



A SPECIAL PUBLICATION BY THE HIGH COMMISSION OF MALAYSIA, SINGAPORE

OPPORTUNITY

MALAYSIA

2016

**Malaysia-Singapore
Bilateral Ties
On the Fast Track**

**Making Malaysia
Your Next Profit
Centre**

**KL: Regional Hub
Today, A World
Centre Tomorrow**

**Johor Rising
Economic
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**Economy: What's Next?
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Terengganu
than what you know*

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MICA (P) 105/07/2016

This commemorative special is published under the advocacy of H.E. Datuk Ilango Karruppannan, High Commissioner of Malaysia, Singapore

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Editor's Note



Source: Pmo.gov.sg*

*The High Commissioner of Malaysia, Singapore thanks the Singapore Prime Minister's Office for use of the photo

"MALAYSIA - Singapore ties are like those of siblings spun off the same fabric, who share memories, dreams and aspirations," said Dato' Ilango Karuppanan, the High Commissioner in his introductory interview with Opportunity Malaysia and we agree with him.

For example, the annual meetings between the two leaders are like catch-ups between siblings, building on various avenues of cooperation. This year the annual retreat in May (a picture of which is on this issue's cover) was followed up by another meeting in Putrajaya in July, where both leaders witnessed the signing of the MOU on the High Speed Rail Link project.

Singapore and Malaysia are two nations with intertwined destinies. The High Speed Rail, a project destined to reduce travel time from Singapore to Kuala Lumpur to a mere 90 minutes, serves as a model to the world of the range of cooperation and friendly ties between the two neighbours.

In August, both Singapore and Malaysia celebrate their National Days. Opportunity Malaysia congratulates both countries on these celebratory occasions and endeavours to amplify growth, harmony and opportunities on both sides.

In this edition, we also bring an exclusive interview with the Chief Minister of Johor, Dato' Mohamed Khaled Nordin, who says there are more dimensions to this economic powerhouse of a state than just Iskandar Malaysia.

We also take a peek into the interiors of "Rumah Malaysia", the official residence of the High Commissioner in Singapore that has witnessed so much history.

Inviting investors to Malaysia to explore and expand their footprint has always been our mandate. In this light, we bring you an interview with Datuk Zainal Amanshah, CEO of InvestKL, who shares his thoughts on why Malaysia is the right choice for investors and KL the right base to setup your operations.

Agrobazaar continues to grow and thrive. Bringing in promotions and products from various states, it has tantalised the taste buds of seasoned Singaporeans and other visitors, and entices one to take a trip to Malaysia. We bring you a report on the Kendurian promotion.

For travellers, "Malaysia Truly Asia" has an elaborate spread of things to offer. Next year, the State of Terengganu welcomes Singaporeans for "Visit Beautiful Terengganu Year 2017".

So, if it is the investment dollar, a holiday destination, a manpower resource centre, there is always something that you can tap in Opportunity Malaysia.

Happy reading and visiting Malaysia!

Warm regards
Nomita Dhar
Editor-in- chief

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Hallie Tay
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HIGHLIGHTS OF Amanat Merdeka 2016 SPEECH

FOLLOWING ARE EXCERPTS OF THE 'AMANAT MERDEKA 2016' MESSAGE DELIVERED BY PRIME MINISTER DATUK SERI NAJIB TUN RAZAK AT DEWAN MERDEKA OF THE PUTRA WORLD TRADE CENTRE, KUALA LUMPUR, ON THE EVE OF MALAYSIA'S NATIONAL DAY 2016.

"From the time of independence on 31 August 1957, we have arrived at the age of 60 standing on our own feet. What is certain is that the gift of independence is not only a blessing but, according to the learned and wise, it is an honour for Malaya which has evolved into Malaysia. In the pursuit of progress, rural development will remain the main agenda of the government, and will be given serious attention."

"Looking at the growth of Malaysia as a progressive nation over the past six decades, having begun as small villages ... in the interior and rural areas ... Praise be to God ... we can now stand tall among the fast developing countries of the world. In fact, the 118-storey Menara Warisan Merdeka, construction of which began in 2014, is set to become the tallest building in Malaysia and the fifth tallest in the world."

"...soon after taking over the leadership of the country, I introduced the National Transformation Policy. The policy is now into its seventh year of implementation, and has continued to produce encouraging yields. This is all not empty talk, but the facts and figures of achievement, verified by authoritative international rating agencies. For example, at the time that I tabled the National Transformation Programme report last April, the Government Transformation Programme or GTP, achieved 99 per cent of the Key Performance Indicators in terms of the National Key Results Areas. As for the Economic Transformation Programme or ETP, through the National Key Economic Areas, we achieved 111 per cent of the KPIs. Through the Strategic Reform initiatives, the KPIs were surpassed by 108 per cent."

"Of late, despite facing an uncertain and gloomy global economy, Malaysia's Gross Domestic Product for the second quarter of this year ... Praise be to God ... was four per cent. My beloved Malaysians, the success was endless through the hard work of the government and the various agencies. For example, the Global Competitiveness Report of the World Economic Forum placed Malaysia on 18th position in 2015. According to the Financial Market Development of the World Economic Forum Global Competitiveness Ranking 2015-2016, we are in the 9th position as the only emerging market listed among the top 10 countries. Malaysia also achieved recognition in the Ease of Doing Business report of the World Bank, occupying the 21st position in 2010 and progressing to 18th position in 2015. In others aspects, as a model Islamic nation that is progressive and dynamic and looked up to as a role model holding fast to the 'wasatiyyah' (moderation) principle, on the world stage, from the economic perspective, Malaysia occupied the first place on the Global Islamic Economy Indicator 2014-2015 among 70 nations."

"It is also with pleasure that I state that Malaysia is the world's largest 'sukuk' issuer, encompassing almost 55 per cent of the total global cumulative sukuk valued at over US\$320 billion as at end-2015."

"In May 2015, I tabled the 11th Malaysia Plan. This represented the final catalyst for the country to enter the arena of the High Income Advanced Economy. Although the global economic crisis was still brewing, the Barisan Nasional Government continued to make prudent decisions and became a responsible government so that the people were not burdened by the current situation. Thus ... matters concerning the welfare and interests of the majority are certainly given priority. For example, in appreciation of the civil servants, the Government has approved more than 82,000 units of houses under the 1Malaysia Civil Servants Housing initiative. Subsequently, we have also implemented affordable housing projects such as PR1MA, People Friendly Housing, Felda and Felcra Housing, besides introducing the First Home Deposit Financing Scheme and the allocation for the Rehabilitation of Abandoned Private Housing Projects."

"Independence is a blessing for all of Malaysia. Beginning from Perlis in the north of the Peninsular to Sabah and the interiors of Sarawak. On this matter, the Pan Borneo Highway, which is toll free and stretching over 2,325 km, beginning from Telok Melan to Lawas in Sarawak, then on to Sabah, from Sindumin to Tawau, is another symbol of progress, a free Malaysia."

"We will build the High-Speed Rail which begins in Kuala Lumpur and ends in Singapore. It will bring great benefits to connectivity and economic growth in Malaysia in that region."

Source: BERNAMA. To read the complete speech visit:

<http://www.nst.com.my/news/2016/08/169471/english-translation-prime-ministers-amanat-merdeka-2016>



BILATERAL TIES On High Speed Track

HE ILANGO KARUPPANNAN IS A CAREER DIPLOMAT WITH MORE THAN 28 YEARS EXPERIENCE SPANNING POSTINGS IN GERMANY, GUINEA, WASHINGTON AND LEBANON. ON THE EVE OF THE NATIONAL DAY CELEBRATIONS HE SHARES WITH **NOMITA DHAR** HOW HE PLANS TO FORGE CLOSER TIES, INITIATING AND INTENSIFYING ENGAGEMENTS THROUGH INVESTMENT, TRADE, TRAVEL, ARTS AND CULTURE

YOUR Excellency, welcome to Singapore. You represent Malaysia in Singapore. How has your initial settling in been?

Life as a high commissioner representing Malaysia in Singapore is very fast-paced but satisfying. It has been wonderful but very busy four months.

Over one hundred and twenty thousand Malaysians travel up and down daily so there's a lot of bilateral interaction between the two countries. We have held several events ranging from economy, investment to culture including a 'Kendurian' networking Open House event.

At the highest level the two Prime Ministers met in July at Putrajaya during which they witnessed the signing of the MOU on the High-Speed Rail. At my level, I've been making official calls to various ministers, business leaders, thought leaders and diplomatic colleagues.

We also have had several ministerial visits. Discussions have covered many areas such as water, rail link, immigration etc.

What would you say about the current state of Malaysia and Singapore diplomatic ties? Is there a change?

There is no doubt the relationship between Malaysia and Singapore has definitely changed. It is evident that it is the best it has ever been. I am confident that it will continue to grow in time to come.

We ought to understand that for the first time, we've two prime ministers who are sons of prime ministers themselves. There are not many countries I can think of where leaders of two countries are actually sons of former leaders who know



Source: Ministry of Foreign Affairs, Singapore

each other. It's truly a unique case so you can understand the chemistry between my Prime Minister Najib and Mr Lee Hsien Loong, is of a different level altogether.

Because they know each other, their relationship is very easy, solid and business-like. They are keen to look at opportunities rather than to dwell on past dissatisfaction. Therefore, their relationship is on a very high plane. With the good examples set by the two leaders, the ministers of both countries have also engaged themselves very closely.

From that point on, we go down to the permanent secretary level. We have a format where permanent secretaries of various ministries from both sides meet regularly in Malaysia or Singapore on an alternate basis. We also adapted the same format for deputy secretaries.

By doing what was mentioned previously, we are trying to mesh the relationship between the leaders and civil service of both countries so they can simply pick

up the phone and talk once they have established a rapport with one another.

What in your opinion are the factors that bind the people of both sides that nurtures this friendship?

Malaysians and Singaporeans are very close and very similar. Both have families and friends on the other side. Another thing we have in common and what keeps us together is the love for food. Singaporeans are well informed about the best eating places in Malaysia and frequent these places. Even before the launch of the High-Speed Train, the food trail on the route has pleasantly been marked. I was pleased to read in the press about a list of good eating places recommended by Singaporeans. Similarly when Malaysians come to Singapore, they go looking for Katong laksa, which is supposed to be one of the signature dishes of Singapore.

This love of food gave me an idea to practise, what we termed 'Durian

Diplomacy'. We hosted an open house called the Kendurian, a combination of two words – 'Kenduri', which means feast or the love of food, and 'durian'. It was a feast based on durians and it was a big success. We invited Singapore's Minister for Natural Resources and Environment, Mr Zulkifli Masagos, along with some Singaporean civil servants and many friends from the private sector in both countries. So I think food, or 'Durian Diplomacy', is one key anchor I plan to use again because it looks like a sure win formula!

What areas do you see in the investment potential between the two countries?

The high-speed rail project has been described by President Tony Tan and Prime Minister Lee Hsien Loong as a game changer. It will make connection between the two countries almost seamless. The entire length of track that goes from Jurong to Kuala Lumpur will see growth take place along corridors of this track and many of the nearby towns in Johore, Malacca, Negri Sembilan and Kuala Lumpur. These are potential areas where industries in Singapore can expand into.

While there are opportunities in Iskandar, I have met some Singaporean entrepreneurs who have located some of their companies further up in Johore and Malacca. In these places, they found a bigger expanse of area to work in. Infrastructure is great because they can use existing roads to transport their finished products. With the upcoming high-speed rail, it will improve the efficiency of their operations further and the areas around the rail will have a lot more economic activities taking place. Singaporeans looking to locate themselves along this route will have something to look forward.

What is your opinion on the cooperation along the manpower and human resource front?

We would like to encourage Singaporean companies looking to set up operations in training and capacity building. This will enable us to have an innovative and productive workforce useful to both sides. Singapore companies can offer internships to Malaysian students. In that way, we can complement each other's industries and manpower needs.



“Over one hundred and twenty thousand Malaysians travel up and down daily so there’s a lot of bilateral interaction between the two countries.”



(Above): InvestKL breakfast briefing for leading CEOs of Oil & Gas companies in Singapore. (Right): A taste of 'Durian Diplomacy' at Kendurian Open House



Could you tell us about the cooperation in the area of security?

Cooperation between Malaysia and Singapore in the area of security has always been good. In the past we all suffered from another common security threat - of the Communist insurgency but we dealt with it together. Our intelligence forces work very closely together - sharing information and cooperation is second nature for both sides.

Aside from terrorism, there are other security threats such as piracy, which is a menace in the region. Countries like Malaysia, Singapore, Indonesia and Philippines have been closely patrolling the Straits of Malacca and have now agreed to cooperate in the southern Philippines area.

Being members of the ASEAN Group, how do Malaysia and Singapore work together for the best results?

In ASEAN, we will carry on expressing views that we should work cohesively together rather than allow ourselves to be subjected to external pressures and how to look at ourselves collectively to preserve our common interest.

For example, in the case of the South China Sea, all stakeholders know how

important the South China Sea is. Much of the world's trade passes through it. China is a huge trading partner with most of the countries in the world so every country depends on China's economic vitality and for China to remain economically vibrant, it needs a stable South China Sea. Hence, it is in nobody's interests to upset the stability of the South China Sea.

I think Singapore has done a good job currently as the coordinator between ASEAN and China. It is a very small country but has acted in a balanced manner.

There are many Malaysians who are residents in Singapore. How does the High Commission interact with them?

The Malaysian Association in Singapore (MASIS) set up two years ago is an excellent initiative. As there is a large number of influential Malaysians in positions of authority, we are working with MASIS to invite them to Singapore as an informal conduit to promote bilateral relationships between Malaysia and Singapore.

Through MASIS, I would like to encourage regular informal and formal interactions between myself, my countrymen and Singaporeans. Another thing I would like to do is to use my office as a high commissioner, to have a series of policy talks by bringing together high-calibre people from Malaysia and equal partners from Singapore so as to forge a common direction which both countries can move towards.

MASIS is apolitical. The High Commission does not regulate their work and it has been a happy relationship so far. It has been around for two years and it was only in the past year that they started to organise a few talks. At the high commission, I've already invited an economist to give a talk and I hope to have more of such talks. I have also hosted a breakfast meeting with major oil and gas industry players. We want to have not only economic or political talks, but also social and cultural ones to show that interest between Malaysia and Singapore is not limited to one or two areas but encompasses a whole spectrum.

OBITUARY

SR Nathan

1924- 2016



Source: www.istana.gov.sg

Singapore Lost An Extraordinary Statesman and Malaysia a Friend

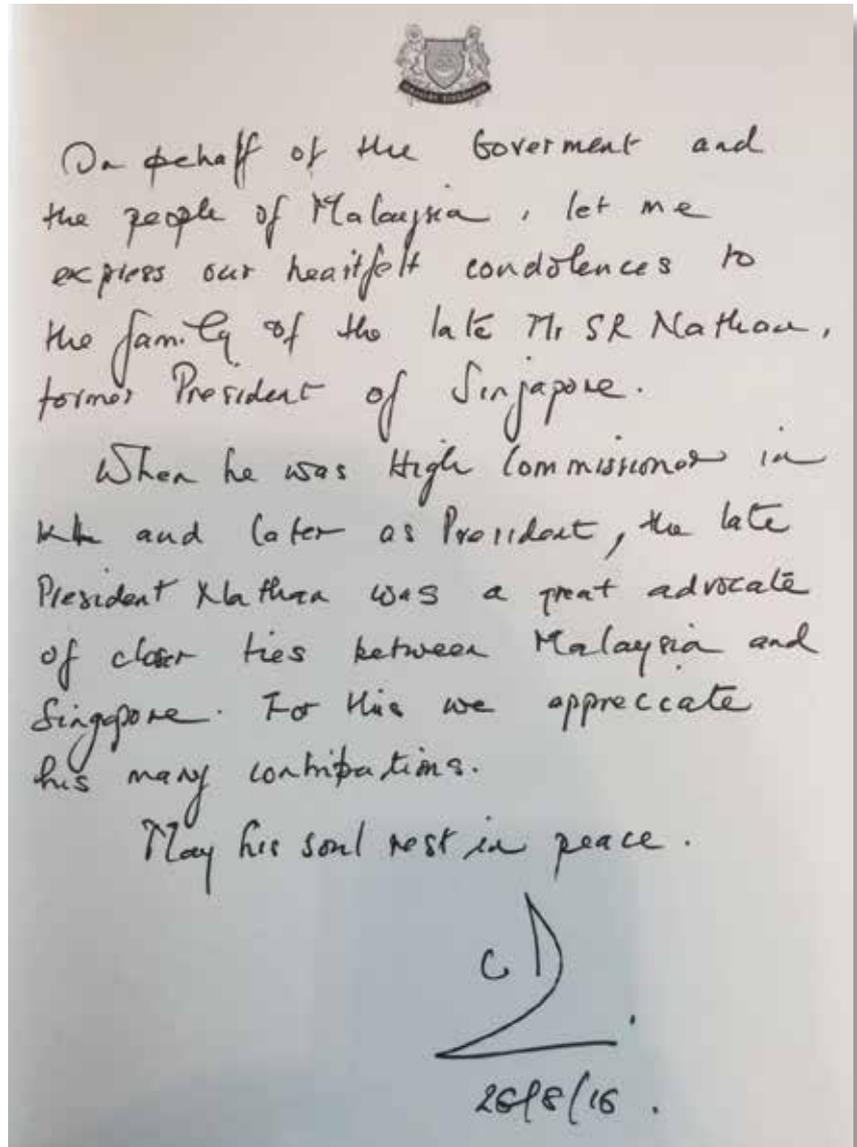
Singapore's sixth and longest serving President S R Nathan passed away on 22 August 2016. In the *Bernama* photo below, the then Yang di-Pertuan Agong Sultan Iskandar shook hands with Mr Nathan in 1988 when he presented his credentials as the Singapore High Commissioner to Malaysia to the King at the Istana Negara in Kuala Lumpur.

He played an important role in keeping the close ties between the city-state and Malaysia steady during a challenging period, said Dato' Singapore Ilango Karuppanan, the Malaysian High Commissioner in Singapore. Mr Nathan was born in Singapore but spent his early years in Muar, Johor, where he still has relatives. He worked in the Johor civil service for a short time after World War II.

Datuk Ilango had met Mr Nathan twice and said Mr Nathan did not express any concerns about the current state of bilateral relations, "He looked forward to the future of our ties which he said was bright."



PRIME MINISTER NAJIB RAZAK CONDOLENCE BOOK MESSAGE AT SINGAPORE HIGH COMMISSION IN KUALA LUMPUR



MALAYSIAN ECONOMY

What's Next?

By Manokaran Mottain

THE news flow on macro data and financial markets since the beginning of the year is not for the faint-hearted.

The International Monetary Fund had cut its global gross domestic product (GDP) growth target for 2016 for five instances within 15 months to 3.1 per cent estimated in July, down from 3.6 per cent estimated last October.

Meanwhile, the global crude oil price remains at depressed levels. Brent crude oil price averaged USD41 per barrel in the first half of the year, down from its 2011-2013 sustained average price of USD110 per barrel.

More recently, the Brexit referendum favouring the Leave vote surprised broad market expectations for the United Kingdom to remain in the European Union, sending global

investors into a frenzied flight to safe haven assets.

Malaysia not spared

For Malaysia, the financial markets and macro conditions were not spared by the turns of global events.

In January, as an oil-dependent economy, Malaysia was forced to review its growth estimates for 2016. As oil and gas contributed to some 30 per cent of government revenue and 20 per cent of total exports, the changing prices of crude oil from USD110 per barrel to as low as USD23 per barrel, had certainly changed its fiscal plan "Budget 2016".

Consequently, the government cut its official 2016 GDP growth projection range from 4-5 per cent to 4-4.5 per cent.

Despite crude oil prices recovering slightly in recent months, the government continues to stress on fiscal prudence and eased Malaysian monetary policy slightly.

In July, Bank Negara surprised

markets by reducing the benchmark Overnight Policy Rate by 25 basis points to 3.0 per cent in July. The last time Bank Negara eased monetary policy was during the Global Financial Crisis economic to support domestic consumption.

According to the Central Bank, the move was pre-emptive to cushion the impact from Brexit and to steer the consumer spending into high gear.

Are these measures sufficient to boost the economy, particularly private consumption growth?

Malaysia economic openness subjected to external headwinds

Keep in mind that Malaysia is an open economy and therefore subjected to external macro spills over impact.

According to the World Bank, Malaysia exports of goods and services to GDP ratio was close to 70 per cent, far higher than the East Asia and Pacific average of only 30 per cent in 2015.



About the Author

Manokaran Mottain is currently the Chief Economist of Alliance Bank. Prior to that, Mano has worked at AmBank Group and SBB Securities for 10 years each. Between 1987 and 1996, Mano was attached to Bank Negara Malaysia, serving various departments in the Central Bank. Acknowledging his knowledge and experience, the government appointed him as a Member of the Economic Council (2011-2013) and a Member of PEMIKR (think tank at Ministry of Domestic Trade, Co-operatives and Consumerism). In addition to member of several government task forces, he also sits as a Member of the Advisory Board at Nottingham School of Economics, Malaysia campus. He is also a regular columnist in the Star, titled *MyPoint*, discussing various economic issues.



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Economy

Therefore, the global economic slowdown and moderation in world trade growth would directly impact Malaysia's overall GDP outlook.

For example, net exports registered a disappointing contraction of 12.4 per cent year-on-year in 1Q16, thus dragging GDP growth to a low of 4.2 per cent.

Even the competitive Ringgit exchange rate of RM4.10 per USD against the dollar could not lift exports performance during the first quarter of this year.

This is a clear reflection of global demand and low commodity prices dragging on Malaysia's economic prospects. The major Malaysian trading partners (United States, China and Singapore) are currently confronting various domestic macro headwinds respectively.

Unfortunately, hopes are slimmer for a recovery in global demand for oil and gas commodities in the short to medium-term.

Private consumption pillar to economic growth

While the external sector outlook is bleak, the Malaysian economy remains a resilient one due to its diversified nature. Over 50 per cent of Malaysian GDP comes from private consumption and therein lays the pillar to stable and sustainable growth.

In fact, the core private consumption, such as food, housing, utilities and transport, made up around 1.6 per cent point contribution to Malaysia's GDP growth of 5 per cent in 2015.

This component is expected to contribute up to 1.5 per cent point contribution to Malaysia's GDP growth this year. Essentially, the inelastic consumption component could secure baseline GDP growth performance.

To generate further upside to overall GDP growth, underlying household purchasing power is the key driver to sustainable domestic demand.

Therefore, labour market force dynamics, labour income growth and the state of household outstanding credit situation are important determinants of private consumption performance.

Currently, the outlook for private consumption is somewhat mixed.

In 2013 and 2014, private consumption GDP expanded 7.2% and 7% respectively, before moderating to 6 per cent growth last year on the back of

weak consumer sentiments.

Besides the implementation of Goods and Services Tax (GST) at 6 per cent rate effective April 2015, cost-push inflation has been creeping up following the various subsidies withdrawal.

For instance, subsidies for flour, hike in sin taxes on cigarettes and alcohol, and selected toll and public transport fees' adjustments were gradually rolled out since mid-2015, squeezing household purchasing power.

To cushion the rising cost of living, especially for the bottom 40 per cent household group, the government has been proactively providing targeted cash assistance and also extended the list of GST-exempted essential goods.

According to Malaysia's Budget 2016, it is estimated that the Bantuan Rakyat 1Malaysia (BR1M) cash assistance handout worth close to RM6 billion will be distributed to 7.4 million recipients of the lower income group to ease their financial burdens.

For the middle-income group, the government in its Budget 2016 revision in January provided a special income tax relief and also voluntary cut of Employees Provident Fund (EPF) pension fund contribution rate to 8 per cent from 11 per cent, which could cumulatively boost household disposable income by up to RM8.5 billion this year.

These fiscal measures are timely to support domestic expenditure at a challenging time when there are signs of moderation in household consumption appetite. Overall household credit growth has slowed to 6.2 per cent in May 2016, down from 9.7 per cent expansion recorded in January 2015.

Limitations to expansion of private consumer spending

On the flip side of the coin, high Malaysia household indebtedness level of 89 per cent to GDP, as of 2015, could hamper upside growth in private consumption.

As long as household income growth remains robust, the sustainability of the loans would be intact. Besides, around 55 per cent of outstanding household loans are mortgages, which are essentially asset backed.

In fact, the central bank has already put in place various macro-prudential policies such as maximum loan-to-value financing ratio of 70 per cent for third and subsequent house in 2010 and real property gains tax hike in 2012 to ensure

fundamental household debt and assets situations are aligned.

The fact the Bank Negara was confident to deliver a surprise monetary easing in July implies that the central bank is comfortable with the current level of household debt sustainability.

Looking ahead, for further private consumption stimulus, there could even be a possibility of GST rate adjustments. At the current 6 per cent rate, the Malaysia government expects around RM39 billion GST revenue collection in 2016.

GST review is better than rate cuts

If GST were to be cut by 1 per cent, it is estimated that the private sector would pay up to RM6.5 billion less in GST a year, which could be helpful in generating economic growth through private consumption income multiplier effect.

However, the GST cut comes at a cost of forgone government tax revenue. Therefore, whether or not the GST rate revision takes place, it would ultimately depend on the compromise to commit to fiscal consolidation plans and the need to support domestic consumption.

Macro fundamentals are still resilient

The poor economic recoveries in advanced economies, since the Global Financial Crisis coinciding with a Chinese economy slowdown, do not inspire confidence in a macro outlook in the short to medium term.

Fortunately, the Malaysian economic structure is diversified enough to support growth internally to offset weak trade and foreign investment performances.

During this market and macro downturn, Malaysia has in place timely measures both fiscal boost and monetary support to ensure GDP growth remains at a healthy clip to sustain jobs and income. Malaysia GDP growth should expand around 4.1 per cent this year and rebound stronger in the coming years, depending on external macro situation.

With a flexible exchange rate regime and firm commitment from the government to achieve fiscal balance by the end of the decade, the Malaysian economy remains a beacon of light for growth in an otherwise sluggish global macro and market environment.

MIDA ON MAKING MALAYSIA YOUR PROFIT CENTRE IN ASIA



(Above photos): MIDA actively engage potential investors by organising many events and activities as well as participating in trade missions and exhibitions around the world

MALAYSIA, a country once dependent on agriculture and primary commodities in the sixties, has today become an export-driven economy spurred by high technology, knowledge-based and capital-intensive industries. The structural transformation of Malaysia's economy over the last 45 years has been spectacular.

The contribution of the Malaysian Investment Development Authority (MIDA) to the development of the Malaysian economy is pivotal. As the government principal agency for the promotion of manufacturing and services sectors, it has shaped the path of the nation through various policy recommendations including the charting of industrial master plans and aggressive marketing undertaken to attract investments.

Ecosystem approach

The aim is to generate higher economic returns and growth for individuals and the country, creating a lasting impact on the economy which would lead to a more attractive business environment. MIDA adopts an ecosystem approach, whereby concerted efforts are put in place to promote the entire value chain of industry clusters and enhance delivery enablers to support the value chain.

The new growth areas targeted for promotion include aerospace, advanced electronics, advanced materials, fine chemicals, renewable energy, petrochemicals, pharmaceuticals, machinery and equipment, and medical devices. These industries are important in contributing to the greater growth of the manufacturing and services sectors, in terms of its higher value-added technology, exports, knowledge content, spin-off effects, and the potential to be integrated regionally and locally.

There are many factors that have enabled Malaysia to attract quality investments over the years. This includes factors such as its diversified economy, world class infrastructure, good connectivity, strategic location within ASEAN, liberal and transparent business policies, and strong supporting industries. The country has a multi-ethnic and multilingual workforce that can effectively communicate with most markets in the region.

High technology projects

Malaysia today is one of the world's top locations for offshore manufacturing and service-based operations. This is reflected by the presence of notable companies such as Recron, Intel, Coca-Cola, Honeywell, Bosch, HP, Infineon, Osram, Jinko Solar, Hu-Chems, IFFCO, Oncogen, Abbott, Boston Scientific, and K-Soft Technologies. The presence of MNCs has stimulated the development of local supporting industries. With the rise of local vendors, more foreign companies are attracted to Malaysia to avail themselves to the supply chain and ecosystem that have been created over the years. Many of the existing foreign companies have also continued to show their confidence in the country's potentials as an investment location by expanding

Economy

and diversifying, particularly in high technology projects.

Malaysia is a vibrant investment destination. Other than manufacturing, the Malaysian government is also strengthening the services industries as part of its strategy to diversify and improve the competitiveness and resilience of the economy. Business and professional services, distributive trade, construction services, education services, tourism services, health services, ICT services and logistic services are among those activities being promoted.

Malaysia is also a regional centre for shared services. Most of these establishments in Malaysia are engaged in business process outsourcing (BPO) activities, including provision of shared services such as data entry, transaction processing and document

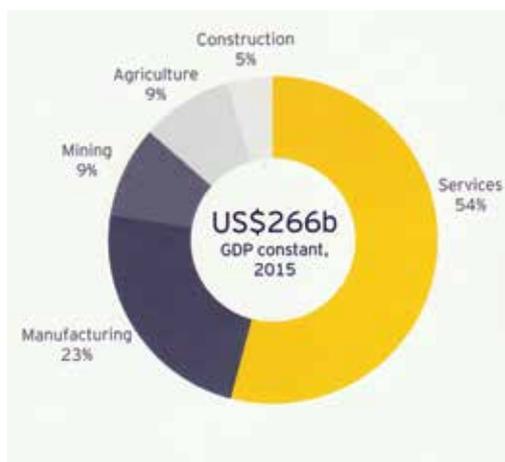
management, customer contacts such as call centres, telemarketing and customer service, common corporate functions such as finance/accounting, human resource, IT, and technical assistance as well as R&D services to support their operations in the Asia Pacific region.

Malaysia as an attractive investment destination is proven year after year by a multitude of independent institutes and organisations. For example, in the World Bank of Doing Business Report 2016, Malaysia was ranked 18th worldwide in ease of doing business, outranking countries like Switzerland, France or Japan. The annual UNCTAD World Investment Reports regularly ranks Malaysia among the most profitable and prospective economies (for example eighth top prospective host economy among developing economies for the period 2015-2017 worldwide).

on product safety, transport, and other areas will enhance the durability and predictability of global supply networks.

Despite the multiple challenges faced by the global economy, history has proven that Malaysia is a resilient nation and has a well-diversified economy resting on the back of its solid economic fundamentals. With its pro-business, prudent and pragmatic policies, Malaysia is your profit center in Asia.

MALAYSIA'S GDP BY ECONOMIC ACTIVITY



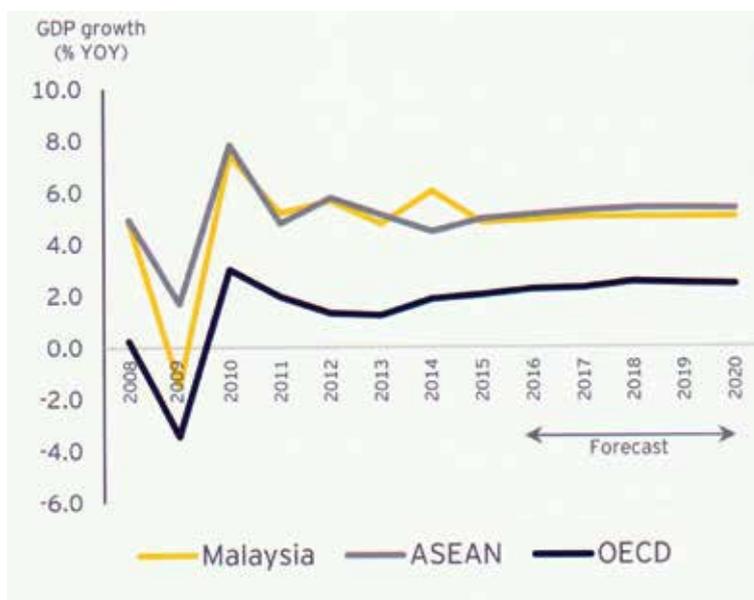
Gateway to huge market

Malaysia should be seen as a gateway to a market of more than three billion people created through the various ASEAN Plus 1 free trade agreements (FTA) with China, Japan, Korea, India, Australia and New Zealand. With the signing of the Trans-Pacific Partnership Agreement (TPPA), investors will be able to gain even more as reductions in tariff and non-tariff border barriers can trigger much-larger cost savings and efficiency gains. In addition, simplifying and harmonising regulations across various countries

MALAYSIA'S GLOBAL COMPETITIVENESS RANKINGS

- 3RD** Preferred Global Offshore Destination Rating Score of 55 countries by AT Kearney: Global Services Location Index, 2016
- 5TH** Most Attractive Investment Destination Survey among 123 executives by EY: Capital Confidence Barometer, Southeast Asia, 2015
- 10TH** Business Efficiency Rating Score of 61 countries by IMD: World Competitiveness Report 2015
- 18TH** Ease of Doing Business Rating Score of 189 countries by World Bank: Doing Business Report 2016

MALAYSIA'S GDP GROWTH FORECAST



(Left): Economic growth of 5.3 per cent CAGR in the last five years. Growth forecasted to be above-average 5 per cent in the next five years with the services sector expected to be largest contributor (see above left)

About MIDA

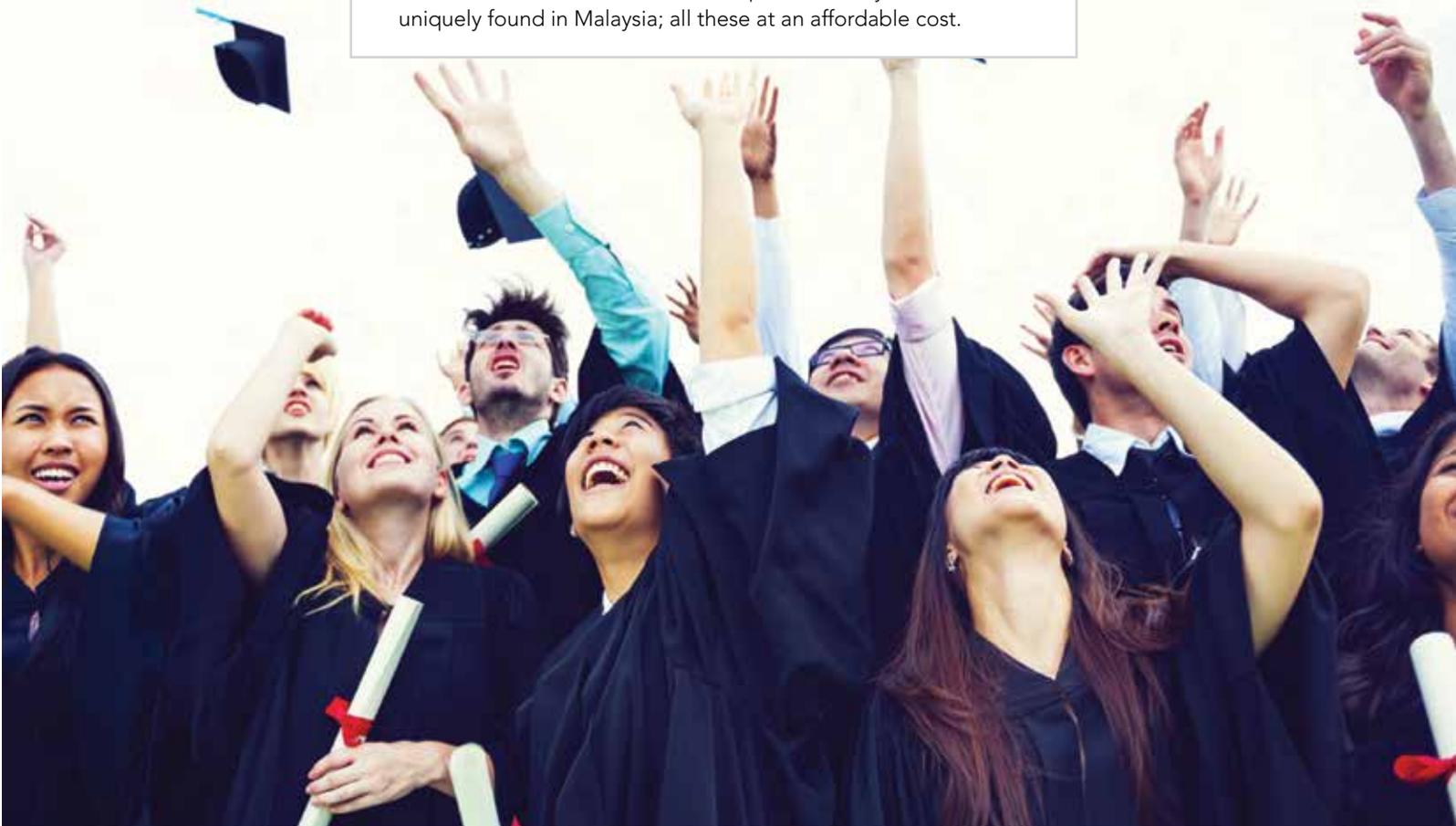
Malaysian Investment Development Authority (MIDA) is the government's principal promotion agency under the Ministry of International Trade and Industry (MITI) to oversee and drive investments into the manufacturing and services sectors in Malaysia. Established in 1967, MIDA is the first point of contact for investors that want to take advantage of Malaysia's vibrant economy, world-class infrastructure and business-friendly environment to set up their profit centre in Asia. For more information, please visit www.mida.gov.my

Learn More in Malaysia

**HOW THE COUNTRY CAN OFFER A 'HOLISTIC'
APPROACH TO EDUCATION TO GET A
BALANCED VIEW OF LIFE**

MALAYSIA'S dynamic higher education landscape provides quality, diversity and choices. The last factor sees some 495 private higher education institutions that include 45 private universities, 29 private university colleges, 399 private colleges and nine international university branch campuses. This is the result of over a decade of impressive growth as international students have been enrolling at an average growth of 16 per cent annually!

Malaysia has one of the highest proportions of international versus domestic students in the academic world, with nearly one international student in every 10 local students, on average. It has been ranked the 12th Most Preferred Education Destination in the World (UNESCO, 2014) and just as importantly, the country offers internationally recognized educational courses with quality programmes, discerning academia, and a dynamic learning environment as well as a cosmopolitan lifestyle that that is uniquely found in Malaysia; all these at an affordable cost.





entrepreneurial mindset and creativity among students.

All are welcomed

Education is one of the nation's top priority under Malaysia's New Key Economic Area agenda. The Ministry

of Higher Education is committed to building the capacity and strengthening the infrastructure of the Malaysian education system, with clear strategies included in the Malaysian Education Blueprint 2015 - 2025 to build on Malaysia's position as an international and reputable education hub. Part of this strategy includes friendly immigration laws that make it easy and convenient for foreign students to pursue a tertiary education in Malaysia's network of universities, university colleges and colleges throughout the country.

Education Malaysia Global Services (EMGS), wholly owned by the Ministry of Education, has been established as a one-stop centre for international student services. The EMGS website contains a wealth of information about studying in Malaysia includes express Visa requirements, cost of living indicators etc. EMGS call centre twl: +603 2782 5888 or email: enquiry@emgs.com.my

Affordability

The wide range of institutions available also offer good value as education in Malaysia is not just about quality and choices. Access to higher education is also within the reach of many thanks to affordable tuition fees and comparatively low cost of living (see table on this page).



EDUCATION MALAYSIA RANKINGS

- 5TH** Most Price-Competitive Country in the World by Travel & Tourism Competitive Report 2013, World Economic Forum
- 5TH** Safest & Most Peaceful Country by Global Peace Index 2013
- 5TH** World's Most Visited Country by World Tourism Organisation 2013
- 6TH** Ease of Doing Business by World Bank Doing Business 2014 Survey
- 12TH** Most preferred Education Destination by UNESCO 2014
- 15TH** Globally Competitive Country by IMD World Competitiveness Ranking Yearbook 2013

KUALA LUMPUR RANKINGS

- 1ST** World's Most Affordable City for Students by QS Best Student Cities Survey 2015/2016
- 4TH** Best Shopping Destination in the World by CNN Travel 2013

Industry Links

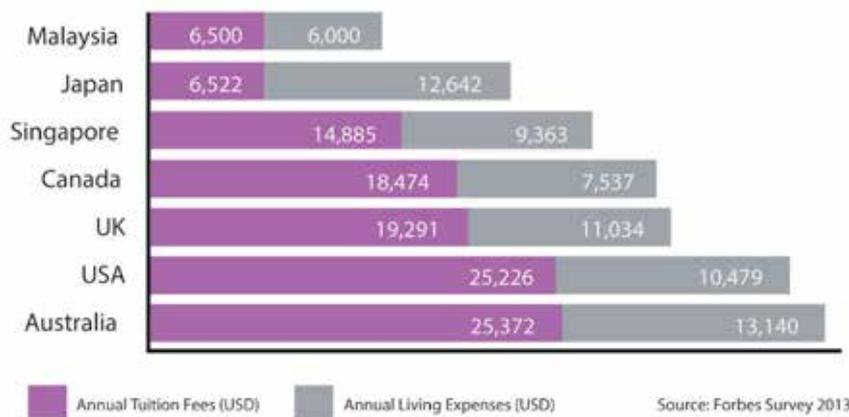
Many strategic alliances have been made by higher education institutes who form collaborations with many reputable local organisations and foreign multinationals which are based there for talent management. This creates opportunities for students to be part of projects and training related to their fields of study, internship programmes as well as employment opportunities.

One particularly effective scheme, called the CEO@FACULTY Programme appoints CEOs from leading corporations as Adjunct Professors. It is a strategic platform to impart real life experience and knowledge to motivate and harness an

*Washington Accord

www.educationalmalaysia.gov.my

COST COMPARISON FOR INTERNATIONALLY RECOGNISED UNIVERSITY DEGREE*





KL: Mega Metropolis of the New Century

DATUK ZAINAL AMANSHAH CEO OF INVESTKL IN CONVERSATION WITH EDITOR **NOMITA DHAR** ON THE GOVERNMENT'S MISSION TO ATTRACT TOP GLOBAL COMPANIES TO COME TO MALAYSIA - THE HUB OF THE WORLD'S FASTEST GROWING ECONOMIC REGION

EVERY country is eyeing the investment dollar, why should investors choose KL?

Location

KL's location at the heart of ASEAN is a key advantage. ASEAN is now the sixth largest economy in the world, with a population of 630 million and a combined GDP of US\$2.5 trillion. The strong growth in ASEAN region is something investors cannot afford to ignore, given its huge market size.

Kuala Lumpur is a gateway city to the rest of the ASEAN region with strong air connectivity. The main airport, Kuala Lumpur International Airport connects the city with direct flights to destinations in six continents around the world and the fact that it is the main hub for the national and low-cost carrier, it provides a plus point for our investors.

Strong fundamentals & ecosystem

Malaysia is also strong in its economic framework. Despite the challenging economic environment, the Malaysian economy is expected to remain on the current growth. Malaysia's economy grew in line with market expectations at 4% for the April-June quarter 2016 compared with 4.2% in the first quarter.

Kuala Lumpur's ecosystem is attractive for inward investment for a number of reasons — world-class infrastructure, multilingual workforce and well educated talent pool, competitive cost and friendly policies in place.

KL continues to transform

Greater KL is poised to transform into one of the world's top cities by 2020. In addition to creating a haven for bustling economic activity, Malaysia's transformation will cement the region's liveability, reinforced by efforts including the revitalisation of its rivers, environmental conservation and improving the pedestrian network.

Some examples of the game changing transformation projects are all public transportation systems, such as

Mass Rapid Transit (MRT), Light Rail Transit (LRT) and the upcoming KL-Singapore High-speed Rail (HSR).

Other iconic transformation project that is in place is the Bandar Malaysia project - a strategic gateway that will connect the Kuala Lumpur city centre to the southern corridor of Greater KL, by providing the connectivity that will allow for the seamless movement of people, goods and more from one commercial hub to another. The park behind the National Monument, better known as the Tugu Negara, will also undergo a radical transformation. The initiative is to develop, revive and preserve one of Kuala Lumpur's green lungs as a permanent rainforest park.

As it develops into a true cosmopolitan hub, Greater KL can only continue to offer exciting prospects for businesses seeking a foothold in the flourishing Asian region, in tandem with Malaysia's transformation.

Good rankings

Greater KL has been ranked by the Economist Intelligence Unit as the second-most competitive global city in Southeast Asia, offering MNCs an ideal base for Management, Finance and Trading activities.

Strong track record

To date, top MNCs such as Honeywell, Schlumberger, IBM, Philips, Cargill, Agusta Westland and many others have their regional or global operations in Kuala Lumpur. It is a testament of investors' confidence in our city.

Startups, innovations and knowledge economy are the buzz words, what are the growing trends in KL?

Attracting MNCs to set up their Regional Headquarters or Hubs in the services and hi-tech industries, oil and gas, engineering and construction, aerospace and technology sectors. The activities include Principal Hubs, Centres of Excellence, Regional Innovation

Centre, Regional Distribution and Procurement Centres. This gives local talent opportunities to local SMEs as well as talents as the MNCs business model is to localise as much as possible.

New trends and demand for higher-value financial services

Globalisation and volatile financial markets have made the control of currency and interest rate risks crucial to a company's bottom line. In response, many companies are considering setting up specialised treasury units to hedge and manage interest, liquidity and currency risks, manage surplus funds and reduce overall finance costs. Malaysia is also expecting growth through various other opportunities within the financial services sector, such as commercial banking, investment banking, insurance, asset management and other areas including DFIs.

Globally competitive workforce

Recently, MNCs have changed their talent strategy in relation to new markets like Malaysia. In the past, companies may have "parachuted" leaders from the headquarters to manage large-scale operations in Malaysia. Today, many companies recognise the potential of local talent and have started grooming them for leadership positions.

What kind of opportunities do you offer for startups and those in the knowledge economy?

Our mandate is to attract large global multinationals such as Fortune 500 and Forbes 2000 companies to set up their regional hub in Kuala Lumpur and strategically grow their business in Asia from Greater KL.

The Malaysian government has several agencies to assist and help startups in Malaysia. These agencies include National Innovation Agency Malaysia (AIM) and the Malaysian Global Innovation and Creativity Centre (MaGIC).

Could you share with us the current investment figures and targets?

InvestKL has attracted 55 multinational companies (MNCs) to set up regional hubs in Greater KL, with over RM6 billion committed investments and jobs creation of over 7,000 since its inception in 2011.

In 2016, InvestKL is targeting to bring in another 13 MNCs. InvestKL expected 2016 to be a tough year but confident that with KL's strong cost proposition, game changing infrastructure development projects such as the MRT which will be completed in 2017, the High Speed Rail and a robust maturing ecosystem, the target is achievable.

Which industries would you say is best suited for investment in KL?

InvestKL aims to target MNCs in the following business sectors/industries to establish their Regional footprint from Greater KL:

Business Services

Business Services serve as a catalyst in transforming Malaysia into a knowledge economy. With human capital development as an integral component, the business services sector is a highly differentiated industry, comprising a range of high-value skills and services. This makes it a high-value added sector that is poised to nurture innovation and broaden the knowledge and skill base within the country.

Oil and Gas

The oil and gas sector is the mainstay of Malaysia's growth, contributing nearly 20 percent to the national GDP. Being the second largest oil and natural gas producer in Southeast Asia, it is strategically located amid important routes for seaborne energy trade. The country aims to become an oil storage and trading hub in the region.

Engineering Services

Malaysia's engineering services sector covers a wide range of industries, from aerospace to energy, construction, automotive, electronics, and software. As the country heading towards the value chain, Malaysia is aggressively upgrading into a more sophisticated type of manufacturing. Foreign site selectors see Malaysia as a destination for high-tech investment. Malaysia is fit for enhanced coordination of investment promotion activities and a deeper focus on cultivating high-tech investment as well as projects in knowledge-intensive industry sectors.

Consumer Goods and Supply Chain

As one of the Asia countries that has the fastest growing economy, Malaysia provides 44 percent of worlds' total exports, inclusive of consumer packaged goods. Malaysia is a strategic place for consumer packaged goods business seeing that it has the largest centre for international trade and manufacturing in the Southeast Asia region which provides great potential for further growth in this sector. The country also has a talent pool of supply chain management graduates that are innovative and are educated in a world-class supply chain education.

Could you share with us some of your latest success stories?

Greater KL already boasts a reputable list of international companies that have grown their Asia operations on the back of the country's investor-friendly policies, including attractive incentives, a highly skilled and multilingual workforce and excellent infrastructure.

The recent drop in oil price has made a few MNCs to relocate to Kuala Lumpur, including oil & gas giants like McDermott International, Technip and Subsea 7.

Leading MNCs presently in KL include French firm Colas Rail; top French e-payment services company Worldline; Germany industrial gas and engineering giant Linde and Honeywell, an American multinational conglomerate company that produces a variety of commercial and consumer products, engineering services and aerospace systems.

Information technology giant IBM has established its Global Delivery Centre (GDC) in Greater KL, joining the US tech giant's network of service delivery hubs in 21 countries that provide business processing and IT services capabilities to clients worldwide.

Schlumberger has several regional hub activities in Greater KL; the Asia Pacific Procurement hub, Regional Financial Hub and the Asia Centre for Reliability and Efficiency (ACRE).

SCJohnson, a Fortune 300 company has also established its Regional Supply Chain Centre in Greater KL.

What would you say about the availability of English speaking, trained manpower for multinationals?

Malaysia is a melting pot of cultures, languages and backgrounds. This diversity has provided Greater Kuala Lumpur with a competitive advantage to nurture, attract and retain world-class talent. As a result, investors have access to a highly educated and multi-lingual talent pool.

Due to Malaysia's multiracial demography, most of its citizens are multilingual — fluent in English and other languages, such as Malay and Chinese or Indian dialects. This is an added advantage in global business since Asian markets present MNCs with large-scale business opportunities and market share. Malaysian can work in international regions such as Indonesia, China and India due to language diversity.

The Malaysian talent pool comprises professionals from a wide range of sectors including financial services, oil and gas, education, property and construction, architecture and engineering, law, marketing, fashion, design and the arts.

Can cost of living be a positive factor for multinationals to consider KL?

Yes. MNCs that are traditionally located in cities with rapidly rising costs, should now consider Greater Kuala Lumpur (Greater KL) as the optimal location for their principal hub.

Despite its rapid growth, Kuala Lumpur has a competitive cost of living than that of many cities in Asia. Kuala Lumpur was ranked by Mercer in the 2012 Cost of Living report as one of the world's least expensive cities to live in.

According to the survey, Kuala Lumpur is cheaper than Hong Kong and Singapore in terms of housing, education, food, transportation and health care.

Kuala Lumpur offers not only a lower cost of living but also an advantage in cost of doing business with competitive office rental, competitive salaries and comparative tax rate.

Which countries figure prominently in the current pool of multinationals in KL?

Europe and the United States remained the biggest investors. We are also seeing more companies from China and Japan.

How can Singapore and Malaysia work together in complementing each other's human resource needs, especially in the manpower intense sectors?

KL and Singapore can work as twin-cities, where MNCs can set up their regional hubs with different complementary functions both in KL and Singapore.

By having dual regionals operations in KL and Singapore, MNCs can take advantage of the pool of talent both in KL and Singapore, and the best of what both locations can offer.

Investor's Guide Regional Hub Today Global Centre Tomorrow



WORLD CLASS INFRASTRUCTURE WITH LOW OPERATING COSTS, IS JUST ONE OF THE MANY REASONS FOR DOING BUSINESS AND INVESTING IN MALAYSIA. THE COUNTRY IS STILL A VERY ATTRACTIVE PROPOSITION AND THE IDEAL BASE TO ESTABLISH A PRESENCE IS IN ITS CAPITAL CITY - KUALA LUMPUR (KL), A GROWING REGIONAL AND GLOBAL SERVICES HUB. OPPORTUNITY MALAYSIA SELECTS THREE DIFFERENT INDUSTRIES PROFILED BY **ERNST & YOUNG* IN ITS 'KL CALLING' INVESTOR GUIDE THAT PROVIDES INSIGHTS INTO THE COUNTRY'S ECONOMY: THESE INCLUDE THE TRADITIONAL **OIL & GAS**, NEW HIGH FLYING **AEROSPACE** AND GROWING **HALAL** INDUSTRIES**

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First appeared in KL Calling 2016 (4th Edition)*

Malaysia, a Leading Global LNG Exporter

MALAYSIA'S oil reserves are the fourth highest in the Asia-Pacific region after China, India and Vietnam. And globally, **Malaysia is the world's second largest exporter of LNG** (liquefied natural gas) after Qatar.

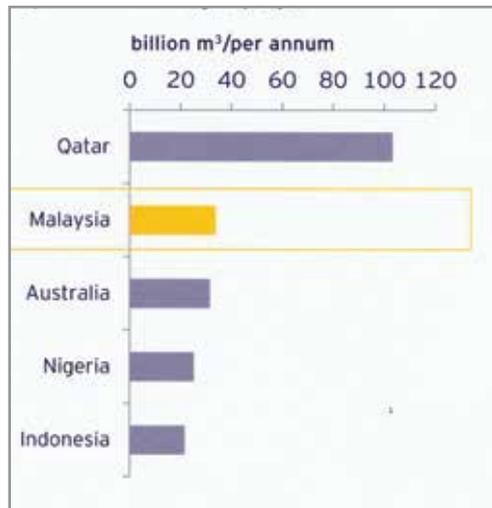
Despite the current soft outlook, the demand for LNG is expected to grow at a rate of 5 per cent to 6 per cent until 2020. As a leading LNG exporter, Petroliam Nasional Berhad (PETRONAS) has over 8,400 cargoes shipped across long term buyers in Asia and emerging markets worldwide.

Although the upstream sub-segment of the oil and gas (O&G) value chain faces global supply and pricing challenges, leading to rationalisation of exploration and production (E&P) activities, Malaysia's downstream sub-segment industry is expected to remain robust.

PETRONAS, Malaysia's national petroleum corporation remains committed to its long-term capital expenditure projects which include RAPID (Pengerang, Johor, Malaysia),

the Pacific North West LNG project in Canada, the LNG Train 9 in Bintulu and the two PETRONAS Floating LNG projects being constructed in Korea. PETRONAS is ranked 68th on the Fortune Global 500 list as an independent company.

MALAYSIA A LEADING GLOBAL LIQUEFIED NATURAL GAS PLAYER



PETRONAS Continues Downstream Focus

PETRONAS downstream business includes five key segments:

- oil
- petrochemicals
- lubricants
- technology and engineering
- infrastructure and utilities

Known as one of the largest petrochemicals producers in the ASEAN region, Petronas Chemicals Group Berhad (PCG) is involved primarily in the manufacturing, marketing and selling of a diversified range of petrochemical products.

Both its Integrated Petrochemical Complexes (IPCs) are operated on a joint venture basis with various foreign multinational companies.

Petronas Lubricants International (PLI) is the global lubricants manufacturing and marketing arm of Petronas.

Currently ranked among the top 15 global lubricants companies, PLI is driving an aggressive business growth agenda to capture a bigger market share globally. Its most commendable efforts recently include investing in China facilities, setting up

“Malaysia holds the fourth largest oil reserves in Asia-Pacific”

a US\$50m lubricant oil blending plant in India and planning for expansion in Argentina.

PETRONAS owns and operates three oil refineries in Malaysia while its subsidiary, Engen Ltd, operates one in Durban, South Africa.

KL - Regional HQ Hub for O&G



PETRONAS' development plans for the Pengerang Integrated Petroleum Complex (PIPC) is its most important step in creating value to Malaysia's downstream oil and gas value chain.

The 20,000 acres PIPC will house oil refineries, oil storage tanks, naphtha crackers, petrochemical plants, liquefied natural gas (LNG) import terminals and a regasification plant. The development of PIPC supports Malaysia's efforts to be the regional hub for oil and gas services in Asia.

Major catalytic projects include:

- The US\$1.3b (RM\$5b) Pengerang Independent Deepwater Petroleum Terminal (PIDPT), a joint-venture between DIALOG Group of Malaysia, Royal Vopak of Netherlands and Johor State Secretary Incorporated (SSI). The total PIDPT storage capacity is planned for five million cubic metres by the year 2020
- The Pengerang Integrated Complex (PIC), comprising RAPID oil refineries (US\$15b or RM\$60b) and six major associated facilities.

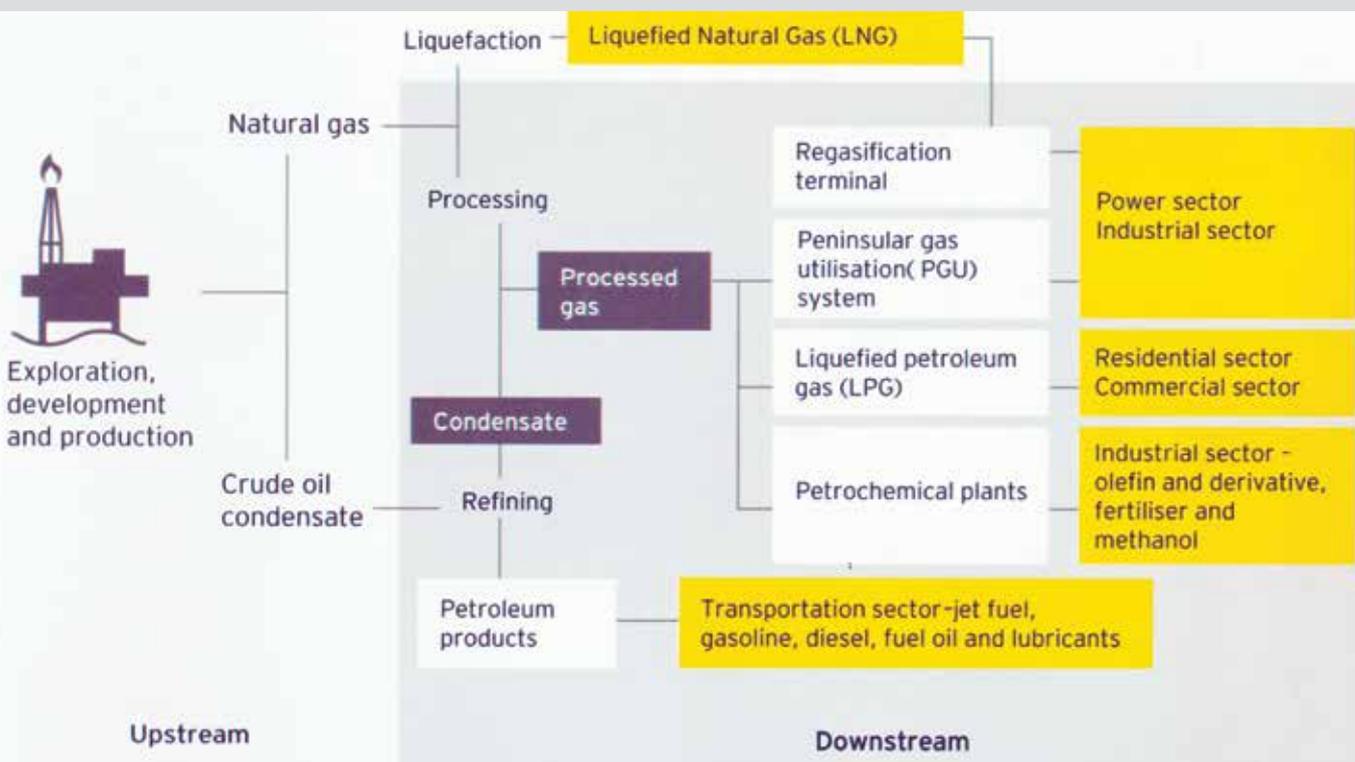
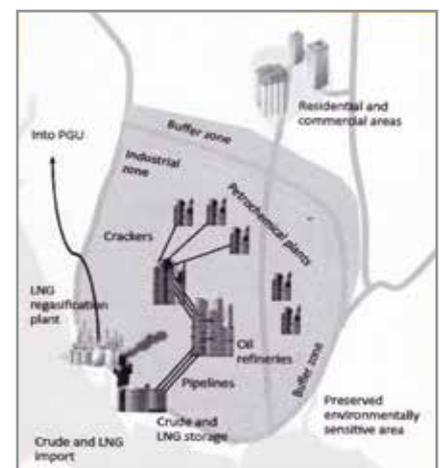
The ongoing global rationalisation of the oil and gas industry has seen emerging MNC interest in considering

KL as a strategic and affordable HO hub.

The recent HO relocation decision to KL includes some offshore and marine (O&M) players. Key reasons cited for some MNC relocations to KL include:

- KL's affordable living and employment costs
- Malaysia's weaker ringgit, its central regional location and close proximity to regional clients and key markets.

PENGERANG INTEGRATED PETROLEUM COMPLEX





KL Focus on MRO

MRO services have comprised over half (55%) share of Malaysia's aerospace sector and is forecasted to grow rapidly in supporting the strong growth in airline fleets.

Airbus has developed its presence in KL with the establishment of:

- A joint venture with Sepang Aircraft Engineering (SAE) to construct a second MRO hangar at KLIA
- A new Airbus Customer Service Centre providing 24/7 specialised major aircraft engineering and repair services.

The potential for Malaysia's aerospace sector is greatly promising against the backdrop of the regional aviation growth.

The Asia-Pacific region has become the largest aviation market in the world. With the region's buoyant growth, Boeing estimates long-term projected demand for 14,330 new airplane deliveries, valued at US\$2.2t from 2015 to 2034.

Moving forward, the continued steady growth of aerospace manufacturing and services activities in KL, including the development of the Asia Aerospace City (AAC) and KLIA Aeropolis, strengthens KL's position as the region's aerospace hub.

Malaysia Integral Part of Global Aerospace Supply Chain

Malaysia aspires to be a leading aerospace nation and an integral part of the global market by 2030. Malaysian companies are already active participants of the global supply chain and have global capabilities in meeting the stringent demands of the Original Equipment Manufacturers (OEMs).

The Malaysian aerospace sector is estimated at around US\$3b (RM\$12b) and employs over 19,500 people with an estimated 159 companies.

By 2030, the Malaysian aerospace industry Blueprint anticipates that

industry revenue will have the potential to more than quadruple to US\$13.8b (RM\$55b).

Malaysia's aerospace industry ecosystem has progressed to be well-structured with the very strong participation of global and domestic players.

Three activity areas where Malaysia is internationally recognised as a leading aerospace hub include:

- Aviation OEMs
- Avionics and systems integration
- Maintenance, Repair and Overhaul/ Operations (MRO).

MALAYSIA AEROSPACE BLUEPRINT 2030



Source: MIAC

Note the above five focus areas include the following components:

1. MRO - aircraft, ground systems, simulators and ground support equipment;
2. Aero manufacturing - aero-structures, avionics equipment, engines and airframe equipment;
3. Systems Integration - ground systems, simulators, spacecraft, UAV, aircraft avionics and missiles and rockets;
4. Engineering and design - detailed design, analysis and certification, manufacturing design and in-service and concept;
5. Education and training - blue collar new entrant, general education, white collar new entrant and continuing professional development (CPD).

AAC the Regional Aerospace Hub

KL's aspiration to become the regional aerospace hub is supported by two catalytic developments:

- Asia Aerospace City (AAC) hub in Subang (25km from KL city centre)
- KLIA Aeropolis hub located adjacent to KLIA and KLIA2

Both the AAC and KLIA Aeropolis are part of Malaysia's aerospace belt to support the regional aviation and aerospace ecosystem.



Asia Aerospace City (AAC)

Source: www.atkinsglobal.com

PROJECT SCALE

KLIA AEROPOLIS

- 1,000 acres
- Estimated investment: US\$1.8b (RM7b) over five years

AAC, SUBANG

- 80 acres
- Estimated gross development value: US\$250b (RM1t) by 2020

KEY COMPONENTS

3 major clusters:

- Air cargo and logistics (200 acres)
- Business and aviation parks (400 acres)
- Meetings, incentives, conferences and events (MICE) and leisure (400 acres)

Key projects include a theme park, hotel, KLIA Aerotech Park, KLIA Cargo and Logistics Park and Regional Transshipment Centre

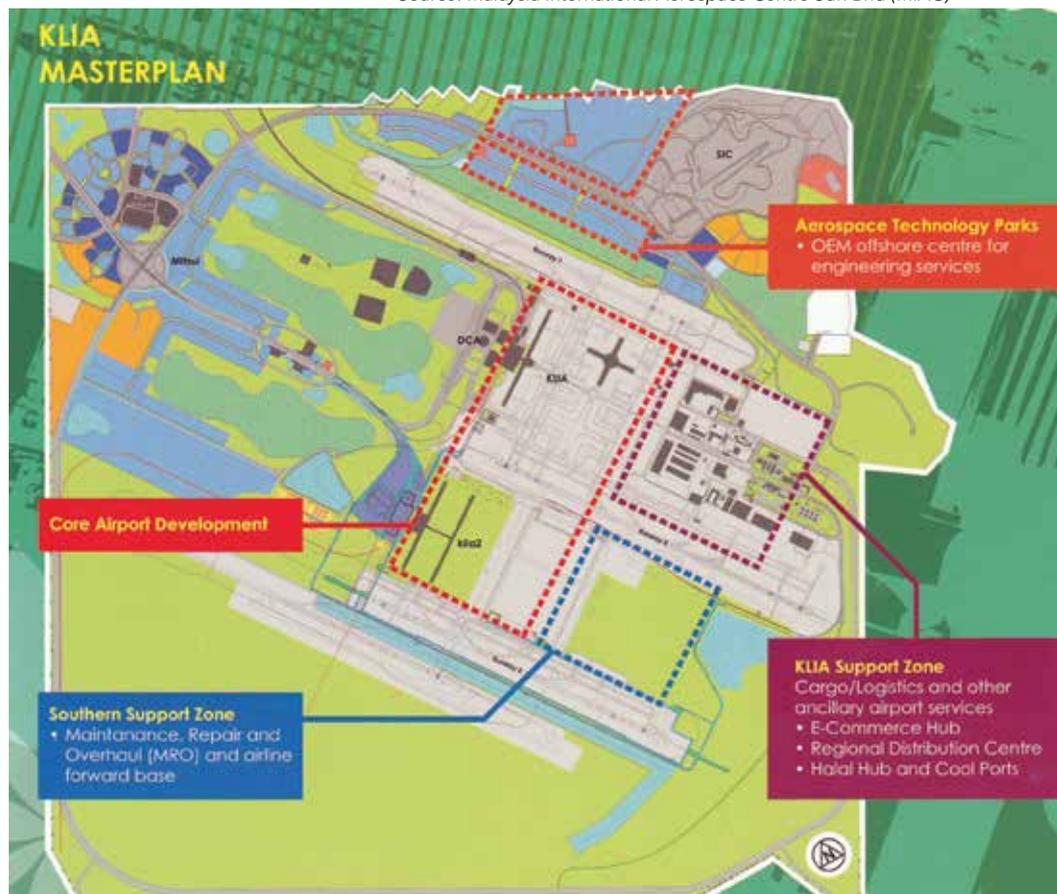
AAC provides an integrated business ecosystem which includes:

- Engineering services (aircraft engineering design, structural analysis)
- Professional development centre
- Research and technology (aerospace tooling manufacturing)

Source: Malaysia International Aerospace Centre Sdn Bhd (MIAC)

DID YOU KNOW...

- Malaysia is a key player in the global aerospace supply chain.
- Malaysia's Composites Technology Research Malaysia (CTRM) is the fifth largest supplier of composite structures globally for Airbus and manufactures wing components for flagship aircraft development programs like the A380 and the new A350XWB.
- Malaysia's Spirit Aerosystems is a key component supplier and assembler for Airbus and is also among the largest aircraft component manufacturers in the world.
- Malaysia's Strand Aerospace Malaysia (SAM) provides pure-play engineering (design and structural analysis) services to the global OEMs.



KLIA MASTERPLAN

Core Airport Development

Southern Support Zone
 • Maintenance, Repair and Overhaul (MRO) and airline forward base

Aerospace Technology Parks
 • OEM offshore centre for engineering services

KLIA Support Zone
 Cargo/Logistics and other ancillary airport services
 • E-Commerce Hub
 • Regional Distribution Centre
 • Halal Hub and Cool Ports

Malaysia: a Global Halal Hub by 2020



Globally, the market value for Halal products, food and non-food, is estimated at around US\$2.3t (RM\$9.2t). Malaysia is a key participant of the global halal supply chain - having exported halal products worth an estimated US\$11b (RM\$42b) in 2015, of which nearly 40 per cent is attributable to food and beverages.

Malaysia's conducive and well-endowed food business ecosystem provides integrated halal food services from raw material sourcing, R&D scientific lab incubation centre facilities through to production, packaging, branding and transportation logistics. Complementing, Malaysia's growth in halal food services is Malaysia's halal certification which sets quality halal standards and stringent audit and certification procedures.

Exports of Malaysia's halal products have been on a double-digit growth trajectory of CAGR 23 per cent in the last five years 2010 - 2015.

Halal segments growth areas extend beyond food to include:

- Cosmetics and personal care
- Ingredients
- Livestock
- Services - logistics, tourism and healthcare

Malaysia's Halal Industry Development Master Plan (HIDMP) 2008 - 2020, has outlined a comprehensive development framework to drive the growth of Malaysia's halal industry towards becoming a global halal hub by 2020.

Sectoral initiatives include the establishment of Halal Parks - a halal industry cluster which houses halal manufacturing and services business in a common location.

Businesses operating in Halal Parks enjoy attractive tax incentives. There are 22 Halal Parks in Malaysia, of which 14 are HALMAS certified. The Selangor and Port Klang Free Zone (PKFZ) National Halal Parks are located within Greater KL. The investment value of HALMAS Halal Parks is estimated at US\$2.8b (RM\$11b).



THE NESTLE EXPERIENCE

Malaysia is a country whose Muslim population is in the majority. It has a strategic location and has excellent well-established infrastructure; also it has a globally recognized halal certification. The global halal market is becoming increasingly lucrative.

● There are more than 1.6 billion Muslims worldwide.

● Muslims are expected to account for 26.4 per cent of the world's population by 2030.

● Global halal trade is estimated to be worth US\$2.3 trillion annually.

As a result, Nestle has chosen KL to be its Halal Center of Excellence to offer policy guidelines, know-how and expertise on halal products to other Nestle markets worldwide. Nestle has three halal factories in KL.



STRONG GROWTH OF MALAYSIA'S HALAL EXPORTS

DID YOU KNOW...

- The global market for halal products is estimated at US\$2.3t (RM\$9.2t) of which half are food-related.
- Malaysia is a major halal player exporting over US\$11b (RM\$42b).
- Malaysia's key export destinations for halal products include China, USA, Indonesia and Japan.
- Malaysia is the world's largest exporter of halal ingredients.



MALAYSIA'S HALAL INDUSTRY MASTERPLAN 2008-2020

**NEW
MENU
LAUNCHING!**



5 AUGUST 2016

Agrobazaar
MALAYSIA

AYAM PONGTEH



A signature Nyonya dish of stewed chicken cooked with potato richly flavored in taucheo (fermented soy bean sauce) and gula Melaka (palm sugar)

SGD 7.90

LAKSA NYONYA



A popular Peranakan Cuisine, Laksa Nyonya is rice noodle served in spicy coconut milk gravy

SGD 8.90

GERANG ASAM



A popular Peranakan cuisine of spicy and sour beef stew

SGD 8.90

FRIED KUEY TEOW



A popular northern ricecake strip dish that stir-fry with dark soy sauce, chilies, eggs, prawns and bean sprouts

SGD 8.90

**DON'T
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IT!!!**

- > JEMPUT-JEMPUT IKAN BILIS **SGD4.90**
- > UBI KAYU REBUS **SGD4.90**
- > SOTO SOUP **SGD8.90**
- > MEE GORENG AGROBAZAAR **SGD8.90**
- > PENGAT PISANG **SGD3.90**
- > KUIH UDANG MELAKA **SGD5.90**
- > SPICY FRIED CHICKEN WINGS **SGD10.90**
- > LONTONG GORENG **SGD8.90**
- > AYAM GORENG SAMBAL HIJO **SGD9.90**
- > TAPAI AISKRIM **SGD4.90**
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KL A Journey of Rapid

“Honeywell chose Kuala Lumpur as our ASEAN regional hub because of its location in the centre of Southeast Asia, having English-speaking population and a multi-cultural environment.”

- Mr Briand Greer,
Honeywell President of
Southeast Asia

KUALA Lumpur today is a bustling metropolis, with several multinationals using it as a regional hub to grow and tap opportunities in Malaysia and the region. It has come a long way from its reputation as a tin-mining district. Kuala Lumpur's story is one of transformation to one of the most vibrant and dynamic cities in the world. Over years of consistent development, Kuala Lumpur has expanded to Greater Kuala Lumpur (GKL), and remains a key destination for foreign direct investment (FDI).

Kuala Lumpur's forward-looking policies have piqued the attention of multinational corporations (MNCs). These corporations, encouraged by Kuala Lumpur's status, attractive business environment, growing middle-class population, developed infrastructure and skilled workforce, are increasingly choosing to locate themselves in the city.

A variety of factors have accorded Kuala Lumpur the status it commands today. A 2014 World Bank study found it to be 6th in ease of doing business, out of 183 countries. A 2014 survey by Mercer also placed it ahead of Singapore and Hong Kong in terms of cost competitiveness for housing, education, food, transportation and healthcare.

Greater KL is poised to transform into one of the world's top cities by 2020. In addition to creating a haven for bustling economic activity, Malaysia's transformation will cement



the region's liveability, reinforced by efforts including the revitalisation of its rivers, environmental conservation and improving the pedestrian network.

Exciting Prospects

As it develops into a true cosmopolitan hub, Greater KL can only continue to offer exciting prospects for businesses seeking a foothold in the flourishing Asian region, in tandem with Malaysia's transformation.

Leading firms with a presence in Malaysia include French firm Colas Rail; top French e-payment services company Worldline; Linde, a Forbes 2000 listed industrial gas and

engineering company from Germany, and Honeywell, an American multinational conglomerate company that produces a variety of commercial and consumer products, engineering services and aerospace systems.

“Honeywell chose Kuala Lumpur as our ASEAN regional hub because of its location in the centre of Southeast Asia, having English-speaking population and a multi-cultural environment.”

“The Malaysian government is also easy to work with and very focused on becoming a high-income nation by 2020. The Government, together with entities like InvestKL and MIDA (Malaysia

Transformation



Investment Development Authority) is very supportive of attracting large multinationals wanting to set up regional operations in Kuala Lumpur via the Principle Hub initiative. Our relationship with the Malaysian government is very positive and we are confident of our future here," Honeywell President of Southeast Asia, Briand Greer remarked.

Likewise when Worldline established its Asia Pacific Innovation and Management hub in Greater KL, it further strengthened the city's position and competitiveness in global market as its services are widely used by local and international banks in Malaysia and serve an important part of daily activities.

MALAYSIA 2016 ASEAN's Regional Hub

Global Rankings

- 18th global position on ease of doing business
- 10th global position on business efficiency
- 5th most attractive global destination
- 16th global rank on infrastructure
- 3rd most preferred offshore destination

KL as a Principal Hub

- Services 54% of GDP
- 5.5% of GDP Growth

Strategic Growth Directions for KL

- Business Services
- Oil and Gas
- Engineering Services
- Consumer Goods and Supply Chain

Worldline, with over 40 years of experience is a global player and a European leader in the payment and transactional services industry. It supports and contributes success to businesses across various industries such as banking, financial services and insurance, retail, telecommunications and media by offering innovative developments and flexible business models.

Worldline Asia Pacific Chief Executive Officer, Tee Kee Ming said Greater KL has the vital elements for Worldline to operate. "InvestKL promotes Greater KL as a cost effective, great infrastructure and in general, a great place to live, which fits in with our requirement

for a hub location. The infrastructure and the availability of talents fits in well with our needs as we believe in connectivity and creativity. As a hub, Greater KL offers a great package of innovative creativity while remaining strong in its tradition which reflects our culture of combining strength of our knowledge in the business and the creative innovation of the future. This is why Greater KL is our preferred hub as our Asia Pacific HQ," added Tee.

Driving Force

InvestKL being the driving force behind this concerted effort is mandated by the Malaysian government to attract and facilitate large global MNCs to set up their regional business, innovation and talent hubs in the Greater KL.

InvestKL is a government arm tasked to attract investors to develop their business in Greater KL. It has already gathered strong momentum in its objective to persuade 100 of the world's most dynamic firms within its priority sectors to establish themselves there by 2020.

So far, InvestKL has been doing a stellar job of enticing corporations to sink their roots in Greater KL, which is already Malaysia's best developed metropolitan area and home to eight million people. Its formula for success come from its many advantages, which include its business-friendly policies, well developed infrastructure, quality of life and robust talent pool.

With robust endorsement and many other big names such as IBM, Schlumberger, Philips and Huntsman partnering with InvestKL or investing in Greater KL, it certainly seems InvestKL is on track to facilitating the Malaysian government's aim of transforming the country into a high-income nation by 2020.

For more information:

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E-mail: info@investkl.gov.my

JOHOR Rising Economic POWERHOUSE

WITH SEVERAL MULTI-BILLION RINGGIT MEGAPROJECTS, INCLUDING THE HIGH SPEED RAIL AND THE PENDERANG OIL & GAS HUB, ECONOMIC STATISTICS ALREADY SHOW THE STATE HAS THE HIGHEST LEVEL OF INVESTMENTS IN THE MANUFACTURING SECTOR (RM31.1 BILLION). THERE ARE MORE PLANS IN THE PIPELINE, SHARES JOHOR'S CHIEF MINISTER **DATO' MOHAMED KHALED NORDIN** WITH OPPORTUNITY MALAYSIA

JOHOR with its proximity to Singapore has always been a destination of choice for Singaporeans and multi nationals. What measures are being taken to sustain their interest?

Johor has always enjoyed solid, mutually enriching economic growth with Singapore. This is attributed to its close proximity and the unique value proposition we offer as a choice destination for the discerning traveller whether for investment, work, live or play, with its many attractive lifestyle offerings and a standard of living that is comparable to other developed cities but at a much lower cost.

Our development plan has always put an emphasis on achieving a balance between the economic, social and environmental aspects of growth. I believe this is a central argument on shaping our strategy to sustain the interest of Singaporeans and multinationals. That is why, we keep exploring the opportunities, risks and the trade-offs in between in all aspects of social, political economy, policy frameworks as well as some rudimentary aspects of our local strategies so that it keeps its appeal fresh to the international community.

As for Iskandar Malaysia, it stands guided by the Iskandar Malaysia Comprehensive Development Plan (CDP) which details the roadmap of development in Iskandar Malaysia from 2006 until 2025 as we move towards our



Source: Jauhar.my

vision of becoming a Strong and Sustainable Metropolis of International Standing.

We now have enhanced the CDP and have launched the enhanced CDP (CDPii) this year that ensures the progress of Iskandar Malaysia is aligned with more recent developments that have taken place after its launch in 2006 including the implementation of the Government Transformation Programme and Economic Transformation Programme towards achieving high-income.

Moving forward, Iskandar Malaysia's development will be guided by the CDPii that also incorporates 5 Big Moves:

1. Inclusive Iskandar Malaysia
2. Greening Iskandar Malaysia
3. Destination Iskandar Malaysia
4. Port of Iskandar Malaysia
5. Iskandar Malaysia Urban Observation

In addition, Iskandar Malaysia also has unique proposition and strategic advantages as follows:

1. Located at the crossroads of the East-West trade routes
2. Mid-way between rapidly growing Chinese and Indian Markets
3. Accessible by Air, Land or Sea from the rest of Asia
4. Supported by world-class ports servicing the world; 2 road links and a railway link into Singapore
5. Almost 3 times the size of Singapore, with vast land banks

primed with ready transportation and telecommunications infrastructure

Improvement in connectivity in Iskandar Malaysia will also have a positive impact on sustaining interest in Johor. Plans for the bus rapid transit (BRT) is underway with the first phase of its operations expected in 2019 and will eventually cover 90% of Iskandar Malaysia. The Rail Transit System in Johor Bahru that connects with the Mass Rapid Transit (MRT) in Singapore is slated to be completed in 2022 while the High Speed Rail will be operational in 2026.

Furthermore, the increase in Singaporean families staying in Johor creates a natural incentive for the state to sustain the good relations with its neighbour. In 2014, it's estimated that more than 5000 Singaporean families live in Johor and in 2018 that number is set to quadruple, especially with new projects under IRDA being completed. One can buy a terrace house in Johor Bahru for the price of a three-room HDB flat in Singapore. The number of "Weekend houses" Singaporeans have picked up in Johor would also ensure that the state always maintains good ties with Singapore. It's a symbiotic relationship.

Are Iskandar investments on track and what is the target and new options for investors could you share some statistics with us?

The target set for total cumulative committed investments from 2006 to 2025 is RM383 billion (USD96 billion) and to date, we have achieved 53% of the targeted figure with 9 years to go for achieving the rest of the targeted investments.

This year, Iskandar Malaysia will be celebrating its 10th anniversary in November. In conjunction with the celebration, there are numerous programmes in the pipeline that will be happening until next year.

The latest Iskandar Malaysia's cumulative investment from 2006 to 30 June 2016 is RM207.99 billion (USD52 billion).

Of the total cumulative committed investments, RM106.43 billion (USD27 billion) or 51%, represents investments that have been realised as projects on the ground. We expect this confidence to continue growing throughout the year since we target investors who have a long term view on Iskandar Malaysia.

For economic growth, Iskandar Malaysia is driven by nine promoted economic sectors as outlined in the Comprehensive Development Plan II.

The nine promoted sectors will therefore be realigned and refocused into Core Sectors and Emerging Sectors. The Core Sectors consist of Electrical & Electronics; Petrochemical, Oil & Gas; Food & Agro processing; Logistics; and Tourism. They are stable economic drivers with strong horizontal and vertical linkages which contribute to the regional value-added and employment for a complete ecosystem.

The emerging sectors comprise healthcare, education, creative and Financial Investment Real Estate and Business Services (FIREBS). They have been newly induced and Iskandar Malaysia sees those sectors as having great potential to drive the economic growth and their horizontal and vertical linkages with other industries will be further developed.

The tipping point of Iskandar Malaysia started in 2012 with the completion of catalytic

projects such as LEGOLAND, Johor Premium Outlets, EduCity etc.

With the above investment numbers, I am more than confident to say that by far, Iskandar investments are well on track and this is further corroborated by strong Investors' confidence over the Iskandar Malaysia story.

Johor is a mix of tradition and modernity. For Singaporean and tourists from other countries, what are the must-visit-and-do places and activities?

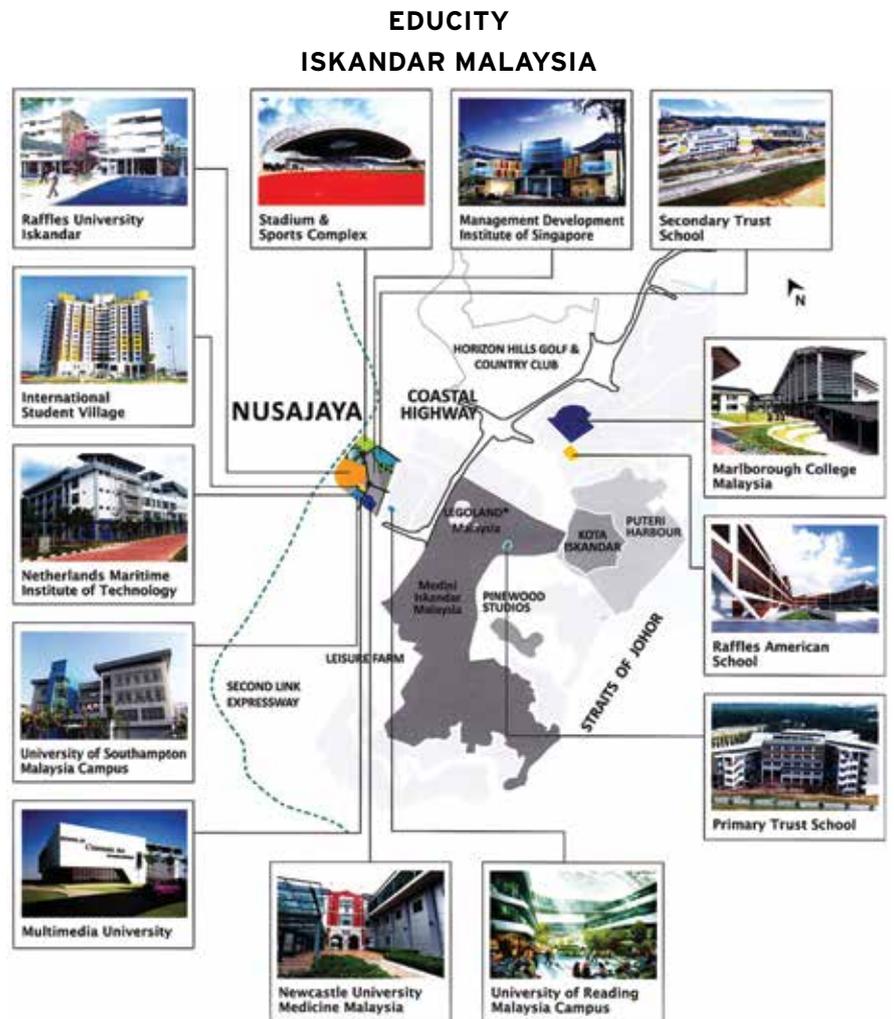
Johor has placed itself uniquely from the rest of the states in Malaysia by having much more varied tourism products to offer the international visitor. Johor once relied heavily on coastal and island tourism, eco-tourism as well as its culture and heritage. Now, Iskandar Malaysia has transformed the tourism industry in Johor with its family entertainment concept and high value products. Improvement over its accessibility and admission increases the prospects of an unprecedented surge in tourist arrivals

There is no denying that Iskandar Malaysia's development has resulted in increasing interest and boost in visitor arrivals. The region's diverse landscape, coupled with key iconic tourism products, is expected to further boost the region's economic growth and the tourism industry as a whole.

The truly iconic thing about Iskandar Malaysia is the entire experience of being in it. The following lists depict the key experiences of Iskandar Malaysia:

1. Theme parks

Iskandar Malaysia has several authentic theme parks including Angry Birds Activity Park, LEGOLAND Malaysia, Austin Heights Adventure and Water Theme Park and Puteri Harbour Family Theme Park.



2. Food and heritage

Iskandar Malaysia is also vibrant with existing charms including the richness of heritage, arts and culture in Johor Bahru city center. Most notable is the Iskandar Puteri Heritage Trail, which tempts the senses with an exquisite experience of old coffee shops and charcoal oven bakeries. Also, not to forget we have our traditional Johor delicacies and cuisines such as Mee Rebus, Kacang Pol, Briyani Gam and Laksa Johor.

3. Parks and nature

For the nature loving eco-friendly tourist, Johor also attracts visitors to the Ramsar sites in Tanjung Piai and Pulau Kukup. It is noted that Pulau Kukup is the world's largest uninhabited mangrove island whilst, and interestingly, Tanjung Piai is a tourism landmark as it is the southernmost tip of Mainland Asia.

4. Islands and beaches

Johor has many beautiful islands namely Sibu Island, Rawa Island, Pemanggil Island, Dayang Island and several others with amazing beaches such as the Desaru Beach.

5. Golfing

There are numerous golf courses in Johor. Starhill Golf & Country Club is the only golf club in Johor Bahru with a 36-hole playable course. Also, only 30 minutes drive away from Singapore, is the Austin Heights Golf Resort.

6. Shopping haven

Johor also offers multi-tiered shopping experiences. We have many shopping places like Johor Premium Outlets, KOMTAR JBCC, Johor Bahru City Square, KSL Shopping Mall, and many more.

Johor is also becoming an education hub. What are the future plans in this sector? Do you have an active programme to develop skilled manpower resources complementing Singaporeans' manpower needs?

Our significant projects in the education sector include EduCity in Iskandar Puteri, which houses internationally renowned campuses from prestigious educational institutions and City of Knowledge, in Bandar Seri Alam, which offers the best of such educational institutions in Malaysia. From 2010 to 2015 alone, at least 14 new institutes of higher learning and international schools were established in these two educational hubs alone. What makes this figure all the more meaningful, is the fact that some of them are the first overseas campuses of highly prestigious institutions, such as the Newcastle University Medicine, Malaysia (NUMed), University of Southampton Malaysia and University of Reading Malaysia.

The estimated overall students for Educity and City of Knowledge alone is 15,000. In addition, Johor also is home to the long-established Universiti Teknologi Malaysia, which already has around 18,000 students.

Johor's GDP is targeted to grow by 4.5 times and create up to 817,500 employment opportunities by 2025. Thus far, we have created almost 700,000 jobs in Iskandar Malaysia. With this demand for talent, the education sector is in a position to support this rapid growth since it provides a funnel for talents apart from contributing to GDP growth.

In addition, we have just launched the Iskandar Malaysia Employment Grant that aims to improve the employability of talents through a matching grant that works on the basis of employ-and-train while at the same it will address the talent needs of Iskandar Malaysia.

We also recognize the need to develop talents to meet the demands of this region and have implemented various programmes towards this. One of it is the development of the Johor Skills Hub together with Yayasan Pelajaran Johor on a 100 acre land at Kota Tinggi.

This hub offers recognised Technical and Vocational Education Training with accredited training institutions both locally and internationally for the oil & gas, logistics, hospitality & tourism, biotechnology and healthcare sectors. This will create and provide a new dimension of learning skills to school leavers and adult learners who are not academically inclined to pursue their training, ultimately complementing not just Singaporean, but the global skilled manpower needs.

Beyond Iskandar what are other options and possibilities for investors?

At the end of the day, there is more to Johor than just Iskandar Malaysia. There exist plenty of opportunities that can be explored beyond the Iskandar boundaries and we have explored every unique potential each district has to offer, culminating in the district developmental plan (see map).

The other opportunities that exist in different regions all over the state are as follows:

●**Pontian:** Southern Sanctuary (Eco tourism, Fishery & Maritime activities, light manufacturing, food processing & construction)

●**Batu Pahat:** Manufacturing & Processing Nucleus (manufacture of furniture, wood-based products, textile and apparel, E&E, food processing, agricultural tourism)

●**Muar:** Aspiring Hub for talent & Knowledge (Education & Business Skills, Manufacturing of furniture, E&E, heritage tourism and agriculture)

●**Tangkak:** Crossroad of culture & adventure (travel and lifestyle challenges, light manufacturing: wood-based industry, agriculture)

●**Segamat:** Agricultural Powerhouse (Agriculture, Eco & Agro tourism, light manufacturing)

●**Kluang:** Growing with the land (Eco tourism, Agriculture, resource-based manufacturing)

●**Mersing:** Naturally Splendid (Eco tourism, fishery, marine activities, agriculture, light manufacturing: coffee, wood based and agriculture-based manufacturing)

●**Kota Tinggi:** Coastal Jewel (Tourism, beach & ecotourism, agriculture, biotechnology, petrochemical, Oil & Gas)

With the currency strongly in favour of Singapore, what means are being adopted to attract more travellers to visit?



A strong Singaporean currency means that Singaporean travellers will be able to maximize their spending power in Johor. Approximately two years ago, one Sing Dollar is equivalent to RM 2.53. Now it's at RM3.01 per Sing Dollar. This means that the Singaporean purchasing power in Johor has increased by 15-20% in the past 2 years. This creates a natural incentive for more tourists to come down to shop, or for some, even buy up properties for long term investments. The Malaysian currency is predicted to recover once oil prices stabilise. While the the Singaporean dollar has the edge, it's best for Singaporean tourists to spend in Johor.

The state government, in collaboration with the federal government, will ease travel woes with the preparation of the Rail Transit System in Johor Bahru that connects with the Mass Rapid Transit (MRT) in Singapore (slated to be completed in 2022); also the High Speed Rail, is expected to be operational in 2026. This will ensure the reduction of travel time inter-states which will benefit Singaporean tourists. Furthermore, there are 4 upcoming super-malls in Johor which will act as shopping heavens for Singaporeans. These are the Paradigm Mall JB, Mid Valley SouthKey Megamall, IKEA Johor Bahru and Aeon Mall Bandar Dato' Onn.

What would your invitation to prospective investors say?

Right at the onset, Johor's development as a whole and in particular, Iskandar Malaysia, was designed with investors in mind as a region that enjoys state-of-the-art facilities, full infrastructure and a one-stop business centre of investment facilitation, to ensure business transactions are fast, seamless and convenient. We have a strong value proposition to attract investors along with a clear strategy and long-term vision. The investments and development that we have witnessed in Iskandar Malaysia today is the result of all this meticulous planning,

The latest Iskandar Malaysia's cumulative investment from 2006 to 30 June 2016 is RM207.99 billion (USD52 billion). Of the total cumulative committed investments, RM106.43 billion (USD27 billion) or 51% represents investments that have been realised as projects on the ground. We expect this confidence to continue growing throughout the year, since we target investors who have a long term view on Iskandar Malaysia.

From this figure, I am confident that Johor is still the chosen destination not only for local but foreign investors. We also have numbers of investments in the pipeline that will be announced soon as testament that Johor remains the choice investment destination for investors both local and foreign.

However, Johor's development transcends the boundaries of Iskandar Malaysia. There is more to Johor than just Iskandar Malaysia, Pengerang and the Central Business District per se.

Our unique landscapes, wilderness areas, people, culture and other natural resources unlock major economic potential, from agriculture, to tourism, which today is invaluable to social and economic development. That is why, under the District Development Plan, we have embarked on clustered development for every district based on each identified development potential.

Other states in Malaysia are also working towards attracting investors. What steps are in place to make Johor/ Iskandar their preferred choice destination?

By 2025, Iskandar Malaysia will be a self-sustaining region, with its economy spurred by the local and foreign investments and the locals actively playing a role in its growth, especially in

the especially in the Small and Medium Enterprises.

To achieve that, we will continue to seek both domestic and foreign investment and ensure that our catalytic projects are successfully delivered. Furthermore, there is always the need for us to ensure that our infrastructure is top-notch, as well as ensure that education and healthcare in the city is of a high quality and accessible.

For instance, in transportation, Iskandar Malaysia is to embark on the rail transit system which links this region and Singapore (RTS Link). To date, we have done the feasibility research and hopefully, both governments will have the final decision on the terminal location by the end of this year.

In 2019, the first phase we are targetting the Bus Rapid Transit (BRT) to commence operations. The BRT will encompass 90% of areas with high populations and it will be using the fleet technology and articulated bus with green technology. The estimated total distance of the BRT is 300km. However, this is subject to necessity and the development of alternative public transportation such as commuter train and monorail in the future.

The new high speed rail is something that all are looking forward to, bringing more opportunities to the two countries. Your views on this?

The proposed high speed rail will be a game changer in bringing the two nations together with tremendous synergies and benefits. By providing seamless connectivity and shorter travel times, the synergies between Malaysia and Singapore can be realised as both countries can truly complement each other from the perspective of the potential investor.

Malaysia and Singapore are currently enjoying congenial relations. We already have the Malaysia-Singapore Joint Ministerial Committee Meeting for Iskandar Malaysia (JMCIM) that discusses key areas such as Transportation, Industrial Cooperation, Immigration, Tourism, Environment and Iconic projects that in turn will benefit both countries.

With this drive to bring about greater collaboration, Malaysia can position itself, along with Singapore, as the perfect gateway to ASEAN and the rest of the world.

Any good news to share in the context of public security - safety and easing causeway congestion?

In an effort to instill a greater sense of security among investors, residents and the general community, the Community Police Post (CPP) has been incorporated as an element of our Safety & Security efforts, which enables police personnel to take on a proactive role in policing the region. The CPP initiative sees the community joining hands with the Royal Malaysian Police in tackling localised crime and security issues, instead of having the police going it alone.

The CPPs were constructed in populated areas around Iskandar Malaysia. In addition, we have installed CCTVs across the region. The Royal Malaysian Police has found the CCTV surveillance system very useful in curbing crimes and helping in their investigations. The public's feedback to the CCTV Outcome Study showed that crime was reducing and that they felt safer with the CCTV cameras installed strategically in public places.

The crime index in Johor had declined by 11.83% in 2014 against 10.29% in the previous year. This has been a continuous trend since 2008 due to vigilant efforts taken up by the state government to police the streets of Johor.



Building Communities of the Future

Puteri Harbour's marina is fast becoming one of Asia's top yachting destinations having been accorded Five Gold Anchor Rating and Level Three International Clean Marina Accreditation

UEM SUNRISE BERHAD IS THE MASTER DEVELOPER BEHIND THE 24,000-ACRE AWARD-WINNING ISKANDAR PUTERI (FORMERLY NUSAJAYA). WHILE THIS WILL REMAIN A KEY LONG-TERM GROWTH DRIVER IN THE SOUTHERN REGION, FOR THE PUBLIC LISTED COMPANY, IT IS JUST ONE OF A RANGE OF OTHER TOWNSHIPS AND PROPERTY DEVELOPMENTS OF UEM GROUP BERHAD AND KHAZANAH NASIONAL BERHAD. FINANCIAL STRENGTH, PROVEN EXPERTISE AND EXPERIENCE ARE HALLMARKS OF THIS LEADING PROPERTY DEVELOPER OF MALAYSIA

UEM Sunrise is the master developer of Iskandar Puteri, one of the five flagship zones in Iskandar Malaysia. The company is spearheading the development of various catalytic developments in Iskandar Puteri as well as in Gerbang Nusajaya, the commercial and business engine of Iskandar Puteri.

According to UEM Sunrise Managing Director/Chief Executive Officer, Anwar Syahrin Abdul Ajib, "Apart from the development launches, as well as the clearance of existing inventories, we intend to pursue collaborations with strategic

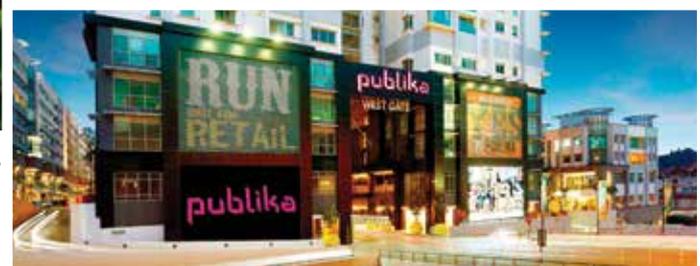
partners as part of our growth strategy to add value to our ongoing projects. In view of the current consumers' sentiment and market demand, UEM Sunrise aims to foster organic growth through property-related businesses," he said.

Opportune Time

He added, "The current property down cycle is an opportune time for us to concentrate on a consistent and recurring income base for the Company. We are going to leverage existing projects such as our retail businesses – Publika in Solaris Dutamas, Kuala Lumpur and Mall of

Medini in Iskandar Puteri, Johor to do that. We will also look to expand our revenue from property management, retail and leasing management and hospitality."

As the Master Developer of Iskandar Puteri, UEM Sunrise is currently undertaking various residential, commercial and mixed-use projects. Upon completion, Iskandar Puteri will become the largest fully integrated urban development in Southeast Asia that will provide significant investment, financial and business opportunities that will stimulate economic growth and spur development in the region.



Publika is home to many local and international arts and cultural events

SOUTHERN REGION

ISKANDAR PUTERI

Located within the resource-rich state of Johor, Iskandar Puteri is set to be the model for an economically, socially and environmentally sustainable city offering an integrated lifestyle for business, living and leisure. With close proximity to Singapore, Iskandar Puteri enjoys direct access to ready infrastructure and is linked to the greater Asian continent by a comprehensive road network, major seaports and is within 30 minutes of Johor's Senai and Singapore's Changi international airports.

The thrust of Iskandar Puteri lies in the array of signature and catalytic

developments including Kota Iskandar – the Johor State administrative centre which houses the State and Federal Government offices; Puteri Harbour – a 1,082-acre integrated urban waterfront development complete with an international ferry terminal adjacent to the Malaysian CIQ Complex; Southern Industrial and Logistics Clusters (SiLC) – a 1,300-acre managed, industrial park; and Afiat Healthpark – a comprehensive medical park.



Together with a mix of residential, commercial and industrial properties; hotels, resorts and many other amenities, Iskandar Puteri will emerge as a vibrant destination with immense potential growth for investors.

ALMAS



- Offices
- Retail
- Residences
- Serviced suites



ESTUARI GARDENS



- Gated & guarded
- Designer-crafted landscape with 10 thematic gardens
- Verdant linear park
- Scenic lakeside setting
- Wide walkways with cycling and jogging paths

SOUTHERN INDUSTRIAL & LOGISTICS CLUSTERS

SiLC ISKANDAR PUTERI

SiLC is a 1,300 acres freehold industrial development dedicated to pharmaceuticals, biotechnology, advanced technologies and integrated logistics. It is located in the North-West region of Iskandar Puteri.

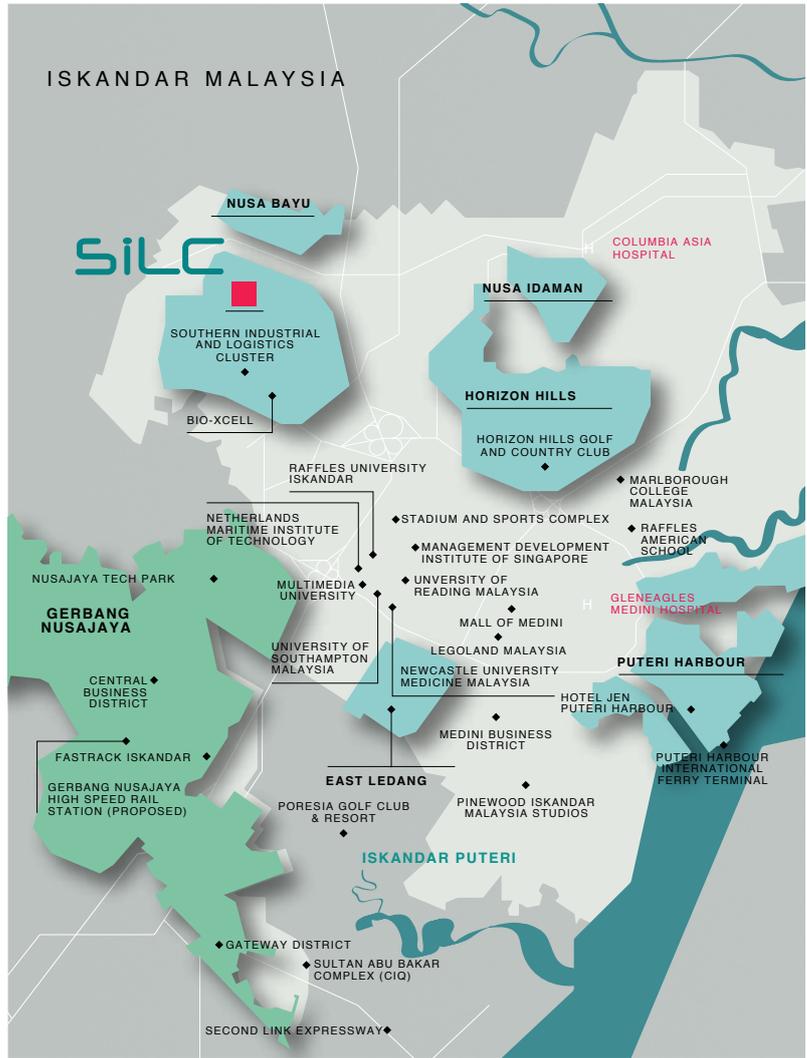
The Southern Industrial and Logistics Cluster (SiLC) is easily accessible and part of Iskandar Puteri's comprehensive road, air and sea grid. The development is located off the Pontian Link Highway that connects to the Malaysia-Singapore Second Link Highway. The highway currently has a four-lane carriageway that supports a sizeable traffic flow.

SiLC is strategically located in the centre of emerging Asian economies and is within a six-hour flight radius of the major Asian cities and consumer markets of more than three billion people, bringing industries closer to new growth markets.

SiLC is the largest managed industrial park in the regional city of Iskandar Puteri.

Facilities

Companies setting up here can expect an established ready infrastructure that includes water provision (by SAJ Holdings Sdn Bhd), waste water treatment, power supply (by Tenaga Nasional Berhad), and telecommunications including Fibre Optics connection. There is also a two-tier security access and 24-hour patrol.



An International Industrial Park

Apart from local companies, SiLC has a global presence with businesses from India, Denmark, China, Germany, Australia, USA, Netherlands, South Korea, Singapore, Taiwan and the UK; making it a wholesome environment that is essential for businesses to prosper.



SiLC AT A GLANCE



SiLC INVESTOR CARE FACILITATION SERVICES

●Connecting Businesses

The SiLC Investor Care (SIC) facilitates businesses and investors in three key areas:

1. Pre - Investment
2. Business Set-up
3. Operations

SIC will refer customers to the relevant authorities or consultants in setting-up at SiLC as well as to obtain available incentives according to their industries.

ISKANDAR MALAYSIA INCENTIVES

TAX RATE SCHEME (TRS)

●15% Tax Rate Scheme

Available for knowledge workers in Iskandar Malaysia to attract both local and foreign knowledge workers to reside and work in the eight promoted qualifying sectors in Iskandar Malaysia:

- Creative
- Education
- Healthcare
- Logistics
- Tourism
- Green Technology
- Financial, Advisory & Consulting
- Bio-based Sector (AgBiotech, Bio Industrial & Bio Medical)

BIOTECH CORP INCENTIVES

PRE-COMMERCIALISATION INCENTIVES

●Technology Acquisition

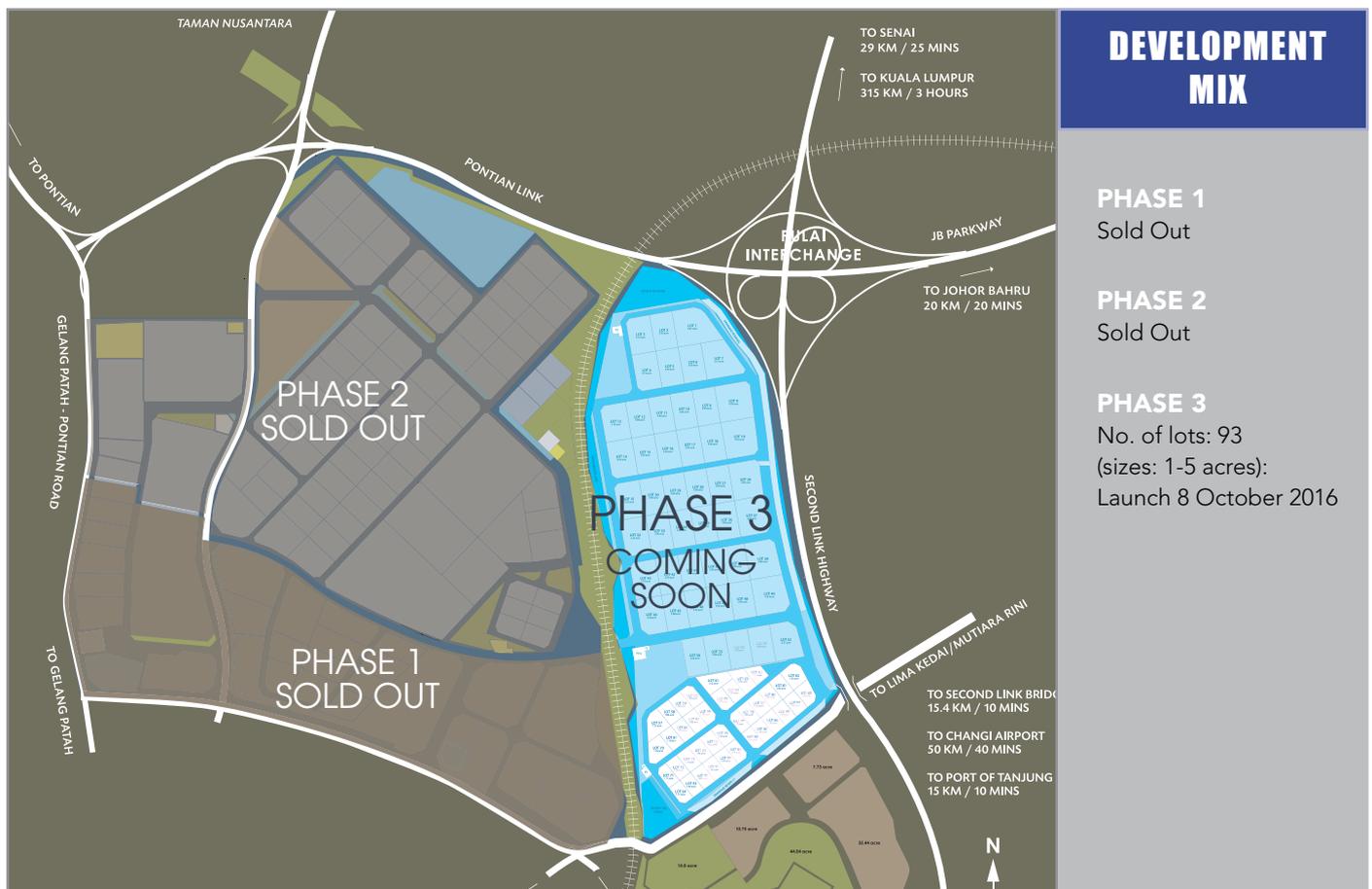
100% tax deduction for companies acquiring platform technology in bio-based industries (investment can be made in the form of swap shares, outright acquisition of shares in bio-based companies)

●Pilot Plant

Import duty exemption on raw materials, equipment and machineries

COMMERCIALISATION INCENTIVES

- Tax exemption
- Concessionary tax rate 20% for 10 years
- Import duty and sales tax exemption on raw materials, equipment and machineries
- Double deduction on expenditure incurred for promoting exports
- Double deduction on expenditure incurred for R&D
- Industrial building allowance up to 10 years
- Tax exemption on dividends
- Tax deduction on any capital investment (in a BioNexus company)
- Unrestricted employment of knowledge workers
- Freedom to source funds globally



Advertorial

PROPERTY DEVELOPMENT

GERBANG NUSAJAYA

Gerbang Nusajaya, the second wave development of Iskandar Puteri is a 4,551-acre project that features various catalytic developments and will be developed in phases over 25 years with components such as lifestyle and retail parks; campus offices and industrial parks and residential precincts.

Boasting a total GDV of RM42 billion, the development is expected to generate an estimated 76,000 direct and 137,000 indirect of employment opportunities.

Gerbang Nusajaya is within easy access of future Transit Oriented Development sites and is also set to capitalise on the upcoming High Speed Rail that will link Kuala Lumpur and Singapore in 2026.



Two catalytic developments that will spur the growth of Gerbang Nusajaya are Nusajaya Tech Park (NTP) and FASTrack Iskandar. NTP is owned and managed by Nusajaya Tech Park Sdn Bhd, a joint venture between

UEM Sunrise and the Ascendas Group of Singapore. It currently offers 21 ready-built factories (RBFs) which were completed in February 2016 with the Certificate of Completion and Compliance already obtained while 22

CENTRAL REGION

In Malaysia's Central Region, UEM Sunrise is renowned for Symphony Hills, an exclusive residential development in Cyberjaya, featuring the country's first Connected Intelligent Community services as well as Serene Heights, an integrated township development in Bangi, Selangor. In partnership with Singapore's leading property group – MCL Land Limited, UEM Sunrise has also developed the 488-acre Forest Heights residential estate in Seremban, Negeri Sembilan.

In Kuala Lumpur, the Company is the master developer of the Mont'Kiara international enclave, where UEM Sunrise has developed numerous award-winning and upmarket high rise residential, commercial and mixed-use developments, and is also responsible for introducing the concept of creative retail in Solaris Dutamas, known as Publika.



SERENE HEIGHTS BANGI



VERDI ECO-DOMINIUMS



RESIDENSI SEFINA MONT'KIARA



RESIDENSI22 MONT'KIARA



GERBANG NUSAJAYA

Gerbang Nusajaya RM42 billion GDV

Ongoing projects planned

Melia Residences

625 Landed Strata Units

Land Area 73.64 acres

Built-up area range: 2,006 to 2594 sq ft

Total GDV RM573 million

MELIA RESIDENCES



RBFs' units in the subsequent phase are expected to be completed by the end of 2016.

Aside from the excitement generated by NTP as a smart and connected hub for industry and

commerce, FASTrack Iskandar is also making waves as a 300-acre motorsports hub. It will feature R&D facilities, a 4.5km FIA-Grade 1 test track, 1.5km CIK-Grade A karting track, bonded warehouses, workshops, car showrooms as well

as entertainment and F&B outlets. Applications for earthworks development order have already been approved with expected ground breaking to take place sometime soon.

BEYOND MALAYSIA

Beyond Malaysia, UEM Sunrise's presence extends into Richmond in Vancouver, Canada via its 4.8-acre mixed-use development, Quintet. In Melbourne, Australia (ranked the world's most liveable city for six years in a row), UEM Sunrise's 92-storey Aurora Melbourne Central is poised to be the tallest mixed-use development in the Central Business District, while the inspiring 42-storey Conservatory boasts panoramic views over the historic UNESCO World Heritage-listed Royal Exhibition Building and Carlton Gardens. Plans for its first luxury property in Melbourne at 412 St Kilda Road are underway.

The Company retains a land bank in Durban, South Africa, that will be developed into a luxurious mixed-use project known as Durban Point Waterfront.

UEM Sunrise is also the appointed Project Manager (Marketing) for developer, M+S Pte Ltd, a company owned by Khazanah and Temasek Holdings Pte Ltd for its Marina One and DUO mixed-use developments in Singapore.

CONSERVATORY



AURORA MELBOURNE CENTRAL



DURBAN POINT WATERFRONT



For more information on any of the developments presented here, visit: www.uemsunrise.com
For enquiries: tel: +603 2718 7678 or e-mail: wc.feng@uemsunrise.uemnet.com



A member of UEM Group



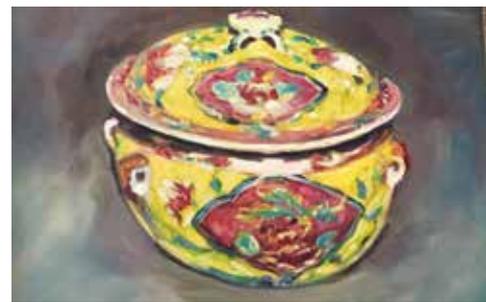
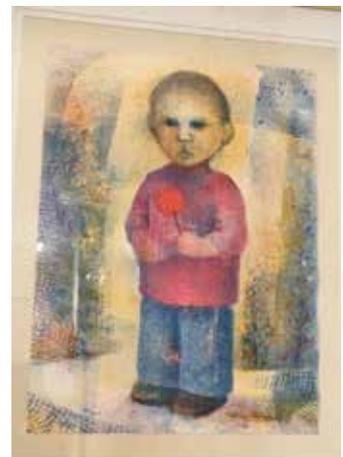
RICH IN HISTORY AND NOW ART, AS THE OFFICIAL RESIDENCE OF THE MALAYSIAN HIGH COMMISSIONER IN SINGAPORE IS NOW ADORNED WITH WESTERN AND MALAYSIAN ART PIECES

DURING a recent coffee morning held at Rumah Malaysia, one of the speakers mentioned to the High Commissioner, “Excellency this building looks like a museum and it is such an honour to be here.” *Opportunity Malaysia* went on a discovery trail to know more. Housed on a seven-acre land, the building initially was a colonial bungalow. It was rebuilt about a decade ago. A site of great historical significance and it has witnessed history in the making and has hosted dignitaries from home and abroad including the then Prime Minister Tunjku Abdul Rahman. A privileged place to be invited to is a venue for important conversations ranging from bilateral ties to the arts.



“Although a visit has been for a privileged few, I would like to invite artists to perform and more Singaporeans to visit to

Malaysia



enjoy this piece of history
and bring it alive and closer
to people's hearts."
- Dato' Ilango
Karuppannan



Green Rubber Embodies Spirit of Malaysian Business Enterprise



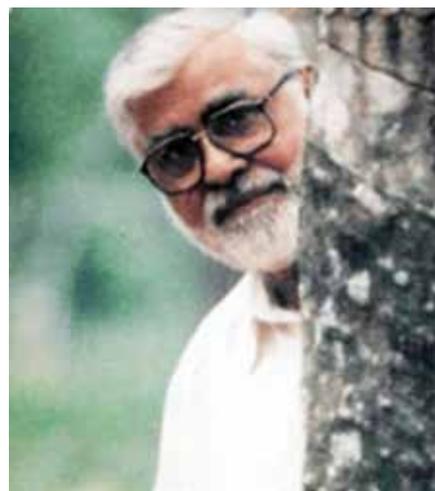
VISIONARY ENTREPRENEUR AND PHILANTHROPIST, DATUK VINOD SEKCHAR, OF THE MALAYSIA-BASED CONGLOMERATE PETRA GROUP, SHOWS THROUGH HIS GREEN RUBBER BUSINESS HOW SOCIALLY-CONSCIOUS IDEAS CAN ALSO BE A COMMERCIAL SUCCESS

RUBBER has always been part of the history of the Malaysian economy. Introduced by the colonial British, rubber plantations became commercially attractive during the automobile industry boom, leading to the rising demand for rubber to make tyres. By 1921, rubber acreage in Malaysia's output reached 50 per cent of world production. To date, rubber continues to be an important part of the Malaysian story. In current times, one business has not only maintained rubber as a profitable commodity, but has also introduced a breakthrough technology to do it in a manner that is environmentally responsible. That company is Green Rubber. Passion, innovation and social consciousness underlie the Green Rubber success story. And in the process, it showcases to the world an impressive front of a spirited, truly Malaysian technology and enterprise.

RECYCLING WASTE RUBBER

Datuk Vinod Sekhar, 48, is the man behind the company. He's been described by the likes of former U.S. President Bill Clinton as a visionary entrepreneur and philanthropist. Green Rubber is part of the Petra group and

engages in processing and developing rubber compounds from waste rubber. Its global technology benchmarks the efforts and passion devoted by its Chairman and CEO of the Petra Group. The innovative and unique DeLink technology was first developed by Datuk Vinod's father, the late Tan Sri



Vinod's hero and father, the late Tan Sri B C Sekhar

Dr B C Sekhar, who was affectionately called the father of the global modern rubber industry.

The Petra Group, started by Datuk Vinod over 20 years ago, owns the worldwide patent to DeLink, a

commercially viable technology that enables scrap and waste rubber to be "devulcanized" in a safe and non-toxic environment, while it ensures a premium product that maintains the same durability of the rubber compound. According to Datuk Vinod, the main idea is to make the world a greener place by combining the "opportunity to earn money" with social consciousness. The devulcanized rubber is also reused and remade into a host of high-end applications from tyres, to car components and sporting goods.

GROUNDBREAKING BUSINESSES

For example, Timberland shoes, uses 50 per cent Green Rubber soles in stores. While it provides high quality customised compounds, Green Rubber will also recycle an equivalent of over 300 million discarded tyres yearly by 2020. That is a neat way of acting on innovative business ideas while ensuring that the non-biodegradable rubber does not harm the environment. It should be noted that tyres are now the world's most acute environmental hazard with over 1.5 billion being discarded yearly, contributing to soil and water pollution, toxic fires and the breeding of mosquitos carrying the Zika and dengue viruses.

Giving back to society and having a social conscience came early to Datuk Vinod. The visionary ideas of Green Rubber can be credited to him. He began his business career with a paltry USD\$50, while still in college at the age of 19, and formed the Sitavani Foundation, that had focused on children's education and development programmes.

In 1990, he formed the STI Group with partners and was responsible for some groundbreaking businesses such as the world's smallest optic engine, the first circular abrasive discs, Southeast Asia's first commercial Internet company (at a time when Malaysia had a total of 700 internet users), and a variety of other technology innovations. The multimedia arm of the group was

also responsible for the first Malaysian joint venture to produce a movie at Disney MGM Studios in Orlando, Florida (Tarzan: The Epic Adventures).

After 1997, STI merged with other international interests and the Petra Group was created. Petra

is a technology conglomerate responsible for several global technology developments related to Elastomer recycling (Green Rubber), deproteinization, HIV and cancer treatment programmes, innovative financial

software, biophotonics and biofuels. Its media arm, Petra Media has produced award winning films, including the India selection for Best Foreign film at the Oscars, "Liars Dice", of which Datuk Vinod was the Producer. He is also a playwright, having written the play "In the Mind's Eye", which enjoyed great success in the US, UK and Malaysia.

YOUNGEST DATUK

Datuk Vinod Sekhar is also the Honorary Consul General to Malaysia for Saint Vincent and The Grenadines. The title of Datuk was received from the then 10th King of Malaysia, HM Tuanku Ja'afar Ibni Tuanku Abdul Rahman. Vinod was the youngest person to be conferred a Datukship at the age of 26. The World Economic Forum also recognized as a global leader in his field and named him as one of their first 'New Asian Leaders'. Along the way, Datuk Vinod has won a great many international awards, but the one he is proudest of is the Global Green Award given to him by the Global Green Organization in New York. Not only was he the first Asian, he was also the third non-American to ever win the award, after Mikhail Gorbachev (the last President of the Soviet Union) and Giorgio Armani.

Vinod Sekhar was also the first Southeast Asian to own both Formula



Datuk Sekhar, the sole underwriter to the Clinton Global Initiatives first conference in Asia, invited and hosted his good friend, former US President Bill Clinton on his first visit to Malaysia in 2008

"Green Rubber will also recycle an equivalent of over 300 million discarded tyres yearly by 2020."

2000 and Formula 3 Championship motorsports teams. However, innovation and the desire to do good, remained at the heart of all his endeavours. He hopes to see Malaysia become a centre of innovation. According to him, technology can only be impactful or be an effective solution for humanity's problems if it is commercial. Thus, in spite of being commercially driven, his goal is to give something back to the environment, to society and to his country. This desire is also reflected in the various charities and the social causes that he supports. One of them is the Sekhar Foundation that acts as the philanthropic arm of the company and supports various charitable organisations in the fields of education, poverty alleviation, and healthcare provision.

SOCIAL CAPITALISM

Datuk Vinod Sekhar is married to Dr Winy Sekhar; they have two daughters, Petra and Tara. He is a great advocate for what he calls "Social Capitalism," where business interests and societal concerns work hand-in-hand. After being named the 16th richest man in Malaysia by Forbes, he and his wife donated 60 per cent of their entire ownership in the Petra group to their charitable foundations.

Datuk Vinod attributes his humanitarian streak and commitment to the environment to his father, who helped modernise Malaysia's natural rubber industry and was widely known as Mr. Natural Rubber. Tan Sri Sekhar effectively saved the Malaysian economy with his development of the now-famous "SMR", or standard Malaysian Rubber programme, which has now been replicated by all natural rubber producing countries. The senior Sekhar was

the first Asian Director of the Rubber Research Institute of Malaysia in 1966 and subsequently became the first Asian Controller of Rubber Research and the chairman of the Malaysian Rubber Research and Development Board. As one of Asia's most effective scientists, Tan Sri Sekhar received the 1973 Ramon Magsaysay Award for Government Service amongst others, both locally and internationally. In recognition of his excellent service to the nation, the Yang di-Pertuan Agong (King) and the Government of Malaysia bestowed upon him the title of 'Tan Sri'. It was a communist icon who described and named Datuk Vinod as a 'Social Capitalist' - President Fidel Castro and Datuk Vinod became and remain good friends after his 5-day visit to Havana as the Cuban leader's personal guest back in 2006.

OTHER VENTURES

Apart from Green Rubber, The Petra Group is also involved in entertainment, IT, bio-technology and finance. However, the one common theme that runs through all of Petra's activities is that they are geared towards the betterment of lives. For example, Petra's current ventures in the Caribbean were aimed towards the development

development of the jatropha plant, which is to be used for the manufacture of bio-diesel and to function as a poverty eradication scheme. A Petra Group poster reminds us that we don't inherit the earth from our ancestors, but we merely borrow it from our children. The ethos behind Green Rubber is a beautiful example of how precious values can be handed down from generation to generation. With the technology that his father created, Datuk Vinod's company embodies values that have been passed down a generation while it positions itself as a company that is still scientific, intelligent and global. In doing so, Green Rubber puts into place the ethos of a successful business enterprise that will inspire many more generations to come.

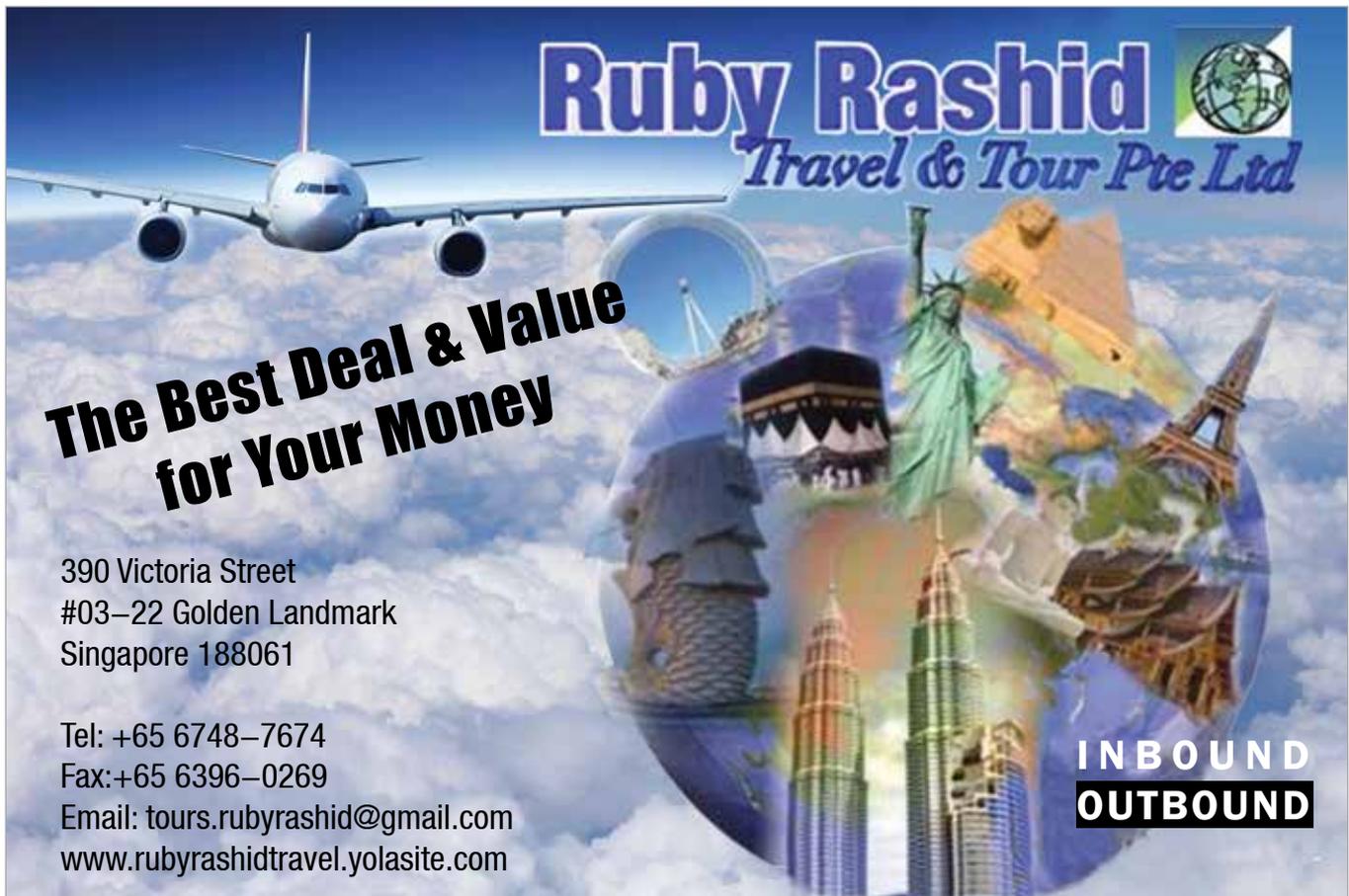


Datuk Vinod Sekhar being called a 'social capitalist' by Fidel Castro

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Tantalising Terengganu

TERENGGANU MAY BE A HUB FOR OIL AND GAS DEVELOPMENT AS WELL AS TECHNOLOGICAL INDUSTRIES BUT FIRST AND FOREMOST, IT IS ALWAYS ASSOCIATED WITH SPLENDOUR AND BEAUTY



(Above left clockwise): High Commissioner Dato' Ilango Karuppattan and Chief Minister Ahmad Razif Abdul Rahman and FAMA official launching Visit Beautiful Terengganu at Singapore Expo on 13 August 2016; cultural performances capped the show; thousands thronged the weekend to visit the exhibition; a realistic dance-drama acted out on stage enthralled the audience

CHIEF Minister of Terengganu, Ahmad Razif Abdul Rahman was beaming with delight on 13 August 2016 when he witnessed a big turnout at the Visit Beautiful Terengganu event hosted at the Singapore Expo.

Mr Ahmad Razif was in town to promote Terengganu as a tourist attraction and the event was his personal invitation to Singaporeans to make Terengganu their priority visit whenever they want to go on a vacation.

While Terengganu has seen rapid modernisation in the past decade thanks to its oil and gas industry and new technological sectors, 45 per cent of its land is still covered by lush pristine forests and rivers.

"Apart from blessed with probably the most stunning scenery in Southeast Asia, Terengganu is also home for some very old Malaysia traditional culture whose practices and customs have



been handed down the generations. It is one of the first states in Malaysia to be influenced by Islam and this is reflected in many of Terengganu's architecture, handicraft and cuisine," Mr. Ahmad Razif elaborated.

Long Coastlines and Pristine Beaches

Terengganu also has one of the longest coastlines (244km) in the world endowed with pristine beaches and is full of lush, tropical rainforests. Even though Visit Terengganu was targeted at mainly potential tourists among the crowd, Mr. Ahmad Razif took the opportunity to entice potential investors as well, pointing out to the audience that Terengganu is an oil and gas hub and also developing technological industries that provides plenty of investment growth.

Mr. Ahmad Razif rounded off his presentation by encouraging Singaporeans to take advantage of the currency difference and the improved connectivity between Singapore and Terengganu via Kuala Lumpur by air or the North-South Highway.

The Visit Terengganu event was officiated by the Malaysian High Commissioner to Singapore, Dato' Ilango Karuppattan and had many food stalls, hotel and resort exhibitors, cultural as well as fashion performances showcasing the rich culture and beauty of the state.

Photos by Michael Ozaki

Terengganu Attractions

Tasik Kenyir & Kuala Terengganu
photos by Michael Ozaki



In a marine preservation park - the idyllic
Pulau Perhentian



Tasik Kenyir - a man-made lake the size of which is
larger than Singapore!

Crystal Mosque in Kuala
Terengganu is made of crystal
shining glass and steel



For more information on tourism in Terengganu visit:
Website: tourism.terengganu.gov.my
E-mail: tourismterengganu2014@gmail.com



beautiful_terengganu

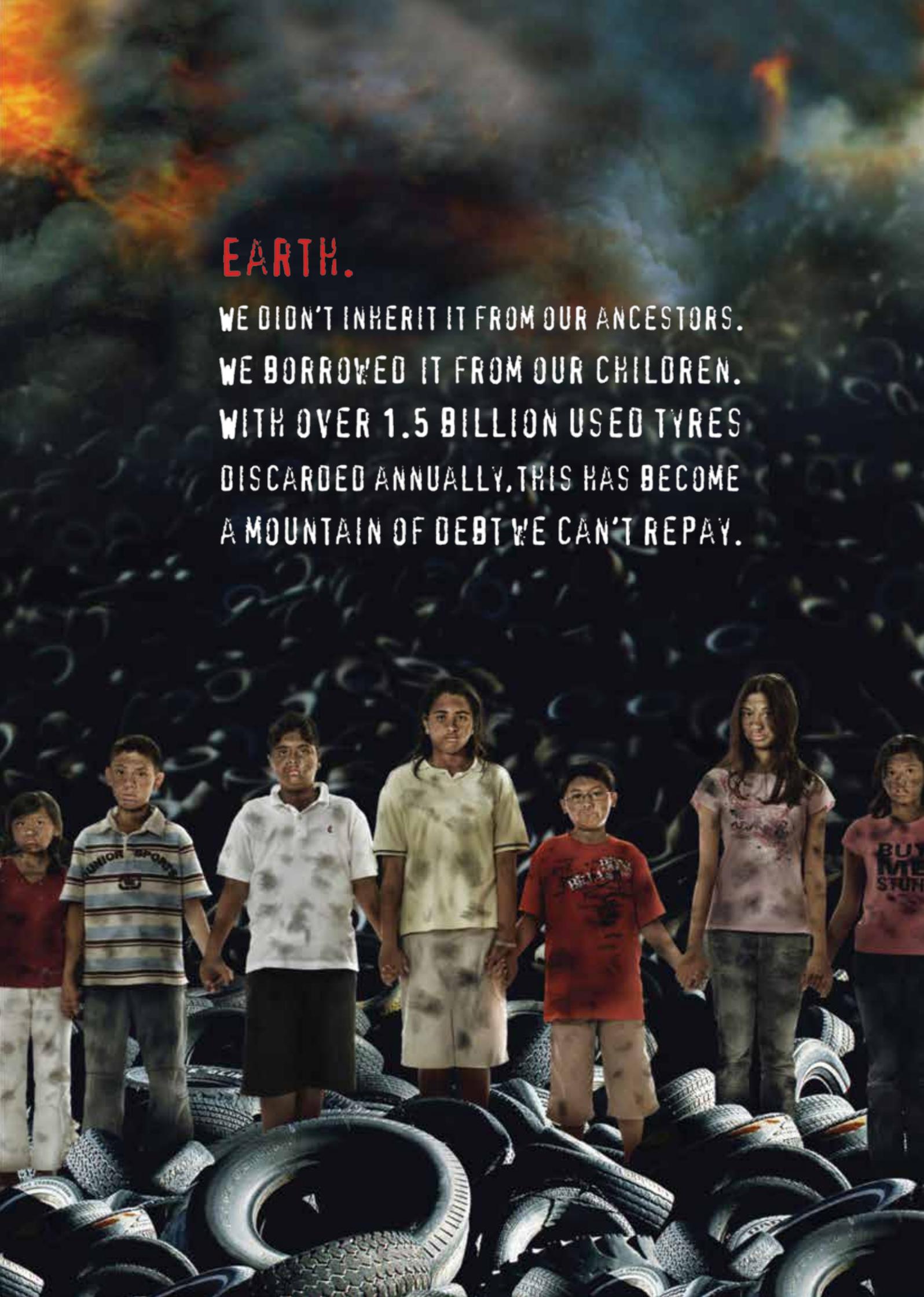


beautifulterengganu



(Above & left): A visit to the Islamic
Civilisation Park's Taman Monumen where
you can see miniatures of famous mosques
and monuments





EARTH.

WE DIDN'T INHERIT IT FROM OUR ANCESTORS.
WE BORROWED IT FROM OUR CHILDREN.
WITH OVER 1.5 BILLION USED TYRES
DISCARDED ANNUALLY, THIS HAS BECOME
A MOUNTAIN OF DEBT WE CAN'T REPAY.

But for the first time ever, it's something we can erase.

There are about a billion discarded tyres each year, 7 billion cumulatively. Since tyres aren't biodegradable, they're usually burnt. This mountain of tyres will take 5 years to burn off. This is time-consuming, environmentally hazardous process.

As the toxic fumes rise, the earth's atmosphere becomes densely polluted. And the human race, not to mention wildlife, chokes in its aftermath. Worse of all, as the world population grows and urbanization continues at a rapid pace, this problem is compounded. More and more tyres will be used. Then, discarded.

Now for the very first time, a company that has spent a decade in research and development, is ready to announce its breakthrough.

Green Rubber is the company, DeLink is the globally patented technology. By breaking down the molecular structure that's used to make tyre rubber, Green Rubber has achieved what no one has achieved before - making used tyres a renewable resource. And in doing so, it is erasing one of the world's biggest environmental threats.

This story is a marvel in scientific discovery. In human intelligence. In business enterprise. A gift to Planet Earth from the minds of one of the world's most respected scientists, Tan Sri B. C. Sekhar and his visionary son Datuk Vinod Sekhar. Green Rubber is an inspiration to all of us.

Green Rubber is a global company.

That's why, this is not just our story.

It's yours too.

 **GreenTM
Rubber**

A PETRA GROUP and
SEKHAR FOUNDATION COMPANY



 **PETRA**
Solutions for Humanity