Aviation UPDATE

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WINGS INDIA 2026: CONVERTING SCALE INTO CAPABILITY

PROF. (DR.) V. BALAKISTA REDDY
Telangana Council of Higher Education
Chairman
PG 26

Mr. Yogesh Garg
Regional Vice President of Sales
Asia Pacific & Middle-East PG 31

Mr. Vamsi Vikas Ganesula
Raghu Vamsi Aerospace Group (RVAG) PG 20

HOST STATE

Ministry of Civil Aviation
Government of India

Asia's largest event on Civil Aviation
(Commercial, General and Business Aviation)

WINGS INDIA 2026

28TH - 31ST January 2026
Begumpet Airport, Hyderabad, India

Wings India 2026 Takes Flight

POWERFUL UNVEILINGS. UNIFIED VISION.

Wings India 2026 was officially **launched with a Curtain Raiser** on **23rd May 2025** at the Taj Palace, New Delhi featuring key participation from industry leaders, embassies, and government officials.

KEY HIGHLIGHTS

THEME UNVEILED

A vision grounded in innovation, inclusion, and sustainability.

BROCHURE LAUNCH

Explore the roadmap, the players, and the possibilities.

OFFICIAL APP LAUNCH OF WINGS INDIA 2026

Schedules, speakers, networking—anytime, anywhere.

Wings India 2026 Highlights

- Exhibitions, Chalets & Static Aircraft Displays
- Inaugural Ceremony
- International Conferences & Global CEOs' Forum
- B2B / B2G Meetings
- Awards Ceremony
- Cultural Evening & Networking Dinner
- Demonstration Flights, Air Shows & Drone Shows
- Media Interactions
- Student Engagement & Competitions

Exhibitors Profile

- **Aircraft** and Helicoptor Manufacturers
- MRO
- Skill Development
- Aircraft Interiors
- Airlines, Airline Services & Cargo
- Aircraft Engine Menufacturers
- Air Traffic Management
- AAM/Future Technologies
- Aircraft Machinery & Equipment Companies
- Space & Drones Industry

Key Growth Drivers of Indian Civil Aviation

- **3rd largest domestic aviation market** globally in passenger traffic.
- **631 routes** & **91 aerodromes** operationalized under the **UDAN scheme (as of Jan 2025)**.
- **148+ lakh passengers** flown under UDAN, enhancing regional connectivity.
- **800+ aircraft** currently operated by Indian airlines.
- Number of airports more than doubled in the last decade.
- **$4 billion MRO** industry projected by 2030.
- **3.6 crore DigiYatra journeys** completed by Nov 2024, redefining seamless travel.

FOR STALLS AND SPONSORSHIP

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B. KARTIKEYA

This January 2026 edition captures a pivotal shift across aviation's full spectrum: from commercial and business aviation to defence and space. Growth is no longer the headline—capability, sovereignty, and integration are.

In commercial aviation, the focus has moved from fleet expansion to system resilience. Airlines like Pegasus are investing in next-gen engines for sustainability, while MRO localisation—seen in Rolls-Royce's Beijing JV and Tata's new C-130J facility in India—reflects a global push for supply chain independence. Wings India 2026 crystallised this, shifting dialogue from ambition to execution in SAF, drone integration, and skilled workforce development.

The defence sector is undergoing its own transformation. Raghu Vamsi Aerospace Group's launch of six unmanned platforms—from UAVs to micro turbojets—signals India's move from vendor to co-developer. Partnerships like Lockheed Martin and MANTECH highlight the rise of AI-driven sustainment, while Thales's 'Make in India' contract reinforces strategic industrial partnerships.

Space marks perhaps the boldest leap. Prof. V. Balakista Reddy frames India's BlueBird Block-2 launch as a commercial and legal milestone, transitioning the nation from participant to global service provider.

Even business aviation reflects this trend—from Gulfstream's G300 setting new performance benchmarks to Wheels Up's financial restructuring—underscoring an industry prioritising efficiency, innovation, and operational maturity.

Our conversation with Prof. (Dr.) V. Balakista Reddy frames India's BlueBird Block-2 satellite launch as a legal and strategic milestone. He articulates a critical transition—from a government-led space programme to a competitive, commercial space economy governed by robust law and policy.

Mr. Vamsi Vikas Ganesula of Raghu Vamsi Aerospace Group embodies this shift in defence. The launch of six indigenous unmanned platforms—from UAVs to micro turbojet engines—signals a radical move towards vertical integration and "propulsion sovereignty." His philosophy rejects incrementalism in favour of systemic, user-driven innovation.

Mr. Yogesh Garg of De Havilland Canada grounds us in operational reality. In diverse markets across Asia-Pacific and the Middle East, success depends on mission-specific platforms that combine rugged performance with sustainable economics. His focus underscores that true connectivity is both strategic and human.

The unifying theme is clear: the future belongs to those who master the entire value chain. It is defined by indigenous innovation, digital integration, sustainable operations, and sovereign supply chains. Depth now matters more than sheer breadth.

We are witnessing the emergence of a new industrial philosophy—one where capability is built, not bought, and where technology serves tangible strategic and human outcomes.

Kartikey B.

Jetstream Delivers 3rd Saab 340B to Aerolineas Sosa

Jetstream Aviation Capital, LLC is pleased to announce the delivery of one Saab 340B passenger aircraft to Aerolíneas Sosa of La Ceiba, Honduras.
The aircraft, serial number 340B-334, was delivered to Aerolíneas Sosa on December 8, 2025. It is the third of a multi-aircraft Saab 340B commitment between Jetstream and Aerolíneas Sosa and will be used for their scheduled and chartered passenger services throughout Honduras.
Aerolíneas Sosa was founded in 1976 and is a privately owned scheduled air carrier serving four destinations in Honduras: La Ceiba, Roatan, San Pedro Sula, and Tegucigalpa. They are headquartered at the Golosón International Airport in La Ceiba.

Philippine Airlines Takes Delivery of its 1st Airbus A350-1000

Philippine Airlines has taken delivery of its first A350-1000, becoming the 10th airline worldwide to operate the largest version of the long range leader.
The aircraft, configured in a premium three-class layout with 382 seats, will open a new chapter in Philippine Airlines' long haul operations across the Pacific. The A350-1000's advanced efficiency will enable the national carrier to expand its transpacific network with non-stop services to major destinations in North America.
This delivery marks the first of nine A350-1000s that Philippine Airlines will receive as part of its fleet expansion programme. The new aircraft will join the airline's existing A350-900s already in service to expand routes to the US. The addition of the A350-1000 further strengthens the airline's widebody fleet strategy to grow long-haul capacity while enhancing overall travel experience and operational reliability.

China Airlines Orders 5 More Airbus A350-1000s

Taiwan's China Airlines has placed a firm order for five additional Airbus A350-1000 aircraft, taking its total order for the type to 15. The A350-1000 aircraft will complement the carrier's existing long-haul fleet of 15 A350-900s.
"Expanding our A350-1000 fleet marks another important step in our long-term growth strategy. The A350's exceptional efficiency and passenger comfort align with our goals to modernise our fleet, enhance long-haul competitiveness and deliver an elevated travel experience to our customers," said Kao Shing-Hwang, Chairman of China Airlines.
"We greatly value our long-standing partnership with China Airlines. This follow-on order is a strong vote of confidence in the A350-1000 as the right aircraft for China Airlines' future network ambitions. Its next-generation efficiency, range and cabin comfort brings even greater value to the airline and its passengers," said Benoit de Saint-Exupéry, Airbus Executive Vice President Sales of the Commercial Aircraft business.

Pegasus Airlines Fnalizes Agreement for CFM LEAP-1B Engines to Power Boeing 737-10 Fleet

Pegasus Airlines and CFM International announced an agreement for up to 300 LEAP-1B engines which will power the airline's future Boeing 737-10 model fleet. The contract also includes spare engines and a long-term maintenance agreement.
"Since we launched operations in 1990, CFM engines have played a major role in helping Pegasus build a reliable, efficient fleet that serves our customers," said Güliz Öztürk, CEO of Pegasus Airlines. "We have been extremely pleased with the operation of the LEAP engine family and look forward to bringing the same performance and stability to our Boeing 737-10 fleet. The lower emissions and higher fuel efficiency of LEAP-1B engines will significantly contribute to both our 2030 CO reduction target and the 2050 net-zero CO industry emissions goal."
"This agreement marks a significant expansion in our very long and successful relationship with Pegasus and we look forward to providing the level of support that this airline has come to rely on from CFM," said Gaël Méheust, president and chief executive officer, CFM International. "We believe that the LEAP-powered 737 MAX 10

will be an invaluable asset in Pegasus' continuing expansion, providing longer range, lower emissions, better fuel efficiency, and unequalled reliability."
The airline had become globally the first LEAP engine operator in July 2016, with the first commercial operation of these engines taking place on a Pegasus flight between Istanbul and Antalya. The airline began commercial operations with CFM56-3 engines and grew to include fleets powered by CFM56-5B and CFM56-7B engines. Pegasus now continues to expand with the latest generation of aircraft powered by both LEAP-1A and LEAP-1B engines. The average age of Pegasus' fleet is 4.9 years, making it among the youngest in Türkiye and the second youngest globally. *

Rise Air Takes Delivery of Canada's 1st ATR 72-600 Aircraft

Rise Air, the Indigenous-owned airline providing essential services across Saskatchewan, has taken delivery of its first ATR 72-600 aircraft, becoming the launch customer for the latest generation ATR -600 series in Canada. This aircraft is the first from a three-aircraft agreement signed in November 2024, with two additional brand-new ATR 72-600s to join the fleet under lease in 2026. This delivery marks a major step in Rise Air's fleet renewal programme and reinforces its commitment to enhancing year-round connectivity for remote communities.

The arrival of the ATR 72-600 comes right after Transport Canada certified the ATR 42-600 and ATR 72-600 on 27 November 2025, enabling Canadian operators to fly ATR -600 aircraft for the first time. This milestone paves the way for Canadian regional airlines to replace ageing turboprops with modern, comfortable ATR aircraft featuring an advanced glass cockpit that optimises flight trajectories and reduces pilot workload, larger cabins and wider seats. The ATR 72-600 is renowned for its exceptional fuel efficiency, reliability, and ability to operate in challenging environments, including short and unpaved runways. Rise Air's aircraft is equipped with Pratt & Whitney Canada's new PW127XT engines, delivering lower maintenance costs and 45% less CO2 emissions compared to similar-sized regional jets, supporting the carrier's sustainability goals.
Derek Nice, President and Chief Executive Officer of Rise Air, said: "Introducing the ATR 72-600 is about delivering modern, safe, and reliable air transportation to remote work sites and infrastructure projects that are vital to Saskatchewan's economy. These operations support employment and GDP growth across the province, particularly in the north. With this aircraft, we can provide our customers with a higher level of comfort and efficiency while continuing to strengthen connectivity in some of Canada's most challenging environments."
Nathalie Tarnaud Laude, Chief Executive Officer of ATR, commented: "The ATR 72-600 combines exceptional fuel efficiency with lower operating and maintenance costs, making it the ideal aircraft to operate thin routes profitably and serve the most remote communities. We're honoured to see Rise Air pioneer the introduction of the ATR –600 series in Canada, and bring sustainable, reliable, and profitable connectivity to Canada's most demanding environments, where modern technology truly makes a difference."

Qanot Sharq Takes Delivery of its 1st Airbus A321XLR Aircraft

Qanot Sharq, one of Uzbekistan's leading private passenger airlines, has taken delivery of its first of four A321XLR aircraft via a long-term lease agreement with Air Lease (NYSE: AL).
With this delivery, Qanot Sharq becomes the first A321XLR operator in Central Asia and the CIS, reinforcing the airline's ambition to modernise its fleet and expand its international route network and operate new routes to key markets across Asia, including Sanya and Busan, and New York City (via Budapest), while significantly enhancing Qanot Sharq's connectivity across Asia-Pacific and Europe.
Powered by CFM LEAP-1A engines, the aircraft is configured with 190 seats in a two-class layout featuring 16 full-flat Business Class and 174 Economy Class seats. It offers passengers and cabin crew the enhanced comfort of Airbus' Airspace Cabin, featuring XL overhead bins with 60% more storage space compared to previous generation aircraft. In addition, in-seat connectivity is available to all passengers while the latest lighting system enhances the overall passenger experience.
The A321XLR is the next evolutionary step of the A320neo Family, responding to market needs for more range and payload, creating even more value for the airlines. It will deliver an unprecedented Xtra Long Range of up to 4,700nm, some 15% more range than the A321LR and 30% lower fuel burn per seat compared with previous generation competitor aircraft, as well as reduced NOx emissions and noise. So far, Airbus has secured more than 500 orders for the type.

Porter Airlines Achieves Major Milestone with 50th Embraer E195-E2

Embraer has delivered the 50th E195-E2 aircraft to Porter Airlines, marking a major milestone in one of North America's most dynamic fleet expansions. Since receiving its first E2 jet in December 2022, Porter set out to reshape travel across North America and set a new standard for passenger experience.

Porter has firm orders for 75 aircraft, with purchase rights for an additional 25, potentially bringing its fleet up to 100 E2s. The E195-E2 has enabled Porter's impressive network expansion across Canada, the U.S., and now the Caribbean, Mexico and Central America. The airline's bold strategy includes extending its elevated economy experience into southern vacation sunshine markets; launching 13 new routes to five popular destinations this season – Cancun, Puerto Vallarta, Nassau, Grand Cayman, and Liberia (Costa Rica) – from Toronto, Ottawa, Montreal and Hamilton airports. With the addition of the 50th E2, Porter will continue exploring opportunities to increase capacity across its growing network.

Michael Deluce, President & CEO of Porter Airlines, said, "Since Porter's founding in 2006, we have consistently focused on raising the bar for our passengers by proving that economy flying can and should be pleasurable for everyone. The E2's introduction into our fleet is allowing us to turbocharge these efforts as the fastest growing airline in North America over the last three years. The aircraft offers an incredible passenger experience and supports our promise as being the only airline in the region with no middle seats for any passenger on any flight. Our story is continuing as we reset the competitive landscape."

Nigel Patterson, Vice President Sales & Marketing, and Head of Region North America, Embraer Commercial Aviation, added: "Porter Airlines is a true disruptor in North American travel. Their commitment to elevating the passenger experience with the E195-E2 highlights the aircraft's unique blend of operational efficiency, passenger comfort, and environmental performance. Today's delivery reinforces our conviction that the E2 family is the ideal solution for next-gen growth and market expansion."

New B737 MAX-8 Simulator Agreement Between HAVELSAN and BOEING

As part of the new agreement signed with Boeing, HAVELSAN is adding the B737 MAX-8 Full Flight Simulator to its production line through the direct procurement of a Boeing simulation data package.

To date, HAVELSAN's B737 MAX simulators have been developed using buyer-furnished data provided by customers. With this new agreement, HAVELSAN will manage the simulator development process by directly procuring the required data package from Boeing for simulators to be developed for potential customers. This approach allows for a more integrated and streamlined development process, while reinforcing compliance with OEM standards.

This step represents a tangible reflection of HAVELSAN's vision to strengthen its global presence in advanced training and simulation solutions and to further enhance its capabilities in full flight simulator development.

AerCap Delivers First of Ten New Airbus A321neo Aircraft to Thai Airways

AerCap Holdings N.V. announced it has delivered the first of ten new Airbus A321neo aircraft to Thai Airways International Public Company Limited ("THAI"). The remaining nine aircraft are scheduled to deliver through 2028.

"AerCap is proud to introduce the A321neo to our long-standing, valued partner, THAI Airways, reinforcing our commitment to their fleet modernization strategy," said Aengus Kelly, Chief Executive Officer of AerCap. "Our relationship with THAI began in the mid-1990s with the lease of Airbus A330-300s and Boeing 737-400s. Since then, we have supported their evolution through periods of transformation, and today we celebrate a revitalized, financially robust airline. We thank THAI for their trust and partnership and wish them continued success."

Chai Eamsiri, THAI Chief Executive Officer stated, "The arrival of THAI's first Airbus A321neo marks a significant

milestone in our efforts to modernize and enhance the efficiency of our fleet. The first ten aircraft entering into service will be operated under lease agreements with AerCap. This partnership supports THAI's fleet modernization and helps strengthen our fleet and global competitiveness. Equipped with advanced, energy-efficient, and environmentally responsible technologies, the A321neo delivers meaningful reductions in fuel consumption and carbon emissions. These improvements underscore THAI's unwavering commitment to sustainability and responsible operations, while delivering greater value and reliability to our passengers."

CALC Orders 30 Additional Airbus A320neo Family Aircraft

China Aircraft Leasing Group Holdings Limited (CALC) has signed a firm order with Airbus for 30 A320neo Family aircraft to satisfy strong demand for the aircraft from its customer base.

The agreement is the fifth order with Airbus, bringing the total number of Airbus aircraft ordered by CALC to 282, of which 203 are A320neo Family aircraft.

"Our enduring partnership with Airbus has been central to CALC's growth," said Mike Poon, Executive Director and CEO of CALC. "This latest order reflects our shared vision for innovation and sustainable aviation. We are proud to grow alongside Airbus and to continue providing our airline customers worldwide with high-value, modern aircraft solutions."

"CALC has been a long time valued partner of Airbus with its first order placed in 2012, and it's a privilege to see another repeat order," said Benoît de Saint-Exupéry, Airbus EVP Sales of the Commercial Aircraft business. "CALC's deep understanding of the market and what its customers demand is a solid endorsement of the A320neo Family. This commitment reinforces their strength as a lessor with the most efficient, versatile, and in-demand single-aisle aircraft for their customers."

The A320 Family is the world's most popular single-aisle aircraft having won more than 19,000 orders globally. The Family includes the largest member, the A321neo offering unparalleled range and performance. The Family offers at least 20% fuel savings and CO2 reduction compared to previous generation single-aisle aircraft, while maximising passenger comfort with one of the widest single-aisle cabins in the sky.

Thales to Modernise the Philippines' Air Traffic Management System

This contract to upgrade Philippine Air Traffic Management is a key component of the Civil Aviation Authority of the Philippines' (CAAP) strategic modernization programme. Under this agreement, Thales will upgrade the existing hardware and software infrastructure and integrate new functionalities - including advanced cybersecurity features - to ensure the system remains resilient against evolving digital and operational threats.

A Disaster Recovery System (DRS) is

included in the contract to provide a robust first layer back-up protection to ensure continuity of critical operations in the event of a main system failure. Together, these enhancements will deliver a world-class air traffic management system that meets ICAO and the highest industry standards.

The initial phase of the implementation will mark a major milestone in strengthening operational continuity and enhancing the safety of the Philippine airspace. Once all upgrade phases are finalised, by early 2027, CAAP will operate a state-of-the-art ATM system, fully aligned with the latest international standards and technological benchmarks.

"This modernisation project is a pivotal step in future proofing Philippine aviation. Through our partnership with Thales, we are ensuring that our air traffic management system exceeds international standards, providing greater safety, resilience, and operational continuity. This upgrade will prepare our airspace to handle growing air traffic demands and secure the long-term efficiency of aviation in the Philippines," Retired Lt. Gen. Raul Del Rosario, Director General of the Civil Aviation Authority of the Philippines.

"This modernisation is not just a technical upgrade — it is an investment in the future of Philippine aviation. By strengthening resilience and embracing the latest digital innovations, CAAP is preparing the country's airspace for the demands of a rapidly growing region. We are honoured to support this ambition and to deepen

our long-standing partnership with the Asia-Pacific region." Youzec Kurp, Vice President, Airspace Mobility Solutions, Thales.

Frontier Opts for More of Lufthansa Technik's Digital Tech Ops and Engineering Products

Frontier Airlines has decided to implement additional modules and products from Lufthansa Technik's Digital Tech Ops and Engineering services portfolio. After selecting AMOS as the airline's new M&E (Maintenance & Engineering) software at the end of 2024, Frontier now also added various new modules to its existing AVIATAR digital tech ops tool suite. The newly added applications include Predictive Health Analytics, Condition Monitoring and the AI-based Technical Repetitives Examination (TRE). Enhanced by Lufthansa Technik's Digital Tech Ops Engineering Services, the addition of these new capabilities represents another major milestone on the ultra-low-fare carrier's roadmap for the digital transformation of technical operations with its large Airbus A320 family fleet.

With AMOS, a world-leading M&E software which is currently being implemented in the airline's operations, Frontier will be able to manage all its maintenance, engineering and logistics needs while ensuring continuous compliance with aviation regulations on a single, easy-to-use cloud hosted digital platform. The software suite covers a broad spectrum of technical and commercial functions, from material and resource management to production engineering, quality assurance and maintenance planning, to name just a few. AMOS moreover integrates seamlessly with the other elements of Lufthansa Technik's Digital Tech Ops Ecoystem, flydocs and AVIATAR supporting Frontier's ambitious growth plans. For the latter, Frontier now also selected additional modules to significantly broaden the field of capabilities.

Using advanced full flight data, the AVIATAR Predictive Health Analytics module anticipates technical issues with Frontier's aircraft, helps minimize their downtimes, transforms unscheduled maintenance events into scheduled ones, and offers proactive recommendations to enhance troubleshooting efficiency. This assists the airline in lowering its maintenance cost and in avoiding operational incidents, delays or AOG (Aircraft on Ground) situations. AVIATAR's Condition Monitoring module moreover collects data from various sources to offer Frontier an unparalleled real-time overview of its fleet's technical status and components.

"Frontier has several partnerships with Lufthansa Technik which the company's Engineering and Reliability departments are leveraging to better forecast and track reliability issues across our various fleets. Lufthansa Technik continues to improve their offerings, driving more integration of various digital services, and bringing users to relevant information more quickly by leveraging cross-linked data within the ecosystem of applications. These efficiency gains, and ability to forecast potential issues through predictive maintenance, allows Frontier to improve the reliability of our fleet for smoother and more consistent system operations," said Shaun Jensen, Director Engineering and Fleet at Frontier Airlines.

"We are delighted to welcome Frontier as the first US airline using our complete Digital Tech Ops Ecosystem. Together, we are driving the digital transformation of the aircraft maintenance industry and setting new benchmarks for efficiency, reliability, and innovation," said Arne Schlossmacher, Lufthansa Technik's Head of Sales and Customer Development Digital Fleet Services in the Americas. "While already very effective on a single product basis, the smart combination of AVIATAR, flydocs and AMOS with a strong regional support will help Frontier leverage even more benefits on the road to fully digitalized MRO services."

CAE to Enhance Air Traffic Controller Training With CAE Ridge

CAE announced at Airspace Asia Pacific 2025, that it is expanding the use of CAE RidgeTM, its proven and advanced 3D visualization tool, to its Air Traffic Services training offering. CAE RidgeTM enhances Air Traffic Controller training by introducing immersive, collaborative scenarios that accelerate learning and improve operational decision-making.

This commercial off-the-shelf solution, already in use in military applications by CAE Defense & Security, is now being leveraged to elevate both civil and defence Air Traffic Services training solutions. CAE RidgeTM reinforces CAE's commitment to deliver innovative, digitally powered training tools that can reduce time to licensing, strengthen operational readiness, and support the long-term transformation goals of Air Navigation Service Providers (ANSPs) and Air Traffic Organizations (ATOs).

"CAE RidgeTM represents a meaningful advancement in preparing tomorrow's air traffic controllers," said Emmanuel Levitte, Chief Technology Officer, CAE. "By introducing immersive 3D

visualization early in the training process, we help build confidence, competencies and situational awareness faster, increasing the effectiveness of training programs, driving toward an optimal time to licensing."

AerCap Signs Lease Agreements with New Customer My Freighter for 2 New Airbus A321NEO Aircraft

AerCap Holdings N.V. announced it has signed lease agreements for two new Airbus A321neo aircraft with My Freighter, an Uzbekistan-based cargo airline that also operates charter and scheduled passenger services as Centrum Air. The aircraft are scheduled to deliver in Q4 2027.

"We are very pleased to welcome My Freighter as AerCap's first customer in Uzbekistan, and to support both the local aviation industry and Tashkent as an emerging hub connecting East and West," said Peter Anderson, the Chief Commercial Officer of AerCap. "With its market-leading fuel efficiency and extended range, the A321neo will help drive the expansion of My Freighter and its passenger airline, Centrum Air, as they enter new markets. We wish the My Freighter team continued success with their growth plans and look forward to a long and successful partnership."

"We are pleased to take this next step in our growth together with AerCap. The addition of the Airbus A321neos to our fleet will strengthen our operational capabilities and support our expanding international network, including the upcoming launch of routes to Europe. The A321neo's enhanced efficiency, and extended range will enable us to offer greater comfort and more travel opportunities for our passengers while further developing Uzbekistan's connectivity with key markets around the world," commented Abdulaziz Abdurakhmanov, Chairman and CEO of Centrum Holding.

GKN Aerospace to Expand Additive Manufacturing Capabilities in Norway

GKN Aerospace Norway and Norwegian Catapult Manufacturing Technology in Kongsberg (Kongsberg Technology Cluster) have signed a strategic agreement to invest in and expand advanced additive manufacturing capabilities at GKN Aerospace's engines facility in Kongsberg.

Additive manufacturing reduces material waste, shortens supply chains, and lowers environmental impact. Through this collaboration, Norwegian Catapult and GKN Aerospace will accelerate industrial adoption of additive manufacturing and build a platform for advanced, sustainable additive manufacturing in Norway.

This agreement marks the next step in the continued expansion of GKN Aerospace's global additive manufacturing capability, following recent investments in Sweden and the USA. By partnering with Norwegian Catapult, GKN Aerospace is reinforcing its strategy to expand capacity, accelerate innovation, and bring advanced additive manufacturing closer to customers, while simultaneously supporting Norway's ambition to lead in sustainable industrial innovation and development.

Sébastien Aknouche, Senior Vice President, Material Solutions, GKN Aerospace, added: "Additive manufacturing is a cornerstone of our vision for the future of aerospace. This partnership with Norwegian Catapult enables us to fully industrialise additive technology and bring sustainable, high-performance solutions closer to our customers."

Ole B. Hoen, Head of Kongsberg Technology Cluster, said: "Together with GKN Aerospace, we are building a platform for future-oriented manufacturing in Norway.

This collaboration combines world-class expertise with a shared ambition to drive technological progress and support a greener industry. By co-investing in this initiative, we ensure that the unique infrastructure and competence GKN Aerospace now gets in Kongsberg becomes available to the broader Norwegian Industry who will follow in GKN Aerospace's footsteps through learning and testing in the Catapult"

SAFRAN DEVELOPS EUROFL'EYE, THE NEW ADVANCED VISION TECHNOLOGY FOR NH90 HELICOPTERS

Safran Electronics & Defense announces the signing of a major contract with the NATO Helicopter Management Agency (NAHEMA) for the development of the Eurofl'Eye distributed panoramic vision system. Established in partnership with NHIndustries (NHI) and Thales, this contract addresses the needs of the French Direction Générale de l'Armement (DGA) and the Spanish Dirección General de Armamento y Material (DGAM) and represents a strategic milestone for helicopter pilot assistance systems in Europe.

Eurofl'Eye is an advanced Distributed Aperture System (DAS) that provides NH90 pilots with a panoramic and detailed view of their surroundings, even in the most challenging flight conditions (at night, in dust, or in fog). The system combines imagery from six wide-field-of-view infrared cameras and provides a real-time pilot-aligned image directly to the helmet-mounted display TopOwl developed by Thales. It offers a wide and continuous field of view, enhancing pilots' awareness of their external environment. As a result, Eurofl'Eye improves operational conditions during the most demanding missions, making them safer and more precise.

"Eurofl'Eye will simplify access to essential information by integrating it directly into the field of vision of NH90 pilots. This system will improve pilots' responsiveness and decision-making, especially in the most degraded external conditions. This program demonstrates the strength of European cooperation, bringing together Safran Electronics & Defense and other leading European industrial players to deliver advanced solutions for helicopter operations," said Alexandre Ziegler, Executive Vice President, Defense Business Unit at Safran Electronics & Defense. The Eurofl'Eye system will be first deployed on French and Spanish NH90 TTH helicopters. Its development phase will leverage the combined expertise of key European industrial players, further strengthening cross-border innovation and operational capability for helicopter fleets across Europe.

BOEING DELIVERS B-52 WITH NEW RADAR TO USAF FOR TESTING

Boeing has delivered the first B-52 Radar Modernization Program (RMP) flight test aircraft to the U.S. Air Force for testing with the 412th Test Wing at Edwards Air Force Base in California. The test aircraft was fitted with an APQ-188 active electronically scanned array radar system that is akin to those on fighter aircraft.

The RMP upgrades are a critical part of the B-52's broader modernization efforts that will keep U.S. global strike capability ahead of threats through the 2050 and beyond. The testing at Edwards AFB follows ground integration and initial system functional checks completed at Boeing's San Antonio facility.

"The new radar will significantly increase B-52 mission effectiveness by improving situational awareness, speeding target prosecution and enhancing aircrew survivability in contested environments," said Troy Dawson, vice president of Boeing Bombers. "This phase of the program is dedicated to getting it right at the start so that we can execute the full radar modernization program."

Data gathered during testing will inform subsequent developmental test phases and the planned retrofit of the 76 operational B-52 aircraft.

RMP also includes two Display and System Sensor Processors as its mission computers to integrate the radar with B-52 systems, along with two large 8×20-inch high-definition touchscreens at the Nav and Radar Nav stations for radar imagery, control and legacy displays, and two fighter-like hand controllers for radar operation. The system features upgraded cooling, providing liquid cooling for the radar and engine bleed-air heating for very cold conditions.

CAE TO ENHANCE AIR TRAFFIC CONTROLLER TRAINING WITH CAE RIDGE

CAE announced at Airspace Asia Pacific 2025, that it is expanding the use of CAE RidgeTM, its proven and advanced 3D visualization tool, to its Air Traffic Services training offering. CAE RidgeTM enhances Air Traffic Controller training by introducing immersive, collaborative scenarios that accelerate learning and improve operational decision-making.

This commercial off-the-shelf solution, already in use in military applications by CAE Defense & Security, is now being leveraged to elevate both civil and defence Air Traffic Services training solutions. CAE RidgeTM reinforces CAE's commitment to deliver innovative, digitally powered training tools that can reduce time to licensing, strengthen operational readiness, and support the long-term transformation goals of Air Navigation Service Providers (ANSPs) and Air Traffic Organizations (ATOs).

"CAE RidgeTM represents a meaningful advancement in preparing tomorrow's air traffic controllers," said Emmanuel Levitte, Chief Technology Officer, CAE. "By introducing immersive 3D visualization early in the training process, we help build confidence, competencies and situational awareness faster, increasing the effectiveness of training programs, driving toward an optimal time to licensing." As global air travel continues to increase and airspace complexity grows, air traffic controllers face increasing demands and challenges. Before advancing to high-fidelity simulators and on-the-job training, they must develop strong mental models of airports, airspace structures, and traffic flows. While advanced training tools for three-dimensional visualization and mission simulation are regular aspects of pilot and mission crew training, similar solutions for air traffic controllers have been limited. CAE Ridge™ bridges this gap, turning traditional tabletop or more limited computer display training into interactive 3D environments that help instructors and new trainees, as well as qualified controllers, visualize operations, explore scenarios, and rehearse procedures collaboratively.

THALES AWARDS SFO TECHNOLOGIES RBE2 RADAR WIRED STRUCTURES CONTRACT FOR RAFALE UNDER MAKE IN INDIA

Thales, in partnership with SFO Technologies, has taken a significant step forward in supporting India's strategic vision for self-reliance in defence manufacturing. The latest contract, awarded for the production of high-value, technically advanced complex wired structures of the RBE2 AESA Radar of the Indian Rafale, reinforces SFO Technologies' long-standing expertise and enduring partnership with Thales across multiple major programmes.

This first order marks an important milestone in Thales' Make in India strategy for the localisation of advanced radar systems, which is expected to boost local manufacturing capabilities for critical Rafale sub-systems supplied to the Indian Armed Forces. ? Following the order of 26 Rafale aircraft for the Indian Navy, Thales, as a proud Dassault Aviation Rafale team member, continues to execute its ambitious localisation roadmap, partnering with the aeronautics and defence ecosystem in India. The scope of expertise delivered through this partnership ranges from precision machining and assembly/wiring to electronics, microelectronics, and complex system integration.

"This partnership with SFO Technologies reflects our steadfast commitment to the Make in India initiative. Through decades of strong local collaborations, we have consistently invested in building indigenous capabilities and fostering world-class expertise within the Indian ecosystem. SFO Technologies has demonstrated exceptional innovation and reliability in every project we undertake together. We are delighted to continue reinforcing our partnership, setting new benchmarks for quality and operational excellence in support of India's self-reliance ambitions." Philippe Knoche, SEVP Operations and Performance, Thales.

"We are honoured of Thales' continued trust in SFO Technologies, and proud to contribute towards deploying new expertise in the Indian ecosystem, while actively taking part in the equipment production for the Rafale India. Quality and punctuality will be our priorities to satisfy our customers, as usual." N. Jehangir, Chairman & Managing Director, SFO Technologies.

L3HARRIS TO PROVIDE ASSURED COMMUNICATIONS FOR USAF'S SURVIVABLE AIRBORNE OPERATIONS CENTER PROGRAM

L3Harris Technologies has been selected as a subcontractor to provide assured communications support for the U.S. Air Force's E-4C fleet in support of the U.S. Survivable Airborne Operations Center (SAOC) program, primed by global aerospace and defense company, SNC. The engineering and manufacturing development contracted to L3Harris, awarded by SNC subcontractor Collins Aerospace, an RTX business, spans five years.

As part of the SNC-led team, L3Harris will help guide communication-suite integration efforts, bringing the latest resilient communications technology to this specialized fleet and expanding its role with air, ground and space communications. The company will leverage its 15 years of experience supporting the E-4C's predecessor, the E-4B, and continued wideband communications innovation to deliver new, resilient technology in support of the most critical command-and-control missions.

"L3Harris will provide upgraded, state-of-the-art capabilities to ensure the E-4C fleet can successfully execute any mission," said Lauren Barnes, President, Broadband Communications Systems, L3Harris. "Our open-system technology and vast portfolio of resilient waveforms will support seamless software upgrades and longevity for this vital program well into the future."

This program represents the continuation of L3Harris' aerial capability support for the Department of War, which includes leadership positions in the Advanced Battle Management System and Next-Generation Jammer – Low Band programs and delivering advanced electronic warfare technology for the F-16 Falcon, EA-37B Compass Call and B-2 Spirit fleets.

AFI KLM E&M AWARDED BY THE AERONAUTICAL MAINTENANCE DIRECTORATE OF THE MINISTRY OF ARMED FORCES

Air France Industries KLM Engineering & Maintenance (AFI KLM E&M) and the DMAé (Aeronautical Maintenance Directorate) have signed a comprehensive support agreement for the fleet of four Airborne Warning and Control System (AWACS) aircraft of the French Air and Space Force (AAE).

The contract includes aircraft and combat systems engineering services, logistical support for operations at the operating base, and major maintenance visits carried out at AFI KLM E&M's facilities. Under this integrated contract, for which AFI assumes performance responsibility and guarantees operational availability, the French armed forces will benefit from an industrial partnership for the next ten years, which is expected to support the fleet until its planned retirement in 2035.

The announcement of the contract was formalized on November 25th at the DMAé's facilities in Paris, in the presence of Marc Howyan, Lt-general (Armament Corp.) and Director of the DMAé, and Anne Brachet, Executive Vice President of Air France – KLM Engineering & Maintenance.

"This contract marks an important milestone in our long-standing collaboration with AFI KLM E&M," said Marc Howyan, Director of Aeronautical Maintenance."The expertise of the AFI KLM E&M and DMAé teams has always ensured, for the benefit of the Air and Space Force, the highest level of performance, allowing for excellent availability despite the fleet having been in service for over thirty years."

Anne Brachet, Executive Vice President of Air France -KLM Engineering & Maintenance, added: "We are extremely proud to have once again been chosen to support a strategic fleet for the French armed forces. This achievement demonstrates the excellence of the work carried out over more than thirty years and takes on particular significance in the current geostrategic environment."

SAFRAN DEVELOPS EUROFL'EYE, THE NEW ADVANCED VISION TECHNOLOGY FOR NH90 HELICOPTERS

Safran Electronics & Defense announces the signing of a major contract with the NATO Helicopter Management Agency (NAHEMA) for the development of the Eurofl'Eye distributed panoramic vision system. Established in partnership with NHIndustries (NHI) and Thales, this contract addresses the needs of the French Direction Générale de l'Armement (DGA) and the Spanish Dirección General de Armamento y Material (DGAM) and represents a strategic milestone for helicopter pilot assistance systems in Europe.

Eurofl'Eye is an advanced Distributed Aperture System (DAS) that provides NH90 pilots with a panoramic and detailed view of their surroundings, even in the most challenging flight conditions (at night, in dust, or in fog). The system combines imagery from six wide-field-of-view infrared cameras and provides a real-time pilot-aligned image directly to the helmet-mounted display TopOwl developed by Thales. It offers a wide and continuous field of view, enhancing pilots' awareness of their external environment. As a result, Eurofl'Eye improves operational conditions during the most demanding missions, making them safer and more precise.

"Eurofl'Eye will simplify access to essential information by integrating it directly into the field of vision of NH90 pilots. This system will improve pilots' responsiveness and decision-making, especially in the most degraded external conditions. This program demonstrates the strength of European cooperation, bringing together Safran Electronics & Defense and other leading European industrial players to deliver advanced solutions for helicopter operations," said Alexandre Ziegler, Executive Vice President, Defense Business Unit at Safran Electronics & Defense. The Eurofl'Eye system will be first deployed on French and Spanish NH90 TTH helicopters. Its development phase will leverage the combined expertise of key European industrial players, further strengthening cross-border innovation and operational capability for helicopter fleets across Europe.

SAAB RECEIVES ORDER FOR RBS 70 BOLIDE MISSILES FROM LITHUANIA

Saab has received an order for RBS 70 Bolide missiles from the Lithuanian Ministry of National Defence. The order value is SEK 3 billion and deliveries are expected to take place 2028-2032.

The order is placed within a framework agreement for Saab's short-range air defence missile solution RBS 70 NG between Saab, the Swedish Defence Materiel Administration (FMV) and the Lithuanian Ministry of National Defence.

"With this order, we continue our commitment to supporting the Lithuanian Armed Forces' with our world-leading RBS 70 missiles. These form a key part of the nation's air defence capability and contribute to keeping Lithuania's airspace safe," says Görgen Johansson, head of Saab's business area Dynamics.

Lithuania has been a user of Saab's short-range air defence solution RBS 70 since 2004. RBS 70 NG is also included in Saab's vehicle-integrated mobile air defence solution (MSHORAD) acquired by Lithuania and which acts as a protective shield for moving units.

SAAB RECEIVES ORDER FOR ARTILLERY LOCATING RADAR FROM SWEDEN

Saab has signed an agreement and received an order from the Swedish Material Administration (FMV) for a number of the artillery locating radar Arthur including support for the Swedish Armed Forces. The order value is approximately SEK 1.1 billion and deliveries will take place in 2027.

The order includes the latest version of Saabs artillery locating radar system Arthur, with capability to warn for incoming indirect fire from a distance of up to 100 km. Saab will also perform vehicle integration of the radar systems.

The agreement with FMV includes options on additional systems and support over 15 years for Sweden. The agreement is procured with possibilities for cooperative nations to join.

"This order enables a clear capacity increase and strengthens the Swedish brigade's capability to warn for incoming indirect fire as well as enabling quick counter-fire. The systems offer the mobile artillery localisation needed for today's complex battlefields with innovation and cutting-edge capabilities," says Carl-Johan Bergholm, head of Saab's business area Surveillance.

The artillery locating radar Arthur is a modern, digitalised system which simultaneously can track a large number of grenades and calculate points of origin, while also protecting troops and civilians by warning of incoming fire.

TEXTRON SYSTEMS AWARDED $41M PURCHASE ORDER FOR USAF T-7A ADVANCED PILOT TRAINING PROGRAM MAINTENANCE TRAINING SYSTEM

Textron Systems Corporation, a Textron Inc. company, announced that it has been awarded a Purchase Order from Pinnacle Solutions, an Akima company, to support the U.S. Air Force's T-7A Advanced Pilot Training (APT) Program Maintenance Training System (MTS). The total award is valued at up to $62M, with a three-year base period valued at $41M, and options to deliver additional trainers valued at up to $21M. Under this contract, Textron Systems will design, develop and produce the common fuselage structure used in three maintenance trainers and the Mid-Integrated System Maintenance Trainer (ISMT) and AFT ISMT in its entirety. The options include production units of these training devices.

The T-7A MTS will provide maintainers with the foundational skills required to maintain the T-7A aircraft and its associated subsystems. The ISMTs are designed to enhance training and support maintenance operations by providing simulated environments and training devices.

The MID-IMST and AFT-ISMT will enable training on multiple systems, including training of removal and installation tasks, visual examinations and inspections, and various other procedures.

"Textron Systems brings the Pinnacle team decades of proven expertise in advanced maintenance training systems to effectively equip the U.S. Air Force with the skills and essential capabilities needed to maintain the T-7A and its associated subsystems," said Steve Mensh, Senior Vice President of Electronic Systems. "This effort represents Textron Systems' excellence in training and mission readiness as part of our ongoing commitment to the U.S. Air Force."

The work for this contract will be conducted at Textron Systems' Goose Creek, S.C., facility, which focuses on military simulation, mission and maintenance training, providing students with the foundational flying and maintainer skills and core competencies needed to transition into the current fighter, transport, and bomber aircraft.

SAAB RECEIVES ORDER FOR GLOBALEYE FROM FRANCE

Saab has entered a contract with the French General Directorate of Armaments, direction générale de l'Armement (DGA), and received an order for two GlobalEye Early Warning and Control (AEW&C) aircraft, including ground equipment, training and support. The order value is approximately SEK 12.3 billion and deliveries will take place 2029-2032.

"Today's order underscores the robust partnership between Saab and France. By selecting GlobalEye, France is investing in a highly modern and capable Airborne Early Warning & Control solution. This choice reinforces France's commitment to sovereignty and strengthens Europe's overall protection, with both Sweden and France operating GlobalEye," says Micael Johansson, President and CEO of Saab.

GlobalEye is an advanced multi-domain AEW&C solution with an array of active and passive sensors that provide long-range detection and identification of objects in the air, at sea and over land. By providing real-time information to air forces, armies and navies, GlobalEye enables enhanced situational awareness of the surrounding areas and early detection of threats.

AIRBUS AND INDRA SELECTED TO CONDUCT DEFINITION STUDY ON FUTURE SPANISH INTELLIGENCE AIRCRAFT

Airbus Defence and Space and Indra Group have been selected by the Spanish Ministry of Defence to carry out a conceptual definition study for the future Signals Intelligence (SIGINT) aircraft of the Spanish Air and Space Force.

This 18-month study will cover the analysis and definition of the most suitable platform and signals intelligence equipment to provide a national solution based on three aircraft to detect, track, classify, and identify targets of interest to the Spanish Armed Forces.

Airbus Defence and Space will draw up a proposal for an aircraft adapted to the Spanish customer's needs and, together with Indra, will study the integration of electronic intelligence and communications intelligence systems as a preliminary step to defining the development and implementation of the programme.

At a later stage, Airbus is expected to carry out the necessary modifications to the selected aircraft to implement and industrialise the signals intelligence system proposed by Indra.

Airbus has extensive experience in converting commercial aircraft into military aircraft, such as the A330 Multi Role Tanker Transport, which is converted at its facilities in Getafe. It also has extensive knowledge in the integration of sensors and mission systems in different aircraft configurations.

THALES SECURES MAJOR CONTRACT TO TRANSFORM ROYAL NAVY MINE COUNTERMEASURES WITH AI POWERED REMOTE COMMAND CENTRES

Awarded under the Autonomous Remote Command Centre (RCC) contract, this initial £10 million investment marks the first stage of a programme which has scope to grow to up to £100 million to deliver next-generation mine countermeasures capability for the Royal Navy.

The Group will lead the integration of multiple unmanned assets, both above and below the water, into becoming a true system of systems for safer, more efficient and agile mine hunting missions. It will provide the hardware, software, training and technical advice collaborating with a robust UK supply chain to enable iterative capability improvement and rapid technology adoption.

The Thales M-Cube Mission Management System will be at the heart of the command centres. This combat-proven software suite is already used by multiple navies worldwide for planning, execution and evaluation of both conventional and autonomous MCM missions. It provides unparalleled situational awareness from the task force to individual unit level.

Mi-Map planning and evaluation software lies at the heart of the Royal Navy's new remote Command Centre. Featuring advanced AI-powered automatic target recognition, it empowers operators by intelligently filtering and refining raw data, streamlining and expediting the mine hunting process. Leveraging machine learning, Mi-Map continually enhances its database and processes vast quantities of information beyond human capability. Not only it accelerates target identification but also delivers superior accuracy and effectiveness compared to traditional systems.

This sophisticated AI is developed with the support of cortAIx, Thales AI accelerator with a global workforce of 800 experts in AI within the Group serving the performance of sovereign advanced systems and sensors in critical environments. Working with programme partners, Thales will initially deliver twin-containerised solutions that will seamlessly integrate platforms, systems and sub-systems. This highly flexible capability, will transform how MCM is conducted - allowing Royal Navy personnel to coordinate a fleet of uncrewed and autonomous assets, greatly increasing operational effectiveness while maximising personnel safety.

Its utility, for autonomous command and control, has application across the seabed warfare domain and aligns with the UK Government's vision for a 'Hybrid Navy' and the Royal Navy's Long Term Capability Plan for MCM mission systems integration. "Thales is honoured to continue its central role in delivering mine countermeasures capability to the Royal Navy, building on our proven heritage. This next-generation of autonomous command centres is part of a flexible suite of autonomous C2 from containerised solutions to vessel operations centres or large, shore operations centres. ? By collaborating across the supply chain, we are committed to supporting the UK with world-class technology and fostering growth and high-value skilled jobs across our UK operations." Paul Armstrong, Managing Director for Underwater Systems activities, Thales in the UK.

"The threat to the UK is growing, driven by global instability, Russian aggression, and a greater willingness of states and hostile actors to target our critical infrastructure. By embracing autonomous maritime technology, the Royal Navy is pioneering innovation to help keep our sailors safe at sea. This is backed by a UK defence industry delivering world-class capabilities that exemplify how defence acts as an engine for growth." - Minister for Defence Readiness and Industry, Luke Pollard MP

UK AND GERMANY SIGN GBP52M CONTRACT FOR CUTTING-EDGE ARTILLERY

In a landmark joint procurement, the United Kingdom and Germany have secured a new generation of highly mobile artillery through a £52 million contract. The deal will provide the British Army with an Early Capability Demonstrator of the RCH 155 system, a cutting-edge howitzer mounted on a BOXER armored vehicle, with two additional platforms for Germany to enable shared testing.

This collaboration, solidified under the Trinity House Agreement from October 2024, marks a significant deepening of UK-German defence ties. The RCH 155 is slated as the long-term solution for the British Army's Mobile Fires Platform, succeeding the interim Archer systems. It represents a revolutionary leap in artillery, capable of firing eight rounds per minute while moving at 100 km/h and striking targets over 70 km away without needing to reposition.

Key advantages highlighted include its shoot-and-scoot survivability, a 700-km operational range, and a reduced two-person crew due to advanced automation. These features directly address critical lessons from the conflict in Ukraine, where rapid firing and immediate repositioning are essential to counter enemy fire. The partnership accelerates procurement, shares testing data and facilities, and reduces costs for both nations. Minister for Defence Readiness, Luke Pollard MP, stated the system will allow the Army to "hit targets and move fast away from returning fire," directly implementing Strategic Defence Review priorities. Edward Cutts, the Army's Senior Responsible Owner, emphasized that the joint program delivers world-class capability more efficiently while strengthening vital NATO interoperability. Beyond enhancing frontline capability, the contract is framed as a driver for industrial growth, supporting skilled jobs and reinforcing the UK-German defence industrial partnership within the NATO alliance.

INDIAN, ISRAELI FIRMS PARTNER ON ELECTRIC MILITARY VEHICLES

Belrise Industries, a major Indian automotive systems manufacturer, and Israeli defense specialist Plasan Sasa have announced a strategic partnership. The collaboration will focus on introducing and adapting the ATEMM (All-Terrain Electric Mission Module) series of electric vehicles for the Indian military market.

The ATEMM platform is a self-propelled electric system designed to enhance payload capacity, onboard energy, mobility, and survivability for various military roles. The partnership aims to tailor these vehicles to the specific requirements of the Indian Armed Forces by combining Plasan's expertise in armor and automotive defense systems with Belrise's extensive manufacturing footprint in India.

This initiative directly supports India's Make in India and Atmanirbhar Bharat (Self-Reliant India) policies, emphasizing localized production and technology transfer to strengthen the domestic defense industrial base. Beyond meeting Indian needs, the agreement positions Belrise to become an integral part of Plasan's global supply chain, enabling cost-effective production of advanced systems in India for international programs as well.

In statements, executives from both companies highlighted the partnership's strategic value. Belrise's Mr. Swastid Badve noted the commitment to bringing world-class defense technologies to India, while Plasan's Mr. Gilad Ariav emphasized strengthening the global supply chain through Indian manufacturing.

The move aligns with a broader military trend toward electric platforms, which offer advantages like reduced signatures and increased onboard power for future mission systems. While specific configurations, timelines, and contract values were not disclosed, the collaboration underscores a focused effort to deliver mission-ready, locally produced electric mobility solutions to the Indian military.

TATA ADVANCED SYSTEMS BREAKS GROUND ON NEW DEFENCE MRO FACILITY SUPPORTING LM'S C-130J OPERATIONS IN INDIA

Tata Advanced Systems and Lockheed Martin have broken ground on a new, state-of-the-art Defence Maintenance, Repair, and Overhaul (MRO) facility in India dedicated to the C-130J Super Hercules aircraft. This strategic venture, celebrated with Indian Air Force and government officials, deepens the decades-long industrial partnership between the two companies and marks a significant step in bringing world-class military sustainment capabilities to India.

The facility will provide comprehensive depot-level support, including heavy maintenance, component overhaul, structural restoration, and avionics upgrades for India's C-130J fleet. It is designed to enhance the Indian Air Force's operational readiness and will also create opportunities to service regional and global C-130 operators in the future.

Lockheed Martin's Chief Operating Officer, Frank St. John, emphasized the facility strengthens the foundation of their long-term collaboration with India, stating it "brings world-class sustainment capability into India" and demonstrates a commitment "to building capability for India and from India."

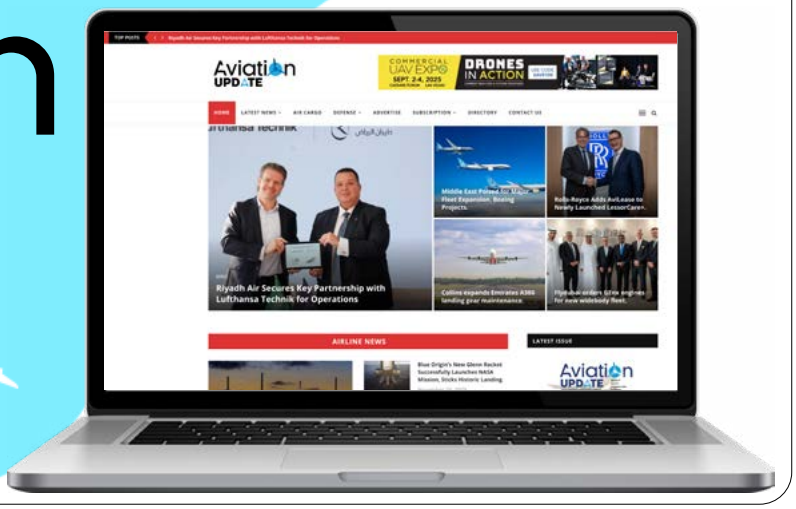
Sukaran Singh, CEO of Tata Advanced Systems, highlighted the broader significance, noting the project "represents India's growing confidence and capability in shaping its own defence future" and will bolster the national aerospace ecosystem through innovation and skill development.

Scheduled for completion by late 2026, with operations commencing in early 2027, the MRO center will join Lockheed Martin's global service network. It directly supports India's "Make in India" and self-reliance ambitions, building on Tata's existing role as a manufacturer of C-130 aerostructures. This project ensures the IAF's critical airlift workhorse receives advanced, in-country sustainment for decades to come.

COLLINS AEROSPACE DEMOS LATEST DEVELOPMENT IN ANTI-JAM TECHNOLOGY

Collins Aerospace, an RTX business, showcased its latest innovation in anti-jam Assured Positioning Navigation and Timing (APNT) technology during the U.S. Army's All-Domain Persistent Experiment at White Sands Missile Range, N.M. The successful demonstration highlighted Collins' smallest APNT ground solution to date, offering advanced capabilities in a portable, modular form. The business's Compact Modular Open Systems Standards (CMOSS) Mounted Form Factor (CMFF) card can be used to provide resilient navigation for ground vehicles, including robotic and autonomous platforms. While paired with an external antenna, the solution demonstrated exceptional performance in a denied and degraded GPS environment.

"Our card provides highly precise navigation in contested environments, and a scalable, cost-effective solution that is ready now for integration on a variety of platforms," said Sandy Brown, vice president and general manager of Mission Critical Products at Collins Aerospace. "The smaller form factor allows for faster mission customization and improved situational awareness." During the experiment, Collins' APNT system maintained assured navigation despite the presence of a significant number of jammers and spoofers. Leveraging Military-code GPS and internal and external organic sensors, the solution fused multiple data sources to ensure uninterrupted connectivity for ground vehicles, even in the absence of reliable GPS data. All-Domain Persistent Experiment is the Army's open-air experimentation environment to test capabilities in Denied/Degraded, Intermittent, Limited conditions to advance sensor technologies, networks, data processing, PNT and electronic warfare systems.



BOMBARDIER GLOBAL 8000 RECEIVES U.S. FEDERAL AVIATION ADMINISTRATION (FAA) CERTIFICATION

Bombardier announced that the Global 8000(1), the world's fastest business aircraft, received U.S. Federal Aviation Administration (FAA) certification. The FAA certification marks the latest in a series of achievements over the past year that continue to illustrate the exceptional pedigree of this industry-defining ultra-long-range business aircraft – the fastest and most luxurious business jet in the skies. The Global 8000 received Transport Canada (TC) Type Certification on November 5, 2025 and entered into service in December 2025. Certification from the European Union Aviation Safety Agency (EASA) is pending.

"This accomplishment is a direct result of the commitment to excellence and dedicated work of our highly skilled employees, suppliers, Transport Canada and the FAA for a collaborative, effective process," said Stephen McCullough, Senior Vice President, Engineering and Product Development, Bombardier. "Attaining the Global 8000 certification from the FAA sets new performance standards in the industry and marks one of the final chapters in our very successful development program for this groundbreaking business jet."

In addition to entering into service and attaining certifications from both Canadian and American regulatory authorities as per schedule, the Global 8000 has redefined business aviation due to its unbeatable performance attributes and exquisite cabins.

With the lowest cabin altitude in business aviation production at 2,691 ft., customers will feel like they are standing atop the Burj Khalifa as they cruise at 41,000 ft. This significantly reduced cabin altitude minimizes the physiological stress typically associated with high-altitude travel, helping passengers arrive feeling refreshed, alert, and ready to perform.

The Global 8000 also boasts a top speed of Mach 0.95, enabling customers to fly farther, faster than any competing true four-zone business jet in the industry.

The Global 8000 is also the only true four-zone business jet to offer a range of 8,000 NM, enabling nonstop travel between more city pairs than ever before. In addition to its long-range capabilities, the aircraft remains remarkably agile, with takeoff and landing performance comparable to that of a light jet. Its advanced wing design featuring unique leading-edge slats enables customers to master up to 30% more airports than its closest rival.

HONDA AIRCRAFT COMPANY UNVEILS NEW HONDAJET UPGRADE PACKAGE

Honda Aircraft Company announced the HondaJet APMG S, a new performance upgrade package for owners and operators of HondaJet Classic and HondaJet APMG (Advanced Performance Modification Group) aircraft. The APMG S package brings the spirit of continuous improvement to early production HondaJets, providing owners the opportunity to upgrade their aircraft with technical innovations introduced on more recent iterations of the platform, such as the HondaJet Elite S.

Honda Aircraft Company will offer the APMG S modifications package through the company's Greensboro Service Center as well as its global network of 21 Authorized Service Centers. Moreover, the company has already modified several pre-owned HondaJet aircraft with APMG S upgrades, which are available through its pre-owned aircraft program.

The HondaJet APMG S upgrade package includes avionics software and hardware that deliver faster processing speeds and enable future innovation across the legacy HondaJet fleet. These enhancements also bring key features from the HondaJet Elite S – such as the Advanced Steering Augmentation System (ASAS) – to a wider portion of the fleet. These advancements support handling precision and expand crosswind capability. As part of the HondaJet APMG S modifications, owners and operators also gain access to a 300-pound increase in Maximum Takeoff Weight (MTOW) over the unmodified legacy HondaJet. This enhancement enables operators to access an expanded range of useful loads. Operators also gain Graphical Weight and Balance features, enabling pilots to input loading and fuel data to estimate takeoff and landing weights.

"Honda Aircraft Company has challenged itself to provide our customers with top-level performance from the time the very first HondaJet rolled off the production line," said Amod Kelkar, Senior Vice President, Chief Commercial Officer and Large Project Leader for HondaJet Echelon. "As we approach the tenth anniversary of our first HondaJet delivery, we are excited to provide our customers the opportunity to upgrade their aircraft with the advanced technology and performance of more recent iterations of the award-winning HondaJet. We are also pleased to offer multiple interior refurbishment options to further enhance aircraft receiving APMG S modifications at our Greensboro Service Center in order to build on aircraft asset value and ownership appeal. By combining these service items, we can economize labor and downtime for our valued customers."

CESSNA CITATION ASCEND ENTERS INTO SERVICE

The Cessna Citation Ascend achieved a major milestone as the first retail customer took delivery of the midsize business jet on Tuesday, December 30, marking the aircraft's entry into service. Announced in 2023 the aircraft boasts an entirely new cockpit, improved performance and a luxurious flat floor cabin. The Citation Ascend received type certification from the Federal Aviation Administration (FAA) in November 2025.

"The first Citation Ascend delivery underscores Textron Aviation's commitment to redefining the midsize segment with an aircraft that blends innovation, efficiency and unmatched comfort," said Lannie O'Bannion, senior vice president, Sales & Marketing. "We look forward to seeing the Ascend begin its journey with customers around the globe."

With more than 1,000 Cessna Citation 560XL series aircraft delivered since 2000, owners and operators appreciate the aircraft's unparalleled combination of performance, comfort, ease of operation, range of mission capabilities and favorable operating efficiencies.

Enhancing the pilot experience

The Citation Ascend's new cockpit is equipped with the Garmin G5000 avionics suite, featuring: Autothrottle technology to reduce pilot workload and provide flight-envelope protection Three large, 14-inch ultra high-resolution displays with split-screen capabilities

Dual flight management systems

Synthetic vision tech to render obstacles like mountains or terrain Cockpit voice and data satellite transceiver to make satellite calls from the cockpit and support real-time diagnostics, transmitting in-flight faults to ground support, for advanced troubleshooting

Garmin advanced weather detection and avoidance technology

Second Iridium data radio and controller-pilot data link communications (CPDLC) to support customers with more direct routing between North America and Europe (optional) Pilots benefit from reduced workload and enhanced flight-envelope protection, while passengers enjoy a spacious flat floor cabin. The aircraft can accommodate up to 12 passengers and features an advanced acoustic treatment system for a quiet, comfortable environment similar to that of driving a car down the highway.

An aircraft built for productivity

With all-new, nearly 15% larger cabin windows, customizable interior options and wireless control of lighting, temperature, window shades and entertainment, the Ascend delivers a new level of comfort and flexibility. To keep customers connected, the aircraft includes standard GoGo U.S. Avance L3 Max Wi-Fi; customers can also select optional U.S. Avance L5 Wi-Fi or Gogo Galileo HDX connectivity solutions. The Citation Ascend is powered by two Pratt & Whitney Canada PW545D engines, offering enhanced fuel efficiency and increased thrust. The aircraft achieves a maximum speed of 441 knots true airspeed (ktas) and a four-passenger range of 1,940 nautical miles (3,593 kilometers), complemented by a full fuel payload of 900 lb. (408 kg). Textron Aviation has also incorporated an unattended Honeywell RE100 [XL] Auxiliary Power Unit (APU) for efficient preflight preparations and reduced noise on the ground.

WHEELS UP SECURES $105 MILLION IN CRITICAL FINANCING DEAL

Struggling private aviation provider Wheels Up Experience has announced a crucial $105 million sale-and-leaseback transaction for ten of its business jets. The move is a central part of the company's urgent efforts to stabilize its finances and execute a strategic turnaround after reporting significant losses.

The deal involves seven Embraer Phenom 300 light jets and three Bombardier Challenger 300 midsize aircraft. Proceeds from the transaction, expected to close by year-end, will be strategically allocated: $65 million will immediately repay outstanding debt, while the remaining $40 million will be reserved in cash to fund the planned acquisition of additional Challenger and Phenom aircraft in 2026.

Critically, Wheels Up will retain full operational control of all ten aircraft through long-term leases. The company assures its members of uninterrupted service, emphasizing that the jets will remain branded, refurbished, and equipped with satellite Wi-Fi. This structure allows the company to unlock essential capital without disrupting its core flight operations.

Wheels Up CEO George Mattson framed the agreement as a disciplined step in the company's transformation, stating it "further validates our strategy" and provides "additional capacity" to advance its fleet renewal plans. The involvement of a third-party financial institution lends external credibility to the effort.

The transaction highlights Wheels Up's continued struggle to find a sustainable path forward since its high-profile public debut in 2021. Backed partly by Delta Air Lines, the company rode a wave of pandemic-driven demand to a valuation exceeding $2 billion. However, as market conditions normalized, it has been forced to aggressively reorganize its business model, which sells membership-based access to private flights, to address its financial challenges. This latest deal provides a necessary liquidity injection as management works to steer the company toward profitability.

NEW SUPER-MIDSIZE GULFSTREAM G300 TAKES FLIGHT

Gulfstream Aerospace Corp announced the new Gulfstream G300 has made its first flight, demonstrating significant program maturity and officially launching its rigorous flight test program. Introduced on Sept. 30 in Savannah as the latest addition to Gulfstream's visionary fleet, the G300 represents a new standard in its segment and is poised to redefine the super-midsize category.

The first G300 took off from Ben Gurion International Airport at 8:05 a.m. local time and flew for 2 hours and 25 minutes at a speed of Mach 0.75 and an altitude of 30,000 feet/9,144 meters.

"With its combination of safety, technology, performance and cabin comfort, the G300 is a game changer for the super-midsize category," said Mark Burns, president, Gulfstream. "This latest investment, designed to exceed our customers' expectations for large-cabin features in a mid-cabin aircraft, brings another new category leader to our next-generation fleet. With the addition of the G300, Gulfstream truly offers an aircraft for every mission. Achieving first flight at this stage in the program is a remarkable achievement."

The G300 features the largest interior in the super-midsize segment. Natural light from 10 Gulfstream Panoramic Oval Windows enhances the spacious cabin, which can seat up to 10 passengers and includes two living areas, a generously appointed galley and ample room for baggage. The G300 also features the lowest cabin altitude in its class at 4,800 ft/1,463 m when flying at 41,000 ft/12,497 m, along with 100% fresh air, a standard plasma air ionization system and whisper-quiet sound levels.

The G300 boasts class-leading range at the highest speeds with the ability to fly 3,600 nautical miles/6,667 kilometers at Mach 0.80 or 3,000 nm/5,556 km at Mach 0.84. In addition, the aircraft also features impressive fuel-efficiency thanks to its combination of the clean, swept Gulfstream wing and Honeywell HTF7250G engines.

With next-generation technology, the G300 Harmony Flight Deck greatly enhances safety with six touch screens paired with Phase-of-Flight intelligence, a Synthetic Vision-Primary Flight Display that depicts runways and terrain in 3D imagery, and Gulfstream's award-winning Predictive Landing Performance System.

Prior to first flight, the G300 program completed more than 2,000 ground test hours and includes two additional test aircraft already in production.

DAHER'S KODIAK 900 RECEIVES BRAZILIAN CERTIFICATION, EXPANDING VERSATILE UTILITY ROLE

Daher has announced that its Kodiak 900 turboprop utility aircraft has received Brazilian airworthiness certification, enabling it to join the established Kodiak 100 fleet in serving the country's diverse transportation needs. The aircraft is set to support sectors ranging from agriculture and public safety to corporate travel and humanitarian missions.

The Kodiak 900 builds on the rugged, "go-anywhere" DNA of the Kodiak 100, incorporating key enhancements. A fuselage stretch of 1.19 meters increases cabin volume by 20%, accommodating a versatile 10-seat interior with multi-directional Summit+ seating. Performance upgrades include a cruise speed of 210 KTAS, extended range of 1,129 nm, and a 9% reduction in specific fuel consumption, improving operating economics for commercial operators.

Powered by a Pratt & Whitney Canada PT6A-140A engine optimized for "hot and high" performance and paired with a quiet five-blade propeller, the Kodiak 900 retains exceptional short takeoff and landing (STOL) capability. This allows it to operate from remote, unimproved airstrips. The aircraft is equipped with the Garmin G1000 NXi avionics suite, featuring connected technologies like PlaneSync™ for wireless database updates and performance tracking.

"Both the Kodiak 900 and 100 share the same sturdy design, excellent handling, and resistance to stalls," stated Paulo C. Olenscki, Executive Director of Daher's Brazilian operation. The certification strengthens Daher's footprint in Latin America, supported by a newly established operation in São Paulo. Both Kodiak models continue to be manufactured at the company's facility in Sandpoint, Idaho.

FIRST CESSNA SKYCOURIER DELIVERED INTO MEXICO, EXPANDING AIR FREIGHT CAPABILITIES FOR FLEXCOAH

The first Cessna SkyCourier in Mexico was recently delivered to cargo transportation provider FlexCoah for use by the company's aviation subsidiary, Altair. The aircraft – a freighter variant – will expand the company's air freight capabilities throughout the country.

"The Cessna SkyCourier's combination of reliability, payload capacity and mission flexibility makes it a powerful asset for operators looking to scale their operations while maintaining cost-efficiency," said Lannie O'Bannion, senior vice president, Sales & Marketing. "The delivery of the Cessna SkyCourier to FlexCoah reflects the aircraft's growing role in transforming regional logistics."

Founded in 2009 in Saltillo, Mexico, FlexCoah is a nationally recognized freight transportation company specializing in long-haul and local cargo services. The new Cessna SkyCourier will join the company's Cessna Caravan aircraft to support large-scale freight hauls, offering customers a reliable and flexible logistics solution that meets their evolving needs.

"For years, our company has been dedicated to moving goods safely and reliably on the road. By adding aircraft to our fleet, we're opening the skies for our customers as well," said Chava de las Fuentes, general manager, FlexCoah. "This investment allows us to offer faster delivery times, connect with new markets and give our clients the flexibility to choose between ground and air transportation depending on their needs. It's about evolving with our customers and making sure we continue to be their trusted logistics partner – whether by highway or by air."

Aviation Update Editor Kartikeya in conversation with

Mr. Vamsi Vikas Ganesula,

Raghu Vamsi Aerospace Group (RVAG)

Q Launching six diverse platforms at once is unprecedented for a private Indian firm. Does this signal a strategic move to position RVAG as a "systems of systems" integrator and provider for unmanned warfare, rather than a niche player? What is the overarching vision tying these platforms together?

A What we demonstrated is a deliberate break from incremental and programme-by-programme development. Arrobot (A DeepTech brand of Raghu Vamsi Group) is built to rethink how defence capability is created in India by addressing multiple operational problems through a common engineering and production backbone. The intent is to compress timelines, reduce external dependency, and bring speed/coherence to capability creation. That is the disruption Raghu Vamsi Aerospace Group is introducing.

Q Developing platforms from jet-powered UAVs to micro turbojet engines demonstrates remarkable vertical integration. What is the core technological strength or "secret sauce" across this portfolio that gives you confidence in mastering such a wide array of complex domains simultaneously?

A Our strength lies in deep ownership of fundamentals including propulsion, autonomy, structures, electronics, and production. We do not outsource critical thinking or system integration. By mastering these layers internally, we remove friction between design, testing, and manufacturing. That depth allows Raghu Vamsi Aerospace Group to operate across complex requirements with confidence, speed, and accountability which traditional programme-based approach struggle to achieve.

Q Launching six diverse platforms at once is unprecedented for a private Indian firm. Does this signal a strategic move to position RVAG as a "systems of systems" integrator and provider for unmanned warfare, rather than a niche player? What is the overarching vision tying these platforms together?

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Q The indigenous micro turbojet engine is a critical strategic component. What are its key performance parameters (thrust, specific fuel consumption), and what applications beyond the unveiled platforms is it destined for? How does it advance India's propulsion sovereignty?

A This engine represents a shift in mindset, from importing performance to building control. It is designed as a core capability within Raghu Vamsi

Aerospace Group and not as a single-purpose solution. By owning propulsion at this level, we break a long-standing dependency and enable an entire class of indigenous aerial systems to be developed, evolved, and scaled without external constraints thus achieving "Propulsion Sovereignty".

Q The platforms span air and ground autonomy. Are they built on a common autonomy stack or AI kernel? How does your collaboration with IIIT-Hyderabad accelerate development in swarm intelligence and manned-unmanned teaming (MUT) capabilities?

A We do not treat autonomy as an add-on; it is a foundational layer across all our platforms. Our systems are built around a shared, modular autonomy architecture that allows reuse, rapid upgrades, and mission-specific tuning. Our collaboration with IIIT Hyderabad accelerates the transition from algorithmic research to deployable decision-making capability, with a focus on robustness, scalability, and field relevance.

Q Your tethered ISR solution suggests a focus on persistence. How does your system's endurance and power delivery compare to competitors, and what unique naval or high-altitude applications are you targeting with it?

A This system was developed by rethinking the operational problem rather than optimising for form factor or headline specifications. Instead of chasing extremes, we focused on persistent availability under real operational constraints. That shift in priorities is disruptive because it addresses what our Armed Forces face in border areas, maritime environments, and high-altitude locations.

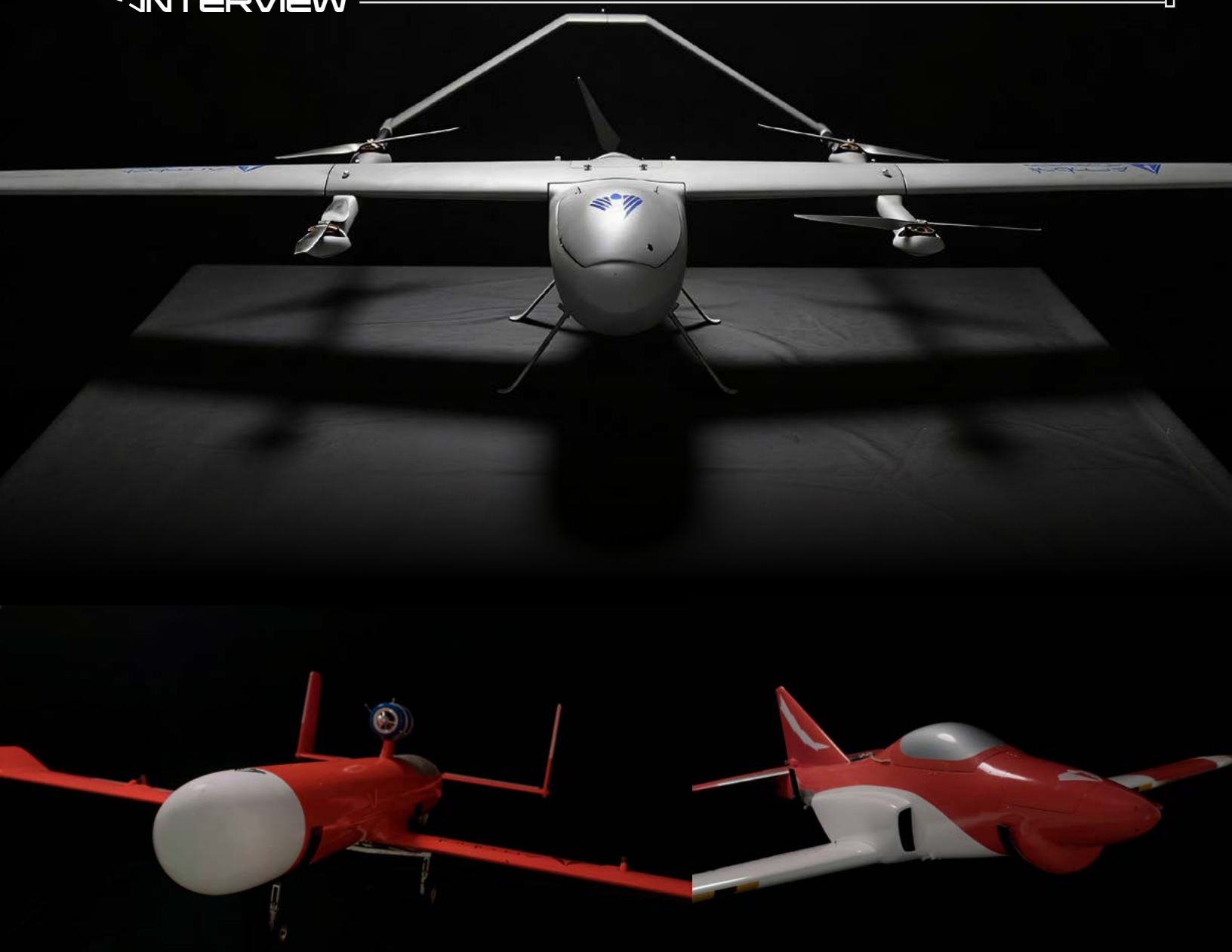
Q The MoU with the Indian Army for "co-development and validation" is particularly significant. Can you elaborate on the nature of the first project under this framework? Is it focused on one of the launched platforms or a future, bespoke requirement?

A Our MoU with the Indian Army is structured to invert the traditional flow with operational reality driving engineering choices from the start thus treating the user as a development partner, not a downstream evaluator thus resulting in platforms that are easier to validate, maintain, and deploy at scale.

Q Partnering with Bharat Dynamics Limited (BDL), a premier missile producer, suggests a convergence of domains. Does this collaboration aim to integrate RVAG's loitering or target systems with BDL's missile expertise to develop next-generation stand-off or tactical munitions?

A The collaboration reflects designing forward by jointly exploring new architectures where propulsion, guidance, and mission execution evolve together rather than protecting legacy boundaries of upgrading backward.

Q Your MoUs with ARCI (for materials/propulsion) and IIIT-Hyderabad (for autonomy) cover both hardware and software frontiers. How will these partnerships be structured to move beyond research into serial production of advanced components and certified AI models?




Arrobot
raghuvamsi

A We are very clear that research must lead to repeatable, producible capability. With ARCI, the emphasis is on materials and processes that survive scale. With IIIT Hyderabad, it is on decision systems that can be validated, audited, and trusted. This focus on translation over experimentation is central to our disruptive approach.

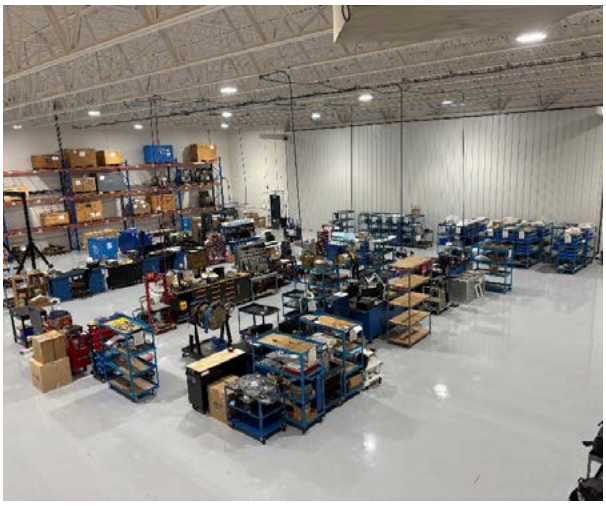
Q With six platforms launched, what is the prioritization for certification, production, and first customer delivery? Which system do you expect to be the first operationalized with the armed forces, and what is your scaling plan for the Citadel Campus?

A Our path forward is driven by user readiness and operational pull, not by announcement sequencing. The Citadel Campus was designed to eliminate bottlenecks between development, integration, and production this enabling multiple programmes to advance in parallel. This allows Arrobot (A DeepTech brand of Raghu Vamsi Group) to scale when required, rather than wait for new infrastructure to catch up which is critical to sustainable long-term relevance.

Q This integrated launch challenges the traditional model where private industry acts as a vendor. Do you see RVAG's approach as a blueprint for other Indian firms to become co-developers and technology leaders from the outset, fundamentally altering the defence innovation ecosystem?

A India needs companies that are willing to own responsibility for outcomes, not just components. Raghu Vamsi Aerospace Group and Arrobot (A DeepTech brand of Raghu Vamsi Group), we are taking that responsibility by owning IP, production, and long-term evolution of capability. That is how meaningful disruption happens in defence, and that is the role we intend to play in shaping this ecosystem.

KRATOS OPENS NEW 10,000 SQ FT FACILITY FOR ENGINE OVERHAUL BUSINESS IN BRITISH COLOMBIA



Kratos Defense & Security Solutions, Inc. a leader in defense, national security and global markets announced the opening of its new state-of-the-art 10,000 square foot facility for PT6A and PT6T engine overhaul in Vancouver, British Columbia—a significant milestone in the company's continued growth and innovative support of the PT6A and PT6T engine market. This modern space has been designed to enhance operational efficiency, foster collaboration, and provide the infrastructure needed to meet the evolving demands of the industry. The expansion underscores Kratos' commitment to delivering cutting-edge solutions and ensuring that its teams have the resources required to drive excellence across all areas of operation.

The new facility also strengthens Kratos' Bristow, Oklahoma operations, enabling expanded capabilities and improved service delivery for Canadian operators. By investing in advanced technology and increased capacity, Kratos' Consolidated Turbines divisions in Canada and Oklahoma are better positioned to support its partners with greater responsiveness, reliability, and scalability. This move reflects the company's dedication to building strong international relationships and providing unmatched support to operators across North America, reinforcing its role as a trusted leader in the PT6T and PT6A industry.

"This move will create seemingly endless possibilities with regards to expansion, employment and in-house capabilities. We are fortunate to have many long-standing Bell Medium customers in Canada, which operate the PT6T model engines. Our goal is to add the fixed-wing version (PT6A models) to our quiver in the near future," said Dave Wark, Director of Kratos MRO Canada.

CTS Canada started 20 years ago to support PT6 maintenance, repair, and overhaul in Langley, BC. Now a Kratos business, the company has grown significantly with its third expansion in less than ten years that provides the opportunity to support customers better than ever before, a testament to Kratos' great team that works tirelessly to keep customers flying.

GA TELESIS SECURES FIVE-YEAR LANDING GEAR OVERHAUL AGREEMENT WITH MAJOR US CARRIER

GA Telesis, LLC ("GAT") the global leader in integrated aviation services, has signed a five-year landing gear overhaul agreement with a major U.S. carrier. Covered under this long-term agreement, the airline who operates both Airbus and Boeing narrowbodies, selected GA Telesis as its maintenance provider for overhauling its A320-family landing gear assemblies.

This agreement reinforces GA Telesis' position as the most trusted partner to the world's largest operators and reflects the unmatched expertise of its MRO Services Landing Gear facility in Medley, FL. As the largest provider of FAA/EASA-certified landing gear MRO services in the Americas, the GA Telesis MRO Services Landing Gear operation is recognized for its exceptional quality, technical depth, and industry-leading turnaround performance.

"This agreement underscores our relentless commitment to delivering dependable, high-quality maintenance solutions that keep airlines operating safely, efficiently, and on schedule," said Pastor Lopez, President of GA Telesis MRO Services. "We are proud to support their A320 fleet and look forward to a strong and enduring collaboration."

The customer is one of the United States' major carriers operating both Airbus and Boeing fleets across an expansive domestic system prioritizing its network reliability, operational excellence, and new strategic markets as it continues its growth trajectory. This agreement leverages GA Telesis' advanced technical capabilities and global MRO infrastructure to support those objectives and ensure uninterrupted fleet readiness.

P&W AWARDED $1.6BN F135 SUSTAINMENT CONTRACT

Pratt & Whitney business, has been awarded a $1.6 billion undefinitized contract action for sustainment of F135 engines, which power all three variants of the F-35 Lightning II, the world's most advanced fighter aircraft.

The contract funds key sustainment activities, including depot level maintenance and repair, replenishment of spare parts, material management, propulsion system integration, engineering support, and software sustainment for the U.S. and international customers.

"Investing in F135 sustainment keeps allied forces ready to meet current and future threats," said Kinda Eastwood, vice president of F135 Sustainment at Pratt & Whitney. "F-35 operators worldwide depend on the F135 for the power and performance their missions demand, and this award helps us maintain readiness rates that enable the warfighter to accomplish their critical missions."

To ensure F-35 mission readiness, the F135 sustainment network supports an expansive infrastructure, including multiple global depot facilities, 39 bases and 12 ships worldwide. By leveraging its globally distributed maintenance, logistics and technical expertise, Pratt & Whitney is advancing the F135 enterprise to deliver greater agility, resilience and support wherever the F-35 operates.

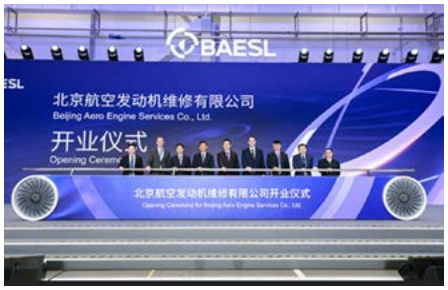
Pratt & Whitney has delivered more than 1,300 F135 production engines to a global enterprise that includes 20 allied nations. Looking ahead, the F135 Engine Core Upgrade will leverage this sustainment network, providing F-35 partner nations with a proven, cost-effective infrastructure that enhances readiness and ensures seamless support across the fleet for decades to come.

ROLLS-ROYCE CELEBRATES THE OFFICIAL OPENING OF BAESL, ITS MRO JV IN BEIJING, CHINA

Rolls-Royce celebrated the official opening of Beijing Aero Engine Services Limited (BAESL), its new joint-venture maintenance, repair and overhaul (MRO) facility with Air China. The facility complements Rolls-Royce's existing MRO footprint and addresses growing long-term demand for new civil large engines.

Located in Beijing, BAESL is the first dedicated Trent engine overhaul facility in the Chinese mainland and a significant addition to Rolls-Royce's global MRO network. The opening of the new facility marks an important step Rolls-Royce is taking in expanding its worldwide widebody engine maintenance capacity and providing more localised support to its customers in China and beyond.

At the opening ceremony, the Civil Aviation Administration of China granted BAESL its maintenance organisation certificate (MOC), confirming the facility's readiness to deliver professional, reliable and high-quality overhaul



services on Trent engines. The reveal of the first customer engine entering the shop – witnessed by representatives from Rolls-Royce, along with representatives from the Beijing Municipal Government, the British Embassy, Air China, industry partners, suppliers and customers – marked a brand-new chapter of this state-of-the-art facility.

Paul Keenan, Director - Commercial Aviation Aftermarket Operations, Rolls-Royce, said:" The opening of BAESL not only supports our long-term growth in the Chinese market, but also contributes to our ambition to significantly increase our global MRO capacity by 2030."

"China is one of the largest and fastest growing widebody markets in the world and is also key to Rolls-Royce. We power more than 500 of China's in-service commercial aircraft; nearly 20% of our global Trent engines were delivered to China. Increasing flying hours, new orders and existing fleet upgrades all lead to growing demand for shop visits, both in China and around the world. Therefore, we're making bold investments in our global Trent aftermarket network, including BAESL, to remain resilient and keep our customers flying."

Air China, as China's sole national flag carrier, is a long-term strategic customer for Rolls-Royce. By establishing BAESL jointly, the two companies have deepened their cooperation. In the meantime, it further enhances Air China's strategic layout in the aircraft maintenance industry chain, improving its overall fleet operational support capabilities.

AFI KLM E&M AWARDED BY THE AERONAUTICAL MAINTENANCE DIRECTORATE OF THE MINISTRY OF ARMED FORCES

Air France Industries KLM Engineering & Maintenance (AFI KLM E&M) and the DMAé (Aeronautical Maintenance Directorate) have signed a comprehensive support agreement for the fleet of four Airborne Warning and Control System (AWACS) aircraft of the French Air and Space Force (AAE).

The contract includes aircraft and combat systems engineering services, logistical support for operations at the operating base, and major maintenance visits carried out at AFI KLM E&M's facilities. Under this integrated contract, for which AFI assumes performance responsibility and guarantees operational availability, the French armed forces will benefit from an industrial partnership for the next ten years, which is expected to support the fleet until its planned retirement in 2035.

The announcement of the contract was formalized on November 25th at the DMAé's facilities in Paris, in the presence of Marc Howyan, Lt-general (Armament Corp.) and Director of the DMAé, and Anne Brachet, Executive Vice President of Air France - KLM

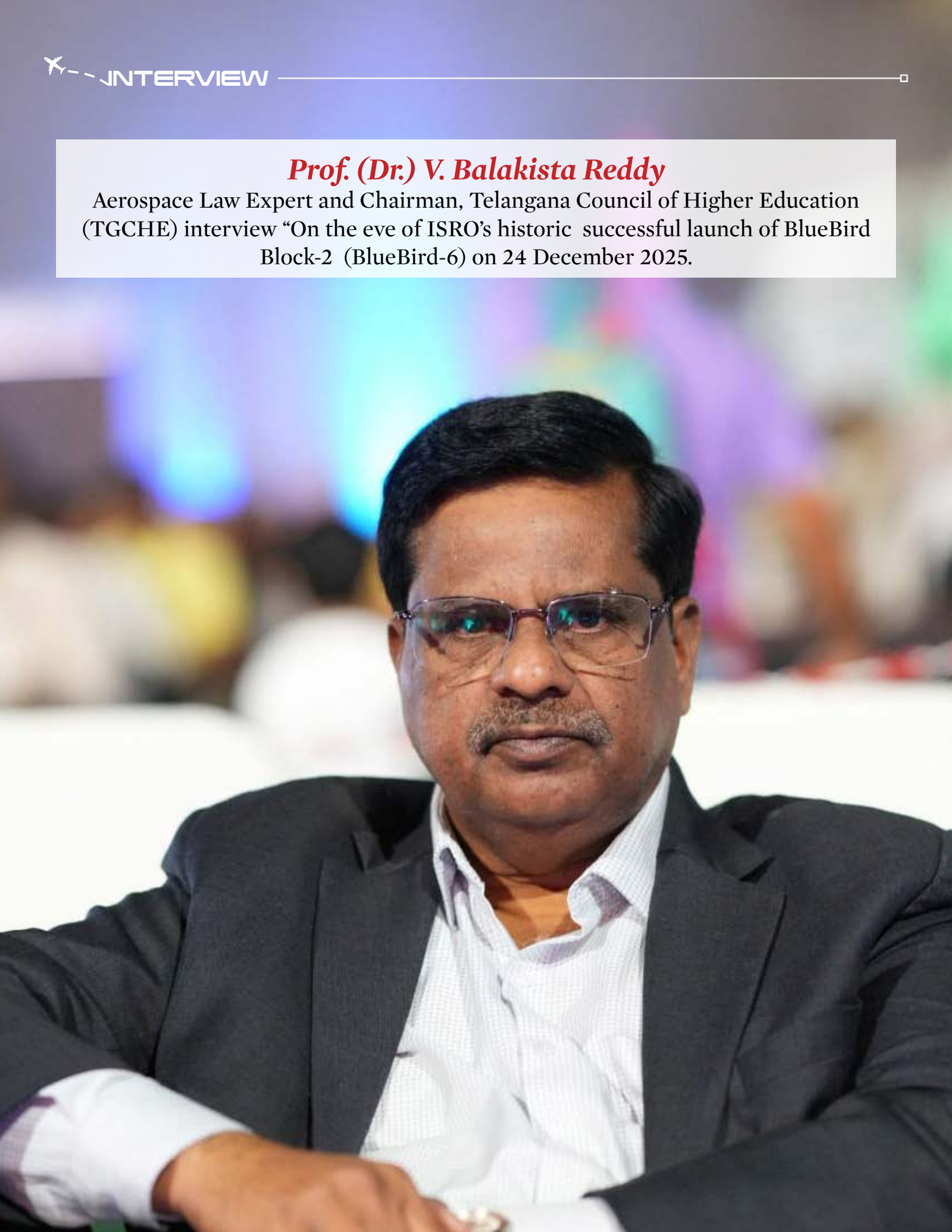
Engineering & Maintenance.

"This contract marks an important milestone in our long-standing collaboration with AFI KLM E&M," said Marc Howyan, Director of Aeronautical Maintenance."The expertise of the AFI KLM E&M and DMAé teams has always ensured, for the benefit of the Air and Space Force, the highest level of performance, allowing for excellent availability despite the fleet having been in service for over thirty years."

Anne Brachet, Executive Vice President of Air France -KLM Engineering & Maintenance, added: "We are extremely proud to have once again been chosen to support a strategic fleet for the French armed forces. This achievement demonstrates the excellence of the work carried out over more than thirty years and takes on particular significance in the current geostrategic environment."

Prof. (Dr.) V. Balakista Reddy

Aerospace Law Expert and Chairman, Telangana Council of Higher Education (TGCHE) interview “On the eve of ISRO’s historic successful launch of BlueBird Block-2 (BlueBird-6) on 24 December 2025.



Q Could you briefly introduce about yourself and highlight contributions to international Aero Space law, and higher education in India?"

A Myself, Prof. (Dr.) V. Balakista Reddy, Professor of Law and Chairman, Telangana Council of Higher Education (TGCHE), is a distinguished scholar of International Aerospace Law with over two and a half decades of teaching, research, and academic leadership. Holding an L.L.M from Osmania University and an M.Phil and Ph.D in International Air and Space Law from Jawahar Lal Nehru University (JNU, New Delhi). I led pioneering centres in Aerospace and Defence Laws, was closely associated with ISRO in drafting model space legislation. A recipient of the Telangana State Meritorious Teachers Award (2017) and NALSAR's Excellence in Research Award (2021).

Q Could you tell us about your academic contributions in the field of Aerospace and Defence Laws?

A "As Director of the Centre for Aerospace and Defence Laws (CADL), I introduced a range of value-added academic programmes in Aviation, Space, Defence and Maritime Laws. These include the Master's programmes in Aviation Law and Air Transport Management (MALATM), Security and Defence Laws (MSDL), Space and Telecommunication Laws (MSTL), and Maritime Laws, as well as Post-Graduate Diplomas in Aviation Law and Air Transport Management (PGDALATM), GIS and Remote Sensing Laws (PGD- GISRSL), and Advanced Maritime Laws (PGD-AML). These programmes were designed to address the rapidly growing needs of India's aerospace, defence, telecommunications and maritime sectors, which require a large pool of skilled legal and managerial professionals to support the expansion of airports, airlines, aerospace industries, defence establishments and maritime infrastructure."

Q "Could you highlight your scholarly contributions, including as Editor-in- Chief of leading law journals and major publications in air, space, defence and technology law?"

A I was editor in chief of the Indian Journal of Air and Space Law, Indian Journal of Defence and Maritime Laws, M.K. Nambyar SAARC Law Journal, the Mahindra Journal of Law & Technology and currently Editor in chief of Telangana Journal of Higher Education. My major publications include Air Law and Policy in India (1994), Recent Trends in International Space Law and Policy (1997), Emerging Trends in Air and Space Law (2007), Space Law and Contemporary Issues (2012), and Aviation and Space Industry: Future of Transport (2023), A compendium on Civil Aviation Regulations in India (2025).

Q What are the Key Highlights of the BlueBird Block-2 satellite Mission ?

A The successful launch of BlueBird Block-2 on 24 December 2025 from Sriharikota marks a historic milestone for India's space sector. This mission is not merely a technological success; it represents a major strategic, commercial, and legal breakthrough for India. The LVM3-M6 ('Bahubali') has placed one of the world's heaviest and most advanced commercial communication satellites into orbit, demonstrating India's capability in high-value commercial launches. The mission symbolizes India's transition from a government-led space programme to a globally competitive space economy, supported by a structured regulatory ecosystem involving NSIL, Antrix Corporation, and IN- SPACe."

Q What is the Breakthrough Connectivity Technology?

A "BlueBird Block-2, developed by AST SpaceMobile (USA), is designed to deliver broadband cellular connectivity directly to ordinary smartphones from space, without requiring ground towers or specialized satellite phones. The satellite carries a massive phased-array antenna of about 223 square metres— one of the largest ever deployed in orbit. This enables 4G and 5G voice, data, messaging and video services to standard mobile phones anywhere on Earth, including remote, rural and disaster-affected regions. It represents a revolutionary shift in global telecommunications by integrating satellites directly into terrestrial mobile networks."

Q How is Commercialisation and Privatisation of India's Space Sector Evolving?

A "India's space programme is undergoing a structural transformation from a government-dominated model to a mixed ecosystem with strong private sector participation. Commercial activities in space now span satellite communications, Earth observation, broadcasting, navigation, space research and emerging fields such as space tourism. Institutions such as Antrix Corporation, NewSpace India Limited (NSIL) and IN-SPACe are enabling private industry to access ISRO's infrastructure, technologies and launch services. This shift reflects India's commitment to creating a globally competitive, innovation-driven space economy."Further, the institutions like Antrix corporation, New Space India Limited (NSIL) and

Indian National Space Promotional & Authorization Centre (IN-SPACe.)" also promoting commercialization and privatization of space activities in India.

Q How is India's Commercial Space Leadership growing ?

A "The BlueBird Block-2 mission was executed under a commercial launch agreement between NewSpace India Limited (NSIL), ISRO's commercial arm, and AST SpaceMobile of the United States. It represents a significant endorsement of India's heavy-lift launch capability by a leading global satellite operator. This success strengthens India's position as a reliable and cost-effective launch service provider, enhancing its standing in the international commercial space market."

Q What are the Economic Benefits by this Mission to India?

A "Such international commercial launch contracts generate valuable foreign exchange earnings for India and contribute directly to the growth of the domestic space economy. The mission boosts confidence in India's launch infrastructure, attracting future investments, joint ventures and repeat customers from global satellite companies. It also supports the development of high-technology jobs, advanced manufacturing and downstream space- based services."

Q What are the Legal and Policy Implications for India?

A "This mission reinforces India's emergence as a serious player in the international commercial space market. As private and foreign satellites increasingly use Indian launch services, India must strengthen its legal and regulatory framework governing authorization, safety, liability, registration and dispute resolution. Existing laws relating to contracts, property rights, intellectual property, insurance and liability need to be aligned with space activities. While private satellite operations are now permitted, India still requires a comprehensive space law to clearly define the responsibilities of operators and the Government in the event of damage or accidents, in conformity with international space treaties."

Q Why is the BlueBird-6 launch such a major achievement for India?

A This mission marks India's entry into the elite global league of heavy commercial satellite launch providers. For the first time, a large U.S. commercial telecom satellite has been launched by India's LVM3 rocket. This shows that India is no longer only a scientific space power, but a trusted global commercial launch hub.

Q What exactly does the BlueBird-6 satellite do?

A BlueBird-6 enables direct satellite-to-mobile communication. Ordinary smartphones—without any special hardware—can connect directly to the satellite. This means people in mountains, deserts, oceans, and disaster-hit areas can get mobile connectivity even where no towers exist.

Q Why did a U.S. company choose ISRO instead of other global launch providers?

A Because ISRO offers unmatched reliability, cost-effectiveness, and precision. The LVM3 has already proven itself with Chandrayaan, OneWeb and Gaganyaan missions. Choosing ISRO reflects global confidence in Indian technology.

Q How does this mission help India commercially?

A This is a paid international commercial launch through NewSpace India Limited (NSIL). It brings foreign revenue, supports India's space economy, and positions India as a major exporter of space launch services—similar to aviation or software exports.

Q Does India own the BlueBird satellite?

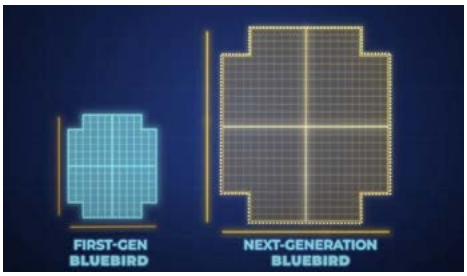
A No. The satellite belongs to the U.S. company AST SpaceMobile. But India owns the rocket, the launch system, and the spaceport, and we are legally recognized as a launching State under international space law. This gives India strong strategic and legal standing in global space governance.

Q What is India's legal responsibility in this mission?

A UN space treaties, India is responsible for the safe and compliant launch. By successfully launching this advanced satellite, India has demonstrated that it is a responsible and trusted space power, fully compliant with international law.

Q How does this strengthen India–USA relations?

A This mission reflects deep strategic trust between India and the United States. Space is now a high-technology and geopolitical domain,



and America entrusting India with such a critical satellite shows India's rising global stature.

Q Will this technology benefit India directly?

A Yes. This technology can be extended to:
- Border areas
- Disaster management
- Remote villages
- Maritime and aviation sectors

India gains both strategic insight and technological exposure to next- generation satellite communications.

Q How does this mission support Digital India and Viksit Bharat @2047?

A This is exactly what Viksit Bharat @2047 stands for—India building and exporting global digital infrastructure. Satellites like BlueBird-6 will help connect the unconnected, support education, healthcare and governance from space.

Q What message does this send to Indian students and universities?

A It sends a powerful message: The future belongs to those who master space, AI, telecom, data, and space law. Indian youth are no longer job-seekers; they are becoming global technology creators. Telangana universities must now align with these frontier technologies.

Q Is this mission a one-time event?

No. This is the beginning of a new commercial era. Many more foreign satellites and constellations will now choose India. ISRO's LVM3 is now globally recognized as a commercial heavy-lift launcher.

Q What is the single most important takeaway for India?

A India has moved from being a space participant to a space service provider for the world. We are now building, launching, and enabling the global digital future—from Indian soil.

WINGS INDIA 2026: CONVERTING SCALE INTO CAPABILITY

India's civil aviation sector has reached a decisive stage in its evolution. The conversation has moved well beyond growth rates, passenger milestones, and fleet size announcements. Today, the real challenge is structural: how to convert extraordinary scale into sustainable capability. Wings India 2026 arrives precisely at this inflection point, positioning itself not merely as an aviation exhibition, but as a working industry platform where policy intent, commercial strategy, and operational realities converge.

For over a decade, India's aviation story has been defined by demand. Rising incomes, regional connectivity, and aggressive low-cost carrier expansion have reshaped the domestic market into one of the world's largest. Aircraft orders are measured in the hundreds, new routes are added every season, and airport development has become a national infrastructure priority. Yet this rapid expansion has also exposed systemic constraints—maintenance bottlenecks, skills shortages, dependence on overseas supply chains, and increasing pressure to address environmental sustainability.

Wings India 2026 reflects a sector that understands these challenges and is beginning to address them with greater maturity. The event's agenda moves deliberately away from spectacle toward execution, focusing on the underlying capabilities that must be built if growth is to remain safe, cost-effective, and globally competitive.

From Growth to System Resilience

India's aviation ecosystem now operates at a level where incremental fixes are no longer sufficient. High aircraft utilisation rates leave little margin for maintenance delays. Airlines face cost sensitivity in a market where fares remain competitive, while airports must balance capacity expansion with operational efficiency. At the same time, global investors and regulators are applying increasing scrutiny to environmental performance and governance standards.

Wings India 2026 frames these pressures as interconnected issues rather than isolated problems. Discussions across commercial aviation, airports, MRO, sustainability, drones, and training consistently point toward the need for system-level thinking. Growth, in this context, must be supported by resilient infrastructure, skilled manpower, predictable regulation, and domestic industrial depth.

Sustainable Aviation: From Commitment to Implementation

Sustainability has become a defining issue for global aviation, and India is no exception. While long-term propulsion technologies such as hydrogen and electric aircraft remain under development, the near-term focus has shifted decisively toward sustainable aviation fuels, operational efficiency, and emissions management.

At Wings India 2026, sustainable aviation is treated as an operational challenge rather than a theoretical ambition. Industry discussions focus on the practicalities of SAF adoption—feedstock availability, production capacity, blending frameworks, airport infrastructure readiness, and cost implications for airlines. The emphasis is on transition pathways that are technically feasible and economically realistic for a price-sensitive market like India.

For aviation professionals, the key question is no longer whether SAF will be adopted, but how quickly and at what scale. The pace of implementation will depend on coordinated action across fuel producers, airlines, airports, and regulators. Wings India positions itself as a forum where these stakeholders can align expectations and timelines, moving sustainability from policy statements to measurable outcomes.

MRO and Industrial Localisation

One of the most strategically significant themes at Wings India 2026 is maintenance, repair, and overhaul. Despite operating one of the world's largest commercial aircraft fleets, India continues to outsource a substantial portion of heavy maintenance and component repair to overseas facilities. This reliance creates cost inefficiencies, longer aircraft downtime, and lost opportunities for domestic value creation.

The renewed focus on MRO reflects a broader shift in thinking. Maintenance is no longer viewed as a support function alone, but as a core industrial capability with implications for safety, economics, and employment. Wings India brings together airlines, global OEMs, engine manufacturers, MRO providers, and policymakers to examine how regulatory clarity, taxation stability, and investment incentives can accelerate the development of domestic MRO capacity.

For industry observers, the significance lies not in the number of announcements made, but in their credibility. Projects with secured funding, committed customers, and realistic execution timelines signal genuine progress. If delivered, expanded MRO capability could fundamentally alter India's position in the global aviation value chain.

Regional Connectivity and the Economics of Expansion

Regional aviation remains a cornerstone of India's air transport strategy. As connectivity extends deeper into smaller cities, the role of turboprops, regional jets, and helicopters becomes increasingly important. However, sustaining operations on lower-density routes presents complex economic challenges.

Wings India 2026 addresses regional connectivity

through a practical lens. Discussions centre on route viability, standardisation of airport infrastructure, availability of line maintenance support, and the creation of stable crew and engineering pipelines. The consensus emerging from these conversations is clear: demand alone does not guarantee sustainability. Regional aviation requires coordinated planning across infrastructure, operations, and policy to ensure long-term viability.

For operators and manufacturers, this focus offers clarity on where investment and innovation are most needed. For policymakers, it reinforces the importance of aligning incentives with operational realities rather than relying solely on traffic projections.

Drones: Integration into the Aviation Mainstream

Uncrewed aerial systems have matured rapidly in recent years, moving from experimental projects to commercial applications across logistics, agriculture, infrastructure inspection, and surveillance. Wings India 2026 reflects this maturity by treating drones as an integral part of the aviation ecosystem rather than a separate technology sector.

The emphasis has shifted toward integration—how drones can operate safely alongside crewed aircraft, how airspace can be managed efficiently, and how certification and traffic management systems must evolve. Discussions around beyond-visual-line-of-sight operations, unmanned traffic management frameworks, and counter-UAS measures underscore the complexity of scaling drone operations responsibly.

For traditional aviation stakeholders, the message is clear: drones are no longer peripheral. Their successful integration will require collaboration between regulators, airports, air navigation service providers, and operators to ensure safety, efficiency, and public confidence.

Skills and Workforce Development

Across every session at Wings India 2026, one constraint emerges repeatedly: people. Aircraft, airports, and maintenance facilities are only as effective as the professionals who operate them. Pilots, licensed maintenance engineers, avionics specialists, safety managers, and air traffic controllers are all in growing demand. The industry's response is increasingly focused on scale and alignment. Training institutions are exploring partnerships with airlines, OEMs, and MRO providers to ensure curricula match operational requirements. Simulation, digital training tools, and competency-based frameworks are being deployed to accelerate learning without compromising safety.

Equally important is workforce planning. Wings India highlights the need to link training capacity directly with employment pipelines, reducing the mismatch between qualifications and industry demand. For aviation professionals, this focus signals a recognition that human capital development is as critical as physical infrastructure.

Business Outcomes and Industry Signals

While exhibitions and conferences generate visibility, Wings India's real impact lies in its commercial outcomes. Structured business meetings facilitate direct engagement between airlines, suppliers, financiers, startups, and government agencies. These interactions shape partnerships, procurement decisions, and investment priorities.

The 2026 edition reflects a more discerning industry. Stakeholders increasingly distinguish between aspirational memoranda and execution-ready commitments. There is greater emphasis on deliverables—facility openings, certification milestones, operational trials, and service entry dates. This shift toward accountability is a hallmark of a maturing market.

Measuring Success Beyond the Event

The true measure of Wings India 2026 will not be taken during the event itself, but in the months and years that follow. Success will be reflected in operational SAF blending, domestic MRO facilities entering service, regional routes achieving stability, drone corridors transitioning from pilots to routine operations, and training programmes producing employable graduates at scale.

For aviation professionals, Wings India serves as a checkpoint rather than a culmination. It offers insight into where the industry is heading and where opportunities and risks lie. More importantly, it provides a forum to influence outcomes through informed engagement.

Conclusion: A Working Platform for a Working Industry

Wings India 2026 underscores a fundamental shift in India's aviation narrative. The era of proving potential is over. The focus now is on delivery—building systems that can sustain growth safely, competitively, and responsibly. By centring the conversation on capability rather than capacity alone, Wings India positions itself as a critical forum for the next phase of India's aviation journey. For industry professionals, its value lies not in the displays on the floor, but in the decisions shaped through dialogue, negotiation, and shared accountability.

In that sense, Wings India 2026 is not just an event. It is a reflection of an industry coming to terms with its own scale—and beginning the work required to master it.

Aviation Update Editor Kartikeya in conversation with

Mr. Yogesh Garg,

Regional Vice President of Sales , Asia Pacific & Middle-East

Q How does De Havilland Canada approach such diverse markets across Asia-Pacific and the Middle East?

A Asia-Pacific and the Middle East represent some of the most diverse aviation environments in the world — from islands and coastal regions to high-altitude and desert operations. Our approach is to deeply understand each market's operational and regulatory needs.

Rather than offering a one-size-fits-all solution, we position the Dash 8 and Twin Otter as mission-specific platforms, supported by long-term service programs and lifecycle planning. This ensures operators can grow sustainably while maintaining reliability and cost efficiency.

Q What operational advantages are airlines prioritizing today?

A Airlines today are focused on trip economics, flexibility, and resilience. The ability to operate profitably on thin routes, perform reliably in hot-and-high conditions, and maintain high dispatch reliability is critical.

Turboprops allow airlines to open new routes responsibly, stimulate demand, and build networks without overexposing capital — which is especially important in today's operating environment.

Q How strong is demand from governments and special mission operators?

A Demand is very strong and continues to grow. Governments are increasingly looking for multi-role aircraft capable of surveillance,

humanitarian missions, disaster response, and regional connectivity.
Platforms like the Twin Otter and Dash 8 are well suited because they combine rugged performance with adaptability and long service life.

Q How do STOL-capable aircraft support national connectivity initiatives?

A STOL capability plays a crucial role in connecting remote and underserved regions. In disaster situations, when infrastructure is compromised, STOL aircraft are often the first to restore connectivity.
This makes aircraft like the Twin Otter not just transportation tools, but strategic national assets.

Q How does De Havilland Canada view sustainability in regional aviation?

A Sustainability must be achievable today. Turboprops already provide significantly lower fuel burn and emissions compared to regional jets, while maintaining commercial viability.
They enable airlines to right-size capacity and avoid unnecessary emissions — making them one of the most effective sustainability solutions currently available.

Q What excites you most about Wings India 2026?

A India represents one of the most promising regional aviation markets globally. With strong government support, evolving regulations, and increasing demand for connectivity, turboprops will play a central role in the next phase of growth.
De Havilland Canada is committed to supporting India's aviation ecosystem — not only through aircraft, but through partnerships, training, and long-term support.

SWISS CONTINUES TO RELY ON LUFTHANSA TECHNIK'S COMPONENT SUPPORT FOR BOEING 777 FLEET

Swiss International Air Lines (SWISS) and Lufthansa Technik have renewed their long-standing collaboration on component support for the airline's Boeing 777 fleet. An exclusive ten-year contract, covering all twelve Boeing 777-300ER aircraft, will commence in January. This new agreement seamlessly extends the Total Component Support (TCS) that the world's leading provider of technical aircraft services has been providing to SWISS for this aircraft type over the past ten years.

For SWISS, the contract continues to ensure component maintenance, repair and overhaul (MRO), access to Lufthansa Technik's global spare parts pool, and logistical support through a dedicated homebase stock located on SWISS' premises in Zurich. In addition to the Boeing 777 fleet, Lufthansa Technik already provides these services for the airline's Airbus A320ceo, A320neo, A330, A340, as well as the growing A350 fleet.

"Based on our very positive experience with Lufthansa Technik's reliable component support across a large part of our fleet, we are confident that we have again chosen the best possible partner to meet our high standards in this area," said Claus Bauer, Head of Technical Fleet Management at SWISS. "We're pleased to extend this trusted cooperation, especially amid ongoing global supply chain challenges, where Lufthansa Technik's support plays a key role in ensuring component availability and securing our long-term operational performance."

Lea Degner, Head of Sales Lufthansa Group Airlines at Lufthansa Technik, added: "It's a great vote of confidence that SWISS is once again placing its trust in our component support. After ten years of successful cooperation for the airline's Boeing 777 fleet, we're proud to continue our partnership and to support SWISS in keeping its operations smooth, reliable, and ready for the future."

Beyond the TCS, Lufthansa Technik also contributes to enhancing the efficiency of SWISS' Boeing 777 operations. All twelve aircraft are equipped with the company's innovative AeroSHARK surface technology, developed in collaboration with BASF Coatings. This sharkskin-inspired modification reduces aerodynamic drag and improves fuel efficiency by around one percent. SWISS was among the first airlines to use this technology.

FRONTIER OPTS FOR MORE OF LUFTHANSA TECHNIK'S DIGITAL TECH OPS AND ENGINEERING PRODUCTS

Frontier Airlines is significantly expanding its digital transformation partnership with Lufthansa Technik. After selecting the AMOS maintenance and engineering software in late 2024, the ultra-low-cost carrier is now adding advanced modules to its existing AVIATAR digital tech ops suite. This makes Frontier the first U.S. airline to adopt Lufthansa Technik's complete Digital Tech Ops Ecosystem, integrating AMOS, AVIATAR, and the flydocs records management platform it has used for a decade.

The newly added AVIATAR capabilities include Predictive Health Analytics, which uses full flight data to anticipate technical issues and convert unscheduled repairs into planned maintenance; Condition Monitoring for a real-time fleet overview; and an AI-powered Technical Repetitives Examination (TRE) module. The TRE tool analyzes pilot logbook reports by combining artificial intelligence with Lufthansa Technik's engineering expertise, helping to identify and address recurring technical problems proactively.

These tools are designed to minimize aircraft downtime, avoid operational disruptions, and lower maintenance costs by shifting from reactive to predictive maintenance. The fully integrated ecosystem provides Frontier with a unified, cloud-hosted platform to manage all technical operations, engineering, and logistics for its large Airbus A320 family fleet, supporting the airline's growth ambitions.

Frontier's Director of Engineering and Fleet, Shaun Jensen, stated that the partnerships allow the airline to "better forecast and track reliability issues," leading to smoother operations. Lufthansa Technik's Arne Schlossmacher highlighted that the smart combination of these digital products sets new benchmarks for efficiency and innovation in aircraft maintenance.

This strategic expansion underscores Frontier's commitment to leveraging cutting-edge digital solutions to enhance fleet reliability and operational efficiency.

PEGASUS AIRLINES FNALIZES AGREEMENT FOR CFM LEAP-1B ENGINES TO POWER BOEING 737-10 FLEET

Pegasus Airlines and CFM International announced an agreement for up to 300 LEAP-1B engines which will power the airline's future Boeing 737-10 model fleet. The contract also includes spare engines and a long-term maintenance agreement.

"Since we launched operations in 1990, CFM engines have played a major role in helping Pegasus build a reliable, efficient fleet that serves our customers," said Güliz Öztürk, CEO of Pegasus Airlines. "We have been extremely pleased with the operation of the LEAP engine family and look forward to bringing the same performance and stability to our Boeing 737-10 fleet. The lower emissions and higher fuel efficiency of LEAP-1B engines will significantly contribute to both our 2030 CO reduction target and the 2050 net-zero CO industry emissions goal."

"This agreement marks a significant expansion in our very long and successful relationship with Pegasus and we look forward to providing the level of support that this airline has come to rely on from CFM," said Gaël Méheust, president and chief executive officer, CFM International. "We believe that the LEAP-powered 737 MAX 10 will be an invaluable asset in Pegasus' continuing expansion, providing longer range, lower emissions, better fuel efficiency,

and unequalled reliability."

The airline had become globally the first LEAP engine operator in July 2016, with the first commercial operation of these engines taking place on a Pegasus flight between Istanbul and Antalya. The airline began commercial operations with CFM56-3 engines and grew to include fleets powered by CFM56-5B and CFM56-7B engines. Pegasus now continues to expand with the latest generation of aircraft powered by both LEAP-1A and LEAP-1B engines. The average age of Pegasus' fleet is 4.9 years, making it among the youngest in Türkiye and the second youngest globally. *

With more than 4,400 aircraft delivered to date, CFM LEAP engines have experienced the fastest ramp in commercial aviation history. Advanced technologies like composite fan blades and ceramic matrix composites deliver an engine that's 15 percent more fuel efficient, with 15 percent lower carbon emissions than prior-generation CFM56 engines. Backed by advanced health monitoring systems and an open MRO ecosystem, CFM LEAP engines offer mature reliability and enable high asset utilization for narrowbody aircraft.

GA TELESIS ENGINE SERVICES EXPANDS APAC REACH WITH SOUTH KOREAN AMO APPROVAL AND NEW MIAT CFM56-7B CONTRACT

GA Telesis Engine Services ("GATES"), the engine maintenance, repair, and overhaul ("MRO") subsidiary of GA Telesis LLC, announces two strategic milestones that materially expand its global presence and reinforce its position as a premier independent engine maintenance provider.

GATES has secured its Approved Maintenance Organization ("AMO") certification from the Republic of Korea's Ministry of Land, Infrastructure, and Transport for the CFM56-5B, CFM56-7B, and CF6-80C2 engine models. This regulatory achievement grants GATES full authority to perform engine overhaul services for South Korean carriers, a market with a sizable and growing installed base of these engines. It also gives operators in the region their first meaningful independent MRO alternative in a segment long dominated by Original Equipment Manufacturer ("OEM") affiliated shops. The approval increases competitive pressure, delivers measurable cost advantages for airlines, and enhances fleet reliability.

It also signals that GATES meets the most rigorous international regulatory and quality requirements.

"This approval reflects our ongoing investment to support GA Telesis' customers in the APAC region," said Gunnar Mar Sigurfinnsson, President of GATES. "We look forward to supporting South Korean operators with industry-leading turnaround times, deep technical expertise, lower maintenance costs, and a customer-first approach."

GATES has also been awarded an engine maintenance agreement with MIAT Mongolian Airlines for the overhaul of its CFM56-7B engines. This new award accelerates the company's momentum across the Asia Pacific region and confirms the rising confidence placed in GATES for technical precision and operational reliability.

"GATES has built a strong reputation for quality and reliability in CFM56 engine maintenance," said Gantulga Baasanjav, Chief Operating Officer and Chief Pilot of MIAT. "Partnering with GATES supports MIAT's commitment to strong operational availability and ensures our engines return to service with performance levels that meet the highest standards. This agreement is an important advancement in our long-term fleet support strategy."

"We are honored to support MIAT's CFM56-7B fleet," said Avinash Singh, Vice President of Sales for Asia Pacific and the Middle East and Africa. "Our team is committed to delivering high-quality overhaul services that strengthen engine performance and safeguard operational readiness across MIAT's expanding network."

KBR ENHANCING F/A-18 FOREIGN MILITARY SALES WITH CONTRACT FOR NAVAIR

KBR announced it has been awarded an estimated $117M cost-plus-fixed-fee follow-on contract to provide Foreign Military Sales (FMS) support for Naval Air System Command's (NAVAIR) F/A-18 and EA-18G Program Office (PMA-265). KBR provides expertise to help Australia, Finland and Switzerland maintain and operate their F/A-18 fighter jets through PMA-265 for optimal defense readiness. This includes implementation, engineering and logistics, ensuring the jets stay outfitted with the newest tools and technology and are mission-ready. The work ensures smooth coordination between countries and keeps aircraft safe, reliable and ready to fly. Contract performance will take place across multiple U.S. locations and international partner nations over a period of five years.

Under the terms of the contract, KBR will provide integrated program management, engineering, financial and logistics support for the F/A-18 FMS programs with Finland, Australia and Switzerland. The team will assist PMA-265 in sustaining aircraft systems, managing acquisition and training efforts, and supporting lifecycle logistics and communications security operations.

"KBR has supported this program for multiple decades," said Mark Kavanaugh, KBR President of Defense, Intel and Space. "This contract win showcases KBR's expertise on the F/A-18 platform and position as a trusted long-term partner for NAVAIR."

For more than 40 years, KBR has provided subject matter expertise across systems engineering, diminishing manufacturing sources and material shortages, cybersecurity and technology development with extensive FMS knowledge across all variants of the F/A-18 platform. They regularly analyze Security Assistance and National Disclosure Policy procedures, programs and requirements, and make recommendations for changes to modernize FMS policies and ensure collaboration across the U.S. and partner nations.

TATA ADVANCED SYSTEMS BREAKS GROUND ON NEW DEFENCE MRO FACILITY SUPPORTING LM'S C-130J OPERATIONS IN INDIA

Tata Advanced Systems and Lockheed Martin have broken ground on a new Defence Maintenance, Repair, and Overhaul (MRO) facility in India dedicated to the C-130J Super Hercules aircraft. This strategic venture, celebrated with Indian Air Force and government officials, deepens the decades-long industrial partnership between the two companies and marks a significant step in bringing world-class military sustainment capabilities to India.

The facility will provide comprehensive depot-level support, including heavy maintenance, component overhaul, structural restoration, and avionics upgrades for India's C-130J fleet. It is designed to enhance the Indian Air Force's operational readiness and will also create opportunities to service regional and global C-130 operators in the future.

Lockheed Martin's Chief Operating Officer, Frank St. John, emphasized the facility strengthens the foundation of their long-term collaboration with India, stating it "brings world-class sustainment capability into India" and demonstrates a commitment "to building capability for India and from India."

Sukaran Singh, CEO of Tata Advanced Systems, highlighted the broader significance, noting the project "represents India's growing confidence and capability in shaping its own defence future" and will bolster the national aerospace ecosystem through innovation and skill development.

Scheduled for completion by late 2026, with operations commencing in early 2027, the MRO center will join Lockheed Martin's global service network. It directly supports India's "Make in India" and self-reliance ambitions, building on Tata's existing role as a manufacturer of C-130 aerostructures. This project ensures the IAF's critical airlift workhorse receives advanced, in-country sustainment for decades to come.

LM AND MANTECH PARTNER TO ADVANCE AI BASED SUSTAINMENT FOR US COMBAT AIRCRAFT FLEET

Lockheed Martin and MANTECH announced a strategic teaming agreement to integrate advanced AI driven sustainment solutions into the U.S. combat aircraft fleet.

Why It Matters : Through this effort, we will deliver real-time aircraft performance monitoring, predictive maintenance, optimized logistics support and improved mission availability across legacy and next-generation platforms, while adhering to the highest standards of security.

Strategic Perspectives : "This collaboration between Lockheed Martin and MANTECH will generate a unified team of strengths, capable of creating resilient sustainment ecosystems that can be projected to America and its allies around the world," said Nicholas Smythe, vice president, Business Development for Sustainment at Lockheed Martin.

"This partnership delivers the real-time performance needed to maximize the readiness and operational lifespan of the U.S. combat aircraft fleet," said MANTECH Defense Sector President David Hathaway.

Dive Deeper : This collaboration leverages Lockheed Martin's AI Factory and MANTECH's extensive experience in defense analytics, enterprise modernization and secure mission integration to accelerate reliability, readiness and operational efficiency across forces.

SPAIN - F-404 ENGINE FANS

The State Department has made a determination approving a possible Foreign Military Sale to the Government of Spain of F-404 Engine Fans and related equipment for an estimated cost of $200 million. The Defense Security Cooperation Agency delivered the required certification notifying Congress.

The Government of Spain has requested to buy an additional two hundred (200) F-404 engine fans that will be added to a previous implemented case whose value was under the congressional notification threshold. The original Foreign Military Sales (FMS) case was valued at $98.80 million ($11.25 million in MDE) and included fifty (50) F-404 engine fans, associated computer power supply (CP-1325/APG-65) and receiver exciter (R-2089/APG-65) units, and associated services and equipment, spare parts, consumables, accessories, classified software delivery, and support. This notification is for a combined total of two hundred fifty (250) F-404 engine fans. The following non-MDE items will also be included: computer power supply (CP-1325/APG-65) and receiver exciter (R-2089/APG-65) units; associated services and equipment; spare parts, consumables, and accessories; repair and return support; classified software delivery and support; classified and unclassified publications;

technical documentation; personnel training and training equipment; studies and surveys; Contractor Logistics Support (CLS); U.S. Government and contractor engineering, technical, and logistics support services; and other related elements of logistics and program support. The estimated total cost is $200 million.

The proposed sale will support the foreign policy and national security objectives of the United States by improving the security of a North Atlantic Treaty Organization (NATO) Ally that is an important force for political stability and economic progress in Europe.

The proposed sale will improve Spain's capability to meet current and future threats and will enhance interoperability with U.S. forces and other allied forces. The enhanced capability will also strengthen its homeland defense. Spain will have no difficulty absorbing this equipment into its armed forces.

The proposed sale of this equipment and support will not alter the basic military balance in the region.

The F-404 engine fans will be transferred from United States Navy stock. At this time, the U.S. Government is not aware of any offset agreement proposed in connection with this potential sale. Any offset agreement will be defined in negotiations between the purchaser and the contractor.

Implementation of this proposed sale will not require the assignment of any additional U.S. Government or contractor representatives to Spain.

There will be no adverse impact on U.S. defense readiness as a result of this proposed sale.

The description and dollar value are for the highest estimated quantity and dollar value based on initial requirements. Actual dollar value will be lower depending on final requirements, budget authority, and signed sales agreement(s), if and when concluded.

AFI KLM E&M AND AAR COMPLETE FORMATION OF XCELLE ASIA JV

Air France Industries KLM Engineering & Maintenance (AFI KLM E&M), a multi-product airline MRO and AAR CORP. (NYSE: AIR), a leading provider of aviation services to commercial and government operators, MROs, and OEMs, announced the completion of the formation of xCelle Asia, which included the receipt of regulatory approval. This previously announced joint venture, located in Chonburi, Thailand, will overhaul nacelles for new generation aircraft.

Building on the success of AAR and AFI KLM E&M's existing joint venture in the Americas, xCelle Asia will provide unparalleled service and support for operators in the APAC region. Licensed by multiple OEMs, xCelle Asia can perform nacelle maintenance, repair, and overhaul services, including on-wing / on-site inspections, and rotable support for next generation aircraft, including GEnx, Trent 1000 and LEAP-1A engine types, at the start. Other new generation engine types will follow.

"The creation of xCelle Asia represents a major step forward in strengthening our global MRO network. By expanding our nacelle capabilities

into the Asia-Pacific region, we are positioning ourselves to deliver world-class, next-generation support closer to our customers. This new venture reflects our commitment to innovation, sustainability, and operational excellence, and we are proud to bring our expertise to one of the world's most dynamic aviation markets." said Benjamin Moreau, Senior Vice President Strategy and Business Development at AFI KLM E&M.

"This joint venture markedly expands our service offerings in the Asia-Pacific region and furthers our ability to deliver high quality, industry leading solutions to our customers," said Jim Berberet, AAR's Senior Vice President of Component Services. "We are looking forward to replicating our current success in the Americas by combining the experience of AAR's highly regarded Component Services team in Thailand with AFI KLM E&M's global network."

CARGOJET APPOINTS FOUNDING PARTNER PAULINE DHILLON AS NEW CHIEF EXECUTIVE OFFICER

Canadian air cargo leader Cargojet has appointed Pauline Dhillon as its new Chief Executive Officer, effective January 1, 2026. Dhillon, a founding partner of the company, has been with Cargojet since its inception and brings over 24 years of senior leadership experience to the role, having most recently served as Co-CEO.

Ajay Virmani, Executive Chairman of Cargojet, stated that Dhillon's strategic vision and deep understanding of operations make her the ideal choice to lead the company. In her new position, Dhillon expressed honour and a focus on continuing to deliver exceptional service and drive sustainable growth. She emphasized strengthening the company's culture of safety, teamwork, and customer excellence.

With this leadership transition, Cargojet is positioned to pursue new growth opportunities in key international markets such as Europe and Asia.

QATAR AIRWAYS GROUP APPOINTS HAMAD ALI AL-KHATER AS GROUP CEO

The Qatar Airways Group Board of Directors has announced a significant leadership transition, appointing Mr. Hamad Ali Al-Khater as the new Group Chief Executive Officer, effective December 7, 2025. He succeeds Engr. Badr Mohammed Al-Meer.

Mr. Al-Khater assumes this pivotal role with a distinguished career in Qatar's key strategic sectors, most recently serving as the Chief Operating Officer of Hamad International Airport (HIA). In this position, he was directly responsible for the airport's safety, operational reliability, and major expansion projects, while driving continuous improvements to the world-class passenger experience.

Prior to his tenure at HIA, Al-Khater held senior leadership roles at QatarEnergy, where he focused on business development, executing major deals, and leading large-scale strategic and operational initiatives. This background provides him with deep expertise in managing complex, global infrastructure projects and businesses critical to Qatar's economy.

In a statement, His Excellency Saad Sherida Al-Kaabi, Chairman of the Qatar Airways Group Board of Directors, said: "Qatar Airways Group extends its appreciation to Engr. Badr Mohammed Al-Meer for his service. As we welcome Mr. Hamad Ali Al-Khater, we look forward to building on the strong foundations and expansive global network of Qatar Airways, supported by our exceptional team in Qatar and across the world. With this leadership transition, Qatar Airways Group reaffirms its commitment to delivering world-class experiences, reliability, and innovation to travellers globally."

This appointment signals a new chapter for the award-winning airline group, placing an experienced operational leader with a proven track record in both aviation and major national projects at its helm. The move is expected to reinforce the group's strategic objectives and its role as a global connector.

CATHAY GROUP APPOINTS GUY BRADLEY AS NEW CHAIR FROM MAY 2026

The Cathay Group has announced that Guy Bradley, JP, will become its new Chair, effective May 13, 2026. He succeeds Patrick Healy, who will step down from the role and retire from the parent Swire Group at the end of that month, concluding a career of over three decades.

Bradley, who is also Chairman of Swire Pacific and a Director of Cathay Pacific Airways, acknowledged Healy's leadership. He highlighted Healy's strong commitment during the challenging pandemic period, noting that under his tenure, Cathay Pacific solidified its reputation as a leading global airline and has since returned to pre-pandemic passenger flight capacity.

In outlining his priorities, Bradley stated

his focus will be on working closely with the leadership team to enhance the Cathay Group's overall performance. He emphasized the Group's continued commitment to supporting Hong Kong and strengthening its role as a premier international aviation hub.

Patrick Healy reflected on his six-year tenure, describing it as a privilege to lead the Group through one of the most difficult periods in its 80-year history. He thanked employees for their resilience and customers for their loyalty. Healy also noted the Group's unique position with its deep roots in Hong Kong and its role in connecting the city to the world, highlighting a major investment of over HK$100 billion to improve the customer proposition and secure its future as a central part of the Hong Kong aviation hub.

Guy Bradley brings extensive international leadership experience to the role, having held senior positions across Asia, the Middle East, and the United States since joining the Swire Group in 1987. He will continue in his current positions as Chairman of Swire Pacific, John Swire & Sons (H.K.), Swire Properties, and Hong Kong Aircraft Engineering Company.

CHAMP CARGOSYSTEMS ANNOUNCES MANUEL GALINDO MEDRANO AS NEW CHIEF EXECUTIVE OFFICER

CHAMP Cargosystems, a key provider of IT solutions for the air cargo industry, has appointed Manuel Galindo Medrano as its new Chief Executive Officer. He will assume the role effective January 8, 2026.

Medrano brings significant experience in air cargo digitalization and freight technology. He is a recognized industry figure, having founded the digital freight booking platform WebCargo, which was later acquired by Freightos. Following the acquisition, he held senior commercial positions at Freightos, focusing on pricing, distribution, and revenue models for air freight. His background also includes advisory work in logistics technology and board-level involvement with air cargo industry organizations.

The leadership change positions CHAMP for its next phase of digital development, as the industry increasingly relies on core management systems for planning, compliance, and global data exchange. The company stated that Medrano will focus on strengthening ecosystem partnerships and delivering value to customers who depend on its platforms for daily operational continuity.

This transition builds on the strategy established by outgoing CEO Christopher McDermott, who led the company through a period of technology alignment with evolving industry and customer needs. CHAMP indicated its ongoing focus will remain on system reliability, integration with airline and handler workflows, and long-term collaboration within the cargo community.

ATSG APPOINTS GREG MAYS AS PRESIDENT AND CHIEF EXECUTIVE OFFICER

Air Transport Services Group (ATSG) has announced the appointment of Greg Mays as its President and Chief Executive Officer, effective January 1, 2026. Mays succeeds retiring CEO Mike Berger, who will remain with the company in an advisory capacity through part of 2026 to ensure a smooth leadership transition.

Greg Mays brings extensive aviation experience to the role, having most recently served as the Executive Vice President and Chief Operating Officer at Sun Country Airlines, where he led the carrier through a period of significant operational change and performance improvement.

Prior to his tenure at Sun Country, Mays held senior leadership positions at Alaska Airlines, focusing on maintenance, engineering, and labor relations. He also spent more than a decade at Delta Air Lines, where he oversaw complex global operations spanning maintenance, ground handling, and cargo functions. Earlier in his career, he worked as a consultant with the Boston Consulting Group, advising aviation and defense clients.

Mays, who was appointed President of ATSG in September 2025, expressed his commitment to building on the company's foundation. "I am excited to continue working with our talented teams in my new role as we continue to innovate and expand ATSG's capabilities with a steadfast focus on safety, operational and financial excellence, and best-in-class service," he said.

Outgoing CEO Mike Berger, who joined ATSG in 2018, expressed confidence in the transition, stating, "I know the company is in good hands as I enter retirement."

ROYAL AIR MAROC APPOINTS RITA CHRAIBI AS VICE PRESIDENT CARGO

Royal Air Maroc has announced the appointment of Rita Chraibi as its new Vice President Cargo. She succeeds Yassine Berrada and will lead the commercial development and strategy of the airline's cargo division through to 2037.

Chraibi brings nearly two decades of experience from within the airline, having held several senior leadership roles at Royal Air Maroc. This extensive tenure has provided her with a deep understanding of the company's strategic goals and operational framework.

In her new capacity, her focus will be on enhancing the customer experience and supporting the expansion of the airline's cargo network through the opening of new routes.

Upon her appointment, Chraibi stated she was honored by the trust placed in her and described the cargo division as a strategic pillar for the airline. She committed to expanding the network, improving services, and keeping customer needs at the center of operations.

Her predecessor, Yassine Berrada, congratulated Chraibi, highlighting her experience, leadership skills, and profound knowledge of the company. He expressed confidence in her ability to lead the cargo division into its next phase of growth.

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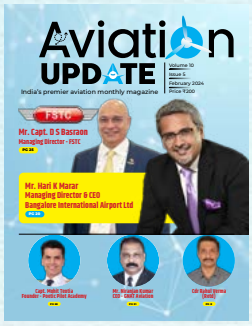

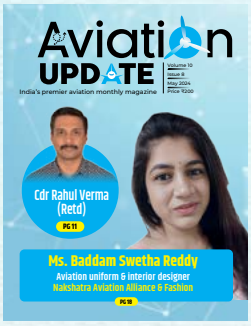

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