Malaysia

Malaysia-based CEOs

No of responses: 44	89% male, 7% female

57% CEO of a single or multi-entity parent company

16% CEO of a country subsidiary within a multi-entity parent company

11% CEO of a product-oriented subsidiary within a multi-entity company

The reinvention imperative

An enduring imperative to reinvent

23% of Malaysia-based CEOs believe the global economy will improve over the next 12 months, lower than the Asia Pacific average (40%).

Malaysia-based CEOs consider Singapore, China and Indonesia as critical for their growth prospects in 2024.

Territories that are most important for their company's prospects for revenue	2024
Singapore	**45%**
China	**35%**
Indonesia	**29%**
Vietnam	**23%**
US	**19%**
Thailand	**19%**
Australia	**19%**

Note: This question only takes into account companies that operate internationally

43% believe their companies will not be economically viable in the next decade, if they continue on their current path. This is a decline compared to 2023 (51%) and lower than the Asia Pacific average (63%).

	Malaysia 2023	Malaysia 2024	Asia Pacific 2024
10 years or less	**51%**	**43%**	**63%**
More than 10 years	**46%**	**55%**	**34%**

93% of surveyed Malaysia-based CEOs have taken at least some steps to change how they create, deliver, and capture value over the past five years.

Over that timeframe, 77% took at least one action that had a large or very large impact on their company's business model.

Pressures and threats

In the next 12 months, Malaysia-based CEOs identify the same key threats as 2023, but feel less exposed. Cyber risk is in the top three this year.

Threat	Malaysia 2023	Malaysia 2024
Macroeconomic volatility	**29%**	**30%**
Inflation	**40%**	**27%**
Cyber risk	**11%**	**23%**
Geopolitical conflict	**23%**	**20%**
Climate change	**17%**	**18%**
Health risk	**14%**	**11%**
Social inequality	**6%**	**5%**

Note: Only showing 'Highly and extremely exposed'

On average, Malaysia-based CEOs identified slightly different barriers to reinvention when compared to their Asia Pacific counterparts.Top three barriers (at least to a moderate extent) for them are:

No.	Malaysia	Asia Pacific
1	Lack of workforce skills **(70%)**	Regulatory environment **(66%)**
2	Lack of technological capabilities in my company **(64%)**	Lack of workforce skills **(60%)**
3	Regulatory environment **(53%)**	Supply chain instability **(57%)**

Looming existential change

Climate change a work in progress

- Malaysia-based CEOs have undertaken some actions to mitigate climate change. Most progress has been made in decarbonisation:
  - 85% are in progress/have improved energy efficiency
  - 73% are in progress or have completed innovating new, climate-friendly products, services or technologies respectively.
- However, 16-27% don't plan to pursue other types of action related to climate adaptation, just transition and nature.
- Malaysia-based CEOs cite the barriers to decarbonisation (at least to a moderate extent):
  - Lack of demand from external stakeholders (57% vs. 51% in Asia Pacific)
  - Lack of climate-friendly technologies for my sector (55% vs. 61% in Asia Pacific)
- When evaluating climate-friendly investments, 45% have accepted rates of return that were lower than for other investments (vs. 51% in Asia Pacific).

The Generative Artificial Intelligence (GenAI) opportunity and challenge

- At least 41% of Malaysia-based CEOs anticipate impacts within three years – including impacts to the workforce (vs. at least 57% in Asia Pacific).
- 82% agree GenAI will require most of their workforce to learn new skills in the next three years (vs. 76% in Asia Pacific).
- However, 50% report that they have not yet adopted GenAI across their companies (vs. 41% in Asia Pacific).
- At least 55% believe GenAI will increase efficiency for both themselves and their employees (vs. at least 65% in Asia Pacific).
- At least 30% believe GenAI will help increase revenue and profitability (vs. 49% in Asia Pacific).
- However, 25% predict a reduction in headcount due to GenAI (vs. 26% in Asia Pacific).
- They agree that GenAI will increase cybersecurity risk (73% vs. 49% in Asia Pacific) and spread misinformation (61% vs. 44% in Asia Pacific).

Additional data on surveyed companies

Ownership

39% privately-owned company

61% public company

Employees

36% fewer than 500

14% 500–999

27% 1,000–4,999

9% 5,000–9,999

5% 10,000–24,999

9% 25,000–49,999

Revenue

34% Less than US$100 million

36% US$100 million - Less than $1 billion

16% US$1 billion - Less than $10 billion

2% US$10 billion - Less than $25 billion

5% US$25 billion or more

Industry

32% financial services

7% technology, media and telecommunications

14% consumer markets

25% industrial, manufacturing and automotive

2% health industries (including pharma)

20% energy, utilities and resources

Note: Throughout this snapshot, not all figures will add up to 100% as a result of rounding percentages and the decision in certain cases to exclude the display of 'neither/nor', 'other', 'none of the above', 'don't know' and 'prefer not to say' responses.

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For more details, please read our Asia Pacific report here