



# KEEPING AVIATION MISSION READY

While many aerospace companies scaled back during the pandemic, Precision Aviation Group (PAG) persevered, expanding its capabilities and geographic locations — all with the aim of putting its customers first throughout the crisis.

"We adopted safety protocols very early in 2020," said Ketan Desai, chief sales and marketing officer at PAG. "We're very proud that not a single PAG facility closed due to an outbreak or health concerns. We've continued to serve our customers without interruption or delay."

With 80% of its total customer base being mission critical operators, PAG carries a heavy responsibility as a leading provider of products and value-added services to the global aerospace and defense industries.

Through the resiliency, strategic planning, and decisive action of PAG's CEO David Mast during the onset of COVID-19, PAG navigated the pandemic better than most, keeping its employees safe and its customers flying.

And the proof is in the numbers. PAG has grown its presence around the world during the pandemic and is poised to continue to expand both organically in its existing facilities, as well as through new acquisitions. In 2021 alone, PAG added 170 new employees through five business acquisitions, and increased existing rosters by more than 10%.

Today, the company boasts 22 business units, with 16 FAA-approved Part 145 repair stations and 17 locations. The PAG family is now 450 strong.

"This significant growth during a global pandemic was undoubtedly a

hectic year for us, but it was also an exciting one," Mast said. Over the last year, PAG significantly expanded its service capabilities, repair facilities, and inventories throughout its group of companies. While some businesses might have chosen to wait out the pandemic, PAG's drive to better serve its customers was the catalyst behind its successful growth over the last year.

"Our acquisition strategy is very focused. We want to enhance our repair capabilities, inventories, and locations to give our customers access to a greater suite of products and services," Mast said.

PAG reorganized its repair services into four key market segments: avionics, components, engines, and manufacturing/sub-assembly/DER services.

This structure better describes the company's depth and breadth of product and service offerings and defines PAG as the obvious choice for those looking for a full suite of maintenance, repair, and overhaul (MRO) services for fixed- and rotary-wing platforms.

"We decided to focus on defining PAG in these four



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## PRECISION AVIATION GROUP DISTINGUISHES ITSELF FROM ITS COMPETITORS THROUGH AN UNWAVERING COMMITMENT TO ENSURE CUSTOMER SATISFACTION AND LOYALTY

specific market segments because it helps new and returning customers understand how we can help them beyond their immediate need for specific parts or services," Mast said. Customers who turn to PAG for their avionics, components, engine, or manufacturing/sub-assembly/DER services can expect a one-stop shop experience with a single point of contact. This person will handle

all logistics between PAG companies, capabilities, and services to optimize the customer experience.

While some might ask when PAG's state of growth will level off, PAG is well poised to grow into the future. It plans to continue to heavily invest in existing business units, scaling up capabilities and inventories to be ready to provide immediate service, ensuring its customers remain mission ready.

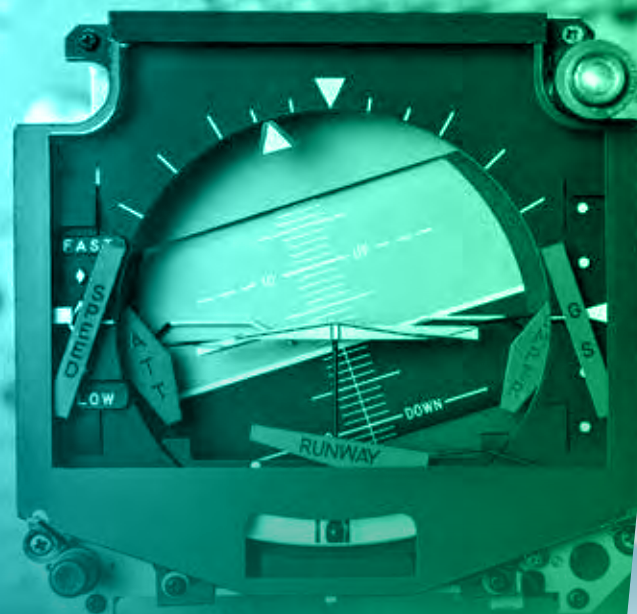
"We have plans to retrofit and enhance our largest facility, located in Atlanta, GA. We've been at that facility for 25 years, and we're due for

an upgrade," Mast said. "We also make large capital investments every year to establish new capabilities for existing and next generation aviation platforms."

PAG's dedication to its customers is evident through consistently substantial investments in its business units. Over the last two years, PAG invested almost \$7.5 million in inventory support for existing platforms.

PAG plans to continue to build out its sales team, technical capacity, and leadership team, in addition to enhancing customers' experience by expanding in-house service capabilities and targeting additional geographic locations. ➤





# AVIONICS SERVICES

Component failure that grounds an aircraft is a constant concern for fleet operators. Having a service partner with the capabilities and service mentality to get that aircraft flight worthy as quickly as possible is invaluable. Customers know they can rely on PAG to answer their call — day or night — and leverage PAG's broad capabilities and seasoned staff to get their aircraft airborne ASAP.

PAG offers a full suite of avionics services — from legacy products to current generation platforms for a wide range of commercial and military rotor- and fixed-wing aircraft.

To help its customers navigate an extensive suite of avionics services, the company has grouped them into key categories: engine controls, flight control systems, navigation, communications, flight recorders, lighting systems, and weather radar.

Essentially, whatever avionics service an operator needs, PAG will be able to deliver it through its full-service avionics shops and dealerships that service various locations around the world.

Its technicians are some of the best in the industry, meaning operators looking for MRO service will always receive stellar customer support from PAG. In addition to its extensive line of avionics services, the company offers a

significant  
rotable  
inventory  
available  
to customers  
whenever the  
need arises.

Last November, PAG enhanced its avionics services by acquiring Velocity Aerospace Group. This acquisition added new capabilities to PAG's growing suite of avionics capabilities.

Through facilities in Fort Lauderdale, Florida, and Burbank, California, Velocity offers MRO capability in avionics, electrical systems, fire protection, interior lights, water/waste assemblies, and more. Velocity's EDN Aviation facility in Van Nuys, California, specializes in manufacturing and refurbishing high-quality aircraft cockpit panels, multilayer circuit board assemblies, cable and wiring harnesses, avionics enclosures, and cockpit sub-assemblies.

"Velocity broadens and deepens our

avionics, and manufacturing/sub-assembly/DER capabilities," Desai said. "Velocity's workforce brings decades of technical experience and strong customer relationships into our portfolio and enables PAG to provide a much wider range of world-class products and services to our customers worldwide."

PAG's expertise in avionics MRO services results in far more efficient and cost-effective support than that of its competitors, and at a fraction of the turnaround time. PAG's new and existing business units continue to research and develop new repair capabilities to ensure PAG stays at the forefront of emerging technologies.

"The evolution of avionics is no different than the evolution of electronics in your home, so we're really focused on technological innovations in that space," Mast said.

And while many traditional original equipment manufacturers (OEMs) might offer "built to order" service on spares, PAG's strong relationships with OEMs allow operators to make immediate purchases from PAG's \$55-million rotatable inventory.

"Consistently delivering a superior customer experience is at the forefront of everything we do. We are a customer-centric organization," Desai said. "Behind the human aspect of the experience is diverse MRO capabilities, strategic locations, extensive inventory, and deep-rooted OEM partnerships which have been organically added or acquired through great companies like Velocity." ▶





## OUR COMPANIES

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Precision Heliparts Canada

Precision Heliparts Australia

Precision Heliparts Latin America

Precision Heliparts Singapore

Precision Accessories & Instruments

Precision Accessories & Instruments Canada

Precision Accessories & Instruments Australia

Precision Aircraft Services

EFIX Aviation Support

Precision Aero Technology

Velocity Aerospace Ft. Lauderdale

Velocity Aerospace Burbank



# COMPONENT SERVICES

Mission-critical aircraft operators and fleet managers can rely on PAG as a world-leading rotor- and fixed-wing MRO service provider. The company is uniquely positioned to offer customers a one-stop shop experience, working with a single point of contact for all services and products. To serve PAG's component services market segment, it provides MRO support for starter generators, wheels, brakes, landing gear, hydraulics, pneumatics,

instruments, and batteries. Performing over 85,000 repairs for 5,500 customers in 90 countries every year, PAG is well established as a global leader in the MRO industry.

Customers know that when they choose PAG, they're getting quality care and attention. With specialized repair capabilities, PAG can save customers thousands of dollars by repairing components in-house.

Last summer, PAG expanded its component services capabilities through the acquisition of Trace Aviation. That strategic move expanded PAG's footprint into Jackson, Mississippi, and into landing gear repair services. Trace is an MRO shop specializing in Beechcraft King Air/1900 landing gear exchanges and overhauls for customers around the

world and in every sector where King Airs operate, including the Department of Defense (DoD), corporate, medevac, and private operators.

Also known for delivering unmatched customer service and industry leading products to customers around the globe, Trace is a welcome addition to the PAG family.

"Adding landing gear repair bolstered our capabilities exponentially," Mast said. "Every year, part of our focus is to expand the number of capabilities we have — because what you service today, may not be what you service tomorrow."

PAG's commitment to giving existing and new customers superior service never ends. PAG's expansion of component services capabilities helps

lower customers' cost on landing gear overhauls. With the rising costs to ship landing gear — not to mention the long wait for the gear to arrive — PAG is making significant investments to make landing gear repair services more accessible to customers by also adding this capability to its global repair stations.

In 2020, PAG expanded its international footprint, offering unbeatable component services to a broad range of commercial, DoD, and general aviation customers in the South American





market, through the acquisition of EFIX Aviation Support in Brazil. PAG's investment in inventory, new capabilities, and technical training at

EFIX has greatly enhanced this facility's ability to improve turn times and customer costs in this market. "We have a passionate, dynamic, entrepreneurial, service-oriented

team. It's truly what continues to differentiate us from others. Consistently delivering exceptional service is all we know how to do," Desai said. ✈

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Precision Heliparts Lafayette  
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Precision Accessories & Instruments Canada  
Precision Accessories & Instruments Australia

Precision Aircraft Services  
EFIX Aviation Support  
Trace Aviation

# ENGINE SERVICES

When it comes to repairing and overhauling fixed-wing and rotorcraft engine components, PAG offers a broad range of MRO and supply chain solutions supporting engines, modules, fuel controls, governors, bleed valves, nozzles, fuel heaters, turbine blades, compressors, and gear boxes.

With an unwavering commitment to safety, service, and support, PAG provides the highest quality products and services available at competitive prices. Its focus on continuous improvement leads PAG to evaluate and enhance its operation to achieve efficiencies. The resulting savings are then passed on to the customers.

PAG is perpetually working on ways to expand its support of existing customers, asking "how can we do more for those we already support?" One way is through the acquisition of additional capabilities.

PAG acquired Keystone Turbine Service in Coatesville, Pennsylvania, in 2021. This acquisition added unlimited in-house capabilities for overhauling the entire Rolls-Royce M250 and RR300 series of gas turbine engines, including modules, accessories, and components, as well as providing testing services.

This strategic acquisition allows PAG to expand its relationship with current customers. An existing large customer base using Rolls-Royce M250 and RR300 engines can now add engine repair to the long list of services already provided by PAG. This acquisition also gave PAG the ability to provide customers with Honeywell and Triumph accessories, components, spare parts, and field service support.

Acquiring Rolls-Royce's second largest authorized MRO center is another example of listening to what customers need and want, and then making business decisions and significant investments to bring those service capabilities in-house.

"Through the acquisition of

Keystone, not only did we add one of the most reputable Roll-Royce M250 and RR300 overhaul shops in the country to our group of companies, we also added extensive expertise to our already incredible service-oriented sales and customer service team," Desai said.

Just like PAG, Keystone has a history of delivering exceptional customer service, industry leading products, and cost-effective repair solutions. The acquisition is an example of PAG's OEM-centric business model.

"A lot of our customers prefer their components be repaired by an OEM-authorized repair station, so it's really important knowing that we have the support of an OEM," Desai said.

Besides offering customers enhanced capabilities and services through these various business units, another positive aspect of bringing these services in-house is job creation.

"We're creating more job opportunities here in North America, which is great to see," Desai said.

What's in store for the coming year? PAG has additional repair capabilities it is working on for the Rolls-Royce M250 and the Honeywell PT6 engine lines.

"We're actively working on new acquisitions for early 2022 to further expand the engine services we offer our customers," Mast said. ✈️



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# MANUFACTURING / SUB-ASSEMBLY / DER SERVICES

Customers will tell you what they want, you just have to listen and take action. PAG listened and heard the need for lower costs and better turn times.

PAG didn't just tweak a process here or there, it went all in and committed to an entire market segment dedicated to ensuring these needs were met.

The manufacturing/sub-assembly/DER segment led PAG to acquire new facilities that allowed it to pull key repair functions in-house, create DER repair processes independently where repair specs or manuals were not available,

and to outright make better parts at lower costs than its outside suppliers could provide.

PAG's geographical reach and extensive knowledge and capabilities are unparalleled. Fleet operators looking for reliable manufacturing/sub-assembly/DER providers can turn to PAG and its extensive suite of services.

A 2020 acquisition in Ontario, Canada, provides MRO services for DC armatures, AC/DC stators, AC rotors, round wire, solenoids, and coils.

Another 2020 acquisition in Camarillo, California, is one of only two facilities in North America

that can truly repair aircraft LCD displays. Where historically the customer would have to purchase a new LCD display, PAG is now able to refurbish and repair them using its proprietary process.

EDN Aviation, a 2021 acquisition in Van Nuys, California, specializes in manufacturing and refurbishing high-quality aircraft cockpit panels, multilayer circuit board assemblies, cable and wiring harnesses, avionics enclosures, and cockpit sub-assemblies.

These manufacturing/sub-assembly/DER services result in many

advantages for the customer, including impressive cost savings. For example, the unique capabilities and extensive reverse engineering processes used by the





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Singapore

Precision Accessories  
& Instruments

Precision Display Repairs

World Aviation Corp

EDN Aviation

Camarillo facility (Precision Display Repairs) can yield, in some cases, \$10,000 to \$30,000 in savings for a single LCD display repair.

"Through business unit acquisitions, PAG added more than 900 specific DER repairs," Mast said. "Through these businesses, we will continue to focus on expanding

specific repairs to help us keep costs down for our customers."

"We know there are so many more capabilities and services for us to capture to further enhance the customer experience," Desai added. "We're continuing to grow and work on special projects."

PAG's broad-based capabilities, over \$55 million in inventory, and the ability to provide a one-stop shop experience for customer

are three key pillars to its unique business model's success. These key concepts allow PAG to provide immediate support for its customers.

"You'll find companies that focus on a single capability, but it's very rare to find a company that has all of these market segments served under one roof," Desai said. "This offers a unique value to customers compared to most companies in the aerospace business." ✈