

MRO^{360°}

New Trends in CAMO Software

The MRO sector has not just been digitalised,
it is also being digitally revolutionized

Eco-Engineering

Extending life -
minimising waste

Airworthiness of USM

Regulations, certification,
traceability and authenticity

Expert Corner

Component supply
chain issues



Dear Industry Colleagues,

In this month's issue, we report on new trends in CAMO software. As always, we had some interesting responses from the four interviewees who supported us with their expertise for this article.

One topic that is perpetually relevant is the airworthiness of used serviceable material. In times of ongoing supply chain problems, the use of used material plays an important role in keeping aircraft in the air and we had tremendous response from numerous industry players in relation to how they deal with authenticity, traceability and sourcing of USM.

Our two shorter insights involve the use of blockchain in the battle to improve parts traceability, while we also delve into the world of eco-engineering, which makes for great reading. This month's expert corner focuses on "The Impact of Declining Quality and Common Sense in Civil Aviation's Component Supply Chain".

As the year is slowly coming to an end, we know many executives are busy preparing budgets for 2026. Our sales team is actively involved in providing our advertising customers with advice and support in planning tailor-made advertising campaigns for next year. To assist, you can download our **Media Pack 2026** [here](#), and if you have any questions, please do not hesitate to contact us.

As always, I hope you enjoy this issue.

Peter Jorssen
Publisher

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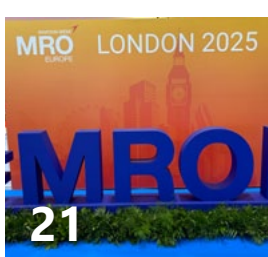


30

New Trends in CAMO Software



5



21



36



39



52

2 Publisher Page

5 News in Brief

21 News from Aviation Week's MRO Europe 2025 in London Highlights From the Show

30 New Trends in CAMO Software

The MRO sector has not just been digitalised, it is also being digitally revolutionized

36 Expert Corner Component supply chain issues

39 Airworthiness of USM Regulations, certification, traceability and authenticity

48 ECO Engineering Extending life - minimising waste

52 Blockchain for Traceability Securing the Aircraft Parts Supply Chain

55 People on the Move

SkyThread and Wingleet join forces to secure and share aviation data

SkyThread Corporation from Irvine, California, and Wingleet Corporation from Paris have signed a new strategic partnership. The goal is clear: speed up the use of blockchain and cloud tools in aviation. Together, they will help airlines and maintenance providers verify, protect, and share vital data on aircraft parts and assets. Both companies are known for their strength in secure data technology. Now, they are working together to fix long-standing problems in aviation supply chains. Their focus is on better transparency, trust, and traceability. The two firms will connect Wingleet's AeroChain powered data vault with SkyThread's data-sharing platform. This link will allow aviation players to collect, check, and share information on aircraft, engines, and parts with ease. It will also speed up decisions and reduce maintenance delays. The current supply



Blockchain technology concept

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chain remains complex and scattered. Many operators still rely on outdated systems. This collaboration tackles that issue head-on. By tracking every part from creation to retirement, the new model brings clarity and confidence. Wingleet's integration know-how will boost SkyThread's rollout across global aviation networks. The result will be a smooth, secure, and fully compliant data environment. It will also support safer and more efficient air transport. "This collaboration marks a major step in our mission to change how aviation stakeholders share and verify data," said John Rassieur, CEO and Chairman of SkyThread Corporation. "Together with Wingleet, we will push blockchain and AI adoption forward. The aim is to build trust, improve efficiency, and strengthen safety across aviation."

Willis Lease Finance opens second hangar at Teesside International Airport



Ribbon-cutting ceremony of the second hangar at Teesside International Airport

© WLFC

Willis Lease Finance Corporation (WLFC), a global aircraft engine leasing and aviation services company, has officially opened its second hangar at Teesside International Airport. Construction began in April 2025 under WLFC's subsidiary, Willis Aviation Services Limited (WASL).

The 60-foot-high, twin-bay hangar was officially unveiled at a well-attended ceremony on October 13. The event celebrated the company's growing investment in Teesside and its long-term commitment to the region. The £13.5 million (US\$18 million) facility spans 330 feet

by 160 feet. It can service Boeing 737 and Airbus A320-family aircraft, including next-generation models. The hangar expands WASL's maintenance, repair and overhaul (MRO) capacity and supports rising demand for reliable aircraft maintenance and storage. This project represents the largest private investment at Teesside International Airport in decades. It underlines the airport's position as a growing centre for aviation engineering, logistics, and technical services. The expansion will also create skilled jobs and strengthen the local economy. Willis provides complete nose-to-tail solutions for airlines, lessors, and aircraft owners. Services at Teesside include maintenance, storage, and full technical support. These integrated operations help customers improve fleet performance and reduce downtime. With this expansion, WLFC reinforces its reputation for technical excellence and customer focus. The new hangar enhances Teesside's role within the UK aviation industry and supports the company's vision for sustainable, efficient aircraft operations worldwide.

MAAS Aviation extends Airbus partnership in Mobile, Alabama



MAAS Aviation is extending its contract with Airbus for the painting of A320 and A220 aircraft in Mobile, AL © MAAS Aviation

MAAS Aviation, a globally recognised aircraft painting and exterior coating specialist, has extended its long-term agreement with Airbus for another five years. The renewed contract covers the painting of A320 and A220 aircraft at MAAS Aviation's advanced facility in Mobile, Alabama. The site expanded in 2024 to include five dedicated paint bays. It now has the capacity to paint up to 200 aircraft each year. The facility plays a key role in supporting Airbus' single-aisle production programme in North America. Geoff Myrick, Executive Vice President of OEM Programmes at MAAS Aviation, said the company is proud to continue working with Airbus. "Our collaboration reflects a shared commitment to quality and operational

excellence," he stated. "We are honoured to remain a trusted supplier within Airbus' global network." MAAS Aviation opened its first paint shop in Mobile in 2015 with just 20 employees. Two additional paint shops followed in 2017, and two more opened in 2025. The partnership has created steady employment growth at the site, which paints exclusively for Airbus. Today, nearly 100 people work at the facility, and that number is expected to exceed 150 within three years. This renewed agreement reinforces MAAS Aviation's position as a trusted partner to Airbus. It also underlines the company's continued role in supporting the aircraft manufacturer's global production growth.

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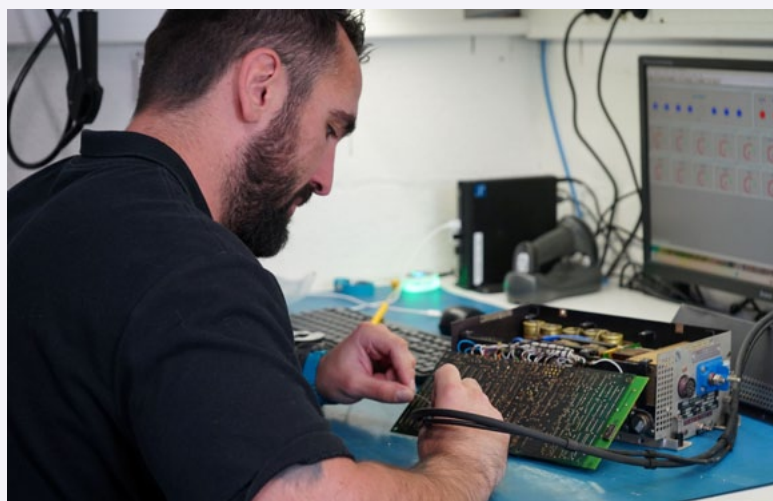
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AMETEK MRO and AJW Group sign global component repair agreement

AMETEK MRO, a global provider of aircraft maintenance, repair, and overhaul services, has signed a worldwide agreement with AJW Group. The partnership will deliver specialist component repair support across AMETEK MRO's facilities in Europe, the United States, and Asia. The scope of the agreement includes electromechanical, hydraulic, pneumatic, environmental, heat transfer, fuel, avionics and instrument systems. According to Ismaël Fadili, Vice President of Sales MRO Europe at AMETEK MRO, this new agreement builds on a long-standing collaboration between the two companies. "AMETEK MRO's skilled and experienced technicians have supported AJW's components for more than 25 years," he said. "This partnership includes legacy equipment as well as new technology part numbers. By aligning our global capabilities with AJW's requirements, we will continue to deliver high-quality repairs supported by our authorised OEM partnerships."



AMETEK MRO and AJW Group have signed a global component repair agreement

© AMETEK MRO

AJW Group is a globally recognised independent provider of component parts, repair, and supply chain solutions. The company manages a global fleet under contract, offering extensive support to airlines and operators worldwide. Lauren Tyler, Head of Strategic Sourcing at AJW Group, emphasised the strength of the partnership. "AMETEK MRO has been a trusted partner for many years," she said. "They have consistently supported our in-house MRO network with specialist repair capabilities and global coverage when required. This agreement formalises a long-established relationship built on transparency, technical expertise, and a shared commitment to quality and customer satisfaction." AMETEK MRO operates twelve global facilities providing comprehensive component repair solutions for aviation customers. With this agreement, the company aims to strengthen its collaboration with AJW and support an expanding volume of repair activity. As Fadili added, "We're proud of our proven record with AJW and look forward to continued growth throughout the life of this agreement."

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FL Technics Wheels and Brakes accelerates growth across Europe

In a highly competitive market, airlines across Europe are searching for ways to reduce operating costs. Expanding fleets, record passenger demand, and the complexity of managing MRO work internally are driving many carriers to outsource services to specialised providers. Wheels and brakes maintenance is one area where outsourcing is growing rapidly. Founded in 2022, FL Technics Wheels and Brakes has quickly become Europe's second largest independent provider in this field. The company's rapid rise reflects the growing demand for outsourced expertise. "Airlines want to focus on their core operations," said Zilvinas Lapinskas, CEO of FL Technics Group. "Wheels and brakes maintenance may seem straightforward, but it adds cost and complexity. Working with a dedicated partner gives airlines greater reliability and efficiency." The company now operates four facilities across Europe: in Hanover, Budapest, Vilnius, and Bergamo. Its latest expansion, a 2,575 m² site in Bergamo, opened in 2025. From this new base, FL Technics Wheels and Brakes can serve customers in Italy, Switzerland, France, and Spain, maintaining close links with major aviation hubs. Lapinskas explained that each location was chosen for its proximity to airports and road networks, helping clients save on logistics while



FL Technics aims to build Europe's largest wheels and brakes MRO network

© FL Technics Wheels and Brakes

achieving faster turnaround times. Beyond operational performance, sustainability is central to the company's strategy. All facilities are built to the latest energy-efficiency standards and equipped with advanced technology. The Budapest site, for example, holds both EPC and BREEAM environmental certifications. Close proximity to suppliers and airports further reduces transport-related emissions. FL Technics Wheels and Brakes also promotes

greener materials through partnerships with major tyre manufacturers such as Bridgestone. The company offers re-treaded tyres to lower carbon emissions, aligning with airlines' environmental, social, and governance (ESG) goals. Looking ahead, FL Technics Wheels and Brakes plans to double its workshop network by 2030, expanding coverage while continuing to champion efficiency and sustainability in Europe's MRO sector.

Astronics Corporation acquires Bühler Motor Aviation

Astronics Corporation has announced the acquisition of Bühler Motor Aviation (BMA) from the Bühler Motor Group. The deal, completed as an all-cash transaction, supports Astronics' strategy to expand its expertise in motion control systems for commercial aircraft. Bühler Motor Aviation, located in Uhldingen-Mühlhofen, Germany, is an established manufacturer of aircraft seat actuation systems. The company's product range includes actuators, electronic components, control panels, pneumatic systems, and cabin lighting. These technologies are designed to improve passenger comfort and enhance efficiency within modern

aircraft seating. Peter Gundermann, President and Chief Executive Officer of Astronics Corporation, commented that BMA is an ideal addition to Astronics' existing aircraft seat actuation business. The company brings strong engineering expertise, innovative technologies, and long-standing customer relationships. According to Gundermann, Astronics is pleased to have BMA work closely with its PGA subsidiary. Their collaboration is expected to deliver best-in-class seat motion solutions and drive further innovation for global customers. He added that the acquisition highlights Astronics' continued focus on this specialised area of motion control

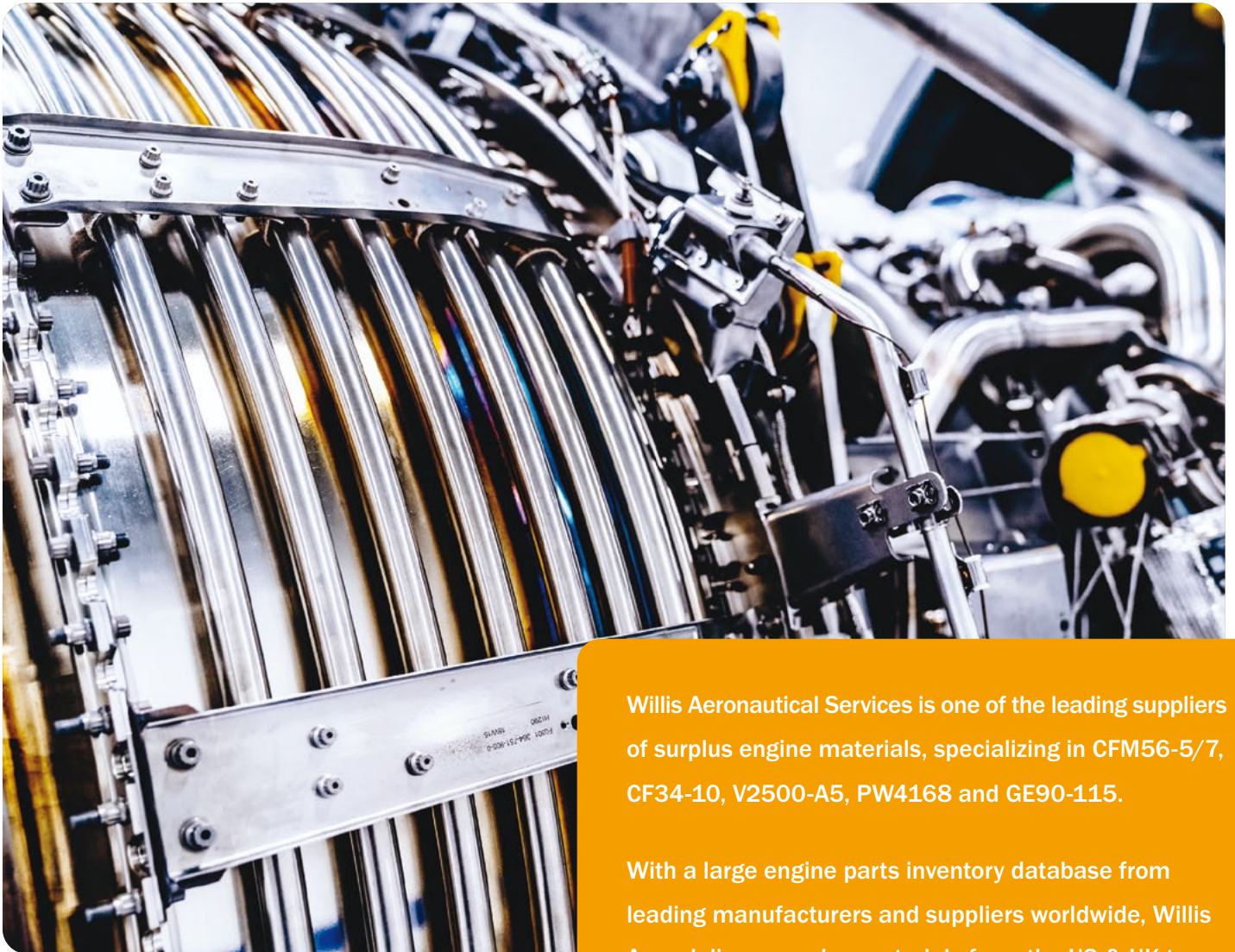
within commercial aerospace. The move reinforces the company's position as a key technology provider in the aircraft interiors market. Bühler Motor Aviation's expected annual revenue for 2026 is estimated at US\$22 million, based on current exchange rates. This acquisition strengthens Astronics' technical offering, expands its global footprint, and enhances its ability to supply integrated, high-performance systems to the aviation industry. With this latest investment, Astronics continues to build its reputation for innovation, reliability, and advanced engineering across international aerospace markets.



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Willis Aeronautical Services, Inc. is a subsidiary of Willis Lease Finance Corporation

STS Engine Services begins new chapter after GT Engine Services rebrand

STS Engine Services, formerly GT Engine Services, has unveiled its new brand identity. The rebrand follows its May 2024 acquisition by STS Aviation Group, a well-known aircraft maintenance, repair and overhaul (MRO) services group. The change marks a fresh chapter in the company's development. More importantly, it strengthens its position within STS Aviation Group's growing international network. As a result, STS Engine Services will continue providing trusted aircraft engine maintenance and repair solutions, now supported by wider global resources and technical expertise. In addition, the company will benefit from improved efficiency and scalability. This will ensure faster turnaround times, greater flexibility, and consistent service quality for airlines and lessors across both commercial and military markets. Mark Smith, President of STS Aviation Group, underlined the significance of the change. "Rebranding GT Engine Services as STS Engine Services is more than a name change — it's a bold step toward unifying our capabilities under a single, globally recognised brand," he said. "We are creating a full-service aviation provider that brings together commercial, military, and material MRO expertise." The transition to STS Engine Services is effective immediately. All existing contracts, operations, and service agreements remain in place. Customers can expect the same high standards of service, now enhanced by greater operational strength and international support. Furthermore, the rebrand aligns with STS Aviation Group's wider strategy to integrate its global MRO divisions. The goal is to offer seamless, end-to-end lifecycle care, from component repair to complete engine overhaul. Ultimately, STS Engine Services enters this new era with renewed focus, stronger global backing, and a clear commitment to innovation, reliability, and excellence in aircraft engine maintenance.



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Lars Wingefors expands into aviation with acquisition of TAM

The Erik Thun Group, a Swedish shipping company which has historically been involved in aircraft sales and leasing, is to leave that business area. Therefore, the Group has signed an agreement with Lars Wingefors AB for the sale of Täby Air Maintenance AB (TAM). The deal also includes the sale of three Saab 2000 aircraft. The transaction marks a new chapter for TAM, which will gain an owner with ambitions to expand its activities in both civil and defence aviation. Lars Wingefors AB is a private investment company founded by Swedish entrepreneur Lars Wingefors. He is best known as the founder and chief executive of Embracer Group, a major global video games company. Through his investment arm, Wingefors has broadened his portfolio into aviation, signalling long-term interest in the sector. Täby Air Maintenance AB, based in Örebro, Sweden, has delivered advanced maintenance and modification services since 1989. It specialises in regional aircraft such as the Saab 340, Saab 2000 and ATR aircraft. Over the years, the company has built a strong reputation for technical expertise and global reach. Under the ownership of Erik Thun AB, TAM has expanded its role in sustainable and technologically advanced aviation, becoming a trusted partner for airlines worldwide. The three Saab 2000 aircraft included in the deal will strengthen Lars Wingefors AB's existing fleet. They are expected to be offered on the leasing market, supported by TAM's long-standing maintenance knowledge. This combination of aircraft assets and specialist engineering provides a solid platform for further growth. Henrik Källsson, Deputy CEO of Erik Thun AB, praised the company's achievements under their ownership. He noted TAM's rise as a leading player in aircraft maintenance and expressed confidence in the new owner's vision and commitment to quality. With this acquisition, Lars Wingefors AB takes on both valuable aircraft and a highly regarded maintenance company, ensuring TAM continues its journey as a strong force in regional aviation.



Henrik Källsson, Deputy CEO of Erik Thun AB (l), together with Lars Wingefors, CEO of Lars Wingefors AB (r)
© Lars Wingefors

Veryon introduces AI platform to redefine aircraft maintenance



Veryon AIRE AI platform

© Veryon

Veryon, a provider of information services and software solutions for the aviation industry, has introduced Veryon AIRE. This AI-powered data intelligence platform is designed

to redefine how operators maximise aircraft availability, airworthiness, and reliability. Veryon AIRE combines the industry's largest de-identified dataset with proven data science and decades of real-world aviation expertise. It powers conversational, predictive, and decision-support capabilities that help operators turn unscheduled events into more scheduled and expected outcomes. Maintenance teams gain efficiency, foresight, and confidence in every decision. Smarter, faster fixes: The system recommends the most likely corrective actions to increase first-time fix rates. It also allows technicians to ask publication-specific questions and go straight to troubleshooting steps. Intelligent fleet management: The platform automates routine tasks, lowers maintenance costs, and optimises critical maintenance planning and inventory control. Enhanced reliability: Veryon AIRE identifies chronic issues, rogue components, and short-life parts. It also tracks degradation trends early, preventing unexpected aircraft-on-ground events.

Safran installs Lithoz 3-D printers for turbine blade production



Ceramic casting cores

© Lithoz

Lithoz, a frontrunner in ultra-precise ceramic 3-D printing, has installed three CeraFab System S65 printers at Safran Aircraft Engines in Gennevilliers, near Paris. The investment will allow Safran to begin serial production of complex ceramic casting cores at industrial scale. These components are essential for the cooling of next-generation turbine blades. The project builds on several years of collaboration between the two companies. Safran and Lithoz have co-developed new ceramic formulations which, when combined with Lithoz's lithography-based ceramic manufacturing (LCM) technology, offer a

reliable and scalable solution. The result is a breakthrough in the use of ceramic 3-D printing for aerospace applications. Raising the inlet temperature of high-pressure turbines is a key goal for future engines. To cope with these higher loads, blades must integrate advanced cooling channels. These are created during the casting process. Traditional ceramic manufacturing could not reach the required level of detail, but Lithoz's LCM technology now makes this possible. Safran selected the CeraFab System S65 for its performance, speed and compliance with strict aeronautical traceability standards. The printers also offer ergonomic design and production-ready software. According to Safran, the project's success was supported by the technical skills and fast response of the Lithoz team, which ensured the installation was completed on schedule. Johannes Homa, CEO of Lithoz, said: "The installation of these three CeraFab S65 printers is a true milestone for both Lithoz and the aerospace industry. As Safran Aircraft Engines moves forward with serial additive manufacturing of ceramic casting cores, Lithoz is proud to provide full support for this important step." This development highlights the growing importance of additive manufacturing in aerospace. Precision, efficiency and innovation are increasingly vital as the industry works towards engines that meet future performance targets while advancing sustainability

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Willis Sustainable Fuels selects Wilton International for SAF project



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Willis Lease Finance Corporation has confirmed that its subsidiary, Willis Sustainable Fuels (UK), will build a new SAF plant at Wilton International in Teesside. The facility will be located within the Wilton International industrial site, which is owned and operated by Sembcorp Utilities (UK). Once operational in 2028, it aims to produce 14,000 tonnes of sustainable aviation fuel annually. The fuel is expected to

cut greenhouse gas emissions by more than 80% compared with traditional jet fuel. Dr Amy Ruddock, Senior Vice President for Strategy, Sustainability and Transformation, highlighted the importance of the location. She said Wilton International offers the infrastructure and strategic positioning required for advanced fuel production. She added that the site will play a vital role in the UK's energy transition,

while also strengthening the local supply chain. Earlier this year, the UK Department for Transport awarded the project a £2.9 million (US\$3.9 million) grant under its Advanced Fuels Fund. The grant will support development from July 2025 to March 2026. The facility will use sustainable biomethane, sourced from waste, to produce aviation fuel. Willis Sustainable Fuels is collaborating with Johnson Matthey and Axens as technology partners, while McDermott will lead the engineering. The project is expected to generate around 50 permanent skilled jobs once operations begin, while a further 200 positions will be created during construction. Willis Lease Finance Corporation stressed that the Wilton International site provides the right foundation for advancing sustainable aviation in the UK. The project highlights both environmental responsibility and economic opportunity for Teesside.

Liebherr-Aerospace Saline expands facilities

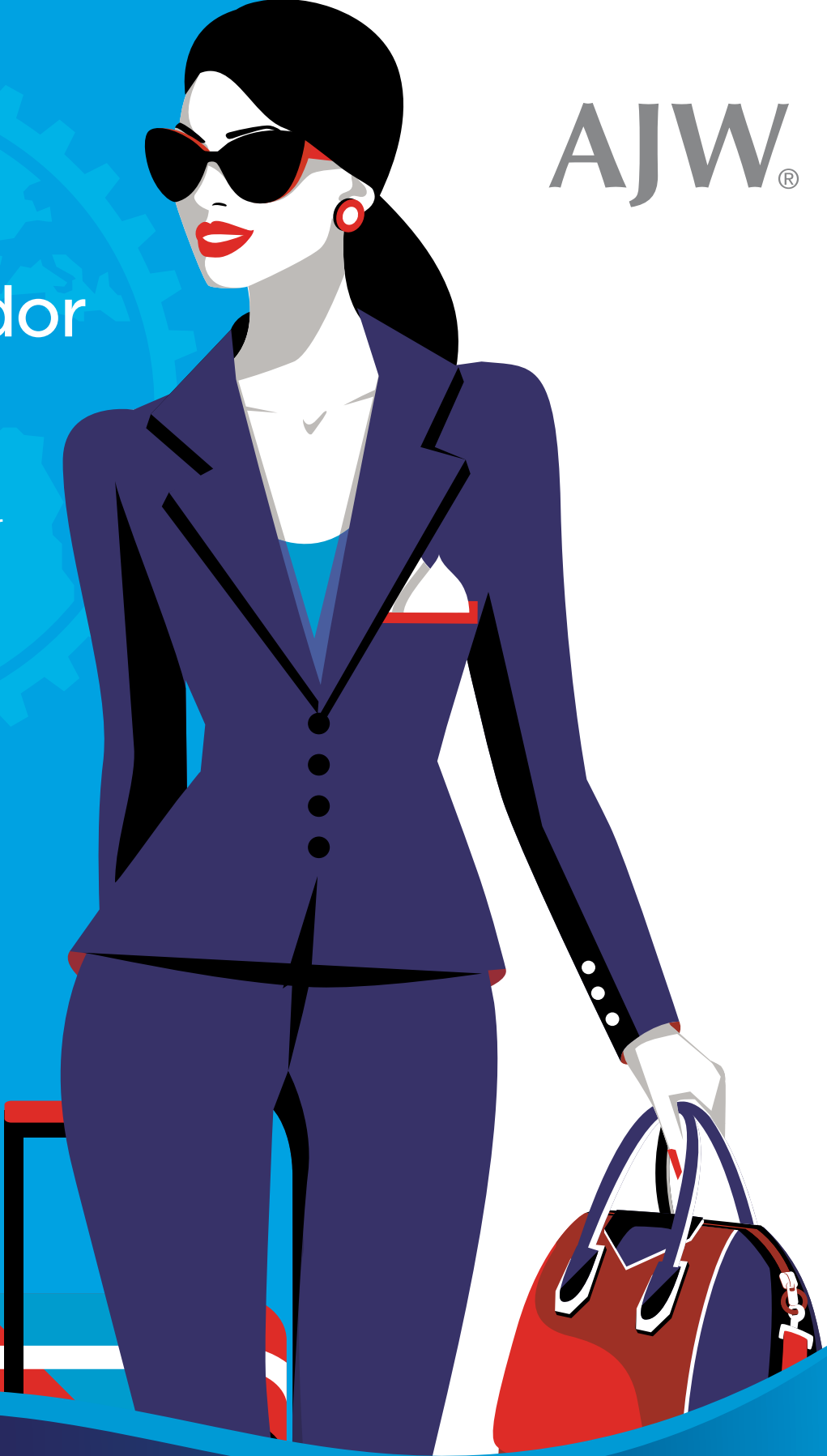
Liebherr-Aerospace Saline, Inc. has completed its fifth major expansion since 1993, further enhancing its aftermarket service capacities. The new facility spans 33,000 ft², or 3,065 m² and adjoins the existing complex; the most recent addition before this was inaugurated in 2016. The new building was officially opened during a ceremony attended by company management, employees and invited guests. This expansion responds directly to growing global demand for aftermarket services. It will provide additional testing, repair, overhaul, and recore capacity for Liebherr heat transfer equipment. These systems are installed on a wide range of aircraft types, including Airbus, Boeing,



Ribbon-cutting ceremony at the official inauguration of the new building

© Liebherr Aerospace Saline

Bombardier, Embraer and Mitsubishi models. The facility is also designed to optimise internal MRO processes for various additional product lines. It will increase essential landing gear processing capacity at the main site, while also extending the area dedicated to pneumatic component maintenance, repair, and overhaul activities. Liebherr-Aerospace Saline's continued investment demonstrates its commitment to supporting customers in North America and beyond. Since 1993, the site has grown consistently, reflecting both market demand and the company's focus on operational excellence.

A stylized illustration of a woman with dark hair in a ponytail, wearing large black sunglasses, a red circular earring, and a dark blue business suit with a red pocket square. She is holding a red and blue duffel bag. The background features a large blue gear and a stylized globe.

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AerFin and TARMAC complete A320neo teardowns

AerFin has completed the teardown of four 2017-vintage A320neo aircraft at TARMAC Aerosave's Tarbes facility in France. Each aircraft released around 1,400 high-demand parts into the aftermarket. The aircraft were acquired earlier this year in partnership with a Middle Eastern investor. They mark the start of AerFin's dedicated A320neo teardown programme. A fifth aircraft has since been secured and will be dismantled in the Philippines. Inventory from all five will be distributed worldwide through AerFin's warehousing network across Europe, the Americas and Asia Pacific. The programme is designed to maximise the availability of serviceable A320neo material. It also ensures a highly efficient and sustainable recycling process. AerFin worked closely with TARMAC Aerosave to create a tailored workflow. The process prioritised the early removal of landing gear and other critical components. This approach speeds up



AerFin has successfully completed the teardown of four 2017-vintage A320neo aircraft at TARMAC Aerosave's Tarbes facility in France © AerFin

the delivery of essential parts to airlines, lessors and maintenance providers. It helps operators maintain fleet reliability, reduce turnaround times and keep aircraft in service. The A320neo teardowns build on more than a decade of collaboration between AerFin and

TARMAC Aerosave. Previous projects included the recycling of A340 and A330 aircraft. Further initiatives are expected before the end of 2025. Both companies remain committed to sustainability and supporting the global aviation industry.



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Expleo and Deutsche Aircraft sign strategic cooperation agreement



Nico Neumann, CEO of Deutsche Aircraft (l) and Graham Younger, VP Global Aerospace at Expleo (r) shaking hands in front of a backdrop featuring the Deutsche Aircraft logo.

Expleo, a global provider of engineering, technology and consulting services, has signed a cooperation agreement with Deutsche Aircraft. The partnership will deliver engineering services for the aircraft programme and strengthen Deutsche

Aircraft's supply chain. Under this agreement, Expleo becomes one of four 'First Tier Suppliers', ensuring a central role in supporting future aircraft development. Moreover, the company has a long-standing relationship with Deutsche Aircraft, offering a broad range of advanced engineering services. Graham Younger, VP Global Aerospace at Expleo, affirmed the company's commitment to sustainable aerospace. He stressed pride in renewing the partnership with Deutsche Aircraft, whose vision for greener aviation matches Expleo's own. Additionally, he noted that Expleo's aerospace engineering expertise will deliver operational efficiencies and reduce the carbon footprint of air travel. At the same time, Nico Neumann, CEO of Deutsche Aircraft, reinforced the company's dedication to redefining regional aviation through innovation and digital excellence. He explained that combining Expleo's engineering capabilities with Deutsche Aircraft's sustainability vision strengthens the manufacturer's operations and strategic goals. Together, both organisations intend to set new standards for efficiency and environmental responsibility within regional air travel. Therefore, the cooperation marks not only a continuation of a successful partnership but also a shared step towards a more sustainable aviation industry.

HALO AirFinance completes final loan transaction for Crestone

HALO AirFinance (HALO), a joint venture between GA Telesis and Tokyo Century Corporation, has closed its eighth and final senior loan. The financing involved Crestone Air Partners (Crestone) and Blue Owl Capital investment vehicles. It supported the acquisition of a CFM56-7B engine currently leased to a European airline. This closing concludes a portfolio of eight transactions between HALO and Crestone. The deals included mature narrow-body aircraft and engines leased to airlines across Europe, Asia and the Americas. Together, the transactions demonstrate HALO's capacity to structure bespoke, asset-backed financing solutions. These solutions aim to assist lessors and investors in the competitive global secondary aviation market. Marc Cho, Co-Head and Managing Director of HALO, emphasised the importance of this milestone. He explained

that completing the series of financings reflects the company's ability to expand its platform for evolving partner needs. He added that across eight closings, HALO has delivered flexible capital solutions, unlocking opportunities and supporting sustainable growth within the aviation sector. The conclusion of this eighth loan marks a significant stage for HALO. The joint venture, created by GA Telesis and Tokyo Century, continues to position itself as a versatile financial partner. By offering targeted funding options, it helps operators and investors manage assets in the secondary market. For Crestone, the collaboration strengthens its ability to pursue new growth opportunities. For HALO, it further demonstrates the effectiveness of its platform and its long-term value to the aviation finance community.

Airinmar signs multi-year support deal with Malaysia Airlines

AAR CORP. subsidiary Airinmar has secured a new multi-year support services agreement with Malaysia Airlines. The deal will provide the carrier with specialist aircraft warranty management and value engineering services. Airinmar is an independent provider of component repair cycle management and aircraft warranty expertise and the company's services will complement Malaysia Airlines' current materials management activities. The focus will be on maximising warranty recovery and reducing repair costs which will, in turn, support efforts to lower the overall cost of maintenance across the airline's fleet. Matt Davies, General Manager of Airinmar, said the company is committed to working closely with Malaysia Airlines. He explained that Airinmar will help reduce maintenance costs across several aircraft types

operated by the carrier. He also expressed his delight in adding Malaysia Airlines to Airinmar's global customer base. Davies highlighted the significance of partnering with one of Asia's most established commercial airlines as Airinmar has long been recognised for its expertise in warranty and repair management services. Its solutions help airlines recover entitlements and cut maintenance costs, while this latest contract reinforces its position as a trusted partner for carriers worldwide. For Malaysia Airlines, the deal forms part of a broader strategy to enhance efficiency and resilience. The airline continues to explore innovative ways to manage costs while maintaining operational reliability and this collaboration with Airinmar marks another step in that direction.

Caerdav completes first Avolon aircraft transition



After signing a new general maintenance agreement with Avolon, Caerdav successfully completed a first transition check on one of its Airbus A320 aircraft © Caerdav

Caerdav has begun its new partnership with aviation leasing company Avolon, by carrying out its first transition check under a recently signed general maintenance agreement. The work was completed on an Airbus A320, preparing the aircraft for operation in Spain. Previously in service in Asia, the jet underwent a thorough transition process at Caerdav's St. Athan base in Wales. Alongside a comprehensive airframe inspection, the number two engine was replaced following

a detailed boroscope review. With all tasks completed, the aircraft was cleared to enter service with Barcelona-based low-cost airline, Volotea. Philip Swanson, Business Development Director at Caerdav, said: "Caerdav is proud of the quality of maintenance and the level of efficiency we consistently deliver to our customers, and we are keen to continue showcasing these capabilities to Avolon in the future. This new agreement is a significant step towards Caerdav being recognised as a

trusted airframe MRO partner for Avolon and the wider leasing community." Caerdav's location at St. Athan offers an accessible, full-service MRO hub for Avolon's fleet of more than 1,000 aircraft. The company specialises in Boeing 737 and Airbus A320 families, providing efficient and cost-conscious end-of-lease checks, redeliveries, entry-into-service work, and transition projects. A flexible approach was key to securing the agreement. Caerdav's in-house teams are equipped to manage a wide range of unexpected requirements, delivering tailored solutions while maintaining schedules. Its capabilities extend beyond heavy maintenance to include non-destructive testing, composite repairs, paintwork, and heat treatments — all available on site. The collaboration creates opportunities for additional Avolon aircraft to be serviced at St. Athan in the future. By combining depth of technical expertise with the ability to adapt to customer needs, Caerdav is reinforcing its reputation as a dependable MRO partner for the global leasing sector.

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The way ahead

BeauTech extends engine leasing deal with British Airways CityFlyer

BeauTech Power Systems, a global frontrunner in aircraft engine leasing, has expanded its partnership with British Airways CityFlyer (CityFlyer). The new agreement secures support for the airline's Embraer E190 fleet through access to 14 CF34-10E engines. The deal builds on a long-standing relationship between the two companies. It ensures British Airways CityFlyer can rely on continued lease support to cover maintenance events and keep its fleet reliable. For the airline, dependable access to spare engines is critical. It helps reduce downtime and provides greater flexibility in daily operations. BeauTech has supported CityFlyer for many years, offering customised leasing solutions across different fleet requirements. With a large pool of CF34-10E engines, the company is well positioned to provide airlines with both availability and efficiency. The scale of its engine stock means customers can count on faster response times and smoother transitions during maintenance. Lee Beaumont, Founder and Chief Executive



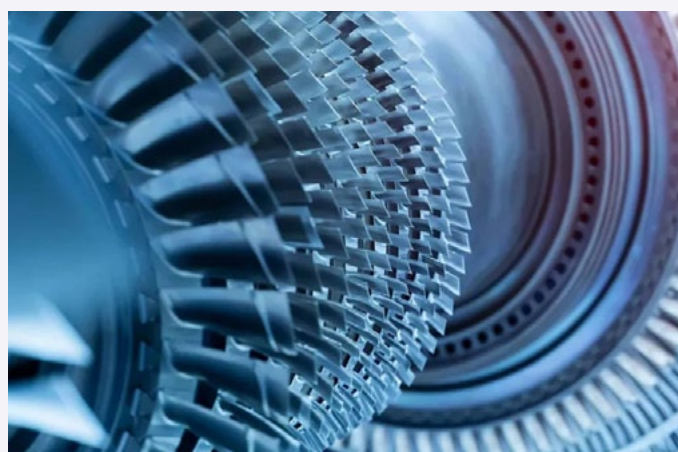
British Airways CityFlyer Embraer E190 aircraft

© AirTeamImages

of BeauTech, highlighted the importance of the renewed deal. He said the agreement reflects a strong and trusted relationship. He also stressed BeauTech's pride in supporting CityFlyer's E190 operations with reliable access to engines. For British Airways CityFlyer, the arrangement offers

reassurance. It gives the airline confidence that its fleet will remain operationally sound, even during intensive maintenance schedules. For BeauTech, the agreement underscores its commitment to helping airlines manage complex fleet challenges with dependable solutions.

Honeywell and ITP Aero open F124 engine MRO hub in Madrid



Honeywell and ITP Aero have inaugurated Europe's first F124 engine service centre in Madrid
© Honeywell

Honeywell and ITP Aero have officially opened Europe's first maintenance, repair, and overhaul service centre for the Honeywell F124-GA-200 engine. The landmark facility is located at ITP Aero's site in Ajalvir, Madrid. The launch was marked with a ribbon-cutting ceremony attended by senior executives from both companies. The new centre represents a major step in localising engine support for European operators. Until now, F124 engines in service across the continent required longer, more complex logistics chains for repair and overhaul. By providing capability within Europe,

turnaround times will be shortened, and operators will benefit from reduced costs and greater operational flexibility. "The opening of the new MRO service centre in Madrid strengthens our commitment to enhancing engine readiness and operational flexibility for our European customers," said John Head, Vice President and General Manager, Engines, Honeywell Aerospace Technologies. "By localising MRO capabilities in Europe, we're significantly improving turnaround times and reducing logistics burdens for our F124 engine operators." The development follows ITP Aero's award of the F124 licence in 2024. In the year since, both companies have worked closely to establish the required infrastructure and regional capability. The Madrid facility is now fully equipped to service more than 150 F124 engines currently operating across Europe. "Becoming the first European authorised service centre for F124 engines is a significant achievement for ITP Aero," said Alan Jones, Executive Vice President of MRO at ITP Aero. "This milestone builds on our long-standing partnership with Honeywell and represents a major step forward in our growth strategy, reinforcing Spain's role in supporting NATO-aligned defence capabilities." The new hub strengthens Europe's aerospace ecosystem while boosting Spain's industrial footprint. It also underlines the importance of collaboration between international engine manufacturers and regional partners to deliver reliable support for military and training aircraft powered by the F124 engine.

Werner Aero expands global support with new Tucson facility



Werner Aero has opened a new facility in Tucson, Arizona

© Werner Aero

Werner Aero has announced a major expansion of its warehousing capabilities with the opening of a new 30,000 ft² facility in Tucson, Arizona. This investment lifts the company's total warehouse space to 75,000 ft², giving it greater capacity to serve airline and MRO partners across the globe. The Tucson site marks a significant step in Werner Aero's growth strategy. It is designed to improve efficiency, speed, and reliability for customers, ensuring that

the company can meet rising industry demand for timely and flexible support. By enlarging its footprint, Werner Aero strengthens its ability to keep critical parts moving where and when they are needed. "Our continued investment in infrastructure reflects our commitment to meeting the growing needs of our customers," said Tony Kondo, Chief Executive Officer of Werner Aero. "The additional capacity in Tucson enhances our ability to provide faster

response times, increased availability, and improved support for our partners around the world." The expansion also underscores Werner Aero's position as a trusted player in aviation services. The company has built a reputation for high-quality support and customer care, offering asset management and logistical solutions to airlines of all sizes. Its global offices ensure around-the-clock responsiveness, while its expertise covers a range of key aircraft types including the Airbus A320, Boeing 737NG, Embraer E-Jet, and Bombardier CRJ. Werner Aero is ISO 9001 certified and holds FAA AC0056B approval, demonstrating its adherence to the highest industry standards. These accreditations reflect the company's focus on quality and reliability, both of which underpin its long-term partnerships with operators worldwide. With the Tucson facility now in operation, Werner Aero has strengthened its global logistics network and confirmed its role as a dependable partner to airlines and MROs navigating an increasingly complex aviation landscape.

Conflux develops heat exchanger for Airbus' ZEROe project

Conflux Technology (Conflux) has joined Airbus' ZEROe project with the development of a new heat exchanger for hydrogen-electric propulsion. The component has been created using additive manufacturing and is currently undergoing a readiness assessment. It plays a vital role in thermal regulation within megawatt-class fuel cell systems. Hydrogen fuel cells generate large amounts of heat. Without proper control, performance and safety are compromised. Conflux has designed a lightweight, efficient solution tailored to aerospace conditions. The exchanger has been refined through computational fluid dynamic (CFD) modelling and confirmed in laboratory testing. Its compact form and high performance make it well suited for the demanding requirements of flight integration. Michael Fuller, Chief Executive Officer of Conflux Technology, called the partnership an important step for the industry. "Our work with Airbus marks a significant step forward in the application of additive manufacturing to sustainable aviation. Thermal management is a core enabler for



Conflux is developing an advanced heat exchanger, using additive manufacturing, for Airbus' ZEROe project
© Conflux Technology

hydrogen propulsion, and our expertise is helping to advance this technology from lab to flight," he said. Airbus' ZEROe programme aims to deliver the first hydrogen-powered commercial aircraft. The project focuses on a fully electric, zero-emission platform that can enter service in the coming years. To succeed, Airbus relies on suppliers

like Conflux to deliver critical systems. These components must combine safety, efficiency, and certifiability for future aviation standards. The Conflux heat exchanger is now being considered for integration into Airbus' full hydrogen fuel cell architecture. Development continues, with further system-level testing planned over the next several months.



SIMPLICITY **FOR THE** **WIN**

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News from Aviation Week's MRO Europe 2025 in London

EPCOR and Norse Atlantic forge long-term maintenance deal



Norse Atlantic

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EPCOR BV, a global expert in aircraft component and APU (Auxiliary Power Unit) maintenance, has signed a long-term service agreement with Norse Atlantic Airways. The fast-growing Norwegian low-cost, long-haul airline operates twelve Boeing 787 Dreamliners powered by the APS5000 APU. The deal was sealed at MRO Europe 2025, marking the first collaboration between the two companies. The agreement signals a

new phase of reliability and efficiency for Norse Atlantic's transatlantic fleet. Under the terms, EPCOR will provide complete repair and maintenance services for all APS5000 APUs on Norse Atlantic's Boeing 787s. With its deep technical knowledge and extensive experience, EPCOR will help the airline improve operational stability, reduce aircraft downtime, and keep maintenance costs predictable. These benefits are essential

as Norse Atlantic continues to expand and strengthen passenger confidence. For Norse Atlantic Airways, the partnership ensures lasting operational advantages. Working with EPCOR, a trusted MRO (maintenance, repair, and overhaul) specialist, guarantees top standards in component care and fleet performance. Moreover, predictable maintenance costs and streamlined repair cycles will support better cost management. With EPCOR's expertise, Norse Atlantic can maintain its Dreamliner fleet at peak efficiency, ensuring flights stay on schedule and passengers enjoy a dependable travel experience. This strategic alliance reflects both companies' commitment to innovation, reliability, and growth. It positions Norse Atlantic to meet increasing transatlantic demand while ensuring consistent operational excellence. The collaboration also reinforces EPCOR's status as a global leader in APU and component maintenance, trusted by airlines seeking top-tier performance and technical assurance.

VSE Aviation and Eaton collaborate on USM programme

VSE Aviation has announced a used serviceable material (USM) collaboration with Eaton. The partnership combines Eaton's OEM repair expertise with VSE's strength in distribution and asset management. Under the agreement, VSE will acquire and manage as-removed (AR) parts and overhauled components. The initiative increases the pool of rotatable and exchange assets available

to the market. As a result, operators will have more flexible, cost-effective options to meet their maintenance needs. The programme offers OEM-supported choices for repair, exchange, or USM solutions. It also builds on the companies' earlier hydraulic repair agreement, creating a wider range of component and repair support for leading commercial platforms. Matt

Norman, Vice President of Aftermarket and Commercial Services at Eaton's Aerospace Group, said: "This collaboration reflects Eaton's commitment to delivering agile, cost-effective aftermarket solutions that meet the evolving needs of our customers. VSE's proven distribution capabilities and teardown access positions them as an ideal source to scale our USM footprint.

CAMP Systems launches AI Tool to modernise aircraft maintenance

CORRIDOR, a CAMP Systems product line, has launched AI Operations Manager, part of CAMP's expanding AI suite. The new tool aims to transform aviation maintenance through predictive intelligence. It helps service centres and MROs plan better, improve customer experience, and deliver reliable performance. West Star Aviation is the exclusive launch partner. The company will roll out the Operations Manager across its network. This technology will help West Star use its data more effectively. It will support smarter maintenance

planning, faster turnaround times, efficient labour use, and fewer unexpected issues. "West Star Aviation is committed to embracing innovative approaches that elevate our service offerings. This partnership with CORRIDOR enables us to accurately anticipate operational requirements, enhance efficiency and uphold our promise of timely delivery to our customers," said Allen McReynolds, COO and President, West Star Aviation. Sean Lanagan, President and CEO of CAMP Systems International, added,

"The aviation industry is at an inflection point where predictive technologies will define competitive advantage. With AI Operations Manager, CAMP is leading that shift by helping our customers move to a more strategic, data-driven approach to maintenance." The launch marks a key step in aviation's digital transformation. By combining AI with predictive analytics, CAMP Systems is driving smarter, more efficient maintenance. The company's latest innovation signals a new era of intelligent operations across the aviation industry.

AAR joins forces with Eaton to strengthen EMEA repair network

AAR CORP. has signed an agreement with Eaton to become an authorised service centre for its commercial aerospace customers across Europe, the Middle East, and Africa (EMEA). Under this new partnership, AAR will handle local repair and overhaul of Eaton's hydraulic components for large commercial aircraft. These services will take place at AAR's Component Services facility in Amsterdam, ensuring faster turnaround times and improved regional support. The agreement strengthens Eaton's repair capabilities by guaranteeing the use of official repair documentation and genuine OEM spare parts. This consistency ensures that quality and safety standards remain at the highest level throughout the service process. Initially, AAR will focus on hydraulic pump repairs for commercial operators within the EMEA region. However, the company plans to expand its capabilities to include additional products and territories over



Leaders from AAR and Eaton connected at MRO Europe in London

time. By combining AAR's technical expertise with Eaton's trusted aerospace components, the collaboration offers airlines greater operational flexibility and reduced maintenance downtime. In essence, the new authorised service

centre in Amsterdam represents a strategic milestone for both companies, reinforcing their shared commitment to innovation, quality, and customer satisfaction in the global aerospace industry.



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AFI KLM E&M and SunExpress renew engine maintenance partnership

Air France Industries KLM Engineering & Maintenance (AFI KLM E&M) and SunExpress have signed a new long-term deal for the maintenance of CFM56-7B engines. The agreement, running from 2025 to 2031, marks a fresh chapter in their partnership. Under this renewed contract, AFI KLM E&M will deliver full shop visit support for the CFM56-7B engines powering SunExpress' Boeing 737 Next Generation fleet. This collaboration builds on their earlier 2018 agreement, reinforcing mutual trust and technical confidence. Both companies aim to strengthen their cooperation to ensure operational reliability and efficiency. AFI KLM E&M will continue to provide high-quality, flexible maintenance, repair and overhaul (MRO) services tailored to SunExpress' growing fleet and evolving operational demands. Cemil Sayar, Chief Operations Officer of SunExpress, said: "Our partnership with



Boeing 737-800 in SunExpress livery

© Boeing

AFI KLM E&M is built on trust, reliability, and a shared commitment to operational excellence. As our fleet grows, it's vital to work with partners who understand our changing needs. AFI KLM E&M has consistently shown the technical expertise and flexibility we value." SunExpress operates a fleet of 85 Boeing 737 aircraft this summer. The airline has bold expansion goals, planning

to increase its fleet to 166 aircraft by 2035. As a major leisure carrier linking Europe and Türkiye, SunExpress relies on dependable partners to sustain its rapid growth. The extended agreement with AFI KLM E&M ensures it will continue to benefit from expert maintenance support, keeping its operations efficient and its passengers flying smoothly.

Boeing expands global distribution deal with Ontic



The new distribution agreement was signed during the MRO Europe event in London

© Ontic

Boeing Global Services (BGS) has expanded its exclusive distribution agreement with Ontic, granting the company global rights to distribute Honeywell's RDR-4 A/B Weather Radar system and the P440/660/880 Primus Weather Radar family for commercial customers. Announced at MRO Europe, the agreement strengthens aftermarket support for commercial aircraft, business jets, and rotorcraft. It also reinforces

lifecycle support for long-serving fleets, underlining Ontic's position as a global leader in sustaining established and non-core OEM product lines. The move ensures long-term availability of vital flight systems that help aircraft operate more safely and efficiently around the world. This expansion matters because it preserves a single, trusted channel for new spare parts across a wide range of aircraft. These include the Boeing

737, 757, and 777 families, as well as Airbus A320 Classic, A330, and A340 models, plus several regional aircraft. The agreement covers more than 1,000 unique part numbers and major line-replaceable units (LRUs). These include key components such as receiver/transmitters, antennas, control panels, mounting trays, and flat plate antennas. Together, they form a crucial portfolio that enables airlines, operators, and MRO providers to maintain dependable access to radar systems that detect hazardous weather, turbulence, and wind shear. Ontic will primarily support the programme from its UK facilities, providing service to around 170 operators and repair stations worldwide. By managing these radar systems, Ontic helps ensure consistent, high-quality parts supply and technical support, reducing downtime for aircraft operators. Through this extended partnership, Boeing and Ontic are deepening their collaboration to deliver stronger aftermarket resilience. The agreement not only enhances support for existing fleets but also reflects a shared commitment to sustaining essential aviation technologies for decades to come.

Aero NextGen acquires Digital Flight to build the digital backbone of global aviation



Monica Badra, founder of Aero NextGen

Aero NextGen, the aviation sector's foremost digital solution brokerage, has announced its acquisition of Digital Flight, a premier online marketplace and visibility platform for aviation technology providers. The move marks a major step forward for both companies and ushers in a new era of digital enablement, integration, and transparency across the aviation and MRO sectors. Founded by Craig Skilton, Digital Flight has established itself as the go-to hub for supplier-side decision makers. The platform connects OEMs, MROs, and technology innovators with tools, insights, and expertise

to drive operational efficiency and modernise processes. It has become an essential resource for aviation professionals navigating the increasingly complex landscape of digital transformation. Aero NextGen, led by Monica Badra, is widely recognised as a trusted advisor for aviation companies seeking tailored, next-generation technology solutions. Its flagship ERP Finder platform has helped bridge the gap between innovation and implementation, giving aviation businesses a clearer path to the tools that support sustainable growth and agility. The partnership between Badra and Skilton stems from their earlier collaboration at AJW, where both played pivotal roles in driving digital transformation from Montreal to the UK. Together, they spearheaded projects in AI-powered RFQ automation, tablet-based workflow systems for technicians, eVTOL and drone partnerships, and aviation e-marketplaces. Their renewed alliance now aims to accelerate the global aviation industry's shift towards digital excellence. "Bringing Digital Flight into the Aero NextGen family is a natural evolution of our shared mission to empower aviation with smart, fit-for-purpose technology," said Badra, founder of Aero NextGen. "Together, we're not just connecting buyers and sellers—we're building the digital backbone the industry needs to thrive." Skilton added: "Digital Flight was built to help the aviation community navigate an increasingly complex technology landscape. The acquisition by Aero NextGen enables a greater level of impact, delivering even more value to solution providers and the community they serve." This strategic acquisition reinforces Aero NextGen's commitment to simplifying technology access, enhancing visibility, and driving the aviation sector's digital transformation worldwide.

StandardAero chosen by Mauritania Airlines for engine support

StandardAero has been selected by Mauritania Airlines to provide MRO services. The agreement covers CFM International CFM56-7B and LEAP-1B engines used on the airline's Boeing 737NG and Boeing 737 MAX 8 aircraft. The partnership is already under way. A CFM56-7B engine has entered StandardAero's facility in Winnipeg, Canada. A LEAP-1B engine has also been inducted at the company's site in San Antonio, Texas. This cooperation builds on an existing relationship. StandardAero previously supported Mauritania Airlines' Embraer E175 fleet through APS 2300 auxiliary power unit (APU) repairs at its Maryville, Tennessee, location. Furthermore, SalamAir, Oman's low-cost carrier, has signed a new non-exclusive general terms agreement (GTA) with StandardAero for maintenance, repair and overhaul (MRO) support of its CFM International LEAP-1A



Mauritania Airlines Boeing 737 MAX aircraft

© AirTeamImages

turbofan engines. The agreement allows StandardAero to perform LEAP-1A performance restoration shop visits (PRSVs) for SalamAir's fleet of Airbus A320neo-family aircraft. Through this

partnership, the airline will gain access to advanced repair expertise and reduced turnaround times, helping it maintain operational efficiency and high levels of aircraft availability.



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Joramco strengthens ties with World Star Aviation and TUI Group

Joramco, the Amman-based aircraft maintenance, repair, and overhaul (MRO) specialist, has deepened its international presence through two new contracts. These deals highlight the company's growing influence in the global MRO market and its reputation for precision and reliability. The first contract is with World Star Aviation, an aircraft and engine lessor known for its global investment expertise. Under the agreement, Joramco will undertake heavy base maintenance on several Boeing B737-800F aircraft. Work will include detailed C-checks, painting, lease transition and re-delivery services. The project, scheduled to run for ten weeks, will take place at Joramco's advanced facilities in Amman, Jordan. Meanwhile, the company has renewed its collaboration with the TUI Group. The MRO provider already handles base maintenance for TUI's Boeing 787 fleet. Under the updated agreement, Joramco will now service the Embraer E190-E2 for the first time. This development reflects



Aircraft in World Star Aviation livery in front of a Joramco hangar

© Joramco

TUI's continued trust in Joramco's skilled workforce and dependable performance. Together, these partnerships underline Joramco's growing role in supporting a wide variety of aircraft types for both cargo and passenger operations. The company's strategic location, technical know-how, and commitment to timely

delivery continue to attract leading aviation clients worldwide. With these new projects, Joramco strengthens its standing as a key player in global aircraft maintenance. Its focus on safety, efficiency, and customer satisfaction ensures long-term value for operators and lessors across the industry.

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SR Technics 

Turkish Technic prolongs five-year deal with Corendon Airlines

Turkish Technic has renewed its component pool agreement with Corendon Airlines for another five years. The new contract was signed during the MRO Europe event. It extends the original partnership, which began in 2019, and further strengthens cooperation between the two Turkish aviation companies. The renewed deal covers Corendon Airlines' Boeing 737MAX and Boeing 737NG fleets. Under the agreement, Turkish Technic will continue to manage all component pool services for these aircraft. As a result, Corendon Airlines will keep full access to Turkish Technic's large inventory, skilled workforce and proven maintenance expertise. With this extension, Corendon Airlines secures long-term operational support and reliability for its growing fleet. The partnership also ensures efficient turnaround times and high-quality service for every maintenance need. Turkish Technic is one of the world's top aircraft maintenance providers. The company offers a wide range of maintenance, repair and overhaul services to international airlines. Its advanced technology, certified engineering and experienced technicians ensure compliance with global aviation standards. In recent years, Turkish Technic has continued to expand its service network and technical capacity. The company now delivers solutions across several continents, combining innovation with precision. Moreover, it remains committed to supporting its customers with dependable, cost-effective maintenance options. Through this renewed agreement, both companies aim to enhance operational efficiency and fleet reliability. Turkish



The contract extension was signed at the MRO Europe event

© Turkish Technic

Technic will provide access to round-the-clock support, rapid part availability and expert repair services. Meanwhile, Corendon Airlines will benefit from reduced downtime and smoother flight operations.

British Airways adopts MRO-PRO for global line maintenance

British Airways has selected the MRO-PRO platform to manage all third-party customers across its global line maintenance network. The partnership highlights MRO-PRO's growing reputation for delivering precision-driven maintenance solutions. As part of the rollout, British Airways engineers will use MRO-PRO's Line Maintenance tools to capture live data via mobile tablets while working on aircraft. This approach ensures greater accuracy, faster workflows, and real-time visibility across maintenance operations. The airline will also run its third-party invoicing through MRO-PRO, streamlining billing processes and reducing

manual administration. MRO-PRO's integrated flight radar system and resource planning functions will further enhance efficiency. These features provide accurate inbound flight data and help assign the right engineers at the right time. Together, they support smoother operations, improved planning, and stronger on-time performance. The project will cover more than 30 international stations, including major hubs such as Miami, New York, Boston, Chicago, Barcelona, Madrid, Sydney, Delhi, Manchester, and London Gatwick. Full implementation is expected by January.

AJW Group expands operations with new Amsterdam warehouse

AJW Group has announced the opening of its new European warehouse in Amsterdam, the Netherlands. Scheduled to be operational in early November, the facility marks the next stage in AJW's strategy to make parts access across the European Union faster, simpler, and more efficient. "We're opening a dedicated EU warehouse to ensure quicker, enhanced deliveries in Europe," said Scott Symington, Chief Commercial Officer at AJW Group. "By holding inventory closer to our customers, we are reducing lead times and streamlining logistics, making it more convenient for them. This expansion demonstrates our continued commitment to supporting our European partners and helping them operate without delays." Located close to Amsterdam Airport Schiphol, one of Europe's busiest aviation hubs, the new warehouse benefits

from direct links to nearly 300 global destinations. Its strategic position enables rapid distribution of aircraft components across the EU, ensuring AJW's customers receive the parts they need with minimal downtime. The Amsterdam facility will stock a wide range of high-demand Airbus and Boeing components, reflecting AJW's deep understanding of operator needs. By increasing availability within the region, the company aims to strengthen operational continuity for airlines and MRO providers throughout Europe. This development builds on AJW Group's global logistics and support network, complementing its world-class MRO capabilities at AJW Technique in Montreal. Together, these facilities provide a seamless supply chain solution, ensuring consistent service quality and reliability across continents.

Satair signs deal with Groth for Airbus lavatory faucets

Satair, an Airbus Services company, has signed a multi-year exclusive distribution agreement with Groth Luftfahrt & Systemtechnik GmbH. Groth is a German manufacturer known for designing and producing aircraft galley and lavatory equipment. Under this new agreement, Satair will act as the sole global distributor for Groth's mechanical lavatory faucets used on Airbus A320 and A330 aircraft. This partnership strengthens Satair's position in the aftermarket sector. It also reflects the company's ongoing commitment to providing airlines with OEM-approved, high-quality components. As a result, operators gain a reliable, cost-effective, and low-complexity

upgrade option for their existing fleets. Thomas Lagaillarde, Vice President of Product Management and Business Development at Satair, said: "We are pleased to welcome Groth's mechanical lavatory faucets into our product range. This partnership expands our cabin equipment offering and reinforces our support for Airbus operators. With these IPC-listed components, airlines can improve technical reliability and reduce total ownership costs." The faucets are fully interchangeable with previously certified parts. They will be listed in the Airbus Illustrated Parts Catalogue (IPC), making integration into existing maintenance systems simple and efficient. Moreover, the

products suit both retrofit and in-service upgrades. This helps airlines improve passenger satisfaction while optimising aircraft utilisation and reliability. Groth has long supplied valves and faucets for in-production Airbus aircraft. The company brings deep experience in creating lightweight and durable parts for commercial aviation. Through this exclusive deal, Satair enhances its global distribution network and product portfolio. The agreement also supports Airbus operators with dependable solutions that ensure safety, comfort, and operational efficiency. In turn, airlines benefit from easier maintenance planning, reduced downtime, and improved long-term value.

Safran builds new LEAP engine hub in Morocco

Safran, parent company of CFM International, has begun work on a new LEAP engine maintenance and assembly hub in Morocco. The launch ceremony took place in Casablanca and was attended by His Majesty King Mohammed VI, Safran Chairman Ross McInnes and CEO Olivier Andriès. The new Safran Aircraft Engine Services Casablanca facility was first announced in October 2024, during French President Emmanuel Macron's state visit to Rabat. It will be built inside the Casablanca airport zone. The project meets the fast-growing demand for CFM International's LEAP engines, which power the Airbus A320neo and Boeing 737 MAX. The site

will cover 25,000 m² and handle up to 150 engines each year. Construction will cost around €120 million. Operations should start in 2027, and about 600 new jobs will be created by 2030. Therefore, the facility will strengthen Morocco's role in global aviation and boost local industry. Moreover, Safran announced a new LEAP-1A engine assembly line, also based in Morocco. It will serve Airbus aircraft and complement the company's Villaroche site in France. This line will help meet CFM's goal of producing 2,500 LEAP engines per year by 2028. The new plant will open by the end of 2027. It will sit on a 13,000 square-metre site, employ 300 people, and assemble up to

350 engines a year. Together, the MRO and assembly plants will form a modern complex for new-generation engines. A shared test bench will check both new and overhauled LEAP engines, improving efficiency and reliability. In addition, Safran signed a memorandum of understanding to secure renewable energy for most of its Moroccan sites. This deal, effective from 2026, supports Safran's plan to cut its carbon emissions by 50% by 2030, compared with 2018 levels. Step by step, Safran is building a sustainable future for aviation. With major investment and green energy, Morocco is becoming a key player in the next generation of aircraft technology.

Pratt & Whitney Canada signs 14-year support deal with Lufthansa and Austrian Airlines

Pratt & Whitney Canada has signed a 14-year maintenance and support deal with Lufthansa Airlines and Austrian Airlines. Both carriers are part of the Lufthansa Group. The agreement covers 41 APS5000 auxiliary power units (APUs) fitted to their Boeing 787 Dreamliner fleets. The APS5000 is known for its quiet performance and low emissions. It delivers 450kVA of electrical power at sea level and operates up to 43,100 feet. So far, Pratt & Whitney Canada has produced more than 1,400 units. Together, they have logged almost 16 million flight hours worldwide. Binoj Sebastian, Senior Director of Technical Procurement at Lufthansa

Airlines, said the new deal supports the airline's expanding 787 operations. "Our growing Dreamliner fleet is becoming the backbone of our long-haul network," he said. "To keep that strength, we must focus on reliability, efficiency and innovation. This long-term agreement with Pratt & Whitney Canada confirms our confidence in the APS5000. Their expertise and performance will be essential for our daily operations." Pratt & Whitney Canada will provide full maintenance support under the contract. Its APU service programmes offer predictable costs, flexible coverage and extended service intervals. These features help airlines reduce downtime,

improve reliability and maintain cost control. Lufthansa and Austrian Airlines will benefit from consistent APU performance and simplified maintenance planning. The agreement also reflects the Lufthansa Group's goal to increase operational efficiency across its modern long-haul fleet. By working together, both companies are ensuring stronger technical support for the Boeing 787. This partnership reinforces Pratt & Whitney Canada's leading role in auxiliary power technology. At the same time, it highlights the Lufthansa Group's commitment to efficiency, sustainability and dependable long-haul operations.

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"This collaboration reflects our commitment to adopting advanced technology solutions and solidifying Avia Solutions Group's position as a leading company in the aviation industry. It marks a significant step towards enhanced fleet management and operational excellence."

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

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New Trends in CAMO Software for Airlines

The aircraft MRO sector has not just been digitalised, it is also being digitally revolutionised

By David Dundas

Digitalisation is the process of leveraging digital technologies to change a business model and improve processes, which can result in, among other things, greater efficiency. It is a great deal more than just converting analogue information into a digital format (that is digitisation) and involves fundamentally integrating digital data and technologies into all areas of an organisation and which is capable of considerably enhancing operations. The MRO sector of the industry is being

transformed by digital technology, and in particular, CAMO (Continuing Airworthiness Management Organisation) teams are being asked to do more, faster—while proving continuous compliance and controlling of costs and carbon emissions. The newest wave of CAMO software responds with cloud-first architectures, tighter OEM data integrations, AI-assisted planning, paperless tech logs, and built-in cybersecurity controls aligned to new EASA Part-IS requirements. Together, these trends are reshaping how airlines plan maintenance, manage records, and demonstrate airworthiness. We approached Aero NextGen, EXSYN Aviation Solutions, FL Technics and Ramco Systems for their take on the latest developments in CAMO software for airlines.

Cloud-native CAMO systems are clearly gaining ground. So, what benefits and challenges are being witnessed with the move away from on-premises solutions?

Cloud-native CAMO is becoming the default for operators who need speed, resilience, and connected oversight. The immediate win is agility. Teams can configure AMP variants, approvals, and task libraries without the long change cycles that defined on-premise eras, which means adding tails, opening a line station, or harmonising workflows now happens in days rather than quarters. Just as important, cloud architectures expose real-time airworthiness and AD/SB exposure



Monica Badra, Founder, Aero NextGen

“On the hangar floor, mobile-first execution has become the norm: technicians and CAMO engineers can capture findings, apply e-signatures, and update component records at the point of work, improving data latency and quality. The hardest work is often change management—because governance, not code, determines how sustainable the new model becomes.”

Monica Badra, Founder, Aero NextGen

across fleets and partners through event-driven APIs and role-based dashboards. That visibility translates directly into better right-time decisions, tighter audit trails, and fewer surprises at the flight line. Monica Badra, the founder of Aero NextGen explains further: "Enterprise-grade security—zero-trust controls, regional redundancy, immutable backups—has raised the bar to a level that's hard to replicate in a server room, and continuous patching eliminates the "version lag" that once created both cyber and operational risk. On the hangar floor, mobile-first execution has become the norm: technicians and CAMO engineers can capture findings, apply e-signatures, and update component records at the point of work, improving data latency and quality. The hardest work is often change management—because governance, not code, determines how sustainable the new model becomes. Finally, cost transparency matters: subscriptions, storage, premium support, and integration effort can surprise organisations accustomed to depreciated hardware." She then concludes that: "For leaders navigating that landscape, a curated starting point accelerates outcomes. Aero NextGen's ERP Finder helps CAMO and MRO teams quickly shortlist aviation-grade, cloud-native platforms matched to fleet size, regulatory jurisdictions, and integration needs—reducing selection risk and getting value into operations faster while staying regulator-ready."

Sander de Bree, CEO at EXSYN Aviation Solutions feels that where CAMO is concerned, the move to a cloud-native model could have been swifter, like other industry sectors. "The shift to cloud-native has been underway in CAMO for some time, but the industry is still catching up compared to other sectors. The benefits are clear: scalability, seamless updates, stronger integrations, and the ability to collaborate across organisations without the friction of VPNs or remote desktop setups. For airlines, lessors, and MROs, this translates into faster access to reliable data and reduced IT overheads. The challenge, however,

is cultural. Many organisations remain hesitant to let critical safety and compliance data leave their own servers, even though cloud providers often exceed their own IT security capabilities. Another challenge is connectivity in operational environments, if a solution is purely cloud-native without offline support, it risks creating bottlenecks in line stations or remote bases. The future will be hybrid: cloud-first, but with smart offline functionality where needed," he tells us.

Where major benefits are concerned, Viktor Kondratjev, Head of Continuing Airworthiness Management Unit at FL Technics sees the move away from capital investment in infrastructure as a major boon. "Cloud CAMO systems offer major benefits over on-premises solutions, including scalability, reduced IT overhead, real-time collaboration between CAMO and 145, and better integration with analytics and predictive tools. It's worth mentioning, cloud solutions remove the need for heavy infrastructure investments. However, challenges remain. Data security and sovereignty concerns must be addressed, along with regulator acceptance of cloud-stored records. Legacy system integration, staff training and adoption, and dependence on reliable connectivity can complicate transitions. Costs may also creep upward over time if not managed. Overall, cloud-native CAMO delivers agility and efficiency but requires careful planning around compliance, culture, and integration," he advises. In support, at Ramco Systems, Saravanan Rajarajan, AVP & Head of Consulting – Aviation, Aerospace & Defense also highlights the cost advantages of cloud-based software solutions: "As aviation organisations modernise their digital backbone, cloud-native CAMO systems are emerging as a preferred choice. The key driver is lowering the Total Cost of Ownership (TCO) by eliminating on-premises hardware, thereby reducing IT maintenance costs. Cloud based systems bring in scalability and flexibility in tandem with fleet growth, employee growth and shift patterns,

or seasonal maintenance loads without heavy IT investments. Cloud based software are continuously upgraded ensuring compliance with airworthiness regulations."

How predictive maintenance and reliability analytics are being integrated into CAMO decision-making.

Predictive tools are beginning to find their place in CAMO, but they are not a replacement for reliability engineering. The real value today comes in targeted areas, systems with strong baselines or high operational impact, such as pneumatics or flight controls, where early detection directly reduces AOGs and extends component lifespans. Sander de Bree expands on this: "For CAMO teams, predictive insights work best as a "second opinion," layered on top of established reliability processes. The challenge is trust: if data is inconsistent or opaque, predictive outputs won't be acted on. That's why transparency and clean data matter more than model sophistication. Looking ahead, predictive will evolve into a natural extension of daily engineering workflows, but only for those operators who invest in data continuity and use predictive to complement, not replace, human judgment." On top of this, Viktor Kondratjev sees the outcome moving away from reactive decision-making processes. "Integration typically happens through real-time data streams from aircraft systems into reliability dashboards within the CAMO software. These dashboards flag emerging reliability trends, enabling engineering teams to incorporate predictive insights into maintenance planning and AMP review



Sander de Bree, CEO, EXSYN Aviation Solutions

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Viktor Kondratjev, Head of Continuing Airworthiness Management Unit, FL Technics

boards. As a result, operators achieve more efficient maintenance scheduling, reduced operational disruption, and improved fleet reliability, shifting from reactive to risk-based maintenance strategies aligned with reliability programmes,” he says.

Predictive maintenance has shifted from an engineering side-project to a core CAMO decision engine. The inflection point is integration: reliability analytics are no longer siloed in data science tools—they’re being embedded directly into AMP optimisation, task card authoring, and maintenance planning windows. Monica Badra further suggests that: “Two changes made this real. First, event-driven integration has closed the loop between prediction and execution. When a model flags rising vibration on a specific bearing class or abnormal EGT margin drift, the CAMO system can automatically propose a task adjustment, generate a reliability review, or create a gated work package for the next maintenance opportunity—complete with material reservations and skills coverage. Second, regulators have become more comfortable with evidence-based programs. CAMO teams are packaging model lineage, data quality metrics, and decision logs alongside traditional reliability reports, making it clear why a task was advanced or a shop visit plan was altered. Traceability—not algorithmic novelty—is what earns approval,” concluding that: “For organisations upgrading their CAMO stack, vendor selection determines how smoothly this works. Look for platforms with native feature stores, streaming ingestion, and closed-loop workflow—where a model

“In short, today’s CAMO solutions are shifting toward secure-by-design, compliance-ready architectures that can flex with regulatory change without forcing operators into disruptive system overhauls.”

Viktor Kondratjev, Head of Continuing Airworthiness Management Unit, FL Technics

event can trigger planning, materials, and task changes with full auditability.”

With aircraft leasing still dominant, how are digital records and standards (e.g., ATA Spec 2500) helping with transitions and audits?

Leased fleets make digital record-keeping essential. Standards like ATA Spec 2500 are critical in providing structure to data exchange, particularly during transitions where aircraft move between operators and lessors. However, in practice, adherence to standards is still inconsistent. Operators often face situations where the data format is compliant, but the content is incomplete or not quality checked. Sander de Bree has identified that “The real trend is towards structured, lifecycle-long digital records where every maintenance event, compliance item, and modification is captured and exchangeable in a standardised way. This reduces the manual workload of transitions, accelerates audits, and minimises disputes about airworthiness status. The next step will be greater adoption of blockchain-like validation layers to ensure data integrity across stakeholders.” Saravanan Rajarajan, meanwhile, takes the view that: “Paper-based records often delay transitions and complicate airworthiness validation. Modern CAMO systems now maintain digital aircraft records: digitised logbooks, task cards, AD/SB compliance, and component traceability, accessible through secure cloud repositories. Standards like ATA Spec 2500 provides a structured digital format for exchanging aircraft maintenance records between operators, MROs, and lessors. This ensures data are interoperable, verifiable and auditable and reduces the lease return duration from months to weeks.”

To conclude this section, Viktor Kondratjev highlights a perhaps overlooked benefit of the change where digital records and standards are concerned, and that is a common language. He advises that: “Digital

records standards like ATA Spec 2500 are transforming how CAMOs and lessors handle aircraft transitions. By standardising the structure and format of maintenance and airworthiness records, these frameworks enable faster and cleaner data exchange between operators, CAMOs, and lessors, which directly impacts record-review time during redelivery, consequently lowering costs and making the process smoother. It helps to create a common digital language across CAMO, MRO, and lessor systems, making transitions smooth and compliance verification far more achievable.”

How is your CAMO software adapting to new regulatory requirements such as EASA Part-IS (cybersecurity) or evolving airworthiness rules?

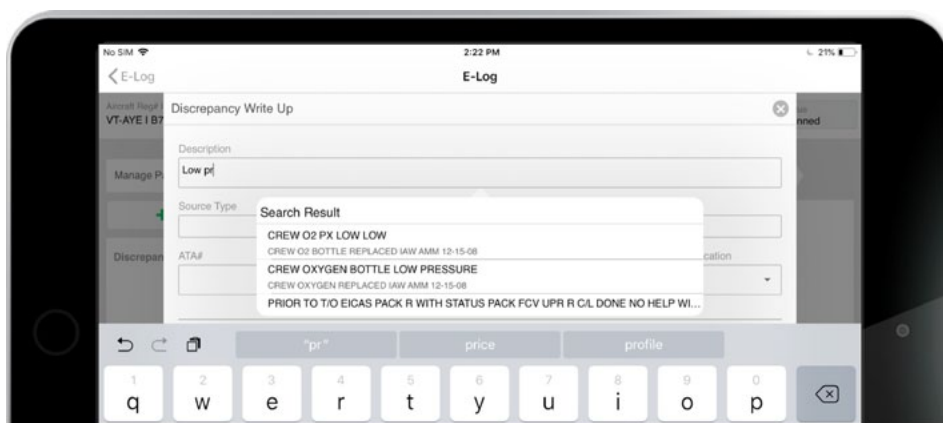
CAMO software is evolving to address new regulatory requirements like EASA Part-IS on cybersecurity and updated airworthiness rules. Vendors are introducing stronger security frameworks (encryption, access controls) to comply with cybersecurity mandates, while also aligning with authorities’ expectations for digital data protection. Viktor Kondratjev at FL Technics further explains additional means of adaptation, especially “On the airworthiness side, [where] modern platforms are built with configurable compliance modules that can be updated as rules change—supporting revisions to Part-CAMO, or other authority-specific requirements. In short, today’s CAMO solutions are shifting toward secure-by-design, compliance-ready architectures that can flex with regulatory change without forcing operators into disruptive system overhauls.” Sander de Bree points out that the software EX SYN Aviation Solutions offers is not a standalone CAMO system but a suite of modular aviation native apps that integrate with operators’ existing CAMO and M&E environments. He adds: “This modular setup makes adapting to regulatory change more practical. With EASA Part-IS, for

example, security standards are embedded in our apps by design: encryption, role-based access, audit trails, and secure data exchange are default features. Because modules can be added or updated individually, operators can align with new cybersecurity and evolving airworthiness requirements without replacing entire systems. In this way, CAMO teams stay compliant while maintaining efficiency in daily engineering workflows."

At Ramco Systems, Saravanan Rajarajan provides us with an additional perspective on the situation, explaining that: "Cloud native CAMO software needs to have built-in cybersecurity frameworks for adoption of secure cloud architectures, role-based access controls, data at rest and data in transit encryption, and compliance with ISO 27001/SOC 2. CAMO software needs to maintain digital evidence and traceability through audit-ready logs, immutable maintenance history, and e-signatures aligned with regulatory compliance. CAMO software also needs to maintain continuous alignment to Interoperability & Standards Support like ATA Spec 2500, SPEC2000."

How mobile solutions and offline-first apps are changing line maintenance workflows.

Mobile and offline-first have fundamentally reshaped line maintenance from a paperwork relay into a point-of-work operation. The change is less about devices and more about decision latency. When engineers can capture discrepancies, consult task cards, request parts, and e-sign in the moment—regardless of connectivity—the gap between finding and fixing shrinks, and with it, the risk of incomplete evidence or deferred defects that snowball into schedule disruption. At Aero NextGen, Monica Badra helps us to better understand the situation, advising that: "Three shifts stand out on the ramp. First, context travels with the technician. Modern apps package tail-specific configuration, latest AMP revisions, MEL/CDL logic, and effectivity into a single view. Barcode/QR and NFC tie components to back-to-birth records, so part applicability and life limits are validated at the point of install, not hours later in an office. Second, workflows are becoming conflict aware. Offline-first designs don't just cache forms; they track versions, user roles, and timestamps so concurrent edits reconcile safely when connectivity returns. That preserves audit integrity and avoids



Decision Assist for Mechanics by Leveraging Machine Learning

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the "duelling clipboards" problem that plagued early mobility projects. Third, the camera is now a quality tool. Structured photo and video capture—time-stamped, geotagged, and bound to a task—improve defect description accuracy, support remote engineering approvals, and strengthen the evidence pack for regulators and lessors," adding that "As line maintenance becomes a software surface, platform choice determines how seamlessly the ramp connects to CAMO. Look for apps that are truly offline-first (not just read-only caching), support tamper-evident eSign/eRecord, enforce effectivity and life-limit checks at the point of install, and integrate natively with eTechLogs, M&E/MRO, and materials."

One key advantage noted by Sander de Bree is the reduction in duplicated record keeping, as he tells us that "Mobile and offline-first solutions are bridging the last gap between the hangar, the line, and the back office. Engineers can now record findings, close tasks, and access manuals on the spot, even without reliable connectivity. Once back online, data synchronises automatically with central systems. The key advantage is reducing double work. Traditionally, engineers had to note discrepancies on paper or temporary devices, then re-enter them later into the M&E system. Offline-first apps cut this step, ensuring both data quality and time savings. For CAMO teams, this means receiving more accurate, real-time insights into the fleet's condition." Viktor Kondratjev identifies another key advantage, and that is the ability to access information 'in situ'. As he points out, "Mobile solutions are reshaping line maintenance by bringing critical CAMO and MRO functions directly to technicians at the aircraft. Instead of relying on printed task cards or returning to terminals, engineers can access work packages,

manuals, and compliance checklists on tablets or smartphones, which leads to faster turnaround times, with real-time sign-offs and task updates flowing back into the CAMO system, fewer errors, as digital task cards and barcode/Rfid scanning; it also cuts down on incorrect entries and improves compliance through standardised workflows and photo attachments."

The mobile app that Saravanan Rajarajan tells us about is perhaps the ideal example of what Viktor Kondratjev is referring to in terms of information 'documentation', while Rajarajan then goes on to explain further advantages. "Ramco's Mechanic Anywhere mobile app helps mechanics book time, report findings and record measurements, request parts and tools, and access technical documents from the place of work. With the required regulatory approvals, Mechanic Anywhere can enable task and work compliance with digital e-signoff. The MRO maintenance process typically generates a wealth of data pertaining to defects, parts consumed, labour hours, elapsed time, etc. Accumulated over time, this data can be converted into a competitive advantage by leveraging AI and machine learning tools. Machine learning capabilities leverage data and advanced algorithms to derive insights. For example, when a mechanic reports a defect, the system leverages the historical records pertaining to the type of aircraft and ATA code to suggest a list of similar defects that were resolved in the past. Based on the mechanic's decision, the system prompts the resolution options, reference manuals, and parts and tools required to fix the defect. Here, the final determination of accepting the recommendations still lies with the mechanics. Our Aviation Software has brought about a 30% reduction in turnaround time, especially for line maintenance functions."

Do you see AI copilots or digital twins becoming practical tools for CAMO teams, or are they still experimental?

To conclude this article, we wanted to know a little more about the role of AI copilots and digital twins as we have been told that AI copilots and digital twins are moving from showcase demos to practical tools—but only where they're anchored to operational context and governed like any other safety-impacting system. The pattern we see working in CAMO is "narrow, explainable, and embedded." AI copilots are most useful as workflow accelerators rather than decision-makers. In practice, that means drafting AMP change justifications from recent reliability data, proposing MEL/CDL scenarios with conditions of dispatch, pre-filling task cards based on tail-specific effectivity, or converting eTechLog narratives and photos into structured defects with suggested rectification steps. The copilot's value is speed to first draft and retrieval across silos—surfacing the relevant AD/SB history, prior occurrences, and vendor repair data—while keeping the engineer in the loop. Digital twins are gaining traction where the data is richest and the impact is clearest: engine health, APU, ECS, and high failure rotatables. Twins don't need to mirror the entire aircraft to deliver value; component- or system-level twins that combine physics-based models with live telemetry and maintenance history can forecast degradation windows and recommend optimal shop-visit timing. As Monica Badra further informs, "For CAMO, that translates into scheduling leverage—

aligning opportunities with utilisation, parts availability, and slot constraints—rather than chasing reactive removals. The emerging frontier is "twin-to-workorder": model signals that automatically generate gated planning tasks with materials, skills, and approvals pre-baked, all traceable for audit. Data quality and integration debt remain the bottlenecks; twins starve without consistent sensor feeds and clean maintenance histories, and copilots hallucinate when they can't retrieve authoritative sources. The most successful programmes start with high-signal use cases—IDG health, bleed air valves, fuel pumps—and expand as confidence and connectivity grow. Direction of travel is clear: AI will sit beside engineers, not above them. Copilots will become the default interface for search, summarisation, and first-draft planning; twins will become the planning substrate for select systems where the economics justify the modelling effort." To conclude, she advises that: "For organisations assessing vendors, look for CAMO platforms with retrieval-augmented copilots (with citations), native support for model governance, and twin integrations that feed closed-loop planning—not standalone dashboards."

Sander de Bree seems to believe that currently, AI copilots could be more useful than digital twins. He feels that "Digital twins and AI copilots hold promise, but today they are still experimental for most CAMO environments. A digital twin of an aircraft can in theory provide real-time airworthiness insight, but the complexity of consolidating maintenance records, operational data, and sensor streams into a reliable twin is significant. AI copilots are more likely to make an earlier impact. Instead of replacing engineers, they will act as advisors—flagging potential compliance gaps, suggesting reliability analyses, or automating repetitive checks. The barrier is again data trust: if the AI flags an issue, engineers need confidence it is based on clean, validated data. CAMO is ultimately

about airworthiness responsibility, so AI will only succeed if it augments human judgment rather than trying to replace it." Saravanan Rajarajan and Viktor Kondratjev are perhaps of a like mind with de Bree in that AI copilots are yet to reach their full potential and are more at the assistive stage. "AI copilots are no longer just conceptual, they are incrementally augmenting CAMO operations, bringing speed, intelligence, and foresight to airworthiness management. However, they are currently assistive in nature and not autonomous. Embedded in CAMO software, copilots assist users by interpreting maintenance data, suggesting corrective actions, summarising audit findings, or generating compliance reports. AI/ML integration in fleet maintenance planning transforms traditional scheduling methods by optimising maintenance activities especially repetitive in nature like night halts and A Checks. AI-powered systems generate periodic maintenance plans by considering multiple factors such as due dates, work centre capability, capacity, fleet routing, conflicting tasks, and staffing. This approach enables planners to manage maintenance packages from long-term planning (30 days ahead) to short-term adjustments (within three days), ensuring tasks are neither prematurely scheduled nor left overdue. By learning from historical data and operational constraints, AI systems continuously improve their scheduling capabilities," says Rajarajan. "These tools are starting to support engineers by automating routine tasks like compliance checks, document searches, and reliability data analysis. They act as decision-support assistants rather than replacing human judgment, helping CAMOs manage complexity and speed up workflows. For many CAMOs, they remain emerging tools that show clear promise but require robust data governance, regulatory validation, and cultural adoption before becoming mainstream," Kondratjev concludes.



Saravanan Rajarajan, AVP & Head of Consulting – Aviation, Aerospace & Defense, Ramco Systems

“AI copilots are no longer just conceptual, they are incrementally augmenting CAMO operations, bringing speed, intelligence, and foresight to airworthiness management. However, they are currently assistive in nature and not autonomous.”

Saravanan Rajarajan, AVP & Head of Consulting – Aviation, Aerospace & Defense, Ramco Systems

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The Impact of Declining Quality and Common Sense in Civil Aviation's Component Supply Chain

Written by **Carlos Garofalo, Director of Component Services & Supply Chain at AMROS Global**, a recognized leader in aviation technical management. With 25 years of experience involving global supply chains, component sourcing, and maintenance operations, Carlos brings deep industry insight into the challenges and solutions shaping civil aviation today.

Civil aviation has long built its reputation on safety, engineering excellence, and uncompromising quality. Yet the very supply chain that underpins this

reputation is under pressure. Declining component quality, the erosion of common sense, the loss of experienced personnel, and a growing emphasis on financial performance over safety are

reshaping the industry, and not for the better.

The civil aviation component supply chain is a complex, global ecosystem: original equipment manufacturers (OEMs), parts suppliers, distributors, maintenance organizations, and regulatory bodies all play a role. Historically, it thrived on precision engineering, conservative safety margins, and trust in certified quality processes. However, cost pressures, globalization, workforce attrition, and increasingly bureaucratic digital systems have exposed vulnerabilities that threaten both component quality and decision-making clarity.

Shifting priorities further exacerbate the problem. OEMs and suppliers face relentless cost pressures and shareholder expectations. While financial strength is essential, an excessive focus on short-term results



Carlos Garofalo, Director of Component Services & Supply Chain, AMROS Global



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risks overshadowing the industry's traditional safety-first mindset. The perception that profitability takes precedence over quality undermines trust and weakens resilience across the supply chain.

Equally concerning is the human dimension. Retirements, post-pandemic exits, and difficulty attracting new talent have depleted the industry of its most valuable asset: experience. Without seasoned professionals to apply judgment and challenge poor practices, supply chains become rigid, bureaucratic, and reactive. Digital tracking systems help, but they cannot replace practical common sense. As experienced engineers and logistics personnel leave, the industry loses critical hands-on wisdom, and replacements often rely solely on system outputs and checklists, leaving little room for pragmatic decision-making that once prevented costly errors.

The erosion of material quality

is only half the story. Excessive bureaucracy and over-engineered procedures delay straightforward, simple, practical solutions. Dependence on AI-driven logistics and digital systems can foster blind decision-making when data is taken out of context, allowing minor issues to snowball into operational bottlenecks.

With "tribal knowledge" departing alongside retiring personnel, supply chains become rigid, reactive, and inefficient — an environment where small lapses can quickly escalate into systemic problems.

Reversing this trend requires a multi-pronged approach that reasserts quality as the foundation of aviation supply chains. Regulators and OEMs must strengthen oversight to ensure suppliers meet genuine material and performance benchmarks, not just documentation requirements. Financial strength and safety must be recognized as complementary,

with profitability achieved through uncompromising quality. Digital systems should support, rather than replace, human expertise, and training programs should cultivate situational awareness and practical judgment. Retaining skilled professionals through mentorship, incentives, and making aviation an attractive career path for new talent will preserve critical knowledge. Finally, fostering transparency and collaboration among airlines, MROs, OEMs, and suppliers can reduce miscommunication and embed resilience throughout the supply chain.

Civil aviation remains one of the safest industries in the world, but safety cannot be taken for granted. By realigning priorities and re-centering on quality, common sense, and expertise, the industry can strengthen its supply chain, safeguard reputation, and its future.



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Ensuring the Airworthiness of Used Serviceable Materials

Regulations, certification, traceability and authenticity – the bedrock of the USM environment

By David Dundas

There are many situations where the use of Original Equipment Manufacturer (OEM) parts make little financial sense. In addition, the quality of OEM parts is such that the lifespan of some are appreciably longer than others, so when an aircraft or engine reaches the end of its serviceable life, that does not automatically mean that all of the parts are no longer usable and instead many of them are used to feed the USM marketplace. 'Recycling' of these parts makes perfect sense from both a sustainability as well as a financial perspective. However, the rules and regulations that have to be complied with, the hoops that have to be jumped through, before a used part can end up on the shelf of an MRO business are complex and comprehensive in the extreme. They have to be as the safety of aircraft passengers and crew is paramount.

We decided to approach nine leading companies connected to aircraft MRO to

find out what steps they take with regard to establishing the airworthiness of USM.

What regulations (e.g., EASA, FAA) currently govern the use of used serviceable aircraft material?

The European Union Aviation Safety Agency (EASA) governs used serviceable aircraft material (USM) through its Part-145 (for maintenance organisations) and Part-M (for continuing airworthiness management) regulations, specifically with guidance for components removed from serviceable aircraft and the issuance of an EASA Form 1. Alison Williams, Quality Engineer at AerFin notes that, in addition, "In the US, the Federal Aviation Administration regulates this through its regulations, which are referenced within the EASA framework via bilateral agreements on continuing airworthiness. In short: EASA Form 1 and

FAA Form 8130-3 are the critical documents for USM, ensuring traceability and regulatory compliance. No regulator allows "untraceable" used parts — everything must be documented, certified, and compliant with airworthiness requirements." Nigel Bedford, Technical Director at AJW Group adds that: "Since Brexit, the UK CAA has also established its own framework, which is closely aligned. In practice, most operators and MROs look for dual-release certification, an FAA Form 8130-3 or an EASA Form 1, to ensure material can move seamlessly across borders. Beyond the regulators, global standards from ICAO and accreditations like ASA-100 or AS9100 also play a big role in setting the benchmark for safe use of USM."

To expand further, Kevin Flynn, Sr. Director of Quality and Operations at VAS Aero advises that: "In the U.S., the Federal Aviation Administration (FAA) requires that USM must meet airworthiness standards

“... acceptance can vary depending on the operator’s country of registration. For example, in China and Japan, operators often do not accept EASA- or FAA-only certifications if the certifying repair station is located outside of Europe or the United States.”

Daniel Koehler, Head of Commercial, Asia Pacific Aircraft Component Services Sdn Bhd, APACS

under 14 CFR Part 43 for Maintenance, Preventive Maintenance, Rebuilding and Alterations of components, Part 145 also relates by regulating maintenance organisations that handle, inspections and recertification of Used Serviceable Material (USM) and FAA AC 21-29 for the detection of reporting of Suspected Unapproved parts. Lastly oversight comes from the International Civil Aviation Organization, ICAO standards that ensure global consistency in the safe reuse of aircraft components.” Of course, not everything is that simple and straightforward. As Daniel Koehler, Head of Commercial, Asia Pacific Aircraft Component Services Sdn Bhd at APACS tells us, “...acceptance can vary depending on the operator’s country of registration. For example, in China and Japan, operators often do not accept EASA- or FAA-only certifications if the certifying repair station is located outside of Europe or the United States. For airlines this means a tedious review of paperwork but still brings a lot of savings compared to the material in new condition by the OEM.”

For some operators, compliance with regulations is not enough, preferring to include in-house traceability systems.



Lauren Reardon, Repair Teams Lead, EirTrade Aviation

Lauren Reardon, Repair Teams Lead at EirTrade Aviation explains: “As a supplier of USM, EirTrade ensures the highest quality standards of all our material. It is vital to us that our inventory comes with approved release certificates, including EASA, FAA and CAAC. In addition to this, we have dedicated teams responsible for ensuring the highest standard of technical paperwork and back-to-birth traceability. High standards of technical paperwork is something that we guarantee to our customers, and any material being purchased or sold by EirTrade undergoes a detailed technical review process to ensure this.” To a degree, the same applies to FL Technics, as Arūnas Ganiprauskas, Head of Procurement and Products Unit tells us: “To prevent Suspected Unapproved Parts (SUP) from entering the supply chain, we follow strict policies set by both authorities. We source exclusively from approved suppliers with valid release certificates and maintain close attention to regulatory alerts about bogus parts. Used serviceable material plays a vital role in aviation maintenance, and our multilayered verification process ensures every part we handle comes from authorised maintenance channels and carries proper airworthiness certification.”

Of course, MROs work in a constantly changing environment where every one of so many new technological advancements can or could be applied to the commercial aircraft industry. As an example, Pascal Parant, Chief Commercial & Marketing Officer at the Vallair Group tells us that:

“It is vital to us that our inventory comes with approved release certificates, including EASA, FAA and CAAC. In addition to this, we have dedicated teams responsible for ensuring the highest standard of technical paperwork and back-to-birth traceability.”

Lauren Reardon, Repair Teams Lead, EirTrade Aviation



Daniel Koehler, Head of Commercial, Asia Pacific Aircraft Component Services Sdn Bhd, APACS

“Some companies are currently exploring blockchain systems to enhance traceability of parts. However, these initiatives cannot realistically apply to existing fleets, and if such a system were to emerge, it would need to be universal, certified, and implemented on new aircraft programs - since retrofitting this type of traceability is almost impossible.” Perhaps Valbon Ebibi, Head of Operations at Werner Aero encapsulates all of the above in three core requirements mandated by both the FAA and EASA: “Certification: Every piece of USM must come with proper certification attesting to its airworthiness. This certification is essential to verify that the part has been appropriately inspected, tested, and approved for reuse. Traceability: Each component must be traceable back to its original source and maintenance history. This process ensures transparency and accountability, allowing for comprehensive tracking throughout the part’s lifecycle. Proper Documentation: Comprehensive and accurate documentation must accompany all USM. This documentation serves to confirm compliance with regulatory standards and supports maintenance records required by aviation operators.”

What steps are involved in certifying that used parts are safe to return to service?

The Component Maintenance Manual is a common theme highlighted by Nigel Bedford, Daniel Koehler and Kevin Flynn. "When a part comes into our facility, it goes through a structured process to make sure it's fully compliant and safe to go back into operation. Our engineers and technicians start by performing a detailed incoming inspection and conformity check, followed by evaluation against the Component Maintenance Manual. Depending on the component, non-destructive testing and functional checks may also be carried out, and any required restoration work is done strictly to approved data," Bedford advises, while Koehler points out that: "Certification of used parts is always based on the relevant and current Component Maintenance Manual (CMM). Any deviation from the CMM must be clearly noted on the release certificate (block 12). This detail is important for buyers, as small remarks in the certificate may indicate that DER repairs were applied, which some operators may not accept. Document review is therefore critical. Once a shop certifies the part in accordance with the CMM, it confirms that all manufacturer-required inspections and tests have been completed." Lastly, Kevin Flynn tells us that "Certifying that used parts are safe for return to service, particularly in a heavily regulated industry like aerospace involves documented processes to ensure safety, quality, and compliance. Regulatory requirements such as 14 CFR Part 43 and other publications, the CMM Component Maintenance Manual as examples outline the required processes to ensure the proper inspections, testing, repairs and recertification are completed to those regulations, requirements and instructions."

Lauren Reardon at EirTrade Aviation

“The process ensures the part is accurately identified, has no hidden damage, meets performance requirements, and has a complete, verifiable history.”

Alison Williams, Quality Engineer, AerFin

provides us with a five-point checklist that covers EirTrade's operational procedures: 1. Documentation Verification - All relevant documentation, including traceability records and certification forms (e.g., FAA Form 8130-3 or EASA Form 1), must be reviewed to ensure compliance with regulatory requirements. 2. Inspection - The part undergoes a thorough inspection to assess its physical condition and verify conformity with applicable specifications and maintenance manuals. 3. Repair or Overhaul (if required) - If any discrepancies are found, the part is sent to an approved repair station for necessary repairs or overhaul in accordance with FAA or EASA-approved procedures. 4. Airworthiness Certification - Following successful inspection or repair, an airworthiness release certificate is issued by the certified repair station, confirming compliance with all applicable FAA/EASA regulations, and finally, 5. Quality Assurance and Traceability - Final quality checks are performed, and full traceability of the part is confirmed. Once these steps are completed, the part is deemed airworthy and cleared for return to service."

Alison Williams sees that certifying used parts for service through a similar lens, indicating that it involves initial inspection and assessment, repairs following manufacturer and regulatory guidelines, thorough testing, and obtaining necessary certifications or documentation such as a detailed maintenance record. She adds: "The process ensures the part is accurately identified, has no hidden damage, meets performance requirements, and has a complete, verifiable history." At APOC

Aviation, Craig Skilton refers us to the skills of the in-house MRO team as he advises that: "Strict regulations exist to ensure that used serviceable materials (USM) are safe to return to service. Fortunately, APOC has an MRO team with extensive knowledge and experience, who carefully select and review our approved workshops when it comes to certifying our parts. Using partners we can trust is imperative to ensuring reliability and MRO efficiency. A thorough inspection is done post repair, along with a full trace paperwork check, both of which ensure that the part is fully ready to return to service."

For some, the beginning of the 'paper trail' for USM begins with the tear-down of an aircraft, so their role in certifying parts are safe to return to service are going to be different to MRO operators who are solely involved in the use of USM during operational procedures. As an example, Arūnas Ganiprauskas gives us an insight into what happens at FL Technics: "For us, proper certification is fundamental to aviation safety. We begin by creating a complete trail of all identifying information - part and serial numbers, reason for removal, and where applicable, hours and cycles - with particular attention to Life-Limited Parts



Craig Skilton, Vice President - Components, APOC Aviation

“Using partners we can trust is imperative to ensuring reliability and MRO efficiency. A thorough inspection is done post repair, along with a full trace paperwork check, both of which ensure that the part is fully ready to return to service.”

Craig Skilton, Vice President - Components, APOC Aviation

(LLPs). This thorough documentation ensures each part's history is fully traceable. Next, we verify that Part-145-approved repair stations have performed detailed inspections, including visual and dimensional inspections, Non-Destructive Testing (NDT), functional or bench testing, and, if required, repair or overhaul in accordance with the documentation. Compliance with Airworthiness Directives (ADs) and Service Bulletins (SBs) is confirmed, and software or modification status is reconciled. Parts with incomplete history or exposure to extreme conditions receive additional scrutiny; if gaps cannot be resolved, the part is rejected. After inspection and necessary work, if the part meets standards, every action is documented, and the component is released on an authorised certificate. The certificate – EASA Form 1 in Europe or FAA Form 8130-3 in the U.S., often as a dual release for both systems – references the work performed and data used, serving as evidence of airworthiness and installation eligibility. This process ensures only verified, documented parts are approved to return to service."

Pascal Parant provides a valuable insight where he refers to the situation regarding a complete engine: "For complex components such as engines, the process includes MPA (Maintenance Program Analysis), borescope inspections, and certification based on available trace documentation. In case of a full engine teardown, each removed part is inspected, tested, repaired, or overhauled, and repair shops ensure that no item appears on any blacklist file. I recall a global alert issued

after a Boeing 757 crash where engines had disappeared. A full list of serialised parts was circulated worldwide. Any shop that came across one of those parts had to immediately remove it, quarantine it, and notify the FAA. Ultimately, certifying a USM part relies on rigorous traceability checks and processing by established, approved repair stations. That combination is the real warranty of quality." To conclude this section, Valbon Ebibi provides concise advice, especially when it comes to LLPs: "... compliance with applicable Airworthiness Directives (ADs) and Service Bulletins (SBs) must be carefully assessed to ensure the part meets current regulatory mandates. Special attention should be given to life-limited components; verifying that the part has not exceeded its established usage limits is critical to maintaining safety and compliance."

How do you verify the authenticity and origin of parts to avoid counterfeit risks?

The risk of counterfeit parts entering into the MRO supply chain was highlighted with the incident back in 2023 involving London-based AOG Technics. The company has been accused of selling uncertified, potentially used, parts for CFM56 and CF6 aircraft engines between 2019 and 2023, falsifying documentation to conceal their true origin and condition. It was as a result of the thorough working practices of technicians at Portuguese airline TAP Air Portugal and one inspector. As Patrick Parant reminds us: "He noticed irregularities in the way an 8130 form was issued compared with the OEM's usual practice. Acting on his instincts, he contacted the OEM, who confirmed they had never manufactured the part. This ultimately revealed a criminal case involving AOG Technics - the worst example of counterfeit USM in recent years. Aside from financial damages, such

cases expose individuals for up to ten years of prison time."

We wanted to know a little more about the measures taken to verify the origin and authenticity of parts to eliminate the risk of counterfeiting. Daniel Koehler is quite blunt when he tells us that: "The best way to verify authenticity is to ensure traceability back to the last operator. This includes full commercial records, usage history, and a Non-Incident Statement (NIS) confirming the part was not involved in an accident. For life-limited parts, the requirements are stricter: full back-to-birth traceability must be provided, including the original certificate of manufacture. Without this, the part cannot be accepted." Craig Skilton touches on the topic of blockchain technology that Pascal Parant brought up earlier, advising that: "The majority of APOC's acquisitions are done at an airframe level and traceability is thoroughly reviewed at the point of purchase, which helps to verify the authenticity of the materials. In most cases these reviews do not trace back to the origin, but we ensure all the appropriate checks are carried out. Going forward, we've begun to explore the possibilities of blockchain and are very open to the concept when it comes to part traceability and tracking. However, there is still a long road ahead as for it to become viable it needs mass adoption."

According to Niall Smyth, "EirTrade uses several methods to ensure the authenticity of our stock. Prior to disassembly or purchasing parts, the available technical and commercial trace paperwork is reviewed by the Technical Department to verify the history of the components back to the last operator or back to birth in the case of LLPs. This would include documents such as the accident/incident clearance statement, removal tags, maintenance history and the certificates of release to service. The supplier of the part or MRO repairing the part would have been approved the



Niall Smyth, Quality Engineer, EirTrade Aviation

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by Quality Department in line with the approved supplier procedures. Upon receipt of the part, it is thoroughly examined by our Goods In Inspectors who will verify the condition, accompanying documents, and compare it to previous units or the IPC as required. Our Goods In Inspectors will have received Suspected Unapproved Parts training on starting in their role, and regular refresher training." To further underline the complexity and thoroughness of the verification process, Arūnas Ganiprauskas runs through the process at FL Technics: "Our first line of defence is thorough documentation review: each part must arrive with proper certification - EASA Form 1 or FAA Form 8130-3 and for Hard Time (HT) and Life-Limited Parts (LLPs), complete traceability records showing operating history, life limits, and compliance with Airworthiness Directives (ADs) and Service Bulletins (SBs). We crosscheck all serial numbers and documentation against industry databases and our internal systems, looking for any inconsistencies. When we spot mismatched numbers, unusual formatting, or unfamiliar issuing organisations, the part is immediately quarantined for investigation. Beyond documentation, we carefully vet our sources. We only purchase from suppliers who have passed our internal evaluation procedure based on EASA requirements and demonstrated robust quality systems. Upon arrival, parts undergo thorough inspection according to our receiving procedures - we verify identification features against technical documentation and perform required physical inspections. Our teams receive

regular training on counterfeit detection methods, combining experience with latest technology. This "trust but verify" approach - strong suppliers, strong paperwork, and strong inspections - ensures only genuine, safe parts enter our inventory."

If it hasn't already become apparent to you, there is a mountain of paperwork and regulations involved with USM, further underlined by Kevin Flynn: "At VAS, we stress full compliance with the US Federal Aviation Administration's Suspected Unapproved Parts (SUP) program and FAA AC AC21-29 to assure that no unauthorised or counterfeit parts are accepted by VAS, and all employees are trained to a Speak Up culture to strengthen our internal program. To effectively verify aircraft parts and avoid counterfeit risks, documentation checks, physical inspections, part markings, documentation consistency, supplier surveillance and inspection training and awareness are key elements to a robust SUP's counterfeit parts programme. In addition, downstream suppliers' compliance through the KYS Know Your Supplier screenings, maintaining industry certifications such as FAA, EASA, ISO, AS / EN 9100 series and ASA 100 FAA AC0056B Standards as examples including continual supplier performance reviews help in mitigating any possible parts from entering the supply chain." At Werner Aero they tackle the challenge on three fronts, as Valbon Ebibi explains: "1). Control Your Supply Chain - Purchase only from Original Equipment Manufacturers (OEMs) or their authorised distributors certified by industry bodies such as the ASA. Regularly audit your suppliers and qualify them based on quality controls and provenance, rather than price alone. 2). Verify Documentation - Scrutinise all paperwork upon receipt, including FAA Form 8130-3, EASA Form 1, and TCCA Form One.

Ensure Certificates of Conformance trace back to the original manufacturer and review detailed service records. Be alert for incomplete or altered documents and maintain full traceability, especially for life-limited parts. 3). Conduct Physical Inspections - Perform thorough visual inspections of packaging and markings to detect inconsistencies such as poor-quality printing or mismatched serial numbers that may indicate counterfeit parts."

One has to question with the advancements in modern technology though, whether there will ever be a substitute for the human eye. This is highlighted by Alison Williams who runs through part of the process at AerFin: "To verify parts and avoid counterfeit risks, we thoroughly inspect packaging and parts for spelling errors, poor quality and incorrect logos. We check for discrepancies in serial numbers and date codes. Beyond visual checks, we conduct thorough supplier audits to ensure our supply chain is trustworthy and includes authorised distributors that can provide certificates of authenticity and traceable documentation. Our warehouse operatives and other front facing staff conduct a no fail Suspect Unapproved Parts (SUP) course. If we encounter potentially counterfeit parts, we remove them from the supply chain, quarantine them, and contact the original manufacturer for assistance and guidance. A quality concern is raised so the Quality Team can be part of any investigation. If a price seems too good to be true, it likely is. Low prices are a common indicator of counterfeit products and forms a key part of the SUP training." Of course, there are different procedures instigated by MROs and carriers depending on the nature of the work and operating procedures. Nigel Bedford gives us a brief rundown of the processes at AJ Walter: "Counterfeit parts are one of the biggest risks to aviation safety, which is why we put so much



Kevin Flynn, Sr. Director of Quality and Operations,
VAS Aero Services

“To effectively verify aircraft parts and avoid counterfeit risks, documentation checks, physical inspections, part markings, documentation consistency, supplier surveillance and inspection training and awareness are key elements to a robust SUP's counterfeit parts programme.”

*Kevin Flynn, Sr. Director of Quality and Operations,
VAS Aero Services*



Valbon Ebibi, Head of Operations, Werner Aero

focus on getting this right. It starts with the paperwork: we check certificates of conformity, maintenance history and, where required, back-to-birth records for life-limited parts. Just as important is who we buy from, so we only source through trusted, approved suppliers with the right industry accreditations. We also carry out physical checks on markings and serial numbers, and we're making greater use of digital tools and track-and-trace technology to give our customers complete confidence in where a component has come from."

How is traceability managed to satisfy airworthiness requirements?

Both operators and aircraft owners bear responsibility for ensuring accurate and complete traceability records. For lessors, proper documentation is essential to protect the residual value of their assets. From "birth" to end-of-life, all serialised and critical parts must be tracked through their entire lifecycle. Operators must also certify that parts have not been involved in accidents or incidents, typically through an ATA 106 form. If a part has been involved, it can only be returned to service once the OEM has inspected, repaired, and confirmed its airworthiness. In practice, this means that every detail counts. Are the documents consistent with the way the OEM issues 8130 certificates? Was the part operated under an FAA Part 121 airline or an EASA-approved operator? Are all entries coherent? As Patrick Parant at Vallair further explains: "Today, most

"... the aviation industry's commitment to traceability is manifested through a robust combination of regulatory compliance, advanced component identification, and meticulous documentation. These practices collectively uphold the integrity and safety of aircraft systems."

Valbon Ebibi, Head of Operations, Werner Aero

traceability is handled electronically. This is why some players advocate for blockchain as a solution to guarantee authenticity of OEM material. But again, this would require universal adoption and standardisation - something the industry is still far from achieving."

In reality, traceability is critical to maintaining the highest standards of safety and reliability. It guarantees that each component used in an aircraft has a verifiable history, thereby protecting against the risks posed by counterfeit parts and enabling prompt corrective actions should a defect be identified. At Werner Aero Valbon Ebibi identifies three key mechanisms for managing traceability: "1). Regulatory Oversight - Aviation regulatory authorities, including the Federal Aviation Administration (FAA) and the European Union Aviation Safety Agency (EASA), set forth core requirements that govern traceability. Some notable regulatory frameworks include: - FAA Advisory Circulars: Specifically, AC 20-154 offers comprehensive guidance on how to verify that a part was manufactured in compliance with Part 21 or has been previously determined to be airworthy under Part 43. - EASA Part-M and Part-145: These regulations obligate maintenance organisations to implement procedures that verify the traceability of parts and materials sourced from approved entities. - AS9100 Standard: This industry-specific quality management standard, grounded in ISO 9001, enforces strict traceability standards, particularly for safety-critical components. 2). Component Identification - Each aircraft component is assigned a unique identifier serving as the cornerstone of its traceability record. Identification methods include: - Unique Marking: Permanent marks such as serial numbers, batch codes, or part numbers are applied to link the part directly to its manufacturing and maintenance background, - Barcodes and RFID Tags: To enhance tracking efficiency and minimise

human error, many organisations employ automated identification technologies like barcodes and radio-frequency identification tags. 3). Documentation and Record-Keeping - Accurate and comprehensive documentation forms the foundation of effective traceability, encompassing both physical and digital records. This documentation chronicles each component's lifecycle from manufacture through inspection, installation, and maintenance activities." He then concludes: "... the aviation industry's commitment to traceability is manifested through a robust combination of regulatory compliance, advanced component identification, and meticulous documentation. These practices collectively uphold the integrity and safety of aircraft systems."

At AJ Walter, Nigel Bedford succinctly advises that: "Traceability underpins everything we do in maintaining airworthiness. For each component, we make sure records are complete and up to date, covering operational history, service bulletins, airworthiness directives, and any modifications. Those records are stored digitally, which allows us to maintain full configuration control and respond quickly to audits," adding that: "For life-limited and other critical components, we also maintain back-to-birth traceability as a matter of course. This isn't just a regulatory requirement; for operators and lessors it's also a commercial necessity, particularly when it comes to lease returns and fleet transitions."

Alison Williams at AerFin Ltd., Daniel Koehler at APACS and Niall Smyth at EirTrade Aviation are all proponents of "back-to-birth" records. As Williams explains: "Traceability for airworthiness is managed by maintaining detailed life cycle documentation for every part, including its origin, manufacturing details, and maintenance history, often using unique identifiers such as serial numbers. This system ensures compliance with

safety regulations by providing complete "back to birth" records for parts and verification of their condition, quality and certification through documented procedures and receiving inspections. We record all maintenance actions and repairs performed, as well as documenting its fitment onto an aircraft engine. A comprehensive record is kept, linking all relevant documents and information to the part's identifier. This includes: Supplier certifications, manufacturing details, maintenance and repair logs, inspection records, and life-limited part (LLP) data, such as certified hours and cycles," concluding that: "This entire process ensures that all parts meet the stringent safety and quality standards set by aviation regulatory bodies like the FAA and EASA, guaranteeing compliance with airworthiness requirements." Where Daniel Koehler is concerned: "Traceability is managed through strict documentation at every stage of a component's lifecycle. Each part must carry a continuous record, from its original manufacture through all subsequent operators, repairs, modifications, and inspections. This documentation—such as airworthiness release certificates, NIS, shop visit reports, and life-limited part logs—forms the backbone of airworthiness compliance. For life-limited parts in particular, "back-to-birth" records are non-negotiable. For standard components, ensuring full trace to the last certified release is sufficient, but any gaps in traceability typically result in outright rejection by the buyer or regulator." Finally, Niall Smyth explains the system at EirTrade: "Prior to

making a purchase of an aircraft, engine, or material, EirTrade's technical records team will conduct a technical record review to ensure that the paperwork provided, meets our company's required standards before being placed on an aircraft/engine. Depending on the unit(s), there will be a requirement for different documentation, both from a technical and commercial standpoint, and EirTrade strive to consistently provide the best quality paperwork. There are more detailed, specific requirements for units which have life limitations, such as engine LLPs, Landing Gears and APU's. When purchasing these components, the market demands full back to birth traceability, from the day it was manufactured, right up until the current status of the unit. The industry requirements continue to change and grow as new safety regulations get introduced, and with that comes different requirements from customers for paperwork. We try to adapt to this as soon as possible to in order to fulfil our customers' needs."

For Arūnas Ganiprauskas, traceability is non-negotiable. He further explains "We accept components only when accompanied by a complete, verifiable history and proper release documents - at minimum an EASA Form 1, FAA Form 81303 or equivalent. For Hard Time (HT) and Life-Limited Parts (LLPs), we verify full traceability, including cycles/time since new and since last overhaul; if that history is missing, we will not use or supply the part. Even for non-life-limited parts, we maintain this absolute standard—any gaps in paperwork or unclear maintenance history are grounds for rejection. We verify that every inspection, overhaul, and modification is properly documented by approved organisations, allowing us to prove the part's configuration and condition at any point in its life. Our review includes removal tags and

non-incident statements to confirm where a part came from and under what circumstances. If a part doesn't have a clean, transparent trail from a trusted source, it doesn't enter our stock—and it certainly doesn't go back on an aircraft."

What do buyers have to consider when sourcing used serviceable material?

You will discover that in various guises and varying operational procedures, that compliance, traceability, and source credibility are the non-negotiables. Beyond that, buyers balance cost, availability, and lifecycle value. Alison Williams explains the procedure at AerFin: "When sourcing used serviceable material, we prioritise the quality and condition of the part, ensuring it meets operational standards and has a proper maintenance history to guarantee reliability and safety. We also verify the supplier's legitimacy and documentation to avoid counterfeit parts, consider the value for money beyond the purchase price, and ensure the material is available for the required timeframe. We request complete records, such as maintenance logs and certifications, to verify the part's history and serviceability, and we thoroughly inspect all material for wear, damage or any functional issues prior to purchase." Nigel Bedford at AJ Walter points out that: "In the end, sourcing USM is about striking the right balance between safety, compliance, lead-times, and cost efficiency," before further detailing that: "For buyers, the first question is always whether the certification provided will be accepted in the jurisdictions where the aircraft operates. From there, it's important to consider the actual condition of the part, whether it's sold as removed, serviceable, or overhauled, because that has a direct impact on cost, reliability, and turnaround time. Buyers also need to think



Arūnas Ganiprauskas, Head of Procurement and Products Unit, FL Technics

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Arūnas Ganiprauskas, Head of Procurement and Products Unit, FL Technics

“In the end, sourcing USM is about striking the right balance between safety, compliance, lead-times, and cost efficiency.”

Nigel Bedford, Technical Director, AJW Group

about risk and commercial terms, such as warranty coverage, insurance, and the credibility of the supplier. Increasingly, airlines and lessors are also factoring in how USM fits into their longer-term support models, whether that's through a PBH programme, an engine lease or integrated supply chain support.”

At APACS, Daniel Koehler acknowledges that buyers must weigh multiple factors beyond just price, before expanding: “Documentation and traceability are critical, as incomplete records can render an otherwise serviceable part unusable. Regulatory acceptance is another key consideration—parts certified under EASA or FAA may not be accepted by all operators, depending on their national aviation authority's policies. Additionally, buyers must assess whether parts have been repaired in accordance with CMM requirements, and whether DER or PMA alternatives align with their internal policies. Finally, lead time, warranty terms, and the reputation of the supplier all play a role in minimising operational and financial risk. In practice, due diligence in vendor selection and document verification is just as important as the physical condition of the part itself.”

Arūnas Ganiprauskas points out that at FL

Technics, certification is non-negotiable, as they never accept a part without a valid EASA Form 1 or FAA Form 8130-3. For Hard Time (HT) and Life-Limited Parts (LLPs), they demand complete records of hours/cycles since new and since last overhaul. Every part must have a full traceability package - maintenance records, log cards, and non-incident statements. Without these documents, they consider the part unusable, regardless of its potential value. He then adds: “Source reputation and commercial traceability are equally critical. We select suppliers only after they pass our internal assessment, which follows EASA regulations and confirms their quality system. Our verification process includes mapping the complete chain of ownership using specialised tools to identify any gaps, inconsistencies, or potential compliance risks. We scrutinise for document errors, ownership breaks, and even check for sanction exposure risks. Beyond documentation, a part's condition - whether overhauled, repaired, or “as removed” - affects cost considerations. Buyers must consider total cost, including shipping, duties, and potential shop visits, not just the purchase price. Our approach is straightforward: unless a part is certified, fully traceable, and from a trusted source, it doesn't enter our system. When these requirements are met, used serviceable material provides a safe, cost-effective solution for keeping fleets flying.”

Pascal Parant at Vallair sums it up in a nutshell. “The first question is: who is selling? Established companies with robust quality-control systems are inherently safer partners.” He then goes on to warn



Nigel Bedford, Technical Director, AJW Group

that: “Buyers should also be cautious of “too good to be true” deals. For trustworthy companies, the reputational risk of handling questionable parts far outweighs any short-term profit. A solid reputation takes decades to build, and one mistake can land you on the front page of the newspapers.” He adds that: “Due diligence is key. Engage in thorough KYC (Know Your Customer/Supplier) processes, often validated by legal counsel. And if there is any doubt - walk away.” Over at VAS Aero Services, Kevin Flynn is keen to point out that traceability is critical, while underlining perhaps one of the most important aspects: “A supplier and buyer have responsibility to the industry that approved and certified suppliers are used whether purchasing repair services or direct procurement component to avoid counterfeit or non-compliant components.”

Ebibi Valbon at Werner Aero perhaps concludes this topic very concisely: “... sourcing USM demands a comprehensive approach that prioritises traceability, proper certification, and strict regulatory compliance, alongside evaluating supplier credibility and part condition. Adhering to these principles will ensure the safety and reliability of aircraft operations.”



Pascal Parant, Chief Commercial & Marketing Officer, Vallair Group

“The first question is: who is selling? Established companies with robust quality-control systems are inherently safer partners.”

Pascal Parant, Chief Commercial & Marketing Officer, Vallair Group

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Extending Life - Minimising Waste

The Role of Eco-Engineering in Component Overhaul

By David Dundas

More so than in many other industries, the aviation sector is a business of margins, whether it be fuel, time or weight. However, as this industry, again like many others, is forced to sharpen its focus on sustainability, another margin enters the fray. Here we are talking about waste. Whether it is used engine blades or worn landing gear parts, the question now is not one of how quickly these parts can be repaired or replaced, but more a case of how intelligently we can manage their life cycles.

This is where the term 'eco-engineering' enters the lexicon of aircraft maintenance – the practice of maintenance with built-in environmental responsibility which is shaping the MRO sector. However, don't be mistaken, this is not a 'buzzword'. This is a pragmatic shift towards maximising component longevity, minimising material

waste, and aligning overhaul practices with aviation's broader decarbonisation goals.

The hidden stream of waste in aircraft maintenance

Prior to the intervention of eco-friendly practices, aircraft maintenance would traditionally involve the manufacture of components, their installation and use, and once performance dropped below a specific level, the components would be replaced, and the original would be scrapped. This generated considerable waste was estimated by the International Air Transport Association (IATA) to amount to several thousands of tonnes on an annual basis. Much of this waste was comprised of complex alloys that were energy intensive to produce and difficult to recycle. Basically, much of what was removed from an aircraft would end up

on the scrap heap, despite having some residual structural or metallurgical value.

Today, the challenge is not only one of environmental impact but also one of economic efficiency as each discarded part represents lost embodied energy and manufacturing value. Eco-engineering tackles this problem head on by shifting the mindset: from disposal to recovery. Every part that can be repaired, refurbished, or repurposed is an opportunity to reduce emissions and conserve resources — without compromising airworthiness. It is also the source of much of the material classed as Used Serviceable Materials (USM).

The current ethos is now one of repair before replacement

At the heart of eco-engineering lies design for what is referred to



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as 'overhaulability'. This means that component manufacturers are now working more closely with MRO providers to ensure that parts can be safely disassembled, inspected, and repaired multiple times over their lifespan. This goes far beyond simply extending time-on-wing. It involves the development of alloys and coatings that are capable of withstand repeated repair cycles; using additive manufacturing to rebuild worn geometries; and applying advanced non-destructive testing (NDT) to pinpoint degradation before it escalates into scrap.

As an example, let's look at turbine blades. Traditional repair limits have frequently rendered certain blades uneconomical to salvage after a defined number of cycles. New additive repair methods — such as laser cladding and cold spray deposition — now make it possible to restore blades to near-new condition with minimal material input. The result: longer service intervals, reduced raw material demand, significantly less waste, and considerable cost savings.

Material circularity in practice

In simple terms, material circularity relates to the practice of keeping high-value materials circulating within the aviation ecosystem as opposed to prematurely ending up on the scrap heap. Consequently, MRO facilities are increasingly adopting closed-loop recycling programmes. Superalloy scrap generated during disassembly or machining can be separated, reprocessed, and reintroduced into the production stream for new parts. Similarly, composite structures are being treated with advanced pyrolysis or solvolysis processes to recover fibres and resins for secondary applications. In fact, in certain cases, entire component families are being reclassified for secondary use. This means that components that no longer meet top-tier operational tolerances can find extended life in training, ground test, or secondary flight applications, reducing overall demand for newly manufactured parts.

Digital tools driving green efficiency

The digitalisation of maintenance processes plays a key role in enabling eco-engineering. Predictive analytics and digital twins now allow MRO operatives to model wear patterns, forecast degradation, and plan interventions that will ultimately help to extend the life of parts as opposed to seeing them unnecessarily replaced.

As an example of this and using real-time sensor data, an airline can identify which components are reaching critical thresholds — not by arbitrary time limits set by manufacturers, but by their actual condition. This condition-based maintenance philosophy helps to minimise unnecessary removals, reducing both material waste and associated maintenance workload. In the meantime, integrated maintenance systems are able to track the environmental impact of overhaul operations in real time — from energy use in repair facilities to waste disposal metrics. These data points feed



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into broader sustainability reporting frameworks, allowing MROs to quantify and demonstrate their environmental performance to customers and regulators alike.

Regulation and responsibility

Regulatory agencies are also beginning to recognise the value of sustainable maintenance. Both the EASA and the FAA have encouraged industry initiatives that align eco-efficiency with safety assurance, while challenge lies in ensuring that environmental improvements never compromise airworthiness — this is a line the industry cannot afford to blur. To this end, certification standards are evolving, with new repair processes undergo environmental and performance validation in parallel. Standards such as SAE's AIR6898 on sustainable aviation materials and ISO 14001 environmental management systems are becoming common benchmarks across MRO operations.

At a corporate level, sustainability is no longer confined to annual reports, and airlines and OEMs are now embedding

green performance indicators into their supplier contracts, rewarding repair stations that demonstrate tangible reductions in waste and emissions.

The business case for green overhaul

Once sustainability is seen as a moral obligation, it increasingly proves to also be good business practice. Repaired and reused components not only cost less to produce than new ones but also provide supply-chain resilience in an environment still recovering from pandemic-era shortages. Beyond this, eco-engineered overhaul practices can cut material costs by up to 30% in some categories, reduce lead times, and deliver a measurable carbon benefit — all while maintaining safety and reliability standards.

Of course it isn't the regulatory bodies alone who are watching what MRO operators are up to on the sustainability front. Leasing companies, OEMs, and operators alike now prefer MRO partners who can document environmental performance alongside turnaround times and pricing. In a market where

differentiation is thin, sustainability is becoming a competitive advantage.

A future built on regeneration

The vision of a zero-waste aircraft hangar may still be a long way off, but the road ahead is clear. The next generation of MRO operations will measure success not only by uptime and cost efficiency but by how well resources are preserved. Eco-engineering represents the convergence of technology, responsibility, and innovation — a mindset that sees every component not as a disposable item, but as a renewable asset. By designing parts and MRO systems for longevity, repairing with precision, and recycling with purpose, the industry is proving that sustainability and performance need not be opposing forces.

In the quiet rhythm of the overhaul shop, where parts are restored and returned to service, the aviation sector is subtly rewriting one of its oldest principles: that the best way to keep aircraft flying safely might also be the most sustainable way to do it.



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Blockchain for Traceability

Securing the Aircraft Parts Supply Chain

By David Dundas

In commercial aviation, documentation can be as critical as the hardware itself. Every nut, bolt, and bearing installed on an aircraft must come with an unimpeachable paper trail — proof of origin, certification, and service history. Yet in a globalised industry with hundreds of suppliers and repair stations, maintaining that traceability is a complex challenge and even today frequently remains a manual process despite the digitalisation of many aspects of MRO operations' records. For many years the aviation industry has long sought a better way to ensure integrity in its supply chain, so blockchain technology, with its transparent, tamper-resistant digital ledger, is emerging as a logical candidate to provide such integrity.

Why traceability still hurts

Even with modern enterprise systems, the traceability of parts remains

fragmented. Paper-based airworthiness certificates still move between warehouses, while digital systems that are supposed to improve traceability rarely talk to one another. For MROs, this means considerable time still has to be spent verifying paperwork, cross-checking serial numbers, and validating sources. For airlines, it means exposure to risk such as counterfeit parts, data discrepancies, or delays during lease transitions. However, there does appear to be an emerging viable alternative.

Blockchain offers a way to create a single, shared source of truth. Every part, from production to installation, can be assigned a digital identity stored in a distributed ledger. Each maintenance event or transfer of ownership adds another entry — verifiable, timestamped, and immutable. The result is a living record that everyone in the chain can trust, without having to rely on any single database or intermediary.

From cryptocurrency to component history

While many of you may immediately associate the term "blockchain" with images of cryptocurrencies, it is the underlying technology which is important here. In the context of aviation, a blockchain acts as a secure record of transactions among approved participants — OEMs, distributors, MROs, and regulators. As an example, a technician scanning a component's QR code could access its full digital history - its manufacturer details, service bulletins, prior overhauls, airworthiness releases, and ownership changes. Where blockchain scores heavily, and especially on the security front, is that unlike conventional systems, no entry can be altered retroactively, providing an auditable trail that stands up to the most stringent regulatory scrutiny.



This capability has a direct operational impact on multiple fronts as it reduces the administrative workload for MROs, cuts the time needed for parts verification, and helps prevent the circulation of unauthorised or falsified components — a problem that still persists across global markets.

Industry moves and early adopters

A number of aerospace players are already experimenting with blockchain-based traceability systems. For example, Honeywell's GoDirect Trade uses blockchain to authenticate used aircraft parts, giving buyers instant confidence in provenance and service history. Beyond this, Airbus and Rolls-Royce have run pilot programmes exploring digital records for maintenance and supply chain visibility. In addition, several logistics providers are testing blockchain to streamline customs and export documentation for aircraft spares.

Even the regulators are paying attention, as the FAA and EASA have each held exploratory workshops to understand how distributed ledger technology could

support, as opposed to replace, existing airworthiness record systems. While there is no current regulatory framework, there is still a growing recognition that blockchain could greatly simplify compliance auditing and leasing transactions.

What's holding back the universal adoption of blockchain technology?

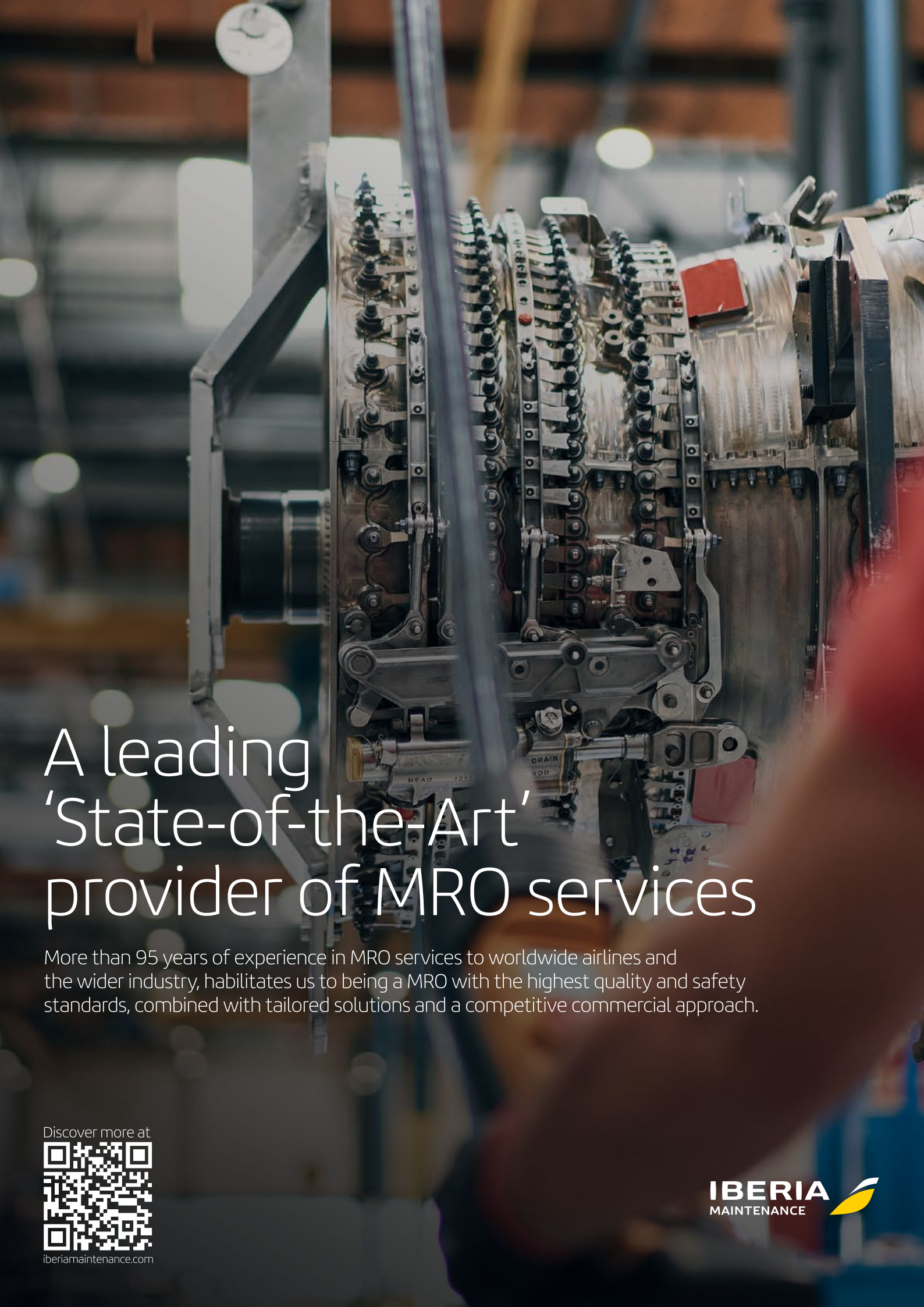
Blockchain technology's promise is clear, but the path to industry-wide adoption is not. Integrating blockchain requires cooperation among stakeholders who often operate on different systems and with different priorities. Data standards, access controls, and legal definitions of "digital trust" are still at an evolutionary stage. Beyond this, cost is another consideration as while blockchain solutions can reduce administrative overheads in the long run, implementation demands considerable investment in digital infrastructure, training, and governance. And while the ledger itself is immutable, the data entered must still be correct — unlike the old saying "rubbish in, rubbish out", because it is impossible to alter anything once it has been added

to the digital ledger, here we have a case of "rubbish in, rubbish forever"! Consequently, robust verification and authorisation protocols will remain essential.

A practical future for MRO

Despite the above-mentioned hurdles, blockchain's direction of travel is promising. As digital twins, predictive analytics, and paperless maintenance records gain traction, MROs will still need a secure and ideally more efficient way to anchor their data. Blockchain could serve as that anchor — the trusted backbone linking OEMs, operators, and repair providers in real time. However, that shift won't happen overnight, but its logic is hard to ignore. In a business where traceability underpins safety, compliance, and residual value, a shared, tamper-proof ledger could become as vital as the torque wrench on the hangar floor.

For now, blockchain in aviation is still in its experimental phase. But as the industry's digital maturity deepens, it may soon become not just a buzzword, but a core enabler of trust in the global parts supply chain.



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From left to right: Grégoire Lebigot, François Fermaut, Gilles Fossecave and Maxime Gorsse

Vallair has introduced a new governance structure across its maintenance centres. The move aligns with market expectations and customer needs. It also aims to improve management efficiency and support the group's long-term growth strategy. **Grégoire Lebigot** resumes his role as CEO of Vallair Industries and now also leads the Châteauroux MRO centre. He will work closely with **François Fermaut**, newly appointed Director of Operations. Formerly responsible for the aerostructure centre, Fermaut now oversees the engine business unit and the CHR2 airframe maintenance centre. At the Montpellier MRO centre, **Gilles Fossecave** takes on the role of CEO. He is supported by **Jean-François Deorocki**, Director of Operations. This site-based leadership model increases operational proximity and ensures that each facility is guided by trusted experts with a deep understanding of the MRO landscape. At Group level, **Maxime Gorsse**, currently Treasurer and CEO of Vallair Asset Solutions, has been promoted to Chief Financial Officer. This newly created role unites accounting, finance and investor relations. It reflects Vallair's expanding scale and ambition as the company strengthens its financial and strategic foundations. These organisational adjustments form part of Vallair's forward-looking approach. The Group is preparing for key industry shifts, including the rise of composite-intensive aircraft, new technologies, and evolving airline expectations. By acting early, Vallair positions itself to meet tomorrow's challenges with confidence.

Willis Lease Finance Corporation (WLFC) has appointed **Pascal Picano** as Senior Vice President, Aircraft Leasing & Trading. Effective immediately, Picano will report directly to Chief Executive Officer **Austin C. Willis** and collaborate closely with **Marc Pierpoint**, Senior Vice President and Head of Trading & Investments, as the company sharpens its focus on portfolio expansion and strategic growth. This newly created role underlines WLFC's ambition to scale its aircraft leasing platform while investing in next-generation assets aligned with the

evolving needs of the aviation sector. Picano will be responsible for broadening the company's aircraft portfolio, complementing Pierpoint's ongoing oversight of the engine leasing and trading business. Welcoming the appointment, Chief Executive Austin C. Willis praised Picano's reputation in aviation finance, noting: "Pascal has been a trusted figure in aviation finance for decades, and we are delighted to welcome him to the WLFC senior leadership team. He will be an invaluable addition, bringing deep expertise, an entrepreneurial spirit, and a proven track record to our organisation." Picano brings more than 25 years of international experience in aviation finance, specialising in aircraft acquisitions, leasing, and capital markets. Most recently, he served on the Board of Directors at Avia Solutions Group, following senior leadership positions at Carlyle Aviation Partners, formerly Apollo Aviation Group. His career has been marked by structuring complex transactions, raising equity and debt financing for aircraft deals, and leading high-performing teams across the aviation sector.



Shiekuma Gemade

AFG has announced the appointment of **Shiekuma Gemade** as its new Executive Vice President and Chief Operating Officer (COO), marking a pivotal addition to its leadership team. Gemade brings with him more than 20 years of expertise across aviation, MRO, and airline management. Over the course of his career, he has overseen aircraft acquisitions, fleet planning, and leasing transactions worth in excess of US\$12 billion, working with some of the sector's most progressive organisations. His experience spans both commercial and cargo operations, underlining his versatility and breadth of knowledge. Prior to joining AFG, Gemade was head of fleet at Riyadh Air. In this capacity, he directed aircraft acquisitions, spearheaded fleet planning initiatives, and played a central role in developing one of the most ambitious new aircraft programmes in the industry. His tenure at Riyadh Air demonstrated his ability to deliver large-scale, complex projects in competitive global markets. Earlier, he served in senior positions at Atlas Air Worldwide and Titan Aviation Leasing. There, he managed a sizeable widebody freighter lease portfolio, established a lease management platform, and navigated cross-border transactions spanning the Americas, Europe, the Middle East, and Africa.

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This experience honed his skill in managing multi-jurisdictional challenges and fostering international partnerships. Gemade's career began at Delta Air Lines, where he progressed from an engineering role within Delta Technical Operations to operations leadership, ultimately optimising performance for a 450-aircraft DC fleet. His solid grounding in engineering continues to underpin his strategic approach to fleet and operations management. He holds a Bachelor of Science in Aerospace Engineering and a Master of Science in Aviation Management, both from Embry-Riddle Aeronautical University in Daytona Beach, Florida. In addition, he is a licensed FAA private pilot, underscoring his personal passion for aviation.



Jimmy Hill

Aviation Technical Services (ATS) has announced a major leadership transition with the appointment of **Jimmy Hill** as Senior Vice President of Ranger Air Aviation (Ranger Air). He succeeds **Rob Hill**, who is retiring after more than two decades at the helm, having co-founded Ranger Air in 2002 with a small group of partners. Rob Hill's departure marks the end of an era, while Jimmy Hill's arrival signals a new chapter aligned

with ATS's recently restructured business model. The shift follows a wider realignment introduced to ATS and Ranger Air employees in May 2024. Under the new structure, ATS has integrated sales, strategic development, and entrepreneurial leadership across its component repair, sales, and engineering divisions. The reorganisation reflects the company's ambition to streamline its operations and strengthen its position in the aviation aftermarket. As part of this plan, Ranger Air continues to focus on the rapidly growing used serviceable materials (USM) trading and parts distribution markets, areas that have seen notable momentum in recent years. Jimmy Hill brings with him a wealth of experience from across the aerospace industry. Most recently, he was Vice President of Sales and Marketing at MRO Holdings, where he successfully drove growth in the heavy maintenance sector. His earlier career includes senior roles at CFM Materials, GE Aviation Materials, Pratt and Whitney, AAR Corp, and Aviall. This breadth of expertise underlines his deep knowledge of USM, aero engine maintenance, and airframe services, as well as asset sales, trading, and leasing. His appointment is expected to strengthen ATS's ability to capture new opportunities in the aftermarket while

continuing to expand Ranger Air's market reach. With his proven track record in sales growth and strategic development, Jimmy Hill is well placed to lead Ranger Air into its next phase, building on the strong foundation laid by Rob Hill. In taking up this role, he not only steps into a leadership position at a pivotal moment for ATS but also inherits the responsibility of guiding a business unit that has become increasingly influential in shaping the commercial aviation supply chain.



Steve Sinquefield

StandardAero has confirmed the retirement of **Steve Sinquefield**, its Chief Legal Officer for more than a decade. Sinquefield will step down at the end of 2025, bringing to a close a distinguished 40-year career in aviation law. To ensure continuity, **Michael L. Kaplan** will re-join the company as Chief Legal Officer on October 6, 2025. Kaplan previously served as senior vice president, general counsel, chief

security officer, and secretary at StandardAero. He will succeed Sinquefield and report directly to **Russell Ford**, Chairman and Chief Executive Officer. Kaplan returns with over 25 years of legal and executive leadership experience. Most recently, he was senior counsel at Norton Rose Fulbright, where he advised on corporate, securities, and mergers and acquisitions. His earlier roles include more than a decade as Chief Legal Officer at M.D.C. Holdings, Inc. and Red Robin Gourmet Burgers, Inc. His background spans compliance, governance, and corporate transactions across a range of industries. "We are delighted to welcome Michael back to StandardAero," said Ford. "He brings deep expertise, knowledge of our business, and a proven record of success. His leadership will be vital as we continue to execute our growth strategy." Ford also paid tribute to Sinquefield. "We are grateful to Steve for his outstanding service. Over the past ten years, he has been central to StandardAero's transformation and success. His contribution has helped shape us into the global leader we are today. We wish him every happiness in his well-earned retirement." Sinquefield's career includes senior legal posts with Beechcraft Aircraft Company, Raytheon Aerospace Services, Vertex Aerospace, L-3 Communications Integrated Systems, and Tenax Aerospace Holdings, before joining StandardAero. He will remain with the company through the end of 2025 to support a smooth transition.

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