



INVEST MALAYSIA



HIGHLIGHTS

Malaysia's RM285.2 Billion Approved Investments in 9M 2025 Up 13.2% Y-O-Y, Defies Global Headwinds, Creates Over 150,000 Jobs

INDUSTRY

Revitalising Malaysia's Rubber Industry

GOING GLOBAL SERIES

Alina Batik: Weaving Heritage into Sustainable Growth

From the CEO's Desk

Dear Partners and Friends,

As global economic conditions continue to evolve, Malaysia continues to move forward with steady momentum and clear intent. Against this backdrop, the November 2025 edition of the InvestMalaysia e-Newsletter reflects how our industries, institutions, and communities are responding with resilience, discipline, and purpose.

That momentum is clearly reflected in Malaysia's investment performance. In the first nine months of 2025, approved investments reached an impressive RM285.2 billion, reaffirming sustained investor confidence across manufacturing, services, and primary sectors. Supported by clear policies, efficient facilitation, and strong inter-agency coordination, Malaysia continues to convert interest into high-quality, job-creating investments that are aligned with the MADANI Government's focus on impact and long-term value.

Our Industry segment spotlights Malaysia's transition towards high-value, future-ready automotive manufacturing. Moving beyond scale and assembly, this shift is anchored in deeper localisation, advanced research and development (R&D), electric mobility, and smart manufacturing, strategically positioning Malaysia to compete meaningfully within global automotive value chains.

In Going Global, we feature Alina Batik, a homegrown enterprise that has evolved from a small Melaka-based operation into an emerging leader in Malaysia's batik industry. By combining cultural heritage with ESG-driven practices and inclusive community partnerships, Alina Batik demonstrates how tradition and sustainability can coexist to build brands that are both globally competitive and export-ready.

From the Economic Crossroads, we highlight the launch of Prinx Tire's state-of-the-art manufacturing facility at Kedah Rubber City (KRC), a milestone for Malaysia's rubber industry. Purpose-built as the nation's first dedicated rubber industrial park, KRC's strategic location within the IMT-GT Rubber Belt strengthens regional supply chains and reinforces Malaysia's position in the global rubber ecosystem.

Our News from Overseas section captures the progress in France-Malaysia economic relations following the official visit of Prime Minister Dato' Seri Anwar Ibrahim to Paris. Engagements reaffirmed Malaysia's role as an innovation-driven hub for French businesses in Southeast Asia, with growing collaboration across aerospace, clean energy, digital infrastructure, and advanced manufacturing.

The Special Feature focuses on DORMS Central Living, a key player in Purpose-Built Workers' Accommodations (PBWAs/CLQs), highlighting the critical role of quality workforce accommodation in strengthening industrial competitiveness. By providing secure, well-managed living environments, DORMS supports talent mobility and reinforces the foundations of an inclusive and resilient investment ecosystem.

From the CEO's Desk

This month's Event Highlights underscore MIDA's continued efforts to strengthen supply chains and regional collaboration. Our partnership with Hyundai Motor Malaysia through the Empower Local Supply Chains Programme in the Republic of Korea enabled Malaysian vendors to engage directly with global Tier-1 suppliers, resulting in meaningful collaborations and MoUs that will elevate local capabilities to global standards. Complementing this, the MIDA Central Region Programme brought together federal and state stakeholders to reinforce industrial integration, infrastructure readiness, and long-term competitiveness across Selangor, Negeri Sembilan, Melaka, and the Federal Territories.

Each story in this edition represents a distinct strand in Malaysia's ongoing transformation, one driven by collaboration, capability-building, and confidence in our future direction.

As we move forward, MIDA remains committed to facilitating impactful investments, strengthening partnerships, and enabling industries to thrive in a rapidly changing global landscape. Your trust and continued collaboration are central to this journey.

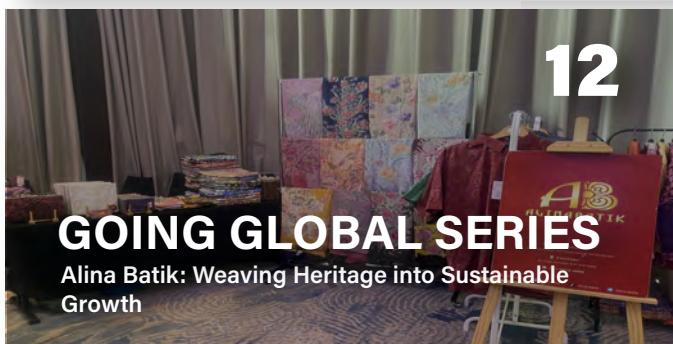
Thank you for being part of Malaysia's investment story. I hope this edition offers both insight and inspiration.

**DATUK SIKH SHAMSUL IBRAHIM
SIKH ABDUL MAJID**

Chief Executive Officer
Malaysian Investment Development Authority (MIDA)



In this issue



Malaysia's RM285.2 Billion Approved Investments in 9M 2025 Up 13.2% Y-O-Y, Defies Global Headwinds, Creates Over 150,000 Jobs



*Due to rounding, figures presented in this infographic may not add up precisely to the totals provided.

Malaysia's investment performance has proved strongly resilient in a turbulent global environment. The country attracted RM285.2 billion in approved investments during the first nine months of 2025 (9M 2025), a 13.2% increase year-on-year from the previous year. The 4,874 approved projects span manufacturing, services, and primary sectors. The approvals cover a projected employment creation of over 152,700 new jobs, reflecting the scale and sectoral breadth of investors' interests in Malaysia's economy.

A Breakdown of Investment Success
Foreign Investments (FI) surged 47.5% year-on-year, with gains across all three (3) sectors: services climbed 122.0%, manufacturing advanced 9.2% and primary industries grew 56.6%.

Top Five Foreign Investors*

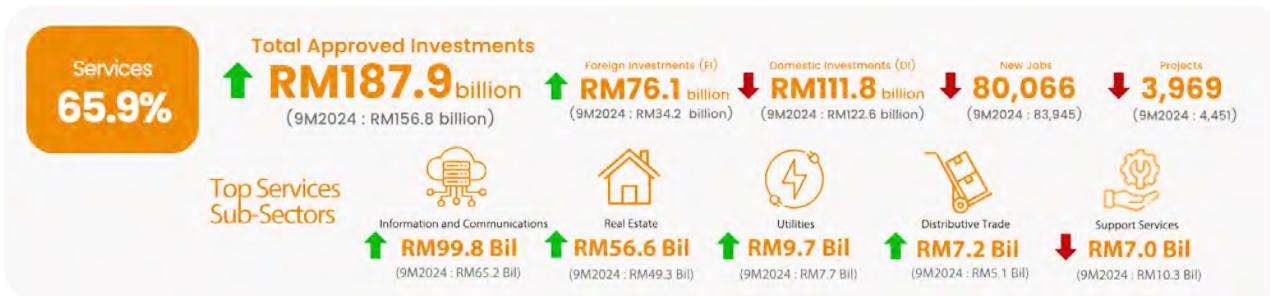
| | RM (Bil) |
|--|----------|
| Singapore (9M2024: RM12.2 Bil) | 52.7 |
| The People's Republic of China (9M2024: RM15.4 Bil) | 35.8 |
| The United States of America (9M2024: RM10.9 Bil) | 11.3 |
| British Virgin Islands (BVI) (9M2024: RM0.2 Bil) | 6.6 |
| Japan (9M2024: RM3.6 Bil) | 4.8 |

Meanwhile, the top five (5) states that have recorded significant investment value include:

Five Major States

| | RM (Bil) | Manufacturing RM (Bil) | Services RM (Bil) | Primary RM (Bil) |
|---|----------|---------------------------|----------------------|---------------------|
| Johor (9M2024: RM18.1 Bil) | 91.1 | 18.6 | 72.4 | - |
| Selangor (9M2024: RM69.3 Bil) | 51.9 | 10.7 | 41.2 | - |
| W.P. Kuala Lumpur (9M2024: RM59.4 Bil) | 45.9 | 0.1 | 45.8 | - |
| Pulau Pinang (9M2024: RM22.7 Bil) | 23.7 | 15.8 | 7.9 | - |
| Kedah (9M2024: RM34.0 Bil) | 17.5 | 15.8 | 1.7 | - |

Note*: Reporting of foreign investments is based on the ultimate source.



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Services Sector Powers Ahead

The services sector secured RM187.9 billion in approved investments, representing 65.9% of total approved investments across 3,969 projects. This marked an increase of 19.8% year-on-year, with an estimated 80,066 jobs to be created. The sector's dominance reflects Malaysia's growing importance as a regional hub for data centres, digital infrastructure, and corporate headquarters, as well as the continuing expansion of its financial services and logistics capabilities.

Domestic Investments (DI) contributed RM111.8 billion (59.5%) while FI contributed RM76.1 billion (40.5%). This healthy balance reflects the

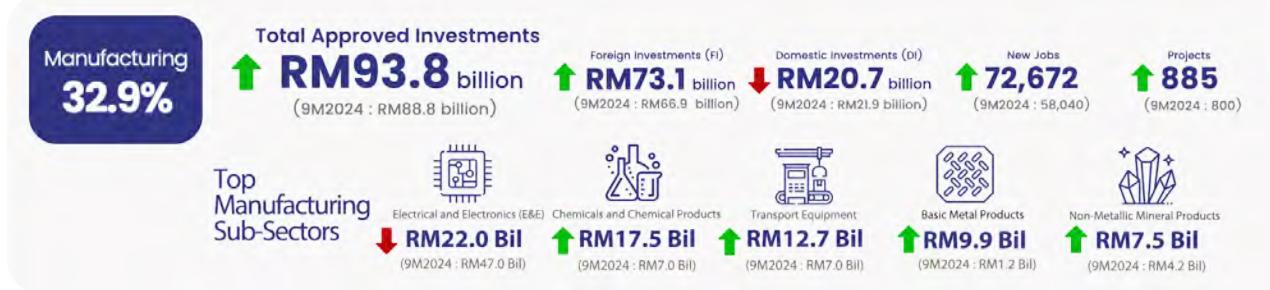
broad-based appeal of the sector and sustained confidence among both foreign and domestic investors.

Sustainability and Green Investment Take Center Stage

An example of a notable project elevating Malaysia's services sector is MF Solar Tronoh Sdn. Bhd., which is investing RM123 million in a renewable energy generation facility in Tronoh, Perak. The project will generate clean electricity through solar power technology, contributing to Malaysia's green energy transition.



HIGHLIGHTS



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Manufacturing Attracts Quality Investments

The manufacturing sector attracted RM93.8 billion or 32.9% of total approved investments across 885 projects expected to generate over 72,600 jobs. FI dominated at 77.9% (RM73.1 billion), with DI contributing RM20.7 billion (or 22.1%). The share of higher-skilled roles continues to rise, with the managerial, professionals/technical and supervisory (MTS) index reaching 45.0%, reflecting Malaysia's continued ability to attract higher-value and technology-intensive manufacturing activities.

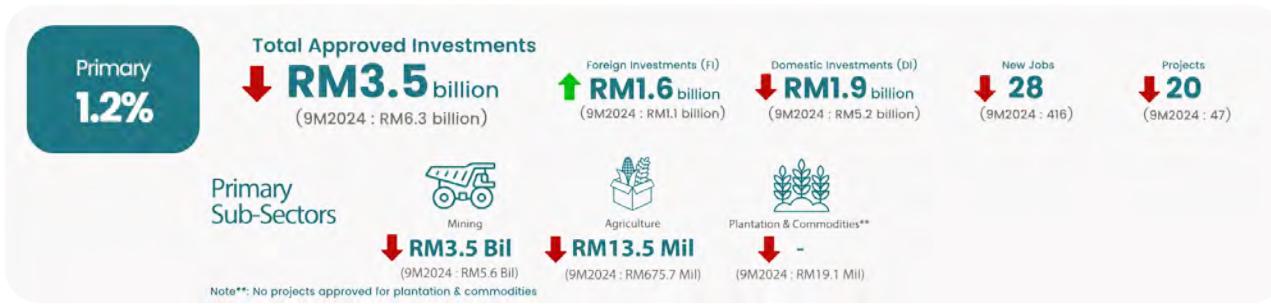
Notable Projects in the Manufacturing Sector

- JXR Manufacturing Sdn. Bhd.:** JXR is investing RM5.76 billion in an advanced mineral processing facility in Kemaman, Terengganu. The plant will produce alumina, positioning Malaysia as a key player in critical minerals processing for advanced manufacturing and green technology applications.

- Perusahaan Otomobil Nasional Sdn Bhd & PROTON Tanjung Malim Sdn Bhd (PROTON):** The national carmaker is investing RM1.29 billion to expand its manufacturing complex in Tanjung Malim, Perak. The investment will enhance production capabilities for new energy vehicles and their components, including transmission and their components, alongside expanded capacity for passenger cars, and multi-purpose vehicles, as well as casting components, and metal stamping parts. The project positions Malaysia's automotive sector to support the transition to electric mobility, while further strengthening the country's manufacturing ecosystem.

- Ferrotec Silicon Materials Malaysia Sdn. Bhd.:** The company is investing RM256 million to expand its facility in Pasir Gudang, Johor. The plant will produce silicon products and components for semiconductor chips fabrication, reinforcing Malaysia's precision manufacturing and semiconductor ecosystem.

HIGHLIGHTS



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Primary Sector Maintains Stability

The primary sector secured RM3.5 billion in approved investments across 20 projects, mainly in mining activities. The approved investments are dominated by domestic sources with RM1.9 billion (53.1%), while foreign sources contributed RM1.6 billion (46.9%), reflecting stable investor participation in the sector.

Strong Pipeline and Leads Ahead

Malaysia's pipeline of projects remains robust. As at 9 November 2025, MIDA was facilitating 192 potential projects valued at RM39.0 billion, led by the services sector with 119 projects (RM24.4 billion), followed by manufacturing with 73 projects (RM14.6 billion).

MIDA is also engaged in discussions on an additional RM39.4 billion in high-impact investment leads—signaling sustained investor interest and confidence in Malaysia's pro-business policy environment and long-term economic direction.

From Approvals to Implementation

Between 2021 to September 2025, the National Committee on Investment approved 4,378 manufacturing projects.

Over 90% of manufacturing projects approved between 2021 until 2024 have been implemented. Meanwhile, 87.2% of 2024 projects and 58.7% of January - September 2025 approvals are already progressing, a commendable rate given the typical lead time of 18 to 24 months for manufacturing developments.

Malaysia's Whole-of-Government Approach Drives Strong Project Implementation and Sustainable Economic Growth

The consistently high implementation rates reflect investor confidence, policy stability, efficient investor support services, and effective inter-agency coordination. The MADANI Government's strategic reforms, crystal-clear focus on high-impact sectors, and streamlined investor facilitation are ensuring that each project creates quality employment, builds local capacity, and contributes to a sustainable, high-value economy.

This whole-of-government approach positions Malaysia as a preferred destination for quality investment today and for generations to come.

National Committee on Investment approved manufacturing projects
2021- September 2025





Revitalising Malaysia's Rubber Industry

The rubber industry in Malaysia has long served as a cornerstone of the nation's industrialisation. Once a global leader in rubber production, the sector now faces heightened challenges due to evolving market conditions and global competition, putting it at risk of becoming a sunset industry. Nevertheless, its deep-rooted expertise and capacity for innovation present a clear path forward, one that could revitalise Malaysia's position in the global rubber landscape through technology adoption, stability and regional collaboration.

Malaysia's rubber products sector comprises latex products, industrial rubber goods, general rubber goods, footwear, tyres, and inner tubes. Rubber exports currently constitute approximately 2% of Malaysia's total exports, predominantly driven by synthetic rubber gloves, medical gloves, condoms, and catheters, with major export destinations such as the United States of America, European Union, China and Japan. Despite supplying 60% of the global demand for rubber gloves, the industry has seen its competitive wane in recent years amid shifting market dynamics and emerging competition.

Currently, Malaysia's rubber value chain is concentrated in downstream activities, particularly in the production of industrial and general rubber

products. Around 125 manufacturers focus mainly on gloves and catheters, which together make up about 80% of total rubber exports. Another 185 manufacturers produce industrial rubber components that serve critical sectors such as automotive, electronics, and machinery. This strong downstream presence has driven the development of advanced machinery, equipment, and testing facilities within the industry.

While external shocks such as tariffs and China's aggressive pricing strategy can significantly impact the industry, the underlying challenge lies in the ability of Malaysia's rubber industry and its ecosystem to innovate and adapt effectively to market changes. Issues such as shortage of labour, compliance pressure and sustainability requirements for export markets need to be addressed alongside efforts to strengthen the midstream and downstream segments and transition toward the higher value-added production.

As Malaysia navigates rising production costs and resource constraints, the industry's strategic direction is evolving toward greater regional integration and value optimisation. This approach involves relocating low value-added rubber production to regional partners with more competitive cost structures, while



retaining high value functions such as research and technology development. By doing so, Malaysia is positioning itself as a regional hub for advanced rubber technology and sustainable growth.

To reinforce this strategy, the Government has established the **Kedah Rubber City (KRC)**, Malaysia's first dedicated rubber industrial park. This national-level strategic project focuses on downstream rubber activities by capitalising on the abundant rubber resources shared between Malaysia and Thailand. Through this collaboration, KRC seeks to strengthen regional value chains, position both nations as leading rubber producers, and achieve collective economies of scale. Designed as a **Green Rubber City**, KRC promotes sustainable and efficient production practices, reflecting Malaysia's commitment to responsible environmental management and long-term industry resilience.

Aligned with the New Industrial Master Plan (NIMP) 2030, Malaysia's rubber industry is being revitalised through strategic product diversification aimed at capturing market share in emerging and high-value segments. The Government has identified high-potential opportunities in areas such as advanced rubber composites, graphene-enhanced products, electrically conductive rubber blends for corrosion protection of carbon steel, multiwall carbon nanotube-based composites, soft rubber sensors for smart textiles, rubber-modified bitumen for road construction, and sustainable rubber sound insulators for automotive applications. These emerging products represent the next frontier for Malaysia's rubber sector — combining scientific innovation with industrial application to meet the demands of future markets.





As the nation's principal investment promotion agency, MIDA assumes a pivotal role in supporting both existing and new investors in navigating this dynamic sector through its proven facilitation framework and extensive global network. MIDA serves as a key enabler in transforming Malaysia's rubber industry into a more innovative and competitive ecosystem by driving **high-value downstream investments**, modernising the midstream segment through automation and digitalisation, and advancing sustainability and traceability initiatives. Furthermore, MIDA fosters innovation and industry collaboration between industry, academia, and research institutions while advocating policy measures that encourage industry players to move up the value chain.

Recognising the industry's strategic importance and potential to attract high value-added investments, the Government offers **attractive tax incentives** to companies manufacturing rubber products as well as companies operating within KRC, particularly those involved in leading rubber product

manufacturing, specialised latex and rubber products, precision-engineered rubber components, and green rubber innovations.

Leveraging this solid foundation in the rubber industry, MIDA remains steadfast in promoting diversification into high value-added, rubber-based manufacturing. Companies are encouraged to consult MIDA regarding available tax incentives for new, innovative rubber production, as well as support for existing firms seeking to automate their production lines to overcome labour constraints and boost productivity. By facilitating first movers in advanced rubber products, promoting automation, and enabling the adoption of **Industry 4.0 technologies**, MIDA helps strengthen operational efficiency and advance Malaysia's economic complexity.

Stay ahead in the rubber industry. Connect with our Chemical and Advanced Materials Division at <https://www.mida.gov.my/staff-directory/chemical-and-advanced-material/> for expert insights and support.





Alina Batik: Weaving Heritage into Sustainable Growth

Founded under Legasi Sutera Emas, Alina Batik has grown from a small home-based operation in Melaka to an emerging leader in Malaysia's batik industry. Today, it combines cultural heritage with sustainable practices anchored in Environmental, Social, and Governance (ESG) principles and Sustainable Development Goals (SDG) 17 partnerships. Through innovation, inclusive community programmes, and strong governance, Alina Batik empowers artisans, advances eco-friendly production methods, and delivers premium batik products for both local and global markets. Its achievements, capabilities, and proven collaborations place Alina Batik on a clear trajectory to position Malaysian batik as a sustainable and high-value creative industry.

Established in 2019, Alina Batik began with a strong passion for batik and entrepreneurship. Despite early challenges, the business persevered and grew. Today, Alina Batik supplies products across multiple platforms, from physical galleries and hotel collaborations with PARKROYAL A'Famosa Resort to corporate partnerships such as Batik Lestari at the Securities Commission Malaysia, and global marketplaces including eBay. With its four batik product segments—KANDA (menswear), DINDA (womenswear), Melakar Memori (learning and DIY batik experiences), and Ole-Ole (Corporate Gifts), Alina Batik balances tradition with modern innovation.

Sustainability, Inclusion, and Cultural Impact

Alina Batik practices proper premises housekeeping by separating wet and dry production areas, installing good ventilation, adopting water efficiency measures, optimising waste recovery and integrating eco-friendly design innovations that contribute to greener production. The company actively engages women, single mothers, rural artisans, and persons with disabilities (OKU) in training and production, ensuring inclusive growth within the community. Through transparent operations, ethical supply chain practices, and the use of IP-based frameworks for batik-making, Alina Batik reinforces accountability and long-term business resilience.

According to Dr. Mislina Atan, founder of Alina Batik, the company has established partnerships with both public and private sectors, local and international institutions, and several non-governmental organisations. These collaborations expand market reach, strengthen artisan ecosystems, and enhance Malaysia's cultural diplomacy through batik.

Recognised by the Ministry of Entrepreneur and Cooperatives Development (KUSKOP) as a Social Enterprise Basic, Alina Batik demonstrates a strong commitment to social empowerment. Programmes such as Batik Tuah & Teja, Jelita TVET Batik courses, Rebung Bidara and Ole-Ole showcase its efforts in preserving the heritage through knowledge and skill transfer, youth empowerment, and social



inclusion. These initiatives ensure that vulnerable groups including low-income families and marginalised youth, can have equal opportunity and benefit directly from Malaysia's growing cultural economy.

Mohammad Bakhtiar, Operations Manager at Alina Batik, has set on a clear growth roadmap. The company will expand ESG-compliant production facilities while maintaining authentic artistry. It will scale exports to several countries with sustainable branding, ensuring Malaysian batik is positioned as a premium product in international markets. At the same time, Alina Batik plans to develop a dedicated **Batik Innovation Lab** that focuses on green and lean manufacturing and sustainable community programmes. The company will also strengthen artisan hubs nationwide, creating new job opportunities while preserving Malaysia's cultural heritage.

Alina Batik exemplifies how a heritage enterprise can evolve into a modern, sustainable brand. With a clear mission, strong partnerships, and alignment with ESG and SDG 17, the company contributes not only to Malaysia's cultural preservation but also to its future as a global player in sustainable creative industries.

Dr. Mislina Atan
Founder
Alina Batik

Government Facilitation and Support

MIDA plays an important role in supporting the advancement of the Malaysian batik industry by facilitating its transition from a traditional craft-based sector into a high-value and sustainable creative industry. Through strategic facilitation and targeted incentives, MIDA promotes design innovation, production efficiency, and market expansion, while preserving the cultural heritage that defines Malaysian batik. This approach aligns with the New Industrial Master Plan 2030 (NIMP 2030), which prioritises increased economic complexity and the integration of ESG principles across the manufacturing and services sectors.

The Government offers a wide range of incentives for textile industry players, including:

- Tax incentives under the **New Investment Incentive Framework (NIIF)**, which adopts an outcome-based scorecard to reward investments in high-value activities such as innovation, ESG compliance, and the creation of high-skilled employment.
- Automation Capital Allowance to support adoption of Industry 4.0 technologies and automation.
- Import Duty And/Or Sales Tax Exemption on machinery / equipment / raw materials / components.



Prinx Chengsan's RM2.6 Billion Investment Anchors Malaysia's Rubber Vision In Kedah Rubber City

Padang Terap, Kedah - In a powerful demonstration of Malaysia's growing appeal as a high-value manufacturing destination, Prinx Chengsan Holdings' wholly-owned subsidiary, Prinx Tire (Malaysia) Sdn. Bhd. (PTM) marked a key milestone in Malaysia's rubber product manufacturing landscape with the ground breaking of its state-of-the-art tire manufacturing facility at Kedah Rubber City (KRC). The ground-breaking ceremony on 18 November 2025, marks a transformative moment for Malaysia's rubber industry and validates KRC's vision as the nation's first dedicated rubber industrial park.

Officiated by YB Dr. Haim Hilman Abdullah, Kedah State Executive Councillor for Industry and Investment, the ceremony marks the culmination of sustained strategic engagements—initiated through a lead from MIDA and strengthened via close collaboration with NCER. The **RM2.6 billion investment over 15 years** positions Prinx Chengshan as KRC's anchor tenant, marking a significant milestone that underscores the park's readiness to host global players and **further elevates NCER's standing** in the regional rubber products landscape.

Strategic Significance: Beyond Borders, Beyond Expectations

KRC occupies a unique position in Malaysia's industrial ecosystem. Spanning 1,244 acres, this thematic park is designed to accelerate the development of the country's rubber industry by

leveraging its strategic location within the Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT) Rubber Belt. The park's proximity to the Malaysia-Thailand border gateway offers investors seamless access to regional rubber supplies and fast-growing ASEAN markets, forming what officials describe as a 'Rubber Corridor' linking major rubber-producing economies.

The Prinx Chengshan Investment: By the Numbers

Prinx Chengshan's commitment to Malaysia represents one of the most significant investments in the country's rubber product manufacturing sector in recent years. The project's substantial scale and long-term horizon reflect strong confidence in KRC's strategic value and the competitiveness of Malaysia's rubber ecosystem:

| INVESTMENT ASPECT | DETAILS |
|----------------------|--|
| Total Investment | RM2.6 billion over 15 years |
| Investment Phasing | RM1.2 billion for Phase 1, RM1.4 billion for Phase 2 |
| Site Coverage | 102.63 acres, representing 35% of KRC Phase 1 |
| Operational Timeline | Operations scheduled to begin Q1 2027 |
| Job Creation | 1,056 high-value positions in engineering, R&D, and administration |
| Production Capacity | 9 million passenger car radial tires annually at full capacity |

Table: Breakdown of Prinx Chengshan's investment in Kedah Rubber City

Prinx Chengshan's advanced tire manufacturing facility is targeted to be fully operational by Q1 2027.

ECONOMIC CROSSROADS

Beyond the Factory Gates: Integrated Ecosystem Development

The Prinx Chengsan facility represents more than just a manufacturing plant. The company plans to implement Industry 4.0 technologies, including advanced automation and a dedicated R&D centre, transforming it into an intelligent manufacturing hub. The 213,000-square-meter built-up area will incorporate smart manufacturing processes, automation systems, and an intelligent warehouse to ensure product quality, operational efficiency, and sustainability.

Notably, the investment extends beyond Prinx Chengshan's immediate operations. According to PTM President Che Hongzhi, "a number of vendors under the Prinx Chengshan Group have committed investments in KRC as well". This multiplier effect is expected to attract supporting industries and create a comprehensive ecosystem around tire manufacturing, potentially including advanced materials, machinery, and service providers.

Economic Impact: Regional Growth Catalyst

The broader economic implications of this anchor investment are substantial. Within 15 years of operating at full capacity, KRC is expected to contribute RM14.7 billion to Malaysia's Gross Domestic Product and create 14,500 job opportunities. The PTM facility alone will account for approximately 1,056 of these positions, with state officials anticipating that 80% will be filled by local talent, ensuring maximum local benefit and knowledge transfer.

KRC's Value Proposition: Designed for Success

Kedah Rubber City's development has been strategically planned to serve the specific needs of rubber-based industries. The park identifies eleven key clusters for development, creating natural synergies between tenants:



KRC's infrastructure readiness further enhances its appeal to manufacturers. Current utilities availability includes:



The utilities readiness ensures investors can commence construction and operations without unnecessary delays.





MALAYSIA'S FIRST DEDICATED RUBBER ECO INDUSTRIAL PARK

A Clear Call to Action: Your Competitive Advantage Awaits

The ground breaking of Prinx Chengshan's facility signals the rise of a new regional hub for high-value rubber products within ASEAN. For investors seeking strategic entry into the region's rubber value chain, the opportunity to participate alongside an established global leader is both rare and timely.

Dato' Mohamad Haris Kader Sultan, Chief Executive of the Northern Corridor Implementation Authority (NCIA), highlighted this momentum: "Prinx Chengsan's decision to establish its facility here will act as a catalyst for a new wave of high-value investments, positioning KRC as a leading rubber industry hub in ASEAN".

"The convergence of strategic location, established infrastructure, available incentives, and proven investor confidence creates an unparalleled value proposition for related industries."

To ensure a seamless investment journey, NCER offers FaCi@NCER, a dedicated facilitation service that acts as a single point of contact for investors. This support links businesses with relevant state agencies, utility providers, and regulatory bodies to streamline setup and resolve operational issues, such as labour challenges.

With the various government supports including tax incentives offered through MIDA, and NCER providing on-ground facilitation, the pathway to investment in KRC has never been more compelling. Now is the time to position your company at the forefront of ASEAN's rubber industry transformation.

For more information on investment opportunities in Kedah Rubber City (KRC), visit NCER's website or contact +604 502 0708 or investment@ncer.com.my.

KEDAH RUBBER CITY

Disclaimer: All figures in this article are under the purview of NCER and are for informational purposes only. For specific details regarding investments and initiatives, please refer to official NCER communications.



Strengthening France-Malaysia Economic Collaboration Through High-Impact Engagements

MIDA Paris

MIDA Paris continues to reinforce France-Malaysia economic relations in 2025, leveraging the momentum generated by the Prime Minister, YAB Dato' Seri Anwar Ibrahim's official visit to Paris. Through strategic engagements, targeted industry dialogues, and facilitation efforts, the office has positioned Malaysia as a competitive and sustainable investment destination for French investment into the Asia-Pacific region.

Areas identified for expanded collaboration include:

- Aerospace
- Energy
- Digital Infrastructure
- Advanced Manufacturing

This renewed commitment lays the foundation for deeper technological cooperation, sustainable industry development, and mutually beneficial investment flows.

Deepening Strategic Partnerships Through High-Level Engagements

The Prime Minister's landmark visit to Paris marked a significant step forward in bilateral economic cooperation. Accompanied by ministers overseeing foreign affairs, transport, agriculture, investment, and defence, the delegation underscored Malaysia's commitment to strengthening ties across a broad spectrum of high-value sectors.

Discussions reaffirmed France's role as a strategic entry point for Malaysian companies exploring European expansion, while Malaysia was recognised as a competitive and innovation-driven hub for French businesses targeting Southeast Asia.

Advancing Energy and High-Tech Collaboration

Energy transition emerged as a central theme during the bilateral talks, with French industry demonstrating strong interest in Malaysia's National Energy Transition Roadmap (NETR) and its long-term pathway toward low-carbon growth. French companies also expressed exploratory interest in civil nuclear energy applications for Southeast Asia, complementing ongoing collaboration in renewable energy and green technologies.

Beyond energy, the visit reinforced longstanding industrial linkages:

- **Aerospace:** The Malaysia Airlines-Airbus partnership was reaffirmed, highlighting continued collaboration in aviation development.

- **Critical Minerals:** French rare earth process-engineering and refining specialist Carester, a key player in Europe's supply chain which recently inaugurated its plant in Lacq, showcased new opportunities for cooperation in critical minerals processing and supply chain resilience.
- **Urban Solutions & Defence:** ENGIE and Thales strengthened joint initiatives in sustainable cooling systems, low-carbon infrastructure, and high-value defence assembly operations.

These developments position Malaysia as a strategic production base for advanced technology sectors, supported by strong investor confidence in the country's long-term industrial direction.

Industry Roundtable Catalyses High-Value Business Dialogue

In a powerful display of private sector engagement, a closed-door industry roundtable became a cornerstone of the Prime Minister's visit, bringing together a formidable gathering of over 190 business leaders from Malaysia and France at the InterContinental Paris Le Grand. The high-level forum covered a dynamic and forward-looking agenda, reflecting the modern priorities of global economic partnership.



Key discussion points included:

- Carbon tax frameworks and sustainable urban development.
- The potential for fintech collaboration and new joint ventures.

Industry Giants Chart a Sustainable Course

French corporate leaders took the stage to share their strategic visions:

- Air Liquide and L'Oréal presented insights on their ambitious sustainability and carbon reduction initiatives.
- Club Med announced concrete plans for tourism expansion, including new resort developments in the state of Sabah, Malaysia.

Malaysian companies also explored collaboration opportunities, emphasising commercial partnerships, technology sharing, and innovation-driven ventures. The roundtable demonstrated the crucial role of private sector engagement in delivering tangible outcomes from government-level commitments.

Fostering Talent, Research, and Academic Collaboration++

In his address at Sorbonne University, YAB Dato' Seri Anwar Ibrahim outlined Malaysia's aspiration to become a dynamic, knowledge-driven



economy, emphasising the importance of digital transformation and AI education. The call for deeper research linkages, academic exchange, and innovation partnerships highlighted the role of knowledge collaboration as the backbone of long-term economic cooperation.

These academic engagements complemented the high-tech agreements signed during the visit—particularly in defence, aerospace, and green energy—signalling a partnership built on shared expertise and future-oriented growth.

Sustaining Momentum Through Continued Engagement

The Prime Minister's visit concluded with a working dinner at the Élysée Palace, where he invited President Emmanuel Macron for a reciprocal visit to Malaysia. The momentum continued with a business mission to Malaysia led by MEDEF International in September 2025, reflecting strong interest in exploring new investment opportunities.

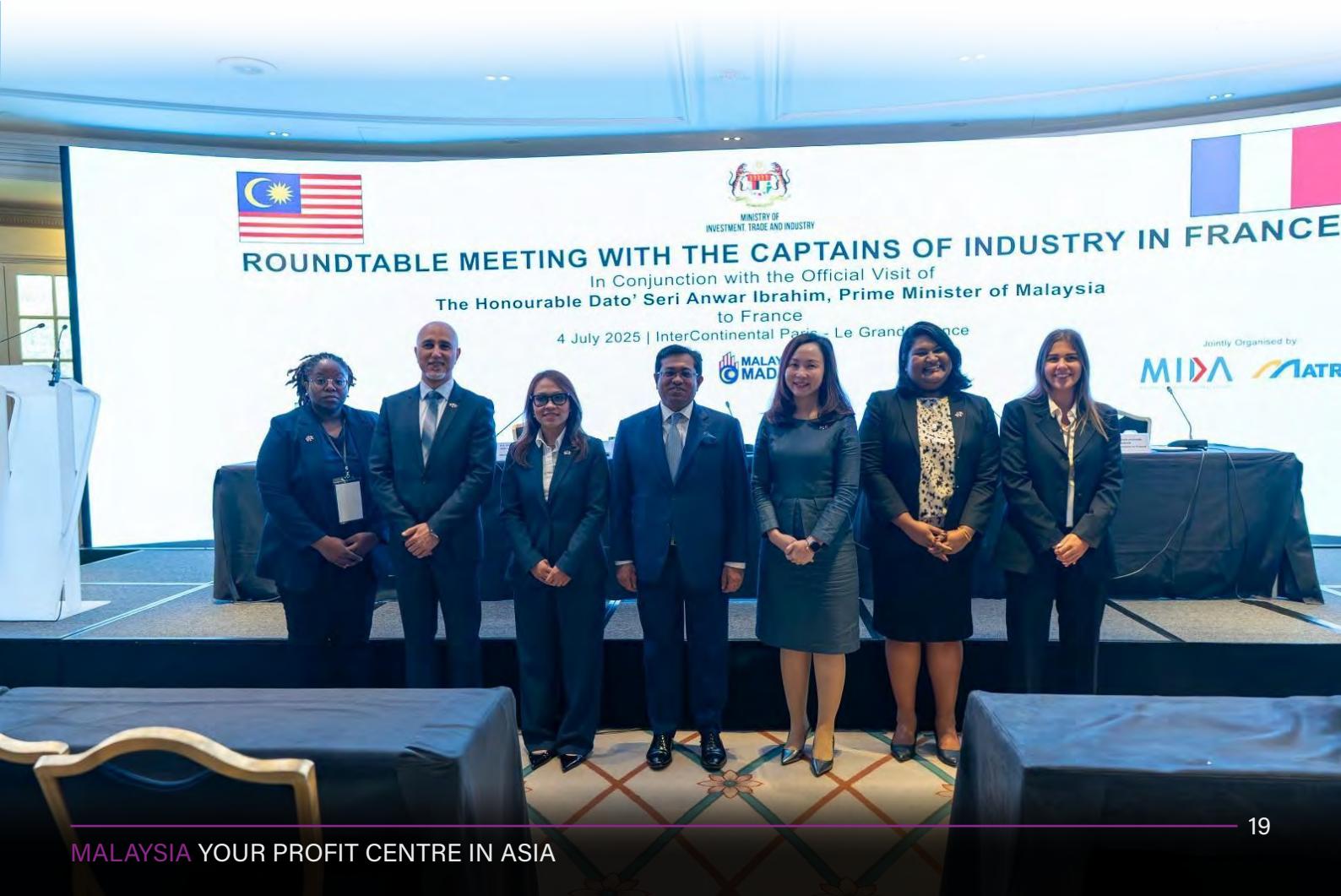
Today, more than 660 French companies operate in Malaysia, collectively creating over 30,000 high-value jobs and contributing significantly to

the nation's industrial ecosystem. Their continued expansion underscores robust investor confidence in Malaysia's green, digital, and high-tech transformation.

MIDA Paris: Enabling France-Malaysia Investment Growth

As Malaysia's key investment promotion arm in Europe, MIDA Paris plays an instrumental role in advancing France-Malaysia industrial collaboration. Through strategic facilitation, investor engagement, and targeted support for high-growth sectors—including energy, advanced manufacturing, and digital technologies—the office ensures that French businesses have direct access to Malaysia's competitive advantages and national investment priorities.

With heightened bilateral momentum and expanding opportunities across green technology, aerospace, digital infrastructure, and critical minerals, MIDA Paris remains committed to enabling sustainable, innovation-driven investments that contribute to Malaysia's long-term economic transformation.





Redefining the Role of Accommodation in Malaysia's Industrial Growth Story

In Malaysia's industrial corridors—where ambition, innovation, and global opportunity converge—a quiet but meaningful transformation is taking place. It does not begin in boardrooms or on production lines, but in a far more personal space: where workers live, rest, and prepare for the work that drives Malaysia's economic engine.

As Malaysia accelerates its industrial transformation under national frameworks such as the New Industrial Master Plan (NIMP) 2030 and the MADANI Economy Framework, workforce wellbeing has emerged as a critical pillar of sustainable and inclusive growth. High-quality workforce accommodation is no longer peripheral—it is a foundational enabler of investment competitiveness, talent mobility, and employer value.

Within this evolving landscape, DORMS Central Living (DORMS) plays a growing role in redefining how workforce accommodation supports Malaysia's industrial and investment ecosystem.

Beyond Compliance: Raising the Bar for Workforce Accommodation

Workforce accommodation has traditionally been seen as a functional necessity—important, but rarely central to investment conversations. At DORMS Central Living (DORMS), this narrative is being fundamentally redefined.

DORMS' Purpose-Built Workers' Accommodations (PBWAs), also known as Centralised Labour Quarter (CLQs), are designed not merely to meet the requirements of Act 446¹, but to exceed them. Each development aligns with international standards in:

- Design and layout
- Density and liveability
- Sanitation and hygiene
- Safety and security
- Community integration

At SunMeD Residence, residents enjoy well-ventilated dormitories, sustainable sanitation systems, communal gathering areas, and self-service amenities such as laundry stations—all curated to promote wellbeing, dignity, and social cohesiveness.

This is accommodation designed with people in mind because workforce welfare is directly linked to productivity, retention, and employer value.

This commitment to quality was prominently highlighted during the visit by a MIDA delegation in August 2025. Led by Dato' Sivasuriyamoorthy Sundara Raja, former Deputy Chief Executive Officer (Investment Promotion & Facilitation)—in the closing chapter of his distinguished service at MIDA. The engagement provided policymakers with first-hand insights into how modern, compliant, and human-centric CLQs can uplift workforce welfare while strengthening Malaysia's broader industrial ecosystem.

¹ Malaysia's Workers' Minimum Standards of Housing and Amenities Act 1990, Act 446, is a law mandating employers to provide decent, safe, and healthy living conditions (housing, amenities, sanitation, space) for all workers, especially foreign workers, with enforcement covering plantations, construction, and manufacturing sectors, ensuring compliance with international labour standards and preventing diseases, with penalties for non-compliance.

SPECIAL FEATURE



Occupational Safety and Health (Amendment) Act 2022 (OSHA 2022)



IFC and the EBRD under Workers' Accommodation: Process and Standards Guidance



Foreign Employee Dormitories Act (FEDA) issued under Ministry of Manpower, Singapore



Section B-7 of the Responsible Business Alliance (RBA) Code of Conduct 8.0



Act 446, "Employees' Minimum Standards of Housing, Accommodations and Amenities Act 1990" of Malaysia



International Labour Organization (ILO) Standards

Driving Quality, Innovation, and ESG Integration

Since its establishment, DORMS has emerged as a key player in developing modern, well-managed workforce housing that evolves alongside Malaysia's industrialisation needs. ESG principles are embedded across its operations through:

- Sustainable design choices
- Energy-efficient systems
- Responsible waste management
- Data-driven facility management tools
- Transparent, accountable governance practices

For investors, this signals a clear message: **Malaysia is not only investment-ready –Malaysia is workforce-ready.**

As global manufacturing, logistics, and services sectors intensify their sustainability commitments, ethical and well-managed labour accommodation has become a defining element of global supply chain expectations.

Strengthening Industrial Park Competitiveness and Talent Mobility

Across Malaysia, talent mobility remains a key challenge. Many skilled and semi-skilled workers—both local and international—hesitate to relocate due to limited availability of quality, secure housing near industrial zones.

DORMS' PBWAs and CLQs help address this gap by providing:

- Safe, high-quality living environments
- Proximity to industrial parks
- Community-based services
- Accommodation for a full spectrum of talent tiers
 - non-professional
 - semi-professional
 - professional

By removing housing barriers, industrial parks become more competitive, industries gain a stable workforce, and investors gain confidence in Malaysia's ability to support large-scale operations.



SPECIAL FEATURE



A Shared Vision for Inclusive and Sustainable Growth

As Malaysia moves into its next phase of industrial growth, high-quality workforce accommodation represents a new frontier of competitiveness—one rooted not only in productivity, but in dignity, wellbeing, and shared prosperity.

Discussions with MIDA reaffirm a shared conviction: Malaysia's industrial success cannot be defined by infrastructure alone—it must also reflect how the people who power Malaysia's industries are supported.

MIDA's vision for an inclusive, resilient, and future-ready investment ecosystem aligns strongly with DORMS' mission to elevate workforce conditions while strengthening regulatory compliance and social trust. DORMS continues to work closely with employers, local

authorities, and community stakeholders to ensure its housing solutions remain adaptable, compliant, and future-focused.

When investors choose Malaysia, they are choosing the Malaysian workforce.

When that workforce is supported by accommodation that is safe, sustainable, human-centric, and globally benchmarked, it strengthens Malaysia's value proposition in a way incentives alone cannot.

DORMS' approach reflects a commitment to contributing meaningfully to Malaysia's investment ecosystem through the provision of PBWAs and CLQs that evolve with industry needs, uphold strong ESG principles, and reflect the human-centric values of a modern industrial economy. To know more, check out their official website: <http://dorms.com.my/>



EVENT HIGHLIGHTS

SUPPLIER DEVELOPMENT AND PARTNERSHIP PROGRAMME

MEMORANDUM OF UNDERSTANDING (MOU)
SIGNING

29TH OCT 2025

2025

27TH - 31ST OCT 2025



Driving Malaysia's Automotive Future: MIDA & Hyundai Empower Local Supply Chains

To strengthen Malaysia's automotive ecosystem and support the nation's transition towards next-generation mobility, MIDA, in collaboration with Hyundai Motor Malaysia, organised a high-impact Supply Chain Development and Partnership Programme from 27-31 October 2025 in the Republic of Korea.

The five-day programme brought together 12 Malaysian vendors and 36 global Tier-1 suppliers within Hyundai's network through targeted business matching sessions, factory visits and technology sharing engagements. These activities facilitated valuable insights into advanced manufacturing, promoted knowledge exchange, and laid the groundwork for deeper industry collaboration.

Strengthening Malaysian Capabilities

The initiative supports Malaysian vendors in moving up the value chain, by strengthening technical capabilities, enhancing manufacturing efficiency and aligning local suppliers with global requirements - key enablers for attracting quality investments and building a resilient, innovation-led supply chain.

The initiative also sets the stage for long-term partnerships, including future joint ventures, technical alliances, and co-development projects between Malaysian vendors and Hyundai's regional/global partners.

Driving Localisation and Growth

A key outcome of the programme was the signing of four Memorandums of Understanding (MoUs) between Malaysian and Korean companies to support Hyundai's vehicle production in Malaysia through technical collaboration. These partnerships are expected to improve product quality, expand local capabilities and create pathways for longer-term cooperation.

Hyundai Motor Malaysia reaffirmed its commitment to Malaysia as a long-term strategic partner, supporting sustainable growth across the automotive supply chain and the broader industrial ecosystem.





Central Region Programme: Uniting Strengths, Powering Industrial Growth and Fostering Supply Chain Resilience

In a strategic showcase of Malaysia's industrial evolution, the MIDA, together with the Federal Territories and the States of Selangor, Negeri Sembilan, and Melaka, launched the Central Region Programme — a two-day flagship initiative held from 11-12 November 2025, to strengthen industrial collaboration, supply chain integration, and ecosystem resilience under the theme "Innovating Industries, Connecting Markets."

The programme convened over 800 industry leaders, policymakers, investors and business communities at Royale Chulan Kuala Lumpur, reinforcing Malaysia's Central Region as a compelling hub for high-value manufacturing and services. With established strengths in electrical and electronics, aerospace, pharmaceuticals, food manufacturing and global services, the region is projected to contribute RM24.5 billion annually to the country's GDP, supported by an estimated RM12.5 billion in approved investments yearly and the creation of 5,000 high-value jobs over five years.

From Foundations to Future-Ready Growth

MIDA's approach reflects a shift from traditional investment volume metrics towards ecosystem integration — linking local suppliers, talent, innovation platforms and multinational anchors to enhance competitiveness and attract strategic investments.

Former Minister of Investment, Trade and Industry, YB Senator Tengku Datuk Seri Utama Zafrul Tengku Abdul Aziz, underscored that the initiative builds on existing industrial assets, strengthening connectivity and value-chain integration rather than starting from scratch.

Regional Synergy, Shared Values

Leaders from participating regions highlighted the collaborative strengths of the programme:

- Federal Territories emphasised its role as an innovation and services backbone.
- Selangor reaffirmed their industrial capacity and infrastructure readiness.
- Melaka showcased its historic gateway strengths and hi-tech industrial parks.
- Negeri Sembilan highlighted niche capabilities in aerospace, pharmaceuticals and precision manufacturing.

EVENT HIGHLIGHTS

FLAGSHIP INVESTMENT SEMINAR THE INDUSTRIAL CLUSTER INITIATIVE IN THE CENTRAL REGION



Fireside Chat Session:

Collaborating for Impact: Central Region as the Hub of Growth and Opportunities



MODERATOR
YB Liew Chin Tong
Deputy Minister of Investment, Trade and Industry (MITI)



PANELIST
YAB Dato' Seri Amirudin Shari
Dato'/Menteri Besar Selangor



PANELIST
YAB Dato' Seri Utama Hj. Aminuddin Harun
Menteri Besar Negeri Sembilan



PANELIST
YAB Dato' Seri Utama Ab Raut Yusoh
Chief Minister of Melaka



PANELIST
YB Dato Seri Dr. Zalha Mustafa
Minister in the Prime Minister's Department (Federal Territories)

Organised by:
MIDA



Driving Knowledge & Industry Exchange

The agenda blended strategic discussions with sector-focused sessions, including topics such as supply chain development, digital transformation, talent development and industry-academia linkages. International expertise — notably from the Netherlands' Brainport Industries — enriched insights on building high-performance industrial clusters.

From Classroom to Clusters

MIDA extended its collaborative approach into education through the Malaysia Young Science Ambassador: ScienceComm Challenge (Central Region 2025).

Organised in partnership with the Ministry of Education (MOE) and supported by industry mentors, the programme encourages school students to creatively communicate science and technology concepts through digital storytelling. Beyond competition, it provides a genuine bridge between classrooms and careers, exposing students directly to STEM professionals and high-value industries.

The initiative also aligns with MRI-3 under the Ministry of Higher Education (MOHE), which promotes the Triple Helix concept, a strategic collaboration between academia, research, and industry to produce globally competitive, highly skilled graduates.

Looking Ahead

A Memorandum of Understanding (MoU) between MIDA and Malaysian Resources Corporation Berhad (MRCB) further signalled long-term infrastructure commitment, while high-level engagements involving federal and state leadership reinforced shared resolve to elevate Malaysia's industrial and supply chain competitiveness.

As global manufacturing networks continue to evolve, Malaysia's Central Region stands poised to capture expanded opportunities through coordinated ecosystem development, enhanced capabilities, and deeper partnerships across borders and sectors.

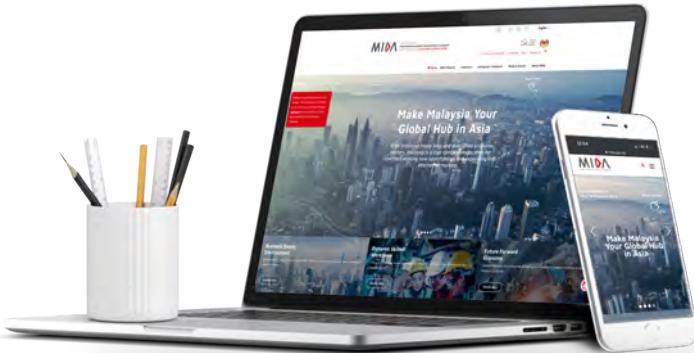
APPRECIATION GIVING CEREMONY FOR Program Duta Sains Malaysia: ScienceComm Challenge Central Region 2025



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OUR COMMUNICATION TOOLS



E-NEWSLETTER

With more than 40,000 registered subscribers and growing, our monthly English e-Newsletter contains the latest industry and services updates, as well as activities held throughout the month.

MIDA WEBSITE

With more than 60,000 average visits per month, our website provides useful and relevant information, serving as a reference for potential investors in doing business in Malaysia.



DIGITAL SIGNAGES

Our digital signages are situated within our HQ building. Located in the heart of Kuala Lumpur, MIDA's headquarters sees hundreds of visitors through its lobby every day.

Location

1. MIDA Lobby, Ground Floor
2. Business Information Centre (BIC), Level 2
3. Perdana Hall, Level 10
4. Corporate Reception Floor, Level 18

Refer next page for the price »»

Advertisement Package

BRONZE PACKAGE

E-NEWSLETTER

- » Full page: RM8,000 per issue
- » Half page: RM6,000 per issue
- » Quarter page: RM3,500 per issue

MIDA WEBSITE

- » Homepage: RM1,500 per week

DIGITAL SIGNAGES

- » LCD TV: RM3,000 per month

ADD-ONS

- » Editorial only: from RM500
- » Artwork resizing: from RM500

SILVER PACKAGE

Branded Content to be published in Invest Malaysia e-Newsletter, and amplified on MIDA digital platforms:

- » 1 Full Page Full Colour (Advertorial/Editorial) x 1 insertion (estimated between 250-300 words; content brief to be provided by client)
- » An exclusive landing page in MIDA website for the advertorial/editorial
- » Advertisement on MIDA digital signages - MIDA Sentral

Traffic drivers to the article:

- » Ads web banner on MIDA Website Home Page (4 weeks)
- » 2 x Postings on Facebook, X, LinkedIn, Instagram

RM18,000

Duration: 4 weeks

GOLD PACKAGE

Branded Content to be published in Invest Malaysia e-Newsletter, and MIDA digital platforms:

- » 2 Full Page Full Colour (Advertorial/Editorial) x 1 Insertion (estimated between 500-600 words; content brief to be provided by client)
- » An exclusive landing page in MIDA website for the advertorial/ editorial
- » Advertisement on MIDA digital signages - MIDA Sentral

Traffic drivers to the articles:

- » Ads web banner on MIDA Website Home Page (4 weeks)
- » 4 x Postings on Facebook, X, LinkedIn, Instagram

RM24,000

Duration: 4 weeks

PLATINUM PACKAGE

Branded Content to be published in Invest Malaysia e-Newsletter, and MIDA digital platforms:

- » 2 Full Page Full Colour (Advertorial/Editorial) x 2 Insertion (estimated between 500-600 words; content brief to be provided by client)
- » An exclusive landing page in MIDA website for the advertorial/ editorial
- » Advertisement on MIDA digital signages - MIDA Sentral

Traffic drivers to the articles:

- » Ads web banner on MIDA Website Home Page (8 weeks)
- » 8 x Postings on Facebook, X, LinkedIn, Instagram

RM42,000

Duration: 8 weeks

Please contact us for more information

ads@mida.gov.my

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|--|---|----------|
| PERDANA HALL (230 PAX) | Inclusive of: •VIP Holding Room •PC Room •Basic AV System RM6,500 | RM7,800 |
| BANQUET HALL (230 PAX) | Inclusive of: •Basic AV System RM3,900 | RM4,600 |
| PERDANA + BANQUET HALL | Inclusive of: •VIP Holding Room •PC Room •Basic AV System RM9,800 | RM11,700 |
| F&B PACKAGES | GOVERNMENT | PRIVATE |
| A Inclusive of: •Refreshment •Tea Break •Lunch •Hi-Tea | From RM130 / Pax | |
| B Inclusive of: •Refreshment •Tea Break •Lunch | From RM110 / Pax | |
| C Inclusive of: •Refreshment •Tea Break/Hi-Tea | From RM70 / Pax | |

PRIVATE MEETING ROOM

| ROOM TYPES | GOVERNMENT | PRIVATE |
|--|--|---------|
| BOARD ROOM (30 PAX) | Inclusive of: •VIP Holding Room •VIP Lounge •AV System RM2,600 | RM3,300 |
| USA ROOM (25 PAX) | Inclusive of: •Basic AV System RM1,950 | RM2,450 |
| JAPAN ROOM (50PAX) | Inclusive of: •Basic AV System RM1,950 | RM2,450 |
| F&B PACKAGES | GOVERNMENT | PRIVATE |
| A Inclusive of: •Refreshment •Tea Break •Lunch •Hi-Tea | From RM130 / Pax | |
| B Inclusive of: •Refreshment •Tea Break •Lunch | From RM110 / Pax | |
| C Inclusive of: •Refreshment •Tea Break/Hi-Tea | From RM70 / Pax | |

TRAINING ROOM

| ROOM TYPES | GOVERNMENT | PRIVATE |
|---|--|---------|
| SIGMA\GAMMA ROOM (40PAX) | Inclusive of: •Basic AV System •1 Flipchart •2 Mahjong Paper •2 Marker Pens RM1,150 | RM1,250 |
| F&B PACKAGES | GOVERNMENT | PRIVATE |
| Inclusive of: •Refreshment •Lunch •Tea Break | RM80 / Pax | |

*All rates are exclusive of :

- GST (0%)
- Service Staff, linen, dome, logistic (RM300)

*F&B by MIDA's panel caterers

VISIT US NOW



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About MIDA

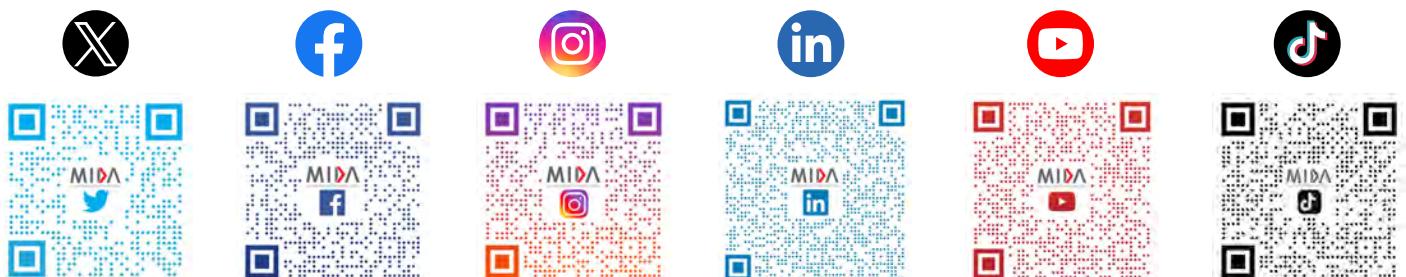
MIDA is the Government's principal investment promotion and development agency under the Ministry of Investment, Trade and Industry (MITI) to oversee and drive investments into the manufacturing and services sectors in Malaysia. Starting operations in 1967 with a relatively small set up of 37 staff, MIDA has grown to become a strong and dynamic organisation of over 700 employees. Headquartered in Kuala Lumpur Sentral, MIDA today has 12 regional and 21 overseas offices. MIDA continues to be the strategic partner to businesses in seizing the opportunities arising from the technology revolution of this era. For more information, please visit www.mida.gov.my and follow us on X, Instagram and Facebook, LinkedIn, TikTok and YouTube channel.

MIDA, your first point of contact for Investments In Malaysia.

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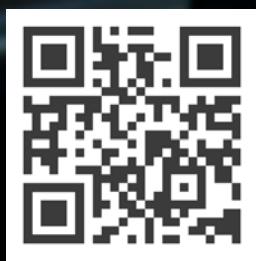
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