

**TEKS UCAPAN  
YBHG. DATUK SERI DR. ABDUL FATTAH  
ABDULLAH  
PRESIDEN ANGKASA**

**THE 3RD FAMILY BUSINESS SUSTAINABILITY  
& ENTREPRENEURSHIP CONFERENCE  
(FBSEC) 2026**

**23 APRIL 2026 (KHAMIS)**

**2.00 PETANG**

**MANHATTAN BALLROOM, BERJAYA TIMES  
SQUARE, KUALA LUMPUR**

---

Bismillahirrahmanirrahim.

Assalamualaikum                      Warahmatullahi  
Wabarakatuh.

Salam    Sejahtera,    Salam    Malaysia  
Madani dan Salam Koperasi

**Salutation**

1. Distinguished guests, ladies and gentlemen. I am truly honoured to be here today at this important conference, and I am grateful for the opportunity to stand before all of you.
2. I would like to thank the organisers for inviting me to deliver this my sharing here today. It is indeed a privilege for me to share some thoughts on a topic that is very important to all of us, which is **Cooperatives as Legacy Builders: A Sustainable Model for Malaysian Families**
3. Today, we are here to discuss an important topic. It is about family businesses and their sustainability. It is also about how we ensure they continue across generations.
4. Across the world, family businesses play a very important role. They exist in

many countries, cultures, and industries. They are a strong foundation of economic development.

5. Today, family businesses contribute more than 70 percent of global GDP. They also provide around 60 percent of employment worldwide. This shows how important they are to the global economy.
6. These enterprises are not just about making profit. They are built on trust and strong values. They carry stories of sacrifice, resilience, and hope.
7. These values are passed from one generation to another. They shape the identity of the business and the family. They also create a strong sense of responsibility.

8. However, despite their strength, family businesses face challenges. The biggest challenge is how to sustain over time. This is what we call the challenge of longevity.
  
9. Studies from around the world show a clear pattern. Many family businesses succeed under the founder. But only a few survive beyond the third generation.
  
10. This raises an important question. Why do many family businesses not last? What is missing in the long term?
  
11. The answer is quite clear. Sustaining across generations needs more than entrepreneurship. It requires structure, discipline, and strong systems.

12. It requires good governance and shared responsibility. It also needs long-term thinking and clear direction. Most importantly, it needs institutional stability.

13. In simple terms, we need strong institutions. Not only strong individuals or founders. This is where the cooperative model becomes important.

**Distinguished guests, ladies and gentleman**

14. Allow me to share a simple example. In many rural areas, a family farm is more than a business. It is a legacy built over many years.

15. The father works hard on the land every day. The mother manages the household and finances. The children learn discipline, resilience, and responsibility.

16. But when market prices fall, problems begin. When competition increases, pressure becomes higher. Many family businesses start to struggle.
  
17. However, something interesting happens when families unite. Instead of competing alone, they choose to cooperate. They come together to form a cooperative.
  
18. Through cooperation, their strength becomes greater. Small farmers gain stronger bargaining power. They can access bigger and better markets.
  
19. They also share infrastructure and knowledge. They support each other and create new opportunities. This helps them grow together as a group.

20. What started as one struggling business becomes stronger. It grows into a resilient community enterprise. This is the true power of cooperation.

21. It transforms individual survival into shared success. It builds strength through unity and collaboration. It creates long-term stability for all members.

## **Distinguished guests, ladies and gentleman**

22. At the global level, cooperatives are very strong. They are one of the most inclusive economic systems. They bring people together in a structured way.

23. Today, there are more than one billion cooperative members. This means one

out of every eight people is involved. This is a very significant global presence.

24. The largest cooperatives generate over two trillion US dollars. They operate in many important sectors. These include agriculture, finance, housing, and retail.

25. They are also active in healthcare and industry. This shows the wide reach of cooperatives. They play a role in many parts of the economy.

26. Beyond their size, cooperatives are built on values. They promote responsibility and participation. They also encourage solidarity and sustainability.

27. These values are very similar to family values. They create trust and long-term commitment. They help both families and businesses stay strong.
  
28. In many countries, family businesses and cooperatives are linked. Farming families build agricultural cooperatives together. Small businesses support retail cooperatives.
  
29. Community cooperatives also support rural families. They help improve income and stability. They strengthen local economic activities.
  
30. Cooperatives do not replace family businesses. Instead, they support and strengthen them. They provide a better system for growth.
  
31. They help families share resources and manage risks. They open access to

larger markets. They also support sustainable expansion.

32. In simple terms, cooperatives build collective strength. They turn individual effort into shared success. They create resilience for the long term.

**Distinguished guests, ladies and gentleman**

33. Let me now share the Malaysian experience. Malaysia has more than 16,000 cooperatives today. There are over 7 million members nationwide.

34. This means one in five Malaysians is in a cooperative. Together, they generate more than USD17.24 billion yearly. They also hold assets exceeding USD67.75 billion.

35. These numbers are very significant. They show the strength of the cooperative sector. They also show its importance to the economy.

36. Cooperatives are not small institutions. They are not on the side of the economy. They are a key pillar of the people's economy.

### **Distinguished guests, ladies and gentleman**

37. In Malaysia, family cooperatives are also growing. They help organise family businesses better. They bring structure and better management.

38. For example, Koperasi Keluarga Dato' Haji Hashim Mamat Kuala Terengganu Berhad has built assets exceeding USD4.3 Million

39. Koperasi Keluarga Muhibah Perak Berhad, established in 1998 focuses on contract work and equipment leasing as steady sources of revenue.
40. Koperasi Keluarga Haji Sharief Melaka Berhad has shown strong performance in the agri-food sector by producing more than 80,000 chickens and expanding its poultry business.
41. Koperasi Warisan Keluarga Othman Kuala Terengganu Berhad has diversified into plantation, property, tourism, and livestock, achieving around USD 2.3 Million in assets in its early years.

**Distinguished guests, ladies and gentleman**

42. Allow me to share a compelling example of how **family cooperatives can serve as true legacy builders.**

In Sahom Valley, Kampar, **Koperasi Keluarga Haji Tahir Ngah Abdullah Kampar Berhad**, together with **Koperasi Keluarga Hajjah Rahmah**, has transformed a traditional family structure into a **modern, income-generating cooperative ecosystem.**

43. Originally focused on managing inherited family assets, this cooperative has strategically evolved into an **integrated agro and eco-tourism enterprise.**

44. Today, they operate across four key areas:  
plantation management, agro produce, eco-tourism accommodation, and a joint venture model for cabin development.

45. What is particularly remarkable is their forward-looking vision.

They are currently applying for the **Perak Hotel Act License 2024**, which will enable them to legally develop eco-cabins and campsites — even on underutilized reserve land.

46. With their own internal funding, they are already moving into Phase 1 — developing **10 riverside cabins along Sungai Dipang**.

This is not just business expansion. This is **value creation from heritage assets**.

47. Their efforts have not gone unnoticed. They have received recognition from the IKMa coaching programme and were among the **first recipients of the SustNet Award in Malaysia**.

48. More importantly, their initiative aligns with the broader vision of positioning

Kampar as an **eco-tourism destination**, making their model highly replicable across the country.

49. This is the future of cooperatives.

Not just managing assets — but **building legacy, creating sustainable income, and empowering future generations.**

**Distinguished guests, ladies and gentleman**

50. All these examples show strong potential. Family cooperatives help build wealth across generations. They also support local economic development.

51. Many of them have received recognition at the state and national levels. This proves the strength and

potential of the family cooperative model in Malaysia.

52. Collectively, according to the Malaysia Cooperative Societies Commission (SKM), as at June 2025 there are 1,657 family cooperatives in Malaysia with 43,331 individual members, assets at USD39.73 Million, shares at USD14.19 Million and acquisition recorded at RM15.57 Million

**Distinguished guests, ladies and gentleman**

53. In Malaysia, ANGKASA leads the cooperative movement as the national apex body. It represents cooperatives and acts as a strategic platform for growth and development.

54. ANGKASA works to strengthen governance, expand cooperative enterprises, and connect cooperatives to regional and global markets. It also promotes inclusive and sustainable economic development.
55. ANGKASA is very active in International Cooperative Alliance or ICA, which is a body uniting cooperative globally. We have a representative who serves as a board member in ICA. This allows Malaysia to take part in global discussions and decision making. It also strengthens our position in the international cooperative movement.
56. At the regional level, we have the ASEAN Co-operative Organization or ACO which I myself is the elected President. ACO helps strengthen cooperation among ASEAN countries. It supports sharing of knowledge,

experience, and business opportunities.

57. ACO is also recently recognised as an associated entity of ASEAN. This recognition shows the importance of the cooperative movement at the regional level. It also allows ACO to work closely with ASEAN in supporting economic development.

58. Through ICA and ACO, ANGKASA connects Malaysian cooperatives to global and regional networks. This helps cooperatives learn, grow, and explore new markets. It also ensures that our cooperatives remain strong and relevant in the future.

**Distinguished guests, ladies and gentleman**

59. The theme of this conference, “From Legacy to Longevity,” is very meaningful. It reflects the journey from what we inherit to what we build for the future.
60. Family businesses are strong in creating legacy. However, institutions such as cooperatives help ensure that this legacy continues across generations.
61. They transform individual success into shared prosperity. They also ensure long-term sustainability and resilience.
62. Looking ahead, preparing the next generation is very important. Young people must be ready to innovate, adapt, and lead in a changing world.

63. Cooperatives can support this by providing platforms for learning, collaboration, and leadership development. They help build skills and confidence among young entrepreneurs.
64. In this way, cooperatives can act as schools of economic democracy. They prepare future leaders who understand both business and responsibility.

## **Distinguished guests, ladies and gentleman**

65. Today, the world is facing many challenges such as climate change, inequality, and rapid technological changes. These challenges require new thinking and new approaches.
66. We must rethink our economic systems. We cannot depend only on short-term

profit, but must also focus on long-term impact and sustainability.

67. We need resilience, inclusion, and shared responsibility. These are important foundations for the future economy.

68. This is exactly what the cooperative model offers. It provides a balanced approach between economic growth and social well-being.

**Distinguished guests, ladies and gentleman**

69. Allow me to conclude with a simple reflection. Family businesses create wealth for one generation, but cooperative institutions create prosperity for many generations.

70. If we want businesses to last beyond their founders, if we want economies that are more inclusive, and if we want stronger communities, then cooperation is not just relevant, but essential.
71. Together, let us move from legacy to longevity. Let us build systems that can sustain across generations and create a better future for all.

Thank you, Wabillahi Taufik Hidayah  
Wassalamualaikum Warahmatullahi  
Wabarakatuh