Episode 3: How COVID-19 is reshaping the aircraft leasing and MRO businesses?

Wed. 23 September 2020 - 7:30-9:30am EDT
• This session is **recorded**.

• Your mic is automatically **muted**.

• Use the **Q&A feature** on the right side of your screen to submit your questions to our panelists
Competition Law Guidelines

IATA’s Legal Anti-Trust Counsel will be screening the questions

Daniel Kanter
Assistant General Counsel, IATA

kanterd@iata.org
Episode 3 - Agenda

• Role of the MCC

• MCTG Data collection
  ⇒ www.iata.org/mctg

• IATA resources about COVID

• Q&A
Episode 4 – Sept 30
(7:30am EDT or 1:30pm in GVA or 7:30pm SIN)

• The role of used serviceable material (USM) in the industry restart

Visit [www.iata.org/mcc](http://www.iata.org/mcc) to register

Watch previous episodes [www.iata.org/mcc-2020](http://www.iata.org/mcc-2020)
Episode 3 - Agenda

• 00:00 - Opening Remarks & Introductions
• 00:05 – Avitas + Q&A (10’)
• Trends in Aircraft/Engine Leasing
  • 00:35 – GECAS
  • 00:47 – ELFC
  • 00:59 – Jazz Aviation
  • 01:11 – Q&A
• Trends in MRO Market
  • 01:21 – ICF
  • 01:33 – Delta TechOps
  • 01:45 – Q&A
• 01:58 - Episode 3 Wrap-up
Introductions

Adam PILARSKI
Senior VP - Avitas
Adam.Pilarski@AVITAS.com

Mark LYNCH
SVP Engineering and Material Solutions - GECAS
Mark.Lynch@gecas.com

Richard HOUGH
Chief Technical Officer - ELFC
Richard.Hough@elfc.com

Tiymor KALIMAT
Manager Aircraft Contracts - Jazz Aviation
Tiymor.Kalimat@flyjazz.ca

Sonny STERN
VP Sales, MRO Services - Delta TechOps
Sonny.Stern@delta.com

Martin HARRISON
Global Managing Director - ICF
Martin.Harrison@icf.com
In the medium & long term how will MROs and lessors reshape their businesses?

IATA 16th Maintenance Cost Conference

Adam Pilarski,
Senior Vice President, AVITAS, Inc.
September 23, 2020
How to predict the future in these uncertain times?

Can we predict the future?
What are you doing, rat?

Predicting the future. Just five dollars.

Ooh, tell me what tomorrow will be like. Tomorrow will be bad.

Uh oh, what about the next day? Bad.

Day after? Bad.


Predicting's never been easier.
Present situation – no doubt about it. Social distancing is not conducive to aviation

Is this the “once in a lifetime event”?
Is this the end of aviation?
In addition to the virus we have other problems

- When traffic collapses by 90+% it is hard to see “normal” problems

- Virus reality a medical phenomenon – still unknown, strength, waves, vaccinations, drugs
Trust Me
I’m A
Doctor

TRUST ME
I’M A
DOCTOR
#phd
We are in a major economic recession

We experienced an extended bubble which had to burst (remember – “everything is awesome”?)

Even if we did not have the virus, we would have had an economic recession and a bursting bubble
I'm thinking well beyond the school reopening issues. I'm concerned about how this situation might impact the ability of Santa Claus to travel internationally.
Passengers Return to 2019 Levels by ~2023

<table>
<thead>
<tr>
<th>Year</th>
<th>GDP as a Percentage of 2019 GDP</th>
<th>RPKs as a Percentage of 2019 RPKs</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>91.3%</td>
<td>37.3%</td>
</tr>
<tr>
<td>2021</td>
<td>98.6%</td>
<td>71.6%</td>
</tr>
<tr>
<td>2022</td>
<td>102.0%</td>
<td>88.9%</td>
</tr>
<tr>
<td>2023</td>
<td></td>
<td>97.9%</td>
</tr>
<tr>
<td>2024</td>
<td></td>
<td>102.6%</td>
</tr>
</tbody>
</table>

Source: IATA, ICAO and AVITAS forecasts

World RPK Levels

- World RPKs
- pre-COVID RPK Forecast
<table>
<thead>
<tr>
<th>Forecast by</th>
<th>2020 vs. 2019</th>
<th>2021 vs. 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>IATA March 5, 2020 (limited spread scenario)</td>
<td>-11%</td>
<td></td>
</tr>
<tr>
<td>IATA March 24, 2020</td>
<td>-38%</td>
<td></td>
</tr>
<tr>
<td>IATA April 2020</td>
<td>-46%</td>
<td></td>
</tr>
<tr>
<td>IATA June 9, 2020</td>
<td>-55%</td>
<td>-30%</td>
</tr>
<tr>
<td>IATA July 28, 2020</td>
<td>-63%</td>
<td>-36%</td>
</tr>
<tr>
<td>AVITAS April 2020</td>
<td>-62.7%</td>
<td>-28.4%</td>
</tr>
</tbody>
</table>
Poll #1

When will demand for travel be back to 2019 levels?

Results from previous webinars

<table>
<thead>
<tr>
<th>Time Frame</th>
<th>Webinar #1 (June 10)</th>
<th>Webinar #2 (July 16)</th>
<th>MCC Ep. 1 (Sept 9)</th>
</tr>
</thead>
<tbody>
<tr>
<td>6-12 months</td>
<td>9% 14%</td>
<td>9% 26%</td>
<td>4% 39%</td>
</tr>
<tr>
<td>12-24 months</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2-3 years</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3 years+</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Profitability of airlines will be lower as costs will go up and less business travel
How many planes will we need if we reach 2019 traffic level only by 2024?
Forecast Demand Down 5,000 Aircraft vs. Pre-COVID Forecast

Demand for New Passenger Aircraft, 2020 - 2030

End of 2019
- Growth: 23,684
- Replaced: 7,914
- Stay in service: 15,770

2030
- COVID-19 Impact: 32,201
  - New aircraft: 16,431 (2020 - 2030)
  - Replaced: 8,517
  - Stay in service: 7,914

Pre-COVID Forecast: 37,440

+ 2.8% per annum

21,443 new aircraft (2020 - 2030)
Takes us humans time to acknowledge how bad things really are

- More layoffs coming
- Role of government
Who will do worse – airlines or lessors?
Wall Street analysts favor lessors

- Have deeper financial pockets
- Less short-term variable expenses
- Mobility of assets and other traditional pluses of leasing
Airlines have government support (jobs, tourism...) What can lessors do if you do not pay (repossess planes?)
So, which planes will be retired?

- Technical reasons – you guys are the experts
- Values
<table>
<thead>
<tr>
<th>Aircraft Category</th>
<th>Min</th>
<th>Max</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narrowbody, In Production</td>
<td>-5%</td>
<td>-15%</td>
</tr>
<tr>
<td>Narrowbody, Out of Production</td>
<td>-20%</td>
<td>-35%</td>
</tr>
<tr>
<td>Widebody, In Production</td>
<td>-5%</td>
<td>-20%</td>
</tr>
<tr>
<td>Widebody, Out of Production</td>
<td>-20%</td>
<td>-45%</td>
</tr>
<tr>
<td>Regional Jet, In Production</td>
<td>-5%</td>
<td>-20%</td>
</tr>
<tr>
<td>Regional Jet, Out of Production</td>
<td>-20%</td>
<td>-35%</td>
</tr>
<tr>
<td>Freighters (all)</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Note: Individual aircraft models may vary based on their market characteristics.

There are some positives:

- Chocolate still good
- Aviation still wonderful and still has a glorious future
- Hard times inspire human ingenuity, expect new products, firms and processes
Thank you for listening!
Please be safe and sane
Adam Pilarski

Gurudude@AVITAS.com
IATA WEBINAR SERIES

Mark Lynch
SVP - Engineering and Materials Solutions, GECAS

September 23, 2020

GECAS
Upon GECAS request, we have removed the slides from this presentation.

You can watch Mark Lynch’s presentation in the webinar recording (starting at the 34th minute).
IATA 16th Maintenance Cost Conference
Webinar Series – Episode 3

Richard Hough
Chief Technical Officer
“Worst Economic Downturn Since The Great Depression”

Five years to return to the pre-pandemic level of passenger demand

Global RPKs, trillion per year

- Pre-COVID19 baseline forecast
- New baseline forecast
- Range of uncertainty

Source: IATA/ Tourism Economics Air Passenger Forecasts

IATA Economics Chart of the Week 30th July 2020
Pandemic Impact - Current

Asset & Risk Management

- Working with customers on payment plans
- Discussing alternatives for return conditions & potential engine exchange
- Managing recoveries and repossessions
- Ensuring technical inspector, maintenance and storage capacity

Remarketing & New Business

- Ensuring availability of funding for acquisitions
- Strategic positioning of assets globally for quick delivery
- Pre-approval of terms \ airlines \ jurisdictions
"No precedent for what is happening now"

% decline in 7-day rolling average daily passenger jet flights vs 364th day prior

Cirium Snapshot 16th September 2020 (Andrew Doyle) – Data highlights sharp decline in international flights
"The knife is still falling"

**Cathay Dragon** said yesterday the Hong Kong Civil Aviation Department (CAD) had suspended its three times a week Hong Kong-Kuala Lumpur nonstop flight for two weeks after five people aboard KA735 from Kuala Lumpur tested positive to COVID-19. The airline, the regional wing of Cathay Pacific Group, said all five cases were connecting passengers from India on an Air India Express flight.

**Ryanair** hits out at travel restrictions as it cuts 20% more flights

Ryanair chief executive Michael O'Leary today said he is considering axing another 20% of its flights, in addition to the 20% cut announced in July. He announced an extra 10% cut in mid-August. Ryanair now plans to cut capacity to 10% from 50% in October, in response to the lockdown in Spain.

**Lufthansa** makes more fleet, staff cuts

FRANKFURT—Lufthansa decided to deepen the cuts to its fleet and staffing levels Sept. 21 after determining that air transport is not recovering as fast as it had hoped. Following the executive board meeting, the company said it no longer expects traffic to return to 50% of 2019 levels by the end of the year. Instead it now expects a level of 20-30%.

**IBA** projects >1,000 aircraft will be returned to lessors in 2021 without clear options for onward placement, which will also drive a corresponding fall in scheduled engine shop visits.
Adapting to Unprecedented Uncertainty

🚀 Financial stress on Pre-COVID “strong” airlines and business models

✈️ Airlines seeking to generate or preserve cash:
  ✶ Finance deliveries or refinance unencumbered assets = S&LB opportunities
  ✶ Defer shop visits via green time burn off = leasing opportunities
  ✶ Timing uncertain

✈️ Processing part out engines and getting parts available while shops are quieter
  ✶ ELFC ownership of INAV

✈️ Constantly scanning and evaluating

✈️ Reduction in Spare Engine Demand
  ✶ \( D = f \{ N, U, TBO, SV-TAT, \alpha \} \)
Reshaping Business – too early, Why?

Industry Recovery Needs:
- Increase in RPK’s => Open Borders \ No Quarantines => Virus Suppression => Effective Vaccine
- Long term efficacy of vaccine (learning to live with COVID)
- Global Economic Recovery

Engine Leasing Sector Exposures:
- Customer survival
- Aircraft Fleet Retirements – 1 less aircraft and 2+ more engines
- OEM actions on material pricing – impacts USM market
Long Term (Whatever That Is !)

Commercial Aviation Business will recover!

What Will Stay
- Long term leasing (established business with stability and discipline)
- Investment weighted towards narrowbody aircraft and engines

Market Cycle Changes
- Reduction in market participants
- More modest production rates from aircraft manufacturers
- Increased security e.g. reserves
- Perseverance of “PBH” leases

Strategic Long Term Changes
- Reduction in speculative orders from lessors
- Change to the engine OEM business model (move from razor & blade principal)
- Designs that reduce impact of future epidemics (aircraft & airport layouts)
Thank you

Richard Hough
Chief Technical Officer
COVID-19 Impact on Aircraft Transactions

JAZZ AVIATION LP
Tiymor Kalimat
Manager Aircraft Contracts

16th Maintenance Cost Conference
Sept 23, 2020
COVID-19 IMPACT ON AIRCRAFT TRANSACTIONS

Aircraft Transaction

Introduction
- New
  - Purchase
  - Lease
- Used
  - Purchase
  - Lease

Phase Out
- Lease Return
  - Operating
- Sale
  - Operating
  - Part Out
COVID-19 IMPACT ON AIRCRAFT TRANSACTIONS

Aircraft Transaction

Introduction

New
- Purchase
- Lease

Used
- Purchase
- Lease

Phase Out

Lease Return
- Operating
- Part Out

Sale
- Operating
- Part Out

Goals
- Asset Value
- Airworthiness
- Timelines
- Cost & Resources
COVID-19 IMPACT ON AIRCRAFT TRANSACTIONS

Aircraft Transaction
  /\                      /
 Introductio  \      Phase Out
     n

New
  /\                     /\
 Used  Lease     Lease  Sale
     /\                /\      
   Purchase  Operating  Operating
          /\    /\          
         Lease Part Out  Part Out

Used
  /\                    /\
 Lease  Return Part Out
      /\     /\             
    Operating Part Out    Part Out

New
  /\                    /\
 Used  Lease  Lease
     /\                /\     
   Purchase Operating Operating
          /\     /\          
         Lease Part Out  Part Out

New
  /\                    /\
 Used  Lease  Lease
     /\                /\     
   Purchase Operating Operating
          /\     /\          
         Lease Part Out  Part Out
COVID-19 IMPACT ON AIRCRAFT TRANSACTIONS

- **Aircraft Transaction**
  - **Introduction**
    - **New**
      - Purchase
      - Lease
    - **Used**
      - Purchase
      - Lease
  - **Phase Out**
    - **Lease Return**
      - Operating
      - Part Out
    - **Sale**

- **Physical Inspection**
- **Records Audit & Transfer**

Delivering quality regional airline services
COVID-19 IMPACT ON AIRCRAFT TRANSACTIONS

• Introduction / New / Lease
  - Physical Inspection
    ▪ Production Phases Inspection
      • Major Airframe Sections
      • Paint
      • Cabin
    ▪ Main BFE
      • Seats
      • Galley & Monument
    ▪ Delivery Inspection
      • Test Flight
      • Operational and Ground Checks
COVID-19 IMPACT ON AIRCRAFT TRANSACTIONS

- **Introduction / New / Lease**
  - **Physical Inspection**
    - Production Phases Inspection
      - Major Airframe Sections
      - Paint
      - Cabin
    - Main BFE
      - Seats
      - Galley & Monument
    - Delivery Inspection
      - Test Flight
      - Operational and Ground Checks

<table>
<thead>
<tr>
<th>Traditional</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airline / lessor on-site inspections</td>
<td>The use of technology (HD pictures, video, drones)</td>
</tr>
<tr>
<td></td>
<td>The use of local contractors</td>
</tr>
<tr>
<td></td>
<td>Logistics optimization</td>
</tr>
<tr>
<td></td>
<td>On-site representation</td>
</tr>
</tbody>
</table>

**Production Phases Inspection**

- Main BFE
- Delivery Inspection

**Delivery**

About 6 months
COVID-19 IMPACT ON AIRCRAFT TRANSACTIONS

• Phase Out / Lease Return / Operating
  - Records Audit and Transfer
    ▪ Certificates
      • CofA
      • Component and LLP
      • Cabin Burn
    ▪ Maintenance Status
      • Airframe
      • Engines
      • Landing Gears
      • AD / SB/ STC
      • Maintenance Program
    ▪ Historical Maintenance Records

Records Audit

4-6 Weeks

Return
COVID-19 IMPACT ON AIRCRAFT TRANSACTIONS

• Phase Out / Lease Return / Operating
  - Records Audit and Transfer
    ▪ Certificates
      • CofA
      • Component and LLP
      • Cabin Burn
    ▪ Maintenance Status
      • Airframe
      • Engines
      • Landing Gears
      • AD / SB / STC
      • Maintenance Program
    ▪ Historical Maintenance Records

<table>
<thead>
<tr>
<th>Traditional</th>
<th>Current</th>
</tr>
</thead>
<tbody>
<tr>
<td>Airline / lessor on-site audit</td>
<td>Remote Communication and audit</td>
</tr>
<tr>
<td>Airlines / Lessor hard copy transfer</td>
<td>Electronic transfer</td>
</tr>
<tr>
<td></td>
<td>The use of local contractors</td>
</tr>
</tbody>
</table>

4-6 Weeks

Delivering quality regional airline services
COVID-19 IMPACT ON AIRCRAFT TRANSACTIONS

Past 6 Months Outcome
- Complete airworthiness file and compliance
- No negative impact on asset value
- Achieved the required timelines
- Recued cost and resources
COVID-19 IMPACT ON AIRCRAFT TRANSACTIONS

Past 6 Months Outcome

- Complete airworthiness file and compliance
- No negative impact on asset value
- Achieved the required timelines
- Recued cost and resources

Going Forward

- Invest of the use of technology for physical inspection activities
- Continue and double the effort for electronic records global acceptance
- Spread the awareness of available guidance material
  - Guidance Material and Best Practices for Aircraft Leases
    - [https://www.iata.org/contentassets/bf8ca67c8bcd4358b3d004b0d6d0916f/ac-leases-4th-edition.pdf](https://www.iata.org/contentassets/bf8ca67c8bcd4358b3d004b0d6d0916f/ac-leases-4th-edition.pdf)
  - Guidance Material and Best Practices for Life-Limited Parts (LLPs) Traceability
    - [https://www.iata.org/contentassets/bf8ca67c8bcd4358b3d004b0d6d0916f/llp-traceability-1st-ed-2020.pdf](https://www.iata.org/contentassets/bf8ca67c8bcd4358b3d004b0d6d0916f/llp-traceability-1st-ed-2020.pdf)
THANK YOU
- Q&A -
Aircraft Leasing Market
GLOBAL MRO MARKET

Martin Harrison

At your desk
Our aviation practice was founded as SH&E in 1963, after being acquired by ICF in 2007.

We provide objective, independent commercial, financial, technical, and regulatory guidance to aviation clients, including airlines, airports, lessors, financial institutions, manufacturers & governments.

ICF offers our team of circa 100 aviation experts dedicated to strategic, financial and operations consulting for the aviation industry.

From our offices around the globe, ICF helps aviation clients manage assets and operations, mitigate risk, and maximize return on investment. Visit us online at icf.com/aviation.

We also collaborate via various industry body partnerships.

Serving the Aviation Community Since 1963

ICF Aviation Comprehensive Services:

- **Airlines** – Fleet, network and schedule planning. OTP, ground, flight and tech ops cost efficiencies
- **Airports** - Strategic planning, policy, concessions planning, regulation, optimization, pax experience
- **Aircraft** - Valuations, cash flow forecasts, portfolio due diligence, market analysis, technical services
- **Aerospace & MRO** – Strategy & plan development, M&A support, marketing analysis, IT implementations
- **Sustainability** – Environmental, social and economic impact of all aviation activities: measurement, mitigation, resilience
- **Tourism** - Reframe, rebrand and renew strategies/experiences/products to maximize reach
- **Transactions** – Business planning and transactions due diligence
Agenda

- Passenger and Fleet Outlook
- MRO Market Outlook and Trends
Global aviation is expected to return to pre-COVID level by 2023; Europe’s traffic recovery is expected to be slower (5-6 years)

Global traffic recovery outlook [years] would

<table>
<thead>
<tr>
<th>Year</th>
<th>Total</th>
<th>Domestic and Intra-regional</th>
<th>International</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2021</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2022</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2023</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2024</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2025</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2026</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2027</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: ICF

But what do we mean by recovering to pre-COVID levels?

We’ve assumed a vaccine in 2021H2 in baseline. Upside earlier vaccine, downside ineffective vaccine, deeper recession.

Is the real answer “we will never recover to the pre-COVID forecast”… for future years
For years ICF keeps developing our air transport forecast to support our MRO Model

Big questions for the forecasters:

1 Aircraft Productivity –

Load factor and Daily Utilisation (lower levels drives more aircraft for the same pax #)

2 Fleet Mix –

Retirements (which are being retired early) & new deliveries (which are going to be deferred or cancelled)
Leading Indicators of airline fleet decision making indicate a desire to operate newer, smaller types, with 2 engines...

Source: ICF, FlightRadar24
Agenda

- Fleet Outlook
- MRO Market Outlook and Trends
We have modelled multiple scenarios, but in our base case the MRO 2024 market could be worth $5B less compared to 2019.

**Base Case: -1.3% CAGR**

What are the structural drivers for shrinking MRO Market:

1. Newer planes (especially with less engines), need less maintenance

2. Engines can easily be removed from parked a/c to save SVs (but depending on PBH, lessor maintenance reserve provisions and lessor ABS)

3. Decisions on which individual aircraft to keep & fly heavily based on D checks

4. Component spend will be reduced by surplus parts (again depending on PBH) from torn down aircraft AND airlines expecting FH rate discounts, removal of minimum guarantee levels
What does this mean for airline MRO organisations?

MRO costs have sometimes been viewed as a ‘non-controllable cost’ because of the historically heavy influence by airworthiness, safety and regulatory compliance.

- How much of that is now more balanced with Maintenance economics?
- Are airlines equipped to objectively examine and achieve that balance?
- Is the industry ready to recalibrate: People (including pay structures), Processes (change management), Systems (up front investment)?
So tell me some good news…

'Whether we’re talking about socks or stocks, I like buying quality merchandise when it is marked down'
Thank you.

For questions regarding this presentation, please contact:

Name: Martin Harrison
Title: VP
email: martin.Harrison@icf.com
COVID-19 and the MRO Market

IATA Maintenance Cost Conference 2020 – September 23, 2020

Sonny Stern
VP Sales & Customer Service
Factors Impacting the MRO Market

- Fleet Ramp Up & Variability
- Return of Aircraft to Lessors & Revised Lease Structure
- Retirements & Furloughs
- Supply Chain Support
- Part Availability
- Green-time Engines
<table>
<thead>
<tr>
<th>Factors Impacting the MRO Market</th>
</tr>
</thead>
</table>
| Fleet Ramp Up & Variability      | • How much capacity do you bring on? What fleets do you utilize?  
|                                  | • Challenges for maintenance planning |
| Return of Aircraft to Lessors    | • Leased fleets being returned in favor of operating aircraft owned outright by the airline  
| Revised Lease Structure          | • Operators requesting leniency from the lessor |
| Retirements, Furloughs &         | • Retirement, voluntary leave programs, and involuntary staff reductions  
| Personnel Changes                | • Less manpower to support maintenance activity |
| Supply Chain Support             | • Suppliers and aviation supply chain disruption  
|                                  | • Imports & exports stopped, production facilities shut down & reduced output, and review of contracts to determine where support is currently needed |
| Part Availability                | • Are parts available to support required shop visits?  
|                                  | • Airlines taking the “down-time” to process part outs and make material available |
| Green-time Engines               | • Assessment of swapping near end-of-life engines with green-time engines  
|                                  | • Are there enough green-time engines available?  
|                                  | • Is availability influenced by owners’ desire to keep assets whole to capture aircraft lease-out opportunities? |
Fleet Adjustments & Manpower Impact

Fleet Ramp Up & Variability

• COVID-19 wave trends
• Local and international government regulations
• Early retirements
• Aircraft sale for liquidity

Retirements & Furloughs

• Less manpower = less shop availability
• Airline MROs no longer supporting 3rd party work
• Product line shifts & training
Green-time Engines

- With the aircraft retirement outlook decreasing to reflect recent and early retirements, and leases not being extended, will this support enough green-time engines in the market?
- Combined with the desire to keep assets whole and not separate engines from airframe, will there be green-time availability?

Source: ICF Report
COVID-19: Fleet outlook and impact on lessors and MROs
“The Wright Brothers created the single greatest cultural force since the invention of writing. The airplane became the first World Wide Web, bringing people, languages, ideas, and values together.”

- Bill Gates

Thank You!
IATA
16th MAINTENANCE COST CONFERENCE
WEBINAR SERIES

- Q&A -
MRO market
Episode 3: How COVID-19 is reshaping the aircraft leasing and MRO businesses?

Thank you for attending!

Any further questions?
Please email Geraldine Cros (cros@iata.org)
Episode 4: The role of used serviceable material (USM) in the industry restart

Wed. 30 September 2020 - 7:30-9:30am EDT