

# 马来西亚家具总会简报 NEWSLETTER

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## 马来西亚家具总会理事会（2023/2025）宣誓就职典礼圆满举办 *MFC Governing Committee Swearing-in Ceremony for 2023/2025 term a successful event*

马来西亚家具总会（MFC）日前在吉隆坡举行的常年会员大会和改选，成功选出 2023/2025 年度新届领导层；并在7月18日举办了其新届理事宣誓就职典礼。

来自柔佛州的陈文海受委成为马来西亚家具总会第三任总会长，来自雪兰莪的刘建祥辅佐成为署理总会长。总秘书长一职则由来自柔佛州的吴松煌担任，总财政为来自雪兰莪的代表江鑫蒂担任。

於晚上7时30分，在吉隆坡 Nexus Bangsar South 的 Spectrum & Prism Room 举办的理事宣誓仪式，有幸获得种植及原产业部秘书长 Dato Haji Mad Zaidi Mohd Karli 出席见证并见证这一历史性的一刻。

On July 18, 2023, the Malaysian Furniture Council (MFC) witnessed the swearing-in of its new Governing Committee. This event was a continuation of the 2023 Annual General Meeting (AGM) where it saw the election of the new MFC Governing Committee (GC) for the 2023/2025 term.

Under the new leadership, Desmond Tan Boon Hai from Muar is the 3rd President of MFC while being deputized by Matthew Law Kian Siong of Selangor as the Deputy President. Meanwhile the Secretary-General's post is filled by Goh Song Huang from Muar and Selangor's Cindy Kong Kim Tai as the Treasurer.

The swearing-in ceremony commenced at 7.30pm at the Spectrum and Prism Room, Nexus Bangsar South where it was attended by the Secretary-General of the Minister of Plantation and Commodities, Yang Berbahagia Dato Haji Mad Zaidi Mohd Karli as the Guest of Honor.



当晚出席观礼的贵宾，包括了马来西亚木材工业局主席 YB拿督孙伟瑄、马来西亚半岛林业部总监 Dato Raidza Awang、Jaycorp 执行董事 Tan Sri Abdul Majid Khan、马来西亚对外贸易发展局的董事、马来西亚会议展览局董事、马来西亚木材理事会首席执行官、来自各政府部门的高级官员及马来西亚个木材协会的领航人等。

总会长陈文海在致欢迎词时指出，人力资源课题仍然是业界面对的一大挑战。尽管去年制造业有幸获得政府批准，引进新外劳，但在收到全球经济问题而让订单减少的冲击下，许多制造商无法如期将外劳带进工厂。

因而，业界促请政府能在批文限期即将到来的期限前，能延长多18个月的批文限期，缓解业者的困境。这能让业者们能履行，制造在今年内从新开发市场中获得的订单。

陈总会长也强调，该行业正积极的组团到日本、印度、菲律宾等有潜在能力的市场进行考察，希望了解当地的需求，也能开拓更多的商机。



A number of VIP guests were also in attendance such as representatives from MATRADE, the Forestry Department, Malaysian Timber Council (MTC) and Malaysian Timber Industry Board (MTIB).

During the welcoming speech by President of MFC, he pointed out that manpower is a constant challenge for the industry where despite the government permitting manufacturers to bring in new foreign workers, a number of them are unable to proceed due to the lack of orders last year.

He stressed that nevertheless the industry is attempting to venture into potential markets such as Japan, India and the Philippines in the form of trade missions and participation in local exhibitions to gauge local sentiments.

As for the Guest of Honor, Yang Berbahagia Dato Haji Mad Zaidi Mohd Karli in his speech praised the furniture industry for being able to export products up to 186 countries. He added that Malaysian-made furniture is in a league of its own when it is visible in various hotel chains and property around the world.



# GC SWEARING-IN

*Ceremony*

理事就職宣誓典禮(2023/2025)



開幕主賓 Dato Haji Mad Zaidi，种植及原产业部秘书长则在典礼上高度赞扬马来西亚家具出口业能将产品出口至 186 个国家。他补充说，在世界各地的连锁酒店和产业中都能见到马来西亚制造的家具，这是独一无二的。

秘书长也提到政府会关注家具行业所面临的挑战，会在未来制定更多有利于行业的政策，达到互惠互利的局面。然而，为了实现这个愿景，行业和政府之间所建立的联系至关重要。

活动在晚上9时正进行了2023/2025年度新届理事会的宣誓就职仪式。每位理事在见证主宾前宣誓，将在未来的两年内履行作为理事成员的责任。

陈总会长在署理总会长、秘书长和总财政的陪同下，也将委任状颁发给11位顾问。也在活动结束后与所有的主宾合影留念。

He added that the government will take note of the challenges faced by the industry and will try to formulate more business-friendly policies in the future. However, it is vital for the industry and government to have a strong bond in order to transform such visions into a reality.

After a sumptuous meal, the event then proceeded to the swearing-in ceremony of 2023/2025 MFC Governing Committee at 9.00pm where each member took an oath to fulfill their responsibility as a GC member for the next two years in front of the Guest of Honour himself.

The final agenda of the ceremony is a group photo with the Guest of Honour and the presentation of souvenir to the MPC Secretary- General.

By the time the clock hits 10.00pm, the event concludes where guests bid their farewells and express their satisfaction of the successful and enjoyable event.







**MAJLIS PERABOT MALAYSIA  
MALAYSIAN FURNITURE COUNCIL  
马来西亚家具总会**

**ADVISOR 顾问团 (2023/2025)**



荣誉顾问  
HONORARY ADVISOR  
TAN SRI ABDUL MAJID KHAN



执行顾问  
EXECUTIVE ADVISOR  
CHUA CHUN CHAI  
蔡春才



执行顾问  
EXECUTIVE ADVISOR  
SUNNY TER SOON PENG  
戴春平



执行顾问  
EXECUTIVE ADVISOR  
NEO CHEE KIAT  
梁志杰



执行顾问  
EXECUTIVE ADVISOR  
BO ENG CHEE  
巫英智



执行顾问  
EXECUTIVE ADVISOR  
KHOO YEOW CHONG  
邱曜仲



顾问  
ADVISOR  
DATUK CHA HOO PENG, JP  
拿督谢和平



顾问  
ADVISOR  
HENDRY KONG WOOKI KEAT  
龚伟杰



顾问(税务)  
ADVISOR(TAX)  
RICHARD WONG YOKE SAN  
黄郁葵



顾问(税务)  
ADVISOR(TAX)  
DATO' CHUA TIA GUAN  
拿督蔡兆源



顾问(法律)  
ADVISOR(LLEGAL)  
LAU TIAN LEI  
刘天雷

**GOVERNING COMMITTEE 理事会 (2023/2025)**



总会长  
PRESIDENT  
DESMOND TAN BOON HAI  
陈文海



署理总会长  
DEPUTY PRESIDENT  
MATTHEW LAW KIAN SIONG  
刘建祥



副总会长  
VICE PRESIDENT  
JAMALUDIN CHE MURAD



副总会长  
VICE PRESIDENT  
LEO CHIANG KOKSZE  
张国诗



副总会长  
VICE PRESIDENT  
DATO' ERIC LEE KONG SIM  
拿督李光森



副总会长  
VICE PRESIDENT  
TERENCE PUAN XIANG HUI  
潘祥汇



副总会长  
VICE PRESIDENT  
LIM HEE TIANG  
林喜长



副总会长  
VICE PRESIDENT  
MAH KONG YEOW  
马光耀



副总会长  
VICE PRESIDENT  
ALFRED YOW SONG VOOI  
丘尚卫



副总会长  
VICE PRESIDENT  
LEE POH SIANG  
李宝祥



总秘书  
SECRETARY GENERAL  
GOH SONG HUANG  
吴松煌



副总秘书  
DEPUTY SECRETARY GENERAL  
WONG KOK HOON  
黄国坤



副总秘书  
DEPUTY SECRETARY GENERAL  
LAU KOK WENG  
刘国永



总财政  
TREASURER  
CINDY KONG KIM TAI  
江鑫蒂



副总财政  
DEPUTY TREASURER  
NICK WEE LONG  
黄运院



理事  
COMMITTEE  
DATO' STANLEY GOH LYE FOO  
拿督吴来富



理事  
COMMITTEE  
JEFFERY ENG CHONG YEU  
黄宗佑



理事  
COMMITTEE  
ALAN TEO SHIEW HON  
张晚峰



理事  
COMMITTEE  
CHRIS YAU KOK SIANG  
姚国祥



理事  
COMMITTEE  
STEVE ONG YEOU HUAN  
黄友欢



理事  
COMMITTEE  
TUAN HAJI MUHAMAD ISA



理事  
COMMITTEE  
CH'NG KAI SHEN  
庄凯升



理事  
COMMITTEE  
CHAU YOKE CHUN  
邹一全



理事  
COMMITTEE  
DAVID BEH NAM YEOW  
马南耀



理事  
COMMITTEE  
MOH KIM WAH  
莫锦华



理事  
COMMITTEE  
KOAY CHEE KHOON  
郭志坤



理事  
COMMITTEE  
SHARON TSANG SIU LAN  
曾小兰



委任理事  
APPOINTED COMMITTEE  
DATO' KENNY LOW CHIN KOON  
拿督刘景坤



委任理事  
APPOINTED COMMITTEE  
LEE NGEE YONG  
李益荣



委任理事  
APPOINTED COMMITTEE  
JAYDEN CHONG CHIN SOON  
张景顺



## 马来西亚家具总会组团到日本考察 MFC Japan Marketing Mission to Japan (July 2023)



在马来西亚家具总会署理总会长刘建祥和总秘书长吴松煌的率领下，一团由12人组成的马来西亚企业家到日本东京和福冈进行考察，期间更出席由日本东京家具协会召开的交流座谈会等。

此行，代表团拜访了日本著名的家具零售商东京室内（Tokyo Interior）、大家有明（Otsuka Kagu）、家具大正堂株式会社（Room's Taishodo）、村内家具（Murauchi Furniture Access）等企业。也在日本贸易振兴机构（JETRO Fukuoka）的安排下，於福冈拜访了全日本最大的零售批发商關家具（Sek i Furniture Inc），进行商业配对。相互的参访和商讨期间，让代表团能更全面的了解现今日本市场对家具的需求、所需独特性及其他国家的区别，也对日本家具业的前景充满信心。

日本在马来西亚家具出口榜上位居第三，是马来西亚出口家具领域不可忽视的国家。通过这次的考察，让准备出口日本的制造商更加了解日本的家具市场。与此同时，也让不少日本制造商对明年将举办的EFE 2024倍感兴趣，希望通过EFE 可以认识不同国家的卖家和买家。

EFE 2024是马来西亚家具最大的出口平台之一，也是东南亚每年不可错过的家具商贸展。作为一个强大的商业平台，EFE 承诺提供最完善的服务供买家与供应商互动，以取得更大的商业良机、共建合作伙伴关系和共创繁荣。



Led by the Deputy President of MFC, Mr Matthew Law and the Secretary General Mr Goh Song Huang, a group of 12 entrepreneurs visited Japan in early July 2023 to conduct a marketing mission in the metropolis of Tokyo and Fukuoka. This rare opportunity resulted in the delegation maximising their scouting of the latest furniture trend in both cities. At the same time, the delegation also paid a courtesy visit to its Japanese counterpart, the Japan Furniture Industry Development Association (JFIA).

A number of Japanese furniture retailers and wholesalers such as Tokyo Interior, Otsuka Kagu, Room's Taishodo, and Murauchi Furniture Access were selected to be visited by the delegation. Through the help of JETRO Fukuoka, a B2B session with Seki Furniture Inc, the largest Wholesaler in Japan in Fukuoka was successfully conducted. The courtesy visit and ensuing discussions enabled the MFC delegation to have a comprehensive understanding of the current demand for furniture in the Land of the Rising Sun. This has then instilled confidence in the prospects of the Japanese furniture industry among the delegates.

Currently, Japan is the 3rd largest furniture export destination for Malaysia. This makes the island nation one of the cornerstone markets where ignoring it is just unimaginable. Through this initiative, interested Malaysian manufacturers who intend to export to Japan will possess a better understanding of the Japanese furniture market. Notwithstanding, the delegation also put in their hard effort in wooing Japanese Manufacturers, traders and importers to participate in EFE 2024. Doing so will provide additional hope in exploring new buyers and market from other region through the EFE platform.

Export Furniture Exhibition (EFE) provides a perfect platform for manufacturers to ensure Malaysian made furniture receives the highest attention and critical acclaim from the global market. Global international buyers and professionals, wholesalers, retailers, distributors, dealers, designers, architects, contract consultants including local project planners are cordially invited to EFE 2024.





# 欧洲议会通过EUDR并发布最终版本

## European Parliament passes and releases final version of EUDR

2023年4月19日，欧洲议会通过了《欧盟森林砍伐法》（EUDR）。这项法规（EU 2023/1115）旨在监管被认定为与“森林砍伐”有关的产品，进入欧盟。

新法规预计于2023年6月29日生效，也是该法规在2023年6月9日于《欧洲联盟公报》上发布后的第20天。

随着欧盟森林砍伐法的实施，现有的欧盟木材法规（EU No 995/2010）将从2024年12月30日起废除。但在2023年6月29日之前生产，并于2024年12月30日后投放到市场的木材和木材制品，包括木制家具，将继续受欧盟木材法规（EUTR）的监管，直至2027年12月31日。

根据2023年6月9日的欧盟森林砍伐法最终发布版本，家具行业需要注意以下几点：

1. 运营者和贸易商的尽职调查
2. 原住民权利的纳入
3. 对国家的评估
4. 惩罚（第25条）
5. 截止日期

### 运营者和贸易商的尽职调查

尽职调查仍然是欧盟森林砍伐法的主题，责任主要由国家转移到交易商和运营者身上。

法规第4条规定，运营者在将相关产品投放市场或出口之前，应按照第8条法规进行尽职调查，以证明相关产品符合第3条的规定。

在文件方面，自提呈有关当局之日其，运营者须保存尽职调查声明的记录为期5年。根据第8条规定，尽职调查包括收集信息、数据和文件；例如产品的名称和类型、产品数量、生产国、含有商品的所有土地地理位置，向其提供产品的业务经营者姓名、电子邮件和邮政地址，以及足够的信息证明产品无涉及森林砍伐，并符合生产国家的相关法律信息。



Back in April 19, 2023 the European Parliament has passed the European Union Deforestation Regulation (EUDR). This law (Regulation EU 2023/1115) is intended for the regulation of products deemed linked to 'deforestation' from enter the European Union.

The new law is slated to enter into force on June 29, 2023 which is on the 20th day after the law has been published in the Official Journal of the European Union on June 9, 2023.

With the entry of the EUDR, the existing European Union Timber Regulation (Regulation (EU) No 995/2010) will be repealed from December 30, 2024 with the exception of timber and timber products, wooden furniture included that were produced before June 29, 2023 and placed on the market from December 30, 2024 will continued to be enforced under the EUTR until December 31, 2027.

According to the final version of the EUDR released in June 9, 2023 there are a number of major points the furniture industry has to take note such as:

- 1) Due Diligence from the operator and trader
- 2) The inclusion of indigenous rights
- 3) The assessment of countries
- 4) Penalties (Article 25)
- 5) Cut-off date

### Due Diligence from Operator and trader

Due diligence remains the prevalent theme of the EUDR where the responsibility falls mainly from the state to the traders and operators.

Article 4 of the law states that Operators shall exercise due diligence in accordance with Article 8 prior to placing relevant products on the market or exporting them in order to prove that the relevant products comply with Article 3.

In terms of documentation, operators are required to keep a record of the due diligence statement for 5 years from the date of submission to the authorities. Among the due diligence according to Article 8 include the collection of information, data and documents such as a description including the trade name and type of products, the quantity of the product, the country of production, the geolocation of all plots of land where the commodities contain, the name, email and postal address of any business, operator who supplied the product and adequate information that the products are deforestation-free and the information that the commodity has been produced in accordance with the relevant legislation of the country of production.



由于尽职调查的责任现在转移到营运者/贸易商身上，他们可以建立或使用系统，让有关当局能够提取所呈交的数据。在这种情况下，有关当局使用的欧盟海关单一窗口环境是此类活动的理想系统。

此外，该法规还规定，虽然可以在风险评估中使用认证，或其他第三方验证的方案，但不应代替营运者进行尽职调查的责任。

然而，如果出现任何怀疑，有关当局有权采取进一步的检查，第4条第6款规定，营运者应提供所有必要的协助，以供检查，包括提供进入场所和提供文件和记录的便利。

有鉴于此，欧盟官员出现在厂家门口的可能性是一个合理的情景，就像之前外国政府在反倾销调查中对马来西亚制造商所做的那样。

### 原住民权利和小农户的纳入

众所周知，人权是当今世界的被关注的主要领域，许多来自西方国家的政府，都着重这一问题。在欧盟森林砍伐法下，这也不例外；因为一些产品（如木材等）皆来自同时住着原住民的森林。

因此，涵盖风险评估的第10条第2d款明确规定：“风险评估应特别考虑在生产国或其部分地区与原住民的善意协商和合作”。

同时，涵盖与第三国合作的第30条第3款也规定：

“合作伙伴关系和合作应促进综合土地利用规划过程、生产国相关立法、利益相关者过程、财政或商业活动和其他相关工具，以改善森林和生物多样性保护、森林可持续管理和恢复、解决森林和脆弱生态系统向其他土地用途的转化、优化景观、土地权保障、农业生产力和竞争力，以及供应链透明度的收益，加强原住民、包括小农户和当地社区的权利，其权利载于《联合国原住民权利宣言》，并确保公众能够访问森林管理文件和其他相关信息。”

简而言之，上述两条规定表明生产者需要在协商后从森林中获得原材料，并考虑到原住民的权利。因此，马来西亚的本地营运者在涉及从原住民土地上割取木材的情况下，应考虑到保护原住民的相关法律，如《1954年原住民法案》（Akta 134）。



Since the burden of due diligence now falls on the responsibility of the operator/ trader, it is highly permissible for them to set up or use a system which enables the authorities to access the data submitted and in this case, the European Union Single Window Environment for Customs is the ideal system for such activities as it is used by the authorities.

Furthermore, the legislation has stated that while the insertion of certification or other third-party verified schemes could be used in the risk assessment, it should not substitute the operator's responsibility to conduct due diligence.

Nevertheless, should any suspicion arise, the authorities are entitled to conduct further checks and Article 4(6) states that operators shall offer all necessary assistance to the competent authorities to facilitate the checks including, access to premises and making of available documentation and records.

With this being stated, the possibility for European Union officers showing up at our very doorstep is a plausible scenario just like what has been done during an anti-dumping investigation by a foreign government towards our Malaysian manufacturers.

### The Inclusion of Indigenous Rights and smallholders

As we all know, human rights are one of the major areas of concern in the modern world where it has been brought up by many governments especially in the Western World. Things are no different under the EUDR where the fact that products such as timber originates from the forest where it also contains indigenous peoples.

Hence Article 10 (2)(d) which covers risk assessment clearly states that:

“The risk assessment shall take into account in particular the consultation and cooperation in good faith with indigenous peoples in the country of production or parts thereof”

Meanwhile Article 30(3) covering the cooperation with third countries also states that:

“Partnership and cooperation shall promote the development of integrated land use planning process, relevant legislation of producer countries, multi-stakeholder processes fiscal or commercial activities and other pertinent tools to improve forest and biodiversity conservation, sustainable management and restoration of forests, tackle the conversion of forests and vulnerable ecosystems to other land uses, optimises gains for the landscape, tenure security, agriculture productivity and competitiveness, and the transparency of supply chains, strengthen the rights of forest-dependent communities, including smallholders, local communities, and indigenous peoples, whose rights are set out in the UN Declaration on the Rights of Indigenous Peoples, and ensure public access to forest management documents and other relevant information.”

In short, these two clauses above showed that the producers are required to obtain their raw material from the forest after consultation and the rights of the indigenous population are look into account. Hence, local operators in Malaysia should take into account the relevant domestic laws pertaining to the protection of the Orang Asli such as the Akta Orang Asli 1954 (Akta 134) if it involves the removal of raw materials from their land.



至于小农户，欧盟森林砍伐法还强调“应该通过合理的努力，确保向生产者（尤其是小农户）支付合理的价格，以确保他们生计得到保障，并有效解决作为森林砍伐而引发的贫困问题。”

此要求旨在确保小农户的基本生计得到照顾，不被大企业忽视。

### 国家评估

根据该法规第29条，将建立一个三级评估体系，将国家分为以下三类：

- a) 高风险国家
- b) 低风险国家
- c) 标准风险国家

这些分类主要是基于森林砍伐和森林退化的速率，与相关商品有关的农业土地扩张的速率，相关商品和产品的生产趋势等来评估。

生产国的生产者有责任与欧洲当局密切合作，确保他们的国家被划分在低风险国家级别。

原因是根据第13条规定，如果营运者能够确定相关商品和产品是在符合第29条规定的低风险国家生产的，那么他们就无需履行风险评估和风险缓解任务。

因此，享有此特权的营运者只需收集和保存根据第9条概述的信息5年，以备需要时使用。

### 惩罚

与任何立法一样，无论是国内还是国际立法，都包含对违规事件的惩罚。虽然第24条为营运者/贸易商提供了纠正任何形式上不遵守欧盟森林砍伐法的机会，例如阻止相关产品出口到欧盟、立即撤回产品，甚至捐赠给慈善机构，但总会有一些害群之马试图忽视或违反规则。

As for smallholders, the EUDR also emphasises that a 'reasonable effort should be undertaken to ensure that fair price is paid to producers, in particular smallholders, so as to enable a living income and effectively address poverty as a root cause of deforestation.'

Such a requirement was also intended to ensure the basic livelihood of the smallholders are being taken care and not being neglected by the big corporations.

### The Assessment of Countries

Under Article 29 of the legislation, a three-tier system is being established for the assessment of countries and they are divided into:

- a) High risk countries;
- b) Low risk countries and;
- c) Standard risk countries

The classifications of the categories are basically based on the rate of deforestation and forest degradation, the rate of expansion of agriculture land for relevant commodities, production trends of relevant commodities and of relevant products.

It is up to the producers of the producing country to give their best cooperation with the European authorities to ensure their respective countries are in the 'low risk' category.

The reason is that under Article 13, operators are not required to fulfil the tasks of risk assessment and risk mitigation if they are able to ascertain that the relevant commodities and products are produced in low-risk countries in accordance to Article 29.

Hence, operators enjoying this privilege are only required to collect and store the information described under Article 9 for 5 years to be made available in the event it is needed.

### Penalties

As with every legislation, be it domestic or international there contains a penalty for the event non-compliance. While Article 24 provides an opportunity for the operator/trader to rectify any formal of non-compliance to the EUDR such as preventing the relevant product from being exported to the EU, withdrawing it immediately or even donating it to charitable interests, there will always be some bad apples who will seek to ignore or bend the rules.





因此，根据第25条第2款规定，惩罚包括：

- a) 环境损害与相关商品价值成比例的罚款。
- b) 没收营运者/或贸易商的相关产品。
- c) 没收营运者/或贸易商从相关产品交易中所获得的收入。
- d) 最长期限为12个月的暂时排除，不得参与公共采购过程和获得公共资金的支持。
- e) 在严重违规或多次违规的情况下，暂时禁止相关商品和相关投放到市场或出口。
- f) 在严重违规或多次违规的情况下，禁止执行在第13条中规定的简化尽职调查。

### 截止日期

有关法规的截止日期设定为2020年12月31日，并在解释中言明，选择该日期是为了防止在宣布和生效日期之间，预计会加速导致森林砍伐和退化的活动。

简单来说，营运者在欧盟森林砍伐法谈判期间以及之后，禁止将与森林砍伐相关的产品（生产日期从2020年12月31日至2023年6月29日）投放到欧洲市场，并且在需要时提供必要的尽职调查和文件。

### 总结

总而言之，欧盟森林砍伐法是项新的法规，旨在更严厉的打击森林砍伐问题。对于马来西亚制造商来说，他们需确保自己的产品符合最新的法规，以便能进入欧洲市场。这需要他们积极采取措施、进行尽职调查、遵守相关要求，以确保他们的产品达到欧盟森林砍伐法标准，从而创造进军欧洲市场的更好机会。

Hence under Article 25(2) among the penalties includes:

- a) Fines proportionate to the environmental damage and value of the relevant commodities;
- b) Confiscation of the relevant products concerned from the operator and/ or trader;
- c) Confiscation of revenues gained by the operator and/ or trader from a transaction with the relevant products concerned;
- d) Temporary exclusion for a maximum period of 12 months from public procurement processes and from access to public funding;
- e) Temporary prohibition from placing or making available on the market or exporting relevant commodities and relevant products, in the event of a serious infringement or of repeated infringement;
- f) Prohibition from exercising the simplified due diligence set out in Article 13 in the event of a serious infringement or of repeated infringement.

### Cut-off date

According to the legislation, the cut-off date is set on December 31, 2020 and in the explanation it states that the date was chosen in order to prevent an anticipated acceleration of activities leading to deforestation and forest degradation between the announcement and the date of entry into force.

In simple words, operators are prohibited from putting products (produced from 31 December 2020 – 29 June 2023) linked to deforestation during the period of negotiation of the EUDR and have to provide the necessary due diligence and documentation when it is required if it is placed on the European market.

### Conclusion

In conclusion, while the European Union Deforestation Regulation (EUDR) is a new regulation seeking to combat deforestation in a tougher manner, it is up to the Malaysian manufacturers to ensure that their products are not only compliant with the latest regulation but to enter the European market as well.

Source: <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:32023R1115>

#### REGULATION (EU) 2023/1115 OF THE EUROPEAN PARLIAMENT AND OF THE COUNCIL of 31 May 2023

on the making available on the Union market and the export from the Union of certain commodities and products associated with deforestation and forest degradation and repealing Regulation (EU) No 993/2010  
(text with EEA relevance)

THE EUROPEAN PARLIAMENT AND THE COUNCIL OF THE EUROPEAN UNION,

Having regard to the Treaty on the Functioning of the European Union, and in particular Article 192(f) thereof,

Having regard to the proposal from the European Commission,

After transmission of the draft legislative act to the national parliaments,

Having regard to the opinion of the European Economic and Social Committee (1),

After consulting the Committee of the Regions,

Acting in accordance with the ordinary legislative procedure (2),

Whereas:

- (1) Forests provide a broad variety of environmental, economic and social benefits, including timber and non-wood forest products and environmental services essential for humankind, as they harbour most of the Earth's terrestrial biodiversity. They maintain ecosystem functions, help protect the climate system, provide clean air and play a vital role for the purification of waters and soils as well as for water retention and recharge. Large forest areas act as a moisture source and help prevent desertification of continental regions. In addition, forests provide subsistence and income to approximately one third of the world's population and the destruction of forests has serious consequences for the livelihoods of the most vulnerable people, including indigenous peoples and local communities who depend heavily on forest ecosystems. Furthermore, deforestation and forest degradation reduce essential carbon sinks. Deforestation and forest degradation also increase the likelihood of contact between wild animals, farmed animals and humans, thereby increasing the risk of spreading new diseases and the risks of new epidemics and pandemics.
- (2) Deforestation and forest degradation are taking place at an alarming rate. The Food and Agriculture Organization of the United Nations (FAO) estimates that 420 million hectares of forest – about 10% of the world's remaining forests, equalling an area larger than the European Union – have been lost worldwide between 1990 and 2020. Deforestation and forest degradation are, in turn, important drivers of global warming and biodiversity loss – the two most important environmental challenges of our time. Yet, every year the world continues to lose 10 million hectares of forest. Forests are also heavily impacted by climate change and many challenges will need to be addressed to ensure the adaptability and resilience of forests in the coming decades.
- (3) Deforestation and forest degradation contribute to the global climate crisis in multiple ways. Most importantly, they increase greenhouse gas emissions through associated forest fires, permanently removing carbon sink capacities, decreasing the climate change resilience of the affected area and substantially reducing its biodiversity and resilience to drought and pests. Deforestation alone accounts for 11 % of greenhouse gas emissions as stated in the Intergovernmental Panel on Climate Change (IPCC) special report on climate change and land of 2019.
- (4) Climate breakdown induces the loss of biodiversity globally and biodiversity loss aggravates climate change, they are thus inextricably linked, as recent studies have confirmed. Biodiversity and healthy ecosystems are fundamental to climate-resilient development. Insects, birds and mammals act as pollinators and seed dispersers and can help store carbon more efficiently, directly or indirectly. Forests also ensure the continuous replenishment of water resources and the prevention of droughts and their deleterious effects on local communities, including indigenous peoples. Dramatically reducing deforestation and forest degradation and systematically restoring forests and other ecosystems is the single largest nature-based opportunity for climate mitigation.

(1) OJ C 271, 18.7.2022, p. 88.

(2) Position of the European Parliament of 19 April 2023 (not yet published in the Official Journal) and decision of the Council of 14 May 2023.





## 2022年木制品出口较上年增长

### *Export of wooden product increases in 2022 compared to the previous year*



2022年对每个人来说都是充满挑战的一年。从通胀飙升到俄罗斯-乌克兰冲突，再到利率上调，使得企业争相寻求支持。尽管木材行业也不能幸免于这些挑战，但所幸我们还能找到解决的方案。

木材行业的积极因素之一就是2022年家具出口总额的增加。

根据马来西亚木材工业局2022年度报告指出，2022年木材和木制品的出口价值从2021年的马币228亿令吉增长了10.6%，达到马币252.1亿令吉。

数据显示，2022年的1月、3月和4月属于出口价值最高的月份，分别为马币24亿令吉、马币24.1亿令吉和马币25.6亿令吉。而出口价值最低的月份是2月，仅有马币17.1亿令吉。

从细分来看，木制家具仍然是最大的出口贡献者，占总出口的44.2%（马币111.4亿令吉），其次是其他产品（马币39亿令吉 / 15.4%）和胶合板（马币33亿令吉 / 13.6%）。

至于出口目的地，尽管通往美洲的出口额增长了0.5%，达到马币84.8亿令吉，但对美国本身的出口却下降了0.9% 至马币77.3亿令吉。这种下降主要归因于房地产行业的需求下降，这也影响了当地人对家具的需求。

2022 is a challenging year for everybody. From soaring inflation to the Russian- Ukrainian conflict, and then the hiking of interest rate has made businesses scrambling for support. While the timber industry is not immune to such challenges, there are several issues we can take solace.

One of the positives for the timber industry is the increased export value achieved in 2022.

According to the MTIB 2022 Annual Report, the export value of wood and wooden products for 2022 has increased by 10.6% to RM 25.21 billion from 2021's figure of RM 22.8 billion.

Data indicates that January, March and April are the 'high' months when it registered RM 2.4 billion, RM 2.41 billion and RM 2.56 billion export value respectively. The 'lowest' month was February when it registered only RM 1.71 billion worth of export.

In terms of breakdown, wooden furniture remains the largest export contributor by taking up 44.2% (RM 11.14 billion) followed by other products (RM 3.9 billion/ 15.4%) and plywood (RM 3.3 billion/ 13.6%).

As for export destination, while export to the Americas has risen by 0.5% to RM 8.48 billion, export to the United States itself has depreciated by 0.9% to RM 7.73 billion. This decline is mostly attributed to the lower demand in the property sector which also affected the demand of furniture from the locals.



尽管如此，有所增长的亚洲市场出口额抵消了美国市场下滑影响；亚洲市场的出口额从2021年的马币111亿令吉增加到2022年的马币129亿令吉，增长了16.3%。身为主要东亚出口目的地的日本，则增长了20.3%，其次是中国（增长10.8%）和韩国（增长6.6%）。

至于欧盟市场，也从之前的马币20亿令吉增长了10.7%至马币22.2亿令吉。荷兰仍然是主要的出口目的地，其次是德国、比利时和法国。英国作为我们传统上最大的出口目的地之一，在2022年进口了价值约马币6.834亿令吉的木材和木制品，而2021年的进口额为马币7.634亿令吉。

转向发展中国家，南亚地区的印度、巴基斯坦和斯里兰卡的增长率为4.8%。这主要与印度的房地产行业高需求有关，特别是在孟买、德里、班加罗尔等主要城市，均涌现了大量的中产阶级。中东地区也增长了12.0%，阿联酋、也门、沙特阿拉伯、伊拉克和卡塔尔分别增长了22.3%、5.9%、13.8%、24.8%和20.0%。

与南亚地区的一样，中东地区的房地产行业也在增长，基础设施建设和住宅区的需求大幅增加。

总的来说，希望全球经济能够更快速的复苏，各行各业都能够重建生产能力，保障普通民众的生计。



As for the European Union market, it has also registered an increase of 10.7% to RM 2.22 billion from RM 2 billion previously. The Netherlands remain the main export destination followed by Germany, Belgium and France. The UK, traditionally one of our biggest export destinations saw an overall decline when it imported RM 683.4 million worth of timber and timber products in 2022 compared to RM 763.4 million in 2021.

Moving on to the developing world, the South Asia (India, Pakistan and Sri Lanka) registered a 4.8% growth rate. This was mostly related to the high demand within the real estate sector especially in major cities like Mumbai, Dehli, Bengaluru with a burgeoning middle class emerging from India. West Asia or better known as the Middle East also registered a growth of 12.0% with the United Arab Emirates (UAE), Yemen, Saudi Arabia, Iraq and Qatar each registered a 22.3%, 5.9%, 13.8% 24.8% and 20.0% growth respectively.

Just like its South Asian counterpart, the Middle East region is also experiencing a growth in the real estate sector where infrastructure development and residential areas saw demand increase substantially.

In conclusion, it is hopeful that the global economy will be able to recover at a quicker pace in order for all sectors to rebuild their production capacity and secure the livelihood of the average Joe.

Nevertheless, the decline in the American market was compensated by the export to Asia where it increased 16.3% from RM 11.1 billion (2021) to RM 12.9 billion (2022). Japan was the main East Asian export destination with a 20.3% increase followed by China (+ 10.8%) and South Korea (+6.6%).



## 俄勒冈州生产的大型木材通过地震测试 *Oregon-produced mass timber withstands earthquake test*

由于美国西海岸容易发生地震，建筑材料能否抵御自然灾害至关重要。因此，一栋由大型木材结构建造的10层建筑被放置在圣地亚哥的地震模拟器上，进行6.7至7.7级地震的抗性。

至今，新的建筑规范已更新，已允许在美国修建更多的大型木材结构高层建筑。

该平台的震动测试于2023年4月下旬开始，截至2023年5月9日，该建筑已经经历了两次测试，每次模拟先前地震期间记录的6.7级地震和7.7级地震，结果令人鼓舞。

测试木材构造成功地承受了模拟地震，Freres Engineer Wood Inc副总裁Tyler Freres表示，如果我们能设计出遭遇地震后仍可居住的新建筑，就可减少伤亡人数以及重建成本。

As the US West Coast is susceptible to earthquake, it is vital for construction materials to be able to withstand the natural disaster. Hence, a 10-storey structure from mass timber was placed on a shake pad in San Diego to test a 6.7 – 7.7 magnitude earthquake to test its resiliency.

As of recently, new building codes was updated to allow more mass-timber high-rise building be constructed in the United States.

Shake testing on the platform began in late April 2023 and on May 9, 2023 the building went through two test, each simulating a 6.7 magnitude earthquake and a 7.7 magnitude earthquake and the results were encouraging.

The test subject managed to withstand the simulations and Tyler Freres, vice president of Freres Engineer Wood Inc said that if we can design new buildings that are habitable after seismic event, the number of casualties can be reduced as well as the cost of reconstruction.

Source:

<https://www.koin.com/local/building-made-of-oregon-produced-mass-timber-withstands-major-earthquake-tests/>





## 美国家具制造业2023年收入预计不见增长 *US furniture manufacturing predicted not to have an increase in revenue for 2023*

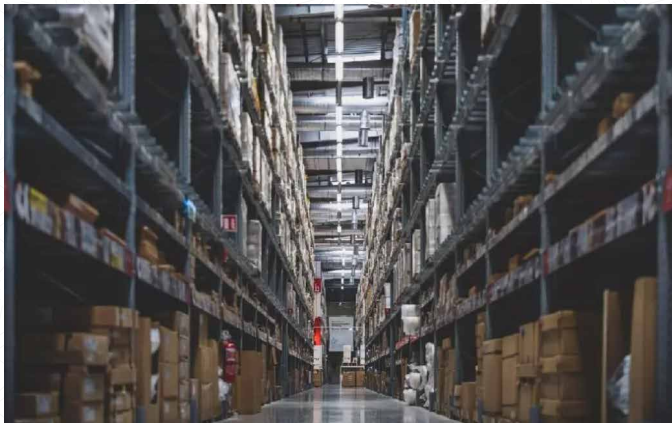
美国供应管理协会（ISM）预测，2023年收入预计将增长1.7%。这一新数字比2022年12月预测的5.5%低了3.8个百分点。

调查显示，40%的受访者表示2023年收入将会增加，而20%的受访者表示相反，其余40%的受访者表示维持现状。

ISM主席Timothy Fiore表示，尽管复苏速度比最初预期慢，但整个年份的经济仍在持续复苏中。

然而，这种增长预计不会让美国家具制造业受益，因为该行业是收入缺乏增长的行业之一。家具制造业也是预计就业人数将减少的七个行业之一。

因此，为了应对劳动力短缺，41%的公司表示会提高工资，33%的公司没有雇佣太多的员工，而4%的公司决定降低招聘标准。



The Institute for Supply's Management (ISM), an American-based supply management association forecast that revenue for 2023 is expected to increase by 1.7%. This new figure is 3.8 percentage points lower than December's 2022 forecast of 5.5%.

According to its survey, 40% of respondents said that revenue for 2023 will increase compared to 20% saying the other way round and the remainder 40% saying the status quo will remain.

Timothy Fiore, ISM's Chairman said that the recovery will continue for the rest of the year albeit on a slower pace than what was originally expected.

Nevertheless, this growth is not expected to benefit US furniture manufacturing as it was one of the industries where growth in revenue is absent. The industry is also one of seven industries to predict employment numbers to decrease.

Hence in order to deal with the lack of manpower, 41% said that they will raise wages, 33% did not hire as many workers as they would like while 4% decided to lower their hiring standards.

Source:

<https://www.furnituretoday.com/furniture-manufacturing/manufacturing-execs-predict-the-rest-of-2023-will-things-improve/>



# 中国（上海）国际家具博览会2023 China Furniture Fair (Shanghai) 2023

第52届中国国际家具展览会（CIFF）将於于2023年9月5日至8日，在中国上海国家会展中心（NECC）举行。

这一次的中国家博会将汇集国内高端市场的同时，也促进国际合作，将中国顶尖品牌与国际市场联系起来。

这次的中国家博会也将有两个专门展馆，新锐设计品牌的潮流设计馆和为超过10万产品、国际顶尖家具设计品牌、国内殿堂级品牌同台竞技的当代设计馆。

届时，将会有超过1,500家参展商、展览规模达37万平方米和四大主题的展览活动，分别为：

- a) 上海潮向生活美学展
- b) 上海国际家具机械与木工机械展览会
- c) 上海商办空间展
- d) 上海都市户外展

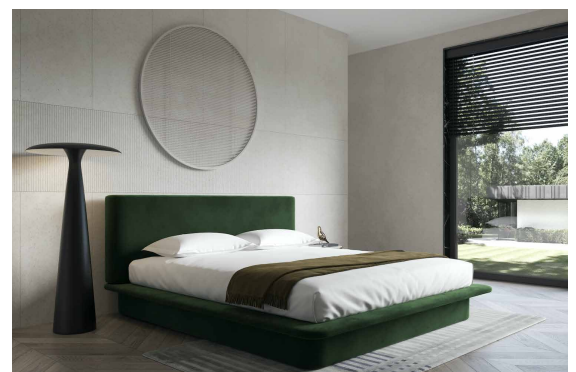
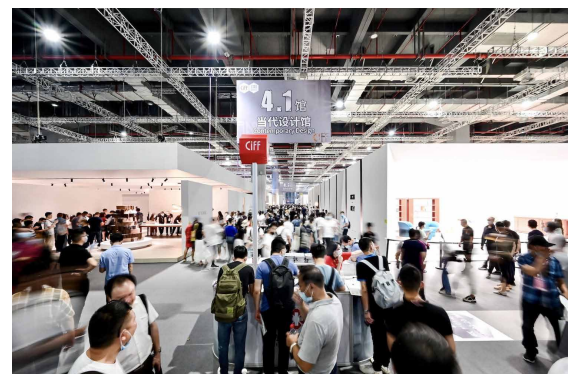
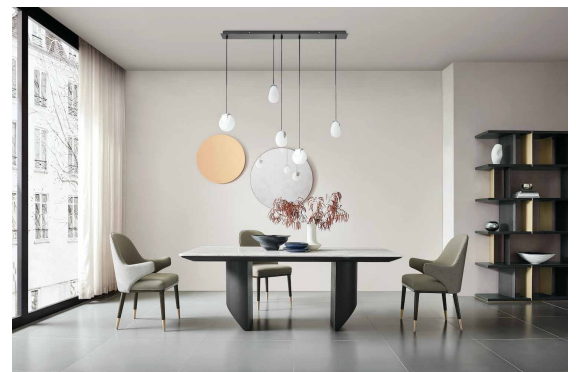
Come September 5 – 8, 2023, the China International Furniture Fair (CIFF) in its current 52nd edition will be held at the National Exhibition & Convention Center (NECC) in Shanghai, China.

CIFF in its current form is focusing on the high-end domestic market while fostering international cooperation linking mainstream Chinese brands to the international market.

In this edition, two pavilions will be reserved for the display of innovative and brand designs as well as services dedicated to more than 100,000 product, interior and professional designers involved in CIFF.

At the same time, over 1,500 exhibitors, and exhibition area of 370,000 square metres with four themed exhibition events will be prepared which are:

- a) Home Textiles & Accessories Lifestyle Exhibition;
- b) Shanghai International Furniture Machinery & Woodworking Machinery Fair;
- c) Offices and Public Spaces Exhibition; and
- d) Urban Outdoor Furniture Exhibition







罗炜雄 

企业家兼周游列国的MBA讲师。曾于毕马威会计师事务所担任营销总监多年，也是多个亚洲著名政论清谈电视栏目的常驻嘉宾，常探讨经济、商业、政治热门课题与最新市场趋势。

## 走过日本经济失落三十年——优衣库的不败神话

1992年，日本房地产泡沫破灭，日本经济从此一蹶不振，经历了三十年零增长。在更早的1989年，全球十大企业有7家是日本企业，全球50大企业中，日本更是占了32家。这是日本经济的高光时刻。可是，来到2018年，全球50大企业榜单，日本只有丰田汽车一家入围。日本经济衰败可见一斑。

日本家庭的平均总消费减少6.5%，食品支出减少15%，家居和日用品减少11.7%，而服装更是减少50.4%。就在日本经济不振时刻，一家日本服装企业横空出世，优衣库（Uniqlo）强势崛起，并且越战越勇，经历了三十年不败神话。

目前，优衣库和其他三家服装品牌——Zara、H&M、SHEIN——并列为全球服装四大天王。

优衣库能够在日本经济最糟糕时刻强势崛起，其一把手柳井正出色的领导能力功不可没。



优衣库创始人柳井正。（图片来源：法新社）

柳井正在1972年加入他父亲成立的服装公司。这家公司是做西装的，但柳井正觉得西装的周转率不高，客户一年有购买一套西装已经很不错了。

1984年，柳井正创办了优衣库，聚焦于休闲服装。优衣库就是“存储衣服的仓库”。他认为，休闲服装一年四季都可以卖不同季度的款式，产品周转率高很多。一开始，柳井正采用欧美流行的自助式零售，而且走低价路线，大受客户欢迎。

1990年代，柳井正去香港考察时看到了“佐丹奴”（Giordano）的经营模式，让他感到震惊。佐丹奴的衣服不止便宜，质量还很高，这让柳井正看到了优衣库的未来。而且，他还学到了香港的SPA模式（Speciality Retailer of Private Label Apparel）。柳井正决定到中国寻找厂商做自己设计的休闲服装，打造自己的风格。从此，优衣库开始塑造自己的品牌服装风格。

1992年，日本经济陷入衰退，开始进入失落三十年。柳井正“低价优质”的休闲服装路线大受消费者欢迎。然而，优衣库利用中国厂商做的衣服，质量并不稳定。为此，柳井正还开展了“奖赏100日元运动找出有质量问题的衣服”活动，来让消费者安心。后来，柳井正启动“匠计划”，把日本棉纺织业退休工匠组织起来，派往中国纺织厂协助优衣库的生厂商提升质量。这项计划非常成功，让优衣库的业绩不断翻倍。



优衣库“低价优质”的休闲服装路线，大受消费者欢迎。（图片来源：Unsplash）

1994年，柳井正成功把优衣库上市，而取得扩展市场的资金。从此，优衣库跑上了快车道。

1998年，柳井正开启了“All Better Change（ABC）”计划，即全面更好改变计划，让优衣库从总部主导的结构，转型到店铺自立型经营的转变。

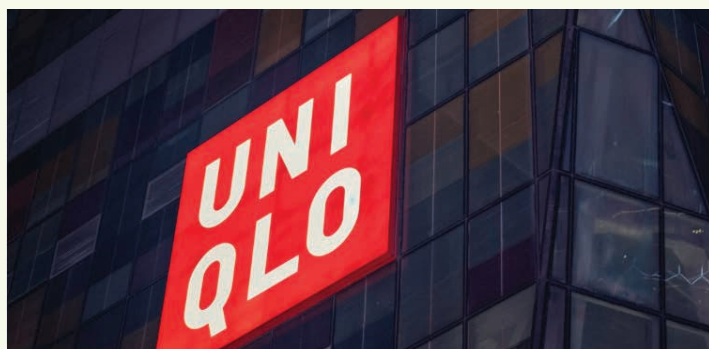


这项改革最重要的不是总部，而是接触顾客的销售现场。ABC计划就是从店长开始，配合顾客的需求变化，重审商品、卖场、促销等方方面面，构筑长期受到顾客支持的划时代商业模式。

同年，优衣库推出了一款划时代的服装——摇粒绒。这是设计给登山专业人士的羽绒服，价格普遍高昂。优衣库成功推出平价的摇粒绒服装，在日本刷下了售卖2000万件的纪录。产品上的创新让优衣库声名远播，在消费者心目中分量不轻。

2006年，优衣库推出Heattech发热内衣服饰。Heattech是贴身的内衣，再寒冷的冬天，只要穿上heattech内衣，外面再罩上一件衣服就足够了。结果，heattech引爆了市场。而且，柳井正非常善于利用广告推波助澜。每一款优衣库广告都深入人心，为优衣库的品牌效应加分。

柳井正意识到日本人口不断老化、萎缩的问题。因此，2001年，优衣库开始踏出日本，进军全球市场。最初数年，与日本优衣库的火爆表现相比，海外优衣库表现可说是惨淡经营，并且不断关闭经营不善的店铺。柳井正做出了深刻的检讨。首先，他认为自己因日本的成功冲昏了头脑，以为海外扩展一切都很简单。其次，他忽略了优衣库在海外是没有知名度的。



2001年，优衣库开始踏出日本，进军全球市场。  
(图片来源: Unsplash)

2006年，柳井正选择在纽约黄金地段开设全球旗舰1号店，卖场面积3500平米，还找了当代一流设计师负责设计这家店。这让旗舰店还没有开张，就引起了全城热烈讨论。因此，优衣库在纽约一炮而红。之后，优衣库在伦敦、巴黎、台北、首尔等城市开了九家全球旗舰店，一举奠定了优衣库的全球计划。数年后，优衣库在全球开了300多家分店，扩展速度非常迅速，而且每开一家新店都造成人潮汹涌。

2011年，优衣库推出UIP (Uniqlo Innovation Project)，即优衣库创新计划。UIP理念为”拥有卓越功能与大众设计的便装”。UIP设计团队是由世界顶级服装设计师组成。UIP计划体现了柳井正“改变服装，改变常识，改变世界”的理念。

在日本经济停滞增长的环境下，优衣库业绩能够不断创新高，这和柳井正的超强领导能力密不可分。他出色的市场洞察力、敢于创新的经营理念，让优衣库在日本恶劣的经营环境中脱颖而出。他抓住了优质低价和大众化的休闲服装作为定位，不断提升内部管理，不断推出高品质的时尚休闲服装，并且懂得将科技注入服装生产，让消费者深深感受到很高的性价比。这就打造了优衣库三十年不败的神话故事。





# 经济凛冬将至 当康波遇上周期衰退

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(每月专栏)

市场很静、行情很差，这几乎是所有老板见面的时候的“问候语”。你也是吗？

马来西亚第一季度的经济增长4.8%冠东盟，但是市场的氛围和买气却差强人意。我们的工业生产指数4月下跌3.3%，4月出口更是下跌17.5%，令吉兑新币更是创造了历史新低。总总迹象皆表明，我国经济正在走软。

这次马来西亚经济环境转差主要是全球经济步向衰退的风险。目前，全球3大经济体——美国、中国和欧盟都面临放缓的局面。

## 【美国】

身为全球的经济龙头老大，去年3月，美联储经过了10轮的急速升息，短短12个月利率从0.25%跳到5.25%，升息也给美国金融体系带来极大的冲击。债券市场去年迎来史上最大的熊市，进而引爆了今年3月美国的中小型银行危机，导致硅谷银行等银行倒闭。美国第一季度经济也放缓到1.1%。

美国升息图表



美国升息给美国金融体系带来极大的冲击。

## 【欧盟】

经历着俄乌战争的冲击导致能源价格飙升，欧盟经济火车头德国率先步入经济衰退。欧盟经济第一季度的增长只有区区0.1%，5月通货膨胀率更是高达6.1%，远远超越欧盟中央银行的通膨目标，因此市场已经准备好欧盟经济将进入衰退。

## 【中国】

第一季度经济增长为4.5%，这主要是因为中国经济去年因为清零政策导致今年第一季度增长看起来很好。中国出口5月大跌7.5%，制造业PMI指数4月和5

月连续两个月跌破50枯荣指数，5月更是下探48.8。中国3月通货膨胀仅0.7%，引起市场猜测中国是否在通货紧缩边缘。

通货紧缩比通货膨胀更加棘手。中国中央银行6月还主动降息刺激经济，而年轻人失业率冲上新高，达20.8%。换句话说，每5位年轻人有一位失业，经济前景堪虑。

## 【韩国】

拥有全球经济金丝雀之称的韩国出口连续5个月负增长令人对于全球经济放缓非常不安。韩国是一个出口大国，而且偏向高科技出口，因此被视为全球经济的晴雨表。6月整体出口下降6%。

以上各种信号都指向一个方向——世界经济即将进入寒冬，这是一个周期性的经济衰退。

## 冠病延迟周期衰退

根据过去的记录，差不多每十年全球经济都会经历一轮商业周期的衰退。上一次全球经济衰退还要追溯至2008年的全球金融风暴，但因为冠病爆发延迟了这次商业周期衰退的到来。

但是，要来的始终会来。

与此同时，全球经济还面对另一个挑战——即旧一轮的康波周期的结束。

## 何谓康波周期？

它是1926年由俄国经济学家康德拉季耶夫发现，发达商品经济中存在的一个为期40~60年的经济大周期。因此，后人以他的名字命名为康波周期。

康波周期是以科技发展为基础，通过这理论，很多学者定义为我们进入了从18世纪蒸汽机时代开始算起的第五波的康波周期，而且即将结束。

●以1975年微软公司成立作为电脑或者信息时代为起点，上一个世纪80年代我们开始进入苹果和IBM的个人电脑时代、手提电脑时代；

●1994年雅虎横空出世，带领我们进入互联网时代；

●2007年iPhone出现，进入智能手机时代和移动互联网的时代。

经过了50年的狂奔，一切的红利或即将结束。



过去数年我们见证了新一代科技的崛起，这个科技将会是以人工智能、自动化以及新能源作为代表，而在2023年，会被载入科技史册中。

## 人工智能走进生活

2023年ChatGPT的横空出世，让人工智能走进了我们的生活。人工智能虽然存在已久，但是一直以来给人感觉很遥远，就算2017年AlphaGo利用人工智打败围棋世界冠军，但是对于我们的生活没有引起任何波澜，毕竟围棋只是一种娱乐。但ChatGPT的出现却是石破天惊，它直接进入我们的生活和工作。目前在美国已经有很多企业利用ChatGPT来替代员工，数百万人的工作受到不同程度的冲击，而且，这只是开始。

5月，苹果推出了Vision Pro，也会是改变人类未来沟通的方式。我们人类从此进入虚拟和真实两个世界，它带来的冲击将是我们难以想象的，这一切就好像1994年雅虎的出现时刻，我们无法想象互联网对于我们会带来一个如何的冲击。

因此，要铭记2023年。

## 自动化带来的更大影响

除此之外，自动化的普及将会对于我们的市场和生活带来革命性的改变。

目前在中国很多工厂、仓库和连锁餐厅的厨房已经出现全自动化。工厂的员工人数越来越少，厨师也会被自动化厨房而淘汰，新能源汽车对于汽车行业的影响是更是深远的。很多汽车零件行业会因此而从此消失。

科技历史不断证明，每一次出现的科技革命都会摧毁很多工作和企业，但是也会创造出很多新的行业和新的工作。经济学家誉为这是新的科技红利，它会带动新一波的经济起飞。

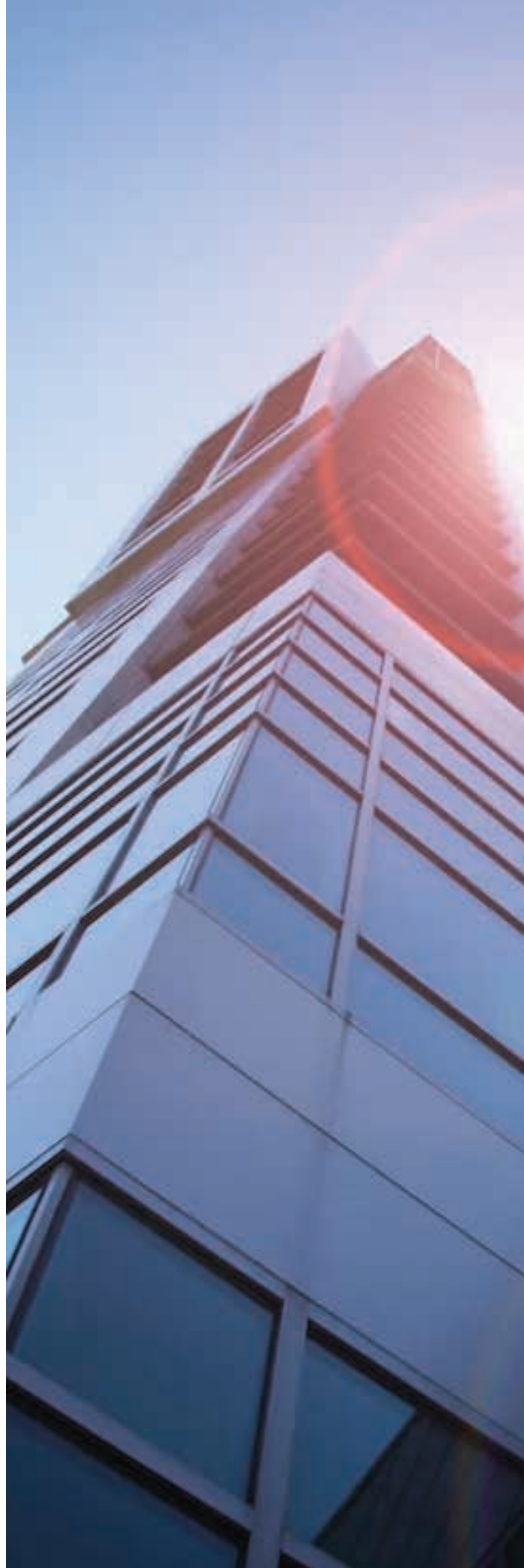
过去50年，我们见证了信息革命通过电脑、互联网和手机创造了无数新的工作和新的行业进而带动了全球经济的高速发展。但是，这新一轮的科技发展红利还没需要数年的时间发酵和产生影响。换句话说，我们还处于早期的第六波的康波周期。

你准备好了吗？

这次的经济寒冬是商业周期遇上了康波周期，这将会带来一系列的挑战，并且，这次的周期碰撞还遇上了中美两大超级大国的角力，增添了更多的变数。

过去十年美国影响最深远的一部电视剧《权力的游戏·Game of Throne》里有一句名言，凛冬将至（The Winter Is Coming），这是一个很好的注脚。

经济凛冬将至，并且相当漫长，大家准备好了吗？



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