

E-NEWSLETTER
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HIGHLIGHTS

Beyond the Numbers: How Investments Are Building Malaysia's Future Capabilities

HIGHLIGHTS

Power Quality, Lower Costs: How MIDA and TNB Support Malaysia's High-Value Industries

INDUSTRY

Packaging the Future: Advancing Automation, Sustainability and Innovation in Malaysia's Paper Packaging Industry

From the CEO's Desk

Dear Valued Partners and Esteemed Stakeholders,

As we reach the midpoint of 2026, Malaysia continues to demonstrate resilience and momentum as a destination for quality investment. In the first half of the year, the country secured **RM218.5 billion in approved investments** across the manufacturing, services and primary sectors, an **11.7 per cent increase year-on-year**, spanning the manufacturing, services and primary sectors. These investments are expected to generate **99,030 new jobs**, reflecting continued investor confidence in Malaysia's economic fundamentals and our ability to support sustainable, long-term growth.

Beyond the headline figures, the quality and composition of these investments point to a broader transformation underway. Domestic investment in the manufacturing sector grew by **23 per cent**, signalling stronger participation by Malaysian businesses in the country's industrial development. At the same time, investments across strategic sectors are creating opportunities to deepen supply chains, strengthen technological capabilities and position Malaysia for the industries of tomorrow.

A competitive investment destination, however, is built on more than numbers alone. It requires a strong and reliable ecosystem that enables businesses to operate efficiently, innovate and grow. This edition highlights how MIDA, together with industry partners, is strengthening this ecosystem – from supporting companies in addressing power quality and reliability concerns to enabling the paper packaging industry as it adopts automation, digitalisation and more sustainable production practices.

Talent is equally central to Malaysia's continued competitiveness. As emerging technologies reshape industries and workforce requirements, the **Malaysia Higher Education Blueprint 2026-2035** provides an important foundation for developing adaptable, industry-ready talent. Stronger connections between higher education, industry and investment will be essential to ensuring that Malaysians are equipped to participate in, and benefit from, the opportunities created by a changing economy.

This edition also reflects the importance of long-term partnerships in sustaining Malaysia's investment journey. **Air Liquide's longstanding presence and continued expansion in Malaysia** demonstrate how a mature industrial ecosystem can support investors as they deepen their capabilities and respond to new opportunities. Meanwhile, MIDA's engagement with industry and financial partners in **Melaka's semiconductor ecosystem**, as well as the renewed partnership with **Invest Hong Kong**, highlights the value of collaboration in strengthening supply chains, facilitating investment and expanding regional connectivity.

Investment opportunities must also translate into broader economic participation. The experience of **RECODA's rural aquaculture initiative in Sarawak** illustrates how targeted government support, when connected to commercial activity, skills development and local participation, can create sustainable economic opportunities beyond major industrial centres.

From the CEO's Desk

At the same time, Malaysia's investment story extends beyond attracting capital into the country. The global expansion of DXN, a homegrown Malaysian company, demonstrates how capabilities developed here can be taken to international markets while maintaining research, quality and value creation in Malaysia. Such success stories reinforce the potential for Malaysian companies to grow into global players.

Together, the stories featured in this edition demonstrate that Malaysia's investment journey is about more than attracting capital. It is about **building capabilities, strengthening partnerships, developing talent and creating an ecosystem where businesses can invest, innovate and grow** – while ensuring that the benefits of economic development reach businesses, communities and the rakyat.

As we look ahead, MIDA remains committed to working closely with our stakeholders to deepen Malaysia's industrial capabilities, facilitate quality investments and strengthen our connections with global markets. Together, we will continue building an investment ecosystem that is competitive, resilient and sustainable, and that creates lasting value for Malaysia.

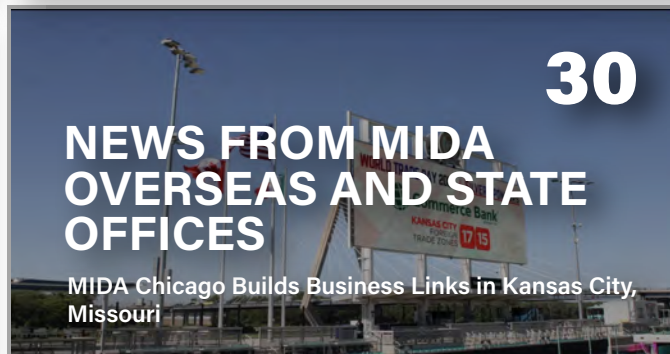
Thank you for your continued trust, partnership and support.

DATUK SIKH SHAMSUL IBRAHIM SIKH ABDUL MAJID

Chief Executive Officer
Malaysian Investment Development Authority (MIDA)



In this issue



Beyond the Numbers: How Investments Are Building Malaysia's Future Capabilities

Malaysia's RM218.5 billion in approved investments across the services, manufacturing and primary sectors tells only part of the story. Beyond the headline figure, the latest performance reflects important shifts in the country's investment landscape, from the expansion of digital infrastructure and higher-value manufacturing to stronger domestic participation and the creation of more skilled jobs. Approved investments increased by 11.7 per cent year-on-year, involving 2,746 approved projects expected to create 99,030 new jobs.

Foreign investments contributed RM126.9 billion, while domestic investments accounted for RM91.6 billion. This combination reflects continued international confidence in Malaysia, alongside the growing participation of Malaysian companies in the country's development.

Total Approved Investments

↑ **RM218.5**
(1H 2025 : RM195.5 billion)

Domestic-to-Foreign Investment Ratio

42 : 58
(1H 2025 : 45 : 55)

Domestic Investments (DI)

↑ **RM91.6** billion
(1H 2025 : RM88.4 billion)

New Jobs

↑ **99,030**
(1H 2025 : 91,355)

Foreign Investments (FI)

↑ **RM126.9** billion
(1H 2025 : RM107.1 billion)

Projects

↓ **2,746**
(1H 2025 : 4,949)

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

Five Major States

	RM (Bil)	Manufacturing RM (Bil)	Services RM (Bil)	Primary RM (Bil)
 Selangor (1H 2025 : RM34.8 Bil)	70.0	9.2	60.8	-
 Johor (1H 2025 : RM56.1 Bil)	59.4	11.8	47.6	-
 W.P. Kuala Lumpur (1H 2025 : RM33.0 Bil)	26.6	0.2	26.4	-
 Pulau Pinang (1H 2025 : RM19.0 Bil)	20.2	17.3	2.9	-
 Sarawak (1H 2025 : RM2.9 Bil)	10.8	0.7	1.1	9.0

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

Top Five Foreign Investors*

	RM (Bil)
 The United States of America (1H 2025 : RM10.4 Bil)	33.1
 Singapore (1H 2025 : RM43.5 Bil)	25.9
 Japan (1H 2025 : RM2.7 Bil)	22.3
 The People's Republic of China (1H 2025 : RM23.4 Bil)	16.5
 Cayman Island (1H 2025 : RM2.1 Bil)	4.1

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

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HIGHLIGHTS

Investment with Wider Economic Benefits

The services sector remained the largest contributor, accounting for RM149.6 billion or 68.5 per cent of total approved investments. Its strong performance was largely driven by the continued expansion of Malaysia's digital economy.

Information and communications technology (ICT) attracted RM103.3 billion, of which RM95.8 billion came from data centre and cloud-related investments. These investments are strengthening Malaysia's role as a regional

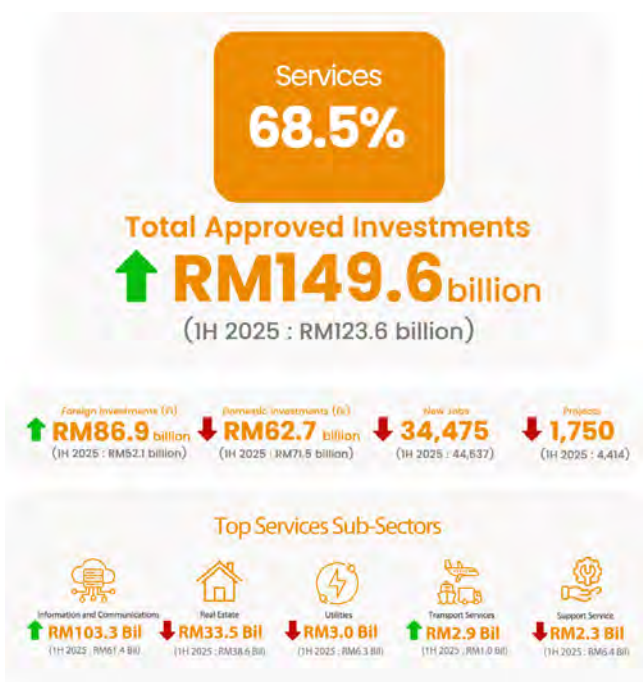
digital infrastructure hub. Beyond digital infrastructure, services investments also attracted real estate, utilities, transport and support services, creating opportunities across Malaysia's broader services economy.

As Malaysia continues to position itself as an AI nation by 2030, the focus is increasingly on ensuring that digital investments generate wider economic opportunities. The Data Centre Task Force, for instance, gives priority to projects with secured power and water supply, demonstrable green compliance and stronger local supply chain participation.

Manufacturing: Moves towards Higher-Value

Manufacturing contributed RM51.3 billion in approved investments across 973 projects. While the total value was affected by several large-scale projects approved in the exceptionally strong first half of 2025, the number of manufacturing projects increased significantly by 88.2 per cent.

Notably, the value of new manufacturing projects more than doubled to RM25.8 billion, rising 112.2 per cent year-on-year. Domestic investment in manufacturing also grew by 23 per cent to RM18.6 billion, reflecting stronger participation by Malaysian companies.



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



HIGHLIGHTS

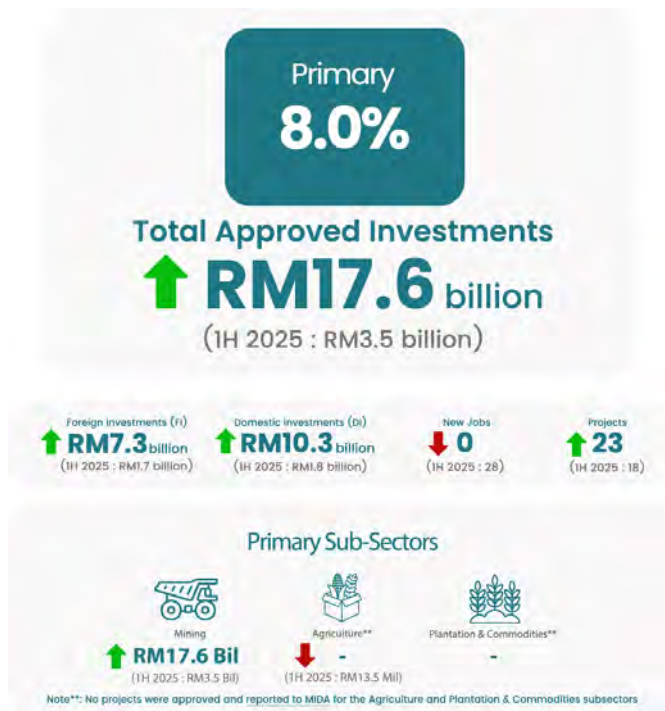
The sector is increasingly moving beyond traditional manufacturing activities towards higher-value capabilities. Electrical and electronics (E&E) led manufacturing investments with RM16.6 billion, followed by machinery and equipment at RM7.5 billion, chemicals at RM5.5 billion, transport equipment at RM4.9 billion and food manufacturing at RM4.9 billion.

Together, these five industries accounted for more than three-quarters of total manufacturing approvals. Nearly one-third of approved manufacturing projects also plan to export at least 80 per cent of their output, reinforcing Malaysia's continued role as a production and export base for global markets.

The employment profile is also becoming more skills-intensive. Manufacturing projects are expected to create 64,555 jobs, including local Managerial, Technical and Supervisory (MTS) positions. Nearly one in five local manufacturing jobs is expected to offer monthly salaries of RM5,000 or more, pointing to the growing demand for higher-skilled talent.



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



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Stronger Domestic Participation

The primary sector recorded the strongest year-on-year growth, with approved investments rising 414 per cent to RM17.6 billion, driven by 23 offshore oil and gas projects.

HIGHLIGHTS

Domestic investment accounted for RM10.3 billion, or 58.5 per cent of the sector, demonstrating the growing capacity of Malaysian companies to undertake larger upstream projects. Sarawak and Sabah accounted for the largest shares of primary sector investments.

Across Malaysia, Selangor, Johor, W.P. Kuala Lumpur, Pulau Pinang and Sarawak recorded the highest levels of approved investments, reflecting the diverse strengths and investment proposition offered by different parts of the country.

From Approvals to Real Economic Impact

For Malaysia, the significance of these investments extends beyond the value of approvals. The focus is increasingly on how investments translate into new production capacity, technology, skilled employment and opportunities for local businesses.

This is reflected in the implementation progress of approved manufacturing projects. As of 18 August 2026, 87 per cent of the 5,822 manufacturing projects approved between 2021 and June 2026 had reached various stages of implementation, from construction through to production. More than 90 per cent of projects approved between 2021 and 2024 had been implemented.

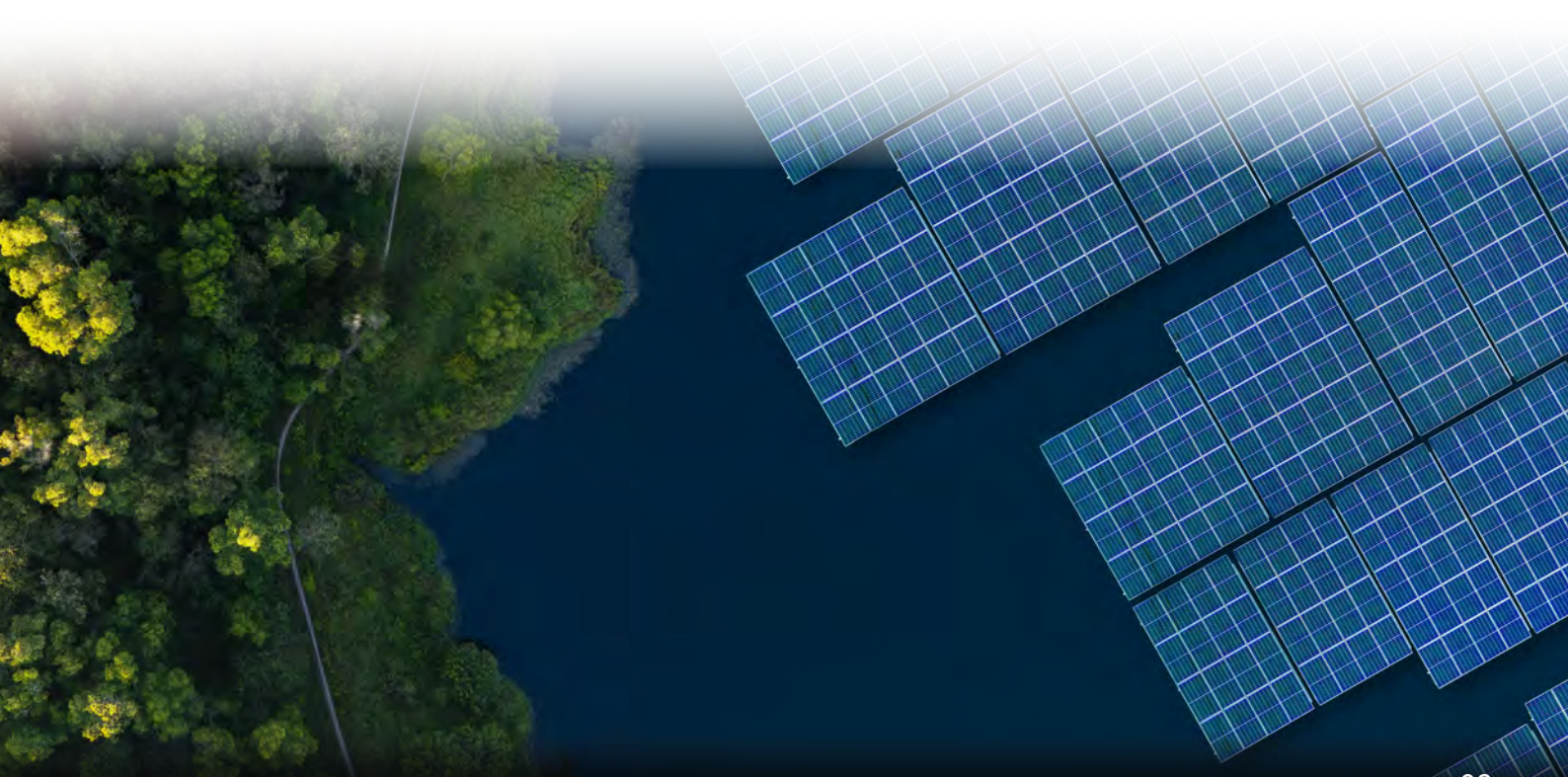
MIDA continues to support this transition from approval to implementation through the Invest Malaysia Facilitation Centre (IMFC) and close coordination with ministries and agencies to address regulatory and implementation matters. Through initiatives such as #InvestLokal, MIDA is also working to strengthen linkages between investors and Malaysian SMEs and local vendors.

Looking Ahead

Malaysia's investment pipeline also remains encouraging. As of 10 August 2026, MIDA was reviewing 227 proposals worth RM72.1 billion, alongside a further RM58.4 billion in high-potential investment leads. These opportunities are concentrated in strategic areas including semiconductors, AI infrastructure, renewable energy and medical devices.

The first half of 2026 therefore points to more than continued investment momentum. It reflects Malaysia's ongoing transition towards investments that strengthen industrial capabilities, deepen domestic participation and create higher-value opportunities for Malaysians.

Read the full MIDA media release: <https://www.mida.gov.my/media-release/malaysia-secures-rm218-5-billion-in-approved-investments-in-1h-2026-with-domestic-investment-in-manufacturing-up-23/>



HIGHLIGHTS



Power Quality, Lower Costs: How MIDA and TNB Support Malaysia's High-Value Industries

For manufacturers and operators of power-sensitive facilities, reliable electricity is essential to protecting equipment, maintaining operations and ensuring business continuity. As industrial and digital operations become more automated and dependent on sensitive equipment, power quality has become critical to productivity, service reliability and profitability.

This is particularly important for industries such as semiconductors, electronics, medical devices, pharmaceuticals and data centres, where even a brief power disturbance can disrupt critical operations, affect product or service quality and result in significant financial losses.

When operations are disrupted, companies may assume that they are not receiving enough electricity. However, the available supply may already be sufficient. The disruption may instead involve a brief change in voltage, originating either from the electricity network or within the facility; whether operations are affected also depends on the ability of the equipment to withstand the disturbance.

Recognising the importance of reliable infrastructure to investors, MIDA works closely with key infrastructure partners such as **Tenaga Nasional Berhad (TNB)** to support businesses beyond investment approval.

MIDA's Connects Investors with the Right Technical Support

When electricity-related issues require specialist intervention, MIDA's aftercare services connect investors with TNB so that concerns can be assessed by the appropriate technical teams and practical next steps identified.

This collaboration provides investors with a clear pathway - from identifying the issue and engaging with the relevant stakeholders to conducting a technical assessment and, where appropriate, developing mitigation measures. It allows companies to remain focused on their core operations while ensuring that infrastructure-related concerns are assessed by the appropriate technical experts.

MIDA's Value to Investors

- A single facilitation point to raise operational and infrastructure-related concerns.
- Coordination with TNB and other relevant stakeholders for technical engagement and issue resolution.
- Support for project implementation and expansion discussions, including infrastructure requirements and business continuity considerations.
- Guidance on relevant facilitation or incentive pathways under prevailing policies, where applicable.

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Why Power Quality Matters?

Power quality refers to the stability and consistency of electricity supplied to a facility. Poor power quality can lead to:

- Operational interruptions;
- Equipment malfunction or damage;
- Reduced productivity or service reliability; and
- Unexpected operational losses.

One common power quality disturbance is a voltage sag - a brief reduction in voltage that may last only a fraction of a second. Although electricity remains available, the disturbance may cause sensitive machinery, control systems, or electronic equipment to trip or shut down.

Voltage sags can arise from events such as lightning, vegetation interference, third-party activities, vandalism, or equipment failure. They may also originate within a facility, for example, when large motors or heavy machinery are started. While such disturbances cannot be completely eliminated, companies can strengthen the resilience of their facilities and reduce the operational impact.

TNB's Power Quality Support for Businesses

TNB supports customers through dedicated **Power Quality (PQ) Services**, covering three core areas: walk-through audits, ride-through tests and comprehensive PQ studies. These services help companies assess sensitive equipment, identify vulnerabilities, diagnose the source and impact of disturbances, and determine suitable mitigation measures.

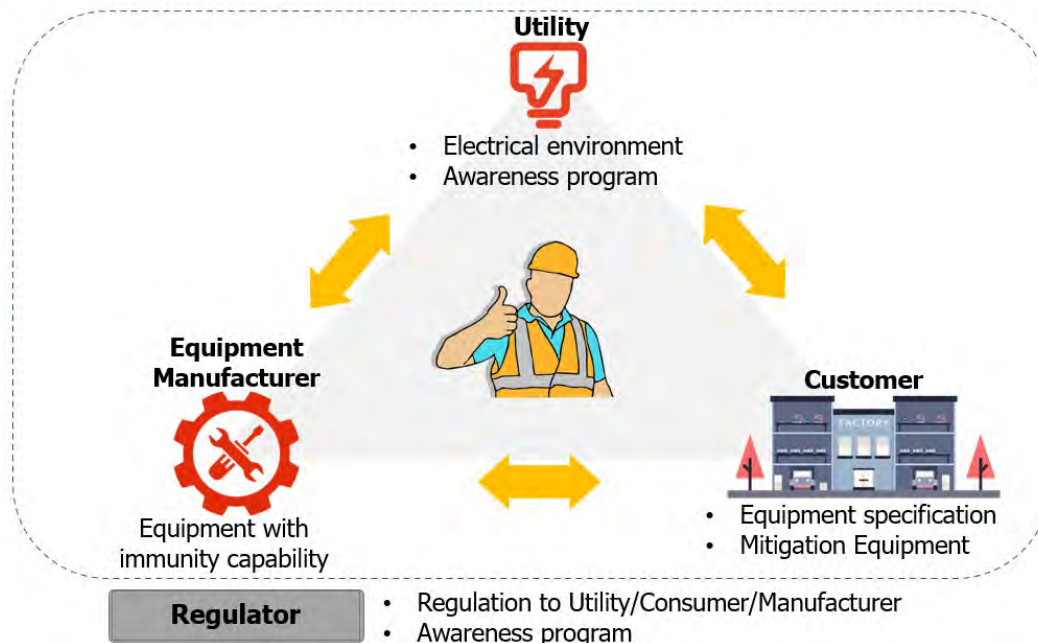
TNB also operates an integrated **Power Quality Monitoring System (PQMS)** to monitor real-time PQ data, analyse trends and provide event alerts and reports to affected customers. This enables companies to understand their power quality performance, maintain operational records and take appropriate corrective action.

TNB's Power Quality Assessment Service helps companies identify potential vulnerabilities before they disrupt operations. It examines how facilities and equipment respond to power disturbances and provide practical recommendations to improve reliability. By taking preventive action early, companies can avoid costly downtime and build more resilient operations.

Companies operating critical facilities may consider aligning their equipment with internationally recognised standards, including those of the **International Electrotechnical Commission (IEC)** and, where applicable, **SEMI**. These standards can help improve equipment immunity against voltage disturbances. Where appropriate, additional mitigation measures such as **uninterruptible power supply (UPS)** systems and other power quality solutions can further strengthen operational reliability.

Beyond technical services, TNB also promotes knowledge sharing through annual Power Quality awareness seminars conducted with key stakeholders. In 2025, TNB organised **11 seminars involving 434 Large Power Consumers (LPCs) across the region**, providing opportunities for companies to learn about industry best practices, exchange experiences and explore practical solutions to improve operational reliability.





From Diagnosis to Results: The Sensata Experience

The business value of proper diagnosis can be seen through the experience of Sensata Technologies (Malaysia) Sdn. Bhd., part of the global technology company specialising in sensing, electrical protection and control solutions.

The company experienced operational interruptions caused by voltage-sag-related disruptions, with estimated losses of approximately **RM70,000 per incident**. Following a power quality assessment and ride-through testing conducted by TNB, the secondary control equipment in the company's chiller system was identified as particularly sensitive to voltage disturbances.

Instead of pursuing a costly plant-wide protection solution, the company implemented two targeted Power Quality Mitigation Equipment (PQME) units at a total cost of approximately RM25,000. Following the installation, disruptions declined from about **14 events annually to almost zero**, with a reported return on investment in **less than two months**.

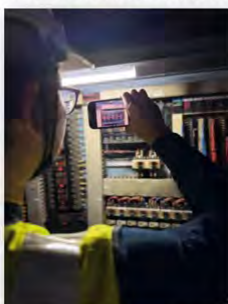
The case demonstrates an important principle for all power-sensitive operations; an effective response begins with an accurate diagnosis and applies the right intervention at the appropriate point.



Scan to view Sensata & TNB collaborative success story information.



WALK THROUGH AUDIT



- To identify critical & sensitive equipment and strategize for ride through test.



RIDE THROUGH TEST



- To diagnose by verifying equipment immunity to recognizable standard **MS IEC 61000-4-11** , **MS IEC 61000 -4-34** & **SEMI F47**



FULL PQ STUDIES



- Report preparation comprising **PQ exposure & cost benefit analysis and solution recommendation** to mitigate voltage sag interruption.

Objective:

To diagnose & evaluate critical & sensitive equipment and propose cost effective solutions.



HIGHLIGHTS

Strengthening Malaysia's Industrial and Digital Competitiveness

Reliable power infrastructure is an important part of Malaysia's broader energy transition, industrial development and growing digital economy. As Malaysia advances its energy transition agenda under the **National Energy Transition Roadmap (NETR)**, companies are increasingly adopting energy-efficient technologies, smart energy management systems and solutions that optimise electricity consumption.

TNB is investing approximately **RM43 billion** to modernise and strengthen the national electricity grid. Its significant capital expenditure (CapEx) under Regulatory Period 4 (RP4), spanning 2025 to 2027, supports Malaysia's energy transition through system upgrades, effective maintenance programmes and grid modernisation aimed at improving system security and reliability, while meeting rising electricity demand.

These investments will also support renewable energy integration and help Malaysia meet the increasingly complex requirements of advanced manufacturing, data centres and other high-value, technology-intensives activities.

A Shared Approach to Operational Resilience

For companies planning new facilities, expanding existing operations or facing recurring power quality concerns, early engagement can help reduce uncertainty and identify practical solutions before disruptions become costly.

Malaysia's strength lies not in its infrastructure, but also in the coordinated ecosystem supporting investors throughout their investment journey. MIDA provides the investor-facing facilitation and coordination, while TNB contributes the technical expertise, monitoring capabilities and power quality services needed to address electricity-related operational risks.

For companies seeking to enhance operational reliability and safeguard business continuity, TNB's **free Power Quality Assessment Service** offers a practical starting point for developing a more resilient and future-ready facility. Investors are encouraged to engage MIDA on project implementation and operational facilitation matters, and MIDA can coordinate with TNB when power quality expertise is required.

TNB Power Quality Services

For technical enquiries or a free consultation on TNB PQ Services: pqoperation@tnb.com.my



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MIDA BUSINESS CONDITIONS SURVEY (BCS) MANUFACTURING SECTOR Q1 / OUTLOOK Q2 2026

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Malaysian Investment
Development Authority



Packaging the Future: Advancing Automation, Sustainability and Innovation in Malaysia's Paper Packaging Industry

Packaging has evolved far beyond its traditional role as a protective container. Malaysia's paper packaging industry is being reshaped as manufacturers respond to changing customer requirements and global sustainability expectations. As export-oriented industries expand, demand for innovative, functional and environmentally responsible paper packaging solutions is growing. This is encouraging manufacturers to invest in higher value-added products and advanced manufacturing capabilities.

The shift is also transforming manufacturing operations across the industry. Traditional labour-intensive processes are increasingly being replaced by smart manufacturing technologies. Automation, robotics, artificial intelligence (AI), the Internet of Things (IoT), digital monitoring and advanced quality control systems are now improving productivity, product consistency and operational efficiency. These technologies also enable manufacturers to meet increasingly stringent customer requirements. Manufacturers are also adopting environmentally responsible production practices by increasing the use of recycled materials, bio-based alternatives and low-carbon packaging solutions to meet growing sustainability expectations from global customers.

The Industry-Wide Transformation

The transformation is taking place across the entire value chain, from the sourcing of raw materials to the production of finished packaging:

- **Upstream:** The industry is moving away from virgin resources and adopting more low-carbon materials and localised waste-paper recovery. Global brands now demand greater transparency, requiring packaging materials to be sourced from responsibly managed forests certified under internationally recognised schemes such as the Forest Stewardship Council (FSC) and the Programme for the Endorsement of Forest Certification (PEFC). Manufacturers are increasing the use of renewable and recycled fibre sources, including bamboo fibre, sugarcane bagasse and recycled paper, to support circular economy and low-carbon objectives.
- **Midstream:** To move beyond the low-value manual assembly, Malaysian paper converters are adopting Industry 4.0. These include AI-driven quality control, IoT sensors, and highly automated production lines that help meet the stringent quality standards required by multinational corporations (MNCs). For example, automated conversion of kraft paper into corrugated board—including the precise

formation and bonding of corrugated (fluted) paper layers—has significantly improved production efficiency, dimensional accuracy, and product consistency.

- **Downstream:** Paper packaging now goes beyond standard shipping applications. The industry is moving into high-value segments such as precision moulded fibre products and specialty corrugated packaging for modern logistics and e-commerce applications. As downstream customers strengthen their ESG commitments, demand is also increasing for packaging with verified Chain of Custody (CoC) certification under internationally recognised schemes such as FSC and PEFC. Such certification provides traceability and responsible sourcing throughout the supply chain.

Industry Observation: Customer Demand is Driving Transformation

Widely regarded as a "never sunset" sector, the paper packaging industry serves as a critical supporting industry for many parts of the economy. Existing manufacturers are expanding to meet the requirements of MNCs and export-oriented manufacturers are seeking more sustainable packaging solutions. From 2020 to 2025, MIDA approved 26 expansion and diversification projects worth RM911.4 million, comprising RM561.7 million in foreign investments (FI) and RM349.7 million in domestic investments (DI).

This investment pattern shows that industry expansion is increasingly driven by changing customer needs, alongside manufacturers' own business strategies. As MNCs and export-oriented manufacturers strengthen their sustainability commitments and product specifications, packaging suppliers are responding by introducing new paper-based packaging solutions, enhancing product functionality and improving manufacturing efficiency.

A Malaysian Company Moving Up the Value Chain

Jishan Group is one example of how Malaysian packaging manufacturers are moving up the value chain through innovation and sustainability. Established in 2000, the company has grown into one of Malaysia's leading integrated packaging solution providers, serving industries including semiconductors, healthcare, food and beverage, industrial products and consumer goods.

Over the years, Jishan has expanded from corrugated cartons into sustainable paper packaging and moulded fibre products made from bagasse. The company has also invested significantly in automation, including Automated Storage and Retrieval Systems (ASRS), to improve warehouse capacity, inventory accuracy, and operational efficiency.





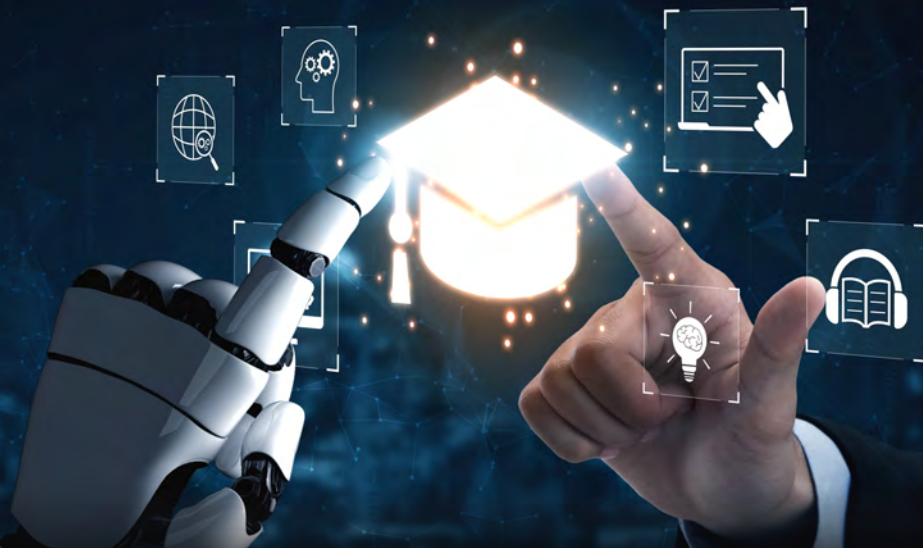
Moving forward, Jishan's strategy will focus on driving growth through smart manufacturing, sustainable packaging, and integrated packaging solutions. The company will continue investing in Industry 4.0 technologies and automation to enhance productivity and operational efficiency. It will also expand its range of recyclable and eco-friendly packaging made from paper, bagasse, and recycled materials. By offering a comprehensive range of packaging solutions under one roof, the company aims to provide customers with a convenient one-stop solution. At the same time, it seeks to strengthen supply chain resilience while supporting customers' sustainability goals.

Looking Ahead: Supporting Industry Transformation

To support this ongoing transformation, the Government provides various incentives through MIDA. Companies investing in

automation may benefit from the Automation Capital Allowance (Automation CA), which provides a 200% capital allowance on the first RM10 million of qualifying expenditure on automation, including Industry 4.0 technologies. Additionally, companies expanding their capacity and investment in Malaysia may qualify for Reinvestment Allowance (RA) under NIMP 2030 to boost productivity. Malaysia's packaging industry is developing as a high-value sector driven by automation, sustainability, and innovation. As manufacturers continue to invest in smart technologies, responsible sourcing, and sustainable production practices, the industry is well-positioned to capture growing opportunities across global supply chains.

For further information, please contact the Food Technology and Resource-Based Industries Division, MIDA via the <https://www.mida.gov.my/staffdirectory/food-technology-resource-based-industries-division>



Building Future-Ready Talent Opportunities under the Malaysia Higher Education Blueprint 2026-2035

A New Vision for Higher Education

Higher education is a vital driver of national development. Beyond equipping individuals with knowledge and skills, it develops the talent, research capabilities and innovation needed to sustain economic growth and strengthen Malaysia's long-term competitiveness. As industries evolve, driven by artificial intelligence (AI), digitalisation, automation and the transition towards a greener economy, higher education plays a central role in preparing graduates for the workplace of tomorrow.

According to the World Economic Forum's Future of Jobs Report 2025, approximately 170 million new jobs are expected to be created globally by 2030, while 92 million existing roles may be displaced. At the same time, an estimated 59 per cent of the global workforce will require reskilling or upskilling, highlighting the growing importance of lifelong learning and workforce development.¹

Malaysia is responding to these changes through the **Malaysia Higher Education Blueprint 2026-2035 (MHEB 2026-2035)**, introduced by the Ministry of Higher Education as a strategic roadmap to strengthen and transform the country's higher education ecosystem.

The blueprint builds on the foundations established under the Malaysia Education Blueprint 2015-2025 (Higher Education), including priorities such as Financial Sustainability, Innovation Ecosystem, Quality TVET Graduates, Global Prominence and Globalised Online Learning. These priorities strengthened institutional capabilities, supported industry-relevant talent development, fostered innovation and internationalisation, and modernised learning delivery.²

With the higher education landscape now facing new technological and economic demands, the **MHEB 2026-2035** sets out **10 Strategic Shifts**, anchored by a vision of developing **human-centric, purpose-driven nation builders**.

The 10 Strategic Shifts are:

- **Shift 1:** Humanity-Centric, Entrepreneurial, and Adaptive Learners
- **Shift 2:** Purpose-Driven, High-Performance Talent
- **Shift 3:** Advanced TVET Competency
- **Shift 4:** Financial Sustainability and Resilience
- **Shift 5:** Agile, Accountable Governance
- **Shift 6:** Responsible Research, Development, Innovation, Commercialisation, and Entrepreneurship (RDICE)
- **Shift 7:** Global Prominence and International Collaboration

¹ World Economic Forum. The Future of Jobs Report 2025. Geneva: World Economic Forum.

² Ministry of Education Malaysia. (2015). Malaysia Education Blueprint 2015-2025 (Higher Education).

- **Shift 8:** Flexible Education and Lifelong Learning
- **Shift 9:** Sustainability and Planetary Health
- **Shift 10:** Responsive and Dynamic Delivery

Preparing Talent for Emerging Industries

This vision takes on particular importance as Malaysia positions itself for growth in emerging and high-value industries. AI, cybersecurity, semiconductor manufacturing, advanced materials, renewable energy and digital healthcare are creating demand for increasingly specialised professional and technical capabilities.

According to the World Economic Forum (WEF), roles such as AI and Machine Learning Specialists, Data Analysts, Information Security Analysts, Renewable Energy Engineers, and Environmental Engineers are among the fastest-growing occupations globally¹. In Malaysia, the New Industrial Master Plan 2030 (NIMP) similarly identifies the need to develop specialised capabilities, including IC design engineers, to support the country's expanding semiconductor ecosystem.

Meeting these evolving requirements calls for a strong combination of higher education and advanced Technical and Vocational Education and Training (TVET), with closer alignment between what is taught and what industries need. The MHEB 2026–2035 supports this direction by promoting industry-relevant education, advanced

TVET competencies, flexible learning pathways and stronger collaboration between higher education institutions and industry.³

For investors, this alignment matters. Access to skilled and adaptable talent strengthens Malaysia's attractiveness as a location for companies seeking to establish, expand or upgrade high-value operations. It also supports the creation of better employment opportunities for Malaysians.

Unlocking Investment Opportunities in Education

Malaysia's higher education transformation creates new opportunities for quality investments that strengthen the education ecosystem and talent pipeline. The new blueprint encourages greater industry participation, commercial innovation, and internationalisation, creating potential opportunities across private higher education institutions, international branch campuses, specialised training centres and industry-driven TVET providers.

These developments also open the door to investment in modern teaching facilities, digital infrastructure, research capabilities and advanced training technologies. Growing demand for lifelong learning, micro-credentials and professional upskilling programmes is expected to encourage greater private-sector participation in flexible and industry-responsive education solutions.



³ Ministry of Higher Education Malaysia. (2026). Malaysia Higher Education Blueprint 2026 –2035.

SERVICES

Private-sector participation extends beyond investment in education facilities and includes deeper collaboration between industry and academia. In line with MIDA's goal of attracting high-value, technology-driven investments, industry leaders are encouraged to actively collaborate with universities and TVET providers to develop industry-relevant programmes, provide practical training and internships, and equip learners with industry-recognised skills and certifications. These joint initiatives directly support Malaysia's focus areas under NIMP 2030, such as AI, cybersecurity, IC design and semiconductor engineering, healthcare technology, and green energy.⁴

Facilitating Investment in Talent and Education

The Government continues to strengthen the higher education and TVET ecosystem by facilitating quality investments that support talent development, innovation and industry collaboration. Through MIDA, private sector participation is encouraged through targeted incentives for eligible investments in Private Higher Education Institutions (PHEIs) and TVET institutions.

Under the current incentive regime, eligible companies undertaking new projects or expanding existing education and training facilities may be considered for the Investment Tax Allowance (ITA), which provides an allowance of

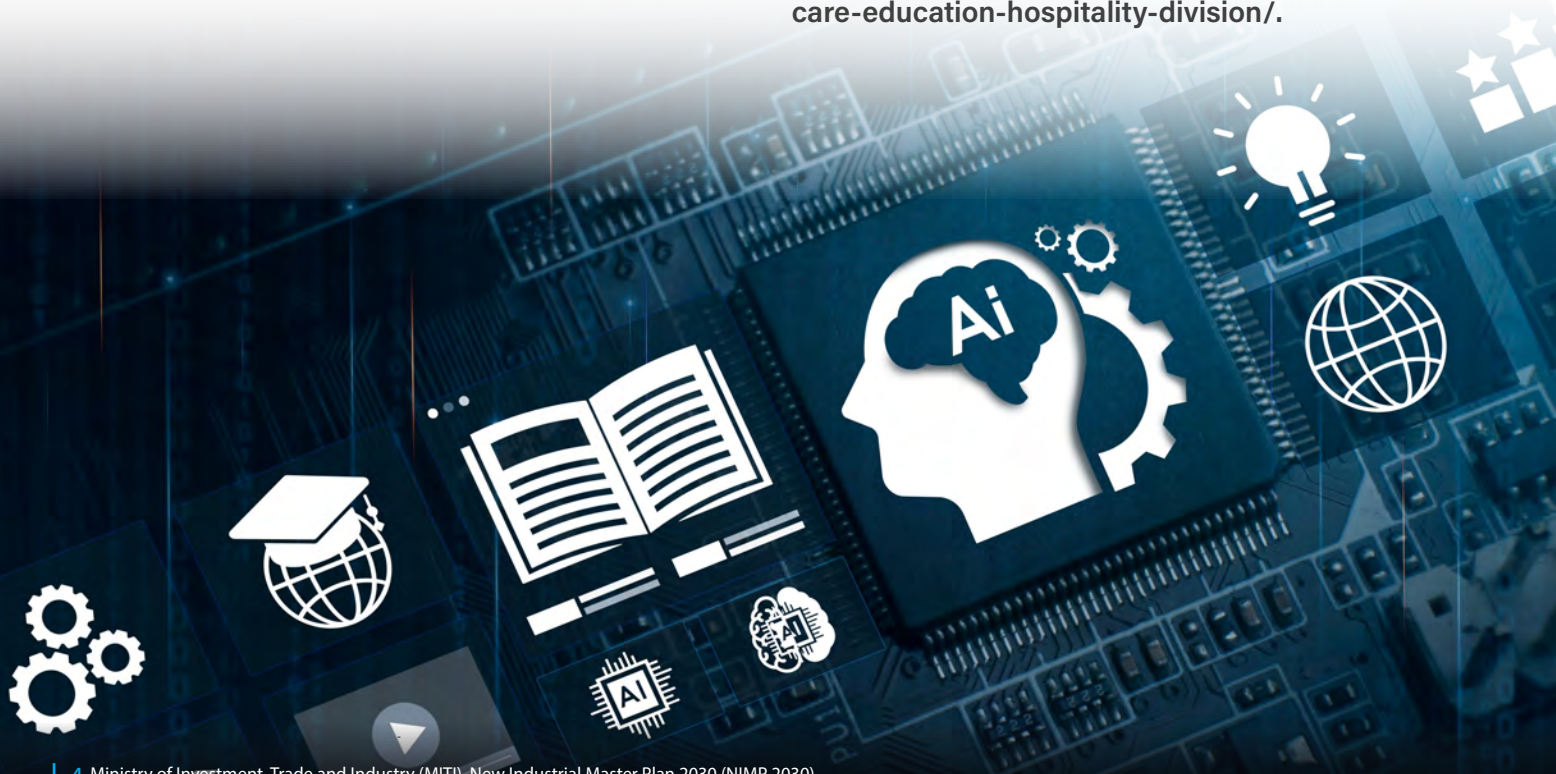
100% on qualifying capital expenditure incurred within 10 years. The allowance can be offset against 70% of statutory income for each year of assessment.

As of March 2026, MIDA had approved 111 projects in the TVET and PHEI subsectors, representing approximately RM6 billion in investments and creating 8,057 employment opportunities for Malaysians.⁵

Connecting Talent, Industry and Investment

Malaysia's higher education transformation is ultimately about strengthening the connection between talent, industry and investment. With the MHEB 2026–2035 setting a clearer direction for future-ready talent, greater industry collaboration and a more responsive education ecosystem, opportunities are emerging across higher education, TVET, specialised training, research and lifelong learning.

For investors and education providers looking to be part of Malaysia's future-ready talent ecosystem, the country offers a compelling and supportive environment for investment and growth. To explore these opportunities or learn more about the MHEB 2026–2035 and available investment facilitation, companies and interested stakeholders may contact MIDA's Healthcare, Education and Hospitality Division (KPH) at <https://www.mida.gov.my/staffdirectory/health-care-education-hospitality-division/>.



⁴ Ministry of Investment, Trade and Industry (MITI). New Industrial Master Plan 2030 (NIMP 2030).

⁵ Malaysian Investment Development Authority (MIDA). Approved Projects in the Education Sector (as at March 2026).

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Powering Malaysia's Industrial Future: Air Liquide's Legacy of Innovation and Partnership

From industrial gases and advanced supply systems to automation and low-carbon technologies, Air Liquide's journey demonstrates how a global company can grow alongside Malaysia's industrial ambitions.

A Partnership Built Over Nearly a Century

Air Liquide, a global leader in gases, technologies and services for industry and healthcare, serves more than 4.3 million customers and patients across 59 countries with approximately 65,000 employees worldwide. In Malaysia, the company's presence dates back to 1927 with the establishment of Far East Oxygen. The business re-established its operations as Air Liquide Malaysia (ALM) in 2007 and continued to expand through the acquisitions of PolyGas in 2016 and Southern Industrial Gas (SIG) in 2019, reflecting its long-standing commitment to the country's industrial development.

Nearly a century after establishing its first presence in Malaysia, Air Liquide has evolved alongside the country's industrial transformation. Today, ALM and SIG support more than 2,100 customers through a nationwide network spanning eight key economic states, with eight cylinder-filling centres and two air separation units. Backed by a workforce of more than 700 local employees and a regional Business Shared Services Hub in Kuala Lumpur, Air Liquide serves

a broad range of industries, including semiconductors and electrical and electronics (E&E), advanced materials and engineering, automotive and fabrication, energy, food and beverages, and healthcare.

Beyond supplying industrial gases, Air Liquide delivers integrated solutions that enhance manufacturers' productivity, reliability, and sustainability. Its portfolio includes ultra-high-purity and specialty gases, on-site supply systems and digital solutions designed to strengthen operational efficiency, process reliability, and safety. Through the Group's expertise in carbon capture, low-carbon hydrogen and electrolysis, Air Liquide is also supporting manufacturers in their decarbonisation journey, helping them reduce emissions while scaling operations more sustainably.

Why Malaysia: A Platform for Long-Term Growth

For long-term investors, Malaysia's appeal lies in the strength of its integrated value propositions: a mature manufacturing ecosystem, well-connected supply chains, strategic access to ASEAN, a highly-skilled technical workforce, and policy frameworks that support higher-value, technology-driven, and sustainable growth. National initiatives such as the New Industrial Master Plan 2030 (NIMP 2030), National Semiconductor Strategy (NSS) and National Energy Transition Roadmap

WHY MALAYSIA SERIES

(NETR) provide a clear and consistent direction for industrial transformation, reinforcing the country's position as a top destination for advanced manufacturing and future-ready industries.

These advantages have enabled companies such as Air Liquide to grow alongside Malaysia's industrial evolution. As the country's semiconductor and E&E sectors continue to expand, demand is rising for dependable, high-purity industrial gases and advanced process solutions that support increasingly sophisticated manufacturing. Reflecting its long-term confidence in Malaysia, Air Liquide has invested more than RM650 million in the country and continues to strengthen its local capabilities to support the next phase of industrial growth and reinforce the resilience of Malaysia's manufacturing ecosystem.

This long-standing partnership is further strengthened through MIDA's investment facilitation role. Beyond supporting Air Liquide's expansion, MIDA works closely with investors across the investment lifecycle, from project implementation and relevant stakeholder coordination to aligning with national industrial priorities. Through this coordinated ecosystem, businesses are better supported to establish, expand and innovate in Malaysia.

Malaysia's sustainability ambitions also complement Air Liquide's long-term strategy. At Group level, Air Liquide reported that its 2025 carbon intensity was 46% below its 2015 level, exceeding its 30% reduction target, as it progresses towards carbon neutrality across its value chain by 2050. This shared commitment to sustainable industrial growth reinforces Malaysia's attractiveness as a destination for companies seeking to balance competitiveness with responsible business practices.

Advancing Industry 4.0 through Safer, Smarter Operations

Air Liquide's recent inauguration of a semi-automated refilling line at its Bukit Minyak, Penang facility demonstrates how long-term investment can translate into operational excellence. Backed by an investment of more than RM4 million, the upgraded facility sets a new benchmark for the company's packaged-gas operations in Malaysia and the wider region. By integrating automation, software-led process control, and high-precision equipment, the line demonstrates how Industry 4.0 can enhance quality, safety and supply reliability while supporting increasingly sophisticated manufacturing operations.



WHY MALAYSIA SERIES

The upgraded facility delivers tangible improvements across three areas:

- **Quality and Precision:** Pre-set digital “recipes” coordinate cryogenic pumps and valve sequences, ensuring consistent gas purity, while reducing process variation.
- **Safer Operations:** Automated control of high-pressure valve sequences and frequency-controlled cryogenic pumps reduces operator exposure and reinforces Air Liquide’s ‘Safety First’ culture.
- **Reliability and Scale:** Specialised skid configurations double production throughput while minimising downtime, enabling a faster and more reliable response to growing customer demand.

Beyond enhancing operational performance, the Bukit Minyak expansion reflects how continuous investment in technology and innovation strengthens Malaysia’s industrial capabilities. By improving productivity, operational resilience, and the supply of critical industrial gases, the facility supports the evolving needs of

Malaysia’s high-value manufacturing sectors, particularly semiconductors, E&E, and other advanced industries.

As Malaysia continues to attract more high-value investments in semiconductors, computing infrastructure ecosystem, advanced manufacturing, and the digital economy, companies like Air Liquide will play an increasingly important role in enabling these industries through specialised technologies and reliable industrial solutions. Nearly a century after establishing its presence in Malaysia, the company’s continued expansion reflects a broader story of investor confidence – one built on Malaysia’s mature industrial ecosystem, highly skilled workforce, and long-term commitment to innovation and sustainable growth.

To learn more about Air Liquide Malaysia Sdn. Bhd., visit <https://my.airliquide.com/>.





From Kedah to the World: DXN's Growth Story

How a Kedah-founded wellness company expanded manufacturing, plantations and consumer reach to more than 180 countries and what other Malaysian companies can learn from its journey

Malaysia's Global Footprint, Built from the Ground Up

When people speak of Malaysian companies that "earn globally", the conversation often turns to electronics, palm oil, or oil and gas. DXN Holdings Bhd (Bursa: 5318) offers a different case study: a Kedah-headquartered wellness manufacturer that has spent three decades turning Malaysian biotech capability (Ganoderma cultivation, spirulina farming, functional food science) into a consumer platform spanning more than 180 countries and 22 million consumers.

DXN's journey demonstrates how a homegrown company can expand both its production and market presence internationally, while retaining key research, formulation and quality-control functions in Malaysia.

Where the Growth is Happening

DXN's FY2026 revenue of roughly RM1.9–2.1 billion was overwhelmingly generated outside Malaysia. Latin America alone contributed 61.2% of group revenue, with Asia (excluding Malaysia) at 23.8%, the Middle East and North Africa at 8.7%, Europe at 5.0%, and North America and Oceania making up the remainder.

Latin America is its largest market, led by Peru, Bolivia and Mexico.

Newer markets such as Argentina and Brazil are also expanding, illustrating the importance of building a strong local customer base before committing to larger investments.

Manufacturing Across Continents

What distinguishes DXN's overseas strategy from a purely distribution-led expansion is the scale of physical investment committed outside Malaysia. The group currently operates manufacturing facilities in Mexico, Peru, China, India, Indonesia, Bangladesh and Nepal, supported by cultivation and research operations in China and India, and plantations spanning China, Bolivia and Brazil.

A further RM500 million in capital is planned to expand manufacturing and plantation capacity across five countries key projects include:

- A new manufacturing plant and expanded plantation operations in **Bolivia** with a footprint of over 2,000 acres covering Arabica coffee, sorghum/soy and vineyard crops.
- Additional local production capacity in **Peru**.
- DXN's first North African manufacturing base in **Morocco**.
- Plantation development across coffee, oranges and grapes in **Brazil**.
- An existing manufacturing facility in the **United Arab Emirates** serving the Middle East.



By developing its own plantation and manufacturing facilities, DXN is strengthening supply security and establishing production closer to its growing international markets.

New Market Entry as a Continuing Pattern

Beyond established markets, DXN is expanding into five new countries: Brazil, the United Kingdom, Argentina, Egypt and Chile. It is also pursuing opportunities in several other markets across Europe, Latin America, Asia, the Middle East and Africa. The company continues to actively open new geographies even as it scales existing ones, reflecting a long-term commitment to international expansion.

Why This Matters for Malaysia's Investment Narrative?

Several elements of DXN's overseas trajectory are worth highlighting for policy and promotion purposes:

1. Malaysia remains the control centre base. Core research facilities remain in Malaysia (alongside China), with the Malaysian facility carrying Good Manufacturing Practices Plus (GMP+) and registered laboratory status. This allows high-value R&D and quality assurance functions to remain in Malaysia even as production and consumer-facing operations expand abroad.





2. **Overseas growth creates value at home.** Revenue and profits generated through overseas operations flow back to a Malaysia-headquartered and Malaysia-listed company. This strengthens the company's financial position and supports further expansion at home and abroad.
3. **A replicable model.** DXN's approach, building local manufacturing only after consumer demand and distribution networks are proven, then layering plantation investment for raw-material security, offers a template that other Malaysian consumer and agri-based manufacturers could study when considering their own outward investment.

This approach shows that companies do not always need to begin with a major overseas facility. They can enter a market through sales and distribution, build demand and local knowledge, and gradually establish a physical presence when the market is ready.

Looking Ahead

DXN's own roadmap targets a "top-tier global wellness platform" by FY2030, underpinned by six additional manufacturing facilities and three new plantations currently in the pipeline. From a single facility in Kedah, DXN has grown into an international business with 14 factories, 10 plantations, and a presence in more than 180 countries. Its journey shows how Malaysian manufacturing and agri-biotech capabilities can be taken abroad, adapted to different markets internationally, while Malaysia remains at the heart of the business.

Datuk Lim Siow Jin
Chairman
DXN Holdings Bhd





Turning Government Support into Sustainable Rural Economic Opportunities

For rural communities, sustainable economic participation is about more than generating income. It is also about building skills and creating productive activities that can be sustained over time. In Sarawak, a commercial tilapia aquaculture project in Batang Ai, Lubok Antu, shows how targeted Government support can help transform an initiative into a functioning rural enterprise with measurable economic outcomes.

The project is implemented under the **Inisiatif Pendapatan Rakyat – Inisiatif Usahawan Tani (IPR-INTAN)**, a Government initiative under the Ministry of Economy that creates sustainable income opportunities and develops skills among low-income communities through modern and commercially oriented agricultural activities. In Sarawak, the **Regional Corridor Development Authority (RECODA)** facilitates and oversees IPR-INTAN projects across the state.

In 2023, RM15 million was allocated to RECODA for IPR-INTAN projects in Sarawak, with the programme targeting a minimum monthly income of RM2,000 per participant.

One of these initiatives is the commercial tilapia aquaculture project operated by **Borneo Eco Fish Sdn Bhd** at Batang Ai, Lubok Antu. Supported by Government funding, the project has developed into a commercial operation that generates income and builds practical skills within the local community.

From Support to Commercial Production

Launched in 2024 with an investment of RM2.22 million, the project established 14 floating fish cages, each measuring 60 feet by 60 feet, across approximately two acres of production area.

The project directly engages 20 local participants, who have been involved since October 2025. By participating in daily operations, they gain practical experience in fish feeding, cage operations, growth monitoring, harvesting and general aquaculture management.

This hands-on approach enables participants to earn an income while developing capabilities within a functional commercial enterprise. The skills gained can potentially be applied beyond the project, including to establish their own aquaculture-related businesses in the future.

Delivering Measurable Economic Returns

The project has completed two harvest cycles, producing a combined total of **282.10 tonnes of tilapia**. The first harvest yielded 168.40 tonnes, followed by 113.70 tonnes from the second harvest. Together, the two harvests generated nearly **RM4.46 million in gross sales**.

This translates to approximately **RM2.01 in gross sales for every RM1.00 of Government grant invested**, demonstrating the commercial potential of well-targeted public funding.

Creating Sustainable Income and Building Skills

Since the first harvest in 2025, participants in the Batang Ai project have received an average of approximately RM2,580 per month - exceeding IPR-INTAN's minimum monthly income target of RM2,000.

To date, the project has generated over RM200,000 in cumulative payments to participants, providing a sustainable source of income while allowing them to gain experience in operating a commercial aquaculture enterprise.

The combination of income and practical experience strengthens participants' ability to pursue longer-term economic opportunities.

Supporting Food Security and Rural Development

Beyond its direct economic impact, the project supports Sarawak's food security by expanding the supply of locally produced tilapia. Its first two harvest cycles produced 282.10 tonnes of tilapia, linking local food production with community income and rural economic development.

A Model for Inclusive Rural Growth

The experience at Batang Ai highlights an important principle in rural economic development: sustainable livelihoods can be strengthened when Government support is linked to commercially viable activities, market-oriented production and practical skills. The project's combination of commercial output, participant income, technical capability and contribution to local food production provides a practical example of how targeted interventions can create value beyond the initial Government investment.

As Sarawak continues to develop its regional economies, initiatives that connect communities to productive sectors and build the capabilities needed to participate in those sectors can play an important role in advancing inclusive and sustainable growth.

For more information on RECODA's programmes and initiatives supporting inclusive regional development and sustainable economic opportunities across Sarawak, organisations, businesses and potential partners are encouraged to engage with RECODA at +60-82-551199 | +60-82-551189 | contact@recoda.gov.my | investment@recoda.gov.my.



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



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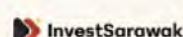
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MIDA Chicago Builds Business Links in Kansas City, Missouri

MIDA Chicago

MIDA Chicago participated in the World Trade Day forum in Kansas City, Missouri, on 13- 14 May 2026, as part of its ongoing efforts to strengthen engagement with US business and industry partners. The event featured the North American Panel, bringing together industry and government experts from the United States, Mexico, and Canada to discuss the developments under the United States-Mexico-Canada Agreement (USMCA) and emerging trade opportunities.

MIDA Chicago also partnered with the Greater Kansas City Chamber of Commerce to host a series of sectoral roundtable sessions including industry leaders from AgTech, data centre technology, food supplements, and animal healthcare. Senior executives and technical experts discussed technology trends, market access requirements, and potential partnerships in areas such as precision agriculture, AI applications, climate-resilient inputs, digital infrastructure for data centres, as well as quality and certification standards for food and animal healthcare exports.

MIDA Chicago leveraged the forum to highlight Malaysia's position as a competitive and reliable investment destination. Key national initiatives - including the New Industrial Masterplan (NIMP) 2030, the National Semiconductor Strategy (NSS), the Green Investment Strategy (GIS), the New Incentive Framework (NIF) and National Investment Aspirations (NIA), were shared to demonstrate the country's focus on attracting high-value investments.

MIDA Chicago highlighted Malaysia's competitive advantages, including its established manufacturing base, adherence to international quality and halal certification regimes, improving digital and energy infrastructure, and skilled workforce. Discussions also recognised strategic position and pragmatic approach as important advantages in facilitating stronger commercial links between Malaysia and the United States.



MALAYSIAN INVESTMENT DEVELOPMENT AUTHORITY *Malaysia: Your Profit Centre in Asia* **MIDA**

Malaysian Government Agency

MINISTRY OF INVESTMENT, TRADE AND INDUSTRY

The Malaysian Investment Development Authority (MIDA) is the government's principal investment-promotion agency, with 20 offices worldwide — including three in the U.S.: Chicago, New York, and San Jose.

Midwest Southwest 21 States

Midwest and Southwest of the US, including Illinois, Indiana, Iowa, Kansas, Kentucky, Michigan, Minnesota, Missouri, Ohio, Tennessee, Wisconsin, Nebraska, South Dakota, North Dakota, Alabama, Arkansas, Louisiana, Mississippi, Oklahoma, Texas, and New Mexico

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ON-TRACK

4 Providing Talent Needs

Talent Needs, Pre & Post Investment

The engagement also highlighted Malaysia's extensive network of 17 FTAs comprising eight bilateral FTAs and nine regional FTAs, which provides businesses with wider access to regional and global markets.

The World Trade Day panel and roundtable provided valuable insights into industry priorities and potential areas of collaboration, including

technology transfer, joint R&D, supply-chain partnerships and investment facilitation. The visit reaffirmed Malaysia's commitment to building stronger partnerships with North American businesses and positioning the country as a reliable investment destination amid an increasingly complex global environment.





Government, Banking and Industry Unite to Advance Melaka's Semiconductor Future

With more than five decades of semiconductor experience, Melaka is strengthening its position as a future-ready hub for semiconductor and advanced manufacturing. This ambition took centre stage at the **MSIA Dialogue & Networking Session with the Chief Minister of Melaka**, jointly organised by the Malaysia Semiconductor Industry Association (MSIA), MIDA, Invest Melaka Berhad, Infineon Technologies (Malaysia) Sdn. Bhd. and Maybank.

The session brought together almost 150 industry leaders, policymakers, government agencies, financial institutions and ecosystem partners to explore ways to advance Melaka's semiconductor capabilities, supply chain resilience and long-term competitiveness.

Discussions centred on the strategic direction of the Melaka Semiconductor Strategic Plan 2026–2035, which complements Malaysia's National Semiconductor Strategy (NSS), with a focus on high-value investments, talent

development, technology adoption and stronger industry linkages. The session also explored how financial institutions can support local SMEs in scaling through technology, automation and talent development.

MIDA highlighted Melaka's strong potential to capture opportunities arising from the continued growth of Malaysia's electrical and electronics (E&E) industry, which recorded RM6.0 billion in approved investments in the first quarter of 2026—the highest among the country's manufacturing industries.

The session reinforced the importance of closer collaboration among government, industry and financial institutions in shaping Melaka's next phase of growth. With its strong industrial foundation and expanding capabilities, Melaka is well positioned to assume a greater role in advancing Malaysia's ambition to become a leading regional semiconductor hub.



MIDA and Invest Hong Kong Renew Partnership to Deepen Two-Way Investment

As businesses navigate shifting supply chains and seek greater access to regional markets, stronger investment linkages between Malaysia and Hong Kong are opening new pathways for cross-border growth. Building on more than four decades of cooperation, MIDA and Invest Hong Kong (InvestHK) renewed their Memorandum of Understanding (MoU) at the Hong Kong-Malaysia Business Seminar and Networking Lunch in Kuala Lumpur.

The renewed MoU provides a platform to promote high value-added investments, facilitate market expansion in both directions, strengthen business matching and support greater supply chain integration between Malaysian and Hong Kong companies.

The partnership will focus on strategic sectors where both economies offer complementary strengths, including semiconductors and electronics, advanced manufacturing, the digital

economy, new energy and pharmaceuticals. It will also enable businesses to leverage Hong Kong's connectivity, capital and professional services alongside Malaysia's talent, industrial ecosystem and access to ASEAN markets.

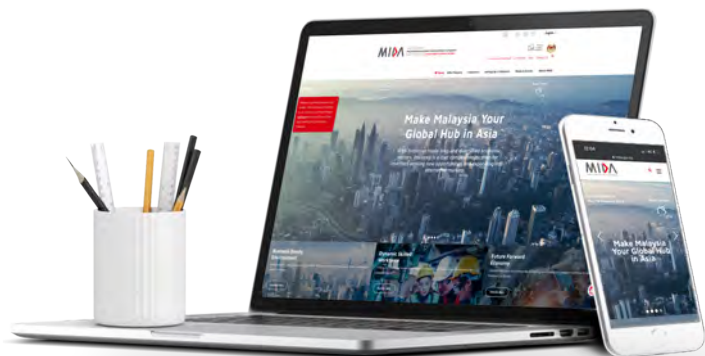
Hong Kong remains an important investment partner for Malaysia. From 1980 to March 2026, close to 1,000 manufacturing projects with Hong Kong participation were approved, representing more than RM60 billion in investments and expected to create almost 197,000 jobs. In 2025, Hong Kong ranked as Malaysia's third-largest source of approved manufacturing investment, with RM12.4 billion recorded.

The renewed partnership will create more opportunities for Malaysian and Hong Kong businesses to collaborate, invest and expand across ASEAN, the Greater Bay Area and Mainland China, while broadening the reach of both economies' investment ecosystems.

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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.

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❖ AL-FATIHAH ❖

On the passing of



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Chief Executive Officer (2011-2014)



Azlan Yahya
Personal Assistant



Abdul Mutalib Zulkafée
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