

Aviation UPDATE

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MATERIALS
STRONGER
SKIES

BUILDING
A STRONGER
AEROSPACE
INDIA



Ray Lopuc of Curtiss-Wright Surface Technologies about India's growing aerospace and defence manufacturing ecosystem.

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THE ARCHITECT OF ADVANCED COMPOSITES

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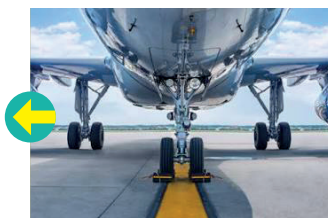
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B. KARTIKEYA

Entering Our 13th Year: Tracking the Future of Aviation

As Aviation Update completes 12 years of publishing and enters its 13th year, we look back with pride at a journey built around one objective: bringing meaningful developments, industry perspectives and emerging opportunities in aviation to our readers. Over the years, the aviation industry has undergone remarkable transformation, and our commitment has remained constant—to document that transformation while highlighting the people, technologies and organisations shaping its future. This September edition continues that journey with a strong mix of industry news, interviews, business aviation developments, MRO insights and in-depth features.

Our cover story, “India’s Aviation Boom: Can Infrastructure Keep Pace?”, examines one of the most important questions facing Indian aviation today. With airlines expanding their fleets, regional connectivity gaining momentum, new airports being developed and investments flowing into MRO and aviation infrastructure, India’s aviation ecosystem is entering a significant phase of growth. The story looks beyond aircraft orders to the infrastructure, skills, financing, maintenance and operational capabilities that will be required to support the next phase of India’s aviation expansion.

This edition also presents two exclusive interviews offering different perspectives on India’s growing aerospace manufacturing ecosystem. In our first interview, Shekhar Sardesai, Founder, Chairman & Managing Director, Kinco Group, discusses Kinco’s evolution from a composites manufacturer into a global aerospace supplier and its ambition to build advanced-composites capabilities from India for global aerospace programmes. Our second interview features Ray Lopuc of Curtiss-Wright Surface Technologies, who discusses advanced surface engineering, aerospace manufacturing and the company’s expanding capabilities in India. Our Special Feature, “India’s MRO Moment: Building a Global Aviation Maintenance Hub,” examines the growing importance of maintenance, repair and overhaul as India’s aircraft fleet expands. From engine MRO and component capabilities to specialised engineering, technology, skills and supply-chain development, the feature explores how India can strengthen its position within the global aviation services ecosystem.

The edition also brings our readers the latest Quick Updates from across the global aviation industry, covering aircraft certification, fleet transactions, leasing, advanced air mobility, avionics and emerging technologies. Our Business Aviation section highlights developments across business jets, sustainability, electric aviation and advanced air mobility, while our MRO coverage tracks important developments in maintenance and aerospace services. The Appointments section rounds out the issue with key leadership changes across the industry.

As we enter our 13th year, we remain committed to evolving with aviation itself. We thank our readers, contributors, industry partners and interviewees for being part of the Aviation Update journey. The next chapter promises to be just as dynamic, and we look forward to continuing to bring the industry closer to you.

Kartikeya B.

U.S. FAA certifies new Boeing 737-7 airplane



The U.S. Federal Aviation Administration has granted Boeing an amended type certificate for the new 737-7 airplane, clearing it for commercial service.

"This important certification validates the rigor of our airplane's design and recognizes the determination and resilience of our 737 MAX development team," said Stephanie Pope, president and CEO of Boeing Commercial Airplanes.

"Our team of dedicated engineers and test experts worked through challenges, an extended pandemic, and the transition to new certification processes," Pope added. "Through it all, our team stayed focused on completing all requirements and delivering a safe and more capable airplane to our customers."

The smallest and longest-range member of the 737 MAX family, the 737-7 model serves an important market segment by offering 135 to 160 seats (in a two-class configuration) while providing about 10% more range potential than its siblings. Like other 737 MAX jets, the 737-7 reduces fuel use and CO2 emissions by 20% and noise footprint by 50% compared to the airplanes it typically replaces.

The regulatory approval caps a multi-year certification effort in which Boeing demonstrated through comprehensive testing and analysis that the airplane meets all commercial aviation regulations. The test program, which began in 2018, included:

More than 1,000 hours of flight and ground testing

Extensive system safety analysis and human factors reviews

An updated engine anti-ice system to address a potential condition that was discovered during flight testing

Our Boeing team held regular and detailed discussions with the FAA to ensure Boeing understood the requirements and provided transparency of our progress," said Mike Sinnett, senior vice president of Product Strategy, Product Development and Development Programs. "With this certification program, Boeing has developed a clearer understanding of the latest regulatory requirements, which is expected to accelerate future airplane development with a renewed emphasis on human factors, safety and quality."

Boeing and Southwest Airlines, the 737-7 launch customer, are preparing for delivery of the first airplane. A team is readying the first airplanes, including implementing updates to the airplane's final configuration.

The FAA also updated Boeing Production Certificate No. 700 (PC 700) to include the 737-7.

Jetstream Delivers 1st Saab 340B(F) Cargo to Ryan Air



Jetstream Aviation Capital, LLC is pleased to announce the delivery of one Saab 340B(F) cargo aircraft to Ryan Air of Anchorage, Alaska.

The aircraft, serial number 340B-329, was delivered on August 4, 2026. It is the first Saab 340B(F) delivered by Jetstream to Ryan Air and will be used for their scheduled and chartered cargo operations throughout Western Alaska. Ryan Air, founded in 1953, is an FAA Part 135 cargo and passenger airline managed by the third generation of the

Ryan family. Operating Cessna, CASA, Pilatus, and Saab aircraft, the airline serves more than 80 destinations throughout Alaska.

Jetstream Aviation Capital is a global leader in regional aircraft leasing. Based in Fort Lauderdale, Jetstream is the largest global owner of Saab 340 and Saab 2000 aircraft and associated spares and engines. Jetstream's portfolio of over 150 aircraft also includes ATR 72-500/600, Cessna Caravan, and Embraer EMB-120 passenger and cargo aircraft.

DAE Announces Purchase and Leaseback Agreement with Saudia



Dubai Aerospace Enterprise Ltd. (DAE), a global aviation services company, announced that it has signed a purchase agreement with Saudia, the national flag carrier of the Kingdom of Saudi Arabia, for 4 new Boeing 777F aircraft and entered into long-term leases for these aircraft, delivering between October 2026 and May 2027.

Firoz Tarapore, Chief Executive Officer of DAE, commented, "We are pleased to announce a purchase-leaseback agreement for four Boeing 777F aircraft with Saudia. This transaction reflects our continued commitment to supporting our airline customers with high-quality, in-demand aircraft. These aircraft will support the airline's expanding cargo operations and enhance its ability to serve key markets across its global network. We look forward to working with Saudia and wish them continued success."

The Boeing 777F is a long-range, widebody freighter designed to deliver strong payload capability, operational efficiency, and reliability. The aircraft supports the transportation of a

broad range of cargo across global markets and is widely used by leading cargo operators around the world. DAE currently owns, manages, and is committed to own over 1,000 aircraft, including more than 250 from Boeing, with plans to further expand its fleet to meet growing market demand.

TrueNoord leases Embraer E195LR to Air Montenegro



Specialist regional aircraft lessor, TrueNoord, has delivered an E195LR on a five-year operating lease to Air Montenegro, supporting the flag carrier's continued growth and regional network development. The aircraft, MSN 19000471, was delivered in late July and has begun operating intra-European regional routes from its base in Podgorica, Montenegro.

The aircraft is a significant addition to Air Montenegro's fleet as it steadily increases its capacity in line with regional demand. Michael Adams, Sales Director Europe and Executive Director of TrueNoord Services Ireland, comments, "Air Montenegro is a developing and strengthening operator providing enhanced connectivity for the people of Montenegro and visitors to the country. We are pleased to deliver an aircraft solution that aligns with this modern flag carrier's operational requirements and ambitions.

"The E195LR is widely recognised for its efficiency and flexibility on short- to medium-haul regional services, making it a strong fit for Air Montenegro, a

carrier that recognises the benefits of operating right-sized aircraft when opening new routes and increasing frequencies."

Vukadin Stojanovic, CEO of Air Montenegro, said, "We look forward to TrueNoord becoming a trusted long-term partner and assisting our growth in the region. The addition of this Embraer E195LR gives us the right capacity and route options to strengthen our network and continue providing important connectivity for Montenegro."

Adams continues, "This lease demonstrates TrueNoord's ability to provide regional operators across Europe with aircraft and support structures tailored to meet their needs, while helping them develop sustainable and effective route networks."

AerCap, Boeing and Aeromexico Celebrate Dreamliner Milestones



AerCap Holdings N.V. announced that it has delivered its tenth Boeing 787 aircraft on lease to Grupo Aeromexico, S.A.B. de C.V. ("Aeromexico"). The delivery marks AerCap's 100th Boeing 787 delivery from its direct orderbook with Boeing and represents Aeromexico's 25th Dreamliner.

AerCap is the world's largest owner of Boeing 787 aircraft and has the largest 787 order book of any lessor, with approximately 140 aircraft owned and on order.

"We are delighted to deliver this Boeing 787-9 to Aeromexico, a valued long-standing customer

of AerCap," said Peter Anderson, Chief Commercial Officer of AerCap. "This delivery marks two important milestones: AerCap's 100th Boeing 787 delivery from our direct order book with Boeing and Aeromexico's 25th Dreamliner. The 787 remains one of the most attractive widebody aircraft in service today, combining excellent operating economics with outstanding performance and passenger comfort. This aircraft will support Aeromexico's continued growth while further enhancing the efficiency and sustainability of its fleet. We thank Aeromexico for its continued partnership and look forward to supporting the airline's future fleet requirements."

"Receiving our 25th Boeing 787 marks an important milestone in Aeromexico's fleet strategy and reflects our continued commitment to strengthening our position as a modern, efficient and world-class airline. The Dreamliner has been instrumental in expanding our long-haul network, while delivering the reliability, efficiency and onboard experience our customers expect. We are proud to celebrate this milestone with Boeing and AerCap and look forward to continuing to expand the role of the 787 in Aeromexico's future," said Max Alvarez, SVP Fleet and Business Development, Aeromexico.

"These two milestone deliveries underscore the strategic importance of our partnerships with AerCap and Aeromexico and their enduring value to the 787 program. Today is particularly noteworthy as we mark 100 787 deliveries, and counting, to AerCap. We have now delivered more 787 Dreamliners to AerCap than any other customer," said Patrick McKelvey, vice president of Global Leasing Commercial Sales & Marketing, Boeing Commercial Airplanes. "AerCap was the first lessor to take delivery of the 787 in 2013, and we are immensely proud to stand alongside them 13 years later, continuing to support their business and that of their customers by providing the industry's most sought-after, state-of-the-art widebody technology."



Avolon Agrees Sale and Leaseback of 7 Boeing 737-8200 Aircraft With Akasa Air

Avolon Holdings Limited a leading global aviation finance company, has agreed a sale and leaseback transaction with Akasa Air ("Akasa"), India's fastest-growing airline, for up to seven Boeing 737-8200 aircraft.

The transaction further expands Avolon's partnership with Akasa. These aircraft will support Akasa's continued fleet growth and network development in one of the world's most dynamic and fastest-growing aviation markets.

The Boeing 737-8200 is the highest-capacity variant of the 737-8 MAX, combining improved operating economics with lower fuel consumption and emissions compared to previous-generation aircraft. The aircraft has attracted strong demand from airlines seeking to enhance efficiency while supporting growth plans.

Ramón Stortini, Managing Director, Middle East, Africa and South Asia of Avolon, commented: "We are delighted to expand our partnership with Akasa Air through this transaction, a relationship that dates back to the very launch of the airline. India remains one of the most compelling growth markets in global aviation, supported by strong economic fundamentals and increasing demand for air travel."

Priya Mehra, Chief of Governance and Strategic Acquisitions of Akasa Air,

commented: "We are pleased to further strengthen our partnership with Avolon through this third transaction, adding seven Boeing 737-8200 aircraft to our fleet. This continued collaboration is a testament to our shared long-term conviction in Akasa Air's growth trajectory and the strength of the Indian aviation market."

Turkish Airlines to Grow HAVELSAN Boeing 737 MAX FFS Fleet to 5 Devices



Ankara, Türkiye-headquartered flight simulator manufacturer HAVELSAN will deliver a further two Boeing 737 MAX full flight simulator's to Turkish Airlines, further expanding the long-term cooperation between the two organizations which began in 2018.

Once delivered Turkish Airlines will operate five HAVELSAN manufactured Boeing 737 MAX full flight simulators under its Vision 2033 strategy. Turkish Airlines already operates two HAVELSAN B737MAX full flight simulators with a third one recently having passed the EASA certification stage.

The relationship between HAVELSAN and Turkish Airlines extends beyond the supply of individual training devices. Since 2023, the two organizations have also operated a joint flight training center in Ankara, providing additional simulator capacity and supporting the development of Türkiye's domestic pilot training infrastructure.

HAVELSAN has invested extensively in the development of Boeing 737 MAX type-specific pilot training technologies to support airlines introducing and expanding operations with the latest generation of Boeing narrowbody aircraft. The additional devices will form part of HAVELSAN's STARLINE full flight simulator portfolio and will be supported through the manufacturer's engineering, maintenance and after-sales capabilities.

The new order comes as HAVELSAN prepares to substantially expand its simulator manufacturing capacity. In March 2026, the company broke ground on a new 17,000-square-meter Simulator Production and Integration Facility in Ankara. Scheduled to enter service in 2027, the facility will enable HAVELSAN to produce more than 30 simulators annually and support the simultaneous development and integration of up to 16 devices. Combined with the company's existing Ankara infrastructure, HAVELSAN will have capacity for up to 40 commercial and military simulators at different stages of development, production and integration.

As Turkish Airlines continues its growth trajectory and fleet expansion, HAVELSAN's role in supporting the airline's training infrastructure reinforces the strategic importance of domestic simulator manufacturing capabilities within Türkiye's aviation ecosystem.



HENSOLDT Integrates its Own Avionics Suite Into India's First Electric Air Taxi

The ePlane Company (Ubify Technologies), India's leading developer of electric vertical take-off and landing (eVTOL) aircraft, has placed a firm order with HENSOLDT for its flagship "e200X". For HENSOLDT, the order confirms the shift from joint development to series maturity, moving the avionics into firm procurement.

Michael Groening, Managing Director of HENSOLDT Avionics, said: "We are proud to support ePlane in their mission to alleviate urban congestion. Our avionics are designed for the most demanding missions, and the operational profile of an eVTOL in India is the ultimate proving ground. Together, we are defining the standards for situational awareness in the Advanced Air Mobility sector."

HENSOLDT supplies what ePlane describes as the "digital nervous system" of the e200X. An avionics suite for navigation, situational awareness and secure connectivity in dense urban airspace. The "EuroNav 7 NG" digital moving map handles navigation and mission management within the urban canyon. The "CaviSight" visual

landing aid switches camera feeds to give the crew a clear, augmented view during the critical phases of take-off and landing. The "RFI Smart Antenna" provides cooperative traffic awareness, alerting the crew to other aircraft nearby. "CaviConnect" establishes the secure data link between aircraft and ground station, enabling the exchange required for fleet management and health monitoring. The "EBI Multipurpose Airborne Computer" adds the onboard processing power to run mission-critical applications and to prepare the platform for future autonomous functions. The "LCRI100" lightweight flight data recorder is a key enabler of safety, certification, and operational excellence. The integration of the "SferiRec LCR 100", ensures reliable recording of critical flight data to enhance operational insight and enable data-driven fleet management. The order coincides with several programme milestones at ePlane. The company has completed assembly of its full-scale prototype, bringing the "e200X's" major subsystems together in a single structure for the first time, and has moved from the design stage into testing. The "e200X" now enters an extensive ground-test campaign ahead of flight trials and type certification with India's Directorate General of Civil

Aviation (DGCA).

ACG Delivers 1st of 4 Airbus A321neo Aircraft to Wizz Air as part of a New SLB Mandate

Aviation Capital Group LLC ("ACG"), a premier global full-service aircraft asset manager, announced the delivery of an Airbus A321neo to Wizz Air ("Wizz").

The aircraft, equipped with ultra-efficient Pratt & Whitney GTF engines, was delivered at the Airbus Delivery Centre in Toulouse and is the first of four aircraft under a new Sale-and-Leaseback transaction. Upon completion of the mandate, the transaction will bring the total number of A321neo aircraft on lease to Wizz by ACG to sixteen.

"ACG is delighted to expand our partnership with Wizz Air through this latest transaction. Providing fleet financing at scale is central to how we support our airline customers, and we are pleased to help drive Wizz's continued growth," said Carter A. White, Executive Vice President and Chief Commercial Officer of ACG. "The remaining three aircraft are expected to follow in quick succession, and we look forward to completing their delivery."



EMBRAER'S PHENOM 300EV SECURES TRIPLE CERTIFICATION, BECOMES 1ST LIGHT JET CERTIFIED WITH GARMIN EMERGENCY AUTOLAND



Embraer announced that the Phenom 300EV has received triple certification from Brazil's Civil Aviation Authority (ANAC — Agência Nacional de Aviação Civil), the Federal Aviation Administration (FAA), and the European Union Aviation Safety Agency (EASA), making it the first light jet certified with Garmin® Emergency Autoland. Introduced in July, the world's fastest and furthest-flying light jet incorporates intuitive safety technology and a series of performance and interior enhancements designed to amplify its renowned capabilities and further enhance the customer experience. With certification now complete, the Phenom 300EV is approved for operation in key global markets.

"The Phenom 300EV builds on the legendary capabilities of the world's best-selling light jet, now enhanced through purposeful innovations that further elevate safety technology, best-in-class performance characteristics, and the customer experience," said Michael Amalfitano, President & CEO of Embraer Executive Jets. "Achieving triple certification is a testament to the dedication of our teams and Embraer's disciplined approach to engineering excellence and execution. With this important milestone achieved, we look forward to bringing the Phenom 300EV to customers worldwide and extending the remarkable reputation of the Phenom 300 series." As the largest business jet equipped with Garmin® Emergency Autoland, the Phenom 300EV can execute a fully automated landing in the unlikely event of pilot incapacitation. Enabling these electronically controlled functions, including autobrake and rudder-by-wire, Embraer designed and developed the Multi-Purpose Electronic Controller (MEC), contributing to enhanced handling, reduced workload and simplified maintenance.

With a best-in-class range, increased to 2,055 nautical miles (3,806 km), carrying four passengers with NBAA IFR reserves, the Phenom 300EV enables nonstop regional flights, including routes such as Aspen to New York, Dubai to the Maldives, and São Paulo to Manaus. Complementing this performance capability, the aircraft has an increased payload capability and features cabin refinements including a state-of-the-art line-fit connectivity solution powered by Gogo Galileo's Low Earth Orbit (LEO) satellite network, delivering high-speed global connection. Starlink connectivity will also be available as an aftermarket solution via a Supplemental Type Certificate (STC).

GULFSTREAM DEMONSTRATES SUSTAINABILITY LEADERSHIP IN MESA



Gulfstream Aerospace Corp. announced the completion of a solar panel installation at its Mesa Service Center in Arizona. The facility also just received U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) Gold certification. Together, these achievements represent a significant step forward in Gulfstream's long-term commitment to a more sustainable future.

The new solar panels support 100% of the 225,000-square-foot/20,908-square-meter service center's electricity at peak production. With this installation, the facility operates with more than 4,000 solar panels which are expected to produce over 4 million kilowatt-hours of electricity a year, enough to meet annual demand. This is Gulfstream's sixth solar installation across its facilities and its first in Mesa.

"By continuing to invest in renewable energy technologies at our facilities, Gulfstream is making meaningful progress toward our goal of lowering our environmental footprint," said Mark Burns, president, Gulfstream. "As a sustainable aviation leader, we remain committed to advancing environmental and clean-energy initiatives that support our industry."

The Mesa Service Center is Gulfstream's first facility to earn LEED Gold certification. It was built to operate with enhanced environmental efficiency through recycled, regional and lower emissions materials, use of renewable energy, solutions to reduce water consumption, redirection of construction waste to recycling, and optimization of overall energy performance. This latest achievement increases Gulfstream's total LEED- and Building Research Establishment Environmental Assessment Methodology (BREEAM)-certified footprint to more than 2.6 million square feet across 12 facilities. These green buildings help reduce environmental impact and lower overall resource consumption.

TEXTRON AVIATION CELEBRATES 500TH CESSNA CITATION CJ4 DELIVERY AS GEN3 ERA ADVANCES

Textron Aviation Inc announced the 500th delivery of a Cessna Citation CJ4 series business jet, underscoring more than a decade of customer confidence in the company's largest light jet and setting the stage for the next chapter of the aircraft with the upcoming Cessna Citation CJ4 Gen3. The milestone aircraft, a Citation CJ4 Gen2, was delivered to a customer based in the Philippines, reflecting the platform's global reach.

The delivery milestone reflects the CJ4's position as a trusted light jet for customers who need a balance of performance, efficiency and mission flexibility. The aircraft is valued by owner-operators and fleet customers around the world for its versatility across a wide range of missions, from business travel to special mission operations.

"The Citation CJ4 has set the standard in its class for more than a decade,



and with the Citation CJ4 Gen2 and the upcoming Citation CJ4 Gen3, we're continuing to invest in the innovation, technology and capabilities our customers value most," said Lannie O'Bannon, senior vice president, Sales & Marketing. "As we look to the future, our focus remains on delivering the performance, efficiency and confidence operators need to succeed in an evolving aviation landscape. Reaching

500 deliveries is a meaningful milestone that reflects the strength of the CJ4 platform and the trust customers around the world place in Textron Aviation."

The Cessna Citation CJ4 Gen3 is expected to achieve Federal Aviation Administration certification this year. The aircraft's flight test program has completed more than 880 flight test hours across two test articles thus far.

AUTOFLIGHT AND WHITESKY AVIATION SIGN MOU FOR 60 PASSENGER EVTOL AIRCRAFT IN INDONESIA

AutoFlight, a global leader in Advanced Air Mobility (AAM), has signed an Memorandum of Understanding (MoU) with Whitesky Aviation, one of Indonesia's leading aviation service providers, covering 60 AutoFlight V2000EM Prosperity passenger electric vertical takeoff and landing (eVTOL) aircraft for the Indonesian market.

The partnership marks an important step in AutoFlight's global commercialization strategy. Initial applications will focus on premium VIP air taxi services, with potential expansion into broader transportation and mobility applications.

Whitesky Aviation will contribute its aviation operations experience, local market knowledge and infrastructure capabilities, supporting vertiport development, operating procedures, safety systems, technical support and personnel readiness. AutoFlight will provide its expertise in eVTOL aircraft development and Advanced Air Mobility technology.

"For customers, the question is simple: does the journey become faster, more reliable, and more convenient? If the answer is yes,



then the technology has real value," said Denon Prawiraatmadja, Founder of Whitesky Group.

"Indonesia is an important market in AutoFlight's global commercialization journey," said Kellen Xie, Senior Vice President of AutoFlight, "Together with Whitesky Aviation, we look forward to developing practical eVTOL

applications that address real transportation needs and support the growth of Advanced Air Mobility in Indonesia."

The partnership further strengthens AutoFlight's global expansion and commitment to bringing eVTOL technology into practical commercial applications worldwide.

EVE AIR MOBILITY ACHIEVES 1ST TRANSITION FLIGHT MILESTONE, ADVANCING EVTOL PROGRAM TOWARD WING-BORNE FLIGHT



Eve Air Mobility, a leader in advanced air mobility, announced that its engineering prototype has completed its first partial transition flight, marking an important milestone in the development and testing of the company's electric vertical takeoff and landing (eVTOL) aircraft.

The flight involved the activation of the aircraft's rear pusher propeller and thus signified the start of the transition phase from vertical to wing-borne flight. During the test, the aircraft attained a stabilized speed of 27 knots and a maximum ground speed of 30 knots whilst the pusher was activated up to 1,200 RPM.

The flight took 3 minutes and 9 seconds, travelled approximately 0.84 nautical miles and attained a maximum height of 90 feet above ground level.

"This first partial transition flight is an important milestone in Eve's development journey," said Johann Bordais, chief executive officer of Eve Air Mobility. "Successfully activating the pusher propulsion system in flight validates a key aspect of our aircraft design and brings us one step closer to delivering safe, efficient and scalable air mobility solutions."

The transition phase is one of the most critical aspects of eVTOL flight, as it involves the aircraft moving from vertical lift to forward flight. The successful completion of this initial partial transition test further advances Eve's efforts to expand the aircraft's flight envelope and validate system performance.

"This flight successfully demonstrated pusher activation in flight and validated key performance targets at the start of the transition phase," said Marcelo Basile, head of engineering at Eve Air Mobility. "The data collected will support continued envelope expansion as we advance toward higher speeds and more complex transition flight testing."

Eve's flight test engineering team is continuing ongoing loads and structural analyses to support future envelope expansion. Following the aircraft's flight-testing program, the company plans to conduct datalink testing to validate radio link performance and support operations at speeds up to 50 knots.

Over the coming weeks, Eve expects to progressively expand the aircraft's airspeed envelope, including additional flights with pusher activation as part of the broader transition flight-test campaign.

HEART AEROSPACE COMPLETES 1ST FLIGHT OF WORLD'S LARGEST ELECTRIC AIRCRAFT



Heart Aerospace announced the successful first flight of the company's X1 demonstrator aircraft. Spanning 106 feet, measuring 76 feet nose to tail, and weighing more than 25,000 pounds at takeoff, X1 is the largest battery-electric aircraft ever flown.

The flight took place on Wednesday, August 12th, 2026, at Heart's X1 flight-test base at Plattsburgh International Airport, a regional commercial airport serving a community of 20,000 people in upstate New York. The piloted mission lasted 27 minutes, during which X1 reached an altitude of 1,100 feet AGL and its all-electric propulsion system delivered more than one megawatt of power.

The flight was conducted under an FAA Special Airworthiness Certificate in the Experimental Category (SAC-EC), with a test profile that included taxi, takeoff, climb, maneuvering, and landing. The mission was designed to demonstrate all-electric flight at a scale relevant to commercial airline operations.

Powered entirely by batteries, X1 used approximately \$5 worth of electricity during its first flight. The flight came amid a sustained surge in global jet fuel prices, which averaged \$3.50 per gallon for the week ending August 7, up 63% year over year, highlighting the potential for electric propulsion to deliver structurally lower aircraft operating costs while decoupling airlines from the volatility of global oil markets.

"With the first flight of X1, Heart Aerospace has demonstrated electric flight at the scale of a commercial airliner," said Anders Forslund, Founder and CEO of Heart Aerospace. "Electric commercial aircraft have the potential to fundamentally reshape airline economics and, ultimately, lower the cost of air travel for passengers. This is at the heart of our vision for abundant air travel, with electrification enabling more affordable, frequent, and cleaner air service to and from airports closer to home."

X1 is a full-scale demonstrator representative of Heart's ES-30 production aircraft, designed to validate key technologies, aerodynamics and flight performance, and Heart's organizational capabilities. The ES-30 is a conventional fixed-wing, 30-seat hybrid-electric regional airliner being developed for FAA Part 25 certification. It has attracted customer commitments from major air carriers including United Airlines, Air Canada, and JSX.

"The first flight of X1 is a major technical achievement for Heart Aerospace, a company United has been proud to support," said Michael Leskinen, Chief Financial Officer of United Airlines. "Electric commercial aircraft have real potential to deliver a better travel experience for passengers while strengthening our business, and we look forward to Heart's continued development of the ES-30 and its potential future role in United's network."

"The energy transition for aviation will require a range of solutions, from operational efficiencies to sustainable aviation fuels, and ultimately the development of new aircraft technologies," said John Di Bert, Executive Vice President and Chief Financial Officer of Air Canada. "Our investment in Heart Aerospace and the ES-30 reflects Air Canada's commitment to supporting innovative technologies that have the potential to transform aviation. X1's first flight is an important milestone in that journey, and we look forward to continuing to work with Heart Aerospace as the ES-30 program progresses and plays its part in the future of regional aviation." With entry into service targeted for 2031, Heart expects the ES-30 to reduce aircraft operating costs by more than 40% compared with legacy regional aircraft. This reduction is driven by lower energy costs, reduced maintenance requirements from simplified electric propulsion and electrified flight systems, and greater aircraft uptime and reliability enabled by an integrated electronics and software architecture.

Heart foresees this cost advantage widening over time through advances in battery technology, technology-enabled gains in crew efficiency, and the ES-30's low exposure to a growing range of emissions-related aviation taxes and fees worldwide.

"Through the X1 program, Heart has built the capability to design, build, test, operate, and continuously improve a clean-sheet electric commercial aircraft," said Ben Stabler, Chief Technology Officer. "We are carrying that full-stack capability directly into the ES-30, our first production aircraft and the foundation of a broader technology platform for electric airliners."

CIRRUS ACHIEVES BRAZIL ANAC CERTIFICATION FOR G3 VISION JET

Cirrus announced that the G3 Vision Jet® has received type certificate approval from Brazil's National Civil Aviation Agency (ANAC). This approval enables delivery and operation of the newest G3 Vision Jet in Brazil, bringing enhanced comfort, capability and technology to owners and operators throughout the region.

The G3 Vision Jet represents the latest evolution of the world's first single-engine Personal Jet™, building on the aircraft's legacy of innovation with a reimagined cabin, expanded seating capacity, advanced flight deck technologies and more than 30 refinements designed to create a new era of smart and safe Personal Aviation.

"Receiving ANAC certification for the G3 Vision Jet is an important milestone for our customers in Brazil and throughout Latin America," said Zean Nielsen, Chief Executive Officer of Cirrus. "The Vision Jet continues to redefine personal aviation by combining industry-leading safety innovations with meaningful enhancements that improve every aspect of the ownership and flying experience. We are excited to bring the latest



generation Vision Jet to the Brazilian market."

The G3 Vision Jet introduces a fully reimagined interior with premium materials and expanded seating accommodations for seven people (six adults and one child). A redesigned third-row bench seat increases mission flexibility while maintaining the spacious cabin environment that has become a hallmark of the Vision Jet. Enhanced ergonomics, integrated tray tables, personal device mounting locations and refined cabin finishes further elevate passenger comfort and productivity.

In the flight deck, the G3 Vision Jet adds new capabilities designed to reduce pilot workload and increase situational awareness.

New features include ATC Datalink for text-based communication with air traffic control, Automatic Database Updates through Cirrus IQ PRO Advanced™, Alerts-Linked Checklists, Taxiway Routing and 3D SafeTaxi® airport guidance. The aircraft also features new Cirrus Spectra™ Wingtips and exterior lighting that enhance visibility and ramp presence.

The G3 Vision Jet continues to deliver the safety technologies that have distinguished the platform, including the Cirrus Airframe Parachute System® (CAPS®) and Safe Return™ Emergency Autoland. Combined with the Perspective Touch+™ avionics suite, these systems help provide confidence and peace of mind for pilots and passengers alike.

HONEYWELL AEROSPACE UPGRADES OMNI TAXI AEREO AW139 HELICOPTER FLEET WITH ITS LATEST WEATHER RADAR TECHNOLOGY

Honeywell Aerospace announced that Omni Taxi Aereo, one of the world's leading offshore helicopter operators, has selected Honeywell Aerospace's IntuVue RDR-7000 weather radar system to equip its entire fleet of 33 Leonardo AW139 helicopters. The fleetwide upgrade underscores Omni's focus on safety and operational reliability across its critical offshore missions.

Omni operates approximately 88 helicopters worldwide, with the AW139 representing a significant portion of that fleet. The decision to upgrade every AW139 aircraft — rather than a subset — reflects the operator's confidence in the RDR-7000's ability to strengthen pilot decision-making in demanding offshore conditions, where weather can change quickly and diversion options are limited.

[Honeywell Aerospace upgrades Omni Taxi Aereo AW139 helicopter fleet with its latest weather radar technology]

"Safety is the foundation of everything we do at Omni, and that starts with giving our pilots the clearest possible picture of what's ahead," said Roberto Coimbra, CEO of Omni Taxi Aereo. "Upgrading our entire AW139 fleet with Honeywell Aerospace's radar technology is an investment



in our crews, our passengers and the long-term reliability of our operations. It reflects the kind of partnership we look for: one that helps us operate with confidence, mission after mission."

The RDR-7000 gives pilots earlier, clearer warning of hazardous weather — including turbulence, hail, lightning and wind shear — by continuously scanning the atmosphere and building a real-time picture of conditions along the flight path. Independent testing has shown the system can help predict turbulence with up to 93% accuracy, giving pilots more time to adjust course and reduce the likelihood of a turbulence-related incident by more than half.

"When it comes to offshore helicopter operations, it's about giving pilots better information, sooner," said Jose Vincius, senior regional sales manager, Honeywell

Aerospace. "Omni's decision to upgrade its entire AW139 fleet is a strong vote of confidence in what this technology can do for pilot situational awareness, mission reliability and the safety of everyone on board."

Because the RDR-7000 operates automatically — without requiring pilots to continually adjust settings mid-flight — it also reduces pilot workload during high-tempo operations, freeing crews to focus on the mission rather than managing the radar. Software features can be enabled remotely via an "over-the-air" update as they become available, helping keep Omni's fleet current without additional downtime. For an operator running scheduled offshore missions on tight windows, that translates into fewer weather-related delays, higher aircraft availability and a more predictable maintenance schedule.

The system's 3D volumetric scanning approach also allows it to distinguish between overlapping storm systems — including weather hidden behind a closer storm front — giving pilots a more complete view than conventional radar, which typically scans only a portion of the sky. Under optimal conditions, the RDR-7000 can scan out to 320 nautical miles, though real-world detection range varies with atmospheric conditions and aircraft altitude.

WISK BREAKS GROUND ON ON-AIRPORT VERTIPORT FOR AUTONOMOUS AND PILOTED AIRCRAFT AT HOLLISTER MUNICIPAL AIRPORT



Wisk Aero, an autonomous aviation company, today announced the groundbreaking of a new state-of-the-art vertiport at Hollister Municipal Airport in California. The facility is one of the first public airport vertiports designed to support both piloted and autonomous operations in the United States.

Located alongside Wisk's existing flight test facilities in Hollister, the 100-foot by 100-foot vertiport serves as a dedicated testbed to evaluate terminal area flight procedures, collect real-world operational data, and prove out precision landing technologies. Data gathered from test flights at the site will feed directly into key regulatory and industry initiatives, including the FAA's eVTOL Integration Pilot Program (eIPP) and the ongoing refinement of the FAA Vertical Lift Infrastructure Advisory Circular.

Designed to existing FAA vertiport standards, the new infrastructure features a modular, deployable layout constructed with steel elevated structures, integrated solar panels, power banks, and taxiway connectors. Its relocatable template allows the platform to be deployed across various operational environments, including future eIPP flight testing in Texas.

"Breaking ground on this vertiport at Hollister Municipal Airport is a big moment for Wisk, AAM, and autonomous aviation," said Annie Cheng, Senior Program Manager, Operational Integration and Testing, at Wisk. "By testing autonomous and piloted operations on an actual public airport, we are bridging the gap between advanced aircraft development and real-world infrastructure. The data and operational learnings generated here will directly feed into our autonomy stack and help shape the FAA's foundational standards for future vertiport operations, moving autonomous air taxis significantly closer to commercial readiness."

Engineered as a test and data-collection site that meets existing FAA vertiport standards, the vertiport enables Wisk to evaluate advanced landing technologies under nominal conditions, missed approaches, and GPS-denied environments. Wisk-developed transceivers installed directly on the pad will improve reduced and zero visibility operations across all VTOL aircraft - including traditional helicopters, other eVTOLs, and Wisk's 6th Generation air taxi - while initial surrogate flights and subsequent autonomy testing generate learnings to continuously refine Wisk's autonomy stack for future commercial service.

The project was made possible through close collaboration among key local, state, and federal stakeholders.

Volatus Aerospace Partners with Singular Aircraft to Introduce Heavy-Lift Autonomous Aircraft for Canadian Wildfire Response



Volatus Aerospace Inc. a Canadian-headquartered global aerospace and defence company announced the next phase of its national wildfire response initiative through a Strategic Partnership with Singular Aircraft S.L. ("Singular"), developer of the FlyOx 1 multi-mission heavy-lift autonomous aircraft platform.

The agreement establishes Volatus as Singular's Canadian Strategic Partner and creates the framework for introducing the FlyOx 1 into Canada while evaluating Canadian manufacturing, systems integration, operational deployment and long-term in-country support. Together, the companies intend to advance a sovereign Canadian capability supporting wildfire response, emergency management, public safety and other government applications.

"Canada already operates one of the world's most respected aerial firefighting fleets. Our objective isn't to replace it, it's to strengthen it with a new class of autonomous aircraft capability that can detect earlier, respond faster, operate closer to emerging incidents, and provide governments with new operational options when time matters most," said Glen Lynch, Chief Executive Officer, Volatus Aerospace.

"For Volatus, this is about more than introducing a new aircraft. It's about establishing sovereign Canadian capability in advanced autonomous aerospace, bringing together Canadian manufacturing, Canadian operational expertise and next-generation technology to strengthen national resilience while creating a platform that can continue to evolve as government requirements change."

Originally conceived for autonomous aerial firefighting, the FlyOx 1 has evolved into a multi-mission heavy-lift autonomous aircraft platform capable of supporting wildfire response, emergency management, logistics, public safety and other government operations. With a maximum takeoff weight of approximately 4,000 kilograms and the ability to carry 1,560 litres of water or fire retardant or other mission payloads the FlyOx 1 represents a new class of autonomous aircraft distinct from the small unmanned systems commonly associated with commercial drone operations.

The platform combines heavy payload capacity, long endurance, amphibious capability, fully automatic takeoff and landing, and operation from unprepared airstrips, enabling rapid forward deployment closer to emerging incidents. According to Singular, the aircraft has completed documented flight operations under the oversight of five national civil and military aviation authorities across four continents, including demonstrated aerial water-discharge.

"We built the FlyOx 1 as an aircraft, not as a drone-a heavy-lift autonomous aircraft platform capable of carrying meaningful payloads over long distances while operating from land or water. That combination creates opportunities that simply haven't existed before in autonomous aviation," said Luis Carrillo, Owner, Singular Aircraft. "Volatus brings the Canadian industrial base, operational expertise and government relationships needed to make that possible, while Singular contributes a proven aircraft platform and established production capability. Together, we believe we can establish an entirely new category of sovereign autonomous aviation capability for Canada."

STANDARDAERO EXPANDS BOMBARDIER GLOBAL AIRFRAME SERVICES IN VAN NUYS

StandardAero has expanded its capabilities for Bombardier Global business jets at its Van Nuys facility in California, adding new airframe maintenance services to support operators of the aircraft family.

The expansion enables StandardAero to provide additional maintenance support for Bombardier Global aircraft, giving operators access to a broader range of services at the company's Van Nuys location.

The new capability strengthens StandardAero's position in the business aviation maintenance market and expands the services available to Global aircraft operators in the western United States.

The Van Nuys facility is strategically located within one of the largest business aviation markets in California. Increasing demand for business jet maintenance has encouraged MRO providers to expand their capabilities and offer more comprehensive support closer to customers.



The expanded services are expected to cover scheduled and unscheduled airframe maintenance requirements, helping operators reduce aircraft downtime and simplify maintenance planning.

StandardAero already provides a range of maintenance, repair and overhaul services for business aviation customers. Adding Bombardier Global airframe capability allows the company to support a wider portion of the aircraft lifecycle and strengthens its relationship with operators of large-cabin business jets.

The move comes as the global business

aviation fleet continues to require specialised maintenance support. Global aircraft are used extensively for corporate, private and charter operations, creating demand for facilities with appropriate technical expertise and infrastructure.

For Bombardier Global operators on the US West Coast, the expanded capability provides another regional option for maintaining their aircraft. It also reflects the broader trend among MRO providers toward expanding service portfolios to meet customer demand for integrated maintenance solutions.

StandardAero's investment in Global aircraft support further strengthens the Van Nuys facility as an important business aviation maintenance location.

The company is expected to continue developing its capabilities as operators seek greater access to specialised MRO services and as the worldwide business aviation fleet continues to grow and age.

COLLINS AEROSPACE SUPPORTS MODERNISATION OF US ARMY CHINOOK HELICOPTERS

Collins Aerospace is supporting the modernisation of the US Army's CH-47 Chinook helicopter fleet through upgrades to key aircraft systems, helping extend the platform's operational capability and service life.

The company is providing equipment and engineering support for the Chinook as the US Army continues to modernise the aircraft to meet evolving mission requirements. The work forms part of broader efforts to improve the performance, reliability and maintainability of the long-serving heavy-lift helicopter.

Collins Aerospace has a long-standing role in the Chinook programme, supplying systems and components for the aircraft. Its latest support activities are focused on helping integrate modern technologies into the helicopter while maintaining compatibility with the existing platform.

The Chinook remains a critical element of US Army aviation, providing heavy-lift capabilities for troop transport, equipment movement, humanitarian missions and other operations. Modernising the fleet enables the Army to retain these capabilities while addressing changing operational and technological requirements.

The upgrade programme also highlights



the importance of maintaining established military aircraft as new technologies emerge. Rather than replacing mature platforms outright, targeted modernisation can improve their capabilities and extend their useful service life.

For Collins Aerospace, continued involvement in the Chinook programme demonstrates its role in supporting major US military aviation platforms throughout their lifecycle. The company's work covers areas including aircraft systems, avionics and other

technologies required for sustained operations.

The modernisation effort is expected to help the US Army maintain the readiness of its Chinook fleet while incorporating improved technologies and capabilities.

As the CH-47 continues to serve as a key heavy-lift platform, partnerships between the US Army and aerospace suppliers such as Collins Aerospace will remain important for upgrading the aircraft and ensuring it can meet future mission demands.

BOEING SELECTS LIEBHERR FOR 777-8 FREIGHTER BRAKE ELECTRONICS



Boeing has selected Liebherr-Aerospace to supply brake control and monitoring electronics for its upcoming 777-8 Freighter, strengthening the partnership between the two aerospace companies.

Under the agreement, Liebherr will provide the brake electronics for the aircraft, supporting the braking system's control and monitoring functions. The equipment is being developed for Boeing's next-generation freighter, which is based on the 777X family.

The selection adds another Liebherr system to the 777X programme and expands the company's role in Boeing's next-generation commercial aircraft portfolio.

The 777-8 Freighter is being developed to combine long-range capability with high cargo capacity. As an aircraft designed for intensive freight operations, reliable braking and associated electronic systems are important for safe ground operations and overall aircraft performance.

Liebherr-Aerospace will be responsible for the development and supply of the brake control and monitoring electronics. The company has extensive experience supplying landing gear and aircraft systems to commercial aviation manufacturers.

The programme also demonstrates the increasing use of advanced electronic systems in aircraft braking architectures. Brake control electronics provide monitoring and control functions that contribute to the safe and efficient operation of the aircraft during landing and ground manoeuvring.

For Liebherr, the Boeing agreement reinforces its position as a systems supplier to the 777X family and provides an opportunity to support the next generation of Boeing freighter aircraft.

The 777-8 Freighter is expected to serve the global cargo market as airlines and freight operators continue to seek aircraft offering improved efficiency and long-range performance.

The contract further strengthens the industrial relationship between Boeing and Liebherr and adds to Liebherr-Aerospace's involvement in Boeing's next-generation commercial aircraft programmes.

As development of the 777-8 Freighter progresses, suppliers such as Liebherr will play an important role in delivering the aircraft's advanced systems and components for future cargo operators.

POLAND ESTABLISHES APACHE SUPPORT INFRASTRUCTURE WITH BOEING PARTNERSHIP



Wojskowe Zakłady Lotnicze Nr 1 (WZL-1), the Military Central Bureau of Design and Technology (WCBKT) and Boeing have signed offset implementation agreements to establish long-term industrial cooperation supporting Poland's AH-64E Apache helicopter fleet.

The agreements will strengthen Poland's domestic capabilities for maintaining and sustaining its Apache fleet. WZL-1 will provide maintenance, repair and overhaul services, including organisational- and intermediate-level inspections and repairs, as well as selected depot-level component work.

Boeing will provide technical expertise, resources and training to WZL-1 and WCBKT personnel. The objective is to develop the industrial skills and workforce required to maintain the helicopters and support their operational readiness within Poland.

The partnership also includes an evaluation of selected WCBKT ground support equipment for use with the AH-64E Apache. The assessment will examine the suitability of Polish-designed and manufactured equipment and its potential future role within the Apache sustainment programme.

The agreements are part of Poland's broader effort to build domestic support infrastructure for its new Apache fleet. Poland has contracted for 96 AH-64E helicopters and is set to become the second-largest Apache operator worldwide after the United States.

WZL-1 is expected to establish the largest Apache support infrastructure in Europe, creating an important regional capability for helicopter maintenance and sustainment. The facility will also contribute to the development of Polish defence-industry expertise in supporting advanced military aviation platforms.

For WCBKT, the programme provides an opportunity to expand its capabilities in the design, manufacture and servicing of ground support equipment while increasing Polish industry participation in the Apache programme.

The agreements strengthen Boeing's industrial partnership with Poland while supporting the country's goal of developing greater sovereign maintenance and sustainment capabilities for its armed forces.

TAKING ADVANCED AEROSPACE COMPOSITES FROM INDIA TO THE WORLD

In this exclusive conversation Aviation Update Editor Kartikeya speaks with
THE ARCHITECT OF ADVANCED COMPOSITES

Shekhar Sardessai, Founder, Chairman & Managing Director
Kineco Limited

KINECO[®]
AEROSPACE & DEFENCE



Q Kineco has evolved from a composites manufacturer into a global aerospace supplier. What have been the key milestones in this journey, and how has the company's aerospace business evolved?

A Kineco's aerospace journey has been one of progressive capability building. We entered into the aerospace domain in 2009-10, initially focused on manufacturing of Composite Tools for HAL for their Helicopters. Then came the real push in the aerospace business vertical when we carved out our Advanced Composites Division and converted into a JV with Kaman Aerospace Group in 2012 and won our first of many aerospace businesses from BAE Systems for the supply of Mission Crew Workstations for the Boeing P-8 Poseidon Aircrafts. On the back of this flagship work package which is still continuing strong after 14 years, over the years we have built the Infrastructure, Capabilities, Processes, Qualifications, Certifications, and Customer partnerships which are required to succeed and grow in increasingly demanding global programmes.

Our evolution has been from build-to-print manufacturing towards a broader engineering and industrialisation capability. Today, Kineco Aerospace & Defence has experience across structural and semi-structural composite components and assemblies, Engine Components, aircraft interiors, UAVs and space applications, supported by autoclave manufacturing, precision machining, advanced NDI and stringent aerospace quality systems.

We have also developed long-term relationships with global OEMs and Tier-1 suppliers, including Airbus, Boeing, Safran, Israel Aerospace Industries, GKN Aerospace and FACC. The next phase is about moving further up the value chain — from being reliable Components manufacturing partner becoming a Partner capable of supporting industrialisation, engineering and eventually growth partner.



We want to create a globally integrated aerospace composites platform, with India as a major manufacturing and engineering base.

Kineco has capabilities across aircraft, helicopter and space applications. What capabilities give the company an edge when competing for demanding global aerospace programmes?

A In aerospace, the differentiator is rarely a single machine or process. It is the ability to integrate material, process, quality, engineering and programme execution at aerospace certified scale consistently with no failure. Kineco has built capabilities across the complete composite manufacturing chain: material handling and traceability, tooling, complex lay-up, autoclave curing, machining, NDI including automated ultrasonic inspection, dimensional inspection and aerospace-quality systems. Our experience across defence and commercial aircrafts, UAV and space projects gives us exposure to different levels of performance, reliability and qualification requirements. Importantly, we have demonstrated that these capabilities can be deployed not only for development but also for repeatable series production. What gives us edge when competing for demanding global aerospace programmes is our 30 years lineage of working with Composite business since 1995 composites supplier operating across diversified businesses: Railways, Defence, Aerospace, and Renewable Energy. For global customers, that combination of capability, quality discipline, responsiveness and the ability to scale is what makes the difference.

India is becoming an increasingly important aerospace manufacturing



hub. What opportunities do you see for Indian composite manufacturers within the global aircraft supply chain?

A The opportunities for Indian Composite manufacturers are abundant and significant because global aerospace supply chain is going through its toughest phase and is looking towards India for additional, resilient and competitive sources of supply, while India is developing a much deeper aerospace manufacturing ecosystem.

Composites are particularly interesting because India can build capabilities around the

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entire value chain from material processing and tooling to manufacturing, machining, inspection and eventually engineering. However, the opportunity goes beyond simply moving manufacturing to India. The real opportunity is to establish India as a strategic aerospace manufacturing and engineering base that can support global programmes over decades.

For Indian composite manufacturers, this means developing the necessary capacity and capabilities to win awards from global aerospace Tier-1s and OEMs, demonstrate consistent quality and delivery performance, build the confidence required for critical aerospace applications and then confidently

deep dive to take on increasingly complex work packages.

What are international aerospace OEMs looking for from Indian suppliers today, beyond cost competitiveness?

A Cost remains important, but it is no longer sufficient. International customers are looking for quality, delivery reliability, technical capability, scalability and supply-chain resilience. They want suppliers who understand aerospace processes and can demonstrate repeatability, traceability and configuration control. They also increasingly

expect suppliers to participate in industrialisation, process improvement and engineering rather than simply manufacture against a drawing.

Perhaps most importantly, OEMs need confidence that a supplier can support a programme for the long term. They want Suppliers who can perform consistently in quality and delivery and grow with them by investing in capacity and capabilities ahead of time. Aerospace programmes have very long lifecycles, so the question is not simply "Can you make this part?" but "Can you reliably support this programme as volumes, specifications and requirements evolve?" That is the level at which Indian suppliers need to compete.

 **Composite materials are becoming increasingly important in modern aircraft and spacecraft. Where do you see the next major opportunities for advanced composites in aviation?**

 The opportunity extends well beyond simply increasing the percentage of composites in conventional aircraft structures. We see significant potential in next-generation aircraft architectures, UAVs, eVTOL and autonomous platforms, spacecraft and satellites, and increasingly complex aircraft interiors and systems integration. Since the Ukraine Russia war and later on in US-Iran conflict, we have seen the way modern warfare is and will be fought. Autonomous platforms are particularly interesting because weight efficiency, aerodynamic performance, payload capacity and structural integration are critical. Kineco is therefore developing capabilities around what we call our Composite Centre of Excellence for Autonomous Solutions, covering applications across UAVs, VTOL and other autonomous platforms. Another major opportunity is the increasing integration of composite structures with metallic components, systems and functional elements. The future will increasingly be about engineered composite systems rather than individual composite parts.

 **Kineco's acquisition of the remaining stake in Kineco Kaman Composites India strengthened its position in aerospace. How does this development support the**



The question is not simply 'Can you make this part?' but 'Can you reliably support this programme as volumes, specifications and requirements evolve?'

company's long-term global aerospace strategy?

 The consolidation of the Aerospace Composite business with the Kineco Group business gives Kineco greater strategic control over its aerospace capabilities and enables us to take a more integrated view of technology, capacity, customer relationships and future investment. Till we were part of Kineco Kaman JV, the business development activity was handled by respective Kaman entities having presence in Europe and USA. This was limiting Kineco's ambition to engage with global aerospace Tier-1s and OEMs. Once Kineco management decided to acquire Kaman's stake in the Kineco Kaman JV, there was no stopping us to expand our engagements with leading aerospace players in Europe and UK and we immediately won 2 long term contracts with GKN Aerospace and FACC with serious engagements in pipeline with other customers.

Our ambition is not to build an aerospace business that is dependent only on one geography or one programme. We want to create a globally integrated aerospace composites platform, with India as a major manufacturing and engineering base. The development also provided a stronger foundation for investing in new technologies,





capacity and customer programmes, while leveraging Kineco's broader international relationships and market access. Ultimately, it strengthens our ability to participate in larger and more complex global aerospace programmes.

What are the biggest challenges facing India's aerospace manufacturing ecosystem today, particularly in advanced materials, technology, skilled talent and supply-chain resilience?

India has made considerable progress, but the aerospace manufacturing ecosystem still needs to deepen. One challenge is access to qualified aerospace-grade materials and a broader domestic supplier base. Most of the Customer qualified Raw Materials, consumables and metallic hardware requiring Special Process Treatment still need to be procured from international supply chains partners. Developing reliable dual sources and progressively localising appropriate elements of the supply chain will be important.

The second is specialised talent. Aerospace composites require a combination of materials knowledge, manufacturing discipline, process engineering, quality and programme management. Building this talent takes time and hands-on experience.

The third is technology depth. India has demonstrated that it can manufacture sophisticated aerospace components, but

the next step is developing greater capability in engineering, design, qualification and industrialisation.

Finally, aerospace requires long-term thinking. Building a globally competitive supplier ecosystem requires sustained investment in technology, infrastructure, people and certification and customers need to provide sufficient programme visibility to support those investments.

Looking ahead over the next five years, what is your vision for Kineco's aerospace business, and what role can India play in the global advanced aerospace composites market?

Our ambition over the next 5 years is to establish Kineco as a globally relevant advanced composites partner, with India at the centre of our manufacturing and engineering capabilities. We want to move progressively from build-to-print towards build-to-specification and design-to-build, while expanding our presence across commercial aerospace, defence, autonomous platforms and space. During the recently concluded Farnborough Air Show, we announced launch of Kineco Composite Centre of Excellence with a focus on the specialized engineering, design, and manufacturing of complex composite structures for Unmanned Autonomous Systems spanning Aerial, Land, & Maritime sectors. We will be industrialising our expanded manufacturing facility in October with the

commissioning of our massive 3-meter x 12-meter Scholz Autoclave, which will straight away be put to work for the eVTOL contract we won recently and many more aerospace projects having components with larger dimensions. Kineco will continue to expand ahead of time in building capacities and acquiring capabilities so you can expect us to place orders for our 4th autoclave wherein we are going in for a 4m-Dia Autoclave, again a capacity enhancer for Kineco which will put us in select grade of Suppliers having this capability.

For India, I believe the opportunity is much larger than becoming a low-cost manufacturing destination. India is now geared up to stake a claim as globally Best-cost manufacturing location, with talent comparable to the best in the world, modern infrastructure, digitalisation, automation and global best practices. The key will be building trust through quality, consistency, technology and execution. If Indian companies can demonstrate those capabilities at scale, the country can move from being viewed primarily as a sourcing destination to becoming a strategic partner in the global aerospace ecosystem.

For Kineco, that is the opportunity we are working towards: to build globally competitive advanced-composites capability from India, for the world. I have no doubt that, with the distinct advantage of a strong balance sheet and ability to scale, Kineco will be leading this drive with other Indian players.

FL TECHNICS BEGINS HEAVY MAINTENANCE OPERATIONS IN PUNTA CANA

FL Technics has started heavy maintenance operations at its new facility in Punta Cana, Dominican Republic, expanding its presence in the Caribbean and strengthening its support for airlines operating across the region.

The new facility has been established to provide aircraft maintenance services closer to airline customers in the Americas. The company expects the location to support both scheduled and heavy maintenance requirements for commercial aircraft.

Punta Cana provides a strategically positioned base for FL Technics, allowing the company to serve airlines operating throughout the Caribbean, Latin America and nearby markets. The facility is intended to reduce aircraft downtime and provide operators with greater access to maintenance capacity.

The launch comes as airlines continue to face increasing demand for maintenance, repair and overhaul services. Growing aircraft utilisation, fleet expansion and limited availability of MRO capacity have created opportunities for maintenance providers to expand their regional networks.



FL Technics' Punta Cana operation adds another location to its international MRO network and complements the company's existing maintenance capabilities in Europe and other markets.

The company is also developing its presence in the Americas as airlines seek local and regional maintenance support. Establishing facilities closer to aircraft operators can help reduce the logistical challenges associated with sending aircraft to distant maintenance bases.

The Punta Cana facility is expected to support the company's broader growth strategy

while contributing to the development of the local aviation services sector.

For airlines operating in the Caribbean, additional heavy maintenance capacity could provide greater flexibility when planning aircraft checks and other major maintenance activities.

The launch of heavy maintenance operations in Punta Cana represents another step in FL Technics' international expansion and reflects the growing importance of strategically located MRO facilities as the global commercial aviation fleet continues to expand.

JORDAN AIRMOTIVE SECURES FIVE-YEAR ENGINE MAINTENANCE DEAL WITH TUNISAIR

Jordan Airmotive has signed a five-year agreement with Tunisair to provide engine maintenance support, strengthening its position in the regional aircraft engine MRO market. Under the agreement, Jordan Airmotive will provide maintenance services for engines operated by Tunisair, supporting the airline's ongoing fleet requirements and helping maintain engine reliability and availability.

The long-term contract provides Tunisair with dedicated access to engine maintenance capabilities while allowing Jordan Airmotive to expand its relationship with an international airline customer.

The agreement comes as airlines continue to face pressure to maintain aircraft availability amid growing passenger demand, supply-chain challenges and constraints across the global maintenance, repair and overhaul sector.

Engine maintenance remains a critical part of aircraft lifecycle management, with airlines increasingly seeking reliable MRO partners capable of providing specialised services and predictable turnaround times.



For Jordan Airmotive, the Tunisair contract strengthens its customer base and supports its strategy of expanding engine maintenance activities across international markets. The company has developed capabilities in aircraft engine maintenance and related technical services, serving operators in the Middle East and other regions.

The five-year duration of the agreement also provides a stable foundation for continued cooperation between the two companies. Long-term engine support contracts can help airlines plan maintenance requirements while giving MRO providers greater visibility into future workloads.

The partnership highlights the continued importance of regional engine MRO providers as airlines seek alternatives and additional capacity outside their traditional maintenance networks.

As commercial aircraft fleets remain heavily utilised, demand for engine maintenance is expected to remain strong. Agreements such as the Tunisair contract demonstrate the value of long-term partnerships between airlines and specialised MRO providers.

The new deal adds to Jordan Airmotive's international business and reinforces its role as an engine maintenance provider serving the wider aviation market.

HAECO AND CALC PLAN HONG KONG AIRCRAFT ENGINE SUPPORT PLATFORM



HAECO Group and China Aircraft Leasing Group Holdings (CALC) are planning to establish a new aircraft engine support platform in Hong Kong, expanding cooperation between the two aviation companies.

The proposed platform is intended to provide engine-related services for aircraft operated or managed within CALC's portfolio. It is expected to support a range of engine requirements, including maintenance, repair and overhaul activities and other lifecycle support services.

The initiative will combine HAECO's established maintenance and engineering capabilities with CALC's aircraft leasing and asset management expertise. By bringing these capabilities together, the companies aim to create a more integrated approach to engine support for commercial aircraft.

Hong Kong is expected to play a central role in the proposed platform, supporting the development of the city as an aviation services and maintenance hub. The initiative could also strengthen connections between aircraft leasing, engine asset management and MRO activities in the region.

For CALC, closer cooperation with HAECO could provide additional support throughout the lifecycle of aircraft and engines within its portfolio. For HAECO, the partnership creates an opportunity to expand its engine-related business and develop closer relationships with an aircraft leasing company.

The aviation industry continues to face strong demand for engine maintenance and repair services as airlines and lessors seek to maximise aircraft availability and extend asset lifecycles. Engine capacity constraints and longer maintenance requirements have also increased the importance of reliable MRO networks.

The proposed Hong Kong platform is expected to explore opportunities to support CALC's existing and future aircraft assets while creating a foundation for further cooperation between the two companies.

The initiative highlights the growing importance of integrated engine support and asset management services within the commercial aviation sector, while reinforcing Hong Kong's potential role as a regional centre for aircraft maintenance, engineering and aviation finance.

AAR EXPANDS MIAMI MRO FACILITY WITH THREE HEAVY MAINTENANCE LINES



AAR has expanded its aircraft maintenance, repair and overhaul operations in Miami with the addition of three heavy maintenance lines, increasing the company's capacity to support growing commercial aviation demand.

The expansion adds approximately 200,000 square feet of operational capacity at AAR's Miami MRO facility. The additional space is designed to accommodate more aircraft and provide greater flexibility for heavy maintenance work.

The company expects the expanded facility to support maintenance requirements from airlines and other aviation customers as demand for MRO services continues to increase.

The new capacity forms part of AAR's broader strategy to expand its global maintenance network and respond to the shortage of available MRO capacity. Aircraft utilisation has remained high across many markets, while supply-chain constraints and longer maintenance cycles have increased pressure on maintenance providers.

The Miami facility is an important part of AAR's MRO network, providing access to a major aviation market and supporting customers across North and Latin America.

The additional heavy maintenance lines are expected to improve aircraft throughput and provide AAR with greater capacity to handle scheduled and unscheduled maintenance requirements. The expansion will also support the company's ability to accommodate different aircraft types and maintenance programmes.

AAR's investment comes as airlines continue to seek reliable MRO partners capable of returning aircraft to service efficiently. Increasing fleet utilisation and continued growth in passenger traffic are contributing to sustained demand for maintenance services.

The Miami expansion strengthens AAR's position in the competitive US MRO market while providing additional capacity at a strategically located facility.

With the three new maintenance lines now available, AAR is positioned to handle a larger volume of heavy maintenance work and support the continued recovery and expansion of commercial aviation.

ROLLS-ROYCE COMPLETES \$1 BILLION INVESTMENT IN INDIANA

Rolls-Royce has completed a decade-long investment of approximately US\$1 billion in its manufacturing, assembly and testing operations in Indiana, marking the company's largest investment in the United States.

The investment has modernised advanced manufacturing capabilities at the company's Indianapolis campus and expanded its engine testing infrastructure. New facilities include ground-test capabilities and an altitude test facility in West Lafayette.

The upgraded Indiana operations support engine production and testing for a range of defence and commercial aerospace programmes. Future engines for the US Air Force's B-52 strategic bomber and the US Army's MV-75 Cheyenne are among the programmes supported by the facilities.

The Indiana site also contributes to existing programmes including the V-22 Osprey, the US Navy's MQ-25A Stingray and the C-130J.

The expanded manufacturing and testing infrastructure is expected to strengthen Rolls-Royce's position within the US defence industrial



base while increasing its ability to support current and future aircraft programmes.

The investment also has a significant impact on the regional aerospace industry. Rolls-Royce employs approximately 3,500 people in Indianapolis, including members of the United Auto Workers, while its operations support thousands of additional jobs across the Indiana supply chain.

The completion of the investment represents a major expansion of Rolls-Royce's

long-term industrial presence in the state. By combining advanced manufacturing with expanded engine testing capabilities, the company is strengthening its capacity to develop, produce and test propulsion systems for next-generation military and commercial platforms. The Indiana facilities will continue to play an important role as Rolls-Royce supports major US aerospace and defence programmes and expands its manufacturing capabilities for future engine requirements.

HAL AND SAFRAN SIGN CONTRACT FOR ARAVALLI HELICOPTER ENGINE

Hindustan Aeronautics Limited (HAL) and Safran Helicopter Engines have signed a contract through their joint venture SAFHAL Helicopter Engines to develop a new-generation helicopter engine named Aravalli.

The engine will be in the 3,500-4,000 shaft horsepower class and is intended to power HAL's 13-tonne Indian Multi-Role Helicopter (IMRH) and its naval variant, the Deck-Based Multi-Role Helicopter (DBMRH).

The agreement marks an important step in the development of an indigenous propulsion solution for India's next-generation medium-lift helicopter programmes. The partnership will combine HAL's aircraft development and manufacturing capabilities with Safran's experience in helicopter engine design and technology.

The Aravalli programme will cover engine development, manufacturing and lifecycle support. It is expected to contribute to India's efforts to increase domestic capability in aerospace propulsion and reduce reliance on imported engines.

The engine could also have applications beyond military helicopters. The companies



are considering potential future uses in civil missions, including offshore transportation, utility operations and VIP transport.

The programme is expected to support the development of India's wider aerospace manufacturing and maintenance ecosystem. Local production and future maintenance, repair and overhaul capabilities could create additional opportunities for Indian suppliers and service providers.

HAL and Safran have a long-standing relationship in the helicopter sector, with Safran engines powering several Indian helicopter platforms. The Aravalli programme takes this

partnership into the development of a higher-power engine for a new generation of Indian rotorcraft.

For HAL, the engine programme is closely linked to its plans for the IMRH and DBMRH. For Safran, the partnership provides an opportunity to expand its industrial cooperation in India while supporting the country's growing aerospace ambitions.

The development of Aravalli could therefore become a significant milestone in India's drive to build a more self-reliant helicopter industry covering airframes, propulsion, manufacturing and long-term support.

"BUILDING INDIA'S AEROSPACE FUTURE THROUGH ADVANCED SURFACE ENGINEERING"

*Aviation Update Editor
Kartikeya spoke with **Ray
Lopuc** of Curtiss-Wright
Surface Technologies about
India's growing aerospace
and defence manufacturing
ecosystem.*

*The conversation explores
Curtiss-Wright's Bangalore
expansion, advanced
surface-engineering
capabilities and support
for Indian OEMs and
suppliers.*





Q Curtiss-Wright is expanding its Bangalore facility with plasma, HVOF and flame spray capabilities, along with materials testing and analysis. What are the key customer requirements that drove this expansion, particularly from India's aerospace and defence sectors?

A Ray Lopuc: We are seeing increasing demand from aerospace and defence customers in India for advanced surface-engineering capabilities that can be delivered locally, while meeting the same stringent quality and performance requirements expected on global programmes.

Our customers are looking for more than additional processing capacity. They need access to proven coating technologies, technical expertise, materials analysis and engineering support close to their manufacturing operations. By adding plasma spray, HVOF and flame spray capabilities in Bangalore, together with materials testing and analytical services, with the existing shot peening capabilities, we can provide a much broader range of solutions from one location.

The investment also reflects the continuing development of India's aerospace and defence manufacturing base. As more critical components and assemblies are manufactured within the country, customers increasingly need qualified local partners capable of supporting those programmes from development and qualification through production.

Q How will the new thermal spray and materials-testing capabilities strengthen Curtiss-Wright's ability to support Indian aerospace and defence OEMs and their supply chains locally?

A Ray Lopuc: It allows us to bring more of the technical capability our customers already rely on globally much closer to their operations in India.

Technologies about India's growing aerospace and defence manufacturing ecosystem. The conversation explores Curtiss-Wright's Bangalore expansion, advanced surface-engineering capabilities and support for Indian OEMs and suppliers.

Thermal spray is often only one element of solving a component-performance challenge. Being able to combine various surface treatment capabilities with materials testing and analysis gives our engineers additional tools to understand wear, corrosion, thermal exposure, material condition and other factors that can affect component performance.

For customers, that means greater access to local engineering support, shorter turnaround times from their supply chains and closer collaboration during process development and qualification. It also enables us to support both OEMs and their suppliers as they increase localisation while maintaining the rigorous standards required by the aerospace and defence industries.

Q The facility is already AS9100 Rev D certified for its thermal spray process, with a Nadcap thermal spray accreditation audit scheduled for November 2026. How important are these certifications in supporting global aerospace programmes and winning new business from OEMs?

A Ray Lopuc: The certifications are extremely important. In aerospace, technical capability alone is not sufficient. Customers must have confidence that processes are controlled, repeatable and supported by robust quality systems.

AS9100 certification provides an important foundation, while Nadcap accreditation is recognised throughout the aerospace industry as a critical benchmark for special processes. Our

scheduled Nadcap thermal spray audit represents another important step in establishing Bangalore as a facility capable of supporting demanding aerospace programmes.

Equally important is Curtiss-Wright Surface Technologies' broader experience with OEM specifications and approvals around the world. We understand what is required to transition a process from development into a highly controlled production environment, and we can apply that experience as we continue building our capabilities in India.

Q Curtiss-Wright describes itself as an engineering partner rather than simply a service provider. Can you share how your teams work with customers to identify the root cause of component-performance challenges and develop application-specific surface-engineering solutions?

A Ray Lopuc: That is a fundamental part of how we approach the market. We do not begin by asking, "Which coating can we sell?" We begin by understanding what the component is required to do and why it may not be achieving the required performance.

Our engineers work with customers to evaluate factors such as the substrate material, operating environment, temperature, loading, wear mechanisms, corrosion exposure and component geometry. From there, we can determine which surface treatment—or combination of treatments—is most appropriate.

In some cases, the solution may be thermal spray. In others it may involve shot peening, laser peening, specialised coatings or another surface-engineering technology. The objective is to develop the right solution for the application, rather than applying an off-the-shelf process. That engineering-led approach is a significant differentiator for Curtiss-Wright Surface Technologies.

Q With India rapidly expanding its aerospace and defence manufacturing ecosystem, where do you see the strongest opportunities for advanced surface technologies such as HVOF, plasma and flame spray over the next three to five years?

A Ray Lopuc: We see opportunities across both new manufacturing and the support of components throughout their service life.

As India continues to expand its aerospace and defence manufacturing capability, there will be growing requirements for technologies that improve wear resistance, corrosion protection, thermal performance and component durability. Thermal spray processes such as HVOF, plasma and flame spray can play an important role in achieving those objectives across a wide range of critical applications.

We also see significant potential as Indian manufacturers take responsibility for increasingly sophisticated components and assemblies within global supply chains. Our role is to make sure the advanced surface-engineering capabilities and technical support they require are available locally and are aligned with international aerospace standards.

Q How does Curtiss-Wright leverage its extensive OEM approvals and more than a half century of engineering experience to help Indian customers meet demanding performance, quality and consistency requirements?

A Ray Lopuc: One of the major advantages we bring to customers in India is the ability to draw on decades of surface-engineering experience across our global organisation.

Over that time, we have worked with many of the world's leading aerospace manufacturers and developed a deep understanding of special-process control, qualification, repeatability and production consistency. That knowledge is shared across our facilities and engineering teams.



“Our priority is to grow in step with our customers and provide India with the same level of engineering expertise, process control and advanced surface technologies available across our global organisation.”

For customers in India, this means they are not simply working with an individual facility. They have access to the knowledge and experience of a global Surface Technologies organisation. We can take lessons learned from demanding applications elsewhere in the world and apply that expertise locally, while continuing to work within the specific requirements and approvals of each customer and programme.

Q Looking ahead, what are Curtiss-Wright Surface Technologies' priorities for India—both in terms of expanding local capabilities and becoming more deeply integrated into the country's growing aerospace, defence, power-generation and industrial supply chains?

A Ray Lopuc: Our priority is to grow in step with our customers.

The Bangalore expansion is an important part of

that strategy, but our objective is broader than simply installing additional equipment. We want to continue building local technical expertise, expanding qualified processes and creating the engineering capabilities necessary to support customers from development through production.

Aerospace and defence are important areas of focus, but we also see opportunities in power generation and other demanding industrial markets where component reliability and service life are critical.

Ultimately, we want customers in India to have access to the same level of engineering expertise, process control and advanced surface technologies that Curtiss-Wright Surface Technologies provides to customers around the world. As India's manufacturing capabilities continue to develop, we intend to be a long-term engineering partner in that growth.

INDIA'S MRO MOMENT: BUILDING A GLOBAL AVIATION MAINTENANCE HUB



India's aviation industry is entering a period in which aircraft maintenance is becoming as strategically important as aircraft acquisition. The country's airlines have accumulated major order books, passenger traffic continues to expand and new airports are being developed across the country. As this fleet grows, so does the recurring requirement for maintenance, repair and overhaul. The opportunity is no longer limited to servicing Indian aircraft. India is increasingly positioning itself to compete for international MRO work and to build a broader aerospace services ecosystem around it.

The scale of future demand is substantial. Airbus expects India to require around 3,480 passenger aircraft over the next 20 years and has raised its forecast for Indian domestic air traffic growth to 9.3% annually. Its Indian customer backlog currently exceeds 1,200 aircraft, implying an average of approximately 120 Airbus deliveries a year over the next decade.

Every aircraft entering service creates a long-term maintenance requirement, covering routine line maintenance, scheduled checks, component repair, engine overhaul, avionics, landing gear, interiors and a wide range of specialised services.

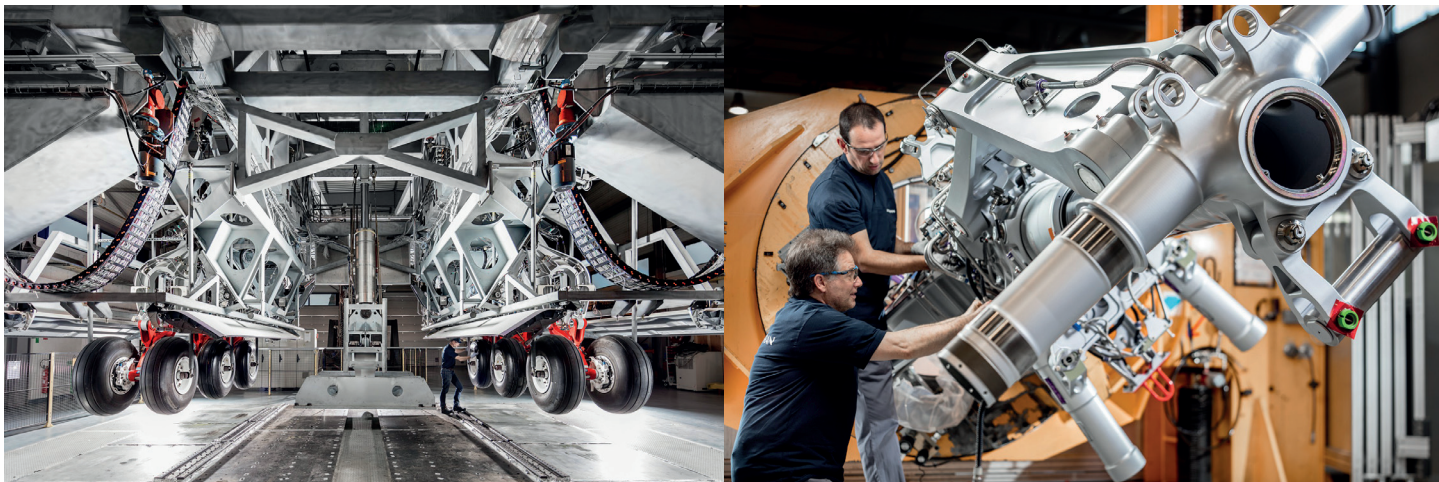
For India, this creates an opportunity to capture a greater share of the economic value generated by its own aviation growth. Historically, the country has had strong airline and airport demand but a comparatively smaller domestic MRO footprint for high-value maintenance activities. Aircraft and components have often travelled overseas for major maintenance, particularly in areas requiring specialised infrastructure and OEM-level capabilities. The development of new facilities is beginning to change that equation.

Government policy has been an important part of the transformation. India has reduced GST on domestic aircraft MRO services to 5% with full input tax credit and introduced a uniform 5% IGST rate on aircraft

and aircraft-engine parts. The government has also simplified the movement of goods for repairs, extended relevant repair and re-import periods and permitted 100% foreign direct investment in MRO through the automatic route. These measures are intended to make India more competitive with established MRO centres in Asia and the Middle East.

The government has also stated an ambition to develop India as a global aviation hub, with the MRO industry targeted at approximately \$4 billion by 2030. That target will require considerably more than a handful of large hangars. A globally competitive MRO ecosystem requires specialised engineering capability, certification, parts availability, supply-chain reliability, testing infrastructure, tooling, technical training and access to aircraft and engine data.

Engine MRO is emerging as one of the most important segments of this development. Safran's investment in Hyderabad illustrates the scale and



technical sophistication of the opportunity. The company's LEAP MRO facility covers 45,000 square metres and represents an investment of €200 million. It is designed to reach a capacity of 300 LEAP engine shop visits per year and is expected to employ more than 1,100 people at full development.

The location is strategically significant because Hyderabad is already developing as an aerospace and aviation services centre. The Safran facility is expected to support the growing LEAP fleet in India as well as operators in other markets. Safran says India is its third-largest and fastest-growing civil aviation market and that its Indian LEAP backlog is around 2,000 engines. The development therefore has implications beyond the maintenance requirements of individual Indian carriers.

The presence of an OEM-backed engine facility can also change the structure of the local supply chain. Engine MRO requires specialised parts, machining, coatings, testing, inspection and engineering services. Once an international OEM establishes a significant maintenance operation, opportunities can emerge for Indian suppliers that meet the required quality, traceability and certification standards. Over time, this can create a deeper aerospace manufacturing and services base around the MRO facility.

Airline participation is another important element. IndiGo is developing its own capabilities in the engine-maintenance area, reflecting the scale of its fleet and the importance of controlling maintenance turnaround times. In July 2026, IndiGo and CFM International announced an MoU covering more than 1,000 LEAP-1A engines associated with 510 Airbus A320neo-family aircraft, alongside support for IndiGo's planned engine MRO facility. Such developments indicate that MRO is increasingly being treated as a strategic component of airline fleet planning rather than simply as an outsourced cost.

The opportunity extends well beyond engines.

Airframe MRO is likely to remain a major part of India's domestic requirement because every aircraft eventually requires scheduled heavy maintenance. Component MRO is another area with considerable potential, particularly for avionics, flight-control systems, landing gear, wheels and brakes, pumps and other high-value components. Establishing these capabilities domestically can reduce transportation time and improve turnaround for Indian operators.

Airbus is also expanding the scope of specialised MRO activity in India. Its partnership with Indamer Technics for a radome repair facility in Nagpur is an example of a specialised capability being developed for the South Asian market. The facility is intended to support radome repair for Airbus aircraft including the A320, A330, A350 and A380. Such facilities demonstrate how India's MRO opportunity can develop through multiple specialised centres rather than through a single dominant maintenance location.

The geographic position of India provides another potential advantage. The country sits between major aviation markets in Europe, the Middle East and Asia-Pacific. A mature MRO network could therefore serve aircraft operating through these regions, particularly where maintenance schedules can be aligned with existing route networks. However, geography alone will not attract international MRO work. Airlines and lessors ultimately evaluate turnaround time, price, technical capability, regulatory approvals, reliability and the availability of replacement components.

Turnaround time will be particularly important as India's airline fleet expands. An aircraft on the ground generates no passenger revenue, making maintenance efficiency a critical commercial consideration. Domestic MRO facilities can reduce ferry-flight requirements for some maintenance activities and potentially improve scheduling flexibility. The advantage becomes more significant as fleets become larger and aircraft utilisation remains high.

Parts availability is another area where India will need to strengthen its capabilities. An MRO facility can have world-class hangars and technicians but still face delays if critical components are unavailable. The government's changes to customs and taxation for aircraft parts are therefore important because they affect the movement and cost of components through the maintenance supply chain. Policy support will need to be complemented by investment in logistics, warehousing and inventory management.

The MRO industry also has the potential to support India's wider aerospace manufacturing ambitions. Maintenance organisations require precision engineering, specialised tooling, repair processes, testing equipment and certified materials. Indian companies that develop these capabilities for MRO can potentially move into original aerospace manufacturing and supply-chain programmes. The boundary between MRO and aerospace manufacturing can therefore become increasingly interconnected.

Training will be another determining factor. High-value MRO requires licensed engineers, technicians, inspectors and specialist personnel capable of working within demanding regulatory and quality frameworks. The expansion of major facilities will increase demand for these skills, while the growth of component and engine MRO will require increasingly specialised training. India's large technical and engineering education base provides an important foundation, but aviation-specific certification and practical experience remain essential.

Technology is also changing the MRO business. Modern aircraft generate enormous quantities of operational data, allowing maintenance organisations to move increasingly towards predictive and condition-based maintenance. Digital records, artificial intelligence, advanced diagnostics and data analytics can help identify potential component failures before they result in unscheduled downtime. Indian MRO

companies that combine physical maintenance capability with digital services could therefore compete on more than labour cost alone.

The global MRO market is also becoming more complex because aircraft and engines are staying in service for longer while new-generation platforms introduce sophisticated materials, systems and propulsion technologies. Composite structures, advanced avionics and next-generation engines require different repair techniques and tooling from earlier aircraft. India's opportunity will depend partly on its ability to develop expertise in these technologies at the same time as it expands basic maintenance capacity.

Another important development is the relationship between OEMs and independent MRO providers. OEM involvement can provide technical knowledge, training, tooling and certification, while independent MRO companies can provide local market expertise and flexibility. Airline-owned facilities can bring predictable demand and fleet-specific knowledge. A mature Indian market is therefore likely to include all three models rather than one replacing the others.

India's growing aircraft fleet also creates an opportunity in aircraft end-of-life services. As the country's aviation market matures, aircraft eventually require storage, disassembly, parts recovery and recycling. A stronger MRO ecosystem can provide a foundation for developing aircraft asset-management

and end-of-life capabilities, adding another segment to the aviation services value chain.

The financial dimension should not be overlooked either. Aircraft leasing companies are major stakeholders in maintenance because the condition of an aircraft directly affects its residual value. India's efforts to strengthen aircraft leasing and financing through GIFT City could therefore complement the development of MRO. In September 2026, the Ministry of Civil Aviation convened the first meeting of its High-Level Committee on Aircraft Leasing and Financing, with participation from the Ministry of Finance, RBI, IFSCA, DGCA and industry representatives. A stronger connection between aircraft financing, asset management and MRO could improve India's position across the aircraft lifecycle.

The commercial opportunity is consequently much broader than the headline value of the MRO market. Every major facility creates demand for engineers, technicians, tools, components, logistics, software, training and specialised manufacturing. It can also encourage international aerospace companies to establish a larger presence in India because maintenance and manufacturing ecosystems tend to reinforce each other.

India's challenge now is execution. Policy reforms have removed several structural disadvantages, and major international companies are making substantial investments. The country has a growing aircraft fleet,

a large domestic aviation market and a strategic geographic position. But global MRO customers will ultimately judge India on measurable performance: turnaround time, quality, reliability, technical capability, regulatory consistency and total cost.

The development of Safran's Hyderabad engine facility, the expansion of airline-led MRO capabilities and specialised projects such as the Airbus-Indamer radome facility suggest that the market is moving in that direction. The next stage will be about building depth across the supply chain rather than simply adding hangar space.

India's MRO opportunity is therefore closely connected to the country's wider aviation transformation. The arrival of hundreds of new aircraft over the coming decade will create recurring maintenance demand for years to come. If India can combine policy stability with technical skills, reliable logistics, OEM partnerships, specialised component capabilities and competitive turnaround times, MRO could evolve from a support function into one of the country's most important aviation industries.

The ambition is no longer simply to maintain Indian aircraft in India. The larger opportunity is to establish India as a regional aviation services centre capable of supporting aircraft, engines and components across Asia, the Middle East and other international markets. The coming decade will determine how much of that opportunity India is able to capture.



INDIA'S AVIATION BOOM: CAN INFRASTRUCTURE KEEP PACE?



India's civil aviation sector is entering a period of expansion that is rapidly changing the scale and character of the country's aviation ecosystem. Airlines are placing some of the largest aircraft orders in the history of Indian aviation, new airports are opening, regional connectivity is expanding and global aerospace companies are increasing their presence across manufacturing, maintenance and services. Yet the most important question for the industry is no longer simply how many aircraft India will receive. It is whether the country can build enough infrastructure, skills, maintenance capacity, financing capability and operational support to absorb that growth efficiently.

The scale of the fleet pipeline illustrates the challenge. Airbus says its customer backlog in India exceeds 1,200 aircraft, which translates into an average of roughly 120 aircraft a year over the next decade. More than 500 of the approximately 800 Airbus aircraft currently flying in India are already part of the country's fleet. Airbus has also raised its forecast for Indian domestic air traffic growth to 9.3% annually over the next two decades and expects India to require around 3,480 passenger aircraft over that

period.

That growth is taking place against a market that is already becoming more complex. IndiGo continues to operate at a scale unmatched by other Indian carriers, while the Air India Group is rebuilding its fleet and international network following its consolidation and expansion programme. Akasa Air is continuing to develop its network, while regional operators are targeting smaller cities that have historically been underserved by larger narrowbody aircraft. The result is an aviation market in which different aircraft types and business models are increasingly required to serve different layers of demand.

The regional aviation segment provides one of the clearest examples of this transformation. On September 3, FLY91 announced a firm order for 40 ATR 72-600 aircraft valued at approximately \$1 billion at list prices. Deliveries are scheduled between 2027 and 2032, and the order is expected to take FLY91 from its current six-aircraft fleet towards 60 aircraft within the next five years. The significance of the order extends beyond one airline because it reflects the continuing requirement for smaller aircraft capable of serving routes where larger jets may not be commercially or

operationally suitable.

The government is simultaneously attempting to create the infrastructure required to support wider regional connectivity. The Modified UDAN programme, approved in March 2026, has a proposed outlay of ₹28,840 crore for the period from FY2026-27 to FY2035-36. The programme includes development of 100 airports from existing unserved airstrips, operational and maintenance support for approximately 441 aerodromes and the development of 200 modern helipads in remote, hilly, island and aspirational regions. The government has also proposed ₹10,043 crore in viability-gap funding support for airline operators over the ten-year period.

The regional opportunity, however, depends on more than government support. Airlines must be able to operate routes with sustainable economics, while airports need sufficient passenger volumes, reliable ground services and appropriate navigation infrastructure. FLY91's decision to commit to a large ATR fleet illustrates how airline fleet strategy can complement the government's objective of expanding connectivity. It also highlights the importance of aircraft that can operate economically



on shorter regional sectors and connect cities that may not generate sufficient demand for larger jets.

At the other end of the market, India's major metropolitan regions are receiving substantial investments in new airport capacity. Noida International Airport is now operational, having commenced commercial flight operations in June 2026, with IndiGo operating the first scheduled service. Phase I was developed with an investment of around ₹11,200 crore and provides an initial passenger-handling capacity of 12 million passengers per year, with scalability to 70 million passengers as development progresses. The airport also includes a multimodal cargo hub designed to handle more than 250,000 tonnes annually in its initial configuration, with substantial expansion potential.

The opening of Noida International Airport is important because it adds a new aviation gateway to the National Capital Region rather than simply expanding an existing terminal. The airport has a 3,900-metre runway and infrastructure capable of supporting widebody aircraft, providing additional capacity for both passenger and cargo operations. As traffic grows, its development will need to be integrated with road, rail and other surface transport links so that airport capacity translates into practical connectivity for the wider region.

The same principle applies to other major aviation centres. India's established airports are increasingly being pushed to expand terminals, stands, taxiways, cargo facilities and associated infrastructure. The challenge is particularly acute at airports where demand has grown faster than originally

anticipated. Additional capacity therefore has to be planned not merely around today's passenger volumes but around the aircraft fleet that airlines have already committed to bringing into service.

That is where the MRO sector becomes critical. A larger aircraft fleet inevitably creates a larger requirement for maintenance, repair and overhaul services. India has historically sent significant high-value maintenance work overseas, but the combination of fleet growth and policy reform is creating an opportunity to retain a greater proportion of that expenditure domestically.

The government has introduced several measures to improve the economics of Indian MRO. These include reducing GST on MRO services to 5% with full input tax credit, applying a uniform 5% IGST rate to aircraft and aircraft-engine parts, simplifying the movement of parts for repair and permitting 100% foreign direct investment through the automatic route. The government has explicitly identified MRO as an area in which India can develop a larger global aviation-services role.

Investment is already moving into high-value segments. Safran's LEAP engine MRO facility in Hyderabad represents one of the most significant recent developments. The

45,000-square-metre facility represents an investment of €200 million and is designed to build towards a capacity of 300 LEAP engine shop visits annually. Safran says the workforce is expected to grow from approximately 250 employees at launch to more than 1,100 over the longer term.

The facility is strategically important because India has a large and rapidly expanding installed base of aircraft powered by LEAP engines. Safran describes India as its third-largest and fastest-growing civil aviation market and says it has around 2,000 LEAP engines in backlog in the country. The Hyderabad facility therefore has the potential to serve not only Indian airlines but also operators from the wider region.

The development of a domestic MRO ecosystem also creates opportunities beyond engine overhaul. Component repair, avionics, landing gear, wheels and brakes, interiors, structures and specialised services can develop around major MRO centres. This can encourage local suppliers to invest in certification, tooling, engineering and precision manufacturing, gradually turning MRO from an isolated maintenance activity into a broader aerospace industrial ecosystem.

Aircraft financing is another part of the infrastructure equation that is sometimes overlooked.



More aircraft require more capital, and the majority of airline fleets globally are leased rather than owned outright. India is therefore seeking to strengthen its position in aircraft leasing and financing through the International Financial Services Centre at GIFT City.

In September 2026, the Ministry of Civil Aviation convened the first meeting of a High-Level Committee on Aircraft Leasing and Financing. The committee includes representatives from the Ministry of Civil Aviation, Ministry of Finance, Department of Commerce, DGCA, RBI, IFSCA and industry associations. Its objective is to develop a globally competitive aircraft leasing and financing ecosystem in India.

The initiative is significant because the aircraft pipeline will require financing structures capable of supporting hundreds of deliveries. A stronger domestic leasing ecosystem could help develop expertise in aircraft ownership, sale-and-leaseback transactions, asset management and aviation finance while increasing the role of India's financial sector in the global aviation market.

Cargo infrastructure will also become increasingly important. India's aviation expansion is taking place alongside the growth of electronics, pharmaceuticals, e-commerce, perishables and high-value manufacturing. New airports are therefore being designed with dedicated cargo infrastructure rather than treating freight as an ancillary activity. Noida International Airport's planned cargo hub is one example of this approach, while new logistics

investments around other major airports are creating additional capacity.

The development of aviation infrastructure also has a human dimension. Aircraft cannot be operated, maintained or serviced without sufficient pilots, licensed engineers, technicians, air traffic personnel, cabin crew, ground handlers and specialist aviation professionals. The growth of MRO in particular will require a substantial increase in highly trained technical personnel. Safran's Hyderabad investment illustrates the potential scale of this demand, while the wider expansion of airlines and airports will require skilled workers across the operational chain.

There is also an increasing need to improve the digital layer of aviation infrastructure. Airlines and airports are investing in predictive maintenance, automated passenger processing, digital operations, data analytics and more sophisticated air-traffic and airport-management systems. As aircraft numbers increase, efficiency gains from technology will become increasingly important because simply adding physical infrastructure may not be sufficient to handle rising traffic. The central challenge for India is therefore one of coordination. An airline can receive an aircraft only if airport capacity exists for it. The aircraft needs maintenance facilities, spare parts and trained engineers. It needs financing, insurance and leasing support. It requires pilots and cabin crew. It needs routes, passengers and ground infrastructure. The airport itself needs road and rail

connectivity, cargo facilities and reliable air-traffic management.

India's aviation expansion is consequently much bigger than the aircraft orders dominating headlines. The country is gradually building an ecosystem in which airlines, airports, MRO companies, OEMs, lessors, financial institutions, training organisations and aerospace suppliers are becoming interconnected. The simultaneous development of these sectors creates the possibility of a stronger domestic aviation value chain.

The next decade will test whether that ecosystem can scale at the same pace as fleet growth. The numbers suggest that the opportunity is substantial, but aircraft deliveries alone will not determine the success of India's aviation ambitions. The ability to turn aircraft orders into reliable capacity will depend on infrastructure, skills, financing, maintenance and operational efficiency developing together.

India has already entered a new phase of aviation expansion. The more consequential question now is whether the infrastructure beneath that expansion can keep pace. If airports, MRO facilities, regional connectivity, financing, skills and supporting industries grow in parallel, the result will be more than a larger airline fleet. It could establish India as a substantially more important aviation services, maintenance and aerospace market in the global industry.



TP Aerospace Appoints Julie Løkkegaard as Chief People and Corporate Affairs Officer

TP Aerospace has appointed Julie Løkkegaard as Chief People & Corporate Affairs Officer (CPCAO), effective August 2026.

Løkkegaard has been with the company since 2017, when she joined as Communications & Sustainability Manager. She has since held several leadership positions, most recently serving as Director of Strategy, HR & Communications.



During her tenure, Løkkegaard has built TP Aerospace's global HR function and led its communications, ESG, and organisational development activities. She has also worked closely with the CEO and leadership team as TP Aerospace has expanded internationally and developed from a founder-led scale-up into a more globally integrated

organisation.

In her new role, she will continue to support the company's organisational development and growth across its international markets.

SALAMAIR APPOINTS ENG. YAQOOB AL KIYUMI AS CHIEF EXECUTIVE OFFICER

SalamAir has appointed Eng. Yaqoob bin Saif bin Hamoud Al Kiyumi as Chief Executive Officer, effective October 1, 2026.

The Omani airline stated that the appointment marks a new chapter in its development as it continues to pursue its strategic priorities, with a focus on sustainable growth, operational excellence, and an enhanced customer experience.



Al Kiyumi will lead SalamAir through its next phase of development, building on the airline's existing foundations while supporting its continued growth and commitment to providing affordable and accessible air travel. His leadership will also focus on strengthening SalamAir's role within Oman's aviation sector and expanding

connectivity between the Sultanate and international markets.

SalamAir stated that it remains committed to its long-term vision and to supporting the development of Oman's aviation and tourism sectors in line with the objectives of Oman Vision 2040.

SOUTHWEST AIRLINES BOLSTERS BOARD WITH APPOINTMENT OF TWO CEOS



Southwest Airlines has appointed Jason Liberty, Chairman and Chief Executive of Royal Caribbean Group, and Varun Krishna, Chief Executive of Rocket Companies, to its Board of Directors with immediate effect.

The airline stated that the appointments will strengthen the board's expertise in technology, digital innovation, commercial strategy, and financial leadership as Southwest continues to execute its strategic priorities.

Liberty has led Royal Caribbean Group as Chief Executive since 2022 and became Chairman in 2025, having previously served as Chief Financial Officer for nine years. During more than two decades at the company, he has held senior roles across finance, strategy, technology, and operations.

Krishna leads Rocket Companies, the financial technology group whose businesses include Rocket Mortgage and Redfin. Before joining Rocket, he held senior positions at Intuit, PayPal, Groupon, and Microsoft.

Southwest stated that the two executives bring experience leading large, customer-focused companies through periods of growth and transformation.

BOEING APPOINTS CELSO FERRER AS PRESIDENT OF LATIN AMERICA AND THE CARIBBEAN

Boeing has appointed former GOL Linhas Aéreas Chief Executive Celso Ferrer as President of Boeing Latin America and the Caribbean, effective September 4, 2026.

Ferrer will be responsible for strengthening Boeing's operations, strategy, and presence across the region, as well as supporting growth opportunities throughout Latin America and the Caribbean.

He joins Boeing after serving for four years as CEO of Brazilian carrier GOL, where he began his career as an intern. Before becoming CEO, Ferrer served as GOL's Chief Operating Officer, overseeing areas including operations, operational safety, airports, planning, network, supply chain, and fleet. He previously spent five years as Vice President of Planning, with responsibilities spanning pricing and alliances.

Ferrer is also a certified airline pilot and previously flew Boeing 737 aircraft as part of GOL's flight crew. He holds degrees in Economics from the University of São Paulo and International Relations from PUC-SP, as well as an Executive MBA from INSEAD in France.



SR TECHNICS EXPANDS ROLE OF XIAOLI GUO WITH CHIEF INFORMATION OFFICER APPOINTMENT

SR Technics has appointed Deputy Chief Executive Officer XiaoLei (Kevin) Guo as Chief Information Officer, effective August 1, 2026, adding responsibility for the company's IT organisation to his current role.

Guo joined the MRO provider in 2025 and brings more than 20 years of aerospace leadership experience. Before joining SR Technics, he served as Vice President at HNA Aviation Technic (HNAT), where he oversaw technical services, production planning, aircraft painting, and information technology.

SR Technics stated that Guo will lead the company's IT strategy, with a focus on digitalisation, artificial intelligence, and the delivery of high-quality IT services to support operational performance and business growth.



BRIAN ROHLOFF SUCCEEDS RON DRAPER AS PRESIDENT AND CEO OF TEXTRON AVIATION

Textron Inc. has appointed Brian Rohloff as President and CEO of its Textron Aviation segment, effective August 31, 2026, as Ron Draper retires after more than 27 years with the company.

Rohloff brings extensive experience across Textron Aviation, having held leadership roles spanning customer support, sales, supply chain, and quality. He most recently served as Senior Vice President of Customer Support, overseeing the company's global customer support operations.

His previous positions include Vice President of Quality, Vice President of Sales, Senior Product Director for the Citation XLS+ and Citation X, and Director of Paint Operations.

Draper is retiring after eight years at the helm of Textron Aviation. His departure follows a career of more than 27 years with Textron. Rohloff is a graduate of Wichita State University.



VALLAIR PROMOTES VALENTINA PILSCHCHIKOVA TO DIRECTOR OF ASSET TRADING

Vallair has appointed Valentina Pilshchikova as Director of Asset Trading, placing the long-serving executive in charge of the company's aircraft and engine asset trading activities.

Based in Luxembourg, Pilshchikova will oversee the development of new business opportunities, strengthen relationships with customers and partners, identify aircraft and engine acquisition and sales prospects, and work with internal teams to deliver tailored asset solutions.

Pilshchikova joined Vallair in 2018 as

a Purchasing Administrative Officer before progressing through roles including Material Sales and Market Analyst and Engine and Parts Trading Sales Manager. She brings more than 15 years of international commercial experience and over seven years in the aviation sector, supported by an engineering background.

The Asset Trading division works with airlines, lessors, traders, MROs, and other aviation partners to maximise the value of aircraft and engine assets throughout their lifecycle.

Pascal Parant, Chief Commercial and Marketing Officer at Vallair Group, stated: "At Vallair,

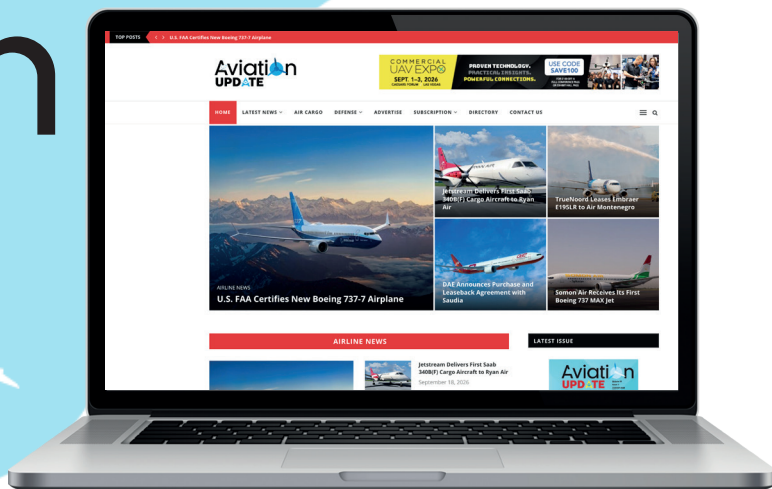
we understand that every customer has different needs. Valentina has a special combination of technical and commercial awareness, and she is ideally placed to help airlines maximise the value of their assets and provide flexible solutions that support their operations. For lessors and asset owners, she and her team combine technical expertise with market knowledge to help maximise the value of their investments. As an organisation, we aim to be a reliable, responsive, and trustworthy partner for traders and MROs — focused on building long-term relationships and finding solutions that benefit everyone."

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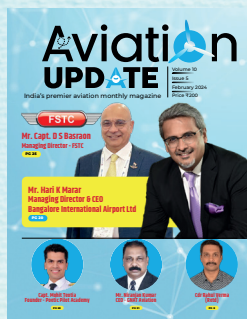
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