



KEMENTERIAN PERDAGANGAN DALAM NEGERI
DAN KOS SARA HIDUP

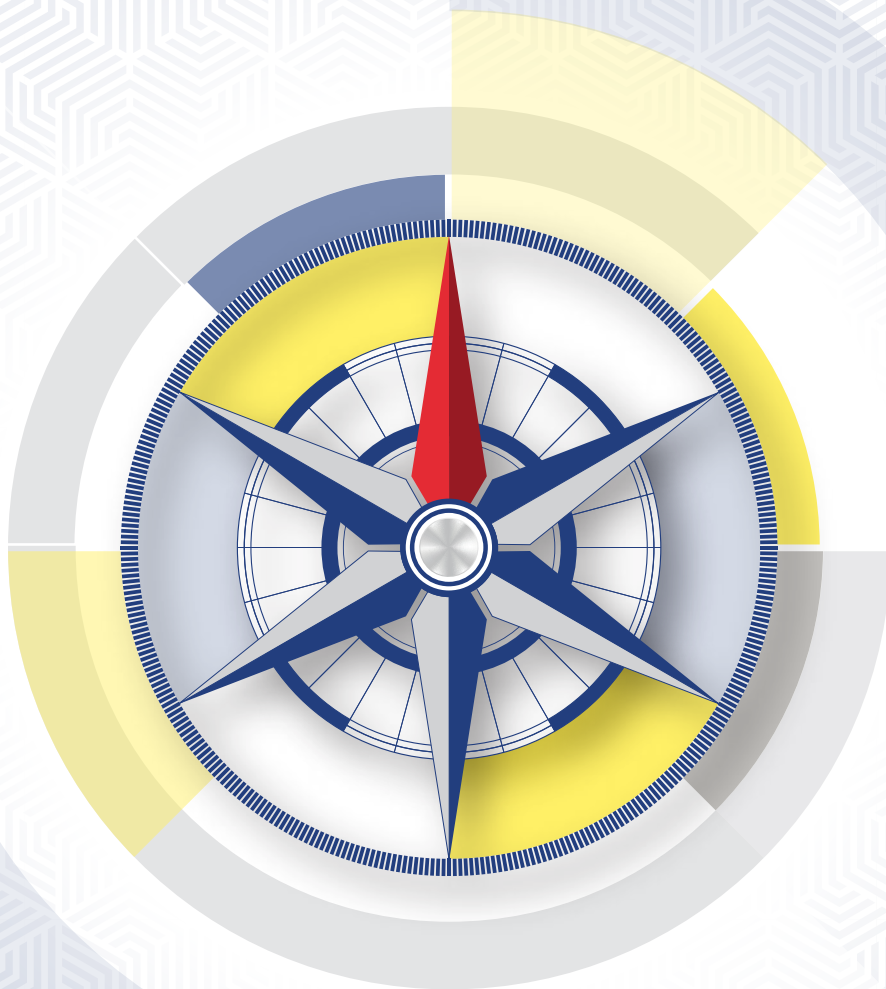


SURUHANJAYA SYARIKAT MALAYSIA
COMPANIES COMMISSION OF MALAYSIA

STRATEGIC DIRECTION PLAN IV (SDP IV)

Volume 1

2026 – 2030





COVER RATIONALE

The cover design of the Strategic Direction Plan IV (2026–2030) uses a compass motif to symbolise direction, clarity and guidance, reflecting SSM’s role in steering Malaysia’s business ecosystem towards trust, efficiency and sustainability. The bold red needle represents focus and leadership, pointing towards progress and resilience in the next five (5) years.

The circular layers and geometric patterns illustrate balance, inclusivity and integration of multiple stakeholders, while the blue and yellow tones echo professionalism, stability and SSM’s identity. Together, these elements project a forward-looking and transformative journey, positioning SDP IV as the roadmap that aligns SSM with national aspirations under RMK13 and global best practices.

MENARA SSM@SENTRAL

No. 7, Jalan Stesen Sentral 5, Kuala Lumpur Sentral, 50623 Kuala Lumpur

TEL: +603 7721 4000

E-MAIL: enquiry@ssm.com.my

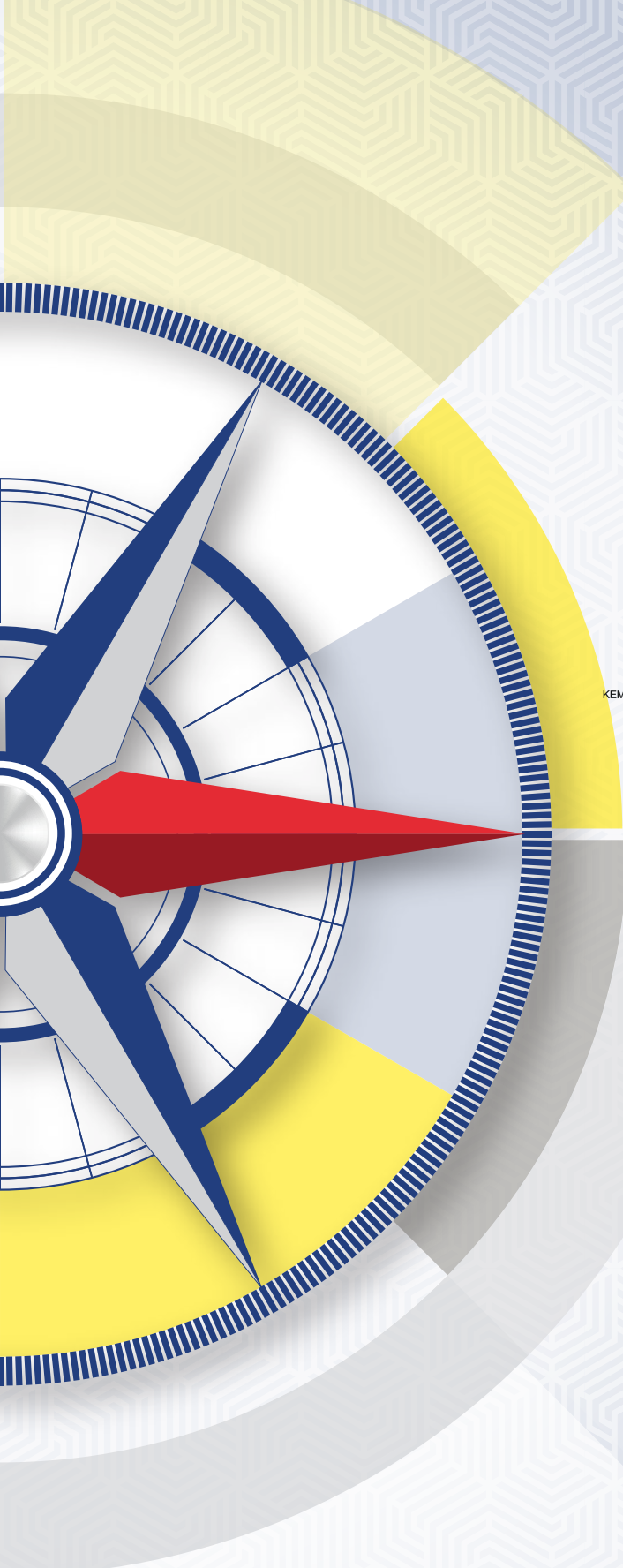
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MESSAGE FROM THE CHAIRMAN COMPANIES COMMISSION OF MALAYSIA



“
It is with deep honour and purpose that I present this message in conjunction with the launch of the Strategic Direction Plan IV (SDP IV) 2026–2030. This plan marks a significant milestone in Companies Commission of Malaysia’s evolution as a national authority entrusted with corporate governance, regulatory stewardship and business facilitation.”



MESSAGE FROM THE CHAIRMAN COMPANIES COMMISSION OF MALAYSIA

Over the last two (2) decades, SSM has progressively matured, guided by a clear vision and a series of strategic plans that have shaped its institutional development and public service ethos. SDP I (2004–2008) focused on building foundational regulatory functions and institutional identity. SDP II (2010–2016) emphasized customer-centric transformation and operational reforms. SDP III (2017–2025) accelerated digitalisation, people capability, stakeholder collaboration and national value creation.

Now, with SDP IV (2026–2030), SSM enters a new phase—one defined by complexity, connectivity and heightened expectations. The business landscape is no longer limited to compliance and reporting; it now demands digital trust, transparency, sustainability and innovation. SSM’s role as a trusted national gatekeeper and data custodian is more critical than ever.

The Commission Members have provided steadfast guidance in the development of SDP IV, ensuring that the strategic direction aligns with national priorities such as Malaysia MADANI, the Thirteenth Malaysia Plan and the global thrust toward Environmental, Social and Governance (ESG) standards. This plan prioritises outcomes that matter: enhanced ease of doing business, stronger regulatory governance, digital integration and inclusive support for all enterprises—especially micro, small and medium enterprises (MSMEs), which are vital to Malaysia’s socio-economic fabric.

Importantly, this plan places public value at the heart of institutional strategy. Whether through digital services, proactive enforcement, or data empowerment, SSM must deliver not just regulatory compliance, but trust and confidence to all Malaysians.

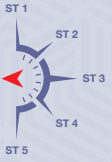
As the Chairman of the Commission, I commend the Chief Executive Officer, YBhg. Datuk Nor Azimah Abdul Aziz and her team for their strategic foresight, dedication and innovation in developing this forward-thinking plan. I also express my sincere appreciation to all members of the Commission, whose collective wisdom has guided this effort with integrity and prudence.

Let us move forward together—with resolve and shared commitment—to strengthen the foundations of corporate integrity and build a more agile, transparent and future-ready Malaysia through the work of SSM.

➤ AHMAD SABKI BIN YUSOF

Chairman

Companies Commission of Malaysia



FOREWORD CHIEF EXECUTIVE OFFICER COMPANIES COMMISSION OF MALAYSIA



“
I am honoured to present the Strategic Direction Plan IV (2026–2030), a fundamental roadmap that will guide the Companies Commission of Malaysia through the next phase of national progress and institutional excellence. This plan is more than a blueprint, it is our collective ambition, grounded in national values and inspired by a future where trust, transparency and innovation drive prosperity.”



FOREWORD CHIEF EXECUTIVE OFFICER COMPANIES COMMISSION OF MALAYSIA

Over the past two (2) decades, SSM has undergone significant transformation from a regulatory body focused primarily on compliance and enforcement, to a strategic enabler of business facilitation, corporate transparency and governance excellence in Malaysia. This journey was guided by three (3) successive Strategic Direction Plans that shaped our institutional growth and national relevance.

- **SDP I (2004–2008)** laid the foundation for SSM’s corporate identity and regulatory role, focusing on establishing sound governance frameworks and building public trust in business registration and compliance.
- **SDP II (2010–2016)** propelled us toward greater service delivery efficiency, process modernisation and customer-centricity, especially through the introduction of key digital systems and structural reforms.
- **SDP III (2017–2025)** ushered in a more agile and forward-thinking SSM emphasising digitalisation, stakeholder engagement, people development and SSM’s contribution to the broader economic and governance ecosystem.

Now, SDP IV (2026–2030) emerges in a more complex and borderless world. Global expectations on corporate transparency, anti-money laundering controls and sustainability standards are intensifying. Business models are digital-first. Governance, risk and compliance landscapes are evolving at an unprecedented pace. In this context, SSM will not only build on its previous successes but lead Malaysia’s corporate ecosystem into a new era of strategic relevance.

Advancing Compliance, Transparency and Global Trust

SSM will intensify its efforts in combatting money laundering and terrorism financing, by continuing to enhance compliance with the Anti-Money Laundering, Anti-Terrorism Financing and Proceeds of Unlawful Activities Act 2001 (AMLA). As a reporting institution, SSM is committed to supporting the national AML/CFT framework, strengthening reporting mechanisms, sectoral risk assessments and regulatory surveillance across all registered entities.

Closely linked is our work in Beneficial Ownership (BO) transparency. With increasing emphasis on identifying the true controllers of corporate entities, SSM will enhance BO policy implementation and enforcement. We aim to operationalise a secure, accurate and accessible BO register supporting international commitments such as the Financial Action Task Force (FATF) standards and regional data exchange mechanisms.

We will also continue to foster cross-border cooperation, recognising that effective corporate regulation now demands seamless collaboration with peer registries, financial intelligence units, tax authorities and global data networks. SSM will pursue bilateral and multilateral arrangements to strengthen information sharing, regulatory alignment and enforcement reciprocity across jurisdictions. As Malaysia positions itself as a high-income nation with sustainability and inclusivity at its core, SSM is committed to playing a vital role



FOREWORD CHIEF EXECUTIVE OFFICER COMPANIES COMMISSION OF MALAYSIA

in shaping the future of commerce. SDP IV aligns closely with Malaysia MADANI and the forthcoming Thirteenth Malaysia Plan, ensuring our strategies are integrated with national aspirations for reform, resilience and economic revitalisation.

Our strategic priorities are clear and ambitious. SSM will:

- Digitally modernise our operations, services and enforcement through end-to-end automation, artificial intelligence and seamless citizen interfaces.
- Reinforce SSM's role as a national registry and trusted custodian of corporate data, powering policy, governance and entrepreneurship.
- Drive regulatory excellence, upholding integrity, compliance and risk-based supervision across all sectors and business types.
- Empower SMEs and entrepreneurs, through easier access to registration, compliance support and digitalisation readiness.
- Elevate data governance and analytics as tools for proactive decision-making, monitoring and service delivery.
- Invest in our people which is SSM's most valuable asset through capacity-building, values-based leadership and adaptive skill sets for a digital economy.

SSM's strategic alignment with Malaysia MADANI, the Thirteenth Malaysia Plan and global regulatory best practices places us in a key role for national reform and resilience. SDP IV reflects our institutional ambition to become not just efficient and compliant, but purposeful, trusted and globally connected.

Just as importantly, we will intensify our engagement with stakeholders, ministries, industry players and the public. SDP IV is a product of collaboration and its success will rely on partnerships that transcend institutional boundaries. As we transform internally, we are also expanding our external value to the nation enabling a corporate ecosystem that is clean, credible, inclusive and globally competitive.

Let me take this opportunity to thank our Chairman, Members of the Commission, our senior leadership team and all employees for their input and unwavering dedication. My gratitude also goes to our stakeholders who have provided invaluable input for us to formulate this plan.

The future holds great promise. With clarity of purpose, integrity of action and collective resolve, we will realise the vision of a more agile, transparent and future-ready SSM, one that catalyses growth, trust and innovation for Malaysia and beyond.

► **DATUK NOR AZIMAH ABDUL AZIZ**
Chief Executive Officer
Companies Commission of Malaysia



MEMBERS OF THE COMMISSION, 2026



**YBRS. TUAN AHMAD SABKI
BIN YUSOF**
Chairman



**YBHG. DATO' SERI
MOHD SAYUTHI BIN BAKAR**



**YBRS. ENCIK ALAN
BIN ABDUL RAHIM**



**YBHG. DATUK
PENGIRAN SAIFUDDIN
BIN PENGIRAN TAHIR, J.P.**



**YBHG. DATUK MOHD AQLIFF
SHANE ABDULLAH**



YBRS. ENCIK TAN KEE HENG



**YBRS. DR. MAZLENA
BINTI HUSSAIN**



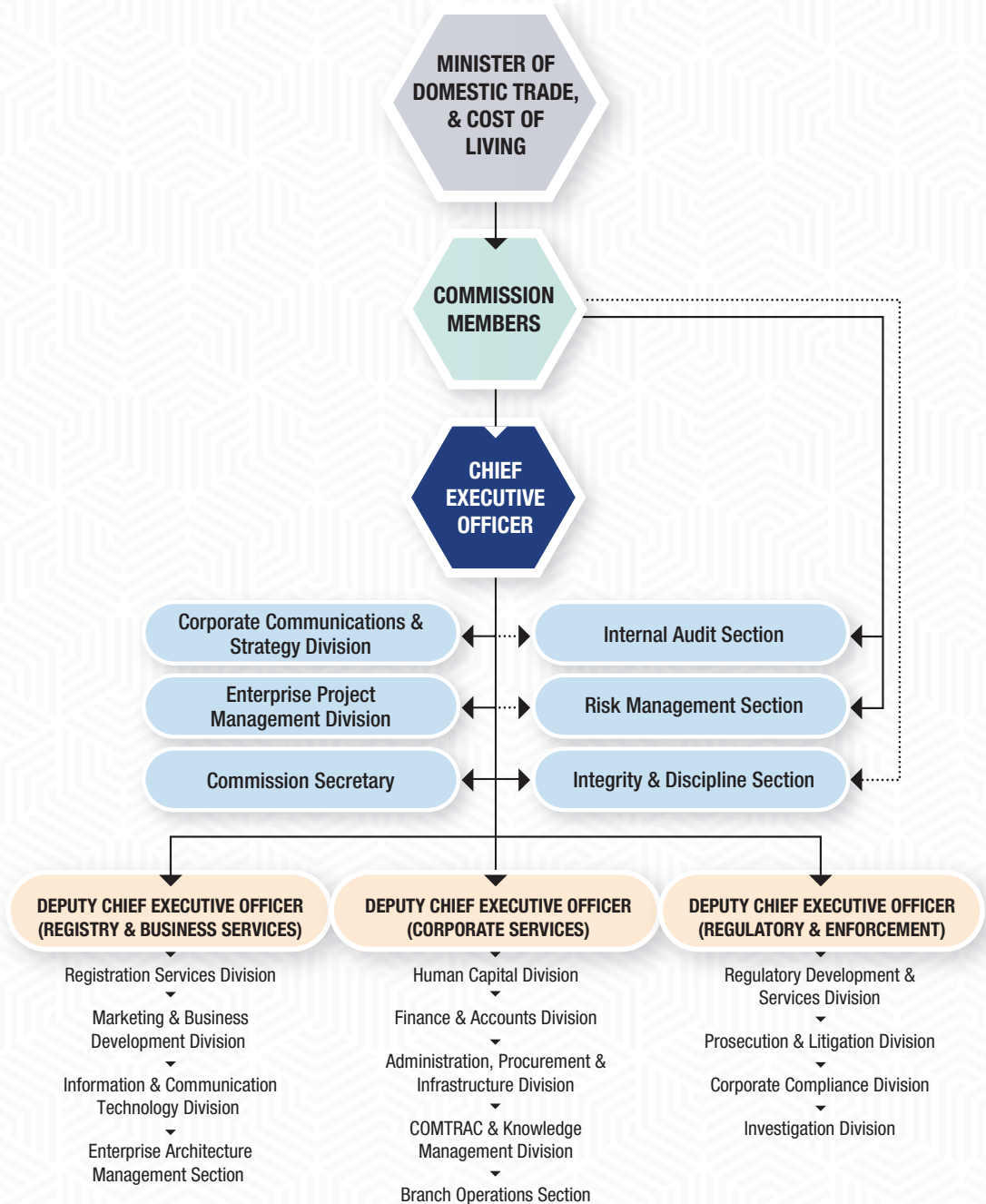
**YBRS. TUAN HAJI HAZEL
BIN MOHAMMAD**



**YBHG. DATUK NOR AZIMAH
ABDUL AZIZ**



SSM ORGANISATION STRUCTURE





SSM EXECUTIVE MANAGEMENT 2026



**YBHG. DATUK NOR AZIMAH
ABDUL AZIZ**
Chief Executive Officer



**YBRS. ENCIK KHUZAIRI
YAHAYA**
Deputy Chief Executive Officer
(Registry & Business Services)



**YBRS. ENCIK REZY
IZWAN RAMLY**
Deputy Chief Executive Officer
(Corporate Services)



**YBRS. ENCIK AZNORASHIQ
MOHAMED ZIN**
Deputy Chief Executive Officer
(Regulatory & Enforcement)



SSM's SOURCE OF AUTHORITY

The Companies Commission of Malaysia (SSM) is a statutory body established through the merger of the Office of the Registrar of Companies (ROC) and the Office of the Registrar of Businesses (ROB). SSM commenced operations on 16 April 2002.

SSM's core activities include serving as the agency responsible for the incorporation of companies, registration of businesses and limited liability partnerships (LLPs), as well as the supply of information related to companies, businesses and LLPs to the public.

As the leading authority in corporate governance, SSM ensures compliance with corporate and business laws through effective enforcement, monitoring and education. By promoting transparency and accountability, SSM contributes to the growth and resilience of Malaysia's corporate and business sectors.

SSM is entrusted with the administration and enforcement of the following laws:

- Companies Commission of Malaysia Act 2001 (Act 614)
- Companies Act 2016 (Act 777)
- Interest Schemes Act 2016 (Act 778)
- Registration of Businesses Act 1956 (Act 197)
- Limited Liability Partnerships Act 2012 (Act 743)
- Trust Companies Act 1949 (Act 100)
- Kootu Funds (Prohibition) Act 1971 (Act 28)

Any subsidiary legislation made under the Acts specified above such as:

- Companies Regulations 2017
- Interest Schemes Regulations 2017
- Registration of Businesses Rules 1957
- Companies Commission of Malaysia (Licensing of Secretaries) Regulations 2017
- Limited Liability Partnership Regulations 2012



SSM's FUNCTIONS & POWERS

1. To ensure that the provisions of the Companies Commission of Malaysia Act, 2001 and laws are administered, enforced, given effect to, carried out and complied with;
2. To act as agent of the Government and provide services in administering, collecting and enforcing payment of prescribed fees or any other charges under the laws administered under the First Schedule;
3. To regulate matters relating to corporations, companies and businesses in relation to laws administrated;
4. To encourage and promote proper conduct amongst directors, secretaries, managers and other officers of a corporation, self-regulated corporations, companies, businesses, industry groups and professional bodies in the corporate sector in order to ensure that all corporate and business activities are conducted in accordance with established norms of good corporate governance;
5. To enhance and promote the supply of corporate information under any of the laws administrated and create and develop a facility whereby any corporate information received by the Companies Commission may be analysed and supplied to the public;
6. To carry out research and commission studies on any matter relating to corporate and business activities;
7. To advise the Minister generally on matters relating to corporate and business activities in relation to the laws administered under the First Schedule; and
8. To carry out all such activities and do all such things as are necessary or advantageous and proper for the administration of the Companies Commission or for such other purpose as may be directed by the Minister.



EXECUTIVE SUMMARY

The Companies Commission of Malaysia (SSM) Strategic Direction Plan IV (SDP IV) 2026-2030 embarks on a transformative journey with a new vision: **“A Leader in Empowering a Trusted, Efficient and Sustainable Business Ecosystem.”** This vision was meticulously crafted through comprehensive workshops and interviews conducted between 2023 to 2025 with Strategic Liaison Officers (SLOs), selected SSM employees, State Directors, SSM Management and Commission Members. It reflects SSM’s commitment to fostering a trustworthy and transparent business environment in Malaysia.

SSM received approval to develop SDP IV internally from the Commission Members during the 123rd Commission Members’ Meeting in 2022. For the purpose of developing SDP IV, there are two (2) SDP IV documents as follows:

SDP IV Volume 1: This volume includes the Vision Statement, Strategic Thrusts, Strategic Goals, and Corporate Values. Except for the Action Plans, all other elements outlined in this document will remain unchanged throughout the implementation period and will be made available on SSM’s website.

SDP IV Volume 2: This volume comprises detailed action plans, indicators, targets, target years and process owners. It is intended for internal distribution only and may be revised as needed during the mid-term review.

As part of the development of SDP IV, SSM conducted engagement sessions and interviews in 2023, 2024 and 2025. 10 engagement sessions were held, involving Commission Members, SSM Management, selected employees from Divisions, Sections, State Offices and Branches, to gather relevant input and information (SWOT, PESTLE, Issues & challenges, purpose of SSM, stakeholder expectations, mega trends, organisational planning, Division objectives, Division functions and way forward).



EXECUTIVE SUMMARY

SSM upholds its core corporate values of Collaboration, Customer Centricity, Continuous Knowledge & Skill Enhancement and a Culture of Excellence & Integrity. These values are foundational to SSM's operations, driving initiatives through teamwork, customer focus, lifelong learning and high ethical standards.

SDP IV is structured around five (5) strategic thrusts, encompassing 17 strategic goals and 100 action plans, guiding SSM toward its vision:



By 2030, SSM envisions itself as a leading corporate registrar and regulator in the region, characterised by streamlined processes, innovative solutions and a highly skilled workforce. SSM's efforts will significantly enhance the business environment in Malaysia, inspiring trust and confidence among stakeholders and contributing to the nation's economic growth and sustainability.



INTRODUCTION



INTRODUCTION

The SSM Strategic Direction Plan IV (SDP IV) for 2026-2030 sets forth an ambitious roadmap to propel SSM into a new era of excellence, innovation and sustainability. Building on the successes and lessons learned from the previous strategic plans, including the extended SDP III and the transformative Hala Tuju Projects (HT Projects), the SDP IV is designed to address the evolving needs of the Malaysian business community and the global economic landscape.

SDP IV focuses on several key strategic goals: enhancing regulatory frameworks, advancing responsible and sustainable business practices, fostering talent development, capacity building and optimising organisational structures. These goals are underpinned by a commitment to leverage cutting-edge technology and data analytics to improve operational efficiency and service delivery. A significant aspect of SDP IV is the emphasis on collaboration with local and international stakeholders, including government agencies, industry partners and ASEAN registrars, to develop innovative products and services that meet emerging market demands.

Moreover, SDP IV prioritises the well-being and engagement of SSM employees, recognising that a motivated and skilled workforce is crucial to achieve organisational success. By promoting a culture of continuous learning and development, SSM aims to build a resilient, high-performing team capable of driving strategic objectives and delivering exceptional value to stakeholders. Through these comprehensive and forward-looking initiatives, SSM is set to strengthen its position as a world-class corporate registrar and regulator, leading trust within Malaysia's business community and driving national economic growth.



BACKGROUND

Strategic Direction Plan I (2004 – 2008) (SDP I)

Launched in 2003, SDP I laid the foundation for SSM's transformation, focusing on exceptional customer service, enhancing the business and regulatory environment and establishing a responsive Centre of Excellence for corporate information, initiating significant organisational changes and a comprehensive change management programme from 2004 to 2008.

Strategic Direction Plan II (2010 – 2016) (SDP II)

Following the conclusion of SDP I in 2008, SSM aimed to become a leading registration authority, necessitating a masterplan for the next five (5) years. Developed in 2009, SDP II included three (3) phases: a comprehensive assessment of SSM, setting a vision and priorities and formulating the organisation's strategy. This plan encompassed seven (7) strategic thrusts with detailed end states, focusing on corporate governance, innovative products and services, operational excellence, strategic collaboration, a knowledge-based organisation, a high-performance culture and optimised ICT. These thrusts aimed to guide SSM's growth and enhance its capabilities, ensuring it remained responsive to evolving business and regulatory environments.

Companies Commission of Malaysia Transformation Programme Blueprint (SSMTP)

On 11 December 2015, SSM launched the Blueprint for the Transformation Programme (SSMTP) to achieve its new vision of becoming a world-class corporate registrar and regulator, delivering efficient and effective services. The SSMTP project was divided into five (5) main thrusts: Business Strategy, Business Processes, People and Organisation, Technology (EA-Cluster) and Change Management. The Blueprint outlined SSM's transformation plans for the next five (5) years, building on several key initiatives from SDP II. This strategic plan aimed to enhance SSM's operational capabilities, streamline processes and foster a culture of excellence and innovation within the organisation.



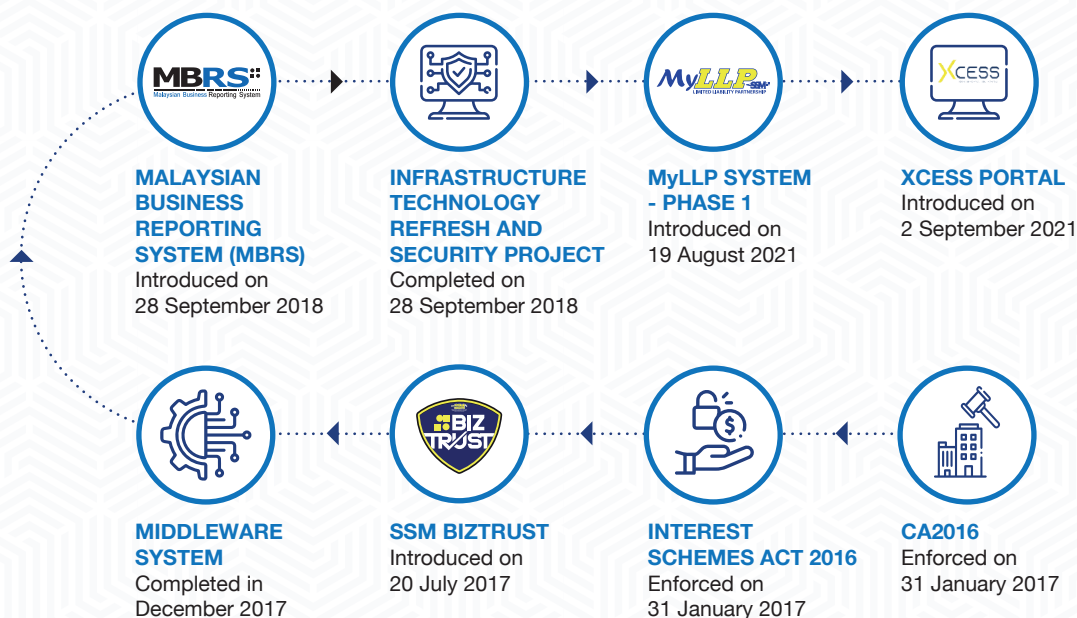
INTRODUCTION

REVIEW OF THE STRATEGIC DIRECTION PLAN III (SDP III)

Strategic Direction Plan III (2017 - 2025) (SDP III)

Launched in 2017 as a continuation of the SSMTF, SDP III is a five-year plan until 2021, comprising five (5) strategic thrusts: optimising process improvement, utilising agile technology, fostering a high-performance culture, providing a trusted environment and integrating sustainable value.

Among the main projects to be developed and successfully implemented in SDP III are as follows:



The main project in SDP III, currently being developed, is the Hala Tuju Projects (HT Projects), a technology and IT transformation plan to optimise the entire SSM process (both manual and automated). The objective is to create an integrated environment that is responsive to change and supports the delivery of SSM digitalisation services. Due to the majority of HT Projects concluding in 2025, the SDP III period was approved for extension until 2025.



STRATEGIC DIRECTION PLAN IV



STRATEGIC DIRECTION PLAN IV

The SSM SDP IV (2026-2030), with the vision **A Leader in Empowering a Trusted, Efficient and Sustainable Business Ecosystem**, focuses on legal and regulatory efficiency, operational excellence, customer satisfaction, financial stability and employee empowerment to create an environment where businesses can thrive while upholding integrity, transparency, and sustainability.

SDP IV is closely aligned with the aspirations and targets of the **13th Malaysia Plan (RMK13)**, which prioritises inclusive and sustainable economic growth, digital transformation, green transition and high-value talent development. In supporting RMK13, SSM will strengthen its role in facilitating ease of doing business, promoting responsible and sustainable business practices, driving digitalisation across regulatory and service delivery functions and contributing to Malaysia's competitiveness in the global marketplace.

By 2030, the initiatives under SDP IV will enhance Malaysia's business environment through streamlined processes, robust governance, innovative digital solutions and empowered human capital, enabling SSM to act as a catalyst for economic growth, investor confidence and societal well-being in line with national development priorities.

SDP IV STRATEGIC FRAMEWORK

The Strategic Direction Plan IV (SDP IV) 2026–2030 provides a comprehensive framework to guide the SSM in achieving its vision of A Leader in Empowering a Trusted, Efficient and Sustainable Business Ecosystem. Anchored on five (5) strategic thrusts, the framework translates SSM's mandate into clear strategic goals, action plans and measurable outcomes that align with national development priorities under RMK13 and the evolving business landscape. It establishes a holistic approach encompassing operational excellence, financial sustainability, regulatory modernisation, customer-centric service delivery and employee empowerment. By integrating technology, data-driven decision-making, stakeholder engagement and responsible business practices, SDP IV ensures that SSM is well-positioned to strengthen its regulatory role, foster business growth and enhance public trust. Ultimately, the framework serves as a roadmap to build a future-ready organisation that drives Malaysia's economic resilience and competitiveness towards 2030.



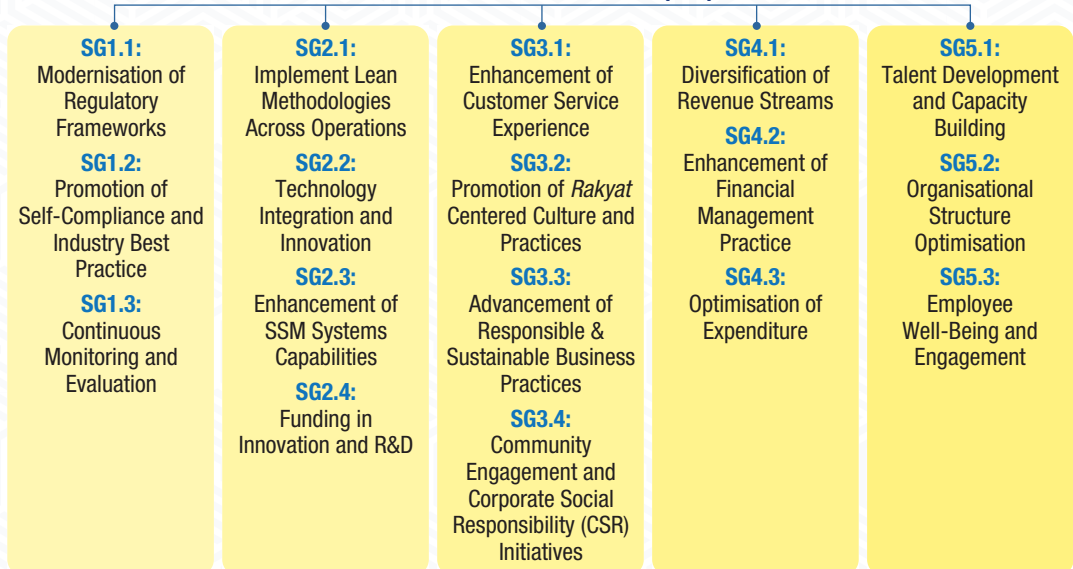
VISION

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

5 STRATEGIC THRUSTS (ST)



17 STRATEGIC GOALS (SG)



100 ACTION PLANS (AP)

CORPORATE VALUES:

Collaboration | Customer Centricity | Continuous Knowledge & Skill Enhancement | Culture of Excellence | Integrity

VISION STATEMENT





VISION STATEMENT

As we embark on this transformative journey, we are guided by a new vision which is **A Leader in Empowering a Trusted, Efficient and Sustainable Business Ecosystem**. At SSM, we recognise the important role we play as the custodian of corporate data in Malaysia. SSM aims to guide businesses toward ethical practices, efficient operations and sustainable growth while ensuring Malaysia's competitiveness in an increasingly complex global economy.

A Leader

This emphasises SSM's proactive role in actively guiding and influencing the future of Malaysia's business environment. It reflects leadership in crafting policies, initiatives and innovations that contribute to the creation of a well-functioning and sustainable ecosystem. By engaging with stakeholders and adopting forward-thinking policies, SSM ensures the ecosystem remains resilient and competitive. Its commitment to impartiality, consistent enforcement and proactive action fosters public trust, positioning SSM as a trailblazer in regulatory excellence and business ecosystem development.

Empowering

Empowering within the context of SSM's vision refers to the SSM's role in enabling and facilitating growth, compliance and sustainability across the business ecosystem. It embodies the commitment to reducing barriers, simplifying regulatory processes and creating an environment where all stakeholders are equipped with the tools, knowledge and resources to thrive responsibly. Empowerment is achieved through transparent and accessible frameworks, innovative digital solutions and forward-looking policies that support resilience and competitiveness. It also reflects SSM's dedication to fostering a culture of adaptability, continuous learning and accountability, ensuring that the organisation and its ecosystem remain future-ready, efficient and trusted.

Trusted

As the custodian of corporate data in Malaysia, SSM plays a critical role in ensuring the integrity, accuracy and completeness of business information. SSM's focus on fostering a trusted ecosystem is critical in building that confidence. Trust, in this context, is built on

VISION STATEMENT

the foundation of SSM's commitment to data integrity and accuracy, robust verification processes, regular updates and advanced security measures to protect corporate data from unauthorised access and breaches. Ensuring the timely availability of business information through efficient processing and real-time access further enhances stakeholder trust. SSM's commitment to data security includes advanced measures to protect data and ensure confidentiality, making sensitive information accessible only to authorised parties.

Trust is further reinforced through SSM's dedication to transparency and accessibility. This involves public disclosure of essential business information, promoting transparency in the business environment and developing a comprehensive, easily accessible database for the public, investors and regulatory bodies. Leveraging technology, SSM creates user-friendly platforms, including mobile access, ensuring that information is accessible on various devices. Clear guidelines and procedures for businesses reduce ambiguity and foster compliance, supported by educational resources to help businesses understand their obligations and the regulatory landscape.

SSM also fosters a culture of self-regulation and self-compliance within the business community, which is essential for building trust. This includes educational initiatives such as training programmes and guidance materials that outline best practices for compliance and ethical conduct. By promoting adherence to a code of conduct that emphasises integrity, transparency and accountability and recognising businesses that demonstrate exemplary self-regulation and compliance practices, SSM encourages ethical behaviour. Ongoing support and feedback mechanisms further help businesses maintain compliance and adapt to regulatory changes, fostering a collaborative regulatory environment.

Trust is cultivated through SSM's efforts to foster a vibrant entrepreneurial environment and attract foreign investment, which is crucial for economic development. By providing startup assistance, SSM supports new and small businesses, helping them navigate the regulatory landscape and succeed. Additionally, SSM strengthens investor confidence by promoting a transparent, stable and reliable business environment while advocating policies that support a favourable business climate and sustainable economic progress.

Finally, SSM's enforcement function is critical in maintaining trust by ensuring that businesses adhere to regulatory requirements. This includes conducting regular audits and inspections to ensure compliance with legal and regulatory standards, implementing a risk-based approach to prioritise enforcement activities and imposing penalties and sanctions on businesses that fail to comply with regulations. Transparency in enforcement actions reinforces the importance of compliance and accountability. Utilising advanced technology for monitoring and surveillance and collaborating with other regulatory and enforcement agencies enhances the effectiveness of enforcement actions.

By fulfilling its role as a custodian of corporate data, promoting transparency and accessibility, advocating for self-regulation and compliance, fostering a vibrant entrepreneurial



VISION STATEMENT

environment and enforcing regulations effectively, SSM can build and maintain trust among stakeholders. This trust is fundamental to creating a conducive business environment that encourages growth, innovation and economic development in Malaysia.

Efficient

Efficiency speaks to streamlined operations, minimising redundancies and optimising processes to ensure timely and effective service delivery. SSM aims to provide user-friendly, technologically advanced services that enhance productivity and reduce operational costs for businesses. By simplifying administrative processes and embracing digital transformation, SSM makes regulatory interactions faster and more accessible. This approach allows businesses to focus on growth and innovation rather than compliance challenges. By leveraging technology, SSM enhances the overall efficiency of the business ecosystem, allowing businesses to comply with regulations more easily and freeing up resources for other productive activities.

Sustainable Business Ecosystem

A sustainable business ecosystem refers to the interconnected network of organisations, regulatory bodies, investors, customers and other stakeholders that interact to create long-term economic value while addressing ESG considerations. This encompasses various sectors, industries and types of enterprises, including corporations, small and medium-sized enterprises (SMEs), partnerships and sole proprietorships. SSM's vision extends beyond its regulatory role, focusing on fostering a sustainable business ecosystem where collaboration, innovation and growth thrive within a supportive and structured framework.

By integrating sustainability into business operations, SSM promotes practices that balance economic progress with environmental stewardship and social responsibility, ensuring resilience and long-term value for all stakeholders.

Overall, the vision statement encapsulates SSM's aspiration on strategic priorities to elevate Malaysia's corporate landscape. By championing trust through transparency and ethical governance, SSM builds confidence within the ecosystem. Its emphasis on efficiency ensures businesses operate seamlessly, while its focus on sustainability prepares the ecosystem for long-term resilience. This vision positions SSM as a leader not only in regulatory excellence but also in fostering innovation, growth and collaboration, ensuring that Malaysia remains competitive on the global stage. Through this comprehensive approach, SSM continues to shape a business ecosystem where integrity, progress and sustainability thrive.

CORPORATE VALUES





CORPORATE VALUES

As SSM charts its course through SDP IV, it is paramount to reaffirm the commitment to the enduring corporate values that have steered SSM thus far. These values are not just guiding principles but the very essence of SSM's identity. They shape the organisational culture, define interactions and propel SSM toward its vision of leading a trusted, efficient and sustainable business ecosystem, fostering trust, efficiency and integrity in Malaysia's evolving business landscape.

In this strategic plan, SSM proudly maintains its steadfast dedication to its corporate values, recognising their important role in past achievements and their continued significance in guiding future endeavors. These values serve as the cornerstone of SSM, anchoring the organisation in integrity, collaboration and a relentless pursuit of excellence.

SSM Corporate Values:



These values embody the core principles of SSM, informing every decision made and every action taken. They represent SSM's unwavering commitment to serve stakeholders with integrity, excellence and a steadfast focus on their needs and aspirations.

As SSM embarks on the journey outlined in the strategic direction plan, strength will be drawn from deeply ingrained corporate values, leveraging them as guiding lights to navigate the complexities of the ever-evolving business landscape and shape future actions and decisions. At the heart of SSM lies a set of core values that define the organisation and its operations, serving as the foundation of its culture, guiding interactions, shaping priorities and driving the pursuit of excellence. Together, SSM will continue to uphold the principles of collaboration, customer-centricity, continuous learning, excellence and integrity, ensuring that SSM remains a beacon of trust and reliability in Malaysia's regulatory arena.

SSM reaffirms its commitment to maintain and uphold its existing corporate values, which have been instrumental in its success.



CORPORATE VALUES

Collaboration

SSM believes in the power of collaboration, understanding that it not only strengthens bonds within the organisation but also fosters trust and credibility. SSM firmly believes that by working closely with partners, including law enforcement agencies, government bodies, vendors and the local municipal council (PBT), trust is strengthened, credibility is enhanced and mutual success is driven. SSM's commitment to teamwork enables the leveraging of diverse perspectives and expertise, fostering innovation and delivering superior value to stakeholders. From valued customers to dedicated employees, collaboration ensures that challenges are collectively addressed, opportunities are seized and progress towards shared goals is advanced. Together, SSM forges a path of sustainable growth, integrity and excellence.

Customer Centric

SSM's commitment is to serve its customers with the utmost respect and dedication, ensuring that their needs and interests are always at the forefront of SSM's decisions and actions. SSM embraces a "*rakyat*-centric" approach, acknowledging that its customers are part of the broader community served. This approach embodies a deep sense of responsibility and stewardship towards the welfare and well-being of the people, aligning SSM's efforts with the socio-economic needs and aspirations of society. SSM strives to contribute positively to the communities in which it operates, not just as a government agency but as a responsible corporate citizen. It's about putting the *rakyat* first, embodying integrity and continuously striving to enhance the quality of life for all through its services and initiatives.

Continuous Knowledge & Skill Enhancement

SSM firmly believes that its employees are its greatest asset and empowering them with the tools and resources to continually grow and develop is paramount to SSM's collective success. Therefore, SSM fosters a culture of lifelong learning, where employees are not only encouraged but also supported in their quest for professional and personal advancement. SSM provides a dynamic and conducive environment where employees have access to a wide range of learning opportunities, including workshops, training programmes, coaching initiatives and educational resource centers. By investing in continuous education, SSM equips its employees with the competencies, skills and knowledge needed to excel in their roles. SSM believes that learning is not a one-time event but an ongoing journey and strives to empower its employees to unleash their full potential, drive innovation and contribute meaningfully to the achievement of SSM's collective goals. At SSM, it is recognised that the pursuit of excellence is a journey and SSM is dedicated to supporting its employees every step of the way.



CORPORATE VALUES

Culture of Excellence

SSM is committed to fostering an environment where high standards are not only set but consistently surpassed. This dedication to excellence permeates every aspect of SSM's organisation, driving SSM to continuously enhance efficiency and productivity. Central to SSM's approach is the belief that excellence is not a destination but a journey of continuous improvement. SSM sets ambitious goals and empowers its teams to go above and beyond to achieve them. By encouraging innovation, collaboration and a relentless pursuit of excellence, SSM creates a culture where every individual is inspired to perform at their best. SSM believes true excellence is not just about achieving superior results but doing so with integrity, accountability and a commitment to quality. SSM holds itself to the highest ethical standards, ensuring that every action taken reflects SSM's unwavering dedication to excellence.

Integrity

SSM believes integrity is the foundation upon which the organisation is built. SSM holds itself to the highest standards of ethical conduct and unwavering principles, ensuring that honesty, transparency and accountability guide every decision and action taken. SSM recognises that integrity is not just a virtue but a fundamental aspect of its identity as an organisation, shaping the way SSM interacts with stakeholders, conducts business and contributes to society. Central to SSM's approach is the SSM Corporate Code of Ethics, a set of principles that governs behaviour and guides SSM in upholding the highest standards of integrity and professionalism. SSM strives to apply the code consistently and responsibly in all areas of its duties, ensuring that actions align with core values. SSM understands that integrity is essential for building trust and credibility, both internally and externally. By demonstrating integrity in every aspect of its work, SSM earns the trust and respect of employees, customers, partners and the *rakyat* served.

SSM'S STRATEGIC THRUSTS





SSM'S STRATEGIC THRUSTS

As we navigate the dynamic landscape of regulatory governance and business innovation, SSM remains steadfast in its commitment to excellence, integrity and service. Our strategic direction plan serves as a blueprint for our collective journey towards greater efficiency, sustainability and societal impact.

Outlined within these pages are our strategic thrusts, each designed to address key facets of our organisational vision. These thrusts encapsulate our aspirations to drive operational excellence, strengthen financial resilience, foster a culture of empowerment and well-being, enhance customer satisfaction and streamline regulatory efficiency. These strategic thrusts are imperative for SSM as they provide a comprehensive framework for navigating the complexities of the regulatory landscape, driving organisational growth and ensuring alignment with our core values and strategic objectives.



STRATEGIC THRUST 1

Enhancing Legal and Regulatory Efficiency through Streamlined, User-Friendly Frameworks that Optimise Functions and Promote Self-Compliance

This strategic thrust focuses on improving the efficiency and effectiveness of legal and regulatory frameworks to better serve stakeholders while promoting self-compliance. SSM aims to achieve this by streamlining and simplifying regulatory processes, making them more user-friendly and accessible. By optimising functions and leveraging technology, SSM seeks to enhance the ease of compliance for businesses while maintaining regulatory standards and promoting a culture of self-compliance. This strategic thrust underscores SSM's commitment to fostering a conducive business environment that encourages innovation, growth and regulatory compliance, ultimately contributing to Malaysia's economic development and competitiveness.



STRATEGIC THRUST 2

Driving Operational Excellence through Efficient Processes, Technology Utilisation, Transparency, Data-Driven Culture and Enhanced Capabilities

Operational excellence lies at the heart of SSM's ability to consistently deliver value to stakeholders. By optimising processes, harnessing the power of technology and fostering a culture of transparency, high performance and ESG principles, SSM aims to streamline operations, minimise waste and maximise efficiency. Leveraging advanced technologies such as Artificial Intelligence (AI), Machine Learning (ML) and data analytics will enhance SSM's operational efficiency, enabling smarter decision-making, predictive insights, streamlined processes and the ability to adapt swiftly to evolving market demands and stakeholder needs.



SSM'S STRATEGIC THRUSTS



STRATEGIC THRUST 3

Increasing Customer Satisfaction and Promote a *Rakyat*-Centered Culture, Responsible Practices and Sustainable Growth with Fairness and Ease of Business

This strategic thrust centers on enhancing customer satisfaction while fostering a culture centered around the needs and interests of the *rakyat*. SSM aims to achieve this by prioritising responsible business practices, promoting sustainable growth and ensuring fairness and ease of doing business. By focusing on customer-centricity, ethical conduct and sustainability, SSM seeks to strengthen its relationship with stakeholders, including businesses, entrepreneurs and the general public. This strategic thrust underscores SSM's commitment to enhance trust, transparency and accountability in Malaysia's business environment, ultimately contributing to the nation's economic development and well-being.



STRATEGIC THRUST 4

Strengthening Financial Management through Diversification of Revenue Streams and Optimisation of Expenditure

This strategic thrust focuses on strengthening SSM's financial health through expenditure optimisation, revenue diversification and managing assets and liabilities comprehensively. Through prudent financial planning, risk management and diversifying revenue streams through innovative business models and strategic partnerships, SSM aims to ensure both short-term and long-term financial sustainability, enhancing its financial resilience and ensure sustainable growth and long-term stability.



STRATEGIC THRUST 5

Cultivating a Culture of Empowerment, Well-Being and Continuous Growth

This strategic thrust focuses on fostering a workplace culture that empowers employees, enhances their capabilities, fosters their development, upholds ethical standards and ensures service readiness. By prioritising employee engagement, satisfaction and well-being, SSM aims to inspire trust in Malaysia's business landscape and strengthen its position as a trusted regulatory authority. Through strategic initiatives aimed at nurturing talent, promoting ethical conduct and enhancing service delivery, SSM seeks to create a supportive and inclusive work environment where employees thrive and contribute to the organisation's success.



STRATEGIC THRUST 1



STRATEGIC THRUST 1

Enhancing Legal and Regulatory Efficiency through Streamlined, User-Friendly Frameworks that Optimise Functions and Promote Self-Compliance

This strategic thrust focuses on improving the efficiency and effectiveness of legal and regulatory frameworks to better serve stakeholders while promoting self-compliance. SSM aims to achieve this by streamlining and simplifying regulatory processes, making them more user-friendly and accessible. By optimising functions and leveraging technology, SSM seeks to enhance the ease of compliance for businesses while maintaining regulatory standards and promoting a culture of self-compliance. This strategic thrust underscores SSM's commitment to foster a conducive business environment that encourages innovation, growth and regulatory compliance, ultimately contributing to Malaysia's economic development and competitiveness.

End State for Strategic Thrust 1

By the end of 2030, SSM will have achieved a regulatory environment characterised by efficiency, transparency and user-friendliness. Legal and regulatory frameworks will be modernised and streamlined to align with international standards, best practices of other jurisdictions and evolving business needs. Compliance processes will be simplified and unnecessary bureaucratic barriers will be removed, making it easier for businesses to understand and adhere to their obligations. Through the promotion of self-compliance and industry best practices, businesses will demonstrate a strong commitment to regulatory compliance, fostering a culture of integrity and accountability within the business community. Continuous monitoring and evaluation mechanisms will be in place to assess the effectiveness of regulatory frameworks and identify areas for improvement, ensuring that regulatory functions are optimised to support sustainable business growth and innovation. Overall, SSM will inspire trust in Malaysia's business landscape by promoting a regulatory environment that is fair, transparent and conducive to economic prosperity.



KEY INITIATIVES IN STRATEGIC THRUST 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)



Concept Paper on the Assessment of Limited Partnership Act	Modular Training Framework to Newly Appointed Directors	Collaborative Training Framework with Industry Associations	Insolvency Practitioners Oversight Framework

STRATEGIC GOALS FOR STRATEGIC THRUST 1

STRATEGIC GOAL 1.1

Modernisation of Regulatory Frameworks

Review and update existing legal and regulatory frameworks to align with best practices, international standards and evolving business needs. This involves identifying outdated regulations, simplifying complex procedures and removing unnecessary bureaucratic barriers to streamline compliance processes. Additionally, leverage technology and digital platforms to enhance the accessibility and user-friendliness of regulatory requirements, making it easier for businesses to understand and adhere to their obligations. Key legislative reforms under this goal include the tabling of the Registration of Businesses (ROB) Bill in Parliament, a major milestone in modernising the regulatory framework for sole proprietorships and partnerships. Parallel efforts will be undertaken for the Trust Companies Bill, which will be tabled in Parliament to enhance the governance and oversight of trust companies through a more robust and future-ready legal framework.

A comprehensive review of the Interest Schemes Act 2016 and Interest Schemes Regulations 2017 will also be conducted to address gaps and strengthen investor protection in line with current economic and technological developments. SSM will also implement the Movable Property Security Interests (MPSI) Registry, with full go-live targeted to provide a secure and efficient mechanism for businesses to register interests in movable property, thereby supporting broader financial inclusion goals.

In anticipation of future business trends, SSM will study enhancements to the Asset Management Framework, ensuring that the legal infrastructure remains adaptable to more complex investment and financial products. Further, SSM will undertake a policy review of the SSM eXtensible Business Reporting Language taxonomy (SSMxT) to ensure the reporting structure and taxonomies are streamlined, interoperable and aligned with both local and international digital compliance standards. Technology and digitalisation will remain integral in the reform process, with all modernised frameworks designed to be supported by integrated digital systems that promote accessibility, clarity and ease of compliance for businesses.



STRATEGIC THRUST 1

STRATEGIC GOAL 1.2

Promotion of Self-Compliance and Industry Best Practices

This strategic goal seeks to cultivate a strong culture of self-regulation, integrity and proactive compliance among business entities by equipping them with the right tools, knowledge and guidance. Rather than relying solely on enforcement mechanisms, SSM aims to empower the business community through structured support systems, enabling them to understand and meet regulatory obligations more effectively. To realise this, SSM will develop and disseminate accessible educational resources, practical guidance materials and interactive training programmes that help businesses interpret legal requirements and implement sound internal governance and risk controls. The use of case studies, checklists, self-assessment tools and best practice frameworks will support businesses in diagnosing their compliance maturity and closing identified gaps.

As part of this initiative, SSM will collaborate with industry associations and professional bodies to co-design customised training programmes that address sector-specific compliance challenges. These partnerships will facilitate targeted outreach and ensure that training content reflects industry realities and emerging risks. To further institutionalise responsible business leadership, SSM will also develop a Structured Training Framework for onboarding company directors, to be delivered at the point of their appointment. This onboarding programme will ensure that directors are equipped from the outset with a clear understanding of their fiduciary duties, compliance expectations, corporate governance obligations and the strategic role they play in upholding public trust in the corporate sector. By promoting self-compliance and fostering a culture of integrity and accountability within the business community, SSM can enhance regulatory efficiency and reduce the need for enforcement actions.

STRATEGIC GOAL 1.3

Continuous Monitoring and Evaluation

This strategic goal aims to enhance regulatory oversight by establishing a data-driven, proactive monitoring and evaluation system. SSM will develop risk-based dashboards and alerts to identify emerging compliance issues and prioritise enforcement actions. A centralised data repository integrated with internal and external sources will support real-time analysis and decision-making. To strengthen investigative capabilities, SSM will deploy specialised data analysts skilled in link analysis, fraud detection and evidence building.

A compliance strategy study will be undertaken to assess current gaps and optimise regulatory focus. The goal also includes the enhancement of the licensing framework for insolvency practitioners, ensuring higher professional standards. An Oversight Committee



STRATEGIC THRUST 1

with professional bodies will be established to review enforcement quality, governance and transparency. To support efficient monitoring, SSM will procure and deploy enhanced gadgets and surveillance software, enabling secure and mobile-enabled field operations. These tools will improve enforcement precision and responsiveness. These initiatives position SSM to uphold accountability, prevent corporate misconduct, and adapt to the evolving regulatory landscape ensuring a more resilient, efficient and trustworthy compliance ecosystem.

STRATEGIC THRUST 2





STRATEGIC THRUST 2

Driving Operational Excellence through Efficient Processes, Technology Utilisation, Transparency, Data-Driven Culture and Enhanced Capabilities

This strategic thrust emphasises the pursuit of operational excellence within SSM through various means. By optimising processes, leveraging technology, fostering transparency, cultivating a data-driven culture and enhancing capabilities, SSM aims to achieve heightened efficiency and effectiveness across its operations. The strategic focus on operational excellence underscores SSM's commitment to deliver value to stakeholders consistently, adapting to evolving market demands and remaining relevant in the environment in which it operates. Through continuous improvement efforts and investments in innovation, SSM seeks to streamline workflows, minimise waste and maximise productivity, thereby reinforcing its position as a trusted regulatory authority in Malaysia's business landscape.

End State for Strategic Thrust 2

By the conclusion of the SDP IV spanning from 2026 to 2030, SSM will have achieved operational excellence characterised by streamlined processes, effective utilisation of technology, a culture of transparency and high performance and a workforce equipped with enhanced capabilities. This achievement will result in increased efficiency, minimised waste and consistent delivery of value to stakeholders. SSM's operations will be agile and adaptive, allowing it to respond swiftly to changing market demands and regulatory requirements, thereby maintaining its position as a trusted regulatory authority in Malaysia's business landscape.



KEY INITIATIVES IN STRATEGIC THRUST 2

IR 4.0-Driven Business-ICT Roadmap	Internal Recharge Mechanism (IRM)	Technology Upgrade Strategic Framework	Utility-Based Usage Policy Framework
UX Baseline Study and User Behaviour Report	Research Funding Policy	SSM IP Governance Policy	LLP Strategic Plan



STRATEGIC THRUST 2

STRATEGIC GOALS FOR STRATEGIC THRUST 2

STRATEGIC GOAL 2.1

Implement Lean Methodologies Across Operations

This strategic goal focuses on integrating advanced technologies and fostering innovation within SSM to enhance service delivery, data management and stakeholder interactions. By continuously assessing, adopting and integrating cutting-edge technologies, SSM aims to optimise operational efficiency and responsiveness. The goal also emphasises the importance of exploring new revenue sources through technology-driven initiatives and partnerships, while embedding lean principles to streamline processes and remove inefficiencies.

SSM will implement improvements in all high-priority bottleneck areas based on risk and impact and document a significant proportion of repetitive and manual routine business processes across all major divisions. In parallel, the organisation will develop an Internal Recharge Mechanism (IRM) to strengthen cost allocation transparency and operational accountability, ensuring that process improvement efforts deliver sustainable value and measurable outcomes.

STRATEGIC GOAL 2.2

Technology Integration and Innovation

This strategic goal aims to strengthen the integration of technology and innovation across SSM's operations to enhance agility, service delivery and data-driven decision-making. Through a structured Technology Assessment Framework, all digital initiatives will be systematically evaluated to ensure alignment with organisational priorities and stakeholder needs. Key initiatives include upgrading SSM's digital infrastructure to support scalable, secure and high-performance operations, implementing blockchain technology to enhance data integrity and transparency and strengthening cybersecurity measures to ensure a resilient and low-risk technological environment. The development of an IR 4.0-driven roadmap will harmonise business processes with emerging technologies such as automation, AI and data analytics, optimising workflows and enabling proactive regulatory interventions. The implementation of MBRS 3.0 will include the development of an API Sandbox enabling third-party software providers to perform Financial Statement (FS) submissions via secure and efficient API integration.

The implementation of an Internal Recharge Mechanism (IRM) will further enhance ICT resource management and cost efficiency across divisions while the Internal Innovation Incubation Programme will nurture creative ideas and continuous improvement.



STRATEGIC THRUST 2

STRATEGIC GOAL 2.3

Enhancement of SSM Systems Capabilities

This strategic goal focuses on continuously upgrading and optimising SSM's core systems to ensure efficiency, scalability and future readiness. Through the development of a comprehensive Technology Upgrade Roadmap, SSM will define timelines, budgets and milestones to guide system upgrades and ensure alignment with business and regulatory needs. The implementation of advanced data analytics will strengthen SSM's capacity for data processing, predictive analysis and visualisation, enabling data-driven decision-making and proactive regulatory enforcement. The integration of AI solutions will automate routine tasks, enhance decision accuracy and improve regulatory insight through intelligent analytics.

A strong emphasis on user experience (UX) will ensure SSM's digital platforms and service delivery channels are intuitive, accessible and responsive to user needs, improving satisfaction and engagement. The Corporate Registry System (CRS) will undergo continuous review and optimisation to introduce automation, streamline approvals and enhance public service delivery. Additionally, SSM will implement a utility-based ICT resource consumption model (pay-per-use policy) to ensure cost-efficient management of IT resources while enhancing scalability and system resilience. Through these initiatives, SSM will achieve a modern, intelligent and user-centric digital ecosystem that supports operational excellence, regulatory effectiveness and superior stakeholder experience.

STRATEGIC GOAL 2.4

Funding in Innovation and Research & Development

This strategic goal focuses on strengthening SSM's capacity for innovation by allocating resources towards research and development (R&D) initiatives that explore emerging trends and capitalise on future business opportunities. SSM will develop a structured Research Funding Policy to ensure a transparent and strategic allocation of resources for R&D activities, fostering a culture of innovation that drives organisational growth. To support this, SSM will establish strategic collaborations with academic institutions, research bodies and industry partners, enabling joint research initiatives, knowledge transfer and co-development of innovative solutions. These partnerships will accelerate product and service innovation, ensuring SSM remains responsive to evolving market needs and technological advancements.

Internally, SSM will nurture a culture of innovation through structured idea incubation programmes, providing internal teams with the opportunity and resources to develop innovative concepts into viable solutions. To safeguard these innovations and optimise



STRATEGIC THRUST 2

their commercial potential, SSM will implement an Intellectual Property (IP) Governance Policy that ensures proper management, protection and potential monetisation of IP assets arising from R&D activities. Through these concerted efforts, SSM will position itself as a forward-thinking, innovation-driven regulator that leverages R&D to enhance its competitiveness and contribute to Malaysia's economic development.



STRATEGIC THRUST 3



STRATEGIC THRUST 3

Increasing Customer Satisfaction and Promote a *Rakyat*-Centered Culture, Responsible Practices and Sustainable Growth with Fairness and Ease of Business

This strategic thrust centers on enhancing customer satisfaction while fostering a culture centered around the needs and interests of the *rakyat*. SSM aims to achieve this by prioritising responsible business practices, promoting sustainable growth and ensuring fairness and ease of doing business. By focusing on customer-centricity, ethical conduct and sustainability, SSM seeks to strengthen its relationship with stakeholders, including businesses, entrepreneurs and the general public. This strategic thrust underscores SSM's commitment to enhance trust, transparency and accountability in Malaysia's business environment, ultimately contributing to the nation's economic development and well-being.

End State for Strategic Thrust 3

By the end of the strategic plan period, SSM will have successfully fostered a customer-centric culture that prioritises the needs and satisfaction of stakeholders, including businesses, entrepreneurs and the general public. SSM's operations and practices will reflect a commitment to fairness, transparency and accountability, contributing to sustainable economic growth and development in Malaysia. Through streamlined processes, responsible practices and proactive engagement with stakeholders, SSM will inspire trust and confidence in Malaysia's business environment, promoting a culture of integrity, inclusivity and innovation.



KEY INITIATIVES IN STRATEGIC THRUST 3

Customer Experience (CX) Training Framework	User Experience (UX) Metrics and Baseline	SSM Email Blasting to Stakeholders	SSM Business Update Newsletter	Stakeholder Engagement Strategy/Framework



STRATEGIC GOALS FOR STRATEGIC THRUST 3

STRATEGIC GOAL 3.1

Enhancement of Customer Service Experience

Implement initiatives to improve customer service delivery and enhance the overall experience for stakeholders interacting with SSM. This includes streamlining processes, reducing bureaucratic hurdles and adopting user-friendly digital platforms to make it easier and more convenient for customers to access SSM's services. Key efforts include the review and redevelopment of the SSM Portal with enhanced UI/UX and the enhancement of the mySSM Apps, ensuring customers enjoy intuitive, accessible and responsive digital interactions. To uphold consistent quality in service standards, SSM will draft and publish a new Client's Charter and Service Standards, aligned with enhanced internal capabilities and customer expectations.

The introduction of an AI-based chatbot prototype, equipped with NLP, multilingual support and internal knowledge base integration will provide real-time assistance and automated support. In parallel, mandatory customer service training modules will build internal staff capabilities in communication, empathy and responsiveness. SSM will also develop and implement a unified customer feedback system to capture insights from various channels, including social media. This data will feed into Customer Relationship Management (CRM) tools for personalised support and will be institutionalised through customer intelligence dashboards to guide strategic planning. Finally, the establishment of UX metrics and baselines will ensure continuous service monitoring and improvement, enabling SSM to foster public trust and deliver exceptional stakeholder value.



STRATEGIC THRUST 3

STRATEGIC GOAL 3.2

Promotion of *Rakyat*-Centered Culture and Practices

Embed a *rakyat*-centered mindset throughout SSM's operations and organisational culture, ensuring that policies, processes and decisions are aligned with the needs and interests of the Malaysian people. To institutionalise this culture, SSM will develop a comprehensive Stakeholder Engagement Strategy that maps all engagement channels and formalises feedback loops. This will ensure that voices from across the business community, civil society and public are regularly heard and meaningfully integrated into policymaking, service improvement and strategic planning.

In addition, SSM will develop a master Community Outreach Framework to guide proactive engagement at both national and state levels. Through coordinated efforts such as townhalls, dialogues and CSR-linked outreach programmes, SSM will deepen its relationship with communities and build public trust. SSM will also strengthen its communication ecosystem through targeted stakeholder email campaigns and a quarterly Business Update Newsletter, delivering timely regulatory updates, compliance guidance and educational insights to diverse audience segments. These communication tools will reinforce transparency, foster voluntary compliance and demonstrate SSM's ongoing commitment to stakeholder empowerment and public value delivery.

STRATEGIC GOAL 3.3

Advancement of Responsible and Sustainable Business Practices

SSM is committed to championing responsible and sustainable business practices among its regulated entities, with a focus on promoting ESG principles. This strategic goal underscores SSM's role in raising awareness, setting standards and supporting businesses in embedding sustainability into their operations. To institutionalise ESG values, SSM will integrate ESG into internal organisational processes and develop comprehensive ESG Implementation Guidelines. These will serve as a foundation for a broader rollout of ESG Business Guidelines and Sector-Specific Best Practices, offering tailored approaches for various industries. Capacity-building will be prioritised through the development of tiered ESG training modules and educational materials, catering to diverse segments including SMEs, micro-enterprises, company secretaries, auditors, startups and youth entrepreneurs. This segmentation ensures that training is relevant and aligned with the capabilities and needs of different stakeholder groups. To further promote integrity and sustainable governance, SSM will also reintroduce the BBPC. The updated BBPC will guide companies in embracing ethical conduct, transparency and long-term value creation, reinforcing SSM's leadership in fostering a culture of corporate responsibility and national sustainability.



STRATEGIC THRUST 3

STRATEGIC GOAL 3.4

Community Engagement and Corporate Social Responsibility (CSR) Initiatives

Strengthen SSM's commitment to CSR by actively engaging with communities and implementing impactful initiatives that contribute to social welfare and sustainable development. To operationalise this, SSM will develop a formal NGO Partnership Framework to guide collaborations with reputable local NGOs and community organisations, ensuring shared governance, transparency and alignment of impact objectives. At the organisational level, SSM will also introduce a Volunteerism Policy to encourage employees participation in meaningful community programmes and strengthen the organisation's culture of social responsibility. Public engagement will be amplified through CSR-focused awareness campaigns, using multimedia storytelling to showcase positive impact and inspire wider participation. These efforts will be supported by the integration of *Wakalah Zakat Korporat*, ensuring Shariah-compliant distribution for community upliftment. To assess performance and impact, SSM will develop and implement a CSR Monitoring & Evaluation (M&E) Framework, tracking outcomes like beneficiary reach, volunteer contributions and community satisfaction. These collective efforts will position SSM as a trusted and values-driven institution, committed to nation-building beyond regulatory functions.

STRATEGIC THRUST 4





STRATEGIC THRUST 4

Strengthening Financial Management through Diversification of Revenue Streams and Optimisation of Expenditure

This strategic thrust aims to fortify SSM's financial position and performance by adopting a holistic approach to financial management. It encompasses the optimisation of expenditures, diversification of revenue streams and comprehensive management of assets and liabilities. By diligently analysing and managing financial risks, SSM seeks to ensure both short-term and long-term financial sustainability and stability. This strategic thrust emphasises the importance of prudent financial planning, investment in value-generating initiatives and the continuous assessment of financial performance metrics. Through strategic expenditure management and the exploration of innovative revenue sources, SSM will not only safeguard its financial health but also enhance its capacity to support organisational goals and respond to evolving market conditions.

End State for Strategic Thrust 4

By the conclusion of the strategic planning period, SSM will have achieved a robust and sustainable financial foundation characterised by optimised expenditures, diversified and resilient revenue streams and well-managed assets and liabilities. The organisation will have established a comprehensive financial risk management framework that ensures stability and adaptability in both favourable and challenging economic environments. With a strengthened financial position, SSM will be well-equipped to sustain its operations, invest in future growth opportunities and continue delivering value to stakeholders, securing its role as a financially sound and trusted regulatory authority in Malaysia.



KEY INITIATIVES IN STRATEGIC THRUST 4

Real-Time Dashboard for Tracking Revenue Performance vs. Targets	New Investment Policy	Financial Risk Management Framework (FRMF)	Financial Audit Review Plan and Framework



STRATEGIC THRUST 4



STRATEGIC GOALS FOR STRATEGIC THRUST 4

STRATEGIC GOAL 4.1

Diversification of Revenue Streams

This strategic goal focuses on broadening SSM's revenue base beyond traditional sources such as registration fees to ensure long-term financial sustainability. SSM will explore opportunities to introduce innovative fee-based services that respond to market demand and stakeholder needs while strengthening value-added offerings through strategic partnerships with government agencies and private sector entities. The development of co-branded or co-developed services will enable SSM to leverage external expertise and resources, creating collaborative products that enhance its service portfolio and support national economic objectives. In parallel, SSM will implement a revised fee structure across its platforms that reflects service enhancements and operational improvements, supporting a more flexible and adaptive revenue model. To reinforce financial governance and align with best practices, SSM will formulate and implement a new Investment Policy that guides strategic investment decisions and ensures responsible stewardship of organisational funds. Through this comprehensive approach, SSM will diversify and sustain its revenue streams, strengthen financial resilience and support continued excellence in regulatory and public service delivery.

STRATEGIC GOAL 4.2

Enhancement of Financial Management Practices

This strategic goal focuses on strengthening SSM's financial governance, transparency and operational efficiency by enhancing revenue and expenditure management practices. SSM will develop a comprehensive Financial Risk Management Framework alongside a



STRATEGIC THRUST 4

Financial Audit Review Plan and Framework to establish systematic monitoring of financial risks, promote accountability and ensure prudent resource utilisation.

To foster informed decision-making, SSM will embed financial analysis processes into internal approval workflows, ensuring that all proposals undergo rigorous financial assessment aligned with organisational objectives. This will enable SSM to align expenditures with strategic priorities while maintaining financial discipline. Capacity building efforts will focus on enhancing financial literacy and analytical skills across relevant functions through structured competency frameworks and continuous training programmes. These initiatives aim to strengthen the financial acumen of both finance-related and non-finance staff, promoting a culture of fiscal responsibility organisation-wide. Furthermore, SSM will institutionalise regular expenditure reviews and benchmarking exercises to ensure efficient utilisation of resources and continuous improvement in financial practices. By embedding robust oversight mechanisms and proactive risk management strategies, SSM will enhance its financial sustainability and support the organisation's long-term strategic aspirations.

STRATEGIC GOAL 4.3

Optimisation of Expenditure

This strategic goal focuses on optimising SSM's expenditure through the implementation of comprehensive cost management strategies that enhance operational efficiency without compromising service quality. SSM will conduct a thorough review of its major expenditure areas covering overheads, procurement, utilities and administrative processes that is to identify inefficiencies, redundancies and opportunities for cost savings. Key initiatives will include the development and implementation of an SSM Procurement Strategy aimed at strengthening supplier engagement, securing value-for-money contracts and promoting sustainable procurement practices.

In parallel, SSM will adopt an OBB approach to ensure resource allocation is aligned with strategic priorities and delivers measurable organisational outcomes. To address utility and operational overheads, SSM will roll out a Smart Energy Management System across its facilities to improve energy efficiency and reduce utility costs through real-time monitoring and optimisation. Additionally, the development of a Budget Control Module within the new FMS will provide enhanced capabilities for tracking, controlling and reporting expenditure, ensuring disciplined financial governance across all divisions. SSM will also optimise workspace utilisation, promote digital workflows to reduce administrative overhead and adopt hybrid work models to create a more agile and cost-effective operational environment. Through these efforts, SSM aims to build a resilient, transparent and financially sustainable organisation that continues to deliver high-value services to stakeholders while ensuring prudent expenditure management.

STRATEGIC THRUST 5





STRATEGIC THRUST 5

Cultivating a Culture of Empowerment, Well-Being and Continuous Growth

This Strategic focus emphasises the importance of nurturing talent, promoting ethical conduct and ensuring services readiness to strengthen and inspire trust in Malaysia's business landscape and strengthen SSM's position as a trusted regulatory authority.

Key initiatives under this thrust include adopting best human resource practices to build competency and strengthen the skills, abilities and knowledge of employees. SSM is committed to providing targeted training programmes, mentorship opportunities and skill development initiatives to empower its workforce and enhance their capabilities. Additionally, a comprehensive review of the present organisational structure and job evaluations is being undertaken in view of the completion and implementation of high impact of the HT Projects to ensure alignment and effectiveness.

Central to Strategic Thrust 5 is the achievement of a high employee satisfaction. SSM strives to implement flexible work arrangements, wellness programmes and leadership development initiatives to support employee well-being and professional growth.

End State for Strategic Thrust 5

By the end of the strategic planning period, SSM will have established a workplace culture where employees are empowered, their capabilities are continuously developed and their well-being is a prioritised. These efforts will solidify SSM's reputation as a trusted regulatory authority, fostering confidence in Malaysia's business environment. Through strategic initiatives focused on nurturing talent, promoting ethical practices and improving service delivery, SSM aims to create a motivated and high-performing workforce. This empowered team will play a pivotal role in advancing SSM's vision, further enhancing its credibility, impact and leadership within the regulatory landscape.



KEY INITIATIVES IN STRATEGIC THRUST 5

				
Training Needs Assessment (TNA) Framework	Mentorship and Coaching Framework	SSM's Leadership Development & Succession Framework	Continuous Learning Policy & Roadmap	Total Rewards Framework



STRATEGIC THRUST 5



STRATEGIC GOALS FOR STRATEGIC THRUST 5

STRATEGIC GOAL 5.1

Talent Development and Capacity Building

This strategic goal centres on the development of SSM's human capital to ensure a skilled, empowered and adaptable workforce. It aims to embed a culture of continuous learning, leadership excellence, and inclusive growth through structured capacity-building initiatives. SSM will begin by establishing a robust Training Needs Assessment (TNA) Framework and Methodology, ensuring that employee development is tailored to organisational priorities and individual competency gaps. This will be followed by the implementation of Skill Enhancement Workshops, Leadership Development and Succession Planning and the Development of Mentorship and Coaching Frameworks, all of which are critical to building resilient talent pipelines and future-ready leaders.

To support holistic employee engagement and performance, SSM will develop a Total Rewards Framework, review the Performance Competency Management System (PCMS)



STRATEGIC THRUST 5

and promote inclusivity through targeted Diversity and Inclusion Programmes. The SSM Cross-Fertilisation Framework will provide avenues for staff exposure across divisions, fostering collaboration and institutional learning. Furthermore, COMTRAC's strategic role will be strengthened through a dedicated Strategic Plan, alongside formal collaborations with institutions like INTAN, ILKAP and others. Finally, the organisation will conduct a comprehensive study on new staff orientation and rotation programmes, ensuring talent is nurtured from entry through to leadership.

STRATEGIC GOAL 5.2

Organisational Structure Optimisation

The focus of this strategic goal is to optimise SSM's organisational structure to enhance agility, efficiency and effectiveness. A streamlined organisational structure enables more effective decision-making, clearer lines of accountability and stronger inter-departmental collaboration by fostering a responsive and high-performing institution. SSM will undertake a Comprehensive Organisational Structure and Functional Review to assess how current functions, roles and reporting lines align with its strategic direction. This assessment will identify structural redundancies, opportunities for optimisation and areas where cross-functional integration can be strengthened.

To support role alignment and operational clarity, SSM will develop a Role Clarity and Job Evaluation Framework, establishing standardised definitions, responsibilities and evaluation mechanisms for all positions. This framework will ensure consistency, transparency and equity in role assignments while enhancing workforce planning and performance management. By optimising both structure and role design, SSM seeks to create an agile organisation that is capable of adapting quickly to changing priorities, leveraging talent more effectively and delivering value to stakeholders through streamlined operations and improved governance.

STRATEGIC GOAL 5.3

Employee Well-Being and Engagement

This strategic goal focuses on fostering a positive, healthy and engaging work environment where SSM employees feel valued, supported and empowered. By promoting holistic well-being spanning physical health, mental wellness, work-life balance and emotional resilience. SSM aims to enhance individual and organisational performance alike. As part of this effort, SSM will introduce Group-Specific Wellness



STRATEGIC THRUST 5

Programmes tailored to the diverse needs of different employee segments. These initiatives will address stress management, fitness, mental health support and preventive care, strengthening the overall employee wellness framework. To support balance between personal and professional responsibilities, SSM will also develop a Work-Life Harmony Policy, creating a more flexible, accommodating and sustainable working environment. Complementing these measures, an Employee Satisfaction Index will be institutionalised to regularly gauge staff morale and engagement levels ensuring the organisation remains responsive to employee needs. Additionally, SSM will design an Employee Exit Strategy Framework to ensure departing staff experiences are handled respectfully, professionally and constructively. Insights gathered will feed back into workforce planning and talent retention strategies, reinforcing a culture of continuous improvement and positive employee relations. These initiatives reflect SSM's commitment to building a resilient, engaged and future-ready workforce.



IMPLEMENTATION PLAN & GOVERNANCE STRUCTURE



IMPLEMENTATION PLAN

As part of SDP IV implementation, all 100 action plans have been translated into 371 detailed initiatives and programmes provided by SSM officers. These initiatives serve as the operational guide for planning, implementation and performance tracking across divisions. The successful completion of each initiative will directly drive the achievement of the intended end state of its corresponding action plan. This structured approach ensures clarity, accountability and alignment, enabling SSM to monitor progress effectively and realise meaningful strategic outcomes.

GOVERNANCE STRUCTURE

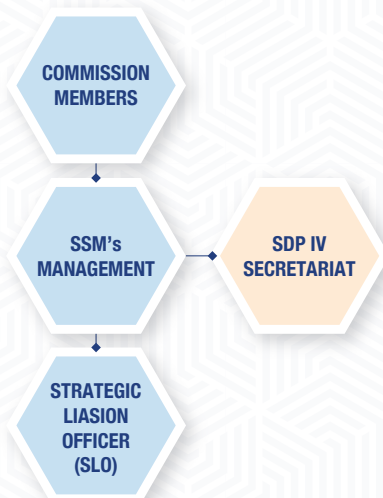
Effective governance is the cornerstone of successful strategic execution. As SSM embarks on the implementation of SDP IV (2026–2030), a well-defined governance structure has been established to ensure accountability, alignment and strategic oversight throughout the organisation.

At its core, the structure comprises **SLOs** appointed from each division, serving as key enablers in cascading strategic priorities and tracking progress at the operational level. These officers act as the bridge between their respective divisions and the central coordination team.

Supporting this effort is the **SDP IV Secretariat**, which functions as the central coordinating body. The Secretariat is responsible for consolidating inputs, managing timelines, ensuring cross-divisional alignment and preparing reports for executive review.

Oversight and strategic direction are provided by the **Management and the Commission Members**, who evaluate progress, provide guidance and make informed decisions to keep the plan aligned with SSM's vision.

Together, this multi-tiered governance structure ensures that SDP IV is executed with clarity, discipline and strategic coherence. The governance structure diagramme as follows:





CONCLUSION



CONCLUSION

In conclusion, the SDP IV Volume 1 encapsulates the unwavering commitment of SSM to chart a course towards sustained excellence and stakeholder value in Malaysia's dynamic business landscape. Through meticulous planning and strategic foresight, this document outlines a roadmap that not only reaffirms SSM's core values but also sets ambitious yet achievable goals for the organisation.

At the heart of this strategic plan lies a dedication to optimising operational efficiency, enhancing regulatory frameworks and fostering innovation to better serve stakeholders. By aligning with international standards and best practices, SSM endeavours to streamline processes, remove bureaucratic barriers and embrace technological advancements that propel Malaysia's business ecosystem forward.

Crucially, this document underscores SSM's pledge to transparency, integrity and collaboration. It recognises the importance of engaging stakeholders at every step, fostering a culture of trust and mutual respect. Through robust communication channels and stakeholder engagement initiatives, SSM seeks to build enduring partnerships that drive shared prosperity and sustainable growth.

As we embark on this journey outlined in SDP IV Volume 1, we are guided by a clear vision, strategic objectives and a steadfast commitment to excellence. With an empowered workforce, modernised regulatory frameworks and a focus on continuous improvement, SSM is poised to navigate the complexities of today's business environment and emerge as a trusted regulatory authority, inspiring confidence and driving innovation across Malaysia's corporate landscape.

Looking ahead, SDP IV Volume 2 will provide a more detailed action plan for employees and outline the specific targets to be achieved based on the strategies charted in this Volume 1. Together, we embark on this transformative journey, united in our pursuit of a more vibrant, resilient and prosperous future for all stakeholders.

SDP IV DEVELOPMENT SECRETARIAT

ADVISOR

YBhg. Datuk Nor Azimah Abdul Aziz
Chief Executive Officer



HEAD OF SECRETARIAT

Farid Ahmad
Director, Corporate Communications & Strategy Division



SECRETARIAT

Marina Nathan
Noor Fazlyna Mohammed Fawadzan
Intan Dahlia Ahmad Kamal
Shaharmiz Ilyaanee Mahmood Sabri
Nurhusnina Mohamad Husaini
Noraffah Man
Salasiah Hj Zakaria

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TUAN AHMAD SABKI BIN YUSOF • DATO' SERI MOHD SAYUTHI BIN BAKAR • ALAN BIN ABDUL RAHIM • DATUK PENGIRAN SAIFUDDIN BIN PENGIRAN TAHIR • MOHD ASMIRUL ANUAR ARIS • PROF. DR. MOHD NAZRI KAMA • DR. ZULQARNAIN LUKMAN • SR. HJ. DZULKEFLY HJ. AHMAD • DATUK NOR AZIMAH ABDUL AZIZ • KHUZAIRI YAHAYA • REZY IZWAN RAMLY • AZNORASHIQ MOHAMED ZIN • AMIR AHMAD • MOHAMMAD PERKASI • ADZMAN AHMAD • MOHAMAD AWI IBRAHIM • SAMSIAH IBRAHIM • NORHAIZA JEMON • NORHASLINDA SALLEH • NAZIAH MOKHTAR @ SOTA • ZAIMAN HAIFIZIE ISMAIL • ZARINA ABDUL SAMAD • MUHAMMAD FARIS OTHMAN • ZULKARNAIN BIN ABD WAHAB • MOHAMAD ARIF HAMZAH • HAIRUL ADHAR BIN RAMLI • WAN INDERA LUTHFI BIN WAN ABU BAKAR • KAMARUL HARDI BIN MOHAMED • NUR-ILYANI BINTI CHE DIN • MAI ZULAIHA BINTI BAHARUDDIN • AHMAD SALLEHIN BIN MUSTAFFA • AB RAZAK BIN ISA • ZARINATUL SHEYLIZA BINTI MOHD HANAFIAH • MUHAMAD EZADEE BIN LAZAN • ZARINAH BINTI OTHMAN • AFFIZULSANI BIN SAINI • WAN AHMAD LOKMAN BIN WAN ABU HANIPAH • LIDIA FYRULLIZA BINTI ISHAK • TENGKU NOR ZURAIRAH BINTI TENGKU ABDUL AZIZ • EMILDA AZMA BINTI MOHD AZNAN • MOHD FASSLI BIN ESA • REYZIAN HANNAN BIN ALIAS • NIK ZUNAIDI BIN ZAKARIA • SITI RUBIAH BINTI ARSHAD • MOHAMAD AZIES HAN BIN MOHD FADZIL • SAZLIN BINTI ABDUL KHALID • T.K. LETCHUMY A/P TAMBOO • MOHD HAIRUL EFFENDY BIN MUHAMMAD IDRUS • ROHAIZAH BINTI ANIM • SITI WIDIANA BINTI TORMAN • AHMAD YUSRI BIN MOHAMED JAAFAR • ADIB BIN MATUHA@MOHD TAHA • MOHD FAIRUZ BIN AZIZ • MUHAMMAD NOR SYAFIQ BIN MOHD SHAH • FADHLULLAH SYOUQIE BIN JAMANI • ADLINNA BINTI NASIR • WAN MOHAMAD REDZA BIN WAN MAMAT • NUR FAZLIANA BINTI MOHAMAD HUTTIFF • AHMAD ZHARIF MUHAIMIN BIN KHARUDIN • JANNATUL AJILLAH BINTI YUNOS • AHMAD ZAKARIA MD ALI • AZRIMAL AZIZ • NG LAY SEE • MOKHTAR BIN ANUAR • MOHD FADZLI BIN HIDZIR • NORAFIZAIDA BINTI MAN • WAN ZARAZILLAH BIN WAN ABU BAKAR • ROSNIWATI BINTI HUSSIN • IDAYU BINTI ABDUL RAHIM • SUHAILIZA BINTI MOHD SARMAN • MARDIANA BINTI MOHD ZAIN • MUHAMAD AZLAN BIN MURSIDIN • MD IBNU HISYAM BIN MOHAMAD • PREMEELAN A/L SUNDARARAJOO • LIYANA AMIRA BINTI KAMALUDIN • MOHD NORADZ HAFIZAD BIN RADZI • NAZRIN BIN KASIM • SAPIAH BINTI AMBO @ AMBOTUNO • FAIZAL MAHDI BIN MAHMUD • RAVINDERJIT KAUR A/P SAVINDER SINGH • NITTY HERAWATI BINTI TARMIZI • NOR NAZHAB BINTI ISMAIL • WAN HABIBAH ZAHARI • SYAHRIL LUFTI BIN SYAMSUL JOHAR SIMON • RAZIN @ MOHD RAZIN BIN MUHAMMAD • NOORLIDA HANIM BINTI AHMAD • ADI ZAMRIN BIN SUPIAT • NIK MUHD MARWAN BIN HAJI NIK MUSTAPHA • R.SIVAM A/L S.RAJAGOPAL • MAIZAN BINTI YUSOF • MAISARAH BINTI MOHAMAD • MOHD ZAM ZAM BIN ZAINUDIN • MOHAMAD FAHMI BIN MOHAMAD ADINI • SAIFULBAHARI BIN AHMAD • FARIN RIHILZA BINTI ROSELAN • MOHD ALIF IQBAL BIN AHMAD ZAHARI • ISKANDAR ZULKARNAIN BIN KHALID • MOHD ASRUL HISYAM BIN MAMAT • FAHMI AFFENDY BIN HASSIM @ HASHIM • NORASHIKIN BINTI ABD MAJID • RAFIDAH BINTI MOHAMED @ ABD GHANI • MOHAMAD NIZAM YUSOF

