AviTrader
AVIATION NEWS PUBLICATIONS

avitrader.com | Edition #141
September 2025

MRO 360°

A Nine-Decade Legacy

Introducing the AJW Group

Cabin Retrofits
It's All About the Passenger Experience

Technology, Trust and Global Reach
How ILS Keeps Aviation Moving

Digital Twins
Predicting Failures Before They Happen

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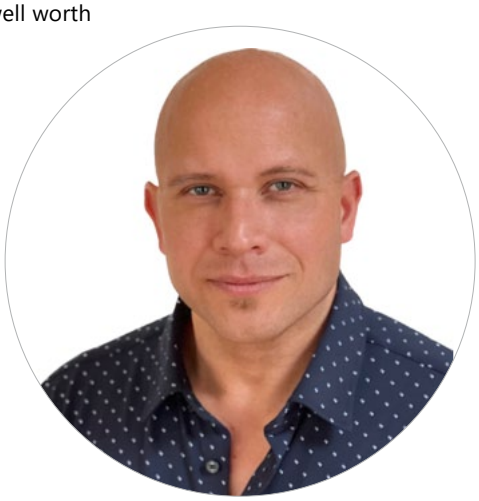
Dear Industry Colleagues,

Companies can only survive in a competitive environment if they constantly question themselves, offer innovative solutions and optimise their internal processes. One example of a successful ongoing transformation is the AJW Group. Having been in business for nine decades now, the company has long been one of the key players in our industry. In this issue, we introduce the Group and we were fortunate enough to have opportunity to speak with Scott Symington, AJW Group's Chief Commercial Officer.

Our main article this month focuses on the subject of Cabin Retrofits, while we were also able to have a useful discussion with Ian Foster, Operations Director & MRO at APOC Aviation about PMA parts and DER repairs.

Also, new innovations are hiding around almost every corner, and so we decided to take a closer look at one which is gaining momentum - digital twins, while our article Beyond Regulations is also well worth a read.

Lastly, it has been a great month to learn more about several well-recognised companies as we got to speak to executives from AerFin, FL Technics and Aeras Aviation about a wide range of topics.



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Enjoy Reading.

Peter Jorssen
Publisher

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A Nine-Decade Legacy

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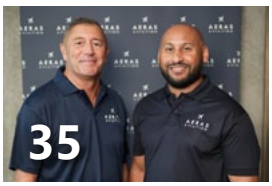

AerFin supplies overhauled 777-300ER to major airline

© AerFin

AerFin has successfully completed the sale of an overhauled Boeing 777-300ER landing gear set to a major international airline, further strengthening its position as a trusted global partner in the aviation aftermarket. The transaction underscores AerFin's growing capability to support airlines worldwide with high-quality used serviceable material (USM) solutions that enhance operational reliability and cost efficiency. The landing gear was sourced as part of AerFin's ongoing teardown and overhaul programme, which focuses on extracting maximum value from mid-life aircraft assets. By returning critical components to service through comprehensive refurbishment, AerFin provides airlines with an alternative to long lead times and high costs associated with new parts procurement. Vitalija Zutautaite, VP Trading at AerFin, commented: "This transaction reflects the continued demand for high-quality used serviceable material in a market where lead times and reliability are critical. We're proud to support this leading carrier with the material they need to keep their fleet flying safely and efficiently." The sale follows a series of recent component deliveries from AerFin's expanding inventory of both wide-body and narrow-body material, including parts harvested from Boeing 777, Airbus A330 and Airbus A320neo aircraft. These strategic initiatives demonstrate AerFin's commitment to meeting the evolving needs of the global aviation market through sustainable lifecycle support.

Diehl Aviation grows its presence in Mexico with new Querétaro site

Querétaro, Mexico opening

© Diehl Aviation

Diehl Aviation has officially inaugurated its new site in Querétaro, Mexico, with a celebratory ceremony attended by senior figures from Mexican politics as well as customers from the international aviation industry. The event marks the completion of the next strategic step in expanding the German aviation supplier's presence in the Americas, further strengthening its proximity to customers across the region. The new facility, located in the PyMe Industrial Park near Santiago de Querétaro, provides over 8,200 m^2 of production and office space. A second phase of expansion is already planned, which will add a further 4,000 to 6,000 m^2. With a total investment in the double-digit million-euro range, the new site underscores Diehl Aviation's long-term commitment to the region. Production at the Querétaro site will commence shortly after the official inauguration. The facility will produce a range of components for the civil aviation sector, including the extra-spacious overhead stowage compartments for the Airbus A220. The manufacture of interior components for Eve eVTOL aircraft is also planned at a later stage. While around 20 employees are currently based on site, the workforce is expected to grow to approximately 500 people in the medium term. By establishing its presence in Querétaro, Diehl Aviation is positioning itself closer to major customers such as Airbus, Boeing, Bombardier and Embraer. The location offers significant advantages, including time zone alignment with final assembly lines in Brazil, Canada and the United States, shorter transport times, and a stronger local supply chain. In addition, Querétaro's well-developed infrastructure and its status as one of Mexico's leading aerospace hubs create an ideal environment for growth. "Opening our new site in Querétaro is a big milestone in Diehl Aviation's global strategy," commented Jörg Schuler, CEO of Diehl Aviation. "This step brings us even closer to our customers in the Americas, enabling faster collaboration, higher efficiency, and greater responsiveness. At the same time, we are proud to contribute to the dynamic development of the Mexican aerospace sector by creating jobs and building competencies in the region."

LHT inks first South Korean Dreamliner contract with Air Premia

Air Premier Boeing 787-9 © *Lufthansa Technik*

Air Premia, South Korea's first hybrid service carrier, has entrusted Lufthansa Technik with long-term component supply services for its Boeing 787-9 aircraft. The agreement was signed ahead of MRO Asia-Pacific in Singapore, marking the first collaboration between the two companies. Lufthansa Technik will deliver its renowned total component support (TCS) for around half of Air Premia's Dreamliner fleet over the next ten years. The Total Component Support (TCS) will give Air Premia direct access to Lufthansa Technik's global spare parts pool, enabling the airline to significantly improve the availability of required Boeing 787 components and achieve substantial cost savings compared with conventional in-house parts provisioning. For frequently required and especially time-critical components, Lufthansa Technik will also establish a dedicated homebase stock at Incheon International Airport in Seoul to support Air Premia's technical operations centre. "Especially in light of the current global supply chain situation, we were looking for a strong player with proven expertise for the Boeing 787 as our sole aircraft type. In the industry, the brand Lufthansa Technik has an outstanding reputation for latest-generation aircraft," commented Paul S. Kim, Vice President Purchasing at Air Premia. "On the one hand, it was their competitive pricing that convinced us to sign. On the other hand, it was their enormous flexibility in customising our new cooperation, for example by being able to also meet non-standard requirements such as our dedicated home base stock in Seoul." "Air Premia's innovative business model aims to provide its passengers with higher-than-normal service levels despite extremely competitive ticket prices. I believe this corresponds very well to what we do for Air Premia with our TCS product," stated Jens Michel, Vice President Corporate Sales Northeast Asia at Lufthansa Technik. "It's our aim as well to leverage significant cost savings, but at the same time justify the trust of our valued customer with best-in-class service levels, for which our company is well known in the industry. Hence, I really look forward to this brand-new cooperation."

ST Engineering boosts MRO capabilities in Singapore

ST Engineering's Commercial Aerospace division has strengthened its standing as an engine maintenance, repair and overhaul (MRO) provider with the official opening of a new engine MRO facility in Singapore. The ceremony was officiated by Gan Kim Yong, Singapore's Deputy Prime Minister and Minister for Trade and Industry. The new multi-million-dollar facility, an extension of ST Engineering's engine MRO operations, is located within its existing aerospace complex in Paya Lebar, Singapore. This expansion will enable its Commercial Aerospace division to progressively double its capacity for CFM56 and LEAP engine maintenance to more than 300 engines annually by 2027. Combined with its engine MRO facility in Xiamen, China, the planned capacity across both sites will exceed 400 engine shop visits per year. Alongside this capacity growth, ST Engineering is also broadening its services to include performance restoration and full overhaul shop visits for both LEAP-1A and LEAP-1B engines, to better meet rising demand. Through this expansion, ST Engineering is expected to create over 300 new high-value roles within its engine MRO operations in Singapore, while utilising advanced technologies such as AI-enabled hardware sorters and automated cleaning systems to enhance the efficiency of its engine MRO activities. "This expansion reflects our commitment to staying ahead of industry demand and delivering the highest standards in engine MRO, supporting both airline customers and engine OEMs," commented Jeffrey Lam, President Commercial Aerospace, ST Engineering. "As airlines expand and renew their fleets, and with more new-generation LEAP engines entering into service, our new capacity and technology-enabled workforce will position us well to support airline and operator customers worldwide." "ST Engineering's expansion of its MRO activities for aircraft engines along with the deployment of AI and automation in its facilities will further Singapore's status as Asia's leading aerospace hub. ST Engineering's partnership with local enterprises is also a good example of how leading industry players can leverage Singapore's vibrant and growing aerospace ecosystem to drive innovation as well as to enhance their business resilience and competitiveness," stated Jermaine Loy, Managing Director, Singapore Economic Development Board. ST Engineering became the first MRO provider in Asia to be designated a Premier MRO provider within CFM International's LEAP open MRO ecosystem in 2023. According to Aviation Week Fleet & Data Services, more than 4,000 LEAP-powered aircraft are currently in service worldwide.

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TDA signs new agreement with MRO Japan

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Touchdown Aviation (TDA) has disclosed the signing of a general terms agreement (GTA) for purchasing and exchange with MRO Japan (MJP), Japan's first dedicated aircraft maintenance company. The GTA establishes a streamlined framework for the efficient exchange and procurement of high-quality, fully traceable aircraft components. This agreement will enable MRO Japan to further enhance its service capabilities, particularly in support of end-of-lease (EOL) return maintenance and passenger-to-freighter (P2F) conversions. Founded in 2015 and based at Naha Airport in Okinawa, MRO Japan has seen remarkable growth, supported by investments from various companies, including local Okinawan businesses. It has become a key player in the Okinawa Aviation Industry Cluster. Holding approvals from Japan Civil Aviation Bureau (JCAB) for types including the Airbus A320 series, Boeing 767, Boeing 777, Boeing 787, Boeing 747-8F, ATR 42/ATR 72 and De Havilland DHC-8-400, as well as European Union Aviation Safety Agency (EASA) certification for the Airbus A320/A321, MRO Japan delivers line and heavy maintenance, technical assistance, AOG recovery, and special livery painting. It has also expanded into EOL aircraft maintenance and Airbus A320/A321 freighter conversions. TDA, established in 1982 and headquartered in the Netherlands with offices in Asia, Europe, and the United States, is a global aviation specialist. The company offers tailored solutions in component supply, exchange, consignment, repair, and AOG support for Boeing, Airbus and regional aircraft fleets, and holds certifications including AS9120B and ASA-100. For TDA, this agreement represents not only a strengthened partnership with a valued customer, but also a strategic expansion of its presence in the Japanese market.

ADE signs landmark deal with Air France for A330 maintenance

Agreement signing with Air France © *ADE*

Asia Digital Engineering (ADE), the MRO specialist has entered into a long-term agreement with Air France to deliver heavy maintenance and aircraft modification services for the airline. Under the agreement, ADE will begin heavy maintenance checks on Air France's Airbus A330-200 aircraft, with the first induction scheduled for October 2025. Further checks will follow on a phased basis. These initial aircraft represent the start of a wider collaboration, with additional inductions anticipated in the years ahead as the partnership between ADE and Air France grows and strengthens. The agreement was formally signed by Mahesh Kumar, Chief Executive Officer of Asia Digital Engineering, and Géry Mortreux, Executive Vice-President of Air France Industries. The exchange of documents was witnessed by YB Senator Tengku Datuk Seri Utama Zafrul Aziz, Malaysia's Minister of Investment, Trade and Industry, and His Excellency Axel Cruau, the French Ambassador to Malaysia.

GE Aerospace to invest US$75 million in Asia-Pacific MRO expansion

GE Aerospace plans to invest US$75 million in its Maintenance, Repair and Overhaul (MRO) and component repair facilities across APAC (Asia-Pacific) region by the end of 2025. This initiative forms part of the company's global, multi-year US$1 billion MRO investment programme, first unveiled in 2024. The aim is to ensure that APAC's rapidly expanding aviation sector has the capacity to meet strong demand for services across the GE Aerospace and CFM installed base, building on a US$45 million investment made last year. "Aviation activity is really booming across APAC today, with sustained growth driving demand for advanced MRO capabilities and next-generation aviation technology," stated Farah Borges, Vice President, Assembly, Test, Maintenance, Repair and Overhaul, GE Aerospace. "Our expansion plans aim to address this demand and deliver improved performance for our customers, reaffirming our commitment to powering and optimizing their flight ambitions." The investment will support the addition of engine test cells, new equipment and advanced technology, including AI-enabled inspection methods. These upgrades are designed to shorten turnaround times for customers and broaden component repair capabilities across GE Aerospace's MRO facilities. A significant share of the Asia-Pacific investment will fund major projects in Singapore, the company's largest component repair site handling over 60% of global repair volume, and in Malaysia, GE Aerospace's flagship overhaul site in Asia specialising in CFM56 and CFM LEAP engines. In Singapore, the investment will transform GE Aerospace's site at Seletar Aerospace Park into a state-of-the-art repair technology research facility. The site will act as a technology incubator, enhancing repair capabilities through greater use of additive manufacturing, robotics, automation and digitalisation. These advancements will boost technological capacity and productivity while also playing a key role in upskilling the local workforce. In Malaysia, the investment will drive expansion of MRO services for CFM56 and CFM LEAP engines, with capacity for LEAP engine shop visits set to double within the next three years. The new facility will be equipped with advanced systems and machinery operating to industry-leading safety and quality standards. In addition, a state-of-the-art engine test centre, dedicated to LEAP-1A and LEAP-1B engines and featuring the latest software and hardware, will be established. Implementation of new technologies is already underway, with the transformation expected to be completed in 2026.

Ascent Aviation and Block Aero advance digital disassembly

Block Aero and Ascent Aviation partnership © *Shutterstock*

Block Aero Technologies, a aviation blockchain platform, has announced strategic a partnership with Ascent Aviation Services to deliver a fully digital solution for Ascent's reclamations business. The collaboration will see aircraft disassembly and recycling workflows digitalised, giving customers real-time visibility throughout the process. It will also provide Ascent's clients with direct access to the Chinese market through integration with the AFRA–CAAC Parts Registry Programme, a scheme designed to enhance compliance and traceability of aviation components. As part of the agreement, Ascent will implement Block Aero's suite of products — the Digital Asset Manager, MRO Manager and Registry Manager — to streamline operations, ensure adherence to regulatory standards and establish a digital product passport for every harvested part. This initiative is expected to set new benchmarks in transparency and accountability within the sector. Customers will benefit from online access to collaborative project workspaces linked to each work order. These workspaces will allow all stakeholders to track progress, review documentation and monitor asset movements in real time, bringing an unprecedented level of openness to the reclamation process. By combining Ascent's operational expertise with Block Aero's blockchain technology, the partnership is designed to strengthen regulatory compliance while improving efficiency and customer confidence. It represents a step forward in modernising aircraft disassembly practices, reducing reliance on paper-based systems and ensuring that critical data is captured and stored securely. The integration of blockchain-enabled tools within Ascent's operations is also expected to support broader industry goals, such as advancing sustainability through responsible recycling and providing robust digital records to support the growing market for used serviceable materials.

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TAT Technologies unveils FutureWorks innovation centre

FutureWorks *© TAT Technologies*

TAT Technologies, a provider of aerospace thermal management and MRO solutions, has announced the establishment of FutureWorks, its Centre for Aerospace Innovation, based in Charlotte, North Carolina. FutureWorks represents a bold step forward in TAT's mission to advance next-generation aerospace technologies. The company has already secured its first customer partnership for its universal thermal management systems, a significant milestone in its development journey. This agreement validates TAT's innovative approach in delivering lightweight, highly efficient and ultra-reliable solutions to meet the evolving demands of next-generation aircraft. To build on this progress, TAT's FutureWorks is designed to spearhead cutting-edge advancements in sustainable aviation. The centre focuses on the research, testing and development of thermal management systems and heat exchangers to support both today's aircraft and the next generation of all-electric, hybrid-electric and hydrogen platforms. Building on this momentum, further partnerships are under way, with additional OEMs and aircraft developers turning to TAT for integrated thermal systems that meet the demands of tomorrow's aviation.

BCT Aviation Maintenance lands new Boeing 777F contracts

© BCT Aviation Maintenance

BCT Aviation Maintenance has announced two new line maintenance contracts at East Midlands Airport (EMA), after significant growth in cargo operations at its home base. Having recently begun freighter flights on behalf of Chinese logistics firm YunExpress, operating two Boeing 777F aircraft into EMA twice weekly, Chinese cargo carrier Central Airlines has appointed BCT Aviation Maintenance to provide its line maintenance support. Similarly, African freight carrier Ethiopian Cargo and Logistics Services is operating a Boeing 777F between the UK and China twice weekly over the summer, with BCT signing an agreement to provide line maintenance support at EMA for the airline. With plans to increase flight frequency as part of long-term commitments from cargo customers, the new maintenance agreements have strengthened BCT's position as a leading provider of line maintenance services, with bases at five airports across the UK and Ireland. They also reinforce East Midlands Airport's status as the country's foremost express air freight hub.

UAMCO adopts Ramco Aviation Software to boost engine MRO operations

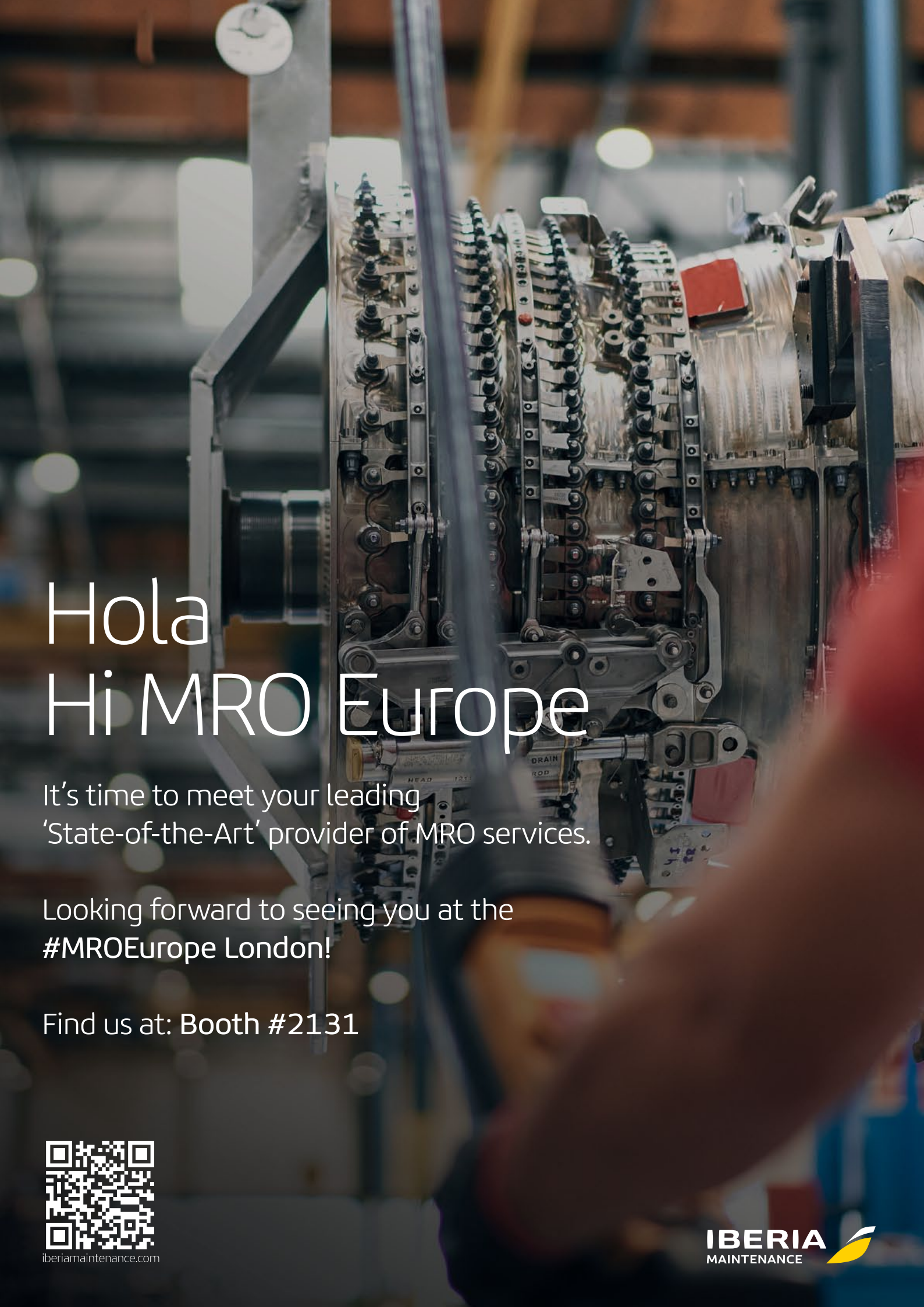
United Aerospace Maintenance Company (UAMCO), an aircraft maintenance, repair and overhaul (MRO) provider, will implement Ramco Systems' next-generation aviation software to enhance its operations. The collaboration focuses on supporting LEAP engines, including the CFM International SA LEAP-1A and LEAP-1B, reinforcing UAMCO's role in the global open MRO ecosystem. The software, designed specifically for engine MROs, aims to improve operational efficiency, streamline workflows, and strengthen UAMCO's ability to deliver world-class services. Ramco's business partner, AiAppsData, a consultancy with deep aviation IT experience, played a key role in facilitating the engagement. Ramco Aviation Software offers a comprehensive suite of modules covering engineering and CAMO, maintenance, supply chain, MRO and part sales, employee management, safety, quality, compliance, and finance and accounting. The integrated platform will allow UAMCO to manage engine maintenance operations down to the component level, optimise vendor and material management, and gain full visibility of costs and revenues. In addition, the platform includes digital tools such as Ramco Anywhere mobile apps, HUBs, and integrated customer portals. These features are expected to improve process efficiency, enhance customer engagement, and reduce reliance on paper-based systems.

LEAP engine *© Safran*

Akaer inaugurates fuselage assembly line for D328eco

Official inauguration of the new fuselage assembly line at Akaer's facility in Brazil
© Deutsche Aircraft

A major step towards the future of sustainable regional aviation has been achieved with the inauguration of the forward fuselage assembly line for the D328eco aircraft at Akaer's facilities in São José dos Campos, Brazil. The initiative is a collaboration between Akaer, one of Brazil's leading aerospace and defence innovators, and Deutsche Aircraft, the German original equipment manufacturer behind the D328eco programme. The D328eco is a regional turboprop aircraft designed to deliver greater efficiency and environmental performance. Its development has now moved firmly from the design phase into industrialisation, with market readiness targeted for the final quarter of 2027. Akaer will oversee the production of the forward fuselage, which includes not only manufacturing but also industrialisation processes, tooling, prototyping and associated engineering work. The official ceremony, held in São José dos Campos, was attended by several high-profile dignitaries, underlining the project's importance to Brazil's aerospace sector and wider industrial landscape. Among those present were the city's mayor, Anderson Farias; the Governor of São Paulo, Tarcísio de Freitas; Vice Governor Felicio Ramuth; Ministry of Defence representative Ten Brig Ar Heraldo Luiz Rodrigues; and the Minister of Transport, Renan Junior. Cesar Silva, Chief Executive of Akaer, expressed pride in the company's role within the project, stressing both its technological and strategic significance. "The D328eco will pave the way for more sustainable and efficient regional flights that connect smaller cities in Brazil and around the world. For Akaer, being part of this significant project and playing a key role in producing the forward fuselage is a source of great pride. It further strengthens our position as a Tier 1 supplier," he said. The D328eco programme not only highlights Germany's commitment to pioneering greener aviation but also reinforces Brazil's position as a critical industrial partner in the aerospace supply chain. For both nations, the collaboration symbolises how innovation, sustainability and global cooperation are shaping the next generation of regional air travel.



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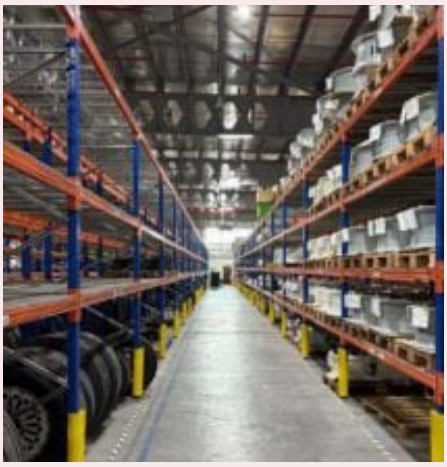
TP Aerospace expands with new Singapore facility

TP Aerospace has officially inaugurated its new office and combined wheel and brake maintenance and warehouse facility in Singapore, following full approval from the Civil Aviation Authority of Singapore (CAAS) on August 18. The move marks an important milestone in the company's expansion within the Asia Pacific region. The new 3,000 m^2 site, located in Changi Business Park, has been purpose-built to accommodate future growth. It is fitted with the latest machinery and incorporates an improved process flow with LEAN principles embedded throughout. These enhancements are expected to deliver greater operational efficiency and provide opportunities to further streamline both warehouse and maintenance activities, ultimately enabling TP Aerospace to deliver stronger customer support. Singapore has served as TP Aerospace's Asia Pacific headquarters since 2013, providing a base from which the company supports customers across the region. With this significant investment, TP Aerospace is reinforcing its long-term commitment to the market by ensuring the capacity and infrastructure needed to meet increasing demand and sustain continued growth in Asia Pacific.



TP Aerospace's new combined wheel and brake maintenance and warehouse facility in Singapore
© TP Aerospace

GKN Aerospace boosts additive manufacturing with US expansion

GKN Aerospace has announced the expansion of its Newington, Connecticut facility with a new production line dedicated to additive manufacturing of the fan case mount ring (FCMR), a vital component of the Pratt & Whitney GTF engine that powers the Airbus A220 and Embraer E195-E2. The expansion will create new jobs and further strengthen GKN Aerospace's presence in the United States. The FCMR programme has become the largest flight-critical additive component to receive FAA certification and is on course for full serial production by the end of 2025. Its core structure, the additively manufactured 'hot size ring', is already being produced at GKN Aerospace's Trollhättan facility in Sweden, with final machining carried out in Newington. The expansion will enable production ramp-up and help meet broader market demand. GKN Aerospace's proprietary additive manufacturing process reduces material use, shortens production lead times, and is expected to deliver more than 70% material savings. Importantly, it will also strengthen global supply chains by providing an alternative production method. GKN Aerospace operates two facilities in Connecticut, at Newington and Cromwell, employing more than 450 people across the state. The latest investment underscores the company's ongoing commitment to innovation and customer delivery and follows its US$50 million investment in 2024 to expand sustainable additive manufacturing capabilities for civil and military engine platforms worldwide.

ALC announces merger with Sumitomo, SMBC, Apollo, Brookfield

Sumitomo Corporation, SMBC Aviation Capital, Apollo, and Brookfield have announced their definitive agreement to acquire Air Lease Corporation (Air Lease), a aircraft lessor founded by Steven F. Udvar-Házy and John L. Plueger, with a portfolio primarily comprising new-technology aircraft. Upon completion, Air Lease will be renamed Sumisho Air Lease, a newly established entity. Apollo and Brookfield have agreed to provide capital in support of the transaction. Under the terms of the agreement, holders of Air Lease common stock will receive US$65.00 per share in cash, representing a total valuation of approximately US$7.4 billion, or around US$28.2 billion including debt obligations to be assumed or refinanced, net of cash. The cash consideration equates to a 7% premium over Air Lease's all-time high closing share price on August 28 2025, a 14% premium over the volume-weighted average share price during the 30 trading days ending August 29 2025, and a 31% premium over the volume-weighted average share price during the 12-month trading period ending August 29 2025. Takao Kusaka, Group CEO, Transportation & Construction Systems Group of Sumitomo Corporation, commented: "Through this transaction, we will achieve greater scale and profitability, positioning the Sumitomo Corporation Group's aircraft leasing business as one of the largest globally in terms of owned and managed aircraft through Sumisho Air Lease's highly attractive portfolio centred on new tech aircraft. This will further strengthen our industry standing and enhance our competitive advantage. Sumisho Air Lease will be a core part of the Sumitomo Corporation Group's wider investments in the aviation sphere. Sumisho Air Lease's inclusion within the shareholder eco-system provides an opportunity to create powerful new synergy."

HAECO Engine Services (Xiamen) starts construction of new facility

HAECO Engine Services Xiamen © *HAECO*

HAECO Engine Services Xiamen, part of the HAECO Group and specialising in the overhaul, testing and component repair of GE90 series engines, has commenced construction of a new facility set to increase capacity by the fourth quarter of 2026. The site will support the overhaul, testing and repair of additional engine types, including the GP7200, CF34-10A and GE9X, while also offering expanded space for maintenance and storage. The new facility, situated adjacent to the existing Phase 2 building, will span 4,420 m², with a total floor area of 10,015 m² across two levels. In keeping with HAECO's commitment to sustainability, it will incorporate energy-efficient LED lighting and a solar panel system to help reduce environmental impact. "As the aerospace industry continues to grow and evolve, this facility reflects our commitment to innovation and sustainable development, enabling us to scale up support for our customers across a diverse range of product lines," said Sandra Nieuwenhuijzen, Group Director of Component and Engine Services at HAECO. "This strategic investment underscores HAECO's long-term vision to support the evolving demands of the global aviation industry with cutting-edge solutions and operational excellence." "Since our establishment in 2008, we have continually adapted to meet our customers' needs, including the completion of our Phase 2 building in 2011. The new facility will enhance our capacity and enable us to develop capabilities for both current and next-generation engines." commented Simon Smith, Director and General Manager of HAECO Engine Services, Xiamen.

Setna iO acquires majority stake in Landing Gear Technologies

Landing Gear Technologies (LGT), has announced the sale of a majority stake in the company to Setna iO, an established aircraft parts supplier headquartered in Chicago. The strategic transaction is intended to accelerate LGT's growth whilst safeguarding its core values and operational excellence. Under the new structure, Raul and Ibis Cruz-Alvarez together with Roly Estrada will retain significant ownership and will remain actively engaged in leading the company. This will ensure the seamless continuation of the high standards of customer service, quality, and punctual delivery that LGT's partners have come to expect. "This partnership with Setna iO will provide us with the resources to expand our capabilities and introduce new platforms, all while maintaining the same commitment to our partners and our team. My family and I will remain fully dedicated to leading LGT and ensuring we continue to be a trusted name in the industry." commented Raul Cruz-Alvarez, CEO of LGT. "This is an incredibly important acquisition that will perfectly complement our MRO and component supply businesses. By integrating LGT's team and services, we will gain more in-house, top-level MRO services, allowing us to offer our customers a more comprehensive and streamlined solution. We look forward to this new partnership and the value we will create together." said David Chaimovitz, CEO of Setna iO. As part of the integration, there will be no changes to LGT's management team or existing employees. Indeed, the company anticipates expanding its workforce in the near future to support new product lines and services that will be introduced over the coming months. The transition will not impact any existing contracts or ongoing business operations. The company looks forward to building on its strong foundation and further enhancing the services it delivers to its global customer base.

Jordan Airmotive signs CFM56-7B MRO agreement with Texel Air

Jordan Airmotive has announced the signing of a significant long-term general terms agreement (GTA) with Texel Air, a Bahrain-based ACMI/charter cargo airline that also operates as a certified airframe MRO provider. The partnership will see Jordan Airmotive deliver comprehensive maintenance, repair, and overhaul (MRO) services for Texel Air's CFM56-7B engines, ensuring consistent reliability and efficiency across the carrier's fleet. The agreement represents a strategic expansion for Jordan Airmotive within the Middle East aviation sector. By aligning with a growing regional operator, the company strengthens its ability to deliver tailored MRO programmes specifically designed to meet the demands of cargo and charter airlines. Such programmes are critical for operators in these sectors, where consistent uptime, cost management, and operational flexibility are vital to success. Jordan Airmotive is well-established as a global player in engine MRO services, holding certifications from EASA, the FAA, and other leading aviation authorities. The company offers comprehensive repair and overhaul capabilities across a broad engine portfolio, including the CF6-80C2, CFM56-7B, CFM56-5B, and CFM56-3. It is also preparing to expand into next-generation platforms with forthcoming capabilities for the LEAP-1A and LEAP-1B engines. By leveraging its internationally recognised certifications and technical expertise, Jordan Airmotive is positioning itself as a trusted MRO partner for airlines, lessors, and operators worldwide. The Texel Air agreement not only underscores its strength in the CFM56-7B segment but also demonstrates its ability to adapt to evolving market requirements.

TAT Technologies secures US$12 million APU MRO contract

TAT Technologies, a prominent supplier of products and services for commercial and military aviation as well as ground defence industries, has signed a new contract with an international commercial carrier to provide MRO services for the GTCP331-500 auxiliary power unit (APU) used on the Boeing 777 aircraft. The agreement spans three years and is valued at approximately US$12 million. Igal Zamir, CEO of TAT Technologies, highlighted the significance of the contract in reinforcing the company's position in the APU market. "This new contract further strengthens TAT's expanding position in the APU market. We continue to build long-term relationships with customers based on our diverse offerings and industry-leading turnaround time," Zamir said. He emphasised that TAT's integrated approach, combining MRO services with its leasing business, creates strong synergies that enable deeper market penetration in the half-billion-dollar APU sector. The GTCP331-500 APU is a critical component of the B777 platform, providing onboard electrical power and environmental control while the aircraft is on the ground. TAT's expertise in MRO services ensures rapid turnaround times and high reliability, which are essential for commercial operators seeking to maximise aircraft availability and operational efficiency. Zamir also noted the ongoing strategic collaborations with Honeywell, which have generated tangible revenue opportunities for TAT. The latest contract for the B777 platform demonstrates the effectiveness of these partnerships in expanding the company's market footprint and securing new business across both commercial and military aviation segments.

© TAT Technologies

IFS acquires 7bridges to boost AI supply chain capabilities

IFS has announced the acquisition of 7bridges, an AI-driven supply chain management company. The move strengthens IFS' position as a leader in Industrial AI, particularly in logistics and transport optimisation. 7bridges uses advanced AI simulation and analytics to streamline supply chains. Its platform automates logistics networks by combining rapid data capture, a strong semantic data layer, and powerful AI models. The solution is designed for industrial use, addressing complex supply chain challenges. IFS aims to scale these capabilities into asset and service-focused industries. Strong demand is already visible in manufacturing and aerospace & defence. By integrating 7bridges into IFS Cloud, the company expects to speed up the development of next-generation AI-enabled supply chain tools. Moreover, it will enhance IFS' simulation and optimisation strengths across multiple sectors. This acquisition follows other AI-focused investments by IFS. These include the purchase of TheLoops, an agentic AI innovator, and the launch of Nexus Black, its AI innovation accelerator. Together, they highlight IFS' commitment to growth, resilience and sustainability through AI. Mark Moffat, CEO of IFS, stressed the importance of the deal. He noted that 7bridges' expertise in AI-powered optimisation complements IFS' existing portfolio. He also welcomed the 7bridges team, describing their capabilities as highly relevant to asset-intensive customers. Already, market-leading manufacturers, distributors and transport providers use 7bridges. Its technology allows them to capture logistics data from any source, reduce transport costs by about 8%, and automate 90% of manual data entry. Furthermore, its simulation engine improves decision-making at both tactical and operational levels. In a market shaped by rising costs, global supply chain disruptions and sustainability demand, 7bridges has gained momentum. For IFS, the acquisition signals a clear strategy: to expand AI leadership and deliver solutions that power efficiency and resilience across industries.

Comply365 buys Beams to strengthen AI safety and risk management

Comply365, a global provider of operational content, safety and training management solutions, has announced the acquisition of Beams Technology GmbH (Beams). Beams is widely recognised for its pioneering AI safety solutions, designed to automate aviation safety data processing and enable predictive risk management. The deal marks a major milestone in Comply365's strategy to embed artificial intelligence at the heart of its platform. The acquisition is expected to accelerate development of an industry-first AI-driven system covering operations, safety and training. This platform will serve Comply365's more than 450 customers across aviation, rail, defence and space sectors. The company is backed by Insight Partners and Liberty Hall Capital Partners, which continue to support its growth. Beams has built a strong reputation in the aviation industry by providing powerful tools that improve the analysis of safety and risk data. Its AI technology enables organisations to take a more proactive approach to risk, reducing reliance on manual processes and improving safety outcomes. By joining Comply365, Beams will expand its expertise into new domains, including compliance and training management. Ilia Kostov, CEO of Comply365, underlined the importance of the deal. He described Comply365 as an "AI-first company" with a clear focus on embedding AI into its unified platform. According to Kostov, the integration of Beams will create smarter and safer operations while unlocking efficiencies for clients. Alan Sternberg, CEO of Beams, echoed the enthusiasm. He stressed that the acquisition provides an opportunity to scale Beams' advanced solutions beyond safety management. Together, the combined company aims to deliver greater value and accelerate innovation for customers worldwide. In a sector where digital transformation and safety remain critical, this acquisition signals a decisive step. Comply365 is positioning itself as a leading force in AI-powered operational, safety and training management for essential industries.

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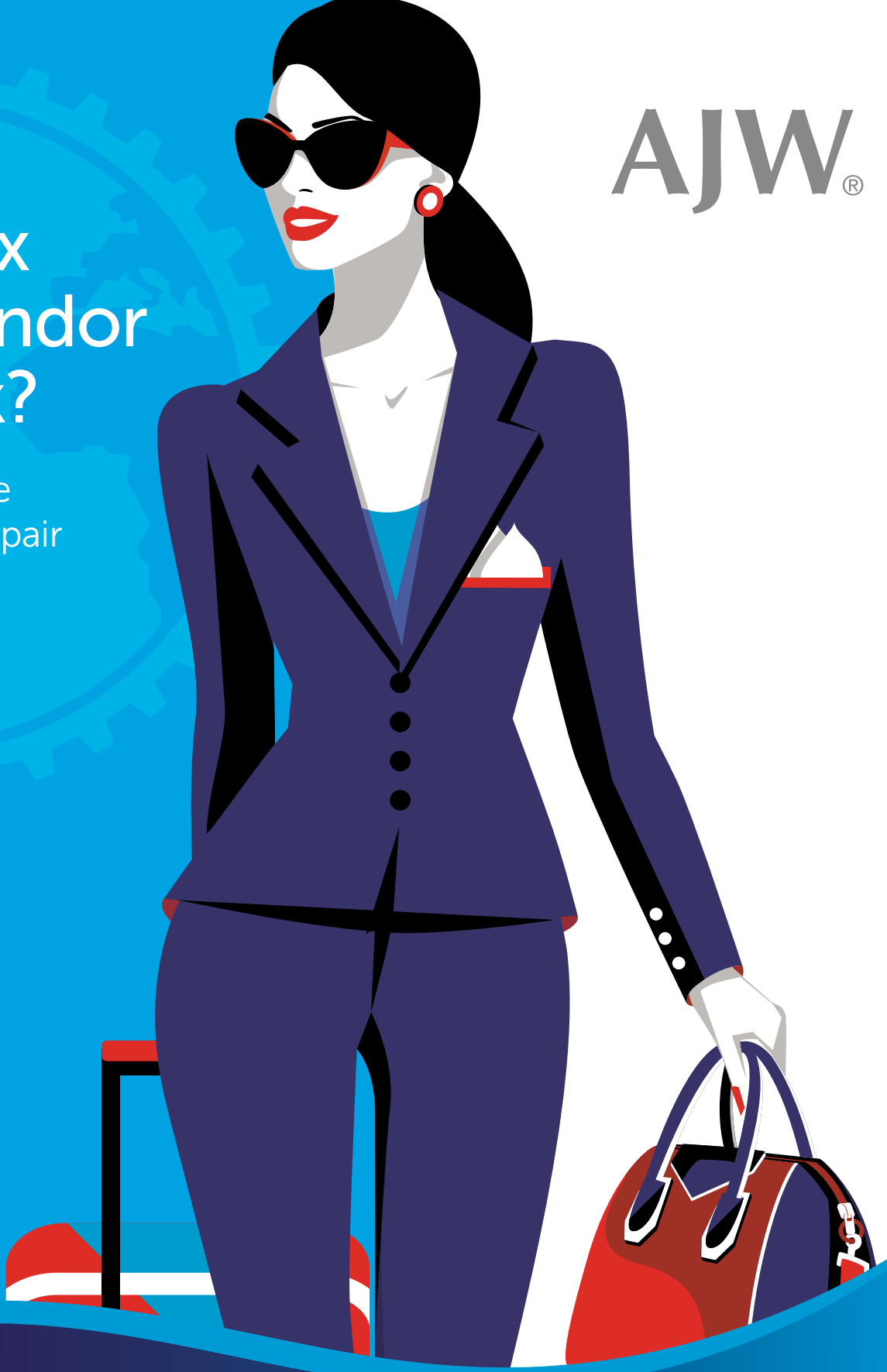

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AJW HQ, Slinfold, United Kingdom

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A Nine-Decade Legacy

Introducing the AJW Group

By David Dundas

AJW Group (AJW) is a dynamic, privately owned, and independent aviation company that has been transforming aviation efficiency for over nine decades.

In 1932, AJW founder, Anthony James (Jim) Walter, qualified as a pilot and took to the skies. His passion for flying saw the Piper Cub aircraft manufacturers giving him sole distribution rights in Europe. And so, A. J. Walter (now AJW) was born.

Jim Walter grew the business until the outbreak of WWII in 1939, when the company's airfield was appropriated by the war office. It wasn't until the early 1950's that the property was returned to Jim after which he moved from selling private aircraft to selling military surplus. The Whiteside family, with current chairman, Christopher Whiteside, now having headed the company for over 30 years.

Expansion through vision

In 1999, the company began focusing on the latest-generation Airbus and Boeing aircraft and powered up its flight-hour contract support. Having started the business based at Gatwick airport when it was nothing but a grass strip, AJW headquarters opened doors in Slinfold, West Sussex, England, in 2012. The same year also marked the launch of AJW Technique in Montreal, moving the Group into the component MRO space, further enhancing its role in supply chain integration.

Christopher Whiteside, Chairman AJW Group

Over the following decade the company expanded its industry support, landing supply chain contracts with leading airlines, diversifying into the business and defence aviation sectors and expanding its component MRO facilities to include operations in Europe.

In 2022, the Group signed a global sole distributorship agreement with Honeywell and received Woodward Inc. LAMP status. Driven by its ESG strategy and underpinned by its investment in 2,500 solar panels and rainwater harvesting systems at its HQ, AJW joined the United Nations Global Compact in 2023 and remains committed to environmentally conscious operations that lower its impact on the planet.

Last year saw the organisation undertake a major investment in the Airbus A350 and Boeing 787 platforms and expanded its global inventory holding to over US$500m.

A. J. Walter had a dream, and 93 years on, that vision is still going strong. After more than nine decades in the aviation industry, AJW prides itself on the personal touch and agility that Jim Walter showed all those years ago.

Agility & efficiency

The company's teams provide the commercial, business, and defence aerospace sectors with the most efficient and progressive end-to-end supply chain solutions for the provision and repair of components, warehousing, and logistical service. Our expertise reduces costs, improves profitability, and supports the brand values, goals, and image of its customers. Our global presence extends to operational and inventory hubs and local offices across Africa, Asia Pacific, China, CIS, Europe, Latin America, Middle East, and North America, where we support over 1,000 airlines across 100 countries.

AJW is the aviation partner of choice for supply chain integration. We work with partners to align and deliver effective and efficient aircraft supply chain solutions by optimising inventories, streamlining procurement, and maximising efficiencies. Providing everything from Power-By-the-Hour programmes, comprehensive repair management, and logistical services to complete supply chain solutions, we're embracing digital transformation and utilise the e-Marketplace with AJW® eventory and a customer portal available 24/7/365. The interactive interface of the platform allows for smoother collaboration and communication, which is faster and less prone to error while ensuring the data and process remain integrated.

MRO-focused facilities

Montreal, one of the top three aerospace capitals of the world, is home to AJW Technique, the Group's 220,000 sq. ft. core repair service provider. Our industry-focused component MRO expertise and equipment extend to AJW Technique Europe, where you will find our Centre of Excellence for Battery MRO. Skilled and certified Technicians offer battery repair, including deep cycle, top charge, cleaning, re-blocking, regular service, overhaul, test and recertification for all commercial aircraft main, auxiliary, and emergency power supplies.

With an extensive service offering including services for aircraft from all major commercial and business jet platforms, our MRO facilities specialise in supporting the latest generation of Airbus and Boeing aircraft. AJW Technique has the ability to process 35,000 units per

year across 6,000 separate part number lines, backed by 450,000 line items of exchange-ready inventory.

Key repair services at our MRO facilities include Power Generation, Avionics, Pneumatics, Hydraulics, Fuel Components, Instruments, Galley Equipment, IDG, Electromechanical, Oxygen, and Lighting, while our diverse workforce of highly skilled and licensed technicians and engineers benefit from specialised training programmes to support the aerospace industry. 75% of our 200-strong workforce has on average, 25 years' experience, which allows the facility to offer customers dynamic turnaround times.

The legacy continues

AJW Group believes in working with partners that understand its business and exchanges reciprocal work based on core competencies. We are continually investing and developing our services, from adding additional MRO capabilities to forming partnerships with OEMs to drive cost and service efficiencies, we invest in the latest aircraft assets to meet the needs of our global customers. We are proud of our 10+ global approvals, and work to continue growing our strategic partnerships to maintain our reputation for customer service excellence while ensuring we continue to transform aviation efficiency.

Scott Symington, Chief Commercial Officer, AJW Group

Talking to Scott Symington, CCO, AJW Group, focusing on PBH agreements

AviTrader MRO 360°: Power-By-the-Hour (PBH) agreements have been around for some time, but why are they still such a dominant trend in 2025?

Scott Symington: PBH continues to thrive because it answers two fundamental airline challenges: financial predictability and operational reliability. Traditionally, maintenance was reactive and capital intensive, with carriers having to budget for sudden component failures or invest heavily in spares' stockpiles. PBH flips this model by shifting costs into a fixed hourly rate. This allows airlines to plan with certainty while transferring much of the risk to the service provider. At the same time, the model ensures operational reliability. By leveraging global rotable pools, PBH providers such as AJW, can get parts where they are needed quickly, reducing AOG time and improving dispatch reliability.

How does PBH support airlines as they grow and modernise their fleets?

Scalability is one of PBH's greatest strengths. As low-cost and ultra-low-cost carriers add aircraft rapidly, contracts can be extended to cover new units without lengthy renegotiation. This flexibility is vital when airlines are inducting next-generation aircraft like the Airbus A321neo or Boeing 737 MAX, which come with increasingly complex component ecosystems.
A good example is Air Transat's decision to expand PBH coverage to its A321ceo and A321neo fleets in Montreal, Toronto, and Vancouver. This ensured that as the airline modernised, its maintenance support scaled seamlessly alongside. PBH effectively becomes a strategic enabler, aligning with both growth and technology transitions.

Beyond cost predictability, what additional benefits do airlines gain under PBH?

Firstly, warranty recovery: under our PBH programmes, we recover around three quarters of eligible claims, which reduces operating expenditure significantly. Secondly, airlines can outsource repair management and supplier management to AJW, allowing us to pass the cost benefits of our size and scale, and consequently purchasing power, to the airline. This offers the additional internal cost saving to

AJW Technique Inspector

the airline of resources and cashflow tied up in the repair loop.
Thirdly, PBH simplifies logistics. Instead of each airline managing complex supply chains, we centralise warehousing and global distribution, making sure critical parts are available across regions. Our global logistics hubs allow us to support our customers on every continent around the world, enhancing fleet reliability in regions where MRO infrastructure is fragmented.

The aviation industry is under pressure to improve both efficiency and sustainability. How is PBH adapting to meet these needs?

Innovation is central to PBH's evolution. Today, leading providers embed predictive maintenance analytics into their programmes, using data to forecast component wear and intervene before a failure occurs. This reduces in-service issues, extends component life, and boosts aircraft availability.
Sustainability is another critical dimension. Our PBH pool is correctly sized for the number of aircraft enrolled. Due to the sheer volume of aircraft under PBH, the overall size of our pool is significantly reduced compared to each airline holding their own inventory pool, therefore reducing the overall amount of raw material and carbon footprint required to support eight hundred aircraft.

Looking ahead, how do you see the PBH model shaping the global MRO landscape?

The global MRO market surpassed US$86.5 billion in 2024 and continues to grow at around 6.2% annually. Within that, PBH is capturing an increasing share because it integrates financial discipline, operational resilience, and sustainability.
Geographically, we see significant growth beyond Europe and North America. New PBH contracts in Latin America, Africa, and Asia-Pacific are proving that the model is now globally viable. At the same time, PBH is becoming foundational to airline–MRO partnerships. It's no longer just a service contract, it is the operational backbone that aligns technology, supply chain expertise, and long-term fleet strategy.
PBH is shaping the future of maintenance by turning uncertainty into predictability, and complexity into managed service. That's why airlines and operators worldwide are embracing it as their preferred model for the next generation of aviation.

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PMA Parts and DER Repairs

In conversation with Ian Foster, Operations Director & MRO at APOC Aviation

By David Dundas

OEM (Original Equipment Manufacturer) parts can be expensive, especially when there are other options available. We decided to have a quick look at two of these options, PMA (Parts Manufacturer Approval) parts and DER (Designated Engineering Representative) repairs, with the help of Ian Foster, the Operations Director & MRO at APOC Aviation.

In the industry, PMA parts are aircraft replacement parts produced by manufacturers other than the OEM. To be approved, these parts must meet strict regulatory requirements set by aviation authorities like the FAA or EASA, ensuring they are equal to or better than the OEM parts in terms of safety, quality, and performance. PMA parts are often used to reduce costs and improve supply chain flexibility without compromising safety. DER repairs refer to repairs developed and approved by FAA-appointed engineers known as Designated Engineering Representatives. Rather than replacing a component, DER repairs focus on restoring parts to airworthy condition—sometimes extending their life or improving performance. This process can offer cost savings and reduce downtime compared to replacing components with OEM parts. APOC Aviation is renowned for its aviation industry expertise which underpins the energy and commitment of its team. Its sector knowledge, client-oriented approach, and unfaltering resolve allow it to remain a top supplier to the aviation market. The company's focus is on keeping aircraft fully operational by sourcing and delivering used aviation products of the highest quality, creating value for its clients and contributing to a more sustainable environment.

AviTrader MRO360°: How have PMA parts evolved over the last decade in terms of quality and acceptance within the industry?

Ian Foster: The availability of PMA parts in terms of both quality and acceptability has significantly increased over the last decade and APOC Aviation notes that PMA manufacturers are now using advanced materials, precision machining and digital design to ensure performance is equal to or exceeds OEM materials. Customers' confidence in PMA has also increased as a result of the improved quality and availability, and regulatory oversight and stringent FAA/EASA approval processes have also reinforced customer trust.

What are the most common misconceptions about using PMA parts and DER repairs?

PMA parts are lower quality than OEM parts. PMA usage voids OEM warranties or causes certification issues. DER repairs are shortcuts or unsafe.

How does the DER repair approval process differ from that of standard OEM repairs?

OEM repairs follow predefined manuals (CMM) whereas DER is approved through FAA DER system.

Ian Foster, Operations Director & MRO, APOC Aviation

What cost savings can airlines expect by using PMA parts or DER repairs instead of OEM solutions?

APOC observes that typically, PMA parts are cheaper than OEM parts in the range of 20 – 40% less. DER repairs can cut repair costs by 30 – 40%.
Additional savings can be achieved through reduction in lead times, supply chain delays and extension of usable life.

Are there specific aircraft systems or components where PMA parts or DER repairs are particularly advantageous?

PMA parts are frequently used in consumables and high-volume parts. DER repairs are advantageous for structural components e.g., engine nacelles.

What technological advancements are influencing design and certification of PMA parts?

Taking a look at the aviation industry, APOC highlights that 3-D printing is enabling precise reproduction of complex components, and advanced materials - alloys and composites - are providing higher durability and efficiency.

How do you see the role of PMA parts and DER repairs evolving over the next five to ten years?

From APOC's perspective our default position will always be OEM parts and CMM repairs due to our customer base and their preferences. If this changes, we will manage the situation accordingly. However, we do see greater mainstream adoption, especially as airlines face sustained cost pressures and OEM supply chain challenges continue. We perceive greater expansion for PMA into more complex systems e.g. avionics and digital components and continued technological and material advancements.

Vallair MRO facility in Chateauroux, France © *Vallair*

Cabin Retrofits

It's all about the passenger experience

By David Dundas

The lifespan of aircraft today, the volume of passengers carried, and the almost exponential curve of technological advancements mean that in just a few years, aircraft cabins can not just look tired, but can also lack facilities that passengers would either expect or appreciate. We wanted to find out a little bit more about these main drivers behind cabin retrofits, passenger expectations and technological advancements, so we turned to two of the leading companies in the commercial aviation sector – Panasonic Avionics and Vallair.

Panasonic Avionics, subsidiary of the Panasonic Group, has been at the forefront in the creation, development and installation of in-flight connectivity and entertainment systems, the company drawing its original inspiration from the now famous 'bullet trains' of 1970s Japan. Vallair provides integrated support for mature aircraft, engines and major components. Its seven complementary business units are founded upon engineering excellence: trading & leasing, project management, aircraft MRO, engines, aerostructures, teardown and material management. These offer aircraft operators and owners worldwide cost-effective solutions to extend the life of their assets, or to dispose of them in an economically beneficial and environmentally acceptable way.

What the main drivers are for cabin retrofit programmes in today's aviation market

One of the trends currently being seen is airlines retaining airplanes for longer. Coming out of the pandemic, there's been a shortage of new airplanes available and ever-increasing travel demand. In this new environment, airlines now need to focus on how they differentiate their brand from their competition, and many of them are using their cabin experience as a key differentiator and driver of net promoter scores (NPS) and loyalty.

Andy Masson, Senior VP, Product Management and Strategy at Panasonic Avionics explains further: "To that effect we are seeing a very strong demand for seatback screens. IFEC has always been an expectation in twin-aisle aircraft, but more and more we are seeing proposals for seatback screens on single-aisle aircraft like the A320, A220 or B737. Our job, as responsible partners to the world's leading airlines, is to develop systems that allow airlines the flexibility they need to respond quickly to technology trends on the ground. That's why system modularity and flexibility are one of our key tenets at Panasonic Avionics. Products like Astrova feature a modular design that enables airlines to adapt to the fast-changing market. For the first time, airlines can easily upgrade hardware and software to meet evolving passenger


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expectations. Today, we are taking this approach across the portfolio of Panasonic Avionics' solutions. Using this mindset means we can help airlines keep pace with innovation while they also drive higher NPS, enhance passenger engagement, increase revenue, and deliver operational efficiencies through IFEC."

Pascal Parant, Group Chief Commercial & Marketing Officer at Vallair feels it is very important to distinguish the type of retrofit according to the aircraft type and the operator's profile. He goes on to advise that: "Low-cost and regional carriers tend to prioritise lighter seats to reduce fuel burn, extend range, or achieve both. A recent example is Expliseat's success with the cabin retrofit of Hop! I know Expliseat well, as I served on the board of Air Méditerranée, the launch customer for their products. On an A321, the weight saving was substantial—over 500 kg, if my memory serves me correctly - resulting in an immediate impact on payload and fuel consumption. Today, advanced materials such as titanium and carbon fibre are well mastered. Legacy airlines also seek to combine comfort, weight reduction, and the latest technologies - such as upgraded USB ports, induction charging, enhanced IFE, and improved seat comfort. In reality, a cabin standard rarely remains competitive for more than ten years. Vallair is also seeing the development of long-haul services using the A321neo and certain 737 MAX variants. These require retrofits to meet current standards, including IFE, lie-flat seats in business class, and multiple power outlets for laptops, tablets, and mobile devices. On long-haul routes, competition is fierce to offer the most advanced product. We've seen Air France launch its new first-class suite, as well as numerous business-class refurbishments introducing 1-2-1 layouts, mini-suites, and the latest IFE features, including personal headset pairing. As these features become the norm, airlines must upgrade their cabins to remain competitive and attract high-revenue passengers."


Pascal Parant - Chief Commercial and Marketing Officer, Vallair

> **"The marketing and customer experience teams of legacy carriers are doing an exceptional job in analysing and anticipating passenger expectations. Privacy, personal space, lie-flat seats, connectivity, Wi-Fi, and Bluetooth have become essential features."**
>
> *Pascal Parant, Group Chief Commercial & Marketing Officer, Vallair*

> **"I think it goes back to system modularity. Older airplanes with legacy IFE systems are not easily or economically upgradeable. This restricts airlines from rolling out the latest software and media."**
>
> *Andy Masson, Senior VP, Product Management and Strategy, Panasonic Avionics*

How passenger expectations are shaping cabin retrofit decisions

Given that an aircraft may remain in service for up to 24 years, Vallair predicts that the company could soon see four major cabin retrofits in its lifetime and that it may even become standard to undertake a full cabin upgrade during every six-year maintenance check. "The marketing and customer experience teams of legacy carriers are doing an exceptional job in analysing and anticipating passenger expectations. Privacy, personal space, lie-flat seats, connectivity, Wi-Fi, and Bluetooth have become essential features. Technology evolves quickly, and cabins have effectively become a consumable asset, replaced every 6 to 10 years. The faster technology advances, the higher passenger expectations become - and the more frequent cabin retrofits will be," Pascal Parant tells us. According to Andy Masson, "Passengers today are far more tech savvy, and they demand experiences like home theatre engagement and ubiquitous connectivity. Experiences like social media and on-demand media continues to dramatically increase the demand for the latest in tech and a personalized digital experience."

Emerging technologies (e.g., lighting, connectivity, seating) that are most requested in retrofit projects

Connectivity would appear to be a key issue identified by both Andy Masson and Pascal Parant, but it is not the only issue. "Some of the most prevalent demands we see from our data shows that things like low-latency high-speed reliable connectivity, high-fidelity 4K OLED monitors, Bluetooth Audio, OTT media and personalization are in very high demand from passengers," advises Masson. Meanwhile, Parant sees that there are three main technologies that are in demand, including: "Lighting: Adaptive LED mood lighting is now expected on every flight. While not new, it has become a passenger standard. Connectivity: Bluetooth pairing between In-Flight Entertainment (IFE) systems and personal headsets is now being implemented. Seating: More personal space, fully lie-flat seats, enhanced mattress padding - these features continue to evolve rapidly."

Some of the main technical challenges in retrofitting older aircraft

Once again Pascal Parrant and Andy Masson are in accord when they pinpoint in-flight entertainment systems. As Masson puts it: "I think it goes back to system modularity. Older airplanes with legacy IFE systems are not easily or economically upgradeable. This restricts airlines from rolling out the latest software and media. Products like Astrova have addressed this because they are architected to be easily upgradable and can evolve, along with software, to allow a true personalized digital experience, that aligns with what airlines are delivering, in real time, via their web and mobile channels." Meanwhile Parant sees two additional problems beyond legacy IFE systems: "IFE remains one of the major challenges, along with Layout of Passenger Accommodation (LOPA) certification. Many IFE systems are becoming obsolete, and on widebody aircraft, even basic functions such as lighting and call buttons are integrated into the IFE. Replacing these systems involves considerable cost and complexity. Supply chain constraints are another significant issue. Securing new seats or IFE systems for a retrofit can take 6–8 months or more, making forward planning essential. Durability is also a concern. While lighter materials are desirable, they can accelerate wear and tear. Narrower aisles in mini-suite concepts lead to more frequent damage from catering trolleys and passenger luggage. Manufacturers therefore need to develop more resilient materials without increasing weight," he tells us

Andy Masson, Senior VP, Product Management and Strategy at Panasonic Avionics

Where the biggest trends in cabin retrofits are likely to be over the next five to ten years

Unsurprisingly, Andy Masson at Panasonic Avionics focuses on connectivity issues. "It starts, obviously, with higher speed, low latency connectivity. However, we also see a dramatic increase in demand for high-powered seat back screens that are connected via LEO connectivity. We also see demand for a much wider media selection with content that is constantly updated over the air to meet passenger demand. And finally, airlines really want a far more personalized and digital experience for each passenger," he explains. However, Pascal Parant at Vallair is more focused on higher-paying passengers. "We will see more suite concepts in business class and increasingly ambitious offerings in first class, which remains the flagship product for certain airlines. Narrow-body aircraft will move towards even lighter seating to optimise efficiency," he tells us. He then goes further: "At Vallair we see two main drivers: Technological evolution - particularly in IFE and connectivity. Passengers may increasingly choose to watch content on their own devices rather than seatback screens. Satellite internet solutions like Starlink could be a game-changer. Product innovation competition - legacy carriers will continue to compete aggressively in business and first class to remain at the forefront of comfort, design, and technological standards."

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Every day, ILS supports 190,000+ RFQs, driven by 130,000+ daily logins from 28,000+ users worldwide, including global airlines, MROs, defense organisations, parts suppliers, and independent service providers. But the true value lies in how ILS leverages cutting-edge technology to empower users with insights, automation, and market visibility previously unavailable in the aviation aftermarket.

Next-Gen Technology for Next-Level Efficiency

At the core of ILS's evolution is a commitment to delivering next-generation technology that simplifies complex processes and drives smarter, faster decisions. The ILS platform integrates advanced Artificial Intelligence (AI) and Machine Learning (ML) to streamline workflows, reduce manual effort, and surface the most relevant opportunities.

Take SalesEdge Commerce (SEC) for example - a solution that enables aviation suppliers to monetise their websites and digital presence seamlessly. With SEC, companies can create integrated, commerce-enabled websites that connect to compatible ERP systems, enabling seamless transactions, expanding reach, and driving sales - all without added operational burden.

Meanwhile, ILS Market Intelligence (MI) provides you with unprecedented transparency into real-time market conditions. Features such as Fair Market Value (FMV) pricing insights, supply and demand metrics, and AI-powered

recommendations enable buyers and sellers to make informed decisions based on actual market behaviour, not guesswork.

ILS continues to invest in solutions that turn longstanding documentation challenges into competitive advantages for the aviation supply chain. Through integrations with SmartCert and ProvenAir, ILS is helping sellers enhance listing visibility and build buyer confidence directly on the ILS marketplace. SmartCert automates quality certification management, while ProvenAir uses AI to generate back-to-birth (BtB) trace timelines for life-limited parts. Together, these integrations make the buying process faster, more trusted, and more transparent across the aviation aftermarket.

At the same time, ILS has achieved SOC 2 compliance, underscoring its commitment to security and operational excellence. As supply chain leaders demand reliable, secure platforms to manage critical operations, ILS provides the confidence and resilience organisations expect from their technology partners.

Meeting the Needs of the Aviation Community

In today's complex aviation environment, one-size-fits-all solutions simply don't work. That's why ILS tailors its offerings to meet the unique needs of aviation professionals and businesses - whether they're sourcing, selling, maintaining aircraft, or marketing their services to a global audience.

- Maintenance and operations teams rely on ILS for rapid access to hard-to-find parts and reliable market data, helping them reduce AOG downtime and keep fleets mission ready.
- Procurement and supply chain professionals use ILS to efficiently compare options from thousands of suppliers, ensuring they secure competitive pricing and trusted sources.
- Parts suppliers, lessors, and independent service providers benefit from ILS's global reach, technology tools, and targeted advertising solutions, allowing them to compete effectively, increase visibility, and unlock new business opportunities.

Built for the Future of Aviation

The aviation supply chain is evolving, and so is ILS. As the industry faces ongoing disruptions, from raw material shortages, geopolitical uncertainty, and shifting tariffs to skilled labor shortages, the need for resilient, technology-driven supply chains has never been greater.

Backed by more than 45 years of experience, continuous platform enhancements, expanded AI capabilities, and a relentless focus on customer success and security, ILS empowers aviation businesses to operate with greater efficiency, agility, and confidence, helping them not only adapt to change but thrive in it.

About ILS

Since 1979, Inventory Locator Service® (ILS) has connected buyers and sellers of aerospace parts and services across 145+ countries. With over 78 million listed items, advanced AI capabilities, next-generation platform features, and proven security credentials, ILS delivers technology-driven solutions to optimise procurement, boost sales, and enhance supply chain visibility for the global aviation community. To learn more, visit **ilsmart.com**.

Aeras Aviation Company Profile & Executive Interview

Keeping You Flying for Longer

By David Dundas

Aeras Aviation is a global asset management company dedicated to providing aftermarket support that helps airlines and MRO providers reduce their costs. We specialise in the sales, acquisitions, and management of commercial aircraft, with a particular emphasis on offering end-of-life (EOL) solutions for aircraft engines. Our mission is to ensure that each engine asset maintains its value throughout its lifecycle. By integrating our technical expertise into customer-focused strategies, Aeras Aviation has established itself as a trusted partner for airlines, MROs, and resellers across the globe.

Our Mission

Our mission is simple: to keep our customers flying longer, while optimising costs and ensuring reliable access to high-quality materials and services.

Our Services

Engine Part-Out

We collaborate closely with our strategic customers and partners to provide engine USM for shop visit needs through our comprehensive programmes. Aeras Aviation oversees teardowns for a diverse range of engine types, including:

- CFM56
- CF6-80
- PW4000
- V2500-A5

Asset & Material Supply

We specialise in sourcing both serviceable and unserviceable engine assets, as well as new and overhauled materials, to support airlines and MROs. Every aircraft, engine, and part supplied is accompanied by the necessary certification and traceability documentation required by industry regulators. Our supply capabilities include:

- Serviceable engines and APU's
- Life-Limited Parts (LLPs)
- Gas path materials
- Cases and Frames
- LRU's and QEC Material

Engine Management Program (EMP)

Our Engine Management Program is designed to save our customers both time and money. By utilising our global network and extensive inventory, Aeras Aviation offers used serviceable replacement materials at lower costs than that which airlines usually pay to MROs. We also provide flexible options, including engine and component exchanges, and customised solutions, to ensure quick turnaround times and minimal disruptions to operations.
Technical Services & Support
In addition to material supply, we offer a range of technical services designed to provide our customers with comprehensive, end-to-end solutions. From material salvage programmes to customised technical support, Aeras Aviation guarantees that every project is managed with precision and attention to detail.

Our Customers & Partners

We are proud to serve a diverse and growing customer base that includes airlines, MROs, and industry resellers. By combining reliability, flexibility, and technical know-how, Aeras Aviation continues to build long-term partnerships that support the global aviation community.

Global Reach

Aeras Aviation is headquartered in Dubai, UAE, and has established a global support network with facilities also in Wales, U.K., and Florida, USA. This strategic setup enables us to serve customers around the world, emphasising quick response times and effective global logistics solutions.

Commitment to Quality

At Aeras Aviation, we place a strong emphasis on quality and compliance in everything we do. We are fully accredited in accordance with the standards set by the Aviation Suppliers Association (ASA-100) and hold ISO 9001 certification. Our strict adherence to these standards governs our processes for purchasing, supplying, and handling materials. Furthermore, our partnerships with authorised repair facilities and original equipment manufacturers (OEMs) strengthen our ability to deliver exceptional services.

Maurizio Pozzi, President (left) Demetrios Bradshaw, CEO (right), Aeras Aviation *© Aeras Aviation*

Talking to Demetrios Bradshaw, CEO, Aeras Aviation

AviTrader MRO 360°: Aeras Aviation has established itself as a trusted name in engine asset management. Can you tell us about the company's journey and what differentiates you from others in the market?

Demetrios Bradshaw: Aeras Aviation was established with a distinct vision: to offer cost-effective and reliable solutions for end-of-life (EOL) commercial aircraft and engines. From the outset, we acknowledged the increasing demand for high-quality used serviceable materials and the crucial role we play in helping airlines and Maintenance, Repair, and Overhaul (MRO) providers reduce their operational expenses.
What sets Aeras apart is our commitment to a customer-first approach. We don't merely supply engines and USM; we strive to deliver value by closely understanding the operational pressures faced by our customers and customising our services to meet their needs. Whether through engine part-out, material supply, or engine management programmes, we ensure our customers can operate their fleets efficiently and cost-effectively.

Can you share more about your service offerings and how they support airlines and MROs?

Our services are designed with flexibility and efficiency in mind. One example is our Engine Part-Out Programs, which enable us to recover high-demand materials from various engine types, including the CFM56, CF6, PW4000, and V2500-A5. These recovered materials are utilised to support shop visits, ultimately helping to lower costs for our customers.

Dubai HQ Office

© Aeras Aviation

Moreover, our Engine Management Program (EMP) is specifically designed to save time and reduce costs by acquiring replacement materials at competitive rates using forecasting, bulk purchasing, and asset part-out strategies. In addition, we offer comprehensive assets and material supply as well as technical support, all of which contribute to quicker turnaround times and decreased downtime for airlines and MRO providers.

Aeras Aviation operates globally. How does your location enhance operations?

Our locations in Dubai, Miami, and Cardiff provide us with direct access to the world's busiest aviation regions, ensuring excellent global connectivity. These strategic positions allow us to respond swiftly to customer needs and manage logistics effectively. Additionally, being close to many of our partners and customers enhances our ability to collaborate seamlessly and work efficiently.

Sustainability and cost efficiency are key themes in aviation today. How does Aeras Aviation contribute to these goals?

Sustainability is at the heart of our operations. By emphasising engine part-out and material recycling, we extend the lifespan of components and minimise waste. This approach not only aligns with environmental goals but also offers significant cost savings for our customers. Moreover, our programmes, including the Engine Management Program (EMP), optimise resource utilisation and help airlines avoid unnecessary expenses. By integrating environmental responsibility with financial efficiency, we create a mutually beneficial scenario for the industry.

What are Aeras Aviation's plans for the future?

Looking forward, we are focused on expanding our service portfolio and enhancing our global presence. We are investing in digital solutions to improve inventory visibility and elevate customer experience. Additionally, we plan to diversify our engine portfolio by incorporating a wider range of engine types to meet the evolving needs of the aviation industry. Above all, we remain committed to fostering strong, long-term partnerships with airlines, MROs, and resellers, ensuring that Aeras Aviation continues to be a trusted partner for years to come.

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Beyond Regulations

Implementing Advanced Safety and Compliance Management Systems for MRO Organisations

By David Dundas

Most MROs see regulators' requirements as insufficient where optimum safety standards are concerned

In the highly regulated world of Maintenance, Repair, and Overhaul (MRO), compliance with aviation authorities' requirements is non-negotiable. Meeting the standards set by bodies such as the EASA, FAA, and national regulators is the minimum of responsibility. However, leading MRO organisations are discovering today that simply satisfying regulations is no longer enough to remain competitive, minimise risk, and build necessary trust with their customers. To stay ahead of the game, MROs are going beyond compliance and are now implementing advanced safety and compliance management systems (SCMS) that go way beyond the rulebook, embedding safety culture, predictive risk assessment, and operational excellence into daily practice.

From Compliance-Driven to Safety-Driven Operations

Traditional compliance models are deemed to be reactive. For example, audits uncover deviations, corrective action plans are executed, and processes are adjusted. While this ensures minimum legal requirements are met, it does next to nothing to proactively prevent incidents. Advanced SCMS frameworks have now shifted the focus from whether or not operations are compliant to whether or not they are as safe as possible. This approach now tends to incorporate Safety Management Systems (SMS) principles, such as hazard identification and proactive risk management. The approach also recognises human factors as a critical component of operational safety, while encouraging continuous improvement rather than focusing solely on checklist-driven activities. In short, compliance becomes the consequence of a safety-first mindset, rather than being a motivator.

The Role of Technology in Modern SCMS

The modern MRO environment is exceptionally complex, involving multiple workstreams, suppliers, regulatory jurisdictions, and that's before you include an inexhaustible list of client requirements. However, digital transformation is enabling SCMS solutions to automate compliance tracking through the implementation of digital logbooks, e-signatures, and blockchain-based record integrity, all of which help to ensure traceability and audit readiness. We then have the ability to now integrate predictive analytics – the AI-driven analysis of maintenance data helps anticipate equipment failures and safety risks before they occur.
Real-time reporting has been enabled through cloud-based platforms which allow technicians, supervisors, and compliance teams to capture and share safety data instantly. And then we have a system which supports mobile access so technicians can access regulatory requirements, manuals, and risk assessments directly from the work floor. The combination of IoT sensors, data analytics, and centralised compliance platforms is helping to transform SCMS from a static record-keeping function into a dynamic decision-making tool.

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Building a Safety-First Culture

Even the implementation of the most advanced SCMS is pointless though if it is not underpinned by a strong organisational safety culture. In order to create such a culture, MRO organisations now look to promote non-punitive reporting so that employees feel safe to report errors or hazards, conduct regular training that focuses not just on regulatory updates but on situational awareness, teamwork, and decision making. They also look to create safety champions or cross-functional safety committees to embed best practices in every department, as well as encourage feedback loops—ensuring that reported issues lead to visible action and improvement. The ultimate goal is to change the mindset of employees so that they no longer see safety as an administrative burden and hurdle and instead embrace it naturally as a shared professional responsibility.

Integrating Compliance with Business Performance

Advanced SCMS approaches view compliance not so much as an isolated regulatory function but more as part of the overall business performance framework. As a consequence, such an integration can result in the reduction of reworking and delays by identifying inefficiencies in maintenance processes. It will also result in an improvement in customer trust through the MRO's ability to advertise its transparent and demonstrable safety standards. Beyond this, and when operating costs are so critical, it should be possible to lower insurance premiums by evidencing proactive risk management. Finally, as a company's greatest asset is its workforce, a robust SCMS approach will certainly help to increase staff retention by fostering a safer, more engaged workplace. When safety and compliance become an automatic part of strategic business planning, the benefits will always extend beyond regulatory comfort and should result in financial and reputational resilience.

Continuous Improvement Through Data-Driven Insights

One of the key benefits of a modern SCMS is its capacity to promote and drive continuous improvement. It can achieve this through trend analysis for identifying recurring maintenance findings or near-miss patterns and benchmarking through comparing performance across facilities, fleets, or industry standards. Beyond this, you also have adaptive risk modelling through the dynamic updating of hazard and risk assessments as new data emerges, and automated audit preparation which help to reduce the administrative workload and ensure readiness for unannounced inspections. By turning safety and compliance data into actionable intelligence, today's MRO organisations can stay well ahead of both regulatory changes and operational risks, benefitting both staff and customers alike.

In Conclusion: The Future of Safety and Compliance in the MRO Environment

In the MRO sector, the minimum requirement will always be to meet any required regulatory framework. However, forward-thinking organisations are beginning to recognise that true operational safety and competitive advantages lie well beyond these minimums. We can now see that advanced safety and compliance management systems—powered by technology, embedded in culture, and integrated into business strategy—are setting the new standard and that these systems not only safeguard people and assets but also enhance efficiency, reputation, and long-term sustainability.

In an industry where the margin for error is almost non-existent, the move beyond regulations is not just a question of trying to be progressive—it has now become essential.


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AerFin – Breathing New Life Into Aviation

Enjoying rapid growth in recent years and with an established reputation for reliability, AerFin is helping its customers navigate supply chain pressures while supporting a more sustainable aviation industry.

AerFin is the aviation asset specialist that buys, sells, leases and repairs aircraft, engines and parts. Headquartered in the UK, AerFin partners with airlines, lessors, and MROs worldwide to deliver sustainable, cost-efficient aftermarket solutions that maximise value and provide confidence to customers facing operational and financial pressures.

Founded in 2010, AerFin has grown from a niche aircraft trading company into a trusted global partner serving more than 600 customers across 90 countries. Over the past three years alone, the business has scaled dramatically; revenues up three-and-a-half times, profitability up six times, and its workforce doubling to more than 200 people. That growth has been underpinned by closer partnerships with asset owners looking to optimise returns, and operators seeking a reliable, lower-cost supply of material.

AerFin's distinctive strength lies in its ability to execute complex, large-scale transactions that others might shy away from. The company is equally adept at single-engine or single-aircraft deals as it is at multi-aircraft, multi-engine programmes involving challenging technical records or maintenance issues. Combining technical, commercial and operational expertise with a commitment to follow-through, AerFin delivers with confidence where it matters most.

Its core services span:

Aircraft, engine and component trading – providing flexible solutions across multiple asset classes.

Used serviceable material (USM) supply and repair management – ensuring a stable, programmatic flow of certified material to reduce dependence on strained OEM supply chains.

Engine leasing and trading, including green-time leasing options that give operators flexibility while securing AerFin's long-term material pipeline.

MRO partnerships – expanding capabilities to support engine maintenance directly for major partners.

Sustainability is embedded in AerFin's model. By reusing and recycling aircraft parts, the business supports a circular economy that reduces waste and extends the life of valuable assets. But AerFin also believes the industry must take a more mature, collective approach to sustainability - engaging governments, regulators and the full aviation ecosystem to shape a truly greener future.

Equally important is AerFin's investment in its people. The "AerFin Promise" - the company's cultural framework – underpins a high-performance environment where colleagues feel supported, developed, and above all, that they belong. Diversity, equity and inclusion are not treated as a box-ticking exercise, but as the foundation of psychological safety and high performance.

Looking forward, AerFin sees a strong aftermarket for at least the next decade. Its focus remains clear: delivering confidence to asset owners seeking value, and to operators seeking reliable supply. With further opportunities in green-time leasing and MRO expansion, AerFin continues to breathe new life into aviation - for its customers, for their fleets, and for the industry as a whole.

Talking to Simon Goodson, Chief Executive Officer, AerFin

Since his appointment as CEO in 2021, Simon Goodson has overseen a period of remarkable growth at AerFin, with revenues and profitability scaling several times over and the team more than doubling in size. Under his leadership, the UK-based aviation asset specialist has strengthened its reputation as a trusted partner for airlines, lessors and MROs worldwide. In this interview, Simon shares his views on AerFin's journey, the challenges facing its customers, and the opportunities that lie ahead for the aviation aftermarket.

AviTrader MRO 360°: Simon, AerFin has grown rapidly in recent years. How would you describe that journey?

Simon Goodson: The last three years have been transformational. We've scaled significantly, revenues up three-and-a-half times, profitability up six times, and our team has more than doubled to over 200 colleagues. That growth hasn't just been about numbers; it's been about building closer partnerships with asset owners and operators. We're helping owners maximise the exit value of their aircraft and engines, while supplying airlines and MROs with affordable, serviceable material at scale. It's a virtuous circle that creates real value across the lifecycle.

What do you think truly differentiates AerFin in the market?

Ambition and choice. Many companies have technical and commercial expertise, but what sets us apart is our ability to take on large, complex transactions where others might hesitate. We're trusted to handle aircraft in challenging locations, with tricky maintenance status or records' issues, and to still deliver a positive outcome for all parties. Combine that with our commitment to follow through, and customers know we won't shy away when complications arise. That confidence in our reliability is what really distinguishes AerFin.

What are the biggest challenges your customers are facing right now?

It's a supply-driven market. Airlines and MROs are constrained by a lack of serviceable material, driven by supply chain disruptions and fewer retirements. AerFin's role is to bridge that gap, originating assets at scale, processing them quickly, and providing a consistent and reliable flow of parts. As we've grown, we've become more programmatic, giving asset owners confidence that we can handle disposals efficiently, and giving operators confidence in a long-term, stable supply chain. Ultimately, we're winning on relationships, not just price, because customers know we deliver.

Sustainability is a priority for the industry. How is AerFin contributing to that conversation?

We and our shareholders are deeply passionate about sustainability. The industry is still immature in how it addresses these challenges, and we believe progress requires the whole ecosystem working together, from new aircraft investors to those of us focused on mid- and end-of-life. That means engaging not just with customers, but with governments and regulators too. Our entire model is built around extending the lifecycle and reusing material, which is fundamental to a circular economy. But we want to be part of shaping the wider debate and ensuring the transition to a greener future is real and measurable.

People are often described as AerFin's biggest asset. How do you approach culture and talent?

We talk a lot about the "AerFin Promise" - our way of doing things. It's about creating a high-performance culture where colleagues feel supported, developed and, most importantly, that they belong. Belonging builds confidence, and confidence drives performance. We spend a lot of time on leadership, self-awareness, and team development so people feel empowered and safe to contribute. For us, diversity, equity and inclusion aren't just a policy, it's about ensuring everyone feels they belong. That mindset flows into everything we do, whether that's women in aviation, women in STEM, or embracing difference as a strength.

Looking ahead, where do you see the biggest opportunities for AerFin?

The aftermarket will remain strong for the next decade, and the role of used serviceable material has already undergone a paradigm shift. Our focus is to keep giving asset owners confidence we can maximise value and giving operators confidence in long-term supply. Beyond that, there are areas where we see huge opportunities – green-time leasing to secure material pipelines for the long term and expanding our MRO capabilities to support engine maintenance directly for our partners. But above all, our strategy is about focus. We'll continue to do what we do best, at scale, reliably and with confidence.

Simon Goodson, CEO, AerFin

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Talking to FL Technics CEO Žilvinas Lapinskas

By David Dundas

AviTrader MRO360°: Can you tell me a bit about the history of FL Technics?

Žilvinas Lapinskas: Founded in Vilnius in 2005, FL Technics was the first MRO in Lithuania with the capability of providing MRO services for Boeing aircraft. By 2011, we had broadened our services to include Airbus and Embraer aircraft, expanded into the spare parts trading market, and opened offices abroad, while also acquiring Storm Aviation. By expanding our hangar capacity and securing early maintenance contracts with European airlines we were able to scale up rapidly.

Our next milestone was marked by heavy investment in our Kaunas MRO centre and our entry into the Asia-Pacific region (Jakarta Hangar 2015). From the beginning of this decade, we have consolidated our subsidiaries under one global brand and expanded our network through acquisitions, including Chevron, Wright International, and Flesh Line Maintenance, while also establishing new facilities across Europe, the Middle East, and North America. Most recently, we launched major MRO bases in Bali and the Dominican Republic, positioning ourselves as a global one-stop shop for aircraft maintenance and engineering services.

What are the key services you provide?

As a service provider for commercial aviation, we work with aircraft owners and operators, as well as leasing companies. Our comprehensive range of services includes base and line maintenance, full aircraft engineering, engine maintenance and repair, support for spare parts and components, aerospace logistics and distribution, technical training and consulting, support for wheels and brakes, and livery design and production. We have offices in Lithuania, the United Kingdom, Italy, Germany, Hungary, Indonesia, Dubai, Bangkok, and Canada. We provide base maintenance and other aviation services worldwide, and we have a network of more than 100 line stations across Europe, the Asia-Pacific region, and North America.

Is your main market in Europe or are you acting global?

Although we started out in Europe, and still retain a strong presence there, we have grown over the years and expanded into new territories. Our Asia Pacific presence is centred around our MRO hangars in Jakarta and Bali. In the Middle East, we provide line maintenance operations in Abu Dhabi. Meanwhile, our coverage of the Americas encompasses our new MRO Hangar in Punta Cana in the Dominican Republic and our Line Maintenance subsidiary Wright International which operates in Canada. All in all, our global reach stretches to more than 100 line maintenance stations worldwide, supported by certifications from EASA, FAA, UK CAA, GCAA, and others. We have more than 500 clients worldwide who purchase spare parts from us.

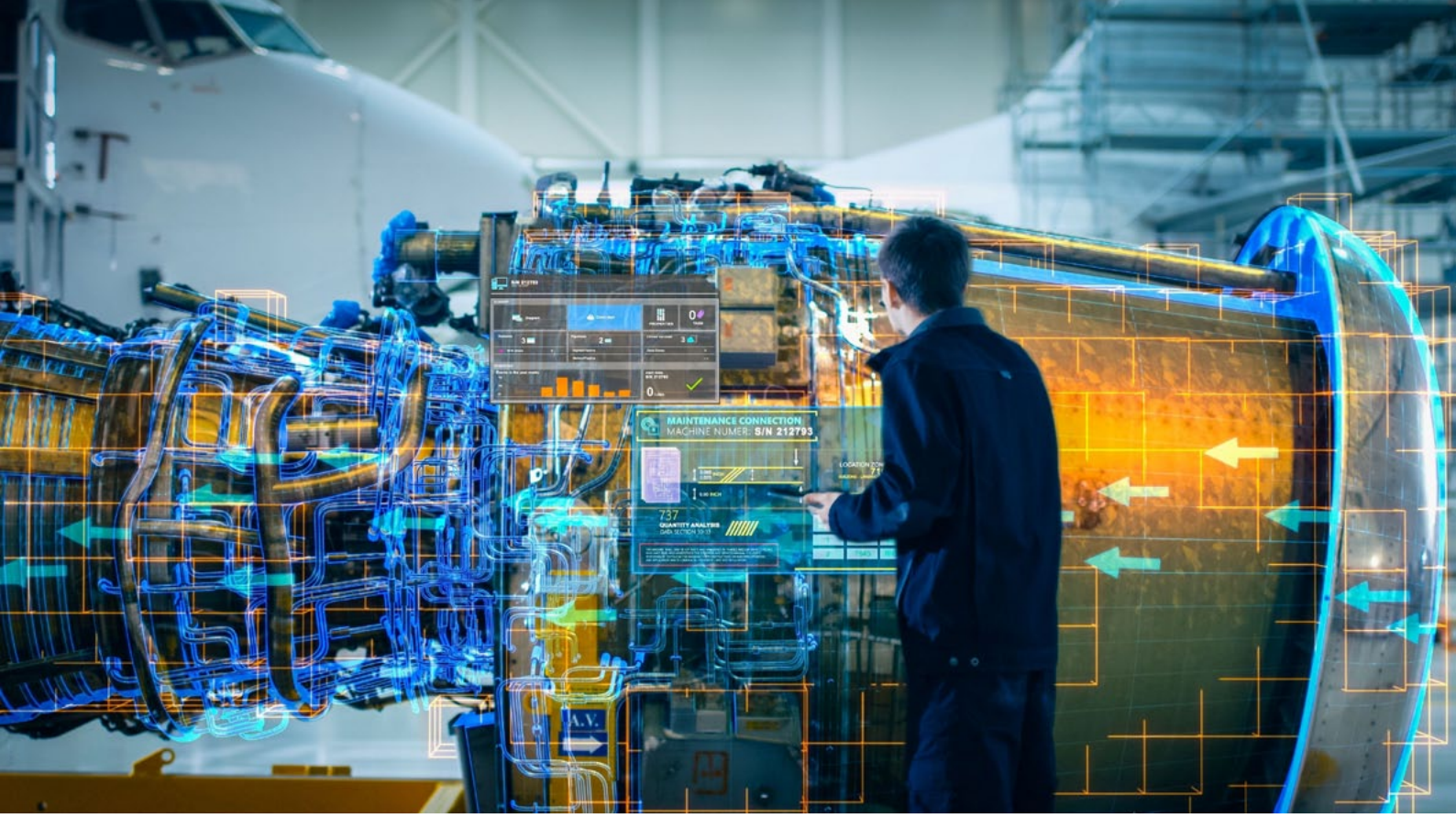

Žilvinas Lapinskas, CEO, FL Technics

What are the key strengths of FL Technics?

Flexibility, quality, professionalism, and a dynamic team that's focused on always achieving the best result for the customer.

What lies ahead for FL Technics in the years to come?

While FL Technics is planning to expand in all the regions it operates, our most important investment at present is Punta Cana in the Dominican Republic. This hangar, which we are poised to open this year, is part of a 52,000 m^2 complex. It will initially feature five maintenance bays and support workshops (e.g., sheet metal, composite, paint), with plans to expand to 12 and eventually 20 bays in phased development. The move is in alignment with our joining of ALTA (Latin American and Caribbean Air Transport Association). FL Technics plans to increase its current turnover by more than double to reach €1 billion (US$1.1 billion) by 2030.



Digital Twins in the Hangar

Predicting Failures Before They Happen

By David Dundas

Helping MROs to be more proactive than reactive in order to reduce unplanned AOG incidents

Aircraft maintenance is a constant battle between safety, efficiency, and cost control. Traditionally, maintenance has involved scheduled checks, routine inspections, and reactive repairs. Though these practices have ensured that aviation remains the safest mode of transport, there exists a fair degree if inefficiency. For example, parts are sometimes replaced earlier than necessary, while in other cases problems may only be discovered once they have already escalated. However, more recently, a new technology has begun to transform how maintenance teams approach many MRO challenges: the digital twin. This innovation aims not only to reduce maintenance costs and increase efficiency, but its trump card is the ability to predict failures before they happen.

What is a digital twin?

A digital twin is not just a static 3-D model or a simple database. It is an intelligent, dynamic virtual replica that continuously mirrors the behaviour of an aircraft or one of its many components in real time. A digital twin may begin with a structural representation of a physical system, but its real power comes from the constant stream of live data it ingests from sensors strategically located across aircraft. This information—ranging from vibration and pressure readings to temperature changes and fuel efficiency metrics—is processed through a combination of advanced analytics and artificial intelligence. And the result? A living, evolving replica that can simulate multiple scenarios, anticipate failures, and even test different maintenance strategies before any action is taken on the actual aircraft in question.

In the hangar, digital twins are already demonstrating how effective predictive maintenance can be. Consider, for example, a landing gear strut that is fitted with multiple sensors. Instead of being inspected only at scheduled intervals, its digital twin continuously monitors operational stress patterns. When it detects unusual data trends, the twin can predict that a hydraulic seal might soon fail, but of greater importance, it anticipates this long before the issue might be picked up during a traditional check. In this way, engineers gain the upper hand by being able to intervene early, preventing costly downtime as well as avoiding potentially dangerous situations. Beyond predictive maintenance, digital twins also make it possible to run virtual tests and simulations. Engineers can examine how components will react to extreme weather, high-cycle operations, or emergency conditions, all without risking damaging real hardware. Through the use of digital twins, maintenance schedules can now be dynamically adjusted according to actual aircraft usage rather than sticking to rigid timetables, and each component's health and history can be more effectively tracked across its entire lifecycle.

Already seen benefits of digital twins

The benefits for airlines and MROs are wide-ranging. Safety is enhanced because digital twins can detect anomalies that are invisible to the human eye or standard tools, such as micro-cracks in turbine blades that only show up as tiny shifts in vibration. Cost savings are significant as well: unplanned groundings can cost airlines tens of thousands of dollars per hour, so predictive insights can drastically

reduce such unwanted occurrences. Maintenance operations also become more efficient, as crews no longer need to open panels "just in case" but can instead target their efforts where they are truly required. There is also an indirect benefit of digital twins, and that is making a positive contribution towards sustainability by extending component lifespans, reducing waste, and optimising fuel efficiency.

New operational methods bring new challenges

However, the implementation of digital twins does not come without challenges. Owing to the number of individual parts, today's aircraft generate enormous amounts of data—sometimes terabytes per day—and managing, storing, and securing that data is a major hurdle. Interoperability across mixed fleets from different manufacturers adds complexity, and cybersecurity becomes a critical concern as real-time data links will always be vulnerable to nefarious attacks. Beyond this, the level of required technology requires a very substantial up-front investment in a complex infrastructure such as sensors and cloud platforms as well as AI modelling capabilities. Finally, the shift in operational procedures demands cultural change and new skill sets. Maintenance engineers must learn to work not only with wrenches and diagnostic tools but also with analytics dashboards and digital models, both of which require training and adaptation.

Despite these challenges, real-world applications are already proving the value of this new technology. Rolls-Royce has implemented digital twins in its TotalCare® service, monitoring thousands of engines worldwide which now enable the engine manufacturer to predict the need for part replacements with striking accuracy. Airbus has also launched its Skywise platform, which integrates fleet data into digital twin environments to provide airlines with real-time insights into operational performance and maintenance needs. GE Aviation has taken a similar approach with its engines, using digital twins to extend time-on-wing and improve fuel efficiency. These examples show that the technology is not a distant vision but a present reality that is currently shaping modern aviation.

What does the future hold for digital twins?

Looking ahead, digital twins are likely to become even more sophisticated and widespread. Airlines will increasingly manage digital replicas of entire fleets rather than individual components, optimising scheduling and routing decisions based on predictive maintenance data. Augmented reality will soon enter the hangar as well, with mechanics using smart glasses to view live overlays of digital twins directly on physical aircraft, highlighting areas that require attention. Robotics, combined with digital twin guidance, may eventually make semi-autonomous inspections and repairs possible. Regulatory authorities such as the EASA and the FAA are already beginning to define frameworks that will govern how digital twins can be validated and certified within maintenance processes, ensuring safety and reliability remain uncompromised.

The rise of digital twins represents a paradigm shift in how the aviation industry now approaches maintenance. By moving away from reactive and scheduled approaches and embracing predictive, data-driven decision making, airlines and MROs are laying the groundwork today for a new era of safety, efficiency, and sustainability. While challenges remain, the trajectory is pretty clear: in the years to come, the digital twin will invariably become as essential to the hangar as the wrench or the torque meter. Maintenance teams will no longer have to predict whether or when a component might fail; they will know exactly when and be able to take appropriate proactive action.

PEOPLE

on the move

Haluk Hadi Acar

Haluk Hadi Acar will become the new Chief Executive Officer of TIM Aviation. This significant leadership change marks an exciting milestone as the company continues to build on its strong foundations and pursue ambitious growth within the global aviation sector. Acar brings with him a wealth of experience spanning many years in the Maintenance, Repair and Overhaul (MRO) and aircraft maintenance industry. Throughout his distinguished career, he has demonstrated a consistent record of leadership, operational excellence and strategic vision. His extensive industry expertise, combined with a proven ability to drive innovation and deliver results, places him in an excellent position to lead TIM Aerospace into its next phase of development. Under Acar's leadership, the company will continue to strengthen its technical capabilities, broaden its service portfolio and further enhance its commitment to delivering the highest standards of safety, quality and reliability in aviation maintenance. His appointment reflects TIM Aerospace's determination to invest in strong leadership as a cornerstone of its long-term growth strategy. With his guidance, TIM Aerospace is poised to achieve new milestones, deepen customer partnerships and reinforce its position as a trusted leader within the aviation maintenance industry.

Kevork Agopian

Swiss Aviation Software (Swiss-AS) has named **Kevork Agopian** as Chief Operating Officer (COO). This key leadership change further strengthens the company's executive team and marks an important step in ensuring continued excellence in customer service and operational delivery. In his new role, Agopian will take direct responsibility for customer operations, with a focus on enhancing service quality and efficiency. He will also play a pivotal part in aligning and developing operational processes across the Lufthansa Technik Digital Tech Ops Ecosystem. By fostering closer collaboration between Swiss-AS, AVIATAR and flydocs, he will help to generate synergies that deliver stronger customer value and support ongoing innovation within the group. The appointment reflects Swiss-AS's commitment to maintaining a robust and forward-looking leadership structure, designed to underpin both stability and strategic alignment. With a sharper emphasis on customer needs, the company aims to consolidate its position as a trusted global provider of aviation maintenance and engineering software solutions. Swiss-AS looks forward to the positive impact of his appointment and the added value it will bring to both customers and partners worldwide.

Fraser Currie (l) and Adam Voss (r)

Joramco, the Amman-based MRO facility and division of Dubai Aerospace Enterprise (DAE), has appointed **Adam Voss** as its new CEO, effective September 14, 2025. Voss previously served as Chief Operating Officer at Joramco and, until recently, was Chief Executive Officer of Dubai-based TIM Aerospace. He succeeds **Fraser Currie** who is promoted to Chief Strategy & Commercial Officer at DAE Engineering. "With the tremendous growth trajectory that Joramco is currently experiencing – and the forecast continued growth over the coming years – it was critical that we expand our management team to ensure we continue to deliver to our customers, staff, and shareholders accordingly." Jeff Wilkinson, CEO, DAE Engineering, commented on both appointments.

PEOPLE

on the move


Ben Smith

Britten-Norman, the manufacturer of the Islander aircraft and provider of aircraft support and modifications, has named **Ben Smith** as Head of Aftermarket to oversee its global support strategy and drive growth in the aftermarket sector. Smith brings over a decade of experience in technical sales, digital services and aviation support, having previously led Garmin's aviation sales across the UK and EMEA. At Garmin, he worked closely with Britten-Norman on avionics integration programmes – including the introduction of TXi and GTN Xi systems – while also supporting a wide range of fleet operators, OEMs, MROs and government clients. As Head of Aftermarket, Smith will oversee Britten-Norman's global strategy for spares, repairs, upgrades and operator support. His key priorities will be to modernise internal systems, enhance responsiveness and deliver customer-focused solutions that maximise the lifetime value of the Islander fleet.


Frank Haberkamp

MTU Maintenance has appointed **Frank Haberkamp** as Managing Director of MTU Maintenance Serbia, effective from September 1, 2025. He succeeds **Rainer Becker**, who has been with the facility since the project phase and, following a handover period, will return to the parent company, MTU Aero Engines, in Munich in 2026. MTU Maintenance Serbia is a component repair facility specialising in high-value engine parts for large-volume engine programmes such as the CF34, CF6, CFM56, V2500 and GE90, as well as the aero-derivative LM2500 and LM6000 industrial gas turbines. The company was established in 2019 and commenced operations in 2022. Haberkamp has been with MTU Maintenance for over 18 years and has held positions within the sales and programme organisation, most recently serving as Vice President Repair Services, with responsibility for the group's parts and accessory programme worldwide. In his new role, he will concentrate on the continued expansion of the site to a workforce of more than 500 specialists and the ongoing ramp-up to 470,000 repair hours per year.


Leane Higgins

TrueNoord, a regional aircraft leasing company, has expanded its Singapore team with the appointment of **Leane Higgins** as Technical Director for APAC (Asia-Pacific). Higgins brings more than 20 years of aviation industry experience to TrueNoord. She previously worked in the technical and legal departments at GECAS and most recently served as Assistant Vice President – Technical Operations at NAC. She also holds an MSc in Project Management from University College Dublin.


Adam Payne

AMETEK MRO has named **Adam Payne** as Business Development Director for Europe. In this new role, he will focus on expanding the company's facilities and repair capabilities. A key priority will be securing further Authorised Service Centre (ARC) agreements with OEMs. Payne brings 20 years of aerospace experience across commercial and military sectors. He has a strong background in both OEM and MRO activities. Most recently, he was Senior Sales Manager at Ontic, where he managed ARC contracts with third-party repair shops and developed the sales pipeline. Prior to that, he spent 14 years at GE Aerospace, securing a performance-based logistics MRO contract with Lockheed Martin to support the F35 Fighter Jet. He joins AMETEK MRO at a time when the company is strengthening partnerships across its European sites. The firm supports leading brands such as AEM, ANTAVIA, MUIRHEAD AVIONICS, and AVTECH. This comes amid ongoing supply chain challenges within the aerospace industry.