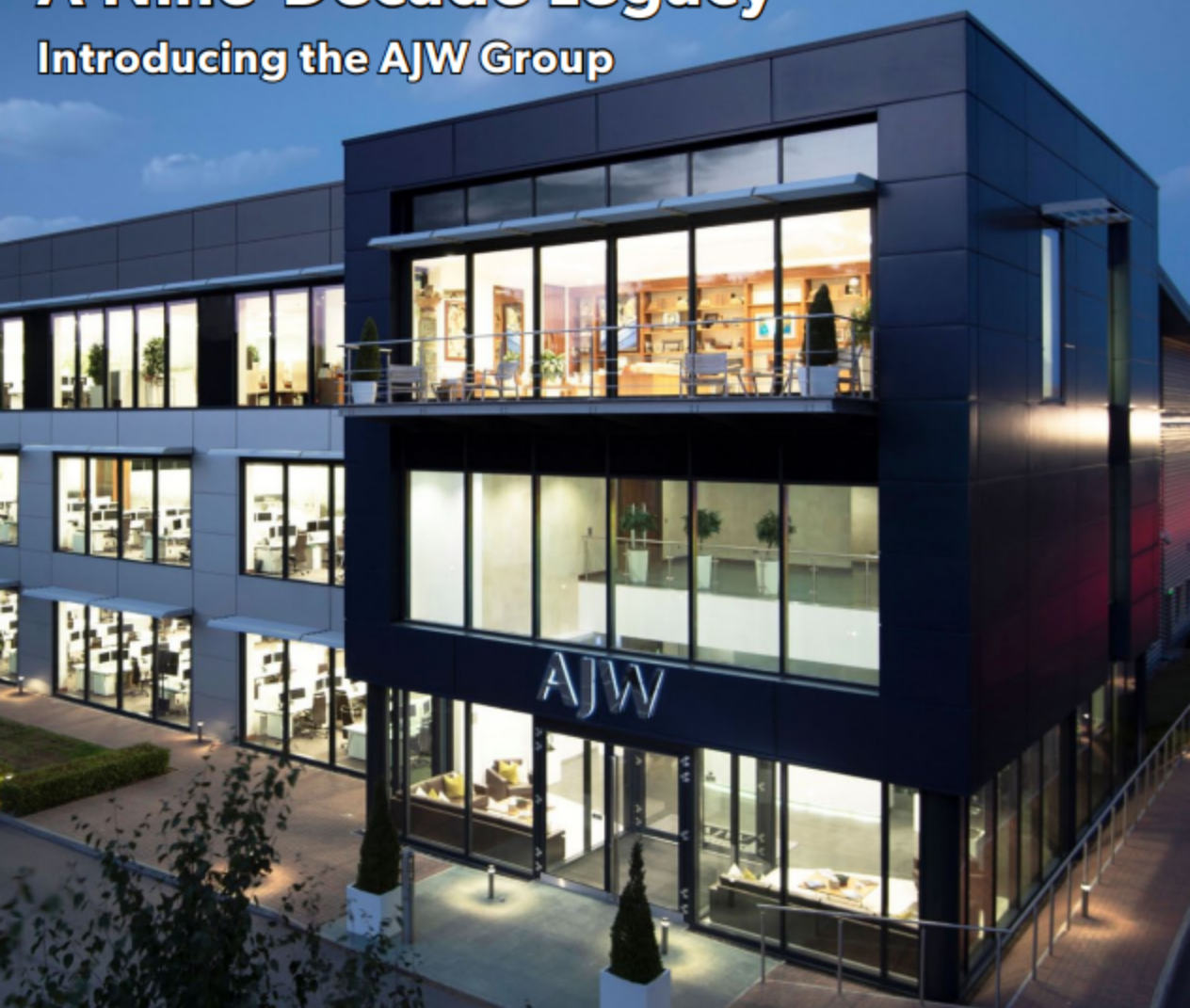


MRO^{360°}

A Nine-Decade Legacy Introducing the AJW Group



Cabin Retrofits

It's All About the Passenger
Experience

Technology, Trust and Global Reach

How ILS Keeps Aviation Moving

Digital Twins

Predicting Failures
Before They Happen

year across 6,000 separate part number lines, backed by 450,000 line items of exchange-ready inventory.

Key repair services at our MRO facilities include Power Generation, Avionics, Pneumatics, Hydraulics, Fuel Components, Instruments, Galley Equipment, IDG, Electromechanical, Oxygen, and Lighting, while our diverse workforce of highly skilled and licensed technicians and engineers benefit from specialised training programmes to support the aerospace industry. 75% of our 200-strong workforce has on average, 25 years' experience, which allows the facility to offer customers dynamic turnaround times.

The legacy continues

AJW Group believes in working with partners that understand its business and exchanges reciprocal work based on core competencies. We are continually investing and developing our services, from adding additional MRO capabilities to forming partnerships with OEMs to drive cost and service efficiencies, we invest in the latest aircraft assets to meet the needs of our global customers. We are proud of our 10+ global approvals, and work to continue growing our strategic partnerships to maintain our reputation for customer service excellence while ensuring we continue to transform aviation efficiency.



Scott Symington, Chief Commercial Officer, AJW Group

Talking to Scott Symington, CCO, AJW Group, focusing on PBH agreements

AviTrader MRO 360°: Power-By-the-Hour (PBH) agreements have been around for some time, but why are they still such a dominant trend in 2025?

Scott Symington: PBH continues to thrive because it answers two fundamental airline challenges: financial predictability and operational reliability. Traditionally, maintenance was reactive and capital intensive, with carriers having to budget for sudden component failures or invest heavily in spares' stockpiles. PBH flips this model by shifting costs into a fixed hourly rate. This allows airlines to plan with certainty while transferring much of the risk to the service provider. At the same time, the model ensures operational reliability. By leveraging global rotatable pools, PBH providers such

as AJW, can get parts where they are needed quickly, reducing AOG time and improving dispatch reliability.

How does PBH support airlines as they grow and modernise their fleets?

Scalability is one of PBH's greatest strengths. As low-cost and ultra-low-cost carriers add aircraft rapidly, contracts can be extended to cover new units without lengthy renegotiation. This flexibility is vital when airlines are inducting next-generation aircraft like the Airbus A321neo or Boeing 737 MAX, which come with increasingly complex component ecosystems. A good example is Air Transat's decision to expand PBH coverage to its A321ceo and A321neo fleets in Montreal, Toronto, and Vancouver. This ensured that as

the airline modernised, its maintenance support scaled seamlessly alongside. PBH effectively becomes a strategic enabler, aligning with both growth and technology transitions.

Beyond cost predictability, what additional benefits do airlines gain under PBH?

Firstly, warranty recovery: under our PBH programmes, we recover around three quarters of eligible claims, which reduces operating expenditure significantly. Secondly, airlines can outsource repair management and supplier management to AJW, allowing us to pass the cost benefits of our size and scale, and consequently purchasing power, to the airline. This offers the additional internal cost saving to



AJW Technique Inspector

the airline of resources and cashflow tied up in the repair loop.

Thirdly, PBH simplifies logistics. Instead of each airline managing complex supply chains, we centralise warehousing and global distribution, making sure critical parts are available across regions. Our global logistics hubs allow us to support our customers on every continent around the world, enhancing fleet reliability in regions where MRO infrastructure is fragmented.

The aviation industry is under pressure to improve both efficiency and sustainability. How is PBH adapting to meet these needs?

Innovation is central to PBH's evolution. Today, leading providers embed predictive maintenance analytics into their programmes, using data to forecast component wear and intervene before a failure occurs. This reduces in-service issues, extends component life, and boosts aircraft availability. Sustainability is another critical dimension. Our PBH pool is correctly sized for the number of aircraft enrolled. Due to the sheer volume of aircraft under PBH, the overall size of our pool is significantly reduced compared to each airline holding their own inventory pool, therefore reducing the overall amount of raw material and carbon footprint required to

support eight hundred aircraft.

Looking ahead, how do you see the PBH model shaping the global MRO landscape?

The global MRO market surpassed US\$86.5 billion in 2024 and continues to grow at around 6.2% annually. Within that, PBH is capturing an increasing share because it integrates financial discipline, operational resilience, and sustainability. Geographically, we see significant growth beyond Europe and North America. New

PBH contracts in Latin America, Africa, and Asia-Pacific are proving that the model is now globally viable. At the same time, PBH is becoming foundational to airline-MRO partnerships. It's no longer just a service contract, it is the operational backbone that aligns technology, supply chain expertise, and long-term fleet strategy. PBH is shaping the future of maintenance by turning uncertainty into predictability, and complexity into managed service. That's why airlines and operators worldwide are embracing it as their preferred model for the next generation of aviation.




AJW HQ Warehouse

A stylized illustration of a woman with dark hair in a ponytail, wearing large black sunglasses, a dark blue suit with a red pocket square, and red circular earrings. She is holding a red and blue handbag. The background features a large blue gear and a stylized globe.

AJW®

Complex MRO vendor network?

We are your one
stop shop for repair
excellence

A red gear-shaped badge with a white border containing text.

Visit us at
MRO Europe
Stand 1511

MRO
EUROPE

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

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

ajw-group.com