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AEROSPACE SINGAPORE

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AEROSPACE SINGAPORE

THE NEXT FRONTIER: ASIA-PACIFIC'S EXPANDING SPACE ECOSYSTEM

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MESSAGE

ASIA-PACIFIC'S AEROSPACE MOMENT

The progress achieved in aviation and aerospace over the decades has been nothing short of remarkable. Advances in aircraft design, technology, and operational practices have reshaped the industry. Even as global commercial air traffic has more than doubled since the early 2000s, accident rates have continued to decline—testament to the sustained efforts of industry players and regulators, from international bodies such as ICAO to national authorities worldwide.

With the industry now fully recovered from the disruption of COVID-19, the release of the ICAO Strategic Plan 2026–2050 is both timely and significant. The outlook for aviation and aerospace remains one of growth and transformation. Passenger and cargo traffic are expected to rise steadily, particularly across the Asia-Pacific, while sustainability will increasingly shape how this growth is achieved through solutions such as sustainable aviation fuel. At the same time, the rapid advancement of unmanned aircraft systems and commercial space activities points to a future in which aerospace is more closely woven into everyday life.

Within this evolving landscape, Singapore's aerospace community continues to strengthen its capabilities, working closely with international partners to position itself for emerging opportunities. The inaugural Space Summit, held alongside the 10th Singapore Airshow, reflects a deliberate effort to build on Singapore's aerospace strengths while extending into new and adjacent domains.

As we begin 2026, one message bears repeating: progress at this scale is only possible through partnership and collaboration, as the Asia-Pacific region emerges as a key engine of growth and opportunity in the global space economy. In this issue, we explore how the region is fast becoming a centre of gravity for space—driven by new national programmes, growing demand, and deeper integration with established aerospace ecosystems.

The task ahead is clear: to translate ambition into capability, and momentum into sustainable, long-term growth. On this note, I wish readers a meaningful and inspiring year ahead.

CHEW HWEE YONG / Chief Executive, AAIS

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IAC 2025 Convenes Global Space Community

The Southern Hemisphere gathering spotlights discussions on innovation, sustainability, and the commercial future of space

IAC 2025 Opening Ceremony, 29 September, ICC Sydney. Photo: IAF

The 76th International Astronautical Congress (IAC) 2025 was held from 29 September to 3 October in Sydney, Australia, bringing together over 7,500 participants from 99 countries. Organised by the International Astronautical Federation (IAF), the IAC is a major annual gathering and a key fixture in the global space industry calendar. This edition was hosted by the Space Industry Association of Australia (SIAA) and co-hosted by the Australian Space Agency and the New South Wales Government.

Innovation, Commercial Activities and Responsible Growth

Under the theme "Sustainable Space: Resilient Earth," delegates explored challenges such as space debris management, satellite constellations, and international cooperation, as well as applications of space technologies in agriculture, healthcare, mining, and disaster response. Over 3,500 speakers shared insights across more than 40 plenary and panel sessions, alongside over 200 technical sessions.

The exhibition, spanning four halls with more than 450 exhibitors, showcased the latest spacecraft, concepts, components, software, services and data-driven solutions. The halls buzzed with activity, offering attendees opportunities to meet international organisations, start-ups, investors, and research institutions, and to spark collaboration across borders.

Commercial space activity is booming, and IAC 2025 highlighted the urgency of keeping pace responsibly. Discussions across the week underscored the importance of sustainable investment, clear regulations, and strong governance frameworks to ensure innovation thrives without compromising safety.

Few IACs have been held in the Southern Hemisphere, making Sydney's an opportunity to highlight industry developments in the Indo-Pacific. Across the region, there is growing momentum in developing sovereign systems, supply chain capabilities, and launch infrastructure – from southern to equatorial sites. These developments reinforce the Asia-Pacific's growing role in shaping the global space economy.

Next Generation Space Talent

A standout feature of IAC 2025 was its focus on the next generation of space talent, with strong participation by students and young professionals. The NextGen Plenary, for example showcased students and early-career professionals presenting projects ranging from AI-driven Earth observation systems to novel satellite payloads, in an engaging talk-show format that emphasised creativity, technical skill, and sustainable thinking. A Public Day on Friday drew children, families, and space enthusiasts, with hands-on activities powered by Lego.

The Congress concluded with the ceremonial handover of the IAF flag to the Turkish Space Agency (TUA), host of IAC 2026 in Antalya, Türkiye. The IAF General Assembly also announced that Samarkand, Uzbekistan, will host IAC 2028.

The IAC 2025 exhibition featured some 450 exhibiting companies. Photo: AAIS

Bombardier Global 8000 Earns FAA Approval

Fastest civilian aircraft since the Concorde earns US certification soon after first unit delivered in Canada

Bombardier's Global 8000 business jet — billed as the world's fastest civilian aircraft — has achieved a major Federal Aviation Administration (FAA) certification, allowing it to operate across the United States and marking a key regulatory milestone following its earlier Transport Canada type certification.

Announced on 19 December 2025, the FAA certification confirms the aircraft's ability to fly commercially in the US and comes as Bombardier celebrates the Global 8000's official entry into service after delivery of the first production unit just about two weeks prior.

Designed for ultra-long-range missions, the Global 8000 boasts class-leading performance with a top speed of Mach 0.95 and an 8,000-nautical-mile range, enabling nonstop city pairs across continents.

The aircraft also sets new industry benchmarks for passenger comfort: it maintains a remarkably low cabin altitude at cruise (around 2,691 ft at 41,000 ft), which minimises the physiological stress typically associated with high-altitude travel, helping passengers arrive feeling refreshed, alert, and ready to perform. The aircraft is also outfitted with Bombardier's Pūr Air System and Soleil circadian lighting system, designed to maximise passenger comfort and prevent the effects of jet lag. The FAA certification of the Global 8000 follows an earlier approval from Transport Canada — a critical step that paved the way for the Global 8000's operational debut. European Union Aviation Safety Agency (EASA) certification remains under review.

Photo: Bombardier

U.S. AWARDS MAJOR CONTRACTS TO RTX AND INDRA IN NATIONAL AIR TRAFFIC CONTROL OVERHAUL

The United States government has awarded critical radar system contracts to RTX Corporation and Spain's Indra Sistemas as part of a significant step towards modernising its air traffic control infrastructure. This forms part of a broader US$12.5 billion plan, approved by Congress in 2025, which gained urgency following a recent series of high-profile safety incidents.

Announced on 5 January 2026 by US Transportation Secretary Mr Sean Duffy and FAA Administrator Mr Bryan Bedford, the agreements aim to replace more than 600 radar installations inherited from the 1980s with modern, commercially available surveillance technology. The FAA noted that many legacy units in the radar network have exceeded their service life, contributing to maintenance challenges and increasing pressure on safety and efficiency.

Under the contracts, RTX's Collins Aerospace unit and Indra will deploy up to 612 new ground-based radar systems by June 2028, prioritising high-traffic regions and strengthening the National Airspace System's surveillance backbone. The initiative will also consolidate multiple outdated radar configurations into a unified, easier-to-support architecture, improving reliability and performance nationwide.

The radar modernisation programme is funded through the federal One Big Beautiful Bill and complements ongoing upgrades to telecommunications, weather monitoring, and other air traffic management systems.

In December 2025, the US Department of Transportation and FAA appointed Peraton as the Prime Integrator to oversee construction of the brand-new air traffic control system. The scope of the project includes transitioning the system from copper to modern fibre, installing voice switches, and deploying surface awareness systems at airports nationwide.

The programme's ambitious goal is full implementation of the new air traffic control system by the end of 2028, which will mark a major step in modernising US airspace for safety and efficiency.

STARLINK TO LOWER SATELLITE ORBITS AS SPACE-SAFETY MEASURE

Starlink, the satellite broadband network operated by SpaceX, has announced a major reconfiguration of its constellation in 2026, aimed at improving space safety amid growing concerns over congestion in low Earth orbit. The company plans to lower the operating altitudes of roughly 4,400 satellites from about 550 km to 480 km, to reduce collision risks and accelerate the natural re-entry of defunct spacecraft.

The move was confirmed by Mr Michael Nicolls, Starlink's vice-president of engineering, via X. He highlighted that the adjustment is linked to the approaching solar minimum — the low point in the Sun's cycle — and its effect on atmospheric density. "Lowering will mean a >80% reduction in ballistic decay time in solar minimum, or more than four years reduced to a few months," he said. While stressing the "extremely high reliability" of Starlink satellites, with only two dead satellites in a fleet of over 9,000 operational satellites, Mr Nicolls noted: "If a satellite does fail on orbit, we want it to deorbit as quickly as possible. These actions will further improve the safety of the constellation, particularly with difficult-to-control risks such as uncoordinated manoeuvres and launches by other satellite operators."

Concerns over orbital congestion were underscored by SpaceX, which reported a close approach between a Chinese-launched payload and a Starlink satellite in December 2025. One of nine satellites deployed from a Chinese rocket was said to have passed within 200 metres of a Starlink spacecraft at speeds exceeding 28,000 km/h, a close encounter that could have generated catastrophic debris. SpaceX noted the lack of coordination with existing operators, highlighting the need for better deconfliction protocols worldwide.

In turn, in early January, a Chinese representative warned at an informal UN Security Council meeting that the rapid growth of Starlink and similar mega-constellations posed "pronounced safety and security" risks in low Earth orbit, citing near-collision incidents with China's space station and the crowding of shared orbital and radio-frequency resources. It urged stronger international regulation of commercial space activities to mitigate these hazards.

Starlink Mission. Photo: SpaceX

Mr Nicolls noted the shell lowering would be tightly coordinated with other operators, regulators, and USSPACECOM.

Experts say the move represents a proactive step in responsible constellation management, balancing operational performance with orbital safety as traffic in low Earth orbit grows.

Rheinmetall and ICEYE Secure German Army Space Reconnaissance Contract

German defence firm Rheinmetall AG and Finnish satellite specialist ICEYE have partnered to fulfil a major space-reconnaissance order worth approximately €1.7 billion (around S$2.55 billion) from the German Army, marking a significant expansion of space-based capabilities for Europe's largest military.

Under the multi-year contract, Rheinmetall and ICEYE will operate through their joint venture, Rheinmetall ICEYE Space Solutions, to provide space-based synthetic aperture radar (SAR) reconnaissance data to the Bundeswehr from late 2025 until the end of 2030, with options to extend.

The joint venture, based in Neuss, Germany, will offer defence imagery and analysis derived from a dedicated SAR satellite constellation — an asset of Rheinmetall ICEYE Space Solutions — and a service solution that includes full operations, ground station management, and AI-driven image evaluation.

SAR satellites emit a powerful radar beam toward the Earth from orbits of 500 to 600 kilometres. The returning signals are processed in pulses to construct high-resolution images of the surface below. Unlike optical sensors, SAR can penetrate clouds, smoke, ash, rain, and sandstorms, capturing imagery day or night in all weather conditions. This enables satellites to revisit and image the same location far more frequently than conventional systems, providing persistent monitoring of rapidly changing events. SAR technology can also detect subtle surface changes invisible to the human eye, delivering detail with resolutions of up to 16 cm. This can provide armed forces persistent surveillance and tactical situational awareness that optical systems cannot easily match.

Contracted under the German Ministry of Defence's 'SAR Space System for Persistent Operational Tracking Stage 1' (SPOCK 1) programme, the capability is expected to play a key role in protecting deployed units — including the German Armed Forces' 'Lithuania Brigade' and NATO's eastern flank — by delivering timely intelligence to commanders in the field.

The production of the first SAR satellites for this programme is scheduled to begin in the third quarter of 2026 at the Neuss facility.

Singapore Unveils Strategic Roadmap and S$200M Fund for Aviation Workforce

The Civil Aviation Authority of Singapore (CAAS) and Workforce Singapore (WSG) launched the *Aviation Jobs Transformation Report*, Singapore's first comprehensive manpower study of the aviation sector, on 18 July 2025.

Supported by the Ministry of Manpower, Ministry of Transport, SkillsFuture Singapore, Ministry of Education, the Institutes of Higher Learning, the National Trades Union Congress, and the Aerospace and Aviation Cluster of Unions and aviation employers, the report draws on insights from over 200 companies and workshops with leading operators in Singapore including Certis Group, Changi Airport Group, dnata, SATS, SIA Engineering Company, and SIA Group.

The report provides a comprehensive overview of the city-state's 60,000-strong aviation workforce, highlighting 31 operational functions essential to air hub operations, spanning airlines, ground handling, aircraft maintenance, and auxiliary services. It also identifies six megatrends reshaping aviation jobs:

- Digitalisation
- Automation and Robotics
- Artificial Intelligence
- Sustainability
- Changing Workforce, and
- Changing Consumer Expectations.

These trends are expected to transform existing roles and create new opportunities for up to 30% of the workforce over the next five years. For instance, automation, robotics, and digitalisation are projected to reshape traditionally labour-intensive airport ground handling services, requiring new skills and operational approaches.

To respond to these shifts, the report sets out three strategic priorities: strengthening industry-education partnerships, accelerating technology and R&D adoption to enhance productivity, and providing targeted support for companies to redesign jobs and upskill employees. To support implementation, CAAS also announced a new $200 million OneAviation Manpower Fund to support initiatives to better attract, develop and retain the aviation workforce.

Industry and government stakeholders joined SMS Sun Xueling for the launch of the report. Photo: AAIS

OneAviation Careers and Education Fair

The report was officially launched by Ms Sun Xueling, Senior Minister of State for the Ministry of Transport and Ministry of National Development, at the third edition of the OneAviation Careers and Education Fair, held from 18 to 19 July at Suntec City Convention Centre. Ms Sun was joined by representatives from government and industry stakeholders.

With the theme "One Industry. Many Opportunities," the fair brought together over 40 employers, educational institutions, and industry partners to showcase a wide range of career opportunities across Singapore's aviation ecosystem.

Highlights included dialogue sessions with aviation professionals sharing career journeys, a recruitment fair where 16 leading employers conducted on-site interviews for over 1,500 positions, and personalised career coaching for jobseekers. Attendees also had the opportunity to engage in interactive experiences including flight and air traffic control simulators, and drone soccer.

With global air traffic expected to double over the next two decades, Singapore is actively growing its air hub, including the development of Changi Airport Terminal 5. Reflecting on these developments, Director-General of CAAS Mr Han Kok Juan noted, "As we grow, the Singapore aviation sector will provide new and exciting career opportunities for Singaporeans, now, and in the future. The Aviation Jobs Transformation Report, the various collaboration agreements we signed and the new S$200 million OneAviation Manpower Fund CAAS set up will give a big boost to Singapore's aviation manpower development efforts. It is testament to our shared tripartite commitment to build a skilled workforce to secure our long-term competitiveness and resilience and to ensure that growth translates to enabling opportunities for Singaporeans."

Scan the QR code to access the report

A*STAR Deepens Innovation Partnerships with Industry through Four Joint Labs

Senior leaders of SAESL and Rolls-Royce flanking Guest-of-Honour Dr Tan See Leng, Minister-in-charge of Energy and Science & Technology, at the lunch of the industry joint labs on 3 October 2025. Photo: AAIS

Singapore's Agency for Science, Technology and Research (A*STAR) has launched four new joint research laboratories with industry partners — Singapore Aero Engine Services Private Limited (SAESL), Rolls-Royce and local SMEs — strengthening Singapore as a global aerospace and advanced manufacturing hub.

At the heart of the announcement was the launch of Phase Two of the Smart Manufacturing Joint Lab (SMJL), a continuing collaboration between A*STAR, Rolls-Royce and SAESL. Building on the success of its first phase, the expanded lab will focus on enhancing Rolls-Royce's fan blade manufacturing and SAESL's maintenance, repair and overhaul (MRO) operations. The first phase, launched in 2017 with an investment of S$68 million, yielded 18 deployed technologies and brought eight local firms onto the partners' approved vendor list. The next phase is expected to boost fan blade production at Rolls-Royce Singapore by over 30 percent and support SAESL's broader expansion, which is projected to create around 500 high-value jobs over the next five years.

As part of efforts to strengthen the local supply chain ecosystem, A*STAR also unveiled three industry joint labs with Singapore SMEs — Abrasive Engineering, Applied Total Control Treatment (ATC), and Grand Venture Technology (GVT). These collaborations will focus on advanced surface treatment technology and engineering, as well as high-performance, high-value ceramics. These collaborations are expected to generate new intellectual property, product lines and business prospects for the local companies.

AVIATION SAFETY SPOTLIGHT AT AP-SAS 2025 IN SINGAPORE

The third annual Asia Pacific Summit for Aviation Safety (AP-SAS 2025) concluded successfully in Singapore, bringing together more than 500 aviation leaders, regulators, industry experts and stakeholders from across the Asia-Pacific region and beyond. Organised jointly by the Civil Aviation Authority of Singapore (CAAS) and the Flight Safety Foundation (FSF), the three-day summit, held from 15 to 17 July, focused on "Future-Proofing Aviation Safety: Adapt, Innovate, Excel".

Singapore's Senior Minister of State for Transport and National Development, Ms Sun Xueling, opened the event, highlighting the importance of robust safety cultures and cross-border cooperation as critical to managing complex safety challenges.

ICAO Secretary General Mr Juan Carlos Salazar delivered a keynote address, reaffirming the International Civil Aviation Organization's aspirational goal of zero fatalities in international aviation. He emphasised the vital role of strong safety cultures and shared data systems in identifying and addressing risk categories such as runway incursions, turbulence and equipment failure.

A highlight of the summit was the opening presentation by Mr Patrick Ky, CEO of the International Centre for Aviation Innovation and former EASA Executive Director. Reflecting on three decades of safety progress, Mr Ky noted that while human error continues to be a factor in incidents, human resilience remains a cornerstone of aviation safety. He advocated for a "human-hybrid cooperation" model, where technology and human expertise work in tandem to enhance safety outcomes.

Panels throughout the summit examined key industry challenges, including workforce shortages in critical functions such as air traffic control, engineering and maintenance. The summit also featured discussions on leveraging artificial intelligence for predictive safety analytics and operational support, reinforcing the view that technology must be thoughtfully integrated into existing safety management systems.

Safran Opens New Aerospace Electrical Systems Facility in Singapore

Safran Electrical & Power has inaugurated a new production and maintenance facility for aerospace electrical systems at Seletar Aerospace Park, marking a significant expansion of its footprint in the Asia-Pacific region. The facility was officially opened on 9 December 2025 alongside partners including the Singapore Economic Development Board (EDB), JTC Corporation and the French Embassy.

The new site, employing around 70 staff, specialises in the manufacturing and maintenance of critical aircraft electrical equipment, such as power conversion and distribution units and batteries. It serves major global aerospace customers, including Airbus, Boeing, ATR, as well as operators like Singapore Airlines, Air China and Japan Airlines. Fully certified by the Civil Aviation Authority of Singapore (CAAS), European Union Aviation Safety Agency (EASA) and Federal Aviation Administration (FAA), the facility bolsters Safran's position in the regional aerospace electrical sector.

Photo: Safran

"This new industrial facility embodies our commitment to competitiveness, innovation and excellence," said Mr Bruno Bellanger, CEO of Safran Electrical & Power. He noted Singapore's strategic value as an economic and industrial hub, allowing Safran to be close to key customers with advanced electrical solutions and services.

Safran has maintained a presence in Singapore for more than 45 years, with around 900 employees across five sites. The new facility aligns with broader efforts to capture growth in aircraft electrification and MRO capabilities across the Asia-Pacific region. The site consolidates electrical activities previously carried out by Thales in Singapore following Safran's acquisition of that business in October 2023.

SEVEN MOUS SIGNED AT SINGAPORE AIR CARGO DAY 2025 TO BOOST SKILLS, COMPLIANCE AND CROSS-SECTOR COLLABORATION

SAAA@Singapore (formerly The Singapore Air Cargo Agents Association) and the International Air Transport Association (IATA) jointly hosted the 5th Air Cargo Day 2025 on 7 November at Tanah Merah Country Club, drawing industry leaders, government officials and cargo professionals for strategic discussions on Singapore's pivotal role as a global air cargo hub, workforce transformation and sector collaboration.

A major highlight was the signing of seven Memoranda of Understanding (MOUs) between SAAA@Singapore and key partners to strengthen skills development, regulatory compliance and cross-sector engagement.

Under a renewed MOU with IATA, both organisations committed to deepening collaboration on specialised cargo training programmes — including the expansion of IATA-aligned courses to equip professionals with globally recognised competencies that enhance operational excellence and safety standards across the sector.

Another significant MOU was signed with the Singapore Ministry of Transport (MOT), marking the first formal partnership between MOT and SAAA@Singapore. This agreement will see joint efforts to co-develop and deliver training focused on compliance with International Civil Aviation Organization (ICAO) Annex 17 Security Standards, strengthening the industry's adherence to global cargo security protocols.

SAAA@Singapore also inked an MOU with the Association of Aerospace Industries (Singapore) (AAIS) to foster closer collaboration between the air cargo and aerospace sectors. The pact will facilitate joint learning and networking opportunities through seminars, industry forums and knowledge exchanges that bridge cargo and aerospace insights.

Collectively, these initiatives reflect the air cargo community's commitment to position Singapore at the forefront of global logistics.

SPACE SUMMIT TO ANCHOR GLOBAL SPACE DIALOGUE IN SINGAPORE

As the commercialisation of space accelerates and activity in orbit expands at pace, Singapore is positioned to be at the confluence of regional and global conversations shaping the sector's next phase of growth. Space Summit 2026, themed "New Frontiers: Shaping a Responsible and Inclusive Space Future", will serve as Singapore's national flagship platform for international dialogue, industry alignment, and commercial engagement in the space and space-adjacent sectors.

Bringing together national space agencies, policymakers, investors, and industry leaders from across Asia-Pacific and beyond, the two-day Summit, taking place on 2 and 3 February 2026, will comprise a conference and exhibition addressing capability gaps, regulatory considerations, and investment frameworks across the space value chain.

Critical Inflection Point for the Space Industry

As space technologies transition from government-led programmes towards more market-driven models, the Summit aims to examine how commercial viability, sustainability, and inclusivity can be advanced in tandem.

Against this backdrop, Space Summit 2026 will serve as a primary staging ground for international leaders and space chiefs to engage on the future of orbital commerce and space-enabled industries.

A central feature of the programme will be a series of commercial panels examining three structural shifts reshaping the market: innovations in launcher business models, emerging opportunities in the in-space economy, and Asia-Pacific's expanding role across manufacturing, launch, and downstream applications. These sessions will explore how organisations are navigating cost pressures, infrastructure readiness, sustainability requirements, and evolving public–private partnerships as space activity scales.

Capabilities Across Space Value Chain

Complementing the conference, the Summit's exhibition will provide a platform for participants to engage directly with leading companies, technology providers, and innovators from across the global space ecosystem. The exhibition promises a showcase developments spanning launch systems, satellite platforms, downstream applications, digital solutions, and enabling technologies, offering industry stakeholders opportunities to exchange ideas, explore partnerships, and gain first-hand insight into emerging capabilities shaping the sector's future.

Major Space Agencies and Industry Leaders confirmed

Space Summit 2026 will be attended by Dr Tan See Leng, Singapore's Minister for Manpower and Minister-in-charge of Energy and Science & Technology at the Ministry of Trade and Industry, as Guest of Honour. The Summit will also feature keynote perspectives from Michael Schoellhorn, Chief Executive Officer of Airbus Defence & Space, while ST Engineering, Founding Partner of Space Summit 2026, will contribute insights on capability development, talent pipelines, and ecosystem collaboration.

Endorsed by the Economic Development Board (EDB) and the Office for Space Technology & Industry (OSTIn), and supported by key organisations, Space Summit 2026 has confirmed participation from a number of international delegations, including Australia, Brazil, Europe, Germany, India, Japan, Malaysia, the Philippines, Thailand, United States, and the United Arab Emirates, reflecting the Summit as a trusted platform for global dialogue as well as industry discussions.

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THE NEXT

Asia-Pacific's Expanding

Text & Charts by:
Amartya De, Frost & Sulilvan

Background Image: East Asia at night by VIIRS (Composite)
Source: NASA Earth Observatory (2012) through Wikimedia Commons

FRONTIER

Space Ecosystem

The Asia-Pacific region has been seeing growing investments in space-related capabilities and an acceleration of national and commercial space programmes. From satellites and launch systems to ground infrastructure and support services, a broader range of economies are strengthening their positions in space, each guided by strategic and policy priorities that collectively contribute to a more complex regional ecosystem.

The region's space sector is also shifting its focus from standalone assets to more integrated, service-oriented models. Increasingly, value is being generated through the application of space-derived data, connectivity, and analytics across a wide range of civilian and commercial uses, while manufacturing and infrastructure activities are evolving towards more scalable and interoperable platforms.

In this *Aerospace Singapore* feature, Frost & Sullivan examines how the Asia-Pacific space ecosystem is evolving and the emerging opportunities that will define its next phase of growth.

The Asia-Pacific Space Landscape

The global space industry has entered a phase of sustained commercial expansion, moving well beyond its traditional government-led and defence-centric origins. What was once a niche domain dominated by a handful of national space agencies is now a dynamic, multi-layered ecosystem encompassing satellite manufacturing, launch services, ground infrastructure, data analytics, downstream applications, and emerging in-orbit services. Declining launch costs, advances in miniaturisation, and rapid progress in digital technologies have collectively lowered barriers to entry, enabling a broader range of private companies, start-ups, and mid-tier suppliers to participate in the space value chain.

Across Asia-Pacific, sustained investment in satellite technology, space launch capabilities, and enabling infrastructure is reshaping the regional space landscape. Countries such as India, Japan, the Republic of Korea, the Philippines, Singapore and Taiwan are emerging as prominent players, each pursuing distinct strategic objectives aligned to national priorities.

India's focus on cost-effective launch services and small satellite deployment, Japan's emphasis on advanced space systems and deep-space exploration, Korea's growing indigenous launch and satellite manufacturing capabilities, and Taiwan's strengths in electronics, semiconductors, and precision manufacturing together illustrate the region's diverse yet complementary capabilities. Meanwhile, emerging space programmes in Southeast Asia, including the Philippines, are increasingly centred on downstream applications and capacity-building to support national development and resilience objectives.

Singapore occupies a distinctive position within the Asia-Pacific space ecosystem, anchoring itself as a downstream-focused, commercially oriented space hub rather than a traditional launch or manufacturing power. Its space journey has been shaped by access to Asia Pacific markets, offering regulatory clarity, access to capital, and a clear emphasis on space-enabled applications, data analytics, and systems integration that deliver immediate economic and societal value. By leveraging its strengths in digital infrastructure, advanced manufacturing, electronics, and financial services, Singapore has positioned itself as a regional centre for satellite data utilisation, mission operations, and space-derived services.

Images: Pexels

The city-state's emphasis on earth observation analytics, satellite communications, and space situational awareness aligns closely with national priorities in urban planning, maritime security, climate resilience, and smart nation initiatives. Strong government backing, coordinated policy frameworks, and active participation from research institutions and industry players have fostered a robust environment for start-ups, global space firms, and defence adjacent technology providers. As a result, Singapore is increasingly acting as a gateway for space companies seeking a highly connected innovation ecosystem that accelerates the commercialisation of space technologies and applications.

A broadly conducive investment environment underpins this momentum, with governments, sovereign funds, and private capital increasingly recognising the commercial and strategic value of space-based capabilities in Asia Pacific.

In particular, the region's heightened focus on earth observation (EO) and satellite communications (SATCOM) is notable. EO enabled data is being leveraged for high-accuracy weather forecasting, disaster preparedness and response, maritime domain awareness, and environmental monitoring, delivering tangible benefits across agriculture, defence, resource management, insurance, and urban planning. In parallel, SATCOM is playing a critical role in extending connectivity to remote and underserved areas, supporting digital inclusion, critical infrastructure resilience, and secure communications.

These trends position Asia-Pacific as a key growth engine for the global space economy.

APAC Space Value Chain

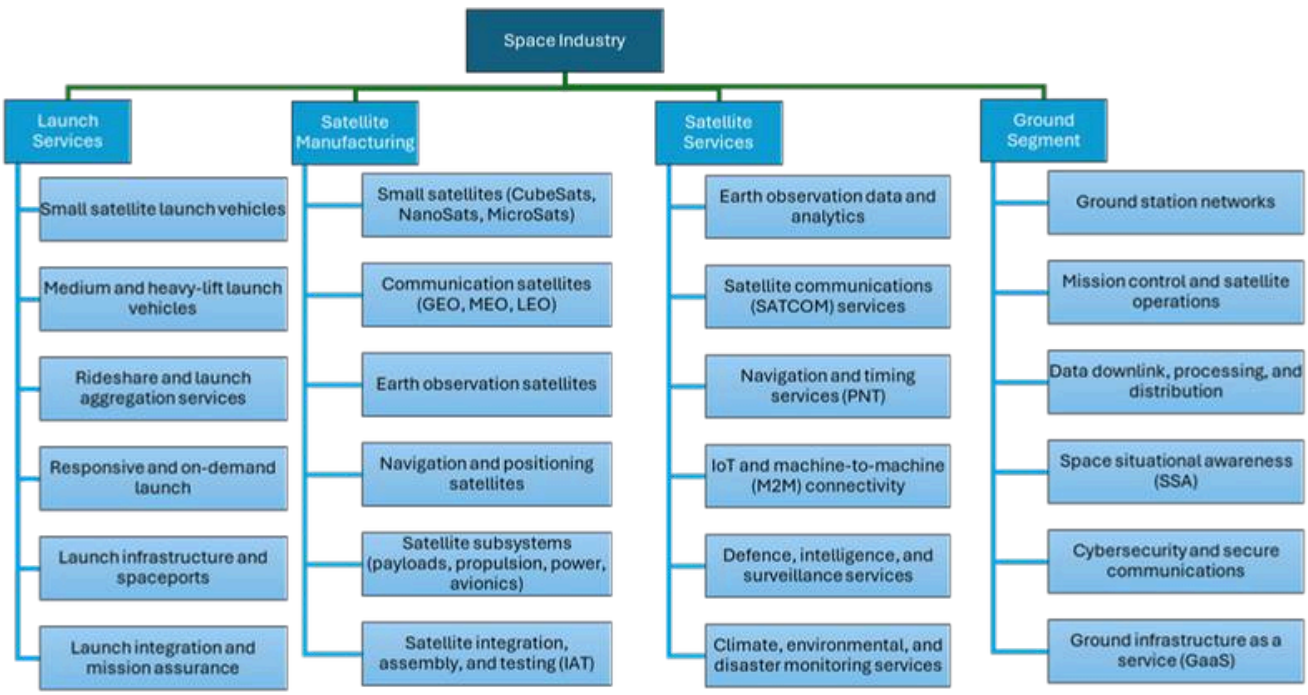
- **Launch Services** form the entry point of the ecosystem, covering the design, manufacture, and operation of launch vehicles that place payloads into orbit. In Asia Pacific, India has established itself as a globally competitive launch provider through its cost-efficient Polar Satellite Launch Vehicle (PSLV) and emerging small-satellite launch offerings, attracting both domestic and international customers seeking affordable and reliable access to space.
- **Satellite Manufacturing** encompasses the design and production of satellites across communication, earth observation, navigation, and scientific missions. Japan is a leader in this segment, leveraging advanced engineering, high-reliability components, and strong systems integration capabilities to produce sophisticated satellites for both civil and defence applications, including high-resolution earth observation and secure communications platforms.
- **Satellite Services** represent the fastest-growing segment, focused on the delivery of data, connectivity, and analytics derived from space assets. Singapore plays a prominent role here, with companies specialising in earth observation analytics, satellite communications services, and space-enabled digital solutions supporting maritime surveillance, urban planning, and climate monitoring across the region.
- Finally, **Ground Services** provide the critical terrestrial infrastructure that enables mission operations, including ground stations, data processing centres, command-and-control systems, and space situational awareness. The Republic of Korea has invested heavily in indigenous ground infrastructure to support satellite operations, data exploitation, and national space security objectives.

Geopolitics and Strategic Considerations

There are clear geopolitical dynamics in Asia-Pacific that are creating asymmetric advantages, entry barriers, and de-facto congestion of space resources, even if these are rarely framed explicitly as exclusionary policies.

One major factor is orbital and spectrum crowding. Advanced spacefaring nations are moving quickly to secure priority access to LEO orbital slots and radiofrequency spectrum, effectively raising barriers for late entrants. Countries with mature regulatory systems and launch cadence are better positioned to file and defend spectrum claims through international mechanisms. This indirectly disadvantages emerging players with slower programme timelines or limited coordination capacity.

Second, export controls, technology protection regimes, and trusted-partner frameworks shape access to launch services, payload

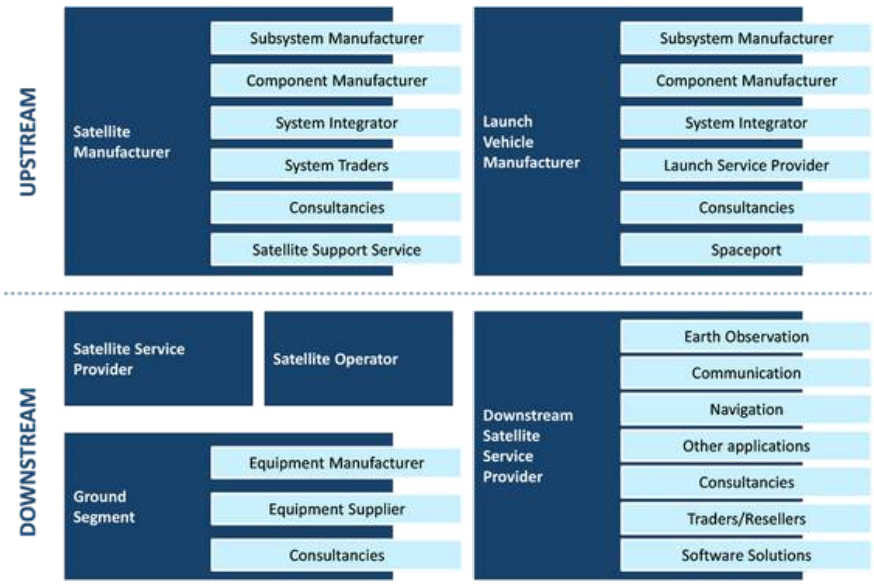


Space Industry Segments at a Glance

components, and ground systems. Nations such as Japan and the Republic of Korea increasingly prioritise domestic or allied supply chains for sensitive space technologies, while Taiwan is focusing on supply-chain sovereignty in response to geopolitical risk.

Third, launch frequency and space traffic are becoming geopolitical issues. Countries with high launch tempo such as India gain operational, regulatory, and commercial advantages, while increasing pressure on shared orbital environments.

Finally, unequal investment capacity means some states are extracting disproportionate value from space derived data (EO, SATCOM, navigation), reinforcing technological and economic asymmetries. Together, these trends suggest that space in Asia-Pacific is evolving into a strategically contested domain, where early movers and well-aligned ecosystems gain enduring advantages unless regional governance and coordination mechanisms mature.



Space Manufacturing Supply Chain

Space Manufacturing & Supply Chain

In the space industry, "upstream" and "downstream" are used to distinguish where value is created along the space value chain from building and launching space assets to delivering services and insights on Earth. Upstream refers to activities involved in creating, deploying, and operating space infrastructure. This part of the sector is capital-intensive, engineering-heavy, and traditionally government-led, though commercial players are increasingly active. Downstream focuses on using space-derived data and connectivity to deliver services, applications and commercial value on Earth. This segment is software, data, and services driven, with faster innovation cycles and broader commercial adoption.

Upstream Space

India's upstream capability is anchored by a family of operational launch vehicles and a mature satellite production pipeline. The Polar Satellite Launch Vehicle (PSLV) has become a global benchmark for reliability in deploying earth observation and small satellite missions, while the Geosynchronous Satellite Launch Vehicle (GSLV Mk II) and the Gaganyaan-rated GSLV Mk III (LVM3) support heavier communications satellites and human spaceflight objectives.

Meanwhile, Japan's upstream strength is characterised by high-performance launch systems and technologically advanced satellites. The H-IIA and H-IIB launch vehicles, alongside the newly introduced H3 rocket, are designed to support both commercial and government missions with improved cost competitiveness and payload flexibility. Japan has also developed sophisticated satellite systems, including the Advanced Land Observing Satellite (ALOS/Daichi) series for earth observation, the Quasi-Zenith Satellite System (QZSS) for navigation augmentation, and secure communications satellites that support national resilience.

Downstream Space

Singapore's downstream advantage is anchored by data analytics and service providers rather than satellite ownership. Companies such as ST Engineering develop geospatial intelligence platforms that fuse satellite EO data with AIS, radar, and AI analytics to support maritime domain awareness, port security, and border surveillance across Southeast Asia. Singtel provides satellite communications services for maritime, aviation, and government users, including secure connectivity and backup communications. Singapore also hosts satellite mission control and data processing centres, enabling operators to manage regional EO and communications satellites and deliver near-real-time insights to commercial and government customers.

South Korea's downstream capability is strongly linked to data from the KOMPSAT (Arirang) satellite series, which provides high-resolution optical and SAR imagery. This data is used by government agencies and commercial entities for military reconnaissance, disaster response, land-use monitoring, and infrastructure assessment. Organisations such as Korea Aerospace Research Institute support downstream exploitation by distributing imagery and developing value-added analytics, while Korean firms increasingly integrate EO data with AI-based change detection, urban mapping, and environmental monitoring services for domestic and export markets.

Opportunities for the Asia Pacific Space Industry

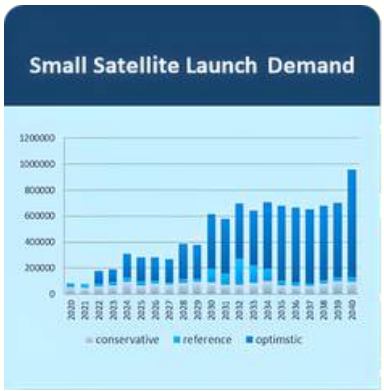
The evolution of the space sector in Asia Pacific reflects a decisive shift from asset-centric models toward service led, digitally enabled ecosystems. Value creation is increasingly concentrated downstream, where satellite data, connectivity, and analytics are integrated into real-world applications across security, climate resilience, mobility, and economic infrastructure. At the same time, upstream manufacturing and ground infrastructure are becoming more platform driven, scalable, and interoperable, reinforcing the importance of systems integration and operational excellence.

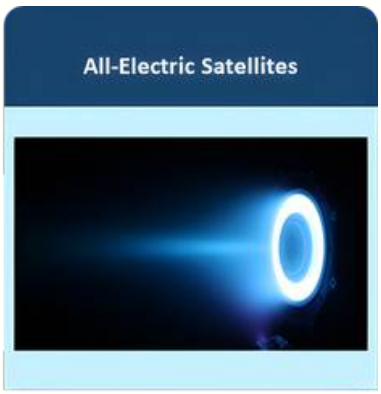
Countries and companies that successfully combine space capabilities with strengths in digital platforms, artificial intelligence, and advanced systems engineering will be best positioned to capture long-term value and capture opportunities aligned to key trends in the industry. These include:

- Demand for small satellite launches
- Space manufacturing of the future
- Ground Station-as-a-Service (GSaaS)
- All-electric satellites
- Satellite-enabled IoT
- LEO Earth observation applications
- Affordable global connectivity
- Deep Space missions

The dynamic developments in Asia-Pacific positions the region not merely as a consumer of global space services, but as a critical hub for space manufacturing, operations, and space enabled innovation, shaping the next phase of growth in the global space economy.

Amartya De is Consulting Director at Frost & Sullivan's Asia-Pacific Aerospace & Defense Practice.





PASSING THE MANTLE:

AAIS CELEBRATES ITS OUTGOING CHIEF AND WELCOMES THE NEXT

As the Association of Aerospace Industries (Singapore) prepares for a new chapter, *Aerospace Singapore* sits down with outgoing Chief Executive Sia Kheng Yok and incoming Chief Executive Chew Hwee Yong to reflect on achievements, discuss the leadership handover, and look ahead to the future of Singapore's aerospace sector.

From left: Mr Chew Hwee Yong and Mr Sia Kheng Yok. Photo: Aerophotoworks for AAIS

Kheng Yok, looking back over your tenure at AAIS, what are you most proud of?

Sia Kheng Yok: When I joined AAIS in 2016, my brief was to revitalise the organisation. We started by refreshing AAIS' mission and vision in consultation with members. This culminated in the rebranding of AAIS on our 20th anniversary.

As per our vision, we saw the Aerospace community as the central concept for AAIS, and so we focused on engendering the community and strengthening the membership experience. For instance, AAIS embraced communities and adjacent sectors like Quality and Airforce engineers, University Student Clubs, and the Unmanned Aircraft and Space sectors. To enhance the membership experience, we formed the Panel of Experts and initiated the Promising Entrepreneurs Programme.

I also sought to establish AAIS' place in the global industry network, through our international affiliations and network. We co-founded the Global Aerospace Cluster Partnership (GACP) and became members of the International Aerospace Quality Group (IAQG) and International Coordinating Council of Aerospace Industry Associations (ICCAIA).

AAIS proved its mettle when the Aerospace industry was severely tested during the COVID-19 pandemic. We supported our members by engaging the government, providing policy inputs and securing key support. We also facilitated our members in business continuity and conducted studies to reposition the industry for a post-COVID world. Our letter to then Deputy Prime Minister Heng Swee Keat, co-signed by corporate leaders, was key to shaping government support and sustaining industry through the crisis.

Your career and the impact it made clearly extends beyond AAIS. As you step away, can you share your reflections on your decades of work?

Sia Kheng Yok: I spent over 20 years at the Economic Development Board (EDB), with two tours of duty promoting the Aerospace industry. I was fortunate on my second tour to be in the Director's seat - planning and implementing Seletar Aerospace Park, anchoring the pioneering investments, creating the new Singapore Airshow, and fostering the development of the aerospace industry cluster in general. It's certainly been meaningful.

Hwee Yong, what excites you most about stepping into this role?

Chew Hwee Yong: I'm truly energised by the opportunity to build on the foundation that Kheng Yok and the Secretariat team have established.

The Singapore aerospace sector has a bright outlook and is at an exciting point of innovation, even to the extent of changing our everyday lives in the near future. My focus will be playing our role well as a catalyst and journey partner that connects enterprises, supports capability upgrading, facilitates workforce development, and fosters innovation and partnerships.

Kheng Yok, how has the aerospace industry evolved since you first joined AAIS?
Sia Kheng Yok: The pace of change has been remarkable. Over the span of 10 years, the industry output grew from S$8.3 billion to S$18 billion in 2024. We continue to attract new investments, with a record S$750 million of committed industry investments reported by EDB in 2024 alone. These investments reflect not only scale but also showcase the extensive use of digital and advanced manufacturing technologies in Aerospace operations here.

Hwee Yong, what does leadership mean to you in this context?
Chew Hwee Yong: Leadership here is about having a clear mental image of opportunities in the future, connecting the dots and enabling others to capture the opportunities in an accelerated manner. As an industry association, we serve by building networks, supporting enterprises, and fostering an environment where companies and individuals can look for and talk to one another to find synergies. It's also about helping the community adapt to new trends and capture opportunities in new sectors or markets.

How has the handover process been?
Sia Kheng Yok: It's been smooth and collaborative. I've spent time with Hwee Yong going through strategic plans and ongoing initiatives, visiting members, and introducing partners. We are old colleagues and so Hwee Yong instinctively understands what I have been doing. He's been actively engaging with the Management Committee and Secretariat since early November, and the transition has been seamless.
Chew Hwee Yong: Yes, the handover has been very smooth and extremely constructive. I've been able to tap into Kheng Yok's deep knowledge of the industry and the association's operations. It's invaluable to understand both the history and the current challenges firsthand.

Kheng Yok, what will you miss most?
Sia Kheng Yok: The people of the Aerospace community and the AAIS team. I have thoroughly enjoyed my work: reaching out to members, listening to their challenges, connecting people and doing what we can to be helpful. AAIS is about community and camaraderie and being part of this network has been a privilege.

Hwee Yong, what will be your first priorities as Chief Executive?
Chew Hwee Yong: Ensuring continuity in a smooth manner is key to maintaining the momentum of our ongoing initiatives while working closely with members on key topics such as manpower, supply chain development, sustainability, innovation, and AI, without compromising safety and standards. I also aim to continue relationships with existing partners while exploring new collaborations, to capture new opportunities together.

What do you hope to see for the industry over the next decade?
Sia Kheng Yok: I hope we will continue to drive towards AAIS' vision of "An Innovative Aerospace Community for a Sustainable Future." And as Singapore continues to grow as a global centre of aerospace excellence, I believe the next decade will bring opportunities across advanced manufacturing and innovation, aircraft financing and leasing, and AAIS' work will be cut out for us: being the voice of industry, supporting ecosystem development, talent and supply chain development, and engendering the community.
Chew Hwee Yong: I share that vision. The aerospace community we envision is a closely-knitted one that is stronger, more resilient, more sustainable and very attractive to talents.

Kheng Yok, what are you looking forward to in your next era?
Sia Kheng Yok: I'm looking forward to slow mornings, being home for dinner and finally tackling my 2,000+ pieces Lego set! On a more serious note, I'll continue supporting AAIS as a Senior Advisor and finding ways to be useful.

Hwee Yong, any closing thoughts as you step into this new chapter?
Chew Hwee Yong: I'm excited to build on Kheng Yok's legacy and secure new opportunities for AAIS and the broader aerospace community. The sector is poised for growth, and with our members continued strong support, we are aiming to fly higher! Next immediate milestone – AAIS' 25th anniversary in 2028!

Celebrating Mr Sia Kheng Yok with a tribute at an AAIS year-end gathering. Photo: Aerophotoworks for AAIS

SINGAPORE SPACE YEAR-IN-REVIEW 2025

Stock-take of Singapore's space industry activities and the way forward

Singapore's space ecosystem marked another year of steady growth and increasing international engagement as noted at the Singapore Space Year-in-Review 2025, organised by the Office for Space Technology & Industry (OSTIn) on 24 November at the Singapore Economic Development Board. The session gathered stakeholders from government, industry, research, and partner organisations, offering a consolidated view of how the sector is evolving and where future efforts are set to converge.

Strengthening Singapore's Position as a Collaborative Space Hub

A central theme emerging from the briefing was the strengthening of Singapore's positioning as a collaborative and capability-driven space hub. OSTIn Executive Director Mr Jonathan Hung outlined progress made under the national space strategy, *Next Bound of Development*, highlighting advances in industry activity, research translation, and international partnerships.

Q&A with OSTIn leadership.

OSTIn Executive Director Mr Jonathan Hung. Photos: AAIS

OSTIn also reported that over the past year Singapore deepened its cooperation with partners in India, the United Arab Emirates, the wider ASEAN, alongside continued collaboration with bodies such as the United Nations Office for Outer Space Affairs (UNOOSA) and the European Space Agency. OSTIn also delivered its first Technical Advisory Mission for Space Law, strengthened foundations in space governance, and engaged over 40 companies and ecosystem multipliers across the space industry.

Advancing Programmes and Applied Space Capabilities

Programme developments underscored the growing emphasis on applications with real-world and environmental impact. Key are the Earth Observation Initiative and the Space Technology Development Programme (STDP), which saw an additional S$60 million invested in early 2025 to boost innovation in space technologies.

Participants had a preview of an upcoming grant call on satellite remote sensing for carbon monitoring, spanning both green and blue carbon and advancing digital MRV methodologies. Opportunities for cross-border collaboration were also highlighted,

AAIS Chief Executive addressing participants Photo: AAIS

with the Maldives Space Research Organisation sharing potential partnership areas where the Maldives' geography and datasets offer distinctive testing and deployment environments.

Industry Engagement and Ecosystem Development

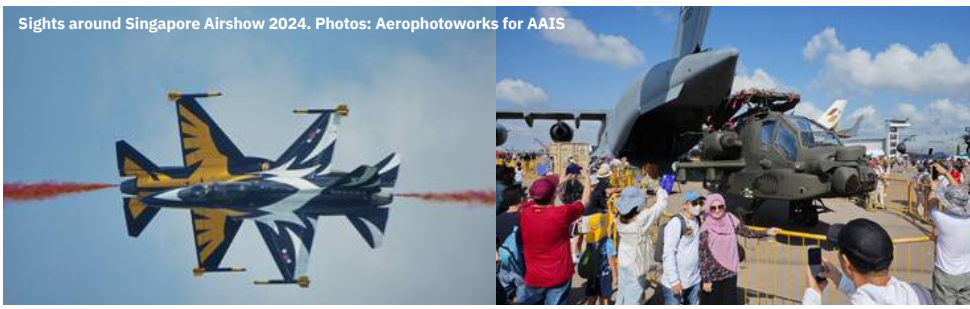
The Association of Aerospace Industries (Singapore) (AAIS) provided an overview of its role in supporting companies across Singapore's space ecosystem through the establishment of the Singapore Space Community. Other significant efforts included the publication of the first printed *Singapore Space Industry Directory*, sector networking and learning activities, and support for talent transition through the Career Conversion Programme. AAIS also highlighted its coordination of the Singapore Pavilion at the inaugural Space Summit, supported by Enterprise Singapore and featuring a curated showcase of local aerospace and space innovators.

The session concluded with technology showcases from the Earth Observatory of Singapore and Nika.Eco, illustrating how tools such as SAR-based disaster monitoring and GeoAI-driven environmental analytics are expanding the practical impact of space-enabled solutions.

Taken together, OSTIn's Year-in-Review provided a forward-looking reflection on how Singapore's space sector is maturing, increasingly networked, and poised to deepen its contributions in the years ahead.

SINGAPORE AIRSHOW: 10th EDITION

Entering its 10th edition, Singapore Airshow 2026 marks a significant milestone for one of the world's leading biennial aerospace and defence exhibition. Taking place from 3 to 8 February 2026 at the Changi Exhibition Centre, the Airshow will celebrate two decades of convening global industry leaders, innovators, and decision-makers, while looking ahead to the next chapter of aviation and aerospace development.



Sights around Singapore Airshow 2024. Photos: Aerophotoworks for AAIS

A Global Platform for Industry Exchange

At the core of the programme is the trade segment, with more than 1,000 participating companies from over 50 countries and regions. A strong international presence is anticipated, with country pavilions from Australia, Canada, the Czech Republic, France, Germany, Japan, Korea, Malaysia, the Philippines, Switzerland, the United Kingdom and the United States. The Italian Trade Agency Pavilion and the China Pavilion will be expanded, reflecting continued global engagement. The Singapore pavilion will showcase 22 exhibiting companies and the ecosystem's diverse offerings.

Thought leadership remains a defining feature of the Airshow. Sustainability and innovation continue to anchor industry discussions, underscoring the need to balance growth with safety, resilience, and environmental responsibility. Technology-focused discussions at Aeroforum will explore emerging fields such as human–machine teaming, cybersecurity, and artificial intelligence. These sessions will examine how new technologies can be applied across aviation operations and MRO to support a smarter, more resilient ecosystem.

The Airshow week also will be complemented by a range of high-level industry events. These include:

- The inaugural Space Summit on 2 and 3 February at Marina Bay Sands (MBS);
- The Changi Aviation Summit organised by the Singapore Ministry of Transport and the Civil Aviation Authority of Singapore on 2 February;
- The Singapore Aerospace Technology Leaders Forum, jointly organised by A*STAR and the Association of Aerospace Industries (Singapore), also on 2 February;
- The Singapore Space Symposium on 4 February organised by the Office for Space Technology & Industry (OSTIn);
- The Singapore Aerospace Technology and Engineering Conference (SATEC) jointly organised by the Singapore Institute of Aerospace Engineers and the Republic of Singapore Air Force, Air Engineering & Logistics Department, also on 4 February; and
- CYSAT Asia on 5 February at MBS by Cysec and SGInnovate.

Engaging Students and Enthusiasts

With talent development remaining as a priority for the industry, the Singapore Airshow Aerocampus initiative continues to provide students and aspiring professionals with exposure to industry leaders and hands-on learning experiences.

The Weekend@Airshow on 7 and 8 February will open the Airshow to the wider public, featuring its signature flying and static displays.

As Singapore Airshow 2026 prepares to open its doors, it stands as a testament to the industry's resilience and forward thinking. For industry professionals and corporates, it is a chance to engage with new ideas, emerging technologies and policy perspectives that will influence the future of aviation and aerospace.

25TH EDITION OF MRO ASIA-PACIFIC

MRO Asia-Pacific 2025 marked a significant milestone for the region's maintenance, repair and overhaul sector, reinforcing the event's position as a key convening platform for the Asia-Pacific aftermarket.

Singapore Pavilion at MRO Asia-Pacific 2025 . Photos: Aerophotoworks for AAIS

Held from 16 to 18 September at Singapore Expo, the 25th edition of MRO Asia-Pacific recorded its largest turnout to date, attracting more than 7,500 registered participants—exceeding initial expectations.

Conference Highlights and Exhibition Showcases

The event opened with a two-day conference that convened over 250 senior executives and featured insights from more than 40 industry speakers. Discussions addressed the most pressing challenges and opportunities facing the aftermarket, including fleet growth and long-term demand, as highlighted in Aviation Week's preliminary 10-year Fleet & MRO Forecast. Other sessions explored topics such as used serviceable materials, artificial intelligence, workforce and talent development, and aircraft interiors.

The exhibition opened on Wednesday, drawing strong footfall across two-and-a-half halls as participants connected with peers, explored new technologies and assessed partnership opportunities. More than 340 exhibitors presented a wide range of products and services, reflecting the depth and diversity of the regional and global MRO ecosystem.

Singapore Pavilion and Industry Announcements

The Singapore Pavilion, coordinated by the Association of Aerospace Industries (Singapore), recorded its largest presence to date, featuring 34 Singapore-based enterprises, up from 22 in the previous edition. The pavilion showcased capabilities spanning MRO, aerospace manufacturing, aftermarket services, digital solutions, advanced materials and emerging technologies.

Exhibitors took the opportunity to announce collaboration and commercial arrangements. These included a global distribution partnership between ATEQ and Pilot John International; an agreement between Chemtron and RISE Aerospace on additive manufacturing solutions for cabin interior MRO; and a collaboration involving Hypercoat Enterprises, GMI Aero and GMR Aero Technic India to establish a composites training programme at the GMR School of Aviation.

The event concluded on a strong note, with many exhibitors indicating plans to return for future editions. The next MRO Asia-Pacific is expected to expand to three halls, reflecting sustained industry engagement.

SINGAPORE PAVILION @ MRO ASIA-PACIFIC 2025

BOOTH EXHIBITORS

- ACME Manufacturing Company Singapore Pte Ltd
- ACP Metal Finishing Pte Ltd
- ACS Freight Services Pte Ltd
- Applied Total Control Treatment Pte Ltd
- Association of Aerospace Industries (Singapore)
- ATEQ Singapore Pte Ltd
- Auxitrol Weston Singapore Pte Ltd
- Aviation & Electronics SupportPte Ltd
- Aviation Partner & Consulting Pte Ltd
- Ban Chu Leong Technologies Pte Ltd
- Ceva Logistics Solutions Singapore Pte Ltd
- CF Global Technologies Pte Ltd
- Chemetall Asia Pte Ltd
- Chemtron Pte Ltd
- Cosmology Pte Ltd
- Coway Engineering & Marketing Pte Ltd
- Creatz3D Pte Ltd
- CW Aero Services Pte Ltd
- Diamond Aviation Pte Ltd
- DSV Air & Sea Singapore Pte Ltd
- Evident Scientific Singapore Pte Ltd
- Global Airfeight International Pte Ltd
- Greenlane SC Pte Ltd
- Hypercoat Enterprises Pte Ltd
- NDT Instruments Pte Ltd
- Precision Heliparts Singapore Pte Ltd
- Prime Aerospace Pte Ltd
- R.I.S.E Aerospace Pte Ltd
- Rexadvance Technology Pte Ltd
- RVI Inspection and Equipment Pte Ltd
- Sanxing Pte Ltd
- Saservo Pte Ltd
- Singapore Aero Engine Services Pte Ltd
- Transfingo Aviation Solutions Pte Ltd
- Uniwes Engineering (S) Pte Ltd

Co-ordinated by: aais

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MRO ASIA-PACIFIC

September 22-24, 2026
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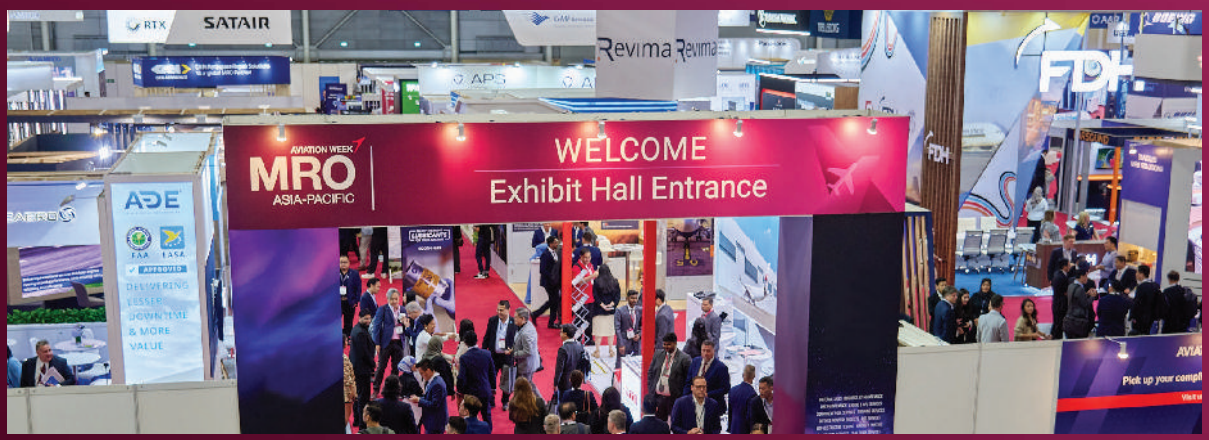

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Contributors :
Alexandra Vaillant
(Director, CYSAT)
Emna Amri
(Chief Innovation Officer, CYSEC)

As the space sector experiences unprecedented growth in Europe as well as across the Asia-Pacific, its vulnerabilities are emerging as a major strategic concern. Satellites and ground infrastructures, now essential for communications, navigation, and Earth observation, are increasingly exposed to cyber and electronic threats. A successful attack on these systems could trigger consequences far beyond orbit: disrupting air and maritime transport, financial services, and even national security.

The rapid rise of commercial constellations, escalating geopolitical tensions, and global reliance on space assets have made cybersecurity a cornerstone of both technological sovereignty and economic resilience. As satellites become the backbone of the digital economy, securing them is no longer an option but a necessity.

Recent Incidents Underscore the Reality of the Risk

Far from being the realm of science-fiction, interferences and cyberattacks targeting space systems are becoming increasingly frequent. Jamming and spoofing of Global Navigation Satellite System (GNSS) signals have risen sharply, with consequences extending well beyond the space industry.

A striking example occurred in August 2025, when the aircraft carrying European Commission President Ursula von der Leyen experienced GPS disruption as it approached Plovdiv Airport in Bulgaria. According to Sky News, Reuters, and the Financial Times the interference was attributed to deliberate Russian jamming. The aircraft was forced to circle for nearly an hour before landing manually using paper charts, a vivid reminder of the aviation sector's dependence on space-based navigation and the growing vulnerability of critical infrastructures.

More broadly, a European report revealed that nearly 27% of flights over the Baltic region were affected by GNSS disturbances during the first four months of 2025. These disruptions, often linked to geopolitical hotspots, caused flight rerouting and temporary loss of navigation capabilities.

Such incidents highlight that satellite signal interference has real-world implications, affecting civil aviation, air traffic management (ATM), global logistics, and other essential services.

The boundaries between space, cyber, and terrestrial systems are increasingly blurred, meaning that an attack in orbit can have cascading effects across multiple sectors on Earth.

Persistent Challenges in Securing Space Assets

Despite growing awareness, multiple challenges continue to impede strong cybersecurity practices across the space ecosystem:

1. The fragmentation of stakeholders: satellite operators, system integrators, ground service providers, end users, and regulators makes coordination complex.
2. Cybersecurity is still too rarely built into systems from the design stage(Security-by -Design), leaving structural vulnerabilities that are difficult to mitigate later.

3. The detection and attribution of attacks remain major hurdles. Identifying the origin of jamming or spoofing incidents, or tracing malicious activity to its source, requires extensive technical resources. These limitations slow down collective response and deterrence efforts.
4. As commercial constellations expand, governance and accountability become even more delicate. Public–private cooperation is now essential to ensure a shared framework of resilience and responsibility across the entire space industry.

Asia-Pacific: A Region on the Move

Across the Asia-Pacific, awareness of space cybersecurity risks is accelerating. In Singapore, the Cyber Security Agency of Singapore (CSA) published its Singapore Cyber Landscape 2024/2025 Report in September 2025, emphasizing the need for stronger cross-sector collaboration to safeguard critical infrastructure including space-based assets.

During the Singapore International Cyber Week (SICW) in October 2025, the Singapore government announced new partnerships focused on enhancing regional cyber capabilities and strengthening cooperation on space and maritime infrastructure security. Additionally, Singapore's Office for Space Technology & Industry (OSTIn) unveiled several initiatives aimed at accelerating the country's space sector, confirming that cybersecurity will be a central pillar of its national space strategy.

From a broader regional perspective, defence ministers from across the Asia-Pacific region, at the Shangri-La Dialogue held in May 2025, stressed that hybrid threats, combining cyber, space, and maritime domains, require new governance frameworks and greater international collaboration.

Platform for Dialogue and Action

It is within this evolving landscape that CYSAT Asia has emerged. The event aims to bring together key stakeholders from the space, cybersecurity, aviation, telecommunications, and critical infrastructure sectors to foster a common approach to protecting space systems.

CYSAT Asia is "the first large-scale regional event dedicated to the cybersecurity of space infrastructures" and will take place in Singapore for the first time on 5 February 2026.

Building on the success of CYSAT Europe over the past 5 years, the event will provide a unique platform for the exchange of operational insights, discussion of emerging threats, and definition of concrete actions to strengthen the resilience of space infrastructures.

Importantly, leading Singaporean agencies including CSA, the Infocomm Media Development Authority (IMDA), OSTIn, and other regional partners will be present at CYSAT Asia to enable strategic dialogue and cooperation between government institutions, industry, and academia.

By bringing together all key stakeholders, CYSAT Asia aims to directly contribute to addressing the challenges outlined earlier. Through awareness-raising, knowledge exchange, and multi-sector collaboration, the event helps reduce fragmentation, promote security-by-design practices, and strengthen regional coordination.

Find out more about CYSAT Asia at the official event site: cysat.eu/cysat-asia/ or scan the QR code below.

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ENGAGING GEN Z IN THE AGE OF AI:
Reflections for Aerospace HR Leaders

The aerospace industry has never lacked complexity. Safety-critical operations, long asset lifecycles, and deeply specialised skills have long shaped how organisations think about their workforce. Today, even as the sector contends with talent constraints, HR leaders face a different challenge. Attracting and retaining talent is no longer simply about filling roles or transferring technical knowledge, but about engaging a new generation—Gen Z—at a time when technology and shifting expectations are redefining how work itself is organised and experienced.

At a recent seminar convened by AAIS on engaging Gen Z in the age of AI, practitioners and thought leaders from Airbus, Korn Ferry and Workforce Singapore explored how this generation is reshaping assumptions about careers, leadership and the nature of work.

A recurring theme was that Gen Z is often misunderstood. As digital natives, they are comfortable with rapid change, short feedback cycles and fluid career paths. They value purpose, flexibility and and authenticity, often over traditional markers of status or tenure. Drawing on its global workforce experience, Airbus noted that younger employees are not disengaged or impatient by default; rather, they are highly intentional about how they invest their time and skills. They seek clarity of purpose, faster learning loops and visible impact. In an industry where programmes span decades, the challenge is not to shorten the mission, but to help Gen Z see how their contributions fit within it.

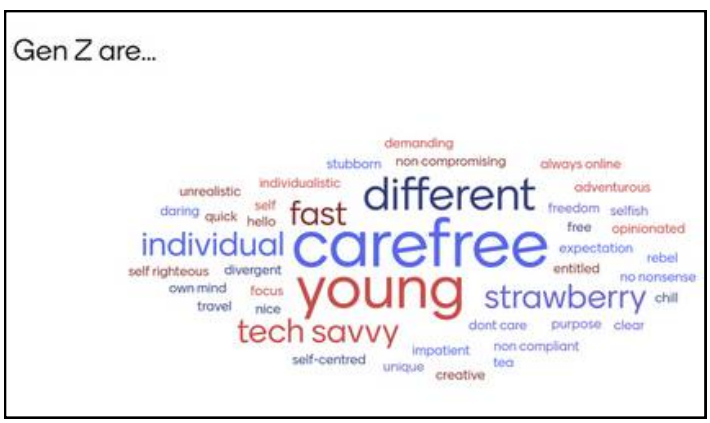
Artificial intelligence further compounds this shift. Korn Ferry observed that AI is already changing how value is created at work—flattening hierarchies, accelerating decision-making and redefining what "good performance" looks like. For Gen Z, AI is not a disruption to be feared, but an expected capability. Organisations that frame AI purely as a cost or productivity lever risk alienating younger talent who want to help shape how these tools are applied responsibly in safety-critical environments.

This places new demands on leadership and people practices. Traditional command-and-control models sit uneasily with a generation that expects dialogue, transparency and feedback. Speakers noted that Gen Zs respond better to leaders who explain why decisions are made, not just what must be done. Mentoring is also evolving in two directions—experienced professionals transfer domain knowledge, while younger employees contribute digital fluency and new perspectives. Such "reverse mentoring" arrangements has become a core organisational capability.

Workforce Singapore highlighted the importance of "career health" in this environment. With technology accelerating role evolution, employability must be actively managed through skills-based development, exposure to adjacent roles and structured job redesign. These approaches benefit Gen Z, while also supporting mid-career professionals navigating AI-enabled change.

In convening the discussion, AAIS emphasised that the "traditional" notions of rigour, safety discipline, and accountability will remain non-negotiable in this industry. The opportunity lies in modernising how these values are conveyed—through clearer purpose, storytelling that resonate, and workplaces that allow experimentation within well-defined boundaries.

The future of aerospace will be shaped not by technology alone, but by how organisations integrate people, skills and tools over time. For HR leaders, engaging Gen Z in the age of AI is about building adaptive systems and in recognising Gen Z not merely as participants, but as active shapers of what the industry becomes.



Perceptions of Gen Z, captured in a word cloud from the session.

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AAIS ANNUAL GENERAL MEETING 2025

The Association of Aerospace Industries (Singapore) convened its Annual General Meeting (AGM) on 24 October 2025, drawing a strong turnout from member organisations.

C-suite executives, General Managers, and Directors representing the Singapore aerospace ecosystem were among the many who gathered, a testament to the enduring relevance of AAIS to the industry community.

President's Opening Address

In his welcome remarks, AAIS President Mr Wong Yue Jeen reflected on 2025 as a pivotal year of recovery for the aerospace industry. He noted the sustained global demand for MRO services and underscored Asia's growing prominence, projected to account for one-third of the global aerospace market in the near future.

"The Singapore aerospace industry must be prepared for exponential change," he said. "In these conditions, AAIS plays an important role in supporting and enabling the industry." He highlighted the imperative for the community to maintain the highest standards of aviation safety and quality while advancing climate action and innovation.

President also took the opportunity to express appreciation to the Management Committee, Secretariat, and especially to members for the steadfast support.

AGM Highlights

Honorary Secretary Ms Lim Hee Joo presented key milestones from the Annual Report, followed by Honorary Treasurer Mr Desmond Goh's update on the association's financial performance for FY2024/25. Members unanimously endorsed both reports.

The AGM also confirmed the reappointment of Mr Paul Sandosham of Clifford Chance as Honorary Legal Advisor; and Ernst & Young as Honorary External Auditor, with gratitude for their ongoing service.

Photos: Aerophotoworks for AAIS

Members also approved a constitutional amendment to increase the number of Co-opted Members on the Management Committee from three to five. This change reflects AAIS's expanding scope and enables broader representation and expertise, such as in education, talent development, innovation, and emerging sectors.

Management Committee Elections and Honourees

Eligible members participated in an election for the 15th AAIS Management Committee (MC), which will serve a two-year term until the next AGM in 2027. A total of 12 representatives were elected to fill one President, two Vice-President and 9 member seats.

The AGM also recognised the dedication of Management Committee members who have stepped down:

- Mr Pang Yong Kiang of Pratt & Whitney Component Solutions, who served as 1st Vice President from 2021 – 2025;
- Mr Ekkehard Pracht of Libherr-Singapore, who served in the Management Committee for 14 years from 2011 – 2025;
- Mr Oliver Chamberlain of Rolls-Royce Singapore, who served as a Committee Member from 2021 – 2025.
- Mr Mathieu Pere of Safran Electronics and Defense Asia, who served as a Committee Member from 2019 – 2025; and
- Mr William See of Temasek Polytechnic, who served as a co-opted Committee Member from 2021 – 2025.

Leadership Transition and Developments at AAIS

In a Special Address to members, President welcomed the newly elected MC and commended all nominees for their spirit of service. He noted that the expanded provision for co-opted members would enable AAIS to draw on a wider range of expertise and perspectives as it advanced industry priorities.

President highlighted an important transition for the association. Mr Sia Kheng Yok, who had served nearly ten years as Chief Executive since 2016, would retire from the position at the end of November and continue as Senior Advisor to support a smooth handover. Together, Mr Wong and Mr Sia introduced Mr Chew Hwee Yong, who officially stepped into the role of Chief Executive on 1 December.

President also shared a preview of upcoming initiatives and an exciting calendar of activities, including talent development efforts, the Singapore Airshow, and the inaugural Singapore Space Summit, where AAIS would be supporting association and coordinate the Singapore Pavilion.

AAIS also announced its attainment of the Cyber Essentials Mark from the Cyber Security Agency of Singapore (CSA) in October 2025, reflecting its commitment to continual improvement, operational excellence, data protection, and cybersecurity.

The AGM concluded with presentations by Workforce Singapore on the Career Health SG initiative, and the Singapore Institute of Technology on talent engagement through its aerospace partnership initiatives. Members also participated in a guided tour around SIT's new campus.

AAIS extends its sincere thanks to SIT for hosting this year's AGM at their state-of-the-art campus, and to event sponsor, Workforce Singapore. Our deepest gratitude to members for the unrelenting support and active participation as we move ahead with confidence and bold steps forward.

Following the AGM, the Management Committee appointed its key office bearers as well as three co-opted members to the Management Committee: ME7 Gabriel Tham of the Republic of Singapore Air Force, Mr Tay Yun-yuan of Skyports and Ms Lee Siu Min of Viasat Singapore.

Exploring Opportunities in the Johor–Singapore Special Economic Zone

AAIS members deepened their understanding of cross-border growth opportunities through two complementary engagements focused on the Johor–Singapore Special Economic Zone (JS-SEZ). Together, the industry briefing in Singapore and a subsequent site visit to Johor provided members with strategic insights, on-the-ground perspectives, and real-world examples of how companies can leverage the SEZ.

Exploration began on 19 August 2025, with an industry briefing on the JS-SEZ. Ms Gennie Neo from EDB's Mobility and Industrial Solutions team shared an overview of sector developments, highlighting Singapore's growth trajectory and macroeconomic trends shaping future competitiveness. The briefing also introduced the EDB Toolkit of grants, tax measures, and non-incentive tools to support capability development, innovation, R&D, talent growth, and supplier upgrading.

Ms Esther Teo, Director of EDB's JS-SEZ Programme Office, then provided a deep dive into the initiative's industrial infrastructure and targeted sectors, illustrating how the zone is designed to harness the complementary strengths of Singapore and Johor. Participants heard case examples of companies successfully "twinning" operations across the border to unlock efficiencies and scale.

The session continued with perspectives from EY Singapore's Business Incentives Advisory, with Director Mr Melvin Teng outlining a strategic framework for location strategy and site selection. He stressed that decisions must look beyond headline costs to factors such as infrastructure readiness, utilities, logistics, talent availability, and long-term scalability. EY Partner Mr Johanes Candra, covered corporate and personal tax reliefs, adaptation grants, and other incentives under the JS-SEZ framework.

A lively Q&A closed the session, surfacing practical considerations around workforce mobility, customs processes, and operational challenges that remain under active review.

A 35-member AAIS delegation later embarked on a day trip to the JS-SEZ on 3 September to experience developments first-hand. The visit began at the Nusajaya Tech Park (NTP) Sales Gallery, where CapitaLand provided an overview of the park's masterplan and its integrated park ecosystem. Delegates then visited the facilities of Barnes Airmotive Malaysia and GKN Aerospace, gaining insights into operational processes, technological investments, and plans for future expansion through guided shop-floor tours and dialogue with company representatives.

In the afternoon, delegates joined a networking lunch at Horizon Hills Golf & Country Club, organised jointly with the Malaysia Aerospace Industry Association (MAIA). The session featured welcome remarks by MAIA President Mr Naguib Mohd Nor, the AAIS Chief Executive, and Guest-of-Honour YB Mr Lee Ting Han of the Johor State Executive Council, followed by presentations from the Iskandar Regional Development Authority (IRDA) and EY on tax policies, incentives, and cross-border business prospects.

Members engaged actively in discussions on collaboration pathways and opportunities for industry partnerships within the evolving JS-SEZ landscape.

EASA REGULATORY UPDATES SESSION 2025:

EASA Part-IS information security standards, regulatory readiness, and best practices

In conjunction with World Quality Month, AAIS convened a seminar for aerospace quality, compliance, and IT professionals on 14 November 2025, drawing close to 150 participants for an afternoon of focused regulatory updates and industry exchange. Featuring experts from the European Union Aviation Safety Agency (EASA), the session was supported by sponsors Pratt & Whitney, SAESL, SIA Engineering Company, and CyberSafe. The strong turnout — including active participation from the Singapore Aerospace Quality Group — reflected the community's sharpened focus on information security and its commitment to staying ahead of evolving regulatory expectations.

The session opened with welcome remarks from AAIS Chief Executive Mr Sia Kheng Yok, who highlighted the significance of the upcoming Part-IS information security requirements for EASA Part-145 organisations, including MROs and training providers. He thanked EASA for its continued engagement with the Singapore industry and noted that appropriate preparation would be critical in meeting the 22 February 2026 compliance deadline.

Updates from EASA on Oversight and Organisational Developments

EASA's Mr Raffaele Iovinella, Section Manager, Maintenance Organisation Oversight, provided an update on developments within the Maintenance and Production Organisation Section, including leadership transitions and restructuring initiatives to enhance oversight effectiveness. While acknowledging ongoing resource pressures, he shared that EASA continues to manage a substantial volume of applications in close coordination with European National Competent Authorities, with additional support capacity expected in the coming year.

This was followed by an overview of EASA's 2025 oversight activities delivered by Mr Guillermo Gago Gonzalez, Maintenance and Production Organisation Expert. Drawing on observations from recent audits of local Part-145 organisations, he highlighted recurring themes such as uneven application of procedures, gaps in root-cause analysis, and low safety-reporting maturity. Although Safety Management Systems (SMS) have been applicable since late 2024, he noted that many organisations remain in the process of strengthening implementation, and encouraged sustained focus on safety culture and disciplined operational practices.

Panel Insights: Translating Policy into Practice

A panel discussion brought together industry representatives Mr Mike Tan (Pratt & Whitney – Turbine Overhaul Services), Mr Kwek Chon Kiat (Singapore Aero Engine Services), Ms Evelyn Lui (ST Engineering Aerospace), and Mr Dave Gurbani (CyberSafe). Moderated by EASA representatives, the conversation surfaced practical insights on implementing Part-IS — from integrating requirements into existing ISMS frameworks to developing site-specific processes for new facilities. Panellists emphasised leadership commitment, clarity of roles, cross-functional coordination, and structured risk management as essential building blocks. A key thread was the need to translate policy into practical, operational procedures that teams can apply confidently.

Training and cultural adoption were highlighted as critical enablers of success. The panel actively noted that organisations were developing internal training materials, raising staff awareness, and embedding information-security practices into daily routines. The conversation reinforced that effective Part-IS implementation was not merely a regulatory exercise; it demanded proactive management and a culture of continuous improvement to strengthen the resilience of Singapore's aviation ecosystem.

The session generated substantive and constructive discussions, reflecting the community's committed and proactive approach as Part IS becomes an increasingly important element of aerospace quality and standards.

CAEP/14 Steering Group Meeting in Singapore

Singapore was the host this year to the Steering Group Meeting of the ICAO Committee on Aviation Environmental Protection (CAEP). Held from 1 to 5 December 2025 at the Grand Hyatt Hotel, the meetings convened 34 CAEP members and 20 observers, along with advisors and technical experts, to review progress ahead of the 14th CAEP cycle.

Established by the ICAO Council in 1983, CAEP develops policies, standards and recommended practices on aircraft noise and engine emissions under Annex 16 of the Chicago Convention. The Steering Group meets annually to coordinate technical workstreams and prepare outcomes for the triennial plenary.

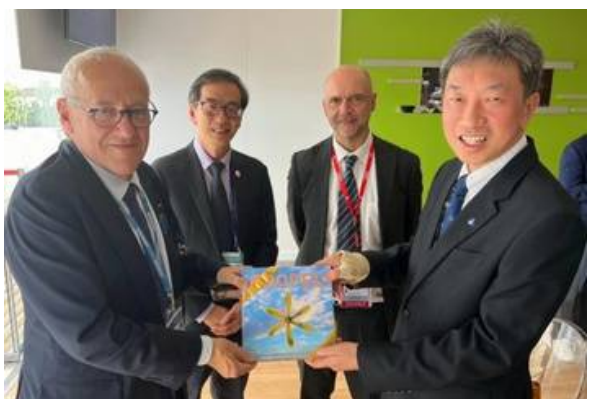
As an Associate Member of the International Coordinating Council of Aerospace Industries Associations (ICCAIA), AAIS participated as part of ICCAIA's delegation of technical experts, led by Mr Olivier Husse. AAIS was represented by Panel of Experts members Mr Mervyn Sirisena and Mr Ivan Neo, together with Senior Advisor Mr Sia Kheng Yok.

Across an intensive week of discussions, the Steering Group reviewed developments on core industry sustainability efforts as well as technical matters on aircraft noise, emissions and environmental modelling. The meeting reaffirmed sustainability as a critical priority for global aviation.

Civil Aviation Authority of Singapore (CAAS) outlined Singapore's efforts to advance aviation sustainability, including initiatives under the Air Hub Sustainability Blueprint, the establishment of the Asia Pacific Sustainable Aviation Centre, and forthcoming legislation to support sustainable aviation fuel (SAF) adoption from 2026.

ICCAIA and AAIS also hosted a networking reception at Goodwood Park Hotel for delegates and industry guests. The evening featured welcome remarks from ICCAIA and AAIS representatives, followed by an address from CAEP Chairman Mr Michael Lunter.

FRANCE-SINGAPORE SEMINAR ON AVIATION & SPACE



At the International Paris Air Show 2025, AAIS and GIFAS co-hosted a France–Singapore Seminar on Aviation and Space, marking the eighth year of partnership between both associations and the 60th anniversary of diplomatic relations between the two nations.

Speakers included Mr Hervé Derrey, Chairman of the GIFAS Space Committee and CEO of Thales Alenia Space, and Mr Jonathan Hung, Executive Director of Singapore's Office for Space Technology and Industry (OSTIn), who shared developments and strategic focus areas for the space sectors in France and Singapore.

Mr Matthieu Pere, AAIS Management Committee Member and CEO of Safran Electronics and Defense Services Asia, spoke on behalf of GIFAS from the perspective of a Frenchman in Singapore. He noted the strong business prospects in Singapore and the region, even amid shared global challenges such as talent, supply chains, and rising costs.

Mr Wong Yue Jeen, President of AAIS and CCO of SIA Engineering Company, offered an insightful view of international cooperation in Asia, highlighting the experience of SIAEC operating across the region, through a network of joint ventures.

AAIS presented its heritage book *Propel* to MG(R) Bruno Berthet, in appreciation of continued partnership with GIFAS.

AAIS YEAR-END HOST NETWORKING

AAIS closed the year with a warm and vibrant edition of our Year-End HOST Networking, held on 11 December 2025 at PARKROYAL on Beach Road. The evening brought together members from across the aerospace ecosystem for a night of connection, commemoration and celebration.

This session was especially meaningful as the community gathered to extend our heartfelt congratulations to Mr Sia Kheng Yok on his retirement and appointment as Senior Advisor to AAIS, while warmly welcoming new Chief Executive, Mr Chew Hwee Yong. The strong turnout was truly heartening, as was the many members who came forward to share their well-wishes.

The special occasion was marked with a special tribute montage, tracing Kheng Yok's nearly decade-long service with AAIS and highlighting memorable moments, collaborations, and the friendships and partnerships he fostered throughout his tenure.

Marking his first official engagement as AAIS 2nd Vice-President, Mr Daven Tey led a toast in celebration of our legacy, our strengths, and the exciting year ahead, joined by our Management Committee and Panel of Experts.

Members enjoyed a lively evening of conversations and catch-ups across the AAOS growing community — spanning aerospace manufacturing, MRO, aviation services, UAS, and space — and notably, a strong representation of new members participating in the event for the first time.

The sumptuous buffet, live stations and the warm hospitality of the venue made the evening all the more enjoyable. Adding to the festive atmosphere was musician Benedict Tian, who serenaded guests with classic favourites and holiday tunes.

Several first-time HOST participants also enjoyed a bit of beginner's luck, walking away with lucky draw gifts.

We extend a special thanks to PARKROYAL on Beach Road and its GM Mr Damian Tan for the partnership and hospitality.

Business Mission to Bangkok and Chonburi

An AAIS-led delegation of 11 companies visited Bangkok and Chonburi from 4–7 August 2025 to explore opportunities in Thailand's aerospace and aviation sector. Over the three-day programme, delegates participated in facility tours, site visits, briefings, and networking sessions with local companies and industry professionals.

The delegation visited key aerospace and MRO facilities in Chonburi, including AAR Component Services (Thailand), Micromatics, Revima Asia Pacific, SAM Precision (Thailand), and TurbineAero Repair. Participants gained firsthand insights into factory operations, observing aircraft MRO processes covering engines, auxiliary power units (APUs), landing gears, and radomes. The tours encouraged knowledge exchange, discussions on best practices, and inspired ideas for potential collaborations.

A highlight of the mission was the Thailand Aviation Society Networking Event on 6 August at the Athenee Hotel in Bangkok. Organised by AAR Thailand and co-sponsored by AAIS and AAIS member SL Metals, the event attracted over 400 industry professionals from both countries, providing a vibrant platform for building connections and exploring cross-border partnerships.

We extend our sincere appreciation to SAM Precision (Thailand), AAR Component Services (Thailand), TurbineAero Repair, Revima Asia Pacific, and Micromatics for hosting, and to Mr Frank Timmons of Tractus (Thailand).

Hot Takes from Aerospace Leaders: The Industry Beyond 2025

AAIS hosted a special student engagement forum on 24 October 2025 at the Singapore Institute of Technology (SIT). The session drew SIT aerospace undergraduates and students from AAIS Affiliated Student Clubs, giving them the chance to hear directly from industry leaders across MRO, power and propulsion, space, drones, and advanced air mobility (AAM).

Moderated by Mr Desmond Goh of Eaton Aerospace, the panel featured Mr Pang Yong Kiang (Pratt & Whitney), Ms Lee Siu Min (Viasat Singapore), and Mr Tay Yun Yuan (Skyports). Speakers shared personal journeys, emerging trends, and candid advice on preparing for careers in aerospace.

Panellists shared their perspectives on what lies ahead for their respective domains over the next 5 to 10 years, from exciting innovations transforming MRO to advances in satellite technology and

applications, to the developing landscape of AAM and commercial UAS operations. They addressed questions on regulation, shared airspace, and Singapore's place in the global industry, as well as practical career topics like work-life balance and finding purpose in engineering roles.

Themes that emerged included the value of early passion for aviation, a commitment to safety and compliance, and openness to exploring niche or emerging areas.

Even though the session ran overtime, speakers stayed to engage with students, share internship opportunities, and exchange contacts.

The forum left students inspired, motivated, and better equipped to chart their own paths in aerospace.

Industry Learning Visit to NTU Satellite Research Centre

AAIS members and the Singapore Space Community had the unique opportunity on 11 July 2025 to visit the Satellite Research Centre (SaRC) at NTU, an institution often referred to as the birthplace of Singapore's satellite programme.

Hosted by Mr Lim Wee Seng, Executive Director of SaRC, the session provided a rich and engaging overview of Singapore's satellite journey, spanning from the development of the country's first payload in 1999 to the successful launch of XSAT in 2011 — Singapore's first fully designed and built satellite. Mr Lim shared a compelling narrative of satellite industry development in Singapore, with insightful commentary bringing decades of know-how and research to life.

Participants, many from the aerospace and aviation sectors, gained a strong understanding of how space projects are conceptualised, engineered, and operated, along with valuable perspectives on the business of space.

The session in SaRC's Mission Control Room opened up conversations around the growing commercial potential of the space sector, including opportunities for collaboration, supply chain involvement, and downstream applications.

At the Cleanroom, participants observed satellite integration areas and real hardware, prompting thoughtful questions and comparisons with traditional aerospace processes.

The visit offered plenty of food for thought on how the aerospace community could participate in and support Singapore's expanding space ecosystem, through technology, manufacturing and supply chain partnerships, or adjacent services.

MARITIME DRONE WORKSHOP: AIR & SEA COLLABORATION

The Singapore UAS Community by AAIS participated in the Maritime Drone Workshop on 27 November 2025, a joint event organised by the Civil Aviation Authority of Singapore (CAAS) and the Maritime and Port Authority of Singapore (MPA). The workshop brought together stakeholders from the maritime and drone sectors, including the Singapore Shipping Association (SSA) and UAS companies, to explore opportunities for maritime drone use cases and the ecosystem support needed to make them viable.

Deputy Chief Executive of MPA, Mr David Foo, and Senior Director and CTO of CAAS, Mr Tan Kah Han, opened the session, highlighting the potential of drones to enhance port operations and maritime services. Mr Lakbir Singh, SSA Council Member, illustrated practical use cases, such as using drones alongside launch boats for shore-to-ship deliveries, which could improve efficiency, safety, and manpower utilisation. UAS companies then showcased their solutions for maritime applications.

A discussion ensued, moderated by SSA Executive Director, Mr Loh Chun How, with panellists: AAIS Chief Executive Mr Sia Kheng Yok, Director MPA Mr Vince Tan and Director CAAS Mr Tan Chun Wei. The Panel noted how maritime drone operations would need the effort of the whole ecosystem to be impactful and sustainable. It also discussed safety, operational risks and how these could be addressed through regulation, standards, an unmanned traffic management system, and operator training.

The workshop concluded with expressions of interest in further discussions, setting the stage for deeper engagement between both sectors.

Prost! Singapore UAS Community Celebrates Oktoberfest

The Singapore UAS Community marked Oktoberfest on 10 October 2025 with a lively networking evening, proudly sponsored by Frequentis.

This was the second edition of the event, following its first well-received and memorable celebration in 2024. Held at Brotzeit Vivocity, the event brought together industry leaders, peers, and new members for an energising mix of conversation, camaraderie, and classic Germanic bar games, complemented by hearty food and drinks.

The evening began with welcome remarks from Mr Martin Chaloupek, Managing Director, Frequentis Singapore and AAIS Chief Executive Mr Sia Kheng Yok, followed by a sumptuous spread of traditional German fare. Guests engaged in meaningful introductions and discussions, setting the stage for a fun-filled programme.

The energy turned competitive with the Beer Stein Hoisting Challenge ("Masskrugstemmen"), where participants held full beer steins at arm's length to test endurance. After cheers, songs, and much encouragement, representatives from ATMRI and NexAvian battled it out, with ATMRI emerging victorious.

The ladies took on a game of "Hammerschlagen", swinging hammers to drive nails into wooden stumps — a task that proved trickier than it looked but all contestants impressed with precision and determination. The evening concluded with souvenirs for all game participants and a lucky draw for wine and prizes.

A special thanks to Mr Martin Chaloupek for the warm hospitality, and to all participants for making the night a blend of connections and fun.

NAVIGATING A NEW ERA OF AVIATION CYBERSECURITY

To cap off 2025, AAIS co-organised a seminar on "Securing the Skies Ahead: Navigating the New Era of Aviation Cybersecurity" with CyberSafe on 12 December. Hosted at CrowdStrike, over 50 participants from aerospace, defence, UAS, and supporting industries attended, including quality, compliance, and IT professionals.

AAIS Chief Executive Mr Chew Hwee Yong opened the session, highlighting the growing digitalisation of aviation systems and the need for cybersecurity. Mr Dave Gurbani of CyberSafe shared insights on emerging cyber threats and global regulatory trends, while Ms Veronica Tan from the Cyber Security Agency of Singapore outlined how national policies and frameworks can strengthen organisational cybersecurity. Dr George Lincoln of CrowdStrike emphasised the integration of people, processes, and technology, noting that standards like ISO 27001 are practical and achievable when applied pragmatically.

A panel discussion, moderated by Mr Baljit Singh of Guardian Independent Certification Group and featuring all speakers alongside Mr Mathieu Goarant (SKOR), explored the challenges of overlapping standards and sector-specific requirements. The panel observed that treating each certification as a standalone exercise often led to duplicated effort and inefficiencies. Organisations were encouraged to adopt a unified, organisation-wide approach to cybersecurity, aligned with business objectives and enterprise governance.

Practical takeaways included starting with a baseline assessment, aligning cybersecurity initiatives with existing SMS and QMS frameworks, investing in awareness and training, the importance of leadership commitment as well as internal communication, and staying abreast of regulatory developments.

We thank our partners, speakers, panellists, moderator, and participants for contributing to a timely and impactful discussion that closed the year on a strong note as the sector enters a new digital era.

SBF Future-Ready Business Spotlight

AAIS was proud to be featured alongside our members, Nandina REM and the Advanced Remanufacturing and Technology Centre (ARTC) as part of the Singapore Business Federation (SBF) Future-Ready Businesses (FRB) Series, held on 1 October 2025. The event brought together representatives from other Trade Associations and Chambers (TACs) and AAIS members, for an insightful exchange on innovation, sustainability, and transformation.

The FRB Series is an SBF initiative designed to help enterprises rethink competitiveness and navigate emerging challenges through curated dialogues, company visits, and engagements focused on innovation, sustainability, and internationalisation.

As part of this spotlight series, AAIS was proud to demonstrate how TACs could facilitate and catalyse industry transformation in response to global and regional trends.

Showcasing Circularity in Aviation, Nandina REM, demonstrated how circularity offers practical and scalable solutions to supply chain challenges. With more than 30 patentable inventions and the establishment of the Aviation Circularity Consortium, Nandina REM exemplifies how innovation can turn disruption into both sustainability and competitive advantage.

The Advanced Remanufacturing and Technology Centre (ARTC), a research institution, spotlighted the Future of Manufacturing through its strong public–private partnership ecosystem of over 95 industry members. Presentations and live demonstrations showcased how ARTC is driving advances in additive manufacturing, robotics, decarbonisation, and remanufacturing.

Participants enjoyed a guided site tour of ARTC featuring cutting-edge solutions showing how science, technology, and industry converge to co-create sustainable, future-ready solutions for aerospace and beyond. The session provided valuable opportunities for networking and exchange among TAC and SME leaders from the SBF membership, fostering collaboration and shared learning across sectors.

AEROSPACE PARTNERS GOLF TOURNAMENT 2025

Blessed with clear skies and an abundance of sunshine, the 2025 Aerospace Partners Golf Tournament (APGT) teed off on Friday, 22 August at Tanah Merah Country Club. The annual tradition once again brought together leaders and professionals from the aerospace community for a day of golf and networking, in support of the Cerebral Palsy Alliance Singapore (CPAS). Other familiar faces joining the aerospace community were in the press flight, including CNA's Julie Yoo, BBC's Steve Lai and local celebrity Cherie Lim.

Alongside the main tournament, golfers enjoyed exciting novelty games, and for the first time in APGT history, a Hole-in-One Challenge, with a brand-new Mercedes-Benz C200 sponsored by CarTimes as the prize.

The evening programme was just as exciting, kicking off with wine tasting, and leading into a convivial dinner where industry members caught up and forged new connections over food and drinks.

Following welcome remarks from APGT Committee representative Mr Geoffrey Grier and Guest of Honour Mr Lau Hwa Peng (SVP Engineering, Singapore Airlines), CPAS Chairman Dr Janice Wong shared heartfelt words of appreciation. She announced that, with the unwavering support of the aerospace community over the years, APGT has raised some S$470,000 that resources programmes and infrastructure to uplift the lives of children and bring smiles to CPAS beneficiaries.

The evening's excitement continued with the CPAS Art Auction, where attendees extended the spirit of friendly competition, outbidding one another for a worthy cause. The night concluded with a raffle draw, raising additional funds for our beneficiary, CPAS. Lucky winners walked away with attractive prizes, including flights of golf, and tickets to the Singapore Formula 1.

On behalf of the APGT Committee, AAIS extends our heartfelt thanks to corporate partners and individuals for the generosity and support.

Congratulations tournament winners!

TEAM CHAMPION:
Flight 9A
Mr Alistair Sim
Mr Eldrick Saw
Mr Timo Uferman
Mr Timothy Yap

TOURNAMENT CHAMP:
Mr Austin Major (18A)
1ST RUNNER UP:
Mr Geoffrey Grier (9B)
2ND RUNNER UP:
Mr Rong Ming (5A)

AAIS FUTSAL TOURNAMENT 2025

The atmosphere was electric, the competition intense, and the community spirit unmatched at the AAIS Futsal Tournament 2025 held on 13 September. This year's tournament brought together 24 teams from the aerospace community, vying for the coveted trophy and bragging rights.

The tournament featured fast-paced matches, goals, and clutch saves that had spectators on the edge of their seats. On the pitches, the playing field was truly level: CEOs and MDs, line managers, and technical staff stood shoulder to shoulder in matching kit, united by team spirit and a love for the sport.

From the first kick-off to the final goal, the AAIS Futsal Tournament 2025 was more than just a competition, it was a celebration of community, camaraderie, and friendly competition. We extend our heartfelt thanks to our players, volunteers, referees, and supporters who made this tournament possible.

Congratulations tournament winners!

CHAMPION: SAESL Z
1ST RUNNER UP: GE AEROSPACE - TEAM A
2ND RUNNER UP: RTX-HS2
3RD RUNNER UP: SAESL X

MOST VALUABLE PLAYER:
Mr Abdul Kadir bin Hassan of SAESL Z

Visit of Mayor and Senior Delegation from Shibayama

AAIS was pleased to welcome a high-level delegation from Shibayama to Seletar Aerospace Park on 7 October. The esteemed delegation was led by Mr Takayuki Asou, Mayor of Shibayama Town, and included eight councillors, as well as senior representatives from key Japanese commercial aviation organisations including Narita International Airport Corporation; Japan Airlines; JAL Engineering; and the Chiba prefecture Director General for Airport-related Industry Attraction.

Located in northeastern Chiba Prefecture, Shibayama Town lies approximately 50-60km from central Tokyo, with Narita International Airport situated on its border with Narita. While most airport service facilities are located on the Narita side, Shibayama has developed a robust local industrial base, anchored by three major industrial areas that serve the airport.

The delegation was keen to understand the development of Singapore's aviation and aerospace industries, as well as the policies driving transformation and sustainability. AAIS Chief Executive provided an in-depth sharing on aerospace industry cluster strategies, aviation hub development, digitalisation and sustainability initiatives, and talent cultivation, offering insights into Singapore's approach to building a resilient ecosystem.

AAIS President also engaged with the delegation, alongside representatives from AAIS member companies, including Makino Asia, Marubeni ASEAN, and IPEX Singapore. There were discussions on opportunities for collaboration, business partnerships, and knowledge exchange.

The visit opened potential avenues for collaborations between the two ecosystems, particularly among SMEs seeking to strengthen and complement the regional aerospace supply chain.

Exploring Regional Collaboration: Selangor Roundtable in Singapore

AAIS was pleased to participate in a roundtable hosted by the State government of Selangor in Singapore on 16 September 2025, chaired by YB Mr Ng Sze Han, Selangor EXCO for Investment, Trade and Mobility. The event brought together representatives from the aerospace industries in Malaysia and Singapore, including AAIS members, to exchange updates and explore opportunities for collaboration.

AAIS President Mr Wong Yue Jeen delivered an overview of the Singapore aerospace sector, highlighting regional cooperation opportunities. He noted that Singapore's aerospace output had grown at 8% CAGR over the past decade, reaching S$18 billion in 2024 and capturing 19% of the global engine MRO market. Across the sector, a total of S$750m in investments were committed in 2024, while developments like Changi Airport Terminal 5 aimed to reinforce the region's strategic role, even amid challenges. By 2035, Asia was expected to generate 35% of global MRO demand, driven by fleet expansion, and infrastructure upgrades.

Mr Wong called for collaboration at all levels, through joint ventures, partnerships, and "twinning for winning" to drive innovation, resilience, and sustainable growth for the region.

The programme also featured updates on the Malaysia Aerospace Industry Blueprint 2030 and the Selangor Aero Park @ KLIA Aeropolis.

The roundtable concluded with robust discussions on workforce development, future opportunities, and cross-border cooperation. AAIS thanks the Selangor State government for a productive and insightful exchange.

AAIS GUEST BOOK

The Association of Aerospace Industries (Singapore) is delighted to host esteemed international delegations at Seletar Aerospace Park. The visits serve as valuable occasions for us to connect and share about the landscape of Singapore's aviation and aerospace industries, and in turn, learn about about aerospace industry developments in the visitors' respective countries and regions. Often, there is meaningful discussions on potential avenues for collaboration.
Here are some noteworthy highlights from our recent engagements:

Sacheon City Council, South Korea
15 September 2025

AAIS had the pleasure of welcoming a delegation from the Sacheon City Council, comprising six Council members and policymakers supporting the Mayor of Sacheon. The delegation was on a regional visit to Singapore, Malaysia, and Indonesia to study industry, promote partnerships, and explore collaboration opportunities. Discussions focused on the development of international aviation hubs, talent and workforce development, and advancing the space sector.

KN Holdings, Vietnam
22 August 2025

AAIS was pleased to welcome a delegation from KN Holdings, Vietnam, led by Deputy General Director Mr Tran Tan Sy. Mr Tran introduced KN Holdings and details of its ongoing industrial park development projects in the vicinity of the new Long Thanh International Airport being constructed to serve Ho Chi Minh City. The company expressed interest in exploring collaboration and mutual learning opportunities with the Singapore aerospace community, as it seeks to attract industrial investments.

Clark Development Corporation, the Phillippines
17 July 2025

AAIS President Mr Wong Yue Jeen welcomed a delegation from the Clark Development Corporation, led by its President and CEO Mdm Agnes VST Devanadera. The exchange covered Singapore's aerospace landscape, Clark's ongoing transformation into a vibrant economic hub with a focus on aviation, MICE, tourism, as well as opportunities to strengthen collaboration between the aerospace ecosystems in Singapore and the Philippines.

Dongwon Institute of Science & Technology, South Korea
24 June 2025

AAIS was delighted to host a delegation of third-year students from Dongwon Institute of Science & Technology, Together, we discussed connectivity, the development of the Singapore aviation hub and the aerospace ecosystem, as well as the focus on R&D and innovation. Exchanges also covered emerging areas and challenges including unmanned aircraft, airspace constraints, talent development, and the use of emerging technologies such as AI in MRO.

OUR NEW MEMBERS

ORDINARY MEMBERSHIP
Additive Flight Solutions Pte Ltd
Additive Flight Solutions (AFS) is an EASA Part 21G and AS9100 certified manufacturer of thermoplastic tools and parts. AFS specialises in hardmasking for Engine and Wheel shops and Aircraft Cabin aftermarket plastic parts released with EASA Form 1. The company is well-suited to high-mix, low-volume production, offering short lead times through advanced additive manufacturing capabilities.

ORDINARY MEMBERSHIP
Aerfin Limited (Singapore Branch)
Aerfin buys, sells, leases and repairs aircraft, engines and parts to maximise the value for their owners while providing a lower-cost supply of material to its airline, lessor and MRO customers. With industry-leading knowledge across various engine and airframe services, Aerfin also extends the operational life of parts, breathing new life into aviation.

ORDINARY MEMBERSHIP
Aviation & Electronics Support Pte Ltd
AES has been designing and installing complex avionics systems for the past 39 years. As a program specialist, AES is able to implement complex integration & commissioning of large multi-vendor programs. An approved Part 21 Organization, AES works with multiple OEM vendors, various governments, Civil wide-body carriers, MROs and aircraft manufacturers.

ORDINARY MEMBERSHIP
Aviation Partner and Consulting Pte Ltd
Located in Singapore, APAC is an Authorised Distributor for several OEMs, offering a comprehensive range of Paint and Coating, Surface Treatment, Disinfectant and Cleaner, Lubricant, Paint Supply, Aircraft Marking, and Ground Support products. APAC maintains local stock available 24/7 to support aircraft maintenance products and parts needs.

ASSOCIATE MEMBERSHIP
CADVision Systems Pte Ltd
CADVision Systems is a trusted engineering solutions partner in Singapore, offering CAD/ CAM/ CAE/ PDM/ MES/ ERP expertise. The company empowers local engineers and companies with advanced technology and support to overcome challenges. Its goal is to become a leading 3D engineering provider in ASEAN, delivering reliable, evolving solutions that drive client success.

ASSOCIATE MEMBERSHIP
Cosmology Pte Ltd
Cosmology boasts a team with over 40 years of combined experience in dealing with machining, machine maintenance, repair and servicing. It is also a mechanical parts provider to industries including aerospace, medical/ pharmaceutical components, optical, semi-conductor, laser, automotive and machining tools.

ASSOCIATE MEMBERSHIP
Cybersafe Pte Ltd
CyberSafe Pte Ltd is a Singapore-based cybersecurity firm specialising in ISO27001-compliant services. Cybersafe provides trusted solutions in risk management, data protection, and operational resilience. Its compliance as a service extends to EASA and EURAMI standards, ensuring robust cybersecurity support for aviation and medical transport industries across critical infrastructure and high-assurance environments.

ASSOCIATE MEMBERSHIP
Flexmech Seiki Pte Ltd
Flexmech is a trusted provider of high-tech grinding solutions and services with over 30 years of industry expertise, serving aerospace and semiconductor sectors globally. It supplies precision grinding machines, machine life extension equipment, and comprehensive services that enhance operational efficiency, ensure precise manufacturing results, and maximise equipment longevity.

OUR NEW MEMBERS

ORDINARY MEMBERSHIP
RGBSI Aerospace & Defense Pte Ltd
RGBSI A&D Pte Ltd provides world-class advanced engineering / engineering services to APAC aerospace and defense industry OEMs and their supplier channels, leveraging AI-driven CAD/CAM and manufacturing tools to reduce costs and enhance performance, while engaging with business leaders to apply these strategic insights to inform supply chain solutions.

ASSOCIATE MEMBERSHIP
Allport Cargo Services Logistics Pte Ltd
Allport Cargo Services Logistics Pte Ltd, established in Singapore in 2008, provides integrated global logistics solutions in air, sea, road freight, and contract logistics. Trusted worldwide, the company leverages expertise, innovation, and sustainability to optimise supply chains, reduce costs, and enhance service, delivering long-term value for customers and stakeholders.

ASSOCIATE MEMBERSHIP
Alpha Advance Laser Pte Ltd
Alpha Advance Laser is a Singapore-based company specialising in laser surface enhancement technology. Its innovative techniques extend the fatigue life of metallic components in critical application, while supporting global ESG and sustainability goals through responsible engineering solution that enhance performance, reduce waste and contribute to a more sustainable industrial future.

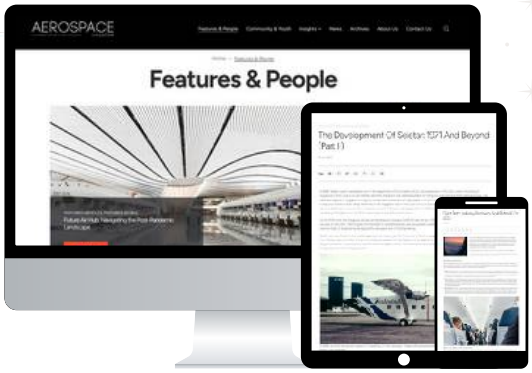
ASSOCIATE MEMBERSHIP
Bestlabs Singapore Pte Ltd
Bestlabs delivers accredited calibration solutions for aerospace and aviation, ensuring precision and compliance with global standards through innovation and digital calibration management.

ASSOCIATE MEMBERSHIP
Greenlane SC Pte Ltd
Greenlane SC is a Singapore company offering land, sea and air freight forwarding services with specialisation in aerospace logistics. Its key services include AOG support and aircraft engine logistics. With a humidity controlled bonded storage facility dedicated to aerospace engines and components, Greenlane can fulfil all pre-induction and post maintenance aerospace engine storage requirements.

ASSOCIATE MEMBERSHIP
Ingedata Pte Ltd
Ingedata powers high-performance AI for aerospace and defense, delivering expert, high-accuracy data services for satellite, SAR, and video imagery. Through human-in-the-loop powered solutions, Ingedata enables mission-critical applications in GEOINT and manufacturing quality control, helping partners achieve superior model performance and operational excellence in the most demanding environments.

ASSOCIATE MEMBERSHIP
Linde AMT Singapore Pte Ltd
Linde AMT is a recognised leader in advanced materials and technologies, with products and services for coating, electronics and additive manufacturing used in diverse and demanding industries. Manufacturing, aerospace, automotive and energy are just a few of the sectors that trust Linde's materials and processes for results that meet rigorous standards and improve efficiency and throughput.

ASSOCIATE MEMBERSHIP
Neural Lab Pte Ltd
Neural Lab, founded in 2019 with offices in Singapore and Hong Kong, is a trusted partner in aviation's AI transformation journey. Neural Lab delivers scalable and dynamic AI solutions that convert complex operational challenges into measurable business value—empowering airports and operators to think faster, move smarter, and evolve continuously through intelligent automation.



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