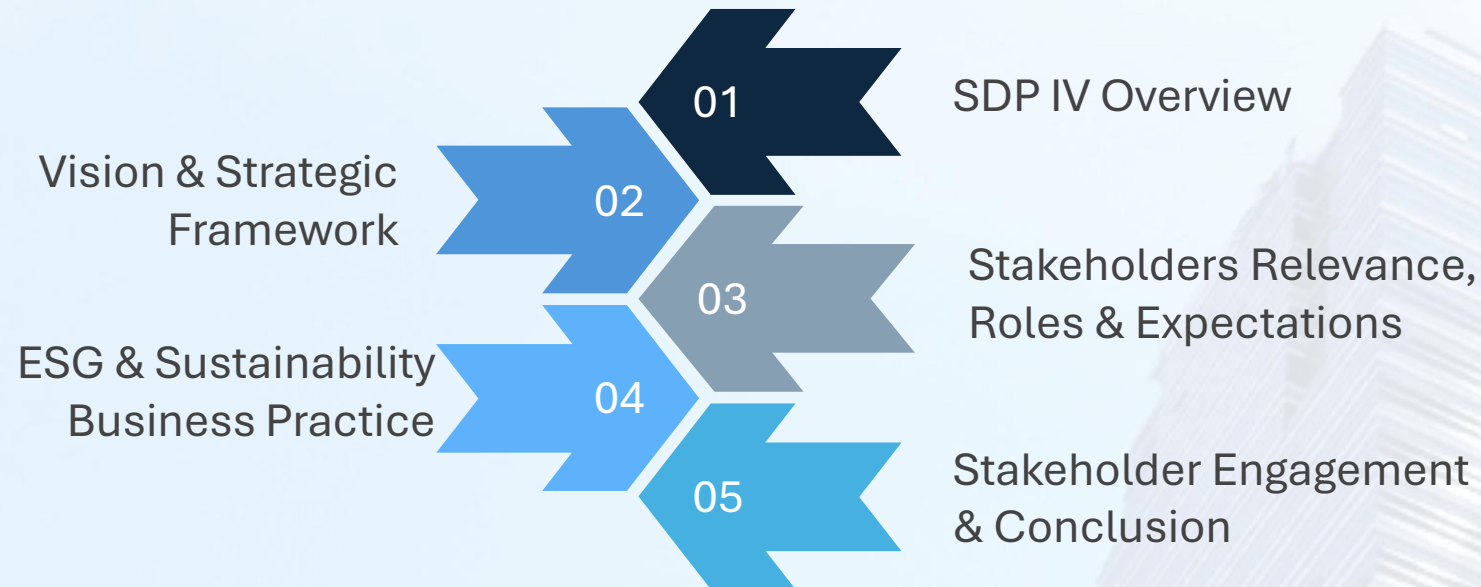


SSM'S STRATEGIC DIRECTION PLAN IV (SDP IV) (2026 – 2030)

By:

En. Farid Ahmad

Director, Corporate Communications & Strategy Division,
Companies Commission of Malaysia



BACKGROUND & OBJECTIVES



Strategic Plan Background

SSM formulated and implemented 3 comprehensive strategic plans:

- Strategic Direction Plan I (2004 – 2008) (SDP I)
- Strategic Direction Plan II (2010 – 2016) (SDP II)
- Strategic Direction Plan III (2017 – 2025) (SDP III)

Objective for today's session

To create awareness, foster collaboration and establish clear expectations for achieving objectives.

Strategic Plan Overview

SDP IV officially launched on 25 September 2025, taking effect January 2026 guiding SSM's strategy through 2030 with alignment to the National agenda.

Focus on Sustainability

SDP IV addresses trust, efficiency and sustainability in an evolving business landscape.

Transformation Commitment

SDP IV emphasizes regulatory excellence, digital transformation and stakeholder empowerment.

A Leader in Empowering a Trusted, Efficient and Sustainable Business Ecosystem

Peneraju dalam Memperkasa Ekosistem Perniagaan yang Dipercayai, Cekap dan Lestari



Trusted

Building unwavering confidence through integrity in corporate data, transparent processes and accountable governance structures that stakeholders can rely upon.



Efficient

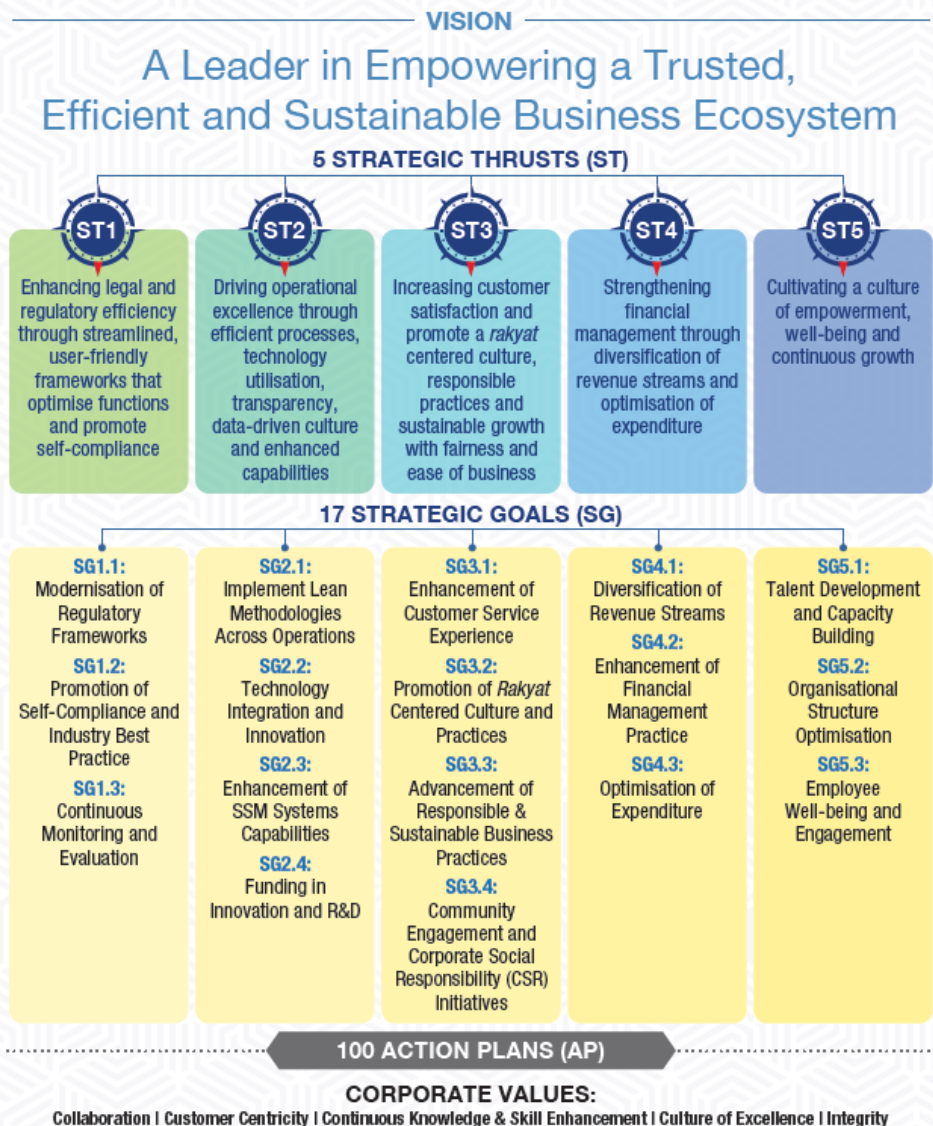
Delivering streamlined, technology-enabled services that reduce administrative burden and accelerate business processes while maintaining rigorous standards.



Sustainable

Integrating network of organisations, regulators, investors and stakeholders that drives Malaysia's long-term economic resilience — guided by environmental, social and governance (ESG) principles to promote responsible and inclusive growth.

SDP IV STRATEGIC FRAMEWORK



A five-year transformation roadmap featuring 5 strategic thrusts that align regulatory reform, digital innovation, governance excellence, financial sustainability and human capital development.

KEY INITIATIVES IN STRATEGIC THRUST



Key Initiatives in ST 1

Review of the Registration of Businesses Act 1956	Review of the Interest Schemes Act 2016 and Interest Schemes Regulations 2017	Modernised Trust Companies Act 1949	Implement a new legal framework for Movable Property Security Interests (MPSI)
Modular training framework to newly appointed directors	Collaborative Training Framework with industry associations	Insolvency Practitioners Oversight Framework	Enhancement of the Malaysian Business Reporting System (MBRS)



Key Initiatives in ST 2

UX Baseline Study and User Behaviour Report	LLP Strategic Plan	Collaboration with Academic Institutions
Industry Partnership Development	Collaboration with Ministries/Agencies for Product	Collaboration with ASEAN Registrars for Product Development
Collaboration with PBT for New Product Development		



Key Initiatives in ST 3

User Experience (UX) Metrics and Baseline	SSM Email Blasting to Stakeholders	SSM Business Update Newsletter
Stakeholder Engagement Strategy or Framework	NGO Partnership Framework	ESG Business Guidelines

Success of SDP IV depends on the active engagement and commitment of our diverse stakeholder community. Each group plays a distinct and vital role in achieving our shared vision.



Company Secretaries

- Uphold the highest standards of corporate governance in all engagements with clients
- Support seamless business onboarding and registration processes
- Ensure timely and accurate statutory filings
- Serve as trusted advisors on compliance matters



Government Agencies

- Collaborate on secure data sharing initiatives
- Co-develop innovative products and services
- Strengthen AML/CFT enforcement efforts
- Support cross-agency coordination and alignment



Professional Bodies

- Co-develop comprehensive training programmes
- Promote industry best practices and standards
- Support widespread ESG adoption
- Foster continuous professional development

SDP IV recognizes that transformative change requires collective action. SSM is committed to building strategic partnerships that amplify impact and create shared value across the ecosystem.



NGO Partnerships for CSR

Collaborating with non-governmental organizations to expand corporate social responsibility initiatives and community impact programmes.



Academic Research & Training

Partnering with leading academic institutions to advance research and develop cutting-edge training programmes.



ASEAN Cross-Border Exchange

Working with regional Registrars to facilitate seamless cross-border data exchange and harmonize regulatory frameworks.

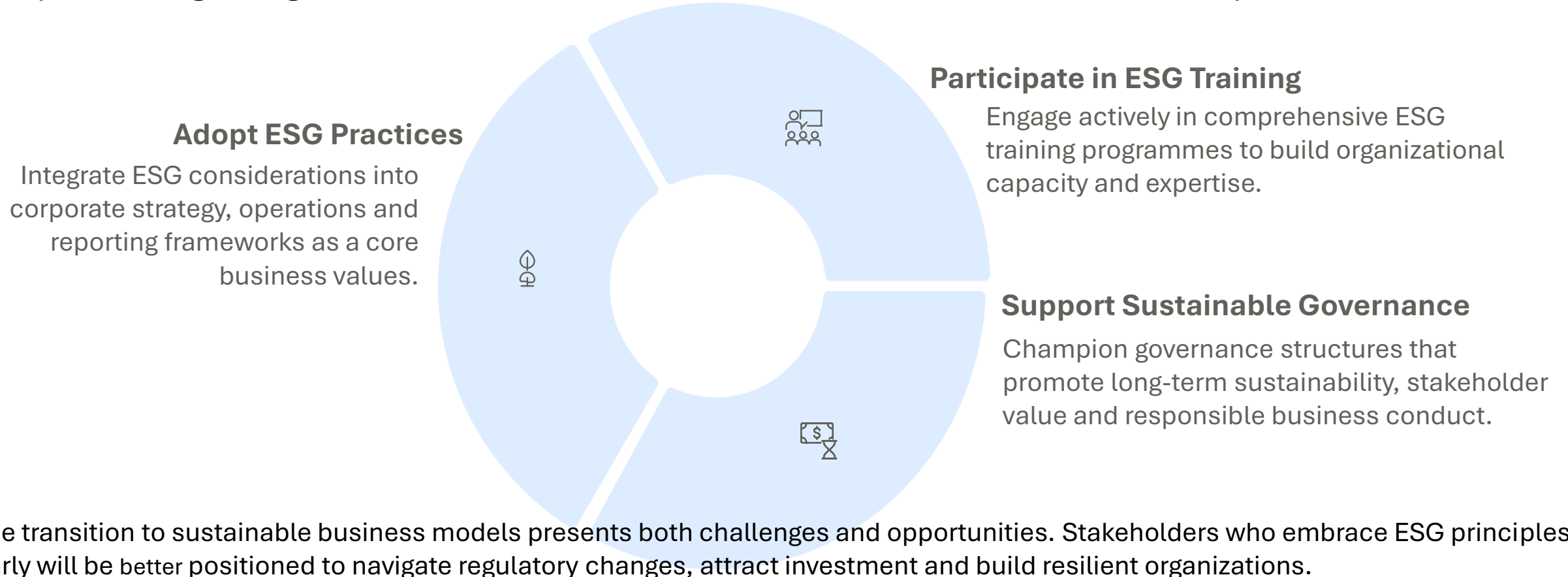


Co-Creating Solutions

Inviting stakeholders to collaborate in designing innovative solutions that address emerging challenges and opportunities.

ESG & SUSTAINABLE BUSINESS PRACTICES

Environmental, Social and Governance (ESG) principles are no longer peripheral considerations—they are **central to business strategy** and regulatory expectations. SSM is leading by example, implementing ESG guidelines both for businesses we oversee and within our own operations.



Open, transparent and consistent communication forms the foundation of our stakeholder partnership. SSM is committed to keeping you informed, engaged and empowered throughout the implementation of SDP IV.

Regular Newsletters

Comprehensive updates on policy changes, regulatory developments and industry insights delivered directly to stakeholders.

Stakeholder Dialogues

Structured dialogue sessions providing opportunities for direct engagement, knowledge sharing and collaborative problem-solving.

Feedback Platforms

Accessible digital channels enabling stakeholders to share insights, raise concerns and contribute to continuous improvement.

📄 **Your Voice Matters:** We strongly encourage all stakeholders to stay informed, remain actively involved and leverage these communication channels to shape the future of corporate governance in Malaysia.

A Shared Journey Forward

SDP IV is not merely an organizational plan — it is a **shared journey** toward building a future-ready business ecosystem that serves the interests of all Malaysians.

Strategic Partners

You are valued strategic partners, not passive observers. Your expertise, commitment and collaboration are essential to achieving our collective vision.

Core Values

Together, we move forward guided by **trust, integrity and innovation** — values that will define Malaysia's corporate landscape for decades to come.

Collective Impact

The success of SDP IV will be measured not by regulatory compliance alone, but by the lasting positive impact we create together.

THANK YOU