Aviation UPDATE

India's premier aviation monthly magazine

Volume 13
Issue 2
November 2026
Price ₹300



PG 14

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BUILDING INDIA'S NEXT-GENERATION AERO ENGINE MANUFACTURING ECOSYSTEM

ARAVIND MELLIGERI

Executive Chairman & CEO, Aequs Limited

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Aviation UPDATE

VOL : 13 | ISSUE : 2 | NOVEMBER 2026

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AVIATION UPDATE

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

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



B. KARTIKEYA

Aviation's Next Leap: From Growth to Capability

The aviation industry continues to expand on several fronts. Airlines are renewing fleets, aircraft manufacturers are reporting strong demand, cargo networks are adapting to changing trade patterns, and technology is reshaping the passenger experience. Yet the next phase of progress will be defined not only by how many aircraft enter service, but by the strength of the industrial, financial and technical ecosystem that supports them.

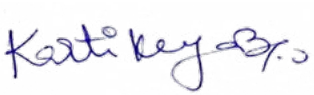
This is particularly relevant for India. The country has emerged as a major growth market for commercial aviation, with substantial aircraft requirements and an expanding aerospace manufacturing base. The challenge now is to capture a larger share of the value generated by that growth. Aircraft leasing and financing remain important areas where Indian participation can deepen. The development of GIFT City's aviation finance ecosystem is encouraging, but building globally competitive lessors will require patient capital, specialised asset-management expertise and international reach.

The same long-term approach is essential in aerospace manufacturing. Our cover story examines India's continuing effort to develop an indigenous aero-engine capability. The Kaveri programme generated valuable engineering knowledge, but it also demonstrated the scale of the challenge. Advanced propulsion cannot be achieved through isolated projects. It requires sustained investment in materials, testing infrastructure, manufacturing, research and a coordinated partnership between public institutions and private industry. The ₹1,900-crore Aequs Aerospace Engine Components Ecosystem planned at Hosur is one example of the effort to build deeper manufacturing capabilities and strengthen India's position in global supply chains.

Technology is also changing the relationship between airlines and passengers. As our interview with AeroHub explores, wireless in-flight entertainment can develop into a connected digital platform, offering information, services and new commercial opportunities while making the cabin experience more engaging. At the same time, the developments covered in our Engines & MRO section underline a fundamental truth: fleet growth must be matched by reliable maintenance, component availability, engine support and data-led operational decisions.

This issue of Aviation Update brings these developments together because aviation is an interconnected industry. Progress in aircraft, engines, finance, manufacturing, maintenance and digital services must move forward together. India has the market, talent and growing industrial base to play a larger global role. The opportunity now is to convert that potential into enduring capability.

Thank you for reading Aviation Update. We look forward to bringing you more perspectives from across the industry.



FLYONE Armenia Orders 2 Airbus A321neo



FLYONE Armenia, the country's largest carrier, has finalised an order with Airbus for the acquisition of two A321neo aircraft. The agreement was first announced as a Memorandum of Understanding during French President Emmanuel Macron's official visit to Yerevan on the 5th May 2026.

The two A321neo aircraft, representing FLYONE Armenia's first direct order from Airbus, will be powered by CFM International's LEAP engines. Configured with a 239-seat all-economy layout, these aircraft are central to the carrier's strategic fleet enhancement and represent a key milestone in its ambitious route network expansion. Established in 2021, the airline currently operates a fleet of 11 A320 Family aircraft.

"Our first direct order with Airbus marks an important and symbolic milestone in FLYONE Armenia's development. Having two new A321neo aircraft built by Airbus specifically for our airline reflects our continued commitment to fleet modernisation and long-term growth. We are proud to strengthen our partnership with Airbus and are confident that this investment will support not only FLYONE Armenia's future development, but also the continued growth of Armenia's civil aviation sector and its international cooperation," said Aram Khachatryan, CEO of FLYONE Armenia.

"This first direct order from FLYONE Armenia underscores the airline's commitment for operational excellence and enhanced passenger comfort as it continues to expand its A320 Family fleet," said Benoît de Saint-Exupéry, Airbus EVP Sales of the Commercial Aircraft business. "We are very happy to welcome FLYONE as a new member of the Airbus family and we look forward to a deep and fruitful collaboration together to support their strategic growth plans."

KLM Royal Dutch Airlines Takes Delivery of its 1st Airbus A350-900



Dutch national carrier KLM, member of the Air France-KLM Group, has taken delivery of its first A350-900. The milestone marks the introduction of the latest generation widebody for long-haul operations as part of the airline's ongoing fleet renewal. KLM currently operates an Airbus fleet of ten A330 Family aircraft and seventeen A321neos. The A350 will be operated on long-haul routes from its home base in Amsterdam Airport Schiphol to destinations like Toronto, strengthening the airline's global network.

The newly delivered A350 for KLM seats 331 passengers in a three-class layout, featuring 34 Business Class suites with direct aisle access, 26 Premium Comfort seats, and 271 Economy seats. The aircraft is equipped with a comfortable and spacious Airspace cabin, designed to improve the long-haul experience for both passengers and crew through enhanced ergonomics and greater comfort, offering larger luggage capacity, advanced ambient lighting, and high-speed satellite connectivity.

AerSale Leases 757-200PCF Freighter to Mister Air for Its Specialized Cargo Network

AerSale Corporation a leading global supplier of aftermarket commercial aircraft, engines, and proprietary



engineered solutions announced that it has leased a Boeing 757-200PCF aircraft to Mister Air Transport S.R.L., a Romanian-based cargo carrier that will manage the freighter operations for significant shareholder AerCommerce. The aircraft is expected to enter revenue service in October 2026.

The 757-200PCF freighter marks the launch of Mister Air's own flight operations, flying under its certificate and crews rather than chartering capacity from other carriers. It is among the first units the carrier plans to introduce as it builds a dedicated medium-haul freighter fleet. Operating under a Romanian Air Operator Certificate (AOC) and based at Lódz Wladyslaw Reymont Airport (LCJ), Mister Air will deploy the aircraft on behalf of AerCommerce's established cargo customer base.

Mister Air's strategy targets the "middle-mile" markets, connecting major production and e-commerce gateways with airports across Central and Eastern Europe, alongside parcel programs and worldwide special missions. The Boeing 757-200PCF freighter's combination of long range, payload capacity, and operational reliability is well suited to these routes, allowing frequent, right-sized service where larger widebodies are uneconomic. The carrier intends to grow its freighter fleet over the coming years to meet contracted and anticipated demand.

"We are proud to support Mister Air as it launches its own freighter operations with this Boeing 757-200PCF," said Craig Wright, AerSale's Senior Vice President & Head of Asset Management. "The 757 remains one of the most capable and sought-after platforms in its segment, and this transaction reflects both the strength of that asset class and AerSale's ability to deliver flight-ready aircraft to

operators pursuing ambitious growth. We look forward to supporting Mister Air's fleet as it expands."

"This Boeing 757-200PCF marks an important milestone in Mister Air's growth and the launch of our own flight operations," said Ireneusz Dylczyk, Chief Executive Officer of Mister Air. "The 757's range and payload make it the ideal aircraft for our customers. AerSale proved to be a professional and responsive partner throughout the process. This aircraft lays the foundation for the additional freighters we intend to introduce as we scale our network."

Biman Bangladesh Airlines Places Firm Order for A350-900 and A321neo Airbus Aircraft



Biman Bangladesh Airlines, the national flag carrier of Bangladesh, has signed a firm order for 10 latest-generation Airbus aircraft. The order includes four A350-900 widebody and six A321neo single-aisle aircraft, marking a significant step in the airline's fleet modernisation strategy and its ambition to expand its international network.

Operating from its primary hub in Dhaka, the airline will leverage the latest-generation aircraft's exceptional range, efficiency and operating economics to strengthen its network. The aircraft will support Biman Bangladesh Airlines' plans to serve North America, along with key destinations across Europe and the Middle East.

Bangladesh is experiencing a significant demographic dividend that reinforces its medium-term economic trajectory. This economic momentum directly catalyses demand across the aviation industry. Additionally, a vast overseas diaspora, particularly across the Middle East and Southeast Asia, continues to maintain high baseline demand for international routes, while growing foreign trade will drive commercial air cargo needs that Airbus' latest generation products are well placed to support.

"Bangladesh is a dynamic nation of 200 million people, backed by a resilient economy and a rapidly growing travel market. We are uniquely supported by a deeply connected global diaspora of 15 million people. In this context, our planned fleet expansion represents a measured and reasonable ambition," said Rumee A. Hossain, Chairman, Board of Directors, Biman Bangladesh Airlines.

"This order marks a significant milestone in our partnership with Biman Bangladesh Airlines, as it embarks on this important phase of fleet modernisation. Together, the A350 and A321neo form the perfect fleet strategy for Biman as it spreads its wings to new international destinations, catering to the growing demand across its network," said Benoît de Saint-Exupéry, EVP Sales of the Airbus Commercial Aircraft business. "Airbus's aircraft will provide the airline with the efficiency, range and versatility needed to connect Bangladesh to key markets across the globe, while delivering an exceptional experience to its passengers."

Avolon Orders 35 Airbus A330-900 and 75 A320neo Family Aircraft



Avolon, a leading global aviation finance company, has placed a firm order for 110 Airbus aircraft, comprising 35 A330-900 and 75 A320neo Family aircraft. This incremental order takes Avolon's total for the A330-900 to 114 aircraft and the A320 Family to some 650.

"We continue to see strong demand for new aircraft, and this order further strengthens our long-term delivery pipeline. This positions us to support our airline customers' fleet growth and replacement requirements well into the next decade. We expect demand for both the A330neo and A320neo to remain strong given the long-term growth trajectory of the aviation sector, and we are delighted to further expand our longstanding partnership with Airbus through this agreement," said Andy Cronin, Avolon CEO.

"This is a major order for both the A330neo and the A320neo Family and we thank Avolon for its repeated endorsement of our products," said Benoît de Saint-Exupéry, Airbus EVP Sales of the Commercial Aircraft business. "With this acquisition, Avolon confirms its position as the leading lessor for the A330-900, having purchased 114 of the type from Airbus. It is also another demonstration of the strong demand for the A330neo and A320neo from the lessor community, who clearly value the broad market appeal and flexibility these two products offer in the market space from domestic to regional to long haul routes."

Powered by the latest generation Rolls-Royce Trent 7000 engines, the A330neo is designed to fly up to 8,100 nautical miles / 15,000 kilometers non-stop and reduces fuel burn, CO2 emissions and operating cost by 25% compared to previous generation competitor aircraft. The A330neo unique Airspace cabin offers passengers and crews the latest modern in-flight products for a comfortable flying experience.

Aviation Capital Group Orders 75 Airbus A320neo Family Aircraft

Aviation Capital Group LLC (ACG), a premier global full-service aircraft asset manager, headquartered in Newport Beach, California has signed a firm



order for 75 A320neo Family aircraft, taking its total historical order for the type to 190 aircraft.

"ACG's portfolio strategy is focused on new-technology narrowbody aircraft that are most in-demand with airlines globally. Placing the largest order in our nearly 40-year history is a statement of confidence in the long-term future of air travel and in ACG's important role as a conduit between airlines, aircraft and capital," said Thomas Baker, Chief Executive Officer and President of ACG. "This major investment reinforces our long-term and important partnership which dates back to 2007 when ACG placed its first order with Airbus. ACG will be able to offer its customers the A320neo Family well into the next decade," said Benoît de Saint-Exupéry, Airbus EVP Sales of the Commercial Aircraft business. "We salute ACG's selection of the A320neo Family - the world's most modern and efficient single aisle aircraft."

Embraer Delivers 1st E175 Featuring New RECARO Seats to American Airlines



Embraer announced the delivery of the first E175 equipped with new-generation RECARO passenger seats to American Airlines, marking another milestone in the continued evolution and modernization of one of the world's most successful regional aircraft.

The delivery introduces a new cabin experience designed to further enhance passenger comfort while reinforcing the E175's position as the preferred regional jet in North America. The new generation seating represents the latest cabin enhancement available for the E175 platform, combining contemporary aesthetics with durable, human-centric ergonomics.

"The E175 has built an unmatched reputation by continuously evolving to meet the needs of airlines and passengers," said Arjan Meijer, President and CEO of Embraer Commercial Aviation. "The introduction of our new RECARO seats demonstrates our commitment to investing in the platform and delivering enhancements that improve passenger experience while creating additional value for operators.

The new RECARO seats feature a contemporary, slimline profile designed to maximize personal space and knee room without compromising cushion comfort. The upgrade is part of American's ongoing cabin modernization journey and further elevates the onboard experience on the carrier's regional fleet.

The seating upgrade forms part of Embraer's ongoing investment in the evolution and modernization of the E175, bringing its main cabin environment and passenger experience closer to the E2 family. Together, these enhancements deliver a more mainline-like experience while further strengthening the E175's position as the benchmark regional jet.

"As the first U.S. airline to introduce RECARO seats on Embraer E175 aircraft, we're continuing to raise the bar for regional travel," said Rhonda Crawford, Senior Vice President of Customer Experience Design and Strategy of American Airlines. "Our goal is to deliver the elevated experience customers want, while creating greater consistency across the American travel experience."

US FAA Certifies Boeing 737-10, Largest Member of 737 Max Family



The U.S. Federal Aviation Administration (FAA) certified the newest and largest Boeing 737 MAX airplane, the 737-10, clearing the way for Boeing [NYSE: BA] to begin delivering the airplane in the coming months.

The 737-10 completes the 737 MAX family, which offers airlines the most efficient and flexible single-aisle airplane lineup in aviation. The largest model builds on the family's common architecture while taking capabilities to a new level:

Capacity to serve 230 passengers in maximum seating configuration

Lowest per seat costs of any single-aisle airplane in service

365 nautical miles more range than competitors without auxiliary fuel tanks

The airplane also introduces safety enhancements, including an enhanced Angle-of-Attack system that will become standard across the 737 MAX family.

"Completing the certification program clears the path for us to deliver a Boeing airplane that will set a new standard in commercial aviation. The 737-10 offers greater capacity, longer range and the best seat economics in its class, a platform that will create more value and opportunities for airlines around the world," said Stephanie Pope, president and CEO of Boeing Commercial Airplanes. "We are also delighted to complete the 737 MAX family and provide our customers the most-efficient and flexible single-aisle airplane portfolio in the industry."

More than 30 customers around the world have purchased the 737-10 model,

with orders totaling 1,555 airplanes to date, or more than 30 percent of the 737 MAX program's current order book.
The 737-10 is the first commercial airplane to be certified to the full extent of the 2020 Aircraft Certification, Safety, and Accountability Act (ACSAA), which mandated enhanced documentation of safety assessments and human factors evaluations.
In compliance with ACSAA and FAA certification requirements, Boeing completed a rigorous certification program for the 737-10, including:
More than 2,000 total flight hours, plus 1,000 ground test hours.
Tens of thousands of pages of documentation and many hours of formal meetings with the FAA.
"Our flight test team ran a disciplined, methodical campaign to validate every system. That rigor gives us confidence as we move toward deliveries," said Chris Payne, vice president and general manager of 737 Airplane Development Programs for Boeing Commercial Airplanes. "I'm incredibly proud of the entire team for their focus and professionalism."

DAE Announces Completion of United Airlines Boeing 737 MAX Mandate



Dubai Aerospace Enterprise (DAE) Ltd the global aviation services company announced that it had delivered the tenth and final Boeing 737-9 aircraft to United Airlines under a sale-and-leaseback agreement signed earlier in 2026.
Completion of this mandate brings DAE's total fleet on lease to the airline to 26 Boeing 737 and Airbus A320 family aircraft.
Firoz Tarapore, Chief Executive Officer of DAE, commented, "Following the success of our mandate with United Airlines last year, we are delighted that the airline has once again trusted DAE to execute another expeditious transaction. From document execution to mandate fulfillment, the transaction was completed in just three months, demonstrating the agility and expertise of both the DAE and United Airlines teams.
DAE looks forward to continuing to support United Airlines and further strengthening this important relationship. Through transactions such as this, we are able to expand our portfolio of next generation, fuel efficient aircraft while supporting the airline's fleet growth."
This latest sale-and-leaseback transaction of 10 737-9 aircraft was executed in partnership with Equator and Mustang. DAE Capital, as Servicer, will provide an integrated customer experience to the airline.
The 737-9 is a member of the Boeing 737 MAX family, designed to deliver enhanced efficiency, improved environmental performance, and increased passenger comfort to the single-aisle market. Powered by CFM International LEAP-1B engines and incorporating advanced technology winglets, the 737 MAX offers excellent economics. The airplane family reduces fuel use and emissions by 20% compared to jets it replaces.
DAE currently owns, manages, and is committed to own or manage a total of approximately 1,000 aircraft, including 367 from Boeing, of which 206 are Boeing 737 MAX family aircraft, with plans to further expand its fleet to meet growing market demand.

Atlantic Airways Orders 2 Additional Airbus A320neo Aircraft

Atlantic Airways, the national airline of the Faroe Islands, has signed a firm order with Airbus for the purchase



of two A320neo aircraft. The order supports the airline's transition toward an all-A320neo fleet, driving operational synergies and streamlined maintenance.
Atlantic Airways currently operates four A320 Family aircraft, comprising two A320ceo and two A320neo.
"Our ambition is to operate an exclusively A320neo aircraft fleet in the near future, and this agreement marks a significant step towards achieving that goal," said Niels Mortensen, Chairman of the Board of Atlantic Airways. "This investment will help ensure the continuous renewal of our fleet while supporting efficient operations."
"We are pleased to strengthen our partnership with Atlantic Airways as they advance toward a complete A320neo fleet," said Benoît de Saint-Exupéry, Airbus EVP Sales of the Commercial Aircraft business. "By adding two additional latest generation A320neo aircraft to their future fleet, the airline is reinforcing its commitment to regional connectivity. We look forward to continuing our support to facilitate efficient connections for the Faroese communities."

CDB Aviation Leases Additional Boeing 737-800 to Neos

CDB Aviation, a wholly owned Irish subsidiary of China Development Bank Financial Leasing Co., Ltd. announced the execution of a lease agreement for one Boeing 737-800 with Italy-based leisure airline Neos S.p.A. ("Neos").
The new lease agreement builds on the existing relationship between Neos and



CDB Aviation, which was established in 2021 with the leasing of two 737-800s. The aircraft will be delivered in November 2026 and deployed on intra-European and intercontinental routes.

"We are delighted to deepen our partnership with Neos through the agreement to lease this additional 737-800 from CDB Aviation's portfolio," commented Gavan Daly, Head of Commercial EMEA at CDB Aviation.

"We are pleased to further strengthen our partnership with CDB Aviation with the planned addition of this Boeing 737-800 to our fleet," said Marco Brusa, Chief Operating Officer of Neos. "This agreement builds on our established relationship and reflects our confidence in CDB Aviation as a trusted partner. We look forward to welcoming the aircraft and continuing our successful collaboration."

Boeing: Global Freighter Fleet to Exceed 4,000 Airplanes as Air Cargo Traffic Doubles by 2045

Boeing projects in its 2026 World Air Cargo Forecast that air cargo traffic will double over the next 20 years, driving the freighter fleet to exceed 4,000 airplanes by 2045. Growth will be fueled by time-sensitive shipments for advanced manufacturing and AI hardware, diversifying supply chains and rising e-commerce volumes as carriers adapt route networks to shifting trade lanes and manage geopolitical disruptions.

Boeing released its biannual forecast today at The International Air Cargo Association's Air Cargo Forum in Miami. The 20-year forecast examines major air trade markets, industry trends and the future development of the global freighter fleet.

Market snapshot

Record traffic: Global air cargo traffic reached a new annual record in 2025, growing nearly 5% year over year from 2024, despite trade volatility and geopolitical disruptions.

Network resilience: Air cargo networks are adapting to changing trade flows, rerouting challenges and shifting production locations while continuing to provide speed, reliability and security.

Key demand drivers: E-commerce, direct-to-consumer business model and demand for high-tech goods are fueling air cargo growth. According to IATA, more than 70% of AI-related goods were transported by air in 2025.

World Air Cargo Forecast highlights and insights

Fundamentals: Structural growth drivers and proven resilience are expected to support air cargo traffic growth of 3.5% annually over the next two decades, outpacing long-term economic and trade growth. Trade flows touching Asia will lead growth and represent approximately 60% of the global market.

Freighter fleet growth: The worldwide fleet is expected to grow 67% by 2045 from 2,395 airplanes in 2025 to 4,010 airplanes. Dedicated freighters are expected to carry more than half of global air cargo traffic in the long term.



Growth and replacement: Operators will need 2,930 new and converted freighters over the next 20 years to support traffic growth and replace retiring airplanes. About 55% of deliveries will add capacity; approximately 45% will replace older, less efficient freighters. Two-thirds of deliveries will be converted passenger airplanes and the remainder will be new-production freighters.

Market mix: Nearly one-third of all air cargo revenues are earned by airlines with passenger belly cargo capacity as well as dedicated main deck freighters to serve a broad network and diverse markets. Growing demand for express services will lift integrators' (time-definite and express operators) share of global air cargo traffic to nearly 25% in 2045.

"Air cargo's adaptability and speed are strategic advantages enabling reliable transport, dynamic rerouting and critical support for evolving supply chains," said Darren Hulst, Boeing vice president of Commercial Marketing. "As global trade patterns change and demand for time-sensitive, high-value goods grows, dedicated freighters will remain essential to global commerce."

CAE to Sell Flightscape to SITA



CAE Inc. announced that it has entered into a definitive agreement to sell Flightscape, its airline operations software business, to SITA, a global aviation technology company, for an enterprise value of US$500 million, subject to customary adjustments.

The transaction is expected to close in the first half of 2027, following receipt of regulatory approvals and satisfaction of

the remaining closing conditions.

"We are proud of the business the Flightscape team has built and the market position it has earned," said Matthew Bromberg, President and Chief Executive Officer. "We believe SITA is the right owner for Flightscape's next chapter and is well positioned to support its customers, employees, and continued growth."

"This transaction is fully consistent with our transformation plan and will sharpen CAE's focus to our core Civil and Defense businesses, where we are best positioned to lead," continued Bromberg. "Through this accretive transaction, we are strengthening our ability to deliver greater value for customers, drive profitable growth and create long-term shareholder value."

Flightscape is a leading airline operations software provider serving airlines and airports around the world. Through sustained investment, strong leadership and continued innovation, the business has earned the trust of customers and established a leading position in its market.

"Airlines need to make the best possible use of their aircraft, crews and infrastructure while responding to increasingly complex operational challenges," said David Lavorel, Chief Executive Officer, SITA. "With Flightscape, we will bring together our complementary capabilities to strengthen what we offer airlines and connect their operational decisions with insight from across the aviation ecosystem. That will help our customers anticipate disruption, recover more effectively and run more resilient operations."

Flightscape will continue operating as usual until the transaction closes. Customers can expect continuity in service, support and product development, and employees will remain focused on delivering value to customers worldwide.

CAE intends to deploy the sale proceeds in accordance with its disciplined capital allocation priorities, including investing in its core simulation and training businesses and returning capital to shareholders, while maintaining financial flexibility.

SES and Air Astana Introduce Multi-orbit Inflight Connectivity on A321LR Fleet

SES was selected by Air Astana, the award-winning flag carrier of Kazakhstan, to introduce next-generation inflight connectivity services across its Airbus A321LR fleet. The first connected aircraft entered commercial service on 29 October 2026. Fleet-wide deployment will continue across the remaining A321LR fleet.

Equipped with SES's new electronically steered array (ESA) antenna, the aircraft delivers reliable connectivity over the SES multi-orbit network. SES will provide a fully managed inflight connectivity service across the fleet, enabling Air Astana passengers to enjoy a seamless online experience throughout their journey.

"Airlines are increasingly looking for connectivity solutions that deliver a seamless passenger experience while providing the flexibility to evolve with changing customer expectations," said Blane Boynton, Senior Vice President, Aviation at SES. "SES's multi-orbit solution will enable Air Astana to offer a consistent, high-quality online experience across its network and bring a new era of inflight connectivity to passengers throughout Central Asia and beyond."

The service supports Air Astana's vision of transforming the onboard experience for both business and leisure travelers. Through an airline-branded connectivity portal, passengers will be able to access a range of connectivity options, including complimentary streaming services for premium customers and flexible paid packages for Economy Class travelers. The service is supported by QMobile, (formerly Jusan Mobile), a leading telecommunications and technology provider in Kazakhstan.

"Today's passengers expect to stay connected wherever they travel, whether they are working, keeping in touch with family and friends, or enjoying entertainment during their journey," said Yelena Obukhova, Vice President, "Our partnership with SES will enable Air Astana to offer a modern, high-quality connectivity experience that reflects the premium service our customers expect. By combining multi-orbit satellite technology with our onboard experience, we are investing in greater comfort, convenience and value for our passengers."



CAE STRENGTHENS BUSINESS AVIATION TRAINING NETWORK WITH NEW CAPACITY IN THE AMERICAS



CAE announced at the NBAA Business Aviation Convention & Exhibition (NBAA-BACE) that four additional full-flight simulators (FFSs) are now available in the Americas region, strengthening its global business aviation training network and expanding customer access to training on some of the most in-demand business aviation platforms and adding capacity where operators need it most.

The four additional simulators provide training for the:

Bombardier Global 6500

Embraer Praetor 600

Pilatus PC-24

Cessna Citation CJ4

The additions are part of CAE's broader focus on aligning its global training network with customer and fleet demand, providing the right training, on the right aircraft.

"As business aviation demand grows, CAE is strengthening its global training network to meet operators' evolving needs," said Alexandre Prévost, President, Civil Aviation at CAE. "These simulator deployments expand access to high-quality training on the aircraft our customers fly, where they need it, while delivering the quality and experience they expect from CAE. It's about helping crews stay ready, perform at their best and fly safely."

CAE has nearly doubled its business aviation training capacity compared with a decade ago. Today, its global business aviation training network includes more than 130 full-flight simulators and approximately 1,000 instructors worldwide, delivering more than 300,000 hours of training annually. CAE's network spans pilot and maintenance training across different aircraft categories and leading OEM platforms, helping operators meet evolving training needs while supporting safety and operational readiness.

The need for business aviation training is expected to remain strong. CAE's Aviation Talent Forecast projects a need for 102,000 new business aviation professionals worldwide by 2034, including 33,000 pilots and 69,000 maintenance technicians.

CESSNA CITATION GEN3 LIGHT JET PROGRAMS CONTINUE TO ADVANCE TOWARD CERTIFICATION



Textron Aviation Inc ., a Textron Inc. company announced the Cessna Citation CJ4 Gen3 , Citation CJ3 Gen3 and Citation M2 Gen3 programs have accumulated more than 1,220 combined flight test hours as the company continues to advance the next generation of Citation light jets toward Federal Aviation Administration (FAA) certification.

All three Citation Gen3 aircraft provide next-generation capability, pilot-focused innovation and added customer confidence. Each aircraft features Garmin Emergency Autoland , a revolutionary system which, if activated in the event of a pilot incapacitation or another emergency, guides the aircraft to a suitable landing site and brings it to a complete stop. The Citation CJ4 Gen3 is expected to be the first light jet to market with this capability. The program has logged nearly 1,100 flight test hours across two test articles; recent activities include hot weather and electrical system certification testing.

Reaching more than 60 flight test hours, the Citation CJ3 Gen3 program is currently focusing on landing and braking performance on the test article. The Citation M2 Gen3 has accumulated more than 75 hours, and the program is nearing the start of simulated enroute emergency activation including airport selection and autoland to a full stop.

About the Cessna Citation CJ4 Gen3

The Cessna Citation CJ4 is the largest Citation aircraft in the light jet segment. The single-pilot certified aircraft combines superior speed, range and operating economics compared to larger aircraft, making it the ideal platform for owner/operators or corporate missions. The CJ4 is valued by customers around the world for luxury and productivity, as well as a wide range of missions including air ambulance, maritime patrol, search and rescue and aerial survey.

The CJ4 Gen3 offers pilots next-generation Garmin G3000 PRIME avionics, with intuitive, seamless control to the flight deck. Bringing a new level of expectations to the world of light business jets, the CJ4 Gen3 offers the most standard features in its class.

The Citation CJ4 Gen3 is expected to feature a maximum range of 2,165 nm and a maximum cruise speed of 451 ktas. With seating for up to 11 occupants and a 6,930-pound useful load, the aircraft offers superior performance and versatility.

GULFSTREAM SURPASSES $3 BILLION INVESTMENT IN SPARE PARTS INVENTORY

Gulfstream Aerospace Corp.announced continued strategic investments in its global materials network, expanding spare parts inventory, distribution capabilities, and repair and overhaul operations to support the growing Gulfstream fleet.

Gulfstream's dedicated spare parts inventory has grown significantly and now represents an investment of more than $3 billion. This investment ensures parts are readily available and aircraft needs are addressed quickly, keeping customers supported throughout their aircraft ownership experience.

"As our fleet continues to grow around the world, we are making strategic investments in inventory, infrastructure and expertise that further strengthen our ability to support customers wherever they operate," said Mark Burns, president, Gulfstream. "By increasing parts availability, we're providing customers with greater confidence that the resources they need are available when and where they need them."



As part of these efforts, Gulfstream has also continued investing in its global distribution center network, which now includes 12 locations. Recent growth includes expansion of the company's Atlanta distribution center, which has more than doubled in size and is now Gulfstream's largest distribution facility outside of its Savannah headquarters. The Atlanta facility now houses approximately $190 million in spare parts inventory following a 65% increase in inventory value this year alone. Similar investments have been made at Gulfstream's service center in Mesa, Arizona, where spare parts inventory has grown by 25% over the past year and is now valued at more than $48 million.

Just one year after its official opening, Gulfstream's Texas Repair and Overhaul Center in the Dallas-Fort Worth area has significantly expanded its in-house component support capabilities, increasing capacity for wheels and brakes, structures, paint, non-destructive testing, hydraulics and Gulfstream G650 landing gear assemblies. The center is also broadening its scope to include Gulfstream G500 and G600 hydraulic and landing gear components. To support these expanded capabilities, the on-site team has grown by more than 50% over the past year.

Internationally, Gulfstream maintains forward-stocking spare parts locations in Singapore and Amsterdam to support customers across the Asia-Pacific region and Europe. Together with the company's U.S. facilities, these strategically located hubs position critical inventory closer to customers, enabling faster access to parts and reinforcing Gulfstream's commitment to responsive, world-class support across the globe.

BOMBARDIER EXPANDING IN AMERICA, CREATING THOUSANDS OF JOBS, COMBINED WITHIN ITS NETWORK AND THROUGHOUT THE SUPPLY CHAIN

Bombardier announced that it is continuing to significantly enhance its American footprint. The company plans to hire 800 people across America. Today, Bombardier is actively recruiting for 500 positions across the country and plans to create an additional 300 jobs through footprint expansion projects. Texas is planned to be the next pillar of expansion and will account for 150 of the 300 new jobs. Hiring activities will further be spread across the company's U.S. home base in Kansas as well as in Indiana and Connecticut. Job creation in these states will be driven by infrastructure investments, which will total an estimated $270M in the first phase.

"Our American service network is a key pillar of Bombardier's growth strategy. This new wave of expansion and hiring reflects our long-term confidence in this market and our employees in America," said Eric Martel, President & CEO, Bombardier. "Based on our constructive conversations with the U.S. administration, we see a bright path forward for our highly skilled aerospace workers as well as a positive environment for Bombardier to continue pursuing direct investments to grow our American footprint."



Bombardier's Learning Center in Wichita, Kansas represents one component of Bombardier's broader investment in this iconic city. Inaugurated last week, the new North American Learning Center reinforces the company's commitment to developing talent, enhancing capabilities and supporting the long-term growth of its Kansas operations.

Bombardier's newest American service facility at Fort Wayne International Airport in Fort Wayne, Indiana, is an approximately 64,500-square-foot facility that will accommodate up to six aircraft and offer scheduled and unscheduled maintenance, modifications, avionics installations and AOG support. The company will further launch new footprint expansion projects in Dallas, Texas, and Connecticut.

In 2025, the company's U.S. activities supported 27,200 American jobs(2) throughout its service and manufacturing facilities, as well as within a broad supply chain, where Bombardier spent $2.8 billion. The 27,200 jobs across America, supported by Bombardier activities, carried a 7-to-1 ratio: for every one Bombardier job, activities support seven additional jobs across the economy through supplier purchases and household spending. Based on current hiring and expansion plans, the total number of jobs supported is projected to exceed 33,000.

HONEYWELL AEROSPACE AVIONICS SELECTED BY DASSAULT AVIATION FOR FALCON 2000-EASY SERIES AIRCRAFT



Honeywell Aerospace announced that Dassault Aviation has selected Honeywell Aerospace's EASy IV flight deck system for its Falcon 2000 EASy aircraft platform, bringing the latest generation of the cockpit technology to one of the most successful aircraft families in business aviation.

The upgrade will modernize the Falcon 2000 cockpit with new capabilities designed to improve pilot awareness, streamline operations and support future regulatory requirements. The selection builds on a longstanding collaboration between Honeywell Aerospace and Dassault Aviation and extends advanced cockpit technologies already available on the Falcon 6X, 7X and 8X aircraft.

"Dassault Aviation and Honeywell Aerospace have worked together for decades to deliver advanced technologies that support safe, efficient and reliable operations for Falcon operators around the world," said Linnea Whisler, president, Commercial Original Equipment (OE), Honeywell Aerospace. "The selection of EASy IV for the Falcon 2000 demonstrates our shared commitment to continuously improving safety and the flying experience while helping operators meet evolving operational and regulatory requirements."

The EASy IV flight deck introduces a range of enhancements designed to improve situational awareness and operational efficiency. Features include upgraded cockpit displays, enhanced navigation capabilities, upgraded weather detection capabilities and expanded connectivity features.

The system also incorporates technologies designed to help pilots better manage complex operating environments, including improved runway awareness tools, enhanced flight path visualization and additional decision-support capabilities during critical phases of flight. With the deployment of the Falcon 2000's EASy IV cockpit, all Dassault Falcon platforms will operate on a common avionics system. Now all Falcon platforms, including the Falcon 6X and Falcon 10X, will benefit from consistent technology enhancements and advanced capabilities.

1ST CESSNA CITATION CJ4 GEN3 ADVANCES TOWARD ENTRY INTO SERVICE AS 1ST PRODUCTION UNIT ROLLS OUT OF THE FACTORY



Textron Aviation Inc ., a Textron Inc. company, recently celebrated the rollout of the first production unit of the Cessna Citation CJ4 Gen3 , an important milestone as the aircraft advances toward entry into service. The rollout represents Textron Aviation's continued investment in the light jet lineup, bringing Garmin G3000 PRIME avionics, Garmin Emergency Autoland and other customer-driven enhancements to the proven Citation CJ4 platform.

"This rollout is a visible result of the care, precision and teamwork that move an aircraft from design intent to a production-ready airplane," said Eric Cardinali, senior vice president, Manufacturing Operations. "For our manufacturing teams, it represents the disciplined execution behind every milestone — translating customer-driven innovation into a high-quality aircraft built to perform. I'm proud of the craftsmanship and collaboration that brought the first Citation CJ4 Gen3 production unit to this point."

The CJ4 Gen3 is expected to be the first light jet to market with Garmin Emergency Autoland , a system designed to automatically take control of the aircraft in the event of pilot incapacitation, identify a suitable airport, guide the aircraft through approach and landing and bring it to a complete stop. Featuring Garmin G3000 PRIME avionics, the all-new flight deck in the light jet is designed to simplify pilot workflow and enhance situational awareness through intuitive touchscreen technology, advanced display capabilities and streamlined controls.

Developed in response to customer feedback, the Citation CJ4 Gen3 is designed to elevate the ownership and flying experience through revolutionary technology and the most standard features in its class.

While the aircraft showcases the next generation of Citation innovation, the rollout also highlights the people responsible for bringing that innovation to life. Teams across Textron Aviation collaborated to design, build and advance the first production aircraft as the program progresses toward entry into service. The Cessna Citation CJ4 Gen3 represents the next evolution of Textron Aviation's largest Citation light jet and demonstrates the company's ongoing commitment to delivering innovative solutions that support customers today while helping define the future of flight.

TRANSFORMING THE AIRCRAFT CABIN INTO A CONNECTED DIGITAL ECOSYSTEM





Kartikeya, Editor, Aviation Update
In Conversation with

Sameer Sirdeshmukh

Vice President, AeroHub

Our ambition is to take an India-developed IFE technology platform to international markets.

With over two decades of experience in technology and entertainment, what inspired your move into aviation, and how has this journey shaped AeroHub's vision?

Over the last 20 years, I have had the opportunity to witness and be part of some remarkable transformations in the technology and entertainment industries. During this journey, I have worked closely with several telecom operators and mobile OEMs, seeing how technology continuously evolves and changes the way people consume content and entertainment.

Aviation has always fascinated me. It is an exciting industry where technology, innovation and customer experience come together. When I started looking at the aviation sector more closely, I noticed that the In-Flight Entertainment (IFE) space in India had significant potential, but there was very little homegrown innovation and very few companies focusing on building solutions specifically for this market.

I saw this as an opportunity to bring my experience in technology and entertainment into aviation and contribute to building something meaningful from India. That thought became one of the key inspirations behind AeroHub.

Our vision is to bring innovation, technology and engaging entertainment experiences to aviation, while developing solutions that understand the needs of airlines and passengers. We believe India has the talent and technological capabilities to create world-class IFE solutions, and AeroHub aims to be part of that journey.

How is wireless in-flight entertainment changing the aviation industry compared with traditional seatback entertainment systems?

Traditional seatback entertainment systems have always involved significant investment for airlines. The hardware, installation, maintenance and ongoing operational costs are very high. As a result, these systems have largely been accessible to full-service, large airlines, while smaller and regional airlines often find it difficult to offer a similar entertainment experience to their passengers.

Another major limitation of traditional systems is the difficulty of upgrading technology. Once installed, the systems are often expensive and complicated to modify or replace, making it challenging for airlines to keep pace with changing technology and passenger expectations.

Wireless in-flight entertainment is changing this equation. It eliminates the need for expensive seatback hardware and allows passengers to access entertainment directly on their own smartphones, tablets or laptops. This makes it possible for even smaller airlines to offer a rich digital entertainment experience at a much lower cost.

At AeroHub, we see wireless IFE as more than an entertainment solution. Our focus is on helping airlines transform IFE from a cost centre and operational liability into an ancillary revenue opportunity. By creating digital engagement platforms, airlines can explore advertising, brand partnerships and other revenue-generating opportunities while improving the overall passenger experience.

Ultimately, wireless IFE is making in-flight entertainment more accessible, scalable and commercially viable for the entire aviation industry.

AeroHub offers both portable and aircraft-powered IFE solutions. How can airlines choose the right option for their fleets?

At AeroHub, we understand that every airline has different operational requirements, fleet structures and business priorities. That's why we offer both battery-powered portable IFE solutions and aircraft-powered IFE solutions.

For airlines operating leased aircraft, particularly smaller and regional airlines, battery-powered IFE is often a very practical option. Many airlines prefer not to make modifications to leased aircraft, and they may also want to launch their IFE services quickly without going through lengthy aircraft modification and certification processes. Our portable, battery-powered solutions allow them to do exactly that. They are particularly suitable for short- and medium-haul operations, including flights of around 5–6 hours.

On the other hand, for airlines operating longer-haul routes, aircraft-powered IFE can be a better choice. It allows us to offer more advanced features and a richer entertainment experience, with the system drawing power directly from the aircraft. However, this approach requires certain aircraft modifications, along with installation planning and aircraft downtime.

Ultimately, the decision depends on the airline's business model, route duration, fleet ownership structure and passenger experience strategy.

Our approach at AeroHub is to understand these requirements first and then recommend the solution that delivers the right balance of passenger experience, operational convenience and commercial value.

What opportunities do you see in international markets, and how are recent airline partnerships contributing to AeroHub's global expansion?

We see significant opportunities in international markets because the demand for affordable, flexible and technology-driven in-flight entertainment is growing across the global aviation industry.

Traditionally, advanced IFE solutions have been concentrated among large international and full-service airlines. However, today, low-cost carriers, regional airlines and airlines in emerging aviation markets are also looking to enhance their passenger experience without making heavy investments in traditional seatback entertainment systems.

This is where we see a strong opportunity for AeroHub. Our wireless IFE solutions, along with our portable and aircraft-powered options, give airlines the flexibility to adopt technology based on their operational requirements and business models.

Our airline partnerships are an important part of this journey. Every partnership gives us an opportunity to understand different market requirements, passenger expectations and airline operations. It also helps us strengthen our technology, build credibility and create a foundation for entering new markets.

Our ambition is to take an India-developed IFE technology platform to international markets. We believe there is tremendous potential for Indian companies to build globally competitive aviation technology solutions, and AeroHub wants to be a part of that transformation.

For us, global expansion is not just about entering new geographies; it is about building long-term partnerships and delivering measurable value to airlines and their passengers.

AeroHub has developed patented technology to pause entertainment automatically during cabin announcements. How does this innovation improve passenger safety and convenience?

One of the important challenges in in-flight entertainment is ensuring that passengers never miss essential cabin announcements while enjoying their entertainment.

Most IFE technology providers offer some form of solution to address this. However, the existing approaches are not always seamless. In some systems, cabin crew have to manually pause the entertainment whenever an announcement is made. Another approach is to integrate the IFE system directly with the aircraft's PA system, but this can be a very expensive and time-consuming process, often involving additional hardware, integration and aircraft modifications.

At AeroHub, we wanted to solve this challenge in a smarter and more cost-effective way. We have developed patented technology that automatically pauses entertainment whenever a cabin announcement is made and allows passengers to resume their content once the announcement is over.

This offers significant advantages. It reduces the dependency on manual intervention by cabin crew, helps ensure passengers don't miss important safety instructions and provides a much smoother entertainment experience.

Most importantly, our solution is highly cost-effective and easier for airlines to implement compared with expensive aircraft PA system integrations.

We believe that safety-related innovations should be accessible to airlines of all sizes, not just those with large technology budgets. At AeroHub, our objective is to combine innovation, passenger convenience and affordability to make IFE smarter and more aviation-friendly.

Q How is AeroHub's SkyView platform expanding beyond entertainment into in-flight shopping and other digital passenger services?

A At AeroHub, we see the future of in-flight entertainment going far beyond movies, music and traditional entertainment content. We believe the aircraft cabin can become an important digital touchpoint between airlines and their passengers.

With our SkyView platform, we are building a complete digital passenger engagement ecosystem. Entertainment is the starting point, but the platform extends into several other areas, including in-flight shopping, food and beverage ordering, destination information, travel-related services, advertising and interactive experiences.

One important area is programmatic advertising. Our vision is to help airlines move beyond traditional advertising models and enable more targeted and relevant advertising opportunities through digital inventory. This creates new opportunities for brands to reach passengers while opening up additional revenue streams for airlines.



The future of IFE is not just about what passengers watch during a flight, but also about what they can discover, experience, purchase and interact with throughout their journey.

SkyView can also integrate with airline servers to access and display relevant operational and passenger information. This allows airlines to provide passengers with useful, flight-related information and services through the same platform, creating a more connected and informative travel experience.

Another important feature is interactive digital mapping. Passengers can explore their flight journey, view the aircraft's current position, understand the route and discover geographical information about the regions they are flying over. We see this as a valuable way to make the journey more engaging and informative.

We are also focusing on passenger feedback and engagement. Through SkyView, airlines can interact with passengers, collect feedback and better understand their preferences and experiences. This information can help airlines improve their services.

For younger passengers, we are developing dedicated entertainment experiences with kids' content, games and age-appropriate interactive activities, making the journey more enjoyable for families.

In addition, the platform can support in-flight shopping, brand partnerships and other digital services, creating opportunities for airlines to generate revenue through shopping commissions, advertising and other ancillary services.

Our long-term vision is to transform SkyView into a comprehensive digital platform for aviation, bringing entertainment, commerce, advertising, flight information and passenger services together in one ecosystem.

We believe the future of IFE is not just about what passengers watch during a flight, but also about what they can discover, experience, purchase and interact with throughout their journey.

Q How can wireless IFE platforms help airlines generate additional revenue and better understand passenger preferences?

A Wireless IFE has the potential to change the way airlines look at in-flight entertainment. Traditionally, IFE has been treated largely as a passenger service and an operational cost. However, with digital platforms, airlines can transform it into an additional revenue-generating opportunity.

At AeroHub, through our SkyView platform, we are looking at creating a complete digital ecosystem that goes beyond entertainment.

There are multiple opportunities to generate additional revenue. These include programmatic advertising, brand partnerships, in-flight shopping, product promotions and other digital services. We can also extend the passenger experience into travel-related services such as cab bookings, hotel bookings and destination services, creating opportunities for airlines to earn through commissions and commercial partnerships.

We also see opportunities in passenger engagement through multiplayer games, interactive entertainment and dedicated kids' content. These features can make the journey more enjoyable, particularly on longer flights.

Another important area is airline loyalty programmes. By integrating loyalty points into the digital IFE ecosystem, airlines can allow passengers to explore rewards, redeem points, discover special offers and engage more actively with the airline's loyalty programme. This can help airlines strengthen customer relationships and encourage repeat



engagement.

The second major advantage is the ability to understand passenger preferences better. As passengers interact with the platform through their own devices, airlines can gain valuable insights into entertainment preferences, shopping interests, booking patterns and engagement levels, subject to applicable privacy and consent requirements.

For example, airlines can understand which content is most popular, which products passengers are interested in, what services receive the most engagement and how passengers respond to different offers. These insights can help airlines improve their onboard services and create more relevant offerings.

Our vision at AeroHub is to transform IFE from a traditional entertainment expense into a comprehensive digital business platform that connects passengers with airlines, brands and travel service providers.

Ultimately, it is about creating a win-win ecosystem: passengers get more convenience and engagement, airlines unlock new ancillary revenue opportunities, and brands and service providers get a direct channel to connect with travellers.

Q What are the key challenges in delivering reliable, secure and engaging wireless entertainment across different aircraft and passenger devices?

A Delivering wireless in-flight entertainment comes with several challenges because, unlike a home or office environment, an aircraft has a very different operating environment.

One of the biggest challenges is device compatibility. Passengers use different smartphones, tablets and laptops, running different operating systems and software versions. The platform needs to work smoothly across these devices and provide a consistent user experience.

The second major challenge is connectivity and performance. Hundreds of passengers may try to access entertainment simultaneously, so the onboard wireless network must be capable of handling multiple users without compromising streaming quality, response time or overall performance.

Security is another critical consideration. Airlines need to ensure that the entertainment platform operates in a secure environment, protects passenger information and maintains proper separation from critical aircraft systems. Passenger privacy and data protection are equally important.

Another challenge is content management. Airlines operate across different routes, languages and passenger demographics. Keeping the content library fresh, relevant and properly licensed requires a robust content management and update mechanism.

There is also the challenge of integrating with different aircraft configurations and airline operational systems. Every airline may have different requirements, so the solution needs to be flexible and scalable.

At AeroHub, we address these challenges by focusing on a flexible technology architecture that supports different passenger devices, optimises onboard performance and provides airlines with the ability to manage content and services centrally.

We also believe that reliability and simplicity are equally important. Passengers should be able to connect and start enjoying entertainment without complicated installation or technical assistance.

Ultimately, the success of wireless IFE is not measured only by the number of features it offers, but by how reliably, securely and seamlessly it works for every passenger, on every flight.

Q What are AeroHub's major priorities for the next three to five years, and how do you see the future of connected passenger experiences evolving?

A Over the next three to five years, our focus at AeroHub will be on expanding our presence across the aviation industry, strengthening our technology platform and taking connected passenger experiences to the next level.

One of our major priorities is to work closely with IFC and connectivity partners to explore new possibilities in connected in-flight entertainment. We believe that the combination of wireless IFE and onboard connectivity can completely transform the passenger experience.

Our vision is not just to provide seamless entertainment, but to bring more digital services onboard. For example, we are working towards features such as hyperlocal caching, which can make OTT content available onboard without requiring additional internet bandwidth for streaming each individual programme. This can help optimise connectivity costs while giving passengers access to a richer content library.

We also see exciting opportunities in live event streaming, allowing passengers to enjoy live sports, special events and other real-time content during their flights, subject to available connectivity and licensing.

Beyond entertainment, we want to continue expanding SkyView into a complete digital passenger platform, bringing together shopping, travel services, advertising, loyalty programmes, interactive experiences and airline information.

From a business perspective, one of our key targets is to expand our reach to as many airlines as possible over the next three years, both in India and international markets. We want to make advanced IFE technology accessible not just to large full-service airlines, but also to low-cost and regional carriers.

We believe the future of aviation will be much more connected and personalised. The aircraft cabin will gradually evolve from simply being a place to travel into a connected digital environment where passengers can access entertainment, information, shopping and various services throughout their journey.

At AeroHub, our ambition is to be part of that transformation and establish ourselves as a technology partner for airlines globally.

GULFSTREAM ADVANCES G400 FLIGHT TEST PROGRAM WITH FIRST FLIGHT OF OUTFITTED AIRCRAFT; NEW SPEED RECORD SET EN ROUTE TO NBAA-BACE



Gulfstream Aerospace Corp. announced two significant milestones for the Gulfstream G400: the first flight of the program's fully outfitted test aircraft and a new city-pair speed record achieved using a blend of sustainable aviation fuel (SAF) en route to the 2026 NBAA Business Aviation Convention & Exhibition (NBAA-BACE) in Las Vegas. Together, the accomplishments demonstrate the G400 program's growing maturity and continued progress toward certification.

The fully outfitted G400 completed its first flight from Dallas Love Field Airport, flying for 2 hours, 46 minutes, and reaching an altitude of 48,000 feet. The aircraft features an 11-passenger configuration over two-and-a-half living areas and is dedicated to evaluating cabin systems at altitude and testing functionality and comfort in flight.

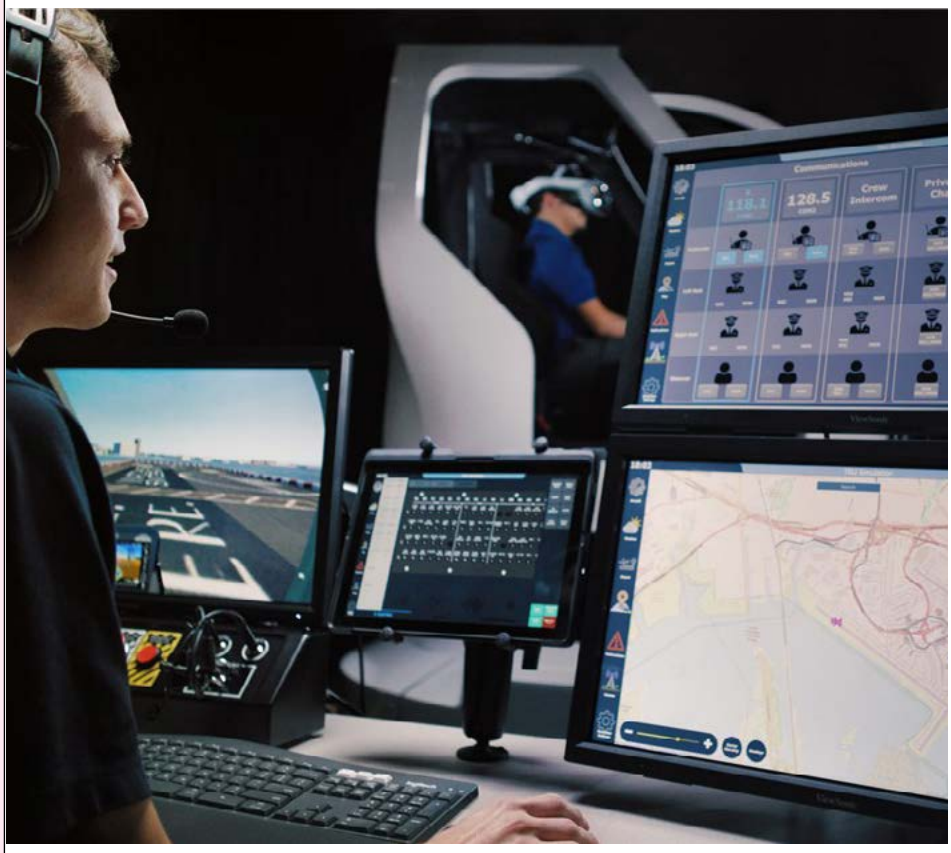
Heading into Las Vegas for NBAA-BACE, one of three experimental G400 test aircraft established a new city-pair speed record from Miami, completing the flight in 4 hours and 8 minutes at an average speed of Mach 0.89. Flown using a blend of SAF, the mission further demonstrated the aircraft's combination of speed, range and efficiency.

"The first flight of our outfitted G400 and this latest speed record reflect the discipline, experience and momentum behind the program," said Mark Burns, president, Gulfstream. "With the largest cabin in its class, the G400 provides customers an environment never before seen in this category, and we are excited to continue to refine the interior fit and finish as we prepare this exceptional aircraft for entry into service."

In addition, the G400 program has completed a broad range of missions including high-altitude testing in Telluride, Colorado, and cold-weather testing in Iqaluit, Canada, among other validation efforts.

"The aircraft continues to perform exceptionally well as we advance through the rigorous certification program," said Burns. "Each milestone reinforces the performance, cabin comfort and versatility customers will experience with this remarkable aircraft."

TRU SIMULATION INTRODUCES 1ST CESSNA GRAND CARAVAN EX FTD ON THE VERIS PLATFORM



TRU Simulation + Training Inc., a Textron Inc. company, and an affiliate of Textron Aviation Inc., announced the introduction of its Cessna Grand Caravan EX Veris Virtual Reality Flight Training Device (FTD), expanding the Veris product line to support one of the aviation industry's most versatile and widely utilized aircraft platforms. The announcement marks the first Caravan-configured training device offered within TRU Simulation's portfolio and reflects the company's continued investment in immersive aviation training technologies.

"The Veris platform was created to make high-fidelity simulation accessible to more operators and training organizations, helping to meet the growing need for efficient pilot training and proficiency development across the industry," said Jerry Messaris, president and CEO of TRU Simulation. "The Grand Caravan EX serves a broad range of missions around the world, from cargo and commuter operations to special mission and utility flying, making it a natural addition to the growing Veris portfolio. This device gives operators another tool to enhance pilot preparedness while balancing training effectiveness, flexibility and cost."

The Grand Caravan EX Veris combines virtual reality technology with a fully configured cockpit designed to replicate Caravan instrumentation, controls and avionics, including Garmin G1000 NXi avionics. Its dual-seat configuration supports a range of instructional objectives and can accommodate both single pilot and multi-crew training requirements. The device can be used with or without a virtual reality headset, providing flexibility for different teaching approaches, learning styles and operational needs.

DAHER AIRCRAFT STRENGTHENS ITS SYSTEM INTEGRATION CAPABILITIES FOR MULTI-MISSION KODIAK AIRCRAFT

Daher Aircraft is reinforcing its presence in the multi-mission aviation market by stepping up the integration of specialized systems for operators of Kodiak 100s and Kodiak 900s.

The company is underscoring these enhanced integration capabilities during this week's NBAA Business Aviation Convention & Exhibition (NBAA-BACE) in Las Vegas, where two airplanes from its turboprop-powered product line are on display: the Kodiak 900 Multi-Mission Aircraft and a TBM 980.

Recent major system integrations – including a Kodiak 900 for the Montana Department of Natural Resources and Conservation – validate Daher Aircraft's ability to combine its expertise as the manufacturer of Kodiak airplanes with its integration of advanced communications and other mission-specific equipment.

"Multi-mission customers need more than a capable aircraft. They need a solution that brings together the airplane, its mission equipment and the support required to keep it performing in demanding operating environments," said Nicolas Chabbert, the CEO of Daher Aircraft. "By continuing to develop our own integration capabilities, we provide customers with a more comprehensive offer while further developing the expertise needed to pursue additional opportunities in this market."



This Kodiak 900 for the Montana Department of Natural Resources and Conservation was among Daher Aircraft's mission systems integration projects.

One recent example is the Daher Aircraft communications-focused integration on a new Kodiak 900 for the Montana Department of Natural Resources and Conservation. The airplane is intended for multiple applications, including support for aerial fire attack, the transportation of personnel, and other conservation-related activities.

This installation includes Canyon's AeroConnect digital audio control system and an expanded radio configuration, together with an Air Tactical Group Supervisor (ATGS) capability. From the rear operators' station, the observer can monitor radio communications while monitoring activity on the ground – supporting the coordination of aerial firefighting resources.



INTERVIEW

AEQUS

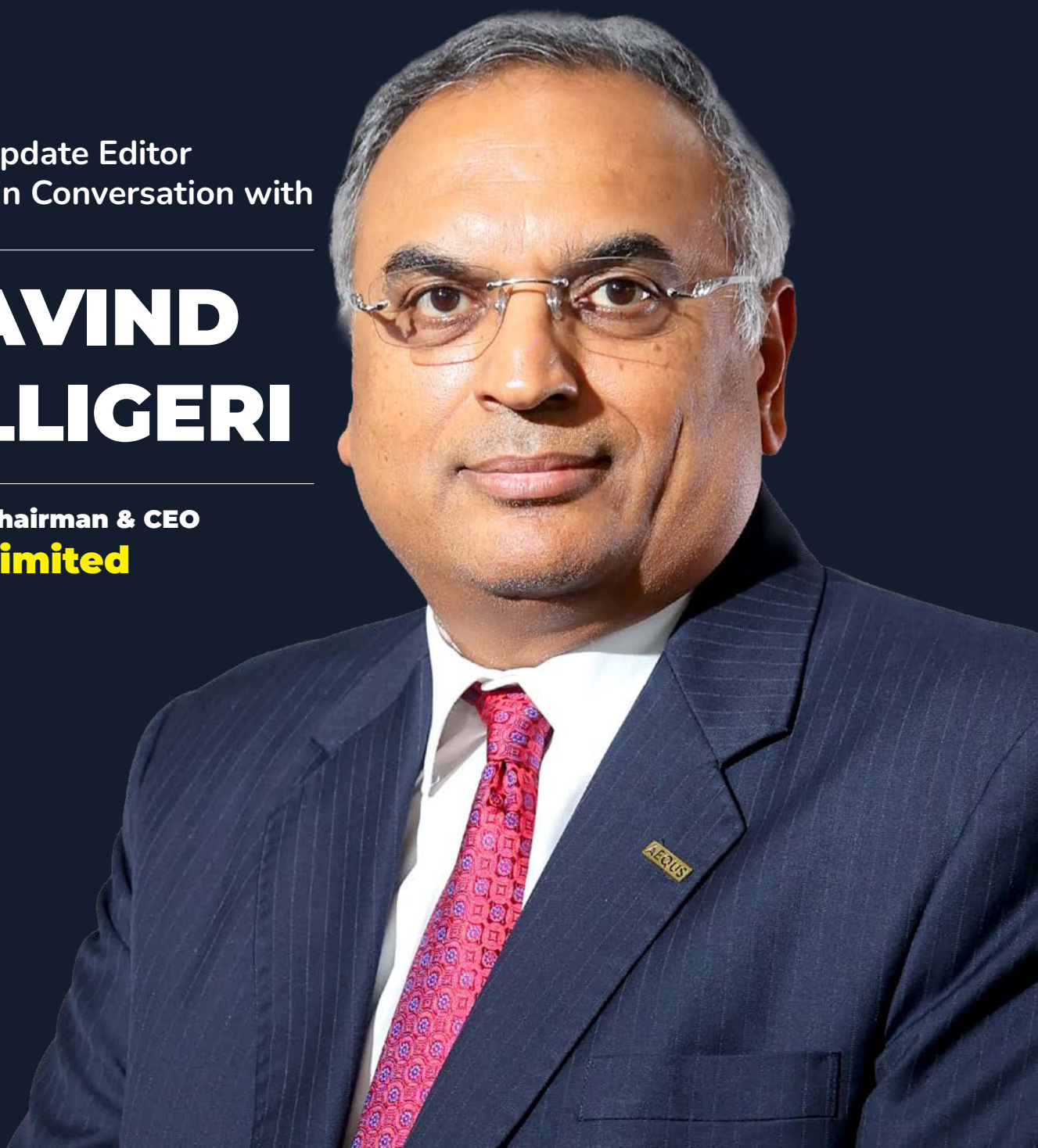
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STRENGTHENING INDIA'S POSITION IN GLOBAL AERO ENGINE MANUFACTURING

Aviation Update Editor
Kartikeya in Conversation with

ARAVIND MELLIGERI

Executive Chairman & CEO
Aequs Limited





Q What is the vision behind establishing the Aequs Aerospace Engine Components Ecosystem (AECE) in Hosur, Tamil Nadu. How will it strengthen India's position in the global aero engine manufacturing space?

A The vision behind the Aerospace Engine Components Ecosystem (AECE), being developed by Aequs is to build a focused, integrated manufacturing ecosystem for aero engine and landing system components, with the capability to serve increasingly complex requirements of global aerospace manufacturers.

Aero engine manufacturing represents one of the most demanding segments of the aerospace industry. It requires specialised materials, advanced manufacturing processes, high levels of precision and stringent quality standards. India has made significant progress in aerospace manufacturing, particularly in aerostructures. The Aequs Aerospace Manufacturing Ecosystem at Belagavi, which is predominantly focused on aerostructures is proof of this. The next opportunity is to deepen the country's capabilities in engine components and other high-value, technology-intensive products.

AECE is an important step in that direction. It is located at the Shoolagiri SIPCOT Industrial Park in Hosur, and Aequs has committed an investment of ₹1,900 crore over ten years towards developing the ecosystem. It is part of the 250 ace aerospace and defence manufacturing cluster envisaged at the same location.

The objective is not simply to increase manufacturing capacity, but to build the capabilities required to undertake more complex programs, increase domestic value addition, and strengthen India's participation in global aerospace supply chains. We see AECE as a long-term investment in India's ability to manufacture critical aerospace components at scale and to global standards.

Q How will AECE bring together forging, precision machining, special processes, surface treatment, and assembly within an integrated manufacturing ecosystem? What advantages will this offer global aero engine manufacturers?

A We have already done this at the Belagavi Aerospace Cluster (BAC), right from Forging to Precision Machining and Surface Treatment and Aerostructure Assemblies. Every process and capability required for manufacturing aerospace components has been created over the past nearly 20 years. The strength of the Aequs manufacturing model lies in bringing multiple stages of the manufacturing value chain together within an integrated ecosystem.

AECE is conceived on a similar template but with the difference that it will be specific to aero engine and landing system components, which though requiring the same set of capabilities, calls for a much higher degree of complexity and scale than what we have at Belagavi.

The objective is not simply to increase manufacturing capacity, but to build the capabilities required to undertake more complex programs, increase domestic value addition, and strengthen India's participation in global aerospace supply chains.



Aequs A & D Cluster - Hosur

At Hosur, the plan is to progressively establish these capabilities across raw material processing, forging, heat treatment, ring rolling, precision machining, special processes and surface treatment, inspection, and assembly. These capabilities will be supported by engineering services, testing facilities, material handling, and warehousing infrastructure.

The value proposition is similar to what Aequs offers at Belagavi – greater integration across the supply chain. Instead of coordinating multiple suppliers across different locations for successive manufacturing processes, customers can work with a connected ecosystem that offers better coordination, process control, and visibility across production stages.

This model reduces logistics movement, shortens manufacturing lead times, improves quality oversight and support more efficient production planning. For Aeroengine manufacturers, where material integrity, process consistency and traceability are critical, this level of integration offers significant value.

The Hosur facility is expected to focus on medium and large aero engine components. Which manufacturing capabilities, technologies and infrastructure are being developed to meet the complexity, precision, and quality requirements of these components?

As I already mentioned, the AECE at Hosur will replicate all the required capabilities that we already have at Belagavi, but at a different scale and complexity in terms of technology and material processing. The planned manufacturing infrastructure includes forging and ring rolling, supported by heat treatment, precision machining, special processes, surface engineering, and inspection. The ecosystem is also being designed to support the processing of advanced materials, including nickel-based superalloys, titanium, Inconel, and other high-performance alloys used in aerospace applications.

On the machining side, the focus will be on advanced CNC capabilities that can handle complex geometries, tight dimensional tolerances, and demanding surface-finish requirements. This will be complemented by specialised inspection, testing, and non-destructive evaluation capabilities to ensure that components meet customer and aerospace certification requirements.

Aero engine manufacturing requires more than advanced machinery. It calls for a combination of process engineering, material knowledge, manufacturing discipline, and quality systems built around the specific requirements of each program.

What we develop at Hosur will be in phases, bringing together Aequs' existing manufacturing experience, technology partnerships, and customer requirements. The objective is to establish a manufacturing base capable of consistently delivering complex components to the standards expected by global OEMs and Tier-1 suppliers.

How will the AECE accommodate specialised suppliers, manufacturing partners, and supporting service providers? What role will supplier integration and shared infrastructure play in improving productivity and supply-chain efficiency?

Supplier integration is central to the AECE model. A strong aerospace manufacturing ecosystem cannot be built by looking at individual manufacturing facilities in isolation. It requires specialised suppliers, process partners, engineering services and supporting infrastructure to work together as part of a coordinated value chain. The Hosur



development is planned around this approach.

Co-location will allow suppliers and manufacturing partners to work in closer coordination with one another and with Aequs. This can reduce transportation and handling requirements, improve production planning, facilitate quicker movement between manufacturing stages, and make it easier to manage quality and delivery schedules.

Shared infrastructure and common services will also help create operating efficiencies for participating businesses. For suppliers, the ecosystem offers access to an established aerospace manufacturing environment and the opportunity to participate in programs that require specialised capabilities and long-term customer commitments.

Ultimately, the objective is to create an environment in which each participant contributes to a larger manufacturing value chain, improving the competitiveness of the ecosystem as a whole.

Q How will AECE in Hosur complement Aequs' established Belagavi Aerospace Cluster? Will the two locations have distinct manufacturing roles, and how will capabilities and processes be coordinated across both ecosystems?

A Belagavi and Hosur will have complementary but distinct manufacturing roles within Aequs' aerospace business.

While Belagavi is an established aerospace manufacturing ecosystem that has evolved over the past nearly two decades, and is focused more on aerostructures, I would like to highlight that we already do also manufacture Aeroengine components at our facilities at Cholet in France. Belagavi complements by contributing on certain processes where required. This symbiotic approach will be extended to the AECE at Hosur wherever necessary. Our current approach has also enabled Aequs to build long-standing relationships with global aerospace customers and develop the operational experience required to manufacture complex, high-precision components.

The distinction between Belagavi and Hosur is therefore primarily in the product focus and the contours of the manufacturing capabilities being developed, rather than in treating the two locations as independent businesses. Both ecosystems will operate within Aequs' broader integrated manufacturing model, drawing on common experience in engineering, quality systems, customer engagement, and programme management.

The objective is to build on the strengths established at Belagavi while developing a dedicated manufacturing base at Hosur for a different and increasingly important segment of the aerospace value chain. Together, the two ecosystems will expand the range and complexity of aerospace manufacturing that Aequs can undertake from India.

Q How will the AECE help Aequs deepen partnerships with global aero engine OEMs and Tier-1 suppliers? What opportunities does the ecosystem create for India to undertake more complex, higher-value manufacturing programs?

A Global aerospace OEMs and Tier-1 suppliers are looking for manufacturing partners who can offer more than individual production capabilities. They need partners with engineering depth, process control, quality consistency, manufacturing scale, and the ability to support programs over long product lifecycles.

AECE will strengthen Aequs' ability to address these requirements, particularly in aero engine components, where manufacturing complexity and qualification requirements are considerably higher.

Our existing relationships with companies such as Airbus, Boeing, Safran and Collins Aerospace have given us a strong understanding of global customer expectations. These relationships have been built through years of investment in manufacturing capabilities, customer approvals, and consistent delivery performance.

That we have already been able to sign up the first customer for Hosur is evidence of how we will be able to deepen our existing relationships. Our recent long-term supply agreements with Safran, covering superalloy component machining and complex machining, coating and assembly requirements for aircraft programs including the Airbus A320, A330 and A350 and Boeing 787, demonstrate the growing depth of these relationships. A significant portion of this work will be undertaken at the upcoming AECE facility in Hosur.

The opportunity extends beyond individual contracts. By developing capabilities in



advanced materials, forging, precision machining, specialised coatings and assembly, India can participate in a larger share of the global manufacturing value chain for critical aerospace components.

This also creates opportunities for greater domestic value addition, technology development, and the development of specialised suppliers. Our ambition is to move progressively towards manufacturing products and undertaking programs that require higher levels of engineering capability, process integration, and long-term customer engagement.

Q What are the long-term plans for developing AECE into a competitive aero engine manufacturing hub? How will investments in advanced manufacturing, skilled workforce development, quality systems, and supplier capabilities shape AECE's growth?

A Our long-term plan is to develop AECE as a globally competitive manufacturing ecosystem, with the capabilities and infrastructure to support complex aero engine and landing system programs.

As already mentioned, the development will be phased, with machining operations forming the initial manufacturing base, followed by the progressive addition of forging and other vertically integrated capabilities. The first phase is expected to commence operations in the second half of FY2027-28, with the broader vertical integration programme targeted for completion around 2030. Aequs has committed ₹1,900 crore over ten years towards the development of this ecosystem, including investments through joint ventures.

Advanced manufacturing infrastructure will be one part of this investment. Equally important will be developing the people, processes and supplier capabilities required to operate in a demanding aerospace environment.

Aerospace manufacturing requires a highly skilled workforce across engineering, machining, metallurgy, process control, quality assurance, inspection, and production management. We already have a sizeable talent adept at these capabilities. We have the advantage of deploying some of this resource pool with a bit of reorientation. At the same time Hosur has a good existing ecosystem of talent including technical development institutes, industry, and academic institutions. We will leverage this. We also see similar advantages at Hosur for supplier development which is a critical part of the journey.

Ultimately, AECE is a long-term investment. It represents an important part of the Aequs 2.0 journey, as we expand beyond our established strengths and build a larger presence in high-value aerospace manufacturing. The measure of success will not simply be the scale of investment or manufacturing capacity created, but the complexity of programs we are able to undertake, the value we create for our customers and the depth of the manufacturing ecosystem we establish in India.

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INDIA'S AERO-ENGINE AMBITION: THE MISSING HEART OF AEROSPACE SELF-RELIANCE

WHAT INDIA TRIED, WHERE IT FELL SHORT, AND WHY BUILDING A COMPLETE AERO-ENGINE ECOSYSTEM REMAINS A NATIONAL IMPERATIVE

India's ambition to become a major aerospace manufacturing nation has advanced considerably over the past few decades. The country has developed combat aircraft, established a growing network of aerospace manufacturers, strengthened its capabilities in avionics and electronic warfare, and expanded its participation in global aviation supply chains. Yet one of the most strategically important technologies continues to remain beyond its full domestic control: the advanced aircraft engine. The ability to design, develop, manufacture and sustain a high-performance aero-engine is widely regarded as one of the most demanding achievements in aerospace engineering. It requires decades of accumulated knowledge, advanced materials, precision manufacturing, specialised testing infrastructure and close coordination between research institutions and industry. India's experience with the Kaveri engine programme illustrates both the progress made and the limitations that have prevented the country from achieving its original ambition. Despite considerable technical effort and investment, the engine did not meet the requirements to power the Light Combat Aircraft (LCA) Tejas in its intended configuration. The aircraft consequently entered service with an imported engine, leaving a significant gap between India's ambitions for aerospace self-reliance and its actual propulsion capabilities.



Kaveri: An Ambitious Programme with an Unfinished Objective

The Kaveri gas-turbine engine programme was sanctioned in 1989, with an original target for completion in 1996. Developed by the Gas Turbine Research Establishment (GTRE), under the Defence Research and Development Organisation (DRDO), the programme was intended to provide an indigenous powerplant for the LCA Tejas. At the time, the project represented a major national technological undertaking because India was seeking to develop capabilities across the entire fighter-engine development chain, including aerodynamic design, compressor technology, combustion systems, turbine engineering, high-temperature materials and digital engine controls. The challenge was significantly greater than manufacturing an existing design under licence. India was attempting to develop the fundamental engineering knowledge required to produce an advanced military engine while simultaneously advancing its indigenous combat aircraft programme.

The development process proved considerably more difficult and time-consuming than initially anticipated. The Kaveri engine faced challenges involving thrust performance, weight, component durability and the demanding operating conditions associated with modern fighter aircraft. As the Tejas programme evolved, the engine also had to contend with changing aircraft requirements and performance expectations. The gap between the engine's demonstrated capabilities and the aircraft's operational requirements ultimately prevented its integration as the Tejas powerplant. The programme continued to generate valuable engineering experience, but its original objective remained unfulfilled. This distinction is important because Kaveri was not simply a failed attempt to produce an engine; it was a long-running development programme that generated technological knowledge without delivering the operational product for which it was initially established.

What India Actually Achieved

Assessing Kaveri only through its inability to power Tejas would overlook the technological work undertaken over several decades. Government disclosures have documented the development of nine full prototype engines and



four core engines, along with more than 3,200 hours of engine testing by November 2021. The programme also completed altitude testing and flying-test-bed trials, providing Indian engineers with experience in operating and evaluating a complex gas-turbine system under demanding conditions. Indigenous work on full-authority digital engine control, materials, combustion technology and engine architecture contributed to the development of national expertise in propulsion engineering. These capabilities have value beyond the original programme because advanced engine development is a cumulative discipline in which knowledge gained through testing, component failures and design improvements becomes an important foundation for subsequent projects.

However, the difference between demonstrating a working prototype and delivering a production-ready fighter engine remains substantial. A military engine must satisfy demanding requirements relating to thrust, weight, fuel efficiency, reliability, service life, maintainability and performance across a wide range of flight conditions. It must also demonstrate consistent manufacturing quality and undergo extensive qualification before it can be accepted for operational use. Kaveri's development experience demonstrated that India could undertake complex engine research and testing, but it also revealed the difficulty of converting laboratory achievements into a dependable propulsion system capable of meeting the requirements of a modern combat aircraft. The more important lesson is therefore not that India lacked engineering talent, but that the country's overall propulsion development structure was not sufficiently mature to deliver the intended result within the original timeframe.

The Ecosystem India Needed but Did Not Fully Build

An advanced aero-engine cannot be developed successfully by a research laboratory working in isolation. It depends on an extensive industrial ecosystem comprising materials scientists, metallurgical specialists, precision manufacturers, component suppliers, electronics developers, testing organisations and highly specialised engineering teams. A modern fighter engine contains thousands of components that must operate under extreme temperatures, pressures, rotational speeds and mechanical stresses. Turbine blades, high-pressure compressor components, combustion chambers, bearings, seals and control systems all require exceptional manufacturing accuracy and reliability. The ability to manufacture an individual component is only one part of the challenge; the component must also perform consistently when integrated into the complete engine and exposed to repeated operational stress.

India has developed important capabilities in aerospace manufacturing, but building a globally competitive engine ecosystem requires deeper integration between research institutions and private industry. Component suppliers must participate from the early stages of development, rather than entering the programme only when manufacturing orders become available. They need opportunities to invest in specialised equipment, develop advanced processes, qualify materials and build long-term relationships with engine developers. Without sustained demand and clear development roadmaps, private companies may be reluctant to invest heavily in technologies that require years of research before commercial returns become possible. The Kaveri experience highlights the importance of creating an industrial structure in which government laboratories, public-sector companies, private manufacturers, universities and specialised research organisations operate as parts of a coordinated national programme.

Advanced Materials: One of the Most Difficult Barriers

Among the most challenging areas of aero-engine development is the ability to manufacture materials that can withstand extreme operating conditions. Turbine sections of modern gas-turbine engines are exposed to exceptionally high temperatures, making advanced nickel-based superalloys, thermal barrier coatings, precision casting and specialised cooling technologies essential. Developing these capabilities requires extensive materials research, sophisticated manufacturing processes and repeated testing to establish performance and durability. A turbine blade must retain its structural integrity while operating under intense thermal and centrifugal loading. Even relatively small defects in material composition or manufacturing quality can affect engine reliability and service life.

For India, strengthening domestic materials capability must be a central part of future propulsion programmes. This requires long-term investment in superalloys, single-crystal casting, powder metallurgy, advanced coatings, ceramic materials and component inspection technologies. Research institutions and manufacturers must also develop the ability to produce these materials consistently at industrial scale. A country cannot claim meaningful engine independence if critical materials and manufacturing processes remain dependent on external suppliers. The challenge is therefore broader than designing an engine; it involves building the scientific and industrial capabilities that support every stage of its development and production.

Testing Infrastructure and the Cost of Learning

Engine development is fundamentally dependent on testing, and the absence of sufficient specialised infrastructure can significantly extend programme timelines. Component test rigs, compressor and combustion facilities, altitude test chambers, endurance installations and flight-test platforms are required to identify weaknesses and validate improvements throughout the development process. Testing is not simply the final stage before certification; it is an integral part of engineering development. Each test generates information that helps engineers understand how the engine behaves, where components are under stress and which design changes are necessary. This process often involves repeated cycles of testing, failure analysis and redesign, making time and infrastructure critical resources.

India's Kaveri programme encountered limitations in domestic testing infrastructure

and relied on overseas facilities for certain stages of testing. Although international testing arrangements can provide valuable access to specialised capabilities, a long-term national propulsion programme requires sufficient domestic infrastructure to support independent development and qualification. Investment in shared national testing facilities would benefit not only military engine programmes but also civil aviation propulsion, industrial gas turbines and future unmanned aircraft applications. Such infrastructure should be planned as a national asset rather than as a facility serving only one development project. A sustained programme of testing and validation would also help India develop a larger pool of engineers and technicians with practical experience in advanced gas-turbine technology.

Foreign Partnerships: Collaboration Without Permanent Dependence

India's experience demonstrates that developing an advanced fighter engine entirely through an independent national programme is a demanding and expensive undertaking. International partnerships can help accelerate progress by providing access to established engineering expertise, manufacturing processes, materials technologies and testing experience. However, the value of a partnership must be measured by the capabilities it transfers and develops within India, rather than simply by the delivery of an engine or the establishment of a local assembly line. Manufacturing an imported engine under licence, producing selected components, participating in joint development and independently designing a new engine represent very different levels of technological capability.

India must therefore approach international collaboration with clearly defined long-term objectives. Partnerships should provide meaningful opportunities for Indian engineers and companies to participate in design, testing, manufacturing development and future upgrades. They should also create opportunities for domestic suppliers to qualify as part of the global aerospace production network. Technology transfer is most valuable when it creates the ability to understand, improve and eventually develop critical technologies independently. The challenge for India is to use international cooperation as an accelerator of indigenous capability while retaining a sustained national commitment to research and development. Partnerships can shorten the learning curve, but they cannot replace the need for domestic expertise, investment and industrial continuity.



The Private Sector Must Become a Development Partner

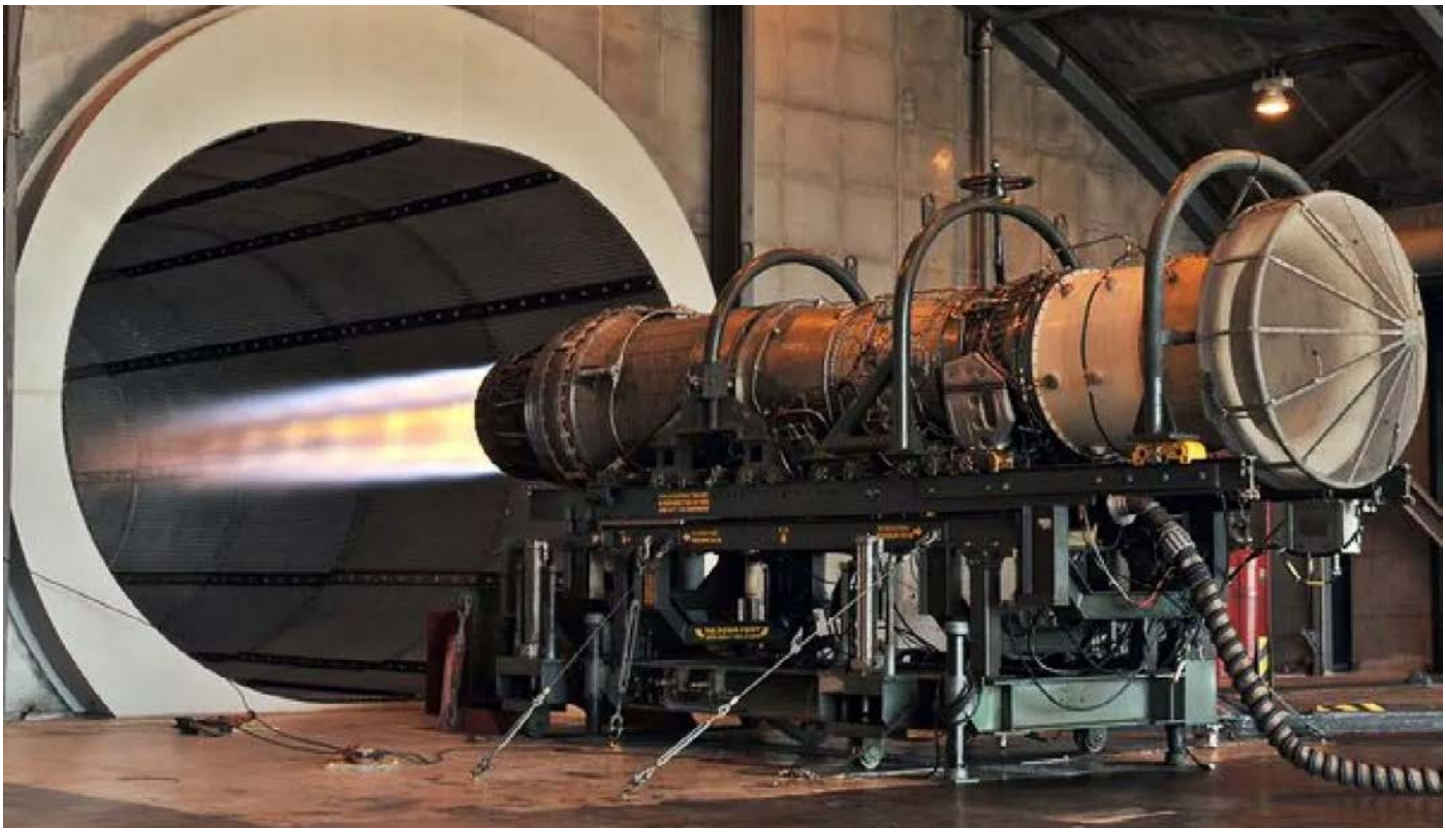
India's private aerospace industry has grown significantly, with companies participating in aircraft structures, precision components, defence electronics, engineering services and global supply chains. This industrial base offers an important opportunity for future engine programmes, but the private sector must be involved more deeply in propulsion development. Advanced engine manufacturing requires companies to invest in specialised machining, precision casting, material processing, inspection systems and highly controlled production environments. These investments are difficult to justify without long-term visibility of government requirements and a predictable pipeline of development and production opportunities.

The next phase of India's aero-engine ambitions should therefore create a more structured relationship between government research organisations and private manufacturers. Companies should be encouraged to participate in component design, prototype development, manufacturing process innovation and qualification activities. Universities and engineering institutions can contribute through computational fluid dynamics, thermal analysis, materials research and advanced manufacturing. Public-sector organisations can provide production experience and industrial infrastructure, while specialised private firms can introduce flexibility and focused technical expertise. This broader participation would help distribute development responsibility and create a stronger domestic supply chain capable of supporting future engine programmes.

Beyond Fighter Aircraft: The Unmanned Propulsion Opportunity

The future of aerospace propulsion will not be determined exclusively by manned fighter aircraft. Unmanned aerial vehicles, autonomous combat aircraft, high-altitude platforms and other emerging systems are creating new requirements for propulsion technologies. Different unmanned platforms require different combinations of thrust, endurance, fuel efficiency, weight and operating life. These requirements may offer opportunities to develop and qualify indigenous propulsion systems for applications that do not demand the same performance characteristics as a modern fighter engine. Kaveri-derived technology has been considered for alternative applications, including unmanned platforms, although each proposed application must undergo its own engineering assessment and qualification process.

India should use the expanding unmanned aviation sector as an opportunity to develop a broader portfolio of domestic propulsion capabilities. This could include engines for tactical UAVs, larger unmanned aircraft and specialised autonomous platforms, alongside continued work on advanced military gas turbines. Such programmes can create opportunities for Indian manufacturers, materials suppliers and research organisations to develop practical experience in propulsion engineering. However, progress in smaller or alternative engine categories should complement, rather than replace, the long-term



objective of developing a competitive fighter-class engine. A diversified propulsion ecosystem would give India a more sustainable foundation for future aerospace development.

The Next Opportunity: Turning AMCA Ambition into a Propulsion Roadmap

India's plans for the Advanced Medium Combat Aircraft (AMCA) make the aero-engine question increasingly important. An advanced indigenous combat aircraft programme will require a propulsion strategy that is technically credible, adequately funded and aligned with the aircraft's development schedule. International collaboration may provide a route to accelerate engine development, but the longer-term objective must remain the creation of meaningful domestic design, manufacturing and testing capabilities. In February 2026, the Defence Minister reviewed indigenous military gas-turbine development at GTRE and emphasised the need to build a stronger nationwide aero-engine ecosystem. The government's engagement with international partners, including France and the United Kingdom, also reflects recognition that future propulsion development will require a combination of national expertise and international cooperation.

The priority now should be to translate this direction into a sustained national programme with measurable technical and industrial milestones. Future engine development must establish realistic performance targets, identify technology gaps, define the role of domestic industry and provide adequate resources for testing and qualification. Programme management must also ensure close coordination between aircraft designers and engine developers from the earliest stages. Stable requirements and transparent progress assessments can help prevent the delays and uncertainty that affected earlier efforts. Most importantly, the development of an engine should be accompanied by a parallel plan for manufacturing, maintenance, repair and long-term support, ensuring that the resulting technology can be sustained throughout its operational life.

From an Unfinished Programme to a National Capability

India's aero-engine journey is a reminder that technological self-reliance cannot be achieved through announcements, isolated research projects or short-term funding commitments. It requires a national ecosystem in which scientific research, engineering development, industrial manufacturing, testing infrastructure and operational requirements are connected through a consistent long-term strategy. Kaveri produced valuable knowledge and demonstrated that Indian institutions could undertake complex propulsion development, but it also exposed the limitations of attempting to achieve an ambitious technological objective without a sufficiently mature and coordinated industrial foundation.

India has a growing aerospace market, an expanding manufacturing base and a strategic requirement to strengthen control over critical technologies. These advantages provide a strong foundation, but the next stage demands greater continuity, stronger industry participation, sustained investment in materials and testing, and international partnerships designed to build domestic capability. The real measure of progress will be the ability to design, manufacture, qualify and sustain an engine that meets the operational requirements of an Indian aircraft. Until that capability is established, the aero-engine will remain one of the most important missing links in India's aerospace ambitions. The task ahead is not simply to restart an old programme or announce a new engine project; it is to build the scientific, industrial and institutional ecosystem capable of delivering the result that India has pursued for decades.

India's aerospace future will depend not only on the aircraft it designs, but also on the engines it can independently develop, manufacture and sustain.

STANDARDAERO ENTERS INTO MULTI-YEAR PW150A MRO SERVICES AGREEMENT WITH ASMAN AIRLINES

StandardAero a leading independent pure-play provider of aerospace engine aftermarket services including engine maintenance, repair and overhaul (MRO) and engine component repair, has entered into a multi-year agreement with state-owned Kyrgyz Republic carrier Asman Airlines to provide MRO services for the PW150A engine from RTX's Pratt & Whitney Canada. The PW150A powers the airline's fleet of De Havilland Canada Dash 8-400 regional turboprops, which provide reliable air transportation across the Kyrgyz Republic and beyond.

Under the agreement, StandardAero will provide Asman Airlines with PW150A MRO services from its Singapore facility, which is a Pratt & Whitney Canada Designated Overhaul Facility (DOF) for the turboprop engine. One of only two independent PW150A DOFs worldwide, StandardAero's facility provides PW150A engine owners and operators with reliable, cost-effective MRO solutions. StandardAero has been supporting PW150A operators for the past decade, during which time it has performed more than 500 shop visits for the engine.



Commenting on the announcement for StandardAero, Nasser Skalli Housseini, Sales Director – Europe, Middle East & Africa (EMEA), said: "StandardAero is proud to support Asman Airlines with reliable, responsive PW150A engine services as the carrier continues its growth path. We look forward to supporting Asman and its passengers for many years to come!"

Zholdoshbek Aidaraliev, CEO of Asman Airlines, commented: "Our partnership with StandardAero is built on trust, professionalism and genuine collaboration. We are grateful for their expertise and steadfast support, and we look forward to taking our cooperation to the next level and achieving new milestones together."

NORTHROP GRUMMAN FACILITY SELECTED AS CERTIFIED US MAINTENANCE DEPOT FOR C-130 HERCULES FLEET

Northrop Grumman is expanding its role in sustaining the U.S. C-130 Hercules fleet through depot-level maintenance performed at the company's Lake Charles, Louisiana, facility.

Northrop Grumman has been selected as a Certified Continental U.S. depot for the C-130 fleet, expanding maintenance capacity for this critical airlift platform that supports combat, humanitarian and other missions worldwide. The designation was recognized by Lockheed Martin during the C-130 Technical Coordination Group World Wide Review event in Orlando, Florida.

As a certified depot, Northrop Grumman will provide comprehensive aircraft maintenance,



including repair, overhaul and inspection. The company's Lake Charles facility combines an experienced workforce, specialized infrastructure, digital tools, custom fabrication and aircraft capabilities to increase capacity, improve aircraft availability and return C-130's to service faster.

Underscoring the facility's broader experience supporting complex mission aircraft with close ties to the C-130 platform, Northrop Grumman also performs integrated modification and maintenance on the U.S. Navy's E-6B Mercury aircraft at its Lake Charles site in support of the U.S. Navy's Take Charge and Move Out (TACAMO) mission.

This recognition highlights the companies' partnership in sustaining a critical national airlift capability and Northrop Grumman's continued investment in scalable maintenance and modernization capabilities that support fleet readiness.

MTU MAINTENANCE SIGNS LONG-TERM LEAP ENGINE MRO CONTRACT WITH PATRIOT DYNAMICS



MTU Maintenance has signed a long-term maintenance agreement with Patriot Dynamics covering maintenance, repair and overhaul (MRO) services as well as on-site support for LEAP engines.

Under the agreement, MTU Maintenance will provide MRO and on-site services over a period of ten years. The contract further strengthens MTU's presence in the North American engine MRO market and marks another important step in the development of the company's new facility in Fort Worth, Texas. It establishes cooperation with the US-based aviation asset owner and lessor, and enables MTU to support throughout the operating life of their engines.

"Securing this long-term agreement with Patriot Dynamics demonstrates the confidence our customers place in our capabilities and provides a strong foundation for the further development of our operations at MTU Maintenance Fort Worth," says Martin Friis-Petersen, SVP of MRO Programs at MTU Aero Engines.

Patriot Dynamics is also exploring further leasing and asset management provisions regarding LEAP engines via MTU Maintenance Lease Services. David Roajs, Partner at Patriot Dynamics, says "the broad spectrum of MTU's services as a Premier MRO makes it an ideal partner.

"Partnering with MTU is an important step as we build our LEAP engine platform," says Michael Sheldon, Principal at Patriot Dynamics. "Their technical expertise and comprehensive support capabilities will help us deliver reliable engine solutions for our customers while protecting the long-term value of our assets."

EMBRAER AND AUSTRIAN AIRLINES SIGN COMPONENT POOL PROGRAM AGREEMENT FOR E-JETS FLEET



Embraer and Austrian Airlines have entered into a Component Pool Program agreement covering the airline's fleet of currently 13 E195 aircraft. The agreement provides access to comprehensive component support solutions aimed at maintaining high levels of fleet availability. The Pool Program covers more than 300 aircraft components and includes advanced exchange, repair and overhaul services.

"Our Pool Program is designed to simplify component management while helping operators maximize aircraft availability and reduce maintenance-related costs. We are pleased to support Austrian Airlines with a solution that combines inventory access, repair capabilities and technical expertise, allowing the airline to focus on delivering an outstanding travel experience," said Carlos Naufel, President and CEO, Embraer Services & Support.

Embraer's Pool Program offers comprehensive component support to airlines worldwide, leveraging the company's technical expertise and extensive services network. The program delivers significant savings and economies in component repair and inventory holding costs, reduces warehousing needs, and operates within a framework of guaranteed performance levels. Embraer Services & Support provides a wide range of customized solutions designed to enhance aftersales experience and support the growing global fleet of Embraer aircraft.

VIETJET AIR EXPANDS CONTRACT WITH COLLINS AEROSPACE



Collins Aerospace, an RTX business, has expanded its contract with Vietjet Air to include FlightSense™, which provides technical and maintenance solutions for the airline's additional 44 GTF-powered Airbus A320neo family aircraft. Under the amendment, FlightSense will deliver guaranteed component availability, reduced downtime and cost predictability, enhancing the reliability and operational efficiency of the airline's fleet.

"FlightSense will enable Vietjet to turn raw data on its A320neo and A321XLR into predictable maintenance needs and improved reliability," said Jen Latka, vice president of Aftermarket, Power & Controls at Collins Aerospace.

"The expansion of FlightSense will help strengthening our engineering administration, optimizing operation and reliability of Vietjet's fleet, and laying foundation for the airline's fleet and network expansion plan," said Michael Hickey, chief operating officer of Vietjet.

FlightSense is a full-lifecycle support program powered by Collins' Ascentia® analytics platform, which helps airlines effectively analyze data, optimize maintenance actions and improve fleet operations.

JETTIME SELECTS FOKKER SERVICES GROUP FOR BOEING 737NG COMPONENT SUPPORT

Fokker Services Group ("FSG"), and Jettime have signed an ABACUS component support agreement for Jettime's Boeing 737NG fleet. The partnership was marked with a signing ceremony during MRO Europe in Amsterdam.

Under the agreement, FSG will provide Jettime with forward exchange services for a broad range of Boeing 737NG components. By making replacement components available when needed, the program is designed to reduce aircraft downtime and support Jettime in maintaining high aircraft availability.

Components removed from service will be repaired through FSG's in-house component shops, combining technical expertise, extensive repair capabilities and stringent quality standards.

The agreement also includes lease services for selected components. These components will be held in stock at Jettime's location, giving its maintenance teams immediate access to key items and helping prevent operational delays.

Together, the forward exchange, in-house repair and on-site stock services provide Jettime with a flexible support solution tailored to its operational requirements.



VP Technical at Jettime, Nicolai Rønnow, look forward to the new partnership: "We chose Fokker based on its competitive pricing, its location within the EU, and because we believe Fokker's size and component offering are an excellent fit for Jettime. Another advantage is that Fokker has in-house repair capabilities for 80% of the components installed on the Boeing 737-800 NG."

"We are pleased to welcome Jettime as a new Boeing 737NG ABACUS customer," said Menzo van der Beek, CEO of Fokker Services Group. "Jettime operates in a dynamic charter and ACMI environment where responsiveness and component availability are vital. By combining forward exchange services, in-house repairs and dedicated lease stock, we can provide support that closely matches their operation and helps keep their aircraft flying."

PATRIOT DYNAMICS TO ACQUIRE 6 CFM LEAP SPARE ENGINES

Patriot Dynamics and CFM International announced an agreement for the leasing firm to purchase three LEAP-1A spare engines and three LEAP-1B spare engines to support Airbus A320neo family and Boeing 737 MAX family operators.

This is the first purchase agreement between Patriot Dynamics and CFM.

"This agreement is an important step in our strategy to expand our spare engine portfolio while successfully scaling and diversifying our fund structure," said David Rojas, Partner at Patriot Dynamics. "We recognize the reliability, fuel efficiency, and performance of the LEAP engine family, and we are pleased to work with CFM to support our customers."

"The LEAP engine family is at the forefront of commercial aviation, and we see tremendous long-term opportunity in supporting the growing demand for these engines," added Michael Sheldon, Partner at Patriot Dynamics. "Establishing this relationship with CFM marks a pivotal milestone for our firm, and we look forward to building on it in the years ahead."



"We are pleased to welcome Patriot Dynamics to the CFM family," said Gaël Méheust, president and CEO of CFM International. "We look forward to providing the reliability, durability, and operating costs its customers expect."

MTU MAINTENANCE LAUNCHES METAVION DIGITAL SERVICE FOR AERO ENGINES



MTU Maintenance has officially launched METAVION, a fully integrated suite of digital services that enables airlines, lessors and other engine operators to harness the power of their assets' data to make the best decisions.

The new platform aims to create complete fleet transparency, predictable maintenance costs and optimized asset value, even as complexities and data volumes increase. Assisted by AI-powered software, it can integrate all relevant, real-time engine data into a live view of fleet condition, performance and remaining life. This allows engine operators and owners to optimize their operations by developing fleet strategies that align with their business goals.

METAVION consists of three major subservices, each with specific provisions for maximum fleet insight:

The monitoring service sources data from various inputs to paint a full picture of engine health and conduct analytical predictions.

The performance service optimizes the fitness of an engine fleet to match the operator's utilization strategy using multiple factors, including condition data and contractual responsibilities. Applicable optimization scenarios include lowest cost, highest reliability and line of balance.

The value optimization service gets the most value out of engines by managing individual service life, overall phase-in and -out scenarios for assets and long-term business strategy for a fleet. Applicable optimization scenarios: highest net cash position, for instance.

Optionally, engine operators can employ MTU Maintenance's global network for any maintenance, leasing and asset management needs.

Martin Friis-Petersen, Senior Vice President of MRO Programs at MTU Aero Engines, sees METAVION's suite of digital service as a crucial tool to optimize fleet operations, for operators and asset owners alike. "As the number of engine types and data volume increase, rather than focusing on processing that data, airlines and asset owners should be making decisions about their fleets," Friis-Petersen argues. "They need a system like METAVION to cope with increasing complexity, and this platform puts our customers into a position where they can make an up-to-date call on their engine assets."

Ruud van Groenewoud, Head of Digital Solutions at MTU Maintenance Lease Services, adds that even though METAVION represents a leap in MTU's service portfolio, it is run independently of the engine solutions specialist's core operations of engine MRO and leasing and asset management services.

"The customer data that is supplied and collected is handled safely and with integrity," van Groenewoud says. "Not only do our customers have live access to the latest condition and analyses of their assets, but they can also rest assured that it is used solely for its intended purpose within METAVION's framework."

AIRBUS AND AIR FRANCE-KLM OPERATED JV FOR A350 COMPONENT SUPPORT FINALISED

Airbus has established 'Alpha Component Solutions', a 50-50 joint venture with Air France, dedicated to A350 component support. The new entity will be operated jointly between Airbus and Air France-KLM to manage a worldwide shared-access pool, providing aircraft component assets, maintenance services, supply chain management and repairs for global A350 customers.

Through the combined capabilities of Airbus' Flight Hours Services (FHS) and Air France Industries KLM Engineering & Maintenance (AFI KLM E&M), the joint venture provides an enhanced solution to address the expanding long-term component maintenance requirements of the global Airbus A350 fleet. The joint venture already contractually supports more than 500 aircraft, with a worldwide footprint ready to support new and existing operators in this rapidly growing market.

"For A350 operators, reliable access to components is essential to maintaining fleet availability and operational performance. At AFI KLM E&M, we combine extensive maintenance expertise with firsthand airline operational experience. By combining this understanding with Airbus' FHS capabilities, Alpha Component Solutions will provide customers with a broader support network and solutions tailored to their operational needs. Our focus is on helping airlines maintain reliable operations as their fleets continue to grow." said Anne Brachet, Executive Vice President Air France-KLM Engineering & Maintenance.

"This joint venture represents a major step forward in enhancing our A350 component support, bringing together the expertise and resources of both Airbus and Air France Industries KLM Engineering & Maintenance to deliver optimised solutions to our customers worldwide," said Cristina Aguilar Grieder, Senior Vice President Customer Services Commercial Aircraft at Airbus.

BAE EXPANDS COMMERCIAL AVIATION AFTERMARKET OFFERINGS TO MEET RISING FLEET DEMAND

Expanded Horizon Solutions™ Aftermarket Services and Support product line will address industry needs

BAE Systems is expanding its Horizon Solutions™ Aftermarket Services and Support product line to meet the airline industry's growing need for aircraft availability and fleet support. The new offerings, announced at MRO Europe, introduce enhanced technical expertise and cost-saving support solutions for commercial airlines.

"BAE Systems is committed to helping airlines extend the life, reliability and performance of their fleets," said Andrea Davis, director of services and support at BAE Systems. "These enhanced offerings combine original equipment manufacturer-quality overhauls, proactive component upgrades and simplified trade-in services to help customers lower life-cycle costs and keep their aircraft ready to fly."

The new updates include: Tailored overhaul services that refresh or replace equipment to maintain peak performance

Expanded trade-in options to swap old units for new versions, reducing aircraft downtime

Fixed-cost subscription programs to make maintenance costs more predictable

The new solutions build on the initial launch of the Horizon Solutions line last year, providing airlines with more flexibility to meet their evolving operational needs.

EMBRAER NAMES FL TECHNICS AS NEW AUTHORIZED SERVICE CENTER FOR E-JETS IN LITHUANIA

Embraer has named FL Technics, a leading global provider of aircraft maintenance, repair, and overhaul (MRO) solutions, as an Embraer Authorized Service Center (EASC) for its commercial aircraft operating in Lithuania. The authorization covers the E170 and E190 jets, further expanding the company's service portfolio in regional aircraft support. Services will be provided at FL Technics' facilities in Vilnius and Kaunas.

With extensive experience and deep technical know-how in maintaining narrowbody aircraft, FL Technics leverages proven processes, best practices, and cross-platform engineering capabilities, to deliver greater efficiency, faster turnaround times, and optimized maintenance solutions for Embraer operators across the continent.



"We are pleased to welcome FL Technics to Embraer's global network of Authorized Service Centers," said Frank Stevens, Vice President of Global MRO Centers of Embraer Services & Support. "Their proven maintenance capabilities and growing presence across Europe will provide E-Jet operators with greater access to high-quality support solutions. This partnership reinforces our commitment to delivering the best customer experience and ensuring our customers can operate with confidence wherever they fly."

"We are honored to become an Embraer Authorized Service Center", said Saulius Bajarunas, CEO of FL Technics. "This recognition is a strong validation of our technical capabilities, quality standards, and customer-focused service model. We look forward to supporting Embraer operators with reliable and efficient MRO services from our global network.

AERCAP SIGNS LEASE AGREEMENTS WITH TURKISH AIRLINES FOR 2 BOEING 777-300ERSF CONVERTED AIRCRAFT

AerCap Holdings N.V. announced that it has signed lease agreements with Turkish Airlines for two Boeing 777-300ERSF converted aircraft with deliveries scheduled between March and September 2027.

The aircraft will undergo conversion at the Etihad Engineering MRO hub in Abu Dhabi, enabling AerCap to serve customers efficiently across the wider EMEA region.

"We are delighted to continue supporting our long-standing partner, Turkish Airlines, with the addition of two Boeing 777-300ERSF aircraft to its fleet. These aircraft will provide Turkish Airlines with additional cargo capacity, combined with the outstanding performance capabilities of the 777-300ERSF," said Peter Anderson, Chief Commercial Officer, AerCap. "The dedicated 777-300ERSF conversion facility at Etihad Engineering's MRO hub in Abu Dhabi provides an important regional platform capability, enabling the aircraft to be converted in the Middle East ahead of delivery to Turkish Airlines. We thank Turkish Airlines for their enduring partnership and Etihad Engineering for their ongoing commitment to the program."



Following the delivery of its first Boeing 777-300ERSF converted freighter to launch customer Kalitta Air in September 2025, AerCap has continued to build momentum in the program, delivering aircraft to Fly Meta and signing lease agreements with Ethiopian Airlines and China Southern Group

TURKISH AIRLINES AND CFM SIGN MOU FOR MORE THAN 600 LEAP-1B ENGINES



Turkish Airlines and CFM International signed a Memorandum of Understanding (MoU) for the purchase of more than 300 LEAP-1B engines, including spares, to power 100 firm and 50 option Boeing 737 MAX aircraft announced in September 23. The long-term services agreement will cover airline's entire LEAP-1B engine fleet, including previously ordered and delivered engines, spares, and engines associated with leased aircraft and potential options. Together, these represent more than 600 LEAP-1B engines operated by Turkish Airlines and its subsidiary AJet.

The MoU was signed during a ceremony in Istanbul by Prof. Murat Seker, Chairman of the Board and the Executive Committee of Turkish Airlines, Mikail Akbulut, CEO and Board Member of Turkish Technic, and Olivier Andriès, CEO of Safran, one of CFM's two parent companies. It also includes a material services agreement to support the establishment of an engine maintenance, repair, and overhaul (MRO) facility in Türkiye.

As Türkiye's flag carrier, Turkish Airlines currently operates a fleet of 96 Boeing 737 Next Generation aircraft with CFM56-7B engines (including Ajet Fleet), as well as 79 Boeing 737 MAX aircraft powered by LEAP-1B (including AJet fleet).

Commenting on the agreement, Prof. Murat Seker, Turkish Airlines Chairman of the Board and the Executive Committee, stated: "This new step with CFM will support our growing fleet, network, and the operational efficiency. We are also pleased to strengthen our partnership with CFM through a comprehensive set of services, providing the expertise, reliability, and long-term support needed to develop our LEAP MRO capabilities alongside a long-standing partner."

Turkish Technic CEO and Board Member, Mikail Akbulut said: "With this agreement, we will be able to provide comprehensive maintenance operations for the LEAP engine. As Turkish Technic, we will continue to invest in engine maintenance services as well as our aircraft and component maintenance capabilities in line with our strategy."

Olivier Andriès, CEO of Safran, said: "This MoU marks a new milestone in our successful relationship with Turkish Airlines, a trusted partner for nearly four decades. It reflects our shared ambition to support the airline's continued growth and fleet expansion. The MoU demonstrates our broader commitment to an open MRO ecosystem, which provides airlines with flexibility and competitive services to improve operational performance and manage costs effectively."

Lawrence Culp, Jr., Chairman and CEO of GE Aerospace, said: "We are proud to partner with Turkish Airlines as it continues flying to the most countries in the world. Putting its trust in CFM to provide highly reliable and efficient engines to support the growth of its Istanbul network and engine MRO capabilities is a responsibility we take seriously. We look forward to building on our proven partnership with this next chapter."

BOEING INTRODUCES DATALINER, A NEW AIRCRAFT DATA INTELLIGENCE PLATFORM



Boeing announced Dataliner, a new AI-powered data intelligence platform designed to help airlines unlock greater value from their aviation data. Dataliner transforms fragmented data into connected, fleet-wide intelligence that supports smarter maintenance and operational decisions.

Dataliner combines aviation data, AI and Boeing's deep aircraft and engineering expertise, enabling airlines to move beyond isolated data, transitioning from looking at data for each individual aircraft to gaining a more complete understanding of their fleets.

Built in partnership with Microsoft, leveraging Azure AI Foundry and Microsoft's data solutions, as well as other technologies, Dataliner allows airlines to keep data in their own environments while enriching it with Boeing and industry intelligence. Airlines maintain control over what they share and can access Boeing intelligence through applications, APIs, analytics and AI-enabled experiences.

"Airlines have more data available to them than ever before, but turning that data into meaningful action remains a challenge," said Lindsey Douglas, vice president, Cabin, Modifications, Maintenance and Digital Services, Boeing Global Services. "Dataliner is an important step in how Boeing is bringing its aircraft expertise and digital capabilities together to help customers anticipate maintenance needs, identify emerging risks and take timely action."

"By combining Boeing's OEM and aviation expertise with Microsoft's trusted data and AI technologies, Dataliner gives airlines a secure, scalable foundation to turn fragmented data into fleet-wide intelligence," said Chris Barry, President, U.S. Public Sector Industries, Microsoft.

EMBRAER AND LATAM SIGN COMPONENT POOL PROGRAM AGREEMENT FOR THE E195-E2 FLEET ORDERED BY THE AIRLINE

Embraer and LATAM Airlines Group S.A. have signed a Component Pool Program agreement to support the introduction of 24 Embraer E195-E2 aircraft ordered by the airline. In addition to the 24 firm orders, the LATAM Group also holds 50 purchase options.

The agreement will deliver comprehensive component support for LATAM's E195-E2 fleet under Embraer's Pool Program, helping optimize aircraft availability as the airline expands its operations. The Pool Program covers more than 300 aircraft components across multiple systems of the E2 and includes advanced exchange services, repair and overhaul solutions, and a selected inventory of components at LATAM facilities in Brazil.

"This Component Pool Program agreement marks an important step as LATAM prepares to introduce the E195-E2 into its fleet. Our objective is to deliver a robust and cost-efficient support solution from day one, ensuring high aircraft availability and operational reliability as the airline prepares to advance its growth strategy. Embraer Services & Support is fully committed to providing the best-in-class services experience and long-term value for LATAM," says Carlos Naufel, President and CEO, Embraer Services & Support.



Embraer's Pool Program offers comprehensive component support to airlines worldwide, leveraging the company's technical expertise and extensive services network. The program delivers significant savings and economies in component repair and inventory holding costs, reduces warehousing needs, and operates within a framework of guaranteed performance levels. Embraer Services & Support provides a wide range of customized solutions designed to enhance the aftersales experience and support the growing global fleet of Embraer aircraft.

FL TECHNICS ENGINE SERVICES PARTNERS WITH LUFTHANSA GROUP FOR CFM56 ENGINE MAINTENANCE

FL Technics Engine Services has entered into an agreement with Lufthansa Group's Group Engine Management GmbH to support its engine maintenance needs. For a relatively young engine shop, the agreement marks an important milestone and recognition of the work invested in building the facility and its operations.

The partnership covers repair and maintenance services for the CFM56 engine family, further strengthening FL Technics Engine Services position as a specialist CFM56 MRO provider. It also gives valuable experience and knowledge that can help further build confidence in its capabilities across the market.

"Lufthansa Group as FL Technics Group sets a high standard in aviation, and being able to work with an organization of this scale gives us a valuable opportunity to learn, exchange experience and further strengthen the way we operate. We are grateful for the trust and look forward to everything we can take from this cooperation to continue developing the shop and its capabilities," says Valerij Deveikis, CEO of FL Technics Engine Services.



For FL Technics Engine Services, the agreement with Lufthansa brings together many of the elements that have shaped the shop's development, from building its CFM56-focused operation to having its processes and standards assessed by a major aviation group. It is a meaningful step for the business and a strong foundation for what comes next.

Representatives from Group Engine Management GmbH, a subsidiary of Deutsche Lufthansa AG providing engine management services to Lufthansa Group airlines, recently visited the FL Technics Engine Services shop in Kaunas, Lithuania to conduct a customer audit. The audit covered key areas including quality and safety management, technical processes, documentation, personnel competence and control of maintenance activities.

GE AEROSPACE, SHIELD AI, AND POLAND'S WZL-2 SIGN MOU TO ADVANCE F110 ENGINE MRO SUPPORT IN POLAND



GE Aerospace Shield AI and Poland's Wojskowe Zaklady Lotnicze Nr 2 S.A. (WZL-2) signed a memorandum of understanding (MOU) to advance maintenance, repair, and overhaul (MRO) support for the F110 engine that powers X-BAT.

Under the MOU, GE Aerospace, Shield AI and WZL-2 will explore establishing MRO capability in Poland for the F110 engine and its Axisymmetric Vectoring Exhaust Nozzle (AVEN) to support X-BAT. The partners will examine the infrastructure, equipment, and training needed to build and expand that capability over time, so sustainment is planned alongside the aircraft from the start.

The MOU builds on the letter of intent that Shield AI, Polska Grupa Zbrojeniowa S.A. (PGZ) and WZL-2 signed in September to partner on the design, production, and delivery of X-BAT and on sustaining it in Poland. With GE Aerospace now joining Shield AI and WZL-2, the three partners will work toward the in-country MRO capability needed to keep X-BAT mission-ready on NATO's eastern flank.

"For more than 30 years, GE Aerospace has supported Poland's armed forces and its aerospace industry," said Amy Gowder, president & CEO, Defense & Systems at GE Aerospace. "This MOU extends that partnership to X-BAT, bringing proven propulsion and sustainment expertise together with Shield AI's breakthrough innovation in AI-piloted aircraft and Polish industry to keep next-generation autonomous systems mission-ready."

"Few countries in Europe are investing in advanced technology at Poland's scale, and WZL-2 has already started building F110 engine expertise with GE Aerospace," said Ryan Tseng, Shield AI's president, co-founder and chief strategy officer. "GE's F110, with its updated thrust-vectoring nozzle, is one of the most advanced powerplants in the world. WZL-2 has the people and facilities to maintain it in Poland. With both companies working with us, Polish industry can build and support X-BAT for Poland and for export, as part of Shield AI's supply chain."

"Signing the Memorandum with Shield AI and GE Aerospace marks another step forward in the development of WZL-2's capabilities in advanced aerospace technologies. We believe that combining WZL-2's experience, our partners' technologies, and the potential of the Polish industry will create new opportunities to develop domestic technical expertise, strengthen security, and increase the participation of Polish industry in international defense supply chains," said Jakub Gazda, CEO of WZL-2.

HONEYWELL AEROSPACE AND AERONAMIC START TEST CELL IN THE NETHERLANDS TO SUPPORT REGIONAL F35 SUSTAINMENT



Honeywell Aerospace in collaboration with Aeronamic, an aircraft components and services provider based in the Netherlands, has announced the commencement of a Modular Test Cell at the Royal Netherlands Air & Space Force (RNLASF), Woensdrecht Air Support Command. The delivery marks a key milestone in the establishment of Honeywell Aerospace's Power & Thermal Management System (PTMS) turbomachine repair capability with regional F-35 operators.

Honeywell Aerospace's PTMS integrates multiple aircraft systems into a single solution, increasing overall air vehicle efficiency and performance. Operators will benefit from accelerated turnaround times, reduced logistics requirements and increased aircraft availability, as a result of the new testing capability in the Netherlands.

Honeywell Aerospace led the Modular Test Cell development and integration, drawing on its experience in delivering scalable sustainment solutions for advanced defence platforms. Aeronamic provides regional maintenance, repair and overhaul expertise, supporting the operation of the facility and strengthening local sustainment capabilities for the entire F-35 fleet.

"This milestone reflects our continued commitment to supporting F-35 operators with advanced sustainment solutions that improve readiness and efficiency," said Ryan Lees, vice president and general manager, Air & Thermal Controls, Honeywell Aerospace. "Facilitating in-region testing of PTMS turbomachines reduces turnaround times and quickly restores critical systems while strengthening local capability and capacity - which is a key element of our international defence strategy."

"We are proud to expand our collaboration with Honeywell Aerospace and support the sustainment of F-35 aircraft in Europe," said Steffen de Vries, chief executive officer, Aeronamic. "Establishing this capability at Woensdrecht Air Support Command strengthens regional support for operators and reinforces the Netherlands' role in the F-35 sustainment network."

EMBRAER AND MAHINDRA GROUP ADVANCE PLANS FOR C-390 MILLENNIUM INDUSTRIALIZATION IN INDIA

Embraer and Mahindra Group are continuing preparatory discussions and planning activities regarding an industrial and support ecosystem for the C-390 Millennium in India, as the companies jointly pursue the Indian Air Force (IAF) Medium Transport Aircraft (MTA) programme.

As part of their ongoing preparations, Mahindra and Embraer are working with the Government of Maharashtra and have identified Nagpur for a potential Final Assembly Line for Embraer C-390 Millennium aircraft production in India. The proposed facility would support the local assembly and industrialisation of the aircraft in India, subject to the Embraer C-390 Millennium being selected by the Government of India and an order being placed under the IAF's MTA programme.

The companies are working closely with the Maharashtra Government on completion of the associated processes, with the objective of ensuring that the required industrial infrastructure can be progressed expeditiously if the programme is awarded to the partnership.



Bosco da Costa Junior, President & CEO Embraer Defense & Security, "Embraer is pleased to deepen its partnership with Mahindra as we advance our preparations to bring the C-390 Millennium's industrial capabilities to India. Identifying Nagpur as a potential location for an assembly facility is an important step in building a robust, long-term aerospace ecosystem in the country. We value the support of the Government of Maharashtra and look forward to working closely with our partners to strengthen India's indigenous aerospace and defence capabilities, subject to the C-390 Millennium being selected for the Indian Air Force programme."

Vinod Sahay, Member of the Group Executive Board, Mahindra Group, "Mahindra is committed to building a globally competitive aerospace ecosystem in India and to creating meaningful manufacturing and technology capabilities that contribute to the country's Atmanirbhar Bharat ambitions. As we work with Embraer on the C-390 Millennium, we are preparing the industrial ecosystem required to support the programme at scale. Nagpur offers a compelling opportunity for such a capability, and we are very grateful to the Government of Maharashtra on expeditiously allotting the land in Nagpur and helping with the related requirements. These preparations are, of course, subject to the selection of the C-390 Millennium by the Government of India and the placement of the IAF order."

STANDARDAERO WINS PREDICTIVE ENGINE MAINTENANCE CONTRACT SUPPORTING THE USAF'S F100-220 ENGINE PROGRAM

StandardAero a leading independent pure-play provider of aerospace engine aftermarket services including engine maintenance, repair and overhaul (MRO) and engine component repair announced an award from the U.S. Air Force (USAF) to apply Maintenance Insight™, StandardAero's predictive maintenance, readiness and reliability diagnostic tools, to the F100-220 engine program, which powers over 175 F-15 aircraft. This award expands StandardAero's Maintenance Insight support to the fifth engine type in the USAF fleet.

Maintenance Insight is a suite of sophisticated reliability models and predictive maintenance tools developed over the last two decades to support major defense platforms. Hosted on the USAF cloud computing ecosystem, these tools utilize artificial intelligence, machine learning and digital twin technologies



to analyze failure modes of engines and provide predictive outputs that inform decisions on work scoping, deployment planning, and preventative maintenance. Propulsion leadership utilize these real-time outputs to optimize readiness, reliability and costs associated with the maintenance performed on these engines.

"The Air Force has been on the leading edge of Predictive Maintenance philosophy and implementation, and StandardAero is proud to have been part of that journey," said Marc Drobny, President of the StandardAero Military, Helicopters and Energy Division. "We are excited to partner once again with the USAF's Propulsion team on the critical F100-220 military platform. Our solution can deliver long term reduction of maintenance costs, and improvements in deployment readiness and time on wing for the fleet. We stand ready to expand this solution to other engine platforms powering USAF aircraft, as well as commercial aerospace fleets." Together with the USAF's Propulsion team, StandardAero has successfully developed diagnostic and predictive maintenance applications for multiple engine fleets, including the T56 engine powering the C-130 fleet, the J85 engine powering the T-38 fleet, the TF33 engine powering the B-52 fleet, and the TF39 engine.

INDIA HAS THE AIRCRAFT ORDERS. WHERE IS ITS OWN DAE, CDB AVIATION OR AERCAP?



India is building one of the world's largest commercial aviation markets, but much of the business of owning, financing and managing aircraft remains concentrated in global leasing companies. GIFT City has begun changing the equation. The next challenge is to build an Indian-controlled aircraft leasing champion capable of competing internationally.

India's aviation expansion is creating an extraordinary opportunity for aircraft manufacturers, airlines, airports and maintenance providers. Yet one important segment of the aviation value chain has received comparatively less attention: aircraft leasing and financing. Indian airlines have placed enormous aircraft orders, airports are expanding, passenger traffic is increasing and new routes are connecting more cities. However, the companies that own, finance and lease a substantial proportion of the aircraft serving Indian airlines are predominantly headquartered outside the country.

This raises a strategic question for India's aviation industry: why does a country with such a large and growing aircraft market not yet have a globally scaled, Indian-controlled aircraft leasing company comparable to Dubai Aerospace Enterprise (DAE), CDB Aviation or AerCap? The question is not whether India has aircraft leasing operations. It does, and its ecosystem has expanded considerably. The real issue is whether India can convert this activity into a powerful aviation finance industry, supported by domestic capital, international investors and companies capable of owning and managing aircraft portfolios across the world.

The Business Behind the Aircraft

Aircraft leasing is considerably more than purchasing an aircraft and renting it to an airline. It is a specialised financial and asset-management business that combines aviation knowledge, capital markets, risk management, engineering and international commercial relationships. A leasing company may acquire aircraft directly from Airbus or Boeing, purchase assets from another lessor, or finance an airline's fleet through a structured leasing arrangement. It then earns revenue through lease rentals, manages the asset throughout its operating life and eventually sells, refinances or leases it to another airline.

This business gives airlines access to aircraft without requiring them to fund the entire purchase price upfront. It also allows carriers to manage fleet growth, preserve capital and introduce newer-generation aircraft without carrying the full ownership burden. For lessors, the business depends on securing competitive funding, purchasing aircraft at attractive prices, selecting reliable airline customers and maintaining the value of their assets. Their performance also depends on accurately forecasting lease rates, aircraft demand, engine maintenance costs and residual values.

The largest lessors therefore operate as global financial institutions with specialist aviation capabilities rather than simply as aircraft procurement companies. Their competitive strength comes from their ability to access capital, maintain relationships with manufacturers, serve airlines in multiple markets and manage aircraft throughout their commercial lives.

What the Global Leasing Leaders Demonstrate

The scale of established players illustrates the size of the opportunity. Dubai Aerospace Enterprise has strengthened its international position through acquisitions, including its approximately US$9 billion acquisition of Macquarie AirFinance, completed in July 2026. Following the acquisition, DAE reported a portfolio of approximately 1,000 owned, managed and committed aircraft, with aircraft on lease to more than 175 airlines across over 75 countries. The company described itself as the world's third-largest lessor by fleet value and number of owned and managed aircraft.

CDB Aviation provides another important example of how a financial institution can develop a global aircraft leasing business. Its September 2026 factsheet, based on information as of June 30, 2026, reports a portfolio of 488 aircraft and engines. This comprises 315 owned aircraft, seven engines and 166 committed aircraft. Its customer network includes 83 lessees across 43 countries and regions, while the net book value of its owned aircraft leasing assets stands at US$13.1 billion. These figures demonstrate the scale of its portfolio and its international reach.

AerCap, headquartered in Dublin, is another major force in the sector. At September 30, 2026, the company reported 1,440 owned aircraft and 97 managed aircraft, alongside commitments to purchase 347 new aircraft. These companies report their portfolios using different definitions, including owned, managed, serviced and committed assets, so their figures should not be treated as directly interchangeable. Nevertheless, their scale demonstrates the



capital requirements, geographical reach and portfolio-management capabilities associated with a major international lessor.

The ownership structures behind these businesses are also significant. CDB Aviation is backed by China Development Bank Financial Leasing, while DAE has developed its international position through acquisitions, partnerships and access to substantial capital. Their growth demonstrates that a successful aircraft lessor requires more than a favourable regulatory location. It needs the financial strength, institutional backing and management capabilities to compete for aircraft, funding and airline customers internationally.

India's Opportunity Is Substantial

India's aircraft demand provides a strong commercial foundation for developing such a business. At the India Aircraft Leasing and Financing Summit in May 2026, the Union Civil Aviation Minister stated that Indian airlines had outstanding deliveries of approximately 1,640 aircraft. He estimated that these deliveries represented a leasing opportunity of around US$50 billion over the coming decade. Government projections also indicated that India's commercial aircraft fleet could grow to approximately 1,100 aircraft by 2027 and more than 2,250 aircraft by 2035. These are projections rather than confirmed delivery totals, but they illustrate the scale of the anticipated expansion.

The dependence on leasing is already considerable. At a government meeting on aircraft leasing and financing in September 2026, it was stated that more than 85 per cent of Indian carriers' fleet was leased. This creates a substantial commercial opportunity. Every new aircraft entering an airline fleet creates potential business for aircraft owners, financiers, insurers, technical managers and asset-servicing companies. The challenge is to ensure that Indian companies participate in a much larger share of this financial activity.

India's aircraft demand is not limited to narrowbody passenger jets. The expansion of regional connectivity, international services, cargo operations and specialised aviation creates opportunities across turboprops, regional aircraft, widebody aircraft, freighters, helicopters, business jets and engines. A diversified leasing sector could eventually support several of these segments rather than depending entirely on the requirements of the largest domestic airlines.

GIFT City: India's Attempt to Change the Equation

The establishment of the International Financial Services Centre at GIFT City, Gujarat, has been central to India's effort to develop a domestic aircraft leasing ecosystem. The objective is to bring aircraft financing and leasing activities into an Indian financial jurisdiction with access to international markets, currencies and investors. The International Financial Services Centres Authority has introduced a dedicated regulatory framework for aircraft leasing, enabling operating leases, finance leases and other permitted structures.

One of the early developments came in 2021, when GIFT City-based Vman Aviation signed an aircraft purchase agreement with Airbus Helicopters for an H125. It subsequently completed a helicopter lease transaction with Thumby Aviation, establishing an early example of aircraft leasing from the IFSC. Since then, the ecosystem has expanded beyond individual transactions.

According to government figures reported in September 2026, 422 assets, including 250 aircraft and 87 engines, had been leased through the IFSC, with 474 leasing agreements signed. These figures indicate the growth of activity within the jurisdiction. However, they should not be interpreted as the owned fleet of a single Indian lessor. GIFT City is developing into an aircraft leasing and financing hub, but the number of assets leased through the jurisdiction does not automatically indicate the creation of an independently capitalised Indian global lessor.

Airline-Linked Leasing Companies Are an Important First Step

Several Indian airlines are establishing or expanding leasing entities at GIFT City to support their own fleet requirements. At the May 2026 summit, Air India's AI Fleet Services announced plans to expand its portfolio from more than 50 aircraft to 76 aircraft by March 2027. IndiGo's InterGlobe Aviation Financial Services announced plans to increase its portfolio from approximately 75 aircraft to nearly 150. Akasa Air announced the establishment of Akasa Air Leasing IFSC Private Limited, with the objective of supporting its fleet expansion through approximately 60 aircraft over five years. Star Air also announced the establishment of Ghodawat Aviation IFSC to lease Embraer E190 aircraft, with plans to lease additional regional aircraft.

These initiatives are significant because they develop domestic expertise in aircraft acquisition, leasing structures, asset management and regulatory compliance. They also create opportunities for Indian professionals and financial institutions to gain experience in a specialised sector that has traditionally been concentrated in overseas financial centres.

However, airline-linked leasing platforms and independent global lessors have different commercial objectives. An airline-linked entity primarily supports the fleet requirements of its parent airline or group. An independent lessor must build a portfolio of customers, place aircraft across several markets, manage exposure to different airline operators and remarket aircraft internationally. India needs both models. The first can develop experience and transaction volumes, while the second can create a globally diversified aircraft ownership and financing business.

Why Has India Not Produced a Global Leasing Champion?

The biggest obstacle is access to capital. Aircraft leasing is a capital-intensive business. A lessor must raise substantial equity and debt to purchase aircraft, maintain liquidity and finance new deliveries. International players benefit from access to global banks, institutional investors, bond markets and established aircraft-backed financing structures. Indian financial institutions have traditionally been less active in this specialised segment, partly because aircraft assets require detailed assessment of aircraft values, engine condition, maintenance reserves, airline creditworthiness, lease terms and resale prospects.

The financing challenge is not simply about the amount of money required. It is also about the cost and duration of that funding. Aircraft are long-life assets, and leasing companies need financing structures that can match their investment and lease cycles. They must also manage interest-rate exposure, currency movements, refinancing requirements and changes in aircraft values. Developing deeper domestic aviation finance capabilities would

allow Indian leasing businesses to compete more effectively with established international players.

A second challenge is international scale. A lessor dependent on one domestic market may face concentration risk. Large global companies spread their aircraft portfolios across airlines, countries and aircraft types. This enables them to respond to changes in regional demand and reposition aircraft when individual airline markets weaken. Indian leasing businesses will need to build relationships with airlines across Asia, Africa, the Middle East and other international markets if they are to become globally competitive.

A third challenge is specialist expertise. The sector requires professionals who understand aircraft valuation, technical records, engine lifecycle costs, lease negotiations, repossession, asset remarketing and international aviation law. India has a growing pool of aviation professionals, but developing a deep bench of experienced aircraft finance and asset-management specialists will take time. The country will need to attract international expertise while developing its own talent base through training, partnerships and exposure to global leasing transactions.

The Legal Framework Has Improved

Legal certainty has historically been another concern for international aircraft investors. Aircraft lessors need confidence that they can exercise their contractual rights and recover assets in the event of an airline default or insolvency. Concerns over delays in aircraft repossession during Indian airline insolvency proceedings had affected perceptions of the Indian leasing environment.

An important reform came with the Protection of Interests in Aircraft Objects Act, 2025, which came into force on May 1, 2025. The legislation provides a statutory framework for implementing the Cape Town Convention and Aircraft Protocol in India, strengthening protections relating to international interests in aircraft objects. This is an important foundation for building investor confidence.

However, legal reform alone will not be enough. International investors will look at the consistency of implementation, predictability of enforcement and effectiveness of insolvency procedures. The experience of aircraft owners and financiers in actual transactions will ultimately determine how confidently they invest in the Indian market.

India has also extended the tax-holiday period available to eligible IFSC units to 20 consecutive years within a 25-year period, with eligible business income taxed at 15 per cent after the deduction period. This longer investment horizon is relevant to aircraft leasing, where capital commitments and asset lifecycles can extend over decades. Together, regulatory improvements and fiscal measures provide a foundation on which a larger aviation finance industry can develop.

What Should India's Next Move Be?

India should now move from building the leasing ecosystem to building a company capable of competing in the global market. One option would be to establish a large Indian-led aircraft leasing platform through a consortium involving financial institutions, private investors and strategic aviation partners. Such a company could be capitalised with long-term institutional funding and supported by experienced international aircraft lessors.

Another approach would be to acquire an existing specialist leasing portfolio or partner with an established global lessor. This could provide immediate access to aircraft, airline relationships, technical-management expertise and international financing networks. Rather than beginning entirely from scratch, an Indian company could use a strategic acquisition or partnership to accelerate its entry into the global market.

The business would not necessarily need to begin with hundreds of narrowbody aircraft. India could develop specialist capabilities in regional aircraft, turboprops, helicopters, business jets, freighters and aircraft engines before expanding into large commercial jet portfolios. Engine leasing is particularly relevant because engines are high-value assets with independent maintenance cycles and demand from airlines, MRO providers and engine operators. Specialisation in these segments could provide a route to building technical and commercial expertise.

A successful platform should also build capabilities in aircraft trading, sale-and-leaseback transactions, asset management, lease restructuring and end-of-life asset remarketing. These activities can generate additional revenue while creating a more diversified business model. Most importantly, the company should have a genuinely international outlook. Its customer base should extend beyond Indian airlines to carriers across Asia, Africa, the Middle East and other markets.

From an Aviation Market to an Aviation Finance Power

India has already demonstrated that it can attract airlines, manufacturers, airport operators and aviation service providers. Its next ambition should be to establish a stronger position in the global financial infrastructure supporting aviation. GIFT City has provided a regulatory platform, legal reforms have addressed an important historical concern, airline-linked leasing entities are generating transactions, and the government has established a mechanism to address financing and policy challenges.

The next stage requires capital, institutional participation, experienced leadership and commercial ambition. India does not need another collection of leasing registrations merely to increase the number of entities operating in GIFT City. It needs companies with substantial balance sheets, diversified aircraft portfolios, international airline customers and the ability to compete with established lessors.

The opportunity is not limited to retaining a greater share of lease income within India. It is also about developing expertise in aviation asset ownership, financing, trading and management. These businesses can support the wider aerospace and aviation ecosystem, create specialist employment and strengthen India's position in international aviation finance.

The question facing India's aviation industry is therefore changing. It is no longer simply how to finance the next thousand aircraft deliveries. It is whether India can build an institution that owns, finances and manages a meaningful share of the aircraft serving the world. India has the airlines, the aircraft demand and an emerging leasing framework. What it needs now is its own global aircraft leasing champion.



ATR APPOINTS LEONARDO EXECUTIVE VITTORIO LORENZO DELLA BELLA AS CEO



ATR has appointed Vittorio Lorenzo Della Bella, currently President of Leonardo Helicopters U.S., as its new Chief Executive Officer, effective November 1, 2026. He succeeds Nathalie Tarnaud Laude at the regional aircraft manufacturer.

Della Bella previously served as Senior Vice President for Customer Support, Services and Training at Leonardo Helicopters, leading a global organisation of approximately 2,500 employees supporting more than 4,500 helicopters and 1,300 customers. His experience also includes senior positions in programme management, business development and international industrial cooperation, including Managing Director of NHIndustries.

ATR, a joint venture between Airbus and Leonardo, has also appointed Airbus executive Patrick Bergues as Senior Vice President of Finance and Chief Financial Officer, effective November 1. Bergues will succeed Andrea Coccetti, who is moving to a new position within the Leonardo Group.

AMY COMER NAMED PRESIDENT OF PRATT & WHITNEY'S MILITARY ENGINES BUSINESS

Pratt & Whitney has appointed Amy Comer as President of its Military Engines business, effective January 1, 2027. She will succeed Jill Albertelli, who has been named President of Pratt & Whitney following the retirement of Shane Eddy at the end of 2026.



Comer brings more than 20 years of experience in engineering and programme management, covering the development and sustainment of military and commercial product lines. She currently serves as Vice President of Pratt & Whitney's Geared Turbofan (GTF) engine business.

Eddy described Comer as a trusted leader with strong technical expertise and a proven record of execution for customers. Her appointment is expected to support Pratt & Whitney's continued delivery of advanced propulsion systems for US military services and allied forces.

Pratt & Whitney, an RTX business, supplies propulsion systems for military and commercial aviation programmes.

LUFTHANSA TECHNIK APPOINTS NEW MANAGING DIRECTORS IN PUERTO RICO AND BUDAPEST





Lufthansa Technik (LHT) has appointed Blanca Burgos as Managing Director of Lufthansa Technik Puerto Rico and Johannes Rotter as Managing Director of Lufthansa Technik Budapest, strengthening leadership across its global base maintenance network.

Burgos has led the company's Aguadilla-based operations since September 2026. She joined from FEAM Aero, where she served as Director of Account Management, and brings more than 30 years of MRO experience, including technical and leadership roles at Delta Air Lines. She succeeds Joerg Speri, who has moved to Austrian Airlines as Vice President of its Technical Division.

Rotter took charge of Lufthansa Technik Budapest in August 2026 after more than 20 years at Austrian Airlines, where he most recently served as Head of Maintenance. His experience includes aircraft maintenance, engineering, operational excellence, digitalisation and international project management. He succeeds Thoralf Wagner, who has joined SWISS as Head of Technical Fleet Management.

Lufthansa Technik said the appointments will support its focus on customer requirements, operational performance and service quality. In Puerto Rico, priorities include expanding FAA capabilities and strengthening its presence across the Americas, while the Budapest facility will focus on further improving operational efficiency and maintaining high service standards.

AIR MARSHAL MEHTAB SINGH DESWAL TAKES OVER AS CHIEF OF EASTERN AIR COMMAND

Air Marshal Mehtab Singh Deswal, AVSM and VM, assumed charge as Air Officer Commanding-in-Chief of the Indian Air Force's Eastern Air Command on November 1, 2026.



Commissioned into the IAF's fighter stream on June 14, 1989, Deswal has accumulated over 3,200 hours of flying experience on various fighter aircraft. He specialises in strike operations and air defence and is a qualified Pilot Attack Instructor.

An alumnus of the National Defence Academy and National Defence College, he has held several important operational and staff appointments. These include commanding two air bases and a fighter squadron, serving as Air Attaché at the Indian Embassy in Pakistan, and heading the Directorate General of Weapon Systems at Air Headquarters.

Before his latest appointment, he served as Senior Air Staff Officer at Headquarters South Western Air Command. His distinguished service has been recognised with the Ati Vishisht Seva Medal and Vayu Sena Medal.

SUSANNE LENZ TAKES CHARGE OF CORPORATE COMMUNICATIONS AT MTU AERO ENGINES



MTU Aero Engines AG has appointed Susanne Lenz as Head of Corporate Communications and Public Affairs, effective October 1, 2026.

Lenz brings more than 20 years of experience in corporate communications, having previously held several communications and leadership positions within the Mercedes-Benz Group. Her experience spans passenger cars, commercial vehicles, financial services and mobility businesses.

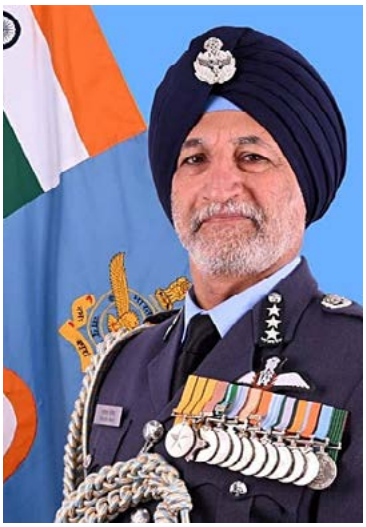
Dr. Johannes Bussmann, CEO of MTU Aero Engines, welcomed the appointment, highlighting Lenz's international experience and broad understanding of corporate communications. He noted that her expertise would strengthen the company's communications activities and engagement with stakeholders.

Her appointment comes as MTU Aero Engines continues to engage with stakeholders across the global aerospace industry.

AIR MARSHAL INDERPAL SINGH WALIA APPOINTED VICE CHIEF OF THE INDIAN AIR FORCE

Air Marshal Inderpal Singh Walia, AVSM and VM, has been appointed as the Vice Chief of the Air Staff (VCAS) of the Indian Air Force, effective November 1, 2026. He succeeds Air Marshal Ashutosh Dixit, who takes over as the 29th Chief of the Air Staff on October 31, 2026.

Currently serving as Air Officer Commanding-in-Chief of Eastern Air Command, Walia is an alumnus of the National Defence Academy. He was commissioned into the IAF's Fighter Stream on June 11, 1988, and is qualified to fly several aircraft, including the MiG-21, MiG-23, MiG-27, Jaguar and Su-30MKI.



During his nearly four-decade career, he has held several important operational and staff appointments. These include commanding a frontline fighter squadron, the Tactics and Air Combat Development Establishment (TACDE), and Air Force Station Bareilly.

His international assignments include serving as Defence Attaché at India's Embassy in Japan and South Korea. He has also completed the Advanced Command and Staff Course in the United Kingdom and the National Defence College course in Bangladesh. An avid reader, Walia holds three postgraduate degrees in Defence and Strategic Studies.

His distinguished service has been recognised with the Vayu Sena Medal in 2008 and the Ati Vishisht Seva Medal in 2018. His appointment brings extensive operational, leadership and strategic experience to the IAF's senior command structure

AIR CHIEF MARSHAL ASHUTOSH DIXIT TAKES OVER AS 29TH CHIEF OF THE INDIAN AIR FORCE

Air Chief Marshal Ashutosh Dixit assumed charge as the 29th Chief of the Air Staff of the Indian Air Force on October 31, 2026, succeeding Air Chief Marshal A.P. Singh, who retired after 42 years of distinguished service.

An alumnus of the National Defence Academy, Dixit was commissioned into the IAF's Fighter Stream on December 6, 1986. Over four decades of service, he has accumulated more than 3,500 flying hours on aircraft including the Mirage 2000, MiG variants, Jaguar and transport platforms.

His career spans operational command, flight testing, capability development and joint defence assignments. He contributed to the



Jaguar and MiG-27 upgrade programmes and the Initial and Final Operational Clearance activities for the LCA Tejas Mk1.

His senior appointments have included Deputy Chief of the Air Staff, Air Officer Commanding-in-Chief of Central Air Command and Chief of Integrated Defence Staff to the Chairman, Chiefs of Staff Committee. Before taking over as Air Chief, he served as Vice Chief of the Air Staff. Dixit holds the Vayu Sena Medal, Vishisht Seva Medal, Ati Vishisht Seva Medal and Param Vishisht Seva Medal. His appointment comes with extensive experience in fighter operations, modernisation and capability development.

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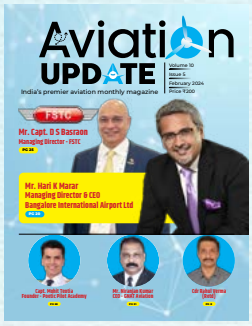


















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RNI No. : TNENG/2014/59266
Postal Regn No: TN / CH(C) / 505 / 15-17, Publication Date: 1st of Every Month.
Postal Permission Date: 5th or 7th of Every Month

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