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ANNUAL PROPERTY DEVELOPER CONFERENCE

The CEO Series

"Reinventing Growth: Innovation and Investment Opportunities in ASEAN & Malaysia"

www.theceoseries.com

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NEW STRAITS TIMES ESTABLISHED 1845

Housing delivery strain deepens as developers bear disproportionate risks: Rehda Institute

By Nabiha Safian

Malaysia's housing delivery system is facing mounting pressure, as developers bear a disproportionate share of the risks arising from government-imposed price controls and cross-subsidisation requirements

PETALING JAYA: Malaysia's housing delivery system is facing mounting pressure, as developers bear a disproportionate share of the risks arising from government-imposed price controls and cross-subsidisation requirements, raising concerns over project viability and long-term sustainability.

Under the current framework, developers are required to sell affordable homes at capped prices to ensure access for lower- and middle-income buyers. While these controls support affordability objectives, they compress profit margins, making it more difficult for developers to absorb rising costs related to construction, land acquisition and financing.

At the same time, cross-subsidisation policies require profits from higher-end projects to offset losses from lower-cost housing. This places additional pressure on cash flow and increases financial risk, particularly when demand for premium properties weakens or construction costs escalate.

Rehda Institute chairman Datuk Jeffrey Ng Tiong Lip said the imbalance is increasingly evident and is contributing to concerns over delays and the sustainability of housing supply.

"The responsibility for delivering price-controlled housing and absorbing project-level risks lies almost entirely with developers," he said at the CEO Series 2026 conference today.

Ng said research by the Rehda Institute indicates mounting systemic weaknesses within the housing ecosystem.

According to him, B40 households continue to struggle to enter the market, while the M40 homeownership rate has slipped to 75.9 per cent, below the B40's 76.3 per cent.

"This reflects a delivery and sustainability challenge, not merely an affordability issue," Ng said.

Ng said housing outcomes are influenced by land policy, financing structures, infrastructure provision, utility costs and regulatory approvals.

"When any party of this ecosystem carries a disproportionate share of the burden, the system becomes fragile," he said.

Ng warned this imbalance could lead to delays, financial strain and abandoned projects.

He added that the financial sector must play a more proactive role, not only as a lender but also as a partner in delivery.

"This requires closer coordination among the financial sector, utility providers, and state and local governments by streamlining approvals and accelerating speed to market," Ng said.

Ng also noted that banks should play a more active role through flexible financing, risk-sharing mechanisms and longer-tenure solutions for first-time buyers.

"With coordinated action across the ecosystem, housing delivery can become more resilient and outcomes improve for the economy as a whole," he added.

SOURCE LINK:

https://theedgemalaysia.com/node/789316

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Rehda: M40 homeownership rate falls below B40 as cross-subsidisation inflates home prices

By Syafiqah Salim & Eng Wen Tzer

Datuk Jeffrey Ng Tiong Lip (Photo by Shahrill Basri/The Edge)

KUALA LUMPUR (Jan 15): Homeownership among Malaysia's middle-income M40 group has fallen below the rate of low-income B40 group, said Rehda Institute chairman Datuk Jeffrey Ng Tiong Lip.

Speaking at the Rehda CEO Series 2026 conference on Thursday, Ng said this shift is due to a development model reliant on cross-subsidisation, which has inflated open-market home prices.

He explained that property developers currently bear most of the burden for delivering price-controlled housing while absorbing project risks, leading to a heavy dependence on cross-subsidisation from higher-priced units.

This practice, he said, has elevated overall market prices, contributing to the growing affordability crisis. B40 households continue to struggle to purchase houses, while M40 homeownership dropped to 75.9%, below the B40 rate of 76.3%.

The cost pressures have strained project viability, contributing to delays, financial stress and, in some cases, abandoned housing projects, Ng added.

Based on Rehda Institute's past research on abandoned housing projects and affordable housing delivery, Ng said the challenges "are systemic rather than developer-specific, and require coordinated action involving financiers, utility providers and state, local and federal governments".

"The challenge before us, therefore, should not be viewed narrowly as one of housing affordability alone, but as a question of delivery sustainability and ecosystem resilience. It spans land policy, financing structures, infrastructure and utility provision, compliance costs and approval processes," he said.

"When any party of this ecosystem carries a disproportionate share of the burden, the system becomes fragile — resulting in delays, financial strain and ultimately, abandoned projects.

In this context, Ng said the financial sector must play a more proactive role, not only as a lender, but as a partner in delivery. This includes preferential financing for first-time homebuyers, more flexible pricing of risk through longer tenures or income-responsive repayment structures and targeted risk-sharing mechanisms supported by policy incentives.

He added that utility providers should also be part of the solution by adopting more equitable cost-sharing arrangements for infrastructure provision.

"State and local governments also play a decisive role, particularly by streamlining approvals and accelerating speed to market. With coordinated action between the Ministry, Bank Negara Malaysia, state and local governments, banks, utility companies and developers, the entire development ecosystem becomes more resilient and outcomes improve for the economy as a whole," he added.

Review proposed hike in stamp duty on foreign home purchases

Separately, Ng said the industry is seeking a review of the proposed increase in stamp duty on foreign home purchases to 8% from 4%, as announced by the government in Budget 2026.

Ng said foreign buyers, including participants under the Malaysia My Second Home (MM2H) programme, account for about 0.5% of total property transactions and are largely concentrated in the high-end segment, posing no competition to local buyers.

However, he added that such purchases generate spillover effects for the economy, supporting employment and local consumption in sectors such as retail, education, healthcare and services.

Ng warned that a sudden doubling of the stamp duty rate could deter investment and undermine Malaysia's attractiveness to foreign talent and foreign direct investment.

"Therefore, the real estate fraternity respectfully proposes either maintaining the stamp duty at its previous rate of 4% or considering a moderate and gradual increase in stages," he said.

"This balanced approach would encourage long-term international families to invest here, put their children in local schools and contribute significant spending to our economy, without impacting local homeownership," he added.

SOURCE LINK:

https://www.penangpropertytalk.com/2026/01/ceo-series-2026-brings-leaders-together-on-malaysias-economic-direction

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PENANG PROPERTY TALK

CEO Series 2026 Brings Leaders Together on Malaysia's Economic Direction

REHDA Institute today convened its flagship CEO Series 2026, bringing together more than 400 senior decision-makers from government, finance, industry, academia and the international business community to discuss Malaysia and ASEAN's economic outlook, investment priorities and human capital challenges for the year ahead.

Held at Le Méridien Petaling Jaya, the annual conference set the tone for early-year policy and industry engagement, as leaders examined economic direction, policy clarity and competitiveness amid evolving global and regional conditions.

Reflecting the conference's relevance to national economic and development priorities, CEO Series 2026 featured ministerial participation from YB Senator Datuk Seri Amir Hamzah Azizan, Minister of Finance II; YB Tuan Anthony Loke Siew Fook, Minister of Transport; and YB Tuan Chiew Choon Man, Deputy Minister of Tourism, Arts and Culture.

Organised as part of a joint secretariat involving multiple supporting industry bodies and associations, CEO Series 2026 focused on Malaysia's economic trajectory within ASEAN at the start of 2026, amid global uncertainty, shifting capital flows and heightened competition for foreign direct investment.

Discussions centred on innovation-led growth, investment readiness, recurring-income assets and cross-border integration, with particular attention given to regional competitiveness and policy coherence.

Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute, said "The CEO Series was designed to facilitate substantive dialogue and provides a neutral platform where policymakers and senior leaders from a diverse range of industries can engage constructively on economic realities and long-term priorities. This engagement helps align policy direction, gather market insights from the various industries and investment decisions."

CEO Series 2026 also featured international economists, researchers and industry leaders from ASEAN, Australia and Europe, reinforcing Malaysia's continued engagement with regional and global stakeholders.

Speakers included Dr Koh Wee Chian from the ASEAN+3 Macroeconomic Research Office (AMRO), Denise Cheok from Moody's Analytics, as well as senior industry representatives with experience across global markets.

Participants travelled from countries including Indonesia, Taiwan, Thailand, Australia and Singapore, contributing comparative perspectives on investment flows, capital markets and regional development trends.

Dato Jeffrey Ng added that continued participation by international experts and investors signals confidence in Malaysia's fundamentals and its role within the region and allowed Malaysia to benchmark itself realistically against regional peers.

In line with national priorities, the conference addressed regional integration, including Johor–Singapore collaboration and the Johor–Singapore Special Economic Zone, examining cross-border synergies in manufacturing, logistics, infrastructure and urban development.

The conference also explored opportunities linked to Visit Malaysia Year 2026, particularly tourism-led development, hospitality and experience-driven real estate, and the role of private sector investment in supporting national tourism objectives while delivering sustainable economic returns.

A key outcome of CEO Series 2026 was the launch of the REHDA Institute Youth Initiative (RIYI), a national human capital development programme aimed at bridging academia and industry and strengthening Malaysia's future talent pipeline.

RIYI was launched during the conference by YB Tuan Anthony Loke Siew Fook, Minister of Transport, underscoring its alignment with national workforce development priorities.

The initiative brought together more than 13 universities nationwide alongside corporate leaders and industry practitioners, with a focus on structured mentorship, early industry exposure and career guidance for high-potential students.

Ng said, "Economic resilience depends not only on investment and policy, but also on talent. RIYI reflects REHDA Institute's belief that industry stakeholders must play a more active role in preparing young Malaysians to enter the workforce with practical skills and realistic expectations."

He added that RIYI formed part of REHDA Institute's broader commitment to Malaysia's human capital development as a social enterprise.

"As an independent think tank, we look beyond immediate sectoral needs. Investing in youth and human capital is a long-term national responsibility", he said.

As Malaysia enters 2026 amid global uncertainty and regional transition, CEO Series 2026 provided a platform for alignment, reflection and forward planning.

SOURCE LINK:

https://www.bernamabiz.com/news.php?id=2512826

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BERNAMA Biz

Transit-oriented Development Can Transform Rail Corridors Into Economic Engines-Rehda Institute

REHDA Institute Chairman Datuk Jeffrey Ng Tiong Lip delivers his speech during the CEO Series 2026 on Reinventing Growth and Investment Opportunities in ASEAN and Malaysia today at Le Meridien, Petaling Jaya.

KUALA LUMPUR, Jan 15 (Bernama) -- Unlocking a portion of the Railway Asset Corporation's landbank, covering nearly 3,520.77 hectares, for transit-oriented development would transform railway corridors into economic engines, according to the Rehda Institute. Its chairman, Datuk Jeffrey Ng Tiong Lip, said that the initiative would boost ridership, expand housing supply, stimulate commercial activity and tourism, and strengthen the financial sustainability of the nation's rail network, particularly along railway links in the southern and eastern corridors. "Malaysia has this rare opportunity, and it is clear that integration across public transportation, namely road, rail, air, and sea, is essential.

"With seamless connectivity across regions and modes, Malaysia can emerge as a dependable regional hub for tourism, logistics and a direct engine of economic growth. "Unlocking railway links in the southern and eastern corridors is timely as we plan and realise new economic growth opportunities for the nation," he said.

According to Ng, seamless integration is the key to the success of any public transport network. "Malaysia has invested heavily in transport hardware, including the Johor Bahru-Singapore Rapid Transit System (RTS), the East Coast Rail Link (ECRL), KTM's electric train service (ETS), as well as urban rail networks such as the Mass Rapid Transit (MRT) and Light Rail Transit (LRT). "The next productivity leap will not come from more concrete, but from better integration," he said.

Meanwhile, against the backdrop of the resurgence of the Malaysia My Second Home (MM2H) programme, Ng said the industry respectfully seeks a review of the proposed increase in stamp duty for foreign home purchases from four per cent to eight per cent. "Foreign buyers, including participants of the MM2H programme, account for only 0.5 per cent of total transactions and are concentrated in the high-end segment, posing no competition to local buyers.

Yet their investments generate important spillover effects across the economy, supporting job creation and local consumption in sectors such as retail, education, healthcare and services," he said. Following a strategic revamp, he added, MM2H has achieved exceptional success, with total inflows estimated at RM840 million as of June 2025, including a substantial RM237 million in property investments. "This represents an 84 per cent increase in just the first six months of 2025, attracting high-net-worth individuals and global talent," he said.

SOURCE LINK:

https://www.edgeprop.my/content/1915000/rehda-institute-ceo-series-2026-malaysia-economy-near-potential%E2%80%94expert

PUBLISHED DATE: 15 January 2026

EdgeProp

Rehda Institute CEO Series 2026: Malaysia economy near potential—expert

By Veishnawi Nehru

(From left) Rehda Malaysia president Datuk Ho Han Sang (moderator), ASEAN+3 Macroeconomic Research Office Singapore senior economist Wee Chian Koh, Singapore Moody's Analytics head of Southeast Asia Economics Denise Cheok, Jeffrey Cheah Institute on Southeast Asia senior fellow and director Yeah Kim Leng, Federation of Malaysian Manufacturing (FMM) president Jacob Lee, and Federation of Malaysian Business Associations (FMBA) president Datuk Seri Abd Malik Abdullah

PETALING JAYA (Jan 15): Malaysia's economy is near its potential, supported by stable monetary policy and gradual fiscal consolidation, signalling steady conditions despite external uncertainties.

This was noted during the Real Estate and Housing Developers' Association (Rehda) Institute's flagship CEO Series 2026, which brought together over 400 senior decision-makers from government, finance, industry, academia, and the international business community to discuss Malaysia and Asean's economic outlook, investment priorities, and human capital challenges.

A key highlight of the conference was the launch of the Rehda Institute Youth Initiative (Riyi), a national human capital development programme that brought together more than 13 universities nationwide alongside corporate leaders and industry practitioners to provide structured mentorship, early industry exposure, and career guidance for high- potential students.

Jeffrey Cheah Institute on Southeast Asia senior fellow and director Yeah Kim Leng said Malaysia's monetary policy has so far navigated both domestic and external challenges effectively.

"Financial and monetary stability is a core mandate of the central bank. Post-pandemic growth has caught up with pre Covid-19 levels, with the recovery described as relatively sharp, and supported by strong financial institutions," he said during the "Asean and Malaysia's Economic Outlook 2026: Navigating Global Headwinds and Fostering Regional Resilience" panel session at Le Méridien Petaling Jaya today.

He added that much of this recovery is due to financial stability, sufficient credit flows, and a balance between savings and investment.

"A stable monetary policy framework has strengthened investor and consumer confidence while helping to moderate external shocks, particularly to the financial system.

"Monetary adjustments have been gradual, providing stability for savings, private sector investment, and government planning," he said.

Yeah said the key priority remains ensuring price stability while sustaining growth, noting that economic performance has exceeded expectations.

"Growth last year was above expectations, and 2025 is likely to approach 5%, based on third-quarter growth of 5.2% and 4.7% growth over the first three quarters," he said.

He also stated that low inflation has provided both monetary and fiscal space should global economic conditions deteriorate, while current growth levels suggest a neutral monetary policy stance.

"Growth is now close to its potential level," Yeah stated.

JS-SEZ should create higher-scale jobs

Singapore strategic management advisory firm Bradshaw & Mitchell managing director Prakash Nagarajan highlighted two key components for the Johor–Singapore Special Economic Zone's (JS-SEZ) success, with the first being an efficient business ecosystem.

"It is pointless to create economic zones while continuing with old practices. There has been steadfast commitment from the Johor state government and the federal government, but the proof is in the pudding.

"It's not just about having policies, but ensuring that the machinery on the ground lives up to expectations. There is some way to go, but this is a key ingredient," he said during the Special Focus Session on Johor–Singapore and JS-SEZ panel session.

Prakash said the second component is looking at things from a different perspective, particularly the type of jobs created.

"Historically, Johor has been seen as a low-cost manufacturing centre, but that has evolved. Along with development, there needs to be higher-tier job creation with better salaries to retain talent," he added.

RTS Link and Bukit Chagar development on track

Meanwhile, the government remains optimistic that the Johor Bahru (JB)–Singapore Rapid Transit System (RTS) Link project will be fully completed by December this year, ahead of its opening to passengers in January 2027. Construction of the physical infrastructure is nearly complete, while system installation and comprehensive testing are underway to ensure safety and smooth operations.

Transport Minister Anthony Loke Siew Fook said the project is progressing on schedule, with critical components such as train operations and station systems currently being installed.

"This testing phase is crucial because without thorough trials, the RTS cannot operate. In JB, trains are already being tested on the tracks," he told the press at the event.

Loke also highlighted plans to implement a "co-location" concept for the Customs, Immigration, and Quarantine (CIQ) complex, placing Malaysian immigration officers in Woodlands and their Singaporean counterparts at Bukit Chagar Station.

On Bukit Chagar's development, he added that the government is inspired by transit-oriented development (TOD) models like those in Hong Kong, encouraging building owners to collaborate for better connectivity and pedestrian access.

SOURCE LINK:

https://www.thestar.com.my/business/business-news/2026/01/16/connectivity-factor-to-shape-real-estate-market

PUBLISHED DATE: 16 January 2026

The Star

Connectivity factor to shape real estate market

By Lydia Nathan

Rehda president Datuk Ho Hon Sang.

PETALING JAYA: Connectivity will continue to remain a huge factor for real estate developers, particularly as states like Johor step up infrastructure investments and deepen cross-border linkages.

But it isn't only projects like the Johor Baru-Singapore Rapid Transit System (RTS) that is taking precedence.

Real Estate and Housing Developers Association Malaysia (Rehda) president Datuk Ho Hon Sang said the government's plan for the elevated Automated Rapid Transit (E-ART) will further propel the state in terms of seamless entry for people and cross-business efforts into the more rural areas.

He added the government is close to finalising plans for the project.

The E-ART system, which will serve three key corridors, namely, Skudai, Tebrau and Iskandar Puteri, is said to be preferred over the light rail transit or LRT because of the length of time taken to build it.

"This system will connect all other parts of Johor. It will be a last mile type of connection and we view it positively. Despite it being in progress, many are already looking forward to it," he told StarBiz at the Rehda CEO Series 2026 conference here yesterday.

According to Ho, he foresees property adjacent to train stations and depots seeing a tremendous hike in prices.

"There may be some tenants who will be forced to leave and perhaps other parties will come in to take over. But as far as Rehda is concerned, we've noticed that these properties are rapidly developed, launched and are doing very well," he noted.

When launched, Ho said a handful of these properties were unaffordable for Malaysians, but as more were being pushed to the market – prices came down.

"Prices have mellowed, which has resulted in many Malaysians buying these properties, so there is no potential of an oversupply," he said.

On the RTS, Transport Minister Anthony Loke said the project was running on schedule and a bill to facilitate border control arrangements would be tabled next month in Parliament.

He explained the regulations were necessary to enable the co-location of Customs, Immigration and Quarantine facilities for the RTS Link.

"There will be Singapore immigration officers stationed at Bukit Canggah while our local immigration officers will be at Woodlands. This reflects the strong cooperation between the two countries and that is very important."

Meanwhile, on a separate note, Rehda Institute chairman Datuk Jeffrey Ng Tiong Lip said home ownership among the country's middle-income (M40) group had dropped below the rate of the low-income (B40) group.

He said this was because of a development model reliant on cross-subsidisation, which has inflated open-market home prices. Ng said that right now, the responsibility for delivering price-controlled housing and absorbing project-level risks lies almost entirely with developers – causing elevated overall market prices.

"The B40 households continue to struggle to purchase houses, while M40 homeownership dropped to 75.9%, below the B40 rate of 76.3%. The current model is no longer sustainable," he said.

This has also inevitably led to financial stress, cost pressures for projects and even abandoned home projects. He noted based on previous data and research, challenges proved to be systemic rather than developer-specific.

"The challenge before us, therefore, should not be viewed narrowly as one of housing affordability alone, but as a question of delivery sustainability and ecosystem resilience. It spans land policy, financing structures, infrastructure and utility provision, compliance costs and approval processes," he said.

With that, Ng said the financial sector needs to play a more reactive role – not only as a lender, but as a partner in delivery.

He said that these included preferential financing for first-time homebuyers, more flexible pricing of risk through longer tenures or income-responsive repayment structures, and targeted risk-sharing mechanisms supported by policy incentives.

"At the same time, utility providers must be part of the solution, through more equitable cost-sharing arrangements for infrastructure provision. State and local governments also play a decisive role, particularly by streamlining approvals and accelerating speed to market.

SOURCE LINK:

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THE EDGE MALAYSIA

Bill on JB-Singapore RTS Link border control to be tabled next month, says Loke

By Syafiqah Salim & Eng Wen Tzer

KUALA LUMPUR (Jan 15): A bill to facilitate border control arrangements for the Johor Bahru-Singapore Rapid Transit System (RTS) Link will be tabled in Parliament next month, Transport Minister Anthony Loke Siew Fook said. He said the legislation is necessary to enable the co-location of Customs, Immigration and Quarantine (CIQ) facilities for the RTS Link. The bill is expected to be debated in February and completed within the year, he told reporters on Thursday.

“One of the key steps for the government is to introduce legislation to enable the co-location of Customs, Immigration and Quarantine (CIQ) facilities for the RTS Link,” he said on the sidelines of the Rehda CEO Series 2026 conference on Thursday. “Singapore immigration officers will be stationed at the Bukit Chagar station, while Malaysian immigration officers will be stationed at Woodlands. This reflects the close cooperation and mutual understanding reached between the two countries,” he added.

The RTS Link, a 4km light rail transit system jointly developed by Malaysia and Singapore, will connect Bukit Chagar in Johor with Woodlands North in Singapore.

With a capacity of up to 10,000 passengers per hour per direction, the system is expected to be fully operational by January 2027 and help ease border congestion, reduce travel time uncertainty and lower productivity losses from daily commuting, Loke said.

The RTS Link is a key infrastructure component supporting the Johor-Singapore Special Economic Zone (JS-SEZ), enabling it to function as an integrated labour and business ecosystem by improving cross-border workforce mobility.

Beyond rail connectivity, Loke said existing cross-border transport services such as buses and taxis remain critical for daily commuters and tourists, particularly as Malaysia targets 22 million visitors from Singapore this year.

Citing data from the Department of Statistics Malaysia, Loke said Singapore was Malaysia’s largest destination for services exports in 2024, contributing RM58.5 billion, largely from travel and transport services.

"This clearly demonstrates that efficient transport connectivity directly underpins tourism, services trade and broader domestic economic activity".

SOURCE LINK:

https://www.nst.com.my/business/corporate/2026/01/1357270/rts-link-construction-track-completion-end-2026-loke?source=widget

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NEW STRAITS TIMES ESTABLISHED 1845

RTS link construction on track for completion by end-2026: Loke

By Bernama

Construction of the Rapid Transit System (RTS) Link connecting Malaysia and Singapore is progressing smoothly and is expected to be completed on schedule by the end of this year..

PETALING JAYA: Construction of the Rapid Transit System (RTS) Link connecting Malaysia and Singapore is progressing smoothly and is expected to be completed on schedule by the end of this year, Transport Minister Anthony Loke said.

He said most physical infrastructure works are complete, with the project now in the process of installing RTS systems. "Inside the stations, the buildings and structural works are complete. We are now installing the systems ahead of testing, which is essential before operations can begin. Extensive testing will therefore be carried out over the coming months.

"The trains are already undergoing testing on tracks in Johor Bahru, and we expect everything to progress smoothly so the project can be completed by December and begin operations in January 2027," he said.

He spoke to reporters after delivering a keynote address at the Malaysian Real Estate and Housing Developers' Association (Rehda) Institute's The CEO Series 2026 conference here today, attended by its chairman, Datuk Jeffrey Ng Tiong Lip.

Loke said a new bill to enable joint (co-located) border controls for the Johor Bahru-Singapore RTS Link, set to be tabled at the next parliamentary session, is crucial before operations begin. "Without this law, we cannot establish co-located customs, immigration and quarantine (CIQ) stations, which would allow Singaporean officers at Bukit Chagar and Malaysian officers at Woodlands North.

"This is a bilateral cooperation and understanding that is crucial to ensuring the effectiveness of the RTS," he said. On the Bukit Chagar Integrated Development, he said it should adopt Hong Kong's Central-style model, connecting surrounding buildings through pedestrian walkways linked to JB Sentral. "JB Sentral and Bukit Chagar are nearly 300 metres apart, so integration between the two is needed for people to easily access buses and trains," he said. Earlier, Loke witnessed the launch of the REHDA Institute Youth Initiative (RIYI), a national programme to strengthen university-industry collaborations and bolster the workforce.

SOURCE LINK:

https://www.thestar.com.my/news/nation/2026/01/15/rts-link-construction-on-track-for-completion-by-end-2026

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RTS Link construction on track for completion by end 2026

PETALING JAYA: The Rapid Transit System (RTS) Link project connecting Malaysia and Singapore is progressing smoothly and is expected to be completed on schedule by the end of this year, says Transport Minister Anthony Loke.

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He spoke to reporters after delivering a keynote address at the Malaysian Real Estate and Housing Developers' Association (Rehda) Institute's The CEO Series 2026 conference here on Thursday (Jan 15), attended by its chairman, Datuk Jeffrey Ng Tiong Lip.

Loke added that it was crucial to table a new parliamentary bill at the next session to allow joint border controls for Malaysia and Singapore (in a single location) before the RTS Link operations begin.

"Without this law, we cannot establish co-located customs, immigration and quarantine (CIQ) stations, which would allow Singaporean officers at Bukit Chagar and Malaysian officers at Woodlands North.

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SOURCE LINK:

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The Malaysian Reserve
JOIN THE REAL CONVERSATION

Loke: RTS Link construction on track for completion by year-end

(Pic credit: MEDIA MULIA/File)

PETALING JAYA — Construction of the Rapid Transit System (RTS) Link connecting Malaysia and Singapore is progressing smoothly and is expected to be completed on schedule by the end of this year, Transport Minister Anthony Loke *(picture)* said.

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Earlier, Loke witnessed the launch of the REHDA Institute Youth Initiative (RIYI), a national programme to strengthen university-industry collaborations and bolster the workforce. — **BERNAMA**

SOURCE LINK:

https://www.malaymail.com/news/malaysia/2026/01/15/loke-most-johor-singapore-rts-physical-works-complete-system-installation-and-testing-underway/205529

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malaymail

Loke: Most Johor-Singapore RTS physical works complete, system installation and testing underway

A test train travels along the RTS Link alignment near Bukit Chagar during its first dynamic run on December 26, 2025. — Picture via Facebook/RTSO

PETALING JAYA, Jan 15 — Construction of the Rapid Transit System (RTS) Link connecting Malaysia and Singapore is progressing smoothly and is expected to be completed on schedule by the end of this year, Transport Minister Anthony Loke said.

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"Without this law, we cannot establish co-located customs, immigration and quarantine (CIQ) stations, which would allow Singaporean officers at Bukit Chagar and Malaysian officers at Woodlands North. "This is a bilateral cooperation and understanding that is crucial to ensuring the effectiveness of the RTS," he said.

On the Bukit Chagar Integrated Development, he said it should adopt Hong Kong's Central-style model, connecting surrounding buildings through pedestrian walkways linked to JB Sentral.

"JB Sentral and Bukit Chagar are nearly 300 metres apart, so integration between the two is needed for people to easily access buses and trains," he said. Earlier, Loke witnessed the launch of the REHDA Institute Youth Initiative (RIYI), a national programme to strengthen university-industry collaborations and bolster the workforce. — Bernama.

SOURCE LINK:

https://mediaselangor.com/en/2026/01/339474

PUBLISHED DATE: 15 January 2026

RTS Link construction on track for completion by year-end

By Bernama

PETALING JAYA, Jan 15 — Construction of the Rapid Transit System (RTS) Link connecting Malaysia and Singapore is progressing smoothly and is expected to be completed on schedule by the end of this year, said Transport Minister Anthony Loke.

Most physical infrastructure work is complete, and the project is now installing the RTS systems. "Inside the stations, the buildings and structural works are complete. We are now installing the systems ahead of testing, which is essential before operations can begin. Extensive testing will therefore be carried out over the coming months.

"The trains are already undergoing testing on tracks in Johor Bahru, and we expect everything to progress smoothly so the project can be completed by December and begin operations in January 2027," he said.

Loke was speaking to the media after delivering a keynote address at the Malaysian Real Estate and Housing Developers' Association (REHDA) Institute's The CEO Series 2026" conference today, attended by its chairman Datuk Jeffrey Ng Tiong Lip.

He added that a new bill to enable joint (co-located) border controls for the Johor Bahru-Singapore RTS Link, set to be tabled at the next Parliamentary session, is crucial before operations begin.

"Without this law, we cannot establish co-located customs, immigration, and quarantine (CIQ) stations, which would allow Singaporean officers at Bukit Chagar and Malaysian officers at Woodlands North.

"This is a bilateral cooperation and understanding that is crucial to ensuring the effectiveness of the RTS," Loke said.

On the Bukit Chagar Integrated Development, the minister noted that it should adopt Hong Kong's Central-style model, connecting surrounding buildings through pedestrian walkways linked to JB Sentral.

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Earlier, Loke witnessed the launch of the REHDA Institute Youth Initiative (RIYI), a national programme to strengthen university-industry collaborations and bolster the workforce.

SOURCE LINK:

https://themalaysianreserve.com/2026/01/15/amir-hamzah-2026-marks-implementation-of-govt-reforms-development/

PUBLISHED DATE: 15 January 2026

The Malaysian Reserve
JOIN THE REAL CONVERSATION

Amir Hamzah: 2026 marks implementation of govt reforms, development agenda

By Bernama

(Pic credit: MEDIA MULIA/File

PETALING JAYA — The year 2026 marks the implementation of the government's reform and development agenda, with its effects already being felt by households, businesses, and the economy, said Finance Minister II Datuk Seri Amir Hamzah Azizan *(picture)*.

He said the momentum is underpinned by the beginning of the 13th Malaysia Plan (13MP), which sets the direction for a more resilient, high-value, and inclusive future.

"Last year was a year of design and commitment, where we clarified direction, re-centred policy around rakyat-first outcomes, and anchored 'Ekonomi MADANI' as a governing philosophy," he said in his keynote address at the annual property developer conference, "The CEO Series 2026", organised by REHDA Institute here today.

The minister said the government's role is as an enabler, to provide fiscal stability, strategic initiatives like Government-Linked Enterprises Activation and Reform Programme (GEAR-uP), and the infrastructure that allows enterprises to flourish.

"Many of you are already navigating the new economy, pivoting towards recurring income, wellness districts, and data-centre landbanks while managing a more complex global landscape.

"In this environment, the government's responsibility is to provide steadfast stability and clarity, so that long-term commitment decisions can be made with confidence," he said.

Amir Hamzah said that through the GEAR-uP initiative, the government is working with government-linked investment companies to mobilise RM120 billion in domestic investment over the next five years.

He emphasised that the government's intention is clear: to ensure national capital serves national interest, deployed catalytically to anchor the high-growth and high-value industries that will define the country's future.

"We want investment to be anchored here, in our own soil, creating value that remains a lasting benefit to the Malaysian people.

"We are not seeking capital that merely visits, we seek capital that builds, stays and endures," said Amir Hamzah.

He highlighted that as the country embarks on Visit Malaysia Year 2026, with an ambitious target of 47 million visitors and RM329 billion in tourism revenue, it reflects the scale of opportunity for jobs, small and medium enterprises, as well as local communities across Malaysia.

"For the property and hospitality sectors, this is an opportunity that we should view through the lens of the experience economy.

"Visit Malaysia Year 2026 is not only about welcoming more visitors, but it is about welcoming them better. Through thoughtful design, service excellence, and care, we will present the very best of Malaysia," said Amir Hamzah. — **BERNAMA**

SOURCE LINK:

https://thesun.my/business/local-business/amir-hamzah-2026-a-year-of-execution-transforming-policies-into-tangible-outcomes/

PUBLISHED DATE: 15 January 2026

Amir Hamzah: 2026 a year of execution – transforming policies into tangible outcomes

By Deepalakshmi Manickam

Amir Hamzah delivering his keynote address at The CEO Series 2026. – Bernamapic

PETALING JAYA: Malaysia's economic and real estate landscape is set for a transformative year, with policymakers and industry leaders emphasising coordinated action to boost investment, housing delivery and human capital.

The Rehda Institute CEO Series 2026 held today brought together more than 400 business leaders, government officials and international experts to discuss "Reinventing Growth: Innovation and Investment Opportunities in Asean and Malaysia".

Finance Minister II Datuk Seri Amir Hamzah Azizan underscored the government's commitment to translating policies into tangible outcomes for households and businesses, describing 2026 as a "year of execution" following two years of strategic planning.

Highlighting initiatives under the 13th Malaysia Plan and the Government-linked Enterprise Activation Reform Programme or GEAR-uP, he said the government aims to mobilise an additional RM120 billion in domestic investment over the next five years, targeting high-growth and high-value industries.

"Policy provides direction. Capital provides fuel. But in this year of execution, it is real assets that provide our nation," Amir Hamzah said, citing examples such as the Johor-Singapore Special Economic Zone and international models like Korea's Pangyu Technology Valley as blueprints for integrated, innovation-led ecosystems.

He added that Visit Malaysia 2026, targeting 47 million visitors and RM329 billion in tourism revenue, offers the property and hospitality sectors a platform for experience-driven development.

Echoing the minister, Rehda Institute chairman Datuk Jeffrey Ng highlighted the importance of public-private collaboration in driving sustainable economic growth. He noted the resurgence of the Malaysia My Second Home Programme, which brought in RM840 million in inflows by mid-2025, including RM237 million in property investments, and urged a review of the proposed increase in stamp duty for foreign home purchases.

"A sudden doubling risks deterring investment and undermining Malaysia's attractiveness to talent and FDI," Ng said, advocating either maintaining the current rate or a gradual increase.

He said housing challenges are systemic, requiring a coordinated response across developers, banks, utility providers and government authorities to ensure delivery sustainability and ecosystem resilience.

Ng highlighted concerns over the expiry of the withholding tax (WHT) concession for Malaysian real estate investment trusts, which supported more than RM57 billion in market capitalisation. He suggested retaining the 10% final WHT for individual unitholders while introducing a progressive 2% tax on distributions exceeding RM100,000 to preserve investor confidence.

Both emphasised the importance of human capital.

Ng cited the launch of the Rehda Institute Youth Initiative as a key step in bridging skill gaps in high-growth sectors such as green technology, advanced manufacturing, and the digital economy.

Amir Hamzah noted that investing in education ensures Malaysia's youth are prepared to contribute meaningfully to long-term national prosperity.

The event also featured insights from international speakers from Amro and Moody's Analytics, and discussions on regional integration projects, including Johor-Singapore SEZ collaboration.

"Together, we are not only building Malaysia, we are shaping Malaysia's future, confident, resilient and capable of delivering quality growth for our people," Amir Hamzah said.

Ng called on the financial sector to take a more proactive role in housing delivery, including preferential financing for first-time homebuyers, flexible risk pricing and targeted risk-sharing mechanisms supported by policy incentives. He stressed that utility providers and local authorities must also contribute to ensure infrastructure and approvals keep pace with development needs.

"By openly addressing these practical challenges and opportunities, we can collectively build a more resilient, innovative and prosperous Malaysia. The private sector stands ready as your committed partner," he said, reaffirming the need for sustained collaboration across all stakeholders

SOURCE LINK:

https://www.bernamabiz.com/news.php?id=2512763

PUBLISHED DATE: 15 January 2026

BERNAMA Biz

Amir Hamzah: 2026 Marks Implementation Of Govt Reforms, Development Agenda

Minister of Finance II, Datuk Seri Amir Hamzah Azizan, delivers his keynote speech at The CEO Series 2026: Reinventing Growth and Investment Opportunities in ASEAN and Malaysia today at Le Méridien, Petaling Jaya.

PETALING JAYA, Jan 15 (Bernama) -- The year 2026 marks the implementation of the government's reform and development agenda, with its effects already being felt by households, businesses, and the economy, said Finance Minister II Datuk Seri Amir Hamzah Azizan.

He said the momentum is underpinned by the beginning of the 13th Malaysia Plan (13MP), which sets the direction for a more resilient, high-value, and inclusive future.

"Last year was a year of design and commitment, where we clarified direction, re-centred policy around rakyat-first outcomes, and anchored 'Ekonomi MADANI' as a governing philosophy," he said in his keynote address at the annual property developer conference, "The CEO Series 2026", organised by REHDA Institute here today.

The minister said the government's role is as an enabler, to provide fiscal stability, strategic initiatives like Government-Linked Enterprises Activation and Reform Programme (GEAR-uP), and the infrastructure that allows enterprises to flourish.

"Many of you are already navigating the new economy, pivoting towards recurring income, wellness districts, and data-centre landbanks while managing a more complex global landscape.

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Amir Hamzah said that through the GEAR-uP initiative, the government is working with government-linked investment companies to mobilise RM120 billion in domestic investment over the next five years.

He emphasised that the government's intention is clear: to ensure national capital serves national interest, deployed catalytically to anchor the high-growth and high-value industries that will define the country's future.

"We want investment to be anchored here, in our own soil, creating value that remains a lasting benefit to the Malaysian people.

"We are not seeking capital that merely visits, we seek capital that builds, stays and endures," said Amir Hamzah.

He highlighted that as the country embarks on Visit Malaysia Year 2026, with an ambitious target of 47 million visitors and RM329 billion in tourism revenue, it reflects the scale of opportunity for jobs, small and medium enterprises, as well as local communities across Malaysia.

“For the property and hospitality sectors, this is an opportunity that we should view through the lens of the experience economy Malaysia,” said Amir Hamzah. - BERNAMA

SOURCE LINK:

https://www.malaysiasme.com.my/rehda-institute-launches-national-youth-initiative-at-ceo-series-2026-as-leaders-discuss-economic-direction/

PUBLISHED DATE: 15 January 2026

MALAYSIA SME+

REHDA Institute Launches National Youth Initiative at CEO Series 2026 as Leaders Discuss Economic Direction

(from left) Cliff Siaw, Co-Founder and Chief Executive Officer of Progressture Solar; Tan Sri Datuk Eddy Chen, Trustee of REHDA Institute; Datuk Ho Hon Sang, President of REHDA Malaysia; YB Tuan Anthony Loke Siew Fook, Minister of Transport; Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute; Tan Sri Dato' Teo Chiang Kok, Trustee of REHDA Institute.

Petaling Jaya, 15 January — REHDA Institute convened its flagship CEO Series 2026 in Petaling Jaya, bringing together more than 400 senior decision-makers from government, finance, industry, academia and the international business community to discuss Malaysia and ASEAN's economic outlook, investment priorities and human capital challenges at the start of 2026.

Held at Le Méridien Petaling Jaya, the annual conference set the tone for early-year policy and industry engagement, as leaders examined economic direction, policy clarity and competitiveness amid global uncertainty, shifting capital flows and heightened competition for foreign direct investment.

Reflecting its relevance to national economic and development priorities, CEO Series 2026 featured ministerial participation from YB Senator Datuk Seri Amir Hamzah Azizan, Minister of Finance II; YB Tuan Anthony Loke Siew Fook, Minister of Transport; and YB Tuan Chiew Choon Man, Deputy Minister of Tourism, Arts and Culture. Organised as part of a joint secretariat involving multiple supporting industry bodies and associations, discussions focused on Malaysia's economic trajectory within ASEAN, with attention given to innovation-led growth, investment readiness, recurring-income assets and cross-border integration.

Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute delivering his speech during the event.

Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute, said, "The CEO Series was designed to facilitate substantive dialogue and provides a neutral platform where policymakers and senior leaders from a diverse range of industries can engage constructively on economic realities and long-term priorities. This engagement helps align policy direction, gather market insights from the various industries and investment decisions"

Transport as an Enabler of Economic Development

During the conference, YB Tuan Anthony Loke Siew Fook outlined the government's approach as Malaysia entered 2026, which he said had been marked as a year of execution. "2026 has been year marked by the government as a year of execution year of faster execution."

YB Tuan Anthony Loke Siew Fook, Minister of Transport during his speech at REHDA Institute CEO Series 2026.

He said the government had taken conflicting feedback on reforms seriously, noting that concerns had emerged from different segments of society. "We know that there are complaints outside that the pace of reform is not fast enough. But on the other hand there are people who also complain we are too fast of executing too many things at the same time."

The minister stressed that transport underpinned trade, tourism, property value and industrial activity.

"Without transport nothing can move. The Ministry of Transport is not just a transport service provider. We are an enabler of economic development."

Infrastructure, Real Estate and Regional Integration

Discussions at CEO Series 2026 examined real estate and infrastructure development, with particular focus on the Johor–Singapore Special Economic Zone, described as a dynamic economic corridor demonstrating significant investor confidence.

"When it comes to real estate in Malaysia today, we cannot avoid mentioning the Johor Singapore Special Economic Zone, a dynamic economic corridor demonstrating significant investor confidence evidenced by an estimated 29.5 billion ringgit potential investment between January and September 2025," he said.

Fook highlighted that real estate development could not be separated from transport connectivity. The conference addressed regional integration, including Johor–Singapore collaboration, and examined cross-border synergies in manufacturing, logistics, infrastructure and urban development.

International Perspectives and Regional Benchmarking

The conference featured international economists, researchers and industry leaders from ASEAN, Australia and Europe, including speakers from the ASEAN+3 Macroeconomic Research Office (AMRO) and Moody's Analytics.

Participants travelled from Indonesia, Taiwan, Thailand, Australia and Singapore, contributing comparative perspectives on investment flows, capital markets and regional development trends.

Dato' Jeffrey Ng said continued participation by international experts and investors signalled confidence in Malaysia's fundamentals and allowed Malaysia to benchmark itself realistically against regional peers.

Launch of REHDA Institute Youth Initiative

A key outcome of CEO Series 2026 was the launch of the REHDA Institute Youth Initiative (RIYI), a national human capital development programme aimed at bridging academia and industry and strengthening Malaysia's future talent pipeline.

RIYI was launched during the conference by YB Tuan Anthony Loke Siew Fook and brought together more than 13 universities nationwide alongside corporate leaders and industry practitioners, with a focus on structured mentorship, early industry exposure and career guidance.

Ng said, “Economic resilience depends not only on investment and policy, but also on talent. RIYI reflects REHDA Institute’s belief that industry stakeholders must play a more active role in preparing young Malaysians to enter the workforce with practical skills and realistic expectations.”

He added, “As an independent think tank, we look beyond immediate sectoral needs. Investing in youth and human capital is a long-term national responsibility.”

As Malaysia entered 2026 amid global uncertainty and regional transition, CEO Series 2026 provided a platform for alignment, reflection and forward planning across government, industry and the international business community.

SOURCE LINK:

https://risemalaysia.com.my/ceo-series-2026-malaysia-economic-reset

PUBLISHED DATE: 16 January 2026

RISE MALAYSIA.my

CEO Series 2026 Sparks Policy, Talent And Investment Conversations

What does Malaysia's economic future really look like when policymakers, economists, and industry leaders sit at the same table? At CEO Series 2026, the answers weren't theoretical, they were candid, forward-looking, and grounded in regional realities. Hosted by REHDA Institute, the annual conference opened 2026 with a sharp focus on where Malaysia stands in ASEAN and what must happen next to stay competitive in an increasingly uncertain global economy.

CEO Series 2026 Brings Decision-Makers Into One Room

Held at Le Méridien Petaling Jaya, CEO Series 2026 convened more than 400 senior figures from government, finance, industry, academia, and the international business community. Organised by a joint secretariat of supporting industry bodies, the conference examined Malaysia's economic trajectory at a critical moment marked by shifting capital flows, global uncertainty, and intensifying competition for foreign direct investment. Ministerial participation underscored the event's national relevance, with insights shared by YB Senator Datuk Seri Amir Hamzah Azizan, Minister of Finance II; YB Tuan Anthony Loke Siew Fook, Minister of Transport; and YB Tuan Chiew Choon Man, Deputy Minister of Tourism, Arts and Culture.

From Policy Clarity To Regional Competitiveness

Discussions at CEO Series 2026 centred on innovation-led growth, investment readiness, recurring-income assets, and cross-border integration. Leaders explored how policy coherence and competitiveness can position Malaysia more strongly within ASEAN, particularly as regional peers accelerate reforms to attract global capital.

According to Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute, the CEO Series serves as a neutral platform for meaningful dialogue, allowing policymakers and industry leaders to align long-term priorities while grounding decisions in market realities.

International Perspectives Shape Local Strategies

The conference drew international economists and industry experts from ASEAN, Australia, and Europe, including speakers from the ASEAN+3 Macroeconomic Research Office (AMRO) and Moody's Analytics. Participants from countries such as Indonesia, Taiwan, Thailand, Australia, and Singapore contributed comparative insights on investment flows, capital markets, and regional development trends.

This global participation, Ng noted, reflects continued confidence in Malaysia's economic fundamentals while enabling realistic benchmarking against regional peers.

Youth Talent Takes Centre Stage With RIYI Launch

One of the most significant outcomes of CEO Series 2026 was the launch of the REHDA Institute Youth Initiative (RIYI)—a national programme aimed at strengthening Malaysia's future talent pipeline. Launched by YB Tuan Anthony Loke Siew Fook, RIYI brings together more than 13 universities nationwide with corporate leaders to offer structured mentorship, early industry exposure, and career guidance for high-potential students.

The initiative reinforces a key message from the conference: economic resilience depends not only on policy and investment, but on preparing young Malaysians with practical skills and realistic workplace expectations.

As Malaysia steps into 2026 amid regional transition and global uncertainty, CEO Series 2026 provided more than discussion—it offered alignment, perspective, and direction. By bridging policy, industry, and talent development, the conference reaffirmed the role of collaboration in shaping a competitive and resilient Malaysian economy.

SOURCE LINK:

https://mediaselangor.com/en/2026/01/339551

PUBLISHED DATE: 15 January 2026

MediaSelangor

Over 400 leaders meet to chart Malaysia's economic direction

By Media Selangor Team

SHAH ALAM, Jan 16 — More than 400 senior leaders from government, industry and academia gathered at the CEO Series 2026 conference, organised by the REHDA Institute, to discuss economic prospects, investment priorities, and workforce challenges facing Malaysia and ASEAN.

The annual conference serves as an early-year policy dialogue and industry engagement platform, focusing on economic direction, policy clarity and national competitiveness amid a rapidly evolving global and regional landscape.

Among the leaders participating were Finance Minister II Datuk Seri Amir Hamzah Azizan, Transport Minister Anthony Loke Siew Fook, and Deputy Tourism, Arts and Culture Minister Chiew Choon Man.

REHDA Institute chairman Dato' Jeffrey Ng Tiong Lip said the conference was established as a neutral platform to encourage substantive dialogue between policymakers and industry leaders.

"It is designed to facilitate constructive discussions on economic realities and long-term priorities.

"This engagement helps shape policy coherence, deepen understanding across industries, and inform investment decisions," he said in a statement yesterday.

REHDA Institute chairman Dato' Jeffrey Ng Tiong Lip says discussions are key to deepening understanding across industries, during his speech for the CEO Series 2026 in Petaling Jaya, on January 15, 2026.

CEO Series 2026 also featured international economists, researchers and industry leaders from ASEAN, Australia and Europe, further mentorship, early industry exposure and career guidance.

strengthening Malaysia's engagement with regional and global stakeholders.

According to Ng, continued participation by international experts and investors reflects confidence in Malaysia's economic fundamentals and its regional role.

"It also provides space to realistically benchmark Malaysia's performance against its regional peers," he added.

Discussions also touched on cross-border economic integration opportunities, including Johor–Singapore cooperation and the Johor–Singapore Special Economic Zone, spanning manufacturing, logistics, infrastructure and urban development.

The potential of Visit Malaysia Year 2026 was also highlighted, particularly in tourism development, hospitality and experience-based real estate, as well as the private sector's role in supporting a sustainable, high-income tourism agenda.

At the same conference, the REHDA Institute Youth Initiative (RIYI) was launched as a national human capital development initiative aimed at bridging the gap between higher education institutions and industry.

Launched by the transport minister, the programme involves more than 13 local universities alongside corporate and industry leaders, with an emphasis on structured

Transport Minister Anthony Loke Siew Fook speaks during his opening address at the CEO Series 2026 in Petaling Jaya, on January 15, 2026.

"Economic resilience depends not only on investment and policy, but also on credible human capital.

"RIYI reflects REHDA Institute's belief that industry stakeholders must play a more active role in preparing Malaysia's youth to enter the workforce with practical skills and realistic expectations," he said.

Ng added that RIYI forms part of REHDA Institute's ongoing commitment to national human capital development.

"As an independent think tank, we look beyond immediate sectoral needs. Investing in youth and human capital is a long-term responsibility," he said.

SOURCE LINK:

https://www.facebook.com/story.php?story_fbid=874770108747381&id=100086431987401&rdid=UOjRIFvAcuBujNg3#

PUBLISHED DATE: 15 January 2026

Youth Talent Takes Centre Stage As Rehda Institute Unites Ministers, CEOs And Global Experts At CEO Series 2026

By Twenty4seven Media

PETALING JAYA, 15 January 2026 – **REHDA INSTITUTE** today convened its flagship CEO Series 2026, drawing more than 400 senior decision-makers from government, finance, industry, academia and the international business community to deliberate Malaysia and ASEAN's economic direction, investment priorities and human capital challenges as the region enters 2026 amid global uncertainty.

Held at Le Méridien Petaling Jaya, the annual conference set an early tone for policy and industry engagement, focusing on economic clarity, competitiveness and long-term resilience in a rapidly shifting regional and global landscape. The conference underscored Malaysia's positioning within ASEAN as leaders examined innovation-led growth, investment readiness, recurring-income assets and cross-border integration.

Reflecting its national relevance, CEO Series 2026 featured ministerial participation from YB Senator Datuk Seri Amir Hamzah Azizan, Minister of Finance II; YB Tuan Anthony **Loke Siew Fook**, Minister of Transport (**Ministry of Transport Malaysia**); and YB Tuan Chiew Choon Man, Deputy Minister of Tourism, Arts and Culture. The presence of multiple ministries highlighted the importance of policy coherence and public-private dialogue in navigating heightened competition for foreign direct investment.

Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute, said the CEO Series was designed as a neutral platform for substantive engagement. "This engagement helps align policy direction, gather market insights from the various industries and inform long-term investment decisions," he said.

The conference also featured international economists, researchers and industry leaders from ASEAN, Australia and Europe, including Dr Koh Wee Chian from the ASEAN+3 Macroeconomic Research Office (AMRO) and Denise Cheok from Moody's Analytics. Participants travelled from Indonesia, Taiwan, Thailand, Australia and Singapore, contributing comparative perspectives on capital markets, investment flows and regional development trends. Dato' Jeffrey Ng noted that sustained international participation signals confidence in Malaysia's fundamentals and enables realistic benchmarking against regional peers.

Key discussions addressed regional integration initiatives such as Johor–Singapore collaboration and the Johor–Singapore Special Economic Zone, alongside opportunities linked to Visit Malaysia Year 2026, particularly tourism-led development, hospitality and experience-driven real estate.

A major outcome of CEO Series 2026 was the launch of the REHDA Institute Youth Initiative (RIYI), a national human capital development programme aimed at bridging academia and industry. Launched by YB Tuan Anthony Loke Siew Fook, RIYI brings together more than 13 universities nationwide with corporate leaders to provide structured mentorship, early industry exposure and career guidance. "Economic resilience depends not only on investment and policy, but also on talent," Dato' Jeffrey Ng said, adding that RIYI reflects REHDA Institute's long-term commitment to Malaysia's human capital development.

For more information on CEO Series 2026, visit www.theceoseries.com.

About REHDA Institute

REHDA Institute is a social enterprise focused on training, research and education for Malaysia's real estate industry, originally initiated by REHDA Malaysia. The Institute is committed to driving thought leadership, championing professional development and facilitating dialogue among industry stakeholders to support sustainable growth, innovation and excellence. REHDA Institute works closely with universities and institutions including University Malaya, Monash University and Sunway University, and has jointly offered the Master of Real Estate Development (MRED) programme with Universiti Tunku Abdul Rahman (UTAR) since 2020.

#REHDA #REHDAInstitute #CEOSeries2026

#YbAnthonyLoke #MOT

#YBAmirHamzah #MenteriKewanganII

#Twenty4SevenMedia

SOURCE LINK:

https://kopiandproperty.com/rehda-institute-launches-national-youth-initiative-at-ceo-series-2026-as-leaders-discuss-economic-direction/

PUBLISHED DATE: 16 January 2026

REHDA Institute Launches National Youth Initiative at CEO Series 2026 as Leaders Discuss Economic Direction

Press Release: REHDA Institute Launches National Youth Initiative at CEO Series 2026 as Leaders Discuss Economic Direction

Petaling Jaya, 15 January: REHDA Institute today convened its flagship CEO Series 2026, bringing together more than 400 senior decision-makers from government, finance, industry, academia and the international business community to discuss Malaysia and ASEAN's economic outlook, investment priorities and human capital challenges for the year ahead.

Held at Le Méridien Petaling Jaya, the annual conference set the tone for early-year policy and industry engagement, as leaders examined economic direction, policy clarity and competitiveness amid evolving global and regional conditions.

Reflecting the conference's relevance to national economic and development priorities, CEO Series 2026 featured ministerial participation from YB Senator Datuk Seri Amir Hamzah Azizan, Minister of Finance II; YB Tuan Anthony Loke Siew Fook, Minister of Transport; and YB Tuan Chiew Choon Man, Deputy Minister of Tourism, Arts and Culture.

Organised as part of a joint secretariat involving multiple supporting industry bodies and associations, CEO Series 2026 focused on Malaysia's economic trajectory within ASEAN at the start of 2026, amid global uncertainty, shifting capital flows and heightened competition for foreign direct investment.

Discussions centred on innovation-led growth, investment readiness, recurring-income assets and cross-border integration, with particular attention given to regional competitiveness and policy coherence.

Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute, said "The CEO Series was designed to facilitate substantive dialogue and provides a neutral platform where policymakers and senior leaders from a diverse range of industries can engage constructively on economic realities and long-term priorities. This engagement helps align policy direction, gather market insights from the various industries and investment decisions."

CEO Series 2026 also featured international economists, researchers and industry leaders from ASEAN, Australia and Europe, reinforcing Malaysia's continued engagement with regional and global stakeholders.

Speakers included Dr Koh Wee Chian from the ASEAN+3 Macroeconomic Research Office (AMRO), Denise Cheok from Moody's Analytics, as well as senior industry representatives with experience across global markets.

Participants travelled from countries including Indonesia, Taiwan, Thailand, Australia and Singapore, contributing comparative perspectives on investment flows, capital markets and regional development trends.

Dato Jeffrey Ng added that continued participation by international experts and investors signals confidence in Malaysia's fundamentals and its role within the region and allowed Malaysia to benchmark itself realistically against regional peers.

In line with national priorities, the conference addressed regional integration, including Johor–Singapore collaboration and the Johor–Singapore Special Economic Zone, examining cross-border synergies in manufacturing, logistics, infrastructure and urban development. The conference also explored opportunities linked to Visit Malaysia Year 2026, particularly tourism-led development, hospitality and experience-driven real estate, and the role of private sector investment in supporting national tourism objectives while delivering sustainable economic returns.

A key outcome of CEO Series 2026 was the launch of the REHDA Institute Youth Initiative (RIYI), a national human capital development programme aimed at bridging academia and industry and strengthening Malaysia's future talent pipeline. RIYI was launched during the conference by YB Tuan Anthony Loke Siew Fook, Minister of Transport, underscoring its alignment with national workforce development priorities.

YB Tuan Anthony Loke Siew Fook, Minister of Transport during his speech at REHDA Institute CEO Series 2026.

YB Senator Datuk Seri Amir Hamzah Azizan, Minister of Finance II delivering the Lunch Ministerial Keynote Address at REHDA Institute CEO Series 2026.

The initiative brought together more than 13 universities nationwide alongside corporate leaders and industry practitioners, with a focus on structured mentorship, early industry exposure and career guidance for high-potential students.

Ng said, "Economic resilience depends not only on investment and policy, but also on talent. RIYI reflects REHDA Institute's belief that industry stakeholders must play a more active role in preparing young Malaysians to enter the workforce with practical skills and realistic expectations."

He added that RIYI formed part of REHDA Institute's broader commitment to Malaysia's human capital development as a social enterprise.

“As an independent think tank, we look beyond immediate sectoral needs. Investing in youth and human capital is a long-term national responsibility”, he said.

As Malaysia enters 2026 amid global uncertainty and regional transition, CEO Series 2026 provided a platform for alignment, reflection and forward planning.

For more information on CEO Series 2026, visit http://www.theceoseries.com.

SOURCE LINK:

https://www.klpropertytalk.com/2026/01/rehda-institute-launches-national-youth-initiative-at-ceo-series-2026-as-leaders-discuss-economic-direction/

PUBLISHED DATE: 15 January 2026

KL PROPERTY TALK
All About Properties in Kuala Lumpur & Selangor

REHDA Institute Launches National Youth Initiative at CEO Series 2026 as Leaders Discuss Economic Direction

REHDA Institute today convened its flagship CEO Series 2026, bringing together more than 400 senior decision-makers from government, finance, industry, academia and the international business community to discuss Malaysia and ASEAN's economic outlook, investment priorities and human capital challenges for the year ahead.

Held at Le Méridien Petaling Jaya, the annual conference set the tone for early-year policy and industry engagement, as leaders examined economic direction, policy clarity and competitiveness amid evolving global and regional conditions.

Reflecting the conference's relevance to national economic and development priorities, CEO Series 2026 featured ministerial participation from YB Senator Datuk Seri Amir Hamzah Azizan, Minister of Finance II; YB Tuan Anthony Loke Siew Fook, Minister of Transport; and YB Tuan Chiew Choon Man, Deputy Minister of Tourism, Arts and Culture.

Organised as part of a joint secretariat involving multiple supporting industry bodies and associations, CEO Series 2026 focused on Malaysia's economic trajectory within ASEAN at the start of 2026, amid global uncertainty, shifting capital flows and heightened competition for foreign direct investment.

Discussions centred on innovation-led growth, investment readiness, recurring-income assets and cross-border integration, with particular attention given to regional competitiveness and policy coherence.

Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute, said "The CEO Series was designed to facilitate substantive dialogue and provides a neutral platform where policymakers and senior leaders from a diverse range of industries can engage constructively on economic realities and long-term priorities. This engagement helps align policy direction, gather market insights from the

the various industries and investment decisions."

CEO Series 2026 also featured international economists, researchers and industry leaders from ASEAN, Australia and Europe, reinforcing Malaysia's continued engagement with regional and global stakeholders.

Speakers included Dr Koh Wee Chian from the ASEAN+3 Macroeconomic Research Office (AMRO), Denise Cheok from Moody's Analytics, as well as senior industry representatives with experience across global markets.

Participants travelled from countries including Indonesia, Taiwan, Thailand, Australia and Singapore, contributing comparative perspectives on investment flows, capital markets and regional development trends.

Dato Jeffrey Ng added that continued participation by international experts and investors signals confidence in Malaysia's fundamentals and its role within the region and allowed Malaysia to benchmark itself realistically against regional peers.

In line with national priorities, the conference addressed regional integration, including Johor–Singapore collaboration and the Johor–Singapore Special Economic Zone, examining cross-border synergies in manufacturing, logistics, infrastructure and urban development.

The conference also explored opportunities linked to Visit Malaysia Year 2026, particularly tourism-led development, hospitality and experience-driven real estate, and the role of private sector investment in supporting national tourism objectives while delivering sustainable economic returns.

A key outcome of CEO Series 2026 was the launch of the REHDA Institute Youth Initiative (RIYI), a national human capital development programme aimed at bridging academia and industry and strengthening Malaysia's future talent pipeline.

RIYI was launched during the conference by YB Tuan Anthony Loke Siew Fook, Minister of Transport, underscoring its alignment with national workforce development priorities.

The initiative brought together more than 13 universities nationwide alongside corporate leaders and industry practitioners, with a focus on structured mentorship, early industry exposure and career guidance for high-potential students.

Ng said, "Economic resilience depends not only on investment and policy, but also on talent. RIYI reflects REHDA Institute's belief that industry stakeholders must play a more active role in preparing young Malaysians to enter the workforce with practical skills and realistic expectations."

He added that RIYI formed part of REHDA Institute's broader commitment to Malaysia's human capital development as a social enterprise.

"As an independent think tank, we look beyond immediate sectoral needs. Investing in youth and human capital is a long-term national responsibility", he said.

As Malaysia enters 2026 amid global uncertainty and regional transition, CEO Series 2026 provided a platform for alignment, reflection and forward planning.

SOURCE LINK:

https://www.klsescreener.com/v2/news/view/1652641/Rehda_M40_homeownership_rate_falls_below_B40_as_cross_subsidisation_inflates_home_prices

PUBLISHED DATE: 15 January 2026

Rehda: M40 homeownership rate falls below B40 as cross-subsidisation inflates home prices

By The Edge

KUALA LUMPUR (Jan 15): Homeownership among Malaysia's middle-income M40 group has fallen below the rate of low-income B40 group, said Rehda Institute chairman Datuk Jeffrey Ng Tiong Lip.

Speaking at the Rehda CEO Series 2026 conference on Thursday, Ng said this shift is due to a development model reliant on cross-subsidisation, which has inflated open-market home prices.

He explained that property developers currently bear most of the burden for delivering price-controlled housing while absorbing project risks, leading to a heavy dependence on cross-subsidisation from higher-priced units.

This practice, he said, has elevated overall market prices, contributing to the growing affordability crisis. B40 households continue to struggle to purchase houses, while M40 homeownership dropped to 75.9%, below the B40 rate of 76.3%.

The cost pressures have strained project viability, contributing to delays, financial stress and, in some cases, abandoned housing projects, Ng added.

Based on Rehda Institute's past research on abandoned housing projects and affordable housing delivery, Ng said the challenges "are systemic rather than developer-specific, and require coordinated action involving financiers, utility providers and state, local and federal governments".

"The challenge before us, therefore, should not be viewed narrowly as one of housing affordability alone, but as a question of delivery sustainability and ecosystem resilience. It spans land policy, financing structures, infrastructure and utility provision, compliance costs and approval processes," he said.

"When any party of this ecosystem carries a disproportionate share of the burden, the system becomes fragile — resulting in delays, financial strain and ultimately, abandoned projects.

In this context, Ng said the financial sector must play a more proactive role, not only as a lender, but as a partner in delivery. This includes preferential financing for first-time homebuyers, more flexible pricing of risk through longer tenures or income-responsive repayment structures and targeted risk-sharing mechanisms supported by policy incentives.

He added that utility providers should also be part of the solution by adopting more equitable cost-sharing arrangements for infrastructure provision.

"State and local governments also play a decisive role, particularly by streamlining approvals and accelerating speed to market. With coordinated action between the Ministry, Bank Negara Malaysia, state and local governments, banks, utility companies and developers, the entire development ecosystem becomes more resilient and outcomes improve for the economy as a whole," he added.

Review proposed hike in stamp duty on foreign home purchases

Separately, Ng said the industry is seeking a review of the proposed increase in stamp duty on foreign home purchases to 8% from 4%, as announced by the government in Budget 2026.

Ng said foreign buyers, including participants under the Malaysia My Second Home (MM2H)

programme, account for about 0.5% of total property transactions and are largely concentrated in the high-end segment, posing no competition to local buyers.

However, he added that such purchases generate spillover effects for the economy, supporting employment and local consumption in sectors such as retail, education, healthcare and services.

Ng warned that a sudden doubling of the stamp duty rate could deter investment and undermine Malaysia's attractiveness to foreign talent and foreign direct investment.

"Therefore, the real estate fraternity respectfully proposes either maintaining the stamp duty at its previous rate of 4% or considering a moderate and gradual increase in stages," he said.

"This balanced approach would encourage long-term international families to invest here, put their children in local schools and contribute significant spending to our economy, without impacting local homeownership," he added.

SOURCE LINK:

https://www.klsescreener.com/v2/news/view/1652727/amir-hamzah-2026-marks-implementation-of-govt-reforms-development-agenda

PUBLISHED DATE: 15 January 2026

Amir Hamzah: 2026 marks implementation of govt reforms, development agenda

By Liza Shireen Koshy

PETALING JAYA (Jan 15): The year 2026 marks the implementation of the government's reform and development agenda, with its effects already being felt by households, businesses, and the economy, said Finance Minister II Datuk Seri Amir Hamzah Azizan.

He said the momentum is underpinned by the beginning of the 13th Malaysia Plan (13MP), which sets the direction for a more resilient, high-value, and inclusive future.

"Last year was a year of design and commitment, where we clarified direction, re-centred policy around rakyat-first outcomes, and anchored 'Ekonomi Madani' as a governing philosophy," he said in his keynote address at the annual property developer conference, "The CEO Series 2026", organised by REHDA Institute here on Thursday.

The minister said the government's role is as an enabler, to provide fiscal stability, strategic initiatives like Government-Linked Enterprises Activation and Reform Programme (GEAR-uP), and the infrastructure that allows enterprises to flourish.

"Many of you are already navigating the new economy, pivoting towards recurring income, wellness districts and data-centre landbanks, while managing a more complex global landscape.

"In this environment, the government's responsibility is to provide steadfast stability and clarity, so that long-term commitment decisions can be made with confidence," he said.

Amir Hamzah said that through the GEAR-uP initiative, the government is working with government-linked investment companies to mobilise RM120 billion in domestic investment over the next five years.

He emphasised that the government's intention is clear: to ensure national capital serves national interest, deployed catalytically to anchor the high-growth and high-value industries that will define the country's future.

"We want investment to be anchored here, in our own soil, creating value that remains a lasting benefit to the Malaysian people.

“We are not seeking capital that merely visits, we seek capital that builds, stays and endures,” said Amir Hamzah.

He highlighted that as the country embarks on Visit Malaysia Year 2026, with an ambitious target of 47 million visitors and RM329 billion in tourism revenue, it reflects the scale of opportunity for jobs, small and medium enterprises, as well as local communities across Malaysia.

“For the property and hospitality sectors, this is an opportunity that we should view through the lens of the experience economy.

“Visit Malaysia Year 2026 is not only about welcoming more visitors, but it is about welcoming them better. Through thoughtful design, service excellence, and care, we will present the very best of Malaysia,” said Amir Hamzah.

SOURCE LINK:

https://www.sarawaktribune.com/visit-malaysia-2026-drives-strategic-positioning-of-hospitality-industry/

PUBLISHED DATE: 15 January 2026

SARAWAK TRIBUNE

Visit Malaysia 2026 drives strategic positioning of hospitality industry

Chiew Choon Man delivers his keynote address on Visit Malaysia Year 2026 during 'The CEO Series 2026: Reinventing Growth and Investment Opportunities in ASEAN and Malaysia' today at Le Meridien Petaling Jaya. - Photo: BERNAMA

PETALING JAYA, Selangor: Malaysia's accommodation sector is undergoing a major transformation to meet changing traveller preferences, with Visit Malaysia 2026 (VM2026) providing a key opportunity to reposition and strengthen the country's hospitality assets.

Deputy Minister of Tourism, Arts and Culture, Chiew Choon Man, said the sector now includes nearly 15,000 establishments, ranging from world-class hotels and resorts to modern serviced apartments, charming homestays, and innovative alternative accommodations.

"This remarkable diversification reflects a shift in traveller preferences, moving away from the traditional one-size-fits-all, rooms-only model.

"Our hotels and resorts are no longer merely physical assets; they have evolved into vibrant platforms for lifestyle, culture, and community engagement," he said in his keynote address at the Malaysian Real Estate and Housing Developers' Association (REHDA) Institute's The CEO Series 2026 conference here today.

The event was also attended by its chairman, Datuk Jeffrey Ng Tiong Lip.

Chiew noted that today's travellers no longer fit a single, homogenous profile, with rising demand for co-living and extended-stay accommodation favoured by young professionals, digital nomads, and international visitors.

He highlighted growing demand for hybrid long-stay models catering to families, medical tourists, and business travellers, as well as 'bleisure' and remote-work travellers – a dynamic segment that blends work, leisure, and networking, often resulting in longer stays and higher local spending.

"For hotel asset owners, understanding and designing for these new lifestyles is essential in shaping the future economy.

"When accommodation spaces double as productivity hubs and social connectors, visitors become active contributors by extending their stays, deepening engagement with local communities, and creating new value for small and medium enterprises (SMEs), retailers, and service providers.

This is not just a tourism trend; it is a vital economic opportunity," he added.

Chiew also stressed that VM2026 presents the ideal moment to strategically reposition Malaysia's hospitality assets, focusing not only on promoting destinations but also on strengthening the sector's foundation, as the country targets over 40 million visitors and RM329 billion in tourism receipts by 2026.

"Achieving this requires more than simply increasing room supply. It demands optimising the quality, adaptability, and strategic positioning of our entire hospitality infrastructure," he said.

The conference also featured a panel discussion on how Malaysia's hotels and accommodations can be designed to meet modern travellers' needs and provide memorable experiences, in line with VM2026. – BERNAMA

SOURCE LINK:

https://www.thestar.com.my/business/business-news/2026/01/15/amir-hamzah-2026-marks-implementation-of-govt-reforms-development-agenda

PUBLISHED DATE: 15 January 2026

The Star

Amir Hamzah: 2026 marks implementation of govt reforms, development agenda

Finance Minister II Datuk Seri Amir Hamzah Azizan

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"For the property and hospitality sectors, this is an opportunity that we should view through the lens of the experience economy.

"Visit Malaysia Year 2026 is not only about welcoming more visitors, but it is about welcoming them better. Through thoughtful design, service excellence, and care, we will present the very best of Malaysia," said Amir Hamzah. - Bernama

SOURCE LINK:

https://www.edgeprop.my/content/1915010/rehda-institute-ceo-series-2026-wellness-properties-must-be-commercially-viable-attract-investors

PUBLISHED DATE: 16 January 2026

EdgeProp

Rehda Institute CEO Series 2026: Wellness properties must be commercially viable to attract investors

By Veishnawi Nehru

(From left) Southeast Asia and Korea IHG Hotels & Resorts development vice president Bryan Chan; Thailand Foster + Partners partner and director Sunphol Sorakul; and KL Wellness City branding, sales and marketing executive director Datuk Seri Vincent Tiew

PETALING JAYA (Jan 16): Wellness and healthcare-focused property developments require careful planning to ensure financial viability and strong returns.

This was highlighted during the Real Estate and Housing Developers' Association (Rehda) Institute's flagship CEO Series 2026, which brought together over 400 senior decision-makers from the government, finance, industry, academia, and international business community to discuss Malaysia and Asean's economic outlook, investment priorities, and human capital challenges.

The conference was also attended by Finance Minister II Datuk Seri Amir Hamzah Azizan, Transport Minister Anthony Loke Siew Fook, and Deputy Minister of Tourism, Arts and Culture, Chiew Choon Man.

KL Wellness City branding, sales and marketing executive director Datuk Seri Vincent Tiew said many "eco wellness" projects fail because they focus too much on aesthetics and idealistic designs without considering costs and returns.

"You need to be precise about your project: balance healthcare standards, wellness features, and land costs. Otherwise, shareholders won't see the payback.

"Wellness is great to have, but it must be practical. Green buildings, open spaces, and eco-friendly materials are good, but they don't automatically generate income," he said during the "Future-Proofing Real Estate: Unlocking Tourism Growth and Recurring Income Opportunities in a Changing Market Landscape" panel session at Le Méridien Petaling Jaya on Thursday.

He also stressed that people will only commit to wellness services if they know it works.

"It's not enough to brand a development as 'eco wellness'. There has to be substance behind it," he added. For investors, commercial viability is key.

"Investors must see a return on investment (ROI) when acquiring land or investing in a township or resort. Location, infrastructure, and market demand are critical. Without careful planning, even a beautiful wellness development can become a financial burden.

"Ultimately, it's about balancing vision with practicality. You want to create a healthy, sustainable environment, but it must also make financial sense," he said.

High capital needed, but pays off over time

Thailand architecture and design firm Foster + Partners partner and director Sunphol Sorakul said eco projects require significant upfront investments to establish infrastructure, e.g., forests around utility centres, even before anything is sold.

"[However,] over the long term, energy costs decrease through sustainable measures, and these investments eventually pay off.

"Income in wellness developments also relies heavily on trust," he said.

People don't just let anyone operate on them; they need to know and trust the provider. Step-down wellness services face the same challenge: trust must be built before people commit.

"Once they trust the provider, they'll return because they know results can be delivered, both emotionally and physically.

"With the fast pace and stress of modern life, reliable wellness support is essential, making credibility and trust the foundation for long-term success," Sunphol added.

Hospitality developers should try niche concepts

Malayan United Industries Bhd (MUI) operations senior vice president Pel Loh Pooi Ling said the recovery of costs for a hotel typically takes about seven years, though this can vary depending on location.

"Some areas are costly and may not provide significant financial returns, but they can offer prestige, such as hiring a Michelin-star chef.

"Hosting Meetings, Incentives, Conferences, and Exhibitions (MICE) events, including ballrooms and meeting rooms, can generate strong revenue and healthy margins, depending on the hotel's location," she said.

She also stated that room optimisation is key; designing larger spaces with smaller rooms can compromise occupancy or average daily rates.

"Developers should also consider niche opportunities, such as wellness-focused, or Gen Z-oriented hotels, which can provide long-term growth and stronger ROI," Loh added.

SOURCE LINK:

https://www.edgeprop.my/content/1915008/rehda-institute-ceo-series-2026-big-developers-working-set-real-estate-institutional-grade-asset-class

PUBLISHED DATE: 19 January 2026

EdgeProp

Rehda Institute CEO Series 2026: Big developers working to set real estate as institutional-grade asset class

By Myia S Nair

(From left) Progressture Solar co-founder and CEO Cliff Siaw, REHDA Institute trustee Tan Sri Datuk Eddy Chen, REHDA Malaysia president Datuk Ho Hon Sang, Minister of Transport Anthony Loke Siew Fook, REHDA Institute chairman Datuk Jeffrey Ng Tiong Lip, and REHDA Institute trustee Tan Sri Teo Chiang Kok at the launch of the Rehda Institute CEO Series 2026.

PETALING JAYA (Jan 16): A local industry leader notes that Malaysian firms are reassessing their strategies to position real estate as an institutional-grade asset class capable of delivering stable, long-term returns.

Sime Darby Property group managing director and CEO Datuk Seri Azmir Merican underscored a broader transformation within the real estate sector, where development alone is no longer sufficient to sustain long-term value. Instead, firms are increasingly integrating investment management capabilities, recycling capital through funds and partnerships to achieve more sustainable returns.

He shared this during the Real Estate and Housing Developers' Association (Rehda) Institute CEO Series 2026, themed "Reinventing Growth: Innovation and Investment Opportunities in Asean & Malaysia". The flagship event held here on Thursday brought together over 400 senior leaders and decision-makers from government, banking, finance, manufacturing, construction, and real estate to explore growth, innovation, and investment opportunities driving the region's economy.

While other global experts highlight property supply deficits across their respective markets, Azmir framed the challenge as both structural and strategic. He noted that land scarcity, rising replacement costs, and shifting buyer preferences (in Malaysia) have fundamentally altered development economics. In response, large developers are reassessing traditional models, placing greater emphasis on capital efficiency, partnerships and recurring income streams.

Housing demand outstrips supply in Australia

Across markets, speakers pointed to a widening gap between population-driven demand and the pace of new supply. CBRE Australia associate director of Asian Services & Capital Markets Jing Jun Heng said that institutional capital has increasingly shifted towards major gateway markets such as the US and Japan, with Australia emerging as a key beneficiary of this global reallocation. Over the past 18 months, investment volumes from the US alone have matched the combined capital deployed by Japan, Singapore and China, with a significant share directed towards industrial assets and repriced office stock.

This capital movement is occurring against the backdrop of sustained population growth. Australia continues to rank among the top global destinations for migration, a trend that is placing sustained pressure on housing demand. According to Heng, while infrastructure spending has more than doubled over the past decade to approximately AU$100 billion (about RM271.8 billion) annually—more than half allocated to transport—the short-term consequence has been elevated construction costs and labour shortages, further constraining residential delivery.

“We can see that there's a major shortfall. Sydney will deliver around 14,000 apartments per year during this period, which falls short of the required 33,000 units. Melbourne will deliver an average of 8,700 units per year, and again, falls short of 37,000 units it needs to deliver… Brisbane will deliver 4,700 units, which falls short on the required 16,000.”

The result is a pronounced imbalance in housing markets. Supply across major Australian cities has fallen well short of estimated demand, particularly along the eastern seaboard. Vacancy rates remain below levels considered stable, contributing to strong rental growth and reinforcing the appeal of build-to-rent, multifamily and other institutional living models. Heng noted that this imbalance has been a key driver behind increased institutional participation in residential development, adaptive reuse of office assets, and land-banking strategies with long-term redevelopment potential.

Private landlords’ exits drain supply in UK’s major cities

A similar pattern is evident in the UK. Savills UK head of European Living Research & Consultancy Richard Valentine-Selsey observed that regulatory changes, rising costs and tax pressures have accelerated the exit of private landlords from the market. Since 2021, an estimated hundreds of thousands of homes have been sold out of the private rental sector, exacerbating supply shortages in major cities.

This contraction has created space for institutional investors to expand their presence across multifamily and student housing segments. While rental growth in the UK has moderated from post-pandemic peaks, affordability constraints are increasingly shaping underwriting assumptions. Valentine-Selsey emphasised that long-term fundamentals—urbanisation, education demand, and demographic shifts—continue to underpin institutional interest, particularly in regional cities such as Manchester, Birmingham, and Glasgow, which are absorbing a growing share of new development.

Meanwhile, Gamuda Land UK head Niall Emmet Farmer outlined the company's expanding footprint and investment approach in the UK, highlighting a transition towards greater operational independence, and long-term value creation.

He noted that Gamuda Land has delivered multiple projects across the full development cycle, including completed residential schemes, student accommodation, office developments, and an upcoming built-to-rent project, reflecting strong occupier interest across sectors.

Farmer explained that recent market adjustments following the end of the low interest rate environment have led to higher financing costs, repricing of assets and reduced transaction volumes, but also created opportunities for investors able to take a long-term view.

He emphasised that Gamuda Land's strategy is grounded in assessing structural fundamentals such as population growth, employment trends, infrastructure capacity, and supply constraints, while focusing on assets with durable income, strong ESG (environmental, social and governance) credentials, and active management potential.

According to Farmer, while prime assets remain competitive, value is increasingly emerging in well-located secondary opportunities, logistics and living sectors, where constrained supply and sustained demand continue to support long-term investment prospects.

SOURCE LINK:

https://www.edgeprop.my/content/1915057/gamuda-land-uk-sharpens-focus-offices-and-student-housing-amid-shifting-market-conditions

PUBLISHED DATE: 21 January 2026

Gamuda Land UK sharpens focus on offices and student housing amid shifting market conditions

By Myia S Nair

London, UK (123RF.COM)

KUALA LUMPUR (Jan 21): Gamuda Land UK is advancing two core business streams in the United Kingdom (UK), with priority centred on a major office development in the City of London and a growing portfolio of student accommodation, Gamuda Land UK head Niall Emmet Farmer told EdgeProp ahead of the Rehda Institute CEO Series 2026 conference on Jan 15.

Farmer said Gamuda Land's flagship UK asset is a 500,000 sq ft office building in the City of London, acquired in 2023 and representing the largest share of the group's gross development value (GDV) in the market.

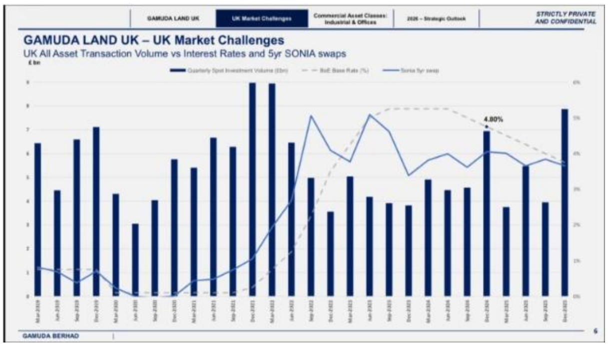
Since acquisition, the project has progressed through key milestones, including securing planning permission, arranging funding and signing the main construction contract. The focus has now shifted to leasing, with tenant selection and lease terms seen as critical to maximising exit value. Farmer said that information on tenants being eyed by Gamuda Land will be released in due course.

Alongside offices, Farmer said the company has continued to expand in purpose-built student accommodation. He explained that there is now a structural gap between the number of available student beds and a growing student population.

Bulk of GDV in office developments

Farmer pointed to several demand drivers, including global student mobility trends, the UK's position as a leading education destination, changes affecting European student flows, and exchange programmes linked to leading international universities.

He added that Gamuda Land's most recent student housing acquisition, a Stratford site first referenced last year, is being delivered without a joint-venture partner. The project is undertaken directly by the UK team, which has expanded steadily over the past three and a half years across multiple professional disciplines. This on-the-ground capability is supported by a team in Malaysia working exclusively on UK projects.

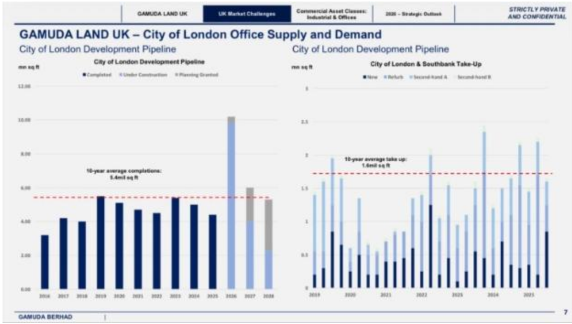


In terms of scale, Farmer said Gamuda Land UK's current GDV stands at about £1.5 billion (RM8.17 billion), with the bulk in office developments. Student accommodation across three sites accounts for roughly £300 million, or around 20% of the total.

While offices currently represent about 70% of the pipeline, the group remains "asset agnostic" and open to further acquisitions, including additional student housing, residential projects or other commercial assets. Gamuda Land has set a target of 3,000 student beds, while retaining the flexibility to respond to market needs.

Farmer placed these projects within the context of broader UK real estate and capital market conditions. He outlined how the end of the low interest rate environment has reshaped investment dynamics, with higher base rates and rising gilt yields pushing up the cost of capital and driving repricing across asset classes.

Commercial property yields rose sharply through 2022 and 2023, but Farmer said recent data suggests pricing is stabilising, debt availability is improving and investment volumes are beginning to recover.



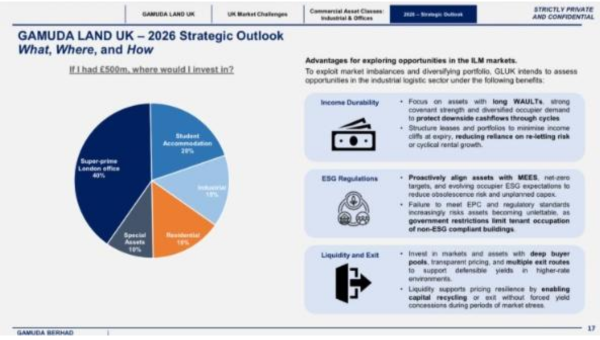
Against this backdrop, he said Gamuda Land continues to prioritise assets with strong structural fundamentals, including favourable supply-and-demand dynamics, long-term income potential and the ability to actively manage and upgrade buildings. In the London office market, Farmer highlighted historically low vacancy levels for high-quality, well-located stock, alongside rising rents, particularly in the City core. He said this has created opportunities not only in prime locations but also in "second-best" areas close to core districts, where demand is spilling over.

Strong global demand for quality student housing

Farmer also reiterated the group's conviction in student accommodation, describing education as one of the UK's most resilient sectors and a long-standing economic export. He noted strong global demand for quality student housing and said Gamuda Land's developments are positioned to attract students with both spending power and expectations for well-located, amenity-rich environments.

Beyond offices and student housing, Farmer said the company is in the early stages of exploring opportunities in the industrial and logistics sector. He cited growing demand for faster delivery times, the expansion of e-commerce and a shortage of modern logistics facilities capable of accommodating advanced automation and robotics.

He added that Malaysian developers, including Gamuda Land, have a structural advantage in this space because of their experience in delivering large-scale townships that integrate infrastructure, amenities and community-building from the outset.



On regeneration-led developments, Farmer said Gamuda Land's approach in the UK differs from its role in Malaysia. Rather than being the first mover, the group prefers to enter regeneration areas as the "second or third chapter", leveraging existing placemaking while managing risk and capital turnaround timelines.

Farmer said Gamuda Land planned to invest in markets and assets with deep buyer pools, transparent pricing, and multiple exit options to maintain defensible yields in higher-rate environments. He explained that strong liquidity enhances pricing resilience, enabling capital recycling or exits without forced yield concessions during periods of market stress.

SOURCE LINK:

https://businessnews.com.my/rehda-institute-launches-youth-initiative/

PUBLISHED DATE: 15 January 2026

BUSINESS NEWS

REHDA Institute Launches Youth Initiative at CEO Series 2026

By Russel

Groupshot at CEO Series and the launch of REHDA Institute Youth Initiative (RIYI): (from left) Cliff Siaw, Co-Founder and Chief Executive Officer of Progressture Solar; Tan Sri Datuk Eddy Chen, Trustee of REHDA Institute; Datuk Ho Hon Sang, President of REHDA Malaysia; YB Tuan Anthony Loke Siew Fook, Minister of Transport; Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute; Tan Sri Dato' Teo Chiang Kok, Trustee of REHDA Institute.

REHDA Institute's CEO Series 2026 gathered policymakers and industry leaders to assess economic direction and launched a national youth initiative to strengthen Malaysia's long-term talent and competitiveness.

REHDA Institute convened its flagship CEO Series 2026 in Petaling Jaya, gathering over 400 senior leaders from government, finance, industry, academia and the international business community to discuss Malaysia and ASEAN's economic direction.

Youth Initiative

Held amid global uncertainty and intensifying regional competition, the conference focused on innovation-led growth, investment readiness, recurring-income assets and cross-border integration.

Ministerial participation included Finance Minister II Datuk Seri Amir Hamzah Azizan, Transport Minister Anthony Loke Siew Fook, and Deputy Tourism Minister Chiew Choon Man, reinforcing the event's policy relevance.

International economists and industry leaders from ASEAN, Australia and Europe shared perspectives on capital flows, competitiveness and regional development trends.

Discussions also examined Johor–Singapore collaboration, the Johor–Singapore Special Economic Zone, and opportunities linked to Visit Malaysia Year 2026.

A key highlight was the launch of the REHDA Institute Youth Initiative, a national programme designed to bridge academia and industry through mentorship, early exposure and career guidance, strengthening Malaysia's future talent pipeline.

SOURCE LINK:

https://ringgitplus.com/en/blog/personal-finance-news/m40-homeownership-falls-below-b40-as-housing-costs-rise-says-rehda-institute.html

PUBLISHED DATE: 16 January 2026

RinggitPlus

M40 Homeownership Falls Below B40 As Housing Costs Rise, Says Rehda Institute

By Samuel Chua

Homeownership among Malaysia's middle-income M40 group has dropped below that of the lower-income B40 group, highlighting growing affordability pressures in the housing market.

Rehda Institute chairman Datuk Jeffrey Ng Tiong Lip said the shift reflects deeper structural issues in the way housing is developed and priced in Malaysia.

Cross-Subsidisation Raises Open-Market Home Prices

Speaking at the Rehda CEO Series 2026 conference yesterday, Ng said the current development model relies heavily on cross-subsidisation. Under this approach, developers fund price-controlled housing by charging higher prices for open-market units.

He explained that developers shoulder most of the responsibility and risk for delivering affordable homes, including compliance costs and project uncertainties. As a result, prices for non-subsidised homes are pushed higher to offset these obligations.

This has contributed to broader market inflation and worsened affordability for many households.

M40 Ownership Rate Now Below B40

Ng noted that while B40 households continue to face challenges in buying homes, M40 homeownership has declined more sharply. The latest data shows M40 homeownership at 75.9%, compared with 76.3% for the B40 group.

For middle-income earners, rising prices and tighter financing conditions are making it increasingly difficult to enter or remain in the property market, despite incomes that exceed eligibility thresholds for many affordable housing schemes.

Project Viability Under Strain

According to Ng, higher costs have also affected project viability across the industry. Developers are facing tighter margins, leading to delays, financial stress, and, in some cases, abandoned housing projects.

Drawing on past Rehda Institute research, Ng said these problems are systemic rather than the result of individual developer behaviour. He stressed that solutions require coordination across the entire housing ecosystem.

Housing Affordability Linked To Systemic Delivery Issues

Ng said housing challenges should not be viewed solely through the lens of affordability. Instead, they reflect weaknesses in delivery sustainability and ecosystem resilience.

He pointed to interconnected factors such as land policies, financing structures, infrastructure and utility costs, compliance requirements, and approval processes. When one party bears a disproportionate share of these burdens, the system becomes fragile.

This fragility, he said, ultimately leads to delays, financial strain, and abandoned developments, which affect buyers and the wider economy.

Banks And Utilities Urged To Share The Load

Ng called on the financial sector to take on a more active role, not just as lenders but as delivery partners. This could include preferential financing for first-time homebuyers, longer loan tenures, income-responsive repayment structures, and targeted risk-sharing mechanisms supported by policy incentives.

He also said utility providers should adopt fairer cost-sharing arrangements for infrastructure provision, easing pressure on project costs and timelines.

State and local governments, Ng added, play a key role by streamlining approval processes and shortening time to market. Coordinated action between federal ministries, Bank Negara Malaysia, state and local authorities, banks, utility companies, and developers would help strengthen the housing ecosystem and improve outcomes for the broader economy.

compliance costs, particularly in urban areas where job opportunities are concentrated.

Industry Seeks Review Of Higher Stamp Duty On Foreign Buyers

Separately, Ng said the property industry is calling for a review of the proposed increase in stamp duty on foreign home purchases to 8%, up from 4%, as announced in Budget 2026.

He noted that foreign buyers, including participants under the Malaysia My Second Home programme, make up around 0.5% of total property transactions and are largely concentrated in the high-end market. As such, they do not compete directly with local buyers.

Ng added that foreign purchases generate spillover benefits for the economy, supporting jobs and spending in sectors such as retail, education, healthcare, and services.

Gradual Approach Suggested To Protect Investment Appeal

Ng warned that a sudden doubling of stamp duty could discourage foreign investment and weaken Malaysia’s appeal to international talent and foreign direct investment.

He said the industry is proposing either maintaining the current 4% rate or implementing a moderate, phased increase instead. This approach, he said, would continue to attract long-term international families who contribute to local spending, without affecting local homeownership opportunities.

The proposal remains under consideration, with no changes yet gazetted or in force.

Why Higher Incomes No Longer Guarantee Homeownership

The drop in M40 homeownership below the B40 level highlights a structural gap in Malaysia’s housing system. While income remains a key determinant of affordability, it no longer guarantees access to homeownership for middle-income households.

B40 households are supported through targeted housing programmes with controlled pricing, while M40 buyers often fall outside these eligibility limits. At the same time, they face open-market prices that reflect rising development and From a buyer’s perspective, this means affordability pressures persist even when supply The cross-subsidisation model described by Ng helps explain why open-market homes have become more expensive. When developers absorb the cost of

As a result, higher earnings do not consistently translate into greater access to homeownership for the M40 group.

How Pricing And Financing Combine To Exclude M40 Buyers

Higher selling prices affect not only purchase decisions, but also loan eligibility. Financing assessments are tied to property prices, debt service ratios, and household cash flow. As prices rise, even financially stable households can see their borrowing capacity reduced.

For M40 buyers, this can result in loan approvals that fall short of required amounts, higher down payments, or delayed entry into the market. Over time, these constraints translate into lower ownership rates, even when demand remains present.

Delivery Costs Eventually Show Up In Buyer Prices

price-controlled units, infrastructure, and regulatory compliance, these costs are recovered through higher-priced homes is available. The issue is not the absence of homes, but the mismatch between what is built, how it is priced, and what middle-income households can realistically finance.

Why System Coordination Shapes Household Outcomes

The decline in M40 homeownership illustrates how housing outcomes are shaped by the entire development ecosystem. Financing terms, approval timelines, infrastructure costs, and policy design all interact to determine whether a household can move from intent to ownership.

For middle-income Malaysians, the challenge is less about aspiration and more about structural access. Without adjustments across these systems, higher incomes alone may no longer translate into higher homeownership.

SOURCE LINK:

https://www.redtomato.com.my/video/39103.html

PUBLISHED DATE: 18 January 2026

REHDA Institute Launches National Youth Initiative at CEO Series 2026 as Leaders Discuss Economic Direction

By Redtomato Admin

REHDA Institute today convened its flagship CEO Series 2026, bringing together more than 400 senior decision-makers from government, finance, industry, academia and the international business community to discuss Malaysia and ASEAN's economic outlook, investment priorities and human capital challenges for the year ahead.

Held at Le Méridien Petaling Jaya, the annual conference set the tone for early-year policy and industry engagement, as leaders examined economic direction, policy clarity and competitiveness amid evolving global and regional conditions.

Reflecting the conference's relevance to national economic and development priorities, CEO Series 2026 featured ministerial participation from YB Senator Datuk Seri Amir Hamzah Azizan, Minister of Finance II; YB Tuan Anthony Loke Siew Fook, Minister of Transport; and YB Tuan Chiew Choon Man, Deputy Minister of Tourism, Arts and Culture.

Organised as part of a joint secretariat involving multiple supporting industry bodies and associations, CEO Series 2026 focused on Malaysia's economic trajectory within ASEAN at the start of 2026, amid global uncertainty, shifting capital flows and heightened competition for foreign direct investment.

Discussions centred on innovation-led growth, investment readiness, recurring-income assets and cross-border integration, with particular attention given to regional competitiveness and policy coherence.

Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute, said "The CEO Series was designed to facilitate substantive dialogue and provides a neutral platform where policymakers and senior leaders from a diverse range of industries can engage constructively on economic realities and long-term priorities. This engagement helps align policy direction, gather market insights from the various industries and investment decisions."

CEO Series 2026 also featured international economists, researchers and industry leaders from ASEAN, Australia and Europe, reinforcing

Malaysia's continued engagement with regional and global stakeholders.

Speakers included Dr Koh Wee Chian from the ASEAN+3 Macroeconomic Research Office (AMRO), Denise Cheok from Moody's Analytics, as well as senior industry representatives with experience across global markets.

Participants travelled from countries including Indonesia, Taiwan, Thailand, Australia and Singapore, contributing comparative perspectives on investment flows, capital markets and regional development trends.

Dato Jeffrey Ng added that continued participation by international experts and investors signals confidence in Malaysia's fundamentals and its role within the region and allowed Malaysia to benchmark itself realistically against regional peers.

In line with national priorities, the conference addressed regional integration, including Johor–Singapore collaboration and the Johor–Singapore Special Economic Zone, examining cross-border synergies in manufacturing, logistics, infrastructure and urban development.

The conference also explored opportunities linked to Visit Malaysia Year 2026, particularly tourism-led development, hospitality and experience-driven real estate, and the role of private sector investment in supporting national tourism objectives while delivering sustainable economic returns.

A key outcome of CEO Series 2026 was the launch of the REHDA Institute Youth Initiative (RIYI), a national human capital development programme aimed at bridging academia and industry and strengthening Malaysia's future talent pipeline.

RIYI was launched during the conference by YB Tuan Anthony Loke Siew Fook, Minister of Transport, underscoring its alignment with national workforce development priorities.

The initiative brought together more than 13 universities nationwide alongside corporate leaders and industry practitioners, with a focus on structured mentorship, early industry exposure and career guidance for high-potential students.

Ng said, "Economic resilience depends not only on investment and policy, but also on talent. RIYI reflects
REHDA Institute's belief that industry stakeholders must play a more active role in preparing young Malaysians to enter the workforce with practical skills and realistic expectations."

He added that RIYI formed part of REHDA Institute's broader commitment to Malaysia's human capital development as a social enterprise.

"As an independent think tank, we look beyond immediate sectoral needs. Investing in youth and human capital is a long-term national responsibility", he said.

As Malaysia enters 2026 amid global uncertainty and regional transition, CEO Series 2026 provided a platform for alignment, reflection and forward planning.

For more information on CEO Series 2026, visit www.theceoseries.com.

2.0 Bahasa Melayu

SOURCE LINK:

https://www.utusan.com.my/ekonomi/2026/01/kadar-pemilikan-hartanah-bagi-golongan-m40-lebih-rendah-berbanding-b40/

PUBLISHED DATE: 16 January 2026

Kadar pemilikan hartanah bagi golongan M40 lebih rendah berbanding B40

By Hendra Winarno

JEFFREY Ng Tiong Lip (dua dari kanan) bersama Menteri Pengangkutan, Anthony Loke Siew Fook semasa CEO Series 2026 anjuran REHDA Institute di hotel Le Meridien, Petaling Jaya semalam - UTUSAN/M. FIRDAUS M. JOHARI

PETALING JAYA: Kebergantungan yang tinggi terhadap subsidi silang mendorong kenaikan harga pasaran, sekali gus menjadikan pemilikan rumah semakin di luar kemampuan rakyat.

Melalui subsidi silang, harga rumah yang dibina untuk pasaran terbuka terpaksa dinaikkan bagi menampung kos pembinaan harga rumah mampu milik yang harganya dikawal kerajaan.

Pengerusi REHDA Institute, Datuk Jeffrey Ng Tiong Lip, berkata situasi itu menyebabkan isi rumah dalam kategori B40 berdepan kesukaran ketara untuk menembusi pasaran perumahan.

“Selain itu, kadar pemilikan rumah dalam kalangan M40 kini lebih rendah berbanding B40, iaitu 75.9 peratus berbanding 76.3 peratus, menunjukkan bahawa model sedia ada tidak lagi mampan.

“Angka ini menunjukkan pendekatan semasa sudah tidak sejajar dengan realiti pasaran dan keperluan sebenar rakyat,” katanya dalam ucaptama pada CEO Series 2026 anjuran REHDA Institute di sini, semalam.

Bagaimanapun, beliau berkata, cabaran di itu tidak sepatutnya dilihat secara sempit sebagai isu kemampuan memiliki rumah semata-mata.

“Kita perlu melihat ia sebagai persoalan keupayaan pelaksanaan yang mampan serta ketahanan keseluruhan ekosistem.

“Ia merangkumi dasar tanah, struktur pembiayaan, penyediaan infrastruktur dan utiliti, kos pematuhan serta proses kelulusan.

“Apabila mana-mana pihak dalam ekosistem ini menanggung beban yang tidak seimbang, sistem menjadi rapuh, mengakibatkan kelewatan, tekanan kewangan dan akhirnya projek terbengkalai,” ujarnya.

Jelasnya, dalam konteks itu, sektor kewangan perlu memainkan peranan yang lebih proaktif, bukan sahaja sebagai pemberi pinjaman, tetapi sebagai rakan strategik dalam penyampaian.

“Ini termasuk pembiayaan keutamaan untuk pembeli rumah kali pertama, penetapan risiko lebih fleksibel melalui tempoh pinjaman lebih panjang atau struktur bayaran balik yang responsif kepada pendapatan, serta mekanisme perkongsian risiko yang disasarkan dan disokong oleh insentif dasar.

“Pada masa sama, penyedia utiliti juga perlu menjadi sebahagian daripada penyelesaian melalui pengaturan perkongsian kos yang lebih saksama bagi penyediaan infrastruktur.

“Kerajaan Negeri dan Pihak Berkuasa Tempatan (PBT) turut memainkan peranan yang menentukan, khususnya dengan memperkemas proses kelulusan dan mempercepatkan masa ke pasaran,” katanya.

Mengulas lanjut, beliau berkata, industri juga menyaksikan kebangkitan semula yang memberangsangkan bagi program Malaysia My Second Home (MM2H).

“Selepas penstrukturan semula secara strategik, MM2H telah menunjukkan kejayaan yang luar biasa dengan mencatatkan anggaran jumlah aliran masuk sebanyak RM840 juta setakat Jun 2025, termasuk pelaburan hartanah berjumlah RM237 juta.

“Ini merupakan peningkatan sebanyak 84 peratus dalam tempoh hanya enam bulan pertama 2025, sekali gus menarik individu berpendapatan tinggi dan bakat global,” katanya. – UTUSAN

SOURCE LINK:

https://mediaselangor.com/ms/2026/01/339537

PUBLISHED DATE: 15 January 2026

CEO Series 2026 himpun lebih 400 pemimpin, bincang hala tuju ekonomi Malaysia-ASEAN

By Media Selangor Team

SHAH ALAM, 15 JAN: Lebih 400 pemimpin kanan kerajaan, industri dan akademia berhimpun pada persidangan CEO Series 2026 anjuran Institut REHDA bagi membincangkan prospek ekonomi, keutamaan pelaburan serta cabaran tenaga kerja Malaysia dan ASEAN.

Persidangan tahunan itu menjadi platform dialog dasar awal tahun dan keterlibatan industri, dengan fokus terhadap hala tuju ekonomi, kejelasan dasar serta daya saing negara dalam landskap global dan serantau yang kian berubah.

Antara pemimpin terlibat dalam persidangan berkenaan ialah Menteri Kewangan II, Datuk Seri Amir Hamzah Azizan; Menteri Pengangkutan, Anthony Loke Siew Fook serta Timbalan Menteri Pelancongan, Seni dan Budaya, Chiew Choon Man.

Pengerusi Institut REHDA, Dato' Jeffrey Ng Tiong Lip berkata persidangan itu diwujudkan sebagai platform neutral bagi menggalakkan dialog substantif antara pembuat dasar dan pemimpin industri.

Pengerusi Institut REHDA, Dato' Jeffrey Ng Tiong Lip.

"Ia direka untuk membincangkan secara konstruktif realiti ekonomi dan keutamaan jangka panjang.

"Libaturus ini membantu mencorakkan kesepaduan dasar, mendalami pasaran pelbagai industri serta keputusan pelaburan," katanya dalam kenyataan, hari ini.

CEO Series 2026 turut menampilkan pakar ekonomi antarabangsa, penyelidik dan pemimpin industri dari ASEAN, Australia dan Eropah, sekali gus memperkukuh keterlibatan Malaysia dengan pemegang taruh serantau dan global.

Menurut beliau, penglibatan berterusan pakar dan pelabur antarabangsa menandakan keyakinan pelabur terhadap keutuhan asas Malaysia dan peranan serantau negara.

"Ia turut memberikan ruang untuk menanda aras pencapaian negara secara realistik apabila dibandingkan dengan rakan serantau," katanya.

Selain itu, perbincangan turut menyentuh peluang integrasi ekonomi rentas sempadan, termasuk kerjasama Johor–Singapura dan Zon Ekonomi Khas Johor–Singapura, melibatkan sektor pembuatan, logistik, infrastruktur dan pembangunan bandar.

Potensi Tahun Melawat Malaysia 2026 juga dibincangkan, khususnya dalam pembangunan pelancongan, perhotelan dan hartanah berasaskan pengalaman, serta peranan sektor swasta dalam menyokong agenda pelancongan negara yang berpendapatan mampan.

Pada persidangan sama, Inisiatif Belia Institut REHDA (RIYI) dilancarkan sebagai inisiatif pembangunan modal insan kebangsaan bagi merapatkan jurang antara institusi pengajian tinggi dan industri.

Menteri Pengangkutan, Anthony Loke Siew Fook hadir menyaksikan pelancaran Inisiatif Belia Institut REHDA (RIYI) semasa persidangan CEO Series 2026 di Petaling Jaya, hari ini.

Program yang dilancarkan Menteri Pengangkutan itu melibatkan lebih 13 universiti tempatan bersama pemimpin korporat dan industri, dengan penekanan kepada bimbingan berstruktur, pendedahan industri awal serta bimbingan kerjaya.

"Daya tahan ekonomi bergantung bukan semata-mata kepada pelaburan dan dasar, tetapi juga modal insan berwibawa.

"RIYI mencerminkan kepercayaan Institut REHDA bahawa pemegang taruh industri harus memainkan peranan yang lebih aktif dalam menyediakan generasi muda Malaysia untuk memasuki pasaran kerja berbekalkan kemahiran praktikal dan jangkaan realistik," jelasnya.

Tambah beliau, RIYI merupakan sebahagian daripada komitmen berterusan Institut REHDA dalam membangunkan modal insan negara.

"Sebagai sebuah badan pemikir bebas, kami melihat keperluan sektor secara menyeluruh dan bukan sahaja keperluan semasa. Melabur dalam generasi muda dan modal insan adalah tanggungjawab jangka panjang," ujarnya.

SOURCE LINK:

https://siakapkeli.my/2026/01/15/rehda-institute-lancar-riyi-platform-bimbingan-kerjaya-untuk-pelajar-universiti

PUBLISHED DATE: 16 January 2026

SIAKAP KELI

REHDA Institute Lancar RIYI, Platform Bimbingan Kerjaya Untuk Pelajar Universiti

By Sofea

Petaling Jaya, 15 Januari — REHDA Institute melangkah lebih jauh apabila melancarkan REHDA Institute Youth Initiative (RIYI) di sidang CEO Series 2026 di Hotel Le Meridien, Petaling Jaya, hari ini.

RIYI dilancarkan secara rasmi oleh Menteri Pengangkutan, Anthony Loke Siew Fook bersama Pengerusi REHDA Institute, Dato' Jeffrey Ng Tiong Lip.

Untuk pengetahuan, RIYI merupakan satu program pembangunan modal insan kebangsaan yang bertujuan merapatkan jurang antara menara gading dengan industri selain memperkukuhkan bekalan tenaga kerja negara.

Lebih daripada 13 universiti tempatan bersama pemimpin korporat dan industri terlibat dalam inisiatif ini.

Para pelajar akan diberikan bimbingan yang berstruktur, pendedahan awal kepada industri dan bimbingan kerjaya.

Dalam majlis pelancaran itu, Loke dan Jeffrey juga telah menyampaikan *mockup Cheque* kepada tiga pelajar yang menyertai Malaysian Leaders of Tomorrow Challenge (MLTC) 2026 yang dianjurkan REHDA.

Tempat pertama dimenangi oleh pelajar dari Monash University Malaysia iaitu Tamilhselvi Selvanathan dan membawa pulang RM3,000. Bagi tempat kedua, Mohamad Harith Irfan Sadri dari Universiti Malaysia Perlis pula mendapat RM2,000.

Sementara itu, Yap Huang Ying dari Universiti Sains Malaysia menduduki tempat ketiga dan membawa pulang RM1,000.

Mereka berpeluang untuk menyertai program bimbingan korporat bersama RIYI.

Pelancaran tersebut turut diadakan bersempena sidang CEO Series 2026 yang telah menghimpunkan lebih daripada 400 pegawai kanan bagi membincangkan hala tuju ekonomi.

Loke berkata CEO Series 2026 menjadi medium terbaik untuk membincangkan idea yang berkaitan dengan aset serta konsep hartanah hospitaliti. Ia merupakan komponen penting dalam memastikan kejayaan Tahun Melawat Malaysia 2026.

"Tahniah kepada pihak penganjur kerana mewujudkan platform ini yang menghimpunkan pelbagai pihak berkepentingan pada hari ini, untuk saling belajar serta menyumbang kepada pembangunan ilmu intelektual, yang akhirnya memberi manfaat kepada Malaysia," katanya.

Turut hadir ialah Menteri Kewangan 2, Datuk Seri Amir Hamzah Azizan.

SOURCE LINK:

https://www.bharian.com.my/bisnes/hartanah/2026/01/1497117/subsidi-silang-punca-kenaikan-berterusan-harga-rumah-rehda-institute

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Subsidi silang punca kenaikan berterusan harga rumah - REHDA Institute

By Mohd Zaky Zainuddin

Pendekatan semasa dalam pasaran perumahan sudah tidak sejajar dengan realiti pasaran dan keperluan sebenar rakyat

PETALING JAYA: Kebergantungan yang tinggi terhadap mekanisme subsidi silang terus menekan harga pasaran perumahan, sekali gus menjadikan pemilikan rumah semakin di luar kemampuan rakyat.

Melalui subsidi silang, harga rumah yang dibina untuk pasaran terbuka terpaksa dinaikkan bagi menampung kos pembinaan harga rumah mampu milik yang harganya dikawal kerajaan.

Pengerusi REHDA Institute, Datuk Jeffrey Ng Tiong Lip, berkata situasi itu menyebabkan isi rumah dalam kategori B40 berdepan kesukaran ketara untuk menembusi pasaran perumahan.

Malah, katanya, kadar pemilikan rumah dalam kalangan kumpulan M40 kini lebih rendah berbanding B40, iaitu 75.9 peratus berbanding 76.3 peratus, sekali gus membuktikan model sedia ada tidak lagi mampan.

"Angka ini menunjukkan pendekatan semasa sudah tidak sejajar dengan realiti pasaran dan keperluan sebenar rakyat," katanya ketika berucap pada CEO Series 2026 anjuran REHDA Institute di sini, hari ini.

Bagaimanapun, beliau menegaskan, cabaran berkenaan tidak wajar dilihat secara sempit sebagai isu kemampuan memiliki rumah semata-mata.

Sebaliknya, katanya, ia perlu dinilai sebagai persoalan keupayaan pelaksanaan yang mampan serta tahap ketahanan keseluruhan ekosistem perumahan negara.

"Isu ini merangkumi dasar tanah, struktur pembiayaan, penyediaan infrastruktur dan utiliti, kos pematuhan, selain proses kelulusan yang panjang dan berlapis.

"Apabila mana-mana komponen dalam ekosistem ini menanggung beban yang tidak seimbang, sistem akan menjadi rapuh, seterusnya mengakibatkan kelewatan, tekanan kewangan dan dalam kes lebih serius, projek terbengkalai," katanya.

Dalam konteks itu, beliau menegaskan sektor kewangan perlu memainkan peranan yang lebih proaktif, bukan sekadar sebagai pemberi pinjaman, tetapi sebagai rakan strategik dalam penyampaian perumahan.

"Ini termasuk pembiayaan keutamaan untuk pembeli rumah kali pertama, penilaian risiko yang lebih fleksibel melalui tempoh pinjaman lebih panjang atau struktur bayaran balik yang responsif kepada pendapatan, serta mekanisme perkongsian risiko yang disasarkan dan disokong insentif dasar," katanya.

Pada masa sama, Tiong Lip berkata, penyedia utiliti juga perlu menjadi sebahagian daripada penyelesaian menerusi pengaturan perkongsian kos yang lebih saksama bagi penyediaan infrastruktur asas.

Katanya, Kerajaan Negeri dan Pihak Berkuasa Tempatan (PBT) turut memegang peranan kritikal, khususnya dalam memperkemas proses kelulusan dan mempercepatkan masa ke pasaran.

Mengulas perkembangan lain, beliau berkata industri perumahan turut menyaksikan kebangkitan semula yang memberangsangkan bagi Program Malaysia Rumah Keduaku (MM2H).

"Selepas penstrukturan semula secara strategik, MM2H menunjukkan prestasi luar biasa dengan anggaran jumlah aliran masuk mencecah RM840 juta setakat Jun 2025, termasuk pelaburan hartanah bernilai RM237 juta.

"Pencapaian ini mencerminkan peningkatan sebanyak 84 peratus dalam tempoh enam bulan pertama 2025, sekali gus berjaya menarik individu berpendapatan tinggi serta bakat global ke negara ini," katanya.

SOURCE LINK:

https://www.hmetro.com.my/mutakhir/2026/01/1311228/kerajaan-adakan-perbincangan-perkukuh-akses-ke-stesen-rts

PUBLISHED DATE: 15 January 2026

Kerajaan adakan perbincangan perkukuh akses ke stesen RTS

By Hafiz Ithnin

ANTHONY Loke Siew Fook ketika menyampaikan ucapan di Majlis Pelancaran REHDA Institute Youth Initiative (RIYI). FOTO Eizairi Shamsudin

Kuala Lumpur: Kerajaan sedang mengadakan perbincangan dengan pihak swasta khususnya pemilik bangunan di sekitar Stesen Bukit Chagar bagi memperkukuh akses dan keterhubungan pejalan kaki ke stesen Sistem Transit Rapid (RTS) Johor Bahru–Singapura.

Menteri Pengangkutan, Anthony Loke berkata, usaha itu adalah sebahagian daripada pendekatan pembangunan berorientasikan transit bagi memastikan pergerakan orang ramai ke stesen RTS lebih lancar, selamat dan teratur.

Beliau berkata, kerajaan tidak menggunakan pendekatan paksaan, sebaliknya menggalakkan kerjasama strategik dengan pemilik bangunan komersial, hotel, pusat beli-belah dan bangunan pejabat di kawasan sekitar untuk mengintegrasikan bangunan sedia ada melalui laluan pejalan kaki, jambatan penghubung serta akses terus ke stesen.

"Kerajaan sedang berbincang dengan pemilik-pemilik bangunan bagi membuka dan menghubungkan bangunan mereka melalui laluan pejalan kaki yang bersepadu.

"Hal ini penting supaya orang ramai boleh bergerak ke Stesen Bukit Chagar dari pelbagai arah tanpa bergantung sepenuhnya kepada kenderaan," katanya katanya selepas Majlis Pelancaran REHDA Institute Youth Initiative (RIYI) di sini, hari ini.

Hadir sama, Menteri Kewangan II, Datuk Seri Amir Hamzah Azizan.

Jelasnya, integrasi itu juga membabitkan hubungan antara Stesen Bukit Chagar dan Johor Bahru Sentral yang terletak kira-kira 300 meter antara satu sama lain, bagi memastikan peralihan mod pengangkutan antara RTS, perkhidmatan tren dan bas dapat dilakukan dengan mudah.

"Keterhubungan yang baik bukan sahaja dapat mengurangkan kesesakan lalu lintas di sekitar stesen, malah berpotensi meningkatkan nilai hartanah dan daya tarikan bangunan terbabit.

"Apabila akses menjadi lebih baik, manfaatnya bukan sahaja dirasai pengguna pengangkutan awam, tetapi juga oleh pemilik bangunan dan perniagaan di kawasan itu," katanya.

Tambahnya, kerajaan turut berharap lebih banyak pihak swasta akan tampil bekerjasama bagi menjayakan usaha ini demi memastikan operasi RTS kelak berjalan dengan cekap serta menyokong pembangunan bandar Johor Bahru yang lebih tersusun dan mampan.

Dalam pada itu, Anthony turut berkata, kerajaan dijangka membentangkan satu Rang Undang- undang (RUU) baharu di Parlimen dalam masa terdekat bagi membolehkan pelaksanaan konsep penempatan bersama Kastam, Imigresen dan Kuarantin (CIQ) untuk RTS Johor Bahru–Singapura.

Terdahulu, REHDA Institute mengadakan acara kemuncaknya hari ini, CEO Series 2026, yang menghimpunkan lebih daripada 400 pegawai kanan daripada pihak kerajaan, kewangan, industri, akademi dan pembuat keputusan untuk memperincikan prospek ekonomi, keutamaan pelaburan dan cabaran tenaga kerja Malaysia dan ASEAN bagi tahun ini.

SOURCE LINK:

https://berita.rtm.gov.my/senarai-berita-nasional/senarai-artikel/sasaran-operasi-penuh-rts-link-johor-bahru-singapura-kekal-januari-2027-anthony-loke

PUBLISHED DATE: 15 January 2026

BERITA RTM

Sasaran operasi penuh RTS Link Johor Bahru-Singapura kekal Januari 2027 – Anthony Loke

Anthony ditemui media hari ini selepas pelancaran inisiatif Belia Institut REHDA (RIYI) di Petaling Jaya

Petaling Jaya, 15 Januari – Kerajaan kekal optimis Projek Sistem Transit Rapid (RTS) Link Johor Bahru-Singapura dapat disiapkan sepenuhnya menjelang Disember tahun ini sebelum dibuka kepada penumpang pada Januari 2027.

Menurut Menteri Pengangkutan Anthony Loke, kemajuan projek mengikut jadual dengan pembinaan fizikal dan infrastruktur utama hampir siap.

Ketika ini projek berada pada fasa pemasangan sistem melibatkan pelbagai komponen kritikal, termasuk sistem operasi tren dan stesen.

Ujian sistem secara menyeluruh akan dilakana dalam beberapa bulan akan datang bagi memastikan keselamatan dan kelancaran operasi.

“Fasa ujian ini sangat penting kerana tanpa ujian yang lengkap, RTS tidak boleh beroperasi. Di Johor Bahru, tren sudah pun mula diuji dan bergerak di atas landasan,” katanya dalam sidang media selepas majlis pelancaran inisiatif Belia Institut REHDA (RIYI) di Petaling Jaya.

Dalam sidang media itu, beliau turut memaklumkan kerajaan akan menggubal satu undang-undang baharu bagi membolehkan pelaksanaan konsep penempatan silang di Kompleks Kastam, Imigresen dan Kuarantin (CIQ) antara Malaysia dan Singapura.

Cadangan berkenaan akan dibawa oleh Kementerian Dalam Negeri dan dijangka dibentangkan pada sesi Parlimen akan datang.

Melalui pelaksanaan penempatan silang, pegawai Imigresen Singapura akan ditempatkan di Stesen Bukit Chagar, manakala pegawai Imigresen Malaysia pula ditempatkan di Woodlands.

Beliau yakin rang undang-undang berkenaan dapat diluluskan tahun ini selepas melalui proses di Dewan Rakyat dan Dewan Negara.

“Ini adalah hasil kerjasama dua hala yang sangat penting bagi memastikan keberkesanan sistem RTS,” jelasnya.

Berhubung pembangunan kawasan Bukit Chagar, Anthony Loke berkata kerajaan mengambil inspirasi daripada model pembangunan berorientasikan transit (TOD) seperti di Hong Kong, dengan penekanan kepada integrasi bangunan dan laluan pejalan kaki yang saling berhubung.

“Kerajaan tidak boleh memaksa pemilik bangunan, tetapi kita menggalakkan kerjasama kerana ketersambungan yang baik akan meningkatkan nilai bangunan serta memudahkan akses ke Stesen Bukit Chagar,” katanya lagi.

Mengulas lanjut beliau berkata perbincangan termasuk perancangan kerjasama dengan pemilik bangunan utama dan MRT Corp Property (MRT PROP) telah diadakan bagi memperkukuh jaringan penghubung di kawasan tersebut.

SOURCE LINK:

https://suaramerdeka.com.my/pembinaan-laluan-rts-di-landasan-yang-betul-untuk-disiapkan-menjelang-akhir-tahun-2026

PUBLISHED DATE: 15 January 2026

SUARA MERDEKA

Pembinaan Laluan RTS di landasan yang betul untuk disiapkan menjelang akhir tahun 2026

By Megat Amzar

Projek Laluan Sistem Transit Rapid (RTS) yang menghubungkan Malaysia dan Singapura berjalan lancar dan dijangka siap mengikut jadual menjelang akhir tahun ini, kata Menteri Pengangkutan Anthony Loke.

Beliau berkata kebanyakan kerja infrastruktur fizikal telah siap, dengan projek itu kini dalam proses pemasangan sistem RTS.

"Di dalam stesen-stesen, bangunan dan kerja-kerja struktur telah siap. Kami kini sedang memasang sistem sebelum ujian, yang penting sebelum operasi boleh dimulakan. Oleh itu, ujian meluas akan dijalankan dalam beberapa bulan akan datang.

"Kereta api telah pun menjalani ujian di landasan di Johor Baru, dan kami menjangkakan semuanya akan berjalan lancar supaya projek ini dapat disiapkan menjelang Disember dan memulakan operasi pada Januari 2027," katanya.

Beliau bercakap kepada pemberita selepas menyampaikan ucaptama di persidangan Siri CEO 2026 Institut Persatuan Pemaju Hartanah dan Perumahan Malaysia (Rehda) di sini pada hari Khamis (15 Jan), yang dihadiri oleh pengerusinya, Datuk Jeffrey Ng Tiong Lip.

Loke menambah bahawa adalah penting untuk membentangkan rang undang-undang parlimen baharu pada sesi akan datang untuk membenarkan kawalan sempadan bersama untuk Malaysia dan Singapura (di satu lokasi) sebelum operasi RTS Link bermula.

"Tanpa undang-undang ini, kita tidak boleh mewujudkan stesen kastam, imigresen dan kuarantin (CIQ) yang terletak bersama, yang akan membenarkan pegawai Singapura di Bukit Chagar dan pegawai Malaysia di Woodlands North.

SOURCE LINK:

https://www.beritaharian.sg/malaysia/kerajaan-msia-pemilik-bangunan-berunding-bagi-perkukuh-akses-stesen-rts

PUBLISHED DATE: 15 January 2026

SINGAPURA BeritaHarian

Kerajaan M'sia, pemilik bangunan berunding bagi perkukuh akses ke stesen RTS

Menteri Pengangkutan Malaysia, Encik Anthony Loke (kiri), ketika ditemui pemberita selepas Majlis Pelancaran Persatuan Pemaju Hartanah dan Perumahan Malaysia (Rehda) Institute Youth Initiative (Riyi) di Kuala Lumpur. - ***Foto KEMENTERIAN PENGANGKUTAN (MOT)***

KUALA LUMPUR: Kerajaan Malaysia sedang berunding dengan pihak swasta, terutama pemilik bangunan di sekitar Stesen Bukit Chagar bagi mempertingkat akses dan keterhubungan pejalan kaki ke stesen Laluan Sistem Transit Laju (RTS Link) Johor Bahru-Singapura.

Menteri Pengangkutan, Encik Anthony Loke, menjelaskan usaha itu adalah sebahagian daripada pembangunan berorientasikan transit.

Tujuannya adalah memastikan pergerakan orang ramai ke stesen RTS lebih lancar, selamat dan tersusun.

Kerjasama itu menggalakkan pemilik bangunan komersial, hotel, pusat beli-belah dan pejabat berhampiran agar menyepadukan struktur sedia ada melalui laluan pejalan kaki, jambatan penghubung, serta akses terus ke stesen.

"Kerajaan sedang berbincang dengan pemilik-pemilik bangunan bagi membuka dan menghubungkan bangunan mereka melalui laluan pejalan kaki yang bersepadu.

"Hal ini penting supaya orang ramai boleh bergerak ke Stesen Bukit Chagar dari pelbagai arah tanpa bergantung sepenuhnya kepada kenderaan," katanya selepas Majlis Pelancaran Persatuan Pemaju Hartanah dan Perumahan Malaysia (Rehda) Institute Youth Initiative (Riyi) di Kuala Lumpur, Malaysia, pada 15 Januari.

Menurutnya, penyepaduan itu turut merangkumi hubungan antara Stesen Bukit Chagar dengan Johor Bahru Sentral yang terletak sekitar 300 meter antara satu sama lain, bagi memastikan peralihan mod pengangkutan antara RTS, perkhidmatan tren dengan bas dapat dilakukan dengan mudah.

"Keterhubungan yang baik bukan sahaja dapat mengurangkan kesesakan lalu lintas di sekitar stesen, malah berpotensi meningkatkan nilai hartanah dan daya tarikan bangunan terbabit. "Apabila akses menjadi lebih baik, manfaatnya bukan sahaja dirasai pengguna pengangkutan awam, bahkan juga pemilik bangunan dan perniagaan di kawasan itu," katanya lapor Harian Metro.

Encik Loke menambah, kerajaan berharap lebih banyak pihak swasta akan tampil bekerjasama bagi menjayakan usaha itu demi memastikan operasi RTS kelak berjalan dengan cekap serta menyokong pembangunan bandar Johor Bahru.

Di samping itu, kerajaan dijangka membentangkan satu Rang Undang-undang (RUU) baru di Parlimen dalam masa terdekat bagi membolehkan pelaksanaan konsep penempatan bersama Kastam, Imigresen dan Kuarantin (CIQ) untuk RTS Johor Bahru-Singapura, ujarnya.

Terdahulu, Institut Rehda mengadakan acara kemuncak pada 15 Januari, CEO Series 2026, yang menghimpunkan lebih 400 pegawai kanan daripada kerajaan, kewangan, industri, akademi dan pembuat keputusan untuk memperincikan prospek ekonomi, keutamaan pelaburan dan cabaran tenaga kerja Malaysia dan Asean bagi 2026.

SOURCE LINK:

https://berita.mediacorp.sg/dunia/pembinaan-rts-link-berjalan-lancar-dijangka-siap-hujung-2026-999456

PUBLISHED DATE: 15 January 2026

BERITA

Pembinaan RTS Link berjalan lancar; dijangka siap hujung 2026

Pembinaan Projek Sistem Transit Rapid (RTS) Link di antara Malaysia dan Singapura dijangka siap menjelang akhir tahun ini. (Gambar fail: Bernama)

PETALING JAYA: Kerja pembinaan Projek Sistem Transit Rapid (RTS) Link yang menghubungkan Malaysia dan Singapura berjalan lancar dan dijangka dapat disiapkan mengikut jadual pada hujung tahun ini.

Menteri Pengangkutan Anthony Loke berkata sebahagian besar pembinaan infrastruktur fizikal dilaporkan selesai dan telah memasuki fasa pemasangan sistem RTS.

"Di dalam stesen, dari segi bangunannya dan strukturnya telah siap tetapi sekarang kita memasang sistem sebelum melakukan ujian sistem, tanpa ujian itu ia tidak boleh beroperasi. Jadi dalam beberapa bulan ini memang banyak ujian akan dilaksanakan.

"Tren pun sedang diuji di atas landasan di Johor Bahru. Kita harapkan semuanya berjalan lancar dan dapat disiapkan pada Disember, seterusnya dibuka untuk operasi pada Januari 2027," katanya lagi.

Beliau berkata demikian kepada para wartawan selepas menyampaikan ucapan dasar pada persidangan The CEO Series 2026 anjuran REHDA Institute hari ini (15 Jan), yang turut dihadiri Pengerusi REHDA Institute Jeffrey Ng Tiong Lip.

Encik Loke berkata penggubalan rang undang-undang (RUU) baharu bagi memudahkan cara operasi kawalan sempadan secara bersama projek RTS Link Johor Bahru-Singapura yang dijangka dibentangkan di Parlimen pada persidangan akan datang, amat penting sebelum ia beroperasi kelak.

"Tanpa undang-undang tersebut, kita tidak boleh mengadakan stesen kastam, imigresen dan kuarantin (CIQ) co-location iaitu kita membenarkan imigresen Singapura duduk di Stesen Bukit Chagar dan imigresen Malaysia juga duduk di sebelah Woodlands North.

"Ini adalah satu kerjasama dua negara yang telah dicapai dan persefahaman amat penting untuk memastikan keberkesanan RTS ini," katanya.

Mengenai Pembangunan Bersepadu Bukit Chagar, Encik Loke berkata pelaksanaan model seperti Central, Hong Kong yang menghubungkan semua bangunan sekitar dalam satu kawasan melalui laluan pejalan kaki perlu turut diintegrasikan dengan Johor Bahru (JB) Sentral.

"JB Sentral dengan Bukit Chagar jarak hampir 300 meter jadi perlu ada integrasi antara dua tempat ini untuk orang ramai mengambil bas dan tren," katanya.

Awal sebelum itu, Encik Loke menyaksikan pelancaran REHDA Institute Youth Initiative (RIYI) iaitu program pembangunan modal insan kebangsaan yang bertujuan untuk meningkatkan kerjasama antara universiti dengan industri, selain memperkukuh bekalan tenaga kerja Malaysia.

SOURCE LINK:

https://www.buletintv3.my/nasional/penumpang-rts-link-dari-malaysia-ke-singapura-tidak-perlu-lepasi-ciq-mulai-2027/

PUBLISHED DATE: 15 January 2026

Penumpang RTS Link dari Malaysia ke Singapura tidak perlu lepasi CIQ mulai 2027

By Afrina Romzi

Foto Ihsan Facebook RTSO

PETALING JAYA: Penumpang Rapid Transit System (RTS) Link Johor Bahru-Singapura yang membuat perjalanan dari Malaysia tidak perlu melalui pelepasan Kastam, Imigresen dan Kuarantin (CIQ) di Singapura bermula tahun depan.

Menteri Pengangkutan, Anthony Loke berkata ini menerusi satu Rang Undang-Undang (RUU) baharu bagi kawalan sempadan RTS Link yang bakal dibentangkan pada sidang Parlimen depan.

"Semuanya akan dilakukan di stesen yang sama. Jadi imigresen Malaysia dan Singapura akan diselesaikan dalam kompleks yang sama, laluan yang sama, sehala.

"Contoh, jika anda menaiki tren dari Johor Bahru, anda akan melalui imigresen Malaysia dan imigresen Singapura di Bukit Chagar.

"Apabila tiba di Woodlands, anda boleh terus keluar dan menaiki MRT menuju ke kawasan lain di Singapura," katanya.

Beliau berkata demikian dalam ucapan pada Persidangan CEO Series 2026 anjuran Rehda Institute di sini, hari ini.

Semasa sidang media pada majlis sama, Loke berkata RUU baharu itu dijangka siap tahun ini sebelum operasi RTS Link bermula.

"RUU ini amat penting kerana tanpa undang-undang tersebut, pelaksanaan penempatan bersama CIQ tidak dapat direalisasikan.

"Melalui pelaksanaan ini, pihak imigresen Singapura akan ditempatkan di Stesen Bukit Chagar, Johor. Manakala pihak imigresen Malaysia akan ditempatkan di Woodlands, Singapura," katanya.

Sebelum ini, dilaporkan, tanpa undang-undang baharu, kerajaan perlu meminda 37 akta sedia ada.

SOURCE LINK:

https://www.astroawani.com/berita-malaysia/pembinaan-rts-link-berjalan-lancar-dijangka-siap-hujung-tahun-ini-555552

PUBLISHED DATE: 15 January 2026

Pembinaan RTS Link berjalan lancar, dijangka siap hujung tahun ini

By Bernama

Pembinaan Projek Sistem Transit Rapid (RTS) Link di antara Malaysia dan Singapura berjalan lancar dan dijangka siap menjelang akhir tahun ini. -Gambar fail/Bernama

PETALING JAYA: Kerja pembinaan Projek Sistem Transit Rapid (RTS) Link yang menghubungkan Malaysia dan Singapura berjalan lancar dan dijangka dapat disiapkan mengikut jadual hujung tahun ini.

Menteri Pengangkutan Anthony Loke berkata kebanyakan pembinaan infrastruktur fizikal dilaporkan selesai dan telah memasuki fasa pemasangan sistem RTS.

"Di dalam stesen, dari segi bangunannya dan strukturnya telah siap tetapi sekarang kita memasang sistem sebelum melakukan ujian sistem, tanpa ujian itu ia tidak boleh beroperasi. Jadi dalam beberapa bulan ini memang banyak ujian akan dilaksanakan.

"Tren pun sedang diuji di atas landasan di Johor Bahru. Kita harapkan semuanya berjalan lancar dan dapat disiapkan pada Disember, seterusnya dibuka untuk operasi pada Januari 2027," katanya.

persidangan The CEO Series 2026 anjuran REHDA Institute di sini hari ini, yang turut dihadiri Pengerusi REHDA Institute Datuk Jeffrey Ng Tiong Lip.

Loke berkata penggubalan rang undang-undang (RUU) baharu bagi memudah cara operasi kawalan sempadan secara bersama projek RTS Link Johor Bahru-Singapura yang dijangka dibentangkan di Parlimen pada persidangan akan datang, amat penting sebelum ia beroperasi kelak.

"Tanpa undang-undang tersebut, kita tidak boleh mengadakan stesen kastam, imigresen dan kuarantin (CIQ) co-location iaitu kita membenarkan imigresen Singapura duduk di Stesen Bukit Chagar dan imigresen Malaysia juga duduk di sebelah Woodlands North.

"Ini adalah satu kerjasama dua negara yang telah dicapai dan persefahaman amat penting untuk memastikan keberkesanan RTS ini," katanya.

Mengenai Pembangunan Bersepadu Bukit Chagar, Loke berkata pelaksanaan model seperti Central, Beliau berkata demikian kepada pemberita selepas menyampaikan ucapan dasar pada

laluan pejalan kaki perlu turut diintegrasikan dengan Johor Bahru (JB) Sentral.

"JB Sentral dengan Bukit Chagar jarak hampir 300 meter jadi perlu ada integrasi antara dua tempat ini untuk orang ramai mengambil bas dan tren," katanya.

Hong Kong yang menghubungkan semua bangunan sekitar dalam satu kawasan melalui

Terdahulu, Loke menyaksikan pelancaran REHDA Institute Youth Initiative (RIYI) iaitu program pembangunan modal insan kebangsaan yang bertujuan meningkatkan kerjasama antara universiti dengan industri, selain memperkukuh bekalan tenaga kerja negara.

SOURCE LINK:

https://thesun.my/berita/tempatan/pembinaan-rts-link-berjalan-lancar-dijangka-siap-hujung-tahun/

PUBLISHED DATE: 15 January 2026

Pembinaan RTS Link berjalan lancar, dijangka siap hujung tahun

By Bernama

Menteri Pengangkutan, Anthony Loke, bercakap kepada media semasa Siri CEO 2026 bertajuk "Mencipta Semula Pertumbuhan dan Peluang Pelaburan di ASEAN dan Malaysia" hari ini di Le Meridien, Petaling Jaya. – BERNAMA

Kerja pembinaan projek RTS Link antara Malaysia dan Singapura berjalan lancar, dijangka siap hujung tahun ini untuk operasi Januari 2027

PETALING JAYA: Kerja pembinaan Projek Sistem Transit Rapid (RTS) Link yang menghubungkan Malaysia dan Singapura berjalan lancar dan dijangka dapat disiapkan mengikut jadual hujung tahun ini.

Menteri Pengangkutan Anthony Loke berkata kebanyakan pembinaan infrastruktur fizikal dilaporkan selesai dan telah memasuki fasa pemasangan sistem RTS.

“Di dalam stesen, dari segi bangunannya dan strukturnya telah siap tetapi sekarang kita memasang sistem sebelum melakukan ujian sistem, tanpa ujian itu ia tidak boleh beroperasi,” katanya. Beliau berkata tren sedang diuji di atas landasan di Johor Bahru dan diharap semua berjalan lancar untuk disiapkan pada Disember. Projek itu seterusnya dijangka dibuka untuk operasi pada Januari 2027.

Loke berkata demikian kepada pemberita selepas menyampaikan ucapan dasar pada persidangan The CEO Series 2026 anjuran REHDA Institute. Beliau turut menyatakan penggubalan rang undang-undang baharu bagi memudah cara operasi kawalan sempadan secara bersama projek RTS Link amat penting sebelum ia beroperasi.

“Tanpa undang-undang tersebut, kita tidak boleh mengadakan stesen kastam, imigresen dan kuarantin co-location,” katanya. Beliau menjelaskan ia melibatkan imigresen Singapura di Stesen Bukit Chagar dan imigresen Malaysia di Woodlands North. Mengenai Pembangunan Bersepadu Bukit Chagar, Loke berkata pelaksanaan model seperti Central, Hong Kong perlu diintegrasikan dengan Johor Bahru Sentral.

“JB Sentral dengan Bukit Chagar jarak hampir 300 meter jadi perlu ada integrasi antara dua tempat ini untuk orang ramai mengambil bas dan tren,” katanya.

Terdahulu, Loke menyaksikan pelancaran REHDA Institute Youth Initiative (RIYI) iaitu program pembangunan modal insan kebangsaan.

SOURCE LINK:

https://bernama.com/bm/am/news.php?id=2512761

PUBLISHED DATE: 15 January 2026

Pembinaan RTS Link Berjalan Lancar, Dijangka Siap Hujung Tahun Ini

Anthony Loke"

PETALING JAYA, 15 Jan (Bernama) -- Kerja pembinaan Projek Sistem Transit Rapid (RTS) Link yang menghubungkan Malaysia dan Singapura berjalan lancar dan dijangka dapat disiapkan mengikut jadual hujung tahun ini.

Menteri Pengangkutan Anthony Loke berkata kebanyakan pembinaan infrastruktur fizikal dilaporkan selesai dan telah memasuki fasa pemasangan sistem RTS.

"Di dalam stesen, dari segi bangunannya dan strukturnya telah siap tetapi sekarang kita memasang sistem sebelum melakukan ujian sistem, tanpa ujian itu ia tidak boleh beroperasi. Jadi dalam beberapa bulan ini memang banyak ujian akan dilaksanakan.

"Tren pun sedang diuji di atas landasan di Johor Bahru. Kita harapkan semuanya berjalan lancar dan dapat disiapkan pada Disember, seterusnya dibuka untuk operasi pada Januari 2027," katanya.

Beliau berkata demikian kepada pemberita selepas menyampaikan ucapan dasar pada persidangan The CEO Series 2026 anjuran REHDA Institute di sini hari ini, yang turut dihadiri Pengerusi REHDA Institute Datuk Jeffrey Ng Tiong Lip.

Loke berkata penggubalan rang undang-undang (RUU) baharu bagi memudah cara operasi kawalan sempadan secara bersama projek RTS Link Johor Bahru-Singapura yang dijangka dibentangkan di Parlimen pada persidangan akan datang, amat penting sebelum ia beroperasi kelak.

"Tanpa undang-undang tersebut, kita tidak boleh mengadakan stesen kastam, imigresen dan kuarantin (CIQ) co-location iaitu kita membenarkan imigresen Singapura duduk di Stesen Bukit Chagar dan imigresen Malaysia juga duduk di sebelah Woodlands North.

"Ini adalah satu kerjasama dua negara yang telah dicapai dan persefahaman amat penting untuk memastikan keberkesanan RTS ini," katanya.

Mengenai Pembangunan Bersepadu Bukit Chagar, Loke berkata pelaksanaan model seperti Central, Hong Kong yang menghubungkan semua bangunan sekitar dalam satu kawasan melalui laluan pejalan kaki perlu turut diintegrasikan dengan Johor Bahru (JB) Sentral.

"JB Sentral dengan Bukit Chagar jarak hampir 300 meter jadi perlu ada integrasi antara dua tempat ini untuk orang ramai mengambil bas dan tren," katanya.

Terdahulu, Loke menyaksikan pelancaran REHDA Institute Youth Initiative (RIYI) iaitu program pembangunan modal insan kebangsaan yang bertujuan meningkatkan kerjasama antara universiti dengan industri, selain memperkukuh bekalan tenaga kerja negara.

SOURCE LINK:

https://www.sinarharian.com.my/article/764162/berita/nasional/pembinaan-rts-link-berjalan-lancar-dijangka-siap-hujung-tahun-ini

PUBLISHED DATE: 15 January 2026

Pembinaan RTS Link berjalan lancar, dijangka siap hujung tahun ini

By Bernama

Anthony Loke. Foto Bernama

PETALING JAYA - Kerja pembinaan Projek Sistem Transit Rapid (RTS) Link yang menghubungkan Malaysia dan Singapura berjalan lancar dan dijangka dapat disiapkan mengikut jadual hujung tahun ini.

Menteri Pengangkutan, Anthony Loke berkata, kebanyakan pembinaan infrastruktur fizikal dilaporkan selesai dan telah memasuki fasa pemasangan sistem RTS.

"Di dalam stesen, dari segi bangunannya dan strukturnya telah siap tetapi sekarang kita memasang sistem sebelum melakukan ujian sistem, tanpa ujian itu ia tidak boleh beroperasi. Jadi dalam beberapa bulan ini memang banyak ujian akan dilaksanakan.

"Tren pun sedang diuji di atas landasan di Johor Bahru. Kita harapkan semuanya berjalan lancar dan dapat disiapkan pada Disember, seterusnya dibuka untuk operasi pada Januari 2027," katanya.

Beliau berkata demikian kepada pemberita selepas menyampaikan ucapan dasar pada persidangan The CEO Series 2026 anjuran REHDA Institute di sini pada Khamis, yang turut dihadiri Pengerusi REHDA Institute, Datuk Jeffrey Ng Tiong Lip.

Anthony berkata, penggubalan rang undang-undang (RUU) baharu bagi memudah cara operasi kawalan sempadan secara bersama projek RTS Link Johor Bahru-Singapura yang dijangka dibentangkan di Parlimen pada persidangan akan datang, amat penting sebelum ia beroperasi kelak.

"Tanpa undang-undang tersebut, kita tidak boleh mengadakan stesen kastam, imigresen dan kuarantin (CIQ) co-location iaitu kita membenarkan imigresen Singapura duduk di Stesen Bukit Chagar dan imigresen Malaysia juga duduk di sebelah Woodlands North.

"Ini adalah satu kerjasama dua negara yang telah dicapai dan persefahaman amat penting untuk memastikan keberkesanan RTS ini," katanya.

Mengenai Pembangunan Bersepadu Bukit Chagar, Anthony berkata, pelaksanaan model seperti Central, Hong Kong yang menghubungkan semua bangunan sekitar dalam satu kawasan melalui laluan pejalan kaki perlu turut diintegrasikan dengan Johor Bahru (JB) Sentral.

'JB Sentral dengan Bukit Chagar jarak hampir 30 meter jadi perlu ada integrasi antara dua tempa ini untuk orang ramai mengambil bas dan tren katanya.

Terdahulu, Anthony menyaksikan pelancaran REHDA Institute Youth Initiative (RIYI) iaitu program pembangunan modal insan kebangsaan yang bertujuan meningkatkan kerjasama antara universiti dengan industri, selain memperkukuh bekalan tenaga kerja negara.

SOURCE LINK:

https://www.bharian.com.my/bisnes/lain-lain/2026/01/1497098/sistem-pengangkutan-cekap-bersepadu-penentu-kejayaan-js-sez

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BH ONLINE MEDIA RUJUKAN MASSA: Portal berita No. 1 di Malaysia

Sistem pengangkutan cekap, bersepadu penentu kejayaan JS-SEZ

By Mohd Zaky Zainuddin

Loke menyampaikan ucaptama pada CEO Series 2026 anjuran REHDA Institute di Petaling Jaya, hari ini - NSTP/EIZAIRI SHAMSUDIN

PETALING JAYA: Kejayaan Zon Ekonomi Khas Johor-Singapura (JS-SEZ) bergantung kepada keupayaan sistem pengangkutan berfungsi sebagai pemacu ekonomi strategik dan bukan sekadar sektor sokongan.

Menteri Pengangkutan, Anthony Loke, berkata walaupun JS-SEZ mencatatkan keyakinan pelabur yang kukuh dengan anggaran RM29.51 bilion daripada pelabur berpotensi antara Januari hingga September 2025 serta lebih RM37 bilion pelaburan diluluskan pada separuh pertama 2025, potensi sebenar zon berkenaan hanya dapat direalisasikan melalui sistem pengangkutan yang cekap dan bersepadu.

"Pengangkutan bukan sekadar menggerakkan manusia dan barangan, tetapi bertindak sebagai pemudah cara ekonomi strategik yang menentukan produktiviti, daya saing dan kebolehpercayaan sesebuah ekosistem ekonomi," katanya ketika menyampaikan ucaptama pada CEO Series 2026 anjuran REHDA Institute di sini, hari ini.

Loke berkata, tekanan ke atas infrastruktur sedia ada di sempadan Johor-Singapura semakin ketara dengan anggaran 300,000 pengguna berulang-alik dan 100,000 kenderaan menggunakan laluan rentas sempadan setiap hari, mencerminkan bahawa integrasi ekonomi mendahului kepelbagaian sistem pengangkutan.

Katanya, situasi itu menuntut pelaburan strategik bagi mempelbagaikan mod pengangkutan, mengurangkan kesesakan dan memastikan infrastruktur yang dibangunkan benar-benar memenuhi keperluan pertumbuhan JS-SEZ.

Sehubungan itu, beliau berkata Projek Sistem Transit Rapid Johor Bahru-Singapura (RTS Link) disifatkan sebagai tonggak utama transformasi mobiliti rentas sempadan, dengan kapasiti 10,000 penumpang sejam bagi setiap arah yang menghubungkan Bukit Chagar dan Woodlands.

"RTS Link bukan sekadar projek rel, tetapi pemboleh daya ekonomi struktur yang mengurangkan ketidaktentuan masa perjalanan, kesesakan sempadan dan kos produktiviti akibat perjalanan harian," katanya.

Beliau menambah, RTS Link membolehkan JS-SEZ berfungsi sebagai satu ekosistem tenaga kerja dan perniagaan bersepadu, sekali gus meluaskan kumpulan bakat efektif yang boleh dimanfaatkan oleh syarikat di kedua-dua negara.

Dalam masa sama, Loke berkata, perkhidmatan pengangkutan rentas sempadan sedia ada seperti bas dan teksi kekal penting, khususnya bagi menyokong sasaran menarik 22 juta pelawat dari Singapura.

Beliau berkata, data Jabatan Perangkaan Malaysia (DOSM) menunjukkan Singapura adalah destinasi utama eksport perkhidmatan Malaysia pada 2024 dengan sumbangan RM58.5 bilion, didorong terutamanya oleh perkhidmatan pelancongan dan pengangkutan.

"Ini membuktikan bahawa kecekapan pengangkutan mempunyai hubungan langsung dengan prestasi pelancongan, perdagangan perkhidmatan dan aktiviti ekonomi domestik," katanya.

Beliau turut menegaskan, kepentingan hubungan dalaman JS-SEZ dengan seluruh negara, termasuk melalui peluasan Perkhidmatan Tren Elektrik KTMB ETS3 yang memendekkan masa perjalanan ke Kuala Lumpur serta menyokong perniagaan, pelancongan, pembuatan dan logistik.

Selain itu, katanya, pembangunan infrastruktur pengangkutan juga akan membentuk corak pembangunan hartanah dan bandar, sekali gus menuntut pendekatan Pembangunan Berorientasikan Transit (TOD) bagi memastikan pertumbuhan yang mampan dan seimbang.

"Apabila pengangkutan dirancang dengan baik, ia mengubah mobiliti kepada produktiviti, keterhubungan kepada daya saing, dan infrastruktur kepada kemakmuran bersama," katanya.

Loke berkata, masa depan JS-SEZ akan ditentukan bukan sahaja oleh kapasiti pengangkutan, tetapi oleh kualiti sistem yang dibangunkan, termasuk penggunaan teknologi digital, kelestarian alam sekitar serta ketahanan terhadap cabaran iklim dan operasi.

SOURCE LINK:

https://www.utusan.com.my/ekonomi/2026/01/sistem-pengangkutan-cekap-dorong-kejayaan-js-sez/

PUBLISHED DATE: 15 January 2026

Utusan Malaysia

Sistem pengangkutan cekap dorong kejayaan JS-SEZ

By Hendra Winarno

ANTHONY Loke Siew Fook dalam sidang akhbar selepas majlis CEO Series 2026 di hotel Le Meridien Petaling Jaya hari ini. / M. FIRDAUS M. JOHARI

PETALING JAYA: Kejayaan Zon Ekonomi Khas Johor-Singapura (JS-SEZ) bergantung kepada keberkesanan sistem pengangkutan sebagai pemacu ekonomi dan bukan sekadar peranan sokongan.

Menteri Pengangkutan, Anthony Loke Siew Fook berkata, potensi sebenar zon berkenaan hanya dapat direalisasikan melalui sistem pengangkutan yang cekap dan bersepadu.

“Ini walaupun JS-SEZ mencatatkan keyakinan pelabur yang kukuh dengan anggaran RM29.51 bilion daripada pelabur berpotensi antara Januari hingga September 2025 serta lebih RM37 bilion pelaburan diluluskan pada separuh pertama 2025.

“Pengangkutan bertindak sebagai pemudah cara ekonomi strategik yang menentukan produktiviti, daya saing dan kebolehpercayaan sesebuah ekosistem ekonomi, selain menggerakkan manusia serta barangan,” katanya ketika menyampaikan ucaptama pada CEO Series 2026 anjuran REHDA Institute di sini, semalam.

Anthony berkata, tekanan ke atas infrastruktur sedia ada di sempadan Johor-Singapura semakin ketara dengan anggaran 300,000 pergerakan keluar masuk dan 100,000 kenderaan menggunakan laluan rentas sempadan setiap hari.

Menurutnya, ia mencerminkan integrasi ekonomi telah mendahului kepelbagaian sistem pengangkutan.

“Situasi ini menuntut pelaburan strategik bagi mempelbagaikan mod pengangkutan, mengurangkan kesesakan dan memastikan infrastruktur yang dibangunkan benar-benar memenuhi keperluan pertumbuhan JS-SEZ.

“Sehubungan itu, Projek Sistem Transit Rapid Johor Bahru-Singapura (RTS Link) disifatkan sebagai tonggak utama transformasi mobiliti rentas sempadan, dengan kapasiti 10,000 penumpang sejam bagi setiap arah yang menghubungkan Bukit Chagar dan Woodlands.

"RTS Link bukan sekadar projek rel, tetapi pemboleh daya ekonomi struktur yang mengurangkan ketidaktentuan masa perjalanan, kesesakan sempadan dan kos produktiviti akibat perjalanan harian," ujarnya.

Beliau berkata, RTS Link membolehkan JS-SEZ berfungsi sebagai satu ekosistem tenaga kerja dan perniagaan bersepadu, sekali gus meluaskan kumpulan bakat efektif yang boleh dimanfaatkan oleh syarikat di kedua-dua negara.

"Dalam masa sama, perkhidmatan pengangkutan rentas sempadan sedia ada seperti bas dan teksi kekal penting, khususnya bagi menyokong sasaran menarik 22 juta pelawat dari Singapura.

"Data Jabatan Perangkaan Malaysia (DOSM) menunjukkan Singapura adalah destinasi utama eksport perkhidmatan Malaysia pada 2024 dengan sumbangan RM58.5 bilion, didorong terutamanya oleh perkhidmatan pelancongan dan pengangkutan.

"Ini membuktikan bahawa kecekapan pengangkutan mempunyai hubungan langsung dengan prestasi pelancongan, perdagangan perkhidmatan dan aktiviti ekonomi domestik," katanya. – UTUSAN

SOURCE LINK:

https://www.buletintv3.my/nasional/kerajaan-pastikan-pelaburan-rm120-bilion-gear-up-untuk-kepentingan-nasional/

PUBLISHED DATE: 15 January 2026

Kerajaan pastikan pelaburan RM120 bilion GEAR-uP untuk kepentingan nasional

By Afrina Romzi

Menteri Kewangan II, Datuk Seri Amir Hamzah Azizan. – Foto fail

PETALING JAYA: Kerajaan akan memastikan pelaburan domestik berjumlah RM120 bilion, yang digerakkan menerusi Program Pengaktifan dan Reformasi Syarikat Berkaitan Kerajaan (GEAR-uP) dilaksanakan untuk kepentingan nasional.

Menteri Kewangan II, Datuk Seri Amir Hamzah Azizan berkata, pelaburan menjelang 2028 itu juga, perlu menjadi pemangkin kepada pengukuhan industri bernilai tinggi dan pertumbuhan tinggi (HVGV).

“Kita mahu pelaburan berlabuh di sini, di tanah kita sendiri, mewujudkan nilai yang memberi manfaat berkekalan kepada rakyat Malaysia. Kita tidak mencari modal yang hanya singgah. Kita mencari modal yang membina, kekal dan bertahan,” katanya.

Beliau berkata demikian dalam ucapan pada Persidangan CEO Series 2026 anjuran Rehda Institute di sini, hari ini.

Amir menekankan tanggungjawab kerajaan adalah menyediakan kestabilan dan kejelasan yang teguh supaya keputusan komitmen jangka panjang dapat dibuat dengan penuh keyakinan.

Negara juga katanya, menghampiri satu pencapaian penting iaitu Tahun Melawat Malaysia 2026 dengan sasaran 47 juta pelawat dan hasil pelancongan sebanyak RM329 bilion.

“Ini mencerminkan skala peluang bagi pekerjaan, perusahaan kecil dan sederhana, serta komuniti tempatan di seluruh Malaysia. Bagi sektor hartanah dan hospitaliti, ini merupakan peluang yang sepatutnya kita lihat dari sudut ekonomi yang menawarkan pengalaman,” katanya.

Beliau menambah, Malaysia kini beralih kepada destinasi berasaskan pengalaman, iaitu tempat yang menawarkan pengunjung hubungan sebenar dengan budaya, warisan dan keindahan semula jadi

SOURCE LINK:

https://suaramerdeka.com.my/amir-hamzah-2026-menandakan-pelaksanaan-pembaharuan-kerajaan-agenda-pembangunan/

PUBLISHED DATE: 15 January 2026

Amir Hamzah: 2026 menandakan pelaksanaan pembaharuan kerajaan, agenda pembangunan

Menteri Kewangan II, Datuk Seri Amir Hamzah Azizan - BERNAMA

Tahun 2026 menandakan pelaksanaan agenda pembaharuan dan pembangunan kerajaan, dengan kesannya telah dirasai oleh isi rumah, perniagaan dan ekonomi, kata Menteri Kewangan II, Datuk Seri Amir Hamzah Azizan.

Beliau berkata momentum ini disokong oleh permulaan Rancangan Malaysia ke-13 (RMK-13), yang menetapkan hala tuju untuk masa depan yang lebih berdaya tahan, bernilai tinggi dan inklusif.

"Tahun lepas merupakan tahun reka bentuk dan komitmen, di mana kami menjelaskan hala tuju, memusatkan semula dasar di sekitar hasil rakyat didahulukan, dan meletakkan 'Ekonomi MADANI' sebagai falsafah tadbir urus," katanya dalam ucaptamanya di persidangan pemaju hartanah tahunan, "Siri CEO 2026", anjuran Institut REHDA di sini hari ini.

"Ramai di antara anda sudah pun menavigasi ekonomi baharu, beralih ke arah pendapatan berulang, daerah kesejahteraan, dan bank tanah pusat data sambil menguruskan landskap global yang lebih kompleks.

"Dalam persekitaran ini, tanggungjawab kerajaan adalah untuk menyediakan kestabilan dan kejelasan yang teguh, supaya keputusan komitmen jangka panjang dapat dibuat dengan yakin," katanya.

Amir Hamzah berkata bahawa melalui inisiatif GEAR-uP, kerajaan sedang bekerjasama dengan syarikat pelaburan berkaitan kerajaan untuk menggerakkan pelaburan domestik sebanyak RM120 bilion dalam tempoh lima tahun akan datang.

Beliau menekankan bahawa hasrat kerajaan adalah jelas: untuk memastikan modal negara memenuhi kepentingan negara, digunakan secara pemangkin untuk memacu industri pertumbuhan tinggi dan bernilai tinggi yang akan menentukan masa depan negara.

"Kami mahu pelaburan berlabuh di sini, di tanah air kami sendiri, mewujudkan nilai yang kekal menjadi manfaat berkekalan kepada rakyat Malaysia.

"Kami tidak mencari modal yang hanya berkunjung, kami mencari modal yang membina, kekal dan bertahan," kata Amir Hamzah.

Beliau menekankan bahawa ketika negara memulakan Tahun Melawat Malaysia 2026, dengan sasaran bercita-cita tinggi sebanyak 47 juta pelawat dan RM329 bilion hasil pelancongan, ia mencerminkan skala peluang pekerjaan, perusahaan kecil dan sederhana, serta komuniti tempatan di seluruh Malaysia.

"Bagi sektor hartanah dan hospitaliti, ini adalah peluang yang harus kita lihat melalui lensa ekonomi pengalaman.

"Tahun Melawat Malaysia 2026 bukan sahaja untuk mengalu-alukan lebih ramai pelawat, tetapi ia juga untuk mengalu-alukan mereka dengan lebih baik. Melalui reka bentuk yang teliti, kecemerlangan perkhidmatan dan penjagaan, kami akan mempersembahkan yang terbaik dari Malaysia," kata Amir Hamzah. – **SM**

SOURCE LINK:

https://www.hmetro.com.my/bisnes/2026/01/1311326/2026-tahun-pelaksanaan-agenda-pembaharuan-pembangunan-kerajaan-amir-hamzah

PUBLISHED DATE: 15 January 2026

2026 tahun pelaksanaan agenda pembaharuan, pembangunan kerajaan - Amir Hamzah

By Bernama

Menteri Kewangan II, Datuk Seri Amir Hamzah Azizan. - FOTO NSTP

Petaling Jaya: 2026 menandakan tahun pelaksanaan agenda pembaharuan dan pembangunan kerajaan, dengan impaknya telah mula dinikmati kalangan isi rumah, perniagaan dan ekonomi, kata Menteri Kewangan II Datuk Seri Amir Hamzah Azizan.

Beliau berkata momentum itu dipacu oleh permulaan Rancangan Malaysia Ke-13 (RMK13), yang menetapkan hala tuju ke arah masa depan yang lebih berdaya tahan, bernilai tinggi dan inklusif.

"Tahun lepas merupakan tahun perancangan dan komitmen, dengan kita memperjelas hala tuju, menyusun semula dasar dengan memberi keutamaan kepada rakyat, serta menjadikan 'Ekonomi MADANI' sebagai falsafah tadbir urus," katanya ketika menyampaikan ucaptama pada persidangan tahunan pemaju hartanah "The CEO Series 2026" anjuran Institut REHDA di sini hari ini.

Beliau berkata peranan kerajaan adalah sebagai pemboleh, dengan menyediakan kestabilan fiskal, inisiatif strategik seperti Program Pengaktifan dan Reformasi Syarikat Berkaitan Kerajaan (GEAR-uP) serta infrastruktur yang membolehkan perusahaan berkembang maju.

"Ramai dalam kalangan anda sudah menyesuaikan diri dengan ekonomi baharu, beralih kepada pendapatan berulang, wilayah kesejahteraan dan simpanan tanah pusat data di samping mengurus landskap global yang semakin kompleks.

"Dalam persekitaran ini, tanggungjawab kerajaan adalah menyediakan kestabilan dan kejelasan yang kukuh, supaya keputusan berkaitan komitmen jangka masa panjang dapat dibuat dengan penuh yakin," katanya.

Amir Hamzah berkata melalui inisiatif GEAR-uP, kerajaan bekerjasama dengan syarikat pelaburan berkaitan kerajaan (GLIC) bagi menggerakkan pelaburan domestik RM120 bilion dalam tempoh lima tahun akan datang.

Beliau berkata hasrat kerajaan adalah jelas iaitu memastikan modal negara memenuhi kepentingan negara, digunakan sebagai pemangkin untuk menyokong industri berpertumbuhan tinggi dan bernilai tinggi yang akan menentukan masa depan negara.

"Kita mahu pelaburan bertapak di sini, di tanah air sendiri, mewujudkan nilai yang kekal sebagai manfaat jangka masa panjang untuk rakyat Malaysia.

"Kita tidak mencari modal yang sekadar singgah, sebaliknya kita mencari modal yang membina, kekal dan berterusan," katanya.

Beliau berkata ketika negara memulakan Tahun Melawat Malaysia 2026, dengan sasaran tinggi sebanyak 47 juta pelancong dan RM329 bilion hasil pelancongan, usaha itu mencerminkan skala peluang untuk pekerjaan, perusahaan kecil dan sederhana, serta komuniti tempatan di seluruh Malaysia.

"Bagi sektor hartanah dan hospitaliti, ini merupakan peluang yang perlu dilihat melalui lensa ekonomi pengalaman.

"Tahun Melawat Malaysia 2026 bukan sekadar mengalu-alukan lebih ramai pelancong malah juga menyambut mereka dengan lebih baik melalui perancangan yang teliti, perkhidmatan yang cemerlang dan keprihatinan, kita akan menyerlahkan yang terbaik mengenai Malaysia," katanya.

SOURCE LINK:

https://thesun.my/berita/tempatan/amir-hamzah-2026-tahun-pelaksanaan-pembaharuan-kerajaan/

PUBLISHED DATE: 15 January 2026

Amir Hamzah: 2026 tahun pelaksanaan pembaharuan kerajaan

By Bernama

Menteri Kewangan II tekankan 2026 sebagai tahun pelaksanaan agenda pembaharuan, didorong RMK13 dan pelaburan domestik RM120 bilion, sambil sasar 47 juta pelancong.

PETALING JAYA: 2026 menandakan tahun pelaksanaan agenda pembaharuan dan pembangunan kerajaan, kata Menteri Kewangan II Datuk Seri Amir Hamzah Azizan. Beliau berkata momentum itu dipacu oleh permulaan Rancangan Malaysia Ke-13 (RMK13).

"Tahun lepas merupakan tahun perancangan dan komitmen, dengan kita memperjelas hala tuju serta menjadikan 'Ekonomi MADANI' sebagai falsafah tadbir urus," katanya. Beliau berkata demikian ketika menyampaikan ucaptama pada persidangan tahunan pemaju hartanah "The CEO Series 2026" anjuran Institut REHDA.

Peranan kerajaan adalah sebagai pemboleh dengan menyediakan kestabilan fiskal dan infrastruktur, katanya.

Inisiatif strategik termasuk Program Pengaktifan dan Reformasi Syarikat Berkaitan Kerajaan (GEAR-uP).

"Tanggungjawab kerajaan adalah menyediakan kestabilan dan kejelasan yang kukuh," jelasnya.

Melalui GEAR-uP, kerajaan bekerjasama dengan syarikat pelaburan berkaitan kerajaan (GLIC) bagi menggerakkan pelaburan domestik RM120 bilion dalam tempoh lima tahun.

"Kita mahu pelaburan bertapak di sini, di tanah air sendiri, mewujudkan nilai yang kekal," tegas Amir Hamzah.

Beliau berkata hasrat kerajaan adalah memastikan modal negara memenuhi kepentingan negara.

Ketika negara memulakan Tahun Melawat Malaysia 2026, sasaran adalah 47 juta pelancong dan RM329 bilion hasil.

"Ini merupakan peluang yang perlu dilihat melalui lensa ekonomi pengalaman," katanya mengenai sektor hartanah dan hospitaliti.

Usaha itu mencerminkan skala peluang untuk pekerjaan dan perusahaan kecil dan sederhana.

“Tahun Melawat Malaysia 2026 bukan sekadar mengalu-alukan lebih ramai pelancong malah juga menyambut mereka dengan lebih baik,” tambahnya.

SOURCE LINK:

https://berita.rtm.gov.my/senarai-berita-ekonomi/senarai-artikel/2026-tahun-pelaksanaan-penuh-reformasi-kerajaan/

PUBLISHED DATE: 15 January 2026

2026 tahun pelaksanaan penuh reformasi kerajaan

Menteri Kewangan II, Datuk Seri Amir Hamzah Azizan berucap pada Majlis CEO Series 2026 anjuran REHDA Institute di Petaling Jaya/RTM

PETALING JAYA, 15 Januari -Tahun 2026 menandakan fasa pelaksanaan penuh agenda pembaharuan dan pembangunan kerajaan dengan kesannya telah mula dirasai oleh isi rumah, perniagaan serta keseluruhan ekonomi.

Menurut Menteri Kewangan II, Datuk Seri Amir Hamzah Azizan, momentum ini disokong oleh pelaksanaan Rancangan Malaysia Ke-13 (RMK13), yang menetapkan hala tuju masa depan yang lebih berdaya tahan, bernilai tinggi dan inklusif.

"Kita kini berada pada satu detik penting dalam perjalanan Malaysia. Dua tahun kebelakangan ini menandakan peralihan signifikan dalam aspek tadbir urus dan pembangunan negara.

"Tahun 2025 merupakan tahun membentuk haluan dan komitmen, di mana hala tuju diperjelas, dasar yang berpaksikan keutamaan rakyat, serta menjadikan Ekonomi MADANI sebagi falsafah pentadbiran negara. Kini, 2026 pula merupakan tahun pelaksanaan," katanya dalam ucaptama pada CEO Series 2026 anjuran REHDA Institute. Tambahnya, kerajaan berperanan sebagai pemudah cara, dengan menyediakan kestabilan fiskal, inisiatif strategik seperti Program Pengaktifan dan Reformasi Syarikat Berkaitan Kerajaan (GEAR-uP), serta infrastruktur yang membolehkan perusahaan berkembang maju. Melalui inisiatif itu, kerajaan bekerjasama dengan syarikat pelaburan berkaitan kerajaan bagi menggerakkan pelaburan domestik.

"Program Pengaktifan dan Reformasi Syarikat Berkaitan Kerajaan (GEAR-uP) akan menggerakkan RM120 bilion pelaburan dalam tempoh lima tahun, bagi memastikan modal nasional digunakan secara pemangkin untuk kepentingan negara," katanya. Sementara itu katanya, sempena Tahun Melawat Malaysia 2026 tumpuan akan diberikan kepada pembangunan destinasi berteraskan pengalaman, termasuk usaha menghidupkan semula aset warisan.

"Berdasarkan sasaran 47 juta pelawat dan hasil pelancongan berjumlah RM329 bilion, ia mencerminkan skala peluang yang besar untuk pekerjaan, perusahaan kecil dan sederhana (PKS), serta komuniti tempatan di seluruh Malaysia," tambahnya.

SOURCE LINK:

https://www.dagangnews.com/article/terkini/2026-tahun-pelaksanaan-agenda-pembaharuan-dan-pembangunan-kerajaan-amir-hamzah-63760

PUBLISHED DATE: 15 January 2026

2026 tahun pelaksanaan agenda pembaharuan dan pembangunan kerajaan - Amir Hamzah

By Bernama

KUALA LUMPUR 15 Jan - Tahun 2026 menandakan pelaksanaan agenda pembaharuan dan pembangunan kerajaan, dengan kesannya sudah mula dirasai oleh isi rumah, perniagaan dan ekonomi, kata Menteri Kewangan II Datuk Seri Amir Hamzah Azizan.

Beliau berkata momentum itu dipacu oleh permulaan Rancangan Malaysia Ke-13 (RMK13), yang menetapkan hala tuju ke arah masa depan yang lebih berdaya tahan, bernilai tinggi dan inklusif.

“Tahun lalu merupakan tahun perancangan dan komitmen, di mana kami memperjelaskan hala tuju, memusatkan semula dasar kepada hasil yang mengutamakan rakyat, serta mengukuhkan ‘Ekonomi Madani’ sebagai falsafah pentadbiran,” katanya dalam ucaptama pada persidangan tahunan pemaju hartanah, “The CEO Series 2026”, anjuran Institut REHDA di sini pada Khamis.

Menteri itu berkata peranan kerajaan adalah sebagai pemudah cara, dengan menyediakan kestabilan fiskal, inisiatif strategik seperti Program Pengaktifan dan Pembaharuan Syarikat Berkaitan Kerajaan (GEAR-uP), serta infrastruktur yang membolehkan perusahaan berkembang maju.

“Ramai daripada anda kini sedang menavigasi ekonomi baharu, beralih kepada sumber pendapatan berulang, pembangunan kawasan kesejahteraan dan bank tanah pusat data, sambil mengurus landskap global yang semakin kompleks.

“Dalam persekitaran ini, tanggungjawab kerajaan adalah untuk menyediakan kestabilan dan kejelasan yang kukuh, supaya keputusan komitmen jangka panjang dapat dibuat dengan penuh keyakinan,” katanya.

Amir Hamzah berkata menerusi inisiatif GEAR-uP, kerajaan bekerjasama dengan syarikat pelaburan berkaitan kerajaan bagi menggerakkan pelaburan domestik berjumlah RM120 bilion dalam tempoh lima tahun akan datang.

Beliau menegaskan hasrat kerajaan adalah jelas, iaitu memastikan modal nasional berkhidmat

untuk kepentingan nasional, digunakan secara pemangkin bagi menyokong industri pertumbuhan tinggi dan bernilai tinggi yang akan menentukan masa depan negara.

"Kami mahu pelaburan berakar umbi di sini, di tanah air sendiri, mewujudkan nilai yang kekal memberi manfaat berpanjangan kepada rakyat Malaysia.

"Kami tidak mencari modal yang sekadar singgah, sebaliknya kami mencari modal yang membina, kekal dan berdaya tahan," kata Amir Hamzah.

Beliau turut menekankan ketika negara

melangkah ke Tahun Melawat Malaysia 2026, dengan sasaran.

bercita-cita tinggi sebanyak 47 juta pelawat dan RM329 bilion hasil pelancongan, ia mencerminkan skala peluang besar untuk pekerjaan, perusahaan kecil dan sederhana serta komuniti tempatan di seluruh Malaysia

"Bagi sektor hartanah dan hospitaliti, ini adalah peluang yang perlu dilihat melalui lensa ekonomi pengalaman. "Tahun Melawat Malaysia 2026 bukan sekadar mengalu-alukan lebih ramai pelawat, tetapi mengalu alukan mereka dengan lebih baik. Melalui reka bentuk yang teliti, kecemerlangan perkhidmatan dan keprihatinan, kita akan menampilkan yang terbaik tentang Malaysia," katanya. - BERNAMA

SOURCE LINK:

https://www.bharian.com.my/bisnes/lain-lain/2026/01/1497139/2026-tahun-pelaksanaaan-penuh-agenda-reformasi-pembangunan-kerajaan

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2026 tahun pelaksanaaan penuh agenda reformasi, pembangunan Kerajaan

By Mohd Zaky Zainuddin

Amir Hamzah menyampaikan ucaptama pada CEO Series 2026 anjuran REHDA Institute, di Petaling Jaya, hari ini - NSTP/EIZAIRI SHAMSUDIN

PETALING JAYA: Tahun 2026 menandakan titik perubahan penting dalam perjalanan ekonomi negara apabila agenda reformasi dan pembangunan kerajaan kini memasuki fasa pelaksanaan penuh, dengan impaknya mula dirasai secara langsung oleh isi rumah, perniagaan dan keseluruhan ekosistem ekonomi Malaysia.

Menteri Kewangan II, Datuk Seri Amir Hamzah Azizan, berkata momentum itu diperkukuh dengan pelaksanaan Rancangan Malaysia Ke-13 (RMK13) yang menetapkan hala tuju strategik ke arah negara yang lebih berdaya tahan, bernilai tinggi dan inklusif.

Beliau menegaskan, RMK13 bukan sekadar dokumen perancangan, sebaliknya menjadi asas penting bagi memastikan pertumbuhan ekonomi negara dilaksanakan secara tersusun, berfokus dan berteraskan kepentingan rakyat.

"Dalam tempoh dua tahun kebelakangan ini, Malaysia melalui fasa peralihan penting dari sudut tadbir urus dan pembangunan. Tahun sebagai falsafah pentadbiran negara.

"Namun, tahun 2026 pula tahun pelaksanaan, apabila agenda reformasi dan pembangunan kerajaan diterjemahkan kepada tindakan sebenar yang memberi impak langsung kepada rakyat dan ekonomi," katanya ketika menyampaikan ucaptama pada CEO Series 2026 anjuran REHDA Institute, di sini, hari ini.

Amir Hamzah berkata, peranan kerajaan dalam fasa pelaksanaan ini adalah sebagai pemudah cara dengan menyediakan kestabilan fiskal, inisiatif strategik serta infrastruktur yang kondusif bagi membolehkan sektor swasta berkembang dan berinovasi.

Beliau berkata, peserta industri kini sedang menyesuaikan diri dengan landskap ekonomi baharu, termasuk peralihan kepada model pendapatan berulang, pembangunan daerah kesejahteraan serta penyediaan bank tanah untuk pusat data dalam persekitaran global yang semakin mencabar.

"Dalam persekitaran ini, tanggungjawab kerajaan adalah memastikan kestabilan dan kejelasan dasar supaya keputusan komitmen jangka panjang dapat dibuat dengan penuh keyakinan," katanya.

Menurut Amir Hamzah, pendekatan itu diterjemahkan menerusi Program Pengaktifan dan Reformasi Syarikat Berkaitan Kerajaan (GEAR-uP) yang menjadi antara teras utama agenda ekonomi kerajaan.

Katanya, melalui GEAR-uP, kerajaan bekerjasama dengan syarikat pelaburan berkaitan kerajaan (GLIC) bagi menggerakkan pelaburan domestik berjumlah RM120 bilion dalam tempoh lima tahun akan datang.

Beliau menegaskan, hasrat kerajaan adalah memastikan modal negara dimanfaatkan sebagai pemangkin pertumbuhan, khususnya bagi menyokong industri berpertumbuhan tinggi dan bernilai tinggi yang akan membentuk masa depan Malaysia.

"Kita tidak mencari modal yang sekadar singgah. Sebaliknya, kita mahu pelaburan yang membina, berakar umbi dan mencipta nilai berkekalan untuk rakyat Malaysia," katanya.

Dalam ucapannya, Amir Hamzah turut menekankan kepentingan aset sebenar dan ekosistem hartanah sebagai asas kepada aspirasi pembangunan negara, khususnya dalam menyokong agenda pembangunan jangka panjang.

Katanya, aset fizikal berperanan sebagai jambatan antara dasar yang digubal kerajaan dengan kemakmuran yang dapat dirasai rakyat di pelbagai peringkat dan wilayah.

Beliau turut menyentuh mengenai Zon Ekonomi Khas Johor–Singapura (JS-SEZ) yang disifatkan sebagai pelan induk transformasi negara berasaskan ekosistem rentas sempadan.

Dalam perkembangan berkaitan, Amir Hamzah berkata, negara juga sedang bersiap sedia menyambut Tahun Melawat Malaysia 2026 dengan sasaran 47 juta pelawat dan RM329 bilion hasil pelancongan, sekali gus membuka ruang luas kepada pertumbuhan ekonomi serta pembangunan berimpak tinggi di peringkat nasional.

SOURCE LINK:

https://berita.rtm.gov.my/senarai-berita-ekonomi/senarai-artikel/js-sez-pacu-peluang-pekerjaan-bernilai-tinggi-sokong-agenda-pembangunan-johor/

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JS-SEZ pacu peluang pekerjaan bernilai tinggi, sokong agenda pembangunan Johor

By Bernama

Pengarah Urusan Bradshaw Mitchell, Prakash Nagarajan

PETALING JAYA, 16 Januari – Zon Ekonomi Khas Johor–Singapura (JS-SEZ) merupakan pemangkin penting dalam memperkukuh integrasi ekonomi Malaysia–Singapura, khususnya melalui penciptaan peluang pekerjaan bernilai tinggi serta pembangunan ekosistem perniagaan yang lebih cekap dan berdaya saing. Pengarah Urusan Bradshaw Mitchell, Prakash Nagarajan berkata, pelaksanaan berkesan di peringkat operasi akan memastikan dasar yang dirangka memberi impak langsung kepada pertumbuhan ekonomi, menarik pelaburan berkualiti dan meningkatkan kesejahteraan rakyat di negara ini.

"Saya merujuk kepada jenis pekerjaan yang diwujudkan. Johor sebelum ini dikenali sebagai pusat pembuatan kos rendah, tetapi kini telah berubah dan berkembang pesat. "Seiring perkembangan ini, perlu diwujudkan pekerjaan pada tahap berbeza dengan gaji lebih tinggi untuk mengekalkan bakat tempatan," katanya pada sesi perbincangan mengenai JS-SEZ sempena program CEO Series 2026 anjuran REHDA Institute.

Mengulas lanjut, Prakash berkata usaha kerajaan membangunkan JS-SEZ berpotensi mengimbangi peluang pekerjaan antara Johor dan Singapura, sekali gus mengurangkan kebergantungan penduduk Johor kepada pasaran pekerjaan di luar negara. Sementara itu, beliau berkata penambahbaikan berterusan dalam aspek dasar serta logistik rentas sempadan akan terus memperkukuh keberkesanan zon ekonomi khas berkenaan. "Banyak langkah yang telah dilaksanakan, termasuk pergerakan keluar masuk orang ramai yang telah diurus dengan baik. Rakyat kedua-dua negara menggunakan sistem QR untuk perjalanan rentas sempadan yang telah melancarkan perjalanan dan efisien.

"Saya berpandangan, pendekatan sama juga perlu diterapkan kepada pergerakan barangan supaya kita dapat manfaat yang lebih besar daripada ekosistem bersama yang padu dan menyeluruh," jelasnya. Tambahnya, dengan sokongan dasar kerajaan yang konsisten serta kerjasama erat antara sektor awam dan swasta, JS-SEZ berpotensi menjadi pemacu utama pertumbuhan ekonomi serantau serta menarik lebih banyak pelaburan berkualiti ke dalam negara.

SOURCE LINK:

https://buzzkini.my/trending/2026/01/19/rehda-institute-lancar-inisiatif-belia-kebangsaan-di-ceo-series-2026/

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BUZZKINI

REHDA Institute Lancar Inisiatif Belia Kebangsaan Di CEO Series 2026

By Ahmed Faez

Press Release: REHDA Institute Launches National Youth Initiative at CEO Series 2026 as Leaders Discuss Economic Direction

REHDA Institute telah mengelolakan acara kemuncaknya CEO Series 2026 pada Khamis (15 Januari) yang berjaya menghimpunkan lebih daripada 400 pegawai kanan daripada pihak kerajaan, kewangan, industri, akademia dan pembuat keputusan untuk memperincikan prospek ekonomi, keutamaan pelaburan dan cabaran tenaga kerja Malaysia dan ASEAN bagi tahun ini.

Bertempat di Hotel Le Méridien Petaling Jaya, persidangan tahunan ini telah menandakan arah dan nada untuk dasar awal tahun serta keterlibatan industri, dengan penelitian hala tuju ekonomi, kejelasan dasar dan daya saing oleh para pemimpin berlatarkan suasana global dan serantau yang kian berubah.

Mereka yang terlibat dalam imbasan kembali relevansi persidangan CEO Series 2026 kepada ekonomi nasional dan keutamaan pembangunan termasuk Menteri Kewangan II Senator Datuk Seri Amir Hamzah Azizan; Menteri Pengangkutan, Anthony Loke Siew Fook, dan Timbalan Menteri Pelancongan, Seni dan Budaya Chiew Choon Man.

Dianjurkan oleh urusetia bersama yang melibatkan pelbagai pertubuhan dan persatuan industri, fokus CEO Series 2026 adalah kepada aliran ekonomi Malaysia dalam konteks ASEAN pada permulaan 2026 yang berlatarkan ketidakpastian global, pergerakan dana modal dan persaingan yang semakin sengit untuk pelaburan langsung asing (FDI).

Perbincangan di persidangan ini berkitar pada pertumbuhan bercirikan inovasi, ketersediaan pelaburan, aset yang memberikan pendapatan berganda dan integrasi rentas sempadan, dengan perhatian diberikan kepada daya saing serantau dan kesepaduan dasar.

Pengerusi REHDA Institute Datuk Jeffrey Ng Tiong Lip, berkata, "CEO Series direka untuk mempermudahkan dialog substantif serta memberikan platform neutral kepada penggubal dasar dan pemimpin kanan daripada pelbagai industri untuk berbincang secara konstruktif berkenaan realiti ekonomi dan keutamaan jangka panjang.

"Libaturus ini membantu mencorakkan kesepaduan dasar, mendalami pasaran pelbagai industri serta keputusan pelaburan."

CEO Series 2026 turut menampilkan pakar ekonomi antarabangsa, penyelidik dan pemimpin industri dari ASEAN, Australia dan Eropah, memperkasakan libaturus berterusan oleh Malaysia dengan pemegang taruh serantau dan global.

Pembentang termasuk Dr Koh Wee Chian dari ASEAN+3 Macroeconomic Research Office (AMRO), Denise Cheok dari Moody's Analytics, selain daripada wakil kanan industri dengan pengalaman yang luas dalam pasaran global.

Antara speaker CEO Series 2026

Peserta persidangan yang datang dari Indonesia, Taiwan, Thailand, Australia dan Singapura telah memberikan sumbangan perspektif khas negara masing-masing berkaitan aliran pelaburan, pasaran modal dan tren perkembangan serantau.

Jeffrey Ng berkata penglibatan berterusan oleh pakar dan pelabur antarabangsa menandakan keyakinan pelabur terhadap keutuhan asas Malaysia dan peranan serantau negara, serta memberikan ruang untuk menanda aras pencapaian negara secara realistik apabila dibandingkan dengan rakan serantau.

Selari dengan keutamaan nasional, persidangan juga mengupas integrasi serantau seperti kerjasama Johor–Singapura dan Zon Ekonomi Khas Johor–Singapura melalui analisis sinergi rentas sempadan dalam sektor pembuatan, logistik, infrastruktur dan pembangunan bandar.

Persidangan juga membincangkan peluang yang berkaitan dengan Tahun Melawat Malaysia 2026 (Visit Malaysia Year 2026), terutamanya dalam bidang pembangunan bercirikan pelancongan dan perhotelan, serta hartanah yang bersifat pengalaman (experiential) dan peranan sektor swasta dalam menyokong agenda pelancongan kebangsaan yang memberikan pendapatan mampan.

Satu acara utama daripada CEO Series 2026 ialah pelancaran REHDA Institute Youth Initiative (RIYI), satu program pembangunan modal insan kebangsaan yang bertujuan merapatkan jurang antara menara gading dengan industri, selain memperkukuhkan bekalan tenaga kerja negara.

Mencerminkan kesepaduan dengan keutamaan pembangunan tenaga kerja kebangsaan, RIYI dilancarkan semasa persidangan oleh YB Tuan Anthony Loke Siew Fook, Menteri Pengangkutan.

Inisiatif ini menghimpunkan lebih daripada 13 universiti tempatan bersama pemimpin korporat dan industri, dengan penekanan kepada bimbingan berstruktur, pendedahan industri awal dan bimbingan kerjaya untuk calon siswa-siswi berpotensi.

Ujar Jeffrey Ng lagi, "Daya tahan ekonomi bergantung bukan semata-mata kepada pelaburan dan dasar, tetapi juga modal insan berwibawa. Dalam hal ini, RIYI mencerminkan kepercayaan REHDA Institute bahawa pemegang taruh industri harus memainkan peranan yang lebih aktif dalam menyediakan generasi muda Malaysia untuk memasuki pasaran kerja berbekalkan kemahiran praktikal dan jangkaan realistik."

telah Beliau juga berkata bahawa RIYI merupakan sebahagian daripada komitmen am REHDA Institute untuk membangunkan sektor modal insan negara melalui fungsi institut sebagai perusahaan sosial.

"Sebagai sebuah badan pemikir bebas, kami melihat keperluan sektor secara menyeluruh, dan bukan sahaja keperluan semasa. Melabur dalam generasi muda dan modal insan adalah tanggungjawab jangka panjang," ujar beliau.

Dengan ketibaan 2026 yang penuh dengan ketidakpastian dan cabaran serantau, CEO Series 2026 telah memberikan ruang untuk renungan, penjajaran dan perancangan.

3.0 Mandarin

SOURCE LINK:

https://www.sinchew.com.my/news/20260115/finance/7190948

PUBLISHED DATE: 15 January 2026

星洲网
sinchew.com.my

2026年CEO系列研讨会 | 全球供应重组•晋新投 资周期 大马应加速行业升级

马来西亚房地产发展商会研究院举办的2026年CEO系列研讨会汇聚市场人士共同 探讨东盟与大马经济展望。左起何汉生、许伟健、石家瑗、姚金龙、李祖国、 阿都马力。（林妤芯摄）

(吉隆坡15日讯)东盟中日韩宏观经济研究办公室（AMRO）认为,目前是大马新一轮投资上升周期的初始阶段，受到中美紧张局势重组全球供应链驱动,并由国内的清晰政策巩固，这股投资潮是加速行业升级、提高生产率和促进收入趋同的难得机遇。

新加坡AMRO高级经济学家许伟健今天出席马来西亚房地产发展商会研究院(REHDA Institute)举办的2026年CEO系列研讨会时 指出，就机遇而言大马目前正处于一个新的投资上升周期的早期阶段。

他指出，过去有3次看到这个情况,第一次是在1960年代末到1980年代初，当时电子电器行业经历以出口为导向的增长；接着 是在1990年代初，亚洲金融危机之前也有一波投资潮，包括投机 性质的房地产投资，而第三次是渡过金融危机之后油价飙升期间。

“每次投资周期都有不同的面貌和因素驱动。而今,中美紧张局势正导致全球供应链重组,东盟国家包括大马在这方面受益匪浅。”

此外他指出,如今大马政府更加清晰稳定,国内改革政策和国家大蓝图为投资者提供很大的信心,这可说是巩固大马的投资上行周期。

“2021年之后,制造业和半导体行业的投资审批数量激增。而最近,投资更多地转向服务业，因此大家看到大马数据中心蓬勃发展。”

除了上述指标,他看到,大马的资本进口也看出端倪,不少是用于土地购置、机械设备和建筑营运资金的银行贷款申请,都实现了两位数的增长,这类指标迅速上升。

“因此,大马应充分利用商业和公共部门的优势,目前有不错的机会,可以加速行业升级。”

他认为,政策重点应放在维护宏观经济和金融韧度、增强国内能力,以及在地缘经济分裂中确立策略地位。

大马经济强劲 去年只降息一次

观察大马经济，许伟健指出，2025年的大马依然相当强劲，虽然许多经济体都降息以支持经济增长，但这里因经济保持稳健，国家银行只在7月降息一次。

“第四季预估经济数据即将出炉， 从月度数据可见，工业生产等领域有不错增长，国内需求持续支撑经济，而强劲的电子电器出口起到支持作用。就消费而言，劳动参与率创下79%的记录。”

财政方面，他指出，大马财政赤字持续收窄，显示政府的整顿承诺。所以，大马政府仍有政策空间来支持经济，如果出现导致生产力下降的外部冲击，政府也有政策空间来应对。

抓住投资顺风 有望突破中等收入陷阱

尽管大马经济稳健，并处于投资上升周期， 但许伟健指出，大马被困在中等收入水平已多年，如果能够抓住投资顺风，加快结构性改革，就能找到一条通往高收入的可持续道路。

他看到，按照世界银行设定的高收入门槛的对比，大马几十年来一直停留在中等收入， 而台湾和韩国过去能在相对较短的时间内就成功跻身高收入行列。

因此他认为，大马经济结构仍有一些挑战， 例如，新增就业岗位方面，很多是由前线工作推动，这并非能够维持收入增长的高生产率或高薪工作。

“除此之外，劳动力市场内也存在薪水和职业错配问题。迄今为止，薪水增长并不温和，尤其是在制造业，而名义薪水增长，并未被通胀所抵销。”

他提议，如果大马能够抓住上述提到的投资顺风，加快财政和结构性改革，就能找到一条通往高收入的可持续道路。

他还解释，通常情况下，当经济体发展和壮大时，会逐渐摆脱制造业，转向服务业。但大马似乎在真正富裕之前就已经达到了制造业顶端。

他表示，这个窗口期对于大马在全球价值链中向上攀升至关重要，要由国家推出的一些经济政策和新工业大蓝图等规划带动。

“如上所述，大马仍有许多结构性挑战， 例如技术人员匮乏、创新能力有限、技能和人才缺口等等。政府也意识到这一点，因而大力推动培养更多高素质的毕业生，并促进高科技人才的公平发展。”

他重申，加快结构性改革来应对这些问题很要紧。尽管有大量投资涌入，也必须关注国内瓶颈，以免限制发展进程。

他认为，大马需要制定一些策略来应对，首要任务肯定是保持宏观经济和金融韧性，以稳定投资者情绪。

“其次，要深化国内能力建设，解决结构性问题。而第三点是，我们现在身处一个日益不确定的环境中，应制定某种策略定位，要务实、开放和包容。例如，中国是大马的巨大市场，但只占大马出口和消费市场的约25%， 因此要加上东盟和其他区域，考虑多元化贸易。”

美关税震动全球 东盟+3展现经济韧性

分析东盟+3经济，许伟健指出，尽管2025全球经济形势像“坐过山车”，但东盟+3展现经济韧性。

“在美国‘解放日’关税宣布之后确实存在诸多不确定因素，很多经济学家不得不下调成长预测，但最后大部分国家包括大马的增长都相当不错，全年表现应该会优于预测，主要是内需支持，除了菲律宾和汶莱。”

他解释，主要因为关税的影响比最初预期的要小，第二个原因是科技出口增长，由人工智能需求； 第三个原因是投资活动增多，尤其是东盟之间。

“虽然去年看到贸易出现一些停滞，例如中美贸易摩擦，不过随后各国和美国签署贸易协定，落实的关税也大多数比预定的要低，而各国贸易商大量提前备货出口。”

贸易方面，他看到东盟+3经济体出口主要是由电子产品和技术出口推动，尤其是半导体。各国也都提供有针对性的财政支持，帮助 出口商和中小企业渡过难关。

“不过，贸易和关税仍然存在不确定，例如潜在的半导体产品关税，还有如美国1962年贸易扩展法令第232条文，以及联储局的独立性问题也将是下行风险之一。此外，全球人工智能

投资投资可能出现回调，基于市场人士认为其估值过高。”

地缘政局添乱 不确定性加剧

他还指出，目前的不确定性在某种程度上有所加剧，尤其在地缘政治局势方面，不仅是中东问题，还加上委内瑞拉资产被美国接管事件，中美主要经济体可能出现增长放缓。

然而，他表示，如果投资趋势能够加深，将带来持续增长，为东盟经济提供有力支撑。总而言之，尽管目前风险相对平衡，但依然存　在高度不确定性。

大马货币财政政策 调整空间充足灵活

尽管外部不确定性增加，双威大学商学院经济学教授姚金龙博士认为，大马无论是货币政策还是财政政策，都有足够和灵活的空间来应对全球动荡。

姚金龙指出，虽然全球存在贸易、金融市场波动或地缘政治事件，但大马货币政策相对稳定且可预测，大马的融资渠道和贷款获取仍然非常便利，这有助于增强投资者信心，对企业和家庭来说也非常重要。

“大马经济能够面对国内外挑战，部分原因是达到可续经济增长的关键要求或条件之一，那就是金融和货币策略稳定。”

大马复苏势头强劲

他指出，大马复苏势头相当强劲，这一点值得重视，很大程度归功强大的金融体系，维护金融稳定和确保充足的信贷流动，在储蓄和投资平衡方面发挥重要作用。

“而稳定的货币政策，使得经济能够以更加稳健的方式发展，让投资者和消费者保持信心。适当的货币政策支持是动力，有助于缓解至今我们所面对的外部冲击，尤其是对金融体系的冲击。”

他认为，大马目前的关键任务是继续确保物价稳定，并维持经济增长。他预计今年的经济增长将与去年持平。

“2025年的经济增长率可能接近5%，毕竟第三季的增速是　　5.2%，而首3季的平均增长率为4.7%。”

他补充，由于通胀率较低，政府拥有足够的货币和财政空间来应对全球经济放缓可能对大马造成的影响。

他认为我国目前的经济增长已经超出预期，这意味着大马正处于所谓的“中性货币政策”水平。

“同时，从2026年财政预算案可见，我们的财政政策并非一味地紧缩，而是逐步推进财政整顿。这样既能保持财政空间，又能为经 济，特别是国内需求，提供足够的支撑。”

因此他认为，无论在财政政策还是货币政策，都可见能够为经济提供稳定增长环境，使我国保持韧性，应对外部挑战。

“惟要关注的是结构性升级，这在提高生产力和经济效率方面至关重要。”

2026地缘政治风险最大

关于2026年的全球风险事项，穆迪分析公司新加坡的东南亚经济研究主管石家瑗认为，地缘政治紧张局势加剧，是最需要关注的风 险。

她指出，观察未来12个月内发生经济衰退的概率，购买力平价（PPP）显示各地贫困率非常高，徘徊在40%到50%之间，而北美贫困率大约是45%，不算太安全。

“归根结底，地缘政治问题、美国的消费、移民政策等事情在伤害着美国情况，使得美国面临相当高的风险。”

此外她指出，中国的风险介于40至50%之间，有45%的衰退风险，因为该国经济增速放缓、青年失业率非常高，房地产市场表现不佳。

美中经济非常疲软

她认为，美国和中国的增长实际非常疲软，全球情况也略低于疫情前的趋势水平。东南亚如大马和新加坡也有类似风险，东南亚各国的增长将放缓。

但她指出，大马的情况则没有那么糟，接近世界平均水平，但仍然低于疫情前的趋势。

气候自然灾害破坏大

她指出，另一个风险是普遍存在的社会和政治动荡，使到收入不平等，例如伊朗等地，如果不加以关注，这种情况可能会进一步蔓延。

“另一个要关注的问题是气候变化加剧。在某些地区，气候影响越来越难以预测。亚洲地区出现了洪灾。美国也在退出全球贸易协定和气候协定。该笔资金的来源令人担忧。”

此外她认为,气候和自然灾害问题随时发生，而老龄化和医疗问题逐渐扩大,并不是受

到关税等政策问题影响,也是要关注的风险。

出席同样研讨会的还包括马来西亚房地产发展商会(REHDA)主席拿督何汉生、大马厂商联合会（FMM）总会长李祖国，以及大马 商业协会联合会（FMBA）主席拿督斯里阿都马力。

Translation:

2026 CEO Seminar Series | Global Supply Restructuring New Investment Cycle: Malaysia Should Accelerate Industry Upgrading

(Kuala Lumpur, 15th) The ASEAN-China-Japan-Korea Macroeconomic Research Office (AMRO) believes that Malaysia is currently in the initial stage of a new round of investment upswing, driven by the restructuring of global supply chains due to US-China tensions and consolidated by clear domestic policies. This investment wave presents a rare opportunity to accelerate industry upgrades, improve productivity, and promote income convergence.

Speaking at the 2026 CEO Seminar Series organized by the Real Estate and Housing Developers' Association of Malaysia (REHDA Institute) today, Singapore's AMRO Senior Economist, Xu Weijian, pointed out that in terms of opportunities, Malaysia is currently in the early stages of a new investment upswing cycle.

He pointed out that he had seen this situation three times in the past. The first time was in the late 1960s to early 1980s, when the electronics industry experienced export-oriented growth; the second time was in the early 1990s, before the Asian financial crisis, there was also a wave of investment, including speculative real estate investment; and the third time was during the period of soaring oil prices after the financial crisis.

“Each investment cycle has a different look and is driven by different factors. Right now, the tensions between the US and China are leading to a restructuring of global supply chains, and ASEAN countries, including Malaysia, are benefiting greatly from this.”

Furthermore, he pointed out that the Malaysian government is now clearer and more stable, and domestic reform policies and the national blueprint provide investors with great confidence, which can be said to consolidate Malaysia's investment upswing cycle.

“After 2021, the number of investment approvals in the manufacturing and semiconductor industries surged. More recently, investment has shifted more towards the service sector, which is why we are seeing a boom in data centers in Malaysia.”

In addition to the above indicators, he also saw a trend in Malaysia's capital imports, with many bank loan applications for land purchases, machinery and equipment and construction working capital achieving double-digit growth. These indicators rose rapidly.

"Therefore, Malaysia should make full use of the strengths of the business and public sectors, and there are good opportunities to accelerate industry upgrading."

He believes that policy priorities should focus on maintaining macroeconomic and financial resilience, enhancing domestic capabilities, and establishing a strategic position amid geoeconomic divisions.

Malaysia's economy is strong; interest rates were only cut once last year.

Looking at the Malaysian economy, Xu Weijian pointed out that Malaysia will remain quite strong in 2025. Although many economies have cut interest rates to support economic growth, the central bank only cut interest rates once in July because the economy here remains stable.

"The preliminary economic data for the fourth quarter is about to be released. Monthly data shows that there has been good growth in areas such as industrial production, with domestic demand continuing to support the economy, and strong exports of electronic appliances playing a supporting role. In terms of consumption, the labor force participation rate has reached a record 79%."

Regarding fiscal policy, he pointed out that Malaysia's fiscal deficit continues to narrow, demonstrating the government's commitment to consolidation. Therefore, the Malaysian government still has policy space to support the economy, and also has policy space to respond to external shocks that lead to a decline in productivity.

Seizing investment opportunities could help us break free from the middle-income trap.

Despite Malaysia's robust economy and its investment upswing, Hui Wai Kian pointed out that Malaysia has been stuck at the middle-income level for many years. If it can seize the investment opportunities and accelerate structural reforms, it can find a sustainable path to high income.

He observed that, compared to the high-income threshold set by the World Bank, Malaysia has remained at the middle-income level for decades, while Taiwan and South Korea were able to successfully join the high-income bracket in relatively short period of time.

Therefore, he believes that Malaysia's economic structure still faces some challenges. For example, many of the new jobs are driven by frontline work, which is not a high-productivity or high-paying job that can sustain income growth.

"In addition, there is a problem of wage and occupation mismatch in the labor market. Wage growth has been modest so far, especially in manufacturing, and nominal wage growth has not been offset by inflation."

He suggested that if Malaysia can capitalize on the aforementioned investment opportunities and accelerate fiscal and structural reforms, it can find a sustainable path to high incomes.

He further explained that typically, as economies grow and expand, they gradually move away from manufacturing and towards services. However, Malaysia appears to have reached the pinnacle of manufacturing before becoming truly wealthy.

He stated that this window of opportunity is crucial for Malaysia to move up the global value chain, and it will be driven by national economic policies and plans such as the New Industrial Blueprint.

"As mentioned above, Malaysia still faces many structural challenges, such as a shortage of skilled workers, limited innovation capabilities, and skills and talent gaps. The government is aware of this and is therefore vigorously promoting the training of more high-quality graduates and fostering the equitable development of high-tech talent."

He reiterated that accelerating structural reforms to address these issues is crucial. Despite the influx of investment, domestic bottlenecks must be addressed to avoid hindering progress.

He believes that Malaysia needs to develop some strategies to cope with the situation, with the primary task being to maintain macroeconomic and financial resilience in order to stabilize investor sentiment.

"Secondly, we need to deepen domestic capacity building and address structural issues. Thirdly, we are now in an increasingly uncertain environment and should develop a strategic positioning that is pragmatic, open, and inclusive. For example, China is a huge market for Malaysia, but it only accounts for about 25% of Malaysia's exports and consumption market. Therefore, we need to include ASEAN and other regions and consider diversifying our trade."

US tariffs shake the world; ASEAN+3 demonstrates economic resilience

Analyzing the ASEAN+3 economy, Xu Weijian pointed out that although the global economic situation in 2025 is like a "roller coaster," ASEAN+3 has demonstrated economic resilience.

"There were indeed many uncertainties after the US announced its 'Liberation Day' tariffs, and many economists had to lower their growth forecasts. However, most countries, including Malaysia, saw quite good growth in the end, and the full-year performance should be better than expected, mainly supported by domestic demand, except for the Philippines and Brunei."

He explained that the main reasons were: firstly, the impact of tariffs was smaller than initially expected; secondly, the growth in technology exports driven by demand for artificial intelligence; and thirdly, increased investment activity, particularly among ASEAN countries.

"Although we saw some stagnation in trade last year, such as the trade friction between China and the United States, subsequent trade agreements were signed between various countries and the United States, and the tariffs implemented were mostly lower than expected. Traders in various countries also stocked up on goods for export in advance."

Regarding trade, he observed that exports from the ASEAN+3 economies were primarily driven

by electronics and technology exports, particularly semiconductors. Each country also provided targeted financial support to help exporters and SMEs weather the storm.

"However, uncertainties remain regarding trade and tariffs, such as potential tariffs on semiconductor products, as well as issues like Section 232 of the U.S. Trade Expansion Act of 1962 and the Federal Reserve's independence, which also pose downside risks. In addition, global investment in artificial intelligence may see a correction, as market participants believe that valuations are too high."

Geopolitical turmoil exacerbates uncertainty

He also pointed out that the current uncertainty has intensified to some extent, especially in terms of the geopolitical situation, including not only the Middle East issue, but also the US takeover of Venezuelan assets, which may lead to a slowdown in growth for the major economies of China and the United States.

However, he stated that if the investment trend deepens, it will lead to sustained growth and provide strong support for the ASEAN economy. In summary, although the risks are currently relatively balanced, a high degree of uncertainty remains.

Malaysia has ample room for maneuver in its monetary and fiscal policies.

Despite increased external uncertainties, Dr. Yao Jinlong, Professor of Economics at Sunway University Business School, believes that Malaysia has sufficient and flexible room to cope with global turmoil, both in terms of monetary and fiscal policies.

Yao Jinlong pointed out that although there are global trade and financial market fluctuations or geopolitical events, Malaysia's monetary policy is relatively stable and predictable, and Malaysia's financing channels and loan access remain very convenient, which helps to enhance investor confidence and is also very important for businesses and households.

"The Malaysian economy is able to face domestic and international challenges in part because one of the key requirements or conditions for

sustainable economic growth is the stability of financial and monetary policies."

Malaysia's recovery momentum is strong

He pointed out that Malaysia's recovery momentum is quite strong, which is worth noting. This is largely due to the robust financial system, which plays an important role in maintaining financial stability and ensuring sufficient credit flow, as well as balancing savings and investment.

"A stable monetary policy enables the economy to develop in a more robust manner, maintaining investor and consumer confidence. Appropriate monetary policy support is a driving force that helps mitigate the external shocks we have faced so far, especially those to the financial system."

He believes that Malaysia's key task at present is to continue to ensure price stability and maintain economic growth. He expects this year's economic growth to be on par with last year.

"The economic growth rate in 2025 may be close to 5%, after all, the growth rate in the third quarter was 5.2%, while the average growth rate in the first three quarters was 4.7%."

He added that due to the low inflation rate, the government has sufficient monetary and fiscal space to cope with the potential impact of the global economic slowdown on Malaysia.

He believes that Malaysia's current economic growth has exceeded expectations, which means that Malaysia is at a so-called "neutral monetary policy" level.

"At the same time, as can be seen from the 2026 fiscal budget, our fiscal policy is not simply about tightening, but about gradually promoting fiscal consolidation. This will both maintain fiscal space and provide sufficient support for the economy, especially domestic demand."

Therefore, he believes that both fiscal and monetary policies can provide a stable growth environment for the economy, enabling my country to maintain its resilience and cope with external challenges.

"The key focus should be on structural upgrading, which is crucial for improving productivity and economic efficiency."

2026 presents the greatest geopolitical risks

Regarding global risks in 2026, Shi Jiayuan, head of Southeast Asian economic research at Moody's Analytics in Singapore, believes that escalating geopolitical tensions are the most pressing risk.

She pointed out that, based on the probability of an economic recession in the next 12 months, purchasing power parity (PPP) shows that poverty rates are very high in various places, hovering between 40% and 50%, while the poverty rate in North America is about 45%, which is not very safe.

"Ultimately, geopolitical issues, American consumption, immigration policies, and other factors are harming the situation in the United States and putting it at considerable risk."

In addition, she pointed out that China's risks are between 40% and 50%, with a 45% risk of recession, due to the country's slowing economic growth, very high youth unemployment, and poor performance in the real estate market.

The US and Chinese economies are very weak.

She believes that growth in the US and China is actually very weak, and the global situation is slightly below pre-pandemic trend levels. Southeast Asian countries like Malaysia and Singapore face similar risks, with growth in these countries expected to slow.

However, she pointed out that the situation in Malaysia is not so bad, being close to the world average, but still below the pre-pandemic trend.

Climate and natural disasters cause great damage

She pointed out that another risk is the widespread social and political unrest that exacerbates income inequality, as seen in places like Iran, and this situation could spread further if left unaddressed.

"Another issue to watch is the escalating climate change. In some regions, the impacts of climate change are becoming increasingly difficult to predict. Floods have occurred in Asia. The United States is also withdrawing from global trade and climate agreements. The source of this funding is a cause for concern."

In addition, she believes that climate and natural disasters can occur at any time, and that the aging population and medical problems are gradually expanding, which are not affected by policies such as tariffs, and are also risks that need to be addressed.

Also attending the same seminar were Datuk Ho Han Seng, President of the Real Estate and Housing Developers' Association of Malaysia (REHDA), Lee Kok Choon, President of the Federation of Malaysian Manufacturers (FMM), and Datuk Seri Abdul Malik, President of the Federation of Malaysian Business Associations (FMBA).

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【 2026年CEO系列讲座】学者:投资周期与政策支撑 大马经济2026年保持强韧

何汉生（左三）在主持讲座后，与主讲人合影，左起许伟健和石家瑗，右阿都马力、李祖国和姚金龙。

（八打灵再也15日讯）经济学者与业界代表认为,马来西亚在2026年虽面临全球经济不确定性与地缘政治挑战，但在投资上行周期与政策支持推动下,仍有望保持经济韧性。

新加坡东盟+3宏观经济研究办公室（AMRO）高级经济学者许伟健认为，大马正处于新一轮且仍在早期阶段的投资上行周期，这一周期由中美紧张关系、供应链重组以及国内政治稳定和改革所共同推动。

他今早在马来西亚房地产发展商会研究院主办的2026年CEO系列讲座上指出，有关的投资重点不仅限于传统制造业和半导体领域，还扩展至服务业和数据中心等新兴领域，与此相关的资本产品进口和银行融资显著增长，显示器也在扩张产能、更新设备和推动投资的过程中获得了资金支持。

他认为,大马必须必须把握这个罕见且可能短暂的窗口期,加速行业升级，向全球价值链高端迈进,而这正是2030年新工业大蓝图（NIMP 2030）的核心目标之一。

他指出，大马在过去10年经历了一系列外部冲击，但每一次都展现出韧性，这与稳健的宏观经济政策密切相关。

“然而，结构性挑战仍然存在，包括工资停滞、创新不足、技能与人才缺口等。加快结构性改革、消除国内瓶颈，将至关重要。”

他指出，各机构去年初因美国实施对等关税政策而下调经济增长预测，如大马的预测就从4.7%下调至4.2%，但到了年底，东盟整体经济展现出程度的韧性。

他说，推动东盟经济韧性的因素包括关税冲击低于预期、全球处于人工智能上行周期、投资流入强劲以及政府落实支持企业的政策。

他续称，依然存在经济下行的风险，其中包括美国政策体制持续存在不确定性、地缘政治事件、中美等主要经济体可能出现增长放缓以及AI推动下的市场高估等。

穆迪：东南亚经济全球最佳

穆迪分析经济学家石家瑗指出，在北美、欧洲和亚洲面对高达40至横50%经济衰退风险之际，东南亚地区的风险相对更低，表现好于全球其他地区，部分原因是近期制造业和电子电气数据表现超出预期。

“但风险依然存在，关税已经生效，中美紧张局势加剧，美国与其他国家的摩擦也在升温。”

她指出，在冠病疫情之后，许多经济体的增长高度依赖出口，国内需求仍低于疫情前趋势，东盟尤为明显，其中，大马虽接近全球平均，但仍未完全恢复。

她说，这意味着增长模式存在失衡风险，一旦出口动能减弱，经济将面临压力。

她指出,当外部出现不确定性时,大马和东盟应关注大马国内或东盟内部的情况和工业，特别是不太受外部环境影响的行业。

“你可以关注那些不受外部影响的行业，例如与气候、医疗、老龄化相关的领域，无论关税是否存在，有些事还是会发生，即使有关税，水灾还是会发生，即使有关税，地震还是会发生，即使有关税，你还是会变老。”

她说，全球经济正处于高度不稳定状态，尚未陷入衰退，但风险已非常接近。东南亚目前表现尚可，但必须警惕收入、就业和结构性问题。

她说，从主要地区来看，北美、欧洲和亚洲的衰退风险都在40%至50%之间，历史上这是一个相当高、令人不安的水平。

“以美国为例，衰退风险约45%，主要源于美国的对外和国内政策。关税和移民政策不仅影响全球，也反噬美国自身，最终由美国消费者承担成本。”

她续称，欧洲的风险约43%，主要是因为德国工业生产疲弱，加上俄乌局势所影响:亚洲方面，约40%的风险主要来自中国，中国目前的衰退风险在40%至50%之间。

她说,尽管中国每年仍实现约5%的增长，但国内需求放缓、青年失业高企、房地产低迷，已经呈现出“衰退式增长”的特征。

姚金龙：大马经济重返疫前水平

双威大学商学院经济学教授姚金龙博士指出，我国经济在过去几年，特别是自2020年以来，疫情后的经济增长已回到疫情前的水平，复苏相当迅速，而这在很大程度上得益于稳健的金融机构。

“复苏在很大程度上得益于我们拥有相对稳健的金融机构，能够维持金融稳定，并确保信贷流动顺畅，使储蓄与投资之间保持良好平衡，从而支撑我们的金融与银行体系。”

他说，金融及货币稳定是实现永续经济增长的关键条件之一，而这也是国家银行的核心使命。

姚金龙指出，在维持投资者信心和消费者信心方面，适度的货币政策支持非常重要，这是因为适度而渐进的货币政策，有助于缓冲外部冲击，尤其是对金融体系的冲击，同时为融资、储蓄和投资提供稳定环境。

“非常关键的一点是，货币政策调整相对渐进，使我们能够在融资、储蓄及领域和政府层面的投资方面提供稳定环境。因此,我认为当前的关键任务，是在维持价格稳定的同时，持续推动经济增长。”

“2025年经济增长表现超出预期,接近5%。第三季增长达5.2%，前三季为4.7%。在低通胀环境下，政府仍拥有一定的货币与财政空间。目前经济增长接近潜在增长水平,处于中性政策立场。”

他指出，在财政方面，从2026年财政预算来看，政府正在推进渐进式的财政整顿，在保留财政空间的同时也能为经济，尤其是国内需求，提供足够支持。

“在财政与货币政策两方面，我们都看到条件正在形成，为经济在外部不确定性中维持韧性提供稳定增长环境。目前非常重要的一点，是要把重点放在结构性升级上，也就是提升生产力和经济效率，这一点至关重要。”

FMM：成本涨利润减仍是主要挑战

马来西亚制造业联合会（FMM）总会长李祖国指出，尽管大马制造业在全球供应链重组和地缘政治紧张的情况下依然展现出强劲韧性，但成本上升和利润收缩，仍是企业面临的主要挑战。

他说，尽管大马长期面临工资停滞和中等收入陷阱问题，部分行业可能出现初步去工业化迹象，但出口业务持续增长，数据显示，在全球贸易摩擦和疫情冲击下，大马在去年首11个月依然实现可约6%的出口增长。

他指出，过去几年，因冠病疫情、美国关税政策、地缘政治紧张以及美中、美欧贸易摩擦，使全球供应链进一步承压，尽管如此，大马依然成为全球供应链受益者，部分得益于“中国加一”及“台湾加一”战略。

政府及时把握机会推出新工业大蓝图，重点发展高复杂度经济，包括半导体、先进电子、人工智能与数字化、电动车生态系统及能源转型等新兴行业。

李祖国说，尽管许多国际大型公司将工厂迁入马来西亚，但关键问题在于外资投资如何惠及本地中小企业，因为工业转型需要政府强力引导，仅靠中小企业自身难以实现。

在企业营运方面，他透露，过去几年税费增加和债务压力挤压了企业利润底线，成本上升未必与生产力提升相关，如果支出不能有效提升效率和产能，将进一步压缩利润。

他说，利润压缩直接带来三方面影响，即企业利润下降；技术升级受阻，创新和生产效率提升放缓；以及研发投入和创新能力不足，限制了行业整体竞争力。

FMBA：大马中小企成本压力空前

大马商业协会联合会（FMBA）主席拿督阿都马力指出，在全球经济动荡和不确定性增加的情况下国内中小企业正面临前所未有的成本压力和经营挑战，但政策支持和创新举措有望帮助企业增强韧性。

他说，当前市场环境非常不稳定、不明确、复杂且模糊，国内中小企业仍处于冠病疫情后的恢复阶段，面临诸多挑战。

阿都马力指出，中小企业目前最直接的挑战来自成本和现金流压力，原材料成本上涨、工资水平提升、投诉成本增加以及融资条件紧张，使中小企业的利润空间被不断挤压。

他说，由于中小企业缺乏缓冲资金和议价能力，成本上升直接影响企业生存与发展，同时，生产力差距也是限制企业竞争力的因素。

他指出，许多企业并非因努力不足而失利，而是由于数字化水平低、流程管理不完善以及数据利用不足，导致效率和产能无法提升。

“贸易协定只有在中小企业能真正使用时才有意义。尽管全面经济伙伴关系协定（RCEP）涵盖15个经济体，但在实际操作中往往停留在纸面。中小企业需要实际赋能，包括出口准备、原产地规则指导、融资、物流支持以及简化跨境文件。”

他透露，本身公司过去两年向沙地阿拉伯出口食品，就因繁琐官僚程序面临巨大困难。

他强调，中小企业韧性必须成为系统，而不仅是口号，中小企业应采用三层韧性方案，即成本纪律、市场多元化以及能力升级。

“最后，政策奖掖应当快速、简化、可衡量。中小企业最能响应的是申请简单、审批迅速、与成果挂钩的奖掖。”

Translation:

[2026 CEO Seminar Series] Scholars: Investment Cycles and Policy Support for the Malaysian Economy to Remain Resilient in 2026

(Petaling Jaya, 15th) Economists and industry representatives believe that although Malaysia will face global economic uncertainties and geopolitical challenges in 2026 , it is expected to maintain economic resilience driven by an upward investment cycle and policy support.

According to Xu Weijian, senior economist at the ASEAN+3 Macroeconomic , Malaysia is in the early stages of a new investment upswing cycle, driven by US-China tensions, supply chain restructuring, and domestic political stability and reforms.

He pointed out at the 2026 CEO Seminar Series organized by the Real Estate and Housing Developers' Association of Malaysia this morning that the investment focus is not limited to traditional manufacturing and semiconductor sectors, but has also expanded to emerging sectors such as services and data centers. Related capital product imports and bank financing have increased significantly, and displays have also received financial support in the process of expanding production capacity, upgrading equipment and promoting investment .

He believes that Malaysia must seize this rare and potentially short-lived window of opportunity to accelerate industry upgrades and move towards the high end of the global value chain, which is one of the core objectives of the New Industrial Blueprint 2030 (NIMP 2030).

He pointed out that Malaysia has experienced a series of external shocks over the past 10 years, but has shown resilience each time, which is closely related to sound macroeconomic policies.

"However, structural challenges remain, including stagnant wages, insufficient innovation, and skills and talent gaps. Accelerating structural reforms and eliminating domestic bottlenecks will be crucial."

He pointed out that various institutions lowered their economic growth forecasts at the beginning of last year due to the implementation of reciprocal tariffs by the United States. For example, Malaysia's forecast was lowered from 4.7% to 4.2%. However, by the end of the year, the ASEAN economy as a whole showed a degree of resilience.

He said that factors contributing to the resilience of the ASEAN economy include lower-than-expected tariff shocks, a global upswing in artificial intelligence, strong investment inflows, and government policies supporting businesses.

He added that downside risks to the economy remain, including continued uncertainty in the U.S. policy system, geopolitical events, potential slowdowns in major economies such as the U.S. and China, and market overvaluation driven by AI.

Moody's: Southeast Asia's economy is the best in the world

Moody's Analytics economist Shih Chia-yuan pointed out that while North America, Europe, and Asia face a risk of recession of 40 to 50%, Southeast Asia is relatively less at risk and is performing better than other parts of the world, partly due to recent better-than-expected manufacturing and electronics data.

"But risks remain. Tariffs have taken effect, tensions between China and the United States have intensified, and friction between the United States and other countries is also escalating."

She pointed out that after the COVID-19 pandemic, the growth of many economies is highly dependent on exports, and domestic demand remains below pre-pandemic trends, especially in ASEAN. Among them, Malaysia, although close to the global average, has not yet fully recovered.

She said this means there is a risk of imbalance in the growth model, and the economy will face pressure once export momentum weakens.

She pointed out that when external uncertainties arise, Malaysia and ASEAN should focus on the situation and industries within Malaysia or ASEAN, especially those sectors less affected by the external environment.

"You can focus on industries that are not affected by external factors, such as those related to climate, healthcare, and aging. Regardless of whether tariffs exist, some things will still happen. Even with tariffs, floods will still occur, earthquakes will still happen, and you will still get old."

She said the global economy is in a highly volatile state, not yet in recession, but the risks are very close. Southeast Asia is currently performing relatively well, but we must be wary of income, employment, and structural problems.

She said that, looking at major regions, the risk of recession in North America, Europe, and Asia is between 40% and 50%, which is a historically high and worrying level.

"Taking the United States as an example, the risk of recession is about 45%, mainly due to the United States' foreign and domestic policies. Tariffs and immigration policies not only affect the world, but also backfire on the United States itself, with American consumers ultimately bearing the costs."

She continued, saying that the risk in Europe is about 43%, mainly due to weak industrial production in Germany, coupled with the impact of the Russia-Ukraine situation; in Asia, about 40% of the risk comes from China, where the current risk of recession is between 40% and 50%.

She said that although China still achieves about 5% growth every year, slowing domestic demand, high youth unemployment, and a sluggish real estate market have already shown characteristics of "recessionary growth".

Yao Jinlong: Malaysia's economy has returned to pre-pandemic levels

Dr. Yao Jinlong, Professor of Economics at Sunway University Business School, pointed out that Singapore's economy has recovered quite rapidly in the past few years, especially since 2020, after the pandemic . This recovery is largely attributed to the sound financial institutions.

"The recovery has been largely due to our relatively robust financial institutions, which have been able to maintain financial stability and ensure smooth credit flows, thus supporting our financial and banking system by maintaining a good balance between savings and investment ."

He said that financial and monetary stability is one of the key conditions for achieving sustainable economic growth, and this is also the core mission of the national bank.

Yao Jinlong pointed out that moderate monetary policy support is very important in maintaining investor and consumer confidence. This is because a moderate and gradual monetary policy helps to buffer external shocks, especially those to the financial system, while providing a stable environment for financing, savings and investment .

“A crucial point is that the relatively gradual adjustment of monetary policy has enabled us to provide a stable environment in terms of financing, savings, and investment at the sectoral and governmental levels . Therefore, I believe the key task at present is to maintain price stability while continuing to drive economic growth.”

"Economic growth in 2025 exceeded expectations, approaching 5%. Third-quarter growth reached 5.2%, and the first three quarters totaled 4.7%. In a low-inflation environment, the government still has some monetary and fiscal space. Currently, economic growth is close to its potential level, maintaining a neutral policy stance."

He pointed out that, in terms of fiscal policy, the government is promoting gradual fiscal consolidation based on the 2026 budget, which will preserve fiscal space while providing sufficient support for the economy , especially domestic demand.

"On both fiscal and monetary policy fronts, we see conditions forming that provide a stable growth environment for the economy to maintain resilience amid external uncertainties. At present, it is very important to focus on structural upgrading, that is, improving productivity and economic efficiency, which is crucial."

FMM: Rising costs and shrinking profits remain the main challenges

Lee Kuan Chu, president of the Federation of Malaysian Manufacturers (FMM), pointed out that although Malaysian manufacturing has shown strong resilience amid global supply chain restructuring and geopolitical tensions, rising costs and shrinking profits remain the main challenges facing businesses .

He said that despite Malaysia's long-standing wage stagnation and middle-income trap, and the possible initial signs of deindustrialization in some sectors, exports continued to grow. Data showed that despite global trade frictions and the impact of the pandemic, Malaysia still achieved an export growth of about 6% in the first 11 months of last year.

He pointed out that in the past few years, the global supply chain has been further pressured by the COVID-19 pandemic, US tariff policies, geopolitical tensions and trade frictions between the US and China and the US and Europe. Despite this, Malaysia has still become a beneficiary of the global supply chain, partly due to the "China Plus One" and "Taiwan Plus One" strategies.

The government seized the opportunity to launch a new industrial blueprint, focusing on developing high-complexity economies , including emerging industries such as semiconductors, advanced electronics, artificial intelligence and digitalization, electric vehicle ecosystems, and energy transition.

Lee Kuan Chu said that although many large international companies have moved their factories to Malaysia, the key issue is how foreign investment can benefit local SMEs, because industrial transformation requires strong government guidance and cannot be achieved by SMEs on their own.

Regarding business operations, he revealed that the increase in taxes and fees and debt pressure in the past few years have squeezed the company's profit margin. The rise in costs is not necessarily related to the improvement of productivity. If expenditures cannot effectively improve efficiency and capacity, profits will be further compressed.

He said that the compression of profits has three direct impacts: a decline in corporate profits; hindered technological upgrades, slowing down innovation and production efficiency improvements; and insufficient R&D investment and innovation capabilities, which limit the overall competitiveness of the industry.

FMBA: Malaysian SMEs Face Unprecedented Cost Pressures

Datuk Abdul Malik, president of the Federation of Malaysian Business Associations (FMBA), pointed out that amid global economic turmoil and increased uncertainty, domestic SMEs are facing unprecedented cost pressures and operational challenges , but policy support and innovative initiatives are expected to help businesses enhance their resilience.

He said that the current market environment is very unstable, unclear, complex and ambiguous, and domestic SMEs are still in the recovery phase after the COVID-19 pandemic and face many challenges .

Abdul Malik pointed out that the most direct challenges facing SMEs are cost and cash flow pressures. Rising raw material costs, higher wages, increased costs of complaints, and tight financing conditions are constantly squeezing the profit margins of SMEs.

He said that due to the lack of buffer funds and bargaining power of small and medium-sized enterprises, rising costs directly affect the survival and development of enterprises. At the same time, productivity gap is also a factor that limits the competitiveness of enterprises.

He pointed out that many companies fail not because of insufficient effort, but because of low levels of digitalization, inadequate process management, and insufficient data utilization, which prevents them from improving efficiency and productivity.

“Trade agreements are only meaningful when they can be truly used by SMEs. Although the Comprehensive Economic Partnership Agreement (RCEP) covers 15 economies, it often remains on paper in practice. SMEs need real empowerment, including export preparation, rules of origin guidance, financing, logistical support, and simplified cross-border documentation.”

He revealed that his company had faced enormous difficulties exporting food to Saudi Arabia over the past two years due to cumbersome bureaucratic procedures. He emphasized that SME resilience must be a system, not just a slogan. SMEs should adopt a three-tiered resilience approach, namely cost discipline, market diversification, and capability upgrading.

"Finally, policy incentives should be quick, simple, and measurable. Small and medium-sized enterprises are most receptive to incentives that are easy to apply for, quick to approve, and linked to results."

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【2026年CEO系列讲座】陆兆福:将呈新法 柔新捷运两地一检

陆兆福（右三）与出席者交流,右起何汉生和黄中立，右四为张昌国

（八打灵再也15日讯）交通部长陆兆福指出,为落实柔新捷运系统（RTS）的一站式通关，政府将在来临的国会会议中提呈新法案，以允许马新两国移民局官员在对方关卡驻扎，确保通关机制顺利运作。

他说，政府将制定新的法令，以落实马新两国海关、移民及检疫综合大楼（CIQ）联合驻点概念，有关法案将由内政部提呈。

陆兆福今日在2026年CEO系列讲座后的新闻发布会上指出，通关实施联合驻点，新加坡移民官员将驻扎在柔佛的武吉查加站，而大马的移民局官员则将驻扎在新加坡的兀兰站。

他指出，内阁已在会议中一致同意了这项决定，法案的名称将交由内政部来公布，而他也相信，法案有望在今年获批。

“这是两国间非常重要的合作成果，有助确保柔新捷运系统高效运行。”

他说，政府对于柔新捷运系统项目可在今年12月全面完成保持乐观，并预计将于2027年1月向乘客开放。

陆兆福指出，柔新捷运项目进入按计划推进，主要建筑和基础设施已接近完工，目前，项目正处于系统安装阶段，涉及包括列车运营系统及车站内多个关键组件。

他透露，将在未来几个月进行全面系统测试，而这一测试非常关键，因为若没有进行完整测试，捷运系统将无法投入运作，而在新山，列车已开始轨道测试。

提及武吉查加地区的发展，陆兆福说，政府借鉴类似香港的交通导向型发展模式，强调建筑物与行人通道的整合互联。

“政府不能强制业主，但会鼓励合作，因为良好的连通性不仅提升建筑价值，也方面人们前往武吉查加站。”

活动出席者包括马来西亚房地产商会主席拿督何汉生、马来西亚房地产发展商会研究院拿督黄中立、信托人丹斯里曾福传以及丹斯里张昌国等。

陆兆福（后排左六）与马来西亚房地产发展商会研究院青年计划（RIYI）导师代表、得奖者及学校代表合影，左五为黄中立，右六为何汉生。

改革太快中小企跟不上

陆兆福指出，政府将2026年视为“执行之年”，而在了解到中小企业因改革步伐太快而难以适应后，决定重新校准步伐，并寻找平衡点。

“我知道在执行上还是有很多问题，特别影响中小企业，政府将简化程序、推动数码化，但这需要商会和协会的支持

但这需要商会和协会的支持，没有业界的配合，数码化无法成功。”

他坦言，昌明政府确实不完美，但是个愿意倾听、修正不足且持续改进的政府。

“我们知道，外界有一些声音认为改革的步伐不够快；但另一方面，也有人抱怨我们在同一时间推进太多事情，节奏过快。那么现在到底是哪一种情况？你们是希望我们走得更快，还是更慢？我认为答案是，我们必须重新校准，找到正确的平衡点。”

他今早在2026年CEO系列讲座上发表主题演讲时说，政府正在非常认真地看待各方的意见，仅在2026年的前两周，内阁已经召开了三次内阁会议，并举行了一次内阁工作营。

“你们讨论的内容我们都记录在案。无论是你们提出的不确定性、合规问题、经商成本、营商困难，这些关于经商便利性的议题，都已经在内阁会议中讨论过。我们正在尽最大努力作出调整，确保企业能够迅速成长，同时维持稳健的经济基本面。”

Translation:

[2026 CEO Lecture Series] Loke Siew Fook: New Johor Bahru MRT to be launched with one checkpoint in both locations

(Petaling Jaya, 15th) Transport Minister Anthony Loke said that in order to implement the one-stop customs clearance of the Johor Bahru-Singapore Rapid Transit System (RTS), the government will table a new bill in the upcoming parliamentary session to allow immigration officials from Malaysia and Singapore to be stationed at each other's checkpoints to ensure the smooth operation of the customs clearance mechanism.

He said the government will enact new legislation to implement the concept of a joint customs, immigration and quarantine complex (CIQ) between Malaysia and Singapore, and the bill will be submitted by the Ministry of Home Affairs.

At a press conference following the 2026 CEO Seminar series today, Anthony Loke pointed out that a joint deployment will be implemented for customs clearance, with Singaporean immigration officers stationed at Bukit Chaga Station in Johor, while Malaysian immigration officers will be stationed at Woodlands Station in Singapore.

He pointed out that the cabinet had unanimously agreed to the decision in the meeting, and the name of the bill would be announced by the Ministry of the Interior. He also believed that the bill was expected to be approved this year.

"This is a very important achievement of cooperation between the two countries, which will help ensure the efficient operation of the Johor Bahru-Singapore Rapid Transit System."

He said the government remains optimistic that the Johor Bahru-Singapore Rapid Transit System project can be fully completed by December this year and is expected to open to passengers in January 2027.

Loke Siew Fook pointed out that the Johor Bahru-Singapore Rapid Transit System (RTS) project is progressing as planned, with major buildings and infrastructure nearing completion. Currently, the project is in the system installation phase, involving train operation systems and several key components within the stations.He revealed that a full system test will be conducted in the coming months, and this test

is crucial because the MRT system will not be able to operate without a complete test. In Johor Bahru, track testing has already begun.

Speaking about the development of the Bukit Chaga area, Anthony Loke said that the government is drawing on a transport-oriented development model similar to Hong Kong, emphasizing the integration and interconnection of buildings and pedestrian walkways.

"The government cannot force property owners, but it will encourage cooperation, because good connectivity not only enhances the value of buildings, but also makes it easier for people to get to Bukit Chaga station."

Attendees included Datuk Ho Han Seng, President of the Real Estate and Housing Corporation of Malaysia (REAM); Datuk Wong Chung Li, Research Fellow of REAM; Tan Sri Tsang Hock Chuan, Trustee; and Tan Sri Chang Chang Kok, among others.

Reforms are happening too fast and SMEs can't keep up.

Anthony Loke pointed out that the government has designated 2026 as the "Year of Implementation," and after learning that SMEs are struggling to adapt to the pace of reforms, it has decided to recalibrate the pace and find a balance.

“I know there are still many problems in implementation, especially affecting small and medium-sized enterprises. The government will simplify procedures and promote digitalization, but this requires the support of chambers of commerce and associations. Without the cooperation of the industry, digitalization cannot succeed.”

He admitted that the Changming government is indeed not perfect, but it is a government that is willing to listen, correct its shortcomings, and continuously improve.

“We know that some voices outside believe that the pace of reform is not fast enough; but on the other hand, some people complain that we are pushing too many things at the same time, too fast. So which situation is it now? Do you want us to move faster or slower? I think the answer is that we must recalibrate and find the right balance.”

In his keynote speech at the 2026 CEO Seminar this morning, he said that the government is taking the opinions of all parties very seriously. In the first two weeks of 2026 alone, the Cabinet has already held three Cabinet meetings and one Cabinet Workshop.

“We have taken notes of everything you have discussed. Whether it’s the uncertainties, compliance issues, business costs, or difficulties you’ve raised, these issues concerning the ease of doing business have already been discussed in the Cabinet meeting. We are making every effort to make adjustments to ensure that businesses can grow rapidly while maintaining a sound economic foundation.”

SOURCE LINK:

https://johor.chinapress.com.my/20260115/%E6%9F%94%E6%96%B0%E6%8D%B7%E8%BF%90

%E5%B7%A5%E7%A8%8B%E8%BF%9B%E5%B1%95%E9%A1%BA%E5%88%A9-%E9%99%86%E5%85%86%E7%A6%8F%EF%BC%9A%E9%A2%84%E8%AE%A1%E4%BB%8A%E5

%B9%B4%E5%AE%8C%E5%B7%A5/

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柔新捷运工程进展顺利 陆兆福：预计今年完工

(八打灵再也15日讯)交通部长陆兆福披露,柔新捷运系统（RTS）建设工程进展顺利，预计可按计划在今年尾竣工。

他指出，大部分基础设施建设工程已完成,目前正安装捷运系统阶段。

“车站内部的建筑与结构工程已经完工，目前正安装系统，接下来将测试工作，这对于正式运作至关重要。因此，未来几个月将进行大量测试。

陆兆福（后排中）颁发模拟支票予获奖者,与嘉宾们竖起拇指赞好。左6为黄中立。

“列车目前已在新山轨道上测试，我们预计若一切进展顺利，项目将于12月竣工，并于2027年1月开始运营。”

他今日出席马来西亚房地产发展商会研究院(REHDA Institute)2026年CEO系列论坛发表主题演说时,这么指出；出席者有马来西亚房地产发展商会研究院主席拿督黄中立。

陆兆福说，他将在下个国会开会期间提交一项新法案，旨在为柔新捷运连接线设立联合边境（共用地址）管制机制。他强调,这项法案在捷运正式营运前至关重要。

“若没有这项法律，我们无法设立共用地址的海关、移民与检疫设施（CIQ）,也就无法让新加坡官员在武吉查卡，或让大马官员在兀兰北站执勤。

“这是一项双边合作与共识，对确保捷运系统有效运作至关重要。”

另外，谈及武吉查卡综合发展计划，陆兆福说，该区应采取类似香港中环的发展模式，透过行人天桥，把周边建筑与新山中环车站串联起来。

“新山中环车站与武吉查卡相距仅300公尺，因此必须整合，让民众更方便搭乘巴士及捷运。”

陆兆福也见证马来西亚房地产发展商会研究院青年倡议计划（RIYI）推介礼，旨在强化大学与企业之间合作，并提升人力资源素质。

Translation:

Johor Bahru-Singapore Rapid Transit System Project Progressing Smoothly: Expected to be Completed This Year (Louis Chee Hong)

(Petaling (Petaling Jaya, 15th) Transport Minister Anthony Loke disclosed that the construction of the Johor Bahru-Singapore Rapid Transit System (RTS) is progressing smoothly and is expected to be completed as scheduled by the end of this year.

He pointed out that most of the infrastructure construction has been completed and the installation of the rapid transit system is currently underway.

"The station's internal building and structural engineering has been completed, and the system is currently being installed. The next step will be testing, which is crucial for its official operation. Therefore, a large number of tests will be conducted in the coming months."

"The train is currently being tested on the Johor Bahru track. We expect the project to be completed in December and begin operation in January 2027, if all goes well."

He made these remarks today while delivering a keynote speech at the REHDA Academy 2026 CEO Series Forum; among the attendees was REHDA Research Institute Chairman Datuk Wong Chung Li.

Anthony Loke said he will submit a new bill during the next parliamentary session to establish a joint border (shared address) control mechanism for the Johor Bahru-Singapore MRT link. He emphasized that this bill is crucial before the MRT officially begins operation.

"Without this law, we cannot set up customs, immigration and quarantine (CIQ) facilities with shared addresses, and therefore we cannot allow Singaporean officials to check at Bukit Mertajam or Malaysian officials to perform duties at Woodlands North Station."

"This is a bilateral cooperation and consensus that is crucial to ensuring the effective operation of the MRT system."

In addition, when discussing the Bukit Chagar integrated development plan, Loke Siew Fook said that the area should adopt a development model similar to that of Central in Hong Kong, connecting the surrounding buildings with the Johor Bahru Central Station through pedestrian bridges.

"The Johor Bahru Sentral station and Bukit Chagar are only 300 meters apart, so they must be integrated to make it more convenient for the public to take buses and the MRT."

Loke Siu-Fook also witnessed the launch of the REHDA Institute Youth Initiative (RIYI), which aims to strengthen cooperation between universities and enterprises and improve the quality of human resources.

SOURCE LINK:

https://theinterview.asia/info/%E5%95%86%E8%B4%B8%E6%96%87%E6%97%85/195935/

PUBLISHED DATE: 16 January 2026

马来西亚房地产发展商会研究院举办“2026年CEO系列”

大合照左起：Progressture Solar联合创始人兼首席执行萧世豪、马来西亚房地产发展商会研究院受托人丹斯里拿督曾福传、马来西亚房地产发展商会主席拿督何汉、 交通部长陆兆福、马来西亚房地产发展商会研究院主席拿督黄中立及马来西亚房地产发展商会研究院受托人丹斯里拿督张昌国。（图片来源：相关单位）

马来西亚房地产发展商会研究院(REHDA Institute)今日举办其旗舰年度研讨会“2026年CEO系列”(CEO Series 2026),吸引来自政府、金融、产业、学术界及国际商界的逾400位高级决策者出席，就马来西亚及东盟在新一年所面对的经济前景、投资方向及人力资本挑战展开深入交流。

聚焦创新、投资与区域竞争力

研讨会于八打灵再也Le Méridien酒店举行，在全球经济不确定性上升、区域竞争加剧的背景下，为政策制定者与产业界提供一个高层次对话平台，以协调共识并展望未来发展方向。

马来西亚房地产发展商会研究院主席拿督黄中立在活动中致欢迎辞。（图片来源：相关单位）

鉴于研讨会与国家经济发展重点的高度契合性，第二财政部长拿督斯里阿米尔韩沙・阿兹赞、交通部长陆兆福，以及旅游、艺术及文化部副部长赵俊文出席本届研讨会，与来自各领域的企业领袖及专业人士交流意见。

作为由多个支持行业机构与协会组成的联合秘书处主办的年度研讨会，“2026年CEO系列”重点聚焦2026年初马来西亚在东盟中的经济发展轨迹。讨论议题涵盖以创新驱动的经济增长、投资准备度、资本流向变化、经常性收入资产的发展潜力，以及跨境整合在提升区域竞争力方面的作用。

政策稳定与跨领域合作

多位与会讲者在研讨会上指出，在全球宏观环境持续波动、外国直接投资竞争日益激烈的情况下，马来西亚必须维持政策清晰度与执行稳定性，并持续改善营商环境、基础设施衔接及人力资本素质，以巩固其作为区域投资目的地的吸引力。与会者亦强调，公私领域更紧密的合作、跨境经济协同以及以数据与创新为基础的决策，将是支撑中长期经济增长的关键。

马来西亚房地产发展商会研究院主席拿督黄中立表示，“2026年CEO系列”促成具实质内容的交流，并提供一个中立平台，让政策制定者与各行业高层就当前经济现实与长期优先事项进行建设性对话。他指出，这类持续性的高层沟通有助于协调政策方向、汇集产业洞察，并为企业和投资者在复杂环境中作出更具前瞻性的决策提供参考。

交通部长陆兆福在“2026年CEO系列”上发表讲话。（图片来源：相关单位）

本届研讨会亦邀请多位国际经济学家、研究人员及行业领袖参与，包括来自东盟、澳大利亚及欧洲的代表。演讲嘉宾阵容涵盖ASEAN+3 Macroeconomic Research Office（AMRO）的Dr Koh Wee Chian，以及Moody’s Analytics的Denise Cheok，为与会者提供区域及全球经济走势的专业分析。

启动青年计划 强化国家人力资本基础

研讨会同时从国家优先事项出发，探讨区域一体化相关议题，包括柔佛—新加坡合作及柔佛—新加坡经济特区（JSSEZ）的发展潜力，并分析制造业、物流、基础设施及城市发展领域的跨境协同效应。与会者也就“2026马来西亚旅游年”所带来的机遇展开讨论，重点关注旅游驱动型发展、酒店与体验式房地产，以及私营部门投资在支持国家旅游目标与实现可持续回报方面的角色。

“2026年CEO系列”的一项重要成果，是正式启动“马来西亚房地产发展商会研究院青年计划”（REHDA Institute Youth Initiative，简称RIYI）。该计划由交通部长陆兆福在研讨会期间主持启动，凸显其与国家劳动力发展及人力资本战略的高度契合。

第二财政部长拿督斯里阿米尔韩沙·阿兹赞在“2026年CEO系列”上发表部长致辞。（图片来源：相关单位）

RIYI是一项全国性人力资本发展计划，汇集全国13所大学、企业领导人与行业从业人员，旨在通过结构化导师指导、早期行业实践机会及系统化职业规划，协助高潜力学生更好地衔接学术与职场，强化国家未来的人才储备。

谈及该计划，拿督黄中立指出，经济韧性不仅取决于政策与投资，更取决于人才素质与准备度。他强调，RIYI体现了马来西亚房地产发展商会研究院作为独立智库与社会企业的长期承诺，即由行业主动参与青年培养，协助年轻一代掌握实用技能、建立现实期望，并顺利迈入职场，为国家经济的可持续发展奠定基础。

在马来西亚迈入2026年之际，全球形势依然充满不确定性、区域经济持续转型，“2026年CEO系列”研讨会为政策制定者、产业界及学术界提供了一个协调立场、反思现状并展望未来的重要平台。

欲了解更多关于“2026年CEO系列”研讨会的详情，请浏览官网。

Translation:

The Real Estate and Housing Developers' Association (REHDA) Research Institute is organizing the "2026 CEO Series".

The Real Estate and Housing Developers' Association (REHDA Institute) today hosted its flagship annual seminar, "CEO Series 2026," attracting over 400 senior decision-makers from government, finance, industry, academia, and the international business community to engage in in-depth discussions on the economic prospects, investment directions, and human capital challenges facing Malaysia and ASEAN in the new year.

Focusing on innovation, investment and regional competitiveness

The seminar, held at the Le Méridien Hotel in Petaling Jaya, provided a high-level dialogue platform for policymakers and industry to coordinate consensus and envision future development against the backdrop of rising global economic uncertainty and intensified regional competition.

Given the high degree of alignment between the seminar and the country's economic development priorities, Second Finance Minister Datuk Seri Amir Hamzah Azizan, Transport Minister Anthony Loke, and Deputy Minister of Tourism, Arts and Culture Teoh Chun Wen attended the seminar and exchanged views with business leaders and professionals from various sectors.

As an annual seminar hosted by a joint secretariat comprised of several supporting industry organizations and associations, the "2026 CEO Series" focuses on Malaysia's economic development trajectory within ASEAN at the beginning of 2026. Topics discussed include innovation-driven economic growth, investment readiness, changes in capital flows, the development potential of recurring income assets, and the role of cross-border integration in enhancing regional competitiveness.

Policy stability and cross-sectoral cooperation

Several speakers at the seminar pointed out that, given the continued volatility of the global macroeconomic environment and increasingly fierce competition for foreign direct investment, Malaysia must maintain policy clarity and implementation stability, and continuously improve its business environment, infrastructure connectivity, and human capital quality to solidify its attractiveness as a regional investment destination. Participants also emphasized that closer cooperation between the public and private sectors, cross-border economic synergy, and data- and innovation-based decision-making will be key to supporting medium- and long-term economic growth.

Datuk Wong Chung Li, Chairman of the Institute of Real Estate and Housing Developers' Association of Malaysia (REHDA), stated that the "2026 CEO Series" facilitated substantive exchanges and provided a neutral platform for policymakers and industry leaders to engage in constructive dialogue on current economic realities and long-term priorities. He pointed out that such ongoing high-level communication helps coordinate policy direction, gather industry insights, and provide guidance for businesses and investors to make more forward-looking decisions in a complex environment.

This year's symposium also invited numerous international economists, researchers, and industry leaders, including representatives from ASEAN, Australia, and Europe. The speaker lineup included Dr. Koh Wee Chian from the ASEAN+3 Macroeconomic Research Office (AMRO) and Denise Cheok from Moody's Analytics, providing attendees with expert analysis of regional and global economic trends.

Launching a youth program to strengthen the nation's human capital base

The seminar also explored regional integration issues from the perspective of national priorities, including the Johor-Singapore cooperation and the development potential of the Johor-Singapore Special Economic Zone (JSSEZ), and analyzed cross-border synergies in manufacturing, logistics, infrastructure, and urban development. Participants also discussed the opportunities presented by Visit Malaysia Year 2026, focusing on tourism-driven development, hotel and experiential real estate, and the role of private sector investment in supporting national tourism goals and achieving sustainable returns.

A key achievement of the "2026 CEO Series" was the official launch of the "REHDA Institute Youth Initiative" (RIYI). The initiative, launched by Transport Minister Anthony Loke during the seminar, highlights its strong alignment with the country's workforce development and human capital strategy.

RIYI is a nationwide human capital development program that brings together leaders and industry professionals from 13 universities and businesses across the country. It aims to help high-potential students better bridge the gap between academia and the workplace and strengthen the nation's future talent pool through structured mentorship, early industry experience opportunities, and systematic career planning. Speaking about the plan, Datuk Wong Chung Li pointed out that economic resilience depends not only on policies and investment, but also on the quality and preparedness of the workforce. He emphasized that RIYI embodies the long-term commitment of the Real Estate and Housing Developers' Association of Malaysia (REHDA) Research Institute as an independent think tank and social enterprise: to proactively engage in youth development, assist the younger generation in acquiring practical skills, establishing realistic aspirations, and smoothly entering the workforce, thus laying the foundation for the sustainable development of the national economy.

As Malaysia enters 2026, with the global situation still fraught with uncertainty and regional economies undergoing continuous transformation, the "2026 CEO Series" seminars provide an important platform for policymakers, industry, and academia to coordinate their positions, reflect on the present, and look to the future.

4.0 Newspaper

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Berita Harian

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Subsidi silang punca kenaikan berterusan harga rumah

By Mohd Zaki Zainuddin

Subsidi silang punca kenaikan berterusan harga rumah

Kebergantungan yang tinggi terhadap mekanisme subsidi silang terus menekan harga pasaran perumahan, sekali gus menjadikan pemilikan rumah semakin di luar kemampuan rakyat.

Melalui subsidi silang, harga rumah yang dibina untuk pasaran terbuka terpaksa dinaikkan bagi menampung kos pembinaan harga rumah mampu milik yang harganya dikawal kerajaan.

Pengerusi REHDA Institute, Datuk Jeffrey Ng Tiong Lip, berkata situasi itu menyebabkan isi rumah dalam kategori B40 berdepan kesukaran ketara untuk menembusi pasaran perumahan.

Malah, katanya, kadar pemilikan rumah dalam kalangan kumpulan M40 kini lebih rendah berbanding B40, iaitu 75.9 peratus berbanding 76.3 peratus, sekali gus membuktikan model sedia ada tidak lagi mampan.

"Angka ini menunjukkan pendekatan semasa sudah tidak sejajar dengan realiti pasaran dan keperluan sebenar rakyat," katanya ketika berucap pada CEO Series 2026 anjuran REHDA Institute di Petaling Jaya, semalam.

Bagaimanapun, beliau menegaskan, cabaran berkenaan tidak wajar dilihat secara sempit sebagai isu kemampuan memiliki rumah semata-mata.

Sebaliknya, katanya, ia perlu dinilai sebagai persoalan keupayaan pelaksanaan yang mampan serta tahap ketahanan keseluruhan ekosistem perumahan negara.

"Isu ini merangkumi dasar tanah, struktur pembiayaan, penyediaan infrastruktur dan utiliti, kos pematuhan, selain proses kelulusan yang panjang dan berlapis.

"Apabila mana-mana komponen dalam ekosistem ini menanggung beban tidak seimbang, sistem akan menjadi rapuh, seterusnya mengakibatkan kelewatan, tekanan kewangan dan dalam kes lebih serius, projek terbengkalai," katanya.

Jeffrey Ng Tiong Lip

Dalam konteks itu, beliau menegaskan sektor kewangan perlu memainkan peranan yang lebih proaktif, bukan sekadar sebagai pemberi pinjaman, tetapi sebagai rakan strategik dalam penyampaian perumahan.

"Ini termasuk pembiayaan keutamaan untuk pembeli rumah kali pertama, penilaian risiko yang lebih fleksibel melalui tempoh pinjaman lebih panjang atau struktur bayaran balik yang responsif kepada pendapatan, serta mekanisme perkongsian risiko yang disasarkan dan disokong insentif dasar," katanya.

Pada masa sama, Tiong Lip berkata, penyedia utiliti juga perlu menjadi sebahagian daripada penyelesaian menerusi pengaturan perkongsian kos yang lebih saksama bagi penyediaan infrastruktur asas.

Katanya, kerajaan negeri dan pihak berkuasa tempatan (PBT) turut memegang peranan kritikal, khususnya dalam memperkemas proses kelulusan dan mempercepatkan masa ke pasaran.

Mengulas perkembangan lain, beliau berkata, industri perumahan turut menyaksikan kebangkitan semula yang memberangsangkan bagi Program Malaysia Rumah Keduaku (MM2H).

"Selepas penstrukturan semula secara strategik, MM2H menunjukkan prestasi luar biasa dengan anggaran jumlah aliran masuk mencecah RM840 juta setakat Jun 2025, termasuk pelaburan hartanah bernilai RM237 juta.

"Pencapaian ini mencerminkan peningkatan sebanyak 84 peratus dalam tempoh enam bulan pertama 2025, sekali gus berjaya menarik individu berpendapatan tinggi serta bakat global ke negara ini," katanya.

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Dalam konteks itu, beliau menegaskan sektor kewangan perlu memainkan peranan yang lebih proaktif, bukan sekadar sebagai pemberi pinjaman, tetapi sebagai rakan strategik dalam penyampaian perumahan.

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Subsidi silang punca kenaikan berterusan harga rumah

By Mohd Zaki Zainuddin

Bisnes

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• Ikuti lebih berita di www.bharian.com.my

2026 tahun pelaksanaan penuh agenda reformasi, pembangunan

RMK13 perkukuh momentum, pastikan pertumbuhan dilaksanakan secara tersusun

Oleh Mohd Zaky Zainuddin
zaky@bh.com.my

Tahun 2026 menandakan titik perubahan penting dalam perjalanan ekonomi negara apabila agenda reformasi dan pembangunan kerajaan kini memasuki fasa pelaksanaan penuh, dengan impaknya mula dirasai secara langsung oleh isi rumah, perniagaan dan keseluruhan ekosistem ekonomi Malaysia.

Menteri Kewangan II, Datuk Seri Amir Hamzah Azizan, berkata momentum itu diperkukuh dengan pelaksanaan Rancangan Malaysia Ke-13 (RMK13) yang menetapkan hala tuju strategik ke arah negara yang lebih berdaya tahan, bernilai tinggi dan inklusif.

Beliau menegaskan, RMK13 bukan sekadar dokumen perancangan, sebaliknya menjadi asas penting bagi memastikan pertumbuhan ekonomi negara dilaksanakan secara tersusun, berfokus dan berteraskan kepentingan rakyat.

"Dalam tempoh dua tahun kebelakangan ini, Malaysia melalui fasa peralihan penting dari sudut tadbir urus dan pembangunan. Tahun 2025 menjadi tempoh memperjelas hala tuju serta memantapkan Ekonomi MADANI sebagai falsafah pentadbiran negara.

"Namun, tahun 2026 pula tahun pelaksanaan, apabila agenda reformasi dan pembangunan kerajaan diterjemahkan kepada tindakan sebenar yang memberi impak langsung kepada rakyat dan ekonomi," katanya ketika menyampaikan ucaptama pada CEO Series 2026 anjuran REHDA Institute, di Petaling Jaya, semalam.

Amir Hamzah ketika menyampaikan ucaptama pada CEO Series 2026 anjuran REHDA Institute di Petaling Jaya, semalam. (Foto Eizairi Shamsudin/BH)

Amir Hamzah berkata, peranan kerajaan dalam fasa pelaksanaan ini adalah sebagai pemudah cara dengan menyediakan kestabilan fiskal, inisiatif strategik serta infrastruktur yang kondusif bagi membolehkan sektor swasta berkembang dan berinovasi.

Beliau berkata, peserta industri kini sedang menyesuaikan diri dengan landskap ekonomi baharu, termasuk peralihan kepada model pendapatan berulang, pembangunan daerah kesejahteraan serta penyediaan bank tanah untuk pusat data dalam persekitaran global yang semakin mencabar.

"Dalam persekitaran ini, tanggungjawab kerajaan adalah memastikan kestabilan dan kejelasan dasar supaya keputusan komitmen jangka panjang dapat dibuat dengan penuh keyakinan," katanya.

Menurut Amir Hamzah, pendekatan itu diterjemahkan menerusi Program Pengaktifan dan Reformasi Syarikat Berkaitan Kerajaan (GEAR-uP) yang menjadi antara teras utama agenda ekonomi kerajaan.

Katanya, melalui GEAR-uP, kerajaan bekerjasama dengan syarikat pelaburan berkaitan kerajaan (GLIC) bagi menggerakkan pelaburan domestik berjumlah RM120 bilion dalam tempoh lima tahun akan datang.

Pastikan modal negara dimanfaatkan

Beliau menegaskan, hasrat kerajaan adalah memastikan modal negara dimanfaatkan sebagai pemangkin pertumbuhan, khususnya bagi menyokong industri berpertumbuhan tinggi dan bernilai tinggi yang akan membentuk masa depan Malaysia.

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Katanya, aset fizikal berperanan sebagai jambatan antara dasar yang digubal kerajaan dengan kemakmuran yang dapat dirasai rakyat di pelbagai peringkat dan wilayah.

Beliau turut menyentuh mengenai Zon Ekonomi Khas Johor-Singapura (JS-SEZ) yang disifatkan sebagai pelan induk transformasi negara berasaskan ekosistem rentas sempadan.

Dalam perkembangan berkaitan, Amir Hamzah berkata, negara juga sedang bersiap sedia menyambut Tahun Melawat Malaysia 2026 dengan sasaran 47 juta pelawat dan RM329 bilion hasil pelancongan, sekali gus membuka ruang luas kepada pertumbuhan ekonomi serta pembangunan berimpak tinggi di peringkat nasional.

Sistem pengangkutan cekap penentu kejayaan JS-SEZ

Kejayaan Zon Ekonomi Khas Johor-Singapura (JS-SEZ) bergantung kepada keupayaan sistem pengangkutan berfungsi sebagai pemacu ekonomi strategik dan bukan sekadar sektor sokongan.

Menteri Pengangkutan, Anthony Loke, berkata walaupun JS-SEZ mencatatkan keyakinan pelabur yang kukuh dengan anggaran RM29.51 bilion daripada pelabur berpotensi antara Januari hingga September 2025 serta lebih RM37 bilion pelaburan diluluskan pada separuh pertama 2025, potensi sebenar zon berkenaan hanya dapat direalisasikan melalui sistem pengangkutan yang cekap dan bersepadu.

"Pengangkutan bukan sekadar menggerakkan manusia dan barangan, tetapi bertindak sebagai pemudah cara ekonomi strategik yang menentukan produktiviti, daya saing dan kebolehpercayaan sesebuah ekosistem ekonomi," katanya ketika menyampaikan ucaptama pada CEO Series 2026 anjuran REHDA Institute di Petaling Jaya, semalam.

Loke berkata, tekanan ke atas infrastruktur sedia ada di sempadan Johor-Singapura semakin ketara dengan anggaran 300,000 pengguna berulang-alik dan 100,000 kenderaan menggunakan laluan rentas sempadan setiap hari, mencerminkan bahawa integrasi ekonomi mendahului kepelbagaian sistem pengangkutan.

Katanya, situasi itu menuntut pelaburan strategik bagi mempelbagaikan mod pengangkutan, mengurangkan kesesakan dan memastikan infrastruktur yang dibangunkan benar-benar memenuhi keperluan pertumbuhan JS-SEZ.

Sehubungan itu, beliau berkata Projek Sistem Transit Rapid Johor Bahru-Singapura (RTS Link) disifatkan sebagai tonggak utama transformasi mobiliti rentas sempadan, dengan kapasiti 10,000 penumpang sejam bagi setiap arah yang menghubungkan Bukit Chagar dan Woodlands.

"RTS Link bukan sekadar projek rel, tetapi pemboleh daya ekonomi struktur yang mengurangkan ketidaktentuan masa perjalanan, kesesakan sempadan dan kos produktiviti akibat perjalanan harian," katanya.

Beliau menambah, RTS Link membolehkan JS-SEZ berfungsi sebagai satu ekosistem tenaga kerja dan perniagaan bersepadu, sekali gus meluaskan kumpulan bakat efektif yang boleh dimanfaatkan oleh syarikat di kedua-dua negara.

Dalam masa sama, Loke berkata, perkhidmatan pengangkutan rentas sempadan sedia ada seperti bas dan teksi kekal penting, khususnya bagi menyokong sasaran menarik 22 juta pelawat dari Singapura.

Beliau berkata, data Jabatan Perangkaan Malaysia (DOSM) menunjukkan Singapura adalah destinasi utama eksport perkhidmatan Malaysia pada 2024 dengan sumbangan RM58.5 bilion, didorong terutama oleh perkhidmatan pelancongan dan pengangkutan.

"Ini membuktikan bahawa kecekapan pengangkutan mempunyai hubungan langsung dengan prestasi pelancongan, perdagangan perkhidmatan dan aktiviti ekonomi domestik," katanya.

Beliau turut menegaskan, kepentingan hubungan dalaman JS-SEZ dengan seluruh negara, termasuk melalui peluasan Perkhidmatan Tren Elektrik KTMB ETS3 yang memendekkan masa perjalanan ke Kuala Lumpur serta menyokong perniagaan, pelancongan, pembuatan dan logistik.

Selain itu, katanya, pembangunan infrastruktur pengangkutan juga akan membentuk corak pembangunan hartanah dan bandar, sekali gus menuntut pendekatan Pembangunan Berorientasikan Transit (TOD) bagi memastikan pertumbuhan yang mampan dan seimbang.

"Apabila pengangkutan dirancang dengan baik, ia mengubah mobiliti kepada produktiviti, keterhubungan kepada daya saing, dan infrastruktur kepada kemakmuran bersama," katanya.

Loke berkata, masa depan JS-SEZ akan ditentukan bukan sahaja oleh kapasiti pengangkutan, tetapi oleh kualiti sistem yang dibangunkan, termasuk penggunaan teknologi digital, kelestarian alam sekitar serta ketahanan terhadap cabaran iklim dan operasi.

Amir Hamzah menyampaikan ucaptama pada CEO Series 2026 anjuran REHDA Institute, di Petaling Jaya, semalam.

Tahun 2026 menandakan titik perubahan penting dalam perjalanan ekonomi negara apabila agenda reformasi dan pembangunan kerajaan kini memasuki fasa pelaksanaan penuh, dengan impaknya mula dirasai secara langsung oleh isi rumah, perniagaan dan keseluruhan ekosistem ekonomi Malaysia.

Menteri Kewangan II, Datuk Seri Amir Hamzah Azizan, berkata momentum itu diperkukuh dengan pelaksanaan Rancangan Malaysia Ke-13 (RMK13) yang menetapkan hala tuju strategik ke arah negara yang lebih berdaya tahan, bernilai tinggi dan inklusif.

Beliau menegaskan, RMK13 bukan sekadar dokumen perancangan, sebaliknya menjadi asas penting bagi memastikan pertumbuhan ekonomi negara dilaksanakan secara tersusun, berfokus dan berteraskan kepentingan rakyat.

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Berita Harian

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Impak Reformasi Ekonomi Negara, Mula dirasai secara langsung

By Mohd Zaki Zainuddin

Oleh Mohd Zaky Zainuddin
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Bisnes

RMK13 menetapkan hala tuju strategik Malaysia ke arah negara yang lebih berdaya tahan, bernilai tinggi dan inklusif.

IMPAK REFORMASI EKONOMI NEGARA

MULA DIRASAI SECARA LANGSUNG

Petaling Jaya

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"Namun, tahun 2026 pula tahun pelaksanaan, apabila agenda reformasi dan pembangunan kerajaan diterjemahkan kepada tindakan sebenar yang memberi impak langsung kepada rakyat dan ekonomi," katanya ketika menyampaikan ucaptama pada CEO Series 2026 anjuran REHDA Institute, di Petaling Jaya, semalam.

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Beliau berkata, peserta industri kini sedang menyesuaikan diri dengan landskap ekonomi baharu, termasuk peralihan kepada model pendapatan berulang, pembangunan daerah kesejahteraan serta penyediaan bank tanah untuk pusat data dalam persekitaran global yang semakin mencabar.

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Utusan Malaysia

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RTS Link siap hujung tahun ini, beroperasi Januari 2027

By Hendra Winarno

RTS Link siap hujung tahun ini, beroperasi Januari 2027

Oleh HENDRA WINARNO
hendra.winarno@mediamulia.com.my

PETALING JAYA: Pembinaan Sistem Transit Rapid (RTS Link) Johor Bahru-Singapura berjalan lancar dan dijangka siap mengikut jadual menjelang hujung tahun ini, kata Menteri Pengangkutan, Anthony Loke Siew Fook.

Beliau berkata, kebanyakan kerja infrastruktur fizikal telah siap dan kini projek berkenaan sedang dalam proses memasang sistem RTS.

"Di dalam stesen, bangunan dan kerja struktur telah selesai, manakala ujian menyeluruh akan dijalankan dalam beberapa bulan akan datang.

"Kami kini sedang memasang sistem sebelum ujian dijalankan, yang mana ia adalah penting sebelum operasi boleh bermula.

"Kereta api juga sedang melalui proses ujian di landasan di Johor Bahru dan semuanya dijangka berjalan lancar supaya projek ini dapat disiapkan pada Disember serta memulakan operasi pada Januari 2027," katanya.

Beliau berkata demikian kepada pemberita selepas CEO Series 2026 anjuran REHDA Institute, di sini semalam.

Mengulas mengenai Pembangunan Berorientasikan Transit (TOD) Bukit Chagar, beliau berkata, projek itu seharusnya mengguna pakai model seperti Central di Hong Kong dengan menghubungkan bangunan sekitar melalui laluan pejalan kaki yang bersambung ke JB Sentral.

"JB Sentral dan Bukit Chagar hampir 300 meter jaraknya, jadi integrasi diperlukan supaya orang ramai mudah mengakses bas dan kereta api.

"Selain itu, JB Sentral penting untuk pengangkutan bas dan kenderaan lain, manakala Bukit Chagar untuk RTS Link dan Perkhidmatan Kereta Api Elektrik (ETS).

"Integrasi ini memastikan laluan pejalan kaki yang lancar serta mengelakkan kesesakan kenderaan di Bukit Chagar," ujarnya.

Anthony berkata, kerajaan juga sedang berbincang dengan pihak swasta, khususnya pemilik bangunan di sekitar Stesen Bukit Chagar bagi memperkukuh akses serta keterhubungan pejalan kaki ke stesen RTS Link.

ANTHONY Loke (tiga dari kanan) bersama Pengerusi REHDA Institute, Datuk Jeffrey Ng Tiong Lip (dua dari kanan) semasa CEO Series 2026 anjuran REHDA Institute di hotel Le Meridien, Petaling Jaya semalam. -UTUSAN/M. FIRDAUS M. JOHARI

Kadar pemilikan hartanah bagi golongan M40 lebih rendah berbanding B40

PETALING JAYA: Kebergantungan yang tinggi terhadap subsidi silang mendorong kenaikan harga pasaran, sekali gus menjadikan pemilikan rumah semakin di luar kemampuan rakyat.

Melalui subsidi silang, harga rumah yang dibina untuk pasaran terbuka terpaksa dinaikkan bagi menampung kos pembinaan harga rumah mampu milik yang harganya dikawal kerajaan.

Pengerusi REHDA Institute, Datuk Jeffrey Ng Tiong Lip, berkata situasi itu menyebabkan isi rumah dalam kategori B40 berdepan kesukaran ketara untuk menembusi pasaran perumahan.

"Selain itu, kadar pemilikan rumah dalam kalangan M40 kini lebih rendah berbanding B40, iaitu 75.9 peratus berbanding 76.3 peratus, menunjukkan bahawa model sedia ada tidak lagi mampan.

"Angka ini menunjukkan pendekatan semasa sudah tidak sejajar dengan realiti pasaran dan keperluan sebenar rakyat," katanya dalam ucaptama pada CEO Series 2026 anjuran REHDA Institute di sini, semalam.

Bagaimanapun, beliau berkata, cabaran itu tidak sepatutnya dilihat secara sempit sebagai isu kemampuan memiliki rumah semata-mata.

"Kita perlu melihat ia sebagai persoalan keupayaan pelaksanaan yang mampan serta ketahanan keseluruhan ekosistem.

"Ia merangkumi dasar tanah, struktur pembiayaan, penyediaan infrastruktur dan utiliti, kos pematuhan serta proses kelulusan.

"Apabila mana-mana pihak dalam ekosistem ini menanggung beban yang tidak seimbang, sistem menjadi rapuh, mengakibatkan kelewatan, tekanan kewangan dan akhirnya projek terbengkalai," ujarnya.

Jelasnya, dalam konteks itu, sektor kewangan perlu memainkan peranan yang lebih proaktif, bukan sahaja sebagai pemberi pinjaman, tetapi sebagai rakan strategik dalam penyampaian.

"Ini termasuk pembiayaan keutamaan untuk pembeli rumah kali pertama, penetapan risiko lebih fleksibel melalui tempoh pinjaman lebih panjang atau struktur bayaran balik yang responsif kepada pendapatan, serta mekanisme perkongsian risiko yang disasarkan dan disokong oleh insentif dasar.

"Pada masa sama, penyedia utiliti juga perlu menjadi sebahagian daripada penyelesaian melalui pengaturan perkongsian kos yang lebih saksama bagi penyediaan infrastruktur.

"Kerajaan Negeri dan Pihak Berkuasa Tempatan (PBT) turut memainkan peranan yang menentukan, khususnya dengan memperkemas proses kelulusan dan mempercepatkan masa ke pasaran," katanya.

Mengulas lanjut, beliau berkata, industri juga menyaksikan kebangkitan semula yang memberangsangkan bagi program Malaysia My Second Home (MM2H).

"Selepas penstrukturan semula secara strategik, MM2H telah menunjukkan kejayaan yang luar biasa dengan mencatatkan anggaran jumlah aliran masuk sebanyak RM840 juta setakat Jun 2025, termasuk pelaburan hartanah berjumlah RM237 juta.

"Ini merupakan peningkatan sebanyak 84 peratus dalam tempoh hanya enam bulan pertama 2025, sekali gus menarik individu berpendapatan tinggi dan bakat global," katanya.

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"Kami kini sedang memasang sistem sebelum ujian dijalankan, yang mana ia adalah penting sebelum operasi boleh bermula.

"Kereta api juga sedang melalui proses ujian di landasan di Johor Bahru dan semuanya dijangka berjalan lancar supaya projek ini dapat disiapkan pada Disember serta memulakan operasi pada Januari 2027," katanya.

Beliau berkata demikian kepada pemberita selepas CEO Series 2026 anjuran REHDA Institute, di sini semalam. Mengulas mengenai Pembangunan Berorientasikan Transit (TOD) Bukit Chagar, beliau berkata, projek itu seharusnya mengguna pakai model seperti Central di Hong Kong dengan menghubungkan bangunan sekitar melalui laluan pejalan kaki yang bersambung ke JB Sentral.

"JB Sentral dan Bukit Chagar hampir 300 meter jaraknya, jadi integrasi antara kedua-duanya diperlukan supaya orang ramai mudah mengakses bas dan kereta api.

"Selain itu, JB Sentral penting untuk pengangkutan bas dan kenderaan lain, manakala Bukit Chagar untuk RTS Link dan Perkhidmatan Kereta Api Elektrik (ETS). "Integrasi ini memastikan laluan pejalan kaki yang lancar serta mengelakkan kesesakan kenderaan di Bukit Chagar," ujarnya.

Anthony berkata, kerajaan juga sedang berbincang dengan pihak swasta, khususnya pemilik bangunan di sekitar Stesen Bukit Chagar bagi memperkukuh akses serta keterhubungan pejalan kaki ke stesen RTS Link.

Kadar pemilikan hartanah bagi golongan M40 lebih rendah berbanding B40

PETALING JAYA: Kebergantungan yang tinggi terhadap subsidi silang mendorong kenaikan harga pasaran, sekali gus menjadikan pemilikan rumah semakin di luar kemampuan rakyat.

Melalui subsidi silang, harga rumah yang dibina untuk pasaran terbuka terpaksa dinaikkan bagi menampung kos pembinaan harga rumah mampu milik yang harganya dikawal kerajaan.

Pengerusi REHDA Institute, Datuk Jeffrey Ng Tiong Lip, berkata situasi itu menyebabkan isi rumah dalam kategori B40 berdepan kesukaran ketara untuk menembusi pasaran perumahan.

"Selain itu, kadar pemilikan rumah dalam kalangan M40 kini lebih rendah berbanding B40, iaitu 75.9 peratus berbanding 76.3 peratus, menunjukkan bahawa model sedia ada tidak lagi mampan.

"Angka ini menunjukkan pendekatan semasa sudah tidak sejajar dengan realiti pasaran dan keperluan sebenar rakyat," katanya dalam ucaptama pada CEO Series 2026 anjuran REHDA Institute di sini, semalam. Bagaimanapun, beliau berkata, cabaran di itu tidak sepatutnya dilihat secara sempit sebagai isu kemampuan memiliki rumah semata-mata.

"Kita perlu melihat ia sebagai persoalan keupayaan pelaksanaan yang mampan serta ketahanan keseluruhan ekosistem. "Ia merangkumi dasar tanah, struktur pembiayaan, penyediaan infrastruktur dan utiliti, kos pematuhan serta proses kelulusan.

"Apabila mana-mana pihak dalam ekosistem ini menanggung beban yang tidak seimbang, sistem menjadi rapuh, mengakibatkan kelewatan, tekanan kewangan dan akhirnya projek terbengkalai," ujarnya.

Jelasnya, dalam konteks itu, sektor kewangan perlu memainkan peranan yang lebih proaktif, bukan sahaja sebagai pemberi pinjaman, tetapi sebagai rakan strategik dalam penyampaian.

“Ini termasuk pembiayaan keutamaan untuk pembeli rumah kali pertama, penetapan risiko lebih fleksibel melalui tempoh pinjaman lebih

panjang atau struktur bayaran balik yang responsif kepada pendapatan, serta mekanisme perkongsian risiko yang disasarkan dan disokong oleh insentif dasar.

“Pada masa sama, penyedia utiliti juga perlu menjadi sebahagian daripada penyelesaian melalui pengaturan perkongsian kos yang lebih saksama bagi penyediaan infrastruktur.

“Kerajaan Negeri dan Pihak Berkuasa Tempatan (PBT) turut memainkan peranan yang menentukan, khususnya dengan memperkemas proses kelulusan dan mempercepatkan masa ke pasaran,” katanya. Mengulas lanjut, beliau berkata, industri juga menyaksikan kebangkitan semula yang memberangsangkan bagi program Malaysia My Second Home (MM2H).

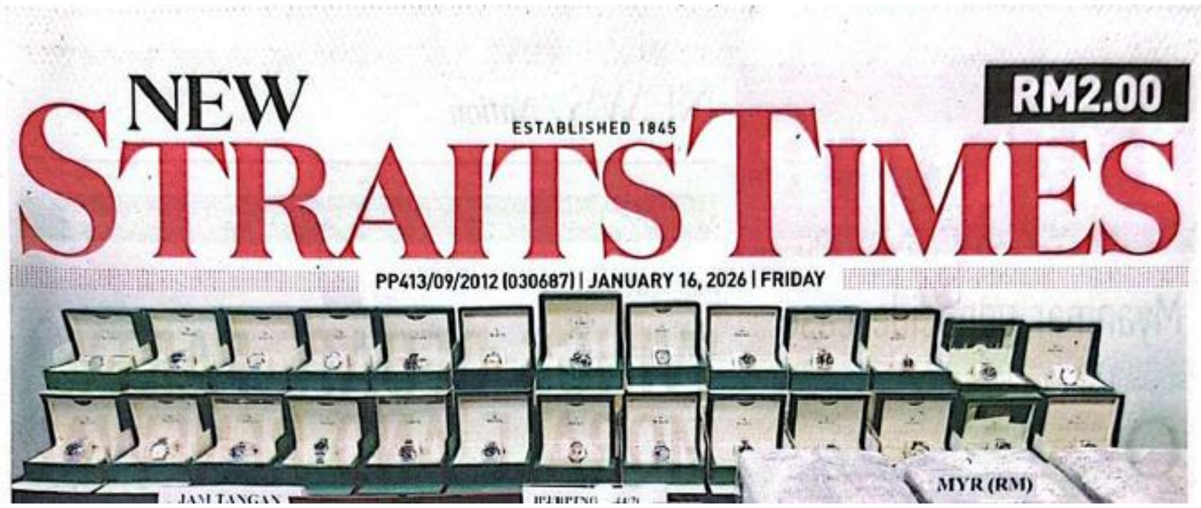
“Selepas penstrukturan semula secara strategik, MM2H telah menunjukkan kejayaan yang luar biasa dengan mencatatkan anggaran jumlah aliran masuk sebanyak RM840 juta setakat Jun 2025, termasuk pelaburan hartanah berjumlah RM237 juta.

“Ini merupakan peningkatan sebanyak 84 peratus dalam tempoh hanya enam bulan pertama 2025, sekali gus menarik individu berpendapatan tinggi dan bakat global,” katanya.

SOURCE LINK:

New Straits Times

PUBLISHED DATE: 16 January 2026



Rehda Institute: Risk sharing imbalance may lead to supply delays, financial strain

By Nabiha Safian

SYSTEMIC WEAKNESSES

Rehda Institute: Risk-sharing imbalance may lead to supply delays, financial strain

PETALING JAYA: The housing delivery system is under pressure as developers bear a disproportionate share of the risks arising from price controls and cross-subsidisation requirements, raising concerns over viability and long-term sustainability.

Under the current framework, developers are required to sell affordable homes at capped prices to ensure access for lower- and middle-income buyers. While these controls support affordability objectives, they compress profit margins, making it more difficult for developers to absorb rising costs related to construction, land acquisition and financing.

At the same time, cross-subsidisation policies require profits from higher-end projects to offset losses from lower-cost housing. This places pressure on cash flow and increases financial risk, particularly when demand for premium properties weakens or construction costs escalate.

Rehda Institute chairman Datuk Jeffrey Ng said the imbalance is increasingly evident and is contributing to concerns over delays and the sustainability of housing supply.

"The responsibility for delivering price-controlled housing and absorbing project-level risks lies almost entirely with developers," he said at the CEO Series 2026 conference yesterday.

Ng said research by Rehda Institute indicates mounting systemic weaknesses within the housing ecosystem.

According to him, the Bottom 40 per cent household income group (B40) continues to struggle to enter the market, while the Middle 40 per cent of household income group's (M40) home ownership rate has slipped to 75.9 per cent, below the B40's 76.3 per cent.

"This reflects a delivery and sustainability challenge, not merely an affordability issue."

Ng said housing outcomes are influenced by land policy, financing structures, infrastructure provision, utility costs and regulatory approvals.

"When any party of this ecosystem carries a disproportionate share of the burden, the system becomes fragile."

Ng said this imbalance could lead to delays, financial strain and abandoned projects.

He added that the financial sector must play a more proactive role, not only as a lender but also as a partner in delivery.

"This requires closer coordination among the financial sector, utility providers, and state and local governments by streamlining approvals and accelerating speed to market. With coordinated action across the ecosystem, housing delivery can become more resilient and outcomes improve for the economy as a whole," he added.

Rehda Institute chairman Datuk Jeffrey Ng speaking at the CEO Series 2026 conference yesterday. NSTP PIC BY EIZAIRI SHAMSUDIN

REHDA Institute chairman Datuk Jeffrey Ng speaking at the CEO Series 2026 conference yesterday. NSTP PIC BY EIZAIRI SHAMSUDI

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SOURCE LINK:

The Sun

PUBLISHED DATE: 16 January 2026

Transport Connectivity key to success of JS-SEZ: Loke

By Deepalakshmi Manickam

Minister says integrated links with surrounding developments crucial, seed RTS Link and TODs as strategic economic enablers

PETALING JAYA: The success of the Johor-Singapore Special Economic Zone (JS-SEZ) will hinge not just on big-ticket rail projects such as the Rapid Transit System Link (RTS Link), but on how well transport connectivity is integrated with surrounding developments, Transport Minister Anthony Loke Siew Fook said.

Speaking on the sidelines of Rehda Institute's CEO Series 2026 today, Loke said efforts are under way to physically link the RTS Bukit Chagar station with surrounding commercial buildings, hotels and developments to improve access and enhance property values in the area.

"We have already linked up with several main buildings and there is an agreement with the private sector. In the near future, more buildings will cooperate with MRT Corp to connect directly to Bukit Chagar," he said, adding that better connectivity would make the area more attractive and accessible for commuters and visitors.

Loke noted that Bukit Chagar is expected to become a major transit-oriented development (TOD) hub rather than just a rail station, reflecting a shift in how transport infrastructure is planned to support urban growth and real estate value creation.

At the conference earlier, Loke said transport infrastructure must be viewed as a strategic economic enabler, particularly for the JS-SEZ, which is seeing strong investor interest.

Between January and September 2025, the zone attracted an estimated RM29.51 billion in potential investments, with more than RM37 billion approved in the first half of the year.

He said the RTS Link, which connects Bukit Chagar to Woodlands North, will play a critical role in easing chronic congestion at the Johor-Singapore border, which currently sees about 300,000 commuters and 100,000 vehicles crossing daily.

"The RTS is not just a rail project. It is a structural economic enabler," Loke said, noting that the system will have a capacity of 10,000 passengers per hour per direction, providing predictability for businesses and workers moving across the border.

He added that the RTS Link is on track for completion by the end of this year, with system integration and testing already under way, and the first train expected to run on Jan 1, 2027.

Beyond rail, Loke said, cross-border buses and taxis remain vital, especially as Malaysia targets 22 million Singaporean visitors annually.

According to Department of Statistics Malaysia data, Singapore was Malaysia's leading destination for services exports in 2024, contributing RM58.5 billion, driven largely by travel and transport.

To support this, both governments are improving border processing efficiency through Digital systems such as QR code clearance, automated lanes and upgraded immigration facilities.

A key enabler for the RTS Link will be co-located immigration, customs and quarantine clearance, which will allow passengers to clear both Malaysian and Singaporean immigration at a single location.

"This sounds simple, but it requires legal changes because it involves foreign immigration officers operating on our land," Loke said, adding that the Cabinet has agreed to the necessary amendments.

He said the relevant law will be tabled during the next Parliament session and is expected to be ready this year, ensuring the RTS Link can operate as designed.

Loke also highlighted the importance of linking the JS-SEZ internally to the rest of Malaysia, citing the KTMB Electric Train Service (ETS) extension between Johor Bahru and Kuala Lumpur, which has shortened travel time and improved intercity connectivity.

"Transport infrastructure shapes development patterns," he said, adding that projects such as RTS, ETS and enhanced bus corridors directly influence residential, commercial and industrial real estate demand.

He said TOD would be critical in reducing congestion, improving affordability and supporting sustainable urban growth, not just in Johor but across the country.

Similar integrated transport-led developments are being planned or expanded in areas such as Penang Central, Ipoh Central and Segamat, while the East Coast Rail Link is expected to support industrial and logistics growth along its corridor.

"When transport is reliable and well integrated, it turns mobility into productivity," Loke said, adding that coordinated planning between government, developers and building owners would be key to ensuring long-term economic returns from major infrastructure investments.

Amir Hamzah: 2026 a year of execution, transforming

PETALING JAYA: Malaysia's economic and real estate landscape is set for a transformative year, with policymakers and industry leaders emphasising coordinated action to boost investment, housing delivery and human capital.

The Rehda Institute CEO Series 2026 held today brought together more than 400 business leaders, government officials and international experts to discuss "Reinventing Growth: Innovation and Investment Opportunities in Asean and Malaysia".

Finance Minister II Datuk Seri Amir Hamzah Azizan underscored the government's commitment to translating policies into tangible outcomes for households and businesses, describing 2026 as a "year of execution" following two years of strategic planning.

Highlighting initiatives under the 13th Malaysia Plan and the Government-linked Enterprise Activation Reform Programme or GEAR-uP, he said the government aims to mobilise an additional RM120 billion in domestic investment over the next five years, targeting high-growth and high-value industries.

"Policy provides direction. Capital provides fuel. But in this year of execution, it is real assets that provide our nation," Amir Hamzah said, citing examples such as the Johor-Singapore Special Economic Zone and international models like Korea's Pangyu Technology Valley as blueprints for integrated, innovation-led ecosystems.

He added that Visit Malaysia 2026, targeting 47 million visitors and RM329 billion in tourism revenue, offers the property and hospitality sectors a platform for experience-driven development.

Echoing the minister, Rehda Institute chairman Datuk Jeffrey Ng highlighted the importance of public-private collaboration in driving sustainable economic growth.

He noted the resurgence of the Malaysia My Second Home Programme, which brought in RM840 million in inflows by mid-2025, including RM237 million in property investments, and urged a review of the proposed increase in stamp duty for foreign home purchases.

"A sudden doubling risks deterring investment and undermining Malaysia's attractiveness to talent and FDI," Ng said, advocating either maintaining the current rate or a gradual increase.

He said housing challenges are systemic, requiring a coordinated response across developers, banks, utility providers and government authorities to ensure delivery sustainability and ecosystem resilience.

Ng highlighted concerns over the expiry of the withholding tax (WHT) concession for Malaysian real estate investment trusts, which supported more than RM57 billion in market capitalisation. He suggested retaining the 10% final WHT for individual unitholders while introducing a progressive 2% tax on distributions exceeding RM100,000 to preserve investor confidence. Both emphasised the importance of human capital.

Ng cited the launch of the Rehda Institute Youth Initiative as a key step in bridging skill gaps in high-growth sectors such as green technology, advanced manufacturing, and the digital economy.

Amir Hamzah noted that investing in education ensures Malaysia's youth are prepared to contribute meaningfully to long-term national prosperity.

The event also featured insights from international speakers from Amro and Moody's Analytics, and discussions on regional integration projects, including Johor-Singapore SEZ collaboration.

"Together, we are not only building Malaysia, we are shaping Malaysia's future, confident, resilient and capable of delivering quality growth for our people," Amir Hamzah said.

Ng called on the financial sector to take a more proactive role in housing delivery, including preferential financing for first-time homebuyers, flexible risk pricing and targeted risk-sharing mechanisms supported by policy incentives.

He stressed that utility providers and local authorities must also contribute to ensure infrastructure and approvals keep pace with development needs.

"By openly addressing these practical challenges and opportunities, we can collectively build a more resilient, innovative and prosperous Malaysia. The private sector stands ready as your committed partner," he said, reaffirming the need for sustained collaboration across all stakeholders,"he added.

SOURCE LINK:

The Star

PUBLISHED DATE: 16 January 2026

StarBiz
Govt reforms take effect
2026 marks the rollout of government reforms already impacting households, businesses and the economy. >3

The Star
people's paper
FRIDAY 16 JANUARY 2026 • PP19652/12/2020 (035234) RM3.00

Asia Media Awards 2025
Gold Winner
Best Climate Infographics

Equip to save lives

Loke : RTS Link on track for completion by year-end

By Lydia Nathan

Loke: RTS Link on track for completion by year-end

PETALING JAYA: Construction of the Rapid Transit System (RTS) Link connecting Malaysia and Singapore is progressing smoothly and is expected to be completed on schedule by the end of this year, says Transport Minister Anthony Loke (*pic*).

He said most physical infrastructure works have been completed, with the project now in the process of systems installation.

"Inside the stations, the buildings and structural works are complete.

"We are now installing the systems ahead of testing, which is essential before operations can begin. Extensive testing will be carried out in the coming months.

"The trains are already undergoing testing on tracks in Johor Baru and we expect everything to progress smoothly, so the project can be completed by December and begin operations in January 2027," he said, Bernama reported.

Loke spoke to reporters after delivering a keynote address at the Malaysian Real Estate and Housing Developers' Association (Rehda) Institute's The CEO Series 2026 conference here yesterday, which was attended by its chairman Datuk Jeffrey Ng Tiong Lip.

Loke said a new Bill to enable joint (co-located) border controls for the Johor Baru-Singapore RTS Link, set to be tabled at the next parliamentary meeting, is crucial before operations begin.

"Without this law, we cannot establish co-located customs, immigration and quarantine stations, which would allow Singaporean officers to be stationed at Bukit Chagar and Malaysian officers at Woodlands North.

"This is a bilateral cooperation and understanding that is crucial to ensuring the effectiveness of the RTS," he added.

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SOURCE LINK:

The Star

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Connectivity factor to shape real estate market

By Lydia Nathan

Connectivity factor to shape real estate market

Housing adjacent to train stations, depots to appreciate

PROPERTY

By LYDIA NATHAN
lydia.sheena@thestar.com.my

"Prices have mellowed, which has resulted in many Malaysians buying these properties, so there is no potential of an oversupply."
Datuk Ho Hon Sang

PETALING JAYA: Connectivity will continue to remain a huge factor for real estate developers, particularly as states like Johor step up infrastructure investments and deepen cross-border linkages.

But it isn't only projects like the Johor Baru-Singapore Rapid Transit System (RTS) that is taking precedence.

Real Estate and Housing Developers Association Malaysia (Rehda) president, Datuk Ho Hon Sang said the government's plan for the elevated Automated Rapid Transit (E-ART) will further propel the state in terms of seamless entry for people and cross-business efforts into the more rural areas.

He added the government is close to finalising plans for the project.

The E-ART system, which will serve three key corridors, namely, Skudai, Tebrau and Iskandar Puteri, is said to be preferred over the light rail transit or LRT because of the length of time taken to build it.

"This system will connect all other parts of Johor. It will be a last mile type of connection and we view it positively. Despite it being in progress, many are already looking forward to it," he told *StarBiz* at the Rehda CEO Series 2026 conference here yesterday.

According to Ho, he foresees property adjacent to train stations and depots seeing a tremendous hike in prices.

"There may be some tenants who will be forced to leave and perhaps other parties will come in to take over. But as far as Rehda is concerned, we've noticed that these properties are rapidly developed, launched and are doing very well," he noted.

When launched, Ho said a handful of these properties were unaffordable for Malaysians, but as more were being pushed to the market – prices came down.

"Prices have mellowed, which has resulted in many Malaysians buying these properties, so there is no potential of an oversupply," he said.

On the RTS, Transport Minister Anthony Loke said the project was running on schedule and a bill to facilitate border control arrangements would be tabled next month in Parliament.

He explained the regulations were necessary to enable the co-location of Customs, Immigration and Quarantine facilities for the RTS Link.

"There will be Singapore immigration officers stationed at Bukit Canggah while our local immigration officers will be at Woodlands. This reflects the strong cooperation between the two countries and that is very important."

Meanwhile, on a separate note, Rehda Institute chairman Datuk Jeffrey Ng Tiong Lip said home ownership among the country's middle-income (M40) group had dropped below the rate of the low-income (B40) group.

He said this was because of a development model reliant on cross-subsidisation, which has inflated open-market home prices. Ng said that right now, the responsibility for delivering price-controlled housing and absorbing project-level risks lies almost entirely with developers – causing elevated overall market prices.

"The B40 households continue to struggle to purchase houses, while M40 homeownership dropped to 75.9%, below the B40 rate of 76.3%. The current model is no longer sustainable," he said.

This has also inevitably led to financial stress, cost pressures for projects and even abandoned home projects. He noted based on previous data and research, challenges proved to be systemic rather than developer-specific.

"The challenge before us, therefore, should not be viewed narrowly as one of housing affordability alone, but as a question of delivery sustainability and ecosystem resilience. It spans land policy, financing structures, infrastructure and utility provision, compliance costs and approval processes," he said.

With that, Ng said the financial sector needs to play a more reactive role – not only as a lender, but as a partner in delivery.

He said that these included preferential financing for first-time homebuyers, more flexible pricing of risk through longer tenures or income-responsive repayment structures, and targeted risk-sharing mechanisms supported by policy incentives.

"At the same time, utility providers must be part of the solution, through more equitable cost-sharing arrangements for infrastructure provision. State and local governments also play a decisive role, particularly by streamlining approvals and accelerating speed to market."

Amir Hamzah: 2026 marks execution of reforms

PETALING JAYA: The year 2026 marks the implementation of the government's reform and development agenda, with its effects already being felt by households, businesses and the economy, says Finance Minister II Datuk Seri Amir Hamzah Azizan.

He said the momentum is underpinned by the beginning of the 13th Malaysia Plan (13MP), which sets the direction for a more resilient, high-value and inclusive future.

"Last year was a year of design and commitment, where we clarified direction, re-centred policy around rakyat-first outcomes, and anchored 'Ekonomi Madani' as a governing philosophy," he said in his keynote address at the annual property developer conference, "The CEO Series 2026", organised by Rehda Institute yesterday.

The minister said the government's role is as an enabler, to provide fiscal stability, strategic initiatives like the Government-Linked Enterprises Activation and Reform Programme (GEAR-uP), and the infrastructure that allows enterprises to flourish.

"Many of you are already navigating the new economy, pivoting towards recurring income, wellness districts and data-centre landbanks while managing a more complex global landscape.

"In this environment, the government's responsibility is to provide steadfast stability and clarity so that long-term commitment decisions can be made with confidence," he said.

Amir Hamzah said that through the GEAR-uP initiative, the government is working with government-linked investment companies to mobilise RM120bil in domestic investment over the next five years.

He emphasised that the government's intention is clear: to ensure national capital serves national interest, deployed catalytically to anchor the high-growth and high-value industries that will define the country's future.

"We want investment to be anchored here, in our own soil, creating value that remains a lasting benefit to the Malaysian people. We are not seeking capital that merely visits, we seek capital that builds, stays and endures," said Amir Hamzah.

He added that as the country embarks on Visit Malaysia Year 2026, it reflects the scale of opportunity for jobs, and small and medium enterprises. — Bernama

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SOURCE LINK:

Sin Chew Daily

PUBLISHED DATE: 16 January 2026

陆兆福：可年杪完工 柔新捷运料明年营运

16. 1. 2026 | 星期五 星洲日報

陆兆福（中）与"大马未来领袖挑战赛"的得奖者分享喜悦、左六为大马房地产发展商会研究院主席拿督黄中立。（马新社图）

陆兆福：可年杪完工

柔新捷運料明年營運

（八打灵再也15日讯）交通部长陆兆福指出，连接马来西亚与新加坡的柔新捷运系统（RTS）工程进展顺利，预计可按计划于今年底完工，并于2027年1月投入运作。

他说，目前大部分实体基础建设工程已完成，项目正进入安装捷运系统的阶段。

"车站内的建筑与结构工程已经完成，现阶段正进行系统安装，之后将展开测试工作，这是启用前不可或缺的程序，未来数月将进行全面测试。"

他指出，列车已在新山轨道上进行测试，预期整体进度将持续顺利，工程可于今年12月完成，并在2027年1月开始营运。

陆兆福今日在八打灵再也出席大马房地产发展商会（REHDA）学院主办的"2026年首席执行员系列"会议并发表主题演讲后，向媒体这么表示；该学院主席拿督黄中立也出席这项会议。

将呈新法案落实边境管制

他指出，为了让新柔捷运系统顺利启用，政府将在下个国会会期提呈一项新法案，以落实新山——新加坡RTS的联合（共址）边境管制安排。

"若没有相关法律，就无法设立共址的关税、移民与检疫站，也就不能让新加坡官员在武吉查卡（Bukit Chagar）执勤，同时让马来西亚官员在兀兰北（Woodlands North）工作。"

他强调，这项安排涉及双边合作与共识，对确保新柔捷运系统有效运作至关重要。

武吉查卡项目可采港模式

谈及武吉查卡综合发展项目，陆兆福表示，该区可采用类似香港中环的发展模式，透过行人天桥与周边建筑连接，并衔接至新山中央车站。

他指出，新山中央车站与武吉查卡之间距离接近300公尺，两者之间的整合十分必要，才能方便民众转乘巴士与火车。

较早前，陆兆福也见证了REHDA学院推介"青年倡议计划"；该计划是一项全国性项目，旨在加强大学与产业之间的合作，并强化未来劳动力。

*陆兆福（中）与"**大**马未来领袖挑战赛"**的得**奖者分享喜悦、左六为大马房地产发展商会研究院主席拿督黄中立。（马新社图）*

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Translation:

Anthony Loke: Johor–Singapore RTS on Track for Completion by Year-End, Expected to Begin Operations Next Year

(Petaling Jaya, 15th) — Transport Minister Anthony Loke said that the Johor Bahru–Singapore Rapid Transit System (RTS) project, which links Malaysia and Singapore, is progressing smoothly and is expected to be completed as scheduled by the end of this year, with operations commencing in January 2027.

He said that most of the physical infrastructure works have already been completed, and the project has now entered the phase of installing the rail system.

"The architectural and structural works inside the stations have been completed. At this stage, system installation is underway, followed by testing, which is a critical process prior to commencement of operations. Comprehensive testing will be carried out over the coming months," he said.

Loke added that trains have already begun testing on the Johor Bahru tracks, and overall progress is expected to continue smoothly. The project is anticipated to be completed in December this year, with operations beginning in January 2027.

He made these remarks to the media after delivering a keynote address at the 'CEO Series 2026' conference organised by the Real Estate and Housing Developers' Association (REHDA) Institute in Petaling Jaya today. REHDA Institute chairman Datuk Jeffrey Ng was also present at the event.

New Bill to be Tabled for Border Control Implementation

Loke said that in order to ensure the smooth commencement of the Johor–Singapore RTS, the government will table a new bill in the next parliamentary session to implement the co-located (joint) border control arrangement for the Johor Bahru–Singapore RTS.

"Without the relevant legislation, it would not be possible to establish co-located Customs, Immigration and Quarantine (CIQ) facilities, nor allow Singapore officers to be stationed at Bukit Chagar, while Malaysian officers carry out duties at Woodlands North," he said.

He emphasised that this arrangement involves bilateral cooperation and mutual agreement, and is crucial to ensuring the effective operation of the Johor–Singapore RTS.

Loke noted that most of the RTS project's physical infrastructure works have already been completed, and the project is now in the system installation phase. (File photo)

Bukit Chagar Project Can Adopt a "Port Model"

Commenting on the Bukit Chagar integrated development project, Loke said the area could adopt a development model similar to Central, Hong Kong, by connecting surrounding buildings through pedestrian bridges and linking them to Johor Bahru Sentral Station.

He said the distance between Johor Bahru Sentral Station and Bukit Chagar is close to 300 metres, and integration between the two is essential to facilitate seamless transfers for the public between buses and trains.

Earlier, Loke also witnessed the launch of the REHDA Institute Youth Initiative Programme, a nationwide initiative aimed at strengthening collaboration between universities and the industry, as well as enhancing the future workforce.

SOURCE LINK:

Sin Chew Daily

PUBLISHED DATE: 16 January 2026


星洲日報

SIN CHEW DAILY

反貪會：陸軍前首長"秘密住宅"

搜出1140萬財物

全球供应重组 晋新投资周期 大马应加速行业升级


財經

SinChewBusiness

中人行貨幣政策工具利率下調0.25%

商業用房首付降至30%

全球供應重組·晉新投資週期

大馬應加速行業升級

抓住投資順風 有望突破中等收入陷阱

東盟+3展現經濟韌性 美關稅震動全球

大馬貨幣財政政策 調整空間充足靈活

2026地緣政治風險最大

（吉隆坡15日讯）东盟中日韩宏观经济研究办公室（AMRO）认为，目前是大马新一轮投资上升周期的初始阶段，受到中美紧张局势重组全球供应链驱动，并由国内的清晰政策巩固，这股投资潮是加速行业升级、提高生产率和促进收入趋同的难得机遇。

新加坡AMRO高级经济学家许伟健今天出席大马房地产发展商公会研究院（REHDA Institute）举办的2026年CEO系列研讨会时指出，就机遇而言大马目前正处于一个新的投资上升周期的早期阶段。

他指出，过去有3次看到这个情况，第一次是在1960年代末到1980年代初，当时电子电器行业经历以出口为导向的增长；接着是在1990年代初，亚洲金融危机之前也有一波投资潮，包括投机性质的房地产投资，而第三次是渡过金融危机之后油价飙升期间。

“每次投资周期都有不同的面貌和因素驱动。而今，中美紧张局势正导致全球供应链重组，东盟国家包括大马在这方面受益匪浅。”

此外他指出，如今大马政府更加清晰稳定，国内改革政策和国家大蓝图为投资者提供很大的信心，这可说是巩固大马的投资上行周期。

“2021年之后，制造业和半导体行业的投资审批数量激增。而最近，投资更多地转向服务业，因此大家看到大马数据中心蓬勃发展。”

除了上述指标，他看到，大马的资本进口也看出端倪，不少是用于土地购置、机械设备和建筑营运资金的银行贷款申请，都实现了两位数的增长，这类指标迅速上升。

“因此，大马应充分利用商业和公共部门的优势，目前有不错的机会，可以加速行业升级。”

他认为，政策重点应放在维护宏观经济和金融韧度、增强国内能力，以及在地缘经济分裂中确立策略地位。

大马经济强劲 去年只降息一次

观察大马经济，许伟健指出，2025年的大马依然相当强劲，虽然许多经济体都降息以支持经济增长，但这里因经济保持稳健，国家银行只在7月降息一次。

“第四季预估经济数据即将出炉，从月度数据可见，工业生产等领域有不错增长，国内需求持续支撑经济，而强劲的电子电器出口起到支持作用。就消费而言，劳动参与率创下79%的记录。”

财政方面，他指出，大马财政赤字持续收窄，显示政府的整顿承诺。所以，大马政府仍有政策空间来支持经济，如果出现导致生产力下降的外部冲击，政府也有政策空间来应对。

抓住投资顺风 有望突破中等收入陷阱

尽管大马经济稳健，并处于投资上升周期，但许伟健指出，大马被困在中等收入水平已多年，如果能

够抓住投资顺风，加快结构性改革，就能找到一条通往高收入的可持续道路。

他看到，按照世界银行设定的高收入门槛的对比，大马几十年来一直停留在中等收入，而台湾和韩国过去能在相对较短的时间内就成功跻身高收入行列.

因此他认为，大马经济结构仍有一些挑战，例如，新增就业岗位方面，很多是由前线工作推动，这并非能够维持收入增长的高生产率或高薪工作。

他提议，如果大马能够抓住上述提到的投资顺风，加快财政和结构性改革，就能找到一条通往高收入的可持续道路。

他还解释，通常情况下，当经济体发展和壮大时，会逐渐摆脱制造业，转向服务业。但大马似乎在真正富裕之前就已经达到了制造业顶端。

他表示，这个窗口期对于大马在全球价值链中向上攀升至关重要，要由国家推出的一些经济政策和新工业大蓝图等规划带动。

“如上所述，大马仍有许多结构性挑战，例如技术人员匮乏、创新能力有限、技能和人才缺口等等。政府也意识到这一点，因而大力推动培养更多高素质的毕业生，并促进高科技人才的公平发展。”

他重申，加快结构性改革来应对这些问题很要紧。尽管有大量投资涌入，也必须关注国内瓶颈，以免限制发展进程。

他认为，大马需要制定一些策略来应对，首要任务肯定是保持宏观经济和金融韧性，以稳定投资者情绪。

“其次，要深化国内能力建设，解决结构性问题。而第三点是，我们现在身处一个日益不确定的环境中，应制定某种策略定位，要务实、开放和包容。例如，中国是大马的巨大市场，但只占大马出口和消费市场的约25%，因此要加上东盟和其他区域，考虑多元化贸易。”

美关税震动全球 东盟+3展现经济韧性

分析东盟+3经济，许伟健指出，尽管2025全球经济形势像“坐过山车”，但东盟+3展现经济韧性。

“在美国‘解放日’关税宣布之后确实存在诸多不确定因素，很多经济学家不得不下调成长预测，但最后大部分国家包括大马的增长都相当不错，全年表现应该会优于预测，主要是内需支持，除了菲律宾和汶莱。”

他解释，主要因为关税的影响比最初预期的要小，第二个原因是科技出口增长，由人工智能需求；第三个原因是投资活动增多，尤其是东盟之间。

“虽然去年看到贸易出现一些停滞，例如中美贸易摩擦，不过随后各国和美国签署贸易协定，落实的关税也大多数比预定的要低，而各国贸易商大量提前备货出口。”

贸易方面，他看到东盟+3经济体出口主要是由电子产品和技术出口推动，尤其是半导体。各国也都提供有针对性的财政支持，帮助出口商和中小企业渡过难关。

“不过，贸易和关税仍然存在不确定，例如潜在的半导体产品关税，还有如美国1962年贸易扩展法令第232条文，以及联储局的独立性问题也将是下行风险之一。此外，全球人工智能投资投资可能出现回调，基于市场人士认为其估值过高。”

地缘政局添乱 不确定性加剧

他还指出，目前的不确定性在某种程度上有所加剧，尤其在地缘政治局势方面，不仅是中东问题，还加上委内瑞拉资产被美国接管事件，中美主要经济体可能出现增长放缓。

大马货币财政政策 调整空间充足灵活

尽管外部不确定性增加，双威大学商学院经济学教授姚金龙博士认为，大马无论是货币政策还是财政政策，都有足够和灵活的空间来应对全球动荡。

姚金龙指出，虽然全球存在贸易、金融市场波动或地缘政治事件，但大马货币政策相对稳定且可预测，大马的融资渠道和贷款获取仍然非常便利，这有助于增强投资者信心，对企业和家庭来说也非常重要。

“大马经济能够面对国内外挑战，部分原因是达到可续经济增长的关键要求或条件之一，那就是金融和货币策略稳定。”

大马复苏势头强劲

他指出，大马复苏势头相当强劲，这一点值得重视，很大程度归功强大的金融体系，维护金融稳定和确保充足的信贷流动，在储蓄和投资平衡方面发挥重要作用。

“而稳定的货币政策，使得经济能够以更加稳健的方式发展，让投资者和消费者保持信心。适当的货币政策支持是动力，有助于缓解至今我们所面对的外部冲击，尤其是对金融体系的冲击。”

他认为，大马目前的关键任务是继续确保物价稳定，并维持经济增长。他预计今年的经济增长将与去年持平。

“2025年的经济增长率可能接近5%，毕竟第三季的增速是5.2%，而首3季的平均增长率为4.7%。”

他补充，由于通胀率较低，政府拥有足够的货币和财政空间来应对全球经济放缓可能对大马造成的影响。

他认为我国目前的经济增长已经超出预期，这意味着大马正处于所谓的“中性货币政策”水平。

“同时，从2026年财政预算案可见，我们的财政政策并非一味地紧缩，而是逐步推进财政整顿。这样既能保持财政空间，又能为经济，特别是国内需求，提供足够的支撑。”

因此他认为，无论在财政政策还是货币政策，都可见能够为经济提供稳定增长环境，使我国保持韧性，应对外部挑战。

“惟要关注的是结构性升级，这在提高生产力和经济效率方面至关重要。”

2026地缘政治风险最大

关于2026年的全球风险事项，穆迪分析公司新加坡的东南亚经济研究主管石家瑗认为，地缘政治紧张局势加剧，是最需要关注的风险。

她指出，观察未来12个月内发生经济衰退的概率，购买力平价（PPP）显示各地贫困率非常高，徘徊在40%到50%之间，而北美贫困率大约是45%，不算太安全。

“归根结底，地缘政治问题、美国的消费、移民政策等事情在伤害着美国情况，使得美国面临相当高的风险。”

美中经济非常疲软

她认为，美国和中国的增长实际非常疲软，全球情况也略低于疫情前的趋势水平。东南亚如大马和新加坡也有类似风险，东南亚各国的增长将放缓。

但她指出，大马的情况则没有那么糟，接近世界平均水平，但仍然低于疫情前的趋势。

气候自然灾害破坏大

她指出，另一个风险是普遍存在的社会和政治动荡，使到收入不平等，例如伊朗等地，如果不加以关注，这种情况可能会进一步蔓延。

“另一个要关注的问题是气候变化加剧。在某些地区，气候影响越来越难以预测。亚洲地区出现了洪灾。美国也在退出全球贸易协定和气候协定。该笔资金的来源令人担忧。”

此外她认为，气候和自然灾害问题随时发生，而老龄化和医疗问题逐渐扩大，并不是受到关税等政策问题影响，也是要关注的风险。

出席同样研讨会的还包括大马房地产发展商公会（REHDA）主席拿督何汉生、大马厂商联合会（FMM）总会长李祖国，以及大马商业协会联合会（FMBA）主席拿督斯里阿都马力。

Translation:

Global Supply Chain Restructuring Spurs New Investment Cycle; Malaysia Should Accelerate Industrial Upgrading

(Kuala Lumpur, 15th) — The ASEAN+3 Macroeconomic Research Office (AMRO) believes that Malaysia is currently at the early stage of a new investment upcycle, driven by the reorganisation of global supply chains amid rising China–US tensions, and reinforced by clearer domestic policies. This wave of investment presents a rare opportunity to accelerate industrial upgrading, improve productivity, and promote income convergence.

AMRO senior economist Xu Weijian, speaking today at the 2026 CEO Series seminar organised by the REHDA Institute, said that from an opportunity perspective, Malaysia is now entering the early phase of a new investment upturn.

He noted that Malaysia has experienced three similar investment cycles in the past. The first occurred from the late 1960s to the early 1980s, when the electrical and electronics (E&E) industry expanded through export-led growth. The second wave took place in the early 1990s, prior to the Asian Financial Crisis, which included speculative property investments. The third followed the financial crisis during a period of surging oil prices.

"Each investment cycle has had its own characteristics and driving forces. Today, rising China–US tensions are reshaping global supply chains, and ASEAN countries, including Malaysia, are among the key beneficiaries," he said.

Xu added that Malaysia's government is now more stable and policy direction clearer, with domestic reform measures and national master plans providing strong confidence to investors, thereby reinforcing the country's investment upcycle.

"Since 2021, approvals for investments in manufacturing and the semiconductor sector have surged. More recently, investments have increasingly shifted towards the services sector, which explains the rapid growth of data centres in Malaysia," he said.

Beyond these indicators, Xu observed a noticeable rise in capital inflows, particularly bank loan applications for land acquisition, machinery and equipment purchases, and construction working capital, many of which have recorded double-digit growth.

"Malaysia should fully leverage the strengths of both the private and public sectors. There is currently a good opportunity to accelerate industrial upgrading," he said.

He stressed that policy priorities should focus on maintaining macroeconomic and financial resilience, strengthening domestic capabilities, and positioning Malaysia strategically amid geo-economic fragmentation.

Malaysia's Economy Remains Strong; Only One Rate Cut Last Year

Assessing Malaysia's economic performance, Xu said the economy remained robust in 2025. While many economies cut interest rates to support growth, Malaysia's strong fundamentals allowed Bank Negara Malaysia to reduce rates only once, in July.

"Fourth-quarter economic data will be released soon. Monthly indicators already show solid growth in industrial production, with domestic demand continuing to support the economy, while strong E&E exports provide an additional boost. On the consumption front, the labour participation rate has reached a record 79%," he said.

On the fiscal front, Xu noted that Malaysia's budget deficit continues to narrow, reflecting the government's commitment to fiscal consolidation. This gives the government sufficient policy space to support the economy and respond to external shocks that could affect productivity.

Riding the Investment Tailwind to Escape the Middle-Income Trap

Although Malaysia's economy is stable and in an investment upcycle, Xu pointed out that the country has been stuck in the middle-income bracket for many years. However, by seizing the current investment tailwind and accelerating structural reforms, Malaysia could chart a sustainable path to high-income status.

He noted that based on World Bank income thresholds, Malaysia has remained at the middle-income level for decades, while Taiwan and South Korea successfully transitioned to high-income economies within a relatively short time.

One key structural challenge, he said, lies in job creation, where many new positions are frontline jobs that do not support sustained income growth associated with high productivity or high wages.

"If Malaysia can capitalise on the current investment momentum and accelerate fiscal and structural reforms, it can find a sustainable pathway to high-income status," he said.

Xu explained that while economies typically shift from manufacturing to services as they grow, Malaysia appears to have reached the peak of manufacturing before becoming truly affluent.

He stressed that this window of opportunity is crucial for Malaysia to move up the global value chain, driven by national economic policies and new industrial master plans.

"Malaysia still faces many structural challenges, such as a shortage of skilled workers, limited innovation capacity, and skills and talent gaps. The government is aware of this and is actively promoting the development of high-quality graduates and equitable growth in high-tech talent," he said.

He reiterated that accelerating structural reforms is essential, as large investment inflows

Xu said Malaysia must adopt a three-pronged strategy: maintaining macroeconomic and financial resilience to stabilise investor sentiment; strengthening domestic capabilities to address structural weaknesses; and establishing a pragmatic, open, and inclusive strategic positioning amid growing global uncertainty.

"China is a major market for Malaysia, but it accounts for only about 25% of Malaysia's exports and consumption. Therefore, diversification through ASEAN and other regions is necessary," he added.

US Tariffs Shake Global Economy; ASEAN+3 Shows Resilience

Analysing the ASEAN+3 economy, Xu said that despite global economic conditions resembling a "roller coaster" in 2025, the region demonstrated notable resilience.

"Following the announcement of US 'Liberation Day' tariffs, uncertainties increased and many economists revised growth forecasts downward. However, most countries, including Malaysia, performed better than expected, supported mainly by domestic demand, with the exception of the Philippines and Brunei," he said.

He attributed this to three factors: the impact of tariffs being smaller than initially feared; growth in technology exports driven by artificial intelligence demand; and increased investment activity, particularly within ASEAN.

While trade had previously slowed due to China–US tensions, Xu noted that subsequent trade agreements with the US resulted in tariffs being implemented at levels lower than originally planned, alongside widespread front-loading of exports.

Exports within the ASEAN+3 economies continue to be driven largely by electronics and semiconductor products, supported by targeted fiscal measures to help exporters and small and medium enterprises.

However, he warned that uncertainties remain, including potential semiconductor tariffs, risks related to Section 232 of the US Trade Expansion Act of 1962, concerns over US Federal Reserve independence, and a possible correction in global AI investment due to valuation concerns.

Rising Geopolitical Risks Add to Uncertainty

Xu added that uncertainty has intensified, particularly on the geopolitical front, citing not only tensions in the Middle East but also the US seizure of Venezuelan assets and potential growth slowdowns in major economies.

Malaysia Has Ample Policy Space

Despite rising external risks, Sunway University Business School economics professor Dr Yeo Jin Long said Malaysia has sufficient and flexible monetary and fiscal policy space to respond to global volatility.

He said Malaysia's monetary policy remains stable and predictable, financing channels are accessible, and credit availability remains strong, helping to boost investor confidence and support businesses and households.

Malaysia's strong recovery momentum, he said, is largely due to its resilient financial system, stable monetary policy, and adequate credit flows.

He expects Malaysia's economic growth this year to remain close to last year's level, at around 5%, supported by low inflation and sufficient policy buffers.

Geopolitical Risks Seen as Top Concern in 2026

Meanwhile, Moody's Analytics Southeast Asia head of economic research Shi Jiayuan said escalating geopolitical tensions pose the greatest global risk in 2026.

She highlighted risks from weak growth in the US and China, climate change, natural disasters, rising inequality, ageing populations, and healthcare challenges, warning that these factors could weigh on global and regional economic stability.

The seminar was also attended by REHDA president Datuk Ho Hon Sang, Federation of Malaysian Manufacturers (FMM) president Tan Sri Soh Thian Lai, and Federation of Malaysian Business Associations (FMBA) president Tan Sri Abdul Malik.

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2026年CEO系列研讨会 柔新特区3重点定成败

林妤芯 / 报道

艾芬銀行末季業績料符預期 3利好有望催動股息

文／李勇堅

（吉隆坡15日讯）艾芬银行（AFFIN,5185,主板金融服务组）即将公布的2025年第四季业绩料符合预期，分析员看好该银行在财富管理、数字平台和资本优化这3大利好推动下，前景将更亮眼，且有望在2026财政年派发更高股息，因此上调目标价和评级。

联昌研究表示，艾芬银行在去年第三季新修订2025财政年关键财务目标后，便保持目标不变，即股本回酬率（ROE）为4.8%、贷款增长8%、净利息赚幅1.45%、总信贷成本12个基点。

东马市占提升 末季存贷款料保持强劲

由于该银行在东马砂拉越和沙巴的市场渗透率提升，预计2025年第四季存贷款增长仍将保持强劲。

联昌将艾芬银行的2025财政年净利预测小幅上调0.9%至5亿5070万令吉，按年增长8.0%，主要基于资金收入上调和非利息收入下调。

末季估赚1.38亿

随着信贷成本正常化，该行预测艾芬银行在2025年第四季的净利为1亿3820万令吉，按季下降4.7%，按年则增长2.3%。

展望方面，联昌对艾芬银行的中长期增长潜力持更正面看法，相信该银行如今可通过3大利好提供差异化的增长，首先是预计在2026年第二季完成收购立峰资产管理公司（Pheim）的100%股权，而新增财富管理能力；其次是依托具备高度可扩展性且领先同业的"以数字为核心"的银行系统平台，通过来往与储蓄户头增长及产品扩展，优化资金成本；第三是该集团计划解决投资银行部门过度资本化带来的资本效率问题。

该行预期该银行最快会在2026财政年派发更高股息给股东。

联昌将艾芬银行的评级从"守住"上调至"买进"，目标价从2令吉50仙，提高至3令吉10仙，主要基于股价／账面值估值从0.57倍提高至0.65倍、以及调整后股本回酬率从6.8%上修至7.2%。

連鎖美容護理中心 1Doc國際尋求主板上市

（吉隆坡15日讯）连锁美容护理中心——1 Doc国际有限公司（1 Doc International Bhd）申请在马股主板上市，首次公开售股（IPO）筹集的资金将作为扩张计划。

根据该公司在证券监督委员会网站发布的草拟招股书，该公司计划公开发售3亿4140万股新股，以及献售2亿3898万股普通股。

在发售的新股当中，4552万股将供大马公众申购、2276万股供合格董事、雇员和对公司有功人士申请，4552万股供机构和特定投资者认购，剩余2亿2760万股则给投资、贸易及工业部（MITI）批准的土著投资者申请。

筹资马新开31新店

该公司拟透过IPO筹资在未来4年内在马来西亚和新加坡开设31家新店。该公司表示，公司的商业战略专注于扩大市场准入和覆盖范围，以抓住新的增长机遇，因为美容护理服务配套需要顾客定期去光顾公司的美容护理中心。

目前，1 Doc在马来西亚拥有超过50家门店，在新加坡拥有4家门店，旗下品牌包括One Doc x Hair Doc、Slim Doc和Perfect Doc，提供包括身体护理、面部护理和头发护理在内的美容服务。

除了拓展门店外，1 Doc还计划购置美容设备并翻新部分现有美容中心。该公司已预留部分资金用于收购大马的医美中心，但目前尚未确定潜在的收购目标。剩余资金将用于偿还银行贷款、扩建仓库和区域办事处、作为营运资金以及支付上市费用。

该公司总部位于雪兰莪州蒲种，2024年净利为9700万令吉，营收为3亿4700万令吉，几乎所有收入都来自马来西亚，其中超过80%的收入来自服务业。

根据草拟招股书，1 Doc国际在2022、2023和2024财政年的派息率为49.75%、105.39%和51.52%，因此该公司计划设定每个财政年至少50%净利派息目标。

兴业投资银行是此次IPO的主要顾问、独家承销商，并与马银行投资银行共同担任配售代理。

2026年CEO系列研討會 許曉菁、林妤芯／報道

柔新特區3重點定成敗

（吉隆坡15日讯）市场人士点出，向来被形容为游戏规则改变者（game changer）的柔佛——新加坡经济特区（JSSEZ；简称柔新经济特区）确有进展，但能否延续成功关键在执行清晰度、有效的商业生态体系以及衔接性。

政策制定人审时度势

大马房地产发展商公会（REHDA）柔佛州分会主席陈伶俐今日在聚焦柔新经济特区的论坛指出，柔新经济特区并非仅是两个邻居的合作，而是有可能重塑新加坡及柔佛未来发展潜能的"催化剂"，所以了解当中的机会、影响及挑战对政策制定人来说也越来越重要。

当问及柔佛及新加坡能直接获得的确切经济效益有哪些时，策略顾问公司新加坡Bradshaw Mitchell董事经理布拉格斯认为，柔新经济特区成功的2个主要元素，第一是有效的商业生态体系，第二则是不能在停留在老旧思维视角看待柔佛。

须打造有效商业生态体系

"我们必须打造有效的商业生态体系，否则我们一边说要建立经济特区，一边却继续沿用过去那种放任自流的做法，这毫无意义，所以必须改变。"

他进一步说明，柔佛州政府和联邦政府都许下坚定不移的承诺。但实践才是检验真理的唯一标准。

"这不仅仅是制定政策的问题，更重要是确保基层机构或机制能够切实履行这些政策，虽然还有很长的路要走，但我认为这是关键要素之一。"

谈及第二个元素，布拉格斯说明，从不同且全新角度看待问题指的是创造的就业岗位类型，需转向更高层次。

"柔佛一直以来都被视为低成本的制造业中心，但我认为这情况已有巨大变化及发展，但紧随而来是需要创造更高层次的就业机会，以提供更高薪酬，确保留住人才。"

他直言，若从人口的角度来看，柔新经济特区的本地人口只有大约220万，而每天有40万人前往新加坡工作，这说明很大一部分的新增就业岗位仍在新加坡。

"目前的关键是如何确保平衡，实现这一目标的唯一途径就是构建一个更加完善的商业生态体系。"

须构建针对特定行业供应链

在大马华侨银行批发银行业务董事经理赵汝德看来，确保柔新经济特区持续成功的关键，第一是执行的清晰度，这关乎政策的落实，尤其是缩小新加坡和柔佛在政策执行方面的差距，以及如何促进人们、货物和服务的快速流动。

"我认为，柔新经济特区最大的不同在于我们如何构建一条针对特定行业的供应链，而非再像以往过度依赖廉价劳动力的工业，毕竟这已不再廉价。"

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新加坡莱坊研究部主管郑卫铭另有看法，他认为，柔新经济特区持续成功的关键在于连接各个环节，即行政与物理衔接。

"首先，这里已经是一个中心，可以将潜在用户从另一边连接到柔新经济特区的土地、资源和基础设施，至于物理连接胥视其他周边地区的各项发展计划大蓝图的细节而定。"

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郑卫铭表示，武吉查卡（Bukit Chagar）确是一个拥有各种设施的绝佳场所，但当在谷歌搜索周边其他发展时，规划很多但还有待确认。

"因此，希望有关当局公布相关大蓝图时能出台更多细节，目前最大问题是没有能衔接地不佬（Tebrau）、士姑来或依斯干达公主城（Iskandar Puteri）的路段。如果有，那么沿着这条路线的每一个城镇点，都有可能成为公交导向发展（TOD）。"

纵然执行力是不可忽视的关键，但在确保柔新经济特区的成功方面，新加坡和柔佛在政策或监管方面还有哪些关键挑战需要协调？

布拉格斯点出，人员流动方面已有相当不错的进度，马新两国已开始使用二维码系统通关，而通关速度快，人员流动自然便捷，问题在货物流通的便利性。

"只有加快货物流通，我们才能从这个联合生态体系中获得更多益处。此外，我认为实现柔新经济特区与整个依斯干达经济特区互联互通也同样重要。"

他补充："我们知道整个特区有很多发展，比如旗舰A区还有其他，但这些旗舰区间缺乏衔接性，所以直到今天还是得依赖汽车移动，所以整体而言需要更好衔接性才能平衡整体发展。"

虽然柔新经济特区还是有需要校准的重点，但陈伶俐认为，整体发展已不再停留在宣布，更多是执行阶段，因此前景自然是乐观。

"我们也聆听了很多真实的声音，这些都是这个经济特区需要的。"

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“只有加快货物流通，我们才能从这个联合生态体系中获得更多益处。此外，我认为实现柔新经济特区与整个依斯干达经济特区互联互通也同样重要。”

他补充：“我们知道整个特区有很多发展，比如旗舰A区还有其他，但这些旗舰区间缺乏衔接性，所以直到今天还是得依赖汽车移动，所以整体而言需要更好衔接性才能平衡整体发展。”

虽然柔新经济特区还是有需要校准的重点，但陈伶俐认为，整体发展已不再停留在宣布，更多是执行阶段，因此前景自然是乐观。

“我们也聆听了很多真实的声音，这些都是这个经济特区需要的。

Translation:

2026 CEO Series Seminar: Three Key Factors That Will Determine the Success of the Johor–Singapore Special Economic Zone

(Kuala Lumpur, 15th) Market observers point out that the Johor–Singapore Special Economic Zone (JSSEZ), long described as a "game changer," has indeed made progress. However, whether its success can be sustained will depend on clarity of execution, the development of an effective business ecosystem, and strong connectivity.

Policymakers Must Seize the Moment

Johor Branch Chairperson of the Real Estate and Housing Developers' Association Malaysia (REHDA), Tan Ling Lee, said at a forum focused on the JSSEZ today that the zone is not merely a collaboration between two neighbors. Instead, it has the potential to act as a "catalyst" that reshapes the future development prospects of both Singapore and Johor. As such, understanding the opportunities, impacts, and challenges involved is becoming increasingly important for policymakers.

When asked about the concrete economic benefits that Johor and Singapore could gain directly, Briggs, Managing Director of Singapore-based strategic advisory firm Bradshaw Mitchell, said that the success of the JSSEZ hinges on two main elements: first, the creation of an effective business ecosystem; and second, moving away from outdated ways of viewing Johor.

Building an Effective Business Ecosystem Is Essential.

"We must build an effective business ecosystem. Otherwise, it makes no sense to talk about establishing a special economic zone while continuing with the old, laissez-faire approach of the past. Change is necessary," he said.

He added that both the Johor state government and the federal government have made firm commitments, but implementation remains the ultimate test.

"This is not just about policy formulation. More importantly, it is about ensuring that ground-level institutions or mechanisms are capable of effectively carrying out these policies. There is still a long way to go, but this is one of the key elements," he said.

From a demographic perspective, Briggs noted that the local population within the JSSEZ stands at only about 2.2 million, while some 400,000 people commute daily to Singapore for work. This indicates that a large portion of new jobs continues to be created in Singapore.

"The key now is how to ensure balance, and the only way to achieve that is by building a more complete and robust business ecosystem," he said.

Industry-Specific Supply Chains Must Be Developed

According to Cheah Yu Tok, Managing Director of Wholesale Banking at OCBC Bank (Malaysia), the first key to ensuring the sustained success of the JSSEZ lies in clarity of execution. This includes effective policy implementation, narrowing the gap between Singapore and Johor in terms of policy execution, and facilitating the smooth and rapid movement of people, goods, and services.

"I think what truly differentiates the JSSEZ is how we build supply chains tailored to specific industries, rather than continuing to rely excessively on labor-intensive industries dependent on cheap labor—because labor is no longer cheap," he said.

He added that the current priority is to develop supply chains and supporting value chains in areas such as data centers, high-tech manufacturing, and life sciences.

Connectivity Is the Deciding Factor

Dr. Chia Wei Ming, Head of Research at Knight Frank Singapore, offered another perspective, saying that the key to the JSSEZ's long-term success lies in connectivity—both administrative and physical.

"First of all, this area is already a hub that can connect potential users from across the border to land, resources, and infrastructure within the JSSEZ. As for physical connectivity, that will depend on the details of the broader master plans for surrounding development areas," he said.

Lack of Links Between Tebrau, Skudai and Iskandar Puteri

Chia noted that Bukit Chagar is indeed an excellent location with a wide range of facilities. However, when searching online for nearby developments, many plans exist but have yet to be confirmed.

"Therefore, we hope the authorities will provide more detailed information when releasing the relevant master plans. At present, the biggest issue is the lack of road links connecting Tebrau, Skudai, or Iskandar Puteri. If such links were in place, every township along the route could potentially develop into a transit-oriented development (TOD)," he said.

Coordinating Policy and Regulatory Challenges

While execution capability is critical, what other key policy or regulatory challenges must Singapore and Johor coordinate to ensure the success of the JSSEZ?

Briggs pointed out that there has already been encouraging progress in the movement of people, with Malaysia and Singapore having begun using QR code systems for border clearance. Faster clearance naturally facilitates smoother movement of people. The remaining challenge lies in the efficiency of goods movement.

"Only by speeding up the flow of goods can we derive greater benefits from this joint ecosystem. In addition, I believe it is equally important to ensure connectivity between the JSSEZ and the broader Iskandar Economic Region," he said.

He added that while there are many developments across the wider region—such as Flagship Zone A and others—connectivity between these flagship zones remains weak. As a result, mobility still relies heavily on cars.

"Overall, better connectivity is needed to balance development across the region," he said.

Although there are still areas within the JSSEZ that require fine-tuning, Tan Ling Lee said overall development has moved beyond mere announcements and is now firmly in the implementation stage, making the outlook naturally optimistic.

"We have also listened to many authentic voices, and these are exactly what this special economic zone needs," she said.