

# **SURUHANJAYA TENAGA TRANSFORMATION ROADMAP 2026-2030**

Regulatory Excellence Through Transformation

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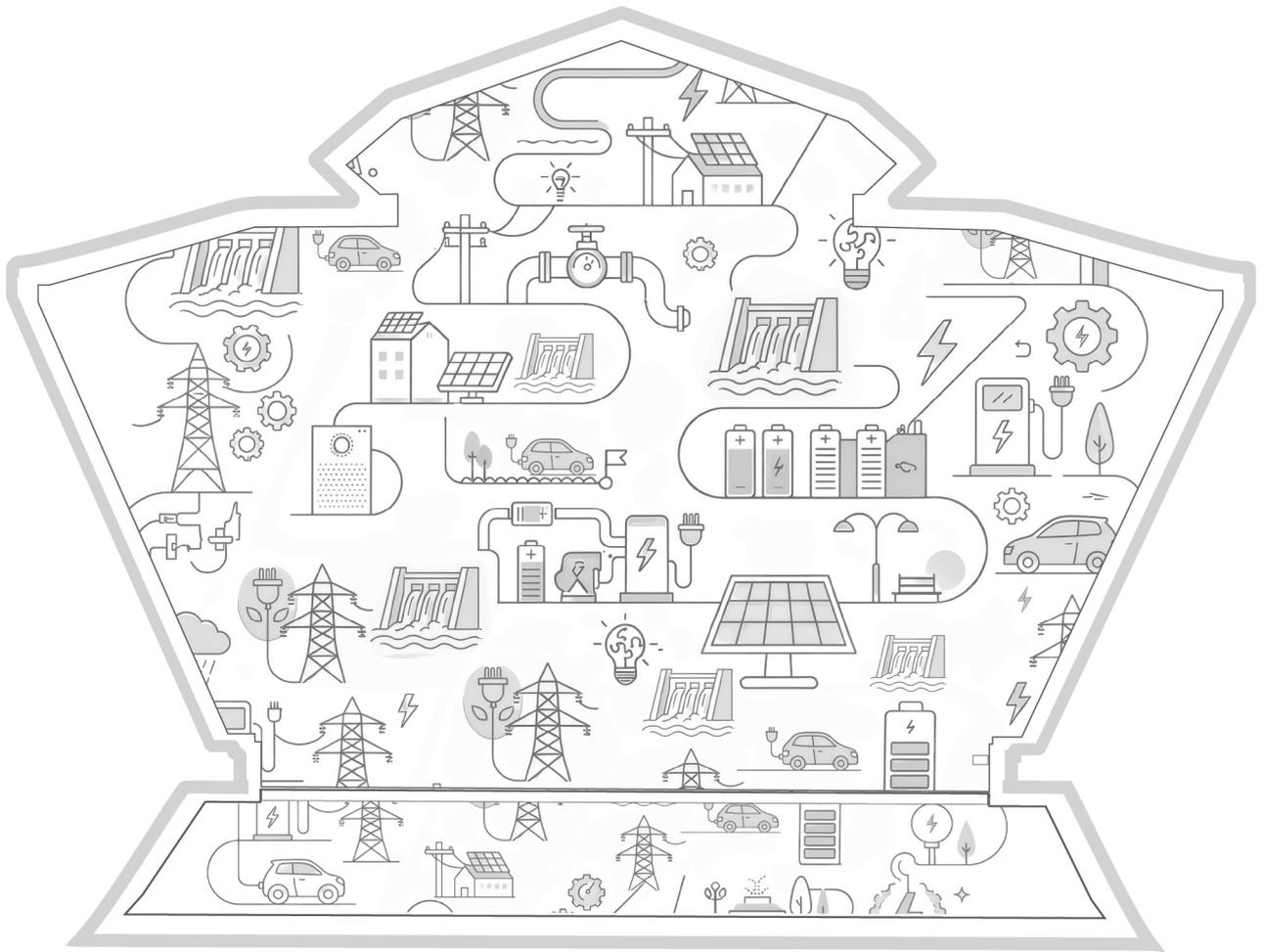
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# Executive Summary

Malaysia’s energy sector is approaching a pivotal phase. The accelerating pace of decarbonisation, the emergence of new and disruptive technologies, and growing expectations for governance, transparency, and accountability are reshaping the role of energy regulators globally.

In response to this evolving landscape, Suruhanjaya Tenaga (ST) is undertaking a strategic institutional initiative known as “Good to G.R.E.A.T”, a forward-looking effort to strengthen regulatory capability, enhance institutional agility, and ensure that ST remains fit-for-purpose in an increasingly complex energy ecosystem.

## Strategic Objective

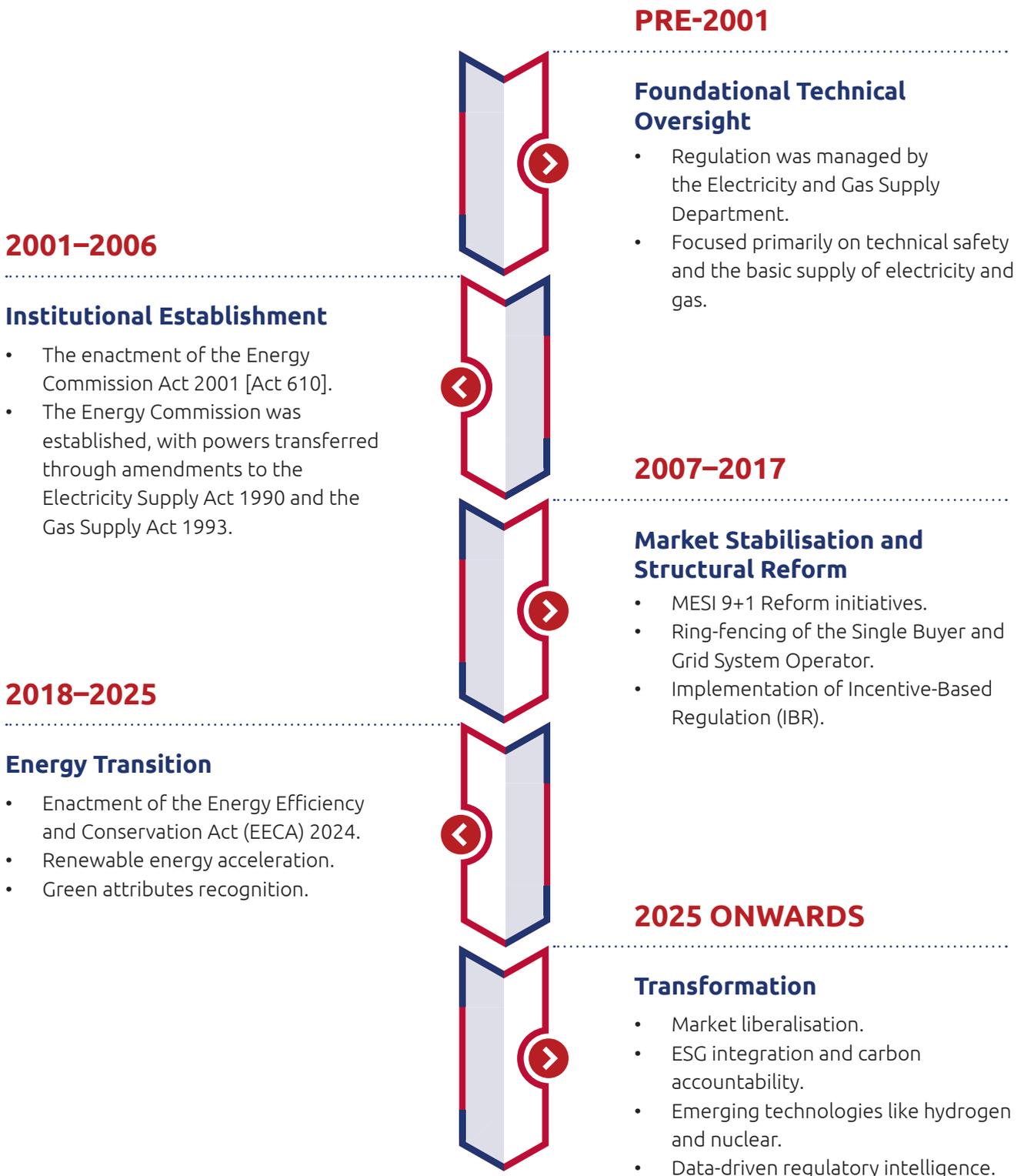
To position ST as a forward-looking, data-driven, and high-impact energy regulator that drives sustainable growth, energy transition, and consumer value.

### Good to G.R.E.A.T



# Historical Context and Regulatory Evolution

The evolution of energy regulation in Malaysia reflects the country's broader economic trajectory. From infrastructure-led industrial expansion to market reform and competitiveness enhancement, and now toward sustainability and digitalisation, each phase of national development has reshaped the role of the energy regulator.



# The Mandate for Transformation

The transition toward a high-impact regulatory authority is not elective but driven by the need for regulatory agility. Four key drivers for this change:

## The Energy Landscape:

A global and national shift toward renewable energy (RE) and decarbonisation.

## Internal Gaps:

As the organisation continues to evolve, strengthening cross-functional collaboration and optimising end-to-end processes will further support timely, agile, and well-informed decision-making.



## Stakeholder Demand:

Increasing pressure for transparent, agile, and stakeholder and customer-oriented regulation.

## Fiscal Sustainability:

Strengthening ST's long-term financial resilience by ensuring sustainable revenue adequacy, prudent cost management, and efficient resource utilisation to support its regulatory mandate.



# Regulatory Functions and Governance Framework

Section 14 of the Energy Commission Act 2001 defines the principal responsibilities of Suruhanjaya Tenaga (ST) as Malaysia's regulator for electricity and gas.

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To advise the Minister on:

  - all matters concerning the national policy objectives for energy supply activities.
  - all matters relating to the electricity supply chain and the use of electricity.
  - all matters relating to the supply of gas through pipelines and the use of gas.

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Regulate all matters relating to the electricity supply industry and the supply of gas through pipelines, and protect any person from dangers.

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Promote efficiency, economy, and safety in the supply of electricity and gas.

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Review Energy Supply Laws and to make the necessary recommendations to the Minister.

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Promote and safeguard competition and fair and efficient market conduct or, in the absence of a competitive market, to prevent the misuse of monopoly or market power.

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Promote RE and the conservation of non-RE.

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Promote research & development.

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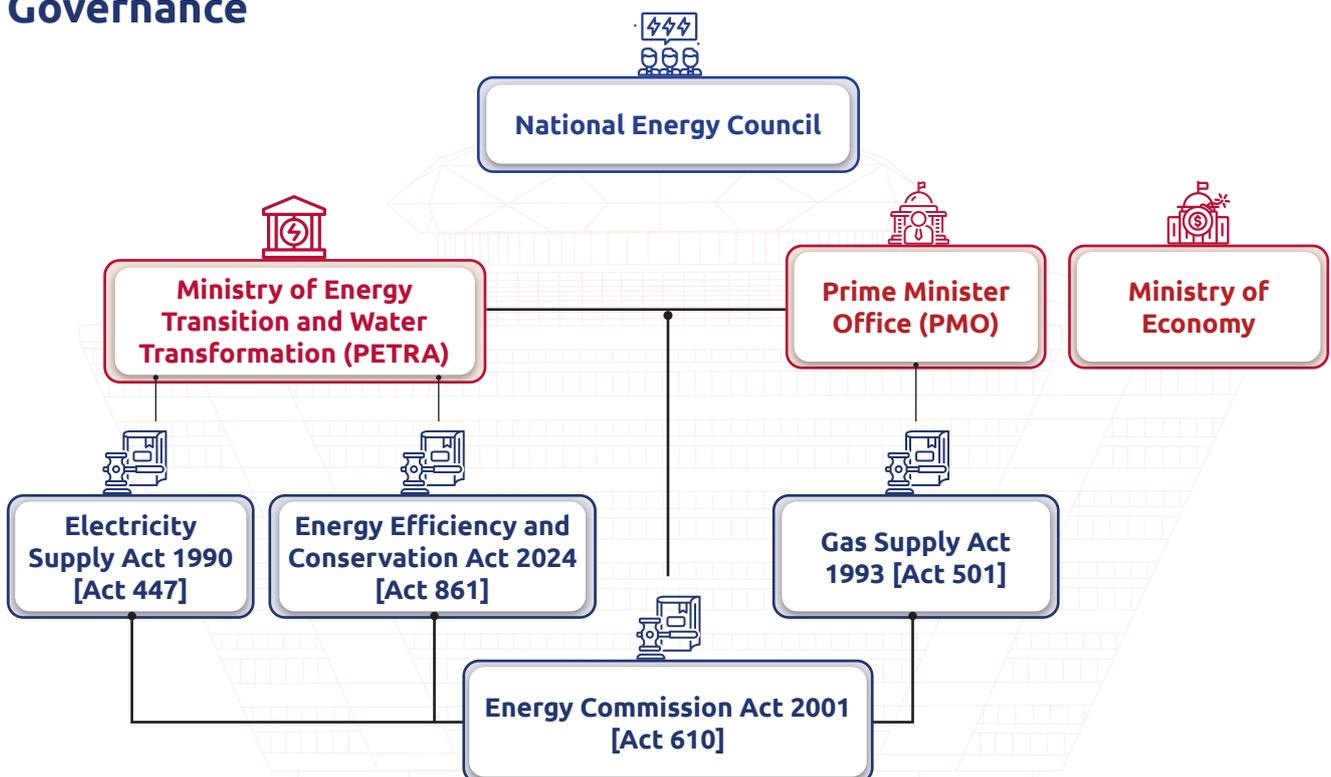
Encourage and promote industry development, including in the area of training.

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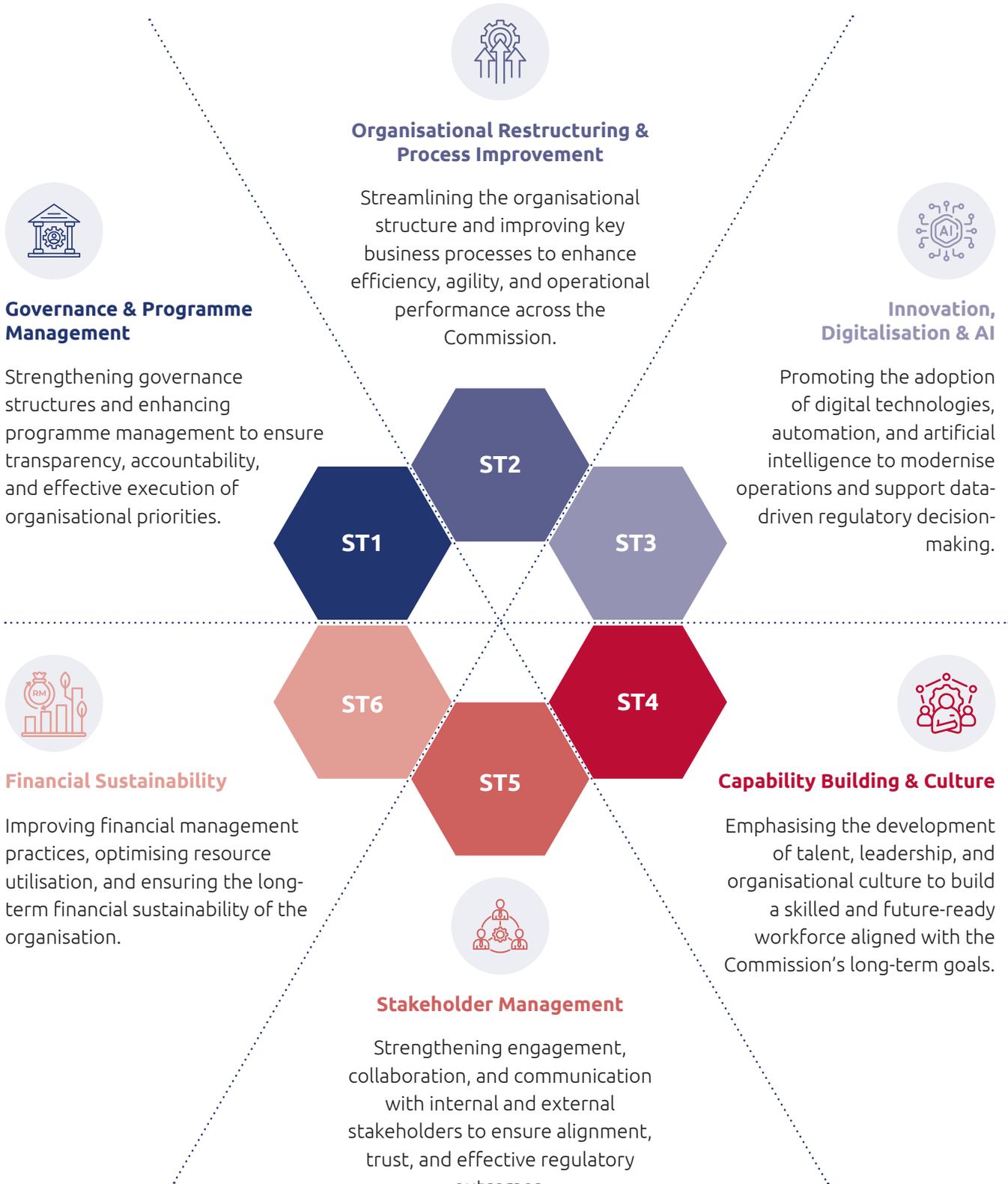
Encourage and promote self-regulation.

## Governance



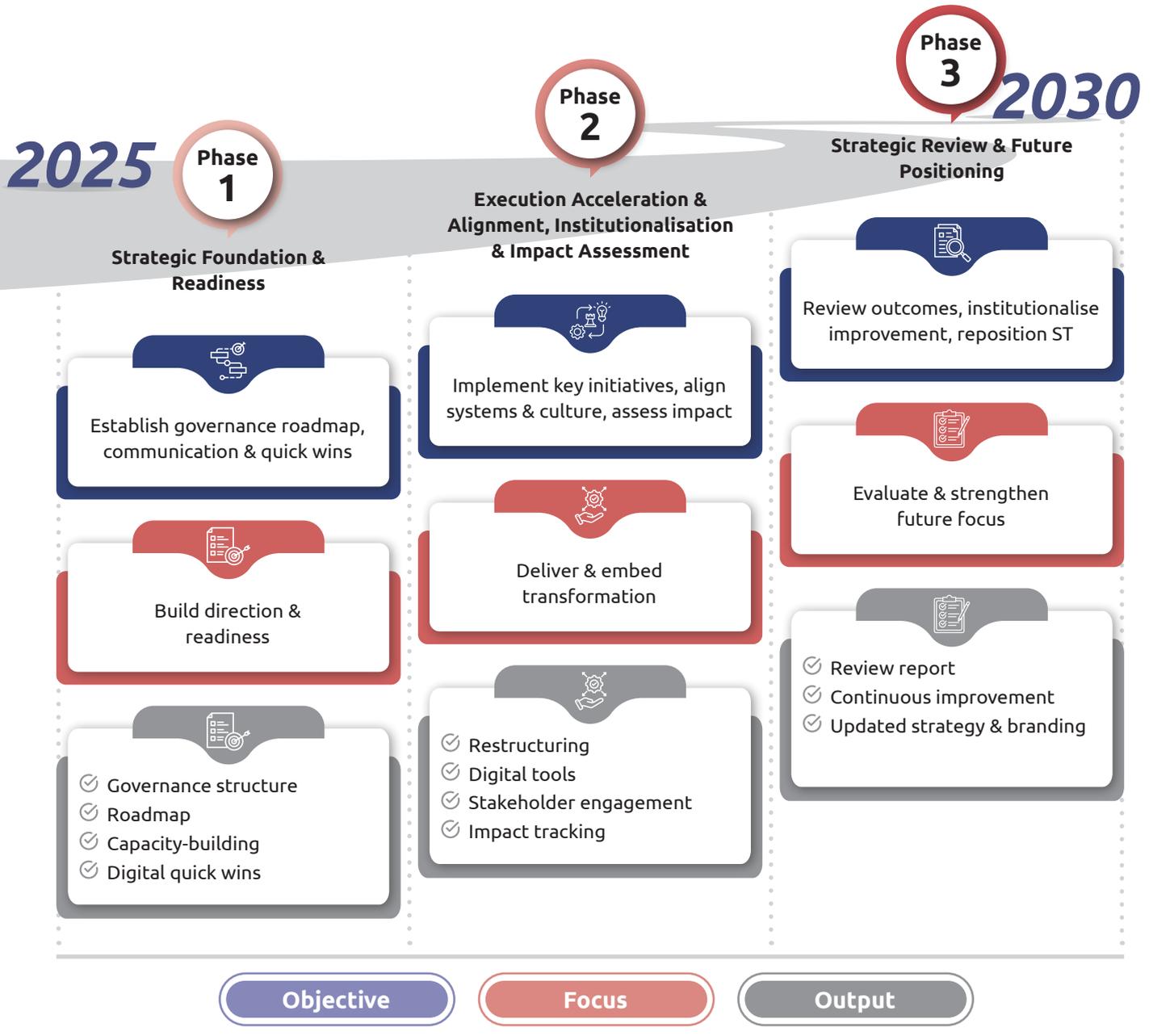
# Strategic Themes

The transformation agenda is anchored on a set of focused Strategic Themes that translate the initiative into structured, deliverable priorities. Collectively, the themes provide a disciplined framework to guide execution, allocate resources, and monitor performance over the transformation period. These strategic themes are also supported by a whole-of-organisation approach, ensuring coordinated efforts, integrated planning, and shared ownership across the entire Commission.



# Implementation Roadmap

The transformation is sequenced into three distinct phases, each with defined objectives, focus, and output checkpoints. This structure progression ensures that transformation efforts are not fragmented initiatives, but an integrated programme of reform aligned with long-term regulatory objectives.



# Key Outcomes and Desired Future State

To ensure the execution remains focused on impact rather than activity, the key outcomes are outlined, culminating in a coherent vision of ST's future operating model in 2030.

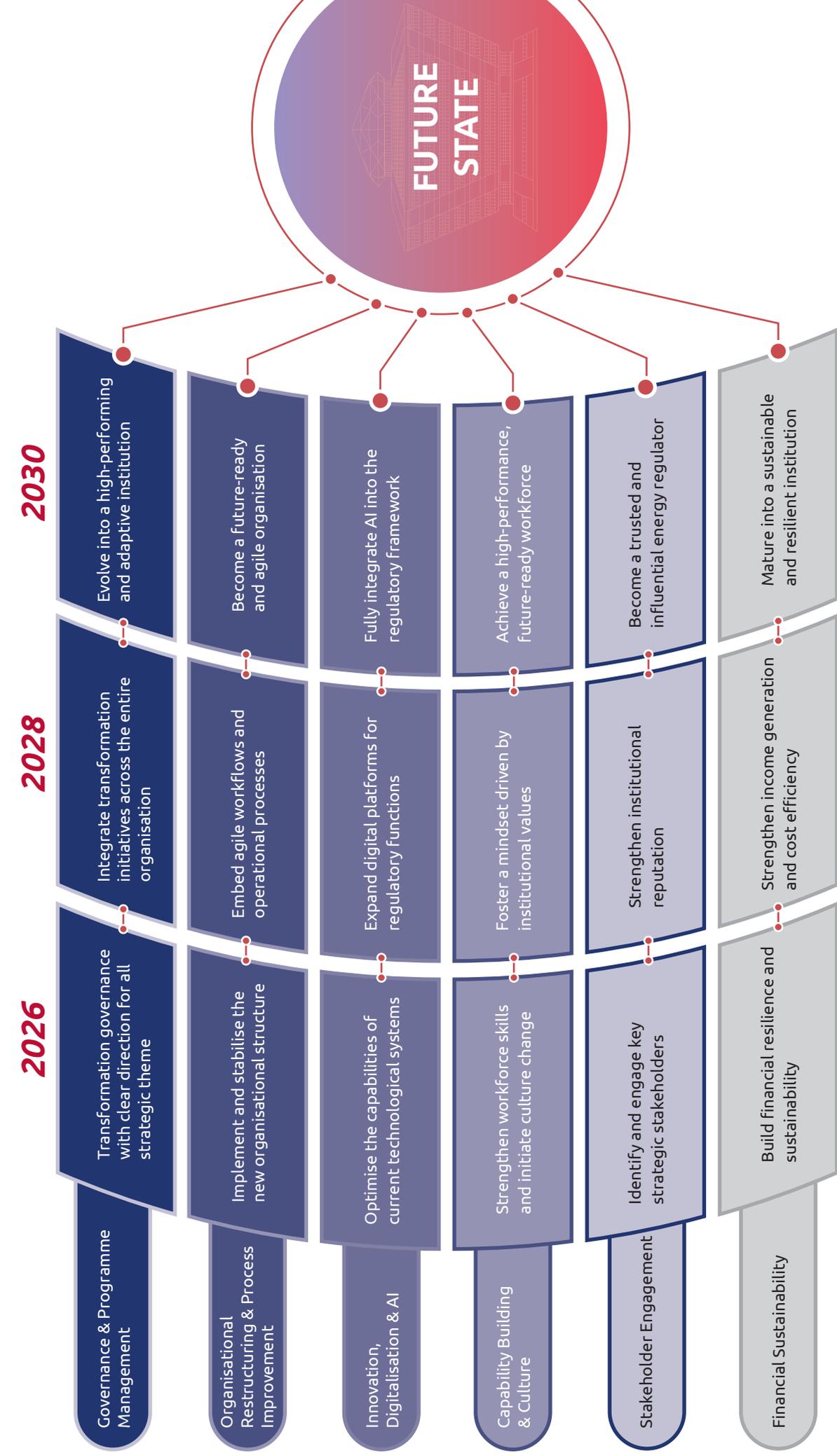
## Key Outcomes

- **Improved Performance**  
Create an adaptive and performance-oriented organisational culture that accelerates the adoption of new processes and technologies.
- **Enhanced Innovation**  
Foster new ideas, create innovative business models, and implement technological advancements.
- **Stronger Culture & Employee Engagement**  
Lead to a more resilient, adaptable, and engaged workforce that embraces new mindsets and continuous improvement.
- **Greater Agility & Adaptability**  
More responsive to market shifts and capable of integrating new technologies and processes with faster and data-driven decisions that improve compliance oversight and stakeholder trust.
- **Talent & Capability Development**  
Develop talent to instil competencies in digital tools, analytics, and regulatory innovation, thus reducing dependency on external consultants and improving internal execution capacity.
- **Strategic Alignment**  
Align leaders and the whole team around a clear strategic vision, enabling a comprehensive response to internal or external pressures.

## The Desired Future State (2030)

- **Agile & Adaptive Regulation**  
Making faster, data-driven decisions that enhance compliance.
- **Integrated Organisation**  
Building a culture of collaboration that supports stronger integration across functions and more seamless ways of working.
- **Financial Independence**  
Achieving sustainability through optimised revenue and cost efficiency.
- **Strategic Alignment**  
Achieving full integration with national net-zero goals and the energy transition.

# Strategic Transformation Roadmap (2026–2030)



## Conclusion

The Suruhanjaya Tenaga Transformation Plan represents a deliberate and forward-looking commitment to regulatory excellence at a time of profound change in Malaysia's energy landscape. As the nation advances its energy transition agenda, the role of the regulator must evolve beyond compliance oversight and move towards enabling sustainable growth, safeguarding consumer interests, and reinforcing confidence in the energy market. This roadmap reflects ST's commitment to fulfil that responsibility with clarity, credibility, and purpose.

Guided by the "Good to G.R.E.A.T" agenda, the transformation focuses on reinforcing governance, modernising regulatory processes, strengthening institutional capability, and embedding digital and data-driven approaches across the organisation. These efforts are designed to deliver faster, more consistent, and more defensible regulatory decisions, supported by strong risk management, transparent accountability, and sound financial stewardship. Collectively, they position ST to operate as an agile, resilient, and future-ready regulator capable of responding effectively to emerging technologies, evolving market structures, and rising stakeholder expectations.

Importantly, this transformation is anchored to national priorities, including the NETR, RMK-13, and broader ESG imperatives. By strengthening stakeholder engagement and institutional trust, ST seeks to play a constructive and enabling role in Malaysia's energy ecosystem, supporting industry competitiveness, protecting consumers, and contributing to long-term economic and environmental sustainability.

As this roadmap is implemented, ST remains committed to measuring success through tangible outcomes and sustained impact. With a clear vision, disciplined execution, and strong partnerships, ST will continue to enhance regulatory excellence and deliver enduring value to the nation as Malaysia progresses towards a secure, sustainable, and resilient energy future.





Suruhanjaya Tenaga

# Ibu Pejabat Suruhanjaya Tenaga

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