



MASSA  
MASSCORP

**27** YEARS

**SOUTH-SOUTH  
CO-OPERATION**

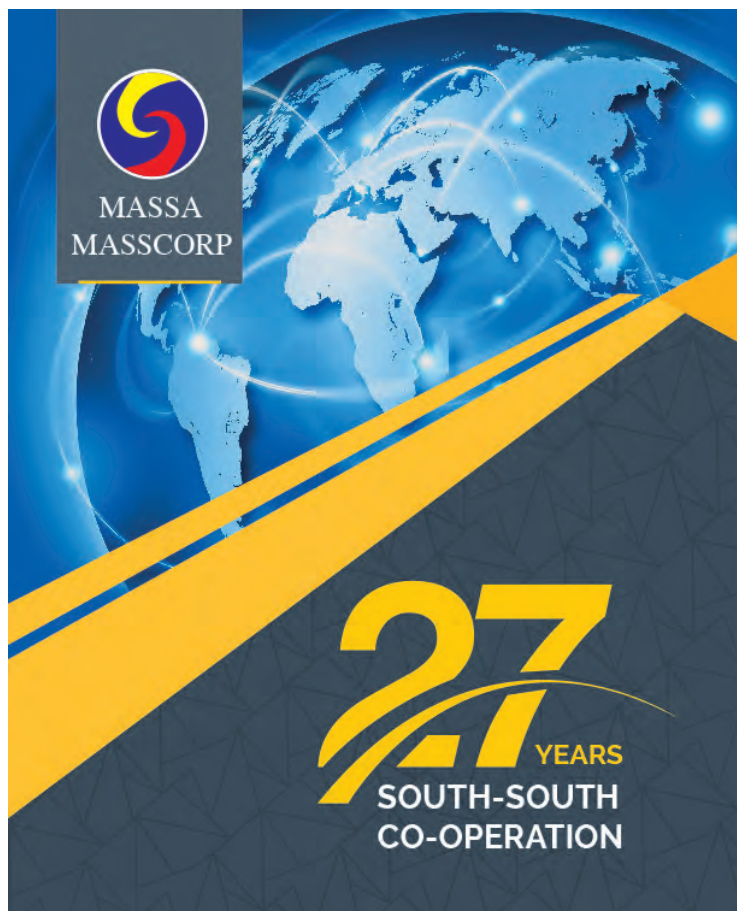


**Malaysia South-South Association MASSA**  
**Malaysian South-South Corporation Berhad MASSCORP**





MASSA / MASSCORP



The cover design depicts the outreach of MASSA and MASSCORP to the developing Countries of the South over the last 27 years. (1991-2018)

**Published by**

Malaysia South-South Association (MASSA)  
17th Floor, Bangunan AmBank Group  
Jalan Raja Chulan  
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**Printed by:**

Print Wise Enterprise (002057850-T)  
[printwise@gmail.com](mailto:printwise@gmail.com)

**Text, layout and design by:**

Information Broadcasting Network (M) Sdn Bhd (446515 - V)  
[www.ibn.com.my](http://www.ibn.com.my)

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First Edition: November 2018

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Perpustakaan Negara Malaysia  
Cataloguing-in-Publication Data

ISBN 978-967-16492-0-6

MASSA AND MASSCORP  
27 YEARS SOUTH-SOUTH CO-OPERATION



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# Malaysia South-South Association MASSA Malaysian South-South Corporation Berhad MASSCORP

**BRIDGING THE  
SOUTH-SOUTH**  
Linking business and  
government networks

**MAXIMISE YOUR  
SOUTH-SOUTH  
NETWORKING**  
Expand your  
business contacts

## OVERVIEW

### MASSA

Malaysia South-South Association, MASSA was conceived after a successful business mission to South America in 1991. The delegation was led by Prime Minister, Tun Dr. Mahathir Mohamad, who mooted the idea of forming an organisation that could pool resources, and identify investment and trade opportunities for Malaysians.

MASSA is a non-profit business organisation comprising Malaysian business persons and companies interested to tap into opportunities in markets of the developing countries; also known as "South-South" countries. The networks that the MASSA platform provide enable its members to rely on each other's strengths and resources while seeking market diversification.



## **NEW BUSINESS OPPORTUNITIES**

**On trade and  
investment**

## **GET THE EDGE YOU NEED**

**Benefit from  
timely insights**

### **MASSCORP**

Malaysian South-South Corporation Berhad or MASSCORP is a public limited company incorporated in 1992. MASSCORP is a consortium of 84 Malaysian shareholders. This consortium plays a catalytic role to initiate and enhance private sector co-operation in and with South-South Countries and undertake viable and bankable investment projects jointly with its shareholders and with partners from the host countries.

MASSA and MASSCORP are unique. Comprising some of Malaysia's larger corporations as well as SMEs, MASSA and MASSCORP demonstrate the 'Malaysia Inc' concept whereby the government and private sector undertake their respective roles to increase the country's business presence overseas.





■ MESSAGE

# Prime Minister of Malaysia



I wish to congratulate MASSA on the occasion of its 27th Anniversary. I am also pleased to note that MASSA, together with its sister organisation, Malaysian South-South Corporation Berhad or MASSCORP, had since its formation, persisted with its mission, focusing on its vision to bridge the South-South in all its economic activities.

I recall that during my tenure as the fourth Prime Minister, the Government made inroads into the South-South Countries through various modalities. The G-15 and the Non-Aligned Movement (NAM) were key mechanisms and frameworks for galvanizing greater and mutually beneficial co-operation among developing countries. One key challenge was to encourage Malaysians to have the confidence to venture into business overseas, particularly in the South-South Countries.

Malaysia's South-South Co-operation Policy that was premised under the "Prosper thy Neighbour" concept, grew traction with the private sector – MASSA and MASSCORP taking up this challenge to venture abroad into non-traditional markets. Both these organisations have been good examples of business executives working together and creating win-win solutions for all parties.

Today I have the privilege to look back on some of the key initiatives that I had initially begun. The world's landscape has indeed changed drastically. The internet and the web-enabled technologies have profoundly changed the way we govern and do business and live. Many "smart" technology-based applications which use data, machine learning and artificial intelligence (AI) will rule, if not disrupt our way of life, going forward. At the Global 2000 International Smart Partnership in Mozambique, I told delegates that Malaysia had embarked on an agenda for intensification of knowledge use in all

sectors of the economy, new and traditional. This entailed the concerted effort of all stakeholders in the Malaysian economy to acquire and generate bodies of knowledge. Coupled with the ability to effectively translate knowledge into technological and social advancement that elevates the living standards of the populace, this is empowerment in its truest sense. Therefore, there is a continuous need to learn and acquire useful knowledge, and this will then spur innovation and creative ideas to transform our businesses, industries and economic activities.

I wish to commend MASSA and the achievements of MASSCORP for their perseverance to stay the course. MASSCORP's set-up is unique as it aims to serve as the catalyst and be the first mover to do business in the Countries of the South, pooling the resources of its shareholders and bringing Malaysian expertise together with them in the various projects that they had undertaken. Given your vast experiences and networks, MASSA and MASSCORP should be able to develop new business models and innovations for your business interactions with these nations. The pioneering spirit must never die and the drive for innovation will keep us moving forward.

Thank you.



**Tun Dr. Mahathir Mohamad**  
*Prime Minister of Malaysia*

18 October 2018



## ■ MESSAGE



# President of MASSA & Chairman of MASSCORP

Malaysia, under the fourth Prime Minister, Tun Dr. Mahathir Mohamad in the early 1990s was a young nation, aspiring to achieve developed nation status by the year 2020. To achieve this, Malaysia needed to expand its market outreach to Latin America, the African nations and Indochina which were perceived as promising markets. However, there were obstacles to South-South interactions, namely, geographical distance, inadequate transport linkages, communication and language barriers, and general lack of contact and information.

MASSA was born out of this need to expose and encourage Malaysian businessmen to venture overseas and not stay in relative comfort and security in Malaysia, and to challenge those obstacles and discover that our world was not confined to do business with developed nations only.

With the encouragement of Tun Dr. Mahathir, MASSA was formed in 1991, following the successful mission that he led to South America, that opened the eyes of members of the business

delegation to business opportunities there. MASSA aimed to bolster the confidence of members to initiate business activities in these countries. The Association's mission is to foster economic, trade and cultural linkages between Malaysia and South-South Countries through activities such as seminars, business talks, networking events and business missions to selected South-South Countries.

Investment opportunities identified through MASSA are screened by its sister organisation, Malaysian South-South Corporation Berhad or MASSCORP. MASSCORP is a consortium of 84 companies formed to undertake viable and bankable trade and investment projects jointly with its shareholders in and with partners from the Countries of the South

The journey has been 27 years to date. Since its inception in 1991, MASSA and MASSCORP have journeyed into the new millennium, persevered and emerged from the Asian Financial Crisis in 1997-1998 and the Global Financial Crisis in 2010-2011. We rode through the Knowledge Economy era, the Dotcom

Bubble and now in the Digital era with Industry 4.0 impacting every sphere of our lives in the global environment. The journey was truly exhilarating and it has been a learning curve for us. These challenges impacted MASSCORP's shareholders' funds which declined to RM19.5 million as at 31 December 2005 from an initial capital of RM53.9 million. MASSCORP recovered and its shareholders' funds grew to RM71.5 million as at 31 December 2017.

MASSA members and MASSCORP shareholders are truly grateful to our patron, Tun Dr. Mahathir Mohamad, who had guided MASSA and fully supported our endeavours to lead the way for corporate Malaysia to venture into the developing countries of the South. We also want to acknowledge Tun's cabinet colleagues who worked closely as a team to improve the business environment for Malaysian companies to undertake these outbound trade and investment projects, in particular, Tan Sri Rafidah Aziz and her officers at the Ministry of International Trade & Industry and its agencies, especially MATRADE, MIDA and the SME Corporation. The Export Import Bank of Malaysia (EXIM Bank) also lent financial assistance to Malaysian businesses in their overseas endeavours. Through EXIM Bank's support, MASSCORP was able to kick-start its greenfield investment in the Danang Industrial Park in Vietnam.

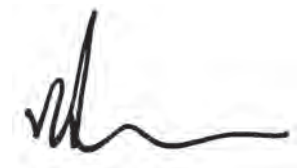
Today, after 27 years, many Malaysian corporates have greater interest and capabilities in venturing abroad, expanding into new markets with new business partners and customers, achieving greater economies of scale and acquiring strategic assets. Many of these developing markets have grown in tandem to become dynamic markets and are major export destinations for our manufactured goods and trade-in-services. A number of these countries have also become significant investors in our country.

There remains other South-South Countries that have yet to be tapped. MASSA will continue in its mission to establish economic, trade and cultural relations with more South-South Countries in the hope they will draw inspiration from Malaysia.

Thereafter, the opportunities to do business will surely ensue. Many of the impediments to doing business in the 1990s have been overcome. The development of extensive and competitive air and sea linkages, innovative banking and financial instruments coupled with the applications resulting from the digital infrastructure ecosystem (Industry 4.0) have opened and levelled up many new areas and sectors for business collaborations. As we strive to establish win-win partnerships with our development partners from these South-South markets, our global linkages can converge and there can be possibilities for efficiency, productivity and profitability.

MASSA and MASSCORP welcome Tun Dr. Mahathir Mohamad, our seventh Prime Minister and his cabinet, in ushering a new era for Malaysia. Once again, we are optimistic that members of MASSA and shareholders of MASSCORP will renew their zeal and efforts to fly the Malaysian flag in the South-South Countries where they are, and will be doing business. MASSA looks forward to an even closer co-operation with all Government Ministries involved in promoting Malaysia as a global brand for business and ensure sustainable long-term prospects for the Malaysian economy.

MASSA's and MASSCORP's tasks are made easier, thanks to the excellent team work, perseverance and camaraderie that have prevailed amongst our EXCO members and members over the 27 years. We will not rest but continue to build upon our experience and go forth, bringing along the young generation with us. Together, we aim to capitalise on current business trends so that MASSA and MASSCORP can continue to play a dynamic and relevant role in the decades to come.



**Tan Sri Azman Hashim**  
*President, MASSA*  
*Chairman, MASSCORP*



**■ MESSAGE**

# Minister of Foreign Affairs



Congratulations to Malaysia South-South Association (MASSA) and Malaysian South-South Corporation Berhad (MASSCORP) on celebrating your 27th anniversary of South-South Business Interaction. You have been instrumental in raising awareness of the potential in South-south cooperation and have worked tirelessly and dedicatedly over the years to turn the potentials into real gains. Your work in promoting trade and investment ties with South-South countries have brought tremendous benefits to Malaysia and we look forward to further achievements in the future. MASSA and MASSCORP have certainly come a long way from its humble beginnings as an organization to assist Malaysian industries and manufacturers to explore the relatively untapped potential of the South which could offer vast opportunities for trade and investment. This corresponds to Malaysia's aspiration of becoming a high-income developed nation by the year 2020.

MASSA and MASSCORP have been instrumental in building the network for sharing knowledge and trading opportunities among developing countries. This in turn has enhanced solidarity among the people and countries of the Global South to achieve their development goals. Wisma Putra highly values the effort by MASSA and MASSCORP in engaging business community with other developing countries in the spirit of South-South Cooperation. In this context, we hope that MASSA and MASSCORP will continue to contribute towards strengthening the nation's effort to achieve its status as a developed nation.

As you browse through the book, you will gain a real sense of the history and establishment of MASSA and MASSCORP. From the activities and achievements, to the accomplishments of goals, this celebratory edition provides a glimpse into the 27 years journey of MASSA and MASSCORP that is poised to have an even greater presence and economic impact in Malaysia and fellow developing countries in the future.



**Dato' Saifuddin Abdullah**  
*Minister of Foreign Affairs, Malaysia*

■ MESSAGE

# Minister of International Trade and Industry



Congratulations to Malaysia South-South Association (MASSA) and Malaysian South-South Corporation Berhad (MASSCORP) on the occasion of your 27th Anniversary. On behalf of the Ministry of International Trade and Industry Malaysia (MITI) and its Agencies, we are appreciative of the good working relationship with MASSA and MASSCORP to mutually assist the business community to forge greater and wider business economic activities with business counterparts from the South-South Countries.

Working alongside MASSA and MASSCORP over the last 27 years, we have witnessed the growth of our total trade and direct investments in these economies. The programmes undertaken by MITI and its Agencies complement the efforts of MASSA. The current geopolitical and geoeconomic environment is proving to be a challenging one for developing nations, Malaysia included. MITI looks forward to MASSA's continued support to work as a team to help Malaysian companies find new markets for its goods and services and to invest smartly. Together, let us chart another fruitful decade.

**Datuk Darell Leiking**  
*Minister of International Trade & Industry,  
Malaysia*





**Iguazu Falls, Argentina**





# MASSA

## Pioneering Spirit



# South America Trip



Tun Dr. Mahathir Mohamad and Tun Dr. Siti Hasmah Mohd Ali at Machu Picchu, Peru.



Tun Dr. Mahathir Mohamad and Mr T Y Lee visited a leather shoe factory in Chile.

Tun Dr. Mahathir Mohamad took us by the hand, led the way and blazed the trail for us to follow. MASSA's South-South ventures began in July 1991 when captains of industries in the Malaysian business community were invited to join the Prime Minister on an inaugural trip to Argentina, Brazil and Chile in South America.

This trip opened the eyes of the mission participants to the tremendous opportunities to do business. They got together and Malaysia-South America Association (MASA) was incorporated on 13 September 1991. Following the Prime Minister on another similar mission to Mexico in the same year saw the need to change the name of the Association to Malaysia-Latin America

Association (MALAM). In April 1992, another large business delegation accompanied the Prime Minister to Vietnam, making it clear that the Prime Minister was determined to lead Malaysians to the markets of the South-South Countries under his banner of 'Malaysia Inc'. Taking this cue, MALAM's name was changed to Malaysia South-South Association or MASSA in 1992.

Some of the MASSA members formed a sister-organisation called Malaysian-Latin American Ventures Sdn Bhd to undertake projects identified during these missions. The company's name was changed to Malaysian South-South Corporation Berhad, or MASSCORP, to reflect the widened regions under the South-South banner.



Malaysian delegates on the trip to South America.

## THE FIRST MASSA EXECUTIVE COMMITTEE 1991



Tan Sri Azman Hashim  
*President*



Tan Sri Dato'  
Thong Yaw Hong  
*Vice-President*



Datin Molina S. Nijhar  
*Honorary Secretary*



Ms Hamidah  
Abdul Ghafar  
*Deputy Honorary  
Secretary*



Mr T. Y. Lee  
*Honorary Treasurer*

### Committee Members



Tan Sri Dato' Seri  
Eric Chia



Mr Lee Kim Yew



Dato' Michael  
Chen Wing Sum



Dato' Francis  
Yeoh Sock Ping



Dato' Dr. Mohd  
Aminuddin Mohd  
Rouse



Mr Goh Chye Keat



Tan Sri Dato' Vincent  
Tan Chee Yioun



Tengku Dato' Adnan  
Tengku Mansor



Tunku Shahabudin  
Tunku Besar  
Burhanuddin



Mr Lim Fung Chee



Dato' Haji Mohd  
Ramli Kushairi



Dato' Mohd Nadzmi  
bin Mohd Salleh



Mr Ibrahim Menudin





# Country Coordinators

Country Coordinators were appointed to focus on building business linkages and identifying opportunities for trade and investment in specific countries/regions.



Mr T. Y. Lee  
*Chile and Argentina*



Dato' Francis Yeoh  
Sock Ping  
*Mexico*



Dato' Michael Chen  
Wing Sum  
*S.R. Vietnam*



Tan Sri Dato' Vincent  
Tan Chee Yioun  
*Republic of Ghana*



Dato' Jeffrey Cheah  
*Republic of  
Zimbabwe*



Tan Sri Dato'  
Seri Eric Chia  
*Brazil*



Dato' Hj Mustapha  
Kamal Hj Abu Bakar  
*Africa*



Dato' Lee Kim Yew  
*P.R. China*



Dato' Dr. Mohd  
Aminuddin Mohd Rouse  
*Cambodia, Laos &  
Philippines*

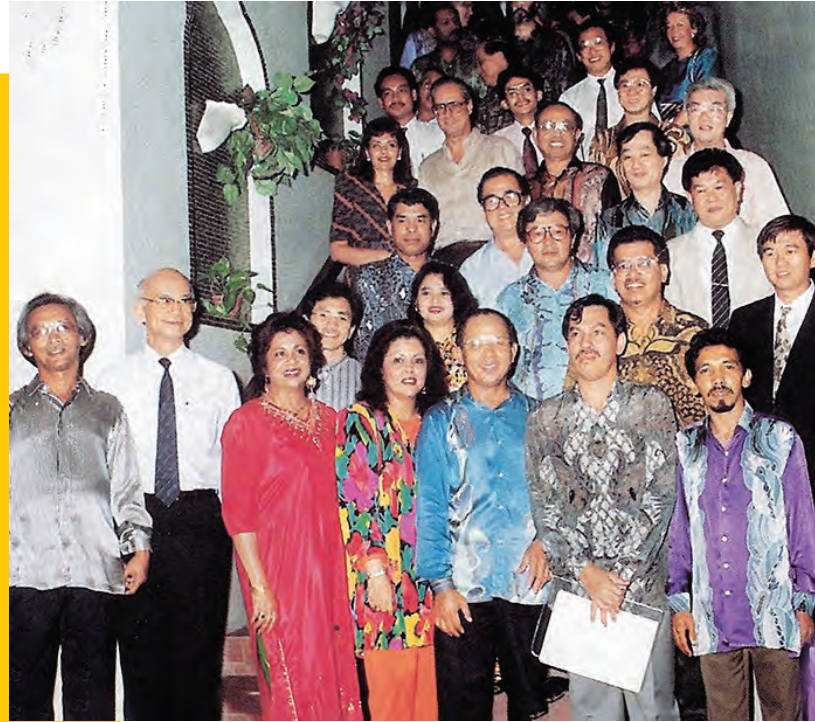
***"Malaysia is well-positioned because we have a Champion for a Leader (referring to Tun Dr. Mahathir Mohamad). We are looking to diversify our markets, as a strategic objective. We trade with all countries. Our initial, traditional trading partners are the big economies of Europe, the US and Japan. But now we want to go into China, Africa, South America, Vietnam as these are the new untapped markets. We want to go there, not so much to extract or exploit, but form a genuine wish to trade with them, and help develop their economies. You want them to get rich, so that we can get rich as well. You want your neighbours to be rich, so you help them, and at the same time enrich yourselves. Poor neighbours don't make good neighbours."***

Dato' Dr. Mohd Aminuddin Mohd Rouse



*"The formation of the Association and the Consortium Company is the result of the Prime Minister's initiative in promoting trade and investment relations with Latin American Countries. Our members are indeed grateful to Tun Dr. Mahathir Mohamad for inviting and including private sector businessmen in the official visits to Argentina, Brazil, Chile and Mexico. This was a fine demonstration of putting into practice the spirit of 'Malaysia Inc' where the Government and public sector work together with the private sector in advancing economic and business activities for the benefit of the country."*

Tan Sri Azman Hashim



Members and guests at the Inaugural AGM and official launch of MASSA in 1992.

*"I think it is a smart idea to team up to do business by forming a consortium company, as both small and big companies can participate. The Government thinks there are tremendous opportunities in trade with Latin American Countries."*

Tun Dr. Mahathir Mohamad



Tan Sri Dato' Thong Yaw Hong, Tan Sri Dato' Seri Eric Chia and Mr Ibrahim Menudin at the MASSA Launch in 1992.





Tan Sri Dato' Shamsuddin Abdul Kadir, Tan Sri Dato' Vincent Tan and Tan Sri Dato' Lim Goh Tong at the MASSA Launch in 1992.

*"What is important is for individual South Countries to understand the need to be pro-active. Less talk more action, that's what I say the South Countries should do. It's better realised by the private sector."*

Tan Sri Rafidah Aziz



Mr Goh Chye Keat greeting Dato' Seri Datin Paduka Dr. Siti Hasmah. Looking on are Mr Henry Wong, Mr T Y Lee and Mr Lim Meng Kwong.



Mr Lee Kim Yew, Mr Sam Lim Fong & Datuk Tiong Hiew King.



Datin Molina Nijhar, Ms Hamidah Ghafar, Tan Sri Azman Hashim, Tunku Arishah, Tun Dr. Mahathir Mohamad and Datin Maznah.



# MASSA

Malaysia South-South Association (MASSA) is a non-profit business association, comprising members who are from the Malaysian business sector. The objective of MASSA is to promote trade and investment with South-South Countries. It espouses the dynamic vision of the Malaysian business community and aims to enhance the global reach of its members.

*"We must create new approaches to enable the South to benefit from the wealth of the South."*

Tun Dr. Mahathir Mohamad

*"The uniqueness of Malaysia is that our diversified economy has produced Malaysian companies who are potential partners with strengths in many areas ranging from agricultural products to manufacturing exports, telecommunications, construction, property development, tourism and hotels to the special services of privatised former state entities, ranging from power utilities to port management."*

Tan Sri Dr. Ting Chew Peh,  
Former Minister of Housing & Local Government

## Objectives of MASSA

In a knowledge and data driven global economy, MASSA's experience and expertise in business diplomacy, intellectual capital and bilateral co-operation are key to helping its members avail trade and investment opportunities in South-South Countries. MASSA acts as a dynamic link between the Malaysian business community and these countries. Its objectives are to:

- Foster economic and trade relations between Malaysia and Countries of the South
- Promote and enhance understanding between the private sectors of Malaysia and

Countries of the South on economic policies and conditions of the respective countries

- Act as an informal liaison body between the private sector and the Government to make recommendations and proposals pertaining to economic matters
- Provide a forum for potential Malaysian investors and other countries of the South to disseminate ideas, discussion and open dialogue on matters relating to trade, economy and culture
- Foster friendship and enhance cooperation amongst its members



## EXECUTIVE COMMITTEE 2017-2019

### Office Bearers



Tan Sri Azman Hashim  
PRESIDENT



Tun Michael Chen Wing  
Sum  
VICE-PRESIDENT



Datuk Lim Fung Chee  
VICE-PRESIDENT



Datuk T. Y. Lee  
HON. SECRETARY



Dato' Lawrence  
Lim Swee Lin  
HON. ASST. SECRETARY



Tan Sri Datuk  
Tee Hock Seng, JP  
HON. TREASURER

### Executive Committee Members



Tan Sri Dato'  
Mohd Ramli Kushairi



Tan Sri Dato' Soong  
Siew Hoong



Tan Sri Ghazzali Sheikh  
Abdul Khalid



Dato' J Jegathesan



Dato' Soam Heng Choon



Dato' Tan Kia Loke



Dato' Cheah Sam Kip



Ms Norzilah Mohammed



Ms Bahria Mohd Tamil  
Ministry of International  
Trade and Industry (MITI)



Dato' Azman Mahmud  
Malaysian Industrial  
Development Authority  
(MIDA)



Ambassador Norman  
Muhamad  
Ministry of Foreign Affairs  
(Wisma Putra)



Ir Dr. Mohd Shahreen  
Zainooreen b Madros  
Malaysia External  
Trade Development  
Corporation (MATRADE)

### Ex-Officio Members



# MASSA Activities

MASSA undertook a plethora of activities of bridging the South-South Countries. These activities were in the form of outbound missions to selected South-South Countries and facilitating inbound missions of visiting business delegations from these Countries. Besides visits, dialogue sessions, seminars, networking events and workshops were organised by MASSA.

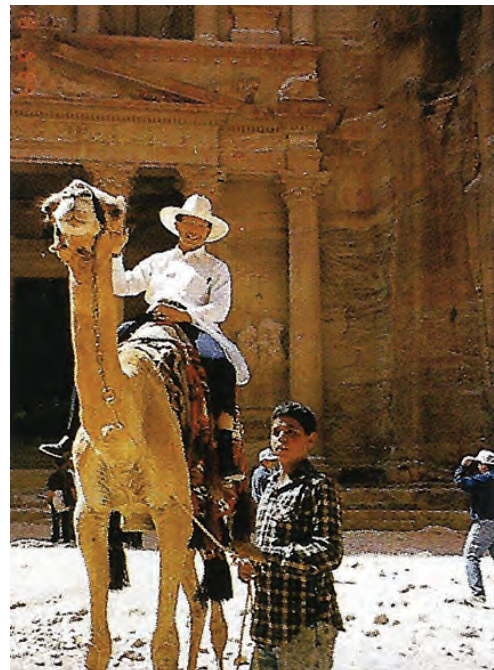
The photographs in this section provide readers with an overview of the activities of MASSA and showcases the efforts that have been undertaken to achieve the vision and objectives of MASSA. These pictures speak of the numerous and diverse activities which MASSA believes have paved the way for Malaysia to expand her business reach to the countries of the South.

## ■ OUTBOUND MISSIONS



**1994**

A business delegation led by Tan Sri Azman Hashim accompanied Tun Dr. Mahathir Mohamad on his official visit to Zimbabwe.



**1994**

Mission to Turkey, Jordan and Turkmenistan.



**1995**

**Mission to Republic of South Africa (RSA)**

Meeting Mr F.W. de Klerk (former President of RSA) who had worked with Mr Nelson Mandela to successfully end the country's apartheid system of racial segregation.







# MASSA Activities

## ■ OUTBOUND MISSIONS

**1996**  
Mission to  
Myanmar.



**1996**  
Mission to Republic of Palau.





# MASSA Activities

## ■ OUTBOUND MISSIONS

**2007**

### **Business Mission to Zambia**

Led by Tan Sri Soong Siew Hoong, the delegates had a dialogue and a group photo with H.E. Levy Mwanawasa, President of Zambia. The delegates had fruitful meetings in the capital, Lusaka and in Livingstone, where the magnificent Victoria Falls is located.







**2004**  
1st Bangladesh Malaysia Business Forum in Dhaka, Bangladesh.

## Malaysian entrepreneurs urged to invest more in Bangladesh



## Political stability gave Malaysia its economic success

Mahathir says on arrival

## Call for free trade deal with Malaysia

1st Bangladesh-Malaysia Business Forum ends

## Bangladesh-Malaysia Business Forum

Concrete suggestions for the way forward

## KL experience may benefit Dhaka

Mahathir tells media at ZIA: Business Forum kicks off today

## Mahathir cites the Malaysian example

Only strong govt with big majority can deliver the goods



**2004**  
Business Mission to Casablanca, Morocco.



**2005**  
Business Mission to Nigeria with MATRADE.





**2006**

MASSA delegation with officials of Bangladesh Export Processing Zone Authority (BEPZA).



**2008**

First Showcase Malaysia in Dhaka, Bangladesh.

**2011**

Hon. Dilip Barua, Minister of Industries, Bangladesh presenting an appreciation plaque to Ms Florence Khoo of MASSA at the 2nd Showcase Malaysia in Dhaka, Bangladesh.







# MASSA Activities

## ■ INBOUND MISSIONS/VISITS



**1992**

Luncheon with H.E. Patricio Aylwin Azocar, President of Chile.



**1992**

Dialogue Session with H.E. Lu Minh Chau, Vice Chairman of State Committee for Co-operation & Investment (SCCI) of S.R. Vietnam.



**1992**

Dinner with H.E. Sam Nujoma, President of Namibia.



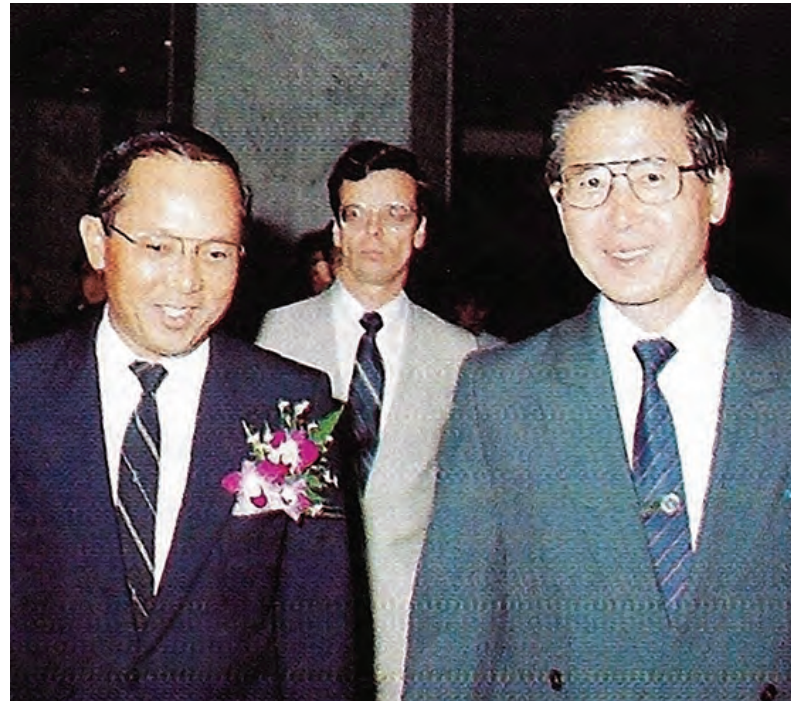
# MASSA Activities

## ■ INBOUND MISSIONS/VISITS



**1992**

Working session with H.E. Andres Caso Lombardo, Minister of Communications & Transport, Mexico.



**1992**

Visit of H.E. Alberto Fujimori, President of Peru.



**1993**

MASSA luncheon with H.E. Rodolfo Gabrielli, Governor of Mendoza, Argentina.



# MASSA Activities

## ■ INBOUND MISSIONS/VISITS



**1994**

Dinner with Hon. Wimal Wickramasinghe, Minister of Environment and Parliamentary Affairs, and Minister of State for Policy Planning Sri Lanka.



**1994**

Dinner with H.E. Duoi Moi, Secretary-General of the Central Committee of the Communist Party of S.R. Vietnam.



**1995**

5th Malaysia-Chile Joint Business Council presided by H.E. Eduardo Frei Ruiz-Tagle, President of Chile.

**1995**

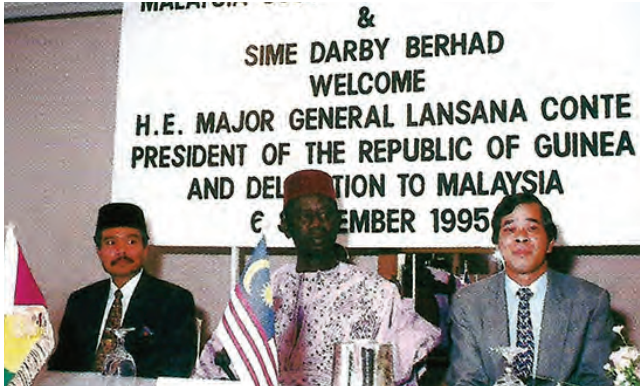
Dialogue with delegation from Ghana led by the Hon. Dan Abodakpi, Deputy Minister of Trade and Industry.





# MASSA Activities

## ■ INBOUND MISSIONS/VISITS



**1995**

Dialogue Session with H.E. Major General Lansana Conte, President of the Republic of Guinea.



**1995**

President of the Republic of Ghana, H.E. Flight Lt. Jerry John Rawlings, greeted by Tan Sri Vincent Tan at a MASSA luncheon.



**1995**

Meeting with H.E. Truong Quang Duoc, Chairman of People's Committee of Quangnam Danang Province, S.R Vietnam.



**1995**

Tan Sri Ramli Kushairi accompanying H.E. Daniel T. Arap Moi, President of Kenya, to the MASSA Dialogue & Luncheon.



**1995**

Tan Sri Azman Hashim and Tan Sri Thong Yaw Hong greeting H.E. Ricardo Marquez Flores, Vice-President of Peru.



# MASSA Activities

## ■ INBOUND MISSIONS/VISITS



**1997**

Visit of Hon Mohamed Moussa Chehem, Minister of Foreign Affairs & International Cooperation, Republic of Djibouti.



**1997**

Visit of H.E. Kuniwo Nakamura, President of Republic of Palau.



**1997**

Meeting Hon. Pedro Alvarez Borrego, Deputy Minister of Foreign Trade, Republic of Cuba.



**1997**

2nd South Africa-Malaysia Forum – inconjunction with visit of H.E. President Nelson Mandela to Malaysia.



**1998**

Meeting H.E. Fantaye Biftu, Head of Finance and Trade Monitoring Bureau, Ethiopia.



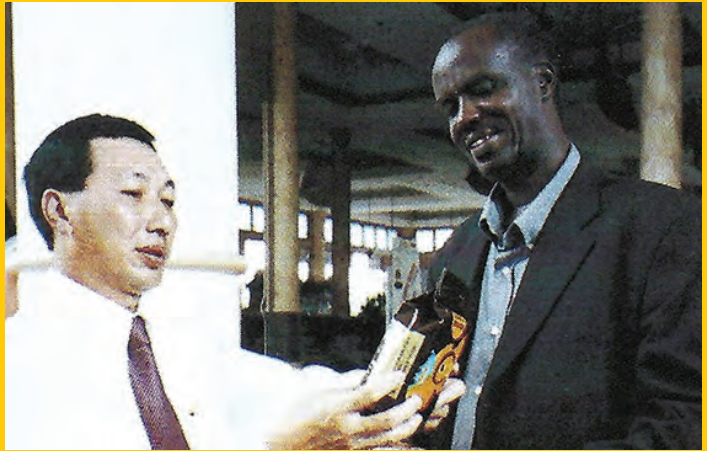
# MASSA Activities

## ■ INBOUND MISSIONS/VISITS



**1999**

Meeting Hon. Amina S Ali, Minister of Finance, Zanzibar.



**2002**

**Rwanda Learning Mission to Malaysia, Thailand and India**

Hon. Dr. Ephraim Kabajja, Minister of Agriculture, Animal Resources and Forestry led a team of government and private sector delegates on a learning mission to the three countries, facilitated by MASSA.



**2003**

Luncheon with H.E. Allan Wagner Tizon, Minister of Foreign Affairs, Peru.



**2005**

**Liaoning, P.R. China**

H.E. Sun Chunlan, Vice Party Secretary, Liaoning Provincial Committee met MASSA President and members.



# MASSA Activities

## ■ INBOUND MISSIONS/VISITS

**2005**

Visit of H.E. Paramanga Ernest Yonli, Prime Minister of Burkina Faso.



**2005**

Meeting the Vice-Chairman of the People's Committee of Danang City, Vietnam and his delegation.



**2006**

Visit of Hon. Ramakrishna Sithanen, Deputy Prime Minister of Mauritius.



**2007**

Visit of His Majesty King Mswati III of Swaziland.



# MASSA Activities

## ■ INBOUND MISSIONS/VISITS



**2007**

Visit to MASSA by Trade and Investment Government officials from African countries organised by Japan International Cooperation Agency (JICA).



**2007**

MASSA and MIDA Business Mission to Zambia led by Tan Sri Soong Siew Hoong.



# MASSA Activities

## ■ INBOUND MISSIONS/VISITS



**2008**  
Meeting with officials from PROMEXICO at MIDA.



**2008**  
Business Forum with Jordan.



**2009**  
Visit of Hon. Eng. Rachid Mohamed Rachid, Minister of Trade & Industry, Egypt.



**2010**  
Hon. David Phiri, Deputy Minister of Finance & National Planning, Zambia meeting MASSA President and members.

# MASSA Activities

## ■ INBOUND MISSIONS/VISITS



### 2010

Dialogue Session with Hon. Sheikh Hasina Wajed, Prime Minister of Bangladesh, in Kuala Lumpur, Malaysia.

### 2011

H.E. Dr. Barnabas S. Dlamini, Prime Minister of the Kingdom of Swaziland with Tun Michael Chen Wing Sum, MASSA Vice President at the Swaziland-Malaysia Business Forum in Kuala Lumpur.



### 2012

#### Showcase Bangladesh 2012 in Kuala Lumpur

Showcase Bangladesh 2012 organised by the Bangladesh-Malaysia Chamber of Commerce & Industry (BMCCI) in collaboration with the Bangladesh High Commission, MASSA and MATRADE in Kuala Lumpur.





# MASSA Activities

## ■ INBOUND MISSIONS/VISITS



**2013**

### **Networking & Business Seminar with H.E. Jacob Gedleyihlekisa Zuma, President of Republic of South Africa**

The South Africa High Commission and the Department of Trade & Industry of the Republic of South Africa in partnership with MITI, MIDA, MATRADE, MASSA and the Malaysia-South Africa Business Council (MSABC) organised a Networking and Business Seminar with H.E. Jacob Gedleyihlekisa Zuma, President of the Republic of South Africa, with a high-level business delegation on 26 August 2013 at Putrajaya Marriott Hotel & Spa, Putrajaya.



**2015**

4th Showcase Malaysia 2015 in Dhaka, Bangladesh.





# MASSA Activities

## ■ INBOUND MISSIONS/VISITS

**2017**

Working Visit of Erdeness Mongol LLC, Mongolia to Tenaga Nasional Berhad organised by MASSA.



**2018**

**Hon. Richard Maru, MP, Minister for National Planning and Monitoring PNG & Delegation to MASSA**

The Hon. Richard Maru, MP, Minister for National Planning and Monitoring of Papua New Guinea, and his delegation comprising officials from his Ministry, the Minister of Immigration, Hon. Petrus Thomas, MP, accompanied by High Commissioner of Papua New Guinea to Malaysia, H.E. Mr Peter Vincent OL, and First Secretary, Mr Philemon Senginawa.



# MASSA Activities

## ■ BUSINESS SEMINARS AND FORUMS



**1992**

### Symposium on Breakthroughs and Business Opportunities in the South-South Countries

MALAM/MASSA and MITI organised a one-day symposium.



**1996**

### Asian Outbound Investment, Trade and Financing Strategies.



# MASSA Activities

## ■ BUSINESS SEMINARS AND FORUMS



**1999**  
UNCTAD Asia-Africa Business Networking Forum on Trade & Investment Diversification.



**2000**  
Asia-Africa Business Association Summit.



**2000**  
Indochina & Myanmar Business Dialogue.



**2003**  
Talk by H.E. Zhang Xing Xiang, Vice-Secretary of Liaoning Province Committee P.R. China.





MASSA / MASSCORP

# MASSA Activities

## BUSINESS SEMINARS AND FORUMS



**2003**

NAM Business Forum – Bridging the Divide, Enhancing Opportunities.



**2003**

Talk by Dato' Dr. Rajen M. on Global Business Opportunities in the Herbal Industry.



**2004**

### 2nd OIC Business Forum

On 7 and 8 October 2004, the Organisation of the Islamic Conference (OIC), the Asian Strategy & Leadership Institute (ASLI), Malaysia's Ministry of Foreign Affairs, and MASSA organised the 2nd OIC Business Forum, in Kuala Lumpur.





# MASSA Activities

## ■ BUSINESS SEMINARS AND FORUMS



**2004**  
MASSA participated in a Workshop on Asia-Africa Chamber of Commerce in Accra, Ghana.



**2004**  
MIDA & MASSA Cross Border Investments Seminar.



**2004**  
Seminar on 'Doing Business with the Maghreb Countries'.



**2005**  
MIDA & MASSA Seminar on 'Doing Business in South America'.



**2008**  
MIDA & MASSA Seminar – Business Opportunities in Syria and Egypt.

# MASSA Activities

## ■ BUSINESS SEMINARS AND FORUMS



**2010**

MASSA members discussed the 'Malaysian Private Sector's Experience in Investing Abroad' with officials of Investment Promotion Agencies (IPAs) of South-South Countries.



**2016**

### **Luncheon Talk by Mr Zaw Min Win, Chairman of MIA, Myanmar**

MASSA organised a talk on the 'Economic Outlook & Business Potential in Myanmar – Post Elections' at the Concorde Hotel, Kuala Lumpur on 3 May 2016.

Mr Zaw Min Win, Chairman, Myanmar Industries Association (MIA), Myanmar and Vice-President, Union of Myanmar Federation of Chambers of Commerce & Industry (UMFCCI) delivered a presentation on the 'Economic Outlook of Myanmar: Post Election Period Opportunities, Issues & Challenges'





# MASSA Activities

## ■ BUSINESS SEMINARS AND FORUMS



**2017**

### **MASSA & FMM Briefing on Business Opportunities in Papua New Guinea**

MASSA and FMM jointly organised a briefing on 'Business & Investment Opportunities in Papua New Guinea' for MASSA and FMM members.

Tan Sri Dato' Soong Siew Hoong, FMM Council Member and MASSA EXCO member, delivered the welcome remarks while H.E. Peter Vincent OL, High Commissioner of Papua New Guinea to Malaysia, gave the presentation.

**2017**

Talk on Business Opportunities in Mongolia by Mr Reynolds Augustine, Hon. Consul of Mongolia in Malaysia.



**2018**

Presentation by Mr Tan Beng Teong, Executive Director of Selangor Human Resources Development Corporation (SHRDC).

# MASSA Activities

## ■ TECHNICAL VISITS



**1999**

MASSA Visit to Multimedia Development Corporation at Cyberjaya.



**1999**

MASSA Visit to Technology Park Malaysia.



**2003**

MASSA Biotechnology Talk held at MARDI.



**2001**

Visit to Smart School and the Government Multi-Purpose Smart Card



# MASSA Activities

## ■ TECHNICAL VISITS



**2006**  
Visit to Crops For The Future (CFF) Research Centre.



**2006**  
Visit to MASKargo & LSG Sky Chefs.



**2006**  
Visit to Port Klang Free Trade Zone (PKFZ) and Westports Malaysia.



**2007**  
Visit to Nilai Inland Port.



**2007**  
Visit to NCI Cancer Hospital.

# MASSA Activities

## ■ TECHNICAL VISITS



**2016**

### **MASSA Business Tour to ECERDC & Kuantan Port Consortium, Kuantan**

MASSA in collaboration with the East Coast Economic Region Development Council (ECERDC) jointly organised a Business Tour to Kuantan, Pahang. Participants from 20 organisations joined the tour.

A Briefing Session on the promoted sectors for investments was held at the ECERDC office in Kuantan, Pahang.



**2017**

### **Briefing & Tour to Malaysia Digital Economy Corporation (MDEC)**

MASSA organised a business tour to MDEC Headquarters in Cyberjaya.





# MASSA Activities

## TECHNICAL VISITS



**2017**

### Technical Visit to Agensi Nuklear Malaysia

MASSA organised a technical visit to Agensi Nuklear Malaysia (Malaysia Nuclear Agency).

Agensi Nuklear Malaysia is a premier research and development organisation in nuclear science and technology. The agency plays an active role and contributes to the implementation and realisation of national science and technology policies to ensure it remains a relevant public research institute for the country.

The Director-General and his management team gave a presentation on the roles and functions of this agency.



**2018**

Technical Visit to Inari Amertron factory in Bayan Lepas, Penang.



**2018**

Technical Visit to Penang Skills Development Centre (PSDC) in Bayan Lepas, Penang.



**2018**

Technical visit to MIMOS.



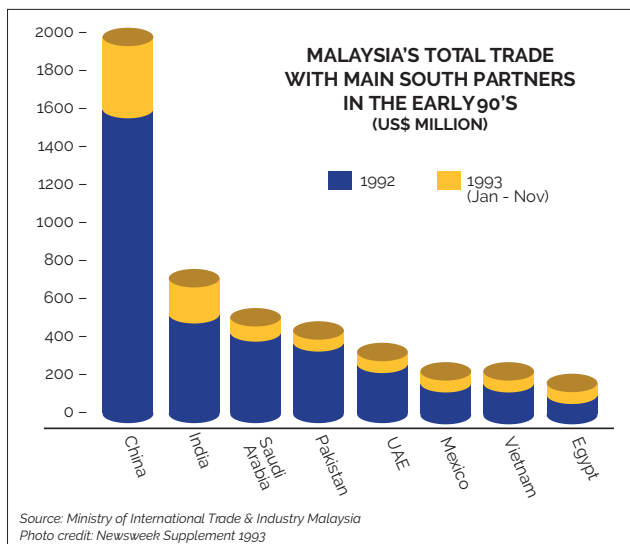
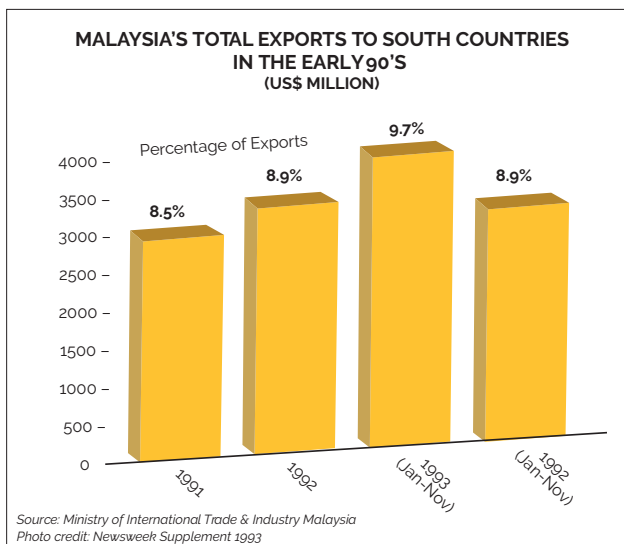
# Changing Business Landscape

Since inception, MASSA and MASSCORP have made great strides to open new trails and be the conduit to the markets of South-South Countries. Both organisations have opened doors for Malaysian businesses that had set-up joint ventures, embarked on infrastructural and industrial projects in various sectors such as telecommunications, commercial and residential property development, and established manufacturing facilities amongst others.

In the early years of venturing into the non-traditional markets of the South-South Countries, Malaysian businesses were challenged with a host of risks that included country sovereign risk, foreign investment laws that were at its infancy, or not even promulgated yet, as well as lack of availability of reliable and accurate market information and statistical data. In addition, there was a lack of infrastructure support, that included basic power, water and transport facilities, access to markets and also the low purchasing power of the populace. These challenges were seen as opportunities for Malaysian businesses to make inroads into the Countries of the South.

In the spirit of Malaysia Inc., our Malaysian Government worked on a Government-to-Government (G-to-G) level to assist some of our host countries to formulate the framework for Foreign Investment Laws. These laws were very much akin to Malaysia's laws that were familiar to our Malaysian corporates. The Malaysian Government further maintained that it would do its best to facilitate and open doors for the Malaysian corporates to make inroads into markets where there is potential for our goods and services to thrive.

During the first decade of its inception, MASSA actively engaged with our Government and the South-South Governments to create an environment for trade and investment flows to happen. MASSA, together with MASSCORP, and in collaboration with UNDP, UNCTAD, UNIDO, JICA and the World Bank Group facilitated numerous learning missions from developing countries to visit Malaysia, meet Government Ministries and Agencies and the business private sector as they were interested to learn about the rapid development and transformation of the Malaysian economy and how it achieved and sustained a GDP growth averaging 8.5% annually for the years between 1987 and 1996.







*"Economy is the driver of any other collaboration. Once the economic foundation is in place or rather, the linkages in place, you will then automatically be able to forge friendships, cultural exchange, things like that, because you eventually become friends."*

Tan Sri Rafidah Aziz

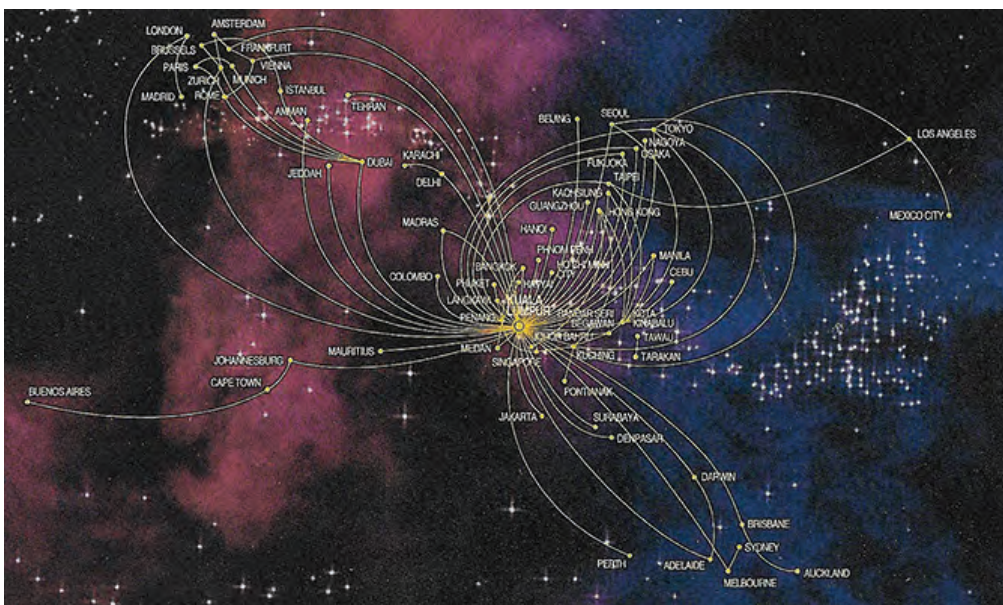
with 64 countries and this mechanism has proven to be an important risk mitigating factor for Malaysian investments in the South-South Countries.

At the same time, the Malaysian Government encouraged our national carrier, Malaysia Airlines, to launch commercial air services to new South-South destinations. The routes to Buenos Aires, Argentina through Capetown and Johannesburg in the Republic of South Africa were trail blazing, and Malaysia Airlines lived up to the pioneering spirit. Similarly, the Port Klang Authority also inked co-operation agreements with many sister ports in the South-South Countries and this was a major breakthrough to facilitate the trade-in-goods with South-South Countries.

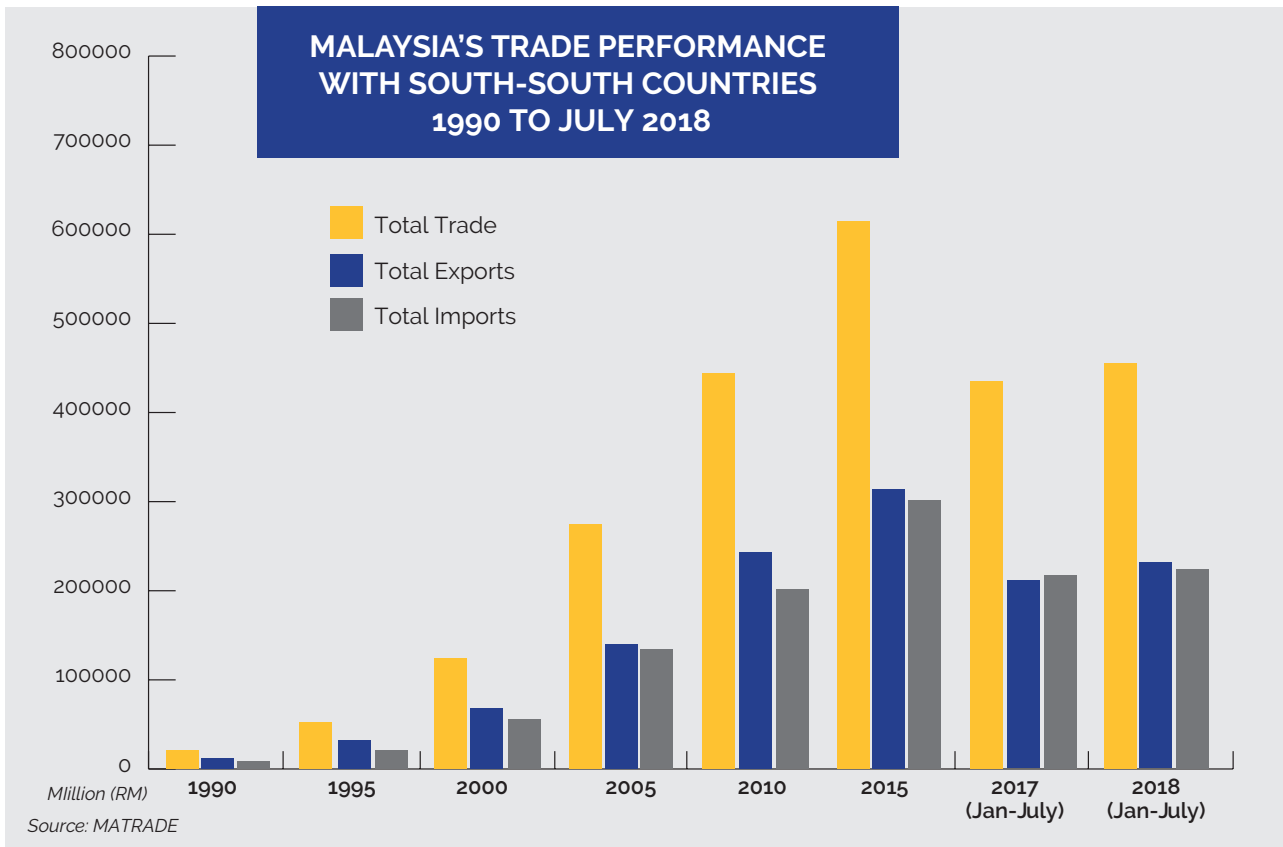
During that period, MITI, led by its dynamic minister, Tan Sri Rafidah Aziz, engaged with the Malaysian business community and MASSA through dialogues on a regular basis in order to learn of the business impediments and recommended policy changes. Having considered the feedback from the business community, the Government would then put in place statutory, legal and institutional mechanisms in an attempt to overcome those barriers. The major breakthrough came when MITI signed the Investment Guarantee Agreements (IGA) with South-South Countries to facilitate private sector investments. Today, Malaysia has IGA agreements



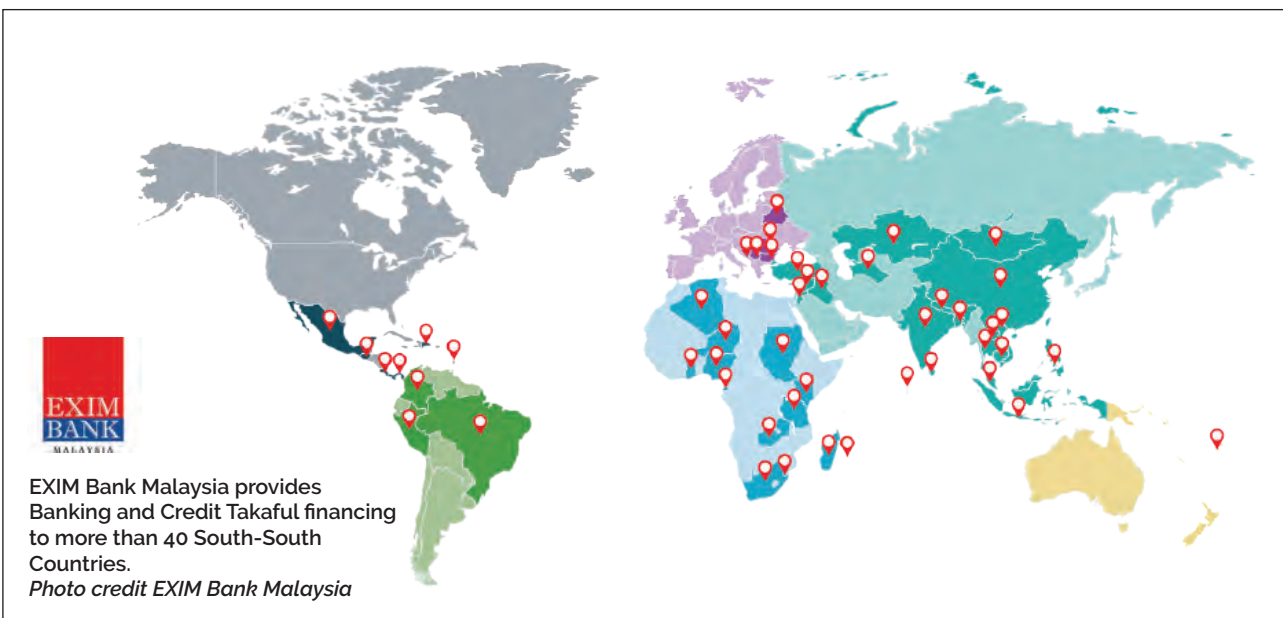
Northport in Port Klang. – Photo credit: Port Klang Authority



Malaysia Airlines international network in 1993. – Photo credit: Newsweek Supplement 1993



The EXIM Bank of Malaysia and Malaysian Export Credit Insurance Bhd (MECIB) were pillars of strength and support to the Malaysian trade and investing community. Their innovative financing mechanisms and credit insurance schemes were great risk mitigators to help projects kick off and to bring them to fruition.





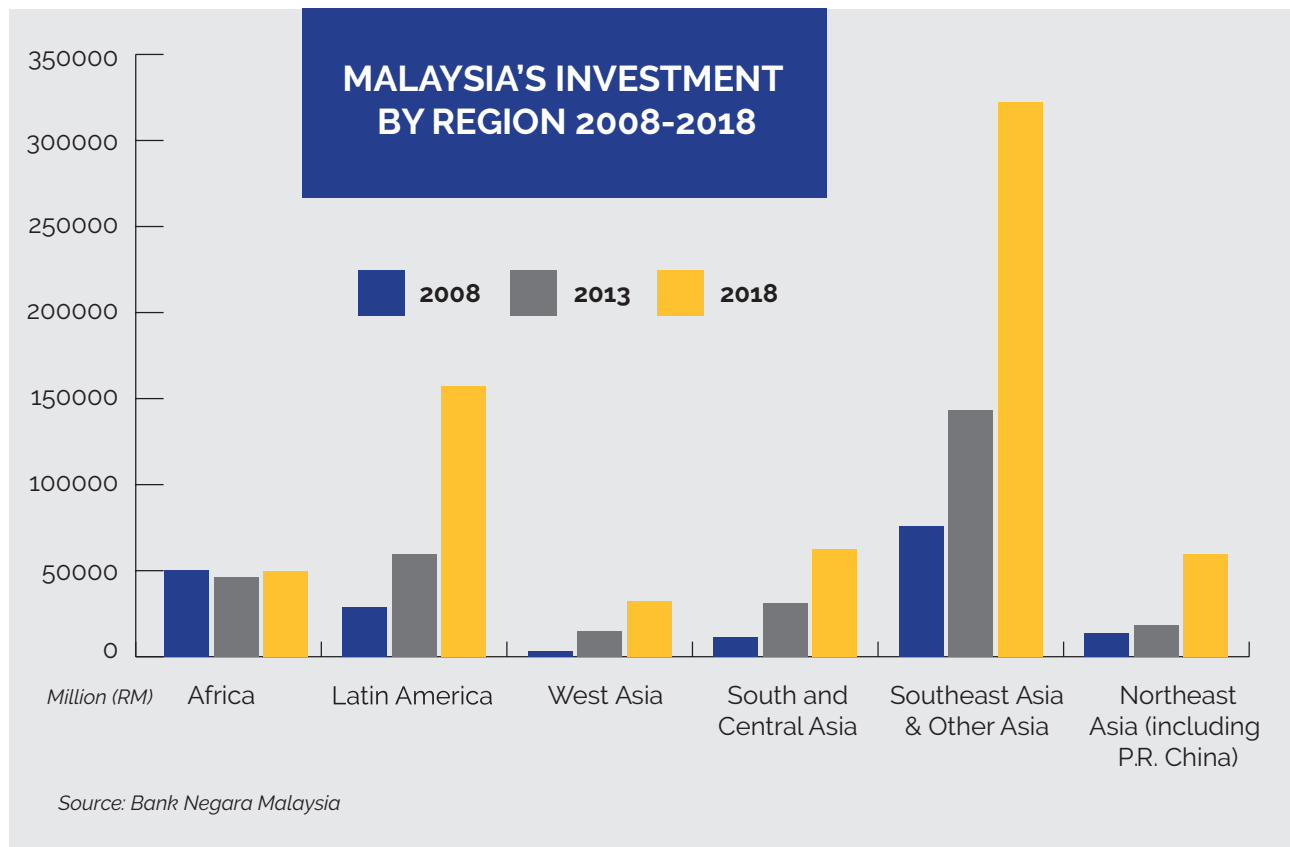
In the meantime, the business communities of the South-South Countries began to evolve. Chambers of Commerce began to flourish and institutional support was fast gaining momentum. This made MASSA's task of identifying good business partners in these countries easier. The Malaysian Government gave further impetus through the organisation of the G-15 Summit, OIC Business Forum, NAM Business Forum and the Langkawi International Dialogue series.



2nd OIC Business Forum on 7-8 October 2004 at KL.

After operating for more than two decades in these developing markets, the landscape of Malaysian investments into the South-South Countries has evolved from the setting-up of labour-intensive manufacturing facilities to the transfer of Malaysian know-how. In addition, investments in services have also flourished judging from the Malaysian banks that have succeeded in establishing a formidable presence in ASEAN and South Asia. Similarly, the Malaysian businesses in telecommunication, education, health and engineering consultancy services have also established themselves in these markets.

The landscape of investing and trading with South-South Countries have premised on a risk assessment approach. Working closely with our Government to create an enabling cross border business environment, given today's global outlook, it is still a viable proposition and a profitable one, as evidenced by the growth and expansion of the Malaysian trade and investment statistics in South-South Countries.





# Translating vision into reality



***“Leadership is about inspiring and enabling others to do their best to realise a meaningful and rewarding shared purpose. Leadership is not about the leader. It’s not even about the team. It’s about the purpose.”***

Tan Sri Azman Hashim

Tan Sri Azman Hashim, born in 1939, is the third of 13 siblings and was introduced early to work ethics and a degree of friendly competition with his siblings. At the age of 16, he was awarded the Colombo Plan Scholarship for articleship in Chartered Accountancy in Perth, Western Australia. Upon qualifying as a Chartered Accountant and Chartered Secretary, he returned to Malaysia, and was offered a job at the Central Bank of Malaysia as an Assistant Chief Accountant. Four years later, Tan Sri Azman ventured into the private sector and established his own chartered accountancy firm – Azman and Co.





In 1982, Tan Sri Azman acquired Arab-Malaysian Investment Bank Berhad, his fully-owned Merchant bank. Over the years, his businesses expanded with acquisitions of companies in finance, insurance, stock-broking and also a commercial bank. From having a workforce of 200 staff when he first acquired the investment bank, the AmBank Group today is a complete financial organisation with more than 10,000 employees.

***"He is very dynamic. He takes up this idea of South-South Co-operation very well. He worked hard to establish MASSA... Azman has been there from the beginning and he is still there."***

Tun Dr. Mahathir Mohamad

When Tun Dr. Mahathir Mohamad decided to organise a mission to Latin America in 1991, he brought along a delegation of Malaysian business executives. It was only natural that Tan Sri Azman Hashim was, not only a part of the delegation, but a leader of the private sector delegation. That first epoch journey to Latin America, flying across the South Pacific Ocean, opened the eyes of the business delegates to many varying aspects of different people, food, culture and lifestyles, to name a few. More importantly, that trip brought the Malaysian business corporates together, resulting in them enjoying a unique bond of camaraderie with each other. On the trip's long journey back to Malaysia, the idea of forming a business association to leverage each other's strengths and to pool their resources together, was mooted. The late Tan Sri Datuk Seri Utama Thong Yaw Hong, one of the founders of MASSA, put pen to paper and drew up the plans for the formation of Malaysian-Latin American Association (MALAM), which was subsequently changed to Malaysia South-South Association (MASSA) as the Prime Minister continued

on his visits to more developing countries, under the banner of 'Malaysia Inc.', with this group of business executives.

Tan Sri Azman Hashim became the natural leader from amongst his peers. Under his leadership, the team building began and the founding members offered themselves to spearhead the development according to regions. Country Coordinators were identified for Chile & Argentina, Mexico, Brazil, S.R. Vietnam, Africa, Republic of Ghana, Republic of Zimbabwe, Cambodia, Laos & Philippines and P.R. China.

In addition to serving as the President of MASSA and Chairman of MASSCORP, Tan Sri Azman also serves in a leadership capacity in various associations and organisations that includes President of the Malaysia-Japan Economic Association (MAJECA) and Council member of East Asia Business Council (EABC), Asian Institute of Finance and Asian Productivity Organisation (APO) Governing Body.

***"He understood the premise in which MASSA was built, and MASSCORP was set up. He was not there just to grace the occasion. He believed in it and he understood what needed to be done to complement the Government's own effort. I think that is important. And not just him alone, his team in MASSA."***

Tan Sri Rafidah Aziz



Tan Sri Azman Hashim together with Tan Sri Datuk Seri Utama Thong Yaw Hong, Datuk T.Y. Lee and Tan Sri Dato' Krishnan Tan Boon Seng.



He is the Leader of the ASEAN-Japan Business Meeting – Malaysia National Committee and was appointed as the Senior Adviser of the China Council for the Promotion of International Trade, Guangzhou Committee.

Tan Sri Azman is also Chairman of:

- Malaysian Investment Banking Association (MIBA)
- Malaysia Productivity Corporation
- Board of Trustees, Perdana Leadership Foundation
- Ministry of International Trade and Industry Malaysia, Industry Excellence Awards Committee
- Chairman Emeritus, Pacific Basin Economic Council (PBEC) International
- Asian Institute of Chartered Bankers (AICB)
- Asian Banking School Sdn Bhd
- AmGroup Foundation

The networks and the myriad exposures garnered from the diverse interaction at national, regional and international levels have further honed his leadership skills. The steady growth of AmBank Group, especially through the recession of 1985, the turbulent years of the Asian Financial Crisis 1997-1998 and the Global Financial Crisis (2008-2009) had shown his unflinching optimism in the face of challenges. He is task-oriented and a successful team-builder with focused dedication.

Tan Sri Azman can see and fully understand the South-South vision of our Prime Minister in the process of our nation building. It is not one man's task but a concerted, dedication of the private sector to collectively work together under the spirit

of "Malaysia Inc.", to persevere and sustainably build on the experiences, failures and successes however small, one at a time. He knows well that business is not for the faint-hearted but with the support of the Government infrastructure and the goodwill of our host nations where we operate, the dynamics of day-to-day business risks can be managed to yield positive outcomes.

For MASSCORP, Tan Sri Azman has kept a constant eye on the mission that the businesses MASSCORP had undertaken in these South-South Countries are not only about profit-making and bottomlines, it is also about uplifting communities, transferring management and technological know-how to propel economic progress and empowerment in the host countries where it operates; for when communities prosper and have more purchasing power, our businesses will also prosper.



Tan Sri Azman Hashim with Tan Sri Ghazzali Sheikh Abdul Khalid, Dato' Moehamad Izat Achmad Habechi Emir and Mr Mohammad Abdullah.



# **MASSCORP**

## **A Vehicle for Investment**





# MASSCORP

As soon as MASSA's networking and bridge-building activities got underway, business opportunities became evident and the leadership in MASSA wasted no time to set-up Malaysian South-South Corporation Berhad (MASSCORP).

MASSCORP was incorporated on 14 February 1992. Eighty four MASSA members became the founding shareholders, who committed to a capital of RM53.9 million to form this consortium.

*Our purpose was to pioneer investments in new places. MASSCORP was not a vehicle for massive profits, but a means to champion the concept of South-South Co-operation that our Government was advocating.*

Tan Sri Azman Hashim

## Objectives of MASSCORP

MASSCORP's principal objectives are to:

1. Play a catalytic role to initiate and enhance private sector co-operation with developing countries of the South;
2. Foster economic and business linkages between Malaysia and developing countries of the South;
3. Undertake viable and bankable trade and investment projects jointly with its shareholders in and with partners from the developing countries of the South.

These objectives were premised on the collective view of shareholders who saw the opportunity to work together as a team, rather than duplicate each other's efforts or compete with each other. Through MASSCORP as a consortium, shareholder- companies could pool their resources and strengths and create strategic alliances to break into new markets identified in the South-South countries. They fully subscribed to the vision that a collaborative effort was mutually

needed to complement and supplement each other's investment capacity, thus maximising outbound investment efforts multilaterally. The formation of MASSCORP is a result of Tun Dr. Mahathir Mohamad's encouragement in 1991.

MASSCORP operates in a number of ways, which include:

- 1) Participating in and organising business missions to selected South-South Countries to explore and study the potential for direct investments;
- 2) Continuous dialogue and consultation with our Malaysian Government and the host country Government for an enabling business environment for direct investments to take place;
- 3) Catalysing effective business linkages or smart partnerships with strategic institutions and organisations to identify investment opportunities for trade and investment flows to happen.



# MASSCORP Board of Directors



Tan Sri Azman Hashim  
*CHAIRMAN*



Tun Michael  
Chen Wing Sum  
*DEPUTY CHAIRMAN*



Datuk T. Y. Lee  
*EXECUTIVE DIRECTOR*



Tan Sri Dato'  
Mohd Ramli Kushairi



Tan Sri Datuk  
Tee Hock Seng, JP



Datuk Lim Fung Chee



Dato' Tan Kia Loke



Dato' Lawrence Lim  
Swee Lin



Dato' Soam Heng Choon



MASSA / MASSCORP

# MASSCORP

## A Vehicle for Investment

Jointly with the efforts of our Malaysian Government and MASSA, the private sector initiatives of MASSCORP and its shareholders, have successfully catalysed the entry of Malaysian private sector into the South-South Countries.

MASSCORP operationalised its South-South Co-operation agenda through the sharing of its networks with its shareholders, who comprise some of Malaysia's largest conglomerates, to draw on their respective resources and expertise in each investment.

The investments of MASSCORP included the following:

### Chile

Investments in Chile were spearheaded by Datuk T.Y. Lee, Dato' Goh Chye Keat, Datuk Lim Fung Chee and Tan Sri Krishnan Tan Boon Seng and were undertaken via MASSCORP's subsidiary – MASSCORP-Chile Sdn Bhd (MCSB). Shareholders of MCSB comprise MASSCORP, IJM Corporation, Perbadanan Kemajuan Negeri Selangor (PKNS) and Sourcewell Corporation Sdn Bhd. Malaysia South-South Corporation (Chile) S.A. (MCSA) became the wholly owned subsidiary of MCSB and was the investment vehicle in Chile.

#### Edificio Malasie

MASSCORP's first investment in Chile in 1992 was an office building complex in downtown Santiago known as Edificio Malasie or Malaysia Building. The Embassy of Malaysia in Chile and the office of MATRADE were the anchor tenants in Edificio Malasie. This investment yielded good rental returns.

#### Bungalow – Residence Las Flores

MCSA invested in a 1.5-acre upmarket bungalow with swimming pool, tennis court, service quarters, and matured garden in 1994 and was leased to the Malaysian Government as the official residence of the Malaysian Ambassador to Chile.



Edificio Malasie in Santiago.



Official opening of Edificio Malasie in Santiago, Chile by Tan Sri Rafidah Aziz.



Residence Las Flores Bungalow.



## San Bernardo Residential Development

In the district of San Bernardo towards southern Santiago in Chile, the San Bernardo Railway Depot is located on a 47-hectare site, which in its better days, employed more than 28,000 workers who specialised in different aspects of the railway industry.

Owing to the introduction of new technologies in the railway transportation industry; the gradual replacement of steam locomotives by diesel and electric trains; the decrease in the number of train operations due to the boom of bus transportation; and the consequent closure of railway branches all over Santiago, the Railway Depot saw a gradual decline in its activities. This also resulted in the land surrounding the Railway Depot to be left idle and undeveloped.

Seeing the need for urban development in Santiago and specifically in the San Bernardo area, our directors conceptualised the vision for this abandoned site to be developed into a self-sustaining, residential real estate project that would make it stand out from other housing projects.

Considering the strategic location and favourable characteristics of the San Bernardo area, the project was also to incorporate an all-important

suburban railroad system that would solve traffic congestion problems, as well as become a special attraction for San Bernardo inhabitants to commute to downtown Santiago for work.

In August 1995, putting the concept of South-South Co-operation into practice, Inversiones Sur-Sur, a group comprising MASSCORP, IJM and two Chilean companies was formed to undertake this visionary project in partnership with Empresa de los Ferrocarriles del Estado (EFE – the Chilean National Railway Authority).

A Chilean development company called Desarrollo Inmobiliario de San Bernardo S.A. (DISBSA) was formed to develop a modern housing, recreational and commercial project, which included the restoration and maintenance of three historical buildings in the area in accordance with the directives from the National Monuments Council.

Construction works for the development began in 1995 and Chilean architect and National Award Winner for Architecture, Cristian Fernandez, was commissioned to oversee the project designs. Fernandez settled for masonry homes and the solidly constructed properties were tagged at approximately USD32,000 per unit. The entire project comprised 2,500 houses and 12-floor apartment buildings whereby purchasers were



Datuk Juan Claudio Ilharreborde, Managing Director of MCSA explaining the San Bernardo development project to Tan Sri Dr. Ting Chew Peh, Malaysia's Minister of Housing and Local Government.



Touring the disused railway depot which will be transformed into the centerpiece of the San Bernardo development project.

granted a USD5,300 urban renewal subsidy from the Chilean government.

The three historical buildings that constitute as national heritage sites would be restored according to the district's requirements and used as a commercial centre, railway museum and recreational centre. The development entailed vast green areas, tree-lined streets, chic plazas, wide pedestrian roads, and ample outdoor recreational areas.

In September 25, 1997, the metro train station was formally opened and its inauguration ceremony

was officiated by the President of Chile and the Prime Minister of Malaysia. This cut travel time for residents of San Bernardo to downtown Santiago from 45 minutes to only 15 minutes.

Property owners and investors had praised the 'train-to-door' concept whereby people could travel easily to and from work without much traffic woes. The new road and transportation structures as well as the convenience of the new metro train station and the underpass had boosted population in the area. The affordably priced and good quality homes had further increased demand for properties in the area, which was once unwanted and abandoned. Coupled with the fact that these properties were subject to the Urban Renewal Subsidy, home-owners were eligible for the subsidy with each house purchased. School, church and a shopping mall with supermarkets and large parking lots were constructed subsequently, making this a 'self-sustainable housing centre' distinguishing itself from other projects in the area. This project had catalysed the redevelopment of the surrounding areas.

The development of the 2,500-home township at Maestranza San Bernardo in Chile was truly a project epitomising South-South Co-operation between Malaysian and Chilean businessmen together with the Chilean National Railway Authority. The USD100 million project created a model township of affordable homes and resulted in much goodwill between Malaysia and Chile.



Work in progress at construction site.



## San Bernardo Buildings declared a Historical Heritage Site



Inauguration Ceremony of the metro-train station in 1997

First housing project delivered to their inhabitants



Model of the San Bernardo Project



Buildings declared Historical Heritage that will be remodeled for the commercial area (corresponding to 7 hectares). Partners or purchasers with experience in commercial centers are being looked for to develop this project during the year 2004

## Vietnam

Study visit to Port Klang by Vietnamese SCCI Officials.



Signing Ceremony for the Export Processing Zone (EPZ) project between MASSCORP and its Vietnamese partner in 1993.



Tan Sri Dr.. Ting Chew Peh, Minister of Housing & Local Government officiated the Ground Breaking Ceremony of the EPZ project in Danang.

Investments in Vietnam were spearheaded by Tun Michael Chen Wing Sum. Commencing in 1993, investment in Vietnam was undertaken via MASSCORP's subsidiary, MASSCORP-Vietnam Sdn Bhd (MVSb). Shareholders of MVSb comprise MASSCORP, and IJM Corporation Bhd. Its 65% subsidiary in Vietnam was EPZ MASSDA Joint Venture Corporation, which subsequently changed its name to MASSDA Land Company Limited

(MASSDA) to reflect not only its industrial park operations but the residential development of Fortune Park. MASSDA Land Company Limited is a joint-venture between MASSCORP-Vietnam Sdn Bhd (MVSb) from Malaysia and Danang Investment & Development Fund (DDIF) of Vietnam. DDIF is a Vietnamese state financial organisation established to develop and invest in socio-economic infrastructure for the city.





Prime Minister Tun Dr. Mahathir Mohamad unveiling plaque at Danang Industrial Zone.



Inspecting the model of EPZ Danang.

### MASSDA Land Company Limited

Danang is the third largest city in Vietnam and is strategically located in central Vietnam with a natural land area of 1,256 km<sup>2</sup> and population of approximately 950,000 (1992) and has the advantage of being an important communications hub for the central region and Vietnam. It is also a gateway to the Pacific Ocean of the East West Corridor, connecting to Myanmar, Laos, Cambodia and northeast Thailand.

Danang City has an international airport, deep water sea ports and north-south land routes and railways. There is an abundant supply of highly-skilled, hardworking workforce accounting for 58% of the total population.



Promoting Danang IP at a Seminar.



MASSDA Land Chairman Tun Michael Chen was awarded a certificate of merit by the Chairman of the People's Community of Danang City in recognition of his significant contribution to the socio-economic development of Danang City.





## Danang Industrial Park

### Some of the investors in Danang Industrial Park



Pharmaceutical company.



Shoe manufacturer.



Lingerie factory.



Garment factory.



Knitwear factory.

MASSDA Land Company Limited is the developer of the Danang Industrial Zone, now known as the Danang Industrial Park (Danang IP) which began its development in 1993. Danang Industrial Park is today fully-leased to a diverse range of industries and businesses from industrial safety gloves, candles, garment and apparel, shoes, ceramic tiles, bathroom-ware and ICT products, logistics to telecommunication companies and banks. The infrastructure of Danang IP includes water and waste-water treatment facility, direct access to 500kV national grid power supply and telecommunications, roads and security. It also houses the Customs Department of Danang City to facilitate speedy import and export processing activities. More than 12,000 local workers are employed within Danang IP.



Logistic warehouse.

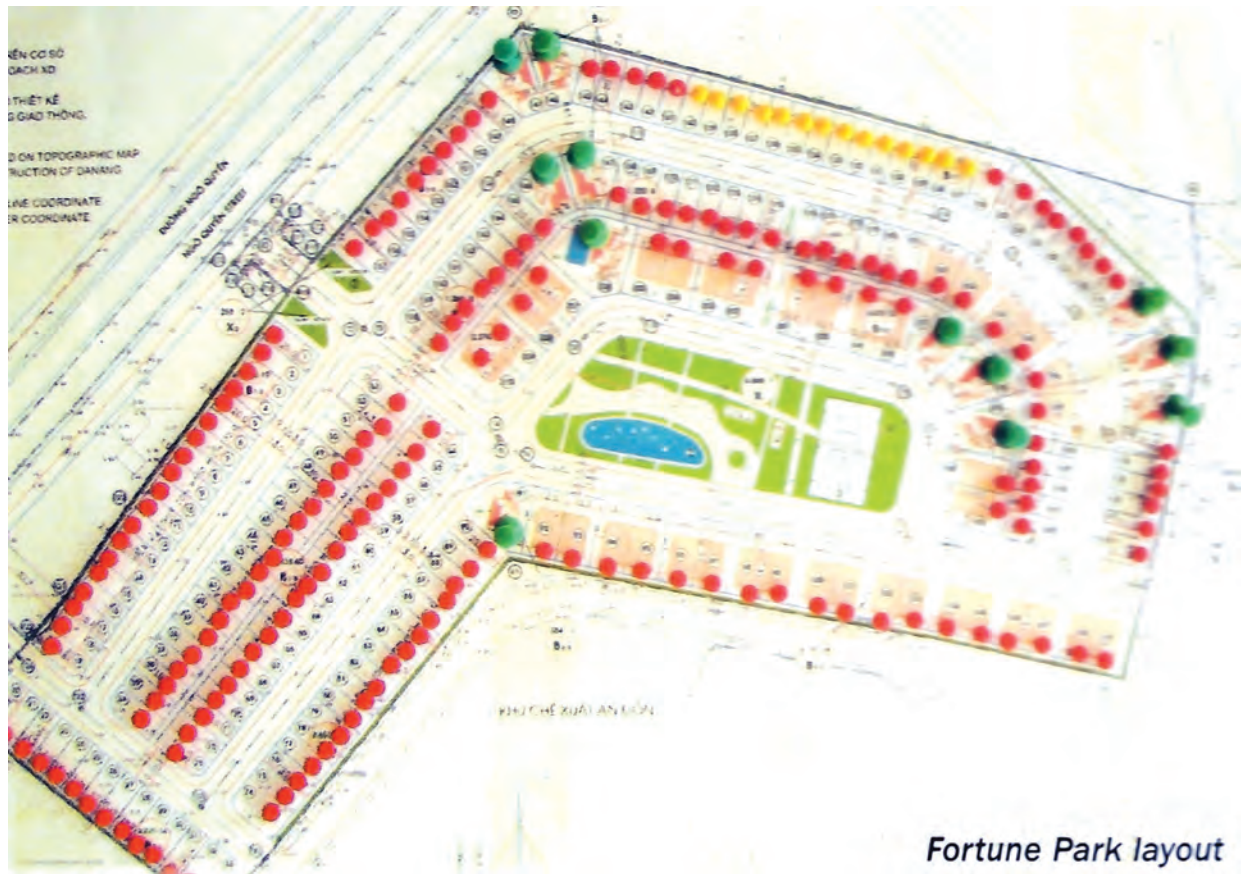


## Fortune Park

In 2009, a seven-hectare residential component was developed in the vicinity of the Danang Industrial Park to cater to the needs of the expatriate and business community. 210 residential units comprising double-storey linked houses, linked villas and villas were developed and quickly snapped up by eager investors who were mostly local Vietnamese. The residential development was completed by year 2012. The prices of these residential units have doubled and continue to rise.



Developer's signboard.



Fortune Park layout

Fortune Park layout plan.





Ground-breaking ceremony.



Fortune Park site.



2-storey link-houses  
in various build-up  
stages.



Handing over keys ceremony in August 2010.



Completed houses.





Panoramic view of Fortune Park.



Link Villa at Fortune Park.



MASSDA Land Directors at the Fortune Park.



MASSDA Land Directors with H.E. Nguyen Xuan Phuc, Prime Minister of S.R. Vietnam.





## Binh An Water Corporation Limited



Binh An water treatment plant.

During the visit of the Malaysian Prime Minister, Tun Dr. Mahathir Mohamed, to Vietnam in 1992, a Memorandum of Understanding (MOU) for the Binh An Water Supply Project was signed with the Water Supply Company of Ho Chi Minh City (WSC). On 12 August 1994, the 'Build-Operate-Transfer' (BOT) Contract was signed by the Malaysian parties, Emas Utilities Corporation Sdn Bhd (EUC) and Sadec Malaysian Consortium Sdn Bhd (Sadec), and the People's Committee of HCMC (HCMC PC).



Project completion ceremony in 1999.





EUC and Sadec established Binh An Water Corporation Limited (BAWC) as a 100 % foreign (Malaysian) owned BOT company to carry out the project to build and operate the plant.

The Investment License was issued on 15 March 1995 by the State Committee for Co-operation and Investment (now the Ministry of Planning and Investment).

The 20-year Build-Operate-Transfer (BOT) project comprised of:

- Intake works consisting of a raw water pumping station of 115,000 m3 per day capacity on the west bank of the Dong Nai River
- A 1200mm diameter raw water transmission pipeline of 3.2 km
- Treatment works of 100,000 m3 per day capacity at Binh An Hill, Binh An Commune, Di An District, Binh Duong Province
- A 1000 mm diameter treated water transmission pipeline of 6.0 km to connect the treatment plant to an existing clear water supply reservoir.

The plant has been supplying treated water to Ho Chi Minh City, South Vietnam since its commissioning in 1999. It is proud to have obtained and consistently maintained the prestigious ISO 9001 certification and the OHSAS 18001 certification.

BAWC continues to give back to the community where it operates through various projects such as:

1. Construction of a basketball court for Kim Dong Primary School in Binh An Commune (8/2000)
2. Donation for flood victims in the Mekong Delta, Province of Kien Giang (10/2000)
3. Renovation of Hoa Hong Nursery School in Binh An Commune (8/2001)
4. Donation for Operation Smile Fund (1/2002)
5. Award of 50 scholarships for poor and good students in Binh Duong Province (10/2002)
6. Annual participation in the Terry Fox Run to generate funds for Cancer Research.
7. New year hampers for poor families in Binh An Commune every year



Handing over ceremony of basketball court.



Charity gifts for the poor family during Vietnamese New Year.



## Argentina

MASSCORP's investment in Argentina was spearheaded by Datuk T.Y. Lee, Datuk Lim Fung Chee and Tan Sri Krishnan Tan Boon Seng.

### CIDEC – Leather Tannery



The CIDEC tannery

In 1995, MASSCORP participated in the financial restructuring exercise of one of Argentina's oldest and largest leather tannery called CIDEC with Chilean and Argentine partners.

The CIDEC factory processes 5,000 hides daily (or four million sq. ft. per month) into high-quality products for export to USA, China, Brazil, Thailand and Europe. The tannery produces different kinds of leather; shoe leather, leather manufactured products and upholstery leather, all manufactured with highly sophisticated technology and supported by the R&D department. CIDEC's products are used by renowned brands such as Bally, Gucci, Clarks, Hush Puppies, Nike, etc.

The additional equity injected by the Malaysian and Chilean partners enabled CIDEC to embark on an upgrading and expansion programme. New machinery was installed to increase production capacity with improved efficiency and quality of the finished leather, as plans were made to expand into Asia.

The financial crisis in 1997/1998 impacted the company's operations and resulted in lengthy Chapter 11 proceedings and MASSCORP eventually exited from this investment.



At the signing ceremony of CIDEC with the two Presidents of Argentina and Chile and Prime Minister of Malaysia in 1995



## Myanmar

MASSCORP's investment in Myanmar was spearheaded by Datuk T.Y. Lee.

### MiCasa Hotel Apartments, Yangon



Briefing the Malaysian Prime Minister and the Myanmar Minister of Foreign Affairs about the MiCasa development.



VIPs at the site.



Getting ready for piling.



Official signing ceremony in Yangon.



MiCasa site office.

In 1996, MASSCORP, together with IJM Corporation, IGB Corporation and Tan & Tan Development Bhd, developed a hotel/service apartment on 7,867 sq. meters of land at the Kaba Aye Pagoda Road in the Inya Lake area in Yangon city. This project was a direct outcome of a MASSA facilitated business mission to Myanmar in May of the same year. The site is 15 minutes away from the central business district and midway to Yangon International Airport.

The group secured a build, operate and transfer lease of 30 years from the Myanmar Government and is the first wholly Malaysian owned property development project in Myanmar. Malaysian Prime Minister, Tun Dr. Mahathir Mohamad visited the site in March 1998.



Hotel's swimming pool



MiCasa hotel apartments.



Entrance to the service apartments of MiCasa.

MiCasa Yangon is a seven-storey building comprising 183 hotel rooms including apartments with one, two and three bedrooms. It commenced operations in 1999. The hotel operations faced a challenging environment during the years when political and economic sanctions were imposed

on the country. When Myanmar's democracy was restored in 2015, MiCasa Yangon hotel achieved consistent full occupancy.

MASSCORP and partners divested the investment soon after with a handsome profit.



## Namibia

### Freedom Square Development in Windhoek City

In 1996, MASSCORP with IJM Corporation Berhad, Bina Puri Holdings Bhd and Malaysia Construction Ventures (Overseas) Sdn Bhd ventured to Namibia and secured an agreement to develop a parcel of land in Windhoek City. The development comprised retail and commercial, office and residential components on 2.2 hectares of land. When the Asian financial crisis occurred in 1997/1998, MASSCORP felt it was not prudent to continue with the ambitious project and thus, the development rights were divested.



Freedom Square development.

## South Vest Corporation Sdn Bhd (SVC) / MASSCORP Trading Sdn Bhd

MASSCORP set up South Vest Corporation Sdn Bhd (SVC) to undertake trading activities with South-South Countries. This company received a grant from the Malaysian Government to develop markets for Malaysian SME products in the Indo-China countries. Established in 1995, SVC participated in trade exhibitions organised by MATRADE in various developing countries. Its operations were taken over by MASSCORP Trading Sdn Bhd.

The objectives of MASSCORP Trading Sdn Bhd were to promote joint ventures between Malaysian entrepreneurs and investors from South-South Countries, undertake the privatisation of enterprises, find new export markets for Malaysian goods and services, act as a reference point for business contacts and market information on business opportunities.



Exhibition at Malaysia Products Fair in Yangon, Myanmar.



MASSCORP TRADING SDN BHD's booth at the Uganda International Trade Fair in 2000.



Dinner with delegates hosted by Tan Sri Datuk Tee Hock Seng in Kampala, Uganda.

## Uganda

In 2001, under the leadership of Tan Sri Datuk Tee Hock Seng, MASSCORP Trading Sdn Bhd set up a trading outpost in Kampala, Uganda, known as the Malaysia Business Centre (U) Ltd. Prime Minister Tun Dr. Mahathir Mohamad launched the centre in August 2001. The Malaysian trading house focused on the consolidation of numerous types of Malaysian products and services to serve the growing demand of the Ugandan market.







Malaysian Business Centre in Uganda, under renovation.



VIPs and guests at the opening ceremony in 2001.



Unveiling the plaque at the Opening of the Malaysian Business Centre in 2001.



Uganda children performing at the opening ceremony.



Malaysian Prime Minister touring the Malaysian Business Centre.

## MBC provides platform for entry of M'sian products into Africa

By HONG BOON HOW

THE African continent has never been a popular investment place for businessmen because of the general misconception of it as an unstable continent rocked by military coups and famine.

Malaysian Business Centre (U) Ltd (MBC) managing director Sekaran Velasamy said Uganda's last civil war ended more than 17 years ago and that the country was safe for investors to venture into.

"Although Uganda has changed a lot from its military dictatorship days of Idi Amin, we still feel that negative image of the past will take some time to fade away," Sekaran told *Siar Business*.

He said Uganda had an investor-friendly government, good roads, three mobile telecommunications companies and daily air flights to Asia and Europe.

MBC is a joint-venture company based in Kampala, Uganda, set up by Sekaran and Masscorp Trading Sdn Bhd, a subsidiary of Masscorp Bhd.

Masscorp's primary role is to complement the Malaysia South-South Association (Massa) in promoting bilateral trade and ties with South-South countries.

The formation of Massa has evolved from the idea that Malaysia's export-driven economy

should not be overly dependent on the traditional markets of the US, Japan and Europe.

Sekaran said MBC had commenced operations in March and secured a 400-sq m warehouse in Kampala.

The warehouse will be officially opened by Prime Minister Datuk Seri Dr Mahathir Mohamad during the South African International Dialogue to be held in Uganda from Aug 18 to 21.

Sekaran said Malaysian-made consumer goods and rubber-based pharmaceutical products were in demand in Africa.

"We hope to bring in 50 containers of Malaysian products this year and increase the shipment to 100 next year," he said.

Sekaran said MBC's intention was not only to conduct trade with Uganda but to help set up factories to manufacture products which were now imported.

"We are helping Malaysian companies set up factories to produce rubber examination gloves and condoms," he said.

Sekaran said Malaysian companies had the expertise to produce such items which were in high demand due to the AIDS and Ebola virus scare.

"Uganda is the first African country to declare that it has an AIDS problem," Sekaran said, add-



MASSCORP

ing that Uganda had an annual demand for 100 million condoms and 12.5 million pairs of rubber examination gloves.

Besides helping to set up factories produce examination gloves and condoms, Sekaran also said there were plans for the setting-up of a tyre factory.

"At present, all tyres used in Uganda were imported and used tyres were re-threaded locally by three companies," he said.

Sekaran said MBC currently assisted 50 Malaysian companies doing business in Uganda.

"Malaysian companies can manufacture products to meet the quality and the pricing level acceptable by Africans," he said.

Sekaran also said MBC had worked closely with the Uganda Investment Authority (UIA) which was the statutory body in charge of investment promotion and facilitation.

"Our close co-operation with the UIA, which acts as a one-stop centre, will ensure that Malaysian companies can start their business easily," he said.



Sekaran Velasamy



Tee Hock Seng

Sekaran said the objective of MBC was to provide a steady platform to create awareness of Malaysian manufactured goods and services in Africa.

Since starting operations, MBC has established effective networking with several major supermarket chains in Kampala.

"We hope to use Uganda as a base to promote Malaysian products to the neighbouring countries of Kenya, Tanzania, Sudan, Congo and Rwanda," Sekaran said.

He said the six neighbouring countries had a combined population of 250 million which represented a huge potential for Malaysian products.

Sekaran also said Malaysians would not face a language barrier in Uganda as the English language was widely spoken.

Uganda has also been classified as a foreign direct investment

(FDI) country in Africa by the United Nations Commissioner for Trade and Development (Unctad).

"Uganda's middle-class society with good purchasing power is slowly growing and this will provide a steady pool of consumers," Sekaran said.

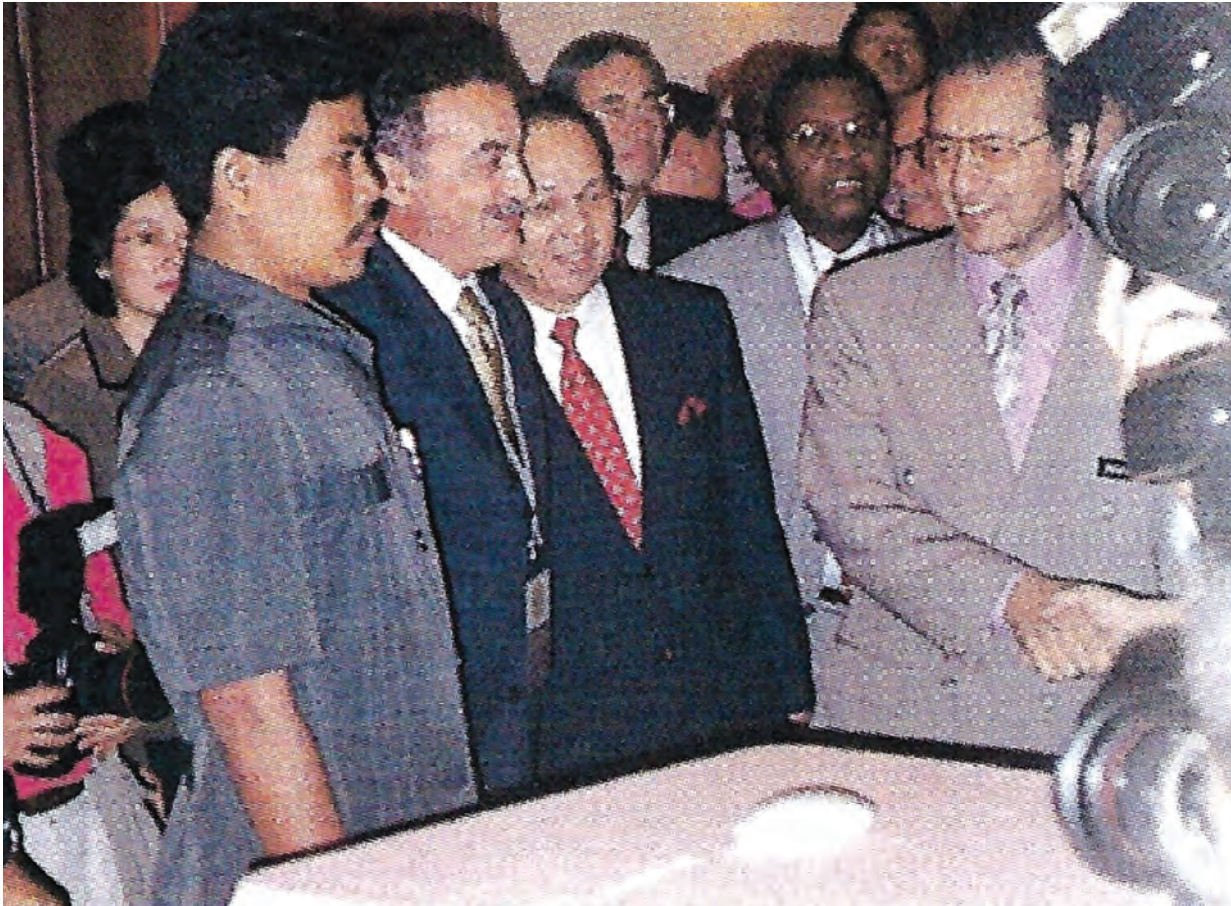
Masscorp Trading Sdn Bhd managing director Tan Sri Tee Hock Seng said Malaysian companies should explore the African continent which had enormous untapped business potential.

"For the time being, Africa has been neglected by many countries but we have seen several countries such as India and Singapore slowly making in-roads into the continent," Tee said.

He said the impending implementation of the Asean free trade area (Afta) should spur Malaysian companies to look out towards untapped markets.



## Asia-Africa Investment and Technology Promotion Centre (AAITPC)



At the launch of the AAITPC web site.

In 1996, Sibexlink Sdn Bhd was formed as a joint venture between Bank Industri Bhd, MASSCORP Bhd, Telekom Berhad and SITTEDEC (housed under the MITI). Sibexlink is the information center for the G15 countries web project that was mooted by the Prime Minister of Malaysia Tun Dr. Mahathir, with a mandate to promote trade and investment opportunities in G15 countries through its database and network services.

The Asia-Africa Investment and Technology Promotion Centre (AAITPC) website, hosted by Sibexlink Sdn Bhd, was launched in Kuala Lumpur

by Tun Dr. Mahathir Mohamad in October 1999. This project was funded by the Government of Japan and implemented by UNIDO. The database and website contained information regarding investment and technology transfer related to the work at the centre. It also provided information on UNIDO activities, the expansion and consolidation of the UNIDO Industrial Partnership Network, the development and promotion of project proposals as well as capacity building and training for investment promotion and technology acquisition and transfer.



## MASSCORP's South-South Partners

Over the years, MASSCORP successfully collaborated with a number of institutions via various programmes, seminars, business forums and business missions. Some of the organisations that MASSCORP had worked with included:

### UNDP-SU/TCDC (United Nations Development Programme – Special Unit for Technical Co-operation among Developing Countries)

MASSCORP was the local coordinator for the first Africa-Asia Business Forum that was held in Kuala Lumpur in October 1999. This Forum (AABF I) was one of the key activities under the TICAD II (Second Tokyo International Conference on African Development) initiative that was supported by the Government of Japan, UNDP and the World Bank.



Malaysian Prime Minister Tun Dr. Mahathir Mohamad being greeted on arrival at the AABF 1 event.



MASSCORP Directors in attendance.



Organisers of AABF1 in a group photo with Tun Dr. Mahathir Mohamad.



The first AABF brought approximately 110 African entrepreneurs from 23 African countries and an almost equal number from six Asian countries to conclude business deals over 3 days of one-on-one meetings. This unique event focused the attention of the sponsors, promoters and implementing agencies by bringing together entrepreneurial skills from both regions to interact and to tap potential to diversify and expand trade and investment on a win-win basis.

A survey conducted by UNDP SU/TCDC six months after the event revealed that close to US\$20 million worth of business was generated.



MASSCORP Directors attending the event.

One-on-one meetings among the participants.



Participants at the workshop.



AABF in the news.



Tun Dr. Mahathir Mohamad visiting the Nigerian booth at the event.





At the second AABF, MASSCORP was appointed as the Asian Regional Focal Point as well as the Malaysian National Focal Point. Its role was to coordinate the Asian and Malaysian selection processes, to identify Asian and Malaysian business entrepreneurs to participate in the main event of AABF 2 that was held in Durban, Republic of South Africa in July 2001.

MASSCORP led 25 Malaysian companies and participants from six other Asian nations to AABF 2 in Durban. Malaysian companies also participated in the exhibition held in conjunction with the event.



Capacity building workshop for African companies in Malaysia in preparation for AABF 2.



Group photo of Malaysian participants at AABF 2.



Hon. Jacob Zuma, Deputy President Republic South Africa touring the MASSCORP booth.



Individual meeting between Asian and African delegates.



The Malaysian exhibition booth in Durban.

A total of 128 business executives from 118 companies from Africa and 194 business executives from 177 companies from Asian countries participated in this event. More than 100 MOUs were concluded between Africans and Asians and between African delegates. Potential business deals worth US\$82million were generated from the forum. Other business deals which were not immediately quantified were reported to have fetched an additional US\$100 million worth of business.



H.E. Abdoulaye Wade, President of the Republic of Senegal and other VIPs at the Opening Ceremony of AABF 3 in April 2004.

The third AABF took place in 2004 in Dakar, Senegal. MASSCORP was the Malaysian Focal Point to promote the event and to lead an Asian delegation to participate in AABF 3. Twenty six business executives from six Asian countries and 121 business executives from 14 African nations met at this event.

More than 55 MOUs were signed with an estimated value of more than US\$48 million.



Business matching activity at AABF 3.



Malaysian and African participants at AABF 3.



Malaysian made First Aid Kit making its forays into Africa.



Participants at the AABF 3 Informational Workshop in Kuala Lumpur in 2003



MASSCORP facilitated the AABF 3 Workshop in Kuala Lumpur in 2003.





## World Bank

MASSCORP collaborated with the Private Sector Development (PSD) division of the World Bank based in Washington D. C.

- a) Through PSD World Bank's recommendation, MASSCORP facilitated a study tour of the IT and ICT sectors in Malaysia for a 8-member delegation from FASP Madagascar in April 2001. FASP is a private, non-profit and state-owned association that groups 24 employees' and professional associations. This study tour aimed to familiarise delegates with the Government and private sector environment in Malaysia, share our development experience and set up business networks and linkages to eventually develop business opportunities between the two countries. The delegates visited the Bayan Lepas Industrial Zone in Penang, Langkawi Development Authority and various government agencies in Kuala Lumpur, including the Multimedia Super Corridor.



Madagascar delegation.

- b) MASSCORP facilitated a 30-member World Bank Africa Region delegation's Multisectoral Learning Mission to Malaysia, Singapore, Thailand and Vietnam in March 2002.

The mission enabled bank officers to learn from best practices in areas such as supply chain management, private management of ports and infrastructure, privatisations experiences, multi-sector utility regulatory agency, agri-business processing, etc from these countries and what has worked in Asia.



World Bank mission members in Penang.



World Bank mission members in Kuala Lumpur.



World Bank mission members in Thailand.



World Bank mission members in Vietnam.



World Bank mission members in Penang.

These lessons learnt would eventually be applied in a multi-sectoral environment in the African context through:

- i) Learning – the overall objective of the mission was for the Bank Staff of the Africa Region to gain a better understanding of how some Asian countries had successfully taken advantage of global opportunities through application of ICT and other knowledge-based strategies and through increased co-operation between public and private sector partners. The Bank staff was encouraged to consider how these strategies and methods could be applied in African client countries to stimulate growth and to build South-South relationships based on investment, technology transfer and trade.
- ii) Learning Application – the knowledge acquired was to build upon the participants' own experience and understanding of the African technical and institutional contexts. This could be applied or adapted in multi-sectoral operations in Africa. The site visits and briefings at the various Malaysian organisations encouraged the bank staff to synthesise the knowledge gained for eventual application in Africa.
- iii) Team Building – the learning tour was an innovative undertaking by MASSCORP where a team from the bank's African region representing staff from the private, financial, infrastructure, transport and macro sectors were carefully assembled for the proposed learning through multi-sectoral perspectives. This approach was to facilitate an institutional change in the 'sectoral culture' of the bank by promoting multi-sector teams, cross-sector approach, sharing and exchange of information and experiences across the countries.
- c) In June 2002, MASSCORP facilitated the participation of key Malaysian and Thai organisations to share their experience and lessons learnt in the diversification process of these two countries at a workshop entitled

'Diversifying the Zambian Economy –Towards Transformation of the Copperbelt' in Kitwe, Zambia.

Sectors represented included property development in a mixed commercial-retail-residential setting, incorporating theme parks and shopping malls and cassava as an industrial crop.



Mr. S. Cheah and Mr. K. Gopalan from Penang Development Corporation participating in the workshop in Zambia.

MASSCORP assembled a consultancy team of Malaysian experts and provided a technical proposal for the formulation of an Economic Diversification Strategy for the Copperbelt focusing on investment opportunities and projects in the Copperbelt for private sector participation primarily in the non-mining sectors such as agriculture and agri-business, light manufacturing and tourism as well as related property development.

- d) In the same month, MASSCORP facilitated a study tour to Malaysia and Vietnam for a 12-member governmental and business delegation from Ethiopia to review the Government and private sector experiences of these two countries in implementing the private sector reform agenda. Three officers from the World Bank Africa Region accompanied the Ethiopian delegation.





Briefing for the Ethiopian at the Economic Planning Unit, Prime Minister's Department.

- e) In October 2002, MASSCORP facilitated a learning mission by Ministry of Agriculture, Animal Resources and Forestry of Rwanda to Malaysia, Thailand and India to learn the various countries' experience in developing their agricultural sector. The delegation was accompanied by officers from the World Bank, Africa Region.



Hon. Minister Dr. Kabaija and Rwandan Delegates listening to the briefing at Thai Tapioca Trade Association, Bangkok, Thailand.

- f) In June 2004, MASSCORP led a group of experts from Malaysia and Thailand to the Private Sector Development Forum organised by World Bank in Livingstone, Zambia. A key deliverable of the workshop was to build consensus among key stakeholders (Government and private sector) on the reform priorities for improving the investment climate in general and for encouraging private investment. The workshop outputs were aimed at supporting Zambia's overall objective of private sector-led growth and diversification.

The delegates from Malaysia shared their development experience in the energy, telecommunications and tourism sectors, the delegate from Vietnam shared about privatisation of the water sector and delegates from Thailand shared about downstream cassava industries and gemstones processing sectors.



Participants at the Forum with the President of Zambia.



MASSCORP participants at the Forum.



Delegates from Malaysia, Thailand and Vietnam at the Forum.

- g) MASSCORP organised a study tour of Malaysia and Thailand for a 13-member delegation comprising ministerial, government and private sector members from Malawi with the objective of learning these countries' developmental experiences and plans focusing on the implementation of investor reforms using private-sector led growth strategies and through public-private partnership (PPP) in October 2006.

The study tour focused on private sector development with the following objectives:

- Exposing the delegation to best practices in appropriate and practical private sector reforms and policies of Malaysia and Thailand;
- Meeting and interacting with counterpart institutions involved in SME development, public-private partnerships, financing channels for SMEs and investment climate reforms, including the countries' strategies to promote FDIs, as well as the infrastructure development to complement promotion of FDIs in the promoted sectors;



Malawi Delegates with the Chairman of Tenaga Nasional Berhad, Tan Sri Leo Moggie.

The delegation also took the opportunity to present the business opportunities in Malawi to the business communities in Kuala Lumpur and Bangkok in sectors such as tourism, mining, agri-business, and infrastructure development.



Malawi Delegates at a meeting with the Deputy Minister of Industry of Thailand, H. E. Piyabutr Cholvijarn.

- h) The finance sector department in the African region (AFTFP) of the World Bank Group organised an Africa-East Asia Experience Exchange Programme on Special Economic Zones and Competitive Clusters in partnership with the World Bank Institute (WBI), supported by the East Asia and Pacific Region (EAP), the Africa Region (AFR) and the AFR Capacity Development and Partnership Unit (AFRCP). The programme was held from 1 - 12 May 2009, covering Singapore, Malaysia and P.R. China (Shenzhen). MASSCORP facilitated the Malaysian portion of the programme.

The participants comprised 19 senior officials from 10 African Sub-saharan countries accompanied by 12 Bank Officers.



Delegates from World Bank Africa Region on a Learning Mission to Malaysia in May 2009.



Delegates from World Bank Africa Region on a Learning Mission to Malaysia in May 2009 hosted to a dinner by ICB Banking Group .



The programme included visits to free zones and ports in Selangor and Johor, briefings by free zones operators, Multimedia Super Corridor's Multimedia Development Corporation (MDeC), state economic agencies, lectures by experts in various fields including selected companies that had undertaken cross border investments and projects as well as networking meetings with Malaysian companies.

### UNDP / MIGA Promote Africa

MASSCORP assisted UNDP/MIGA Promote Africa in the organisation of the Asia-Africa Business Associations Summit that was held in Kuala Lumpur from November 6 – 7, 2000. This Summit gathered twenty-eight delegates from apex Asian and African business associations to brainstorm and recommend institutional foundation-laying efforts that could ultimately sustain future efforts to build bridges between the private sectors of Africa and Asia.



Asia Africa Business Association Summit 6-7 November 2000.

### Uganda Investment Authority (UIA)



Ms Ng Su Fun giving her speech at the seminar in Penang.

In 2001, MASSCORP assisted the Uganda Investment Authority (UIA) to provide investment promotion services in Malaysia on its behalf as part of the Private Sector Competitiveness Project funded by the World Bank. This resulted in a Ugandan Business Mission to Malaysia in May 2001 led by Minister of State for Industry, Trade and Tourism of Uganda. A seminar presenting business opportunities in Uganda was organised in Kuala Lumpur. A total of 64 participants from 34 Malaysian companies attended the Seminar.

## Technical Co-operation

In June 2003, the Government of Rwanda commissioned MASSCORP to undertake a Study on Commercialisation Infrastructure for the Agro-Industrial Sector in Rwanda which was aimed at revitalising the rural economy and improving the quality of life of the rural poor through increased transfer of technical and financial resources for sustainable rural development. The focus of the project was aimed at poverty reduction through capacity building to facilitate efficient application of resources to the development and management of investments.

MASSCORP commissioned Malaysia's agricultural research agency Marditech Sdn Bhd for this assignment. Four agricultural experts from Marditech visited Rwanda to carry out a rapid appraisal of the Agro-Industrial Sector in Rwanda with the purpose of designing and developing agricultural financing programme, design and develop private sector participation programmes, improve the system and practices of post-harvest agricultural commodities.

A comprehensive report was submitted to the government of Rwanda comprising appraisal results and recommendations.

## Other South-South Co-operation Activities

### a) Malaysian Industrial Development Authority (MIDA)

MASSCORP continues to participate in MIDA's annual Familiarisation Programme for Officials of Investment Promotion Agencies from South Countries whereby participants are briefed on Malaysia's Industrial policies, strategies, incentives and procedures and organisational framework to promote investments.

This programme falls within the ambit of the Malaysian Technical Co-operation Programme (MTCP) of the Malaysian Government.

### b) Japan International Cooperation Agency (JICA)

MASSCORP has been one of the resource speakers for JICA's annual Training Course for African Nations on 'Facilitating Trade & Investment in the Indian Ocean-rim Economic Region'.



Officials from the Investment Promotion Agencies (IPAs) of the South-South Countries attending the presentation.



### c) UNIDO-AAITPC

The Asia-Africa Investment & Technology Promotion Centre (AAITPC), also known as the 'Hippalos Center', was established as an outcome of the TICAD II Initiative to promote business linkages in the form of investment, trade and technology transfer from Asia to Africa. Within the framework of South-South Cooperation, the centre which was located in Kuala Lumpur, assisted business communities and institutional partners from both Asia and Africa to identify and catalyse business opportunities.

MASSCORP collaborated with the Hippalos Centre to organise an Asian Trade & Investment Mission to Uganda and Tanzania in October 2000. The 48-member delegation comprised business people from Malaysia, India, Pakistan and South Korea.

Led by Tan Sri Datuk (Dr.) Haji Mustapha Kamal bin Haji Abu Bakar, thirteen Malaysian companies including MATRADE's Trade Commissioner based in Kenya participated in the Business Mission and in the Uganda International Trade Fair in Kampala in 2000. The delegation also proceeded on to Tanzania which was the second leg of this mission.



Business Delegates in Tanzania.



Business Delegates with H. E. Yoweri Museveni, the President of Uganda.



Malaysian Business Delegates with H. E. Yoweri Museveni, the President of Uganda.



Malaysian Business Delegates meet Nina Interiors of Uganda.



# Looking Ahead

Twenty- seven years have flown past since that memorable mission to South America in 1991. The old adage that we must look back in order to move forward is the objective for the publication of this commemorative book.

MASSA and MASSCORP charged forward with much enthusiasm in the 1990s without being fully aware, about the financial, project based and human capital risks let alone the contagion effects and how to mitigate them. Back then, the business community did not have many tools to work with – loans were virtually impossible to obtain as Malaysian Banks were not familiar with funding Malaysian projects in the developing countries. Letters of credit seemed the only mechanism to effect cross border trade. In spite of these obstacles, export trade and cross border investments grew.

Crossing into the new millennium, having endured the Asian Financial Crisis, the Global Financial Crisis and a number of economic bubble bursts, today, both organisations MASSA and MASSCORP are still standing firm with many of its founding Executive Committee members and members still in business. This is testament to the fact that South-South co-operation and the diversification of our markets in the developing countries are still viable business propositions.

Fast forward, today, we are witnessing the full effects of globalisation, rising geo-political tensions and the knock-on effects of the on-going trade

war between the world's largest economies. Less than six months ago, the global economy enjoyed healthy synchronised growth. Today, the landscape has changed. Global growth seems to be hitting a plateau, uncertainties over the path forward abound, risks from trade restrictions and tighter financial conditions are on the horizon. Topping all these challenges, a digital eco-system is evolving.

***“MASSA and MASSCORP have served their purposes really well. Some people might say that our investments in South-South countries have not been very profitable so you cannot say it's been a success. But I see it from the perspective of how many of our companies have ventured abroad, how many projects we have managed to complete, and how many jobs we have created in the process, rather than just on pure profits alone. We need a broader measure of where success lies based on what our initial objectives were. On that basis, I would say that the programs have been a massive success.”***

Tan Sri Krishnan Tan Boon Seng,  
Deputy Non-Executive Chairman,  
IJM Corporation Berhad



While change seems to be the only constant factor, MASSA and MASSCORP take cognisance that, just like water, businesses will find its level when both stakeholders - Government and the private sector, complement each other and work together.

The Fourth Industrial Revolution or Industry 4.0 is upon us and the pace and effects of the digital transformation will impact the global value chains in ways that will continuously change and unfold as we move forward. Its impact will disrupt every aspect of life, both socially and economically, and the South-South economies are not excluded.

Having established the South-South connections with these nations, MASSA will continue to engage with our Government to encourage the South-South Governments to prioritise the building of mechanisms and framework to improve the investment climate to encourage trade and investment flows. MASSA is confident that this can be achieved by leveraging on its experience and the strengths of its corporate members.

MASSA will continue its mission to identify opportunities and share experiences to enhance capacity building in the era of digital transformation. In this area, the emerging digital applications driving innovation arising from Industry 4.0 that are being

sandboxed in Malaysia will have its application opportunities in the South-South countries. MASSA will identify more South-South economies that it has yet to engage with to build linkages and friendships based on mutual respect and co-operation. The business fraternity can thereafter take the relationships to higher business levels.

MASSCORP's twenty-seven years of cross border investing experience has been one of perseverance and staying on course, even when the going was challenging. Its projects over the years have demonstrated that there are opportunities in crisis situations. MASSCORP's experiences have great value on which we can now leverage, and together with the strengths of its stakeholders, we will continue to build strong alliances in the public and private sectors to catalyse more investments in the markets of the South-South nations. Applications of Malaysia's innovative and transformative business models and processes are viable propositions that can be offered to our South-South partners to improve productivity and efficiencies and ultimately, profitability.

MASSA and MASSCORP remains work-in-progress and ready to evolve and be relevant in the decades to come.

*A new Malaysia that believes in co-operation based on mutual respect, for mutual gain. The new Malaysia that offers a partnership based on our philosophy of 'prosper-thy-neighbour'. We believe in the goodness of cooperation, that a prosperous and stable neighbour would contribute to our own prosperity and stability.*

*I argued the need for the developing world to push for reform, to enhance capacity building and diversify the economy. We need to maintain control of our destiny.*

Tun Dr. Mahathir Mohamad

Extracted from Address to 73rd United Nations General Assembly on 28 Sep 2018



# *In Appreciation*



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# Acknowledgments

**MASSA** and **MASSCORP** would like to thank the following individuals and organisations:

- Malaysian Prime Minister's Office
- Ministry of International Trade & Industry of Malaysia (MITI)
- Malaysia External Trade Development Corporation (MATRADE)
- Malaysian Investment Development Authority (MIDA)
- Bank Negara Malaysia
- Port Klang Authority
- Export-Import Bank of Malaysia Berhad (EXIM Bank)
- MASSA Executive Committee 2017-2019
- MASSCORP Board of Directors
- The Office of Tan Sri Azman Hashim
- Binh An Water Company Limited
- MASSDA Land Company Limited
  - Mr Lee Yai Sin
- MASSCORP Staff:
  - Ms Ng Su Fun
  - Ms Florence Khoo
  - Ms Phoon Thye Ling
  - Ms Christine Leong
  - Ms Vithyashini Vijayakumar
- Information Broadcasting Network (M) Sdn Bhd
- Print Wise Enterprise



*Standing left to right: Ms Christine Leong, Ms Florence Khoo, Ms V. Vithyashini, Ms Phoon Thye Ling  
Seated left to right: Ms Ng Su Fun, Mr Lee Yai Sin.*

*Every effort has been made to acknowledge those who played their part in bringing to fruition this 27th Anniversary publication of MASSA and MASSCORP. Any errors or omissions are regretted.*





MASSA  
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