



ACCESS & G2 FORM STRATEGIC PARTNERSHIP TO BUILD THE NEXT GENERATION OF AVIATION SERVICES PLATFORMS

- **Deep operational expertise:** G2's leadership brings decades of technical and operational experience across OEMs, airlines, and defense contractors.
- **Modern business-building infrastructure:** Access contributes its proprietary business building platform, proven tools, data systems, and technology designed to scale lower middle market businesses with speed and discipline.
- **Expanding market opportunity:** The U.S. MRO industry exceeds \$65 billion in annual activity and is projected to grow steadily as global fleets expand and maintenance cycles lengthen.

The Partnership at a Glance

The aviation services industry is entering a moment of quiet transformation.

Behind every takeoff and landing lies a network of businesses dedicated to keeping fleets safe, compliant, and operational - the maintenance, repair, and overhaul ("MRO") sector.

Access Holdings has long focused on building enduring, essential-service platforms and few sectors embody that mission better than aviation.

Access is partnering with G2 Equity Partners, founded by Greg Smith and George Peinado. Smith brings three decades of global aerospace experience, as the current Chairman of the Board of American Airlines and most recently as The Boeing Company's Chief Financial Officer & EVP of Finance, Enterprise Operations and Services until his retirement in 2021. Peinado brings over 25 years of private equity investment experience as a prior Managing Director of Madison Dearborn Partners, a blue chip private equity firm with a reputation for skilled investing and partnership with founders and management teams. G2 also has a board of advisors that ran large divisions of Boeing, Lockheed Martin and Raytheon, among others.

It is a partnership that unites two capabilities rarely found under one roof: deep technical heritage and proven business-building infrastructure – to modernize a critical, complex industry. This partnership is demonstrative of Access Holdings' commitment to partnering with world-class management teams with unmatched expertise across and will serve as an archetype for additional essential service industries.

Why We Like This Industry

The U.S. MRO market now exceeds \$65 billion in annual activity, powered by non-discretionary, federally mandated maintenance requirements, an aging and expanding fleet, and a growing shift toward outsourced third-party maintenance. Yet despite its scale, the sector remains highly fragmented, with thousands of independently operated repair stations; many still founder-led and under-capitalized.

That fragmentation presents a rare opportunity to bring professional management, capital discipline, and technology enablement to a sector that keeps the world moving, literally.

A Partnership Built for the Next Era of Aviation

The U.S. aviation ecosystem is both vital and vulnerable. Aging fleets, workforce shortages, and supply-chain constraints are placing unprecedented pressure on operators to do more with less safely, efficiently, and at scale.

That's where this partnership comes in.

G2's deep operational experience meets Access's business-building platform, a system designed to help great operators become category leaders through process discipline, digital integration, and performance infrastructure.

Together, we'll be focused on identifying and scaling aviation services businesses ready for modernization, companies that can benefit from structured process mapping, data-driven execution, and disciplined capital investment.

For us, this is more than an investment thesis - it's a long-term commitment to build the systems, teams, and technologies that will keep this critical industry moving for decades to come.

About Access Holdings

Access Holdings is a next-generation alternative asset manager providing investors with access to the lower-middle market. Founded in 2013, Access Holdings has approximately \$2.3 billion in assets under management. The firm implements its data-driven operating model – The Access Edge – to partner with lower-middle market businesses in industries essential to economic growth and resilience. For more information, visit www.accessholdings.com.

About G2 Equity Partners

G2 Equity Partners is a private equity firm specializing in operationally intensive industries including aviation, logistics, and industrial services. The firm's leadership team combines decades of experience across OEMs, airlines, and defense contractors with a hands-on operating model that enables portfolio companies to accelerate growth, improve resilience, and deliver world-class service outcomes. For more information, visit www.g2-equity.com.

