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MRO 360°

MRO Outlook 2026

How the industry sees the future

Turkish Technic
A look behind the scenes

Information Technology
Legacy ERP vs best of breed

Guest Article
FL Technics talks logistic

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Dear Industry Colleagues,

It has definitely been an interesting and challenging year for many in the commercial aviation industry as a whole, and specifically in the MRO sector. To close the year out we thought it would be interesting to see what a number of you felt 2026 may bring, so our main article in this issue focuses on the MRO outlook for the coming year.

There have been ongoing problems with the Pratt & Whitney GTF family of engines, so we decided to have a closer look at what is going on and to get a better understanding both of what went wrong, and how the situation is resolving itself.

Beyond this, we have a great "Expert Corner" article from Monica Badra on Legacy ERP vs. Best of Breed, while our Company Profile and Interview this month is with Turkish Technic.

It only remains for me to wish all our advertisers, contributors, subscribers and readers, wherever you may be located, Season's Greetings and a Happy and Prosperous New Year.

See you all again in 2026!

Peter Jorssen
Publisher

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EDITORIAL

Peter Jorssen
Publisher
peter.jorssen@avitrader.com

Heike Tamm
Editor-in-Chief
heike.tamm@avitrader.com

David Dundas
Content Writer
david.dundas@avitrader.com

Volker Dannenmann
Graphic Designer
volker.dannenmann@gmail.com

ADVERTISING & CONTRIBUTION ENQUIRIES

Tamar Jorssen
Central, North & South America
tamar.jorssen@avitrader.com
Phone: +1 (778) 213 8543

Malte Tamm
Europe, Middle East & Asia
malte.tamm@avitrader.com
Phone: +49 (0)162 8263049

AviTrader Publications Corp.
Suite 305, South Tower
5811 Cooney Road
Richmond, British Columbia
V6X 3M1, Canada
Phone: +1 (778) 213 8543

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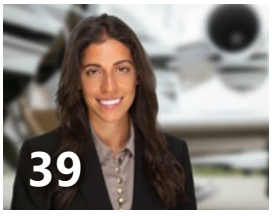

easyJet to take over Adria Tehnika maintenance facility in Slovenia

easyJet has agreed to acquire the Adria Tehnika maintenance facility in Slovenia © *easyJet*

easyJet, one of Europe's largest airlines, has agreed to acquire the Adria Tehnika maintenance facility in Slovenia, further strengthening its in-house engineering capabilities. The five-bay heavy maintenance site at Brnik has supported easyJet's Airbus fleet for several years, and the airline now plans to invest in the facility for the long term. The acquisition remains subject to regulatory approval and is expected to complete in early 2026. Adria Tehnika will continue to operate from Slovenia under the leadership of Chief Executive Officer Barbara Perko Brvar. The move marks another milestone in easyJet's strategy to bring more of its base maintenance operations in house. Over the past 18 months, the airline has significantly expanded its internal engineering footprint, including the acquisition of SR Technics' heavy maintenance operation in Malta. Integrating Adria Tehnika into the easyJet Group forms a key part of this ongoing consolidation and capability expansion. easyJet operates a fleet of more than 350 Airbus A320-family aircraft, flying over 1,000 routes to more than 160 airports across 35 countries. The airline currently serves Ljubljana from London Gatwick, carrying 63,000 passengers on the route last summer—an increase of 15% on the previous year. Flights between Ljubljana and Manchester began last November, with a new Edinburgh service launching on April 4, 2026, for the upcoming summer season.

GE Aerospace unveils £19 million upgrade for Wales MRO hub

GE Aerospace to invest £19 million to modernise Wales site © *GE Aerospace*

GE Aerospace has confirmed a £19 million investment over the next three years to refurbish its Wales site, a flagship centre for commercial engine maintenance, repair and overhaul (MRO). The programme will reinforce essential infrastructure, sharpen operational performance, and support sustainability goals, ensuring the facility remains a leading force in global fleet support. The refurbishment covers upgrades to more than 70,000 ft² of roof space, together with improved cladding, insulation and glazing. These enhancements will modernise core infrastructure, cut energy use, and open the door to future renewable-energy projects. It marks the site's largest single investment in over twenty years, following the construction of the wide-body test cell in 1999. As one of Wales' designated anchor companies, GE Aerospace is central to driving employment, skills and economic growth across the region. The site employs over 1,350 engineers and technical specialists who deliver world-class MRO services to customers worldwide. GE Aerospace Wales also runs an award-winning Apprenticeship Programme, currently supporting 43 apprentices in partnership with Coleg y Cymoedd. The investment forms part of GE Aerospace's wider push to strengthen infrastructure, skills and operational excellence across Europe. In October 2024, the company unveiled plans to invest more than £107 million in MRO and Component Repair facilities across the continent through 2026. These commitments underscore its intent to develop a highly skilled workforce and meet the aerospace sector's evolving demands. (£1.00 = US$1.33 at time of publication).

Liebherr-Aerospace to open new Dubai service hub

Liebherr-Aerospace is set to open a dedicated service centre in early 2026 within the Mohammed bin Rashid Aerospace Hub (MBRAH) in Dubai South, marking a significant expansion of the company's footprint in the Middle East. The new facility, strategically positioned beside the emerging Al Maktoum International Airport, will begin operations with EASA/GCAA Part 145 certification and will focus on enhanced support for air management components across commercial aircraft, business jets, and helicopters. The development responds directly to rising regional demand for aftermarket repair and overhaul capacity for Liebherr equipment. The centre will span roughly 2,400 m^2 and will conduct a broad range of service activities on site, enabling the company to deliver greater value and improved operational performance to customers across the region. Its location within MBRAH places Liebherr-Aerospace in close proximity to major operators, OEM partners, and logistics infrastructure, ensuring customers benefit from rapid, proactive support. Dubai's status as a global aviation hub strengthens this advantage, allowing Liebherr teams to be physically near key fleets and to accelerate issue resolution across diverse aircraft types. By providing component MRO services locally while maintaining full OEM quality standards, Liebherr-Aerospace aims to cut logistics times and streamline workflows for operators. Previously, customers in the Middle East depended on Liebherr facilities in Europe and the United States for support. The new Dubai centre eliminates that reliance by offering immediate, regionally based solutions delivered by local expert teams. This shift is expected to provide faster and more cost-effective logistics through direct routing via Dubai. The Dubai expansion forms part of Liebherr's wider global customer service strategy, which is built around a distributed network of service centres tailored to regional requirements. For Middle Eastern operators, the addition of this facility represents a significant strengthening of available OEM-focused support. Alongside core MRO capability, customers will gain improved access to product support, digital condition monitoring, optimised logistics, and spare parts pooling. Together, these enhancements are designed to elevate operational reliability and reinforce Liebherr-Aerospace's long-term commitment to the region.

PAG assumes ownership of H.E.R.O.S.

Precision Aviation Group, Inc. (PAG), a global provider of MRO services and value-added supply chain solutions for the aerospace and defence sectors, has announced its acquisition of H.E.R.O.S. Inc., a premier Rolls-Royce M250/RR300 engine MRO specialist based in Chandler, Arizona. Established in 1988, H.E.R.O.S. has built a strong reputation for its expertise in the M250 and RR300 engine platforms, offering comprehensive MRO services for engines, related accessories and key components. The company is widely recognised for its technical capability, long-standing industry relationships and consistent support for domestic and international operators. Its purpose-built facility features advanced tooling, a fully equipped test cell and a broad capability set tailored to the requirements of Rolls-Royce engine maintenance. David Mast, President and CEO of PAG, described the acquisition as a highly strategic milestone for the organisation. He emphasised that integrating H.E.R.O.S. into the PAG group enhances the company's ability to support customers by expanding its geographic presence and increasing its dedicated M250/RR300 support footprint to more than 80,000 ft². Mast also highlighted H.E.R.O.S.'s reputation for excellence, strong customer focus and experienced team, noting that these qualities make the company an ideal addition to PAG's global operations. "We are thrilled to welcome Heros, Raffi, Blake and the entire H.E.R.O.S. team to PAG," Mast said. "Their expertise and commitment to customers align perfectly with our mission, and this acquisition strengthens our position as a leading provider of Rolls-Royce M250 and RR300 engine support worldwide." The acquisition marks a further step in PAG's strategy to broaden its specialised MRO capabilities and reinforce its leadership in the global aerospace support market.

PAG has acquired H.E.R.O.S. Inc., a premier Rolls-Royce M250/RR300 engine MRO specialist © *PAG*

RECARO targets strong global growth as aviation demand surges

RECARO's final assembly line in Germany © *RECARO Aircraft Seating*

RECARO Aircraft Seating is closing the year on a strong upward trajectory, poised to exceed its 2024 revenue figure of roughly €576 million (US$674 million). The company anticipates sustained double-digit growth in 2025 and beyond, reflecting both the revival of global aviation and rising demand for premium seating solutions. This momentum follows a year of significant expansion, marked by large-scale hiring, new facilities, and deeper engagement with key aircraft manufacturers. Over the past twelve months, RECARO recruited more than 200 new employees worldwide in preparation for the industry's continued ramp-up. To accommodate projected demand, the company has launched its global space2grow initiatives, designed to enhance capacity and streamline operations. One of the most substantial developments is the expansion of RECARO Aircraft Seating Polska, which will add a new production and office complex due for completion in the second half of 2026. At the same time, the company's German operations have boosted their test-seat production capability by 60%, supported by an enlargement of the existing site. Further strengthening its international footprint, RECARO plans to open a dedicated customer service hub in Delhi in the first quarter of 2026. This presence will support operators across the region and reinforce the company's focus on premium service quality. Alongside geographic expansion, RECARO has been upgrading its technologies and capabilities within the business-class segment. Operations and customer service teams have undergone intensive preparation to handle significantly higher output levels over the coming years. To support this growth, RECARO has finalised a Supplier Furnished Equipment (SFE) agreement with Embraer, announced in 2023. This partnership enables streamlined delivery and aligns with RECARO's commitment to comfort, innovation, and operational excellence. Meanwhile, three RECARO sites have completed successful customer programmes for the award-winning R3 long-range economy seat, celebrated for its lightweight design and enhanced passenger comfort. Recent customer surveys underline the company's strong market position, showing rising satisfaction levels and consistently positive feedback. With robust demand, expanding facilities, and a strengthened product offering, RECARO is well placed to deliver another year of impressive global growth.

Air France-KLM to expand maintenance workforce by 1,000 people

Although the Air France-KLM Group is widely recognised for its passenger transport operations, it is also a heavyweight in both cargo services and aircraft maintenance. The Group's maintenance division employs 13,500 specialists, including 7,200 based in France, who care not only for the Air France and KLM fleets but also for more than 3,000 aircraft belonging to over 200 client airlines around the world. With 20 maintenance centres and eight logistics hubs spread across Europe, the Americas, Africa and Asia, Air France-KLM Engineering & Maintenance has established itself as one of the industry's leading global providers. Following the post-COVID rebound, aircraft maintenance activity has intensified sharply, generating significant recruitment requirements. Since 2022, the division has hired nearly 500 new permanent employees per year in France alone. Looking ahead, the Group expects to recruit more than 1,000 additional staff by the end of 2027. Many of these roles will be based at Paris-Orly, the site of a state-of-the-art workshop inaugurated in 2023. This facility specialises in the latest generation of aircraft engines, which offer lower fuel consumption and cut noise levels by up to 50%. Representing an investment of nearly €30 million (US$35 million) and supported by both the French State and the Île-de-France Region, the new workshop reflects the Group's dual ambition: reducing its environmental impact while strengthening employment in the southern Paris region. Each year, Air France-KLM Engineering & Maintenance offers around 350 apprenticeship contracts and 300 internships. These programmes provide young people with access to high-value technical skills across key areas such as airframe maintenance, engine servicing, electronic and mechanical equipment support, hydraulic and pneumatic systems, aero structures and logistics. As global aviation recovers and fleets modernise, the Group's investment in talent aims to secure long-term expertise for one of the world's busiest maintenance networks.

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ITP Aero to acquire Aero Norway

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ITP Aero, a global reference in aerospace propulsion, has signed a binding agreement to acquire Aero Norway, a well-known MRO provider specialising in the overhaul and repair of CFM56 engines. The agreement represents a substantial milestone in ITP Aero's global growth strategy and reinforces its commitment to expanding its aftermarket services capabilities. Based in Stavanger, Norway, Aero Norway has established a strong reputation for high-quality CFM56 engine maintenance. It serves a growing international customer base comprising airlines, lessors and asset managers, and operates from a state-of-the-art facility at Sola Airport. The company employs more than 200 highly skilled professionals. The acquisition aligns with ITP Aero's strategic focus on strengthening its position in the global aerospace aftermarket, particularly across key large commercial engine platforms. The two businesses bring highly complementary capabilities: Aero Norway's deep expertise in CFM56 engine overhaul, combined with ITP Aero's MRO offering, strong engineering base and advanced component repair capabilities, will create powerful synergies and enhance the value and competitiveness of their combined aftermarket services. This transaction marks the latest step in ITP Aero's MRO growth strategy following Bain Capital's acquisition of the company in 2022. It follows the acquisition of BP Aero in the United States in 2023, as well as ITP Aero's recent selection to join Pratt & Whitney's GTF MRO network, further expanding its global footprint and capabilities across major engine platforms. Eva Azoulay, Chief Executive Officer of ITP Aero Group, said:

"The signing of this binding acquisition agreement is a key milestone in our strategic roadmap. It reinforces our ambition to become a leading independent player in the aerospace aftermarket. Aero Norway's expertise and capabilities will be instrumental in delivering exceptional value to our customers as we move forward together." Neil Russell, Chief Executive Officer of Aero Norway, expressed: "Today's announcement marks the beginning of an exciting new chapter for Aero Norway. By combining our complementary strengths with those of ITP Aero, we will unlock significant synergies, enhance our competitiveness and deliver even greater value to our customers. We are pleased to join the ITP Aero Group and look forward to driving innovation, technical excellence and long-term growth together in the global aerospace aftermarket." The acquisition of Aero Norway is expected to close in the first half of 2026, subject to customary regulatory approvals.

AAR extends global Arkwin agreement

AAR CORP. has signed a multi-year extension of its exclusive global distribution agreement with Arkwin Industries (Arkwin). The agreement encompasses Arkwin's extensive portfolio of actuation, valve and reservoir products used across a wide range of engine and airframe platforms in the commercial aviation aftermarket. Arkwin Industries serves as an industry leader in hydraulic technologies for aerospace and defence. The company designs, tests, manufactures and supports precision hydraulic and fuel system components for civil and military fixed-wing aircraft, helicopters, spacecraft, turbine engines and other specialised applications. With a proven track record of quality and reliability dating back to 1951, Arkwin operates from its headquarters in Bethpage, New York. "AAR is pleased to extend our relationship with Arkwin," said Frank Landrio, AAR's Senior Vice President of Distribution. "Given the rise in engine repair activity, we will continue to meet our customers' needs through our proven ability to deliver." "Our collaboration to provide reliable products, component exchange and kitting services, in-region stocking and warranty management has been a game changer for our global customers," added Omar Peele, Arkwin Industries' Vice President of Sales & Marketing.

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AIRFRANCE INDUSTRIES KLM Engineering & Maintenance

Safran opens aerospace electrical systems hub in Singapore

The official opening of Safran Electrical & Power's new production and maintenance facility in Singapore © *Safran*

Safran Electrical & Power has officially inaugurated its new production and maintenance facility dedicated to aerospace electrical systems, located at the heart of Singapore's Seletar Aerospace Park. The opening ceremony was held in partnership with the Economic Development Board (EDB), JTC Corporation and the French Embassy in Singapore. The new plant, which employs 70 people, focuses on the manufacture and maintenance of power conversion and distribution equipment, as well as batteries for major customers including Airbus, Boeing and ATR, alongside leading airlines such as Singapore Airlines, Air China and Japan Airlines. The facility has now fully commenced operations, having secured approvals from key international aviation authorities: the Civil Aviation Authority of Singapore (CAAS), the European Union Aviation Safety Agency (EASA) and the Federal Aviation Administration (FAA). Its establishment strengthens Safran Electrical & Power's position as a significant contributor to the regional aerospace electrical sector. Bruno Bellanger, CEO of Safran Electrical & Power, commented: "I am very pleased to inaugurate this new industrial facility, which embodies our commitment to competitiveness, innovation and excellence. We chose Singapore because it is an essential hub both economically and industrially, and its attractiveness is reinforced by the government's constant and proactive support. This site allows us to be as close as possible to our local customers, providing them with cutting-edge electrical solutions and services." As part of its wider growth strategy, the company has transferred all electrical activities previously managed by Thales in Singapore to this new site, following their acquisition in October 2023. Safran has maintained a strong presence in Singapore for more than 45 years. With 900 employees across five production and maintenance facilities, the group is a major contributor to the local aerospace and defence industry, particularly in landing gear services, evacuation slide systems, on-board electronics and helicopter engine support.

Senior gains multi-year Airbus contract

Senior has been awarded a standard parts contract by Airbus © *Shutterstock*

Senior plc (Senior), a global manufacturer of high-technology components and systems, has been awarded a multi-year contract from Airbus for the design, qualification and production of a range of highly engineered aerospace standard parts used in fluid-conveyance applications. The agreement strengthens Senior's position as a key supplier of complex components to major airframers and underscores the company's capability in delivering precision-engineered solutions. Initial production under the contract will support both single-aisle and twin-aisle Airbus commercial aircraft programmes, with substantial growth potential in the global spares and repairs markets. Deliveries are scheduled to begin in the first quarter of 2026 from Senior's European manufacturing facilities. The award reflects Senior's long-standing expertise in advanced product design, component qualification and investment in state-of-the-art manufacturing technologies. The new product lines will expand Senior's established capabilities in pressed, formed and intricately engineered standard components, reinforcing the company's commitment to innovation and high-quality manufacturing within the aerospace sector. Launie Fleming, Chief Executive Officer of Senior Aerospace, welcomed the contract, saying: "Our teams in Europe have been working hard to develop and qualify these highly engineered standard parts, which have multiple applications across Airbus' commercial aircraft portfolio. We are delighted to receive this first contract award for this product type from Airbus and look forward to fully supporting our customer's ambitions in the coming years." The award represents a significant milestone for Senior, further cementing its role as a valued partner to Airbus and highlighting its ability to deliver sophisticated engineered components for modern aircraft platforms.

Emirates and GAMECO strengthen heavy maintenance alliance

Emirates and GAMECO have signed new multi-year agreements extending the existing Airbus A380 and Boeing 777 heavy maintenance lines © *GAMECO*

Emirates and GAMECO have further strengthened their long-standing partnership with the signing of new multi-year agreements to expand heavy maintenance services for Emirates' fleet. The collaboration began in September 2023 with a dedicated agreement covering the Airbus A380, for which Emirates is the world's largest operator. As part of this initial partnership, GAMECO established a full nose-to-tail heavy maintenance line in Guangzhou, providing scheduled maintenance support tailored to the operational requirements of Emirates' A380 fleet. The programme has since delivered strong results, reflecting both organisations' focus on reliability, efficiency and technical excellence. Building on this momentum, the partnership was expanded in April 2025 to include a nose-to-tail heavy maintenance line for the Boeing 777. This marked a significant broadening of scope, aligning with Emirates' extensive widebody operations and further embedding GAMECO as a trusted maintenance partner for the airline's long-haul fleet. To mark this next phase of collaboration, Emirates and GAMECO have now signed new multi-year agreements that include the extension of the existing Airbus A380 and Boeing 777 heavy maintenance lines. These agreements reinforce a relationship characterised by mutual trust, shared standards and a long-term strategic outlook. Both parties continue to work closely to ensure consistently high levels of safety, quality and operational performance. Dr Marc Szepan, General Manager of GAMECO, commented: "We are honoured to extend our partnership with Emirates, one of the world's most respected airlines. This collaboration underlines GAMECO's commitment to delivering world-class maintenance solutions and reflects our shared emphasis on safety, quality and efficiency. Together, we will continue to set new benchmarks for excellence in aircraft maintenance." The expanded agreements underscore Emirates' confidence in GAMECO's technical capabilities and highlight the growing importance of the Guangzhou facility within Emirates' global maintenance network.

Boeing and Airbus seal Spirit AeroSystems break up in major industry realignment

The deal is sealed - Boeing and Airbus have closed the acquisition of Spirit AeroSystems © *Boeing*

Boeing has completed its acquisition of Spirit AeroSystems, bringing in house all of Spirit's Boeing-related commercial work, including 737 fuselages and major structural assemblies for the 767, 777 and 787 Dreamliner. The purchase also covers commercially procured fuselages for the P-8 maritime patrol aircraft and the KC-46 tanker. By absorbing its largest spare-parts supplier, Boeing strengthens its global maintenance, repair and overhaul capability and expands its rotable, leasing and exchange portfolio through Spirit's aftermarket operations.

Spirit Defense will continue as an independent supplier to the defence sector, operating as a non-integrated subsidiary of Boeing Defense, Space & Security. It will retain its own governance and day-to-day operations while being aligned with Boeing for financial reporting and selected enterprise functions. Boeing has also acquired elements of Spirit's Belfast operations in Northern Ireland, which will trade as Short Brothers, a Boeing Company. Spirit's commercial and aftermarket sites in Wichita, Kansas; Dallas, Texas; Tulsa, Oklahoma; and its Aerospace Innovation Centre in Prestwick, Scotland, will now begin integration into Boeing, bringing around 15,000 employees into the company. In a parallel transaction, Airbus has taken ownership of Spirit AeroSystems assets supporting its commercial programmes. The former Spirit sites at Kinston, North Carolina, and Saint-Nazaire, France, both producing A350 fuselage sections, now operate as Airbus Aerosystems Kinston and Airbus Atlantic Cadréan respectively. The Casablanca facility in Morocco, responsible for A321 and A220 components, becomes Airbus Atlantic Maroc Aero. Airbus has also assumed control of A220 wing and mid-fuselage production in Belfast, which now forms Airbus Belfast, while wing-component production for the A320 and A350 in Prestwick is being folded into a new affiliate, Prestwick Aerosystems. Production of A220 pylons will be transferred from Wichita to Airbus's Saint-Eloi site in Toulouse. Airbus will receive US$439 million in compensation, subject to standard post-closing adjustments, along with additional amounts to settle liabilities under the purchase agreements.

GKN Aerospace and Norwegian Catapult boost additive manufacturing in Norway

GKN Aerospace Norway has signed a strategic agreement with Norwegian Catapult Manufacturing Technology (Norwegian Catapult) in Kongsberg to expand advanced additive manufacturing at GKN Aerospace's engines facility in Kongsberg. The partnership aims to accelerate Norway's industrial adoption of additive technologies, which significantly reduce material waste, shorten supply chains, and lessen environmental impact. By developing shared capabilities, the two organisations intend to create a national platform for advanced and sustainable additive manufacturing. This agreement marks the latest step in GKN Aerospace's global expansion of additive manufacturing, following recent investments in Sweden and the United States. Working with Norwegian Catapult strengthens GKN Aerospace's strategy to increase capacity, speed up innovation, and bring advanced manufacturing technologies closer to its customer base. It also supports Norway's ambition to become a leader in sustainable industrial development and next-generation production technologies. Sébastien Aknouche, Senior Vice President for Material Solutions at GKN Aerospace, highlighted the importance of the partnership, stating that additive manufacturing is central to the company's vision for the future of aerospace. He emphasised that the collaboration would help fully industrialise additive technology and deliver sustainable, high-performance solutions more efficiently to customers. The agreement forms part of GKN Aerospace's broader long-term strategy to grow its global additive

© *GKN Material Solutions*

manufacturing capability. This includes increased investment in advanced machinery, hardware, and industrial infrastructure. Additive manufacturing is a key pillar of the company's technology roadmap, enabling innovative approaches to producing critical components for many of the world's leading aerospace engines. By strengthening its centre of excellence in Kongsberg, GKN Aerospace aims to meet rising demand from engine manufacturers while enhancing its commitment to innovation and sustainability in next-generation engine production.

New xCelle Asia venture strengthens APAC nacelle support network

AAR CORP. and Air France Industries KLM Engineering & Maintenance (AFI KLM E&M) have confirmed the completion of the formation of xCelle Asia, following the receipt of regulatory approval. The joint venture, previously announced and now fully established in Chonburi, Thailand, will focus on overhauling nacelles for new-generation aircraft. The companies indicated that the new venture builds on the success of their existing collaboration in the Americas. According to AAR representatives, xCelle Asia is intended to provide a superior level of service and support for operators in the Asia-Pacific region. The facility is licensed by several original equipment manufacturers and is equipped to carry out nacelle maintenance, repair and overhaul services. This includes on-wing and on-site inspections, as well as rotable support for next-generation nacelles used on GEnx, Trent 1000 and LEAP-1A/1B engine types, with further aircraft and engine applications expected in due course. AAR signalled that the establishment of the joint venture materially expands its service portfolio within the region, enhancing its capacity to deliver high-quality, industry-leading solutions. The company noted that it aims to replicate the strong performance of its Americas operation by combining the capabilities of its Thailand-based Component Services team with AFI KLM E&M's global maintenance network. AFI KLM E&M characterised the creation of xCelle Asia as a significant reinforcement of its worldwide MRO footprint. The organisation suggested that extending nacelle capabilities into the Asia-Pacific market will allow it to offer next-generation support closer to regional customers. It also emphasised that the venture aligns with broader commitments to innovation, sustainability and operational excellence, positioning the partners to serve one of the most dynamic aviation markets in the world.

Leaders from AAR, Air France KLM E&M, and xCelle Asia gather for a signing ceremony in Chonburi, Thailand, on December 10, 2025 *© AAR*

Baines Simmons launches integrated CAMO capability

© Baines Simmons

Baines Simmons, a well-established provider of global aviation safety consulting and training, has announced the launch of a Continuing Airworthiness Management Organisation (CAMO) within its operations group. This development positions Baines Simmons as a single, fully integrated provider of regulatory consulting, specialist training and advanced, digitally enabled CAMO services—delivering operational excellence, improved reliability and measurable safety performance across the entire aircraft lifecycle. The organisation's CAMO services will be available to operators across business aviation, commercial aviation, special missions and defence, supporting owners, operators and lessors of both fixed-wing and rotary fleets. From complex airline operations and specialised government or emergency-response missions to high-value corporate aircraft, Baines Simmons will provide tailored airworthiness strategies aligned to the regulatory and operational requirements of each segment. Baines Simmons' CAMO will deliver an end-to-end airworthiness solution encompassing regulatory compliance, enhanced CAMO performance, safety management, human factors and organisational resilience. These services are underpinned by experienced industry specialists and proven governance frameworks. By leveraging modern software to optimise maintenance programmes, fleet planning and support, technical services and aircraft and asset management, operators and aircraft owners will gain traceable, data-driven insights that enable continuous improvement in reliability and safety, along with real-time visibility of aircraft status. "Launching a CAMO service is about strengthening outcomes for our clients," said Sandra Hill, Operations Director at Baines Simmons. "With the addition of our own CAMO, Baines Simmons will maintain its focus on individual aircraft performance and always safeguard owners' and operators' interests, upholding the high standards of compliance and safety our clients expect." The CAMO offering combines deep technical expertise with advanced AI-driven analytics using industry-leading aviation software, enabling operators to achieve measurable results with reduced operating costs and less aircraft downtime. By harnessing the capabilities of Tech Logs and airworthiness management software, customers will benefit from unparalleled aircraft-status insights backed by airline-level safety, superior reliability and cost-effective support options.

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Rolls-Royce opens first Trent overhaul facility in mainland China

Rolls-Royce has officially opened Beijing Aero Engine Services Limited (BAESL), its new joint-venture MRO facility established with Air China. The launch significantly expands Rolls-Royce's global MRO footprint and responds to the growing long-term demand for Trent engines as wide-body fleets continue to develop across Asia and worldwide. Located in the Chinese capital, BAESL is the first dedicated Trent engine overhaul facility in mainland China and a strategically important addition to the company's international support network. Its opening represents a major step in Rolls-Royce's plan to increase global widebody engine maintenance capacity while offering more localised support to airlines in China and the broader Asia-Pacific region. At the opening ceremony, the Civil Aviation Administration of China granted BAESL its maintenance organisation certificate (MOC), formally confirming that the facility meets all regulatory requirements to perform high-quality overhaul services on Trent engines. This certification underscores BAESL's readiness to deliver professional, reliable and efficient support to operators, ensuring engines are maintained to the highest technical standards. Equipped with advanced tooling, modern digital systems and a highly trained workforce, BAESL is designed to support growing regional and global requirements for Trent engine maintenance. Its capabilities will enhance operational efficiency for airlines, reduce turnaround times and strengthen the resilience of the Trent support network. The establishment of BAESL demonstrates Rolls-Royce's commitment to long-term partnership, localisation and continued investment in one of the world's fastest-growing aviation markets.

Rolls-Royce has officially opened Beijing Aero Engine Services Limited (BAESL), its new joint-venture MRO facility in China
© *Rolls-Royce*

Korean Air unveils major plan for Incheon maintenance hub

Korean Air plans to build a new aircraft hangar inside Incheon International Airport's High Tech Aviation Complex
© *Korean Air*

Korean Air has announced a significant expansion of its maintenance capabilities with plans to build a new aircraft hangar inside Incheon International Airport's High Tech Aviation Complex. Developed in partnership with the Incheon International Airport Corporation (IIAC), the project is backed by a KRW 176 billion (US$99 million) investment from the airline as it prepares for the launch of the integrated carrier. Korean Air and IIAC signed an agreement for the H3 Maintenance Facility Development Project on November 24, at the Grand Hyatt Incheon. The new facility will be designed to handle a full spectrum of next-generation maintenance tasks, including airframe inspections, component checks and complex heavy maintenance and modification work. As Korean Air readies itself for integration, the hangar will serve as a strategic cornerstone in its push to expand MRO capabilities and establish a world-class maintenance hub within Incheon's High Tech Aviation Complex. Covering a 69,299 m^2 site, the hangar will accommodate two wide-body aircraft and one narrow-body aircraft simultaneously. Construction is set to begin in 2027, with operations planned to start in late 2029. Around 300 specialists, including Korean Air's experienced maintenance teams, will be based at the site. The facility will act as a central base for heavy maintenance and aircraft modification, supporting both current fleet demands and the increased requirements expected after the integration of carriers. Alongside the new hangar, Korean Air is progressing several major infrastructure initiatives to support the integrated carrier. These include a KRW 578 billion project to build Asia's largest engine maintenance facility on Yeongjong Island in Incheon, and a KRW 1.2 trillion Future Urban Air Mobility and Aviation Safety R&D Centre in Bucheon, Gyeonggi Province. Together, these developments mark an ambitious, forward-looking strategy to strengthen Korea's influence in global aviation engineering and MRO.

Emirates to join Rolls-Royce's global MRO network from 2027

Emirates has signed a new MoU that grants the airline full rights to perform maintenance, repair and overhaul on its own Trent 900 engines, the powerplant behind the carrier's iconic Airbus A380 fleet. Alongside the agreement, Emirates and Rolls-Royce have extended the existing TotalCare coverage for the Trent 900 fleet well into the 2040s, cementing a deeper, longer-term partnership. To support this shift towards in-house capability, Emirates will build a dedicated facility, with the first engine induction planned for 2027. The airline will handle fan case repairs within its own operation, while Rolls-Royce will continue to provide module repair through its global network. This division of labour ensures that Emirates gains greater autonomy over core maintenance tasks without losing access to advanced specialist support where it remains most effective. With the A380 set to remain central to Emirates' long-haul network into the 2040s, securing its own engine maintenance pathway has become a strategic priority. The airline noted that this new agreement strengthens collaboration with Rolls-Royce and supports the ongoing expansion of the Emirates Engineering Maintenance Centre. It also adds further depth to Dubai's fast-growing aerospace ecosystem, contributing new technical skills, infrastructure and long-term capability to the region. TotalCare remains a key pillar of the arrangement. Designed to give airlines operational and financial assurance, it shifts the risk of time-on-wing and maintenance costs back to Rolls-Royce. The service is supported by advanced engine health monitoring systems that provide real-time data, helping operators maintain higher availability and efficiency across their fleets. For Emirates, continuing TotalCare while building new internal capabilities offers a blended model: the reassurance of Rolls-Royce expertise combined with the agility of in-house repair capacity. Together, these developments mark a decisive step in shaping the long-term sustainability of Emirates' A380 fleet, ensuring the aircraft remains a reliable, high-performing flagship for decades to come.

SIAEC and Safran sign LoI to deepen LEAP engine partnership

SIA Engineering Company Limited (SIAEC) and Safran Aircraft Engines (SAE) have signed a letter of intent (LoI) designed to broaden their collaboration on CFM LEAP engine maintenance in Singapore. The agreement sets the stage for both companies to explore an expanded scope of services under their existing commercial arrangement, including the possible creation of a joint venture dedicated to LEAP engine Maintenance, Repair and Overhaul (MRO). SIAEC already undertakes LEAP quick-turn maintenance for SAE at its Aircraft Engine Services facility in Changi North. The new arrangement aims to reinforce that work by examining how both partners can increase capacity, strengthen technical capabilities and support the global surge in demand for LEAP engine servicing. Wong Yue Jeen, Chief Commercial Officer at SIAEC, said the company was pleased to be taking its partnership with SAE to a new level as the aviation sector continues to recover and expand. He noted that the collaboration builds on a deep and longstanding relationship with the wider Safran Group. According to Wong, the initiative could allow SIAEC to play a larger role in SAE's LEAP maintenance network by developing added technical depth and expanding available engine maintenance capacity. He said Singapore's strategic position and the company's proven engineering expertise place it in a strong position to enhance the network's resilience and value. Nicolas Potier, Executive Vice President Support & Services at SAE, said the LOI demonstrates SAE's commitment to enlarging its global MRO footprint while supporting the sharp rise in demand for LEAP engine maintenance. He stressed that combining SIAEC's recognised strengths in LEAP servicing with Safran's own capabilities would enable both companies to deliver innovation and operational excellence. Potier added that the strengthened partnership aims to provide airline customers with world-class maintenance standards and improved efficiency as fleets worldwide continue to modernise.

GA Telesis secures long-term landing gear deal

GA Telesis (GAT) has signed a multi-year agreement with a major international cargo airline to provide landing gear overhaul and exchange services through its MRO Services Landing Gear (LGS) division. Under the terms of the agreement, GA Telesis MRO Services Group will deliver comprehensive landing gear MRO support for a defined wide-body aircraft fleet operated by the carrier. The long-term partnership further strengthens GA Telesis' position as a trusted provider of landing gear solutions and expands its growing portfolio of multi-year agreements with leading operators worldwide. The contract reflects increasing demand among cargo carriers for reliable, end-to-end landing gear support that combines technical depth, predictable turnaround times and global operational coverage. By selecting GA Telesis, the airline gains access to fully integrated services designed to minimise downtime, support fleet availability and ensure consistent performance across its network. All work will be performed at GA Telesis' Landing Gear Services facility in Miami, which is recognised globally for its technical expertise, rapid turnaround capability and comprehensive in-house operations. The facility supports a broad range of wide-body platforms and benefits from close integration with GA Telesis' wider MRO Services Group. In addition, the agreement includes real-time operational support for Aircraft on Ground (AOG) events via GA Telesis' dedicated TIGER TEAM® service. This ensures immediate responsiveness and expert intervention when unplanned situations arise, helping the airline maintain schedule integrity and operational continuity when it matters most.

Bombardier advances construction of major Abu Dhabi service hub

Bombardier has reported substantial progress on its new state-of-the-art service centre at Al Bateen Executive Airport in Abu Dhabi, marking a key milestone in the company's strategy to expand its global support network. The structural framework of the main building and hangar is now rising, keeping the project firmly on track for its planned opening in the second half of 2026. The facility is positioned to become a cornerstone of Bombardier's aftermarket presence in the Middle East, offering enhanced maintenance capabilities and reinforcing the manufacturer's commitment to customers in the region. Covering approximately 120,000 ft², the Abu Dhabi facility will include a 55,000 ft² hangar, a dedicated parts depot and a full suite of maintenance services. These will range from scheduled and unscheduled heavy maintenance to aircraft modifications and rapid-response aircraft on ground support. The site will be equipped to service the entire Learjet, Challenger and Global aircraft families, including Bombardier's newest flagship, the Global 8000. Once operational, it is expected to create around 100 highly skilled jobs in Abu Dhabi, complementing the company's existing line maintenance station in Dubai and strengthening Bombardier's footprint in one of the region's key aviation hubs. The project forms part of Abu Dhabi Airports' broader masterplan to elevate Al Bateen Executive Airport as a premier centre for business aviation by enhancing infrastructure and service capability. It also aligns with Bombardier's wider global expansion, which includes the recent opening of a new service facility in Fort Wayne, Indiana, and the addition of a modern paint shop at its London-Biggin Hill centre. Together, these developments underline Bombardier's commitment to broadening its aftermarket network and improving service accessibility for customers worldwide.

Executives from Abu Dhabi Airports join Bombardier leadership at site of the company's Abu Dhabi service centre © Bombardier

Delta TechOps secures first third-party LEAP-1B maintenance contract

Delta TechOps has secured its first third-party LEAP-1B maintenance contract for the engines powering Korean Air's Boeing 737 MAX fleet. The agreement marks an important achievement, reinforcing Delta TechOps' position as a leading provider of advanced MRO solutions. "We have great confidence in Delta TechOps' world-class technical expertise and maintenance quality, and we expect this agreement to further enhance our collaboration across the full spectrum of MRO," said Jongseok Yoo, EVP and Chief Safety and Operating Officer at Korean Air. "This LEAP-1B engine agreement is a testament to our mutual focus on achieving the highest standards of operational assurance for our next-generation fleet." The rapid expansion of LEAP-1B-powered fleets is creating a rising demand for sophisticated maintenance solutions, and Delta TechOps is well positioned to support operators across the globe. "As airlines transition to next-generation aircraft, the need for advanced engine maintenance is surging," said Alain Bellemare, EVP – President of International and Chairman – Delta MRO. "Delta TechOps' LEAP-1B expertise demonstrates our ability to meet this demand with unmatched proficiency — setting the standard for technical mastery and innovation in the global MRO industry." This new contract strengthens the long-standing maintenance relationship between Delta TechOps and Korean Air. The organisation has previously provided CF6 engine support for Asiana Airlines, a Korean Air subsidiary, further underscoring its capability to deliver high-quality, reliable MRO services for leading international carriers.

Delta TechOps will service LEAP-1B engines powering Korean Air's Boeing 737 MAX fleet © *Delta TechOps*

Pan Am turns to Trax for digital maintenance reboot

Pan Am has chosen Trax to support the relaunch of its maintenance operations © *Trax*

Trax, a global provider of paperless aviation maintenance and engineering software, has announced that Pan Am — one of aviation's most storied and recognisable names — has chosen the company to support the relaunch of its maintenance operations. The revitalised carrier will deploy Trax's eMRO platform, its full suite of eMobility applications, and a cloud-based hosting solution to underpin its next phase of growth. By adopting the eMRO maintenance management system, Pan Am will be able to streamline and unify core operational functions within a single scalable platform. The system brings together aircraft maintenance oversight, regulatory compliance tracking, inventory control, and strategic operational planning. This integration allows the airline to maintain tighter control over fleet health while improving efficiency and accuracy in day-to-day decision-making. The addition of Trax's eMobility apps takes the transformation further by enabling a thoroughly paperless workflow. Flight crews, engineers, and inspectors will be able to execute tasks digitally, with real-time data flowing across devices and departments. This modernised approach supports faster turnaround times, improved coordination, and a substantial reduction in administrative overhead.
Both the eMRO and eMobility systems will be hosted within Trax's cloud infrastructure. Cloud deployment offers Pan Am seamless system updates, strong cybersecurity protections, and the flexibility to scale its footprint quickly as the airline expands its operations. It also ensures global accessibility, an essential feature for an operator with ambitions to grow across multiple regions. Rajan Bindra, Trax's Vice President of Business Development, welcomed Pan Am to the Trax ecosystem, saying the company was "excited to be part of Pan Am's resurgence". He noted that the combination of eMRO and eMobility apps will give the airline the real-time insight and automation required to run a "connected and responsive modern maintenance operation".

AFI KLM E&M to support French AWACS fleet

Air France Industries KLM Engineering & Maintenance (AFI KLM E&M) and the Direction de la Maintenance Aéronautique (DMAé) have signed a comprehensive support agreement covering the French Air and Space Force's fleet of four Airborne Warning and Control System (AWACS) aircraft. The contract encompasses aircraft and combat systems engineering, logistical support at the operating base, and major scheduled maintenance visits to be performed at AFI KLM E&M's facilities. Structured as an integrated performance-based agreement, the contract places responsibility for availability with AFI KLM E&M, ensuring guaranteed operational readiness for the fleet. Through this long-term industrial partnership, the French armed forces will benefit from sustained, end-to-end support over the next ten years. The agreement is expected to underpin operations of the AWACS fleet until its planned withdrawal from service in 2035, providing continuity, technical expertise and predictable performance for this strategically important capability. The contract was formally announced on 25 November at the DMAé's premises in Paris, in the presence of Lieutenant General Marc Howyan (Armament Corps), Director of the DMAé, and Anne Brachet, Executive Vice President of Air France–KLM Engineering & Maintenance. "This contract marks an important milestone in our long-standing collaboration with AFI KLM E&M," said Lieutenant General Marc Howyan. "The combined expertise of the AFI KLM E&M and DMAé teams has consistently delivered the highest levels of performance for the benefit of the Air and Space Force, enabling excellent aircraft availability despite the fleet having been in service for more than thirty years." The agreement reflects the continued confidence of the French Ministry of Armed Forces in AFI KLM E&M's ability to support complex military platforms and sustain critical operational capabilities over extended service lives.

AWACS aircraft © *Shutterstock*

CAAM and CRRG International Investment forge aviation aftermarket alliance

China Aviation Aftermarket Holdings (CAAM), an associate company of China Aircraft Leasing Group (CALC), has entered into a strategic cooperation agreement with China Resources Recycling Group International Investment (Shenzhen) (CRRG International Investment). The partnership focuses on the joint development of comprehensive solutions for the aviation aftermarket and marks CAAM's first collaboration with CRRG International Investment, laying the groundwork for a long-term strategic alliance. Under the agreement, the two companies will work together across several key areas, including bonded management of aircraft components, transparent aircraft acquisition processes and compliant parts sales. Through this cooperation, CAAM and CRRG aim to establish a full-cycle ecosystem covering the import, asset management, disassembly and recycling of retired aircraft. The integrated approach is designed to improve efficiency, enhance compliance and maximise the value of aircraft assets throughout their lifecycle. CRRG International Investment, will contribute its strengths in international trade, resource recycling and risk management compliance. By combining these capabilities with CAAM's aviation asset expertise, the partnership seeks to accelerate the development of a circular economy model within the aviation sector, enabling the high-value reuse of retired aircraft and components. As a key element of the high-end manufacturing value chain, the recycling and reuse of aviation equipment plays an increasingly important role in industrial upgrading. It is also closely aligned with China's dual carbon objectives, supporting reductions in resource consumption and environmental impact while promoting sustainable growth across the aerospace industry. CAAM operates as CALC's dedicated platform for managing mid-life, end-of-life and used aircraft assets and has, over time, successfully unlocked the residual value of retired aircraft through structured aftermarket solutions. This new partnership not only reinforces CAAM's position in the global aviation aftermarket but also creates a platform for broader cooperation, innovation and future market opportunities in aircraft asset management and recycling.

EPI and Etihad Engineering boost UAE's aircraft component capabilities

EDGE Group company EPI, a key player in precision engineering across the UAE's aerospace, defence and energy sectors, has announced a strategic collaboration with Etihad Engineering, one of the world's foremost aircraft MRO providers. Revealed at the Dubai Airshow 2025, the partnership focuses on advancing machining capabilities for aircraft components, including maintenance, repair and overhaul services for aircraft wheel hubs. This development marks a significant step in strengthening the UAE's in-country MRO capacity and reducing reliance on overseas support. The initiative, which began in early 2025, has enabled EPI to elevate its technical expertise and manufacturing readiness while aligning with international aviation standards. This progress has been supported by close cooperation with Etihad Engineering's specialist engineering and maintenance teams. Michael Deshaies, CEO of EPI, said: "This milestone underscores both EPI and Etihad Engineering's shared commitment to supporting the UAE's vision to build a sustainable, advanced manufacturing and MRO ecosystem, driving In-Country Value (ICV) and contributing to the nation's industrial growth and aerospace self-sufficiency." Etihad Engineering CEO Daniel Hoffmann emphasised the company's commitment to the UAE's aim of becoming a global aerospace hub. Based in Abu Dhabi, Etihad Engineering continues to deliver world-class MRO solutions and views partnerships with industry leaders such as EPI as essential to expanding national capability. Hoffmann added that the collaboration strengthens the country's ability to support a diverse range of global customers with comprehensive MRO services.

The collaboration agreement between EPI and Etihad Engineering was reached during the Duabi Airshow 2025
© Etihad Engineering

MBRAH opens TIM Aerospace's news MRO hangar

Official inauguration of TIM Aerospace's new state-of-the-art hangar *© Government of Dubai*

The Mohammed bin Rashid Aerospace Hub (MBRAH) at Dubai South, the emirate's dedicated aerospace district, has formally inaugurated TIM Aerospace's new state-of-the-art maintenance hangar—now recognised as one of the largest independent MRO facilities in the Middle East. Constructed to the maximum permitted design dimensions, the hangar offers substantial capacity, accommodating up to 12 narrow-body aircraft or five wide-body aircraft of any type, with the exception of the A380. The opening ceremony was attended by HE Khalifa Al Zaffin, Executive Chairman of Dubai Aviation City Corporation and Dubai South; Tahnoon Saif, Chief Executive Officer of MBRAH; and Timor Shah Shahab, founder of TIM Aerospace. Senior executives from both organisations joined them, alongside representatives from several leading airlines, reflecting the sector's broad support for this milestone development. TIM Aerospace's new facility is designed to deliver high-quality, cost-efficient base maintenance services for a wide variety of commercial passenger and cargo aircraft. Its advanced infrastructure and significant capacity reinforce the company's growing international footprint in the MRO sector, positioning it to serve global carriers seeking reliable, timely, and competitively priced maintenance solutions. Speaking at the ceremony, Tahnoon Saif, CEO of the Mohammed bin Rashid Aerospace Hub, said: "The inauguration of TIM Aerospace's new facility further strengthens Dubai's position as a global aviation hub and a preferred destination for leading aerospace companies. At MBRAH, our mission is to create an integrated ecosystem that supports innovation, operational excellence, and sustainable growth across the aviation value chain."

Warburg Pincus acquires Topcast

Warburg Pincus, a recognised pioneer in global growth investment, has confirmed its acquisition of Topcast Aviation Supplies Company (Topcast), the largest independent distributor of civil aviation parts and a major MRO provider in the Asia Pacific region. The deal strengthens the firm's long-standing commitment to high-growth aviation sectors and deepens its footprint across one of the world's most vibrant markets. Founded in 1991 and headquartered in Hong Kong, Topcast delivers integrated solutions for the civil aviation industry. Its portfolio spans aircraft parts and consumables, buyer-furnished equipment (BFE), Original Equipment Manufacturer (OEM) services, and comprehensive repair and maintenance support. With an exceptional local presence, Topcast has become a trusted partner for airlines, MROs, and OEMs worldwide. The company now operates across Asia Pacific, EMEA, and the Americas, linking global aviation manufacturers with rapidly expanding regional demand. Warburg Pincus remains one of the most active private equity investors in the aviation space. Its current and past investments include Accelya, Aquila Air Capital, CAMP Systems, Consolidated Precision Products, Extant Aerospace, TransDigm, Triumph, and Wencor. The firm has built an especially influential presence in Asia Pacific over the past three decades. With around US$34 billion invested in more than 270 companies across the region, it continues to follow a locally attuned, partnership-driven approach to sustained value creation. Commenting on the acquisition, Ben Zhou, Managing Director and Co-Head of China Private Equity at Warburg Pincus, noted that Asia Pacific remains one of the most dynamic civil aviation markets globally. He emphasised that Topcast has earned its reputation as a dependable and forward-thinking partner, supporting the efficiency, reliability, and safety of aviation supply chains. Zhou added that the business stands out due to its regional insight, technical capability, and customer-first mindset. Warburg Pincus plans to support Topcast in enhancing its local strengths, extending its international partnerships, and pursuing its next stage of sustainable expansion.


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How Specialised Aerospace Logistics Providers Keep Airlines Flying

By Raimondo Gramaglia, Head of Sales and Business Development, and Mažvydas Matažinskas, Head of Logistics and Storage, FL Technics

As a crucial part of the global aviation industry, specialised aerospace logistics providers must combine strict compliance with regulatory requirements and a flexible, proactive approach to every delivery. Two seasoned professionals from the logistics team of global MRO provider FL Technics, Raimondo Gramaglia, Head of Sales and Business Development, and Mažvydas Matažinskas, Head of Logistics and Storage, explain how strong partnerships and an adaptable mindset underpin success in this complex and fast-paced sector.

A critically important role in aviation

The aerospace logistics services sector is in robust health. According to the Aerospace Logistics Services Global Market Report 2025, by the Business Research Company, the sector is valued at US$14.7 billion worldwide and is expected to grow to US$19.9 billion by 2029.

This growth is hardly surprising, as aerospace logistics fulfils a fundamental need within the aviation supply chain: ensuring that the right aircraft parts reach the right place at the right time. To achieve this, logistics providers in aviation must operate at a level far beyond that required in many other sectors.

"Compliance in our sector is very strict, and we must comply with international regulations. Furthermore, aviation is a highly complex industry, so freight forwarders need to understand it inside out, including the need to adhere to strict operational procedures. Of course, other areas of logistics also involve compliance, but overall, they tend to be more relaxed," explains Raimondo Gramaglia, Head of Sales and Business Development at FL Technics.

"From an operational standpoint, aerospace logistics differs greatly from standard logistics, because it demands far more precision and operates under much greater urgency," adds Mažvydas Matažinskas, Head of Logistics and Storage at FL Technics.

Time-critical deliveries for AOGs

That sense of urgency becomes especially acute during an AOG (Aircraft on Ground) situation. Aerospace logistics providers must proactively think through potential solutions to help airlines avoid AOGs and minimise their impact, says Mažvydas.

"Planning ahead is critical, so that when a problem occurs you are ready.

You need to have a range of information prepared in advance: how to collect a part, which flights are closest, and what options are available in terms of onboard couriers, charters, or road transport. Only then can you respond instantly to an AOG situation," he explains.

"We deal with AOGs frequently, which means we have deep experience with the process and can react accordingly," continues Mažvydas.

"What's more, FL Technics has an extensive global network. Last year we were operating in 90 countries. This gives us an advantage in AOG situations, as we know the suppliers, engine shops, and pick-up points in different countries, and we have customs agents and freight forwarders in each one."

Beyond the technical aspects of handling an AOG, having the right mindset is just as important.

"AOGs are a form of crisis management, and any delay can cost hundreds of thousands. We handle situations like this on a daily basis, and it is our job to manage the pressure, connect the dots, and find the fastest way to resolve the crisis and mitigate its consequences," adds Raimondo.

Mazvydas Matazinskas

Different needs for different clients

Not every case is as urgent as an AOG, with timelines varying depending on the type of client and the nature of the parts being delivered. Aerospace logistics providers support a wide range of customers. By far the largest group is airlines, followed by lessors, MROs, parts traders, and other freight forwarders.

Airlines themselves have diverse requirements. Some operate their own parts hubs, giving them ready access to stock, enabling them to work efficiently within their networks and avoid AOGs. ACMI operators have their own specific needs: their aircraft may be in Europe one week and Asia the next, making it essential to work with agile freight forwarders that have a truly global network.

MROs also have distinct logistical requirements and operating models. For example, in line maintenance, it is crucial to have strategically positioned trucks and to coordinate weekly deliveries to ensure that stock levels of key materials remain consistent.

Getting logistics right for a US$5 million engine

It is not only client requirements that vary, but the cargo as well. As Mažvydas explains, all aircraft parts are important, regardless of their size or value.

"We transport aircraft parts ranging in value from US$30 to US$5 million, and the average weight is around 10 kg. Because we are connected to an MRO, we handle these parts every day and know them well. That means we know how they must be transported, and what needs to be done in terms of regulatory compliance, such as dangerous goods regulations (DGR)," he says.

Naturally, moving high-value assets requires specific expertise. Every precaution is taken to ensure that the asset is protected during transportation and loading. However, as Raimondo notes, human error and external factors, such as road accidents, are always a possibility.

"Airlines must be properly informed about their insurance coverage. There are international conventions, like the Montreal Convention, that set out compensation for damages. However, these conventions are insufficient when it comes to covering the full value of the asset," he explains.

To illustrate the scale of the issue, as of 1 March 2025 the International Monetary Fund (IMF) values one Special Drawing Right (SDR) at approximately US$1.3132. Under the Montreal Convention, compensation for the destruction, loss, damage, or delay of cargo is capped at 26 SDR per kilogram.

Now imagine a US$5 million engine weighing 5,000 kg being damaged in transit. Under these rules, the owner would receive just US$170,716 in compensation, only a small fraction of the engine's true value

"For this reason, we always recommend that our customers take out additional cargo insurance for transportation and loading. Some airlines do have their own supplementary cargo cover, but many do not, and this is an area that is not well understood," concludes Raimondo.

Raimondo Gramaglia

Handling predictable and unpredictable challenges

Aerospace logistics is international by nature, which brings certain challenges that are largely foreseeable and can be managed proactively.

Different regions have varying customs regulations, and processes specific to air freight, such as access to airside areas within airports, also differ from country to country. For example, in Turkey, airside access approval typically takes two days, whereas in other countries clearance is granted more quickly. This requires logistics providers to be both flexible and highly organized, proactively preparing all necessary documents and factoring different clearance times into the delivery schedule.

Beyond these predictable challenges, geopolitical events can also demand adaptability from aerospace logistics providers.

"No matter the challenge, we strive to find solutions to make the delivery, even in situations involving no-fly zones or active conflicts. We keep every option on the table, including road and sea freight. The workload is significant, as we must still follow the manufacturer's cargo handling instructions while coordinating all parts of the journey, but we remain adaptable," explains Raimondo.

Strong partnerships

The final piece of the puzzle for successful global aerospace logistics is having a well-established network of reliable partners.

"Finding the right partners is far from easy," explains Mažvydas. "It takes considerable effort to identify freight forwarders and agents who are certified, knowledgeable, and able to respond quickly in an AOG situation."

As Raimondo highlights, being part of a consolidated global aviation group is a major advantage.

"Selecting the right partners requires a great deal of oversight. Being part of a large global group provides consistency and access to an extensive network. We are a global group ourselves and a member of Avia Solutions Group, which benefits both us and our customers."

Prepared for any logistics scenario

As a key player in the global aviation industry, aerospace logistics providers require the network, expertise, and flexibility to meet a wide range of needs, all within a strict compliance framework.

"One delivery might be an engine stand that is not urgently required, in which case it can be shipped by sea over 45 days. The next delivery could be an aircraft part for an AOG that must reach its destination within hours. We understand all of these needs and have the capability to make the right decision quickly for each customer," concludes Mažvydas.

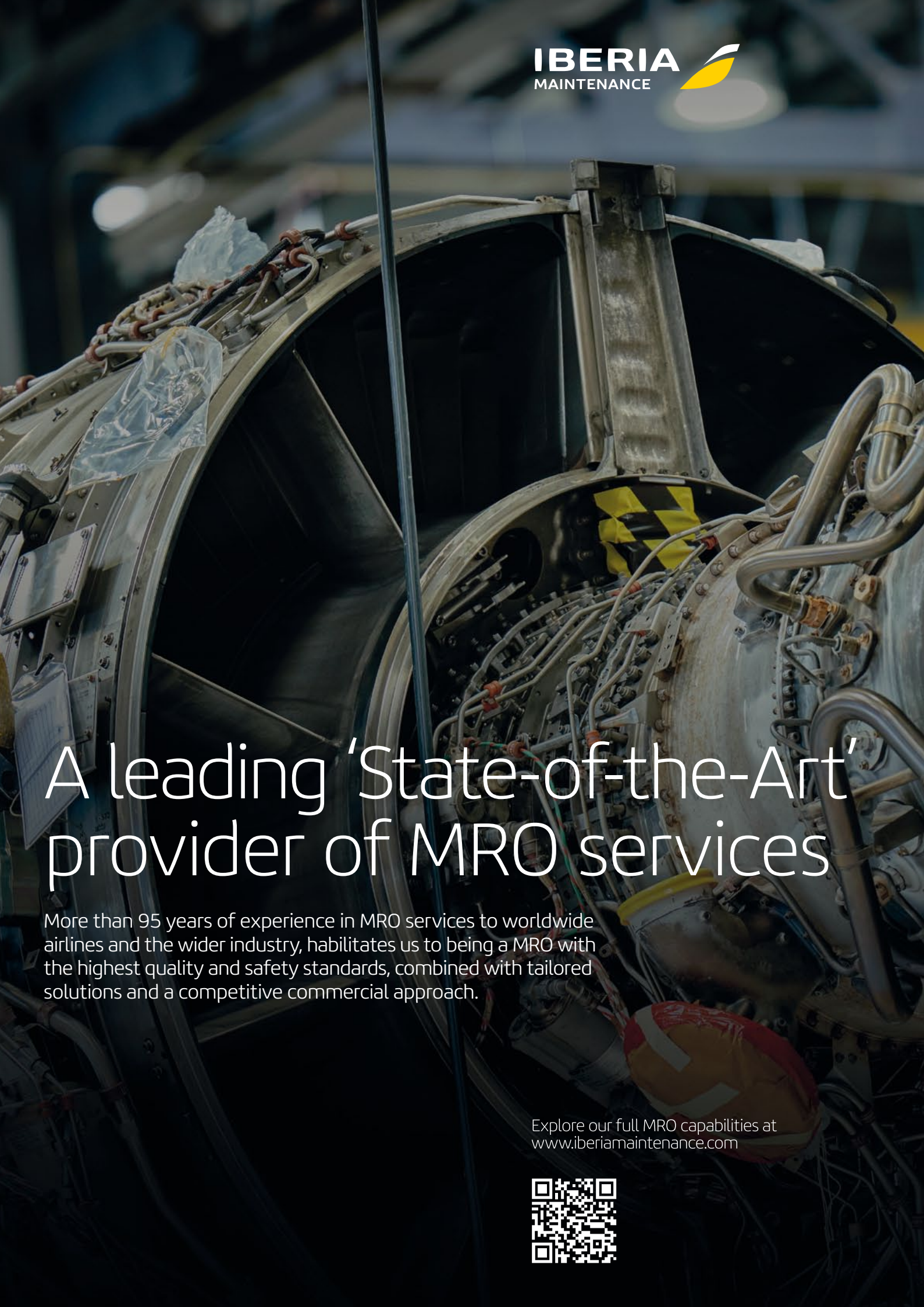
"It is our responsibility as logistics service providers to know each part, understand how it should be handled, and follow strict operational procedures," adds Raimondo. "By doing so, we work to ensure a smooth delivery process for our clients, enabling them to keep their fleets flying."

About FL Technics Group

FL Technics is a global provider of aircraft maintenance, repair, and overhaul (MRO) services. The company specialises in base and line maintenance, spare parts and component support, engine, APU, and landing gear management, full aircraft engineering, and technical training and aerospace logistics solutions. Certified under EASA Part-145, Part-CAMO, Part-147, Part-21, and FAA-145, FL Technics operates facilities in Lithuania, Indonesia, Middle East and the United Kingdom, with line stations worldwide.

About Avia Solutions Group

FL Technics is a part of Avia Solutions Group is the world's largest ACMI (Aircraft, Crew, Maintenance, and Insurance) provider, operating a fleet of 145 aircraft. The group also provides a range of aviation services: MRO, pilot and crew training, ground handling, as well as a variety of associated aviation services. Supported by 14,000 highly skilled aviation professionals, the group operates on six continents.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Outlook 2026

After a challenging year in 2025, we wanted to see what industry professionals think of the MRO landscape for 2026

By David Dundas

It is probably fair to say that supply chains within the aviation industry are responsible for the majority of problems. In a not unconnected way, the supply chain for new aircraft production is the most damaging, and not just for the manufacturer. 2025 was a year that saw more and more older aircraft remain in service while fewer than anticipated new jets rolled off the production line. Boeing may now be producing 38 737MAXs each month, but restrictions imposed by the FAA mean it will be a while before that number passes the 40 mark. While that might seem to play into the hands of Airbus, that company has also seen less-than-optimum production numbers. This is partly because of problems at Spirit AeroSystems which has affected both the North American and European planemaker. Of course, the trouble with keeping older-generation aircraft in the skies is the pressure put on supply chains for OEM and USM parts as there are fewer than usual units available for teardown.

Bearing all the above in mind, we wanted to know more about what the future may hold, and we approached eight of the MRO sector's prominent companies to get their take on what may well lie ahead in 2026, starting with the most obvious question:

With production constrains for new aircraft resulting in older aircraft remaining in service for longer than anticipated, what does this mean for the MRO industry in general for 2026?

Scott Symington, Chief Commercial Officer, AJW Group advises us that: "It has fuelled a greater reliance on the MRO industry. With the continued shortage of spare parts and older aircraft not being retired or parted out at the pace expected, operators are relying more heavily on repair service providers such as AJW Group's

> **"OEM production targets still do not consistently translate into actual deliveries, with many airframes rolling out without engines or awaiting BFE (Buyer Furnished Equipment)."**
>
> *Iason Pascalis, Senior Aviation Analyst, IBA*

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component MRO facility, AJW Technique. To support this, we've invested in inventory and streamlined our inventory strategy and operation processes to ensure we can meet these demands and provide customers with consistent, reliable component availability." Like many others, Iason Pascalis, Senior Aviation Analyst, IBA, sees the supply chain bottlenecks continuing, and while the likes of Airbus and Boeing are looking to increase output, he feels that "OEM production targets still do not consistently translate into actual deliveries, with many airframes rolling out without engines or awaiting BFE (Buyer Furnished Equipment)." He further tells us that: "These market dynamics are expected to persist in the short and medium term, significantly impacting the MRO industry. With many lease extensions recorded for older aircraft, IBA expects to see an increase in engine shop visits. Aircraft retirements release serviceable engines into the market, thus supplementing the existing spare engine fleet. According to IBA Insight, the number of aircraft retirements in the A320-200 fleet has come down to around 10% year on year since 2023. The total number of such engines will not reach forecast levels due to operational aircraft lease extensions, and, further still, the extensions themselves represent an unforeseen increase in market demand for the MRO sector, which it must contend with. MROs are currently managing a combination of entry-into-service (EIS) issues affecting specific new-technology engines, while also supporting service-life extensions. Historically, EIS issues are expected, but not at the scale we are now seeing across much of the affected fleets. OEMs and MROs are actively addressing these challenges; however, due to constraints around infrastructure, capability development, tooling, and training, resolution cannot happen quickly and is realistically still some way off, with engine shop visits lasting up to 12 months."

Emmanuel De Traversay, Senior Director, Technical Services, Panasonic Avionics takes a positive approach to aircraft being retired later in life, suggesting that "The longer an aircraft remains in service, especially if it hasn't undergone a cabin retrofit, demand increases for maintenance and aftermarket support. While this creates challenges around obsolescence, meaning our systems and support plans were designed to retire with the aircraft but now need to be extended, it also represents a strong business opportunity for MRO providers like Panasonic Avionics. Airlines are selectively retrofitting some aircraft, but many are simply flying them as-is for longer, which sustains maintenance activity for us longer than we originally planned."

Lewis Prebble, President, Commercial Engine Services, StandardAero is concise in his outlook when he tells us that "In 2026 we expect used narrow-body equipment prices to hold up again, driven by the high demand for both greentime and USM. We see our customers using all available levers to maintain their fleet health and availability, and this sits comfortably with our service offerings, including exchange engines, leases, light shop visits and heavy workscopes." Meanwhile, Kevin Ferreiro, Senior Director Business Development, VAS Aero Services is of a like mind to Scott Symington in terms of a lack of mature aircraft for teardown. "Delays in new aircraft deliveries and the extended use of mature aircraft are resulting in heightened maintenance activity and increased demand for new and USM parts. The volume of mature aircraft being retired and torn down for spare parts re-selling remains very low compared to pre-pandemic times, meaning there are fewer USM parts available in the market. This situation is driving up USM demand, resulting in premium prices for asset trading transactions. Through our new Airbus/Satair ownership since 2022 and strategic asset hunting initiatives, we have secured key assets to feed the global MRO industry," he says.

Tulika (Tia) Dayal, CXO and Co-founder, SkySelect, Inc. is looking at the year ahead as one which involves a critical balancing act between opportunities and challenges, confirming that: "The current backlog of over 17,000 commercial aircraft is keeping older planes in the air longer than we'd like. As we look ahead to 2026, the MRO industry faces both exciting growth opportunities and real challenges. While demand for MRO services is sure to be high, we're also dealing with a capacity crunch that's leading to longer wait times, higher costs, and some tricky engineering challenges." She suggests that to overcome these increasing MRO and supply chain problems, there are four key actions which could be taken: opening up the aftermarket, enhancing supply chain visibility, better use of data and the expansion of repair and parts' capacity. She goes on to inform us that "New technologies, such as the AI-powered procurement platform SkySelect, are specifically designed to address these operational challenges. Rather than manually navigating through complex supply blockages, organisations can quickly access real-time market availability from thousands of global suppliers. This ensures that airlines and MROs obtain the necessary materials precisely when and where they are needed, reducing unplanned downtime and helping to predict and prevent potential disruptions." To conclude this section Tony Kondo, President and CEO, Werner Aero, sums up the whole situation in a nutshell: "In general, it will lead to a longer lead time / lack of materials because

Kevin Ferreiro, Senior Director Business Development, VAS Aero Services

> **"The volume of mature aircraft being retired and torn down for spare parts re-selling remains very low compared to pre-pandemic times, meaning there are fewer USM parts available in the market. This situation is driving up USM demand, resulting in premium prices for asset trading transactions."**
>
> *Kevin Ferreiro, Senior Director Business Development, VAS Aero Services*


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older aircraft naturally require more repair / maintenance than newer aircraft," he says.

How are MRO providers coping with this increased demand for maintaining these older aircraft?

It is all very well identifying the solution to a shortage of aircraft as having to keep older aircraft in service but, logically, this automatically increases the burden on MRO operators to keep these older planes in the air. While this was an unexpected situation, the passing of time allows for readjustment and adaptation, only in the MRO industry, the pressure to adapt is constant and there is never enough time! Iason Pascalis notes that "Independent maintenance providers maintaining engines from new to mature types are investing in additional MRO capabilities. OEM offloading remains a clear trend, with maintenance for mature engine technologies increasingly being transferred to third-party providers. We are also seeing more development in historically underserved regions. For example, IER MRO in the Middle East is establishing a new facility, reflecting broader regional investment. At the same time, many MROs are expanding in-house repair capabilities, reducing outsourcing and dependence on external providers. This enables greater control over maintenance processes and turnaround times. Collectively, these developments point to an industry-wide push among engine MROs to improve readiness and reduce turnaround times in the longer term. However, in the short to medium term, MROs will continue to see delays in aircraft and engine turnaround times as labour shortages and rising parts costs due to high demand continue to constrain the sector. It is expected that MROs will increase their inventory of materials and components to address bottlenecks higher up in the supply chain and offset delays in overhauls and part replacements. USM (will undoubtedly be sourced to curb increasing parts costs directly from the OEMs, also offering quicker replacement and alleviating some of the inflationary pressure." Ian Foster, VP MRO, Technical & Logistics, APOC Aviation sees a possible solution to the problem of parts' availability on the maintenance of these older aircraft, suggesting that: "From a component MRO perspective (as opposed to airframe), where piece part supply and obsolescence from OEMs become an issue, some third-party shops are using PMA / DER to help manage increased demand. This can have a positive impact on both TAT and costs for operators and service providers."

Clearly, understanding a fleet operator's longer-term plans is key to MROs developing their own strategies, and Emmanuel De Traversay underlines this when he tells us that Panasonic Avionics works "... closely with our customer airlines to understand their long-term fleet plans, and this helps us to anticipate demand and plan inventory. Strategies include last-time buys of critical spares, building up stock where necessary, and leveraging buybacks to repurpose parts from retiring aircraft. Both constant engagement and flexibility are key, as fleet plans often shift based on OEM delivery schedules and market conditions."

As the delay in aircraft deliveries was unlikely to be a short-term problem, some MRO operators saw one of the best solutions to deal with increased demand for their services was to expand. Lewis Prebble tells us that "In the case of StandardAero, we have responded to this demand by establishing a new dedicated CFM56-7B overhaul facility at our Dallas Fort Worth International Airport, and by expanding the size of our existing Winnipeg CFM56-7B / CF34 overhaul facility by over 40

Tulika Dayal, CXO and Co-founder, SkySelect, Inc.

> **"In short, MROs cannot "solve" the demand surge from older aircraft, but they can sweat their capacity harder, use data to avoid waste, and collaborate more intelligently across the ecosystem..."**
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> *Tulika Dayal, CXO and Co-founder, SkySelect, Inc.*

per cent. We are also making use of our extensive in-house component repair and asset management capabilities to help overcome new engine material shortages where they exist." Meanwhile, looking at securing connections in the supply chain network are just as important as creating the ability to deal with increased capacity. Kevin Ferreiro explores that side of things when he suggests that: "Besides the MRO network investing in higher capacity volumes and staff/resources, MROs must establish close working relationships with aftermarket parts suppliers like VAS. We maintain constant vigil on the state of the aftermarket, knowing what's available or soon to be. In addition to possessing a one-million-plus parts inventory, we are able to procure parts whenever possible from our global sources. Having a supply on hand or the ability quickly obtain critical parts enables us to support our MRO partners during this period of increased demand for USM."

Tulika Dayal looks to not just one single area to find a solution to the problem, but prefers a three-prong attack through reprioritising capacity, redesigning networks, and digitising planning and procurement through prioritising capacity and workscopes, expanding and reshaping networks, and using technology and data to stetch out limited resources. She sums up the situation by saying that: "In short, MROs cannot "solve" the demand surge from older aircraft, but they can sweat their capacity harder, use data to avoid waste, and collaborate more intelligently across the ecosystem — from OEMs and independents to USM specialists and digital platforms." Meanwhile, Scott Symington sees little changing in 2026 compared to 2025, telling us that: "As an MRO, AJW's response has been to invest heavily in inventory to continue offering our customers the support they require and rely on. We use digital tools and advances in technology to better understand demand variation to predict their future requirements, which enables us to allocate parts to support their future needs well in advance. This allows us to mitigate the high demand and increased lead times." "We see high demand for parts for the older aircraft continuing into 2026 and beyond," he concludes.

Will current workforce shortages in the MRO industry continue in 2026 and how will that affect operations?

A shortage of skilled technicians and engineers has been plaguing the MRO sector for quite some time. The need to keep older aircraft flying longer and the subsequent increase in demand for MRO services has done little other than compound this problem, so we wanted to find out what was being done to mitigate the situation.

Iason Pascalis tells us that: "IBA expects labour shortages to persist in the MRO industry in 2026 and possibly continue into the latter part of the decade. Licencing and certification of skilled labour take substantial time and, coupled with retirements, the workforce growth rate is relatively slow compared to the market demand. This shortage will keep pressure on aircraft maintenance turnaround times, which will in turn reduce the availability of slots and increase aircraft storage rates that need maintenance. MROs are likely to favour larger aircraft with larger fleets, which often fall into more common MRO certifications. Long-term legacy customers will also be favoured, putting operational pressure on smaller airlines."

Emmanuel De Traversay and Lewis Prebble both look to training as a means to grow the workforce. De Traversay advises us that: "Conditions have markedly improved compared to the post-COVID ramp up period. However, demand for skilled technicians across the industry is still high, and we have ongoing robust recruitment and training efforts. We are also continually investing in upskilling to maintain service levels. At the end of the day, these dynamics do add some

Lewis Prebble, President, Commercial Engine Services, StandardAero

> **"While workforce shortages remain a long-term concern, we are proactively working to ensure a reliable supply of skilled aircraft engine mechanics by partnering with local colleges to develop aircraft turbine technician courses."**
>
> *Lewis Prebble, President, Commercial Engine Services, StandardAero*

operational complexity and cost, however, we've still been successful in enhancing and growing our MRO business across the globe." Meanwhile Prebble informs us of an interesting solution to the labour shortage. "While workforce shortages remain a long-term concern, we are proactively working to ensure a reliable supply of skilled aircraft engine mechanics by partnering with local colleges to develop aircraft turbine technician courses. These partnerships enable us to support the flow of new talent into the industry, and to offer students well-paid and rewarding careers upon graduation. After the pandemic, we established a number of site-specific classroom and on-the-job training programs with a structured academy style curriculum to ensure we have some control over our own destiny."

Kevin Ferrerio categorically sees the shortage of skilled labour continuing through the next year, as does Tony Kondo. Ferreiro puts it down to two main reasons: "First the overall shortage of skilled MRO technicians remains problematic. The pandemic had the dual effect of lowering the demand for MRO services, resulting in layoffs in some places, and delaying the training and entry of new hires into the workforce. With workforce retirements impacting staffing levels, we haven't yet caught up, despite industry-wide efforts to ease the workforce shortage through recruitment and training. The need for capable people continues. Secondly, the industry faces technical challenges as we adopt new technologies such as 3-D manufacturing of replacement parts, generative AI, robotics and other advances that require new skills and training.

Emmanuel De Traversay, Senior Director, Technical Services, Panasonic Avionics

Investment in the workforce was a key for many MROs in 2025 and will remain so in 2026."

Tulika Dayal provides an excellent, in-depth response to the situation as we move into 2026 as she tells us that "While demand for MRO services is sure to be high, we're also dealing with a capacity crunch that's leading to longer wait times, higher costs, and some tricky engineering challenges. To overcome these rising MRO and supply chain issues, we can focus on four key actions: Opening up the aftermarket by encouraging MRO services to become less reliant on OEM-driven commercial licensing models and facilitate access to alternative materials and services; enhance supply chain visibility by improving transparency across all supplier levels to identify risks early, reduce bottlenecks, and utilise better data to build a more reliable supply chain; better use of data through the use of predictive maintenance insights, pool spare parts, and create shared maintenance data platforms to optimise inventory and significantly minimise aircraft downtime, and lastly, expanding repair and parts capacity: through speeding up repair approvals, supporting alternative parts and USM solutions, and adopting advanced manufacturing techniques to alleviate production bottlenecks." She then goes on to advise that: "New technologies, such as the AI-powered procurement platform SkySelect, are specifically designed to address these operational challenges. Rather than manually navigating through complex supply blockages, organisations can quickly access real-time market availability from thousands of global suppliers. This ensures that airlines and MROs obtain the necessary materials precisely when and where they are needed, reducing unplanned downtime and helping to predict and prevent potential disruptions."

Meanwhile, Scott Symington provides an excellent insight into AJW's approach to workforce shortages and challenges, as he tells us that "Our global recruitment teams encourage and promote careers in aerospace by attending job fairs and events like the recent Air Canada's Young Women in Aviation Day. At these events, our recruiters and specialists share their knowledge and experiences to spark interest in the sector and highlight the exciting career opportunities and long-term prospects within the MRO sector. AJW Group is building a diverse pipeline of talent through outreach, apprenticeship programs, and partnerships with educational institutions as these are crucial for ensuring a sustainable workforce capable of meeting our future demands and to build a strong aerospace workforce. The rapid advancement of aviation technology demands the continuous upskilling of our existing workforce. This is also a draw card for those interested in the industry as they can use their strong technology skills within the evolving industry, this holds great promise for the coming years. We need to ensure the industry is an inviting one for incoming generations. Aviation is advancing, and with it comes the need for continuous learning and growth. This transformation opportunity offers those passionate about technology a chance to apply cutting-edge skills in a field that is shaping the future of global connectivity. The possibilities are exciting but to unlock this potential, we must create an industry that excites and welcomes the next generation, inspiring them to be part of this journey."

Do you feel the ongoing supply-chain issues for OEM parts will continue in 2026?

Of course, there is little point in establishing an impressive and efficient workforce if there is a constant shortage of parts. Consequently, the next area of the 2026 MRO landscape we wanted to look at was the supply chain, and whether a light can be seen at the end of the current raft of problems.

At Panasonic Avionics, Emmanuel De Traversay is clearly optimistic but

> **"Our sector has largely stabilised, and we benefit from the broader Panasonic supply network, which helps to mitigate risk. Overall, we expect incremental improvement, though the industry is still catching up to pre-pandemic norms."**
>
> *Emmanuel De Traversay, Senior Director, Technical Services, Panasonic Avionics*

acknowledges that the requirements and needs of the company are different to many others operating in the MRO sphere. "Supply chain constraints have mostly been solved for Panasonic Avionics' technical services team compared to the immediate post-COVID period. Still, in a tightly knit supplier environment like aviation, delays with other aircraft system/components can and do still affect our business as a whole. Our sector has largely stabilised, and we benefit from the broader Panasonic supply network, which helps to mitigate risk. Overall, we expect incremental improvement, though the industry is still catching up to pre-pandemic norms," he tells us. Unfortunately, Lewis Prebble at StandardAero is less optimistic, and understandably so, as he advises: "While we are hopeful of gradual improvements to the situation, there is no indication at this stage that the structural issues affecting the supply chain will be fixed within the next twelve months. We plan for this, and we continue to invest in proactive mitigations, but it nonetheless remains a source of uncertainty."

At VAS Aero Services, Kevin Ferreiro also feels less than optimistic, explaining that: "Manufacturers are working hard to deliver new platforms, yet the backlog on new aircraft deliveries continues to grow. At the same time, the extended life of aging aircraft is increasing the demand for replacement parts, putting further pressure on new part manufacturing. And that presents a market opportunity for USM parts suppliers. Quality-verified, certified USM parts are filling the strong demand gap that original manufactured parts can't match, while also offering a lower cost of investment. The economics of USM utilisation versus OEM parts procurement (and associated supply chain backlogs) make a compelling case for USM, to be sure." Meanwhile Tulika Dayal also sees little change over the next year, and she identifies the principal reasons for the current problems at SkySelect: "Supply chain issues for OEM parts will continue throughout 2026, as the root causes cannot be resolved overnight. The real bottleneck lies with Tier 2 and Tier 3 suppliers—smaller companies that handle essential tasks such as supplying raw materials, specialised castings, and complex components. Many of them are struggling to keep up, lacking the capital, skilled workers, or resources needed to ramp up production quickly. At the same time, we're seeing demand coming from two strong directions. On the one hand, there are significant backlogs in aircraft orders, with OEMs like Boeing and Airbus eager to ramp up production and requesting large quantities of parts. On the other hand, there's a growing need for MRO services due to an aging global fleet and some durability concerns with newer engine models."

Tony Kondo at Werner Aero, Scott Symington at AJW Group and Iason Pascalis at IBA are all of the identical impression that things will not change in 2026, while Symington is very concerned that supply chain issues may never recover to pre-pandemic levels.

Tony Kondo, President and CEO, Werner Aero

How important is the availability of USM (used serviceable material)? Are there sufficient aircraft available for tear-down?

This would seem to be the root cause of so many of the supply chain problems in the USM and supply chain. With more and more aircraft flying or longer, it is logical that there would be greater demand for MRO services and a reduction in the numbers of older aircraft for teardown. We have also seen that the demand for parts and engines does not just apply to these older aircraft as we are now seeing nearly new commercial jets, such as six-year-old A320neos, being cannibalised for their engines and parts as they are now worth more on the ground than they are in the air. We wanted to know how MRO providers are being directly affected by USM availability, as we appreciate that some businesses are affected differently by changing market conditions.

Lewis Prebble gives the impression that where he is concerned, the situation is not too bad, explaining what is being done to minimise problems. "USM does offer relief for certain parts, helping to avoid long delivery lead times associated with new material. We are fortunate to be able to manage our own sourcing, teardown and repair of USM. The volume of aircraft retirements during 2025 remained well below the long-term average, so supply is constrained of the source material on some programmes. As a result, we buy from both the open market as well as our own supply," he tells us. Meanwhile, Kevin Ferreiro highlights the advantages of understanding the long-term outlook for the MRO sector and that through being proactive as opposed to reactive, VAS Aero Services has been able to prepare itself for the current situation, telling us that: "USM plays a key role in today's maintenance landscape. Increased flight operations and the extended life of aging aircraft are both putting pressure on USM inventories. The expected return of retirement volumes has not materialised in the last couple years, as many operators opted to extend aircraft service lives to maintain capacity amid new aircraft delivery delays. Recognising where the market was headed, VAS invested heavily in aircraft assets over the past two years. We acquired 26 Airbus A320 aircraft, seven A330s, eight A380s, four B737s, and other strategic projects. So, for some years to come, VAS will have access to a greater supply of quality, certified used parts for distribution across our global aftermarket customer base."

Like most, Tony Kondo and Tulika Dayal see USM as a positive and cost-effective alternative to OEM parts. "USM is a good and cost-effective solution instead of waiting 200 days lead time for a new OEM part," says Kondo. Beyond this, Dayal is keen to point out that "USM provides significant cost savings compared to

> **"USM is a good and cost-effective solution instead of waiting 200 days lead time for a new OEM part."**
>
> *Tony Kondo, President and CEO, Werner Aero*

purchasing new components from the OEM. This is particularly true for rotatable parts, where USM can offer a budget-friendly alternative for airlines and MRO providers"

Scott Symington provides excellent insight into the current situation as he tells us that: "As operators extend the life of their fleets, they are also trying to keep maintenance costs under control, especially with ongoing shortages of new parts. As a result, airlines and MROs are leaning more heavily on USM as a cost-effective and reliable option. As such, the USM market remains strong and mature aircraft platforms remain a big part of this trend. Interestingly, we're also tearing down younger aircraft. This might sound counterintuitive, but when it comes to aircraft, it isn't just about age. Engine reliability and shortages of spares have played a role in the early retirement of certain aircraft types, such as the A320neo. The overlap between neo and ceo platforms means those teardowns are helping to provide operators with much-needed spare parts. Looking ahead, demand for USM is likely to stay high for at least the next two to three years, until OEM production rates truly recover. Longer term, pressures around sustainability and lifecycle cost management will make USM an even more integral part of fleet strategies. The balance between new and used material will keep shifting, but there's no doubt USM is here to stay as a cornerstone of the aviation supply chain. On the question of whether there are sufficient aircraft available for tear-down, it depends on a number of factors. If you are well established, well capitalised, and have introduced sophisticated inventory management systems then the typical narrowbody teardown pipeline is less of an issue. The real issue is the 120 parts that are in critical market demand. We have plenty of stock of the other 700 parts. Hence, we value an asset based on 120 parts compared to a less established competitor who needs the other 800 parts and consequently values the teardown asset higher."

Craig Skilton, VP Components at APOC Aviation and Emmanuel De Traversay appear slightly more relaxed and do not see the current situation as being as much of a challenge than others. As Skilton explains: "Based on what we see, there remains a sufficient flow of aircraft being offered that are suitable for tear-down. That flow has also increased slightly in recent months, especially in relation to narrow-body aircraft. With APOC's focus on this market, it's imperative that we continue to grow our pool of USM stock and we have flexibility for that to be through the purchase of whole aircraft, or through strategic procurement at an individual part level." Meanwhile De Traversay feels that: "USM is critical for supporting older systems, especially where manufacturing new parts for our systems is no longer viable. At present, there is an adequate availability of aircraft for teardown, allowing us to source needed components. However, that may change in the long term if OEM delays persist and fewer aircraft retire. For now, buybacks and circular economy practices are helping us meet demand effectively."

Iason Pascalis delves deeper into the problems and challenges, suggesting that: "USM has become critical for the industry over the past few years. Given the high-cost escalation and list pricing seen in OEM parts, and the long lead times for manufacturing and delivery, USM has become a strategic necessity for MROs and airlines to keep costs suppressed and lead times lower." However, he then goes on to advise that: "Regarding aircraft availability for teardown, IBA has seen those numbers decrease over the past few years. As delays in new aircraft continue, lease extensions are reducing the number of off-lease aircraft available in the secondary market for part-out, limiting the volume of assets that can be torn down to source USM. Any trades intended for eventual part-out must first see out their stub leases, which are also likely to be extended, further reducing the availability of USM. According to IBA Insight, just 1% of the total in-service fleet of 4,534 aircraft as of December 2025 could be considered viable part-out candidates, which is a significantly low proportion. This metric considers aircraft which are stored, off-lease, and not owned by an airline. In the short term, due to the lack of availability of suitable aircraft to source USM, the trading values are expected to stay at current elevated levels."

> **"Interestingly, we're also tearing down younger aircraft. This might sound counterintuitive, but when it comes to aircraft, it isn't just about age."**
>
> *Scott Symington, Chief Commercial Officer, AJW Group*

If there are insufficient aircraft of a type available for teardown, what inventory strategies should MROs and airlines adopt to ensure specific parts' availability?

In the last part of this article, we wanted to find out more about alternatives when there are insufficient aircraft available for teardown, and to see what mitigating strategies were being adopted by MROs. Iason Pascalis has already mentioned that trading values of older aircraft are likely to remain at elevated levels, and so we couldn't help but feel this may provide further challenges when it comes to holding inventory and availability of specific parts.

Tony Kondo has a straightforward and clear-cut approach to the situation by advising that past data should be used to assess inventory requirements for the next 12 months and to procure parts now rather than later. Going into greater detail, Kevin Ferreiro makes it clear that where he is concerned, "For maintenance operations, the ability to source high-quality USM quickly has become a strategic advantage amid persistent supply chain disruptions. This has increased competition for USM inventory, impacting both pricing and availability. It's essential today for USM suppliers to identify and evaluate

Scott Symington, Chief Commercial Officer, AJW Group

airline surplus, have a consignment infrastructure in place, and have the programme management skills to mesh the two. Ultimately, securing USM in today's environment requires moving from opportunistic buying to a more integrated supply chain strategy that involves close cooperation with parts suppliers and service vendors. This approach should include mutual data sharing, proactive investments in rotable parts pooling for continued availability, and balancing availability, cost, and aircraft maintenance schedules to ensure fleet readiness."

Tulika Dayal is more of the opinion that long lead times for OEM and new parts in general means that inventory has to be optimised, advising us that: "Since lead times for new parts are long and USM supply is unreliable, the first line of defence is optimising your inventory." He goes on to suggest this can be done by: Buffering for Critical Parts: For components with a history of long delays or frequent, unpredictable failures, airlines must increase safety stock. Inventory Pooling: pool spare rotables in a central location. Targeted Procurement: Focus on buying specific parts that are unique to the aging fleet, rather than general items. This keeps capital tied up in the most essential, hard-to-find components. Alternative Sourcing: Proactively certify and integrate new suppliers or third-party repair shops specialising in older components to diversify the supply chain away from reliance on the OEM. Service contracts. She goes on to say that "Ultimately, all these strategies rely on real-time supply chain visibility and predictive analytics." Advice from Lewis Prebble is also clear cut, where he suggests that the most important strategy for airlines to take is to work closely with their MRO partner on future engine support requirements. He explains further: "This enables the MRO to order long-lead parts well in advance, and to work on bespoke service solutions which meet the specific needs of the operator. For the MRO itself, a lean, efficient production system is essential in order to make most of the available inventory, including component pooling where appropriate. Having comprehensive in-house asset management and component repair capabilities is obviously beneficial, as is having a broad range of relationships with industry supply chain partners and brokers, etc."

Craig Skilton, VP Components at APOC Aviation

At AJW Group, Scott Symington has a clearly defined strategy that boils down to planning and having efficient inventory management. He explains: "AJW Group has adopted a multifaceted approach that addresses both immediate concerns and long-term goals. We're investing in resilience measures, enhancing collaboration among stakeholders, and innovating towards enhanced process efficiency. By implementing automated inventory tracking systems, we can help streamline tracking and management processes, reducing errors and delays. These forecasting tools can improve the ability to meet customer needs effectively, reducing inefficiencies in the supply chain. AJW has a robust pooling strategy for our 450,000 line items of inventory. By strategically placing this inventory across our global hubs, we can deploy components when and wherever they are needed." Craig Skilton, on the other hand, suggests that you need more than a Plan A to deal with the current situation. "APOC has now reached the position that if a teardown didn't come in as expected, that capital would be reinvested into strategic purchasing at either an individual component level, or a package of relevant components. This ensures we have a constant flow of new material coming in to support our growing customer base. Given the current state of the market and the unpredictability of buying large assets, it's important that a Plan B is there to be utilised if needed, especially as airlines in Europe rely on stockists like APOC to have the parts they need, ready to go," he suggests.

Iason Pascalis helps draw this topic to a close by looking not just at the longer term, but also short-term problem. "With USM hard to come by and supplies looking low in the short term, MROs will need to plan to increase their inventory availability and management strategically. Demand and maintenance forecasting, which identifies component shortfalls, will enhance areas of focus and, by parting out smaller aircraft models such as the A319-100 and the 737-700, support broader parts availability for the A320 family and 737-800 fleet. Working hand in hand with OEMs for parts provision will also be beneficial, as OEMs might have acquired these in the aftermarket sector for better parts provisions. IBA has also seen contracts between Airlines, Part-Out specialists, and OEMs, helping ensure a constant flow of USM that often rely on component pooling. MROs are also using exchange partnerships and DERs (Designated Engineering Representatives), which help broaden access to parts beyond individual stock levels and extend their lifecycles. Power-by-the-hour (PBH) agreements or consignment programs are also solutions used by airlines to ensure parts availability, either with OEMs or third-party MROs. They provide cost and lead-time predictability, reducing inventory requirements for airlines, and, for consignment programs, they do not require upfront capital investment. IBA has also noted increased demand for PMA (Parts Manufacturer Approval) parts, which provide cost-effective solutions in parts provision, helping lower costs and lead times," he comments.

While our contributors have given us a great insight onto what lies ahead for 2026, perhaps the easiest way to sum up the situation is "more of the same!".

> **"APOC has now reached the position that if a teardown didn't come in as expected, that capital would be reinvested into strategic purchasing at either an individual component level, or a package of relevant components."**
>
> *Craig Skilton, VP Components at APOC Aviation*

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Becoming an established MRO provider

It all began back in 1933 with the founding of Turkish Airlines, when aircraft maintenance was carried out in house. As the country's flag-carrying airline expanded, so did its maintenance, repair, and overhaul (MRO) facilities, as well as its technical scope and capabilities. Then, in 2006, Turkish Airlines decided to hive off its maintenance facilities, enabling it to become a wholly independent MRO provider under the name Turkish Technic. This has allowed the company to establish itself as a leading MRO provider not just to Turkish Airlines, but to also establish a global customer base, to the point where it has evolved into a recognized brand, helping to strengthen Türkiye's position in the global aviation sphere.

Facilities and infrastructure

Turkish Technic operates from large bases located in Istanbul Atatürk Airport, Istanbul Airport, and Sabiha Gökçen Airport. Its hangars and workshops are equipped to handle both narrow-body and wide-body aircraft, including the Airbus A320, A330, A350 families, Boeing 737, 777, 787 families, as well as regional jets and business jets. The company continuously invests in digital transformation, component repair shops, and advanced diagnostic tools, and has partnered with multiple global technology and aerospace companies to enhance its capabilities. Positioning Istanbul as a global MRO hub has helped to give Turkish Technic a geographic advantage as it lies at the crossroads between Europe, Asia, and the Middle East.

A comprehensive suite of MRO services offered by Turkish Technic

• Line Maintenance

Routine checks and troubleshooting performed at airports across Türkiye and at international outstations.

• Base Maintenance

Heavy checks (C and D checks), cabin reconfigurations, modifications, and structural repairs.

• Component Maintenance

Repair and overhaul of avionics, hydraulics, pneumatics, and mechanical components with extensive in-house capabilities.

• Engine Services

Although large-scale engine overhauls are limited, Turkish Technic conducts on-wing services, quick turn operations, and certain levels of engine shop visits.

• Cabin and Interior Services

Refurbishment, reconfiguration, and retrofitting of aircraft interiors, enhancing passenger experience.

• Engineering and Technical Training

Turkish Technic is approved to provide Part-147 training, ensuring a pipeline of licensed engineers and technicians.

Overview

From its modest beginnings as a technical department of Turkish Airlines to becoming a world-class MRO provider, Turkish Technic's journey reflects Türkiye's ambitions in global aviation. With its modern facilities, expanding services, and strong international reputation, the company continues to be a cornerstone of aircraft maintenance in the region and beyond.


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Interview

We are fortunate to have had the opportunity of talking to Turkish Technic to enable us to learn a little more about the company and its success.

AviTrader: Turkish Technic has a long history. Can you tell us a bit about the latest developments at Turkish Technic?

Recently, we have taken big steps towards expanding our maintenance capacity, with the highlight being the new engine maintenance facility at Istanbul Airport. This facility is targeted to be operational by the end of 2027 and will be able to service large civil aero engines (Trent XWB-97, XWB-84, Trent 7000). The plan is for ~200 engine shop visits per year, serving both Turkish Airlines' fleet and third-party Rolls-Royce customers. We are also strengthening our position as a leading MRO company with new agreements. We have signed several new agreements including ones with our long-standing partners such as one of Türkiye's low-cost carriers Pegasus Airlines along with Transavia, as well as new ones, such as Poland's flag carrier LOT Polish Airlines.

How important is it for Turkish Technic to be a part of Turkish Airlines?

As a wholly owned subsidiary of Turkish Airlines, Turkish Technic proudly cares for the entire fleet that flies to more countries than any other carrier in the world. This means whenever Turkish Airlines expands its fleet, we are expanding our capabilities and capacity to provide the highest-quality services. With our large team and extensive capabilities, we are not only providing comprehensive maintenance services for our parent company, but also to our large list of customers worldwide.

What are the advantages for your customers when using Turkish Technic?

We offer a wide range of maintenance, repair, overhaul, engineering, modifications, component supply, landing gear overhaul, base maintenance, and line maintenance services, and we are constantly expanding our capabilities. We provide services that are tailored to the needs of our customers. We have hangars equipped with cutting-edge technology, which enables us to provide maintenance services for most types of aircraft, and we are expanding our maintenance capacity every year with new facilities, hangars, workshops, and warehouses all around the world. Our location, Istanbul, provides us with a geographical advantage as it is located in the centre of the world, with 53 countries within a five-hour flight distance. With our almost a century of experience and strategic location, we ensure competitive turnaround times for our customers, no matter where they are in the world.

Can you share with us your vision for the years to come?

Our vision is to expand our capabilities and capacity, equip ourselves with the latest technology available to advance our services in order to become one of the top-three maintenance centres globally. In order to achieve this goal, we are strengthening our collaborations by adding new customers and partners to our global network.


Monica Badra, Founder, Aero NextGen

Legacy ERP Versus Best of Breed

By Monica Badra, Founder, Aero NextGen

The aviation MRO sector is facing a pivotal moment. As digital transformation sweeps the industry, MRO leaders are confronted with a choice that will shape their operational future: continue investing in legacy ERP systems or pivot to a best of breed approach. Drawing on years of hands-on experience and conversations with industry peers, I believe the traditional software selection process is overdue for disruption—and that the path forward demands a more nuanced, operationally-driven approach.

Setting the Stage: Legacy ERP vs. Best of Breed

At its core, the debate comes down to philosophy and practicality. Legacy ERP systems promise a "one-stop shop"—a single, unified platform for finance, maintenance, inventory, HR, and compliance. In theory, this means seamless data flow, unified reporting, and simpler management. But as any MRO executive knows, theory and reality often diverge. Aviation is a complex, highly regulated industry with unique workflows and pain points. Legacy ERPs, built to serve many industries, often force MROs into rigid processes that don't fit their needs. Customisations become the norm, ballooning costs and timelines.

The best of breed approach, by contrast, is about specialisation. Here, organisations select the most effective tool for each function—maintenance tracking, inventory, procurement, document control—and integrate them to build a tailored ecosystem. This model offers agility, rapid innovation, and the ability to address niche requirements. The flip side? Integration headaches, fragmented data, and the challenge of managing multiple vendors and user interfaces.

What Does This Look Like in Practice?

Legacy ERPs can deliver end-to-end visibility and automation, but only with significant investment in customisation and change management. The implementation journey is often long and disruptive. When done right, however, the

payoff is real: data silos disappear, regulatory compliance is streamlined, and organisations gain a single source of truth.

Best of breed lets aviation companies and MROs cherry-pick aviation-specific tools, often developed by vendors who live and breathe the industry's unique challenges. The result is faster access to next-gen features, better fit for operational workflows, and the flexibility to swap out underperforming tools. But this comes at the cost of greater system complexity and the risk of data fragmentation if integrations aren't carefully managed.

What are the long-term impacts of selecting the wrong operating system for an aviation or MRO business?

The long-term impacts of selecting the wrong system are often underestimated. Beyond the immediate frustration of inefficient workflows, the wrong software can create operational bottlenecks across departments, leading to increased turnaround times, compliance risks, and lost business. Over time, organisations find themselves pouring resources into costly workarounds, employee retraining, and never-ending customisation projects.

Worse, a poorly chosen system can lock you into outdated technology that's difficult to upgrade, making it nearly impossible to adopt new tools and adapt to industry changes. This stifles innovation and can erode your competitive edge. The right system isn't just an IT decision—it's a strategic investment in your company's future resilience and growth.

Pros and Cons: A Realistic View

Legacy ERP Pros:

• Unified Data & Visibility: One system, one source of truth. Everyone—from finance to maintenance—works off the same real-time data, which is crucial for compliance and operational oversight in aviation MRO.

• Streamlined Workflows: End-to-end automation reduces manual handoffs, paperwork, and duplicate data entry. This means fewer errors and less wasted time. Agentic layers and AI agents are becoming increasingly more popular and are starting to automate manual workflows in Finance, Procurement, Customer Service, and other indirect functions.

• Simplified Back-End Management: One contract, one support team, one set of updates. Less finger-pointing when something breaks.

• Regulatory Alignment: Leading ERPs are built with large enterprise's strict regulatory needs in mind—making audits and reporting less painful.

Legacy ERP Cons:

• Cost & Complexity: Implementation is a major project—expensive, time-consuming, and often disruptive. Customisation to fit aviation workflows can balloon timelines and budgets.

• Rigidity: One-size-fits-all rarely fits aviation perfectly. You may have to compromise on niche needs or wait for the ERP provider's roadmap to catch up (or miss the trend).

• Change Management: Getting buy-in across all departments is tough. If adoption falters, the benefits evaporate.

Best of Breed Pros:

• Specialisation: You get the best tool for each job—maintenance, inventory, procurement, analytics—often from vendors who live and breathe aviation or that specific business function and/or technology.

• Innovation: Faster access to next-gen features, agile updates, and niche capabilities that legacy ERPs may lack.

• Flexibility: Swap out underperforming tools as your needs evolve, without overhauling your entire tech stack.

• Often better alignment with aviation-specific workflows

Best of Breed Cons:

• Integration Headaches: Stitching multiple systems together is complex. Data silos, sync issues, and finger-pointing between systems and departments are real risks.

• Fragmented User Experience: Teams juggle multiple logins and interfaces, which can hurt productivity and adoption.

• System Management Overload: More contracts, more support tickets, more moving parts to manage.

How should aviation leaders approach cost-benefit analysis when evaluating software solutions?

The true cost of a system includes implementation, customisation, ongoing support, training, and the opportunity cost of inefficiency or downtime.

On the flip side, benefits should be quantified in terms of measurable outcomes—reduced turnaround times, improved compliance, increased asset utilisation, and enhanced customer satisfaction.

We always advise clients to model best- and worst-case scenarios, factoring in both hard numbers and softer impacts like employee engagement and customer trust. The goal is to select a system that delivers sustainable value, not just short-term savings.

Why Is Software Selection Still Broken in Aviation?

Despite the stakes, many MROs still select software based on brand recognition, legacy relationships, or inertia. Too often, the process is driven by "relationships" or IT preferences, not by operational realities. The result? Costly workarounds, frustrated users, and technology that lags behind business needs. In an industry where margins are thin and compliance is non-negotiable, these missteps are more than inconvenient—they're existential risks.

Aviation's "backwards" approach to software selection has persisted for decades. Procurement cycles are

slow, requirements are inconsistent and poorly defined, and decisions are often made without a clear understanding of the operational pain points that actually drive value. It's time for a new model—one that puts operational fit, flexibility, and ROI at the center of the process.

How does the traditional RFP process in aviation fall short when it comes to ERP and software selection?

Aviation's traditional RFP process is outdated. Too often, RFPs are generic, recycled from previous projects, or focused on ticking boxes rather than solving core operational pain points. Vendors respond with templated answers, and the process becomes a beauty contest rather than a real exploration of fit.

The result? Decisions are made on price, relationships, or superficial features—not on how the system actually supports your unique workflows. This approach also discourages smaller, innovative solution providers from participating, narrowing the field to legacy players.

To get real value, RFPs should be driven by operational leaders, grounded in real-world use cases, and open to new entrants. At Aero NextGen, we encourage clients to flip the process—start with a clear understanding of pain points, map out must-have workflows, and invite providers to demonstrate exactly how they'll deliver value in those areas.

How Is the Market Responding?

The last five years have seen a wave of innovation, much of it driven by startups founded by ex-MRO or legacy ERP executives who intimately understand the industry's pain points. These new entrants are building targeted solutions for workflow inefficiencies, supply chain bottlenecks, and technician productivity. Predictive analytics, RFQ automation, and cloud-based platforms are becoming the norm, not the exception. Even established players are rethinking their approach, offering modular systems and APIs to enable more flexible integrations.

Cloud-based MRO solutions, in particular, are transforming the landscape. They offer seamless upgrades, cost efficiency, real-time accessibility, and easier integration with other systems. This is a game-changer for organisations looking to scale, collaborate globally, and reduce IT overhead.

What expert lessons have you learned from MROs that have successfully navigated digital transformation?

One of the biggest lessons is that digital transformation is as much about people and process as it is about technology. The most successful MROs invest heavily in change management, ensuring buy-in from every level of the organisation. They don't chase technology for its own sake—instead, they anchor every decision to business outcomes and operational realities.

Another key learning: successful MROs treat software selection as an ongoing process, not a one-off event. They regularly review their tech stack, measure ROI, and aren't afraid to pivot when something isn't working. Lastly, they foster close partnerships with solution providers, co-creating features and ensuring the software evolves with their needs.

What role do emerging technologies like AI, IoT, and cloud play in shaping the future of Aviation software?

Emerging technologies are no longer "nice to have"—they're becoming table stakes. AI and machine learning are revolutionising predictive maintenance, anomaly detection, and resource optimisation. IoT enables real-time asset tracking and condition monitoring, while cloud platforms provide the scalability and accessibility modern companies require.

However, these technologies only deliver value when they're integrated into solutions that fit your workflow. That's why it's critical to choose platforms that are designed to evolve, with open APIs and a track record of continuous innovation. The future of Aviation will be defined by those who can harness these tools without sacrificing operational fit or flexibility.

Final Advice for Aviation Leaders

If you crave simplicity, compliance, and holistic oversight, an integrated ERP is hard to beat—but be ready for a heavy lift.

If you value agility and want best-in-class solutions for each workflow (and have the IT muscle to integrate them), best of breed can deliver rapid wins.

Don't let technology dictate your strategy. Start with your operational realities—complexity, scale, digital maturity—and work backward to the right solution. Whether you're all-in on ERP, building a best of breed stack, or somewhere in between, success starts with independent, data-driven guidance. The right system is the one that solves your pain points and supports your ambitions.

About the Author

Monica Badra is the Founder of Aero NextGen, a brokerage for solutions in Aviation and MRO dedicated to advancing the sector through smart, fit-for-purpose digital solutions. With a background spanning hands-on MRO operations, digital transformation, and executive leadership at major aviation firms, Monica brings a unique blend of industry insight and practical experience. Under her leadership, Aero NextGen has become a trusted advisor to MROs and aviation companies worldwide, leveraging deep sector expertise and proprietary tools like the Solution Finder to match organisations with the technology and service partners best suited to their operational needs.

GTF engine
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Pratt & Whitney and its GTF-family of Engines – The Current Situation With Grounded Aircraft

Why are there still problems despite a solution being found for powdered metal contamination and production being ramped up?

By David Dundas

In last month's issue we wrote about the surprising turn of events where nearly new Airbus A320-family aircraft are now being torn down for parts, primarily because these planes are worth more as a means of feeding the USM supply chain than as operational jets, and the value of their engines has skyrocketed. Such an occurrence can only be the result of a defective supply chain, so what, exactly, is going on at Pratt & Whitney and what has happened to its GTF (geared turbofan) family of engines?

Problem solved – consequences remain

The problem is a historic one, in that the initial fault has been eradicated, but it is the legacy that has created a fraught situation, not just for Pratt & Whitney, but also carriers and those responsible for checking and, if necessary, repairing potentially affected engines. To explain further, there are no problems, as such, with new GTF engines coming off the production line, which is good news for Airbus and Embraer, as these engines are used to power the Airbus A320neo family of jets, the Airbus A220, and Embraer E2 E-Jets. In fact, it was only back in September this year that Pratt & Whitney announced it was targeting a 10% increase in GTF engine production in an effort to help with the backlog of engine deliveries. The engine manufacturer also confirmed that if it meets its target, this will also enable Airbus to meet its own target for the delivery of A320-family aircraft in 2025.

In November this year, just prior to the Dubai Airshow, it was reported that while current production levels meet Airbus' current requirements for 63 aircraft each month, that number needs to rise to 75 per month by 2027 to deal with the planemaker's order book. One of the many current challenges for Pratt & Whitney is that it is not the sole provider of engines for the A320-family of aircraft and it is in direct competition with the CFM LEAP 1-A engine, CFM International being a joint venture between GE Aerospace and Saran. Where the A220 is concerned, Pratt & Whitney is the sole engine provider, again for the GTF range. However, this engine has had its own set of challenges. For example, SWISS has been forced to evaluate its use of the A220 due to constant disruption to operations as a direct consequence of engine problems.

Are ongoing problems solely supply chain based?

So, what is or are the principal problems facing Pratt & Whitney at the moment that are causing a series of headaches both for carriers and the MRO sector that has resulted in the grounding of so many Airbus jets, many of them for excessive periods of time of up to 300 days?

The first problem is availability of spare engines and OEM spare parts. Pratt & Whitney has been continually ramping up production levels of its engines by over 10% year on year to meet the demand of carriers who are also seeing an increase in demand for narrow-body jets. However, with

Mobile, AL, USA large Airbus fueselage section © Shutterstock

resources allocated to production of new engines that are already spoken for, there has been little extra capacity to produce spare engines. Beyond that, there has also been a lack of capacity to produce spare parts.

Where it all went wrong

In July 2023, disaster struck when it was announced that RTX – the Pratt & Whitney parent company – had detected a serious flaw where microscopic contaminants had been found in a powdered metal used in high-pressure turbine discs. The fault was identified as potentially affecting all GTF engines manufactured between 2015 and 2021 and as it was felt this contamination could lead to cracks in some engine components, the Federal Aviation Administration (FAA) and EASA (the European Union Aviation Safety Agency) demanded immediate engine inspections. At the time it was estimated approximately 1,200 GTF engines might be affected, which would result in the grounding of over 600 aircraft.

With a focus on production of engines for new aircraft, Pratt & Whitney was not in the best of positions to cope with the ensuing demand for spare engines or parts. In addition, MRO set-ups were not geared up for the volume of engine inspections required, the result being the mass grounding of aircraft. What was initially estimated to be a 60-day timeline for engine strip-down and inspection swiftly turned into a 300 day wait, causing major problems for carriers. For example, almost a year later, in May 2024 Turkish Airlines announced that it would likely see 40-45 of its Airbus narrow-body jets grounded well into 2025.

More recently the situation has hardly improved for some carriers operating A320-family aircraft, with ITA reporting in July this year that it still has 22 aircraft parked up, while just two weeks ago Vietnam Airlines announced that it has 28 aircraft currently grounded as a consequence of GTF engine problems, including engine recalls and extended repair schedules mandated by Pratt & Whitney. It is widely accepted that certain aircraft may well remain grounded well into 2026 before all inspections and repairs will be complete for this issue.

What about the A220 family?

Where the A220 is concerned and according to industry data, as of mid-October, 79 out of 367 A220 aircraft in service, approximately 22% of the fleet, were grounded owing to problems with the PW1500G engine, while it has also been reported that up to 43% of the fleet may well require inspecting or maintenance. Once again the dual problem of a lack of spare parts and facilities for inspection means that these aircraft may well have to spend more time on the ground than is economically viable for carriers. We have mentioned the problems faced by SWISS which has already recorded a 25% drop in flight hours between September 2019 and September 2025 for its A220s. Meanwhile, Spirit Airlines has suffered from major operational disruptions and in its financial results for the quarter ending June 30, 2025, the carrier reported receiving US$72 million in credits from Pratt & Whitney in relation to grounded aircraft.

What does the future hold?

So, what does the near future hold for Pratt & Whitney and the GTF family of engines? Well, as we have reported, the problems concerning contaminated metal powder have been resolved and the company is in negotiations with Airbus concerning the increase in annual delivery numbers for GTF engines. However, the inherent supply chain problems for spare parts, and a shortage of spare engines still persists, perhaps because Pratt & Whitney may be struggling to find an effective balance between production of engines for new aircraft, and production of engines as spares for carriers and MROs, the same applying to spare parts. This leaves us wondering at what age an A320-family aircraft will be first deemed ready for teardown – will it be foolish to think the day may come when an aircraft rolls off the production line and is flown straight to Spain for dismantling?

And just as Pratt & Whitney began to feel they had broken the back of this problem, this December it has been reported that there is now a need to limit operating Airbus A320neo-family aircraft with the GTF engine in specific cold-weather conditions after an incident in November involving an Air Astana A320neo at Almaty International Airport in Kazakhstan. It has been discovered that a combination of sub-zero temperatures together with fog can negatively impact performance of the jet as a result of engine issues.

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The AI Wingman: Elevating Aviation Maintenance Through Human-Centered Intelligence

By Peter Velikin

Step into any business jet hangar and you'll see the real soul of aviation; not the polished metal, but the people who keep those jets in the air. These aren't showrooms. They're working labs where experience, judgment, and precision drive every decision. And in these environments, one truth keeps surfacing: new technology only earns its place when it helps people do their jobs better.

During my visits to MROs, hangars, and OEM facilities, I've heard about many a technology that have come and gone. The ones that stuck? They didn't distract. They didn't overload. They quietly made work easier, outcomes more predictable, and decisions more grounded. They supported human expertise without trying to outshine it.

That's why AI feels like a turning point; not because it replaces people, but because it's finally being designed to *serve* them. Not automation for automation's sake, but intelligence that works like a second set of eyes. A trusted wingman. Quiet. Consistent. There when you need it, never in the way.

Amplifying Judgment, Not Replacing It

In business aviation maintenance, that shift is already underway. AI is starting to make a tangible difference, not by making headlines, but by helping teams make better decisions every day.

Take inspection workflows. AI can now analyze historical discrepancies, work orders, and part wear patterns to flag areas likely to need attention. Not with some futuristic flourish, but with grounded suggestions a technician can quickly verify—or dismiss. In one deployment, a senior tech was wrapping up a standard inspection when the AI flagged two potential issues that hadn't made it onto the checklist. The technician rechecked both. Sure enough – good catches. Corrected, documented, released with greater confidence.

That tech didn't feel second-guessed. He felt backed up. And now, that kind of second-look insight is part of his standard process. Not because someone forced it, but because the value proved itself.

From Firefighting to Readiness

This is the real shift: maintenance is moving from reactive firefighting to anticipatory readiness. And while that sounds like a software company slogan, in the hangar, it's real.

Technicians now walk into inspections with a clearer picture of what they're likely to find. Planners align labor, parts, and capacity earlier and with more certainty. Schedulers buffer less. Downtime shrinks. Rework falls off. And importantly – every person on the line feels just a little more confident walking into their day.

That's not just AI doing work. That's AI making *people* better at theirs.

Senior techs describe seeing their own instincts reflected back through models

that surface patterns: recurring faults, wear signatures, seasonal cycles. Junior techs learn faster, because they're not flying blind; they have access to lessons from thousands of previous jobs. Institutional memory becomes team knowledge.

And every resolved discrepancy doesn't just close a work order; it strengthens the next decision.

Designing for the Culture of Aviation

Of course, aviation doesn't adopt tools because they're interesting. It adopts them because they fit the culture. And this culture is built on accountability.

Every inspection, every sign-off, every release to service is tied to a name. A judgment. A standard. If AI is going to operate in that environment, it must live by the same rules.

That means four things:

- Privacy: Operators should decide how their data is used. Some prefer models trained solely on their fleet, others are open to shared intelligence. AI must support both without compromising trust.
- Precision: Aviation doesn't do "pretty close." Outputs must be grounded in validated sources, traceable back to raw data. The margin for error is zero.
- Transparency: When AI flags something, it must explain why. Technicians should see the rationale, the source, and the confidence level. This isn't just about usability; it's about respect.
- Domain Depth: The language of aviation is messy – handwritten notes, cryptic squawks, legacy systems, shorthand only seasoned techs understand. AI must learn that language the hard way: through partnership with people who live it every day.

This isn't an industry that tolerates black boxes. It demands explainability, traceability, and above all, control.

Intelligence in Motion

When AI is designed with that mindset, its impact is hard to ignore.

Planners use predictive insights to stabilize schedules, allocate labor efficiently, and avoid last-minute scrambles. Sales teams quote smarter, pricing based on real capacity and historical trends. Managers ask natural-language questions, "Which parts are driving margin this week?" "Which tasks are slipping most?" and get answers in seconds.

Peter Velikin, CEO, CAMP Systems

All the while, AI stays in the flow of work. It doesn't reinvent process. It enhances it. From quote to release, it tags along; shaping estimates, flagging likely issues, aligning resources, and helping everyone make better decisions, faster.

And through it all, oversight stays human. Every insight can be questioned, verified, challenged. That's not a bug. That's the point.

The Test Is Always Trust

In the end, implementing AI isn't a technical challenge. It's a trust challenge. And trust grows when people can test, question, and eventually rely on what technology tells them.

One customer said it perfectly at a recent event: AI is "a homework check", not a shortcut, not a substitute. A second set of eyes. A quiet assistant. A wingman.

And when that wingman proves reliable, again and again, something shifts. Teams lean in. Workflows stick. The tech moves from background to backbone.

Aviation Moves Forward When People Stay in Control

This is what the future of aviation maintenance looks like: not man *versus* machine, but man *with* machine. A collaboration where human expertise stays front and center; supported by intelligence that strengthens, not supplants, the judgment behind every release.

Because the real promise of AI in aviation isn't some sci-fi transformation. It's something far more grounded, and more powerful.

It's foresight over firefighting. Confidence over chaos. Human-centered intelligence that makes operations safer, steadier, and just a little smarter every time.

And in that future, the technician still signs the logbook. AI just helps make sure it's right.

About the author

Peter Velikin is the General Manager and SVP of CAMP Systems' Enterprise Information Systems business, overseeing solutions that serve MROs, service centers, and aviation parts providers worldwide.

PEOPLE

on the move

Kevin Carillon

CTS Engines has appointed **Kevin Carillon** as Chief Operating Officer (COO). With more than 25 years of global aerospace leadership experience, Carillon brings extensive expertise in manufacturing, assembly, testing and mature engine operations, further strengthening CTS Engines' growth and commitment to operational excellence. He joins CTS following a distinguished career at Pratt & Whitney, where he led high-performance operations in the United States, Germany and Singapore. His background includes oversight of large-scale manufacturing centres, OEM and MRO production, industrial planning for mature engine programmes and the successful delivery of major operational transformations. Over the course of his career, he has managed organisations of more than 1,100 employees while driving measurable improvements in safety, quality, output and financial performance. His international experience includes serving as Operations General Manager at Eagle Services Asia, a joint venture between Pratt & Whitney and Singapore Airlines Engineering Company. In his new role as COO, Carillon will oversee all operational functions, including production, testing, quality, safety, engineering and continuous improvement initiatives. He will be responsible for enhancing throughput, optimising processes and ensuring best-in-class support for CTS Engines' global engine MRO customers. Carillon holds a Bachelor of Science in Mechanical Engineering from the University of Massachusetts and a Master of Science in Management, specialising in Operations Management, from Rensselaer Polytechnic Institute. He has also completed executive leadership programmes through RTX, INSEAD and the University of Virginia.

Ernst-Georg Schröder

Deutsche Aircraft has appointed **Ernst-Georg Schröder** as Manager of the Final Assembly Line (FAL) for the D328eco® at Leipzig/Halle Airport, marking a key step forward in the programme's industrial development. Schröder brings more than 25 years of experience in aerospace production and operations, built across complex assembly, manufacturing, and maintenance environments. Before joining Deutsche Aircraft, he held senior leadership positions at Rolls-Royce Deutschland, where he led major operational programmes involving OEM assembly and MRO activities for both business jet and commercial aircraft engines. His background also includes deep expertise in lean manufacturing and Six Sigma methodologies, enabling him to drive continuous improvement, strengthen operational excellence, and support consistent on-time delivery. In his new role, Schröder will oversee the creation, setup, and ramp-up of the D328eco Final Assembly Line. His leadership will be instrumental as Deutsche Aircraft progresses its next-generation regional aircraft programme, which focuses on delivering a more efficient, sustainable, and future-ready platform for regional aviation. Ensuring the FAL operates with high levels of quality and efficiency will be central to his mandate as the company prepares for increased production activity over the coming years. Schröder holds a Diplom-Ingenieur degree in Management and Mechanical Engineering from the Technical University of Berlin. Alongside his professional achievements, he is a dedicated marathon runner and a licensed private pilot, reflecting his long-standing connection to both endurance sport and aviation.

PEOPLE

on the move

Sarah Flanagan

AAR CORP. has announced that **Sarah Flanagan** has been named the company's interim Chief Financial Officer, effective December 11, 2025. Flanagan, currently AAR's Vice President, Financial Operations, will succeed **Sean Gillen**, who is departing the company to pursue an opportunity outside the aviation industry. Flanagan joined AAR in 2012 and has since held roles of increasing responsibility within the finance organisation, including serving as group chief financial officer for the company's largest business segment. Her financial stewardship has supported AAR's continued growth, and in 2017 she was appointed an officer of the company. Before joining AAR, she held a variety of FP&A, controller, and group CFO positions at Honeywell International, Inc., and began her career as an auditor with PwC. **John M. Holmes**, AAR's Chairman, President and CEO, said he wished to thank Sean Gillen for his many contributions as CFO over the past seven years. He explained that Gillen's experience had been instrumental in executing AAR's strategy to reposition and strengthen its portfolio, focusing on higher-growth, higher-margin businesses. Holmes added that the company wished Gillen every success in his new role. Holmes added, "We are fortunate to have a deep pool of talent at AAR, and Sarah brings extensive industry knowledge and broad experience across our global operations. Having worked closely with her throughout her 13 years at AAR, I am confident she will provide strong leadership for our finance organisation during this interim period."

Robi Gone

IFS, the industrial AI software provider, has appointed **Robi Gone** as its new Chief Information Officer, following the retirement of **Helena Nimmo**. Gone will oversee the company's global IT strategy and will play a central role in shaping its next phase of digital development. He joins IFS from Shell, where he spent more than a decade in senior IT leadership roles. Most recently, he served as IT Global GM for Finance, guiding Shell's digital transformation through next-generation ERP systems. His remit covered major global programmes across finance platforms, enterprise performance management and SaaS deployments. Before joining Shell, he worked in consulting roles at Deloitte and Accenture, cementing his expertise in enterprise transformation and large-scale IT delivery. Gone brings a strong track record in building digital backbones, improving operational efficiency and leading high-performing teams across multiple regions. He will report directly to **Mark Moffat**, CEO of IFS, and will sit on the IFS Executive Board. Moffat said he is pleased to welcome Robi to the company, noting that his experience in enterprise transformation and digital platform development will be vital as IFS continues to modernise and scale its global IT operations. He also thanked Helena Nimmo for her leadership, highlighting her role in shaping IT strategy, strengthening security and embedding AI throughout the organisation, as well as her wider contributions to diversity and inclusion.

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Tamar Jorssen
tamar.jorssen@avitrader.com
+1.788.213.8543

Sales: Asia, Europe & the Middle East

Malte Tamm
malte.tamm@avitrader.com
+49 (0) 162 8263049

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