

Chief Executive Officer's Statement

Shaping a More Vibrant Marketplace



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With our compass set on strengthening levers that drive market vibrancy, diversification, digitalisation, product accessibility and investor outreach, we are shaping a future where Bursa Malaysia stands as a platform for prosperity and progress. ”

Dato' Fad'l Mohamed
Chief Executive Officer

Dear Stakeholders,

In 2025, Bursa Malaysia continued to advance our growth trajectory through disciplined execution of our Strategic Roadmap 2024–2026. Our focus enabled us to deliver on our core businesses and remain committed in our transition into a vibrant and diversified marketplace amid a challenging global environment.

For the financial year ended 31 December 2025, the Exchange recorded Profit Before Tax and Zakat of RM337.1 million, a 17.9% decrease from 2024 as trading activity moderated due to heightened volatilities across global markets. In line with the slower securities market landscape, operating revenue stood at RM701.8 million compared with RM757.7 million in 2024. Meanwhile, total operating expenses saw a reasonable increase of 4.5% to RM390.1 million in 2025, against RM373.4 million in 2024, predominantly driven by higher administrative expenditure and investment in digital solutions. These expenditures were in line with the cost discipline practiced by the Exchange.

Even as we navigated headwinds, it is encouraging that our diversification efforts gained momentum, as non-trading revenue grew 5.0% YoY, contributing 36.6% of operating revenue.

Our fundamentals remained solid, enabling the Board to declare a total dividend of RM226.6 million, representing a payout ratio of approximately 91% — consistent with our long-standing commitment to shareholder value.

ANCHORING CAPITAL FORMATION AND MARKET DEVELOPMENT

Our primary market remained robust, reaffirming Bursa Malaysia's position as a trusted and efficient fundraising platform for companies of all sizes, from small and medium enterprises to large corporates. Maintaining regional leadership, we recorded the highest number of IPOs among ASEAN exchanges, securing a total of 60 listings (2024: 55 companies), raising RM6.0 billion (2024: RM7.4 billion) and adding RM27.4 billion to the total market capitalisation (2024: RM31.4 billion).

During the year, we observed encouraging signals in the progression of listed issuers including seven companies graduating from LEAP and ACE to larger market segments. In August 2025, we witnessed the first secondary listing on our MAIN Market by SGX-listed UMS Integration Limited, marking an important milestone in Bursa Malaysia's appeal as a regional fundraising gateway and widening access to diversified capital pools across ASEAN.

Diversification continued to gain momentum within our securities market. Exchange-traded funds (ETFs) and structured warrants — both important components of our product strategy, recorded stronger activity. Total ETF assets under management grew to RM2.8 billion, up 19.8% YoY.

A total of 2,190 structured warrants were issued in 2025, which represents a record high, surpassing the previous record of 1,804 issued in 2024. Structured warrants trading retained momentum with average daily value surging 25.3% YoY to RM153.7 million (2024: RM122.7 million), reflecting continued investor appetite for accessible, exchange-traded instruments.

Participation in the derivatives market held strong driven by volatility across commodity markets. The Exchange recorded a new record daily trading volume across all products of 197,458 contracts on 29 October 2025, surpassing the previous record set in 2024. Average daily contracts rose to 95,472 (2024: 92,106), increasing 3.7% YoY and exceeding 90,000 contracts for the second consecutive year. Activity was supported by strong Crude Palm Oil Futures participation amid changes in regional biodiesel policy and shifts in global vegetable oil flows, while FTSE Bursa Malaysia KLCI Futures trading remained resilient with 14,101 contracts in 2025 (2024: 14,780 contracts).

Our Islamic Markets delivered another year of robust growth. Bursa Suq Al-Sila' recorded average daily value of RM48.8 billion (2024: RM41.3 billion), up 18.0% YoY, supported by liquidity conditions in the Islamic interbank money market. Participation rose to 401 participants (2024: 373). Bursa Gold Dinar platform meanwhile is emerging as a credible avenue for Malaysians to access alternative, Shariah-compliant investment options. In 2025, total gold traded grew more than threefold to RM169.4 million. The number of registered accounts more than doubled to 72,574 and trading revenue strengthened to RM3.3 million from RM1.0 million a year earlier. With average monthly transaction value increasing to RM14.1 million in 2025 (2024: RM3.4 million), we are seeing early signs of a more inclusive and diversified marketplace taking shape.

Beyond our core markets, our newer offerings continued to gain traction. BCX expanded its capabilities by introducing Auction-as-a-Service (AaaS), enabling project developers to connect with off-takers and secure mid- to long-term agreements for environmental products. While trading of Renewable Energy Certificate contracts moderated compared with 2024, total carbon credits traded increased to 50,486 tCO₂e (2024: 31,381), representing 60.9% YoY growth.

BR Capital also continued to scale its role in broadening access to fundraising, having listed 12 investment notes since its launch and raising approximately RM70 million, with registered investors increasing to 3,381 (2024: 1,379).

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PROGRESSING OUR MULTI-ASSET STRATEGY

2025 marked the second implementation year of our Strategic Roadmap 2024-2026, which aims to transform Bursa Malaysia into a more diversified exchange capable of meeting the evolving, sophisticated needs of our stakeholders. The Strategic Roadmap is anchored on three core strategies: Product and Service Expansion, Ecosystem Development and Customer Experience (CX) Centricity. The five pillars collectively reflect our commitment to build a more vibrant, inclusive and resilient marketplace — one that is able to support the ambitions of issuers, empower investors with greater choice and foster long-term market sustainability.

At its core, the Strategic Roadmap 2024-2026 recognises that capital markets today are shaped by faster innovation cycles, greater demand for risk-management tools and the growing need for sustainable and diverse investment opportunities. Expanding our product and service offerings enables us to respond to these shifts by introducing new asset classes and market solutions that broaden investor choice and deepen market resilience. This includes strengthening our multi-asset capabilities, enhancing our sustainability-linked offerings and developing new services that support wider participation across market segments.

Strengthening the surrounding ecosystem is equally important. By enhancing research coverage, deepening investor engagement and supporting the development of pre-IPO companies, we have been laying the groundwork for a more robust pipeline of listings and a more dynamic participation base. In parallel, we are focused on elevating customer experience. This includes modernising market infrastructure, digitalising investor touchpoints and expanding engagement pathways to ensure Malaysians of all ages, backgrounds and levels of financial experience can participate confidently in the capital market. Our engagement strategy is deliberately broad based, designed to nurture early interest among young and aspiring investors while continuing to serve the needs of experienced market participants.

Together, these strategies are designed to ensure that Bursa Malaysia remains competitive, future-ready and closely aligned with the needs of a rapidly evolving marketplace. I am pleased to note that we have made significant progress towards achieving the goals of these strategies in 2025, as we head into the final year of implementation.

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PRODUCT AND SERVICE EXPANSION

- Launched the FTSE4Good Bursa Malaysia ETF, Malaysia's first SRI-qualified ETF, providing investors with access to sustainability-screened equities through an exchange-traded vehicle.
- Introduced Malaysia's first commodity futures structured warrants, enabling cost-effective retail access to commodities such as FCPO and supporting portfolio hedging during periods of market volatility.
- Partnered with Fullgoal Asset Management (HK) Limited and CGS International Securities Malaysia Sdn Bhd to facilitate the listing of ETFs with foreign underlying assets, enabling domestic investors to access global markets directly via Bursa Malaysia.
- Entered into a strategic partnership with UEM Lestra Bhd to introduce AaaS, on BCX, supporting transparent and competitive bidding for renewable energy supply under the Corporate Renewable Energy Supply Scheme framework.

02 ECOSYSTEM DEVELOPMENT

- Introduced Bursa Research Incentive Scheme Plus (Bursa RISE+), expanding research coverage to include selected PLCs as well as high-potential private and pre-IPO companies, to strengthen corporate profiling and build a future listings pipeline.
- Launched Shares2U, a securities transfer scheme that enables participating organisations (POs) to use listed shares as incentives in structured campaigns, encouraging retail participation, account openings and market engagement.
- Strengthened Islamic Markets accessibility by onboarding NewParadigm Securities, UBS Securities and Nomura Securities to offer Islamic stockbroking services on Bursa Malaysia-*i*, expanding local and international participation in Shariah-compliant investments.
- Advanced the BTS3 initiative, a low latency trading engine designed to enhance trading experience for market participants, following extensive industry engagement, including structured workshops, surveys and an RFI process to validate market needs.
- On the retail front, we expanded youth participation via the Bursa Inter-Varsity Stock Challenge, which attracted nearly 1,300 students from 10 universities, and continued building long-term talent pipelines through the Futures Trading Apprenticeship Programme, which has graduated over 170 individuals, with more than 40 progressing into professional derivatives trading roles since 2023.
- Championed market vibrancy and liquidity efforts by engaging actively with market makers and key stakeholders across the industry ecosystem. These engagements included targeted outreach activities and the Invest Malaysia 2025 series in Kuala Lumpur, Singapore and London, which collectively attracted more than 1,900 local and international participants.

03 CUSTOMER EXPERIENCE (CX) CENTRICITY

- Launch of Bursa Assist, formerly known as Bursa2U as the refreshed help centre brand. The new platform includes a modernised identity, a resource library and a chatbot to assist with frequently asked questions.
- Enhanced MyBURSA as a central engagement platform for investors, integrating key services and market information into a single digital ecosystem.
- Consolidated market data, educational resources, research insights and IPO information into MyBURSA to provide more seamless and informed market participation.
- Introduced InvestLAB, a virtual trading simulator to support investor education and responsible participation without financial risk.
- Launched ThoughtStream, a community-driven platform enabling investors, researchers and students to share independent perspectives and market insights.
- Deployed advanced marketing technology to improve data-driven engagement, enabling more personalised communication and more effective outreach to different investor segments.

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FUTUREPROOFING FOR SUSTAINABLE GROWTH

As we expand Bursa Malaysia's role as a Multi-Asset Exchange, strengthening institutional foundations is essential to ensure that growth is scalable, secure and sustainable. In 2025, we reinforced regulatory frameworks, operational resilience and organisational capabilities to support market confidence and long-term competitiveness.

Enhancing Market Integrity and Regulatory Readiness

- Modernised regulatory frameworks to ensure continued robustness and relevance amid evolving economic and technological conditions.
- Introduced amendments to the Corporate Rescue Mechanism under the MAIN Market and ACE Market Listing Requirements to enable more timely and effective rehabilitation of financially distressed listed companies, while maintaining safeguards for investors.
- Aligned sustainability-related disclosure requirements with the National Sustainability Reporting Framework (NSRF) and international standards to improve consistency, comparability and investability of Malaysian equities for global capital.
- Prepared Bursa Malaysia's own ISSB Sustainability Statement in line with IFRS Sustainability Disclosure Standards, demonstrating leadership by example as a public listed company.

Strengthening Operational and Cyber Resilience

- Established a T+1 Industry Working Group to coordinate an industry-wide assessment on the potential transition to a T+1 settlement cycle, with participation from brokers, custodian banks, registrars and market thought leaders.
- Implemented immediate and longer-term enhancements with the stockbroking industry to strengthen cyber resilience and safeguard ecosystem integrity:
 - Led the development and issuance of an industry-wide Recommendation Paper, prepared by a working group comprising Bursa Malaysia and industry participants, to set clear direction for POs by outlining the cybersecurity and technology control enhancements required.
 - Required POs to conduct structured self-assessments, resulting in findings that identified gaps in governance, system security and vendor oversight which required remediation.
 - Taken steps to strengthen IT Security Standards (ITSS) that formalised clearer and more prescriptive regulatory requirements on system access, threat detection, patch management, incident handling, resilience and third-party oversight that POs must meet.
 - To uphold third-party compliance with the ITSS, binding contractual arrangements are in the process of being implemented to ensure accountability from external technology providers connected to Bursa Malaysia, primarily Independent Software Vendors (ISVs), through legally binding agreements.

Building Organisational and Digital Capabilities

- Implemented a new organisational structure to improve cross-functional coordination, unlock synergies and accelerate decision-making.
- Established Group Commercial and Market Coverage to centralise marketing across asset classes and strengthen holistic engagement with issuers, investors and intermediaries.
- Established Social Impact and Investor Empowerment to strengthen investor education, financial literacy initiatives and inclusive market participation.
- Advanced digitalisation initiatives to improve efficiency and service delivery, including transitioning to fully electronic central depository statements and notices for individual investors.
- Began deploying targeted AI-enabled tools to support sustainability reporting and disclosure readiness, guided by governance frameworks to ensure secure and responsible adoption.

Strengthening People and Future Talent

- Continued investing in structured capability-building programmes to support both new hires and existing employees.
- Rolled out the Internal Talent Pool Programme, combining technical training, leadership development and mentorship to strengthen succession pipelines.
- Strengthened employee engagement, wellbeing and alignment with organisational goals through town halls, wellness programmes and recognition initiatives.
- Reinforced a performance-driven and purpose-led culture to support the Exchange's long-term transformation.

MOVING INTO 2026

While global uncertainties from geopolitical and trade developments are likely to impact the operating landscape, Malaysia's domestic outlook remains constructive. Strong domestic demand lifted full year 2025 Gross Domestic Product growth to 5.2 per cent, surpassing the government's forecast range and exceeding the 5.1 per cent recorded in 2024. With resilient household spending, a firm labour market and policy clarity, the domestic operating environment in 2026 is expected to remain conducive to capital raising and investment activity.

We look forward to 2026, which is a historic milestone for the Exchange. As we commemorate 50 years since the formal incorporation of The Kuala Lumpur Stock Exchange on 14 December 1976, we do more than reflect on our legacy; we look forward with purpose and conviction. In 2026, we complete the final phase of our Strategic Roadmap 2024–2026 while laying the foundation for the next decade of growth.

Our vision beyond 2026 focuses on elevating Bursa Malaysia's position as a trusted, multi-asset exchange for fundraising, investment and risk management, continuing to expand the breadth and depth of opportunities available to all market participants. With our compass set on strengthening levers that drive market vibrancy, diversification, digitalisation, product accessibility and investor outreach, we are shaping a future where Bursa Malaysia stands as a platform for prosperity and progress.

ACKNOWLEDGEMENTS

I am honoured to pen my first message as Bursa Malaysia's Chief Executive Officer. Even at this early juncture of my time with the Exchange, I am reminded that the resilience and success of this organisation are not the work of any single individual, but the result of a collective ecosystem working in unison.

On behalf of the Management Team, I would like to express my profound gratitude to our invaluable stakeholders across the Ministry of Finance, the Securities Commission Malaysia, Bank Negara Malaysia and the various government ministries and agencies — thank you for your continued guidance and for fostering a policy environment that supports sustainable growth. My appreciation also goes to our ecosystem and industry partners and market participants, whose collaboration with Bursa Malaysia drives the vibrancy of our marketplace.

I would like to record my sincere appreciation to former Chairman Tan Sri Abdul Wahid Omar and my predecessor, Datuk Muhamad Umar Swift, whose steady leadership and service have shaped the Exchange over the past years. Both played pivotal roles in steering the development and implementation of the Strategic Roadmap 2024–2026, which has placed Bursa Malaysia in a strong position to pursue the next phase of growth. I extend my heartfelt thanks to them for their stewardship and contributions to Bursa Malaysia.

To the Board of Directors, I thank you for your stewardship and trust. And finally, to my colleagues, our Warga Bursa — thank you for your hard work, dedication and for being the driving force behind every milestone we achieved this year. Your collective commitment has enabled the Exchange to remain true to its mission of Creating Opportunities, Growing Value.

Going forward, we will work together to elevate Bursa Malaysia and advance our vision of becoming ASEAN's leading, sustainable and globally connected marketplace.



Dato' Fad'l Mohamed
Chief Executive Officer