VISTAGE

CEO CONFIDENCE INDEX SURVEY

Q3 2026

Response Rate: 83% (1135 responses / 1366 members)

Margin of error: 3.8%

Data Collect: 7 – 18 September 2026

TABLE OF CONTENTS

Vistage CEO Confidence Index 3Q2026

Highlights....3
- Confidence Rebounds for a Second Straight Quarter....3
- What the Index Components Show....5
- More CEOs expect improvement....6

Distribution of CEO Sentiment....6
- Pessimism recedes across the board....7
- A larger share sees stability ahead....8

How CEO Sentiment Has Shifted: A Component-by-Component View....9
- Current Economic Conditions: Pessimism Recedes Sharply....9
- Expected Economic Conditions: Outlook Continues to Brighten....10
- Employment: Hiring Intentions Edge Higher....11
- Planned Fixed Investment: Investment Plans Regain Momentum....12
- Revenue: Half of CEOs Now Expect Higher Sales....13
- Profit: Earnings Outlook Strengthens....14

Orders, Demand and Selling Prices....15
- Local and Export Orders Pick Up....15
- Pricing Pressures Continue to Ease....16
- Actual Demand Has Improved for Many Firms....16

Profit Margins and Cost Pass-Through....17
- Margin Expectations Are Modestly Positive....17
- Margin Outlook Varies Widely by Sector....18
- Competition Is the Main Force Shaping Margins....19
- Most Firms Absorb the Bulk of Cost Increases....20

Risks and Strategic Posture....22
- Weak Domestic Demand Tops the List of Growth Risks....22
- Investment Strategy: Selective Rather Than Aggressive....23

Workforce....24
- Talent Acquisition Is the Biggest Workforce Challenge....24
- Work-From-Home Has Largely Faded....25

Business Environment and Policy....26
- Foreign Business Incursions: A Mixed Impact....26
- Majority Prefer a Return to GST....27
- Perception of Crime....27

Respondent Profile....28

List of Tables

Table 1. CEO Confidence Index and Component Scores....5
Table 2. Orders and Selling Prices Sub-indices....15
Table 3. Margin Outlook and Cost Pass-Through by Sector....21

List of Figures

Figure 1. Vistage CEOs Confidence Index and Quarterly GDP Growth....3
Figure 2. Confidence Rebounds for a Second Straight Quarter but Remains Below Year-Ago Level....4
Figure 3. Proportion of CEOs Expecting Improvement....6
Figure 4. Proportion of CEOs Expecting Deterioration....7
Figure 5. Proportion of CEOs Expecting No Change....8
Figure 6. Current Economic Conditions: Pessimism Recedes Sharply....9
Figure 7. Expected Economic Conditions: Outlook Continues to Brighten....10
Figure 8. Employment: Hiring Intentions Edge Higher....11
Figure 9. Planned Fixed Investment: Investment Plans Regain Momentum....12
Figure 10. Revenue: Half of CEOs Now Expect Higher Sales....13
Figure 11. Profit: Earnings Outlook Strengthens....14
Figure 12. Local and Export Orders Pick Up....15
Figure 13. Pricing Pressures Continue to Ease....16
Figure 14. Actual Customer Demand Over the Past Three Months....16
Figure 15. Expected Change in Net Profit Margins Over the Next Six Months....17
Figure 16. Net Profit Margin Outlook by Sector....18
Figure 17. Competitive Pressure Is the Main Driver of Margin Change....19
Figure 18. Most Firms Pass On Only a Small Share of Input Cost Increases....20
Figure 19. Weak Domestic Demand Tops the List of Growth Risks....22
Figure 20. Strategic Posture for the Next 6–12 Months....23
Figure 21. Talent Acquisition Is the Biggest Workforce Challenge....24
Figure 22. Work-From-Home Is Not Practised at Most Firms....25
Figure 23. Impact of Foreign Investment and Business Incursions....26
Figure 24. Majority Prefer a Return to GST....27
Figure 25. Perceived Crime Situation Over the Past 12 Months....27
Figure 26. Respondents by Sector....28

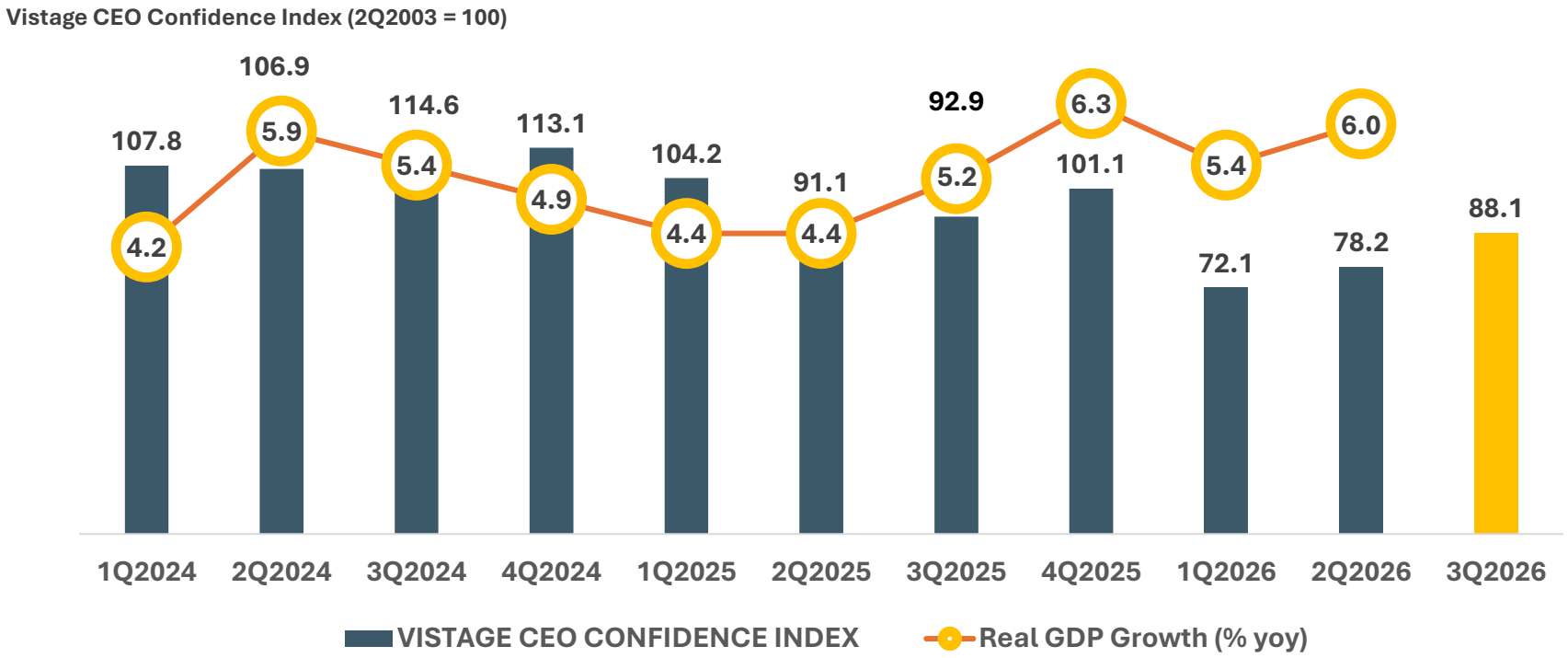
Highlights

Confidence Rebounds for a Second Straight Quarter

The Vistage CEO Confidence Index climbed 9.9 points, or 12.7%, from the previous quarter to 88.1 in the third-quarter survey, which closed in September 2026 (Figure 1). This is the second consecutive quarterly increase since confidence fell to 72.1 in 1Q2026, and the index is now at its highest since 4Q2025 (101.1).

The recovery comes against a firmer macroeconomic backdrop. Malaysia's real GDP grew 6.0% year-on-year in 2Q2026, faster than the 5.4% recorded in 1Q2026, according to the Department of Statistics Malaysia. Even so, the index remains 5.1% below its level a year earlier (92.9 in 3Q2025) and below its 100 baseline, indicating that CEOs are less pessimistic but still cautious (Figure 2).

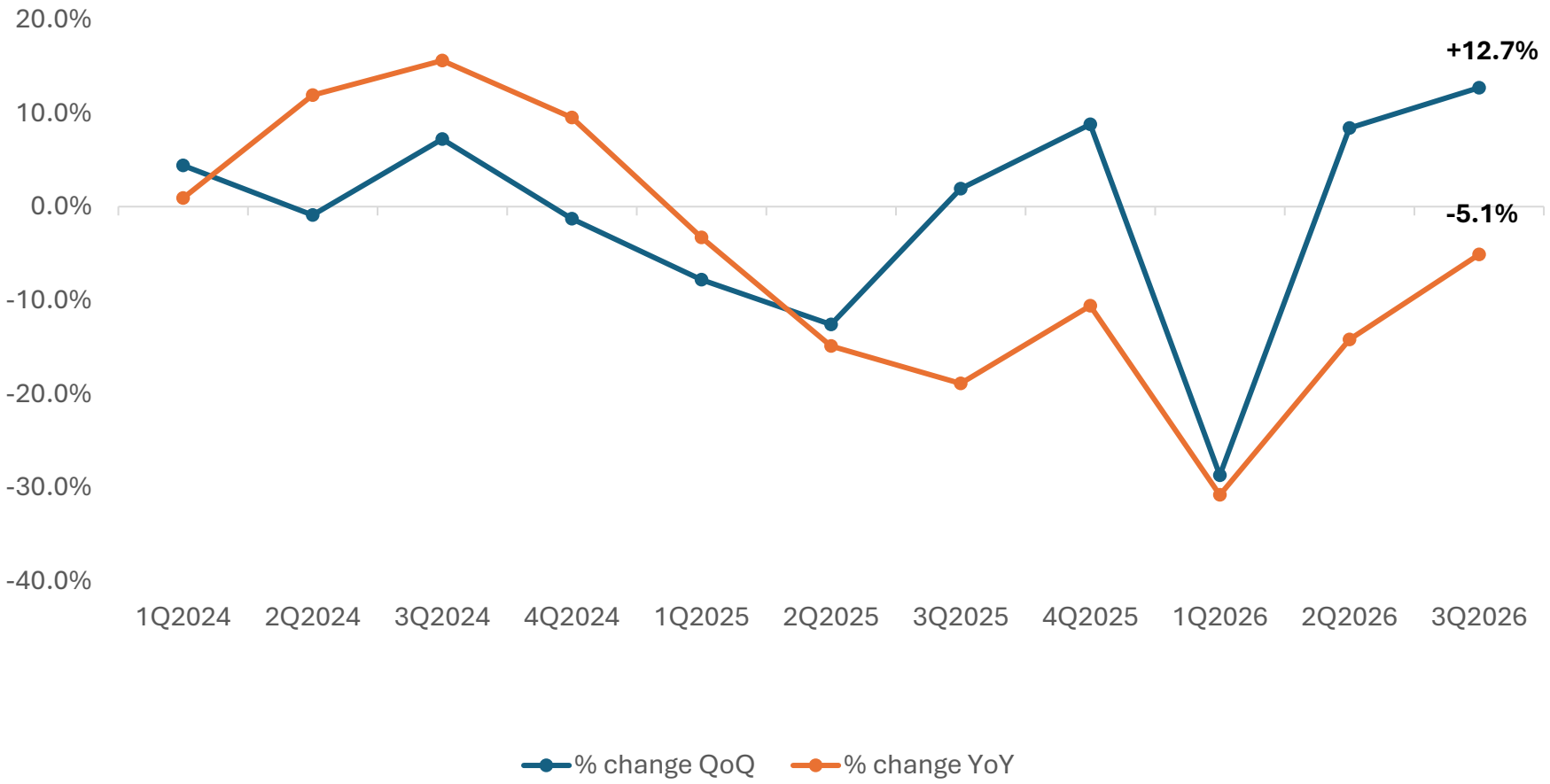
Figure 1. Vistage CEOs Confidence Index and Quarterly GDP Growth



Index base: 2Q2003 = 100. GDP: Department of Statistics Malaysia (DOSM); 3Q2026 GDP not yet released.

Highlights

Figure 2. Confidence Rebounds for a Second Straight Quarter but Remains Below Year-Ago Level



Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026.

Highlights

What the Index Components Show

All six components improved from the previous quarter (Table 1). The largest gains came in the two macroeconomic components, where the share of pessimistic CEOs fell sharply. The four firm-level components (employment, investment, revenue and profit) are all at or above 120, which means optimists clearly outnumber pessimists.

Table 1. CEO Confidence Index and Component Scores

	1Q25	2Q25	3Q25	4Q25	1Q26	2Q26	3Q26	%YoY	%QoQ
Vistage CEO Confidence Index	**104.2**	**91.1**	**92.9**	**101.1**	**72.1**	**78.2**	**88.1**	**−5.1%**	**+12.7%**
Current Economic Conditions	107	82	79	93	67	59	77	−2.5%	+30.5%
Expected Economic Conditions	115	98	102	108	45	70	88	−13.7%	+25.7%
Expected Employment	141	129	131	140	114	120	123	−6.1%	+2.5%
Planned Fixed Investment	138	123	128	138	106	116	123	−3.9%	+6.0%
Expected Revenue Growth	152	136	137	150	116	120	135	−1.5%	+12.5%
Expected Profit Growth	135	121	125	135	97	106	120	−4.0%	+13.2%

Note: %YoY = change from 3Q2025; %QoQ = change from 2Q2026. Component score = % improve – % worsen + 100.

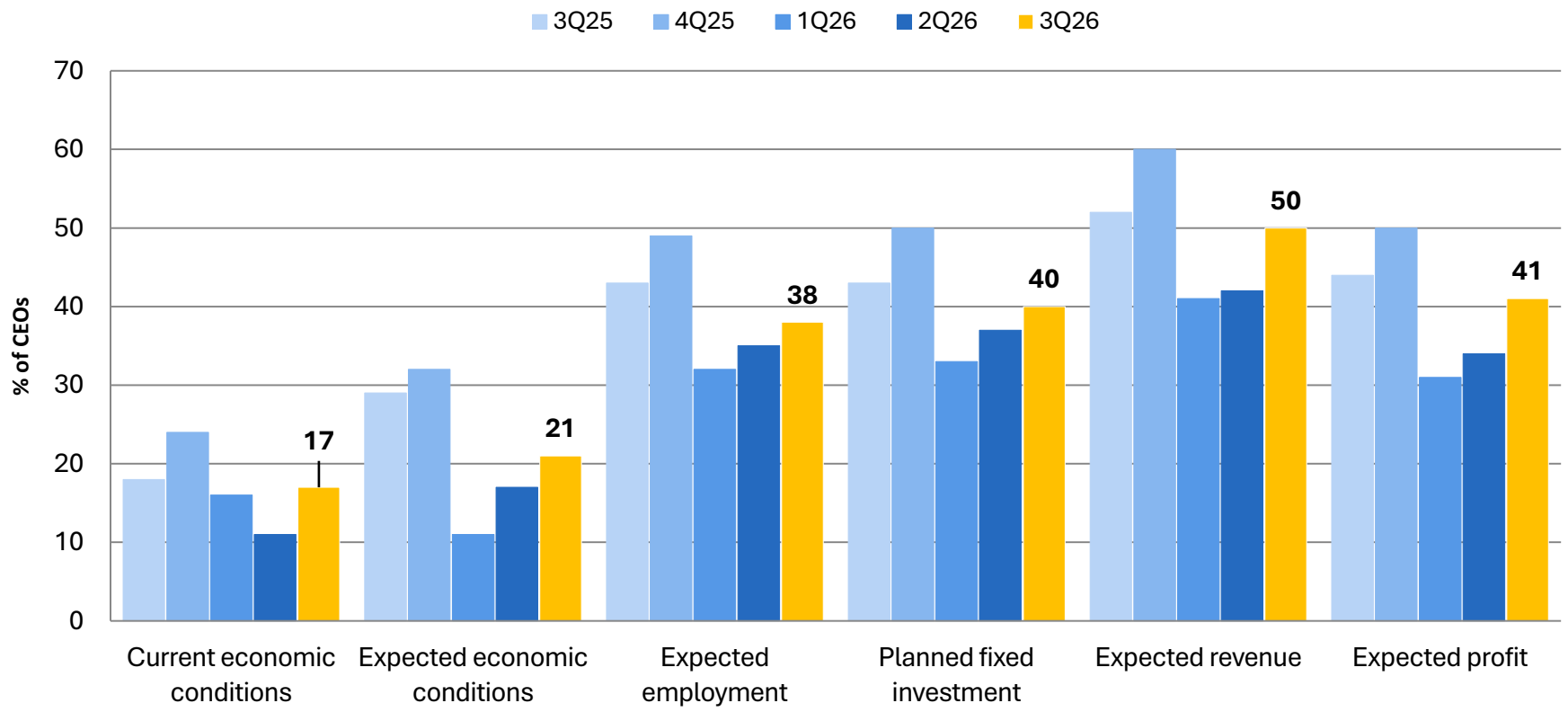
- **Current economic conditions**: The component rose 30.5% to 77 from 59, reversing two quarters of decline. It is now only 2.5% below the year-ago level. However, a score below 100 means more CEOs still see conditions as worse than a year ago than see them as better.
- **Expected economic conditions:** The component rose 25.7% to 88 from 70, extending the recovery from the 1Q2026 low of 45. It remains 13.7% below the year-ago level, the largest year-on-year gap among the six components.
- **Expected change in employment:** This component edged up 2.5% to 123. Hiring intentions remain firmly positive, although they are 6.1% below a year ago.
- **Planned fixed investment:** Investment intentions rose 6.0% to 123, only 3.9% below the year-ago level.
- **Expected revenue growth:** This component jumped 12.5% to 135, almost back to its 3Q2025 level (137).
- **Expected profit growth:** This component rose 13.2% to 120, the strongest reading since 4Q2025, but still 4.0% below a year ago.

Distribution of CEO Sentiment

More CEOs expect improvement

The share of "optimistic" CEOs rose for all six index components this quarter (Figure 3). The biggest shifts were in expected revenue (42% to 50%) and expected profit (34% to 41%). The share expecting better current economic conditions also rose, from 11% to 17%. Optimism however is still below the levels of late 2025.

Figure 3. Proportion of CEOs Expecting Improvement



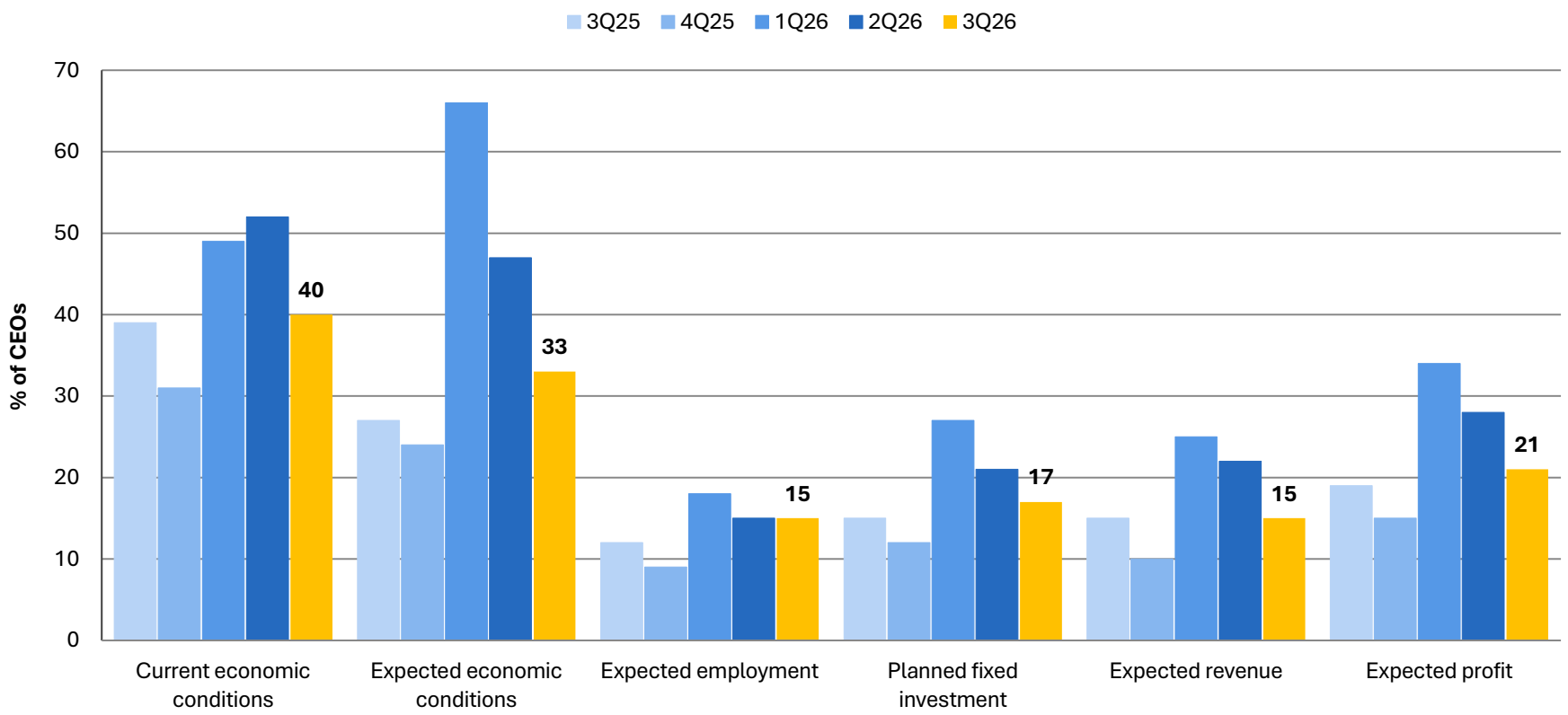
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026.

Distribution of CEO Sentiment

Pessimism recedes across the board

The share of CEOs expecting deterioration fell for five of the six components and held steady for employment at 15% (Figure 4). The sharpest declines were in the macroeconomic measures. Pessimism about current economic conditions fell from 52% to 40%, and about the economic outlook from 47% to 33%, half the 66% peak recorded in 1Q2026.

Figure 4. Proportion of CEOs Expecting Deterioration



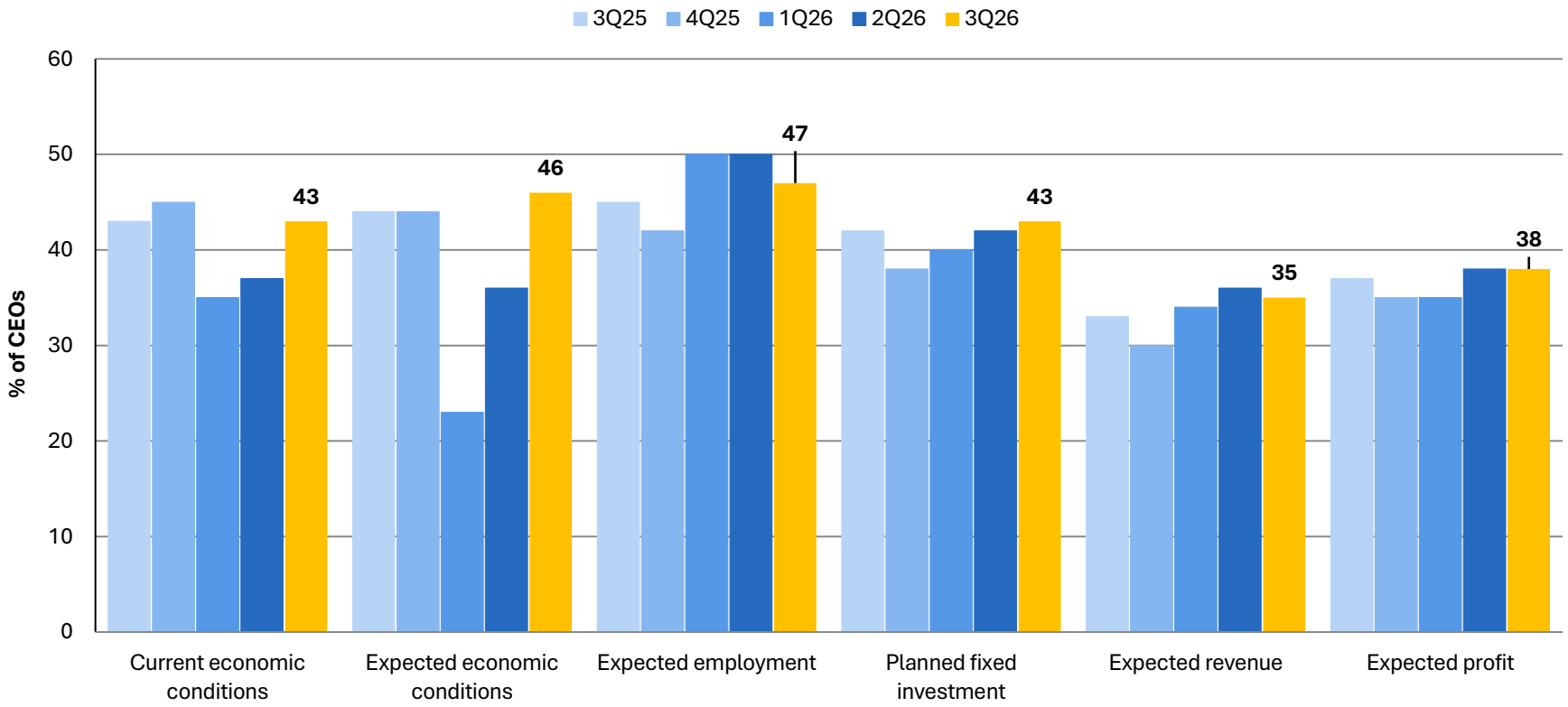
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026.

Distribution of CEO Sentiment

A larger share sees stability ahead

The share of CEOs expecting no change rose for current economic conditions (37% to 43%) and, most notably, for expected economic conditions (36% to 46%). This suggests that many former pessimists have moved to a neutral view rather than an outright optimistic one. The shares expecting no change were broadly stable for the firm-level components (Figure 5).

Figure 5. Proportion of CEOs Expecting No Change



Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026.

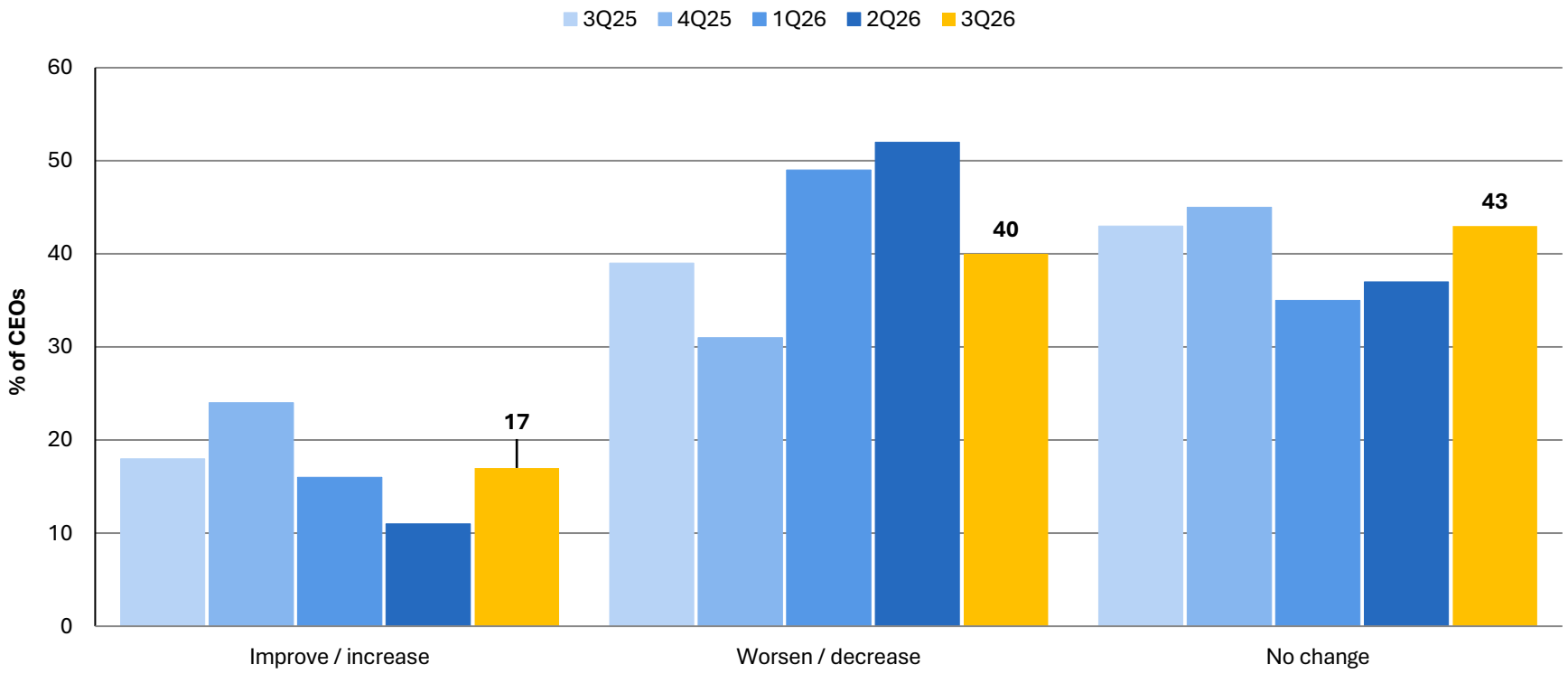
How CEO Sentiment Has Shifted: A Component-by-Component View

Looking at the shares of CEOs expecting improvement, deterioration or no change shows a consistent pattern this quarter: pessimism is receding and optimism is rebuilding, led by the macroeconomic outlook and revenue expectations.

Current Economic Conditions: Pessimism Recedes Sharply

The share of CEOs who say economic conditions have worsened compared with a year ago fell to 40% from 52% in 2Q2026, while those seeing improvement rose to 17% from 11% (Figure 6). A further 43% see conditions as unchanged. Pessimists still outnumber optimists by more than two to one, so CEOs remain cautious about the operating environment even as they register the improvement.

Figure 6. Current Economic Conditions: Pessimism Recedes Sharply



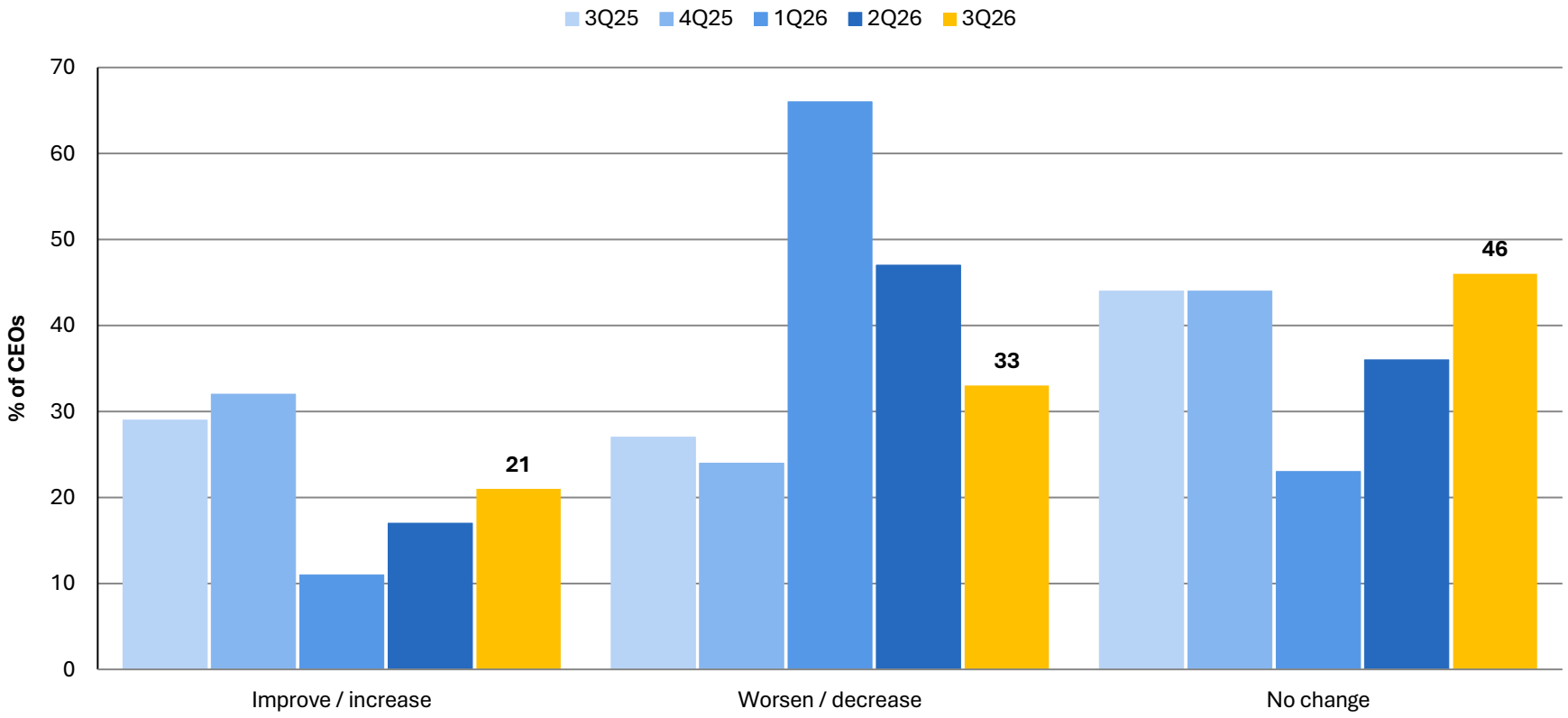
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026.

How CEO Sentiment Has Shifted: A Component-by-Component View

Expected Economic Conditions: Outlook Continues to Brighten

Views of the economic outlook continued to recover from the 1Q2026 slump. The share expecting conditions to improve over the next 12 months rose to 21% from 17%, while the share expecting conditions to worsen fell to 33% from 47% (Figure 7). Almost half (46%) now expect conditions to stay about the same, the highest share in five quarters.

Figure 7. Expected Economic Conditions: Outlook Continues to Brighten



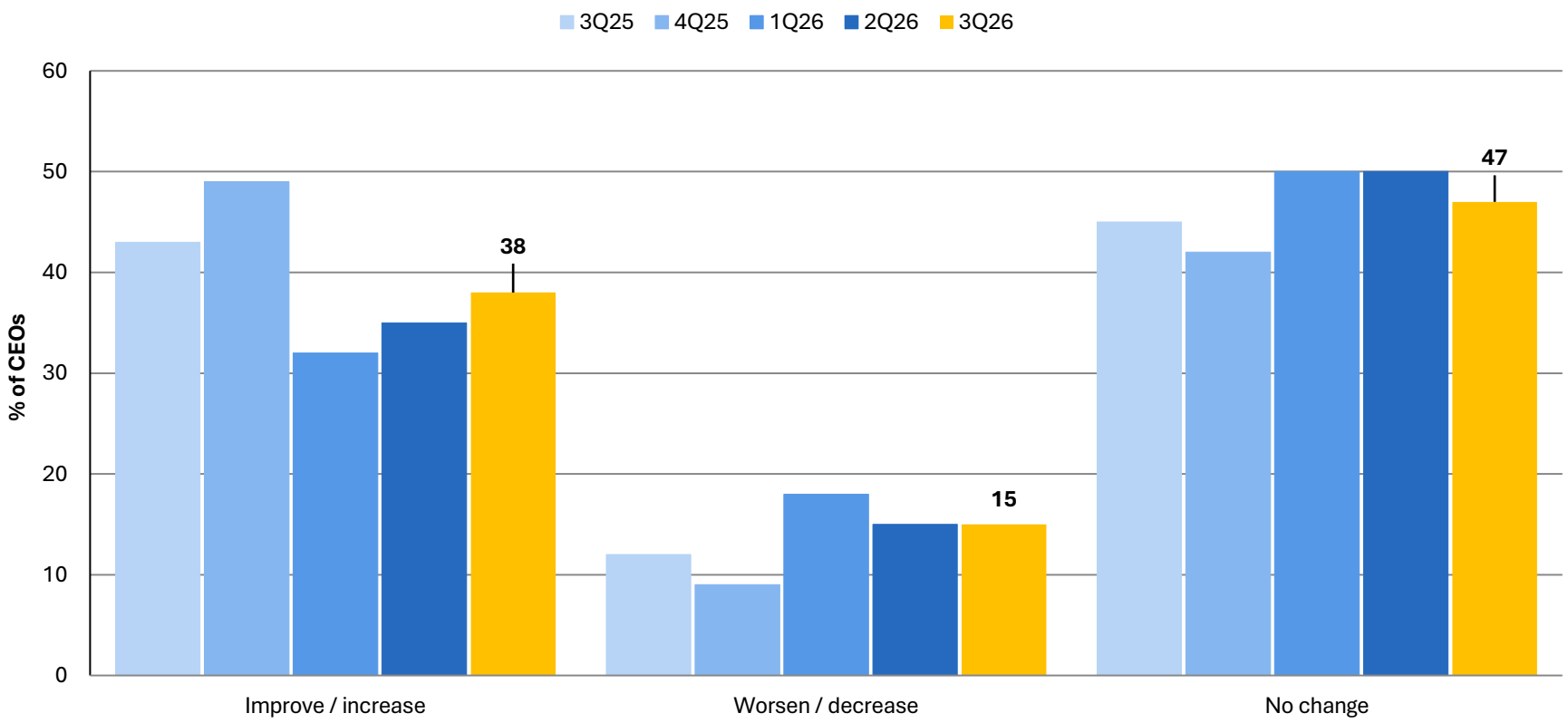
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026.

How CEO Sentiment Has Shifted: A Component-by-Component View

Employment: Hiring Intentions Edge Higher

The share of CEOs planning to increase headcount rose to 38% from 35%, while those planning reductions held at 15% (Figure 8). Just under half (47%) intend to keep their workforce stable. Hiring intentions are firmly positive but well short of the 49% recorded in 4Q2025, which suggests a measured approach to adding staff.

Figure 8. Employment: Hiring Intentions Edge Higher



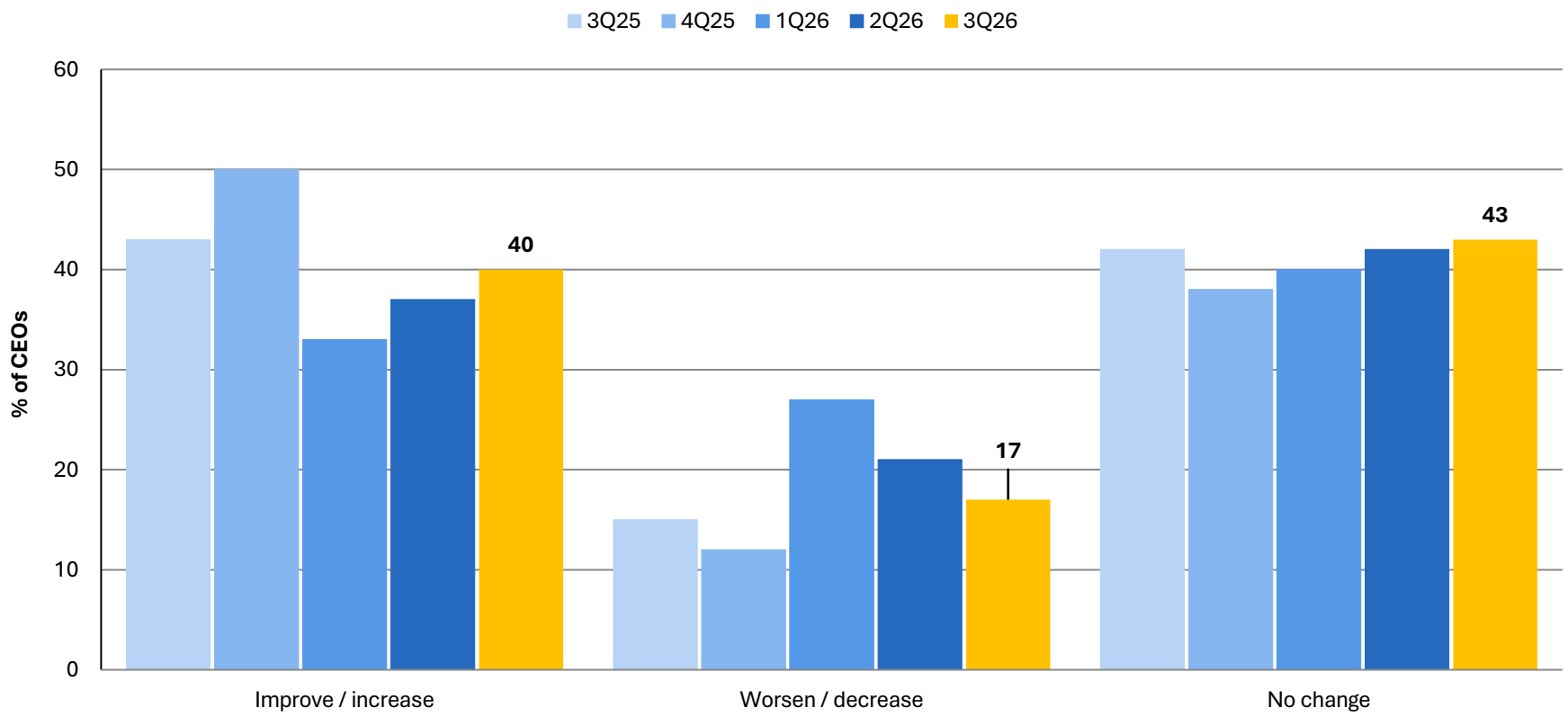
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026.

How CEO Sentiment Has Shifted: A Component-by-Component View

Planned Fixed Investment: Investment Plans Regain Momentum

Investment intentions improved for a second consecutive quarter. 40% of CEOs plan to increase fixed investment (up from 37%) and 17% plan to cut it (down from 21%) (Figure 9). The remaining 43% plan to hold investment steady, which suggests many are still waiting for greater clarity before committing capital.

Figure 9. Planned Fixed Investment: Investment Plans Regain Momentum



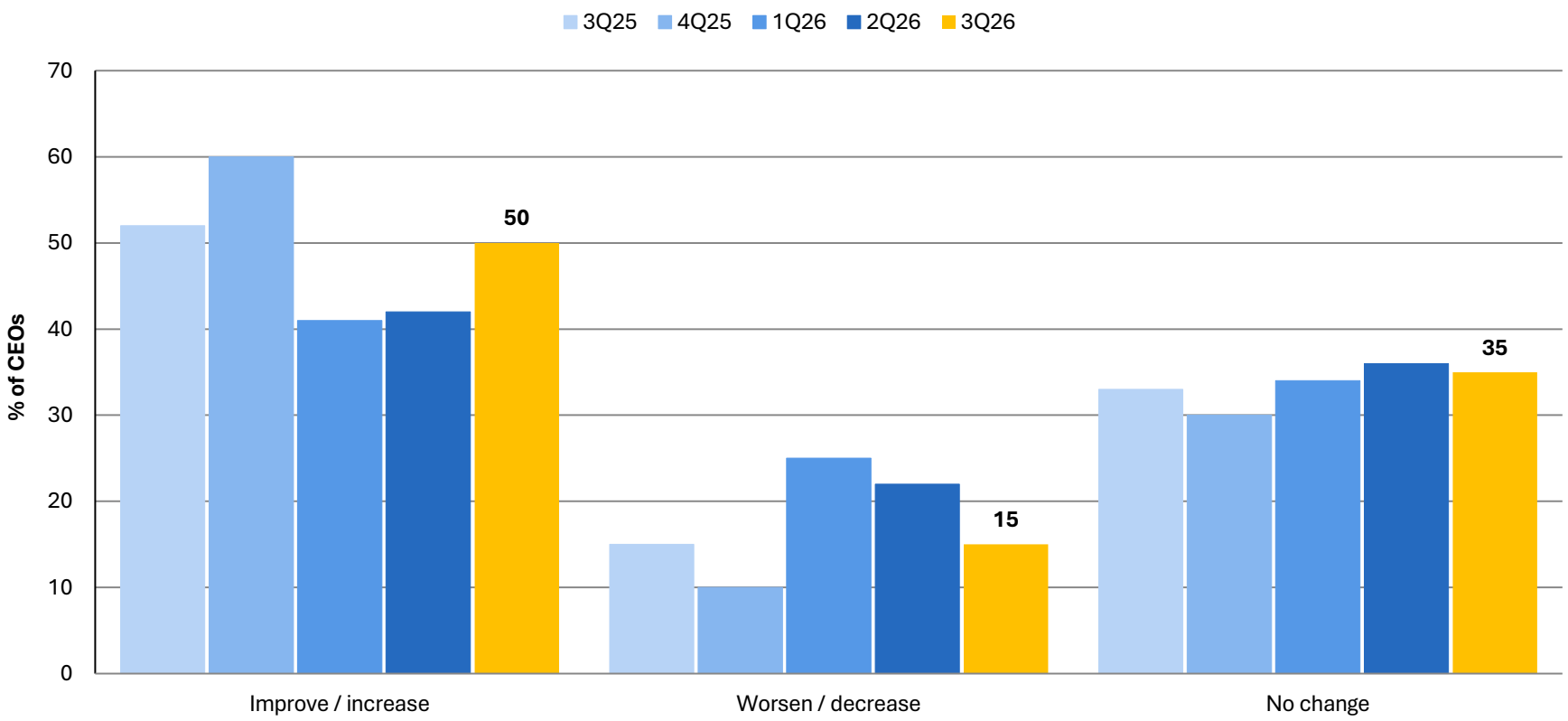
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026.

How CEO Sentiment Has Shifted: A Component-by-Component View

Revenue: Half of CEOs Now Expect Higher Sales

Revenue expectations posted one of the strongest improvements this quarter. Half of CEOs (50%) expect sales revenue to increase over the next 12 months, up from 42%. The share expecting a decline fell to 15% from 22%, back to its 3Q2025 level (Figure 10).

Figure 10. Revenue: Half of CEOs Now Expect Higher Sales



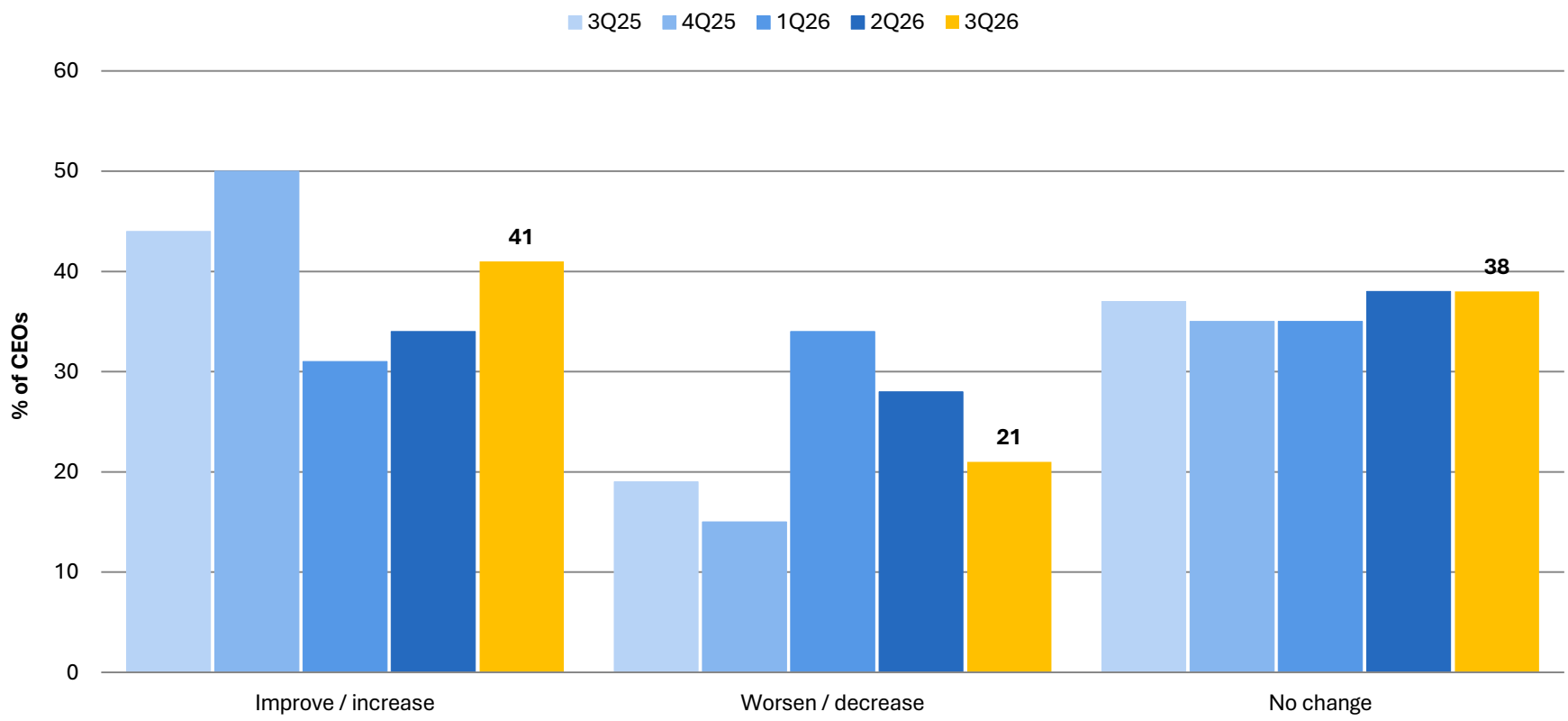
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026.

How CEO Sentiment Has Shifted: A Component-by-Component View

Profit: Earnings Outlook Strengthens

Profit expectations followed the revenue outlook higher. 41% of CEOs expect profitability to improve (up from 34%), and the share expecting it to worsen fell to 21% from 28% (Figure 11). The gap between revenue optimism (50%) and profit optimism (41%) points to continued pressure on margins, which is examined in the Profit Margins and Cost Pass-Through section.

Figure 11. Profit: Earnings Outlook Strengthens



Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026.

Orders, Demand and Selling Prices

Local and Export Orders Pick Up

Order expectations improved on both fronts this quarter (Table 2). The local orders sub-index rose 12.3% to 128: 43% of CEOs expect higher local orders over the next six months (up from 36%), and only 15% expect a decline (down from 22%).

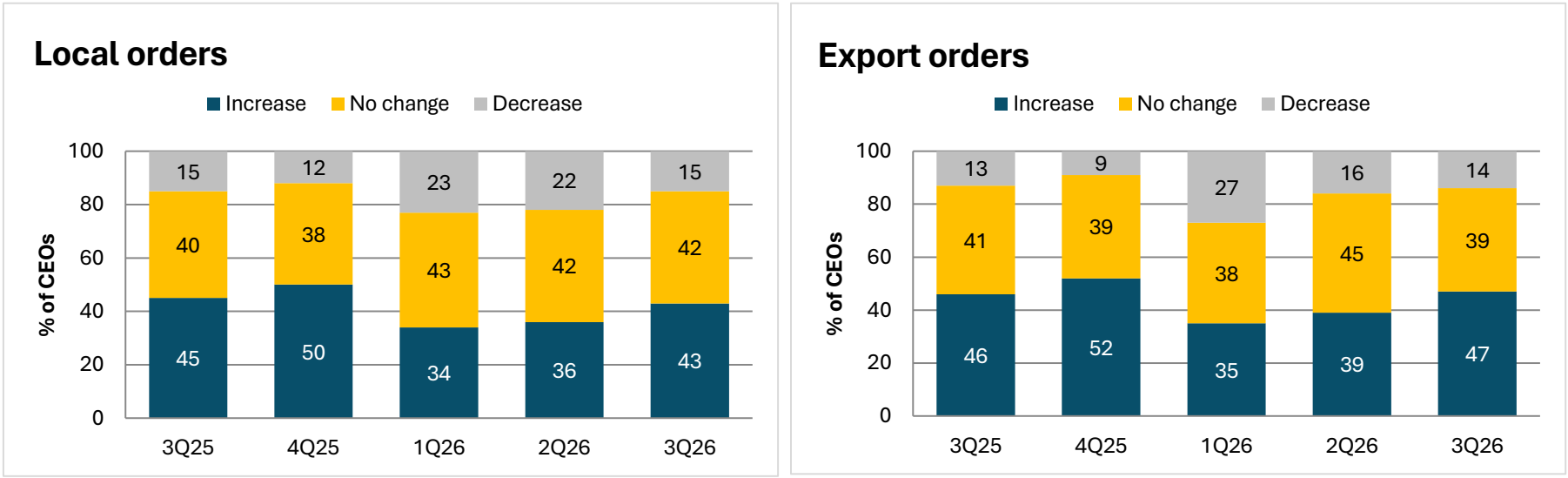
The export orders sub-index rose 8.1% to 133, the highest of the three sub-indices. Among CEOs with export exposure, 47% expect higher overseas orders (up from 39%) and 14% expect a decline (Figure 12). About 44% of respondents said export orders were not applicable to their business.

Table 2. Orders and Selling Prices Sub-indices

	1Q25	2Q25	3Q25	4Q25	1Q26	2Q26	3Q26	%YoY	%QoQ
Local orders	141	129	130	138	111	114	128	−1.5%	+12.3%
Export orders	141	128	133	143	108	123	133	+0.0%	+8.1%
Selling prices	131	120	123	127	152	128	124	+0.8%	−3.1%

Note: Sub-index = % increase − % decrease + 100. These sub-indices are not part of the headline Confidence Index.

Figure 12. Local and Export Orders Pick Up



Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026. Export orders exclude CEOs for whom exports are not applicable.

Orders, Demand and Selling Prices

Pricing Pressures Continue to Ease

The share of CEOs planning to raise selling prices over the next six months fell for a second straight quarter, to 35% from 40% in 2Q2026 and 58% in 1Q2026 (Figure 13). Most CEOs (54%) now plan to hold prices steady, and 11% expect to lower them. The selling-price sub-index eased to 124 from 128.

Actual Demand Has Improved for Many Firms

The survey also asked CEOs how actual customer demand, such as orders, bookings, contracts or confirmed projects, changed over the past three months. 44% reported an increase (10.5% significantly and 33.4% moderately), while 30% saw a decrease and 26% reported demand broadly unchanged (Figure 14). This net balance of about +14 points suggests that the improvement in expectations is grounded, at least in part, in real demand.

Figure 13. Pricing Pressures Continue to Ease

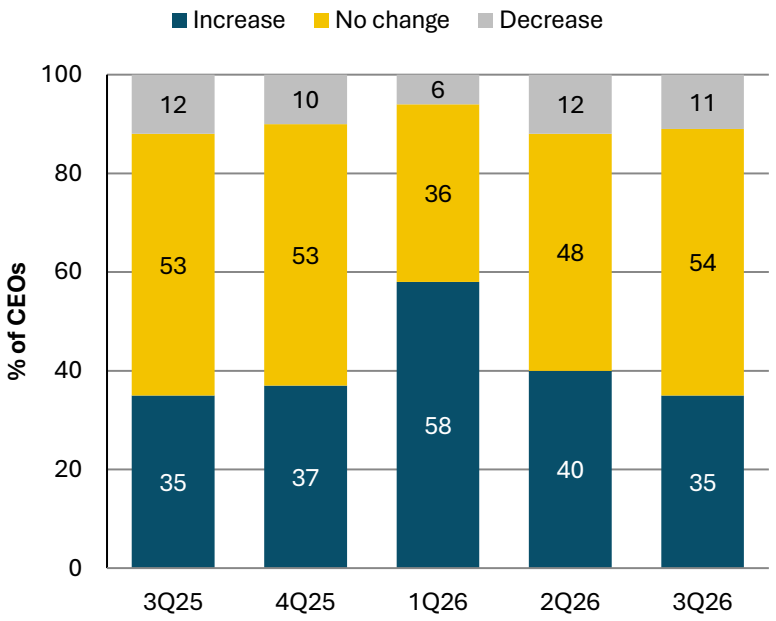
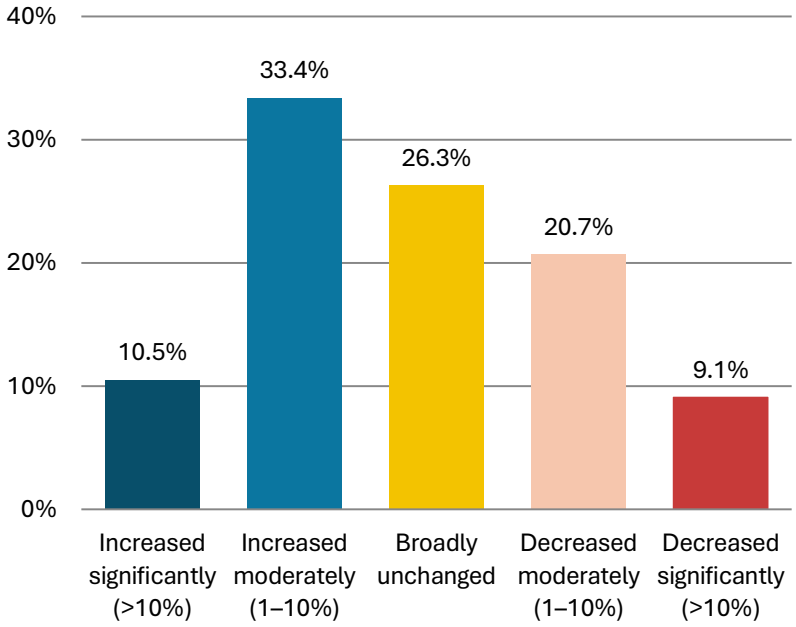


Figure 14. Actual Customer Demand Over the Past Three Months



Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026.

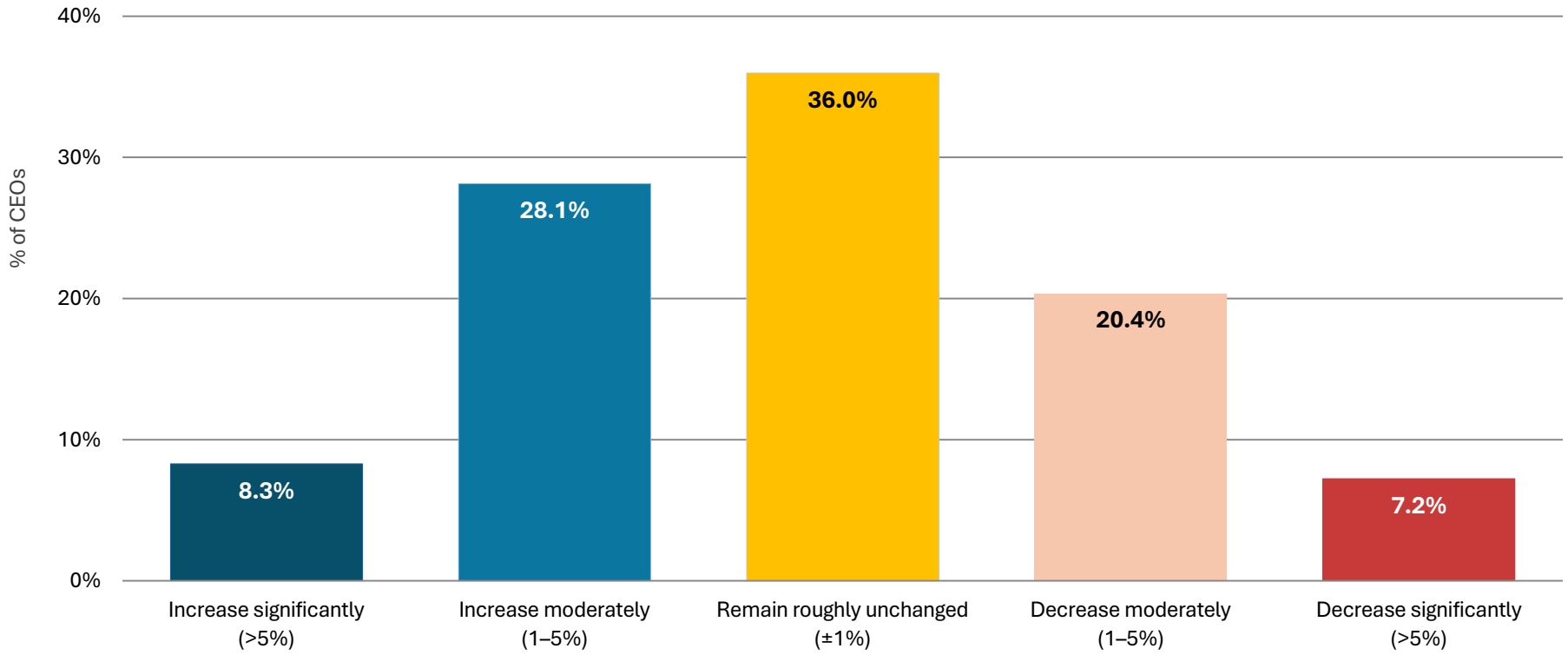
Profit Margins and Cost Pass-Through

Last quarter, the share of CEOs planning price increases was well above the share expecting higher revenue or profit, which pointed to pressure on margins. This quarter's survey looked at margins in more detail.

Margin Expectations Are Modestly Positive

Over the next six months, 36% of CEOs expect their net profit margins to increase (8.3% significantly and 28.1% moderately), while 28% expect margins to shrink (Figure 15). The largest group (36%) expects margins to stay roughly unchanged, within ±1%. The resulting net balance of +8.8 points is positive but modest.

Figure 15. Expected Change in Net Profit Margins Over the Next Six Months



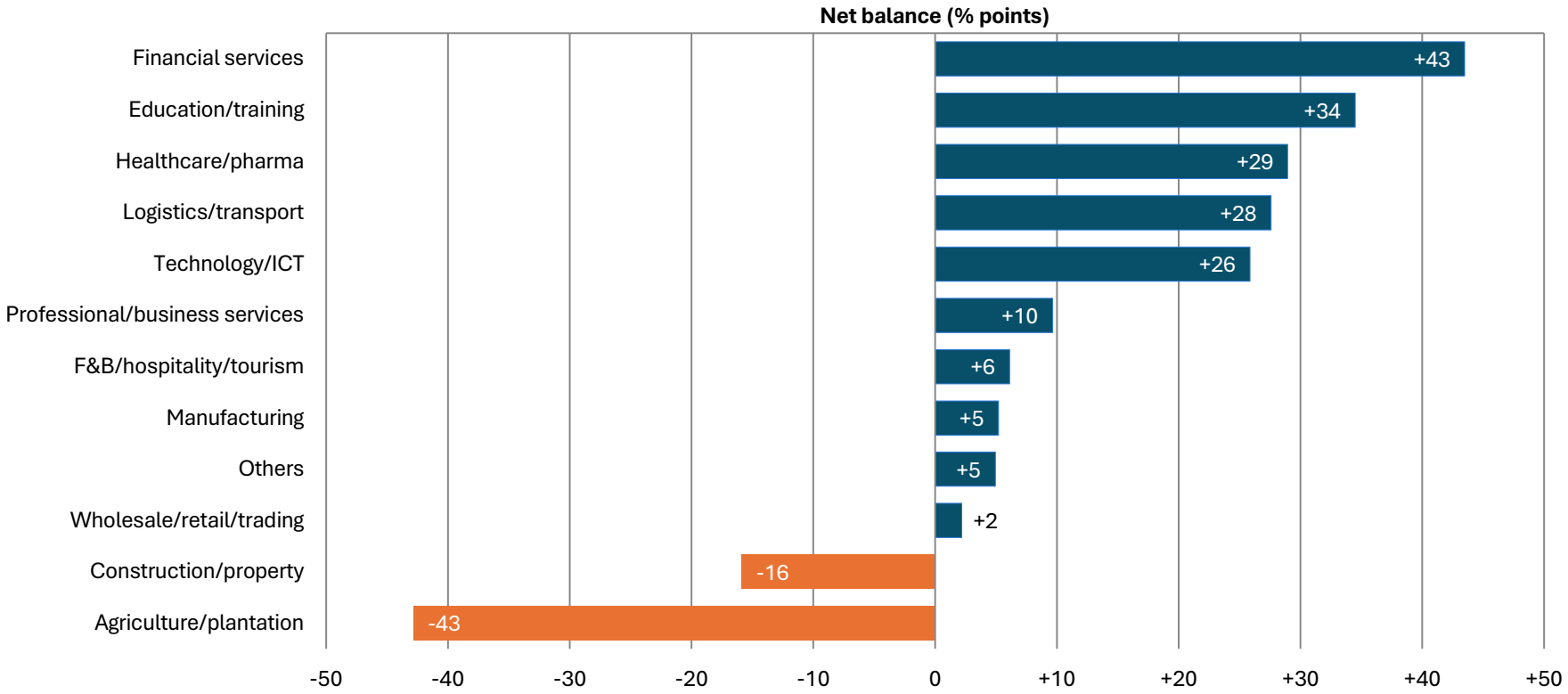
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026 (n = 1,134)

Profit Margins and Cost Pass-Through

Margin Outlook Varies Widely by Sector

The margin outlook differs markedly across sectors (Figure 16). Service-oriented sectors are the most upbeat: financial services (+43), education and training (+34), healthcare (+29), logistics (+28) and technology/ICT (+26) all show strongly positive net balances. By contrast, the two largest sectors, manufacturing (+5) and wholesale/retail/trading (+2), are close to neutral. Construction and property (−16) is clearly negative. Agriculture (−43) is the most negative, although its small sample (14 responses) calls for caution.

Figure 16. Net Profit Margin Outlook by Sector



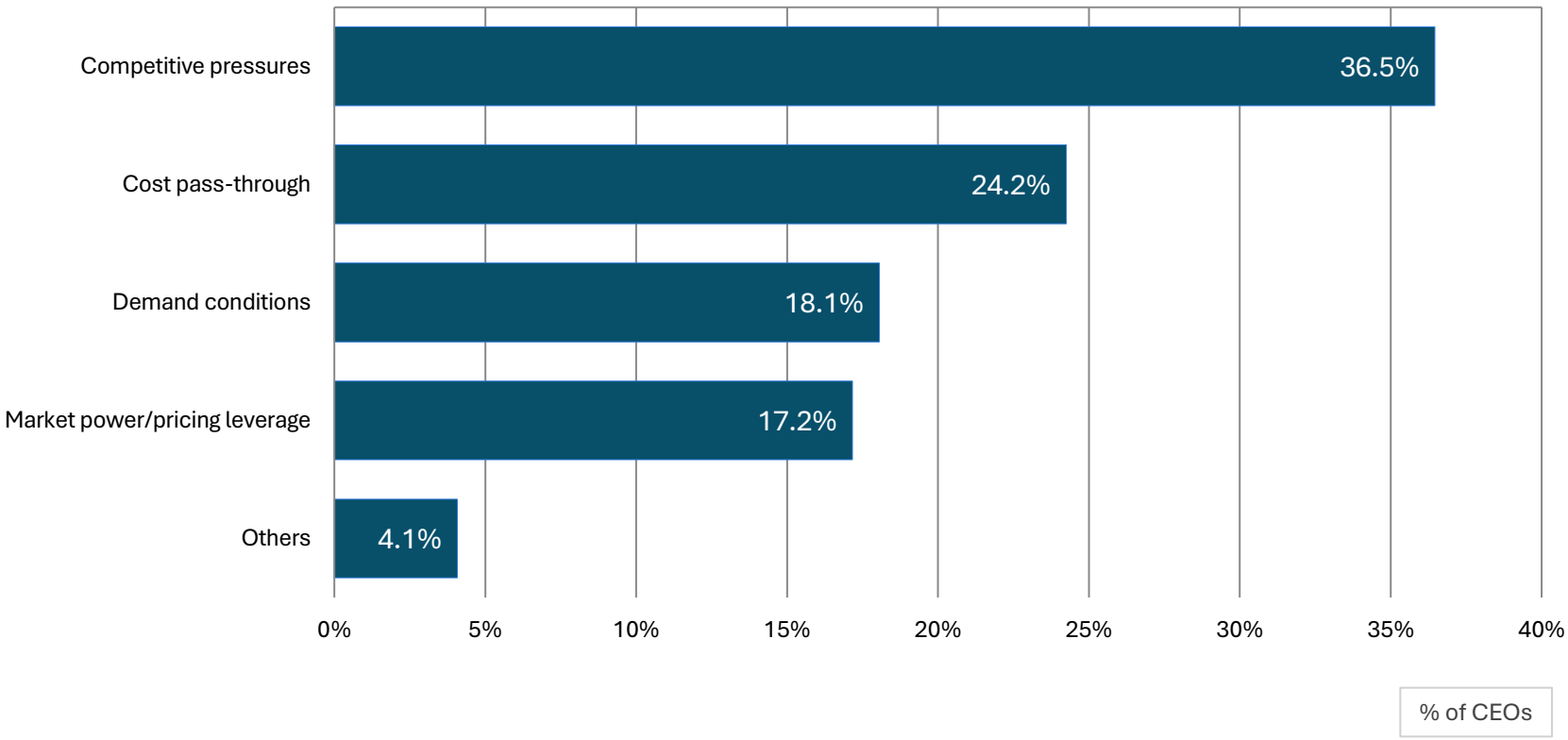
Net balance = % expecting margins to increase minus % expecting a decrease. Respondent-level file, n = 1,137.

Profit Margins and Cost Pass-Through

Competition Is the Main Force Shaping Margins

Asked for the single most important factor behind their expected change in margins, 36.5% of CEOs cited competitive pressures, such as intense competition, new entrants or price wars. This was well ahead of cost pass-through (24.2%), demand conditions (18.1%) and market power or pricing leverage (17.2%) (Figure 17). Among the larger sectors, competition was cited most often in construction and property (49%) and wholesale/retail/trading (46%), while cost pass-through was the leading factor in manufacturing (38%) and food and beverage/hospitality (39%).

Figure 17. Competitive Pressure Is the Main Driver of Margin Change



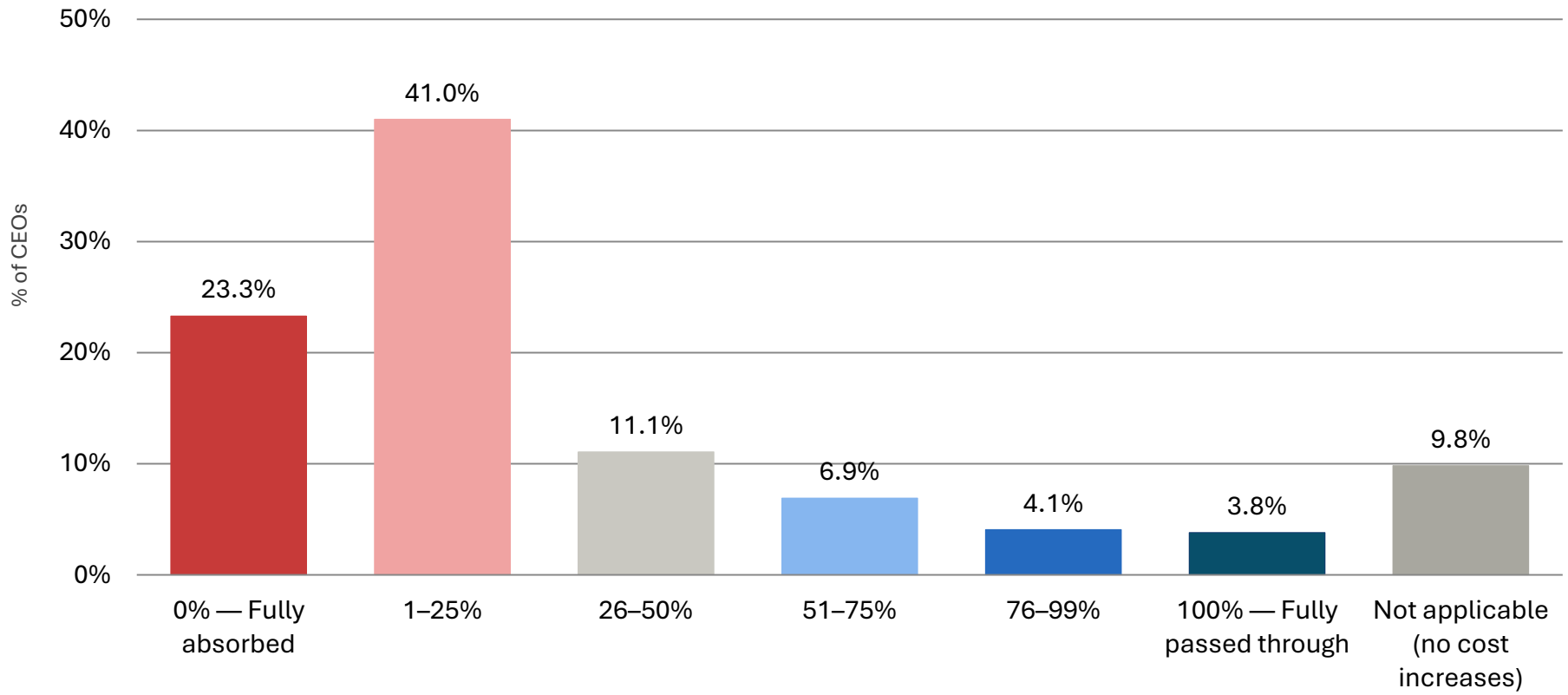
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026 (n = 1,130)

Profit Margins and Cost Pass-Through

Most Firms Absorb the Bulk of Cost Increases

Most firms have limited ability to pass higher input costs on to customers. Over the past six months, 23% of CEOs fully absorbed their cost increases and a further 41% passed on only 1–25% of them (Figure 18). Just 4% passed on the full increase. Excluding the 10% of firms with no significant cost increases, 71% passed on a quarter or less of their higher costs.

Figure 18. Most Firms Pass On Only a Small Share of Input Cost Increases



Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026 (n = 1,129)

VISTAGE

Profit Margins and Cost Pass-Through

Table 3 combines the margin outlook with cost pass-through by sector. Logistics and transport firms were the most able to pass on costs, with 63% able to pass through up to 50% of the cost increases, with only 2% indicating no cost increase. Food and beverage/hospitality firms were among the least able. 38% of the respondents absorbed their cost increases in full.

Table 3. Margin Outlook and Cost Pass-Through by Sector

Sector	n	Margin outlook			Cost Pass-Through *			
		Expect margin increase	Expect margin decrease	Net balance	Fully absorbed	Up to 50%	50% to 100%	No cost increase
Financial services	23	48%	4%	+43	23%	27%	5%	44%
Education/training	58	48%	14%	+34	27%	44%	10%	19%
Healthcare/pharma	38	47%	18%	+29	24%	58%	8%	11%
Logistics/transport	58	45%	17%	+28	10%	63%	25%	2%
Technology/ICT	116	48%	22%	+26	24%	45%	14%	17%
Professional/business services	114	33%	24%	+10	23%	40%	17%	20%
F&B/hospitality/tourism	49	39%	33%	+6	38%	50%	4%	8%
Manufacturing	250	35%	30%	+5	21%	61%	14%	3%
Others	81	35%	30%	+5	40%	38%	17%	5%
Wholesale/retail/trading	229	33%	31%	+2	20%	56%	18%	6%
Construction/property	107	25%	41%	−16	24%	54%	13%	8%
Agriculture/plantation	14	0%	43%	−43	14%	64%	0%	21%
All respondents	**1137**	**36%**	**28%**	**+9**	**23%**	**52%**	**15%**	**10%**

* *Share of firms that faced input cost increases (excludes "not applicable").*

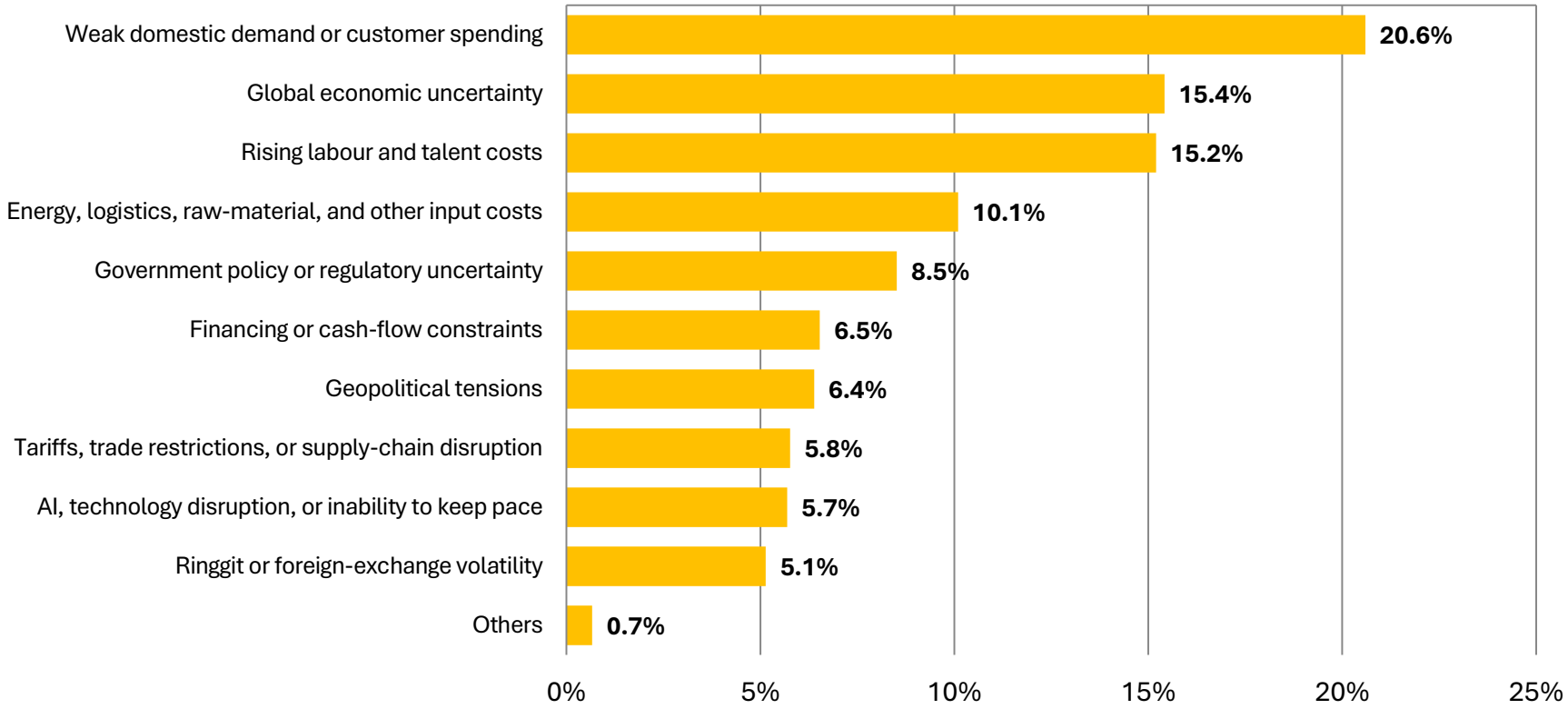
Risks and Strategic Posture

Weak Domestic Demand Tops the List of Growth Risks

Asked to name the two greatest risks to their company's growth over the next 12 months, CEOs pointed most often to weak domestic demand or customer spending. This option was selected by 561 CEOs (49% of respondents) and accounted for 20.6% of all responses (Figure 19). Global economic uncertainty (15.4% of responses; 37% of CEOs) and rising labour and talent costs (15.2%; 36% of CEOs) followed closely.

Energy, logistics and raw-material costs ranked fourth (10.1%). This suggests input-cost worries are less prominent than at the height of the Middle East energy shock earlier in the year. Government policy and regulatory uncertainty (8.5%) ranked fifth. Among the "other" risks CEOs cited, competition from low-cost Chinese products and suppliers came up repeatedly.

Figure 19. Weak Domestic Demand Tops the List of Growth Risks



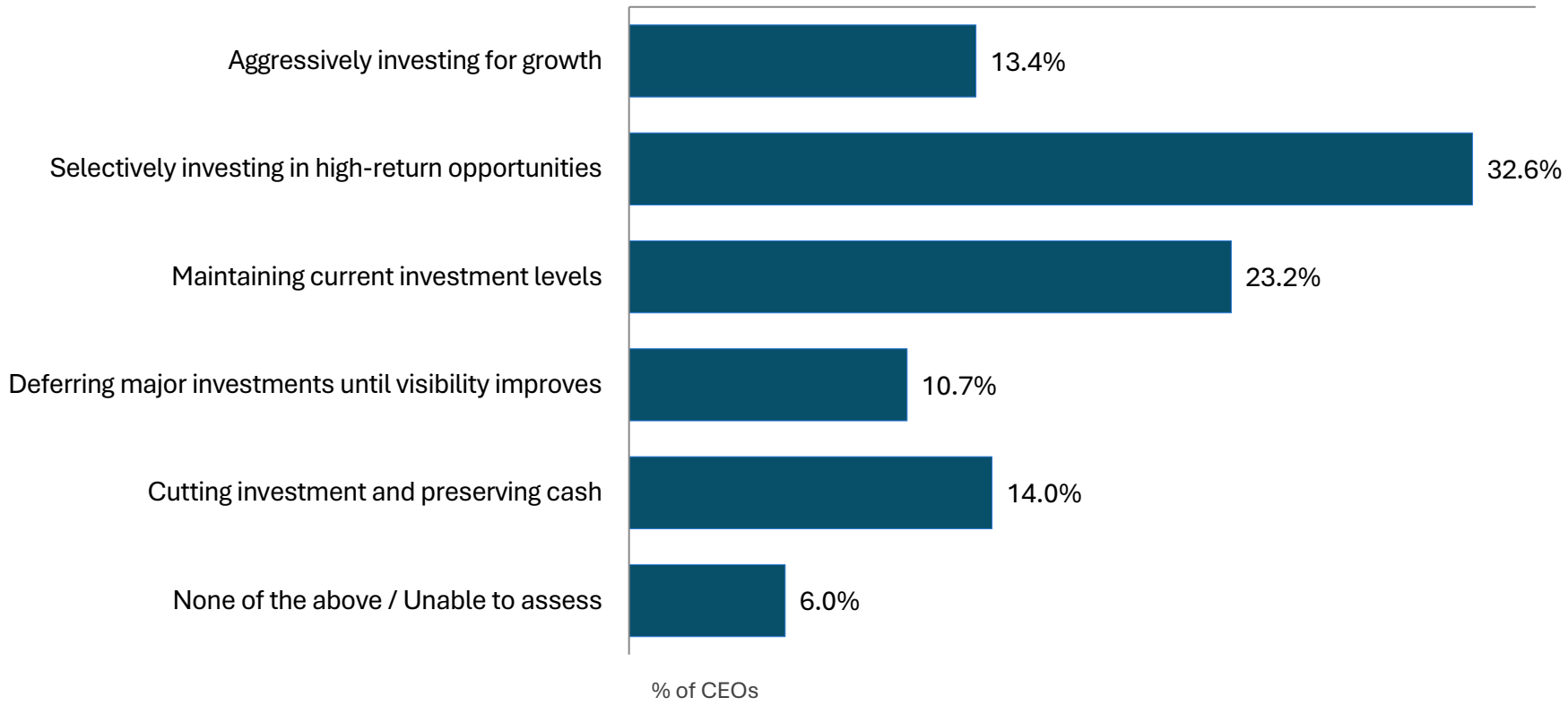
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026. Respondents selected two options; shares are of all 2,724 responses

Risks and Strategic Posture

Investment Strategy: Selective Rather Than Aggressive

Nearly half of CEOs (46%) are investing for growth, but mainly on a selective basis: 32.6% are targeting high-return opportunities, compared with 13.4% investing aggressively (Figure 20). Another 23.2% are maintaining current investment levels. About a quarter are on the defensive: 10.7% are deferring major investments until visibility improves and 14.0% are cutting investment to preserve cash.

Figure 20. Strategic Posture for the Next 6–12 Months



Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026 (n = 1,127)

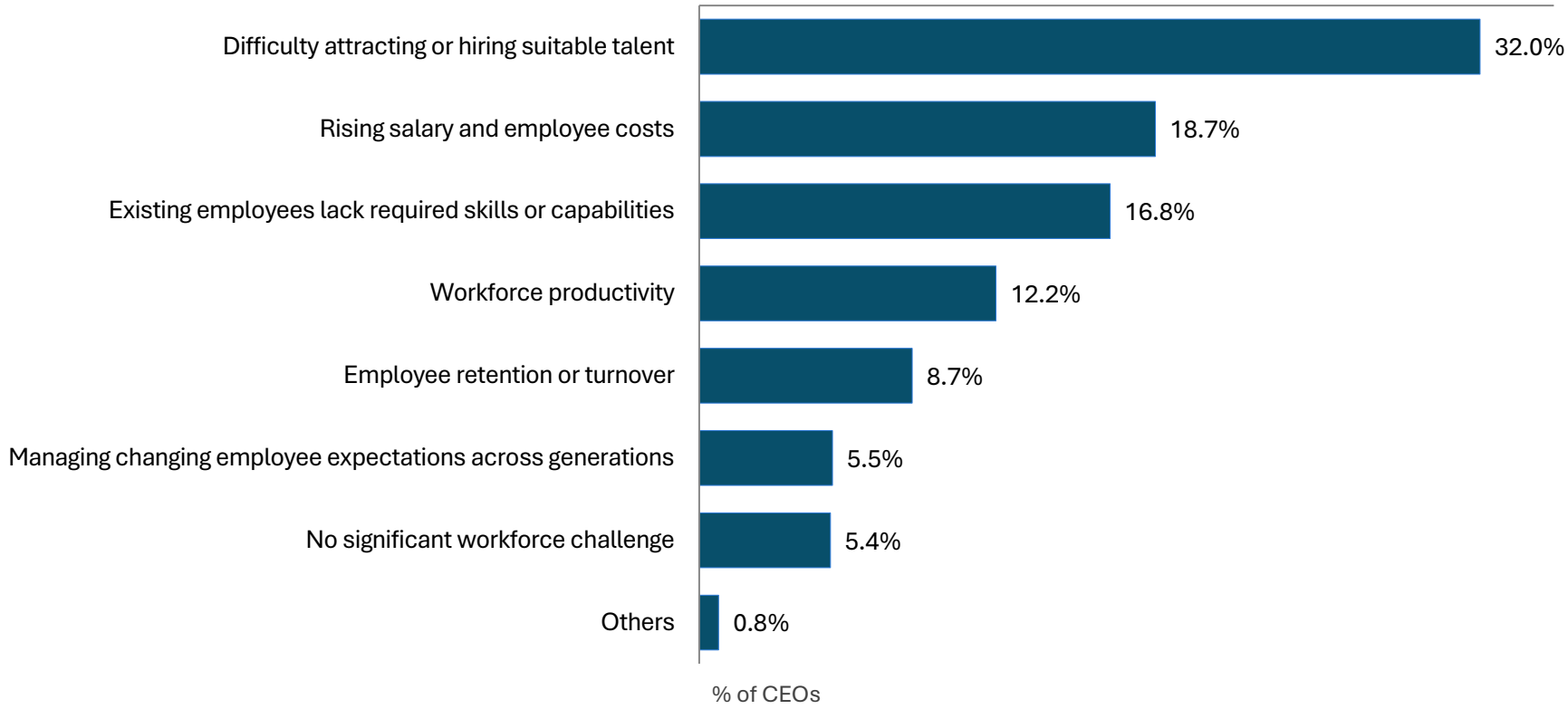
Workforce

Talent Acquisition Is the Biggest Workforce Challenge

Difficulty attracting or hiring suitable talent is by far the workforce challenge with the greatest impact on growth, cited by 32.0% of CEOs (Figure 21). It is followed by rising salary and employee costs (18.7%) and skills gaps among existing employees (16.8%). Workforce productivity (12.2%) and employee retention (8.7%) are secondary concerns, and only 5.4% of CEOs report no significant workforce challenge.

Together, talent availability and skills gaps account for almost half of responses (48.8%). Many CEOs see capability, not just cost, as the constraint on growth, which fits with the 36% who named rising labour and talent costs as a key growth risk.

Figure 21. Talent Acquisition Is the Biggest Workforce Challenge



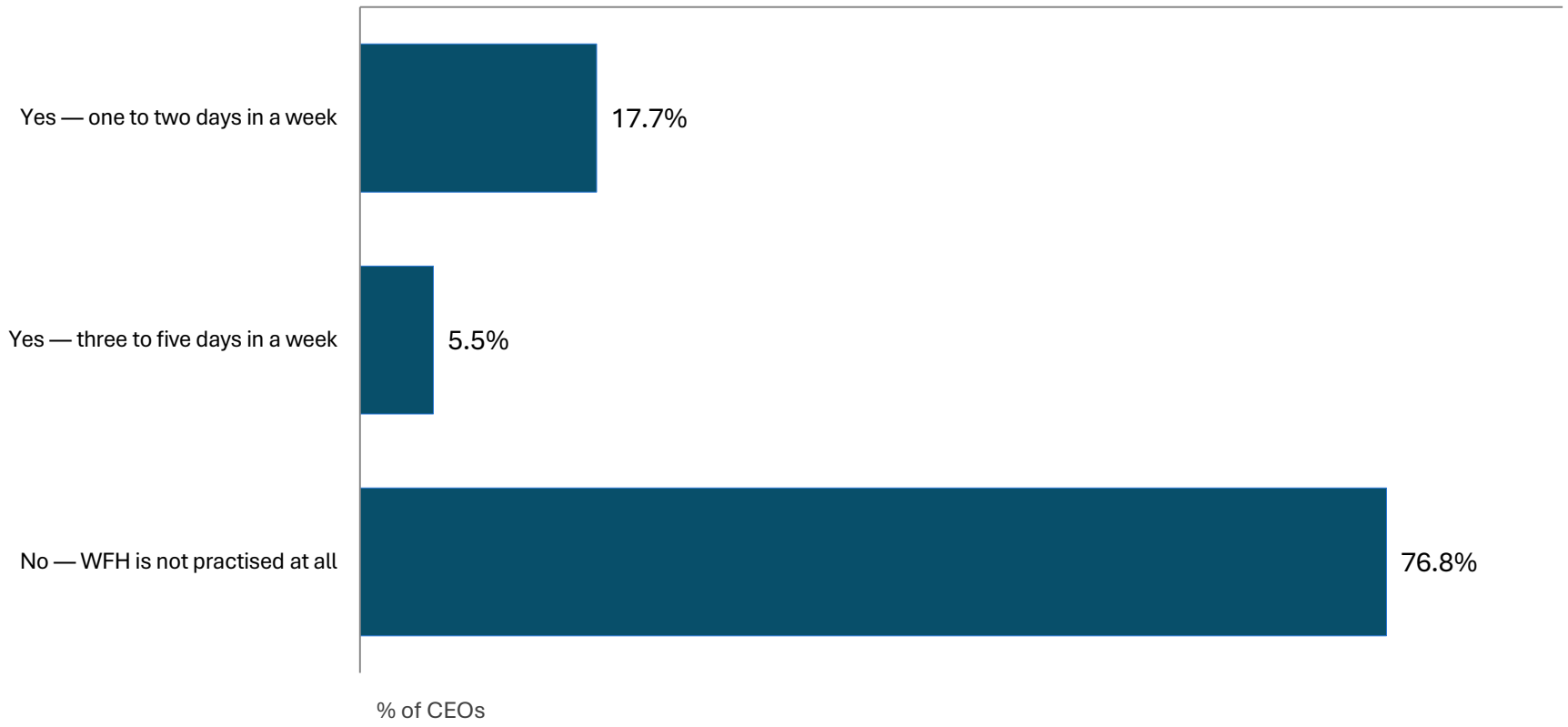
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026 (n = 1,135)

Workforce

Work-From-Home Has Largely Faded

More than three-quarters of companies (76.8%) no longer practise work-from-home (Figure 22). Among those that do, most allow one to two days a week (17.7%), while only 5.5% offer three to five days a week.

Figure 22. Work-From-Home Is Not Practised at Most Firms



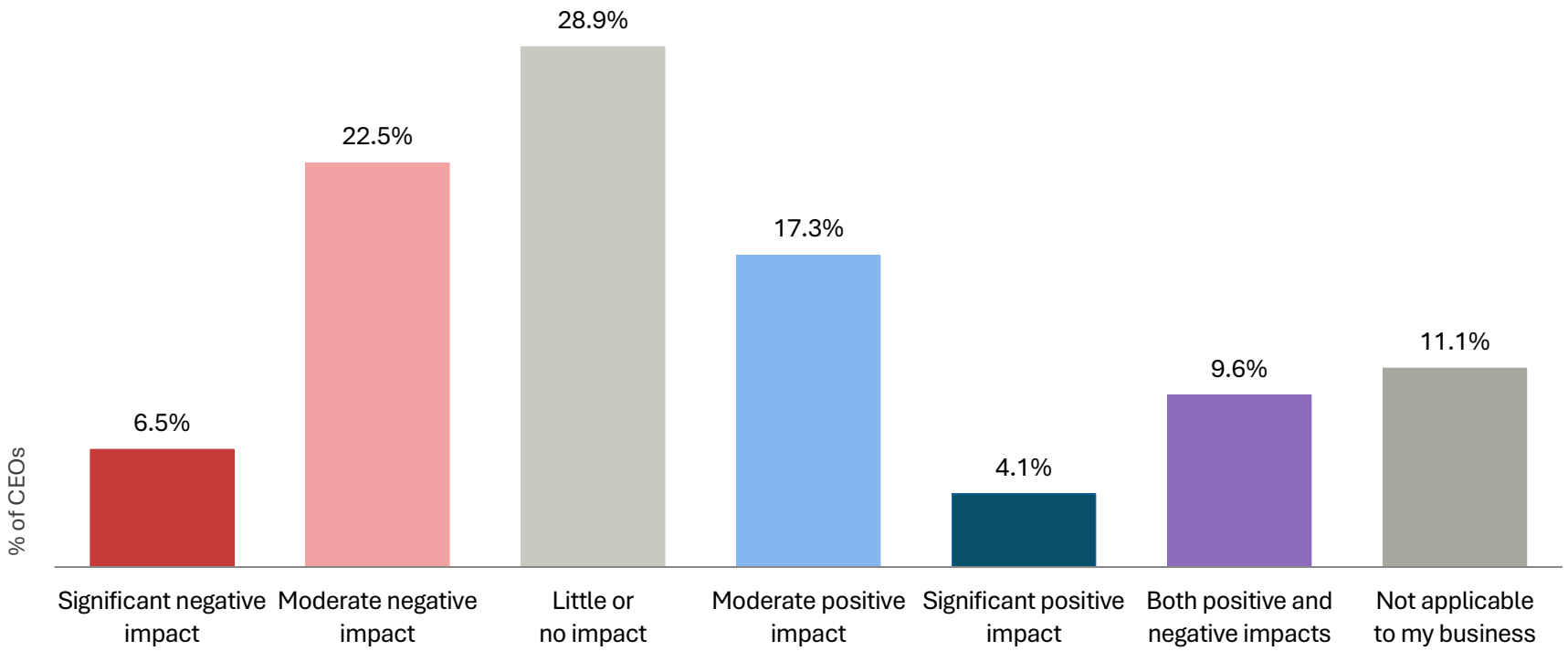
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026 (n = 1,130)`

Business Environment and Policy

Foreign Business Incursions: A Mixed Impact

CEOs were asked how the recent wave of foreign investment and business entry into sectors such as property, retail, food and beverage, e-commerce and AI has affected their business. The responses are mixed (Figure 23). 29.0% report a negative impact (6.5% significant and 22.5% moderate), while 21.4% report a positive one (17.3% moderate and 4.1% significant). A further 28.9% see little or no impact, 9.6% see both positive and negative effects, and 11.1% say the question does not apply to their business.

Figure 23. Impact of Foreign Investment and Business Incursions



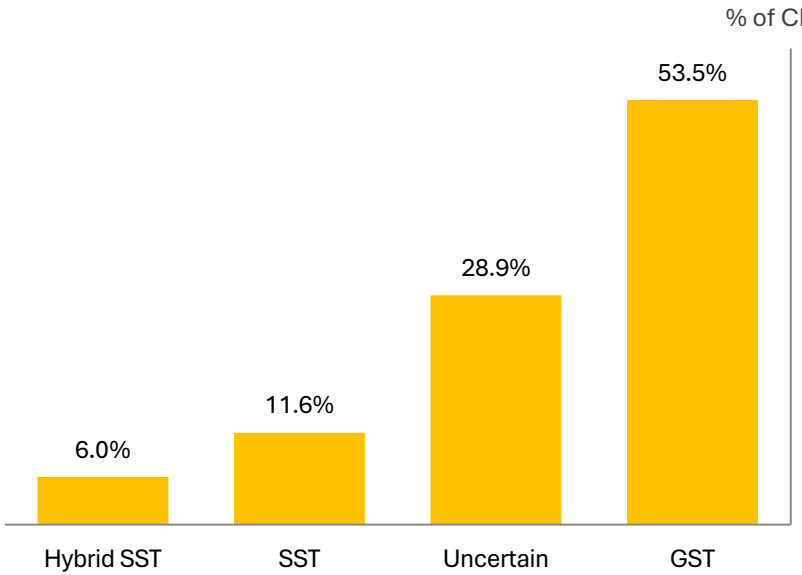
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026 (n = 1,130)

Business Environment and Policy

Majority Prefer a Return to GST

On consumption tax, a clear majority of CEOs (53.5%) prefer the Goods and Services Tax (GST), well ahead of the current Sales and Service Tax (SST) at 11.6% and the proposed hybrid SST at 6.0% (Figure 24). A sizeable 28.9% remain uncertain, which suggests a need for clearer communication on how a hybrid model with input tax credits would work.

Figure 24. Majority Prefer a Return to GST

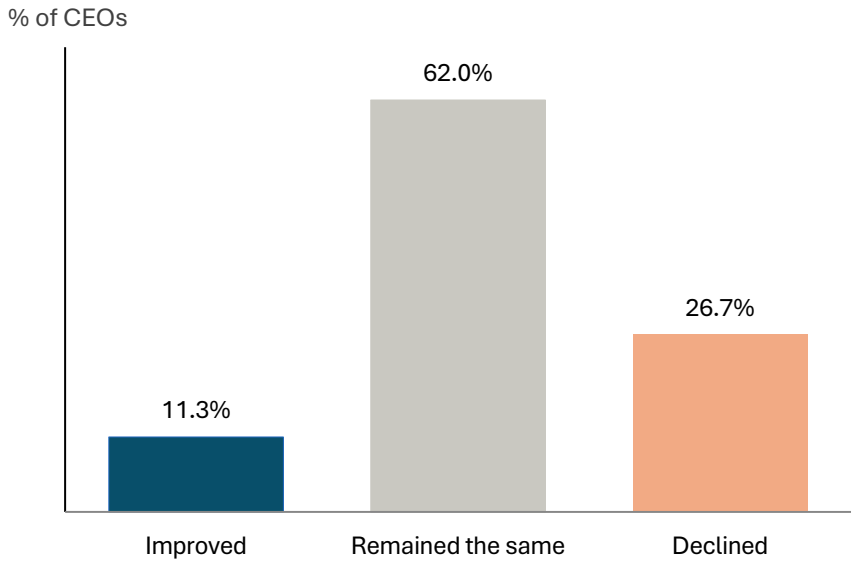


Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026 (n = 1,131)

Perception of Crime

Based on their own experience and conversations with family, friends and business associates, most CEOs (62.0%) feel the crime situation has remained the same over the past 12 months (Figure 25). 26.7% said it had declined and 11.3% said it had improved.

Figure 25. Perceived Crime Situation Over the Past 12 Months



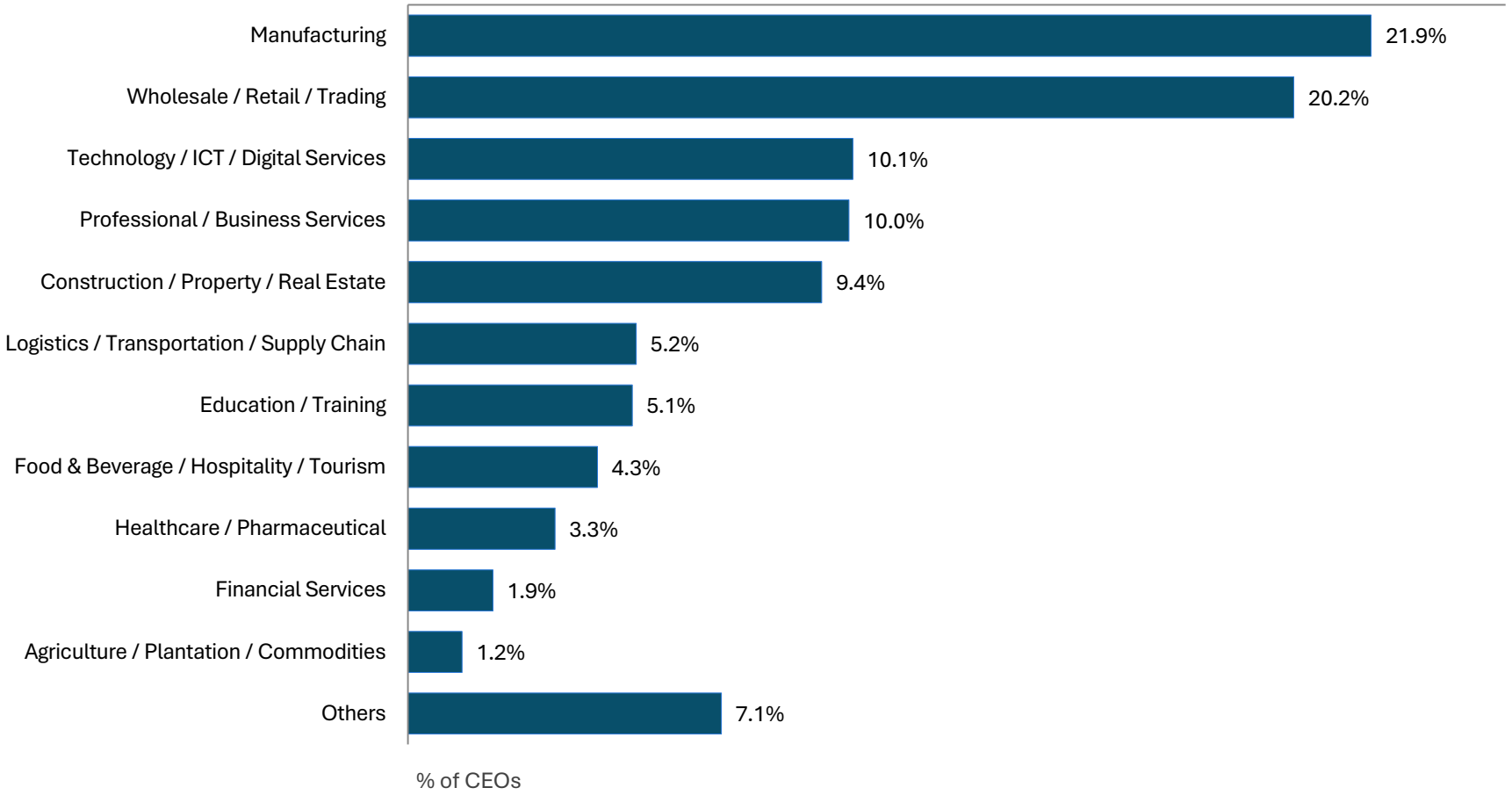
Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026 (n = 1,125)

VISTAGE

Respondent Profile

The 3Q2026 survey received 1,135 responses from Vistage CEOs across a broad range of industries. Manufacturing (21.9%) and wholesale/retail/trading (20.2%) together account for over two-fifths of respondents. They are followed by technology/ICT (10.1%), professional and business services (10.0%) and construction and property (9.4%) (Figure 26). Of the 81 respondents classified as "Others", many are in engineering, oil and gas, renewable energy and other specialised services.

Figure 26. Respondents by Sector



Source: Vistage Malaysia CEO Confidence Index Survey 3Q2026 (n = 1,135)

VISTAGE

CEO CONFIDENCE INDEX

Leveraging off the sentiments of Small and Mid-sized CEOs and Business Owners since 2003

ABOUT THE VISTAGE CEO CONFIDENCE INDEX

Vistage Malaysia is a fully owned subsidiary of Vistage International, USA—the world's most trusted resource for CEOs, business owners, and key executives of small and medium-sized businesses. Vistage helps leaders become better decision-makers and deliver better results through monthly peer advisory group meetings, one-on-one business coaching, expert speaker presentations, and a global network spanning more than 40 countries with over 45,000 members worldwide.

In Malaysia, more than 1,500 Vistage members represent a combined annual revenue of RM90 billion and employ over 140,000 people. Vistage member companies grow, on average, 2.2 times faster than they did prior to joining Vistage.

In 2Q2025, Vistage Malaysia engaged Professor Dr Yeah Kim Leng as its Advisor and Collaborator for the quarterly Vistage CEO Confidence Index (CCI). Dr Yeah is a distinguished Malaysian economist with extensive experience in academia, policy advisory, and economic research. He currently serves as a Professor of Economics and Director of the Economic Studies Programme at the Jeffrey Cheah Institute on Southeast Asia, Sunway University. Dr Yeah was the Group Chief Economist at RAM Holdings Bhd for two decades. He also served as a senior analyst at the Institute of Strategic and International Studies (ISIS) Malaysia. In addition to his academic roles, Dr Yeah holds several notable positions:

- President of the Malaysian Economic Association (MEA)
- Trustee of the Malaysia Tax Research Foundation
- Member of the National Consumer Advisory Council at the Malaysian Ministry of Domestic Trade and Consumer Affairs
- Former External Member of Bank Negara Malaysia's Monetary Policy Committee

In April 2025, he was appointed as one of four advisers in the Policy Advisory Committee to the Prime Minister of Malaysia.

Vistage Malaysia Sdn Bhd (296405-U)
Suite B-19-2, Wisma Pantai, 4/83A, Off Jalan Pantai Baru, 59200 Kuala Lumpur,
Malaysia
(603) 2284 2199 phone
www.vistage.com.my