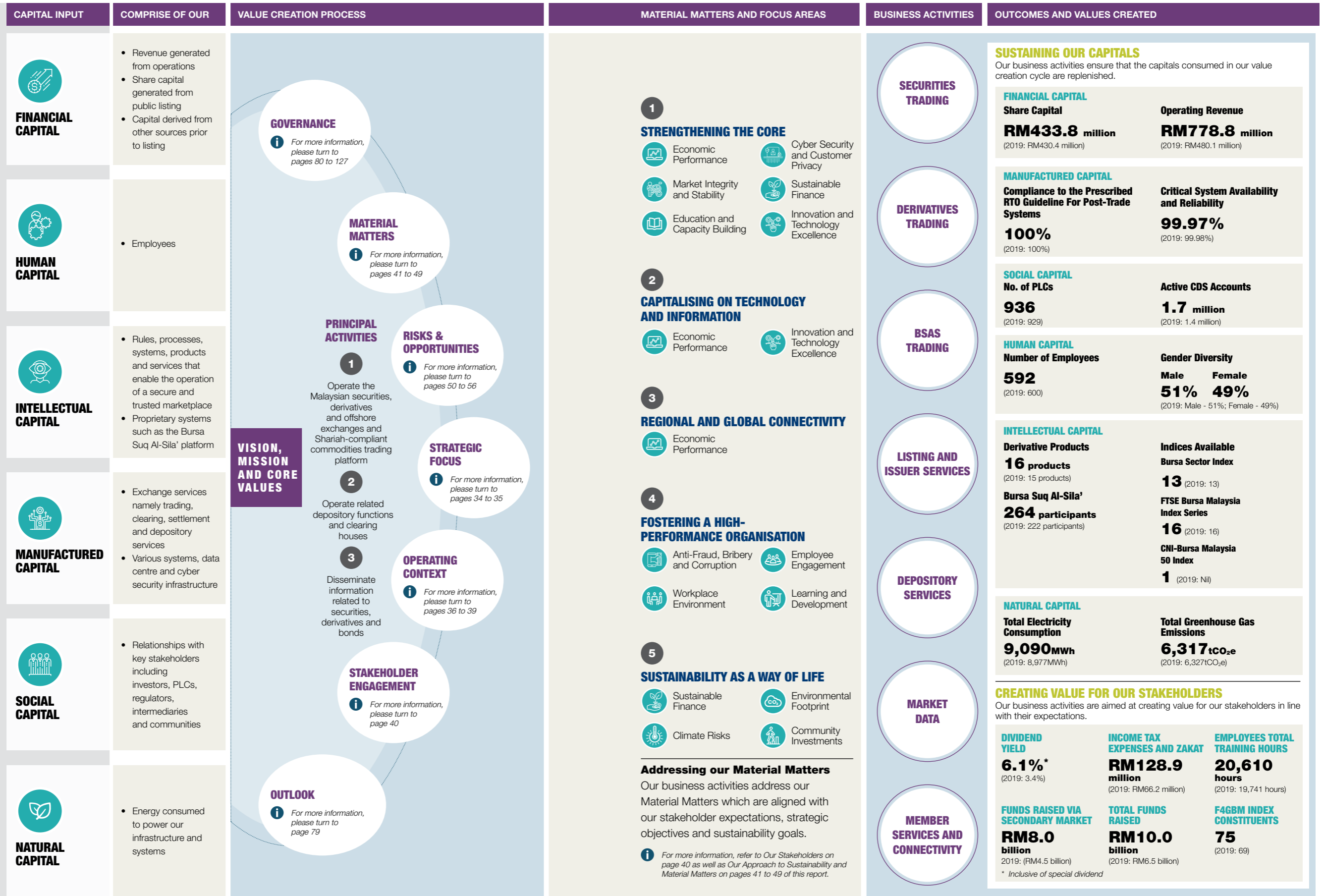


Our Value Creation Model

Our value creation model shows the way we use various capitals for our business activities and the outcomes of these activities.

Value is created through an organization's business model, which takes inputs from the capitals and transforms them through business activities and interactions to produce outputs and outcomes that, over the short, medium and long-term, create or destroy value for the organization, its stakeholders, society and the environment.

Source: <https://integratedreporting.org>



Our Value Creation Model

Our Value Creation Model

OUTCOMES AND VALUES CREATED

TOTAL FINANCIAL VALUE CREATED IN 2020: **RM799** MILLION

Advancing Our Business to achieve continued growth and ensure the creation of long-term value.

Funds Reinvested >

Year	2016	2017	2018	2019	2020
Value (RM million)	107.1	112.6	105.9	112.3	133.5

Investing in Our Talent Pool to develop a data-driven High-Performance Organisation which is focused on growth and sustainable, long-term value creation.

Employee Remuneration and Investment >

Year	2016	2017	2018	2019	2020
Value (RM million)	128.6	137.5	135.3	133.7	155.6

Contributing to Society to continue empowering local communities through taxes, Yayasan Bursa Malaysia's scholarships, donations and financial aid.

Contributions to Our Communities >

Year	2016	2017	2018	2019	2020
Value (RM million)	68.4	76.5	78.2	66.9	132.1

Rewarding Our Shareholders through regular payment of dividends. Since our listing in 2005, we have returned more than 90% of our annual profits through dividends.

Dividend Per Share >

Year	2016	2017	2018	2019	2020
Final Dividend (RM)	11.3	12.3	11.6	10.4	17.0
Special Dividend (RM)	-	10.0	8.0	-	8.0
Interim Dividend (RM)	11.3	13.3	14.0	10.4	26.0

Sustaining Long-Term Value for our future investment needs in order to create long-term sustainable value for our stakeholders.

Retained Earnings >

Year	2016	2017	2018	2019	2020
Value (RM million)	20.3	23.3	23.9	21.4	29.9

NON-FINANCIAL VALUE

ENHANCING CUSTOMER EXPERIENCE

- Creating a more facilitative trading environment for investors, developing new innovative solutions such as e-services and ensuring sound investor protection and governance
- Offering a wide range of investment options and serving as one of the leading ASEAN destinations for fundraising and Islamic capital market activities

SUPPORTING COMMUNITIES

Committed to being a responsible corporate citizen by contributing our time, expertise and knowledge to our community

BUILDING A CULTURE OF EXCELLENCE

- Committed to investing in technology and operational infrastructure to meet our stakeholders' needs and expectations
- Committed to creating a conducive work environment that supports our employees for their personal and professional development, forging a culture that is innovative, engaging and rewarding while investing in their training

For more information, refer to Who We Are on pages 5 to 6, Management Discussion and Analysis on pages 57 to 79, Corporate Governance Overview on pages 97 to 106, Marketplace Report: Fair and Orderly Markets on pages 107 to 113, and Towards Operational Excellence in Management Discussion and Analysis on pages 76 to 78 and Empowering Our Workforce on pages 48 to 62 in our Sustainability Report 2020

Our Value Creation Model

OUR INVESTMENT CASE

Operating Revenue: RM778.8 million

Segment	Value (RM million)	Percentage
Securities Trading	498.9	64.1%
Derivatives Trading	91.1	11.7%
Listing and Issuer	57.0	7.3%
Market Data	48.2	6.2%
Depository Services	49.2	6.3%
Member Services and Connectivity	21.1	2.7%
BSAS Trading	13.1	1.7%
Conference Fee and Exhibition-Related Income	0.2	0.03%

Our public shareholding of 81.38% represents a fair free float of Bursa Malaysia's shares and a healthy level of liquidity. As at 31 December 2020, we had a total of 25,368 shareholders.

Shareholders Mix

Category	Percentage
Domestic Institution	66.9%
Foreign Institution	18.8%
Domestic Retail	13.8%
Foreign Retail	0.5%

Share Price Performance

Bursa Malaysia share price performance vs FBMKLCI

Bursa Malaysia share price performance vs FBMKLCI: Bursa Malaysia (+36.3%), FBMKLCI (+2.4%)

Bursa Malaysia share price performance vs listed peers

Bursa Malaysia share price performance vs listed peers: Bursa Malaysia (+36.3%), SGX (+4.7%), HKEx (+68%), ASX (-8.2%)

Bursa Malaysia's share price increased by 36.3% in 2020. Starting the year at RM6.09, it hit an intraday high of RM10.98 on 28 July 2020 and closed at its highest of RM10.60 on 5 August 2020. The share price closed at RM8.30 on 31 December 2020.

Market Capitalisation as at 31 December (RM billion)

Year	2016	2017	2018	2019	2020
Value (RM billion)	4.7	5.4	5.5	4.9	6.7

Dividend Payout to Shareholders (sen per share)

Year	2016	2017	2018	2019	2020
Final Dividend (sen)	11.3	12.3	11.6	10.4	17.0
Special Dividend (sen)	-	10.0	8.0	-	8.0
Interim Dividend (sen)	11.3	13.3	14.0	10.4	26.0

Dividend payout as a percentage of PATAMI, excluding special dividend: 94% (2016), 93% (2017), 92% (2018), 91% (2019), 92% (2020)