



Safety, Innovation & Collaboration

The Path Forward in Aero Engines

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Industry Opportunities

- Global Fleet Expansion
 - Commercial aircraft fleet to grow: From 29,000 in 2025 to **38,300 by 2035**, driven by strong regional markets
- Engine MRO Dominance
 - **>50%** of total MRO spending, emphasising engine service importance
- Regional Market Growth
 - India, China, Middle East: Key regions driving aviation's rapid growth



HAECO on a page



Purpose

Keep our skies safe.



Vision

Where the best in aviation
come together.



Mission

Proactively serve our customers
with MRO solutions.



Values

Safety and quality
Integrity
Teamwork
Excellence
Sustainable development



One HAECO Behaviours

We listen. We understand. We lead.



Full MRO & Engine Test Capabilities

- **>7,000** engines overhauled in **HES** & **HAESL**
- HAECO Engine Services (Xiamen)
 - GE Authorised GE90 & CF34-10A Service Centre
 - GE **>75%** in-house repair capability
 - **GE90-94B, GE90-115B, CF34-10A, GE9X, GP7200**
- HAESL
 - JV between Rolls Royce & HAECO
 - Rolls Royce **524, Trent 700, 800, 1000, XWB**
 - Trent **>95%** in-house repair capability
- HAECO Global Engine Support
 - **CFM, P&W, IAE, GE, and Rolls-Royce**
 - Rolls-Royce on-wing service provider
 - Strategic sites: **HKG, AMS, DFW, DXB, LHR**



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SAFETY FIRST



Sustainable Development 2030 Vision

PEOPLE

Safety
90%
Total Injury Rate reduction by 2030 vs 2019
Lost Day Rate reduction by 2030 vs 2019

Diversity & Inclusion
30%
Women (L4-Strategic Leader) by 2030

ENVIRONMENT

Climate
40%
CO₂e reduction by 2030 (Scope 1 & 2) vs 2018

Water
25%
Water intensity reduction by 2030 vs 2018

Waste
60%
of Waste (excluding liquid and hazardous waste)
diversion from landfill by 2030

Suppliers
100%
High Risk & Key Suppliers in compliance with Ethical
& Environmental Standards as per Supplier Code of
Conduct by 2030

COMMUNITIES

4 times
increase in volunteering hours
per employee by 2030 vs 2018

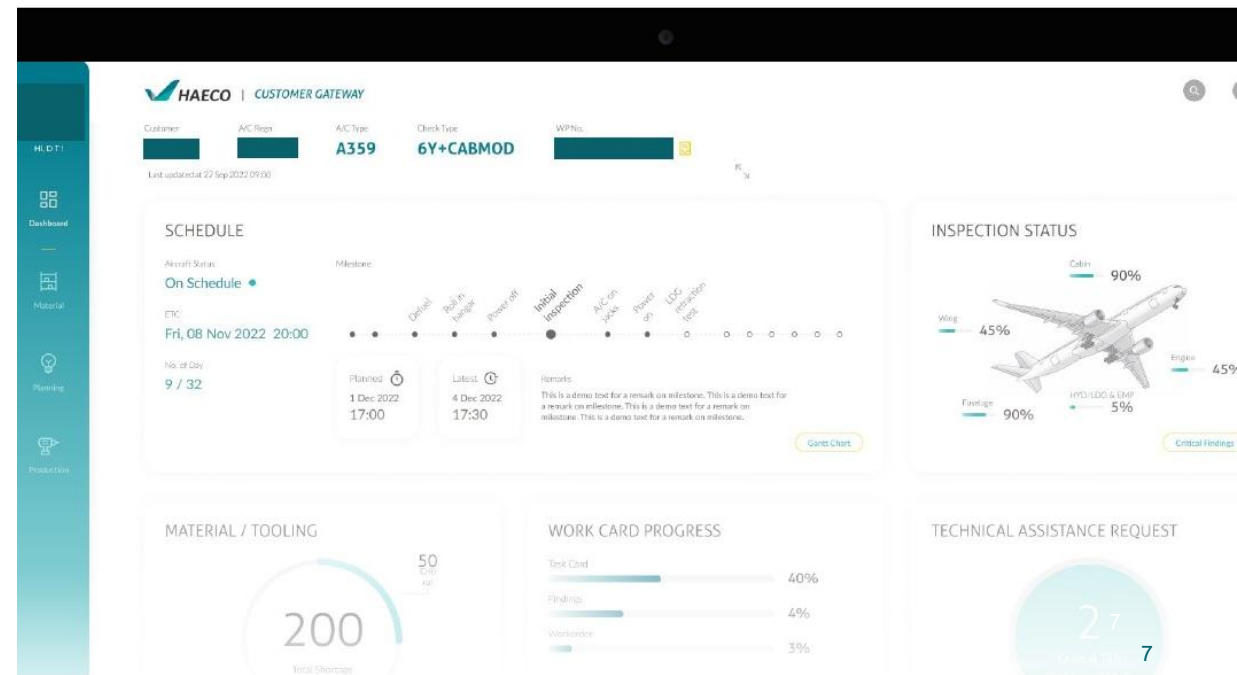
Established a
**HAECO Group
CSR Fund**
which comes from 10% retention from
HAECO's contribution to Swire Trust and
its matching amount, totalling at least
HK\$1 million

Prioritise community engagement
projects on our key focus areas:
**Youth Development
Community Support
Environmental Protection**



Digital Transformation

- Customer Gateway
 - ❑ **Real-time** engine maintenance updates, improving customer collaboration with mobile access
- AI & Automation Integration
 - ❑ AI-driven processes like **e-work cards** & **borescope** inspections streamline engine MRO operations efficiently
- Robotic AI Inspections
 - ❑ **Improve accuracy** for turbine rotors, replacing manual & labour-intensive methods
- 10-Year Digitalisation Roadmap
 - ❑ Smart warehouses, **autonomous** robots elevate efficiency, quality & productivity



Challenges Remain

- Industry-specific challenges
 - **Scarcity** of engines
 - Supply chain issues
 - Lack of skilled **labour**
- **Macro-economic** challenges
- Logistics & **geopolitical** challenges



Future-proofing

- Partner with institutions
- Inspire young minds
- Commit to diversity & inclusion



Investing in People

- Awarded **Best** Company to Work for in Asia by HR Asia in 2025
- Recognises HAECO Group's dedication: creating a nurturing and collaborative environment



Uncertainty Remains...

- Engine demand **predictions** difficult
- Innovation & **flexibility** are a must
- Are we prepared to swallow the **cost**?



Future Remains Bright With...

- Safety
- Innovation
- Collaboration



Thank You

