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***REHDA Institute
CEO Series 2026***

***Launch of the REHDA
Institute Youth Initiative
(RIYI) 2026***

***Snapshot: Property
Industry Survey (PIS)
2H 2025 and Market
Outlook 2026***

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REHDA Institute CEO Series 2026

Written by Syuhada Saharizan
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 REHDA Institute*

REHDA Institute successfully organised **the CEO Series 2026: Reinventing Growth – Innovation and Investment Opportunities in ASEAN & Malaysia**, a flagship annual property developer conference that convened more than 500 stakeholders from both the public and private sectors, including Government agencies, banking and finance, manufacturing, construction, as well as the real estate and property development industries.

Held on 15 January 2026 at Le Méridien Hotel, Petaling Jaya, the conference served as a strategic platform for high-level dialogue on regional economic trends, investment priorities and the evolving real estate landscape across ASEAN and the broader global market. The event was honoured by the presence of YB Anthony Loke Siew Fook, Minister of Transport, Malaysia, YB Senator Datuk Seri Amir Hamzah Azizan, Minister of Finance II, Malaysia and YB Tuan Chiew Choon Man, Deputy Minister of Tourism, Arts and Culture (MOTAC).

This article highlights the key discussions and insights shared across the conference sessions.

The first session featured a presentation by **Dr. Koh Wee Chian**, Senior Economist at the ASEAN+3 Macroeconomic Research Office (AMRO), Singapore, titled **“ASEAN & Malaysia’s 2026 Economic Trajectory: Navigating Global Headwinds, Geopolitical Shifts, and Digital Acceleration.”**

He noted that although 2025 was marked by global uncertainty due to trade disruptions, geopolitical tensions and financial market volatility, ASEAN Plus Three (APT) economies remained resilient. This resilience was supported by lower-than-expected tariff impacts, strong electronics exports, increased investment inflows and timely policy support. Turning to Malaysia, he highlighted that economic growth has remained steady, supported by strong exports, a recovery in tourism and low inflation.



Dr. Koh Wee Chian, Senior Economist at the ASEAN+3 Macroeconomic Research Office (AMRO), Singapore, during his presentation at the CEO Series 2026.

The second presentation featured **Ms. Denise Cheok**, Head of Southeast Asia Economics at Moody’s Analytics, Singapore, titled **“Malaysia’s Economic Trajectory 2026 – Assessing Credit Profiles, Fiscal Strength and Financial Market Stability”**.

She noted that Malaysia’s economic outlook for 2026 remains stable despite continued uncertainty in the global environment. Her presentation highlighted the importance of fiscal discipline, strong credit fundamentals and a resilient financial system, while acknowledging that external pressures such as tighter global financial conditions, geopolitical developments and volatile external demand may pose challenges. She emphasised that sustained policy discipline, effective management of external risks and continued investor confidence will be essential in preserving financial stability and supporting steady economic growth going forward.



Ms. Denise Cheok, Head of Southeast Asia Economics at Moody’s Analytics, Singapore, speaking at the CEO Series 2026.

The morning session then featured a **Morning Welcome Address** by **Dato’ Jeffrey Ng Tiong Lip**, Chairman of REHDA Institute.

In his address, he highlighted the growing importance of closer integration between transport infrastructure and property development in enhancing productivity, competitiveness and sustainability. Building on this, he proposed a shift towards more integrated and innovation-led development approaches, including the adoption of green mobility performance measures, stronger data-driven integration across transport systems and the expansion of transit-oriented development as a key economic strategy.

He further proposed the strategic unlocking of railway-linked land and the introduction of last-mile incentives to improve walkability, enhance liveability and support recurring-income real estate, reinforcing Malaysia’s position as a resilient and competitive regional hub.



Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute delivering his Morning Welcome Address.

YB Anthony Loke Siew Fook, Minister of Transport, Malaysia, in his **Morning Ministerial Keynote Address**, said that 2026 will be a defining year for Malaysia as the Government sharpens its focus on effective and balanced policy execution to support economic growth and business confidence.

He added that transport infrastructure is a critical enabler of trade, tourism, investment and property development, noting that efficient connectivity can unlock land value and support sustainable urban growth.

He also highlighted the Johor–Singapore Rapid Transit System as a transformative project to ease border congestion, improve labour mobility and strengthen the Johor–Singapore Special Economic Zone, while stressing the importance of public-private collaboration, continued digitalisation and responsive policymaking to improve the ease of doing business and maintain Malaysia's competitiveness amid global uncertainty.



YB Anthony Loke Siew Fook, Minister of Transport, Malaysia, delivering his Morning Ministerial Keynote Address at the CEO Series 2026.

In conjunction with the event, the **REHDA Institute Youth Initiative (RIYI) programme was officially launched**, marking a significant step towards nurturing the next generation of leaders within the housing and real estate industry. The initiative aims to provide a platform for young professionals to engage, collaborate and contribute fresh perspectives to industry discourse, while fostering leadership development and long-term capacity building for the sector.



A group photo with YB Anthony Loke Siew Fook during the launch of the REHDA Institute Youth Initiative (RIYI) programme.

This was followed by a presentation by **Mr. Prakash Nagarajan**, Managing Director of Bradshaw Mitchell, Singapore, titled **"Focus: Johor & Singapore: Forging an Advanced Manufacturing Hub – Driving Innovation, Talent and Cross-Border Ecosystems"**.

He explained that the Johor–Singapore Special Economic Zone (JSSEZ) is designed as a joint initiative that combines Singapore's strengths in finance, innovation and global connectivity with Johor's advantages in land availability and manufacturing capacity. On this basis, he highlighted the zone's strong potential to attract advanced and high-value manufacturing, supported by related services and back-office activities. To realise this potential, he emphasised the need for talent development, the creation of higher-quality jobs and the effective use of technology and artificial intelligence to address skills gaps. He also stressed that strong connectivity, particularly through the Johor Bahru–Singapore Rapid Transit System (RTS) Link and supporting domestic transport networks is critical to maximising the zone's overall economic impact.



Mr. Prakash Nagarajan, Managing Director of Bradshaw Mitchell, Singapore, sharing his insights at the event.

Under the presentation titled **"Real Estate and Urban Development: Transit Oriented Development and Cross Border Real Estate Demand"**, **Mr. Leonard Tay**, Head of Research at Knight Frank Singapore, highlighted that improved cross border connectivity, particularly through the JSSEZ and the upcoming RTS link, is reshaping the real estate dynamics in Johor.

Strong industrial growth, driven by large scale investments and data centre developments, reflects rising cross border demand as businesses respond to Singapore's land constraints and higher costs. At the same time, significant retail spillover from Singaporean visitors demonstrates growing consumer driven demand. Enhanced transport connectivity is expected to further catalyse transit-oriented developments around key nodes, supporting mixed use growth and reinforcing Johor's position within the broader cross border urban ecosystem.



Mr. Leonard Tay, Head of Research at Knight Frank Singapore, presenting on transit-oriented development and cross-border real estate demand.

In his **Lunch Welcome Address, Dato' Jeffrey Ng Tiong Lip**, Chairman of REHDA Institute, reaffirmed **the Institute's role as a social enterprise** committed to advancing research, professional development and constructive policy dialogue within the real estate industry.

He highlighted the importance of strong public and private sector collaboration in shaping a resilient and sustainable economic future. While acknowledging positive measures in Budget 2026 such as support for first homebuyers, he cautioned that higher stamp duties on foreign buyers may deter investment and affect broader economic spillovers. He also emphasised that housing challenges should be addressed holistically, covering financing structures, land policy, infrastructure provision and regulatory processes, with stronger coordination among financial institutions, utility providers and Government agencies.



Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute, delivering his Lunch Welcome Address to participants of the event.

The morning session concluded with a **Lunch Ministerial Keynote Address** by **YB Senator Datuk Seri Amir Hamzah Azizan**, Minister of Finance II, Malaysia.

In his address, he emphasised that 2026 marks a critical year of execution for Malaysia's reform and development agenda, anchored by the Ekonomi MADANI framework and the 13th Malaysia Plan. He highlighted the importance of real assets, including housing, industrial developments and infrastructure, as the foundation that translates policy direction and capital into tangible economic and social outcomes.

The Minister underscored the role of integrated ecosystems that combine innovation, talent, liveability and investment confidence in driving long-term resilience, drawing parallels with successful international development models. He also outlined the Government's commitment to providing stability, clarity and policy consistency to support private sector investment, while highlighting opportunities linked to Visit Malaysia Year 2026, experience-led tourism development and the strengthening of human capital through closer industry-education collaboration.



YB Senator Datuk Seri Amir Hamzah Azizan, Minister of Finance II, Malaysia, delivering his Ministerial Keynote Address during the event.

The afternoon session was divided into two parallel streams, allowing participants to choose the stream that best suited their interests. The themes of the streams were:

- **Stream A** - Future of Rental Living: Institutional Capital & New-Economy Real Estate: Recurring and Alternative Income Assets
- **Stream B** - Future-Proofing Real Estate: Unlocking Tourism Growth and Recurring Income Opportunities in a Changing Market Landscape

Stream A - Future of Rental Living: Institutional Capital & New-Economy Real Estate: Recurring and Alternative Income Assets

The first session featured a presentation on **“Global Capital & Rental Housing: Unlocking Investment Potential in Build-to-Rent (BTR), Co-Living and Hybrid Living across Singapore and Australia”** by **Mr. Jing Jun (JJ) Heng**, Director of Asian Services & Capital Markets, Victoria, CBRE Australia.

Focusing on Australia, he explained that the country’s strong economic and property market fundamentals are driven mainly by steady population growth from international migration, which has resulted in a clear housing shortage, particularly along the eastern seaboard. As a result, vacancy rates remain very low and rental growth is accelerating, attracting increased institutional investment into build-to-rent and other living-sector assets. While acknowledging challenges such as high construction costs and labour shortages, he noted that these are being partly addressed through Government infrastructure investment and planning reforms aimed at increasing housing supply.



Mr. Jing Jun (JJ) Heng, Director of Asian Services & Capital Markets, Victoria, CBRE Australia, speaking on global capital and rental housing trends.

The session continued with a presentation on **“European Living Models Shaping the Future of Rental Demand: BTR, Multifamily and Flexible Living”** by **Mr. Richard Valentine-Selsey**, Head of European Living Research & Consultancy, Savills UK.

He highlighted the structural changes reshaping the UK and European rental markets, driven by tighter regulations, rising costs and affordability pressures, which have prompted many private landlords to exit the sector and contributed to ongoing supply shortages. As a result, institutional investors are increasingly turning to build-to-rent, multifamily housing, single-family rental and purpose-built student accommodation, with rising interest not only in London but also in regional cities such as Manchester and Birmingham. He also noted the emergence of flexible living models targeting young professionals and mobile households.



Mr. Richard Valentine-Selsey, Head of European Living Research & Consultancy, Savills UK, presenting on European living models shaping rental demand.

After the afternoon break, the session continued with a presentation titled **“Developer Pivot: Building Future-Ready Portfolios with Recurring and Alternative Income Assets”** by **Dato’ Seri Azmir Merican**, Group Managing Director & CEO of Sime Darby Property Berhad.

He shared how the Group is reshaping its traditional property development model by shifting towards recurring and alternative income assets to create more stable, resilient and sustainable long-term earnings. Highlighting challenges such as finite land banks, cyclical market volatility and rising replacement costs, he emphasised the need to rebalance capital structures and move beyond purely development-driven returns. The presentation also outlined Sime Darby Property’s strategy of expanding asset management and investment platforms, forming strategic partnerships and developing income-generating assets such as industrial, logistics and build-to-rent portfolios.



Dato’ Seri Azmir Merican, Group Managing Director & CEO of Sime Darby Property Berhad, during his presentation at the CEO Series 2026.

The session continued with a presentation titled **“The Developer’s Edge: Unlocking and Sustaining Recurring Income in UK Commercial Real Estate – A Forward-Looking Strategy for Malaysian Investors”** by **Mr. Niall Emmet Farmer**, Head of Gamuda Land, United Kingdom.

He shared Gamuda Land’s experience in developing and managing income-generating assets in the UK, explaining that recent market repricing and higher interest rates have created opportunities to buy good-quality assets at more attractive prices. He highlighted the importance of choosing strong locations, investing in ESG-compliant buildings and actively managing assets to maintain stable long-term income, particularly across offices, build-to-rent, student accommodation and industrial and logistics sectors. He also noted that having a clear long-term strategy and close alignment between investors and management is important for Malaysian investors looking for steady returns in the UK commercial real estate.



Mr. Niall Emmet Farmer, Head of Gamuda Land, United Kingdom, sharing perspectives on UK commercial real estate investment.

Stream B - Future-Proofing Real Estate: Unlocking Tourism Growth and Recurring Income Opportunities in a Changing Market Landscape

In the presentation titled **“Wellness and Sustainable Tourism Real Estate Development: Ideas for Malaysia”**, by **Mr. Bryan Chan**, Vice President of Development for Southeast Asia and Korea at IHG Hotels and Resorts, emphasised that wellness and sustainability have become key pillars of tourism real estate, shaping destination competitiveness, strengthening investor confidence and enhancing long term asset value.

He noted that post pandemic travel preferences have shifted towards authentic experiences, purpose driven journeys, family connection and holistic wellbeing rather than material consumption. The increasing appeal of second cities and nature-based destinations reflects growing demand for cultural immersion and more meaningful travel, particularly among Millennials and Gen Z travellers. He added that successful developments now integrate medical, wellness, hospitality and residential components into holistic and regenerative ecosystems. Looking ahead, tourism assets must combine health, design and nature with sustainable and recurring income models, including innovative concepts such as treehouses, senior living hospitality and zero energy properties.



Mr. Bryan Chan, Vice President of Development for Southeast Asia and Korea at IHG Hotels and Resorts, speaking on wellness and sustainable tourism real estate.

Under the session titled **“Healthcare and Wellness Tourism: New Real Estate Opportunities in Medical Cities and Integrated Health Districts”**, **Dato’ Sri Dr Vincent Tiew**, Executive Director of Branding, Sales and Marketing at KL Wellness City, highlighted that healthcare integration is no longer optional in real estate development but a strategic necessity driven by demographic ageing, rising healthcare costs and growing medical tourism demand.

Unlike conventional developments that merely adopt wellness branding, he emphasised that true integration requires purpose built medical infrastructure anchored by major hospitals, supported by complementary residential, commercial and lifestyle components within a master planned ecosystem. He noted that Malaysia is well positioned as a regional medical tourism hub due to its quality of care, cost competitiveness and cultural affinity, attracting over 1.6 million healthcare travellers annually with strong growth momentum. Integrated medical cities, he explained, offer property developers stronger differentiation, longer term resilience and recurring income streams, while also supporting national economic growth and reducing public healthcare burden.



Dato’ Sri Dr Vincent Tiew, Executive Director of Branding, Sales & Marketing at KL Wellness City, presenting on healthcare and wellness tourism real estate opportunities.

Mr. Sunphol Sorakul, Partner and Director at Foster + Partners Thailand, continued the session with his presentation titled **“New Luxury Real Estate Ideas from Thailand: Crafting Regenerative Wellness and Eco Destinations Developments for Long Recurring Income”**.

He highlighted that biophilic and nature first design directly enhances physical and emotional wellbeing, citing examples from cities such as London and Singapore where accessible green spaces improve overall quality of life. He emphasised that real estate should be positioned as an experience platform, with architecture designed around user journeys, storytelling and engagement rather than purely physical form. Beyond aesthetics, he stressed that the “software of the building” is equally important, noting that services design, privacy, natural daylight, acoustics and long-term maintainability significantly contribute to premium value and sustainable recurring income, as buyers are increasingly willing to invest in thoughtfully designed and well managed environments.



Mr. Sunphol Sorakul, Partner and Director at Foster + Partners Thailand, sharing new luxury real estate ideas from Thailand.

The session continued with the keynote address **by YB Tuan Chiew Choon Man**, Deputy Minister of Tourism, Arts and Culture, Malaysia.

In his **“Visit Malaysia Year 2026”** address, he highlighted that Malaysia welcomed nearly 38 million international visitors in 2024, generating over RM106 billion in tourism receipts and surpassing pre pandemic levels, while domestic tourism contributed over RM100 billion from almost 300 million local trips. He positioned Visit Malaysia Year 2026 as a strategic catalyst for national growth, with targets of 47 million international arrivals and RM329 billion in receipts.

He noted that traveller preferences are shifting towards co living, extended stays and bleisure (business and leisure) travel, requiring hotels to evolve from room centric assets into lifestyle, community and productivity hubs. He further stressed that competitiveness must be driven by data led marketing, authentic storytelling, smart technologies and sustainable practices, supported by strong collaboration between Government, industry and local communities, with every Malaysian serving as an ambassador for the Country.



YB Tuan Chiew Choon Man, Deputy Minister of Tourism, Arts and Culture, Malaysia and Dato' Jeffrey Ng Tiong Lip, Chairman of REHDA Institute, during the CEO Series 2026.

Mr. Arnaud Girodon, CEO of Datai Hotels and Resorts Sdn Bhd under his session titled **“Beyond Profit Margins: Datai Langkawi’s Strategic Investment in Sustainable Luxury for Enduring Brand Equity and Generational Appeal”**, emphasised that sustainability should be viewed as a long-term strategic investment rather than a cost, strengthening brand equity and safeguarding asset value across generations.

He highlighted how Datai Langkawi integrates closely with local ecosystems through partnerships with surrounding communities, biodiversity initiatives and responsible sourcing practices, creating shared value and enhancing destination resilience. He also underscored the importance of operational excellence with low environmental impact, where energy efficiency, waste reduction and regenerative design not only reduce risks but also reinforce premium positioning and guest loyalty. He also noted that purpose driven hospitality resonates strongly with discerning global travellers and younger generations who prioritise brands aligned with their values, ensuring enduring competitiveness in the luxury market.



Mr. Arnaud Girodon, CEO of Datai Hotels and Resorts Sdn Bhd, speaking on sustainable luxury and brand equity.

In the last presentation titled **“Data Driven Strategic Asset Design: Future Proofing Malaysian Hospitality Through Experience Led Lifestyle Destinations VMY 2026”**, Ms. Pel Loh, Senior Vice President of Operations at The MUI Group, emphasised that hospitality assets must be shaped by data insights, market trends and evolving traveller behaviour rather than short term demand spikes associated with Visit Malaysia Year (VMY) 2026.

She highlighted that VMY should be leveraged as a strategic window to reposition and enhance assets for sustained long term growth, particularly amid strong regional recovery driven by Asian markets and expanding domestic tourism. She noted that experience has become the primary driver of hotel selection, overtaking brand and location, especially among younger travellers who value flexibility, social interaction and lifestyle integration. As such, developers need to move beyond traditional room centric models towards integrated, experience led destinations featuring optimised room configurations, adaptable communal spaces and diversified income streams including wellness, food and beverage and hybrid stay offerings.

She further underscored that smart technologies, sustainability initiatives and flexible design planning are critical to improving operational efficiency, strengthening resilience and future proofing hospitality assets beyond 2026.



Ms. Pel Loh, Senior Vice President – Operations, The MUI Group (Malayan United Industries Berhad), presenting on data-driven hospitality asset design.

The CEO Series 2026 successfully brought together policymakers, industry leaders and experts to share their insights on Malaysia’s economic outlook, investment opportunities and the future of real estate in ASEAN.

The event highlighted the importance of infrastructure, innovation, recurring income strategies and sustainable development in driving long term growth. The launch of the REHDA Institute Youth Initiative (RIYI) programme further reflected a commitment to nurturing the next generation of industry leaders.



A group photo featuring YB Anthony Loke Siew Fook, Minister of Transport, Malaysia, together with REHDA Institute Trustees, REHDA Malaysia EXCO members, strategic partners, distinguished speakers and participants at the CEO Series 2026.



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Launch of the REHDA Institute Youth Initiative (RIYI) 2026

Written by *Esther Yeoh*
Manager, Corporate Events and Marketing
REHDA Institute

The REHDA Institute Youth Initiative (RIYI) 2026 is a strategic, national-level programme designed to develop a future-ready, highly skilled workforce by bridging the gap between academia and industry. Officially launched during the CEO Series 2026 by YB Anthony Loke Siew Fook, Minister of Transport, RIYI brings together key policymakers, corporate leaders and academic institutions to nurture Malaysia's next generation of industry professionals.

The programme is supported by distinguished corporate mentors, including Tan Sri Tony Fernandes (Capital A Berhad), Dato' Jeffrey Ng Tiong Lip (AYER Holdings Berhad), Tan Sri Datuk Eddy Chen (MKH Berhad), Ngian Siew Siong (Chin Hin Group Property Berhad), Aw Sei Cheh (Avaland Berhad), Chan Leng Wai (Talent Corporation Malaysia), Chan Jin Wy (Bon Estates) and Vinny Chong (Lagenda Properties Berhad), among others. Their involvement ensures direct industry relevance, leadership exposure, and practical insights for participating students.

Beyond mentorship, RIYI offers tangible career progression opportunities through internship placements and potential employment pathways with participating corporate partners. This creates a direct talent pipeline, allowing organisations to identify and nurture future talent while strengthening long-term workforce sustainability.

Targeting final-year university students and fresh graduates, RIYI equips participants with industry-relevant skills through a structured, year-long engagement framework. The programme integrates real-world exposure, mentorship and practical learning aligned with Malaysia's evolving economic and industry needs. Through collaboration with leading universities and corporate partners, RIYI provides a strong platform to enhance graduate employability while addressing the critical skills mismatch within the workforce.

Selected students will undergo a structured Corporate Mentorship Programme, comprising three mentorship sessions where participants engage directly with C-suite leaders and industry captains. This programme offers personalised guidance, leadership exposure, and valuable industry insights, enabling students to better understand career pathways and workplace expectations.

Importantly, RIYI contributes significantly to national human capital development by building job-ready capabilities, enhancing youth employability and reducing the gap between academic learning and industry requirements. It supports the Ministry of Human Resources' agenda on upskilling and workforce readiness, while strengthening Malaysia's talent pipeline through structured industry engagement, leadership development, and sustainable employment pathways.



Launch of the REHDA Institute Youth Initiative (RIYI), officiated by Transport Minister YB Anthony Loke Siew Fook (eighth from the right), with awards presented to the Top 3 winners of the Malaysian Leaders of Tomorrow Challenge (MLTC) 2026, held to select mentees for RIYI 2026.

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- ✓ Mentorship from leaders who hire graduates
- ✓ Industry exposure before your interview
- ✓ Direct pathways to internships & employment
- ✓ Clarity on your career direction



Dates of the Mentorship Programme:

First Session:

- Saturday, 25 April 2026

Second Session:

- Saturday, 27 Jun 2026

Final Session:

- Saturday, 26 Sept 2026

****Compulsory to attend all session**
****Allowance will be given according to terms and conditions**

RIYI Mentors Includes :



Dato' Jeffrey Ng
Independent
Non-Executive Director,
AYER Holdings



Tan Sri Dr Anthony Francis Fernandes
CEO,
Capital A Bhd



Chan Leng Wai
Independent Director,
Talent Corporation
Malaysia Bhd



Datuk Haji Muztaza
Director,
Fairview Development



Mr Alvin Ong
Managing Director,
EdgeProp Malaysia



Ms Coco Ooi
General Manager,
Fajar Baru Builder
Group Berhad



Mr Wang Chong Hwa
CEO,
Northern Region,
Paramount Property



Ms Vinny Chong
Senior Manager,
Legenda Properties Berhad

and more mentors

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Land Acquisition & Development Masterclass 2026

Written by Noor Iman
Executive, Research & Education
REHDA Institute

The Land Acquisition and Development Masterclass 2026, organised by REHDA Institute, took place on 6 and 7 January 2026 at Wisma REHDA, Petaling Jaya. The event attracted more than 70 participants including top management from property developers, property consultants and real estate agents.

The event brought together an esteemed line-up of speakers from various sectors including Government representatives, developers and industry professionals to share their expertise and insights on Malaysia’s land development framework.

The programme was structured to guide attendees through the land matters from land selection and acquisition to valuation, approvals, taxation and legal risk management.

This article highlights the key speeches and insights shared during the 2-day event.

DAY 1



Mr Ishmael Ho, Chief Executive Officer, Ho Chin Soon Research sharing his presentation with the audience.

Mr Ishmael Ho, Chief Executive Officer of Ho Chin Soon Research, started the masterclass with a presentation titled *“How to Select the Right Land? Identifying Malaysia’s Next Growth Corridors and High Potential Development Hotspots.”*

His session focused on identifying growth corridors and emerging development hotspots, particularly in Negeri Sembilan and Malaysia Vision Valley 2.0. He explained how infrastructure planning, Government policy and major landbank movements influence future land value. He also presented historical aerial images and township case studies to illustrate development trends and growth patterns in the area.



Tuan Jaiya bin Abu, Director, Land Management & Legal Division, Department of the Director General of Lands and Mines during his presentation at the event.

Representing Department of the Director General of Lands and Mines, **Tuan Jaiya bin Abu**, Director of the Land Management & Legal Division presented a speech titled *“Land Ownership, Categories & Restrictions Under Malaysia’s Land Administration and National Land Code”*.

In his speech, he provided insights into application procedures and compliance requirements, giving participants a clearer understanding of the regulatory framework for land ownership and development. He also highlighted challenges faced by developers in navigating approvals across multiple Authorities and emphasised that understanding these procedures is key to facilitating an efficient development process.



Mr Tan Hwa Chuan, Director, B.I.G Group presenting his speech to the participants.

The next presentation was delivered by **Mr Tan Hwa Chuan**, Director of B.I.G Group, titled *“Land Joint Ventures vs Direct Development vs Investment: Choosing the Right Strategy for Sustainable Returns.”*

In his session, he compared township land and pocket land studies to highlight key considerations in property development strategies, such as infrastructure availability and the scale of the project. He also shared practical examples from his own completed projects to show how land selection and project planning can influence returns and long-term sustainability. His presentation provided useful insights for developers when evaluating different ways to develop land.



Sr Looi Kam Seng, Director of Survey, Cadastral Legislation Section, Department of Survey and Mapping Malaysia (JUPEM) sharing his insights during his presentation at the event.

The next presentation was delivered by **Sr Looi Kam Seng**, Director of Survey from the Department of Survey and Mapping Malaysia (JUPEM) titled *“From Survey to Title: Boundary Accuracy, Subdivision Workflows and Preparing Land for Successful Development.”*

His presentation explained the role of accurate land surveys in establishing legal ownership. He emphasised that a certified survey plan, approved by the Director of Survey and Mapping, is required before a land title can be issued. He outlined the key steps in the land survey and title registration process. This includes the application for a lot number, execution of field surveys by Licensed Land Surveyors and the submission of survey data to JUPEM for verification. Upon approval, certified plans and title plans are generated for registration at the Land Office. He further stressed the importance of complying with survey accuracy standards and documentation requirements to ensure a smooth development process.



En Rosli Dahlan and Ms Farah Shuhadah Razali, Partners of Rosli Dahlan Saravana Partnership with Dr Iskandar Ismail, Principal, Iskandar Associates during their forum session.

The first day concluded with a forum titled *“Land Acquisition: Rights, Strategies and Remedies.”* The forum was led by **En Rosli Dahlan** and **Ms Farah Shuhadah Razali**, Partners of Rosli Dahlan Saravana Partnership. The session also featured **Dr Iskandar Ismail**, a professional valuer and Principal of Iskandar Associates, who provided insights from a valuation perspective.

Ms Farah Shuhadah Razali emphasised that landowners should engage legal counsel at the earliest stage of land acquisition rather than waiting until the hearing. She explained that early legal advice allows landowners to assess whether to challenge the acquisition itself through judicial review or to proceed with a land reference to dispute compensation.

Dr Iskandar Ismail advised that landowners and developers must first determine their objectives such as whether to retain the land or maximise compensation. He stressed that strong valuation reports supported by reliable comparables are critical as courts rely heavily on these in determining compensation. He also noted that engaging the right advisors early can significantly impact the outcome of a case.

En Rosli Dahlan highlighted that while there are mechanisms to expedite land acquisition such as early possession, all actions must be carried out in accordance with the law. He emphasised that any attempt to bypass legal procedures may result in the acquisition being challenged or invalidated.

Overall, the forum underscored the importance of early planning and informed decision-making in land acquisition matters. It highlighted the need for landowners and developers to engage the right legal and valuation experts at the outset, adopt clear strategies and ensure full compliance with legal procedures to safeguard their interests and achieve the best possible outcomes.

DAY 2



Sr Prem Kumar, Group Managing Director, Firdaus & Associates Group speaking during his session at the masterclass.

Sr Prem Kumar, Group Managing Director of Firdaus & Associates Group, began Day 2 with a presentation titled *“Valuing Development Land and Calculating Premiums: Getting the Numbers Right.”*

In his session, he offered expert perspectives on the fundamentals of land valuation, explaining highest and best use, a foundational concept in real estate appraisal that determines the most efficient and profitable use of a site compared with its existing use. He also highlighted the key factors that influence development land value, such as its location and market conditions, which together help determine the site’s potential value and facilitate profitable development planning.



TPr Shariman bin Abdul Wahab, Senior Deputy Director, One Stop Centre (OSC) Secretariat Division, Kuala Lumpur City Hall (DBKL) presenting his insights to the audience.

TPr Shariman bin Abdul Wahab, Senior Deputy Director of the One Stop Centre (OSC) Secretariat Division at Kuala Lumpur City Hall (DBKL), delivered a presentation titled *“From Land Planning to Subdivision: Navigating OSC Workflows for Efficient Development Approvals.”*

He outlined the OSC processes and approval workflows at the Local Authority level and shared a regulator’s perspective on how development submissions are assessed within DBKL. The presentation also highlighted practical approaches to improve submission quality and subdivision processes to achieve more streamlined development approvals.



Dato’ S. Saravana Kumar, Partner, Rosli Dahlan Saravana Partnership sharing his insights with the participants.

Dato’ S. Saravana Kumar, Partner at Rosli Dahlan Saravana Partnership, delivered a presentation titled *“Land Taxation and Legal Compliance: Navigating RPGT, Stamp Duty and Conversion Tax Risks – Key Court Rulings and Developer Pitfalls.”*

The presentation examined taxation exposure in land transactions and development activities, with a focus on how gains are classified and taxed under the law, particularly whether they fall under Real Property Gains Tax (RPGT) or income tax using the “badges of trade” test. It discussed key factors such as intention of ownership, frequency of transactions and steps taken to enhance property value.

The speaker highlighted court decisions including *KPHDN v Ng Huan Tong (2023)*, where the court held that the taxpayer’s land disposals were for investment purposes and therefore subject to RPGT, not income tax. The session concluded that developers must carefully assess their intention and documentation to ensure correct tax classification and avoid disputes with the Authorities.



Ms Ira Biswas, Partner, Chooi & Company (On the right) during her presentation at the event.

The event concluded with a presentation **by Ms Ira Biswas**, Partner at Chooi & Company, titled *“A Review of the Semantan Decision and Its Impact.”* She outlined the background and key issues of the Semantan case, which began in 1956 when the Malaysian Government acquired land in Kuala Lumpur. The presentation focused on whether unlawfully acquired land can be recovered or if the landowner is limited to compensation.

She then analysed the court’s reasoning and the legal principles underpinning the decision. The discussion highlighted broader implications for land acquisition and development in Malaysia. It concluded that even where acquisition is unlawful, the land cannot be recovered from the Government, and the landowner’s sole remedy is compensation assessed at the time of acquisition rather than current market value.

In conclusion, the masterclass provided a comprehensive overview of the key issues involved in land acquisition and development in Malaysia. Through the 2-day programme, participants gained valuable insights from industry experts, Government representatives and professionals across different sectors. The presentations covered a wide range of topics including land selection, regulations and valuation principles.

With these insights, participants would be better equipped to make strategic decisions, navigate regulatory processes with confidence and structure projects that achieve long-term financial and operational success. Beyond technical knowledge, the programme encouraged participants to think strategically and to apply best practices in real-world scenarios. The masterclass served as an impactful platform for professional growth and preparation for future challenges in Malaysia’s property development sector.

2026 Updates: Tax Law Decisions Impacting Property Developers

Written by Irdina Khairuddin
Executive, Research & Education
REHDA Institute

The seminar titled “2026 Updates: Tax Law Decisions Impacting Property Developers” was held on 10 March 2026 at Wisma REHDA, Petaling Jaya. Organised by the REHDA Institute, the programme brought together more than 70 participants, including leading legal practitioners, tax professionals and industry experts to discuss the latest developments in Malaysian tax law and their implications for property developers and landowners.

The seminar consisted of multiple sessions conducted by experienced speakers from law firms, tax advisory firms and cybersecurity experts. Through case studies, legal interpretations and real-life industry examples, participants gained a deeper understanding of complex tax issues and practical measures that can help businesses maintain compliance and minimise potential legal risks.

Session 1: Recent Tax and Stamp Duty Cases

The first session focused on recent tax and stamp duty cases involving land transactions and commercial documents. The speakers began by explaining the concept of “instruments” under the Stamp Duty Act. An instrument refers to any document that creates or records legal rights or obligations. Examples include agreements, contracts, loan documents and property transfer documents. These documents must be properly stamped to ensure their legal enforceability.



Dato' S. Saravana Kumar, Partner at Rosli Dahlan Saravana (RDS) Partnership, delivering the first session on recent tax and stamp duty cases.

The session also highlighted the importance of timely stamping. Documents executed in Malaysia must be stamped within the prescribed time period, while documents executed outside Malaysia must be stamped within 30 days of being received in the country. Failure to comply with these requirements may result in penalties and additional stamp duty assessments. The speakers emphasised that delays in stamping can complicate transactions and potentially create legal disputes.

Another key discussion point was the shift from the traditional stamping system to electronic systems. Previously, taxpayers submitted documents to stamp offices for assessment before receiving a notice and making payment within a specified period. However, the system has gradually shifted towards self-assessment and digital submission, placing greater responsibility on taxpayers and businesses to ensure accurate compliance.

The session also discussed industry contributions and tax deductions. In some cases, contributions made by industries may not automatically qualify as tax-deductible expenses under the Income Tax Act. However, the Minister of Finance may approve special deductions when such contributions serve national or economic policy objectives.

Examples discussed included contributions made by telecommunications companies to the Universal Service Provision (USP) Fund, which supports the development of telecommunications infrastructure in rural areas. Initially, such contributions were not automatically deductible, but approval was later granted for them to be treated as allowable deductions. A similar situation was observed in the tobacco industry, where contributions supporting local tobacco farmers were eventually recognised as deductible expenses after policy considerations.

Session 2: Inland Revenue Board (IRB) Compliance Agenda 2026

The second session explored the IRB tax compliance agenda for 2026 and the implications for property developers. One of the major issues discussed was the delay in tax refunds. In recent years, tax refund delays became a public concern, with reports indicating that large amounts of refunds dating back several years were pending payment. Businesses were encouraged to review their tax records to identify any outstanding refunds and follow up with the Tax Authority through appropriate administrative channels.

A major focus of the session was the introduction of e-invoicing, which play a significant role in strengthening tax compliance. E-invoicing allows the Tax Authority to collect transaction-level data and monitor business activities more effectively. Through digital records, Authorities can detect inconsistencies in reported revenue and identify potential non-compliance.



Mr. Soh Lian Seng (Left), Head of Tax and Mr. James How (Right), Tax Director, both from KPMG Malaysia, presenting on IRB's 2026 Compliance Agenda.

The session also highlighted the growing scrutiny of high-net-worth individuals, where Tax Authorities may conduct lifestyle audits by analysing asset ownership, spending patterns and declared income. These investigations aim to detect discrepancies between reported income and actual lifestyle spending.

In addition, the IRB is establishing a special audit unit dedicated to e-invoicing compliance. This unit will review company systems to ensure that invoices accurately reflect actual transactions and that revenue reporting is complete. The speakers also explained the different levels of tax enforcement, which include audits, investigations involving detailed reviews of suspected irregularities, field investigations and criminal investigations.

Session 3: Tax Characterisation – Capital Asset vs Trading Stock

The third session addressed the classification of property gains, which is a critical issue for property developers and landowners. In Malaysia, gains from land disposal may fall under Real Property Gains Tax (RPGT) or income tax, depending on the purpose for which the property was acquired. If the property is held as an investment, the gain is typically subject to RPGT. However, if the property is acquired for trading or development purposes, the gain may be treated as business income and taxed under the Income Tax Act.

The speakers emphasised that intention at the time of acquisition is the most important factor in determining classification. Tax Authorities often consider factors such as the frequency of transactions, holding period and whether the property has been altered or improved.



Ms. Amira, Partner at RDS Partnership, presenting on tax characterisation during the seminar.

Several case studies were presented to illustrate these principles. In one case involving the disposal of a warehouse held for approximately one year, the court ruled that the property was an investment rather than trading stock, despite the short holding period. The decision was based on the company's original intention and supporting documentation.

In another case, an individual running a chicken farm sold several plots of land over four years. Although the frequency of sales raised suspicion, the court found that the land was not being bought and sold as a business. The land had been used for the farm and was sold for practical reasons, not to make a profit from trading property.

Session 4: Corporate & Family Structuring of Landholdings

This session focused on the legal and tax implications of different land ownership structures. In Malaysia, land ownership is based on a registration system, where legal rights are recognised once they are registered with the relevant Authorities. Land may be held by individuals, companies or trusts, depending on the intended purpose and ownership structure.

Property developers often use single-purpose vehicles (SPVs) to hold land for specific development projects. An SPV is basically a separate company or entity created for one specific project. This approach can help to manage tax liabilities and isolate risks associated with individual projects.



(From left) Mr. David Lee, Partner at RDS, Mr. Neoh Beng Guan, Executive Director at KPMG Malaysia and Mr. Vinayak Sri Ram, Partner at RDS, conducting the panel session by discussing on the land ownership structure.

The session also examined the use of trust structures in family land ownership. Trusts can help to manage family wealth and inheritance arrangements, particularly when land is owned by multiple beneficiaries. However, improper management of trusts or nominee arrangements may lead to disputes or misuse of assets.

Common disputes arise when inherited land lacks proper documentation or when nominees exercise control beyond their intended role. To avoid such problems, the speakers recommended maintaining clear documentation, independent valuations and proper corporate governance practices.

Session 5: Cybersecurity

The seminar also included a session on the growing importance of cybersecurity in the context of tax compliance, financial systems and regulatory oversight. The presentation by Mr. Mason Chong from Cybersecurity division at Infra 365 highlighted how the digital transformation of business operations has increased exposure to cyber risks, particularly for organisations that rely heavily on digital platforms for accounting, invoicing and financial reporting.



Mr. Mason Chong from Cybersecurity division at Infra 365, presenting the growing importance of cybersecurity in Malaysia.

The speaker began by explaining how the cybersecurity landscape in Malaysia has changed significantly in recent years. Cyber threats such as ransomware attacks and phishing incidents are becoming more frequent and sophisticated. At the same time, regulators and Government Authorities are imposing stronger compliance expectations on businesses, especially those handling sensitive financial or customer data. As a result, cybersecurity is now closely linked to legal compliance, financial governance and audit readiness.

The session also linked cybersecurity with recent changes in the tax and financial reporting environment. With the implementation of mandatory e-invoicing, stronger tax compliance enforcement and increased digital reporting requirements, businesses must ensure that their digital systems are secure and capable of supporting regulatory audits. Financial reporting processes are now largely digital, meaning that the integrity and protection of digital records are critical for maintaining compliance with tax regulations.

The presentation emphasised that financial systems are now fully digital and therefore more vulnerable to cyber threats. Many organisations rely on interconnected systems such as accounting software, e-invoicing platforms, cloud storage systems, email communication and endpoint devices such as computers and mobile devices. While these technologies improve operational efficiency, they also create multiple entry points that cybercriminals may exploit.

To address these risks, the speaker highlighted the importance of implementing strong cybersecurity protection and mitigation strategies. Organisations should adopt a structured cybersecurity framework that protects critical systems such as accounting platforms, e-invoicing systems, cloud infrastructure and email communication networks. Regular system monitoring, access control policies and employee awareness training can help reduce the risk of cyber incidents.

Session 6: Lessons from Landowners' Experience

The final session presented lessons learned from real-world land development disputes.

One key lesson was the importance of engaging legal advisors early in the development process. Many disputes arise because agreements are poorly drafted or because landowners transfer control of their property to developers without adequate safeguards.

Landowners were advised to avoid granting excessive control through powers of attorney or transferring title before payment is secured. Instead, safeguards such as escrow arrangements, staged control mechanisms and performance guarantees should be considered.

A case study involving a joint development agreement illustrated how financial difficulties faced by developers can create risks for landowners. In that case, the developer entered judicial management, which placed the landowner at risk of becoming an unsecured creditor. Strategic legal intervention eventually helped the landowner secure compensation and rights within the project.

The session also discussed issues relating to compulsory land acquisition by the Government. Landowners must be aware that compensation is based on market value at the date of the first acquisition notice. Legal challenges must be filed within strict timelines, making early action essential.



Ms. Farah Shuhadah, Partner at RDS, presenting key lessons from practical experience.

Conclusion

The seminar provided a comprehensive overview of recent tax developments, compliance strategies and legal risks affecting property developers in Malaysia. Through expert presentations and practical case studies, participants gained valuable insights into tax law interpretation, regulatory trends and best practices in property transactions.

Key themes emerging from the event included **the increasing importance of tax compliance, documentation, digital reporting systems and strategic risk management**. The growing use of data analytics and e-invoicing by Tax Authorities highlights the need for businesses to strengthen their internal controls and ensure accurate reporting.

Overall, the seminar served as a valuable platform for industry professionals to enhance their understanding of evolving tax laws and their practical implications for property development and land management.

Strata Management Seminar 2026: Module 2

Written by Noor Iman
Executive, Research & Education
REHDA Institute

The Strata Management Seminar 2026: Module 2 was held on 11 and 12 March 2026 at Wisma REHDA, Petaling Jaya, bringing together more than 50 professionals and stakeholders from Malaysia's property industry. Organised by REHDA Institute, the two-day seminar provided a platform for industry practitioners to exchange knowledge and explore current developments in strata management, governance and property development trends.

The seminar featured expert presentations, panel discussions and technical sessions covering key issues affecting strata developments today. Participants gained valuable insights into property management practices, evolving legal frameworks and the future direction of strata living in Malaysia.

DAY 1



Mr Chris Tan, Managing Partner, Chur Associates sharing his presentation with the audience.

The first presentation of the day was delivered by **Mr Chris Tan**, Managing Partner of Chur Associates, who shared insights on the evolving role of strata developments within Malaysia's property landscape. The two main points discussed were:

1. Promoting the Advantages of Strata Property as an Investment

Mr Chris Tan highlighted that strata developments are increasingly becoming the dominant form of housing in Malaysia. As land becomes more limited in urban areas, strata developments provide a practical solution to accommodate growing populations while maintaining access to essential facilities and services. He explained that strata ownership represents a form of collective investment, where property owners share common property and facilities within the development.

Among the key advantages of strata property discussed were:

- Lower entry point compared to landed properties.
- Shared facilities and responsibilities among residents.
- Proper upkeep and maintenance of common property.

While these benefits make strata properties attractive for buyers and investors, Mr Chris Tan also noted that proprietors must recognise the responsibilities that come with shared ownership and community living.

2. Property Management as a Strategic Tool in Promoting Malaysian Property

Mr Chris Tan also emphasised the critical role of property management as a strategic tool in promoting the value and attractiveness of Malaysian strata developments. A well managed property not only ensures the proper maintenance of facilities but also enhances the reputation and lasting value of the development.

Developments that are properly managed are more likely to retain their property value and remain attractive to potential buyers and investors. As developments become more sophisticated, the responsibilities of developers and property managers become more complex.

Some of the key challenges include:

1. Complex Management Structures

Developments that combine residential, commercial and industrial components require different management approaches, which can complicate decision making and operations.

2. Multiple Layers of Management Bodies

In developments with both Management Corporations (MCs) and Sub-Management Corporations (Sub-MCs), responsibilities are often divided among different entities, which can make coordination and oversight more challenging.

3. Regulatory and Legal Complexity

As strata structures evolve, existing laws and regulations may not fully address new development models, creating uncertainties in governance and enforcement.

Overall, the session highlighted that effective property management and thoughtful development planning are essential in ensuring the long-term sustainability and investment value of strata properties in Malaysia.



From the left : Ar. David Teoh, Director, PAB Architecture, Datuk Ar. Ezumi Harzani Ismail, Chairman, Akitek MAA Sdn Bhd, Assoc. Prof. LAr. Dr. Nor Atiah binti Ismail, President, Institute of Landscape Architects Malaysia (ILAM) and Mr Chris Tan, Managing Partner, Chur Associates during the panel discussion.

Panel Discussion: Best Practices in Designing Liveable Strata Communities: Integrating Architecture, Landscape and Sustainable Urban Living.

The afternoon session featured a panel discussion titled “Best Practices in Designing Liveable Strata Communities: Integrating Architecture, Landscape and Sustainable Urban Living.” The session was moderated by **Assoc. Prof. LAr. Dr. Nor Atiah binti Ismail**, President of the Institute of Landscape Architects Malaysia (ILAM). The panel brought together **Datuk Ar. Ezumi Harzani Ismail**, Chairman of Akitek MAA Sdn Bhd, **Ar. David Teoh**, Director of PAB Architecture and **Mr Chris Tan**, Managing Partner of Chur Associates.

The discussion examined how planning, design and governance influence the development of sustainable and liveable strata communities. Datuk Ar. Ezumi Harzani Ismail reflected on the evolution of strata development in Malaysia, noting that earlier projects often prioritised community interaction and shared living spaces. However, many modern developments have increasingly focused on maximising density and profitability, which may reduce opportunities for communal engagement and sense of neighbourhood within strata communities.

Ar. David Teoh highlighted the growing complexity of modern strata developments, particularly mixed-use projects. He emphasised the importance of early collaboration between developers, architects and property managers during the planning stage to anticipate future management challenges. Mr Chris Tan added that while strata laws provide an important governance structure, they can sometimes be rigid and may limit a development’s ability to adapt to changing social and technological trends.

The panel concluded that, with strata developments emerging as the future of housing in Malaysia, careful planning, integrated design and effective governance are critical in creating successful and sustainable strata developments in Malaysia that meet the evolving needs of the community and to adapt future challenges in the property landscape.

DAY 2



Mr Chris Tan, Managing Partner, Chur Associates delivering his insights to the audience.

The second day of the seminar focused on the legal and governance aspects of strata management. The morning session, titled “Prescribed By-Laws and Additional By-Laws,” was presented by **Mr Chris Tan**, Managing Partner of Chur Associates. The presentation explained the role of prescribed by-laws, house rules and additional by-laws in regulating strata developments and ensuring orderly management within shared living environments.

Participants were guided through the proper processes for establishing additional by-laws adopted by strata management entities. The session also highlighted the need for management practices to evolve in response to changing property development trends and community expectations.



Mr Palaniappan A/L S. Murugani, Commissioner of Buildings (COB), Kuala Lumpur City Hall (DBKL) sharing his knowledge with the audience.

The next session was presented by **Mr Palaniappan A/L S. Murugani**, Commissioner of Buildings (COB) of Kuala Lumpur City Hall (DBKL), presented the “Role of the Local Authority in Strata Governance.” The session covered the roles, powers and limitations of the COB, functions and jurisdiction of the Strata Management Tribunal and regulatory compliance and enforcement mechanisms, while encouraging participants to coordinate with Authorities and management bodies for transparent governance in strata communities in Malaysia.



Datuk Sr. Charlie Chia, REHDA Committee Chairperson for the Strata Management Act and Strata Titles Act speaking during his session at the seminar.

The seminar concluded with a special session by **Datuk Sr. Charlie Chia**, REHDA Committee Chairperson for the Strata Management Act and Strata Titles Act. The session reviewed the *“Proposed Unit Share and Maintenance Charge Mechanism Under The Strata Management Act 2013.”*

Datuk Charlie began his session by sharing insights into the ongoing efforts to review and amend several key legislations governing strata developments in Malaysia over the years, including the Strata Management Act 2013, the Housing Developers (Control and Licensing) Act 1966, and the Strata Titles Act 1985. According to Datuk Charlie, these amendments are necessary to address the growing complexity of modern developments, particularly as many projects now involve integrated components.

A key issue highlighted during the session was the determination of share units, which plays a central role in calculating maintenance contributions within a strata scheme. Under the current framework, share units are determined based on parcel size and weightage factors, which differentiate between various types of components.

Datuk Charlie emphasised that the current framework must evolve to keep pace with the increasing complexity of modern strata developments. Improvements to the share units and maintenance charge mechanisms are necessary to ensure a more transparent and fair system, while supporting the long-term sustainability and effective management of strata communities in Malaysia.



Group photo of participants with Mr Chris Tan, Managing Partner, Chur Associates taken during the Strata Management Seminar 2026: Module 2.

In conclusion, the seminar provided valuable insights into the evolving landscape of strata management in Malaysia. Through expert presentations, panel discussions and technical sessions, participants gained a deeper understanding of investment considerations, governance frameworks and best practices in managing strata developments. The seminar also highlighted the importance of collaboration among developers, property managers and regulators in creating sustainable developments. As strata living continues to expand across Malaysia, initiatives such as this seminar play an important role in equipping industry stakeholders with the knowledge and strategies needed to address future challenges in the property sector.



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Snapshot: Property Industry Survey (PIS) 2H 2025 and Market Outlook 2026

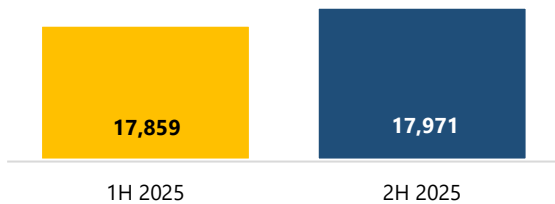
Written by Irdina Khairuddin
Executive, Research & Education
REHDA Institute

The REHDA Property Industry Survey (PIS) for 2H 2025 and the Market Outlook 2026 were conducted by REHDA Institute from December 2025 to February 2026 among REHDA members in Peninsular Malaysia, with participation from 166 members.

Residential Launches and Sales Performance

37% of respondents launched their projects in the second half of 2025 (1H 2025: 31%), totaling 17,971 units, marginal increase from 17,859 units in the previous half year.

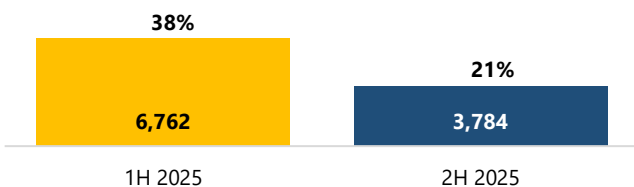
Chart 1: Overall Units Launched



Source: RI Research

In the second half of 2025, sales performance recorded a total of 3,784 units sold, with a take-up rate of 21%, (1H 2025: 38%).

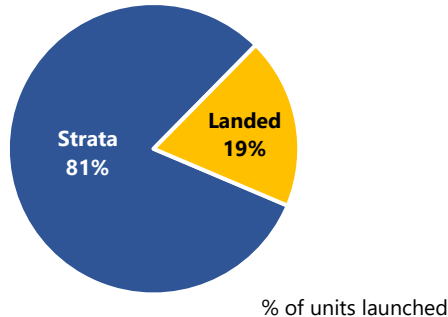
Chart 2: Overall Units Sold



Source: RI Research

Strata units dominated new residential launches in 2H 2025 at 14,560 units, up 18% from 12,348 units in 1H 2025.

Chart 3: Units Launched – Property Category



Source: RI Research

By property type, serviced residence recorded the highest number of units launched and sold in 2H 2025, followed by apartment / condominium and 2–3 storey terrace.

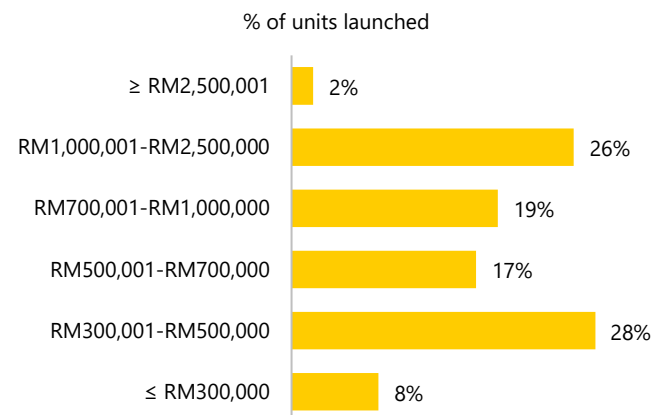
Table 1: Top 3 Units Launched & Units Sold - Property Type

Period	1H 2025	2H 2025
Units Launched	1. Serviced Residence 2. Apartment / Condominium 3. 2-3 Storey Terrace	1. Serviced Residence 2. Apartment / Condominium 3. 2-3 Storey Terrace
Units Sold	1. Apartment / Condominium 2. Serviced Residence 3. 2-3 Storey Terrace	1. Serviced Residence 2. Apartment / Condominium 3. 2-3 Storey Terrace

Source: RI Research

Of the total units launched in 2H 2025, 36% were priced RM500,000 and below and only 2% of new launches were recorded for units priced at RM2,500,001 and above.

Chart 4: Units Launched - Average Selling Price



Source: RI Research

The RM300,001 to RM500,000 price range dominated new residential launches across most States in Peninsular Malaysia, while respondents in Kelantan, Perlis, Pahang and Penang reported no new project launches in 2H 2025.

Table 2: Most Launched Selling Price – State

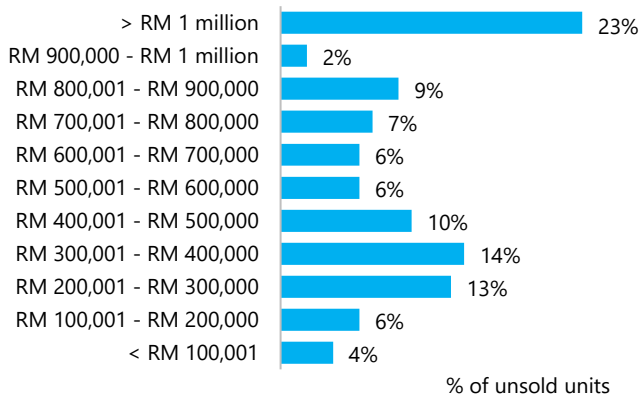
State	Most Launched Selling Price (2h 2025)	Location
Perak	≤ RM300,000	Batu Gajah
Melaka	RM300,001–RM500,000	Alor Gajah
Kedah	RM300,001–RM500,000	Kuala Muda
Terengganu	RM300,001–RM500,000	Kuala Terengganu
N. Sembilan	RM300,001–RM500,000	Nilai
WPKL	RM500,001–RM700,000	Segambut
Johor	RM1,000,001–RM2,500,000	Johor Bahru
Selangor	RM1,000,001–RM2,500,000	Shah Alam

Source: RI Research

Unsold Completed Residential Units

As at 31st December 2025, 60% of respondents reported they had unsold completed residential units, with 23% priced above RM1 million and the same proportion at RM300,000 and below.

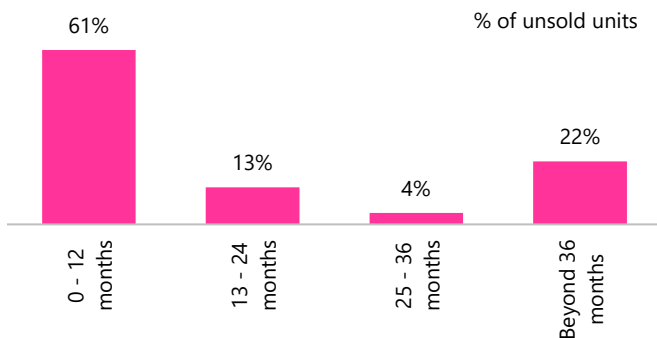
Chart 5: Unsold Completed Residential Units – Price Range



Source: RI Research

In terms of aging, 61% of unsold completed residential units are under 12 months old, while 22% are over 36 months old.

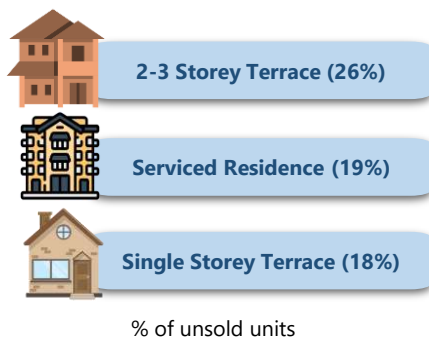
Chart 6: Unsold Completed Residential Units – Ageing



Source: RI Research

2-3 storey terrace recorded the highest number of unsold completed residential units, followed by serviced residence and single storey terrace.

Figure 1: Unsold Completed Residential Units – Property Type

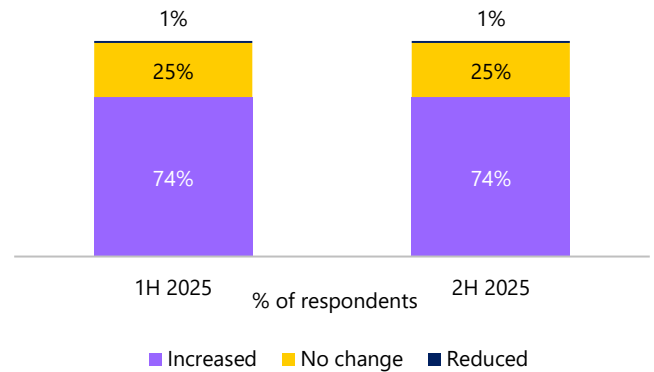


Source: RI Research

Business Operations

74% of respondents indicated an increase in overall business costs in both the first and second half of 2025.

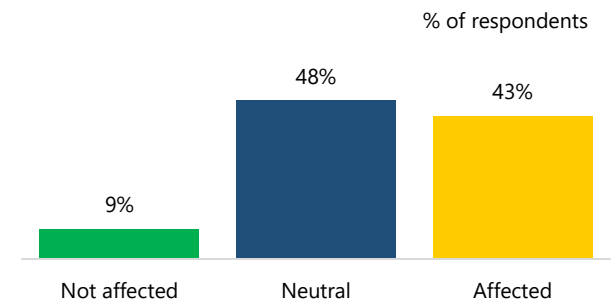
Chart 7: Cost of Doing Business



Source: RI Research

In 2H 2025, 48% of respondents reported a neutral condition, while 43% indicated that they were affected by the economic conditions.

Chart 8: Impact of Economic Conditions



Source: RI Research

Among those affected, the primary cost-cutting measures in operations included a recruitment freeze, reduced benefits or perks and retrenchment. Meanwhile, in production and delivery, respondents implemented measures such as postponing or rescheduling planned project launches, reducing the scale of launches and delaying projects due to weak demand.

Figure 2: Main Cost Cutting Measures



Source: RI Research

Summary of NAPIC Property Market Report 2025

Written by Syuhada Saharizan
Assistant Manager, Research & Education
REHDA Institute

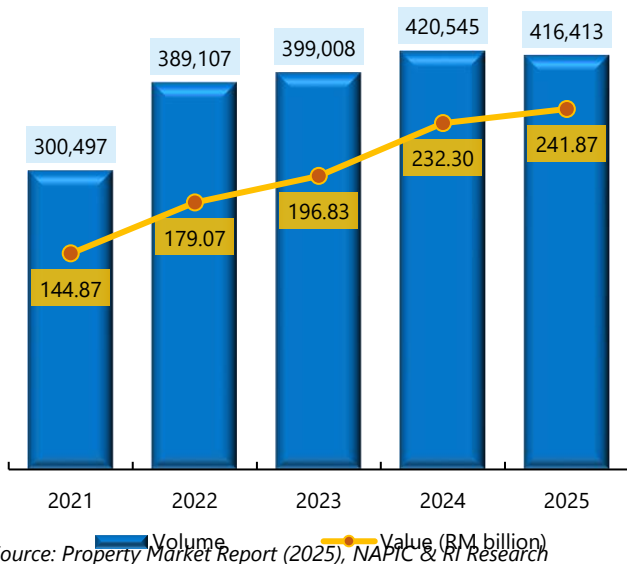
The NAPIC Property Market Report 2025 was officially launched on 26 February 2026 by the Valuation and Property Services Department (JPPH).

This article summarises the key highlights from the report, with a particular focus on the residential sector.

Overview of the Property Market

A total of 416,413 transactions were recorded, representing a slight decline of 1% compared with 420,545 transactions in 2024. Despite the marginal decrease in transaction volume, the total transaction value increased by 4.1%, rising from RM232.30 billion in 2024 to RM241.87 billion in 2025, marking the highest level recorded within the past five years.

Figure 1: Overall Property Transactions (2021 – 2025)



Source: Property Market Report (2025), NAPIC & RI Research

In terms of market composition, the residential sub-sector continued to dominate the property market, accounting for 256,512 transactions or 61.6% of the total transaction volume, with a value of RM108.27 billion (44.8%).

This was followed by the agriculture sub-sector, which contributed 18.4% of total transaction volume (76,656 transactions) but represented a smaller share of 7.4% of the overall transaction value (RM17.78 billion).

Meanwhile, the commercial sub-sector accounted for 11.2% of total transactions (46,649 units) but contributed a significantly larger 24.3% share of total transaction value at RM58.70 billion.

Figure 2: Contribution to Transaction Volume - Sub-Sector (2025)

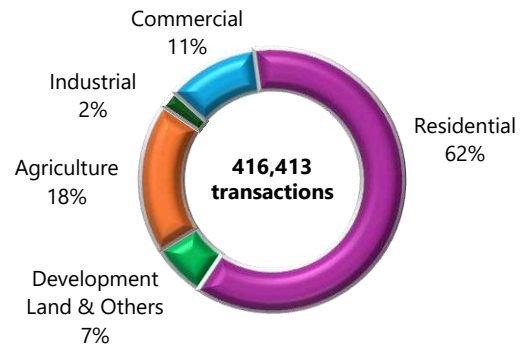
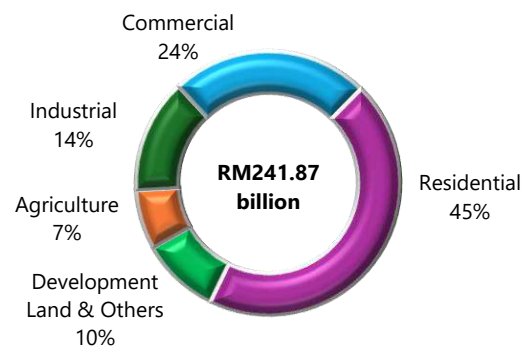


Figure 3: Contribution to Transaction Value - Sub-Sector (2025)



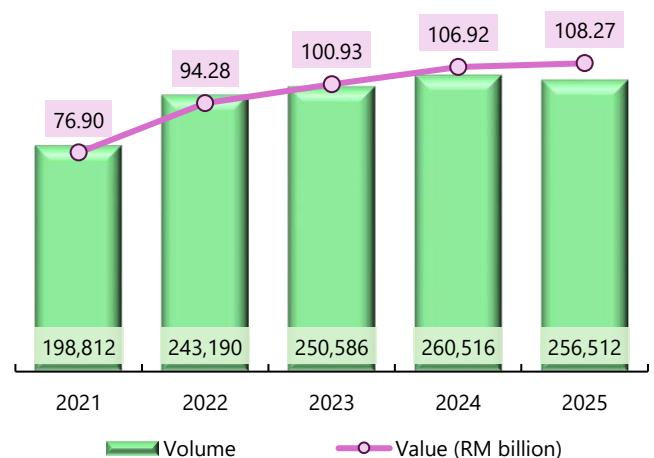
Source: Property Market Report (2025), NAPIC & RI Research

Residential Sector

A. Residential Transactions

In 2025, the residential property market recorded 256,512 transactions valued at RM108.27 billion, compared with 260,516 transactions worth RM106.92 billion in 2024. This reflects a 1.5% decline in transaction volume, while transaction value registered a moderate increase of 1.3% year on year.

Figure 4: Residential Transactions – Volume & Value (2021 - 2025)



Source: Property Market Report (2025), NAPIC & RI Research

At the State level, Selangor remained the leading contributor, recording 52,998 transactions (20.7% share). This was followed by Johor with 42,566 transactions (16.6%) and Perak with 27,465 transactions (10.7%). In terms of transaction value, Selangor recorded the highest value at RM30.53 billion (28.2%), followed by Johor at RM20.94 billion (19.3%) and WPKL at RM15.21 billion (14.1%).

Figure 5: Residential Transactions (Volume) - State (2024 & 2025)

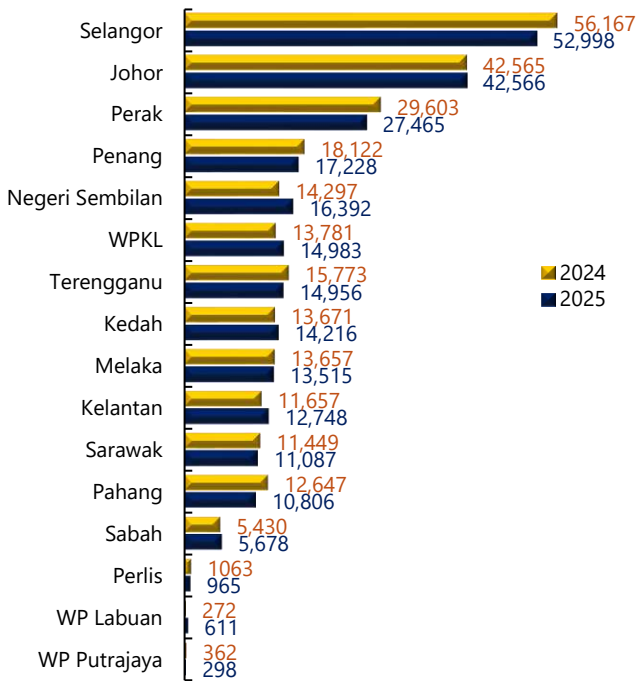
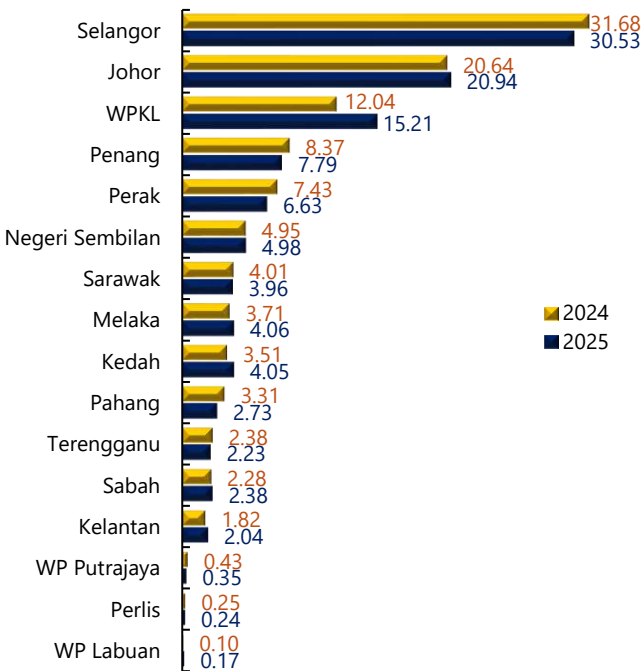


Figure 6: Residential Transactions (Value) - State (2024 & 2025) (RM billion)

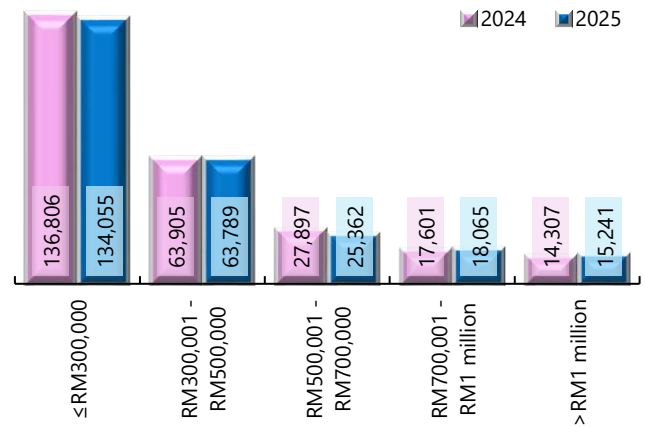


Source: Various State Transaction Tables (2024 & 2025), NAPIC & RI Research

Note: Data for each State was obtained from the respective State transaction tables on the NAPIC website.

Demand continued to be concentrated in the affordable housing segment. Properties priced RM300,000 and below dominated the market, accounting for 134,055 transactions or 52.3% of total residential transactions. This was followed by the RM300,000 to RM500,000 price range, which recorded 63,789 transactions (24.9%). Meanwhile, properties priced above RM1 million remained the smallest segment, with 15,241 transactions, although this represented a slight increase from 14,307 transactions in 2024.

Figure 7: Residential Transactions (Volume) - Price Range (2024 - 2025)

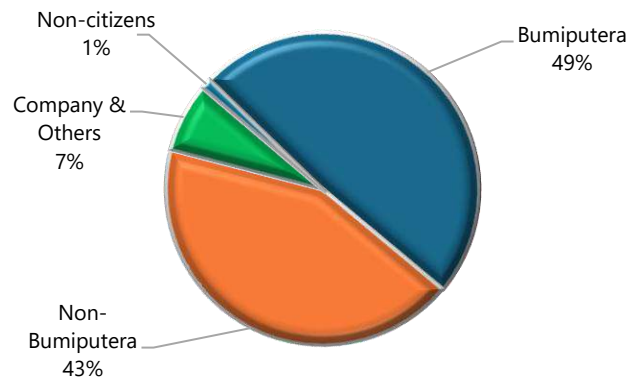


Source: Property Market Report (2025), NAPIC & RI Research

In terms of transaction volume, Malaysian citizens continued to dominate the residential market. *Bumiputera* buyers accounted for the largest share at 48.8%, followed by non-*Bumiputera* buyers at 43%, while companies and other contributed 7.1%. Non-citizens represented only 1.1% of total transactions, indicating that residential demand remained largely driven by domestic buyers.

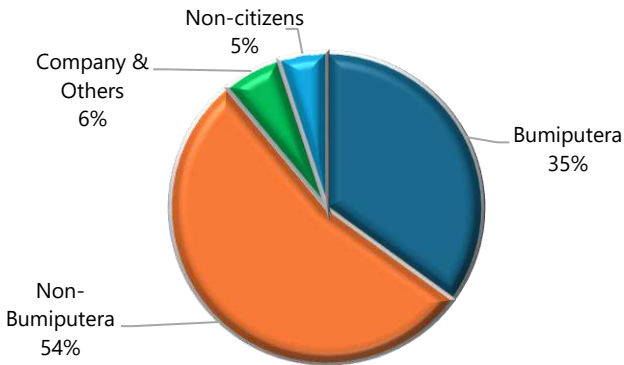
However, in terms of transaction value, non-*Bumiputera* buyers recorded the largest share at 53.6%, followed by *Bumiputera* buyers at 34.8%, while companies and others accounted for 6.2% and non-citizens at 5.4%. This suggests that while *Bumiputera* buyers dominated the market in terms of transaction volume, non-*Bumiputera* transactions were generally associated with higher-value properties.

Figure 8: Residential Transactions (Volume) - Ethnic Group (2025)



Source: Property Market Report (2025), NAPIC & RI Research

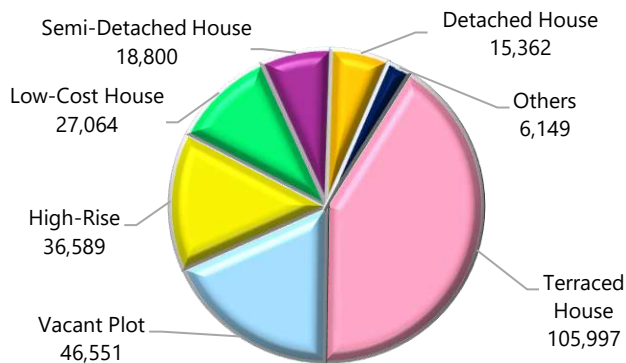
Figure 9: Residential Transactions (Value) – Ethnic Group (2025)



Source: Property Market Report (2025), NAPIC & RI Research

By property type, terraced houses remained the most sought-after residential property, accounting for 41.3% of total residential transactions in 2025, although slightly lower than the 43.1% recorded in 2024. This was followed by vacant plots (18.1%), high-rise units (14.3%) and low-cost houses (10.6%).

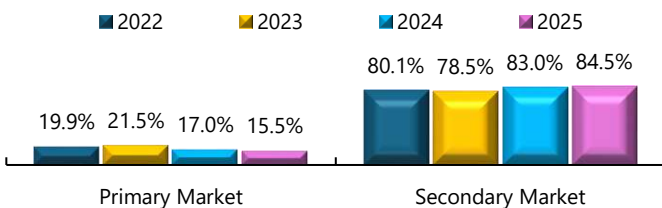
Figure 10: Residential Transactions (Volume) - Property Type (2025)



Source: Property Market Report (2025), NAPIC & RI Research

In terms of market segment, primary market transactions, which refer to purchases made directly from developers, accounted for 15.5% of total residential transactions, while the remaining 84.5% comprised secondary market transactions.

Figure 11: Contribution to Residential Transactions – Market Segment (2022 - 2025)



Source: Property Market Report (2022 – 2025), NAPIC & RI Research

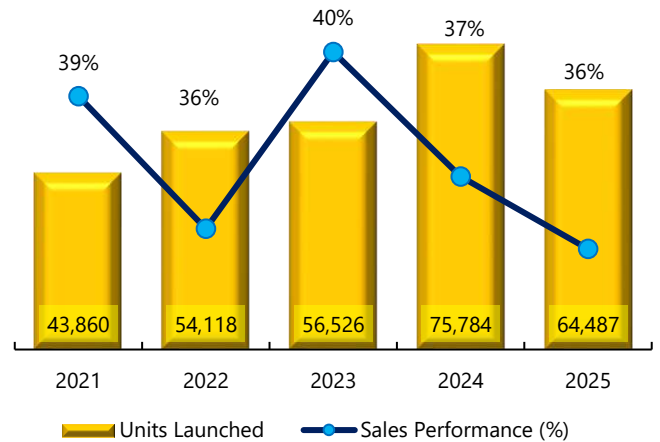
Note:

- Data was obtained from each annual report. However, no data was provided in the 2021 report.
- Based on enquiries with NAPIC, the primary market involves the transfer of new property units from developers to first buyers, whereas the secondary market refers to transactions involving properties that have been previously owned.

B. Residential New Launches & Sales Performance

In 2025, 64,487 residential units were launched, representing a 14.9% decline from 75,784 units in 2024. Correspondingly, sales performance moderated to 35.5% marginally lower than the level recorded in 2024.

Figure 12: Residential New Launches & Sales Performance (2021 - 2025)

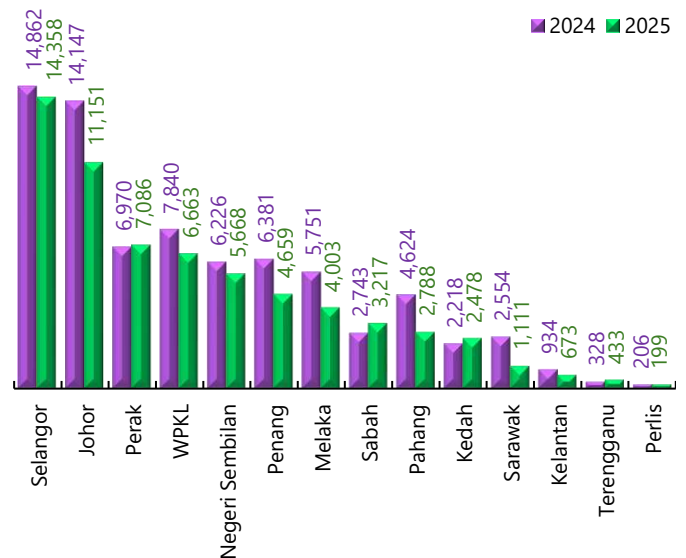


Source: Property Market Report (2025), NAPIC & RI Research

At the State level, Selangor recorded the highest number of new launches with 14,358 units (22.3%), followed by Johor with 11,151 units (17.3%), Perak with 7,086 units (11%) and WPKL with 6,663 units (10.3%).

In terms of sales performance, Johor recorded the highest take-up rate at 55.3%, followed by WPKL (44%) and Melaka (37.8%).

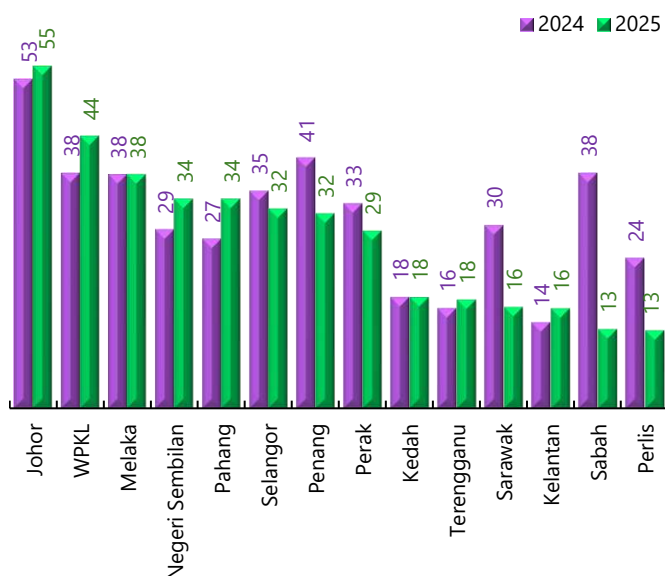
Figure 13: Residential New Launches (Units) - State (2024 & 2025)



Source: Property Market Report (2025), NAPIC & RI Research

Note: No new launches were recorded in WP Putrajaya and WP Labuan in 2024 and 2025.

Figure 14: Residential Sales Performance (%) - State (2024 & 2025)



Source: Property Market Report (2025), NAPIC & RI Research

Note: No new launches were recorded in WP Putrajaya and WP Labuan in 2024 and 2025.

Condominiums / apartments recorded the highest number of residential new launches with 21,588 units, accounting for 33.5% of total launches, followed by 2-3 storey terrace houses with 19,469 units (30.2%) and single storey terrace houses with 13,973 units (21.7%).

In terms of sales performance, 2-3 storey terrace houses recorded the highest take up rate at 41.5%, followed by cluster houses at 40.1% and single storey terrace houses at 34.3%. Meanwhile, condominiums / apartments recorded a sales performance of 33.4%, indicating moderate market absorption despite accounting for the largest share of new launches.

Table 1: Residential New Launches & Sales Performance - Property Type (2025)

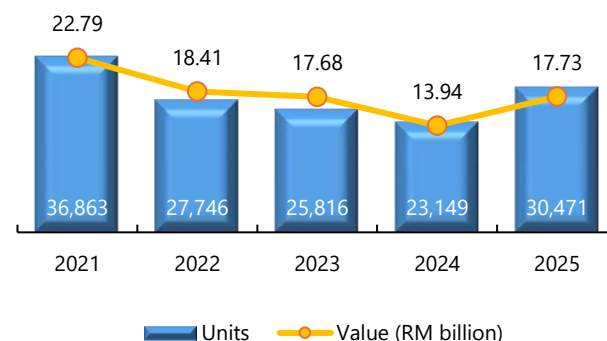
Type of Property	Units Launched (% share)	Sales Performance
Condominium / Apartment	21,588 (33%)	33%
2 - 3 Storey Terrace	19,469 (30%)	42%
Single Storey Terrace	13,973 (22%)	34%
Cluster	3,236 (5%)	40%
Single Storey Semi-Detached	2,306 (4%)	23%
2 - 3 Storey Semi-Detached	1,712 (3%)	33%
Low-Cost House	768 (1%)	23%
Detached	745 (1%)	21%
Townhouse	561 (1%)	14%
Flat	129 (0.2%)	0%
Low-Cost Flat	0 (0.0%)	0%

Source: Property Market Status Table (2025), NAPIC & RI Research

C. Residential Unsold Completed Units¹

In 2025, the number of residential unsold completed units increased to 30,471 units valued at RM17.73 billion, compared with 23,149 units worth RM13.94 billion in 2024. This represents a 31.6% increase in the number of unsold units and a 27.2% increase in value, indicating a noticeable build-up of unsold residential stock compared with the previous year.

Figure 15: Residential Unsold Completed Units (2021 - 2025)



Source: Property Market Report (2021 - 2025), NAPIC & RI Research

Note:

1. Unsold completed units comprise residential units that are completed with Certificate of Completion and Compliance/ Temporary Certificate of Fitness for Occupation in the review period. These units remained unsold for more than nine months from the date of launching or after 1st January 1997.

At the State level, Perak recorded the highest number of unsold completed units with 3,943 units (12.9%), followed by Johor with 3,705 units (12.2%) and Selangor with 3,547 units (11.6%). However, Kelantan recorded a significant surge, where unsold completed units increased sharply from 393 units in 2024 to 2,518 units in 2025, representing more than a sixfold increase. In terms of value, Johor recorded the highest value of unsold units at RM3.30 billion, followed by Selangor at RM2.62 billion and Penang at RM2.00 billion.

Table 2: Residential Unsold Completed Units - State (2024 & 2025)

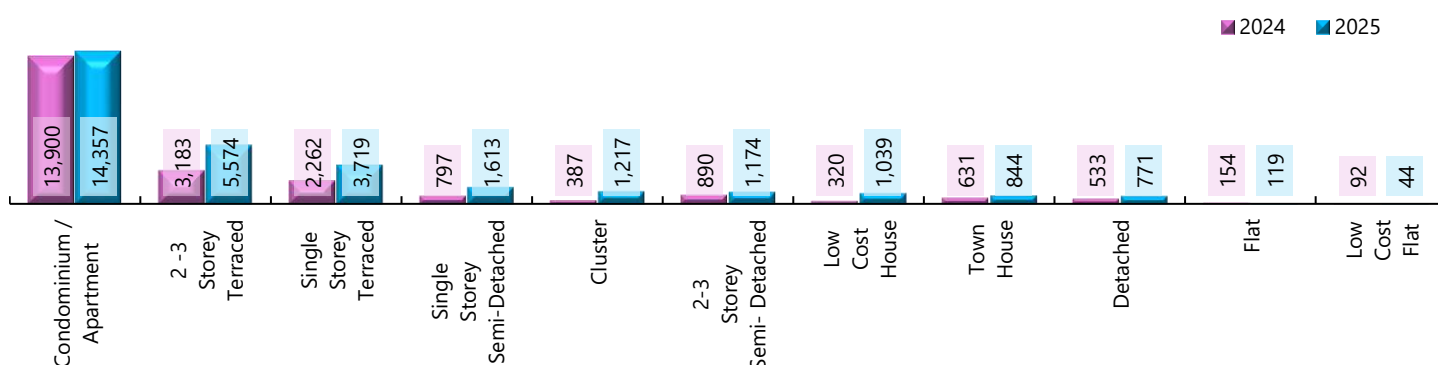
State	2024		2025	
	Unsold Units	Value (RM million)	Unsold Units	Value (RM million)
Perak	2,844	855.30	3,943 ↑	1,244.93 ↓
Johor	2,964	2,485.39	3,705 ↑	3,301.87 ↑
Selangor	2,075	1,594.17	3,547 ↑	2,616.60 ↑
Penang	2,796	2,087.63	2,775 ↓	2,001.65 ↓
Negeri Sembilan	1,623	598.69	2,647 ↑	1,147.77 ↑
Kelantan	393	117.85	2,518 ↑	768.50 ↑
Sabah	1,524	754.52	2,498 ↑	1,872.10 ↑
WPKL	4,234	3,377.50	2,055 ↓	1,983.76 ↓
Kedah	701	254.04	1,935 ↑	668.83 ↑
Melaka	605	194.58	1,594 ↑	665.94 ↑
Sarawak	1,512	743.98	1,464 ↓	652.30 ↓
Pahang	1,267	478.12	1,371 ↑	503.42 ↑
W.P. Putrajaya	352	306.06	157 ↓	223.15 ↓
Terengganu	173	61.99	120 ↓	46.41 ↓
Perlis	45	11.89	101 ↑	20.94 ↑
W.P. Labuan	41	13.41	41 →	13.41 →

Source: Property Market Report (2025), NAPIC & RI Research

Condominiums / apartments continued to dominate the residential unsold completed units, accounting for 47.1% of the total, increasing slightly from 13,900 units in 2024 to 14,357 units in 2025. This was followed by 2–3 storey terraced houses, which represented 18.3% (5,574 units) of total unsold units. Single storey terraced houses formed the third largest share at 12.2%, increasing from 2,262 units to 3,719 units.

Unsold completed units for condominiums / apartments were highly concentrated in Penang (2,203 units), particularly in the Timur Laut (926 units) and Barat Daya (897) districts, which together accounted for 82.7% of the total unsold condominium / apartment units in the Penang State. This was followed in WPKL (2,022 units), where Setapak (733 units) and Petaling (572 units) districts recorded the largest shares of unsold units at 36.3% and 28.3% respectively.

Figure 16: Residential Unsold Completed Units – Property Type (2024 & 2025)



Source: Property Market Status Table (Q4 2024 & Q4 2025), NAPIC & RI Research

Overall, all price segments recorded an increase in unsold completed units in 2025 compared with 2024. Units priced RM300,000 and below recorded the largest share of unsold completed units in 2025, accounting for 37.7% of the total, increasing significantly from 7,624 units in 2024 to 11,502 units in 2025. This was followed by properties priced RM300,001 to RM500,000, which represented 27.5% of total unsold units. Together, these two price segments made up about 65.3% of the total unsold completed units, indicating that the majority of overhang was concentrated in properties priced below RM500,000.

Figure 17: Residential Unsold Completed Units – Price Range (2024 & 2025)



Source: Property Market Status Table (Q4 2024 & Q4 2025), NAPIC & RI Research

Table 3: Residential Unsold Completed Units – State & Price Range (2025)

State / Price Range	≤RM300,000	RM300,001 – RM500,000	RM500,001 – RM700,000	RM700,001 – RM1 million	>RM1 million	Median House Price
WPKL	213	658	634	223	327	RM530,000
W.P. Putrajaya	0	45	50	0	62	RM652,815
W.P. Labuan	0	41	0	0	0	RM415,000
Selangor	584	751	782	687	743	RM475,000
Johor	577	560	907	941	720	RM450,000
Penang	609	1,011	227	357	571	RM350,000
Perak	2,513	1,156	133	83	58	RM280,000
Negeri Sembilan	526	1,425	383	264	49	RM286,999
Melaka	809	578	76	58	73	RM280,000
Kedah	1,086	666	76	69	38	RM277,000
Pahang	750	357	204	35	25	RM288,000
Terengganu	19	94	7	0	0	RM320,000
Kelantan	2,297	153	63	5	0	RM325,000
Perlis	81	20	0	0	0	RM290,000
Sabah	927	501	570	44	456	RM358,000
Sarawak	511	365	399	124	65	RM390,000
MALAYSIA	11,502	8,381	4,511	2,890	3,187	RM355,000

Source: Residential Prices Update (Malaysia & States), Property Market Status Table (Q4 2025), NAPIC & RI Research

Note: Blue highlight – unsold completed units within the median house price (MHP) (partial highlight – some of the units fall within the MHP).

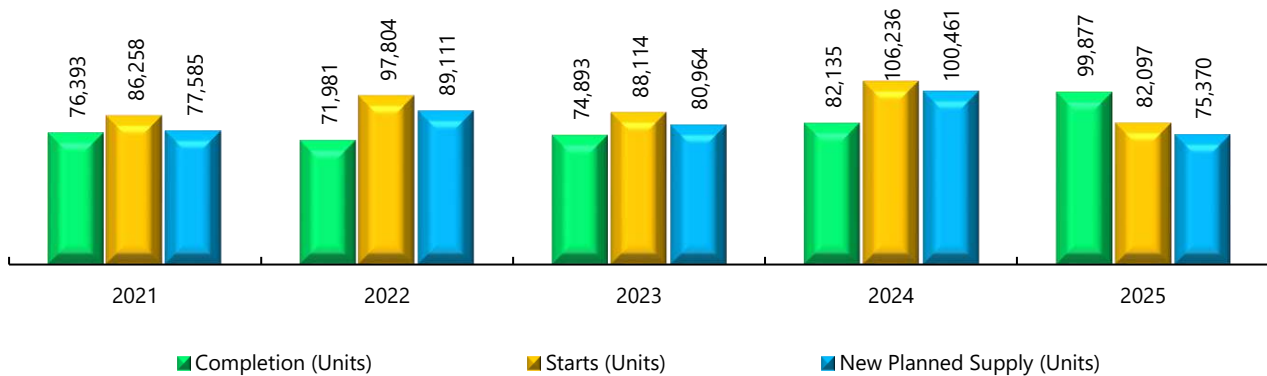
D. Residential Construction Activity

The construction segment exhibited a more moderate pace of activity, indicating a cautious approach among developers. Despite this, housing completions increased notably, rising by 21.6% to 99,877 units from 82,135 units in 2024.

In terms of State performance, Selangor remained the largest contributor, accounting for 22.7% (22,691 units) of the total completions. This was followed by Johor with 10.3% (10,261 units) and WPKL with 10% (9,958 units). By property type, the supply was largely concentrated in condominium / apartment units, which represented 33% (32,911 units) of the national total. This was followed by 2-3 storey terraced houses, contributing 28.4% (28,373 units).

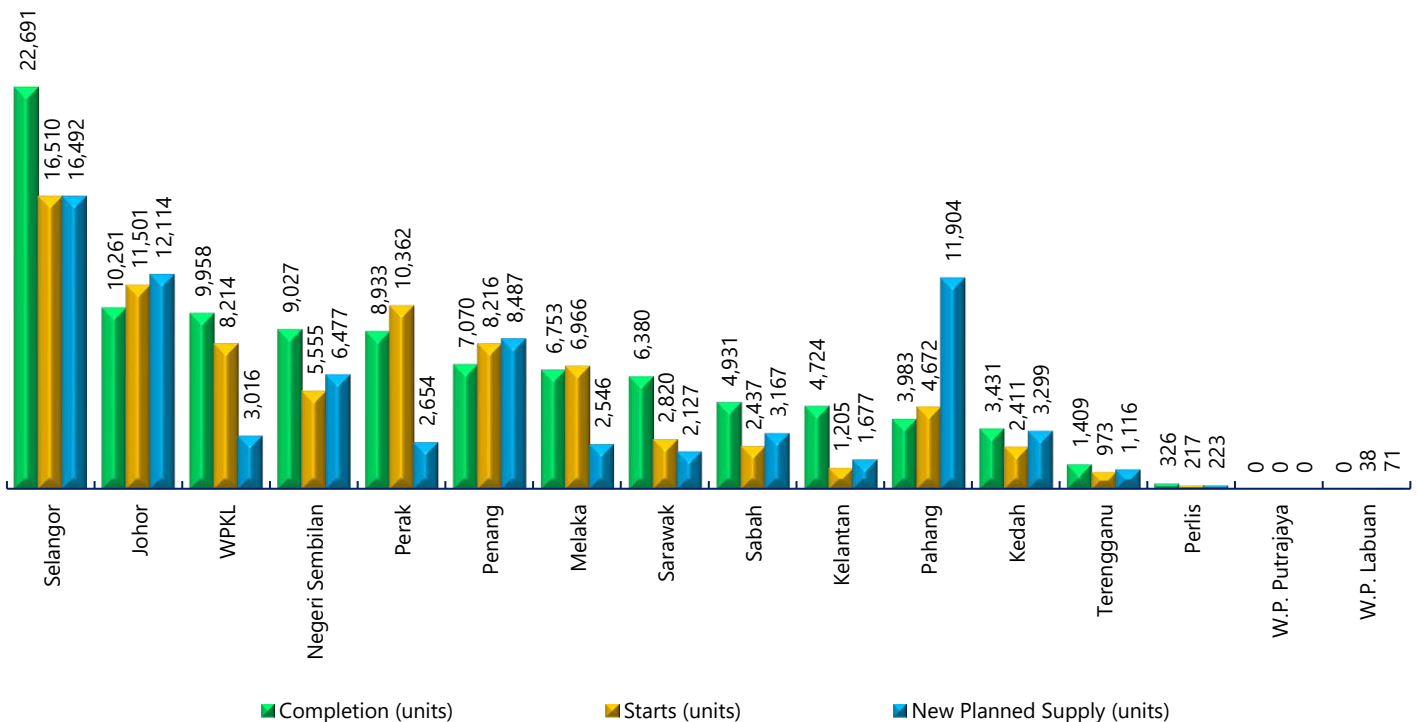
However, housing starts and new planned supply recorded notable declines, decreasing by 22.7% to 82,097 units and 25% to 75,370 units, respectively. Selangor remained the leading State, recording 16,510 housing starts and 16,492 new planned supply units. By the end of the year, the total residential stock exceeded 6.5 million units.

Figure 18: Residential Construction Activity (2021 - 2025)



Source: Property Market Report (2025), NAPIC & RI Research

Figure 19: Residential Construction Activity – State (2025)



Source: Property Market Report (2025), NAPIC & RI Research

- Notes:
- The figures for completion, starts and new planned supply are accumulated over the survey period.
 - Completion comprises units when the building construction works are completed and a CCC / CF / TCF is issued within the survey period.
 - Starts comprises buildings where the foundation and footing works of low-rise buildings or works below ground level including piling and foundation of high-rise buildings have started and does not include site clearing, levelling and laying of infrastructure.
 - New planned supply comprises units where building plan approval has been obtained within the survey period.

Vertical Cities: The Urban Shift to Strata Living in Malaysia

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Over the past 30 years, Malaysia has undergone a period of rapid demographic and spatial transformation, characterised by a definitive shift towards stratified high-rise living. This "vertical living" concept, which corresponds to joint ownership of strata parcel units and other common properties, has become the norm of new housing in major cities such as Kuala Lumpur, Penang and Johor Bahru, due to land scarcity, economic development and urban growth (Ferreira et al., 2024). The legislation framework provided by the Strata Titles Act 1985 (Act 318) and later amendments, particularly the Strata Management Act 2013 (Act 757), makes such a living possible. This article discusses the main drivers of this urban shift to strata living, focusing on the growth, issues and challenges.

Growth of Strata Living

The growth of strata living is a result of interrelated economic and demographic forces:

- **Land Scarcity and Cost:** Land is a limited resource in desirable locations like KLCC, JB City Center and Penang Island. Due to increasing land costs, the most economically viable model that enables developers to maximise returns on investment (Tijana and Brankica, 2025) is a high-density vertical building. This living concept is influenced by Local Government planning policies that promote densification near transportation nodes (Jae Hong Kim and Xiangyu Li, 2021). Transit-Oriented Development (TOD) has evolved from a broad urban planning concept into a mandatory regulatory framework. Local Government planning policies act as the primary "engine" for this living concept by incentivising densification near transportation nodes through specific land-use tools (PLANMalaysia, 2018; Gomez and Rameson, 2019; Sukereman et al., 2024).
- **Market Demand and Affordability Paradox:** Regardless of the benchmark price of affordable housing for Malaysia, most urban areas have experienced worsening housing affordability problems in recent years (Hamzah and Zyed, 2021). Although landed property is still the ideal, a significant portion of the middle class, especially the first homebuyers, are turning to condominiums and apartments as a more affordable option to become homeowners (Zamri, 2021; Hassan et al., 2021).

- **Modern Lifestyle and Amenities:** Modern strata projects offer comprehensive "lifestyle" packages. Swimming pools, gyms, security and other facilities appeal to urbanites seeking convenience and a modern living experience, making them a key selling factor compared to landed properties. These offerings stand out against landed properties, which lack shared facilities and require individual upkeep. This appeal drives demand among professionals, young families and downsizers, prioritising security and well-being
- **Investment Product:** The strata housing market, particularly the high-end category, has been driven by local and international investors seeking capital appreciation and rental yields (Hassan et al., 2022; Jong Suk Lee, 2024). Hassan et al. (2022) highlight housing as a profitable avenue for new investors, emphasising rental income and appreciation strategies in Malaysia's market. Jong Suk Lee (2024) analyses Kuala Lumpur's high-end oversupply from a profit-driven luxury focus, yet notes sustained investor interest despite affordability gaps.

Prevalent Issues

However, a number of enduring problems are evident and the rate at which individuals have adapted to living in strata has greatly outpaced the creation of efficient management and social structures.

- **Governance and Management Deficits:** One of the primary problems is poor management by the Joint Management Body (JMB) and Management Corporation (MC) (Aripin et al., 2024; Rabe et al., 2021). The majority of them suffer from concerns such as poor financial management, a lack of professional knowledge and minimal resident involvement in meetings. This frequently results in insufficient maintenance sinking funds, delayed repairs and deteriorating common property. Insufficient funds stall repairs, eroding property values and livability, while disputes over transparency breed resident non-payment, creating a vicious cycle of decline.
- **Physical and Maintenance Challenges:** There are many concerns about construction flaws, leaks and the aging of shared facilities (such as elevators, water tanks and electrical systems) (Au-Yong et al., 2023). Residents, the MC/JMB and developers frequently clash over the expense of significant repairs (Norazman et al., 2025), particularly when sinking funds are inadequate. Leaks from inter-floor plumbing and waterproofing failures top complaints, affecting up to 30.6% of high-rises in Kuala Lumpur, alongside clogged pipes, roof issues and structural cracks from soil movement or subpar materials. Elevators and electrical systems age rapidly without proactive upgrades, leading to safety risks and downtime in aging buildings (Sufi & Mohd Zailan, 2024).

- **Social Isolation and Lack of Community Building:** Vertical living inhibits the organic creation of community bonds that occur in a landed housing environment. Arviv & Eizenberg (2021) analyse urban high-rises globally, finding imposed density yields anonymity over cohesion, with residents prioritising individualism amid management disputes. Nur Irdina et al. (2024) in Malaysian contexts reveal an 85% lack of building events, urging intentional social spaces like mid-level gardens to mimic landed community vitality. This complicates the process of reaching consensus on management decisions.
- **Legal and Administrative Issues:** Conflicts in the strata living environment can emerge as a result of nonpayment of maintenance fees, infractions of bylaws governing things like short-term rentals and pet ownership and confusing distributions of common property. These lawsuits further add to the backlog of judicial processes regarding strata-based conflicts. Ainul et. al. (2022) highlight Tribunal overload, with 70% of cases tied to fees and bylaw breaches, advocating digital filings and mediation to ease judicial strain.

Ongoing Challenges

The shift to strata living is inevitable and cannot be reversed as Malaysian cities adapt to the demands of the 21st century. It makes effective use of limited land and offers housing in areas with strong economies. Going forward, all interested parties are faced with a set of diversified challenges in refining the strata housing model. The priority remains shifting focus from management to sustainable governance (Radha & Razali, 2023). The need is to build capacity among JMB/MC members, make professional management mandatory in major schemes and adopt digital technology in financial and administrative matters for increased transparency (Abdul Jalil, R. et. al., 2023). One of the major challenges in the future will be dealing with ageing strata buildings through maintenance, renovation or constructing new buildings on existing strata sites. The 'en bloc' sales and urban renewal are altering the real estate market, particularly for older strata schemes. The upcoming Urban Renewal Bill 2025 will significantly alter the judicial system.

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When Strata Charges Go Unpaid: What Strata Proprietors Need to Know?

Written by Dr Teo Jes She

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Parcel proprietors in a strata development bear a collective responsibility for the proper management and maintenance of the common property. Under strata law, all expenses lawfully incurred by the Management Corporation (MC) or Sub-Management Corporation (Sub-MC) in carrying out its statutory duties are shared among proprietors in proportion to their allocated share units. These financial obligations include maintenance charges, sinking fund contributions and other charges lawfully imposed for the upkeep and management of the common property. In practice, however, this shared responsibility does not always translate into full cooperation, as some proprietors may fail or neglect to settle these payments when they fall due. This raises an important and practical question: **what happens if a proprietor has not discharged or has only partially discharged his liability?**

When Do Unpaid Charges Become Legally Recoverable?

Under the Strata Management Act 2013, the law sets out specific circumstances under which unpaid maintenance charges and sinking fund contributions may be lawfully recovered by the MC or Sub-MC:

Sections (SMA)	Circumstances for Recovery of Unpaid Charges and Contributions
Section 52(4)	Upon the expiry of 14 days, the charges, contribution of SF remains unpaid by proprietor.
Section 60(4)	If a proprietor fails to pay the charges in respect of a parcel after the MC passes a resolution imposing them
Section 60(5)	If a proprietor fails to pay the charges in respect of a provisional block after the MC passes a resolution imposing them.
Section 61(4)	If a proprietor fails to pay the sinking fund imposed in respect of a parcel after the MC passes a resolution imposing them.
Section 61(5)	If a proprietor fails to pay the sinking fund imposed in respect of a provisional block after the MC passes a resolution imposing them.

Note: The unpaid amount may be recovered by the MC under Section 78, Strata Management Act (SMA).

However, the Act does not permit immediate enforcement action upon non-payment. Before any enforcement action may be taken, Section 78 of the Strata Management Act 2013 requires the MC or Sub-MC to first serve a written notice on the defaulting proprietor, demanding payment of the outstanding sum. The notice must give the proprietor at least fourteen (14) days from the date of service to settle the arrears. Only upon failure to comply within this period may recovery action be pursued

In What Manner May Outstanding Charges Be Recovered?

Pursuant to Section 77(3) of the Strata Management Act 2013, outstanding charges that remain unpaid after compliance with the statutory notice requirements may be recovered by the MC or Sub-MC through:

1. The Strata Management Tribunal (SMT); or
2. A court of competent jurisdiction; or
3. Attachment of movable property

Under What Circumstances Should Recovery Be Pursued Through the Strata Management Tribunal or the Court of competent jurisdiction?

Strata Management Tribunal	Court of Competent Jurisdiction
The Tribunal's jurisdiction is subject to a monetary limit of RM250,000	If claim exceeds Tribunal's limit (RM250,000)
The Tribunal shall have jurisdiction to hear and determine the claims for recovery of charges / contribution to SF or any other amount lawfully declared as a debt under the SMA	When Tribunal claim is barred. Example: <ul style="list-style-type: none"> • same matter is already filed in court before the Tribunal claim or; • If the Tribunal claim is withdrawn, struck out or abandoned, in this case the dispute can then be taken to court.

While both the Strata Management Tribunal and the courts provide lawful avenues for recovering outstanding charges, the appropriate forum depends largely on the nature and value of the claim. The Tribunal is generally the preferred forum where the claim falls within its monetary jurisdiction of RM250,000 and relates to matters expressly within its statutory powers, such as the recovery of maintenance charges, sinking fund contributions or other sums declared as a debt under the Strata Management Act 2013. Where the amount claimed exceeds the Tribunal's jurisdiction or where a Tribunal claim is otherwise barred such as where proceedings in respect of the same matter have already been commenced in court or where a Tribunal claim has been withdrawn, struck out or abandoned, the MC or Sub-MC may instead pursue recovery before a court of competent jurisdiction.

In addition to recovery through the Tribunal or the court, the Strata Management Act 2013 provides a further enforcement mechanism under Section 79, which allows the MC or Sub-MC to apply for the attachment of movable property belonging to a defaulting proprietor. This measure may be invoked where a sum is due and payable and remains unpaid, enabling enforcement against movable assets in accordance with the prescribed legal process. While this remedy is less commonly used, it underscores the seriousness with which the law treats persistent non-payment of strata charges.

A Balanced Approach to Strata Management

While proprietors are collectively responsible for contributing to the management and maintenance of common property, the law also ensures procedural fairness by requiring notice before enforcement and offering proportionate recovery mechanisms. Whether through the Tribunal, the courts, or other statutory enforcement measures, these provisions are designed not to punish proprietors, but to safeguard the sustainability and proper management of strata developments for the benefit of all.

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Advancing Land Administration in Selangor: The Digital Transformation of Leasehold Extension through the E-Tanah System

Written by Sr. Dr. Shubashini Ganisen

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Land administration in Malaysia has gradually moved towards digitalisation to enhance efficiency and transparency. In Selangor, the E-Tanah Selangor system was officially implemented on 30 October 2023 as part of the Government's initiative to modernise land administration processes. The platform enables various land-related applications to be processed through an integrated online system. One important application under this system is the leasehold extension, which is highly relevant to property owners and real estate developers.

Understanding Leasehold Ownership

In Malaysia, land tenure generally falls under either freehold or leasehold ownership. Leasehold ownership grants the right to use and occupy land for a specific period, typically 30, 60 or 99 years, depending on the terms stipulated in the land title.

Many residential and commercial properties in Selangor are held under leasehold tenure. When the lease period expires, the land reverts to the State Government unless the owner applies for a lease extension before the expiry date. Therefore, property owners are strongly encouraged to initiate the extension process well in advance of the lease expiry through the relevant land office. If the lease expires without renewal, the land automatically reverts to State ownership. In such cases, the property may be opened for public application and the original owner may be subject to the full premium and associated charges if they intend to reclaim or re-acquire the land. Furthermore, reclaiming the land would require applying for a fresh alienation, which may involve costs comparable to purchasing the land again.

For property developers and investors, the remaining lease period is an important factor affecting property value, financing eligibility and long-term development planning. Properties with shorter lease periods often face reduced marketability and financing limitations, making timely leasehold extension a key strategic consideration.

E-Tanah Selangor System

E-Tanah Selangor is an electronic land administration system that allows land-related applications to be submitted digitally. The system integrates several land administration functions (9 modules), including land registration, revenue management, consent applications, strata matters, auction, land disposal, land acquisition, land development and enforcement. Within this framework, leasehold extension applications fall under the land disposal module, as the process essentially involves the surrender and re-alienation of land to the owner for a new lease period.

Through the E-Tanah platform, applicants can submit their lease extension applications online, significantly reducing reliance on manual paperwork and improving administrative efficiency. The system also enhances communication between the public and relevant authorities, particularly the Selangor Land and Mines Office (PTGS) and the District Land Offices (PTD).

For developers and property owners, this digital system provides easier access to key services including, online title search, quit rent verification, land application submissions and leasehold extension applications. These services aim to improve transparency and efficiency in land administration.

Leasehold Extension Application Process

Based on current practice, the leasehold extension process under the E-Tanah system generally involves two main stages. The first stage involves online submission through the E-Tanah portal, where applicants are required to upload the necessary documents digitally. The second stage involves the physical verification and submission of certain original documents at the relevant land office, which must typically be completed within 30 days from the date of the online submission.

To ensure that the lease extension application is successfully processed through either the District Land Office (Pejabat Tanah Daerah – PTD) or the Selangor Land and Mines Office (Pejabat Tanah dan Galian Selangor – PTGS), applicants must carefully follow the prescribed procedures and prepare all required documentation in advance. In addition to having access to basic digital facilities such as an internet connection, a computer and a printer for online submission and document preparation, applicants must also comply with the checklist of supporting documents required for the lease extension application.

The required documents generally include:

- Completed lease extension application form with the relevant supporting forms under the National Land Code
- Certified true copy of the applicant's Malaysian identification card.
- Original land title together with the building layout plan/site plan.
- Permission letter from the bank or relevant party if the title is subject to mortgage/caveat.
- Official Title Search (Carian Rasmi), which is valid for one month from the date of issuance.
- Location plan certified by the Technical Unit of the District Land Office.
- Copy of the latest quit rent receipt for the current term and year.
- Copy of the latest assessment receipt for the current term and year.
- Proof of payment for purchased plans and application forms.

Applicants are also required to pay a processing fee, typically RM100 per lot, for applications involving the surrender and re-alienation of land under the relevant provisions of the National Land Code. For certain titles such as *Hakmilik Sementara (Mukim)* (HS(M)) or *Pajakan Mukim* (PM), the application is processed through the relevant District Land Office, while *Hakmilik Sementara (Daerah)* (HS(D)) or *Pajakan Negeri* (PN) titles are managed through the Selangor Land and Mines Office.

Once the application has been reviewed and approved by the relevant authority, the land office will issue a Notice 5A under the National Land Code 1965 to the applicant. This notice specifies the premium payable for the lease extension, which must be settled within the stipulated period in order for the extension process to be completed.

Understanding the Premium Payment

The premium payable for leasehold extension is determined according to State land rules. The calculation generally considers several factors, including the remaining lease period, land area and market value of the land. The land value used in the calculation is determined by Government valuation officers. Once the premium amount is determined, the applicant must make full payment within six months in order to complete the extension process.

For example, the premium for leasehold extension of residential land in Selangor is calculated using the following formula, in accordance with the circular from the Director of Lands and Mines Selangor (PTGS):

$$\frac{1}{4} \times \frac{1}{100} \times \text{Market Value of Land (RM/per sq ft)} \\ \times (\text{Term of New Lease} - \text{Balance of Existing Lease}) \\ \times \text{Land Area}$$

The land value used in the calculation is determined by Government valuation officers. Once the premium amount is determined, the applicant must make the payment within stipulated time and conditions given by State Authority in order to complete the extension process. From a practical perspective, applicants may sometimes consider applying for a shorter extension period, such as 30 or 60 years instead of 99 years, to reduce the premium amount. This flexibility allows landowners to manage the financial implications of the extension more effectively.

Conclusion and Industry Implications

The implementation of the E-Tanah system represents a significant step towards modernising land administration in Selangor. By digitalising various land-related processes, including leasehold extension applications, the system enhances efficiency, transparency and accessibility in the management of land matters. The ability to initiate applications through an online platform reduces reliance on manual procedures and supports more systematic coordination between applicants and land administration authorities.

For the real estate sector, understanding the leasehold extension process is essential when planning long-term development projects or advising potential property buyers. The remaining lease period of a property plays a crucial role in determining its market value, financing eligibility and overall investment potential. Properties with shorter lease tenures may face limitations in terms of loan approvals and resale opportunities, making timely leasehold extension an important consideration for property owners and investors.

As digital land administration initiatives continue to evolve, the E-Tanah system is expected to contribute towards a more efficient and responsive land management environment in Selangor. Property developers, landowners and real estate professionals are therefore encouraged to familiarise themselves with the platform and its procedures to facilitate smoother land transactions and more effective leasehold management in the future.

Building Owners Should Be Given the Option to Self Manage Their Own Properties

Written by Dr Foo Chee Hung
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Strata Management Regulation 21(2) is a provision under the **Strata Management Act 2013** (Act 757) (SMA) that allows the **Joint Management Body (JMB)** to employ a “person” or “agent” who is not a registered property manager to undertake the maintenance and management of common property. The JMB must lodge a bond with **Form 12**, in order to enter into a management agreement with unregistered agents.

Meanwhile, **Section 86 of Act 757** outlines the mechanism for the **Commissioner of Buildings (COB)** to appoint a **managing agent** for a building or land intended for subdivision into parcels, particularly in situations where a proper management structure (like a JMB or Management Corporation (MC)) is yet to be in place or is unable to function effectively. Under Section 86, the managing agent appointed by the COB is required to furnish a bond as a condition of appointment. However, unlike appointments made by the JMB/MC, this requirement is not tied to a prescribed form such as Form 12 and the terms of the bond are determined by the COB.

These provisions, which cover the appointment of “**unregistered agent**” or “**managing agents**” and the **imposition of financial bond**, need to be retained under the current and future SMA regime and should not be removed simply on the pretext of streamlining the definitions of **registered property managers** and **managing agents** under **Malaysia’s Valuers, Appraisers, Estate Agents and Property Managers Act 1981 (Act 242)**, as this deprives the right of building owners who want and can self-manage their own properties.

Building owners, especially those with **unique properties**, would choose to self-manage their properties as they can have direct control over decision-making, property standards and tenant relationships. Not only can this help them to stay closely informed about their investment assets, especially for non-standard properties, which are often more complex and have niche target potential tenant groups that third parties may not fully understand, but it can also help to ensure their vision and values are prioritised in day-to-day property operations without the influence of a third-party management company.

More importantly, a unique property is one that results from innovative engineering original design concepts, cultural significance or has unique features and functional elements that distinguish it from a generic/standard residential or commercial asset in terms of technical maintenance, legal and regulatory compliance, marketing and leasing, tenant relations, risk or financial management (Table 1).

Unlike generic/standard buildings with uniform characteristics that can be managed with a common “one-size-fits-all” approach; unique properties are often categorised as historic and cultural heritage properties, specialised industrial facilities, sensitive healthcare facilities, or large public assembly buildings (such as airports, entertainment venues, or shopping malls), which require specialised knowledge, expertise, resources, and treatment to maintain their unique value and functionality. Most often, building owners of unique properties possess expertise and a technical team to handle tasks themselves.

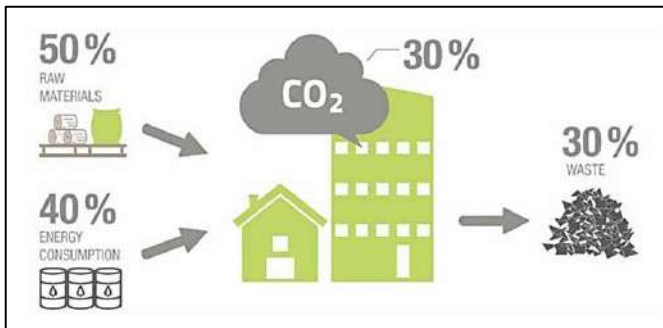
In addition to preserving their distinctive features, unique properties require specialised management to operate complex and integrated systems, ensure occupant safety and adhere to professional regulations, as well as to mitigate high risks involved in their ongoing security functions. This is particularly true for buildings that incorporate cutting-edge technology and architectural design, which require technical team or professionals who are equipped with tailored management approach to prolong optimal performance, longevity, and value, which would not be able to achieve with generic/standard maintenance practices.

Table 1: Different Management Requirements Between Generic Standard and Unique Properties

Aspect	General Property Management	Specialised Management for Unique Properties
Technical Maintenance	Focuses on routine repairs and general upkeep, often with a standard network of contractors.	Requires a deep understanding of specialised systems and historical or custom components. May need to source specific materials and skilled craftspeople for custom or historic work.
Legal and Regulatory Compliance	Navigates standard landlord-tenant laws, building codes, and regulations.	Manages additional complexities like historic preservation ordinances, zoning variances for mixed-use buildings, and compliance with niche regulations (e.g., healthcare facilities).
Marketing and Leasing	Targets a broad audience and uses standard marketing channels.	Requires a creative and focused strategy to attract a specific, smaller niche of potential tenants or buyers who value the property’s unique qualities.
Tenant / Occupant Relations	Follows standardised tenant relations policies.	Must cater to the specific needs of specialised occupants, such as patient care in a hospital or student life in a dormitory.
Risk Management	Manages standard risks like property damage and liability.	Addresses complex, potentially higher-stakes risks, such as wind resistance for high-rises, fire safety in large, complex venues, and managing high-value assets for ultra-high-net-worth clients.
Financial Management	Manages standard budget and rent collection procedures.	Handles complex financing, potentially involving specific tax efficiencies, grants for historical preservation, or specialised reporting requirements.

Alongside Malaysia’s pledge to cut its greenhouse gas emissions by 45% by 2030 and net zero emissions by 2050, Kuala Lumpur has taken a leading role in this movement by committing to more ambitious carbon emissions reduction targets. The built environment, in particular, is one of the key drivers of decarbonisation in the city, as about 30% of the city’s carbon emissions come from stationary energy (i.e. energy consumed in buildings), with the bulk of which comes from commercial and institutional buildings (Figure 1).

Figure 1: Climate Impact of Built Environment in terms of Raw Material and Energy Consumption, Carbon Emission and Waste Production

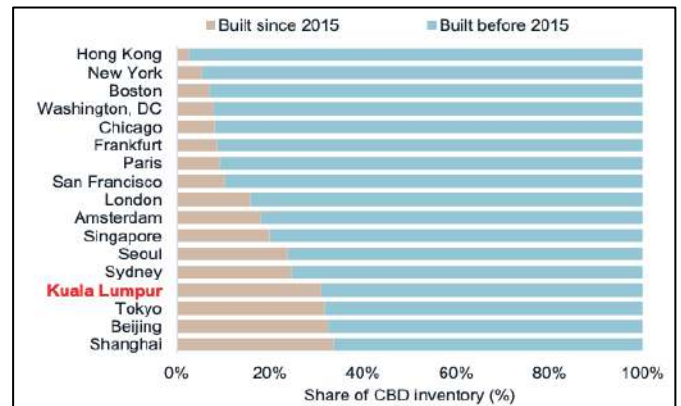


Over the past five years, Kuala Lumpur has witnessed a healthy growth in green buildings. Multinational corporations are driving the flight to green stock to meet their sustainability and climate goals; while prominent domestic companies face increasing pressure from Bursa Malaysia’s enhanced climate reporting requirements for large, listed companies, prompting them to mitigate climate change risks and reduce their carbon footprint. One can foresee a growing appetite for unique buildings incorporated with advanced and integrated systems for energy saving, climate control, occupants’ comfort, security, and more. Ultimately, the city’s, as well as the country’s commercial real estate market will experience a vibrant shift towards fostering a culture of sustainability within the real estate sector.

Existing buildings make up the majority of the building stock, with approximately 70% of Kuala Lumpur’s office space built before 2015 (Figure 2). Many of these older buildings are now considered obsolete, as they fall short of modern design, technological, and sustainability standards, resulting in increasing differentiation between ageing stock and newer Grade A offices.

As these buildings age, they will no longer meet increasingly stringent building and energy codes. To address this pressing issue and to ensure the availability of sustainable and energy-efficient buildings in the market, specialised management team is needed to oversee and optimise green building design and retrofits. However, all these can only be accomplished if building owners are allowed to self-manage without the interference of a third-party management company that can only provide generic/standard maintenance services.

Figure 2: Global Trends of Aging Office Stocks



Source: JLL Research

This is because the consistent sustainability of a green building requires purposeful technical expertise and ongoing commitment from the owners, as it involves specialised design, construction, operation, and maintenance practices that span the entire building lifecycle to minimise environmental impact and optimise resource efficiency. This commitment ensures that the building continues to meet its environmental and economic goals over time.

Apparently, the attempt to remove provisions in Act 757 relating to the appointment of a person or managing agent who is not a registered property manager runs counter to the green building momentum because sustainable and technologically advanced buildings often require specialised, tailored management approaches. Most worryingly, building owners should be allowed the flexibility to choose their “managing agents” to facilitate them to self-manage their unique properties.

Similarly, “uniqueness” is also presented in “small-scale strata property,” where self-managing a “limited number” of residential units, for example, is deemed more suitable than hiring a third-party registered property manager due to potential cost savings from management fees that may significantly impact expenses on a tighten portfolio. Self-management in small-scale strata property also provides owners with greater flexibility and direct control over every aspect of the property, as they can make on-site decisions regarding maintenance, repairs, and tenant issues, which goes a long way towards improving residents’ satisfaction with their living environment.

However, the current SMA regime (Sub-paragraph (2) of Paragraph 2 of the Second Schedule of Act 757) requires small-scale strata properties with more than three proprietors to form a MC and to engage a registered property manager to undertake property maintenance and management. This “limited number” should be reconsidered to increase to a figure that is more reflective to the reality (say 40 units), or to be defined by owners, or other factors such as the type of strata scheme (i.e. a small block of flats, a townhouse complex) or the type of shared facilities in the strata scheme (i.e. swimming pool, gated-guarded services) to be taken into consideration, in order to foster self-management in small-scale strata property.

If not all, most of the existing mass strata housing schemes are commonly managed and maintained by “agents,” who are engaged by Joint Management Body/Management Corporation (JMB/MC) through competitive bids. These agents are not only in-charge of day-to-day operations of the strata buildings from safety, security, cleanliness, to mechanical and electrical (M&E) installations; but they are also tasked to attend to complaints and queries from owners, visitors, and tenants, as well as to advise on various administrative and operational issues of the building.

Although “managing agents” are approved only by COB under the current SMA regime, JMB/MC should also be given the right to appoint “agents” suitable for their strata schemes. Not only that this approach would be more cost-effective than the fixed scale-based registered property managers, but would be a remedy for JMB/MC managing low- and medium cost strata housing, which have been forced to engage with a more expensive third-party licenced property manager, resulting in increased maintenance fees that are passed on to residents.

Should the JMB/MC be given the mandate, by the owners or proprietors through annual general meeting (AGM), to employ an “agent” to undertake property management and maintenance, this managing agent is considered a “staff” directly paid by JMB/MC, which registration with BOVEAP is deemed not applicable and unnecessary, provided they have the necessary experience and track record in building management. However, it is essential for these agents to be certified under the future SMA regime and must be registered with the Ministry of Housing and Local Government under the SMA.

In fact, the important role of “agent” or “managing agents” in the current real estate sector has been widely recognised, especially in filling the current shortage of licenced property managers. According to the Minister of Housing and Local Government in his speech on 8th April 2025 at the International Strata Symposium hosted by the Real Estate and Housing Developers' Association Malaysia (REHDA) Institute at M World Hotel, Petaling Jaya, there are 594 licenced firms practising property management, serving 2.91 million strata units, or more than 25,000 strata schemes in the country.

This is a ratio of 1 firm for every 42 strata schemes or 1 firm to manage 4,899 strata units, indicating a severe shortage of licenced firms to effectively service all strata properties, leading to poor quality property management. More importantly, of the 594 licenced companies, only 299 are pure registered property management (RPM) firms specialising in property management; the rest are a joint valuers, estate agents, and property management companies, whereby most of which specialise only in valuation services.

To add salt to the wound, there have been only 299 RPM firms licenced by the Board of Valuers, Appraiser, Estate Agents, and Property Managers (BOVAEP) since the window period in 2018 (from 1st January 2018 to 31st December 2018) with the aim of registering those practicing and with property management experience or qualification, but not a licenced property manager following the amendment of Act 242).

More importantly, a managing agent is regulated under Act 757 to facilitate JMB/MC in fostering better communication and a more personalised living environment for residents. Based on the Attorney General Chambers' interpretation during consultations on the amendment of Act 242:

“In the event a person is appointed by the JMB or MC as a person or agent who is responsible for the maintenance and management of the common property pursuant to paragraphs 21(2)(f) and 59(2)(f) of Act 757, or is appointed by the Commissioner of Buildings as a Managing Agent pursuant to subsection 86(1) of Act 757, then the said person or agent, does not commit an offence pursuant to Section 30 of Act 242 because he is acting under Act 757, and is not acting under Act 242.”

It is, thus, impractical to remove provisions in Act 757 relating to the appointment of managing agent and the imposition of financial bond just for the sake of addressing inadequacies in Act 242. In contrast, all building owners or proprietors, including those mass strata housing schemes, should be allowed to choose what kind of management they want and are suitable for their properties, be it by engaging a registered property manager, or by hiring an “agent” with practical knowledge and experience in building management and maintenance.

Building management is a multi-disciplinary management function encompassing general operations and maintenance, engineering, safety, security and health, financial and credit control, leasing & tenancies, which is seen to be increasingly technology-driven by computerisation, building automation, energy management, security and safety control and surveillance apart from the mundane maintenance etc. Therefore, building owners should have the option of forming a professional management team to manage their properties themselves.

Removing provisions in Act 757 relating to the appointment of managing agent and the imposition of financial bond will not resolve the problem; rather, it will exacerbate existing challenges, as both the number of licenced property managers and the generic/standard maintenance practices offered by them cannot adequately meet current and future market demands. Not to mention a vibrant and evolving real estate industry needs to be served by a more diverse range of professions, not a monopolistic ecosystem.

[Remarks: This article is the personal view and opinion by the author and shall not be treated as the view and opinion of REHDA Institute.]

Testimonials for Malaysia Property Development Process Seminar 2025 Shaping the Next Generation of Malaysia's Property Leaders

Shared by Master of Real Estate Development (MRED) Students from UTAR

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Attending the Malaysia Property Development Process Seminar 2025 was an eye-opening experience. Even though I had learned about real estate development in theory, listening directly from the professionals gave me a much deeper and realistic understanding of how the industry truly works.

The seminar also made me realise that technical knowledge alone is not enough, as soft skills such as communication, teamwork and critical thinking are equally important for success in the property development field.

This experience has given me practical lessons I can apply in my future career.

- **Chloe Loh Qiao Lin, Mansion Builders**

Every speaker during the Malaysia Property Development Process Seminar 2025 offered a unique perspective that deepened my understanding of how strategic planning, ethical responsibility and effective leadership contribute to long-term success in the property industry.

The seminar delivered a comprehensive and inspiring view of Malaysia's property development process, strengthening my appreciation of the principles that drive sustainable growth in the industry.

- **Pang Jie Xin, Full Time MRED Student**

”

The Malaysian property development landscape is a dynamic and multidisciplinary environment that requires a strong understanding of economic, regulatory, design and marketing forces. Through the REHDA Institute's Malaysia Property Development Process Seminar 2025, I gained valuable insights into how these interconnected elements shape the industry.

More importantly, the seminar provided a comprehensive understanding of how Malaysia's property sector is evolving amidst economic, environmental and technological transitions.

- **Zulhilmi bin Zainal Abidin, Sime Darby Property**

“

The Malaysia Property Development Process Seminar 2025 organised by the Real Estate and Housing Developers' Association (REHDA) Institute provided a comprehensive overview of the Malaysian property development landscape. It brought together industry practitioners, researchers and corporate leaders, giving me valuable insights into the different perspectives within the industry.

Overall, the reflections gained from this seminar have strengthened my understanding of the property development process and reinforced the idea that long-term success in the industry depends on the balance between intelligence, innovation and integrity.

- **Ng Soon-Yi (Warren), Homecity Group**

”

Reflecting on the seminar featuring a presentation by Peter Chan, Chief Executive Officer of The Haven Group, has significantly shaped my understanding of sustainable development and ethical leadership in property development. Through Peter Chan's "The Haven Story", I learned that sustainability is not merely a concept, but a mindset and commitment to integrity, empathy and excellence throughout the entire project lifecycle.

As I move forward in my career, I hope to apply these lessons by promoting long-term planning, community-centric development and environmentally responsible practices within Sime Darby Property. This reflection has also reshaped my perspective on development, showing me that it should not be seen simply as a race for profits, but as a journey towards building legacy, trust and sustainability.

- **Mohd Rizam bin Daud, Sime Darby Property**

“

Attending the session by Peter Chan, Chief Executive Officer of The Haven Group, during the Malaysia Property Development Process Seminar 2025 gave me a deeper understanding of sustainable development and ethical leadership in property development.

The seminar also strengthened my knowledge of key legal and governance issues in strata developments, including accessory parcel classification and maintenance charge structures.

- **Khairul Anuar bin Jaafar, Property Owner**

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REHDA Institute 2026 Event Calendar (Tentative)

No	Date	REHDA Institute 2026 Event Calendar	Venue
1	20 & 21 May 2026 (Wednesday & Thursday)	<p>Malaysia Property Development Process Masterclass (MPDP) Certification Programme</p> <ul style="list-style-type: none"> Comprehensive certification covering Malaysia's property development process from land to sales & marketing. Learn from industry experts through real-world case studies and practical insights. Equip yourself with essential knowledge to navigate approvals, financing, marketing, and project delivery confidently. 	Feruni Retail Store
2	23 June 2026 (Tuesday)	<p>Malaysia Property Sales & Marketing Leaders Summit 2026</p> <ul style="list-style-type: none"> Explore the latest sales and marketing strategies shaping Malaysia's property industry. Learn how digital tools, AI, and data-driven insights are transforming buyer engagement and conversion. Connect with industry leaders in an exclusive platform to exchange ideas and uncover new growth opportunities. Closed-door brainstorming session with 100 Heads of Marketing and Sales from the Property Development Sector 	Hotel Venue TBC
3	7 July 2026 (Tuesday)	<p>ESG in Real Estate Masterclass 2026</p> <ul style="list-style-type: none"> Gain a practical understanding of ESG frameworks, reporting standards, and regulatory requirements shaping the property and construction sector. Learn from case studies on how developers and investors integrate ESG into project planning, financing, and long-term value creation. Build strategies to future-proof your organization by aligning sustainability goals with business growth and stakeholder expectations. 	Wisma REHDA
4	23 July 2026 (Thursday)	<p>Seminar: Strata Title Application & Statutory Compliance (Housing Development and Strata Management) for Property Developers (Module 3)</p> <ul style="list-style-type: none"> Evolution of Strata Development in Malaysia Sophistication of Strata Development (types and potential mutation) Strata Title Application Process (Subdivision of Building) 	Wisma REHDA
5	11 August 2026 (Tuesday)	<p>Seminar: Modern Construction Technology</p> <ul style="list-style-type: none"> Explore the latest modern construction technologies transforming Malaysia's real estate and housing sector. Understand how IBS, modular systems, and digital tools like BIM and AI improve speed, cost, and quality. Learn from practical case studies on delivering smarter, greener, and more efficient projects. 	Wisma REHDA
6	26 & 27 August 2026 (Wednesday & Thursday)	<p>Seminar: From Sales to Strata Management (Module 4)</p> <ul style="list-style-type: none"> Sales Representations and its liabilities Budgeting, Administration and Utilisation of Charges & Sinking Fund Deed of Mutual Covenants 	Wisma REHDA
7	9 & 10 September 2026 (Wednesday & Thursday)	<p>Industrial Development Masterclass</p> <ul style="list-style-type: none"> Gain in-depth insights into Malaysia's evolving industrial real estate landscape, including policies, financing, and sustainable growth drivers. Learning from leading developers, planners, and government agencies on best practices in planning, approvals, design, and green industrial park development. Explore case studies on data centres, logistics hubs, and modern industrial parks that are shaping the future of industrial development. 	Wisma REHDA

Note:

- Event dates are subject to change depending on the speaker's availability.
- There will be room for new additional events on an ad-hoc basis.

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12	22 September 2026 (Tuesday)	<p>Regional Housing and Urban Living Conference 2026</p> <ul style="list-style-type: none"> Tackling housing affordability and policy challenges across the region. Exploring smart, sustainable, and people-centric urban living solutions. Featuring leading speakers from Singapore, Australia, and China to share best practices in housing and urban development. 	Hotel Venue TBC
13	13 October 2026 (Tuesday)	<p>Digital Marketing Forum in Real Estate</p> <ul style="list-style-type: none"> Discover how AI, data analytics, and social platforms are transforming the way developers' market and sell properties. Learn proven digital strategies to attract buyers, nurture leads, and accelerate project sales in a competitive market. Hear case studies and insights from leading developers, agencies, and tech experts on driving results through digital innovation. 	Wisma REHDA
14	Mid-November 2026 (Dates TBC)	<p>Asia Real Estate Leaders (AREL) China (Options: Shenzhen, Chongqing, Shanghai)</p> <ul style="list-style-type: none"> Gain insights from China's cutting-edge urban transformation, including large-scale regeneration, transit-oriented development (TOD), and smart city initiatives. Explore innovative financing models, industrial park growth, and public-private partnerships that continue to drive China's real estate and industrial expansion. Strengthen collaboration with leading Chinese developers, policymakers, and institutions on sustainable mega-city and regional development. <p>Tentative focus areas and sites:</p> <ul style="list-style-type: none"> Shenzhen: Innovation-driven industrial clusters, technology parks, and the Greater Bay Area's integration model. Chongqing: Liangjiang New Area (industrial & logistics hub), Chongqing Tiandi (heritage regeneration), and Raffles City Chongqing (iconic mega mixed-use). Shanghai: Lujiazui Financial District, Pudong smart city initiatives, and landmark mixed-use waterfront redevelopments. 	China (Options: Shenzhen, Chongqing or Shanghai)

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