



**MINISTRY OF  
INVESTMENT, TRADE AND INDUSTRY**

**KEYNOTE SPEECH BY**

**YB SENATOR TENGKU DATUK SERI UTAMA ZAFRUL  
TENGKU ABDUL AZIZ,  
MINISTER OF INVESTMENT, TRADE AND INDUSTRY**

**AT THE  
NAICO MALAYSIA 10 YEAR ANNIVERSARY  
11.50 a.m. – 12.00 p.m**

**11<sup>th</sup> SEPTEMBER 2025 (THURSDAY)  
NAICO MALAYSIA, LEVEL 13 (WEST WING)  
MATRADE TOWER, KUALA LUMPUR**

**Yang Berbahagia Dato' Hairil Yahri Yaacob**

Secretary General, Ministry of Investment, Trade and Industry

**Yang Berbahagia Tan Sri Dr. Syed Azman Syed Ibrahim**

Group Managing Director, The Weststar Group, incoming Chairman of NAICO

**Yang Berbahagia Datuk Hanafi Sakri**

Deputy Secretary-General (Industry), MITI

**Yang Berusaha Professor Technologist Shamsul Kamar Abu Samah**

CEO, NAICO Malaysia

NAICO Malaysia Board of Directors

Heads of MITI Agencies

Representatives from government ministries

Captains of the Aerospace Industry

Distinguished Guests,

Members of the Media,

Ladies and Gentlemen,

Salam Malaysia MADANI and a very good morning to all.

1. Today, we celebrate 10 years of NAICO Malaysia. A decade of relentless pursuit, a decade of building dreams into reality, a decade of putting Malaysia firmly on the global aerospace map. **Ten years ago, the Malaysian Aerospace Industry Blueprint 2030 was launched** as a vision, and NAICO was formed to ensure delivery of the Blueprint. Today, that vision is not only alive and breathing but has also taken flight.

## MALAYSIA AEROSPACE INDUSTRY — STRATEGIC PROGRESS

Ladies and Gentlemen,

2. The **journey of the past decade** validates the strength of our **strategic planning**. From the launch of **MAIB 2030 in 2015**, to our **industrial reform agenda via NIMP 2030** launched just two years ago, our **clear policies have continued to attract investments in this sector**, reinforcing its credibility and sustaining its growth momentum. The **MAIB 2030** specifically targets to achieve **self-reliance and larger market dominance** in aerospace component manufacturing as well as MRO excellence within the region and globally.
3. Today, thanks to our **disciplined execution**, I am proud to share the **successes of our aerospace industry**. But don't take our word for it. Just look at the numbers. Numbers don't lie.
4. In 2024, our aerospace industry recorded **RM25.1 billion in revenue**, the **highest in the past 10 years**. It also **supports 30,000 skilled workers** in the aerospace ecosystem.
5. We have also seen significant new investments shaping Malaysia's aerospace landscape in recent years. These include:
  - a. **Airbus and Boeing's** expansion of their footprint in Malaysia;
  - b. **CTRM's (under DRB-HICOM)** leadership in composite manufacturing, supplying critical components to global OEMs – now further supported by its recent acquisition of Spirit AeroSystems Malaysia;
  - c. **China's HS Aerosystems**, a major manufacturer of high-value aero-parts; and

**d. NAFCO's** latest US\$40 million precision fastener and machining facility in Seremban, further embedding Malaysia in Tier-2 global supply chains

6. All these reflect the confidence of both foreign and domestic investors in Malaysia's growing capabilities as a hub for advanced, high-value aerospace manufacturing in Asia-Pacific. As for the **Maintenance, Repair and Overhaul (MRO) sector**, we also have:

- a. **Asia Digital Engineering (ADE)** opening its 14-bay hangar in KLIA Aeropolis;
- b. The launch of **Singapore Airlines Engineering Company's (SIAEC)** state-of-the-art hangar facility in Malaysia;
- c. **Airfoil Services Sdn Bhd's** launch of the world's first Rolls-Royce turbine blade repair facility;
- d. **Aircraft Propeller Service's** first Asia-Pacific specialised MRO facility in Shah Alam; and
- e. **GE Aerospace's** announced expansion at Subang.

7. All these developments show how our **clear policies and disciplined execution of strategies** have developed Malaysia's ability to compete not only in manufacturing and MRO, but also at the highest level — in advanced engineering design and research.

8. These milestones are not just a constellation of successes, but **a testament to our facilitation of investments, the capability of our people, and the resilience of our ecosystem.**

## FOUNDATION FOR GROWTH IN THE NEXT DECADE

9. But Ladies and Gentlemen, we cannot fly on yesterday's wings. The **winds of change are blowing**, and **we must rise to turn them into tailwinds** to propel our industry forward. The future of aerospace lies in **innovation** — in daring to imagine and in daring to do.
10. This is why the **Aerospace Technology Innovation Report (ATIR) 2025/2026** is equally important. Developed by MIGHT and supported by NAICO Malaysia, MAIA and AMIC, **the report charts the next phase of this sector's innovation and growth.**
11. The ATIR has identified technologies such as **automation & robotics, advanced materials, sustainability and digitalisation** as the core engines of a better future for our aerospace industry. And for Malaysia, that launchpad is the MyAERO Centre of Excellence.
12. The MyAERO Centre serves as **the crucible of aerospace excellence**, a national proving ground. MyAERO Centre is where the **government, industry and academia unite to forge the next generation of aerospace professionals**, as well as **facilitate research and technology activities.**
13. Thanks to our well-established **semiconductor sector**, we are also able to capitalise on the **convergence between the aerospace and this sector.** This is what makes aerospace a true High-Growth, High-Value (HGHV) industry. It is no longer about aircraft alone; it is about embracing **specific technologies to shape and define next gen aviation.**

14. These may sound like lofty goals – but I am confident that they can be achieved through the **government, academia and industry working in unison** to propel Malaysia's aerospace sector to greater heights.
15. Among the initiatives currently being developed are flagship human capital development program, like the **Program Iltizam Usaha Insan, as well as supply chain development programs**. These initiatives are designed not only to keep Malaysia competitive, but to position us as a proactive contributor to global aerospace advancement.
16. To unify and consolidate various multi-entity initiatives, we need a **unified and dedicated platform to showcase our industry's capabilities** to the region, and highlight the attractiveness of Malaysia's aerospace sector. On this note, I am pleased to hear what Prof. Shamsul just announced earlier — that the **MyAERO Summit will return in 2026, but on a larger scale**.
17. Taking place in **June 2026**, it will serve as an important international annual **Gateway to Aerospace Technology, Business and Talent Networks** - one that unites regional stakeholders — from global OEMs and local champions to policymakers, researchers, and skilled talent.
18. The MyAERO Summit 2026 will also facilitate better engagement with SMEs and the general *rakyat*. It is **equally important for the general public to be aware of the immense opportunities in this sector**, not only to foster better B2B engagement, but also to attract more STEM talent.
19. To that end, **I would like to call on all stakeholders to utilise this platform not only for their own growth, but also for the sector's growth in Malaysia and the Asia-Pacific region**. All these efforts will ensure that

Malaysia continues to fly high as a key aerospace partner in this region.

## CLOSING

Ladies and Gentlemen,

20. The first 10 years of NAICO Malaysia have been about taxiing, and taking off. We are already airborne, and the flight plan is clear. Therefore, **the next decade must not just be about a smooth flying experience, but also the capacity to fly higher, and for longer.**
21. So today, I urge all of us: let us not settle for being followers. Let us claim our place as a leader in this space. Let us **continue proving to the world that Malaysia is the preferred destination for aerospace investment.**
22. To everyone in NAICO and the Malaysian aerospace industry, congratulations on your remarkable first decade!
23. Together, may our next decade see Malaysia's aerospace industry soar higher and stronger than ever before.

Thank you.