



MALAYSIAN AEROSPACE NEWSLETTER

3rd Edition 2025

**SERVING MALAYSIA'S
AEROSPACE INDUSTRY**

Leading The Malaysian Aerospace Industry Forward With
A Common Objective Of Continued Development And
Growth

As we near the year end, we can reflect on the excellent collective progress made by our association and members of Malaysia's aerospace industry over the past twelve months. The significant expansion across our industry has meant that forecasted revenue this year is expected to achieve RM30 billion. This is particularly significant given the backdrop of changes in the geopolitical landscape where despite the various challenges faced, we have shown great resilience and reinforced our critical commitment to the global supply chain.

This would not have been possible without the backing by government through RMK-13, NIMP 2030 and the Malaysian Aerospace Council and various supporting policies. The support offered through various ministries with whom we interact and their agencies including NAICO, MIDA, MATRADE, MiGHT, CAAM, Customs, Talent Corps, Crest as well as state government support such as through Invest Selangor and SDAICO, has been formidable. This strong collaboration was clearly demonstrated a few months back with the announcement of the zero-tariff exemption granted by the US government in its Agreement on Reciprocal Trade with Malaysia.

Strategic partnerships have been strengthened working with many leading global OEMs and our local companies having gained from technology advancements, expansion in capabilities and workflow enabling workforce upskilling. This has ensured Malaysia continues to remain competitive in the global supply chain. The aero-manufacturing sector has continued its sound growth and global reach as well as demonstrating that our industry can successfully grow its tier 1 and 2 footprints across all industry categories even when considering the recent structural changes in Spirit Aerosystems, UMW Aerospace and other senior players.



Managing Director's Note

Our flight path ahead is clear. We need to ascend to a higher plane of global leadership, innovation, and sustainable growth. Our association looks forward to working with you as together we soar to greater heights in the new year" – David Jones



The MRO sector continues to flourish with many major investment commitments including that by GE Aerospace and Collins Aerospace choosing to significantly expand their operations in country along with a number of other specialist component overhaul companies. We have also seen the investment in aircraft maintenance made by Singapore Airlines Engineering Company as well as various domestic investments in the sector.

In addition, our association has also been able to focus on other industry sectors including avionics and advanced air mobility, and these will be areas of further focus as we continue to build capabilities in these growth industries as well as focusing on the rotary wing sector where we have secured several new members over the past year.

Cutting across all our industry segments the issue of environmental sustainability is becoming key given our role in the global supply chain and the importance of aligning with international standards. This will continue to be an area of focus at the heart of our overall agenda. Initiatives in this area have certainly gained momentum through energy-efficient processes both in manufacturing and MRO. Our association has championed dialogues on carbon reduction together with NAICO, supporting members in meeting emerging regulatory requirements and positioning Malaysia as a responsible aerospace player. This was one reason for attending the recent ICAO Committee on Aviation Environmental Protection held in Singapore in order to raise our visibility and awareness of this important issue.

Our workforce development is central in ensuring we keep pace within the international marketplace. Our association's focus on skills development through our human capital committee and through our involvement with HRD Corp and Talent Corp supports our goal to ensure Malaysia's talent pool is future-ready and globally competitive. This has included development of specialised skills and leadership and management practices through the training program working with Crest which was successfully extended from 2024. Through the work of our committee, we continue to work on establishing an apprenticeship framework. We have also engaged members on a salary and benefits review working in collaboration with the Malaysian Employees Federation.

In our role to promote our aerospace industry to the global supply chain we have, over the past year, hosted trade missions from Germany, Czech Republic, Austria and France. This has enabled us to further develop various collaborative and technological opportunities for our members. Our association also exhibited at the Paris Airshow and were invited to present at two panel sessions at the ICCAIA Conference held in Montreal. In addition, as part of our efforts to promote Malaysia as an aerospace nation our association proudly chairs the Associate Members Forum under ICCAIA as well as sitting as a board member of the Global Aerospace Cluster Partnership.

For the very first time our association hosted a pavilion at LIMA 25. This was a significant milestone, and we thank those members who chose to partner with us. In addition, we hosted pavilions at both SAS 25 and MyAero 25. With the support of Crest and the Malaysian Institute of Management we successfully held our inaugural Aerospace Conference and again we wish to offer our gratitude to the many members who kindly chose to speak on varied topics and themes.

We also held a number of networking events led by our flagship event, the President's Dinner, where more than 440 industry and government seniors were in attendance with six awards presented by our guest of honour Tengku Datuk Seri Zafrul Abdul Aziz. During the year we also held many other networking opportunities including our annual golf tournament as well as our first joint association event with the Association of Aerospace Industries Singapore to help promote the JS-SEZ attended by 80 guests. Three workshops were also held during the year covering the avionics, advanced air mobility and aero-manufacturing sectors.

As we enter the new year, we will continue to encourage further adoption of environmental sustainability practices, advanced processes and digitalisation mechanisms so as to further strengthen Malaysia's role in the global aerospace ecosystem. We will work with our SMEs to expand their opportunities and support their funding through the initiatives undertaken by MBSB and MTDC.

We wish to take this opportunity to extend our heartfelt gratitude to our members, partners, and stakeholders over the past year for their dedication and trust in the vision and mission of our association. We truly appreciate your collaboration and commitment through our Technical Subcommittees, workshops, exhibitions, forums and business networking events as we continue to share knowledge, best practices and foster B2B engagements as well as advocate for policies that enhance our global competitiveness.



INDUSTRY HIGHLIGHTS



GE Aerospace Selects Sepang Malaysia for its New LEAP Engine Facility

APACE 2026 to Showcase Sarawak as Rising Aerospace Hub



Malaysia Enters Reciprocal Tariff Deal With US Focusing On Aerospace

GLOBAL HIGHLIGHTS



Bombardier Delivers First Global 8000

First Flight of China's Giant Drone Carrier Jiu Tian Signals PLA Swarm Capacity Boost



Boeing CFO Expects Higher 737, 787 Jet Deliveries Next Year



WELCOMING MAIA NEW MEMBERS



AONIC MALAYSIA SDN BHD

BHIC BERHAD



Boustead Heavy Industries Corporation Berhad



CAPE EMS BERHAD



DHL SUPPLY CHAIN (M) SDN BHD



GSE (M) TECHNOLOGY SDN BHD

MAIA INTERVIEW XX

Sky's No Limit: Women Pioneering the Aerospace Frontier



Dato' Nonee Ashirin Dato'
Mohd Radzi
Chairman,
Global Turbine Asia

Can you share your background and journey to becoming the CEO of Global Turbine Asia and what inspired you to pursue a career in the aerospace industry?

From a young age, I dreamed of becoming a pilot. I was even serious about getting a private pilot's license, yet somehow, I ended up taking my Bar exams instead which, at that point in my life, felt like the biggest mountain to climb. I'm glad to say it now that I'm involved in corporate mergers, having my own business, that legal background became one of my strongest assets.

I also realized very early on that if I wanted to succeed in any industry, I had to back myself with real knowledge. When I joined Eurocopter Malaysia (now Airbus), I would spend time on the shop floor, learning about engines, components, literally everything. Even though it was all highly technical, I truly enjoyed learning the fundamentals and understanding how things worked.

Of course, in those days, I was often the only woman at the table. I felt I had to be extra prepared all the time, simply to prove that I deserved my seat. That is the reality for many women. We must work a little harder to be taken seriously, but once I broke through that barrier, the trust and confidence that followed really opened doors.

As a woman leading a prominent aerospace company, what unique challenges have you faced in the industry?

Being a woman in aerospace means you are often the only woman in the room. Early on, I had to deal with perceptions, whether I was "*technical enough*," whether I understood the complexity of the business. Those silent questions can sometimes be louder than spoken ones. I believe, challenges are not deterrents. They became my motivators to keep it going. I learned to let my work speak louder than assumptions.

How do you approach leadership in a male-dominated field like aerospace and what strategies have you found effective in breaking through gender barriers and biases in your career?

Leadership in aerospace requires a combination of technical expertise, strategic thinking, and plenty of networking skills. I approach leadership by fostering collaboration and ensuring that my team's voices are heard.

One strategy that has been effective is *building credibility through results and consistently delivering high-quality work*. This helps to overcome preconceptions or biases. I also prioritize creating inclusive spaces where different perspectives are valued, which naturally challenges traditional barriers. Patience, persistence, and confidence in your abilities are key when navigating a male-dominated environment. Let your success speak for itself.

What advice would you give to young women aspiring to leadership roles in aerospace or other male-dominated industries?

My advice is to embrace lifelong learning and actively seek out opportunities that stretch your capabilities. Do not be afraid to take on challenging roles or projects, as these experiences build your resilience and credibility. Networking is equally important. You must connect with peers and industry leaders who can guide you and open doors. Also, believe in your voice and your value; leadership is not about fitting into an existing mold, but about shaping the industry with your unique perspective. Do not fit in, stand out.

MAIA INTERVIEW

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Sky's No Limit: Women Pioneering the Aerospace Frontier

Have you had mentors or role models who have guided you in your career? If so, how have they influenced your leadership style, and do you think having a good mentor is important?

Yes, mentors have been crucial in my journey. They offered guidance during critical decisions, shared their experiences, and encouraged me to take bold steps. One of them is my father who became my advisor, who let me experience growing up within the aerospace segment. Watching him organizing LIMA airshow since I was a young girl, that gave me an insight into the industry closely and new perspective that I can also do this. Why can't I?

How does Global Turbine Asia promote diversity and inclusion within the company and if so, what are the benefits?

At GTA, we really value having people with different perspectives and experiences. One way we show this is through our STRIDE campaign, "D" stands for Diversity. This means we focus on promoting gender diversity, supporting everyone's professional growth, and making sure there are equal opportunities for advancement. As a woman CEO, it is especially important to me to see women in our company flourish in their careers because who knows, maybe one day they will be CEO too!

What steps can the aerospace industry take to foster a more inclusive environment for women and minorities?

I believe that Malaysia's aerospace industry has reached new heights of innovation and inclusivity. Leveraging my experiences on legal expertise, business acumen, and leadership, I have championed workforce development, rigorous certifications, and industry advocacy while serving in key roles with the Malaysia Aerospace Industry Association, Coalition Defence Industry Malaysia, FGV Holdings Berhad, and Boustead Holdings Berhad. I have always been passionate in advocacy for diversity, and always try to drive mentorship, leadership training, and educational partnerships that empower women and minorities in aerospace. I see that by making influential presence at global forums such as LIMA 2025, the Selangor Aviation Show, and the Power Women Summit, I can continue to inspire inclusive excellence and shape a future defined by empowerment, innovation, and equitable opportunity.

Given the technological changes and the need for upskilling what type of opportunities do you foresee for women in the aerospace industry in the coming years?

With rapid technological advancements, there are increasing opportunities in areas like advanced manufacturing, MRO (maintenance, repair, and overhaul), aerospace digitalization, and innovation-driven roles. Women with technical skills and leadership capabilities can lead in areas such as robotics, AI in aerospace, and sustainable aviation technologies. Continuous learning and upskilling will be critical, and I see this as a promising avenue for women to take on high-impact roles. Women often have a talent for unravelling complex problems.

Can you share a particularly challenging moment in your career and how you navigated through it?

One challenging period was during the MCO from 2020 to 2022, when many businesses had to close. We were fortunate to keep all our staff, but it wasn't easy. We had to make sure our cash flow stayed healthy, while supporting the Armed Forces, who were flying more and needed our help to maintain their engines. Looking back, I feel relieved and grateful that we made it through that challenging time together.

MAIA INTERVIEW

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Sky's No Limit: Women Pioneering the Aerospace Frontier

How do you maintain resilience and perseverance in the face of setbacks or obstacles and what lessons have you learned from overcoming adversity?

I maintain resilience by keeping perspective, learning from setbacks, and staying committed to long-term. Overcoming adversity has taught me that obstacles are not roadblocks but stepping stones that strengthen leadership and character.

What accomplishments are you most proud of in your career?

I am proud of contributing to the growth of Malaysia's aerospace sector, particularly in advancing local capabilities in MRO. So, frankly speaking, as much as I pat myself on the back for the success I have achieved – I must work twice more. I want to challenge myself beyond of the unthinkable. There are so many things that I'm quite excited to explore, and one of it is the space. Who knows what will happen in the future with my grit to venture into space? It is never-ending. We should always progress.

How do you balance your professional responsibilities with your personal life and what motivates you to play a key role in the Malaysian aerospace sector?

Balance comes from setting priorities and staying focused on what truly matters. My passion for aerospace, commitment to nurturing local talent, and drive to strengthen Malaysia's position in the global industry keep me motivated. I see my work as creating opportunities and leaving a lasting legacy, and I always remind myself to never settle. There is always more to learn, explore, and achieve.

Is there anything else you would like to share with our audience about your experience or insights as a female leader in aerospace?

I would like to encourage aspiring leaders especially women to embrace challenges and step confidently into opportunities. Aerospace is a field full of potential for innovation, impact, and personal growth. Leadership is not about gender; it is about your bold vision, and the courage to make a difference. With dedication and perseverance, anyone can help shape the future of this industry.

MAIA thanks Dato' Nonee for her time and effort for the interview. Stay tune for MAIA Next Newsletter which will feature another great aerospace leader!

Elevating Malaysia's Role in the Global Aerospace Supply Chain Amid Geopolitical Shifts

MAIA ARTICLE

The global aerospace industry is at a crucial turning point. After years of disruption from the pandemic, production recovery is underway—but the backlog is unprecedented. Airbus and Boeing together face over 14,000 aircraft orders, representing nearly a decade of output.

In the Asia-Pacific region, airline fleets are expected to double by 2040, making Southeast Asia one of the world's fastest-growing markets.

Malaysia has earned recognition as a reliable Tier-2 and Tier-3 supplier, contributing to major programmes such as the Airbus A320, A330, and A350, as well as the Boeing 737 and 787.

Companies like SME Aerospace, CTRM, and AIROD exemplify our national expertise in aerostructures, composites, and MRO.



Fuzli Fuad, CEO SME Aerospace

Yet, despite this progress, Malaysia remains largely at the periphery of the high-value chain. We supply parts, but not yet design, integration, or intellectual property. Without bold action, we risk being confined to low-margin roles as regional peers move ahead. "Malaysia must act decisively or risk being locked into low-value positions within the global supply chain."

Global Forces Reshaping Aerospace

Five powerful forces are redrawing the aerospace landscape:

• Geopolitical Realignment

The ongoing US-China rivalry has prompted OEMs and Tier-1 suppliers to diversify through "China+1" or "friendshoring" strategies. This opens new windows for ASEAN nations—Vietnam, for example, is leveraging large aircraft orders for aerospace offsets.

• Conflict and Supply Disruption

The war in Ukraine disrupted titanium supplies, while instability in the Middle East has impacted trade routes. Resilience and diversification are now essential for all supply chains.

• Industry Consolidation

With fewer, larger Tier-1 suppliers like Spirit AeroSystems dominating the market, Malaysia must scale up to remain competitive.

• Sustainability Demands

The aviation industry faces mounting pressure to decarbonize. The EU's Carbon Border Adjustment Mechanism will influence trade competitiveness, while OEMs are targeting carbon-neutral operations.

• Digital Transformation

Industry 4.0 technologies—digital twins, automation, predictive analytics—are becoming standard across production and maintenance ecosystems.



Picture Credit : SME Aerospace

Malaysia's aerospace industry contributes RM16 billion annually to the economy and employs 26,000 skilled workers, with exports reaching over 30 countries. With highlighted strengths include a strategic ASEAN location, neutral and stable political environment, proven capability in composites and aerostructures, and skilled, English-speaking workforce, Malaysia has a big potential to rise towards global growth.

Elevating Malaysia's Role in the Global Aerospace Supply Chain Amid Geopolitical Shifts

However, challenges such as limited Tier-1 presence, heavy reliance on offsets and FDI, constrained financing for scale-up, and strong regional competition from Vietnam and Indonesia might be the issues that should be discussed among government, stakeholders and related agencies.

Six Factors That Will Define the Next Decade

1. OEMs favour fewer, larger, and more integrated suppliers.
2. Capital intensity is rising—new aerospace facilities now cost USD 200–500 million.
3. Rapid technological shifts (additive manufacturing, robotics, composites).
4. Sustainability compliance as a new qualification standard.
5. Civil-defence convergence driving dual-use innovation.
6. Geopolitical alignment, where Malaysia's neutrality becomes an asset.

"Malaysia's neutrality is our advantage—positioning us as a trusted hub between East and West."

Strategic Priorities to Elevate Malaysia's Role

1. Progress to Tier-1 Integration

Malaysia should pursue acquisitions and partnerships—such as with Spirit AeroSystems—to gain direct Tier-1 access. Dual aerospace hubs in Selangor and Sarawak can anchor future growth.

2. Leverage Geopolitical Neutrality

Our balanced diplomacy makes Malaysia an ideal "trusted neutral hub" for OEMs seeking to mitigate geopolitical risk.

3. Develop High-Value Aerospace Clusters

Strengthen competencies in avionics, engines, and advanced composites, anchored by joint ventures with global OEMs.

4. Commit to Green and Digital Transformation

Establish the region's first carbon-neutral aerospace parks, powered by renewables and smart logistics—aligning with Airbus's Destination Zero and Boeing's Sustainable Aerospace Together goals.

5. Integrate Defence and Civil Aerospace

Link industrial policy with the National Defence Support Capability. The AIROD-RMAF model shows how dual-use capacity enhances both commercial and strategic resilience.

Preparing for the Next Phase

1. Policy : Simplify approvals, streamline incentives, and offer sovereign guarantees for strategic projects.
2. Financing : Establish an Aerospace Sovereign Fund to co-invest in acquisitions and expansion.
3. Human Capital : Develop 10,000 new aerospace engineers and technicians through OEM partnerships and certification programmes.
4. Regional Integration : Adopt an ASEAN "twin-site" model—Malaysia for complexity, Vietnam for volume—to strengthen regional competitiveness.

Conclusion: The Time to Act Is Now

The aerospace supply chain is being reconfigured today. Decisions made in Toulouse, Seattle, and Beijing will shape opportunities for decades to come. Malaysia must act swiftly to elevate its role from Tier-2 supplier to Tier-1 integrator, becoming a regional leader and a trusted partner in both civil and defence aerospace.

"By investing in scale, sustainability, digital innovation, and talent, Malaysia can secure its place as a critical node in the global aerospace ecosystem."

The moment to act is not tomorrow—it is today.



2025 EVENTS GALLERY



2026 EVENTS



Asia Pacific Aerospace
Convention and Exhibition 2026
27-29 January 2026, Kuching
Sarawak

MRO Southeast Asia 2026
13-14 May 2026, Kuala Lumpur

MyAero Summit 2026
25-27 June 2026, MAEPS
Serdang

Farnborough International
Airshow
20-24 July 2026

Selangor Aviation Show 2026
1-3 October 2026

Aeromart Toulouse 2026
1-3 December 2026



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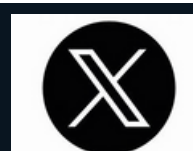
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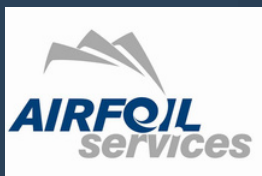
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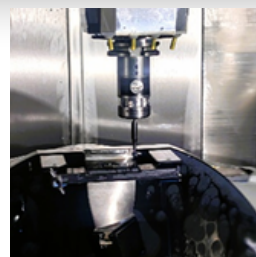


Quick Insights: A Glimpse Into Who We Are

- A 50:50 joint venture company between **MTU Aero Engines** and **Lufthansa Technik**
- World's leading MRO parts repair specializes in providing airfoil repair services for High Pressure Compressor (HPC) and Low Pressure Turbine (LPT)
- The only MRO shop worldwide serving all 3 major OEMs (GE, Pratt & Whitney & Rolls Royce)
- Offering full depth of repair capabilities
- Providing world-class repair services for **35 years** in Malaysia



Automated Plasma Welding



Adaptive Machining



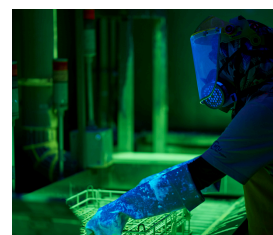
5 Axis CNC



Adaptive Recontouring

Our Technology

*Precision engineered
high-tech machine
components*



FPI



Our Repair Capabilities



Inspection

- Dimensional Inspection with CMM
- Optical Measurement Technologies
- X-Ray
- FPI & USI



Machining

- Advanced CNC Machining Processes
- Adaptive Machining
- Adaptive Recontouring
- Automated Plasma Welding

Our Authorities Approval



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