

# Connectivity

## Unlocking Malaysia's Potential as a Global Gateway

### Supporting Malaysia Airlines to Become Top Ten Global Airline by 2030

Malaysia Airlines plays a key role in projecting Malaysia's presence on the global stage. As a national icon and key enabler of international connectivity, the airline's revitalisation has been a strategic priority. Malaysia Airlines added nine new international routes in the last 20 months to its list of destinations, including Paris, adding greater long-haul connectivity to Europe.

As part of its long-term strategy, Malaysia Airlines is also embarking on a fleet modernisation programme with the arrival of new Boeing 737-8 and Airbus A330 neo aircraft. Malaysia Airlines announced 20 additional Airbus A330neo orders in July 2025, bringing their total A330neo commitment to 40 aircraft to date. Deliveries from this additional batch are scheduled between 2029 and 2031.

The airline also announced the acquisition of 30 new Boeing 737 aircraft in March 2025. The introduction of these new aircraft is expected to elevate and improve overall passenger experience.

Khazanah will continue to support Malaysia Airlines in its ambition to become a five-star, top-ten globally ranked airline by 2030. This transformation is not only commercial but emblematic of Malaysia's broader aspirations to elevate service standards and brand reputation across strategic sectors.



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## Rejuvenating MAHB as a World Class Airport Operator

To fully realise Malaysia's potential as a global gateway, Khazanah undertook the take private of Malaysia Airports Holdings Berhad (MAHB) in 2024. The initiative, led through the Gateway Development Alliance (GDA), a consortium including Khazanah, the Employees Provident Fund (EPF), Abu Dhabi Investment Authority (ADIA) and Global Infrastructure Partners (GIP), marks a bold step toward repositioning MAHB for long term excellence.

The take private gives MAHB greater flexibility to accelerate investments in infrastructure, improve operational efficiency and elevate the passenger experience. The Consortium's priority initiatives include:

- Enhancing passenger experience by alleviating congestion, improving passenger flows and terminal ambience as well as expanding the retail and F&B offering
- Strengthening airline partnerships and long-haul connectivity
- Investing in MAHB's network of airports with the benefit of long-term decision-making and technical expertise
- Stimulating commercial activity around MAHB's airports

More importantly, the transformation of MAHB will unlock broader national benefits. It will enhance international connectivity, attract high-value tourism and support trade and logistics growth in the lead-up to Visit Malaysia Year 2026. Improvements in airport facilities across key regions such as KLIA, Penang, Langkawi, Sabah and Sarawak will help position Malaysia as a more competitive and accessible destination.

With the flexibility to make long-term investment decisions and draw on global technical capabilities, MAHB will be better equipped to create lasting economic value for the country. This includes new jobs, increased visitor spending and stronger linkages to global supply chains, reinforcing aviation's role as a growth engine for Malaysia.



## SPECIAL HIGHLIGHTS



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#### Revitalising Cultural Icons to Strengthen National Identity

Connectivity extends beyond logistics and mobility — it also encompasses the cultural and social ties that shape national identity and influence visitor perceptions.

In 2024, Khazanah has taken an active leadership role in the restoration and rejuvenation of two flagship heritage sites—the Bangunan Sultan Abdul Samad complex as well as Carcosa and Seri Negara—as part of efforts to uplift Kuala Lumpur as a creative and cultural district, bridging past and present. The initiative carries an estimated total cost of RM600 million.

Long embedded in the city's heritage fabric, these revitalised sites will be repositioned as inclusive and catalytic anchors for community engagement—serving

as hubs for arts, culture, and heritage, and designed to host a wide range of public programmes and events. Accessibility to Carcosa and Seri Negara will be enhanced through a new pedestrian bridge linking it directly to the Perdana Botanical Gardens.

Both the Bangunan Sultan Abdul Samad complex as well as Carcosa and Seri Negara hold significant national importance and heritage value, and serve as enduring symbols of national pride. As Malaysia prepares for Visit Malaysia Year 2026, these revitalised landmarks will play a key role in reinforcing the nation's identity as a culturally vibrant and globally welcoming destination.

