INTEGRATED ANNUAL REPORT 2020

Our Strategic Focus

We strive to build a diversified exchange that is ready to respond to the changing needs and appetite of our growing client base and evolving operating environment. While we have since unveiled a new set of strategic goals for the next three years (2021–2023), our initiatives for the year under review continue to be guided by the following five focus areas:



We continue to make fundamental improvements in the critical components of our capital market to ensure that

it remains accessible, competitive and vibrant. In strengthening the core, we:

- Create an enabling ecosystem to remain competitive and grow our markets
- Enlarge our participant base to improve market liquidity
- Expand our product offerings to meet investors' demand and risk appetite
- Stimulate the Derivatives Market with an aim to develop unrealised potential

Capitalising on Technology and Information

We continue to invest in and leverage on technology and information to accelerate our growth, increase efficiency, enhance our competitiveness and develop new competitive advantages. We endeayour to:

- Improve our digital touchpoints to better serve our users
- Leverage on digitalisation for operational excellence
- Leverage on data to enhance our competitiveness
- Forge strategic partnerships to capitalise on emerging technologies
 such as blockchain and artificial intelligence to create a conducive ecosystem to innovate our offerings and improve our processes
- Ensure readiness to manage cyber security threats

Regional and Global Connectivity

We build regional and global connectivity to enhance our market reach and accessibility to global investors, in line with our vision of being a globally-connected marketplace. Under this focus area, we:

- Pursue strategic partnerships including bilateral collaborations with other exchanges and international organisations that have strategic value for us
- Facilitate foreign participation in our marketplace

For Our

Fostering a High-Performance Organisation (HPO)

Our employees come from diverse backgrounds and skills. We regularly reskill and upskill our talent to ensure our workforce is ready for the future with digitalisation at the forefront of the rapid change in our operating landscape and industry. Our employees embrace our values and culture, while our remuneration and benefits policies are regularly reviewed. In our efforts to build a HPO, we:

- Upskill our talent to be ready to adopt or apply relevant new technologies
- Integrate a data-driven culture across the group
- Focus on holistic employee propositions and retention strategies

Sustainability as a Way of Life

Our sustainability practices and disclosures have merited our inclusion in the FTSE4Good Bursa Malaysia Index since

the index's inception in 2014. With increasing investor awareness, focus and desire to integrate Environmental, Social and Governance (ESG) into their investment strategies, we continue to encourage a culture of sustainability in what we do. Under this focus area we:

- Strengthen the Exchange's internal sustainability management approach and disclosure
- Advocate sustainability among our stakeholders and facilitate capacity building
- Promote enhanced availability of ESG information and improved financial education

Our Strategic Focus

TRANSITIONING TO OUR NEW STRATEGY

Towards the end of 2020, we charted a new Strategic Roadmap which encompasses three core strategies, four key enablers and five strategic pillars to guide our growth and transformation over the next three years (2021–2023). We believe the Roadmap will get us closer to our vision. Our mission of 'Creating Opportunities, Growing Value' will invariably be central in what we aim to do.

CORE STRATEGIES



Product Expansion

To expand and diversify the range of our products and services to grow the offerings and opportunities available to market participants



Ecosystem Development

To embed improvements into our market ecosystem to address market needs and create a more conducive, facilitative and competitive marketplace



Capacity and Capabilities Building

To develop the necessary capabilities to future-proof our business, especially in the areas of People and Culture as well as Technology These four key enablers will be imperative in the delivery of our Strategic Roadmap:



Culture

d Technology

KEY ENABLERS





We envisage that the initiatives to be implemented under the following five strategic pillars will ensure we progress towards being ASEAN's leading, sustainable and globally-connected marketplace.

STRATEGIC PILLARS



Strengthening Our Core Business - Securities Market

Our objective is to further develop our ecosystem and expand our product offering to cater to growth segments in the Securities Market



Diversifying the Derivatives Business

Our goal is to transform Bursa Malaysia into the leading commodities exchange in ASEAN through the internationalisation of our market and expansion of derivatives products



Positioning Bursa Malaysia as the Global Hub for Islamic Capital Markets

We aim to become the global leading exchange for Islamic fundraising, hedging and investments by expanding the range of Shariah-compliant products



Providing New and Improved Services to the Capital Market

We intend to develop new solutions, platforms and tools that support the markets' needs



Embedding Sustainability in Our Organisation and Marketplace

Our goal is to become the preferred marketplace for sustainable and responsible investment by embedding high standards of sustainability practices and disclosures in both our organisation and in Bursa Malaysia's public listed companies