



STATE OF JOHOR • 18 JUNE 2026

Johor Economic Transformation Programme

Johor Prospers Together • Johor Maju

KEYNOTE ADDRESS

Dato' Sri Idris Jala

Incremental improvement is
comfortable.

But it will not change the destiny of a
state.

Only transformation will.
A simple truth learned over many years of transformation work.

Where Johor is today

RM158

billion

Size of Johor's economy in 2024

6.4%

annual growth

A healthy, respectable pace

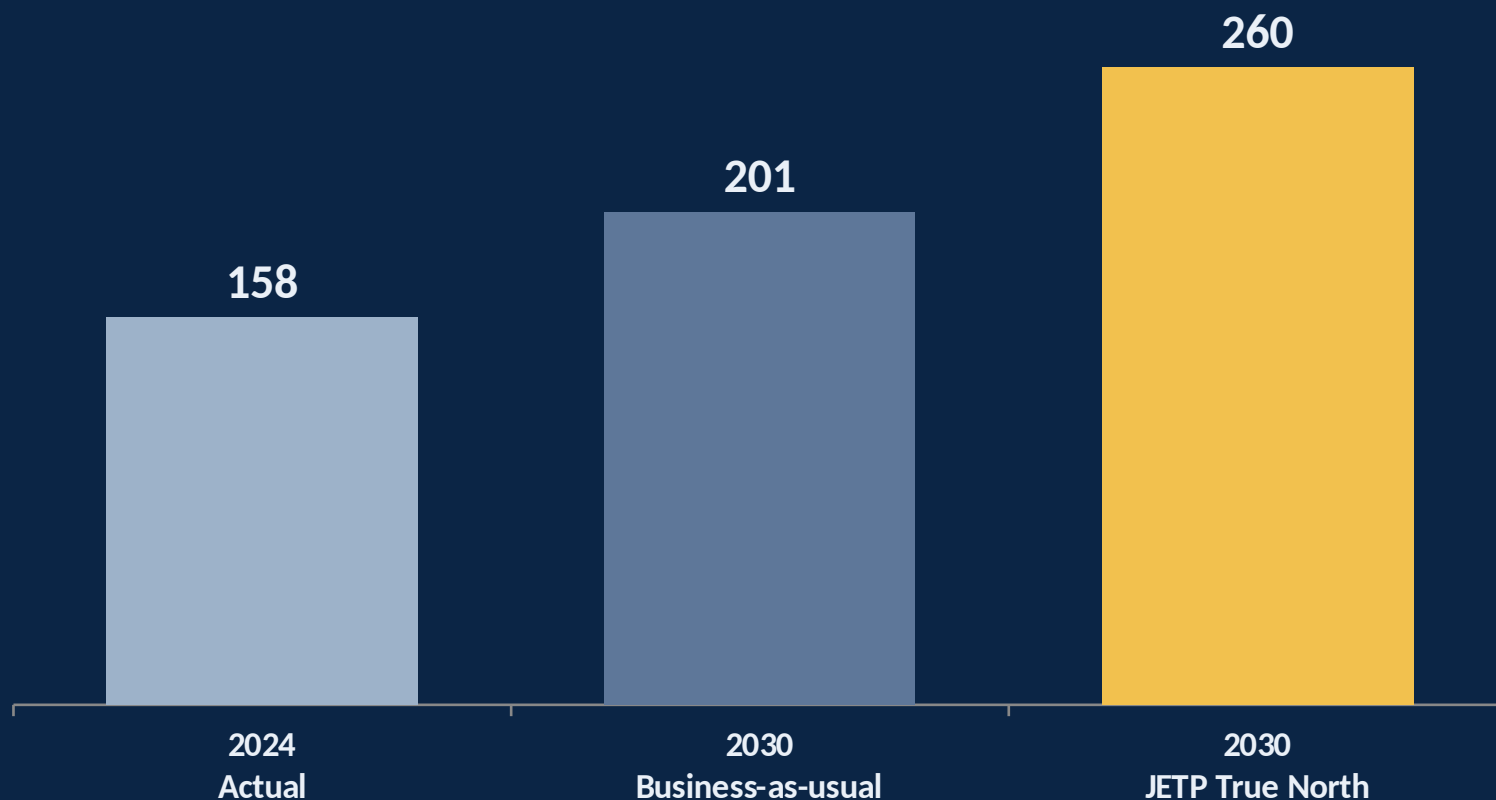
RM201

billion by 2030

Where business-as-usual ends up

Respectable — but Johor's leadership decided respectable is not enough.

Business-as-usual is not the plan



+RM59bn

the transformation premium

The gap between drifting forward and deciding to transform — the value JETP is built to capture.



THE TRUE NORTH

RM260 billion

GDP by 2030

Growth of 8.7% every year — nearly double the organic trajectory.

Stretch targets, set deliberately



8.7%

Annual GDP growth

Nearly double the organic pace



RM69,000

GDP per capita

Lifting Johor's prosperity



High-income

status by 2030

Above the World Bank threshold



200,000

new jobs for Johoreans

A first milestone, by 2030

Keep setting modest, realistic targets — and you are walking the path of mediocrity.

*Set a True North that forces everyone out of their comfort zone — **and remarkable things happen.***

HOW THIS PLAN WAS BUILT

Co-created — not handed down



200+

in the Strategic Leadership
Engagement



150+

public & private stakeholders
engaged directly



132

in labs & focus groups, refining
every strategy

*“People did not come to defend their turf. **They came to solve problems.**”*

From engagement to a delivery blueprint

10

prioritised
sectors

25

sectoral
strategies

28

district
strategies

32

strategic
interventions

13

flagship
initiatives

*A plan without implementation discipline is merely a wish — **so 13 flagships lead the way.***



TWO ANCHOR STRATEGIES

How wealth and jobs are created



01

Create the conditions to flourish

The role of government — Federal and State — is to set the stage: unlock land, streamline processes, and build the infrastructure that lets enterprise thrive.



02

Unleash the private sector

The private sector is the engine of growth. It is private capital, innovation and projects that create wealth and jobs — and carry Johor to RM260 billion.

And it is wired for delivery from day one.

**A plan without implementation discipline
is merely a wish.**

**A plan without a budget
is merely a draft.**

Thou shalt not publish it.

Leadership that interrogates — not just approves



Dato' Onn Hafiz bin Ghazi

Menteri Besar of Johor

A Menteri Besar who does not simply approve plans — he interrogates them: who owns each initiative, when it will be delivered, and how it benefits ordinary Johoreans.



Lee Ting Han

Chairman, Investment & Trade Committee

A chairman who masters the detail of investment facilitation, and pushes relentlessly to remove the bottlenecks that frustrate investors.

The launch is the beginning, not the end

The hard work of transformation lies in execution:



The weekly discipline of problem-solving

Turning strategy into a rhythm of action, week after week.



The courage to report honestly when off-track

No transformation runs in a straight line; truth keeps it moving.



The humility to correct course

Adjusting fast, without ego, until the True North is reached.

IT CAN ONLY BE DELIVERED TOGETHER

Three partners, one True North



Civil servants

You are the engine of this transformation — the discipline that turns plans into delivery.



The private sector

This plan was co-created with you. Your capital, innovation and projects will carry Johor to RM260bn.



The people of Johor

200,000 new jobs. Higher incomes. A Johor where your children build world-class careers without leaving home.



THE TRUE NORTH, IN FOUR WORDS

Johor Prospers Together

Transformation is an act of leadership and an act of faith — faith backed by discipline, data, and delivery.

Johor has the leadership. Johor now has the plan. What remains is for all of us — government, industry, and rakyat — to deliver it together.

Selamat melancarkan Pelan Transformasi Ekonomi Johor.

Sekian, terima kasih.