Aviation UPDATE

India's premier aviation monthly magazine

Volume 12

Issue 5

February 2026

Price ₹300

Mr.Walter Da Costa

Chief Sales Officer (CSO) "TECNAM"

PG 33

Mr.Girish Mudgal

Co-Founder and Director -TimeTooth

PG 17

Auszad Shaik

Vice President – Logistics & Supply Chain Dept Of Industries, Commerce & Export Promotion Govt Of Telangana

PG 27

PG 29

SUBHAKAR PAPPULA

FOUNDER & CEO, FLAMINGO AEROSPACE

FIND INSIDE

Aviation UPDATE

Aviation UPDATE

VOL : 12 | ISSUE : 5 | FEBRUARY 2026

Editor-in-Chief ◆ B. Kartikeya

EDITORIAL

Contributing Editor ◆ Dr. (Hon) M R K Menon

Special Editor ◆ Naheda Imtiyaz

Correspondent ◆ B. Martin

CREATIVE HEAD ◆ Swati Sharma (Design Garage)

PHOTOGRAPHER ◆ Krishanth

MARKETING

marketing@futureaviation.in

Manager, Marketing ◆ Rohith Reddy

SUBSCRIPTION

Asst.Manager, Subscription ◆ C.R.S SARMA, India & Global, +91 9440331463

FINANCE & ADMINISTRATION

Sr.Manager ◆ Karunandhi

Asst.Manager ◆ Md. Wajid Ali

Editorial & Advertising Offices

AVIATION UPDATE

E 403, Madhavaram Serenity, Karmanghat,
Hyderabad-500 079.
Subscription/ Circulation
Annual Subscription: 3600 INR – 12 Issues
Letter to editor Kartikeya@futureaviation.in
For Advertising details contact
Marketing@futureaviation.in

Printed at: Chennai offset printers : 19/1 & 21/2 Kitabath Khan Bhadur Street, Elliess Road, Mount Road, Chennai – 600 002
Aviation Update is published by - B.Kartikeya No:27/11,V.O.C.Street,T.Nagar, Chennai -600 017

B. KARTIKEYA

Execution Defines the New Aviation Era

The February edition of Aviation Update captures a defining inflection point across civil aviation, defence aerospace, and emerging technologies. The industry is no longer driven by announcements alone; it is increasingly measured by execution, integration, and strategic depth.

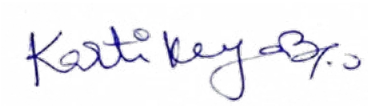
Wings India 2026 provided a timely barometer of this shift. More than a showcase, the event reflected India's maturing aviation ecosystem—where sustainability, regional connectivity, MRO expansion, advanced air mobility, and drone integration are transitioning from policy discussions to operational roadmaps. The emphasis on skill development, digital platforms such as DigiYatra, and the projected growth of India as the world's third-largest aviation market underscore a structural transformation underway.

This edition features compelling conversations with industry leaders shaping that transformation. Mr. Walter Da Costa of Tecnam outlines the evolving role of versatile aircraft in strengthening regional connectivity. Mr. Girish Mudgal of TimeTooth highlights indigenous capability development in aircraft interiors and engineering innovation. Mr. Subhakar Pappula of Flamingo Aerospace reflects on entrepreneurial momentum in aerospace manufacturing, while Mr. Auszad Shaik from the Government of Telangana provides a strategic perspective on logistics and industrial policy support for aviation growth.

Across global markets, fleet modernization and operational resilience remain central themes. Airlines are investing in next-generation engines, inflight connectivity, and widebody expansion, while OEMs and suppliers accelerate localization and supply chain security. In defence aerospace, advancements in missile systems, ISR platforms, propulsion technologies, and homeland defence frameworks reinforce the reality that capability sovereignty is now a strategic imperative.

Aviation today sits at the intersection of technology, geopolitics, and economic ambition. The unifying narrative across this issue is clear: the future belongs to those who build ecosystems, not just fleets; who invest in skills as much as systems; and who translate vision into executable industrial strategy.

As India and the global aviation community move deeper into 2026, the sector stands not merely at a moment of growth—but at a moment of consolidation, capability-building, and confident forward momentum.



Air India Orders 30 Boeing 737 MAX Jets to Expand Single-Aisle Fleet

Boeing and Air India announced the airline has ordered 30 more fuel-efficient 737 MAX jets, expanding its Boeing order book to nearly 200 airplanes across the company's single-aisle and widebody airplane families.

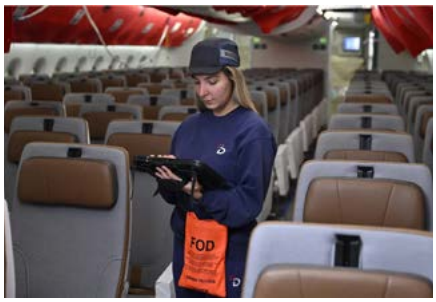
The airline finalized an incremental purchase of 20 737-8 jets this month and an order for 10 737-10 airplanes was previously unidentified on Boeing's Orders & Deliveries website. Both purchases exercised existing options as Air India expands its route network to meet rising travel demand.

"This additional order for 30 Boeing 737 aircraft is part of our broader fleet strategy to position Air India firmly for the future, as a world-class global carrier that India deserves and the world expects," said Campbell Wilson, CEO and managing director of Air India. "Building on our 2023 orders and subsequent additions, this order supports steady deliveries and fleet upgrades planned over the next few years.

Air India will operate the new 737-8s, leveraging their dispatch reliability, fuel efficiency and range flexibility on high-frequency, domestic and short-haul regional routes. The airline also plans to deploy the larger 737-10 to maintain operational commonality and carry more passengers at the lowest cost per seat among single-aisle aircraft.

"Air India's order for more 737 MAX jets underscores the strong performance of their existing 737-8 fleet as they continue to expand connectivity across India and the South Asia region," said Paul Righi , Boeing vice president of Commercial Sales and Marketing, Eurasia, India and South Asia . "We value Air India's confidence in the 737-10 and 737-8 to provide the capacity and versatility they need as a cornerstone of their single-aisle growth strategy."

Daher Reinforces its Aircraft Cabin Expertise With the Renewal of Airbus A350 and A330 Jetliner Contracts



Daher is strengthening its operations on the Airbus final assembly lines in Toulouse, France for long-haul, widebody jetliners following the renewal of cabin outfitting contracts for the A350 and A330 programs.

For the A350, Daher works on one of every two aircraft that are assembled, providing high value-added services – including installation, assembly, quality inspection and technical support.

These contracts, renewed in October, support the production ramp-up of the widebody A350 aircraft program, which is scheduled to reach 12 aircraft monthly in 2028. Nearly 200 Daher personnel currently are assigned to the cabin outfitting program, and the team is expected to grow to 260 employees by the end of 2026.

For the A330, Daher continues a historic collaboration of more than 30 years with Airbus on this widebody jetliner's final assembly. The contract covers three work packages: sidewall panels, overhead stowage bins, and integration of oxygen modules. A team of 45 experts ensures a steady pace of four aircraft per month.

"These renewals confirm Daher's strategic role and our ability to support the production rampup of longhaul aircraft programs," said Cédric Eloy, the CEO of Daher Industrial Services.

Riyadh Air Partners with NSG to Introduce Cutting-Edge High Speed In-flight Connectivity on its New Airbus A321 Fleet

Neo Space Group (NSG), a PIF company and Saudi Arabia's leading commercial space services provider announced a strategic partnership with Riyadh Air, Saudi Arabia's new national carrier, to equip its Airbus A321 fleet with NSG Skywaves® - the Group's advanced in-flight connectivity (IFC) solution.

This collaboration marks a major milestone in Riyadh Air's digital transformation, accelerating our vision to become the world's first digitally native airline. Every interaction is designed to be connected, personalized, and seamlessly powered by technology, enabling passengers to stream, message, browse, game, and stay productive at 35,000 feet with the same effortless connectivity they experience on the ground.

"This partnership underscores NSG's commitment to innovation and to delivering best-in-class connectivity across Saudi Arabia," said Martijn Blanken, CEO of Neo Space Group. "We are proud to collaborate with Riyadh Air to create a digitally seamless experience for passengers, reflecting the Kingdom's vision for the future of aviation."

Adam Boukadida, CFO of Riyadh Air, stated: "As the world's first digitally native airline, Riyadh Air is reimagining what air travel can be by fusing advanced technology, seamless connectivity, and authentic Saudi hospitality. Our first Airbus A321 is anticipated in Q4 2026, and our collaboration with NSG ensures every passenger will enjoy a truly

connected journey. We are dedicated to setting new global standards for digital aviation, leveraging the ambitious Saudi technical infrastructure that truly brings this partnership to life."

Riyadh Air, which recently commenced operations between Riyadh and London Heathrow, will introduce high-speed passenger connectivity of up to 300 Mbps on its A321 fleet. Powered by NSG Skywaves®, the service will use HBC+ hardware featuring the Thinkom Ka2517 antenna - a system trusted by more than 1,700 aircraft worldwide.

NSG Skywaves® leverages SES's Open Orbits™ network, which combines MEO's low-latency, high-speed performance with GEO's stability and global coverage to deliver reliable broadband connectivity. This advanced IFC system enables Riyadh Air to enhance passenger experience while improving fleet efficiency and operations.

Riyadh Air and NSG expect this partnership to set a new benchmark for connected, intelligent travel experiences combining Saudi innovation, digital excellence, and world-class hospitality for passengers within the Kingdom and across the region.

The partnership underscores Saudi Arabia's commitment to driving innovation and digital transformation within the aviation sector, reflecting the nation's ambition to redefine the passenger experience through cutting-edge connectivity.

By enabling seamless, high-speed communication in the skies, this collaboration supports Vision 2030's objective of positioning the Kingdom as a global leader in advanced, passenger-centric air travel and a hub for technological excellence in aviation.

Embraer and Adani Defence & Aerospace Announce Strategic Partnership to Establish Regional Transport Aircraft Ecosystem in India

Embraer a global leader in aerospace, and Adani Defence & Aerospace, a leading player in India's aerospace and defence and the flagship company of Adani Enterprises Ltd, have signed a Memorandum of Understanding (MoU) to develop an integrated regional transport aircraft ecosystem in India. The companies aim to collaborate on opportunities in aircraft manufacturing, supply chain, aftermarket services, and pilot training.

The collaborative industrial partnership will aim to establish an assembly line, followed by a phased increase in indigenization to advance India's Regional Transport Aircraft (RTA) program, in alignment with the Aatmanirbhar Bharat initiative and the UDAN regional connectivity vision.

"India is a pivotal market for Embraer, and this partnership combines our aerospace expertise with Adani's strong industrial capabilities and commitment to indigenisation," said Arjan Meijer, President and CEO, Embraer Commercial Aviation. "Together, we will evaluate the most viable, advanced, and efficient solutions in support of India's RTA ambitions and their potential for implementation."

This potential partnership will leverage Embraer's deep engineering and aircraft manufacturing expertise alongside Adani's aviation value-chain footprint, which includes airport infrastructure, aerospace manufacturing, MRO services, and pilot training.

"Regional aviation is the backbone of economic expansion. With initiatives like UDAN transforming air connectivity across Tier 2 and Tier 3 cities, the need for an indigenous regional aviation ecosystem has become critical," said Jeet Adani, Director, Adani Defence & Aerospace. "This partnership will also strengthen strategic relations between India and Brazil, bringing complementary capabilities together."

The proposed ecosystem is geared towards supporting domestic demand while generating significant direct and indirect employment across engineering, manufacturing, logistics, and support services.

"We are shaping India's regional transport aircraft ecosystem, a bold stride toward Aatmanirbhar aviation that bridges urban-rural divides, generates high-skill employment, and elevates India's position in the global aerospace industry," said Ashish Rajvanshi, President & CEO, Adani Defence & Aerospace.

Thales and Air India Debut Region's 1st New 787-9 Aircraft Flying With Thales' Avant Up Inflight Entertainment System

The future of Indian aviation takes flight with the entry into service of Air India's new 787-9 aircraft equipped with Thales's AVANT Up inflight entertainment (IFE) platform on 1 February 2026. Air India, the country's leading global airline and largest international carrier, continues to elevate its passenger experience with 6 new 787-9 aircraft equipped with AVANT Up.

World-class Inflight Entertainment

Air India is introducing the next generation of Vista, its award-winning IFE system to elevate the passenger viewing experience. The system on the new 787-9 features over 3,000 hours of content and the largest library of Indian entertainment available in multiple languages. Vista, powered by Thales' AVANT Up IFE, combines state-of-the art hardware and software technologies including:

Ultra-responsive Optiq 4K QLED HDR displays designed to provide the most cinematic viewing experience in the air;

Thales' award-winning Pulse dynamic power supply enabling up to 60W of in-screen USB-A and USB-C high-speed charging;

Bluetooth® connection to pair wireless headphones or other devices to the display;

Interactive 3D map and immersive route-based programming;

Intuitive user interface (UI) and Kids UI.

"As we embark on this exciting new chapter with our state-of-the-art 787-9, we're thrilled to offer our passengers an unparalleled inflight experience. By integrating Thales' cutting-edge AVANT Up system, we are enhancing the comfort and entertainment on board but also showcasing the warmth and hospitality that Air India is known for. This milestone is a significant step forward in our commitment to leading the future of Indian aviation, offering our customers the best of technology and Indian culture in the sky." Rajesh Dogra, Chief Customer Experience Officer, Air India.

"We are proud to support Air India's customer-centric modernisation journey and bring extraordinary inflight experiences onboard, showcasing the best of India to the world. AVANT Up flying on ? the airline's new 787-9 marks a new chapter in our long-standing collaboration. Together, we are elevating the standards for entertainment in the sky, by combining world-class technology with the warmth of Indian hospitality." Niels Steenstrup, Chief Executive Officer, Thales InFlyt Experience.

DAE Announces Long Term Lease of 13 Boeing 737-8 Aircraft to Royal Air Maroc

Dubai Aerospace Enterprise (DAE) Ltd announced that it has reached an agreement with Royal Air Maroc for the lease of 13 new Boeing 737-8 aircraft. The aircraft are scheduled to deliver in 2027. This follows an earlier agreement to lease two Boeing 737-8 aircraft to Royal Air Maroc, which delivered in 2025.

Commenting on the agreement, Firoz Tarapore, Chief Executive Officer of DAE, said, "We would like to thank the team at Royal Air Maroc for choosing DAE to partner on this significant fleet expansion project. The Kingdom of Morocco is a fast-growing tourist and business hub in Africa, with expanding air connectivity led by Royal Air Maroc. We look forward to seeing these new Boeing 737-8 aircraft enter the fleet, and to continuing to support Royal Air Maroc on their future fleet requirements."

Abdelhamid Addou, Chairman and Chief Executive Officer of Royal Air Maroc, added: "This agreement is fully aligned with Royal Air Maroc's strategic ambition to become a leading global connector. The Boeing 737-8 Aircraft will strengthen our network development capabilities, enabling new route openings and increased frequencies with greater operational efficiency. It also enhances our flexibility to serve growing demand while delivering reliable connectivity between Africa, Europe, and beyond."

Smiths Detection 3D X-ray Technology Deployed in GBP1Bn Heathrow Upgrade

Smiths Detection, a global leader in threat detection and security screening technologies, today announces that its industry-leading 3D X-ray scanner, the HI-SCAN 6040 CTiX, has been deployed by London Heathrow Airport as part of a £1bn technology upgrade to become the largest airport to fully revolutionize the security screening process. Smiths Detection's technology will create a smoother, faster experience for travellers by allowing them to leave liquids and electronic devices in their hand luggage while passing through airport security.

As part of the upgrade that Heathrow describes as a 'major milestone', Smiths Detection's next generation computed tomography (CT) security screening technology has been rolled out across all passenger terminals, cutting queues and reducing stress for the millions of passengers who use the airport annually.

What this means for passengers:

Liquids up to 2 litres remain in cabin bags

Electronic devices, including laptops and tablets, stay in bags

Fewer tray steps and a smoother, faster journey through security

Heathrow's full rollout of advanced CT scanners from Smiths Detection marks a game-changing development for travellers while also enhancing passenger safety. With C3 compliance, the highest performance standard for explosives detection systems for cabin baggage, Heathrow now delivers greater security performance while

significantly improving passenger flow and convenience.

Central to this transformation is the HI-SCAN 6040 CTiX scanner. Combining high-resolution volumetric imaging with powerful automatic threat recognition, the technology offers security teams clear, detailed views of bag contents and help reduce manual checks, enhancing throughput without compromising safety.

Andy Evripides, Head of Market UK and Ireland: "We are proud to support Heathrow's journey toward modernised screening with the HI-SCAN 6040 CTiX, building on a relationship that has spanned many years. Achieving C3 compliance is a shared milestone that demonstrates our joint focus on strong security, operational efficiency, and an improved passenger experience."

Heathrow's full deployment of CT technology is part of its broader investment in innovation and infrastructure, designed to meet stringent regulatory standards, improve operational performance and reinforce its status as a global aviation leader.

Heathrow originally selected Smiths Detection to supply its HI-SCAN 6040 CTiX in March 2021.

Singapore to Establish World's 1st Airport Test-bed for Next-Gen Propulsion Technologies

The Civil Aviation Authority of Singapore (CAAS), CFM International, and Airbus signed a Memorandum of Understanding (MOU) to establish Singapore as the world's first airport testing ground for operations of CFM's next-generation Revolutionary Innovation for Sustainable Engines (RISE) technologies, with a focus on Open Fan engine architecture.

The partnership will study the impact of Open Fan and other RISE program technologies on airport operations to develop a comprehensive readiness framework that serves as the global blueprint for airframers, airports, and airlines worldwide. The MOU was signed at the 3rd Changi Aviation Summit.

RISE Program

RISE is a technology demonstration program by CFM to advance next-generation commercial aircraft engine technologies, including the innovative Open Fan architecture that removes the traditional casing, allowing for a larger fan size with less drag. The RISE program prioritises safety, durability, and efficiency, targeting more than 20% better fuel efficiency compared to commercial engines in service today.

Beyond propulsive efficiency, Open Fan engine architecture is being developed to reduce emissions, lower noise, and ensure compatibility with future hybrid-electric systems, positioning it as a cornerstone technology for efficient air travel from the next generation of commercial narrow-body aircraft.

Under the MOU, the parties will:

a. Co-develop a comprehensive readiness framework to integrate Open Fan engines for the next generations of aircraft, into existing airport operations, including aircraft system and design considerations, infrastructure modifications if any, operational procedure changes, safety standards, and regulatory procedures.

b. Leverage Singapore's aviation ecosystem to exchange technical and operational expertise across areas, including airport design, safety protocols, regulatory frameworks, and operational procedures to inform the readiness framework development.

c. Plan to conduct operational trials of the RISE programme's Open Fan engine demonstrators at Singapore Changi Airport or Seletar Airport to test and validate the readiness framework and assess operational feasibility of this new technology.

Mr Han Kok Juan, Director-General of CAAS, said: "CFM International's and Airbus's partnership with CAAS to establish in Singapore the world's first airport testbed for next generation propulsion technologies is testament to Singapore's offering as an integrated air hub with strong regulatory expertise where companies can testbed technologies and develop real-world protocols for deployment at scale globally."

Mr Gaël Méheust, President & Chief Executive Officer of CFM International, said: "This first-of-its-kind agreement is a huge boon for the CFM RISE development program. These technologies are designed to deliver unprecedented improvements in fuel efficiency (and emissions) in a highly robust future product that can support demanding operations. Now, having the ability to perform a real-world demonstration ? from ground handling to maintenance actions, to airport operations ? will give airlines and, hopefully, the flying public, confidence in the safety, durability, and efficiency of Open Fan."

Mr Remi Maillard, Executive Vice-President Engineering for the Commercial Aircraft business and Head of Technology Airbus, said: "We are excited to be partnering with CAAS and CFM to take new propulsion system technologies to the next level of maturity by testing them against future operational requirements. And what better place to do it than in Singapore where we can rely on a state-of-the-art aerospace ecosystem. Airbus is committed to pioneering sustainable aerospace, and this partnership is a testament to that."

Boeing: Indian, South Asian Airlines Will Need Nearly 3,300 New Airplanes by 2044

India and South Asia's passenger air traffic will rise an average of 7% annually over the next 20 years, spurred

by a growing middle class, economic growth and airport and connectivity investments, Boeing. That demand for air travel means airlines will need nearly 3,300 new airplanes by 2044 as projected in the company's Commercial Market Outlook (CMO) for South Asia.

Single-aisle jets will account for nearly 90% of these projected deliveries as airlines look to boost network flexibility on fast-growing short- and medium-haul routes.

Accounting for growth and replacement, the Indian and South Asian region's fleet will grow from 795 to 2,925 airplanes in two decades - a nearly four-fold increase over that time.

Domestic travel that connects India will underpin this expansion, supported by a continuing shift from rail to air and investments in the country's airport infrastructure.

"As air travel becomes more integral to how people and goods move in India and South Asia, airlines will strengthen networks, scale fleets and invest in services and technical personnel to support long-term growth," said Ashwin Naidu, Boeing managing director of Commercial Marketing, Eurasia and Indian Subcontinent. "More efficient, versatile airplanes will enable robust growth opportunities for the region's established and emerging airlines."

Indian and South Asian airlines are also projected to expand and diversify their long-haul networks as India grows as a key hub for international passenger and cargo traffic. The South Asia region's widebody fleet will more than triple by 2044 as carriers enable millions of Indian and South Asian passengers to travel to international markets including the Middle East, Europe and North America.

In the cargo market, high-tech manufacturing growth in India and the increasing role of e-commerce will boost the need for more freighter airplanes. The South Asia region's fleet of new and converted freighters is expected to grow five times its current size over the next two decades to support rising air cargo demand.

To support the expected fleet growth, investment in the South Asia region's industry will require more than $195 billion in aviation services, including maintenance, repair and modifications, digital services and training. Boeing projects the India and South Asia aviation industry will also need approximately 141,000 new professionals, including about 45,000 pilots, 45,000 technicians and 51,000 cabin crew, over the next two decades.

Boeing and Ethiopian Airlines Announce Order for 9 787 Dreamliners

Boeing and Ethiopian Airlines announced Africa's largest carrier ordered nine 787 Dreamliner airplanes as demand for long-haul travel continues to rise. Ethiopian Airlines will leverage the 787-9 jets to grow its route network, which currently serves 145 international destinations.

The airline's latest 787 purchase follows its commitment for 11 737 MAX jets announced at the Dubai Airshow. Both orders were finalized in December 2025 and boosts Ethiopian Airlines' order book by a total of 20 fuel-efficient Boeing airplanes.

"We are pleased to confirm the order for nine Boeing 787 Dreamliner aircraft to further expand our existing fleet. This order underscores our continued commitment to enhancing our fleet with modern, fuel-efficient aircraft, thereby further strengthening our customer service," said Mesfin Tasew , Ethiopian Airlines Group CEO. "We will continue to acquire more aircraft and adopt the latest technologies as part of our strategic vision to advance sustainable aviation."

Ethiopian Airlines operates Africa's largest 787 Dreamliner fleet, flying its 787-8 and 787-9 jets on intercontinental routes from Addis Ababa to high-demand destinations across Europe , Asia and North America as well as key intra-African routes spanning the world's second-largest continent.

"The 787 Dreamliner family has proven to be a game-changer for airlines around the world, and we are proud to support Ethiopian Airlines in their mission to connect Africa with the global community," said Anbessie Yitbarek, Boeing vice president of Commercial Sales and Marketing for Africa . "Together, we look forward to shaping the future of air travel with advanced, efficient and comfortable airplanes to serve their passengers."

The capacity and efficiency of the 787 Dreamliner, which reduces fuel use and emissions by 25% compared to the airplanes it replaces, enables Ethiopian Airlines to transport passengers point-to-point across Africa while accommodating cargo in the belly of the airplane for high-demand trade lanes.

Since 2011, the 787 Dreamliner family has helped airlines open more than 520 new nonstop routes between city pairs that were never previously served and carried more than 1 billion passengers.

Ethiopian Airlines operates the largest Boeing airplane fleet in Africa and has the continent's largest backlog of 737 MAXs, 777X and 787 Dreamliner airplanes.

KLM to Accelerate Free In-Flight Wi-Fi Offering Across Europe, Powered by Viasat

Viasat Inc., a global leader in satellite communications announced that it will begin delivering a fast, full, and free in-flight connectivity experience for KLM Royal Dutch Airlines, including KLM Cityhopper. The service will be available across the airline's narrowbody and regional fleets and will be available to members of KLM's Flying Blue loyalty program. KLM passengers can easily sign up on the spot to enjoy the service. KLM is set to expand the free in-flight Wi-Fi frontier in Europe by leveraging the new, future-looking connectivity solution from Viasat, its in-flight connectivity provider for more than six years. The airline plans a rapid rollout of fast, full, and free Wi-Fi across 68 aircraft in total.

"Full, fast, and free in-flight Wi-Fi is the future, and we are incredibly proud to expand our relationship with KLM to deliver a superior in-flight connectivity experience to passengers across Europe," said Don Buchman, President, Viasat Aviation. "KLM has been a valued partner for many years, and we are excited to continue to drive value and enhance passenger satisfaction by providing the airline with technology solutions that offer unparalleled flexibility. Each unique airline requires a curated onboard experience for its passengers, and we can ensure a personalized service that aligns with KLM's goals. KLM is poised to quickly establish a new standard for in-flight connectivity in Europe, and we are thrilled to stand alongside them and make this possible."

Stephanie Putzeist, responsible for customer experience within KLM, mentions the following: "We listen carefully to what our passengers value and free internet has been on their wish list for some time. Through this step, we are making travel within Europe more personal and comfortable: everyone can plan their flight in their own way and stay connected. We are delighted to realize this now for our passengers in partnership with Viasat."

Increasing Demand for In-Flight Wi-Fi in Europe

The connectivity landscape is rapidly evolving across European airspace, with demand for seamless, reliable and free in-flight Wi-Fi taking off. In a fast-evolving industry, both in terms of technology and passenger expectation, it is critical that connectivity providers can equip airlines with solutions that meet their passengers needs now and into the unknown landscape of the future.

Viasat's advanced connectivity solutions enable KLM to drive passenger satisfaction now and into the future, leveraging hardware equipped to deliver the current gold standard in connectivity while remaining compatible with ongoing network enhancements.

As one of the world's most enduring airlines, flying to over 160 different destinations this winter, 92 of which are in Europe, this full, fast and free rollout marks a significant milestone for European aviation.

Free Wi-Fi Powered by Viasat

The new complimentary Wi-Fi service is enabled by Viasat's unique digital product suite, designed to unlock innovative services tailored to KLM's passenger experience goals.

This commitment to a long-term roadmap for delivering advanced connectivity has been a cornerstone of Viasat's partnership with KLM since initial discussions began over six years ago. This agreement with KLM further solidifies Viasat's position as a leading provider of innovative and reliable in-flight connectivity solutions for airlines worldwide.

Delta Air Lines Orders up to 60 Boeing 787 Dreamliners to Grow, Modernize Widebody Fleet

Boeing and Delta Air Lines announced the U.S. carrier placed its first direct order for up to 60 787 Dreamliners to support long-haul international growth and renew the airline's widebody fleet. Delta's purchase of 30 787-10 jets – with opportunity for up to 30 more of the largest 787 variant – will enable the airline's expansion and modernization plans on high-demand transatlantic and South American routes.

"Delta is building the fleet for the future, enhancing the customer experience, driving operational improvements and providing steady replacements for less efficient, older aircraft in the decade to come," said Ed Bastian , Delta's chief executive officer. "Most importantly, these aircraft will be operated by the best aviation professionals in the industry, providing Delta's welcoming, elevated and caring service to travelers worldwide."

With capacity for up to 336 passengers and 25% lower fuel use than the airplanes it replaces, the 787-10 offers the lowest operating cost per seat of any widebody airplane. Delivering superior comfort for passengers, the 787 Dreamliner features the largest windows of any widebody airplane flying today and air that is pressurized at a lower cabin altitude, which will help Delta's customers arrive at their destinations feeling more refreshed.

"We are excited that Delta Air Lines has selected the 787-10 to join its fleet of the future.

ELBIT AWARDED $228M FOLLOW-ON CONTRACT TO PROVIDE IRON FIST APS FOR US ARMY BRADLEY IFV UPGRADES

Elbit Systems Ltd. announced following the U.S. Government's publication from September 29, 2025 of an award to General Dynamics Ordnance and Tactical Systems (GD-OTS) of an order for the Bradley Fighting vehicle Active Protection System (APS), that Elbit Systems has been awarded by GD-OTS a $228 million contract to supply the Company's Iron Fist APS. The contract will be executed over a period of three years.

The Iron Fist APS is an advanced hard-kill active protection system designed to enhance the survivability and self-defense capabilities of armored platforms against a wide range of modern battlefield threats. As the Israel Defense Forces' second-generation APS, Iron Fist combines high performance with a compact design, characterized by low volume, weight and power requirements. The system delivers 360-degree protection against various anti-armor threats, including Anti-Tank Rockets (ATR), Anti-Tank Guided Missiles (ATGM), Unmanned Aerial Systems (UAS), loitering munitions, and Kinetic-Energy (APFSDS) tank ammunition, in both open terrain and complex urban environments.

This contract follows an initial contract awarded to the Company by GD-OTS, as announced by Elbit Systems on May 5, 2024. Iron Fist APS has been selected by the Israel Defense Forces, as well as by leading NATO and worldwide armies for a variety of fighting platforms, and this contract marks its third selection by the U.S. Army.

Bezhalel (Butzi) Machlis, President and CEO of Elbit Systems: "Our globally recognized Active Protection System continues to demonstrate its technological edge. As a leading provider in this field, we are proud of our close and strategic partnership with GD-OTS and the U.S. Army, and of the trust placed in us to deliver systems that enhance survivability and protect the lives of American troops in the field."

L3HARRIS DELIVERS MULTI-INTELLIGENCE AIRCRAFT TO USAF

L3Harris Technologies has delivered the first MC-55A aircraft to the U.S. Air Force, following integration and mission system testing as part of Australia's new Peregrine fleet.

The Royal Australian Air Force (RAAF) is acquiring missionized business jets through a U.S. foreign military sales program that will provide Australia with airborne electronic warfare and intelligence, surveillance and reconnaissance capabilities in support of multi-domain operations for the country and coalition forces.

"The MC-55A Peregrine will be a force multiplier in delivering critical data for long-range targeting, regional deployments and effective mission planning," said Jason Lambert, President, Intelligence, Surveillance and Reconnaissance, Space and Mission Systems, L3Harris. "The specialized aircraft will give the RAAF information superiority and serve as strategic assets for future Australian Defence Force operations."

The first aircraft has been delivered by the U.S. Air Force to the RAAF, and follow-on aircraft will remain in the Air Force's possession while supporting RAAF training and pre-delivery requirements. L3Harris has established a field service team in Australia to work alongside local industry partners for in-country support. Ongoing software and hardware upgrades will help ensure the Peregrine stays ready to meet evolving threats and future mission needs.

BAE AWARDED $473M FOR PALADIN PRODUCTION

BAE Systems has received a $473 million contract award for the production of 40 additional M109A7 Paladin Self-Propelled Howitzer sets, which includes the M992A3 Carrier Ammunition Tracked ammunition-loading vehicle.

"The M109A7 Paladin Self-Propelled Howitzer provides the firepower and operational advantage Soldiers need on the modern battlefield," said Dan Furber, Combat Mission Systems' Artillery and Combat Support program director for BAE Systems, Inc. "This platform gives warfighters the decisive edge in any conflict, and we are looking forward to continuing to provide this proven capability to the U.S. Army."

The contract will also provide additional support services, including technical support packages, post-production refurbishment and welding compliance.

The contract was awarded by the Army Contracting Command (ACC) Detroit in September and is the first award of a five-year contract. The M109A7 is produced in York, Pennsylvania; Elgin, Oklahoma; and Anniston, Alabama.

BABCOCK SIGNS INITIAL AGREEMENT UNDER INDONESIA MARITIME PARTNERSHIP PROGRAMME

We have secured our first agreement under the £4 billion Maritime Partnership Programme (MPP) with Indonesia, for the sale of two Arrowhead 140 frigate licences, to be delivered over the coming months. A Letter of Intent outlining Indonesian procurement aims for the MPP has been signed, alongside an initial agreement for the two licences, to be delivered in the next few months. These build on our original export of two Arrowhead 140 licences in 2021. The announcement underpins the growing momentum of our frigate exports and comes just weeks after the first ship, in the Merah Putih frigate class programme, undertook its initial launch in Indonesia.

The Letter of Intent, that paves the way for further agreements, was recently signed on behalf of Indonesia's President Prabowo Subianto and CEO of Babcock, David Lockwood, and follows the landmark MPP that was announced in November 2025 between Babcock and the Indonesian Government to jointly develop maritime capability for Indonesia's navy, fishing industry and in turn, food security. In this short period, significant progress has been made between Babcock and Indonesia's Ministry of Defence. We continue to play a key role in cementing international defence partnerships, while delivering and driving economic and social benefits to communities across the UK. This new agreement recognises our strategic part in delivering Indonesian President, Prabowo Subianto's important maritime and prosperity plans, which will see major investment in Indonesian shipbuilding to support further modernisation, revitalising fishing communities, enhancing the country's defence and maritime security, and boosting food security.

Prime Minister Keir Starmer, said: "No matter where I am, delivering for working people at home is always in my mind's eye. Today's next phase of our partnership with Indonesia is a powerful vote of confidence in the UK, securing hundreds of high-skilled jobs right here in Rosyth and strengthening our world-class shipbuilding future." President Prabowo Subianto, said: "I met with the CEO of Babcock. We are pleased to proceed with the maritime partnership. I think this is very important and strategic for Indonesia. This is a vital part of our maritime economic development."

David Lockwood, Babcock CEO, said: "The Maritime Partnership Programme between Babcock and Indonesia is focused on advancing Indonesia's defence and maritime capabilities, infrastructure and supply chain, while creating jobs and prosperity for local communities. "As the lead industrial partner in this programme, we are creating a strong and enduring alliance that will not only support Indonesia's maritime goals but will sustain and grow jobs in both countries. This first work order, within this landmark framework, signals the importance of the pace and progress needed to deliver President Prabowo Subianto's maritime transformation and underpins the growing success of our Arrowhead 140 export design."

NGC'S SMART DEMO TESTS SECOND ADVANCED SOLID ROCKET MOTOR AND ACHIEVES SUCCESSFUL FIRING IN 2 MONTHS

Northrop Grumman Corporation successfully tested the second of two new solid rocket motors — BAMM!29 2.0 — designed and manufactured in a less than a year, under the SMART Demo program. This follows the successful static test of the SMASH!22 motor, achieved in December 2025. This rapid development demonstrates a commitment to advanced propulsion systems at an unprecedented pace.

The 29-inch diameter Bombardment Attack Missile Motor, also known as the BAMM!29 2.0, integrates innovative materials and technologies, including a next-generation carbon fiber case, with advanced additively manufactured tooling and components.

The SMART Demo project offers a platform to advance solid rocket motor manufacturing, allowing Northrop Grumman to embrace more technical risk and validate high-potential technologies to incorporate into existing motors.

Each year, the motor configuration is tailored to a specific industry or warfighter need.

For the third year in a row, the Northrop Grumman-funded SMART Demo program has designed, developed and demonstrated new, meaningful solid rocket motor capabilities and performance advancements to reduce development time and costs and improve motor performance.

BOEING TO BUILD 4 ADDITIONAL MH-139A HELICOPTERS FOR USAF

Boeing will produce four additional MH-139A Grey Wolf helicopters and provide related sustainment for the U.S. Air Force, marking its second production contract for the aircraft in five months. Following a $173 million award for eight aircraft in September, this recent contract increases the total value of the award to more than $262 million dollars.

"The quick succession of contracts demonstrates that the U.S. Air Force is all in on bringing the MH-139A capability to the warfighter as quickly as possible," said Azeem Khan, director, MH-139 program. "Our team is dedicated to delivering and maintaining these aircraft, driven by a commitment to excellence, where safety and quality are our top priorities."

This new order raises the total number of MH-139A aircraft under contract to 38. To date, 21 Grey Wolf aircraft have been delivered to the Air Force, including 12 that are part of the low-rate initial production contract awarded in 2023.

Based off the proven Leonardo Helicopters AW139 and fitted with custom military equipment by Boeing, the MH-139A is a multi-mission helicopter designed for patrol, search and rescue, and troop and cargo transport. Between Boeing and Leonardo, the program supports over a thousand jobs in the Philadelphia region and across the U.S.

KINGDOM OF SAUDI ARABIA - PATRIOT ADVANCED CAPABILITY-3 MISSILE SEGMENT ENHANCEMENT MISSILES

The State Department has made a determination approving a possible Foreign Military Sale to the Kingdom of Saudi Arabia of PATRIOT Advanced Capability-3 Missile Segment Enhancement Missiles and related equipment for an estimated cost of $9.0 billion. The Defense Security Cooperation Agency delivered the required certification notifying Congress.

The Kingdom of Saudi Arabia has requested to buy seven hundred thirty (730) PATRIOT Advanced Capability-3 Missile Segment Enhancement (PAC-3 MSE) missiles. The following non-major defense equipment items will be included: PAC-3 MSE missile launcher conversion kits; PATRIOT automated logistics systems kits; PAC-3 telemetry kits; PAC-3 MSE shorting plug accumulation kit; PAC-3 MSE missile skid kits; PAC-3 MSE missiles round trainer; PAC-3 MSE empty round trainer; PAC-3 missile and ground support equipment spare parts; PAC-3 missile canister consumables; PAC-3 field surveillance program; integration and test support and equipment; munitions support and support equipment; spare parts, consumables, accessories, and repair and return support; classified software delivery and support; classified and unclassified publications and technical documentation; personnel training and training equipment; studies and surveys; contractor logistics support; 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 $9.0 billion.

This proposed sale will support the foreign policy and national security objectives of the United States by improving the security of a Major non-NATO Ally that is a force for political stability and economic progress in the Gulf Region. The proposed sale will improve Saudi Arabia's capability to meet current and future threats by providing advanced air defense missiles as part of an upgraded integrated air and missile defense (IAMD) system, thereby enhancing its air defense capability. This enhanced capability will protect land forces of Saudi Arabia, the United States, and local allies and will significantly improve Saudi Arabia's contribution to IAMD in the CENTCOM region. Saudi Arabia will have no difficulty absorbing these articles and services into its armed forces.

The proposed sale of this equipment and support will not alter the military balance in the region. The principal contractor will be Lockheed-Martin Corporation, located in Dallas, TX. 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 Saudi Arabia. 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.

RAYTHEON AWARDED $197M CONTRACT FOR POLAND AIRBORNE RECONNAISSANCE SYSTEM

Raytheon, an RTX business, has been awarded a $197 million contract from the U.S. Air Force Life Cycle Management Center for the MS-110 Multispectral Reconnaissance System. The contract includes production, aircraft integration and engineering support for the Polish Air Force, the first NATO member and fourth global air force to acquire the capability.

The contract includes seven advanced reconnaissance pods that provide sophisticated hardware and software. With artificial intelligence and machine learning, the MS-110 quickly processes and interprets day and night, wide-area, and long-range imagery.

"The MS-110 system brings advanced capability by pushing next-generation processing to the tactical edge to defeat camouflage and decoys in near real time," said Dan Theisen, president of Advanced Products and Solutions. "This capability empowers the U.S. and our allies to maintain a strategic advantage in an evolving global defense landscape by bolstering survivability, responsiveness and wide area surveillance."

The MS-110 system provides improved intelligence advantage over legacy systems by using multispectral imaging, common ground coverage of all bands and improved area coverage at long ranges. MS-110 is compatible with carriage on advanced fighters, maritime patrol aircraft, special mission craft and medium-altitude long-endurance drones.

Work on this contract will be conducted in Westford, Mass. and is expected to be completed by August 2031.

ELBIT AMERICA TO CONTINUE DELIVERING NIGHT VISION SYSTEMS TO USMC THROUGH 2027

Elbit Systems of America (Elbit America) received a delivery order valued at approximately $74.4 million for Squad Binocular Night Vision Goggle (SBNVG) systems from Marine Corps Systems Command. The SBNVG systems will be produced at the company's facility in Roanoke, Virginia through 2027. The delivery order was placed under a multi-year Indefinite Delivery/Indefinite Quantity (ID/IQ) contract valued at roughly $500 million secured in 2023.

Elbit America's lightweight SBNVG system is helmet-mounted and combines a binocular with high-performance white phosphor image intensification tubes. Equipped with an SBNVG, Marines benefit from unmatched situational awareness – no matter the type of mission or its duration.

"Squad Binocular Night Vision Goggles effectively boost the capabilities of our Marines, so they can make swift and smart decisions," said Erik Fox, Senior Vice President of Elbit America's Warfighter Systems Division. "Our SBNVGs incorporate white phosphor Gen 3 image intensification tubes, providing optimum resolution and clarity, along with the added benefits of thermal imagery and compass heading details projected into the goggle. Our system exceeds industry standards by design, and we're proud to continue delivering this night vision system to benefit our nation's Marines."

"Receipt of this fourth delivery order under our contract with the U.S. Marine Corps indicates that Elbit America's Squad Binocular Night Vision Goggles are providing the edge our forces need now," said Luke Savoie, President and CEO of the company. "Our team is energized and honored by the confidence the Marines have placed in us and this critical technology."

SPAIN - F-100 FRIGATE MID-LIFE UPGRADE

The State Department has made a determination approving a possible Foreign Military Sale to the Government of Spain of F-100 Frigate Mid-Life Upgrade and related equipment for an estimated cost of $1.7 billion. The Defense Security Cooperation Agency delivered the required certification notifying Congress.

The Government of Spain has requested to buy five (5) Shipsets AEGIS Weapon System; six (6) Shipsets Digital Signal Processor; five (5) Shipsets MK 41 Baseline VIII Vertical Launching System; five (5) Shipsets of Next Generation Surface Search Radar. The following non-major defense equipment articles (MDE) will also be included: ultra high frequency satellite communications radio terminal systems; Global Positioning System Miniature Precision Lightweight GPS Receiver Engines with M-Code; AN/SRQ-4 Ku-band hardware; material required to support the upgrade of NIXIE SLQ-25A to a SLQ-25E; MK 331 Torpedo Setting Panels; MK 32 surface vessel torpedo tube upgrades; U.S. Government support for the MK 45 Mod 2 and Mod 2B Gun Weapon System; modernization efforts, integration, and test support and equipment; munitions support and support 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; 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 $1.7 billion.

The proposed sale will support the foreign policy and national security objectives of the United States by improving the security of a 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 by affording more flexibility and capability to counter regional threats and continue to enhance stability in the region. The purchaser will use the articles and services to modernize five AEGIS-equipped frigates within its fleet, enhancing its ability to conduct defense missions and interoperate with the U.S. and NATO Allies for theater ballistic missile defense. Spain will have no difficulty absorbing this equipment and support into its armed forces.

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

The principal contractors will be Lockheed Martin, located in Moorestown, NJ, and Manassas, VA; RTX Corporation, located in Arlington, VA; Ultra Maritime Naval Systems and Sensors, located in Braintree, MA; and General Dynamics, located in Williston, VT. 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 the proposed sale will require U.S. Government and contractor personnel to visit Spain on a temporary basis in conjunction with program technical oversight and support requirements, including program and technical reviews, as well as to provide training and maintenance support in country. There will be no adverse impact on U.S. defense readiness as a result of this proposed sale.

HII IS AWARDED MDA'S SHIELD CONTRACT TO ADVANCE HOMELAND DEFENSE

HII announced its Mission Technologies division was awarded a contract for the Missile Defense Agency Scalable Homeland Innovative Enterprise Layered Defense (SHIELD) indefinite-delivery/indefinite-quantity (IDIQ) contract with a ceiling of $151 billion.

This enterprise contract encompasses a broad range of work areas that allows for the rapid competition and delivery of innovative capabilities to the warfighter with increased speed and agility.

For HII, it opens opportunities to advance solutions in directed energy, command and control system integration, data and cyber operations, microelectronics, spectrum management, live/virtual/constructive training environments, logistics, and sustainment – all areas where Mission Technologies brings proven expertise.

"We're honored to support MDA on this important SHIELD mission," said Andy Green, executive vice president of HII and president of Mission Technologies. "It reinforces our commitment to advancing national security and protecting the homeland. SHIELD represents a critical element of the current vision for homeland defense, and we're excited to bring our expertise in directed energy, microelectronics and systems integration to help meet these mission needs."

COLLINS AEROSPACE SIGNS 3-YEAR PARTS DISTRIBUTION AGREEMENTS FOR C-130 WHEELS AND BRAKES

Collins Aerospace, an RTX business, has entered into three-year parts distribution agreements with Integrated Procurement Technologies , S3 AeroDefense and Derco , a Lockheed Martin company, to enhance hardware and logistics support for wheels and brakes on the C-130 Hercules.

By expanding its network of distribution partners, Collins Aerospace ensures targeted support for C-130 operators throughout the hardware lifecycle. This benefits international customers currently flying the C-130 with Collins wheels and brakes, as well as those considering upgrading their fleet.

"The C-130 Hercules plays a vital role in global air mobility, supporting everything from combat operations to humanitarian relief," said Matt Maurer , vice president and general manager of Landing Systems at Collins Aerospace. "Wheels and brakes are mission-critical components for the aircraft, enabling safe takeoffs, landings and ground operations on some of the world's most challenging runways. These distribution agreements will help ensure fleet readiness for our customers, enabling them to operate where they're needed most."

The C-130 Hercules is one of the most successful and longest-serving aircraft in military history. Operated by more than 70 countries, it has been used in every major U.S. conflict since 1954. The aircraft is capable of landing on short, rough or unpaved runways where fighter jets cannot. Featuring DURACARB® technology, Collins' brakes offer customers exceptional value through longer life service, reduced maintenance requirements, and increased savings and operational efficiencies.

NATO AND SYSTEMATIC SIGN CONTRACT TO ADVANCE LAND C2 TRAINING CAPABILITIES

NATO personnel are receiving extended training support in SitaWare Headquarters - the Alliance's new digital Land Command and Control (C2) software. The agreement marks an important step in the continued enhancement of NATO's battle-management, situational awareness and interoperability capabilities.

As part of the ongoing DEMETER Project, a new contract has been signed between NATO and Systematic to extend and expand the delivery of both classroom and computer-based learning. This contract ensures seamless continuation and adaptation of current and future Land C2 training, while also securing the Alliance's ability to provide learning throughout the capability lifecycle. This joint initiative also broadens the overall scope of education through SitaWare Aspire, Systematic's digital learning platform, within the NCI Academy training framework. New training will be introduced, with the flexibility to adjust content to NATO's evolving operational requirements and long-term training objectives.

Since contract signature in February 2024, SitaWare Headquarters - the world's leading C4ISR solution - has been rolled out across NATO, reaching the key milestone of Initial Operating Capability (IOC) in March 2025. Project DEMETER, is on track to achieve its target of Full Operating Capability (FOC) by end-March 2026. To support this progress, the NATO Communications and Information Agency (NCIA) and Systematic are now extending their co-operation to further strengthen training collaboration.

Building on an established partnership : "This joint approach to training delivery, with Systematic continuing to deliver training relating to COTS functionality and NATO providing the governance and NATO context, will continue to ensure the best possible learning experience for the NATO Land C2 operator," stated Will Leeming, DEMETER Project Manager at NATO Communications and Information (NCI) Agency

"This second phase of the DEMETER project reflects the strong and growing cooperation between NATO and Systematic. The continued and enhanced capabilities offer a flexible, fast and dynamic approach to training. Together we are supporting NATO's ambition to create and maintain the most superior Land C2 picture," said Sven Trusch, Managing Director of Systematic's German subsidiary.

Project DEMETER : As part of the NATO Future Land C2 capability, Project DEMETER is delivering to NATO forces shared situational awareness, operational planning and mission execution across the Alliance. Systematic's SitaWare Headquarters is the selected software solution under this project, which marks a key element in NATO's digital transformation, driving interoperability and information superiority within the land domain.

"This joint approach to training delivery, with Systematic continuing to deliver training relating to COTS functionality and NATO providing the governance and NATO context, will continue to ensure the best possible learning experience for the NATO Land C2 operator." Said Will Leeming, DEMETER Project Manager, NATO Communications and Information (NCI) Agency

LM AND US DOW SIGN FRAMEWORK AGREEMENT TO QUADRUPLE THAAD INTERCEPTOR PRODUCTION CAPACITY

Lockheed Martin signed a framework agreement with the Department of War (DoW) to quadruple the production of Terminal High Altitude Area Defense (THAAD) interceptors, from 96 to 400 interceptors per year. This announcement builds on the first-of-its-kind agreement signed between the parties earlier this month to accelerate production of PAC-3® Missile Segment Enhancement (MSE) interceptors.

Also in support of its production ramp activities, Lockheed Martin will break ground today on a new Munitions Acceleration Center in Camden, Ark. This world-class facility will prepare the workforce of the future to build THAAD, PAC-3 and other capabilities using advanced manufacturing, robotics and digital technologies.

THE BIG PICTURE

The continued partnership between the DoW and Lockheed Martin will increase production of THAAD interceptors from its current 96 per year over the next seven years. Lockheed Martin will work with the U.S. government toward an initial contract award on the THAAD framework agreement, expected in the final fiscal year 2026 Congressional appropriations and other sources of funding.

ADDITIONAL CONTEXT

Multibillion-Dollar Investment: Lockheed Martin has invested more than $7 billion since President Donald Trump's first term to expand capacity for priority systems, including approximately $2 billion dedicated to accelerating munitions production. Lockheed Martin is planning a multibillion-dollar investment over the next three years to expand production and build and modernize more than 20 facilities in Arkansas, Alabama, Florida, Massachusetts and Texas. This includes upgrading existing facilities and incorporating advanced manufacturing techniques, production lines, tooling and plant layouts to meet urgent production demand.

Timeline: The THAAD framework agreement is the second signed between Lockheed Martin and the DoW, with the first of its kind for the entire industry signed earlier this month for PAC-3 MSE interceptors.

Manufacturing Details: Lockheed Martin has more than 340,000 square feet of dedicated operations space in the U.S. for THAAD, with more than 2,000 U.S. employees supporting the program currently.

American Job Growth: Lockheed Martin is now creating tens of thousands of high-quality American jobs across manufacturing, engineering and skilled trades to meet rising production demands.

10 Years of Increased Deliveries: Since 2016, Lockheed Martin has increased deliveries of six critical munitions by more than 220% and plans an additional 245%+ increase to support delivery of PAC-3 and THAAD capability. This has resulted in manufacturing jobs growth of more than 60% since President Trump's first term, with additional growth of ~50% projected by 2030 to sustain higher production rates.

QINETIQ AGREES GBP205M TYPHOON CONTRACT EXTENSION

QinetiQ announces a five-year extension worth £205 million, with the UK Ministry of Defence (MOD), to continue to deliver mission critical engineering services for the Royal Air Force's Typhoon aircraft.

The multi-year programme will deliver accelerated, vital engineering outputs to maintain Typhoon capability and pilot safety, using next generation AI and digital engineering to reduce the time and cost of getting Typhoons airworthy and mission ready, while maintaining front line capability.

The deal will sustain 250 highly skilled jobs across the UK, including SMEs, and will provide foundational technical support to the UK armed forces and export customers.

QinetiQ is investing £10 million to embed new digital and AI technology, building on an existing partnership with UK based AI SMEs, to augment high-value engineering skills to significantly increase productivity, in line with the ambitions of the government's Strategic Defence Review and Defence Industrial Strategy. Beyond Typhoon, QinetiQ has committed to further invest to rapidly apply AI at scale to its expertise across all engineering services it delivers for the UK MOD.

This agreement will be delivered by the recently strengthened QinetiQ-led Aurora Engineering Delivery Partnership (EDP), through which QinetiQ, Atkins, BMT, Frazer-Nash, KBR and over 380 companies provide the MOD with high-value engineering services to support critical defence programmes.

Luke Pollard, Minister for Defence Readiness and Industry, said: "Our Typhoon fighter fleet is crucial in how we keep Britain secure at home and strong abroad, deploying across the world in support of our allies.

"Through our continued investment in the Typhoon programme and last year's £8 billion Typhoon export deal with Türkiye, we are showing how defence is an engine for growth supporting prosperity across the country."

Steve Wadey, Group Chief Executive Officer, QinetiQ, said: "This contract is a testament to our commitment to the government's defence as an engine for growth agenda. We're backing UK businesses, modernising how we deliver and ensuring the operational readiness of our armed forces.

"Working in close collaboration with the Ministry of Defence, we are investing in cutting-edge technology that increases our productivity and elevates our vital expertise, meaning we can get mission critical capability in to the hands of our warfighters at pace and reduced cost."

EUROFIGHTER FLEET PASSES ONE MILLION FLYING HOURS

The Eurofighter programme has reached a historic milestone, passing one million flying hours – a landmark moment that comes at a critical time for European security. At the same time, the EJ200 engine has achieved 2 million engine flying hours, with two EJ200 engines powering each Typhoon aircraft.

Eurofighter Jagdflugzeug GmbH, which co-ordinates the programme on the industrial side confirmed the achievement, having received the compiled data from the programme's International Weapon System Support Centre (IWSSC).

"One million flying hours is a truly historic milestone that reflects three decades of teamwork, innovation, and commitment from thousands of people across Europe." said Jorge Tamarit-Degenhardt, Chief Executive Officer of Eurofighter

"It underscores the Typhoon's enduring performance, adaptability, and vital role in today's complex global security landscape. The million flying hours achievement illustrates the deep trust placed in our programme and jet by our partner nations and export customers. It also reflects the outstanding professionalism of the Typhoon pilots, engineers, and technicians who operate and support it every single day.

"For those involved in the programme – past and present – this is a moment of pride and a reminder that Eurofighter is not only a symbol of European technological excellence, but also of long-term international collaboration.

"The Eurofighter Typhoon is recognised globally as a cornerstone of NATO and allied air defence, fully interoperable and adaptable to a wide range of mission requirements."

Today, around 80 per cent of the Eurofighter Core Nations' operational air missions are flown by Typhoon jets, which demonstrates its exceptional mission reliability.

The multitude of activities, performed by the Typhoon in Europe and the Middle East, include air policing, joint patrol initiatives, combat missions and Quick Reaction Alert, delivering critical air combat mass for the Eurofighter nations and beyond.

"Reaching one million flying hours is a powerful testament to the Eurofighter's performance and reliability." said Air Vice Marshal (AVM) Simon Ellard (ret.), General Manager, NETMA (the NATO Eurofighter and Tornado Management Agency)

"Whether it's the pilots, ground crew, support staff, NETMA personnel or our industry partners, behind each of these flying hours is a remarkable and dedicated group of people who ensure that the Eurofighter keeps us safe and remains the world's most advanced multi-role combat aircraft. This historic milestone highlights the success of Europe's largest defence collaboration programme and I congratulate everybody involved in this fantastic achievement."

"Reaching two million flying hours is a proud and exciting moment for the EJ200 engine and everyone behind it." said Ralf Breiling, Chief Executive Officer of Eurojet Turbo GmbH

"Alongside the Typhoon aircraft surpassing one million flying hours, these milestones celebrate the hard work, passion, and technical excellence of our teams, the strength of our partnerships, and the trust our customers place in both the engine and the Typhoon aircraft.

"It is a powerful endorsement of the engine's reliability and performance, and we look forward to building on this success as the EJ200 continues to power the Typhoon for many years to come."

Aviation Update Editor Kartikeya in Conversation with

Mr.Girish Mudgal

Co-Founder and Director -TimeTooth

Q Timetooth Technologies signed an MoU with FLY91 on the sidelines of Wings India 2026. How significant was this platform in converting industry interest into tangible partnerships for you?

A While our engagement with FLY91 began with a "letter of intent" as early as 2024, Wings India 2026 served as the closing table. Importantly, the MoU fixed a vital piece of the jigsaw consisting of the regulators, aircraft OEM and lessors, besides the airline themselves. It moved the needle from theoretical discussions to a concrete framework with Fly91.

Q What kind of response did Timetooth receive at Wings India 2026 from airlines, aircraft lessors, OEMs, and regulators, particularly for your DGCA-certified indigenous passenger seating solutions?

A For starters, the very fact that an Indian company was entering the market with Design Ownership and type certification, itself was a pleasant surprise, especially to the Indian aviation fraternity.

For Timetooth, it was the beginning of Timetooth being seen as a viable Tier-I supplier in a market dominated by global incumbents. Airlines specifically appreciated the ability to co-develop "bespoke" seating solutions, significantly reducing the TCO (Total Cost of Ownership) with lower MRO and AOG costs.

Lessors were 'cautiously optimistic' about Altura, regarding weight reduction and alignment with global benchmarks of EASA and FAA.

Interactions with global regional aircraft OEMs centered on the technical path for cabin fitment and configuration approvals, moving Timetooth closer to becoming a line-fit option. There was a unanimous 'thumbs up' to the quality and world class experience of the seats.

The DGCA saw this as a landmark achievement for the ITSO framework that elevated their status internationally and were extremely positive to take this further to ensure the upcoming Altura NB C127 seats meet uncompromising global safety and airworthiness standards.

Q As the developer of India's first indigenously designed and DGCA-certified aircraft passenger seats, what were the most complex challenges in meeting certification standards, and how has that experience shaped your approach to new programs like FLY91?

A These were unchartered waters for us and even the DGCA to certify an aircraft seat. We worked in a tight loop with them to define the compliance checklist, effectively co-creating the roadmap for future Indian aerospace startups.

Validation and testing labs were and still remain a challenge. While we set up our own certified static test rigs, we must conduct the dynamic and flammability tests abroad.

Establishing a local supply chain that could provide aerospace-grade, fire-blocked materials with full traceability, was another challenge, but a mature Indian component manufacturing ecosystem helped us navigate through that.

Apart from these, OEM onboarding for the Altura is another task, especially in the total absence of an Indian OEM till now. So, gaining the trust of the OEMs in our next goal.

This experience has had a huge impact on how we are approaching our future programs including Fly91:

With over 17 years of experience in solving complex engineering problems in aerospace and defence sectors, engineering was never really a challenge for us. Our deep understanding and implementation of simulation driven engineering enables us to run thousands of crash scenarios virtually, significantly reducing the 'trial and error' phase and getting to a 'first time right' product.

But with the learnings in the certification process, we now adopt a "Certification First" methodology where the regulatory requirements are baked into the initial sketches, ensuring that the engineering requirements do not compromise structural compliance.

Our clean slate actually helps us focus on bespoke ergonomics and operational fitments for our clients.

Q The collaboration focuses on customised seating for ATR 72-600 aircraft. From an engineering standpoint, what unique design considerations come into play when developing seats for regional turboprop operations?

A Apart from the known challenges like lightweighting, high frequency utility, vibration damping and psychoacoustics for turboprops, the collaboration further widened our horizons to Global performance standards, high volume manufacturing, cost-consciousness and sustainability, which are now an integral part of the company philosophy.

Q Lightweight materials and smart seat features are increasingly important for regional airlines. Could you share how

innovations in seat design directly contribute to fuel efficiency, lifecycle costs, and passenger experience?

A We believe in "Comfort first. Simple, neat, and elegant by design. Lightweight, robust, cost-effective, and easy to maintain by engineering" With this philosophy at the core, slimline designs, extra 'living space', lightweighting, lower repair costs, passenger comfort, everything can be achieved.

Q How valuable is early airline involvement—through operational feedback, cabin layout inputs, and fitment trials—in accelerating certification timelines and reducing program risk for indigenous aerospace products?

A Immensely. Early airline involvement basically transforms the certification process from a theoretical exercise into a practical mission. It drastically reduces redesign loops. We have early fitment trials that allow us to verify interfaces (structural and electrical) on the actual airframe months before final certification.

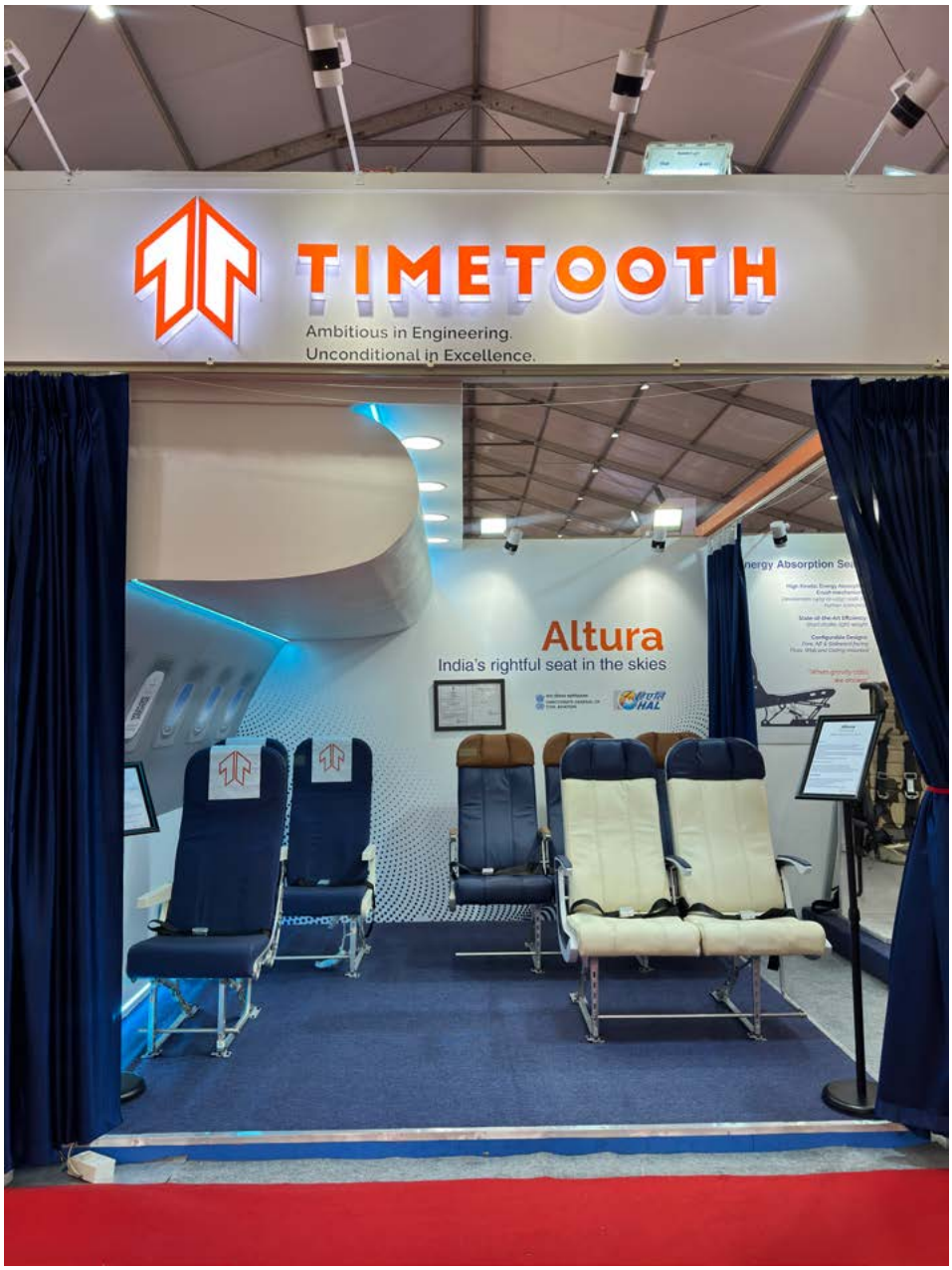
By incorporating Airlines' data on high-wear areas and passenger behavior into our testing, we can provide the regulator with more robust data on lifecycle durability.

Airline-specific layouts (LOPA) help us define the "worst-case" configuration for dynamic testing early on. If we test for the most strenuous layout dictated by the airline's fleet, all other configurations are covered by extension, saving the cost and time of multiple test rounds.

Early involvement ensures the seat is optimized for the carrier's specific business model. We aren't building a generic seat; we are building a tool for FLY91's profitability. A product vetted by the end-user, also gives the DGCA higher confidence with certification.

Q Looking ahead, how do you see Timetooth Technologies positioning itself as a Tier-I aerospace supplier, both within India and in global regional aviation markets, as Make in India and Atmanirbhar Bharat gain momentum?

A In aviation, cutting the metal is not as important as owning the Type Certificate. Having passed the first acid test, Timetooth now looks from being a Regional Pioneer to a Global Alternative. Our next move at AIX Hamburg in April is to position the company as an agile, cost-effective alternative to established Western OEMs.



We are willing to be a Risk-Sharing Partner (RSP) rather than a vendor with our fresh design palette and a unique build to spec capability

We already have a roadmap beyond passenger seats with high-complexity systems like:

Pilot and Co-pilot seating (MoU is already signed with HAL).

Crashworthy helicopter seats for the growing civil and defense market.

Urban Air Mobility (UAM): Engineering lightweight, smart seats for the emerging eVTOL (electric vertical takeoff and landing) sector.

We have always maintained, "Made in India should not be manufactured in India and sold in Rupees." It's high time that the world looks at us not only as a shop-floor, but also as an R&D lab. Global OEMs (Airbus, Boeing) are aggressively moving toward a "China Plus One" strategy. They should look at India for systems/subsystems OEMs and not only component manufacturing.

For Further Details Please reach out to us on Email: girish@timetooth.com

CRYSTAL GAZING 2026
GAME-CHANGING UNMANNED AND AI TRENDS

By Cdr Rahul Verma (Retd)

India enters 2026 with a short window to convert autonomy from ambition to operational reality. The 77th Republic day parade was a display of changing times of warfare, the fusion of Unmanned systems with all the sections of Armed Forces. It is clear that Nations mastering indigenous AI ecosystems and swarm architectures will gain decisive advantage over those tethered to legacy platforms. For India's two-front doctrine and maritime expanse, this shift is not optional, it's survival. The character of warfare rarely changes in dramatic leaps. Instead, it evolves through steady accumulation, new tools layered onto old doctrines, new methods testing established assumptions. By 2026, however, the accumulation of unmanned systems, artificial intelligence (AI), and autonomy is reaching a tipping point. What is emerging is not simply another generation of military technology, but a fundamental shift in how combat power is generated, applied, and sustained.

The most consequential change is not the proliferation of drones or the growing use of algorithms. It is the migration of decision-making from individual platforms to networked, autonomous systems operating at machine speed. This transition is redefining deterrence, force design, and operational art across land, air, maritime, cyber, and space domains.

Future conflicts will be shaped less by platform superiority and more by the ability to sense, decide, and act faster than an adversary across multiple domains.

From Platform Dominance to Effect Dominance

For much of the twentieth century, military power was platform-centric. Traditional platforms defined military power through the 20th century. Su-30s, Scorpene submarines, T-90 tanks embodied national strength. Survivability and performance of individual platforms were paramount. By contrast, the trajectory toward 2026 favours effect-centric warfare, where outcomes matter more than the longevity of any single asset and hence replaces the platform centric.

Recent contracts prove the pivot. MoD's ₹100 crore award to Indrajaal delivers 50% of Army/Navy counter-UAS systems by March 2026, protecting eastern borders and western ports with AI-driven SkyOS platforms that detect, decide, and destroy at machine speed. Ukrainian FPV swarms (40+ km ranges) and Turkish Akinci loitering munitions demonstrate attrition-tolerant operations already yielding tactical results. India cannot afford 5-year development cycles when adversaries field swarms today. The math is unforgiving. A single Bayraktar TB2 costs $5M, 100 indigenous loitering munitions at $50k each overwhelm it 10:1 while costing 10% as much. Shaktibaan Drone Regiments (15-20 planned) shift Army doctrine from Armor-centric to Swarm-centric warfare

Unmanned and autonomous systems are central to this shift because they are designed for attrition tolerance. They are cheaper to produce, faster to field, and acceptable to lose. This enables commanders to trade survivability for speed, reach, and mass an exchange that traditional manned platforms cannot make at scale.

By 2026, this logic will mature into force structures built around disposable yet intelligent systems, particularly in ISR, strike, air defence suppression, and maritime surveillance. Rather than preserving capital assets, militaries will focus on generating persistent effects continuous sensing, repeated probing, and sustained pressure despite losses.

A system that is too valuable to lose often becomes too valuable to employ decisively.

Autonomy as a Weapon of Tempo

Autonomy is frequently misunderstood as the removal of humans from warfare. In reality, its principal military value lies elsewhere, the compression of time. Autonomous systems reduce the delay between sensing a threat and responding to it. They execute pre-defined intent without waiting for human intervention at every step.

As battlespaces become saturated with electronic warfare, cyber disruption, hypersonic timelines, and swarm attacks human-in-the-loop control increasingly struggles to keep pace. By 2026, competitive advantage will belong to forces that employ human-on-the-loop command, where machines operate independently within clearly defined legal, ethical, and operational boundaries.

This shift has practical consequences. Autonomous air defence systems will detect, classify, and engage threats faster than centralized command posts can react. Autonomous maritime patrol systems will adapt routes and sensor

priorities in response to evolving activity. Ground robots will navigate contested terrain and re-task missions without constant operator input.

Autonomy does not replace command but it executes command at the speed modern warfare demands.

The Transition from Drones to Swarms

Unmanned systems are evolving from isolated vehicles into collective entities. The defining capability of future systems is not individual performance but coordinated behaviour. Swarms distribute sensing, decision-making, and action across many nodes, making them resilient to disruption and loss.

By end of 2026, swarm concepts will expand well beyond experimental trials. Operationally, this means:

ISR swarms that map wide areas continuously, re-allocating sensors as gaps emerge.

Strike swarms that overwhelm defences through saturation, deception, and adaptive routing.

Maritime swarms that provide persistent domain awareness using unmanned surface and subsurface vehicles working together.

Counter-tactic proofing, Ukrainian experience shows 30% attrition tolerable if 70% penetrate. Cost calculus favors attacker until India's C-UAS networks mature. C-UAS's layered approach (cyber takeover soft-kill kinetics) raises defender kill probability to 85%+. The strategic implication is significant. Swarms complicate adversary planning by increasing uncertainty. There is no single point of failure, no predictable axis of attack. The swarm becomes an operational presence rather than a discrete asset. The future commander will ask not how many platforms are available, but what collective behaviours can be generated.

Headwinds: Institutional & Technical Reality Checks

India's trajectory toward autonomous warfare faces real institutional and technical headwinds that demand candid acknowledgment. Optimistic timelines for swarm operations and AI integration assume rapid institutional adaptation, a commodity in short supply across defence bureaucracies. Doctrinal resistance remains acute, legacy command cultures instinctively resist delegating tactical autonomy to machines, viewing it as abdication of leadership rather than force multiplication.

Operation Sindoor-style live trials where autonomous systems defend live bases against actual threats build institutional trust faster than PowerPoint briefings ever will. Simultaneously, DRDO's traditional development cycles are fundamentally misaligned with Unmanned technology's iteration needs (90-day incremental updates, quarterly capability gates). Spiral development frameworks must replace waterfall procurement, but this requires MoD acceptance of "80% capability deployed" over "100% perfect in 2031."

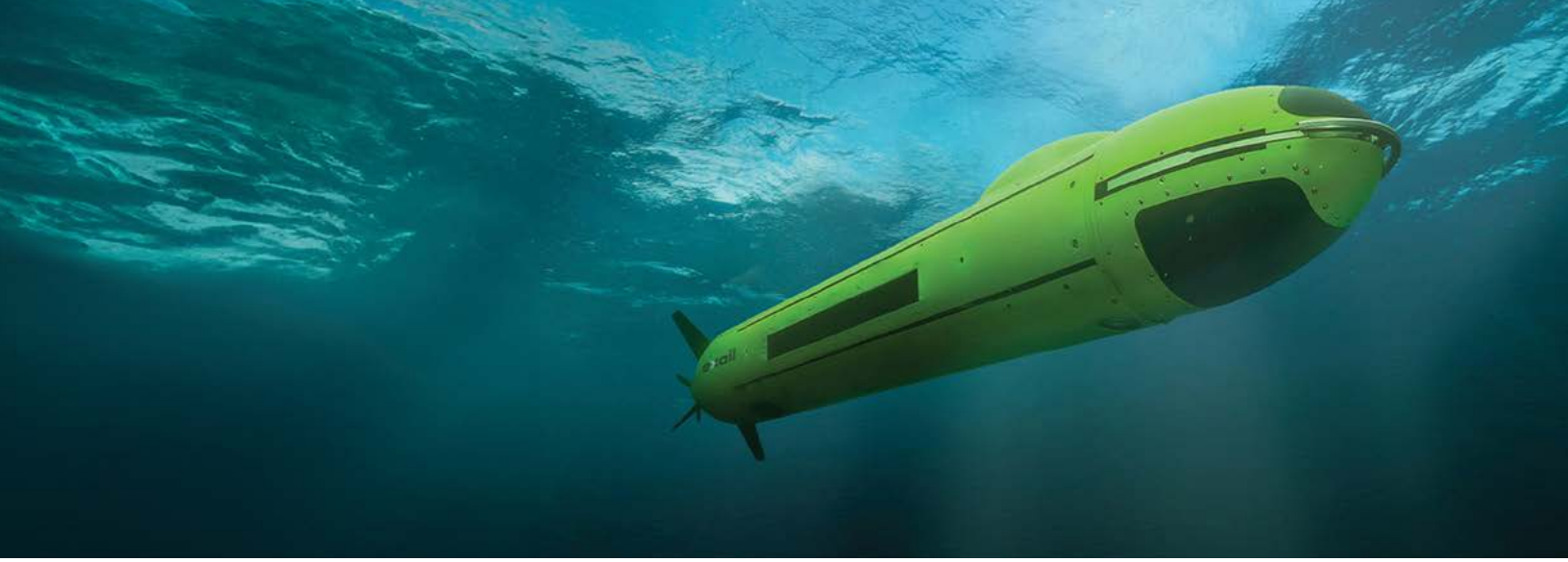
On cyber fronts, networked swarms present exponentially multiplied attack surfaces. Regulatory gaps compound these challenges, LAWS protocols remain internationally contested, rules of engagement for autonomous targeting lack clarity, and political accountability mechanisms for machine decisions are largely undefined. India's policy framework must crystallize by Q4 2026 . Finally, industrial scaling presents the starkest constraint. Moving from prototypes to operationally deployed 15-20 Shaktibaan regiments requires capital infusion substantially beyond current MoD budget ceilings. Private-public partnerships coupled with vendor diversification to prevent single points of failure become not optional but existential to timeline credibility. These are not reasons to delay autonomy adoption, they are reasons to accelerate institutional reform in parallel with technical fielding. Nations that acknowledge and address headwinds scale faster than those that paper over them.

AI as Military Infrastructure

Artificial intelligence has moved beyond decision support into the realm of foundational military infrastructure. Its role now spans the full spectrum of operations, sensor fusion, autonomous navigation, target recognition, logistics forecasting, predictive maintenance, and operational planning.

By 2026, AI will be deeply embedded and largely invisible, its presence measured not by interfaces but by outcomes. The decisive divide will not be between forces that use AI and those that do not, but between those that own and govern their AI ecosystems and those that rely on opaque, external solutions.

This raises issues of sovereignty and trust. Algorithms trained on foreign data, validated by external entities, or updated without transparency introduce strategic risk. Militaries that fail to control their autonomy stacks risk unpredictable system behaviour at critical moments. In the age of autonomy, strategic independence depends as



much on data and algorithms as on hardware.

Doctrinal and Industrial Adaptation

Technology alone does not confer advantage. Doctrine, procurement, and leadership culture must evolve alongside it. Autonomous systems challenge traditional acquisition models built around fixed requirements and long development cycles. They demand spiral development, rapid iteration, and continuous operational feedback.

By 2026, successful defence organisations will be those that treat autonomy as a living capability rather than a finished product. This includes accepting imperfect performance early, learning in operational settings, and updating systems frequently.

Industrially, this favours modular architectures, open standards, and close collaboration between operators, engineers, and data scientists. The boundary between "development" and "operations" will blur, with systems evolving continuously in response to real-world use.

Deterrence in the Autonomous Era

Autonomy is reshaping deterrence itself. Traditional deterrence emphasized punishment, retaliation after attack. Autonomous systems introduce a complementary model, deterrence by denial through adaptability. Offence may be the new defence across the globe, the short skirmies are going to rise in AI based decision matrix.

A force capable of rapidly regenerating unmanned capability, re-tasking swarms, and sustaining operations despite attrition presents a moving target. Adversaries face persistent uncertainty, diminishing the confidence required to initiate conflict.

By 2026, deterrence will increasingly rest on demonstrated resilience rather than static strength. The message conveyed is not merely that retaliation is assured, but that decisive success against such a force is unlikely.

Deterrence now lies as much in adaptability as in destructive power.

Leadership in the Age of Machine Speed

The final and most difficult transition is human. Autonomous systems require leaders comfortable with delegating execution to machines while retaining accountability. This demands clarity of intent, robust governance, and trust in systems designed to operate beyond direct human control.

Leadership in 2026 will be defined less by micromanagement and more by architecting decision environments setting objectives, constraints, and ethical boundaries within which autonomous systems operate.

Those who cling to total control risk irrelevance. Those who master intent-based command will multiply their effectiveness across domains. Command in autonomous warfare is no longer about controlling movement; it is about shaping behaviour.

Conclusion: From the Flight Deck Forward

Viewed from a flight deck, warfare has always been about timing, trust, and execution under pressure. The tools have changed rotors and runways now share space with algorithms and autonomous swarms but the essence remains. Success belongs to those who adapt faster than circumstances evolve.

As 2026 begins, autonomy and AI are no longer emerging trends. They are the operating logic of modern military power. Forces that integrate them coherently, technically, doctrinally, and culturally will define the next era of deterrence and power projection.

From the flight deck perspective, the future is not distant speculation.

It is already turning into the wind.

Cdr Rahul Verma (r), former Cdr (TDAC) at the Indian Navy, boasts 21 years as a Naval Aviator with diverse aircraft experience. Seaking Pilot, RPAS Flying Instructor, and more, his core competencies span Product and Innovation Management, Aerospace Law, UAS, and Flight Safety. The author is an Emerging Technology and Prioritization Scout for a leading Indian Multi-National Corporation, focusing on advancing force modernization through innovative technological applications and operational concepts. Holding an MBA and Professional certificates from institutions like Olin Business School, NALSAR, Axelos and IIFT, he's passionate about contributing to aviation, unmanned technology, and policy discussions. Through writing for various platforms, he aims to leverage his domain knowledge to propel unmanned and autonomous systems and create value for Aatmannirbhar Bharat and the Indian Aviation industry.

WINGS INDIA 2026

INDIA'S AVIATION AMBITION TAKES FLIGHT ON A GLOBAL STAGE

Wings India 2026, widely regarded as Asia's largest and most comprehensive civil aviation exhibition and summit, concluded at Begumpet Airport, Hyderabad, after four days of intensive industry engagement, high-level policy dialogue, major commercial announcements and vibrant public participation. Organised by the Ministry of Civil Aviation, the Airports Authority of India (AAI) and FICCI, the biennial event once again demonstrated the scale, confidence and forward momentum of India's aviation sector at a time when the country is positioning itself as a future global aviation hub.

Bringing together stakeholders from across the entire aviation value chain—airlines, aircraft manufacturers, airport operators, MRO providers, regulators, financiers, technology companies, training institutions, start-ups and state governments—Wings India 2026 functioned as both a strategic industry platform and a public showcase of aviation excellence. The event reflected not only current market expansion but also the long-term policy vision driving India's aviation growth over the next two decades.

Scale, Participation and Industry Momentum

The magnitude of participation at Wings India 2026 underscored its rising international stature. The four-day programme attracted more than 75,000 business visitors and over one lakh members of the general public, alongside nearly 2,000 registered delegates, including more than 200 international participants. The final two public days alone witnessed over 70,000 visitors, drawn by extensive static displays, live flying demonstrations and aerobatic performances that transformed Begumpet Airport into a dynamic aviation showcase.

More than 150 exhibitors participated in the exhibition, representing airlines, global OEMs, airport infrastructure developers, technology providers, leasing companies, MRO organisations, training academies, universities, start-ups and industry publications. Over 30 aircraft were featured across static and flying displays, while more than 500 structured B2B and B2G meetings and conference sessions facilitated high-value networking, partnerships and business discussions. This breadth of participation reaffirmed Wings India's reputation as the most comprehensive civil aviation platform in Asia—one that integrates commercial, policy, technology and operational dimensions of the industry.

Diverse Exhibitor Ecosystem Across the Value Chain

A defining strength of Wings India 2026 was the diversity of its exhibitor mix. Major airline participation included Air India, Air India Express and Akasa Air, each presenting their evolving fleet strategies, network expansion plans and customer experience initiatives. Their presence reflected the competitive yet growth-oriented landscape of India's airline sector, which continues to expand capacity across both domestic and international markets.

Global aircraft and helicopter manufacturers such as Airbus, Dassault Aviation, ATR, De Havilland Aircraft of Canada, Embraer and Pilatus Aircraft showcased their latest platforms, underscoring sustained OEM interest in India's rapidly expanding aviation market. Their displays highlighted next-generation efficiency, lower emissions, extended range and improved operating economics—key priorities for airlines navigating rising demand alongside sustainability pressures.

India's indigenous aerospace ecosystem was prominently represented by Hindustan Aeronautics Limited (HAL) and CSIR-National Aerospace Laboratories (NAL), which showcased

domestically developed aircraft, rotorcraft and research programmes. Their participation reinforced the government's broader push for self-reliance in aerospace manufacturing and technology development.

Airport operators and infrastructure leaders—including Adani Airport Holdings Limited, Bengaluru International Airport Limited and Cochin International Airport Limited—highlighted ongoing terminal expansions, digital transformation initiatives and sustainability measures. Technology and aviation services providers such as ADB Safegate, SITA and Avi-Oil added further depth by demonstrating solutions related to airside operations, passenger processing, connectivity and fuel management. The presence of MROs, training academies, universities and start-ups completed a holistic representation of the aviation lifecycle—from design and manufacturing to operations and future mobility.

Major Announcements Reflect Sector Confidence

The first two business days witnessed several landmark announcements that signalled strong confidence in India's aviation growth trajectory. Air India announced an additional order for 30 fuel-efficient narrowbody aircraft from Boeing, taking its total aircraft order book to 600—one of the largest globally. The airline also signed a multi-year agreement with Boeing Global Services for the Component Services Program covering its entire Boeing 787 fleet, including aircraft on order, strengthening maintenance planning and operational reliability.

In another significant development, Air India and Airbus agreed to convert 15 A321neo orders into the long-range A321XLR variant. This move is expected to enable new non-stop international routes from India with improved fuel efficiency and extended range, enhancing network flexibility for long-thin markets.

A notable boost to regional aviation and indigenous manufacturing came through a Memorandum of Understanding between the Sakthi Group and Omnipol to introduce the L410 NG 19-seater aircraft in India. The agreement includes evaluating modalities for establishing a Final Assembly Line, aligning with the Make in India initiative and supporting last-mile air connectivity across tier-2 and tier-3 regions.

Further strengthening domestic capability, Hindustan Aeronautics Limited executed a contract with Pawan Hans Limited for the supply of 10 Dhruv Next Generation helicopters. The development reflects growing trust in indigenously developed civil aviation platforms and signals expanding rotorcraft demand across offshore, utility and regional transport roles.

Capacity building and global alignment also featured prominently. The Airports Authority of India signed an agreement with Airports Council International for the Airports Management Professional Accreditation Program (AMPAP), under which more than 115 aviation professionals will be trained over the next five years. Additionally, KPMG and FICCI released the knowledge report "Paving the Future of Aviation in Viksit Bharat @ 2047," outlining nine strategic themes aimed at

transforming India from one of the world's largest aviation markets into a globally competitive aviation ecosystem leader.

Leadership Engagement and Policy Dialogue

Wings India 2026 placed strong emphasis on leadership engagement and forward-looking policy discussions. The event opened with a virtual inaugural address by Narendra Modi, Prime Minister of India, highlighting aviation's role as a key enabler of economic growth, connectivity and investment. The static display area was inaugurated by Ram Mohan Naidu Kinjarapu, Minister of Civil Aviation, while the exhibition area was inaugurated by Sameer Kumar Sinha, Secretary, Civil Aviation.

The conference agenda featured the Global CEOs Forum on "Indian Aviation: Paving the Future," a Ministerial Plenary on aviation perspectives, and focused sessions covering airports, airlines, leasing and financing, MRO, Sustainable Aviation Fuel (SAF), drones, advanced air mobility, helicopters and women in aviation. Industry leaders including Campbell Wilson, Pieter Elbers, Antonoaldo Neves, Vinay Dube, Jürgen Westermeier and Vadim Badekha contributed to discussions on fleet expansion, sustainability pathways, financing models, supply-chain resilience and the role of emerging technologies. These sessions provided valuable insights into how India's aviation ecosystem is aligning with global trends while addressing domestic market realities.

India's Aviation Growth Story in Numbers

Beyond announcements and discussions, Wings India 2026 effectively showcased the scale of India's aviation expansion. Over the past 11 years, the number of operational airports in the country has increased from 74 to 164, reflecting sustained infrastructure investment. Long-term plans target the development of 350 airports, pointing to an ambitious connectivity roadmap.

Under the regional connectivity scheme UDAN, 92 airports have been operationalised, enabling air travel for more than 1.5 crore passengers and improving access to previously underserved regions. Plans are underway to connect an additional 120 destinations, further integrating regional economies with national and global networks.

The sector's workforce pipeline is also expanding in response to fleet growth. In 2025 alone, 1,628 pilot licences were issued, highlighting rising demand for trained aviation professionals across airlines, business aviation and training organisations. This emphasis on skills development is critical as India prepares for one of the world's largest aircraft induction cycles over the coming decade.

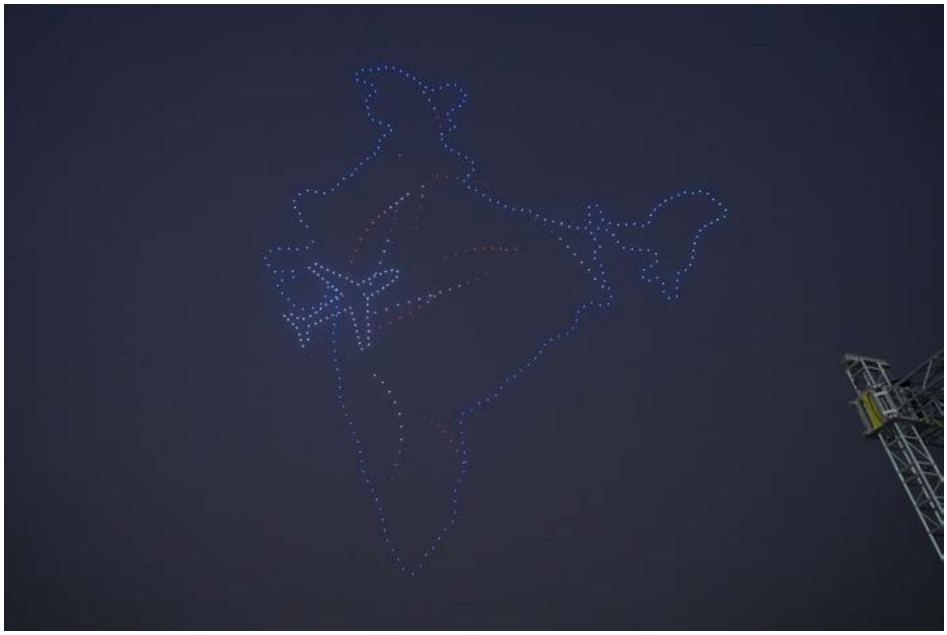
Spectacular Flying Displays and Public Engagement

While Wings India serves as a strategic business platform, its public engagement dimension remains equally important. The flying display programme delivered some of the event's most memorable moments. The Surya Kiran Aerobatic Team (SKAT) enthralled audiences with precision formations using nine indigenously built Hawk Mk-132 aircraft, complemented by tricolour smoke effects generated through newly developed indigenous pods. Their performance not only showcased pilot skill but also highlighted India's growing aerospace capabilities.

Internationally acclaimed aerobatic pilot Mark Jefferies added to the excitement with high-energy manoeuvres that drew enthusiastic crowds. These displays played a vital role in inspiring students and young visitors, reinforcing aviation's aspirational appeal and helping cultivate the next generation of aerospace professionals.

Comprehensive Static Display Across Segments

The static display area offered visitors a rare opportunity to view a wide spectrum of aircraft spanning commercial, regional, business, training and rotary-wing segments. Indigenous platforms included HAL's Hindustan 228, Dhruv ALH-NG and the LUH Civil Helicopter, alongside the Hansa-3 (NG), demonstrating India's progress in fixed-wing



and rotorcraft development.

Regional aircraft such as the IL-114-300 and SJ-100 highlighted evolving solutions for short-haul connectivity. The commercial and business aviation lineup featured aircraft including the A321neo, A220, Falcon 6X and PC-24, representing advances in efficiency, range and passenger comfort. Airline aircraft from major Indian carriers—such as the Air India Boeing 787-9, Air India Express Boeing 737 MAX and Akasa Air Boeing 737-8 MAX—provided insight into current fleet modernisation trends.

Training and aerobatic aircraft from Tecnam Aircraft, Diamond Aircraft Industries and Extra Aircraft attracted significant interest from flying schools and aspiring pilots, highlighting the critical role of training infrastructure in sustaining sector growth.

Recognising Excellence and Building Industry Collaboration

The four-day programme also featured the Wings India Excellence Awards, which recognised outstanding achievements across multiple aviation segments, including airlines, airports, service providers and innovation initiatives. Such recognitions underscore the collaborative effort required to sustain the sector's rapid expansion and encourage continuous improvement across safety, efficiency and customer experience.

Equally important was the event's role as a networking catalyst. With hundreds of structured meetings and informal interactions taking place across conference halls, exhibition stands and airside areas, Wings India 2026 facilitated partnerships spanning aircraft procurement, MRO services, training collaborations, technology deployment and infrastructure investment. This collaborative environment is central to accelerating decision-making and aligning stakeholders across the aviation ecosystem.

A Strategic Platform for India's Global Aviation Aspirations

As a biennial event held every even year, Wings India has steadily evolved into a strategic convergence point for policy direction, industry investment and international collaboration. The 2026 edition—marked by record participation, high-value commercial announcements and strong leadership engagement—demonstrated the maturity and ambition of India's aviation ecosystem at a pivotal moment of expansion.

With sustained policy support, rapid infrastructure development, increasing private sector participation and growing global partnerships, India is positioning itself not only as one of the world's largest aviation markets but also as a future hub for manufacturing, MRO, training and next-generation mobility solutions. The themes discussed—from Sustainable Aviation Fuel and advanced air mobility to leasing, financing and digitalisation—highlighted a sector preparing for both scale and transformation.

The organisers have confirmed that the next edition of Wings India will take place in 2028, with dates and venue to be announced. Given the momentum generated in 2026, expectations for the next show are already high, particularly as India moves deeper into a decade defined by fleet expansion, airport modernisation and technological adoption.

In retrospect, Wings India 2026 was far more than an exhibition or airshow. It functioned as a comprehensive industry barometer—capturing current growth, signalling future direction and reinforcing confidence among global stakeholders in India's aviation trajectory. From indigenous manufacturing and regional connectivity to sustainability and talent development, the event reflected a sector that is not only expanding rapidly but also maturing strategically. As India continues its journey toward becoming a leading global aviation hub, Wings India remains one of the most influential platforms shaping that ascent.

Aviation Update Editor Kartikeya in Conversation with

Auszad Shaik

Vice President – Logistics & Supply Chain

Dept Of Industries, Commerce & Export Promotion

Govt Of Telangana

Q Why is logistics central to Telangana's industrial growth strategy?

A Telangana has positioned logistics as a core pillar of its industrial and manufacturing-led growth model. Recognised as one of the 14 thrust sectors under the state's industrial policy, logistics plays a critical role in improving manufacturing competitiveness, reducing trade costs, and enabling faster access to domestic and global markets. This strategic focus accelerates infrastructure creation, private investment, and organised development of the logistics ecosystem.

Q What policy framework is driving logistics-sector transformation?

A A key enabler is Logistics Policy 2.0, which aims to position Telangana as a leading inland cargo and logistics hub. The policy follows a Six-Pillar Approach covering infrastructure and multimodal integration; digital and smart logistics; regulatory simplification; sustainability and green logistics; skill development including Women in Logistics; and investment promotion and innovation. Together, these pillars focus on lowering logistics costs, improving efficiency, and building a resilient and inclusive supply-chain ecosystem.

Complementing this is the Integrated Logistics Master Plan (ILMP), which provides a long-term, spatially coordinated roadmap for the sector. The ILMP aligns freight flows, industrial clusters, transport networks, and consumption centres to guide the phased development of logistics parks, multimodal logistics parks (MMLPs), dry ports, air-cargo facilities, and first- and last-mile connectivity. Together, Logistics Policy 2.0 and the ILMP are opening up significant opportunities for global investors across logistics infrastructure, warehousing, multimodal facilities, and value-added supply-chain services.

Q How is Telangana building multimodal logistics infrastructure on the ground?

A Telangana is developing a strong backbone of integrated logistics parks and inland freight hubs. Facilities such as Mangalapally Logistics Park (India's first PPP logistics park) and Batasingaram Logistics Park have established the foundation for organised logistics infrastructure. Building on this momentum, the state plans to develop 10–12 additional logistics parks, along with dry ports and bonded warehousing zones. The upcoming Mega Multimodal Logistics Park at Manoharabad–Medak will integrate road and rail freight, container handling, warehousing, and value-added logistics services.

Industrial corridors such as the Hyderabad–Nagpur Industrial Corridor further align manufacturing clusters with logistics infrastructure, reducing transit times and freight costs while enabling faster market access.

Q What role does air cargo play in export competitiveness?

A Aviation and air cargo are critical to Telangana's multimodal logistics strategy. Rajiv Gandhi International Airport (RGIA), Hyderabad, is one of India's leading air-cargo hubs for pharmaceuticals, life sciences, perishables, electronics, and other high-value goods. In 2024, RGIA handled approximately 1.8 lakh metric tonnes of cargo, recording 22% year-on-year growth, driven by strong international cargo volumes. Integration of air cargo with road and rail networks, along with the redevelopment of Warangal Airport and expansion of regional air connectivity, will further support time-sensitive exports and decentralised industrial growth.

Q How is technology and workforce readiness being addressed?

A Telangana is promoting digitisation, automation, and smart logistics through digital platforms, automation-ready logistics parks, and robust digital infrastructure such as T-Fibre and e-governance systems. Skill development initiatives, including targeted programs for Women in Logistics, ensure the availability of a diverse and future-ready workforce capable of supporting advanced supply-chain operations.

Q Why does Telangana stand out for global investors?

A From an investor perspective, Telangana offers speed, certainty, and preparedness. TG-iPASS, the state's single-window clearance mechanism, ensures fast and predictable approvals, while proactive infrastructure creation guided by Logistics Policy 2.0 and the ILMP delivers assets ahead of demand. Sector-focused clusters in life sciences, aerospace and defence, and export-oriented manufacturing further enhance cost competitiveness.

Q What lies ahead for the next five years?

A Over the next five years, Telangana's logistics sector is set to evolve into a digitally integrated, multimodal network, reinforcing the state's transition from a manufacturing hub to a globally connected logistics and trade gateway in South and Central India.

For Further Details Please do reach us on our Email :

dir-log-tstpc@telangana.gov.in

director.vp.log.govtoftg@gmail.com

Aviation Update Editor Kartikeya in Conversation with

Subhakar Pappula

Founder & CEO, Flamingo Aerospace

Q Flamingo Aerospace recently signed an agreement with United Aircraft Corporation (UAC) at Wings India 2026 for the IL-114-300 aircraft. What strategic vision and market opportunity drove this partnership?

A The decision to partner with UAC stems from a rigorous analysis of India's regional aviation sector, which stands at a critical inflection point. India has become the world's third-largest domestic aviation market, with the UDAN scheme operationalizing over 650 routes connecting 93 airports. Yet we identified a significant gap: the economics of regional aviation remain challenging because existing turboprop platforms are too expensive for thin routes connecting Tier-2 and Tier-3 cities.

The IL-114-300 changes this equation entirely. Our analysis shows it offers approximately 25 percent lower acquisition costs and 10 percent lower operating costs compared to other players. In an industry where margins are measured in single digits, this is revolutionary. It transforms route viability, allowing operators to break even with lower load factors or offer more competitive pricing in price-sensitive markets.

This partnership brings advanced aircraft and technology to the Indian market and lays the foundation for building sustainable aviation capabilities and skilled jobs in the country. With the government targeting 350 to 400 airports by 2047, we need aircraft that can access shorter runways and operate with minimal ground support. The IL-114-300's self-sufficiency and performance characteristics unlock a new tier of connectivity, expanding the addressable market for any airline operating this fleet.

Q Flamingo Aerospace is building presence across multiple verticals such as aircraft acquisition, leasing support, MRO coordination, and aviation infrastructure. How do these integrated services differentiate your business model in India's evolving regional aviation ecosystem?

A The Indian aviation ecosystem has historically been fragmented, creating friction and increased costs. At Flamingo Aerospace, we recognized that to unlock regional aviation's potential, we needed to become an ecosystem integrator offering

one-stop solutions.

Our differentiation comes from understanding the pain points of regional carriers. They struggle with unfavorable leasing terms, weeks-long waits for spare parts leaving aircraft grounded, and complex infrastructure navigation. By integrating acquisition, leasing, MRO, and infrastructure support, we provide a safety net that allows airlines to focus on flying passengers.

As we have a direct framework with UAC and understand the asset's residual value, we structure leasing solutions far more flexible than generic global lessors. We align our success with our customers. In MRO coordination, we ensure the IL-114-300 fleet has domestic support from day one, establishing spare parts supply chains in India before the first aircraft arrives. This means predictable maintenance costs and turnaround times managed locally.

On infrastructure, we engage with state governments and airport operators to ensure necessary ground support is ready. We are transforming the market for our customers. This integrated approach allows us to capture value across the entire asset lifecycle while building immense trust. We become an extension of our partners' operational teams.

Q With plans around assembly, maintenance, and lifecycle support under the UAC collaboration, how does Flamingo Aerospace intend to develop indigenous capabilities and technical expertise within India?

A This collaboration is a roadmap for industrialization. We have structured this partnership as a phased evolution designed to systematically transfer technology, build infrastructure, and upskill the Indian workforce.

Phase 1 focuses on green aircraft completion, training and simulation, and building the local supply chain. We will procure "green" aircraft from UAC, with interiors, storage systems, seating, lavatories, painting, and livery customization completed in India. Alongside aircraft completion, we are building the local supply chain by working with Indian partners to manufacture and certify components to global aerospace standards.

Phase 2 will establish MRO capabilities and final assembly in India. We are setting up facilities to support heavy maintenance checks, structural repairs, and component overhaul, while progressively moving toward final assembly of aircraft in India. This phase will further deepen technical capability, supported by structured training programs and pathways in collaboration with UAC.

Phase 3 will focus on indigenous aircraft development and engine overhaul capabilities. The long-term objective is to build full lifecycle capability within India, including aircraft manufacturing support, advanced overhaul capabilities, and ecosystem development. This will be supported through partnerships with technical institutes, supplier ecosystem development, and sustained investments in infrastructure and talent.


ВЫХОД · EXIT
ВЫХОД
EXIT
АВАРИЙНЫЙ ВЫХОД
EMERGENCY EXIT

This phased approach ensures that India moves beyond being an operator to becoming a center for aerospace capability, creating skilled jobs, strengthening the industrial base, and retaining long-term value within the country.

Q The company has been exploring opportunities in regional connectivity, special mission operations, and aviation support services. Which of these verticals do you see emerging as the strongest growth drivers over the next five years?

A Regional connectivity will remain the primary growth driver due to structural demand and infrastructure expansion. As more airports become operational, the need for regional aircraft will increase significantly.

Special mission aviation is also emerging as an important segment. Government agencies, institutional operators, and specialized service providers require aircraft capable of performing surveillance, disaster response, logistics, and medical transport missions. These applications require reliable, flexible aircraft platforms.

Maintenance and lifecycle support will also see sustained growth as fleet size increases. This is a critical component of aviation infrastructure and represents a long-term recurring opportunity. Together, these segments create a strong and diversified growth foundation.

Q How is Flamingo Aerospace positioning itself to support airlines, state governments, and institutional operators through end-to-end solutions—from aircraft sourcing to operational support?

A Our objective is to enable stakeholders to deploy aviation capability efficiently and sustainably.

For airlines, this includes aircraft sourcing, leasing support, entry-into-service readiness, and lifecycle coordination. This ensures operational continuity and cost predictability.

For state governments, aviation plays an important role in improving connectivity and enabling economic development. We support aircraft deployment aligned with regional connectivity requirements.

Institutional operators often require mission-specific aircraft configurations and lifecycle support. We provide structured technical and operational support aligned with their requirements.

By managing lifecycle complexity, we enable stakeholders to focus on their operational priorities.

Q As India pushes for 'Make in India' and self-reliance in aerospace, what role can Flamingo Aerospace play in creating partnerships across manufacturing, MRO, training, and aviation infrastructure development?

A India's aviation growth presents a significant opportunity to build domestic aerospace capability.

Maintenance capability is a key priority. Developing domestic MRO infrastructure improves operational efficiency and builds technical expertise.

We are also working with Indian suppliers and engineering firms to enable participation in the aerospace ecosystem. Training and skill development are equally important. Building a skilled workforce ensures long-term sustainability. As scale increases, assembly participation becomes viable, strengthening India's aerospace ecosystem.

Q Following the announcement at Wings India 2026, what has been the response from industry stakeholders, and what new collaborations or market opportunities are you currently exploring across your different business verticals?

A The response has been highly constructive and reflects strong market alignment. Regional operators are evaluating fleet expansion aligned with network growth. State governments and institutional stakeholders are exploring aviation capability aligned with connectivity and operational requirements.

We are also engaging with ecosystem partners, including maintenance providers, infrastructure developers, and technical organizations. There is strong interest in building lifecycle capability within India, which aligns with our long-term strategy.

Overall, the response reinforces the structural opportunity in India's regional aviation sector and the importance of building ecosystem readiness alongside aircraft deployment.

Aviation Update Editor Kartikeya in Conversation with

Mr.Walter Da Costa

Chief Sales Officer (CSO) "TECNAM"

Q As Chief Sales Officer at Tecnam Aircraft, how has the global demand for trainer and light aircraft evolved over the past few years?

A Over the past few years, demand for trainer and light aircraft has accelerated significantly. The global pilot shortage, the rapid expansion of airline cadet pipelines, and renewed investment in general aviation have all contributed to strong fleet growth. Flight schools today are prioritising modern, efficient aircraft that can scale operations while maintaining reliability, dispatch availability, and predictable operating costs.

Q Tecnam is widely known for its strong presence in pilot training fleets worldwide. What key factors make Tecnam aircraft particularly attractive to flight training organisations?

A Tecnam aircraft are designed from the ground up for professional training environments. Operators value the combination of low operating cost, modern avionics, robust airframe design, and strong factory support. Our aircraft offer excellent fuel efficiency, high utilisation capability, and an ideal platform for ab-initio through advanced training, making them a long-term asset for academies worldwide.

Q India is emerging as one of the fastest-growing aviation markets. What opportunities do you see for Tecnam in India's pilot training and general aviation ecosystem?

A India represents one of the most exciting growth markets globally. With expanding airline fleets and a sharp increase in pilot training requirements, the country is entering a new phase of aviation development. Tecnam sees strong potential to support India's ecosystem with efficient trainer fleets, structured training solutions, and long-term partnerships with academies, operators, and regulators.

Q Tecnam has strengthened its direct engagement with customers in multiple regions. How important is factory-direct presence and localized support in today's competitive market?

A Factory-direct engagement and local support are more important than ever. Customers expect fast response times, proximity in decision-making, and strong after-sales infrastructure. Tecnam has strengthened its direct presence in key regions to ensure operators receive the technical assistance, spare parts availability, and training support required for high-

performance fleet operations.

Q With increasing competition in the trainer aircraft segment, how does Tecnam differentiate itself in terms of cost efficiency, reliability, and lifecycle support?

A Tecnam differentiates itself through a complete lifecycle approach. Beyond acquisition cost, customers focus on total cost of ownership: fuel burn, maintenance planning, parts availability, and long-term residual value. Tecnam aircraft are recognised for operational efficiency, reliability in intensive training environments, and a global support network that ensures consistent fleet performance.

Q Sustainability is becoming a key focus area in aviation. How is Tecnam addressing fuel efficiency and future propulsion technologies in its aircraft portfolio?

A Sustainability is central to Tecnam's strategy. Our aircraft are among the most fuel-efficient in their category, reducing emissions through advanced aerodynamics and lightweight structures. At the same time, Tecnam continues to evaluate future propulsion technologies, including hybrid and alternative fuel solutions, to remain at the forefront of sustainable general aviation.

Q From a sales perspective, how do customer expectations differ between mature markets like Europe and North America and emerging markets such as Asia and Africa?

A In mature markets, customers often prioritise fleet renewal, advanced avionics integration, and structured service programmes. In emerging markets, the focus is frequently on scalability, training capacity building, and long-term operational support. Tecnam's strength is our ability to adapt to both environments, delivering tailored solutions while maintaining consistent global standards.

Q What role do partnerships—with operators, training academies, and regional stakeholders—play in Tecnam's long-term global growth strategy?

A Partnerships are fundamental to Tecnam's long-term expansion. Collaboration with flight academies, operators, distributors, and regional stakeholders enables us to build sustainable ecosystems, not just deliver aircraft. These relationships support training excellence, local capability development, and long-term fleet success.

Q Looking ahead, what is your vision for Tecnam's market positioning over the next five years, particularly in Asia-Pacific and India?

A Over the next five years, Tecnam will continue to reinforce its leadership in professional pilot training and light aviation. Asia-Pacific and India will be strategic priorities, supported by deeper regional presence, stronger partnerships, and continued product innovation. Our vision is clear: Tecnam will remain the benchmark for efficient, modern, and reliable training aircraft worldwide.

2020 King Air 250

S/N : BY-361

Reg # : XA-VOF

Airframe

TT: 1,015
Cycles: 611

Engine(s)

Pratt & Whitney PT6A-52
TBO: 3,600
TT: 1,008 / 1,008
Cycles: 602 / 602

Prop Details

Hartzell 4-Blade Composite Propellers
TT: 1,015 / 1,015

Interior Details

Mocha Package Color Scheme
7-Passenger Executive Seating Configuration
Aft Side-Facing Belted Lavatory
Dual Folding Executive Tables
Forward Left Side Refreshment Center
Isulatied Carafe, Ice & Trash Containers
Chilled Wine Bottle Storage
115V Outlets - Electric Window Shades

Exterior Details

Matterhorn White Base
Jet Black Pearl and Dark Toreador Red Pearl Stripes

Av Package

Collins Pro-Line Fusion

Avionics

Dual Collins AHC-3000 AHRS -Dual Collins FGC-3000
IFCS Autopilot
Dual Collins VHF-4000 COMM Radios - L3 FA2100 CVR
Collins DME-4000 - Dual Collins FGC-3000
IFCS Flight Director - Collins FMC-3000 FMS
Collins GPS-4000S GPS - Collins NAV-4000;
Collins NAV-4500 NAV Radios - TAWS+ Class A L3
Skywatch TCAS-I - Dual Collins TDR-94D Mode S Transponder
Collins TWR-850 Weather Radar - WAAS / LPV
Collins Synthetic Vision System
Artex C406N ELT - RVSM Capable

Maintenance

Enrolled on Pro Parts, Pro-Tech & Pro-Props

Features/Options

Pro-Line Fusion Update
BLR Aerospace Ultimate Perfromance Package - Raisbeck Air Installation-Winglets, Hartzell Composite Props - Dual Aft Strakes
ADS-B Compliant
Collins GWX-3001 Satellite Graphical Weather)

For Sale

info@helipadconsultants.in
+91 8341299221

For Sale

2017 King Air 350i
S/N: FL-1086 Reg#: N82TP

Airframe

TTSN: 5,389
TLSN: 4,613

Engine(s)

Pratt & Whitney PT6A-60A
SHP: 1,050 / 1,050
TBO: 3,600
TTSN: 6,813 / 6,813
TCSN: 5,875 / 2,482
Time Until OH: 1,732 / 1,614

Prop Details

Hartzell HC-B4MP-3C
SN: FWA5949 / FWA5969
TTSN: 5,409 / 5,246

Interior Details

Number of Passengers: Eight (8) Plus (1) Belted Lavatory Seat
Forward Cabin Configuration: Four (4) Place Club Configuration
Aft Cabin Configuration: Four (4) Place Club Configuration
Lavatory Location: Aft with Belted Lavatory Seat
Last Refurbished Date: 2026
Additional Amenities: Accordion style window shades, LED lighting, passive noise system “Quiet Cabin,” and new dual zone environmental system

Exterior Details

Base Paint Color(s): Matterhorn White
Stripe Paint Color(s): Silver, Gray, & Blue Metallic Stripes
Last Painted: 2026

Av Package

Collins Pro Line Fusion

Avionics

EFIS (Electronic Flight Instrument System): Triple Collins 14” AFD-3700 Display
FMS (Flight Management System): Dual Collins FMSA-6010
IAC (Integrated Avionics Computer): Collins ICC-3000
GPS (Global Positioning System): Collins GPS-4000S
ADC (Air Data Computer): Dual Collins ADC-3000
NAV (Navigation Radio): Collins NAV-4500
DME (Distance Measuring Equipment): Collins DME-4000
VHF COM (Very High Freq. Communication): Dual Collins VHF-4000
RAD ALT (Radar Altimeter): Collins ALT-4000
XPNDR (Transponder): Dual Collins TDR-94D
TCAS (Traffic Collision Avoidance System): Collins TTR-4000
CVR (Cockpit Voice Recorder): L3 Harris FA2100
Turbulence Weather Radar System: Collins TWR-850
Flight Guidance Panel: Collins FGP-3000
Flight Director/Auto Pilot: Collins FGC-3000
Multifunction Keypad: Collins MKP-3500
Satellite Graphical Weather: Collins GWX-3001
ELT (Emergency Locator Transmitter): Artex C406-N
EICAS (Engine Indicating & Crew Alerting System)
ITAWS (Integrated Terrain Awareness & Warning System)
Integrated Charts/Terrain Maps

Maintenance

Fresh Phase 1-4 Inspections (December 2025)
1 U.S. Owner (135) Since New
CAMP Current
NDH
Excellent Logs/Records
Landing Gear Overhaul due February 2029
Engine #1 Time Remaining Until Overhaul: 1,731 hours
Engine# 2 Time Remaining Until Overhaul: 1,614 hours

Features/Options

GOGO ATG-5000 Wi-Fi
LED Cabin Lighting
LED Taxi & Landing Lights
LED Wingtip Position Lights
LED Tail Position Light
LED Landing Gear Status Indicator
Lead Acid Battery Upgrade
110v Cabin Outlets
High Security MEDCO Locks
Forward 10.2” Cabin Monitor

info@helipadconsultants.in
+91 8341299221

ROLLS-ROYCE AND TURKISH TECHNIC BREAK GROUND ON WORLD-LEADING AERO ENGINE MAINTENANCE FACILITY

Rolls-Royce and Turkish Technic, a leading maintenance, repair and overhaul (MRO) provider, have announced that ground has been broken on Turkish Technic's state-of-the-art centre at Istanbul Airport.

Announced in May 2025 as the newest member of the Rolls-Royce MRO network, it will reinforce Turkish Technic's standing at the forefront of the maintenance industry, while complementing Rolls-Royce's existing MRO footprint and address growing long-term demand for new civil large engines. The new facility, targeted to be operational by the end of 2027, will enable Turkish Technic to deliver comprehensive maintenance services for Trent XWB-97, Trent XWB-84, and Trent 7000 engines which power the Airbus A350 and Airbus A330neo aircraft respectively. With a planned capacity of 200 shop visits per year, the facility is expected to be one of the largest in the region. It will provide services to Rolls-Royce TotalCare customers, as well as the Turkish Airlines fleet. Rob Watson, President – Civil Aerospace, Rolls-Royce, said: Breaking ground on Turkish Technic's new state-of-the-art facility is a significant milestone for our global MRO network, which supports our TotalCare customers around the world.

"We're significantly increasing our global MRO capacity by 2030, and today's announcement marks another step on that journey. It reinforces our strong partnership with Turkish Airlines – whose fleet of Airbus A350s will be supported by this facility – and underlines Turkish Technic's commitment to become a leading provider of civil large aero engine MRO."

Ahmet Bolat, Chairman of the Board and the Executive Committee, Turkish Technic, said: We are pleased to further strengthen our long-standing partnership with one of the world's leading engine manufacturers through the groundbreaking of our new engine maintenance facility. Set to become one of Europe's largest maintenance centers for Trent engine models, this investment represents a major expansion of our technical capabilities and service capacity to continue providing the highest quality services for our customers all around the world. Through this facility, we will deliver comprehensive maintenance and support services across a broad range of Trent engines, ensuring that Rolls-Royce TotalCare customers receive best-in-class service. Aligned with our centennial 2033 objectives, this milestone partnership continues to reinforce Türkiye's growing role as a global hub for aviation."

In late 2023, Turkish Airlines placed an historic order for Airbus A350 aircraft, making the airline the world's largest operator of the Trent XWB engine. It included an order for 120 Trent XWB-84 engines and 40 Trent XWB-97 engines, excluding options and spares.

COLLINS AEROSPACE SIGNS 3-YEAR PARTS DISTRIBUTION AGREEMENTS FOR C-130 WHEELS AND BRAKES

Collins Aerospace, an RTX business, has entered into three-year parts distribution agreements with Integrated Procurement Technologies , S3 AeroDefense and Derco , a Lockheed Martin company, to enhance hardware and logistics support for wheels and brakes on the C-130 Hercules.

By expanding its network of distribution partners, Collins Aerospace ensures targeted support for C-130 operators throughout the hardware lifecycle. This benefits international customers currently flying the C-130 with Collins wheels and brakes, as well as those considering upgrading their fleet.

"The C-130 Hercules plays a vital role in global air mobility, supporting everything from combat operations to humanitarian relief," said Matt Maurer , vice president and general manager of Landing Systems at Collins Aerospace. "Wheels and brakes are mission-critical components for the aircraft, enabling safe takeoffs, landings and ground operations on some of the world's most challenging runways. These distribution agreements will help ensure fleet readiness for our customers, enabling them to operate where they're needed most."

The C-130 Hercules is one of the most successful and longest-serving aircraft in military history. Operated by more than 70 countries, it has been used in every major U.S. conflict since 1954. The aircraft is capable of landing on short, rough or unpaved runways where fighter jets cannot.

Featuring DURACARB® technology, Collins' brakes offer customers exceptional value through longer life service, reduced maintenance requirements, and increased savings and operational efficiencies.

HONEYWELL AND FLEXJET FINALIZE SETTLEMENT, RENEW LONG-TERM CONTRACT THROUGH 2035

Honeywell and Flexjet are pleased to have reached a comprehensive agreement to resolve their pending litigation and look forward to rebuilding the parties' commercial partnership.

The agreement will resolve in full all pending claims among and between the parties, as well as related litigation involving StandardAero and Duncan Aviation. Simultaneously, and as partial consideration for the resolution of the litigation, Honeywell and Flexjet have agreed to extend their aircraft engine maintenance agreement through 2035. Honeywell and Flexjet look forward to working collaboratively going forward.

SUNEXPRESS AND LUFTHANSA TECHNIK SIGN 5-YEAR AGREEMENT FOR ENGINE MRO

SunExpress Airlines, a joint venture of Turkish Airlines and Lufthansa, has entrusted Lufthansa Technik with comprehensive engine MRO (Maintenance, Repair and Overhaul) services for its large fleet of Boeing 737s. The respective five-year contracts were signed yesterday at the airline's headquarters in Antalya. It encompasses legacy CFM56-7B engines powering SunExpress's Boeing 737-800s as well as latest-generation CFM LEAP-1B engines used on the airline's fast-growing subfleet of Boeing 737-8 aircraft.

Over the next five years, SunExpress will entrust powerplants of both generations to Lufthansa Technik's engine services facilities in Hamburg, Germany. These highly specialized workshops will take care of a broad spectrum of work scopes ranging from smaller repairs via quick turns up to complete overhauls and performance restoration shop visits. The first engines covered by the new agreement are planned to be inducted in Hamburg during the first quarter. Upon request, Lufthansa Technik's joint-venture XEOS in Poland can also be employed

to provide extra capacity for services on SunExpress's engines.

"This strategic partnership reinforces our commitment to maintaining the highest standards of reliability and performance across our Boeing 737 fleet," said Cemil Sayar, Chief Operating Officer at SunExpress. "By covering both our legacy CFM56-7B engines and the latest-generation LEAP-1B engines, the agreement supports our fleet development while ensuring high-quality MRO services. We greatly value Lufthansa Technik's proven expertise and look forward to continuing our close cooperation in the years ahead."

"The rollover to the latest-generation types such as the LEAP-1B engine is progressing steadily, but its venerable CFM56-7B predecessor is also still going strong and creating demand for MRO capacity. Thus, we are pleased that we can offer SunExpress our enormous expertise for both generations of Boeing 737 powerplants," said Harald Gloy, Chief Operations Officer at Lufthansa Technik. "I'd like to thank our valued customer for its trust in our services and look forward to this new chapter in our journey together."

The new long-term engine services contracts build on the mutual trust gained during a thorough negotiations and cooperation process between both parties and a first singular engine services cooperation: In 2024, Lufthansa Technik performed both engine shop level troubleshooting support and an Engine Performance Restoration on one of SunExpress' CFM56-7Bs. A further field of collaboration between the airline and the global MRO provider is the support with Consumables and Expendables (C&E). SunExpress also uses the leading Maintenance & Engineering software AMOS, which is part of Lufthansa Technik's Digital Tech Ops Ecosystem.

ATR AND FLY91 SIGN NEW 8-YEAR GLOBAL MAINTENANCE AGREEMENT

ATR and Fly91, one of India's newest regional carriers, have signed an eight-year Global Maintenance Agreement (GMA), reinforcing the strong collaboration established since the airline's launch in 2024. Fly91 currently operates four ATR 72-600s, with two more arriving in early 2026, and the extended agreement is designed to support this next phase of growth as the airline expands its fleet.

Fly91 has been a GMA customer since May 2024, benefitting from a comprehensive suite of support services including Lease Stock, Standard Exchange and Repair of Line Replaceable Units (LRUs), as well as propeller availability and maintenance services. After almost two years of operations, and with aircraft utilisation exceeding 2,500 flight hours per year, the airline has decided to update the scope of its agreement to secure long-term cost visibility and operational performance as its fleet expands.

Manoj Chacko, Managing Director and Chief Executive Officer of Fly91, said: "The last 22 months of operations has demonstrated the importance of having a dependable maintenance partner. ATR's GMA has been instrumental in keeping our aircraft flying reliably, even amid global supply chain constraints. As a lean and cost-focused start-up, the visibility the GMA provides on future maintenance costs is critical for us. In our environment, it's not just

about operating the right aircraft, but about ensuring they are maintained to the highest standards so we can deliver the reliable service our passengers expect."

Stefano Marazzani, Senior Vice President Customer Support and Services of ATR , added: "We are delighted to strengthen our partnership with Fly91 as they prepare for their next phase of growth. As the aircraft manufacturer, ATR is uniquely positioned to provide comprehensive maintenance solutions that ensure the highest levels of fleet availability, operational reliability and long-term sustainability for operators. The Global Maintenance Agreement delivers this value consistently, while also offering an ambitious airline like Fly91 the crucial benefit of cost visibility and control needed to scale operations smoothly. We are proud to stand alongside them as their network and fleet continue to grow."

Building on Fly91's confidence in ATR's support, this renewed partnership also reflects the wider momentum of regional aviation in India. As the country continues strengthening air links between smaller cities, turboprops are increasingly recognised as the most efficient way to open new routes and extend connectivity. A large share of India's inter-city travel happens on distances ideally suited to turboprops, and many communities are gaining access to air travel for the first time as the airport network expands. In this fast-evolving landscape, long-term, cost-predictable maintenance solutions like the ATR GMA will play an essential role in supporting operators such as Fly91 as they help shape the next chapter of India's regional mobility.

SAFRAN EXPANDS OPERATIONS IN LE CREUSOT TO MANUFACTURE COMPLEX PARTS FOR RAFALE ENGINES

Safran Aircraft Engines has announced a project to expand its Le Creusot facility, which specializes in machining complex rotating parts.

Today, the Le Creusot site exclusively produces low-pressure turbine disks for CFM International's1 LEAP and CFM56 engines, which power Airbus A320 and Boeing 737 aircraft. This expansion will add production lines for complex rotating parts for the M88 and GE90 engines, which power the Rafale fighter jet and Boeing 777 widebody airliner, respectively. The project represents a €70 million investment and will increase the workforce at the site from 200 to 300 people by 2032. Scheduled to be operational in 2029, the 9,000 sq.m (96,875 sq ft) expansion will bring total industrial floorspace to 26,000 sq.m (279,861 sq. ft).

With this expansion, the Le Creusot site will become the second production source for M88 complex rotating parts, alongside the Évry-Corbeil facility, supporting business continuity and a significant ramp-up in M88 engine deliveries. Machining operations for these parts will begin

at the existing Le Creusot's facility in 2026, before being transferred to the expanded area.

"We're proud to announce the expansion of our Le Creusot site, which reflects our ambition to strengthen our internal supply chain to support growth in our business," said Claude Quillien, Vice President, Industrial Operations and Supply Chain at Safran Aircraft Engines. "This project will help reinforce industrial and technological sovereignty while meeting the needs of our civil and military customers."

A flagship industrial site for Safran, the facility meets the highest Industry 4.0 standards, with integrated digital processes, connected and automated production management, and unique expertise in production engineering and quality control. This translates into outstanding industrial performance on the LEAP program, a high degree of autonomy in machining processes and flexible, resilient production. Many operations are carried out using closed-door machining, a production approach in which a network of automated machining centers runs continuously without human intervention, including overnight.

ROLLS-ROYCE STRENGTHENS DEFENCE CAPABILITIES: 350 MTU ENGINES FOR BOXER WHEELED ARMOURED VEHICLES

Rolls-Royce is supplying 350 engines from the mtu 199 series for new Boxer armoured wheeled vehicles for the German Armed Forces and other international customers to the manufacturing consortium. The system houses Rheinmetall and KNDS Deutschland (KNDS) placed orders with Rolls-Royce for the delivery of these 8-cylinder engines, each with an output of 530 or 600 kilowatts. Delivery of the first vehicles is scheduled for the first half of 2026. Rolls-Royce is now expanding the 199 series to a complete drive family with outputs of up to more than 1,300 kW.

Dr Jörg Stratmann, CEO of Rolls-Royce Power Systems AG said: "The new orders show that a new era is dawning in our industry. Today's armed forces need greater mobility, flexibility and performance – and we are rising to this challenge. With the expanded mtu Series 199, we offer a universal drive concept that meets current and future requirements. Our aim remains to be a partner that takes responsibility and offers decisive solutions that meet the needs of the troops."

The Boxer armoured transport vehicle and the mtu Series 199 have been a joint success story for years. Further orders were added in 2025, bringing the total number

of 8V199 engines to around 400 in 2025. The modular vehicle consists of an eight-wheeled drive module onto which mission modules are mounted depending on the intended use. This has resulted in a large number of variants for European and non-European armies in a short period of time. What they all have in common is the drive: all of the more than 2,000 Boxer vehicles ordered or already delivered and their derivatives are powered by mtu 8V199 engines.

With over 4,500 engines delivered, the mtu 199 series is the world's most successful programme in its performance class for military land vehicles used by the armies of NATO members and allied states. It stands for high-performance engines with low space requirements and high power density, which can be used to power new weapon systems and to re-engine existing vehicle fleets with high efficiency.

Building on this concept, Rolls-Royce is expanding the 199 series into a larger family to meet the increasing performance requirements of the troops and the limited budgets of the armies. Rolls-Royce recently announced performance upgrades of the existing variants of the mtu Series 199 and the development of a 10-cylinder variant with up to 1,100 kW and a 12-cylinder variant with over 1,300 kW of power. Knut Müller, Senior Vice President Government Business at Rolls-Royce, said: "Because many NATO countries and friendly nations are adapting their armed forces to the current threat situation, more and more powerful vehicles are needed. With our 199 family, we will in future offer a universal portfolio of engines ranging from 260 kW to over 1,300 kW, which fully meets the current requirements of the armed forces for a modern drive concept. This includes not only higher engine power, but also the concept of maximum parts commonality. This makes it easier to replace drives within vehicle fleets and simplifies the storage of spare parts and the supply of troops. This concept not only ensures economical storage of spare parts, but also provides troops in the field with significant tactical advantages in terms of supply and repairs."

STEVE ROBERTON APPOINTED TO LEAD BOEING'S OPERATIONS IN AUSTRALIA

Boeing has announced that Steve Roberton will take over leadership of its operations in Australia, marking a key leadership transition for the company's regional presence. In his new role, Roberton will be responsible for overseeing Boeing's business activities across the country, including defence, aerospace services and partnerships with government and industry stakeholders.

Roberton brings extensive experience within Boeing, having held several senior leadership positions across the company's global operations. His career has included roles focused on programme management, strategic partnerships and customer engagement, providing him with a comprehensive understanding of both commercial and defence aviation environments.

Prior to this appointment, Roberton served in leadership roles within Boeing's defence and space businesses, where he was closely involved in major programmes and international collaborations. His experience in managing complex projects and working with government customers is expected to support Boeing's continued growth and long-term commitments in the Australian market.

In his new position, Roberton will work to strengthen Boeing's relationships with the Australian government, defence forces and local industry partners. The role also includes advancing innovation, capability development and workforce growth across Boeing's Australian operations, which play an important part in the company's global supply chain and technology ecosystem.

Boeing leadership expressed confidence that Roberton's deep knowledge of the organisation and his track record in delivering strategic outcomes make him well suited to guide the company's next phase of development in Australia. His appointment reflects Boeing's ongoing commitment to expanding its regional footprint and supporting national aerospace and defence priorities.

With this leadership transition, Boeing aims to reinforce its long-term presence in Australia, enhance collaboration with local partners and continue contributing to the country's aerospace, defence and advanced manufacturing sectors while aligning with broader global business objectives.

BOEING APPOINTS FAHAD AL MHEIRI AS VICE PRESIDENT FOR MIDDLE EAST, GULF AND NORTH AFRICA

Boeing has appointed Fahad Al Mheiri as Vice President for the Middle East, Gulf and North Africa, effective January 2026, reinforcing the company's leadership presence across one of its most strategically important regions. The role is aimed at strengthening Boeing's engagement with governments, customers and industry partners while supporting long-term aerospace growth across the region.

Based in Dubai, Al Mheiri will oversee Boeing's strategic initiatives across multiple markets, focusing on enhancing partnerships, supporting national aviation and defence priorities, and expanding collaboration with regional stakeholders. His responsibilities include advancing business development efforts and reinforcing Boeing's position within the Middle East and North African aerospace ecosystem.

He succeeds Kuljit Ghata-Aura, who has moved to another senior leadership role within the organisation. Boeing also indicated that its operations in Saudi Arabia will continue to be managed separately under dedicated country leadership, reflecting the Kingdom's unique strategic importance.

Al Mheiri joins Boeing from Raytheon Emirates, where he most recently served as Managing Director. He brings extensive executive leadership experience across aerospace, defence and advanced technology sectors, along with strong regional expertise developed through work across multiple strategic industries including energy and space.

An Emirati national, Al Mheiri holds a Bachelor of Science degree in Mechanical Engineering from Boston University. His professional background includes managing complex programmes, building industrial partnerships and supporting localisation initiatives aimed at strengthening domestic aerospace capabilities.

Boeing maintains a long-standing presence across the Middle East and North Africa, supporting numerous commercial airline customers as well as defence organisations. With this appointment, the company aims to deepen regional engagement, enhance collaboration with government and industry partners, and position itself to support the next phase of aviation, defence and technology growth across the region.

IAG APPOINTS JOSÉ ANTONIO BARRIONUEVO AS CHIEF FINANCIAL OFFICER

International Airlines Group (IAG) has announced the appointment of José Antonio Barrionuevo as its new Chief Financial Officer, with the transition set to take effect in June 2026. He will succeed Nicholas Cadbury, who will step down from the role following a planned handover period.

Barrionuevo currently serves as Chief Financial and Transformation Officer at British Airways, a position he has held since 2023. He brings extensive experience in financial leadership, corporate restructuring and strategic planning within the aviation sector, having spent more than a decade across various senior roles within the IAG group.

He originally joined the organisation in 2013 as Director of Strategy and Transformation at Iberia and later went on to serve for several years as the airline's Chief Financial Officer. During his

tenure, he played a key role in strengthening Iberia's financial performance and supporting its long-term transformation and competitiveness.

Before entering the airline industry, Barrionuevo gained experience in global finance and management consulting through roles with JP Morgan and McKinsey, building strong expertise in financial strategy, operational efficiency and organisational transformation.

IAG noted that the appointment reflects its structured succession planning approach, which focuses on developing leadership talent within its operating companies and ensuring continuity at the group level. To support a smooth transition, Nicholas Cadbury will remain with the organisation for approximately six months, working closely with Barrionuevo during the handover.

Group Chief Executive Luis Gallego highlighted Barrionuevo's deep understanding of airline finance, strategy and transformation across both Iberia and British Airways, stating that his experience positions him well to guide IAG's financial priorities in the next phase of growth. With this leadership transition, IAG aims to maintain strong financial discipline while continuing to enhance profitability, support sustainable expansion and deliver long-term value across its portfolio of international airline businesses.

HAECO APPOINTS TOM OWEN AS GROUP DIRECTOR OF CORPORATE DEVELOPMENT

The HAECO Group has appointed Tom Owen as Group Director of Corporate Development, effective January 2026, as part of its ongoing efforts to strengthen strategic leadership and support long-term business growth. The appointment enhances the company's senior management structure as it continues expanding its global maintenance, repair and overhaul (MRO) capabilities.

Owen brings nearly three decades of aviation industry experience, with a career spanning commercial leadership, revenue management, logistics and regional operations across multiple international markets. Much of his professional journey has been associated with the Swire Group, particularly through senior roles within Cathay, where he developed extensive expertise across airline commercial and operational functions.

In his new position at HAECO, Owen will play a key role in shaping the group's corporate strategy, overseeing digital and information technology initiatives, and supporting sustainability programmes. He will also work closely with joint venture partners, customers and regulatory stakeholders to strengthen HAECO's competitive position in the global aviation services market.

HAECO leadership expressed confidence that Owen's broad industry perspective and leadership experience across Asia, North America and other regions will contribute to the company's next phase of development. His background in managing complex business environments and driving organisational transformation is expected to support the group's long-term expansion plans.

Owen joined the Swire Group in 1995 and spent many years at Cathay, where he held several senior roles covering marketing, sales, distribution and network revenue management. He later served in leadership positions across multiple international markets including Korea, Canada, the United States and South Asia. In subsequent roles, he led major organisational initiatives, including modernising human resources functions and strengthening cargo business performance during a period of industry volatility.

TEXTRON APPOINTS LISA ATHERTON AS PRESIDENT AND CHIEF EXECUTIVE OFFICER

Textron has announced the appointment of Lisa Atherton as its new President and Chief Executive Officer, effective 4 January 2026. She succeeds long-time company leader Scott C. Donnelly, who has transitioned to the role of Executive Chairman and will continue to support the organisation's long-term strategic direction.

Atherton previously served as President and Chief Executive Officer of Textron's Bell business, one of the company's major aerospace divisions. Her elevation to the top leadership position reflects a structured succession planning process designed to ensure continuity, stability and sustained performance as Textron enters its next phase of growth. Along with assuming her new responsibilities, Atherton has also joined Textron's Board of Directors, highlighting the importance of experienced leadership at the group level. The transition allows Donnelly to remain closely involved in strategic oversight while passing day-to-day executive responsibilities to a leader with deep organisational knowledge.

Atherton brings nearly two decades of experience across Textron's aerospace and defence operations. During her tenure, she has held several senior leadership roles, including President and Chief Executive Officer of Textron Systems before leading the Bell segment. These positions provided her with broad exposure to programme management, customer engagement, advanced technology development and global operations. Before joining Textron, Atherton served in the U.S. Air Force in acquisition and programme management roles, gaining valuable experience in defence procurement and complex systems development. Her career combines strong technical expertise with proven operational and strategic leadership capabilities. Textron's board expressed confidence that Atherton's extensive experience within the organisation, along with her track record of driving growth and securing major programmes, positions her well to lead the company forward. The leadership transition is intended to maintain strategic continuity while strengthening Textron's competitiveness across its aerospace, defence and industrial business segments.

CARGOJET APPOINTS PAULINE DHILLON AS CHIEF EXECUTIVE OFFICER

Cargojet has announced the appointment of Pauline Dhillon as its Chief Executive Officer, marking a significant leadership transition for the Canadian air cargo operator. The appointment reflects the company's focus on strengthening executive leadership as it continues to expand its position in the global air freight market.

Dhillon has been associated with Cargojet for several years and brings extensive experience in finance, corporate governance and strategic planning. Prior to assuming the role of CEO, she served in senior leadership positions within the organisation, including responsibilities related to financial oversight and long-term business strategy. Her deep understanding of the company's operations and market environment is expected to ensure continuity during the transition.

She succeeds long-time industry leader Ajay Virmani, who has played a pivotal role in building

Cargojet into one of North America's leading dedicated air cargo carriers. While stepping down from day-to-day executive responsibilities, Virmani will continue to remain involved with the organisation in a strategic capacity, supporting long-term direction and stakeholder engagement.

Cargojet's board expressed confidence that Dhillon's leadership will help guide the company through its next phase of growth, particularly as global air cargo demand evolves alongside e-commerce expansion and supply-chain transformation. Her experience in financial management and corporate strategy is expected to support disciplined execution, operational efficiency and sustained profitability.

Under the new leadership structure, Cargojet aims to strengthen customer partnerships, expand network capabilities and enhance service reliability across its domestic and international operations. The company also intends to continue investing in fleet modernisation, digital systems and operational resilience to meet the changing needs of logistics providers and integrator partners.

Dhillon's appointment signals Cargojet's commitment to stable succession planning while positioning the organisation to capture emerging opportunities in the rapidly evolving air cargo sector.

MATTHIEU LOUVOT APPOINTED CEO OF AIRBUS HELICOPTERS

Airbus has announced the appointment of Matthieu Louvot as Chief Executive Officer of Airbus Helicopters, effective 1 April 2026. In his new role, Louvot will report to Airbus Chief Executive Officer Guillaume Faury and will become a member of the Airbus Executive Committee, highlighting the strategic importance of the helicopter division within the group.

Louvot will succeed Bruno Even, who has led Airbus Helicopters for nearly eight years and is stepping down to pursue new professional opportunities. During his tenure, Even played a key role in strengthening the division's global position, modernising its industrial framework and steering the business toward more sustainable and profitable growth.

Airbus leadership expressed confidence that Louvot's extensive experience within the organisation and deep understanding of the rotorcraft sector will ensure continuity while positioning the division for its next phase of development. His appointment is viewed as a move aimed at maintaining operational stability while accelerating innovation and market competitiveness.

Currently serving as Executive Vice-President for Strategy at Airbus, Louvot has been associated with the helicopter business for over a decade. Since joining Airbus Helicopters in 2010, he has held several senior leadership roles, including Executive Vice-President for Customer Support & Services and Executive Vice-President for Programmes. These positions provided him with broad exposure across programme management, customer engagement and operational execution.

Before joining Airbus, Louvot worked within the French public administration, including advisory responsibilities related to industrial policy. He is a graduate of École Polytechnique and École Nationale d'Administration, combining strong technical and policy expertise with industry leadership experience.

With this leadership transition, Airbus aims to ensure strategic continuity while strengthening the long-term competitiveness of its global helicopter business across both civil and defence markets.

HAECO APPOINTS HAIJUN JIANG AS GENERAL MANAGER FOR COMPOSITE SERVICES

HAECO has appointed Haijun Jiang as General Manager of HAECO Composite Services, with immediate effect. In his new role, Jiang will be responsible for leading the division's strategic direction, strengthening business growth and enhancing operational performance while ensuring the highest standards of safety, quality and regulatory compliance.

Jiang brings more than two decades of experience in the aerospace sector, including over 15 years in senior leadership roles with full profit-and-loss responsibility. His background also includes serving as a Part 145 Accountable Manager, providing him with deep expertise in maintenance operations, regulatory requirements and quality management systems within the aviation industry. Prior to joining HAECO, he served as Regional Business Director at Parker Hannifin, where he played a key role in advancing business development initiatives and supporting joint venture programmes across Mainland China.

Earlier in his career, Jiang held management positions at Honeywell and began his professional journey with Guangzhou Aircraft Maintenance Engineering, gaining hands-on experience across various aspects of aircraft maintenance and engineering services. He holds an MBA from Tongji University and a bachelor's degree in Electronics Engineering from Beihang University, combining strong technical knowledge with strategic business leadership. HAECO Composite Services is known for delivering specialised aircraft maintenance and engineering solutions, particularly in advanced composite repair work involving engine nacelles, flight control surfaces and radomes across multiple aircraft platforms. The facility, located in Jinjiang, Fujian Province, supports a wide range of international airline and MRO customers. The organisation also operates as an authorised component repair centre in the Asia-Pacific region for major aerospace programmes and serves as a strategic partner to leading OEMs. With Jiang's appointment, HAECO aims to further strengthen its composite repair capabilities, expand market reach and enhance its competitiveness within the global MRO landscape.

CAE APPOINTS RYAN MCLEOD AS CHIEF FINANCIAL OFFICER TO STRENGTHEN FINANCIAL LEADERSHIP

CAE has announced the appointment of Ryan McLeod as its new Chief Financial Officer, effective 23 February 2026. In his new role, McLeod will lead the company's global finance organisation and support the execution of CAE's long-term strategic priorities, including operational performance, disciplined growth and value creation.

The appointment follows a structured leadership transition process aimed at ensuring continuity and strengthening the company's financial governance. During the transition period, McLeod will work closely with interim CFO Constantino Malatesta to ensure a smooth handover and maintain stability across the finance function.

CAE's President and Chief Executive Officer, Matthew Bromberg, emphasised that McLeod brings a strong track record in

financial leadership within global, publicly listed organisations. His experience includes guiding companies through periods of transformation, driving operational efficiency and supporting strategic expansion initiatives. This background is expected to contribute significantly as CAE advances its business priorities across its global training and simulation operations.

Ryan McLeod is an experienced finance executive with extensive expertise in corporate finance, capital allocation and investor engagement. Since 2020, he has served as Chief Financial Officer of ATS Corporation, a global automation solutions company headquartered in Canada. In that role, he led the organisation's global finance team, helped shape financial strategy and supported sustained growth through disciplined execution and strategic decision-making.

With McLeod's appointment, CAE aims to further strengthen its financial leadership at a time when the company continues to focus on enhancing profitability, improving operational efficiency and expanding its global presence. His experience in managing complex financial environments and supporting growth-oriented strategies is expected to reinforce CAE's commitment to delivering long-term value for stakeholders while maintaining strong financial discipline across its business segments.

CIRRUS INTRODUCES 2026 SR SERIES G7+ WITH ADVANCED SAFETY, CONNECTIVITY, AVIONICS AND PREMIUM CABIN ENHANCEMENTS

Cirrus Aircraft has unveiled the 2026 SR Series G7+, marking the latest evolution of its popular single-engine piston lineup that includes the SR20, SR22 and SR22T. The new generation focuses on enhancing safety, pilot awareness, connectivity and the overall ownership experience while reinforcing the company's strong position in the personal aviation segment.

A key highlight of the 2026 SR Series G7+ is the integration of advanced safety technologies designed to reduce pilot workload and improve emergency response capability. The aircraft incorporates the Safe Return emergency autoland system, enabling the airplane to automatically navigate to a suitable airport and land in the event the pilot becomes incapacitated. This capability is complemented by the Cirrus Airframe Parachute System (CAPS), a whole-airframe parachute that continues to be a defining safety feature across the SR platform and a major contributor to its safety record.

The updated aircraft also introduces enhancements aimed at improving situational awareness and operational convenience. Features such as Runway Occupancy Awareness, Smart Pitot Heat and automatic database updates help streamline cockpit workload while improving safety during critical phases of flight. The upgraded Perspective Touch+ avionics suite includes improved visual approach guidance, deeper autopilot integration and customizable display presets that allow pilots to configure cockpit information according to mission requirements and personal preference. Connectivity has been significantly expanded with improvements to the Cirrus Global Connect ecosystem, providing real-time weather data including turbulence, icing and storm activity updates throughout the flight. The system is supported by integrated satellite communication options, enabling continuous communication and data access for both business and personal missions. High-power USB-C charging ports have also been added across the cabin to support modern electronic devices used by pilots and passengers.

Design and comfort upgrades further position the aircraft as a premium personal aviation platform. The 2026 model introduces new exterior styling collections along with refreshed paint schemes, while interior refinements focus on ergonomic seating, improved material quality and an enhanced passenger experience. Additionally, the SR22 now features a standard three-blade composite propeller with an optional four-blade upgrade aimed at improving performance presence and ramp appeal. With more than 11,000 SR Series aircraft delivered worldwide, the latest G7+ variant reflects Cirrus Aircraft's continued strategy of blending automation, luxury and advanced avionics to make personal flying safer, more connected and increasingly accessible to a broader range of owners and operators.

HERITAGE AVIATION SIGNS CONTRACT FOR AIRBUS H130 HELICOPTER

India-based helicopter operator Heritage Aviation Pvt Ltd has signed a contract for one Airbus H130 helicopter to further expand heli-pilgrimage and regional connectivity operations under the Government of India's (Ude desh ka aam nagrik) UDAN scheme. The contract was signed at Wings India 2026 with the delivery scheduled for September 2026.

The newly contracted H130 will be deployed for passenger transportation, heli-pilgrimage and regional connectivity missions, complementing Heritage Aviation's existing fleet of Airbus H125 and H130 helicopters currently operating under the UDAN scheme.

"The helicopter industry in India is witnessing strong tailwinds due to the Government of India's favourable policies and strong demand environment. The new H130 will be used to expand our regional connectivity footprint in other areas including North East India, which largely remains virgin territory for private helicopter operations," said Rohit Mathur, Founder and CEO, Heritage Aviation Pvt. Ltd.

"Heritage Aviation has been instrumental in bridging the last mile connectivity gap, which only helicopters can effectively do across India's remote and hard-to-access terrains. This new addition will not only expand heli-pilgrimage routes in the country but also support the Government of India's ambitions to widen the regional connectivity network. Airbus Helicopters remains committed to developing the critical para-public market with the right products and through our long-term partnership with India," said Sunny Guglani, Head of Airbus Helicopters in India and South Asia.

Known for its high performance, economic efficiency, reliability and comfort, the H130 is a single-engine helicopter that is widely used for sightseeing, charter and passenger transport missions. Featuring a spacious cabin that can accommodate a pilot and up to seven passengers, the H130 combines advanced avionics, state-of-the-art systems and efficient performance, making it well suited for operations in environmentally sensitive and mountainous regions.

BOMBARDIER GLOBAL 8000, WORLD'S FASTEST BUSINESS JET, RECEIVES CERTIFICATION FROM EASA

Bombardier announced that the Global 8000, the world's fastest civilian aircraft, has received European Union Aviation Safety Agency (EASA) certification. This follows Transport Canada Type certification on November 5, 2025, and U.S. Federal Aviation Administration (FAA) certification on December 19, 2025.

Bombardier's flagship for a new era, the Global 8000 business jet, entered into service in December 2025. This exquisite ultra-long-range aircraft is the fastest civilian aircraft in the skies with a top speed of Mach 0.95 and a range of 8,000 NM, enabling passengers to fly faster and farther than ever before.

"Attaining EASA certification illustrates the hard work and dedication of Bombardier's highly skilled employees and suppliers in collaboration with Transport Canada and EASA teams," said Stephen McCullough, Executive Vice President, Engineering, Product Development and Bombardier Defense. "This accomplishment further strengthens the momentum behind this groundbreaking business jet. Following its entry into service in 2025, the entire Bombardier team is eager for this aircraft to be handed over to more customers this coming year so they can experience the new levels of comfort, wellness, and efficiency the Global 8000 unlocks."

GROUNDBREAKING CEREMONY FOR PILATUS' NEW FLAGSHIP U.S. FACILITY IN SARASOTA, FLORIDA

This groundbreaking event ushers in the first phase of Pilatus' long -term development in Sarasota and is a significant milestone in the company's continu ing investment and growth at the airport. Future phases will build on this foundation and expand into aircraft assembly. The facility will serve as a flagship Sales, Service and Production Center, taking quality, expertise and customer experience to a new level.

Markus Bucher, CEO of Pilatus, stated: "Today marks the beginning of an exciting new chapter for Pilatus in the United States. We are bringing aircraft production to the United States. This flagship facility will be our fifth location in the USA, and will set new standards for quality, expertise, and technology in the southeastern United States. In America, we will build airplanes for Americans! We are establishing Sarasota as a major production site, serving our customers right where they are."

The project is a reflection of the solid partnership between Pilatus, the Sarasota Manatee Airport Authority, the Bradenton Area Economic Development Corporation, and numerous other local, regional, and state organizations.

Important US Market Effective January 1, 2026, Pilatus integrated all US subsidiaries into a single company, Pilatus Aircraft USA Ltd, creating a unified organization of around 400 employees and harmonized systems across all US operations. The company comprises the headquarters in Broomfield, Colorado (KBJC), plus additional locations in Westminster, Maryland (KDMW), Rock Hill, South Carolina (KUZA), and Atlanta, Georgia (KPDK). Pilatus already operates a PC-12 and PC-24 completion facility at its US headquarters in Broomfield, Colorado. In Florida alone, Pilatus will create approximately 200 new jobs over the next five years. Pilatus also plans to expand its existing US apprenticeship programs at various locations.

DAHER UNVEILS THE TBM 980 WITH A REVOLUTIONIZED AVIONICS INTERFACE FOR PILOTS AND ENHANCED COMFORT FOR PASSENGERS

Daher unveiled the latest version of its TBM aircraft family – the TBM 980 – which integrates Garmin's third-generation G3000® PRIME avionics for an unprecedented piloting experience and incorporates cabin enhancements that further increase passenger comfort.

The TBM 980 was introduced this afternoon at the Daher Aircraft Division's headquarters and TBM production facility in Tarbes, France, during an event attended by customers, partners, officials, and company employees. The unveiling also was viewed by a worldwide audience via a live-streamed presentation.

"Our TBM 980's motto, 'Fly Differently,' is more than just a slogan, because this aircraft redefines the way that pilots – and their passengers – want to fly," explained Nicolas Chabbert, CEO of the Daher Aircraft Division. "It's touchscreen-controlled flight deck truly revolutionizes the interface between pilots and the avionics, while the passenger experience is further elevated with cabin features that include the capability to install a Starlink Mini terminal for satellite-based internet connectivity, along with 100-watt USB-C ports for the charging of mobile devices and an upgraded Passenger Comfort Display with enroute data."

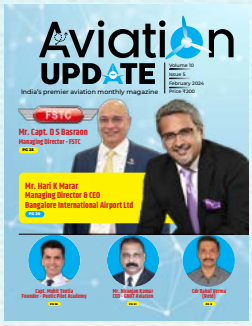
Airworthiness certification has been issued by the European Union Aviation Safety Agency (EASA) and the U.S. Federal Aviation Administration (FAA), enabling Daher to begin for the TBM 980 deliveries this month.

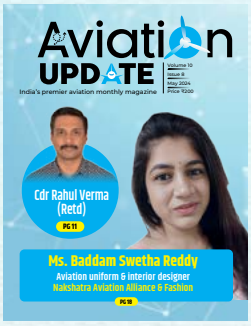
"The TBM 980 is the sixth aircraft launched by Daher in the TBM 900-series since we acquired the TBM product line in 2014," stated Didier Kayat, the Daher Chairman and CEO. "This underscores our firm commitment to the airplane family's evolution through the continual application of innovation, and our close working relationship with key suppliers."

The Garmin 3000® PRIME avionics' highly intuitive and refined interface that significantly improves cockpit ergonomics. Three 14-inch edge-to-edge touchscreen displays ensure seamless control of flight functions, while workload is reduced through customizable presets and a streamlined user interface.

India's premier aviation monthly magazine

Aviation UPDATE





For Publishing Advertisement, Articles and Interviews, Contact

Kartikeya
kartikeya@futureaviation.in
+91 9444499221

RNI No. : TNENG/2014/59266
Postal Regn No: TN / CH(C) / 505 / 15-17, Publication Date: 1st of Every Month.
Postal Permission Date: 5th or 7th of Every Month

ANANTH TECHNOLOGIES PVT LTD

An AS-9100D & ISO 9001:2015 certified company
Committed Partner for Indian Aerospace & Defence Programs

Facilities

- *Complete satellite manufacturing facilities under one roof*
- *Launch Vehicles Facilities*
- *Design and Manufacture of Space and Defence Equipment*
- *Contributed to 91 Satellites and*
- *71 Launch vehicles so far*
- *In-house environmental test facilities*
- *Class 100K, 10 clean rooms with SMT Production lines*

Products

- *Assembly, Integration & Testing (AIT) of Satellites for LEO and for GEO orbits*
- *Digital & Embedded systems*
- *EW systems & Simulators*
- *Laser & Optical Systems*
- *Sights for weapons*
- *AIT of Launch Vehicles*
- *Telemetry & Tracking systems*
- *On-board computing systems*
- *Sensor Systems*
- *Navigation & Controls systems*
- *RF and Microwave systems*

Meeting Quality & Reliability Standards for Space & Defence programs

Dr. SUBBA RAO PAVULURI, CHAIRMAN & MANAGING DIRECTOR,
E-mail : subbarao@ananthtech.com

Headquarters

ANANTH TECHNOLOGIES PVT LTD.

Ananth Info Park, Plot No.39, Phase-II Madhapur

Hyderabad – 500 081

Tel:+91-40-6615 6615

Fax:+91-40-6615 6531

E-mail: subbarao@ananthtech.com

mail@ananthtech.com

Satellite Facilities

ANANTH TECHNOLOGIES PVT LTD.

No:64, KIADB Bangalore Aerospace Park, Singahalli Village, Budigere Post, Bangalore North Taluk

Bangalore – 562129

Tel:+91-80-6616 6616

E-mail: mail@ananthtech.com

Launch Vehicles Facilities

ANANTH TECHNOLOGIES PVT LTD. Plot No.51(b) KINFRA Park , Menamkulam Sub-Dist : Kazhakuttom Thiruvananthapuram, Kerala

Tel:+91-471-2315913 E-mail: mail@ananthtech.com