

**SPEECH BY  
YAB DATO' SERI ABDULLAH BIN HAJI AHMAD BADAWI  
AT THE KUALA LUMPUR BUSINESS CLUB DINNER AT SHANGRI-LA  
HOTEL , KUALA LUMPUR  
24 APRIL 2006**

-----

*"MALAYSIA: FULL STEAM AHEAD"*

ASSALAMUALAIKUM WARAHMATULLAHI WABAKARATUH AND GOOD EVENING

DATO' DR. MUNIR MAJID  
CHAIRMAN, KUALA LUMPUR BUSINESS CLUB

DISTINGUISHED GUESTS

LADIES AND GENTLEMEN

1. THANK YOU FOR INVITING ME TO THIS IMPORTANT GATHERING OF CORPORATE CAPTAINS AND BUSINESS LEADERS. I REMEMBER LAUNCHING THIS VERY SAME CLUB IN 2003. ON THAT OCCASION I SPOKE AS THE DEPUTY PRIME MINISTER. NOW I AM HERE AGAIN, BUT AS PRIME MINISTER; AND I WILL CONTINUE TO GIVE YOU MY FULL SUPPORT.

2. I AM AWARE THAT THE KL BUSINESS CLUB IS A SELECTIVE CIRCLE OF INFLUENTIAL MALAYSIANS WHO HAVE MUCH ON THEIR PLATES APART FROM THE DINNER TONIGHT, SO I SHALL BE BRIEF AND TO THE POINT.

LADIES AND GENTLEMEN

3. I LAUNCHED MY MOST AMBITIOUS PROJECT THIS FAR JUST OVER THREE WEEKS AGO – THE NATIONAL MISSION, AN OVER-ARCHING DEVELOPMENTAL FRAMEWORK COVERING A 15-YEAR TIME HORIZON THAT WILL TAKE US TO 2020; AS WELL AS THE NINTH MALAYSIA PLAN, THE FIRST 5-YEAR PLAN IN THE NATIONAL MISSION. ALTHOUGH PARLIAMENT IS STILL IN THE MIDST OF DEBATING THIS IMPORTANT POLICY DOCUMENT, I BELIEVE THAT IT HAS BEEN WELL RECEIVED THROUGHOUT THE COUNTRY. IT HAS SPELT OUT IN GREAT DETAIL HOW 2020 IS TO BE ACHIEVED. IF IN THE PAST WE HAVE SUCCESSFULLY DESCRIBED WHAT 2020 LOOKS LIKE, TODAY WE HAVE DRAWN UP A ROADMAP, ERECTED SIGNPOSTS AND SET MARKERS TOWARD THIS END.

4. THE NEXT 15 YEARS WILL INDEED DETERMINE WHETHER MALAYSIA BECOMES A DEVELOPED NATION IN THE TIME WE HAVE GIVEN OURSELVES. ALL OF YOU HERE WILL KNOW THAT 15 YEARS IS VERY LITTLE TIME. IT'S A TOUGH CALL TO MAKE. WE'RE AT THE HALF-WAY STAGE OF THE VISION, BUT NOT QUITE HALF-WAY

THERE. WITH EVERYTHING THAT IS HAPPENING IN THE WORLD – ESCALATING OIL PRICES, THE RISE OF CHINA AND INDIA, A CONTINUED GLOBAL MACROECONOMIC IMBALANCE – THE NEXT FIVE YEARS WILL PROBABLY DETERMINE WHETHER WE’LL MAKE IT. THAT’S WHY THE NINTH MALAYSIA PLAN IS CRITICAL. THAT’S WHY IT IS THE FIRST STAGE OF THE NATIONAL MISSION. IT IS CRUCIAL. IF WE FALTER, WE’LL NOT MAKE IT.

5. I AM AWARE THAT NOTWITHSTANDING THE ENTHUSIASM GENERATED BY THE MISSION, MANY STILL HAVE MISGIVINGS ABOUT FOLLOW THROUGH. I COULDN’T AGREE WITH YOU MORE. POOR IMPLEMENTATION HAS ALWAYS BEEN OUR UNDOING. IT HAS SO OFTEN FRUSTRATED OUR BEST INTENTIONS AND MOST INNOVATIVE SUGGESTIONS. BUT I WILL NOT ALLOW IT TO FRUSTRATE US AT THIS CRUCIAL TIME. THAT IS WHY IT IS IDENTIFIED AS ONE OF THE FIVE MAJOR THRUSTS OF THE NATIONAL MISSION – THE FIRST TIME EXECUTION IS HIGHLIGHTED AND EMPHASISED IN OUR MALAYSIA PLANS. I HAVE REORGANISED GOVERNMENT IN ORDER TO MAKE CIVIL SERVANTS MORE ACCOUNTABLE AND MINISTERS, INCLUDING MYSELF, MORE HANDS ON.

LADIES AND GENTLEMEN

6. THIS MISSION IS ABSOLUTELY CRITICAL FOR MALAYSIA. IT MUST NOT BE DISMISSED AS SLOGANEERING NOR THE NINTH PLAN VIEWED AS JUST ANOTHER FIVE YEAR PLAN. THE NATIONAL MISSION MUST DRIVE HOME THE POINT THAT THIS MAY BE OUR ONLY OPPORTUNITY TO SAFEGUARD OUR FUTURE. THE SENSE OF PURPOSE AND URGENCY THAT IT HAS CREATED IS NOT WITHOUT BASIS. I AM NOT AN ECONOMIC HISTORIAN BUT AS SOMEONE WHO HAS STUDIED THE RISE AND FALL OF CIVILISATIONS, I AM UNDER NO ILLUSION THAT THIS IS ONE OF THOSE TURNING POINTS IN OUR HISTORY.

7. IN THE LAST FEW YEARS WE HAVE SEEN INCREASED COMPETITION FROM OUR NEIGHBOURS AND FROM OTHER REGIONS. WE HAVE SEEN FOREIGN DIRECT INVESTMENTS CHASE NEW DEVELOPMENT OPPORTUNITIES ELSEWHERE. WE HAVE SEEN COUNTRIES THAT WERE ONCE POOR AND BACKWARD REFORM THEIR EDUCATION SYSTEMS. THE BOOM-BOOM DAYS OF THE 80’S AND 90’S ARE PAST. JAPAN IS ONLY NOW RECOVERING FROM ITS PROLONGED SICKNESS, UNABLE TO INVEST IN US LIKE BEFORE. THERE IS NOT AS MUCH LEFT TO PRIVATISE. THERE IS A LIMIT TO HOW MUCH PHYSICAL INFRASTRUCTURE WE NEED AND CAN AFFORD. WE HAVE ENTERED A NEW ECONOMIC PARADIGM AND IF WE FAIL TO CHANGE OUR POLICIES, WE WILL FAIL TO STAY RELEVANT.

8. THE MISSION AND PLAN EMPHASISE THAT WE MUST MOVE UP THE VALUE CHAIN IN ALL ECONOMIC ACTIVITIES, NOT JUST BECAUSE OF COMPETITION LOWER DOWN THE LADDER, BUT ALSO BECAUSE OF THE HIGHER REWARDS FROM HIGHER VALUE-ADDED. JUST SEE HOW CHINA CHURNS OUT THE TEXTILE MANUFACTURES AND ITALY CREAMS THE TEXTILE INDUSTRY REVENUES. THIS REQUIRES CREATIVITY, INNOVATION AND SKILLS, CAPABILITIES THAT WE DO NOT NECESSARILY HAVE IN ABUNDANCE. HENCE THE EMPHASIS ALSO ON DEVELOPMENT OF HUMAN CAPITAL, THE MOST IMPORTANT COMPONENT FOR

SUCCESSFUL ECONOMIC ACTIVITY. IN CAPITAL FORMATION FOR PRODUCTIVE ACTIVITY, HUMAN CAPITAL CONSTITUTES AS MUCH AS 75 PER CENT OF THE INVESTMENT.

9. MOVING UP THE VALUE CHAIN AND IMPROVING THE EDUCATION SYSTEM ARE OBJECTIVES THAT ARE NOT EASY TO EXECUTE. IF OUR GROWTH IN THE PAST WAS LARGELY DRIVEN BY F.D.I., TOMORROW'S GROWTH MUST BE PROPELLED BY OUR OWN CREATIVITY AND CAPABILITIES. THIS REQUIRES MORE THAN JUST ALLOCATING FUNDS FOR PROJECTS AND PROGRAMS. IT REQUIRES CREATING AN ENVIRONMENT IN WHICH CREATIVITY IS ENCOURAGED AND INNOVATION IS REWARDED. I AM PREPARED TO LEND MY POLITICAL CAPITAL AND ASSERT MY POLITICAL WILL TO SEE CHANGES IN OUR EDUCATION SYSTEM THAT WILL ENABLE US TO FOSTER THIS ENVIRONMENT EARLY ON FOR OUR YOUTH.

10. THE NATIONAL MISSION AND NINTH PLAN ARE NOT STATIC DOCUMENTS THAT EXIST IN ISOLATION. I WILL PERSONALLY OVERSEE STRATEGIC RETHINKING IN DIFFERENT SECTORS TO ENSURE THAT MICRO DELIVERABLES ARE CONSISTENT WITH THE MACRO FRAMEWORK. FOR EXAMPLE, MY GOVERNMENT HAS ANNOUNCED LANDMARK INDUSTRY-SPECIFIC POLICIES LIKE THE NATIONAL BIOTECHNOLOGY POLICY AND RECENTLY, THE NATIONAL AUTOMOTIVE POLICY. THESE TYPE OF PRONOUNCEMENTS WILL CONTINUE.

11. THE GOVERNMENT WILL ALSO CONTINUE TO FACILITATE PRIVATE INVESTMENT. ALTHOUGH WE HAVE SET A HIGH TARGET FOR PRIVATE SECTOR INVESTMENT DURING THE NINTH PLAN OF 11.2 PER CENT PER ANNUM, IT IS A TARGET THAT, I BELIEVE, IS ACHIEVABLE. THE BUSINESS ENVIRONMENT WILL BE IMPROVED WITH CONTINUED IMPROVEMENTS TO THE PUBLIC SECTOR DELIVERY SYSTEM. REGULATORY AND TAXATION REFORMS WILL FOLLOW TO UNLOCK THE VALUE OF CERTAIN SECTORS. TARGETED GOVERNMENT SPENDING WILL ALSO LEAD THE WAY FOR PRIVATE INVESTMENT TO FOLLOW.

12. I AM ALSO AWARE THAT THE PRIVATE SECTOR MUST NOT BE CROWDED OUT BY AN INCREASINGLY DYNAMIC SET OF GOVERNMENT-LINKED COMPANIES (G.L.C.'S). I HAVE REMINDED THEM TO WORK WITH PRIVATE COMPANIES RATHER THAN SQUEEZING YOU OUT OF THE MARKET. FOLLOWING THE RELEASE OF THE G.L.C. KEY PERFORMANCE INDICATORS (K.P.I.'S), IT HAS BECOME MORE TRANSPARENT TO THE PRIVATE SECTOR WHAT THE MEASURABLE TARGETS AND PRIORITIES ARE FOR THE G.L.C.'S. AND APART FROM THEIR MARCH TOWARDS THEIR K.P.I.'S, I ALSO WANT THE G.L.C.'S TO BE DRIVEN BY ENTREPRENEURIAL VALUES WHERE THEY ARE WILLING TO TAKE CALCULATED RISKS IN CREATING NEW BUSINESSES RATHER THAN JUST IMPROVING AND TURNING AROUND EXISTING VENTURES.

13. WE WILL ALSO BE PROMOTING A NEW FORM OF PARTNERSHIP BETWEEN THE GOVERNMENT AND THE PRIVATE SECTOR THROUGH PRIVATE FINANCE INITIATIVES (P.F.I.). UNDER SUCH ARRANGEMENTS, THE GOVERNMENT WILL SAVE FROM HAVING TO ALLOCATE FUNDS UP FRONT FOR CERTAIN DEVELOPMENT PROJECTS. PRIVATE SECTOR PROMOTERS WILL HAVE TO STRUCTURE INNOVATIVE AND BANKABLE PROPOSALS THAT CAN ALSO HELP DEVELOP THE DOMESTIC DEBT

MARKET. IN FACT I WOULD LIKE TO GO ONE RECORD TO SAY THAT IN THE RELEVANT SECTORS, I WILL GIVE PREFERENCE TO PROPOSALS THAT ARE STRUCTURED AS P.F.I..

14. I WOULD ALSO LIKE IT TO BE CLEAR THAT THE P.F.I. THAT WE ARE PROMOTING TODAY IS A DIFFERENT ANIMAL FROM THE CONCESSIONS OF THE PAST. THE P.F.I. OF TODAY WILL BE CHARACTERISED BY A FAIR AGREEMENT FOR BOTH THE GOVERNMENT AND THE PRIVATE SECTOR. I WILL NOT ALLOW THE GOVERNMENT AND ULTIMATELY THE TAX PAYERS TO SUFFER FROM LOPSIDED AGREEMENTS WHICH GIVE DISPROPORTIONATELY LUCRATIVE RETURNS TO PRIVATE SECTOR PROMOTERS. THE GOVERNMENT WILL ALSO NOT EASILY GUARANTEE OR SUBSIDISE FUTURE CONCESSIONS, WHERE IN THE PAST PROFITS WERE PRIVATISED AND LOSSES WERE NATIONALISED. I DON'T LIKE THE IDEA OF BAIL-OUTS. THERE WILL BE NOT BAIL-OUTS.

15. THE GOVERNMENT BELIEVES THAT P.F.I. WILL ENTICE THE PRIVATE SECTOR INTO PARTICIPATING IN INFRASTRUCTURE DEVELOPMENT TOGETHER WITH THE GOVERNMENT. THE P.F.I. CONCEPT WILL INTRODUCE GREATER FLEXIBILITY IN THE WAY THE PRIVATE SECTOR PARTICIPATES, INCLUDING VIA ARRANGEMENTS INVOLVING BUILD-LEASE-TRANSFER (B.L.T.), BUILD-OPERATE-TRANSFER (B.O.T.) OR BUILD-OWN-OPERATE (B.O.O.). CLEARLY, THERE IS NO LACK OF OPPORTUNITIES FOR THE PRIVATE SECTOR TO PARTICIPATE IN MALAYSIA'S ECONOMY.

16. THE QUESTION THEREFORE, IS ON WHETHER THE PRIVATE SECTOR IS READY AND ABLE TO LEAD THE CHARGE AGAIN, IN ORDER FOR IT TO TRULY ASSUME THE ROLE OF ENGINE OF GROWTH?. I BELIEVE THAT WE HAVE WEATHERED MANY CRISES TOGETHER IN THE RECENT PAST, AND PAINFUL AS THEY WERE, WE NOW NEED TO PULL OUR SOCKS UP AND MOVE FORWARD.

LADIES AND GENTLEMEN

17. BEFORE THE ASIAN FINANCIAL CRISIS, THE PRIVATE SECTOR LED THE WAY TO MALAYSIA'S PHENOMENAL GROWTH. PRIVATE INVESTMENT EXCEEDED PUBLIC INVESTMENT. THE CRISIS SEVERELY DIMINISHED THE VITALITY OF THE PRIVATE SECTOR AND OUR ECONOMY WENT INTO A DECLINE. THE GOVERNMENT HAD TO TAKE OVER THE ECONOMY, AND NURSE IT BACK TO HEALTH AND RECOVERY.

18. IN THE WAKE OF THE FINANCIAL CRISIS, WE HAVE PICKED OURSELVES UP, BRUSHED OFF THE DUST FROM OUR FALL, AND HAVE STARTED WALKING AGAIN. NOW WE NEED TO START RUNNING. THE CAPITAL CONTROLS HAVE LIFTED, DANAHARTA HAS SHUT, THE NATIONAL ECONOMIC ACTION COUNCIL HAS EVOLVED, AND OUR CAPITAL MARKETS HAVE BEEN LIBERALISED FURTHER. EVEN REGULATED SHORT SELLING HAS BEEN ALLOWED AGAIN.

19. THE PRIVATE SECTOR THEREFORE NEEDS TO RE-ASSESS ITS ROLE AND CAPACITY IN TRANSFORMING THE MALAYSIAN ECONOMY AND IN PREPARING FOR A MORE CHALLENGING ECONOMIC LANDSCAPE. IT NEEDS TO REVITALISE AND REJUVENATE ITSELF. BUSINESSES AND CORPORATIONS MUST GRASP THE OPPORTUNITIES AVAILABLE, ENHANCE THEIR INVOLVEMENT AND INVESTMENT IN THE COUNTRY, AND JUMPSTART THE GROWTH ENGINES AGAIN.

20. IN THIS REGARD, THE PRIVATE SECTOR MUST CONTINUE TO PURSUE REAL VALUE CREATION AND THINK IN THE LONG TERM. MANY COMPANIES MUST MOVE AWAY FROM RELYING ON DOMESTIC CONCESSIONS, PERMITS AND LICENCES. INDEED, MALAYSIAN COMPANIES MUST CONTINUE TO INVEST IN CREATING AND BUILDING EFFICIENT BUSINESSES WITH WORLD CLASS PRODUCTS, SERVICES AND BRANDS.

21. TO ACHIEVE THIS, MORE MALAYSIAN COMPANIES NEED TO UPGRADE THE QUALITY OF THEIR HUMAN CAPITAL. I HOPE YOU WILL UPGRADE YOUR INVESTMENT IN TRAINING, AS WELL AS SEEK OUT THE BEST BRAINS AND EXPERTISE BY PROVIDING SUFFICIENT REWARDS AND INCENTIVES. AFTER ALL, SUCH BRAINS AND EXPERTISE COME WITH A HIGH PREMIUM. BUT THEY ARE ACTUALLY CRITICAL TO OUR LONGER-TERM PLANS, SO PLEASE DON'T BE PENNY WISE, POUND FOOLISH WHEN IT COMES TO YOUR BEST PEOPLE.

22. MALAYSIAN COMPANIES ALSO NEED TO INVEST IN TECHNOLOGY, ENCOURAGE AND ENHANCE INNOVATION, AS WELL AS FACILITATE THE CREATION OF INTELLECTUAL PROPERTY. BY DOING ALL THIS, THE PRIVATE SECTOR DELIVERY SYSTEM CAN BE UPGRADED FURTHER, SO AS TO REDUCE COSTS, ADD VALUE AND ENHANCE MALAYSIA'S COMPETITIVE EDGE. I TRULY BELIEVE THAT ALL OF THIS IS MORE THAN ATTAINABLE BY THE MALAYSIAN PRIVATE SECTOR, INCLUDING BY THOSE IN THIS ROOM TONIGHT.

LADIES AND GENTLEMEN

23. I HAVE CONSTANTLY REMINDED YOU TO ENHANCE YOUR COMPETITIVENESS AND YOUR SERVICE DELIVERY. YOU WILL NO DOUBT ASK THE SAME OF ME AND MY GOVERNMENT. A PARTICULAR VARIANT OF THIS QUESTION, I KNOW, RELATES BACK TO IMPLEMENTATION AND EXECUTION, A FAIR POINT WHICH I WILL NOW ADDRESS.

24. BEFORE ANYONE ELSE, AS THE CHIEF EXECUTIVE OF THIS COUNTRY, I GIVE FULL EMPHASIS TO IMPLEMENTATION. I AM GOING BEYOND THE OPERATIONS ROOM FORMER PRIME MINISTER TUN RAZAK INSTITUTED FOR HIS RURAL DEVELOPMENT PLANS. I AM PUTTING IN PLACE A MACHINERY OF PROJECT AND PROGRAMME MANAGEMENT SYSTEM NOT UNLIKE THAT YOU WOULD PUT IN PLACE FOR YOUR BUSINESS PLANS, ALTHOUGH OF COURSE THIS WILL BE ON A MASSIVE, NATIONAL SCALE, THAT WILL INCLUDE MANY WEAK LINKS IN THE CHAIN.

25. I DO NOT UNDERESTIMATE THE GARGANTUAN TASK AHEAD, BUT I WANT TO ACHIEVE A SITUATION WHERE THERE CAN BE REAL-TIME CHECKS ON THE STATUS OF PROJECTS TO QUICKLY IDENTIFY PROBLEMS AND TO SOLVE THEM. IN THE ORDER OF PRIORITY, I WILL PAY GREATER ATTENTION TO HIGH IMPACT PROJECTS CRITICAL TO THE NATIONAL MISSION AND THE NINTH MALAYSIA PLAN.

26. I KNOW, WITH SO MANY AUTHORITIES INVOLVED, IMPLEMENTATION COULD BE A BUREAUCRATIC NIGHTMARE, BUT I WILL DRIVE THE MONITORING THROUGH THIS MACHINERY FROM THE CENTRE. WITH THE OBJECTIVES WE HAVE AND THE TIME-LINE WE ARE WORKING UNDER, WE CANNOT AFFORD DELAYS AND LEAKAGES. ONLY THE BEST ABLE WILL BE AWARDED CONTRACTS. ANY GROSS NEGLIGENCE OR DERELICTION, SUCH AS THE UNCONSCIONABLE SUB-STANDARD WORK AND DELAY WITH RESPECT TO THE NEW KUCHING PRISON PROJECT WHICH I VISITED JUST LAST WEEK, WILL BE INVESTIGATED AND LEGAL ACTION TAKEN WHERE NECESSARY.

27. I KNOW SOME WANT TO SEE AUDACIOUS AND EVEN DISRUPTIVE MOVES IN THE ENVIRONMENT OF IMPLEMENTATION, SEEING AS WE ARE IN SUCH A COMPETITIVE ENVIRONMENT, BUT WE MUST BE CAREFUL TO ENSURE THAT THE MACHINERY OF GOVERNMENT IS NOT DISABLED. I WANT TO ENABLE IT, GIVE IT OWNERSHIP, UNLEASH TALENT. HOWEVER, IF PROCEDURES ARE DEFECTIVE AND DUPLICATIVE, I WILL NOT HESITATE TO CHANGE THEM, AS I HAVE WITH THE PROPOSED MERGER OF THE SECURITIES COMMISSION AND THE COMPANIES COMMISSION OF MALAYSIA. AND, IF OFFICERS ARE UNWILLING TO PUT THEIR SHOULDER TO THE TILL, AFTER HAVING BEEN GIVEN THE CHANCE TO PERFORM, I WILL MOVE THEM.

LADIES AND GENTLEMEN,

28. THERE IS ONE OTHER IMPORTANT ECONOMIC PHILOSOPHY BEHIND THE NATIONAL MISSION AND THE NINTH PLAN THAT I NEED TO EXPLAIN BECAUSE IT IS SO OFTEN MISUNDERSTOOD. THE REASON THIS POLICY DOCUMENT HAS BEEN WIDELY ACCEPTED AND SUPPORTED IS NOT BECAUSE THE URBAN, PRIVATE SECTOR ELITE HAVE GIVEN IT THE THUMBS UP. IF MY GOVERNMENT HAD TO POLITICALLY RELY SOLELY ON A CONSTITUENCY REPRESENTED BY THIS AUDIENCE HERE TONIGHT, WE WILL BE OUT OF BUSINESS. ALTHOUGH YOU MOVE AND SHAKE THE WORLD OF BUSINESS, YOU ARE IN A MINORITY. THE MISSION WILL ONLY WORK IF I HAVE THE SUPPORT OF THE MAJORITY. THIS IS A NATIONAL MISSION FOR ALL AND NOT JUST FOR BUSINESSES.

29. THE ECONOMIC PHILOSOPHY THAT HAS ALLOWED FOR THIS TO BE ACCEPTED AS A NATIONAL MISSION IS THAT GROWTH MUST BE ACCOMPANIED BY DISTRIBUTION. IT IS FASHIONABLE IN MODERN ECONOMICS TO PROMOTE THE VIEW THAT ALL YOU NEED IS GROWTH AND THAT GROWTH ALONE WILL RESULT IN BETTER INCOMES AND IMPROVED LIVELIHOODS. YES, GROWTH IS IMPORTANT BUT IF IT IS NOT DISTRIBUTED EQUITABLY, IT WILL THREATEN THE VERY FABRIC OF OUR SOCIETY. IF INEQUITY PERSISTS IN MALAYSIA, ESPECIALLY WHEN IT IS FORMED ALONG ETHNIC LINES, IT BECOMES A TIME BOMB WAITING TO EXPLODE.

30. THAT IS WHY THE NATIONAL MISSION IS A BROAD-BASED DEVELOPMENT PLAN THAT WILL SEE RURAL WEALTH CREATION, AGRICULTURAL REGENERATION, INCENTIVES FOR SMALL AND MEDIUM ENTERPRISES AND CONTINUED ASSISTANCE FOR THE UNDERPRIVILEGED; THESE AND OTHER MEASURES UNDERPIN THE HEADLINE GROWTH STRATEGIES LED BY THE PRIVATE SECTOR. GROWTH CORRIDORS IN THE NORTH, EAST COAST, SOUTH AS WELL AS SABAH AND SARAWAK, WILL BE CREATED WITH DIFFERENT EMPHASES BUT WITH ONE OBJECTIVE – TO SPREAD AND SHARE THE WEALTH. WITHOUT A SOLID SOCIAL FOUNDATION CREATED BY A DISTRIBUTIVE POLICY, WE WILL NOT HAVE THE STABILITY TO STAY RELEVANT. POLICIES TO HELP THE BUMIPUTERA – A CORNERSTONE OF OUR SOCIAL CONTRACT – WILL CONTINUE BUT WILL BE DESIGNED TO BRING THE BEST OUT OF THE COMMUNITY RATHER THAN CONSIGNING THEM TO A CULTURE OF DEPENDENCY. THESE SOCIOECONOMIC PRIORITIES ARE UNIQUELY MALAYSIAN AND ARE FIRMLY NON-NEGOTIABLE.

31. INDEED, THERE'S A MASSIVE CHALLENGE AHEAD OF US. THE FIVE THRUSTS OF THE MISSION REQUIRE NATIONAL RESOLVE AND NATIONAL EFFORT. TOGETHER WE CAN DO IT, AS SEPARATELY WE CAN'T. I APPEAL TO EVERYONE, AND IN PARTICULAR TONIGHT TO THE BUSINESS COMMUNITY, TO JOIN ME AND MY GOVERNMENT ON THIS NATIONAL MISSION. AS WE MOVE FORWARD, I ASK YOU TO EMBODY THE TRUE SPIRIT OF MALAYSIA INCORPORATED. NO ORGANISATION OR BUSINESS EXISTS JUST FOR ITSELF. WE MUST ALL WORK FOR EACH OTHER. YOUR SUCCESS IN BUSINESS MUST NOT ONLY PROFIT YOU PERSONALLY, BUT IT MUST ALSO ENRICH THE NATION AND CREATE A BETTER BUSINESS ENVIRONMENT. JUST AS COLLECTIVE RESPONSIBILITY GUIDES THE CABINET, A SHARED SENSE OF PURPOSE MUST ALSO DRIVE MALAYSIA INCORPORATED.

32. I AM SOMETIMES ASKED, "PAK LAH, WHY DON'T YOU JUST SPEND AND BUILD?. GET THE CONSTRUCTION SECTOR GOING. DISH OUT GOVERNMENT PROJECTS." I AM TOLD THAT THIS WILL BE POPULAR AND IT WILL GREASE THE WHEELS OF OUR ECONOMY. I AM NOT AVERSE TO SPENDING. THE NINTH PLAN PROVES THAT. BUT IF MY ECONOMIC POLICY IS ONLY ABOUT TAX AND SPEND, WITHOUT ANY THOUGHT GIVEN TO STRUCTURAL CHANGES, WHAT WILL I LEAVE BEHIND FOR THE FUTURE GENERATIONS?. I DON'T WANT TO LEAVE BEHIND A DEBT BURDEN OR CONTINGENT LIABILITIES. I DON'T WANT US TO SUCCEED TODAY SO THAT FUTURE GENERATIONS CAN PICK UP THE TAB.

33. ALL POLITICIANS WANT TO BE POPULAR. THAT IS OUR BREAD AND BUTTER. BUT POPULARITY MUST NOT COME AHEAD OF DOING THE RIGHT THING. I HAVE NOT SET OUT TO DO WHAT IS POPULAR. I HAVE SET OUT TO TRY AND DO WHAT IS RIGHT FOR THIS COUNTRY. I HAVE SET OUT TO DO WHAT I BELIEVE IS RIGHT NOT JUST FOR THIS GENERATION BUT FOR THOSE TO FOLLOW. NEVER MIND THAT I MAY NOT BUILD GREAT MONUMENTS OR GLITTERING CITIES. WHAT IS IMPORTANT TO ME IS THAT WHAT WE DO TODAY, WHAT WE CHANGE TODAY WILL ENABLE US TO SUCCEED NOW AND FAR INTO THE FUTURE.

34. THE FUTURE, AS ONE FAMOUS AUTHOR PUT IT, HAS MANY NAMES. FOR THE WEAK IT IS UNATTAINABLE. FOR THE FEARFUL IT IS UNKNOWN. FOR THE BOLD IT IS OPPORTUNITY. LET US BE BOLD AND SEIZE THE OPPORTUNITY BEFORE US AND MOVE FULL STEAM AHEAD.

THANK YOU.