



MINISTRY OF FINANCE



GEAR - u P

PROGRESS REPORT





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FOREWORD

By the Prime Minister of Malaysia

Over decades, our government-linked investment companies (GLICs) have evolved into institutions of considerable scale and international standing. Yet the question before us was not simply how well they were performing, but whether their strength was being directed towards the nation that had built them. These institutions were established to serve workers, soldiers, pilgrims and pensioners, Malaysians whose savings and sacrifices helped build them from the ground up. Their responsibility to contribute to national development was always part of their *raison d'être*.

Launched in 2024, the Government-Linked Enterprises Activation and Reform Programme (GEAR-uP) gives practical expression to that mandate. Six GLICs have committed RM120 billion in domestic direct investment between 2024 and 2028, channelled into the industries that will shape Malaysia's next phase of growth: energy transition, advanced manufacturing, semiconductors, healthcare and digital infrastructure. This is not capital seeking passive returns. It is national wealth mobilised with national purpose.

The world beyond our borders offers little certainty. Geopolitical conflicts have unsettled global markets. The climate crisis is no longer a distant concern. Inequality continues to widen within and between nations. In response, Malaysia has chosen to invest in stability, strengthen resilience, and ensure that the gains of growth are felt where they matter most: in the lives of ordinary Malaysians.

We are only entering the third year of this journey. Much has been achieved, but much remains to be done. I record my deep appreciation to the GLICs, government-linked companies (GLCs), civil servants, government agencies and industry partners whose commitment has carried GEAR-uP from ambition to delivery. The work continues, and the rakyat remains our measure of success.

If we stay the course, *Insyah-Allah*, Malaysia can build a future worthy of its people.

YAB Dato' Seri Anwar Ibrahim
Prime Minister of Malaysia and
Minister of Finance I

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Malaysia has chosen to invest in stability, strengthen resilience, and ensure that the gains of growth are felt where they matter most: in the lives of ordinary Malaysians.



By the Minister of Finance II

Capital, by its nature, is mobile. It can arrive, and it can leave. Its real worth lies not in the moment it lands, but in what it leaves behind: the capabilities it builds, the firms it strengthens, the work it creates. GEAR-uP exists to ensure that the capital Malaysia commands does not merely pass through, but builds, settles and keeps growing.

When we launched this programme in 2024, the direction was set; everything since has been delivery. That distinction matters. The harder reforms of recent years, restoring fiscal discipline, rationalising subsidies, setting a clearer industrial direction, were never meant to be glamorous, and were not easy to implement. But they created the space that let Malaysia absorb shocks which unsettled others, and keep growing.

GEAR-uP applies that same discipline to domestic capital. Our six GLICs, and the 37 GLCs they own, are putting Malaysian savings to work at home. Not to crowd out the private sector, but to crowd it in. We back the fund managers and founders who take the risks, and to keep open the path

from the first cheque a young company receives to the day it lists on our own exchange. We do not pick winners, we build the conditions in which Malaysian winners emerge. In 2025 this capital was allocated and deployed at roughly three times the level of the year before, and our portfolio of companies delivered a total shareholder return of 8.0%. In time, the numbers will speak for themselves.

What matters more is what those numbers translate into. Capital builds nothing on its own; an investment becomes prosperity only when a Malaysian is ready to fill the work it creates, and is paid fairly for it. That is why this programme is measured not only in ringgit deployed, but in living wages adopted, in graduates placed in good jobs, in Bumiputera firms grown to scale, and in supply chains that take root on Malaysian soil.

The tests that matter most still lie ahead: whether our ecosystems are deep enough to hold the capital they attract; whether we can make room for the risk that lets firms try, learn and try again; and whether

what we build today is durable enough to endure, and keep serving Malaysians for years to come. None of this is the work of one programme or one year. It asks for steadiness: to keep deploying, to keep delivering, and to let what we build withstand the test of time.

This, in the end, is how Malaysia comes to define true economic victory. Not by the investment it draws in, but by what that investment leaves behind: made by Malaysia, and built to last.

**YB Senator Datuk Seri
Amir Hamzah Azizan
Minister of Finance II**

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An investment becomes prosperity only when a Malaysian is ready to fill the work it creates, and is paid fairly for it.



Anchoring Malaysia's Momentum

EXECUTIVE SUMMARY

Ekonomi MADANI sets a clear destination for Malaysia: to stand among the world's top-30 economies, and to return 45% of national income to the workers who earn it. One target Raises the Ceiling on what the economy can build; the other Raises the Floor on which every Malaysian stands. The two are not separate pursuits but a single, self-reinforcing cycle. Investment and ecosystem-building expand the economy's productive capacity. A more capable economy creates better, higher-value work, and Malaysians lifted by that work in turn deepen the very capabilities that draw the next wave of investment.

Each turn of the cycle strengthens the one that follows.

Malaysia takes this on from a position of strength. In 2025, the economy grew 5.2%, accelerating to 6.3% in the fourth quarter. Foreign direct investment rose 41.2% to RM 65.9 billion, and approved foreign and domestic investments reached a record RM 431.1 billion. Unemployment held at 3.0%, a decade low, and Malaysia rose 11 places to 23rd of 69 in the IMD World Competitiveness Ranking. The momentum continues. In the first quarter of 2026, the economy grew 5.4%, ahead of both official and market expectations.

Through 2025 and into 2026 the global backdrop turned sharply less certain. Renewed trade tensions and tariffs, conflict in West Asia, and volatile commodity prices tested every open economy. Malaysia navigated it on the strength of a diversified industrial and export base that absorbed shocks which unsettled others. Years

of difficult reform, including subsidy rationalisation, fiscal consolidation, a clearer industrial direction, had created the space to absorb them. The proof is in performance that has repeatedly outpaced forecasts, with independent assessments from the IMF, S&P and RAM now placing 2026 growth in the region of 4.0 - 5.0%.

The task now is to make that momentum durable: to build an economy resilient enough to hold its course whatever the external weather, and to keep the cycle turning. That is what the Government-Linked Enterprises Activation and Reform Programme (GEAR-uP) seeks to support.



Building Growth from Within

GEAR-uP is designed to anchor the momentum from within. Launched in August 2024, it mobilises six government-linked investment companies (GLICs): EPF, PNB, KWAP, Khazanah, Tabung Haji, and LTAT, as a domestic investment force with the scale and patience to build industries over the long term.

GEAR-uP sets out to allocate and deploy RM 120.0 billion in domestic direct investments (DDI) from 2024 to 2028, alongside the RM 440.0 billion in steady-state public-market investments already at work in the economy. The GLICs deploy this capital because it makes commercial sense: investing in Malaysia's high-growth, high-value sectors aligns with their fiduciary mandate to secure sustainable, long-term returns for the members and beneficiaries they serve. That commercial logic is already paying off. In full-year 2025, the GLICs

allocated and deployed RM 20.3 billion domestically, roughly three times the RM 6.6 billion allocated and deployed in 2024, with momentum carrying into the first quarter of 2026. This is patient capital doing what it is meant to do, which is to crowd in private investment and build a productive base that lasts.

In 2025, the programme widened its reach to the government-linked companies (GLCs) owned by these institutions, extending coordination from capital allocation to the operating companies that put it to work. Their combined scale makes a formidable base: the 37 GLCs sustain 40,126 vendors across their supply chains, and together with the GLICs, employ 206,987 Malaysian employees, a lighthouse for corporate Malaysia. Their weight in the capital markets, and the full balance-sheet reach of the GLIC–GLC ecosystem, are set out in the immediate following pages.

This report documents that progress through two reinforcing levers: Raising the Ceiling, and Raising the Floor.





Participants engaging in a hands-on planting session as part of the Taman Tugu-Free Tree Society Nature Education Programme, learning gardening techniques and planting seeds in polybags. Taman Tugu is a not-for-profit corporate social responsibility initiative led by Khazanah Nasional Berhad with the support of various public sector agencies and civil-society organisations.

Each GLIC has a Distinct Mandate that Guides How and Where It Invests



**KHAZANAH
NASIONAL**

**Khazanah
Nasional Berhad**

- Contributes to the nation's economic progress through strategic investments as Malaysia's sovereign wealth fund
- Grows long-term wealth by balancing financial returns and responsible investment

Under MoF (Inc.)



**Kumpulan
Wang Persaraan
(Diperbadankan)**

- Manages government funds to maximise returns in support of civil service pension obligations
- Oversees operations related to civil service pensions

Retirement Fund Act 2007 (Act 662)



**Employees
Provident Fund**

- Helps the Malaysian workforce save for retirement
- Invests pension savings in diverse sectors in Malaysia and globally

EPF Act 1991 (Act 452)



**Permodalan
Nasional Berhad**

- Offers diverse financial products for Bumiputera and all Malaysians
- Supports increased Bumiputera equity ownership; grows savings across diverse asset classes

Under Yayasan Pelaburan Bumiputra



**Lembaga Tabung
Angkatan Tentera**

- Manages and invests funds for the growth and security of members of the Malaysian Armed Forces
- Improves the welfare and financial well-being of personnel and their families

Tabung Angkatan Tentera Act 1973 (Act 101)



**Lembaga
Tabung Haji**

- Manages and invests depositors' funds in Shariah-compliant investments for sustainable returns
- Facilitates the hajj for Malaysians with subsidised assistance and logistical support

Tabung Haji Act 1995 (Act 535)

Upholding Good Governance under Ekonomi MADANI: Foundations of Responsible Investing

1 INSTITUTIONAL FRAMEWORK



- Governed by statutory acts or company constitutions that define fiduciary mandates and long-term objectives
- Statutory funds such as KWAP, EPF, LTAT and TH are audited by the Auditor-General, with accounts presented before Parliament

2 INVESTMENT GOVERNANCE



- Long-term horizons under Board-approved Strategic Asset Allocations
- Investments decided by dedicated Investment Panels at EPF, KWAP, LTAT and TH as defined under their respective Acts
- Developmental mandates are held to explicit return hurdles

3 STEWARDSHIP & RESPONSIBLE INVESTMENT



- All six GLICs are signatories to the Malaysian Code for Institutional Investors
- Published voting guidelines and Shariah Advisory Committees govern engagement with investee companies and investments

4 RISK & INTEGRITY



- Board-approved Risk Appetite Statements define exposure limits and are enforced through Board Audit and Risk Committees
- Institutional checks-and-balances including integrity functions, whistleblowing channels and anti-bribery management

Performance of Government-Linked Investment Companies in 2025



RM1,416.2 bn AUM

Return of
6.15%

Exceeding 7-year
average of 5.72%



RM156.0 bn AUM

Return of
5.17%

7-year rolling annualised
return of 6.09%



RM95.7 bn AUM

Profit distribution of
3.50%

Post-Zakat deduction of
2.575%. Highest payout
in 8 years



RM13.4 bn AUM

Dividend of
5.35%

Payout of RM 525 million
is highest in 8 years



RM365.3 bn AUM

Income distribution of
5.75%

Total payout of RM 10.4 billion is
highest since ASB's inception



RM195.3 bn AUM

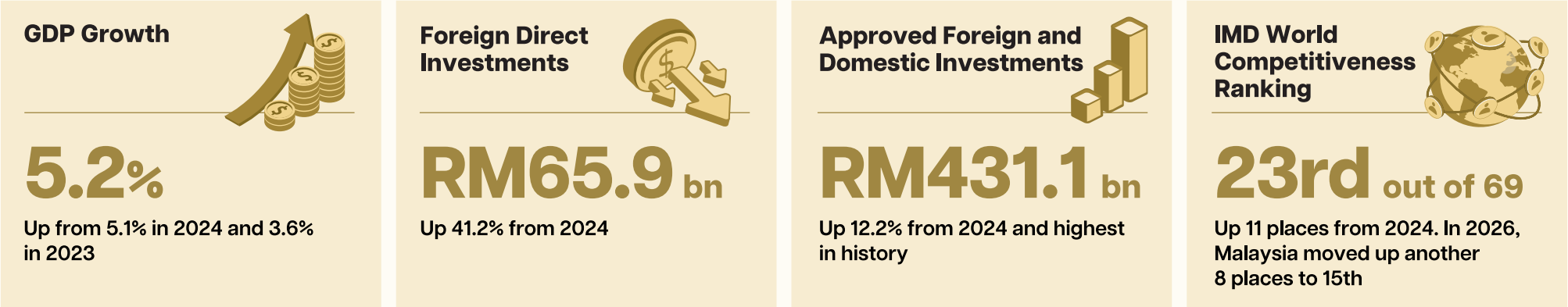
3-year rolling return of
8.18%

8.51% CAGR in AUM between
2007 to 2025

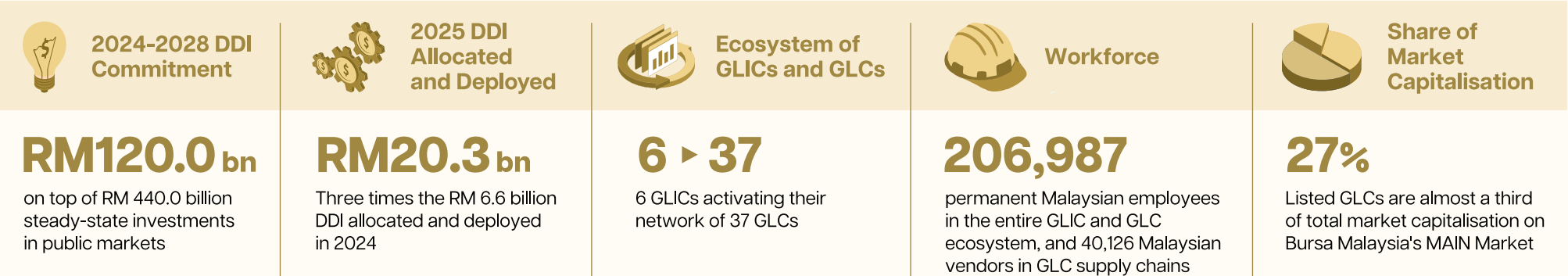
Total asset under management of GLICs is **RM 2.2 trillion**, equal to **108%** of Malaysia's gross domestic product in 2025.

Malaysia's Momentum and GEAR-uP at a Glance

Malaysia's Momentum in 2025



GEAR-uP at a Glance



Raising the Ceiling: Beyond Capital to Capabilities

Raising the Ceiling means growing what Malaysia can build and make, widening the economy's capacity for the years ahead. GLICs and GLCs are doing this by investing across three themes:

- **Advance economic complexity.**

Malaysia's next stage of growth depends on making more by Malaysia, not merely in it. This means competing on capital and for a place in global supply chains and not just on cheap inputs. GLICs are deepening the high-value ecosystems where the country already has an edge. This is especially evident in the semiconductor cluster anchored in Penang, where Malaysia holds about 13% of the global market in chip assembly, testing and packaging. In 2025 they invested RM 1.4 billion into the semiconductor ecosystem and

RM 1.8 billion into the digital and logistics infrastructure the next economy will run on;

- **Strengthen firms of all sizes and maturity.** Building national champions is a relay race. This means passing capital from one stage of growth to the next so that no firm stalls for the want of the next funding round. At the venture stage, Khazanah's Jelawang Capital, a RM 1 billion commitment over 2024–2028, and KWAP's Dana Perintis, RM 500 million over the same period, allocated and deployed RM 588 million into early-stage firms in 2025. For those ready to scale, KWAP's Dana Pemacu allocated and deployed RM 1.2 billion through 12 fund managers. The GLICs invest together with fund managers, drawing private capital in behind almost every ringgit they commit. As active owners of

the 37 GLCs, they are also lifting performance: the portfolio delivered an 8.0% total shareholder return in 2025 and is on course for RM 100 billion in additional market value by 2028; and

- **Catalyse national priorities.**

Where commercial logic meets national needs, the GLICs and GLCs invest at scale. In energy, Tenaga Nasional Berhad (TNB) put RM 12.0 billion into the grid in 2025. This is the first tranche of the RM 42.8 billion it will invest under Regulatory Period 4. TNB grew its renewable portfolio to 4,681 MW, building the clean-power backbone the next economy will run on. In connectivity, Malaysia Airports is funding the airport upgrades that support trade and tourism. Through Khazanah's Dana Warisan, RM 600 million has been committed to heritage conservation, returning historic

landmarks such as Bangunan Sultan Abdul Samad and Seri Negara to public life. Beyond direct investment, the ecosystem also lends its weight to supporting the Government's plans for affordable, standardised health protection under the MediAsas effort.



Capital at Work



Advance Economic Complexity

RM1.4_{bn}

allocated and deployed towards **elevating the semiconductor value chain** in 2025

RM1.8_{bn}

allocated and deployed towards deepening **digital and logistics infrastructure** in 2025



Strengthen Firms of All Sizes and Maturity

RM588_{mn}

allocated and deployed towards building the **venture capital pipeline** in 2025. At least **130 Malaysian startups supported** by GLICs since 2022

RM1.8_{bn}

growth capital allocated and deployed towards **scaling mid-tier companies** in 2025

8.0%_{TSR}

total shareholder returns achieved by GLCs in 2025, **exceeding the target** set for period of 2024-2028



Catalyse National Priorities

RM12.0_{bn}

spent on **strengthening the national grid** in 2025, out of **RM 42.8 billion regulated capex** for the period of 2025-2027

46_{new airline routes}

and **15 new airline partners** in 2025, supporting **11.4% passenger growth** in the same year

RM600_{mn}

earmarked for Khazanah's **Dana Warisan heritage rejuvenation projects**

Raising the Floor: Ensuring a Quality and Just Life for All

Raising the Floor means making sure growth is felt by all. Ekonomi MADANI judges an economy not by the wealth it creates, but by how widely that wealth is shared. With 206,987 permanent Malaysian employees, 40,126 vendors and a presence in every state, the GLICs and GLCs are placed to lift that floor as few institutions can. They are doing so across three pillars:

- **Future-proof Malaysia's workforce.** Investment only becomes prosperity when a Malaysian is equipped to fill the job it creates. The ecosystem builds that talent at every stage: sponsoring an average of 7,526 scholars a year over 2020–2025, 88% of whom come from B40 and M40 households, and preparing young Malaysians for high-value work through Khazanah's K-Youth, which has trained 35,000

youths since 2023 (83% secured employment) and placed 9,934 in 2025;

- **Strengthen community livelihoods and wellbeing.** GLICs and GLCs directed RM 641 million into community programmes in 2025, up 20% on RM 534 million in 2024, across more than 775 programmes reaching at least 5.1 million beneficiary touchpoints, and bringing the 2021-2025 total to RM 2.6 billion. The initiatives are meant to extend reach as far as possible. The MOF Social Impact Matching Grant turns every foundation ringgit into two for the community, while Sekolah Angkat and Santuni MADANI together reach 399 communities and the GDRN network consisting of GLICs and GLCs mobilises the ecosystem for the whole of Malaysia when disaster strikes; and

- **Champion living wages.** A fair wage is the clearest measure of whether growth is shared. As at December 2025, more than nine in ten permanent Malaysian employees across the GLIC and GLC ecosystem (91.7%) earned at least RM 3,100 a month, the benchmark for a decent standard of living, following the six GLICs' joint commitment of 1 May 2025.



Impact at Scale



Future-Proof Malaysia's Workforce

7,526 scholars
sponsored

a year by GLICs and GLCs, averaged across 2020-2025. 88% of these scholars are from **lower to middle income** households

9,934 youths

placed under Khazanah's **K-Youth TVET training** in 2025. The programme has trained 35,000 youths since launch in 2023, and has an employability rate of 83%



Strengthen Community Livelihoods and Wellbeing

RM641mn

spent by GLICs and GLCs **in support of programmes across Malaysia** in 2025, up by 20% compared to 2024. This created a cumulative spend of RM 2.6 billion since 2021

399 schools and
villages

adopted by GLICs and GLCs as of 2025, under the **Santuni MADANI and Sekolah Angkat MADANI** programmes



Champion Living Wages

189,817

permanent Malaysian employees within GLICs and GLCs receiving a **living wage**, representing 91.7% of 206,987 total permanent Malaysian employees

Empowering Bumiputera Firms and Families

No part of the agenda shows the ceiling and the floor working as one cycle more clearly than the advancement of Bumiputera Malaysians, who make up 70.6% of citizens. Growing Bumiputera firms raises the ceiling, lifting Bumiputera families raises the floor, and each supports the other.

Here the effort also widens beyond the GLICs and GLCs to the full government-linked ecosystem (PETRONAS, the GLICs and the GLCs, government agencies), which together have backed Bumiputera development consistently and at scale:

- **Grow Bumiputera wealth.** The ambition is to build Bumiputera companies that can scale, compete and create long-term value through an integrated growth ecosystem. This begins with procurement, where GLCs and

PETRONAS channelled RM 49.0 billion in spending to Bumiputera businesses in 2025, supported by Vendor Development Programmes that combine opportunities with capability building. Ekuinas accelerates growth through growth capital, while the 10 Bumiputera Champions Programme provides coordinated value creation and capacity building support to help high-potential companies achieve RM 300-500 million valuations each. GLICs further anchor the journey through MAIN Market listings, with PNB-backed Orkim's successful initial public offering (IPO) in 2025 marking the first milestone of the Bumi Relay Race, alongside four upcoming listings and a target of ten by 2027; and

- **Lift Bumiputera households.** GLICs and GLCs also fund an average of 6,460 Bumiputera

scholars a year and back the professionalisation of Bumiputera talent through TVET and certification pipelines. They turn skills into livelihoods where initiatives such as LTAT's Usahawan Wira Empowerment Programme, CIMB's iTekad and Maybank's R.I.S.E. have doubled or tripled the incomes of beneficiaries. Their efforts also continue to honour what matters most to communities with TH facilitating 31,600 pilgrims in 2025, while RM 203 million in GLC Zakat reached asnaf families through welfare, education and micro-enterprise. The ambition climbs from here: 25,000 youths targeted for training over 2026–2027 under the BAKAT MADANI programme, and RM 100 million in Zakat Wakalah for 2026.



Empowering Bumiputera Firms and Families

Raise the Ceiling: Grow Bumiputera Wealth

Procurement Expenditure



RM49.0 bn

spent on Bumiputera vendors in 2022-2025, including PETRONAS' supply chains. GLC's share alone is RM 16.0 billion

Growth Capital



RM200 mn

committed towards scaling Bumiputera and other Malaysian mid-tier companies under Khazanah's planned Dana Ciptawan

10 Bumiputera Champions Programme



RM3-5 bn

in valuation to be achieved in total by 2030 through the programme, supported by RM 40 million allocated for capacity-building

Forward Aspirations



10 Bumiputera company listings

on Bursa Malaysia targeted, over 2026-2027

Raise the Floor: Lift Bumiputera Families

Scholarships



6,460 Bumiputera scholars

sponsored a year, averaged across 2020-2025

Livelihoods



Up to **216%** income growth

as a result of livelihood programmes, as of 2025

Zakat and Hajj



RM203 mn

GLC Zakat went to asnaf communities in 2025

31,600

Muslim pilgrims benefitted from Tabung Haji's services during 2025 Hajj season

Forward Aspirations



25,000 Malaysians

to be trained under the BAKAT MADANI programme

RM100 mn

GLC Zakat Wakalah targeted in 2026, up from RM 28 million in 2025

Looking Forward: Staying the Course

2025 was a strong year on important measures such as capital allocated and deployed, firms scaled, livelihoods improved. That progress builds on reforms made since 2023.

Through whatever shifts around it, Malaysia's direction holds: Ekonomi MADANI remains the true north, an economy that raises its ceiling and its floor together, as one effort and not two.

A good deal is already underway for 2026 and 2027. As deployment of the RM 120.0 billion accelerates, Malaysia can expect to see the fruits of it materialising. Economic complexity will deepen further, through the semiconductor, digital and logistics ecosystems. More growth funds will carry the next cohort of Malaysian and Bumiputera companies forward. The deployment of funds towards national priorities and community welfare, and

commitment towards a living wage led by GLICs and GLCs will contribute to greater liveability. And behind it all, there is widening scholarship support to enhance the talent pipeline.

Most of the RM 120.0 billion commitment is still to be spent. The coming two years will be focused on staying the course and delivering, ensuring that changes reach the rakyat, and endure generations. That is the work ahead.



The Guiding Framework

RAISE THE CEILING RAISE THE FLOOR



**Advance
Economic
Complexity**



**Strengthen Firms
of All Sizes and
Maturity**



**Catalyse National
Priorities**



**Future-Proof
Malaysia's
Workforce**



**Strengthen
Community
Livelihoods and
Wellbeing**



**Champion Living
Wages**

“We are only entering the third year of this journey. Much has been achieved, but much remains to be done. I record my deep appreciation to the GLICs, GLCs, civil servants, government agencies and industry partners whose commitment has carried GEAR-uP from ambition to delivery. The work continues, and the rakyat remains our measure of success,,

YAB Dato' Seri Anwar Ibrahim

Prime Minister of Malaysia

From Capital to Capabilities: Advancing Economic Complexity and the RM 120 Billion DDI Commitment

**RAISE THE
CEILING**

Malaysia's Ekonomi MADANI ambition is clear: to become a top 30 global economy, built on growth that is broad-based and resilient, anchored in homegrown capabilities. In 2025, total approved investments was RM 431.1 billion, of which foreign investments was RM 208.7 billion, an increase of 22% from 2024. As record levels of approved foreign investments signal rising global confidence in Malaysia, GEAR-uP launched in 2024, seeks to anchor this momentum from within. Under this programme, government-linked investment companies (GLICs) aim to deploy a total of RM 120.0 billion in domestic direct investments (DDI) on top of steady-state investments of RM 440.0 billion in public markets from 2024–2028.

This mobilisation operates as a strategic partnership. GLICs are deploying this capital because investing in Malaysia's high-growth and high-value (HGHV) sectors makes strong commercial sense, aligning seamlessly with their fiduciary mandates to secure sustainable, high-yield returns.

This alignment is already demonstrating measurable progress. In 2025, GLICs allocated and deployed RM 20.3 billion domestically. While below the projected RM 25.0 billion target announced in Budget 2025, this represents a 3x increase from the RM 6.6 billion in equivalent DDIs allocated and deployed in 2024. Crucially, this capital is engineered to actively build capacity and crowd in the domestic market. Operating as a cohesive ecosystem, GLICs provide continuous support across the corporate lifecycle. This "relay race" approach has actively supported more than 60 high-growth companies this year.

By deploying through private market man-

agers, bridging the funding gap for mid-tier scale-ups, accelerating Bumiputera companies, and successfully graduating companies all the way to IPO, this partnership is systematically cultivating the private sector to produce the next generation of Malaysian regional champions.

In tandem, GLICs and GLCs are stepping up as catalysts for Malaysia's most foundational priorities. As institutional stewards with the scale and patience, they modernise agro-industries to secure the nation's food resilience, lead an energy transition that will define Malaysia's industrial competitiveness, expand connectivity infrastructure to cement Malaysia's standing as a regional hub, and restore the cultural landmarks that anchor the nation's identity.

The chapters that follow document this progress. Taken together, this shows an economy that is growing from capital to capabilities for a stronger, more resilient Malaysia.

2025: Activating New Engines of Growth

RM120.0 bn

private market domestic direct investments
targeted for 2024-2028, on top of RM440.0 bn
BAU investments in public markets.

PNB

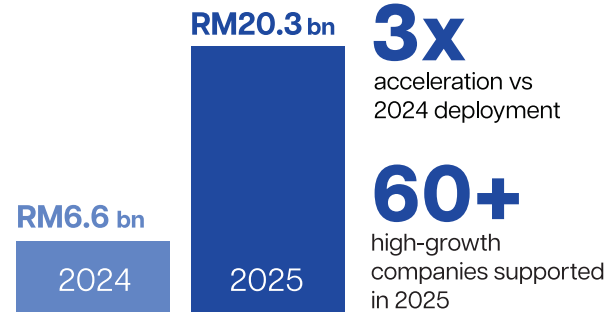
KHAZANAH
NASIONALKWSP
EPF

KWAP

TABUNG HAJI



Capital Allocated and Deployed in 2025



Capital by GLIC in 2025

PNB

RM1.3 bn

KWAP

RM5.4 bn

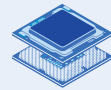
KHAZANAH
NASIONAL

RM7.9 bn

KWSP
EPF

RM5.8 bn

Capital by Focus Area in 2025



RM3.2 bn

Advanced tech & semiconductors



RM270 mn

Energy transition



RM1.3 bn

Bumiputera enterprise empowerment



RM588 mn

Venture & startup ecosystem



RM1.8 bn

Mid-tier scale-ups

Ecosystem Strategy

Move up the
value chain

Made In
Malaysia

Made By
Malaysia

Align investment
mandates with
national priorities

Investment
mandate

National
Priorities

Develop a relay
race of capital

Seed

Scale-up

IPO

Advance Economic Complexity

GLICs are deploying patient capital to build the industries behind a Made by Malaysia economy, where domestic enterprises own the higher rungs of global production rather than assemble at its base. This is the work of advancing economic complexity, and in 2025 GLICs allocated and deployed RM 3.2 billion to that end. That capital works at two levels: the firms and technologies that generate high-value output, and the infrastructure that lets them operate at scale.

GLICs are investing across both to:

- **Elevate the semiconductor value chain.** GLICs allocated and deployed RM 1.4 billion in 2025 to move Malaysia beyond testing and packaging into the higher-margin, IP-rich segments of the value chain, supporting homegrown design firms and anchoring high-value technology transfer onshore; and
- **Deepen digital and logistics infrastructure.** GLICs allocated and deployed RM 1.8 billion in 2025 into hyperscale data centres and automated logistics hubs across Malaysia's primary industrial corridors, providing the compute and supply-chain capacity that higher-value manufacturing depends on.



Elevate the Semiconductor Value Chain

Driven by the AI boom, global semiconductor demand is surging. While Malaysia commands approximately 13% of the global testing and packaging market, long-term competitiveness requires capturing higher-margin, IP-rich segments like Integrated Circuit (IC) design under Malaysia's New Industrial Masterplan 2030 (NIMP 2030) and National Semiconductor Strategy.

To secure this value, GLICs:

- **Scale homegrown champions.** GLICs are deploying patient capital to support domestic technology firms across their lifecycle. By providing institutional backing from early-stage venture rounds through to public listings, GLICs are enabling homegrown innovators such as fabless chip designer SkyeChip to achieve commercial scale, fund R&D, and compete globally. Via the

Malaysian Technology Development Corporation, a Khazanah company, Malaysia also launched SemiconStart Malaysia in 2026, an incubator dedicated to scaling semiconductor players;

- **Anchor high-value technology transfer.** Moving beyond passive infrastructure hosting, GLICs are actively co-investing to attract global innovators to Malaysia. Strategic investments in global firms, such as Syntiant Corp., are designed to directly transfer high-value capabilities to the domestic market;
- **Multiply the deep-tech ecosystem.** To seed the next generation of semiconductor founders, GLICs are partnering with established domestic industry veterans to deploy institutional capital. Initiatives like the Cambrian

Fund leverage local expertise to identify and mentor next-generation startups, mitigating technical risk and accelerating local ecosystem growth; and

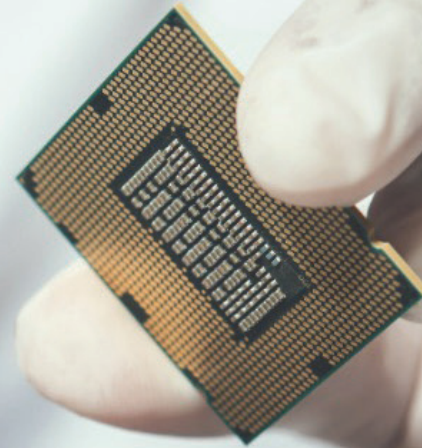
- **Forge strategic cross-border partnerships.** To integrate Malaysia into the global ecosystem, GLICs are partnering with international funds such as Chengwei Capital, NRL Capital, InterVest and Ilham Capital to facilitate the inbound transfer of specialised expertise and connect local players to global supply chains.

“Our focus is not just on capital, but on crowding in participants to build an ecosystem where innovation can thrive.”

Dato' Amirul Feisal Wan Zahir
Managing Director, Khazanah Nasional Berhad

GLICs' 2025 deployment of capital
across the 4 pillars to elevate
Malaysia's semiconductor value chain

RM1.4 billion



Four Strategies to Develop Malaysia's Semiconductor Value Chain

Feature story

Scaling Homegrown Champions



Backed by:



KHAZANAH
NASIONAL



KWSP
EPF



TABUNG HAJI



A Penang-based, pure-play Integrated Circuit (IC) design firm built by homegrown engineers, SkyeChip demonstrates that Malaysia can capture the highest-margin, IP-rich segments of the semiconductor value chain. Backed by Khazanah's Dana Impak at an early stage through several venture capital fund managers, and anchored by a GLIC investor base, its May 2026 IPO provides a blueprint for scaling homegrown intellectual property with the full weight of domestic institutional capital behind it.

As of June 2026:

RM352 mn

gross proceeds raised from the IPO
on Bursa Malaysia (MAIN Market)

RM212 mn

>60% of IPO proceeds ring-fenced for R&D
of silicon intellectual property and silicon
products

15.5%

of IPO cornerstone allocation
subscribed by GLICs

“The backing of Khazanah and the GLICs provided more than capital, it opened doors to strategic opportunities, strengthened industry partnerships, and helped reinforce Malaysia's position as a hub for world-class semiconductor innovation. This support has enabled SkyeChip to scale globally while continuing to grow high-value engineering capabilities at home.”

Dato' Fong Swee Kiang
CEO, SkyeChip



Four Strategies to Develop Malaysia's Semiconductor Value Chain

Feature story

Anchoring High-Value Technology Transfer

SYNTIANT®

Making Edge AI a Reality™

Backed by:



To capture the highest-margin nodes of the global tech supply chain, Khazanah's 2024 investment in US-based edge-AI firm Syntiant demonstrates a strategic investment playbook. By supporting Syntiant's acquisition of a major global MEMS business, Khazanah anchored and expanded the resulting operations in Penang. The new 220,000 sq ft campus localises complex micro-electro-mechanical systems (MEMS) processing and AI engineering under one roof, elevating Malaysia's industrial capabilities.

As of June 2026:

200

high-skilled roles created, out of 800 new roles

1.6 bn

units in final annual planned capacity (advanced MEMS components), up from current setup of 800 million units

RM118 mn

local expense (RM 47 million in OPEX and additional spillover of RM 71 million)

“By establishing a world-class AI R&D centre in Malaysia, we're not only expanding our footprint but also investing in the country's vibrant technological ecosystem. This investment marks a pivotal moment for Syntiant as we integrate MEMS microphone technology into our AI-driven solutions to bring about the next generation of intelligent interface.”

Kurt Busch
CEO, Syntiant Corp



Four Strategies to Develop Malaysia's Semiconductor Value Chain

Feature story

Multiplying the Deep-Tech Ecosystem

CambrianFund

Anchored by:



Khazanah is anchoring the Cambrian Fund to support Malaysian entrepreneurs and SMEs focusing on IR4.0 technologies such as machine vision, AI & robotics, through a collaboration with Malaysian industry leaders, founders of ViTrox and Southern Capital Group. The fund will play a role in transforming the semiconductor and advanced manufacturing ecosystem in Malaysia and beyond by unlocking growth opportunities, nurturing greater local participation and supporting innovating companies to scale and compete regionally. In tandem, the fund

aims to harness the experience and collaborate with Malaysian industry leaders to provide invaluable expertise, mentorship and networks in support of Cambrian Fund's investments.

Portfolio highlight:

Nvsion

AI-driven optical inspection for global OSAT & EMS

Devol Robot

hardware agnostic physical AI startup

As of June 2026:

RM105mn

second close to seed early-stage Industrial 4.0 & deep-tech firms

15

startups targeted for mentorship and commercial scaling

“When we founded ViTrox, we believed Malaysian engineers could build world-class technology from home. Cambrian is our way of bringing industry leaders and venture capital together to back the next generation of Malaysian founders in IR4.0 technologies, and Khazanah’s support through Dana Impak has been instrumental in making this ambition possible.”

Dato’ Chu Jenn Weng

Co-founder and Group CEO of ViTrox Corporation Berhad

Four Strategies to Develop Malaysia's Semiconductor Value Chain

Feature story

Forging Cross-Border Partnerships

Anchored by:



Building advanced-tier capability from scratch is slow and costly. Khazanah and KWAP are compressing the learning curve by anchoring strategic partnerships with global funds, including Chengwei Capital, NRL Capital, InterVest and Ilham Capital. These partnerships export networks, proprietary knowledge and technological capabilities into the Malaysian ecosystem. New Malaysian-staffed and -owned entities will be built to the global partner's blueprint, with supply-chain linkages structured with long-term pathways for these companies to scale, crowd-in further capital and potentially access the public

markets, including Bursa Malaysia.

Illustrating this is NRL Capital's investment in WaferWise, which brings advanced CMOS Image Sensors (CIS) packaging and testing technology to Malaysia. This supports technology transfer, talent development and the growth of Penang's semiconductor ecosystem while expanding Malaysia's participation in high-value global manufacturing activities.

Global fund partners:



As of June 2026:

RM695mn

total GLIC capital committed across strategic regional deep-tech funds in 2025

Asia

regional networks secured, linkages with major technology and semiconductor ecosystems

“These cross-border fund partnerships create the corridors for Malaysian semiconductor companies to move from local capability to regional scale, unlocking access to capital, customers, technology partners and supply-chain opportunities across Asia.”

Kayse Foo
Head of Dana Impak, Khazanah

SemiconStart: An Incubator to Nurture Malaysian Semiconductor Startups

Delivered by:



In partnership with:



Supported by:



SemiconStart Malaysia is a national 12-month semiconductor incubation programme. MTDC leads it with Silicon Catalyst UK, helping startups scale into globally competitive, intermediate-stage semiconductor companies through commercialisation and ecosystem support.

RM10mn

Allocated to nurture and incubate semiconductor startups, 2026-2027

10 Malaysian Companies Selected for the First Cohort



MEMs and sensors



Advanced material



Advanced material



IC design



Advanced packaging



Photonics



IC design



Advanced packaging



MEMs and sensors



IC design

Ecosystem

70+ partners in-kind



450+ investors



Accelerators



Strategic partners



Industry partners



35+ universities



350+ industry advisors

...and more



nanoSkunkWorkX was selected for the first cohort of SemiconStart Malaysia. The company is founded by Dr. Amani Salim, a former NASA principal investigator, and Iqbal Shamsul, a former Wall Street strategist. It focuses on turning bulk graphene into scalable, high-performance hardware.

Deepen Digital and Logistics Infrastructure

Advanced manufacturing runs on two enabling layers: the compute capacity that processes and stores data at scale, and the logistics infrastructure that moves goods efficiently. GLICs are investing to support both.

In 2025, the GLICs allocated and deployed RM 1.8 billion into hyperscale data centres and automated logistics hubs across three of Malaysia's principal industrial corridors: the Penang electronics and semiconductor corridor, the Iskandar Malaysia zone in Johor, and the Port Klang hub in Selangor.

To build this capacity, GLICs:

- **Anchor equity in the compute layer.** GLICs are taking equity and co-investment positions in hyperscale facilities run by some of the world's largest and most creditworthy operators: Google in Selangor and Empyrion Digital in Johor, alongside a broader base spanning Microsoft and ByteDance. Partnering with established hyperscalers screens for assets that will be built, leased and operated to a global standard over the long term. The value of this layer lies less in the facilities' own footprint than in what ownership secures: a stake in nationally significant infrastructure, onshore access to advanced computing for local enterprises and agencies, and a platform that crowds in downstream demand across cloud, analytics and AI workloads in support of Malaysia's AI-nation goal for 2030; and
- **Automate the logistics backbone.** Rising trade volumes, driven by China-plus-one supply-chain diversification, sustained semiconductor investment inflows, and e-commerce growth, are generating structural demand for specialised manufacturing plants and large-format Grade A warehousing. GLICs are deploying ahead of this demand, funding the shift from conventional warehousing to facilities embedded with robotics. Concentrated in Malaysia's primary industrial corridors, these hubs supply the throughput efficiency that advanced supply chains demand and on which Malaysian manufacturing competitiveness increasingly depends.



Accelerate National Digital Capabilities

Feature story

Google Data Centre · Selangor



Backed by:



Delivery partner:



In 2025, KWAP committed RM319 million in co-investment with TrustCapital Malaysia, supporting a USD2 billion cloud and data-centre development in Selangor. Operated by Pearl Computing, a Google subsidiary, the facility is a dual-capacity facility to strengthen Malaysia's AI and cloud capabilities, positioning the country among a select group of Asian markets supporting Google's AI services. Beyond infrastructure, the project will create job opportunities in cloud engineering, AI, and advanced technology, building the talent needed for Malaysia's digital future.

As of June 2026:

RM319 mn

co-investment allocated for 2026–2027

26,500

jobs to be created, including 200 skilled jobs

320 MW

added digital infrastructure capacity

“Google’s multi-billion ringgit data center investment in Malaysia provides the ultimate institutional validation, de-risking Malaysia’s tech market and signaling confidence in Malaysian infrastructure. This massive footprint is expected to turn the nation into a growth engine, a multiplier and catalyst for tech development and data sovereignty. For co-investors like TCA and KWAP, it establishes Malaysia as a premier, future-proof player in the global data center and AI story.”

Chris Cheah
Founder, TrustCapital Advisors



Source: Google Cloud
Press Corner

Accelerate National Digital Capabilities

Feature story

Empyrión Digital Next-Gen Hyperscale DC Campus · Johor



Backed by:



KWAP via Dana Pemacu deployed RM 254 million into Empyrión Digital's new hyperscale and AI data centre developer supported by Seraya Partners, an investment firm specialising in digital infrastructure investments. Designed as a 200 MW campus across five phased buildings, the project has secured 145 MW of initial power allocation from TNB, with first energisation targeted for November 2026. The data centre development in Johor will deliver significant socio-economic multiplier benefits to Malaysia

through investment attraction, quality job creation, SME participation, infrastructure enhancement and digital economy growth. The project will strengthen Johor's position as a regional technology hub, generate sustainable government revenues and support Malaysia's long-term aspirations to become a leading digital economy, ultimately creating tangible and lasting benefits for the rakyat.

As of June 2026:

RM254 mn

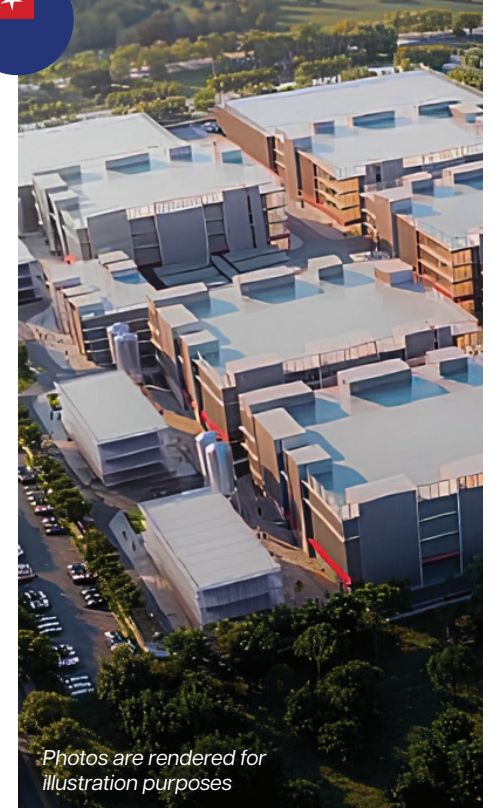
co-investment deployed, 2025

100

high-skilled jobs to be created

200 MW

final planned capacity



Photos are rendered for illustration purposes

Capture High-Value Logistics Activities on Malaysian Shores

Feature story

Mapletree Logistics Hub · Selangor



Backed by:



In 2025, KWAP partnered with Mapletree Investments to invest RM 279 million in a 5 million sq ft Grade A logistics hub in Shah Alam, Selangor, strategically located within the Bukit Raja/Klang corridor with direct access to Port Klang. More than a logistics facility, this development strengthens Malaysia's trade infrastructure by enabling smarter, more efficient supply chains and catalysing businesses across industries.

It reinforces the country's role as a key logistics and distribution hub in Southeast Asia, which will create

opportunities for Malaysians in skilled logistics roles, including supply-chain planning, facility management, and technology-enabled operations, while supporting a broader ecosystem of local businesses and service providers. Through investments that connect infrastructure with opportunity, KWAP continues to support a more resilient, competitive, and future-ready Malaysia.

As of June 2026:

RM279mn

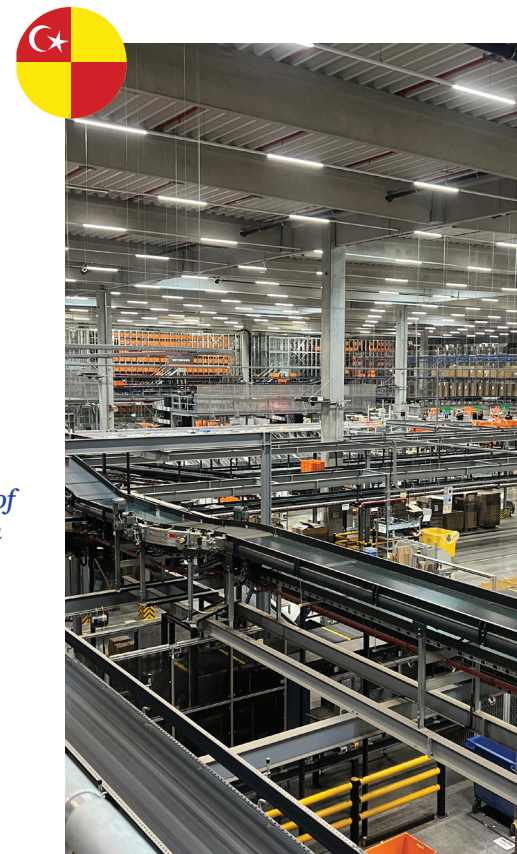
capital deployed, 2025

“Through our investment in this modern logistics infrastructure, KWAP is supporting Malaysia's continued economic growth by strengthening the supply chain backbone that serves one of the nation's fastest-growing population centres.”

Dato' Jay Khairil Jeremy Abdullah
CEO, KWAP

5mn sq ft

Grade A logistics hub



Capture High-Value Logistics Activities on Malaysian Shores

Feature story

Sime Darby Property New Economy Venture Fund · Selangor



Backed by:



EPF and LTAT are among the investors backing Sime Darby Property's Shariah-compliant New Economy Venture Fund of RM 1.25 billion, investing in build-to-suit-to-lease data centres and industrial-logistics developments.

LTAT and EPF committed RM 200 million and RM 100 million, plus EPF's sidecar of RM 250 million; Sime Darby Property commits RM 500 million as co-investor. Two seed assets at Elmina Business Park and City of Elmina account for approximately 85% of target fund size.

As of June 2026:

RM1.25_{bn}
fund platform (Shariah-compliant)

RM550_{mn}
committed by EPF & LTAT, incl. side-car investment



Strengthen Firms of All Sizes and Maturity

Ekonomi MADANI sets out to raise the competitiveness of the whole economy. An economy grows more competitive only when its firms can grow with it, from first venture round to regional champion. Malaysia's structural challenge is well documented: a broad base of small firms and a concentration of large corporates, but too thin a band of mid-tier companies in between, a missing middle where promising firms stall at the point they are ready to scale. GLICs are well placed to help close these gaps, backing companies across every stage of maturity.

GLICs' institutional capital is concentrated where it adds most value, across the venture, growth and mature stages, and deliberately linked to the developmental ecosystem ahead of it, where agencies such as Cradle, PUNB and VentureTech nurture companies through their earliest steps.

Of the RM 20.3 billion allocated and deployed in 2025, RM 2.6 billion is for vehicles structured to crowd in capital alongside it, from private managers, agencies and the capital markets. The intent is a relay race: a company leaving one stage finds a credible backer waiting at the next, from venture capital through to a public listing on Bursa Malaysia, with no high-potential firm left behind.

The relay race runs across four stages:

- **Build the venture capital pipeline.** Khazanah's Jelawang Capital and KWAP's Dana Perintis anchor the venture stage, channeling RM 588 million into startups across consumer, digital, agritech and edtech sectors in 2025. Both work largely through thesis-driven fund managers, widening Malaysia's base of domestic general partners and drawing private capital in behind each ringgit they commit;
- **Accelerate mid-tier companies into regional champions.** For firms ready to scale beyond the venture stage, GLICs add capital and capability together. KWAP's Dana Pemacu allocated and deployed RM 1.2 billion across 12 fund managers in 2025, while Khazanah pairs growth capital through private equity and credit strategies with

structured capacity-building, from innovation-led growth solutions to fundraising-readiness support, through its MTC Growth Innovation Programme and ELEVATE Programme 2.0 driven by Capital Markets Malaysia. This is done alongside Ekuinas' work deepening Bumiputera ownership;

- **Anchor capital markets for quality listings.** As companies mature towards a public listing, GLICs take cornerstone and anchor stakes that validate quality for the broader market, create the exit that returns capital to earlier-stage investors, and keep the pipeline turning. This sustains the flow of quality listings the Capital Market Masterplan 2026-2030 relies on to grow Bursa Malaysia towards RM 5.8-6.3 trillion by 2030; and

- **Elevate value creation across GLCs.** As active owners of 37 GLCs, GLICs have committed to lifting their portfolio's performance, targeting 7.5% annual total shareholder return and RM 100 billion in additional market value by 2028. This raises returns to the unitholders that GLICs serve, and sets a standard the market-wide MY Value Up programme now extends to Malaysia's largest listed companies.



The Relay Race: Backing Companies at Every Stage of the Lifecycle





Builders Session (KL Edition) organised by January Capital, and supported by Jelawang Capital and OpenAI, brought together founders, operators, and teams to prototype AI agents and workflows across research, operations, and enterprise coordination, all within a 60-minute sprint (May, 2026).

Build the Venture Capital Pipeline

Venture capital is where the pipeline begins, and Malaysia has set out to become Southeast Asia's preferred venture hub by 2030. Reaching that means deepening the bench of domestic fund managers, and GLICs have moved decisively to build it. In July 2024 Khazanah brought together two established government venture vehicles, MAVCAP and Penjana Kapital, and in October 2024 launched the combined entity as Jelawang Capital, Malaysia's national fund-of-funds, with an initial RM 1 billion allocation (2024-2028) under Dana Impak. Alongside it sits KWAP's Dana Perintis, an RM 500 million (2024-2028) early-stage fund.

Together they represent the government's coordinated investment vehicles in the venture capital sector. In 2025, GLICs allocated and deployed RM 588 million through them, backing founders across consumer, digital, agritech and edtech sectors, with most

channelled through fund managers rather than deployed directly, so each ringgit is multiplied by private co-investment and placed with a manager's rigour.

- **Deploy through venture capital fund managers.** Jelawang Capital channels capital to emerging and regional fund managers under thesis-driven mandates, who in turn raise private capital alongside it and invest in local startups. The fund-of-funds model multiplies capital, creating a crowding-in effect, and embeds professional investment discipline at the point of deployment. In 2025, it mobilised RM 290 million into emerging local and established regional fund managers. Complementing this, KWAP's Dana Perintis provides growth capital and funding continuity to high-potential Malaysian startups, helping them

scale while crowding in private investment. Together, these platforms strengthen capital formation across the venture ecosystem;

- **Grow Malaysia's domestic fund managers.** Jelawang Capital's Emerging Fund Managers' Programme (EMP) provides anchor commitments to local managers raising their first, second or third fund, pairing capital with support to strengthen governance, build track records and attract additional investors. Alongside this, Dana Perintis anchors investments through top-tier venture capital managers, combining financial backing with ecosystem development that expands the pool of experienced fund managers and supports the growth of Malaysian technology companies; and

- **Draw global managers and expertise onshore.** Dana Perintis backs global venture firms that bring international networks, expertise and market access to Malaysian founders, while Jelawang Capital's Regional Fund Managers' Initiative (RMI) attracts established regional and global fund managers. Together, they broaden access to capital, talent and international opportunities, enriching Malaysia's startup ecosystem, bringing networks, cross-border deal flow and institutional know-how into the domestic market. Among them are AppWorks and Antler, which have localised programmes in Malaysia. In 2025, RM 425 million was allocated and deployed through these channels into regional venture funds, helping Malaysian startups scale globally.

Catalyse Malaysia's Venture Capital and Crowd-In the Startup Ecosystem

2022 - June 2026

More than
130
Malaysian startups supported

Close to
30
Bumiputera startups

11
Partner venture funds

Fund managers:

The venture funds channelling capital to these companies

Dana Impact



Dana Perintis



... and more

Bumiputera-owned startups:



... and more

Scale Malaysia's Emerging Companies

Feature story

Unlocking Agricultural Productivity through Homegrown Drone Technology



Backed by Jelawang Capital and Dana Perintis:



Aonic's Series A round is backed by Khazanah's Jelawang Capital (Dana Impak) and KWAP's Dana Perintis through its EMP partner Kairous Capital. Founded in 2016, Aonic is a Malaysian-built drone technology company that designs and manufactures industrial drones, alongside the software, training, and financing ecosystem required to deploy them at scale. Its precision drone spraying gives smallholders and plantation operators a domestically-built route to higher yields, lower input costs, and safer operations, while exporting that capability into fifteen countries.

As of June 2026:

USD10_{mn}
series A raised

15
countries served

+50%
farmer income

+54%
farm output



Scale Malaysia's Emerging Companies

Feature story

Making Technology More Affordable through the Circular Economy



Backed by Dana Impak:



CompAsia is a Malaysian-founded circular economy company helping consumers and businesses access high-quality technology in a more affordable, transparent and sustainable way. Through its platform and partner ecosystem, CompAsia enables users to sell, trade in, finance and purchase second-life smart devices, including smartphones, tablets and laptops, making quality devices more accessible to the masses. At the same time, it addresses key pain points in the used-device market, including pricing transparency, trust and accessibility.

Khazanah's support through Gobi Partners reflects its impact principle backing homegrown companies with strong commercial traction, differentiated capabilities and the ability to deliver tangible socioeconomic impact.

As of June 2026:

2 mn

and more devices transacted

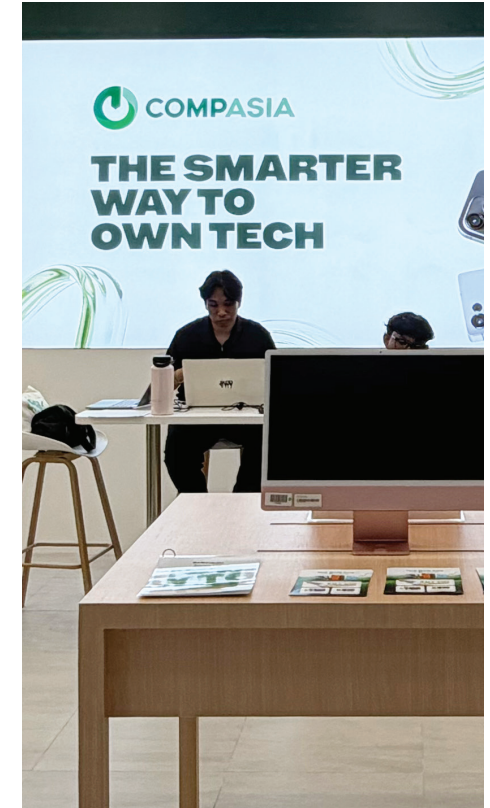
160,000 tonnes

carbon emissions avoided

“Making technology more affordable should not come at the expense of sustainability. With Khazanah support through Gobi Partners, CompAsia is scaling a Malaysian-built platform that helps consumers and businesses access quality technology, unlock value from existing devices and reduce e-waste.”

Julius Lim

Founder and CEO, CompAsia



Scale Malaysia's Emerging Companies

Feature story

Scaling Malaysia's Homegrown Industrial Robotics Champion



**AUTOMATION
& ROBOTICS**

Backed by Jelawang Capital and Dana Perintis:



KHAZANAH
NASIONAL



Founded by Universiti Teknologi Malaysia alumni who converted research into production-grade robotics, DF Automation & Robotics designs and manufactures Automated Guided Vehicles (AGV) and Autonomous Mobile Robots (AMR) deployed across ten countries in electronics, semiconductors, automotive, and healthcare.

Khazanah and KWAP's investment, through Vynn Capital, scales a homegrown alternative to foreign robotics suppliers, with the ability to compete internationally.

This catalytic investment contributes to the development of high-skilled engineering talent, promotes innovation through continuous R&D, and strengthens the domestic high-tech ecosystem.

As of June 2026:

RM8.1mn

pre-series A round

10

countries served

50

enterprise clients onshore





Aonic's Mist Tec 50 spraying pesticides in Tersang Estate, Pahang. The drones reduce pesticide use by 40% due to point-to-point capability.

Accelerate Mid-Tier Companies into Regional Champions

Mid-tier companies (MTCs) are the economy's missing middle. They contribute 36% of Malaysia's GDP and employ 16% of the workforce. Yet many stall just as they become ready to scale, short of the capital, capabilities and market access that the next stage demands.

GLICs address all three challenges through a coordinated effort to turn high-potential firms into regional champions:

- **Deploy growth capital.** Khazanah's Dana Impak has committed RM 1 billion between 2024 and 2028 to scale up Malaysian MTCs, mobilising growth capital through experienced fund managers, partnering with homegrown private equity firm Creador, and Navis Capital and Granite Asia for private credit strategy. KWAP's Dana Pemacu adds growth-stage private

equity through its co-investment structure. For Bumiputera mid-tier firms specifically, Ekuinas continues its private equity and private credit work with RM 7.1 billion in Bumiputera equity value generated since 2009, complemented by Khazanah's planned Dana Ciptawan, an upcoming RM 200 million commitment targeted at supporting Bumiputera enterprises as well as other Malaysian MTCs;

- **Open regional markets.** Becoming a regional champion requires reach. KWAP's Dana Pemacu pairs global fund managers with local partners under a co-GP model, channelling international networks, sector expertise and cross-border deal flow to the Malaysian companies they back. With partners such as Nexus Point, I Squared Capital and TrustCapital Advisors Investment Management, whose footprint

spans South and Southeast Asia, the intent is to lift Malaysian MTCs onto regional and global radars, not merely to grow them at home; and

- **Build firm-level capabilities.** A company requires more than capital to scale. Through Dana Impak, Khazanah complements capital deployment with structured capacity-building programmes: the Mid-Tier Growth Innovation Programme (MGIP), which supports MTCs to drive growth innovation, venture into new markets and expand into new business segments through customer-centricity, enterprise innovation and business expansion plan validation; and the ELEVATE Programme 2.0, an executive-leadership programme by the Securities Commission's Capital Markets Malaysia in partnership with Khazanah, to strengthen MTCs'

fundraising capabilities. Together they target up to 100 mid-tier companies, building the pipeline of capital-market-ready firms the SC's roadmap needs to lift MSME and mid-tier fundraising to RM 40 billion by 2028. For Bumiputera firms, PNB and fellow GLICs launched the 10 Bumiputera Champions (10BC) Programme in December 2025, giving each selected company tailored support to become investable within five years.

“The 10BC Programme marks a shift from developing vendors to building champions. Through coordinated GLIC effort, we are creating a stronger pathway for Malaysia's promising Bumiputera companies to scale, innovate and compete at the highest levels, strengthening the nation's future competitiveness.”

Dato' Rizal Rickman Ramli
President & Group Chief Executive, PNB

Dana Pemacu: Develop the Nation's Private Markets Ecosystem



RM6.0 bn

Total commitment · RM4.0 bn Shariah-compliant

RM1.2 bn

allocated and deployed for 2025



12 global GPs

paired with 24 local talents · 4 mandates per asset class

Building the Foundations

- A co-GP model that draws private capital in
- Minimum 40% of each venture is held by the local GP
- Minimum 60% of capital is deployed in Malaysia

KWAP's journey in supporting Malaysia's private market ecosystem began with its investments in the COPE Opportunities Fund and Creador, providing early exposure to the growth and development needs of local companies. These foundational investments helped shape KWAP's private market strategy and guided the development of initiatives such as Dana Pemacu as well as Dana Perintis, aimed at accelerating the growth, competitiveness and internationalisation of Malaysian businesses. Under Dana Pemacu, investment activities were commenced in Q3 2025 post-signing of agreements and receipt of Private Equity Management Corporation Licence by appointed co-GP managers.

Private Equity

Priority Sectors

Food security · Digital economy · Healthcare & silver economy · Consumer & export industries
Decarbonisation

Appointed Managers (Co-GP)



INVESTCORP

Infrastructures

Priority Sectors

Renewables · Energy transition · Digital infrastructure
Transport & utilities · Water

Appointed Managers (Co-GP)



Real Estates

Priority Sectors

Logistics & industrial (China +1) · Data centres
Build-to-rent · Student housing · Senior living

Appointed Managers (Co-GP)



Dana Pemacu: Develop the Nation's Private Markets Ecosystem



Feature story

Bio-Science Nutraceutical

via Mekar Capital (local GP) and Navis Capital (global GP)



In 2025, KWAP made a RM 51 million investment into a one-stop nutraceutical products supplier and brand owner in Malaysia. The company is distinguished by its direct sourcing of branded and patented ingredients, strong new product development capabilities, and a differentiated premium consumer brand portfolio.

Bio-Science demonstrates how institutional capital can support the development of high-value healthcare and wellness businesses by strengthening domestic capabilities in nutraceutical innovation, product

commercialisation and premium brand development. As demand for preventive healthcare continues to grow across Malaysia and the region, in line with capitalising on Malaysia's halal certification infrastructure and manufacturing base, the company is well-positioned to contribute towards a more sophisticated and competitive wellness ecosystem.

As of June 2026:

RM51mn
capital deployed, 2025

“Our investment in Bioscience Nutraceutical perfectly reflects Dana Pemacu’s mission to boost the Malaysian economy by scaling local champions. By accelerating Bioscience’s regional distribution, digital capabilities, and premium brands like SwissMed, we are building a world-class nutraceutical platform positioned for its next phase of exponential growth.”

Ahmad Shahizam Mohd Shariff
Partner, Navis-Mekar



Dana Pemacu: Develop the Nation's Private Markets Ecosystem

Feature story

Centralised Labour Quarter Facilities

via Foster Capital (local GP) and Castleforge (global GP)

Through a co-investment of RM 210 million in Phase 1 to develop 9,000 beds, KWAP is supporting Malaysia's growth by creating better living environments for the people who contribute to the nation's economic progress. The initiative forms part of a broader development to deliver 28,800 beds across four projects, with a total gross development value of approximately RM 600 million.

This investment strengthens Selangor's manufacturing ecosystem, enhances export readiness, and provides safe, affordable, and quality accommodation

for workers who are an integral part of the Klang Valley's communities.

As of June 2026:

RM210_{mn}
capital allocated for 2026

28,800
bed capacity across total development



Workers enjoying a game of foot volleyball ('sepak takraw') at the Centralised Labour Quarters.

Build the Capacity of Malaysia's Mid-Tier Companies (MTCs)

MGIP
MTC Growth Innovation Programme

Mid-Tier Companies Growth Innovation Programme

32 MTCs supported
as of June 2026

An initiative by:



Focuses on strengthening the positioning of the MTCs' products and services through deeper customer understanding.

Provide access to capital to MTCs with clear ambition, strong fundamentals, and innovation potential.

THE ELEVATE
PROGRAMME

ELEVATE Programme 2.0

21 MTCs supported
as of June 2026

An initiative by:



Strategic partners:



Supported by:



4-month executive leadership programme delivered by Capital Markets Malaysia (an affiliate of Securities Commission Malaysia).

Designed to prepare small and medium enterprises (SMEs) and MTCs for successful capital raising, by strengthening their equity narrative and governance.

MTCs supported by MGIP and ELEVATE Programme 2.0



...and more



"After 17 years of building the business, MGIP gave us the space and structure to step back and turn our growth ambition into a clear execution plan" - Puan Hajah Padzilah Enda Sulaiman, Founder of Siti Khadijah

Anchor Capital Markets for Quality Listings

A growth-stage company reaches a natural milestone when it lists publicly. GLICs play an important role as cornerstone and strategic anchor investors in quality listings on Bursa Malaysia.

The significance runs beyond any single IPO. By anchoring the exit, GLICs close the loop of the relay race. Capital returned to venture and private-equity backers at the point of listing is capital they can recycle into the next generation of early-stage firms, allowing the pipeline behind them to keep moving. Reaching the Capital Market Masterplan 2026-2030 target of RM 5.8-6.3 trillion in market capitalisation by 2030 rests on a sustained flow of credible listings, and institutional anchoring is part of what makes that flow viable.

GLICs anchor listings in three ways:

- **Create the exit that recycles capital.** By absorbing part of the sell-down at IPO, GLICs give venture and private-equity investors a credible, liquid exit, the event that lets them return capital to their backers and redeploy into earlier, higher-risk stages. A dependable institutional exit at listing is what keeps the earlier stages of the pipeline financed;
- **Validate quality for the broader market.** A cornerstone commitment from a sophisticated institution signals that a company has cleared rigorous diligence, narrowing the information gap that deters retail and foreign investors and broadening genuine participation in the float; and
- **Anchor a stable base of long-term owners.** A cornerstone stake gives a newly listed company a foundation of patient institutional shareholders who stay invested through the volatile early period, supporting the company as it establishes itself rather than trading in and out of it. That long-term ownership is the entry point to the active stewardship GLICs go on to provide as the company matures.



SkyeChip Bhd debuted on the MAIN Market of Bursa Malaysia on 20th of May 2026. As cornerstone investors, GLIC subscription of the initial public offering stood at 15.5%. The IPO recorded an oversubscription rate of 95.03 times.

Elevate Value Creation across GLCs

GLICs actively steward a portfolio of 37 GLCs, targeting 7.5% annualised total shareholder returns from 2024 to 2028, a trajectory that could unlock RM 100 billion in value. Performance has outpaced expectations, with GLICs delivering 8.0% total shareholder returns (TSR) for full year 2025. Because GLCs make up around 27% of market capitalisation on Bursa Malaysia's MAIN Market, held on behalf of the country's savers, the gains flow back to EPF, KWAP, PNB and TH members, lifting ordinary Malaysians' retirement savings.

GLICs steward the portfolio on three fronts:

- **Set the target and drive towards it.** The commitment rests on clear targets for shareholder return, return on equity, margins and dividend payout, benchmarked against best-in-class sector peers;

- **Be a lighthouse for corporate Malaysia.** Beyond their own returns, the GLICs set the standard for the wider corporate sector in disclosure and the discipline of long-term value creation. That standard is now carried market-wide: under the Capital Market Masterplan 2026-2030, the Securities Commission and Bursa Malaysia introduced MY Value Up in April 2026, asking the 88 largest listed companies, which account for around 80% of market value, to disclose their own value-creation plans, much as the GLICs do within their portfolio; and

- **Advance strategic national priorities.** The portfolio is also directed towards goals the market alone would underprovide. For example, building firms that compete regionally, catalysing the sectors central to the economy's transformation, and underpinning

the infrastructure and supply chains it depends on. This draws private capital in rather than displacing it.

Portfolio at a Glance

37

GLCs in the portfolio

27%

of market capitalisation on
Bursa Malaysia's MAIN Market

RM47.0 bn

capital deployed in 2025

40,126

vendors in the supply chain

196,522

GLC permanent Malaysian
employees

GLIC Stewardship of the GLC Portfolio on Behalf of the Nation

Deliver Sustainable Financial Returns

2028 targets

7.5%

Annualised total
shareholder returns
2024-2028

10.3%

Return on equity

RM50.0 bn

Net profit

23%

EBITDA margin

55%

Dividend payout
ratio

Advance Strategic National Priorities



Build Regionally Competitive Firms

Back national champions that
can compete beyond Malaysia



Catalyse Sectors Vital to Transformation

Direct capital into the industries
central to the economy's next
phase



Underpin Infrastructure and Supply Chains

Fund the backbone the wider
economy depends on



Catalyse Government Priorities

Aligned with strategic national priorities, GLICs and GLCs are deploying patient capital to fortify Malaysia's foundational sectors, pursuing these ambitions where they align with commercial mandates to deliver sustainable returns for unitholders. This work spans health, energy, food, infrastructure and heritage.

GLICs and GLCs are investing across these core areas:

- **Reinforce healthcare resilience.** GLICs are expanding capabilities into complex biomanufacturing. This is anchored by the RM 1.9 billion take-private of Apex Healthcare and Pharmaniaga's new insulin and vaccine manufacturing facility, capable of producing 25 million vaccine doses and 30 million insulin cartridges annually, while broadening affordable care delivery and scaling the domestic care economy;
- **Promote energy transition.** Led by TNB's RM 42.8 billion commitment under Regulatory Period 4 (2025-2027), GLCs are scaling renewable generation, modernising the national grid with RM 12.0 billion regulated capex invested in 2025 alone, and embedding clean energy across their own commercial asset bases. This is reinforced by a new financial pillar: KWAP's RM 2 billion Dana Iklim* to scale strategic climate investments, introduced in 2025;
- **Modernise agro-industries.** Institutional capital is bridging the food security gap by mechanising and digitalising upstream production via local agritech pioneers such as Aonic and Meraque, while scaling homegrown brands such as Mamee and ZUS Coffee into regional champions to capture high-value downstream segments;
- **Strengthen Malaysia's connectivity.** Following Malaysia Airports' privatisation, a consortium anchored by Khazanah and EPF committed RM 11 billion over five years to support an annual passenger volume that reached 104.5 million in 2025, funding major

capacity expansions across KLIA, Penang and Kota Kinabalu alongside logistics hubs such as the Penang International Logistics Aeropark; and

- **Reimagine Kuala Lumpur's built heritage.** Launched in April 2025, the Warisan KL initiative is one of Malaysia's largest national heritage-led urban initiatives, spanning key identified landmarks. It activates the capital's historic core, establishing a public-private framework to generate RM 7.9 billion in economic value and attract over 9.1 million visitors by 2035.

By balancing national development with commercial discipline, these institutions help ensure that Malaysia's growth is both self-sustaining and resilient against global shifts.



Capital allocated and deployed stood at:



Healthcare:

RM383mn

2016-2025



Energy Transition:

RM45.1bn

2025-2030



Connectivity:

RM11.0bn

2026-2030



Heritage Infrastructure:

RM600mn

Khazanah's Dana Warisan

Reinforce Healthcare Resilience

Malaysia's healthcare sector stands at a pivotal moment. As the population ages and chronic disease prevalence rises, the nation must simultaneously strengthen its pharmaceutical manufacturing base, expand affordable private healthcare access, and broaden the care economy to meet diverse household needs.

GLICs and GLCs are deploying and allocating capital across all three fronts, building the ecosystem infrastructure that keeps Malaysians healthier and captures more healthcare value on domestic shores:

- **Expand capabilities into complex biomanufacturing.** Malaysia has long aspired to move up the pharmaceutical value chain, and that transition is now underway with GLIC capital as the enabling force. EPF's participation in the RM 1.9 billion take-private transaction

of Apex Healthcare, the largest pharmaceutical privatisation in Malaysia's history, anchors an integrated platform with EU-GMP certified manufacturing and a distribution network spanning more than 20 countries. In parallel, Pharmaniaga has secured a three-year RM 281.7 million Ministry of Health contract to supply human insulin to healthcare facilities nationwide, with supply expected from its locally owned Puchong manufacturing facility by 2028, reinforcing Malaysia's pharmaceutical self-sufficiency through reduced import reliance and domestic capability development. Complementing these efforts, PNB-backed Duopharma Biotech strengthens Malaysia's pharmaceutical resilience through local manufacturing of generic, over-the-counter and specialty medicines,

supporting reliable supply, affordability and the growth of higher-value healthcare capabilities;

- **Support affordable healthcare delivery.** Rising medical claims inflation and a private healthcare system where only 22% of the population holds medical and health insurance/ takaful coverage signal a clear opportunity: to expand access, not just contain costs. The government's RESET framework, sets the direction, targeting a more sustainable, value-based, and accessible private healthcare ecosystem. GLICs are contributing directly to this national effort. EPF co-funded an external review of the healthcare licensing process, to streamline the path for new providers to enter the market and bring more affordable care closer to Malaysians. Separately, investments like Khazanah's into Valiance

Health, Malaysia's first large-scale standardised healthcare data platform, contributes to building the enablers that underlie a sustainable healthcare ecosystem; and

- **Develop the care economy.** Beyond clinical and pharmaceutical infrastructure, GLICs are backing the businesses that make everyday caregiving more accessible and affordable for Malaysian families. Through allocations to companies such as KiddoCare, CareConcierge, and related platforms, GLICs are scaling services that address the practical dimensions of care, from childcare provision to mental health. These investments recognise that a functioning care economy is a prerequisite for a flourishing society.

Strengthen the Healthcare Ecosystem



Largest local private
integrated pharma player

Take-private transaction
Backed by EPF, 2026



Halal vaccine and insulin
manufacturing

New plant commissioning
Backed by LTAT, 2018



Local botanics
nutraceutical producer

**MTC Growth Innovation
Programme (MGIP)**
Supported by Khazanah



Generics manufacturer

**Domestic insulin
production and supply**
Backed by PNB, 2017



Health supplement
manufacturer

Equity investment
via KWAP-backed fund
managers, 2026



Healthcare data platform

Equity investment
via Khazanah-backed
fund manager, 2026



Integrated primary care
provider

Equity investment
via Khazanah-backed
fund manager, 2025



Senior care provider

Equity investment
via Khazanah-backed
fund managers, 2023



Digital therapeutics platform

Equity investment
via Khazanah-backed
fund managers, 2018



On-demand family care
provider

Equity investment
via Khazanah-backed
fund manager, 2024



On demand home-based care

Equity investment
via Khazanah-backed
fund manager, 2016

Expand Capacity into Complex Biomanufacturing

Feature story

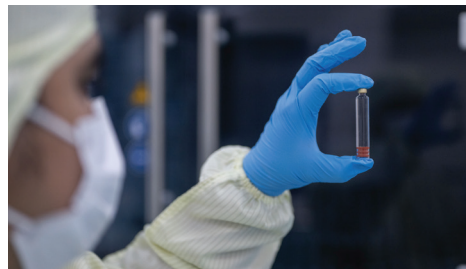
Strengthening Biopharmaceutical Manufacturing Capabilities

pharmaniaga®

Backed by:



Malaysia has long depended on imported insulin to meet domestic demand, importing >70% of its supply. To strengthen long-term healthcare security, Pharmaniaga has established the country's first locally owned biopharmaceutical manufacturing facility. Through technology transfer with strategic partners, the high-tech facility in Puchong, Selangor now provides Malaysia with local insulin manufacturing capability while serving as the foundation for future vaccine production under the National Vaccine Development Roadmap. This initiative enhances medicine security,



advances domestic biopharmaceutical capabilities and positions Malaysia to serve regional export markets.

As of June 2026:

30 mn

insulin cartridges in annual production capacity

RM282 mn

3-year government contract for the supply of human insulin to healthcare facilities in Malaysia, 2026-2029

Feature story

Backing Established Pharmaceutical Platforms



Backed by:



EPF's involvement in the RM 1.9 billion take-private acquisition of Apex Healthcare Berhad, the largest pharmaceutical privatisation in Malaysia's history, reflects a commitment to backing established Malaysian businesses with the potential to grow beyond our borders.

Founded in 1962, Apex is Malaysia's largest local private integrated pharmaceutical player, with EU-GMP certified manufacturing and a distribution network spanning Malaysia and Singapore. Alongside a consortium with Quadria Capital, 65 Equity Partners



and Silk Road Fund, EPF backs this platform through its next chapter of operational excellence and regional growth across ASEAN.

As of June 2026:

16,000+

end customers served: hospitals, clinics and pharmacy chains

20+

countries with active commercial presence

Support Affordable Healthcare Delivery

Feature story

Streamlining the Licensing Pathway

CKAPS Licensing Process Review

Backed by:



In support of Malaysia's RESET framework to improve access to affordable private healthcare, EPF, together with the Joint Ministerial Committee on Private Healthcare Costs (JBMKKS), co-funded the appointment of an external consultant to review the CKAPS licensing process in 2026.

CKAPS (Cawangan Kawalan Amalan Perubatan Swasta) is the MOH body responsible for licensing all private healthcare facilities under Act 586, and a mandatory gateway for any provider seeking to operate legally.



The review streamlined the end-to-end journey for private healthcare providers, reducing complexity and processing time, to ease entry for private healthcare providers.

The initiative supports greater healthcare access and affordability for Malaysians, while fostering a broader and more diverse healthcare sector for potential investment opportunities.

Feature story

Building Standardised Health Data



Backed by Jelawang Capital:



Value-based healthcare has been a policy ambition in Malaysia for years, and its realisation depends above all on trustworthy, standardised data. Valiance Health is building Malaysia's first large-scale standardised healthcare data platform, aggregating clinical, operational and financial data from hospital systems and harmonising them into a single, internationally recognised model. Khazanah's investment via Gobi Partners provides the institutional backing to scale this infrastructure across providers, insurers and administrators.



As of June 2026:

RM85,000

annual cost savings demonstrated at Avisena Healthcare

5

private hospitals and administrators onboarded to date

Promote Energy Transition

Malaysia's National Energy Transition Roadmap sets an ambitious course to reach 70% renewable energy in installed capacity and to net-zero greenhouse gas emissions by 2050. For an economy whose electricity demand climbs as it industrialises, clean power is as much a matter of energy security as climate responsibility, a case that only strengthens as global fuel markets stay volatile.

TNB anchors the national effort on renewable energy, with RM 42.8 billion of capital expenditure committed under Regulatory Period 4 (2025-2027), alongside UEM Group's decarbonisation programme and renewable initiatives across the wider GLC base. This operational push is fortified by a strategic investment pillar, KWAP's RM 2.0 billion climate-focused investment fund, Dana Iklim*. As Malaysia's first dedicated climate

fund, it injects long-term liquidity into infrastructure, private equity, and real estate, effectively bridging the gap between national policy and commercial deployment.

Together, this coordinated deployment of capital and capability runs across three operational fronts:

- **Generate clean energy at scale.** TNB grew its renewable capacity to 4,681 MW in 2025, advancing solar, hydro and battery storage towards a target of 10 GW by 2030. It builds in an open market in which independent power producers and private developers are active at scale: TNB and UEM compete for offtake on the same commercial terms as private players, adding to the national build-out rather than crowding it out, while UEM Group complements generation with industrial decarbonisation,

integrating solar-plus-storage at assets such as KLIA;

- **Strengthen the grid to carry the transition.** TNB invested RM 12.0 billion of regulated capex in 2025, the first tranche of the RM 42.8 billion committed under Regulatory Period 4, the largest grid capex programme in TNB's history. The grid is the critical enabler of the entire transition: without the capacity to absorb and move new generation, none of the renewable build-out reaches demand. The programme is also a direct multiplier into the domestic economy, engaging engineering firms, contractors and component suppliers nationwide. This has lifted the share of spending directed to local suppliers from 52% in 2024 to 57% in 2025; and

- **Adopt renewables across GLC assets.** Beyond generation and grid, GLCs are applying the same transition standards to their own operations: TNB's GSPARX has secured 216 MWp of community solar since 2019, Sime Darby Property is embedding solar across its townships, and Malaysia Airports is rolling out renewable systems at its facilities.



Build a Modernised, Flexible, Future-Ready Grid

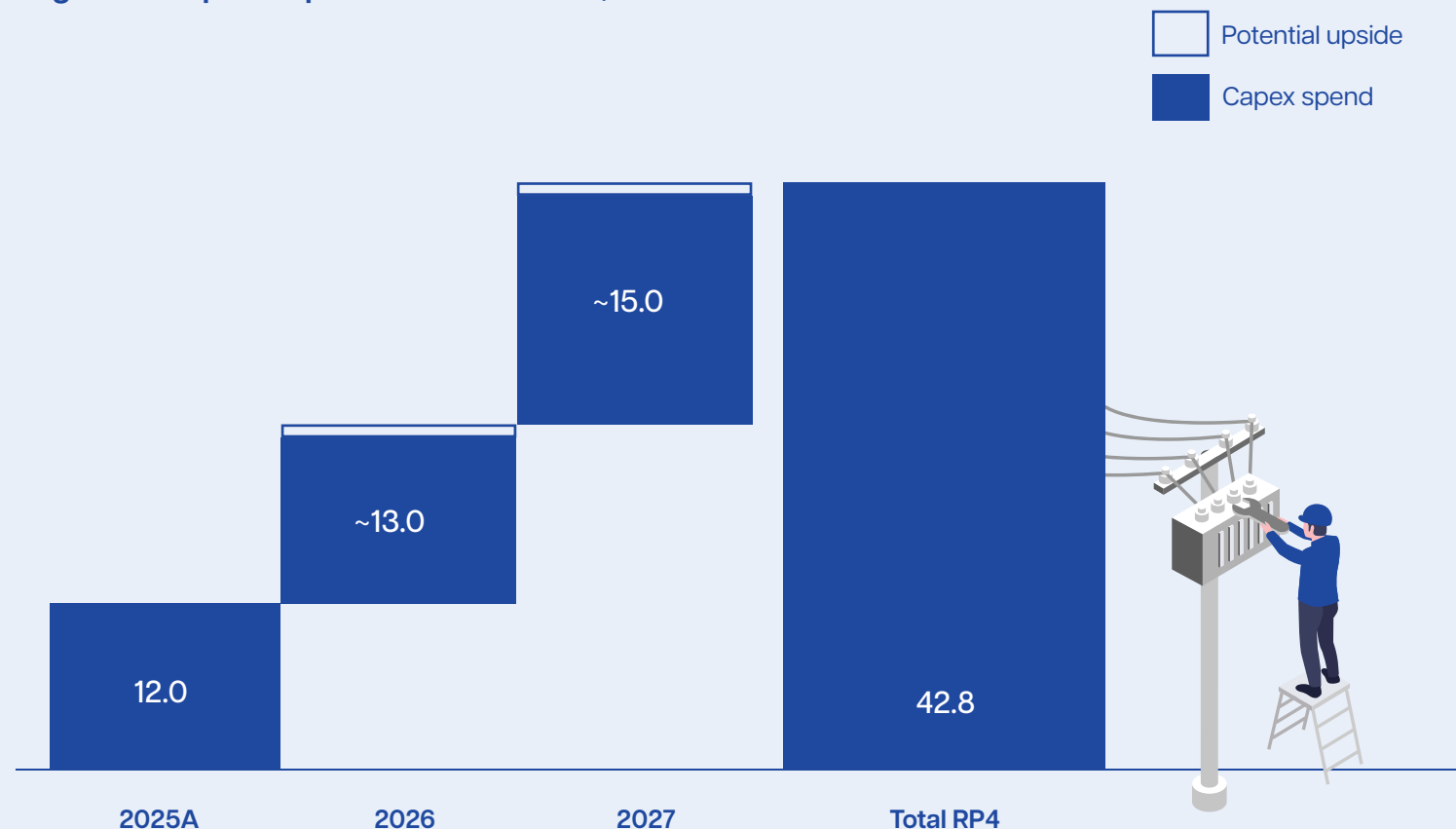
Regulated capital expenditure under RP4, 2025-2027

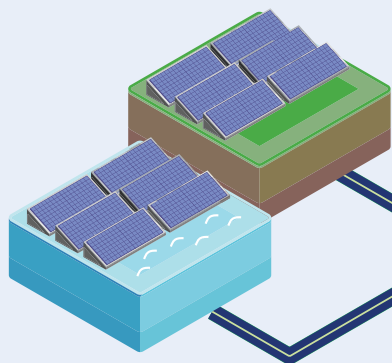


RM42.8 bn

allocation for RP4 represents the largest regulated capex to date by TNB, focusing on building a modernised grid that supports Malaysia's energy transition.

It aims to strengthen security of supply, unlock demand growth, and accelerate renewable energy integration through enhanced grid capabilities, digitalisation and strategic infrastructure development.





1 Deliver Clean Generation

Low-emission generation portfolio

Develop Large-Scale Solar parks, Hybrid Hydro-Floating Solar projects, biomass and hydrogen co-firing initiatives

Green financing

Issue Green Sukuk to fund RE projects

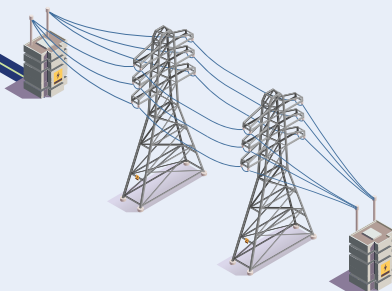
4.7 gw

RE capacity achieved, 2025

10 gw

RE capacity targeted, 2030

2 Develop Energy Transition Network



Grid modernisation

Modernise grid infrastructure, alongside targeted BESS deployments and ASEAN Power Grid interconnection initiatives

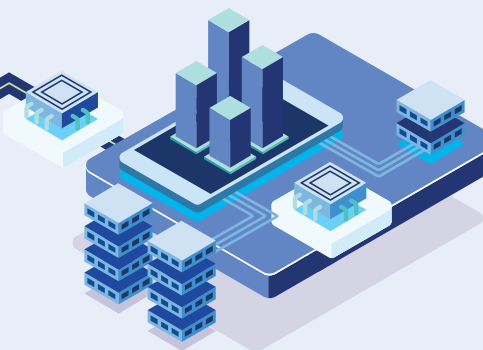
Grid digitalisation

Scale deployment of smart meters, Advanced Distribution Management Systems and AI-driven predictive maintenance

RM42.8 bn

allocated for grid modernisation as part of RP4, 2025-2027

3 Drive Dynamic Energy Solutions



Digital infrastructure

Prepare for 59 data centre and hyperscaler projects secured, representing approximately 8.3 GW of total potential demand

Decentralised retail solutions

Support EV charging network, advance solar adoption via GSPARX, customer-centric energy solution through myTNB app, Energy Budget feature

59

DC & hyperscale projects secured (36 already operating), as of March 2026

500

total EV charge points targeted, 2026

216 mwp

solar capacity via GSPARX, a TNB subsidiary providing end-to-end rooftop solar solutions, 2025

74,293 tonnes

of consumer-side emissions saved through uptake of Energy Budget, 2025



Enable Malaysia's Energy Transition

Feature story

Greening Malaysia's Industrial Sector

An initiative by:



UEM Lestra is focused on the decarbonisation of industrial parks, grid and the transportation industries, enabling cleaner energy supply for manufacturing clusters, whilst developing local capabilities within its wider supply chain.

In 2025, UEM Lestra expanded its solar asset portfolio by acquiring a 34 MWp solar farm in Perak and commissioned a 75 MWp solar farm in Kulim Hi-Tech Park, Kedah.

UEM Lestra also entered into a 36 MWp SELCO (Self-Consumption) solar project with Battery Energy Storage Systems (BESS) to support Kuala Lumpur International Airport's green electricity demand.

Upon completion next year, this will be the 1st large scale SELCO with solar and BESS in Malaysia. UEM Lestra's solar asset capacity will expand to approximately 230 MWp, in addition to the 47 MW renewable capacity generated from biogas and mini-hydro.

Key projects as of June 2026:

46 GWh

hybrid solar and BESS project, KLIA

1 GW

hybrid solar and BESS project, Johor



Enable Malaysia's Energy Transition

GLC Energy Transition Initiatives Underway as of June 2026



Invested in sustainable aviation fuel

to reduce carbon emissions
by **300 tonnes annually**



Adopted green cement and green concrete

at **30% and 52% replacement rate**
in 2025



Developing a 30 MW solar project

to supplement KLIA's requirements,
and planning rooftop solar
installations at **regional airports**



Potential installation of solar systems

at **150 TM premises**
in partnership with TNB



Piloting rooftop-solar leasing model

in City of Elmina to support commercial
and industrial developments
within a radius of 5 km

...and more

Dana Iklim+: Building Malaysia's Climate-Resilient Future



Taking a systems-based approach, Dana Iklim+ invests across infrastructure, real estate, private equity and nature-based solutions to address critical transition needs and strengthen domestic capabilities.

As Malaysia's first multi-asset climate fund, Dana Iklim+ aims to reduce or avoid up to 1 million tCO₂e, directly supporting Malaysia's Nationally Determined Contribution (NDC) 3.0 sustainability targets while mobilising capital towards solutions that can deliver lasting environmental and societal value for the nation.

As of June 2026:

100%

of capital deployed in Malaysia since launch of fund

RM2.0_{bn}

capital committed over the period of 2026-2030, with 50% at minimum targeted for deployment in Malaysia

1_{mn}

tCO₂e emissions targeted reduction or avoidance through the fund





Dana Iklim+: Building Malaysia's Climate-Resilient Future

Feature story

Lestari Cooling Energy Sdn Bhd



Backed by:



Lestari is a Malaysian infrastructure platform focused on the development and operation of energy-efficient cooling assets. Combining KWAP's long-term institutional capital, Stonepeak's global infrastructure investment expertise, and KJTS Group Berhad's industry-leading capabilities in energy-efficient cooling solutions, Lestari represents a strategic infrastructure investment that supports Malaysia's long-term economic and sustainability objectives.

Lestari does this by developing and operating energy-efficient cooling

infrastructure, incorporating chiller retrofitting works across various real estate sectors. Five of these retrofitting exercises have been completed.

Lestari will become the reference point to help develop Malaysia's expertise in advanced cooling technologies, support high-skilled employment, and strengthen local industry capabilities, enhancing the country's competitiveness in sustainable infrastructure and energy-efficient solutions.

Between January to April 2026, the retrofitting work has helped reduced energy consumption by 663,046.60 kWh, implying a CO₂ emission reduction of 491 tonnes, with more expected in the future. This represents 31.9% reduction in electricity consumption before and after retrofitting.



As of June 2026:

RM191 mn

co-investment allocated for 2026–2031, drawing in an additional RM 1.3 billion alongside it, raised by Stonepeak

70,000

tCO₂e emissions savings per year at full deployment, equal to annual emissions from approximately 20,000 petrol cars

3,000

jobs to be created at full deployment

Modernise Agro-Industries

Food security is a pillar of national resilience, and it rests on strength across the whole agro-food value chain, both in how efficiently the country produces and in how much of the value it captures downstream. GLICs and GLCs are well placed to build that resilience: they hold the capital to fund agricultural innovation, the landbanks to deploy it at scale and the institutional weight to develop consumer brands that compete regionally.

Their efforts run across two fronts: modernising upstream production and anchoring downstream value.

- **Mechanise and digitalise upstream production.** GLICs are directing capital to Malaysian agritech firms building autonomous machinery, large-scale mechanisation and digital estate-management tools, such as

drone and automation specialists Aonic and Meraque. Beyond lifting plantation productivity, mechanisation reshapes the nature of estate work itself, reducing dependence on manual labour and opening the sector to a younger workforce, including more women, at a time when the industry faces structural labour shortages; and

- **Capture downstream value through homegrown brands.** GLICs are scaling established Malaysian consumer brands such as Mamee and ZUS Coffee into regional champions. The aim is for Malaysia to command the high-value end of the food economy, manufacturing, processing, branding and retail, rather than competing only as a producer of raw commodities, completing the value chain from estate to shelf.

“The machine I operate distributes fertiliser to all palms with precision and efficiency that has transformed what plantation work demands and who can do it. The skills are technical and learnable, and that opens the door for a new generation of workers, including women like me. I want other young Malaysians to know this industry has a place for them. ”

Nor Syazwani binti Norazman
Machine Specialist, SD Guthrie





SD Guthrie's Initiatives in Modernising Estate Operations

Feature story

MAD Programme

Mechanisation-Automation-Digitalisation

MAD is SD Guthrie's initiative to transform work in plantations to be more sophisticated and less laborious, through advanced mechanisation, automation, and digitalisation of operations, including harvesting and non-harvesting activities.

Local agritech partners:



As of June 2026:

950

machines deployed, 2021-2025

514

local Machine Specialists active roles created

RM3,115

median specialist salary per month

Feature story

Digital Estate Initiatives

Real-time decision-making

Plantation operations have historically lacked real-time visibility across field activities creating yield leakage, input wastage, and underutilised machinery. SD Guthrie is exploring a digital estate layer to address this through data intelligence systems to enable real time decision-making.

Three Data Intelligence Systems:

- **Supply Chain Tracking**
Monitoring product movement from source to processing to reduce spoilage and wastage
- **Resource Optimisation**
Precision monitoring to ensure inputs such as fertilizer are optimally applied in quantity and place
- **Asset Performance Monitoring**
Tracking equipment uptime and idle time to maximise return on machinery investment

Strengthen Malaysia's Connectivity

As Malaysia positions itself as a regional economic hub, a resilient airport network becomes foundational to tourism flows, business travel, airline confidence and long-term competitiveness. In 2025, Malaysia handled 104.5 million passengers, an increase of 11.4% from the previous year. Sustaining this momentum and making Malaysia an end destination requires coordinated investment across infrastructure, operations and passenger experience.

Following Malaysia Airports' privatisation in February 2025, a consortium anchored by Khazanah and EPF committed RM 11.0 billion in capital expenditure over five years. The investment programme spans three priorities:

- **Strengthen connectivity.** KLIA is currently the most connected hub in the Asia Pacific region, and fourth

globally, according to the OAG Index in 2025. Bolstering this, Malaysia Airports introduced 15 new airline partners and 46 new routes in 2025, broadening its international route network in support of Visit Malaysia Year 2026;

- **Expand airport capacity.** To accommodate rising passenger traffic driven by heightened connectivity, Malaysia Airports is upgrading key airports across its network. In mid-2026, the company launched KLIA's long-term development plan, targeting annual capacity beyond 100 million passengers. Expansion works are also underway at Penang International Airport, where annual handling capacity will nearly double from 6.5 million to 12 million passengers, and at Kota Kinabalu International Airport, where capacity will increase from 9 million

to 12 million passengers annually; and

- **Improve the passenger experience.** Terminal reconfiguration, kerbside and traffic flow improvements, baggage handling system enhancements, and upgrading of passenger facilities are underway across the network. At KLIA Terminal 1, the Green Lane programme, developed in collaboration with the Royal Malaysian Customs Department and the Border Control and Protection Agency (AKPS), expedites passenger clearance and reduces congestion. The launch of RIMBA, a nature-inspired rest space at KLIA Terminal 1, elevates the overall passenger experience.

Malaysia Airports is also establishing dedicated logistics hubs at critical gateways, including the Penang International Logistics Aeropark and KLIA Aeropolis, to strengthen cargo distribution networks and support Malaysia's growing semiconductor export corridor.



Establish Malaysia as a Connectivity Hub and End-Destination

2025 Achievements

15 New Airline Partners

KL International Airport



Penang International Airport



Kuching International Airport 

Sultan Abdul Aziz Shah Airport 

Kota Kinabalu International Airport 

Sultan Ismail Petra Airport 

46 New Routes

Australia, Cambodia, China, France, Indonesia, Iran, Japan, Philippines, Singapore, Thailand, Turkiye, Uzbekistan

11.4% increase in passenger movement

Launch of Selangor Aero Park



Airport Expansions



Upcoming Plans

RM11 bn

Committed by MAHB privatisation consortium over five years (2026-2030)

100+ mn

annual passenger capacity targeted under KLIA's long-term development plan up from 75 million

2X

Penang International Airport's annual handling capacity upon completion, from 6.5 million to 12 million passengers

Warisan KL: Reimagine Kuala Lumpur's Built Heritage

Kuala Lumpur's historic core holds some of the nation's most significant built heritage. These are landmarks that shaped the capital's identity and carry the memory of the nation's founding. The opportunity now is to bring these spaces fully back into the life of the city, connecting history with the energy of a Malaysia advancing. For GLICs and GLCs, as institutional stewards of key assets across the capital, Warisan KL is the vehicle to deliver it.

Launched in April 2025, Warisan KL is one of Malaysia's largest national heritage-led urban initiatives, anchored by key identified landmarks across the capital's historic core, from the Dataran Merdeka Heritage Area and Masjid Jamek Enclave to Carcosa and Seri Negara, and the Merdeka 118 Precinct. It is a public-private partnership, with Khazanah, PNB Merdeka Ventures, KLCC (Holdings Berhad), Railway

Assets Corporation (RAC), Creador Foundation, Central Market, Think City, DBKL and government agencies co-investing to restore and activate these spaces, organised around three goals:

- **Catalyse economic renewal.** Turning heritage into a driver of urban regeneration, projected to generate RM 7.9 billion in economic value and draw more than 9.1 million visitors by 2035;
- **Anchor the national story.** Reviving shared spaces rich in history, arts and culture as physical anchors of Malaysia's founding national identity; and
- **Open heritage to all.** Widening access and economic opportunity for homegrown SMEs, local vendors and the communities living nearby.



Two GLIC-led precincts bring the model to life. At the [Dataran Merdeka Heritage Area](#), Khazanah's restoration of Bangunan Sultan Abdul Samad returned the copper-domed landmark to public life in phases through early 2026. Where the building once housed the colonial administration and later the courts, its halls are now activated by homegrown names such as Oriental Kopi, Kaw Kaw Malaya and Royal Selangor, turning a national monument into a working public space, and a direct demonstration of how GLIC stewardship unlocks private enterprise within a heritage precinct. Average daily footfall of 5,000 has far exceeded early estimates.



At the [Merdeka 118 Precinct](#), PNB Merdeka Ventures conserved two national heritage sites, chief among them Stadium Merdeka, where independence was declared in 1957. PNB Merdeka Ventures acquired the site to protect it and restored it to its original 20,000-seat form. It now stands beside the world's second-tallest tower - whose faceted form draws on traditional songket and the outstretched-hand Merdeka salute, linked by a four-acre public park. Further public assets follow through 2026, including the Merdeka Textile Museum, Look at 118, The View at 118 - Southeast Asia's highest observation deck, and the 118 Mall.

Through restoration and placemaking, the national initiative ensures a more livable and economically vibrant city.



Rejuvenate KL City

GLICs are playing a leading role in the rejuvenation and revitalisation of the landmarks across the Warisan KL trail.

Out of the focus areas for 2026, Khazanah and PNB are driving efforts on the Bangunan Sultan Abdul Samad Complex, Carcosa and Seri Negara, and Merdeka 118 Precinct.



WARISAN KL





Bangunan Sultan Abdul Samad Complex

Khazanah's restoration of Bangunan Sultan Abdul Samad and Pejabat Pos Besar Lama has transformed these landmarks into a vibrant cultural precinct, now home to local brands such as Royal Selangor, Kaw Kaw Malaya and Oriental Kopi. Since reopening on 2 February 2026, the precinct has recorded an average of 5,000 daily visitors.

150,000

average monthly footfall as of June 2026



KHAZANAH
NASIONAL



Carcosa and Seri Negara

Seri Negara, a landmark central to the formation of Malaysia where the 1948 Federation of Malaya and 1957 Independence agreements were signed, reopened on 20 December 2025 as a revitalised destination featuring historical galleries, a local art collection and dining spaces. Carcosa, currently in the planning phase, is being restored as an eco-sanctuary hotel, while the Carcosa–Seri Negara connecting bridge is slated for completion in 2026.

4,000

average monthly footfall as of June 2026



KHAZANAH
NASIONAL



MERDEKA 118 Precinct

Completed in January 2024, Merdeka 118 stands as one of the tallest towers in the world. Surrounding the tower are national icons such as Stadium Merdeka (completed August 2024), alongside future attractions including the 118 Mall, Merdeka Textile Museum, Look at 118, and The View at 118 Observation Deck. Stadium Negara is also set to undergo refurbishment.

52,000

average monthly footfall at Stadium Merdeka, for the period of January 2026–July 2026



Merdeka
Ventures

Special Highlight: Grow Bumiputera Wealth

Malaysia's GLICs and GLCs operate as a coordinated system to drive Bumiputera economic empowerment for both individuals and enterprises. Because Bumiputera Malaysians represent 70.6% of the population, their active participation in corporate ownership, enterprise growth and investment returns is both a social and economic imperative. To achieve this, these institutions deploy an extensive "network of reach", initiatives that touch all socioeconomic segments, making them especially effective at reaching the community, particularly the B40 and M40 segments.

At the enterprise level, they use this reach to grow and anchor SMEs within large corporate ecosystems through high-value vendor supply chains. As these businesses mature, GLICs run a continuous "relay race" to scale high-potential mid-tier enterprises into large-scale, publicly listed corporate champions. By scaling these companies, GLICs grow dividends and the collective wealth pool, maximising returns for the rakyat and funnelling financial resilience directly back to millions of households through disciplined, long-horizon savings.

GLICs not only scale companies, they also broaden Bumiputera participation and capabilities across the investment value chain. Illustrating this, KWAP's Dana Perintis and Dana Pemacu programmes were designed not only to provide catalytic capital but also to strengthen domestic

investment capabilities and encourage broader participation across the investment value chain, including among Bumiputera-owned businesses.

Such initiatives contribute to a more robust, competitive and inclusive business ecosystem while supporting Malaysia's broader economic development aspirations.

Advance Bumiputera Wealth across Multiple Fronts

Individuals	Small Businesses	Large and Medium Enterprises
Safeguard & Grow Household Wealth 2025 GLICs' Dividend and Profit Distribution Rates:    5.75% 5.35% 3.50%¹ Nurture Financial Health Early Celik MADANI: RM50 unit trust for students from public tertiary institutions RM50 mn joint contribution by PNB and government 2025 Achievements: 200,000 tertiary students credited RM10 mn successfully disbursed to students	Create Access for SMEs Through market access, capability-building and standards certification Bumiputera Procurement² RM49.0 bn spent on goods and services annually Vendor Development Programmes² RM5.5 bn directed to procurement programmes Selected GLCs with Major Vendor Programmes:      	Run the Relay Race to the Finish Line GLIC Initiatives:     Targeted support for large strategic companies Growth capital for companies to listing stage Dana Ciptawan to support the growth of Bumiputera and other Malaysian MTCs Funds designed to increase Bumiputera participation in the investment value chain Upcoming Initiatives: RM200 mn capital committed under Dana Ciptawan for Bumiputera enterprises and other Malaysian MTCs RM40 mn allocated for capability-building under 10 Bumiputera Champions Programme

1. 3.5% refers to profit distribution net of zakat, 2.575%.

2. The figures refer to the total of GLCs and PETRONAS, averaged across 2022-2025. GLC share is RM 16.0 billion of total Bumiputera procurement, and RM 5.4 billion of Vendor Development Programmes.

Scale Companies Sustainably

GLICs and GLCs have established a dedicated pathway to support and accelerate Bumiputera enterprise development at every stage of growth, termed the “Bumiputera Relay Race”.

- **Create access for SMEs and enhance the Vendor Development Programme.** Early capabilities are anchored by GLCs through their Bumiputera Vendor Development Programmes (BVDPs), where SMEs build operational track records via contracts and supply chain integration. Securing a spot within the supply chain of a large corporation provides both a significant base load and a vital credibility factor for SMEs looking to scale. Selected GLCs also run programmes with capability-building elements, including modules on business management, professionalism and industry certifications. A

strong example is UEM Group. Between 2023 and 2025, UEM Group and its subsidiaries recorded more than RM 5.5 billion in procurement spending awarded to Bumiputera vendors. Over the same period, PLUS Malaysia Berhad and UEM Edgenta Berhad allocated 90% and 49% of their respective procurement budgets to Bumiputera businesses. This commitment has benefited more than 5,000 Bumiputera enterprises, enabling their participation in higher-value projects across the infrastructure and engineering-related sectors. To strengthen efforts such as these, the government has tasked the GLC Procurement Circle, led by TNB, with updating procurement guidelines set out in the Red Book: Procurement Guidelines & Best Practices, published in 2006. The updates will focus on establishing

a refreshed objective for BVDPs, measurable performance metrics to assess vendors with, and recommended a graduation pathway; and

- **Run the relay race to the finish line.** GLICs are supporting mid-tier companies in two ways. First, growth capital is provided by PNB’s private equity vehicle, Ekuinas, and Khazanah’s RM 200 million Dana Ciptawan which will be launched to support Bumiputera and other Malaysian mid-tier companies. Second, PNB’s “10 Bumiputera Champions” programme provides targeted support to help high-growth, high-potential companies break through to reach RM 300-500 million valuations. PNB then anchors the MAIN Market listing, providing the price stabilisation and institutional validation that public markets require. In 2025, Orkim

became the latest Bumiputera company to graduate from the Bumiputera Relay Race by launching its IPO, demonstrating the effectiveness of this pipeline.

The ultimate goal now is to replicate this success at scale, cultivating the next generation of large corporates and supporting ten more Bumiputera enterprises towards public market listing.

“By integrating over 5,000 Bumiputera vendors into our daily operations, spanning expressway management, asset and facility services, property development, and building material supply, we are developing a robust pipeline of skilled and competitive entrepreneurs, which helps de-risk the Malaysian economy.”

Dato' Amran Hafiz Affifudin
Managing Director of UEM Group

The Bumiputera Relay Race in Action

Feature story

SD Guthrie's Partnership with Meraque



Backed by:



Meraque was initially involved in lower-margin facilities management services, having reverse-engineered drones for palm oil plantations but lacking a proven track record in the market.

To overcome this, Meraque partnered with SD Guthrie in 2021 to test and develop drone and autonomous technology solutions under real-world conditions while building its proprietary software capabilities. This collaboration provided the essential credentials and market validation required to significantly expand its commercial footprint. As a result,



Meraque successfully grew its client base to include major industry players like Achi Jaya Group, Felcra, and Felda, while simultaneously expanding its operations into international markets across Southeast Asia, Central Asia, and Africa.

As of June 2026:

58%

annual revenue growth, 2021-2025

4

key regional markets

Feature story

Orkim's Successful Relay Race Finish



Backed by:



Illustrating the Bumiputera Relay Race, Ekuinas took the first leg, incubating Orkim Berhad from a modest tanker operator into a fleet of 18 vessels, strengthening governance standards and sustaining over 456 jobs across Malaysia's maritime value chain. When Orkim was ready, PNB stepped in to anchor its transition to public markets.

The MAIN Market listing in 2025 generated RM 828 million in gross IPO proceeds, with RM 350 million returned as dividends to PNB's millions of unitholders, proving that



when GLICs run the relay well, the whole nation gains.

As of June 2026:

RM828_{mn}

gross IPO Proceeds

RM350_{mn}

dividends to PNB

Safeguard and Grow Household Wealth

Close to sixty percent of Malaysians do not have emergency savings of at least RM 1,000, demonstrating the financial challenges faced by individuals. A core responsibility of GLICs is to the millions of Malaysians whose hard-earned savings they steward, serving as a direct determinant of long-term financial security. At the heart of this stewardship is the principle of disciplined, forced savings, a mechanism that protects households from short-term spending impulses and locks in capital for compounding growth, ensuring long-term wealth preservation.

Each institution channels capital towards a distinct, deeply personal financial milestone for the Bumiputera community. PNB's ASB delivers competitive returns to its 11 million unitholders through a fixed-price unit trust, while TH invests to fulfil the Hajj aspirations of Malaysian Muslims, and

LTAT provides pension security for the Armed Forces personnel.

To ensure this culture of wealth accumulation endures across generations, PNB's Celik MADANI initiative starts early. By targeting university students entering higher education, the programme instils foundational financial literacy and provides an initial RM 50 seed investment to kickstart their portfolios. This early exposure transforms youth into a new "Generasi Labur" (Generation of Investors), embedding the habit of consistent, structured savings long before they step into the workforce. Combined with ASB's historical growth, these integrated efforts serve as a tangible blueprint for lifelong Bumiputera wealth accumulation in Malaysia.



Safeguard and Grow Household Wealth

GLIC Household Wealth Stewardship

Savings that fund life’s milestones

More than 70% of unitholders fall within the B40 and M40 brackets, GLIC wealth stewardship acts as a critical defensive line against rising cost-of-living pressures. By consistently delivering resilient, above-inflation dividend distributions, these institutions actively safeguard and grow the real purchasing power of ordinary Malaysian households, ensuring long-term financial security where it is needed most.

LTAT, Tabung Haji and ASB

>70%

of GLIC unitholders are from M40 and B40 households

RM292.1 bn

total AUM

RM14.1 bn

total distribution in 2025



110,000

depositors



>9 mn

depositors



11 mn

unitholders

Celik MADANI

An initiative by **PNB**

PNB’s Celik MADANI was launched on 22 August 2024 targeting 200,000 tertiary students every year from 2025 to 2030, seeding each with unit trust holdings and the financial knowledge to become long-term investors.

Programme Design

RM50

In ASB / ASM unit trust per eligible student, locked for 5 years

1 mn

Students targeted across local tertiary institutions

RM50 mn

Jointly contributed by PNB and the Government

2025 Achievements

200,000

students credited

27

universities

RM10mn

disbursed

86

TVET colleges

Ensure a Quality
and Just Life for All

**RAISE THE
FLOOR**

Ekonomi MADANI holds that Malaysia's success is defined not only by the wealth it generates, but also how widely that wealth is felt.

GLICs and GLCs operate at national scale. With 206,987 permanent Malaysian employees across the ecosystem, 40,126 vendors building their businesses within it, and a footprint spanning every state in the country. These institutions are uniquely positioned to Raise the Floor. Their reach carries both a commercial interest and a responsibility. An economy where opportunity can be widely accessed is one where the investments described in Raise the Ceiling chapter can compound most effectively.

The commitment GLICs and GLCs make towards Malaysians is delivered across three pillars: future-proofing Malaysia's workforce, strengthening community livelihoods and wellbeing, and championing living wages.

On the first, GLICs and GLCs are investing in Malaysians at every stage of their careers through employability, professional certification and scholarship programmes, sponsoring an average of 7,526 active scholars annually through GLIC and GLC-backed scholarship initiatives.

On the second, GLICs and GLCs directed RM 641 million into community investment in 2025 to strengthen livelihoods and wellbeing.

Lastly, the ecosystem is raising the floor on pay: as of December 2025, 189,817 out of 206,987 permanent Malaysian employees across the GLIC and GLC

ecosystem earn living wages of at least RM 3,100 a month. As living wages get rolled out progressively, the share of employees covered is expected to rise.

The programmes are designed to support segments where the scale of need and opportunity is greatest. Micro-enterprise owners, rural communities and students from low-income families, for example, are direct beneficiaries. At the same time, commitments such as the living wage standard extend across the entire GLIC and GLC workforce, ensuring that the rising floor is one every Malaysian employee stands on.

At the heart of these chapters is a simple measure: every Malaysian with the means to live well, participate fully and build for the future.

Raise the Floor to Ensure a Quality and Just Life for All

 Future-Proof Malaysia's Workforce	 Strengthen Community Livelihoods and Wellbeing	 Champion Living Wages
Scholarships Annual averaged across 2020-2025 RM226_{mn} scholarship value 7,526 active scholars 88% scholars from B40 and M40 households	Investments into CSR 2025 RM641_{mn} invested into CSR programmes in 2025. This is 20% more compared to RM 534 million in 2024 5.1_{mn} beneficiaries across 775 key programmes (57% of total spend)	Living wages 2025 189,817 permanent Malaysian employees in GLICs and GLCs receiving living wages after its implementation in 2024, representing 91.7% of 206,987 total permanent Malaysian employees
Initiatives TVET · Certification · Scholarships	Initiatives Sekolah Angkat MADANI · Hajj · Zakat GDRN · Matching Grants · Entrepreneurship Santuni MADANI	Initiatives Living wages

Future-Proof Malaysia's Workforce

Investment only becomes prosperity when a Malaysian is equipped to fill the job it creates. This makes talent development a form of economic infrastructure, as vital to Malaysia's future as an airport or the national grid. From palm oil estates adopting precision agriculture, to financial services integrating AI-driven analytics, to semiconductor fabs scaling into IC design and R&D: the capabilities demanded across Malaysia's economy are advancing in every sector at once.

The World Economic Forum's Future of Jobs Report 2025 projects that 39% of core skills will change by 2030, placing a premium on adaptive capacity. Ekonomi MADANI and the Thirteenth Malaysia Plan provide a clear and concrete target: a high-skilled workforce comprising 35% of total employment by 2030, supporting Malaysia's transition to a high-income economy.

GLICs and GLCs have reach and purpose, as they are among Malaysia's largest employers, hiring into the sectors where the economy is moving toward: Sime developing the automotive industry, TNB and UEM Lestara advancing energy transition, and TM anchoring the nation's digital backbone.

When the institutions designing the training are also the ones hiring, across their operations and vendor

ecosystems, skills stay firmly aligned to where the economy is heading, not where it has been. The focus areas are:

- **Widen access through scholarships.** 7,526 active scholars supported annually across GLICs and GLCs (average of 2020–2025);
- **Bridge education-to-employability.** GLICs and GLCs partner with TVET institutions and place talent through employability programmes; and
- **Advance lifelong learning.** As employers, GLICs and GLCs support continued learning, including professional certifications spanning engineering, finance, accounting and other fields.



Widen Access through Scholarships

Equal opportunity regardless of starting point is central to Raising the Floor under Ekonomi MADANI. Higher education is where GLICs and GLCs make it most tangible. Over decades, their scholarships have put students from B40 and M40 households through leading universities at home and abroad, building a generation of Malaysian professionals in engineering, finance, energy and technology, one of the quiet engines of the country's professional middle class.

In the past years, this has been consistently delivered at scale: GLICs and GLCs disbursed RM 226 million on average in full scholarship annually, between 2020-2025, covering tuition, living costs and mentorship, supporting 7,526 active scholars.

This builds on a Budget 2025 commitment to reserve at least half of all scholarship places for

lower and middle income families. On average between 2020-2025, 88% of scholars came from B40 and M40 households, well above the Budget commitment.



Enable Access to Education

Average from 2020 to 2025

RM226 mn

Scholarship value

7,526

Active scholars

88%

Scholars from B40 and M40 households



“The Axiata Foundation Scholarship has supported me not only financially in pursuing my pre-university studies, but also by helping me grow as a leader. It was truly an invaluable opportunity for me to also connect with inspiring and amazing peers.”

Keshwin

Current student of Eng. in Electrical and Electronics with Hons, Universiti Pertahanan Nasional Malaysia

Studied Foundation in Engineering and Technology at Universiti Pertahanan Nasional Malaysia with the support of Axiata Foundation



“I was raised in Kuala Nerang, Kedah, a remote town in a humble household anchored by a visionary parent who believed deeply that education was the pathway to opportunity. The Maybank scholarship opened access to opportunities that would otherwise have been beyond my reach, enabling me to pursue higher education and gain international exposure.”

Farhan

Chief Audit Executive, Maybank Singapore

Studied Bachelor of Laws at International Islamic University of Malaysia with the support of Maybank



“Receiving the YSD Scholarship was a defining milestone that shaped my journey. From pursuing my overseas degree to completing MBA, including a three-week attachment at MIT Sloan School of Management, every opportunity broadened my horizons and strengthened my leadership. I am committed to creating positive impact and inspiring others to pursue excellence.”

Yie Hong

Head of Retail and Rental, Sime Industrial

Studied Bachelor of Engineering (Honours), Monash University of Australia and Executive MBA at Asia School of Business with the support of Yayasan Sime Darby



Bridge Education-to-Employment

Malaysia does not lack talent; it lacks the bridge between talent and the opportunities already waiting. The gap shows as graduate underemployment. Thirty-six percent of Malaysians work below their qualifications, even as energy, digital and advanced manufacturing industries report shortages of credentialed talent.

As some of the country's largest employers, PETRONAS, GLICs and GLCs have spent years building that bridge in three ways:

- **Place talent within their own ecosystem.** They develop and absorb talent across their operations and vendor networks. TNB's PROTEGE-Ready to Work, for example, has trained 7,216 Malaysians, absorbing 559 into TNB since inception in 2011. Supporting programmes such as these are in-house academies such as

TNB's ILSAS and the Sime Darby Industrial Academy, built for their own workforces and opened to the nation;

- **Reach into strategic sectors.** Beyond their own walls, they have channelled talent into high-growth sectors. K-Youth has trained 35,000 youths since 2023, and in 2025 alone placed 9,934 with employers including Vitrox, Onsemi, Intel, Infineon and SkyeChip, feeding the semiconductor ramp-up directly; and
- **Strengthen TVET institutions.** GLCs are also raising public TVET from within, partnering with them to co-develop curricula, equip workshops and train trainers. Yayasan TM has committed nearly RM 4 million across four institutions, providing laboratory upgrades and industry-designed curricula; and

Yayasan Sime Darby's RM 3 million matching grant reaches students in four states through 14 partners. Similarly, PETRONAS' VISTA has invested over RM 90 million across 37 TVET institutions, producing 14,000+ graduates since 1992 and enrolled 985 individuals in 2025 alone.

In June 2026 these efforts came together under BAKAT MADANI, one national talent platform uniting PETRONAS, the six GLICs and their GLCs. It combines these efforts into a single visible pathway, from education to training, certification and dignified work, with a shared commitment to reach 25,000 Malaysians by end-2027.



Turn Training into Jobs

Feature story

Sime Darby Industrial Academy

An initiative by:



Sime Darby Industrial Academy trains school-leavers as heavy-equipment and diesel technicians for mining, construction and energy. The PROCERT (professional certification) program that ran between November 2023 to July 2026 was focused on rural and lower-income youth, with most placed soon after.



As of July 2026:

3,400

students graduated with SKM 1, 2 and 3 for Heavy Equipment Course, Automotive Course and NGV course

366

students graduated from the PROCERT program

Partners:



Feature story

PNB GET-MySTEP

An initiative by:



PNB GET-MySTEP is a 12-month programme that enhances graduate employability through a blend of learning and hands-on exposure across PNB and its Group, equipping trainees for career readiness.

Since 2011, it has trained 6,259 graduates.



As of June 2026:

602

graduates in 2025

6,259

graduates trained since 2011

Build a Talent Pipeline for Strategic Sectors

Feature story

K-Youth

Accelerate · Nurture · Optimise

An initiative by:



Khazanah's K-Youth develops talent across three tracks: ACCELERATE trains unemployed graduates; NURTURE prepares current students from local institutions for working life at an earlier stage; and OPTIMISE upskills faculty members and career advisors to meet evolving industry demands. It has trained 35,000 youths since 2023, with a growing share placed in semiconductors.

Partners:



...and more



As of June 2026:

9,934

youths placed in 2025

83%

employability rate since launch in 2023

78%

from B40 households since launch in 2023

Feature story

PROTEGE–Ready to Work

Graduate training & placement

An initiative by:



PROTEGE–Ready to Work is TNB's graduate training-and-placement programme. Participants are trained in grid and energy-transition skills, then placed with TNB's vendors or hired by TNB. 90% are from B40 and M40 households. Since its inception in 2011, the programme has trained 7,216 Malaysians, with 559 hired into TNB.

Partners:



As of June 2026:

257

Malaysians trained in 2025

559

graduates hired into TNB since launch in 2011

72%

employability rate since launch in 2011

Equip TVET Institutions with Industry-Designed Curricula

Feature story

TM TVET MADANI

An initiative by:



TM TVET MADANI invests in Malaysia's TVET ecosystem through scholarships, digital and fibre laboratory upgrades, industry-designed curricula and internships. Since its launch in 2024, it has strengthened industry readiness by connecting TVET students directly to digital and telecommunications careers within TM's ecosystem, and sponsored 947 students.

Partners:



As of June 2026:

818

students sponsored in 2025

RM3.5 mn

investment committed for 2024-2026

60+%

internship placement within TM ecosystem, 2025

Feature story

PETRONAS VISTA

An initiative by:



PETRONAS VISTA funds vocational institutions in equipment, curricula and trainers. In 2025, PETRONAS formalised this approach through the establishment of the VISTA i-plus Advisory Council, comprising of industry leaders and government agencies.



As of June 2026:

985

individuals benefitted in 2025

14,000+

graduates since 1992

37

institutions supported since 1992

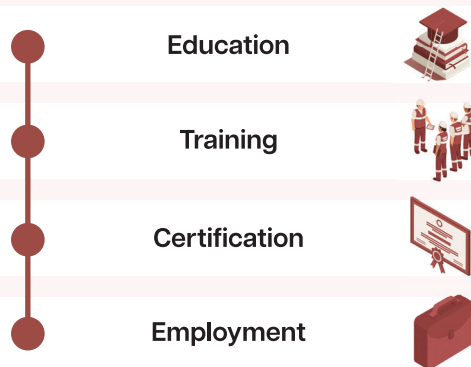
Partners:



BAKAT MADANI: A National Platform Uniting Talent Efforts of PETRONAS, GLICs and GLCs



One Clear Pathway



Three Focus Areas



Placement within the ecosystem
Careers inside the PETRONAS, GLIC and GLC family



Reaching strategic sectors
Semiconductors, energy, digital and advanced manufacturing



Strengthening TVET institutions
Industry collaboration with public TVET providers

25,000
Malaysians by 2027

“Justice is only achieved when opportunity is given to the many.”

YAB Dato* Seri Anwar Ibrahim
Prime Minister of Malaysia

Delivered by the PETRONAS • GLIC and GLC Ecosystem





The Prime Minister, YAB Dato' Seri Anwar Ibrahim, engaging with Glenn Achang Henry, a beneficiary of KWAP's employability programme, during his visit to the KWAP exhibition booth at BAKAT MADANI 2026.

Advance Lifelong Learning

A degree opens the door; certification keeps careers moving. The GLICs and GLCs invest as deliberately in the workforce they already have as in the talent they recruit, funding recognised qualifications across engineering, finance, IT, Islamic finance and HR (CFA, ACCA, AICPA–CIMA, MIA, ASAS), with exam fees, paid study leave and an allowance on completion.

It reaches even those leaving military service. Through PERHEBAT, a corporation owned by LTAT, 6,039 Armed Forces veterans earned professional certificates and diplomas in 2025 alone, carrying their skills into civilian careers.

Certifications Sponsored across the Ecosystem

Banking



Accounting



Investment



Islamic Finance



Engineering



Human Resource



“The AWS Solutions Architect certification gave me the opportunity to deepen my cloud expertise while applying what I learned directly to national digital infrastructure projects. Continuous learning has become part of how we grow our careers at TM.”

Dr Syed Mohamad Jamalullail Bilfagih
ERP Project Team, TM



Invest in Deepening Professional Skills

Feature story

Licensing Power Engineers

An initiative by:



Power runs on accountability. At TNB, engineers are supported toward registration as Professional Engineers (Board of Engineers), predominantly in electrical and power engineering, through continuous professional learning. The most senior of these engineers hold statutory competency certifications under the Energy Commission (Suruhanjaya Tenaga), the license to take legal charge of high-voltage works such as installations, switching operations and protection systems. TNB maintains an average of 162 licensed engineers each year to keep these core works running.



“ Professional registration and competency certification provide the foundation for making informed decisions that safeguard both the power system and the public. ”

Ir. Ts. Ahmad Farid Bin Jamil
Chief Engineer (Asset Information),
TNB

Feature story

Sponsoring Finance Talent

An initiative by:



On the finance front, career development is anchored by globally recognised qualifications, including the CFA charter, ACCA, and the AICPA-CIMA designation. To support long-term professional development, employers provide comprehensive benefits, such as exam fee sponsorships, paid study leave, post qualification allowance uplifts, allowing professionals to advance without pausing their careers.



“ Between a demanding role and studying for the CFA, time has been tight, but with fees and classes paid for, flexible leave for every sitting, and an allowance on Chartership, EPF has backed me every step of the way. The knowledge I’ve gained has sharpened how I approach my work, from more rigorous analysis to stronger investment judgement. ”

Geetha Ravindran
Manager, Sustainable Investment
Centre, EPF

Strengthen Community Livelihoods and Wellbeing

Few institutions reach as far into Malaysian life as the GLICs and GLCs. With offices, plantations, power stations and branches in every state, they are often the largest employer, or the nearest institution to hand in the districts and villages, present in both a flood evacuation centre in Kelantan and a school computer lab in Kedah in the same week. Taken together, their community work is what the scale suggests: Malaysia's largest community service organisation.

Growth does not reach every kampung on its own: a single flood, a medical bill, or a child without learning support can set a household back years. Narrowing that gap is what the ecosystem's community work is for. Through their foundations, GLICs and GLCs invested RM 2.6 billion over 2021–2025, and RM 641 million in 2025 alone, up 20% from 2024.

This work is built to multiply along three fronts:

- **Engage where they operate.** Support is delivered through the institutions' own foundations and third-sector partners who live alongside the communities they serve. In 2025 the largest share of key programmes, RM 159 million across 212 programmes, went to education, ahead of economic empowerment, health and community development. The

ecosystem also anchors Sekolah Angkat MADANI and Santuni MADANI, adopting 373 schools and 26 villages, a total of 399 communities served directly and locally.

- **Multiply impact through matching grants.** The Ministry of Finance matches every foundation ringgit up to RM 100 million, doubling what reaches the ground. In 2025 foundations and the government committed RM 108 million across 108 programmes, reaching 441,003 beneficiaries, from autism learning support and heritage-craft livelihoods to clean water and solar power. The breadth is the point: the same instrument funds a mangrove nursery and after-school tuition in an adopted school; and

- Power disaster resilience through GDRN.** When floods strike, speed and coordination help communities recover. Through GDRN, the collaborative philanthropy platform of Malaysia's GLICs and GLCs, member institutions pool their resources, expertise and networks so that support can be delivered collectively, multiplying impact and reducing duplication. Led by a secretariat comprising Yayasan Hasanah and Yayasan TM, and matched ringgit-for-ringgit by the government, GDRN works in support of National Disaster Management Agency, Department of Social Welfare Malaysia and other frontline agencies to help ensure assistance reaches the communities that need it most. It coordinates support across the relief, recovery and preparedness cycle in collaboration with CSO partners on the ground. When

floods struck Sarawak, 14 member companies supported emergency relief and recovery efforts across Kuching, Bintulu and Miri. Across the 2025/26 monsoon season, GDRN, with co-funding from the government, channelled RM 22.4 million in humanitarian assistance and reached 580,426 beneficiary touchpoints across all states.

This already extends into 2026: the first batch of matching grants commits RM 41 million across 37 programmes, weighted to the hardest transitions. Among them, RM 13 million to move up to 805 young people leaving welfare shelters into TVET pathways. Communities that can withstand a shock and keep their children in school are the ones that nurture a steady talent pipeline and a stable base for economic growth. The floor, once again, holding up the ceiling.



Secretariat

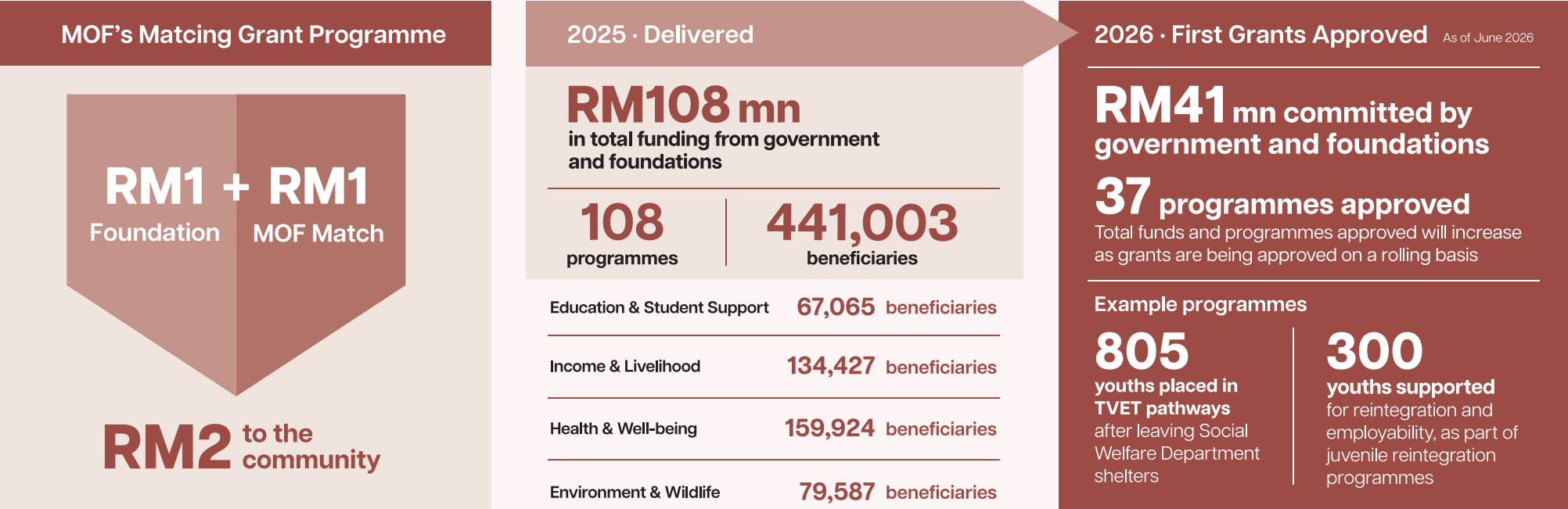
YAYASAN
HASANAH
A Foundation of Khazanah Nasional

Yayasan TM

Participating GLICs, GLCs and Foundations



Matching Grants: Extend GLIC and GLC Support Further and Deeper



Participating Foundations:



Newly-joined in 2026:





In Sabah, Yayasan Axiata deployed a matching-grant-backed programme reaching 200 beneficiaries through entrepreneurship exposure, financial literacy, practical skills training and capacity building anchored in preserving local heritage. For Magdelina Joachim from Kampung Batu Lunguyan (centre), who lives with dwarfism and had previously lacked the confidence to pursue income-generating opportunities, the programme provided hands-on training, mentoring and access to an industrial sewing machine she initially feared she could not operate.



At Kacik 1998 Food Court in Kuantan, as part of a social reintegration programme, participants undergo a certified two-month training programme in food preparation and are placed in a food court to manage a stall from start to finish. The programme saw ten successful job placements one year after its launch, and has attracted the attention of established restaurants who recruit from it.



Strengthen Community Livelihoods and Wellbeing

PEKA@MRCB programme empowers low-risk inmates with skills, dignity, and a genuine opportunity to rebuild their lives.

"I'm not treated differently here. They've taught me the value of hard work and how to do things the right way. They've given me the knowledge and skills I need. There's so much to learn in construction, and I've grown a lot through this experience. I'm proud of that."
- PEKA@MRCB Programme Beneficiary

1 Matching Grant |
Terengganu · 2025



Specialist Autism Support for Youths

18

autistic youths supported

Pusat Jagaan Autisme Chukai delivers the Langkah Sendiri programme for autistic adolescents, equipping them with practical life and vocational skills to prepare for greater independence.

“With this grant, we have strengthened our learning environment and vocational programmes, helping autistic youths enhance their opportunities to live more independently.”

Teacher Amirah
Teacher and Programme Coordinator

2 Sekolah Angkat
MADANI | Kedah · 2025



Foundational Learning Gaps and
SPM Readiness

800

secondary and primary school students

From helping primary pupils master reading, writing and numeracy, to preparing SPM candidates for a successful examination, YUEM supported 31 schools across rural Kedah to deliver academic improvements and examination achievements. Evidence is Akmar Hakim, who received an offer to continue in Form 6 after improving his Mathematics results from a G in Form 4 to an A in his SPM.

“Thank you for having never given up on helping our children learn to read and build self confidence.”

Siti Jamilah
Mother

3 Matching Grant | Johor,
Perak, Selangor · 2025



Community Climate Resilience

74,550

mangrove trees
planted

4,000

halal-certified products
produced

“The programme demonstrates the power of community-led climate action. More than 33,000 people have been engaged - strengthening coastal resilience, restoring biodiversity and creating sustainable livelihoods for rural communities.”

Nagarajan Rengasamy
Forest and Coastal Programme Manager, GEC

The Global Environment Centre (GEC)-YSD Mangrove Conservation Programme strengthens climate resilience across Johor, Perak and Selangor through community-led mangrove conservation, capacity-building and environmental education. While restoring coastal ecosystems, it also helps create sustainable livelihoods through mangrove-based enterprises.

Highlights: Community Support across Malaysia



4 GDRN | Johor · 2025/26
Monsoon Timur Laut Season



Ready-to-Eat Emergency Meals

14,000

beneficiaries

RM150,000

in meals

“Our operations can happen anytime and sometimes around the clock. With these Hero Meals we now don't have to worry about being hungry when on duty.”

Fire and Rescue Department of Malaysia

CIMB Foundation, in collaboration with Kembara Kitchen, supported disaster victims through the provision of ready-to-eat emergency meals (Hero Meals), ensuring that affected communities and frontliners such as the Fire and Rescue Department of Malaysia receive immediate food supplies during the critical early stages of a disaster.



5 Sekolah Angkat
MADANI | Sarawak · 2025

STEM Enrichment Programme

428
students

33
teachers upskilled



“This holistic contribution has injected enthusiasm into the teachers and unearthed the hidden talents of the children of Malaysian Armed Forces (MAF) personnel in the fields of STEM and sports.”

Rohani Ismail
Headmistress of SK Riam Batu 2 (2025)

Digital learning resources such as Lego Education robotics sets, and teacher capability-building helped strengthen STEM learning in schools for children of military personnel.

8 Matching Grant |
Sabah · 2025



Heritage Craft Livelihood Support

200

beneficiaries

The programme delivered training for entrepreneurship, financial literacy and heritage-craft skills. Magdalena, who lives with dwarfism and now sells handwoven products and helps preserve traditional weaving.

“Not only did I learn sewing and weaving techniques, I also came to understand the heritage value behind each craft. This experience has inspired me see these skills as an opportunity to build a better future.”

Magdelina Joachim

7 Santuni MADANI |
Sabah · 2025



**Sustainable Hydroponics for
Additional Income**

20

farmers equipped with
hydroponic system

RM300

additional monthly
income per person

Yayasan Hasanah introduced sustainable hydroponic farming model to farmers from villages in the Keningau district. For Puan Morine, she is now able to generate an additional RM300–RM 500 per month, leveraging this modern agricultural technology.

“The hydroponics training was the most meaningful part of the programme for me. It gave me practical skills to grow quality crops more efficiently and earn up to RM 300 a month in additional income for my family.”

Morine Marcus

6 Matching Grant |
Sarawak · 2025



Safe Haven for Girls in Need

16

teenage mothers supported

16

babies cared for

“Since opening its doors in August 2025, Dawn Hope has been supporting young mothers, through counselling, life skills development and continued support, to build a bright future.”

Manjeet Kaur Sidhu
Founder, Dawn Hope

The transit shelter will offer essential services, including healthcare, mental health support, counselling, education assistance, and vocational training, ensuring that these girls remain in school and are provided employability skills for them to have a better future.

Champion Living Wages

A fair wage is the clearest measure of whether growth is shared. Ekonomi MADANI judges its success on exactly that, aiming to lift the workers' share of GDP from a third to 45%. Wages are the most direct lever, and lifting the floor on wages is the foundation of broad-based prosperity. Here the GLICs and GLCs commit together, acting as a lighthouse for corporate Malaysia and paving the way as the nation moves towards a living wage.



Lead the Path to Living Wages For Corporate Malaysia

24

out of a total of 6 GLICs
and 37 GLCs

189,817

permanent employees
paid living wages

91.7%

of the permanent
workforce

RM3,100¹

living wage benchmark/month

Six GLICs Leading the Way: Announced 1 May 2025

GLICs' Commitment



Pay every employee
living wages



Champion living wages
across GLCs

PNB



KHAZANAH
NASIONAL



GLCs with all Permanent Malaysian Employees Receiving Living Wages as of July 2026



GLCs Working Towards All Employees Receiving Above Living Wages



1. GLICs and GLCs update the living wage benchmark every 3 years based on cost of living as published by EPF's Belanjawanku

Special Highlight: Lift Bumiputera Households

Raising the floor is, above all, a measure of shared progress. Through GEAR-uP, GLICs and GLCs are directing scholarships, skills training, and community investment toward Malaysians of every background. Bumiputera Malaysians are significant beneficiaries, reflecting both the scale of opportunity and reach of these programmes into the communities that stand to gain the most. For Bumiputera households, this means expanded access to quality education, pathways into high-value employment, and stronger foundations for wealth-building across generations. The outcome is national: household incomes converging, participation broadening, and a society where every Malaysian contributes to and shares in Malaysia's growth.

This chapter features GLIC and GLC commitments to invest into the wellbeing of Bumiputera households:

- **Build Bumiputera talent.** Developing Bumiputera talent at scale is among the most direct levers for closing structural gaps. On average, 6,460 Bumiputera scholars are funded annually, representing 86% of all scholars, alongside TVET and certification pipelines that are overwhelmingly Bumiputera in reach;
- **Enable Bumiputera entrepreneurship.** From veterans to farmers to persons with disabilities, initiatives such as R.I.S.E. or Pernerikasaan Usahawan Bumiputera by GLICs and GLCs convert skills into livelihoods in Bumiputera communities, doubling or tripling incomes, turning micro-enterprises into viable sources of income to support entire families; and
- **Honour what matters most.** For Muslim Malaysians, Hajj is among the most deeply held aspirations, and Zakat a cornerstone of communal responsibility. In 2025, Tabung Haji facilitated 31,600 pilgrims, while RM 203 million in GLC Zakat contributions reached asnaf communities through welfare, education, and micro-enterprise.

Deliver Support to Bumiputera Households Where It Counts

Build Bumiputera Talent

Annually, 2020-2025 average

6,460

Bumiputera scholars
funded annually, making up

86%

of all scholars sponsored
by GLICs and GLCs

RM170 mn
invested in scholarships
for Bumiputera scholars

Enable Bumiputera Entrepreneurship

Income growth across selected
GLIC and GLC entrepreneurship
programmes, 2024/25

Supports B40 veteran entrepreneurs

216% income growth



Usahawan Wira Empowerment Programme

Supports persons with disabilities

125% income growth



R.I.S.E

Supports self-employed and informal workers

RM3,850



new average monthly income created

iTekad Entrepreneurship

Other GLCs with iTekad initiatives:



Honour What Matters Most

Zakat, 2025

RM203 mn

Zakat contributed by GLCs

RM28 mn

Zakat Wakalah disbursed by GLCs

Haji, 2025 Season

31,600

Haji pilgrims facilitated by
Tabung Haji, of which

56%

are from B40 and M40 households

Increase Intergenerational Mobility amongst Bumiputera Households

Feature story

PNB's Investment in Human Capital

An initiative by:



Education is Malaysia's most direct lever for Bumiputera household wealth creation across generations.

On average, 6,460 Bumiputera scholars are funded by GLICs and GLCs annually, to attend local and international universities, with a funding of RM 170 million per year on average.

Rose Anita's journey brings this to life. Raised by a single mother in Seremban, she began her career as a PNB-sponsored scholar under the Yayasan Tun Ismail Mohamed Ali Scholarship. This access to education and

professional networks paved the way for her rise to Chief Investment Officer of PNB Fund Management, where she now manages over RM 370 billion in assets. Since 1996, PNB has supported 6,467 students, many, like Rose Anita, needing only access to opportunity. In 2025, PNB (through its Yayasan Tun Ismail and BUDI programme) awarded scholarships to 392 new students, bringing its active scholars to 1,222.

“ Taking on the PNB Scholarship was a turning point in my life. It opened doors I never imagined, gave me the confidence to dream bigger, and set me on a lifelong journey of learning and growth. I am deeply grateful to PNB for believing in my potential and giving me the platform to contribute meaningfully to the lives of millions of Malaysians.”

Rose Anita
Chief Investment Officer, Fund Management, PNB



PNB's Contribution to Scholarships in 2025:

1,222

active scholars across
programmes

480

active tertiary-level sponsorships

87

active TVET sponsorships

RM42 mn

invested in educational sponsorship in 2025



Enable Bumiputera Entrepreneurship

Feature story

Usahawan Wira Empowerment Programme

An initiative by:



Through training, mentorship, and institutional partnerships, GLICs and GLCs are equipping Bumiputera entrepreneurs with the practical skills to build viable businesses and cross into higher income brackets.

LTAT's Usahawan Wira Empowerment Programme, launched in November 2024, illustrates what this looks like in practice. For Malaysia's Armed Forces veterans, the transition to civilian life presents a specific challenge. Most retire without a degree and with limited exposure to business management.

Many attempt entrepreneurship, drawing on their lump-sum retirement funds. A few years on, the majority do not see income growth from their ventures.

Through the programme, LTAT targets veterans in B40 income brackets who are running or starting businesses. The programme delivers four training sessions on business management, followed by six months of intensive one-on-one mentoring, and financial literacy support that brings their families into the process.

“ Being able to more than double our cafe's income is a massive blessing for our business. Through LTAT's support, I received highly practical guidance to advance our business. What brings me the greatest joy is that this increased income now allows us to provide job opportunities for three permanent staff members and several part-time workers among our local community. ”

Staff Sergeant (Rtd) Hasmanisa Abdul Ghani

Participant of Usahawan Wira Empowerment Programme and Founder of D'Cari Cafe



Impact on the first cohort in 2024/25:

216%
average monthly income growth

100%
of participants benefitted from
income increments

9 out of 10
participants left the B40 income segment

70
veterans participated



Through the support he received from LTAT's Usahawan Wira Empowerment Programme, Staff Sergeant (Rtd) Hasmanisa Abdul Ghani is able to expand his food and beverage business to support his family, and provide job opportunities to his local community. With D'Cari Cafe, he brings flavours from Kedah, his hometown in the north of Peninsular Malaysia, to Dato' Keramat, Kuala Lumpur.

Steward Wealth as a Communal Responsibility through Zakat-Giving

Zakat

Zakat is a foundational practice in Islam through which Muslims share a portion of their wealth with those in need, reflecting a collective responsibility for communal wellbeing. Recipients include asnaf communities: the poor, the indebted, and others facing hardship.

For GLICs and GLCs that steward significant Muslim wealth, paying Zakat is both a religious commitment and a direct channel for institutional resources to reach the most vulnerable. In 2025, GLCs contributed RM 203 million in Zakat to the Majlis Agama Islam Negeri across Malaysia, which in turn channelled these funds to asnaf communities through welfare, education, and micro-enterprise programmes.

RM203 mn
Zakat contributed by GLCs in 2025

Key Zakat-Contributing Institutions



Zakat Wakalah

Zakat Wakalah allows eligible institutions to channel corporate Zakat directly through their own programmes for recognised asnaf categories. This enables GLCs to deploy funds with precision and measurable accountability.

Under Bank Negara Malaysia’s iTekad framework, CIMB Islamic directed Zakat Wakalah funding towards seed capital, microfinance, and business training for microentrepreneurs, alongside a 2026 employability track providing skills training, allowances, and financial resilience products for vulnerable communities.



RM3,850
new average monthly income created
iTekad Program Keusahawanan (Taylor’s)
Financial assistance and entrepreneurship trainings to microentrepreneurs

RM1,900
new average monthly income created
iTekad Rider Entrepreneur
Motorcycle grants and financial training to enter the gig economy

12,000
melons cultivated
iTekad Melon Manis Agropreneur
Agropreneurship training for asnaf families

Enable all Muslims to Fulfil the Hajj Pilgrimage

TH provides Malaysian muslim pilgrims with world-class service as they embark on the Hajj pilgrimage.

TH is Malaysia's dedicated institution for Muslim pilgrims, guiding depositors from their first savings through to the completion of Hajj. Malaysians open an account with TH, accumulate savings, and register for Hajj within an annual national quota. When a place becomes available, depositors receive an offer letter through TH's app and choose to travel directly under TH or through a licensed private agency.

TH also provides partial subsidies for those unable to meet the full cost. In 2025, TH facilitated 31,600 pilgrims, with 72% travelling directly under TH.

TH's Award Winning Service

For Malaysia's Muslim community, the Hajj pilgrimage is a profound spiritual milestone. TH has spent more than 62 years building a system that makes that journey safe, dignified and accessible.

The results speak for themselves. TH's hajj management is widely considered by the Muslim world and Saudi Arabia itself as a model benchmark. TH was also awarded the Labaytum Diamond Award for the second consecutive year in 2026, the highest distinction in global Hajj management.

Malaysia is a pioneer country and one of the ten countries selected for the Makkah Route programme, enabling Saudi immigration pre-clearance on Malaysian soil, direct luggage transfer to hotels in Makkah, and seamless pilgrimage from aircraft to accommodation.

2025 Key Figures

31,600

pilgrims facilitated

72%

of pilgrims travelled directly under TH

56%

of which are from B40 and M40 households who were able to go on Hajj as a direct result of TH subsidies

Recognition of Quality

**Labaytum Diamond
Award Winner**

1 out of 10

countries selected for Makkah Route

“Tabung Haji has supported me throughout my Hajj journey, from helping me save over the years to providing seamless services in the Holy Land. Even though I travelled alone, I was able to perform my pilgrimage with ease and peace of mind.”

Zalipah Md Alwi



Staying the Course

**LOOKING
FORWARD**

Progress in 2025, in capital allocated and deployed, firms scaled, and livelihoods lifted, rested on the groundwork laid by the reforms that Malaysia has undertaken. However, what will matter is whether the foundations we are building today can sustain into the future. Although the external environment continues to shift through global volatility and reshaping of economies and trade, Ekonomi MADANI remains the true north: an economy that Raises its Ceiling and its Floor together. Malaysia was able to hold steady through external turbulence, as a result of earlier reforms in 2023. The direction for GEAR-uP was settled at the outset, in 2024. Everything since has been about delivery.

The constraint now is not capital but deployment: putting what has been committed to work, in the right form, and seeing it through.

That said, the next three years carry real things to look forward to, most of them already in motion, now coming within reach of more Malaysians.

On economic complexity, the semiconductor ecosystem continues to widen through SemiconStart Malaysia's cohorts and the cross-border funds already anchored in 2025. Hyperscale and logistics capacity keeps building: Google's Selangor data centre adds a further 320 MW and 26,500 jobs through 2026 and 2027, alongside Empyrion Digital's phased build-out in Johor.

On firms and capital markets, the relay race continues. GLIC funds such as Dana Impak, Dana Perintis, Dana

Pemacu and Ekuinas carry more companies from venture to growth stage, and Khazanah's planned Dana Ciptawan adds a further RM 200 million for Bumiputera enterprises and other mid-tier Malaysian firms. GLCs remain on course for RM 100.0 billion in additional market value by 2028, with MY Value Up now extending the same discipline to Malaysia's 88 largest listed companies. The Capital Market Masterplan's target of RM 5.8-6.3 trillion in market capitalisation by 2030 depends on this pipeline holding.

On national priorities, TNB grid investment continues under Regulatory Period 4, rising from RM 12.0 billion in 2025 towards RM 15.0 billion in 2027, as the country works towards 70% renewable energy in installed capacity by 2050. Malaysia Airports continues its five-year, RM 11.0 billion upgrade programme, with KLIA's capacity plan targeting over 100 million passengers

annually and Penang's capacity set to double. Warisan KL's next landmarks, including the Merdeka Textile Museum, Look at 118, The View at 118 and the Carcosa-Seri Negara connecting bridge are due through 2026.

On Raising the Floor, BAKAT MADANI, the newly unified national talent platform, aims to reach 25,000 Malaysians by end-2027. The living wage commitment continues to extend across the ecosystem.

On Bumiputera wealth and welfare, ten companies are targeted for listing over 2026-2027. Concurrently, the 10 Bumiputera Champions Programme is supporting that effort by working to scale Bumiputera companies. Zakat Wakalah is targeted to reach RM 100 million in 2026, up from RM 28 million the year before.

The task of GEAR-uP has always been to turn the capital Malaysia attracts into enduring capability: an ecosystem deep enough to hold investment, firms that grow into champions, and capital that reaches the rakyat as better wages, stronger local supply chains and higher-value work.

True economic success is defined by what that capital builds and how widely it is felt. GLICs and GLCs mean to stay the course: to keep deploying, to keep delivering, and to let what is being built take roots and flourish.



