



**SPEECH BY**

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**IN CONJUNCTION WITH**

**MAJLIS AMANAT PERDANA YAB PREMIER SARAWAK  
2025**

**SARAWAK TOWARDS 2030**

**AT**

**BORNEO CONVENTION CENTRE KUCHING**

**13<sup>TH</sup> JANUARY 2025 (MONDAY)**

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## **Salutation**

Bismillahirrahmanirrahim

Assalamualaikum Warahmatullahi Wabarakatuh

Selamat pagi, Salam Sejahtera dan Salam Sarawak Maju Makmur

1. Alhamdulillah, syukur kita ke hadrat Allah SWT kerana dengan izinNya dapat kita bersama-sama berkumpul dalam Majlis Amanat Perdana tahun baru 2025 – Sarawak Towards 2030.
2. Sempena tahun baru, pada pagi yang penuh keberkatan ini, saya akan berkongsi beberapa pencapaian utama yang telah diraih dan seterusnya menggariskan hala tuju Kerajaan Sarawak dalam merealisasikan aspirasi Strategi Pembangunan Pasca COVID-19 2030 (PCDS 2030). Aspirasi ini bertujuan menjadikan Sarawak sebuah ekonomi yang makmur, mampan dan inklusif untuk kesejahteraan semua.

## **Distinguished Guests, Ladies and Gentlemen,**

### **Reflection on Our Journey and Achievements**

3. Over the past few years, Sarawak has made remarkable progress in economic diversification, digital transformation, and renewable energy development, earning global recognition.
4. These achievements position Sarawak as a leader in sustainable development, reinforcing our vision to become a hub for renewable energy and digital innovation.
5. In 2024 alone, the Sarawak Government achieved significant milestones that underscore our commitment. Approved investments totalling RM13.40 billion in the first nine months solidified our standing as a preferred investment destination.
6. As part of our investment strategy for Sarawak's future, we took a bold step in September 2024 with the acquisition of a 31.25% stake in Affin Bank Berhad. This strategic move aims to strengthen our financial ecosystem, empower local businesses, startups, and SMEs to thrive, and ensure greater financial inclusion, especially for underserved communities across Sarawak.

7. Building on this momentum, in October 2024, we established the Sarawak Trade and Tourism Office in Brunei Darussalam (STATOB), further enhancing regional and international footprint, particularly in trade, tourism and investment.

### **Distinguished Guests, Ladies and Gentlemen,**

### **Strengthening the Development Ecosystem**

8. Sarawak remains steadfast in strengthening our development ecosystem to support economic growth and global competitiveness. As we expand our presence globally, we are committed to reinforce Sarawak's role as a key player in the energy and petrochemical industries.
9. Earlier last year, Petroleum Sarawak Berhad (PETROS) was appointed by the Sarawak Government as the gas aggregator for Sarawak. This new responsibility enables PETROS to oversee the management and distribution of natural gas resources, ensuring that Sarawak retains greater control over our energy supply chain. PETROS is now in a prime position to negotiate better terms for Sarawak, expand our energy capacity and drive further growth in the energy sector.

10. We also witnessed the commissioning of the Sarawak Petchem methanol plant in Bintulu in 2024. This landmark project exemplifies our commitment to economic diversification and value-added production for regional and global markets.
11. Tomorrow, I will be in Bintulu to witness the Official Ceremony for the Sail Away of Sarawak Petchem's Methanol Export Cargo and Groundbreaking of the Green Methanol Project.
12. In addition to its direct advantages, the methanol plant project fortifies our industrial foundation and may generate substantial multiplier effects. It is poised to stimulate growth in supporting industries such as logistics, maintenance, and specialised manufacturing, while also creating high-value employment opportunities.
13. Complementing these efforts is the takeover of Bintulu Port. This milestone enhances our logistical capabilities, ensuring the efficient transportation of goods across global markets while directly supporting the growth of our industrial sector.

14. As we continue to grow our industrial capacity through transformative initiatives like the Methanol Plant, the expanded role of Bintulu Port will be indispensable. It serves as a vital conduit for trade, seamlessly connecting Sarawak's industries to regional and global supply chains, thereby amplifying our competitiveness on the world stage.
15. Similarly, the decision to invest in the dredging of Miri Port will facilitate the handling of larger cargo volumes, improve operational efficiency, and enhance its role as a strategic port for international trade and regional connectivity.
16. Looking ahead, approximately RM100 billion will be injected into Sarawak's economy over the next five years. This investment will support two transformative projects – the construction of a new international airport and a deep seaport in Kuching, both aimed at positioning Sarawak as a rising economic powerhouse in the region.
17. The proposed Tanjung Embang Deep Sea Port will be developed in partnership with PETROS to serve as a strategic gateway for energy exports and imports. Aligned with the Sarawak Gas Roadmap, this port will facilitate green hydrogen bunkering, LNG exports, and other energy resources, driving Sarawak's transition toward renewable energy.

18. Featuring state-of-the-art infrastructure and smart technologies to ensure operational excellence and sustainability, the port is expected to be operational by 2030, reinforcing Sarawak's position as a regional leader in sustainable energy and trade.
19. The ongoing acquisition of MASwings, now in its final stage, will also position Sarawak as a gateway to ASEAN. With increased fleet capacity and enhanced services, our goal is to boost both domestic and international connectivity, particularly within a four- to seven-hour flight radius, boosting trade, tourism, and investment in the next 5 years.

**Distinguished Guests, Ladies and Gentlemen,**

### **Social Inclusion and Well-being**

20. Sarawak's achievements transcend economic growth, embracing social inclusivity at the core of our development strategy. This was exemplified by our success at the 2024 SUKMA Games, where Sarawak emerged as the champion, securing the most gold medals and breaking multiple records.



21. Beyond sports, this victory fosters social cohesion, boosts sports tourism, and drives economic activity through enhanced facilities and community engagement. The SUKMA Games empower our youth, instil discipline and teamwork, and highlight everyone's role in shaping Sarawak's success.
22. This year, we rolled out the *Sumbangan Keperluan Asas Sarawak* (SKAS), offering financial assistance to Sarawakians from lower-income families.
23. Bermula 18 Februari 2025, bantuan SKAS akan dikreditkan terus ke *e-wallet* SPay Global penerima. Dengan peruntukan RM450 juta di bawah Belanjawan Sarawak 2025, SKAS akan memastikan setiap isi rumah di Sarawak memiliki keperluan makanan mencukupi, agar anak-anak ke sekolah dalam keadaan sihat dan bertenaga untuk menimba ilmu demi masa depan yang cerah.
24. SKAS melambangkan perkongsian kejayaan Sarawak dengan rakyatnya, hasil usaha bersama yang membawa kemakmuran. Dengan menggunakan platform digital, kita juga dapat menyampaikan perkhidmatan awam dengan lebih cekap, memastikan tiada sesiapa yang ketinggalan.

25. Inilah janji dan tekad kita: untuk terus membangun bersama-sama, melangkah maju, dan mencipta masa depan yang lebih baik untuk rakyat Sarawak.

**Distinguished Guests, Ladies and Gentlemen,**

**The Next Five Years: Our Priorities and Strategies**

26. As we approach the final year of Phase 1 PCDS 2030, also the conclusion of the 12th Malaysia Plan (12MP), last November, I announced the biggest budget of RM15.8 billion for 2025. This allocation reflects our commitment to driving transformative change and economic progress. It is now critical for all agencies to remain focussed and dedicated in ensuring the execution of programmes and projects are expedited and implemented efficiently.
27. I call upon everyone to align our efforts with the key priorities of the 13th Malaysia Plan (13MP), spanning the period of 2026-2030.
28. Preparations for the 13MP are already underway, with extensive consultations across ministries, industries, and civil society to ensure an inclusive and comprehensive strategy. This process also involves reviewing the achievements of the 12MP, allowing us to build on our successes as we chart the course forward.

29. The Sarawak Economic Action Council (SEAC), comprising members of the Cabinet, academicians, industry players and government officials will also be called to discuss and finalise the strategies and way forward under the 13MP.
30. Our efforts under the 13MP will remain multifaceted towards achieving the high-impact outcomes outlined in PCDS 2030. We recognise that challenges such as climate change, economic disparity, and global uncertainties still lie ahead.
31. Hence, the 13MP emphasis will be on enhancing economic resilience through transformation and diversification, advancing digital transformation, fostering social inclusivity, and ensuring sustainability and equitability for all.

**Distinguished Guests, Ladies and Gentlemen,**

### **Economic Transformation and Diversification**

32. Diversifying Sarawak's economy to reduce dependency on traditional sectors is essential. While oil and gas remain significant, we will focus on high-value industries such as biotechnology, aerospace, and advanced manufacturing. These industries align with global trends, leveraging cutting-edge technology to enhance our competitiveness.

33. The aerospace industry in particular holds immense growth potential. With increasing demand for satellites, drones, and aerospace components, Sarawak can capitalise on its strategic location and growing infrastructure to establish itself as a hub for advanced manufacturing and innovation.
34. In line with this strategic development, I have officially launched the Aerospace Academy at the Centre for Technology Excellence Sarawak (CENTEXS) in Lundu.
35. The Aerospace Academy is designed to equip our workforce with specialised skills in areas such as aerospace engineering, drone technology, satellite manufacturing, and maintenance, repair, and overhaul (MRO) services. This bold step signifies our commitment to excel in the aerospace sector.
36. Collaboration is key. We are working with universities, industry leaders, and experts to create tailored training programs for high-value sectors like advanced manufacturing, digital technology, and renewable energy. These partnerships will ensure that our workforce remains agile and well-prepared for the emerging demands of these critical industries.

37. We are exploring partnerships with international aerospace firms and research institutions to facilitate knowledge and technology exchange while driving innovation. These collaborations will create high-value jobs in design, engineering, and production, helping to attract and retain top talent.
38. Complementing these efforts is the development of a comprehensive Industry 4.0 ecosystem that integrates advanced technology across industries and establishing new industrial zones for high-tech projects such as semiconductors, lithium batteries, data centers, and green energy under the 13MP.
39. Financing and incentives for research and development will be enhanced, with collaborations involving global research institutions to foster innovation and technological advancement.
40. At the core of this transformation is the commitment to building an integrated supply chain ecosystem and promoting digitalisation to enhance competitiveness. Regulatory frameworks are being streamlined to improve the ease of doing business, and significant investments are being made in workforce training and upskilling. Plans are also underway to establish Free Industrial Zones integrated

with port development and establishing hubs for aerospace and space industries.

41. While we chart new frontiers in high-value industries, we recognise that the mineral mining sector remains a cornerstone to our economic strategy. We want to unlock the full potential of this sector by advancing both upstream and downstream industries to generate greater value.
42. We stay committed to sustainable mining. In June 2024, Sarawak undertook a technical study trip to Canada for better understanding of the mining ecosystem and adopting best practices in legal frameworks, new technologies, and community engagement. Additionally, a key focus was on the rehabilitation and conservation of former mining sites to integrate sustainable practices into the sector.
43. These efforts highlight our determination to balancing economic growth with environmental stewardship and inclusivity.

## **Distinguished Guests, Ladies and Gentlemen,**

### **Digital Transformation**

44. With innovation at our core, the Sarawak Government is harnessing cutting-edge digital technologies, including Artificial Intelligence (AI), to revolutionise public services and elevate the business environment.
45. One notable example is “Dayang”, our virtual assistant equipped with local dialect support. This user-friendly chatbot provides seamless access via mobile devices to government services seamlessly. From bill payments and Sarawak ID assistance to contractor registration and case logging via Talikhidmat, “Dayang” enhances user engagement and delivers localised, efficient solutions.
46. Beyond public services, AI, robotics, and Internet of Things (IoT) are revolutionising Sarawak’s industrial landscape. These technologies enhance productivity, reduce waste, and improve quality across sectors like manufacturing, agriculture, healthcare, and urban development.
47. As of November 2024, 85% of Sarawak’s populated areas are equipped with internet coverage – strengthening the foundation for digital innovation.

48. Kuching's Smart City initiatives exemplify this progress. The city utilises IoT-enabled traffic management and smart street lighting. We are also exploring IoT-enabled waste management systems to improve urban living.
49. Under the 13MP, we are accelerating modernisation and mechanisation in agriculture. Precision farming powered by AI-enabled sensors and drones helps monitor crop health, soil conditions, and weather patterns in real-time. This data empowers farmers to make informed decisions on irrigation, fertilisation, and pest control, boosting productivity and sustainability.
50. This includes developing 14,000 hectares for large-scale paddy cultivation, upgrading irrigation and drainage infrastructure for five planting cycles every two years, and collaborating with research institutions to produce high-quality seeds tailored to our geography. These efforts aim to enhance rice self-sufficiency and strengthen food security.



51. To support these advancements, this year, we are establishing Sarawak AI Centre (SAIC), positioning Sarawak as a hub for innovation and collaboration. Through strategic partnerships with academic institutions, industry leaders, and government entities, the SAIC is fostering a vibrant AI ecosystem.
52. One of the Centre's flagship programmes is the AI for Smart Agriculture, which utilises AI-powered analytics to optimise crop yields and promote sustainability. The Centre is also spearheading projects in healthcare, such as predictive analytics for early disease detection and enhancing energy efficiency with AI-driven smart grid systems.
53. These initiatives showcase Sarawak's forward-thinking approach to leveraging technology for economic growth, environmental sustainability, and the betterment of our communities.

## **Distinguished Guests, Ladies and Gentlemen,**

### **Sustainability and Green Energy Leadership**

54. Central to our 13MP agenda is the commitment to climate action and sustainability. Our focus is clear: to harness the power of advanced technology and global partnerships to secure a prosperous, green future for our people and generations to come.
55. During my working visit to Tokyo last December, I reaffirmed Sarawak's strategic partnership with Japan through collaborations with ENEOS and Sumitomo to utilise clean hydropower for green hydrogen.
56. As indicated by the Japanese Prime Minister during his recent visit to Malaysia, Japan is also keen to pursue joint efforts involving Sarawak to develop ammonia for power generation in Japan. This collaboration aligns perfectly well with our broader ambition to be a centre of clean energy resource and the discussions between Prime Minister Datuk Seri Anwar Ibrahim and Japan's Prime Minister Shigeru Ishiba served to further reaffirm Sarawak's potential as a new energy hub in the region.
57. In the use of new technology, we have adopted Methylcyclohexane (MCH) technology, a hydrogen carrier

composed of liquid made by the chemical reaction of hydrogen to Toluene, enable hydrogen to be stored and transported in a liquid form for seamless export to Japan. Projects like H2ornbill, led by SEDC Energy, will deliver over 90,000 tonnes of green hydrogen annually to Japan, including 2,000 tonnes for Sarawak's consumption.

58. Looking ahead, our partnership with ENEOS on Direct MCH Technology represents a significant advancement, eliminating the need for dehydrogenation and enhancing cost-effectiveness. This technological advancement positions Sarawak as a global leader in the green hydrogen economy, driving the transition towards cleaner and more sustainable energy solutions.
59. We are also exploring green industrial solutions with HighChem Technology Company Limited. HighChem's Syngas to Ethylene Glycol and CO<sub>2</sub> to Paraxylene technologies offer transformative solutions to industrial sustainability.
60. The Syngas to Ethylene Glycol technology utilises synthesis gas derived from biomass or waste to produce ethylene glycol, a critical material for plastics, while reducing dependence on conventional petrochemical methods.

61. Meanwhile, the CO2 to Paraxylene technology exemplifies how Carbon Capture, Utilisation, and Storage (CCUS) can create valuable products by converting carbon dioxide into Paraxylene, an essential component for polyester production.
62. Recognising Sarawak's renewable energy resources, HighChem has proposed Sarawak as the ideal location to pilot these technologies. This partnership can position Sarawak as a global producer of clean, green polyester products and extend to innovative applications like aerospace materials, including high-performance fabrics for space exploration gear. Through the integration of CCUS, Sarawak can decarbonise energy from hydrocarbons, strengthening our position as a leader in sustainable and innovative energy solutions.

## **Distinguished Guests, Ladies and Gentlemen,**

### **Transforming Our Energy Landscape**

63. Sarawak's response to climate change is built on tangible actions that foster long-term resilience. A significant milestone was achieved last month with the launch of the RM2 billion, 500 MW hydrogen-ready Combined Cycle Gas Turbine (CCGT) facility in Miri, due for completion by 2027.

This plant will enhance power supply in northern Sarawak and potentially serve neighbouring Sabah and Brunei, using mixture of methane and hydrogen to reduce emissions and boost energy efficiency.

64. During my visit to Mitsubishi Heavy Industries' Takasago Hydrogen Park, I witnessed the world's first large-frame hydrogen-powered gas turbine. This breakthrough technology will be integrated into Sarawak's CCGT facility, reinforcing our leadership in the low-carbon energy transition.
65. The Sarawak Gas Roadmap (SGR) accelerates this momentum by establishing an energy ecosystem that increases access to natural gas across Sarawak, supporting industrial growth, domestic use, and economic prosperity. It charts a transformative future for the state's energy landscape.
66. As part of this vision, new gas terminals will enable efficient distribution, benefiting both households and industries, like the benefits already enjoyed by residents in Miri. This expansion supports Sarawak's growing energy needs.
67. To realise these aspirations, Sarawak must have full control over its gas supply and distribution. This autonomy is key

to implementing programs that maximise natural gas benefits for the people. Sarawak's legal rights over its gas resources are essential to achieving this goal.

68. The time for change is now. We must evolve beyond business-as-usual to create an ecosystem that accelerates Sarawak's technological and economic progress. By 2030, Sarawak aims to achieve a clean energy capacity of 10GW and 15GW by 2035, fostering energy security, industrial growth, and a prosperous future for all Sarawakians.
69. To achieve these goals, Sarawak is intensifying efforts to secure funding for transformative energy projects. In 2025, we will engage with international financial institutions and global partners, leveraging green funds and strategic partnerships to drive Sarawak's transition to a cleaner, more resilient future. Sarawak is not just participating in the energy transition; we are shaping it.

## **Environmental Stewardship**

70. Sarawak remains committed to advancing development without compromising our environment. Building on initiatives launched in 2024, we are accelerating efforts in 2025 and beyond to align economic growth with environmental protection.

71. The Natural Resources and Environment Bill 2024 reinforces our Zero Waste Agenda by promoting waste-to-energy technologies, wastewater management, and the conversion of agricultural waste into biomass energy. These efforts align with our broader sustainability goals, showcasing how economic growth and environmental protection can advance together in harmony.
72. Through the recent partnership between Sarawak Forestry Corporation (SFC) and PETRONAS, we are advancing carbon sequestration efforts to mitigate climate change and enhance forest conservation.
73. Simultaneously, research collaboration between SFC and Mubadala Energy focuses on protecting biodiversity and preserving critical habitats, ensuring that our ecosystems remain intact for future generations. These initiatives reflect our dedication to integrating environmental stewardship into Sarawak's development agenda.

## **Distinguished Guests, Ladies and Gentlemen,**

### **Capacity Building and Capability**

74. To truly realise the potential of the transformative initiatives driving Sarawak's future, we need a workforce that is skilled yet adaptable, innovative and empowered to lead in emerging industries.
75. This is why investing in capacity building through education and training is at the heart of our development strategy. We must evolve our education systems to foster critical thinking, creativity, and adaptability.
76. With this in mind, we are committed to investing billions of ringgits to enhance both the hardware and software of education through improved infrastructure and support for our people.
77. In line with this, starting in 2026, we will provide free tertiary education in selected fields for *anak* Sarawak. This groundbreaking initiative aims to ensure that every Sarawakian, regardless of their background, has access to high-quality education.



## **Distinguished Guests, Ladies and Gentlemen,**

### **Private Sector as the Driving Force**

78. The private sector is the driving force behind Sarawak's flourishing development. Entrepreneurs, businesses, SMEs, and investors are catalysts of our economy, shaping Sarawak into a hub of progress and prosperity.
79. For Sarawak to continue its growth, we need the private sector to continue leading the charge. We are committed to fostering an environment where your ideas, investments, and innovations can thrive.
80. Through our robust policies, supported by efficient logistics, energy, and digital infrastructure, we are laying the foundation for you to expand, invest, and succeed, while simultaneously cultivating a skilled and adaptive workforce to meet industrial demands.
81. If the public and private sectors work hand-in-hand, I believe nothing is impossible. I see that the future is full of promise, and with private sector involvement, we will unlock Sarawak's full potential. Together, we can foster an economy that is resilient, diverse, and capable of seizing the opportunities of the future.

**Distinguished Guests, Ladies and Gentlemen,**

**Sarawak Civil Service Transformation**

82. The public sector will continue to provide the governance and strategic direction, while the private sector brings innovation, operational efficiency, and market-driven solutions. The civil service will play an even more pivotal role in Sarawak's growth, particularly in advancing our development goals under PCDS 2030.
83. As we embark on the Sarawak Civil Service transformation journey with the introduction of *Sistem Saraan Perkhidmatan Awam* (SSPA), we are shifting toward a future-ready public service that meets the evolving needs of society. To tackle challenges like climate change, technological disruption and global uncertainty, our civil service must become agile, innovative, and people centric.
84. We can no longer afford to operate as we always have. We must ensure we provide accurate information, maintain transparency, and improve accessibility to government services for the people.

85. Change is imperative and it starts with every one of us here. We must take ownership, act with responsibility and push ourselves beyond our comfort zones. We must continually adapt to the demands of an evolving world. Without this commitment to change, no strategy, no system and no budget will deliver the results we want.
86. Our civil servants need to be equipped with the latest skills, whether in digital technology, project management, or leadership capabilities. That is why we have allocated a significant budget for training and development for leaders, executive-level staff and support staff. *Semua mesti pandai. Tak cukup pandai, kita pandaikan.*
87. By empowering every individual in the civil service, we strengthen the collective ability of Sarawak to achieve its ambitious vision. This investment shows our belief that when we empower our people, we empower Sarawak.

**Distinguished Guests, Ladies and Gentlemen,**

## **Conclusion**

88. The next five years represent a critical juncture for Sarawak. With bold vision, strategic action and unwavering commitment, we can transform challenges into opportunities and aspirations into reality. Let us embark on

this journey with hope, courage, determination and unity. Together, we will build a Sarawak that is not only prosperous but also sustainable, inclusive and resilient.

89. While our immediate focus is on the next five years, our aspirations extend well beyond 2030. Sarawak's journey is one of continuous progress, where each milestone is a stepping stone towards an even greater vision. To ensure sustained success, we must institutionalise good governance and accountability, remain agile in responding to global and regional shifts, and foster a culture of collaboration, innovation and lifelong learning.

**Saudara saudari sekalian,**

90. Tidak lama lagi, kita akan menyambut Tahun Baru Cina. Saya ingin mengambil kesempatan ini untuk mengucapkan *Xin Nian Kuai Le* kepada semua yang akan meraikan. Semoga tahun baru ini membawa kesejahteraan, kemakmuran, dan kebahagiaan kepada setiap keluarga dan individu.
91. Dalam menyambut perayaan ini, marilah kita mengambil peluang ini untuk menghidupkan semangat perpaduan dan keharmonian, mengeratkan ikatan sosial dan memastikan

bahawa kita terus maju bersama sebagai sebuah masyarakat yang bersatu padu.

92. Saya menjangkakan Tahun 2025 akan menjanjikan lebih banyak kejayaan kepada kita. Saya pasti pengambilalihan MASwings ke arah mewujudkan syarikat penerbangan kita sendiri akan dapat dicapai pada suku pertama 2025, memberikan kita kebanggaan dan autonomi dalam sektor penerbangan.
93. Banyak projek infrastruktur asas seperti jambatan, jalan raya, sekolah, klinik, bekalan air dan elektrik akan siap dan memberi manfaat terus kepada rakyat. Selain itu, akses telekomunikasi juga akan lebih meluas memastikan setiap komuniti, khususnya di kawasan luar bandar, mendapat peluang yang sama dalam dunia digital. Kesemua hasil usaha ini dijangka meningkatkan taraf hidup rakyat, memperkukuhkan ekonomi tempatan, dan menarik lebih banyak pelaburan ke Sarawak.
94. Akhir kata, marilah kita bersama menyambut tahun 2025 yang penuh potensi dan peluang ke arah Sarawak Maju Makmur 2030.

Sekian, wabillahi taufik wal hidayah, wassalamualaikum warahmatullahi wabarakatuh.

Terima kasih.