

15 June 2026
RA04/CAA UK/129-26/NM

Mr. Stewart Carter
Programme Director, Consumers and Markets
Civil Aviation Authority
Submitted via: economicregulation@caa.co.uk

Dear Sir,

Re: CAA Consultation on Heathrow Regulatory Options (CAP3251)

Malaysia Aviation Group (MAG), the parent company of Malaysia Airlines, welcomes the opportunity to provide comments on the Civil Aviation Authority's consultation on Heathrow Regulatory Options (CAP3251).

As a long-standing airline operator at Heathrow through Malaysia Airlines, MAG has a direct interest in ensuring that Heathrow's regulatory framework promotes affordability, efficiency, service quality, and sustainable infrastructure development for the benefit of passengers, airlines, and the wider aviation sector.

MAG supports the joint submission submitted by the Heathrow Airline Operators Committee (AOC) and the London (Heathrow) Airline Consultative Committee (LACC), and aligns with the airline community's objective of strengthening Heathrow's regulatory framework to deliver improved outcomes for consumers, airlines, and the wider aviation sector.

We agree that there is a strong case for regulatory reform at Heathrow. In particular, we support measures that enhance affordability, efficiency, transparency, and accountability, while strengthening governance over capital expenditure and investment decisions. Robust oversight and effective cost discipline are essential to ensuring that airport charges remain justified and that infrastructure investments deliver value for money for both airlines and passengers.

MAG also supports efforts to improve the existing incentive framework and regulatory oversight mechanisms to better align the interests of Heathrow Airport Limited with those of airport users, while promoting improved service quality and operational performance.

With respect to proposals that introduce greater competition in infrastructure development and airport operations, MAG recognises the potential benefits that competition can bring in driving efficiency, innovation, and customer outcomes. We support further exploration of these approaches, while emphasising the importance of ensuring clear governance arrangements, operational feasibility, and effective stakeholder coordination to maintain safe, efficient, and seamless airport operations.

As the CAA progresses its evaluation of the shortlisted options, we believe it will be important to ensure that any reforms are supported by a practical implementation pathway and demonstrate clear net benefits for consumers and airlines, considering both affordability objectives and operational considerations.

Overall, MAG views this consultation as an important opportunity to enhance Heathrow's regulatory regime and supports the CAA's continued engagement with industry stakeholders in developing a framework that delivers sustainable, efficient, and consumer-focused outcomes.

Thank you for the opportunity to contribute to this consultation. We look forward to continued engagement as this work progresses.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Low Wen Long'.

Low Wen Long
Group Chief Strategy Office
Malaysia Aviation Group

cc

Ritchard @ Ritchie Chong
Station Head London
Malaysia Airlines