

# A bold vision for the future

Brunei Darussalam occupies a strategically significant position in Southeast Asia, combining political stability with a small but resource-rich economy



# BRUNEI DARUSSALAM



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Brunei's capital is just 7 miles from some of the rainforest that covers 70% of the nation



Opened in 2020, Sultan Haji Omar Ali Saifuddien Bridge is 19 miles long

## Gearing up for a post-oil future

Brunei is accelerating its economic and international trade diversification efforts, opening up numerous opportunities for foreign investors seeking a Southeast Asian base with an attractive value proposition

Traditionally, tiny Brunei on the northern coast of Southeast Asia's Borneo island relied solely on oil and gas for its wealth. In 2007, however, the sultanate launched its Wawasan Brunei 2035 plan, seeking to transform the nation into one with a dynamic, diverse economy that offered a higher quality of life to its 440,000-strong population. In the following interview, Minister at the Prime Minister's Office and Second Minister of Finance and Economy Dr. Amin Liew Abdullah describes how the country has evolved since then.



**Dr. Amin Liew Abdullah**  
Minister at the Prime Minister's Office and Second Minister of Finance and Economy

**Brunei is successfully expanding beyond crude hydrocarbon exports, recording 0.7% gross domestic product (GDP) growth in 2025, with the International Monetary Fund forecasting a 2.6% expansion this year. Could you outline some of the diversification milestones achieved under the Wawasan program?**

We have seen significant improvements in Brunei's macroeconomic environment, particularly over the last decade. The non-oil and gas sector now contributes more than 50% of GDP and nearly 60% of exports, while unemployment has declined from around 9% in 2017 to about 4.7% in 2024.

However, we have not reached full economic diversification yet, and we remain committed to strengthening this, developing our priority sectors and investing in the infrastructure needed to support growth in these industries. At the same time, we are open to investments outside our priority sectors, particularly ones that create quality jobs, enable technology transfer and expand trade opportunities. Flexibility is essential.

**The nation's priority sectors for diversification are downstream hy-**

**drocarbons, food, information and communication technology (ICT), services and tourism. What progress has been made in these areas?**

We began developing downstream oil and gas projects about 15 years ago, and they have built strong momentum. Our focus is not simply to attract investors in this area, but to ensure the necessary ecosystem is in place, including access to raw materials. For example, our development of refineries, methanol and fertilizer

**“We want foreign investors to know that Brunei is serious about attracting investment and we provide a supportive, welcoming environment. Their success is our priority.”**

Dr. Amin Liew Abdullah, Minister at the Prime Minister's Office and Second Minister of Finance and Economy

plants has created new feedstock that supports further downstream chemical activities, and we expect these developments to gradually lead us into higher-value manufacturing, including consumer goods production.

Over the past 15 years, we have also made good progress in food production, including in aquaculture such as prawn farming and onshore and offshore fish farming, as well as in vegetable and rice cultivation. We are now moving toward a more integrated approach by constructing a complete ecosystem for the food sector, shifting to a 'plug-and-play' environment where investors can move more quickly with ready access to the necessary infrastructure.

In ICT, our strategic investments in telecommunications have paid off — today, Brunei ranks among the top ten globally for mobile internet speed, with 5G coverage extending to over 90% of the population. Our focus now is not only on infrastructure, but also on encouraging the development of applications and digital services. To support that, we have introduced initiatives like a digital payment gateway and a national digital ID system.

Alongside this, we have upgraded our data centers to strengthen digital infrastructure and enable innovation. For instance, we are using artificial intelligence to help predict long-term health trends so that healthcare resources and investment can be planned more effectively. One initiative, BruHealth, which was recently featured at the World Economic Forum in Davos, has raised Brunei's profile in digital health innovation.

In services, we are focusing on developing local capabilities in areas such as decommissioning, ship repair and maintenance — services that support both our offshore energy sector and growing industries like aquaculture. Beyond this, we are exploring op-

portunities in wellness and biodiversity research linked to Brunei's rainforests and pharmaceutical manufacturing through international collaboration. These service industries are interconnected and can also support tourism growth, particularly in wellness and nature-based experiences.

**In 2025, the government's latest national development plan allocated over \$4 billion in funding by 2029 to 305 projects that can drive sustainable socioeconomic growth. In tandem, Brunei received foreign direct investment (FDI) inflows of around \$170 million last year. The country is considered a favorable investment destination due to its stability, location, advantageous tax regimes, infrastructure and skilled workforce. What else does it offer investors?**

There is a strong whole-of-government commitment to economic diversification and all ministries are committed to working closely together to assist FDIs. We want foreign investors to know that Brunei is serious about attracting investment and we provide a supportive, welcoming environment. Their success is our priority.

For example, some investors prefer to use a local partner when they make an investment. If they cannot find one, the government can step in through a special investment vehicle. We also assist with financing, working closely with local banks to facilitate loans or co-investment.

In addition, we are actively expanding market access through various free trade agreements (FTAs), both bilaterally and through the Association of Southeast Asian Nations and the Comprehensive and Progressive Agreement for Trans-Pacific Partnership

(CPTPP). These agreements are helping our products reach new destinations. As a member of the CPTPP, for instance, we have been able to export to countries such as Peru, Chile and Mexico for the first time in recent years. Although geographic distance means we inevitably do more trade within Southeast Asia, we are also reaching out to markets such as the U.S. and Canada. We are open to trade with all countries.

Despite being a small economy, our participation in high-standard FTAs signals that our trade policies are robust and reliable, and investors can be confident that Brunei's trade framework addresses emerging global issues. Combined with our supportive investment environment, including facilities like long-term visas, we ensure investors feel secure here.

At the same time, we are work-



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ing to raise international awareness of Brunei as an investment destination. In the past, Brunei's value proposition was under-explored. Today, growing interest reflects our outreach efforts and our clear message: Brunei welcomes FDIs and is open to global partners.



The value of Brunei's agricultural exports rose 52% year-over-year in 2025

### Developing industry competence

Investors entering Brunei will also find qualified staff. According to Hazri Kifle, Vice-Chancellor of Universiti Brunei Darussalam (UBD), the largest of four public universities, "The government has demonstrated commitment to human capital through comprehensive scholarships that provide fully funded tertiary education. This reflects Brunei's vision to cultivate a highly skilled, knowledge-driven workforce."

Universities, government and industry collaborate to ensure that workforce development aligns with national needs and strengthens priority diversification sectors. "Institutions also emphasize high-impact research in areas of strategic importance to Brunei, including energy optimization, food security, sustainability, health sciences and digital innovation," he adds.

UBD is the main hub for these efforts. "We have an integrated research and innovation ecosystem that combines academic excellence, international collaboration and structured pathways to industry application," Hazri states. "For example, UBD works closely with



**Hazri Kifle**  
Vice-Chancellor  
Universiti Brunei Darussalam

national entrepreneurship agencies and businesses such as Baiduri Bank and telecommunications leader Imagine to support startups and industry-driven innovation."

With governmental backing, the university has augmented Brunei's presence in global academic and research networks, and it is increasingly attracting international students. Hazri explains: "Studying at UBD offers a valuable perspective on Southeast Asia, one of the world's most dynamic regions economically, environmentally and geopolitically."

### 5 priority sectors for diversification and investment



**Downstream oil and gas**  
Brunei wants to extend its petrochemical value chains



**Food production**  
High-potential areas include halal foods and aquaculture



**ICT**  
Among the most digitally connected ASEAN countries



**Services**  
Opportunities range from financial to industrial services



**Tourism**  
Brunei is ideal for ecotourism, adventure, luxury and wellness

## Liquid banks fuel market growth

A strong, innovative and increasingly green financial sector supports both international investors and the Wawasan Brunei 2035 program

With total assets of over \$20 billion in 2025, Brunei's banking sector is robust and boasts high liquidity. "Our strong currency is pegged to the Singapore dollar at par. For this reason, there is a lot of flow between the two countries in payments and funds," explains Ti Eng Hui, CEO of Baiduri Bank, the country's second biggest financial institution and largest conventional bank. "In addition, we enjoy stability in our political environment, are part of the global banking system and Brunei does not impose capital controls, so funds can move in and out with ease. These factors make Brunei an attractive place to invest," he says.

The sector's strength has also enabled its eight banks to become powerful supporters of the Wawasan Brunei 2035 development plan's goals for economic diversification and promoting micro, small and medium-sized enterprises (MSMEs). "We are on the ground and have a lot of liquidity — Brunei banks are heavily involved in financing many strategic projects," he states.

Baiduri Bank is a leader in this respect. Founded in 1994, it provides a full range of financial services to individuals, businesses and the public sector, and has won numerous awards, including being named Brunei's Bank of the Year by The Banker magazine more than 17 times. Since 2019, the bank's annual profit has nearly doubled, increasing from approximately \$38 million in 2019 to \$76 million in 2025.

"Our performance started taking off rapidly three years ago, when we began expanding our businesses. We have strengthened and expanded several areas of the business over the years. Institutional banking was established as a standalone unit with an expanded scope, while our corporate banking capabilities have grown to include trade financing and supply chain financing. At the



**Ti Eng Hui**  
CEO, Baiduri Bank

same time, our retail business has evolved with a stronger focus on wealth management," Ti details. "We have also built Brunei's first

Financial Wellness Center to offer advice on financial planning and strengthened our engagement with MSMEs through our Enterprise Hub, which acts as a co-working space. We have not only progressed on our financial results, we have invested heavily in people and technology as well."

The bank is a frontrunner in financial innovation. For example, it was the first Bruneian institution to launch a Visa debit card, plus mobile SMS and internet banking. More recently, it introduced Baiduri Tap2Pay that lets small businesses accept card payments using near-field-communication-enabled smartphones and is en route to have the country's first cloud-native core banking system. This system is supplied on a software-as-a-service basis by the fintech giant Temenos.

"Cloud banking gives us access to expertly managed technology platforms, enhancing operational resilience, allowing greater agility and the ability to scale as business grows. Moving forward, we are looking at integrating our cloud-based core banking with other systems to make processes easier and faster,"

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The capital's landmark Raja Isteri Pengiran Anak Hajah Saleha Bridge

reveals Ti. "Overall, technology and innovation are our key strengths — about half of our management committee members have technology backgrounds or experience, which is quite rare."

Digital technology is a significant pillar of the Brunei Darussalam Central Bank's Financial Sector Blueprint plans, which aim to make the nation one of Asia's most competitive and innovative financial hubs. Another cornerstone is Islamic finance, a fast-growing segment of global banking that was worth \$6 trillion in 2024. Brunei has a lot of experience in this area and ranks 13th out of 140 countries in the latest Islamic Finance Development Report.

"Brunei has always encouraged dual-track banking, with the conventional system on the one hand and the Islamic banking system on the other," he notes. "Although we are a conventional bank, we take

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Ti Eng Hui, CEO, Baiduri Bank

part in the Islamic structures and work together with Islamic banks in the country. We give customers a choice to decide which type of banking best fits their needs, and that is very positive."

The third pillar of the central bank's blueprints is sustainability. "Green finance in Brunei is still evolving, although the introduction of mandatory carbon reporting marks an important foundation for progress," says Ti. "In line with national priorities and development

plans, Baiduri Bank is positioning itself to support clients and capture emerging opportunities in sustainable finance."

As part of that process, the bank has adopted a comprehensive sustainability strategy framework, the Baiduri Greenprint, and become a member of the United Nations Global Compact. "While frameworks are helpful guides, we want to go beyond that. Our aim is to help the country transition to a more sustainable economy and energy," he asserts. "In March, we introduced the nation's first solar financing solution for retail customers and we are very proud to be the only bank that has fully financed two major solar projects. We plan to do more."

Another notable achievement for the bank was opening a representative office in Singapore last year. "We see Singapore as a place where the Association of Southeast Asian Nations countries are looking

at funding, financing and wealth management. It is an ideal and convenient market for us," Ti discloses. "The bank's future growth will come from both Brunei and outside, and I'm honored to be part of this growth story. It was a small corporate bank of 40 staff when I joined in 1996. Now, we are a large comprehensive bank with about 1,000 employees. With their dedication, Baiduri Bank has become a successful Bruneian brand. It is a legacy for the next generation to take to new heights."

## Tech transformation and industrial modernization

The consolidation of Brunei's telecoms infrastructure and wholesale network has allowed its innovative service providers to invest beyond connectivity

In 2020, Brunei implemented a nationwide single wholesale telecommunications network, consolidating infrastructure previously managed by multiple telecom providers under one state-owned entity, Unified National Networks. "This allows the country to optimize telecommunications investments, reduce costs and ensure nationwide coverage, while enabling service providers to focus on innovation and digital services," explains Ahmad Fathi Junaidi, deputy chairman and executive director of Imagine, one of Brunei's leading digital services companies. "The transformation reflects a national strategy to position digitalization at the core of economic diversification."

As a result, Brunei is now among the most digitally connected in the Association of Southeast Asian Nations (ASEAN), with an internet penetration rate of about 99% alongside the nationwide rollout of 5G services. The shift has also enhanced competitiveness among telecommunications providers, enabling broader and higher-quality service offerings.

Imagine is the preeminent illustration of this. Originally established as a fixed-line operator, the company became the third entrant in Brunei's mobile market in 2020

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Ahmad Fathi Junaidi, Deputy Chairman and Executive Director, Imagine

and has continued to evolve since then. "Today, we see ourselves as a technology company, having expanded beyond connectivity into areas such as cybersecurity, unified communications, data analytics and enterprise solutions," says Junaidi. "We serve as a foundational pillar in achieving the goals of the Wawasan Brunei 2035 plan, as an enabler supporting digitalization and business growth, especially for small and medium-sized enterprises (SMEs)."



**Ahmad Fathi Junaidi**  
Deputy Chairman and Executive Director  
Imagine

As a mark of the quality of its services, Imagine was recognized as Broadband Telecom Company of the Year for Brunei in both 2025 and 2026, and Mobile Operator of the Year for Brunei in 2025 at the Asian Telecom Awards. One of its notable innovations is its fiber-to-the-room (FTTR) platform, which delivers high-speed connectivity to every room in a building and can be used by up to 128 devices.

"Our FTTR and fiber-ready housing initiatives are designed for tomorrow's demand, anticipating people running multiple smart devices, relying on cloud storage and increasingly working remotely," he

states. "This improved reliability is transformative because it allows customers operate with confidence, innovate and adopt digital solutions without disruption."

Imagine has also collaborated with Huawei Brunei to enhance its FTTR deployment, as well as its cloud readiness and network resilience. "We have established numerous partnerships with leading tech companies in Brunei, Singapore and China," notes Junaidi. "Together, these partnerships accelerate



The headquarters of Imagine, one of Brunei's leading digital services companies

Brunei's industrial modernization, support SMEs and improve productivity across the social and economic landscape, directly contributing to Wawasan 2035 by building a knowledge-driven, diversified and future-ready economy."

Further collaborations include partnerships with Toppan Ecquaria to strengthen enterprise services and secure digital onboarding, and Shanghai Crostars on drone technology. These initiatives are driving smart solutions for sectors such as logistics, creative services and agriculture, and have already secured Imagine a place in the Brunei Book of Records for the most drones flown during a light show in Brunei.

The company has also strengthened Brunei's innovation ecosystem by engaging startup and university students through Imagine's in-house Digital Innovation Node. "Brunei's digital transformation cannot be driven by a single company, collaboration is essential," Junaidi emphasizes.

"Imagine's responsibility is to contribute meaningfully by strengthening national infrastructure. This includes nurturing talent and building partnerships both locally and internationally. By continuing to balance commercial competitiveness with our national priorities, we can help build a stronger digital economy for Brunei."

## Brunei's petrochemical pioneer supporting sustainable growth



CREATING VALUE, ENABLING A SUSTAINABLE FUTURE

BMC contributes to unlocking higher-value opportunities from Brunei's natural gas, while strengthening its reputation as a reliable methanol producer and advancing toward a more sustainable, lower-carbon future.



www.brunei-methanol.com



In April this year, Brunei Fertilizer Industries reached 1,000 days without a reportable injury at its plant, a safety record for the sector that stands out worldwide

## A growing downstream industry

Brunei has rapidly become a major global player in urea-based fertilizers thanks to its strategic location, reliability and focus on empowering sustainable food security

Brunei's downstream petroleum export sectors contributed \$2.4 billion to the country's economy and 15.6% of its gross value added in 2025. Much of that came from three huge manufacturing projects — Brunei Fertilizer Industries Sdn Bhd (BFI), Brunei Methanol Company and Hengyi Industries' refinery and petrochemical plant — all of which have only come online in the past 16 years.

"Traditionally, Brunei's global engagement centered on oil and gas. Through downstream development, we are expanding the country's international footprint and exposure. BFI, for example, exports to countries that previously had no trade relationship with Brunei, such as Chile, Peru, Ecuador and Argentina," says BFI's CEO Harri Kiiski. "We play an important role supporting the Wawasan Brunei 2035 development plan's vision of economic diversification."

Established in 2013, state-owned BFI operates a pioneering ammonia and urea production facility that is among Southeast Asia's largest single-train fertilizer plants. This \$1.8 billion complex covers a 136-acre site in a coastal industrial park and is capable of generating 2,200 metric tons of ammonia every day from local natural gas and water, which it can convert into 3,900 metric tons of high-nitrogen granular urea and specialty-coated urea fertilizers.

The company produced over



**Harri Kiiski**  
CEO, Brunei Fertilizer Industries

900,000 metric tons of fertilizer in 2023, its first full commercial year, about 1.1 million in 2025 and it expects to reach its capacity of 1.365 million within a few years. Its output has found ready export clients. "We began operations during COVID-19 and the Russia-Ukraine crisis, when supply chains were disrupted," Kiiski explains. "BFI benefited from being close to key agricultural markets in Africa, Southeast Asia, Australasia and the west coast of the Americas."

BFI is already one of the top suppliers to some of those areas and its importance was cemented this year when the Strait of Hormuz closed, halting shipping from the Middle East where around 30% of global urea usually comes from and driving the Prime Minister of Australia to personally visit the BFI plant to

secure more of its product for his country's farmers.

As well as a strategic location, BFI offers reliability. "Operational excellence and safety are the foundation of our success. We have reached 1,000 days without a reportable injury for employees or contractors, a world-class achievement," he states. "From the beginning, we implemented an operational excellence program, which has empowered Bruneians to take ownership and leadership roles. Today, nearly 80% of our employees are Bruneian and 30% are women."

BFI also provides clients with efficient delivery. "Our own shipping jetty, the BFI Terminal [BFIT], serves regional markets with vessels of about 6,500 metric tons, and we also use the national port in Muara, which is about 40 miles from our plant and can handle larger vessels. This gives us a flexible logistics range, from 20-metric-ton container shipments to 33,000-met-

**Traditional fertilizer use can lose up to 40-50% of its nitrogen, increasing environmental impact. To address this, we are developing inhibitor-enhanced fertilizers."**

Harri Kiiski, CEO, Brunei Fertilizer Industries

ric-ton bulk carriers," says Kiiski, adding that, "Because of our location, shipments to Australia and the west coast of the Americas can generate around 30% less transport-related carbon emissions compared to suppliers in the Middle East or North Africa."

The sustainability of the company's operations is bolstered by its state-of-the-art plant that has significantly lower energy consump-

tion and emission levels than the industry averages. In the future, BFI is prepared to fully transition to renewable power, which could support its production of green ammonia and hydrogen.

"We also look beyond Scope 1 and 2 emissions to Scope 3," the CEO notes. "Traditional fertilizer use can lose up to 40-50% of its nitrogen, increasing environmental impact. To address this, we are developing inhibitor-enhanced fertilizers and micronutrient solutions. California, with its strong environmental regulations, could become an important market for some of our more sustainable products."

These new fertilizers support both agricultural productivity and human nutrition and they target specific crops in distinct localities — one example being a zinc-enriched urea for rice in Southeast Asia, where soils are often deficient in the mineral. By developing these products, BFI believes it is helping

to establish a practical path toward sustainable food security for more nations. "Many countries have become dependent on a small number of major food exporters. However, changes in trade policies or geopolitical alignments can reshape global food flows, affecting the free movement of food that globalization once enabled," Kiiski cautions. "Food security is an issue we must all watch closely."

## Strategic and sustainable methanol supplier

A world-class downstream manufacturing and export facility demonstrates the potential for developing successful international joint ventures in Brunei

"A key strategy of the Wawasan Brunei 2035 plan has been to develop downstream oil and gas activities, moving the country from only exporting crude resources to refining them and producing petrochemicals," states Jesús Enrique Mora Marín, CEO of Brunei Methanol Company (BMC), an enterprise that provides the blueprint for this strategy.

Established in 2006 as a joint venture between Mitsubishi Gas Chemical Company (MGC), ITOCHU Corporation and the Strategic Development Capital Fund under Brunei Darussalam's Ministry of Finance and Economy, BMC was designed to add value to natural gas by converting it into methanol, a vital global commodity with diverse industrial uses.

Since 2010, BMC has been producing high-quality methanol at its plant licensed by MGC that has a capacity of 850,000 metric tons a year, exported through its offshore hub. "As the first largescale petrochemical company and one of the pioneering project-financed developments at such scale in Brunei Darussalam, we are now one of the most reliable methanol producers in Southeast Asia," reveals the CEO.

**"We are looking at opportunities in green methanol and bio-methanol, demand for which is rapidly developing in markets such as the U.S. and Europe, as well as Asia."**

Jesús Enrique Mora Marín, CEO, Brunei Methanol Company

BMC is a successful and competitive methanol manufacturer and exporter for various reasons. "The country's political and economic stability, government support, proximity to major Southeast and Northeast Asian markets, coupled with close customer relationships help us remain competitive and profitable," explains Mora. "As a world-class downstream facility, BMC excels through high gas availability, robust operations and a skilled local work-



**Jesús Enrique Mora Marín**  
CEO, Brunei Methanol Company

force, which is our strongest asset." Today, 95% of its staff are Bruneians, proving the success of international knowledge transfer. "In February 2026, we reached 11 million man-hours without lost-time injury, highlighting our decade-long operational excellence and commitment to safety."

Sustainability is the next frontier. BMC is currently working with its Japanese partners, local authorities and the University of Brunei Darussalam on innovations that will help reduce carbon intensity and future decarbonisation of its plant. "Our vi-

sion is to lead the region in low-carbon methanol. One focus is the possibility of using green feedstock rather than natural gas to make blue or green methanol or bio-methanol. We want to explore the use of alternative feedstocks such as local biomass, biogas, recovered carbon dioxide and green hydrogen, for example," he discloses.

This aligns with the Brunei government's decarbonization targets and could expand BMC's interna-



Brunei Methanol Company's export hub offers single point mooring for large ships

tional presence. "We primarily serve Southeast and Northeast Asia, with the flexibility to supply other regions as demand dictates," says the CEO. "We are looking at opportunities in green methanol and bio-methanol, demand for which is rapidly developing in markets such as the U.S. and Europe, as well as Asia."

BMC is also seeking to grow beyond methanol. "Our shareholders invest heavily in research and have global reach, which lets us consider opportunities. While we currently export 100% of our methanol, we aim to support Brunei's strategy to develop local downstream industries from methanol, adding value, stimulating the economy and creating jobs," he details. "We aim to collaborate with other downstream players on these

initiatives, contributing by supplying methanol, sharing our operational experience and supporting workforce preparation — BMC is known for providing trained local manpower to new projects."

Brunei offers vast investment potential, from conventional chemicals such as formaldehyde and acetic acid to methanol-to-fuel and bio-methanol initiatives. The nation's pro-business climate is further evidenced by BMC's exploration of methanol as a green hydrogen carrier. "BMC is an example of how international investors can successfully develop projects here," Mora asserts. "We welcome visitors to see the work we are doing and invite global partners to collaborate on building a greener, more resilient future."



# Small country, boundless opportunities

Increasing connectivity and targeted promotions are helping more global travelers discover the natural and cultural treasures of tiny Brunei

2025 saw 763,000 tourists visiting Brunei, a 13% leap up from 2024. One reason for the surge is that tourism stakeholders have ramped up their marketing of the nation's distinct attractions — not the least of which are glorious sandy beaches along the tranquil South China Sea and the rainforests covering 70% of Brunei, which contain dramatic rivers, lakes, waterfalls, mountains, hundreds of bird species and rare animals like proboscis monkeys, sun bears and clouded leopards.

"As well as wildlife, visitors can explore our rich cultural tradition and beautiful Islamic architecture. We're also actively promoting medical, educational and sports tourism," details Norsuriati Sharbini, interim CEO at Royal Brunei Airlines (RBA), the national carrier. "Overall, we're offering an alternative, niche tourism experience, one that reflects the peaceful and balanced lifestyle embraced in Brunei,

and that emphasizes calm, serenity and pristine environments."

On top of this, the nation's connectivity is rising, both in terms of cruise arrivals and flights at its international airport. RBA, for instance, now provides direct access to over 20 places in Asia, the Middle East, Europe and Australia. The airline has developed several strategies to further connect Brunei to the world. "One is fleet renewal, which involves replacing our older Boeings and gradually growing the size of our fleet," states Norsuriati.

Another is maintaining the service levels that have won RBA the best global cabin crew prize at the World Travel Awards for the past five years. "We ensure that the warm, attentive spirit of Bruneian culture is reflected in all the people who work with us," she notes. "Alongside this, we're pursuing other initiatives, such as considering new markets and expanding code-



Wasai Tasek Meradun, one of the country's many dramatic waterfalls

share partnerships. For example, we don't currently serve the Americas, mainly due to limitations in our size, but we're exploring marketing and commercial strategies that may allow us to reach those destinations indirectly."

Among these tactics is promoting Brunei as part of multideestination vacations, either combined with the complementary Indonesian and Malaysian sides of Borneo island or with one of the large Southeast Asian cities that RBA connects to, such as Singapore or Kuala Lumpur.

The government is supporting the airline's push to attract more visitors, as it has made tourism one of the Wawasan Brunei 2035 plan's five growth pillars. The goal is for the country to receive 1.4 million visitors per year and the state

is investing in infrastructure and service quality to help achieve this. It also welcomes private sector investments in eco-friendly, cultural and luxury tourism.

"What many potential investors don't realize is how advantageous our location is: Brunei is right at the center of Southeast Asia, a region whose economy is expanding at a high rate, and we are free from typhoons and earthquakes, unlike many of our neighbors. In addition, we have a strong legal system, excellent international relations, a highly educated population and ample space for development," Norsuriati asserts. "Brunei may be small, but it offers boundless opportunities, both for those seeking a unique travel experience and for companies seeking strategic investment locations."



The BFI Plant is Brunei's premier ammonia and urea plant with a production nameplate capacity of 2,200 metric tons of ammonia per day, which is converted to produce 3,900 metric tons of granular urea per day.

Making A Difference,  
With Bruneian Roots.

