



**SARAWAK  
SCORE**  
CORRIDOR OF RENEWABLE ENERGY



**RECODA**  
Regional Corridor Development Authority



# ANNUAL REPORT 2012

Regional Corridor  
Development Authority

[www.sarawakscore.com](http://www.sarawakscore.com)





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# Investors' Confidence Driving Rapid Development of SCORE

Undoubtedly, **Sarawak Corridor of Renewable Energy (SCORE)**, since its inception in 2008, has been a great source of encouragement, not only for the **Regional Corridor Development Authority (RECODA)**, but for the state government and Sarawak as a whole. Its progress has indeed strengthened our belief that the initiative is indeed the right thing to do to secure Sarawak's aspiration of becoming a developed state within the framework of the National agenda as envisioned by Vision 2020.

The development of SCORE, as being witnessed in 2012, has been more rapid than initially projected. Overall, there is a strong indication that Sarawak continues to enjoy a stable economic environment that is conducive for investors from all over the world; SCORE provides the perfect opportunity for them to take part in the new growth of the state economy.

For example, global investors, who are already in Samalaju, Tanjung Manis and Mukah, are convinced that Sarawak presents a significant business opportunity for them. Others, who have expressed keen interests to invest in the development of SCORE, all realise its potential as a viable investment destination. The approved investments in SCORE area amounted to more than RM24 billion in 2012 speaks volume of this.

Therefore, the State Government, through RECODA, is more confident in the abilities and capabilities of the people to work together with international investors to ensure the success of SCORE.

Obviously, continuous efforts must be made to highlight the potentials of SCORE among potential key investors in countries in the Middle East, Japan and Korea through investment missions and trade show promotions.

However, as the development of heavy industries is dependent on the ability to produce people with technical skills, the State Government has been putting great emphasis on technical education for young people, those in rural areas in particular. In other words, SCORE has become a catalyst for Sarawak to transform the human capital from now onward towards the era of massive industrial development.

For this reason, **TEGAS** or **Tabung Ekonomi Gagasan Anak Bumiputera Sarawak** has been entrusted to promote technical and vocational education among parents and young people with the primary objective to change their perception about it. They must realise that technical training and education will lead them to ample of job opportunities through which they can earn good income.

Then they will be able to build up their career as blue collar workers as technicians, mechanics, electricians and other technical jobs that can give them good salaries in factories or industrial plants as the State attains the status of high income economy by the year 2020 and beyond.

Even now construction or factory workers or small contractors in Mukah and Samalaju and food stall operators in Bintulu are earning better income as compared with what they used to get before. It is a good example to show that more and more people are benefiting from employment or business opportunities being created in the process of development SCORE, which will be intensified towards the year 2020 and beyond.

Undoubtedly, the development of SCORE helps us to look forward, in a more substantive manner, toward a brighter and more prosperous future in the process of industrialisation to transform the economy from medium to high income economy towards the year 2020 and beyond.

**Pehin Sri Haji Abdul Taib Mahmud**

Chief Minister of Sarawak and RECODA Chairman







# Optimising Public Sector Funding Complementing Private Sector Investments

*The RECODA Annual Report for 2012 aims to provide coverage on the status of projects implemented in the various sectors such as energy, industry and infrastructure. Through the photos depicting the activities taking place on the ground - representing the various stages of project development - RECODA hopes to show how SCORE has been buzzing with activity. Through the photos in the following pages, we also hope to portray how the early successes we have witnessed is also attributable to the commitment and dedication of the various implementing agencies, working closely alongside RECODA.*

For the Sarawak Corridor of Renewable Energy (SCORE), 2012 proved to be yet another momentous year, as new projects got off the ground and a greater pace of progress was seen in the current initiatives taking place. For us at the Regional Corridor Development Authority (RECODA), these projects signify the initial manifestation of investors' confidence, from both the public and private sectors, in the State's accomplishments and aspirations in SCORE.

Here, I wish to acknowledge the vital role played by our Chief Minister, YAB Pehin Sri Haji Abdul Taib Mahmud, in conceptualising a vision that will propel Sarawak towards greater heights of progress and development. Since the beginning, he has played a crucial role in SCORE's remarkable achievements, and also in guiding and supporting the management team at RECODA in our efforts to achieve SCORE's true potential by the year 2030.

Over the past four years, we have witnessed first-hand how SCORE has continued to exceed our expectations; particularly in the way the investment community has

solidly embraced this development initiative being implemented in the Central Region of Sarawak. SCORE is now a beehive of activity and nowhere is this more evident than in the Samalaju Industrial Park, where five major firms – with investments totalling RM11.2 billion – have already started to lay the foundations of their businesses by constructing their facilities in one of the most dynamic growth areas in Sarawak. These five are among the 11 investors that have already been given the approval to set up their plants in Samalaju Industrial Park. In fact, Press Metal Bhd will actually be able to start manufacturing its aluminium products in 2013, as its facility in Samalaju Industrial Park was completed at the end of 2012.

Thus, for investors from throughout the world, SCORE is now almost synonymous with the Samalaju Industrial Park, and although Samalaju is the main focus on investors early on in the development of SCORE, Sarawak hopes to replicate its success in the other Growth Nodes of SCORE, namely Tanjung Manis, Mukah, Baram and Tunoh. Tanjung Manis has a clear path in becoming a Halal Hub and Mukah will be turned into a Smart City for SCORE and the Central Region.



*Road to Murum HEP*

As for Baram and Tunoh, sustainable development is the main consideration for conducting the SCORE Hinterland Study, which is focused on these two Growth Nodes.

SCORE is meant to be private-sector driven and as such, its ultimate success would depend largely on the investments and performance of firms and corporations making their mark in Sarawak. As such, the interest shown by the private-sector thus far will enable us to move with even greater confidence to implement our SCORE plan.

In 2012, the public sector investments in SCORE further improved and enhanced the road network in the Central Region. For Samalaju in particular, these investments paved the way for increasing the supply of treated water and improvements in other facilities for the industrial park. The investments made over these past four years have also helped to create connections to some of the most remote places in the State that are now considered of very high economic value; connecting our towns and cities to our present and future HEPs and Growth Nodes. Only when there are roads can we unlock the territories; opening up the area for greater development, both for plantations and agriculture.

As in previous years, the close working relationship between the government agencies in 2012 has allowed RECODA to continue building a solid foundation for SCORE; namely with State Planning Unit of the Chief Minister's Department. RECODA also continues to work closely with the implementing agencies such as Public Works Department (JKR) Sarawak, Bintulu Development Authority (BDA) and Sarawak Timber Industry Development Corporation (STIDC), among others.

For RECODA, we are proud to have successfully implemented initiatives within the organisation that has, and will continue to assist us in improving our service delivery and achieving our goals for SCORE. It is also a source of pride for us that we were able to accomplish these initiatives, and position ourselves at par with the other economic corridors in the country, despite the fact that we remain a very lean organisation.

Although there will be many challenges and hurdles to overcome, we are spurred on by the successes we have achieved in such a short time, and thus will ensure that the foundation that we build in these early years of SCORE will prove to be the basis of our success in the future.

**Datuk Amar Wilson Baya Dandot**  
Chief Executive Officer, RECODA



# Board of Directors

From 1st August, 2011 to 31st July, 2014

## Chairman



**YAB Pehin Sri Haji Abdul Taib Mahmud**  
*Chief Minister of Sarawak  
Finance Minister I,  
Resource Planning and Environment Minister I*

## Deputy Chairman



**YB Datuk Patinggi Tan Sri (Dr.) Alfred Jabu anak Numpang**  
*Deputy Chief Minister of Sarawak  
Minister of Modernisation of Agriculture  
Minister of Rural Development*

## Deputy Chairman



**YB Datuk Amar Haji Awang Tengah bin Ali Hasan**  
*Resource Planning and Environment Minister II  
Industrial Development Minister  
Public Utilities Minister*

## Secretary



**YBhg Datuk Amar Wilson Baya Dandot**  
*Chief Executive Officer, RECODA*

*\* Was RECODA Board Member from 1st August, 2008 to 1st August 2009 during his tenure as State Secretary, Sarawak*

## Advisor



**YBhg Tan Sri Rafidah Abdul Aziz**  
*Non-executive  
Independent Chairman, AirAsia X Sdn Bhd*



## Board Members



**YB Tan Sri Datuk Amar  
Haji Mohamad Morshidi  
bin Abdul Ghani**  
*State Secretary, Sarawak*



**YBhg Tan Sri  
Mohd Hassan Marican**  
*Chairman and  
Chief Executive Officer,  
mhMarican Advisory Sdn Bhd*



**YBhg Dato Sri  
Ahmad Tarmizi bin  
Haji Sulaiman**  
*State Financial Secretary,  
Sarawak*



**YBhg Dato' Ahmad Husni  
bin Hussain**  
*Director General,  
Public Private Partnership Unit,  
Prime Minister's Department*



**YBhg Datuk  
Dr Rahamat Bivi  
binti Yusoff**  
*Director General,  
Economic Planning Unit,  
Prime Minister's Department*



**YBhg Datuk  
Dr Rebecca Fatima  
Sta Maria**  
*Secretary-General, Ministry  
of International Trade and  
Industry*



**YBhg Dato' Sri Dr Mohd  
Irwan Serigar bin Abdullah**  
*Secretary-General  
Treasury,  
Ministry of Finance, Malaysia*



**YBhg Dato Haji Ismawi  
bin Haji Ismuni**  
*Director,  
State Planning Unit,  
Chief Minister's Department,  
Sarawak*

## Past Board Members



**YBhg Dato' Sri  
Dr. Ali bin Hamsa**  
*Former  
Director General,  
Public Private  
Partnership Unit,  
Prime Minister's  
Department*



**YBhg Tan Sri Dr  
Wan Abdul Aziz bin  
Wan Abdullah**  
*Former Secretary  
General  
Treasury,  
Ministry of Finance,  
Malaysia*



**YBhg. Dato'  
Noriyah binti  
Ahmad**  
*Former  
Director General,  
Economic Planning  
Unit, Prime Minister's  
Department*



**YBhg Tan Sri  
Dr. Sulaiman  
Mahbob**  
*Former  
Director General,  
Economic Planning  
Unit, Prime Minister's  
Department*



**YBhg Tan Sri Abdul  
Rahman Mamat**  
*Former  
Secretary-General,  
Ministry of International  
Trade and Industry*



Samalaju Industrial Park Section A bridge



Samalaju port dredging work



Samalaju Industrial Park dual high tension transmission



# The SCORE Plan

“

About 52 per cent of more than one million jobs to be created with the development of SCORE should be able to benefit young people in rural areas towards the year 2030.

”

*YAB Pehin Sri Haji Abdul Taib Mahmud*



# The SCORE Plan



## LEGEND

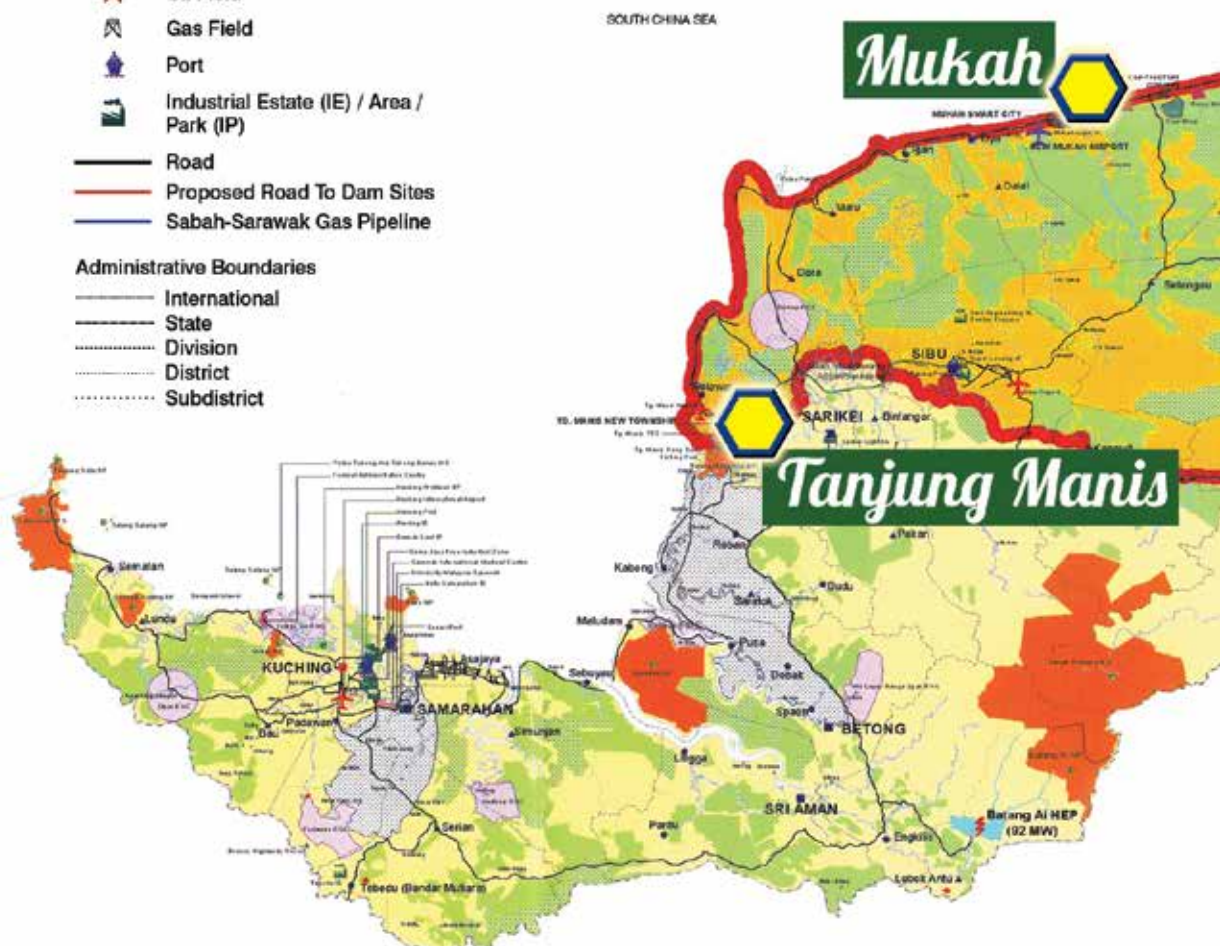
### Administrative HQs

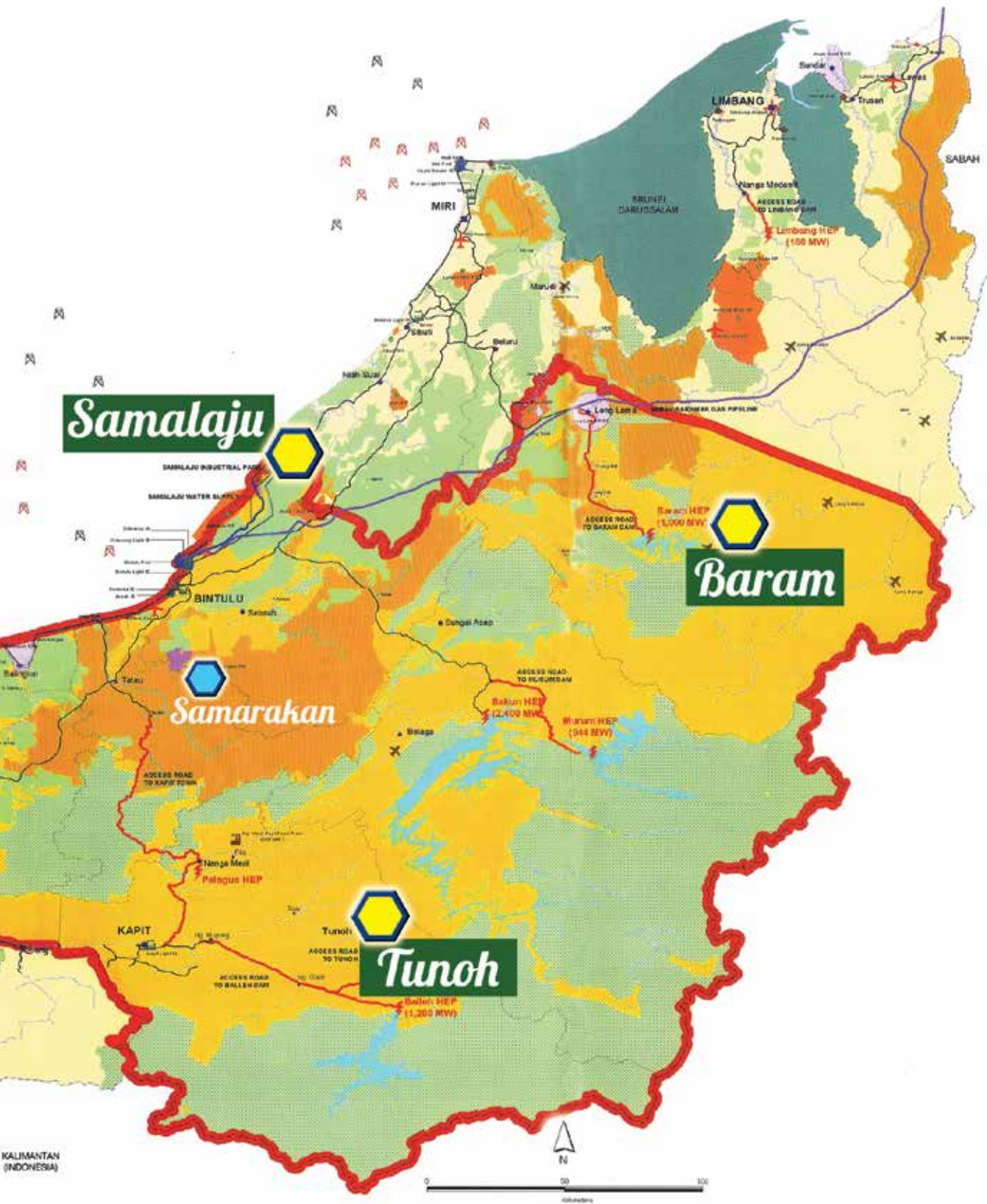
- Capital
- Divisional
- ▲ District
- ◆ Sub-District
- ⬡ Corridor Growth Node
- ⬢ Secondary Growth Node
- ⚡ Hydro Electric Power (HEP)
- ✈ Airport
- ✈ Airfield
- ⛛ Oil Field
- ⛛ Gas Field
- ⚓ Port
- 🏭 Industrial Estate (IE) / Area / Park (IP)
- Road
- Proposed Road To Dam Sites
- Sabah-Sarawak Gas Pipeline

### Administrative Boundaries

- International
- State
- Division
- District
- Subdistrict

- SCORE Area (Gazetted on 21st May 2009)
- HEP Reservoir
- Rural Growth Centre (RGC)
- Integrated Agriculture Development Area (IADA)
- Agriculture Plantation
- Forest Plantation
- Gazetted National Park
- Gazetted Wildlife Sanctuary
- Permanent Forest Estate









The Sarawak Corridor of Renewable Energy (SCORE) covers an area of 70,000km<sup>2</sup> within the central region of Sarawak from the coast of Tanjung Manis in the southern part of the Corridor to Samalaju in the north.

SCORE's implementation involves the development of five Major Growth Nodes:

<b>Samalaju</b>	Sarawak's centre for heavy and energy-intensive industries
<b>Mukah</b>	Smart City, Services Hub and R&D Centre
<b>Tanjung Manis</b>	Industrial Port City, Halal Hub
<b>Baram</b>	HEP, Oil Palm and Forest Plantation, as well as Eco-Tourism Centre
<b>Tunoh</b>	Oil Palm and Forest Plantation, Agriculture and Eco-Tourism Centre

The five Major Growth Nodes are key elements of SCORE's strategic development plan to focus investment efforts within the Corridor.

Secondary Growth Centres such as Baleh, Murum, Samarakan, Long Lama, Semop, Balingian, Selangau, Bakun and Nanga Merit also stand to benefit greatly from the development of the Major Growth Nodes and from the spatial development of the SCORE region as a whole.





Legislation  
**Regional Corridors  
Development  
Authorities  
Ordinance, 2006**

The SCORE Vision  
**To be a  
developed and  
industrialised State  
by 2020**

The  
**Master Plan for  
SCORE**  
was developed by the  
**Sarawak State  
Government**

SCORE was launched by  
**YAB Prime Minister on  
11<sup>th</sup> February, 2008**

Development Period  
for SCORE  
**2008 - 2030**

Corridor Authority  
**Regional Corridor  
Development  
Authority (RECODA)**

Area Covered  
**70,708km<sup>2</sup>**  
(Central Region of  
Sarawak)

Corridor Population  
in 2011  
**860,000**

## Key Components of SCORE Plan

### MANPOWER (Education, training and R&D)



### INSTITUTIONS (Government institutions such as SPU and RECODA)



### NEW GROWTH NODES (Tanjung Manis, Mukah, Samalaju, Baram and Tunoh)



### TOURISM AND ENVIRONMENTAL MANAGEMENT



### PULP AND PAPER INDUSTRIES



### PHYSICAL INFRASTRUCTURE (Roads, ports, airports and utilities)



### ENERGY (Generation and transmission)



### TARGETED INDUSTRIES (Resource-based, energy-intensive, services)

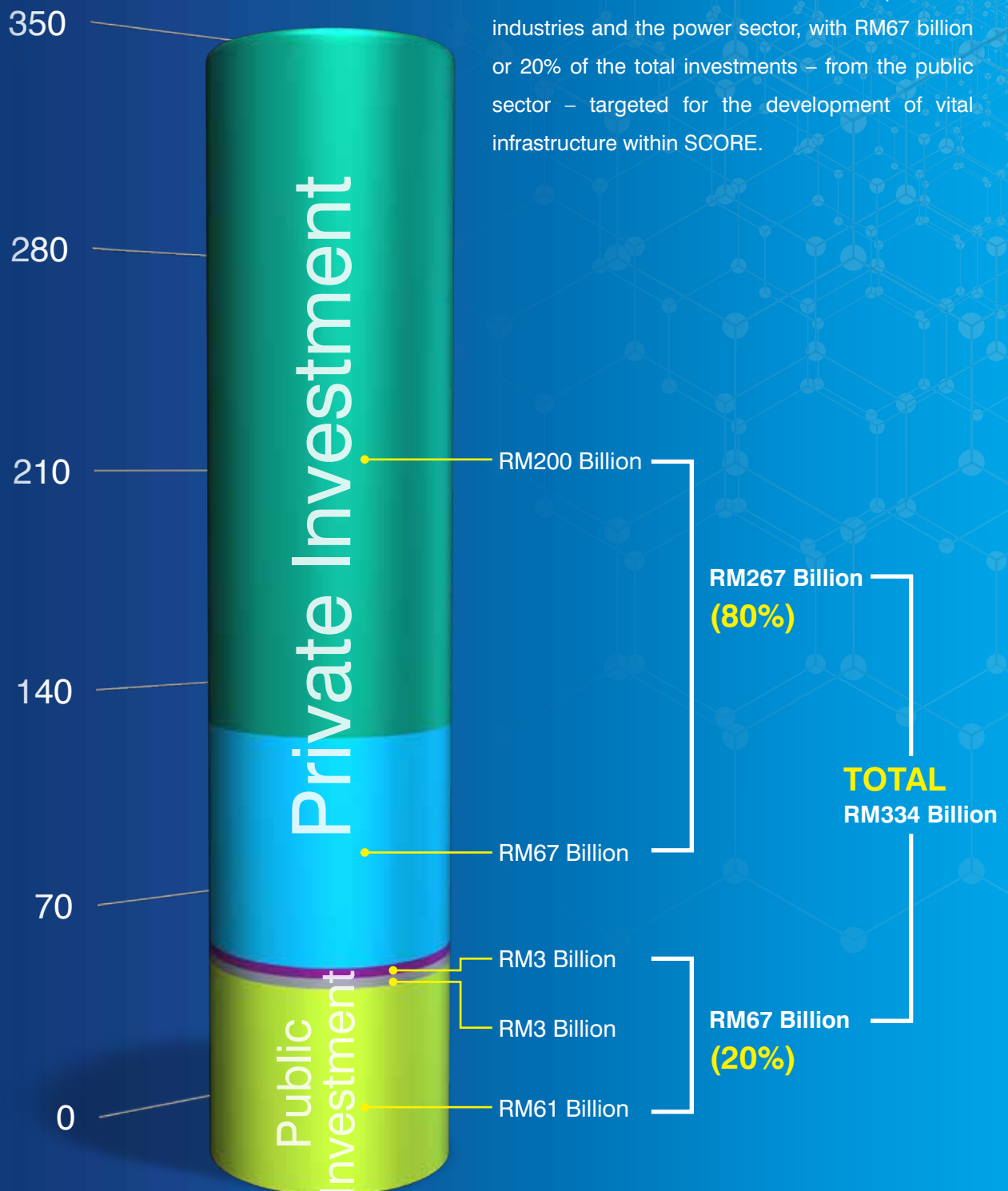




# Targeted Total Private & Public Investment

- Industries
- Power Section
- Institutional Infrastructure
- Human Capital
- Physical Infrastructure

Investments totalling RM334 billion will be required by the year 2030, in order to realise the full potential of the SCORE initiative. It is estimated that RM267 billion worth of private investments – representing roughly 80% of the total investments for the Corridor – will be for the development of industries and the power sector, with RM67 billion or 20% of the total investments – from the public sector – targeted for the development of vital infrastructure within SCORE.



### **Aluminium Industry**

The large potential markets for aluminium products include China, the countries in ASEAN and the local Malaysian market.

### **Oil-based Industry**

Downstream petrochemical investments in Samalaju could take advantage of SCORE's potential in this industry.

### **Fishing and Aquaculture Industry**

This industry has unlimited long-term growth potential in SCORE, especially as aquaculture technology continues to improve.

### **Palm Oil Industry**

The palm oil industry within SCORE will develop further due to its proximity to growth markets, namely Greater China, and also due to the strong and steady global demand.

### **Marine Engineering Industry**

With the development of SCORE, this industry is set to grow at a greater pace, especially in the Central Region of Sarawak that has a strong boat-building tradition and culture.

### **10 Priority Industries**

The 10 Priority Industries of SCORE are the industries that will have the highest economic impact on Sarawak and thus will be given priority focus when it comes to planning for physical development, investment promotions and marketing.

### **Timber-based Industry**

To increase value-addition to SCORE, emphasis will be placed on promoting value-added timber processing.

### **Livestock Industry**

The rising demand for poultry in the local and key neighbouring markets will create opportunities for investors keen to focus on this industry.

### **Tourism Industry**

New tourism development opportunities will emerge in SCORE with the development of hydro power lakes and the opening up of the hinterlands.

### **Steel Industry**

SCORE will have abundant reserves of energy for this energy-intensive industry.

### **Glass Industry**

The relevant segments in this industry are float glass-making; downstream activities involving automotive components and construction components.

Trigger Industries



**Aluminium Industry**



**Oil-based Industry**



**Fishing and Aquaculture Industry**



**Palm Oil Industry**



**Marine Engineering Industry**



# 10 Priority Industries

**Timber-based Industry**



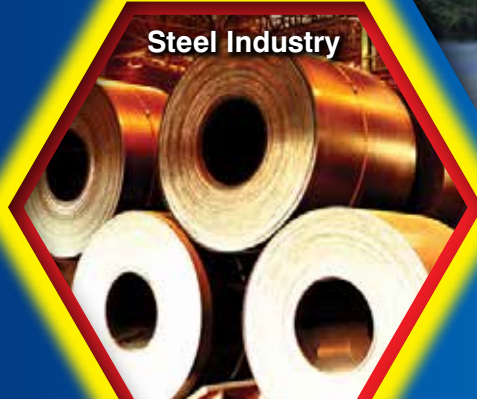
**Livestock Industry**



**Tourism Industry**



**Steel Industry**



**Glass Industry**



Trigger Industries



# Snapshot of SCORE Development Plan, 2008 – 2030 and Status To-Date

## Energy Generation and Transmission

- Power has been supplied by Sarawak Energy Bhd (SEB) through Mukah Coal-fired Power Plant and Bakun HEP for use by industries in Samalaju Industrial Park (SIP) and Mukah
- Murum HEP construction in progress
- Balingian Coal-fired Power Plant to be constructed soon
- Other power generation/plants under detailed planning by SEB



## Physical Infrastructure and Utilities

- Access road to Murum in progress
- Access road to Baram in progress for Package A
- Samalaju Industrial Park development advancing well
- Samalaju Port started construction in June 2012
- Water supply (Phase 1) to SIP in operation and expansion work (Phase 2) in progress
- Telecommunication under SACOFA and Telekom in progress



## Targeted Industries

- Five (5) trigger industries on the ground
- Additional 12 with Manufacturing License (ML)
- One (1) major investment in Mukah already in operation
- One (1) major investor in Tanjung Manis Halal Hub



## Growth Nodes

- Three (3) Growth Nodes at Samalaju, Tanjung Manis and Mukah are already under various stages of development
- Samalaju New Township within SIP
- Baram and Tunoh Growth Nodes under study including identification of economic activities





## Manpower

- Completion of U-SCORE by consortium of universities in Sarawak led by UNIMAS
- Completion of study on Technical/ Semi-Skilled manpower needs of SCORE industries by Prof. Dato Lance Twomey, former Vice Chancellor of Curtin University of Technology, Western Australia
- Advisory consultation on manpower training and industries' needs by YBhg Tan Sri Mohd Hassan Marican, former CEO of PETRONAS
- Establishment of Workforce Development Unit under the Chief Minister's Department



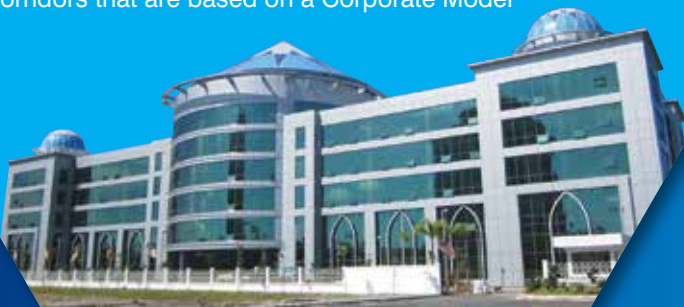
## Halal Hub

- Halal Hub project at Tanjung Manis is in an early phase of development
- Major driver of the Halal Hub project includes recent completion of direct access road from Sibu to Tanjung Manis; development of water supply project from Sibu to Tanjung Manis which is in the final stage of planning; and internal access road infrastructures, which are in the design phase



## Institution

- Establishment of RECODA via RECODA Ordinance 2006 and amendment in 2012
- RECODA Board provides policy guidance and direction on SCORE implementation
- SPU as Interim Secretariat of SCORE in 2008 – 2009
- Establishment of RECODA office in August 2009 and fully operational in 2010 till today
- Other agencies play critical roles in implementing the other components of SCORE, like JKR, SEB, BDA, STIDC; simultaneous and concurrent support from Federal agencies like PAJPM, EPU, UKAS, MoF, PEMANDU, MITI, MIDA, ICU, Auditor General's Office
- Establishment of Halal Hub Unit under the Chief Minister's Department to oversee Halal Hub development
- SCORE development and implementation model involving various institutions operates as a Coordinative Model; distinct from the other four Corridors that are based on a Corporate Model



## Mukah Smart City

- Under planning and study phase
- New Mukah Airport under consideration by Federal government for implementation
- Other learning institutions including technical and skill trainings, and R&D under consideration by respective agencies/ institutions







Samalaju



Mukah



Tanjung Manis



# Focus on Growth Nodes

“

The Government developed SCORE to benefit all the people of Sarawak. The benefit to all Sarawakians is, therefore the expressed purpose of the development of SCORE. Because of this, our strategy must be to improve the earnings of our people, to make sure they have good income and be part of a high-income economy that Malaysia is trying to achieve by the year 2020.

”

*YAB Pehin Sri Haji Abdul Taib Mahmud*

## Samalaju

Samalaju Industrial Park, which is being implemented by RECODA and Bintulu Development Authority (BDA) covers an 8,000ha area dedicated to energy intensive industries. Located in Bintulu Division, the industrial park is about 60km away from Bintulu town.

Since its launch in 2008, investors have already committed RM29 billion to Samalaju Industrial Park, creating 17,333 new jobs. The five companies that have already started their projects in the industrial park are Tokuyama Corporation, Press Metal, Asia Minerals Ltd, OM Holdings Ltd. and Asia Advanced Materials Sdn. Bhd.

A total of 133ha have also been allocated specifically for supporting industries and small and medium enterprises (SMEs).

The RM1.8 billion Samalaju Port, which is a deep sea port – scheduled for completion in stages from 2013 to 2016 – will cover a 450ha area. The port will form the logistical hub for the import of raw materials and the export of finished products from the heavy industries located in the industrial park. It will be able to handle dry bulk, liquids and general cargo. As of the third quarter of 2012, 15 potential investors from areas such as silicon, manganese, aluminium and titanium processing have been identified and discussions are ongoing. It is projected that these projects will generate RM13 billion in gross national income (GNI) and create 6,480 jobs.



Samalaju Port, November 2012

Company	Investment (RM bil)	Product	Construction Schedule	Production Schedule
Press Metal	2.00	Aluminium ingots & billets	Q1 2011	Q4 2012
Tokuyama Corporation	6.60	Polycrystalline Silicon	Q1 2011	Q3 2013
Pertama Asia Minerals Ltd	0.49	Silicone Manganese	Q3 2011	Q4 2012
OM Holdings Ltd	1.50	Silicone Manganese	Q2 2011	Q2 2013
Asia Advanced Materials	0.72	Metallic Silicon	Q2 2012	Q4 2013
<b>TOTAL</b>	<b>11.32</b>			



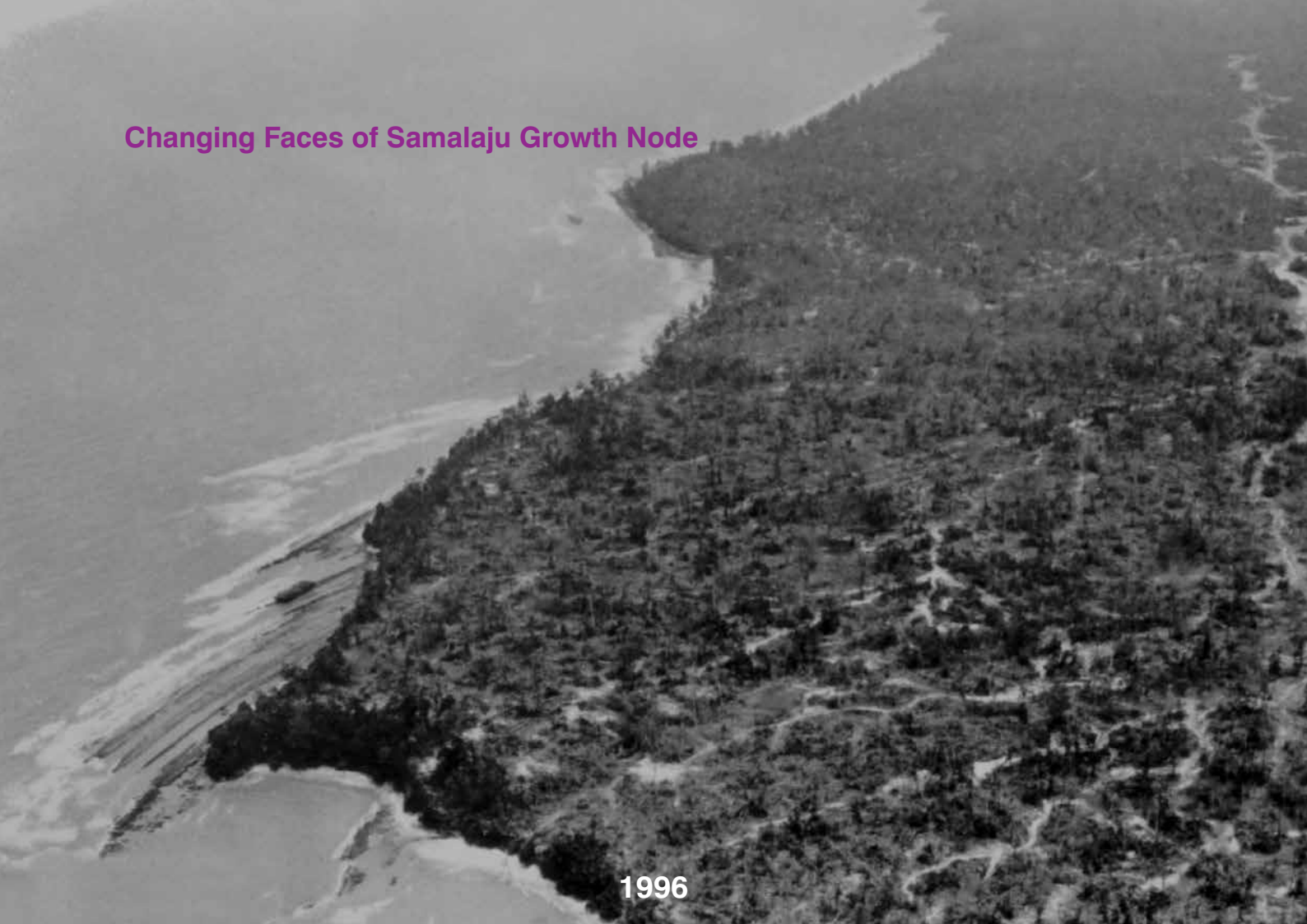
*Samalaju Industrial Park Section A road*



*Another stretch of road in Samalaju Industrial Park  
completed in 2012*



## Changing Faces of Samalaju Growth Node



1996



2011





2010



2012





*Industrial activities in Tanjung Manis*

## Tanjung Manis

Tanjung Manis is being developed into an industrial port city and Halal Hub. Linked to deep rivers that flow to the South China Sea, Tanjung Manis is able to provide access to large fishing and export vessels.

Phase 1 places emphasis on the integration of agribiotech and aquaculture, covering a land bank of 13,300ha. Under Phase 1 of the development of the aquaculture industry in Tanjung Manis, there is a focus on high-value marine species such as grouper, barramundi, tilapia, spiny lobster, prawns and crabs.

The completion of the Sibul-Tanjung Manis road has

meant that it only takes 45 minutes by road to reach Tanjung Manis from Sibul.

Another competitive edge will be the Tanjung Manis Halal Hub Sea Port, which will have an annual capacity of 200,000 TEUs and six million tonnes of general cargo. It will play a pivotal role in the future success of the Halal Hub and SCORE.

The Tanjung Manis Airport, which opened in 2003, has connections to Kuching via MASwings and Hornbill Skyways.



*Central Oil Distribution Terminal (CODT)*



## Tanjung Manis Halal Hub

The Tanjung Manis Halal Hub – set on a site of 77,000ha – is set to be the world's largest and most advanced integrated Halal Hub. Strategically located, it will support halal-based industries such as aquaculture, agriculture, agri-biotechnology, research and development (R&D) for value-added food products, cosmetics and textiles. It encompasses Tanjung Manis, Paloh, Bruit Island and Serdeng.

Located in a lush delta that is extremely fertile, the area is highly suited for agriculture and aquaculture activities throughout the year. It has a warm climate that experiences minimal seasonal changes and is shielded from natural disasters.

In 2010, Tanjung Manis Halal Hub received HALMAS accreditation from the Halal Development Corporation. This will enable industry players and halal park operators to qualify for incentives given by the corporation.

Sea Party

Sea Party International Co. Ltd. (SPI) is a Taiwanese agricultural products and food manufacturer, importer and exporter established in 2008. It has Hazard Analysis and Critical Control Points (HACCP) as well as halal certification.

The company's main export products are chlorella, collagen peptide, feed, seafood and tilapia. It exports products to the United States, Canada, Australia, New Zealand, as well as throughout Asia and the Middle East. Tanjung Manis - Taiwan Food Park Sdn. Bhd. (TMTFP) is a joint venture and special purpose vehicle (SPV) company between Tanjung Manis Food and Industrial Park Sdn. Bhd. and Sea Party International Co. Ltd. It will operate on approximately 5,000 acres of land in the Tanjung Manis Halal Hub.

SPI has committed investments through six subsidiaries: Sea Party Microbes Sdn Bhd (RM1.04 billion), Sea Party Aquaculture Sdn Bhd (RM113 million), Sea Party Technology Sdn Bhd (RM480

million), Sea Party Industry Sdn Bhd (RM90 million), Sea Party Biotech Industry Sdn Bhd (RM150 million) and Sea Party Technology R&D Centre Sdn Bhd (RM20 million).

TMTFP aims to become one of the largest halal food producers in Malaysia. Under the first phase of its development, Sea Party will focus on aquaculture activities such as tilapia breeding, chlorella cultivation and production of halal collagen and gelatin.

The second phase would involve production of gelatin from tilapia scales, bones and skin, organic prawn farming and vendor development programme.

SPI is also developing an aquaculture research park with facilities such as a training and learning centre, R&D, food production facilities and an exhibition centre. It will carry out R&D initiatives together with the National Taiwan Ocean University (NTOU) and Universiti Malaysia Sarawak (UNIMAS) on new breeds of tilapia, prawns and agri-biotech produce.

Under Phase 1A of the Tanjung Manis Halal Hub, Sea Party has completed 18 tilapia breeder ponds and 24 nursery ponds.

Pertanza Sdn. Bhd. is a local small and medium enterprise (SME) which has committed an investment of RM2.5 million in the Tanjung Manis Halal Hub. It specialises in catfish (*Clarias gariepinus*) farming in canvas and the supply of frozen catfish.

The company also manufactures catfish-based food products such as smoked, salted and processed food. The company is also exploring technology to extract Omega-3 from catfish and producing gelatin for Omega-3 food supplement capsules.

At Tanjung Manis, the company will be involved in rearing catfish in canvas and processing catfish into crackers and smoked fish for the local market.





## Mukah

Strategically located at the coastal centre of SCORE, Mukah will be the administrative centre for the Regional Economic Development Authority (RECODA), with access to all key locations within SCORE.

Other government departments will also have a presence in Mukah to assist with servicing the region.

In the long term, Mukah will become a smart city with a focus on resource-based research and development (R&D). As several industries within SCORE rely heavily on supporting research capabilities to develop their businesses, select industrial research will also help to sustain the growth of the corridor.

Investment in Mukah has already begun and Universiti Malaysia Sarawak (UNIMAS) is developing an R&D centre to focus on agriculture and resource-based research, which is scheduled to begin operations in 2015.

Mukah will also become a centre of learning and knowledge to leverage the full potential of the natural environment. Polytechnics and specialised training

centres will be built to provide training for skilled and semi-skilled workers needed by the Corridor.

The Mukah Polytechnic has 3,500 students and Universiti Teknologi MARA (UiTM) is expanding its campus to accommodate 3,000 students by 2015. The Sarawak Skills Development Centre (PPKS) is also growing its vocational training school and should begin enrolling students in 2015. Expressions of interest have also been received from public and private education establishments.

The Mukah Biotech Economic Zone will be established to cater for private sector R&D requirements and an industrial park will be created for selected industries such as food processing. To date a total of 26 priority projects have been identified with public investment of RM4 billion.



*Mukah Polytechnic campus*



*Artist's impression of UiTM Mukah Campus*



*Site of UiTM Mukah Campus*

*Mukah town*





As for SCORE investors, Press Metal, a globally integrated aluminium player based in Klang, Malaysia, currently operates the RM1billion Press Metal Sarawak Sdn Bhd smelting plant in Muka.

Malaysia's first aluminium smelter began operations in 2009 with an initial capacity of 50,000 metric tonnes.

By 2011, it hit its full production capacity of 120,000 metric tonnes per annum. In the same year, the aluminium ingots produced by the Mukah smelter were successfully listed on the London Metal Exchange (LME) as High Grade Primary Aluminium under the brand 'PMS'. The Mukah plant has around 800 employees.





## Baram

The Baram growth node will have at its core hydroelectric power generation, oil palm plantations, forest plantations that use renewable plantation timber to promote the preservation of rainforests with responsible forest management practices, and eco-

tourism that allows visitors to experience the natural world of the rainforest.

The Baram Division is currently undergoing a hinterland study.



*Upgrading of road to Baram HEP*





## Tunoh

This growth node has 30,000 hectares of relatively flat land ideal for agricultural production. Oil palm and forest plantations, agriculture and eco-tourism have been identified as potential economic activities for Tunoh.

The Tunoh area is currently undergoing a hinterland study.







*Road being constructed to Murum HEP*

# Key Sectors

“

For the development of SCORE, Sarawak needs a good funding strategy to ensure that all the basic infrastructure facilities that are required by the industrial sector must be ready for all at the same time. It is the building of these critical mass facilities that is at the crux of the development issues confronting Sarawak at the moment.

”

*YAB Pehin Sri Haji Abdul Taib Mahmud*



## Energy

### Bakun HEP

The RM7.2 billion Bakun Hydroelectric Project (HEP) in Kapit Division went into commercial production in August 2011 with an initial output of 350MW of electricity.

As of 2012, the Bakun HEP had commissioned four of its eight turbines, each with 300MW capacity, enabling it to produce 1,200MW of electricity. Once all eight turbines have been commissioned in the second half of 2013, the dam will have an installed capacity of 2,400MW.

Sarawak Energy Bhd. (SEB) has already sold the entire firm output of Bakun dam (1,771MW) and Murum dam

(635MW out of an installed capacity of 944MW) to energy-intensive industries in Samalaju Industrial Park, Bintulu.

SEB has signed power purchase agreements for a combined 1,800MW and term sheet agreements with three other investors in SCORE for an additional 600MW.

SEB's biggest client is OM Materials – Sarawak (500MW for 20 years), followed by Press Metal Bhd (480MW), Tokuyama Corporation (360MW) and Pertama Asia Minerals Ltd (270MW).





### **Murum HEP**

The RM3 billion Murum hydroelectric dam is the first hydroelectric project (HEP) to be developed by Sarawak Energy since the Batang Ai HEP in the 1980s. Located some 70km upriver from Bakun dam, Murum will use the power of the flow of water through turbines (four sets of 236MW Francis turbine generating units) to generate 944MW of electricity.

The main EPC (Engineer, Procure, Construct) contractor is Three Gorges Dam Company (Malaysia)

while Sarawak Energy acts as the project proponent in building the dam.

The Murum dam is a Roller-Capacity Concrete dam with a height of 141 metres and a catchment area of 2,750km. The size of the reservoir is 245km.

Like Bakun, it will supply power to the energy-intensive industries in the Samalaju Growth Node.





## Baram HEP

According to Sarawak Energy Bhd (SEB), the proposed dam site for the Baram Hydroelectric Project (HEP) is located in the eastern part of the Baram catchment, which is about 150km upstream from its estuary located mid-way between the border of Sarawak and Brunei to the north, and Miri city to the south.

The Baram HEP is estimated to have an installed capacity of 1,200MW. It is conceptualised to be a roller compacted concrete type dam with the dam crest elevation at 185m. In order to maintain full supply level

within the reservoir, two saddle dams will be required.

At present, a Social and Environmental Impact Assessment (SEIA) study is being carried out in the area, while SEB is also conducting site investigations there.

The Baram HEP supports SEB's corporate vision of sustainable growth and prosperity for Sarawak, by meeting the region's need for reliable and renewable energy.



*Artist's impression of Baram HEP*  
(Source: Sarawak Energy Bhd)

## Baleh HEP

The proposed Baleh Hydroelectric Project is located on the Baleh River about 95 km from its confluence with the Rajang River in the Kapit Division.

Infrastructure includes a 204 m high Concrete Faced Rockfill Dam (CFRD) with gated chute channel spillway, an intake structure, 5 power tunnels, a hydropower station housing 5 generator units with a total of 1,295 MW installed capacity, a switchyard, and ancillary facilities.



*Artist's Impression of proposed Baleh Dam and Reservoir  
(Source: Sarawak Energy Bhd)*



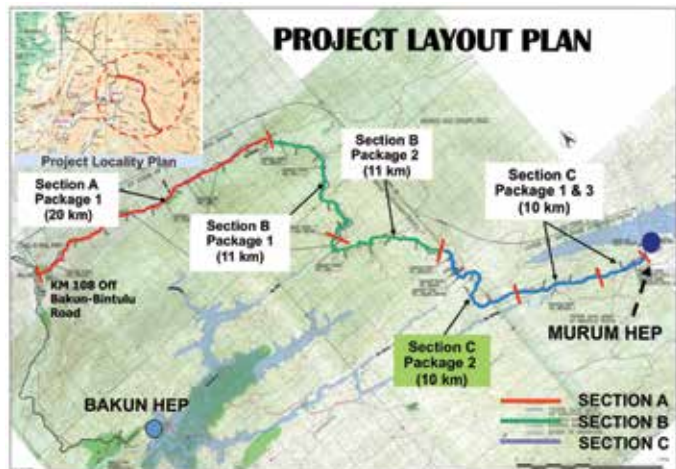
## Infrastructure – Roads



### Access Road to Murum HEP

A 62km access road is being constructed to the Murum Hydroelectric Project (HEP). It will involve an R3 Road Standard with 13 bridges, including one major bridge over Sungai Murum. The project is being implemented jointly by RECODA and JKR Sarawak.

The project is divided into five sections – Section A Package 1 (20km), Section B Package 1 (11km), Section B Package 2 (11km), Section C Package 1&3 (10km), and Section C Package 2 (10km). All sections are scheduled for completion in 2013.

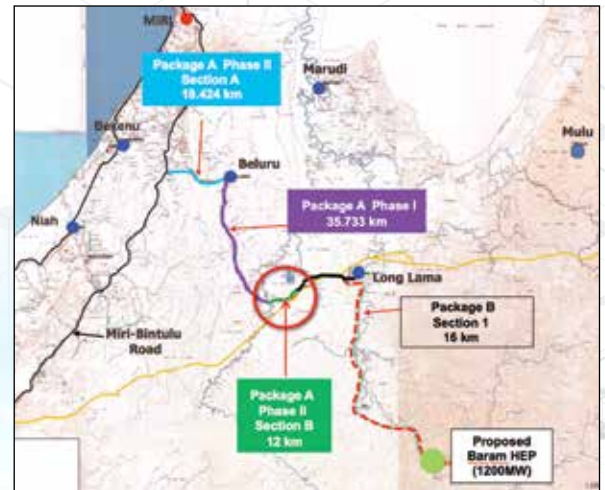




## Access Road to Proposed Baram HEP

Construction of a 126.8km of road is under way from the junction of the Miri-Bintulu trunk road to the Proposed Baram HEP dam.

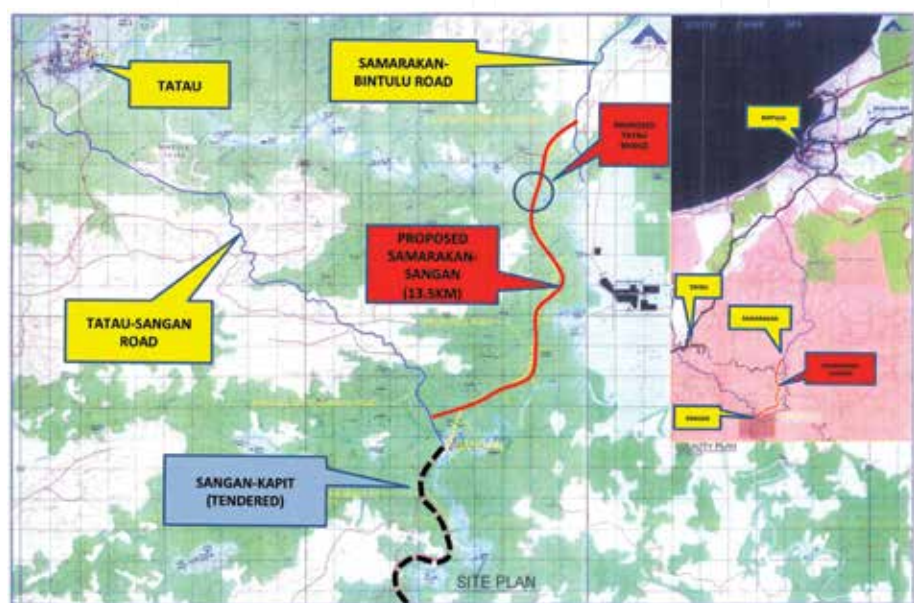
Package A (Phase I and II) will involve the construction of 66.8km (R5 standard) of road from the junction of Miri-Bintulu road to Long Lama. Phase I (36.5km) will be from the Beluru junction to Batang Tinjar Bridge, while Phase II (30.3km) will be from the Miri-Bintulu road to the junction of Beluru Town (18.3 m) and from Batang Tinjar Bridge to KM12 (12km). Completion is scheduled for 2013 and 2014.



## Samarakan-Sangan-Nanga Merit-Kapit Road

Package A of this road project consists of constructing 81km of access road from Samarakan to Bintulu that includes building 18 R.C. bridges.

For Package B of the project, it will involve the construction of a 68km access road from Sungai Anap to Nanga Melukun, which includes one major bridge that spans 600m across Batang Rajang.





### Access Road to Baleh HEP, Kapit

This project involves the construction of a 73km road (R3 Road Standard) to the proposed Baleh HEP that will include the construction of four major bridges

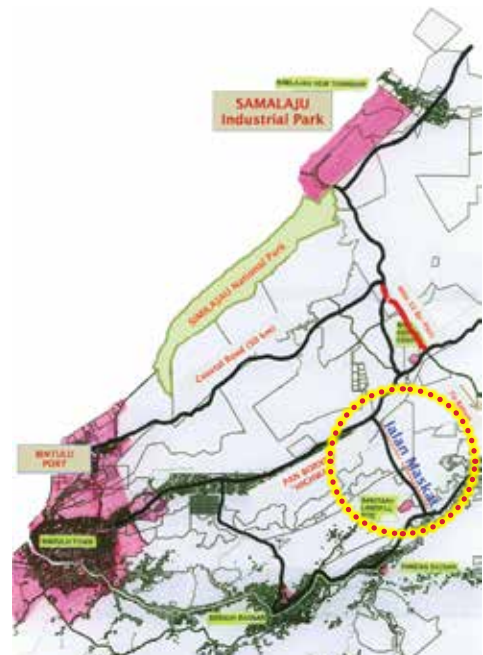
This project is divided into two packages, namely Package A, which covers 58km of road from Nanga Mujung to Nanga Gaat and Nanga Merirai to Baleh HEP and involves building three major bridges crossing Sungai Mujung, Sungai Merirai and Sungai Putai.

Package B of the project covers 15km, from Nanga Gaat to Merirai and includes the construction of one major bridge crossing Batang Baleh at Nanga Mujung.



### Maskat Road

This project involves the construction of a 13km road leading to the Maskat Integrated Waste Management/ Landfill site







Samalaju Water Treatment Plant

## Infrastructure – Water Supply

Under Budget 2012, the Federal Government approved RM100 million to develop the water supply infrastructure in Samalaju. Expansion work on the water treatment plant in Samalaju began in 2011, to increase its capacity from five million litres per day (MLD) to

80MLD. The RM90.28 million rural water treatment plant project is expected to be completed in the second quarter of 2013.

Companies in Samalaju would require 36.6MLD of raw water by 2013, while by 2015, the raw water requirement is expected to be 86MLD.



## Infrastructure – Sewerage Treatment Plant

Samalaju Sewerage Treatment Plant is an integral part of the Samalaju Industrial Park as it is crucial in mitigating the impact the industries would have on the natural environment in the area.



Samalaju Sewerage Treatment Plant



## Infrastructure – Samalaju Port

Construction work on Samalaju Port began in 2012 and the first phase of the RM1.8 billion project is expected to complete by the first quarter of 2016.

The port will have an annual handling capacity of 18 million tonnes of cargo, to cater to the needs of the heavy industries operating in Samalaju Industrial Park.

Bintulu Port Holdings Bhd will build, own and operate Samalaju Port on 450 hectares of land set aside by the state government.

The port plans to provide facilities for industries at Samalaju Industrial Park by 2013,

with an annual handling capacity of four million tonnes of cargo.

The port can potentially be expanded to handle a total of 30 million tonnes annually, if the need arises in the future.



*Samalaju Port under construction*

## Infrastructure – Social Infrastructure



**Bomba at Samalaju Industrial Park**

As new areas in SCORE start to grow and communities begin to sprout, the demand for social infrastructure will naturally rise, as well. This can be seen clearly in places such as Samalaju Industrial Park, where the population has grown tremendously in the past four years, as workers from all over Sarawak and from around the world converged to take advantage of the vast job

opportunities available. At the moment, Samalaju Industrial Park has in place support services provided by the Royal Malaysian Police and the Fire and Rescue Department. Other social infrastructure are expected to be put in place as the new township in Samalaju takes shape in the next couple of years.



**Police presence at Samalaju Industrial Park**



## Infrastructure – Telecommunications

In order to meet the growing demands of investors, several projects to enhance and improve the telecommunication infrastructure throughout the central region of Sarawak have been planned and implemented, particularly in the growth nodes of Samalaju, Mukah and Tanjung Manis.

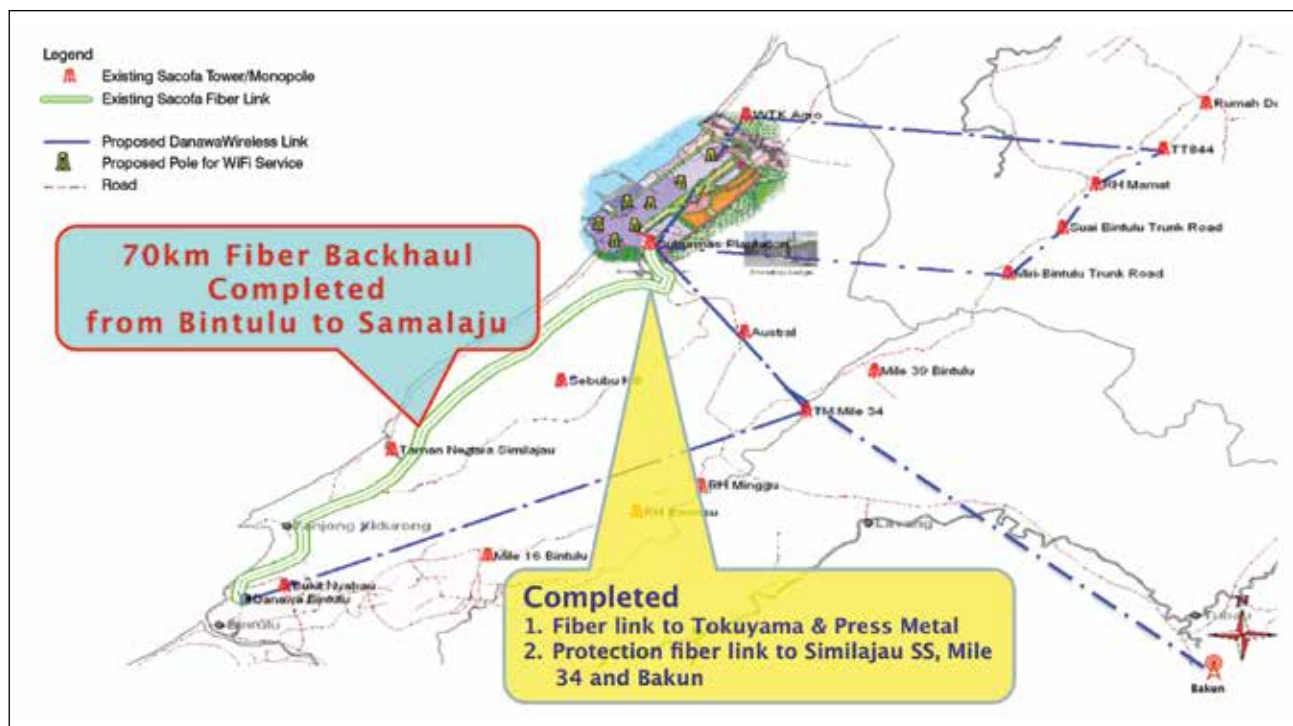
Sacofa Sdn Bhd, one of the leading telecommunication infrastructure providers in Sarawak, has already erected a 250-foot tower in Samalaju Industrial Park. By 2013, Samalaju Industrial Park is expected to have three 'monopoles' with a fourth one ready by 2014.

As for the fibre optic connectivity in Samalaju, which currently serves the people working at the Tokuyama and Press Metal sites, it comes complete with a protection link.



100ft Monopole

### Proposed wireless and fiber Link to Samalaju area for internet service



## Industries

### Industries – Aluminium

Aluminium is one of the 10 priority industries identified by the State Government to form the foundations for SCORE's growth.

According to the World Bureau of Metal Statistics (WBMS), global primary aluminium demand reached 45.75 million tonnes in 2012, up 2.915 million tonnes or 6.8% on the previous year. China consumed an estimated 20.88 million tonnes – some 45% of global consumption.

Aluminium is the second most abundant metallic element in the Earth's crust after silicon. It is a product that can be repeatedly recycled, reducing its impact on the environment. Electricity is crucial to the effective and efficient processing of aluminium.

Aluminium is used in many industries, particularly transportation. Currently, 80% of an aeroplane's fuselage is made from aluminium. Ships, rail carriages, trucks and cars are increasing their use of aluminium and it is estimated that 1kg of aluminium could replace about 2kg of steel or iron in most automotive applications.

Aluminium is also used extensively for packaging (food and soft drink cans, silver foil, etc), consumer goods (kitchen appliances etc), construction (roof frames, windows, doors, tools, etc), transmission lines as well as manufacturing machinery.

With this steady increase in demand over the coming years, SCORE, with its abundant availability of inexpensive energy and excellent position at the heart of Asia, is the perfect location for the development of the aluminium industry.



### Industries – Polycrystalline silicon

Polycrystalline silicon (Rod and Nugget form) Silicon (Si) exists usually as an oxide (silica stone), being an element among about 100 different elements. Silicon is found near the earth's surface, in an abundance second only to oxygen, and is considered to be limitless in supply.

To change silica stone into polycrystalline silicon, metallic silicon is first made with a purity of 99% by reduction with carbon. Trichlorosilane is produced from metallic silicon and purified by distillation refining. Reduction is performed with hydrogen at temperatures near 1,000 °C, depositing a 99.999...% (in eleven 9s) pure polycrystalline silicon in rod form.

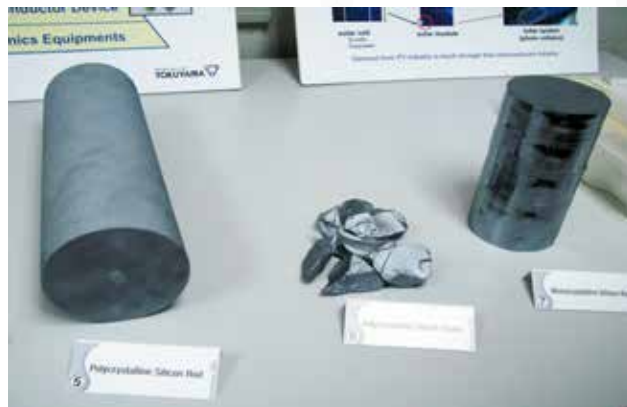
Polycrystalline silicon (polysilicon) is changed into single crystalline silicon and, in turn, single crystalline wafers, and further, integrated circuits that are indispensable components of electronics, such as TVs, radios, and computers.

Polycrystalline silicon (polysilicon) is used in the production of solar cells that use monocrystalline or multicrystalline silicon for substrates. These crystalline type silicon solar cells account for over 90% of the worldwide production of solar cells. Excelling in power generation efficiency, demand for such solar cells is increasing mainly for housing use. Their widespread use is expected as a renewable energy source.

For semiconductor applications, polycrystalline silicon is changed into single crystalline silicon and then single crystalline wafers to become electrical components such as integrated circuits, which are embedded in electronic devices as main components

For solar cell applications, polycrystalline silicon is a material for making crystalline-type silicon solar power cells that use mono-crystalline or multi-crystalline silicon for substrates.

Japanese company Tokuyama Corporation has chosen SCORE's Samalaju Industrial Park to produce polycrystalline silicon for the global market.





## Industries – Manganese

Manganese (Mn) is essential to iron and steel production by virtue of its sulfur-fixing, deoxidising, and alloying properties. Steelmaking, including its ironmaking component, accounts for most domestic manganese demand, presently in the range of 85% to 90% of the total.

Manganese ferroalloys, consisting of various grades of ferromanganese and silicomanganese, are used to provide most of this key ingredient to steelmaking. Products for construction, machinery, and transportation are leading end uses of manganese.

It is also a key component of certain widely used aluminium alloys and, in oxide form, dry cell batteries. As an ore, additional quantities of manganese are used for such non-metallurgical purposes as plant fertilisers, animal feed, and colourants for brick.

The global market for manganese is forecast to reach a consumption volume of 24.9 million metric tonnes by 2017. Market growth is buoyed by revival in demand from the global steel industry particularly in China, besides resurgence in construction and industrial activity in North America and Europe, as well as the emerging Asian and Latin American economies.

The wide usage of manganese in alloys such as ferro manganese and silico-manganese will further drive up global production and consumption.

Samalaju Industrial Park will be home to Malaysia's first manganese ferroalloy smelting plant, which began construction in May 2012. Pertama Asia Minerals Ltd's plant will occupy around 200ha and involve an investment of RM0.49 billion.





## Industries – Aquaculture

Aquaculture is the fastest growing form of food production in the world. The global aquaculture industry is projected to increase from US\$89 billion in 2011 to US\$168 billion by 2016.

Global per capita supply from aquaculture increased from 0.7kg in 1970 to 7.8kg in 2006, an average annual growth rate of 6.9%. According to the Food and Agriculture Organisation (FAO) of the United Nations, human consumption of aquaculture products will grow from 30% in 2000 to 60% in 2020.

Asia is the world's largest fisheries market, estimated to be worth US\$32 billion. Located at the centre of this significant market, the Tanjung Manis Halal Hub (TMHH) in the heart of SCORE is a safe, secure and ideal environment for aquaculture.

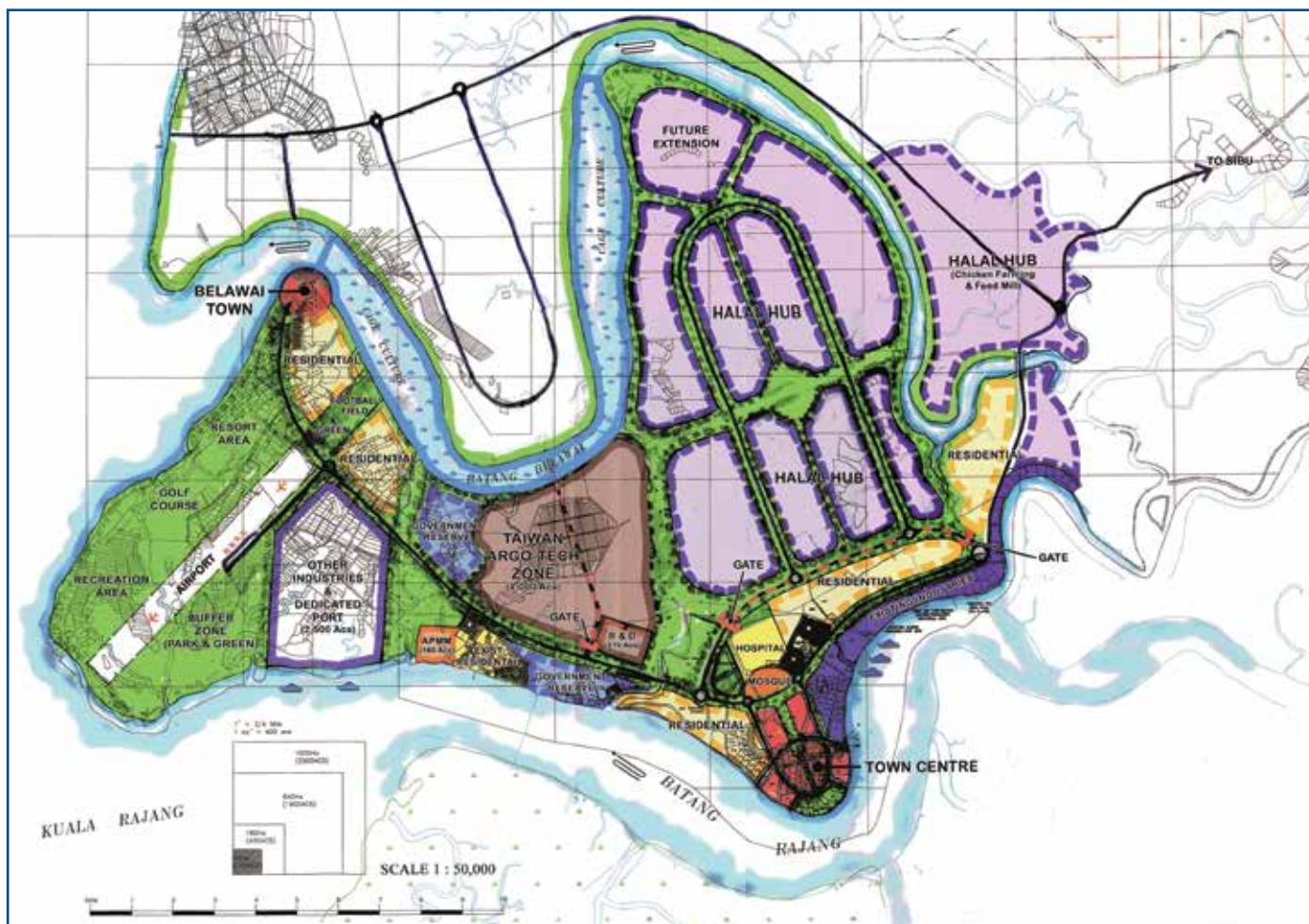
TMHH has been set aside for the development of large scale aquaculture production of high-value species such as grouper, barramundi, tilapia, spiny lobsters, prawns and crabs.

Support facilities and logistics, such as seed and fry production, and also value-added downstream processing of aquaculture and agriculture-biotechnology products will also be established.





## Industries – Halal industry



It is estimated the world halal market is valued at RM7.4 trillion and Sarawak, through SCORE, plans to tap into this lucrative industry through the development of the Tanjung Manis Halal Hub.

In 2010, Tanjung Manis' appointment as a Halal Hub, with HALMAS accreditation, allowed halal industry players and logistics operators to enjoy incentives given by the Halal Industry Development Corporation (HDC).

Formerly designated as a timber-processing zone, the development of Tanjung Manis is being undertaken by Sarawak Timber Industry Development Corporation (STIDC), Tanjung Manis Food and Industrial Park Sdn Bhd (TMFIP) and Halal Hub Unit of the Chief Minister's Department.

As an agriculture and aquaculture hub, Tanjung Manis has drawn considerable investor interest and commitment.

To ensure there is sufficient infrastructure present for committed investors, the development of Tanjung Manis has been divided into three consecutive phases: Phase 1 will take place between 2011 and 2014; Phase 2 (between 2015 and 2017); and Phase 3 (2018 – 2020).

The public investment required for Phase 1 is critical in ensuring Tanjung Manis is able to achieve its targets, and thus the development of Phase 2 and 3 will depend greatly on the success of the first phase of development.



## SCORE as the 'Food Basket' of Sarawak

The central region of Sarawak covers some of the most fertile agricultural areas in the State. As such, there are plans to develop certain areas of Tanjung Manis and the neighbouring Sarikei and Bintangor into the "Food Basket" of Sarawak.

Crops currently grown in this fertile region include pepper, sago, rice, vegetables, and fruit crops, among others.

With the expansion of the road infrastructure in the central region through the development of SCORE and this will further improve the logistics for food producers in the central region.

The Food Basket project is envisioned to produce enough food to meet the demands of Sarawak's population and for the export market, as well.

With Sarawak's strategic location, food producers in the State are also easily connected to more than 3 billion consumers throughout Asia, particularly in markets such as India, China and Indonesia.







# Human Resource

“

Our overall target, in the next 20 years, is to produce 50,000 technical workers with degree qualifications, another 50,000 with diploma qualifications and 250,000 with certificate or vocational qualifications. It will be a difficult but very necessary task to undertake from now onward.

”

*YAB Pehin Sri Haji Abdul Taib Mahmud*





## Institutional

The demand for human capital in Sarawak will increase dramatically with the implementation of SCORE as new industries continue to emerge in the central region of the State. Current economic activities in agriculture, manufacturing and tourism will also receive a boost in future and contribute to the increase in demand for workers.

By the year 2030, it is expected that the economic impact of SCORE will include a five-fold expansion of Sarawak's gross domestic product (GDP) to RM118 billion, and an increase in per capita income to RM97,400.00. With the full implementation of SCORE, it has been projected that 1.6 million additional jobs will be created in Sarawak.

As such, the State is focused on developing its human capital to meet the needs of industries in SCORE. One of the most significant initiatives to date has been the setting up of U-SCORE – a consortium of private and public institutions of higher learning in the State, with the main purpose of assisting the State Government to monitor the demand and supply of the workforce required for SCORE.

Universiti Malaysia Sarawak (UNIMAS) has been tasked to chair the U-SCORE project, which is implemented in collaboration with the State Government. U-SCORE gathers statistics on the number of graduates produced by institutions of higher learning for the Federal and State governments.

Apart from that, new investors setting up their operations in SCORE are also preparing their future employees for the task ahead by offering courses related to their field of work. Their investment in local human capital has also included overseas training stints for their employees.

In 2009 and 2010, the Government embarked on its first major programme to provide training for human capital specifically targeted to meet the needs of SCORE. The HR Training for SCORE programme ran from April 2009 until late 2010. It involved 9,297 participants in 222 programmes, in fields related to the palm oil industry, timber-based industry, fisheries and aquaculture industry, marine engineering industry, agriculture and livestock industry, tourism industry as well as the SCORE trigger industries of aluminium, glass, steel, and oil and gas.

Local institutions of higher learning involved in the programme included UNIMAS, Universiti Teknologi MARA (UiTM), Sarawak Skills Development Centre (PPKS), Industrial Training Institute (ILP) Samarahan and MARA Skills Institute (IKM) Kuching.

Several State Government agencies were also involved in the HR training exercise, including the Sarawak Timber Industry Development Corporation (STIDC), Fisheries Development Authority of Malaysia (LKIM), Sarawak Craft Council, Ministry of Tourism, Ministry of Industrial Development, Malaysia Palm Oil Board, Department of Agriculture, and Marine Department.

## Employment

New industries in SCORE, especially in the Samalaju Growth Node, are expected to create more than 17,000 jobs when their operations are fully up and running in the next two to three years.

Meanwhile, during the construction phase of their manufacturing facilities, jobs have been created by these investors for thousands of skilled, semi-skilled and unskilled workers as well.

With the full implementation of the SCORE initiative, it has been projected that 1.6 million additional jobs will be created in the State.

The five major investors that have begun work in Samalaju Industrial Park are projected to provide direct employment for 4,460 workers: Press Metal's Mukah aluminium smelting plant is currently employing around 800 workers.





## Workforce Development Unit

One of the critical components for the successful industrial development of Sarawak, and particularly, the success of SCORE is the adequate and timely supply of highly skilled and technically-competent workforce that is able to meet the needs of the market.

To ensure the systematic and effective development of the right type of skilled workforce needed by the industries, particularly those in SCORE, the State Government has set up the Workforce Development Unit (WDU) within the Chief Minister's Department.

Towards this end, WDU's key activities include:

- Planning the workforce for Sarawak's industrialisation need, particularly SCORE. This will include determining the demand in terms of the skill; the level and the number required from now until 2030; and then engaging the universities and TEVT institutions in Sarawak to offer appropriate programs to supply the needed workforce
- Building strategic networking with both public and private institutions and relevant groups to reap synergistic advantages and coordinating and aligning their activities in workforce development.
- Promoting awareness and improve perception of TEVT among school-leavers and their parents. The aim is to make TEVT training and technical career as the preferred choice.
- Enhancing workforce employability through specific initiatives such as National Talent Enhancement Programme (NTEP), Skim Latihan 1 Malaysia (SL1M) and Sarawak Career and Training (SCaT) Fair.
- Enhancing existing workforce capacity and capability through facilitating engagement between training institutions and industries especially in areas such as curriculum development, industrial training, and staff development.

- Facilitating intake of rural youths into TEVT institutions.
- Providing accurate, reliable and current information on workforce demand and supply to government agencies, industries and institutions

By facilitating the transformation of Sarawak's workforce from one that is predominantly low skilled to one that is predominantly high skilled, WDU will contribute to:

- make Sarawak the preferred destination for investors
- enhance employability of Sarawakians
- make Sarawak a high-income state



## Accommodation Facilities

Samalaju, which has seen the most drastic transformation among the growth nodes in SCORE, has seen an influx of local and foreign workforce building the foundations of a world-class industrial park. Comfortable accommodations, with adequate amenities have been

prepared to cater to the thousands of construction workers in Samalaju Industrial Park. With good quality, international-standard workers' facilities in place, it will be another advantage for SCORE in attracting more foreign direct investment into Sarawak



*International-class temporary workers camp at Samalaju*

Some of the activities that WDU has conducted in 2012 and early 2013:

Key Focus Area	Details of Activities Conducted
Promotion of TEVT Education	<ul style="list-style-type: none"> <li>41 series of 'TEVT Day' in PLKN Camps</li> <li>33 Talks and Exhibitions</li> <li>Four (4) Industry awareness workshops conducted in Tanjung Manis, Bintulu, Sibul and Kuching</li> </ul>
Employability Enhancement	<ul style="list-style-type: none"> <li>Three (3) SL1M and NTEP Seminars in Miri, Bintulu and Kuching</li> <li>SCaT Fair in Kuching and Sibul</li> </ul>
Workforce Demand	<ul style="list-style-type: none"> <li>Survey on workforce demand by SCORE industries in Samalaju</li> <li>Discussion with SCORE industries on manpower and staff development needs</li> </ul>
Development of Trainers' Capacity	<ul style="list-style-type: none"> <li>Survey to determine trainers' profile and trainers' training needs</li> </ul>
Curriculum Development	<ul style="list-style-type: none"> <li><i>Developing A Curriculum</i> (DACUM) workshop to bring both industries and institutions to work together in developing curriculum</li> </ul>
Facilitation of Industry-Institution Engagement	<ul style="list-style-type: none"> <li>Five (5) sessions of dialogues and engagements in Bintulu, Miri and Sibul; and two (2) in Kuching</li> <li>Deliver talks/presentations on SCORE workforce requirements to the training institutions</li> <li>Conduct seminars on SCORE requirements to the public/private training institutions</li> </ul>



Facilities for workers at Samalaju Industrial Park



*Tokuyama Corporation's polycrystalline silicon production plant taking shape in Samalaju Industrial Park*





# Pioneer Investors

“

Conscientious efforts must be made to attract foreign investments, in the overall task to transform the economy; from medium-income to high-income economy within one generation. That is how Sarawak looks upon SCORE.

”

*YAB Pehin Sri Haji Abdul Taib Mahmud*





## Tokuyama Corporation

Tokuyama Corporation of Japan was established in 1918 to produce sodium carbonate locally. Today it has expanded its core businesses with a special focus on information and electronics, which markets semiconductor-related products; life and healthcare, which includes spectacles lens materials and dental materials; environment and energy, which handles polycrystalline silicon for solar cells; and recycling and environment-related operations.

In 2009, it established Tokuyama Malaysia Sdn Bhd – a wholly-owned subsidiary – which is currently constructing two production plants located in Samalaju Industrial Park to manufacture polycrystalline silicon for solar cells.

The group's first RM2.98 billion plant – PS-1 – is expected to come online in September 2013, while the RM3.72 billion second plant – PS-2 – is scheduled to begin operations in April 2014.

Tokuyama plans to have a production capacity of 20,000 tonnes annually, with 6,200 tonnes for PS-1 and 13,800 tonnes for PS-2. Each plant is expected to require 450 staff, with PS-1 currently employing 400 Sarawakians.

Tokuyama Corporation aims to use its Samalaju project to promote the worldwide adoption of solar power generation as a clean and renewable energy source.





## Press Metal

Press Metal was incorporated in 1986 and is based in Klang, Malaysia. The RM1 billion Press Metal Sarawak Sdn Bhd smelting plant in Mukah, Malaysia's first aluminium smelter, began operations in 2009 with an initial capacity of 50,000 metric tonnes. In 2011, it hit its full production capacity of 120,000 metric tonnes per annum. In the same year, the aluminium ingots produced by the Mukah smelter were successfully listed on the

London Metal Exchange (LME) as High Grade Primary Aluminium under the brand 'PMS'. The Mukah plant has around 800 employees.

The RM2 billion Press Metal Berhad aluminium smelter in Samalaju Industrial Park uses the latest 400kA technology, which is more energy-efficient, enabling higher production output with lower energy consumption. It currently has approximately 1,000 employees.



In the fourth quarter of 2012, the initial phase of the Samalaju smelter commenced production, running at an initial capacity of 100,000 metric tonnes per annum.

The target is to achieve full production capacity of 300,000 metric tonnes per annum by the second half of 2013.





## Asia Minerals

Asia Minerals Limited was founded in 1993 as a privately owned company registered in Hong Kong. It specialises in all manganese-related business from ores to alloys, metals and chemicals.

Pertama Asia Minerals Ltd began construction of Malaysia's first manganese ferroalloy smelting plant in May 2012. The plant will occupy around 200ha in Samalaju Industrial Park and involve an investment of RM0.49 billion.

The Pertama project is a two-phase manganese alloys and ferrosilicon smelting plant development with Phase 1 production expected to commence in the third quarter of 2013. Full commercial production is expected by the fourth quarter of 2014.



In the first phase, the plant is to produce 120,000 of silicon manganese per annum, 54,000 tonnes of medium and low carbon ferromanganese per annum, 60,000 tonnes of ferrosilicon per annum, and 200,000 manganese ore sinter per annum.

Phase 2 of the project is expected to begin in the second quarter of 2015.

The final products of manganese alloys, ferro silicon and electrolytic manganese metal (EMM) will be used locally as well as exported globally.

## OM Holdings

OM Holdings (OMH) was established in 1994 in Singapore and it is one of the world's largest integrated manganese producers and is in the top 10 high-grade manganese ore producers in the world in terms of contained manganese production volume.

OM Materials (Sarawak) Pte Ltd – a wholly-owned subsidiary of OMH – is building an RM1.5 billion greenfield manganese and ferrosilicon alloy smelter on 500 acres at Samalaju Industrial Park, adjacent to the new Samalaju Port. The plant is expected to have 1,000 employees.

The project aims to produce 310,000 tonnes of ferrosilicon alloys and approximately 265,000 tonnes of

manganese alloys and 300,000 tonnes of manganese sinter.

Phase 1 of the ferrosilicon production facility is expected to produce 308,000 tonnes per annum of ferrosilicon alloys with production to begin during the first quarter of 2014 and full capacity by the fourth quarter of 2014.

Phase 2 will be a manganese production facility – Plant C with a further six units of 25.5 MVA furnaces and a 36m<sup>2</sup> sinter plant. It is expected to consume 140MW of power by the second quarter of 2015.



## Asia Advanced Materials

Asia Advanced Materials Sdn Bhd is 100 per cent owned by South Korean conglomerate Asia Cement Co Ltd, which is one of the largest cement and ready-mixed concrete manufacturing companies in South Korea. Founded in 1965, it is South Korea's key industrial and basic construction material company.

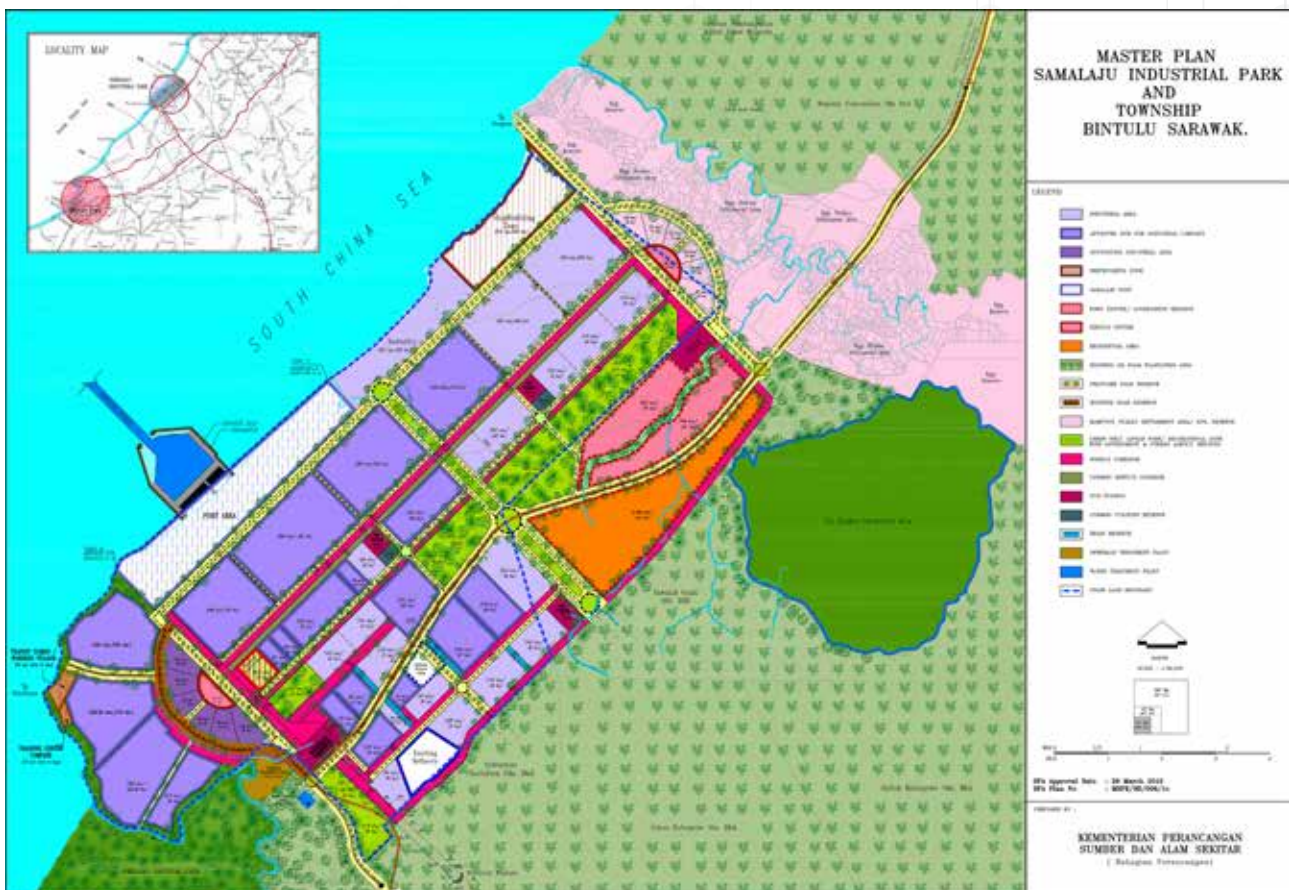
Asia Advanced Materials is constructing an RM0.72 billion metal silicon manufacturing plant in Samalaju

Industrial Park. This trigger industry will lay the foundation for downstream industries in the value chain of solar and organic silicon businesses.

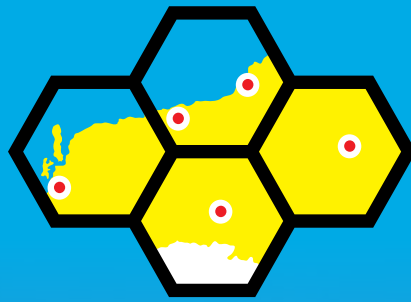
It will be a three-phase project, with the first phase, requiring 55MW of

power, expected to start production by the first quarter of 2014. The first phase will have an output of 33,000 tons of metallurgical grade silicon (Mg-Si) as feed for polysilicon, and this will increase in the two subsequent phases to 100,000 tons by 2019.

The new plant is expected to create up to 500 jobs and involve technological transfer besides economic spin-offs.







**RECODA**  
Regional Corridor Development Authority



# RECODA: Overview

“

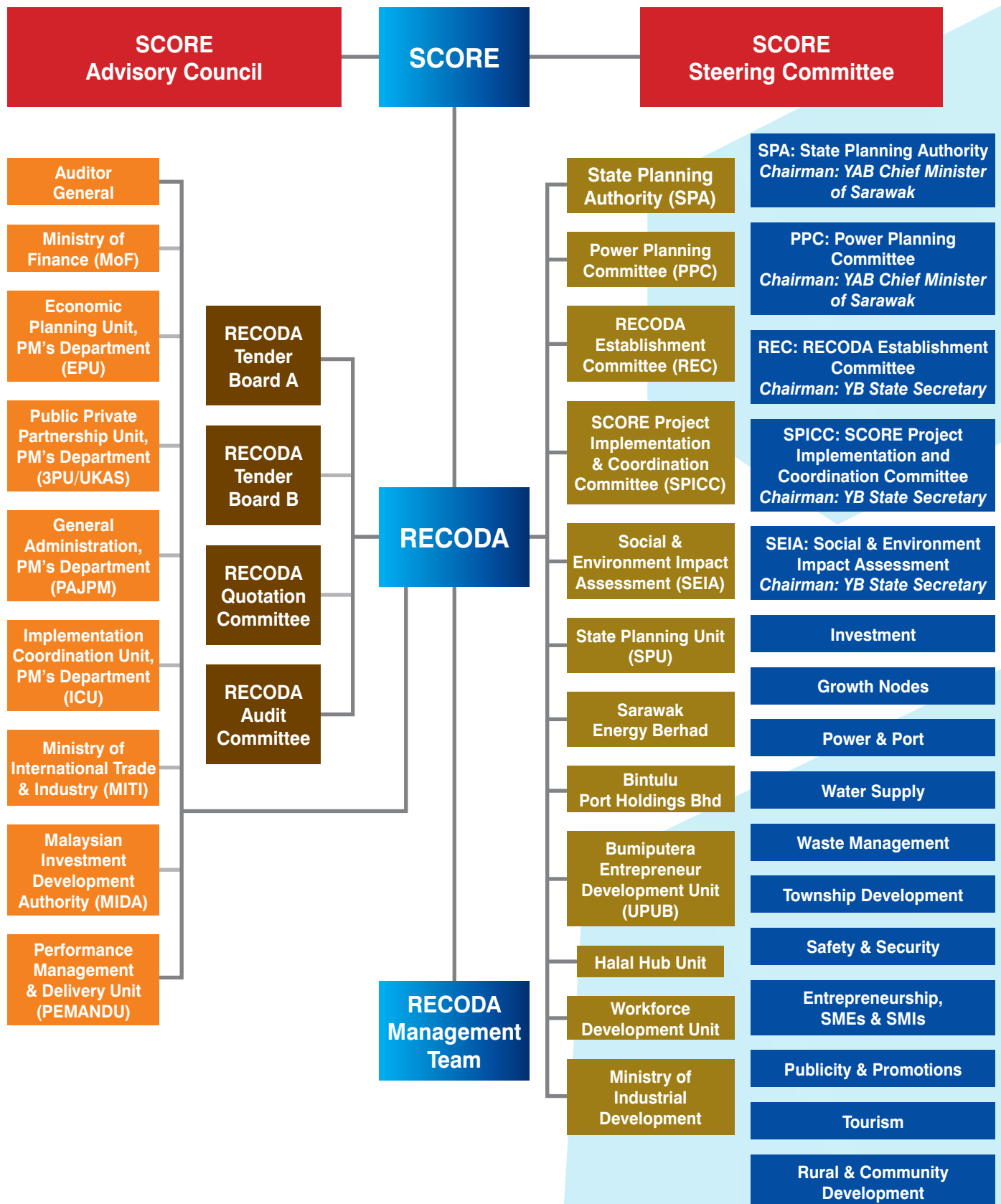
The development of SCORE requires major funding efforts on the part of the government – both Federal and State – to ensure its successful implementation. Federal financial support of the State is required to build the basic physical infrastructure for SCORE so that Sarawak can have the opportunity to be as developed as Peninsular Malaysia and this will, in turn, benefit not only Sarawak or Sarawakians, but also the whole of Malaysia.

”

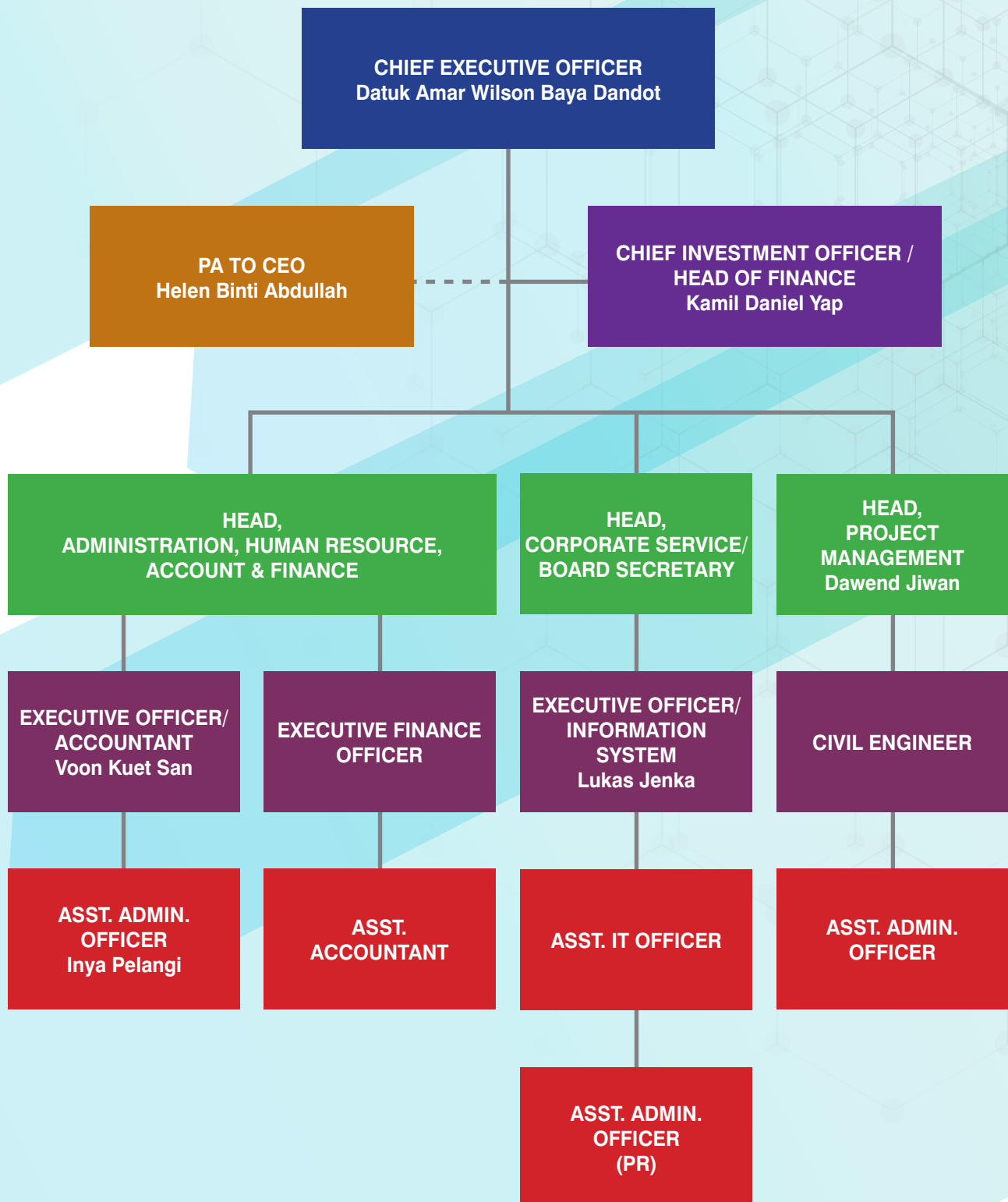
*YAB Pehin Sri Haji Abdul Taib Mahmud*



# The SCORE Implementation Coordinative Model



# RECODA Organisation Structure





# Improving Efficiencies in Monitoring Implementation of SCORE Projects

## SCORE Monitor

This is an Executive Dashboard Project Hub (EDPHub) developed jointly by RECODA and Inpsychro Sdn. Bhd. to manage, report and monitor all SCORE projects in terms of physical and financial progress. All the information uploaded into SCORE Monitor translates into real-time updates to the selected stakeholders, allowing them to see early warning signs via an Executive Dashboard and therefore facilitate them to proactively manage the projects as opposed to reactively.



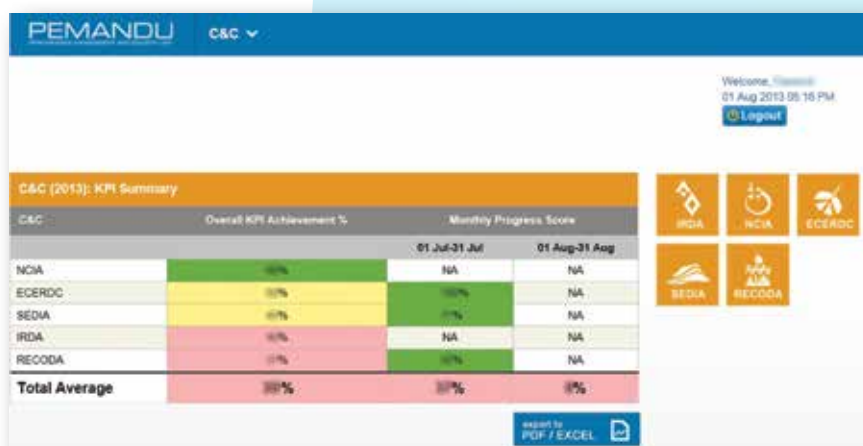
## SPP II (Sistem Pemantauan Projek II)

SPP II is a system under the e-Government initiative and is one of the flagships of the Multimedia Super Corridor (MSC). The system was developed and implemented by the Implementation Coordination Unit, Prime Minister's Department (ICU JPM). The scope of the system covers all the monitoring of federal-funded development projects implementation under the Five-Year Malaysia Plan (RMLT) ranging from project planning through to the project payment process.

SPP II can be accessed via internet at any location that has access to Putrajaya Campus Network (PCN) and egNet (application to MAMPU).

## PEMANDU Dashboard

This is an online Executive Dashboard system developed by Performance Management & Delivery Unit (PEMANDU), a unit under the Prime Minister's Department for monitoring of projects to oversee the implementation, assess the progress, facilitate as well as support the delivery and drive the progress of the Government Transformation Programme (GTP) and the Economic Transformation Programme (ETP).



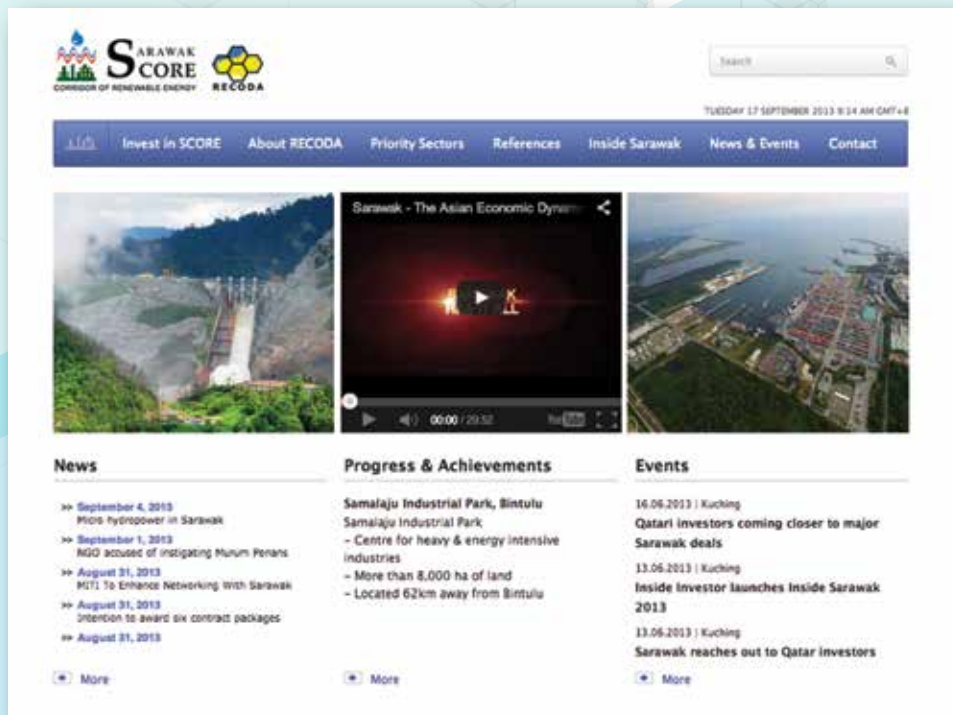
# Revamped SCORE Website

RECODA has revamped the SCORE website with extensive new content and a host of new features to ensure it is more relevant, user-friendly, and easier to navigate. The website is also dynamic and fluid with updates done at least three times per week.

The revamped website provides domestic and international stakeholders with information on developing news and events in the region, and the latest investments and developments in SCORE.

Visitors to the website will see that RECODA has completely redesigned the layout, with the core focus firmly on content delivery. The content is now fresh, interesting and informative yet able to hold the interest of multiple stakeholders from a variety of cultural, corporate and social backgrounds.

The website features a comprehensive overview of SCORE and drills down into each of the priority



industries, with links to other government agencies involved in the development of SCORE. RECODA believes this will make the website seamless and integrated, allowing stakeholders to maximise their time effectively.

RECODA plans to roll out many new features in the future; including a monthly newsletter, content in multiple languages and web-based tools and resources to improve efficiency.

## SCORE e-newsletter

RECODA continues to reach out to both the local and global audience through an integrated, transparent and high profile communications strategy.

Since the new SCORE website went live, traffic to the website has increased dramatically.

A top request by visitors is for subscriptions to a monthly e-newsletter. With this in mind, RECODA has targeted to launch an e-newsletter in the fourth quarter of 2013. In addition to the monthly newsletter, relevant alerts will also be sent to subscribers to keep them up-to-date with developments in SCORE.

This e-newsletter is a powerful tool that gives RECODA the opportunity to communicate directly with our stakeholders and customers. It will allow us to enter into a dialogue and facilitate feedback from them when required. This in turn will allow us to solidify our relationship with them.

The look and feel of the e-newsletter will match the website to communicate consistency of brand identity. Content will be created every month and news reports will allow the reader to link back to the site to help ensure the site remains high up in search engine rankings.



# Instilling Good Corporate Governance

## Auditor General's certificate

RECODA received a clean bill of health from the Auditor-General of Malaysia for its 2012 financial report.



## Accountability Index Auditing

RECODA was assessed on its financial and accounting management for the year 2012 and achieved a 3-star rating for its performance.

## Integrity Pledge

RECODA signed the Corporate Integrity Pledge together with the country's other regional economic corridors, to ensure integrity in its organisational dealings with stakeholders. The pledge was signed in Putrajaya, in front of the Chief Secretary to the Government Tan Sri Dr Ali Hamsa. The Integrity Pledge aims to promote best practices at all levels of the organisation.

## Code of Business Ethics

As of 2012, RECODA is preparing its Code of Business Ethics to serve as a standard code of ethics and integrity for all members of RECODA; as a measure to promote values of integrity, transparency and good corporate governance. This Code will also strengthen the internal practices of RECODA in playing our role in contributing towards anti-corruption efforts, in line with the objectives of the Government Transformation Programme.



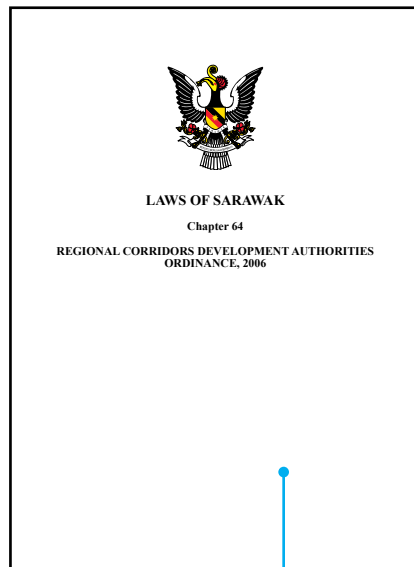
A large-scale construction site is shown under a clear blue sky. In the foreground, two excavators are working in a muddy, excavated area. One is a yellow Hyundai excavator on the left, and the other is a red excavator on the right. In the middle ground, several workers wearing hard hats and safety vests are standing on a concrete slab that is being prepared. A large crane with a long boom is visible on the left side of the site. The background is a dense, green forested hillside. The entire image is overlaid with a light blue geometric design on the right side, which includes a purple and blue banner with the text 'SCORE Milestones'.

# SCORE Milestones



# SCORE Milestones

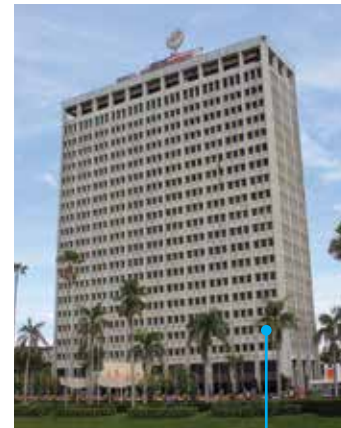
Ordinance to set up  
RECODA passed in DUN



Launch of Tanjung Manis  
Halal Hub on  
18<sup>th</sup> February, 2009



State Planning Unit as  
Interim Secretariat prior  
to establishment of  
RECODA office



The State Government  
commissioned a  
study by international  
consultants Arthur  
D. Little, for the  
establishment of  
SCORE

Construction of Samalaju  
Industrial Park begins in 2009



Press Metal Sarawak Bhd starts  
operations in Balingian, Mukah in  
August 2009

Sarawak delegation led by the  
Chief Minister, promotes Tanjung  
Manis Halal Hub in London, in  
conjunction with the inaugural  
Oxford Global Islamic Branding  
and Marketing Forum on 25<sup>th</sup> -  
27<sup>th</sup> July, 2010



2006

2007

2008

2009

2010



Launch of SCORE by former Prime Minister  
YABhg Tun Abdullah Ahmad Badawi



Establishment of RECODA office  
and appointment of RECODA CEO



Mukah coal-fired power plant  
starts operations in April 2009

Construction  
of Murum  
Dam begins



Earth-breaking ceremony for the Mukah New  
Administrative Centre, which will house the  
head office for RECODA, was officiated by YAB  
Chief Minister in March 2009



Earth-breaking of Tanjung Manis Halal Hub on  
8<sup>th</sup> October, 2009



Bakun Dam impoundment  
begins in October 2010





SCORE featured prominently during the Malaysian trade mission to the United Arab Emirates in January, 2011

Sarawak Energy Berhad signed four Power Purchase Agreement (PPA) Term Sheet Agreements with four SCORE investors – OM Materials Sarawak Sdn Bhd, Asia Minerals Ltd, Press Metal Bhd and Tokuyama Malaysia Sdn Bhd in April, 2011



In June 2011, Sarawak Energy Bhd and Sarawak Hidro Sdn Bhd signed the 30-year Power Purchase Agreement (PPA) for the full output of the Bakun hydroelectric facilities

20<sup>th</sup> January, 2012  
Power Purchase Agreement signing ceremony between Sarawak Energy and OM Materials (Sarawak) Sdn Bhd



3<sup>rd</sup> October, 2012  
Ground-breaking ceremony for OM Materials (Sarawak) Sdn Bhd's Ferro Alloy Smelting plant in Samalaju Industrial Park



Earth-breaking ceremony for Tokuyama's polycrystalline silicon factory in Samalaju on 16<sup>th</sup> February, 2011



2011

2012



Launch of Mukah New Administrative Centre on 9<sup>th</sup> April, 2011



Bakun HEP begins generating electricity



The State Secretary and the Sarawak team participate in the Cities and Corridors Lab organised by PEMANDU on 11<sup>th</sup> October, 2011



Ground-breaking ceremony for Press Metal Bhd's Samalaju facility on 13<sup>th</sup> April, 2011



28<sup>th</sup> May, 2012  
Ground-breaking ceremony for Pertama Ferroalloys Sdn Bhd's manganese alloys and ferrosilicon smelting plant in Samalaju Industrial Park



17<sup>th</sup> September, 2012  
Construction of UiTM Campus in Mukah begins

30<sup>th</sup> April, 2012  
Power Purchase Agreement signing ceremony between Sarawak Energy Bhd and Tokuyama Corporation

14<sup>th</sup> November, 2012  
The initial commissioning phase of Press Metal Bhd's aluminium smelting plant in Samalaju Industrial Park









# Activities of RECODA in 2012

“

I believe that with our experience in carrying out development during the past 20 – 30 years, and with the preparations that have been made to upgrade education, SCORE can be carried out successfully.

”

*YAB Pehin Sri Haji Abdul Taib Mahmud*

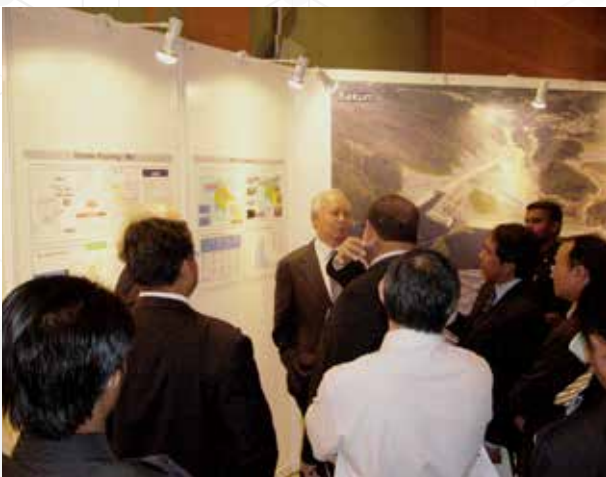


# Activities

Jan



▲ **12th Jan:** 60 Minutes with CEO – Activity organised by Angkatan Zaman Mansang (AZAM) Sarawak involving local media engagement with CEO of RECODA at Mukah New Administrative Centre, in Mukah



▲ **17th Jan:** RECODA participated in the Cabinet Workshop – C & C, Digital Malaysia and Rural Transformation Programme, in Putrajaya

Mar

**7th March:** Site Inspection to SCORE projects with YB Dato Sri Michael Manyin, Minister of Infrastructure Development and Communications

**10th March:** RECODA participated as Panelist for 'Dialogue on "Business Opportunities under Budget 2012 for Class F Contractors"' in conjunction with DCCI's 10th AGM 2012, in Kuching

**23rd March:** RECODA conducted briefing on Performance of SCORE Project Implementation in conjunction with Sarawak Development Monitoring Committee Meeting at INTAN Campus, in Kota Samarahan

**27th March:** RECODA took part in Stakeholders Engagement Session for Study on Industrial Estates Development in Malaysia, in Kuala Lumpur

Apr



▲ **2nd – 11th April:** The Right Honourable Chief Minister Pehin Sri Haji Abdul Taib Mahmud (centre) and the Honourable Minister of Public Utilities and RECODA Deputy Chairman Datuk Amar Haji Awang Tengah bin Ali Hassan (third left) visit trainees from Sarawak who are in Tokuyama Technical Training Centre, during the Chief Minister's official visit to Japan in April

Apr



▲ **28th April:** The Right Honourable Prime Minister, Datuk Patinggi Mohd. Najib bin Tun Haji Abdul Razak launching the Corridors and Cities Sarawak 2012 Open Day at the old State Legislative Assembly (DUN) building at Petra Jaya, in conjunction with 'Pameran Jelajah Janji Ditepati'

May



▲ **10th May:** Minister of Industrial Development and RECODA Deputy Chairman YB Datuk Amar Haji Awang Tengah bin Ali Hasan conducts working visit to Samalaju Industrial Park

June



▲ **20th and 21st June:** Working visit by YBhg Tan Sri Dato' Setia Ambrin bin Bujang, Auditor-General Malaysia and Deputy Auditor-General Malaysia, YBhg Dato' Mustafa bin Haji Saman to Mukah and Samalaju Industrial Park, in Bintulu

July

**5th July:** RECODA conducts site visits to Baram and Murum

**7th July:** RECODA conducts briefing on State Development and SCORE in conjunction with the visit to Sarawak by the President of the Czech Republic, H.E. Mr. Vaclav Klaus, in Kuching

**14th July:** RECODA takes part in Trade and Investment Mission to Korea organised by Ministry of Trade and Industry (MITI)

**18th July:** RECODA conducts visits to SCORE projects in Murum, Bakun and Samalaju



# Activities

Sept



▲ **6th Sept:** RECODA gives presentation on SCORE projects at the Conference on 'SCORE Powers Sarawak to New Heights', in Bintulu



▲ **16th Sept:** Visit by entourage from the Ministry of International Trade and Industry to Samalaju Industrial Park, led by its Minister the Honourable Dato' Sri Mostapa Mohamed

**19th Sept:** Visit by Singapore Deputy High Commissioner to the RECODA office, in Kuching

Sept



▲ **28th Sept:** RECODA conducts a briefing at Career Drive in conjunction with 'Lan Berambah Anak Sarawak Bersama YAB Ketua Menteri Sarawak', in Kuala Lumpur



▲ **30th Sept:** RECODA gives presentation on SCORE projects for Employees Provident Fund (EPF) CEO Tan Sri Azlan Zainol and top management team, in Bintulu

Oct



▲ **5th Oct:** State Secretary YB Tan Sri Datuk Amar Haji Mohamad Morshidi bin Abdul Ghani and members of SCORE Projects Implementation & Coordination Committee visit Samalaju Industrial Park

**17th Oct:** RECODA gave a presentation at the Sarawak Corridor of Renewable Energy Forum: Investment and Business Status, Challenges and Opportunities in conjunction with International Energy Conference 2012, in Kuching



▲ **22nd Oct:** RECODA Board Meeting, in Kuching

Oct



▲ **31st Oct:** RECODA conducts a briefing for the Honourable Dato' Devamany S. Krishnasamy, Deputy Minister in the Prime Minister's Department at RECODA office, in Kuching

Nov

**4th Nov:** RECODA takes part in Sarawak's Investment and Trade Mission to Japan and Korea

Dec

**4th and 5th Dec:** RECODA chairs a session on 'Growth and Structural Issues' at the National Economic Outlook Conference 2013-2014, in Kuala Lumpur

**13th Dec:** RECODA conducts a briefing for Taipei Economic & Cultural Office in Malaysia, at the RECODA office, in Kuching

**19th Dec:** RECODA takes part in Corridor Authorities' Corporate Integrity Pledge-signing Ceremony at the Prime Minister's Department, in Putrajaya



# Reaching out to the Public

In 2012, RECODA continued to create public awareness on SCORE by participating in exhibitions and fairs held throughout Sarawak. Through our information booths, we are able to educate and update the public on the latest developments in SCORE. More importantly, we are also able to reach out to the youth, who are always interested to learn more about the education and employment opportunities that are available to them through the development of SCORE.

**24 – 26 February**

**Bio Borneo Exhibition 2012**

Pullman Hotel, Kuching

**30 – 31 March**

**1Malaysia Community Carnival & Convention 2012**

Dataran Pehin Setia Raja, Mukah



1Malaysia Community Carnival & Convention 2012

**20 – 22 April**

**Pesta Kaul 2012**

Dataran Kaul, Mukah



Pesta Kaul 2012

**28 – 29 April**

**Pameran Jelajah Janji Ditepati**

Wisma Bapa Malaysia, Kuching

**17 – 19 May**

**Pameran Pesta Limau Bintangor 2012**

Bintangor, Sarikei



Pameran Jelajah Janji Ditepati

**11 September**

**Exhibition in conjunction with Sarawak State-level Commerce and Industry Seminar 2012**

Four Points Hotel, Kuching

**28 September**

**Exhibition in conjunction with Career Drive**

organised by Persatuan Anak Sarawak/  
Lan Berambek bersama Ketua Menteri  
Putra World Trade Centre, Kuala Lumpur



*Exhibition in conjunction with Career Drive*

**15 – 17 October**

**Exhibition in conjunction with International Energy Week 2012**

Borneo Convention Centre, Kuching



*International Energy Week 2012*

**29 November – 2 December**

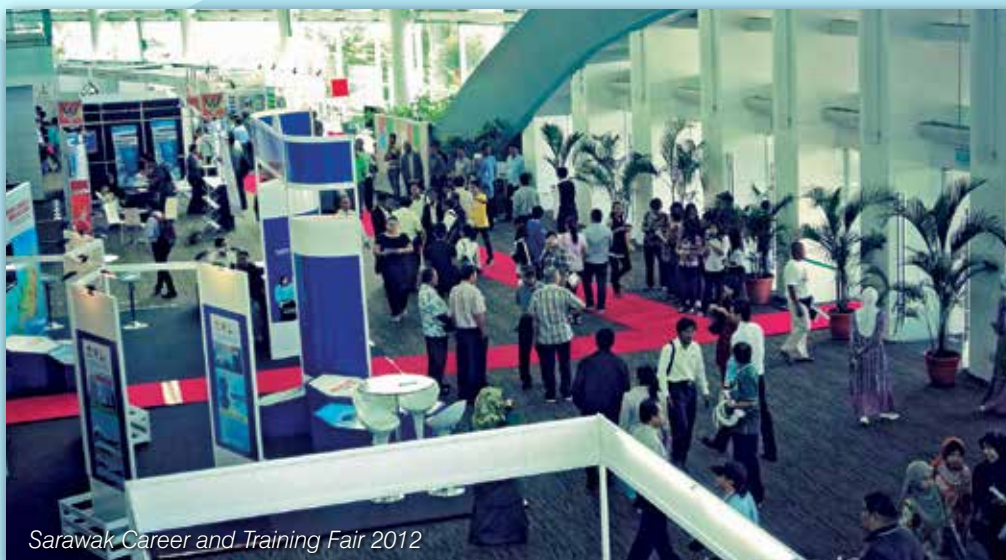
**BIMP-EAGA Consumer Fair 2012**

Melaka International Trade Centre, Melaka

**10 – 11 December**

**Sarawak Career and Training Fair 2012**

Borneo Convention Centre, Kuching



*Sarawak Career and Training Fair 2012*











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