason Cordoba, CEO, CordobaQ Consulting*

and transparency is shaping the latest innovations in MRO software, commenting that: "As the industry prioritizes minimizing downtime and improving data accuracy, solutions that automate documentation and support predictive maintenance are in high demand."

How is digital transformation shaping the future of aircraft maintenance?

Digital transformation is driving a shift from manual, paper-based processes to automated and data-driven solutions. Everything from digital twins to more efficient and secure data exchanges. This transition helps maintenance teams work smarter by providing immediate access to critical information. Lyndon Lattie advises that: "At SmartCert, we see this as an opportunity to simplify how quality certs are received, reviewed, managed, created and shared, fostering faster and more accurate maintenance planning," while Jason Cordoba is keen to point out that: "One of the most notable advancements is the integration of mobile tablet applications, allowing maintenance teams to access and update data on the go. This mobility reduces paperwork, allows for digital signatures, improves real-time communication, and minimizes downtime. Additionally, the introduction of live dashboards has given leadership and operational teams greater visibility into KPIs, and task progress—empowering faster, data-driven decision-making."

Digital transformation is advancing aircraft maintenance by enabling smarter, more efficient, and data-driven operations. The integration of advanced technologies is addressing long-standing industry challenges and setting new standards for operational excellence. According to Monica Badra, key areas where digital transformation is shaping the future include predictive maintenance and data-driven insights, automation and workflow optimisation, cloud-based and scalable solutions, enhanced supply chain management, workforce empowerment and optimisation, regulatory compliance and quality assurance, sustainability and green initiatives, and personalised software selection. She concludes: "... digital transformation is not just a trend—it's the foundation for a smarter, more resilient future in aircraft maintenance. With the right tools and trusted advisors like Aero NextGen, MROs can navigate this transformation seamlessly, unlocking efficiency, scalability, and long-term success."

What role does AI and machine learning play in modern MRO software?

These technologies can analyse vast amounts of historical and real-time data to identify patterns, predict component failures, and recommend optimal maintenance schedules—ultimately reducing unplanned downtime. Jason Cordoba also advises that: "Machine learning also enhances forecasting capabilities for parts demand and labour planning, helping MRO organizations better manage inventory, reduce waste, and increase efficiency." On AI and machine learning enable smarter maintenance planning through predictive analytics. These technologies analyse data trends to anticipate potential issues, helping to reduce unexpected downtime. While predictive maintenance is increasingly common, SmartCert focuses on leveraging data to enhance traceability and ensure document accuracy, which is crucial for maintaining operational integrity." On top of this, Lyndon Lattie feels that "AI and machine learning enable smarter maintenance planning through predictive analytics. These technologies analyse data trends to anticipate potential issues, helping to reduce unexpected downtime. While predictive maintenance is increasingly common, SmartCert focuses on leveraging data to enhance traceability and ensure document accuracy, which is crucial for maintaining operational integrity."

According to Monica Badra, AI and machine learning (ML) are advancing modern MRO software by enabling smarter decision-making, optimizing operations, and addressing critical pain points in aviation maintenance. She goes on to explain that these technologies are playing a transformative role in several key areas, such as: predictive maintenance and data-driven insights, automation and workflow optimisation, cloud-based and scalable solutions, enhanced supply chain management, workforce empowerment and skill optimisation, supply chain optimisation, dynamic scheduling and resource allocation, enhanced decision making with Big Data, and regulatory compliance and quality assurance. "At Aero NextGen, we recognize the transformative potential of AI and machine learning in MRO operations. By partnering with vetted technology providers, we help MROs adopt AI-driven solutions tailored to their unique needs. Whether it's predictive maintenance, supply chain optimization, or workforce productivity tools, Aero NextGen matches you with the right solutions to future-proof your operations," she comments.

What are the advantages of cloud-based MRO solutions compared to on-premises systems?

Cloud-based MRO solutions are transforming aviation maintenance by

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offering significant advantages over traditional on-premises systems. At Aero NextGen, Monica Badra tells us that these benefits can include seamless upgrades and scalability, cost efficiency, accessibility and collaboration, data security and disaster recovery, improved data integration and visibility, a reduced IT burden, faster deployment and implementation, and flexibility with remote work. She then points out that: "At Aero NextGen, we understand the transformative potential of cloud-based MRO solutions. By partnering with trusted technology providers, we help MROs transition to cloud platforms that enhance efficiency, scalability, and collaboration. Our ERP Finder further simplifies the process by matching MROs with cloud-enabled ERP solutions that are purpose-built for their unique workflows and operational needs. In all, cloud-based MRO solutions offer unmatched advantages in terms of flexibility, cost efficiency, and operational resilience."

Lyndon Lattie explains further that Cloud-based MRO solutions offer real-time data access, collaboration across locations, and lower IT management costs, adding that: "Unlike traditional on-premises systems, cloud platforms like SmartCert reduce risk and allow for seamless integration with other data sources, enhancing overall efficiency and reducing maintenance disruptions and Zero-Defect Documentation," while Jason Cordoba feels that: "Organizations can eliminate the high upfront investment in hardware and reduce ongoing IT maintenance costs—shifting to a more flexible, subscription-based model. Cloud solutions are typically easier to update and scale." He also adds that: "Providers can roll out enhancements, security updates, and new features remotely."

How can MRO software help airlines and MRO providers reduce maintenance costs?

Jason Cordoba tells us that: "CordobaQ can provide clear evidence that MRO software can significantly optimize scheduled maintenance, but to realize these benefits, it's essential to first review and streamline internal process flows. Ensuring that all end users are properly trained and are fully leveraging the software's capabilities—without relying on manual workarounds—is key to achieving efficiency. When integrated with live analytical dashboards, MRO software also enhances forecasting accuracy for parts demand. This helps prevent overstocking and unnecessary inventory holding costs, further contributing to reduced maintenance expenses." At SmartCert, Lyndon Lattie is equally concise, saying: "There are more complex solutions like modelling predictive maintenance for aircraft and there are simple ways like automating documentation and enhancing traceability, MRO software minimizes errors and reduces time spent on manual data management."

What are the biggest challenges MRO software providers face today?

One of the biggest challenges MRO software providers face is closing the gap between software development and real-world operational needs. Too often, developers building these systems have never set foot in a maintenance facility or perform hands-on work. As a result, critical workflows, pain points, and operational nuances can be overlooked or misunderstood. Jason Cordoba then expands on this. "To create truly effective solutions, we believe at CordobaQ that it's essential for software providers actively listen to end users—technicians, planners, inspectors, and managers—and incorporate their feedback into product design and enhancement cycles. Without this collaboration, the risk of

Monica Badra, Founder, Aero NextGen

> **"By partnering with trusted technology providers, we help MROs transition to cloud platforms that enhance efficiency, scalability, and collaboration. Our ERP Finder further simplifies the process by matching MROs with cloud-enabled ERP solutions that are purpose-built for their unique workflows and operational needs."**
>
> *Monica Badra, Founder, Aero NextGen*

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workarounds, under-utilised features, and process inefficiencies increases significantly. Bridging this gap requires a deeper understanding of day-to-day MRO operations. The providers that can achieve this will not only build better software but also stronger partnerships with their customers," he says. Lyndon Lattie is also aware of the challenges, advising that: "Integrating new technologies with legacy systems remains a challenge, as does ensuring data security and regulatory compliance. Finally, product and supplier integrity to root out counterfeit parts is always a concern."

MRO software providers face several challenges as they strive to meet the evolving needs of the aviation industry. According to Monica Badra, these can include legacy system integration, resistance to change, siloed systems and data management, labour shortages and workforce adaptation, regulatory compliance, customisation vs. standardisation, cybersecurity risks, cost pressures and ROI expectations, adoption of emerging technologies, and global market technologies. She advises further that "we understand these challenges and work to bridge the gap between MROs and software providers. By connecting MROs with trusted, vetted technology solutions tailored to their specific needs, we help providers overcome barriers to adoption and deliver measurable value. Our ERP Finder also simplifies the selection process, ensuring MROs find solutions that are purpose-built for their workflows and operational needs."

Lyndon Lattie, Founder & CEO, SmartCert

What does the future of MRO software look like in the next decade?

Jason Cordoba believes that "...the next decade of MRO software will be defined by AI-driven insights. Cloud-native solutions will become the norm and will enable real-time collaboration between the MRO facility and the BOM Suppliers and their customers which will reduce email traffic and turnaround time." He adds that "Mobile-first design will be standard, empowering technicians to complete tasks, access manuals, and update work orders directly from the hangar floor using tablets or wearable devices," before concluding: "But the real game-changer? Software shaped by the people who use it. CordobaQ firmly believes that the future belongs to platforms built with technician feedback at the core, practical, intuitive, and built to perform in the real world."

"The next decade will likely see MRO software becoming more interconnected and data-driven, with AI, IoT, and digital twins playing significant roles. In fact, in ten years you won't see software at all. It will simply be processing solutions. At SmartCert, we believe that simplifying and digitizing quality certification management will remain essential, as efficient documentation practices underpin successful maintenance strategies," concludes Lyndon Lattie.

> **"Integrating new technologies with legacy systems remains a challenge, as does ensuring data security and regulatory compliance."**
>
> *Lyndon Lattie, Founder & CEO, SmartCert*

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Monica Badra is confident that The future of MRO software is poised to be transformative, driven by rapid technological advancements, evolving industry demands, and a focus on efficiency, sustainability, and scalability. Over the next decade, she feels we can expect the following trends to shape the landscape:

"AI and Machine Learning as Industry Cornerstones - AI and ML will continue to revolutionize MRO software by enabling more advanced predictive maintenance, anomaly detection, and real-time decision-making. These technologies will evolve to provide even more accurate insights, helping MROs maximize asset utilization, reduce downtime, and optimize workforce productivity.

"Widespread Adoption of IoT and Predictive Analytics - The integration of IoT sensors with predictive analytics will become standard practice, providing MROs with real-time aircraft health monitoring and maintenance alerts. This will further shift the industry from reactive to preventative maintenance, reducing costs and improving fleet reliability.

"Cloud-Based Ecosystems and Interoperability - The next decade will see the rise of fully integrated cloud-based ecosystems, allowing seamless collaboration between MROs, airlines, suppliers, and regulators. These systems will enable real-time data sharing, streamlined operations, and enhanced scalability while reducing infrastructure maintenance costs.

"Blockchain for Supply Chain Transparency - Blockchain technology will play a vital role in ensuring transparency and traceability in the aviation supply chain. MROs will benefit from secure, tamper-proof records of parts and maintenance histories, improving compliance and reducing the risk of counterfeit parts.

"Focus on Sustainability and Green Operations - As the aviation industry prioritizes sustainability, MRO software will incorporate tools to track and reduce emissions, optimize fuel consumption, and minimize waste. Paperless workflows and energy-efficient operations will become the norm, aligning with global environmental goals.

"Enhanced Workforce Management and Training - With labour shortages expected to persist, MRO software will focus heavily on workforce optimization. Advanced tools leveraging augmented reality (AR) and virtual reality (VR) will provide immersive training experiences, improve technician efficiency, and support remote troubleshooting.

"Personalized, User-Centric Solutions - The future of MRO software will prioritize personalization, offering tailored solutions that align with each MRO's unique workflows and operational needs. Tools like Aero NextGen's ERP Finder are setting the stage for this trend, helping MROs identify purpose-built software with ease.

"Regulatory Compliance and Automation - As regulations become increasingly complex, MRO software will integrate automated compliance management features. These tools will ensure adherence to evolving aviation standards, reduce manual documentation, and enhance safety across operations.

"Data-Driven Decision-Making - Big data analytics will become even more sophisticated, providing MROs with actionable insights to drive continuous improvement. Predictive and prescriptive analytics will empower decision-makers to optimize operations, reduce costs, and improve overall performance.

"Collaborative Platforms and Digital Marketplaces - The next decade will likely see the rise of digital marketplaces where MROs can find, compare, and implement software solutions tailored to their needs," she says.

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says Aviation Systems Architect & Project Manager at Avia Solutions Group.

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Introducing PartWorks RepĀR™

Interview with Scott Geller, CEO, PartWorks

By David Dundas

PartWorks was founded to extend the life and improve the operational efficiency and availability of commercial and military aircraft, and spacecraft. The massive consolidation of the aerospace supplier base has led to higher customer costs and reduced vendor responsiveness. PartWorks identified this gap and seized the opportunity to innovate in the areas of cold expansion, process validation, and augmented reality without the corporate bureaucracy and overhead typical of large industry players.

Through a partnership with recognised augmented reality thought leaders at Georgia Tech, PartWorks' seasoned engineering team has transformed maintenance challenges with its patented and patent-pending solutions, leading to quantifiable improvements in labour costs and training, repair quality and turnaround time, and process validation. PartWorks is under a long-term contract with the U.S. Air Force and has the backing of PHX Holdings (founded in 1986), a veteran-owned company, and Covey Capital.

The MRO industry is also facing ongoing challenges, including increased aircraft downtime, management of corrosion repair costs, and ensuring the accuracy of repair validation. These issues can lead to reduced fleet readiness and higher maintenance costs. The PartWorks RepĀR™ Augmented Reality (AR) solutions for airframe hole repair, fastener installation, and cold expansion validation tackle these problems by reducing repair time, improving data accuracy, and ensuring validated life extension of critical aircraft components. This is essential to ensuring efficient operations, reducing costs, and maintaining aircraft availability in both military and commercial aviation.

Recently, we were fortunate enough to catch up with Scott Geller, the CEO of PartWorks, who was able to shed more light on the company, and in particular its RepĀR™ solutions. This Q&A is edited from our conversation.

AviTrader MRO: What exactly is PartWorks RepĀR™, and what are the core technologies that power its capabilities?

Scott Geller: PartWorks RepĀR™ is an augmented reality solution specifically designed to transform structural repairs for both military and commercial aviation. It leverages a patent-pending combination of Augmented Reality (AR), Computer Vision, and Artificial Intelligence to streamline repair and inspection of aircraft fastener holes, part installation, and processes with greater consistency. The system works by providing an augmented reality overlay that guides technicians through structural repairs, ensuring accuracy and real-time validation. Our targeted computer vision application precisely identifies fastener locations and validates tool placement. Furthermore, we have implemented fundamental innovations in XR, computer vision, and machine learning to deliver an intuitive user experience for the technician.

How does RepĀR™ enhance the accuracy of structural repairs and minimize the potential for human error?

RepĀR™ significantly enhances accuracy by precisely identifying fastener locations and validating tool placement, thereby reducing rework and ensuring

Scott Geller, CEO, PartWorks

tasks are performed correctly the first time. The system rapidly captures structural repair data, embedding spatial awareness into maintenance workflows. It utilizes any device with a camera to define hole locations with millimetre accuracy, providing both written and visual records of the maintenance process. This real-time validation and precise guidance helps minimise human error and improve the overall quality of repairs.

Efficiency and turnaround time are critical in aircraft MRO. How does RepĀR™ contribute to improvements in these areas, especially considering the workforce reality of retiring senior technicians and challenges preparing entry-level replacements?

RepĀR™ is designed to accelerate return-to-service timelines. By rapidly capturing structural repair data and providing real-time validation, it streamlines maintenance workflows. The system will soon be able to guide technicians with detailed work steps while they are working on the part under repair, helping to reduce training time. Both novice and seasoned technicians experience benefits; novice technicians can achieve results beyond their operational experience, while seasoned technicians see measurable productivity gains. Importantly, safety is not compromised.

Managing data and ensuring proper documentation are crucial for compliance and future maintenance. What are RepĀR's capabilities in these areas?

RepĀR™ excels in data management and documentation. It rapidly captures structural repair data and can contribute this data to your Digital Twins. The system records new hole measurements and changes to parts

> “RepĀR™ directly addresses the shortage of aircraft mechanics by reducing training time.”

> “It is designed to reduce labour costs by increasing efficiency and enabling technicians to work more effectively.”

in a database and can capture before and after repair conditions with less room for human error. RepĀR can generate comprehensive multimedia documentation for validation, certification, and training. Furthermore, it can integrate with enterprise data solutions using JSON and REST APIs. The system also provides conclusive proof-of-work completion, accuracy, and timing.

Modern MRO operations utilise a variety of tools. How well does RepĀR™ integrate with existing equipment and systems?

RepĀR™ seamlessly integrates with commonly available connected tools like gauges, rivet guns, Eddy Current Probes, and torque wrenches using PartWorks Smart Object Trackers. It also works with off-the-shelf devices such as cameras, tablets, laptops, and AR goggles. Notably, RepĀR achieves this integration without the expense and complexity of lasers or GPS trackers.

Can you elaborate on the potential economic benefits of implementing RepĀR™, such as reductions in labour costs or corrosion repair expenses?

RepĀR™ offers several potential economic benefits. As mentioned earlier, it is designed to reduce labour costs by increasing efficiency and enabling technicians to work more effectively. By ensuring accurate and well-documented repairs, RepĀR can contribute to reducing corrosion repair costs. Moreover, the detailed data and proof of accurate repairs provided by RepĀR can validate life extension credit for aircraft. By minimising rework and ensuring tasks are done right the first time, it further contributes to cost savings such as by helping get aircraft airborne faster.

Does RepĀR™ work in conjunction with other PartWorks products?

Yes, RepĀR™ is designed to work seamlessly with other PartWorks solutions. For instance, the PartWorks Precision FX™ (PFX15K) Battery Powered Hydraulic Puller is interoperable with RepĀR™. The PFX15K can be used for installing expanded bushings and rivetless nut plates, and RepĀR can validate that the work was done correctly, including where and when it was done when used in conjunction with the PFX15K15.

A press release mentioned a collaboration with Georgia Tech. What is the nature and significance of this partnership?

The collaboration between PartWorks and Georgia Tech researchers began in 2022 with the objective of applying XR to positively impact real-world MRO challenges. Researchers at Georgia Tech translated fundamental innovations in XR, computer vision, and machine learning into the intuitive user experience offered by RepĀR. This partnership highlights the blend of academic research and industry application that has driven the development of this innovative solution.

With the aviation industry facing a shortage of aircraft mechanics, how does RepĀR™ help address this critical issue?

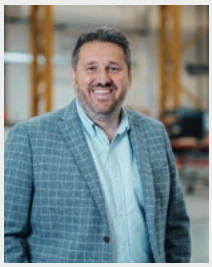
RepĀR™ directly addresses the shortage of aircraft mechanics by reducing training time. It will soon guide aircraft technicians with detailed work steps while they are working on the part under repair, allowing even new technicians to perform complex tasks with greater confidence and accuracy. The safety and effectiveness of their work should match that of industry veterans. RepĀR can help onboard new technicians more quickly and effectively, somewhat mitigating the impact of the industry-wide workforce shortage.

PEOPLE

on the move

Semih Ozdemir

Heston Materials is expanding its operations by launching a dedicated Engines Division and appointing **Semih Ozdemir** as Head of Engines. This strategic move strengthens the company's position in the aviation aftermarket, allowing it to maximise the value of mid-life narrow-body aircraft assets and offer comprehensive solutions to its customers. With over a decade of expertise in powerplant and engineering leadership, Ozdemir brings extensive industry knowledge and a strong track record of delivering performance-driven results. His leadership will be instrumental in shaping the new division's direction and growth. The newly established Engines Division will initially focus on CFM56-5B/7B and V2500 engines, providing end-to-end solutions tailored to the evolving aviation market. As the industry continues to shift, adaptability and innovation will be key to success. Heston Materials aims to leverage its experience in airframe components trading to bring fresh, agile approaches to the engines aftermarket. With a highly motivated team and a vision for adaptability and multi-dimensional solutions, Heston Materials is set to make a strong impact in the aviation aftermarket, reinforcing its reputation as a forward-thinking industry player.



Steven Ades

AerFin has appointed **Steven Ades**, a founding member of the AerFin team since its establishment in 2010, as Chief Financial Officer (CFO). Ades has played a pivotal role in the company's growth and success. In his new capacity, he will assume a broader remit, continuing to lead strategy and supply chain alongside his CFO responsibilities. This appointment follows the decision by current CFO, **Matthew Clay**, to step down from his role. Clay's departure from AerFin took effect on March 31, 2025. His contributions have been instrumental in driving AerFin's evolution and establishing its strong position within the aviation sector. Ades' elevation to CFO further solidifies AerFin's financial leadership as it enters the next chapter of its development. With extensive experience—having previously served as Finance Director until 2022 before transitioning to Chief Strategy Officer—Ades brings a wealth of expertise, strategic insight and continuity to this critical role. To support the finance function during this transitional period, **Brendan O'Neill** has joined AerFin as Interim Financial Controller. He will provide vital day-to-day financial leadership while the company is undertaking the process of appointing a permanent financial controller.

STS Aviation Group (STS) has promoted **Ethan Steele** to Executive Vice President, Head of Commercial, and Shane King to President of STS Aviation Services, effective immediately. These appointments are integral to the company's ongoing efforts to accelerate its global growth strategy and ensure leadership continuity at a pivotal time in its expansion. Steele, who has been with STS for 25 years, will report directly to the CEO of STS Aviation Group, PJ Anson. In his new role, Steele will oversee all commercial operations, with a key focus on strengthening customer partnerships, expanding market presence, and driving strategic growth. Previously, Steele led STS Engineering Solutions, where he successfully transformed the division into a leading aerospace engineering provider. **Shane King**, now President of STS Aviation Services, will be responsible for overseeing the company's MRO operations across the Americas, Europe and the Middle East. His extensive experience and proven leadership have been instrumental in managing STS Aviation Services throughout the Americas, ensuring operational excellence and driving the business's continued growth. King will report to **Mark Smith**, President of STS Aviation Group.

Tom Keeler

Contrail Aviation Support (Contrail) has announced the appointment of **Tom Keeler** as Vice President of Technical Affairs. With over 20 years of experience in aircraft engine leasing and parts management, Keeler brings extensive expertise to Contrail as the company continues to expand its presence and leadership in the aviation aftermarket, particularly in the leasing, trading, and sales of CFM56-5B, CFM56-7B, and V2500-A5 SelectOne and SelectTwo engines. "Tom's cross-functional expertise and proven track record make him an invaluable addition to Contrail," said **Joe Kuhn**, CEO of Contrail Aviation Support. "His ability to bridge sales, acquisitions, and operations will accelerate our growth as we capitalise on the rising demand for innovative asset management solutions."

Sharon Purnell

AAR CORP has named **Sharon Purnell** as Senior Vice President and Chief Human Resources Officer. In her new role, Purnell will lead the company's global Human Resources function, overseeing areas such as recruitment, talent management and employee engagement. Bringing with her over 20 years of experience in human resources leadership, Purnell has a strong track record of delivering strategic results through coaching and organisational development. Her most recent position was at Stepan Company, where she served as Chief Human Resources Officer. During her tenure, she focused on employee development, retention strategies, and cost-saving initiatives. Before joining Stepan Company, she held the same title at Streamland Media, where she led the integration of multiple acquired companies and streamlined employee benefit programmes. Her extensive HR career also includes leadership roles at Riddell Sports, Underwriters Laboratories, Honeywell Aerospace, and General Electric Company, where she contributed to key transformation and culture-building initiatives. Purnell joins AAR with a focus on strengthening the company's talent strategy and fostering an inclusive and high-performing culture. Her appointment aligns with AAR's commitment to developing its workforce and maintaining a supportive, dynamic environment for employees across its global operations.

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