

2025

ANNUAL REPORT

IMT-GT: ADVANCING SUBREGIONAL DEVELOPMENT PROGRESS

by the Centre for IMT-GT Subregional Cooperation



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FOREWORD

FROM THE DIRECTOR

The year 2025 marked an important milestone for the Indonesia–Malaysia–Thailand Growth Triangle as we continued advancing our shared aspirations under IMT-GT Vision 2036 and the Implementation Blueprint 2022–2026. Throughout the year, our Member Countries and partners demonstrated strong commitment to strengthening subregional cooperation and accelerating progress toward a more integrated, innovative, inclusive and sustainable economic community.



A key highlight was the 16th IMT-GT Summit, chaired by H.E. Dato' Seri Anwar Ibrahim, Prime Minister of Malaysia, and attended by the Leaders of Indonesia and Thailand, together with the President of the Asian Development Bank and Secretary-General of ASEAN. The signing of the Framework of Cooperation (FOC) in Customs, Immigration, and Quarantine (CIQ) by Ministers marked a major step forward in improving cross-border facilitation, reducing barriers for businesses and communities, and enhancing the efficiency of trade and travel across the subregion.

Throughout the year, the Centre for IMT-GT Subregional Cooperation strengthened collaboration with subnational governments, development partners and regional institutions to advance initiatives in economic corridors, green cities, connectivity, tourism, agriculture and urban sustainability. Progress was also recorded across the Working Groups in areas including agriculture, halal products and services, tourism, trade and investment facilitation, transport connectivity, environment, digital transformation and human resource development.

As IMT-GT approaches the final phase of the Implementation Blueprint 2022–2026 and begins preparing the next planning cycle for 2027–2031, the subregion stands at a moment of opportunity. I extend my sincere appreciation to IMT-GT Working Groups, University Network, Joint Business Council, partners and stakeholders for their continued dedication and support. Together, we will continue strengthening a Growth Triangle that is more connected, resilient and prosperous for our people and communities.

A handwritten signature in black ink, consisting of a stylized, cursive script that is difficult to decipher but appears to be the name of the director.

Amri Bukhairi Bakhtiar

Director of Centre for IMT-GT Subregional Cooperation (CIMT)

ABOUT CIMT



The Centre for Indonesia–Malaysia–Thailand Growth Triangle Subregional Cooperation (CIMT) is the central secretariat for IMT-GT. Established in 2013, CIMT serves as the coordinating and implementing body that drives cooperation across Indonesia, Malaysia, and Thailand.

As the operational backbone of IMT-GT, CIMT facilitates collaboration among the governments, private sector, academia, and development partners to advance economic integration, enhance connectivity, and promote sustainable development across the 35 provinces and states across the subregion. Guided by the principles of inclusivity, reciprocity, and impartiality, CIMT transforms IMT-GT's Vision 2036 and the IMT-GT Implementation Blueprint 2022–2026 into concrete actions, programmes, and results that deliver tangible benefits to communities.

INTRODUCTION



The IMT-GT subregion continued to demonstrate resilience and economic dynamism in 2025, supported by steady recovery, targeted reforms, and strengthened cross-border collaboration. GDP per capita rose to USD 22,088.18 (current PPP) in 2024, reflecting broader improvements in economic well-being across the subregion. Total trade in goods reached USD 707.72 billion in 2024, up from USD 654.57 billion in 2023, underscoring the subregion's expanding economic activity and increasing competitiveness within ASEAN and global markets. These indicators highlight a subregion that is not only recovering but advancing toward more integrated and sustainable growth.

Institutional coordination remained central to sustaining this momentum. Throughout 2025, CIMT facilitated 38 institutional meetings across the IMT-GT governance architecture, including the 16th IMT-GT Summit, the 31st Ministerial Meeting, and the 32nd Senior Officials' Meeting. These platforms ensured alignment of policies, decisions, and implementation priorities. Leaders and Ministers reaffirmed their commitment to IMT-GT Vision 2036 and the Implementation Blueprint 2022–2026, calling for intensified collaboration as the subregion enters the second half of the Blueprint period.

High-level discussions in 2025 emphasised climate-resilient agriculture, digital transformation, multimodal connectivity, sustainable urban development, and strengthened cooperation in Customs, Immigration, and Quarantine. The signing of the Framework of Cooperation in CIQ marked a milestone in improving cross-border movement and trade facilitation, reinforcing IMT-GT's role as a more connected and coordinated subregional platform.

Across IMT-GT's strategic pillars, the year recorded steady advancement in sectoral cooperation. Progress in agriculture, tourism, transport connectivity, trade facilitation, human resource development, digital transformation, environmental management, and the halal industry reflected a subregion moving beyond recovery toward more integrated and sustainable growth. Engagement with development partners, private sector, and communities further strengthened implementation capacity and people-to-people connectivity, positioning IMT-GT to advance its priorities with greater coherence and impact.

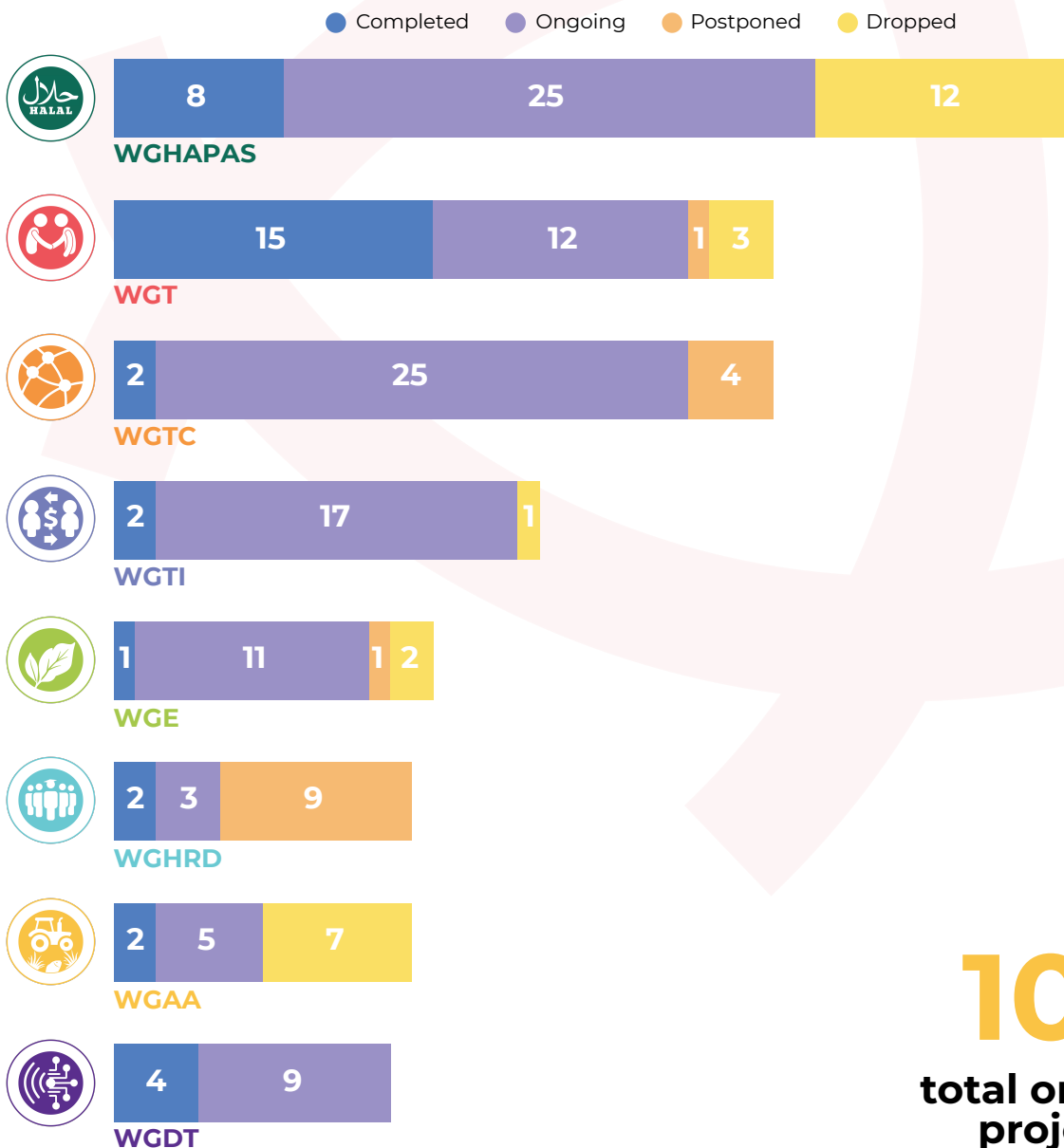


**PROGRESS
TOWARDS
IMT-GT VISION
2036**

PROGRESS TOWARDS — IMT-GT VISION 2036

In 2025, IMT-GT advanced its long-term transformation agenda toward Vision 2036, supported by a robust and diverse implementation pipeline. A total of 107 ongoing projects were under implementation across all Working Groups, spanning economic development, connectivity, sustainability, human capital, and digital transformation. These initiatives serve as essential building blocks for achieving **an integrated, innovative, inclusive, and sustainable subregion by 2036**.

STATUS OF WORKING GROUP PROJECTS



107
total ongoing
projects

A. Integrated

Progress toward integration focused on strengthening the foundations for cross-border connectivity and coordinated development. The signing of the the Framework of Cooperation in Customs, Immigration, and Quarantine (CIQ) and projects implemented in 2025 such as the Workshop on the Familiarisation of IMT-GT Economic Corridor and Business Matching Event on RoRo Dumai–Melaka supported the improved logistics readiness, border facilitation, and alignment between national and subnational development priorities. Industrial and corridor-linked initiatives such as Rubber Cities initiatives that include Sei Mangkei Rubber City, Kedah Rubber City, and Songkhla Rubber City, and the Tok Bali Integrated Fisheries Park further reinforce an integrated production and distribution landscape within the Growth Triangle. Together, these initiatives contribute to an enabling environment for deeper subregional integration.

B. Innovative

Innovation-related efforts under IMT-GT increasingly emphasise technology adoption, digitalisation, and knowledge-based development. Projects such as UMKM Go Online, Digital Economy Immersion Programme, and Seminar on Leveraging Digital Technology and 4IR Innovation support experimentation and readiness for digital transformation, particularly among MSMEs. In key subregional commodity value chains, initiatives under the Project Implementation Team (PIT) on Palm Oil Cooperation such as the Dialogue on Sustainable Palm Oil Supply Chain, and digital traceability efforts within the PIT on Rubber Cities and Rubber Industry Cooperation (PIT RCRIC) promote innovation, downstream development, and the adoption of new technologies. These initiatives contribute to strengthening innovation pathways across the subregion, operating alongside broader economic trends that indicate rising productive capacity and expanding economic activity.

C. Inclusive

Inclusivity under IMT-GT cooperation is advanced through a wide range of capacity-building programmes that strengthen participation, skills, and institutional readiness across communities, MSMEs, youth, and subnational authorities. Across Working Groups, these efforts include smallholders and young farmers training, smart and climate-resilient agriculture, community-based tourism and geopark capacity development, halal industry technical workshops for MSMEs, workforce skills development, MSME digitalisation and digital economy immersion programmes, and capacity-building for local governments under sustainable urban development and environmental management frameworks. Together, these initiatives broaden access to

economic opportunities, strengthen people-to-people connectivity, and ensure that the benefits of subregional cooperation are more evenly shared, supporting IMT-GT's vision of inclusive and people-centred development.

D. Sustainable

Sustainability is increasingly embedded across IMT-GT initiatives, particularly through environmental management, sustainable urban development, and responsible value chains. Projects such as the IMT-GT Sustainable Urban Development Framework (SUDF), IMT-GT Green Cities Programme, and the UNESCAP-supported Urban-Act Transboundary Project promote climate resilience, integrated waste management, and sustainable urban practices. In the agriculture and fisheries sectors, initiatives including the Integrated Management Model for Flooded Swamp Fisheries: Enhancing Biodiversity and Community Resilience support environmentally responsible resource use. These projects help mainstream sustainability across IMT-GT cooperation, reinforcing long-term resilience rather than short-term outputs.

Overall, the IMT-GT project portfolio demonstrates steady progress toward Vision 2036 by strengthening enabling conditions for integration, innovation, inclusivity, and sustainability. While the scale of individual projects varies, their collective contribution lies in improving coordination, piloting new approaches, and aligning subnational, national, and subregional efforts. As IMT-GT enters the latter phase of the Implementation Blueprint 2022–2026 and prepares for the next planning cycle, the key challenge will be to accelerate implementation, scale up successful pilots, and deepen cross-border synergies so that these enabling efforts translate into durable outcomes in line with the Vision 2036 aspiration.



**IMT-GT
HIGH-LEVEL
MEETINGS**

IMT-GT HIGH-LEVEL MEETINGS

In 2025, CIMT continued to uphold its central coordinating role in the IMT-GT institutional mechanism by facilitating 38 institutional meetings, ensuring smooth organisation, documentation, and alignment among Leaders, Ministers, Senior Officials, Working Groups, and partners. These meetings served as the primary platforms to review progress, provide directives, and reinforce IMT-GT's strategic direction. CIMT's efforts contributed to cohesive subregional cooperation during a period marked by global uncertainties, climate challenges, and economic transitions.





The country leaders during the 16th IMT-GT Summit in Kuala Lumpur, Malaysia

A 16th IMT-GT Summit

The 16th IMT-GT Summit, held on 27 May 2025 in Kuala Lumpur, Malaysia, reaffirmed the Leaders' strong commitment to IMT-GT Vision 2036 and acknowledged substantial progress made in implementing the Implementation Blueprint (IB) 2022–2026. Leaders underscored the need to enter the second half of the Blueprint with intensified collaboration to meet all indicator targets by 2026.



The Signing Ceremony of FOC in CIQ at the sidelines of the 16th IMT-GT Summit

The Summit highlighted the importance of strengthening sustainable agriculture, including the adoption of green, blue, and circular

economy principles, and the empowerment of youth and smallholders. Leaders welcomed the commitment to strengthening collaboration in Customs, Immigration, and Quarantine (CIQ) through the signing of the Framework of Cooperation in CIQ by the IMT-GT Ministers that was held in conjunction with the 16th IMT-GT Summit. Leaders also recognised the importance of the forthcoming Memorandum of Understanding (MOU) on Palm Oil Cooperation in enhancing cross-border agricultural value chains. Additionally, the positive impact of the Visit IMT-GT Year 2023–2025 campaign was commended, which recorded 59.1 million international tourist arrivals in 2024, surpassing pre-pandemic levels.

Connectivity remained a central theme, with Leaders acknowledging over USD 56 billion worth of Physical Connectivity Projects (PCPs) and



calling for its expedited development, deeper CIQ cooperation, and strengthened multimodal linkages. The Meeting also emphasised digital transformation, sustainable urban development, UNINET's role in knowledge advancement, and meaningful engagement of the IMT-GT Joint Business Council (JBC).

B 31st IMT-GT Ministerial Meeting

The 31st IMT-GT Ministerial Meeting, held on 4 September 2025 in Trang, Thailand, reaffirmed the Ministers' aspiration to realise an integrated, innovative, inclusive, and sustainable subregion by 2036.

Recognising increasing global uncertainties and geopolitical tensions, Ministers emphasised the importance of strengthening economic resilience and deepening subregional cooperation to safeguard growth and ensure shared prosperity.

Sectoral priorities featured

prominently in the discussions. Ministers emphasised sustainable and climate-resilient agriculture, progress toward the Palm Oil Cooperation MOU, the importance of halal industrial parks, and the need to strengthen transport connectivity through multimodal networks and accelerated implementation of CIQ cooperation.

The Meeting also acknowledged ongoing work in the rubber industry cooperation and digital transformation, including enhancing SME participation in e-commerce.

The Meeting highlighted progress in sustainable urban development, skills mobility, environmental management, and cooperation with the Republic of India under the Early Harvest Projects.

Ministers reaffirmed alignment with ASEAN priorities, welcomed the ASEAN Community Vision 2045, and expressed appreciation for ADB's continued support in advancing IMT-GT's programmes and assisting in the preparation of the next Blueprint.



C 32nd IMT-GT Senior Officials' Meeting

The 32nd Senior Officials' Meeting, held on 3 September 2025 in Trang, Thailand, reviewed progress across IMT-GT cooperation and acknowledged Malaysia's outgoing chairmanship for advancing major initiatives, including the FOC in CIQ signing, the Sustainable Palm Oil Dialogue, the Transport–Tourism Convergence Dialogue, and Economic Corridor Familiarisation Workshops.



Representatives from ADB and ASEC during the 32nd IMT-GT Senior Officials' Meeting

Senior Officials reaffirmed the need to strengthen cooperation in navigating global economic uncertainties, technological

transitions, and climate-related challenges.

Senior Officials commended progress across Working Groups, including sustainable agriculture initiatives, the achievements of the Visit IMT-GT Year 2023-2025 campaign, digital economy initiatives, and the strengthening of IMT-GT Green Cities under the Sustainable Urban Development Framework (SUDF).

The Meeting emphasised the importance of deeper subnational involvement to ensure localisation of initiatives and greater community-level impact.

Senior Officials also encouraged continued collaboration with development partners, the scaling up of capacity-building initiatives, and enhanced alignment between sectoral programmes and ASEAN frameworks to support greater regional integration.

The SOM provided strategic

guidance for the Working Groups, urging stronger regulatory harmonisation, increased support for SMEs, enhanced digital transformation, and sustained efforts to advance green, blue, and circular economy transitions. The Meeting further agreed to deepen ASEAN-IMT-GT synergy and advance preparations for the Implementation Blueprint 2027-2031, reaffirming IMT-GT's commitment to delivering tangible, people-centred results.





**YEAR IN
REVIEW:
KEY SECTORAL
ACHIEVEMENTS**

YEAR IN REVIEW: ---

KEY SECTORAL ACHIEVEMENTS



The Workshop and Study Visit on Economic Herb Production and Propagation Management throughout Value Chain Under IMT-GT in Palembang, Indonesia

A Agriculture and Agro-based Industry

As one of the main focus areas of cooperation, IMT-GT continued to strengthen collaboration in the agriculture and agro-based industry sector. The Working Group on Agriculture and Agro-based Industry (WGAA) is advancing multiple initiatives to promote sustainable, knowledge-intensive agricultural practices across the subregion. These efforts include capacity-building programmes for young farmers, value chain development initiatives, community-based resource management approaches, and the introduction of smart farming and climate-adaptive technologies. To review progress and guide future cooperation in the sector, WGAA convened its 18th IMT-GT WGAA Meeting in Bangkok, Thailand on 8 August 2025.

Among the key initiatives implemented in 2025 were capacity-building programmes on Economic Herb Production and Propagation Management Throughout the Value Chain in Indonesia and Malaysia.

A workshop and study visit held in South Sumatra, Indonesia, from 5–9 May 2025 gathered 26 participants from Indonesia, Malaysia, and Thailand, featuring lectures and field visits on galangal seed production, cultivation technologies, post-harvest handling, bio-pharmaceutical applications, and visits to PT Dexa Medica’s phytofarmaka facility, a herbal packing house, and agricultural production sites.



Participants of the Economic Herb Production and Propagation Management throughout Value Chain Workshop in Selangor, Malaysia

Later in the year, the Ministry of Agriculture and Food Security of Malaysia hosted 69 participants, including farmers, entrepreneurs, and agricultural extension officers,

for workshops on Smart Farm Technology: Smart Choice of Young Farmer and Economic Herb Production and Propagation Management Throughout the Value Chain from 17–21 November 2025 in Serdang, Selangor, Malaysia, focusing on strengthening technical knowledge and promoting innovation in agricultural practices and value chain management. Collectively, these initiatives reflect IMT-GT's commitment to building a more resilient, innovation-driven, and environmentally aligned agricultural ecosystem.



Dialogue on Sustainable Palm Oil Supply Chain in Bangkok, Thailand

One of the key achievements under this pillar in 2025 was the finalisation of the draft Memorandum of Understanding on Palm Oil Cooperation, now in its final internal clearance stage. The MOU aims to strengthen strategic cooperation across the value chain, enhance competitiveness, promote sustainability based on economic, social, and environmental pillars, advance technical collaboration and innovation, improve quality and productivity, and support smallholders through greater value addition and market readiness.



The 18th WGAA Meeting in Bangkok, Thailand

In line with the objectives of the forthcoming MOU, CIMT and the Project Implementation Team (PIT) of Palm Oil Cooperation convened the Dialogue on Sustainable Palm Oil Supply Chain on 7 August 2025 in Bangkok, Thailand, bringing together government agencies, industry leaders, certification bodies, and development partners.

The Dialogue highlighted the need to strengthen multilateral cooperation in aligning sustainability policies and standards, improve traceability systems, and enhance alignment with emerging global market requirements.

Discussions also underscored the importance of empowering smallholders, who account for a large share of the subregion's producers, by addressing certification costs, legality challenges, and capacity gaps. Proposed actions included group certification, blended financing mechanisms, and cross-border capacity-building to support smallholder inclusion in sustainable supply chains. These outcomes will inform WGAA's future work and guide the implementation of the

forthcoming MOU.

These initiatives reflect significant progress in the Agriculture and Agro-based Industry Sector in strengthening sustainable agricultural practices, advancing knowledge-driven programmes, and deepening collaboration across key subregional value chains.

B Tourism

Tourism remained one of the most dynamic drivers of subregional cooperation in 2025, with the Working Group on Tourism (WGT) intensifying efforts to position IMT-GT as a single, seamless, and sustainable tourism destination.

Member Countries strengthened coordination across products, promotion, and connectivity through regular exchanges among National Tourism Organisations and CIMT, supporting more integrated planning in line with the Implementation Blueprint 2022-2026.

Regional initiatives such as Visit IMT-GT Year 2022-2025 continued to provide a unifying platform for joint promotion and cross-border travel.

To assess progress on these initiatives and set priorities for the sector's continued development, WGT convened its 18th WGT Meeting on 23 July 2025 in Langkawi, Malaysia.



The 18th WGT Meeting in Langkawi, Malaysia

These coordinated efforts were accompanied by a strong recovery in visitor flows across the subregion. International arrivals rebounded from 0.69 million in 2021 to 48.59 million in 2023 and further increased to 59.12 million in 2024, surpassing the strategic target of 50 million annual visitors by 2026. This performance reflects renewed traveller confidence and the effectiveness of coordinated policies, connectivity improvements, and joint marketing initiatives across the subregion.

To strengthen long-term competitiveness, CIMT commenced the development of the IMT-GT Tourism Marketing and Media Plan in line with the IMT-GT Tourism Strategic Framework 2017-2036 and ASEAN frameworks. The ongoing assignment focuses on assessing tourism products, identifying priority source markets, and establishing a clear destination identity supported by thematic cross-border tourism concepts and an actionable media strategy. CIMT also engaged with ASEAN tourism sectoral body, including participation in the 61st ASEAN National Tourism

Organisations Meeting in Johor Bahru, Malaysia on 17 January 2025 to align IMT-GT initiatives with the ASEAN Tourism Marketing Strategy Post-2025 and deepen collaboration with regional and international partners.



Thailand Yachting Conference 2025 in Phuket

In parallel, WGT advanced niche tourism development and private sector engagement. CIMT represented IMT-GT at the Thailand International Boat Show 2025, held from 7 to 10 January 2025 in Phuket, Thailand, promoting marine and yacht tourism opportunities and gathering industry insights to support joint product development and improved cross-border facilitation under the CIQ framework.

IMT-GT also advanced the development of a joint Satun–Langkawi–Toba Lake Geopark tourism package through the IMT-GT Geoparks and Eco-Tourism Trails Workshop, held on the sidelines of the 18th WGT Meeting in Langkawi, Malaysia on 22 July 2026.

The workshop, attended by representatives from National Tourism Organisations and tourism operators, produced draft cross-



IMT-GT Geoparks and Eco-Tourism Trails Workshop

border itineraries and strengthened collaboration to promote sustainable, community-based tourism aligned with UNESCO Global Geopark standards.

C Halal Products and Services

The Working Group on Halal Products and Services (WGHAPAS) continued to advance IMT-GT's aspiration to enhance trade and investment in halal products and services.

Progress during the year remained strongly aligned with the group's mandate to strengthen halal certification, enhance industry development, promote standards harmonisation, and expand market access across the subregion. To review progress and guide future cooperation in the sector, WGHAPAS convened its 19th WGHAPAS Meeting on 14 August 2025 in Hat Yai, Thailand.

Building on these priorities, WGHAPAS further advanced strategic cooperation through the Strategic Halal Industry

Collaboration Task Force (SHICTF).



The 19th WGHPAS Meeting in Hat Yai, Thailand

The Task Force expanded its focus areas to include capacity-building programmes in halal tourism, agriculture, fashion, and pharmaceuticals.

The Task Force also identified international promotional opportunities and prepared for a dedicated workshop at the Thailand Halal Assembly to shape new subregional initiatives.

Completed projects during the year, such as the Halal Online E-Learning platform and a training programme on digital and smart manufacturing technologies, contributed to strengthening human capital and technical expertise within the halal ecosystem.



The 5th SHICTF in Hat Yai, Thailand

A key highlight of 2025 was the Workshop on Targeted Halal Products and Services held on 18 December in Bangkok, Thailand.

The workshop brought together SHICTF members to identify potential priority halal products and services for IMT-GT. Discussions explored competitive gaps, opportunities for targeted collaboration, and new approaches to industry development.

The workshop reviewed regional survey findings and shared insights from Thailand's halal industry cooperation project under its international economic policy framework.



International Workshop on Targeted Halal Products and Services in Bangkok, Thailand

It was agreed that capacity building programme in potential key areas and joint promotional activities represent immediate initiatives (low-hanging fruits) to be pursued by the Task Force.

This platform strengthened shared understanding among Member Countries and informed future WGHPAS programmes and promotional strategies.

D Trade & Investment Facilitation

Trade and investment facilitation remained a key priority for IMT-GT in 2025, with Member Countries reaffirming their commitment to strengthening subregional supply chains and investment ecosystems.

A major milestone of the Working Group on Trade and Investment Facilitation (WGTI) was the agreement to advance more coordinated development of Special Economic Zones (SEZs), supported by the adoption of a clear definition of IMT-GT-focused SEZs.

This provides a basis for monitoring progress toward establishing at least one SEZ in each Member Country by 2026 and aligns with broader regional aspirations, including Indonesia's proposal to leverage the Regional Comprehensive Economic Partnership Economic and Technical Cooperation (RCEP ECOTECH) platform for knowledge-sharing and regulatory cooperation.

Collectively, these efforts support IMT-GT's ambition to position itself as a competitive and seamlessly connected trade corridor integrated into global value chains. To review progress and coordinate these initiatives, WGTI convened its 18th WGTI Meeting on 9 July 2025, virtually.

Supporting these priorities, progress was also recorded across WGTI sub-working groups.



The 18th WGTI Meeting conducted virtually

The ITITD Sub-Working Group advanced statistical harmonisation and prepared the 2025 IMT-GT Statistical Brief to strengthen evidence-based policymaking. The CIQ Sub-Working Group moved forward with preparations to operationalise the Framework of Cooperation in Customs, Immigration, and Quarantine (CIQ), while the Project Implementation Team on Rubber Cities and Rubber Industry Cooperation continued to strengthen collaboration in the rubber sector through sustainability initiatives and regulatory readiness.

Trade performance in 2024 to 2025 showed strong signs of renewal, supported by targeted improvements at key logistics hubs. The five strategic gateways of Belawan, Palembang, Bukit Kayu Hitam, Port Klang, and Sadao recorded encouraging momentum toward the annual 5 percent trade growth target. Notable gains included a 39.91 percent increase at Palembang Port and a 17.59 percent rise at Thailand's Sadao border post, while Port Klang exceeded the benchmark with a 6.66 percent increase. At the macro level, total

trade in goods rose to USD 707.72 billion in 2024, and GDP per capita increased to 22,088.18 current PPP dollars, reflecting stronger economic activity across the subregion. While FDI inflows varied among Member Countries, continued efforts were made to harmonise data, improve investor readiness, and advance SEZs as anchors for long-term investment.

A landmark achievement in 2025 was the signing of the Framework of Cooperation in Customs, Immigration, and Quarantine during the 16th IMT-GT Summit. Signed by the Ministers from Indonesia, Malaysia, and Thailand, the agreement reflects strong political commitment to modernising and harmonising border management, facilitating smoother cross-border movement, and supporting more predictable trade flows.



The Signing Ceremony of FOC in CIQ during the 16th IMT-GT Summit in Kuala Lumpur, Malaysia

At the sectoral level, the Project Implementation Team on Rubber Cities and Rubber Industry Cooperation reported steady progress under its 2024 Workplan, including workshop on EUDR compliance, digital traceability systems, and product innovation. As

the PIT prepares for its next term of its Chairmanship from 2026 to 2030, priorities will focus on innovation, standards harmonisation, research collaboration, capacity building, and stronger private sector engagement to enhance the competitiveness and sustainability of IMT-GT's rubber value chains.

E Transport Connectivity

In 2025, the Working Group on Transport Connectivity (WGTC) strengthened its role as a key enabler of subregional integration by advancing policies, infrastructure development, and cross-border facilitation measures under the Implementation Blueprint 2022–2026.

Member Countries recorded steady progress in operationalising regional transport agreements, with Indonesia completing ratification of AFAFIST and ASEAN CBTP, Malaysia finalising AFAFIST ratification and will ratify CBTP by Q2 2026, and Thailand advancing permit issuance and preparatory work.

The year also saw renewed attention to strengthening air connectivity, with Member Countries updating designated points under the IMT-GT Air Linkages MoU to expand opportunities for linking secondary cities. To review progress and coordinate future actions, WGTC convened its 17th WGTC Meeting on 7 August 2025 in Jakarta, Indonesia.



The 17th IMT-GT WGTC Meeting in Jakarta, Indonesia

Alongside policy developments, significant progress was achieved across Physical Connectivity Projects (PCPs) and flagship transport initiatives. Malaysia advanced major infrastructure projects, including 80% completion of the East Coast Rail Link, progress on the Perlis Inland Port, and upgrades to the Bukit Kayu Hitam–Sadao CIQ. Thailand reported advances in railway upgrades, airport expansion, cargo distribution centres, and deep-sea port development, while Indonesia made progress in port modernisation, Ro-Ro development, and the completion of key transport facilities. Together, these initiatives reinforce IMT-GT’s long-term vision of a more seamless and efficient subregional connectivity network.

A key milestone in 2025 was the continuation of the Study on Enhancing Subregional Connectivity and Promoting IMT-GT as a Single Tourism Destination. Through stakeholder consultations during the Mini Workshop in Jakarta on 6 August 2025, the study examined route opportunities, connectivity gaps, and the readiness of secondary airports and destinations.

These insights will inform the study’s recommendations on priority routes and integrated transport–tourism development strategies in the next phase of implementation.

Complementing this work, the IMT-GT Transport–Tourism Dialogue held on 6 August 2025 further deepened collaboration between WGTC and the Working Group on Tourism (WGT).



The IMT-GT Transport–Tourism Dialogue Enhancing Air Connectivity and Tourism Development

The dialogue identified persistent challenges in intra-subregional air connectivity and proposed practical joint actions, including optimising existing regulatory frameworks, coordinating route incentives, piloting seasonal charter services, improving airport service standards, and strengthening joint marketing and branding of IMT-GT destinations.

The outcomes of the dialogue will guide WGTC’s next WGTC’s project implementation and support the positioning of IMT-GT as a seamless and competitive tourism region.

F Environment

Working Group on Environment (WGE) continued to advance IMT-GT's sustainability agenda through initiatives aligned with the Implementation Blueprint 2022–2026 and Vision 2036.

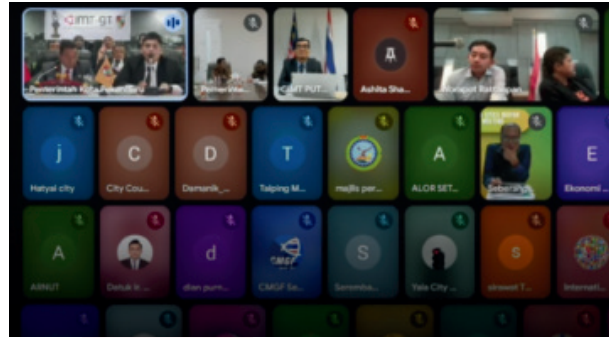
Member Countries strengthened efforts in climate resilience, waste management, circular economy practices, and environmental education.

Key achievements included Indonesia's peatland and mangrove restoration and integrated waste management initiatives, Malaysia's Low Carbon Cities 2030 Challenge and Electronic Vehicle (EV) battery passport system, and Thailand's community-based waste segregation, organic waste utilisation, and sustainability education programmes.

To review progress and coordinate future actions, WGE convened its 5th WGE Meeting on 24 June 2025 in Hat Yai, Thailand.



The 5th WGE Meeting in Hat Yai, Thailand



The 8th Green Cities Mayor Council (GCMC) Meeting conducted virtually

Alongside these national efforts, the implementation of the IMT-GT Sustainable Urban Development Framework (SUDF) remained a central focus. The framework guided progress across the 76 IMT-GT Green Cities. Despite limited participation at the most recent Green Cities Mayor Council (22 cities), notable advancements were recorded in electric vehicle adoption, energy-efficient buildings, and the establishment of greenhouse gas (GHG) inventories.

At the same time, Member Countries highlighted the need to accelerate actions on eco-campus and eco-school development, Local Biodiversity Strategy and Action Plans (LBSAPs), and systematic monitoring under CMGF, underscoring the importance of sustained local government engagement.

WGE also progressed the UNESCAP-supported Urban-Act transboundary initiative, which facilitated pre-feasibility studies on integrated solid waste management in six IMT-GT cities and prepared a second phase

focused on urban greening. This support strengthens the technical capacity of IMT-GT cities to access climate finance, design green infrastructure, and advance multi-city learning, which is a key to fostering climate-adaptive and resource-efficient urban environments.

To promote innovation and accelerate SUDF implementation, CIMT introduced the IMT-GT Green City Award. Structured around SUDF portfolios, the Award recognises cities demonstrating measurable impact, innovation, and strong governance in sustainable urban development. With the award cycle will be commencing in 2026, this initiative is expected to strengthen monitoring, enhance city-level commitment, and elevate the visibility of green and inclusive urban practices across the subregion.

G Human Resource Development

Throughout 2025, the Working Group on Human Resource Development (WGHRD) continued to advance human capital development across the IMT-GT subregion, guided by the Implementation Blueprint 2022 to 2026. Member Countries, together with CIMT, UNINET and the JBC, collaborated to strengthen skills development, labour mobility, and industry-academia linkages. Despite several projects facing postponements due to resource

adjustments, the Working Group maintained steady momentum through ongoing initiatives, including the IMT-GT Labour Market Information System, the Technical and Vocational Education and Training (TVET) Forum on Sustainable Transportation, and the Strengthening of Welding Trainers Programme. To assess ongoing initiatives and strengthen coordination among Member Countries, WGHRD held its 15th WGHRD Meeting on 2 July 2025 in Nakhon Si Thammarat, Thailand.



The 15th WGHRD Meeting in Nakhon Si Thammarat, Thailand

Building on these efforts, the Working Group also recognised emerging opportunities in wellness and medical tourism. Member Countries agreed to integrate related skills, including spa and wellness training, into future study to identify industry-driven training programmes in the IMT-GT, in line with the WGHRD Action Plan. Collaboration with UNINET and JBC was strengthened through joint exploration of research commercialisation, industry partnerships, and academic-industry pathways. Taken together, these

developments made 2025 a year of alignment and consolidation, ensuring that WGHRD initiatives remained relevant to shifting regional and global priorities.



The CIMT director during the 15th WGHRD Meeting in Nakhon Si Thammarat, Thailand

To complement this work, the WGHRD Brainstorming Session held on 1 July 2025 at Walailak University, Thailand, provided a strategic space for Member Countries to reassess priorities in light of rapid technological and economic changes. Five key priority sectors were identified as critical to future workforce development: digital and AI-related roles, renewable energy, digital and financial services, the semiconductor industry, and food security. These sectors will guide future programme focus and cross-border collaboration across IMT-GT.

The session also emphasised the importance of data-driven planning, which led to the proposal for an initial Labour Market Information Dashboard to be piloted by UNINET through feasibility assessments and comparative studies. The Working Group further agreed to introduce Joint Micro-Credentials initiative to strengthen skill recognition and

workforce mobility, beginning with the identified priority sectors. Another key insight was the need to enhance awareness of IMT-GT initiatives among stakeholders, particularly MSMEs. To address this, the discussion recommended roadshows, stakeholder consultations, and capacity-building programmes to broaden engagement and elevate the visibility of the JBC as a strategic industry platform.

H Digital Transformation

Working Group on Digital Transformation (WGDT) continued to strengthen IMT-GT's digital integration agenda, guided by the Implementation Blueprint 2022 to 2026. Member Countries sustained continuous progress in expanding digital connectivity, MSME digitalisation, and the application of Fourth Industrial Revolution technologies.

Indonesia, Malaysia, and Thailand collectively reported advancements in broadband coverage, digital entrepreneurship programmes, and national initiatives that support e-commerce adoption and innovation-led SMEs. Eight projects remained active during the year, including UMKM Go Online, digital economy immersion programmes, and Thailand's SMEs Growth 2025 initiative, while several others continued to strengthen digital skills, infrastructure, and cross-border knowledge exchange. To review progress and strengthen

coordination of digital initiatives across the subregion, WGDT convened its 4th WGDT Meeting on 25 July 2025 in Bangkok, Thailand.



The 4th IMT-GT WGDT Meeting in Bangkok, Thailand

During the meeting, the Working Group also reviewed the Mid-Term Review recommendations of the Implementation Blueprint 2022 to 2026. These discussions encouraged deeper alignment with ASEAN frameworks and stronger engagement with private e-commerce platforms such as Shopee and Lazada. The Working Group also agreed to refine selected indicators and action plans to reflect current needs more accurately.

Collaboration with UNINET was also enhanced to support capacity building and advance research initiatives. Although WGDT faced challenges related to regulatory harmonisation, data sensitivity, and the discontinuation of the inactive IMT-GT Digital Business Centre, the Working Group maintained a clear commitment to accelerating inclusive digital transformation.

To complement these discussions, a seminar on Leveraging Digital Technology and Innovation to Drive

the Fourth Industrial Revolution (4IR) and the Digital Transformation under the IMT-GT Framework was held back-to-back with the WGDT Meeting on 24 July 2025, bringing together policymakers, digital agencies, academia, and private sector innovators to explore how IMT-GT could better leverage emerging technologies to strengthen economic competitiveness. Speakers offered practical insights on digital innovation, MSME digitalisation, halal tourism digital app, smart mobility, and potential collaboration between science parks and industry. The seminar highlighted strong complementarities among member countries and demonstrated how digital solutions can improve service quality, empower SMEs, and contribute to broader economic development.



Delegates at the 4th IMT-GT WGDT Meeting

The seminar concluded with a shared call to deepen collaboration through cross-border pilot projects, regional digital startup exchanges, harmonised regulatory approaches, and the expansion of digital skills initiatives. Participants also emphasised the importance of fostering innovation ecosystems and strengthening digital workforce

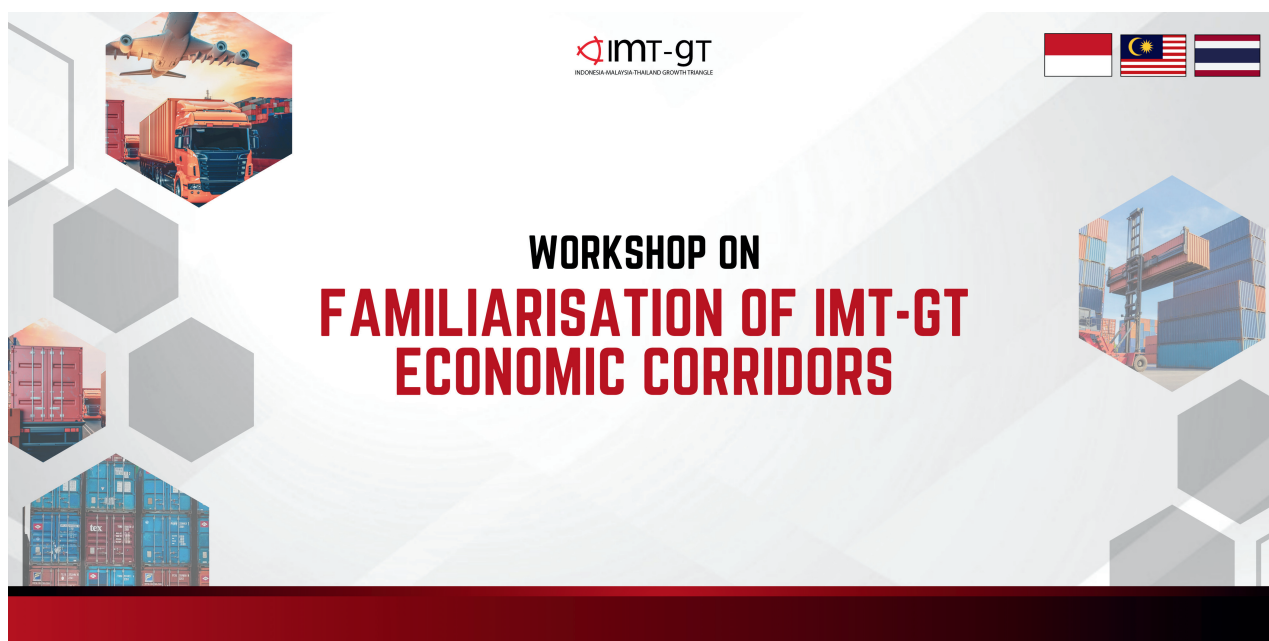
capabilities. Together, these outcomes will inform WGDT's next steps toward developing a more inclusive, innovative, and interconnected digital subregion, aligned with IMT-GT Vision 2036.





CIMT
SUPPORTED
INITIATIVES

CIMT SUPPORTED INITIATIVES



A Workshop on Familiarisation of IMT-GT Economic Corridors

CIMT intensified efforts to strengthen local ownership and accelerate the operationalisation of the IMT-GT Economic Corridors by convening a series of National Workshops on Familiarisation of IMT-GT Economic Corridors across the subregion.

The workshops were held in Hat Yai, Thailand on 30 July 2025, Jakarta, Indonesia on 5 August 2025, and Putrajaya, Malaysia on 24 November 2025. These workshops were designed in response to findings from the ADB Review and Assessment of the IMT-GT Economic Corridors, which highlighted limited visibility and underutilisation of the

corridors as key constraints to achieving their full economic potential.

The workshops aimed to enhance stakeholder understanding of the corridor-centric approach, present key findings from IMT-GT analytical studies, and promote alignment between national and subnational development priorities. Participants from government agencies, regional development authorities, and the private sector were introduced to the strategic importance of the corridors in driving connectivity, trade facilitation, investment attraction, and value chain integration across the Growth Triangle.



Discussion during the workshop in Jakarta, Indonesia

Central to the workshops were structured discussions that encouraged stakeholders to identify priority development areas, early harvest initiatives, implementation challenges, and enabling conditions required to advance corridor-based development.

The sessions also emphasised the need for stronger coordination mechanisms, deeper engagement with local institutions, and a more proactive role for subnational governments in shaping and implementing IMT-GT initiatives.

Collectively, the workshops contributed to building a more coherent understanding of the Economic Corridors framework, strengthening institutional capacity, and fostering stronger partnerships among government, private sector, and community stakeholders.

The outcomes will support more effective corridor planning, enhance local participation, and reinforce the corridors as key engines of subregional integration and shared prosperity within IMT-GT.



The speakers during the workshop session in Hat Yai, Thailand



The speakers during the workshop session in Putrajaya, Malaysia



The 31st IMT-GT Ministerial Meeting in Trang, Thailand

B IMT-GT Grant 2025

The IMT-GT Grant 2025 aimed to strengthen subregional cooperation by supporting high-impact initiatives that promote connectivity, private sector engagement, and innovations across Indonesia, Malaysia, and Thailand. The grant offers RM 50,000 financial support for IMT-GT stakeholders to implement initiatives that align with and contribute to the achievement of IMT-GT Implementation Blueprint (IB) 2022-2026 and IMT-GT Vision 2036 targets.

A total of 42 project proposals were received, reflecting strong interest from institutions and business communities in contributing to the IMT-GT cooperation agenda. The evaluation process was guided by clear criteria to ensure transparency, alignment, and impact. Proposals were assessed based on its technical viability, contribution toward achieving IB 2022-2026 indicator targets, promotion of cross-border collaboration, and use of a clear

result-based approach.

Following a competitive evaluation process, the Business Matching Event on the RoRo Dumai–Melaka by the Chamber of Commerce and Industry Dumai City was selected as the Grant recipient. The selected proposal aims to accelerate the operational readiness of the Dumai–Melaka RoRo maritime corridor (IMT-GT Economic Corridor 4) by fostering direct linkages between business communities across the three countries. Through structured business matching, market intelligence sharing, and cross-border networking, the initiative seeks to stimulate trade flows, enhance private sector participation, and position the corridor as a strategic gateway for subregional economic cooperation.



The Director of CIMT delivering his opening remarks at the IMT-GT Varsity Carnival

C IMT-GT Varsity Carnival

The 24th IMT-GT Varsity Carnival 2025, hosted by Thaksin University in Songkhla, Thailand, from 27–31 October 2025, brought together students from Indonesia, Malaysia, and Thailand for a week of sports, cultural exchange, and academic dialogue under the theme “Driving Glocal Citizen”. The programme featured competitions in six sports, a cultural track themed “Sustaining ASEAN Cultures Through Traditional Performing Arts,” and an academic seminar on “Human Well-being in the Era of AI.” The carnival was participated by 750 contingent members from 12 universities across the subregion.

Throughout the five-day programme, participants took part in field studies, community service activities, and cultural showcases, culminating in a Closing Ceremony that celebrated sportsmanship, learning, and regional unity. The

Carnival continues to serve as a flagship youth platform, nurturing friendships and fostering a shared IMT-GT identity across the subregion.



Students from the three countries during the Opening Ceremony of the IMT-GT Varsity Carnival

#YOUTH OF THE TRIANGLE

A SOCIAL MEDIA COMPETITION BY IMT-GT

D

#YouthOfTheTriangle Social Media Competition 2025

The #YouthOfTheTriangle campaign was CIMT's social media youth initiative in 2025, initiated to give young people from Indonesia, Malaysia and Thailand a platform to share their stories and strengthen connections across the subregion. The competition invited youths aged 18 to 35 to submit one-minute videos about cross-border experiences, community contributions or their hometowns.

A total of 31 youths registered, and 15 videos were submitted. The entries showcased diverse stories that reflected everyday life, culture and aspirations across the three countries.

Videos were judged through a combination of panel review and public voting on Instagram.

Nine winners were selected across three categories, receiving cash prizes and certificates, while all participants were awarded digital certificates.

The campaign not only boosted IMT-GT's online presence but also created a growing collection of youth-made digital stories, helping to build a stronger shared identity among young people across the subregion.



**DRIVING
GROWTH
THROUGH
REGIONAL
PARTNERSHIPS**

DRIVING GROWTH THROUGH REGIONAL PARTNERSHIPS



A Development Partnership with India

In 2024–2025, IMT-GT continued to advance its development partnership with the Republic of India, which aims to strengthen human capital, technical capabilities, and institutional readiness across the subregion. Of the five Early Harvest Projects planned under the partnership, two have been successfully completed, demonstrating continuous progress in delivering impactful capacity-building initiatives for Indonesia, Malaysia, and Thailand.

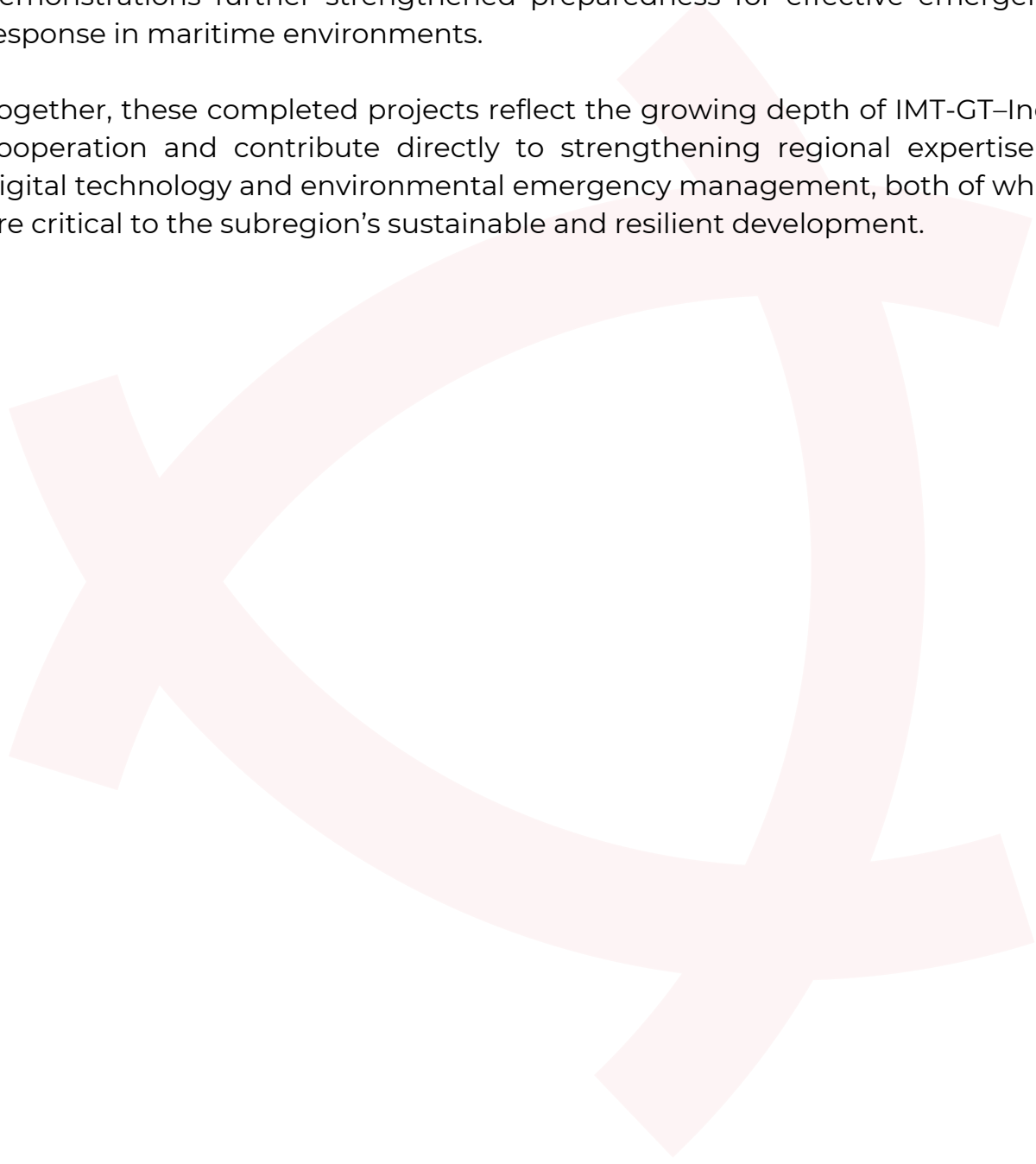
The first programme, Training of Trainers on Computer Networking Technology, was conducted from 23 September to 4 October 2024 in

New Delhi. The two-week programme equipped 13 participants (Indonesia: 3, Malaysia: 5, Thailand: 5) with advanced skills in Windows and Linux environments, network fundamentals, cybersecurity, cryptography, web application security, and network defence technologies. The training strengthened IMT-GT's digital competencies, supporting a more robust and secure ICT infrastructure.

The second completed project, the Training Programme on Spilled/Leaked Oil at the Sea Investigation and Emergency Response Management, was held from 18–29 August 2025 in Chennai,

India. The 12-day course provided five participants (Malaysia: 2, Thailand: 3) with comprehensive knowledge and practical experience in oil spill behaviour, containment and recovery, shoreline cleanup, dispersants, waste management, incident management, and international legislation related to marine pollution. Field activities, equipment handling, and at-sea demonstrations further strengthened preparedness for effective emergency response in maritime environments.

Together, these completed projects reflect the growing depth of IMT-GT-India cooperation and contribute directly to strengthening regional expertise in digital technology and environmental emergency management, both of which are critical to the subregion's sustainable and resilient development.



B Partnerships with ADB, ASEAN bodies, UN agencies, and other International Organisations

CIMT continued to deepen its collaboration with international and regional partners, reflecting IMT-GT's commitment to transforming the subregion through shared expertise, innovation, and coordinated action. These partnerships expanded the subregion's access to technical support, policy knowledge, and emerging best practices, strengthening IMT-GT's ability to respond to evolving development challenges. In this regard, CIMT convened 47 collaboration meetings with external partners to enhance technical cooperation and support the implementation of IMT-GT initiatives.

CIMT strengthened its collaboration with the Asian Development Bank (ADB) through the B-I-G Programme on Capacity Building, deepening IMT-GT's engagement in inter-subregional cooperation. Partnership with ADB remained a cornerstone of IMT-GT cooperation.

It supported the organisation of Economic Corridor familiarisation workshops in Indonesia, Malaysia and Thailand, drawing on its assessment to strengthen cross-border connectivity and development planning. ADB also provided technical inputs on Special Economic Zone development and regional energy cooperation, and delivered the Smart Tourism Ecosystem Executive Learning Programme, which helped strengthen capacity in tourism development and digital innovation.



Participants from the Smart Tourism Ecosystem Executive Learning Programme in Busan, Korea

No.	Programme	Date
1	Regional Training in Project Management Training	5-9 May 2025 Bangkok, Thailand
2	Special Economic Zones as Drivers of Economic Corridors and Value Chains	30 July - 1 August 2025 Jakarta, Indonesia
3	Workshop on Waves of Change: Advancing the Blue Economy Across Asia and the Pacific	26-29 August 2025 Auckland, New Zealand
4	Smart Tourism Ecosystem Executive Learning Programme	30 September - 3 October 2025 Busan, Republic of Korea



ASEAN Sustainable Urbanisation Forum 2025 in Kuala Lumpur, Malaysia

CIMT also intensified engagement with ASEAN bodies, contributing to regional dialogue and strengthening alignment between IMT-GT initiatives and ASEAN priorities. CIMT participated in the ASEAN Sustainable Urbanisation Forum 2025 in Kuala Lumpur, where it shared IMT-GT perspectives on integrated urban development and cross-border connectivity.

Additional engagements included the ASEAN National Tourism Organisations Meeting, the ASEAN Tourism Strategic Plan Post-2025 Consultative Meeting, and regional forums such as the ASEAN Green Jobs Forum, ASEAN Connectivity Symposium, ASEAN Youth Fellowship discussions, and the ASEAN Mayor Forum.

Cooperation with the United Nations system also advanced IMT-GT's sustainability agenda. Through collaboration with UNESCAP, CIMT supported initiatives under the Urban-ACT Project and the GAP Fund, including a transboundary pilot on local facilitation and technical assistance for a pre-feasibility study on integrated solid waste management and urban greening.

CIMT also engaged with ESCAP and the United Nations Industrial Development Organization (UNIDO) to explore sustainable technologies and electric mobility solutions, including battery-swapping systems that can support greener transport corridors.

CIMT further strengthened collaboration with industry and regional partners. A notable initiative was the Dialogue on Sustainable Palm Oil Supply Chain in the IMT-GT Subregion, co-organised with partners including the Council of Palm Oil Producing Countries (CPOPC). The dialogue brought together policymakers, industry representatives, and smallholders to discuss sustainability standards, digital traceability, and downstream value creation in the palm oil sector.

Together, these partnerships illustrate CIMT's expanding role as a convener, connector, and catalyst, ensuring that IMT-GT continues to grow through a meaningful and future-oriented collaboration with global institutions.



Dialogue on Sustainable Palm Oil Supply Chain in the IMT-GT Subregion in Bangkok, Thailand



C IMT-GT Business Matching Event on RoRo Dumai-Melaka

Supported by IMT-GT through the IMT-GT Grant 2025, IMT-GT Business Matching Event on RoRo Dumai-Melaka was held on 14–16 November 2025 in Dumai. The event brought together 155 participants from government agencies, chambers of commerce, logistics providers, and private sector actors across the Growth Triangle. The programme enhanced awareness of the Dumai–Melaka RoRo route as a strategic trade corridor, facilitated structured business interactions, and supported the compilation of 83 company profiles for targeted matchmaking.

The event resulted in seven Memorandum of Understanding (MOUs) between KADIN Dumai and Malaysian and Thai counterparts, along with a MYR 100 million investment commitment from a Malaysian green technology firm in the field of green technology. These outcomes demonstrate strong private sector interest in utilising the

corridor for expanded trade and collaboration, while strengthening institutional linkages across chambers of commerce in the subregion.



Gift exchange ceremony between the Director of CIMT and the Head of KADIN Dumai

Overall, the programme played a catalytic role in mobilising public and private partnerships, enhancing business connectivity, and advancing the operational readiness of the RoRo Dumai–Melaka route.

Insights from the event, including the need for targeted sectoral matching, balanced stakeholder



Participants during the Business-Matching session

participation, and multilingual facilitation, provided valuable information for future business matching activities and reinforced the IMT-GT platform as an engine for inclusive economic integration across the Growth Triangle.



D IMT-GT Regional Business Excellence Awards 2025

CIMT continued to strengthen its engagement with the private sector by deepening collaboration with industry leaders across the subregion and supporting platforms that recognise business excellence as a driver of sustainable growth.

This commitment was recognised at the IMT-GT Regional Business Excellence Awards 2025, held on 26 September 2025 in Kuala Lumpur and organised by the IMT-GT Joint Business Council Malaysia, where CIMT received a Special Award.

The Awards celebrate transformative achievements across sectors including tourism, trade, agriculture, infrastructure and sustainability, while fostering a strong network of visionary enterprises and encouraging knowledge-sharing across Indonesia, Malaysia and Thailand.

This recognition underscores CIMT's role in advancing subregional cooperation and catalysing meaningful partnerships between government and industry, creating an enabling environment where businesses can connect, innovate and grow.



The "Special Award" for CIMT during the IMT-GT Regional Business Excellence Awards 2025



COMMUNITY ENGAGEMENT & OUTREACH EFFORTS

COMMUNITY ENGAGEMENT & OUTREACH EFFORTS

A Outreach, Partnerships, and Courtesy Visits

CIMT expanded its engagement in 2025 through outreach activities to local governments, partners, as well as regional and international institutions.

31 NON-REGULAR MEETING

STATE/PROVINCIAL GOVERNMENTS
MUNICIPAL AUTHORITIES
BUSINESSES



Riau Province,
Pekanbaru City, and
more



State Government
of Negeri Sembilan
and Selangor, the
East Coast
Economic Region
Development
Council (ECERDC),
ASA Niaga Port
Authority, and many
more



Municipalities of Hat
Yai and Nakhon Si
Thammarat, and
many more

ENGAGEMENT WITH REGIONAL & INTERNATIONAL INSTITUTIONS

- Malaysia–Thailand Business Council
- Canada–ASEAN Business Council
- Thailand Embassy Economic Forum 2025
- Thailand–Malaysia Strategic Dialogue
- Canada-Arab Business Council Forum
- and many more

These efforts strengthened local participation in IMT-GT initiatives, improved coordination among agencies and advanced urban sustainability initiatives.

CIMT also broadened its network through increased engagement with regional and international partners.

B Social Media Presence and Digital Engagement

CIMT's digital communications recorded substantial growth in 2025, reflecting the organisation's strengthened focus on visibility, storytelling, and public engagement.



C Branding and Publications

In addition to outreach and digital visibility, CIMT made significant progress in enhancing the IMT-GT brand identity and strengthening communication materials in 2025. More than 80% of IMT-GT activities and events were published online, ensuring regular and transparent updates to stakeholders. CIMT produced two editions of the IMT-GT Newsletter and developed several outreach materials, including booklets for PCP and technical workshops, along with corporate merchandise for official use and partner engagements.

A key milestone of this year was the redesign of the IMT-GT and Working Group logos, aligning the brand identity with a more modern, cohesive visual direction. CIMT also refreshed its internal corporate branding, producing new business cards and official letterheads. These efforts supported broader visibility, contributing to over 137 media coverage from Indonesia, Malaysia, Thailand, and international news outlets. Together, these initiatives reflect CIMT's commitment to strengthening the IMT-GT brand and ensuring clear, consistent, and impactful communication across all channels.



Centre for IMT-GT Subregional Cooperation (CIMT)
Office 5A, Level 5, Block C, Menara RPH, Precinct 2,
Kuala Lumpur, Malaysia

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New corporate design

Business card, letterhead, and lapel pin



Newsletter 2025

MIDYEAR 2025 EDITION
IMT-GT NEWSLETTER
Connecting Borders. Empowering Future.

16th Indonesia-Malaysia-Thailand Growth Triangle (IMT-GT) Summit

The 16th IMT-GT Summit
27 May 2025 | Kuala Lumpur, Malaysia

The 16th IMT-GT Summit stood as a defining milestone in the subregion's journey toward deeper economic integration, enhanced connectivity, and sustainable development.

Under the Chairmanship of H.E. Dato' Seri Anwar Ibrahim, Prime Minister of Malaysia, the Summit brought together the Leaders of Indonesia, Malaysia, Thailand, joined by ADB, President and Secretary-General of ASEAN, highlighting three strategic cooperation priorities:

1. Enhancing physical and digital connectivity
2. Promoting sustainable and climate-resilient agriculture and
3. Strengthening digital skills and innovation to drive inclusive growth.

A central highlight was the signing of the Framework of Cooperation (FOC) in Customs, Immigration, and Quarantine (CIQ) – a landmark agreement aimed at harmonising border procedures, eliminating bottlenecks, and streamlining the movement of goods and people across IMT-GT.

Signing of the FOC in CIQ

The agreement was signed by the three IMT-GT Signing Ministers: H.E. Arihantia Hartono (Indonesia), H.E. Rafiq Bantli (Malaysia), and H.E. Jitaporn Amornwatt (Thailand).

Developed under the CIQ Sub-Working Group within the mandate of the Working Group on Trade & Investment Facilitation (WGTIF), the FOC represents a coordinated response to the growing demands for enhanced connectivity, regional competitiveness, and deeper economic integration.

By reducing procedural barriers at borders, the framework paves the way for more efficient logistics, improved tourism flows, and enhanced investor confidence across the subregion. It also reinforces IMT-GT's alignment with the goals of the ASEAN Economic Community (AEC) and marks a decisive step toward achieving the IMT-GT Vision 2035.

"We emphasise the necessity of deeper integration, competitiveness, and resilience to create opportunities and seize emerging trade opportunities."
— IMT-GT Joint Leaders' Statement 2025

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YEAR END 2025 EDITION
IMT-GT NEWSLETTER
Connecting Borders. Empowering Future.

31st IMT-GT Ministerial Meeting
4 September 2025 | Trang, Thailand

The 31st IMT-GT Ministerial Meeting marked a significant milestone in advancing subregional cooperation and strategic alignment under IMT-GT Vision 2035.

Held in Trang, Thailand, the Meeting brought together Ministers, Chief Ministers, Governors, Senior Officials, and development partners from Indonesia, Malaysia, and Thailand to review progress under the Implementation Blueprint 2022-2026 and chart the way forward amid evolving global and regional challenges.

A key outcome was the adoption of the Joint Ministerial Statement, reaffirming commitments to deepen trade and investment facilitation, strengthen connectivity, advance sustainable and climate-resilient development, and enhance people-to-people ties, while initiating preparations for the next implementation blueprint 2027-2031 to sustain momentum and long-term impact across the subregion.

IMT-GT Policy Coordination Meetings

The 22nd IMT-GT Chief Ministers' and Governors' Forum (CMGF) and the 32nd IMT-GT Senior Officials' Meeting (SOM) were convened back-to-back in Trang, Thailand, strengthening coordination across national and subnational levels of IMT-GT cooperation. Provincial and state leaders at the CMGF reviewed outcomes of the 16th IMT-GT Summit and shared progress under the Sustainable Urban Development Framework (SUDF) and the Green Cities Mayor Council (GCMC), showcasing flagship initiatives that advance connectivity, green growth, and inclusive development.

This was complemented by the SOM, where Senior Officials from Indonesia, Malaysia, and Thailand, together with representatives from the Asian Development Bank and ASEAN, reviewed progress under the Implementation Blueprint 2022-2026. Discussions aligned Working Group priorities with regional agencies and ensured strategic coherence in preparation for the subsequent Ministerial Meeting, reinforcing IMT-GT's collective commitment to integrated and people-centred subregional development.

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WHO ARE WE & WHY WE MATTER ?

Help Us Improve Travel Across the IMT-GT Subregion!

Share your travel insights and be among the first 50 respondents to win exclusive e-vouchers!

WE ARE HIRING

PROJECT COORDINATOR

The Project Coordinator is responsible for providing support to the development, initiation, implementation, monitoring and evaluation (M&E) and reporting of activities relevant to the IMT-GT Subregional Cooperation Programme.

Qualified candidates are invited to email career@imgt.org and submit:

- A motivational letter
- A Curriculum Vitae or a detailed resume
- Contact details of at least two (2) referees

Or apply through Indeed!

Visit imgt.org/cimt-career for more information

SUBMISSION DEADLINE: 30 NOVEMBER 2025

Social media content designs

D CIMT Internship Programme 2025



In 2025, CIMT continued its commitment to human capital development by implementing two batches of its internship programme in collaboration with Universitas Riau (UNRI), Indonesia. The programme provides students with practical exposure to subregional cooperation and hands-on experience within an international working environment.

Batch I was conducted from 15 April to 31 August 2025, involving three students from UNRI. This was followed by Batch II, which ran from 5 November 2025 to 6 March 2026, also comprising three students from the same university.

For each cycle, interns were assigned to three core functional teams within CIMT: IT and Communications, Project Management, and Administration and Finance. Through these placements, interns gained valuable insights into CIMT's operations, contributing to areas such as digital communications, programme coordination, and administrative support.

The internship programme reflects CIMT's ongoing efforts to build capacity among youth in the IMT-GT subregion, while strengthening partnerships with academic institutions and supporting the development of future professionals in subregional cooperation.



**LOOKING
AHEAD**

LOOKING AHEAD

As the Implementation Blueprint (IB) 2022–2026 enters its concluding phase, the year ahead marks a moment of strategic transition for the Indonesia–Malaysia–Thailand Growth Triangle (IMT-GT). While sustaining delivery under the current Implementation Blueprint, IMT-GT will place strong emphasis on shaping the Implementation Blueprint 2027–2031, ensuring continuity, clarity, and alignment with the IMT-GT Vision 2036.

CIMT WORK PLAN FOR 2026



A Advancing the Development of IB 2027-2031

The formulation of the IMT-GT Implementation Blueprint 2027–2031 will be a key priority beginning in early 2026, following a structured and consultative process involving framework assimilation, desk reviews, and sectoral consultations with Working Groups and Project Implementation Teams. The new Blueprint will consolidate achievements under IB 2022–2026, address remaining gaps, and strengthen delivery mechanisms to translate the aspirations of Vision 2036 into a focused and actionable roadmap for subregional cooperation.

B Strengthening Cross-Sector Dialogue for Integrated Outcomes

IMT-GT will convene a Convergence Dialogue on Integrating Multimodal Transport to Boost Cross-Border Tourism, bringing together the Working Groups on Transport and Tourism to promote more integrated policy thinking. The dialogue will explore how physical connectivity can be complemented by digital integration to enable seamless travel planning, booking, and payment systems while strengthening the subregion’s positioning as a connected tourism destination.

C Deepening Trade and Investment Cooperation

Under the Working Group on Trade and Investment (WGTI), IMT-GT will undertake a Scoping Study on Rubber Cities and Rubber Industry Cooperation to strengthen evidence-based policy development. The study will assess the rubber industry landscape across Indonesia, Malaysia, and Thailand, identifying key drivers, challenges, and opportunities for value-added development to support stronger regional value chains.

D Accelerating Sustainable Transport and Logistics

In the transport sector, the Working Group on Transport and Connectivity (WGTC) will conduct a Study on Accelerating Freight Transport Decarbonisation in collaboration with UNINET to advance greener logistics across the subregion. The study will assess readiness levels in Indonesia, Malaysia, and Thailand, identify key barriers, and support the development of a harmonised framework to improve emissions accounting, energy efficiency, and the long-term competitiveness of IMT-GT’s freight sector.

E Supporting Sustainable and Inclusive Agro-based Cooperation

As a follow-up to the Dialogue on Sustainable Palm Oil Supply Chain, IMT-GT will convene a Webinar on Smallholder Empowerment under the PIT Palm Oil Cooperation to advance practical solutions for sustainability and traceability. The webinar will focus on identifying the structural challenges faced by smallholders and developing mechanisms to strengthen smallholder readiness, with the aim of producing an early-harvest action plan for integration into the PIT's work programme.

F Advancing Environmental Cooperation and Climate Preparedness

Environmental sustainability will remain a shared priority. IMT-GT will convene a Webinar on Oil Spill and Tarball Management to strengthen subregional technical capacity and coordination in addressing marine pollution. The session will bring together experts and government agencies to exchange experiences, identify response gaps, and generate technical inputs for future cooperation on oil fingerprint analysis and coordinated response systems.

G Promoting Sustainable Cities and Local-level Innovation

Urban sustainability efforts will continue through the IMT-GT Green City Award, which recognises cities demonstrating leadership in green and inclusive development. The initiative will also promote peer learning, technical support, and pilot projects aligned with the IMT-GT Sustainable Urban Development Framework and Vision 2036.

CLOSING ONE CHAPTER, SHAPING THE NEXT

Together, these priorities reflect a year of purposeful consolidation and forward planning. By delivering targeted sectoral initiatives while systematically preparing the Implementation Blueprint 2027–2031, IMT-GT is ensuring a smooth transition between planning cycles, grounded in evidence, strengthened by collaboration, and guided by a shared commitment to sustainable, people-centred subregional development.

Looking forward, IMT-GT's next chapter will be shaped by a rapidly shifting regional and global landscape that brings both new opportunities and complex challenges. On the opportunity side, accelerating ASEAN integration, rising demand for sustainable and trusted supply chains, and the growth of the digital economy are opening new pathways for the subregion to strengthen its competitiveness. The IMT-GT platform is also well-positioned to harness expanding interest in green infrastructure, low-carbon logistics, nature-based tourism, and sustainable urban development especially as cities and provinces increasingly become key drivers of innovation and implementation.

At the same time, IMT-GT will need to navigate structural and emerging risks that could affect delivery. These include global supply-chain disruptions, climate-related impacts on food systems and coastal areas; uneven readiness across provinces and states in terms of infrastructure, digital capacity, and increasing external market pressures such as sustainability compliance requirements, and carbon-related measures. Persistent gaps in seamless connectivity (particularly in cross-border transport facilitation, booking integration, and last-mile logistics) also remain critical constraints to unlocking the full potential of economic corridors and tourism circuits.

In this context, the development of IB 2027–2031 becomes more than a planning milestone, it serves as the bridge connecting near-term delivery with the long-term ambition of IMT-GT Vision 2036. The coming year will therefore emphasise three strategic imperatives: (i) sharpening implementation readiness through clearer targets, stronger monitoring, and more practical, bankable initiatives; (ii) deepening cross-border alignment in policies, standards, and facilitation; and (iii) strengthening people-centred outcomes by ensuring that local governments, SMEs, smallholders, and youth are meaningfully included in the subregion's growth story.

With sustained commitment from Member Countries, stronger convergence across Working Groups, and continued support from partners, IMT-GT is entering this transition with momentum. By turning emerging shifts into strategic advantage while addressing constraints with realism and coordination the subregion can move steadily toward a more integrated, inclusive, innovative, and sustainable Growth Triangle by 2036.





INDONESIA-MALAYSIA-THAILAND GROWTH TRIANGLE

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