



International Coordinating Council of
Aerospace Industries Associations

Newsletter

Winter 2026



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SPECIAL POINTS OF INTEREST

ICCAIA Panel & Committee Vacancies (7)

A WORD FROM OUR EXECUTIVE VICE PRESIDENTS

We are pleased to present the Winter edition of the ICCAIA Newsletter – the first issue of 2026 and a reflection of a dynamic and productive start to the year.

This first quarter has brought key milestones for our organization and the broader aviation community. ICCAIA warmly welcomed Abdallah Amor as Technical Manager, Air Navigation and Safety Policy, further strengthening our technical expertise. We also marked the appointment of the new Presidents of the International Civil Aviation Organization (ICAO) Council, Ambassador Toshiyuki Onuma, and of the Air Navigation Commission (ANC), Mr. Frédéric Fachinan. In addition, our 2025 Annual Report was released, highlighting another year of strong engagement and tangible contributions across our priority areas.

Technical work has continued to advance across committees. Within the Aircraft Noise and Emissions Committee (ANEC), progress was made during the fourth meeting of the CAEP Working Group 3 (WG3 – Emissions) under the CAEP/14 cycle. In addition, ANEC relaunched its Chemicals Ad-Hoc Group. ICCAIA has also remained actively engaged on the ATAG front, contributing to its January Board Meeting and to the release of the Waypoint 2050 publication in early February.

The quarter also featured valuable institutional engagement. ICCAIA was honoured to attend the City of Montréal's consular corps reception and to meet the new Mayor, Soraya Martinez Ferrada. We also participated in several industry visits, including a meeting with Boeing's leadership team; a tour of Airbus' Mirabel facility with ICAO Council members and leadership; a visit to Air Canada's facilities with members of the Air Navigation Commission; and a visit of the ICAO Council to Bombardier's Dorval facilities hosted by a senior management team .

Looking ahead, the Montréal team has begun preparations for several key upcoming ICAO events, including the Global Implementation Support Symposium (GISS 2026), Aviation Climate Week 2026, and the 7th Air Transport Conference (AT-Conf/7), as well as various regional meetings. These preparations are closely aligned with broader industry coordination efforts: early in the quarter, ICCAIA met at IFALPA's new offices alongside industry partners ACI, CAN-SO, and IATA to align on shared priorities and ensure a coherent and constructive contribution to these important discussions in the year ahead.

As 2026 unfolds, we will continue to champion industry collaboration and deliver meaningful contributions to a safe, secure, sustainable, efficient, and innovative global aviation system.



Dan Carnelly and Nina Brooks
ICCAIA Executive Vice Presidents

MORE ABOUT ICCAIA

ICCAIA's Team Is Growing: Meet Abdallah Amor

We are pleased to welcome Abdallah Amor as our new Technical Manager, Air Navigation and Safety Policy!

Abdallah brings over a decade of experience in instrument flight procedure design and regulatory compliance under ICAO Standards and Recommended Practices, as well as Canadian criteria. His expertise spans conventional and Performance-Based Navigation (PBN) procedures, RNP development, airspace integration, and ICAO-aligned validation projects across North America, the Caribbean, Africa, and South America.

Previously, Abdallah served as Head of the Instrument Flight Procedure Design (IFPD) Unit at the Office of Civil Aviation and Airports (OACA) in Tunisia and as Senior Instrument Flight Procedure (IFP) Designer at IDS North America, working closely with ANSPs, civil aviation authorities, and international technical groups.

In his new role as Technical Manager, Air Navigation and Safety Policy, Abdallah will lead ICCAIA's technical analysis and advocacy activities in the areas of air navigation and safety. He will monitor and analyse ICAO technical papers, represent aerospace manufacturers and service providers at Air Navigation Commission meetings and working groups, coordinate member input, manage ICAO State letter responses, and ensure that ICCAIA leadership and committees are well informed. He will also support members by identifying key technical issues and advancing ICCAIA's positions with relevant stakeholders.

Abdallah's addition reinforces ICCAIA's commitment to advancing effective and harmonized global air navigation and safety policies. We are pleased to have him on board and wish him every success in his new role!



DID YOU KNOW THAT...

The ICCAIA Aircraft Noise and Emissions Committee (ANEC) has a dedicated ad-hoc group focused on chemicals and waste management?

NEWLY ELECTED LEADERS OF THE ICAO COUNCIL AND THE AIR NAVIGATION COMMISSION

ICCAIA is pleased to recognize two important leadership appointments within the International Civil Aviation Organization (ICAO). The election of new Presidents for both the ICAO Council and the Air Navigation Commission (ANC) marks a significant moment for the global civil aviation community.



Photo: Incoming & Outgoing ICAO Council Presidents (November 2025)

Toshiyuki Onuma Elected President of the ICAO Council

ICCAIA extends its warm congratulations to Ambassador Toshiyuki Onuma, who has been elected President of the ICAO Council for the 2026–2028 term.

Ambassador Onuma brings extensive experience in international civil aviation and governmental leadership, and ICCAIA looks forward to continuing constructive collaboration with the Council under his stewardship. His leadership comes at a pivotal time as ICAO continues to advance its work on safety, security, sustainability, accessibility, and innovation on a global scale.

Frédéric Fachinan Elected President of the Air Navigation Commission (ANC)

ICCAIA also congratulates Mr. Frédéric Fachinan on his election as President of the ANC.

The ANC plays a vital technical role within ICAO, overseeing the development of Standards and Recommended Practices (SARPs) and guiding global air navigation modernization. As former First Vice-President of ANC, Mr. Fachinan’s expertise and experience within the Commission position him well to lead this important body as it supports the evolution of a safe, interoperable, and future-ready global air navigation system.



Photo: Air Navigation Commission (November 2025)

Acknowledging the Contributions of Outgoing Presidents

ICCAIA wishes to express its sincere appreciation to Mr. Salvatore Sciacchitano, outgoing President of the ICAO Council, for his dedicated leadership during two consecutive terms. His commitment to strengthening global cooperation, advancing ICAO’s safety and sustainability objectives, and guiding the organization through an era of significant transformation has been invaluable to the international civil aviation community.

ICCAIA also extends its gratitude to Mr. Junrong Liang, outgoing President of the ANC for his expert stewardship of ICAO’s technical work. Under his leadership, the ANC has continued to drive progress on global air navigation

standards, system interoperability, and the modernization of aviation infrastructure worldwide.

We thank both leaders for their support and constructive engagement with industry throughout their mandates.

Looking Ahead

ICCAIA looks forward to working closely with both newly elected Presidents and their respective bodies. We remain committed to contributing industry expertise and supporting ICAO’s mission to foster a safe, efficient, secure, and sustainable international civil aviation system.



CITY OF MONTRÉAL'S ANNUAL CONSULAR CORPS RECEPTION

ICCAIA Meets Mayor and Consular Corps

On 21 January, ICCAIA was pleased to attend the City of Montréal's annual consular corps reception, an event underscoring Montréal's role as the world capital of international civil aviation and a key hub for global cooperation.



The reception featured remarks from Mayor Soraya Martínez Ferrada and ICAO Council President Toshiyuki Onuma at the start of his mandate, and provided a valuable opportunity to connect with ICAO leadership and members of the diplomatic community.

ICCAIA remains committed to working closely with ICAO, its stakeholders, and the wider Montréal ecosystem to support a safe, secure, efficient, and sustainable aviation sector.

ICCAIA Joins ICAO Leadership for Visit to Airbus Mirabel



Represented by Anouck Barreaux (Director, Environment, Security, Health and Facilitation Policy), ICCAIA had the distinct pleasure of joining ICAO Council President Toshiyuki Onuma, members of the ICAO Council, ICAO Secretary General Juan Carlos Salazar, and ICAO leadership for an organized tour of the Airbus facility in Mirabel.

The visit provided a valuable opportunity to observe Airbus' advanced manufacturing operations and exchange perspectives on current developments and priorities in

international civil aviation. Such engagements strengthen collaboration between industry and the global aviation community, supporting innovation, safety, and sustainable growth across the sector.

ICCAIA extends its sincere thanks to the Airbus team for their warm welcome and for facilitating a highly informative and engaging visit.



UNDERSTANDING HALON

Halon. *noun.* a compound in which the hydrogen atoms of a hydrocarbon have been replaced by bromine and other halogen atoms; very stable; used in fire extinguishers although it is thought to release bromine that depletes the ozone layer.

Aviation is one of, if not, the last remaining users of halon for fire extinguishing purposes due to its unique properties of effectiveness, low weight and non-toxicity. For almost 20 years, ICCAIA specialist teams have been working to find a suitable alternative to replace halon across a number of fire suppression mechanisms, including handheld fire extinguishers, engine fire suppression and the extinguishing of fires in the cargo compartment. The last of these has been under the remit of ICCAIA's Cargo Compartment Halon Replacement Ad-hoc Group, or CCHRAG. Indeed, ICCAIA has submitted working papers to a series of ICAO General Assemblies highlighting the urgency of finding a suitable replacement for cargo compartment fire suppression, noting that the production of halon is banned by the United Nations Environment Programme (UNEP) due to its ozone depleting properties. Other sectors, such as the nuclear power industry and data processing centres have found other solutions and replaced halon. However, none of the replacement compounds identified there meet the very stringent FAA criteria for cargo compartment fire extinguishing. The only practical solution identified is also likely to face a ban in production due to it containing PFAS 'forever chemicals'. This solution also faces challenges in weight and in toxicity.

The result is that the aviation industry is, for now, stuck in a place where we must continue to use halon until a suitable alternative can be found. Experts believe that such a solution is a decade or so away from being identified, tested and commercialised for production. Those difficulties mean that the industry must continue to reuse and recycle existing halon stocks for as long as possible, but with an increasing fleet size there is a strong probability that stocks will be exhausted before a replacement has been put into production.

ICCAIA has, therefore, been engaging with both ICAO and UNEP to identify a way forward, both at the level of the experts in the CCHRAG and at the Secretariat level. ICAO's 42nd Assembly (A42) adopted a Resolution, A42-11, that reflected the concerns mentioned in the ICCAIA Working Paper on the matter. Subsequently, UNEP has written to ICAO encouraging a rapid coordination effort, firstly to identify the size and location of existing stocks; and secondly to examine if an exemption to allow limited production of halon is warranted. Following ICCAIA Secretariat advocacy efforts, ICAO's Council Committee on Governance has recognised the urgency of the situation and is in the process of coordinating action with the Air Navigation Commission to recommend action to the ICAO Council. This is initially focused on assisting UNEP to evaluate the volume and locations of existing halon stocks. A second step will be evaluating the gap between supply and demand and therefore whether ICAO States will need to ask the UNEP for an Essential Use Nomination (EUN) granting permission for aviation to use newly produced halon, potentially tapping into production for insecticidal and medical purposes that have already been granted an EUN. Finally, the ANC will need to then evaluate a new Applicability Date for the mandatory introduction of a halon replacement agent in New Types of aircraft, noting that the existing date passed in November 2024 with no solution available.

In parallel, manufacturers continue to look for replacement agents. It is known that existing solutions for buildings, the power industry and for submarines do not work for aviation due to the different criteria involved. Aviation solutions must cover a wide range of fire types with different origins – a slow burn, a litre of alcohol here and there in the cargo hold baggage, a lithium-ion battery fire and an exploding canister of hairspray or deodorant (which actually proves to be the most difficult fire to suppress) are among the fire origins and types tested. The suppression system must both 'knock down' the initial fire and then keep it suppressed for the duration of the flight until the aircraft can divert while not impacting the health of the passengers and crew. This is relatively simple for an aircraft with a lower-deck cargo hold but for those aircraft with cargo or baggage compartments on the main deck, seepage into the cabin is a real issue. However, herein lies one of the interesting uses for Artificial Intelligence. AI is being used to examine the necessary properties of a suppressant and then build suitable compounds at a molecular level.

ICCAIA still has a way to go both to manage the current issue with halon and to find suitable solutions in the longer term but the CCHRAG is working hard on both at all levels – internally; with UNEP; and with ICAO.



UNEP-ICCAIA Meeting on 27 Feb. 2026 | From left to right: Adam Chattaway (UNEP), Nina Brooks & Dan Carnelly (ICCAIA EVPs)

ICCAIA JOINS VISIT TO AIR CANADA



On 23 February, ICCAIA, represented by Abdallah Amor, participated in a visit by members of the International Civil Aviation Organization (ICAO) Air Navigation Commission (ANC) to Air Canada's Dorval facilities.

The visit highlighted how innovation in aircraft maintenance goes beyond technology. Key highlights included a drone-based inspection program improving precision and reducing risk, advanced connectivity and diagnostics enhancing reliability, and an in-depth discussion on fatigue risk management in maintenance.

ICCAIA thanks Air Canada for hosting the visit and ICAO and Commission members for the meaningful dialogue.

Collaboration across the aviation community is essential to ensuring a safe, resilient, and forward-looking global aviation system.

ICCAIA ENGAGES WITH ICAO AND BOMBARDIER

ICCAIA, represented by Dan Carnelly (EVP and Representative to the ICAO Council), participated in high-level discussions at Bombardier's facilities in Dorval/Montréal.

The meeting brought together Bombardier executives and ICAO Council members and leadership to exchange on key topics shaping the future of aviation.

ICCAIA appreciates Bombardier's hospitality and the opportunity for this valuable discussion, and we look forward to ongoing engagement with partners across the aviation sector.



ICCAIA PANEL AND COMMITTEE VACANCIES

We urgently need experts to fill the following positions:

- Airworthiness Committee Co-Vice Chair
- Airport experts to support the ICAO Aerodrome Design and Operations Panel and airport relating working groups
- Accessibility experts to support the ICAO Facilitation Panel and its Working Group on Accessibility in International Civil Aviation (WGAA) and Working Group on Annex 9 (WGA9)
- Health Facilitation Crisis Responses Committee Vice-Chair
- Security experts including cybersecurity for participation in panels and rForum group, as well as AVSEC Panel representation

Please contact Nina Brooks at nbrooks@iccaia.org for additional information.

ICCAIA COMMITTEES UPDATES

AIRCRAFT NOISE AND EMISSIONS COMMITTEE (ANEC)

Chemicals and Waste Management

The subject of chemicals and waste management is one that deserves significant attention from the aerospace manufacturing and services sector, and as such, ICCAIA began engagement some years ago despite it not being a traditional area of attention for our organization.

To bring forth a more integrated representation, ICCAIA applied to become an Observer to UNEP's [Basel Convention](#) on the *Control of Transboundary Movements of Hazardous Waste and their Disposal* and [Stockholm Convention](#) on *Persistent Organic Pollutants*, while also forming an ad-hoc group of the Aircraft Noise and Emissions Committee (ANEC) to coordinate our participation in both Conventions.

With a growing level of engagement by our experts and more stakeholders from a wider geographical representation gaining interest and willing to participate, the ANEC has been working since mid-2025 to reinforce and reorganize its ad-hoc group dealing with these topics.

The [Chemicals Ad-Hoc Group \(CAHG\)](#) was established early 2026 with a refined scope, enhanced working methods, and clear deliverables. The first meeting of the newly dedicated group took place on February 27th with more than 35 invited experts from 17 different organizations and companies.

The group looks forward to progressing this work collaboratively and constructively.

Meeting of the CAEP Working Group 3

From 9 to 13 February, the International Civil Aviation Organization (ICAO) hosted the 4th meeting of the CAEP Working Group 3 (WG3 – Emissions Working Group) of the CAEP/14 cycle at its headquarters in Montréal.

Ahead of the meeting, ICCAIA held its pre-CAEP WG3 coordination session, bringing together 20 experts and Secretariat representatives in person, with additional participants joining virtually. This strong engagement ensured effective industry input throughout the week's discussions. ICCAIA remains committed to maintaining an active role as the CAEP/14 work progresses.



ARTIFICIAL INTELLIGENCE IN AVIATION

Artificial Intelligence (AI) is rapidly transforming the aviation industry, reshaping operations, design, safety, and regulatory frameworks. AI has quietly integrated into everyday systems, from personalized services to automated processes. This evolution has been accelerated by the abundance of data, increased computational power, and the rise of advanced models, including modern generative AI, which has democratized access to AI tools.

Because AI spans numerous techniques and applications, defining it remains challenging. Nonetheless, it is broadly understood as technology enabling machines to exhibit forms of intelligence, usually by learning patterns from data or physical models—similar to human learning from experience. Today’s AI can perform language understanding, computer vision, anomaly detection, and pattern recognition at speeds and accuracies rivaling or surpassing humans in specific tasks.

While generative AI garners significant attention—producing new content such as text, images, or designs using large language models (LLMs)—traditional AI methods continue to deliver most industrial value. These include time-series processing, natural language processing, computer vision, and reinforcement learning, as well as emerging areas such as quantum computing for optimization and simulation.

AI brings substantial opportunities but also notable risks. Benefits include operational efficiency, enhanced product capabilities, improved market reach, and new revenue models. Key risks involve loss of human skills, lack of model explainability, unethical use, job displacement, data privacy issues, cybersecurity threats, and environmental concerns due to the energy demands of generative AI. Aviation-specific challenges include workforce acceptance, ensuring trustworthy AI, human–AI collaboration, upskilling needs, AI sovereignty, hardware investment, and the critical importance of robust data strategies.

Despite these challenges, AI offers opportunities to support employees rather than replace them, enabling humans to focus on complex tasks. Generative AI contributes to operational efficiency through coding assistance and enhanced knowledge management, and enhances safety, automation, predictive maintenance, customer experience, and fleet health monitoring.

AI is becoming deeply embedded across the aviation industry. In supply chain management, it optimizes spare-parts logistics and prevents overstocking through demand forecasting. In design and testing, AI accelerates simulations and produces optimized or even novel aircraft configurations. Manufacturing benefits from automated production, digital twins, and AI-based defect detection. Maintenance operations leverage predictive algorithms for improved reliability and reduced downtime. AI also enhances air traffic management, customer service personalization, and cybersecurity defenses.

Regulators are adapting to AI’s rise, recognizing the shift from deterministic to probabilistic systems. The European Union Aviation Safety Agency (EASA) and the Federal Aviation Administration (FAA) have each developed and launched AI roadmaps, which they continue to update on a regular basis, and international bodies like SAE are preparing standards for AI-based systems. Harmonized standards, especially in cybersecurity and predictive maintenance, are essential for safe integration of AI into aviation operations globally.

At the global level, ICAO is considering the use of AI for civil aviation application in several areas of its work. However, it is not yet clear how ICAO will define, scope and develop standards with respect to AI, whether it will be considered in separate panels and working groups on individual subjects, or whether it will be tackled holistically with a set of guiding principles. ICCAIA therefore needs to be ready to contribute to evolving discussions. Given the cross-cutting nature of this issue, an Ad-hoc Group will shortly be created to coordinate across technical committees.

The group will agree a common position on the scope and approach to AI, exchange information about national approaches and existing industry standards and exchange views and policies from ICCAIA members to reach consensus for a global approach.

Reference: ICCAIA Assembly 42 Paper Artificial Intelligence (AI) Contribution to Aviation https://www.icao.int/sites/default/files/Meetings/a42/Documents/WP/wp_489_en.pdf.

7TH WORLDWIDE AIR TRANSPORT CONFERENCE (ATCONF/7)

ICCAIA Preparations Underway

The International Civil Aviation Organization (ICAO) will convene its Seventh Worldwide Air Transport Conference (ATConf/7) from 16 to 20 November 2026 at its Headquarters in Montréal. As the global forum dedicated to shaping air transport policy and economic regulation, ATConf/7 will bring together ICAO Member States, international organizations, and industry stakeholders to address the future of international air transport.

In preparation for the Conference, ICCAIA—along with other international organizations—had the opportunity to provide feedback to the ICAO Council on the proposed content and priorities for ATConf/7. This engagement reflects the importance of early and meaningful industry input in shaping discussions that will influence the global regulatory and economic framework for aviation.

ICCAIA looks forward to continuing to contribute to these discussions on behalf of the aerospace manufacturing industry. The Conference is expected to address key issues such as sustainable growth, market access and liberalization, infrastructure development, digital transformation, and measures to enhance the resilience and competitiveness of the global air transport system.

For ICCAIA members, ATConf/7 represents a critical opportunity to help ensure that policy frameworks support innovation, technological advancement, and the long-term sustainability of aviation. Close collaboration between all stakeholders will be essential to maintaining a safe, efficient, and economically viable air transport sector that benefits all regions.

ICCAIA remains committed to supporting ICAO's work and to engaging constructively with Member States and partners in advance of and during ATConf/7.

ICCAIA PARTICIPATES IN INDUSTRY ROUNDTABLE HOSTED BY IFALPA

Industry Dialogue Highlights Shared Goals

In January, ICCAIA participated in a constructive roundtable discussion hosted by the International Federation of Air Line Pilots Associations (IFALPA) at its new offices, alongside industry partners ACI World – Airports Council International, the International Air Transport Association (IATA), and the Civil Air Navigation Services Organisation (CANSO).

The discussion provided an opportunity to reflect on key outcomes from the 42nd ICAO Assembly, exchange views on shared industry priorities for the year ahead, and discuss expectations surrounding the upcoming ICAO Air Transport Conference (ATConf/7). Participants also highlighted the importance of continued cross-industry collaboration to support a safe, secure, efficient, and sustainable global aviation system.



ICCAIA is thankful to IFALPA for the warm welcome and to all participating organizations for the open and engaging dialogue, and looks forward to continued cooperation in 2026.

ATAG BOARD GATHERS IN LONDON

Driving Industry Progress

At the end of January, the ATAG Board convened in London for two days of productive discussions focused on key sustainability priorities and flagship publications developed by the ATAG team, including *Waypoint 2050* and *Aviation: Benefits Beyond Borders (ABBB)*.



Board members exchanged views on these important documents and broader sustainability issues facing the aviation sector. With the International Civil Aviation Organization (ICAO) set to host an Air Transport Conference (AT-Conf/7) in November, initial reflections and expectations related to the conference also formed part of the discussions.

The meeting provided a valuable opportunity for strategic dialogue and collaboration among a dedicated group of industry professionals. ICCAIA extends its thanks to the ATAG team for convening the meeting and guiding the discussions.

AVIATION'S ROADMAP TO NET ZERO

A Look at ATAG's Waypoint 2050

The Air Transport Action Group (ATAG) has released the latest edition of its landmark *Waypoint 2050* analysis, outlining how civil aviation can achieve net-zero carbon emissions by 2050 – a goal aligned with the objectives of the UNFCCC Paris Agreement.

Waypoint 2050 does not prescribe a single technical fix but presents a suite of pathways and actions the sector must pursue to balance growing demand for air travel with deep emissions cuts. Aviation demand is projected to roughly triple by mid-century, increasing the urgency for emissions solutions.

At the heart of the report are multiple scenarios showing how aviation might reach net zero, including the Sustainable Aviation Fuel-led pathway and the Technology-focused pathway.

This edition highlights that progress is already underway. The aerospace manufacturing and services sector is undergoing one of its most significant transformations. As global transport addresses the sustainability challenge, manufacturers are developing technologies, materials, and processes, to reduce emissions and deliver a new generation of cleaner aircraft and engines. The sector is striving to embed sustainability across the entire value chain and remains committed to achieving net zero by 2050.

The latest edition also emphasizes the critical role of the next five years. ATAG underscores that urgent action is needed now to scale up SAF production, modernize infrastructure, improve fuel efficiency and expand credible carbon removal and market-based mechanisms—or risk falling off course for 2050.

ATAG stresses that *Waypoint 2050* is a framework for collective action, not a regulatory mandate. Achieving net zero will require cooperation across airlines, manufacturers, governments, energy producers and financial institutions. With the right policy support and investment, the industry believes it can continue to connect the world while sharply reducing its climate impact.



MEET AAIS' NEW CHIEF EXECUTIVE

CHEW Hwee Yong



Q. How would you describe yourself? How would your team describe you?

Easygoing, approachable, and open to new ideas. I enjoy learning in all its forms – especially through less conventional ways such as from YouTube, talking to experts and veterans, meeting new people or visiting places to see, firsthand, how things work. I aspire to a progressive yet pragmatic approach, working closely with my team to ensure that our efforts are focused on initiatives that are value-creating and impactful.

Q. What attracted you to aviation/aerospace?

To me, the aviation sector has a natural draw. Flying, for many, begins with purpose, excitement, and optimism. I am grateful to be part of a community that makes it possible for people to fly safely and comfortably. And I think we can all be proud to contribute to an industry that is a vital enabler of global connectedness, economic growth, as well as bring people around the world closer.

Q. What are you most passionate about?

Connecting the dots to help capture mutual wins. I am passionate about creating value through partnerships and collaboration. And this fits nicely in my role in the industry association, where we build networks, support enterprises, and foster an environment where companies, leaders, and individuals can discover synergies.

Q. What, in your view, is the biggest challenge facing aviation right now?

One of the biggest challenges potentially is the risk of any divide in pathways and policies on critical issues. Aligning and harmonising approaches at the regional and global levels is essential to ensure the industry moves forward effectively. Promoting trade policies for the smooth movement of aerospace goods and services are also critical, as they directly affect supply chains and the ability of companies to serve global needs.

Q. What excites you about the future of aviation?

The progress in technologies and innovations will make flying more comfortable, efficient, and accessible to a wider population. Developments in sustainable aviation fuels, electrification, automation and AI-driven systems at airports and aerospace MRO enhance safety and reduce environmental impact. With the industry's collective effort, and through the work of organisations like ICCAIA, we can look forward to a future of greater convenience and greener, safer skies.

Q. Where would you love to volunteer your time and help?

As someone still new to the aviation industry, I may not yet have the technical depth. But given my background, I can bring value in areas such as supplier development, as well as workforce and talent development. For instance, in recent months, I've worked closely with AAIS colleagues to deliver an Aerospace Students Summit, and separately, a Suppliers Day programme at the Singapore Airshow. These efforts are particularly meaningful because they directly shape the future of our sector and ensure that the next generation of professionals and enterprises are well-prepared to thrive.

Q. What is the most challenging problem you have ever solved?

Driving mindset change, not just at the organisational level but also at the sectoral level. Change management requires patience, persistence, and the ability to inspire confidence in new directions, and achieving that across an entire industry is no small feat. With the next generation of aircraft and the era of AI dawning upon us, we need to push to ensure we're in step or ahead. I believe this experience leading change will be helpful.

Q. What are you looking forward to the most in the next year?

What I look forward to most is strengthening relationships with counterpart national associations and building new collaborations, in line with the spirit of global cooperation. Alongside this, sustaining the momentum of our ongoing initiatives and continuing to focus on manpower, supply chain resilience, sustainability, innovation, and AI, while keeping safety at the heart of everything we do.

NEWS FROM ICCAIA MEMBERS

A WEEK OF CONNECTIONS AND SYNERGIES IN SINGAPORE

AAIS

The first week of February 2026 was a landmark for aerospace players in Singapore and across the region. The 10th edition of the Singapore Airshow (3–8 February, Changi Exhibition Centre) took place alongside the inaugural Space Summit (2–3 February, Marina Bay Sands), drawing global industry leaders, government officials, innovators and investors to Singapore at a moment of significant momentum for aerospace in Asia-Pacific.

The Association of Aerospace Industries (Singapore) (AAIS) was present throughout, not merely as a participant, but as an active convenor, contributor and connector.

Strong Growth Setting the Stage

Asia-Pacific is emerging as the centre of gravity for global aviation and aerospace growth, and players in the region are scaling in tandem. In Singapore, the Aerospace industry output has more than doubled over the past decade, expanding from around S\$8.3 billion in 2014 to an estimated S\$18 billion in 2024. Data from the Singapore Economic Development Board (EDB) point to a further 30.7% year-on-year growth in 2025, with monthly output in the second half of 2025 running consistently close to double pre-COVID levels, signalling sustained expansion.



Minister Tan See Leng (centre, in a pink tie) with representatives from the Singapore Pavilion at the opening day of the inaugural Space Summit, 2 February 2026.

Showcasing Singapore's Capabilities

Against this backdrop, AAIS coordinated two Singapore Pavilions across the week at both Space Summit and Singapore Airshow.

The Airshow Pavilion brought together 22 companies spanning advanced manufacturing and MRO technologies, design and engineering services, and next-generation solutions in automation, digitalisation, airport operations and cyber security. At the Space Summit, 11 exhibitors highlighted Singapore's growing strengths in advanced space-related and dual-use technologies.

The Singapore Pavilions drew strong interest from visiting delegations and senior leadership. Notable visitors included Singapore's Deputy Prime Minister Mr. Gan Kim Yong, and Minister-in-charge of Energy and Science and Technology Dr Tan See Leng — testament to the strategic importance Singapore places on its aerospace industries.

Extending International Partnerships

The week offered a concentration of senior decision-makers from across the global aerospace ecosystem and AAIS made full use of the opportunity.

Longstanding engagements with counterpart national associations were deepened, with delegations welcomed from France (GIFAS), Canada (AIAC), Germany (BDLI), China (CSAA), Japan (SJAC) and Malaysia (MAIA). These exchanges took place at the Singapore Pavilions and at an International Networking Lunch co-hosted with JTC Corporation.

At the Space Summit, AAIS sealed bilateral Memoranda of Understanding with three national counterparts: the Space Industry Association of Australia (SIAA), the Satcom Industry Association-India (SIA-India), and SPACETIDE (Japan), opening new pathways for collaboration across the Indo-Pacific amid accelerating growth in the global space economy.



Guests from the AAIS membership and visiting delegations at the International Networking Lunch @ Singapore Airshow hosted by JTC and AAIS on 4 February.

Capability Building for the Aerospace Community

Beyond the exhibition floor, AAIS anchored a series of high-impact programmes addressing the priorities shaping aerospace's future: innovation, supplier development, talent and sustainability.

- **Launch of the Aerospace Open Innovation Challenge (AOIC) 2026** – Launched at Singapore Airshow, AOIC 2026 is platform connecting demand drivers (large corporates), with startups, SMEs and solution providers. AOIC 2026 features six challenge statements from industry leaders including Airbus, AIR Lab, Ariane Group, Bombardier and Rolls-Royce, spanning digital transformation, next-generation productivity and sustainable technologies. The challenge is open to any company able to address one or more statements. [Find out more](#)

NEWS FROM ICCAIA MEMBERS

A WEEK OF CONNECTIONS AND SYNERGIES IN SINGAPORE (CONTINUED)

AAIS



AAIS President Mr Wong Yue Jeen, addressing a full house audience at the Suppliers Development Day, held on the sidelines of the Singapore Airshow on 6 February 2026

- **Suppliers Development Day** – AAIS organised the inaugural Aerospace Suppliers Day 2026 during the Singapore Airshow 2026, supported by Singapore Economic Development Board (EDB) and Enterprise Singapore. The event brought together leading OEMs, MROs, and local suppliers in building a stronger and more collaborative aerospace supply chain. Discussions touched on partnership development, quality and process standards, and innovation for future growth.
- **Singapore Aerospace Technology Leaders' Forum (SATLF) 2026** – Co-organised with the Agency for Science, Technology and Research (A*STAR), SATLF 2026 convened some 450 senior technology leaders, OEMs and research stakeholders around two pivotal themes: Advancing Intelligent MRO—leveraging AI, automation and data-driven insights for smarter, safer and more efficient maintenance operations; and Innovating Sustainability—spanning next-generation materials, greener processes and circular design in support of a low-carbon aviation future.

Trends and Issues Shaping Aerospace's Future

The week also provided a forum for the aerospace community to confront the critical issues defining its future; from the accelerating convergence of defence and commercial aerospace to the urgent imperative of decarbonisation, to the challenge of building a workforce fit for an increasingly automated and digital industry.

- **Canada-Singapore Defence Roundtable** – In collaboration with the Asia Pacific Foundation of Canada, AAIS also co-hosted a closed-door Canada-Singapore Defence Roundtable, bringing together senior defence representatives from the Royal Canadian Air Force and the Republic of Singapore Air Force with representatives from the industry for a robust dialogue on defence and dual-use opportunities.
- **International Forum on Green Aviation** – For its second edition, AAIS collaborated with CSAA, MAIA and the International Association for Green Aviation (IAGA) on a forum dedicated to aviation sustainability, contributing to the global conversation on decarbonisation alongside Asia-Pacific peers.
- **High-Level HR Forum** – Co-organised with Airbus, the forum brought together HR leaders from across the industry for a candid, closed-door exchange on workforce transformation – focusing on the evolving human-machine partnership and how to prepare talent for an increasingly digital and automated industry.



Participants of the Canada-Singapore Defence Roundtable held on the sidelines of the Singapore Airshow, on 5 February 2026.

The Journey Continues

Reflecting on the week, AAIS Chief Executive Mr. Chew Hwee Yong noted: "The Singapore Airshow is not only a platform to showcase our capabilities across the aerospace value chain, including UAS and space. It is also an opportunity to bring the ecosystem together to address the issues that will define the future of aerospace. As Asia-Pacific emerges as the next nexus of global aviation and aerospace growth, Singapore stands ready to work with partners across the region to align global demand with regional capabilities – and to move forward together, prepared for the future."

AAIS thanks all partners, exhibitors, delegates and supporters who contributed to a memorable and productive week.



NEWS FROM ICCAIA MEMBERS

THE 4TH INTERNATIONAL CONFERENCE ON GREEN AVIATION (ICGA 2026)

CSAA



From 2 to 4 November 2026, the Chinese Society of Aeronautics and Astronautics (CSAA) and the International Association for Green Aviation (IAGA) will co-organize the [4th International Conference on Green Aviation \(ICGA 2026\)](#) in Xi'an, China.

This annual event brings together international organizations, educational and research institutions, companies, authorities, and aviation professionals to raise climate change awareness, exchange cutting-edge research on green aviation, and foster cross-border collaboration – all in support of the United Nations Sustainable Development Goals (SDGs) and ICAO's Long-Term Global Aspirational Goal (LTAG).

The conference programme will cover key green aviation topics, including a dedicated session moderated by ICCAIA and focused on strategies and actions taken by aviation OEMs to reduce carbon emissions.

To maximize visibility and engagement, [sponsorship and exhibition packages](#) are available for interested stakeholders. These offer valuable networking opportunities and brand exposure.

ICCAIA and its members actively contributed to last year's successful edition. We look forward to another impactful event and to welcoming participants from around the world for a series of forward-looking discussions.

Whether you're an industry expert, researcher, or student, all are welcome to join this global gathering dedicated to advancing sustainable aviation.



Call for Full Papers: [Submit your article for consideration!](#)

NEWS FROM ICCAIA MEMBERS

BOOSTING PRODUCTIVITY: A STRATEGIC DRIVER FOR MALAYSIA AEROSPACE INDUSTRY'S NEXT GROWTH PHASE

MAIA

Malaysia's aerospace industry is entering a decisive productivity-driven growth phase—marked by landmark financing initiatives, ecosystem coordination, and targeted talent development that are setting the stage for enhanced competitiveness regionally and globally.

At the heart of this transformation is the newly operational Aerospace and E&E Ecosystem Investment Fund (AEEIF), a financing equity scheme years in the making that aims to unlock growth by enabling firms—especially small and medium enterprises—to invest in productivity-enhancing areas such as automation, certification and process excellence. Seeded by the Ministry of Investment, Trade and Industry and managed by the Malaysian Technology Development Corporation, this hybrid equity-and-loan model significantly improves bankability and investment readiness for aerospace companies.

“This financing equity scheme is not just a funding milestone – it’s a productivity milestone,” said Naguib Mohd Nor, President of the Malaysia Aerospace Industry Association (MAIA) and champion of the Aerospace Productivity Nexus (AeroPN).

From Finance to Productivity Outcomes

Malaysia's aerospace exports have already reached RM25.1 billion, exceeding pre-pandemic projections. However, productivity—especially labour productivity—lags behind the national average and key global competitors. At RM62,350 per worker (compared with a national average of RM99,265), improving output per worker remains a critical priority.

The AEEIF model directly addresses this gap by helping companies acquire capital for digital technologies, certification readiness, and process optimisation—all essential enablers of productivity in aerospace manufacturing. Through the fund, the first aerospace recipient has secured RM60 million, setting an important benchmark for the industry.

Policy support also extends to structured productivity frameworks like the Productivity Model Company (PMC) initiative, which combines ecosystem development, process optimisation and human capital upskilling into a unified roadmap for manufacturers.

Strengthening the Talent Pipeline

Recognising that workforce capabilities are a critical productivity frontier, AeroPN and partners are expanding collaborations with TVET institutions, universities, and industry players to create clear aerospace career pathways—from shop-floor technicians to systems engineers. This approach aims to mirror international best practices where skilled production workers can advance into leadership roles.

Vision: From Components to System-Level Value

Malaysia's aerospace ecosystem has evolved into one of the most integrated in the region, and the focus is now shifting from component manufacturing to system-level productivity. This includes high-value areas such as urban air mobility, avionics and space systems—domains requiring advanced innovation and deep productivity capability.

“Productivity is the only path to competitiveness,” emphasised Naguib, highlighting that sustainable gains will come from output per worker, machine and ringgit invested—not from subsidies or temporary boosts.

Implications for International Collaboration

For the international aerospace community, Malaysia's productivity-centric strategy underscores the importance of financing models that enable technology adoption, workforce development partnerships, and performance-linked outcomes. The Malaysian experience may offer transferable insights for governments and industry bodies seeking to elevate aerospace competitiveness in their own markets.



2026 EVENTS CALENDAR

Dates	Meeting	Place/Notes
10 March 2026	ICAO/AWG Joint Workshop on Cross-Border Transferability of Aircraft	Lima, Peru
16-18 March 2026	Fourth Asia/Pacific FF-ICE Ad Hoc Group Meeting and Workshop	Bangkok, Thailand
06-07 April 2026	Ninth Meeting of Middle East North Africa Aircraft Accident and Incident Investigation Regional Cooperation Mechanism (MENA ARCM/9) Committee	Muscat, Oman
06-10 April 2026	Sixteenth Meeting of the Asia/Pacific Air Traffic Flow Management and Airport Collaborative Decision-Making Steering Group (ATFM & A-CDM/SG/16)	Bangkok, Thailand
08-09 April 2026	Workshop on European Co-ordination Centre for Accident and Incident Reporting Systems (ECCAIRS 2)	Muscat, Oman
14-16 April 2026	ICAO Global Implementation Support Symposium 2026 (GISS)	Marrakech, Morocco
15 April 2026	Webinar on collaboration between Civil Aviation Authority (CAA) and State Radio Regulatory Authority on aeronautical spectrum matters and WRC-27	Virtual
27 April 2026	ICAO North Atlantic Vision Workshop (NAT Vision)	Paris, France
27-29 April 2026	MID Air Transport Symposium	Muscat, Oman
28-30 April 2026	NAT Implementation Management Group – Sixty-eighth Meeting (NAT IMG/68)	Paris, France
05-08 May 2026	Eleventh Meeting of the ICAO Asia/Pacific Search and Rescue Workgroup (APSAR/WG/11)	Bangkok, Thailand
18 May 2026	Workshop on Flight Operations Oversight in the NAT Region	Copenhagen, Denmark
02-04 June 2026	ICAO Aviation Climate Week 2026	ICAO HQ
27-29 May 2026	Fourth Edition of the Civil Aviation Legal Advisers Forum (CALAF/4)	Nassau, Bahamas
01-05 June 2026	ICAO North America, Central, Caribbean / Directors Civil Aviation / 14th Annual Meeting (NACC/DCA/14)	St. George's, Antigua & Barbuda
09-11 June 2026	Sixteenth Meeting of the FANS Interoperability Team - Asia (FIT-Asia/16)	Bangkok, Thailand
09-11 June 2026	ICAO European and North Atlantic Directors General of Civil Aviation (EUR/NAT-DGCA) Meeting	Italy
14-18 June 2026	Twenty-Third Meeting of the Middle East Air Navigation Planning and Implementation Regional Group (MIDANPIRG/23) and Thirteenth Meeting of the Regional Aviation Safety Group-Middle East (RASG-MID/13)	Cairo, Egypt
29 June - 03 July 2026	Thirty-First Meeting of the Regional Airspace Safety Monitoring Advisory Group (RASMAG/31)	Bangkok, Thailand
07-08 July 2026	ICAO EUR/NAT Regional Workshop on Counter UAS (C-UAS) Measures	Krakow, Poland
21-23 July 2026	ICAO Global Aviation Gender Summit 2026	Luanda, Angola
03-07 August 2026	Fourteenth Meeting of the Air Traffic Management Sub-Group (ATM/SG/14) of APANPIRG	Bangkok, Thailand
22-24 Sept. 2026	ICAO Traveller Identification Programme (TRIP 2026)	ICAO HQ
05-09 October 2026	ICAO Air Navigation World - Air Traffic Flow Management 2026 (ANW-ATFM 2026)	ICAO HQ
13-15 October 2026	Twenty-first Symposium and Exhibition on Traveller Identification Programme, MRTDs, Biometrics and Border Security (TRIP/21)	ICAO HQ
19-23 October 2026	ICAO Security Week 2026	ICAO HQ
16-20 Nov. 2026	Seventh Meeting of the Worldwide Air Transport Conference (AT-Conf/7)	ICAO HQ
01-03 Dec. 2026	Second Advanced Air Mobility Symposium (AAM 2026)	Bangkok, Thailand

Please contact info@iccaia.org to express your interest in attending any of these events as part of the ICCAIA delegation.