E-NEWSLETTER
AUG - SEPT 2026 ISSUE

MALAYSIA MADANI

MIDA

INVEST MALAYSIA



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Advance Silica: Unlocking New Opportunities for Malaysia's High-Tech Industries

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From the CEO's Desk

Dear Partners and Friends,

As global companies rethink where and how they source, supply chain resilience is becoming a key factor in deciding where to invest. For Malaysia, this shift presents an opportunity to strengthen our position as a secure, reliable and resilient investment destination, while creating greater value across our domestic economy.

This is also changing how we approach investment. It is not only about new capacity but also building the capabilities, connections and ecosystems that help businesses grow and create lasting value.

Our Supply Chain Resilience Initiative (SCRI) reflects this approach by connecting strategic investment with supplier development, helping Malaysian companies strengthen their capabilities and participate more meaningfully in global value chains. The same ambition can be seen across this edition – from opportunities to develop higher-value activities around high-purity silica, to strengthening Penang's logistics infrastructure through the Penang International Logistics Aeropark, and building the next phase of Malaysia's digital infrastructure through the data centre ecosystem.

At the company level, this depth is already taking shape. DENSO Malaysia's four-decade journey reflects the strength of an industrial ecosystem that can support long-term investment and technological capabilities. Feytech, meanwhile, demonstrates how a homegrown company can move up the value chain, evolve into a Tier-1 automotive supplier and compete in regional and global markets.

Beyond individual companies, we are also seeing the importance of developing ecosystems around investment. The East Coast Economic Region's ambition to build an integrated food economy, Perak's potential in high-value manufacturing, and the growing opportunities across Pahang, Kelantan and Terengganu point to a broader investment landscape where infrastructure, connectivity, local businesses and regional strengths increasingly come together.

This was also the focus of our recent engagements with investors and industry partners, both at home and abroad. From our engagements with UK businesses and stakeholders at Farnborough International Airshow, to the East Coast Region Investment Seminar 2026 and Data Centre Nexus 2026, the emphasis remains on turning investment opportunities into wider economic outcomes – stronger local participation, better talent, technology adoption and more competitive industries.

Ultimately, an ecosystem is built not only through investment and infrastructure, but through people and partnerships. This spirit was reflected in Midalore: Realm of Legends, which brought together over 800 MIDA employees and family members for our first team-building programme since 2022. While it may sit outside the usual investment narrative, it is a timely reminder that the strength of any organisation rests on the solid relationships and trust built among its people.

From the CEO's Desk

Taken together, the stories in this edition reflect a Malaysia that is steadily building greater depth around its investment landscape – strengthening local capabilities, connecting businesses to global value chains, developing regional strengths and preparing industries and talent for what comes next.

As MIDA continues this journey, our focus remains clear: to facilitate quality and sustainable investments, strengthen partnerships and help businesses and industries move further up the value chain. Your continued trust and collaboration remain central to making that progress possible.

Thank you for being part of Malaysia's investment story.

DATUK SIKH SHAMSUL IBRAHIM SIKH ABDUL MAJID
Chief Executive Officer
Malaysian Investment Development Authority (MIDA)



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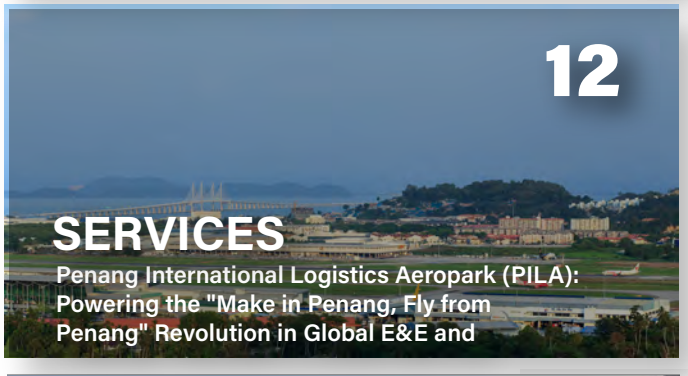
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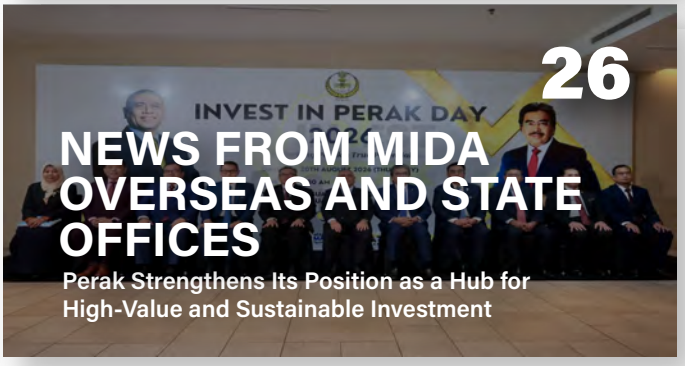
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Supply Chain Resilience Initiative (SCRI): Building Strong Supply Chains For Malaysia

As global companies rethink where and how they source, Malaysia has an opportunity to reinforce its position as a secure, reliable and resilient investment destination. The Supply Chain Resilience Initiative (SCRI) links strategic investment with supplier development so that the presence of industry leaders creates broader and more lasting value across the domestic economy.

A New Era for Global Supply Chains

Global supply chains are undergoing a fundamental transformation. Geopolitical tensions, trade disruptions, logistics bottlenecks and increasing supply chain vulnerabilities are accelerating the shift towards **deglobalisation and supply chain regionalisation,** with companies increasingly adopting **near-shoring and friend-shoring strategies** to diversify risks, reduce dependencies and strengthen operational resilience.

Today, companies are no longer focused solely on **cost competitiveness** when determining their investment and sourcing locations. Increasingly, they are placing greater emphasis on the **security, reliability and resilience of supply chains,** ensuring that business operations can continue with minimal disruption amid geopolitical conflicts, global crises and other unforeseen shocks. This changing global landscape underscores the importance of Malaysia strengthening its industrial ecosystem, deepening local supply chains and enhancing the country's position as a **secure and resilient investment location,** while maintaining its position as a neutral world +1 supply chain partner.

Connecting Global Investors with Local Suppliers

In recognition of these global developments and the need to strengthen Malaysia's industrial resilience, the Government has introduced the SCRI. Designed to complement Malaysia's **New Incentive Framework (NIF),** SCRI at its core is intended to address gaps within the industrial ecosystem by encouraging strategic anchor companies to engage with and develop local suppliers, while providing Malaysian companies with opportunities to strengthen their capabilities, scale up and participate more deeply in global value chains.

The SCRI therefore represents a mechanism to connect investment with ecosystem development and to translate the presence of global industry leaders into harnessing stronger domestic industrial capabilities.

Supporting Stronger Local Supplier Partnerships

The SCRI offers targeted support designed to offset the investment costs associated with vendor development and local integration:
Together, these measures encourage anchor

Incentive Type	Mechanism	Strategic Purpose
Double Tax Deduction on qualifying expenditure incurred by Strategic Anchor	Capped at **RM2 million per year** for three (3) consecutive years.	Encourage activities related to local vendor onboarding, technical training, quality certification, and vendor development programs that strengthen the capacity of Malaysian suppliers.
Tax deduction on total investment made by the **Strategic Anchor or its suppliers** in establishing a **joint venture** with Local Companies.	A deduction equivalent to **20%** of the total investment, **up to RM100 million,** may be claimed annually over a period of **five (5) years,** commencing in the relevant year of assessment and continue for the subsequent four years.	Encourages Strategic Anchor and its suppliers in establishing a joint venture with local companies.

companies to localise sourcing, develop Tier 1 and Tier 2 suppliers, and invest in partnerships that address critical gaps in Malaysia's industrial ecosystem.

Turning Linkages into Measurable Outcomes

The strategic impact of SCRI lies in its ability to foster a highly collaborative value chain across all industrial levels. At the anchor level, MNCs and LLCs actively commit to developing local vendors, facilitating technology transfers, and prioritising domestic component sourcing. At the supplier level, **Malaysian companies, particularly Tier-1 and Tier-2 vendors,** can leverage these linkages to enhance manufacturing capabilities, improve productivity and quality standards, adopt new technologies and develop the capacity to supply more sophisticated components, products and services.

The SCRI positions Malaysia to respond strategically to the restructuring of the global supply chain. More importantly, the SCRI reinforces Malaysia's evolving investment strategy from investment attraction towards ecosystem development, domestic value creation and long-term economic resilience.





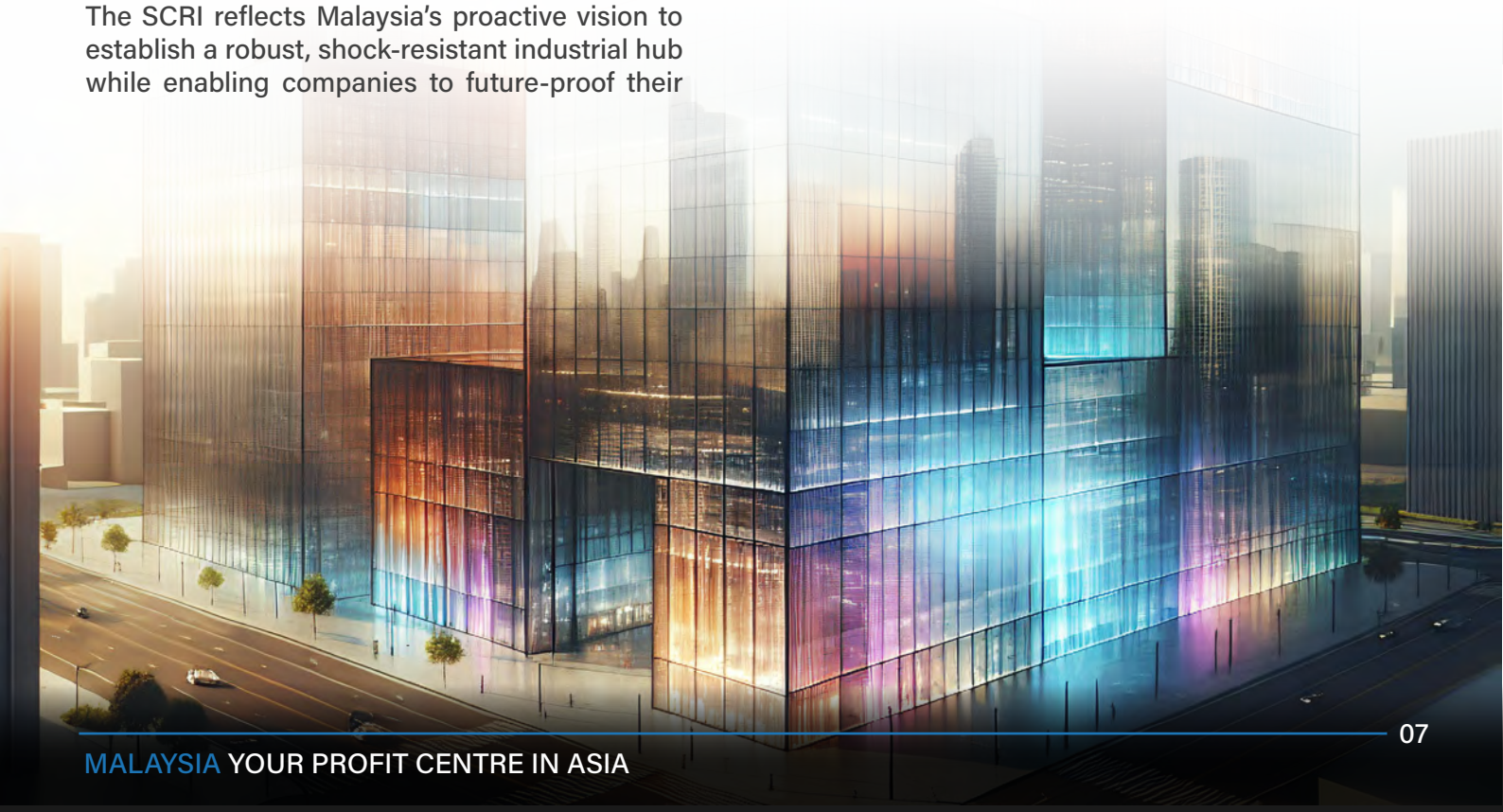
In this context, MIDA's role extends beyond facilitating individual investments. It is about connecting investors, suppliers, capabilities and opportunities to strengthen linkages across the industrial ecosystem and create greater value for the economy. Through close engagement with industry, MIDA seeks to ensure that the implementation of SCRI remains outcome-oriented, with approved initiatives translating into tangible results such as increased local sourcing, new supplier development, technology adoption and greater participation of Malaysian companies in global value chains.

Seize the Opportunity: Building Resilience for the Future

The SCRI reflects Malaysia's proactive vision to establish a robust, shock-resistant industrial hub while enabling companies to future-proof their supply chains. Its success will ultimately be measured by the strength of the linkages it creates and the ability of Malaysian firms to advance into more sophisticated and high-value roles within regional and global production networks. MIDA therefore invites industry leaders and local enterprises to leverage this initiative to strengthen their supply chain resilience and secure long-term competitiveness.

Applications for the SCRI are open until 31 December 2030.

Visit the official **MIDA Forms & Guidelines Portal** or reach out to MIDA's dedicated industry divisions to submit your application today.





Advance Silica: Unlocking New Opportunities for Malaysia's High-Tech Industries

Understanding Advanced Silica

From semiconductors and solar photovoltaics to advanced electronics and specialty glass, high-purity silica has become an essential material for many of today's fast-growing industries. As demand for these technologies accelerates, the opportunity for Malaysia lies not simply in supplying the mineral, but in capturing greater value through advanced processing, innovation, and downstream manufacturing.

High-purity silica is a critical raw material used in advanced manufacturing industries, and is a non-metallic mineral substance structured within an ultra-clean amorphous or crystalline matrix. This precise mineral formulation produces a material that is both highly temperature-resistant and structurally stable.

Silica demand is expected to rise sharply due to its versatility and wide range of applications. Extensive processing to remove impurities and contaminants transforms raw silica sand into high/ultra-purity silica sand, containing more than 99.99% silicon dioxide. Silica has been identified as one of the strategic minerals under the New Industrial Master Plan (NIMP) 2030. A strong focus on research, development, commercialisation, and innovation (RDCI) in midstream and downstream activities is pivotal to developing new, high value-added applications that attract international investors to Malaysia's growing mineral industry.

Why Advance Silica Matters

Advanced silica is an essential component in modern technology due to its high chemical purity, excellent heat resistance, and reliable electrical insulation. Unlike many common metals, silica-based materials are highly stable because they do not rust, release unwanted gases, or easily deform when exposed to extreme temperatures and harsh manufacturing chemicals.

In the microchip and photovoltaic manufacturing sectors, an ultra-high purity manufacturing environment is essential, as even a microscopic speck of dust can ruin a silicon wafer. High-purity silica is vital to this process. It is used to make equipment parts such as processing tubes and rings that can withstand intense manufacturing heat and corrosive chemical vapours.

Silica also plays an important role in renewable energy technologies, including the manufacture of solar panels, photovoltaic cells, and other clean energy components, as Malaysia transitions towards more sustainable energy sources. In glass manufacturing, it acts as an essential raw material for high-tech glass, driven by strong market demand for augmented reality (AR) devices, foldable smartphones, and specialised pharmaceutical packaging.

Growing Global Demand for Advanced Silica

Global demand for advanced silica is expected to continue growing as industries accelerate the adoption of advanced technologies. The expansion of semiconductor manufacturing, artificial intelligence (AI), data centres, electric vehicles (EVs), renewable energy, solar photovoltaic (PV) and digital infrastructure is driving demand for high-purity silica materials. This convergence of digitalisation, electrification, and the energy transition is creating sustained demand for increasingly sophisticated silica-based materials. For Malaysia, the opportunity is to translate its established manufacturing hub into stronger domestic capabilities across purification, advanced materials, and downstream applications that capture more value within global technology supply chains.

Silica Investments in Malaysia

Malaysia is not starting from zero. To date, the country has secured RM28.9 billion of investments across the silica industry, providing an established foundation from which to deepen higher-value processing and downstream manufacturing. At the moment, the most significant upstream player in Malaysia's silica ecosystem is Terengganu Silica Consortium Sdn. Bhd. The company has produced high purity silica sand to cater for diverse industries globally since 2014.

Currently, this material is commonly processed for basic commercial glass applications. In recent years, however, advanced silica processing has undergone significant technological advancements, evolving into a highly versatile solution for industries ranging from advanced electronics and aerospace to photovoltaics and digital infrastructure. To fully unlock the potential of silica in Malaysia, it is important for the government to promote R&D and technology advancement to further enhance and develop new applications for this material.

High-purity silica sand serves as a foundational enabler for a broad spectrum of high-value downstream industries in Malaysia. While conventional industrial grade silica sand remains the established market segment, the industry is increasingly moving towards higher value processing, including silica flour, high brightness silica and high purity silica.

Key downstream applications include special technical glass, high-technology quartz products essential for semiconductor and microelectronics fabrication, precision optics, and advanced ceramics. By supporting these advanced sectors, high-purity silica sand continues to reinforce Malaysia's strategic role in global clean energy, high-tech manufacturing, and sustainable infrastructure.



Why Malaysia is an Attractive Destination for Advanced Silica Manufacturing

Malaysia combines access to mineral resources with established capabilities in semiconductors, E&E, solar, advanced manufacturing, and other downstream industries that consume increasingly sophisticated silica-based materials. This creates an opportunity to develop a more integrated value chain, from mineral processing to advanced materials and high-technology applications.

As Malaysia's principal investment promotion agency, MIDA facilitates a range of investment incentives and facilitation measures for eligible companies, including tax incentives, import duty exemptions on qualifying machinery, equipment, raw materials and components, as well as expatriate posts.

Strategic mineral-based products are identified under the New Investment Incentive Framework (NIF) for manufacturing sector. Eligible activities in this subsector may be considered for incentives based on thier qualifying activities and measurable economic outcomes, such as higher value-added activities, technology transfer, domestic linkages, quality employment and sustainability.

MIDA also facilitates the Automation Capital Allowance (Automation CA) to encourage companies to adopt automation and Industry 4.0 technologies, enhancing productivity and competitiveness. Through these incentives and investment facilitation measures, MIDA supports investors throughout the investment process and strengthens Malaysia's position as a competitive destination for advanced silica manufacturing and high-value downstream mineral activities.

Success Story: Malaysia's Growing Advanced Silica Ecosystem

Malaysia is well positioned to capitalise on the growing global demand for high-purity silica powder by strengthening its mineral processing capabilities and expanding its advanced materials ecosystem. This momentum is reflected in the recent approval of a project by **Jambongan Makmur Sdn. Bhd.,** which proposes to manufacture high-purity silica oxide powder. The company's products are targeted at downstream industries, including specialty glass, semiconductor-related manufacturing, and advanced industrial applications associated with artificial intelligence (AI). Through partnerships with international companies in China and Japan, supported by successful laboratory and site audits, the company is positioning itself to meet stringent international quality standards.

The Opportunities Ahead

Looking ahead, Malaysia has the opportunity to move further up the advanced silica value chain by strengthening its processing capabilities and expanding into higher-value manufacturing. Under the New Industrial Master Plan (NIMP) 2030, the direction is to transform the mineral industry from predominantly raw material-based activities towards higher-value, technology-driven processing and manufacturing. For silica, quartz, kaolin and other critical minerals-based products, this means strengthening midstream and downstream



processing capabilities, advancing material innovation and capturing greater value from resources within Malaysia.

Crucially, to capitalise fully on this potential, Malaysia's priority is anchored on localised value addition rather than simply exporting semi-processed materials or end products. The goal is to cultivate a comprehensive domestic ecosystem value chain where refined silica and other critical mineral-based products are retained within the country to feed local high-tech manufacturing hubs. To complement core silica processing and complete this ecosystem, Malaysia aims to attract specific high-impact projects and targeted investments. These include facilities producing high-purity quartz-ware and thermal-resistant crucibles, which are critical for semiconductor and laboratory equipment industries. The ecosystem will also be strengthened by attracting manufacturers of specialty glass and substrates, including ultra-thin glass and synthetic quartz glass that support AR devices, advanced sensors, and telecommunication infrastructure. By emphasising domestic supply chain integration, MIDA actively encourages investors to establish end-to-end operations within Malaysia, ensuring maximum economic retention and technology transfer.

This transition will also create new opportunities for Malaysian talent. As advanced processing technologies, automation and R&D become more integral to the industry, demand will grow for specialised capabilities in process engineering, materials science, automation, and quality assurance and research. Stronger industry collaboration, technology transfer, and skills development will therefore be critical to building the workforce capable of supporting the industry's next phase of growth.

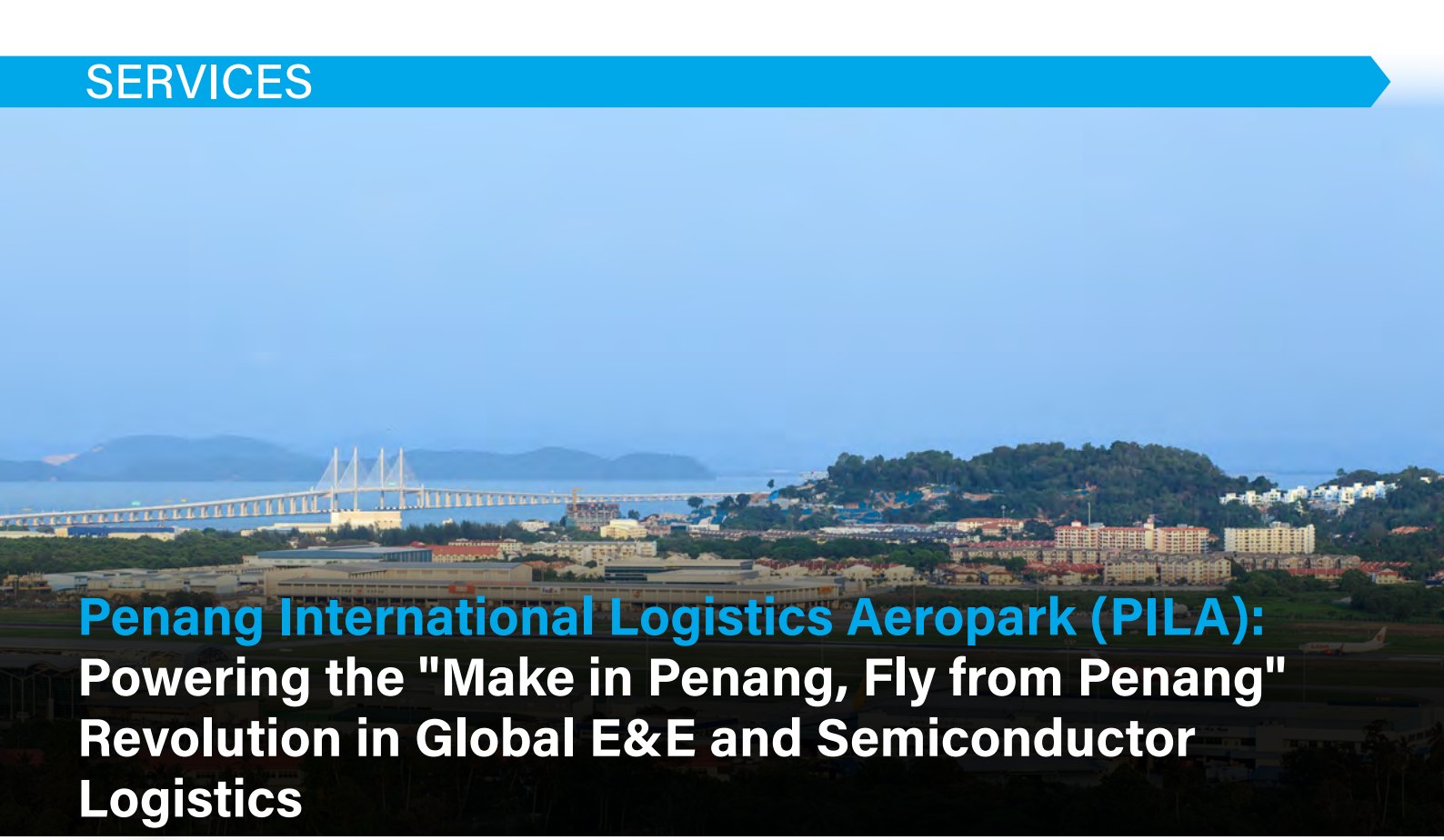
The market opportunity is equally compelling. According to BCC Research, the global high-purity quartz market is projected to grow from US$1.1 billion in 2025 to US$1.4 billion by 2030, at a compound annual growth rate of 4.5%, driven by expanding demand from semiconductors, renewable energy, advanced electronics, and telecommunications[1]. Asia Pacific already represents the largest regional market, positioning Malaysia close to some of the world's fastest-growing sources of downstream demand.

For Malaysia, the opportunity is therefore not simply to supply more silica, but to capture more value from it. By combining its resource based with advanced manufacturing capabilities, technology adoption, skilled talent, and sustainable practices, Malaysia can build a more sophisticated advanced materials ecosystem - strengthening its economic complexity and domestic supply chain while becoming more deeply integrated into the industries shaping the global digital and energy transition.

MIDA welcomes investors and technology partners to explore opportunities across advanced silica processing, specialty quartz, and other high technology industrial applications and to be part of Malaysia's next chapter in advanced material manufacturing by engaging with the dedicated team from the **Building Technology and Lifestyle Division at https://www.mida.gov.my/staffdirectory/building-technology-lifestyle-division/**



1 https://www.fortunebusinessinsights.com/herbal-medicine-market-106320



Penang International Logistics Aeropark (PILA): Powering the "Make in Penang, Fly from Penang" Revolution in Global E&E and Semiconductor Logistics

Global trade is changing as businesses face geopolitical tensions, supply chain disruptions and growing pressure to move goods faster and more reliably. In response to these evolving risks and uncertainties, multinational corporations are pivoting towards supply chain diversification and regionalised operating models. Advanced and high-tech manufacturers are placing greater emphasis on the resilience and reliability of infrastructure, as well as air cargo connectivity, when evaluating potential investment destinations, particularly for time-sensitive and high-value components and products.

These trends underscore the critical need for efficient, reliable logistics infrastructure to support Penang's E&E industry, which remains deeply embedded in global high-tech and semiconductor supply chains. Sustaining the rapid pace of these sectors demands an advanced ecosystem engineered for extraordinary precision, speed, and reliability. Modern E&E supply chains rely on robust networks tailored for high-frequency international freight and strict, just-in-time operations—essential for maintaining seamless production flows and facilitating critical New Product Introductions (NPI). Beyond speed, the specialised nature of tech cargo mandates sophisticated handling capabilities designed to protect delicate, high-value components, maintain continuous temperature control, and accommodate oversized manufacturing machinery without compromising strict transit deadlines.

Against this backdrop, the **Penang International Logistics Aeropark (PILA)** was initiated as a transformative national logistics infrastructure project designed to modernise Penang's air cargo ecosystem and safeguard Malaysia's competitive edge through 2050. PILA will help address potential logistical bottlenecks, support industrial expansion, and reinforce Penang's role as a critical node in the global technology value chain.[1]

Structuring a World-Class Logistics Hub

PILA was formally established through a joint venture agreement between the Penang Development Corporation (PDC) and Malaysia Airports Holdings Berhad (MAHB) on 13 April 2026. The initial tier of the project is being executed by **Penang International Logistics Aeropark Sdn. Bhd.**

Spanning 42 hectares, the project has secured master layout planning permission and progressed to active earthworks and soil treatment, with the main civil infrastructure construction slated for the first quarter of 2027.

1 Yahoo News / Bernama (May 4, 2026) - Overview of PILA's 500,000-tonne capacity by 2050 and the Free Commercial Zone (FCZ) status..

The initial phase will include a state-of-the-art **Free Commercial Zone (FCZ) Air Cargo Warehouse,** targeted for completion by 2029. This facility is expected to add **100,000 tonnes of annual handling capacity.** Upon full build-out, the aeropark will feature over two million square feet of advanced and integrated warehouse space, increasing total cargo processing capacity to **as much as 500,000 tonnes annually.**[2]

Driving the "Make in Penang, Fly from Penang" Vision

The development of PILA has been shaped by continuous engagements with key ecosystem stakeholders, including industry leaders such as **Intel, Micron, Keysight, Flex, Broadcom, Jabil, FedEx, and DHL.** Currently, 30% to 40% of Penang-generated air cargo is diverted to Singapore via road feeder services, largely due to limited direct, long-haul freighter flights to North America and Western Europe.

By strengthening local air cargo infrastructure, PILA directly operationalises the **"Make in Penang, Fly from Penang"** vision by reducing excess transit times, elevated freight costs, and handling damage risks associated with transhipment.

The project will also integrate a single-window digital logistics platform to support paperless operations, a 24-hour strategic cargo fast lane for time-critical NPI, and dedicated heavy vehicle logistics lanes designed to minimise road vibration and protect shock-sensitive electronics during transportation.[3]

MIDA's Strategic Role and Economic Impact

MIDA assumes a pivotal role in maximising the economic impact of logistics infrastructure by supporting the development of a more competitive and technology-enabled logistics ecosystem. This includes encouraging domestic third-party logistics companies to adopt digital solutions, transition to green commercial fleets and expand advanced public bonded warehouse capabilities.

Through targeted facilitation, including incentives such as the **Smart Logistics Complex (SLC) incentive and the International Integrated Logistics Services (IILS) status,** MIDA supports logistics players in upgrading their capabilities and strengthening their position within the regional and global supply chains.

With Penang continuing to strengthen its position as a global E&E and semiconductor hub, projects such as PILA will be important in ensuring that Malaysia's logistics infrastructure keeps pace with the needs of increasingly sophisticated and time-sensitive manufacturing operations. By enhancing air cargo capacity, connectivity and specialised logistics capabilities, PILA can further strengthen the link between Penang's manufacturing ecosystem and global markets.[4]

For more information on PILA and Malaysia's logistics investment opportunities, please contact the **Oil and Gas, Maritime and Logistics Services (OGML) Division, MIDA at https://www.mida.gov.my/staffdirectory/oil-and-gas-maritime-and-logistics-services-division/**



2&3 Free Malaysia Today (May 5, 2026) - PDC and MAHB approving the joint venture and Special Purpose Vehicle formation for the Penang Aeropark.
4 MIDA Official Publications - Comprehensive frameworks on the Smart Logistics Complex (SLC) incentive.



DENSO Malaysia: Building the Future of Mobility from Malaysia

For more than four decades, DENSO Malaysia Sdn. Bhd. (DENSO) has grown alongside Malaysia's automotive and electrical and electronics (E&E) industries, transforming from a manufacturing base into an important production hub within DENSO's global network. Its journey reflects the qualities that continue to make Malaysia a compelling location for long-term industrial investment: a stable and business-ready environment, a mature industrial ecosystem, skilled talent and effective collaboration between government and industry.

DENSO Corporation is one of the world's leading mobility suppliers, developing technologies and components that contribute to safer, greener and more efficient transportation. Its portfolio spans thermal and powertrain systems, semiconductors, electronic control units (ECUs), inverters, motors and advanced driver-assistance systems (ADAS). With a network spanning 35 countries and regions, DENSO is helping shape the transition towards electrified, connected and increasingly intelligent mobility.

From a Manufacturing Base to a Strategic Global Hub

Established in 1980, DENSO Malaysia has built a strong track record in manufacturing automotive air-conditioning systems, electrical automotive components, semiconductors and electronic products. The company currently employs approximately 1,700 people and supports customers and DENSO Group companies across regional and global markets, demonstrating Malaysia's capacity to serve as a dependable platform for international manufacturing and distribution.

Most notably, Malaysia is home to DENSO's only semiconductor production centre in ASEAN, making it an important site outside Japan. This gives the Malaysian operation a distinctive role in DENSO's global semiconductor supply chain. As vehicles become more electrified, connected and software-defined, demand for reliable automotive-grade semiconductors and ECUs will continue to rise, further strengthening the strategic importance of DENSO's presence in Malaysia.

Why Malaysia Continues to Deliver

DENSO's continued confidence in Malaysia is underpinned by a combination of strategic advantages. The country offers well-developed industrial infrastructure, a strong E&E and automotive base, established supplier networks and direct access to the wider ASEAN market. Its connectivity to regional and global markets also enables companies to integrate Malaysian operations efficiently into international production networks.

Malaysia's skilled and adaptable workforce is equally important, particularly as manufacturing becomes more automated, data-driven and technology-intensive. Over the years, DENSO has also developed constructive working

relationships with the Ministry of Investment, Trade and Industry (MITI) and MIDA. Policy support, investment facilitation and targeted measures have helped the company pursue high-value projects and plan for long-term growth with greater confidence.

Expanding for the Next Era of Mobility

Building on this foundation, DENSO Malaysia is expanding production capacity for automotive semiconductors and ECUs to meet growing global demand. The expansion reflects the company's confidence in Malaysia's ability to support sophisticated manufacturing activities where quality, reliability and engineering precision are critical.

Looking towards 2030, DENSO Malaysia will continue to evaluate growth opportunities involving advanced manufacturing equipment and next-generation semiconductor products. These investments have the potential to deepen local technological capabilities, strengthen supply-chain resilience and reinforce Malaysia's role within DENSO's global production network.

This direction is closely aligned with Malaysia's New Industrial Master Plan 2030 and National Semiconductor Strategy, which seek to move the country towards higher-value, technology-intensive and innovation-led activities.

Talent, Technology and Partnership

DENSO places significant value on Malaysia's collaborative ecosystem, where government agencies, industry players, educational institutions and supply-chain partners work together to support industrial development. This cooperation enables companies to respond to changing market requirements while building the specialised capabilities needed for future growth.

The company's emphasis on ***Hitozukuri*** (developing people alongside manufacturing capabilities) complements Malaysia's focus on technical education and human-capital development. Continued investment in industry-aligned training, reskilling and collaboration with universities and technical institutions will be essential to cultivate the engineers, technicians and specialists required by the semiconductor and advanced mobility sectors.

Building on Denso's Long-Term Presence in Malaysia

DENSO's journey demonstrates that successful investment is built not only on infrastructure and incentives, but also on trust, talent and enduring partnerships. For more than 40 years, Malaysia has provided the foundation for DENSO to grow, upgrade and serve global markets.

As opportunities accelerate across semiconductors, electrification and next-generation mobility, DENSO intends to continue contributing to Malaysia's sustainable economic development and industrial advancement. Its experience offers a compelling example of why Malaysia remains a trusted location for global companies seeking to build resilience, deepen technological capabilities and grow for the long term.





Feytech: From Malaysian Automotive Supplier to Regional Player

Feytech Holdings Berhad ("Feytech") is a Malaysian homegrown automotive manufacturer specialising in automotive parts solutions. The Group began as a seat-cover manufacturer and progressively expanded through vertical integration, technology partnerships and investment in manufacturing capabilities. Today, Feytech has evolved into a Tier-1 automotive supplier that provides complete automotive seats and modules to original equipment manufacturers (OEMs).

Building Capabilities in Malaysia

Feytech continues to expand its manufacturing capabilities across Malaysia, with operations in Johor, Kedah and Selangor, covering seat covers, complete seats, door and axle modules and related assembly activities. Its current and upcoming projects are expected to create approximately 230 additional employment opportunities by the end of 2026 — around 40 in Selangor, 70 in Kedah and 120 in Johor, subject to the commencement of the respective projects. This will be in addition to its existing workforce of approximately 580 employees.

These investments are not only about increasing capacity, but also about strengthening Feytech's manufacturing, engineering and assembly capabilities in Malaysia to support international automotive programmes across the region.

Feytech is also investing in the next generation of automotive talent. Through its collaboration with the Centre for Automotive Industry Excellence (CAuto), the Group is strengthening industry-academia linkages and supporting talent development for Malaysia's evolving automotive and electric vehicle (EV) industry. These efforts complement its investments in manufacturing capabilities by helping to build the skills needed to support the sector's continued transformation.

A Global Journey Rooted in Malaysia

Malaysia has always been the foundation of Feytech's manufacturing journey. As the company grew, however, there was a clear ambition to look beyond Malaysia. Feytech began its internationalisation by expanding into Singapore in 2007, followed by Australia and New Zealand in 2008, and subsequently expanded its business reach to the United States and the Middle East.

For Connie Go, CEO of Feytech, this international ambition also carries personal significance.

"Going overseas was always my late brother and founder's dream for Feytech. So, for me, continuing that journey is not only about business growth; it is also about carrying forward the ambition he had for the company."



As Feytech progressed from a seat-cover manufacturer to a Tier-1 supplier of complete seats and modules, its products became part of OEM programmes serving regional markets including Brunei, Thailand, Vietnam, the Philippines, Pakistan, South Africa, among others.

For Feytech, going global has never been only about selling products overseas. Over the years, the Group has entered into Technical Licensing Agreements with seat manufacturers from Japan, Korea, France and China. These partnerships provide access to international technology, engineering know-how and manufacturing practices, which Feytech could adapt and develop in Malaysia.

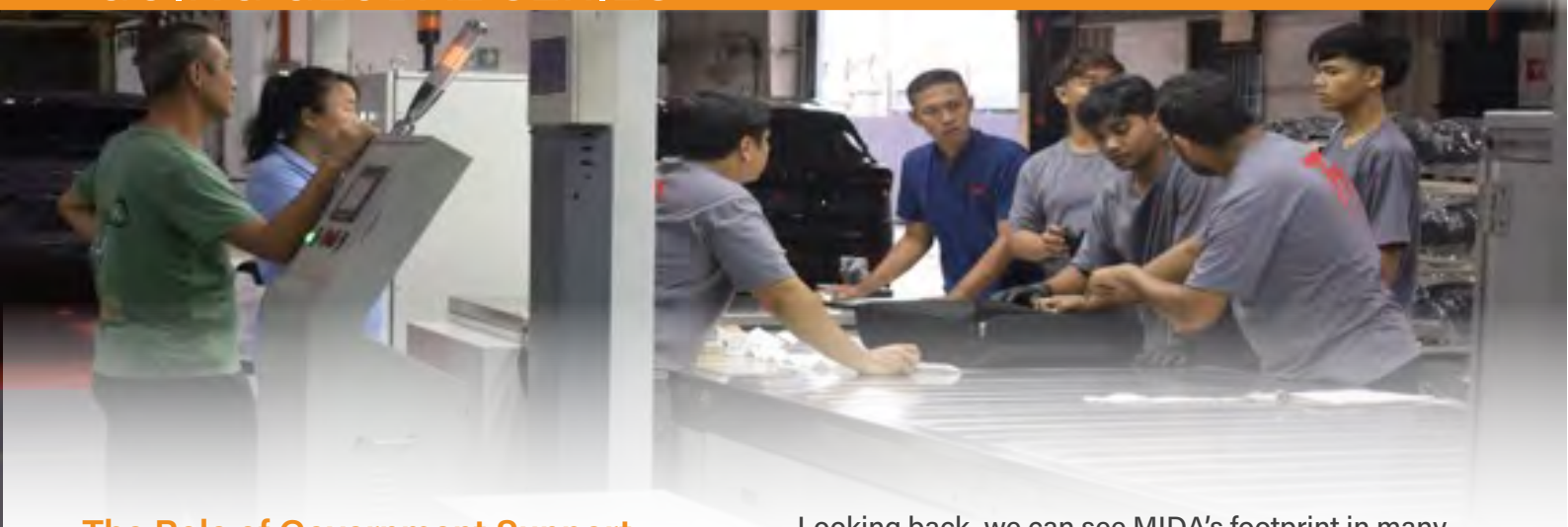
This two-way exchange has been an important part of Feytech's growth — taking Malaysian capabilities to international markets while bringing global knowledge and expertise back into Malaysia.

Expanding Through International Partnerships

A significant milestone in this journey was Feytech's strategic partnership with Wuhu Ruitai Automotive Industry Co., Ltd., a seat manufacturer within the Chery Group in China. Through FTRT Autoparts Sdn Bhd, the partnership brings together international automotive technology and Feytech's local manufacturing capabilities, creating opportunities to develop and manufacture automotive seat components for domestic and international markets.

Working with international partners has required Feytech to adapt to different technical standards, business cultures, quality expectations and operating practices. These experiences have strengthened the Group's ability to work across borders and have reinforced the importance of continuously investing in people, technology and manufacturing capabilities.





The Role of Government Support

Government support has been an important part of Feytech's internationalisation journey. We are particularly grateful to MIDA, especially its Transport Technology Division, for the guidance, facilitation and close engagement provided over the years.

MIDA's support has been valuable as Feytech navigated various international projects and partnerships, including the Ruitai collaboration, projects involving international automotive customers such as Hyundai, and other initiatives to strengthen our manufacturing and technology capabilities. We have also benefited from government support and initiatives under the New Investment Policy.

At a time when the automotive industry is undergoing significant change, policies encouraging deeper localisation, technology transfer and stronger domestic supply chains are more important than ever. The rapid emergence of Chinese automotive brands and changes in vehicle volumes and sourcing patterns are creating challenges for established Malaysian suppliers. We sincerely appreciate MITI, MIDA and the relevant government agencies for continuing to engage closely with industry.

Looking back, we can see MIDA's footprint in many of the paths Feytech has taken. Sometimes it has been through direct facilitation, sometimes through guidance, and sometimes simply through having someone willing to listen and help us find a way forward. Indeed, MIDA has been part of many important steps along the way.

Looking Beyond Malaysia

For Malaysian companies considering global expansion, building strong capabilities at home provides an important foundation for growth. Expanding beyond domestic markets also creates opportunities to learn from international partners, adopt new technologies, understand different markets and continuously improve their competitiveness.

Companies should also be prepared to take calculated risks. Feytech's journey has been shaped by partnerships, technology transfers and opportunities that required us to step outside our comfort zone.

With the right partnerships and continued support from the Government and agencies such as MIDA, I believe more Malaysian companies can take their capabilities beyond our shores while bringing global knowledge and investment back into Malaysia.

Ms Connie Go
CEO
Feytech Holdings Berhad





From Agricultural Base to Food Economy: Unlocking Investment Opportunities in ECER

An agricultural region's competitiveness is determined not only by how much food it produces, but also by how effectively that production is connected to technology, processing, logistics and markets. For the East Coast Economic Region (ECER), this is an opportunity to build on its established agricultural base and attract investment across the wider food value chain.

The East Coast Economic Region Development Council (ECERDC) is working to position ECER as Malaysia's national food production hub by facilitating private investment in commercial food production and related activities. These opportunities extend beyond primary agriculture to include processing, packaging, cold-chain logistics and distribution, serving both domestic and export markets.

Under the ECER Development Plan 2026–2030 (EDP 2030), the Food Security thrust focuses on diversifying crop, livestock and fisheries production while strengthening downstream value creation. Private investment is central to this direction, bringing capital, technology and operational expertise to commercial ventures. Through investment facilitation and collaboration with government and industry partners, ECERDC seeks to support a more integrated food production ecosystem, strengthen agrifood value chains and improve supply-chain resilience.

From Primary Production to Value Creation

ECER's established agricultural base provides a strong foundation for development across the wider agri-food economy. With more than half of Malaysia's produce grown in the region, there is scope to capture more value from existing production through improved productivity, processing, storage, distribution and market access.

This direction aligns with the wider development of Malaysia's evolving industrial landscape under the New Industrial Master Plan (NIMP) 2030, which emphasises greater economic complexity, higher-value activities and stronger domestic linkages. With food processing among the sectors covered under NIMP 2030, strengthening connections between ECER's agricultural base and downstream activities can create further avenues for value creation in the region.

ECERDC has identified three priority areas for food production: crops, dairy and beef, and aquaculture. Each presents opportunities at different points of the food economy, from agricultural technology and inputs to mechanisation, processing, packaging, animal feed, cold-chain facilities and export-oriented food manufacturing.

In crops, modern agriculture is envisaged across

17,500 hectares, supported by technologies such as fertigation and greenhouse cultivation to improve productivity and production consistency. The programme targets up to 310,000 tonnes of crop production, with opportunities extending into downstream processing and exports. By 2030, the initiative is expected to generate RM4.6 billion in private investment and contribute an estimated RM4.9 billion to gross domestic product (GDP).

In livestock, planned projects target 14 million litres of fresh milk by 2030 and 850 tonnes of meat by 2033, supported by RM470 million in private investment. The opportunity extends into areas such as animal feed, processing and related supply-chain infrastructure.

Meanwhile, aquaculture projects are expected to attract RM1.2 billion in private investment and produce around 30,000 tonnes of fish, creating scope for investment in production, processing, cold-chain management and distribution.

These opportunities are particularly relevant to Malaysia's efforts to strengthen domestic food supply, especially in segments where self-sufficiency levels (SSL) remain relatively low. In ECER, there is potential to increase production of commodities such as chilli, ginger, beef and fresh milk. For investors, this creates an opportunity to serve established domestic demand while building commercially scalable operations for both domestic and export markets.

Building the Infrastructure for Scale

Turning production into a competitive food economy requires more than additional capacity at the farm or production site. It also depends on infrastructure that allows products to be collected, stored, processed and moved efficiently.

ECER's agricultural base is complemented by industrial parks, transport infrastructure, ports and an expanding logistics network, providing a foundation for connecting production centres with processors, distributors and markets.

Connectivity is particularly important for perishable products, where transportation time, storage conditions and temperature control can influence product quality and commercial viability. The East Coast Rail Link (ECRL) is expected to strengthen connections between the East and West Coasts, including links involving Kuantan Port and Port Klang.



Alongside highways, ports, airports and existing industrial infrastructure, improved connectivity can support the movement of agricultural products and processed food from production areas to processing facilities and distribution networks, as well as to domestic and international markets.

For investors, the opportunity extends beyond food production to the supporting infrastructure and services needed to operate at greater scale and reach markets more efficiently.

Where Investment Meets the Food Economy

The food economy offers multiple entry points for private investment, with opportunities extending from upstream production to midstream processing and downstream distribution.

Upstream opportunities include smart and precision agriculture, agricultural inputs, mechanisation, fertigation, greenhouse cultivation and integrated farming systems. These activities can support improvements in productivity, resource efficiency, production consistency and scalability.

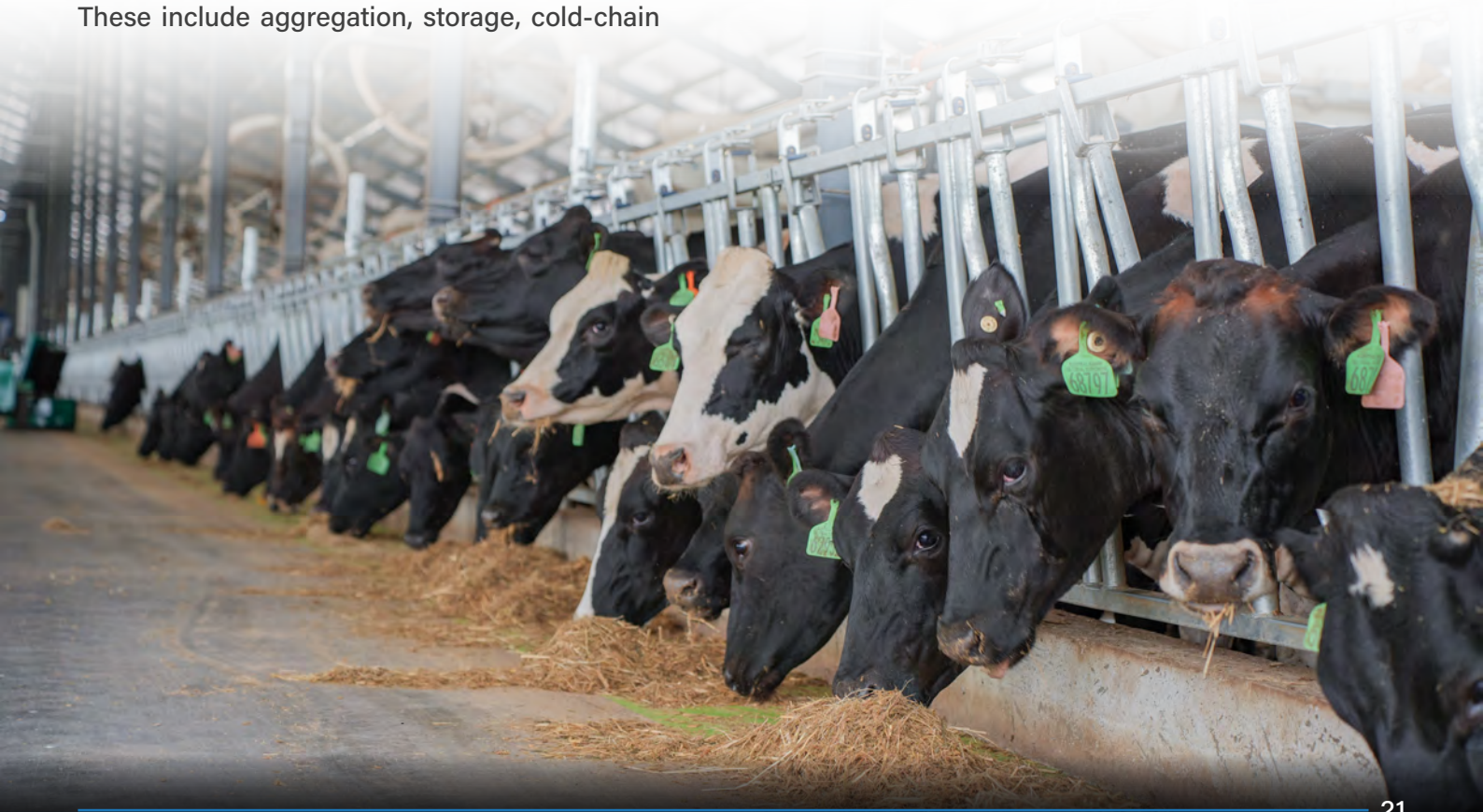
Midstream opportunities focus on the infrastructure and activities needed to convert agricultural output into higher-value products. These include aggregation, storage, cold-chain facilities, food processing, packaging, food ingredients and animal feed. Investment in these areas can help connect producers with processors, improve post-harvest handling and enable agricultural commodities to be developed into products with longer shelf lives, stronger market positioning and greater commercial value.

Downstream opportunities include food distribution, export-oriented food manufacturing and halal food products. Stronger connectivity and processing capabilities can support access to Malaysia's major consumption centres while creating opportunities to serve regional and international markets.

Together, these activities can connect farms with processors, technology providers, logistics operators and manufacturers, creating a more integrated food economy and supporting the wider direction of NIMP 2030 towards stronger value chains and higher-value activities.

From Food Security to Food Competitiveness

Improving Malaysia's self-sufficiency levels remains an important consideration, particularly for food categories where domestic supply does not fully meet demand. However, the commercial opportunity extends beyond increasing production volumes.





A stronger domestic production base can support investment in processing, logistics and cold-chain infrastructure, while modern farming technologies can improve productivity, efficiency and scale. When developed together, these capabilities can help reduce reliance on imports in selected segments and create opportunities for higher-value products serving both domestic and export markets.

This approach reflects the wider direction of ECERDC's investment agenda, which targets RM55 billion in realised private investment by 2030 as the region works towards a RM225 billion economy.

For ECER, the opportunity goes beyond producing more food. It is about building the capabilities that can take the region's agricultural strengths further — from modern farming and processing to logistics, manufacturing and market access. This creates opportunities for investors to participate in a growing food economy and capture value across a broader ecosystem.

Investors exploring Malaysia's food economy can connect with ECERDC to discover opportunities across the region and discuss how their projects can be facilitated. **Contact ECERDC at +603 8885 0066 or agribiz.investment@ecerdc.com.my or visit www.ecerdc.com.my to learn more.**



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



Strengthens Investment Ties Between Malaysia and the UK

MIDA London

MIDA London strengthened engagement with UK businesses, industry stakeholders and regional authorities through a series of high-impact promotional activities in July, held in conjunction with the **Selangor State Government Investment Mission to the United Kingdom and the Farnborough International Airshow (FIA) 2026.**

The engagements provided opportunities to promote Malaysia's investment strengths and aerospace capabilities, while exploring potential collaboration across high-value sectors.

Connecting with UK Businesses and Regional Stakeholders

As part of the UK mission, MIDA London joined the Selangor State Government delegation for a business and investment engagement at Crawley Innovation Centre, bringing together more than 16 companies, regional authorities, and industry leaders from the Crawley and Gatwick area.

The delegation included the CEO of Invest Selangor, Dato' Hasan Azhari Hj Idris, CEO of Permodalan Negeri Selangor Berhad (PNSB), YM Raja Ahmad Shahrir Iskandar Raja Salim, Group CEO of Selangor State Development Corporation (PKNS), Dato' Mahmud Abbas and representatives from Gatwick Diamond Business.

The session highlighted Malaysia's investment strengths, with a particular focus on Selangor's well-established industrial ecosystem, skilled workforce, world-class infrastructure, and opportunities in aerospace, advanced manufacturing, medical technology, and digital industries. Representatives from the UK Department for Business and Trade, Sussex and Brighton Combined Authority, Kent and Surrey authorities, and Gatwick Diamond Business also shared insights into the South East England economy.

The programme included site visits to **Elekta,** a leading UK medical technology company, and **Gatwick Airport,** with discussions covering potential collaboration in aerospace, logistics, and regional economic development.

MIDA London and Invest Selangor also hosted a Roundtable Engagement Session with 18 UK companies and industry organisations, connecting the Selangor delegation with British businesses interested in the aerospace, machinery, automotive, and services sectors. The CEO of MATRADE, YBhg. Dato' Indera Abu Bakar Bin Yusof, together with representatives from Menteri Besar Incorporated (MBI), Permodalan Negeri Selangor Berhad (PNSB), and PKNS, also participated in the session.



Building on these engagements, Invest Selangor has invited Gatwick Diamond Business to lead a UK business delegation to the **Selangor International Business Summit (SIBS) 2026** in October. Discussions are also underway to formalise cooperation through a Memorandum of Understanding (MoU), covering investment promotion, trade facilitation, and business matching.

Showcasing Malaysia at FIA 2026

MIDA London subsequently participated in the **Farnborough International Airshow (FIA) 2026,** held from 20-24 July, one of the world's premier aerospace events. The event welcomed more than 141,000 visitors from 136 countries, bringing together aerospace manufacturers, technology providers, suppliers, investors and other industry stakeholders from around the world.

Working alongside MATRADE and NAICO Malaysia, MIDA promoted Malaysia's aerospace capabilities through the Malaysia Pavilion, featuring 15 Malaysian companies and agencies.

Engagements with global aerospace manufacturers, technology providers, suppliers and investors highlighted Malaysia's established aerospace ecosystem, skilled talent, supportive investment environment and strategic location within ASEAN.

Industry Trends Shaping Future Opportunities

Beyond business networking, FIA 2026 highlighted several developments shaping the future of global aerospace industry, with potential opportunities for Malaysia to strengthen its position in high-value aerospace activities, including:

- **Supply chain diversification and resilience**
- **Artificial intelligence, automation, and digital manufacturing**
- **Sustainable aviation technologies**
- **Advanced Air Mobility (AAM)**
- **Defence and dual-use technologies**
- **Talent development and workforce upskilling**





These trends align closely with Malaysia's efforts to expand high-value manufacturing, strengthen aerospace capabilities, and attract next-generation investments

Promoting Malaysia's Aerospace Capabilities

As part of FIA 2026, MIDA London participated in the **Malaysia Aerospace Capabilities Seminar,** where Dr. Mohd Khalid Mohd Nor, Senior Vice President, National Aerospace Industry Corporation Malaysia (NAICO) and Mrs. Nurullydia Ahmad, Director of MIDA London, presented Malaysia's aerospace ecosystem and investment opportunities.

Malaysian companies **Paradigm Aerospace Sdn. Bhd. and CG Global Profastex Manufacturing Sdn. Bhd.** Also presented their products and capabilities to members of the UK's ADS Group and other industry participants, generating positive interest in potential business collaboration.

Moving Forward

The series of engagements provided MIDA London with opportunities to deepen relationships with UK stakeholders, promote Malaysia's investment and aerospace capabilities, and identify potential areas for business collaboration.

With continued interest in areas such as supply chain diversification, advanced manufacturing, digitalisation and sustainable aviation, MIDA London will continue working closely with MIDA Headquarters, overseas offices, state investment agencies, and industry partners to facilitate business connections and support potential investment opportunities between Malaysia and the United Kingdom.





Perak Strengthens Its Position as a Hub for High-Value and Sustainable Investment

MIDA Perak

MIDA strengthened its collaboration with the Perak State Government and InvestPerak at **Invest in Perak Day 2026,** held on 20 August 2026, with discussions centred on high-value manufacturing, targeted industrial development and effective investment facilitation.

The event was officiated by YAB Dato' Seri Saarani Mohamad, Menteri Besar of Perak, and attended by YB Dato' Seri Johari Abdul Ghani, Minister of Investment, Trade and Industry, and YBhg. Dato' Hairil Yahri Yaacob, Secretary-General of MITI.

The MIDA delegation, led by CEO, Datuk Sikh Shamsul Ibrahim Sikh Abdul Majid, had an engaging and fruitful discourse with state agencies and industry leaders on opportunities to strengthen Perak's investment ecosystem.

Positioning Perak for Next-Generation Industrial Growth

Perak has strong potential as a high-technology manufacturing hub, particularly in the semiconductor and electrical and electronics (E&E) sectors. Its strategic location allows the state to complement the established industrial ecosystems in Penang and Kulim.

Key industrial locations include the Kerian Integrated Green Industrial Park, Kerian Industrial City, KLK Tech Park and Tanjong Malim Hi-Tech Park, providing opportunities to attract investments across different segments of the manufacturing value chain.

In southern Perak, the Muallim district continues to develop as a regional automotive hub. Supported by the strategic partnership between PROTON and Geely, the Automotive High-Tech Valley (AHTV) is expected to further strengthen the automotive supply chain.

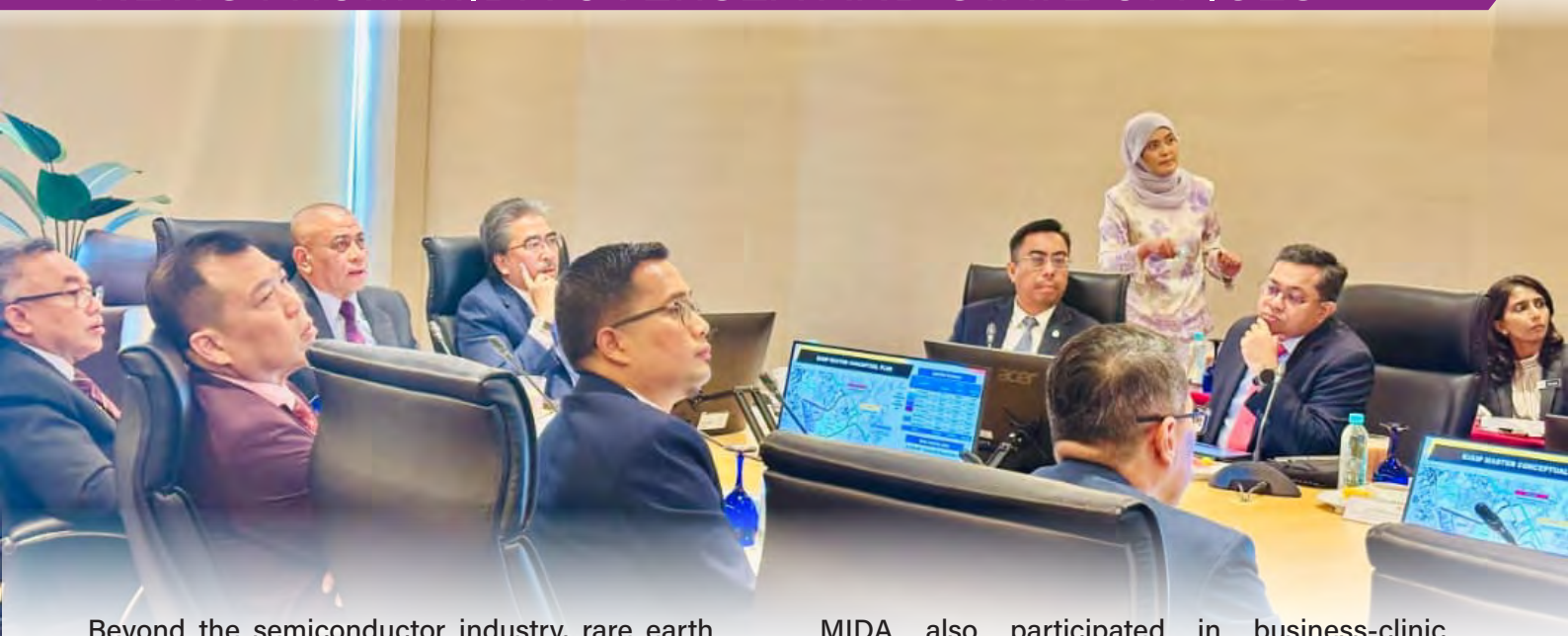
Targeted Development of Industrial Parks

MIDA highlighted the importance of adopting a targeted and niche-driven approach to industrial development, with each industrial park positioned according to its local strengths, infrastructure capabilities and supply-chain readiness.

Matching high-potential sectors to suitable locations would help attract strategic anchor investors, strengthen local supply chains and generate greater economic value across the state.

Strengthening Semiconductor and Critical Mineral Value Chains

Developments such as the **Kerian Integrated Green Industrial Park and Kerian Industrial City** provide opportunities for Perak to strengthen its participation in the semiconductor value chain. Their proximity to Penang and Kulim, Kedah offers potential for activities such as advanced packaging and testing while strengthening the northern region's wider industrial ecosystem.



Beyond the semiconductor industry, rare earth elements present another strategic opportunity for Perak. Discussions focused on attracting technology partners across the value chain to increase domestic value creation, strengthen technical capabilities and develop specialised talent.

Supporting Investors from Approval to Implementation

Beyond attracting new investments, MIDA continues to support investors throughout the project implementation journey.

Under the **New Incentive Framework** for the manufacturing sector, MIDA outlines how investment projects are assessed based on measurable contributions to the country. These include technology adoption, high-value employment, local supply-chain development, economic complexity and sustainability.

MIDA also participated in business-clinic sessions alongside the Royal Malaysian Customs Department, Tenaga Nasional Berhad, Lembaga Air Perak and the Malaysian Green Technology and Climate Change Corporation.

The sessions provided investors with direct access to relevant agencies to address operational, infrastructure and regulatory matters that could affect project implementation.

Perak's Investment Performance

Perak recorded RM15.8 billion in approved investments in 2025, reflecting continued interest from domestic and foreign investors.

Between 2021 and 2025, the state recorded RM25.9 billion in approved manufacturing investments. Of this amount, 67.9 per cent, or approximately RM17.5 billion, was either realised or under implemention.



Invest in Perak Day 2026 reinforces the importance of close coordination among federal and state agencies, infrastructure providers and industry stakeholders. By aligning industrial development with sector-specific strengths and effective project facilitation, Perak can further strengthen its position as a competitive destination for high-value and sustainable investments.

Key Economic Metric	Performance Indicator
Approved Investments (2025)	RM15.8 billion recorded in a single year.
Approved Manufacturing (2021–2025)	RM25.9 billion total investment.
Implementation Success Rate (2021–2025)	67.9% (RM17.5 billion), actively in realisation or implementation





East Coast Investment Seminar 2026 Showcases the Regions Growing Investment Potential

MIDA brought together **more than 400 business leaders, investors, and government representatives** in Kuantan for the **East Coast Investment Seminar 2026 on 8 September 2026** — aiming to unlock quality, high-value investment opportunities across Pahang, Kelantan, and Terengganu.

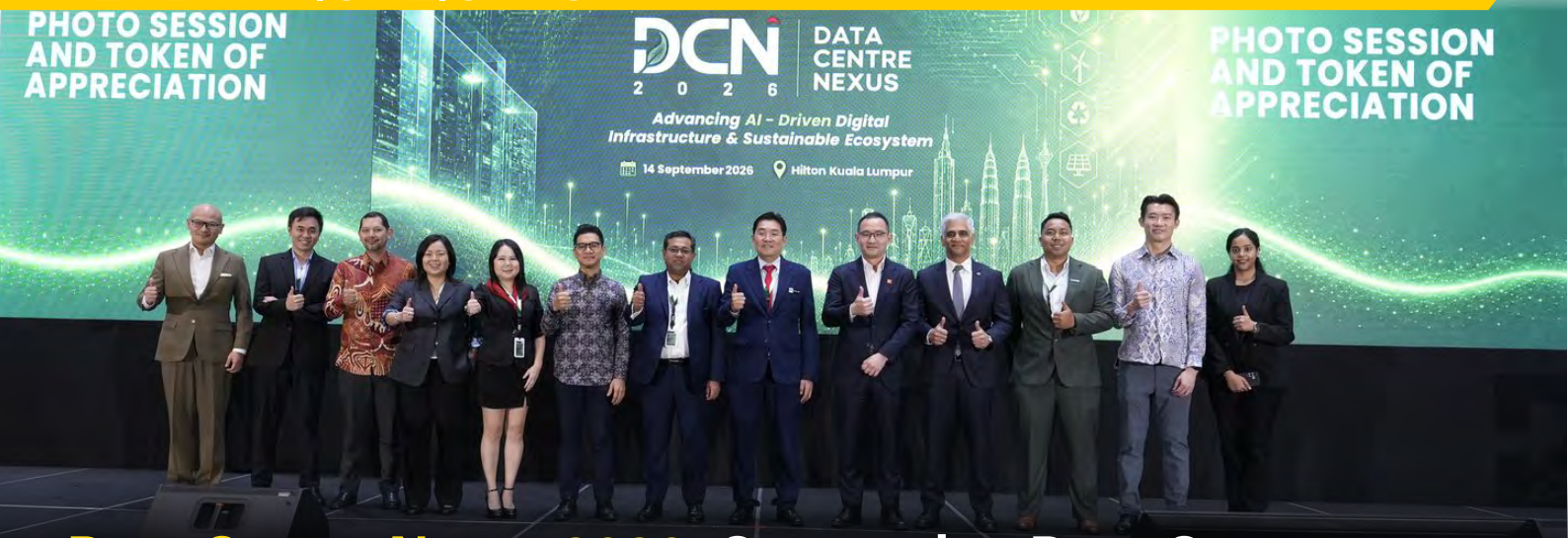
Held under the theme "Driving Investment and Bumiputera Development in the East Coast Corridor", the seminar highlighted the region's growing investment potential and the importance of stronger collaboration between federal and state agencies. From 2021 to June 2026, the three states recorded **RM61.4 billion in approved investments across 1,746 projects,** expected to create more than 30,000 jobs.

A key focus was the **East Coast Rail Link (ECRL),** which is scheduled to commence operations in January 2027. Improved connectivity and logistics are set to create new opportunities along the corridor, including logistics hubs, industrial activities and transit-oriented development.

Beyond attracting investment, the seminar placed strong emphasis on ensuring local businesses benefit from the region's growth. **More than 70 companies accessed the Business Clinic, receiving direct facilitation from over 10 government agencies** on matters ranging from approvals and utilities to workforce and taxation.

Through initiatives including **#InvestLokal,** MIDA continues to connect investment opportunities with local capabilities, supporting a more inclusive and balanced investment ecosystem across the East Coast.





Data Centre Nexus 2026: Connecting Data Centre Investments with Local Business Opportunities

What does it take to turn a growing data centre industry into lasting economic value for Malaysia? That question took centre stage at **Data Centre Nexus (DCN) 2026,** where government, industry and investment stakeholders came together to explore the opportunities emerging from the country's expanding digital infrastructure landscape.

Held for its second consecutive year, DCN 2026 brought together data centre operators, technology companies, financial institutions, government agencies and Malaysian businesses under the theme "Advancing AI-Driven Digital Infrastructure and Sustainable Ecosystems."

With Malaysia recording **RM385.7 billion in data centre-related investments from 2021 to the first half of 2026,** conversations have increasingly moved beyond attracting projects. Attention is now turning to what can be built around them — stronger local supply chains, technology capabilities, skilled talent and sustainable infrastructure.

This was brought to life through the event's Business Matching session, which connected **14 data centre companies with 51 Malaysian vendors,** opening pathways for local businesses to explore new partnerships and supply opportunities.

Across discussions on AI, connectivity, green solutions, financing and cloud adoption, one message was clear: Malaysia's digital infrastructure ambitions extend well beyond the data centre itself. The opportunity lies in building a broader ecosystem that enables Malaysian companies to participate, innovate and grow alongside the industry.

For MIDA, DCN 2026 provided a platform to connect these ambitions with industry action — helping shape a digital economy that is not only growing in scale, but deepening in local value.





MIDA Team Building 2026 – Bridging The MIDA Family Together

Against the historic backdrop of Stadium Merdeka, MIDA employees and their families stepped into the mythical world of Midalore for a day of creativity, friendly rivalry and shared experiences – a reminder that MIDA moves further when it moves as one.

On 15 August 2026, Stadium Merdeka came alive as **Midalore: Realm of Legends,** bringing together 817 participants, comprising of MIDA employees and family members for the organisation's first team-building programme since 2022.

Organised by Kelab MIDA, in collaboration with the Human Resource Management Division and the Corporate Strategy and Revenue Management Section, the programme was more than a day away from the office. It was an opportunity for colleagues to connect beyond their usual roles, build trust and strengthen the sense of community across MIDA.alive as Midalore: Realm of Legends bringing together 817 participants, comprising of MIDA employees and family members for the organisation's first team-building programme since 2022.

Four Houses, One MIDA

Participants were divided into four Great Houses - Dragon, Phoenix, Griffin and Pegasus, each led by members of MIDA's senior leadership. While the Houses competed for points and the coveted title of Midalore Grand Champion, the spirit of the programme went beyond the scoreboard.

In the weeks leading up to the event, employees came together to prepare performances, costumes, decorations and team strategies. For many, the teamwork had already begun long before they stepped into the stadium, bringing colleagues together across divisions and creating a shared sense of anticipation.

On the day itself, the Houses took centre stage with their creative performances and mascots before going head-to-head in a series of challenges that tested coordination, strategy, resilience and, at times, sheer determination.





A Meaningful Setting for Unity

Holding the programme at Stadium Merdeka carried special significance. As Malaysia celebrated its 69th year of independence and MIDA looked ahead to its 60th anniversary, the historic venue offered a fitting setting to reflect on the values of unity, courage and resilience that have shaped the nation and continue to guide MIDA.

The day began with the national anthem and an energetic Zumba session, setting the tone for a day filled with laughter, cheering and healthy competition.

Ten **telematch events** and the **Quest of the Knights treasure hunt** brought out different strengths among participants, while the **Anak Merdeka** showcase and **Midalore Young Artists** competitions gave the younger members of the MIDA family their own moments to shine. Carnival games, family activities and other attractions kept the wider MIDA family engaged throughout the day.

For employees, having their families there made the occasion especially meaningful. Parents, children and relatives were not simply spectators; they cheered from the sidelines, joined activities and shared in the excitement. It was a chance to introduce families to the people and community behind MIDA, while recognising the support they provide to employees every day.

Addressing participants, MIDA Chief Executive Officer highlighted that the programme was about more than winning points or trophies. It was about discovering different sides of colleagues, appreciating diverse strengths and building the trust needed to work effectively across organisational boundaries – qualities that are equally important to MIDA's transformation journey.

Strengthening the One MIDA Spirit

The experience resonated with participants. Among 124 post-event survey respondents, 93.5 per cent agreed that the programme strengthened relationships with colleagues





from different divisions, while 92.7 per cent said it reinforced their sense of belonging and shared identity as "One MIDA".

A further 91.9 per cent reported greater readiness to collaborate across teams in support of MIDA's transformation and strategic direction. Overall satisfaction stood at 88.7 per cent, while 96.8 per cent agreed that programmes of this nature should continue to be organised regularly.

The feedback also reflected what could not always be captured in numbers: new friendships, stronger connections across grades and divisions, and the simple joy of spending time together outside the usual workplace setting.

Four Houses, One Journey Forward

At the end of the day, House Griffin emerged as the Midalore Grand Champion, while House Pegasus was crowned Conqueror of the Telematches.

But perhaps the greater victory was what happened between the starting line and the final scores, colleagues cheering one another on, families sharing in the excitement, and employees discovering new connections beyond their everyday work.

MIDA Team Building 2026 was ultimately a celebration of people, belonging and shared purpose. Four Houses entered Stadium Merdeka carrying their own colours, identities and competitive spirit. They left as one MIDA family, strengthened by shared experiences, connected by a common purpose and ready to move forward together.



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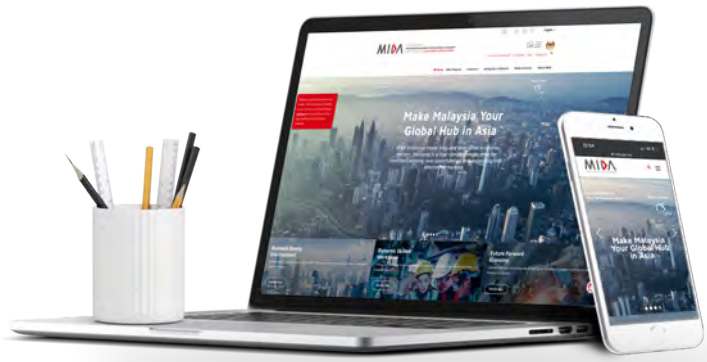
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With more than 40,000 registered subscribers and growing, our monthly English e-Newsletter contains the latest industry and services updates, as well as activities held throughout the month.





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.

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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.

Malaysian Investment Development Authority
MIDA Sentral
No. 5, Jalan Stesen Sentral 5
KL Sentral
50470 Kuala Lumpur
Tel: +603 2267 3633
Fax: +603 2274 7970
E-mail: investment@mida.gov.my
Website: www.mida.gov.my

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إِنَّا لِلَّهِ وَإِنَّا إِلَيْهِ رَاجِعُونَ

AL-FATIHAH



On the passing of

Zainal Abidin A. Rahman

Sr. Assistant Director
ex-MIDA

A dedicated soul who was very passionate in his career during his services in MIDA and will continue to be an inspiration to all. He was knowledgeable, efficient, and was a beloved friend to everyone.

In Loving Memory

"Our thoughts and prayers are with you"



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MIDA Sentral, No. 5, Jalan Stesen Sentral 5, KL Sentral,
50470 Kuala Lumpur, Malaysia
Tel: +603 2267 3633
E-mail: investment@mida.gov.my