



MANAGEMENT REPORT
SERVICE
DELIVERY



COMPANY CLIENT CHARTER

SSM aimed for a 99% achievement rate for all company clients' charters in 2024 but exceeded its actual target by achieving 100%.

The performance of the client charter for companies in 2024 is as follows:

FORM	CLIENT CHARTER	PERCENTAGE (%)
Incorporation of a New Company	1 Day	100
Application of Name	1 Day	100
Certificate of Starting a Business for Public Companies	1 Day	100
Change of Company Name	1 Day	100
Change of Company Status	1 Day	100
Registration of Charge	2 Days	100
Registration of Prospectus	3 Days	100

LIMITED LIABILITY PARTNERSHIPS (LLPs)

The registration statistics for LLPs from 2022 to 2024 are as follows:

SERVICES	2024	2023	2022
Name applications	2,204	6,677	7,413
New registrations	3,965	3,547	3,661
Conversion of a conventional partnership to LLP	79	105	74
Conversion of a private company to LLP	23	17	34
TOTAL	6,271	10,346	11,182

The statistics for post-registration submissions of LLPs from 2022 to 2024 are as follows:

SERVICES	2024	2023	2022
Annual Declaration	17,539	21,053	10,193
Change of particular of LLP	6,336	6,017	5,551
Change of name of LLP	462	268	286
Rectification	263	219	177
Extension of time	109	64	41
TOTAL	24,709	27,621	16,248

■ MALAYSIA CORPORATE IDENTITY (MyCoID) SYSTEM

In 2024, the MyCoID system received a total of 761,060 applications, an increase of 47,104 applications from 2023, representing a growth of 6.60%.

Additionally, 55,544 companies were incorporated through the MyCoID system in 2024, marking an increase of 2,668 companies or 5.05% compared to the 52,876 incorporations in 2023.

The statistics of services through the MyCoID system from 2022 to 2024 are as follows:

SERVICES	2024	2023	2022
Company name search	74,995	69,841	66,304
Company incorporation	55,544	52,876	48,253
Appointment of first company secretary	55,280	51,918	47,912
Return of allotment	48,328	46,230	43,958
Register of member	153,165	142,090	135,677
Lodgement of company constitution with e-stamping	7,394	7,198	7,144
Change in registered address	64,713	60,841	58,314
Change in particulars of directors, managers and company secretaries	241,868	231,001	217,969
Reassignment of company secretary	36,591	31,116	30,803
Statement of particulars to be lodged with charge	23,182	20,845	21,401
TOTAL	761,060	713,956	677,735

■ MALAYSIAN BUSINESS REPORTING SYSTEM (MBRS)

In 2024, a total of 559,740 submissions were received through MBRS for Annual Returns (AR), Financial Statements (FS) and Exemption Applications related to AR and FS under the CA 2016.

The statistics on AR submissions received through MBRS from 2022 to 2024 are as follows:

SERVICES	2024	2023	2022
AR for companies having share capital (section 68 of the CA 2016)	506,275	496,670	502,041
AR for companies not having share capital (section 68 of the CA 2016)	1,772	1,895	2,021
AR for foreign companies (section 576 of the CA 2016)	474	534	642
AR for unchanged particulars (section 68 of the CA 2016)	16,035	18,442	20,112
TOTAL	524,556	517,541	524,816

The statistics on Financial Statement submissions received through MBRS from 2022 to 2024 are as follows:

APPLICATIONS	2024	2023	2022
FS - Audited (section 244 of the CA 2016)	5,051	5,202	5,663
FS - Unaudited (section 267(2) of the CA 2016)	1,360	1,123	1,467
Certificate for Exempt Private Company (section 260 of the CA 2016)	10,097	5,970	12,083
TOTAL	16,508	12,295	19,213

The statistics on Extension of Time (EOT) submissions received through MBRS from 2022 to 2024 are as follows:

APPLICATIONS	2024	2023	2022
Application for exemption from coinciding with foreign subsidiary financial year end with holding company (section 247(5) of the CA 2016)	61	19	54
Application for exemption from filing FS in full XBRL format (section 604(2) of the CA 2016)	5	4	3
Application to waive lodgement of FS by foreign company (section 575(7) of the CA 2016)	1	1	2
Application for relief from requirements as to form and contents of Directors' Report (section 255(1) of the CA 2016)	2	1	3
Application for relief from requirements as to form and contents of FS (section 255(1) of the CA 2016)	0	0	0
Application for EOT for circulation of FS and Reports (section 259(2) of the CA 2016)	18,135	15,204	12,566
Application for EOT to lodge FS and Reports (section 259(2) of the CA 2016)	380	3	0
Application for EOT for holding annual general meeting (section 340(4) of the CA 2016)	92	63	76
Application for EOT to lodge AR (section 609(2) of the CA 2016)	0	2	1
Application to Minister (with relation to FS and Report or AR (section 247(8) of the CA 2016 and section 38E of the CCMA 2001)	0	0	0
TOTAL	18,676	15,297	12,705

■ MBRS 2.0 PORTAL

SSM successfully implemented the enhanced version of the MBRS, now known as MBRS 2.0 on 25 September 2024.

MBRS 2.0 was introduced to update reporting concepts, including submission and lodgement under

the provisions of the CA 1965, as opposed to the earlier version, which was solely focused on lodgements under the CA 2016. These enhancements also enable the complete online submission of AR, FS and Reports, as well as applications for exemptions or EOT related to AR and FS through the MBRS system.

Below are some of the new features introduced in MBRS 2.0:

- (a) Rectification documents for AR or FS under both CA 2016 and CA 1965 provisions can now be submitted entirely online;
- (b) Lodgement of Rectification for AR and FS based on a Court Order; and
- (c) Only company secretaries registered under section 241 of the CA 2016 with an active Practising Certificate will be allowed to use the MBRS 2.0 system.

Following the launch of MBRS 2.0, SSM began mandating phased submissions of documents in three (3) phases starting 1 December 2024 (Phase 1). Further details are as follows:

PHASE 1 1 DECEMBER 2024	PHASE 2 1 MARCH 2025	PHASE 3 1 JUNE 2025
<ul style="list-style-type: none"> (a) AR under the CA 2016; (b) Unaudited FS and Reports under the CA 2016; (c) Certificate for Exempt Private Company (EPC) under the CA 2016; (d) Application and Submission of Rectification/ Court Order for AR and Unaudited FS under the CA 2016; (e) Application for EOT under the CA 2016; (f) EOT for Certificate for EPC; (g) EOT for Unaudited FS; and (h) EOT for AR. 	<ul style="list-style-type: none"> (a) AR under the CA 1965; (b) FS under the CA 1965; (c) Certificate for EPC under the CA 1965; (d) FS for Financial Institutions regulated by the Central Bank of Malaysia (BNM) under the CA 1965 and CA 2016; (e) Statutory Declaration and FS of Origin (HQ) for foreign company under the CA 1965 and CA 2016; and (f) Application and submission of Rectification/ Court Order for AR and Audited FS under the CA 1965. 	<ul style="list-style-type: none"> (a) Audited FS under the CA 2016; (b) Application and Submission of Rectification/ Court Order for Audited FS under the CA 2016; and (c) Including all applications related to EOT or FS exemptions under the CA 2016.

CORPORATE MANAGEMENT APPLICATIONS

For the year 2024, in addition to online submissions, applications for an EOT under sections 259(2) and 340(4) of the CA 2016, exemption applications under sections 253(2) and 255(1) and waiver applications under section 575(7) may also be submitted over the counter.

The highest number of applications received in 2024 were for an EOT under sections 259(2) and 340(4) of the CA 2016, totaling 15,453 from January to December.

The statistics on Corporate Management Applications submitted over the counter from 2022 to 2024 are as follows:

APPLICATIONS	2024	2023	2022
Application for EOT under section 249(2)/ 340(4) and 22(5)(b) of the CA 2016	15,453	11,733	8,631
Application to obtain relief on the form and content of the Audited FS and Directors' Report under section 253(2) and 255(1) of the CA 2016	72	66	74

APPLICATIONS	2024	2023	2022
Application to obtain relief for a subsidiary having a different financial year end from the holding company under section 247(3) of the CA 2016	36	56	41
Application for exemption for foreign companies to lodge the account in Malaysia under section 575(7) of the CA 2016	10	27	18
Lodgement fee of initial public offerings, abridged prospectus and other supporting documents under section 154 of the CA 2016	1,812	1,574	1,476
Obligations by directors of borrowing corporation for lodgment of Quarterly Report under section 182 of the CA 2016	45	37	45
TOTAL	17,428	13,493	10,285

■ COMPANY LIMITED BY GUARANTEE (CLBG)

CLBG is a company that can be established under CA 2016 with a non-profit orientation, where the company's profits cannot be distributed to its members, such as through dividend payments. CLBG must engage in activities allowed by section 45 of the CA 2016 and as specified in the company's Constitution for the purpose of achieving its objectives. The objectives of establishing a CLBG include involvement in recreational or entertainment activities, trade and industry, arts, science, religion, welfare and others.

Section 45 of the CA 2016 and the CLBG's Guidelines stipulate that a CLBG must obtain approval from either the Minister or the Registrar among others for the appointment of director, solicitation of donations from the public and amendments of the constitution. To ensure that a CLBG director is 'fit and proper', the CLBG Guidelines require the director to have relevant experience, qualifications and to clear a security vetting.

The statistics of applications for the Minister's approval from 2022 to 2024 are as follows:

APPLICATIONS	2024	2023	2022
Application for incorporating a CLBG without the word 'Berhad'	40	43	60
Application to drop the word 'Berhad'	1	0	5
Application to hold/ dispose/ charge land	54	91	333
Application for appointment of new directors	365	375	354
Application to seek contributions/ donations from the public	37	22	24
Application for amendment of a CLBG's Constitution	54	57	52
Application for payment of salaries, fees, fixed allowances and other benefits to the board of director	9	2	8
Application for holding of a subsidiary company	0	0	3
TOTAL	560	590	839

The statistics of applications for the Registrar's approval from 2022 to 2024 are as follows:

APPLICATIONS	2024	2023	2022
Application for incorporating a CLBG with the word 'Berhad'	45	43	46
Application for appointment of new directors	700	619	646
Application to seek contributions/ donations from the public	50	31	19
Application for amendment of a CLBG's Constitution	43	48	40
Application for payment of salaries, fees, fixed allowances and other benefits to the board of director	5	9	8
Application for holding of a subsidiary company	4	3	3
TOTAL	847	753	762

■ TRUST COMPANY

The Trust Companies Act 1949 (TCA 1949) [Act 100] provides a legislative framework for trust companies to carry out their activities and operations. As a legal entity, a trust company can perform its fiduciary functions and act as an agent, trustee or custodian on behalf of individuals or businesses for the purposes of administration, management and transfers of assets.

As a company registered under the TCA 1949, a trust company must comply with the relevant guidelines. This includes obtaining approval from the Registrar for the appointment of the chief executive officer/ director and submission of bi-annual report. A trust company must be incorporated as a company limited by shares under the CA 2016 before it can be registered as a trust company under the TCA 1949. In the year 2024, a total of 63 companies were registered as trust companies.

The statistics for applications under the TCA 1949 from 2022 to 2024 are as follows:

APPLICATIONS	2024	2023	2022
Application for registration of trust company	63	10	9
Application for appointment of chief executive officer	4	4	4
Application for appointment of new director	19	12	15
Lodgement of AR	29	37	26
Lodgement of bi-annual report activity	58	49	51
TOTAL	173	112	105

■ INTEREST SCHEMES

The interest schemes platform is available to be used by all economic sectors for the purpose of creating alternative business revenue streams or alternative financing to support business operation and organic growth. The statistics on the amount of funds in the form

of alternative business revenue or alternative financing are raised by 136 active interest schemes for the last three (3) years (representing the three (3) years where the relevant data has been obtained from the submission of documents to SSM) totaling RM2,939.5 million.

The cumulative statistics of registered interest schemes from 2022 to 2024 are presented below:

NATURE OF SCHEMES	CATEGORIES	2024	2023	2022
Investment Schemes	Memorial Park	31	26	25
	Share-farming	14	14	14
	Equipment	4	4	4
	Property	11	11	11
	Financial services	1	-	-
Recreational Membership Schemes	Golf and recreational club	72	72	72
	Recreational club	36	36	36
	Marina	10	10	10
Time-sharing	Time-sharing	29	29	29
Combination of schemes (Hybrid)	Combination of schemes (Hybrid)	4	3	3
TOTAL		212	205	204

The statistics on the submission of various statutory applications or documents related to interest schemes from 2022 to 2024 are outlined below:

APPLICATIONS	2024	2023	2022
Application for the registration of a new interest scheme	7	4	5
Application for the first prospectus of the interest scheme	7	4	5
Application for the appointment of a trustee for the interest scheme	2	4	5
Application for the registration of the trust deed of the interest scheme	21	4	5
Application to the Minister for exemption under section 73(1) of the Interest Schemes Act 2016	6	4	5
Application for the registration of a prospectus of the interest scheme	97	112	119
Application for a supplemental prospectus of the interest scheme	9	11	15
Lodgement of AR of the interest scheme	93	103	109
Lodgement of advertisement of the interest scheme	48	53	88
Application for relief: exemption from requirements regarding form and content of prospectus/ product disclosure statement for interest schemes	0	0	3
Application for an exemption of stakeholder approval of the scheme under section 21(3) of the Interest Schemes Act 2016	3	10	22
Notice of change of the chief executive officer of the interest scheme	8	10	3
Notice of winding up of an interest scheme	0	4	4
TOTAL	301	323	388

Termination of Registered Interest Schemes

The termination or winding up of interest schemes may occur for various reasons, including successful completion or the inability to achieve the scheme's objectives. In certain situations, opting for an earlier closure may serve as a more suitable exit strategy, ultimately providing greater benefits to all parties involved.

SSM has implemented a proactive and structured approach to regulating the orderly closure of interest schemes. It plays a crucial role in ensuring that management companies or trustees take the necessary steps to ensure that the termination or winding up process complies with the provisions of the Interest Schemes Act 2016.

The statistics on interest schemes that have been terminated or wound up from 2022 to 2024 are presented below:

STATUS	2024	2023	2022
Total schemes terminated or wound up until 2024: 76 Schemes.	0	4	4
(This total reflects the schemes that have been terminated or wound up since the first scheme was registered in 1993, including updated records based on the results of monitoring, review and inspection by the enforcement office)			

CHARGES

In 2024, a total of 33,519 charges were registered, i.e. submitted either online or over the counter. This represents an increase of 2,243 registrations or 7.17%, compared to the 31,276 registrations recorded in 2023. The registration of charges is based on the 'Form

Statement of Particulars to Be Lodged with Charge' submitted by companies that have created charges. In addition, a total of 23,832 discharges of charges were registered in 2024, reflecting a 9.14% increase compared to the 21,836 registrations recorded in 2023.

The statistics on charge registrations, discharge registrations and the number of certificates issued to companies from 2022 to 2024 are presented below:

SERVICES	2024	2023	2022
Registration of charges	33,519	31,276	28,663
Registration of discharge of charges	23,832	21,836	20,859
TOTAL	57,351	53,112	49,522

COMPANIES WINDING UP

In 2024, a total of 3,277 companies were wound up, marking a 16.62% increase compared to 2,810 companies in the previous year. Meanwhile, 1,904 companies were dissolved in 2024, reflecting a 7.21%

decrease from 2,052 in 2023. These statistics are based on the submission of various winding up forms to the Registrar.

The statistics for winding up and dissolved companies through winding up proceedings from 2022 to 2024 are as follows:

CATEGORIES	2024	2023	2022
Companies with winding up status	3,277	2,810	2,914
Companies with dissolved status	1,904	2,052	2,477
TOTAL	5,181	4,862	5,391

COMPANIES STRIKING OFF

The number of companies dissolved through the striking off process saw a significant decline of 20.17%, dropping from 31,936 in 2023 to 25,496 in 2024. Of this total, 19,637 companies were dissolved through striking off applications submitted by directors or shareholders, while the remaining 5,859 were dissolved under the Registrar's initiative pursuant to section 68(8) of the CA 2016.

The statistics for companies dissolved through striking off process from 2022 to 2024 are as follows:

CATEGORY	2024	2023	2022
Companies dissolved through striking off	25,496	31,936	54,529

ASSET MANAGEMENT OF DISSOLVED COMPANIES

In 2024, a total of 457 applications were received under sections 556, 557 and 558 of the CA 2016, reflecting a slight decrease of 2.47% compared to the 446 applications received in 2023.

Section 556 of the CA 2016

In 2024, a total of 131 applications were received under section 556 of the CA 2016 for the Registrar to act as the representative of dissolved companies. This marks a significant increase of 59.76% compared to the 82 applications received in 2023.

Section 557 of the CA 2016

A total of 323 applications were received under section 557 of the CA 2016 in 2024, concerning the vesting of outstanding assets (monies) of dissolved companies with the Registrar. This reflects an 11.02% decline from the 363 applications recorded in 2023.

Section 558 of the CA 2016

In 2024, SSM received three (3) applications for the purchase of assets vested with the Registrar under section 558 of the CA 2016, compared to only one (1) application in 2023, indicating an increase of 200%.

The statistics for the management of the assets of the dissolved company from 2022 to 2024 are as follows:

APPLICATIONS	2024	2023	2022
Applications to the Registrar to act as a representative of the dissolved company under section 556 of the CA 2016	131	82	72
Applications to vest assets of dissolved companies to the Registrar under section 557 of the CA 2016	323	363	413
Applications for the purchase of the vested assets under section 558 of the CA 2016	3	1	2
TOTAL	457	446	487

CORPORATE RESCUE MECHANISM (CRM)

The CRM regime includes Corporate Voluntary Arrangements (CVA) and Judicial Management (JM). Both CVA and JM provide a framework for companies facing financial difficulties to rehabilitate or reach a compromise regarding the whole or part of their debts.

Corporate Voluntary Arrangement

A CVA is an arrangement made between a company and its creditors to restructure its debts without the need for Court intervention. Since the CRM came into force in 2018, a total of eight (8) applications have been filed in Court to place companies under CVA. However, no CVA applications were filed in either 2023 or 2024.

The statistics of CVA applications received from 2022 to 2024 are as follows:

APPLICATIONS	2024	2023	2022
Application for CVA	0	0	1
Application for CVA approved by creditors and shareholders	0	0	1
Application for CVA disapproved by creditors and shareholders	0	0	0
TOTAL	0	0	2

Judicial Management Order

JM is a court-supervised rescue plan that involves placing the management of a company under a judicial manager appointed by the Court. In 2024, a total of 38 applications were filed with the Court to place companies under JM. Of these applications, six (6)

companies were granted JM orders, indicating that their management were placed under JM. Additionally, during the same period, eight (8) companies were released from JM by Court orders.

The statistics of JM applications received from 2022 to 2024 are as follows:

APPLICATIONS	2024	2023	2022
Application for JM order in Court	38	48	41
JM order granted	6	15	11
Discharged of JM order	8	15	11
TOTAL	52	78	63

ELECTRONIC BENEFICIAL OWNERSHIP (e-BOS) SYSTEM

The e-BOS is a newly developed platform by SSM, leveraging in-house expertise to streamline the submission of company BO information. Designed primarily for company secretaries, the system facilitates the efficient updating of company records. e-BOS can be accessed via <https://ssm4u.com.my>.

The services offered through e-BOS are as follows:

- (a) Notification of BO/ Senior Management Information
 - (i) Addition of new BO/ new senior management;
 - (ii) Updating BO/ senior management information;

and
(iii) Termination of BO/ senior management.

- (b) Rectification of BO/ Senior Management Information

The statistics on the submission of BO/ senior management information via e-BOS are presented below:

APPLICATION	2024
Notification of BO/ senior management information	602,105

COMPANY STATUTORY DOCUMENTS SERVICE COUNTER

SSM through the Customer Service Counter, serves as the primary point of contact for customers to submit statutory documents (both payment and non-payment), seek advisory services and information, make fee payments and address company-related matters incorporated under the CA 1965 or CA 2016.

While SSM has introduced an online platform to streamline the submission process, many customers continue to favour counter services due to the convenience of face-to-face interactions, direct assistance and the need to fulfil specific documentation requirements.

The statistics for over-the-counter transactions involving company statutory documents from 2022 to 2024 are as follows:

CATEGORIES	2024	2023	2022
Documents with payment	301,298	326,483	339,947
Documents without payment	103,582	94,753	88,734
TOTAL	404,880	421,236	428,681

■ BUSINESS CLIENT CHARTER PERFORMANCE FOR COUNTER SERVICES

The Business Client Charter Performance (Counter Services) for 2024 are as below:

FORMS	CLIENT CHARTER	PERCENTAGE (%)
New Business Registration (Form A)	1 Hour	98.67
Renewal of Business Registration (Form A1)	15 Minutes	99.94
Changes of Business Registration (Form B)	1 Hour	98.88
Termination of Business Registration (Form C)	15 Minutes	93.69

■ BUSINESS CLIENT CHARTER PERFORMANCE FOR EzBiz ONLINE

The Client Charter Performance (EzBiz Online) for 2024 are as below:

FORMS	CLIENT CHARTER	PERCENTAGE (%)
New Business Registration (Form A)	1 working day	97.25
Renewal of Business Registration (Form A1)	Auto approve	100.00
Change of Business Registration (Form B)	1 working day	98.25
Termination of Business Registration (Form C)	1 working day	97.13

■ EzBiz ONLINE SERVICES

EzBiz Online is a digital business registration platform provided by SSM, designed to facilitate a range of business-related transactions conveniently via the internet. Key functionalities of the EzBiz Online include the registration of new businesses, renewal of business registrations, updating of business information, termination of business entities and payment of compounds under ROBA 1956 and CA 2016. Serving as an alternative channel for business transactions, EzBiz Online offers greater convenience, cost-effectiveness and time efficiency compared to traditional over-the-counter services. The platform is accessible 24 hours

a day, seven (7) days a week via the SSM EzBiz Online portal at www.ezbiz.ssm.com.my.

To access the online platform, registering as a user of the SSM EzBiz Online portal and activating the user account is mandatory for each business owner and partner. This process ensures the safety and security of users interacting with the system. In 2024, significant improvements were made to the EzBiz Online service, enabling approximately 97% of business registration transactions to be completed online.

The transaction statistics for EzBiz Online for the years 2023 and 2024 are detailed as follows:

TRANSACTIONS	2024	2023
User Account Registration	259,569	295,359
New Business Registration	340,942	317,264
Changes of Business Registration	199,964	185,638
Termination of Business Registration	27,780	20,715
Renewal of Business Registration	446,100	509,712
TOTAL	1,274,355	1,328,688

BUSINESS REGISTRATION COUNTER

SSM continues to provide business registration services through its counters for senior citizens and disabled individuals who encounter technical difficulties or face challenges in using the SSM EzBiz Online service. This is part of an inclusive approach aimed at ensuring accessibility for all. By offering in-person assistance at SSM counters, staff can provide personalized guidance and support to senior citizens and disabled individuals, helping them navigate the registration process step by step. This approach guarantees a smoother, more inclusive experience for all users.

Furthermore, offering dedicated support for individuals facing technical barriers to online services aligns with principles of accessibility and social responsibility. It reflects SSM's commitment to serving the diverse needs of its stakeholders and ensuring equal access to government services for all citizens.

The statistics for over-the-counter business registration transactions from 2022 to 2024 are as follows:



SKIM PENDAFTARAN PERNIAGAAN PERCUMA (SPPP)

The SPPP initiative is specifically designed to empower B40 entrepreneurs and full-time IPT students to embark on entrepreneurial ventures, thus generating additional income streams to support their livelihoods. In addition, the initiative is expected to contribute to the growth and development of Malaysia's business

sector. Overall, the rebranding of the SPPP highlights a renewed commitment to empowering individuals and communities through entrepreneurship, especially in response to the challenges posed by the COVID-19 pandemic.

The number of SPPP registrations from 2022 to 2024 are as follows:

CATEGORIES	2024	2023	2022
Entrepreneurs (B40 group)	33,124	27,862	8,237
Full-Time IPT Students	16,049	15,845	16,310
TOTAL	49,173	43,707	24,547

■ SKIM 1 OKU 1 PERNIAGAAN (S1O1P)

The S1O1P programme was introduced with the aim of promoting and encouraging individuals with disabilities (OKU) to legally participate in business activities. Focused on inclusivity and empowerment,

the programme provides essential support and opportunities for individuals with disabilities to engage in entrepreneurial ventures.

The statistics of S1O1P registrations received for 2022 to 2024 are as below:

CATEGORIES	2024	2023	2022
New Business Registration	2,684	1,719	1,460
Renewal of Business Registration	3,235	3,100	2,889
TOTAL	5,919	4,819	4,349

■ URBAN TRANSFORMATION CENTRE (UTC) – KUALA LUMPUR AND PERLIS

The SSM UTC Kuala Lumpur office, the first SSM office established within the UTC, is now celebrating its 11th year of providing efficient services to the public. As of 2024, SSM maintains operations at two (2) UTC locations: UTC Kuala Lumpur and UTC Perlis. The

operating hours have been revised to 8:00 am to 5:00 pm, while after-hours services are promoted through EzBiz Online and Kiosk Tap.It for the renewal of business registrations, purchase of business information and payment of compounds.

Transaction statistics received at the UTC Kuala Lumpur and Perlis from 2022 to 2024 are as follows:

UTC	2024		2023		2022	
	COMPANIES	BUSINESSES	COMPANIES	BUSINESSES	COMPANIES	BUSINESSES
Kuala Lumpur	-	227	-	430	-	360
Perlis	1,118	31	1,242	39	1,060	165

■ RENEWAL OF BUSINESS REGISTRATION THROUGH THE TAP.IT KIOSK

Effective 1 January 2023, Safeguards Kioskmedia Sdn Bhd was appointed as the official agent to offer renewal of business registration services, provide business information and facilitate compound payments via kiosks. As of 31 December 2024, a total of 508 Tap.It

kiosks have been deployed across selected locations in Malaysia to enable customers to access SSM services. Furthermore, a new service, EzBiz ID activation, was introduced through the kiosks starting 7 May 2024.

The transaction statistics received at the Tap.It Kiosk for 2023 and 2024 are as follows:

TRANSACTIONS	2024	2023
Renewal of Business Registration	182,470	136,989
Supply of Business Information	128,764	76,822
Business Compound Payment	83,041	63,520
EzBiz User ID Activation (Starting May 2024)	53,552	-
TOTAL	447,827	277,331

■ MySSM APPLICATION

The MySSM application is a comprehensive mobile platform provided by SSM, offering a wide range of features and functionalities to users. It serves as a convenient tool for accessing information related to business entities registered with SSM, through various e-Services modules such as:

- (a) e-Search: Business entity registration check (businesses, companies and LLPs);
- (b) e-Query: List Pertaining to Status of Documents Queried under section 11(8) and (9) of the CA 1965 or under section 610(2)(b) of the CA 2016;
- (c) e-Compound: Compound verification for businesses and companies;
- (d) Status 308: Status of application to strike off a company under section 308 of the CA 1965 or under section 550 of the CA 2016;
- (e) SSM BizTrust: A business starter kit that functions as the digital identification for business entities registered with SSM.;
- (f) e-Renewal: Renewal of business registration through ezBiz Online;
- (g) DCTC QR Code Reader: Reader to verify and validate the authenticity of SSM DCTC documents via mobile application; and
- (h) Business Interactive Tools.

■ ONLINE SUPPLY OF CORPORATE INFORMATION TO MINISTRIES, DEPARTMENTS AND FEDERAL GOVERNMENT AGENCIES (KJAKP)

The implementation of online information delivery to KJAKP, facilitated through the KJAKP Access Portal, represents an innovative approach aimed at enhancing the productivity, efficiency and effectiveness of service delivery to KJAKP. This initiative leverages the latest technological advancements via online applications. The online provision of corporate information to KJAKP was first introduced by SSM on 25 September 2018.

SSM's involvement through this platform reflects a collaborative effort between government-to-government (G2G) entities, with the shared objective of combating commercial crime, enhancing government revenue and protecting the nation's integrity and reputation.

To enhance the service provided to customers, SSM has implemented various improvements on the KJAKP Access Portal. These improvements include:

- (a) Email notifications;
- (b) User dashboard;
- (c) Business entity search;
- (d) Selection of company statutory documents in Package 3; and
- (e) Preparation of statistics and reporting.

The packages offered on the KJAKP Access Portal are:

PACKAGES	DESCRIPTIONS
Package 1	▶ Company profile WITHOUT Charges and FS information
Package 2	▶ Company profile WITH Charges and FS information
Package 3	▶ Complete company profile and document image WITHOUT verification ▶ For investigation and court purposes ONLY

The number of agencies registered as users on the KJAKP Access Portal from 2022 to 2024 are as follows:



The number of subscribers according to the packages available from 2022 to 2024 are as follows:

YEAR	PACKAGE 1	PACKAGE 2	PACKAGE 3	TOTAL
2024	29	225	507	761
2023	18	74	192	284
2022	31	121	262	414

The following outlines the usage statistics of the KJAKP Access Portal for the period from 2022 to 2024:

YEAR	PACKAGE 1	PACKAGE 2	PACKAGE 3	TOTAL
2024	8,040	57,506	188,417	253,963
2023	17,772	80,678	141,764	240,214
2022	47,039	172,595	438,955	658,589

CORPORATE AND BUSINESS INFORMATION DATA (CBID)

The CBID product has become a leading choice for accessing bulk business entity data provided by SSM. It offers customisation based on customer requirements and budget, making it highly adaptable to diverse needs. CBID serves various sectors, including private and corporate industries, researchers, academics and other stakeholders.

This product provides comprehensive information on companies and businesses, organised by specific sectors, locations or other criteria. The data is presented in the form of statistics as well as a complete list of information for each business entity. The specifics of the data set are divided into three (3) segments, including:

- (a) Demographics – gender, age, race etc.
- (b) Geography – states, cities etc.
- (c) Financial – profit and loss, balance sheet etc. (company data only)

The provision of business entity information is designed to support the growth of the business sector in various locations, enhancing marketing strategies, facilitating networking collaborations, conducting research studies, performing investment analyses and maintaining system databases. This information enables the public, particularly entrepreneurs, to use the data as research material for making strategic business decisions related to starting, operating or expanding their businesses.

The pricing packages offered are as follows:

Processing Fees

DESCRIPTION	FEES
Company	RM20.00 / application
Business	RM10.00 / application
LLP	RM20.00 / application

Product Fees

Statistics

DESCRIPTION	FEES
Company	Starting from RM100.00 / statistic
Business	Starting from RM20.00 / statistic
LLP	Starting from RM100.00 / statistic

Complete Data Listing

DESCRIPTION	FEES
Company Listing (Overall Table)	RM10.00 / Company
▶ Package A ¹ / B ² / C ³ / D ⁴	RM3.00 / Package per Company
▶ Ala Carte	RM1.00 / Table per Company

DESCRIPTION	FEES
Business Listing (Overall Table)	RM10.00 / Business
LLP Listing (Overall Table)	RM20.00 / LLP

Note:

1. Company Info, Registered Address, Business Address and Business Code
2. Company Info, Officers, Shareholders and Share Capital
3. Company Info, Balance Sheet and Profit & Loss
4. Company Info, Charges and Document Lodge

Personal Involvement

DESCRIPTION	FEES
Personal Involvement (Directors, Shareholders, Company Secretaries, Auditors and Liquidators)	RM50.00 per NRIC
Personal Involvement (Business Ownership)	RM10.00 per Business
Personal Involvement (Partners and Compliance Officers)	RM100.00 per NRIC

The number of CBID applications received from 2022 to 2024 are as follows:



SSM BIZTRUST

Throughout 2024, SSM conducted 741 advocacy sessions through various programmes and briefings such as the SSM BizDay, SSM BizStart and the SSM BizTrust Briefing. Additionally, 25 digital announcements were uploaded to SSM's official social media platforms to raise awareness among businesses and consumers about the benefits of using SSM BizTrust.

In line with advancements of digitalization, SSM introduced the SSM BizTrust QR Code, a business

starter kit in the form of a QR Code that serves as a digital identification (ID). This initiative aims to enhance compliance among business entities registered under the Acts administered by SSM.

Users can access essential business information such as name, registration number, status and URL address through the MySSM application. This method enables instant verification of business entity information.

The SSM BizTrust QR Code is available for free and can be downloaded via the following platforms:

- (a) EzBiz Online (<https://ezbiz.ssm.com.my/>) for sole proprietorship and partnership businesses

registered under the ROBA 1956;

- (b) MyLLP System (<https://myllp.ssm4u.com.my/>) for LLP entities registered under the LLPA 2012; or
- (c) SSM4U (<https://ssm4u.com.my/>) for all business entities registered with SSM.

■ BUSINESS ADVISORY SERVICES

SSM plays a crucial role in delivering comprehensive and up-to-date consultancy and information services related to business establishment processes in Malaysia. This initiative is frequently carried out in collaboration with other government agencies and professional bodies to ensure accuracy, efficiency and seamless service delivery. Through collaborative efforts, these entities seek to enhance and streamline the ease of doing business in Malaysia, fostering a more efficient and business-friendly environment.

The SSM Business Ownership 101 Tools is an initiative developed through the SSM4U portal, designed to assist the public—particularly SSM customers—in choosing the most suitable business entity for registration with SSM. As part of this initiative, the Business Advisory module was launched on 17 May 2023 within SSM's official mobile application, MySSM. The app is readily available for download on major platforms, including the Apple App Store, Google Play Store and Huawei App Gallery.

The following are among five (5) general questions that are frequently asked to SSM such as:

- (a) Types of business entities in Malaysia;
- (b) Status of foreign nationality as 100% shareholder of Company Limited by Share;
- (c) The category of MSIC code corresponding to the business activities carried out;
- (d) Preparation of a business entity involving policies/guidelines of other agencies; and
- (e) Preparation of business entity involving foreign nationalities.

The number of inquiries received for 2022 to 2024 are as follows:



■ BUSINESS REGISTRATION MOBILE COUNTER (KBPP)

Through the implementation of KBPP, SSM has proactively diversified its efforts to introduce and promote its range of products and services. The KBPP functions as a mobile platform designed to improve accessibility and extend outreach to aspiring entrepreneurs. The activities offered under the KBPP initiative include the following:

- (a) Activation of EzBiz Online User ID;
- (b) Promote SSM Products and Services including EzBiz On The Go services;
- (c) Provision of a Business Advisory Counter; and
- (d) Briefing on Business Registration.

CORPORATE INFORMATION SUPPLY SERVICES BY SERVICE PROVIDERS

SSM e-Info Services

The number of transactions received from 2022 to 2024 are as follows:



MyDATA-SSM Services

The number of transactions received from 2022 to 2024 are as follows:



SSM Search Services

SSM launched the SSM Search Portal on 1 April 2024 as a dedicated platform offering products and information related to companies, businesses and LLPs. The portal is accessible at <https://ssmsearch.com/>.

As of 2024, the portal has recorded a total of 10,968 transactions.

SAFEDATA-SSM Services

SSM launched the SAFEDATA-SSM Portal on 1 May 2024 as a platform providing products and information related to companies, businesses and LLPs. Customers can access the portal at <https://safedata-ssm.com/>.

As of 2024, the portal has recorded 1,845 transactions.

XCESS PORTAL

The XCESS Portal is a platform developed by SSM with the primary objective of facilitating the sale of corporate information for LLPs and the purchase of Personal Involvement information in Companies, Businesses and LLPs. Launched on 2 September 2021, the portal can be conveniently accessed online via <https://ssm4u.com.my>.

The number of transactions received from 2022 to 2024 is as follows:



ONLINE INTEGRATION SERVICE THROUGH SSM MIDDLEWARE

SSM initiated the National Integration Gateway Project, also known as SSM Middleware, on 6 May 2016. This project was designed to facilitate communication protocols using Application Programming Interfaces (APIs) between the SSM system and other applications.

The vision of SSM Middleware is to establish a technologically advanced platform aimed at

facilitating data sharing through standardised formats. This approach aims to simplify implementation and maintenance between different systems and applications, making it faster and more cost-effective. With the implementation of the SSM Middleware, SSM has enhanced its ability to deliver corporate information more efficiently and in a timely, up-to-date manner. This information encompasses details on business entities,

financial reports and other corporate particulars. By offering comprehensive and reliable data, SSM promotes transparency and delivers added value to stakeholders.

SSM Middleware is offered to KJAKP as an efficient and agile initiative to promote online services for data sharing. Additionally, SSM extends this service to banks, the private sector, Government-Linked Companies (GLCs) and corporate entities.

The number of new online integrations from 2022 to 2024 are as follows:



SSM DIGITAL CERTIFIED TRUE COPY (SSM DCTC)

SSM DCTC is a service provided by SSM to customers for obtaining copies of SSM document images or corporate information.

The purchase statistics for SSM DCTC documents and products from 2022 to 2024 are outlined below:

YEAR	SSM E-INFO	MYDATA-SSM	SSM SEARCH	SAFEDATA-SSM
2024	167,843	527,710	1,869	1,097
2023	184,901	548,947	-	-
2022	141,128	550,674	-	-

EZBIZ ON THE GO SERVICE

SSM's EzBiz On The Go service is provided to enhance the visibility and promotion of its products and services, while also offering counter services at designated locations and engaging with the public. In addition to its bus-based operations, EzBiz On The Go has expanded

its outreach through the introduction of a four-wheel-drive vehicle, the SSM Zoomers. These vehicles are equipped with facilities for the KBPP, further enhancing accessibility and service delivery.

The following is a list of locations visited by the EzBiz On The Go service in 2024:

SSM Zoomers

VENUE	DATE	REGISTRATIONS
Bazar Niaga Taman Greenwood, Batu Caves	13 January 2024	18
Petronas MRR2, Taman Sri Gombak	13 January 2024	19
Tapak Peniaga Pinggiran, Gombak	20 January 2024	12
Tapak Peniaga Stadium, Selayang	20 January 2024	12
Bazaar Ramadan Tasik Permaisuri Cheras, Kuala Lumpur	14 March 2024	13
Bazaar Ramadan Jalan Kuching, Kuala Lumpur	14 March 2024	11
Bazaar Ramadan Pantai Dalam Bukit Angkasa, Kuala Lumpur	21 March 2024	12

VENUE	DATE	REGISTRATIONS
<i>Bazaar Ramadan</i> Desa Pandan Jalan 1/76C, Kuala Lumpur	22 March 2024	11
Car Boot Sale Taman Melawati, Kuala Lumpur	9 November 2024	15
<i>Tapak Berniaga</i> , Taman Puchong, Permai, Selangor	9 November 2024	10
TOTAL		133

EzBiz On The Go

VENUE	DATE	REGISTRATIONS
<i>Program MADANI Rakyat (Zon Tengah)</i> KPDN 2024	23 – 25 February 2024	55
<i>Program Komuniti Pekan</i> , Kuala Kubu Bharu (KKB)	25 April 2024	28
<i>Program MADANI Rakyat (Zon Utara)</i> KPDN 2024	2 – 6 May 2024	48
<i>Program Karnival Kepenggunaan dan Jualan Rahmah</i>	1 – 2 July 2024	15
<i>Program MADANI Rakyat (PMR) Zon Timur</i>	5 – 7 July 2024	38
<i>Program Karnival KPDN Zon Tengah</i>	12 – 14 July 2024	29
<i>Program MADANI Rakyat (PMR) Zon Selatan</i>	15 – 17 August 2024	27
<i>Pameran Perkhidmatan Bergerak Di Expo Perda Tahun 2024 (EXPERT)</i>	27 – 29 September 2024	37
TOTAL		277

PROMOTIONAL ACTIVITIES ON SKIM PENDAFTARAN PERNIAGAAN PERCUMA (SPPP)

A vital component of the KBPP is the series of briefing sessions aimed at discussing the needs and benefits of business registration, while simultaneously showcasing the various initiatives offered by SSM.

One of the flagship initiatives under the ROBA 1956 is the SPPP. This initiative provides valuable opportunities for B40 Group entrepreneurs, full-time students from institutions of higher learning (IPT) and spouses of B40 entrepreneurs to register their businesses at no cost.

As of 31 December 2024, SSM showcased its dedication to enhancing awareness and engagement by actively participating in 114 programmes, including briefing sessions that attracted over 9,759 participants from Klang Valley. This initiative not only fosters the growth of individual businesses but also significantly contributes to the ongoing development of the economy.

REACH OF SSM'S PRODUCT AND SERVICE PROMOTIONS THROUGH SOCIAL MEDIA

In 2024 promotional activities reached a total audience of 491,515, reflecting the effectiveness of SSM's digital information dissemination strategy. The detailed statistics on promotional reach are as follows:

PRODUCTS/ SERVICES	REACH
Business Registration via EzBiz Online	40,896
SPPP	190,455
S1O1P	8,373
SSM BizTrust	120,179
Corporate Information Supply via SSM e-Info, MyData SSM, SSM Search & SAFEDATA-SSM	83,839
XCESS and KJAKP	27,023
DCTC	4,933
SSM Middleware	4,145
CBID	5,409
Business Advisory	4,824
EzBiz On The Go	1,439
TOTAL	491,515

e-ADVERTISEMENT SERVICES

Following the implementation of section 612A of the CA 2016, which came into effect on 1 April 2024, SSM introduced a new service known as the SSM e-Advertisement. This service enables companies to publish or advertise statutory information directly through SSM's official digital platform.

Starting 30 November 2024, the SSM e-Advertisement service is accessible via the SSM XCESS Portal at <https://www.ssm4u.com.my>. Companies may use this platform to publish or advertise relevant statutory information in compliance with the provisions of the CA 2016.

Previously, companies were required to publish statutory announcements solely through widely circulated newspapers across Malaysia. The SSM e-Advertisement service offers a more efficient and cost-effective alternative for fulfilling statutory publication requirements.

As of 31 December 2024, a total of 20 transactions have been successfully recorded through this service.

CORPORATE INFORMATION TRANSACTIONS BY ENTITY

Corporate information transactions encompass data related to companies, businesses and LLPs obtained through SSM's official platforms. This information is provided to meet the needs of various users, including industry players, investors and government agencies, for analysis, compliance and business reference purposes.

The number of transactions recorded from 2022 to 2024 is as follows:

YEAR	COMPANIES	BUSINESSES	LLPs
2024	4,015,391	1,417,865	37,382
2023	3,821,231	1,414,920	35,143
2022	3,605,500	1,436,525	42,498
TOTAL	11,442,122	4,269,310	115,023

SALES OF CORPORATE INFORMATION FOR LLPs

Commencing 2 December 2024, LLP products, which were previously available only on the XCESS Portal, can now be accessed through SSM's corporate information supply platforms provided by Service Providers. The product can be accessed via the following link:

- (a) MYDATA-SSM at <https://www.mydata-ssm.com.my/>
- (b) SSM e-INFO at <https://www.ssm-einfo.my/>
- (c) SSM Search at <https://ssmsearch.com/>
- (d) SAFEDATA-SSM at <https://safedata-ssm.com/>

The five (5) LLP products offered are as follows:

- (a) LLP Profile;
- (b) LLP Registration Certificate;
- (c) LLP Name Change Certificate;
- (d) Copy of LLP Statutory Document Image; and
- (e) Attestation of LLP Good Standing (ALLPGS).

Since its introduction on the Service Providers' Portals, a total of 823 transactions have been recorded. The breakdown by product category is as follows:

PRODUCTS	TRANSACTIONS
LLP Profile	586
LLP Certification of Registration	143
LLP Certification of Change Name	20
Copy of LLP Statutory Document Image	65
Attestation of LLP Good Standing (ALLPGS)	9
TOTAL	823

THE SSM CUSTOMER CARE SERVICE

The SSM Customer Care (SSMCC) was launched on 2 January 2024. With this initiative, SSM transitioned from outsourcing its Call Centre services to an in-house operation. The SSMCC is equipped with the latest technology, skilled personnel and an optimised operating system to handle inquiries, complaints and feedback effectively. This initiative is part of SSM's ongoing commitment to improving accessibility, responsiveness and the overall quality of service for its customers.

On 27 March 2024, the Minister of PDN officially launched the SSMCC. This milestone underscores SSM's enhanced capability in managing customer inquiries and complaints internally. As a regulatory body, SSM also aligns with the government's efforts to diversify and improve service delivery channels. The launch of SSMCC highlights SSM's commitment to advancing public service delivery in line with the government's objectives of boosting the national economy and improving public welfare. This initiative is anticipated to promote a more structured business environment, supporting the national agenda for sustainable economic

growth. SSM's commitment to improving its customer service delivery is reflected in the establishment of the SSMCC, with the aim of enhancing the overall customer experience. To support this commitment, three (3) new channels for customer inquiries and complaints have been introduced:

SSM Chat/ Live Chat

The introduction of SSM Chat/ Live Chat enables the public to easily reach out to SSM for any inquiries or complaints. SSM Chat is available 24/7, while Live Chat provides direct assistance from SSM representatives, operating from Monday to Friday, from 8:00 AM to 5:30 PM, excluding public holidays.

Webform

The SSMCC is also equipped with a webform feature, enabling customers to submit enquiries, complaints

(compliance and non-compliance-related) and other matters concerning SSM products and services. This webform allows users to track the status of their enquiries and complaints conveniently. With this enhanced facility, customers no longer need to contact SSM directly and can monitor the progress of their submissions via the SSM website.

Knowledge Hub

To provide customers with easier access to information on Acts governed by SSM, as well as products, services and other related topics, the Knowledge Hub was developed to ensure that relevant information is always readily available to the public. The content within the Knowledge Hub is regularly monitored and updated to ensure its accuracy and relevance.

To strengthen SSM's customer service delivery, the customer management system utilised by SSMCC

is being rolled out across all SSM state offices and branches nationwide. This implementation ensures a consistent and standardised approach to managing customer inquiries and complaints, while also streamlining communication related to SSM's products and services.

SSM remains committed to continuously modernising and enhancing its customer service delivery. Plans are underway to expand the Knowledge Hub and explore additional self-service options, enabling customers to conveniently access information and resolve issues independently. Moving forward, SSM's initiatives will focus on delivering innovative solutions aimed at further improving customer experience, responsiveness and overall service quality.

The statistics for calls and emails received from 2022 to 2024, along with interactions from newly introduced communication channels in 2024 namely webforms, Live Chat and SSM Chat are presented as follows:

YEAR	CALLS	E-MAILS	WEBFORM	LIVE CHAT	SSM CHAT	TOTAL
2024	151,126	150,075	4,441	8,657	40,298	354,597
2023	187,141	130,702	N/A	N/A	N/A	317,843
2022	224,729	135,071	N/A	N/A	N/A	359,800

NEW PRODUCTS

SSM continuously undertakes new product development to ensure it meets the evolving needs of customers and stakeholders, in line with industry demand for accurate and timely information on business entities in Malaysia. In 2024, SSM introduced two (2) new products, accessible through the SSM Service Provider Portal, which includes platforms such as SSM e-Info, MyDATA-SSM, SSM Search and SAFEDATA-SSM.

The new products are as follows:

- (a) Business Re-Register Confirmation Letter; and
- (b) Company Secretary Information Data.

Since the introduction of these new products on 20 November 2024, a total of 558 transactions have been recorded to date. The transaction breakdown is as follows:

PRODUCTS	TRANSACTIONS
Business Re-Register Confirmation Letter	405
Company Secretary Information Data	153
TOTAL	558

■ DEVELOPMENT OF TECHNOLOGY STANDARDS FOR 2024

SSM, through the Enterprise Architecture Management Section (EAMS), organised a series of workshops to develop the 2024 Technology Standards Document, which serves as a critical reference for ICT projects within the organisation. This document offers comprehensive guidelines and detailed technological specifications to

support project owners and stakeholders in ensuring alignment with SSM's ICT framework. The initiative plays a key role in promoting consistency and ensuring adherence to best practices and technological standards within SSM's ICT ecosystem.

■ ENTERPRISE ARCHITECTURE (EA) DIGITAL DAY – SSM DATATHON

On 11 November 2024, SSM successfully hosted the SSM Datathon 2024 at the SSM HQ, with both HQ and state office staff in attendance. The event saw the participation from 28 teams, comprising the employees SSM nationwide. After a rigorous selection process, 17 teams were shortlisted, with the top 10 advancing to the finals to showcase their innovative solutions. The event was officially launched by SSM's CEO, YBhg. Datuk

Nor Azimah Abdul Aziz. Centered around data analytics, the programme featured an exciting hackathon where participants collaborated to address challenges using data-driven solutions. This initiative not only sharpened participants' analytical skills but also equipped them with effective data management techniques, while fostering a culture of innovation to generate meaningful insights.

■ JAWATANKUASA REKA BENTUK (JKR) MEETING

In 2024, the JKR convened a total of seven (7) times, during which it approved 17 system designs. These approvals encompassed new system developments, system integration requirements and database technology transitions. Each approval was made in alignment with system specification requirements and was consistent with the technological capabilities currently available at SSM.

Below is the series of JKR Meetings for 2024:

- (a) JKR Meeting No. 1/2024 – 7 February 2024
- (b) JKR Meeting No. 2/2024 – 27 May 2024
- (c) JKR Meeting No. 3/2024 – 27 June 2024
- (d) JKR Meeting No. 4/2024 – 13 August 2024
- (e) JKR Meeting No. 5/2024 – 3 September 2024
- (f) JKR Meeting No. 6/2024 – 4 October 2024
- (g) JKR Meeting No. 7/2024 – 12 December 2024

■ DevOps HACKATHON

The DevOps Hackathon 2024 programme was conducted in stages on 22 April, 17 July and 27–28 November 2024. This initiative was not merely a competition, but a creative platform designed to foster a culture of innovation, strengthen teamwork and develop high-impact solutions. Additionally, the programme aimed to uncover hidden talents within the organisation,

enhance skills in the latest technologies and support the digital transformation agenda, thereby empowering SSM's ICT services.

The programme was executed in three (3) key phases to maximise its impact:

- (a) Kick-Off Phase (22 April 2024): The initial session introduced the programme's vision and objectives to the participants.
- (b) Mid-Year Review Phase (17 July 2024): This session provided an opportunity to assess project progress and refine the team's direction.
- (c) Final Presentation Phase (27 and 28 November 2024): The culmination of the programme, where teams showcased their innovations through detailed presentations and evaluations.

A total of 11 teams, comprising of 33 SSM employees, contributed their efforts and ideas to ensure the success of the programme. This collective endeavour not only successfully completed all planned innovation projects but also achieved the programme's objectives with excellence, reflecting the dedication and creativity of the SSM team.

■ IT DISASTER RECOVERY

On 28 September 2024, a IT Disaster Recovery (ITDR) simulation was conducted at Menara SSM@Sentral. The session involved the participation of 70 employees, along with 24 personnel representing contractors and vendors.

The simulation was carefully designed to test and evaluate the organisation's level of preparedness and the effectiveness of key strategic components. These included the review of recovery processes, script updates and the validation of critical configurations for corporate systems and SSM's IT infrastructure in the event of a disaster or emergency.

This initiative builds upon the internal component simulation phase test conducted on 26 January 2024. The simulation was not merely a technical exercise but also served to evaluate the efficiency and technical competency of SSM's IT personnel. It provided a platform to reinforce organisational preparedness and enhance SSM's ability to mitigate risks associated with potential disaster threats.

This activity underscores SSM's ongoing commitment to maintaining operational continuity and safeguarding the integrity of its computing systems in the face of unforeseen circumstances.

■ DRIVING TRANSFORMATION THROUGH *PROJEK HALA TUJU* SSM

SSM continues to drive transformation in its service delivery through *Projek Hala Tuju*, with the aim of improving overall effectiveness by enhancing operational efficiency and service reliability for both customers and stakeholders. In line with this commitment, several key project activities were successfully implemented throughout 2024, as outlined below:

HT2 - Revenue Management System (RMS)

The HT2-RMS Project progressed into its development phase in 2024. Over the course of the year, a series of structured activities, including in-depth discussions

and comprehensive requirement reviews across all project phases, played a significant role in maintaining momentum and ensuring alignment with the project's strategic objectives.

As the project moves into 2025, the focus will shift to accelerating development efforts, finalising Go-Live preparations and resolving any outstanding technical or system integration challenges. These steps are critical to ensuring a smooth and successful deployment.

HT4 - Corporate Registry System (CRS)

The HT4-CRS Project is being developed as SSM's core systems, designed to integrate seamlessly with several key platforms, including the Revenue Management System (RMS), Financial Management System (FMS) and Data Management System (DMS).

Currently in the development and testing phase, the project achieved steady progress throughout 2024, establishing a solid foundation for the upcoming stages. As the project progresses into 2025, efforts will concentrate on completing system testing, enhancing integration with related systems and conducting final preparations to ensure a smooth and successful Go-Live implementation.

HT6 - Data Management (DM)

In 2024, the HT6-DM Project progressed through several key phases, reflecting steady advancement towards the development of a comprehensive data management system aimed at strengthening SSM's operational capabilities.

The project achieved significant milestones in alignment with its strategic objectives. A key highlight was a specialised training workshop held in November 2024 for Business Data Stewards (BDS), Technical Data Stewards (TDS) and Subject Matter Experts (SMEs). The session focused on equipping participants with in-depth knowledge of Artificial Intelligence (AI), Machine Learning (ML) and Business Intelligence (BI) tools, which are being integrated into the new Data Management System (DMS).

A major milestone was reached with the successful Go-Live of Phase 1 on 27 December 2024, marking the project's readiness to advance into subsequent phases. This achievement reflects SSM's commitment to leveraging data as a strategic asset and demonstrates the organisation's continued progress in enhancing digital capabilities.

HT8 - Financial Management System (FMS)

The HT8-FMS Project is a strategic initiative aimed at developing a comprehensive core accounting system for SSM. It is aligned with the Malaysian Public Sector Accounting Standards (MPSAS) and complies with the Standard Accounting for Government Agencies (SAGA) certification requirements.

Designed to integrate seamlessly with other key platforms, the system enhances financial management processes and operational efficiency across the organisation. As of 31 December 2024, the project has entered the development, testing, implementation and training phases. With robust continuous improvement measures in place, the project remains on schedule and is expected to be completed successfully in 2025, marking a significant milestone in SSM's financial digital transformation journey.

HT9 - Customer Relationship Management (CRM)

In 2024, the HT9-CRM Project made significant progress through the implementation of several key activities. Among these was hands-on training conducted across SSM branches, aimed at enhancing user proficiency in recording and managing customer complaints and enquiries more effectively.

Additionally, usage statistics of the CRM system have been collected for reporting and to support continuous improvement in customer service management processes.

HT10 - Asset Management System (AMS)

The HT10-AMS Project is a strategic initiative aimed at achieving compliance with Standard Accounting for Government Agencies (SAGA) certification by integrating seamlessly with other key SSM systems, including the HT8-FMS Project. This integration is essential for enhancing the efficiency, transparency and governance of SSM's asset management processes.

As of 31 December 2024, the project has officially entered the development phase, with work scheduled to commence on 2 January 2025. Preparation of project documentation is well underway and progressing in line with the established timeline, laying the foundation for the successful delivery of a more structured, efficient and effective Asset Management System (AMS).

HT11 - eProcurement (eP)

To ensure compliance with SAGA requirements, the HT11-eP Project was initiated to develop a comprehensive Tender Wizard System, designed for seamless integration with other existing systems within SSM. This initiative supports SSM's broader digital transformation goals by streamlining procurement processes. As of 31 December 2024, the project has entered the development phase, with a strong focus on training preparations for both internal users and external vendors. Concurrently, preparations are actively

underway for the Phase 1 Go-Live, scheduled for 15 January 2025. This phase is expected to significantly enhance the efficiency and structure of SSM's procurement operations through a more organised and user-friendly digital system.

HT14 - Movable Property Security Interest (MPSI)

The HT14-MPSI Project focuses on developing a comprehensive registration system to support the implementation of the MPSI Bill. In 2024, the project entered its final phase, successfully achieving several key milestones.

With activities progressing according to plan, the project is on track to meet its objectives and is expected to achieve a seamless Go-Live within the scheduled timeframe.

CHANGE MANAGEMENT INITIATIVES

To keep all SSM employees informed and engaged with the SSM *Hala Tuju* Project and to raise awareness of the organisation's ongoing transformation initiatives, a variety of information-sharing programmes have been successfully implemented. The key initiatives introduced include:

- (a) Project Performance Dashboard – Periodic updates on the achievements and progress of the SSM *Hala Tuju* Project, ensuring transparency and continuous monitoring;
- (b) e-Buletin – A periodic e-newsletter providing essential updates and the latest developments of the project, designed to enhance awareness among SSM staff;
- (c) Change Management Quiz – An interactive activity aimed at testing and reinforcing staff knowledge on organisational changes and ongoing projects;

- (d) CM Casual Chat Podcast – An informal podcast series offering flexible access to project updates and transformation insights for SSM staff;
- (e) Briefings and Sharing Sessions – Regular briefings to ensure all SSM employees are kept informed about the implementation and progress of the SSM *Hala Tuju* Project; and
- (f) CM Site Platform & Microsoft Viva Apps – A dedicated digital platform providing easy access to information, change management activities and reference resources related to SSM's transformation.

These initiatives are instrumental in supporting effective internal communication, enhancing organisational awareness and fostering a culture of inclusivity and engagement in SSM's transformation programme.

■ LAUNCH OF THE SSM CORPORATE CODE OF ETHICS

In its ongoing commitment to promoting integrity and combating corruption, SSM officially launched the SSM Corporate Code of Ethics on 2 August 2024. The event was held at Menara SSM@Sentral, Kuala Lumpur and was officiated by YBhg. Datuk Nor Azimah Abdul Aziz, CEO of SSM. This publication serves as a critical reference to support the implementation of best corporate governance practices, aligning with the National Anti-Corruption Strategy (NACS) 2024–2028. It offers comprehensive guidance on integrity, accountability and adherence to SSM's five Anti-Corruption Management Policies, which include:

- (a) Anti-Corruption Policy;
- (b) No Gift Policy;
- (c) Conflict of Interest Policy;
- (d) Prohibition of External Support and Influence Policy; and
- (e) Internal Whistleblower Policy.

The SSM Corporate Code of Ethics is available for download on SSM's official portal at www.ssm.com.my under the Publications tab.

■ WORKSHOP ON VERIFICATION & VALIDATION FOR THE DEVELOPMENT OF SSM STRATEGIC DIRECTION PLAN IV (SDP IV) VOLUME 1

On 15 July 2024, SSM organised a Verification and Validation Workshop as part of the development process for SDP IV Volume 1. The workshop brought together 36 participants, including Strategic Liaison Officers (SLOs) and representatives from various divisions and sections within SSM.

The primary objectives of the workshop were to:

- (a) Verify and validate the input and information gathered from sessions conducted in 2023;
- (b) Review and incorporate new action plan proposals that align with current conditions and the established strategic framework; and
- (c) Identify the action plans, strategic targets and feasibility levels before finalising the SDP IV Volume 1 for management approval.

■ SSM KPI 2025 BRAINSTORMING SESSION

SSM conducted the SSM KPI 2025 Brainstorming Session from 22 to 23 August 2024, with the participation of the SSM Executive Management. The session aimed to develop SSM's Key Performance

Indicators (KPIs) for 2025, ensuring that its vision, strategic pillars and corporate values are effectively realised and implemented.

■ SDP IV (2026–2030) VALIDATION SESSION VOLUME 1

SSM organised the SDP IV (2026–2030) Validation Session Volume 1 with SSM's Management from 23 to 24 August 2024. The session aimed to review the development status of SDP IV Volume 1 and ensure that the proposed strategies, objectives and action plans were aligned with SSM's management expectations.

Additionally, it focused on finalising SSM's new vision for the forthcoming 2026–2030 strategic period.

As an outcome of the workshop, three (3) new vision proposals for SSM were formulated and subsequently submitted to the SSM Commission Members for approval.

■ SDP IV WORKSHOP WITH MANAGEMENT AND COMMISSION MEMBERS

From 14 to 17 December 2024, SSM organised the SDP IV Finalisation Workshop with management and Commission Members.

The workshop aimed to discuss and finalise the proposed vision, strategic thrusts and strategic goals. The outcome of this workshop is SSM's new vision, strategic thrusts, strategic goals and corporate values were finalised, representing a significant milestone in defining SSM's future direction.

■ HUMAN CAPITAL ACTIVITIES

High Potential Talent

From 19 to 22 June 2024, SSM successfully conducted the High Potential Talent Leadership Course for the Management Talent Group, Grade 53, with 40 selected participants taking part in this intensive programme. The course aimed to enhance the competency levels of the talent group in line with leadership development needs. It was designed based on a core competency assessment carried out by Supervisor 1 and Supervisor 2 during the 2023 Year-End Evaluation.

The programme was delivered by expert speakers from the National Institute of Public Administration (INTAN) and featured interactive modules, including lectures, simulations and case studies. Participants gained valuable insights into strategic decision-making, problem-solving and effective management techniques. Feedback from participants was overwhelmingly positive, reflecting the programme's success in fostering the development of capable and competitive leaders.

Leadership Empowerment with Awesome People (LEAP)

The Leadership Programme for the SSM Management Group was successfully held from 1 to 3 December 2024, with 32 selected participants in attendance. The programme aimed to strengthen and enhance leadership competencies among SSM management personnel. The core competencies emphasised during the programme included Critical Thinking, Business Alignment, Influencing Capability and Relationship Building.

The programme was delivered by a consultant and received highly positive feedback from participants. Its success demonstrates SSM's strong commitment to nurturing quality leadership capable of navigating future challenges.

SSM Induction Course

The SSM Induction Course is an annual programme organised for all new employees, in accordance with the SSM Orientation and Induction Programme Policy, which has been in effect since 1 January 2012. The primary objectives of the SSM Induction Course are to:

- (a) Provide employees with a clear understanding of SSM's Vision, Strategic Thrusts and Corporate Values;
- (b) Develop knowledgeable, skilled and talented employees who are resilient both physically and mentally;
- (c) Equip employees with essential knowledge related to SSM's functions; and
- (d) Instil positive traits and attitudes towards work and daily life.

In 2024, the course was delivered in two (2) sessions:

- (a) Session I: 7 May 2024 – 17 May 2024, attended by 39 participants; and
- (b) Session II: 2 July 2024 – 12 July 2024, attended by 37 participants.

Restructuring

The restructuring of the Administration, Procurement and Infrastructure Division (APID) to establish the Office Infrastructure Management and Fire Safety function is aligned with one of the key pillars of the National Fire and Rescue Policy (DKPN) 2021–2030, which aims to ensure a safe environment. The creation of new positions for this function was presented for approval at the SSM New Structure Implementation Committee Meeting No. 2/2024, held on 19 April 2024.

In addition, the rebranding and realignment of the Compliance Management Unit as the BO and Media Reporting Monitoring Unit was proposed to enhance its role. This proposal for a name change was presented for approval at the SSM New Structure Implementation Committee Meeting No. 3/2024.

SSM Family Day

On 12 October 2024, the SSM Family Day celebration, themed 'Fear Factor', was held at Padang Semarak, Taman Wetland Putrajaya, with an attendance of 1,200 guests. The event was officiated by YBhg. Datuk Nor Azimah Abdul Aziz, CEO of SSM. The primary objective of the celebration was to foster team spirit and strengthen bonds among employees, their families and employers.

SSM Health & Wellness Day and Closing Ceremony of the SSM Fun Walk

SSM organised a three-day health campaign from 18 to 20 July 2024 to promote a healthy lifestyle and raise awareness about well-being among employees. The campaign culminated on 20 July 2024 at Taman Tasik Titiwangsa with the inaugural Fun Walk activity. The programme was officiated by YBhg. Datuk Nor Azimah Abdul Aziz, CEO of SSM and was attended by employees from the SSM HQ.

KPDN and Agency Excellent Service Award Ceremony

On 29 February 2024, a prestigious recognition ceremony was held at the Putrajaya International Convention Centre (PICC), with an audience of 600 guests. The event honoured a total of 450 recipients of the *Anugerah Perkhidmatan Cemerlang* (APC) awards, representing four (4) distinguished organisations: KPDN, SSM, the Intellectual Property Corporation of Malaysia (MyIPO) and the Malaysia Competition Commission (MyCC). This collaborative event, jointly organised by the ministry and its affiliated agencies, served to formally recognise and celebrate the outstanding performance of employees who excelled in 2023.

Employee Engagement Programmes

In addition to the recognition ceremony, SSM implemented a diverse range of employee engagement programmes throughout 2024, aimed at fostering a sense of community, cultural appreciation and employee well-being. These initiatives included:

- (a) Participation in National-Level Maulidur Rasul 1446H Parade and Assembly:
SSM proudly took part in the national Maulidur Rasul parade, celebrating the birth of Prophet Muhammad PBUH and promoting values of unity and spirituality among employees.
- (b) Festive Celebrations:
SSM hosted vibrant Chinese New Year and Deepavali celebrations, embracing Malaysia's multicultural heritage and promoting inclusivity within the organisation.
- (c) Ramadan Initiatives:
To honour the holy month of Ramadan, SSM distributed dates to employees and organised a communal Iftar (breaking of fast) event, fostering a spirit of togetherness and reflection.
- (d) Hari Raya Aidilfitri Celebration:
A joyous Hari Raya Aidilfitri gathering was held, allowing employees to come together and celebrate the festive season, enhancing team spirit and camaraderie.

These initiatives reflect SSM's commitment to recognising excellence and promoting a healthy, inclusive and culturally enriched work environment.

KPDN INNOVATION AWARDS COMPETITION

The KPDN Innovation Award Competition serves as a dynamic platform designed to recognise and reward innovative initiatives introduced by various divisions, state offices and agencies operating under KPDN. This initiative is aimed at enhancing service delivery through process and procedural improvements, while actively cultivating a culture of innovation within the public sector to boost efficiency and effectiveness.

The competition was established with a clear set of objectives, which are as follows:

- (a) Promoting Innovation: To encourage the creation and development of innovative solutions within divisions, state offices and agencies under KPDN;
- (b) Fostering a Culture of Innovation: To inspire divisions, states and agencies of KPDN to embed innovation in their work processes, thereby enhancing overall efficiency and productivity;
- (c) Recognising and Rewarding Excellence: To formally acknowledge and reward the implementation of innovative practices by divisions, states and agencies of KPDN;

- (d) Facilitating Knowledge Sharing: To provide a platform for the exchange of best practices, enabling agencies to learn from successful initiatives and adopt effective solutions; and
- (e) Enhancing Service Quality: To contribute to the continuous improvement of service delivery quality for customers and stakeholders.

The 2024 edition of the KPDN Innovation Award Competition attracted a total of eight (8) entries, with active participation from various divisions, state offices and agencies, including from SSM. This competition not only recognises outstanding innovative efforts but also serves as an essential catalyst for driving a culture of creativity, problem-solving and continuous improvement within the public sector.

The competition received a total of eight (8) entries, including participation from SSM. As part of the KPDN Innovation Award Competition, SSM submitted the following innovation projects:

HEAD OFFICE / STATE OFFICE	GROUP NAME	PROJECT TITLE
Marketing and Business Development Division & Information and Communication Technology Division	GI-Tech 2.0	Portal SSM Xcess - KJAKP
Integrity & Discipline Section	S.I.D	Integrity Learning Site (ILS)
SSM Pahang	Transforce	Digital Inspection Data (DID)
SSM Pulau Pinang	N-Genesis	Tracking Electronic Response System (TRACKERS)

The GI TECH 2.0 team for the SSM Xcess Portal – KJAKP, comprising representatives from the Marketing & Business Development Division (MBDD) and the Information & Communication Technology Division (ICTD) of SSM, achieved remarkable success by securing the Runner-Up position in the 2024 KPDN Innovation Awards.

In recognition of their outstanding achievement, the team was presented with:

- (a) A trophy symbolising their accomplishment;
- (b) An official certificate acknowledging their innovative

- efforts; and
- (c) A cash prize of RM3,000 as a token of appreciation for their contribution to innovation.

These awards were formally presented during the KPDN Innovation Day celebrations, held on 26 November 2024. This recognition not only highlights the team's dedication and creativity but also reflects SSM's commitment to fostering a culture of innovation within its operations.

■ IMPLEMENTATION OF INTERNAL INSPECTORATE (SELF-AUDITING) OF PROTECTIVE SECURITY

In 2024, SSM implemented the Internal Inspectorate (Self-Auditing) for Protective Security across its Headquarters, State Offices and Branches. This initiative was carried out in collaboration with the Malaysian Protective Security Training Institute (ILKEM) — a public training institution operating under the Office of the Chief Government Security Officer (CGSO), Prime Minister's Department.

The primary objectives of this initiative are to:

- (a) Enhance Security Governance: Elevate the standard of security governance within SSM, ensuring robust protection of information and assets;
- (b) Foster a Culture of Excellence: Promote healthy competition among Department Heads and Department Security Officers, encouraging them to consistently practice, implement and enforce protective security measures at the highest level, qualifying for top-tier recognition; and
- (c) Ensure Compliance with Security Regulations: Support SSM, particularly officials handling official secrets, in adhering to established procedures and regulations.

The successful implementation of the Internal Inspectorate (Self-Auditing) for Protective Security was achieved through the active involvement of Internal Auditors, appointed from among SSM's Confidential Document Registrars (PKR). These auditors were provided with comprehensive on-the-job training to:

- (a) Conduct assessments and self-audits on compliance with the Security Directive (Review and Amendment 2017); and
- (b) Ensure adherence to the provisions of the Official Secrets Act 1972.

This rigorous training equipped the auditors with the necessary skills to conduct effective self-audits, ensuring that SSM's protective security practices are maintained at a high standard.

SSM's proactive approach to security governance did not go unnoticed. The initiative received formal recognition from the CGSO, establishing SSM as the first agency to implement an internal inspectorate for ensuring compliance with protective security regulations.

Furthermore, SSM has been selected as the Pioneer Agency for the e-Protective Security (ePS) System Project, a digital platform designed to enhance protective security management. This system is scheduled for launch in early 2025, positioning SSM at the forefront of digital security governance within the public sector.

The successful implementation of the Internal Inspectorate (Self-Auditing) for Protective Security not only strengthens SSM's security governance but also sets a benchmark for other agencies. It reflects SSM's unwavering commitment to upholding the highest standards of security and compliance in protecting sensitive information and assets.