

Keeping the world's fleets flying

aviationbusinessnews.com

MARCH 2026 • VOLUME 28 • ISSUE 2

MRO

Management



CAPACITY CRUNCH

Despite mounting constraints, opportunity remains strong across the Americas' MRO sector

P.42

DIGITAL AMBITION

Avionics MRO is becoming smarter and more data-rich

P.22

COMPLEX LIVERIES

The growing skills and innovations needed for paint jobs

P.50

WORKFORCE FOCUS

The challenges and opportunities for skilled labour in aircraft teardown

P.76

Visit Us at
Booth #2152 at
MRO Americas!

Expanded Capabilities. Proven Expertise.

Redefining **Engine MRO** with Customer-First Commitment



Agile & Highly
Experienced



Current & Legacy
Engine Support



Capabilities Across
12 Engine Types

Ready to Elevate Your Fleet? Contact Us Today!



 pem-air.com

 +1 352.663.8688

 service@pem-air.com





WELCOME...

It's a strange moment for aviation. On one hand, the headlines are dominated by disruption. Conflict in the Middle East continues to unsettle global operations, pushing up fuel and insurance costs while forcing airlines to rethink routes and schedules almost in real time. For MRO, that translates into knock-on complexity – unpredictable utilisation patterns, shifting maintenance windows, and yet more pressure on already fragile supply chains. But zoom out, and the picture looks very different.

The latest Long-Term Demand Projections from the International Air Transport Association (IATA) suggest global passenger demand will more than double by 2050. As its director general Willie Walsh put it: "The outlook for air travel is positive. People want to travel... that is good news for global economic and social development because aviation growth will catalyse opportunities, including jobs, around the world." It is an upbeat message, but behind it sits a simple reality: every additional flight, every extra aircraft, every extended lease cycle ultimately lands on the shoulders of maintenance. And those shoulders are already under strain.

Across the industry, the same themes keep surfacing – engine shop backlogs, parts availability



challenges, workforce shortages, and the constant balancing act between cost control and operational reliability. The risk is clear: spend too long firefighting today's problems, and tomorrow's demand creeps up faster than expected.

Encouragingly, the tone of the conversation is beginning to shift. At *MRO Management's* first PAM MENA event in Dubai in February, the focus moved beyond predictive maintenance in isolation towards a broader question – how airlines run smarter, more connected operations end-to-end.

If passenger demand is set to double, can MRO move fast enough to do things differently, not just do more?

Craig Waters

Editor

craig.waters@aviationbusinessnews.com

aviationbusinessnews.com

FOLLOW ON SOCIAL MEDIA FOR MORE:

 **@avbusinessnews**

 **Aviation Business News**

Elevate your Operation's Performance with Barnes Aerospace



From initial component production through all stages of repair development—we're with you every step of the way.

Barnes Aerospace is a pioneer in advanced manufacturing technologies and aftermarket repair services. Our differentiated processes, technology innovation, and relentless focus on improvement allow us to break through industry barriers and deliver creative, customer-centric solutions. From initial manufacture to engine component repair, Barnes Aerospace is your performance partner, delivering results without compromising engine performance.

Fan, Inlet, and Compressor Cases

Front and Rear Inlet Case
Compressor Intermediate Case
HPC OGV Case
HPC Front / Rear Stator Case
HPC Cases
Rear Compressor Case

Stators and Shrouds

LPC and HPC Stators
Ring Case Stators
Variable Vanes
Compressor Stator Shrouds
HPT Shroud
Shroud Segments
Blade Tracks
LPT Shrouds

Airfoils and Hardware

Compressor Blisk
HPC Airfoils
Fan Blade Retainers
HPT Vanes and Nozzles
HPT Blade Retainers
LPT Blades

Seals, Rings, and Flanges

Bearing Airseal
Annulus Filler
Rotating and Stationary Seals
HPT Air Impingement Manifold
Rear Static Seals

Ducts

Fan Duct Liner Segments
LPC Bleed Duct
Bleed Valve
Compressor Rotar Air Duct
Duct Support Segment
Tobi Duct

Combustor and Turbine Cases

Bearing Support
Diffuser Cases
Combustion Case
Combustion Outer Case
Gas Generator Case
Turbine Interstage Case
LPT Case
Turbine Exhaust Case

Housing and Frames

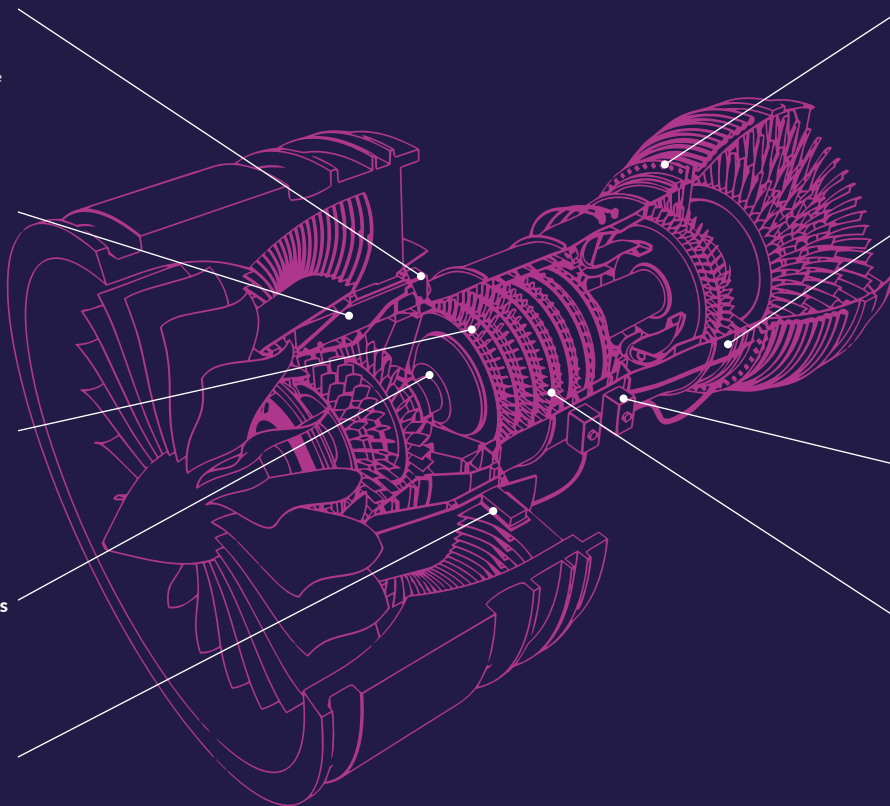
Air Inlet Housing
Impeller Housing
Bearing Support
Center Sump
Stator Shroud Housings
Turbine Mid Frame
Rear Turbine Bearing
LPT Rear Frame
Exhaust Housing

Fabricated Structures

Diffuser Case Assembly
Burner Case
Turbine Disk Nozzle
Rear Turbine Hub
Nozzle Support

Rotating Parts

Fan Rotor Spool
Drum Rotor Disk Assemblies
HPC Disks
HPC Rear Shaft
Stub and Rear Shafts
LPT Disk
LPT Bearing Inner Race
Rotating Airseals



Simplified Representation of Capabilities

Facility Locations

- Ogden, UT
- Lansing, MI
- Warren, MI
- Warren, MI
- West Chester, OH
- West Chester, OH
- East Granby, CT
- East Granby, CT
- East Hartford, CT

Manufacturing ● Repair ●

- Motherwell, UK
- Burnley, UK
- Newton Abbot, UK

- Kalisz, Poland
- Jasionka, Poland
- Rzeszów, Poland

- Malaysia
- Singapore
- Singapore
- Taoyuan, Taiwan

Partnering with Aerospace Industry Leaders

Airbus
Boeing
CFMi

GE Aerospace
Honeywell
IAE

ITP Aero
MTU
Northrop Gruman

Pratt & Whitney
Pratt & Whitney Canada
Rolls Royce

Safran
UTAS

Contents

VOLUME 28 | ISSUE 2 | MARCH 2026

MRO

Management

Winner of Business
Publication of the Year

Independent Publisher
PAWARDS 2024
Winner

Editor

Craig Waters
craig.waters@aviationbusinessnews.com

Contributors

Bernie Baldwin / Kevin Rozario /
Mario Pierobon

Art Director

Phil Couzens

Sub Editor

Heather Ford

Publisher

Toby Walton
toby.walton@aviationbusinessnews.com

Group Commercial Manager

David Hirsh
david.hirsh@aviationbusinessnews.com

Senior Business Development Manager

Robert Gouge
robert.gouge@aviationbusinessnews.com

Chief Operating Officer

Lee Hayhurst
lee.hayhurst@aviationbusinessnews.com

Production Manager

Barnaby Moore
barnaby.moore@realresponsemedia.com

CEO

Chris Pitchford

For subscriptions & enquiries:

Barnaby Moore

barnaby.moore@realresponsemedia.com
All enquiries
+44 (0) 20 8444 2554

Printed in the United Kingdom by Micropress.

Reproduction is not permitted without the
express written consent of the editor. All efforts
are made to ensure that factual accuracy is
correct at time of publication.

All rights reserved. No part of this publication may
be reproduced, duplicated, stored in any retrieval
system or transmitted in any form by any means
without prior written permission of the publishers.

PUBLISHED BY

Real.

RESPONSE MEDIA

Unit 4, Cally Yard, 445 Caledonian
Road, London N7 9BG



06 Hangar Talk

The latest industry news

16 In The Spotlight

New partnerships and innovations

18 Legal Matters

Jason Dickstein on why senior
management commitment is the
foundation of an effective trade
compliance programme

22 Avionics MRO

Bernie Baldwin on the challenging
tasks of maintaining avionics

28 Event Review

Success for the first-ever PAM
MENA conference in Dubai

34 Industry Voices

With AirNxt's Mahmoud El Sawah

36 Mergers & Acquisitions

A wave of deal-making highlights
how M&As can unlock scale

40 News Analysis

SIAEC's profits reflect steady demand

42 Region Outlook

Kevin Rozario reports on MRO
activity in the Americas

48 Event Preview

What to expect at this year's
MRO Americas event in Orlando

50 Aircraft Painting

Mario Pierobon explores how
the industry is responding to the
complexity of aircraft paint jobs



56 Company Profile

Mankiewicz to showcase
several solutions at AIX

58 Event Review

A round-up of announcements
made at the Singapore Airshow

62 News Analysis

Conflict in the Middle East
impacts the MRO sector

64 Industry Voices

With AeroParts' Larry Britt

66 ABNCast

The very famous Caerday founder
Bruce Dickinson has aircraft
engineering in his blood

68 Line Maintenance

How smart pre-flight processes are
enabling line maintenance teams
to protect on-time performance

72 Event Review

A round-up of announcements
made at the MRO Middle
East event

76 Workforce

Does the teardown market have
the workforce structure in place
to keep pace with demand?

82 Green Sky

GA Telesis on leading through
circularity and disciplined full
lifecycle asset management

Hangar Talk.

News from across the industry



Christian Palermi/Adobe Stock

ENGINE MRO

Ryanair signs multi-billion-dollar CFM engine services MoU

European LCC Ryanair and CFM International have signed a Memorandum of Understanding (MoU) covering a multi-year, multi-billion-dollar engine material services agreement, underpinning the airline's long-term engine maintenance strategy and planned entry into in-house engine MRO.

Under the agreement, CFM will support Ryanair's engine maintenance programme as it prepares to open two

dedicated engine MRO shops from 2029, supporting a fleet approaching 2,000 Boeing 737 engines.

The move marks a significant shift in Ryanair's maintenance model as it scales operations in line with fleet growth ambitions.

The contract commits Ryanair to purchasing all engine spare parts directly from CFM, a 50/50 joint venture between Safran Aircraft Engines and GE Aerospace. Coverage includes CFM56-7B

and LEAP-1B engines across Ryanair's 737 NG and MAX fleets, with the airline expected to assume direct maintenance responsibility once its European MRO facilities become operational.

Ryanair's group chief executive, Michael O'Leary, said: "When Ryanair takes over all its engine maintenance in-house, we expect this contract will be worth in excess of \$1 billion annually to CFM in spare engines and spare parts supplies."



BRIEFS

● Lufthansa Technik has reported earnings of more than €600m in the 2025 financial year. The company's revenue exceeded €8bn for the first time, reaching €8.049bn at the end of the year (up 12% year-on-year).

● Boeing has awarded Syensqo a new contract to continue providing advanced material solutions supporting Boeing commercial and defence programmes. The agreement covers a range of applications including primary and secondary structures, interiors and surfacing.

● Jose Alejandro Zamora Yrala, director of AOG Technics, has been sentenced to four years and eight months in prison for a £39.3m aircraft engine parts fraud involving forged airworthiness certificates that triggered global safety alerts.

● StandardAero has delivered its first CFM LEAP engine to undergo a performance restoration shop visit (PRSV). The engine, a LEAP-1A, was owned by AerCap which powers one of the lessor's Airbus A320neo family aircraft.

● Pem-Air has secured a General Support Licence Agreement covering overhaul of CFM LEAP-1A, -1B and -1C engines. The deal enables Pem-Air Turbine Engine Services to deliver MRO and field support for LEAP-powered single-aisle aircraft.

ENGINE MRO

HAECO to support Saudia with GE90 overhauls

➤ HAECO has signed a new agreement with Saudia to provide GE90 engine support, including overhaul services, further strengthening the long-standing partnership between the two companies.

Under the deal, HAECO will carry out engine overhaul work at its dedicated GE90 facility in Xiamen. The company said the agreement marks an important step in expanding its presence in a strategically significant market while supporting Saudia's maintenance requirements for its GE90 fleet.

HAECO said its Xiamen operation will deliver the services using its established capabilities in GE90 overhaul, supported by a track record of quality, turnaround performance and cost-effectiveness. The company has completed more

than 1,100 GE90 engine overhauls to date, underlining its experience with one of the industry's most demanding widebody powerplants.

Gerald Steinhoff, chief commercial officer of HAECO, said: "We are pleased to support Saudia on their maintenance needs. Our commitment to safe and quality services aligns well with Saudia's operational goals and we look forward to applying our extensive experience and capabilities to support their GE90 fleet effectively."

“Our commitment to safe and quality services aligns well with Saudia's operational goals

IN NUMBERS

€600M

Lufthansa Technik reports earnings exceeding €600 million in the 2025 financial year

2,000

Ryanair aims to expand its Boeing 737 engine base to 2,000 units

80

Magnetic MRO's new hangar at Tallinn Airport is expected to create 80 direct jobs



Shankar Ramana/Adobe Stock

HANGARS/FACILITIES

Akasa Air and Noida International Airport form partnership to develop MRO facility

> Akasa Air and Noida International Airport (NIA) have signed a strategic partnership to establish the airline's first MRO facility at the new airport under construction near Jewar in Uttar Pradesh, India.

The project supports plans to position NIA as a major MRO hub while expanding domestic aircraft maintenance capacity as India's aviation market grows.

Akasa Air's facility, to be located within the airport premises, will provide a range of maintenance services aimed at supporting operational efficiency and safety. The partners said the development will also generate

local employment, support skills development in the surrounding area and contribute to the region's long-term aviation ecosystem.

Vinay Dube, founder and chief executive of Akasa Air, said: "As India's aviation market continues to grow at an unprecedented pace, developing strong domestic MRO capabilities will be critical for airlines to operate efficiently and reliably at scale.

"For Akasa Air, investing early in this capability is part of a disciplined approach to growth, strengthening our operational backbone while contributing to the development of a more self-reliant aviation ecosystem in India."



LINE MAINTENANCE

Air India selects HAECO for Shanghai line maintenance

> HAECO has signed a new three-year agreement with Air India to provide line maintenance support for the carrier's widebody fleet at Shanghai Pudong International Airport (PVG).

Under the contract, HAECO will support Air India's Boeing 777s, 787s and Airbus A350s at the Chinese gateway through 2029.

The latest deal strengthens an existing relationship between the two companies, following earlier base maintenance work and non-technical transit support for Air India in Hong Kong.

The agreement also reflects Air India's continued international expansion, with Shanghai described as a strategically important station as the airline grows its presence in China.

Sisirakanta Dash, chief technical officer of Air India, said: "HAECO's strong regional presence and technical expertise will support the reliable and efficient operation of our fleet, delivering a seamless experience for our customers."



**WE KEEP
YOU
FLYING
SAFE
AND
ON TIME**

> HERE WE ARE

**More than 60 Line
Stations Across Europe**

- Line Maintenance for wide-body and narrow-body aircrafts
 - Base Maintenance for A320, B737 and Q400
 - Aircraft Painting for narrow-body and smaller aircrafts



**Discover Naya full
capabilities**

“As India’s aviation market continues to grow at an unprecedented pace, developing strong domestic MRO capabilities will be critical for airlines to operate efficiently and reliably at scale”

Vinay Dube, founder and chief executive, Akasa Air



HANGARS/FACILITIES

Magnetic MRO opens fifth hangar at Tallinn Airport

➤ Magnetic MRO has announced the opening of its fifth hangar at Tallinn Airport, significantly increasing its base maintenance capacity.

The new hangar is expected to create 80 direct jobs and 240 indirect positions across the local aviation sector.

The new hangar footprint includes three heavy maintenance bays, has 8,800 sqm of additional space and is designed to meet LEED Silver certification standards for energy efficiency.

It also features a 150-kW solar power system and includes specialised aircraft maintenance platforms including tail docks, wing platforms and access stairs.

Jan Kotka, managing director at Magnetic MRO, said: “Capacity on its own is not the story – capability is. The extra capacity at our Tallinn facility lets us scale critical checks, integrate more digital and data-driven processes, and introduce services our customers are asking for.”



DIGITAL PARTS PLANNING

Volotea introduces EXSYN predictive parts planning

➤ Spain-based LCC Volotea has introduced predictive spare parts planning capability to better forecast material demand, months and even years ahead.

The system has been built with predictive maintenance provider EXSYN’s modular aviation data platform and is set to transform how the airline plans, procures and positions spare parts across its maintenance network.

This new capability leverages EXSYN’s Long-Term Forecasting capability to merge data from Volotea’s maintenance programme with historical unscheduled maintenance events.



ENGINE MRO

American Airlines confirms LEAP-1A engines and MRO support for A321neos

➤ American Airlines has announced that its future deliveries of Airbus A321neos that it ordered two years ago will continue to be powered by the CFM LEAP-1A engine.

As part of the expanded partnership, it was also confirmed that CFM International will continue to provide long-term maintenance for American’s CFM LEAP-1A engines for years to come.

Robert Isom, chief executive of American Airlines, said: “We are excited that CFM LEAP engines will power our next phase of A321neo deliveries, maximising the power of our fleet investments to deliver the best network to our customers utilising the best-performing engine in the business.”

The financial terms and conditions of the CFM LEAP-1A engines purchase and long-term maintenance agreement have not been disclosed.

“We are excited that CFM LEAP engines will power our next phase of A321neo deliveries

IFPL
GROUP

COBALT
AEROSPACE



IFPL

AIX
Hamburg, Germany
Stand 4B20
14th - 16th Apr

ifplgroup.com

MRO Americas
Orlando, Florida
Stand 1752
21st - 23rd Apr



HANGARS/FACILITIES

Planning approval clears way for EirTrade facility expansion at Knock

EirTrade Aviation has received full planning permission to expand its facility at Knock, Ireland West Airport, in a move that will significantly increase its capacity for engine and airframe disassembly as well as EASA Part 145 line maintenance services.

The project will add a new 10,500 sqm facility to the company's existing 2,100 sqm site, and will include an aircraft hangar capable of accommodating one narrowbody aircraft, with provision for airframe

disassembly and MRO operations including line maintenance. The planned facility will also feature a workshop and crating area, high-bay VNA racking, bulk storage and dedicated engine storage.

EirTrade Aviation said the proposed development has been designed to meet its operational requirements while taking into account key airside and runway constraints at Ireland West Airport.

The project also includes plans for a high-performance building envelope and an extensive solar panel installation, with

the aim of exceeding sustainability and regulatory requirements.

Construction is scheduled to begin in late 2026, managed by multi-disciplinary firm O'Neill O'Malley Architecture & Project Management.

Steven Trowell, EirTrade Aviation's senior vice president – maintenance and disassembly, said: "The expansion of our facility to increase performance capacity is a testament to our commitment to deliver high-quality support to operators, owners and lessors worldwide."



LINE MAINTENANCE

SriLankan Engineering and Batik Air Malaysia sign new line maintenance deal

SriLankan Engineering has signed a new long-term line maintenance agreement with Batik Air Malaysia, providing support for all its flights operating to Colombo, Sri Lanka.

SriLankan Engineering said the partnership will enhance aircraft readiness, safety and efficiency as the Malaysian airline expands its operations.

In a post on social media, SriLankan Engineering said: "This collaboration

underscores our reputation as a trusted global MRO partner and highlights the dedication of our engineering teams who consistently uphold the highest levels of technical excellence.

"A big thank you to everyone involved in making this milestone possible. We look forward to supporting Batik Air Malaysia and strengthening our presence in the MRO landscape." ●

DON'T LET A LITTLE FUEL COST YOU \$50,000



B737 Air Separation
Module (ASM)

B737 NEADS Check Valve

Fuel contamination is a **leading cause of premature failure** in the Boeing 737 Nitrogen Generation System (NGS).

Fuel migrating backward through NEADS Check Valves can destroy conventional Air Separation Module membranes and damage downstream sensors.

AeroParts NitroPURE ASM uses fuel- and heat-resistant fibers designed to withstand contamination events that compromise traditional membranes.

Protect your NGS by addressing fuel backflow at the source. Contact AeroParts for high-reliability NEADS Check Valves.

Visit Us at
MRO Americas
Booth 2728

AeroParts
INGGS

INTEGRATED NITROGEN GENERATING SOLUTIONS

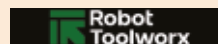


September 21 – 22, 2026

MARINA BAY SANDS EXPO & CONVENTION CENTRE

Position yourself at the forefront of aviation innovation by joining the Predictive Aircraft Maintenance (PAM) APAC conference in Singapore, where industry leaders, airlines, OEMs, and MRO specialists converge to shape the future of aircraft maintenance.

SPONSORS & EXHIBITORS





PAM APAC NETWORKING EVENT

Join us for our highly anticipated annual networking event, bringing together professionals, innovators, and industry leaders for an evening of meaningful connections and fresh opportunities

2026 Testimonials



"I spent the last two days in Dublin representing Aegean Airlines at the PAM Europe 2025 conference. It was inspiring to hear operators share insights from their predictive maintenance journeys - some well underway, others just beginning. One thing is clear: predictive maintenance will soon be an industry standard."

Emmanouil Nanos, Reliability and Maintenance Programme Engineer, Aegean Airlines



"Thank you to the PAM Europe team for fostering a collaborative environment and insightful exchanges on the digital transformation of our sector. These discussions and case studies highlight just how crucial innovation and teamwork are to advancing predictive technologies in aviation."

Mike Roemer, Director, Digital Fleet Management, United Airlines



"This year's discussions offered a sharp, practical look at the real predictive maintenance journey - not from theory, but directly from the experiences of operators like Ryanair, easyJet, Delta Air Lines, United Airlines, Vueling Airlines, Aer Lingus, British Airways and Condor Flugdienst GmbH."

Amanjot Singh Bhambra, Aircraft Systems Specialist, Wizzair UK

In the Spotlight.

A snapshot of the latest innovations, partnerships
and people news across the global MRO sector



Brussels Airlines/Hergé/Tinimogno/rio 2026

< AIRCRAFT PAINTING

Airbourne Colours has delivered a high-profile aircraft painting project, completing a special livery on an Airbus A320-200 for Brussels Airlines. The 14-day programme marks the sixth bespoke livery the company has undertaken for the Belgian carrier, and the first completed at its Teesside Airport base in North East England.



aa.com

^ PEOPLE NEWS

Stacy Morrissey, American Airlines' vice president of engineering and quality, has been announced as the 2026 Airlines for America (A4A) Nuts and Bolts Award airline recipient, marking the third time a female has been honoured in its 60-year history. The award recognises individuals who demonstrate outstanding service and achievements in the engineering or maintenance fields within the commercial aviation industry.

✓ MERGERS & ACQUISITIONS

SK AeroSafety Group has successfully acquired independent MRO and aftermarket sales provider Frontline SRL which is based near Milan Malpensa Airport and specialises in starter generators, oxygen systems and aircraft lighting components. It is hoped that the acquisition will expand SK AeroSafety Group's offering to aircraft operators, lessors and MRO customers in Southern Europe.



^ PEOPLE NEWS

Air France Industries KLM Engineering & Maintenance (AFI KLM E&M) has appointed Martijn de Vries as its new senior vice president commercial, effective April 1, 2026, succeeding Pierre Teboul who will retire. De Vries brings a wealth of experience to the role, having dedicated a total of 25 years to KLM Royal Dutch Airlines in a variety of finance, commercial and operational leadership positions.

✓ MERGERS & ACQUISITIONS

Private jet charter company FlyHouse has acquired JetsMRO based in Dallas in a move the firm said reflects its continued investment in operational infrastructure as it expands its charter, aircraft management and aviation services platform while strengthening its presence in key business aviation markets.



FlyHouse



Coglian/Adobe Stock



Lufthansa Technik

^ FUEL-SAVING INNOVATIONS

LATAM Airlines Group has extended its use of AeroShark, a sharkskin-inspired fuel-saving riblet film, to cover the remainder of its 10-strong Boeing 777-300ER fleet. The final modification is scheduled for completion in 2027. Once all aircraft are modified, LATAM will become the second airline worldwide to operate an entire sub-fleet equipped with the technology.

^ FUEL-SAVING INNOVATIONS

UK leisure airline Jet2.com has completed a two-year retrofit programme to install Split Scimitar Winglets to 74 of its Boeing 737-800NG aircraft which it says is expected to reduce fuel burn by 1.5%, help to cut the airline's annual carbon emissions by over 28,000 tonnes, and reduce annual fuel consumption by more than 11 million litres.



gordanz/Adobe Stock



JCB Aero/AMAC Aerospace

^ PEOPLE NEWS

Sébastien Kubler has assumed the role of chief operating officer at JCB Aero SAS following the completion of a planned leadership transition. Kubler previously served as technical director production and engineering at JCB Aero and founded PART21 organisation Kreative Engineering Services (KES), now part of the AMAC Aerospace Group.



TRENDING STATS

100

The number of delegates who attended the first MENA region edition of the PAM conference (from Event Review feature, p.28)

4%

The percentage fleet growth expected for Latin America and the Caribbean between 2026-2036 (from Region Outlook feature, p.42)

38

The number of painters that worked on the E195-E2 'Tech Eagle' (from Aircraft Painting feature, p.50)

95%

The percentage of aircraft and engine components GA Telesis restores to active use (from Green Sky feature, p.82)

Compliance needs leadership

Jason Dickstein explains why senior management commitment is the foundation of an effective trade compliance programme – and how applying a formal management structure can help organisations achieve it

A viation remains a global industry, where aircraft parts as well as services often cross international borders.

For repair stations, it is particularly important to have an effective trade compliance management programme to reduce the risk of violations that could dramatically impair the company.

We are in an environment where trade appears to be less efficient, rather than more efficient. We are seeing export violations that are leading to significant penalties.

A formal management system for managing trade compliance risk can be an important part of ensuring your company does not incur penalties and other unwanted business hazards.

You should think of your trade compliance programme as addressing at least two different elements:

- *Import compliance (including compliance with import tariffs, payment of import duties, and identifying other import restrictions)*
- *Export compliance.*

Management commitment

It is important to start with top-level management buy-in when you are developing a trade compliance programme. It is useless to have a trade compliance programme that can be circumvented whenever the company feels that it is interfering with business.



“
**It is important to
start with top-level
management buy-in
when you are developing
a trade compliance
programme**
”

JASON DICKSTEIN

president, Washington Aviation Group

Many trade compliance professionals find themselves in conflict with the sales department. Top management commitment to compliance helps to resolve those conflicts in a way that protects the company's long-term viability.

Compliance is – of course – its own reward; but sometimes you need to demonstrate the return on

investment associated with compliance by demonstrating the costs that can be avoided through compliance. Non-compliance can be quite expensive. It can involve both civil penalties and criminal penalties and even jail time.

For example, on April 2, 2025, Oleg Sergeyevich Patsulya was sentenced to nearly six years (70 months) in prison for his role in a conspiracy to export Boeing 737 carbon disc brake systems to Russian airlines. He was also ordered to forfeit more than \$4.5 million in assets. His co-conspirator, Vasilii Sergeyevich Besedin was sentenced to two years in jail. The two claimed that the parts were destined for Turkey.

On January 15, 2026, Sergey Nechaev, was sentenced to 41 months in prison for a scheme to export two Cessna aircraft to Russia. On January 16, 2026, Sanjay Kaushik was sentenced to two and a half years (30 months) in prison for conspiring to illegally export Attitude Heading Reference Systems (AHRS) to Russia. AHRS are regulated as missile technology under the US export regime, so they typically need a licence to most destinations. And under current law and policy, they are typically outside of the scope of things that can reasonably be licenced to go to Russia.

Gal Haimovich, the owner of a freight forwarding business, was sentenced to two years in prison and ordered to forfeit over \$2 million dollars as part of a plea

agreement for a scheme. He admitted to exporting more than 160 shipments that were destined to go to Russian airline S7. These included aircraft components like an air data module. He and his co-conspirators told the sellers that the parts were destined for the Maldives or the United Arab Emirates (UAE), when he knew the parts were being routed through those target companies with the ultimate goal of continuing the shipment to S7 in Russia.

Jail time and monetary penalties aren't the only hazards associated with non-compliance. Exporters can find themselves with commercial liability if the parts that they are exporting don't arrive – and the US has been escalating the rate at which they seize goods upon export in the past few years.

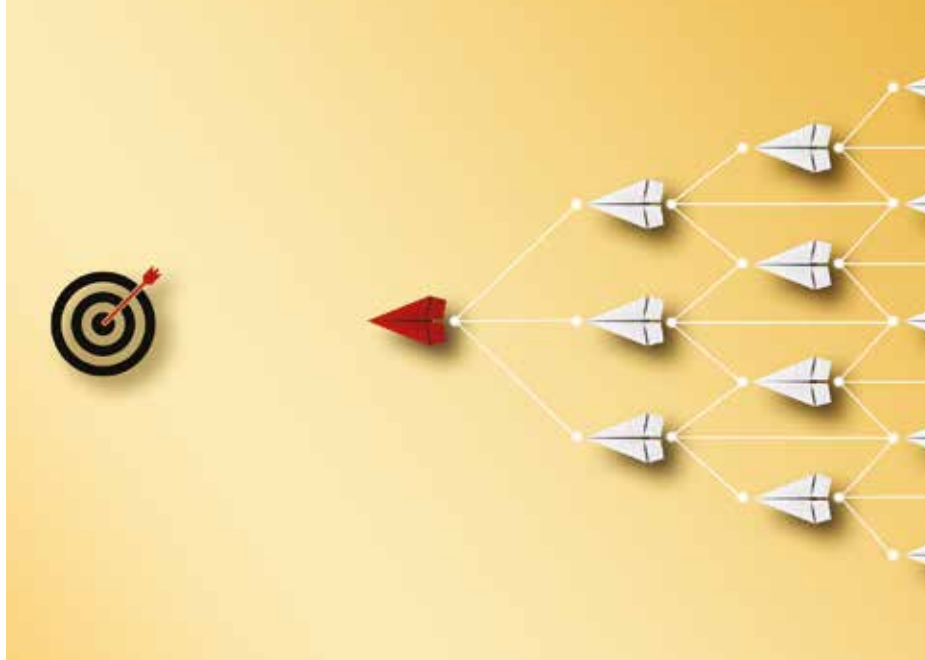
If you export a part on credit terms, and that part is seized by USCBP, you are unlikely to get paid by your customer and you may have to incur legal costs to try to recover the part from USCBP.

As you can see from these cases, there are serious financial and personal consequences associated with non-compliance. If senior management in your company is reticent to support an effective compliance programme, then make sure they are aware of the sorts of penalties that an effective programme can help avoid.

Elements of commitment

What does senior management commitment look like? It is more than just a signature on a page. Typically, the list of the most important elements of senior management commitment include:

- *Resources*
- *Communications*
- *Support.*



HAZMAT SHIPPING CLASS LIVE ONLINE - APRIL 15-16, 2026

CAN YOU AFFORD TO BE OUT OF COMPLIANCE?

- Maintenance providers who ship or accept hazmat must be regularly trained and certified - shippers, supervisors, and support personnel
- Penalty for "failure to train" can be costly (\$75,000+ in the US)
- Regulatory Inspectors are looking at your training records
- Our training is affordable and tailored to the aviation industry
- Scheduled over two days so you can get back to the job
- Meets all FAA, DOT and IATA training requirements

TO LEARN MORE AND REGISTER ONLINE, VISIT US AT
WWW.DANGEROUSGOODSTRaining.NET



WASHINGTON AVIATION GROUP
and the Law Offices of Jason A. Dickstein

**DISCOUNTS
AVAILABLE FOR
ASA, ARSA, AFA &
MARPA MEMBERS!**



“
A formal management system for managing trade compliance risk can be an important part of ensuring your company does not incur penalties and other unwanted business hazards
”

On the resources front, a common complaint of trade departments is that they simply don't have enough people to do the job effectively. That is almost always true – there just aren't enough people in the department or hours in the day to get everything done the way a trade professional would prefer. But there still needs to be enough people to monitor the company's exports to make sure that they are not creating unwanted risk, and to monitor the company's imports to make sure that the right duties are paid (and to make sure that duties are not overpaid).

Training is important, so it is also important to make sure that the trade

compliance department has adequate resources to get trade compliance training, and to seek professional legal help when it is needed. An hour or two of legal help is less expensive than a civil penalty for negligently violating the regulations.

It is important for senior management to communicate the strategic direction of the company to all employees, and to periodically reinforce that strategic direction. Those communications let the employee base know what is important. When senior management stresses the importance of compliance programmes, it reinforces their importance in the minds of the employees.

There are many avenues for this sort of communication. Senior managers can mention the value of compliance programmes in their speeches. Written newsletters from the senior management team can be a great way to communicate elements of the compliance programme, especially when they highlight particular issues that the company wants to focus on.

Periodic training for all employees about the compliance programme, and the employees' role in that programme, can also be a very useful way to both train employees, as well as to subtly stress the importance of those programmes.

It is common for there to be conflict between the sales department and the compliance team. Sales teams can see the compliance team as a force that is blocking sales. It is important for senior management to communicate the important role that the compliance team plays in protecting the company.

Inevitably, some of that potential conflict may become a real dispute between the sales team and the compliance team. When that happens, it is important for senior management to listen carefully to both sides. In some cases, it may be necessary to seek a second opinion from trade compliance counsel to confirm the right compliance path.

The ultimate decision should be properly explained to both teams. The explanation should make sure to respect the domain of both sides of the dispute. No matter which way the decision goes, this is an opportunity for senior management to support the compliance team by honoring their role in the company, and by supporting identified compliance obligations. ●

The New Era of Secure Dataloading



Meet today's OEM requirements and regulatory guidance for secure dataloading

Fully compliant with ARINC 645-1 security standards, Teledyne's PMAT XS® and eADL XS™ new generation data loaders facilitate the distribution, onboard storage, and management of software parts and databases across an airline's operation. Built from the ground up with secure dataloading in mind, both loaders ensure the total integrity and authenticity of software parts during transfers, and protect against unauthorized access at every stage.



ADVANCING AID



FOR AVIONICS

Maintaining the avionics which provide the core of an aircraft's operations is a challenging task, as **Bernie Baldwin** reports

The development of electronic systems of all kinds has arguably been the biggest area of technological development of the 21st century. In consumer electronics and communications, advances come so thick and fast that a product's time as the technological leader can last only a short time.

Avionics – the electronic systems used in aviation – develop almost as rapidly, but their deployment comes at the pace at which they can be certified, not just to

do the task for which they are designed but to do so above 30,000 ft and in a pressurised tube.

There is no doubt that as avionics have been designed to deliver more to the operation of an aircraft, they have become more complex, not just in what goes into the physical unit but also in the software and data usage required.

While systems such as those for navigation need trustworthy databases, those in the fly-by-wire systems which command the flight control surfaces need multiple redundancy, while

those providing health monitoring for predictive maintenance need reliable connectivity.

The cabin systems cannot be forgotten either, as although they are not mission critical in terms of a flight proceeding, they could be thought of as 'brand critical', because having an unhappy passenger brings its own consequences.

As avionics advance, the maintenance programmes and schedules to keep them airworthy need to develop in parallel. And with all the aforementioned places where avionics are employed – and

◀ The Nova 800i series from Spectrum Technologies is an innovative, state-of-the-art family of laser wire processing systems



“AIRCRAFT WIRING/ CABLING CONNECTING AVIONICS SYSTEMS IS EXPECTED TO LAST THROUGH THE LIFE OF AN AIRCRAFT”

“The reality of integrated data sharing from airline maintenance to component manufacturers is that shared snapshots of aircraft systems data are almost never flowed through OEM aircraft manufacturers without segmentation or interpretation.

“The Intellectual Property access and liability limitations are barriers to open sharing across integrated systems which are provided by multiple suppliers. The digital ambition to share data is constrained unless commercial agreements can be structured,” the BAE Systems spokesperson adds.

BAE Systems’ belief is that “while avionics maintenance services are offered by numerous companies, the highest quality and most cost-efficient avionics maintenance is usually performed by the OEM that designs and builds them”. The reasoning behind this belief is that OEMs “not only know their products best, but they also have ready access to any needed replacement parts and are most up-to-date on available software updates and other system upgrades. It is also more cost-effective for airlines and other aircraft owners if the avionics maintenance MRO they

many more, such as engine controls – maintaining the different systems calls for a variety of testing ranging from physical checks on all the wiring, circuit boards and screens which make up the different units, as well as constant checking of their outputs.

Adapting to change

Moreover, with avionics becoming smarter and more data rich, the maintenance environment is in the midst of having to adapt as the discipline moves away from analogue components and manual inspection

regimes to one that is increasingly digitised. The pace of that change in different regulatory regimes creates the potential for a disconnect between digital ambition and operational reality in avionics maintenance.

For BAE Systems, as an avionics provider to airframe OEMs, the aviation maintenance environment appears to rely on little modernisation of Component Maintenance Manuals (CMMs) or the sharing of aircraft systems data directly to component OEMs, especially for legacy aircraft, according to a company spokesperson.



1 Airbus

1. According to BAE Systems, an aircraft takes off somewhere in the world every second using its engine control avionics – systems that, like any other aircraft component, require regular maintenance
2. FADEC (Full Authority Digital Engine Control) is a computer-managed system used in modern commercial and military aircraft to digitally control all aspects of engine performance, replacing traditional mechanical or analogue electronic controls



2

choose has service locations in parts of the world where they operate”.

Advances in maintenance regularly requires new testing equipment and techniques for use on each equipment type, be they flight control systems, head-up displays, communications/datalink and so on. The BAE Systems spokesperson reports that for most component OEMs, “flight control systems and heads-up displays are generally tested in production and aftermarket environments that isolate a single LRU (line replacement unit) or a small subset of interactive LRUs which can emulate characteristics with simulated digital communications, representative loads or simulated actuation interfaces. The engineering development and/or investigative environment, whole system rigs or a subset of in-the-loop systems serve as a baseline to compare with the LRU test setups”.

The value of wire marking

The electrical wiring connecting the avionics units are vital to the whole system. Spectrum Technologies is a specialist manufacturer of industrial laser systems, particularly for UV laser wire marking, a process which the company brought to the market in 1989 to meet the aerospace industry’s needs for a means of safely applying permanent identity codes to non-stick PTFE/Teflon and similar wire insulations, as well as fibre optics. The UV laser marking process causes no damage and no change to the mechanical or electrical properties of the wire, which used to happen with the old hot stamp method. Their products are used throughout the industry for the production of aircraft electrical wiring systems, from OEMs and Tier 1 and 2 suppliers through to end users for MRO applications.

In general, aircraft wiring/cabling connecting avionics systems is expected

to last through the life of an aircraft. Tristan Dickinson, Spectrum’s marketing and new business development manager thus explains the value that the wire marking brings including, if maintenance or replacement is required, how easy it is for the new cabling to be marked to match the original.

“UV laser wire marking is a permanent, non-damaging process, that does not affect the integrity of the wire,” Dickinson explains. “Solvents, harsh chemicals such as Skydrol hydraulic fluid, or aviation fuel will not remove the mark. It’s essentially like giving the wire a permanent tan.

“As noted, the original laser marks that are applied by the manufacturer at the time of producing the electrical wiring system for the aircraft are designed to last the lifetime of the aircraft. They are critical to future maintenance when the aircraft is in service, so that maintenance engineers can easily and readily identify wires and cables within wiring bundles when they are undertaking maintenance, to repair or replace wiring,” he adds.

Dickinson continues: “Without the wire code they would have to spend hours belling out the wiring to establish which wire is which. Where replacement or new wires are required, for example for an avionics upgrade, our benchtop Nova 50-100i laser wire

“AS AVIONICS ADVANCE, THE MAINTENANCE PROGRAMMES AND SCHEDULES TO KEEP THEM AIRWORTHY NEED TO DEVELOP IN PARALLEL”



KEEPING YOU FLYING

We offer reliability, responsiveness, flexibility, quality, and efficiency.



Certified Space X
Dealer / Installers

SPACEX



ABOUT AEROX

AeroX is an industry-leading STARLINK supplier and installer, representing our latest innovation in connectivity. Backed by over 30 years of experience in civil, military, and corporate aviation, we also specialize in structural repairs, avionics upgrades, and cargo door installations. AeroX is true, tried, and trusted—delivering precision, reliability, and performance worldwide.

WHY CHOOSE AEROX

- ✓ Rapid global response.
- ✓ Highly skilled, certified technicians.
- ✓ Minimal downtime, maximum efficiency.
- ✓ Trusted aviation & aerospace partner.



CONTACT US

☎ +1 209 722 330 • +44 7793422144

🌐 www.aerox.pro

✉ info@aero-xx.com

STARLINK

AUTHORIZED
RESELLER

AEROX — KEEPING YOU FLYING



1



2

“WITH AVIONICS BECOMING SMARTER AND MORE DATA RICH, THE MAINTENANCE ENVIRONMENT IS IN THE MIDST OF HAVING TO ADAPT”

marking systems are qualified by the aircraft OEMs, and meet international standards, allowing maintainers to produce high quality laser marked wires of equivalent quality to those made by the original manufacturers.”

According to the Spectrum executive, the latest marking technology enables

the marking of barcodes onto the cabling. This should enable more information to be accessed for each cable via digital media, which could be used when repairing or overhauling cabling so that the operator and/or its MRO provider has increased data for each cable running between the different avionics systems.

“Bar coding has actually been around for some time and is increasingly being taken up and used by manufacturers,” Dickinson confirms. “The barcodes are typically used at the ends of wire as a manufacturing aid to help technicians quickly access relevant manufacturing instructions, regarding for example which tools to use when processing the wire ends and where to route the wires.

“The benefit of the barcode is that it can be used to ascertain information quickly with a simple scan,” he notes. “As barcodes become ubiquitous, they will also provide additional value to

1. The Nova 50-102i is a UV laser wire marker for low to medium volume wire marking applications
2. Aircraft navigation wiring and avionics connect critical systems like GPS, EFIS and radios using shielded, high-quality aviation-grade wiring to prevent interference
3. Wiring for cabin systems is important and seen as ‘brand critical’ for passenger experience

maintainers to enable them to identify wires more quickly and potentially to automatically link to and access details of the wiring within the aircraft electrical system maintenance manuals.”

A predictive future?

Wiring health is as important as keeping units fit to perform. Predictive maintenance is one of the current technologies growing in use, aiding the task of maintaining parts and components, but its use on wiring and cabling is still developing. “We don’t have any indication of how or where predictive maintenance is being applied to aircraft wiring or how/if our technology might aid that,” Dickinson admits.

As with the challenge of data sharing highlighted by BAE Systems, the use of predictive maintenance in cabling is an area of avionics maintenance still to develop fully. The benefits of both are yet to unfold though it is likely that, given attention, they may bring another layer of efficiency to avionics maintenance. ●



3



AJW[®]

Complex MRO vendor network?

We are your one
stop shop for repair
excellence

AJW Group is the world-leading, independent, parts, repair, lease, engine, flight hour programme and supply chain solution integrator, transforming efficiency in commercial, business and defence aviation.

With hubs and offices on every continent - including AJW Technique, a state-of-the-art component MRO facility in Montreal - nose to tail, we have you covered.

ajw-group.com



MENA | DUBAI

PAM

INTELLIGENT AIRLINE OPERATIONS

SETTING THE AGENDA FOR NEXT-GEN OPERATIONS

As predictive maintenance discussions mature into broader, data-centred operational strategies, the inaugural PAM MENA conference in Dubai delivered industry insight – from parts markets to prescriptive analytics, start-up integration and data governance

Dubai's Le Royal Méridien Beach Resort & Spa hosted aviation's latest gathering of airline operations, maintenance, asset and technology leaders in February for PAM MENA 2026, the Predictive Aircraft Maintenance series' first foray into the Middle East and North African markets.

Combining two days of keynote speeches, technical sessions and high-level panels, the conference showcased real-world predictive maintenance use cases and the next frontiers airlines and their partners must navigate to thrive in an increasingly data-driven environment.

With over 100 delegates attending from established carriers, lessors, OEMs,

MROs and agile technology firms, the event underscored a recurring theme: predictive maintenance is no longer an isolated technical niche – it is evolving into a foundational element of intelligent airline operations that spans fleet, supply chain, engineering and digital transformation strategy.

From reactive to prescriptive

Across multiple sessions, delegates observed a palpable shift: predictive analytics alone isn't enough. The next frontier is prescriptive intelligence that not only predicts an issue but guides operational decisions to resolve faults first time and minimise unscheduled maintenance impact.

Advances in prescriptive maintenance was also a central takeaway from the conference – one that promises significant cost reduction and enhanced reliability by empowering technicians to learn from global patterns rather than siloed, local data sets.

Several speakers explored how prescriptive models can help operational teams reduce repeat faults, improve material positioning and accelerate turnaround times – requiring integration with enterprise systems and shared workflows, not just endpoint alerts.

A key presentation came from Joramco which outlined how artificial intelligence (AI) is supporting its transition to a fully paperless



2

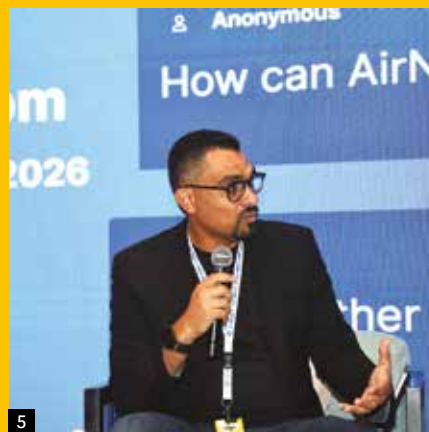
1. ABN's Lee Hayhurst opens PAM MENA 2026
 2 & 3. Networking and meeting new contacts is an important part of all PAM events
 4. Adil Al Sheibani, director of engineering at SalamAir on stage
 5. AirNxt's Mahmoud El Sawah takes audience questions during the conference.
 6. Dr Eng Suaad Al Shamsi from Women in Aviation – Middle East sits down on stage for a conversation with Richard Brown



3



4



5

maintenance environment, as part of a broader digital transformation strategy.

Speaking during a presentation session, Shakespear Nyamande, head of the paperless digitalisation project at Joramco, explained how the MRO is leveraging data, automation and AI to reduce errors, improve turnaround times and strengthen operational decision-making. The session also featured Fraser Currie, chief strategy and commercial officer at Dubai Aerospace Enterprise (DAE).

"Going paperless has delivered efficiencies," Nyamande said. "The time saved has allowed us to focus on progress."

As part of its digital journey, Joramco has focused on aligning people, processes and systems to better manage maintenance man-hours and operational complexity. "Key initiatives include live man-hour booking and reporting by trade, progressive contract settlement for non-routine work, and close collaboration with ERP provider EmpowerMX to develop MRO-specific digital modules," said Nyamande.

Material and tooling processes have also been integrated directly into maintenance execution, supported by automated replenishment, pre-load management and standardised bills of material for routine tasks.



6



“PAM MENA showcased how intelligent airline operations are no longer theoretical but operationally relevant”

“Live dashboards provide real-time visibility of turnaround time, work progress and budget performance, while AI-enabled checks during paperwork completion help eliminate missing stamps or signatures,” explained Nyamande.

According to Joramco, the paperless approach is delivering tangible benefits across regulatory compliance, productivity, safety and cost control. Digital work packs enable easier audits and improved maintenance record quality, while remote access to workflows reduces the need for on-site customer representatives and supports faster, data-driven decision-making.

Market pressures: parts, engines and teardown realities

Another standout topic from the conference was the evolving parts supply and teardown market, articulated in a

panel discussion with lessors and parts suppliers about maximising asset values. Speakers agreed that they are continuing to see issues with next generation engines and supply chains.

Neil Wilson, senior vice president sales and marketing and head of EMEA at SMBC Aero Engine Lease, said: “The engine space is really tight at the moment. This is across all OEMs; there’s no-one who is any better off than others. It’s extremely tight. That’s driving different behaviour in the engine space.”

Wilson added that this means people are paying “an awful lot more for an aircraft or engine because demand is so high.”

“It’s a very strained market, especially on the engine side. Some aircraft being parted out are only six years old, just to get the engines, because you can lease the engines for more than the aircraft,” Wilson said. “I would love to be able to generate additional engines, but they don’t exist. It’s a frustrating time for a lessor.”

Ongoing reliability issues on the latest Leap and GTF engines are driving the trend as both short- and long-haul airline operators are operating older more predictable hardware for longer.

Craig Skilton, vice president components at APOC Aviation, said: “The age of the plane has become a little less relevant; it’s more about can we extract that value.”

Lee Carey, chief investment officer at EirTrade Aviation, said he doubted much of the backlog in production from Boeing and Airbus will ever be made up.

“Talking about aircraft that have not been produced over the last few years is just pointless,” he said, highlighting that transitioning young aircraft is a way for operators to recover lost income due to delays in getting aircraft back into service.

Carey said EirTrade Aviation currently has two six-year-old aircraft it is tearing down and expects to complete a deal soon for a three-year-old aircraft.

The company was the first to tear down an A380 when it was just 11 years old. Carey said there is demand for A380 material, but the market is constrained due to the relatively few numbers of operators.

Pascal Parant, chief commercial and marketing officer at Vallair Group, said there are many older aircraft still in operation, with 90% of leases having been extended, while 20% of the GTF-powered A320 are on the ground.

Parant said smaller airlines do not have the clout to demand support from the OEMs, so will look to recoup their \$40 million investment in an aircraft. He said: “We are in a very interesting position today. I’m not saying we are in a bubble, but if the airline wants to keep flying, they have no option.”





1. Panel discussions at PAM MENA gave experts the opportunity to dive into in-depth topics
- 2 & 5. Networking and meeting new contacts is an important part of all PAM events
3. PAM delegate tickets include access to exclusive evening networking events
4. NAVEO Consultancy's Richard Brown was PAM MENA's chairman

Open innovation and start-up collaboration

Another core message from Dubai was the imperative for airlines and MROs to stay open-minded about working with technology innovators, especially start-ups and specialist analytics firms.

Speaking on a panel about how firms can address funding challenges, Sean Simons, co-founder and chief executive of Robot Toolworx, said start-ups can play a vital role.

Addressing the airlines in the room, Simons said: "You guys run an airline. You build stuff, you build engines and build planes – your expertise and motivation as a company is not necessarily to build technology.

"Our entire focus is to build technology. That's all we do. We build fast, break things, mess up internally but,

importantly, we learn and then go and deploy for our customers.

"You guys do not have the ability to break things internally in your organisations. So, be open to the idea of working with early-stage companies who come from an eco-system of breaking things, learning from what does and doesn't work, and making things."

Adil Al Sheibani, director of engineering for low-cost carrier, SalamAir, said: "Technology is evolving so quickly it's difficult to keep up."

Simons said: "Silicon Valley is not talking about AI anymore. That's already here. The new technology is quantum edge computing, robotics, and how you use it for physical AI. He said: "They are now developing things in the technology industry we are not even hearing about in the entire aviation industry."

Sheibani said justifying the cost of investing in new technology will come down to what the return on investment is to the finance team. He said: "Finance people just want to see the numbers, the bottom line. What's it going to cost. In our role as engineering experts, we need



to justify and build the case and say the cheapest is not always what suits us best."

Speaking on the same panel, Mahmoud El Sawah, founder and chief executive of AirNxt, highlighted how bridging legacy systems with modern analytics requires both technical and cultural shifts, and how start-ups can help accelerate that evolution.

Data-driven engine strategies under discussion

Another panel discussion during PAM MENA examined how engine intelligence

24/7 AOG: +353 1 517 5300 aog@eirtradeaviation.com

Europe | USA | Asia

EirTrade
Aviation
AN ACORN COMPANY



Exceptional partners for airlines, lessors and MROs worldwide

Aircraft & Engine Disassembly
Technical Services
Part-145 Line Maintenance

Sales, Exchanges & Pooling
Asset Trading & Leasing
Consignment Programmes

Meet with us: **MRO Americas 2026, 21-23 April, Orlando, FL. # 3718**

eirtradeaviation.com

We BUY | We SELL | We MANAGE



“PAM’s global community will continue to be the place where the next chapter of predictive maintenance is written”

is playing an increasingly strategic role in fleet performance as carriers across the Middle East, Africa and beyond continue to scale operations.

Moderated by Adil Al Sheibani, director of engineering at SalamAir, the session brought together perspectives from across the engine, leasing and digital solutions ecosystem to explore how predictive technologies are improving on-wing performance, informing smarter shop visit planning and supporting more resilient fleet strategies.

Panellists included Rami Aynati, general manager – EMEA, global lessors & MROs at GE Aerospace; Geert Van Damme, vice president of sales and marketing – EMEA & Asia at CTS Engines; and Sander de Bree, founder and chief executive of EXSYN Aviation Solutions.

The discussion addressed key barriers to adopting engine intelligence, including data quality, system integration and the willingness of stakeholders to share information.

Panellists also debated how mature engine programmes can still benefit from digital tools, agreeing that robust data governance, clear use cases and greater collaboration across the value chain are essential to reducing downtime, protecting asset value and strengthening operational resilience.

Data governance and integration

No conversation about predictive or prescriptive maintenance could avoid the question of data quality, governance and interoperability. Across airline and technology panels, experts stressed that advanced analytics are only as good as the underlying data ecosystem.

Robust data governance frameworks – from sensor feeds and flight ops logs to MRO workflow data – must be in place before predictive systems can deliver strategic value. Without this foundation, efforts to unlock real-time insight or AI optimisation risk becoming technical curiosity rather than operational enabler.

People, culture and regional growth

While technology and analytics were central, PAM MENA also spotlighted the human dimension of transformation. Airlines in the MENA region are expanding rapidly but face talent shortages, evolving regulatory demands and cultural barriers to digital adoption.

Several discussions emphasised that leadership, training and cross-functional collaboration are essential to ensure that predictive tools become part of everyday decision-making rather than isolated technical artefacts.

Some speakers called for investment in workforce digital literacy and stronger integration between engineering,

1. The Joramco team answer some audience questions
2. Buthaina Alghunaim, Airworthiness Duty Manager at Gulf Air, takes questions from ABN’s Lee Hayhurst and the audience

flight operations and maintenance control centres – echoing a sentiment heard throughout the event that data-driven strategies only realise value when paired with empowered, multidisciplinary teams.

A strong debut and forward momentum

The inaugural PAM MENA integrated voices from airlines, OEMs, lessors and technology innovators and provided a comprehensive snapshot of where predictive maintenance and intelligent operations stand today – and where they are headed.

From market pressures reshaping teardown economics to prescriptive analytics elevating operational decision support, Dubai showcased how intelligent airline operations are no longer theoretical but operationally relevant and commercially essential.

The PAM series of conferences will grow even more in 2026. The APAC and Europe editions will return in September and November respectively.

As airlines around the world push for higher utilisation, OEMs and MROs race to unlock new efficiencies, and regulators lean in on data-driven safety, PAM’s global community will continue to be the place where the next chapter of aircraft maintenance and airline operations is written – together, in real time, by the people who are making it happen.

If you would like to nominate yourself or a colleague to speak at a future PAM conference, contact Craig Waters on craigwaters@aviationbusinessnews.com and add your voice to the growing movement that is redefining reliability for the future of aviation. ●



THE CONFIDENCE OF EXPERTISE

Where Every Detail Drives Reliability

At CTS Engines, precision defines our work. From inspection through test, our team members execute every step with disciplined expertise and relentless focus—ensuring safe, reliable, and repeatable outcomes for operators worldwide.

Find out how CTS can help you reduce downtime and extend engine life.

 ctsengines.com

 info@ctsengines.com



CF6-50 / CF6-80A / CF6-80C2 / CF6-80E1 / GP7200 / PW2000 / PW4000

BROKEN TOOLS, LOST TALENT

AirNxt's **Mahmoud El Sawah** argues the aviation maintenance industry doesn't have a workforce problem; it has a tools problem

Boeing says we need 710,000 new maintenance technicians over the next 20 years. Oliver Wyman puts the North American shortfall at 18,000 now, maybe 48,000 by 2027. And the industry's response? More apprenticeships. Better recruitment. Higher wages.

Fine. Do all of that. But none of it fixes the actual problem.

The people who are showing up are different now. After Covid-19, a huge number of experienced technicians and engineers left. They retired early and moved to industries that treated them better. The people replacing them came from logistics, automotive, tech and retail.

And on day one, we hand them software that was built before they were born.

A warehouse supervisor who spent five years tracking inventory on a tablet in real time does not expect to manage parts on a spreadsheet. A technician



“
**The industries that
got through digital
transitions didn't do it by
buying better technology.
They did it by designing
around how people
actually work**
”

MAHMOUD EL SAWAH

founder and chief executive, AirNxt

who crossed over from automotive, where digital work orders are standard, does not expect to navigate a system designed in the '90s. These aren't unreasonable expectations. This is the baseline. Every other industry they've worked in already operates this way.

But in aviation maintenance? We make new hires spend weeks learning how to use the system before they can do the job they were actually hired to do. Then we call it a “workforce shortage” when they leave after eight months.

That's us driving people away with our own tools.

Nobody is measuring this

We track turnaround times. Dispatch reliability. Cost per flight hour. We measure everything that touches the aircraft.

We don't measure how long it takes a new hire to become productive. We don't measure how much of that time is spent fighting the software versus learning the actual work. And we definitely don't measure how many people we lose because the daily experience of using these systems is miserable enough to cancel out the appeal of the work itself.

Aviation maintenance is some of the most compelling technical work in any industry. People want to do it, but they don't want to spend their day battling an interface from 1998.

Other industries already learned this - the hard way

Healthcare. The US committed \$27 billion in 2009 to push electronic health records into hospitals. Funding, mandates, the full push. And it still took seven years to reach meaningful adoption. Why? Because the systems were built around compliance structures, not around how doctors actually work. Data entry went up. Time with patients went down. Burnout spiked.

Sound familiar? Most aviation maintenance software was designed the exact same way - around regulatory compliance, not around how an engineer or a CAMO analyst actually moves through their day. The system technically does the job. It also makes the job harder than it needs to be.

Banking hit a similar wall when their COBOL programmers started retiring faster than they could be replaced. The companies that just migrated old





2

“A technician who crossed over from automotive, where digital work orders are standard, does not expect to navigate a system designed in the '90s”

systems onto new infrastructure failed. The ones that actually redesigned processes around how people work – then built tech to support those processes – survived.

Logistics found that 44% of new hires needed significant reskilling. Not because they weren't capable, but because the legacy systems required specialised knowledge that had nothing to do with the actual work. The companies that reduced onboarding friction saw retention and performance improve immediately.

Same pattern every time. The industries that got through digital transitions didn't do it by buying better technology. They did it by designing around how people actually work.

We keep asking the wrong question

The whole industry conversation is about supply. How do we get more people through the door? Wrong question.

The question is friction. Why do capable people show up, struggle to be productive with the tools we give them, and leave within a year?

When a qualified technician walks out after eight months because the daily grind of fighting the software outweighs how much they love the work. That's a design failure.

Healthcare spent \$27 billion learning that tech adoption is a human problem. Banking learned the cost of not modernising gets paid in lost talent.

1. Maintenance teams can be empowered with intelligent, real-time solutions
2. Next-gen software can help teams maintain operational excellence while minimising downtime and maximising safety

Logistics learned that onboarding time is a competitive advantage.

Aviation maintenance can learn from all of them. Or we can spend the next decade figuring it out ourselves while the people we need keep walking out the door.

The workforce has already decided what it expects. The only question is whether we're going to keep blaming the labour market or fix what's actually broken. ●

GROWTH THROUGH ACQUISITION



Already in 2026 a flurry of merger and acquisition (M&A) activity across the MRO industry underscores a compelling trend that consolidation is a proactive strategy for growth and resilience

From component specialists in Southern Europe to paint facilities in Toulouse and maintenance hubs in Central Europe, companies big and small are strategically investing to broaden capabilities, deepen service portfolios and enhance geographic reach.

For a sector facing intensifying fleet utilisation, evolving customer demands and cost pressures, this wave of deal-making highlights how M&As can unlock scale, accelerate capability development and ultimately strengthen service quality for airlines, lessors and operators worldwide.

Four recent cases have collectively illuminated where the industry is heading and why M&A matters now more than ever.

SK AeroSafety Group bolsters Southern Europe component footprint

In mid-February, SK AeroSafety Group announced its acquisition of Frontline SRL, an independent MRO and aftermarket sales provider based near Milan's Malpensa Airport.

Frontline SRL specialises in starter generators, oxygen systems and aircraft lighting components – niche areas of the component maintenance sector where technical expertise and responsiveness are critical.

For SK AeroSafety Group, which has been methodically expanding its global network with backing from private equity partner Bridgepoint Group, the deal is another step in a “buy-and-build” strategy which is designed to

deliver best-in-class services close to customers.

As Bridgepoint Group partner David MacKenzie noted, Frontline SRL brings “highly regarded technical capabilities and a strong local presence in Southern Europe”, forming a solid foundation for broader service expansion.

Why it matters

The component MRO space is both highly technical and intensely competitive. By acquiring a specialised provider with established customer relationships and trusted expertise, SK AeroSafety Group accelerates its capability roadmap without the often lengthy build-from-scratch route. This enables the group to provide a more holistic suite of services across Europe and strengthens its ability

to attract and retain operators requiring reliable, quality-focused support.

A key facet of modern MRO strategies is proximity – not only to aircraft but to decision-makers and supply chains. Frontline SRL's facility, strategically located near multiple Milan area airports, offers that physical and operational advantage.

SK AeroSafety Group's expansion also exemplifies how focused acquisitions can bolster service portfolios in targeted regions, rather than broad but shallow geographic spreads.

Satys Aerospace targets paint shop scale in Toulouse

Aircraft painting may seem less headline-grabbing than heavy maintenance or engine overhaul, but demand for surface treatment services – particularly in major aerospace hubs – remains strong as airline fleets grow and refresh their liveries.

In a deal completed on February 13, 2026, Satys Aerospace finalised the acquisition of four aircraft painting facilities from Sabena technics in Cornebarrieu, adjacent to Toulouse-Magnac Airport.

The four sites handle around 140 aircraft annually and bring 130 employees into the Satys Aerospace fold. Combined with the group's existing operations, this expansion brings Satys Aerospace to a total of 10 painting facilities in the Toulouse region, positioned to support both narrowbody and widebody programmes.

Satys Aerospace's leadership frames the acquisition as central to a broader realignment strategy: a sharpened focus on core competencies in aircraft painting and surface treatment. Over the past few years, the company has exited non-core segments such as cabin interiors and rail design to double down on aerospace services.

Why it matters

The Toulouse region, home to Airbus' final assembly lines and a dense network of suppliers, is one of Europe's aerospace powerhouses. Strengthening capacity here is a signal that Satys Aerospace is positioning itself to capture a larger slice of the vibrant commercial aviation market. For airlines and lessors increasingly focused on turn times and quality surface finishes, the expanded footprint improves throughput capability and aligns with rising demand.

This acquisition also highlights how targeted deals in ancillary services, such as painting, can enable firms to build specialised scale that differentiates them from broader MRO providers. By focusing on a niche yet high-value area, Satys Aerospace can develop operational efficiencies and service consistency that pay dividends in customer retention and market share.

FL Technics expands Central European MRO reach

One of the most substantive developments in Europe's heavy and line maintenance space has occurred in Central Europe, where FL Technics completed its acquisition of Job Air Technic, a Czech MRO specialist. The transaction, first announced in 2025, closed earlier in early 2026 after regulatory and operational conditions were satisfied.

Job Air Technic operates a significant maintenance facility at Leoš Janáček Airport Ostrava, near the Polish and Slovak borders – a location that has grown into a strategic aviation hub in its own right.

The acquisition gives FL Technics access to additional infrastructure, technical personnel and expanded capacity in a part of Europe where

repositioning time and logistical flexibility matter for airlines and operators.

FL Technics' chief executive, Zilvinas Lapinskas, highlighted the strategic importance of the deal in strengthening the group's presence in Central Europe and providing broader maintenance services across its network. "With the transaction now complete, we are focused on the next phase – integrating our teams and ensuring customers benefit from the added scale, expertise and flexibility this acquisition brings," he said.

Job Air Technic's experienced workforce is expected to integrate with FL Technics' operational framework, harmonising processes and building synergies that improve performance across the board.

Why it matters

As aircraft utilisation continues to climb post-pandemic and operators seek reliable partners that offer both quality and flexibility, capacity and coverage have become competitive differentiators. Mergers like this tie local expertise into a global service network, enabling a more responsive service model and shared best practices.

For FL Technics, which is part of Avia Solutions Group, the deal fortifies its European footprint in a region that blends cost efficiency with strong demand – a combination that appeals to airlines across market segments, from scheduled flag carriers to charter and cargo operators.

It also exemplifies how European MRO providers are leveraging acquisitions to meet sustained long-term demand rather than simply weathering short-term market cycles.

Chorus Aviation's strategic purchase in parts distribution

Beyond traditional MRO firms, consolidation is also evident in the aerospace parts and supply sector. Chorus Aviation has agreed to acquire independent parts distributor Kadex Aero Supply for approximately CAD \$50 million in a deal expected to close in Q2 2026.

Founded in 1994, Kadex Aero Supply reported generating around

“THE MARKET IS SEEING THOUGHTFUL CONSOLIDATION THAT UNLOCKS VALUE FOR CUSTOMERS AND OPERATORS ALIKE”



CAD \$60 million in revenue in 2025 and employs roughly 50 people across two locations in Canada. The acquisition is reported to be financed in cash and is expected to be immediately accretive to Chorus Aviation's earnings and free cash flow.

Chorus Aviation's president and chief executive, Colin Copp, described the purchase as a "significant step forward in our strategy to grow and diversify" the company's aviation, aerospace and defence services. Kadex Aero Supply brings deep customer relationships and a proven operating model that complements Chorus Aviation's existing portfolio and enhances its parts-market reach.

Why it matters

Parts distribution and aftermarket sales are increasingly strategic in a market where parts availability and supply chain responsiveness have direct implications for aircraft reliability and operator uptime.

By integrating a respected parts distributor, Chorus Aviation is positioning itself to control more of the value chain – from supply to service delivery.

This trend reflects a broader industry understanding: customers increasingly value integrated service solutions that reduce complexity and improve predictability. Whether it's quicker access to scarce parts or bundled support agreements that combine maintenance and supply services, MRO players that broaden their offerings stand to capture more stable revenue streams.

Strategic logic

Taken together, these transactions paint a picture of an MRO market where consolidation isn't just about survival but about competitive differentiation, capability enrichment and customer-centric growth. A few clear themes emerge:

1 Geographical network density

FL Technics' expansion in Central Europe and SK AeroSafety Group's Southern European foothold both emphasise the importance of being close to operators and airline hubs. Proximity improves turn times, reduces repositioning costs and creates stronger local market relationships.

2 Customer-driven capabilities

MRO buyers increasingly expect seamless support that blends maintenance, parts, engineering and supply chain efficiencies. Acquisitions that build these competencies help service providers meet and exceed those expectations.

3 Economic and operational resilience

Diversified portfolios and broader market coverage make companies more resilient to sector cycles. Chorus Aviation's move into parts distribution exemplifies how diversification across service lines can help to stabilise revenue and strengthen market positioning.

A positive outlook

Despite cyclical pressures and geopolitical uncertainties that have occasionally clouded the aerospace sector, MRO is showing that instead of fragmented competition, the market is seeing thoughtful consolidation that unlocks value for customers and operators alike.

The most successful players today are those that recognise M&A not merely as corporate growth levers, but as strategic tools to deliver better service, deeper expertise and broader operational choices for airlines and lessors. In doing so, they help the industry as a whole scale efficiently while maintaining the high standards of safety, quality and responsiveness that define global aviation.

As 2026 unfolds, the ripple effects of these aforementioned deals will likely be felt in more reliable maintenance cycles, expanded technical capabilities and enhanced global service networks. For MRO professionals navigating an increasingly complex market landscape, these developments signal a future where collaboration and strategic expansion go hand in hand with innovation and customer focus. ●

"M&As CAN UNLOCK SCALE, ACCELERATE CAPABILITY DEVELOPMENT AND ULTIMATELY STRENGTHEN SERVICE QUALITY FOR AIRLINES, LESSORS AND OPERATORS WORLDWIDE"



Next-Gen ERP That Set You FREE



- ✓ OFFLINE-FIRST
- ✓ MOBILE-NATIVE
- ✓ ZERO TRAINING
- ✓ CLOUD-BASED

BE PART OF THE SHIFT



START FREE!



DEMAND LIFTS PROFITS

SIAEC's net profit for Q3 of FY2025-2026 reflects steady demand



\$38.8

MILLION

A large portion of earnings came from associated and joint-venture companies, which generated \$38.8 million in share of profits

Singapore-based MRO provider SIA Engineering Company (SIAEC) has reported a net profit of \$41.9 million for the third quarter of FY2025-2026, a 9.7% increase year-on-year, reflecting steady demand for maintenance services and continued expansion across its regional network.

Group revenue rose 8.7% to \$353.1 million during the period, while expenditure increased at a slightly lower rate of 8.4% to \$347.1 million. This allowed the company to post an operating profit of \$6 million, up \$1.3 million compared with the same quarter last year. A large portion of earnings came from associated and joint-venture companies, which generated \$38.8 million in share of profits.

The results reflect a broader trend across the global MRO sector: high aircraft utilisation and sustained

passenger demand continue to translate into strong maintenance activity.

Line maintenance remains a central pillar of SIAEC's growth strategy. Flight handling volumes across its network increased during the quarter, including a 3% rise in flights handled in Singapore compared with the same period last year. The group also expanded its line maintenance footprint to 39 airports in nine countries after launching operations in Manila on January 1, 2026.

The move highlights the growing importance of geographic reach in the line maintenance segment. Airlines increasingly favour MRO partners capable of supporting fleets across multiple regional hubs, particularly in Asia-Pacific (APAC) where airline growth continues to outpace other markets.

Capacity expansion is also underway in base maintenance. The company's Base Maintenance Malaysia facility has

received regulatory approval for its first hangar and has already completed its first aircraft check – a heavy maintenance visit on an Airbus A350. A second hangar at the site is expected to become operational in the second half of FY2026-2027.

This expansion reflects a wider industry push to increase maintenance capacity as airlines operate older aircraft for longer while awaiting new deliveries.

At the same time, SIAEC is positioning itself to capture future engine MRO demand. In November 2025, the company signed a letter of intent with Safran Aircraft Engines to broaden their partnership on maintenance services for the CFM LEAP engine, including exploring the potential creation of a joint venture in Singapore.

The move would strengthen the company's presence in the fast-growing next-generation engine segment as airlines transition to newer narrowbody aircraft.

Looking ahead, SIAEC expects continued growth in global passenger traffic – particularly in APAC – to sustain MRO demand. However, the group also notes that supply-chain challenges and geopolitical uncertainties remain factors that could affect the pace of expansion.

Overall, the company's latest results illustrate how MRO providers with strong regional networks, expanding capacity and close OEM partnerships are positioning themselves to benefit from the aviation industry's next phase of growth. ●

“LINE MAINTENANCE REMAINS A CENTRAL PILLAR OF SIAEC'S GROWTH STRATEGY”



AN AMAC AEROSPACE COMPANY



DESIGNED BY ENGINEERS FOR ENGINEERS

ROAM is an advanced aircraft technical records archiving solution and provides operators and asset owners alike, a cost-effective solution to store, audit and share records with various stakeholders.

Built-in search and filtering features facilitate record keeping and data management, providing manpower effectiveness, enhanced quality, and reduced risk. Stay on top of the management of day-to-day fleet maintenance, get in an instant the compliance status of your projects and save time of end of lease projects.

Contact us to explore how we can ease your operations.

+44 (0)1279 818 800
enquiries-gamit@amacaerospace.com
www.gamit.co.uk





GETTING THROUGH THE CAPACITY CRUNCH

Better workforce management and digital acceleration to optimise overloaded operations are helping to create efficiencies for MRO activity in the Americas, writes **Kevin Rozario**

Across the globe, record numbers of air passengers – more than five billion last year – flew on increasingly ageing aircraft due to both manufacturing and MRO constraints. According to Oliver Wyman, at the start of 2026, about 17,000 unfilled aircraft orders were on the books, “a backlog that is expected to take over 12 years to clear at current rates of production”.

In its latest report on the global fleet and MRO market, the management consulting firm said that global MRO demand hit \$136 billion in 2025, an 8% increase year-on-year. By 2036, the expectation is for a market worth about \$193 billion, and that in regions with older fleets like North America, Western Europe and Africa, maintenance spend will outpace fleet growth.

In the Americas there is a north-south divide. Between 2026 and 2036, Latin America and the Caribbean will see fleet growth of 4%, double that of North America's 2%. The market in North America will, however, remain substantially larger with 10,749 jets versus 2,832, but the gap has narrowed slightly.

Moreover, the value of the North America MRO market will grow faster than fleet sizes at 2.8%, rising from \$31.8 billion this year to \$42 billion in 2026, possibly due to ageing fleets and more value-added services. Latin America and the Caribbean MRO will grow roughly in line with fleets at 4.1%, from \$7.4 billion to \$11 billion.

Illustration by Phil Couzens



▲ Embraer facilities in Nashville

MRO Management talked to some major players in, or entering, the region, to find out how they see current and future conditions, especially the operational or structural challenges and how they are impacting the ability to meet customer needs.

Straining under demand

There is consensus that the Americas MRO market is entering one of its most capacity-constrained yet opportunity-rich phases in a decade. Fleet growth, deferred maintenance and record utilisation are converging and pushing demand beyond the region's limits.

Across OEMs, independent MROs and component specialists, the message is that the industry is expanding, but not fast enough to absorb the volume hitting shops today.

Interviews with Embraer, AAR and AMETEK MRO reveal a sector grappling with labour shortages, uneven supply chains and ageing aircraft – while simultaneously accelerating digital transformation and planning for a new wave of infrastructure investment. The next 12-18 months will be defined by how effectively the industry can convert these pressures into scalable, sustainable growth.

The most immediate challenge is the mismatch between demand and available capacity. Embraer, which supports the largest E-Jets fleet in the world within the US, is seeing the impact of both strong sales momentum and deferred maintenance from the pandemic.

“Meeting the growing demand in the Americas requires expanding maintenance capacity,” says Frank Stevens, vice president of global MRO centres for Embraer Services &



1



2

1. AAR is rolling out paperless MRO processes across multiple facilities. 2. AMETEK MRO provides MRO services for Centre Drive Units and a variety of other components



Tom Hoferer, senior vice president of repair and engineering, AAR

Support. The company's answer is a major expansion of its footprint, including a new state-of-the-art MRO facility at Fort Worth's Perot Field Alliance Airport. Scheduled to open in 2027, the site will increase Embraer's US E-Jets maintenance capacity by 53%.

Component specialists are also feeling the pressure. AMETEK MRO notes that demand is being driven not just by fleet size but by utilisation intensity. "Aircraft are flying more hours, and that translates directly into higher component removal rates," says Nic Mehas, division vice president and Americas business unit manager. The challenge is compounded by deferred removals now arriving

alongside utilisation-driven failures, creating unpredictable volume spikes.

AAR's senior vice president of repair and engineering, Tom Hoferer, distils the situation bluntly: "Operational challenges remain consistent: labour and material," he says. "The availability of aviation technicians is a pressure point across the OEM and MRO landscape." AAR has put a great deal of focus and resources on recruitment and retention to ensure a strong talent pool, but technician availability remains a structural constraint across the Americas, and while supply chains are improving, they are far from stable.

EirTrade Aviation, which has an office in Dallas, Texas and is currently dismantling two aircraft in Arizona, points to continuing capacity constraints for US MROs. "They are struggling to find the workers needed to service all the inbound maintenance and modification work requests," says Bill Thompson, vice president for origination and trading in the Americas. "Securing induction slots at engine MRO facilities is becoming increasingly difficult and these come with long lead times. My educated guess is that MROs will continue to face these challenges in the foreseeable future."

Twin constraints: Labour and supply chain

Labour shortages appear to be the most persistent bottleneck across the region. For component MRO in particular, the issue is not simply headcount but depth of expertise.

"These capabilities take years to develop," Mehas explains, citing electronics, hydraulics, electromechanical systems and NDT as areas where certification and experience are critical. The result is a skills pipeline that cannot be accelerated quickly enough to match demand.

Supply chain fragility adds another layer of complexity. AMETEK MRO reports uneven availability of piece parts, castings, and proprietary materials – any one of which can stall an entire repair line. For airframe MROs, material delays continue to elongate turnaround times (TATs), even as customers push for faster delivery.



Bill Thompson, vice president for origination and trading in the Americas, EirTrade Aviation

“DIGITAL TRANSFORMATION IS EMERGING AS A POWERFUL LEVER FOR UNLOCKING EFFICIENCY AND STABILISING OPERATIONS”

Despite these constraints, activity levels remain high. “MRO capacity has been, and continues to be, limited in the Americas,” Hoferer says, noting that AAR is expanding hangar space in Oklahoma City and Miami, with customers already committing to the additional slots.

AMETEK MRO describes the region as “structurally elevated” with most segments operating at high utilisation. Mehas says: “Demand continues to be driven by high fleet utilisation, ageing aircraft, and deferred maintenance from prior years, all of which are keeping our shop loads full.”

Encouragingly, the company sees the market shifting from overload to “near optimal utilisation” – a healthier position from a quality and safety viewpoint.

Digitalisation: a competitive differentiator

Digital transformation is emerging as a powerful lever for unlocking efficiency and stabilising operations. Embraer is pushing hard on data-driven maintenance, with most E-Jets now

connected to its AHEAD platform. The system converts operational data into actionable insights, improving planning accuracy, maintenance efficiency and aircraft availability. Innovations in composite repair, digital inspection and dent mapping are also accelerating heavy maintenance processes.

Boeing is “focused on providing revenue-generating digital solutions” for its MRO customers. The global OEM has a network of owned and partner commercial MRO facilities, for example, its commercial modification centre in Victorville at Southern California Logistics Airport. The facility plays a strategic role in fleet transitions and test programmes, specialising in aircraft reactivation, heavy maintenance, AOG support and flight test operations.

Digital is enhancing many of these MRO activities. A Boeing spokesperson

tells *MRO Management*: “Boeing is leveraging data and digitalisation. Our digital services business delivers in three main areas: technical data and documentation (Maintenance Performance Toolbox); maintenance efficiency and analytics through our Airplane Health Management (AHM) and Insight Accelerator tools; and a small flight performance portfolio including Onboard Performance Tool, Tail Specific Performance and RouteSync.”

Services like AHM and Insight Accelerator use inflight and post-flight data to fuel predictive maintenance capabilities. “The transformation in predictive maintenance is significant, moving from reactive to proactive strategies. Data is what will unlock the next step-change and improvements in operational efficiency,” says the spokesperson.

“TECHNICIAN AVAILABILITY REMAINS A STRUCTURAL CONSTRAINT ACROSS THE AMERICAS”

40 YEARS OF SOLUTIONS, FUELLED BY BRAINPOWER

For 40 years, Farsound has supported the aerospace engine industry, delivering personalised service to every customer.



www.farsound.com

FARSOUND



1. AAR is an independent provider of aviation services to commercial and government customers worldwide 2. AAR is exploring and implementing new technology to improve internal efficiencies

In 2019, AHM housed 34 billion records, and added one billion every three months whereas today, AHM houses 112 billion current records and adds 1.5 billion every month.

AAR is rolling out paperless MRO processes across multiple facilities, reducing administrative friction and increasing “touch time” on aircraft. The company sees this as a foundation for future AI applications, particularly as richer historical data enables standardisation across repeat aircraft and customers.

APOC Aviation is building up its North American profile, having done some business in the US and Canada. Vice president of components Craig Skilton says that digitalisation has an increasingly important role in MRO and aftermarkets. “We have been leveraging data-driven tools to optimise our acquisitions, manage rotatable pools and anticipate demand spikes, allowing us to support customers with improved material availability.” The company is actively implementing automation projects within its ERP system and embracing AI to eliminate repetitive tasks.

AMETEK MRO is applying analytics and selective AI to capacity planning and material forecasting, helping to stabilise schedules in a constrained labour environment. Digital job routing, electronic work instructions and embedded quality checks are reducing TATs and improving consistency. However, Mehas emphasises that technology only delivers value when paired with disciplined processes. “The strongest results come when technology is paired with standardised work practices,” he notes.

Strategic growth opportunities

Looking ahead, the Americas remain one of the most attractive global markets for MRO expansion, as the Oliver Wyman data suggests. Embraer sees possibilities in diversifying its service offerings as its global presence grows, while continuing to invest in regional capacity and capabilities.

AAR’s Hoferer highlights the potential of drones, robotics, and AI – but stresses that meaningful progress will require coordinated action between airlines, MROs and regulators. Funding, approval pathways and adoption frameworks will determine how quickly these technologies can scale.



Craig Skilton, vice president of components, APOC Aviation

For AMETEK MRO, the next year in the Americas will be defined by three strategic levers: regional infrastructure investment to improve resilience and proximity to fleets; deeper OEM partnerships, especially around next-generation platforms and licensed aftermarket capability; and sustainability as a differentiator, with repair-over-replace strategies, DER solutions and energy-efficient operations aligning cost and environmental goals.

Nevertheless, underlying it all is staffing. “I believe that workforce development will be decisive. Over the next 12-18 months, success will be defined by scalable capability, not just volume,” argues Mehas.

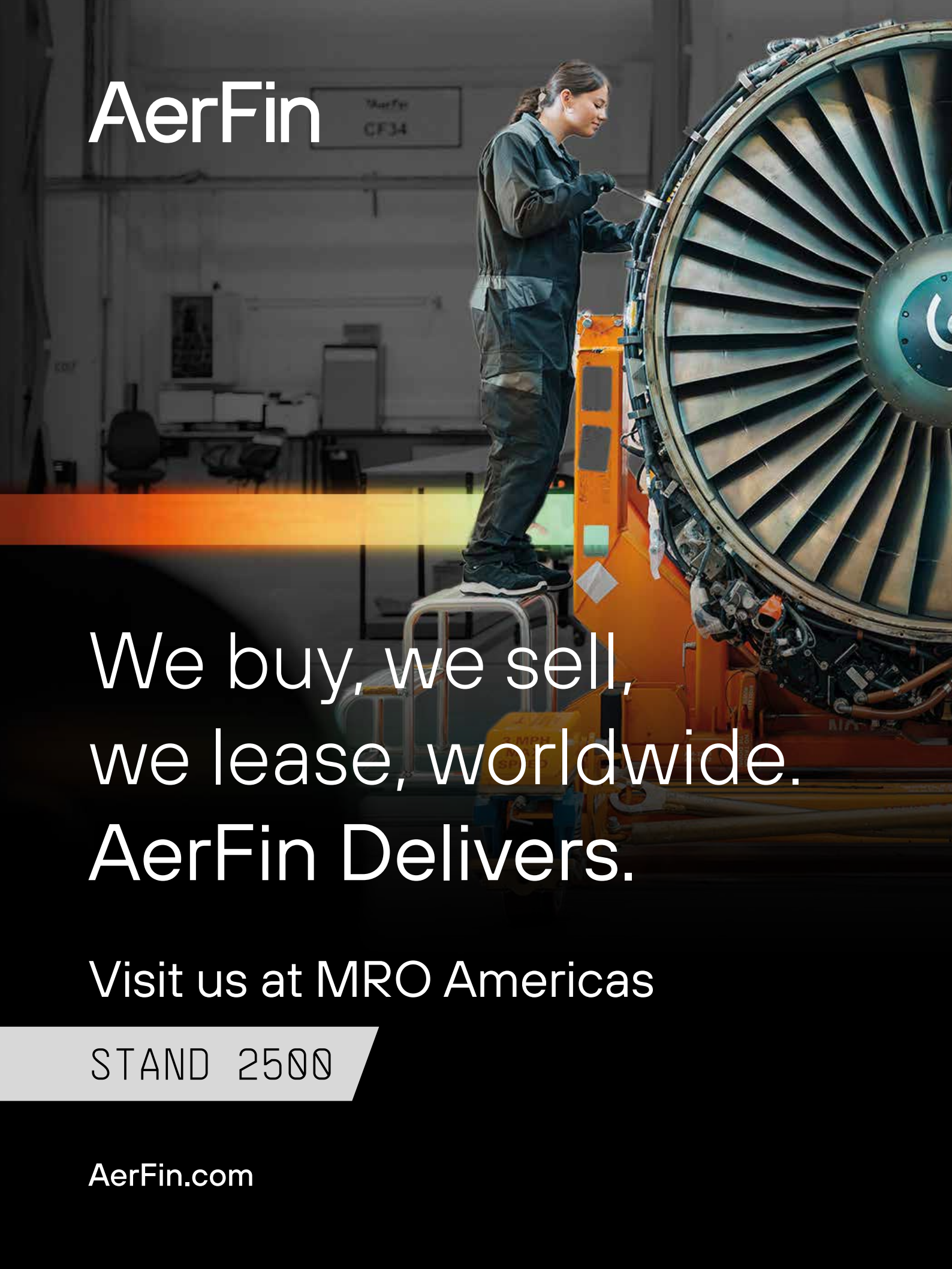
The Americas MRO sector is navigating a combination of high demand, constrained capacity and accelerating technological change. The next phase of growth will depend on how effectively the industry can expand infrastructure, stabilise supply chains and build a skilled workforce. ●



“THERE IS CONSENSUS THAT THE AMERICAS MRO MARKET IS ENTERING ONE OF ITS MOST CAPACITY-CONSTRAINED YET OPPORTUNITY-RICH PHASES IN A DECADE”



AerFin

A woman in a dark flight suit is working on a large jet engine in a hangar. She is standing on a small metal platform and using a tool to adjust the engine. The engine is a large, circular, multi-bladed turbine. The background shows a hangar with various equipment and a sign that reads "AerFin CF34".

AerFin

We buy, we sell,
we lease, worldwide.
AerFin Delivers.

Visit us at MRO Americas

STAND 2500

AerFin.com



MRO AMERICAS RETURNS TO ORLANDO

The 30th edition of MRO Americas will bring industry experts together for three days of forum debates and top-level networking

Taking place between April 21-23 at the Orange County Convention Center in Orlando, Florida, MRO Americas brings together airlines, MROs, suppliers, OEMs, regulators, lessors and industry experts to explore the trends and challenges in the aviation maintenance industry.

Co-located with the Military Aviation Logistics and Maintenance Symposium (MALMS), the three-day trade show and conference provides a perfect platform for all those looking to expand their networking and do business in the sector.

Industry giants will present their technological breakthroughs and attendees can expect to witness the unveiling of state-of-the-art tools that aim to revolutionise the MRO landscape.



▲ The MRO Americas conference includes several panel discussions with industry experts

Conferences

There are two types of content available at MRO Americas; a paid senior level conference and a free to attend *Go Live! Theater*.

The paid conference is a chance to hear from experts as they take part in presentations and panel discussions on the industry's hottest topics, including supply chain optimisation, workforce development and digital transformation. They aim to drill down into critical issues facing the industry and enable stakeholders and thought-leaders to discuss concerns, find solutions and identify opportunities.

The free to attend *Go Live! Theater* sessions take place on the exhibition show floor with product demos and short talks on several different themes.

Furthermore, new at MRO Americas 2026 is *The TechHub* – a two-day programme dedicated to the latest innovations. Exploring cutting-edge aviation maintenance technology through live demos, expert panels and fast-paced 'Pitch Fest' sessions, some of the early confirmed speakers include

“Attendees can expect to establish valuable business relationships and explore collaborations that can drive growth”

Derek Cedillo, director of remote monitoring and technical operations at GE Aerospace, Mahesh Harvu, industry transformation advisor at Microsoft, and Jeff Smith, head of digital product programs at Parker Aerospace.

The Aerospace Maintenance Council Competition

Taking place during MRO Americas is the 2026 edition of the Aerospace Maintenance Council Competition which recognises and celebrates aviation maintenance technicians, along with the knowledge and skill required to maintain safe, airworthy aircraft worldwide.

Held on the exhibition floor, The Competition provides an opportunity for current and future maintenance professionals to showcase their abilities and see how they stack up against peers across the country. Teams will compete in events in one of six categories:

Commercial Aviation; General Aviation; Space; Schools; Military; and Repair and Manufacturing.

1,000 exhibitors

Previous editions of MRO Americas have been renowned for fostering a collaborative atmosphere, providing attendees with ample opportunities to connect with potential clients, partners and industry peers. This year's event is no different, with top-tier companies showcasing their products and services.

With approximately 1,000 exhibitors, attendees can expect to establish valuable business relationships and explore collaborations that can drive growth in their respective ventures.

Show organisers *Aviation Week* are expecting over 17,000 attendees for 2026, cementing MRO Americas as an important, must attend event for the MRO industry. ●



AELS
We **love** aircraft



We **love**
circular
aviation!

Ready to **sell** your **aircraft**?

We ensure a hassle-free sale with focus on sustainable disassembly. Our highly experienced staff will be able to provide you a clear and simple offer, on-site technical acceptance, quick and accurate records checks and an overall smooth process. We offer flexibility while minimizing environmental impact through recycling, repurposing and maximizing USM feedstock. **Contact us for a reliable and risk-free solution!**

Looking for **high-quality** aircraft **parts**?

Our strict supply chain controls guarantee 100% traceability. Every component meets the highest standards and undergoes a full paperwork check, including back-to-birth records. Documentation is available in digital or hard copy format. **Get in touch today for certified and reliable aircraft parts!**



Aircraft End-of-Life Solutions (AELS) BV
Vliegveldstraat 280, 7524 PK Enschede
The Netherlands | T + 31 (0) 88 235 7000
www.aels.com

Diamond Level
AFRA accredited





Ember

Mario Pierobon explores how the industry is responding to the complexity of aircraft paint jobs, and the impact these have on workforce capability, production planning and aircraft performance

The evolution of aircraft liveries, from simple, uniform colour schemes to intricate, multilayered artworks has upgraded the role of aircraft paint shops across the MRO sector.

Airlines are using special-edition designs and brand partnerships to differentiate themselves, enhance passenger engagement and reinforce their identities.

Behind every livery lies a technical and operational evolution. From specialised skill sets and advanced training programmes to modern materials engineered for lighter weight and precise film thickness control, the industry is being pushed to innovate at multiple levels.

Complex liveries

As liveries become more elaborate, the technical requirements placed on applicators increase significantly, according to Ed Hilborne, global product management and commercial marketing manager at AkzoNobel Aerospace Coatings.

“Standard fleet schemes require solid basic skills in surface preparation, masking and spray technique,” he explains.

“Complex liveries require these skills, along with advanced capabilities in layout symmetry, precise multi-stage masking, colour matching, film thickness control on overlapping layers, and time-sensitive defect correction. A prime example is the ‘Tech

Eagle' livery for Embraer's E195-E2. Painted by MAAS Aviation using over 14 colours from our Aerodur 3001 basecoat/clearcoat system, the project required a team of 38 highly skilled painters who worked in continuous shifts for 15 days to meet the submission deadline."

Hilbourne adds: "Projects of this nature demonstrate how craftsmanship, coordination and process control remain critical when designs become highly detailed."

Another example is Brussels Airlines' 'Gravity' livery, which brings Tintin's lunar adventures back to the skies. Mankiewicz provided the paint needed for this livery, consisting of 28 different colours.

René Lang, executive managing director aviation, says, "For highly multicoloured schemes like this in particular, the coating system must support a fast, reliable paint process so the complexity does not translate into extended downtime, while remaining flexible enough to accommodate intricate designs."

"An advantage of our Alexit basecoat/clearcoat system is its compatibility with the so-called wild spraying technique, which inverts the traditional paint process sequence. The principle is simple: rather than starting with the dominant colour, the least-used colour is applied first. In a conventional

"AS AIRLINES CONTINUE TO EMBRACE EVER MORE ELABORATE LIVERIES, THE DEMANDS PLACED ON PAINT SHOPS, APPLICATORS AND MATERIAL SUPPLIERS WILL ONLY INCREASE"

workflow, the most prevalent colour, typically white, is sprayed first, followed by the secondary colours in descending order of coverage area.

"Between each application, extensive masking is required, driving both labour input and material consumption. Thanks to the hiding power of Alexit basecoat/clearcoat, this sequence can be reversed, delivering substantial savings in time and masking materials."

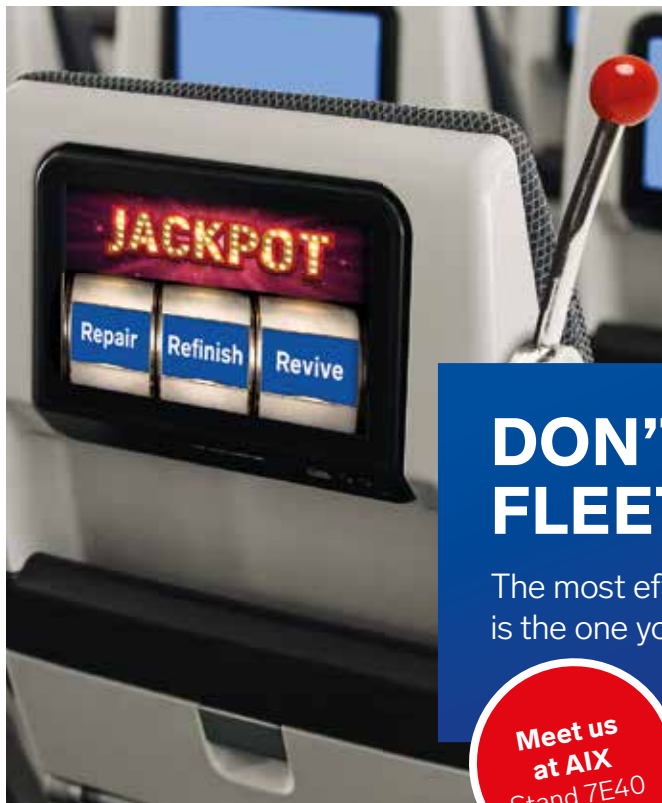
Lang adds: "Wild spraying can also enable concurrent application of two colours, provided sufficient separation is maintained to prevent overspray interaction. Particularly for special liveries, this is very helpful."

At Brussels Airlines, once the design of a Belgian icon is finalised, the airline works with partner Airbourne Colours to begin planning the paint job, according to the Brussels Airlines team. "Sometimes they can do it themselves; at other



▲ René Lang, executive managing director aviation, Mankiewicz

◀ The Embraer E195-E2 'Tech Eagle' project required a team of 38 highly skilled painters



Struggle with scrap in refurbishment?

Want to win the efficiency game?

Time for a mindset change.

Lower lifecycle costs and give parts a second life with first-class coating solutions designed for reviving your cabin interior.

DON'T GAMBLE WITH FLEET COSTS

The most efficient part is the one you already have.

Stop removing, start painting →



Meet us
at AIX
Stand 7E40

www.mankiewicz.com



olifsoner/Adobe Stock

“THE SHIFT TOWARD HIGHLY DETAILED, MULTICOLOUR DESIGNS REQUIRES NOT ONLY ADVANCED TECHNICAL CAPABILITIES BUT ALSO A DEEPER EMPHASIS ON TRAINING, CERTIFICATION AND COORDINATED WORKFLOWS”

▲ Brussels Airlines’ Tomorrowland design by Airbourne Colours

times, additional expertise is needed,” the team explain. “For our Amare aircraft, for example, we worked with an artist who was called in to the paint shop, as many details of the plane needed to be hand-painted. We evaluate in advance how long it will take to apply the design and which materials to use. We have not encountered any weight distribution issues and, naturally, we only use approved and certified materials.”

Simon Cracknell, sales and marketing director of Airbourne Colours, affirms that for extremely complex liveries, such as those applied to the ‘Tomorrowland’ or ‘Atomium’ aircraft that Airbourne Colours painted for Brussels Airlines, they typically rely on specialised external personnel.

“As with most aircraft we paint, the weight does not increase significantly, as some paint is always removed first,” explains Cracknell. “In fact, sometimes the aircraft returns to service with a lower weight, due to the volume of existing paint layers removed.

“All aircraft will also be weighed, both physically or calculated, after painting to determine the actual/estimated weight of the aircraft after painting and whether this changes the centre of gravity.”

Personnel qualification

Ambitious liveries increase the risk of inconsistencies in gloss levels or colour transitions, and this requires professional skills, which poses a broader challenge for the industry, according to Hilborne.

“The available pool of applicators trained to consistently high standards is struggling to meet demand,” he says. “To address this gap, AkzoNobel Aerospace Coatings has launched an AS7489-certified training programme, aligned with the globally recognised SAE International framework for aerospace organic coatings applicators. Our programme is structured into five progressive levels, from theoretical fundamentals to advanced practical assessment and specialised skills.”

Complex livery projects require a higher level of technical expertise and experience than simpler ones, affirms Richard Marston, chief commercial officer at MAAS Aviation. “We offer a structured training programme that takes painters from Level 0 to Master Painter Level 5,” he says. “The expertise of our senior team has been honed over the years and is constantly shared among employees through a collaborative team approach. While all painters contribute to the process, the more complex livery elements are typically performed by our most experienced staff.”

Mankiewicz’s Lang points out that as the number of paint layers increases, preparation and work sequencing must be more carefully planned and coordinated to optimise work times.

He says: “More complex liveries therefore require longer painting runs and tighter production control. Each additional paint layer adds weight. Aircraft carrying multi-coloured schemes typically accumulate a greater total mass of paint on the aircraft’s exterior surface.”

TPAerospace

Simplicity feels good, doesn't it?

Find us at booth **#4118** at MRO Americas

***WHEELS AND BRAKES.
IT'S THAT SIMPLE.***

TPAEROSPACE.COM



Michael Derrer/Fuchs/Adobe Stock

1

1. The striped look of Condor with a Breast Cancer Awareness special livery in pink by Mankiewicz
2. The latest Brussels Airlines special livery 'Gravity' illustrates the moon adventures of Tintin with 28 different colour shades

Lang adds: "Alexit basecoat/clearcoat effectively solves this problem thanks to its optimised hiding power. For almost all shades, complete coverage is achieved with the first coat; only a very few shades require a second coat. This reduces the need for additional coats, saving both processing time and overall paint weight."

The increasing complexity of design requires MRO professionals to have professional certifications that demonstrate competence and ensure consistency, safety and quality across teams and facilities, affirms Hilborne.

He says: "For this reason, we created the AS7489 training programme to help set a higher professional benchmark for aircraft painting. The programme builds on our Training+ VR using an

advanced virtual reality simulator to recreate the environment of a paint booth, helping painters perfect their technique and gain confidence without having to spray a single drop of paint."

Hilborne adds: "Customers are seeing benefits such as reduced material waste, improved safety, reduced training time and reduced costs. In terms of aircraft weight and fuel efficiency, complexity must be carefully managed. Additional colours, special effects and clear coats can increase the total film thickness. Modern coating systems and disciplined application practices place a strong focus on achieving the specified film thickness to ensure durability and visual performance without unnecessary weight gain."

Summing up

As airlines continue to embrace ever more elaborate liveries, the demands placed on paint shops, applicators and material suppliers will only increase.

The shift toward highly detailed, multicolour designs requires not only advanced technical capabilities but also a deeper emphasis on training, certification and coordinated workflows.

At the same time, new coating technologies and application techniques are helping to ensure that even the most ambitious liveries remain compliant with stringent weight, durability and efficiency requirements.

An industry collaborative approach shows that artistry and engineering can successfully coexist. The next generation of aircraft liveries is set to be as operationally efficient as it will be visually captivating. ●



Brussels Airlines/Herge/Tintinimagino 2026

2

AMOS

Run Maintenance. Not Complexity.

AMOS brings planning, execution, engineering and compliance together in one fully integrated MRO platform.

Airlines and MROs gain real-time visibility, streamlined workflows and the confidence of complete regulatory traceability across their operations.

www.swiss-as.com





◀ A tailored kit

REPAIR. REFINISH. REVIVE.

At Aircraft Interiors Expo (AIX) 2026, Mankiewicz will challenge conventional refurbishment by showing how advanced coating solutions can revive aircraft cabin components that would otherwise be scrapped and replaced

Choosing repair and refinishing over disposal extends component service life, reduces downtime and lowers costs – reinforcing a simple truth: the most sustainable and cost-effective component is the one that does not need replacing.

Airline engineers require efficient and reliably repeatable refurbishment processes for their fleets. Throughout an aircraft's lifecycle, the surfaces of numerous cabin interior components are exposed to intensive wear by passengers and crew. This results in damage to surfaces, ranging from minor scratches to severe surface damages.

In many cases, cabin components with surface damage are replaced during refurbishment with entirely new parts, even though their functional integrity remains fully intact. Mankiewicz's advanced refurbishment coating solutions address this issue by giving such components a second life.

The approaches are as diverse as the challenges. With the cabin coatings touch-up kit, cabin crews can carry out cosmetic repairs to minor surface imperfections between flights, applying the material using small brush bottles. Mankiewicz supplies these kits tailored to individual aircraft cabin designs, ensuring that the colour shades used

“
Coatings can also be applied in areas where they are not typically considered a repair option
”

throughout the cabin interior are readily available. This prevents damages from spreading.

If a component with a decorative laminate surface is scratched by luggage or service trolleys, the damage cannot be repaired using laminates. In such cases, coatings provide an effective alternative, as laminate surfaces can be refinished using a specialised topcoat solution developed by Mankiewicz – an approach that is officially qualified by Airbus as a repair method.

For more severe damage to cabin components, involving deeper surface defects or damaged edges, the affected areas can first be rebuilt using Alexit-FST EdgeFiller and subsequently refinished with a coating system.

Coatings can also be applied in areas where they are not typically considered a repair option. With Alexit FST FlexCoat, for example, heavily worn armcaps can



▲ For deep surface defects, the affected areas can be rebuilt using Alexit-FST EdgeFiller

be refreshed and brought back to a presentable condition.

Despite their different applications and use cases, all solutions share a common objective: efficiently extending the service life of existing components, enabling airlines to pursue cost-conscious refurbishment strategies while reducing overall part consumption across their fleets.

Mankiewicz will showcase these solutions at AIX 2026, booth 7E40. ●



For more information, visit mankiewicz.com

DIEHL
Aviation

 **IMAGINE**

IMAGINE WORLDWIDE CUSTOMER SERVICES.

Our customers can rely on Diehl Aviation as a long-term committed industry partner offering comprehensive Customer Services. We offer one-stop shops worldwide, ensuring that all our products and services are accessible – always with outstanding customer-oriented behavior.



Discover
Customer Services



SINGAPORE AIRSHOW ROUND-UP

The biennial Singapore Airshow took place in February. Here's a round-up of just some of the news announcements to come from the show

PARTNERSHIPS

HAECO and CEVA Logistics sign global air freight partnership

Engineering and maintenance provider HAECO signed a new two-year global air freight contract with CEVA Logistics, strengthening their longstanding partnership and establishing a fully integrated logistics collaboration.

Under the agreement, CEVA will manage HAECO's worldwide component flows, leveraging its global air freight network and aerospace expertise. The scope covers routine and urgent shipments, including Aircraft on Ground (AOG), dangerous goods, temperature-controlled and oversized cargo, to and from HAECO facilities in Hong Kong, Xiamen and Jinjiang.

Through a unified operating model, CEVA will support HAECO's 24/7 operations with end-to-end coordination, enhanced visibility and harmonised reporting across the group.



1



Boeing
2

PREDICTIVE MAINTENANCE

Boeing and ANA expand predictive maintenance partnership

Boeing and All Nippon Airways (ANA) have renewed their long-standing collaboration on aircraft health monitoring, signing a new agreement for Boeing's Airplane Health Management (AHM) and setting out plans to deepen cooperation around predictive maintenance.

Under the renewed contract, ANA will continue to use AHM across its entire 787 Dreamliner fleet, while expanding coverage to include its 777 and 737 aircraft.

ANA's Tatsuhiro Shioda said: "By combining ANA's operational experience with Boeing's digital and analytics expertise, we will better anticipate maintenance requirements and deliver greater reliability to our customers."

LANDING GEAR

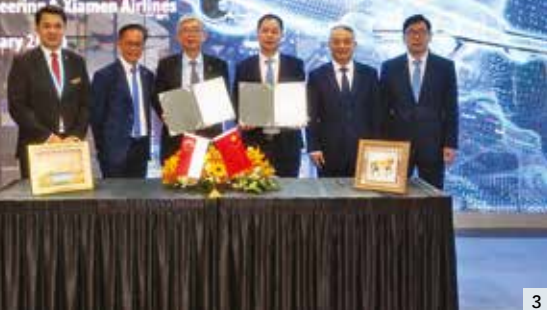
Boeing secures record landing gear exchange contract from SIA Group

Boeing has announced its largest ever landing gear exchange contract for more than 75 aircraft across the 737 MAX and 787 fleets operated by the Singapore Airlines (SIA) Group.

The Landing Gear Exchange programme offers gear overhaul scheduling flexibility that will optimise the useful life of the gears and minimise aircraft downtime.

Boeing's William Ampofo said: "By combining our global inventory and rapid distribution capabilities with the carrier's maintenance planning, this agreement helps deliver parts faster and closer to operations – reducing downtime and supporting consistent, reliable service."

LEAP-1A
Engine Maintenance Agreement
ST Engineering Xiamen Airlines
(4 February 2020)



3

ENGINE MRO

ST Engineering and Xiamen Airlines sign new LEAP-1A MRO deal

The commercial aerospace business of ST Engineering entered into a multi-year engine MRO agreement with Xiamen Airlines to support its CFM LEAP-1A engines with their first Performance Restoration Shop Visit (PRSV).

ST Engineering's longstanding relationship with Xiamen Airlines spans over 35 years, beginning with JT8D, CFM56-3 and CFM567B engine shop visits.

Xiamen Airlines' Tang Jianqi said: "For airlines, engine overhaul strategy is one of the most critical decisions in engineering and maintenance. A long-term, stable strategic partnership alliance is precisely what Xiamen Airlines expects from a capable engine overhaul manufacturer such as ST Engineering."

ST Engineering's Tay Eng Guan said: "By stepping up our support with CFM LEAP engine PRSV services, we will

give Xiamen Airlines the peace of mind to stay focused on their operations and growth while we ensure the upkeep of their engines."

PREDICTIVE MAINTENANCE

Embraer signs AHEAD agreement with Virgin Australia

Embraer signed a long-term agreement with Virgin Australia to equip its E2 fleet with the AHEAD (Aircraft Health Analysis and Diagnosis) solution

which helps airlines implement digital predictive maintenance on their E-Jet fleets, using data to identify and predict potential issues before they become critical.

AHEAD provides real-time monitoring of systems including the Auxiliary Power Unit (APU), fuel, pneumatics, hydraulics, avionics, engines, navigation, air conditioning and flight controls. The platform collects data both in-flight and on the ground, applying analytics and predictive algorithms to support proactive maintenance. These capabilities help operators reduce unscheduled downtime, and optimise fleet availability.

Virgin Australia's Nathan Miller said: "The AHEAD tool will help us stay in front of maintenance issues, ensuring we are getting the very best out of our new aircraft and helping us strengthen operational performance across our network."

1. HAECO and CEVA Logistics agree new deal
2. Boeing secured a record landing gear exchange contract from SIA Group
3. The ST Engineering and Xiamen Airlines teams announce new engine MRO agreement
4. Virgin Australia Group E190-E2 (aircraft at Embraer hangar)
5. All Nippon Airways (ANA) Boeing 787 Dreamliner

Embraer

4

"By combining ANA's operational experience with Boeing's analytics expertise, we will better anticipate maintenance requirements"



5

Thiago Trevisan/Adobe Stock



2

1. HAECO and Air Cost Control sign spare parts supply partnership
2. ST Engineering signs MoU with Ramco Systems
3. VietJet Airbus A321neo

“Vietjet Air values our relationship with Pratt & Whitney and its latest generation technology”

ENGINE MRO

Pratt & Whitney to power and support 44 more Vietjet A320neos

Vietjet Air announced it has ordered an additional 44 GTF-powered Airbus A320neo family aircraft, including 24 A321neos and 20 A321XLRs, with Pratt & Whitney confirmed to provide the engine maintenance through a 12-year EngineWise service agreement.

This brings Vietjet Air's total orders to 137 GTF-powered aircraft, and deliveries will start in July 2026.

Vietjet's Nguyen Thanh Son said: “Vietjet values our relationship with Pratt & Whitney and its latest generation technology. The GTF engine is powering our growth with industry-leading operating economics and fuel efficiency of up to 20%. We continue to trust in the

long-term, comprehensive and responsible partnership with Pratt & Whitney.”

PARTNERSHIPS

ST Engineering and Ramco Systems sign MoU to co-create NextGen MRO tech

Software provider Ramco Systems announced that it has signed a Memorandum of Understanding (MoU) with the Commercial Aerospace business of ST Engineering to explore a long-term strategic business and technology partnership aimed at building the next generation of digital solutions for the global aerospace industry.

As part of the MoU, ST Engineering and Ramco will study the feasibility of setting up a jointly operated Competency Centre and Innovation Lab in Singapore. This facility will serve as a focal point for driving digital innovation and AI-enabled solutions across key areas of aviation MRO.

The collaboration brings together ST Engineering's extensive domain expertise across airframe, engine, and component MRO, as well as its OEM and engineering solutions including nacelles design and manufacturing, cabin interiors and passenger-to-freighter conversion, with Ramco's purpose-built aviation product and agentic AI platform capabilities.

SPARE PARTS SUPPLY

HAECO and Air Cost Control sign spare parts supply partnership

HAECO extended its partnership with Air Cost Control with a new agreement which consolidates existing arrangements under HAECO into a single group-wide contract, enabling Air Cost Control to supply essential spare parts to HAECO entities throughout Hong Kong and the Chinese Mainland.

HAECO's Christian Pinter said: “By streamlining our supply chain, this partnership will significantly enhance our operational efficiency and service capabilities across our network. We are confident that this collaboration will not only improve our responsiveness but also strengthen our competitiveness in the aviation market.”



1



Markus Mainka/Adobe Stock

3

ACTC

For the complete parts support solution..



M.D. Caner Önder



Since 2011 ACTC has delivered fast, flexible, customer focused aviation support.

With regional offices in Belgium, Romania, Turkey, Spain and the UK and a 24/7 "always operational" Global distribution hub, we move quickly. Our customer first mantra, delivers time critical procurement solutions, focused on the quality of products and service, not in adding AOG or DG packing surcharges.

Our vast multi-platform stock holding supported by our hand-picked network of Operators, OEMs, EASA/FAA/CAA Part 145 repair partners and approved distributors facilitates an incredibly fast response to all your routine and AOG sourcing requirements.

This infrastructure coupled with ACTC's vast knowledge and experience allows the ACTC team to provide unparalleled AOG support to all our customers all year round.

From inventory to end-of-life asset strategies, we tailor solutions that cut costs, not corners.

Our Services:

- Consulting
- Repair & Purchasing management
- Warehousing and Logistics
- Inventory management
- Manned 24/7 AOG service desk
- Asset management

Our Products:

- 24/7 - 365 days operational
- Sales, Loans, Exchanges
- Power by the hour (PBH)
- Consignment sales & Marketing
- Tooling, consumables & Utilities
- Aircraft Dismantling

ASA-100, FAA AC00-56, ISO 9001:2015, EN 9120:2018 accredited



Join us at Europe's premier MRO aviation event
15th-16th Oct, London Excel centre, North halls, Stand 3739.



CUSTOMER
SUPPORT DESK
24h
OPERATIONAL
WAREHOUSE

MRO SECTOR IMPACTED BY MIDDLE EAST SHOCKWAVE

The escalation of conflict in the Middle East has severely disrupted global aviation, and the downstream impact on the aircraft MRO sector is becoming increasingly clear

In just weeks, the crisis has triggered one of the most significant shocks to air transport since the pandemic. At the time of writing, Cirium reports that more than 29,000 flights have been cancelled globally since February 28, 2026. The UAE's airspace remains temporarily closed following missile and drone threats, underlining the volatility facing operators relying on the region's critical transit corridors.

For the MRO sector, the implications extend well beyond flight cancellations.

Supply chains

The most immediate impact is being felt in global air cargo networks, often referred to as the backbone of aviation maintenance logistics.

Data from multiple logistics analysts shows global air cargo capacity has fallen by 18-22% since the escalation began, with the Asia-Middle East-Europe corridor down by around 26%.

In practical terms, that means aircraft components are increasingly delayed or stranded in transit. Reuters reports that plane parts are among the critical goods caught in the disruption, alongside perishables and pharmaceuticals.

For MRO providers, the extended lead times for parts will increase AOG exposure, slow shop-visit turnaround times, and exacerbate existing bottlenecks in an already capacity-constrained maintenance market.

Reshaping maintenance demand

At the same time, flight operations are being reconfigured at scale. Airlines are rerouting aircraft around restricted



airspace, often adding several hours to long-haul sectors and increasing fuel burn, utilisation stress and engine cycles. This has two competing effects on the MRO market.

In the short term, operational disruption reduces network stability and complicates maintenance planning. Fleet deployment becomes less predictable, and scheduled maintenance windows are harder to maintain.

However, over the medium term, increased utilisation and extended flight times are likely to accelerate wear on engines and critical systems, potentially driving additional demand for line maintenance, component repair and engine shop visits.

Fuel shock and fleet strategy add further pressure

The conflict is also pushing up energy costs, with oil flows through the Strait of Hormuz driving jet fuel price volatility.

Higher fuel costs are already forcing airlines to adjust capacity, cancel routes and reconsider fleet economics. For the MRO sector, this raises a familiar but critical dynamic: airlines may defer discretionary maintenance while simultaneously keeping older aircraft in service longer.

Another test of strength

We know that even before the conflict the global MRO sector was grappling with parts shortages, workforce constraints and record fleet utilisation. The Middle East crisis now adds a new layer of stress.

Crucially, the region's role as a global aviation crossroads means the impact is not localised.

For MRO providers, perhaps the challenge now is not simply managing disruption, but building more resilience into supply chains that were never designed for this level of sustained geopolitical volatility. ●

“OPERATIONAL DISRUPTION REDUCES NETWORK STABILITY AND COMPLICATES MAINTENANCE PLANNING”

Revima

AVIATION WEEK
MRO
AMERICAS

Visit us
Booth #4300

APU, ENGINE PARTS & LANDING GEAR MRO

Discover our additional services

Save fuel with
EFFIFUEL****

LDG on-wing working party assistance with
GEAR-ASSIST****

Optimize cabin temperature & passenger satisfaction with
OPTICOOLING****

Monitor ground power-service performance with
OPTIPOWER****

Maximise your APU reliability with
PREDICARE****

APU & LDG for lease, sell and exchange with
READY2FLY****

Additional value.
DELIVERED.

Follow us on LinkedIn



MILLIONS IN HIDDEN COSTS

AeroParts' **Larry Britt** tells us what Nitrogen Generation System (NGS) reliability is teaching the industry

The Nitrogen Generation System (NGS) plays a critical safety role by reducing fuel tank flammability through the supply of Nitrogen Enriched Air (NEA). Reliability discussions typically focus on the high-value Air Separation Module (ASM) and oxygen (O₂) sensor, but concentrating only on these parts may overlook broader system issues.

Field data increasingly shows that NGS reliability depends on how components interact across the entire system. When the root cause of ASM or O₂ sensor failures is not properly identified, operators can face significant hidden costs, particularly if downstream components fail to perform as intended.

The ASM contains thousands of fibres designed to remove oxygen from ambient air and deliver NEA. Although ASMs are expected to exceed 25,000 hours of service life, many operators report failures far earlier. Investigations often point to fuel contamination, which dissolves most ASM fibres, while downstream O₂ sensors also fail prematurely when exposed to fuel.

The cost that reliability metrics miss

Current reliability assessments commonly rely on aircraft out-of-



“Field data increasingly shows that NGS reliability depends on how components interact across the entire system”

LARRY BRITT

business development manager, AeroParts

service (AOS) time. Because the NGS can be deactivated for up to 10 days while components are replaced, these evaluations often obscure the real financial impact. Premature component

failures are expensive: ranging from \$30,000-\$100,000 per ASM and up to \$30,000 per O₂ sensor.

In addition to high heat and ozone exposure, inspections frequently identify fuel contamination as a leading cause for premature ASM and O₂ sensor failure. This occurs when fuel migrates backward into the NGS through the Nitrogen

Enriched Air Distribution System (NEADS) check valves. These valves are designed to prevent backflow when the system is inactive, yet operators continue to report contamination, even after valve replacement.

Inspection of field-returned valves revealed excessive wear of hinge pins and bore surfaces and insufficient crack pressure leading to inadequate sealing. During simulated ‘NGS OFF’ tests, technicians were able to get fuel to leak through newly installed valves, confirming spring tension was insufficient to maintain a reliable seal for those valves tested.

Innovating holistic solutions

The industry has responded with targeted design improvements, including enhanced check valve designs with higher crack pressures and reinforced hinge mechanisms. Advanced ASM designs using fuel-tolerant fibres also help mitigate minor fuel contamination.

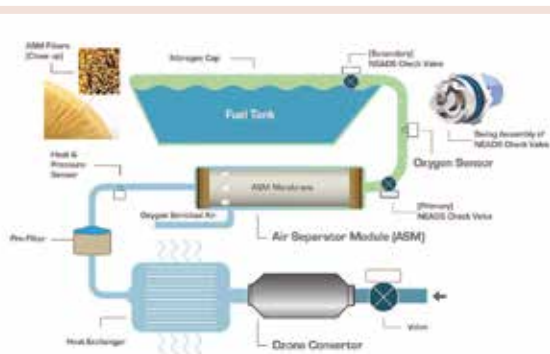
However, the core issue is not confined to a single component. High-reliability systems seldom fail due to one weakness; failures more often occur at component interfaces. NGS reliability depends on system-level interactions between protection devices, operating conditions and component design margins.

Taking a holistic, system-level approach can extend component life, reduce premature replacements and avoid millions of dollars in hidden maintenance costs. ●

◀ Simplified Nitrogen Generation System (NGS) diagram



For more information on AeroParts, visit: aeroparts.aero



amadeus



sponsored by
amadeus

CHRIS HANCOCK, CEO AVIOXX

“THE MARKET HAS
DECIDED SAF IS A
**GENUINE
SOLUTION**”

Sponsored by
amadeus

“YOU CAN BETTER
UNDERSTAND AND
RESPOND TO YOUR
CUSTOMERS WITH A
**DIVERSE
WORKFORCE**”

Sponsored by
amadeus

“WHAT'S BETTER FOR
THE CUSTOMER, IS
BETTER FOR THE
**ENTIRE
INDUSTRY**”

Sponsored by
amadeus

HAYLEY BONNICK GLOBAL HEAD OF MARKETING
REMARKABLE GROUP

“IF AIRLINES TREATED
THEIR AIRCRAFT LIKE THEY
DID THEIR WEBSITES
**PEOPLE
WOULDN'T FLY**”



Enjoy Weekly aviation insights from leading industry voices!

sponsored by

amadeus

www.aviationbusinessnews.com/abncast



ABNCast

Rocking the hangar

Aircraft maintenance's rock-and-roll owner Bruce Dickinson took time out from touring with his band to speak to *MRO Management* at last November's MRO Europe. **Lee Hayhurst** reports

It's fairly common knowledge that Bruce Dickinson is a trained pilot, but what's maybe less well known is his passion for aircraft maintenance.

The Iron Maiden frontman has aircraft engineering in his blood; his uncle and great uncle were both RAF engineers, the latter a World War One Trenchard apprentice.

For Dickinson, however, he admits he can't even repair a set of shelves and decided to shun a life in the military for studying history at university.

However, his passion for aviation never left him so, having realised he'd never be able to own his own jet, unlike that other famous showbiz pilot John Travolta, he opted to train as a commercial pilot.

Explaining to *MRO Management* how he went on to become the founder and owner of independent Welsh MRO Caerday, Dickinson said: "The one thing that always fascinated me was the wonderful world of maintenance, because it usually meant I was delayed or the airplane was broken.

"I was fascinated by engineers, because I got to realise the people that make airplanes fly are the engineers, not pilots. We push the buttons, but the reason that airplane starts up, gets airborne and lands safely is engineers and engineering."

Dickinson had just finished a 60-show world tour when ABN caught up with him, something that requires stamina and plenty of attention to detail.

But that's as far as the similarities between rock-and-roll and aircraft engineering go.

"In rock-and-roll, we don't get audited," he said. "We don't get the rock-and-roll CAA or EASA or FAA - no such thing exists. Our audience does that for us.



▲ Bruce Dickinson is Iron Maiden's frontman and founder of Caerday

“South Wales is a hot spot for aviation. We have home-grown people and we upskill people”

"In aerospace, you live or die by your audit. Your business could be shut down in a heartbeat. I'm very proud that Caerday is impeccable in terms of its audit reputation."

Having a reputation for quality clearly motivates Dickinson, whose 250 employees at Caerday are chosen for their personal qualities as much as their engineering skills.

The firm draws from the local population, including graduates from three technical universities and young people on a multi-award-winning apprenticeship scheme.

It recently increased from three lines of maintenance to four, specialising in Boeing 737s and A320s, and Dickinson said he'd like more capacity.

"We're very lucky we are based in Wales. South Wales is a hot spot for aviation. We have home-grown people and we upskill people.

"Of course, we have to bring in contractors, but our procedures are very robust. The people have to fit our model. The right personalities will fit with our philosophy."

In 2012 Dickinson saw the vision for Caerday and without a single employee, or even a spanner, took a lease out on empty former RAF hangars in St Athan.

"We started from zero," he said. It was a case of "if we build it, they will come", and after a "big learning curve", today he's proud of Caerday's status as a market leader. ●



This interview originally featured on a special ABNCast episode, the podcast series from *Aviation Business News (ABN)*, the parent company of *MRO Management*. To subscribe to ABN's YouTube channel, scan the QR code.



Aircraft Interiors EXPO®
14 - 16 APRIL 2026
HAMBURG, GERMANY



WHERE CABIN CONCEPTS TAKE OFF

450+ exhibitors. 190+ airlines.
13,000+ innovators. Three days.
One essential destination



REGISTER NOW



Co-located with:

**World Travel Catering
& Onboard Services**
EXPO | 14 - 16 APRIL 2026
HAMBURG, GERMANY

**Passenger
Experience®**
CONFERENCE | 13 APRIL 2026
HAMBURG, MESSE

In co-operation with:

**Hamburg
Messe + Congress**

Built by
RX
In the business of
building businesses



SMARTER PRE-FLIGHT EXECUTION

With workforce gaps widening and supply chains under strain, smarter pre-flight processes are enabling line maintenance teams to protect on-time performance

In the line maintenance world, 'pre-flight' is often described as routine, yet it is anything but. It is the moment where operational pressure, human factors, regulatory discipline and real-time technical decision-making collide, usually on a stand with the clock running.

Regulators capture the essence neatly: the European Union Aviation Safety Agency (EASA) defines line maintenance as maintenance "carried out before flight to ensure that the aircraft is fit for the intended flight", including troubleshooting, defect rectification and limited inspections accessible through quick-opening panels.

What has changed in the past 18-24 months is not the importance of the pre-flight check, but the environment around it. Higher utilisation, tighter

turnarounds, parts shortages and a stretched workforce have raised the value of every minute on the ramp.

The positive story is that the sector is responding with practical digitisation, smarter planning and better-connected information flows – all designed to make that pre-flight decision cycle more consistent, auditable and resilient.

No longer paper chasing

Pre-flight activity has always generated data: defects, servicing, flight hours/cycles, MEL/CDL status, log entries, rectification actions and sign-offs. The difference now is where and how that data is captured – and how quickly it becomes usable beyond the aircraft.

British Airways' (BA) deployment of MRO-PRO across its global customer line maintenance network is a clear

example of this shift. Engineers use tablets at the aircraft to capture live technical data, feeding a cloud environment that imparts real-time visibility. In an industry where "end-of-shift reports" can be too late, the operational value is obvious: faster approvals, clearer status and fewer transcription errors during the most time-critical phase of the turnaround.

As Gavin Shearer, head of operations – line maintenance at BA, puts it: "Since implementing MRO-PRO's platform, we've achieved 100% engineer adoption. The system has enabled simplified aircraft workflows with enhanced performance visibility for managers, through improved data insights and delivered smarter work allocation using flight radar feeds to track any aircraft delays and reprioritise tasks."

“REAL-TIME DIGITAL LOGS ARE SHRINKING THE GAP BETWEEN OBSERVATION AND ACTION – A CRITICAL ADVANTAGE DURING PRE-FLIGHT”



100%

“Since implementing MRO-PRO’s platform, we’ve achieved 100% engineer adoption” - Gavin Shearer, head of operations – line maintenance, BA

opportunity is a single flow from observation to action to sign-off.

eLTBs as a productivity lever

Electronic technical logbook (eTLB/ELB/ETL) programmes are not new, but recent airline deployments underline how central they’ve become to pre-flight efficiency and collaboration.

Low-cost Middle East airline flydubai’s move to Ultramain’s digital solution is a case in point. In 2025, *Aviation Business News* reported the airline’s view that real-time access to information “will result in improved collaboration across the organisation”. The operational significance is straightforward: pre-flight findings and rectifications are no longer trapped in paper pages that must be scanned, distributed and reinterpreted; they become immediately visible to the people who need them, namely line maintenance, MCC, pilots and operations.

Ultramain’s Tim Spears, vice president of onboard systems, also points to the scaling effect of these deployments with flydubai: “This relationship expands our growth and presence in Dubai and further underscores our ability to meet the diverse business needs in the aviation industry.”

The deeper trend is that digital logs are evolving from ‘paper replacement’ to ‘decision support’. Faster defect closure, clearer visibility of open items and better handovers across shifts all directly improve the quality and consistency of pre-flight decision-making – especially when disruptions hit.

Standardising line tasks on mobile devices

Swiss International Air Lines’ (SWISS) go-live of AMOS line maintenance

That ‘adoption’ point matters. Line maintenance tools only deliver if they work with ramp reality: gloves on, weather turning, radio crackling, pushback time looming. The best platforms are winning because they reduce friction at the exact point pre-flight checks take place.

Pre-flight starts before the aircraft lands

Pre-flight checks are increasingly being ‘set up’ before arrival. The next optimisation frontier is not shaving seconds off the walk-around; it is ensuring the right person, parts and permissions are already in place when the aircraft parks.

In BA’s case, a key attraction was a resource-planning module that overlays inbound flight data with

engineer rosters, qualifications and authorisations to support hour-by-hour forecasting and allocation. This is a tangible change to the pre-flight experience: fewer last-minute scrambles, fewer handoffs, and a better chance that a defect discovered during pre-flight has a clear path to disposition (rectify, defer or escalate) without delaying departure.

From the supplier side, MRO-PRO managing director Scott Wells frames the broader issue as system fragmentation: “Managing multiple disconnected IT systems is becoming unsustainable.” In the pre-flight context, disconnected systems translate directly into duplicated effort: re-keying a defect from paper to tech log, chasing approvals in a separate tool, then reconciling work orders later. The



600

SWISS had equipped more than 600 mechanics with smartphones in 2017 to enable digital viewing and acceptance of tasks, creating a foundation for deeper digital line maintenance workflows

manager shows another angle: the simplification of toolsets for frontline teams. Swiss AviationSoftware (Swiss-AS) said the deployment reduces system complexity, with mechanics completing tasks using a single tool on iPads. It also notes SWISS had equipped more than 600 mechanics with smartphones in 2017 to enable digital viewing and acceptance of tasks, creating a foundation for deeper digital line maintenance workflows.

For pre-flight checks, the operational win is consistency. When task assignment, acknowledgement and execution sit in one environment, it is easier to ensure that what should happen before dispatch actually happens – and that it is recorded in a way that stands up to audit and investigation.

The hard constraints

Pre-flight checks are the point where systemic constraints become immediate operational problems. If the part isn't available, if the certifying engineer is stretched across multiple stands, if a non-routine finding requires expertise that has just gone off shift – pre-flight is where the airline either absorbs a delay or makes a deferral decision. Two macro pressures stand out:

1. Workforce capacity

In its 'Insight Report', consulting firm Oliver Wyman has warned of persistent mechanic shortfalls, noting: "We anticipate a shortfall of somewhere between 12,000 and 18,000 aviation maintenance workers."

Bird Aviation's chief personnel officer Julia Pavlou argues the response must be proactive: "I believe that by modernising recruitment practices and enhancing vocational training programmes, we can cultivate a more appealing image of the industry."

2. Supply chain disruption

Parts and maintenance capacity constraints have real cost and reliability implications. In a Reuters report on engine maintenance market dynamics, IATA director general Willie Walsh said: "These pressures have become even more acute as limited maintenance capacity and aerospace supply chain constraints have driven up costs and grounded aircraft."

For line maintenance leaders, the positive opportunity is that digital pre-flight workflows can partially 'offset' these constraints – not by conjuring capacity that doesn't exist, but by reducing wasted motion, preventing avoidable errors and accelerating decisions when a defect is found.

Fewer surprises, cleaner handovers

Across these examples, the direction of travel is clear and consistent. Data captured at the aircraft can be immediately made available to maintenance control, planning, quality and flight operations teams, removing duplication and delay. Resource allocation increasingly begins before the aircraft lands, with inbound flight data aligned to engineer authorisations to reduce ramp-time disruption.

At the same time, simplified frontline toolsets are cutting system complexity, allowing engineers to focus on inspection and rectification rather than navigation between platforms, while real-time digital logs are shrinking the gap between observation and action – a critical advantage during pre-flight.

The pre-flight check will always be human work – eyes, hands, judgement and accountability. But the line maintenance organisations that thrive will be those that treat pre-flight not as a fixed checklist, but as a high-value operational process: structured, measurable, digitally enabled and continuously improved.

If there is a simple takeaway for MRO professionals, it is this: in an era of constrained labour and unpredictable parts availability, the quickest wins are often found in the 'moments that repeat' – and nothing repeats more relentlessly than pre-flight. ●

"FOR PRE-FLIGHT CHECKS, THE OPERATIONAL WIN IS CONSISTENCY"

RAISING THE STANDARD OF EXCELLENCE



DELIVERING A QUANTUM LEAP IN SERVICE

When it comes to maintaining your LEAP-1A or LEAP-1B fleet, StandardAero offers a singular level of service: As a CFM-authorized Premier MRO provider, we will give your LEAP engines the same care and attention that we've been providing to CFM56-7B operators since 2010. And as an independent authorized provider of LEAP QTSV and PRSV services, you can be assured that you are *our only priority!*

For further details contact us today

CFMLEAPMRO@STANDARDAERO.COM



StandardAero

MRO MIDDLE EAST ROUND-UP

The annual MRO Middle East event returned to Dubai in February. Here's a round-up of just some of the news announcements to come from the show

CARGO AIRCRAFT MRO

Aerotranscargo signs tripartite MoU for 747F MRO

Aerotranscargo FZE (ATC FZE), PT Garuda Maintenance Facility Aero Asia Tbk (GMF), and AIR ONE Technics DWC-LLC (AOT) signed a Memorandum of Understanding (MoU) which outlines a new Boeing 747 freighter maintenance cooperation in 2026/2027.

The MoU establishes a framework for collaboration between the three parties, combining GMF's global MRO capabilities, ATC FZE's widebody freighter fleet worldwide operations and AOT's technical expertise based at the Mohammed Bin Rashid Aerospace Hub.

The cooperation will support the continued airworthiness and operational reliability of ATC FZE's Boeing 747 fleet, while strengthening technical collaboration across Indonesia, the Middle East and Europe.



2

“We are pleased to welcome more aircraft from mas at Joramco. This agreement reaffirms our position as a trusted global MRO provider”

HEAVY MAINTENANCE

Joramco wins new contracts with Central Asia carriers

Joramco announced new maintenance partnerships with Uzbek airline Air Samarkand and FLYONE Asia, an Uzbekistan-based independent low-cost carrier and affiliate of the FLYONE Group.

The agreements will see Joramco perform heavy maintenance checks on A320 aircraft operated by both airlines.

Joramco says these partnerships mark a strategic expansion of its narrowbody maintenance footprint in Central Asia.

HEAVY MAINTENANCE

Joramco renews MRO agreement with mas

Joramco signed a new maintenance agreement with Mexican cargo airline, mas, to carry out heavy base maintenance checks on its A330 fleet, with the services to take place throughout 2026.

Joramco's Adam Voss said: “We are pleased to welcome more aircraft from mas at Joramco. This agreement reaffirms our position as a trusted global MRO provider of choice.”



1

“Continuing our use of Airplane Health Management strengthens our ability to anticipate maintenance requirements”

resource planning, supporting smoother operations as we continue to grow.”

Boeing’s AHM solution delivers real-time predictive maintenance alerts that help airlines quickly identify root causes, reduce aircraft down-time and improve fleet readiness.

aircraft and 10 Airbus A330neo, alongside options for a further 10 widebody aircraft.

Deliveries of the new aircraft are scheduled to commence in 2027, forming part of the airline’s continued fleet growth strategy.

APIP is a modular inspection programme designed to oversee the aircraft production process from initial sub-assembly inspections through to final assembly and acceptance. The programme is intended to enhance production quality, ensure conformity with specifications and provide greater transparency throughout the manufacturing phase.

1. Lufthansa Technik and flyadeal renew and expand their APIP partnership
2. mas is headquartered in Mexico City
3. L-R: GMF’s Asep Mulyana, GMF’s Andi Fahrurrozi and AOT’s Ayrat Gilmudtninov

PREDICTIVE MAINTENANCE

Boeing and Oman Air extend predictive maintenance agreement on 787s

Boeing and Oman Air announced a continued partnership to utilise the Airplane Health Management (AHM) solution across the airline’s 787 Dreamliner fleet.

Oman Air’s Capt Nasser Al Salmi said: “Continuing our use of Airplane Health Management strengthens our ability to anticipate maintenance requirements and optimise parts and

APIP PARTNERSHIP

flyadeal extends aircraft inspection partnership with Lufthansa Technik

Saudi Arabian low-cost carrier flyadeal renewed and expanded its Aircraft Production Inspection Program (APIP) partnership with Lufthansa Technik under a new exclusive five-year agreement.

The renewed contract significantly broadens the scope of cooperation, with APIP now set to cover flyadeal’s incoming fleet of 51 Airbus A320



35+ Years of Innovation | 2,000+ Systems Installed | Global Coverage

Nova™ 50-100i Series Laser Wire Marker

- Mark, measure and cut system
- Available in three models
- Ideal for low to medium production, maintenance, repair and overhaul
- Upstream and downstream wire-handling system options and accessories
- Upgradable in the field



Scan for more
information

www.spectrumtech.com | sales@spectrumtech.com



1

COMPONENT SUPPORT

Fokker signs DHC-8 Q300 PBH support deal

Fokker Services Group (FSG) and Falcon Aviation Services (Falcon) signed a nose-to-tail power-by-the-hour component support agreement for Falcon's DHC-8 Q300 fleet.

The agreement covers two aircraft operating from Falcon's Abu Dhabi base, with FSG providing guaranteed component availability and repair support through its Abacus component support programme.

The scope includes all major aircraft systems, including rotables, propellers and brakes, delivered under a flight-hour-based model.

For Falcon, the agreement supports its ongoing focus on maintaining high dispatch reliability and operational efficiency across its fixed-wing fleet. A customised preventive maintenance programme has been jointly developed and implemented, tailored specifically to Falcon's operating environment and mission profile. This proactive approach is intended to reduce unscheduled maintenance events while maximising aircraft availability.



2



3

BASE MAINTENANCE

Joramco and Condor agree first time MRO contract

Joramco signed an agreement for the first time with the German carrier Condor to perform base maintenance checks on the airline's A320ceos, A320neos and A330neos.

Condor's Heiko Holm said: "Joramco's strong reputation for quality and reliability perfectly supports our commitment to operational excellence, continuous improvement, and further development of our digital maintenance strategy."

DIGITALISATION

IFS and Albatechnics partner to boost digital MRO capabilities

Enterprise cloud software provider IFS announced a new collaboration with Albatechnics, an Italy-based aviation maintenance and engineering provider, to enhance maintenance execution, improve supply chain visibility and accelerate turnaround performance using advanced digital tools and integrated workflows.

As Albatechnics continues expanding its operational footprint, the company is investing in modern, data-driven MRO capabilities to support European and international customers.

IFS' Mark Buongiorno said: "Across the global MRO landscape, organisations are accelerating their adoption of digital tools that improve efficiency, resilience, and real-time decision-making.

"Our collaboration with Albatechnics reinforces our shared commitment to



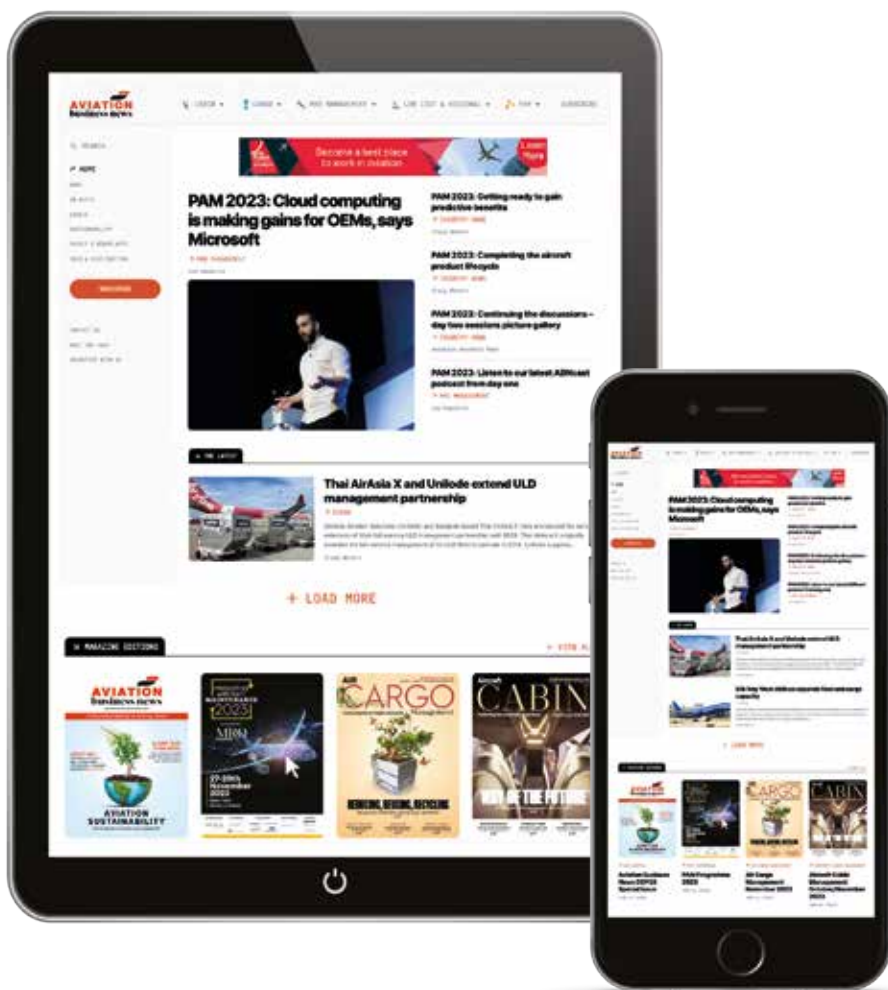
4

modernising maintenance operations and delivering measurable value for customers."

Albatechnics' Alessandro Fagotto said: "Partnering with IFS marks an important step in our digital evolution. By integrating advanced, intelligent maintenance capabilities, we will elevate reliability, strengthen service performance and streamline our operations to deliver an even better experience for our customers."

As aviation organisations continue to navigate supply chain constraints, aging fleets and rising MRO demand, the two firms hope their collaboration will equip maintenance teams with next-generation capabilities, enabling faster planning, coordinated material readiness and improved maintenance predictability. ●

1. Oman Air Boeing 787 Dreamliner
2. FSG and Falcon agree DHC-8 Q300 PBH support deal
3. Joramco and Condor teams
4. IFS' Mark Buongiorno and Albatechnics' Alessandro Fagotto



AVIATION business news

Exclusive features, industry interviews, expert opinion
and all the latest news from the cabin, cargo, MRO
and low cost & regional airline industry



aviationbusinessnews.com



TEARDOWN'S WORKFORCE TEST

With aircraft disassembly activities accelerating worldwide, the industry faces a critical question: does it have the workforce, training structures and knowledge transfer in place to keep pace?

Aircraft teardown has become a fast-growing segment of the aviation MRO ecosystem. With ageing fleets, persistent supply chain constraints and strong demand for serviceable used material (USM), dismantling end-of-life aircraft has evolved into a strategically important part of the global aviation supply chain.

Yet as the sector expands, teardown specialists are encountering the same workforce pressures facing the wider maintenance industry. Skilled technicians with the experience to dismantle aircraft safely, protect asset value and ensure full regulatory traceability remain in short supply.

For companies operating in the teardown market, the implications extend beyond recruitment challenges. Workforce capability directly influences turnaround times, parts certification processes and the efficiency with which components re-enter the aftermarket supply chain.

Experience remains the backbone of teardown

Steven Trowell, senior vice president maintenance and disassembly at EirTrade Aviation, says the biggest stress lies in securing technicians who fully understand the complexities of controlled aircraft disassembly.

"At EirTrade Aviation, the greatest pressure that we are facing with skills today is ensuring we recruit and retain enough experienced technicians who understand how to carry out controlled disassembly while protecting asset value and maintaining full traceability," he explains.

"It's important to realise that aircraft teardown is not simply reverse assembly. Every aircraft platform has its own maintenance history, configuration differences and conditions, and understanding those variables demands in-depth practical experience and sound technical judgement."

Unlike production environments where processes can be standardised around repeatable workflows, teardown work often involves unpredictable variables. Aircraft arriving for disassembly may have decades of operational history, undocumented repairs or configuration changes that complicate removal procedures.

Trowell warns that when those specialist skills are stretched, “turnaround times and capacity planning can be impacted, particularly when multiple aircraft are inducted for disassembly at the same time. Experienced oversight is absolutely essential to avoid secondary damage or documentation gaps.”

Trowell adds: “For EirTrade Aviation, the priority is ensuring components are removed, handled and documented correctly so our team can move components efficiently into the next stage of the supply chain without delay.”

Global technician shortage hits teardown

The skilled workforce challenge is echoed across the wider teardown ecosystem. Valentina Pilshchikova, engines and parts sales trading manager at Vallair, says the shortage of licensed technicians is already influencing project timelines across the sector.

“AS OUR OLDER GENERATION OF ENGINEERS RETIRES, STRUCTURED KNOWLEDGE TRANSFER BECOMES ESSENTIAL”

Steven Trowell, senior vice president maintenance and disassembly, EirTrade Aviation

“Across teardown, inspection and certification, Vallair can see the main pressure today is focused on securing experienced and licensed aircraft technicians,” she says.

“The lack of incoming qualified personnel and increasing demand worldwide for technicians doesn’t help. As a result, the turnaround times are much longer due to less experienced workers requiring additional supervision and development. We are seeing increased lead times across the market.”

To mitigate this pressure, Vallair is investing heavily in internal training initiatives. “We are doing our best to manage this situation effectively and are investing in training newcomers accordingly at our Aircraft Academy to help strengthen capability and reduce delays,” says Pilshchikova. However, she notes that building expertise in this highly specialised field is a long-term undertaking.



▲ Steven Trowell, senior vice president maintenance and disassembly, EirTrade Aviation

◀ Dismantling end-of-life aircraft has evolved into a strategically important part of the global aviation supply chain



NAVEO
CONSULTANCY

Naveo is a boutique aerospace consultancy dedicated to serving the needs of global clients, large and small. Highly responsive and backed by timely, relevant thought leadership and in-house intellectual property. We support revenue growth and business optimization across the production value chain – from raw materials to operators and financiers – and aircraft lifecycle – from entry-into-service to retirement and part-out. Our team is led by the experienced aerospace management consultant, Richard Brown

Naveo provides fresh, dynamic, and relevant advice to help you understand the critical issues that impact revenue growth, efficiency savings, and strategic options

- ▶ Strategy & growth planning
- ▶ Market assessment and trends
- ▶ OEM & aftermarket forecasting
- ▶ Engine, components, airframe, line and modifications markets
- ▶ Aircraft retirements & used serviceable material (USM)

- ▶ Transaction advisory due diligence
- ▶ Acquisition search
- ▶ Value proposition research, design, and testing
- ▶ Big data and connectivity, aircraft health monitoring, prognostics and diagnostics
- ▶ Customer satisfaction



Air Transport



Business Aviation



Rotary Wing



Military Aviation

Get in Touch

M +44 (0)7718 893 833
T +44 (0)207 867 3782

richard@naveo.com
naveo.com





1



2

“WORKFORCE CAPABILITY DIRECTLY INFLUENCES TURNAROUND TIMES, PARTS CERTIFICATION PROCESSES AND THE EFFICIENCY WITH WHICH COMPONENTS RE-ENTER THE AFTERMARKET SUPPLY CHAIN”

1. Vallair's Aircraft Academy provides training for its own employees, outside contractors, airlines, MROs and military organisations
2. Vallair's quality department ensures that all processes are carried out in accordance with established procedures

“Our highly skilled senior teams in the aerostructures and engine shops are committed not only to delivering exceptional and efficient turnaround times, but also to sharing their extensive experience and expertise with the next generation,” she says. “However, developing a fully qualified and motivated professional takes several years. For this reason, we do not expect to see substantial improvements before 2028-2030.”

Knowledge transfer becomes mission critical

The ageing workforce profile across maintenance is particularly pronounced in teardown operations, where many technicians developed their skills during earlier aircraft programmes.

For teardown specialists, the departure of experienced engineers presents a serious risk if knowledge transfer is not managed systematically.

Trowell says EirTrade Aviation has made this a core focus at its engine and airframe teardown facilities in Knock, Ireland West Airport. “As our older generation of engineers retires, structured knowledge transfer becomes essential,” he explains.

“Much of the expertise in safe removal, corrosion identification, structural sensitivity and damage avoidance has historically been built over decades.”

Unlike many maintenance environments, teardown offers little room for learning through trial and error. Trowell says: “Aircraft and engine dismantling is hands-on, and mistakes are expensive. You cannot afford trial-and-error learning on high-value assets. So, knowledge transfer has to be deliberate and embedded within our workflow.”

At EirTrade Aviation, this involves matching up experienced engineers with newer hires on active disassembly projects, ensuring technical procedures are standardised and providing clear escalation pathways when problems arise.

Trowell explains that digital workflow systems are also playing a growing role. “We have found that digital workflow tools can help reduce reliance on undocumented ‘historical know-how’.

“With methodical, strategic ordering of all disassembly tasks, we can maximise the value, safety and efficiency of recovering components from an end-of-life aircraft, which is EirTrade Aviation’s primary objective.”

Training the next generation

Pilshchikova agrees that structured training programmes are essential to addressing the sector’s demographic imbalance. “The ageing workforce is a challenge, particularly in a teardown,” she explains. “This creates an inverted age pyramid, as we have an over-representation of employees above 50 compared to those under 30.”

“OUR HIGHLY SKILLED SENIOR TEAMS IN THE AEROSTRUCTURES AND ENGINE SHOPS ARE COMMITTED NOT ONLY TO DELIVERING EXCEPTIONAL AND EFFICIENT TURNAROUND TIMES, BUT ALSO TO SHARING THEIR EXTENSIVE EXPERIENCE AND EXPERTISE WITH THE NEXT GENERATION OF PROFESSIONALS”

Valentina Pilshchikova, engines and parts sales trading manager, Vallair

However, she argues that the teardown sector can benefit from actively integrating senior expertise into formal training structures. “Compared to many other MROs, Vallair is open to hiring senior technicians. Our Aircraft Academy trains for our own employees, outside contractors, airlines, MROs and military organisations.”

The Academy uses experienced instructors to develop tailored programmes that match specific operational requirements.

According to Pilshchikova, mentorship remains central to effective skills development. “Effective training delivered by competent mentors allows learning without risking errors and ensures new technicians are fully qualified and ready to work safely and efficiently.”

“Structured procedures developed by experienced teardown technicians ensures effective knowledge transfer which can be used by newcomers,” she says.

Automation to support, not replace

As workforce shortages intensify, the use of digital and automation tools is being explored to help optimise workflows and reduce administrative burdens.

Trowell believes there is considerable scope for technology to enhance operational visibility. “We see significant scope for automation and digital enhancement across a wide range of disassembly tasks, including project scheduling and material tracking, barcode or RFID-based inventory



▲ Valentina Pilshchikova, engines and parts sales trading manager, Vallair

AVIATION WEEK
MRO
AMERICAS

30
YEARS

April 21-23, 2026
Orlando, FL • #MROAM

SOURCE 1,000+
SOLUTION
PROVIDERS.

Discover New Technology,
Tools and Services.

Featured Sessions

- AI: The Can-Do Panel
- Tariffs: Industry Impact
- Skill Shortage Solutions
- Predictive Maintenance

New for 2026

- TechHub Arena
- Curated Meet-Up
- Frequent Flyer Program
- 30th Anniversary Surprises!

mroamericas.aviationweek.com

AVIATION WEEK
by informa...



1



2

“AS WORKFORCE SHORTAGES INTENSIFY, THE USE OF DIGITAL AND AUTOMATION TOOLS ARE BEING EXPLORED TO HELP OPTIMISE WORKFLOWS AND REDUCE ADMINISTRATIVE BURDENS”

1. EirTrade Aviation says a stress lies in securing technicians who fully understand the complexities of controlled aircraft disassembly
2. Aircraft and engine dismantling is hands-on, and mistakes are expensive

management, digital records management and document control, workflow tracking and task sequencing, and data analytics to optimise teardown planning.”

However, he underlines that automation cannot replace the technical judgement required during physical disassembly.

“It is important to stress that although a certain amount of automation can improve visibility and reduce administrative resistance, aircraft teardown itself is not a straightforward production line,” he says.

“Every airframe or engine asset has a different history, configuration and condition. We know at EirTrade Aviation just how critical experienced judgement remains when dealing with corrosion, structural stress areas or incomplete documentation.”

Trowell adds: “Human expertise is essential for accurate damage assessment and to

ensure timely, safe and trusted structural disassembly, engine teardowns and major component removals.”

Pilshchikova echoes this view, suggesting that automation is best suited to repetitive inspection tasks.

She says: “Repetitive, measurable and standardisable tasks are well suited to automation. As an example, measuring dimensions and compiling standard reports can be efficiently automated. However, analysing unusual findings, evaluating material corrosion and making safety decisions still requires human expertise.

“I am all for modern innovations – if a robot can take measurements or scan the cracks and all this information can be uploaded quickly into the system without coffee breaks, I say let it happen,” she continues. “However, when it comes to spotting tricky issues or making a final decision – human expertise remains pre-eminent.”

Pilshchikova goes on to explain that Vallair’s quality department ensures that all processes are carried out in accordance with established procedures, and that innovation and compliance go hand-in-hand.

She says: “It has often been demonstrated that AI can make mistakes. Human experience and expertise needs to be able to challenge the results so correct decisions can be taken.”

► EirTrade Aviation says its greatest pressure with skills today is ensuring it recruits and retains enough experienced technicians

A sector at a turning point

Looking ahead, Pilshchikova believes workforce constraints will remain one of the defining challenges for the teardown sector.

“Over the next five years, the biggest challenge for teardown and recycling activity will be workforce shortages,” she says. “This could slow down the scaling of teardown and recycling operations, delaying aircraft part recovery and increasing costs.”

Yet she also sees the pressure as a catalyst for transformation. “At the same time, this challenge pushes us to transform the way we work, to move away from manual and adopt more automated processes, improving efficiency and safety.”

The evolving design of modern aircraft will also require the workforce to adapt. Composite structures, for example, demand new dismantling techniques and specialised tooling.

“With the first teardowns of the Boeing 787, it is evident that dismantling a predominantly composite aircraft presents different challenges compared with traditional metal aircraft,” Pilshchikova explains. “These differences require new skills, adapted tooling and more advanced processes, making modernisation not just an opportunity, but a necessity.”



For the teardown sector, while digital tools and new processes will help reshape operations, the industry’s ability to scale sustainably will ultimately depend on developing the next generation of skilled technicians capable of handling the complex art of aircraft disassembly. ●

YOUR HANGAR HAS MORE POTENTIAL MORE AIRCRAFT. SAME HANGAR.



VISIT US ...



MRO Americas
April 21–23 2026
Orlando, FL / USA
N-S Hall | 2719



SAHA 2026
May 05–09 2026
Istanbul
Hall: 1 | Stand: 1C-12c

„We can accommodate more aircraft in the same hangar – just by using Mototok“

Denis Velic,
Base Maintenance Manager, Adriatehnika
bit.ly/dennis-velic



Mototok towbarless tugs help MRO operators position aircraft precisely, safely and efficiently — while maximizing valuable hangar space.

→ Towbarless precision maneuvering → One-person operation → Lower risk of positioning damage
→ Better use of hangar capacity → Electric, clean and efficient

Contact: Mototok International GmbH (Headquarter Germany) · Mototok Corporation (USA)
info@mototok.com · www.mototok.com · [f](#) [in](#) [v](#) [@](#)

We've got you covered! Sales and Service in Europe, North America, Asia and Australia.

mototok
easy moving
Innovative remote controlled
electric-drive tugs

Driving a greener sky

As aviation accelerates its sustainability agenda, GA Telesis' **Abdol Moabery** outlines how the company drives circularity through disciplined, full lifecycle asset management across the GA Telesis Ecosystem™



“Sustainability is not a tagline for us; it shapes how we invest, operate and lead”

ABDOL MOABERY

founder and chief executive,
GA Telesis

When I founded GA Telesis more than 23 years ago, I did not anticipate the scale of influence the company would ultimately have on aviation's sustainability journey.

Today, a globally integrated model unites asset trading, MRO, distribution and leasing to prioritise reuse, longevity and efficiency. With one of the world's largest inventories of used serviceable material (USM), we restore approximately 95% of components to active service, reducing manufacturing demand, energy use and emissions.

Sustainability is further strengthened through our WILBUR digital platform, which enhances traceability, accelerates documentation workflows and reduces reliance on paper-based records.

GA Telesis' approach has earned independent recognition, including the ISTAT Sustainability Award, EcoVadis Gold rating and ISO 14001 certification,

reflecting decades of measurable commitment to responsible aviation.

An ecosystem built for sustainability

The GA Telesis Ecosystem™ is designed to extend asset life, reduce waste and lower environmental impact at scale.

LIFT, our financing, leasing and asset management platform, keeps aircraft and engines in service longer, while the Green Time Engine Leasing™ programme, introduced more than 25 years ago, maximises engine use before retirement.

Our Flight Solutions Group returns repaired and overhauled components to service, reintroducing thousands of parts annually and reducing scrap and emissions. Our MRO Services extends the life of engines, airframes, landing gear and components through targeted repairs, reducing maintenance waste.

At end of life, we disassemble assets, recover reusable parts and recycle materials to keep value circulating in the aviation supply chain.

Circularity and compliance

GA Telesis returns around 95% of aircraft and engine components to

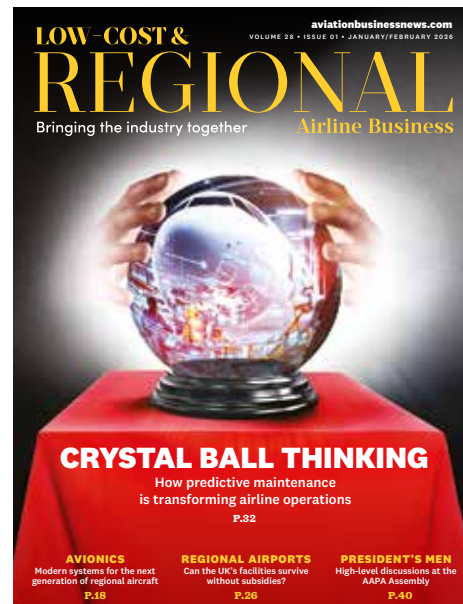
active use, demonstrating circularity at scale while embedding sustainability and quality across its operations. The company upholds rigorous certification and governance standards, adhering to AFRA Best Practices, ISO 14001, 45001, 50001, ASA 100 and AS9120 to ensure global consistency and accountability.

Vision for a cleaner, smarter aviation future

Recognised with the EcoVadis Sustainability Medal, we embed sustainability into our ecosystem as a business imperative. Through circular asset management, disciplined lifecycle planning, and digital innovation, the GA Telesis Ecosystem™ helps operators reduce costs, improve reliability and lower environmental impact.

Sustainability is not a tagline for us; it shapes how we invest, operate and lead. GA Telesis' commitment to 'Intelligently Defining the Future of Aviation and Aerospace' establishes a measurable standard for credible, economically viable sustainability – setting expectations for the broader industry to follow. ●






AVIATION
business news

Exclusive features, industry interviews, expert opinion
and all the latest news from the cabin, cargo, MRO
and low cost & regional airline industry

aviationbusinessnews.com



Everything You Need From a Single Provider

All around the globe, every day, we help operations run efficiently through every phase of their trip. For more than 25 years, our unwavering commitment to providing reliable and timely support has set us apart.

We are the trusted partner that delivers:

Flight Crew Services • Trip Support • Fuel • Sustainability



Visit our booth MRO Europe 2025 (Booth 3851) to discover how we can optimize your operations and help you achieve a more sustainable future.

spireflight.com