



FUTURE
THE FUTURE RESEARCH
Crafting The Future



ANNUAL REPORT

2025

The Future Research



enquiry@futureresearch.my



<https://futureresearch.my/>



ANNUAL REPORT 2025 THE FUTURE RESEARCH

*The Future Research
Crafting The Future*

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Letter from the Chairman



**Ir. Mohamed Ajmel Hafiz
Jamaludin**
Chairman

The year 2025 marks a significant milestone for The Future Research as a research house committed to advancing evidence-based policy analysis and strategic national development.

Throughout the year, we undertook 18 policy studies, with several projects continuing into 2026, reflecting our strong institutional commitment to generating timely, relevant, and impactful insights for Malaysia's evolving policy landscape.

These studies covered a wide range of critical domains, including politics and governance, social development, education, foreign policy, and economic transformation. Each research initiative was carefully structured to address pressing policy questions while also examining longer-term structural implications for institutional resilience, social cohesion, and national competitiveness.

Our work is guided not only by analytical depth but also by a clear intention to translate research into practical and actionable recommendations.

This cross-sector synergy strengthened the quality of our analysis, broadened perspectives, and ensured that our policy recommendations were grounded in both theory and practice.

As a research house, our role is not limited to producing reports, but to shaping informed dialogue and contributing constructively to national decision-making processes.

In addition to our research outputs, FUTURE conducted 16 strategic engagements with key institutions and partners, including Bank Negara Malaysia, Yayasan Wiba Prima, Muslim Care, UCSI University, several research houses, and various embassies.



These engagements strengthened institutional collaboration, facilitated knowledge exchange, and reinforced our position as a credible and trusted platform within the broader policy ecosystem.

Looking ahead, our aspiration is to deepen the impact of our research by ensuring that every study contributes meaningfully to policy deliberations, legislative discussions, and strategic national planning. We remain committed to upholding intellectual integrity, analytical rigor, and independence in all our work.

As we move forward, The Future Research is committed to deepening its role as a strategic thought partner in national development. We aim to strengthen the methodological robustness of our studies, expand multidisciplinary collaboration, and enhance the policy relevance of every output we produce.

Beyond increasing the volume of research, our focus will be on sharpening impact by ensuring that our findings are effectively communicated to policymakers, industry leaders, and civil society stakeholders.

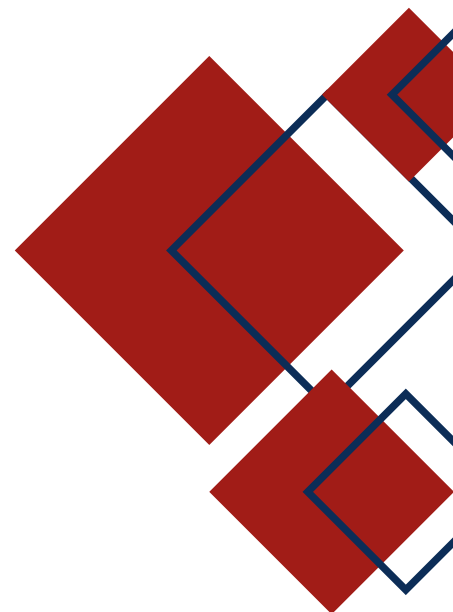
We also aspire to institutionalise stronger monitoring and follow through mechanisms so that policy recommendations are not only discussed but translated into measurable outcomes.

This includes building sustained engagement platforms, nurturing young researchers through structured fellowship pathways, and expanding regional and international networks to position FUTURE within a broader global policy discourse.

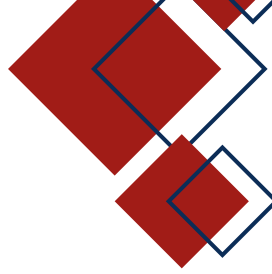
By investing in institutional capacity, intellectual capital, and strategic partnerships, we seek to ensure that our work remains credible, independent, and responsive to emerging national priorities.

Ultimately, our long-term vision is to establish The Future Research as a leading research house that bridges rigorous evidence with practical governance solutions, contributes to stable and forward-looking policymaking, and supports Malaysia's aspiration for sustainable and inclusive progress.

Thank you.







About Us

Welcome to The Future Research, where ideas shape policy and perspectives shape the future. At the heart of our services lies a commitment to excellence in research, where our diverse team of experts synthesizes information, examines trends, and offers actionable insights. We are not confined by borders, we are bound by the pursuit of truth and the quest for a more just and equitable world.



OUR COMMITMENT

We are committed to making an impact and driving engagement. It aims to bridge the gap between research insight and policy implementation by providing policymakers, stakeholders, and the public with actionable recommendations. The research house actively engages with the intended audience, disseminating research findings, and advocating for a better policy changes on evidence.

VISION

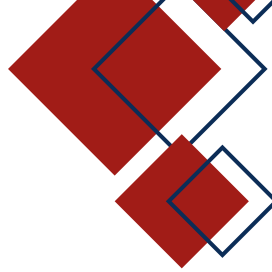
We envision a world where policy decisions are informed by a nuanced understanding of islamic perspectives, fostering inclusivity, justice, and sustainable development.

MISSION

Our mission is to unravel the complexities of contemporary challenges, and hence offering a fresh narrative rooted in Islamic wisdom. As we navigate the currents of geopolitics, economics, and social dynamics, we strive to be a guiding force for policymakers, scholars, and those seeking a deeper comprehension of the global landscape.

We BELIEVE in research excellence, insightful outlook, impactful policy suggestions and exciting collaborations.





Our Areas of Expertise



01 Policy research & development

02 Training & consultancy

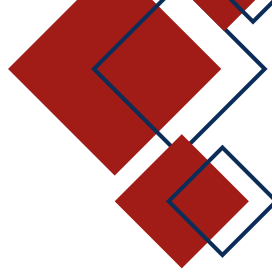


03 Journal & Publications

04 Expert Roundtables, Conferences & Dialogues

Our Global Collaborators





Our Partners

The Future Research continues to strengthen its impact through meaningful collaborations with reputable academic institutions, financial organizations, and international research networks.

These strategic partnerships reflect our commitment to advancing knowledge, fostering research collaboration, and promoting intellectual exchange across regions.

We were honored to work alongside distinguished partners, including Minhaj University Lahore, MENA Center for Research and Development and Internship (MENARDI), MBSB Bank, Universiti Putra Malaysia (UPM), Universiti Kebangsaan Malaysia (UKM), Jinan University – School of International Studies, and the American Open Science Philosophy initiative.

Our partners play a vital role in enabling us to deliver programs that are academically robust, policy-relevant, and internationally connected.

Through these collaborations, we have facilitated academic engagement, research development, policy dialogue, and capacity building programs.

The involvement of leading universities enhances the intellectual rigor of our work, while partnerships with financial and research institutions support sustainable program development and broader institutional impact.

We look forward to deepening these partnerships and exploring new opportunities for collaboration that will further enhance knowledge exchange, innovation, and sustainable institutional development.



Minhaj
University
Lahore



MBSB
BANK



UPM
UNIVERSITI PUTRA MALAYSIA
BERILMU BERBAKTI



UNIVERSITI
KEBANGSAAN
MALAYSIA
The National University
of Malaysia



American Open
Science Philosophy

Our Board of Directors

Ir Mohamed Ajmel Jamaludin started his career as a Mechanical Engineer in Petronas Miri office in 1997. He left Petronas in 2009. He has extensive project management and business experience especially in energy, oil and gas industry; throughout the project lifecycle, on assignments throughout Malaysia, North West Africa, and China. Capabilities include various aspects of development, projects and operations. He has been involved in various business stages such as Risk Assessment, Procurement and Governance, Cost Engineering, Conceptual and Detailed Design, Due Diligence, and Independent Assessment covering various types of energy-related projects.



**Ir. Mohamed Ajmel
Hafiz Jamaludin**

Chairman

Ir Ajmel has authored and led the development of many field development plans, concept selection reports, design basis, field layouts, cost estimations etc. These exposures provide him valuable insights on how different stakeholders and service providers typically position themselves in securing and executing projects. It also provides him with the acumen to navigate complex and rapidly changing issues in systematic and organized manner. Ir Ajmel graduated with a Bachelor degree in Mechanical Engineering, from the University of Southern California. He is a registered Professional Engineer with the Board of Engineers Malaysia.



**Prof. Ir. Dr. Ahmad
Ashrif bin A Bakar**

Director

Professor Dr. Ahmad Ashrif in his 19 years of expertise as a Professor of Electrical, Electronic, and System Engineering has had an outstanding career. His areas of specialization include water and environmental applications, medical instruments, biochemistry, and engineering education. At Geneva, Switzerland's 21st International New Inventions and Products Exhibition in 2004, he was awarded an invention award for his Automatic Protection Switch.

During the British Invention Show in the United Kingdom that same year, he was awarded a Gold Medal Award for his invention, which was an optical fibre duplexer module. Additionally, he has appeared in several reputable trade journals. Eight patents in his field of specialization have been developed by Dr. Ashrif thus far. His dedication to this position has allowed him to speak at numerous national and international conferences. He was named to The Future Research Board of Directors in December 2023, where he will oversee the research management and institute's advancement of excellence in service.

Our Board of Directors

Prof. Dr. Ir. Hairul Azhar Abdul Rashid is a Professor at the Faculty of Engineering, focusing on specialty optical fiber devices and sensors. He is currently serving as the Vice President Research and Innovation, leading a team that strategically plan, implement and monitor research, innovation, commercialization and entrepreneurship endeavours in MMU. He has served MMU for over 23 years in several leadership capacities including Director of RMC, Dean of Research and Director for Research Collaborations.



**Prof. Dr. Ir. Hairul
Azhar Abdul Rashid**

Director

Resulting from these research endeavours, he has filed 2 patents and granted 6 Industrial Designs (ID). In 2014, he was awarded 'Top Research Scientists Malaysia' by Academy of Sciences, Malaysia. Recently, he spun-off two companies, Lumisyns Sdn Bhd and Optodyne Sdn. Bhd. commercializing radiation dosimetry systems and specialty optical fibers respectively. In 2023, he was appointed to sit in The Future Research Board of Directors.



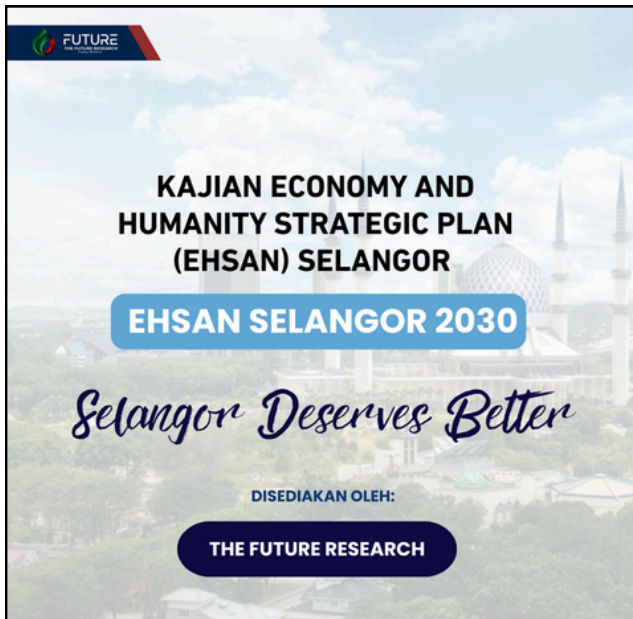
**Assoc. Prof. Ts. Dr.
Anuar Shah Bali
Mahomed**

Managing Director

Assoc. Prof. Ts. Dr. Anuar Shah bin Bali Mahomed is a highly qualified graduate from College of Business, Victoria University Melbourne, Australia and possessing extensive expertise and superior understanding in the fields of business and current issue within and outside Malaysia. More than 50 papers in numerous journals, both domestically and abroad, including the Malaysian the International Journal of Economics and Management, the International Journal of Applied Business and Economic Research, and others published his articles.

He has been named to the Advisory Boards of the International Journal of Management Practices (IJEMP) and the International Journal of Economics and Organizational Sciences (IJEOS). He also graduated 7 PhD students under his guidance as main supervisor at School of Business and Economics, Universiti Putra Malaysia (UPM).

Research Highlights 2025



1. Economy and Humanity Strategic Plan (EHSAN 2026-2030)



2. A Study on the Perceptions and Public Acceptance of the Current Leadership in Melaka

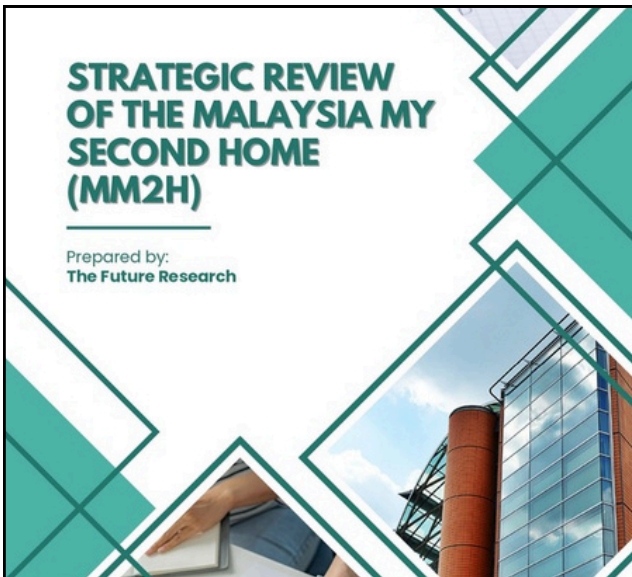


3. A Study on the Dynamics of the Rise and Decline of Governments Led by Islamic Political Parties Worldwide



4. A Comprehensive Policy Analysis of Migrant Labour in Malaysia

Research Highlights 2025



5. A Strategic Study of the Malaysia My Second Home (MM2H) Programme



6. Professional Group Perceptions toward PAS (UKM/FUTURE)



7. A Study on Voter Perceptions in Bandar Tun Razak toward the Current Leadership at the Constituency and Federal Territory Level in Kuala Lumpur



8. Sustainable Financial Model for Family Institutions: Integrating Long-term Resilience and Social Wellbeing

Research Highlights 2025



**KAJIAN PERSEPSI DAN
KECENDERUNGAN POLITIK**

**BELIA MELAYU BANDAR DI
LEMBAH KLANG**

MENJELANG PRU-16

DISEDIAKAN OLEH:
THE FUTURE RESEARCH

9. Perceptions and Political Inclinations of Urban Youth in the Klang Valley ahead of GE16



**KAJIAN MEMBANGUNKAN
POLISI/DASAR BAHARU**

POLISI/DASAR SOSIAL

DISEDIAKAN OLEH:
THE FUTURE RESEARCH

10. Research on the Development of New Policy (Social Policy)



**KAJIAN MEMBANGUNKAN
POLISI/DASAR BAHARU**

POLISI/DASAR POLITIK

DISEDIAKAN OLEH:
THE FUTURE RESEARCH

11. Research on the Development of New Policy (Politic Policy)



2nd ASEAN – GCC Summit
Kuala Lumpur, 27 May 2025

**KAJIAN MEMBANGUNKAN
POLISI/DASAR BAHARU**

**POLISI/DASAR LUAR
NEGARA**

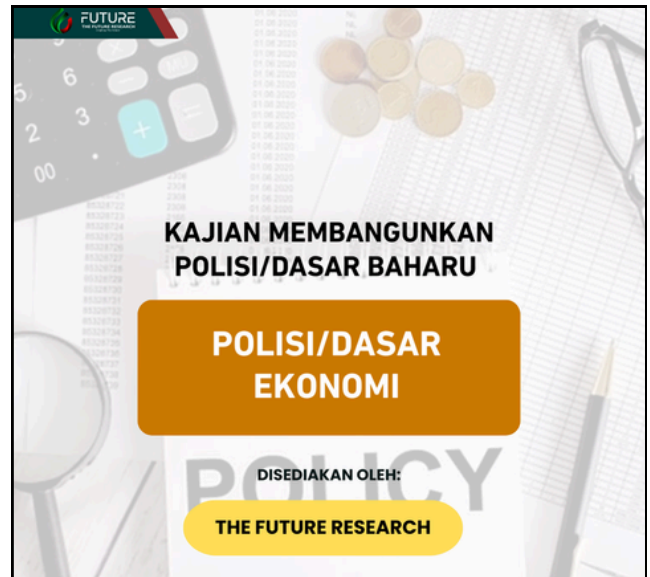
DISEDIAKAN OLEH:
THE FUTURE RESEARCH

12. Research on the Development of New Policy (Foreign Policy)

Research Highlights 2025



13. Research on the Development of New Policy (Education Policy)



14. Research on the Development of New Policy (Economic Policy)



15. The Impact of Malaysia's SST Framework on Consumer and SMEs: Challenges and Policy Recommendations



16. Tariff & Subsidy Challenges: Economic Opportunities and Impact on SMEs and Low-Income Groups

Research Highlights 2025



17. Perceptions and Public Acceptance of Contemporary Leadership Among the People of Perak



18. Strategic Pathway for Terengganu's Oil and Gas Industry

We are proud to present our 2025 research portfolio, reflecting our commitment to delivering high-quality, evidence-based insights that support informed decision-making and sustainable development. Throughout the year, The Future Research conducted a series of strategic studies addressing key economic, social, and governance issues within Malaysia's evolving policy landscape.

Our work includes voter perception and leadership assessments, analysis of urban youth political trends ahead of GE16, and evaluations of critical economic topics such as migrant labour dynamics, the Malaysia My Second Home (MM2H) programme, and the impact of tax, tariff, and subsidy policies on households and SMEs. In addition, we developed forward-looking policy studies across social, education, economic, political, and foreign policy domains.



Throughout the year, The Future Research conducted a series of strategic studies addressing key economic, social, and governance issues within Malaysia's evolving policy landscape.



Our
FELLOWS



Our Fellows (Business & Economics)



**Prof. Dato' Dr. Azali
b. Mohamed**

Senior Advisory Fellow
(Business & Economics)

Designation:

Vice Chancellor, Professor of
Applied Macroeconomics

Organization:

Universiti Keusahawanan
Koperasi Malaysia



**Prof. Dr. Suhaimi
Ab Rahman**

Advisory Fellow
(Business & Economics)

Designation:

Professor, School of Business
and Economics

Organization:

Universiti Putra Malaysia



**Prof. Dr. Zulkornain
Yusop**

Senior Advisory Fellow
(Business & Economics)

Designation:

Dean of School of Graduate
Studies

Organization:

UCSI University



**Prof. Dr. Baharom
Abdul Hamid**

Advisory Fellow
(Business & Economics)

Designation:

Professor and Economics
Analyst

Organization:

INCEIF University



**Assoc. Prof. Dr.
Norashidah Mohamed Nor**

Advisory Fellow
(Business & Economics)

Designation:

Assoc. Prof. of Health
Economics

Organization:

Universiti Putra Malaysia



Dr. Nabila Abid

Research Fellow
(Business & Economics)

Designation:

Assistant Professor of
Entrepreneurship, Strategy, and
Innovation

Organization:

Normandie Business School,
France



Our Fellows (Business & Economics)



Oybek Batirov

Advisory Fellow
(Business & Economics)

Designation:

Deputy Chairman and Director of Education

Organization:

The Assembly of Economy of Uzbekistan



Dr. Sultan Alateeg

Research Fellow
(Business & Economics)

Designation:

Assistant Professor of Business Management, College of Business Administration

Organization:

Majmaah University, Saudi Arabia.



Dato' Md Silmi Abd Rahman

Senior Advisory Fellow
(Business & Economics)

Designation:

Advisor (Oil & Gas) Mesra Galian Sdn. Bhd.

Experience:

CEO of TERAJU, Senior Director of MATRDE and Senior Director of Ministry of Investment, Trade & Industry (MITI)



Ts. Shahronizam bin Noordin

Consultant Fellow
(Business & Economics)

Designation:

Manager, Education & Regulatory Competency Division (ERCD)

Organization:

National Institute of Occupational Safety & Health (NIOSH)



Shaheer bin Shahidan

Consultant Fellow
(Business & Economics)

Designation:

Senior Analytics & Modelling

Organization:

Toluna UK Limited, London, UK



Harisah bin Osman

Research Fellow
(Business & Economics)

Designation:

Senior Assistant Director

Organization:

Royal Malaysian Custom Department

Our Fellows (Business & Economics)



**Saiful Aznee
bin Ab. Ghafar**

Research Fellow
(Business & Economics)

Designation:

Principal Assistant Secretary

Organization:

Tax Division, Ministry of Finance
Malaysia



**Muhammad Nazim bin
Nordin**

Consultant Fellow
(Business & Economics)

Designation:

Chartered Accountant

Organization:

MNN & Associate

Our Fellows (Legal)



**Assoc. Prof. Dr.
Muhammad Fathi bin
Yusof**

Advisory Fellow
(Legal)

Designation:

Associate Professor, Razak
Faculty of Technology and
Informatics

Organization:

Universiti Teknologi Malaysia



**Dr. Nurhafilah
binti Musa**

Research Fellow
(Legal)

Designation:

Senior Lecturer, Faculty of Law

Organization:

Universiti Kebangsaan Malaysia

Our Fellows (Politics)



**Dr. Kamarul Zaman
bin Haji Yusoff**

Advisory Fellow
(Politics)

Designation: Senior Lecturer,
College of Law, Government
and International Studies

Organization: Universiti Utara
Malaysia



**Dr. Abdul Muein
bin Abadi**

Research Fellow
(Politics)

Designation:

Head of Defence Studies
Program, Maktab Pertahanan
Angkatan Tentera (MPAT)

Organization:

Universiti Kebangsaan Malaysia



**Muhammad Afifi
bin Datuk Syeikh Abdul
Razak**

Research Fellow
(Politics)

Designation:

Lecturer in Politics and
International Relations

Organization:

College of Law, Government
and International Studies,
Universiti Utara Malaysia



Dr. Warjio

Research Fellow
(Politics)

Designation:

Executive Secretary of USU
Centre for Health Politics &
Management

Organization:

Universitas Sumatera Utara
(USU), Indonesia



**Dr. Ahmad
El-Muhammady**

Research Fellow
(Politics)

Designation:

Assistant Professor at the
International Institute of Islamic
Thought and Civilisation (ISTAC-
IIUM)

Organization:

International Islamic University
Malaysia



**Dr. Asep Sahid
Gatara**

Research Fellow
(Politics)

Designation:

Editor in Chief Politicon: Journal
of Political Science and Quality
Auditor at UIN Sunan Gunung
Djati Bandung Indonesia

Organization:

UIN Sunan Gunung Djati
Bandung, Indonesia

Our Fellows (Education & Social)



**Emeritus Prof. Datuk Dr. Teo
Kok Seong**

Senior Advisory Fellow
(Education & Social)

Designation:

Distinguished Fellow of Institut Kajian Etnik (KITA) & Co-Distinguished Fellow of Institut Alam & Tamadun Melayu (ATMA)

Organization:

Universiti Kebangsaan Malaysia



**Prof. Dr. Hussain Mohi-ud-
Din Qadri**

Senior Advisory Fellow
(Education & Social)

Designation:

Deputy Chairman, Board of Governors

Organization:

Minhaj University, Lahore, Pakistan



**Prof. Dr. Şehmus
DEMİR**

Advisory Fellow
(Education & Social)

Designation:

Rector

Organization:

Gaziantep İslam Bilim Ve Teknoloji Üniversitesi, Türkiye



**Assoc. Prof. Dr. Latifah
Abdul Majid**

Advisory Fellow
(Education & Social)

Designation:

Associate Professor, Research Centre for Al-Quran and As-Sunnah, Faculty of Islamic Studies

Organization:

Universiti Kebangsaan Malaysia



**Mohd Roslan
bin Mohd Saludin**

Consultant Fellow
(Education & Social)

Designation:

Board of Director

Organization:

Institut Kefahaman Islam Malaysia (IKIM)



**Assoc. Prof. Dr. Mazlan
bin Ibrahim**

Advisory Fellow
(Education & Social)

Designation:

Rector

Organization:

Kolej Universiti Islam Antarabangsa Sultan Ismail Petra (KIAS)

Our Fellows (Education & Social)



Dato' Rosdi bin Wah

Advisory Fellow
(Education & Social)

Experience:

Former Head of Academic and International Administration, Deputy Vice Chancellor's Office (Academic and International Affairs), Universiti Putra Malaysia

Organization:

Universiti Putra Malaysia



Dr. Mohamed Khtatbeh

Consultant Fellow
(Education & Social)

Designation:

Director General

Organization:

MENA Center for Research & Development and Internship, Amman, Jordan



Dr. Souheila Meza

Consultant Fellow
(Education & Social)

Experience:

Senior Lecturer

Organization:

Emir Abdelkader University of Islamic Sciences, Algeria



**Ts. Dr. Syed Agil
bin Sheikh Alsagoff**

Advisory Fellow
(Education & Social)

Designation:

Senior Lecturer
Communication Department
Faculty of Modern Languages and Communication

Organization:

Universiti Putra Malaysia



**Aris Fadzilah
bin Abdullah**

Consultant Fellow
(Education & Social)

Designation:

Senior Assistant Registrar

Organization:

Hospital Sultan Abdul Aziz Shah,
Universiti Putra Malaysia



**Khairul Anuar
Muhamad Noh**

Consultant Fellow
(Education & Social)

Designation:

Special Officer, Deputy Vice
Chancellor (Student Affairs &
Alumni)

Organization:

Universiti Putra Malaysia

Our Fellows (Education & Social)



Hashim M. Shari

Advisory Fellow
(Education & Social)

Designation:

Head of Administration of the Office of the Deputy Vice Chancellor

Organization:

Universiti Putra Malaysia



Mumtaz Hussain

Consultant Fellow
(Education & Social)

Designation:

Co - Executive Director

Organization:

Institute for Democratic Education and Advocacy (IDEA), Pakistan.



Yanyan Ma

Advisory Fellow
(Education & Social)

Designation:

Academic Editor-in-Chief

Organization:

Soaring Falcon Academic Press, China.



Shahrul Nizam bin Jamil

Consultant Fellow
(Education & Social)

Designation: Deputy Director of Audit, ICT Performance Audit Division

Organization: National Audit Department Malaysia



Assoc. Prof. Dr. Adlina binti Ab. Halim

Research Fellow
(Education & Social)

Designation:

Assoc. Prof. at Department of Government and Civilisational Studies, Faculty of Human Ecology

Organization:

Universiti Putra Malaysia



Dr. Mohammad Zaini bin Yahaya

Research Fellow
(Education & Social)

Designation:

Senior Lecturer, Center of Shariah Studies, Faculty of Islamic Studies

Organization:

Universiti Kebangsaan Malaysia



Our Fellows (Education & Social)



Mohd Fazli Zainul Abidin

Consultant Fellow
(Education & Social)

Designation:

Assistant News Editor (Digital)

Organization:

Sinar Harian, Karangkrak Group



**Prof. Dr. Mohd Mizan bin
Mohammad Aslam**

Advisory Fellow
(Education & Social)

Designation:

Professor

Organization:

National Defence University of
Malaysia (NDUM)

Our Fellows (Science & Technology)



**Dr. Tengku Ahmad Damitri
Al-Astani bin Tengku Din**

Consultant Fellow
(Science & Technology)

Designation:

Senior Lecturer, Chemical
Pathology Department, School of
Medical Sciences

Organization:

Universiti Sains Malaysia



**Assoc. Prof. Dr. Mohamad
Amran Mohd Salleh**

Advisory Fellow
(Science & Technology)

Designation:

Assoc. Prof, Faculty of Engineering

Organization:

Universiti Putra Malaysia



Prof. Dr. Mohd Said Nurumal

Consultant Fellow
(Science & Technology)

Designation:

Professor at Kulliyah of Nursing

Organisation:

International Islamic University
Malaysia

Our Fellows (Science & Technology)



Usama Waqas

Consultant Fellow
(Science & Technology)

Designation:

Founder & Managing Director

Organization:

SAM Technologies & International
Youth Network (IYN), Pakistan



**Assoc Prof. Dr. Uswatun
Hasanah Zaidan**

Research Fellow
(Science & Technology)

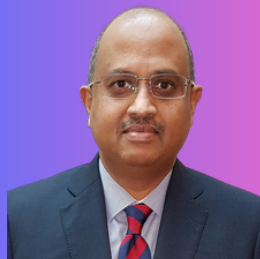
Designation:

Associate Professor

Organization:

Faculty of Biotechnology and
Biomolecular Sciences Universiti,
Putra Malaysia (UPM) Serdang

Our Fellows (Global Affairs)



**Ambassador Dato' Dr.
Ilango Karuppannan**

Advisory Fellow
(Global Affairs)

Designation:

Adjunct Professor

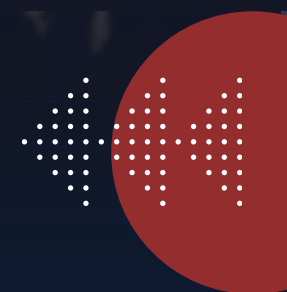
Organization:

University of Malaya (Universiti
Malaya) and Taylor's University in
Malaysia



Our

**LOCAL &
INTERNATIONAL
ENGAGEMENT**



Our Local & International Engagement

ENGAGEMENT MEETING WITH YAYASAN WIBA PRIMA



The Future Research held a strategic engagement session with Yayasan Wiba Prima to present a comprehensive financial module designed specifically to support the foundation's long-term educational and welfare aspirations.



The session focused on introducing a structured and sustainable financial framework tailored for implementation within Yayasan Wiba Prima's educational initiatives. The proposed module goes beyond conventional budgeting tools. It is designed as a strategic financial architecture that integrates governance discipline, revenue sustainability, impact measurement, and long-term institutional resilience.

The meeting was chaired by Datuk Dr. Kamilia binti Dato' Ibrahim, who serves as Chairperson of the Board of Trustees of Yayasan Wiba Prima, alongside senior executives of the foundation. The discussion was constructive and forward-looking, reflecting a shared commitment to strengthening institutional capacity while safeguarding the foundation's social mission.

This engagement marks an important step toward institutionalising financial sustainability within education-focused welfare initiatives. As philanthropic institutions navigate increasingly complex economic conditions, strategic financial planning becomes not merely an administrative function, but a catalyst for sustained social impact.

Our Local & International Engagement

ENGAGEMENT WITH BANK NEGARA MALAYSIA – RAYA 2025

The Future Research had the honour of receiving an invitation to attend the Hari Raya celebration hosted by Bank Negara Malaysia at Sasana Kijang.

The event brought together a diverse group of research houses and media organisations, creating a meaningful space for informal engagement and relationship-building within Malaysia’s financial and policy ecosystem. Beyond the festive spirit, the gathering reflected the importance of continued dialogue between institutions that shape economic narratives and public understanding.

We extend our sincere appreciation to Bank Negara Malaysia’s Strategic Communications team for the invitation and the opportunity to be part of this occasion. Their continued efforts in fostering inclusive engagement are truly valued.

The Future Research looks forward to further constructive engagements in support of informed, evidence-based discourse for Malaysia’s economic future.



Our Local & International Engagement

ENGAGEMENT WITH EPIC GROUP BERHAD WITH THE CEO AND SENIOR MANAGEMENT TEAM



We had a highly productive and insightful engagement session with the CEO of EPIC Group Berhad, Ir Ts Dr Muhtar Suhaili alongside his senior management team. Our discussions centred around driving innovation and strengthening sustainability practices within the oil and gas industry. It is indeed among focused area where EPIC continues to demonstrate innovative and forward thinking strategies.



We also explored potential avenues for collaboration, particularly in connecting EPIC's technical expertise with our prospective international partner in the Middle East to advance green technology and renewable energy initiatives. This partnership holds great promise for accelerating sustainable solutions and supporting the industry's transition toward a low-carbon future.

A heartfelt thank you to the CEO and all members of the EPIC leadership team for their warm hospitality, valuable input, and commitment to meaningful progress. We look forward to developing the exciting, actionable plans discussed and working together to turn these opportunities into impactful outcomes.

Our Local & International Engagement

AUSTRALIA DAY



Heartfelt appreciation to the Australian High Commission Malaysia, especially Her Excellency Ms Danielle Heinecke, Australian High Commissioner to Malaysia, for inviting us at the Australia National Day celebration at the Kuala Lumpur Convention Centre.

It was an honour to be part of such a meaningful occasion of engaging prominent figures, senior government officials, policymakers, industry leaders, and Australian companies operating in Malaysia.



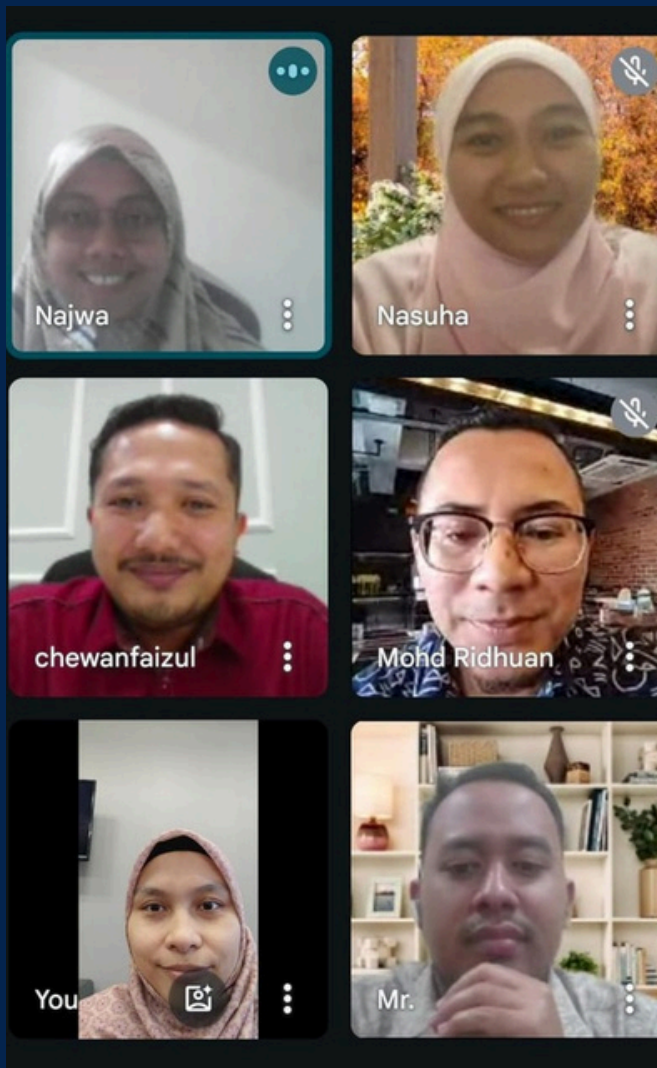
We were also delighted to connect with the exceptionally gracious Australian High Commission Malaysia team, whose warm hospitality made the evening truly memorable.



We had a great time for social and diplomatic networking, fostering deeper understanding and closer ties between our communities. We look forward to nurturing a long term, prosperous relationship between The Future Research and Australian High Commission for many decades to come, working together to advance shared interests and meaningful collaborations.

Our Local & International Engagement

AL FATEH ACADEMY TERENGGANU



A heartfelt appreciation to Al Fateh Academy, the Terengganu state's youth leadership academy, for the warm welcome and meaningful engagement. We are truly inspired by the academy's commitment to nurturing young leaders in Terengganu and advancing the state's talent development agenda.

Our discussions explored exciting avenues for collaboration, particularly in developing a Young Executive Corporate Governance Programme across state GLCs. We also exchanged ideas on creating frameworks that expose middle management leaders in Terengganu's GLCs to global governance practices, especially those aligned with the Commonwealth systems adopted in Malaysia.

The session was further enriched with long term, visionary ideas on strengthening youth leadership across multiple segments, ensuring they are practically trained as the future skilled human capital and leaders of the state.

We look forward to building a strong, impactful, and long term partnership with Al Fateh Academy in shaping the next generation of Terengganu's leaders.

Our Local & International Engagement

MUSLIM CARE MALAYSIA



Our heartfelt appreciation to the top leadership of Muslim Care Malaysia for warmly receiving our visit. We deeply value the insightful exchanges on international networking with foreign embassies, the extensive humanitarian work undertaken across various regions, and the meaningful discussion on potential research into the root causes of regional conflicts in the Middle East.



We also explored ideas related to strengthening the long term sustainability of humanitarian NGOs both locally and globally to ensure continued impact for communities in need.

Thank you to Muslim Care Malaysia for sharing exceptional knowledge and experiences drawn from their humanitarian missions in Palestine, Syria, Afghanistan, Sudan and many other regions where our Muslim brothers and sisters urgently need support and solidarity.

We pray and hope that Muslim Care Malaysia will continue to thrive in their noble mission, expand their global partnerships, and remain a beacon of compassion and service for the ummah around the world.

Our Local & International Engagement

YBHG TAN SRI DR NOORHISHAM ABDULLAH, UCSI HOSPITAL & UCSI UNIVERSITY.



Our deepest appreciation to YBhg Tan Sri Dr. Noor Hisham Abdullah, Chairman of UCSI Hospital, and the management of UCSI University for the warm welcome and gracious hospitality during our visit. We were honoured to gain the latest insights into Malaysia’s remarkable achievements in medical research on the global stage, in the vision on positioning our nation at the forefront of innovative healthcare solutions.

Our discussion explored avenues for collaboration, especially in promoting Malaysia’s world class medical discoveries that are now being referenced internationally in the treatment of various diseases. We were also given an exclusive tour of UCSI Hospital’s cutting edge, high tech medical facilities, and impressive showcase of world class capabilities that strengthens Malaysia’s potential in advancing global health tourism.

Thank you once again to YBhg Tan Sri and his exceptional team for the meaningful conversation, invaluable knowledge sharing, and a truly fruitful engagement session. We look forward to building impactful actionable collaborations soon.

Our Local & International Engagement

TUAN MOHD NAZRI CHIK, GROUP CHIEF OF SOCIAL FINANCE, BIMB.



Our heartfelt appreciation to Tuan Mohd Nazri Chik, Group Chief of Social Finance at Bank Islam Malaysia Berhad (BIMB), for the warm receive and highly enriching engagement session.

Tuan Nazri also shared his latest insights on Islamic microfinance and innovative social finance mechanisms – particularly the transformative impact of Sadaqa House, BIMB’s flagship initiative for socially responsible financial solutions. His perspectives provided a deeper understanding of how Islamic social finance can address community needs while driving sustainable economic empowerment.



Our discussions extended into identifying long term, high impact avenues for halal research, including industry development pathways, policy advancement, and governance frameworks.

We are truly grateful for the exceptional knowledge sharing, thoughtful perspectives, and generous hospitality. Thank you, Tuan Nazri, for an inspiring and fruitful session. We look forward to cultivating a strong partnership and pursuing meaningful collaborative efforts in the years ahead.

Our Local & International Engagement

ASEAN FINANCE MINISTERS & CENTRAL BANKS GOVERNANCE MEETING SIDE EVENTS.



The Future Research team was highly honoured to receive the invitation by Bank Negara Malaysia to attend the ASEAN Finance Ministers and Central Bank Governors' Meeting (AFMGM) side events. This prestigious platform gathered ASEAN's key policymakers, finance ministers, industry leaders, academia, research institutions and central bank governors to exchange insights and strengthen regional collaboration in building a more resilient and inclusive ASEAN.

At the heart of the programme were sessions that captured both the human and structural dimensions of ASEAN's financial future.

The first session, Forum on Inclusive Financial Well-being: The Role of Financial Capability and Social Finance, centred on a fundamental question on how do we ensure financial systems genuinely serve underserved people and not just markets.

The session featured distinguished speakers including Adnan Zaylani Mohamad Zahid, Deputy Governor of Bank Negara Malaysia, Dr. Jaime Aristotle Alip, Founder of Center for Agriculture and Rural Development-Mutually Reinforcing Institution (CARD MRI), Dr. Joanne Yoong, Principal Economist and Behavioural Scientist at Research for Impact and Tan Su Shan, Group CEO of DBS Bank.



Our Local & International Engagement

ASEAN FINANCE MINISTERS & CENTRAL BANKS GOVERNANCE MEETING SIDE EVENTS.



The session was moderated by Mohamad Ali Iqbal Abdul Khalid, Assistant Governor of Bank Negara Malaysia. This discussion explored how deeper financial integration within ASEAN can accelerate trade, facilitate cross-border investment, and strengthen capital markets.

Key themes included harmonising regulatory frameworks to reduce friction in cross border banking, enhancing local currency settlement mechanisms to reduce dependency on external currencies, strengthening regional payment connectivity, and balancing financial openness with stability amid global volatility.

The discussion was moderated by Aban Haq of the Alliance for Financial Inclusion (AFI). The second session, Advancing ASEAN Financial Integration: Catalysing Trade and Investment, shifted the focus to the macroeconomic architecture that underpins regional prosperity.

The panel featured Professor Dr. Jomo Kwame Sundaram, Research Advisor at Khazanah Research Institute, Pimpan Charoenkwan, Assistant Governor of Bank of Thailand, Yoga Affandi, Executive Director of Bank Indonesia, and Adoni Mastura Mohamed Idris, Managing Director of Global Markets at Maybank.



Our Local & International Engagement

The session underscored that ASEAN’s competitiveness will depend not only on trade agreements, but also on a robust and integrated financial ecosystem that allows capital to move efficiently and securely across borders.

Together, both sessions came together with shared mission which was for ASEAN’s future. At the micro level, financial systems must empower individuals, households and SMEs through capability, inclusion and social finance innovation.



At the macro level, ASEAN must continue strengthening its financial architecture to support trade, investment and regional resilience. The convergence of central bankers, economists, policymakers, industry leaders and social finance advocates demonstrated that ASEAN’s financial future will be shaped by collaboration, policy coherence and shared regional ambition.

We are grateful for the opportunity to engage and contribute to conversations that will help define the next chapter of ASEAN’s financial integration and inclusive growth. We truly look forward to participating in more engagements of this calibre in the future. A million thanks to Bank Negara Malaysia.



Our Local & International Engagement

COURTESY VISIT IN EMBASSY OF THE REPUBLIC OF KAZAKHSTAN



The Future Research delegation had the distinct honour of paying a courtesy visit to the Embassy of the Republic of Kazakhstan in Malaysia, marking an important step toward strengthening research and bilateral engagement between Malaysia and Kazakhstan.

Led by Ir. Ajmel Hafiz Jamaludin, Chairman of The Future Research, our delegation was warmly received by Mr. Amir Aldazhanov, First Secretary and Head of the Economic Division at the Embassy. The meeting was conducted in a spirit of shared aspirations, reflecting the growing importance of knowledge diplomacy in today's interconnected world.



The discussion focused primarily on potential research collaboration between institutions in Malaysia and Kazakhstan. Both sides exchanged views on opportunities to foster joint studies, academic partnerships, policy research initiatives and innovation driven programmes that could benefit scholars, policymakers and industry players in both countries.

Our Local & International Engagement

COURTESY VISIT IN EMBASSY OF THE REPUBLIC OF KAZAKHSTAN



Beyond research collaboration, the engagement also provided valuable insights into Kazakhstan's dynamic national landscape. We explored the unique character and development journey of its landmark cities, Almaty and Astana. The courtesy visit underscored the importance of diplomatic platforms in catalysing policy based research collaboration. As Malaysia and Kazakhstan continue to expand bilateral ties, research institutions can play a pivotal role in generating evidence based insights, fostering cross border innovation and nurturing future leaders.

We are deeply grateful for the hospitality extended by the Embassy and for the constructive dialogue shared during our visit. The Future Research looks forward to building stronger institutional linkages and advancing collaborative initiatives that contribute meaningfully to both nations across diverse fields in the near future.

Our Local & International Engagement

ENGAGEMENT WITH TUAN GURU DATUK SERI DR ZULKIFLI AL-BAKRI



The Future Research team was truly honoured to pay a courtesy visit to the former Minister in the Prime Minister's Department (Religious Affairs), Zulkifli Mohamad Al-Bakri, a distinguished Malaysian scholar widely respected both locally and internationally.

It was a privilege to meet Dato' Seri Dr. Zulkifli Mohamad Al-Bakri, a Malaysian scholar whose contributions to Islamic thought and jurisprudence have been recognised across the Muslim world, including in countries such as Saudi Arabia, Egypt, and the United Arab Emirates, among many others



His scholarship, humility and unwavering dedication to the ummah have positioned him as one of Malaysia's most respected contemporary Islamic voices on the international stage.

During the visit, we engaged in a meaningful and reflective discussion on several pressing issues affecting the ummah today. Among the key themes were the importance of unity within the Muslim community, the preservation and development of Muslim culture in Malaysia's multicultural society, and the critical role of scholars in guiding the community through complex religious matters.

Our Local & International Engagement

ENGAGEMENT WITH TUAN GURU DATUK SERI DR ZULKIFLI AL-BAKRI



A central point of discussion was the responsibility of Muslim scholars in issuing accurate, timely and context sensitive fatwa on Syariah related issues. In a diverse country like Malaysia where multiple faiths and cultures coexist, the role of scholars extends beyond jurisprudence. It involves wisdom, understanding the societal realities, and ensuring that religious guidance fosters harmony, compassion and justice.

Beyond the intellectual exchange, we were touched by the exceptional hospitality extended to us. The warmth, humility and sincerity shown throughout the visit made the engagement even more meaningful.

This visit stands as one of the most memorable experiences for The Future Research team. We extend our heartfelt gratitude to Dato' Seri Dr. Zulkifli Mohamad Al-Bakri for his time, wisdom and generosity. May this engagement mark the beginning of continued collaboration and shared efforts in advancing knowledge, unity and the well being of the ummah not only in Malaysia but across the globe.

Our Local & International Engagement

ENGAGEMENT WITH GERMAN EMBASSY

The Future Research team was honoured to pay a courtesy visit to the German Embassy Kuala Lumpur, led by our Chairman, Ir. Ajmel Hafiz Jamaludin. This engaging and insightful visit provided a meaningful platform to exchange perspectives on democracy, governance, education, and bilateral relations, reflecting our commitment to fostering international collaboration and knowledge exchange.



Our delegation was warmly welcomed by Ms. Kavina Rajendran, Press, Political and Culture Officer at the Embassy, whose hospitality set the tone for an exceptionally productive engagement.

From the outset, the discussions were substantive and forward looking, demonstrating the shared commitment of both sides to strengthening democratic processes, institutional governance, and bilateral cooperation between Malaysia and Germany.

During the visit, the conversation explored the evolving role of women in Malaysian political landscape, with both sides exchanging insights on initiatives, challenges, and opportunities to enhance inclusive representation in governance. This was complemented by the roles played by some of the German based institutions promoting democracy, including the Konrad Adenauer Stiftung and the Friedrich Naumann Foundation.

The discussion highlighted their ongoing work in fostering democratic practices, strengthening institutional governance, and promoting civic engagement across the region, offering valuable perspectives for the development of Malaysia's democratic ecosystem.

Our Local & International Engagement

ENGAGEMENT WITH GERMAN EMBASSY



The engagement also extended to trade and educational collaboration. By exploring the education sector and other collaborative avenues, the we exchanged insights into how bilateral relations can be enhanced through knowledge sharing, innovation, and cross cultural engagement.

Following the Embassy engagement, the team successfully extended discussions with representatives from the Friedrich Naumann Foundation, reinforcing our commitment to ongoing collaboration in democratic governance and educational initiatives.

The Future Research team is deeply grateful to Ms. Kavina Rajendran for her gracious hospitality and the meaningful conversations that enriched together the understanding of bilateral and institutional cooperation. This visit stands as a testament to the value of dialogue, collaboration, and the continuous building of bridges between research, governance, and international cooperation.

Our Local & International Engagement

ENGAGEMENT WITH ROYAL DANISH EMBASSY KUALA LUMPUR



Our team recently had the distinct honour of engaging with the Royal Danish Embassy in Kuala Lumpur. An engagement that marks an exciting new chapter in our journey of international collaboration. As we continue expanding our global network, embarking on engagement with a Scandinavian nation like Denmark represents both a strategic milestone and a long anticipated aspiration.

Denmark has its own uniqueness particularly its capital, Copenhagen, which we see as a dynamic gateway for research collaboration, policy dialogue, and innovation exchange.

We are enthusiastic about exploring this new avenues for cooperation. We were highly privileged to be warmly received by Ms. Merve Yalcin, Deputy Head of Mission, whose hospitality made the engagement especially meaningful.

Notably, the Danish government has recently reopened its embassy in Malaysia, and we are honoured to be among the earliest institutions to welcome the new Ambassador and initiate a courtesy visit to Her Excellency Kirstine Vangkilde Berner. This early engagement reflects our commitment to building bridges from the very outset of renewed diplomatic presence.

Our discussion spanned a high level exchange of perspectives on Malaysia's foreign policy, particularly our principled non alignment stance between the East and the West regions. We also revisited the longstanding and stable trade relationship between Malaysia and Denmark, especially within the food and beverage sector, where Danish expertise and Malaysian markets have long complemented one another.

Our Local & International Engagement



The conversation underscored the value of mutual trust, sustainability driven trade practices, and opportunities for future collaboration in green technology and climate change.

Beyond Denmark, this engagement marked our broader aspiration to strengthen ties with other Scandinavian countries which are Sweden, Norway, and Finland where each possessing unique strengths and areas of shared expertise.

From sustainability and green technology to education systems, governance models, and sovereign fund asset management, the Nordic region offers diverse opportunities for research cooperation and policy exchange.

We extend our sincere appreciation to Ms. Merve Yalcin for her gracious hospitality and the insightful dialogue that enriched our understanding of Denmark–Malaysia relations.

This visit stands as another meaningful benchmark in The Future Research’s expanding international cooperation journey.

Denmark is indeed another mile forward in our global engagement aspirations, and we look ahead with optimism to building enduring partnerships grounded in mutual respect, shared values, and collaborative progress.

Our Local & International Engagement

BNM SASANA SYMPOSIUM



The Future Research team is deeply honoured to have received the invitation from Bank Negara Malaysia to attend the Sasana Symposium, one of its flagship conventions that convenes policymakers, industry leaders, central bank officials, and leading think tanks. The symposium serves as a high level platform to exchange insights and deliberate on structural reforms necessary to strengthen and future proof the financial ecosystem.

Being part of this distinguished gathering reflects our continued commitment to contributing constructively to national discourse on financial and economic resilience. The Sasana Symposium is widely regarded as a strategic space where evidence based analysis meets policymaking, enabling candid and forward looking discussions on Malaysia's macroeconomic landscape.

The first session we attended was A Guide to BNM's Monetary Policy Making. This workshop provided real insights into the institutional and analytical processes behind the Monetary Policy Committee's decisions on the Overnight Policy Rate (OPR), which is the benchmark interest rate guiding monetary conditions in Malaysia. The delegates gained a deeper understanding of how complex datasets, real time GDP readings, inflation metrics, labour market indicators, and global economic developments are synthesised into coherent policy judgments in each quarter.

Our Local & International Engagement

We were particularly privileged to receive a technical briefing from the Senior Economist of Bank Negara Malaysia on the pre-emptive measures adopted by BNM. It underscored the delicate balance between containing inflationary pressures, supporting domestic demand, and ensuring long term financial stability.

The subsequent session was The Drivers of Ringgit, examined the key factors influencing the movement of Malaysia's currency. The discussion analysed recent trends shaping the ringgit's trajectory within a broader macroeconomic context, including global capital flows, commodity prices, trade balances, and shifts in major economies' monetary stances.

Importantly, the session explored how policymakers incorporate these dynamics in their decision making process to manage the exchange rate volatility, safeguard economic stability, and sustain long term national growth. The comprehensive exchange offered clarity on the interplay between domestic fundamentals and external variables affecting currency performance.

The Future Research was represented by our Business Development Manager, who had the opportunity to participate in the sessions directly with experts and policymakers, sharing our latest insights on Malaysia's current economic health. The interactive dialogue reaffirmed the importance of bridging latest research insights with institutional policymaking, ensuring that analysis remains grounded in both empirical data and practical realities.

We extend our heartfelt appreciation to Bank Negara Malaysia for its continued trust and the unending invitations extended to us to participate in its flagship expert engagements. Platforms such as the Sasana Symposium are instrumental in nurturing informed discourse and collaborative problem solving within Malaysia's financial and economics ecosystem. We remain committed to contributing meaningfully to these conversations and to supporting the nation's pursuit of resilient, sustainable, and inclusive economic growth.

Our Local & International Engagement

PRAXIS BY ISIS MALAYSIA



This prestigious platform brought together policymakers, diplomats, investors, academics and strategic thinkers from Malaysia and beyond to deliberate on the shifting global order and chart pathways toward resilience. PRAXIS has long been recognised as one of Malaysia’s flagship international policy conferences, and this year’s edition was no exception.

Our morning sessions began on an energetic note with a direct engagement session featuring the Minister of Investment, Trade and Industry, YB Datuk Seri Utama Tengku Zafrul Aziz.



The discussion focused on Malaysia’s trade positioning amid geopolitical fragmentation, supply chain recalibration and evolving global economic alliances.

The Future Research delegation was honoured to participate in the annual flagship conference of the Institute of Strategic and International Studies Malaysia (ISIS Malaysia), PRAXIS 2025, held under the compelling theme “From Fracture to Future.”

The open and direct dialogue provided invaluable insights into how Malaysia intends to remain competitive while balancing relationships across major economic blocs. The momentum continued as we engaged directly with the Minister of Human Resources, YB Steven Sim Chee Keong.

Our Local & International Engagement

PRAXIS BY ISIS MALAYSIA

The session centred on the government’s roadmap for human capital development, particularly in upskilling and reskilling the workforce to meet emerging global demands. The discussion highlighted national efforts in preparing Malaysians for sectors driven by artificial intelligence, climate adaptation, green technology, and enhanced digital connectivity.

A key emphasis was placed on regional economic integration that strengthening connectivity with neighbouring ASEAN countries such as Thailand through the northern and east coast corridors, as well as deepening shared expertise with Singapore from the southern region.

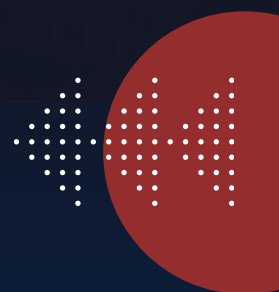
The session also underscored the importance of inclusive growth, with particular attention to advancing well being and economic opportunities in East Malaysia, especially in Sabah and Sarawak. PRAXIS 2025 truly lived up to its reputation as a prestigious convening space.



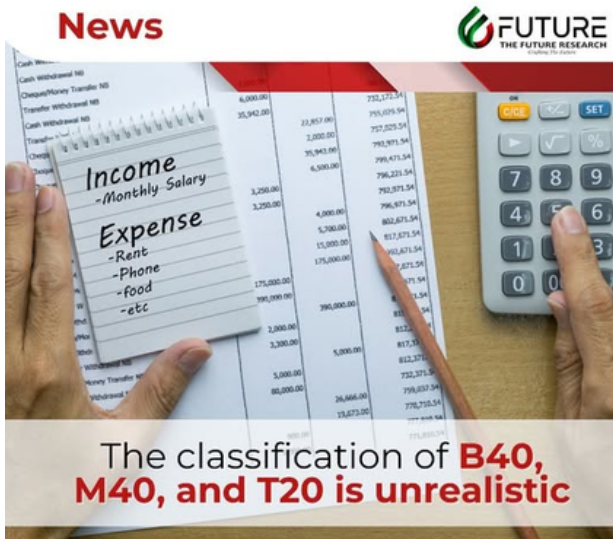
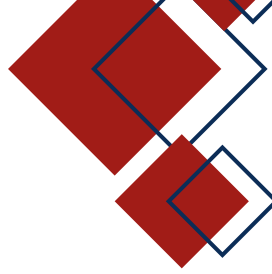
The conference gathered not only influential Malaysian figures but also international speakers, foreign embassy representatives, investors and global experts under one roof.

Among the distinguished guests was Her Excellency Ms Danielle Heinecke, Australian High Commissioner in Malaysia whose presence reflected the strong diplomatic and strategic ties between Malaysia and Australia. The Future Research team is deeply grateful to ISIS Malaysia for the opportunity to attend PRAXIS 2025 as delegates.

The conference provided a dynamic environment to engage directly with ministers, policymakers and international stakeholders, reaffirming our commitment to contributing meaningfully to conversations that shape Malaysia’s strategic and economic future.



ARTICLES & UPDATES



1. The Classification of B40, M40 and T20 is Unrealistic



2. Elimination of Riba from the Financial System



3. Harvesting Resilience: ASEAN's Path to Sustainable Food Security



4. Beyond the Tariff Wall: Malaysia's Strategy Against US Tariff Pressure

News



5. Strengthening Consumer Protection through the Consumer Credit Bill 2025



6. Rhetoric vs Reform: When Anti Corruption Promises Don't Match Reality



7. E-Invoicing Implementation: The Need to Reassess Its Application for MSMEs”



8. Transparency in Public Funds and the Separation of Powers: Pasir Salak's Call for More Stringent Checks and Balances



RUU URA Cetus Kebimbangan: Hak Pemilik Tanah dan Polarisasi Penduduk dalam Fokus

9. The URA Bill Sparks Concern: Landowners' Rights and Community Polarization in Focus



Majlis Media Malaysia: Platform Aduan dan Pemantauan Kewartawanan

10. The Malaysian Media Council: A Platform for Complaints and Journalistic Oversight



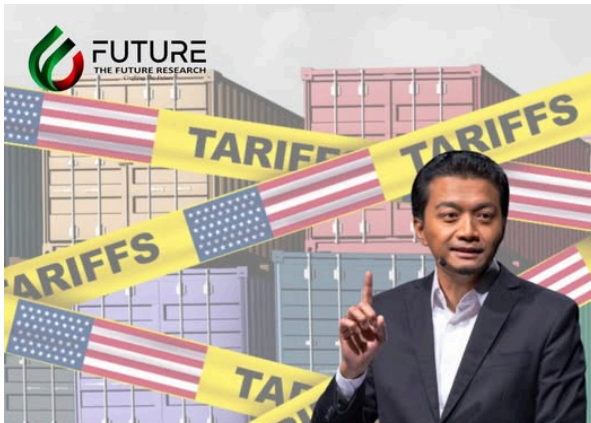
Tarif Trump: Amerika Syarikat Kenakan 24 Peratus Kepada Malaysia

11. Trump-Era Tariffs: The United States Imposes a 24% Duty on Malaysian Exports



Xi Jinping Disambut di Istana Negara, 31 MoU Dimeterai: Malaysia Perlu Imbangi Kepentingan Nasional

12. "Xi Jinping's Visit to Istana Negara: Signing of 31 MoUs and Malaysia's Need to Balance National Interests"



BERITA

Economic Sovereignty at Risk: Bachok MP Calls for Caution in Trade Deals with Global Powers

13. Economic Sovereignty at Risk: Bachok MP Calls for Caution in Trade Deals with Global Powers



U.S. Tariffs Highlight Malaysia's Economic Vulnerability

14. US Tariffs highlight Malaysia's economic vulnerability



Malaysia's Semiconductor Sector Will Face Uncertainty Amid Shifting US Trade Policies

15. Malaysia's Semiconductor Sector Will Face Uncertainty Amid Shifting US Trade Policies



Implications of Restricting LPG Subsidies: Challenges for Small Businesses and Policy Considerations

16. Implications of Restricting LPG Subsidies: Challenges for Small Businesses and Policy Considerations



Sinar Harian: Visi Ahmad Samsuri dari Terengganu ke Malaysia

17. Sinar Harian: Ahmad Samsuri's Vision from Terengganu to Malaysia



Berita Harian: Reformasi Kongsi Hasil Persekutuan, Negeri Seimbangkan Pembangunan

18. Berita Harian: Federal Revenue-Sharing Reforms and States' Efforts to Balance Development"



Debt, Diplomacy and Dignity: Hassan Karim's Reality Check on US-Malaysia Reciprocal Trade Agreement

19. Debt, Diplomacy and Dignity: Hassan Karim's Reality Check on US-Malaysia Reciprocal Trade Agreement



Two Teachers, One Classroom : Does It Solve the Real Issue?

20. Two Teachers, One Classroom: Does It Solve the Real Issue?

Future Talks



Iran, Israel, and Major Powers: Malaysia's Strategy in Navigating Global Uncertainty

The escalating confrontation between Iran and Israel is no longer a distant geopolitical episode. It is a defining stress test for the international system.

What began as calibrated hostility has evolved into open strategic signalling, with major powers watching closely and global markets reacting swiftly. Energy prices fluctuate. Shipping routes face heightened risks. Diplomatic lines are redrawn in real time.

The Iran–Israel confrontation is unfolding within a wider contest among global powers, where security alignments, sanctions regimes, and diplomatic positioning are becoming increasingly polarised.

Malaysia must adopt a calibrated and forward-looking strategic posture in navigating the current global uncertainty, particularly in light of escalating geopolitical tensions.

Malaysia needs to strengthen its economic resilience by preparing for potential energy price volatility, trade disruptions, and external financial shocks. This includes reinforcing fiscal buffers, diversifying trade partnerships, securing supply chains, and enhancing domestic economic adaptability.

At the diplomatic level, Malaysia must practise careful balancing by upholding principled foreign policy positions rooted in international law and multilateralism, while preserving strategic autonomy and avoiding entanglement in major power rivalries.

Within ASEAN and the broader Global South, Malaysia should position itself as a constructive middle power that champions regional cohesion, promotes dialogue, and supports a rules-based international order amid shifting global power dynamics.

The evolving conflict also carries significant implications for national defence planning, maritime security preparedness, and regional stability. Malaysia must continuously reassess its security posture to ensure readiness, safeguard critical sea lanes, and contribute responsibly to regional peace and stability.

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