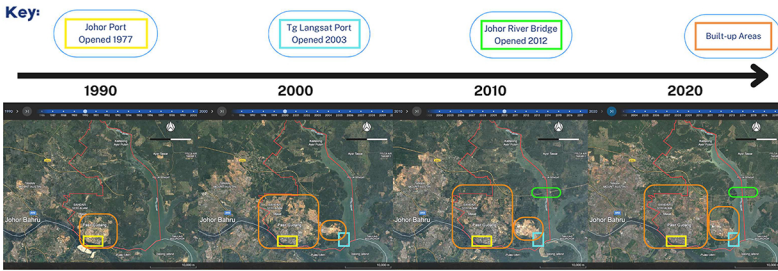


Johor's Blue City

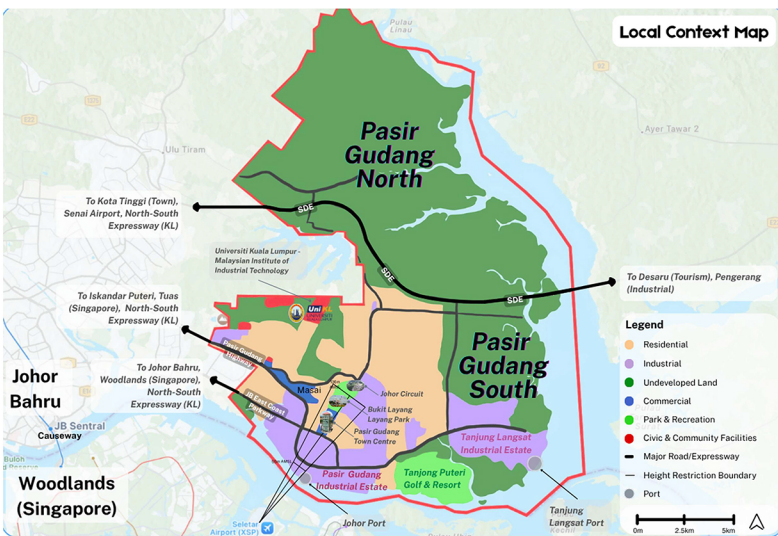
01

Historical Context



Pasir Gudang evolved from a rural coastline in 1990 into a major port-industrial city by 2020. Johor Port (1977) triggered early industrial growth, later reinforced by Tanjung Langsat Port (2003), forming a dual-port logistics hub. By 2010, industrial estates and housing expanded along port access routes. The Johor River Bridge (2012) strengthened Pasir Gudang as a strategic link between Johor Bahru and the emerging Pengerang energy and petrochemical cluster.

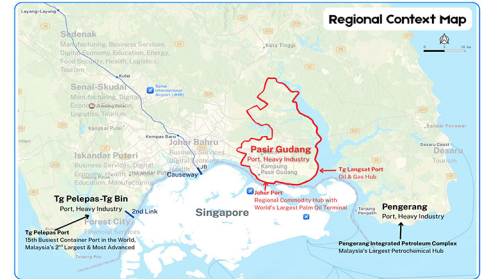
Local Context



- Pasir Gudang Industrial Estate as the Most Valuable Area**
The industrial estate is currently the strongest economic asset due to its waterfront location, direct access to Johor Port, proximity to built-up areas and highways linked to Johor Bahru, and strategic closeness to Singapore, which supports cross-border supply chains and investment. These advantages make it the most suitable area for higher-value industrial upgrading in the JS-SEZ.
- Abundant Land Available**
Pasir Gudang North remains largely undeveloped, offering significant land for future industrial or mixed-use expansion without major displacement. Smaller infill opportunities also exist in the south for targeted clean-tech or logistics development.
- Underutilised Coastlines**
Extensive southern and eastern coastlines are dominated by ports and heavy industry, with limited public or ecological use. This presents a major opportunity for future waterfront parks, eco-tourism, and cleaner industries to enhance livability and strengthen Pasir Gudang's coastal identity.

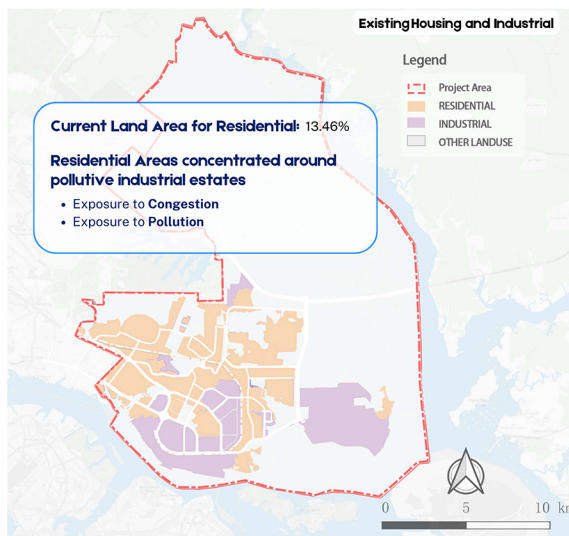
Regional Context

- Pasir Gudang vs Surrounding Areas**
- Pasir Gudang**
 - Johor's Main Industrial Hub with diverse industry mix
 - Johor's Oldest port & industrial area
 - Tanjung Pelepas-Tanjung Bin**
 - Johor's Main Port
 - Pengerang**
 - Malaysia's Main Petrochemical Facility
 - Singapore**
 - World-renowned Financial, Technological & Innovation Hub
 - 2 existing land links between Malaysia & Singapore



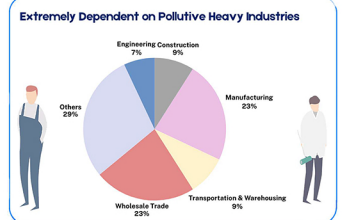
Pasir Gudang is Johor's main industrial hub, driven by its port, heavy industries, and manufacturing base. In the JS-SEZ, it complements its neighbours: Tanjung Pelepas-Tanjung Bin operates as the key container port, while Pengerang anchors Malaysia's largest petrochemical complex. The three form a strategic industrial corridor linked to Singapore's economic network. Positioned between Tanjung Pelepas and Pengerang, Pasir Gudang is the JS-SEZ's most concentrated industrial zone and a prime location for cross-border supply chain upgrading.

Current Residential & Industrial Conflict



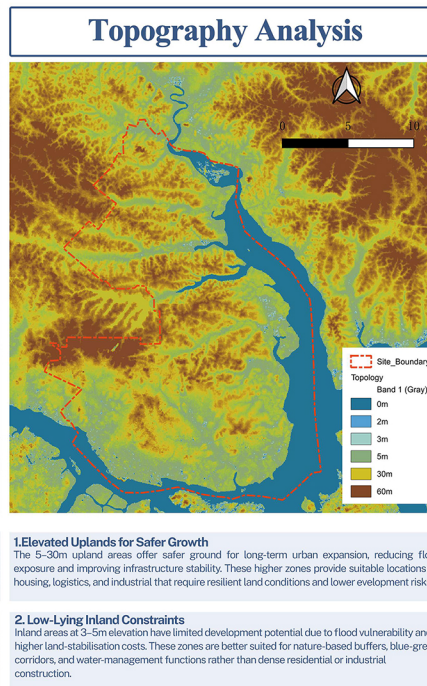
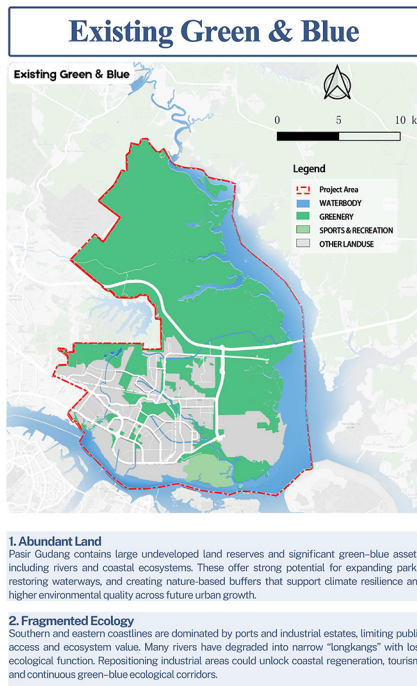
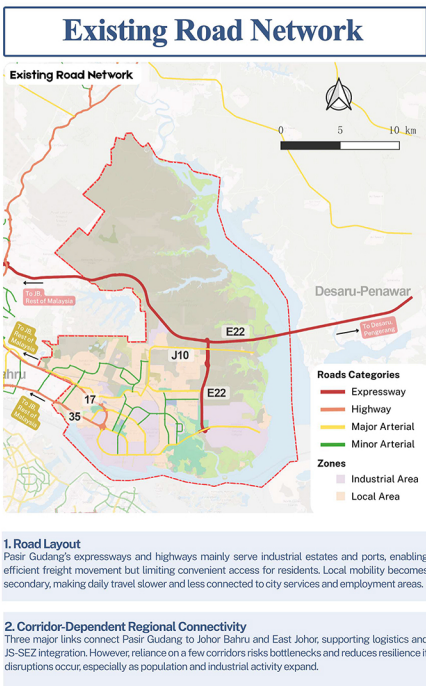
- Industrial Dominance and Economic Structure**
Pasir Gudang is Johor's main port-industrial hub, dominated by pollution-intensive manufacturing and logistics. These sectors form the bulk of local economic activity, reflecting a low-to mid-value industrial base with limited opportunities for skills upgrading.
- Coastal Industrial Pattern**
Industrial estates cluster along the coastline, restricting public access and placing housing near congestion and emissions, which lowers environmental quality and livability.
- Dual-Port Efficiency Issues**
Two nearby ports — Johor Port and Tanjung Langsat — create potential redundancy and raise concerns about whether all heavy industry should continue occupying valuable waterfront land.

Industry	No. of Companies in PG
Accommodation and Food Services	43
Agriculture, Forestry, Fishing and Hunting	22
Construction	135
Finance	12
Information	9
Manufacturing	363
Other Services	88
Public Administration	12
Retail Trade	97
Utilities	2
Waste Management	75
Arts, Entertainment and Recreation	4
Educational Services	14
Healthcare	24
Mining, Quarrying, and Oil and Gas Extraction	26
Professional, Scientific and Technical Services (Engineering)	117
Real Estate	26
Transportation and Warehousing	148
Wholesale Trade	353
Total	1570

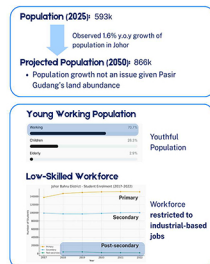


- Industrial Areas Restrict the Coastline**
-
- Are 2 separate ports and industrial estates really required?
 - Do the ports and industrial areas really need to be where they are currently located?

Current Condition



Population Trend



Geography

	Below median	Median among Parliament Constituencies	Above median
Live births per 1000 people			
Death rate per 1000 people			
Old-age dependency ratio			
Inequality (Gini coefficient)			
Incidence of poverty			
Unemployment rate			
Labour force participation rate			
Working age population %			

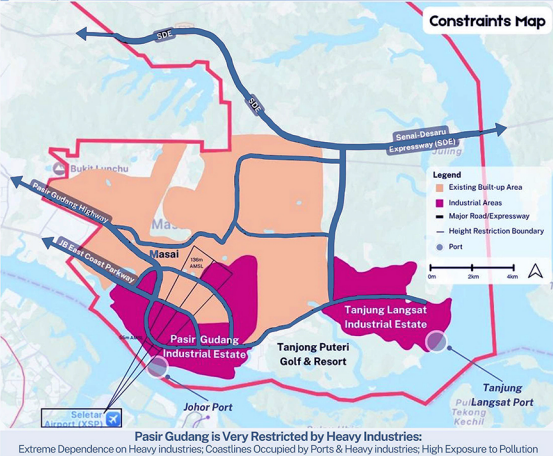
SWOT Analysis

Strengths	Weaknesses
- Large & Youthful Population - Well-established Ports & Heavy Industries - Abundance of Undeveloped Land - Strong Strategic Location in JS-SEZ	- Low-skilled Workforce - Heavy Reliance on Heavy Industries - Coasts Occupied by Ports & Heavy Industries - High Traffic Congestion
Opportunities	Threats
- Young Population provide opportunities for Diversification - Proximity to Singapore provide opportunities for a 3rd Link - Abundance of land & coastlines provide opportunities for Green & Blue Integration	- Overreliance on heavy industries restricts Pasir Gudang's growth & future-proofing - Close proximity to pollutive industrial activity jeopardises locals' health & safety - Lack of diversification beyond heavy industries makes Pasir Gudang vulnerable to external shocks

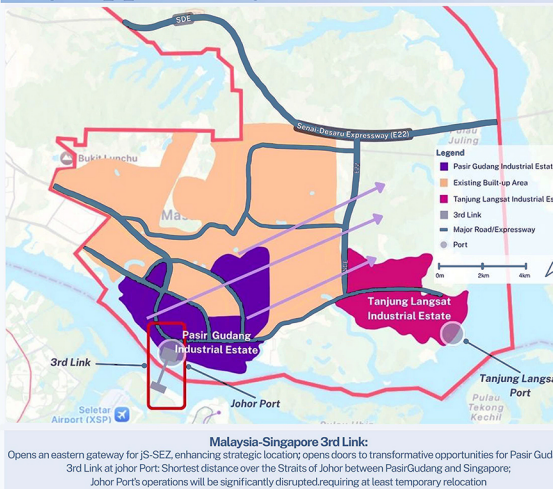
Johor's Blue City

02

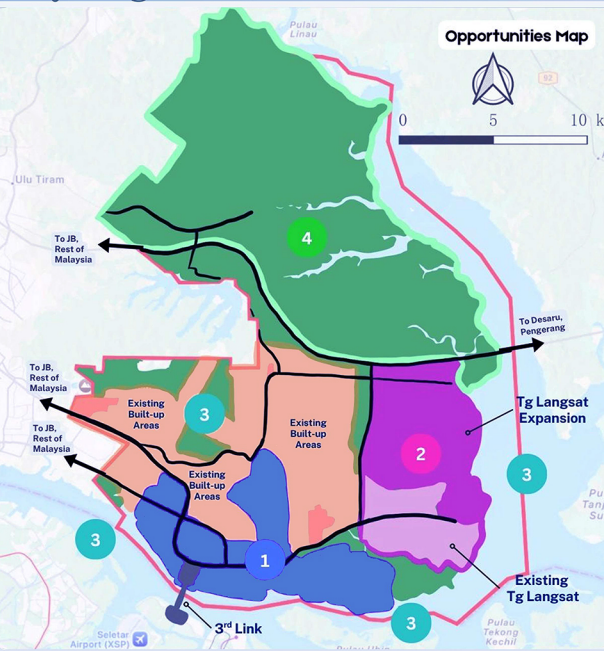
Key Issue



Key Opportunity



Key Insights



Detailed Analysis reinforced that:

- Pasir Gudang has a strong strategic location in JS-SEZ context
- Importance of Heavy Industries in providing local jobs and influencing city's development
- Restrictiveness of Heavy Industries in occupying coastlines and restricting growth

Additional Insights:

- Young Population helps diversification opportunities
- Low-skilled Population hampers diversification opportunities
- Congestion issues
- Pollution issues
- Lots of potential for integration with green & blue

Pasir Gudang is Very Restricted by Heavy Industries

Key Opportunity:

Malaysia-Singapore 3rd Link

Key Action:

Relocate Pasir Gudang Industrial Estate to Tanjung Langsat

Opportunities:

- New Waterfront Downtown - creates diversification opportunities & enhances Pasir Gudang's strong strategic location
- Tanjung Langsat - Opportunities for diversification, evolution & future-proofing
- Green & Blue Spaces - Opportunities to plan around green & blue

3 Pillars of Johor's Blue City

Blue Economy

Diversification beyond heavy industries

Evolving Industrial Legacy
Evolve Pasir Gudang's legacy as Johor's industrial hub to open doors to new opportunities, beginning with relocating its industrial core to Tanjung Langsat.

Industrial Symbiosis

Evolve Pasir Gudang's industrial environment from a "use and throw" industrial landscape to a "use, reuse and regenerate" blue economy.

Blue Tourism

New market to open up new exciting growth opportunities for Pasir Gudang



Blue Infrastructure

Planning around Green & Blue

Waterfront Redevelopment

Convert Pasir Gudang's industrial waterfront edges into vibrant and liveable mixed-use districts.

Reservoir Parks

Build reservoir parks that double up as nodes.

Formalisation of Blueways

Expand and upgrade existing formal and informal rivers into a formal comprehensive network of blueways

Activated Network of Blueways

Bring access to water inland through a network of rivers that are activated to serve as green and blue corridors for recreation, relaxation and active mobility.

Seaside Public Spaces

Transform Pasir Gudang Industrial Estate into a new waterfront downtown with a vibrant seaside promenade.

Seaside Private Spaces

Develop liveable coastal districts that are affordable, resilient and unique.

Coastline for the People

Positioning

Key Insights from Contextual & Detailed Analysis:

Reinforce the Potential Direction

Potential Direction

- Key role in a JS-SEZ Port-Industrial Ecosystem
- Diversification Opportunities
- Capitalize on Coastlines

Positioning: Johor's Blue Industrial Hub

- Position Pasir Gudang in line with building a blue economy
- Continue to be Johor's industrial hub, but with a fresh distinctive identity
- Diversify Pasir Gudang beyond heavy industries
- Prioritisation of green & blue elements in planning
- Free up the coastlines for people

Planning Framework



Key Projects

Key Project 1: Tanjung Langsat Industrial Symbiosis Park



Key Project 2: Masai Marina Town



Key Project 3: Johor Blue City

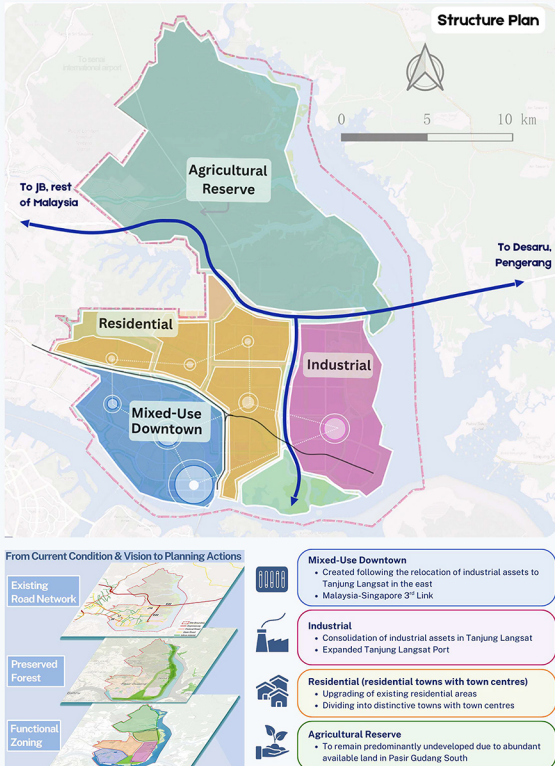


Summary of 3 Key Projects:
Our three key projects operationalise the Johor Blue City vision: an industrial symbiosis park at Tanjung Langsat that cleans and clusters heavy industry; Masai Marina Town as a resilient, mixed-use waterfront gateway; and Johor Blue City, a compact blue corridor linking ports, housing, recreation and restored coastal ecosystems for residents.

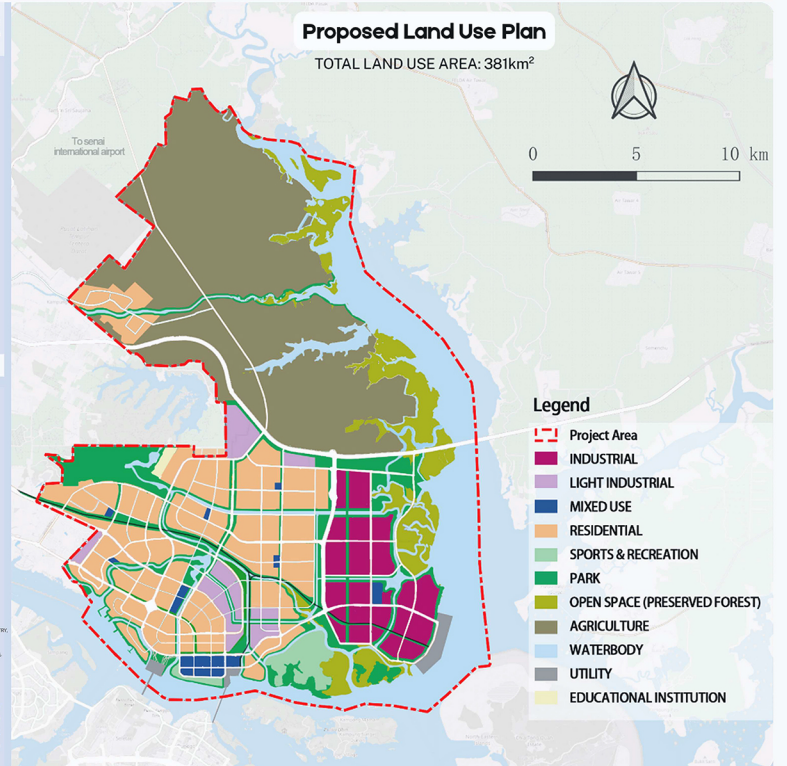
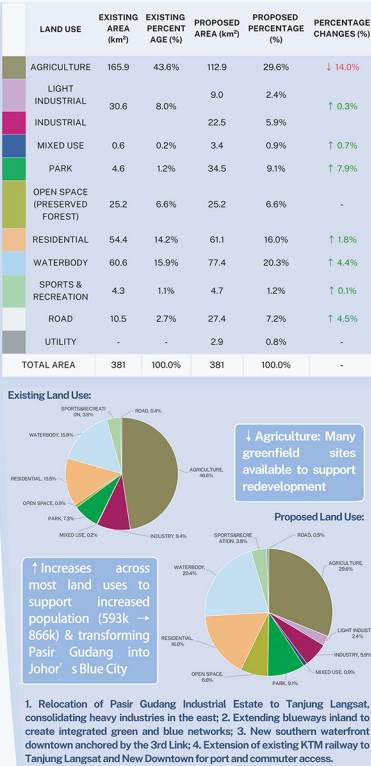
Johor's Blue City

03

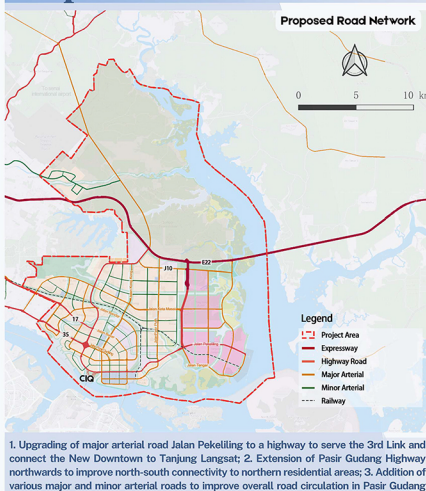
Structure Plan



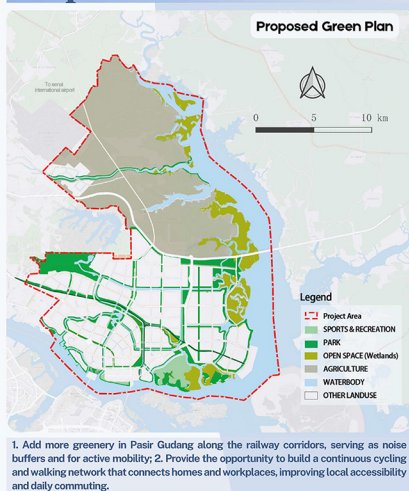
Land Use Plan



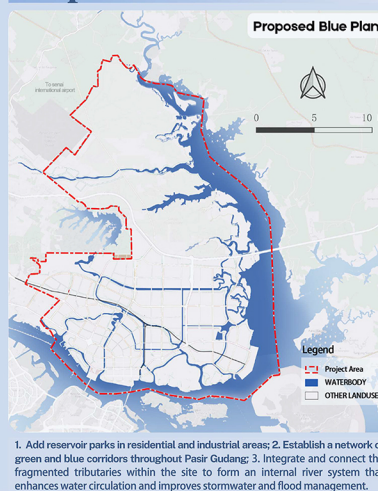
Proposed Road Network



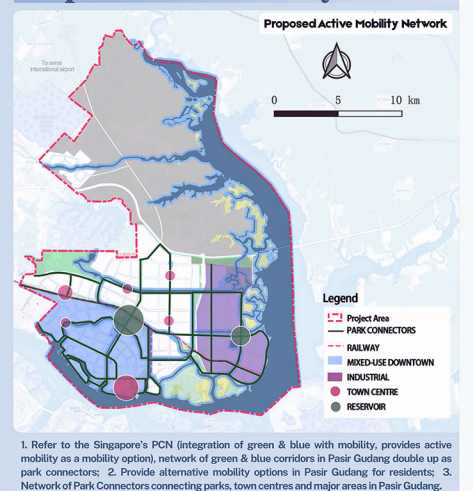
Proposed Green Plan



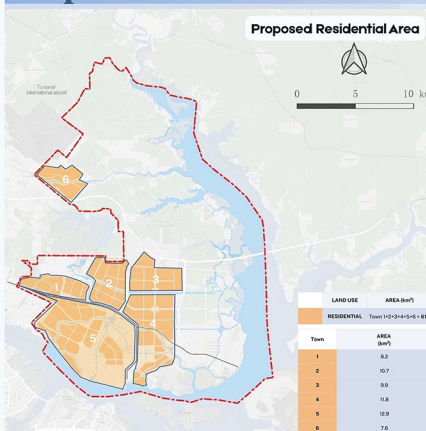
Proposed Blue Plan



Proposed Active Mobility Network



Proposed Residential Area



Key Areas For Redevelopment

