

# VALUE CREATION

Through Your Multi-Asset Exchange

Creating Opportunities, Growing Value



# About This Report



## Cover Rationale

Bursa Malaysia's 2024 theme, Value Creation through Your Multi-Asset Exchange, highlights its role in enabling growth and opportunity across diverse asset classes. Reinforced by its mission, **Creating Opportunities, Growing Value**, it reflects Bursa Malaysia's proactive approach to innovation, market development and value generation to build the nation's economy.

The cover design, featuring a stylised bull, symbolises the strength, confidence, and momentum inherent in thriving capital market, in empowering investors and businesses to navigate evolving market landscapes. This dynamic imagery reinforces Bursa Malaysia's commitment to market vibrancy and long-term value creation.

Guided by its Strategic Roadmap 2024-2026, Bursa Malaysia is strengthening its position as a Multi-Asset Exchange, expanding into new business lines while enhancing core capital market offerings. Through continuous evolution and strategic leadership, Bursa Malaysia remains the cornerstone of resilient growth, creating sustainable value for its stakeholders and the broader economy.



**Online Integrated Annual Report 2024**  
The entire suite of our Integrated Annual Report 2024 can be found online at [https://bursa.listedcompany.com/iar\\_2024.html](https://bursa.listedcompany.com/iar_2024.html)

This Integrated Annual Report (IAR) is for our stakeholders to make an informed assessment of Bursa Malaysia Berhad and its group of companies (collectively known as Bursa Malaysia or the Exchange).

This report highlights our strategies, performance, and progress towards sustainable, long-term value creation. We integrate financial, operational, and sustainability information to reflect our balanced and responsible approach to managing our businesses.

Looking ahead, we will continue to build a resilient and sustainable business by leveraging technology, innovation, and strategic partnerships. Our focus remains on driving growth, improving stakeholder engagement, and aligning with evolving global sustainability standards.

## Scope and Boundaries

This report presents detailed, quantifiable data on our activities, along with their outputs and outcomes. Where applicable and practical, it emphasises the sustainability principles that shape our decisions. The reporting period spans from 1 January 2024 to 31 December 2024 and encompasses the activities of all operational entities under Bursa Malaysia unless otherwise specified. All information in this report has been meticulously verified to ensure its accuracy as of the publication date.

## Forward-Looking Statements and Disclaimer

This report includes forward-looking statements that reflect Bursa Malaysia's current priorities, strategies, challenges and growth opportunities. These statements are based on reasonable assumptions; however, they may be subject to risks and uncertainties beyond our control. As such they should not be interpreted as guarantees of future outcomes, and readers are cautioned against placing undue reliance on them.

## Feedback

We are committed to improving the quality and relevance of our reporting. Stakeholders are encouraged to share their feedback to help us enhance future reports through our online survey form available at:

[bursa.listedcompany.com/ar.html](https://bursa.listedcompany.com/ar.html)

## Assurance

The audited financial statements for the year under review are included in this IAR. Our IAR and Sustainability Report (SR) have been reviewed and verified by our Internal Audit department. Additionally, Bursa Malaysia has engaged an external verifier to provide limited assurance for selected non-financial indicators within our SR. The External Assurance Statement is available on page 150-153 of our SR2024.

## Board of Directors' Approval






















The Board has reviewed and confirmed the accuracy of the contents of this IAR, ensuring it provides a fair and factual representation of Bursa Malaysia's performance for the year under review. The Board affirms its responsibility for maintaining the integrity of this IAR, upheld through robust governance practices and internal reporting procedures.

**Tan Sri Abdul Wahid Omar**  
Chairman  
Bursa Malaysia Berhad

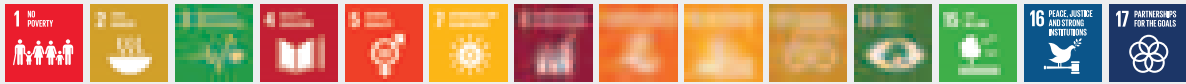
**Datuk Muhamad Umar Swift**  
Chief Executive Officer  
Bursa Malaysia Berhad

## Key Information Disclosed in Our IAR and SR

Bursa Malaysia's IAR and SR are prepared in accordance with internationally recognised reporting standards and frameworks, including:


Key Frameworks Applied	IAR	SR
MAIN Market Listing Requirements		
Malaysian Code on Corporate Governance, Securities Commission Malaysia		
International Financial Reporting Standards (IFRS®)		
International Integrated Reporting Framework, IFRS Foundation, January 2021		
Companies Act 2016		
Malaysian Financial Reporting Standards		
Sustainability-related index criteria: FTSE4Good Bursa Malaysia Index		
IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information		
IFRS S2 Climate-related Disclosures		
Sustainability Reporting Guide 3 <sup>rd</sup> Edition (2022), Bursa Malaysia Securities Berhad		
Science Based Targets initiative		
Global Reporting Initiative Standards 2021		
Sustainability Accounting Standards Board - Security and Commodity Exchanges		
Recommendations of the Task Force on Climate-related Financial Disclosures		
World Federation of Exchanges Sustainability Principles		
The Ten Principles of the United Nations Global Compact		

	<p><b>IAR</b></p> <h3>Integrated Annual Report</h3> <p><b>Disclosure</b></p> <ul style="list-style-type: none"> <li>• Leadership Statements</li> <li>• Value Creation at Bursa Malaysia</li> <li>• Management Discussion and Analysis</li> <li>• Sustainability Statement</li> <li>• Corporate Governance Overview</li> <li>• Marketplace Report: Fair and Orderly Markets</li> <li>• Audit Committee Report</li> <li>• Statement on Internal Control and Risk Management</li> <li>• Directors' Report</li> <li>• Independent Auditors' Report</li> <li>• Financial Statements</li> </ul>
	<p><b>SR</b></p> <h3>Sustainability Report</h3> <p><b>Disclosure</b></p> <ul style="list-style-type: none"> <li>• Sustainability Governance</li> <li>• Stakeholder Engagement</li> <li>• Materiality Assessment</li> <li>• Management Approach to Materiality Matters</li> </ul>



Bursa Malaysia's business strategies and initiatives are designed to support the United Nations Sustainable Development Goals (UNSDGs), which outline key global priorities for sustainable development by 2030. To maximise our contribution to these goals, we have identified 14 SDGs where our activities can have the greatest impact and have concentrated our efforts on these areas.

### Core Strategies

-  Product and Service Expansion
-  Ecosystem Development
-  Customer Experience (CX) Centricity



### Our Capitals

-  Financial Capital
-  Manufactured Capital
-  Intellectual Capital
-  Human Capital
-  Social and Relationship Capital
-  Natural Capital

### Material Matters

-  Economic Performance
-  Sustainability-focused Products and Services
-  Market Ecosystem Development
-  Cyber Security and Customer Privacy
-  Business Ethics
-  Climate Action and Environmental Management
-  People Management
-  Community Investment
-  Sustainable Supply Chain Management

### Key Enablers

-  Technology and Data
-  People and Culture

### Key Risks

-  Strategic Risk
-  Environmental, Social and Governance Risk
-  Operational Risk
-  Technology and Cybersecurity Risk
-  Financial Risk
-  Regulatory Risk

### Stakeholders

-  Public Listed Companies (PLCs), Issuers, Potential PLCs, and Potential Issuers (including advisers and secretarial firms that act on their behalf)
-  Intermediaries (including brokers, clearing participants, authorised direct members and authorised depository agents)
-  Investors
-  Shareholders
-  Analysts, rating agencies and index providers
-  Employees
-  Regulators and Government Agencies
-  Industry associations, professional bodies and industry experts
-  Vendors and Suppliers
-  Community groups (including non-profit organisations which are beneficiaries of our community investment initiatives)

# What's Inside

## This Report

Overview of Bursa Malaysia  
4

Our Leadership  
127

Leadership Statements  
19

Our Governance  
147

Value Creation at Bursa Malaysia  
32

Additional Information  
180

Management Discussion and Analysis  
58

Financials  
187

Sustainability Statement  
110

Appendices  
270

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### Cross references



Tells you where you can find more information within the reports

# SECTION 1

# OVERVIEW OF BURSA MALAYSIA

## Who We Are

Vision | Mission | Our Roles | Our Core Values 5

What We Offer 6

## Our Investment Proposition

2024 Key Highlights 10

Our Value Proposition 11

Our Strategic Alliances 11

Our Awards and Recognition 11

Group Corporate Structure 12

2024 Key Corporate Events and News 14



# Who We Are

Bursa Malaysia is a Shariah-compliant exchange holding company established in 1976 and listed in 2005. It operates and regulates a fully integrated exchange, offering a wide array of exchange-related products, services and solutions. As one of the largest bourses in ASEAN, with 1,039\* companies listed across three markets, we play a critical role in facilitating progress and growth in both local and regional economic landscapes.

The Exchange offers a comprehensive range of investment and trading products, including equities, derivatives, offshore and Islamic assets. It also provides a complete spectrum of exchange-related services such as listing, trading, clearing, settlement and depository. To enhance its offerings in the Islamic market, the Exchange offers the Bursa Gold Dinar, a Shariah-compliant gold investment platform. Bursa Malaysia also facilitates the issuance of both conventional and Shariah-compliant Exchange-traded Funds (ETFs), such as the waqf-featured ETF, alongside other investment options, including Real Estate Investment Trusts, Exchange-traded Bonds and Sukuk, Business Trusts, and Investment Notes.

As a regulator, we also play an advocacy and educational role, particularly in corporate governance (CG), sustainability as well as the growing focus on climate change. Our commitment to sustainability is reflected in initiatives such as the Centralised Sustainability Intelligence (CSI) Solution, launched in collaboration with the London Stock Exchange Group, to support Malaysian companies in embedding sustainability practices into their business strategies and operations. These efforts are further aligned with Bursa Malaysia's broader commitment to developing Malaysia's carbon market ecosystem through the Bursa Carbon Exchange, which enables companies to trade carbon credits and renewable energy certificates, strengthening decarbonisation efforts and accelerating the country's transition to net zero by 2050.

Bursa Malaysia has a vital role to play in securing the long-term success of our marketplace and our public listed companies (PLCs), and in catalysing Malaysia's economic growth.

\* As at 31 December 2024

## Our Vision

To be ASEAN's leading, sustainable and globally-connected marketplace

## Our Mission

Creating Opportunities, Growing Value

## Our Roles

### Market Operator

We facilitate secure and easy access to investments, trading and fundraising by building and maintaining a resilient market infrastructure that ensures transparent, trusted and reliable access to our products, services and solutions.

### Frontline Market Regulator

We regulate our listed issuers, intermediaries, and regulated persons to ensure that they act in accordance with the rules of the market and discharge their regulatory obligations, safeguarding market integrity and stability while upholding investor protection.

### Influencer

We set standards in the areas of CG and sustainability to build a strong sustainability culture across the Malaysian capital market. We also strive to be an exemplary model of good CG for our stakeholders.

### Shareholder Value Creator

We build sustainable value for our shareholders through dividends as well as capital preservation and appreciation.

## Our Core Values

### Bold

- We are competent, confident and transparent
- We lead by example
- We are committed to growth and excellence

### United

- We embrace diversity and inclusion
- We trust, respect and care for each other
- We foster togetherness and teamwork

### Responsible

- We act with honesty and integrity
- We think and act sustainably
- We lead with courtesy, humility and empathy

### Synergy

- We are engaged
- We collaborate toward common goals
- We drive alliances for greater value

### Agile

- We drive and adapt to change
- We are efficient and effective
- We proactively identify opportunities



Bursa Malaysia unveiled its new logo on 16 January 2024 to reflect the achievement of an important milestone in our journey of progress and growth towards becoming a **Multi-Asset Exchange**. The new logo retains elements from our heritage, including the colours which are derived from the Malaysian flag. Our colours, blue and red, respectively, signify our position as Malaysia's national exchange, as well as our commitment to foundational principles and our boldness of spirit.

The logo, which features a stylised 'B' and 'M', reflects our dedication to always staying ahead in a dynamic market. The intersection of the two letters, in particular, embodies the value creation role that Bursa Malaysia brings to the capital market, economy and society at large. While the look of our brand has changed, we continue to retain the same purpose and values in achieving our mission of **Creating Opportunities, Growing Value** and vision of becoming ASEAN's leading, sustainable and globally-connected marketplace.

## Who We Are

# What We Offer

Bursa Malaysia has steadily expanded its suite of products, services and solutions over the years to better serve our customers and market participants. As a result of these efforts, we now have a well-developed market ecosystem that caters to varying risk appetites and investing needs.

## OUR MULTI-ASSET MARKETPLACE

### Securities Market

#### MAIN MARKET

Prime market for listing of established or sizeable corporations as well as other products

#### ACE MARKET

Sponsor-driven listing destination aimed at corporations with good business prospects

#### LEAP MARKET

Adviser-driven market for small and medium enterprises catering to sophisticated investors

#### BURSA MALAYSIA-i

End-to-end Shariah-compliant securities trading and investing platform

### Derivatives Market

Futures and Options Exchange comprising commodity, financial, equity and currency derivatives products

### Shariah-compliant platforms



Shariah-compliant commodity Murabahah trading platform



Malaysia's voluntary carbon and renewable energy certificate market. World's first Shariah-compliant carbon exchange

#### BURSA GOLD DINAR

Shariah-compliant gold investment platform

### Others

#### LABUAN INTERNATIONAL EXCHANGE (LFX)

An offshore listing platform based in Labuan



A fundraising platform primarily for listed and unlisted small to mid-sized companies to raise funds via the issuance of credit-rated investment notes

*Note: Joint venture with RAM Holdings Berhad*

#### EXEMPT REGIME

A platform to list sukuk and debt securities for visibility and profiling (non-trading) purposes

#### BURSA FUND PLATFORM

An interactive information platform for unit trusts and wholesale funds



**OUR PRODUCTS**

**Securities Market**

We operate Malaysia's securities market, facilitating the buying and selling of equities and equity-related products. It comprises three markets, covering 22 economic sectors and 51 economic activities.

Market  
Capitalisation

**RM2.1**  
trillion

**MAIN MARKET**

**791**  
Companies

Real Estate Investment  
Trusts (REITs)<sup>1</sup>

**20**

**17**

Exchange-traded Funds (ETFs)

Structured Warrants

**1,100**

**1**

Exchange-traded Bonds and  
Sukuk (ETBS)

Stapled  
Securities<sup>2</sup>

**1**

Special Purpose  
Acquisition  
Company<sup>2</sup>

**1**

Closed-End Fund<sup>2</sup>

**1**

**ACE MARKET**

**201**  
Companies

**LEAP MARKET**

**47**  
Companies

**Other Products**

Indices

**33**

Malaysian  
Government Securities

**35**

Malaysian Government  
Investment Issues

**30**

Note:

As at 31 December 2024

<sup>1</sup> Including Stapled Securities and Business Trust

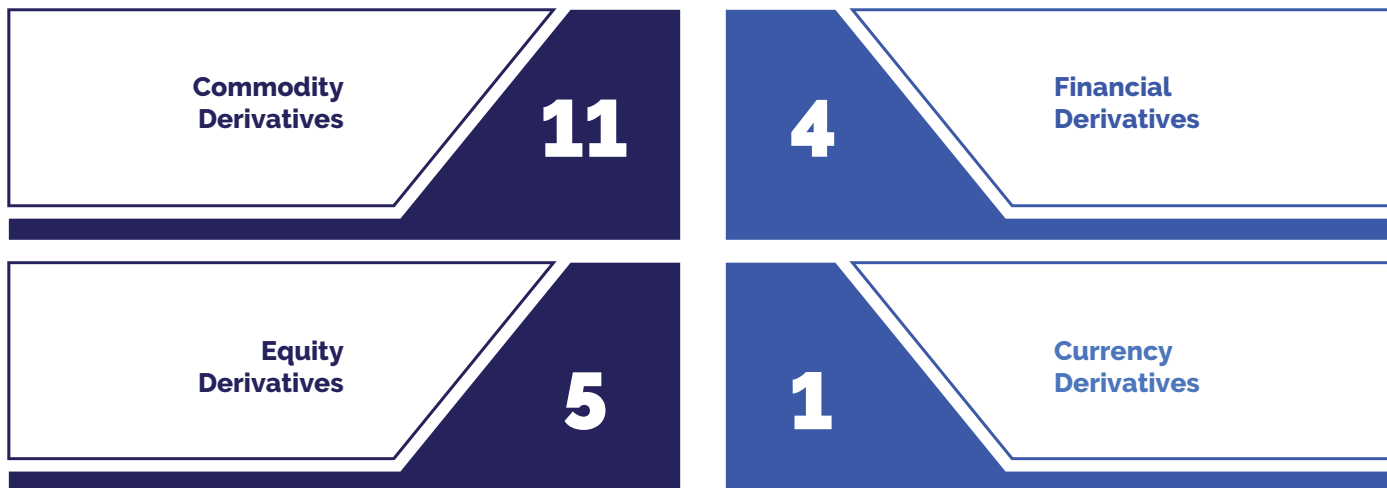
<sup>2</sup> Included in the MAIN Market PLCs count

## Who We Are

### OUR PRODUCTS

#### Derivatives Market

We offer derivatives products covering commodity, equity, financial and currency.



#### Islamic Markets

Our Islamic Markets, consisting of Bursa Malaysia-i, which serves as a fully integrated Shariah-compliant securities exchange, and the Bursa Suq Al-Sila' platform, which facilitates Islamic finance transactions including liquidity management, provide a diverse range of ethical investment opportunities. Additionally, we operate the Bursa Gold Dinar platform, enabling retail investors to invest in gold in compliance with Shariah principles. These platforms, along with our suite of Shariah-compliant products below, reinforce our commitment to growing Malaysia's Islamic capital market.



<sup>1</sup> Including Stapled Securities

### OFFSHORE

We operate the LFX, which is based in Labuan.

LFX Market Capitalisation

→ USD22.0 billion

Bond Listings\*



Sukuk Listings



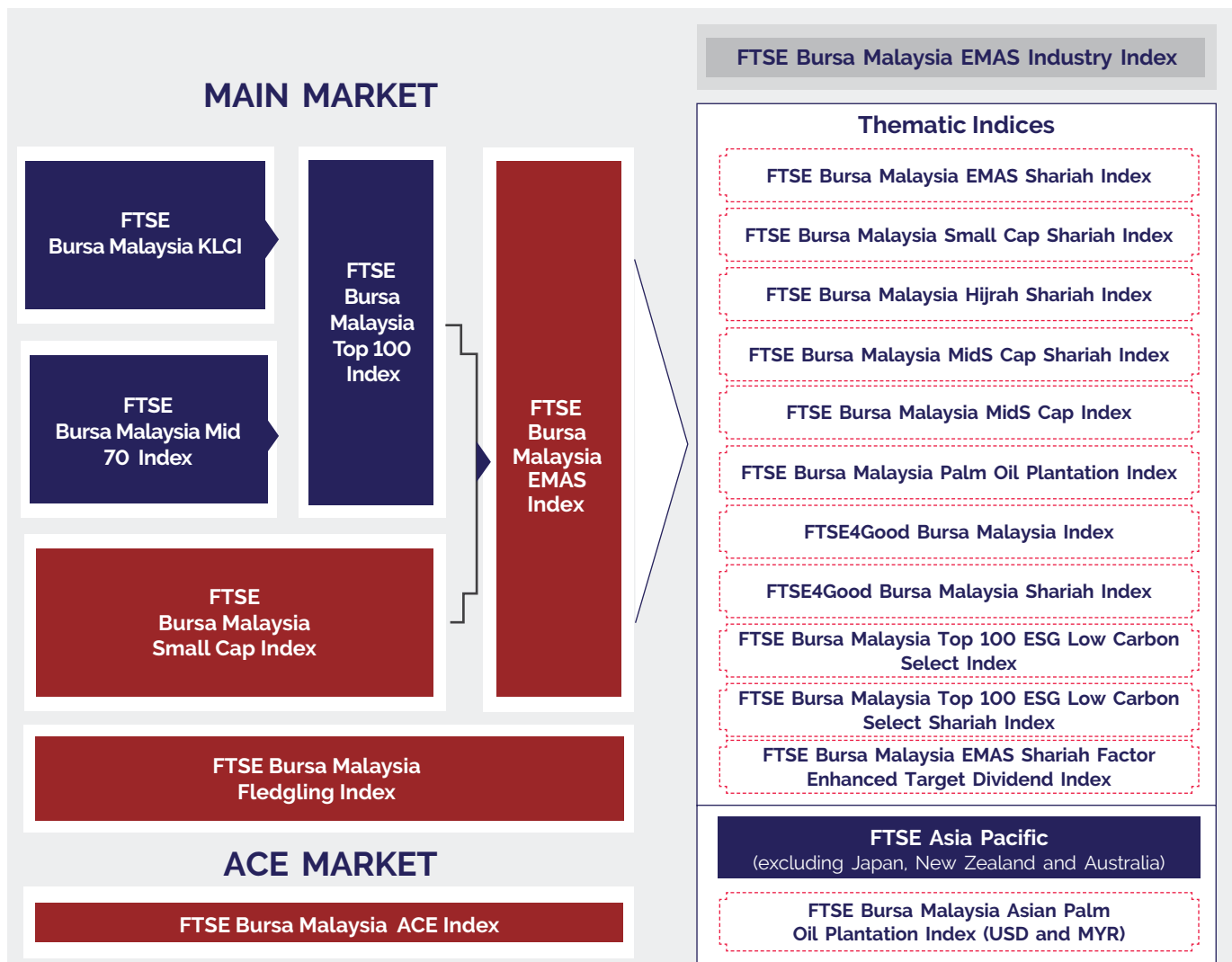
\*Includes Loan Notes

Note: As at 31 December 2024

## OUR SERVICES

- 01 Trade and post-trade services**, including trading, clearing, settlement and depository
- 02 Technology infrastructure and services**, to support our markets and the Exchange's operations
- 03 Data as a business**, e.g. market and ESG data, analytical solutions, and indices which provide greater insight into our marketplace
- 04 Bursa Marketplace**, an online platform that provides investors and traders with the information they need to make informed investment and trading decisions
- 05 Bursa Sustain**, a repository of information on CG, sustainability and responsible investment
- 06 Bursa Academy**, a one-stop e-learning platform offering educational programmes on our markets, products and services
- 07 Bursa Anywhere**, the first mobile application in ASEAN for retail investors to manage their Central Depository System accounts through their mobile devices
- 08 MyBURSA**, a personalised and centralised customer portal aimed at enhancing trading experience for users by offering features such as market data, personalised dashboards, and tools for managing trades and investments
- 09 ESG Reporting Platform**, a repository for disclosures that conform to the prescribed format mandated under the MAIN Market Listing Requirements (LR) and ACE Market LR
- 10 BURSA REACH**, the Remisier Acquisition Hub, Malaysia's first profiling platform, dedicated to featuring and facilitating better connections between dealer's representatives and investors, beyond traditional channels
- 11 CSI Solution**, supports Malaysian companies integrating ESG into their business strategies and operations, facilitating their ESG disclosures and boosting their overall competitiveness

## OUR INDICES



# Our Investment Proposition

## 2024 Key Highlights

### FINANCIAL

OPERATING REVENUE

**RM757.7** million  
(2023: RM592.8 million)

MARKET CAPITALISATION

**RM7.3** billion  
(2023: RM5.6 billion)

SHAREHOLDERS' EQUITY

**RM873.8** million  
(2023: RM823.1 million)

DIVIDEND PAYOUT RATIO

**93.9%**  
(2023: 93.0%)

PROFIT AFTER TAX, ZAKAT AND MINORITY INTEREST

**RM310.1** million  
(2023: RM252.4 million)

RETURN ON EQUITY

**36.6%**  
(2023: 31.4%)

### BUSINESS

Introduced **MyBURSA**, a personalised and centralised customer portal designed to enhance the trading experience for users.

Launched **Bursa Gold Dinar (BGD)**, and introduced new features namely Zakat Information, Gold Price Alert, and Exchange feature.

Launched **CSI Solution** with the London Stock Exchange Group to help Malaysian companies integrate ESG practices into their business strategies and operations.

Launched **DCE Soybean Oil Futures Contract (FSOY)**, the first non-palm-based edible oil futures contract listed on Bursa Malaysia.

Introduced **BURSA REACH**, a new platform that connects investors directly with dealer's representatives.

Launched **USD-denominated Used Cooking Oil FOB Straits (Platts) Futures Contract (FUCO)**.

### SUSTAINABILITY

TOTAL ELECTRICITY CONSUMPTION\*

**7,473.5 MWh**  
(2023: 8,139.9 MWh)

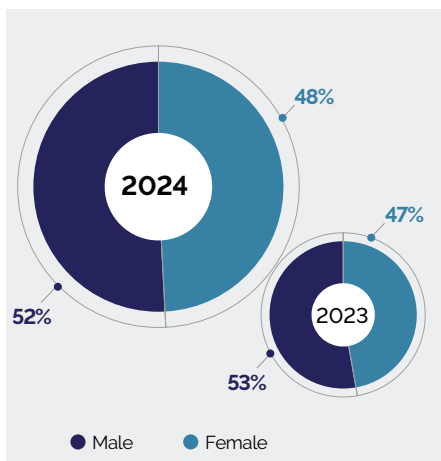
\* Including electricity consumption from Bursa Bull Charge (BBC) 2024

TOTAL GREENHOUSE GAS EMISSIONS

**2,256.6 tCO<sub>2</sub>e**  
(2023: 3,633.7<sup>^</sup> tCO<sub>2</sub>e)

- With the utilisation of renewable energy certificates  
^ Reinstated to include emissions from BBC2023

GENDER



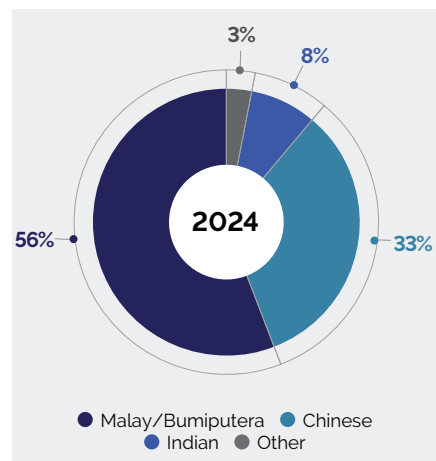
NUMBER OF EMPLOYEES

**681**  
(2023: 639)

AGE

< 30 years **12%**  
30-50 years **58%**  
> 50 years **30%**

ETHNICITY



## Our Value Proposition

### A Multi-Asset Exchange

The Exchange is innovating and broadening its offerings across asset classes to better serve stakeholder needs. Our innovations include the BCX, BGD, BR Capital's debt fundraising platform and the CSI Solution.

### Our Crude Palm Oil Futures (FCPO) acts as the global price benchmark for the commodity

Bursa Malaysia is the world's biggest palm oil futures trading hub. Our FCPO contract has long been recognised as the global price benchmark for the palm oil industry.

### Highest number of PLCs in ASEAN

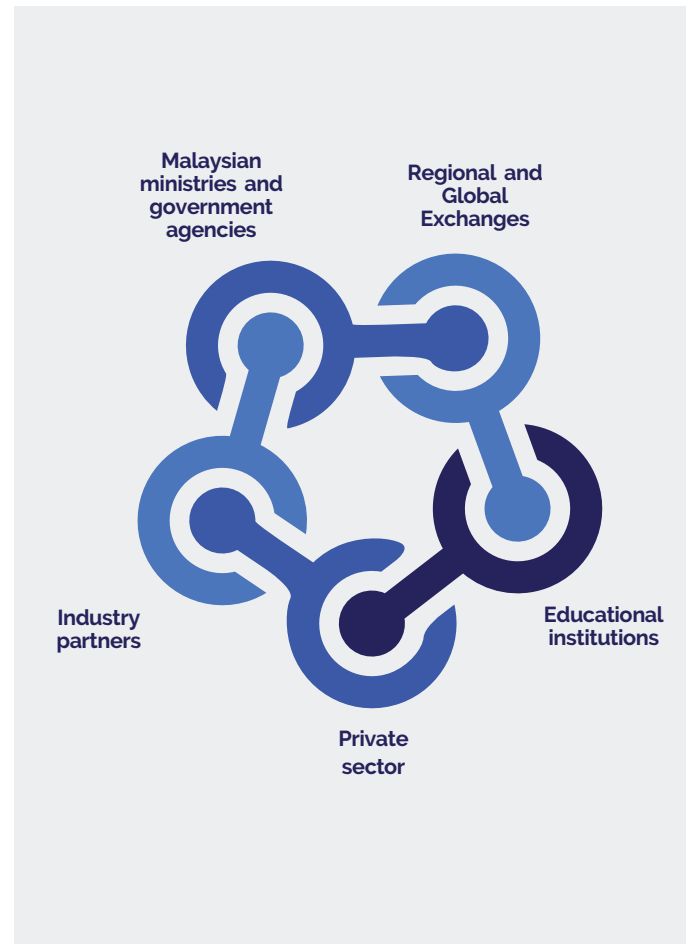
Bursa Malaysia is home to 1,039 PLCs, the highest among ASEAN exchanges.\*

*\*As at 31 December 2024*

### We are the leading exchange in the Islamic capital market

Bursa Malaysia is globally recognised as the most diverse and innovative exchange in Shariah-compliant trading and investment, a distinction earned from pioneering innovations in the Islamic capital market. These include Bursa Malaysia-i and Bursa Suq Al-Sila', which represent world's firsts in Shariah-compliant investing and trading platforms.

## Our Strategic Alliances



## Our Awards and Recognition

<p><b>The Edge Billion Ringgit Club Awards 2024</b></p>	<ul style="list-style-type: none"> <li>• Highest return on equity over three years in the financial services sector (below RM10 billion market capitalisation)</li> <li>• Best Corporate Responsibility Initiatives (below RM10 billion market capitalisation)</li> </ul>
<p><b>Islamic Finance News Service Providers Poll 2024</b></p>	<ul style="list-style-type: none"> <li>• Best Stock Exchange for Islamic Listings (7<sup>th</sup> consecutive wins since the category was introduced in 2018)</li> <li>• 2<sup>nd</sup> runner-up for Bursa Suq Al-Sila' for the Best Interbroker for Islamic Transactions</li> </ul>
<p><b>Regulation Asia Awards for Excellence 2024</b></p>	<p>ESG Industry Collaboration of the Year, in recognition of the CSI Solution</p>
<p><b>Forward Faster Sustainability Awards 2024</b></p>	<p>The Science Based Targets initiative Validators Recognition by United Nations Global Compact Network Malaysia and Brunei</p>
<p><b>UN Women* Asia-Pacific Women Empowerment Principles Awards 2024 (Malaysia)</b></p>	<p>Winner of Transparency and Reporting category</p>

\* United Nations Entity for Gender Equality and the Empowerment of Women

# Group Corporate Structure



**BURSA MALAYSIA  
INFORMATION SDN BHD**

Registration No.  
198601003802 (152961-H)

100%

**Date of Incorporation**  
2 May 1986

**Principal Activities**  
Compiles, provides and disseminates prices and other information relating to securities quoted on the securities and derivatives exchanges as well as data reported from the bond platform

**BURSA MALAYSIA  
BONDS SDN BHD**

Registration No.  
199401033782 (319465-T)

100%

**Date of Incorporation**  
11 October 1994

**Principal Activities**  
Provides, operates, and maintains an electronic trading platform for the bond market

**BURSA MALAYSIA ISLAMIC  
SERVICES SDN BHD**

Registration No.  
200901010654 (853675-M)

100%

**Date of Incorporation**  
15 April 2009

**Principal Activities**  
Provides, operates, and maintains a Shariah-compliant commodity trading platform

**BURSA MALAYSIA CARBON  
MARKET SDN BHD**

Registration No.  
202201039635 (1485332-M)

100%

**Date of Incorporation**  
26 October 2022

**Principal Activities**  
Provides, operates and maintains a voluntary carbon market exchange

**BURSA MALAYSIA CARBON  
MARKET NOMINEES SDN BHD**

Registration No.  
202201039730 (1485427-M)

100%

**Date of Incorporation**  
26 October 2022

**Principal Activities**  
Acts as a custodian for the voluntary carbon market exchange

**PUBLIC COMPANY LIMITED  
BY GUARANTEE**

**YAYASAN BURSA MALAYSIA**

Registration No.  
199801008425 (464552-M)

**Date of Incorporation**  
24 June 1998

**Principal Activities**  
Provide funds or support to Malaysian individuals and organisations by way of scholarships, grants, donations and other forms of financial assistance for educational, research and charitable purposes

**LABUAN INTERNATIONAL  
FINANCIAL EXCHANGE INC**

Company No.  
LL02032

100%

**Date of Incorporation**  
30 July 1999

**Principal Activities**  
Provides, regulates and maintains facilities for conducting the business of a financial exchange. The Company is a financial exchange based in Labuan

**BURSA MALAYSIA  
DIGITAL SDN BHD**

Registration No.  
202201039636 (1485333-H)

100%

**Date of Incorporation**  
26 October 2022

**Principal Activities**  
Provides, operates and maintains a Shariah-compliant market for precious metals and commodities

# 2024 Key Corporate Events and News

## JANUARY

- 16 — Launched Bursa Malaysia as a Multi-Asset Exchange, symbolised with a refreshed brand logo together with new asset classes and customer-centric services - a gold investment app (Bursa Gold Dinar); a customer portal (MyBURSA); and a platform that connects investors directly with dealer's representatives (BURSA REACH).
- Bursa Carbon Exchange (BCX) signed a Memorandum of Collaboration (MOC) with the Malaysian Photovoltaic Industry Association to enhance Malaysia's renewable energy certificates (RECs) market.
- 23 — Launched the SME X Platform in collaboration with the Companies Commission of Malaysia to facilitate corporate fundraising and support small and medium enterprises in their growth and business expansion.

## FEBRUARY

- 15 — Announced a collaboration on the ASEAN-Interconnected Sustainability Ecosystem (ASEAN-ISE) with Indonesia Stock Exchange, The Stock Exchange of Thailand and Singapore Exchange, advancing ASEAN's sustainable development through the implementation of common environmental, social and governance (ESG) metrics in their respective data infrastructures.
- 26 — Made a joint commitment with the Securities Commission Malaysia (SC) to an expedited three-month approval period for initial public offerings (IPO) on both the MAIN Market and the ACE Market. The commitment is applicable to new IPO applications received from 1 March 2024.

## MARCH

- 04 - 06 — Hosted 35<sup>th</sup> Palm and Lauric Oils Price Outlook Conference and Exhibition 2024. The flagship event gathered some 1,900 global industry leaders, subject matter experts and decision-makers from 58 countries for insightful discussions, dynamic networking and exploration of the industry's future.
- 07 — Led ASEAN exchanges to partner with Macquarie Capital to host Invest ASEAN Conference 2024 in Melbourne, Australia, themed 'Gateway to ASEAN Investment: Empowering Opportunities for Sustainable Growth' to promote ASEAN capital markets as a compelling investment destination. The conference attracted about 200 delegates with combined Asset Under Management (AUM) of over USD1.35 trillion.
- 08 — Conducted a 'Ring the Bell for Gender Equality' ceremony in celebration of the International Women's Day, reaffirming Bursa Malaysia's commitment to gender equality and women's empowerment in the capital market. The event was held in collaboration with LeadWomen as well as the United Nations Women Regional Office for Asia and the Pacific.
- 14 — Bursa Malaysia Derivatives (BMD) recorded an all-time high in daily open interest for the benchmark Crude Palm Oil Futures (FCPO) contract, which reached 299,190 contracts, surpassing the previous high of 287,859 on 10 September 2014. This coincides with a new peak in combined open interest for all products totalling 360,132 contracts, exceeding the previous high of 346,403 contracts on 26 February 2020.
- 18 — Commenced trading of Bursa Malaysia DCE Soybean Oil Futures contract, expanding the breadth of BMD's commodity offerings and enhancing global accessibility and interest in the Malaysian derivatives market.
- 20 — Organised our annual *Rewang Ramadan* event with *Program Perumahan Rakyat's* community in Seri Alam, as part of Bursa Malaysia's corporate social responsibility initiative under Yayasan Bursa Malaysia. The event was supported by MyFundAction and Fraser & Neave Holdings Berhad.
- 22 — Hosted over 80 children from *Pusat Tahfiz Darus Syabab (PTDS)* and *Rumah Amal Asnaf Al-Barakh (RAAA)* in Kuala Lumpur, for Bursa Malaysia's annual *Iftar Perdana*. Contributed RM20,000 to RAAA for the children's education and living expenses, with an additional RM20,000 contribution to PTDS sourced from zakat returns (Corporate) from Federal Territory Islamic Financial Religious Council Zakat Collection Centre.
- 25 — Announced an inaugural listing of Business Trusts (BT), an alternative listing structure that facilitates capital raising by entities seeking an IPO on Bursa Malaysia. The debut listing of Shariah-compliant Prolintas Infra BT marked the first BT listed on the MAIN Market.
- 26 — Announced the appointment of Encik Redza Goh and Puan Sharifatu Laila Syed Ali as Independent Non-Executive Directors effective 27 March 2024.
- Recorded a new peak in open interest for all BMD products combined at 366,962 contracts, exceeding the previous record of 360,132 contracts on 14 March 2024.
- Held Bursa Malaysia's hybrid 47<sup>th</sup> Annual General Meeting.



## APRIL

- 01 — Introduced an Application Programming Interface Gateway to improve Central Depository System's account opening process that can be utilised by Participating Organisations or Authorised Depository Agents.
- 16 — Signed a Memorandum of Understanding (MOU) to collaborate with the UK government's Mobilising Institutional Capital Through Listed Product Structures (MOBILIST) programme, enabling greater investment to support energy transition and advancing the United Nations Sustainable Development Goals in Malaysia. The collaboration aims to pinpoint sustainable investment products with a clear pathway to list on the Exchange.
- 23 — Co-hosted Invest Malaysia 2024 with China International Capital Corporation Limited and Malayan Banking Berhad (Maybank) themed 'Regaining Malaysia's Lead in Asia', which attracted 300 delegates with a combined AUM of approximately USD4.8 trillion.
- 25 — Collaborated with the SC to organise 2<sup>nd</sup> Nadwah of Shariah Advisers Islamic Capital Market 2024, an annual gathering of the Islamic capital market (ICM) industry players. Themed '*Maqasid Al-Shariah* Guidance in ICM Malaysia', the event explored how the principles of *Maqasid Al-Shariah* guide and inform various aspects of the ICM landscape in Malaysia.
- 26 — Held the 11<sup>th</sup> Annual Bursa Excellence Awards 2023 Ceremony themed 'Growth to Excellence, Redefining the Market's Future' to recognise the achievements of brokers and market intermediaries across the securities, derivatives and Islamic markets, awarding 53 accolades in 23 categories. The event also presented awards to 76 winners of the Retail Investor Campaign and six awards for the Mirror, Learn and Trade Analyst Award.

## MAY

- 07 — Unveiled the Bursa Remisier Acquisition Hub (BURSA REACH), Malaysia's first profiling platform dedicated to featuring dealer's representatives and investors, beyond traditional channels.
- 11 - 12 — Hosted the flagship retail investment event, Bursa Marketplace Fair 2024 in Kota Kinabalu, Sabah, themed 'Invest Today, Harvest Tomorrow', promoting financial literacy and enhancing knowledge on investing opportunities in various asset types offered on our markets.
- 16 — Co-hosted the Oil and Gas Services and Equipment 100 CEOs Forum 2024 with Malaysia Petroleum Resources Corporation at the Exchange, facilitating engagement between the Ministry of Economy and key industry stakeholders on the National Energy Transition Roadmap (NETR).
- 20 — Introduced Trading Reminders, a new tool highlighting listed companies that exhibit unusual trading activity to safeguard investor protection. This will be in addition to the Unusual Market Activity queries by the Exchange that prompt public disclosure from public listed companies (PLCs) experiencing significant, unexplained price or volume movements.

## JUNE

- 06 — Announced the results of the FTSE Bursa Malaysia Index Series Semi-Annual Review, which saw one constituent change to FTSE Bursa Malaysia KLCI (FBMKLCI), nine constituent changes to FTSE Bursa Malaysia Mid 70 Index and one constituent change to FTSE Bursa Malaysia Hijrah Shariah Index.
- 13 — Announced the results of the FTSE4Good Bursa Malaysia (F4GBM) Index and FTSE4Good Bursa Malaysia Shariah (F4GBMS) Index June 2024 Semi-Annual Review, which saw 12 additions to the F4GBM Index, bringing the total number of constituents to 120. Separately, the F4GBMS Index saw nine additions and one deletion, resulting in the total number of constituents rising to 95.
- 21 — Launched the Centralised Sustainability Intelligence (CSI) Solution to support Malaysian companies integrate ESG into their business strategies and operations, facilitating their ESG disclosures and boosting their overall competitiveness.
- 25 — BCX successfully conducted its inaugural RECs auction with hydropower RECs from Sarawak Energy Berhad, with 15 buyers from various industries, establishing BCX as a one-stop, Shariah-compliant, multi-environmental product exchange.
- 28 — Announced the appointment of YM Raja Datin Paduka Teh Maimunah binti Raja Abdul Aziz as Public Interest Director and Independent Non-Executive Director effective 1 July 2024.

## 2024 Key Corporate Events and News

### JULY

- 03 — Successfully registered the Malaysia Carbon Market Association (MCMA), which Bursa Malaysia is one of nine founding members, with the Registrar of Societies Malaysia ahead of Malaysia taking over the Chairmanship of ASEAN in 2025. MCMA aims to advocate for a vibrant carbon market by accelerating demand, catalysing supply, developing high-quality carbon projects, contributing to national policy formulation, fostering talent development and collaborating with international and domestic partners to enhance carbon price efficiency and support carbon projects.
- 12 — Hosted the 37<sup>th</sup> ASEAN Exchanges Chief Executive Officers' (CEOs) Meeting, bringing together CEOs from the six major exchanges in ASEAN to discuss initiatives aimed at making the region more competitive, focusing on the sustainability ecosystem and regional market connectivity. The exchanges agreed to jointly pursue the collaboration to offer Depository Receipts (DRs) in their respective exchanges, expanding access for domestic investors to investment opportunities in neighbouring countries. The meeting also welcomed the Philippine Stock Exchange into the ASEAN-ISE initiative.
- 15 — Launched the PRIBUMI Bursa Malaysia Zakat Index (PBMZI) in collaboration with Persatuan Remisier Bumiputera Malaysia. The PBMZI integrates Islamic financial principles with ESG and sustainable and responsible investment elements and is designed to promote greater recognition of PLCs that choose to adopt corporate Zakat practice.
- 25 — Conducted first Malaysian carbon credits auction with the Kuamut Rainforest Conservation Project, marking a significant milestones for BCX. The auction introduced the Malaysia Nature-based Plus Carbon Contract generated via a domestic forestry project, expanding BCX's offerings to include both local and global carbon credits.
- 29 — Bursa Malaysia RAM Capital Sdn Bhd's (BR Capital) platform successfully facilitated the maiden issuance of an investment note. The City Coin Technology Berhad's Islamic Investment Note was fully subscribed after going live on 25 July 2024. The investment note has a tenure of two years, a profit rate of 7.65% per annum and is rated R4 by RAM Rating Services Berhad.

### AUGUST

- 01 — Collaborated with the Malaysia Centre for the Fourth Industrial Revolution (MYCentre4IR) to launch the Malaysia Centre4IR ESG Innovation Challenge, involving startups and entrepreneurs in Malaysia and around the world. The challenge aligns with Pillars 2, 4 and 5 of Bursa Malaysia's PLC Transformation Programme.
- 08 — Hosted the second Malaysia Carbon Market Forum themed 'Empowering Climate Actions through Carbon Market' to advance Malaysia's carbon market ecosystem in support of the national climate agenda. Three roundtable sessions were held leading up to the forum, with themes on the ASEAN Common Carbon Framework (ACCF) and calls for the implementation of a compliance carbon market.
- 20 & 22 — Co-hosted the East Malaysia Palm Oil Forum in Kota Kinabalu, Sabah and Kuching, Sarawak with the Malaysian Palm Oil Council to drive impactful dialogue and forge strategic partnerships to enhance the competitiveness of East Malaysia's palm oil sector.
- 23 — Won The Edge Billion Ringgit Club Awards for the 'Highest Return on Equity Over Three Years' in the financial services sector and 'Best Corporate Responsibility Initiatives' for the category of companies with market capitalisation below RM10 billion.
- 27 - 28 — Co-hosted Invest Malaysia 2024 in Singapore with Macquarie Capital Securities themed 'Where Policy Meets Progress', which saw about 400 delegates with a combined AUM of USD12.0 trillion.
- 30 — Received the Science Based Targets initiative Validators Recognition for Bursa Malaysia's near-term and net zero targets. This recognition positions Bursa Malaysia as the first exchange in Asia to achieve such a milestone, highlighting its leadership in climate action and commitment to sustainable practices.

### SEPTEMBER

- 06 — Entered into an MOC with MyDIGITAL Corporation to empower Malaysian PLCs to achieve their ESG goals through the adoption of digital technologies, enabling parties to explore a range of initiatives and innovative solutions that address industry challenges, increasing corporate competitiveness as well as benefitting businesses and the environment.
- 9 — Successful go-live of BCX's RECs continuous trading. This extends the previous RECs auction capability and includes the facilitation of off-market transactions on the BCX.
- 10 — Onboarded M&A Securities Sdn Bhd to offer Islamic stockbroking services.

- 12 — Hosted Invest Malaysia 2024 in Hong Kong, which centred around the New Industrial Master plan 2030 and NETR. Themed 'Where Policy Meets Progress', the event attracted 350 participants with a combined AUM of approximately USD3.0 trillion.
- 24 — Issued a consultation paper seeking public feedback on the proposed sustainability reporting enhancements to the MAIN Market Listing Requirements (MAIN LR) and ACE Market Listing Requirements (ACE LR) in line with the National Sustainability Reporting Framework.
- 26 — Co-hosted Invest Malaysia - Iskandar 2024 with Maybank, CIMB Securities Sdn Bhd and HSBC Malaysia. Themed 'Where Policy Meets Progress', the event saw about 595 local and foreign participants, with a combined AUM of USD13.5 trillion.

## OCTOBER

- 01 — Collaborated with TNG Digital Sdn Bhd and Affin Hwang Investment Bank Berhad to launch e-Trade, the first securities market trading feature within the TNG eWallet, making stock investments more accessible to the public.
- 09 — Named 'Best Stock Exchange for Islamic Listings' by Islamic Finance News (IFN) at the IFN Services Providers Poll 2024, winning the category for the seventh consecutive year.
- 15 — Announced as the Winner of the UN Women Asia-Pacific Women Empowerment Principles Awards 2024 (Malaysia) in the Transparency and Reporting category.
- 19 — Partnered with Universiti Malaysia Perlis to organise *Karnival Saham Perlis bersama Bursa Malaysia* to enhance financial literacy and encourage active trading and informed investments among community in the northern state.
- 26 — Organised the 8<sup>th</sup> edition and the first-ever night run of Bursa Malaysia's flagship corporate charity run, the Bursa Bull Charge 2024, themed 'Run the Talk'. Over 700 runners from more than 70 corporations raised about RM1.0 million for six beneficiaries whose projects focus on climate action and environmental protection.

## NOVEMBER

- 04 — Accorded the ESG Industry Collaboration of the Year Award at the 7<sup>th</sup> Regulation Asia Awards for Excellence 2024 in recognition of the CSI Solution's engagement and impact in fostering strong cross-industry partnerships to advance sustainability standards and ESG practices.
- 04 - 08 — Held the inaugural Climate Week themed 'From Aspiration to Action: Unlocking Green Financing', which saw over 1,700 attendees comprising industry leaders, PLCs, startups and the general public. The event started with the symbolic 'Ring the Bell for Climate' ceremony to combat the climate crisis and advance sustainability efforts. During the week, Bursa Malaysia also launched the Corporate Sustainability Practitioner Competency Framework 2.0 in collaboration with the United Nations Global Compact Network Malaysia and Brunei.
- 07 — Announced the five winners of the MYCentre4IR ESG Innovation Challenge 2024 who each received RM100,000 in bridge funding to implement their proof-of-concept with their respective corporate partners namely CJ Century Logistics Holdings Berhad, Globetronics Technology Berhad, Maybank, REDtone Digital Berhad and Sunway Innovation Labs (representing Sunway Group).
- 08 — BMD recorded an all-time high monthly trading volume for all its products combined with a total of 2.34 million contracts traded in October 2024. The monthly average daily contracts also hit a record high at 106,385 contracts in the same month. The increase was primarily fuelled by the exceptional performance of FCPO with a historic monthly trading volume of 2.13 million contracts.
- 09 - 10 — Hosted Bursa Marketplace Fair 2024 in Kuching, Sarawak, themed 'Invest Today, Powering the Future', as part of Bursa Malaysia's ongoing efforts to promote financial literacy and encourage a culture of active learning and informed investing among the Malaysian public.
- 12 — Hosted Invest Malaysia Special Series with BFM Media themed 'The US Election's Impact on Malaysia's Growth Trajectory', bringing together selected groups of business leaders, industry players and experts to discuss the implications of the US presidential election on Malaysia's economic and strategic future.
- 12 - 19 — Participated in the 29<sup>th</sup> Conference of the Parties to the United Nations Framework Convention on Climate Change in Azerbaijan and facilitated the MOC among five ASEAN carbon associations, namely the MCMA, ASEAN Alliance on Carbon Market, Indonesia Carbon Trade Association, Thailand Carbon Markets Club and Singapore Sustainable Finance Association, supporting the implementation of the ACCF.

## 2024 Key Corporate Events and News

- 19 — Collaborated with INCEIF University to host the inaugural Bursa Malaysia Shariah Roundtable 2024, which saw the participation of 65 key stakeholders including regulators, Shariah scholars and leading industry players from the Islamic banking and finance sectors.
- 19 - 21 — Hosted the 63<sup>rd</sup> WFE General Assembly and Annual Meeting, which saw the participation of more than 300 delegates and representatives of 50 organisations from around the world.
- 21 — Signed a MOU with the ASEAN exchanges to collaborate on offering DRs on their respective exchanges, enhancing investment opportunities for domestic investors across the region.
- 29 — Recorded an all-time high monthly trading volume for all BMD products combined, with a total of 2.38 million contracts traded in November 2024. The monthly average daily contracts also hit a record high at 113,234 contracts. These came on the back of FCPO's exceptional performance with its historic monthly trading volume of 2.11 million contracts.

### DECEMBER

- 02 — The commencement of BCX's continuous trading service offering Gold Standard carbon credits.
- 05 — Announced the results of the FTSE Bursa Malaysia Index Series Semi-Annual Review, which saw two constituent changes to FBMKLCI, nine constituent changes to FTSE Bursa Malaysia Mid 70 Index and one constituent change to FTSE Bursa Malaysia Hijrah Shariah Index.
- 09 — BR Capital launched a secondary market for its debt fundraising and investment, enabling investors to buy or sell investment notes issued on the BR Capital's platform and enhancing the liquidity and flexibility of the investment notes.
- 10 — The listing of the world's first waqf-featured exchange-traded fund (ETF), Eq8 FTSE Malaysia Enhanced Dividend waqf ETF (EQ8WAQF) on the MAIN Market, through a strategic collaboration between Eq8 Capital Sdn Bhd and Yayasan Waqaf Malaysia.
- 12 — Announced the results of the F4GBM Index and F4GBMS Index December 2024 Semi-Annual Review, which saw 28 companies added and one company excluded to the F4GBM Index constituents, bringing the total number of constituents to 147. Meanwhile, the F4GBMS Index saw 22 inclusions and two exclusions, bringing the index's constituent count to 115. The recent review represents the highest number of inclusions since the indices were launched in 2014 and 2021, respectively.
- 16 — BMD launched the USD-denominated Used Cooking Oil FOB Straits (Platts) Futures Contract (FUCO). A total of 42 FUCO contracts, representing 1,050 metric tonnes of used cooking oil, was transacted on the first trading day.
- 20 — Celebrated Bursa Malaysia's IPOs achievement with a total of 55 companies being listed on the Exchange in 2024, representing a significant 72% increase compared to 32 IPOs recorded in 2023. This marks the highest number of listings in 19 years, reinforcing Bursa Malaysia's position as a preferred platform for companies to raise their profile and seek capital for growth and expansion.
- 23 — Issued enhancements to the MAIN LR and ACE LR to require sustainability reporting using the International Financial Reporting Standards (IFRS) S1 General Requirements for Disclosure of Sustainability-related Financial Information and the IFRS S2 Climate-related Disclosures (IFRS Sustainability Disclosure Standards). In addition, introduced requirements for in-person and hybrid general meetings as well as publication of listing advisers' name in public documents for a specified period.
- 26 — Launched the Enhanced Sustainability Explainer Video Series (Video Series) in conjunction with the enhancements to the sustainability reporting requirements in the MAIN LR and the ACE LR. The Video Series is aimed at providing additional guidance to PLCs in comprehending the use of the IFRS Sustainability Disclosure Standards as the baseline standards for sustainability reporting in Malaysia.
- Issued a public consultation on the proposed amendments to the Rules of Bursa Malaysia Depository Sdn Bhd to facilitate Bursa Malaysia's move towards embracing further digitisation in the issuance of securities account statements to depositors, as part of Bursa Malaysia's ongoing commitment to enhance operational efficiencies and sustainable practices.

SECTION **2**

# LEADERSHIP STATEMENTS

Chairman's Statement

20

Chief Executive Officer's Review

26





**Tan Sri Abdul Wahid Omar**  
Chairman

# Chairman's Statement

Dear Stakeholders,

2024 was a defining year for Bursa Malaysia and the capital marketplace as we delivered on our Multi-Asset Exchange promise with an expanded suite of new asset classes, products, services, and solutions, true to our mission of **Creating Opportunities, Growing Value.**

## Chairman's Statement

On behalf of the Board, I am pleased to affirm that Bursa Malaysia remains steadfast in its journey of growth as it continues to evolve and innovate to deliver value to the nation and stakeholders, with resilience and foresight.

As the frontline regulator safeguarding the integrity and stability of our marketplace, we continue to deliver in our roles of maintaining a vibrant and orderly market, reducing systemic risk, and supporting fundraising, investing, and trading activities. While ensuring the market's transparency, efficient price discovery, and equal access to the marketplace for all participants, we have and will continue to elevate corporate governance and sustainability practices and disclosure among our public listed companies (PLCs).

The Exchange recorded many new market milestones, reflecting the dynamism and appeal of our marketplaces. Notably, we surpassed RM2.0 trillion in equities market capitalisation for the first time, while our derivatives market achieved a new high in annual trading volume for all products. Our carbon market now offers continuous trading of carbon credits and renewable energy certificates (RECs) in support of the nation's transition to a low-carbon economy. Concurrently, we have advanced our sustainability agenda by introducing enhanced reporting requirements and equipping PLCs with robust tools and actionable guidance to progress on their sustainability journeys. Amidst these developments, upholding market integrity as well as ensuring a fair and orderly ecosystem that safeguards investor confidence will always remain a priority.

Building on this momentum, Bursa Malaysia is actively spearheading regional collaborations among ASEAN exchanges, aiming to foster deeper economic integration across Southeast Asia. This initiative aligns strategically with Malaysia's ASEAN Chairmanship in 2025, a role that will enable the country to amplify regional cooperation efforts.

As the capital market is a key national growth engine and enabler, Bursa Malaysia remains committed to our purpose in powering a vital, virtuous cycle in the economy — where businesses have a conducive platform for fundraising for growth, while investors participate in value creation.

### 2024 REVIEW

While the operating environment in 2024 was shaped by geopolitical tensions, lingering concerns on inflation, and geoeconomic fragmentation, global economic growth remained relatively stable. According to the World Bank's January 2025 Global Economic Prospects, global growth stabilised at 2.7% in 2024 (2023: 2.7%), underpinned by resilient labour markets and global trade.

Meanwhile, Malaysia's economy demonstrated strength and momentum with gross domestic product (GDP) growth of 5.1% in 2024, up from 3.6% in 2023, fuelled by robust domestic demand and recovery in exports. Household spending was supported by positive labour market conditions and policy measures. Both public and private investment activities remained solid, underpinned by the

implementation of key national policies and initiatives such as those outlined in the National Energy Transition Roadmap and the New Industrial Master Plan 2030, alongside capacity expansions by companies, as well as the government's proactive move to boost foreign and domestic direct investments. The country's economic expansion was anchored by a strong banking system and a well-functioning, RM4.1 trillion capital market.

Specific to the Exchange, 2024 marked the first phase of implementing Bursa Malaysia's Strategic Roadmap 2024–2026, a blueprint of our journey to advance as a Multi-Asset Exchange. As Malaysia's capital market is integral to national economic growth and wealth creation, Bursa Malaysia continues to position itself as a key national growth enabler, fostering a more innovative and accessible marketplace, while championing sound practices to drive the national sustainability agenda among businesses.

### A CONDUCTIVE AND RELIABLE FUNDRAISING PLATFORM FOR BUSINESSES

Bursa Malaysia has remained a conducive and reliable fundraising platform for businesses of all sizes, meeting their capital needs across various maturity stages and supporting Malaysia's economic growth. With a solid foundation and track record spanning decades, Bursa Malaysia continues to be at lead in the ASEAN region in terms of number of PLCs, and have proven to also be the leading bourse in the region for capital raising.

I am pleased to share that we have made big strides in our IPO performance in 2024, welcoming 55 IPOs (2023: 32), marking the highest number of new listings on the Exchange since 2006. The IPOs also made Bursa Malaysia rank first in ASEAN in terms of number of IPOs and total IPO funds raised at RM7.4 billion (2023: 3.6 billion). Our Securities Market also facilitated RM7.3 billion funds raised via secondary market activities (2023: RM5.8 billion).

In our pursuit to diversify and offer additional fundraising avenues for businesses of different sizes, BR Capital now offers an alternative fundraising option for both listed and unlisted mid-tier companies. Following the launch of BR Capital in December 2023, the platform facilitated three campaigns (two companies) to raise RM15.0 million via the issuance of investment notes in 2024.

### A TRUSTED MARKETPLACE FOR WEALTH CREATION AND RISK MANAGEMENT

Bursa Malaysia continues to play a key role in expanding market accessibility and driving financial literacy. As a Multi-Asset Exchange, apart from securities and derivatives, we now offer a broader spectrum of investment opportunities through new asset classes such as gold dinar and fixed income investment notes, further democratising investment opportunities and promoting financial inclusion among Malaysians. A total of 147,752 new individual Central Depository System accounts were opened in 2024, a 52% growth compared to 2023. Meanwhile, encouraging take-up





**Integrating sustainability into the marketplace is not just a regulatory requirement but a strategic imperative. Embedding sustainability principles into our business operations and in PLCs ensures long-term value creation, risk mitigation, and enhanced resilience.**



was also observed on the newly launched Bursa Gold Dinar (BGD) and BR Capital platforms, with 34,753 and 1,374 registered individual user accounts, respectively, as at end-December 2024.

Bursa Malaysia Derivatives maintained its role as a robust marketplace for price discovery and risk management. In 2024, elevated commodity prices and a vibrant domestic equity market had bolstered risk-management demand, as reflected in a 26% increase in average daily contracts (ADC). The launch of the Bursa Malaysia DCE Soybean Oil Futures Contract (FSOY) and USD-denominated Used Cooking Oil FOB Straits (Platts) Futures Contract (FUCO) signifies our commitment to continuously diversify product offerings, whilst fortifying Bursa Malaysia's position as a global trading hub for edible oils.

Meanwhile, we continued to play an important role in advancing Islamic finance and addressing global Islamic liquidity requirements. In 2024, our Bursa Suq Al-Sila' platform saw a 5.4% increase in participation from both local and foreign participants, driven by the expansion of service offerings to cooperative societies. The introduction of the BGD, a Shariah-compliant gold investment platform, and the listing of the world's first waqf-featured exchange-traded fund further demonstrates our commitment to steering innovation in Shariah-compliant products and services that deliver societal benefits.

**Enhancing Sustainability in Our Marketplace**

Integrating sustainability into the marketplace is not just a regulatory requirement but a strategic imperative. Embedding sustainability principles into our business operations and in PLCs ensures long-term value creation, risk mitigation, and enhanced resilience. These practices are pivotal in attracting responsible investors, nurturing trust among stakeholders, and ensuring the stability and growth of the capital market. As we move forward with our Strategic Roadmap 2024-2026, our commitment to sustainability continues to be a cornerstone in our efforts to build a future-centric and responsible marketplace.

**ENHANCING PLCs' SUSTAINABILITY PRACTICES AND DISCLOSURES**

In 2024, Bursa Malaysia made significant strides in supporting PLCs on their journey towards enhanced sustainability reporting, compliance, and sustainable practices. Our initiatives were designed to foster awareness, provide guidance, and ensure smooth transitions to new reporting frameworks using the International Financial Reporting Standards (IFRS) S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures (collectively, the IFRS Sustainability Disclosure Standards) as the baseline standards for sustainability reporting, in line with the National Sustainability Reporting Framework (NSRF), thereby cultivating a culture of sustainability and transparency within the market. This included:

Running advocacy programmes for market intermediaries and PLCs, keeping them abreast of current and emerging industry issues, as well as updates to rules and regulatory requirements. In addition, we focused on building knowledgeable and sustainable PLCs through comprehensive training on board governance, conflict of interest management, and sustainability leadership.

Introducing the IR4U Capacity Building Series to create awareness on the importance of climate change disclosures and sustainability reporting, guiding PLCs for a smooth transition from the Sustainability Reporting Framework to NSRF.

Strengthening our efforts to build capacity and an inclusive sustainability ecosystem through collaborations with various stakeholders, including higher learning institutions, to identify and address potential gaps and capacity building needs on sustainability in the marketplace.

## Chairman's Statement

Our PLCs continue to make considerable progress in the adoption of sustainability principles, with 40 new constituents added to the FTSE4Good Bursa Malaysia Index and 31 constituents added to the FTSE4Good Bursa Malaysia Shariah Index, bringing total constituents to 147 and 115, respectively. We are also pleased to share that from June 2024, the FTSE4Good ESG Rating now covers all MAIN Market PLCs, and this will be expanded to include ACE Market PLCs from June 2025.

### DRIVING DECARBONISATION

At Bursa Malaysia, we recognise the critical role that decarbonisation plays in shaping a sustainable future, not just for our marketplace but for society at large. Although Malaysia contributes less than 1% of global greenhouse gas emissions, its commitment to reducing carbon emissions intensity per GDP by 45% by 2030 and achieving net zero emissions by 2050 underscores the nation's dedication to addressing the global climate challenge.

At the forefront of our efforts is the Bursa Carbon Exchange (BCX), a potential catalyst for the adoption of renewable energy and sustainable practices. While the carbon market ecosystem in Malaysia is still in its early years, we are working diligently with various partners to enhance the supply of Malaysian carbon credits. Since its launch in December 2022, the BCX has expanded its product offerings to include RECs issued under the globally recognised International Attribute Tracking Standard, owned by the I-TRACK Foundation (formerly known as I-REC Standard Foundation), and further broadened its suite with the adoption of the independent Gold Standard, for carbon credits. Continuous trading of RECs introduced in September 2024 encourages Malaysia's renewable energy adoption, following the inaugural hydro RECs auction in June 2024, and the inclusion of locally generated solar, bioenergy, and small hydro RECs in November 2024.

In an effort to expedite the growth of the Malaysian carbon market ecosystem, we collaborated with key industry players to establish the Malaysia Carbon Market Association (MCMA). Launched during our 2<sup>nd</sup> Malaysia Carbon Market Forum on 8 August 2024, this non-profit organisation represents the Malaysian carbon market and is a consortium of key players from both the private and public sectors, including a representative from Bursa Malaysia. The MCMA is dedicated to developing the country's carbon market ecosystem by promoting a vibrant voluntary carbon market, contributing towards national carbon market policies, and fostering strategic collaborations with domestic and international carbon market participants.

As Malaysia takes over chairmanship of ASEAN in 2025, Bursa Malaysia is instrumental in conceptualising the ASEAN Common Carbon Framework through the ASEAN Business Advisory Council of Malaysia. This initiative culminated in the memorandum of collaboration signed among five carbon market associations in the ASEAN region, with the exchange ceremony held in November 2024 at the 29<sup>th</sup> session of the



**Malaysia's ASEAN Chairmanship in 2025 presents a unique opportunity to lead initiatives that advance sustainable trade, and attract strategic investments across the region.**



Conference of the Parties to the United Nations Framework Convention on Climate Change (COP29) in Baku, Azerbaijan.

To facilitate companies in measuring their emissions and obtain access to green financing, we launched the Centralised Sustainability Intelligence (CSI) Solution, an initiative to facilitate sustainability disclosures by businesses. The CSI Solution serves to support the decarbonisation journey within key industries and to the pursuit of opportunities in the green economy. Businesses – both PLCs and small and medium enterprises (SMEs) – are encouraged to leverage the CSI Solution for their decarbonisation plans and drive the early adoption of internationally recognised sustainability disclosure standards.

### MOVING FORWARD

As we look ahead to 2025, we see both challenges and significant opportunities. Even with the continued uncertainties in the global macroeconomic landscape, the World Bank projects global economic growth to remain steady at 2.7% for two consecutive years, supported by moderating inflation and easing monetary policies that aid recovery. There are, however, downside risks to global economic growth, with heightened policy uncertainty and adverse trade policy shifts standing out as the most prominent challenges. These risks not only impact trade and investment decisions worldwide but also contribute to increased volatility in global financial markets. Furthermore, the intensification of global trade tensions has the potential to disrupt supply chains, undermining medium-term growth prospects by constraining innovation and impeding technology transfer.

Escalation of geopolitical risks could trigger renewed spikes in commodity prices, causing disruption to the disinflation process. Extreme heat and prolonged droughts amid elevated temperatures worldwide could have an impact on harvests, adding to price pressures. These uncertainties underline the critical need for resilience and adaptability as we address the complexities of the economic environment.



## The Exchange recorded many new market milestones, notably surpassing RM2.0 trillion in equities market capitalisation for the first time.



The Malaysian economy is expected to remain strong, with the Ministry of Finance projecting a GDP growth between 4.5% and 5.5% in 2025, bolstered by robust domestic demand and a resilient external sector. ASEAN will continue to present a unique opportunity to us to advance sustainable trade, and attract strategic investment across the region, home to over 700 million people. Malaysia's accession as a partner to BRICS, effective 1 January 2025, strengthens the country's global engagement, providing a strategic platform to enhance regional cooperation and drive inclusive growth.

Businesses are increasingly placing sustainability at the core of their strategic priorities. In 2025, the phased implementation of the NSRF will drive a vital shift in corporate sustainability reporting, with companies aligning their disclosures to IFRS S1 and S2 standards. This will strengthen transparency and accountability on how businesses manage sustainability risks and opportunities, supporting a broader national sustainability agenda.

With the Strategic Roadmap 2024-2026 in place and as Bursa Malaysia advances further as a Multi-Asset Exchange, we are prepared to meet the diverse needs and are ready to seize emerging opportunities to deliver values for all our stakeholders.

### ACKNOWLEDGEMENT

The year 2024 was a remarkable year for Bursa Malaysia. I would like to thank my fellow members of the Board whose focused efforts have been instrumental in helping us deliver on our purpose as an exchange. Our warm welcome to Encik Redza Goh and Puan Sharifatu Laila Syed Ali, who were appointed as Independent Non-Executive Directors effective 27 March 2024, and YM Raja Datin Paduka Teh Maimunah binti Raja Abdul Aziz who joined the Board as Public Interest Director and Independent Non-Executive Director effective 1 July 2024.

On behalf of the Board, I would like to express our heartfelt appreciation to all our stakeholders, such as the Securities Commission Malaysia, policymakers, brokers, PLCs, and industry partners, for their invaluable contributions and unwavering support that enable Bursa Malaysia to build a trusted and dynamic market ecosystem. Special thanks to Bursa Malaysia's Management under the leadership of Chief Executive Officer Datuk Muhamad Umar Swift, and all Warga Bursa for their hard work and dedication, fulfilling our true north purpose as an exchange, and delivering strong results.

Over the past six years, Bursa Malaysia has benefited from the leadership of Datuk Umar who will be retiring as CEO on 28 February 2025. Datuk Umar has, among others, been instrumental in leading the team in managing volatility during the COVID-19 pandemic period, separation of Bursa Malaysia's regulatory function and in driving Bursa Malaysia towards becoming a Multi-Asset Exchange. Bursa Malaysia also successfully hosted the World Federation of Exchanges General Assembly and Annual Meeting in Kuala Lumpur. We thank Datuk Umar for his immense contribution to Bursa Malaysia and wish him success in his future endeavours. I would also like to welcome our CEO designate Dato' Fad'l Mohamed who will be taking over the helm with effect from 1 March 2025.

Moving forward, we will continue to collaborate closely with our partners in our journey as a Multi-Asset Exchange. Contribution from all parties is vital in shaping the future of our marketplace. Together, let us not only celebrate our achievements but also commit to continuous improvement and innovation, knowing that together, we can create sustainable value that benefits all.



**Tan Sri Abdul Wahid Omar**  
Chairman



**Datuk Muhamad Umar Swift**  
Chief Executive Officer

# Chief Executive Officer's Review

**Dear Stakeholders,**

2024 marked the establishment of Bursa Malaysia as a Multi-Asset Exchange, following dedicated groundwork and effort over the last few years. We have also made bold strides under our Strategic Roadmap 2024-2026, increasing the breadth of investment and fundraising opportunities. We delivered strongly on our three Core Strategies, driving progress across five Strategic Pillars.

## Chief Executive Officer's Review

With transformation and innovation at the forefront, we launched or initiated trading on several direct-to-market products and services such as Bursa Gold Dinar (BGD), BR Capital, and MyBURSA. Bursa Malaysia began to engage investors directly in our newer markets. In line with this fresh approach, we also unveiled our refreshed brand logo at the start of 2024, symbolising our future-forward thrust as a Multi-Asset Exchange.

Our markets reached several milestones during the year, with market capitalisation crossing the RM2.0 trillion mark for the first time on 7 May 2024 and closing the year at RM2,080.5 billion — 15.8% higher year-on-year (YoY) (2023: RM1,796.4 billion). Bursa Malaysia continued to solidify its role as a trusted marketplace, driving economic growth and empowering businesses. In 2024, Bursa Malaysia welcomed 55 IPOs, far exceeding the target of 42 IPOs. This exceptional performance underscores the effectiveness of the initiatives that we have put in place to position Bursa Malaysia as the preferred listing destination, underpinned by strength of our regulatory framework. Furthermore, against the backdrop of strong market confidence and trading momentum during the year, we also led the ASEAN exchanges in terms of growth in average daily trading value (ADV) and velocity.

### 2024 MARKS RECORD PERFORMANCE AMIDST EXTERNAL CHALLENGES

The year was marked by uncertainties on the external front, including global electoral cycles, geopolitical developments, and shifting investors' expectations around major central banks' monetary policy decisions that had influenced market dynamics and investor sentiment. However, Malaysia's capital market demonstrated commendable performance in 2024. Bursa Malaysia's performance was driven by Malaysia's robust economic growth, stable political developments, and progressive government policies. These factors, combined with the strengthening ringgit and expectations of US Federal Reserve's (US Fed) interest rate cuts, boosted investors' confidence. Calls by the Malaysian government for domestic institutional investors to reduce their overseas investments and repatriate their funds home, as well as significant foreign direct investments further buoyed investors' confidence, and trading liquidity. Furthermore, the Invest Malaysia series, a flagship programme by Bursa Malaysia and co-hosted with broker partners, continues to draw investor interest by fostering critical capital market conversations that profile Malaysia as a key investment destination in Asia.

The Securities Market registered remarkable performance based on several indicators. The benchmark FTSE Bursa Malaysia KLCI Index (FBMKLCI) reached its highest level since December 2020. The FBMKLCI was the second-best

performing benchmark index in Southeast Asia, gaining 12.9% YoY with its year-end close at 1,642.3 points (2023: 1,454.7 points). It surged near its 45-month high at 1,678.8 points on 30 August 2024, led by banking sectors' healthy performance.

The FTSE Bursa Malaysia Mid 70 Index and FTSE Bursa Malaysia Top 100 Index hit record highs in July and December 2024, respectively, after surpassing their pre-Covid-19 pandemic levels. Meanwhile, the FTSE Bursa Malaysia Small Cap Index hit a 10-year peak on 17 July 2024. From an industry lens, the Construction, Utilities, and Property sectors garnered exceptional attention, in part arising from growth paved by various government policies that shape the country's mid- to long-term growth.

### LEADING INITIAL PUBLIC OFFERINGS (IPOS) DESTINATION AMONG ASEAN EXCHANGES IN 2024

Bursa Malaysia's sturdy business fundamentals were well-reflected in the Exchange's 2024 performance. With the 27.8% growth in operating revenue at RM757.7 million (2023: RM592.8 million), our profit after tax, zakat, and minority interest (PATAMI) rose 22.9% to RM310.1 million for the year (2023: RM252.4 million).

The Securities Market's vigorous performance was driven by positive investors' sentiment, favourable economic conditions, and rising foreign direct investments. These trends highlight the continued attractiveness of the Malaysian market for both local and foreign investors. The ADV surged 53.2% to RM3.2 billion (2023: RM2.1 billion). Foreign institutional investors increased participation to 35.9% of ADV in 2024 (2023: 29.2%). Local institutional investors contributed to ADV participation of 32.1% in 2024 (2023: 31.9%), with a net buy of RM9,941.4 million during the year.

2024 was a stellar year for Bursa Malaysia in terms of IPOs. We emerged as the leading destination for IPOs among the ASEAN exchanges. The Exchange welcomed a total of 55 listings, which represents a significant 72% increase compared to the 32 IPOs recorded in 2023. The remarkable performance was among others attributed by the proven commitment of the Securities Commission Malaysia (SC) and Bursa Malaysia to expedite IPO approvals for the MAIN and ACE Markets. The LEAP Market Transfer Framework that is in place also encouraged five eligible LEAP Market listed companies to graduate to the ACE Market in 2024.

The outstanding number of IPOs in 2024 collectively raised RM7.4 billion in proceeds, marking a 108% increase from the previous year. On their debut, the 55 IPOs added a total of RM31.4 billion in market capitalisation (2023: RM13.6 billion), a 130% rise compared to 2023. We are optimistic that the IPO pipeline is strong, with a higher number of listings anticipated in 2025.

## NEW RECORD HIGHS IN DERIVATIVES MARKET

I am pleased to share that the Derivatives Market also demonstrated significant growth in trading volumes throughout the year. In November 2024, it reached record highs, with monthly trading volume for all products combined reaching 2.4 million contracts, and the monthly average daily contracts (ADC) touching 113,234 contracts (previous high was set in March 2020: monthly trading volume of 2.1 million contracts, and monthly ADC of 96,639). The annual trading volume increased by 28% to 22.8 million in 2024 compared to 17.8 million in 2023, mainly fueled by favourable trends in Crude Palm Oil Futures prices and heightened trading in the FTSE Bursa Malaysia KLCI Futures. The rise in prices and market activity benefitted from the short-term foreign investment fund inflows in the second half of the year on the back of US Fed's interest rate cut and a vibrant domestic equity market.

As for Bursa Suq Al-Sila' (BSAS), the year saw a 5.4% increase in the number of participants, bringing the total to 373 (2023: 354 participants). However, BSAS registered an ADV of RM41.3 billion (2023: RM45.1 billion), a decrease of 8.4%, which was mainly due to lower excess of liquidity in the Islamic interbank market. The reduction in the ADV led to a corresponding decrease in BSAS' trading revenue, which fell marginally by 0.9% to RM16.9 million (2023: RM17.1 million). Nonetheless, the expansion of BSAS participants, to include local and foreign financial institutions (FIs) and non-bank FIs, as well as co-operative societies and

Islamic microfinancing companies, further supports the national agenda of becoming the global Islamic financial hub.

Our non-trading revenue was higher by 11.3% YoY on higher market data revenue of RM78.3 million (2023: RM68.0 million). Data Business revenue expanded at a compounded annual growth rate of 15.1% from 2019-2024, making up 10.3% of the total operating revenue (2023: 11.5%).

Together, these achievements demonstrate our progress and momentum to delivering on our commitment to yielding more growth via our diverse markets and suite of platforms.

## OUR CORE STRATEGIES

Under the Strategic Roadmap 2024-2026, Bursa Malaysia strives to be ASEAN's leading, sustainable, and globally connected marketplace. Evolving from a traditional stock exchange to a Multi-Asset Exchange, this transformation enhances our ability to enlarge and widen the types of customers that we serve, creating more opportunities, and growing sustainable value for our stakeholders.

The following is a summary of outcomes and key initiatives we delivered to strengthen our business and our markets:

### CORE STRATEGY

01

## PRODUCT AND SERVICE EXPANSION

We continued to broaden our offerings to meet diverse customer needs, which include the following launches and enhancements:

### Securities Market:

- World's first waqf-featured exchange-traded fund, a pioneering and innovative investment product with social impact, in the spirit of creating long-term, tangible benefits that foster social equity and address societal needs.
- PRIBUMI Bursa Malaysia Zakat Index measuring the performance of the largest 200 Bursa Malaysia PLCs that are profitable and contribute to Corporate Zakat.

### Derivatives Market:

- Bursa Malaysia DCE Soybean Oil Futures (FSOY), the first non-palm-based oil futures contract, developed in collaboration between a Chinese derivatives exchange and an Asian exchange outside China.
- USD-denominated Used Cooking Oil FOB Straits (Platts) Futures Contract (FUCO), a renewable alternative to traditional fuels that supports stakeholders in the renewable fuels supply chain.

### New Businesses and Solutions:

- BGD, a Shariah-compliant gold trading platform for digital gold that is fully backed by physical gold holdings, enabling investors to invest and trade in gold securely.
- BCX expanded its product offerings through the introduction of RECs, Malaysia Nature-Based Plus Carbon Contracts, and the enablement to offer Gold Standard carbon credits.
- BR Capital, a joint venture entity between Bursa Malaysia Berhad and RAM Holdings Berhad, launched a secondary market to enable investors to buy or sell investment notes issued on BR Capital's Platform.

## Chief Executive Officer's Review

CORE STRATEGY

02

### ECOSYSTEM DEVELOPMENT

We continue to strengthen and modernise the market ecosystem to enhance efficiency and competitiveness. Key initiatives include:

- Our joint commitment with the SC to an expedited three-month approval period for IPOs on the MAIN and ACE Markets.
- Launched e-Trade, the first equities market trading feature integrated within an eWallet, in collaboration with TNG Digital Sdn Bhd and Affin Hwang Investment Bank Berhad.
- Launched the CSI Solution, a comprehensive solution to support corporations and their supply chains in measuring greenhouse gas emissions and integrating sustainability into their business strategies and operations.
- Implementation of various initiatives, such as workshops and advocacy programmes, to drive advancement of PLCs' environmental, social and governance (ESG) practices.

CORE STRATEGY

03

### CUSTOMER EXPERIENCE (CX) CENTRICITY

We enhanced CX across several touchpoints, increasing and refining interactions towards acquiring, retaining, and ultimately growing our customer base. We endeavoured to boosting loyalty and engagement with Bursa Malaysia through the following:

- Launch of MyBURSA, which provides investors with tools and insights for an improved investment journey.
- Launch of BURSA REACH, which connects dealer's representatives with investors for deeper engagement.
- The introduction of the Application Programming Interface gateway to enhance operational efficiency with improved turnaround time in the opening of Central Depository System (CDS) accounts by Participating Organisations.
- Upgrading of our customer support systems, including enhancement in customer inquiry resolutions across Bursa Malaysia products and services.
- Enhancement of our Bursa Anywhere mobile app with additional features to enable the transfer of securities between family members and to his or her Authorised Nominee CDS account.

## DRIVING INTERNATIONAL AND REGIONAL COLLABORATION

We continue to demonstrate our leadership and commitment to advancing regional collaboration initiatives that position ASEAN as a globally competitive and attractive region. The ASEAN-Interconnected Sustainability Ecosystem (ASEAN-ISE) initiative exemplifies such intent. Originally established through a Memorandum of Understanding between Bursa Malaysia, Indonesia Stock Exchange, and The Stock Exchange of Thailand, the collaboration has since expanded to include Singapore Exchange and The Philippine Stock Exchange. The expansion marks a significant milestone in regional cooperation, reinforcing ASEAN Exchanges' collective ambition to adopt and implement common ESG metrics and significantly enhance transparency, comparability, and the overall quality of ESG practices across the region.

In driving regional integration and fostering innovation, the ASEAN exchanges' chief executive officers have charted a clear path forward with four pivotal proof-of-concepts to be implemented over the next three years. These include:

- Establishing an ASEAN data infrastructure;
- Capacity building for listed issuers;
- Transition financing for corporate suppliers; and
- Regional ESG recognition.





**To ensure we remain a competitive Multi-Asset Exchange, we are resolute in our commitment to expanding and enhancing our products, services and solutions, driving meaningful growth, and creating lasting value for all. The Exchange looks forward to continued collaborations and the many achievements to come.**



Additionally, ASEAN exchanges agreed to jointly pursue the collaboration to offer Depository Receipts in their respective exchanges, enhancing market connectivity and providing investors greater access to regional opportunities.

Bursa Malaysia also partnered with the UK's Mobilising Institutional Capital Through Listed Product Structures (MOBILIST) programme to enable greater investment in energy transition and advance the United Nation's sustainable development goals in Malaysia. This collaboration aims to enhance our efforts in driving innovation, ESG priorities, and sustainable finance, contributing to the betterment of the capital market and economy.

Bursa Malaysia also hosted the 63<sup>rd</sup> World Federation of Exchanges General Assembly and Annual Meeting in Kuala Lumpur with pride, further demonstrating the Exchange's leadership on the global stage, convening over 300 delegates for meaningful dialogue on industry priorities.

### MOVING FORWARD

Looking ahead, given that the ongoing global headwinds will likely persist, the operating environment for Bursa Malaysia is anticipated to remain challenging. Despite the likelihood of higher market volatility globally, we remain steadfast in enhancing our offerings, market ecosystems, and customer experience as we advance further as a Multi-Asset Exchange. The strategic initiatives laid out in our Strategic Roadmap 2024-2026 provide a sturdy foundation and path for sustained growth going forward. Bursa Malaysia will focus on leveraging our core markets and new businesses to deliver near-term results as well as future-proof Bursa Malaysia, as a comprehensive and reliable platform for fundraising, investment, and risk management.

### NOTE OF APPRECIATION

On behalf of the Bursa Malaysia Management team, my deepest gratitude goes to all our invaluable stakeholders – including the Ministry of Finance, the SC, Bank Negara Malaysia, government ministries and agencies, market participants, industry partners, Bursa Malaysia's Board of Directors, and our *Warga Bursa*. Their commitment, guidance, support, hard work, and dedication enabled the Exchange to continue **Creating Opportunities, Growing Value** and achieving greater heights.

As this will be the last message from me as the CEO of Bursa Malaysia, allow me to briefly reflect on my journey leading the organisation. Six years in, I am immensely proud of leading Bursa Malaysia's transformation and collective achievements. Together, my team, supported by our regulators, took many steps forward – pursuing both incremental innovation, and creating totally new platforms. My humble intent is to have transformed Bursa Malaysia from a more traditional exchange into a Multi-Asset Exchange - to expand the customers the capital market serves, and to build new revenue lines for the future. I will always be cheering for Bursa Malaysia from the outside, with the optimism that the best is yet to come for the Exchange and the Malaysian capital market. It is an honour to have served the numerous stakeholders of this vital institution.



**Datuk Muhamad Umar Swift**  
Chief Executive Officer

## SECTION 3

# VALUE CREATION AT BURSA MALAYSIA

Our Approach To Value Creation	33
Our Key Capitals	34
How We Create Value	36
Stakeholder Engagement and Value Creation	40
Overall Market Performance	50
Market Highlights	52
Our Performance	54
Investor Relations	55



# Our Approach to Value Creation

We strive to create values for our markets and all our stakeholders. In our approach to value creation, we consider the following:

## 01 ASSESSING OUR CONTEXT

### Assess and Evaluate Our Operating Environment See page 59

We operate in a highly dynamic environment that is subject to various forces and influences. These include changes in global financial flows, competitive positions, technological developments, regulatory frameworks and investing trends, all of which may have direct or indirect impact on our ability to conduct business and create values.

### Engage with Our Stakeholders See page 40-49

We strive to create value for our diverse group of stakeholders. To better understand their interests and needs, we engage with them regularly through various platforms and review our Material Matters with them. Their insights help formulate our strategies and achieve our vision.

### Identify Key Risks and Opportunities See page 66-72

Bursa Malaysia is connected to the global financial market, and is exposed to a range of risks that may impact the sustainability of business and marketplace. Our risk management system ensures that the integrity and stability of the market are preserved at all times, and that our ability to create value for our stakeholders is not disrupted.

### Identify, Prioritise, Validate and Integrate Our Material Matters See page 65

The identification of Material Matters is an integral part of our value creation process as Material Matters guide our strategies and initiatives. The Material Matters are topics or issues that can significantly impact our ability to create sustainable value for our business and stakeholders.

## 02 EMBEDDING SUSTAINABILITY IN ALL THAT WE DO See page 111

Driving Sustainability for Our Marketplace and Internationally is one of the five Strategic Pillars under our Strategic Roadmap 2024-2026. Our Sustainability Roadmap 2024-2026 comprises five key priority areas that cut across our marketplace and internal processes, as well as the communities in which we operate.

## 03 FORMULATING OUR STRATEGY See page 73-78

### Vision

To be ASEAN's leading, sustainable and globally-connected marketplace

### Mission

Creating Opportunities, Growing Value

### Our Strategy

Our Strategic Roadmap 2024-2026 drives the Exchange's growth and transformation, future-proofing the Exchange and help us achieve our vision.

**5 Strategic Pillars**

**3 Core Strategies**

**2 Key Enablers**

### Allocate Our Key Capitals See page 34-35

We deploy six different capitals in our business activities. As capital inputs are finite resources, we make trade-offs between them when undertaking value creation activities.

### Execute Our Business Model See page 36-37

We operate and regulate an integrated exchange, offering a comprehensive range of exchange-related products and services. Our business model creates, captures and delivers values as we implement initiatives in our business activities.

## 04 THE VALUES WE CREATE See page 36-39

The increasingly complex business environment provides an opportunity for us to transform and deliver value. Our resilience is reflected in the outputs and outcomes of our initiatives.

# Our Key Capitals

Bursa Malaysia's value creation activities rely on six key capitals:



## Financial Capital

Financial Capital is a cornerstone of our activities, enabling operational continuity, infrastructure development, employee remuneration and community initiatives. Generated through core business activities and equity finance, this capital is strategically allocated to initiatives outlined in our Strategic Roadmap, prioritising those with the greatest impact on our marketplace and stakeholders.

### Trade-Offs

Investments in technology and workforce enhance operational efficiency and strengthen Human Capital but may temporarily impact financial resources and short-term priorities. Similarly, allocating resources to innovation, such as the BGD, BCX and BR Capital, supports growth in Intellectual Capital but may impact short-term profitability. These trade-offs are managed to ensure sustainable financial health.

Operating Revenue:

**2024: RM757.7 million**

2023: RM592.8 million

2022: RM585.3 million

Shareholders' Equity:

**2024: RM873.8 million**

2023: RM823.1 million

2022: RM784.3 million

Return On Equity:

**2024: 36.6%**

2023: 31.4%

2022: 28.3%



## Manufactured Capital

Comprising our platforms for exchange services, data centres, cyber security infrastructure, equipment, digital assets, and buildings. Enhancements to our Manufactured Capital require substantial Financial Capital but continuous investment in maintaining and upgrading these assets enhances operational performance, supports new product and service delivery, and ensures marketplace stability and integrity.

### Trade-Offs

Upgrading our systems to align with global best practices strengthens our Intellectual Capital but may limit resources available for other investments. We strategically balance these investments to maintain a robust and resilient infrastructure.

Information Technology Maintenance and Service Fees:

**2024: RM68.7 million**

2023: RM57.0 million

2022: RM47.1 million

Capital Expenditure:

**2024: RM28.6 million**

2023: RM39.7 million

2022: RM59.4 million



## Intellectual Capital

Encompasses our rules, processes, products, services, brand, reputation, R&D capabilities, innovation capacity, knowledge, expertise, and proprietary systems, including Bursa Suq Al-Sila' (BSAS), Bursa Malaysia-i, BGD, BCX and BR Capital. This capital is a cornerstone of our value creation and represents our future potential and competitive advantage. Continuous innovation and the development of Intellectual Capital are critical to our competitive positioning.

### Trade-Offs

Launching new platforms and enhancing our technological capabilities require Financial Capital and Human Capital. While these efforts drive long-term growth, they may require reprioritising resources. Our focus remains on fostering innovation while ensuring overall operational efficiency.

Number of Innovative Products or Services Launched:

**2024: 2**

- Renewable Energy Certificates
- Centralised Sustainability Intelligence Solution

2023: 3

- Bursa Gold Dinar
- BR Capital Debt Fundraising Solution for Small and Medium Enterprises
- Carbon Credits

## Human Capital

Our people are our most valuable asset and integral to our success. Their competencies, capabilities, knowledge, experience, commitment and motivation are essential for executing our initiatives effectively and efficiently. Continuous training and internal policies ensure our Human Capital remains aligned with our strategic needs.

### Trade-Offs

Investments in talent acquisition, development and retention strengthens Human Capital and drives organisational growth but require trade-offs in Financial Capital. Prioritising specialised training programmes may increase short-term costs but delivers significant long-term benefits, while limiting such investments could hinder adaptability and innovation.

Investment in Employee Learning and Development:

**2024: RM1.1 million**  
2023: RM1.2 million  
2022: RM1.4 million

Top Management Attended Anti-Corruption Related Training:

**2024: 100%**  
2023: 100%  
2022: 100%

## Social and Relationship Capital

This capital is a social license that positions Bursa Malaysia as a cornerstone of the Malaysian financial sector. Strengthening relationships with our stakeholders through effective partnerships and engagements is essential to maintain trust and credibility in the marketplace.

### Trade-Offs

Initiatives that enhance Social and Relationship Capital, such as corporate social responsibility programmes and stakeholder engagement, require Financial Capital to build long-term value and resilience. However, these investments may impact resource availability for other strategic priorities, including Manufactured Capital and Intellectual Capital development.

Investment in Communities:

**2024: RM2.5 million**  
2023: RM1.8 million  
2022: RM1.9 million

Proportion of Spending on Local Suppliers:

**2024: 95%**  
2023: 78%  
2022: 94%

## Natural Capital

Our commitment to sustainability is reflected in the preservation, enhancement and efficient allocation and management of renewable and non-renewable resources, including energy and water. As a carbon-neutral company since 2023, we ensure our operations align with global environmental standards. We became the first exchange in Asia whose near- and long-term greenhouse gas emissions reduction targets were validated by the Science Based Targets Initiative. We also invest in national decarbonisation initiatives like the creation of a voluntary carbon and renewable energy certificates' market through BCX, contributing to Malaysia's net zero ambitions by 2050.

### Trade-Offs

Adopting energy-efficient technologies and sustainable practices requires Financial Capital and Manufactured Capital. While green infrastructure demands upfront investment, it reduces our environmental footprint over time. Neglecting these efforts could lead to reputational risks and regulatory penalties, affecting our overall value creation process.

Total Energy Consumption (MWh):

**2024: 7,473.5**  
2023: 8,139.9  
2022: 9,252.3

Total Waste Generated (metric tonnes):

**2024: 225.0**  
2023: 247.4  
2022: 467.0

# How We Create Value

Our value creation model describes the way we manage our six capital inputs, the external environment we need to consider, the trade-offs we had to make when allocating our capitals as well as our business model and strategy to deliver our targeted outcomes in the value creation process.

## OUR CAPITALS INPUTS ARE DEPLOYED IN ACCORDANCE WITH OUR STRATEGIC ROADMAP...

### INPUTS

**Financial Capital**

- Funds generated from our business activities
- Shareholders' Equity

**Manufactured Capital**

- Physical and digital infrastructure necessary for the running of a multi-asset exchange
- IT infrastructures and fintech solutions enabling the development of new innovations

**Intellectual Capital**

- Data and expertise, including rules, processes, systems, products as well as services that ensure an efficient, fair and orderly marketplace

**Human Capital**

- Skilled and experienced workforce trained in exchange operations
- Agile and diverse workforce to achieve operational excellence

**Social and Relationship Capital**

- Relationships with key partners including PLCs, regulators, government agencies, the investing public, customers, peers and suppliers
- Relationships with the communities around us

**Natural Capital**

- Responsible use of natural resources, primarily energy, that enables our operations

**Trade-offs**

Trade-offs are often made when we decide how our capitals are best used.

*For more information, please turn to page 34-35 of this report*

### MATERIAL MATTERS

- Economic Performance
- Sustainability-focused Products and Services
- Market Ecosystem Development
- Cyber Security and Customer Privacy
- Business Ethics
- Climate Action and Environmental Management
- People Management
- Community Investment
- Sustainable Supply Chain Management

*For more information on our Materiality Assessment and Material Matters, please turn to page 65 of this report*

### MARKET TRENDS

- Sustainability Disclosures and the Net Zero Transition
- Increasing Competition from Alternative Fundraising and Investment Platforms as well as Peer Exchanges
- New Technologies and Cyber Security

*For more information on Operating Environment and Market Trends, please turn to pages 59 to 64 of this report*

### STRATEGIC PILLARS

- Pillar 1** – Strengthening Our Core Business – Securities Market
- Pillar 2** – Diversifying the Derivatives Business
- Pillar 3** – Positioning Bursa Malaysia as the Global Hub for Islamic Capital Market
- Pillar 4** – Providing New and Improved Services to the Capital Market
- Pillar 5** – Driving Sustainability for Our Marketplace and Internationally

### CORE STRATEGIES

- Product and Service Expansion
- Ecosystem Development
- Customer Experience (CX) Centricity

*For more information on our Core Strategies, Key Enablers and Strategic Pillars, please turn to pages 73 to 75 of this report*

### KEY ENABLERS

- Technology and Data
- People and Culture

### GOVERNANCE

A robust corporate governance ecosystem supported by strong governance and effective Board leadership.

## Vision

To be ASEAN's leading, sustainable and globally-connected marketplace

## Mission

Creating Opportunities, Growing Value

## Core Values

**B**old **U**nited **R**esponsible **S**ynergy **A**gile

TO INTRODUCE NEW PRODUCTS, SERVICES AND SOLUTIONS...

CREATING VALUE FOR ALL STAKEHOLDERS...

### OUTPUTS

#### KEY RISKS



#### BUSINESS ACTIVITIES



#### Securities Market

Average Daily Trading Value (ADV) – on-market transactions:

**RM3.2 billion**

(2023: RM2.1 billion)

New Listings:

**55**

(2023: 32)

New Structured Warrants:

**1,804**

(2023: 1,497)

Market Capitalisation:

**RM2.1 trillion**

(2023: RM1.8 trillion)

Retail ADV:

**RM660 million**

(2023: RM566 million)

New Individual CDS Accounts:

**147,753**

(2023: 97,156)

Market Velocity:

**39%**

(2023: 29%)

#### Derivatives Market

Average Daily Contracts:

**92,106**

(2023: 72,896)

#### Bursa Suq Al-Sila'

ADV:

**RM41.3 billion**

(2023: RM45.1 billion)

# How We Create Value

## OUTCOMES



### Financial Capital

- Shareholders' Equity: **RM873.8 million** (2023: RM823.1 million)
- Operating Revenue: **RM757.7 million** (2023: RM592.8 million)



### Manufactured Capital

- Critical System Availability and Reliability: **100%** (2023: 99.99%)
- Compliance with the Prescribed RTO Guideline for Post-Trade Systems: **100%** (2023: 100%)



### Intellectual Capital

- Derivatives products: **21 products** (2023: 19 products)
  - BSAS: **373 participants** (2023: 354 participants)
- Indices available
- FTSE Bursa Malaysia Index Series: **20** (2023: 19)
  - Bursa Sector Index: **13** (2023: 13)



### Human Capital

- Number of Employees: **681** (2023: 639)
- Gender Diversity:
  - Male **52%** (2023: 53%)
  - Female **48%** (2023: 47%)



### Social and Relationship Capital

- Number of PLCs: **1,039** (2023: 995)
- Active CDS Accounts: **2.2 million** (2023: 2.0 million)



### Natural Capital

- Total Greenhouse Gas Emissions: **7,920.6 tCO<sub>2</sub>e** (2023: 9,802.9\* tCO<sub>2</sub>e)
- Total Electricity Consumption: **7,473.5 MWh** (2023: 8,139.9 MWh)
- Total GHG Emissions (tCO<sub>2</sub>e) with Renewable Energy Certificates (REC): **2,256.6 tCO<sub>2</sub>e** (2023: 3,633.7\* tCO<sub>2</sub>e)

\* Reinstated to include emissions from the Bursa Bull Charge 2023.

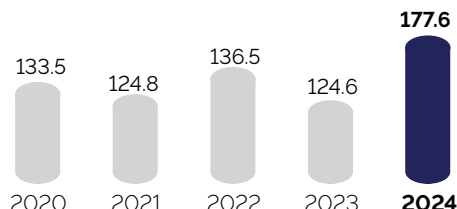
## HOW WE ALLOCATE OUR FINANCIAL VALUE

The Financial Value We Created in 2024

**RM784.3** million (2023: RM616.5 million)

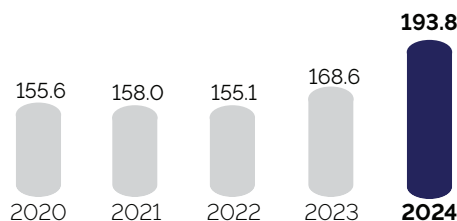
### For Our Operations (RM million)

Advancing Our Business for continued growth and sustainability.



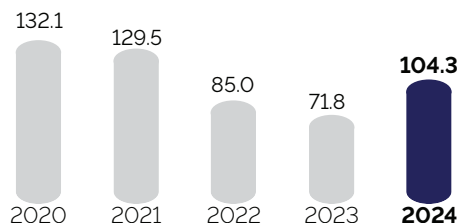
### For Our Employees (RM million)

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



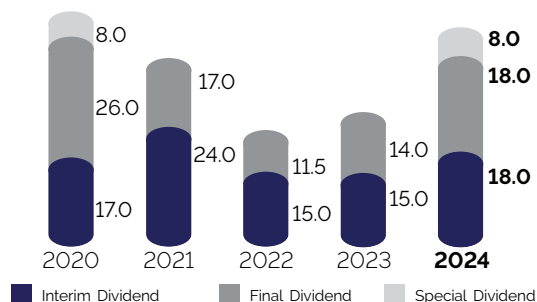
### For the Economy and the Community (RM million)

Contributing to society through taxes, zakat, Yayasan Bursa Malaysia's scholarships and donations.



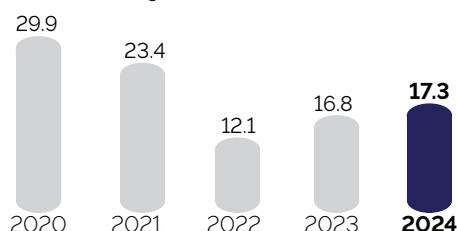
### For Our Shareholders (sen per share)

Rewarding Our Shareholders through regular payment of dividends.



### For Our Future Growth (RM million)

Retained in business for long-term value to stakeholders.





**OUR NON-FINANCIAL VALUE**

**IMPACT TO**

**Enhancing Customer Experience**

- Customer Experience (CX) Centricity is one of the Core Strategies in our Strategic Roadmap 2024-2026.
- We create, attract, engage and delight our customers and increase their 'stickiness' and lifetime value within our markets, offering seamless, easy and secure access to our diversified and innovative products, services and solutions whilst ensuring investor protection and good governance.
- We implement more targeted marketing efforts, enhance customer support across all offerings and streamline the ecosystem to eliminate barriers for a more vibrant marketplace.

**Building A Culture Of Excellence**

- We continue to upgrade our technology and processes to enhance efficiency, provide better services to our customers and strengthen our overall resilience. We also improve on the cyber security posture to ensure robust and comprehensive protection.
- We support our employees in their personal and professional growth, provide a conducive work environment, promote a culture of innovation, engagement and continuous learning. We reward our employees for excellence.

**Supporting Communities**

- We contribute to community development through financial support, volunteerism, expertise, and knowledge-sharing to build a sustainable future.
- We support local suppliers as well as provide assistance to the vulnerable and marginalised groups, contributing to the economic progress.
- We offer products, services and solutions that enable companies and their supply chains to integrate sustainability in their organisations.
- We also drive decarbonisation to support the country's net zero GHG emissions target by 2050.

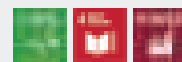
**Stakeholders**



**UNSDGs**



**Financial Capital**



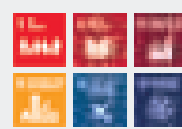
**Manufactured Capital**



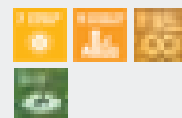
**Intellectual Capital**



**Human Capital**



**Social and Relationship Capital**



**Natural Capital**

# Stakeholder Engagement and Value Creation

Frequency Of Engagement	W	M	H	BW	Q
	Weekly	Monthly	Half-monthly	Bi-weekly	Quarterly
	O	N	B	A	HY
	Ongoing	When Needed	Bi-monthly	Annually	Half-yearly

Level of Engagement: Collaborate/Empower



## Public Listed Companies (PLCs), Issuers, Potential PLCs and Potential Issuers (including advisers and secretarial firms that act on their behalf)

### Why They Matter

PLCs and Issuers drive market vibrancy, economic growth, and investor confidence, making them integral to Bursa Malaysia's ecosystem.

### Engagement Purpose

The activities and practices of the PLCs and Listed Issuers are fundamental to building a dynamic, purpose-driven, and high-performing market.

### Channel and Frequency Of Engagement (How We Engage)

- O Meetings
- O Public or Industry Consultations
- O Focus Group Sessions or Dialogues
- N Engagements through emails, phone calls, surveys or other means
- O Circulars or Directives
- N Communication Notes or Guides
- B Advocacy programmes and workshops
- O Promotional roadshows and seminars
- N Enquiries via Listing Advisory Portal
- O Bursa LINK
- O Site visits
- O Online platforms or websites

### Key Concerns Raised

- Need for continuous education and training, particularly in corporate governance and sustainability, to navigate evolving regulatory expectations
- Concerns about mitigating risks related to investigations and potential enforcement actions
- Desire for greater clarity and timely updates on market development initiatives, regulatory policies, and proposed changes to listing requirements

### Response

- Market Ecosystem Development (📖 pages 45-62 of our SR2024)
- Cyber Security and Customer Privacy (📖 pages 63-65 of our SR2024)
- Sustainability-focused Products and Services (📖 pages 66-78 of our SR2024)
- Climate Action and Environmental Management (📖 pages 80-102 of our SR2024)
- Business Ethics (📖 pages 104-111 of our SR2024)

### Risks

- Decreased market competitiveness due to inadequate ESG practices
- Potential exclusion from sustainability indices, affecting investors' appeals
- Increased vulnerability to climate-related financial risks
- Regulatory non-compliance leading to penalties or delisting

### Opportunities

#### Value Created for Stakeholder

- Provide a reliable fundraising platform for companies, facilitating the listing and trading of niche products
- Support PLCs and stakeholders in adopting best practices by offering advocacy, education, and tools to strengthen corporate governance and ESG integration for sustainable growth

#### Value Created for Bursa Malaysia

- Enhanced competitiveness due to best practices
- Increased inclusion in indices like FTSE4Good Bursa Malaysia Index
- Better access to capital and improved investor confidence
- Reduced regulatory risks and improved compliance

### Capitals Impacted



### Material Matters



### Key Risks Impacted



📖 For more information on matters concerning our stakeholders, how we engage with them, and how their contribution informed our Material Matters, please refer to Engaging with our Stakeholder on pages 21 to 27 of our SR2024.



## Intermediaries

### Why They Matter

As facilitators of trading and investment activities, intermediaries enhance market accessibility and efficiency for all participants.

### Engagement Purpose

We engage with intermediaries as their responsible conduct is essential for maintaining market order, safeguarding investors, and strengthening overall business resilience.

### Channel and Frequency Of Engagement (How We Engage)

- Meetings or visits
- Public or industry consultations
- Focus group sessions or dialogues
- Engagements through emails, phone calls, surveys or other means
- Securities Market Consultative Panel (SMCP) Meetings (SMCP comprises members from the stockbroking industry)
- Circulars or Directives
- Communication Notes
- Advocacy or education programmes and workshops
- Promotional roadshows and seminars
- Our website
- Bursa Malaysia Computer Emergency Response Team

### Key Concerns Raised

- Keeping up with global and regional market developments
- Being consulted on key initiatives, projects, and industry developments
- Clarity on compliance to mitigate risks of investigations and enforcement actions
- Ensuring industry associations are updated on market initiatives and regulatory changes
- Expanding market participation in the Derivatives Market through intermediaries

### Response

- Market Ecosystem Development pages 45-62 of our SR2024)
- Cyber Security and Customer Privacy pages 63-65 of our SR2024)
- Sustainability-focused Products and Services pages 66-78 of our SR2024)
- Climate Action and Environmental Management pages 80-102 of our SR2024)
- Business Ethics pages 104-111 of our SR2024)

### Risks

- Loss of market share due to inadequate risk management processes
- Increased exposure to counterparty and settlement risks
- Potential regulatory issues due to capital inadequacy
- Reduced ability to adapt to market changes and new regulations

### Opportunities

#### Value Created for Stakeholder

- Create business opportunities for intermediaries by fostering a marketplace that relies on their services for transaction facilitation
- Through engagement, consultation, and education, we keep them informed on new products, market trends, ESG, and investor protection while supporting initiatives that enhance market growth and stability

#### Value Created for Bursa Malaysia

- Improved risk management capabilities
- Enhanced market reputation and client trust
- Potential for new business opportunities in sustainable finance

#### Capitals Impacted



#### Material Matters



#### Key Risks Impacted



# Stakeholder Engagement and Value Creation

Level of Engagement: Collaborate/Empower



## Investors

### Why They Matter

Investors provide liquidity and market participation, playing a crucial role in fostering a dynamic and efficient capital market.

### Engagement Purpose

We engage investors as their priorities and insights play a crucial role in shaping Malaysia's capital market, driving the growth of PLCs, and strengthening the broader economy.

### Channel and Frequency Of Engagement (How We Engage)

- O Meetings
- O Public consultations
- O Focus group sessions or dialogues
- N Engagements through emails, phone calls, surveys or other means
- M Local and overseas conferences such as Invest Malaysia
- O Advocacy programmes and workshops
- O Our various digital touchpoints such as website and mobile applications
- W Social media platforms and channels such as X, Facebook, Instagram and Telegram

### Key Concerns Raised

- Timely updates on market developments, regulations, and listing requirement changes for informed decision-making
- Strategies to manage and mitigate liquidity risks for existing and new products
- Expanded offerings to enhance market opportunities
- Improved education on derivative products for informed trading and risk management

### Response

- Market Ecosystem Development (pages 45-62 of our SR2024)
- Cyber Security and Customer Privacy (pages 63-65 of our SR2024)
- Sustainability-focused Products and Services (pages 66-78 of our SR2024)
- Climate Action and Environmental Management (pages 80-102 of our SR2024)
- Business Ethics (pages 104-111 of our SR2024)
- People Management (pages 112-124 of our SR2024)
- Community Investment (pages 126-139 of our SR2024)
- Sustainable Supply Chain Management (pages 140-144 of our SR2024)

### Risks

- Reduced market liquidity and depth
- Limited access to sustainable investment options
- Increased exposure to unmanaged ESG risks

### Opportunities

#### Value Created for Stakeholder

- Provide a reliable and efficient platform for investors to trade, grow, and preserve wealth while enhancing financial literacy through education on market developments, products and innovations

#### Value Created for Bursa Malaysia

- Access to a diverse range of sustainable investment options
- Improved market liquidity and depth
- Better risk-adjusted returns through ESG integration

#### Capitals Impacted



#### Material Matters



#### Key Risks Impacted





**Shareholders**

**Why They Matter**

Our shareholders provide the capital and their confidence enable Bursa Malaysia to pursue sustainable growth and long-term value creation.

**Engagement Purpose**

Bursa Malaysia engages with shareholders as their strategic insights contribute to the growth of Bursa Malaysia and the broader capital market.

**Channel and Frequency Of Engagement (How We Engage)**

- Annual Reports
- Annual General Meetings
- Meetings
- Circulars
- Our website
- Investor Relations Portal

**Key Concerns Raised**

- Ensuring consistent, transparent, and timely communication
- Aligning Bursa Malaysia's value creation initiatives with investor expectations

**Response**

- Economic Performance  
 pages 38-44 of our SR2024)
- Market Ecosystem Development  
 pages 45-62 of our SR2024)
- Cyber Security and Customer Privacy  
 pages 63-65 of our SR2024)
- Sustainability-focused Products and Services  
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 pages 104-111 of our SR2024)
- People Management  
 pages 112-124 of our SR2024)
- Community Investment  
 pages 126-139 of our SR2024)
- Sustainable Supply Chain Management  
 pages 140-144 of our SR2024)

**Risks**

- Decreased shareholders' values and returns
- Reduced confidence in corporate governance
- Potential for activist interventions or divestments

**Opportunities**

**Value Created for Stakeholder**

- Deliver shareholder value through capital preservation, sustainable dividends and share price appreciation, ensuring long-term returns on investment

**Value Created for Bursa Malaysia**

- Increased shareholder value through sustainable growth
- Enhanced corporate governance and transparency
- Stability and profitability

**Capitals Impacted**



**Material Matters**



**Key Risks Impacted**



# Stakeholder Engagement and Value Creation

Level of Engagement: Inform/Engage



## Analysts, Rating Agencies and Index Providers

### Why They Matter

These stakeholders enhance market transparency and investor confidence by providing independent assessments and valuable market insights.

### Engagement Purpose

We engage with analysts, rating agencies, and index providers as their insights and assessments are vital in shaping market confidence and driving capital market growth.

### Channel and Frequency Of Engagement (How We Engage)

- A** Integrated Annual Report and Sustainability Report
- HY** Half-yearly analyst and media briefings
- O** Meetings
- O** Circulars
- O** Our website
- O** Investor Relations Portal

### Key Concerns Raised

- Timely and transparent access to market and corporate information
- Clarity on Bursa Malaysia's strategic direction and operational outlook

### Response

- Economic Performance (pages 38-44 of our SR2024)
- Market Ecosystem Development (pages 45-62 of our SR2024)
- Cyber Security and Customer Privacy (pages 63-65 of our SR2024)
- Sustainability-focused Products and Services (pages 66-78 of our SR2024)
- Climate Action and Environmental Management (pages 80-102 of our SR2024)
- Business Ethics (pages 104-111 of our SR2024)
- People Management (pages 112-124 of our SR2024)
- Community Investment (pages 126-139 of our SR2024)
- Sustainable Supply Chain Management (pages 140-144 of our SR2024)

### Risks

- Negative ratings or exclusion from key indices
- Reduced investor confidence and market attractiveness

### Opportunities

#### Value Created for Stakeholder

- Provide accurate and timely data to support informed analysis, valuations, and market insights, ensuring transparency and broader market understanding

#### Value Created for Bursa Malaysia

- Access to high-quality, transparent market data
- Increased credibility with good ratings and inclusion in key indices
- Opportunities to create new products, services and solutions

#### Capitals Impacted



#### Material Matters



#### Key Risks Impacted





**Employees**

**Why They Matter**

Our employees are the foundation of Bursa Malaysia's success, driving innovation, operational excellence, and stakeholder engagement.

**Engagement Purpose**

We engage with our employees as they are integral to our growth, fostering a purpose-driven culture that aligns core values with business strategies to drive organisational success.

**Channel and Frequency Of Engagement (How We Engage)**

- o Meetings and town halls with feedback sessions
- o Training and engagement sessions on various topics such as cyber security and social engineering tests
- o Employee portal MY1818
- o Bursa@Work emails
- o Other employee engagements
- o MSTeams (#Apacerita)
- o Activities such as festive celebrations
- o Bursa VIBE

**Key Concerns Raised**

- Access to continuous education and training, particularly in corporate governance and sustainability, to stay aligned with evolving industry standards
- Clarity on compliance measures to mitigate risks associated with investigations and potential enforcement actions
- Timely updates on market developments, regulatory policies, and proposed changes to listing requirements to ensure informed decision-making

**Response**

- Economic Performance (pages 38-44 of our SR2024)
- Market Ecosystem Development (pages 45-62 of our SR2024)
- Cyber Security and Customer Privacy (pages 63-65 of our SR2024)
- Sustainability-focused Products and Services (pages 66-78 of our SR2024)
- Climate Action and Environmental Management (pages 80-102 of our SR2024)
- Business Ethics (pages 104-111 of our SR2024)
- People Management (pages 112-124 of our SR2024)
- Community Investment (pages 126-139 of our SR2024)

**Risks**

- Lower employee engagement and productivity
- Increased turnover and difficulty in attracting talent
- Reduced innovation and adaptability to market changes due to losing good talents

**Opportunities**

**Value Created for Stakeholder**

- Foster a safe, supportive, and growth-driven workplace where employees receive training and development to advance their careers while equipping them with the skills needed to achieve organisational goals
- Ensure fair treatment and competitive remuneration, enhancing job satisfaction and long-term engagement

**Value Created for Bursa Malaysia**

- Improved employee engagement and productivity
- Enhanced skills and career development opportunities
- Positive workplace culture fostering innovation

**Capitals Impacted**



**Material Matters**



**Key Risks Impacted**



# Stakeholder Engagement and Value Creation

Level of Engagement: Collaborate/Empower



## Regulators and Government Agencies

### Why They Matter

As key enablers of market integrity and stability as well as new products and services offerings, regulators and government agencies ensure a well-regulated, transparent, resilient and sustainable capital market.

### Engagement Purpose

Collaborating with regulators and government agencies enables us to support our stakeholders with regulatory updates, ensuring a transparent, fair, and dynamic capital market.

### Channel and Frequency Of Engagement (How We Engage)

- N** Briefings, engagements and consultative sessions
- N** Meetings or discussions
- O** Jointly organised events or working groups
- A** Reports regarding capital market developments or compliance with statutory obligations such as Annual Regulatory Report
- O** Participation in various committees or working groups such as the Joint Committee on Climate Change

### Key Concerns Raised

- Streamline regulatory investigations by eliminating duplication of efforts related to breaches
- Enhance the quality of PLCs' corporate governance, sustainability practices, and reporting standards
- Secure regulatory approval and alignment for market development initiatives, products, services, and frameworks governing Malaysia's capital market
- Address regulatory gaps in the supervision of intermediaries to strengthen market oversight

### Response

- Economic Performance (pages 38-44 of our SR2024)
- Market Ecosystem Development (pages 45-62 of our SR2024)
- Cyber Security and Customer Privacy (pages 63-65 of our SR2024)
- Sustainability-focused Products and Services (pages 66-78 of our SR2024)
- Climate Action and Environmental Management (pages 80-102 of our SR2024)
- Business Ethics (pages 104-111 of our SR2024)

### Risks

- Strained relationships with regulatory bodies
- Increased scrutiny and potential for stricter regulations
- Misalignment with national sustainability goals and initiatives

### Opportunities

#### Value Created for Stakeholder

- In alignment with national priorities and regulatory objectives, our robust regulatory framework ensures a fair, transparent, and secure market, safeguarding against financial misconduct while reinforcing investor confidence and regulatory trust

#### Value Created for Bursa Malaysia

- Collaborative development of effective market regulations
- Alignment with national goals
- Improved market integrity and investor protection
- Increased in products and services offerings for the marketplace

#### Capitals Impacted



#### Material Matters



#### Key Risks Impacted







**Industry Associations, Professional Bodies and Industry Experts**

**Why They Matter**

Collaboration with industry associations and experts strengthens market development, governance, and innovation in the capital markets.

**Engagement Purpose**

We engage with industry associations and industry experts as they provide collective industry insights and trends, innovation, and public policy to support market development.

**Channel and Frequency Of Engagement (How We Engage)**

- Meetings
- Public consultations
- Focus group sessions or dialogues
- Engagements through emails, phone calls
- Joint committees or task forces with the industry such as SMOC
- Collaborations with Islamic finance industry partners to organise Shariah Investing events

**Key Concerns Raised**

- Access to timely updates on market developments, initiatives, and key projects
- Active participation in shaping regulatory policies and rule amendments
- Enhanced understanding of the Derivatives Market
- Deepening expertise in utilising derivative instruments for risk management

**Response**

- Market Ecosystem Development pages 45-62 of our SR2024
- Cyber Security and Customer Privacy pages 63-65 of our SR2024
- Sustainability-focused Products and Services pages 66-78 of our SR2024
- Climate Action and Environmental Management pages 80-102 of our SR2024

**Risks**

- Lack of industry alignment and standardisation
- Missed opportunities for knowledge sharing and best practices
- Reduced influence in shaping industry standards and policies

**Opportunities**

**Value Created for Stakeholder**

- Facilitate knowledge-sharing and collaboration to strengthen industry expertise, drive innovation, and support policy development for a more resilient capital market

**Value Created for Bursa Malaysia**

- Collaborative development of industry standards and best practices
- Knowledge sharing and capacity building opportunities
- Influence in shaping market policies and regulations

**Capitals Impacted**



**Material Matters**



**Key Risks Impacted**



# Stakeholder Engagement and Value Creation

Level of Engagement: Consult/Involve



## Vendors and Suppliers

### Why They Matter

Reliable vendors and suppliers support our operations by ensuring the seamless delivery of reliable and trusted goods and services essential to Bursa Malaysia's success.

### Engagement Purpose

We engage with vendors and suppliers as their products, services, and expertise are essential to supporting our operations and enhancing our ability to create value.

### Channel and Frequency Of Engagement (How We Engage)

- Meetings or Presentations
- Engagements through emails, phone calls
- Communication through tender notice, request for proposal and request for quotation
- Site visits
- Our website
- Tender briefings

### Key Concerns Raised

- Clarity on Malaysia's regulatory specifications and operational requirements
- Ensuring fair value and mutual benefits in partnerships with Bursa Malaysia

### Response

- Economic Performance pages 38-44 of our SR2024
- Market Ecosystem Development pages 45-62 of our SR2024
- Cyber Security and Customer Privacy pages 63-65 of our SR2024
- Sustainability-focused Products and Services pages 66-78 of our SR2024
- Climate Action and Environmental Management pages 80-102 of our SR2024
- Business Ethics pages 104-111 of our SR2024
- Sustainable Supply Chain Management pages 140-144 of our SR2024

### Risks

- Inefficient supply chain management
- Increased operational risks due to unsustainable practices
- Missed opportunities for collaborative innovation and cost savings

### Opportunities

#### Value Created for Stakeholder

- Engage vendors and suppliers by procuring their products and services to support our operations and market development while promoting sustainability through mandated ESG compliance, ensuring fair value and mutual benefits

#### Value Created for Bursa Malaysia

- Opportunities for sustainable innovation and collaboration
- Enhanced reputation through association with sustainable practices
- Long-term business relationships and growth opportunities

#### Capitals Impacted



#### Material Matters



#### Key Risks Impacted





## Community Groups

### Why They Matter

Bursa Malaysia is committed to supporting community groups as part of our broader responsibility to drive inclusive and sustainable socioeconomic development.

### Engagement Purpose

We engage with community groups to better understand societal needs and contribute meaningfully to Malaysia's development.





### Channel and Frequency Of Engagement (How We Engage)

- Meetings
- Engagements via phone calls, emails or letters
- Our website
- Trainings or webinars
- Programmes, events, relief and initiatives
- Scholarships
- Donations
- Volunteering activities

### Key Concerns Raised

- Sufficient funding and support for social programmes benefiting marginalised communities
- Access to basic education and technology for B40 children and families
- Coordination among funders to prevent duplication of support for the same communities

### Response

- Economic Performance  
 pages 38-44 of our SR2024)
- Market Ecosystem Development  
 pages 45-62 of our SR2024)
- Business Ethics  
 pages 104-111 of our SR2024)
- Community Investment  
 pages 126-139 of our SR2024)

### Risks

- Diminished public trust and reputation for Bursa Malaysia
- Reduced social license to operate
- Missed opportunities for positive community impact and sustainable development

### Opportunities

#### Value Created for Stakeholder

- Support community development through financial aid, education, and initiatives for marginalised groups
- Committing 1% of our annual profit after tax, zakat, and minority interest to impactful projects

#### Value Created for Bursa Malaysia

- Positive impact on local communities through targeted initiatives
- Enhanced corporate reputation and brand value

#### Capitals Impacted



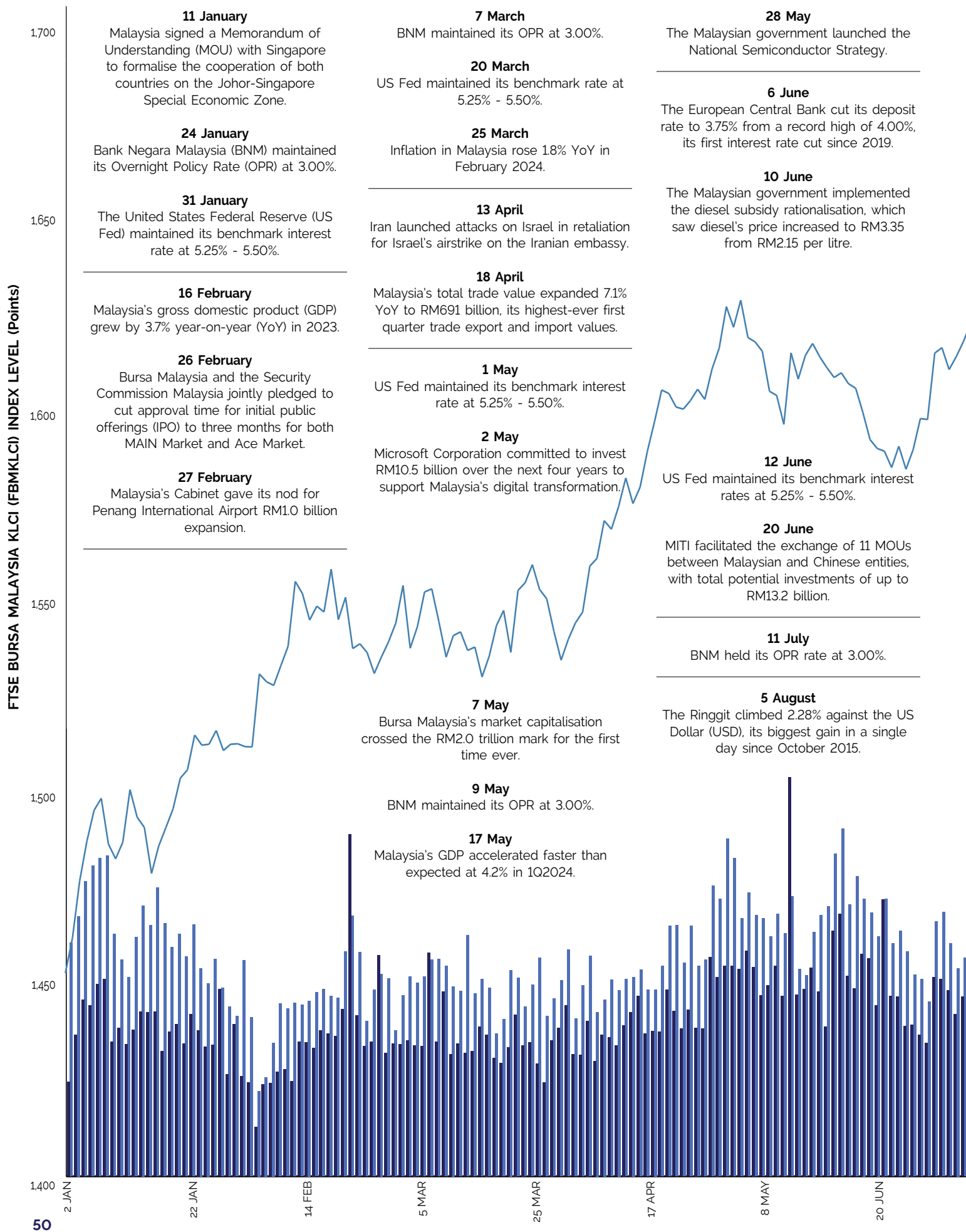
#### Material Matters



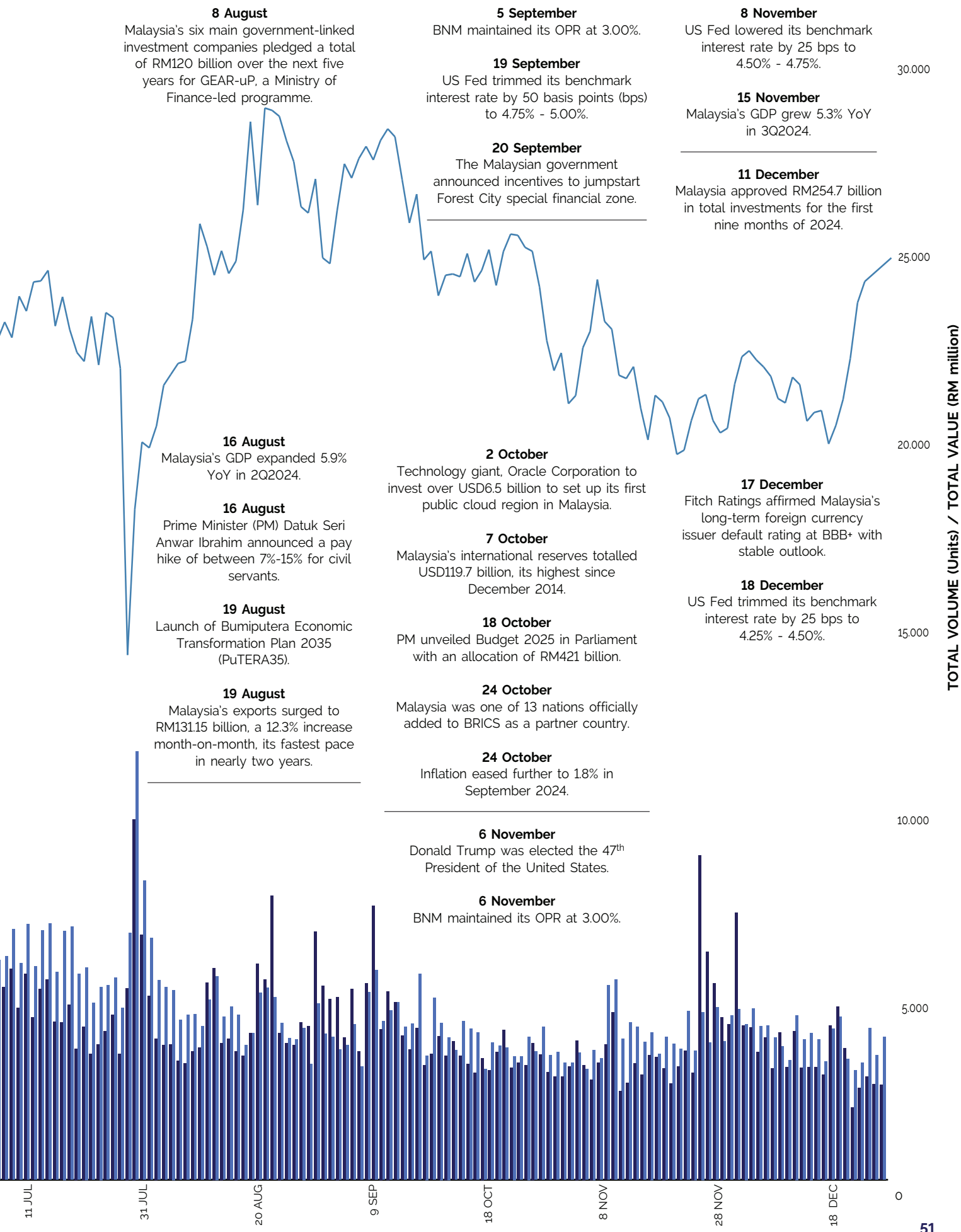
#### Key Risks Impacted



# Overall Market Performance



TRADE VALUE    TRADE VOLUME    FBMKLCI



# Market Highlights

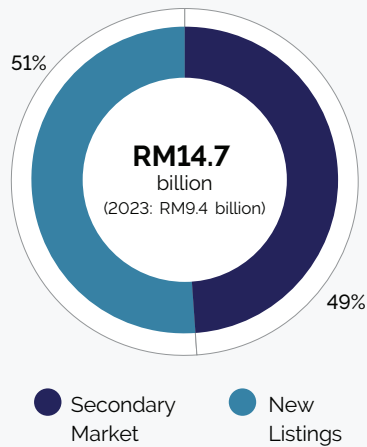
	2020	2021	2022	2023	2024
<b>SECURITIES MARKET</b>					
FBMKLCI	1,627.21	1,567.53	1,495.49	1,454.66	<b>1,642.33</b>
Total Market Capitalisation (RM billion)	1,817	1,789	1,736	1,796	<b>2,081</b>
Velocity (%)	64	49	30	29	<b>39</b>
Average Daily Trading Volume - OMT & DBT (million shares)	7,483	5,850	3,001	3,555	<b>4,289</b>
Average Daily Trading Volume - OMT (million shares)	7,323	5,711	2,834	3,257	<b>3,997</b>
Average Daily Trading Value - OMT & DBT (RM million)	4,306	3,661	2,185	2,293	<b>3,436</b>
Average Daily Trading Value - OMT (RM million)	4,210	3,545	2,068	2,056	<b>3,150</b>
Total Trading Volume - OMT & DBT (billion shares)	1,856	1,433	729	867	<b>1,059</b>
Total Trading Value - OMT & DBT (RM billion)	1,068	897	531	559	<b>849</b>
Total Funds Raised via New Listings and Secondary Market (RM billion)	10.0	17.1	26.0	9.4	<b>14.7</b>
Total Listed Counters	2,121	2,290	2,255	2,260	<b>2,389</b>
No. of PLCs	936	949	972	995	<b>1,039</b>
- No. of New Listings	19	29	34	32	<b>54</b>
- No. of Delistings	12	16	11	9	<b>10</b>
No. of Listed REITs*	18	18	19	19	<b>20</b>
- No. of New Listings - REITs*	-	1	1	-	<b>1</b>
- No. of Delistings - REITs*	-	1	-	-	<b>-</b>
No. of Listed ETFs	20	20	20	16	<b>17</b>
- No. of New Listings - ETFs	4	1	-	-	<b>1</b>
No. of Listed Structured Warrants	891	1,008	966	977	<b>1,100</b>
- No. of New Listings - Structured Warrants	1,208	1,451	1,447	1,497	<b>1,804</b>
No. of Rights and Bonus Issue	39	91	35	63	<b>45</b>
No. of New CDS Accounts Opened (Yearly)	423,264	344,542	168,696	156,254	<b>485,804</b>
Total CDS Accounts (million)	2.8	3.0	3.1	3.1	<b>3.5</b>
No. of Trading Days	248	245	243	244	<b>247</b>
No. of Participating Organisations of Bursa Malaysia Securities	29	30	30	29	<b>30</b>
<b>DERIVATIVES MARKET</b>					
Open Interest as at 31 December	206,837	253,742	234,490	254,357	<b>290,060</b>
• Crude Palm Oil Futures (FCPO)	165,594	208,681	200,198	214,704	<b>239,495</b>
• FBMKLCI Futures (FKLI)	26,493	28,926	23,959	36,383	<b>35,932</b>
• Others	14,750	16,135	10,333	3,270	<b>14,633</b>
No. of Contracts traded					
• FCPO (million)	14.6	15.6	16.2	14.8	<b>18.9</b>
• FKLI (million)	3.5	2.7	2.8	2.9	<b>3.7</b>
• Options on FCPO	63,626	95,205	36,501	24,460	<b>41,816</b>
• Options on FKLI	8,873	6,929	5,350	10,030	<b>16,452</b>
• Other Products (FGLD, FEPO, FCNH, F4GM, FSOY)	57,189	8,111	8,887	18,385	<b>95,109</b>
Average Daily Contracts Traded	73,523	75,178	78,621	72,896	<b>92,106</b>
Total Contracts Traded (million)	18.2	18.4	19.1	17.8	<b>22.8</b>
No. of Trading Participants of Bursa Malaysia Derivatives	17	16	16	15	<b>16</b>
<b>ISLAMIC MARKETS</b>					
FBM Hijrah Shariah	14,340.56	12,835.55	11,908.79	11,783.61	<b>13,409.12</b>
Shariah Market Capitalisation (RM billion)	1,257	1,221	1,156	1,174	<b>1,342</b>
Shariah Velocity (%)	72	56	32	31	<b>40</b>
Shariah Average Daily Trading Value - OMT (RM million)	3,237	2,801	1,470	1,416	<b>2,070</b>
Shariah Average Daily Trading Value - OMT & DBT (RM million)	3,313	2,874	1,539	1,598	<b>2,217</b>
Shariah-compliant PLCs	742	750	789	811	<b>822</b>
% of Shariah-compliant PLCs	79	79	81	82	<b>79</b>
% of Shariah-compliant Securities	77	77	79	80	<b>78</b>
% of Shariah-compliant (by Market Capitalisation)					
• PLCs	71	70	68	68	<b>65</b>
• ETFs	25	20	19	18	<b>21</b>
• REITs	43	42	43	43	<b>42</b>
No. of ETBS	4	3	3	2	<b>1</b>
No. of Sukuk Programmes on Bursa Malaysia Securities					
• Corporate	20	19	19	18	<b>15</b>
• Government	2	2	2	2	<b>2</b>
Value of Sukuk Programmes (USD billion)					
• Corporate	55.9	51.8	51.0	53.6	<b>48.3</b>
• Government#	-	-	-	-	<b>-</b>
Value of Sukuk Listing (USD billion)					
• Corporate	30.9	29.0	26.8	22.6	<b>18.3</b>
• Government	93.3	101.5	107.4	114.9	<b>127.5</b>
Bursa Suq Al-Sila' (BSAS):					
• Average Daily Value Commodity Traded (RM billion)	32.9	37.3	45.6	45.1	<b>41.3</b>
• Total Accumulated Commodity Trade Value (RM billion)	8,167.5	9,133.5	11,079.4	11,009.5	<b>10,209.3</b>
• Total No. of Matched Contracts	1,386,891	1,994,408	3,100,196	3,683,557	<b>3,980,741</b>
No. of BSAS Registered Participants					
Total	264	299	325	354	<b>373</b>
- Domestic	208	235	253	276	<b>290</b>
- Foreign	56	64	72	78	<b>83</b>

\*Including Stapled Securities and Business Trust

#No specified programme value for Malaysian Government Investment Issues

**SECURITIES MARKET**

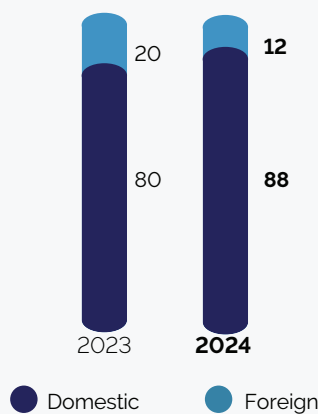
**Funds Raised from New Listings and Secondary Market**



**Market Capitalisation**

**RM2,081 billion**  
(2023: RM1,796 billion)

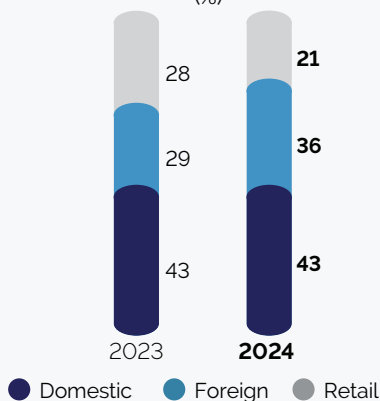
**Share Ownership (%)**



**Average Daily Value - On-Market Transactions (ADV-OMT)**

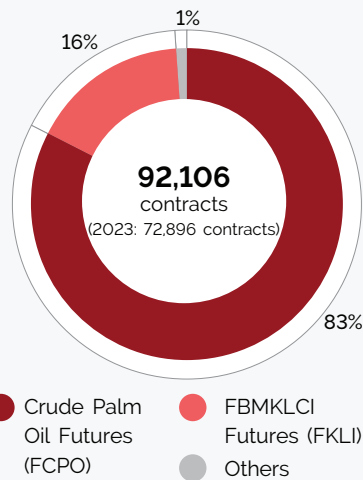
**RM3.2 billion**  
(2023: RM2.1 billion)

**Market Demographics (%)**



**DERIVATIVES MARKET**

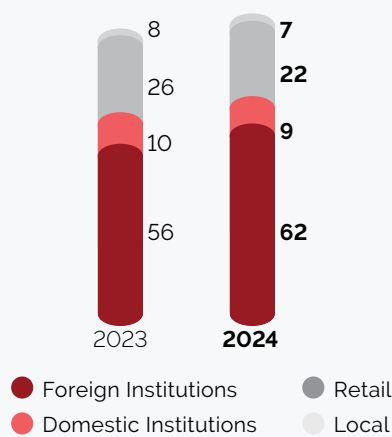
**Average Daily Contracts**



**FCPO Total Contracts Traded**

**18.9 million**  
(2023: 14.8 million)

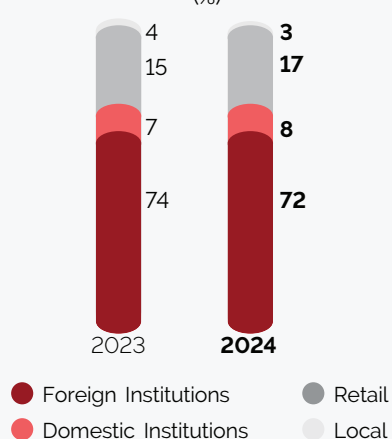
**Market Demographics (%)**



**FKLI Total Contracts Traded**

**3.7 million**  
(2023: 2.9 million)

**Market Demographics (%)**

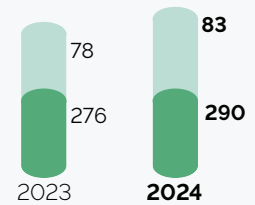


**ISLAMIC MARKETS**

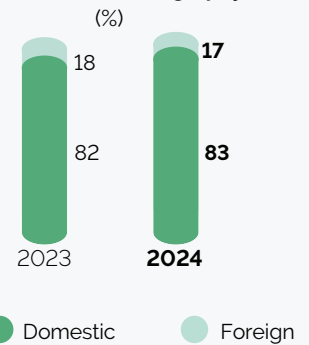
**BSAS ADV**

**RM41.3 billion**  
(2023: RM45.1 billion)

**No. of BSAS Registered Participants**



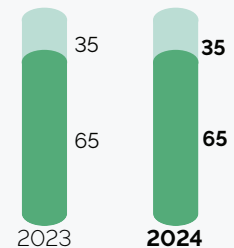
**BSAS Market Demography (%)**



**No. of Shariah-compliant Securities**

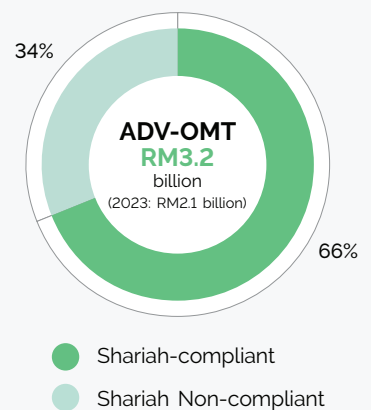
**835**  
(2023: 824)

**Market Capitalisation (%)**



**Shariah ADV-OMT**

**RM2.1 billion**  
(2023: RM1.4 billion)



# Our Performance

## Five-Year Highlights

	2020	2021	2022	2023	2024
<b>Key Operating Results (RM million)</b>					
Operating revenue	778.8	751.6	585.3	592.8	<b>757.7</b>
Operating expenses	291.8	288.6	292.7	294.5	<b>373.4</b>
Earnings before interest, tax, zakat, depreciation and amortisation	508.4	485.1	319.5	331.6	<b>419.7</b>
Profit after tax, zakat and minority interest (PATAMI)	377.7	355.3	226.6	252.4	<b>310.1</b>
<b>Other Key Data (RM million)</b>					
Total assets	3,232.9	4,342.0	4,244.5	3,282.0	<b>4,355.4</b>
Total liabilities	2,332.1	3,524.9	3,457.7	2,457.4	<b>3,479.1</b>
Shareholders' equity	900.8	817.1	784.3	823.1	<b>873.8</b>
Capital expenditure	14.2	37.2	59.4	39.7	<b>28.6</b>
<b>Financial Ratios (%)</b>					
Operating revenue growth	62.2	(3.5)	(22.1)	1.3	<b>27.8</b>
Cost to income	36.6	37.7	48.6	47.9	<b>47.7</b>
Net profit margin	47.3	46.3	37.6	40.8	<b>39.3</b>
PATAMI growth	103.2	(6.0)	(36.2)	11.4	<b>22.9</b>
Return on equity	45.5	41.4	28.3	31.4	<b>36.6</b>
<b>Share Information</b>					
Earnings per share (sen)	46.7	43.9	28.0	31.2	<b>38.3</b>
Net dividends per share (sen)	51.0	41.0	26.5	29.0	<b>44.0</b>
Dividend yield (%)	6.1	6.3	4.0	4.2	<b>4.9</b>
Payout ratio (%)	92.1	93.4	94.7	93.0	<b>93.9</b>
Net assets per share (RM)	1.11	1.01	0.97	1.02	<b>1.08</b>
Share price - high (RM)	10.60	9.38	7.15	6.95	<b>10.10</b>
Share price - low (RM)	4.42	6.17	6.00	6.17	<b>6.92</b>
Share price as at 31 December (RM)	8.30	6.55	6.65	6.91	<b>8.96</b>
Price earnings ratio (times)	18	15	24	22	<b>23</b>
Market capitalisation of the Company (RM billion)	6.7	5.3	5.4	5.6	<b>7.3</b>



# Investor Relations

At Bursa Malaysia, transparent and timely information is the cornerstone of our relationship with investors. We deliver accurate information about the Exchange in line with regulatory requirements and best investor relations (IR) practices. This empowers our shareholders and potential investors to make informed decisions, understand market dynamics, and confidently participate in the Malaysian capital market. We achieve this through regular disclosures, proactive engagement, and clear communication channels.

Annual General Meeting (AGM)	Quarterly Financial Results and Analyst Briefings	
<p><b>26 February 2024</b></p> <p>Notice of Bursa Malaysia's 47<sup>th</sup> AGM</p>	<p><b>31 January 2024</b></p> <p>FY2023 Results Announcement and Analyst Briefing</p>	<p><b>30 July 2024</b></p> <p>1H2024 Results Announcement and Analyst Briefing</p>
<p><b>26 March 2024</b></p> <p>47<sup>th</sup> AGM (hybrid)</p>	<p><b>30 April 2024</b></p> <p>1Q2024 Results Announcement and Analyst Briefing</p>	<p><b>30 October 2024</b></p> <p>3Q2024 Results Announcement and Analyst Briefing</p>

Strategy
<p>We build rapport and trust with our stakeholders in the investment community through timely communication.</p> <p>By conveying transparent and accurate information about Bursa Malaysia, we aim to facilitate informed decision-making for shareholders and potential investors.</p> <p>Through these engagements, we also showcase the investment potential of the Malaysian capital market.</p>

Investor Engagement Initiatives
<p><b>IR Engagement with Analysts and Investors</b></p> <p>Bursa Malaysia Berhad saw heightened foreign interest in its shares as foreign participation based on total market transacted value increased to 51.0% as at 31 December 2024 from 37.1% in the previous year.</p> <p>During the year, interest in Bursa Malaysia grew. We saw two coverage initiations by J.P. Morgan with an Overweight rating and BMB Securities with a Buy recommendation. This brought the total number of analyst coverage to 17.</p> <p>A wave of prominent foreign investors from public and private pension funds as well as asset management firms from the United States of America, the United Kingdom, Australia, Singapore, among others, re-engaged with the Malaysian market. These investors conducted discussions with Malaysian corporates and regulatory bodies, marking a significant return of interest after a prolonged absence.</p> <p>On top of engaging with foreign investors locally, Bursa Malaysia's top management participated in overseas roadshows in Australia, Hong Kong and Singapore. We proactively engaged with 314 investors across 160 meetings, fostering dialogue through various formats, including one-on-one sessions and small group discussions. Key topics included company and market prospects, regulatory updates, sustainability initiatives as well as the development of products, services and solutions.</p> <p>With a larger database, we target to continue building rapport through further engagements and updates in 2025.</p>

## Investor Relations

### Investor Engagement Initiatives *(continued)*

#### IR Portal in Bursa Malaysia's Website

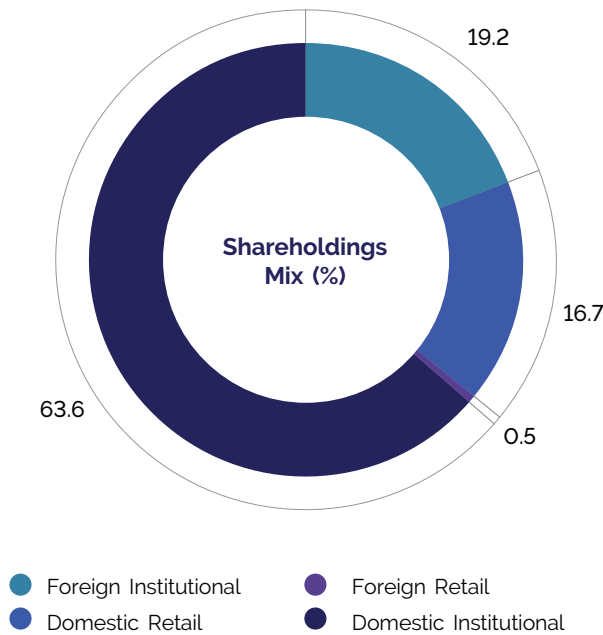
Press releases on financial results, presentation for analyst briefings alongside with recordings of the briefings are uploaded on Bursa Malaysia's website. Our stakeholders can also communicate directly with the IR team through IR contact or the enquiry form on the IR Portal. Furthermore, stakeholders can register their interest to be included in the IR mailing list, so that they receive updates and developments on the company.

#### Feedback

We welcome comments and constructive feedback from investors and stakeholders as an on-going process of a comprehensive communication. Input on strategies, governance, operational and financial performance may be sought for by way of conducting surveys, interviews or discussions to help us better understand external perspectives.

### Shareholdings and Coverage

Bursa Malaysia's free float of 81.4% (unchanged year-on-year) represents a healthy level of liquidity. As at 31 December 2024, we had a total of 29,723 shareholders.



#### Shareholdings Structure (as at 31 December 2024)

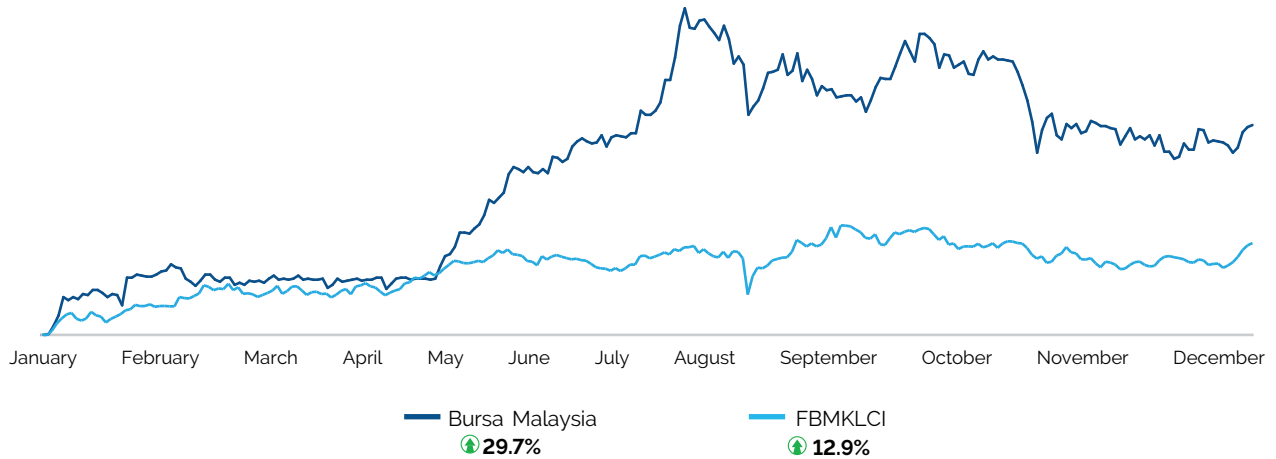
Number of Shares	Percentage of Shareholdings (%)	
	Malaysian	Foreigner
1 - 99	<0.1	<0.1
100 - 1,000	0.7	<0.1
1,001 - 10,000	6.5	0.2
10,001 - 100,000	9.1	1.2
100,001 - less than 5%	28.4	18.3
> 5%	35.5	<0.1

### Analyst Coverage List

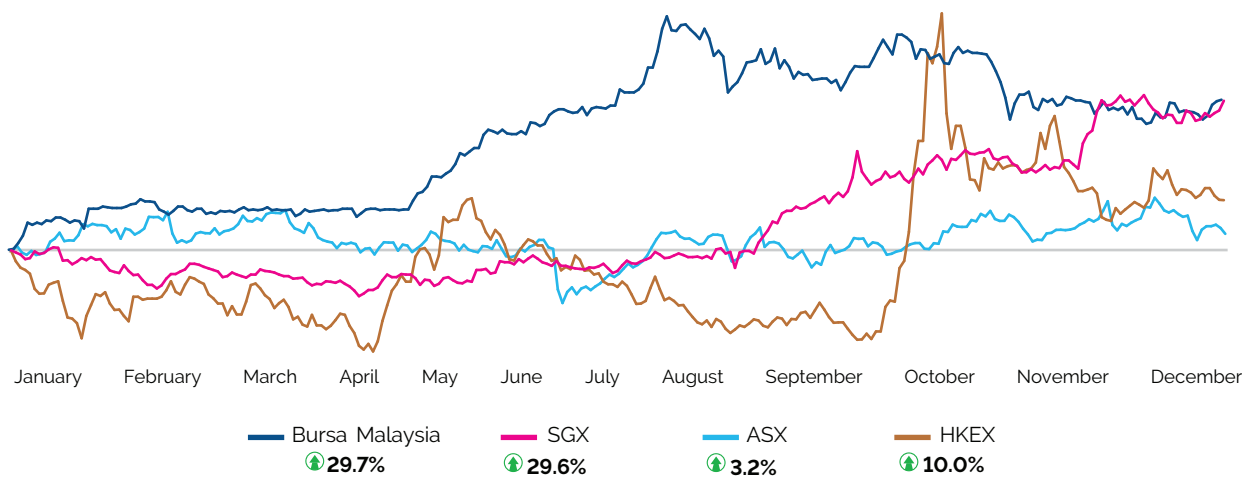
Affin Hwang Investment Bank Berhad	Kenanga Investment Bank Berhad
AmInvestment Bank Berhad	Macquarie Capital Securities (M) Sdn Bhd
BIMB Securities Sdn Bhd	Maybank Investment Bank Berhad
CGS International Securities Malaysia Sdn Bhd	MIDF Amanah Investment Bank Berhad
CIMB Securities Sdn Bhd	Nomura Securities Malaysia Sdn Bhd
Citibank Berhad	RHB Investment Bank Berhad
CLSA Securities Malaysia Sdn Bhd	TA Securities Holdings Berhad
Hong Leong Investment Bank Berhad	UOB Kay Hian Securities (M) Sdn Bhd
J.P. Morgan Securities Singapore Private Ltd	

### Share Price Performance

Bursa Malaysia's share price performance vs FTSE Bursa Malaysia KLCI (FBMKLCI) Index in 2024



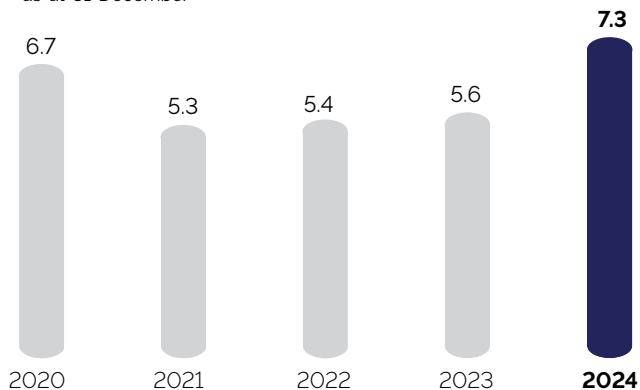
Bursa Malaysia's share price performance vs listed peers in 2024



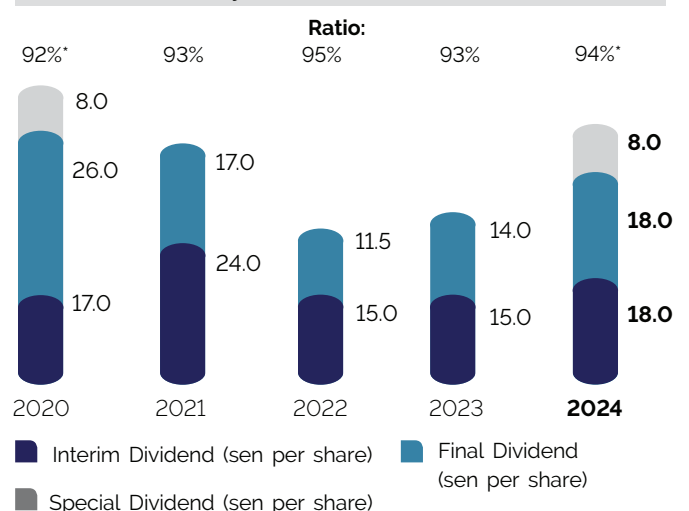
Bursa Malaysia's share price gained 29.7% in 2024 to close at RM8.96 on 31 December 2024. The share price started from the lowest point at the beginning of the year at RM6.92 on 2 January 2024 and reached its highest level at RM10.10 on 17 July 2024.

#### Bursa Malaysia's Market Capitalisation (RM billion)

as at 31 December



#### Annual Dividend Payout



\*Excluding Special Dividend

## SECTION 4

# MANAGEMENT DISCUSSION AND ANALYSIS

### **Strategic Review**

Operating Environment	59
Market Trends and Approaches	60
Determining Our Material Matters	65
Key Risks and Opportunities	66
Our Strategy	73
Strategic Performance Review	76
Headline Key Performance Indicators	78

### **Financial Review**

79

### **Business Review**

Securities Market	81
Derivatives Market	90
Data Business	93
Islamic Markets	97
Other Markets	104
Outlook	109



# Operating Environment

## International Landscape

Based on the World Bank's January 2025 Global Economic Prospects, the global economic landscape showed signs of improvement in 2024 with inflation appearing to moderate without substantially affecting key economies. The recovery in global trade and commodity supply contributed to the firming up of the global economy, as did the easing of headline inflation and monetary policies around the world. Against this backdrop, the global economy was estimated to have stabilised at 2.7% in 2024, the World Bank said, which remains below pre-pandemic levels.

In its report, the World Bank noted that growth remained uneven across the globe and across regions. In the East Asia and Pacific (EAP), which includes Malaysia and China, the World Bank noted that growth in the EAP excluding China had outperformed expectations, although growth in the region as a whole was tempered as a result of China's slowdown. Malaysia, as with other export-oriented countries in the region, experienced a strong economic rebound, and anticipated to experience some fiscal consolidation in the coming years.

Nevertheless, the World Bank cautions that the global outlook remains surrounded by substantial uncertainty, and the balance of risks remains tilted to the downside. Adverse changes in trade policies and heightened policy uncertainty, particularly by advanced economies, could disproportionately affect the recovery in emerging markets and developing economies and substantially derail the global economic recovery. Likewise, heightened geopolitical tensions and conflict escalations could further disrupt global trade and commodity markets, hurting growth and setting back development goals, which may result in large and long-term output losses.

## Malaysian Landscape

The Malaysian economic landscape in 2024 reflected resilience and sustained growth, supported by a rebound in global trade, which had a positive impact on Malaysia's export-oriented economy. The latter was driven mainly by strong external demand for electrical and electronics (E&E) products, as well as for a diversified mix of non-E&E goods. Furthermore, robust household spending, a favourable labour market, and proactive policy measures worked together to further support economic expansion, as did investments in multi-year national initiatives outlined in the National Energy Transition Roadmap and the New Industrial Master Plan 2030.

Meanwhile, the implementation of pro-growth development initiatives, such as the Johor-Singapore Special Economic Zone (JS-SEZ) and Penang's infrastructure plans, has likewise made positive contributions to the strength of the Malaysian economy by further catalysing investments and expanding the range of opportunities across key industries. The Malaysian economic landscape was also strengthened by a stable political environment and Malaysia's pro-environmental, social and governance regulatory stance, which has made Malaysia an increasingly attractive destination for investments.

Against this backdrop, Malaysia's gross domestic product expanded by 5.1% 2024.

## Impact On Our Markets

Bursa Malaysia's markets were influenced by key factors including Malaysia's resurgent economy and favourable commodity price movements. Changes in monetary policy by key economies around the world also bolstered robust investor participation in our markets.

Bursa Malaysia's Securities Market recorded its strongest performance in terms of market capitalisation in over a decade, surpassing the RM2.0 trillion mark for the first time in May 2024. By year-end, total market capitalisation had risen 15.8% year-on-year (YoY) to RM2,080.5 billion (2023: RM1,796.4 billion). Registering a 12.9% increase YoY to 1,642.3 points (2023: 1,454.7 points), the FBMKLCI closed 2024 as the second-best performing benchmark index in Southeast Asia. Regionally, Bursa Malaysia led ASEAN as the top destination for capital raising. We also ranked first in terms of growth across three other metrics i.e. market capitalisation (in USD), average daily trading value (ADV) and velocity.

The positive market sentiment extended to the Derivatives Market, which also posted remarkable growth in 2024, notching several record highs. The Derivatives Market posted an all-time monthly trading high in November 2024 after 2.4 million contracts transacted. The interest in derivatives were fuelled by favourable Crude Palm Oil Futures prices and heightened trading in FTSE Bursa Malaysia KLCI Futures. Contributing to the market's vibrancy was the short-term foreign fund inflows driven by the United States Federal Reserve's interest rate cuts and Malaysia's robust equity market environment.

As for the Islamic Markets, the Bursa Suq Al-Sila' (BSAS) registered 20 new participants on its platform. While the total number of participants increased 5.4% YoY to 373 (2023: 354), ADV on BSAS declined 8.4% YoY to RM41.3 billion (2023: RM45.1 billion) due to lower excess liquidity in the Islamic interbank money market.

# Market Trends and Approaches

## SUSTAINABILITY DISCLOSURES AND THE NET ZERO TRANSITION

### Potential Impact

The 2024 United Nations Sustainable Development Goals (UNSDGs) Report highlighted that the world was currently at a critical juncture with respect to its sustainability efforts. With over a third of all sustainability targets stagnating or regressing and only about half of them making progress, the urgency for accelerated action has never been clearer, with just 17% of sustainability targets are currently on track. This slowdown is exacerbated by the lingering effects of the COVID-19 pandemic, escalating conflicts, geopolitical tensions, and intensifying climate disruptions, which threaten to further derail the sustainability journey. In light of these challenges, it has become imperative that all parties renew their commitment and drive meaningful change towards achieving sustainability goals.

Bursa Malaysia remains deeply committed to making meaningful contributions to the UNSDGs. We are dedicated in strengthening sustainability not only within our organisation but also across the marketplace, and with sustainability thought leadership in the region. Following the launch of the National Sustainability Reporting Framework (NSRF) in September 2024, Bursa Malaysia, as the frontline regulator, has announced enhancements to the sustainability reporting requirements for listed issuers

under the MAIN Market Listing Requirements (LR) and ACE Market LR.

While many Malaysian businesses are improving energy efficiency and developing climate-friendly products, PwC's 27<sup>th</sup> Annual Global CEO Survey 2024 revealed that Malaysia's decarbonisation rate is at 2.5%, falling short of the required 7.2% annual reduction to meet the net zero target by 2050. The introduction of carbon credits through Bursa Carbon Exchange (BCX) serves as a ready platform to support mitigation measures for emissions reduction projects. Building on this momentum, the launch of renewable energy certificates (RECs) in 2024 provides businesses with an additional mechanism to accelerate their journey towards carbon neutrality and contribute to global climate goals.

Additionally, the tax deduction approved by the Ministry of Finance (MOF) is expected to encourage companies to develop carbon projects in Malaysia. Companies that incur expenses on measurement, reporting and verification, and activities related to carbon projects submitted from 1 January 2024 to 31 December 2026 are eligible for tax deduction of up to RM300,000, deductible from the carbon credit income derived from trading on the BCX.

### How We Responded

#### Sustainability Initiatives and Solutions

- Launched the Centralised Sustainability Intelligence (CSI) Solution to help Malaysian companies integrate sustainability into their business strategies and operations, thereby giving them the tools they need to assess greenhouse gas (GHG) emissions across their value chains and streamline their sustainability reporting.
- Collaborated with the Indonesia Stock Exchange, the Stock Exchange of Thailand, the Singapore Exchange, and the Philippine Stock Exchange to develop the ASEAN-Interconnected Sustainability Ecosystem (ASEAN-ISE) which will facilitate the implementation of common ESG metrics in their respective data infrastructures.
- Signed a Memorandum of Understanding with the UK government's Mobilising Institutional Capital Through Listed Product Structures (MOBILIST) programme to support investment in Malaysia's energy transition and accelerate progress towards the UNSDGs. The programme connects investors with sustainable projects, channelling institutional capital to organisations supporting climate transition and development.

#### ESG Ratings and Competency Frameworks

- Extended FTSE4Good ESG rating to cover all MAIN Market listed issuers.
- Launched the Corporate Sustainability Practitioner Competency Framework 2.0 in collaboration with the UN Global Compact Network Malaysia and Brunei.

#### Regulatory Framework Enhancement

- Enhanced sustainability reporting requirements in the MAIN Market LR and ACE Market LR in alignment with the NSRF and spur the use of the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards.

#### Driving Decarbonisation

- Hosted BCX's first Malaysian carbon credits auction in July which saw the introduction of the Malaysia Nature-Based Plus Carbon Contract (MNC+) through the Kuamut Rainforest Conservation Project.
- Introduced RECs by way of auction in June, and commenced continuous trading in September with Malaysian-generated hydropower RECs.

### How We Responded (continued)

- Introduced Malaysian-generated solar, bioenergy, and small-hydro RECs by way of auction in November.
- Enabled continuous trading of internationally-recognised Gold Standard carbon credits in December.
- Registered the Malaysia Carbon Market Association, of which Bursa Malaysia is a founding member. The aim of the association is to accelerate the development of the Malaysian carbon market ecosystem by providing input into the development of national carbon market policies, supporting talent development, and facilitating strategic collaborations between domestic and international carbon market participants.
- Organised the 2<sup>nd</sup> Malaysia Carbon Market Forum to advance Malaysia's carbon market ecosystem in support of the national climate agenda.
- Participated in the 29<sup>th</sup> session of the Conference of the Parties to the United Nations Framework Convention on Climate Change (COP29) in Azerbaijan and facilitated the signing of a Memorandum of Collaboration (MOC) with five carbon market associations from the ASEAN region to support the implementation of the ASEAN Common Carbon Framework (ACCF). The ACCF is one of the 12 priority initiatives conceptualised by Bursa Malaysia and adopted by the ASEAN Business Advisory Council (ASEAN BAC) of Malaysia, which takes over chairmanship of ASEAN BAC in 2025.
- Became the first exchange in Asia to have both its near- and long-term GHG emissions reduction targets validated by the Science Based Targets Initiative (SBTi).

### Outlook

Malaysia has made significant progress in sustainability reporting over the years, with a key development being the recent launch of the NSRF, which is applicable to all listed issuers on Bursa Malaysia, as well as large non-listed companies. In line with the phased implementation of the NSRF, large-listed issuers on the MAIN Market (i.e. those with market capitalisation of RM2.0 billion and above) will begin using the IFRS Sustainability Disclosure Standards for annual reporting period from 1 January 2025 onwards. This will extend to the remaining MAIN Market listed issuers on 1 January 2026, followed by ACE Market listed issuers and large non-listed companies on 1 January 2027.

Meanwhile, the voluntary carbon market and the RECs market will continue to lay a foundation for the nation's transition towards a low carbon economy. Bursa Malaysia will do its part by enhancing the supply of Malaysian carbon credits, but the future of the market relies heavily on meaningful corporate participation, particularly from high-emitting industries. To further contribute to this low carbon goal, corporations are also encouraged to adopt a holistic approach to carbon management, adopt clean technologies, focus on energy efficiency and make greater use renewable energy sources.

## INCREASING COMPETITION FROM ALTERNATIVE FUNDRAISING AND INVESTMENT PLATFORMS AS WELL AS PEER EXCHANGES

### Potential Impact

The competitive landscape for fundraising and investment continues to intensify in Malaysia. Alternative financing platforms such as equity crowdfunding, peer-to-peer financing, and private markets are gaining traction, creating new challenges for traditional fundraising avenues such as equities. Malaysian investors also now have better access to global investment opportunities with the entry of new foreign investment channels and foreign digital brokers that offer a mix of local and international products. Meanwhile, peer exchanges, spurred by the new competitive landscape, have also enhanced their product and service offerings to better attract the finite pool of investors.

In response to these challenges, Bursa Malaysia has intensified its efforts to innovate and create unique and more attractive offerings for our market participants. By expanding on our product suite, we aim to strengthen our position as the preferred fundraising and investment destination in the region. We also leverage our leadership in niche markets, including Islamic markets and palm oil derivatives trading, to gain a firmer foothold with investors, while maintaining our reputation as a trusted, transparent, and reliable platform to support fundraising, investing, and trading.

## Market Trends and Approaches

### INCREASING COMPETITION FROM ALTERNATIVE FUNDRAISING AND INVESTMENT PLATFORMS AS WELL AS PEER EXCHANGES (CONTINUED)

#### How We Responded

##### Ecosystem Development:

- Made a joint commitment with the Securities Commission Malaysia to reduce the initial public offering (IPO) approval timeline for the MAIN and ACE Markets to three months.
- Collaborated with TNG Digital Sdn Bhd and Affin Hwang Investment Bank Berhad to launch e-Trade on the TNG eWallet, making investing more accessible to investors.
- Hosted the 37<sup>th</sup> ASEAN Exchanges Chief Executive Officers' Meeting to discuss initiatives to make the region more competitive, focusing on the sustainability ecosystem and regional market connectivity.

##### Expanded Product and Services Offerings:

- Launched the Bursa Malaysia DCE Soybean Oil Futures (FSOY), the first non-palm-based oil futures contract.
- Launched the USD-denominated Used Cooking Oil FOB Straits (Platts) Futures Contract (FUCO), a renewable alternative to traditional fuels, representing Bursa Malaysia Derivative's first foray into the used cooking oil domain.
- Listed the world's first waqf-featured exchange-traded fund, combining Islamic philanthropy with capital markets.
- Launched the PRIBUMI Bursa Malaysia Zakat Index, which recognises listed issuers that adopt Corporate Zakat practices.
- Launched the SME X Platform, a data analytics tool supporting SME growth, in partnership with the Companies Commission of Malaysia.
- Held the inaugural listing of Business Trusts, an alternatives listing structure that facilitate capital raising by entities seeking an IPO on Bursa Malaysia.

- Launched Bursa Gold Dinar (BGD), a Shariah-compliant gold trading platform designed to provide digital convenience for gold investors in Malaysia.
- BR Capital successfully facilitated the raising of RM15 million by three campaigns through the issuance of investment notes, and launched a secondary market.

##### Customer Experience Enhancements:

- Launched the MyBURSA Customer Portal, offering essential tools and insights for investors.
- Introduced BURSA REACH, a platform connecting dealer's representatives and investors through dedicated profiles, fostering engagement beyond traditional channels.
- Introduced an application programming interface gateway from the opening of Central Depository System (CDS) account by Participating Organisations to enhance operational efficiency.
- Upgraded our Customer Support System and invested in a new, enhanced ticketing system to streamline customer inquiries. This includes the development of a new help centre and other tools, designed to improve our delivery of customer support.
- Introduced new transfer features via the Bursa Anywhere mobile app and enabled log-in via biometric verification for ease of transactions to investors with CDS accounts.
- Enhanced the Institutional Settlement Service and Central Matching Facility to improve process efficiency and effectiveness among clearing participants servicing institutional investors.

#### Outlook

Alternative trading platforms are expected to continue to expand moving forward, fuelled by advancements in fintech and evolving investor demand. Traditional exchanges will therefore have to innovate and adapt to stay competitive and relevant.

Bursa Malaysia aims to continue expanding our product and service offerings, enhancing our market ecosystem, and improving customer experience as we advance towards becoming a Multi-Asset Exchange. We remain focused on our core markets while leveraging both existing and newer platforms to capture new growth opportunities.

For example, going into 2025, we will prioritise offering long-term value creation by introducing a new gold savings plan based on BGD, which features regular, automated investments. We will also enhance investment experiences with BR Capital through digital advancements, while expanding partnerships to drive business growth, strengthen collaborations, and broaden distribution channels of our new platforms.



## NEW TECHNOLOGIES AND CYBER SECURITY

### Potential Impact

The rapid pace of technological advancement and digitalisation continues to change the way businesses and investors operate. Emerging technologies such as artificial intelligence, machine learning, and distributed ledger technology are increasingly being integrated into capital markets, unlocking new opportunities and enhancing operational efficiencies. Real-time data and analytics powered by technology empower investors and businesses to make swift, informed decisions, while automation enhances speed and accuracy, reducing costs. Recognising these transformative benefits, Bursa Malaysia strives to adopt fit-for-purpose innovations to drive business growth, operational efficiency and customers' satisfaction.

However, the benefits of technological progress are accompanied by heightened risks, particularly in the form of cyber security threats. The growing number of retail investors engaging with digital platforms amplifies these vulnerabilities. As the capital markets become increasingly complex and interconnected, the importance of effective risk management cannot be overstated. Proactive monitoring, identification, and mitigation of risks are essential to ensuring preparedness against uncertainties and potential disruptions. The Cyber Security Act 2024, which came into force in August 2024, will enhance our cyber security preparedness and ensure compliance with the new regulatory framework.

### How We Responded

#### Improved our cyber security posture in line with our Cyber Security Strategy Roadmap 2024-2026:

- Optimised security operational processes to ensure effectiveness.
- Implemented automation for firewall management to improve security posture and reduce manual intervention.
- Deployed identity threat protection measures to safeguard against identity-based cyber threats.
- Established a new cyber security operating model with clear delineation of roles and responsibilities between first and second line of defence.
- Strengthened readiness and response capabilities to counter ransomware threats.
- Continuously ensuring compliance with the Cyber Security Act 2024.
- Expanded cyber security oversight to encompass all critical areas, ensuring robust and comprehensive protection.

#### Implemented upgrades in technology and processes to enhance service offerings:

- Established BR Capital's secondary market, enabling investors to buy and sell investment notes on the platform to enhance flexibility, liquidity, price discovery, and optimisation of investment strategies.
- Implemented system improvements and new functionalities for the BGD including the Zakat Information Service, Gold Price Alerts, BGD Exchange improvements, BM Translation, in-app survey, BGD Web Application, BGDSecure, Investment Goal and Linked Bank Account.

- Enhanced MyBURSA with new post-login functionalities, including dashboard personalisation, watchlist, personalised insights, and eCDS services for e-Statements and transaction notices to improve user experience.
- Enhanced and optimised the Equity Post Trade (EPT) system architecture to ensure higher availability, resiliency, and operational efficiency.
- Enhanced the Security Futures Trading System (SFTS) by integrating NASDAQ SMART Market Surveillance System (MSS) to enable real-time monitoring and the implementation of Robotic Process Automation (RPA) for the automated approval of matched trades registration in the Derivatives Clearing and Settlement (DCS) system.
- Implemented the CSI Solution to connect data, people, and purpose in one centralised platform. The CSI Solution aims to support corporates in their decarbonisation efforts by facilitating regulatory-compliant disclosures, providing tools to monitor suppliers' ESG performance and offering services like capacity training to enhance ESG adoption and capabilities.
- Migrated the current Bursa WAN Point-to-Point network to a Software Defined Wide Area Network (SD-WAN) to improve operational efficiency, resilience, security and availability.
- Upgraded the Enterprise Storage System (ESS) to enhance security and improve the performance, reliability, and stability of Bursa Malaysia's storage infrastructures.
- Established a centralised SMS gateway that facilitates seamless SMS delivery through dual service providers to ensure redundancy and reliability.

## Market Trends and Approaches

### NEW TECHNOLOGIES AND CYBER SECURITY (CONTINUED)

#### How We Responded (continued)

- Upgraded the Enterprise Management and Monitoring System to the latest version to enhance performance, reliability, and stability with new and improved features.
- Conducted a technology refresh on hardware, software and 3<sup>rd</sup> party components for Bursa Malaysia's network, end-user devices, Bursa Price Viewer and MSS to mitigate security risks, secures sustainable performance, reliability, high availability and stability with the latest improved features and capability.

#### Outlook

For 2025, Bursa Malaysia will prioritise initiatives that strengthen its technology and cyber security posture, including ongoing enhancements to the scalability and supportability of core systems in particular, to continually safeguard against emerging threats. By maintaining a proactive stance in cyber security and leveraging advanced technologies, Bursa Malaysia remains committed to trusted and resilient platforms for our market participants.

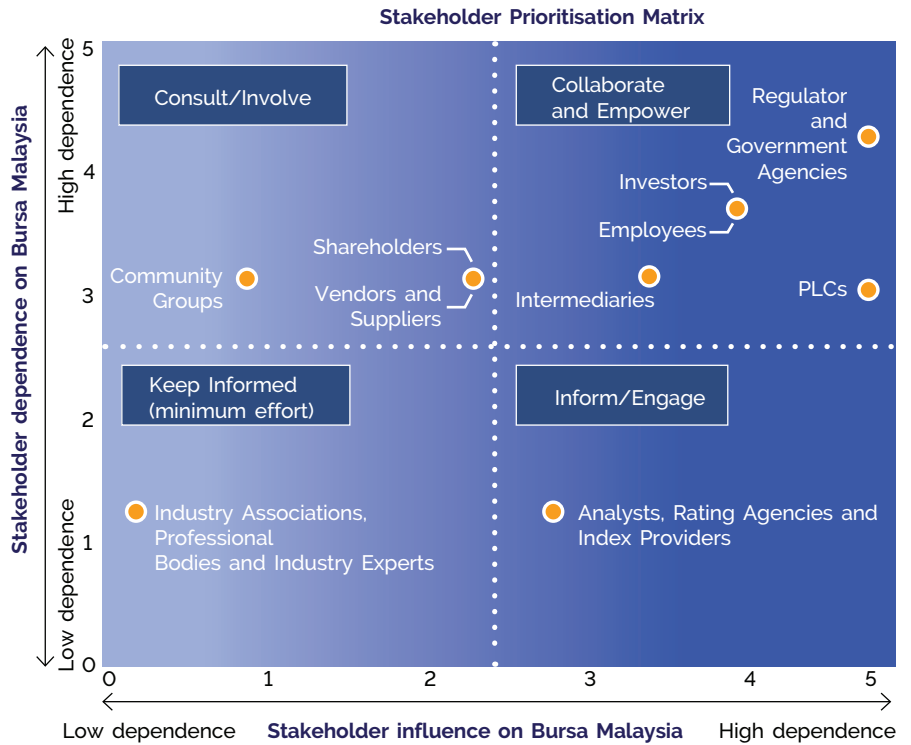
# Determining Our Material Matters

Bursa Malaysia is committed in collaborating with stakeholders to identify issues, develop solutions, and enhance disclosures, and materiality assessments. This ongoing dialogue is instrumental in the refinement of the Exchange’s materiality assessment process and in the development of our disclosure strategies. Bursa Malaysia endeavours to cultivate trust, improve transparency, and fortify our relationships with a variety of stakeholder groups through these interactions.

## SUMMARY OF STAKEHOLDER PRIORITISATION MATRIX

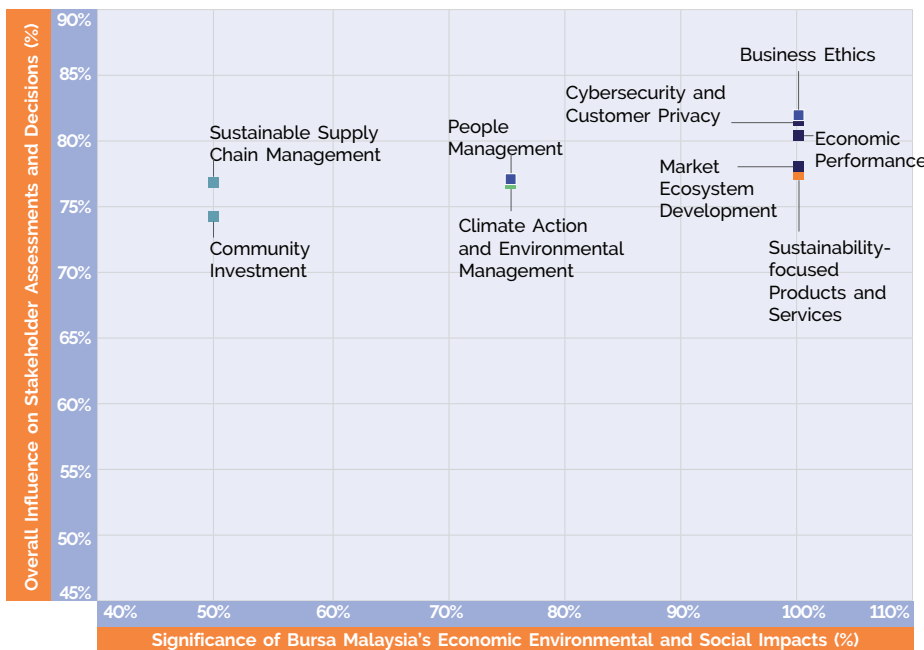
As we progress through the dynamic realm of sustainability, engaging with our stakeholders continues to be fundamental to our path forward. We acknowledge that our achievements are deeply connected to the insights and viewpoints of those who support our mission, depend on our services, and align with our vision for a more accountable future.

Bursa Malaysia’s 2024 Materiality Assessment showcased a significant enhancement in stakeholder engagement and methodology, reflecting the Exchange’s commitment to refining its sustainability strategy. The survey was conducted over two distinct periods: internal stakeholders participated from 24 July to 9 August, while external stakeholders were engaged from 2 August to 23 August.



Note: A stakeholder’s position within the quadrant determines the level of engagement Bursa Malaysia should pursue with them and the appropriate engagement strategies to employ.

The survey results were then mapped onto a materiality matrix, aligning the degree of materiality with the relative significance of each Material Matter. This approach enabled the identification and prioritisation of the most critical Material Matters.



## MATERIALITY ASSESSMENT

The 2024 Materiality Matrix identifies Business Ethics, Cyber Security and Customer Privacy, Economic Performance, Market Ecosystem Development, and Sustainability-focused Products and Services as the most critical Material Matters. This cluster of top priority Material Matters remains largely unchanged over the years. Their high significance to Bursa Malaysia’s impacts and strong influence on stakeholder decisions highlight their roles in driving trust, resilience, and long-term value creation. These priorities will remain at the forefront of our strategic planning and resource allocation to ensure sustainable growth, resilience, and long-term stakeholder value.

### Priority Areas

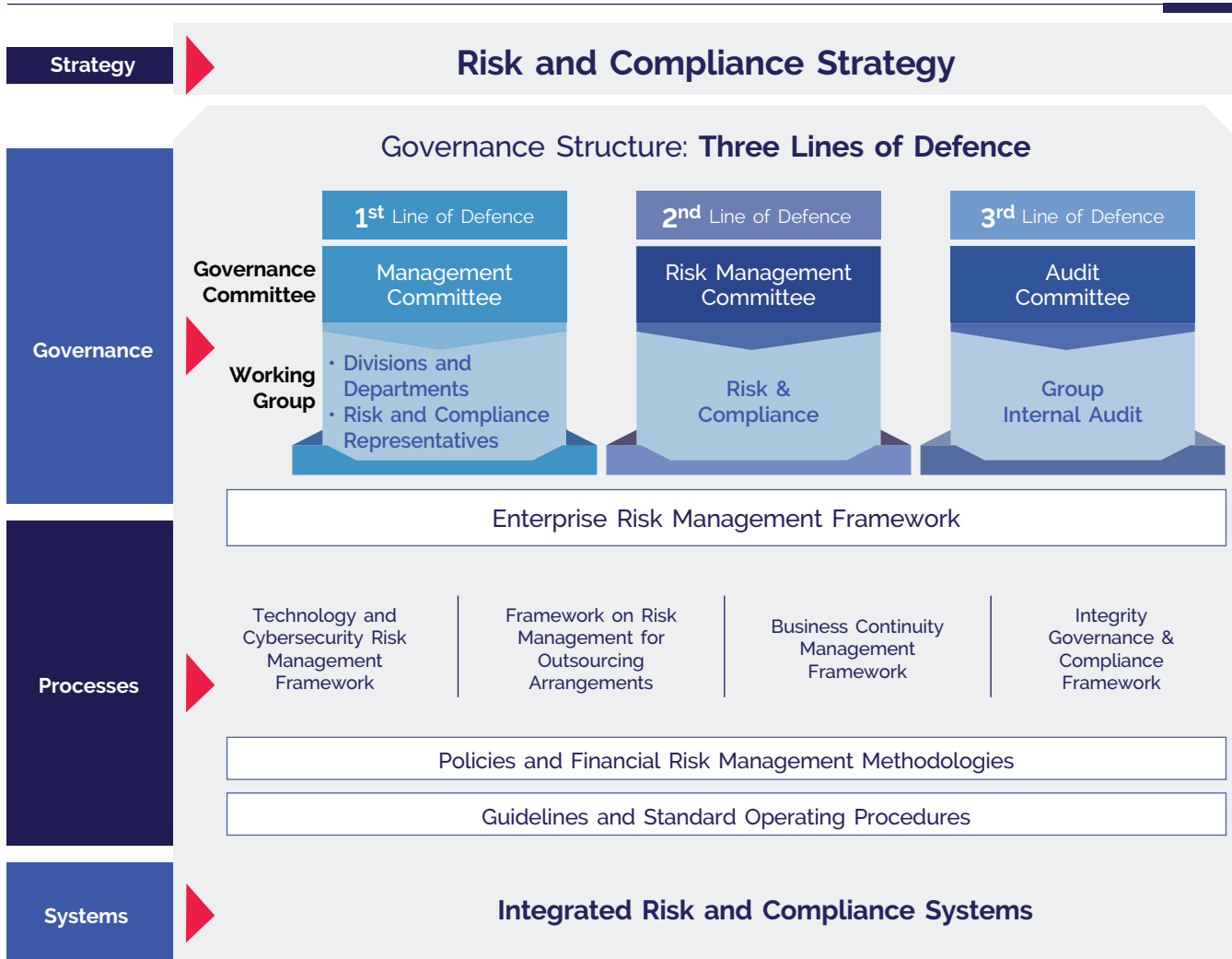
- Strengthening Our Core
- Protecting Our Environment
- Advancing Our Communities
- Driving Our Growth
- Empowering Our Workforce

For more information on our Stakeholder Engagement, please refer to pages 21 to 27 of our SR2024. Detailed information on our Materiality Assessment and Material Matters, please refer to pages 28 to 144 of our SR2024.

# Key Risks and Opportunities

Bursa Malaysia operates at a point of confluence where various factors meet to result in a highly dynamic and sometimes volatile operating environment. The Exchange is thus exposed to a wide range of risks and opportunities which may affect the sustainability of the organisation as well as the marketplace. For Bursa Malaysia to effectively perform its roles as the market regulator and operator, we need to anticipate, respond and adapt effectively to changes in market conditions.

The Exchange has a robust risk management system in place that enables us to anticipate and manage emerging risks and identify associated opportunities arising from the risks, thereby securing market integrity and stability, in addition to fulfilling our commitment in **Creating Opportunities, Growing Value** for our stakeholders. Effective risk management positions us better to seize any opportunities and helps us avoid pitfalls.



## ENTERPRISE RISK MANAGEMENT FRAMEWORK (ERMF)

The ERMF encompasses key principles of resources, methods and processes used to manage risks within the organisation. The framework aligns with Bursa Malaysia’s position on both its risk appetite and risk tolerance ensuring consistency in decision making. It is supplemented by Technology and Cybersecurity Risk Management Framework, Business Continuity Management (BCM) Framework, Integrity, Governance & Compliance (IGC) Framework, various guidelines, and standard operating procedures that are established with reference to the latest industry standards, best practices and regulatory requirements.

We adopt the Three Lines of Defence model in our risk governance structure. The first line of defence comprises our Divisions and Departments and Management Committee (MC), with the primary responsibility for enterprise risk management at the business and operational level. The second line of defence comprises the Risk & Compliance (RC) division and Risk Management Committee (RMC). While the Board of Directors holds ultimate responsibility for enterprise risk management (ERM) within Bursa Malaysia,

it has entrusted RMC, in collaboration with RC to oversee the ERM and approve matters within its authority for implementation across Bursa Malaysia. Meanwhile, Group Internal Audit and Audit Committee form the third line of defence, and are responsible for providing assurance on the effectiveness of the ERM.

All the three lines of defence coordinate their efforts to ensure wider and more holistic assurance coverage of Bursa Malaysia's governance, risk management and compliance. We conduct risk identification and assessments continually to ensure all existing and new risks are adequately and effectively managed, and to capitalise on opportunities to create value.

These are carried out through risk reviews, proactive mitigation and continuous monitoring of corporate risk profiles as well as divisional risks that have material impact to Bursa Malaysia with the stakeholder divisions. Key risk indicators, established for the corporate risk profiles, are monitored and reported to the RMC for their oversight. In addition, we also conduct continuous risk assessments for high-impact projects. The Integrated Risk and Compliance systems enable all divisions and departments to promptly escalate any risks, concerns and incidents to RC.

The Exchange's management and reporting of risks are structured and organised to align with established key Strategic, Financial, Operational and Regulatory risk pillars, as guided by the ERMF. Environmental, social and governance (ESG) risk is integral to all four pillars of Bursa Malaysia's ERM, influencing Strategic Risk by shaping long-term objectives, impacting Financial Risk through financial performance, and affecting Operational and Regulatory Risk through daily operations and compliance with legislation or regulatory requirements.

<b>STRATEGIC RISK</b>		Risk Movements: <b>Stable</b>
<p><b>● Risk Perspective</b></p> <p>Generally, business performance is anticipated to be influenced by factors such as changes in geopolitical landscape, unexpected policy reforms of global major powers, uncertainties in global and regional trade ties and tariffs hikes, disruption to commodity supply chain, and fluctuations of investor sentiment from changing monetary policy. However, Malaysia's strong fundamentals, stable government, and progressive policies have attracted foreign investors proven by the strong ringgit performance in 2024. Bursa Malaysia's performance in 2024 highlights its increasing attractiveness as a strategic partner for companies looking to enhance their visibility and secure capital for growth and expansion.</p> <p><b>● Risk Description</b></p> <p>Strategic Risks refer to the unexpected events or conditions that significantly reduces the ability of Bursa Malaysia in implementing its intended business strategy. This involves risks such as reputational damage, poor strategy execution, ineffective competition response, macroeconomic fluctuations, political or geopolitical risk, poor adoption of technological advancement, lack of product innovation and diversification as well as poor ESG risk management.</p> <p><b>● Impact on Value</b></p> <ul style="list-style-type: none"> <li>• Impairing the achievement of business objectives, resulting in profit and/or revenue decline, increase in expenses or losses charged against capital.</li> <li>• Declining stakeholders' trust due to lack of market vibrancy, innovation or performance.</li> <li>• Fluctuations in macroeconomic, political, or geopolitical conditions can further exacerbate these impacts, affecting overall market performance and stakeholder confidence.</li> </ul>	<p><b>● Mitigation Measures</b></p> <ul style="list-style-type: none"> <li>• Implementation of the strategic roadmap and business plans to ensure the organisation meets its strategic objectives.</li> <li>• Innovation in new products, services and solutions.</li> <li>• Regularly monitoring competition, geopolitical and macroeconomic risks.</li> <li>• Tracking and deliberating on changes in business performance criteria, with proactive actions taken to mitigate adverse changes.</li> <li>• Managing potential market disruptors and economic or investment trends.</li> <li>• Actively participating in industry forums, conferences, and networking events to collaborate with other industry players, stay updated on trends, and share best practices.</li> <li>• Regularly reviewing and discussing the progress of strategic initiatives with governance and development committees, which include Board members and industry representatives, to ensure alignment and effective decision-making.</li> <li>• Exploring and implementing new business ventures or models as well as new technology enablers.</li> </ul> <p><b>● Opportunities Arising from this Risk</b></p> <ul style="list-style-type: none"> <li>• Continuous research on product development to explore opportunities for innovation. Product and service offerings will be tailored to suit the changing investor dynamics and to stay competitive and relevant.</li> <li>• Market infrastructure will be fortified by investing in technology, data and human resources to ensure operational resiliency against market volatility.</li> <li>• Increased foreign direct investment into the country will create market vibrancy by enhancing the attractiveness of our public listed companies (PLCs) and providing an alternative platform to raise capital for those companies involved in the supply chain.</li> <li>• Management of strategic risks drive improvement of the Bursa Malaysia's agility and resilience to market changes in this dynamic capital market environment and respond to unexpected disruptions. This will enhance confidence of stakeholders, including investors, shareholders, customers, and business partners leading to stronger relationships and increased support.</li> </ul>	
<p><b>Links to:</b></p> <div style="display: flex; justify-content: space-between;"> <div style="text-align: center;"> <p><b>Capitals:</b></p> </div> <div style="text-align: center;"> <p><b>Material Matters:</b></p> </div> <div style="text-align: center;"> <p><b>Stakeholders:</b></p> </div> <div style="text-align: center;"> <p><b>Strategy:</b></p> </div> </div>		

STRATEGIC REVIEW

# Key Risks and Opportunities

## ESG RISK

Risk Movements: **Stable**

### Risk Perspective

ESG risks has become a significant focus in the global risk landscape. Local and international regulatory requirements, reporting standards, cross-jurisdictional policies, and heightened calls to achieve net zero greenhouse gas (GHG) emissions by 2050 have increased pressure on organisations, including Bursa Malaysia and PLCs, to enhance ESG practices. The launch of the National Sustainability Reporting Framework in September 2024 has further intensified this pressure by mandating adherence to the International Financial Reporting Standards' Sustainability Disclosure Standards issued by the International Sustainability Standards Board. These standards require comprehensive sustainability-related and climate-related disclosures, aiming to mitigate the risk of greenwashing and align Malaysia's sustainability reporting with global standards. This development presents a strategic opportunity for Bursa Malaysia to leverage its influential role as both a market leader and regulator. By actively promoting and embedding ESG best practices among PLCs through advocacy and capacity-building initiatives, Bursa Malaysia can drive significant improvements in sustainability practices and disclosures across the market.

### Risk Description

ESG Risks refers to possible adverse consequences that Bursa Malaysia could face should it neglects its responsibilities towards ESG matters for Bursa Malaysia and the marketplace. Bursa Malaysia aspires to be the preferred marketplace for sustainable and responsible investments, with high standards of sustainability practices and disclosures.

### Impact on Value

- Impairing the achievement of net zero GHG emissions by 2050.
- Impairing Bursa Malaysia's commitment to reduce absolute Scope 1, 2 and 3 GHG emissions by 50% by 2030, using 2022 as the base year for the short-term target. While, for the long-term target, the goal is to reduce absolute Scope 1, 2 and 3 GHG emissions by 90% by 2050, also using 2022 as the base year.
- Perceived shortcomings in Bursa Malaysia's commitment to sustainability stemming from our inability to lead by example for PLCs in the areas of ESG initiatives and disclosures.

### Mitigation Measures

- Monitoring and minimising our GHG emissions.
- Developing internal capabilities on sustainability and enhance sustainability practices within Bursa Malaysia.
- Promoting the adoption of ESG standards in the marketplace by aiding PLC's ESG disclosures, enhancing ESG proficiency and leading sustainability discourse both domestically and internationally.
- Introducing new ESG products and services into our marketplace.
- Engagements with stakeholders through transparent communication to understand their expectations and integrate their feedback into ESG strategies.
- Monitoring the developments of sustainability-related regulations and standards to ensure compliance and proactively mitigate potential risks.
- Conducting scenario analyses to identify potential climate-related risks and their impacts on business operations, facilitating proactive planning and adaptation strategies.

### Opportunities Arising from this Risk

- Adopting sustainable practices and enhancing ESG initiatives can improve regulatory compliance, enhance brand reputation, and attract sustainability-focused investors.
- Promoting and embedding ESG best practices among PLCs can position Bursa Malaysia as a leader in sustainability, influencing market standards and practices.
- The growing demand for ESG-compliant investments presents an opportunity for Bursa Malaysia to develop and offer new sustainability products and services, such as renewable energy certificates and carbon credits, generating new revenue streams and supporting the country's transition to a low-carbon economy.
- Adopting the IFRS Sustainability Disclosure Standards and improving ESG disclosures by Bursa Malaysia may attract sustainability-focused investors, enhance investor confidence, and broaden the investor base.
- Implementing sustainable practices can lead to cost savings by improving resource efficiency, particularly through reduced energy consumption, such as using solar panels and energy-efficient data centres.
- Bursa Malaysia can leverage its position as a market regulator to improve PLCs' ESG practices and disclosures through capacity-building initiatives and advocacy programmes.

Links to:

Capitals:



Material Matters:



Stakeholders:



Strategy:



**OPERATIONAL RISK**

Risk Movements: **Stable**

**● Risk Perspective**

Operational risks remain relevant to Bursa Malaysia in 2025 and there are established adequate management and mitigation controls for the risks.

**● Risk Description**

Risks arising from potential losses due to failures or inadequacies in internal processes, human errors, system malfunctions, or external events, which could lead to service reduction, deterioration, or breakdown. This includes but not limited to Data Protection and Third Party risk. Data Protection risk refers to the potential threats and vulnerabilities associated with handling, storage, and processing of confidential or sensitive data whereas the Third Party risk refers to the involvement of external parties in Bursa Malaysia's operations and processes. Third party risk may relate to data security, regulatory compliance or service availability.

**● Impact on Value**

The reduction, deterioration and/or breakdown of services provided by Bursa Malaysia.

**● Mitigation Measures**

- Robust risk assessment at the corporate and divisional levels with the monitoring of established key operational risks indicators.
- Continuous testing and refinement of our Business Continuity and Disaster Recovery Plan.
- Continuous assessment and enhancement of operations recovery capabilities.
- Physical security measures at Bursa Malaysia's premises. Designation of Bursa Malaysia as a 'Protected Place' by the Malaysia Office of the Chief Government Security Officer under the Protected Areas and Protected Places, 1959 (Act 298).
- Application and continuous refinement of operational frameworks, policies, and procedures according to global best practices and standards to ensure their relevancy, adequacy and efficacy.

- Established Information Management Policy, Bursa Malaysia Employee Information Security Handbook and Clean Desk Policy.
- Data Leakage Prevention measures, data encryption, and data classification are in place to ensure data is protected.
- Due Diligence review prior to vendor registration.
- Contractual clauses protecting the interest of Bursa Malaysia with defined Service Level Agreements.
- Monitoring of vendor performance and periodic engagements with appointed vendors.

**● Opportunities Arising from this Risk**

- Addressing operational risks can strengthen internal controls and governance structure. This not only mitigates risks but also enhances overall organisational resilience.
- Managing operational risks can drive the adoption of new technologies and innovative solutions e.g. automation of systems and processes to mitigate operational risks and improve overall operational efficiency and resilience.
- Being designated as a "Protected Place," Bursa Malaysia's premises benefit from enhanced security through heightened protective measures by preventing unauthorised access, a legal framework for stricter enforcement of security measures, deterring criminal activities, and ensuring rapid response to threats. This designation safeguards critical financial infrastructure ensuring operational continuity during emergencies, and an improved reputation and trust among stakeholders and the public.
- Key operational risks indicators provide early warnings about potential risks allowing Bursa Malaysia to take the necessary preventive measures in a timely manner. Additionally, it also supports informed decision-making on risk mitigation efforts.
- Better data management practices, leading to more reliable data, which can enhance operational efficiency.
- Demonstrating a commitment to data protection can build trust with customers, leading to increased loyalty and a stronger reputation.
- Addressing third party risks helps identify and mitigate cyber security risks associated with third-party vendors, reducing the likelihood of data breaches and cyber attacks.
- By managing risks related to vendor performance, business operations can remain uninterrupted.

**Links to:**

**Capitals:**



**Material Matters:**



**Stakeholders:**







**Strategy:**



STRATEGIC REVIEW

# Key Risks and Opportunities

<b>TECHNOLOGY AND CYBERSECURITY RISK</b>		Risk Movements: <b>Stable</b>	
<div style="background-color: #1a3d54; color: white; padding: 5px; margin-bottom: 10px;"><b>● Risk Perspective</b></div> <p>Bursa Malaysia recognises the critical role of technology in our operations and continues to prioritise the robustness and security of our technology infrastructure. Cyber security remains a top priority, given the increasing sophistication of cyber threats. There are increasing efforts in the development of security awareness for all levels within the organisation to mitigate potential cyber threats. As businesses adopt the cloud platform, there is greater emphasis to fortify the cloud cyber security. Proactive mitigation of cyber security risks to minimise the overall cyber security threats will continue to be a focus for Bursa Malaysia. Developments in cyber security risk management and resilience are being continually assessed and monitored to safeguard the confidentiality, integrity, and availability of our systems and data in the face of cyber threats.</p> <div style="background-color: #1a3d54; color: white; padding: 5px; margin-bottom: 10px;"><b>● Risk Description</b></div> <p>Technology risks refer to the potential detrimental events occurring from the use of Information Technology (IT) platforms, systems, applications and infrastructure, which could result in financial loss, disruption of business operations, or reputational harm to Bursa Malaysia whereas cyber security risks refer to risks of cyber threats occurring within the realm of the information assets, IT systems, network and operating environment of Bursa Malaysia.</p> <div style="background-color: #1a3d54; color: white; padding: 5px; margin-bottom: 10px;"><b>● Impact on Value</b></div> <p>Financial loss, disruption to business operations and/or loss of stakeholders' trust.</p>	<div style="background-color: #1a3d54; color: white; padding: 5px; margin-bottom: 10px;"><b>● Mitigation Measures</b></div> <ul style="list-style-type: none"> <li>Continuous assessment of the cyber security controls or defences such as penetration testing, compromise testing and social engineering testing. This includes independent assessment and continuous improvement of Bursa Malaysia's cyber security posture.</li> <li>Continuous strengthening of cyber security defences, including network segmentation, implementation of strong access roles, dedicated information security team and security tools or mechanisms.</li> <li>Implementation of detective, protective, response and recovery cyber security controls.</li> <li>Conducting independent assessment and continuous improvement of cyber security defences.</li> <li>Continuous emphasis on cyber risk awareness and understanding of the potential threats and vulnerabilities that can affect the security and integrity of operations and data.</li> <li>Monitoring and assessment of cyber security threat intelligence.</li> <li>Continuous testing and refinement of incident response plan.</li> <li>Assessment of cyber security risks associated with third-party connections.</li> <li>Continuous assessment and enhancement of recovery capabilities against cyber incidents.</li> <li>Daily system health checks and monitoring of critical system activities.</li> <li>System support services and enhancements.</li> <li>Close monitoring of technology lifecycle, software licenses to identify obsolescence and replace outdated technology.</li> </ul> <div style="background-color: #1a3d54; color: white; padding: 5px; margin-bottom: 10px;"><b>● Opportunities Arising from this Risk</b></div> <ul style="list-style-type: none"> <li>Continuously enhancing business continuity planning and resilience enables Bursa Malaysia to strengthen the ability to recover quickly from operational disruptions.</li> <li>Upgrading and maintaining IT infrastructure to ensure reliability and support innovation.</li> <li>Technology and cyber security risk management often drives innovation. Implementing advanced security measures and adopting cutting-edge technologies can enhance operational efficiency and resilience.</li> <li>Effective management of cyber security risks demonstrates strong cyber security practices that enhances Bursa Malaysia's reputation and builds trust with our stakeholders.</li> </ul>		
<div style="background-color: #1a3d54; color: white; padding: 5px; margin-bottom: 10px;"><b>Links to:</b></div>			
<p><b>Capitals:</b></p> 	<p><b>Material Matters:</b></p> 	<p><b>Stakeholders:</b></p> 	<p><b>Strategy:</b></p> 



**FINANCIAL RISK**

Risk Movements: **Stable**

**● Risk Perspective**

Inherent financial risks faced by exchanges due to the nature of their businesses. As the central counterparty (CCP) for both the securities and derivatives markets, Bursa Malaysia Securities Clearing (BMSC) and Bursa Malaysia Derivatives Clearing (BMDC) are obligated to maintain a balanced position in cleared contracts. BMSC and BMDC are therefore exposed to central counterparty credit risk and liquidity risk, as well as other financial risks including market risk, custody and investment risk, settlement risk, collateral risk, and concentration risk. In addition, as a PLC, Bursa Malaysia is subject to financial risks that could affect the implementation of its strategic business plans.

Bursa Malaysia continues to benchmark its risk models against the Securities Commission Malaysia's guidelines and international standards, including the Principles for Financial Market Infrastructures, to ensure its financial resiliency, thereby preventing systemic events in the market.

**● Risk Description**

Financial risk in Bursa Malaysia mainly refers to Central Counterparty risk i.e. risks emanating from Bursa Malaysia's role as the central counterparty for the clearing and settlement of trades or contracts.

**● Impact on Value**

Insufficient cash or reserves to meet financial commitments leading to lower profitability and/or increased financial losses.

**● Mitigation Measures**

- Monitoring the enhanced equities margin methodology and derivatives margin methodology.
- Margining and marking-to-market of outstanding positions twice daily for CCPs.
- Monitoring of Trading Clearing Participants' and Clearing Participants' capital adequacy ratios and adjusted net capital levels.
- Daily stress testing of the credit and liquid resources of both CCPs to ensure sufficient resources under normal and extreme circumstances.
- Holding annual default drill exercises to test the effectiveness of the Default Management Procedures.

**● Opportunities Arising from this Risk**

- Sound CCP risk management preserve financial stability in capital market by reducing likelihood of systemic risk, which may arise from default of multiple counterparties.
- Robust financial risk management practice by Bursa Malaysia helps to boost investors' confidence by assuring margin requirements are effective to mitigate losses due to default.

Links to:

**Capitals:**



**Material Matters:**



**Stakeholders:**



**Strategy:**



STRATEGIC REVIEW

# Key Risks and Opportunities

## REGULATORY RISK

Risk Movements: **Stable**

### Risk Perspective

The dynamic and increasingly complex regulatory landscape and rapidly changing regulatory requirements are consistently monitored and managed through Bursa Malaysia's compliance programme. In addition, we also have strict policies and oversight in place to monitor our market participants' compliance with the rule.

### Risk Description

Regulatory Risk refers to the negative consequence (e.g. systemic impact, penalties, punitive actions, increased regulatory scrutiny/loss of trust, among others) on Bursa Malaysia or the operating environment arising from the inadequacy of regulatory standards, rules and listing requirements and/or failure to comply with any core/key regulatory obligations that are imposed upon Bursa Malaysia or its market participants. In this respect, Bursa Malaysia is subject to the same regulatory requirements in the same way as other companies of similar stature. In addition, Bursa Malaysia is also a market regulator and has a responsibility to ensure that market regulations are upheld by market participants and that the market is protected from malpractices and incidents that breach good governance.

### Impact on Value

- Fines and penalties, reputational damage and/or loss of stakeholders' trust.
- Systemic impact that may disrupt the functioning and confidence in the market.

### Mitigation Measures

- Monitoring of regulatory requirements and landscape changes.
- Implementation of compliance programmes to ensure adherence to regulatory requirements.
- Regulatory oversight to ensure marketplace compliance and risk management.

### Opportunities Arising from this Risk

- By keeping abreast of regulatory changes, Bursa Malaysia can proactively adapt to new rules, thereby establishing reputation for reliability and integrity, which fosters greater trust among investors, market participants, and regulators.
- Implementing effective compliance programmes ensures adherence to regulations, minimising the risk of penalties and boosting investor confidence.
- Ensuring regulatory oversight promotes marketplace compliance and risk management, thereby enhancing market stability and integrity.
- From the Regulator's perspective, Bursa Malaysia maintains a well-regulated market supported by regulatory frameworks underpinned by adequate levels of investor protection.
- Developing rules that ensure fit for purpose in serving the changing needs of our stakeholders.
- Strong confidence among our stakeholders that our marketplace remains fair and orderly and that our PLCs embrace good governance.

Links to:

Capitals:



Material Matters:



Stakeholders:



Strategy:



# Our Strategy

We completed the first year of our Strategic Roadmap 2024-2026, which anchors our efforts to build a diversified and future-ready Multi-Asset Exchange in an evolving market landscape. Initiatives for the three Core Strategies are described in detail in the Business Review section from pages 81 to 109 of this report. Detailed achievements in 2024 for each Strategic Pillar can be found in the Strategic Performance Review from pages 76 to 77 of this report. As we move forward, our mission of 'Creating Opportunities, Growing Value' remains at the heart of everything we do, guiding us in our journey of becoming as a Multi-Asset Exchange.



# Our Strategy

## Three Core Strategies

01



### PRODUCT AND SERVICE EXPANSION

- Expand and diversify the range of our products and services to grow offerings available to market participants
- Expand our product and service offerings to meet the diverse investing preferences and needs of both retail and corporate investors
- Create and monetise non-trading services

02



### ECOSYSTEM DEVELOPMENT

- Enhance the market ecosystem and address market needs to create a more vibrant marketplace
- Drive sustainability in our marketplace
- Remove hurdles in the ecosystem (e.g. via frameworks)
- Support readiness of new participants, especially in new business areas

03



### CUSTOMER EXPERIENCE (CX) CENTRICITY

- Deliver superior service to attract, engage and satisfy our customers, as well as increase their 'stickiness' and lifetime value within our markets
- Offer seamless, easy and secure access to our products and services
- More targeted marketing efforts
- Strengthen customer support for all offerings

## Two Key Enablers

### TECHNOLOGY AND DATA THAT...

- Support offering of comprehensive product and services, quickly and efficiently
- Enable solid CX
- Facilitate the push for improved corporate and sustainability performance
- Fortify Bursa Malaysia's technical agility and capabilities
- Manage the growing volume of trades efficiently
- Help us remain competitive and relevant
- Promote cyber resilience and vigilance;
- Safeguard organisational data integrity and security

### PEOPLE AND CULTURE THAT...

- Improve business processes to enhance efficiency
- Promote talent hiring and retention to support organisational transformation

**FOCUS AREAS IN 2024-2026**

**Strategic Pillar 1**

**Strengthening our Core Business - Securities Market**

- Continue to strengthen IPO pipeline and improve time-to-market
- Innovative solutions to acquire new customers and improve CX
- Broaden product and service offerings and enhance distribution channels
- Ecosystem development initiatives to drive market liquidity and inflows

**Strategic Pillar 4**

**Providing New and Improved Services to the Capital Market**

- Develop market and enhance ecosystem for BCX, Bursa Gold Dinar and BR Capital
- Expand product and service offerings to serve evolving market needs
- Grow core financial data solutions while commercialising ESG and data analytics solutions

**Strategic Pillar 2**

**Diversifying the Derivatives Business**

- Reinforce BMD's strength in FCPO while expanding into other edible oils derivatives products
- Realign equity futures to enhance attractiveness and affordability of equity-based products

**Strategic Pillar 5**

**Driving Sustainability for Our Marketplace and Internationally**

**Internationally and in Our Marketplace:**

- Forge collaborations to facilitate comprehensive sustainability disclosures and advance capacity building for sustainability excellence
- Develop sustainability product and service offerings
- Drive thought leadership

**Internal:**

- Develop internal capabilities in sustainability
- Enhance sustainability practices in operations such as reducing our greenhouse gas emissions
- Drive more impactful projects via Yayasan Bursa Malaysia

**Strategic Pillar 3**

**Positioning Bursa Malaysia as the Global Hub for Islamic Capital Market**

- Intensify development of new and innovative offerings
- Strengthen intermediation and distribution, leveraging digitalisation and fintech
- Grow market participants and investors
- Drive Shariah thought leadership

# Strategic Performance Review

## KEY ACHIEVEMENTS 2024

<b>Strategic pillars</b> 1	<b>Strengthening Our Core Business – Securities Market</b> <ul style="list-style-type: none"> <li>• 55 initial public offerings (IPOs) (11 MAIN, 40 ACE, 4 LEAP)</li> <li>• 1,804 new structured warrants</li> <li>• Made a joint commitment with the Securities Commission Malaysia (SC) to expedite IPO approval period to within three months for the MAIN and ACE Markets</li> <li>• Listing of the first Business Trust, an alternative listing structure for fundraising and investing</li> <li>• Inaugural transfer of listing from LEAP to ACE market under the LEAP Market Transfer Framework</li> <li>• Launched e-Trade, a TNG eWallet's equities market trading feature, in partnership with TNG Digital Sdn Bhd and Affin Hwang Investment Bank Bhd</li> <li>• Signed a Memorandum of Understanding with ASEAN Exchanges to collaborate on offering Depository Receipts (DRs) on respective exchanges, to enhance investment opportunities for domestic investors across the region</li> </ul>
<b>Strategic pillars</b> 2	<b>Diversifying the Derivatives Business</b> <ul style="list-style-type: none"> <li>• Launched the Bursa Malaysia DCE Soybean Oil Futures (FSOY) and USD-denominated Used Cooking Oil FOB Straits (Platts) Futures Contract (FUCO)</li> <li>• Completed the second and third intakes of the Futures Trading Apprenticeship Programme to nurture new derivatives trading professionals</li> <li>• Co-hosted the East Malaysia Palm Oil Forum with the Malaysia Palm Oil Council to enhance competitiveness of East Malaysia's palm oil sector</li> </ul>
<b>Strategic pillars</b> 3	<b>Positioning Bursa Malaysia as the Global Hub for Islamic Capital Market</b> <ul style="list-style-type: none"> <li>• Introduced PRIBUMI Bursa Malaysia Zakat Index to recognise public listed companies (PLCs) that adopt Corporate Zakat practice</li> <li>• Launched Bursa Gold Dinar (BGD) and introduced new features like Zakat information, gold price alerts and the BGD Exchange</li> <li>• Listed waqf-featured ETF, first-of-its-kind in the world</li> </ul>
<b>Strategic pillars</b> 4	<b>Providing New and Improved Services to the Capital Market</b> <ul style="list-style-type: none"> <li>• Launched the SME X Platform, a new market insights and data-driven online platform, in collaboration with the Companies Commission of Malaysia</li> <li>• Introduced MyBURSA, a customer portal designed to enhance users' trading experience</li> <li>• Rolled out the BURSA REACH platform to connect investors directly with dealer's representatives</li> <li>• Introduced retail access and launched a secondary market on BR Capital's platform</li> <li>• Completed inaugural auctions of renewable energy certificates (RECs) and first Malaysian carbon credits on Bursa Carbon Exchange (BCX)</li> <li>• Enabled continuous trading of RECs and Gold Standard carbon credits on BCX</li> <li>• Enhanced Institutional Settlement Service and Central Matching Facility for greater efficiency among clearing participants</li> </ul>
<b>Strategic pillars</b> 5	<b>Driving Sustainability for Our Marketplace and Internationally</b> <ul style="list-style-type: none"> <li>• Forged collaboration with Indonesia Stock Exchange, Singapore Exchange, the Stock Exchange of Thailand, and Philippine Stock Exchange to develop the ASEAN-Interconnected Sustainability Ecosystem to support the implementation of common ESG metrics in the exchanges' data infrastructures</li> <li>• Launched the Centralised Sustainability Intelligence (CSI) Solution</li> <li>• Received SBTi's validation for Bursa Malaysia's near and long-term greenhouse gas (GHG) reduction targets</li> <li>• Collaborated with MyDIGITAL Corporation to drive sustainability innovation of selected PLCs via digital transformation</li> <li>• Enhanced sustainability reporting requirements to align with the National Sustainability Reporting Framework</li> </ul>

**KEY PRIORITIES FOR 2025**

**IMPACT TO**

- Strengthen IPO pipeline and develop more facilitative listing framework
- Intensify programmes to elevate corporate performance and to strengthen the profiling and visibility of PLCs, such as Bursa RISE
- Introduce innovative solutions to acquire new customers and improve CX, such as industry guidelines for fractional share trading
- Complete subsequent phases of MyBURSA to gear up towards becoming a one-stop investor platform
- Enhance product ecosystem, including the launch of sustainability products and the development of a framework for Malaysian DRs
- Introduce ecosystem development initiatives to drive efficiency and market liquidity, including onboarding of liquidity providers

Capitals:



Stakeholders:



Material Matters:



Key Risks:



- Solidify existing products through collaboration with government agencies and peer exchanges
- Strengthen edible oil derivative products via strengthening of engagements with market participants
- Broaden equity-based products, such as relaunch of Single Stock Futures with enhanced product specifications

Capitals:



Stakeholders:



Material Matters:



Key Risks:



- Introduce new innovative Shariah-compliant instruments and solutions
- Expand the Bursa Suq Al-Sila' participants to include non-bank financial institutions and digital banks
- Strengthen intermediation and distribution, leveraging digitalisation and fintech
- Launch the new Shariah advisory services
- Introduce new features for BGD, including automated regular investments

Capitals:



Stakeholders:



Material Matters:



Key Risks:



- Intensify marketing and customer acquisition for BGD, BR Capital and BCX
- Strengthen the issuance pipeline for BR Capital
- Digital enhancements to improve investment experiences with BR Capital
- Broaden offerings of new environmental products on BCX to attract more market participants
- Onboard corporates and their suppliers onto the CSI Solution
- Introduce new ESG and data analytics solutions, including via partnerships

Capitals:



Stakeholders:



Material Matters:



Key Risks:



**Our Marketplace:**

- New sustainability product offerings
- Facilitate enhanced sustainability reporting via programmes to support listed issuers in adopting the International Financial Reporting Standards' Sustainability Disclosure Standards
- Intensify programmes to advance capacity building for sustainability excellence

Capitals:



Stakeholders:



Material Matters:



Key Risks:








**Internal (Bursa 1818):**

- Continue to manage and reduce our GHG emissions
- Strengthen supply chain monitoring, engagement and capacity building

STRATEGIC REVIEW

# Headline Key Performance Indicators

FINANCIAL	2023 Achievement	2024 Target	2024 Achievement	2025 Target
 <b>Profit Before Tax</b>	RM321.5 million	RM361 million to RM379 million  <i>(Revised upwards in July 2024, from the previous target of RM293 million to RM323 million)</i>	RM410.4 million	RM369 million to RM408 million
 <b>Non-Trading Revenue</b>	Growth rate of 5% from 2022	Growth rate of 5% to 7% from 2023	Growth rate of 11% from 2023	Growth rate of 5% to 7% from 2024

NON-FINANCIAL	2023 Achievement	2024 Target	2024 Achievement	2025 Target
 <b>IPO and IPO Market Capitalisation</b>	<ul style="list-style-type: none"> <li>Number of IPOs: <b>32</b></li> <li>IPO Market Capitalisation: RM13.6 billion</li> </ul>	<ul style="list-style-type: none"> <li>Number of IPOs: <b>42</b></li> <li>IPO Market Capitalisation: RM13.0 billion</li> </ul>	<ul style="list-style-type: none"> <li>Number of IPOs: <b>55</b></li> <li>IPO Market Capitalisation: RM31.4 billion</li> </ul>	<ul style="list-style-type: none"> <li>Number of IPOs: <b>60</b></li> <li>IPO Market Capitalisation: RM40.2 billion</li> </ul>
 <b>Innovative Product or Service Launches</b>	Successfully launched Bursa Gold Dinar and new debt fundraising solution (BR Capital)	Innovative / Sustainability product/service launches: <ol style="list-style-type: none"> <li>Renewable Energy Certificates (RECs)</li> <li>Centralised Sustainability Intelligence (CSI) Solution</li> </ol>	Successfully launched Malaysian RECs and nature-based carbon credits on BCX, as well as the CSI Solution	None  <i>(Note: This KPI is no longer a Headline KPI for FY2025. Several new asset classes and solutions (i.e. BCX, BR Capital, BGD, and CSI Solution) had already been launched over the past two years, and the focus is to grow traction on these platforms. Bursa Malaysia may consider adding this Headline KPI in future, should additional new platforms or asset classes be planned.)</i>
 <b>Reduction in Organisation's Carbon Footprint</b>	Scope 1 and 2 emissions reduced 68% from 2022 levels <sup>1</sup>	Reduction of at least 7.5% of Scope 1 and 2 emissions from 2022	Scope 1 and 2 emissions reduced 81% from 2022 levels <sup>1</sup>	Reduction of at least 10% of Scope 1 and 2 emissions from 2022

Note:  
 1. <sup>1</sup> Scope 1 and 2 emissions for 2023 and 2024 were reduced due to the Exchange's energy efficiency initiatives and utilisation of RECs

The headline key performance indicators (KPIs) are targets or aspirations set by the Company as a transparent performance management practice. These headline KPIs shall not be construed as either forecasts, projections or estimates of the Company or representations of any future performance, occurrence or matter as the headline KPIs are merely a set of targets/aspirations of future performance aligned to the Company's strategy.



# Financial Review

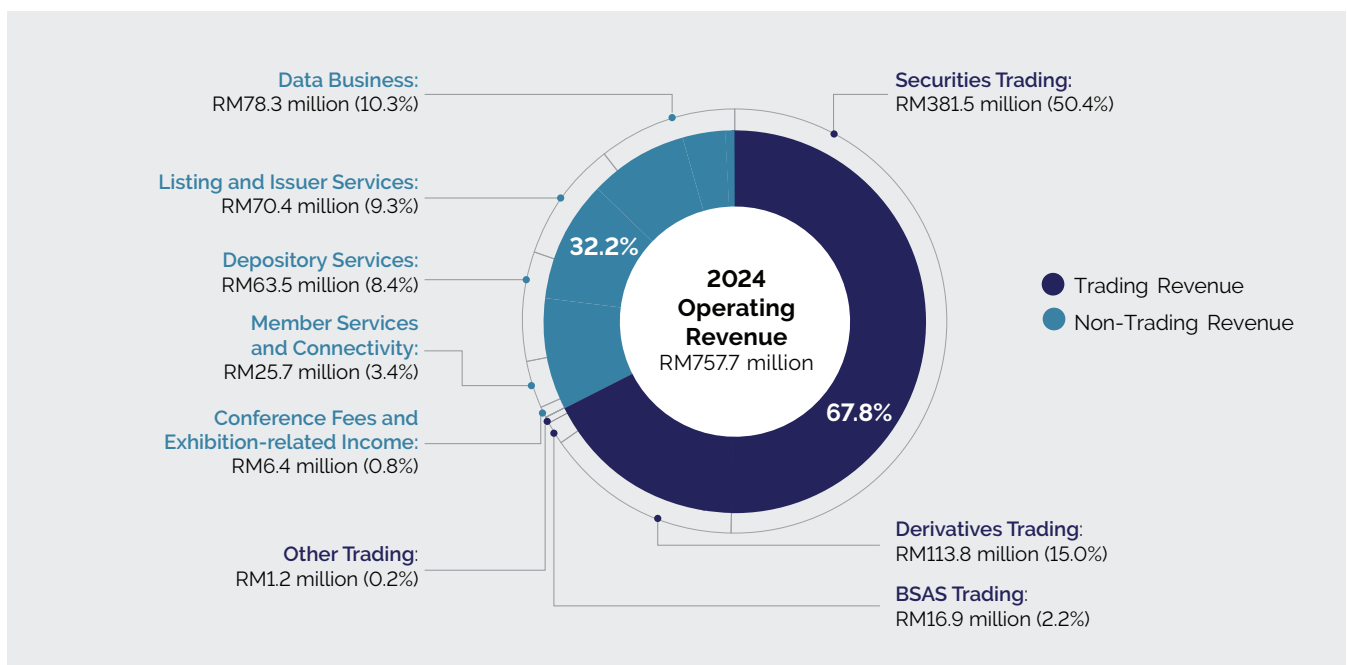
## Bursa Malaysia's Profit After Tax, Zakat and Minority Interest (PATAMI) surged 22.9% year-on-year (YoY) to RM310.1 million in 2024 mainly attributed to the robust performance in the Securities and Derivatives Markets, as well as contribution from Data Business.

Operating revenue grew 27.8% YoY to RM757.7 million (2023: RM592.8 million) on the back of higher revenue contributions from almost all of the Exchange's segments.

Trading revenue remained the largest contributor to operating revenue, accounting for 67.8% (2023: 63.0%) of the total operating revenue. It also experienced the highest increase, rising 37.5% YoY to RM513.4 million, as investors surged to the marketplace in 2024. Revenue contribution from the Securities Market increased 43.1% YoY to RM381.5 million (2023: RM266.6 million) while contribution from the Derivatives Market rose 27.0% to RM113.8 million (2023: RM89.6 million) for the same period. Meanwhile, the Islamic Markets posted a more modest 4.9% growth in trading revenue to RM17.9 million (2023: RM17.1 million), due mainly to contribution from the Exchange's new BGD's business. However, contribution from the BSAS platform decreased marginally by 0.9% to RM16.9 million (2023: RM17.1 million).

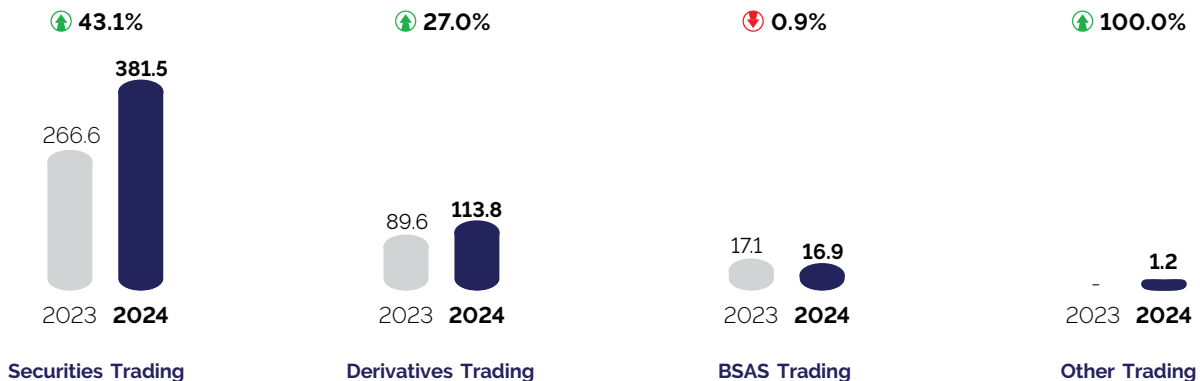
Non-trading revenue, which made up for the remaining 32.2% (2023: 37.0%) of total operating revenue, rose 11.3% to RM244.3 million (2023: RM219.5 million) on the back of higher contribution across all segments except for the Conference Fees and Exhibition-related Income. The revenue from Data Business rose 15.1% to RM78.3 million (2023: RM68.0 million) due to a higher number of subscribers, while contribution from Depository Services rose 18.5% to RM63.5 million (2023: RM53.6 million). Meanwhile, revenue from Listing and Issuer Services, increased 7.3% to RM70.4 million (2023: RM65.7 million) and revenue from Member Services and Connectivity rose 3.2% YoY to RM25.7 million (2023: RM24.9 million).

As for the new businesses, revenue contributions from Bursa Carbon Exchange and BR Capital were relatively small in 2024.

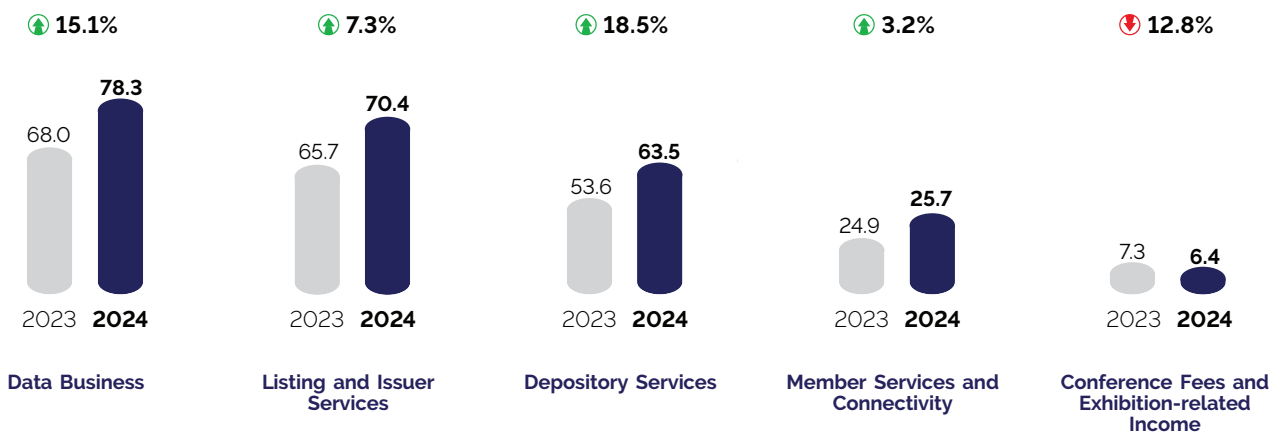


FINANCIAL REVIEW

Trading Revenue (RM million)



Non-Trading Revenue (RM million)



The operating expenses increased 26.8% to RM373.4 million in 2024 (2023: RM294.5 million) due mainly to higher staff costs, IT maintenance and service fees, along with the reversal of a provision in 2023. The Exchange's cost-to-income ratio remained unchanged from the previous year at 48%.

In 2024, capital expenditure (capex) decreased by 28.0% YoY to RM28.6 million (2023: RM39.7 million) and was funded entirely by internal funds. The capex spent in 2024 was mainly focused on essential upgrades, particularly enhancing our internal IT infrastructure. Additionally, we prioritised necessary replacement of key building components, ensuring our operations remain efficient and reduce environmental impact. Our capex is guided by the initiatives outlined in our Strategic Roadmap 2024-2026, which emphasises both innovation and the sustainability of our business and our markets. These investments are crucial for maintaining the robustness and resilience of our infrastructure, ultimately supporting our strategic goals.

In line with our ongoing commitment to delivering shareholder value, the Board approved total dividends of 44.0 sen per share for 2024, amounting to RM356.1 million. This includes an interim dividend of 18.0 sen per share, as well as a final dividend of 18.0 sen per share and a special dividend of 8.0 sen per share. Excluding the special dividend, the dividends represent 93.9% of the PATAMI, which aligns with Bursa Malaysia's dividend policy of paying no less than 75% of its annual PATAMI.

There has been no significant change to Bursa Malaysia's financial position during the year. Similarly, there was no significant event that materially impacted Bursa Malaysia's liquidity in 2024.

## Business Review

# SECURITIES MARKET

Renewed confidence in the Malaysian markets contributed to a successful year for the Securities Market in 2024. Bursa Malaysia ended the year as one of the leading stock exchanges in ASEAN, topping the list in terms of capital raising and the number of initial public offerings (IPOs), with the FTSE Bursa Malaysia KLCI Index (FBMKLCI) being the second-best performing benchmark index in the region.

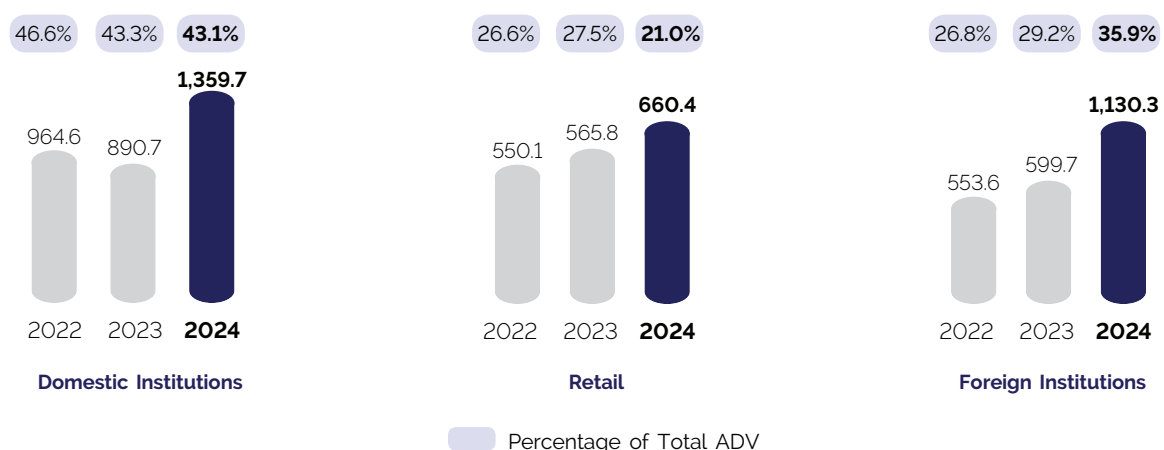
### MARKET PERFORMANCE

The performance of the Securities Market was primarily driven by the recovery of investor confidence spurred by the improved earnings and outlook of Malaysian corporates, and of the Malaysian economy in general. Factors such as a stable political environment, the implementation of economic reforms and strategic investments in major national initiatives were responsible for the more robust economic landscape. The implementation of regional projects such as the Johor-Singapore Special Economic Zone (JS-SEZ) further buoyed investor sentiments.

Meanwhile, fears that the country's economic recovery could be derailed by negative external developments – such as the ongoing geopolitical tensions in the Middle East and Ukraine, fluctuations in global interest rates and concerns about US-China trade policies – failed to materialise during the year. On the contrary, the Malaysian market, propped up by strong domestic demand and a recovery in exports, remained resilient despite external volatility.

Overall, the Securities Markets ended the year on a high with the FBMKLCI closing the year 12.9% higher at 1,642.33 (2023: 1,454.66). Similarly, total market capitalisation surpassed the RM2.0 trillion mark for the first time on 7 May 2024, and closed the year 15.8% higher at RM2,081 billion, compared to RM1,796 billion in 2023. While there was a net foreign fund outflow of RM4.2 billion, the average daily trading value (ADV) for on-market transactions (OMT) grew significantly, rising by 67.1% to RM2,490 million for institutional investors and by 16.7% to RM660 million for retail investors, indicating the strong recovery of investor interest in Malaysian securities.

ADV-OMT (RM million)



For the year under review, the Securities Market recorded total operating revenue of RM531.7 million (2023: RM401.3 million), accounting for 70.2% of Bursa Malaysia's operating revenue (2023: 67.7%).

Trading revenue increased 43.1% to RM381.5 million (2023: RM266.6 million) with the ADV for OMT and direct business transactions jumped 50.2% YoY to RM3.4 billion. (2023: RM2.3 billion). Trading velocity was higher at 39% (2023: 29%).

Non-trading revenue contribution from the Securities Market increased 11.5% to RM150.2 million (2023: RM134.7 million) due to higher revenue from Listing and Issuer Services, Depository Services as well as Member Services and Connectivity.

## Securities Market

Segment Revenue	2022 RM million	2023 RM million	2024 RM million	% change YoY
Trading Revenue	263.5	266.6	<b>381.5</b>	<b>43.1</b>
Listing and Issuer Services	68.0	65.5	<b>70.3</b>	<b>7.3</b>
Depository Services	53.5	53.6	<b>63.5</b>	<b>18.5</b>
Member Services and Connectivity	15.1	15.6	<b>16.4</b>	<b>5.2</b>
<b>Total</b>	<b>400.1</b>	<b>401.3</b>	<b>531.7</b>	<b>32.5</b>

### DELIVERING ON OUR STRATEGY

Strategic initiatives aimed at improving the performance of the Securities Market are driven by the Strengthening Our Core Business – Securities Market Strategic Pillar detailed under the Strategic Roadmap 2024-2026. Initiatives under this Strategic Pillar are designed to address some of the challenges faced by the Securities Market such as public listed companies' (PLCs) earnings performance, declining weightage in key indices such as MSCI, relatively small-sized initial public offerings (IPOs) and lack of market liquidity. In 2024, we focused on ecosystem development and product expansion for growth segments such as the small and medium enterprises (SMEs) and Industrial Revolution 4.0 (IR4.0). Among initiatives implemented during the year are detailed below:

### CUSTOMER EXPERIENCE (CX) CENTRICITY

#### MyBURSA

- MyBURSA consolidates all functionalities, features, and content for our investors into a single, one-stop platform, addressing user feedback regarding the challenges of searching for information across multiple platforms offered by Bursa Malaysia.
- The platform, which includes a range of investment tools, research reports, educational content, and market information, has undergone continuous enhancements throughout the year.
- Key improvements include a more streamlined user journey, personalised experiences through customisable functions, and curated content tailored to individual preferences and behaviours.
- Moving forward, MyBURSA will continue to expand its offerings, incorporating users' preferences, needs, and feedback to further support them on their investment journey with Bursa Malaysia.

#### Bursa Remisier Acquisition Hub (BURSA REACH)

- Bursa Malaysia's first profiling platform that is dedicated to improving connections between dealer's representatives (DRs) and investors, extending beyond traditional channels.
- Designed to provide investors with greater access to investment opportunities, the platform allows nominated remisiers and DRs to showcase their expertise by creating detailed profiles that highlight their experience, qualifications, and investment strategies.
- This level of transparency fosters trust, attracts a broader range of prospective investors, and helps them find the right fit based on their investment needs.
- Additionally, the platform enables investors to stay updated on their DRs' latest activities, ideas, and portfolios, providing them with valuable insights to make informed decisions that align with their investment style and risk appetite.

#### Introducing the Application Programming Interface (API) for Central Depository System's (CDS) Account Opening Process

- On 1 April 2024, we introduced an API Gateway to enhance the CDS account opening process by streamlining the investor onboarding journey.
- This innovation significantly reduces the turnaround time for opening of CDS accounts.
- By improving these processes, we are taking an important step towards greater customer-centricity and enhancing the overall investor experience, future-proofing Bursa Malaysia.

#### Enhancement in Bursa Anywhere

- Since Bursa Anywhere's introduction in 2019, the mobile app has been continually enhanced to better serve the needs of investors.
- In line with our commitment to improving user experience, we recently introduced additional features to enable the transfer of securities between family members, and to his or her Authorised Nominee CDS account.

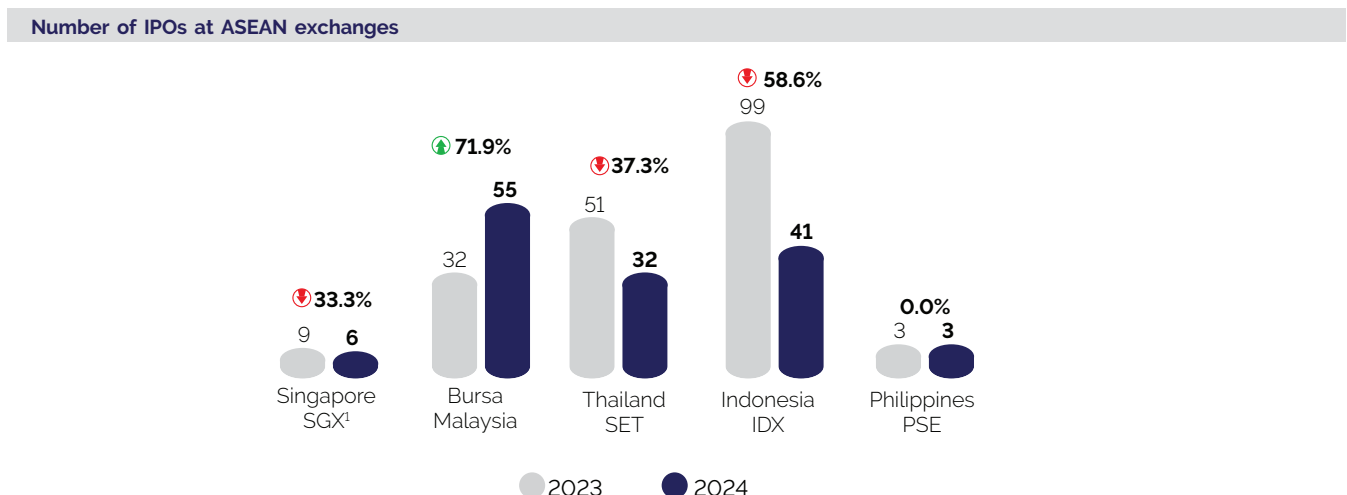
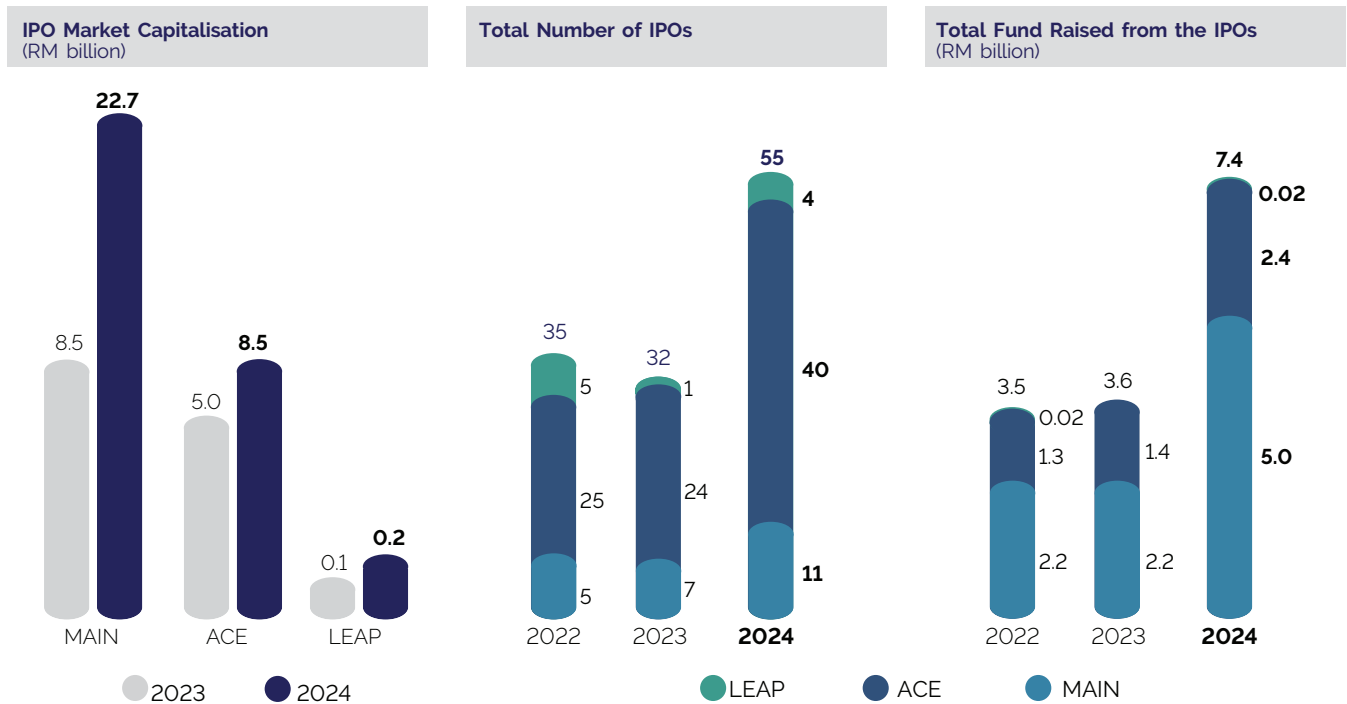
#### Reducing IPOs Approval Time

- As part of our ongoing efforts to remain competitive and relevant amongst the institutional investors, on 26 February 2024, the Securities Commission Malaysia (SC) and Bursa Malaysia made a joint commitment to shorten the approval time for IPOs on both the MAIN and ACE Markets, with new IPO applications to be processed within three months starting from 1 March 2024.
- This initiative enables a holistic and customer-friendly facilitation by the regulator and Principal Advisers to better support companies intending to raise capital through IPOs.

## PRODUCT AND SERVICE EXPANSION

### IPOs

- Bursa Malaysia ranked first among ASEAN exchanges on IPOs in 2024 in terms of number of IPOs and funds raised. A total of 55 IPOs (2023: 32) were recorded, surpassing our target of 42 IPOs.
- The total funds raised from the IPOs amounting to RM7.4 billion (2023: RM3.6 billion) was the highest since 2017.
- The total 55 IPOs added RM31.4 billion to the total market capitalisation upon listing (2023: RM13.6 billion), exceeding our target of RM13.0 billion. Bursa Malaysia also recorded the highest market capitalisation growth of 130.9% YoY compared to its ASEAN peers.
- We expect IPO activity's momentum to remain strong in 2025.



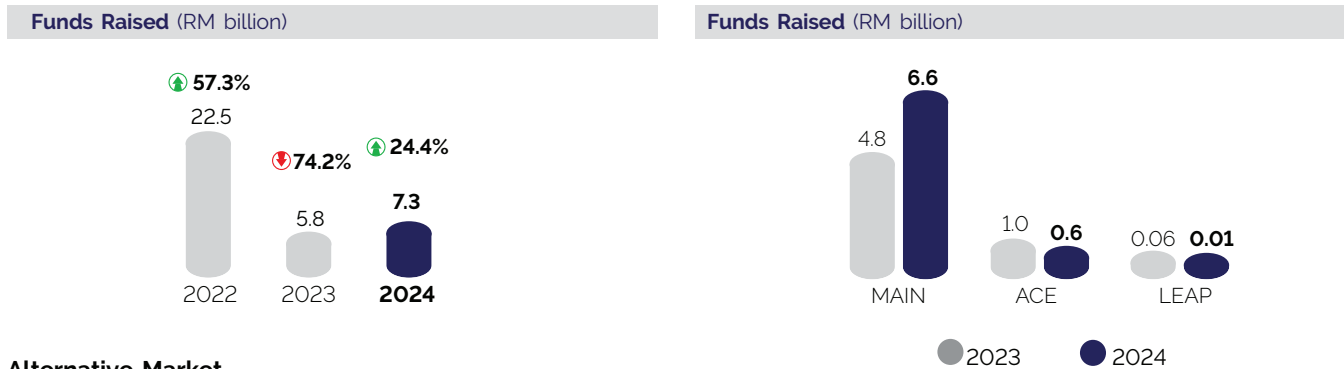
Sources: Respective stock exchanges' website. Data as at 31 Dec 2024  
<sup>1</sup> Include Secondary listing

BUSINESS REVIEW

# Securities Market

## Secondary Market

- Funds raised from secondary listings rose 24.4% YoY to RM7.3 billion in 2024 (2023: RM5.8 billion) from 272 secondary issuances (2023: 247 issuance).
- Of the total funds raised, 47.9% or RM3.5 billion was raised via Private Placements.

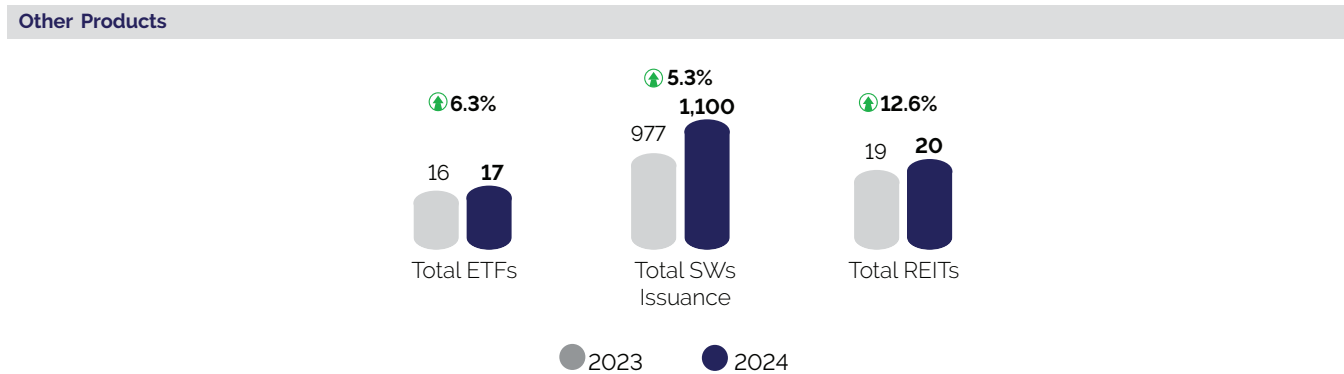


## Alternative Market

- Bursa Malaysia offers a listing platform for Sukuk and debt securities called Exempt Regime.
- Under the Exempt Regime, Sukuk or debt securities are listed on the MAIN Market but will not be quoted and traded on the Exchange. It is a shelf-lifting platform for visibility and profiling purposes. The trading occurs on an Over-the-Counter basis.
- Since 18 December 2020, all outstanding Government securities, namely the Malaysian Government Securities and the Malaysian Government Investment Issues have been listed on Bursa Malaysia’s Exempt Regime, in addition to corporate Sukuk and bonds.
- As at 31 December 2024, the value of total outstanding issuance of Sukuk and bonds listed on the Exempt Regime stood at USD305.3 billion (USD159.4 billion for bonds and USD145.9 billion for Sukuk), an increase of 7.6% YoY from the USD283.8 billion (USD146.3 billion for bonds and USD137.5 billion for Sukuk) recorded in 2023.

## Exchange-traded Funds (ETFs), Structured Warrants (SWs) and Real Estate Investment Trusts (REITs)

- We host a diverse suite of ETFs, with underlying assets ranging from local to foreign equities, fixed-income instruments and commodities.
- Our ongoing investor education efforts and improved market sentiment in both local and foreign markets during the year contributed to the increase in the number of ETFs, REITs and SWs, totaling 17 ETFs, 20 REITs and 1,100 SWs for the year.
- Shariah-compliant ETFs has increased to 7 (2023: 6).
- Both ETF ADV and number of investors trading ETF grew in 2024. As of 31 December 2024, the ETF ADV grew 39.0% to RMO.92 million (2023: RMO.66 million), while the number of investors trading ETF surged 159.9% YoY to 4,818 (2023: 1,854).
- Our portfolio of SWs encompasses a diverse range of underlying instruments, including local and foreign shares, ETFs and indices. The MAIN Market Listing Requirements now permits commodity futures as underlying financial instruments for SWs. The approved commodities include crude palm oil, crude oil and gold.
- In 2024, SWs contributed RM122.7 million or 3.6% to the total ADV (2023: RM56.0 million or 2.4%).



## Business Trust (BT)

- 25 March 2024 saw the debut listing of Shariah-compliant Prolintas Infra BT.
- The inaugural listing of BT provides an alternative listing structure that facilitates capital raising by entities seeking an IPO on Bursa Malaysia.

## ECOSYSTEM DEVELOPMENT

We continue to enhance our market ecosystem and address market needs to create a more vibrant marketplace. We partake in national agendas to elevate Malaysia's capital market. We strive to enhance the visibility of our PLCs and work towards increasing Malaysia's weightage in MSCI Emerging Market Index, which determines the allocation of foreign capital to the Malaysian market. We are also developing a new index to offer diverse and rewarding investment opportunities.

### Enhancing Market Liquidity

#### **IR4U Capacity Building Series (CBS)**

- Launched CBS to coincide with the introduction of the International Sustainability Standards Board's National Sustainability Reporting Framework (NSRF) that mark a critical milestone in requiring PLCs to commence sustainability reporting.
- The CBS leverages on the Bursa IR4U Programme. It aims to raise awareness about climate change disclosures and sustainability reporting among PLCs, improving the quality and depth of their sustainability disclosures and ensuring alignment with evolving reporting standards.
- Conducted five webinars and workshops in 2024 to guide PLCs on transitioning from the existing Sustainability Reporting Framework to the NSRF, enhancing PLCs' understanding and reporting capabilities as well as ensuring PLCs' compliance with the new standards.

#### **Advocacy Programmes for Market Intermediaries**

- Part of Bursa Malaysia's regulatory role is to improve market intermediaries' understanding of market operations, regulatory requirements, and governance.
- Aims to promote market integrity, strengthen governance and risk practices, and enhance intermediaries' operational standards through knowledge-sharing and best practices.
- Focus on educating registered representatives, directors, and senior management of intermediaries on key areas such as trading practices, business conduct, cyber security, governance, risk management, and trading operations.
- Conducted 13 webinar sessions throughout the year, benefitting 2,403 participants.

#### **Advocacy Programmes for Listed Issuers**

- To enhance the understanding and knowledge among PLCs' members of the board and leadership team on board governance as well as corporate governance and sustainability.
- Conducted 13 sessions involving 830 attendees.

#### **Board Governance: Conflict of Interest (COI) and Governance of COI**

Focus on equipping directors with the knowledge to identify, disclose, and manage COI situations, enhancing transparency and accountability within the boards.

#### **Corporate Governance and Sustainability Leadership Programme**

To improve boards' oversight of sustainability risks and opportunities following the enhanced Sustainability Reporting Framework and the introduction of the Mandatory Accreditation Programme Part II: Leading for Impact.

#### **Index and ESG Advocacy Programme**

The FTSE4Good ESG Assessment Webinar and Workshop on Climate Change are designed to educate listed issuers and institutional investors on the role of index investing in capital market, the importance for companies to be within a major benchmark and the importance of ESG and its disclosures to organisations.

#### **Bursa Research Incentive Scheme (Bursa RISE)**

- A two-year programme introduced in 2022 to support the PLC Transformation Programme and enhance PLCs' visibility.
- Aims to elevate the corporate profiles of participating PLCs and stimulate trading interest in their shares.
- The participating PLCs benefit from increased research coverage and targeted marketing activities to highlight their investment fundamentals and value proposition. They also have access to Bursa Malaysia's Investor Relations (IR) and Public Relations (PR) Incentive Programme for more effective IR and PR support.
- Since its launch, a total of 1,203 research reports were issued and 61 marketing activities were organised. The average velocity of the 60 participating PLCs was recorded as the highest, at 12.3% higher than the overall market velocity in September 2024.

## Securities Market

- Bursa RISE will be replaced with a new and improved research scheme in 2025, incorporating broader capital market objectives and stakeholder feedback. The new 'Gear Up' initiative will expand the research incentive scheme to cover early-stage and growth-stage companies, including unlisted private firms and IPO candidates, fostering a robust pipeline for market growth.

### **SME X Platform**

- Launched on 23 January 2024 in collaboration with Companies Commission of Malaysia.
- Aims to facilitate fundraising and support small and medium enterprises (SMEs) in their growth and business expansion.

### **Mobilising Institutional Capital Through Listed Product Structures (MOBILIST)**

- Signed a Memorandum of Understanding on 16 April 2024 to collaborate with UK government's Mobilist, enabling greater investment, supporting energy transition, advancing the United Nations' Sustainable Development Goals in Malaysia and creating a clear pathway to list on the Exchange.

### **Institutional Development**

Institutional investors made up 79.0% of the Securities Market's ADV. They contribute to trading liquidity, market stability and the overall appeal of our marketplace. To bolster institutional investors' participation on our market, enhance PLCs' earnings growth, improve liquidity as well as offer more options and accessibility, we implemented several initiatives during the year as described below:

#### **Invest Malaysia (IM) Series**

- A strategic initiative to engage institutional investors and promote market opportunities.
- Serve as platforms for fostering strategic dialogues with global stakeholders and prospective investors, highlighting Malaysia's compelling investment propositions.
- In 2024, six IM Series were organised, attracting a total of 2,034 participants with a combined asset under management (AUM) exceeding USD34 trillion.

Location	Theme	No. of Participants	AUM (USD trillion)
Melbourne	Gateway to ASEAN Investment: Empowering Opportunities for Sustainable Growth	200	1.4
Singapore	Where Policy Meets Progress	400	12.0
Hong Kong	Where Policy Meets Progress	350	3.0
Iskandar Malaysia	Where Policy Meets Progress	595	13.5
China	Regaining Malaysia's Lead in Asia	300 (Virtual)	4.8
Kuala Lumpur	Strategic Crossroads: The US Election's Impact on Malaysia's Growth Trajectory	189	n/a

### **Retail Development**

Retail investors made up 21.0% of the Securities Market's ADV. To boost retail investors' participation, we focused on innovation, easy access to invest in global markets and other asset classes as well as enhancing financial literacy for targeted groups.

#### **Bursa Marketplace Fair 2024**

- A revamped format, transitioning from an annual event to two targeted sessions for retail investors in East Malaysia.
- Held in Sabah on 11-12 May 2024 and Sarawak on 9-10 November 2024, the events attracted a broad spectrum of participants, from beginners to seasoned investors.
- Supported by broker partners, regulators, and PLCs, the events featured expert-led seminars and PLCs' presentations.



**Retail Workshop Series 2024**

- Featured 60 educational workshops conducted in collaboration with industry partners, targeting both conventional and Shariah investor segments.
- Aimed at keeping retail investors informed about the latest investment trends, attracted over 9,141 participants.
- Plans to introduce workshops such as CEO Dialogues and IPO Insights to offer retail investors deeper insights and greater exposure to the investment landscape.

**Retail Investor Campaign**

- A signature initiative, which was relaunched in 2024.
- Aims to boost retail participation in the equities market, strengthen brokers engagement, and recognise the contributions of brokers and their salesforce.
- The campaign ran from January to September 2024. A total of 365,685 new CDS accounts were opened.

**Building Financial Literacy and Education****Bursa LearnLab – Sektor Saham Video Series**

- Produced in Bahasa Malaysia to enhance financial literacy and equities market awareness among Bumiputera audiences, providing informative and engaging content on various market sectors, with the first video covering the technology sector launched in December 2024 and five new videos featuring expert interviews planned for 2025.

**Burmon Trader**

- A gamification module for kids and younger generation aged 8 to 14 years old to educate on the fundamental of savings and investments.
- In 2024, we added new features such as trilingual as well as short, versus and story modes for players to learn about trading in more ways.
- Since its launch, it has recorded 10,861 gameplays in 2024.
- The Burmon Trader also hosted a competition during a series of 14 workshops at 10 schools to reinforce investing knowledge, which attracted a total of 917 participants.

**Financial Literacy (Funlit) Book Series**

- Features engaging stories based on Burmon characters, targeting at young readers aged 8 to 14.
- Introduced the concept of money, build awareness about financial scams and foster financial literacy from an early age.
- The first book, the Burmon Adventure, published in December 2024 introduces the concept of value and money creation.

**Bursa Digital Research (BDR)**

- For the year, BDR enhanced its content offerings by introducing weekly trade performance and ESG reports.

**Bursa Investor Education Programmes**

- The structured programmes tailored to the Securities, Derivatives and Islamic Markets for retail investors.
- Programmes for beginner, intermediate and advanced levels enhance participants' knowledge and skills necessary to make informed investment decisions.
- A total of 81 webinars and workshops were held for Securities Market, 54 webinars and workshops for Derivatives Market and 17 webinars for Islamic Markets, benefiting a total of 35,052 participants.

**Bursa Inter-Varsity Stock Challenge (BISC)**

- A 3-month simulated stock trading competition aims to create investment awareness among undergraduates with guidance from brokers.
- Allows university students to build portfolios using real-time price feeds with a virtual capital of RM100,000.
- Introduced transaction costs, including brokerage fees, stamp duties, and clearing fees, to mimic real-world trading experiences. Participants also executed at least one ETF transaction to familiarise themselves with ETF investments.
- The BISC 2024 saw 968 teams, comprising 1,377 students from 10 universities guided by brokers such as Affin Hwang Investment Bank, AmlInvestment Bank, CGS International Securities, iFast Capital, Macquarie Capital Securities, and RHB Investment Bank.
- The Grand Finale held on 27 November 2024 saw the top 20 participants presenting their trading strategies.

## Securities Market

### ***Karnival Saham Bersama Bursa Malaysia***

- A one-day event designed to enhance investment and financial literacy, particularly in remote regions of Malaysia.
- The event in 2024 themed '*Labur Hari Ini untuk Masa Hadapan Yang Mampan*', held in collaboration with Universiti Malaysia Perlis featured 7 seminars on investment and financial literacy as well as exhibitions by 11 organisations, attracting over 1,000 participants and offering them valuable insights into smart investing and the diverse products available in the market.

### ***Bursa Young Investors Club (BYIC)***

- Established in October 2016, BYIC aims to enhance financial literacy and investment awareness among youths and undergraduates.
- Currently active in 30 universities and colleges nationwide, a total of 33 workshops in 2024, benefiting 4,576 students.
- Equips participants with essential knowledge on savings, financial planning, mid- to long-term investments, and stock market basics while providing practical experience through simulated trading.

### ***Sens-Ability Programme***

- A financial literacy initiative delivering content on personal finance, investing and financial fraud prevention to targeted communities, including youths and the general public.
- Conducted 70 sessions, covering topics such as personal money management, budgeting, saving strategies, investment insights as well as recognising and preventing financial scams, benefiting 8,136 participants.

## **Enhancements to the Systems**

### ***Upgrading the Trading Engine, BTS2***

- During the year, we planned for further enhancement of BTS2 to ensure stability, resiliency and security of the securities trading engine to protect the ecosystem. These include:
  - An upgrade to the database software
  - An update to the latest operating system software
  - Patches to address potential security issues
- Commenced the initiatives in 2024 for implementation in early 2025.

### ***Enhancement to Clearing and Settlement***

- Enhanced the Institutional Settlement System and Central Matching Facility to improve the straight through processing rate of matching processing in settlement of transactions of institutional investors.
- Done to provide flexibility to the financial institutions and custodian banks to incorporate rebates and settlement fee adjustment in the matching instructions, which have improved the instruction matching rate and reduced manual adjustments at the custodian banks.

## **Engagements with Stakeholders in the Industry**

### ***Securities Market Consultative Panel (SMCP)***

- A consultative body consists of capital market participants and Bursa Malaysia's management committee members to exchange views and ideas on market development with the common objective of enhancing the attractiveness, global competitiveness and strategic development of the Malaysian Securities industry.
- Areas discussed include pertinent matters to the industry such as infrastructure constraint, product and market development and opportunities.
- The panel also provides insight to international market trends and issues.
- Two meetings were held on 5 June 2024 and 13 November 2024.

### ***Industry Dialogue with Market Participants***

- A forum for Bursa Malaysia to exchange ideas with industry leaders on charting a journey of sustainable growth and prosperity for the securities market.
- Discussions include topics related to the market, product development, innovation and its regional competitiveness.
- Conducted two dialogues on 2 April 2024 and 3 October 2024.






### Industry Dialogue with Remisiers

- A forum to discuss topics related to the market and product development, innovation, digitalisation and the future of the Remisiers' profession.
- Organised two dialogues on 13 May 2024 and 24 October 2024.

### Industry Education Programme for Market Participants and Remisiers

- To promote education and create awareness for Market Intermediaries.
- Various programmes have been conducted on operations and industry changes to equip them with adequate knowledge and skills to keep pace with the latest development in securities and derivatives markets.
- Conducted nine sessions in 2024, which saw an average of 270 attendees per session with some sessions exceeding 300 participants.

### Peer Comparison

	 FTSE Bursa Malaysia KLCI	 Philippine Stock Exchange Index	 Straits Times Index	 Stock Exchange of Thailand	 Jakarta Stock Exchange Composite Index
Index Level as at 29 December 2023	1,454.7	6,450.0	3,240.3	1,415.9	7,272.8
Index Level as at 31 December 2024	1,642.3	6,528.8	3,787.6	1,400.2	7,079.9
Movement from 2023	📈 12.9%	📈 1.2%	📈 16.9%	📉 1.1%	📉 2.7%
FY2024 Index Dividend Yield	3.9%	2.9%	4.8%	3.4%	3.9%

Source: Bloomberg

## MOVING FORWARD

The outlook remains promising for the Securities Market in 2025, underpinned by Malaysia's solid economic foundations and effective implementation of key government policies such as the NIMP, NETR and the National Semiconductor Strategy (NSS). Growth is expected to accelerate further with the roll out of various comprehensive action plans such as the initiative to position Kuala Lumpur as one of the top 20 global startup hubs by 2030 (KL20), the Malaysia Startup Ecosystem (SUPER) Roadmap 2021-2030 to transform Malaysia into a top 20 global startup ecosystem by 2030, the PSFEZ, the JS-SEZ, the Johor-Singapore Rapid Transit System Link, and major infrastructure developments like the Penang's Mutiara Light Rail Transit System and the Circle Line Mass Rapid Transit Phase 3. In addition, Malaysia stands to benefit from the US-China trade war through trade diversion, while the expansion of data centres will boost sectors like utilities, property, and construction.

Bursa Malaysia remains steadfast in elevating Malaysia's status as a premier fundraising, listing and investment destination. The SC's comprehensive 5-year roadmap (2024-2028) to catalyse access to capital market by micro, small and medium enterprises and mid-tier companies is expected to propel growth in entrepreneurial SMEs and create opportunities for sustainable IPO pipeline for the marketplace.

## Business Review

# DERIVATIVES MARKET

The Derivatives Market saw several record highs in 2024 due to the high volume of trading activity spurred by volatility in the commodity markets, ongoing adjustments in global supply chains and interest rate cuts in the US.

### MARKET PERFORMANCE

The volatility in the commodity markets, combined with ongoing adjustments in supply chains, boosted trading volumes on our Derivatives Market. The US Federal Reserve's interest rate cuts, which spurred foreign investment funds inflows into Malaysia, boosted demand for the FTSE Bursa Malaysia KLCI Futures (FKLI). As a result, the average daily contracts (ADC) jumped 26% YoY to a record high at 92,106 contracts (2023: 72,896 contracts). These developments also saw several record highs registered during the year:

- Monthly trading volume for all derivatives products combined hit all-time high with a total of 2.38 million contracts traded in November 2024 (previous record in March 2020: 2.13 million contracts).
- Monthly ADC hit a record high at 113,234 contracts in November 2024.
- Crude Palm Oil Futures' (FCPO) monthly trading volume hit its historic high of 2.11 million contracts in November 2024.
- Combined Open Interest for all products hit a new peak of 366,962 contracts on 26 March 2024 (previous record: 346,403 contracts on 26 February 2020).
- Daily trading volume for all products combined reached a historic high at 178,380 contracts on 29 May 2024.
- FCPO's daily trading volume hits its new high at 166,266 contracts on 13 November 2024.

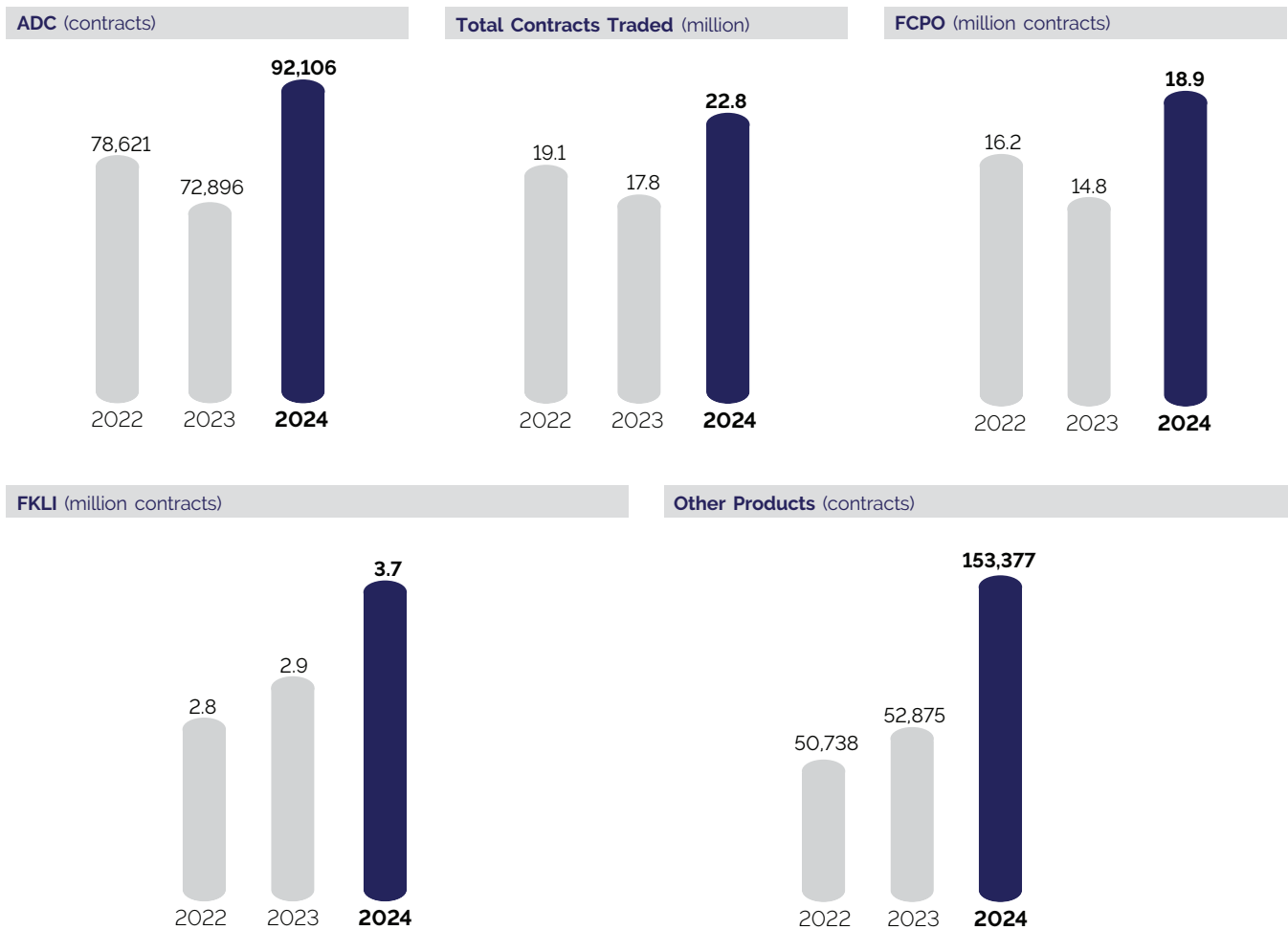
FCPO remained the cornerstone of the Malaysian derivatives market. Its performance remained strong in 2024, driven by short-term demand surges in the latter half of the year due to uncertainties surrounding policies in major importing countries. As global exchange-traded derivatives, our trading is dominated by commodity contracts and 83% of total trading volume on our Derivatives Market comes from FCPO, such trend presents ample opportunities for Bursa Malaysia going forward.

Bursa Malaysia Derivatives' (BMD) operating revenue soared 24.1% YoY to RM120.4 million in 2024 (2023: RM97.1 million). Trading revenue surged 27.0% YoY to RM113.8 million (2023: RM89.6 million) on higher FCPO and FKLI contracts traded. The additional three trading days in 2024 also contributed to the increase in the trading revenue. Separately, Conference Fees and Exhibition-related Income declined 12.8% YoY to RM6.3 million (2023: RM7.3 million) on lower income from the Palm and Lauric Oils Price Outlook Conference and Exhibition (POC), which saw a decrease in the number of participants in 2024 from the year before. In addition, there was no revenue contribution from East Malaysia POC in 2024 as it was replaced with the East Malaysia Palm Oil Forum where there was no admission cost.

The **ADC jumped 26% YoY** to a record high at **92,106** contracts

Total trading volume on Derivatives Market surged **28% YoY** to **22.8 million** contracts

Segment Revenue	2022 RM million	2023 RM million	2024 RM million	% change YoY
Trading Revenue	97.2	89.6	<b>113.8</b>	<b>27.0</b>
Member Services and Connectivity	0.2	0.2	<b>0.3</b>	<b>93.7</b>
Conference Fee and Exhibition-related Income	2.1	7.3	<b>6.3</b>	<b>(12.8)</b>
<b>Total</b>	99.5	97.1	<b>120.4</b>	<b>24.1</b>



## DELIVERING ON OUR STRATEGY

Bursa Malaysia is the world's biggest palm oil futures trading hub. Our FCPO contracts has long been recognised as the global benchmark for the commodity. While we continue to reinforce our strength in FCPO, we intend to expand into other edible oils derivative products. With equity leading all asset classes in total contracts traded on major exchanges, we will strategically realign our equity futures to enhance their attractiveness. Similarly, we will also step up our initiatives to expand our currency-based products and address the need for foreign exchange risk management after the launch of Mini USD/CNH Futures Contract (FCNH), BMD's first and the country's inaugural exchange-traded currency futures contract. Lowering barriers to entry, such as introducing smaller-sized contracts with lower margin requirements for equity index derivatives, is expected to boost domestic retail participation. BMD is also exploring collaborations with government agencies and international exchanges to expand its market footprint and enhance its offerings.

## PRODUCT AND SERVICE EXPANSION

### Bursa Malaysia DCE Soybean Oil Futures (FSOY)

- Pursuant to the licensing agreement signed on 2 November 2023, we launched FSOY on 18 March 2024, the first non-palm-based edible oil futures contract listed on our exchange.
- This provides cross-hedging opportunities between palm oil and soybean oil on one exchange.

### USD-denominated Used Cooking Oil FOB Straits (Platts) Futures Contract (FUCO)

- Further complementing this strategy was the launch of the FUCO on 16 December 2024.
- A total of 42 FUCO contracts, representing 1,050 metric tonnes of used cooking oil was traded on the first trading day.

## Derivatives Market

### ECOSYSTEM DEVELOPMENT

#### 35<sup>th</sup> Palm and Lauric Oils Price Outlook Conference and Exhibition (POC)

- We hosted the 35<sup>th</sup> edition of the POC from 4 to 6 March 2024.
- The three-day flagship conference continued to gather industry leaders, subject matter experts and decision makers from around the world to discuss current challenges and emerging opportunities that will influence the global edible oils landscape.
- This year, POC drew nearly 1,900 delegates from 58 countries.
- Technological advancements such as digital traceability infrastructure was also explored to improve supply chain transparency, with EUDR compliance seen as an opportunity to enter high-value markets and reduce export dependency.
- Meanwhile, the inaugural forum for the African continent took place in Egypt on 28 May 2024.

#### Malaysia Palm Oil Forum

- BMD co-hosted the East Malaysia Palm Oil Forum (EMPOF) with the Malaysia Palm Oil Council (MPOC) and supported MPOC for palm oil forum in the African continent, a region identified as a growing market for palm oil, to enhance the visibility of FCPO.
- The EMPOF was held on 20 to 22 August 2024 in Kota Kinabalu, Sabah and Kuching, Sarawak.
- Key topics discussed include Malaysia's efforts in meeting the European Union Deforestation Regulation (EUDR) requirements, with Malaysian Sustainable Palm Oil certification serving as a key differentiator for global market positioning.
- There were also discussions on improving support for oil palm smallholders and fostering greater international collaboration.

#### Futures Trading Apprenticeship Programme (FTAP)

- In 2023, we launched the FTAP, a 12-day in-person training programme for aspiring traders who seek foundational skills to become full-time derivatives traders.
- We received a total of 886 and 773 applications for the second and third intake, respectively.
- We completed the second as well as third intakes for the FTAP on 24 May 2024 and 25 October 2024 respectively. 29 of the 30 apprentices for the second intake completed the FTAP while all 30 apprentices in the third intake graduated from the programme.
- The programme was partially funded by the Capital Market Development Fund.

#### Derivatives Virtual Trading Challenge (DVTC) 2024

- We conducted the DVTC 2024 to raise awareness on derivatives trading among the Malaysian public.
- The DVTC 2024 saw 4,962 participants, the highest since its inception.
- Top 20 traders received prizes for best performance.

### MOVING FORWARD

As diversifying the derivatives business is one of five Strategic Pillars in our Strategic Roadmap 2024–2026, we will continue to strengthen the FCPO contracts' position as the global benchmark for the commodity. This will be achieved by expanding market reach and leverage on rising demand for edible oils, with the goal of evolving into a regional trading hub for edible oils.

Crude Palm Oil (CPO) prices are expected to remain strong at above RM4,750 per metric tonne amidst supply uncertainties. The announcement on Thailand's export ban on CPO policy which will only be revisited in 2025 as well as Indonesia's plan to increase biodiesel mix with palm oil-based fuel to 40% (B40) from 35% are expected to tighten the supply further which will provide additional support for the high CPO prices.

With equity index derivatives being the fastest growing asset class in the derivatives market, we see further upside for our FKL I contracts. Plans are underway to relaunch Single Stock Futures (SSF) in 2025 for specifications of SSF to be updated and aligned with the benchmark FBMKLCI in order to offer investors more instruments for equity risk management. In addition, introducing smaller-sized contracts with lower margin requirements for equity index derivatives could increase domestic participation in our Derivatives Market.

As we develop new products and collaborate with government agencies, such as the MPOC, and other exchanges to expand our market reach, we aim to encourage domestic institutional investors to utilise derivatives products as part of their risk management strategy.

BMD remains dedicated to strengthening Malaysia's position as the global hub for edible oils price discovery. By focusing on product innovation, market inclusivity and strategic partnerships, BMD aims to position itself as a dynamic, sustainable and global derivatives marketplace.

## Business Review

# DATA BUSINESS

Driving strategic growth and sustainable finance, Data Business exemplifies Bursa Malaysia's innovative approach to leveraging data for a greener and more sustainable economy.

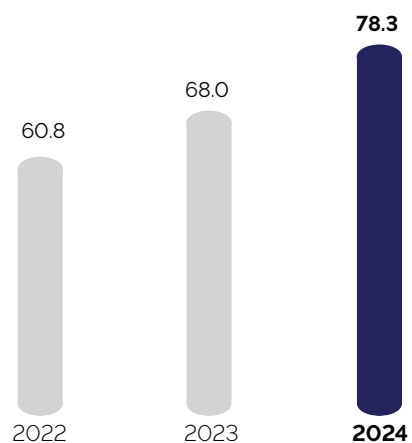
### MARKET PERFORMANCE

Bursa Malaysia's market data business has more than doubled, achieving a compounded annual growth rate of 15.2% from 2019-2024, primarily through organic growth. This sustained demand for market data has translated into robust performance for Data Business in 2024. The data business' operating revenue expanded 15.1% year-on-year (YoY) to RM78.3 million (2023: RM68.0 million) and accounted for 10.3% of Bursa Malaysia's total operating revenue in 2024 (2023: 11.5%).

Revenue from securities market data rose by 15.0% to RM61.3 million (2023: RM53.3 million) whilst revenue from derivatives market data gained 13.8% YoY to RM16.3 million (2023: RM14.3 million). This growth was driven by higher number of subscribers.

As we advance, we are expanding beyond organic approaches by leveraging strategic initiatives such as the Centralised Sustainability Intelligence (CSI) Solution and new data-driven opportunities. We believe, with stronger focus on non-organic expansion, our data business contribution to the overall operating revenue will expand further.

Data Business Revenue (RM million)



### OPERATING ENVIRONMENT

Exchanges are increasingly investing in their market data segment and pursuing strategic partnerships to address the growing demand for high quality data sets, analytics, indices as well as solutions for risk and data management. With the continued global focus on sustainability and the Malaysian government's commitment to being a net zero GHG emissions nation as early as 2050, we plan to further leverage on technology and innovation to expand our offerings in this segment.

### DELIVERING ON OUR STRATEGY

Technology and Data remain key enablers under Bursa Malaysia's Strategic Roadmap 2024-2026, driving innovation, new product development, and marketplace expansion. Sustainability considerations will continue to be a major growth catalyst, reflecting the global shift towards sustainable finance. Our strategy is centred on strengthening market data offerings, expanding sustainability intelligence solutions, and forming strategic partnerships to enhance our data ecosystem.

These initiatives will solidify Bursa Malaysia's position as a leading provider of high-value market and sustainability data, ensuring long-term growth and competitiveness in an evolving financial landscape.

## Data Business

### PRODUCT AND SERVICE EXPANSION

#### The CSI Solution

- We launched the CSI Solution on 21 June 2024. It represents a transformative step in Bursa Malaysia's commitment to fostering a lower-carbon economy, supporting Malaysia's journey towards achieving net zero GHG emissions by 2050.
- Having received the ESG Industry Collaboration of the Year award from Regulation Asia Awards for Excellence 2024 in recognition of the CSI Solution reaffirms we are on the right track in our efforts to create value for our stakeholders.
- Since the launch, more than 100 companies from broad range of industries have onboarded the innovative CSI platform, which was developed in response to the companies' needs for cost-effective ESG reporting solution that meet both local and global standards.
- It fulfills Bursa Malaysia's aims to provide a comprehensive resource for Malaysian companies especially businesses integral to national strategies like the NIMP 2030 and the NSS, including small and medium enterprises, and their suppliers to efficiently address ESG reporting requirements for customers, financiers, and regulators as well as lower their climate impact and enhance their competitiveness in global markets with rigorous ESG expectations.
- The CSI Solution offers an integrated suite of tools and services that simplify ESG data management and reporting, foster sustainable performance across value chains and unite all stakeholders in achieving a net zero future. It comprises three core components:

#### CSI Platform

- Co-developed with London Stock Exchange Group (LSEG)
- The foundation of the CSI Solution offers robust suite of tools to assist business measure, manage, and report carbon emissions and sustainability risks.
- Streamlines ESG disclosures for corporations and suppliers, ensuring alignment with local and global standards.
- Serves as a designated reporting tool for Bursa Malaysia's PLCs, ensuring compliance with the listing requirements.
- Work is underway to align the platform with the International Financial Reporting Standards (IFRS) S2 Climate-related Disclosure as part of the NSRF, reinforcing Bursa Malaysia's position as a leader in sustainability-focused products and services.

#### CSI Services

- We bridge the gap between companies and industry expertise by partnering with organisations such as PwC Malaysia, Amazon Web Services and Bank Negara Malaysia.
- The services include:
  - Capacity training and upskilling to equip workforce with the skills needed for effective ESG integration.
  - Onboarding Services to provide expert support to ensure seamless adoption of the CSI Solution.
  - Providing technological support, leveraging advanced technology to ensure accurate data management and analysis.



### CSI Financing

- Developed as a pioneering proof-of-concept (PoC) for a reverse factoring platform that links ESG disclosures to suppliers' working capital financing.
- Spearheaded by strategic collaborations with bank partners such as Maybank, Alliance Bank, OCBC Bank and CIMB Bank. It includes special loan amount allocation and reduction in supply chain financing rates for users of the CSI Solution.
- Offers compelling value proposition that includes:
  - Low cost acquisition companies can access financing at reduced costs, which translate into significant savings and financial efficiency.
  - Facilitate supply chain's decarbonisations – Incentivising supply chain by connecting ESG performance to financing rates.
  - Provides optimised and workflow efficiency to the financing approval process, making the financing product offering more scalable.
  - Efficient capital optimisation which ensures the effective and regular use of capital, an optimal balance sheet, and support for short-term debt financing.

### ChatESG

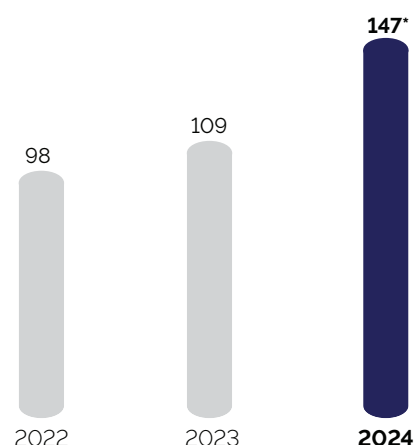
- Launched in 2024, ChatESG is a complimentary service for CSI Solution's subscribers supporting their ESG journey. It aligns with Bursa Malaysia's sustainability goals, providing real-time assistance and fostering an informed community.
- It serves as an educational resource, simplifying complex ESG topics and corporate social investment processes as well as guiding users through ESG requirements and disclosures. Data insights derived from user interactions will also help Bursa Malaysia refine its sustainability strategies and offerings, allocates resources to more strategic and high impact areas as well as improves operational efficiency.
- Future plans include system integration, advanced analytics, multi-channel support and continuous improvement.

## ECOSYSTEM DEVELOPMENT

### The FTSE4Good ESG Assessment Research Universe Expansion

- Signed a Memorandum of Understanding with LSEG to enable FTSE Russell to broaden its ESG research universe, extending coverage to all PLCs on MAIN and ACE Markets. Previously, only PLCs in the FTSE Bursa Malaysia EMAS Index were evaluated and scored for potential inclusion in the FTSE4Good Bursa Malaysia (F4GBM) ESG Index.
- The FTSE4Good ESG Ratings provide a comprehensive assessment of PLCs' ESG performance, helping investors make informed decisions and encouraging companies to improve their ESG practices.
- The move is poised to significantly enhance the sustainable finance ecosystem in Malaysia and by incorporating a wider range of PLCs, the initiative:
  - Increases transparency and accountability;
  - Enhances investors' confidence;
  - Promotes sustainable business practices;
  - Facilitates access to sustainable financing; and
  - Strengthens Malaysia's position in global ESG rankings.
- This initiative aligns with Bursa Malaysia's commitment to foster a sustainable and responsible business environment.

The Number of F4GBM Index Constituents



\*As of 12 December 2024

## Data Business

### Fostering Regional Sustainability through the ASEAN-Interconnected Sustainability Ecosystem (ASEAN-ISE) Initiative

- This collaborative initiative is a pioneering regional effort to develop a unified, robust, interconnected sustainability ecosystem across ASEAN exchanges, involving Bursa Malaysia as the Secretariat, Indonesia Stock Exchange, The Stock Exchange of Thailand, Singapore Exchange and the Philippine Stock Exchange.
- It stems from the global shift toward a sustainable economy supported by various reporting frameworks such as the European Sustainability Reporting Standards, Recommendations of the Task Force on Climate-related Financial Disclosures, as well as the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosure.
- At the 37<sup>th</sup> ASEAN Exchanges CEOs Meeting in July 2024, four strategic PoCs were agreed upon for implementation between 2025 and 2027, which include:
  - establishing a harmonised ASEAN ESG data infrastructure to enable a unified regional perspective;
  - creating a standardised ESG training curriculum for listed issuers;
  - facilitating transition financing for corporate supply chains to incentivise ESG disclosures and decarbonisation; and
  - launching ASEAN ESG Awards to recognise companies with exemplary practices and elevate their international profiles.
- Progress to date includes workshops held across ASEAN countries, the publication of a detailed whitepaper, and a survey to identify common opportunities for collaboration within the region.
- Moving forward, ASEAN-ISE plans to develop a centralised data infrastructure for seamless ESG data exchange. This will ensure a sustainable operating model that enhances market accessibility and strengthens regional sustainability practices.

## MOVING FORWARD

The Exchange continues to be a proponent and facilitator of strong ESG practices and good disclosures through its CSI Solution. There are clear prospects for substantial growth in our data business, driven by the ongoing lack of convergence in the fields of ESG, digital, and finance. Positioned at the crossroads of these three areas, Bursa Malaysia is well-placed to capitalise on the emerging opportunities and foster growth. With promising prospects in this domain, we will pursue our inorganic growth strategy to build a strong presence for the Exchange in data business. We will also fast-track our business development efforts to enhance our product and service offerings through partnerships with ESG and digital stakeholders.

## Business Review

# ISLAMIC MARKETS

Bursa Malaysia offers a robust and fully integrated Islamic trading and investing ecosystem, empowering investors with innovative Shariah-compliant investment and solutions tailored to their financial and ethical goals.

### MARKET PERFORMANCE

Building on the foundation of a fully integrated ecosystem, the Islamic Markets' capabilities are further driven by our three key platforms that provide bespoke solutions to meet the diverse needs of Shariah-compliant investors:

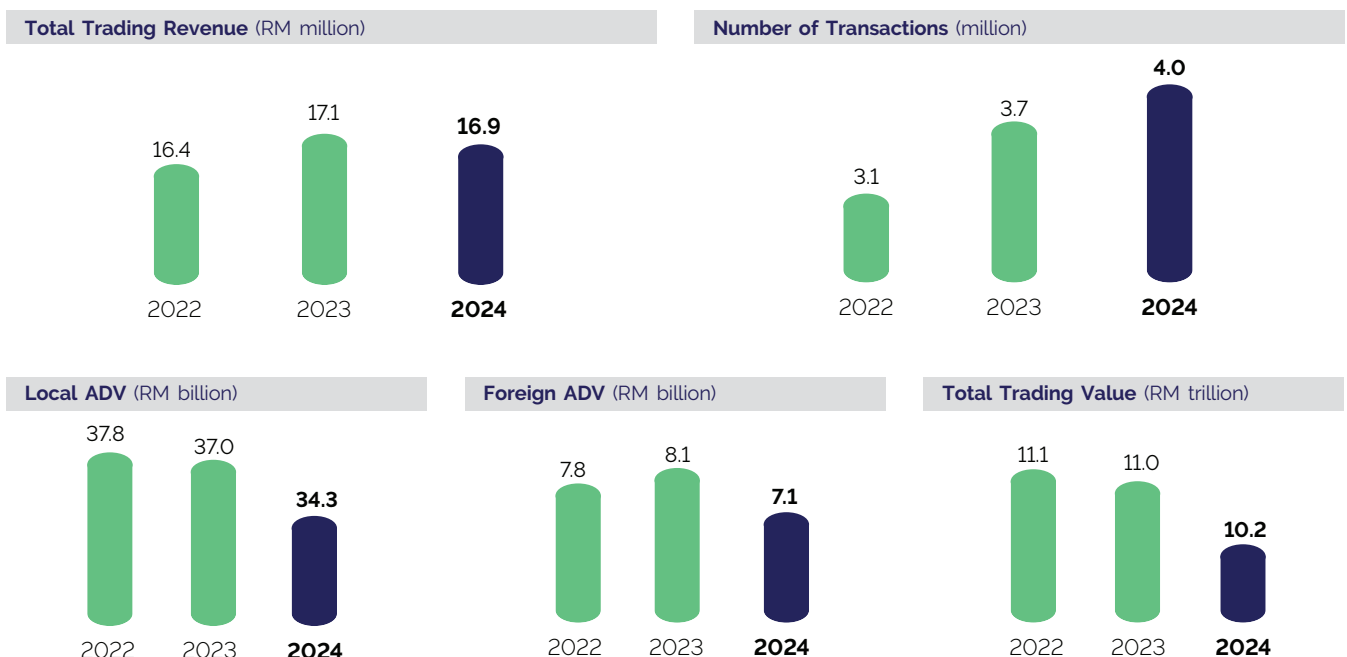
- Bursa Malaysia-i, facilitating end-to-end Shariah-compliant securities trading and investing
- Bursa Suq Al-Sila' (BSAS), an end-to-end Shariah-compliant commodity Murabahah trading platform
- Bursa Gold Dinar (BGD), a gold investment platform.

For segmental reporting purposes, the revenue generated from the trading of Shariah-compliant securities is reported under the Securities Market. Revenue contribution from the Islamic Markets, comprising BSAS and BGD, rose 4.9% year-on-year (YoY) to RM17.9 million (2023: RM17.1 million). Of the total, 94.4% or RM16.9 million was from BSAS.

BSAS facilitates Islamic financial transactions and liquidity management for financial institutions (FIs) and non-bank FIs (NBFIs), domestically and internationally. In 2024, the average daily trading value (ADV) on BSAS declined by 8.4% to RM41.3 billion (2023: RM45.1 billion) mainly due to the lower excess of liquidity in the Islamic interbank money market. Consequently, it also led to a marginal decline in BSAS' trading revenue in 2024 by 0.9% YoY to RM16.9 million (2023: RM17.1 million).

Separately, total value of gold traded on BGD platform reached RM40.4 million with the number of registered accounts stood at 34,753 as at 31 December 2024. Being a new business for Bursa Malaysia as BGD was officially launched on 16 January 2024, BGD's contribution to Bursa Malaysia's operating revenue was marginal. In 2024, BGD recorded an operating revenue of RM1.0 million.

#### BSAS Performance:



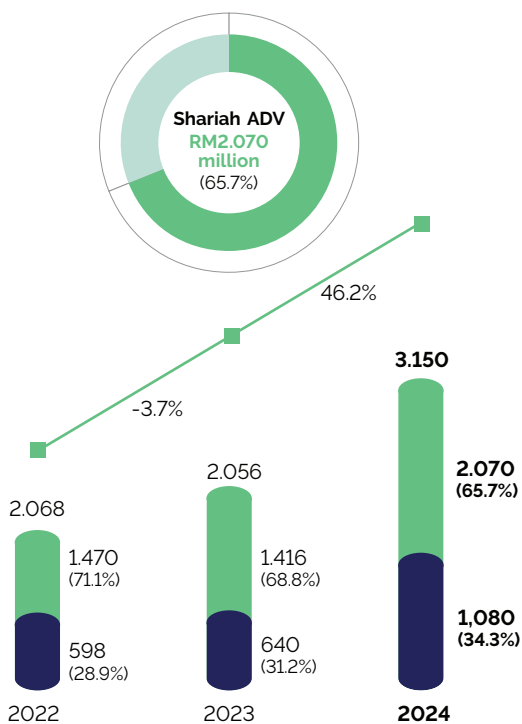
BUSINESS REVIEW

# Islamic Markets

As for the trading of Shariah-compliant securities, the ADV increased by 46.2% to RM2.10 billion (2023: RM1.42 billion). Shariah-compliant securities accounted for 65.7% of the Securities Market's total ADV in 2024 (2023: 68.8%). Meanwhile, market capitalisation of all Shariah-compliant securities rose 14.3% YoY to RM1,342 billion (2023: RM1,174 billion) and accounted for 64.5% of total market capitalisation of RM2,081 billion (2023: 65.4% of RM1,796 billion).

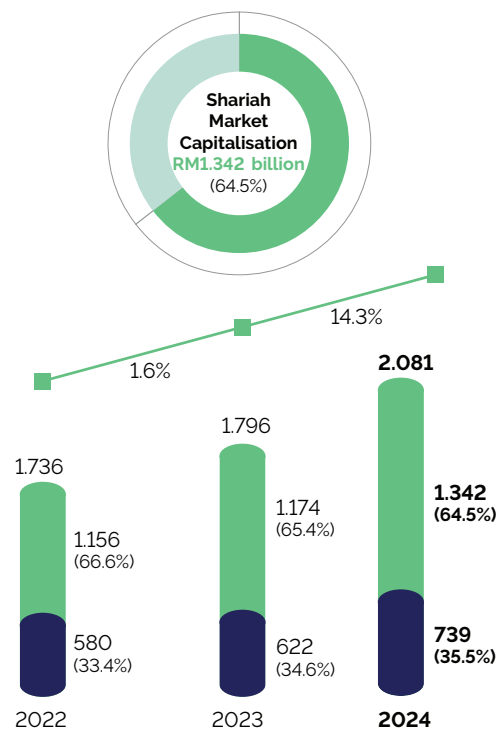
Index	2022	2023	2024	% change YoY
FTSE Bursa Malaysia KLCI Index	1,495.49	1,454.66	<b>1,642.33</b>	12.9
FTSE Bursa Malaysia Hijrah Shariah Index	11,908.79	11,783.61	<b>13,409.12</b>	13.8
FTSE Bursa Malaysia EMAS Shariah Index	10,938.55	10,988.71	<b>12,590.57</b>	14.6

### Average Daily Trading Value (ADV)



■ Shariah ADV – OMT (RM million)  
 ■ Non-Shariah ADV – OMT (RM million)  
 — YoY Growth of Shariah ADV

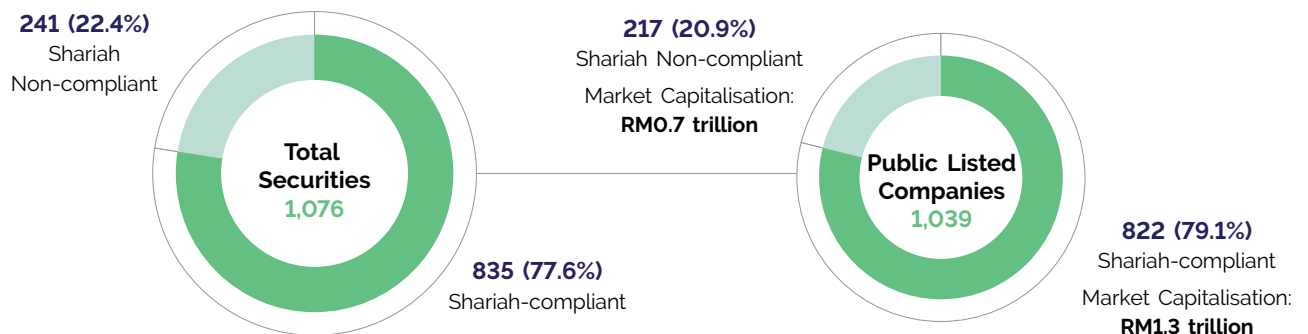
### Market Capitalisation



■ Shariah Market Capitalisation (RM billion)  
 ■ Non-Shariah Market Capitalisation (RM billion)  
 — YoY Growth of Shariah Market Capitalisation

Of the 1,039 companies listed on the Exchange, 822 or 79% were Shariah-compliant. Shariah-compliant securities accounted for 78% or 835 of a total of 1,076 listed securities. This includes seven Shariah-compliant Exchange-traded Funds (ETFs), five Shariah-compliant Real Estate Investment Trusts (REITs), and one Exchange-traded Bond and Sukuk (ETBS). Of the 55 new IPOs in 2024, 47 or 85% were Shariah-compliant. The Shariah-compliant new listings raised RM4.17 billion and contributed RM14.44 billion to the overall market capitalisation of RM2,081 billion.

## Securities Listed and Traded



## OPERATING ENVIRONMENT

Bursa Malaysia was recognised as the 'Best Stock Exchange for Islamic Listings' by Islamic Finance News (IFN) at the 19th Annual IFN Service Providers Poll 2024, and has received this accolade for seven consecutive years.

The World Gold Council's Q3 2024 Gold Demand Trends Report showed that total gold demand increased 5% YoY to 1,313 tonnes, a record third quarter. Total gold demand crossed the USD100 billion mark for the first time as gold prices surged to record highs during the quarter reaching an average of US\$2,474 per ounce. Central banks purchases of gold to boost their reserves slowed in Q3 but demand remained as robust as 2022. Lingering geopolitical uncertainties and expectations of cuts in the US Federal Reserve's benchmark interest rate bolstered gold's appeal as safe-haven investments for investors, contributing to the vibrancy in the gold trading market. As our BGD platform is relatively new, we foresee better performance for the platform going forward.

## DELIVERING OUR STRATEGY

Positioning Bursa Malaysia as Global Hub for Islamic Capital Market is a Strategic Pillar in our Strategic Roadmap 2024-2026. We aspire to be the global leading exchange for Islamic fund raising and investments with reach in all regions. Our initiatives are designed to increase our Shariah-compliant products, introduce new innovations and strengthen the Shariah-compliant investing ecosystem as described below:

### CUSTOMER EXPERIENCE (CX) CENTRICITY

- BGD is Bursa Malaysia's first direct-to-retail platform, which was developed to provide a convenient and affordable way for investors to invest in gold.
- To further enhance the investor experience, the mobile app introduced additional features, including a zakat tracking tool that helps BGD investors monitor their zakat obligations for gold and a price alert mechanism that notifies investors when their preferred price thresholds are reached.
- The platform also allows investors to place buy and sell orders at their preferred prices, which are queued in a centralised order book, offering greater flexibility and control.

### PRODUCT AND SERVICE EXPANSION

#### Shariah Advisory Services

- In October 2024, Bursa Malaysia Islamic Services Sdn Bhd (BMIS) was successfully registered as Shariah Adviser under the Securities Commission Malaysia, enabling BMIS to expand its business and income streams.
- Among services to be offered include Shariah advisory and issuance of Shariah certification on Islamic products.

#### PRIBUMI Bursa Malaysia Zakat Index (PBMZI)

- Launched on 15 July 2024 in collaboration with the Persatuan Remisier Bumiputera Malaysia (PRBUMI). PBMZI is Bursa Malaysia's first customised index.

BUSINESS REVIEW

# Islamic Markets

- It measures the performance of the largest 200 Bursa Malaysia's PLCs that are profitable and contribute to Corporate Zakat, while providing investors with a benchmark to measure the performance of their unique investment strategies.
- PBMZI aims to promote greater recognition of PLCs that adopt Corporate Zakat practices, which integrates Islamic financial principles with ESG and sustainable and responsible investment elements.
- It reflects Bursa Malaysia's commitment in advancing Shariah-compliant products and services and in encouraging PLCs to embrace Corporate Zakat as part of their broader ESG initiatives.

## Eq8 FTSE Malaysia Enhanced Dividend Waqf ETF (EQ8WAQF)

- Welcomed the listing of the world's first waqf-featured ETF on 10 December 2024 by Eq8 Capital Sdn Bhd (formerly known as i-VCAP Asset Management Sdn Bhd) through a strategic collaboration with Yayasan Waqaf Malaysia (YWM).
- EQ8WAQF is a pioneering and innovative investment product with social impact in the spirit of creating long-term, sustainable benefits, fostering social equity and addressing societal needs, exemplifies Bursa Malaysia's commitment to support initiatives that integrate charitable objectives with financial returns.
- Combines investment with charitable purposes whereby half of EQ8WAQF income distribution is allocated for waqf projects managed by YWM, which may include projects related to education, healthcare, economic

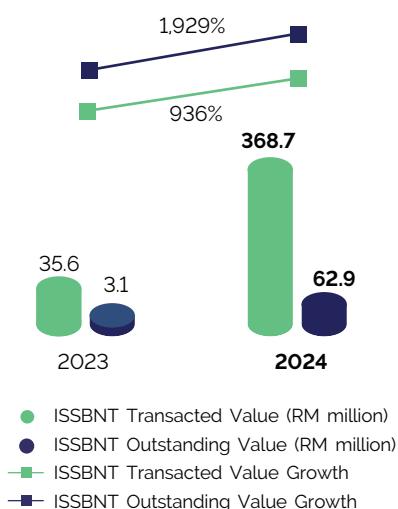
empowerment, and environmental causes, with the remaining half payable to unitholders.

- The introduction of the waqf ETF supports our effort to broaden investment opportunities and foster inclusivity for investors, particularly those seeking financial returns while making a positive impact on society in view of a growing trend of investors opting for Shariah or ethical investing and given its close alignment with ESG investing.

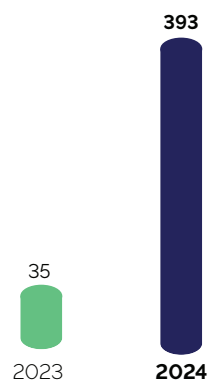
## Islamic Securities Selling and Buying - Negotiated Transaction (ISSBNT)

- The ISSBNT model serves as a Shariah-compliant alternative to the conventional Securities Borrowing and Lending - Negotiated Transaction (SBLNT) Model, which is intended for parties to undertake a transaction that delivers the equivalent outcome of a conventional securities borrowing and lending transaction but is structured based on Shariah principles.
- There are currently four registered brokers that can facilitate the ISSBNT transactions – Affin Hwang Investment Bank Berhad, CGS International Securities Malaysia Sdn Bhd, Kenanga Investment Bank Berhad and Maybank Investment Bank Berhad (MIBB).
- As of 31 December 2024, the ISSBNT transaction value grew significantly, increasing by 936% YoY to RM368.7 million in 2024 (2023: RM35.6 million). This growth is primarily attributed to the active involvement of MIBB since May 2023, which highlighted the increased demand for Shariah-compliant investment opportunities in Malaysia's financial markets.

ISSBNT – Transacted and Outstanding Value



ISSBNT – Number of Transactions



Note: There was no transaction recorded between 2020 to 2022 due to the temporary suspension of short-selling beginning 24 March 2020 amid COVID-19 volatility until it was subsequently lifted on 1 January 2022, as announced by the Securities Commission Malaysia and Bursa Malaysia on 23 March 2020.

## ECOSYSTEM DEVELOPMENT

### BSAS

#### **Sales and Service Tax (SST) Exemption**

- Trading fees for commodity Murabahah industry in which BSAS operates was granted SST exemption effective from 1 October 2024.
- This strategic move aligns with Malaysia's agenda to solidify its position as a global Islamic finance hub, reaffirming BSAS' commitment to enhancing its value proposition.

#### **New Participants**

- In 2024, BSAS welcomed 20 new participants, including five international members from Palestine, Qatar, South Africa, and Burundi, alongside 15 local participants. This expansion brought the total number of BSAS participants to 373 (2023: 354).
- Actively engage with local and international stakeholders to increase our participant base and provide solutions. Key interactions during the year include various central banks, Islamic FIs, supranational institution, development banks and the NBFIs.

#### **Asnafpreneur Initiative**

- Collaborated with Tekun Nasional (TEKUN) and Pusat Pungutan Zakat Majlis Agama Islam Wilayah Persekutuan (PPZ-MAIWP) to introduce an innovative Zakat initiative known as Asnafpreneur.
- This comprehensive and structured programme is tailored to support individuals categorised as *Asnaf* who lack financial means to pursue their entrepreneurial goals by providing assistance to set up new businesses or expand existing operations.
- The initiative employs a dual funding mechanism, with Zakat-based contributions from Bursa Malaysia, complemented by Tawarruq-financed funds from TEKUN, which transactions are executed on the BSAS platform.
- This ensures Shariah-compliant approach to fostering financial inclusion and entrepreneurship, aligning closely to Sustainable Development Goal (SDG) 8 that promotes decent work and economic growth as well as SDG 1 that focuses on eradicating poverty.

#### **Shariah Centre of Excellence (SCoE)**

- Set up to enable and facilitate growth of the Malaysian Islamic capital market (ICM), positioning Bursa Malaysia as the leading global ICM hub.
- In line with *Maqasid Al-Shariah* and *Halal to Tayyib* tenets, SCoE is a one-stop centre that provides relevant Shariah support service for the Islamic capital market in collaboration with Islamic finance industry partners such as the SC, Association of Shariah Advisors and INCEIF University.

### Islamic Equities

#### **Income Tax Exemption on Income Derived from ISSBNT Transactions**

- A Federal Government Gazette on Income Tax (Islamic Securities) (Exemption) Order 2024 was issued on 23 December 2024, which exempts any approved supplier and approved user from the payment of income tax in respect of the statutory income derived under the ISSBNT Framework from the year of assessment 2024.
- The tax exemption for the ISSBNT transactions will make the ISSBNT an attractive Shariah-compliant alternative service and will encourage more demand for and transactions of Shariah-compliant securities, which are part of Shariah and SRI investing.

#### **Onboarding of New Islamic Stockbroker**

- To-date, Bursa Malaysia-i has seen strong growth in the number of Islamic participating organisations since the platform's launch in September 2015.
- In September 2024, Bursa Malaysia-i welcomed M&A Securities Sdn Bhd that can now offer Islamic stockbroking services. With that, there are currently 17 out of 30 registered stockbroking firms offering Islamic stockbroking services.

#### **Warga Bursa Goes Waqf**

- As part of the awareness and education on social finance, especially on waqf and in anticipation of the newly listed waqf-featured ETF on Bursa Malaysia, on 27 March 2024, Bursa Malaysia collaborated with PPZ-MAIWP to organise talks on waqf.
- In conjunction with the above Waqf Awareness Programme, Bursa Malaysia rolled out the Warga Bursa Goes Waqf where its employees are allowed to make donation to waqf projects or initiatives under PPZ-MAIWP through employee month salary deduction as low as RM1.

## Islamic Markets

### MOVING FORWARD

Bursa Malaysia holds a prominent position in the Islamic finance industry, facilitating end-to-end Shariah-compliant trading and investments that align with ethical and Islamic principles. We remain optimistic about the growth of the Islamic finance industry as it continues to address challenges and create opportunities to shape a Shariah-compliant and sustainable future.

Commodity Murabahah or Tawarruq serves as a Shariah contract that supports the growth of Islamic banking and finance industry. The Exchange strives to support the industry's commodity Murabahah's requirements and uphold the principles of Shariah. In driving the ADV, we shall maintain close rapport and engagements with our local and foreign participants. We will continue to expand into new regions and countries as well as engage with various stakeholders including the central banks, Islamic FIs, supranational institution, development banks and the NBFIs.

As for the Islamic equities, the Exchange will continue its focus in developing wider range of Shariah-compliant innovative products and solutions including social finance offerings that reinforce investors towards sustainable and responsible investment practices, as well as expanding product intermediaries and distributions channels leveraging on digital and financial technologies, as part of the efforts to empower retail public in capital market investment products and promote financial inclusivity.

Expanding our commitment to financial inclusivity beyond the equities market, our new Shariah-compliant product, BGD has performed encouragingly, gaining market traction and positive customer feedback. In line with our commitment to enhance customer-centricity and our position as a Multi-Asset Exchange, we will continue to refine and improve our product based on customer feedback. Future development will include features such as a gold savings plan, designed to complement our customers' investment strategies and support their diverse investment needs.



# Our Shariah Committee

The Shariah Committee of Bursa Malaysia Islamic Services Sdn Bhd was formed to strengthen the Exchange's expertise in Shariah matters. It provides guidance and deliberation on new Shariah-related developments and issues Shariah Pronouncement on Shariah products and services. Additionally, the Shariah Committee ensures that the Exchange's Shariah governance framework adheres to Shariah principles, catering to the requirements of the Islamic capital market ecosystem.



**PROF. DR. ASHRAF BIN MD HASHIM**  
Chairman

<b>Date of Appointment</b>	1 September 2024
<b>Nationality</b>	Malaysian
<b>Age/Gender</b>	56/Male

**Academic/Professional Qualification/Membership(s):**

- PhD (Islamic Law), University of Birmingham, United Kingdom
- Masters (Fiqh and Usul Fiqh), University of Jordan
- BA (Shariah), Islamic University in Medina, Saudi Arabia
- Postgraduate Diploma (Shariah Law and Practice), International Islamic University Malaysia (IIUM)

**Present Directorship:**  
Listed Entity: Nil

Other Entities:

- Lembaga Tabung Haji
- Express Rail Link

**Present Appointment(s):**

- Chairman, Shariah Advisory Council, Bank Negara Malaysia (BNM)
- Chairman, Shariah Board, Lembaga Tabung Haji
- Chairman, Advisory Council of Experts, Noor Takaful Nigeria
- Deputy Chairman, Shariah Supervisory Board, Bangsamoro Autonomous Region in Muslim Mindanao, Republic of the Philippine
- Professor, INCEIF University
- Member, Shariah Advisory Council, Securities Commission Malaysia (SC)

- Member, Shari'ah Committee, International Islamic Liquidity Management Cooperation
- Member, National Fatwa Council of Malaysia (Muzakarah Kebangsaan Hal Ehwal Agama Islam)
- Member, Majlis Agama Islam Selangor
- Member, Internal Shariah Supervisory Committee, Abu Dhabi Islamic Bank, United Arab Emirates (UAE)
- Member, Internal Shariah Supervisory Committee, Standard Chartered Bank, UAE
- Member, Internal Shariah Supervisory Committee, National Bank of Fujairah, UAE
- Member, Internal Shariah Supervisory Committee, Watania Takaful, UAE
- Member, Shariah Board, Islamic Bank of Australia
- Member, Shariah Board, IMON International, Tajikistan
- Member, Panel of Shariah Experts, Islamic Development Division, Prime Minister Department, Malaysia
- Member, Shariah Committee, Employment Provident Fund, Malaysia (EPF)
- Member, Shariah Committee, Permodalan Nasional Berhad
- Member, Governance and Ethic Board, Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI), Bahrain, Kingdom of Bahrain
- Member, Shariah Committee, State Development Cooperation of Kelantan
- Member, Waqf Committee, Kelantan Religious Council and Finance
- Member, Finance and Investment Committee, Selangor Religious Council
- Registered Shariah Adviser, SC



**PROF. DR. YOUNES SOUALHI**  
Member

<b>Date of Appointment</b>	1 September 2024
<b>Nationality</b>	Algerian
<b>Age/Gender</b>	57/Male

**Academic/Professional Qualification/Membership(s):**

- PhD (Shariah), Universiti Malaya
- MA (Shariah), IIUM
- BA (Shariah), Emir Abdul Qadir University for Islamic Sciences, Algeria
- Diploma (Human Sciences), IIUM
- Registered Financial Planner, Malaysian Financial Planning Council, Malaysia
- Certified Trainer, General Council for Islamic Banks and Financial Institutions

**Present Directorship:**  
Listed Entity: Nil  
Other Entities: Nil

**Present Appointment(s):**

- Chairman, Group Shariah Committee, MNRB Holdings Berhad, Malaysia
- Chairman, Shariah Council of Experts Salam Takaful (Nigeria)
- Chairman, Shariah Committee, Al Rajhi Bank Malaysia
- Chairman, Shariah Committee, Osol for Shariah Consultancy, Kuwait
- Deputy Chairman, Shariah Committee, ABC Bahrain Bank, Algeria
- Deputy Chairman, Shariah Committee, Al-Jazair al-Muttahida Takaful operator, Algeria
- Sole Shariah Advisor, Kuwait Retakaful, Labuan, Malaysia
- Member, The Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) Shariah Sub-committee (South East Asia Region)
- Member, Zep Re, Somalia
- Registered Shariah Adviser, SC
- Consultant, World Bank, Washington DC



**PROF. DR. ENGPU RABIAH ADAWIAH BT ENGPU ALI**  
Member

<b>Date of Appointment</b>	1 September 2024
<b>Nationality</b>	Malaysian
<b>Age/Gender</b>	57/Female

**Academic/Professional Qualification/Membership(s):**

- PhD (Law), University of Aberdeen, United Kingdom
- LLB (Hons), IIUM
- LLB (Shariah), IIUM
- Masters (Comparative Laws), IIUM

**Present Directorship:**  
Listed Entity: Nil

Other Entities:

- Pacific Trustee Islamic Berhad
- Board Member, AWQAF Holdings

**Present Appointment(s):**

- Chairman, Shariah Advisory Committee, Pemas
- Deputy Chairman, Shariah Advisory Council, BNM
- Deputy Chairman, Shariah Advisory Council, Labuan FSA
- Deputy Chairman, Shariah Advisory Council, SC
- Shariah Advisor, Gen Re
- Shariah Committee, Labuan Re
- Council Member, Khadijah International Waqf (L) Foundation (Labuan)
- Member, Shariah Advisory Committee, EPF
- Member, Shariah Advisory Committee, Xeraya Capital
- Member, Shariah Advisory Committee, Al-Salihin Trustee
- Member, AAOIFI Governance and Ethics Board
- Member, Association of Shariah Advisors in Islamic Finance Malaysia
- Independent Shariah Advisor for Islamic securities (sukuk) issuance registered with SC

## Business Review

# OTHER MARKETS

Driving Malaysia's transition to a sustainable economy, Bursa Malaysia continues to lead through platforms such as the Bursa Carbon Exchange (BCX) and BR Capital, offering innovative products and solutions that enhance market resilience, foster carbon and environmental asset trading, and support the nation's decarbonisation and economic growth ambitions.

### OVERVIEW

Bursa Malaysia continued to introduce new products and services to meet the evolving needs of a diverse investor base. These strategic advancements marked a significant step forward in enhancing the Exchange's product offerings and creating new opportunities for market participants. The expansion into BCX and BR Capital, for instance, accentuates Bursa Malaysia's commitment to driving sustainable market growth, fostering resilience, and aligning with the evolving preferences of our investors.

## BCX

### MARKET PERFORMANCE

Being a new business, BCX's contribution to total operating revenue was negligible in 2024. Nevertheless, we saw a total of 564,996 contracts transacted on BCX in 2024. This includes 533,615 renewable energy certificates (RECs), which were just introduced in mid-2024. This represented an increase of 237% in total contracts traded compared with 2023. However, the volume of carbon credits traded dropped to 31,381 tCO<sub>2</sub>e, which was a 81% reduction YoY (2023: 167,580).

### OPERATING ENVIRONMENT

The voluntary carbon market (VCM) in Malaysia is still in its early stages, with limited corporate engagement in carbon credit purchases. This reflects global challenges, including scrutiny on the quality of carbon credits, and is compounded by the lack of a compliance carbon market in Malaysia. However, global efforts to enhance market integrity, such as the Integrity Council for the Voluntary Carbon Market's Core Carbon Principles and the Voluntary Carbon Markets Integrity Initiative's guidance, are strengthening the ecosystem.

International compliance carbon markets, including those driven by Article 6.2 and Carbon Offsetting and Reduction Scheme for International Aviation, are expected to increase market liquidity. The finalisation of Article 6 at 29<sup>th</sup> United Nations Framework Convention on Climate Change (COP29) in November 2024 will also unlock international carbon markets, with frameworks for utilising independent crediting programmes like Verra's Verified Carbon Standard and Gold Standard's GS4GG (Gold Standard for the Global Goals).

Locally, the Malaysian government has reinforced its net zero commitment by 2050, with plans for a carbon tax targeting the iron and steel, and energy industries by 2026. The Ministry of Natural Resources and Environmental Sustainability (NRES) is in progress of formulating the National Policy on Carbon Market which will provide strategic guidance on carbon market initiatives, aligning its implementation with international conventions like United Nations Framework Convention on Climate Change and International Civil Aviation Organization, as well as voluntary carbon markets.

Bursa Malaysia, through initiatives such as the Malaysia Carbon Market Association (MCMA) and the ASEAN Common Carbon Framework (ACCF), is contributing to both local and regional carbon market development. The MCMA, launched on 8 August 2024, focuses on promoting a vibrant VCM and fostering collaborations. The ACCF, on the other hand, aims to improve carbon project supply and demand across ASEAN.

While the VCM in Malaysia is still developing, BCX is committed to expanding its capacity, recognising the long-term potential of a mature VCM. With clear policies, the market can attract international investors, unlocking significant decarbonisation opportunities for Malaysia.

There has been growing interest in platforms like BCX, particularly with the inclusion of RECs. Malaysian corporations have expressed their desires for an expanded suite of environmental products, and the government's recent announcement of a carbon tax marks a pivotal step forward. These developments align with Malaysia's National Energy Transition Roadmap (NETR), positioning the country to develop more carbon and renewable energy projects. By building a trusted and accessible marketplace, Bursa Malaysia can support the nation's transition to a lower-carbon economy and establish the foundation needed for a resilient carbon market ecosystem to thrive.

## DELIVERING OUR STRATEGY

Under the Strategic Pillar of Providing New and Improved Services to the Capital Market outlined in our Strategic Roadmap 2024-2026, we aim to further develop the market ecosystem for BCX as well as expand product and service offerings to serve evolving market needs. Key highlights of our developmental initiatives in this space are as detailed below:

### PRODUCT AND SERVICE EXPANSION

#### Launch of RECs

- BCX expanded its environmental product offerings beyond voluntary carbon credits to also include RECs in 2024. The diversification provides market participants with a broader range of environmental assets to trade, enhancing market participation.
- Bursa Malaysia entered into a Memorandum of Collaboration (MOC) with the Malaysian Photovoltaic Industry Association (MPIA) on 16 January 2024 to advance market integrity and awareness of the RECs ecosystem, jointly promote solar RECs, support MPIA roadshows and advocacy programmes, while exploring potential REC supply in preparation for its launch.
- The Shariah pronouncement for RECs on 21 February 2024 aligns with BCX as a Shariah-compliant environmental product exchange.
- The accreditation by the I-TRACK Foundation on 6 May 2024, positions BCX as not only the first Malaysian trading platform accredited by the I-TRACK Foundation, but also as a preferred trading platform in the region.
- BCX launched RECs on 25 June 2024, through the inaugural hydropower RECs auction with Sarawak Energy Berhad. The auction was the direct outcome of the MOC signed with Sarawak Energy at COP28. Continuous trading for hydropower RECs commenced on 9 September 2024.
- The introduction of Solar REC Contract (SREC), Bioenergy REC Contract (BREC), and Small-Hydropower REC Contract (SHREC) via the auction on 28 November 2024 further diversified the trading options available to market participants.
- While the Malaysian RECs were launched in 2024, global RECs are slated for introduction in 2025.
- Beyond reducing greenhouse gas (GHG) emissions, the MNC+ also signifies co-benefits, such as the preservation of the environment, the improvement to the livelihoods and well-being of the local communities as well as the protection of the biodiversity.
- Developed by Permian Global, the project also serves as a lighthouse initiative for state governments and landowners exploring forest-based projects.
- This showcases Malaysia's capacity to develop its own carbon projects that comply with international standards, while also establishing a benchmark price for similar carbon projects.

#### Introduction of Gold Standard Carbon Credits on BCX

- On 2 December 2024 BCX introduced Gold Standard - a second globally recognised carbon standard with continuous trading enabled, following the Memorandum of Understanding signed in 2023 with Gold Standard at COP28, Dubai.
- This expansion aims to facilitate access to a wider range of carbon credits, attracting more participants, while strengthening the overall carbon ecosystem.

### ECOSYSTEM DEVELOPMENT

#### Hosting the BioCarbon Workshops

- During the year, we conducted two biocarbon stakeholder sessions to explore the potential of biochar alongside biogas projects in the country.
- The first session took place in February 2024 followed by the second session in March 2024 at the Palm and Lauric Oils Price Outlook Conference and Exhibition 2024.

#### Nature-based Solutions Training Workshop

- BCX advanced our education and capacity-building efforts by focusing on the development of nature-based project pipelines through this workshop held in June 2024.

#### Launch of first Malaysian Carbon Credit Contract

- BCX carried out its first Malaysian carbon credit auction on 25 July 2024, introducing the Malaysia Nature-Based Plus Carbon Contract (MNC+) through the Kuamut Rainforest Conservation Project, in Sabah.

## Other Markets

- The workshop, conducted in collaboration with the Malaysia Forest Fund and Verra, offered valuable insights and practical training on how to successfully implement nature-based carbon projects.

### Hosted the 2<sup>nd</sup> MCMF

- BCX conducted the 2<sup>nd</sup> MCMF themed "Empowering Climate Actions through Carbon Markets" on 8 August 2024, endorsed by NRES and partnered with the International Emissions Trading Association (IETA).
- The hybrid forum attracted 556 attendees, up from 335 in-person attendees in 2023.

### Launch of the MCMA

- Officially registered with the Registrar of Societies Malaysia on 3 July 2024, with Bursa Malaysia as one of the founding members.
- Proposed by Bursa Malaysia at the ASEAN Business Advisory Council's Carbon Market Working Group, the MCMA is a key initiative as Malaysia assumes the ASEAN Chairmanship in 2025.
- The MCMA unites public and private sector players to represent stakeholders in Malaysia's carbon market. It aims to drive market demand, catalyse supply, develop high-quality projects, influence policies, nurture talent, and collaborate to improve carbon price efficiency.
- Separately, Bursa Malaysia contributed a seed fund at the 2<sup>nd</sup> MCMF during MCMA's launch, to support efforts in strengthening Malaysia's carbon market ecosystem.
- This funding will help develop local talent and prepare ecosystem players for carbon market opportunities.

### Introduction of the Further Tax Deductions for Carbon Projects (FTC)

- In May 2024, BCX and the Malaysian Green Technology and Climate Change Corporation (MGTC) received approval for the FTC from the Ministry of Finance.
- Co-drafted with inputs from industry stakeholders, the guideline is effective from 1 January 2024 to 31 December 2026, with MGTC designated as the

implementing agency for application verification and approval.

- This tax incentive is designed to encourage and support carbon reduction initiatives, improving the financial feasibility for project developers to engage in carbon projects within Malaysia.

### Conceptualisation and Operationalising the ACCF

- BCX was instrumental in conceptualising the ACCF, which aims to develop the ASEAN carbon market ecosystem by increasing the supply of high-quality carbon projects and improving demand signals through interoperable carbon markets.
- This initiative will help facilitate the development of national carbon standards by interested ASEAN Member States, encouraging mutual recognition of methodologies and resource sharing in strategic areas such as capability building and interoperability.
- Aligned with ASEAN's commitment to addressing climate change and the vision of the ASEAN Strategy for Carbon Neutrality, the ACCF looks to accelerate the growth of carbon projects and attract both local and international credit buyers to the region.
- The ACCF initiative culminated in the signing of a MOC on 18 November 2024, involving five ASEAN carbon market associations namely the MCMA, ASEAN Alliance on Carbon Market, Indonesia Carbon Trade Association, Thailand Carbon Markets Club, and Singapore Sustainable Finance Association.
- This MOC aims to operationalise the ACCF, fostering cooperation and synergy among ASEAN carbon market players.

### Thought Leadership

- Bursa Malaysia remains deeply engaged in supporting the development of the national carbon market strategy through its active participation in a range of working groups, task forces, and advisory panels.

## MOVING FORWARD

BCX's commitment to advancing the national carbon market ecosystem is solidified through a strategic and forward-looking approach. With the goal of becoming a leading multi-environmental products exchange, BCX will focus on key initiatives that include:

- Supporting the implementation of carbon pricing instruments where required, following the announcement of the carbon tax in Budget 2025, focusing on securing the inclusion of voluntary carbon credits as offsets in the compliance carbon market
- Continue to form strategic partnerships with industry players and facilitate applications for further tax deductions for domestic carbon projects approved in 2024
- Work with financial institutions to identify challenges, gaps, and opportunities in developing domestic carbon projects
- Launch new products to align with its aspiration to become a leading multi-environmental products exchange
- Supporting Malaysia's ASEAN chairmanship in 2025 through the implementation of the ACCF via the MCMA.

## BR CAPITAL

### MARKET PERFORMANCE

Launched on 22 December 2023, the BR Capital platform offers a new investment channel via credit-rated investment notes. The platform successfully facilitated the maiden issuance of City Coin Technology Berhad's investment note, which was fully subscribed shortly after going live on 25 July 2024. Being a relatively new business, its contribution to total operating revenue was negligible in 2024. For the year, there were three investment note issuances with a total of 1,379 registered investors (2023: nil).

### OPERATING ENVIRONMENT

The New Industrial Master Plan (NIMP) 2030 projected that a total of RM95.0 billion in investment and financing will be required by 2030 to elevate the capabilities of industry players and their supply chains, improving Malaysia's competitiveness and growth prospects of strategic industries, including the export-oriented manufacturing sector.

The Securities Commission Malaysia's (SC) *Capital Market Masterplan 3 (2021-2025)* aims to deepen market-based financing avenues for the small and medium enterprises (SMEs). To support the NIMP 2030, the SC developed the *Catalysing MSME and MTC Access to the Capital Market: 5-Year Roadmap (2024-2028)* to position the capital market as an attractive and robust source of financing for the micro, small and medium enterprises' (MSME), including startups, and the mid-tier companies (MTC). With a target implementation of nine strategies outlined in the roadmap, there is ample opportunity for the capital market to offer financing needs of the MSME and MTC, which the SC estimated to reach RM40 billion by 2028 from RM6.3 billion in 2023.

BR Capital's objectives are in line with national agenda and developments. Its debt fundraising platform complements conventional financing solutions as it facilitates fundraising for both listed and unlisted companies, primarily SMEs and MTCs, with fundraising requirement of at least RM5.0 million. With the Malaysian government setting its goal to boost the MSME contribution to 50% of the country's GDP by 2030, BR Capital is ready to support SMEs and MTCs, promote entrepreneurship and fuel economic growth, offering alternative fundraising and investing options to businesses and individuals that might not have access to these services before. In line with the national developments to prioritise the growth of innovative industries and technology sectors, BR Capital's platform is aligned with these goals by showcasing how the platform's approach is disrupting and modernising the debt capital market landscape. It also contributes to the development of sustainable finance as it features investment notes with ESG readiness assessment that aid issuers who desire to reinforce ESG credentials with investors, facilitating informed investment decisions.

### DELIVERING OUR STRATEGY

Under Strategic Pillar of Providing New and Improved Services to the Capital Market outlined in our Strategic Roadmap 2024-2026, we aim to further develop market ecosystem for BR Capital as well as expand product and service offerings to serve evolving market needs. In line with our strategy, our developmental initiatives in this space are detailed under our Customer Experience (CX) Centricity Core Strategy.

### CUSTOMER EXPERIENCE (CX) CENTRICITY

#### Secondary Market

- On 9 December 2024, BR Capital launched the BR Capital Marketplace, a secondary market for investors to trade investment notes issued on BR Capital's platform, offering investors more flexibility.
- The BR Capital Marketplace facilitates greater investment opportunities and addresses the need for institutional and sophisticated investors to manage liquidity effectively.
- It also enables investors to manage their positions, optimise their portfolios, and mitigate risk.
- The BR Capital Marketplace shall enhance the overall appeal of BR Capital's platform, enabling the platform to host bigger issuance and attracting a larger pool of investors in the future.

## Other Markets

### MOVING FORWARD

We will continue to develop BR Capital, providing more fixed income investing opportunities for both retail and non-retail investors. We will continue to build up issuers pipeline, offer broader fixed income products and services as well as explore joint collaborative arrangements to further enhance our ecosystem.

### BR CAPITAL'S BOARD OF DIRECTORS



**01** DATUK MUHAMAD UMAR SWIFT  
Chairman

**02** ROSIDAH BAHAROM  
Director

**03** LEE WAI KIT  
Director

**04** DATUK GOH JIOK VUI @ HENRY GOH JIOK VUI  
Independent Director

## Business Review

# OUTLOOK

Malaysia's economy is set for steady growth amid shifting global market dynamics. Driven by key national developmental initiatives and supported by rising investor confidence, the immediate priority for Bursa Malaysia is to sustain growth momentum. To do so, we will continue to grow market participation, further spur innovations in our ESG and digital platforms, and support strategic efforts designed to advance greater regional trade and economic collaboration.

The operating environment for Bursa Malaysia continues to be shaped by a mix of growth opportunities and external challenges. The rising demand for new investment products, driven by global and regional changes, continues to guide our strategic direction. While geopolitical uncertainties, tightening global monetary policies, and uneven economic recovery in key markets present obstacles, Malaysia's stable political climate, ongoing economic reforms, and investor-focused initiatives are expected to support the continued growth of the capital market.

Our Securities Market is well-positioned to sustain its growth trajectory as both local and foreign investor confidence remains strong. Initiatives such as reduced IPO approval timelines and improvements to digital platforms like MyBURSA will boost market accessibility and attract new participants to our marketplace. Emphasis on increasing market liquidity and the profile of our PLCs will continue in the coming year, as will our engagement efforts with market participants, both old and new.

The Derivatives Market is also expected to continue its strong momentum into 2025 and will benefit from continuing volatility in the external commodities market. Since the turn of the year, we have seen greater disruptions introduced into the external environment due to adverse trade policy shifts. Continuing geopolitical tensions will also continue to introduce uncertainties into the global supply trade, translating into heightened supply volatility. In terms of our market capabilities, we will continue to further diversify our product offerings while nurturing the ones that we have recently introduced, e.g., the used cooking oil contract and our foreign currency-denominated commodity contracts. Our plans to address barriers to entry, through measures like smaller contract sizes, will further promote participation, especially among domestic retail investors.

We expect to see continued growth on the Islamic Markets front, supported by strong demand for Shariah-compliant investments. Platforms such as BSAS and BGD play key roles in this ecosystem, providing tailored solutions in line with Islamic finance principles. To build on this momentum, we will expand our range of Shariah-compliant products, including innovative waqf-based offerings, and deepen the integration of ESG values into these markets.

Sustainability remains at the heart of our strategic vision. Following the introduction of RECs and Malaysia's first carbon credit contract, the BCX has expanded its role as a key enabler of environmental asset trading. We are also supporting the development of domestic carbon projects through initiatives like the MCMA and the ACCF, both of which strengthen market infrastructure and foster regional collaboration on climate action.

Our Customer Experience strategy remains a cornerstone of our operational enhancements. Platforms such as BURSA REACH, which connects investors with market experts, and improvements to investor services like Bursa Anywhere and MyBURSA, reflect our commitment to providing seamless, user-friendly experiences across all touchpoints. We will continue investing in customer support technology and upskilling to further improve service delivery.

2025 is a pivotal one for executing our Strategic Roadmap 2024-2026. Through sustained investments in digital infrastructure, the development of the market ecosystem, and strategic partnerships, we are focused on achieving both growth and sustainability goals. Our KPI targets reflect these ambitions as we work to deliver innovative solutions, broaden participation, and strengthen Malaysia's leadership in the capital market.

# SECTION 5

# SUSTAINABILITY STATEMENT

## Sustainability Statement

Our Sustainability Roadmap	111
Sustainability Governance	112
Our Material Matters	113
2024 Material Matters Performance	115

## ESG Performance Data Table

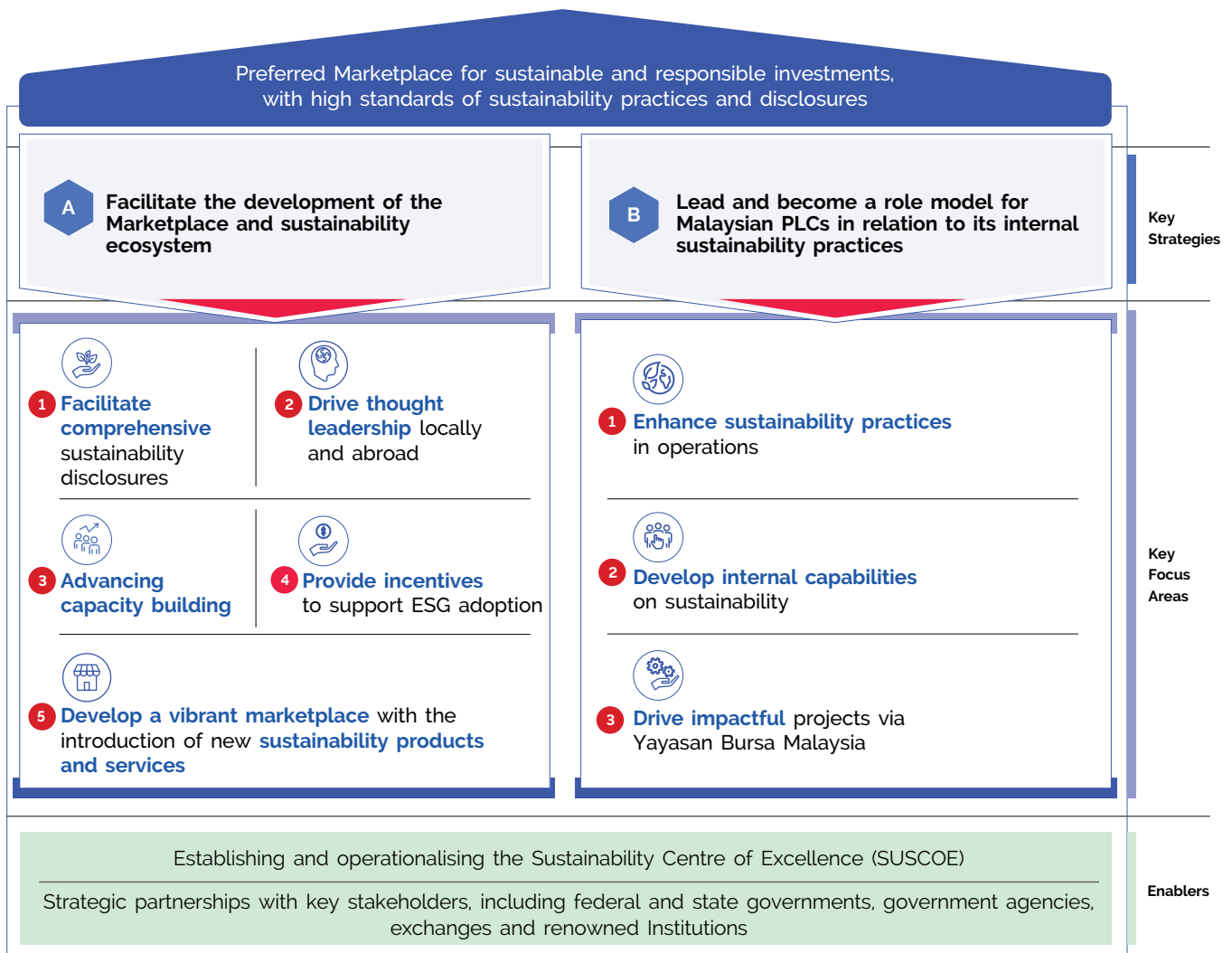
124





# Our Sustainability Roadmap

Bursa Malaysia is committed to its aspiration of becoming the **Preferred Marketplace for sustainable and responsible investments**, supported by **high standards of sustainability practices and disclosures**. In 2023, we streamlined our Material Matters from 14 to nine through a comprehensive assessment. In 2024, we validated them via a Materiality Survey with key stakeholders.



The Sustainability Roadmap 2024-2026 aims to strengthen the marketplace and ecosystem by fostering transparency, building capacity, and promoting sustainability best practice. Bursa Malaysia is progressively aligning with the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards 1: General Requirements for Disclosure of Sustainability-related Financial Information (IFRS S1) and Sustainability Disclosure Standards 2: Climate-related Disclosures (IFRS S2), leveraging on our roles to drive sustainability best practices across the capital market.

We recognise the importance of climate action and have developed a comprehensive strategy to support the transition to a low-carbon economy through product diversification, market development and capacity building.

We drive our Sustainability Roadmap 2024-2026 through two key enablers: the **Sustainability Centre of Excellence (SUSCOE)** and **strategic partnerships**. SUSCOE supports public listed companies (PLCs) on environmental, social and governance's (ESG) capacity building and improving on disclosures. Partnerships with governments, exchanges, and global institutions strengthen policies, alliances, and sustainability leadership.

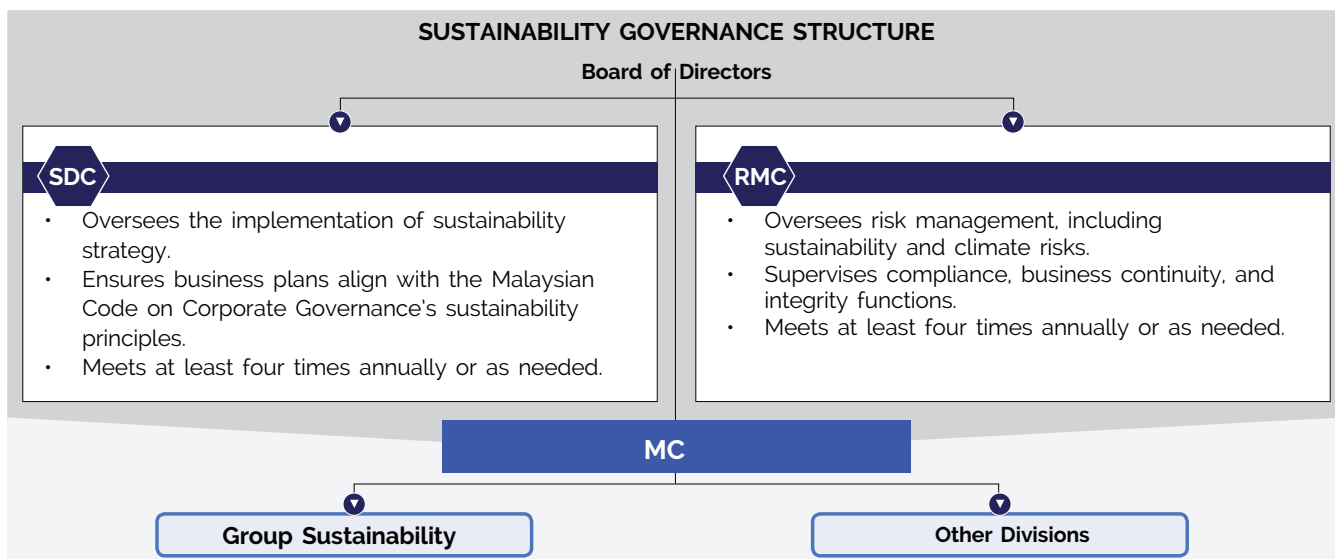
For more information on our Sustainability Roadmap 2024-2026, please refer to pages 14 to 16 of our SR2024.

# Sustainability Governance

Our commitment to sustainability is built on strong governance. The Board of Directors (Board) ensures sustainability and climate factors are embedded in our sustainability strategies. Aligned with IFRS S1 and S2, the Board, as the highest governing body, oversees sustainability risks, promotes transparency, and integrates global best practices into its decision-making.

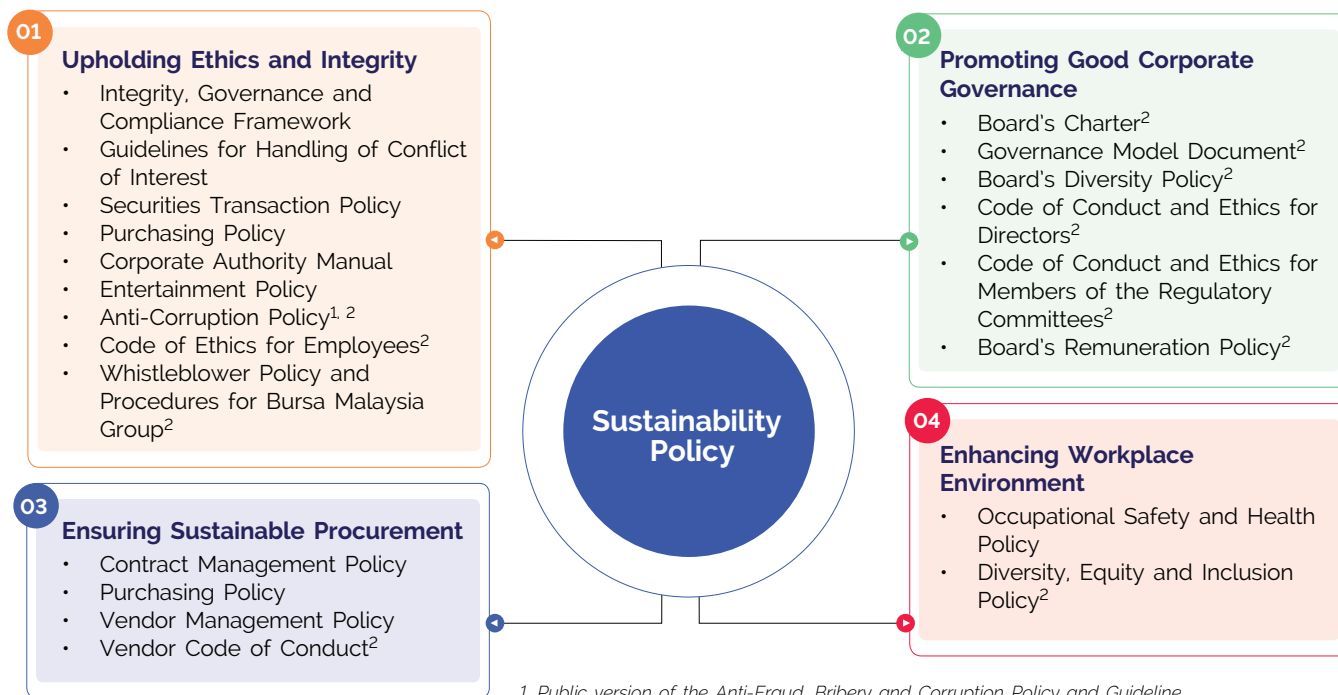
## GOVERNANCE STRUCTURE AND OVERSIGHT

The Board delegates oversight of sustainability matters to two key committees, which are the Sustainability and Development Committee (SDC) and the Risk Management Committee (RMC). The Management Committee (MC), led by the Chief Executive Officer, drives sustainability strategies and reports progress to the Board. Group Sustainability and divisions implement these strategies, with the Director of Group Sustainability overseeing execution and reporting directly to the CEO.



## SUSTAINABILITY POLICY

The policy guides us in embedding sustainability across the organisation, aligning with global standards and stakeholders' expectations. Supporting policies ensure responsible business conduct.



1. Public version of the Anti-Fraud, Bribery and Corruption Policy and Guideline  
 2. These policies are available on Bursa Malaysia's website

For more information on our Sustainability Governance, please refer to pages 17 to 20 of our SR2024.

# Our Material Matters

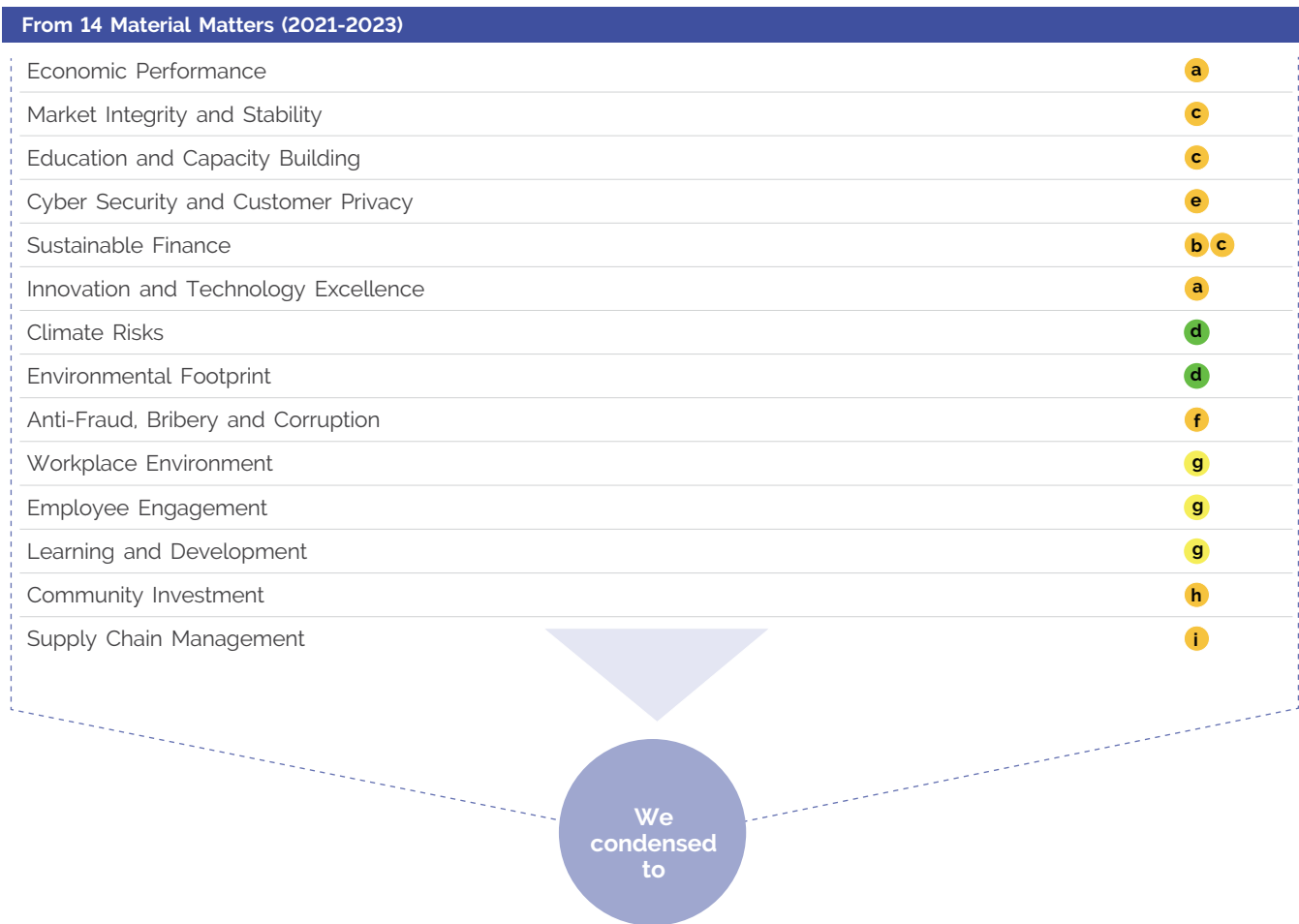
We regularly review our Material Matters through stakeholders' feedback, annual reviews, and comprehensive assessments every three years. This ensures alignment with market trends, emerging risks, and a responsive sustainability strategy that drives decisions and disclosures.

In 2023, we streamlined our Material Matters from 14 to nine through a comprehensive assessment. In 2024, we validated them via a Materiality Survey with key stakeholders. The nine refreshed Material Matters align with stakeholder expectations and business priorities. They are grouped under five key Priority Areas, as outlined below.

Priority Areas	Material Matters	Definition
<b>Strengthening Our Core</b>	Economic Performance	Generating long-term value for stakeholders and the broader economy by adapting to market dynamics, fostering innovation, and leveraging on technology to create and distribute value.
	Market Ecosystem Development	Developing a comprehensive and interconnected ecosystem that supports and advances corporate sustainability and reporting, advocacy and capacity building, while ensuring a fair and orderly market.
	Cyber Security and Customer Privacy	Generating long-term value for stakeholders and the broader economy by adapting to market dynamics, fostering innovation, and leveraging on technology to create and distribute value.
<b>Driving Our Growth</b>	Sustainability-focused Products and Services	Catering to the growing demand for sustainable and responsible investment opportunities by focusing on sustainable finance and developing products and services that align with evolving market needs.
<b>Protecting Our Environment</b>	Climate Action and Environmental Management	Addressing and mitigating environmental risks, including climate change, by reducing our environmental footprint and promoting responsible resource consumption within our operations.
<b>Empowering Our Workforce</b>	Business Ethics	Upholding high standards of integrity, governance, and responsible business practices by delivering services that adhere to the highest professional and ethical standards in the industry.
	People Management	Attracting and retaining talent by fostering employee growth and development while cultivating a safe, healthy, and inclusive workplace where everyone can thrive.
<b>Advancing Our Communities</b>	Community Investment	Implementing corporate social responsibility (CSR) initiatives through donations and sponsorships focused on environmental protection, financial literacy, poverty alleviation, and scholarships for underprivileged communities.
	Sustainable Supply Chain Management	Managing supply chain activities to create stakeholder value while addressing ESG risks, including emissions, human rights, and labour standards, and demonstrating a commitment to ethical and sustainable sourcing across the supply chain.

# Our Material Matters




We streamlined the previous Material Matters into nine refreshed material topics to improve clarity, relevance, and focus, combining some Material Matters as described below:



For more information on our Material Matters, please refer to pages 28 to 36 of our SR2024.








# 2024 Material Matters Performance

**Legends**

 **Economic**
 **Environment**
 **Social**
 **Governance**

# 1

## PRIORITY AREA

 <b>ECONOMIC PERFORMANCE</b>		<b>ESG Domain</b> 
<p><b>Definition</b></p> <p>Generating long-term value for stakeholders and the broader economy by adapting to market dynamics, fostering innovation, and leveraging on technology to create and distribute value.</p>		
<p><b>Why it Matters</b></p> <p>Stockmarket is generally regarded as one of the key economic indicators. Strong performance of a stockmarket reflects investors' optimism in the country's economic prospects and companies' profitability, which could spur investments as well as boosts business growth and sustainability.</p> <p>Adapting to rapidly evolving innovation and technology developments strengthens our core capabilities and enables us to explore innovative solutions to meet the need and expectation of our stakeholders as well as to remain competitive and relevant.</p>		
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>• Lack of innovation limits growth and efficiency.</li> <li>• Reduced value creation impacts economic sustainability.</li> <li>• Investors confidence may decline if Bursa Malaysia does not progress with the evolving technology and innovation to compete with its peers.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Leveraging on technology and data, enables us to improve operational efficiencies and unlock new opportunities such as developing new and pioneering products, services, solutions, platforms and tools for the capital market.</li> <li>• Continued enhancement to our digital touchpoints and platforms empowers customers and improves customer experience.</li> <li>• Strengthening our infrastructure and financial technology capabilities as guided by Bursa Malaysia Technology Roadmap supports innovation and ensures our marketplace and business resilience and sustainability.</li> </ul>	
<b>Time Horizon</b>	<b>Performance</b>	
<p><b>Short Term</b></p> <p>Immediate impacts and fluctuations, such as changes in investor sentiment and market volatility due to geopolitical events or monetary policy shifts.</p> <p><b>Medium Term</b></p> <p>Sustained adjustments and developments, including adapting to new regulations, trade policies, or technological advancements, and implementing strategic initiatives.</p>	<p> For more information on our performance, please refer to Priority Area 1: Strengthening Our Core – Economic Performance on pages 38 to 44 of our SR2024.</p> <p> For more information on how we mapped each Material Matters to IFRS S1, please refer to Our Materiality Matters on pages 28 to 36 in our SR2024.</p>	
	<b>UNSDGs</b>	
	  	

# 2024 Material Matters Performance

Legends



<div style="display: flex; justify-content: space-between; align-items: center;"> <span style="font-weight: bold; font-size: 1.2em;">MARKET ECOSYSTEM DEVELOPMENT</span> <span style="background-color: white; color: #1a3d54; padding: 2px 5px; font-weight: bold; font-size: 0.8em;">ESG Domain</span> </div>	
<p><b>Definition</b></p> <p>Developing a comprehensive and interconnected ecosystem that supports and advances corporate sustainability and reporting, advocacy and capacity building, while ensuring a fair and orderly market.</p>	
<p><b>Why it Matters</b></p> <p>A thriving market ecosystem attracts diverse participants and instils confidence in investors.</p>	
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Regulatory changes and market volatility threaten stability.</li> <li>Weak stakeholder engagement may reduce market effectiveness.</li> <li>Poor ESG integration deters investment.</li> <li>Inadequate business continuity planning disrupts operations.</li> <li>Lack of efforts in responding to the fast-changing landscape and further develop the ecosystem could see investors turning to our peers.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Intensifying efforts to innovate and develop our market ecosystem and creating unique and more attractive offerings for our market participants, strengthens our leadership position in niche markets and elevates our position as the preferred fundraising, investing and trading destination in the region.</li> <li>Enhancement to the market ecosystem and addressing market needs ensure markets' efficiency, security, stability and resiliency, creating a more vibrant marketplace and meeting stakeholders' expectations.</li> <li>Conducting various engagement and educational programmes heightens our market participants' awareness and understanding about our marketplace, our business and latest developments in the industry, equips them with knowledge and skills to make informed decisions, builds capacity for the industry.</li> <li>Continuous advocacy programmes strengthens corporate governance and improves the quality and depth of sustainability disclosures among our PLCs, ensuring alignment with evolving reporting standards.</li> </ul>
<b>Time Horizon</b>	<b>Performance</b>
<p><b>Short-Medium Term</b></p> <p>Building a comprehensive market ecosystem involves ongoing efforts in ESG reporting, advocacy, and capacity building, which are our short and medium-term initiatives.</p>	<p> For more information on our performance, please refer to Priority Area 1: Strengthening Our Core – Market Ecosystem Development on pages 45 to 62 of our SR2024.</p> <p> For more information on how we mapped each Material Matters to IFRS S1, please refer to Our Materiality Matters on pages 28 to 36 in our SR2024.</p>
<b>UNSDGs</b>	



**CYBER SECURITY AND CUSTOMER PRIVACY**

ESG Domain



**Definition**

Generating long-term value for stakeholders and the broader economy by adapting to market dynamics, fostering innovation, and leveraging on technology to create and distribute value.

**Why it Matters**

Strong cyber security is critical for a marketplace operator to maintain trust and confidence in an increasingly interconnected digital world.

**Risks**

- Face significant risks to the confidentiality, integrity, and availability of its information and transactions from potential data breaches, cyber-attacks, and unauthorised access.
- Potential financial loss, disruption to business operations and/or loss of stakeholders' trust.

**Opportunities**

- A robust cyber security strategy and governance framework strengthens operational resilience and stakeholders' confidence.

**Time Horizon**

**Short-Medium Term**

Immediate priority requiring continuous updates and improvements to stay ahead of evolving cyber threats. Initial measures can be implemented in the short-term, with ongoing enhancements in the medium-term.

**Performance**

- 📄 For more information on our performance, please refer to Priority Area 1: Strengthening Our Core – Cyber Security and Customer Privacy on pages 63 to 65 of our SR2024.
- 📄 For more information on how we mapped each Material Matters to IFRS S1, please refer to Our Materiality Matters on pages 28 to 36 in our SR2024.

**UNSDGs**








# 2024 Material Matters Performance

Legends

 Economic
  Environment
  Social
  Governance







# 2

## PRIORITY AREA

 SUSTAINABILITY-FOCUSED PRODUCTS AND SERVICES		ESG Domain 
<p><b>Definition</b></p> <p>Catering to the growing demand for sustainable and responsible investment opportunities by focusing on sustainable finance and developing products and services that align with evolving market needs.</p>		
<p><b>Why it Matters</b></p> <p>Availability of sustainability products and services creates new market opportunities and reinforces our commitment to becoming ASEAN's leading and sustainable marketplace.</p>		
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Heightened competition from other exchanges if alternative sustainable or transitional solutions are not available on our markets.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Develop and offer new sustainability-related products and services such as renewable energy certificates and carbon credits, generating new revenue streams, attracting ESG-compliant investments and supporting the transition to a low-carbon economy.</li> </ul>	
Time Horizon	Performance	
<p><b>Short-Medium Term</b></p> <p>Developing and introducing new sustainable finance products and services can be achieved within a few years.</p>	<p> For more information on our performance, please refer to Priority Area 2: Driving Our Growth – Sustainability-focused Products and Services on pages 66 to 78 of our SR2024.</p> <p> For more information on how we mapped each Material Matters to IFRS S1, please refer to Our Materiality Matters on pages 28 to 36 in our SR2024.</p>	
	UNSDGs	
		



PRIORITY AREA

 CLIMATE ACTION AND ENVIRONMENTAL MANAGEMENT		ESG Domain 
<p><b>Definition</b></p> <p>Addressing and mitigating environmental risks, including climate change, by reducing our environmental footprint and promoting responsible resource consumption within our operations.</p>		
<p><b>Why it Matters</b></p> <p>Efforts to reduce our environmental footprint demonstrate our commitment to net zero GHG emissions by 2050 while inspiring others and informing our business strategy in response to climate risks.</p>		
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Face potential impacts from climate change, including physical and transition to net zero risks, regulatory changes, and reputational concerns.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Reducing environmental footprint and encouraging responsible resource consumption among our employees can improve resource efficiency, ensure regulatory compliance, heighten brand reputation, attract sustainability-focused investors, contribute to cost savings and strengthen stakeholders' trust.</li> </ul>	
Time Horizon	Performance	
<p><b>Short Term</b></p> <p>Rapid changes in sustainability regulations and reporting requirements can pose compliance challenges for businesses.</p> <p><b>Medium Term</b></p> <p>Focus on carbon reduction, adoption of renewable energy solutions, and enhanced environmental stewardship across operations and supply chains.</p> <p><b>Long Term</b></p> <p>Implement strategies to reduce environmental footprints and promote responsible resource consumption.</p>	<p> For more information on our performance, please refer to Priority Area 3: Protecting Our Environment – Climate Action and Environmental Management on pages 80 to 102 of our SR2024.</p> <p> For more information on how we mapped each Material Matters to IFRS S2, please refer to Our Materiality Matters on pages 28 to 36 in our SR2024.</p>	
	UNSDGs	
	 	






# 2024 Material Matters Performance

Legends

 Economic
  Environment
  Social
  Governance

# 4

## PRIORITY AREA

 <b>BUSINESS ETHICS</b>		<b>ESG Domain</b> 
<p><b>Definition</b></p> <p>Upholding high standards of integrity, governance, and responsible business practices by delivering services that adhere to the highest professional and ethical standards in the industry.</p>		
<p><b>Why it Matters</b></p> <p>Instils trust and confidence among investors and stakeholders by ensuring the credibility and integrity of our operations.</p>		
<p><b>Risks</b></p> <ul style="list-style-type: none"> <li>Exposure to fraud, bribery, and corruption risks due to exploitation of positions, functions, authority, influence, access to sensitive, confidential and commercially sensitive data or information, and access to infrastructure, operating systems and applications.</li> <li>These exploitations are classified as 'Improper Conduct' which constitutes as an act of wrong-doing or criminal misconduct, including fraud, bribery, or corruption and violations of the Code of Ethics by employees, Board of Directors or Independent Individual within the Company or Group.</li> </ul>	<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>Demonstrating commitment to combating fraud, bribery, and corruption enables us to set benchmarks in corporate governance, attracting investors, business partners, and top talent.</li> <li>Fostering integrity, transparency, and accountability builds trust among employees, investors, and regulators.</li> <li>Implementing anti-fraud, bribery, and corruption measures strengthens internal controls, reducing financial crime risks.</li> <li>Preventing fraud and corruption saves money and mitigates cost leakages.</li> </ul>	
<b>Time Horizon</b>	<b>Performance</b>	
<p><b>Short Term</b></p> <p>In the event of adverse risk-materialisation, Bursa Malaysia's reputation and market confidence may be affected, leading to increased regulatory scrutiny and potential penalties.</p>	<p> For more information on our performance, please refer to Priority Area 4: Empowering Our Workforce – Business Ethics on pages 104 to 111 of our SR2024.</p> <p> For more information on how we mapped each Material Matters to IFRS S1, please refer to Our Materiality Matters on pages 28 to 36 in our SR2024.</p>	
	<b>UNSDG</b>	
		



**PEOPLE MANAGEMENT**

ESG Domain



**Definition**

Attracting and retaining talent by fostering employee growth and development while cultivating a safe, healthy, and inclusive workplace where everyone can thrive.

**Why it Matters**

A well-managed organisation fosters a positive work environment that attracts and retains top talent, as employees thrive in organisations that value their contributions.

**Risks**

- Lacks of efforts in this area risks in attracting and retaining talent, including potential skill shortages, high turnover rates, and decreased employee satisfaction.

**Opportunities**

- Creating a supportive, safe, healthy, and inclusive workplace attracts and retains talents.
- Empowering our employees in their personal and professional growth enable them to adapt to changing business environments.

**Time Horizon**

**Short-Medium Term**

Targeted initiatives and programmes can achieve these goals within a few years.

**Performance**

- 📄 For more information on our performance, please refer to Priority Area 4: Empowering Our Workforce – People Management on pages 112 to 124 of our SR2024.
- 📄 For more information on how we mapped each Material Matters to IFRS S1, please refer to Our Materiality Matters on pages 28 to 36 in our SR2024.

**UNSDGs**



# 2024 Material Matters Performance

Legends

 Economic
  Environment
  Social
  Governance

# 5

## PRIORITY AREA



### COMMUNITY INVESTMENT

ESG Domain



#### Definition

Implementing corporate social responsibility (CSR) initiatives through donations and sponsorships focused on environmental protection, financial literacy, poverty alleviation, and scholarships for underprivileged communities.

#### Why it Matters

Supporting initiatives that create positive social value is essential for building stronger, more resilient communities and fostering a more equitable society.

#### Risks

- Potential misallocation of resources, reputational damage from perceived ineffectiveness, and challenges in measuring impact.

#### Opportunities

- Effective CSR initiatives, partnerships and engagements with the community strengthen our relationships with our stakeholders, build trust and our credibility in the marketplace.

#### Time Horizon

##### Short Term

Immediate output can be achieved through donations and sponsorships, with ongoing programmes extending into the medium term to ensure sustained community support and greater social impact creation.

#### Performance

- 📖 For more information on our performance, please refer to Priority Area 5: Advancing Our Communities – Community Investment on pages 126 to 139 of our SR2024.
- 📖 For more information on how we mapped each Material Matters to IFRS S1, please refer to Our Materiality Matters on pages 28 to 36 in our SR2024.

#### UNSDGs





**SUSTAINABLE SUPPLY CHAIN MANAGEMENT**

ESG Domain



**Definition**

Managing supply chain activities to create stakeholder value while addressing ESG risks, including emissions, human rights, and labour standards, and demonstrating a commitment to ethical and sustainable sourcing across the supply chain.

**Why it Matters**

Prioritising sustainability in our supply chain is crucial for mitigating risks such as regulatory changes and reputational damage while advancing our climate commitments by addressing Scope 3 emissions.

**Risks**

- Potential ESG issues such as emissions, human rights violations, and non-compliance with labour standards could lead to financial loss, disruption to business operations, reputational damage and/or loss of stakeholders' trust.

**Opportunities**

- Bursa Malaysia's commitment to ethical and sustainable sourcing presents opportunities to address critical issues such as emissions, human rights, and labour standards.

**Time Horizon**

**Short-Medium Term**

Implementing policies and practices to manage ESG risks and ensure ethical sourcing can be developed and refined over a few years.

**Performance**

- 📄 For more information on our performance, please refer to Priority Area 5: Advancing Our Communities – Sustainable Supply Chain Management on pages 140 to 144 of our SR2024.
- 📄 For more information on how we mapped each Material Matters to IFRS S1, please refer to Our Materiality Matters on pages 28 to 36 in our SR2024.

**UNSDGs**



# ESG Performance Data Table

As a listed entity on the MAIN Market, Bursa Malaysia is obligated to provide comprehensive Environmental, Social, and Governance (ESG) disclosures in accordance with the 3<sup>rd</sup> Edition of the enhanced Sustainability Reporting Guide.

The performance data below, generated from the ESG Reporting Platform, highlights key indicators aligned with our Material Matters as follows:

 Economic Performance	 Cyber Security and Customer Privacy	 People Management
 Sustainability-focused Products and Services	 Business Ethics	 Community Investment
 Market Ecosystem Development	 Climate Action and Environmental Management	 Sustainable Supply Chain Management

We have matched all numerical mandatory and additional indicators to the relevant Material Matters. Some of the indicators are subsumed under the same Material Matter, for example, the indicators of energy, water, waste and GHG emissions are matched to the Material Matter 'Climate Action and Environmental Management'. In addition, some of our Material Matters do not have quantitative data but have been narrated in the SR2024. The figures below have been internally and externally assured, as labelled accordingly for each of the indicators.

Indicator	Measurement Unit	2022	2023	2024
<b>Cyber Security and Customer Privacy</b>				
Bursa C8(a) Number of substantiated complaints concerning breaches of customer privacy and losses of customer data	Number	0	0	0
<b>Environmental Footprint</b>				
Bursa C4(a) Total energy consumption	Megawatt	9,256.04	8,139.89	7,473.51
Bursa C9(a) Total volume of water used	Megalitres	61.463000	58.481000	43.590000
Bursa C10(a) Total waste generated	Metric tonnes	483.88	267.05 *	243.74
Bursa C10(a)(i) Total waste diverted from disposal	Metric tonnes	16.87	19.65 *	18.70
Bursa C10(a)(ii) Total waste directed to disposal	Metric tonnes	467.01	247.40 *	225.04
Bursa C11(a) Scope 1 emissions in tonnes of CO2e	Metric tonnes	209.48	2,409.31	1,347.59
Bursa C11(b) Scope 2 emissions in tonnes of CO2e	Metric tonnes	7,218.76	6,168.74	5,664.02
Bursa C11(c) Scope 3 emissions in tonnes of CO2e (at least for the categories of business travel and employee commuting)	Metric tonnes	1,554.43	1,224.41	909.00
<b>Anti-Fraud, Bribery and Corruption</b>				
Bursa C1(a) Percentage of employees who have received training on anti-corruption by employee category				
Top Management	Percentage	100.00	100.00	100.00
Senior Management	Percentage	100.00	19.00	100.00
Middle Management and Below	Percentage	100.00	22.00	99.50
Bursa C1(b) Percentage of operations assessed for corruption-related risks	Percentage	100.00	100.00	100.00
Bursa C1(c) Confirmed incidents of corruption and action taken	Number	0	0	0

Indicator	Measurement Unit	2022	2023	2024
<b>Bursa (Diversity)</b>				
Bursa C3(a) Percentage of employees by gender and age group, for each employee category				
Age Group by Employee Category				
Senior Management Below 30	Percentage	0.00	0.00	0.00
Senior Management 30 - 50	Percentage	37.50	36.84	31.71
Senior Management Above 50	Percentage	62.50	63.16	68.29
Middle Management Below 30	Percentage	3.05	0.79	0.97
Middle Management 30 - 50	Percentage	72.30	73.16	73.12
Middle Management Above 50	Percentage	24.65	26.05	25.91
Executive Below 30	Percentage	28.87	32.03	36.71
Executive 30 - 50	Percentage	39.44	31.37	27.85
Executive Above 50	Percentage	31.69	36.60	35.44
Non-Executive Below 30	Percentage	4.23	5.88	2.90
Non-Executive 30 - 50	Percentage	46.48	41.18	36.23
Non-Executive Above 50	Percentage	49.30	52.94	60.87
Gender Group by Employee Category				
Senior Management Male	Percentage	52.50	55.26	56.10
Senior Management Female	Percentage	47.50	44.74	43.90
Middle Management Male	Percentage	48.48	49.21	49.39
Middle Management Female	Percentage	51.52	50.79	50.61
Executive Male	Percentage	46.48	46.41	41.77
Executive Female	Percentage	53.52	53.59	58.23

Internal assurance External assurance No assurance (\*)Restated

## ESG Performance Data Table

Indicator	Measurement Unit	2022	2023	2024
Non-Executive Male	Percentage	85.92	85.29	85.51
Non-Executive Female	Percentage	14.08	14.71	14.49
<b>Bursa C3(b) Percentage of directors by gender and age group</b>				
Male	Percentage	70.00	66.70	63.60
Female	Percentage	30.00	33.30	36.40
46 - 50	Percentage	10.00	11.10	0.00
51 - 55	Percentage	20.00	0.00	9.10
56 - 60	Percentage	50.00	55.60	54.50
61 - 65	Percentage	0.00	22.20	27.30
65 - 70	Percentage	10.00	11.10	9.10
Above 71	Percentage	10.00	0.00	0.00
Percentage of global staff with a disability.	Percentage	0.16	0.16	0.15
Percentage of women in the global workforce.	Percentage	45.33	47.26	48.31
Number of Board Directors	Number	10	9	11
Number of women on the board	Number	3	3	4
Number of female employees in IT/Engineering functions	Number	19	19	22
<b>Workplace Environment</b>				
Bursa C5(a) Number of work-related fatalities	Number	0	0	0
Bursa C5(b) Lost time incident rate ("LTIR")	Rate	0.00	0.16	0.00
Bursa C5(c) Number of employees trained on health and safety standards	Number	477	433	586
Bursa C6(b) Percentage of employees that are contractors or temporary staff	Percentage	8.47	7.36	7.49
<b>Bursa C6(c) Total number of employee turnover by employee category</b>				
Male	Number	51	41	49
Female	Number	38	38	25
Below 30	Number	12	8	8
30 - 50	Number	51	43	48
Above 50	Number	26	28	18
Bursa C6(d) Number of substantiated complaints concerning human rights violations	Number	0	0	0
<b>Learning and Development</b>				
<b>Bursa C6(a) Total hours of training by employee category</b>				
Senior Management	Hours	795	886	498
Middle Management	Hours	10,368	10,021	6,724
Executive	Hours	4,024	3,463	3,348
Non-Executive	Hours	1,532	1,650	1,969
Total Amount Invested in Employee Learning and Development (RM)	MYR	1,434,681.00	1,154,087.66	525,015.00
<b>Community Investment</b>				
Bursa C2(a) Total amount invested in the community where the target beneficiaries are external to the listed issuer	MYR	1,382,000.00	1,829,683.00	2,522,550.00
Bursa C2(b) Total number of beneficiaries of the investment in communities	Number	24,672	7,519	12,706
<b>Bursa (Supply chain management)</b>				
Bursa C7(a) Proportion of spending on local suppliers	Percentage	94.00	78.00	95.00

Internal assurance External assurance No assurance (\*)Restated

- For categories under Bursa C11(c) Scope 3 total emissions: Category 5 (Waste Generated), Category 6 (Business Travels), Category 7 (Employee Commuting), homeworking (calculated until 31 August 2024), paper consumption, water consumption, and Category 4 (Upstream Transportation - additional category from BBC2024).
- Total GHG emissions with the utilisation of renewable energy certificates (RECs) is 2,256.6 tCO<sub>2</sub>e.



## SECTION 6

# OUR LEADERSHIP

Who Governs Us	128
Who Oversees Our Regulatory Function	139
Who Leads Us	141
Other Corporate Information	146



# Who Governs Us



## TAN SRI ABDUL WAHID OMAR

Chairman, Public Interest Director\* and Independent Non-Executive Director

### Nationality                      Age/Gender

Malaysian                      61/Male

### Date of Appointment

1 May 2020

### Length of Service (as at 31 January 2025)

4 years 9 months

#### Academic/Professional Qualification/Membership(s):

- Association of Chartered Certified Accountants (ACCA), United Kingdom (UK) (Fellow)
- Institute of Chartered Accountants in England & Wales (ICAEW) (Member)
- Malaysian Institute of Accountants (MIA) (Member)
- Diploma in Advanced Accountancy, Luton College of Higher Education, UK
- Honorary Doctorate in Economy & Muamalat Administration, Islamic Science University of Malaysia
- Honorary Doctorate in Economy, Multimedia University, Malaysia
- Honorary Doctorate in Business Administration, University Poly-Tech Malaysia

#### Present Directorship(s):

##### Listed entities:

- Bursa Malaysia Berhad

##### Other public companies: Nil

#### Present Appointment(s):

- Chairman, Board of Trustees, Yayasan MySDG
- Chairman, Board of Trustee, World Wide Fund for Nature, Malaysia
- Professor of Practice, International Centre for Education in Islamic Finance (INCEIF)
- Visiting Fellow, Oxford Centre for Islamic Studies, UK
- Adviser, NS Corporation
- Chairman, Advisory Council, Economic Club Kuala Lumpur
- Member, Advisory Council, Malaysian Chamber of Commerce, Hong Kong & Macau
- Member, Majlis Kebangsaan Bagi Hal Ehwat Agama Islam Malaysia (MKI)
- Pro Chancellor, University Sains Islam Malaysia
- Member, Corruption Perception Index Special Task Force

#### Past Directorship(s) and/or Appointment(s):

- Member, National Anti-Financial Crime Centre (NFCC) (March 2021 – March 2024)
- Member, Economic Action Council (September 2021 – November 2022)
- Chairman of the Board of Directors, Universiti Kebangsaan Malaysia (November 2018 – October 2021)
- Group Chairman, Permodalan Nasional Berhad (August 2016 – June 2018)
- Minister in the Prime Minister's Department in charge of Economic Planning (June 2013 – June 2016)
- President & Chief Executive Officer (CEO), Malayan Banking Berhad (May 2008 – June 2013)
- Independent Non-Executive Director, Bursa Malaysia Berhad (April 2004 – May 2011)
- Group CEO, Telekom Malaysia Berhad (July 2004 – April 2008)
- Managing Director/CEO, UEM Group (October 2001 – June 2004)
- Group Chief Financial Officer, Telekom Malaysia Berhad (March 2001 – September 2001)
- Divisional Director, Capital Market & Securities/Director, Group Corporate Services, Amanah Capital Group (August 1994 – February 2001)
- Senior Vice President, Finance, Administration & Secretarial, Kumpulan FIMA Berhad (April 1991 – July 1994)
- Deputy Manager, Corporate Banking, Bumiputra Merchant Bankers Berhad (January 1988 – April 1991)

#### Board Meeting Attendance in 2024: 9/9

#### Board Committees Membership(s):

- Sustainability and Development Committee (Chairman)

\* Appointed by the Minister of Finance pursuant to Section 10(1)(a) of the Capital Markets and Services Act 2007 (CMSA) in consultation with the Securities Commission Malaysia



## DATUK MUHAMAD UMAR SWIFT

Chief Executive Officer,  
Non-Independent Executive Director

<b>Nationality</b>	<b>Age/Gender</b>
Australian/Permanent Resident of Malaysia	60/Male

### **Date of Appointment**

11 February 2019

### **Length of Service** (as at 31 January 2025)

5 years 11½ months

### **Date of Last Re-election**

26 March 2024

### **Academic/Professional Qualification/Membership(s):**

- Bachelor of Economics, Monash University, Australia
- Graduate Diploma in Applied Finance and Investment, Securities Institute of Australia
- Certified Practising Accountant (CPA) Australia (Fellow)
- Taxation Institute of Australia (Fellow)
- Financial Services Institute of Australasia, Australia (Fellow)
- Chartered Accountants Australia and New Zealand (Fellow)
- Malaysian Institute of Accountants (MIA) (Member)
- Malaysian Financial Planning Council (Member)

### **Present Directorship(s):**

#### **Listed entities:**

- Bursa Malaysia Berhad

#### **Other public companies:**

- Bursa Malaysia Berhad Group
- Yayasan Bursa Malaysia
- Securities Industry Development Corporation (SIDC)
- Malaysia Forest Fund

### **Present Appointment(s):**

- Member, Board of Trustee, Capital Market Development Fund
- Ex-Officio, Financial Reporting Foundation
- Member, Corporate Governance Council, Securities Commission Malaysia
- Member, United Nations Global Compact Network Malaysia and Brunei Advisory Panel
- Adjunct Professor, Universiti Utara Malaysia
- Chairman, CEO Action Network Steering Committee
- Councillor, Regional Council Malaysia, Chartered Accountants Australia and New Zealand
- Member, Certification Qualification Advisory Panel, SIDC

### **Past Directorship(s) and/or Appointment(s):**

- Member, New Industrial Master Plan 2030 Draft Review Task Force, Ministry of International Trade and Industry (MITI) (February 2023 - August 2023)

- Chief Executive Officer (CEO)/Group Managing Director, MAA Group Berhad (September 2006 - February 2019)
- Director, Columbus Capital Pty Limited (October 2006 - December 2018)
- Director, MAA General Assurance Philippines, Inc (March 2015 - February 2019)
- Director, MAA International Group (March 2017 - February 2019)
- Director, MCIS Insurance Berhad (October 2018 - January 2019)
- Member, Board of Trustees, MAA Medicare Charitable Foundation (July 2006 - February 2019)
- Member, Board of Trustees, The Budimas Charitable Foundation (April 2013 - February 2019)
- Member, Board of Trustees, Anaho Foundation (November 2013 - February 2019)
- Non-Independent Non-Executive Director, MAA Takaful Berhad (May 2007 - June 2016)
- Director, MAAKL Mutual Berhad (March 2008 - December 2013)
- Director, Federation of Investment Managers Malaysia (2012 - 2014)
- CEO, Malaysian Assurance Alliance Berhad (August 2008 - September 2011)
- Deputy CEO, Malaysian Assurance Alliance Berhad (June 2006 - July 2008)
- Head, Enterprise Financial Services Group, Malayan Banking Berhad (April 2004 - May 2006)
- Director, Maybank Allied Credit & Leasing Sdn Bhd (August 2005 - April 2006)
- Director, Maybank Ventures Sdn Bhd (2004 - December 2005)
- Practice Leader, Utilities Business, Deloitte Consulting in Malaysia (September 2003 - March 2004)
- CEO, Gas Malaysia Sdn Bhd (July 1997 - December 2002)

### **Board Meeting Attendance in 2024:** 9/9

### **Board Committees Membership(s):**

- Technology and Cybersecurity Committee
- Sustainability and Development Committee

## Who Governs Us



### DATO' ANAD KRISHNAN MUTHUSAMY

Public Interest Director\* and Independent Non-Executive Director

<b>Nationality</b>	<b>Age/Gender</b>
Malaysian	70/Male

**Date of Appointment**

23 April 2020

**Length of Service** (as at 31 January 2025)

4 years 9 months

**Academic/Professional Qualification/Membership(s):**

- Bachelor of Law (Hons), National University of Singapore

**Present Directorship(s):**

**Listed entities:**

- Bursa Malaysia Berhad

**Other public companies:** Nil

**Present Appointment(s):**

- Managing Partner, Anad & Noraini
- Director, Turbovista Sdn Bhd
- Director, Able Migration (MM2H) Sdn Bhd
- Director, Uni Wealth Assets Sdn Bhd

**Past Directorship(s) and/or Appointment(s):**

- Independent Non-Executive Director, Bina Puri Holdings Berhad (May 2005 - May 2013)
- Partner, Anad & Associates
- Partner, James Foong & Anad
- Legal Assistant, James Foong & Associates

**Board Meeting Attendance in 2024:** 8/9

**Board Committees Membership(s):**

- Audit Committee
- Regulatory and Conflicts Committee
- Market Participants Committee

\* Appointed by the Minister of Finance pursuant to Section 10(1)(a) of the CMA in consultation with the Securities Commission Malaysia



**DATIN AZLINA MAHMAD**

Public Interest Director\* and  
Independent Non-Executive Director

<b>Nationality</b>	<b>Age/Gender</b>
Malaysian	57/Female

**Date of Appointment**

16 March 2021

**Length of Service** (as at 31 January 2025)

3 years 10½ months

**Academic/Professional Qualification/Membership(s):**

- Bachelor of Science in Economics, The Wharton School of Business, University of Pennsylvania, Philadelphia, USA
- Bachelor of Arts, The College of Arts and Sciences, University of Pennsylvania, Philadelphia, USA

**Present Directorship(s):**

**Listed entities:**

- Bursa Malaysia Berhad
- CIMB Group Holdings Berhad

**Other public companies:**

- CIMB Islamic Bank Berhad

**Present Appointment(s):** Nil

**Past Directorship(s) and/or Appointment(s):**

- General Committee Member, Persatuan Makanan Ehsan (Free Food Society) (March 2021 – March 2022)
- Independent Director, CIMB Investment Bank Berhad (May 2023 – July 2023)
- Executive Director, Global Corporate Bank, J.P. Morgan Chase Bank Berhad (November 2010 - March 2021)
- Chief Executive Officer and Executive Director, J.P. Morgan Chase Bank Berhad (September 2009 - June 2011)

- Vice President, Global Credit Risk Management, J.P. Morgan Chase Bank Berhad (February 2006 - September 2009) and other positions including:
  - Corporate Banking and Treasury Services Sales (February 2004 - March 2006)
  - Associate, Corporate and Investment Banking (July 1995 - February 2004)
  - Assistant Treasurer (February 1991 - July 1995)
  - Credit Analyst (July 1989 - February 1991)

**Board Meeting Attendance in 2024:** 9/9

**Board Committees Membership(s):**

- Nomination and Remuneration Committee
- Risk Management Committee
- Regulatory and Conflicts Committee

\* Appointed by the Minister of Finance pursuant to Section 10(1)(a) of the CMSA in consultation with the Securities Commission Malaysia

## Who Governs Us



### YM RAJA DATIN PADUKA TEH MAIMUNAH RAJA ABDUL AZIZ

Public Interest Director\* and  
Independent Non-Executive Director

<b>Nationality</b>	<b>Age/Gender</b>
Malaysian	57/Female

**Date of Appointment**

1 July 2024

**Length of Service** (as at 31 January 2025)

7 months

**Academic/Professional Qualification/Membership(s):**

- Honorary Doctorate of Laws, University of East London, United Kingdom (UK)
- Bachelor of Law (Hons), University of East London, UK
- Chartered Banker, Asian Institute of Chartered Bankers
- Chartered Professional in Islamic Finance, Chartered Institute of Islamic Finance Professionals

**Present Directorship(s):**

**Listed entities:**

- Bursa Malaysia Berhad

**Other public companies:** Nil

**Present Appointment(s):**

- Chief Executive Officer (CEO), AEON Bank (M) Berhad (formerly known as ACS Digital Berhad)
- Board Member, Kumpulan Wang Persaraan (Diperbadankan)
- Trustee, Board of Amanah Warisan Negara

**Past Directorship(s) and/or Appointment(s):**

- CEO, AmInvestment Bank Berhad (2017-2018)
- Managing Director of Wholesale Banking, AmBank Group (2017-2022)
- Managing Director and Chief Executive Officer of Hong Leong Islamic Bank Berhad (2011-2017)
- Chief Operating Officer of Digital Innovation and Transaction Banking, Hong Leong Banking Group (2013-2017)
- Global Head of Islamic Markets, Bursa Malaysia Berhad (2009-2011)
- Chief Corporate Officer and Head of International Business at Kuwait Finance House (Malaysia) Berhad (2007-2008)

- Senior Director, Bank Alkhair Bahrain (previously known as Unicorn International Islamic Bank Malaysia Berhad) (2005-2006)
- Head of Investment Banking, RHB Sakura Merchant Bank (now known as RHB Investment Bank) (2004)
- Associate Director, CIMB Investment Bank Berhad (1999 - 2003)
- Senior Manager, Corporate Finance, Pengurusan Danaharta Nasional Berhad (1993 - 1998)
- Consultant, Recovery & Corporate Finance, KPMG Peat Marwick Consultants (1992 - 1993)

**Board Meeting Attendance in 2024:** 4/4

**Board Committees Membership(s):**

- Regulatory and Conflicts Committee (effective 1 July 2024)
- Listing Committee (effective 1 August 2024)

\* Appointed by the Minister of Finance pursuant to Section 10(1)(a) of the CMSA in consultation with the Securities Commission Malaysia



## TAN SRI ABDUL FARID ALIAS

Senior Independent Non-Executive Director

<b>Nationality</b>	<b>Age/Gender</b>
Malaysian	57/Male

**Date of Appointment**

8 July 2022

**Length of Service** (as at 31 January 2025)

2 years 6½ months

**Date of Last Re-election**

30 March 2023

**Academic/Professional Qualification/Membership(s):**

- Master of Business Administration (Finance), University of Denver, United States of America (USA)
- Bachelor of Science in Accounting, Pennsylvania State University, University Park, USA
- Advanced Management Program, Harvard Business School
- Fellow Chartered Banker, Asian Institute of Chartered Bankers

**Present Directorship(s):**

**Listed entities:**

- Bursa Malaysia Berhad
- CelcomDigi Berhad
- CapitaLand Investment Limited (Listed on the Singapore Exchange)
- Lotus Technology Inc. (Listed on NASDAQ, Inc.)

**Other public companies:**

- Council Member, Asian Institute of Chartered Bankers
- Independent Non-Executive Director (INED), Lotus Group International Limited

**Present Appointment(s):**

- INED, Etika Automotive Sdn Bhd
- INED, Lotus Advance Technologies Sdn Bhd
- Member, Board of Visitors, Smeal College of Business, Pennsylvania State University

**Past Directorship(s) and/or Appointment(s):**

- Executive Director/Group President & Chief Executive Officer of Malayan Banking Berhad (August 2013 - April 2022)
- President Commissioner, PT Bank Maybank Indonesia Tbk (December 2017 - April 2022)
- Director, Maybank Singapore Limited (October 2018 - April 2022)
- Director, Payments Network Malaysia Sdn Bhd (August 2017 - April 2022)
- Chairman, The Association of Banks in Malaysia (August 2013 - April 2022)
- Vice Chairman, Asian Institute of Chartered Bankers (December 2013 - April 2022)
- Director, Maybank Investment Bank Berhad (June 2011 - August 2017)
- Director, Maybank Ageas Holdings Berhad (November 2013 - August 2017)

**Board Meeting Attendance in 2024:** 9/9

**Board Committees Membership(s):**

- Nomination and Remuneration Committee (Chairman)
- Risk Management Committee
- Technology and Cybersecurity Committee (TCC) (Re-designated as Chairman of the TCC effective 1 April 2024 and later re-designated as Member of the TCC effective 1 July 2024)

## Who Governs Us



### DATUK BAZLAN OSMAN

Independent Non-Executive Director

<b>Nationality</b>	<b>Age/Gender</b>
Malaysian	60/Male

**Date of Appointment**

16 November 2020

**Length of Service** (as at 31 January 2025)

4 years 2½ months

**Date of Last Re-election:**

30 March 2023

**Academic/Professional Qualification/Membership(s):**

- Association of Chartered Certified Accountants (ACCA), United Kingdom (UK) (Fellow)
- Malaysian Institute of Accountants (MIA) (Member)
- Diploma in Accounting, Polytechnic of North London, UK

**Present Directorship(s):**

**Listed entities:**

- Bursa Malaysia Berhad
- FIMA Corporation Berhad (Chairman)
- Bank Islam Malaysia Berhad
- Telekom Malaysia Berhad (TM)

**Other public companies:** Nil

**Present Appointment(s):** Nil

**Past Directorship(s) and/or Appointment(s):**

- Independent Non-Executive Director, Syarikat Takaful Malaysia Keluarga Berhad (August 2020 – June 2024)
- Director, Malaysia Professional Accountancy Centre (August 2020 – March 2024)
- President (June 2022 – November 2023); Vice President (July 2021 – June 2022); Council Member (December 2019 – July 2021), MIA
- Ex-Officio, Financial Reporting Foundation (June 2022 – November 2023)
- Chair (December 2021 – November 2023); Deputy Chair (July 2020 – November 2021); Member (July 2019 – June 2020), ACCA Malaysia Advisory Committee
- Independent Non-Executive Director, Glomac Berhad (July 2020 – March 2023)
- Chairman, GiTN Sdn Bhd (wholly-owned subsidiary of TM (May 2017 – February 2022)
- Director, Citibank Berhad (July 2019 – January 2022)

- Board Member, Universiti Utara Malaysia (2020)
- Executive Director, TM (2008 - 2019)
- Acting Group Chief Executive Officer (CEO), TM (2018)
- Deputy Group CEO, TM (2017 - 2018)
- Group Chief Financial Officer (CFO), TM (2005 - 2017)
- Director, Malaysia Digital Economy Corporation Sdn Bhd (2018)
- Director, Labuan Reinsurance (L) Ltd (2005 - 2008)
- Board Commissioner, PT XL Axiata Tbk (2005 - 2008)
- CFO, Celcom Malaysia Berhad (2002 - 2005)
- Senior Vice President, Corporate Finance & Treasury, Celcom Malaysia Berhad (2001 - 2002)
- Director, Nationwide Express Holdings Berhad (1994 - 2005)
- Senior Vice President, Finance and Company Secretary, Kumpulan FIMA Berhad (1994 - 2001)
- Manager, Accounting & Financial Control, American Express (M) Sdn Bhd (1993 - 1994)

**Board Meeting Attendance in 2024:** 9/9

**Board Committees Membership(s):**

- Audit Committee (Chairman)
- Nomination and Remuneration Committee
- Technology and Cybersecurity Committee





**SYED ARI AZHAR SYED  
MOHAMED ADLAN**

Independent Non-Executive Director

<b>Nationality</b>	<b>Age/Gender</b>
Malaysian	51/Male

**Date of Appointment**

16 November 2020

**Length of Service** (as at 31 January 2025)

4 years 2½ months

**Date of Last Re-election:**

30 March 2023

**Academic/Professional Qualification/Membership(s):**

- Bachelor of Arts, Economics (Hons), Trinity College, Cambridge University

**Present Directorship(s):**

**Listed entities:**

- Bursa Malaysia Berhad

**Other public companies:** Nil

**Present Appointment(s):** Nil

**Past Directorship(s) and/or Appointment(s):**

- Founder and Director, Abacus ib Sdn Bhd, Malaysia (2017 - 2020)
- Country Head, CLSA Securities Sdn Bhd, Malaysia (2015 - 2016)
- Senior Portfolio Manager, Global Emerging Markets, APG Asset Management Asia, Hong Kong (2012 - 2015)
- Executive Director and Portfolio Manager, UBS AG, Fundamental Investment Group, Hong Kong (2010 - 2012)
- Portfolio Manager, Asian Equities, Millennium Capital Management, Singapore (2008 - 2009)
- Portfolio Manager, Asian Equities, Citigroup Tribeca Global Investments, Singapore (2006 - 2007)

- Portfolio Manager and Co-Founder, Binjai Hill Asset Management, Singapore (2004 - 2006)
- Fund Manager, Asian Equities, Deutsche Asset Management, London, New York, Singapore (1997 - 2004)
- Senior Executive, Investment Operations and Financial Market Department, Bank Negara Malaysia (1996 - 1997)

**Board Meeting Attendance in 2024:** 9/9

**Board Committees Membership(s):**

- Audit Committee
- Risk Management Committee (Chairman)
- Sustainability and Development Committee

## Who Governs Us



### TAN LER CHIN

Independent Non-Executive Director

<b>Nationality</b>	<b>Age/Gender</b>
Malaysian	64/Female

**Date of Appointment**

16 August 2023

**Length of Service** (as at 31 January 2025)

1 year 5½ months

**Date of Last Re-election**

26 March 2024

**Academic/Professional Qualification/Membership(s):**

- University Kebangsaan Malaysia (Economics)
- Certified Diploma in Chartered Association of Certified Accountants (Accounting & Finance)

**Present Directorship(s):**

**Listed entities:**

- Bursa Malaysia Berhad
- Sunway Construction Group Berhad

**Other public companies:**

- Affin Islamic Bank Berhad

**Present Appointment(s):** Nil

**Past Directorship(s) and/or Appointment(s):**

- Independent Non-Executive Director (INED), Senheng New Retail Berhad (June 2021 – June 2024)
- INED, QL Resources Berhad (January 2022 – September 2023)
- Head of Enterprise Risk, Employees Provident Fund (EPF) (April 2019 – April 2021)
- Non-Independent Non-Executive Director (NINED), Malakoff Berhad (August 2007 – April 2021)
- Head of Investment Compliance, EPF (2009 – March 2019)
- Director, Parkway-Parade Partnership Limited (October 2007 – April 2012)
- NINED, Malaysia Building Society Berhad (2002 – November 2011)

- Director, Asia Pacific Investment Company Limited (October 2007 – August 2010)
- Senior Investment Manager, EPF (1996 – 2009)
- NINED, Sunway Incorporated Berhad (August 2003 – April 2006)
- Investment Manager, EPF (1992 – 1995)
- Senior Executive managing EPF's External Fund Manager portfolio, EPF (1988 – 1991)
- Executive (Finance & Budget), EPF (1984 – 1987)

**Board Meeting Attendance in 2024:** 9/9

**Board Committees Membership(s):**

- Audit Committee
- Risk Management Committee



## SHARIFATU LAILA SYED ALI

Independent Non-Executive Director

<b>Nationality</b>	<b>Age/Gender</b>
Malaysian	62/Female

### Date of Appointment

27 March 2024

### Length of Service (as at 31 January 2025)

3 years 8½ months\*

#### Academic/Professional Qualification/Membership(s):

- Masters in Business Administration, University Malaya
- Bachelor of Science, University Kebangsaan Malaysia
- Advanced Management Programme, Harvard Business School

#### Present Directorship(s):

##### Listed entities:

- Bursa Malaysia Berhad
- YTL Corporation Berhad

**Other public companies:** Nil

#### Present Appointment(s):

- Member, Investment Committee, University Malaya
- Director, Lembaga Pembiayaan Sektor Perumahan Awam

#### Past Directorship(s) and/or Appointment(s):

- Executive Director, Investments, Lembaga Tabung Haji (April 2023 – March 2024)
- Independent Non-Executive Director (INED), Badan Pengawas Pemegang Saham Minoriti Berhad (Minority Shareholders Watch Group) (April 2018 – March 2023)
- Public Interest Director, INED, Bursa Malaysia Berhad (October 2020 – August 2023)
- INED, RHB Bank Berhad (March 2019 – June 2023)
- Director, RHB Insurance Berhad (September 2021 – June 2023)
- Director, Think3associates Sdn Bhd (November 2018 – June 2023)
- Director, RHB Investment Bank Berhad (March 2019 – March 2021)
- Director, RHB Islamic International Asset Management Bhd (October 2018 - May 2020)
- Director, RHB Asset Management Sdn Bhd (October 2018 - May 2020)

- Council Member, Institutional Investors Council (May 2016 - July 2018)
- Advisor to the Board, ValueCap Sdn Bhd (August 2018)
- Group Chief Executive Officer (CEO) / Managing Director, ValueCap Sdn Bhd (January 2015 - July 2018)
- Director, VCAP Asset Managers Sdn Bhd (December 2013 - July 2018)
- Director, i-VCAP Management Sdn Bhd (October 2007 - July 2018)
- CEO, ValueCap Sdn Bhd (2002 - 2014)
- Head, Investments, Lembaga Tabung Haji (July 2002 - September 2002)
- Head, Equities Investment Division/ Senior Portfolio Manager, Employees Provident Fund (EPF) (1997 - June 2002)
- Head, Treasury Division, EPF (1994 - 1996)
- Senior Investment Officer, EPF (1988 - 1994)
- Investment Operations Executive, Permodalan Nasional Berhad (1985 - 1987)

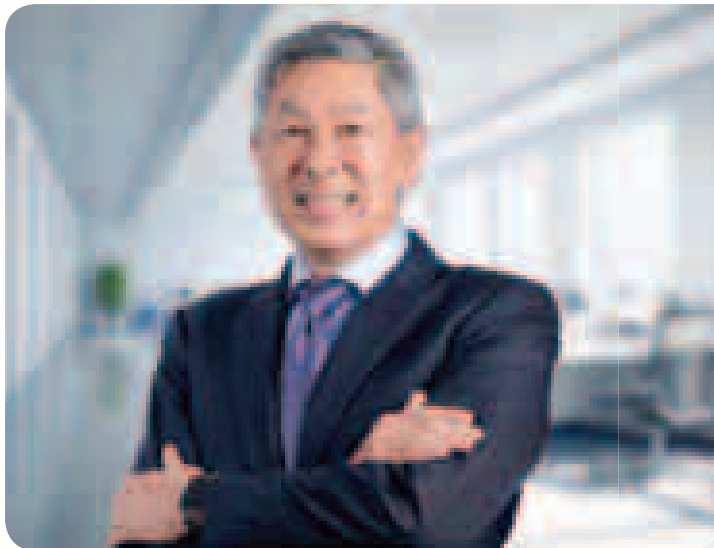
**Board Meeting Attendance in 2024:** 6/6

#### Board Committees Membership(s):

- Sustainability and Development Committee (Effective 1 April 2024)
- Nomination and Remuneration Committee (Effective 1 July 2024)

\* Appointed as Public Interest Director and INED on 1 October 2020 and resigned on 16 August 2023. Re-appointed as INED on 27 March 2024.

## Who Governs Us



### REDZA GOH

Independent Non-Executive Director

<b>Nationality</b>	<b>Age/Gender</b>
Malaysian	64/Male

**Date of Appointment**

27 March 2024

**Length of Service** (as at 31 January 2025)

10 months

**Academic/Professional Qualification/Membership(s):**

- Bachelor of Science (Hons) in Computation, University of Manchester Institute of Science & Technology
- Leadership Programme from International Institute for Management Development

**Present Directorship(s):**

**Listed entities:**

- Bursa Malaysia Berhad

**Other public companies:** Nil

**Present Appointment(s):**

- Member, Technology Committee of the Board of Directors of Permodalan Nasional Berhad
- Group Managing Director, Senja Gardens Banquet Sdn Bhd
- Director, Central Forwarding Agency Sdn Bhd

**Past Directorship(s) and/or Appointment(s):**

- Executive Director, Advisor, Infodasia Sdn Bhd (subsidiary of Dialog Group Berhad) (March 2020 – February 2022)
- Group Chief Information Officer, Petroliam Nasional Berhad (PETRONAS) (April 2014 – December 2018)
- Chief Executive Officer and Director, PETRONAS ICT Sdn Bhd (April 2014 – December 2018)
- Country Managing Director, Accenture Malaysia (January 2010 – March 2014)
- Managing Director, Accenture Greater China (February 2002 – July 2009)

**Board Meeting Attendance in 2024:** 6/6

**Board Committees Membership(s):**

- Technology and Cybersecurity Committee (TCC) (Chairman) (Appointed as Member of TCC effective 1 April 2024 and later re-designated as Chairman of TCC effective 1 July 2024)
- Risk Management Committee (Effective 1 July 2024)

△ The Directors' meeting attendance record for 2024 is provided in the Corporate Governance Overview on page 150 of this report.

Save as disclosed, the above Directors have no family relationship with any Director and/or major shareholder of Bursa Malaysia, have no conflict of interest or potential conflict of interest, including any interest in any competing business with Bursa Malaysia or its subsidiaries, have not been convicted of any offence within the past five years and have not been imposed any penalty by the relevant regulatory bodies during the financial year 2024.

Save for the Chief Executive Officer and Executive Director, all the Non-Executive Directors satisfy the criteria of an independent director as defined under Bursa Malaysia Securities Berhad MAIN Market Listing Requirements, which include being independent of management, free from any business or other relationship which could interfere with the exercise of independent judgement, objectivity or the ability to act in the best interests of the Company, and also being independent of its major shareholders.

# Who Oversees Our Regulatory Function

## DATO' FEIZAL MUSTAPHA

Chairman and Independent Member, RACC  
58 | Male | Malaysian



### Date of Appointment

1 October 2021

### Academic/Professional Qualification/Membership(s):

- Bachelor of Arts (Economics), University of Stirling, United Kingdom
- Master of Business Administration (Finance), Cardiff Business School, Cardiff University, United Kingdom
- Honorary Doctorate of Philosophy (Financial Management), Widad University College
- Certified Practising Accountant (CPA) Australia (Fellow)
- Malaysian Institute of Accountants (Member)
- Insolvency Practitioners Association of Malaysia (Member)

### Present Directorship(s):

Listed entity: Nil

Other public companies: Nil

### Present Appointment(s):

- Chairman, Listing Committee, Bursa Malaysia
- Senior Advisor and Director, BDO Malaysia
- Chairman, Newman Trust Investment Bank Ltd, Labuan
- Member, Board of Governors, Malaysian Institute of Corporate Governance
- Board Member, Perbadanan Ekonomi Islam Perak Sdn Bhd
- Chairman, Syarikat Ar-Ridzuan Nephrocare Dialysis Sdn Bhd (subsidiary company of Perbadanan Ekonomi Islam Perak Sdn Bhd)

### Past Directorship(s) and/or Appointment(s):

- Board Member, UPM Holdings Sdn Bhd (May 2019 – May 2023)
- Chairman, Export-Import Bank of Malaysia Berhad (EXIM Bank Malaysia) (April 2019 – March 2021)
- Executive Chairman, Widad Group Berhad (November 2018 – November 2020)
- Board Member, Perbadanan Kemajuan Filem Nasional (FINAS) (May 2019 – May 2020)
- Chairman, BDO Malaysia (July 2015 – February 2019)
- Executive Director, Advisory, BDO Malaysia (May 2012 – June 2015)
- Senior General Manager and Head, Market Development Department, Securities Commission Malaysia (SC) (January 2011 – April 2012)
- General Manager/Senior General Manager and Head, Corporate Finance Group, SC (July 2007 – December 2010)
- Group Head, Securities Issues Department, SC (January 2006 – June 2007)
- Executive Director, Corporate Finance, KPMG Corporate Advisory Malaysia (seconded by the SC to KPMG) (July 2004 – December 2005)

## KUOK WEE KIAT @ KUCK WEE KIAT

Independent Member, RACC  
71 | Male | Malaysian



### Date of Appointment

1 October 2021

### Academic/Professional Qualification/Membership(s):

- Institute of Chartered Accountants in England & Wales (ICAEW) (Fellow)

### Present Directorship(s):

Listed entity: Nil

Other public companies: Nil

### Present Appointment(s):

- Chairman, Market Participants Committee, Bursa Malaysia

### Past Directorship(s) and/or Appointment(s):

- Director, Berjaya Capital Berhad (February 2000 – March 2022)
- Director, Bursa Malaysia Securities Berhad (February 2016 – September 2020)
- Director, Bursa Malaysia Securities Clearing Sdn Bhd (February 2016 – September 2020)
- Executive Director, Inter-Pacific Securities Sdn Bhd (2000 – 2013)
- Senior General Manager, Inter-Pacific Securities Sdn Bhd (1994 – 2000)
- President, Association of Stockbroking Companies Malaysia (1999 – 2000)
- Member (Independent), Appeals Committee, Bursa Malaysia (July 2014 – December 2020)
- Member (Independent), Market Participants Committee, Bursa Malaysia (May 2009 – May 2012)

## Who Oversees Our Regulatory Function

### RASHID ISMAIL

Independent Member, RACC  
65 | Male | Malaysian



#### Date of Appointment

1 October 2021

#### Academic/Professional Qualification/Membership(s):

- Certified Practising Accountant (CPA) Australia
- Chartered Accountant (CA), Malaysian Institute of Accountants
- Bachelor of Business (Accounting), Edith Cowan University, Australia
- Diploma in Accountancy, Universiti Teknologi MARA

#### Present Directorship(s):

Listed entity: Nil

#### Other public companies:

- Independent Director, MUFG Bank (Malaysia) Berhad

#### Present Appointment(s): Nil

#### Past Directorship(s) and/or Appointment(s):

- Islamic Banking and Finance Institute Malaysia (IBFIM) Panel of Subject Matter Expert (June 2022 – June 2024)
- Chief Executive Officer (CEO) and Executive Director, BIMB Securities Sdn Bhd (January 2011 - January 2020)
- Member, Board of Trustee, Bumiputera Dealers' Representative Education Fund and Bumiputera Training Fund, Securities Industry Development Corporation (SIDC) (January 2012 - January 2020)
- Member (Independent), Market Participants Committee, Bursa Malaysia (July 2015 – June 2018)
- Chairman, Association of Stockbroking Companies Malaysia (ASCM) (December 2015 – December 2017)
- CEO, MIDF Property Berhad (July 2007 – July 2010)
- Director, Amanah Butler Malaysia Sdn Bhd (July 2006 – July 2010)
- Director, Amanah Scotts Properties (KL) Sdn Bhd, Amanah Scotts Sdn Bhd, Amanah Ascott Management Sdn Bhd (July 2006 – July 2010)
- Director, MIDF Consultancy and Corporate Services (MIDFCCS) (July 2006 – April 2010)
- Director, Amanah Ventures Sdn Bhd and Amanah Property Trust Manager Sdn Bhd (July 2006 - March 2010)

### SALWAH ABDUL SHUKOR

Independent Member, RACC  
56 | Female | Malaysian



#### Date of Appointment

1 October 2021

#### Academic/Professional Qualification/Membership(s):

- LLB (Hons), University of Bristol, United Kingdom
- Diploma in Shariah Law and Practice, International Islamic University Malaysia
- Advocate and Solicitor, High Court of Malaya
- Registered Patent and Trade Mark Agent, Malaysia

#### Present Directorship(s):

Listed entity: Nil

#### Other public companies: Nil

#### Present Appointment(s):

- Senior Partner and Head of Corporate, Technology, Media and Telecommunications Practice Groups, Zain & Co.
- Member, Malaysian Bar
- Member, Disciplinary Committee Panel, Malaysian Advocates and Solicitors Disciplinary Board
- Member, Global Advisory Committee, Dentons
- Malaysian Representative, ASEAN Advisory Committee, Dentons
- Member, Advisory Board, Charity Right
- Trustee, Yayasan Yaqeen Malaysia

#### Past Directorship(s) and/or Appointment(s):

- Trustee, Generating Opportunities for Learning Disabled (GOLD) (May 2017 – April 2024)
- UMW Holdings Berhad (2017 – 2022)
- Member (Independent), Listing Committee, Bursa Malaysia (May 2013 – December 2020)
- Founder Trustee, Pink Ribbon Deeds Foundation (2007 – 2012)
- Legal Assistant, Zain & Co. (February 1994 – December 1999)
- Audit Assistant, Arthur Andersen & Co, London (1990 – 1992)

The Regulatory and Conflicts Committee (RACC) comprises seven members in total of which, four are external Independent Individuals (Independent Members) and three are Public Interest Directors (PIDs) of Bursa Malaysia. The three PIDs not pictured here are Dato' Anad Krishnan Muthusamy, Datin Azlina Mahmad and YM Raja Datin Paduka Teh Maimunah Raja Abdul Aziz. Their profiles are disclosed on pages 130 to 132 of this report.

## Who Leads Us



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### **DATUK MUHAMAD UMAR SWIFT**

Chief Executive Officer  
Leads Bursa Malaysia Berhad Group of Companies

 For more information on Datuk Muhamad Umar Swift, please turn to page 129 of this report

## Who Leads Us

### ROSIDAH BAHAROM

Chief Financial Officer

56 | Female | Malaysian



**Date of Appointment**

12 August 2014

- Finance
- Corporate Planning and Reporting
- Security Services
- Administration and Facilities Management
- Treasury

**Academic/Professional Qualification(s):**

- Association of Chartered Certified Accountants (ACCA), United Kingdom (UK) (Fellow)
- Bachelor of Science (Hons) Accountancy, University of East Anglia, UK
- Malaysian Institute of Accountants (MIA) (Member)

**Present Directorship:**

Listed entity: Nil

**Working Experience:**

- With 30 years of experience in the financial industry with a focus in areas of finance covering corporate finance, corporate planning and strategic corporate affairs – with more than 10 years of senior management roles, helming the finance and corporate services division in Bursa Malaysia

### JULIAN MAHMUD HASHIM

Chief Regulatory Officer

53 | Male | Malaysian



**Date of Appointment**

8 September 2021

- Corporate Surveillance and Governance
- Participants Supervision
- Market Surveillance
- Listing
- Regulatory Policy and Advisory
- Investigation and Enforcement

**Academic/Professional Qualification(s):**

- LLB (Hons), University of Wolverhampton
- Certificate of Legal Practice, University Malaya

**Present Directorship:**

Listed entity: Nil

**Working Experience:**

- More than 25 years of legal practise as an advocate and solicitor of the High Court of Malaysia. Advised on all facets of corporate transactional work and capital market transactions, among others. A former founding partner of a leading law firm in Kuala Lumpur prior to assuming all regulatory functions of Bursa Malaysia and its licensed subsidiaries ranging from regulatory strategies and policies, listing, market and corporate surveillance, corporate governance, participant supervision, investigation and enforcement

### LEONG SEE MENG

Director, Origination & Listing

55 | Male | Malaysian



**Date of Appointment**

1 July 2024

- Listing Development
- Equity Markets Development
- Product and Market Development

**Academic/Professional Qualification(s):**

- Certified Practicing Accountant (CPA) Australia
- Bachelor of Business Administration Majoring in Accounting, The Royal Melbourne Institute of Technology, Australia
- Certified Expert in Sustainable Finance, Frankfurt School of Finance & Management

**Present Directorship:**

Listed entity: Nil

**Working Experience:**

- Over 30 years of extensive experience in banking and fiduciary management of financial institutions, encompassing a broad spectrum of financial disciplines. His expertise spans wholesale banking, corporate finance, fixed income, securitisation and sustainable finance. Prior to joining Bursa Malaysia, he served as the Chief Business Officer at Cagamas Berhad. See Meng was instrumental in the establishment of the National Bank of Abu Dhabi Malaysia Berhad where he served as Chief Executive Officer. His banking career started with HSBC in 1993, and includes experience at Citibank, Deutsche Bank, among others. Over the course of his career, he has led major capital market activities and syndications and have completed more than RM2 billion of sustainability bonds and Sukuk transactions



## MOHD SALEEM KADER BAKAS

Director, Derivatives Market

58 | Male | Singaporean



### Date of Appointment

1 March 2023

- Product Development
- Investor Development
- Market Facilitation
- Strategic Initiatives

### Academic/Professional Qualification(s):

- GCE 'A' levels, Institute of Banking and Finance, Singapore

### Present Directorship:

Listed entity: Nil

### Working Experience:

- Over 30 years of extensive experience in the Futures industry, including a significant career in investment banking. He has held key management roles for over a decade. Prior to joining Bursa Malaysia, he served as the Head of Futures for South East Asia at HSBC Singapore

## TAY YU HUI

Director, Market Operations

54 | Female | Malaysian



### Date of Appointment

11 November 2019

- Alternative Products Operations
- Trading Operations and Market Control
- Post Trade Operations
- Bursa Carbon Exchange
- Stakeholder Management

### Academic/Professional Qualification(s):

- Bachelor of Accounting and Finance (Hon), Middlesex University, UK

### Present Directorship:

Listed entity: Nil

### Working Experience:

- More than 20 years of industry experience including roles in compliance, and in broking and international investment banking operations. Was a pioneer at an international bank as the head of operations for cash equities, with exposure to regional businesses. Was also the Malaysian head of operations for the securities business of a leading Fortune 500 global investment bank prior to joining Bursa Malaysia

## ASHISH JAYWANT REGE

Director, Group Technology

59 | Male | Indian



### Date of Appointment

6 January 2020

- Information Security
- IT Infrastructure
- IT Governance and Standards
- Trading Solutions
- Application
- IT Operations Services
- Data Management
- Infrastructure Services

### Academic/Professional Qualification(s):

- Master of Management Studies, University of Mumbai, India
- Bachelor of Engineering in Mechanical, University of Pune, India

### Present Directorship:

Listed entity: Nil

### Working Experience:

- Close to 30 years of information technology experience in a wide range of areas, among others – the internet and mobile banking, eCommerce transaction infrastructure and information technology strategy. Served numerous multinational banking and financial services company worldwide, prior to joining Bursa Malaysia

Save as disclosed, the above Key Senior Management (KSM) members have no family relationship with any Director and/or major shareholder of Bursa Malaysia, have no conflict of interest or potential conflict of interest, including any interest in any competing business with Bursa Malaysia or its subsidiaries, have not been convicted of any offences within the past five years and have not been imposed any penalty by the relevant regulatory bodies during the financial year 2024 and/or to date. The disclosure on the particulars of the KSM of Bursa Malaysia as at 31 January 2025, is made in compliance with the requirements under Appendix 9C of Bursa Malaysia Securities Berhad MAIN Market Listing Requirements.

## Who Leads Us

### AZMAN A. KHALID

Director,  
Group Human Capital  
59 | Male | Malaysian



**Date of Appointment**

15 February 2019

- Talent Acquisition and Development
- Talent Rewards, Performance and Engagement
- HR Governance and Learning

### MOHD ZULKIFLI MUSTAFA

Director,  
Business Acceleration  
60 | Male | Malaysian



**Date of Appointment**

1 February 2023

**Business Acceleration**

- Group Customer Experience and Marketing
- Group Procurement and Business Execution
- Bursa Gold Dinar
- BR Capital

### SHAMSUL AKMAL AHMAD

Executive Vice President,  
Bursa Suq Al-Sila'  
57 | Male | Malaysian



**Date of Appointment**

13 June 2016

**BSAS Development**

- BSAS Development
- BSAS Operation
- Shariah and Governance

### AINA ZAHARI

Director,  
Corporate Strategy  
45 | Female | Malaysian



**Date of Appointment**

8 February 2023

- Strategic Planning and Intelligence
- Strategic Business and Industry Development
- Group Strategic Communications

### MAZLIANA MOHAMAD

Director,  
Risk and Compliance  
51 | Female | Malaysian



**Date of Appointment**

7 June 2022

- Financial Risk Management
- Operational Risk Management
- Strategic Risk Management
- Compliance
- Assurance and Risk Analytics
- Governance and Strategic Development
- Cybersecurity and Resilience Management

## WONG CHIUN CHIEK

Director,  
Bursa Intelligence  
46 | Male | Malaysian



### Date of Appointment

1 February 2023

- Market Data and Analytics Solutions
- Index and Sustainability Services
- Enterprise Data Office
- Digital and Product Office

## STEPHANIE TAN KAR MUN

Executive Vice President,  
Investor Strategy and Development  
38 | Female | Malaysian



### Date of Appointment

1 July 2022

- Research and Marketing
- Investor Relations and Stakeholder Engagement
- Innovation and Development
- Infrastructure Development and Management
- Capacity Building and Broker Management

## DR. AHMAD HEZRI ADNAN

Director,  
Group Sustainability  
50 | Male | Malaysian



### Date of Appointment

2 January 2024

- Sustainability Management
- Sustainability Centre of Excellence
- Community Investment

## YONG HAZADURAH MD HASHIM

Group Company Secretary/Senior Executive Vice  
President Corporate Governance, Secretarial and Legal

57 | Female | Malaysian

### Date of Appointment

1 August 2004

- Corporate Governance
- Group Corporate Secretarial
- Regulatory Secretarial
- Corporate Legal



## SHAMITA ATPUTHARAJA

Director,  
Group Internal Audit

45 | Female | Malaysian

### Date of Appointment

22 May 2023

- Regulation and Operations Audit
- Business and Support Audit and Data Analytics
- Stakeholder and Quality Management
- Technology Audit



# Other Corporate Information

## Senior Independent Non-Executive Director

### Tan Sri Abdul Farid Alias

Tel : 03-2034 7000, 03-2732 4999  
E-mail : farid.alias@bursamalaysia.com

## Company Secretaries

### Yong Hazadurah binti Md Hashim

LS0006674  
SSM Practising Certificate No.  
202008003707

### Izreen Fara binti Ismail

MAICSA 7056436  
SSM Practising Certificate No.  
202008002411

## REGISTERED OFFICE

15<sup>th</sup> Floor, Exchange Square  
Bukit Kewangan, 50200 Kuala Lumpur  
Tel : 03-2034 7000  
Fax : 03-2732 6437  
E-mail : enquiries@bursamalaysia.com  
Web : www.bursamalaysia.com

## FORM OF LEGAL ENTITY

Incorporated on 14 December 1976 as a public company limited by guarantee. Converted to a public company limited by shares on 5 January 2004 pursuant to the Demutualisation (Kuala Lumpur Stock Exchange) Act 2003

## STOCK EXCHANGE LISTING

Listed on Main Board of Bursa Malaysia Securities Berhad on 18 March 2005  
Stock Code : 1818  
Stock Name : BURSA

## BURSA 2U CENTRE

Lower Ground Floor, Exchange Square  
Bukit Kewangan, 50200 Kuala Lumpur  
Tel : 03-2732 0067  
E-mail : bursa2u@bursamalaysia.com  
Opening Hours : Monday - Friday (8:30am - 5:00pm)  
(Closed on Saturday, Sunday and Public Holidays)

## INVESTOR RELATIONS

### Stephanie Tan Kar Mun

8<sup>th</sup> Floor, Exchange Square  
Bukit Kewangan, 50200 Kuala Lumpur  
Tel : 03-2034 7715  
E-mail : ir@bursamalaysia.com

## REGISTRAR

### Tricor Investor and Issuing House Services Sdn Bhd

Registration No. 197101000970 (11324-H)  
Unit 32-01, Level 32, Tower A  
Vertical Business Suite  
Avenue 3, Bangsar South  
No. 8, Jalan Kerinchi  
59200 Kuala Lumpur  
Tel : 03-2783 9299  
Fax : 03-2783 9222  
E-mail : is.enquiry@vistra.com  
Web : www.vistra.com

## AUDITORS

### Ernst and Young PLT

Registration No. 202006000003  
(LLP0022760-LCA) and AF 0039  
Chartered Accountants  
Level 23A, Menara Milenium  
Jalan Damanela  
Pusat Bandar Damansara  
50490 Kuala Lumpur

## PRINCIPAL BANKERS

### Malayan Banking Berhad

Registration No. 196001000142 (3813-K)  
Menara Maybank  
100, Jalan Tun Perak  
50050 Kuala Lumpur

### CIMB Bank Berhad

Registration No. 197201001799 (13491-P)  
17<sup>th</sup> Floor, Menara CIMB  
No. 1, Jalan Stesen Sentral 2  
Kuala Lumpur Sentral, 50470 Kuala Lumpur

# SECTION 7

## OUR GOVERNANCE

Corporate Governance Overview	148
Marketplace Report: Fair and Orderly Markets	158
Statement on Internal Control and Risk Management	163
Audit Committee Report	174



# Corporate Governance Overview

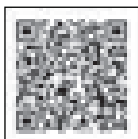
The Board of Directors of Bursa Malaysia Berhad (**Bursa Malaysia** or the **Company**) presents this statement to provide shareholders and investors with an overview of the corporate governance (**CG**) practices of the Company during the financial year 2024.

This overview takes guidance from the three (3) key CG principles and the practices as set out in the Malaysian Code on Corporate Governance (**MCCG**), which are:



This statement is prepared in compliance with Bursa Malaysia Securities MAIN Market Listing Requirements (**MMLR**)<sup>1</sup> and it is to be read together with the CG Report 2024 of the Company (**CG Report**) which is available on the Company's website. The CG Report provides the details on how the Company has applied each Practice as set out in the MCCG during the financial year 2024.

The CG Report can be accessed by scanning the following QR code:



**Bursa Malaysia CG Report**

## EMBRACING THE CG CULTURE

In building a sustainable business and discharging its regulatory role, the Board is mindful of its accountability to the shareholders and various stakeholders of Bursa Malaysia. Towards this, the Board is committed to ensuring that it provides effective leadership and promotes uncompromising ethical standards in the organisation. One of the ways in which the Board achieves this is by requiring that good governance principles and practices are adhered to throughout the Company.

To ensure the Company continues to adopt the best CG practices, regular reviews of the internal practices are conducted with reference to the MCCG, the ASEAN CG Scorecard and other relevant guidelines issued by the regulators as well as the international standards on CG and Sustainability. In its review, the Board was always mindful of the need to embrace the best practices in form as well as in substance, to further strengthen the CG culture in the Company. In addition, the Board also considers benchmark studies on the practices at other comparable exchanges or organisations to identify potential areas for enhancement, to raise the bar in the Company's CG standards.

As at 31 December 2024, Bursa Malaysia complied in all material aspects with the principles as set out in the MCCG. The Company also adopted all the 48 recommended practices in the MCCG including the five (5) Step-up practices. A summary of the CG practices of Bursa Malaysia as well as the Board's key focus areas and future priorities in relation to the CG practices are described below under each CG principle.

## BOARD LEADERSHIP AND EFFECTIVENESS

### Discharging Board Responsibilities

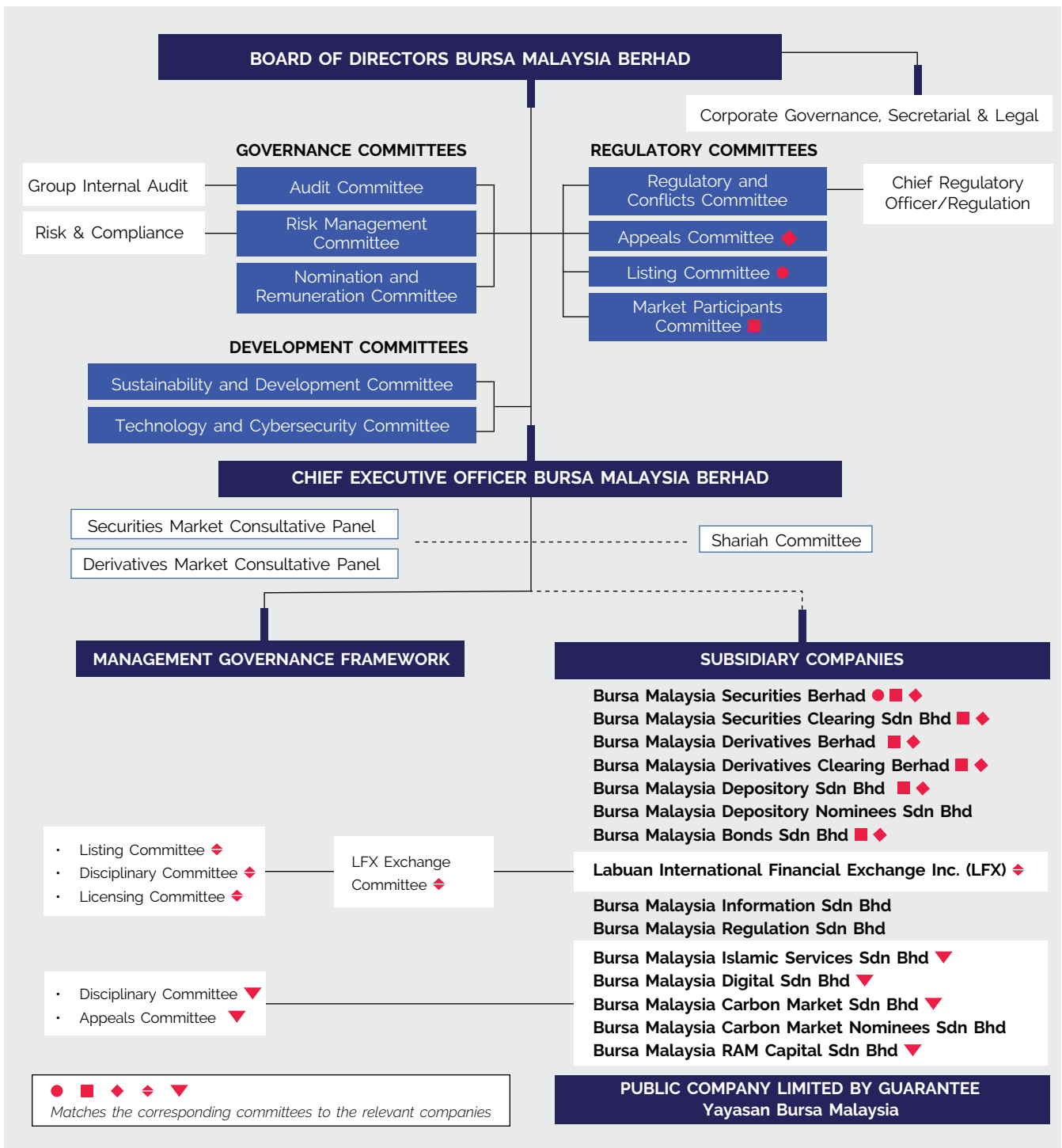
The Board is always mindful of its responsibilities to the Company's shareholders and various stakeholders for creating and delivering sustainable value and long-term success through its leadership and management of the Company's businesses, in pursuing the commercial and regulatory objectives and goals of Bursa Malaysia.

For the foregoing, the Board determines the strategic objectives and policies of the Group for delivery of such long-term value. It ensures effective leadership through oversight on management and robust monitoring of the activities, performance, conformance capabilities and control in the organisation. In setting the strategic direction, the Board also ensures that there is an appropriate balance between promoting long-term growth and delivering short-term objectives, having regard to the public interest responsibilities of Bursa Malaysia as an Exchange Holding Company (**EHC**)<sup>2</sup>.

<sup>1</sup> Compliance with paragraphs 15.08A(3) and 15.25 as well as Practice Note 9 of the MMLR on the preparation of the Nomination Committee statement and disclosure of CG related information

<sup>2</sup> Bursa Malaysia is an EHC approved under Section 15 of the Capital Markets and Services Act 2007

In order to ensure orderly and effective discharge of the above functions and responsibilities of the Board, the Board has in place a Governance Model for the Group where specific powers of the Board are delegated to the relevant Board Committees and the Chief Executive Officer (CEO), as depicted below.



The Governance Model also sets out the governance arrangement for Bursa Malaysia as an EHC, to manage any potential or perceived conflicts of interest (COI) between its regulatory function and commercial objectives. In this respect, the Board has in place the Regulatory and Conflicts Committee (RACC) with the primary purpose to oversee the regulatory function of the Bursa Malaysia Group, and in the performance of its regulatory duties, the RACC shall exercise its judgement independently of the business functions. Accordingly, the RACC comprises four (4) members who are external independent individuals and three (3) members who are Public Interest Directors (PIDs) of Bursa Malaysia. The independent individuals were appointed by the Board in consultation with the Securities Commission Malaysia (SC), and one of them is designated as the RACC Chairman. The profiles of the RACC members are disclosed on pages 139 to 140 of this report. The Chief Regulatory Officer of Bursa Malaysia reports directly to the RACC in relation to the performance of the regulatory function of the Bursa Malaysia Group. This direct line of reporting ensures the independence of the RACC.

# Corporate Governance Overview

In 2024, the members of the Governance, Development and Regulatory Committees of the Board have discharged their roles and responsibilities in accordance with the Terms of Reference (TOR) of the respective Committees. The attendance of the Directors and Committee members at the meetings of the Company during the year are as set out in the table below:

## 2024 ATTENDANCE LIST

Name	Board of Directors <sup>1</sup>	NED <sup>2</sup>	Governance Committees			Development Committees		Regulatory Committees			
			AC <sup>3</sup>	RMC	NRC	TCC	SDC	RACC	LC	MPC	APC
<b>Public Interest Directors (PID) and Independent Non-Executive Directors (INED)</b>											
Tan Sri Abdul Wahid Omar (Chairman)	9/9	2/2					4/4				
Dato' Anad Krishnan a/l Muthusamy	8/9	2/2	6/6					10/10		2/3	
Datin Azlina Mahmad	9/9	2/2		6/6	7/7			10/10			
YM Raja Datin Paduka Teh Maimunah Raja Abdul Aziz <sup>4</sup>	4/4	2/2						4/5	4/6		
<b>Independent Non-Executive Directors</b>											
Tan Sri Abdul Farid Alias <sup>5</sup>	9/9	2/2		6/6	7/7	3/3					
Datuk Bazlan Osman	9/9	2/2	6/6		7/7	3/3					
Syed Ari Azhar Syed Mohamed Adlan	9/9	2/2	6/6	6/6			4/4				
Tan Ler Chin	9/9	2/2	6/6	6/6							
Redza Goh <sup>6</sup>	6/6	2/2		3/3		3/3					
Sharifatu Laila Syed Ali <sup>7</sup>	6/6	2/2			3/3		3/3				
Chong Chye Neo <sup>8</sup>	3/3				2/2		1/1				
<b>Non-Independent Executive Director</b>											
Datuk Muhamad Umar Swift (Chief Executive Officer)	9/9		6/6	6/6	7/7	3/3	4/4				
<b>Independent individuals with significant and relevant industry experience</b>											
Teh Lip Guan						3/3					
Ng May Ching						3/3					
Datuk Chay Wai Leong							3/4				
Shareen Shariza Dato' Abdul Ghani							4/4				
Wong Chong Fatt <sup>9</sup>							1/2				
Dato' Feizal Mustapha								10/10	15/15		
Kuok Wee Kiat								10/10		3/3	
Rashid Ismail								10/10			
Salwah Abdul Shukor								10/10			
Jalalullail Othman									14/15		
Hijah Arifakh Othman									13/15		
Iskandar Abdullah @ Sim Kia Miang									15/15		
Dato' Abdul Shukor Ahmad									14/15		
Raymond Tang Chee Kin									14/15		
Jerry Ong Kok Wah									15/15		
Wong Yoke Nyen									15/15		
Tai Siew Moi										3/3	
Chew Sing Guan										3/3	
Prof. Dr. Aiman @ Nariman Mohd Sulaiman										3/3	
Datin Yon See Ting										3/3	
Tan Chee Siong										3/3	
Azura Azman										3/3	
Lee Cheng Wah										3/3	
Tan Sri Dr. Nik Norzrul Thani Nik Hassan Thani											7/7
Dato' Azmi Mohd Ali											6/7
Datuk Dr. Prasad Sandhosam Abraham											6/7
Dato' Sri Abdul Hamidy Abdul Hafiz											7/7
Dato' Dr. Zaha Rina Zahari											7/7
Deepak Sadasivan a/l N. Sadasivan											5/7
Leong Sek Hoe											7/7
Pushparani a/p A. Moothathamby											7/7
<b>Total number of meetings for 2024</b>	<b>9</b>	<b>2</b>	<b>6</b>	<b>6</b>	<b>7</b>	<b>3</b>	<b>4</b>	<b>10</b>	<b>15</b>	<b>3</b>	<b>7</b>

- Chairman
- Member
- Non-member
- AC** Audit Committee
- RMC** Risk Management Committee
- NRC** Nomination and Remuneration Committee
- TCC** Technology and Cybersecurity Committee
- SDC** Sustainability and Development Committee
- RACC** Regulatory and Conflicts Committee
- LC** Listing Committee
- MPC** Market Participants Committee
- APC** Appeals Committee

Notes:  
<sup>1</sup> There were 8 scheduled Board meetings and 1 special Board meeting in 2024.  
<sup>2</sup> 2 NED sessions were held on 30 October 2024 and 27 November 2024.  
<sup>3</sup> 2 private meetings were held between the AC and the external auditors, Ernst & Young PLT on 24 January 2024 and 24 October 2024.  
<sup>4</sup> Appointed as PID and INED of Bursa Malaysia w.e.f. 1 July 2024. She was also appointed as RACC Member w.e.f. 1 July 2024 and LC Member w.e.f. 1 August 2024.  
<sup>5</sup> Redesignated as TCC Chairman w.e.f. 1 April 2024 and redesignated as TCC Member w.e.f. 1 July 2024.  
<sup>6</sup> Appointed as INED of Bursa Malaysia w.e.f. 27 March 2024. He was also appointed as TCC Member w.e.f. 1 April 2024 and redesignated as TCC Chairman w.e.f. 1 July 2024. He was then appointed as RMC Member w.e.f. 1 July 2024.  
<sup>7</sup> Appointed as INED of Bursa Malaysia w.e.f. 27 March 2024. She was also appointed as NRC Member and SDC Member w.e.f. 1 April 2024.  
<sup>8</sup> Retired as INED of Bursa Malaysia w.e.f. 27 March 2024 and accordingly, ceased to be TCC Chairman and NRC Member w.e.f. 27 March 2024.  
<sup>9</sup> Ceased to be SDC Member w.e.f. 1 July 2024.



The Governance Model and processes are built upon the TOR of the Board and its respective Committees as set out in the Governance Model Document (GMD) and complemented by the Corporate Authority Manual (CAM). The CAM clearly delineates relevant matters and applicable limits, including those reserved for the Board's approval, and those which the Board may delegate to the Board Committees, the CEO and Management. Key matters reserved for the Board's approval include the annual business plan and budget, dividend policy, business continuity plan, new issues of securities, business restructuring, expenditure above a certain pre-determined limit, disposals of significant fixed assets, the acquisition or disposal of companies within the Group and appointment of Directors and Key Senior Management.

The GMD and the CAM are reviewed as and when required, to ensure an optimum structure for efficient and effective decision-making in the organisation. In 2024, the Governance Model and TOR of the Board Committees were reviewed to align with the evolving roles and responsibilities of the Committees, following the revision/updates to internal policies as well as the introduction of new standards in the industry.

### Board Leadership

In fostering a strong CG culture in the organisation, the Board has always strived for the highest standard of CG practices in the Company and adopting the same as a "way of life" in every aspect of the organisation. The Chairman leads the Board by setting the tone at the top, and managing the Board effectiveness by focusing on strategy, governance and compliance.

The positions of the Chairman and CEO are held by different individuals with clear and distinct roles which are formally documented in the Board Charter of Bursa Malaysia (Board Charter). The Board Charter is a comprehensive reference document for Directors on matters relating to the Board and its processes. The Board Charter also sets out the roles and responsibilities of the Board, the individual Directors as well as the Senior Independent Director (SID). It can be found at Bursa Malaysia's website. Alternatively, you can scan the following QR code:



**Bursa Malaysia Board Charter**

The Chairman of the Board is not a member of the Audit Committee or Nomination and Remuneration Committee (NRC).

### Board Administration

The Board members have full access to the two (2) Company Secretaries, both of whom have legal qualifications and are qualified to act as company secretaries under the Companies Act (CA) 2016. The Company Secretaries ensure the Directors are provided with

sufficient information and time to prepare for Board meetings. To this, the meeting materials are made accessible to the Directors on their devices within reasonable periods prior to the meetings. The Company Secretaries also prepare the minutes of meetings in a timely manner and provide advisory services to the Board on corporate administration and governance matters including compliance with the relevant laws, rules and regulations.

### Promoting Good Business Conduct

Bursa Malaysia maintains a zero-tolerance approach to corrupt practices in its operations and fosters a culture of integrity within the organisation by implementing robust policies and procedures that align with the principles outlined in the Guidelines for Adequate Procedures<sup>3</sup>.

In this respect, the Board has in place the Code of Conduct and Ethics (COE) for Directors and the COE for employees, to affirm its commitment to practise the highest level of integrity and ethics. Since Bursa Malaysia is an EHC with the responsibility to perform its regulatory function, the Board also has in place the COE for the Regulatory Committees, to protect the public interest.

Bursa Malaysia upholds a zero-tolerance policy toward any form of wrongdoing or malpractice, including breaches of ethics outlined in the COEs, COI as well as any fraudulent activities specified in the Anti-Fraud, Bribery and Corruption (AFBC) Policy and other relevant documents. To this, Bursa Malaysia has in place a Whistleblower Policy and Procedures (WPP) for Directors and its employees, to facilitate the exposure of any violations or improper conduct or wrongdoing within the Group.

The above COEs, AFBC Policy and WPP for Bursa Malaysia Group would ensure that good standards of behaviour permeate throughout all levels of the organisation, and strengthen the integrity, governance and anti-corruption framework for Bursa Malaysia. These policies serve as control measures to address and manage the risk of fraud, bribery, corruption, misconduct and unethical practices for the benefit of long-term success of the Company. The COEs, Anti-Corruption Policy and WPP for Bursa Malaysia Group are published<sup>4</sup> on Bursa Malaysia's website. Alternatively, you can scan the following QR code:



**Bursa Malaysia Codes of Ethics**



**Bursa Malaysia Anti-Corruption Policy**



**Bursa Malaysia Whistleblower Policy and Procedures**

<sup>3</sup> Issued by the Prime Minister's Department on 10 December 2018 pursuant to Section 17A(5) of the Malaysian Anti-Corruption Commission (MACC) Act 2009

<sup>4</sup> Paragraph 15.29(1)(a) and (2)(a) and (b) of the MMLR

## Corporate Governance Overview

In 2024, various changes/updates were made to relevant internal policies and procedures, to promote good business conduct in the organisation such as the Anti-Money Laundering, Countering Financing or Terrorism and Targeted Financial Sanctions Policy and the Integrity, Governance and Compliance Framework. In September 2024, the Board also approved Bursa Malaysia's Organisational Anti-Corruption Plan (OACP) 2024 – 2026 as recommended by the Risk Management Committee, which is a 3-year plan to strengthen governance, integrity and anti-corruption controls within the organisation towards achieving Bursa Malaysia's vision to become a trusted exchange with the highest standards of integrity and governance, being transparent and accountable to all stakeholders and having a culture of high integrity.

### Governing Sustainability

The Board is ultimately accountable for ensuring that sustainability is integrated into the strategic direction of Bursa Malaysia and its operations. To achieve this, the Board continuously ensures that there is an effective governance framework for sustainability within the Group.

A Sustainability and Development Committee (SDC) has been established under the Governance Model with the primary purpose to assist the Board in its oversight responsibilities in particular, to ensure the strategic plan for the Group supports long-term value creation and sustainability goals as well as to ensure the development and implementation of the strategic plan for the Group is effective and takes into account sustainability considerations. In view of its purpose, the composition of the SDC includes an independent member who is an expert in sustainable development or sustainable finance.

Further, the TOR of the Risk Management Committee (RMC) provides explicitly the RMC's responsibilities in overseeing the Group's various risks including sustainability and climate-related risks. The CEO through the Management Committee, is responsible for the strategic management of material sustainability matters of Bursa Malaysia Group.

Bursa Malaysia's sustainability strategies, priorities and targets as well as performance against these targets are developed and broadly monitored against a 3-year Sustainability Roadmap which was developed after a careful review of outcomes from a comprehensive materiality assessment exercise and engagements with key internal and external stakeholders. The Sustainability Roadmap was aligned with Bursa Malaysia Group's Strategic Roadmap 2024-2026. The details on Bursa Malaysia's stakeholder groups, engagements and targets as well the performance against these targets are as set out in Bursa Malaysia's Sustainability Report which can be found on Bursa Malaysia's website.

In order to ensure the Board is kept abreast on sustainability issues which are relevant to Bursa Malaysia's business and operations, several awareness programmes had been organised internally for the Board and Management during the year. In addition, the Group Sustainability Division provides regular updates to the Board/SDC on Sustainability and Environment, Social and Governance (ESG) matters such as news articles or reports, to ensure the Board is kept abreast on the latest developments and trends, in the local scene and globally.

### The Nomination and Remuneration Committee (NRC)

The NRC comprises four (4) members who are all Independent Non-Executive Directors (INEDs) including one who is also a PID. The NRC is chaired by Tan Sri Abdul Farid Alias, the Senior Independent Director (SID).

The NRC held seven (7) meetings in 2024. Amongst the matters considered by the NRC in 2024 are as summarised below, and most of these matters were recommended to the Board for its final decision/approval:

- Reviewed the methodology for the Board Effectiveness Evaluation (BEE) exercise as well as the outcome and action plan for the same
- Reviewed the composition of the Board and Board Committees
- Reviewed the appointment of Directors
- Reviewed the re-election of Directors at Annual General Meeting (AGM)
- Conducted assessment on the independence and fit and propriety of INEDs
- Reviewed succession planning of the Board
- Reviewed succession and talent management of the Senior Management (including CEO)
- Reviewed appointment of the Senior Management (including CEO)
- Conducted performance assessment for the Senior Management
- Reviewed remuneration policies for the Board and Senior Management.

The details of the key activities of the NRC are further described below.

### Board Size, Composition and Diversity

The Board believes that a truly diverse and inclusive Board will leverage the differences of its members, to achieve effective stewardship and in turn, retains its competitive advantage. In this respect, the Board through its NRC conducts an annual review of its size and composition, to determine if the Board has the right size and sufficient diversity with independence elements that fit the Company's objectives and strategic goals.

In 2024, the annual review was conducted in conjunction with the BEE exercise, taking into account the regulatory and commercial objectives of Bursa Malaysia, to ensure the Board has the right composition.

At the 47<sup>th</sup> Annual General Meeting of the Company (AGM) held on 26 March 2024, an INED, Ms. Chong Chye Neo had retired from the Board. Two (2) new INEDs namely, Encik Redza Goh and Puan Sharifatu Laila Syed Ali, were appointed to the Board on 27 March 2024. On 1 July 2024, a new INED and PID namely, YM Raja Datin Paduka Teh Maimunah Raja Abdul Aziz was appointed to the Board and with this, the Board composition had increased to its optimum size of 11 members. During the year, the Board maintained at least 30% women directors in accordance with the Board Diversity Policy as set out in the Board Charter. Except for the CEO/Executive Director, the rest of the Board comprises INEDs including four (4) PIDs who had served on the Board for less than 9 years as at 31 December 2024.

The Board Skills Matrix has also been developed based on the Directors' self-assessment, and used as reference for refreshing the Board and succession planning to complement one another. As at 31 December 2024, the Board Diversity for Bursa Malaysia is depicted in the table below.

BOARD DIVERSITY			
Composition	Independent Non-Executive Director and Public Interest Director		4
	Independent Non-Executive Director		6
	Non-Independent Executive Director/CEO		1
Experience and Skills*	Capital Markets Experience		80%
	International Business Experience		80%
	Other Exchanges Experience		66%
	Corporate Chief Executive Officer /Managing Director		89%
	Breadth of Business Experience		90%
	Accounting/Financial Management		86%
	Human Capital Management Experience		82%
	Technology Experience		71%
	Corporate Governance		90%
	Government Experience		73%
	Legal/Regulatory		80%
Tenure	Up to 1 year		2
	More than 1 year and up to 3 years		2
	More than 3 years and up to 6 years		7
	More than 6 years and up to 9 years		0
Age	46 - 50		0
	51 - 55		1
	56 - 60		6
	61 - 65		3
	66 - 70		1
	71 and above		0
Gender	Male		7
	Female		4
Ethnicity	Malay/Bumiputera		7
	Chinese		2
	Indian		1
	Others		1
Nationality	Malaysian		10
	Foreigner		1

\*Individual Directors may fall into one or more categories

## Corporate Governance Overview

### Board Succession Planning and Appointments

The NRC is responsible for the Board succession planning to ensure the Board continues to be effective with the right composition, which would enable it to be better equipped to respond to challenges that may arise and deliver value.

The appointment of Directors to the Board (other than the PID) is subject to a formal, rigorous and transparent process. In this process, the NRC reviews the existing Board composition such as the optimum size and diversity in terms of skills, experience, age, ethnicity and gender, having regard to the strategic direction of the Company as well as the trend in the Board composition of other comparable exchanges and/or organisations. Based on this review, the NRC determines the selection criteria for the new appointment with the view to close any gap or to strengthen the Board composition. The NRC then reviews the candidates which are sourced from internal and external/independent sources, and shortlist the potential candidate(s) with reference to the agreed selection criteria. The NRC conducts engagement session with the shortlisted candidate(s) as well as the fit and proper assessment, before submitting its final recommendation to the Board. Upon the Board's approval of the shortlisted candidate, the SC's concurrence will be sought in accordance with Section 10(1)(b) of the Capital Markets and Services Act 2007 (CMSA).

With the impending retirement of an INED at the 47<sup>th</sup> AGM as well as the Executive Director/CEO of the Company in February 2025, executing the Board and CEO succession plans were among the key focus areas of the NRC/Board during the year.

In January 2024, the NRC had embarked on the process for appointment of two (2) new Directors of the Company in line with the Board's earlier decision to increase its optimum size to 11 members with the view to further strengthen the Board composition. This is essential to ensure the Board continues to be effective with the required strength and capacity to drive Bursa Malaysia's strategic roadmap and deliver sustainable results, to future proof the Exchange Group. With this in mind, the NRC had determined the selection criteria for the two (2) new appointments, where one must have the skills and experience in Capital Market/Financial Services and the other in Technology Transformation. Further, both new INEDs must have the executive leadership experience in large organisation with international markets presence as well as having the breadth of business experience. The NRC considered the pool of potential candidates guided by this selection criteria and finally, it identified two (2) suitably qualified candidates from independent sources. In January 2024, the Board approved the recommendation of the NRC for the appointment of the new INEDs, Encik Redza Goh and Puan Sharifatu Laila Syed Ali subject to the SC's concurrence being obtained in accordance with Section 10(1)(b) of the CMSA. The SC's concurrence was obtained in February 2024, and the appointment took effect on 27 March 2024. The induction programme for the new INEDs was organised by the

Company Secretaries and conducted in April 2024 where the Senior Management from all Divisions had presented the details on their businesses and relevant functions in the organisation.

In October 2024, the Board had approved the recommendation of NRC on the proposed re-election of Directors at the 48<sup>th</sup> AGM of the Company in accordance with Articles 18.11 and 18.4 of the Company's Constitution, and the SC's concurrence was obtained on the same in accordance with Section 10(1)(b) of the CMSA. The Board had also approved the recommendation of NRC for the extension of the term of appointment of two (2) PIDs, Datin Azlina Mahmad and Tan Sri Abdul Wahid Omar, as their terms will expire in March and April 2025 respectively. The Board's recommendation to support the extension of the term of appointment of the PIDs was submitted to the Ministry of Finance, for approval in accordance with Section 10(1)(a) of the CMSA.

As part of the process for appointment of a new Director of the Company, the fit and proper assessment of the candidate is conducted by the NRC in accordance with the Directors' Fit and Proper Policy (DFPP) as set out in the Board Charter. In assessing the candidate's fitness and propriety, the Board through the NRC, considers all relevant factors based on the overarching criteria namely, the candidate's Character and Integrity, Experience and Competence and the Time and Commitment. During the year, the NRC also conducted the independence and fit and proper assessments on the Directors who were proposed for re-election at the AGM of the Company as well as the PIDs who were proposed for re-appointment in accordance with Section 10(1)(a) of the CMSA. In these assessments, the NRC also made reference to the individual Directors' performances during the review period in the latest BEE exercise. In accordance with the DFPP, the proposed new Directors and the Directors who were identified for re-election/re-appointment had also submitted to the Company their fit and proper declaration in the prescribed form.

In April and June 2024, the NRC also reviewed the composition of the Board Committees in view of the approaching expiry date of the term of appointment of the members of the Board Committees. This review exercise was conducted having regard to the Membership Classification in the TOR of each Board Committee. The Board subsequently approved the recommendation of the NRC on the proposed changes to the composition of the Board Committees.

### Management Succession Planning

During the year, the NRC (together with the CEO) reviewed the detailed succession plan and talent management programme for the Core Critical Roles in the organisation as presented by the Director, Group Human Capital (GHC) on a half-yearly basis. The NRC considered the succession bench strength of the identified Core Critical Roles and the

development plans for the successors based on their current readiness levels to increase their leadership capabilities and potential. Talents were also identified by GHC to cultivate their leadership skills and prepare them to be successors to critical roles.

During the year, the NRC had considered the proposed new appointment and renewal of appointment for the relevant Senior Management in accordance with its TOR. In June 2024, the Board had approved the recommendation of NRC for the appointment of a new Key Senior Management, Mr. Leong See Meng as Director, Origination & Listing.

In October 2024, the Board through its NRC had also embarked on a CEO Succession exercise with the view to identify the right successor for Datuk Muhamad Umar Swift, the incumbent CEO who had indicated to the NRC his intention to retire in March 2025. In this exercise, the NRC had agreed on the CEO Successor Criteria, having regards to the relevant factors including Bursa Malaysia Group's strategic direction (2024–2026) and new business plans as well as Bursa Malaysia's current challenges and opportunities. The NRC also reviewed the pool of internal and external talents maintained internally and shortlisted potential candidates based on the agreed CEO Successor Criteria. The Board subsequently approved the final candidate recommended by the NRC, Dato' Fad'l Mohamed for appointment as the CEO of Bursa Malaysia effective 1 March 2025. The SC's concurrence was also obtained on the proposed appointment of the candidate in accordance with Section 10 of the CMSA.

### Board Effectiveness

The Board through its NRC, conducts the annual BEE exercise with the view to ascertain the Board's overall level of effectiveness and the identification of the areas for improvement or enhancement. The outcome of the BEE exercise is used by the Board to establish a "roadmap" for development in relevant areas of the Board's operations and practices, building of individual skills/knowledge as well as the alignment of the Board's role with corporate objectives and strategy. The Board Charter requires that an external consultant be engaged once in every three (3) years to assist the NRC in conducting an objective and candid Board evaluation. An external consultant was engaged for the BEE exercise in 2023. In 2024, the BEE exercise for the period from 1 July 2023 to 30 June 2024 (2023/2024), was conducted internally by the NRC and facilitated by the Company Secretaries.

The BEE 2023/2024 exercise was conducted using customised questionnaires to assess the performance and qualities of the Board, Board Committees, individual Directors and individual members of the Board Committees as well as to obtain the relevant views on the key strengths and areas for improvement within the Board and Board Committees.

The outcome from the exercise was reviewed and considered by the NRC, and the final report was then

presented to the Board in October 2024. The Board had noted that the BEE 2023/2024 results were generally strong across various domains and the outcome indicates a largely strong and satisfactory performance, with no weaknesses identified. In this respect, the Board's key strengths that were identified in the report, include the following:-

- Board Responsibilities and Conduct – the roles of Chairman and CEO are separate and distinct, and Board conducts effective annual performance assessment;
- Board Process and Administration – the Annual Board Calendar provides focus on appropriate key matters, including Board's key principle responsibilities;
- Board Composition – balanced and adequately diverse for effective governance;
- Board Chairman – the Chairman leads the Board in the adoption of good corporate governance practices, ensures the Board gets things done in a timely manner, and he has demonstrated competency in his role as liaison between the Board, CEO and Senior Management; and
- CEO – the Board acknowledges the CEO's competence in his knowledge of the operations of the Group, the state of internal controls, regulations, as well as current issues and policies affecting Bursa Malaysia in general.

In this respect, the Board also took note of the recommendation by the NRC for the enhancement opportunities in relation to the Directors' development programmes, Management succession plan and talent management, CEO succession plan as well as the Board's focus areas including Innovation and Product Development, Market Operations and Sustainability Strategies. These enhancement opportunities were the key focus areas in 2024 and the future priorities in relation to CG practices of the Company.

With respect to the Individual Directors' scorecards from the BEE 2023/2024 exercise, the Board was satisfied with each of the Directors' level of performance as they had also met the performance criteria in the prescribed areas of assessments. The results of these assessments form the basis of the NRC's recommendations to the Board for the re-appointment or re-election of Directors at the AGM of the Company.

Further details of the activities of the NRC in 2024 are described in the CG Report. It embraces Principle A of the MCCG in relation to the Board composition.

### Remuneration Policy

The Board has established a formal and transparent process for approving the remuneration of the Board and Board Committees, the CEO and the Senior Management of Bursa Malaysia. The NRC is responsible to formulate and review the remuneration policies for the Board and Board Committees as well as the Senior Management of the Company to ensure the same remain competitive, appropriate, and in alignment with the prevalent market practices.

## Corporate Governance Overview

The NRC conducts the Board remuneration review (BRR) on an annual basis and an external consultant may be engaged from time to time, to provide the NRC with an objective and independent perspective. The current Board Remuneration Policy was approved by the shareholders at the last AGM of the Company held in March 2024.

In 2024, Deloitte Business Advisory Sdn Bhd was engaged to conduct the BRR with the objective to ascertain the competitiveness and sufficiency of the current Board remuneration having regard to various factors including the Board remuneration of comparator companies in the financial services sector, dominant service providers and those with similar market capitalisation in Malaysia as well as International stock exchanges. The BRR took into consideration the demands, complexities and performance of the Exchange Group particularly, the core activities and responsibilities of the Board/Board Committees as well as having regard to the responsibilities and contribution levels of individual members in terms of statutory duties, fiduciary duties, risk, intensity/complexity of work, time commitment and effort.

Based on the outcome of the BRR as submitted by the external consultant, the NRC recommended the proposed changes to the Board Remuneration which was approved by the Board in October 2024. In accordance with Section 230 of the CA 2016 and Paragraph 7.24 of the MMLR of Bursa Securities, the shareholders' approval would be sought on the proposed Directors' fees and benefits at the 48<sup>th</sup> AGM of the Company in 2025.

During the year, the NRC also considered the Annual Salary Review as presented by the Group Human Capital Division.

The detailed remuneration of the individual Directors and Key Senior Management are disclosed on page 225 and page 255 of this report, respectively.

### EFFECTIVE AUDIT AND RISK MANAGEMENT

#### The Audit Committee

The Audit Committee of the Company (AC) comprises four (4) members who are INEDs, one of whom is also a PID. The AC is chaired by an INED, Datuk Bazlan Osman. In 2024, none of the AC members were former audit partners who are required to observe a cooling-off period of at least three (3) years before being appointed in accordance with the TOR of the AC. In the annual assessment on the suitability, objectivity and independence of the external auditors, the AC is guided by the factors as prescribed under Paragraph 15.21 of the MMLR as well as the Auditor Independence Policy which was refreshed and approved by the Board in January 2025.

In April 2024, the NRC reviewed the composition of the AC together with other Governance and Development Committees based on the distribution of the Directors on the Board Committees. The results of the AC Effectiveness Assessment in the previous BEE exercise also showed that the AC members' contributions to the functioning of the AC was satisfactory. To maintain an independent and effective AC, INEDs who are financially literate, possess the appropriate level of expertise and experience, and have the strong understanding of the Company's business were considered for membership on the AC. The performance and contribution of each of the AC members based on the outcome of their Self and Peer Assessment results in the BEE exercise would be used as reference for determining their re-appointment for the next term. The Board subsequently approved the recommendation of the NRC for the re-appointment of the AC members for the new term commencing from 1 July 2024 to 30 June 2025.

#### Risk Management and Internal Control Framework

Since 1 July 2024, the Risk Management Committee (RMC) of the Company comprises five (5) members who are INEDs, one of whom is also a PID. The RMC is chaired by an INED, Encik Syed Ari Azhar Syed Mohamed Adlan. The RMC is responsible to oversee the Company's risk management framework and policies. The RMC is also responsible for overseeing business continuity management, compliance and IGU functions of the Group.

In April 2024, the Board had approved the recommendation of NRC for the composition of RMC to be increased from four (4) to five (5) members. In its review, the NRC had considered the increased activities within the group as Bursa Malaysia transformed into a Multi-Asset Exchange with various new products, solutions and enhancements to the marketplace. As such, an additional member on the committee would further strengthen the RMC's oversight role of the Group with the additional perspectives and expertise, in managing the overall risk exposure of Bursa Malaysia as a Multi-Asset Exchange. Further to this, the new INED on the Board, Encik Redza Goh was appointed to the RMC on 1 July 2024.

The AC is responsible to assist the Board in ensuring the adequacy and effectiveness of internal controls. The Board is of the view that the system of internal control and risk management in place during 2024 is sound and sufficient to safeguard the Group's assets, as well as shareholders' investments, and the interests of customers, regulators, employees and other stakeholders.

In this respect, the details of the Risk Management and Internal Control Framework are set out in the Statement on Internal Control and Risk Management on pages 163 to 173 of this report.

## INTEGRITY IN CORPORATE REPORTING AND MEANINGFUL RELATIONSHIP WITH STAKEHOLDERS

### Communication with Stakeholders

Bursa Malaysia ensures that its communication with the shareholders and various stakeholders is transparent, timely and with quality disclosure. Bursa Malaysia also actively engages all its stakeholders through various platforms including the announcements via Bursa LINK, disclosures on its website and engagements through the investor relations function. In 2024, a number of events and activities were held during the year to maintain an open communication and effective engagement with the stakeholders including the public listed companies, investors, shareholders, market intermediaries, regulators or government agencies, employees and various community groups. Details of the stakeholder engagements in 2024 are provided on pages 21 to 27 of the Sustainability Report 2024.

In March 2024, Bursa Malaysia issued its Integrated Annual Report (IAR) for the financial year 2023, based on the International Integrated Reporting Council's Integrated Reporting Framework. Through this IAR 2023, the Company demonstrates its continuous commitment to improve the quality of information disclosures to stakeholders and promote greater transparency and accountability on Bursa Malaysia.

### Conduct of General Meetings

The Company's 47<sup>th</sup> AGM was held on 26 March 2024 as a hybrid meeting from the Annexe Building, Exchange Square as the Main Venue. Shareholders, corporate representatives and proxies had the option to attend the hybrid 47<sup>th</sup> AGM physically in-person at the Main Venue or virtually via the Remote Participation and Voting (RPV) facilities provided by the Poll Administrator.

The Board recognises the importance of the AGM as a platform for meaningful engagement between the Board, Senior Management and the shareholders of the Company. As such, various measures were put in place to ensure the effectiveness and efficiency of the conduct of the hybrid 47<sup>th</sup> AGM where the Company had leveraged technology to facilitate the voting process and remote participation by shareholders. This had enabled the shareholders to engage and have a robust discussion with the Board and Senior Management of the Company during the Question & Answer (Q&A) session of the AGM whether at the Main Venue or virtually via the RPV facilities.

The notice of the 47<sup>th</sup> AGM was issued on 26 February 2024, 28 days before the meeting. Shareholders were provided with clear guidance notes on the administrative matters and conduct of the AGM in respect of their attendance at the Main Venue or virtually via the RPV facilities. To further encourage engagement between the Board, Senior Management and shareholders, the shareholders were also invited to send questions before and during the AGM.

All the 9 members of the Board including the Executive Director/CEO were physically present at the Main Venue together with the Company Secretaries and Senior Management of the Company. The proceedings of the 47<sup>th</sup> AGM from the Main Venue included the CEO's presentation of the Company's operating and financial performance for 2023, the presentation of the external auditors' unqualified report to the shareholders, and the Q&A session for attendees at the Main Venue as well as for those who participated virtually.

Tricor Investor & Issuing House Services Sdn Bhd (Tricor) acted as the Poll Administrator to conduct the online electronic polling process and Deloitte Risk Advisory Sdn Bhd (Deloitte) was appointed as the Scrutineer for the 47<sup>th</sup> AGM. The Scrutineer verified and announced the poll results for each resolution, which include votes in favour and against, upon which the Chairman of the 47<sup>th</sup> AGM declared that all the resolutions were carried. The poll results were also announced by Bursa Malaysia via Bursa LINK on the same day for the benefit of all shareholders. The Minutes of the 47<sup>th</sup> AGM (including all the Questions raised at the meeting and the Answers thereto) were also made available on Bursa Malaysia's website no later than 30 business days after the AGM:



**Bursa Malaysia Minutes of the 47<sup>th</sup> AGM**

### COMPLIANCE STATEMENT

This Statement was approved by the Board on 21 February 2025.

# Marketplace Report: Fair and Orderly Markets

Bursa Malaysia Berhad (Bursa Malaysia) is dedicated to ensuring a fair and orderly market while safeguarding investor interests through a robust and comprehensive regulatory framework. Our effective supervisory and surveillance systems address marketplace issues proactively and effectively, and are reinforced by decisive enforcement actions against regulated persons who violate our rules. Additionally, we actively contribute to market development by refining regulations to support new products and services and promoting higher sustainability disclosure standards among issuers through enhanced disclosures and directors' advocacy initiatives. All these ensure that our market remains resilient and well-equipped to meet the needs of our stakeholders.

## DEVELOPMENT OF THE RULE FRAMEWORK

Our rule amendments in 2024 were premised on maintaining a balanced and proportionate regulatory framework that is fit for purpose in serving the changing needs of investors and stakeholders. We updated our rules in line with evolving developments in the capital market landscape and implemented measures to promote Malaysian market's competitiveness and attractiveness as well. Additionally, through our enhanced rules, we facilitated offerings of diversified products and services at Bursa Malaysia and promoted greater market efficiency and efficacy. Our rule amendments included the following:

- Amendments to the MAIN LR to align the annual reporting timeline of listed REITs with other PLCs. The timeline has been extended to four months (instead of two months), after the end of the listed REIT's financial year, which provided listed REITs with more time to prepare their annual reports, including the corporate governance and sustainability disclosures. Listed REITs were also required to announce their fourth quarterly report (in addition to the existing three quarters) within two months after the end of the financial quarter. This ensured investors would continue to receive regular and timely disclosure of financial information during the time between the issuance of the listed REIT's quarterly report for the third quarter and annual report.
- Amendments to the MAIN LR and ACE LR to enhance transparency in relation to fund-raising activities such as requiring quarterly announcements of details relating to placement exercises undertaken in stages and utilisation of fund-raising proceeds particularly the status of initiatives funded and how the unutilised portion was dealt with; requiring submission of additional information to BMS to demonstrate a placee's financial capability in subscribing for the placement securities, as well as enhancing disclosure of Employee Share Scheme in annual report in relation to aggregate options or shares granted, exercised, vested or remained outstanding, based on categories of participants. The amendments also included disclosure of chief executive's remuneration on a named basis in annual reports and other enhancements to codify current practices or provide greater clarity so that the MAIN LR and ACE LR remained balanced, clear, relevant and updated.
- Amendments to the MAIN LR and ACE LR to align the sustainability reporting requirements with the National Sustainability Reporting Framework (NSRF). The amendments set out the requirement for a Listed Issuer to prepare its sustainability statement in accordance with the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosure, and would be implemented in phases, complemented by appropriate relief measures. In addition, the amendments also sought to promote shareholders' participation in general meetings by requiring physical or hybrid general meetings, and strengthened the accountability of advisers by requiring the publication of the IPO adviser's name in a Listed Issuer's public documents for a specified period.
- Consequential amendments to the Rules of BMS and the LEAP LR to update the definition of sophisticated investors and the requirements to trade on the LEAP Market. Amendments were made for the Rules of BMS and the LEAP LR to be aligned with the new definition of sophisticated investors as set out in the SC's Guidelines on Categories of Sophisticated Investors (SI Guidelines). Further, a requirement has been introduced in the Rules of BMS for a PO to obtain a self-declaration from a client that he satisfies at least one of the criteria for a sophisticated investor under the SI Guidelines, before he is allowed to trade on the LEAP Market.



- Amendments to the Rules and Directives of BMS in relation to further enhancements to the Pilot Market Making Programme (PMMP). The amendments were made to facilitate the enhancements to the PMMP to allow for all market making transactions, including any borrowing or permitted short selling to be performed in a single account. Pursuant to the enhancements, manual processes such as the need to carry out contract rectification on a market making account, were no longer required, and were removed under the revised framework accordingly.
- Amendments to the Rules and Directive of BMD and the Directive of BMDC in relation to the introduction of the USD-denominated Used Cooking Oil FOB Straits (Platts) Futures Contract (FUCO). Given Malaysia's strategic geographical location as a trans-shipment hub for used cooking oil (UCO), and the rapid growth of the UCO market domestically, the FUCO contract has the potential to facilitate the growth of sustainable practices in Malaysia and provide a valuable risk management tool for participants in the UCO industry. Amendments were made to set out the contract specifications and the position limits for FUCO.
- Amendments to the Rules and Directive of BMD and the Directive of BMDC in relation to the introduction of FSOY. BMD, in collaboration with DCE, introduced FSOY to:

(a) provide an alternative avenue to trade a soybean oil futures settled based on the DCE Soybean Oil Futures Contract's price, especially for international market participants who do not have direct access to trade the DCE Soybean Oil Futures Contract on DCE;

(b) diversify BMD's product offering for commodity derivatives; and

(c) provide market participants an opportunity to arbitrage between the contracts for soybean oil and palm oil.

Amendments were made to set out the contract specifications and the position limits for FSOY.

- Amendments to the BMD's list of specified exchanges to include Commodity Exchange and ICE Futures Abu Dhabi Limited as specified exchanges and clarify the respective specified exchanges under the Chicago Mercantile Exchange Group.

## SURVEILLANCE OF THE MARKET

Bursa Malaysia's Market Surveillance conducts real-time surveillance of trading activities in both the securities and derivatives markets. Trading in the marketplace remains fair and orderly as we continue to enhance our detection of irregular and abusive trading activities and effectiveness of our market management measures to ensure that irregular trading and abusive conduct are quickly acted upon.

When there is an unexplained significant fluctuation of a share price and/or volume traded in a PLC's securities, an Unusual Market Activity Query is issued to the PLC to determine if there is any material development that has yet to be announced to the market. Such queries serve to prompt the PLC to ensure all material information is disclosed, including information which may have been withheld, in accordance with Rule 9.05 of the MAIN LR or ACE LR to facilitate informed investment decision-making by investors and shareholders. The response from the PLC would be assessed and monitored to determine if there had been non-disclosures, delays in the disclosure of material information or non-compliance with the standards of disclosure.

In cases where irregular and/or abusive trading activities are detected and where the facts warrant action, we will conduct market management measures guided by our market surveillance framework, which includes the escalation of breaches for further investigation and enforcement actions.

With renewed foreign investment interest in Malaysia, the local markets were trading higher amidst a stronger footing for the Ringgit due to favourable interest rates and positive views on the local economy. Geopolitical concerns however, continued to exert pressure on global economic growth. For 2024, trading interest was on the technology sector due to rising interest in data centre investments alongside construction and banking and healthcare related counters.

To further complement Bursa Malaysia's existing multi-pronged approach to market regulation, Bursa Malaysia had on 20 May 2024 introduced the Trading Reminder, a new tool which highlights listed companies that exhibit unusual trading activity. The Trading Reminder will alert investors to exercise caution in their trading in counters which have replied negative (no developments) in an UMA query, but their prices and volume remained volatile.

We continue to undertake close engagements with industry players as well as encouraging self-regulation amongst POs and TPs through our E-Learning Modules. Our real-time surveillance system has also undergone a hardware and software refresh this year to be abreast with the rising trading complexities in the markets including high speed automated trading and other disruptive trading activities.

# Marketplace Report: Fair and Orderly Markets

## SURVEILLANCE OF PLCS

In our continued efforts to uphold market integrity and stability, we undertake surveillance activities to detect corporate irregularities, and in-depth analysis of issues and circumstances which may give rise to breaches of the LR.

Our corporate surveillance framework remains steadfast in ensuring timely detection of irregularities and taking the necessary pre-emptive actions and regulatory responses, where appropriate.

When a possible breach of the LR is detected, we will undertake necessary measures guided by our corporate surveillance framework, which includes the escalation of breaches for further investigation and enforcement actions. If there is a potential violation of the law, the case will be referred to the relevant regulatory authority for further action.

Our corporate surveillance framework is regularly assessed and improved upon to ensure its robustness and effectiveness. Our regulatory or pre-emptive actions have resulted in PLCs undertaking various actions to improve their compliance with the LR and corporate governance (CG), including strengthening internal audit functions. To encourage continuous improvement amongst PLCs, we regularly engage them and other intermediaries and, where warranted, arrange for training in key areas of concern identified through our surveillance activities.

## QUALITY AND TIMELY DISCLOSURES

Timely, complete and accurate disclosure of information is of paramount importance for shareholders and investors looking to make informed investment decisions and is a requirement in line with Bursa Malaysia's objective of maintaining a fair and orderly market.

In reaffirming our commitment to enhance market quality and transparency, our ongoing efforts include the following:

- (i) Undertake close monitoring of announcements made by the PLCs and raise queries for areas which require greater clarity or further information to be provided to investors;
- (ii) Evaluate and review information provided in the applications or disclosure documents (e.g. circulars) submitted by the PLCs and always advocate for value-added disclosures to be made to aid investors in making an informed investment decision; and
- (iii) Provide avenues for pre-admission consultations prior to submission of applications seeking to list on the ACE Market (mandatory consultation) or LEAP Market (voluntary consultation) as well as for post-listing corporate exercises or transactions. If such need arises, to facilitate understanding and compliance with the relevant disclosure or listing requirements.

We also continued to leverage on the Listing Advisory Desk and our online enquiry portal to respond to enquiries from our PLCs and their advisers on LR interpretation.

## CORPORATE GOVERNANCE AND SUSTAINABILITY DEVELOPMENTS

In fulfilling our role as a frontline regulator, we remain committed to elevating the overall quality and integrity of our capital market by encouraging PLCs to embrace good corporate governance and sustainability practices as well as disclosures. Amongst others:

### i) Advisory Committee on Sustainability Reporting (ACSR)

Bursa Malaysia is a member of the ACSR, an inter-agency committee which was established by the SC with the endorsement of MOF to develop the NSRF.

The NSRF addresses the use of the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB), specifically the IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information, and IFRS S2 Climate-related Disclosures (collectively referred to as the IFRS Sustainability Disclosure Standards), as the baseline sustainability disclosure standards for companies in Malaysia, as well as the assurance requirements for sustainability reporting.

On 15 February 2024, the ACSR issued a consultation paper seeking public feedback on the proposed use of the IFRS Sustainability Disclosure Standards as the baseline sustainability disclosure standards constituting the NSRF. The consultation ended on 29 March 2024 and the NSRF was subsequently launched on 24 September 2024.

Prior to the launch of the NSRF, on 20 September 2024, Bursa Malaysia hosted a virtual engagement to update PLCs which fall under the Group 1 category of the NSRF on the latest developments in relation to the introduction of NSRF.

In terms of capacity building, the ACSR has established PACE (Policy, Assumptions, Calculators, and Education), an initiative designed to assist companies in adopting the NSRF by providing tools, educational resources, and capacity-building programs. Amongst others, the PACE initiative conducted the GRI Professional Certification Programme for 100 accountants registered with the Audit Oversight Board. Under the programme, this cohort would be equipped with the necessary competencies to effectively assess, verify and provide assurance on sustainability disclosures. The induction programme for the cohort took place on 16 October 2024.

### ii) Joint Committee on Climate Change (JC3)

In 2023, CIMB Bank Berhad (CIMB) was appointed as Co-Chair of Sub-Committee 2 on Governance and Disclosure to represent the financial institutions industry in order to tap into their perspective as practitioners. In

continuing our role as the Co-Chair of Sub-Committee 2 on Governance and Disclosure of JC3 alongside CIMB, we supported Sub-Committee 2's initiatives to enhance governance and disclosure practices in Malaysia in preparation of adopting the IFRS Sustainability Disclosure Standards. These initiatives include the deployment of a survey to gain insights from the industry on assistance and guidance needed on sustainability-related/climate disclosures, as well as collaboration with other Sub-Committees to conduct a series of trainings and workshops throughout the year, to cater to industry-specific needs through targeted capacity building efforts.

We are also a member of Sub-Committee 5, which is responsible for bridging data gaps. In November 2024, Sub-Committee 5 issued the 2024 Climate Data Catalogue and Report following the Sub-Committee's second annual review on the Climate Data Catalogue which was first launched in 2022.

### iii) Enhanced Sustainability Explainer Video Series

On 26 December 2024, in conjunction with the amendments to the MAIN LR and ACE LR to align the sustainability reporting requirements with the NSRF, we launched the Enhanced Sustainability Explainer Video Series, aimed at providing additional guidance to PLCs in comprehending the use of the IFRS Sustainability Disclosure Standards as the baseline standards for sustainability reporting in Malaysia.

The above complements the nine videos which were launched on 21 December 2023.

## STANDARDS OF BUSINESS CONDUCT OF INTERMEDIARIES

We remain focused on ensuring that our intermediaries adopt high standards of business conduct and comply with the Business Rules (BR) and other regulatory requirements through an agile and progressive supervisory approach.

As a result of our ongoing supervisory efforts, our intermediaries have maintained satisfactory standards of business conduct and self-regulation. This is evident from the fact that there were no industry-wide breaches or misuse of clients' assets by our intermediaries noted from our supervision activities. Intermediaries have not only implemented protective measures to safeguard their clients' interests, but have also established robust risk management strategies to manage their counterparty risks and exposures, as well as to mitigate any incidences which pose systemic risks to the market. In addition, our intermediaries remain in compliance with the prescribed minimum financial requirements with no default to the clearing house.

We are committed to continually improving our

methodologies and internal processes to ensure that our supervisory approach remains progressive, dynamic and relevant. In conducting our supervisory activities, we adopt a risk-based approach by identifying key risk areas of intermediaries to enable us to give greater attention during our on-site and off-site engagements, as well as to facilitate more efficient allocation of supervisory resources.

Over the years we have undertaken various initiatives as part of our ongoing commitment to uphold high standards of business conduct and self-regulation amongst our intermediaries:

- a) Digitisation of onsite intermediaries' supervision documents from year 2020 to 2022 into a single digital repository to enable swift retrieval of information and documents that would better facilitate both on-site and off-site monitoring of intermediaries. This 2-year initiative immensely improves data management and contributes to a more efficient information and document handling process.
- b) Conducted a thematic review of margin financing facilities granted by POs to clients to assess their internal policies and practices pertaining to the management of the facility in general, and specifically for clients with regulatory concerns. The initiative was aimed at evaluating the POs' supervision standards and ability to address regulatory concerns from the initial stage of onboarding new margin clients, to the ongoing monitoring of trading conduct and exposure of each margin client in changing market conditions;
- c) Enhancement to the application process for waiver of Large Exposure Risk requirements of the BR to provide a more facilitative regulatory framework that enables greater ease to the Intermediaries in doing business in line with the risk-based approach of regulation. The changes to the process and procedures are completed and have been adopted by the Intermediaries effective 1 October 2024; and
- d) Collaboration with professional bodies and/or industry subject-matter experts to conduct advocacy programmes for intermediaries and their Registered Persons/Senior Management in the areas of governance, business conduct, client asset protection, anti-money laundering, risk management and cybersecurity. These advocacy programmes were aimed at reducing material breaches and unethical practices by intermediaries and their Registered Persons/Senior Management and to inculcate a high standard of self-regulation culture by self-reporting breaches to the Exchange. These advocacy programmes were designed to not only update the intermediaries with the necessary knowledge and insights into emerging trends, development and best practices in these areas, but also to foster productive discussions and the exchange of views, observations and experiences among the participants and the subject-matter experts.

## ENFORCEMENT ACTIVITIES

## Marketplace Report: Fair and Orderly Markets

As part of our vigilant monitoring of compliance with our rules, we take action against breaches of our rules.

The type of actions taken for breaches depends on the materiality of the breach. In this regard, less serious breaches are dealt with via management actions such as warnings, cautions or reminders whereas enforcement actions are taken for material breaches after thorough investigations and due process.

This due process includes giving the defaulting parties an opportunity to explain their actions prior to the determination of the breach and imposition of appropriate sanctions by our independent regulatory committees, which comprise the Listing Committee and Market Participants Committee. These independent regulatory committees are tasked to deliberate and decide on material breaches of the LR and BR respectively. In addition, the defaulting parties are accorded a right of appeal which is escalated for hearing by another independent regulatory committee, namely the Appeals Committee.

As at 31 December 2024, enforcement actions were taken against 11 PLCs, one adviser and 24 directors (of five PLCs)

for various breaches of the LR. As part of enforcement, we also issued directives against defaulting parties including, where relevant, directives for directors to undergo mandatory training as well as for PLCs to conduct limited reviews on quarterly reports. BMS also took 49 management actions via issuance of reminders for less serious breaches mainly relating to delay in making material announcements, minor disclosure breaches, etc.

As for breaches of the BR, as at 31 December 2024, 37 actions (which include management actions) were taken against 15 intermediaries (i.e. POs, Trading Participants, Securities CP and Authorised Depository Agents) and six individuals who are subject to the BR e.g. Dealer's Representatives/Registered Representatives/Registered Persons for various breaches. In our efforts to improve the conduct of defaulting parties, similar to the approach under the LR, mandatory training requirements were imposed when the misconduct showed ignorance or lack of understanding of the rules and requirements.

As a result of our enforcement actions, we note a continued declining trend in certain breaches of our rules, in particular breaches relating to financial reporting obligations by PLCs.

# Statement on Internal Control and Risk Management

The Board of Directors of Bursa Malaysia (Board) is committed to maintaining a sound internal control and risk management system. Each business/functional unit has implemented its own control processes under the leadership of the Chief Executive Officer (CEO), who is responsible for good business and regulatory governance. The following statement outlines the nature and scope of the Group's system of internal control and risk management in 2024.

## BOARD'S RESPONSIBILITY

The Board affirms its overall responsibility for the Group's system of internal control and risk management and for reviewing the adequacy and integrity of the system. The system of internal control covers governance, risk management, financial, strategy, organisational, operational, regulatory and compliance control matters. The Board recognises that this system is designed to manage, rather than eliminate, the risks of not adhering to the Group's policies and achieving goals and objectives within the risk tolerance established by the Board and Management. Therefore, the system provides reasonable, but not absolute, assurance against the occurrence of any material misstatement, loss, or fraud.

In 2024, the adequacy and effectiveness of internal controls were reviewed by the Audit Committee (AC) in relation to the audits conducted by Group Internal Audit (GIA) during the year. Audit issues and actions taken by Management to address the issues tabled by GIA were deliberated on during the AC meetings. Minutes of the AC meetings which recorded these deliberations were presented to the Board.

The Risk Management Committee (RMC) provides oversight on risk management matters relating to the activities of Bursa Malaysia as an Exchange holding company and of its subsidiaries, in accordance with Section 22 of the Capital Markets and Services Act 2007 (CMSA), to ensure prudent risk management over Bursa Malaysia's business and operations. In addition, the RMC is also responsible for overseeing the Compliance, Business Continuity Management, and Integrity Unit functions of the Group.

At its meetings in 2024, the RMC had reviewed, appraised, and assessed the efficacy of the risk treatment and mitigation action plans taken to manage and monitor the overall risk exposure of the Group. The RMC also reviewed proposals for new products and services, monitored the progress and status of risk management initiatives, as well as raised issues of concern and provided feedback for Management's actions.

Internal control and risk-related matters which warranted the attention of the Board were recommended by the AC and RMC to the Board for its deliberation and approval and matters or decisions made within the AC's and RMC's purview were escalated to the Board for its notation.

## MANAGEMENT'S RESPONSIBILITY

Management is responsible for implementing all policies and procedures approved by the Board in relation to internal controls and risk. Management's responsibilities include the following:

- Identifying and evaluating risks relevant to the Group's business, and the achievement of business objectives and strategies;
- Formulating relevant policies and procedures to manage these risks in accordance with the Group's strategic vision and overall risk appetite;
- Designing, implementing, and monitoring the implementation of an effective risk management and internal control system;
- Implementing policies approved by the Board;
- Implementing remedial actions to address compliance deficiencies as directed by the Board; and
- Reporting in a timely manner to the Board any changes to the risks or emerging risks and mitigation actions taken.

## KEY INTERNAL CONTROL PROCESSES

The Group's internal control system comprises the following key processes:

### 1. Separation of Commercial and Regulatory Functions

- a. The Group's commercial and regulatory functions are segregated to ensure the proper discharge of Bursa Malaysia's regulatory duties. Both of these functions operate independently of each other to ensure that business units are not in a position to unduly influence any regulatory decision made by the Regulation unit. It is Bursa Malaysia's statutory duty to always act in the public's interest, with particular regard for the need to protect investors. As such, the Board which includes Public Interest Directors is responsible for upholding public interest in its decision making.

To this end, Regulatory Committees have been set up to deliberate and decide on regulatory matters to ensure Bursa Malaysia upholds its obligation to safeguard public interest. These committees, namely the Regulatory and Conflicts Committee (RACC), Listing Committee, Market Participants Committee and Appeals Committee, comprise mostly independent individuals with significant and relevant industry experience.

## Statement on Internal Control and Risk Management

Pending issuance of the relevant laws/regulations for the operationalisation of the Regulatory Subsidiary, the governance model has now been enhanced with a revamp of the RACC structure to strengthen the independence of the regulatory function of the Group. Further details are provided in the Corporate Governance Overview.

- b) Processes are established and set out in the Guidelines for Handling Conflicts of Interest (COI) to deal with any possible COI which may arise in the course of Bursa Malaysia performing its commercial or regulatory role.

### 2. Authority and Responsibility

- a) Certain responsibilities are delegated to the Board Committees through clearly defined Terms of Reference (TOR) which are reviewed annually.
- b) The Corporate Authority Manual is reviewed to reflect the authority and authorisation limits of the Board Committees and Management in all aspects of the Group's major business operations and regulatory functions.
- c) As at 31 December 2024, the Group's Management Governance Framework comprised three (3) committees, namely the Management Committee (MC), Management Regulatory Committee (MRC) and Management Business Rules Committee (BRC), which have clearly defined TOR to enable good business and regulatory governance.

### 3. Planning, Monitoring and Reporting

- a) An annual planning and budgetary exercise is undertaken, requiring divisions to prepare business plans and budgets for the forthcoming year. These are then collectively deliberated and approved by the Board.
- b) The Board is updated on the Group's performance at the scheduled meetings where the Group's business plan and actual performance versus budget for the year are shared with, and deliberated by the Board on a half-yearly basis. Moreover, financial performance variances and overall status of key initiatives are updated to the Board in the CEO's report at every Board meeting.
- c) There is a regular and comprehensive flow of information to the Board and Management on all aspects of the Group's operations to facilitate the monitoring of performance against the Group's corporate strategy, business, and regulatory plans. The Board also reviews and approves the Annual Regulatory Report, which informs the Securities Commission Malaysia (SC), under Section 16 of the CMSA, of the extent to which Bursa Malaysia and its subsidiaries have complied with their duties and obligations under Sections 11 and 21 of the CMSA.

- d) The Chief Financial Officer (CFO) is required to provide assurance to the AC that appropriate accounting policies have been adopted and applied consistently, the going concern basis applied in the Annual Financial Statements and Condensed Consolidated Financial Statements of the Group are appropriate, and that prudent judgements and reasonable estimates have been made in accordance with the requirements set out in the Malaysian Financial Reporting Standards (MFRSs) and the International Financial Reporting Standards (IFRS). The CFO also assures that adequate processes and controls are in place for effective and efficient financial reporting and disclosures under the requirements of the MFRSs, IFRS, Companies Act 2016 and Bursa Malaysia Securities Berhad MAIN Market Listing Requirements (MMLR), and that the Annual Financial Statements and the quarterly Condensed Consolidated Financial Statements of the Group give a true and fair view of the financial position and financial performance of the Group and do not contain any material misstatement.
- e) Sustainability is an important driver of value creation to ensure business resilience and future organisational success. It is integrated into our long-term corporate strategies, policies, and planning processes as we translate our sustainability aspirations into business practices. To meet the expectations of our various stakeholder groups, we continuously evaluate our sustainability efforts through regular engagements with our stakeholders. For instance, we conduct a full-scale materiality assessment once every three years to align with our strategic plans, complemented by a limited scale annual materiality assessment. These assessments enable us to gather stakeholder feedback, validate our material matters that are relevant to them, and ensure their relevance as to our value creation activities. Our Sustainability Report adheres to the MMLR and other relevant international standards and guidelines, reflecting our commitment to transparency in communicating our sustainability progress. In addition, the Sustainability Report is verified by GIA for quality assurance and data accuracy prior to submission to the AC. We also carried out external assurance on selected sustainability indicators reported in our Sustainability Report 2024. Indicators covered by external assurance included greenhouse gas (GHG) emissions, total water consumption, gender pay ratio and selected data under learning and development.

Further details can be found in Bursa Malaysia's Sustainability Report 2024.

#### 4. Policies and Procedures

Clear, formalised, and documented internal policies, standards and procedures are in place to ensure compliance with internal controls and relevant laws and regulations. A list of identified laws and regulations applicable to Bursa Malaysia are documented and maintained to facilitate compliance. Regular reviews are performed to ensure that documentation remains current and relevant. Common Group policies are available on Bursa Malaysia's intranet for easy access by employees.

#### 5. Audits

a) Internal audit engagements are carried out based on the Annual Audit Plan approved by the AC and takes into consideration feedback from the Management. GIA assesses the selected areas under the internal audit scope in relation to risk exposures, compliance with the approved policies and procedures and applicable laws and regulations and where relevant, benchmarked against available best practices. For any significant gaps identified in the governance, risk management and internal control processes during the engagements, GIA provides recommendations to Management on how to improve the design and effectiveness of the processes where applicable.

In addition, GIA assesses and reports on the adequacy and effectiveness of the Group's governance, risk management and internal control processes to the AC based on the engagements carried out within the financial year including review reports prepared by external consultants, if any. The AC takes note of the review results (which include the state of internal controls, exceptions, and root cause analysis) and such results are shared with the Senior Management to ensure continuous enhancement of the internal control system of the Group. The Board is updated on the results of the review of the Group's internal control framework.

b) The External Auditors' annual plan which comprises planned audit services (inclusive of other assurance related services) and non-audit services is tabled annually to the AC for deliberation and approval.

c) In addition to the annual audit of the financial statements of the Group, the External Auditors are engaged to conduct reviews on all condensed financial statements for the quarters and cumulative quarters in accordance with the International Standard on Review Engagements 2410 'Review of Interim Financial Information Performed by the Independent Auditor of the Entity'.

d) The GIA team is required to conduct assessments of the internal control system pertaining to the processes of the relevant business/functional units which have a bearing on the financial information of the Group, to ensure the reliability and integrity of such information.

The Director of GIA is required to confirm the effective operation of process controls which support the preparation of the financial statements.

e) For new or enhancements to systems which meet the predefined criteria, a review process has been established by GIA to ensure the operationalisation of the new system or enhancement to the system is compliant with internal standards and policies.

f) GIA governs itself by adherence to the mandatory elements of The Institute of Internal Auditors' International Professional Practices Framework (IPPF) and the new Global Internal Audit Standards (GIAS) which comes into effect on 9 January 2025.

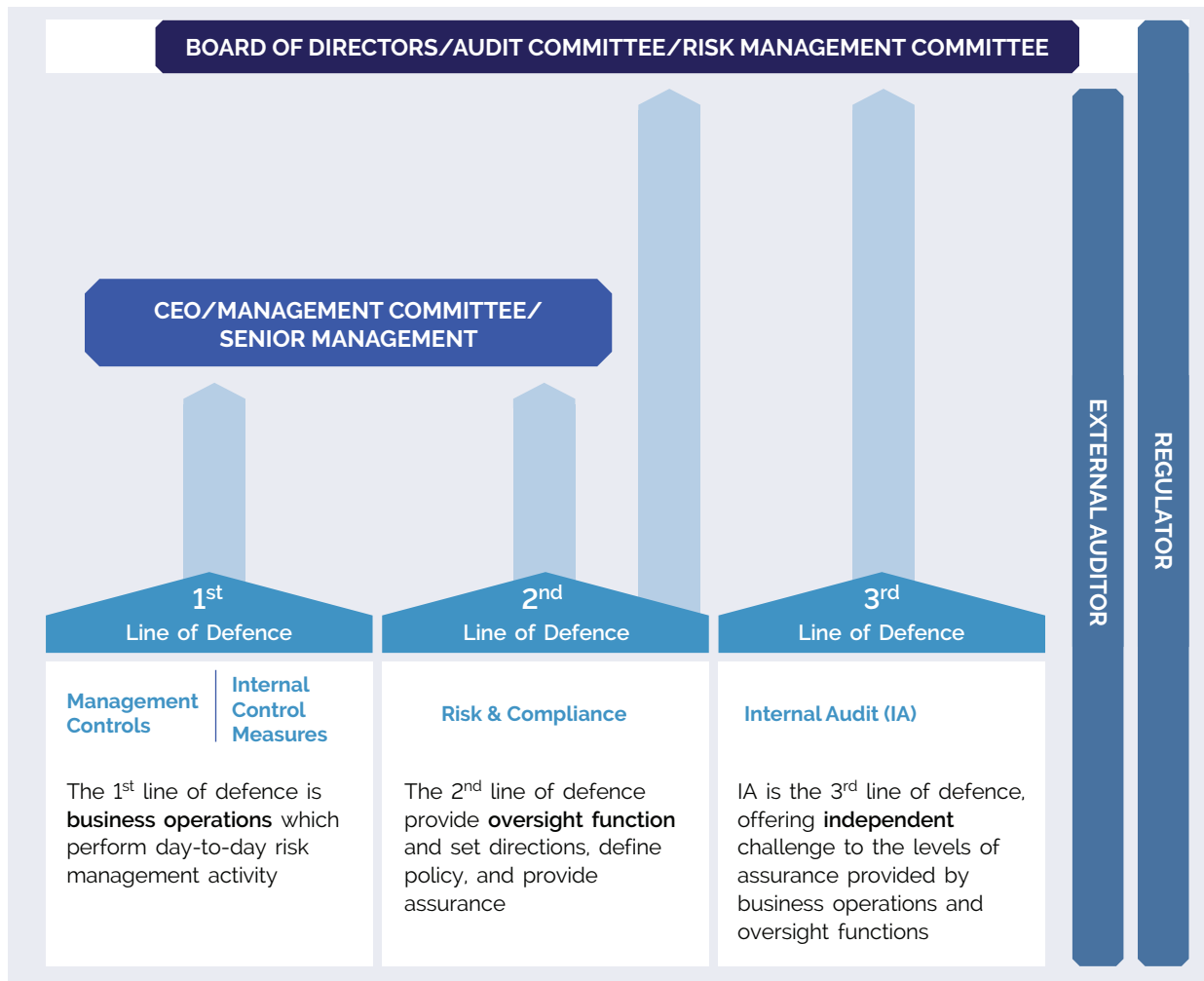
#### 6. Risk Management

a) The Risk & Compliance (RC) division oversees the risk management functions for the Group at the enterprise level. Risk frameworks have been established to ensure prudent risk management arrangements. In addition, risk strategy and governance processes have been continuously enhanced to ensure the integration of risk management practices in business planning and the implementation of risk initiatives that are aligned with the corporate strategy. Cultivating a strong risk and governance culture within the Group remains to be one of the strategic focus areas.

b) The Group adopts SC's Guidelines on Financial Market Infrastructures and Guidelines on Technology Risk Management as well as best practices such as the ISO 31000:2018 Risk Management – Guidelines and Principles for Financial Market Infrastructures (PFMI) published by Bank for International Settlements (BIS) and International Organization of Securities Commissions (IOSCO) to manage the risks of its business and operations. These best practice risk management standards are encapsulated into the overarching risk management framework known as the Enterprise Risk Management Framework (ERMF), which is supplemented by Technology & Cybersecurity Risk Management Framework (TCRF), Business Continuity Management (BCM) Framework, Framework on Risk Management for Outsourcing Arrangements, various guidelines, and standard operating procedures (SOP) within Bursa Malaysia.

## Statement on Internal Control and Risk Management

- c) One of the key features of the risk management framework is the implementation of the three lines of defence comprising of established and clear functional responsibilities and accountabilities for the management of risk.



- d) The Group adopts the three lines of defence model for risk management based on the ERMF, whereby the Senior Management, who consist of the MC members and Divisional Heads, are accountable for all risks assigned under their respective areas of responsibility. This group of personnel is also responsible for the continuous development of the risk management capabilities of employees and ensures that risk management is embedded in all key processes and activities.
- e) The second line of defence comprises of the RC team who is responsible to monitor enterprise risk management for the Group and to approve matters within its authority for implementation across the Group with oversight by the RMC.
- f) GIA as the third line of defence is responsible for providing objective and independent assurance on the adequacy and effectiveness of the enterprise risk governance framework.
- g) Within the framework, the Group has an established and structured process for the identification, assessment, communication, monitoring, and continual review of risks as well as the effectiveness of risk mitigation strategies and controls at the divisional and enterprise levels. The analysis and evaluation of the risks are guided by the approved risk criteria. The Group also has risk management tools to support the risk management process and reporting.
- h) As part of RC's commitment to ensure that the financial risk management models remain robust and relevant, an annual independent validation of Central Counterparties (CCPs) risk management model was undertaken for the two CCPs within the Group, which conform to the requirements of the PFMI as well as the SC's Guidelines on Financial Market Infrastructure (FMI). The review showed that the two CCPs generally observed the requirements of the PFMI for Credit and Liquidity Risk Management.



- i) The Group's risk appetite and risk tolerance which document the overarching parameters of the Group for the management of risk are reviewed on a periodic basis to provide clarity on the limits and thresholds determined by Key Risk Indicators (KRI) at the enterprise level so that the optimum allocation of resources can be determined to protect and enhance the Group's business and operations.
- j) On an annual basis, Bursa's key enterprise risks are reviewed to identify the material risks to the Group and to identify the emerging risks or trending risks that may impact the Group. The exercise studies both Bursa's internal data (risk register, incidents and KRI exceptions) as well as external data (whitepapers, global risk reports and exchanges' annual reports) to assist with the identification and analysis of existing risks and emerging risks for the year to come. Subsequently, the appropriate mitigation action plan will be developed, monitored, and reported to the RMC every quarter.
- k) The management and reporting of risks in the Group have been structured and organised to align with the established risk categories guided by the ERMF as outlined below:

**i. Management of Strategic Risk**

Strategic Risk refers to the unexpected events or conditions that significantly reduces the ability of Bursa in implementing its intended business strategy. This involves risks such as reputational damage, poor strategy execution, ineffective competition response, macroeconomic fluctuations, political or geopolitical risk, poor adoption of technological advancement, lack of product innovation and diversification and poor sustainability risk management.

In accordance with Bursa Malaysia's Corporate Risk Profile for 2024, the key areas monitored under Strategic Risk are business performance and competition risk, new business risk, and Environmental, Social and Governance (ESG) risk.

- **Business Performance and Competition Risk**  
The Business Performance and Competition Risks monitored from market developments are assessed for their impact on Bursa Malaysia's business plan such as macro-economic factors, competitive position within the region, political or geopolitical tensions, trade wars, and potential entry of market

disrupters which can challenge Bursa's aspiration to become ASEAN's leading, sustainable, and globally-connected marketplace. Bursa's market performance is mainly driven by these external factors.

In addition, high impact projects are monitored to assess the risk implications to Bursa Malaysia based on the project life cycles, and their progress status against the objectives outlined in the current business plan, as they are the key drivers to support Bursa Malaysia's attainment of strategic objectives.

- **New Business Risk**

New Business Risk refers to the risk of failure in embracing new ways of doing business or new technologies, and the potential reputational impact on Bursa when introducing new products or services that may not align with stakeholder expectations.

The implementation of innovative product initiatives which will enable Bursa to increase its competitiveness, gain new markets and opportunities, improve customer experience, and future-proofing its customer/service value offerings are monitored closely to ensure the Group remains relevant and competitive amongst its peers. As Bursa has grown to become a Multi-Asset Exchange and will continue to expand its business diversification, it is crucial to sufficiently manage the potential reputational risk to Bursa when introducing new products or services that may not align with stakeholders' expectations.

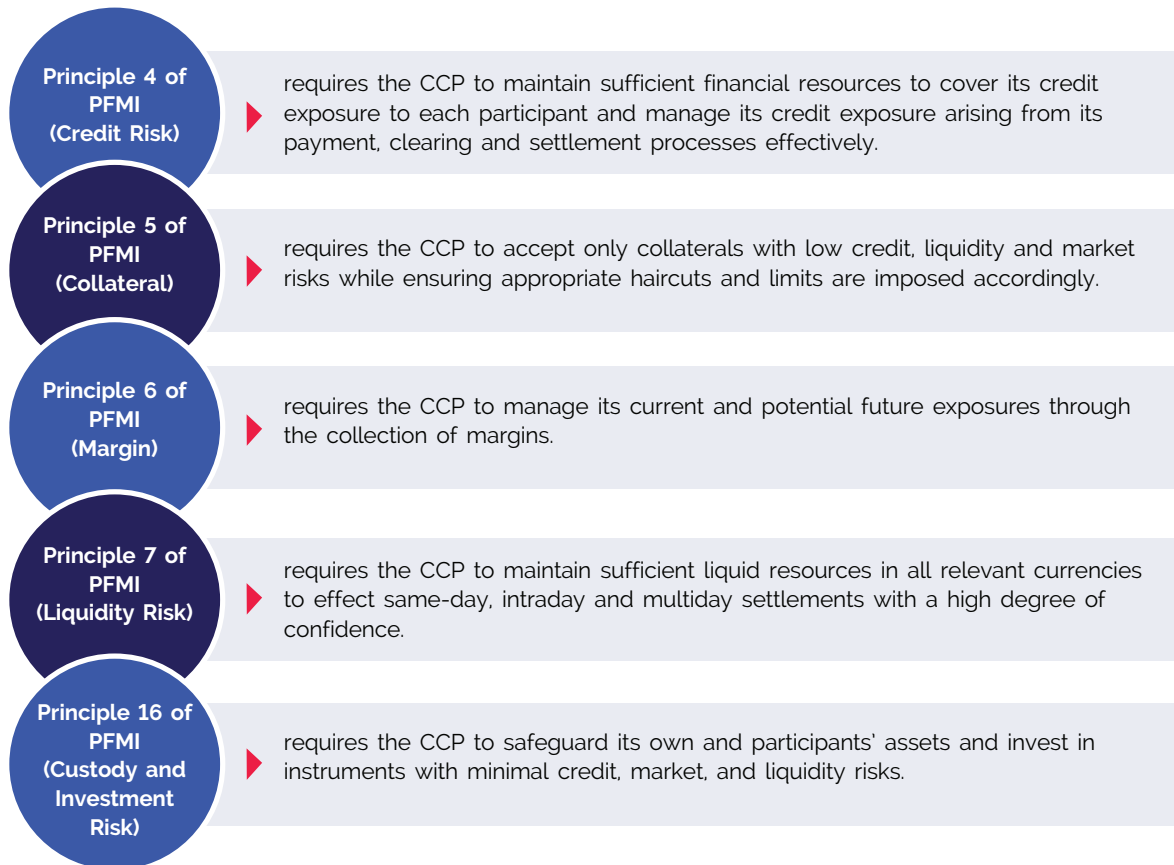
- **Environmental, Social and Governance (ESG) Risk**

ESG Risk refers to the possible adverse consequences that Bursa could face should it neglect its responsibilities towards ESG matters for the Bursa Group (1818) and the marketplace. Bursa aspires to be the preferred marketplace for sustainable and responsible investments, with high standards of sustainability practices and disclosures. On a bi-annual basis, RC provides a thematic update to the RMC on any key developments surrounding ESG-related risks that are happening both on the global and local front as well as to provide an update on the progress of Bursa's GHG emission initiatives to achieve net zero GHG emissions by 2050.

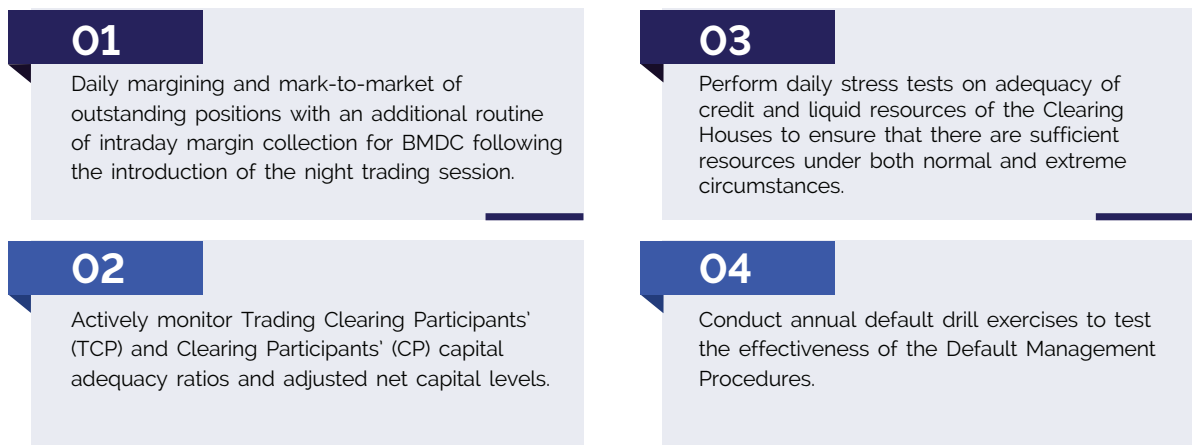
# Statement on Internal Control and Risk Management

## ii. Management of Financial Risk

The Group has in place robust risk management processes and procedures to manage counterparty/ settlement risks and prevent a systemic impact on the market. Bursa Malaysia Securities Clearing Sdn. Bhd. (BMSC) and Bursa Malaysia Derivatives Clearing Berhad (BMDC) (collectively referred to as 'Clearing Houses') act as the central counterparty for equities and derivatives trades, respectively, and thus are subject to counterparty credit risk. The risk management measures of these two Clearing Houses are in line with the PFMI jointly issued by the IOSCO and Committee on Payments and Market Infrastructures (CPMI), a Technical Committee of the BIS. The management of financial risk is guided by the following principles:



The risk mitigation measures that have been put in place to manage Financial Risk are outlined below:



In 2024, there were no settlement defaults by any TCP or CP and neither the Clearing Guarantee Fund (CGF) nor the Clearing Fund (CF) needed to be called upon. However, Management will continue to be prudent in monitoring financial resources for its adequacy to cater for higher volatility in the market.

In 2024, the Model risk was subsumed into the Financial risk pillar. The model risk is arising from risk models (the models) developed by RC that are being routinely used to quantify risks associated with CCP and other risk models for enterprise-wide application. The use of models invariably presents model risk which may manifest itself in the form of losses resulting from incorrect underlying assumptions, errors in model implementation or incorrect model use that give rise to inaccurate decision making with potential compliance and reputational implications.

Guidelines that contain high level description of processes (ranging from model methodology, validation, and monitoring) have been established for the effective management of model risk in the day-to-day use of the models to make risk management decisions in Bursa Malaysia.

Annual independent model validation was also conducted in accordance with the SC's Guidelines on FMI to ensure that the risk models used are fit for purpose.

### iii. Management of Operational Risk

The management of Operational Risk is guided by Principle 17 of the SC's Guidelines on FMI. Operational risk in Bursa refers to potential losses from failures or inadequacies in internal processes, human errors, system malfunctions, or external events, which could lead to service reduction, deterioration, or breakdown. This includes but not limited to:

- Technology and Cybersecurity Risks  
Technology risk refers to the potential detrimental events occurring from the use of Information Technology (IT) platforms, systems, applications and infrastructure, which could result in financial loss, disruption of business operations, or reputational harm to Bursa whereas cybersecurity risk refers to risks of cyber threats occurring within the realm of the information assets, IT systems, network and operating environment of Bursa.

These risks are reviewed and assessed in the undertaking of any new activities, including any investment decision, merger and acquisition, adoption of new technology, and outsourcing arrangements. Any new or emerging trends of cyber threats are monitored and reviewed with accompanying inculcation of risk awareness (where applicable) at all levels within the Group.

Technology & Cybersecurity Risk Management Framework was established to strengthen the ability of Bursa to detect and mitigate technology and cybersecurity risk that accompanies greater technology adoption in management and achievement of its operational and strategic objectives.

RC also conducts project risk assessment and system readiness reviews on selected projects based on a set of pre-defined criteria to ensure effective governance and project risk management, resolution of issues identified, business continuity planning, and comprehensiveness of the policies and procedures, prior to the implementation or launch of any significant systems development and enhancement for existing or new products and services.

The re-certification for the Information Security Management System (ISMS – MS ISO/IEC 27001:2022) was carried out in 2023 and is valid till 2026. The ISMS scope covered the management, operation and maintenance of the information system assets, IT security and information systems of Bursa Malaysia and its subsidiaries. Notwithstanding, surveillance audit was carried in 2024 as part of the ISO certification programme.

There was one (1) incident reported on 19 July 2024 involving CrowdStrike that impacted corporations globally. Notwithstanding, there was no impact to the trading operations and critical systems within Bursa arising from this incident.

In addition, as part of the business continuity management, the Group had conducted four (4) industry-wide BCP tests for the securities and derivatives market in 2024. The tests aimed to ensure the market participants' backup site/systems were able to connect to Bursa Malaysia's production site/systems as well as market participants' production site/systems were able to connect to Bursa Malaysia's backup systems in the

## Statement on Internal Control and Risk Management

event of a disruption. In addition, two (2) CPs' default drill exercises for BMSC and BMDC were also carried out.

- **Data Protection Risk**

Refers to the potential threats and vulnerabilities on data which could be associated with the handling, storage, and processing of confidential or sensitive data. This can be caused by incidents such as data breaches, unauthorised access, improper data handling, physical theft, human error, insider threats and non-compliance with data protection regulations.

Corporate policies regarding the classification, management, and safeguarding of information within the Group have been established in relation to the business, operations, employees, customers, strategic partner and third parties of the Group.

- **Management of Legal Risk**

Legal risk in Bursa Malaysia refers to any action with a potentially significant legal consequence, such as risk of facing litigation that could result in reputational and material impact to Bursa Malaysia. Management of legal risk aims to ensure that Bursa Malaysia's exposure to potential legal liabilities such as rule implementation or product liability are well mitigated. If not properly mitigated, legal liabilities can have a material impact on Bursa Malaysia's reputation which in turn can affect market confidence.

As such, any new or on-going litigation cases against Bursa Malaysia or actions by Bursa Malaysia that involve counterclaims will be monitored to assess the possible outcomes and potential adverse impact to Bursa Malaysia's reputation and financial standing, in the unlikely event these cases are not decided in Bursa Malaysia's favour.

Contractual agreements entered into between Bursa Malaysia and third parties is one of the factors considered in Bursa Malaysia's exposure to legal liabilities. Hence, contract management processes e.g. contract vetting are employed to ensure that the terms and conditions are fair and reasonable. If there are any litigations or suits that arise due to the inconsistencies across contractual agreements, these are highlighted and reported to RC for further action and monitoring.

- iv. **Management of Regulatory Risk**

Regulatory risk in Bursa refers to the negative consequence (e.g. systemic impact, penalties, punitive actions, increased regulatory scrutiny/loss of trust etc.) on the Bursa Group or the operating environment arising from the inadequacy of regulatory standards, rules & listing requirements and/or failure to comply with any core/key regulatory obligations that are imposed upon Bursa or its (market) participants.

- l) In line with SC's Guidelines on FMI Principle 3: Framework for comprehensive management of risks, the Bursa Malaysia's Recovery Planning document has been established to provide reference on the management of severe stress events that threaten to undermine the relevant FMIs' viability. The key components of recovery planning encompass strategic analysis, governance, scenario analysis (which includes both default loss events and non-default loss events), recovery indicators, recovery options, communication plan, and preparatory measures.
- m) RC's Business Plan for 2025 which was developed in reference to the RC's 3-Year Strategic Roadmap (2024-2026) were deliberated by the RMC and was later incorporated into Bursa Malaysia's 2025 Business Plan that was presented to the Board in November 2024 for approval.

### 7. Integrity, Governance & Compliance Management

Integrity, Governance & Compliance (IGC) Framework has been established and sets out the approach of Bursa Malaysia in managing compliance obligations, overseeing and mitigating IGC risks in order to achieve its mission - to ensure Bursa Malaysia attains high standards of compliance and adopts zero tolerance towards any non-compliance with relevant laws, regulations, industry standards/best practices, as well as standards of good governance, integrity, ethics, accountability, and community expectations by establishing, developing, implementing, evaluating, maintaining, and improving the IGC management system for the Group.

The IGC Framework was developed in general conformance with the applicable regulatory requirements/standards/guidelines for both the Compliance function and the Integrity unit. References were made to internationally recognised standards such as ISO 37301 - Compliance Management System, ISO 37001 - Anti-Bribery Management System, and IOSCO's Compliance Function at Market Intermediaries. Regulatory guidelines such as the Malaysian Anti-Corruption Commission (MACC)'s Guidelines for the Management of Integrity & Governance Unit and Bank Negara Malaysia (BNM)'s Compliance policy document were also referred to.

**i. Compliance**

The RMC is responsible for overseeing the Group's Compliance function. In this respect, the IGC Framework provides guidance for the conduct of the Compliance function in its structured processes for establishing, implementing, evaluating, maintaining, and improving the compliance management system for the Group.

The Group's compliance management covers compliance with all statutory and regulatory obligations imposed on Bursa Malaysia, in particular laws, regulations, rules and major identified guidelines or legal requirements. It also covers risk-based compliance to internal policies and procedures, code of ethics, and business conduct.

The compliance programme for 2024 consists of compliance review and reporting to the relevant authorities as prescribed by external rules and guidelines. Amongst others, annual self-assessment reports for the Financial Market Infrastructures (FMI) within the Group are reviewed by the RMC on the compliance with the SC's Guidelines on FMI which are aligned with the requirements of PFMI based on the disclosure framework and assessment methodology issued by the Committee for Payment and Settlement Systems (CPSS) and IOSCO.

Compliance reports are presented to the RMC for deliberation on a quarterly basis. This includes the outcome of the quarterly review on the employees' adherence to the Securities Transaction Policy and progress updates on the implementation of the compliance programme towards meeting the Group's compliance obligations.

In managing compliance risk, Compliance function continues to monitor and keeps abreast of changes to legislative and regulatory requirements for the Group. The Group's Anti-Money Laundering (AML), Countering Financing of Terrorism (CFT) and Targeted Financial Sanctions (TFS) Policy and Procedure have been reviewed and updated in September 2024 to incorporate changes arising from the revised SC's and BNM's AML/CFT/Countering Proliferation Financing (CPF) & TFS related guidelines. The Customer Risk Rating Methodology has also been enhanced for appropriate risk rating measurement to strengthen internal control measures to effectively mitigate money laundering (ML)/terrorism financing (TF)/proliferation financing (PF) risks.

Training has been conducted for the relevant employees in October 2024 to ensure compliance with the applicable AML/CFT/CPF & TFS laws and regulations, and to mitigate ML/TF/PF risks and risks associated with regulatory compliance and reputation.

**ii. Integrity and Governance**

Pursuant to the Prime Minister's Directive (No. 1 of 2018), Bursa Malaysia is committed towards upholding integrity and pursuing a corruption free business environment. As such, an Integrity Unit (IU) was established to safeguard integrity and institutionalise good corporate governance in Bursa Malaysia. The IU is responsible for the four (4) core functions of the Integrity & Governance Unit (IGU) as prescribed in the MACC's Guidelines for the Management of IGU i.e., "Complaints Management", "Detection and Verification", "Integrity Enhancement" and "Governance".

Five (5) "T.R.U.S.T" principles of the Guidelines of Adequate Procedures (GAP), pursuant to Section 17A (5) of the MACC Act 2009, as stated in the MACC Amendment Act 2018 (Amendment 2018) have also been adopted by Bursa Malaysia Group. The "T.R.U.S.T" principles are:



Activities in relation to anti-fraud, bribery, & corruption (AFBC) of the IU in 2024 comprised of the implementation of the core function activities which include development and implementation of the Bursa Malaysia's Organisational Anti-Corruption Plan (OACP) 2024-2026, initiation of the Anti-Bribery Management System (ABMS) certification, AFBC awareness programme, Whistleblower Policy & Procedures (WPP) administration (and complaints management), refinement of the AFBC-related framework, policies & procedures, corruption risk assessment, and reporting (RMC, Board, and MACC) requirements, as well as external engagements.

## Statement on Internal Control and Risk Management

### 8. Performance Measurement

- a) In 2024, Group Human Capital (GHC) introduced Mid-Year review aiming at providing a structured opportunity for employees and managers to assess progress, realign goals and address any issues that may impact performance. It also functions as a checkpoint in performance management cycle.
- b) To cultivate performance driven culture within the organisation, 360 Feedback Assessment has been introduced and integrated into the Performance Management System. By aligning these two processes, it can leverage valuable insights from multiple perspectives to drive growth, accountability and continuous improvement among leaders and employees in Bursa.

### 9. Employees' Competency

The Competency Development exercise continued in 2024 with the development of functional/technical competencies and learning structure for each function (for job grades Executive to Vice President) to meet Bursa Malaysia's strategic objectives and market demands as well as to prepare the workforce of the future. The functional/technical competencies proficiency levels have been ascertained and their competency level for each functional/technical competency have been assessed. This then becomes the precursor to creating development interventions that will then be used to address the gaps.

### 10. Conduct of Employees

- a) In strengthening and to further shape the organisational culture, Bursa Malaysia's core values continued to be inculcated.
- b) Consistent efforts have been made to uphold and promote Bursa's core values through various initiatives and programs such as engagement sessions with the Chairman, onboarding sessions, events and celebrations. All employees have been encouraged to embody these core values through actionable and observable behaviors. Good behaviour is recognised and rewarded via Viva Engage which is a digital recognition platform, regardless of their job level. This approach not only aims to reinforce our core values but also to foster a culture of appreciation.
- c) A Code of Ethics sets out the policy stand on the conduct of business and the standards of behaviour/ethical conduct expected of Bursa Malaysia's employees. The Code of Ethics has been enhanced in December 2024 in the areas of Conflict of Interest, Sexual Harassment, Gift, Entertainment and Travel, Security Transaction Policy, Facilitation of Payment, Misuse of Position, Bribery and Corruption, Employments, Human Rights, Anti-money Laundering and Anti-terrorism Financing, Dealing of Counterparties and Business Partners, and Assets Declaration.

- d) Bursa Malaysia has a Whistleblower Policy and Procedures (WPP) for Bursa Malaysia Group which provides an avenue for any person namely employees, directors, or external parties to report any improper conduct as defined in the WPP against any employee, director, members of the Board of Directors or independent individuals sitting as members of the Board Committees, in a safe and confidential manner. An employee who makes a report of improper conduct in good faith shall not be subject to unfair dismissal, victimisation, demotion, suspension, intimidation or harassment, discrimination, any action causing injury, loss or damage or any other retaliatory action by the Group.

The RMC has the overall responsibility in overseeing the implementation and monitoring of the WPP for Bursa Malaysia Group and ensuring effective administration thereof by the Director of RC.

- e) Business Ethics (anti-fraud, bribery, and corruption) is a material matter to Bursa Malaysia. Bursa Malaysia has established the Anti-Fraud, Bribery and Corruption Policy and Guidelines to comply with the Guidelines on Adequate Procedures issued by the Prime Minister's department. The Policy and Guidelines set out Bursa's stance on areas relevant to anti-fraud, bribery, and corruption; expected conduct by employees in adhering to the highest levels of integrity and ethics; and guidelines pertaining to governance, risk assessment, prevention, detection, incident reporting, investigation and corrective action, and monitoring. Employees were also provided with training on anti-corruption policies. IU is responsible for the implementation of the initiatives in relation to the Guidelines on Adequate Procedures.
- f) A Securities Transaction Policy that has been established governs the securities transactions of the Group's employees. The policy prohibits employees from using unpublished price sensitive information obtained during the course of their work for personal gain or for the gain of other persons. Employees of Bursa are categorised into two groups: Price Sensitive Information (PSI) and Restricted Parties. Members of the PSI group must seek approval before engaging in any trading activities, while Restricted Parties are prohibited from trading altogether. All employees (including principal officers) are also not allowed to trade in the securities of Bursa Malaysia during the closed period, which is 30 calendar days preceding the announcement of the Group's quarterly and annual financial results.
- g) An Information Management Policy and Information Management Matrix and Handling Guide have been established to provide direction and guidance for the classification, management

and control of information used by the Group, so as to protect and preserve the information from being wrongly disseminated or distributed to unauthorised parties.

- h) Employees of Bursa Malaysia (from Senior Managers to CEO) are required to submit an initial asset declaration upon joining and subsequent asset declaration if there are updates on assets acquired or disposed of during the year via the HR system. Bursa Malaysia may also call upon the employee to explain in writing how the employee(s) is able to maintain a standard of living which is beyond his/her official emoluments and other legitimated private means. These provisions were detailed out in the newly enhanced Procedures of Assets Declaration.
- i) Segregation of duties is practised whereby conflicting tasks are assigned to different employees to reduce the scope for error and fraud.
- j) GHC has strengthened the existing Performance Improvement Plan (PIP) policy by introducing clearer procedures and a formalised process to support employees in improving their performance and behaviour related to their assigned tasks. Key changes include revised criteria for PIP enrolment and an updated duration for the PIP. GHC has also introduced the new clause on the post-PIP procedures, outlining available disciplinary actions other than dismissal with the purpose to further scrutinise and strengthen the case while minimising potential legal risks.
- k) An Employment Policy has been established to identify current and future manpower needs as necessary and to recruit qualified and competent personnel at all levels, ensuring alignment of knowledge, skills, and attitudes with the organisation's workforce and strategic objectives. All appointments will adhere to the manpower plan and budget and must be authorised by the appropriate authority. An enhancement of the Employment Policy was implemented and published in June 2024. Key changes include updates to Manpower Planning & Budget, Recruitment, Sourcing & Selection, Employment Bond, Confirmation, Transfer & Secondment, Resignation Procedures, Encashment of Unused Leave, Exit Clearance, and the introduction of a new item addressing the Employment of Relatives or Spouses.
- l) The Employee Handbook is designed to provide all employees with essential information regarding working conditions, benefits, and policies that impact their employment. To ensure compliance with the Malaysia Employment Act 1955, constant revisions and updates are implemented, if necessary. The information in this handbook applies to all employees, except for non-executive

staff, who must refer to the latest Terms and Conditions of Employment Agreement between Bursa Malaysia and the National Union of Commercial Workers.

## 11. Insurance

Sufficient insurance coverage and physical safeguards on major assets are in place to ensure that the Group's assets are adequately covered against any mishap that could result in material loss. A yearly policy renewal exercise is undertaken by Management to review the coverage of the assets as recorded in the current fixed assets register and their respective net book values and 'replacement values', that are the prevailing market prices for the same or similar items, where applicable.

There is also a yearly exercise to ensure the adequacy and renewal of the Group's insurance coverage of financial lines (i.e. Directors' and Officers' Liability, Crime and Professional Indemnity, Financial Institution Crime, Cyber Professional Indemnity, Financial Institution Professional Indemnity).

## REVIEW OF THIS STATEMENT

Pursuant to paragraph 15.23 of the MMLR, the External Auditors have reviewed this Statement for inclusion in the 2024 Integrated Annual Report, and have reported to the Board that nothing has come to their attention that causes them to believe that the Statement is not prepared, in all material aspects, in accordance with the disclosures required by paragraphs 41 and 42 of the Statement on Risk Management and Internal Control Guidelines for Directors of Listed Issuers, nor is the Statement factually inaccurate. This Statement was approved by the Board on 21 February 2025.

GIA has also reviewed this Statement and reported to the AC that, while it has addressed certain individual lapses in internal control during the course of its internal audit assignments for the year, it has not identified any circumstances which suggest any fundamental deficiencies in the Group's internal control and risk management system.

## CONCLUSION

The Board is of the view that the system of internal control and risk management in place for the year under review, and up to the date of approval of this Statement, is sound and sufficient to safeguard the Group's assets, as well as the shareholders' investments, and the interests of customers, regulators, employees, and other stakeholders.

The Board has received assurance from the CEO and CFO that the Company's internal control and risk management system is operating adequately and effectively, in all material aspects, based on the framework adopted by the Group.

# Audit Committee Report

The Board presents the Audit Committee Report which provides insights into the manner in which the Audit Committee (AC) discharged its functions for the Group in 2024. This report has been reviewed by the Audit Committee to ensure that they were prepared in compliance with the relevant regulatory requirements and guidelines.

## COMPOSITION AND ATTENDANCE

The AC comprises four members who are all Independent Non-Executive Directors (NEDs) including one who is also a Public Interest Director. The AC members' details and attendance records are outlined in the Corporate Governance Overview section on page 149 of this Integrated Annual Report. All of the Independent NEDs satisfy the test of independence under Bursa Malaysia Securities Berhad MAIN Market Listing Requirements (MMLR). The AC meets the requirements of paragraph 15.09(1)(a) and (b) of the MMLR and Practice 9.4 under Principle B of the Malaysian Code on Corporate Governance (MCCG). In accordance with the AC's Terms of Reference (TOR), the AC has a policy that requires a former partner of Bursa Malaysia's External Auditors to observe a cooling-off period of at least three years before being appointed as a member of the AC.

The AC Chairman, Datuk Bazlan bin Osman, is a Fellow member of the Association of Chartered Certified Accountants (ACCA), and a member of the Malaysian Institute of Accountants (MIA). Accordingly, Bursa Malaysia complies with the requirements of paragraph 15.09(1)(c)(i) of the MMLR.

The Board reviews the terms of office of the AC members and assesses the performance of the AC and its members through an annual Board Committee effectiveness evaluation. The Board is satisfied that the AC and its members discharged their functions, duties and responsibilities in accordance with the AC's TOR which is available on Bursa Malaysia's website.

## MEETINGS

The AC held six meetings in 2024 without the presence of other Directors and employees, except in situations when the AC requested for their attendance. The Chief Executive Officer (CEO) was invited to all AC meetings to facilitate direct communication and provide clarification on audit issues and Bursa Malaysia Group's operations. The Director of Group Internal Audit (GIA) and departmental heads of the respective internal audit functions attended all AC meetings to table the respective internal audit reports. The relevant responsible Management members of the respective auditees were invited to brief the AC on specific issues arising from the audit reports or on any matters of specific interest.

As part of the AC's efforts to ensure the reliability of Bursa Malaysia's quarterly financial statements and their compliance with applicable Financial Reporting Standards, the External

Auditors, Ernst & Young PLT (EY) were engaged to conduct a limited review of Bursa Malaysia's quarterly financial statements before their presentation to the AC for review and recommendation for the Board's approval and adoption.

Minutes of each AC meeting were recorded and tabled for confirmation at the following AC meeting and subsequently presented to the Board for notation. In 2024, the AC Chairman conveyed to the Board matters of significant concern including those raised by the External Auditors or Internal Auditors in the respective presentations.

For the declaration of the final dividend in respect of the Financial Year (FY) 2023, the AC at its first meeting held on 24 January 2024 reviewed the solvency tests undertaken by the Management and was satisfied with the results of these solvency tests which showed that adequate funds were available to pay debts as and when the debts become due within the 12 months after the distribution of the dividends. In view of the proposal to declare an interim dividend for the FY2024, the AC at its fourth meeting on 26 July 2024 reviewed the solvency tests performed by Management on Bursa Malaysia and its four subsidiaries to ensure Bursa Malaysia is solvent, that is able to pay its debts as and when the debts become due within 12 months after the distribution of these dividends, pursuant to Section 132(3) of the Companies Act 2016. Based on the Chief Financial Officer (CFO)'s representation that the surplus funds of Bursa and its subsidiary companies within the Group would remain adequate, the AC resolved to recommend for the Board's approval the said dividend under the single-tier system for the FY2024.

On 23 January 2025, the Management presented a proposal for a final dividend and a special dividend, including the proposal for final dividends to be declared by its five subsidiaries for the FY2024. At the same meeting, the AC reviewed the solvency tests undertaken by the Management and was satisfied with the results of these solvency tests which showed that adequate funds were available to pay debts as and when the debts become due within the 12 months after declaration of the dividends, pursuant to Section 132 of the Companies Act 2016. The CFO had presented that Bursa and its subsidiary companies within the Group have surplus funds, adequate for their operations and development of the market and based on this, the AC resolved to recommend for the Board's approval of the final dividend and special dividend under the single-tier system for the FY2024.



## SUMMARY OF WORK

In discharging its duties and responsibilities, the AC had undertaken the following activities and work during the FY2024:

### 1. Financial Reporting

- a. In overseeing Bursa Malaysia's financial reporting, the AC reviewed the quarterly financial statements for the fourth quarter of 2023 and the annual audited financial statements for 2023 at its meeting on 24 January 2024.

The quarterly financial statements for the first, second and third quarters of 2024, which were prepared in compliance with the Malaysian Financial Reporting Standard (MFRS) 134: Interim Financial Reporting, International Accounting Standard (IAS) 34: Interim Financial Reporting and paragraph 9.22, including Appendix 9B, of the MMLR, were reviewed at the AC meetings on 25 April, 26 July and 24 October 2024, respectively.

On 23 January 2025, the AC reviewed the quarterly financial statements for the fourth quarter of 2024 and the annual audited financial statements for 2024.

The AC's recommendations were presented for approvals at the immediately following Board meetings.

- b. To safeguard the integrity of information, the CFO had on 25 April, 26 July and 24 October 2024 as well as on 23 January 2025, given assurance to the AC that:
- i. appropriate accounting policies had been adopted and applied consistently;
  - ii. the going concern basis applied in the annual financial statements and quarterly condensed consolidated financial statements was appropriate;
  - iii. prudent judgements and reasonable estimates had been made in accordance with the requirements set out in the MFRSs and the International Financial Reporting Standards (IFRS);
  - iv. adequate processes and controls were in place for effective and efficient financial reporting and disclosures under the MFRSs, IFRS, IASs and MMLR; and
  - v. the annual financial statements and quarterly condensed consolidated financial statements did not contain material misstatements and gave a true and fair view of the financial position of Bursa Malaysia Group for the FY2024.

### 2. Related Party Transactions (RPT) and Conflict of Interest (COI)

The AC also considered transactions with a related party and/or interested persons to ensure that such transactions are undertaken on an arm's length basis, on normal commercial terms consistent with Bursa Group's business practices and policies, not prejudicial to the interests of Bursa and its minority shareholders and on terms which are generally no more favourable to the related parties and/or interested persons (pursuant to Chapter 10 of the MMLR).

The AC also reviewed and monitored all conflict of interest (COI) situations within Bursa Group. This included a comprehensive assessment of any transactions, procedures, or practices that raised concerns regarding management integrity as well as the measures taken to resolve, eliminate, or mitigate such conflicts. The COI review also encompasses directors and key senior management within Bursa Group.

To this, the AC actively engaged in:

- Implementing robust procedures to scrutinise RPT and potential/actual COI, ensuring compliance with regulatory requirements and internal policies.
- Regularly communicating findings, recommendations, and actions taken to the Board, fostering transparency and accountability in decision-making processes.

There were 85 potential COIs reported in FY2024 due to Bursa's dual role as a regulator and as a listed entity. These transactions were deemed to have occurred within the normal course of business.

On 23 January 2025, the AC reviewed a related party transaction relating to the disposal of company assets to a Board director. In deliberating the same, the AC considered the terms of the transaction and took note that it was fair and reasonable, and not prejudicial to the interests of Bursa. The AC further took note that no announcement or any further action was required to be made pursuant to the MAIN Market Listing Requirements.

### 3. External Audit

- a. The AC deliberated on EY's Report at its first meeting on 24 January 2024 in relation to the relevant disclosures in the audited financial statements for 2023.

At the same meeting, EY confirmed that the firm was and had been independent throughout the conduct of the audit engagement in accordance

## Audit Committee Report

with the terms of all relevant professional and regulatory requirements, including the By-Laws (on Professional Ethics, Conduct and Practice) of the MIA as well as the International Code of Ethics for Professional Accountants (IESBA Code). EY also highlighted to the AC the key audit matters, as set out in the report on the audit of the financial statements for the FY2023.

- b. At the same meeting, the AC took note of the audit services rendered by EY in 2023 which included all the subsidiaries within Bursa Malaysia Group which are classified as public interest entities and subject to the quality control partner's review. The subsidiary companies referred to are the securities and derivatives exchanges and their respective clearing houses, the central depository, Shariah-compliant trading platform and information services company.

The CFO presented to the AC the audit fees incurred with reference to the 2023 Audit Plan.

- c. On 24 January 2024, the CFO further sought the AC's approval for the proposed audit and non-audit services to be provided by the External Auditors for the FY2024 (2024 Annual Plan). The AC reviewed the list of services in the 2024 Annual Plan to be provided by EY which comprised the audit services, including, among others, the quarterly limited reviews and the annual review of the Statement on Internal Control and Risk Management (SICRM), recurring non-audit services and non-recurring non-audit services. The main recurring non-audit services were in respect of tax compliance and transfer pricing documentation reviews while the non-recurring non-audit services were mainly for advisory services for the delineation of the cybersecurity operations and risk management and tax advisory services.

The AC reviewed EY's performance having regard to several factors including the service quality, adequacy of experience and non-recurring non-audit services, and was satisfied with the overall performance and that such services to be sought from EY would not impair their audit independence as the External Auditors of Bursa Malaysia. The AC was also satisfied with EY's technical competency and reasonableness of fees. The AC resolved to approve the 2024 Annual Plan including the Management's proposal for EY's fees comprising the recurring non-audit services and non-recurring non-audit services, and audit services subject to the re-appointment of EY as the External Auditors of Bursa Malaysia for the FY2024 at the 47<sup>th</sup> Annual General Meeting (AGM).

- d. In line with the Auditor Independence Policy, the AC carried out an annual review of the performance of the External Auditors including the assessment of their suitability, objectivity and independence. The AC was satisfied with EY's

performance for FY2023 in relation to three areas, namely, quality of audit services provided, competency and sufficiency of audit resources, and communication and interaction, and recommended to the Board the re-appointment of EY as the External Auditors of Bursa Malaysia Group for FY2024.

With the shareholders' approval of the appointment of EY as the External Auditors for FY2024 on 26 March 2024, EY presented the auditors' review reports on the unaudited quarterly financial statements together with that of the relevant cumulative quarters in accordance with the International Standard on Review Engagements (ISRE) 2410 "Review of Interim Financial Information Performed by the Independent Auditor of the Entity" at the quarterly AC meetings in 2024 and January 2025.

- e. The AC had also approved the appointment of EY Consulting Sdn Bhd as Bursa Group's electronic invoicing advisory consultant via Circular Resolution dated 8 March 2024.
- f. On 25 April 2024, the AC took note of EY's 2023 Transparency Report as tabled.
- g. On 24 October 2024, the AC reviewed the External Auditors' FY2024 Audit Plan Memorandum which outlined, among others, EY's scope of work and the proposed fees for the statutory audit, together with assurance-related fees for limited reviews of the four quarterly condensed consolidated financial statements, the agreed-upon procedures in connection with the expenditure in relation to the Exchange Traded Fund (ETF) and Futures Trading Apprenticeship Programme (FTAP) initiatives' grants, and review of the SICRM in accordance with the International Standard on Assurance Engagements (ISAE) 3000, "Assurance Engagements other than Audits or Reviews of Historical Financial Information" and Audit and Assurance Practice Guide 3 – Guidance for Auditors on Engagements to Report on the Statement on Risk Management and Internal Control included in the Annual Report as issued by the MIA. The AC recommended the proposed 2024 audit fees for the Board's approval and the same was approved by the Board on 30 October 2024.
- EY in its FY2024 Audit Plan Memorandum also presented to the AC the names of its engagement team, audit timeline, the areas of audit emphasis, and their focus on key audit matters with reference to the International Standard on Auditing 701. The AC upon due deliberation approved the FY2024 Audit Plan Memorandum for implementation in accordance with the audit timeline.
- h. In 2024, the AC had two private meetings with the External Auditors on 24 January 2024 and 24 October 2024, without the presence of the CEO, Management and Internal Auditors.

- i. In accordance with the Auditor Independence Policy, the AC had on 23 January 2025, undertaken an annual assessment of the quality of audit which encompassed the performance of EY, the quality of EY's communications with the AC and Bursa Malaysia, and EY's independence, objectivity and professionalism.

Assessment questionnaires were used as a tool to obtain input from Bursa Malaysia personnel who had substantial contact with the external audit team throughout the year. EY's performance was assessed in 3 areas, i.e. quality of audit services provided, competency and sufficiency of audit resources, and communication and interaction, and rated using a four-point scale.

With regard to the observations by Bursa Malaysia's personnel on the external audit team, the AC also took into account the assessment of the lead audit engagement partner and engagement team's performance based on their quarterly presentations and the private meetings held between the AC and the External Auditors. The AC was satisfied with the openness in communication and interaction with the lead audit engagement partner and engagement team, which demonstrated their independence, objectivity and professionalism.

With the introduction of the new Sections 264(4A) and 264(4B) to the Companies Act 2016 and the accompanying guidelines applicable for firms of auditors as issued by the Suruhanjaya Syarikat Malaysia, the External Auditors had provided to the AC further assurance of its independence and compliance to the provisions of Section 264(4A) of the Companies Act 2016.

- j. Further information on the assessment of suitability, objectivity and independence of the External Auditors by the AC are provided in the Corporate Governance (CG) Report in accordance with Practice 9.3 of the MCCG.
- k. On 23 January 2025, the AC reviewed the audit services and non-audit services provided by the External Auditor and their corresponding incurred fees in FY2024. The AC reviewed the actual fees, including the total recurring non-audit services and non-recurring non-audit services fees which constituted less than 50% of their total remuneration for 2024 with reference to the Auditor Independence Policy. The non-recurring non-audit services rendered was in relation to the advisory services for electronic invoicing, external quality assurance review on the GIa department and delineation assessment of the role and function of the chief information officer and the technology security officer.

- l. The CFO also sought the AC's concurrence for the proposed audit and non-audit services to be provided for FY2025 which is subject to the re-appointment of EY as the company's external auditors at the forthcoming 48<sup>th</sup> AGM.
- m. The AC deliberated on EY's Report at its first meeting on 23 January 2025 in relation to the audited financial statements for 2024.

At the same meeting, EY in its presentation of the External Auditors' report to the AC provided a written assurance that they had been independent throughout the audit engagement in respect of the audited financial statements of Bursa Malaysia Group for FY2024 in accordance with the terms of all relevant professional and regulatory requirements.

- n. On 23 January 2025, the AC had also reviewed the proposed amendments to the Auditor Independence Policy which was previously approved by the Board on 28 November 2019. The proposed amendments to the Auditor Independence Policy were to align the Policy with the latest guidelines pursuant to Subsection 264(4A) of the Companies Act 2016 for a firm of auditors, as issued by the Companies Commission of Malaysia. The AC deliberated and recommended the proposed amendments to the Board's approval and the same was duly approved by the Board on 27 January 2025.

#### 4. Group Internal Audit

- a. The GIa team conducted the audit work as per the 2024 Annual Audit Plan which was approved by the AC on 27 November 2023. The Director of GIa and departmental heads of the respective GIa functions presented the internal audit reports at each of the AC meetings. The 2024 Annual Audit Plan was reviewed on a half-yearly basis or as required to address any changes to the auditable areas. A total of 55 audit engagements were completed in 2024.
- b. The annual plan was developed through a comprehensive planning process that identifies and prioritises possible auditable areas to be part of the audit coverage for the year. The identified key audit areas in 2024 were as follows:
- Commercial;
  - Operations;
  - Regulation;
  - Group Technology;
  - Business Support Units – Group Human Capital, Group Finance & Corporate Services, Risk & Compliance, Group Sustainability, Corporate Strategy and Bursa Malaysia Digital;
  - Thematic Reviews; and
  - Mandated Reviews.

## Audit Committee Report

- c. In addition to the engagement reports, GIA updated the AC on its work done at every AC meeting comprising the progress of the 2024 Annual Audit Plan and its key initiatives for 2024 which included the quality assurance improvement programme.
- d. At the first AC Meeting on 24 January 2024, the AC had deliberated on GIA's proposed 2024 Scorecard which was developed in accordance with the Corporate Strategy and Group Human Capital's framework in relation to the Scorecard's perspectives and weightages. Among the matters deliberated in the course of review included the enhancement of certain existing Key Performance Indicators. The 2024 GIA Scorecard was subsequently approved by the AC after due deliberation.
- e. At the second AC meeting on 20 February 2024, the AC had deliberated on the 2023 GIA Divisional Scorecard results which included the results of GIA's Customer Satisfaction Survey (Survey) for 2023, based on the responses received from the AC members and Management via questionnaires. Such Survey is conducted annually and aims to gauge the level of satisfaction of GIA's stakeholders with GIA's services, competency, professionalism as well as its independence and objectivity in discharging its roles and responsibilities.
- f. At the same meeting, the AC had reviewed the performance of the Director of GIA taking into consideration the performance evaluations per the Corporate Scorecard, GIA Divisional Scorecard and behavioural competencies. The outcome was subsequently submitted to the Nomination and Remuneration Committee (NRC) for determination of performance rewards.
- g. At the same meeting, GIA had presented to the AC the results of its verification of the Integrated Annual Report (IAR) 2023 and Sustainability Report (SR) 2023. All information and statistics provided in the reports were observed to be appropriate. The SR 2023 verification was conducted with reference to the Global Reporting Initiative Standards and the relevant supporting documents as well as engagements with Group Sustainability.
- h. The AC had two private meetings with the Internal Auditors on 26 July 2024 and 25 November 2024 without the presence of the CEO and Management.
- i. At the sixth AC Meeting held on 25 November 2024, the AC reviewed the 2024 achievement of GIA's Strategic Roadmap 2024-2026 which aligns with Bursa Malaysia's Corporate Strategic Roadmap 2024-2026. The AC was satisfied with GIA's overall 2024 achievement of the Strategic Roadmap 2024-2026.
- j. At the same meeting, the AC reviewed the results of External Quality Assurance Review for FY2024 and noted that GIA generally conforms to the IIA International Professional Practices Framework, IIA Global Internal Audit Standards, the Malaysian Code of Corporate Governance, MAIN Market Listing Requirements and the internal GIA standard operating procedures.
- k. At the same meeting, the AC also approved GIA's 2025 Annual Audit Plan covering identified auditable areas using risk-based audit planning focusing on key areas such as Commercial, Operations and Business Support functions, Regulation, Group Technology and Mandated Reviews. Thematic reviews such as anti-money laundering and corporate governance are also included as part of the 2025 Annual Audit Plan.
- In accordance with the TOR of the AC, the AC further deliberated and approved the plan, resource management and budget for the internal audit function for 2025.
- l. In accordance with the 2024 Annual Audit Plan, GIA, within its defined scope, performed quarterly reviews on actual/potential reported COI. The review reports were then tabled at the AC for their notation.
- m. In addition, GIA also performed quarterly reviews on RPT/recurrent RPT as part of the 2024 Annual Audit Plan to ensure that the transactions are undertaken on an arm's length basis, on normal commercial terms consistent with Bursa Group's business practices and policies, not prejudicial to the interests of Bursa and its minority shareholders and on terms which are generally no more favourable to the related parties and/or interested persons.
- n. At the first AC Meeting for the FY2025 held on 23 January 2025, GIA confirmed its organisational independence to the AC, where all the Internal Auditors had signed the annual declaration that they were and had been independent, objective and in compliance with the Code of Ethics of Bursa Malaysia and The Institute of Internal Auditors' Global Internal Audit Standards in carrying out their duties for the FY2024. This annual declaration includes the non-financial COI declaration of each individual GIA employee. The AC determined that the internal audit function is effective, provides value add to the organisation and is able to function independently.
- o. At the same meeting, the AC had deliberated on the 2024 GIA Divisional Scorecard results which included the results of GIA's Customer Satisfaction Survey (Survey) for 2024, based on the responses received from the AC members and Management via questionnaires. Such Survey is conducted

annually and aims to gauge the level of satisfaction of GIA's stakeholders with GIA's services, competency, professionalism as well as its independence and objectivity in discharging its roles and responsibilities.

- p. At the same meeting, the AC had reviewed the performance of the Director of GIA taking into consideration the performance evaluations per the Corporate Scorecard, GIA Divisional Scorecard and behavioural competencies. The outcome was subsequently submitted to the NRC for determination of performance rewards.
- q. At the same meeting, the AC had considered GIA's proposed 2025 Scorecard which was developed in accordance with the Corporate Strategy and Group Human Capital's framework in relation to the Scorecard's perspectives and weightages. The 2025 GIA Scorecard was subsequently approved by the AC after due deliberation.
- r. At the second AC Meeting held on 19 February 2025, the AC reviewed and recommended the SICRM for the Board's approval and publication in the IAR 2024.
- s. At the same meeting, the AC reviewed and recommended the IAR 2024 and SR 2024 for the Board's approval and adoption.

GIA had presented to the AC the results of its verification of the IAR 2024 and SR 2024. All information and statistics provided in the reports were observed to be appropriate. The SR 2024 verification was conducted with reference to the Global Reporting Initiative Standards and the relevant supporting documents.

- t. At the same meeting, the AC reviewed and recommended the CG Overview Statement and CG Report 2024 for the Board's approval and adoption.

## INTERNAL AUDIT FUNCTION

The mission of GIA is to enhance and protect the organisational value of Bursa Malaysia Group by providing risk-based and objective assurance, advice and insight. GIA helps Bursa Malaysia to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, internal controls, and governance processes.

GIA reports functionally to the AC and administratively to the CEO. To ensure that the responsibilities of GIA are fully discharged in accordance with the International Standards for the Professional Practice of Internal Auditing and the Global Internal Audit Standards, the AC reviews the adequacy of the scope and resources of the internal audit function as well as the competency and experience of the Internal Auditors.

Further information on the resources, objectivity and independence of the Director of GIA and Internal Auditors are provided in the CG Report in accordance with Practice 11.2 of the MCCG.

The GIA engagements were carried out based on the annual audit plan approved by the AC. The results of the audits in the GIA reports were reviewed by the AC. The relevant Management members were made responsible for ensuring that corrective actions on reported weaknesses were taken within the required timeframes. GIA conducted follow-up audits on key engagements to ensure that the corrective actions were implemented appropriately.

GIA also leverages on the report received annually from the Chicago Mercantile Exchange Group's (CME) Independent Service Auditor (RSM US LLP) – System and Organisation Controls (SOC) 1 Report on Controls Placed in Operation and Tests of Operating Effectiveness Relevant to CME Globex Trading, CME ClearPort and CME Clearing Systems. This report is received annually due to the listing of all of Bursa Malaysia Derivatives' products on the CME's Globex Trading Platform and it is also shared with the External Auditors, EY. The CME's independent service auditors examine and express their opinion on CME's description of its trade matching and clearing services system for processing transactions for user entities and the suitability of the design and operating effectiveness of controls in achieving the related control objectives. GIA will engage with CME's independent service auditor for further information if necessary.

The total costs incurred by GIA in discharging its functions and responsibilities in 2024 amounted to RM4,469,241 as compared to RM3,679,909 in 2023.

## SECTION 8

# ADDITIONAL INFORMATION

List of Properties Owned by Bursa Malaysia Group	181
Statistics of Shareholdings	182
Additional Compliance Information	186



# List of Properties Owned by Bursa Malaysia Group

As at 31 December 2024

No.	Location	Postal address	Description	Current use	Tenure	Remaining lease period (expiry date)	Age of building	Land area/ Built-up area (sq. metres)	Date of acquisition	Net book value as at 31 December 2024 RM'000
1.	Geran No. 28936 Lot No. 520 (formerly P.T.8) Section 19, Town and District of Kuala Lumpur	Exchange Square, Bukit Kewangan, 50200 Kuala Lumpur	16-storey office building with 5-level basement car park and a lower level car park known as the Main Building	Office	Leasehold*	68 years (14 April 2092)	27 years	7,144/ 71,347	August 1997	87,912
2.	Geran No. 28938 Lot No. 522 (formerly P.T.10) Section 19, Town and District of Kuala Lumpur	Exchange Square, Bukit Kewangan, 50200 Kuala Lumpur	2-storey office cum exposition building with 2-level basement car park known as the Annexe Building	Office	Leasehold*	71 years (28 February 2095)	26 years	9,314/ 38,609	March 1998	30,680
3.	Lot 5.0 to 8.0, No. Berdaftar Geran 17768/ M1/4/5 to 8 Bangunan No. M1 Lot No. 51452, Mukim of Kuala Lumpur Daerah Wilayah Persekutuan	4 <sup>th</sup> Floor, Wisma Chase Perdana, Off Jalan Semantan, Damansara Heights, 50490 Kuala Lumpur	Four office units on the 4 <sup>th</sup> Floor of a 12-storey office building	Office	Freehold	N/A	41 years	N/A/ 3,355	May 1998	6,313

\* The buildings are on freehold land which has been leased to Bursa Malaysia Berhad by the Federal Land Commissioner for a period of 99 years.

# Statistics of Shareholdings

As at 31 January 2025

## A. Issued Shares of The Company

The total number of issued shares of the Company stands at 809,299,121 ordinary shares, with voting rights of one vote per ordinary share.

## B. Analysis by Size of Shareholdings

Size of Shareholdings	No. of Shareholders		Total No. of Shareholders		No. of Issued Shares		Total No. of Issued Shares	
	Malaysian	Foreigner	No.	%	Malaysian	Foreigner	No.	%
1 - 99	1,600	16	1,616	5.40	13,842	376	14,218	0.00
100 - 1,000	9,415	157	9,572	31.97	5,905,396	96,817	6,002,213	0.74
1,001 - 10,000	14,816	342	15,158	50.63	53,288,520	1,383,249	54,671,769	6.76
10,001 - 100,000	2,857	256	3,113	10.40	74,126,762	9,324,181	83,450,943	10.31
100,001 - less than 5% of issued shares	303	171	474	1.58	232,891,851	141,692,940	374,584,791	46.29
5% and above of issued shares	3	-	3	0.01	290,575,187	-	290,575,187	35.90
<b>Total</b>	<b>28,994</b>	<b>942</b>	<b>29,936</b>	<b>100.00</b>	<b>656,801,558</b>	<b>152,497,563</b>	<b>809,299,121</b>	<b>100.00</b>

## C. Analysis of Equity Structure

No.	Category of Shareholders	No. of Shareholders		No. of Issued Shares		% of Issued Shares	
		Malaysian	Foreigner	Malaysian	Foreigner	Malaysian	Foreigner
1.	Individual	22,988	423	136,167,099	4,287,881	16.83	0.53
2.	Body Corporate						
	a. Banks/finance companies	49	-	163,537	-	0.02	0.00
	b. Investment trust/foundation/charities	4	-	273,000	-	0.03	0.00
	c. Industrial and commercial companies	299	10	27,773,643	686,250	3.43	0.08
3.	Government agencies/institutions	13	-	408,508,396	-	50.48	0.00
4.	Nominees	5,638	509	83,846,383	147,523,432	10.36	18.23
4.	Others	3	-	69,500	-	0.01	0.00
5.	Trustees	-	-	-	-	0.00	0.00
	<b>Total</b>	<b>28,994</b>	<b>942</b>	<b>656,801,558</b>	<b>152,497,563</b>	<b>81.16</b>	<b>18.84</b>



#### D. Top 30 Securities Account Holders

(Without aggregating the securities from different securities accounts belonging to the same Registered Holder)

No.	Name	No. of Issued Shares	% of Issued Shares
1.	Capital Market Development Fund	150,300,001	18.57
2.	Kumpulan Wang Persaraan (Diperbadankan) ("KWAP")	88,080,500 <sup>(1)</sup>	10.88
3.	Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board ("EPF")	52,194,686 <sup>(2)</sup>	6.45
4.	Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (Islamic)	28,460,259	3.52
5.	Amanahraya Trustees Berhad Amanah Saham Bumiputera	9,976,400	1.23
6.	HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Total International Stock Index Fund	9,668,808	1.19
7.	Plentitude Hotels Berhad	9,109,092	1.13
8.	Citigroup Nominees (Asing) Sdn Bhd CB Spore GW For Government of Singapore (GIC C)	8,720,200	1.08
9.	Cartaban Nominees (Tempatan) Sdn Bhd PAMB for Prulink Equity Focus Fund	8,327,500	1.03
10.	HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Emerging Markets Stock Index Fund	7,738,700	0.96
11.	DB (Malaysia) Nominee (Asing) Sdn Bhd Exempt AN for State Street Bank & Trust Company (WEST CLT OD67)	7,547,150	0.93
12.	Amanahraya Trustees Berhad Amanah Saham Bumiputera 3 - Didik	6,661,700	0.82
13.	Amanahraya Trustees Berhad Public Ittikal Sequel Fund	6,582,500	0.81
14.	Permodalan Nasional Berhad	5,750,500	0.71
15.	Maybank Nominees (Tempatan) Sdn Bhd Maybank Trustees Berhad for Public Regular Savings Fund (N14011940100)	5,200,000	0.64
16.	HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Vanguard Fiduciary Trust Company Institutional Total International Stock Market Index Trust II	5,035,600	0.62
17.	HSBC Nominees (Asing) Sdn Bhd JPMSE LUX for Robeco Capital Growth Funds	4,339,200	0.54
18.	Citigroup Nominees (Tempatan) Sdn Bhd Exempt AN for AIA BHD.	4,292,200	0.53
19.	Amanahraya Trustees Berhad Public Islamic Dividend Fund	4,060,900	0.50
20.	Citigroup Nominees (Tempatan) Sdn Bhd Employees Provident Fund Board (CGS CIMB)	4,046,000	0.50
21.	Lembaga Tabung Haji	4,019,200	0.50
22.	Hong Leong Assurance Berhad As Beneficial Owner (Life Par)	3,960,300	0.49
23.	HSBC Nominees (Asing) Sdn Bhd Pictet and Cie (Europe) for Pictet Global Selection Fund – Global High Yield Emerging Equities Fund	3,600,000	0.44
24.	Cartaban Nominees (Asing) Sdn Bhd Prudential Assurance Malaysia Berhad for Prulink Strategic Fund	3,078,000	0.38

## Statistics of Shareholdings

As at 31 January 2025

No.	Name	No. of Issued Shares	% of Issued Shares
25.	Pertubuhan Keselamatan Sosial	3,071,300	0.38
26.	Amanahraya Trustees Berhad Public Islamic Select Treasures Fund	2,995,600	0.37
27.	Citigroup Nominees (Asing) Sdn Bhd CBNY for Emerging Market Core Equity Portfolio DFA Investment Dimensions Group Inc	2,988,400	0.37
28.	DB (Malaysia) Nominee (Asing) Sdn Bhd SSBT Fund J724 for SPDR Portfolio Emerging Markets ETF	2,923,347	0.36
29.	HSBC Nominees (Asing) Sdn Bhd JPMCB NA for Emerging Markets Small Capitalization Equity Index Nonlendable Fund	2,804,403	0.35
30.	Citigroup Nominees (Tempatan) Sdn Bhd Great Eastern Life Assurance (Malaysia) Berhad (PAR 3)	2,777,900	0.34
<b>Total</b>		<b>458,310,346</b>	<b>56.62</b>

Note:

(1) This excludes 316,991 ordinary shares placed by KWAP under the Securities Borrowing and Lending Arrangement.

(2) This excludes 140,996 ordinary shares placed by EPF under the Securities Borrowing and Lending Arrangement.

### E. Substantial Shareholders According To The Register Of Substantial Shareholders As At 31 January 2025

No.	Name	No. of Issued Shares	% of Issued Shares
1.	Capital Market Development Fund (CMDf)	150,300,001	18.57
2.	Kumpulan Wang Persaraan (Diperbadankan) (KWAP)	88,080,500 <sup>(1)</sup>	10.88
3.	Employees Provident Fund Board (EPF)**	89,395,145 <sup>(2)</sup>	11.05

Note:

(1) This excludes 316,991 ordinary shares placed by KWAP under the Securities Borrowing and Lending Arrangement.

(2) This excludes 140,996 ordinary shares placed by EPF under the Securities Borrowing and Lending Arrangement.

\*\* This is an aggregation of securities from different securities accounts belonging to the same Registered Holder

## F. Direct and Deemed Interests in The Company and/or its Related Corporations

### 1. Directors

The interests of the Directors in the shares of the Company as at 31 January 2025 including those of his/her spouse and child/children which are deemed interests of the Directors by reference to Section 59(11)(c) of the Companies Act 2016 are maintained by the Company in the Register of Directors' Shareholdings pursuant to Section 59 of the Companies Act 2016, details of which are as follows:

Name of Directors	Direct Interest		Deemed Interest		
	No. of Issued Shares	% of Issued Shares	Spouse	Child	% of Issued Shares
			No. of Issued Shares	No. of Issued Shares	
Tan Sri Abdul Wahid bin Omar	15,000	0.001	-	-	-
Datuk Muhamad Umar Swift	0	0	-	-	-
Dato' Anad Krishnan a/l Muthusamy	0	0	-	-	-
Datin Azlina binti Mahmud	0	0	-	-	-
YM Raja Datin Paduka Teh Maimunah binti Raja Abdul Aziz	0	0	-	-	-
Tan Sri Abdul Farid bin Alias	0	0	-	-	-
Datuk Bazlan bin Osman	0	0	-	-	-
Syed Ari Azhar bin Syed Mohamed Adlan	0	0	-	-	-
Tan Ler Chin	0	0	-	-	-
Sharifatu Laila binti Syed Ali	0	0	-	-	-
Redza Goh Abdullah @ Goh Aik Meng	0	0	-	-	-
<b>Total</b>	<b>15,000</b>	<b>0.001</b>	<b>-</b>	<b>-</b>	<b>-</b>

### 2. Key Senior Management

The Key Senior Management's shareholdings of the Company as at 31 January 2025 including their indirect/deemed interests, are as follows:

Name of Key Senior Management	Direct Interest		Deemed Interest		
	No. of Issued Shares	% of Issued Shares	Spouse	Child	% of Issued Shares
			No. of Issued Shares	No. of Issued Shares	
Rosidah binti Baharom	62,400	0.008	-	175,000	0.022
Mohd Saleem bin Kader Bakas	-	-	-	-	-
Ashish Jaywant Rege	-	-	-	-	-
Tay Yu Hui	46,500	0.006	-	-	-
Julian Mahmud Hashim	-	-	-	-	-
Leong See Meng	-	-	-	-	-
<b>Total</b>	<b>108,900</b>	<b>0.014</b>	<b>0</b>	<b>175,000</b>	<b>0.022</b>

# Additional Compliance Information

## 1. UTILISATION OF PROCEEDS RAISED FROM CORPORATE PROPOSALS

There were no proceeds raised from corporate proposals during the financial year.

## 2. AUDIT AND NON-AUDIT FEES

A breakdown of fees for statutory audit and non-audit services incurred by Bursa Malaysia and on a group basis for the financial year ended 31 December 2024 is set out in Note 7 on Page 224 of the Financial Statements.

## 3. MATERIAL CONTRACTS

There were no material contracts entered into by the Group involving the interests of Directors and major shareholders, either still subsisting at the end of the financial year ended 31 December 2024 or entered into since the end of the previous financial year.

## 4. RELATED PARTY TRANSACTIONS (RPTs)

An internal compliance framework exists to ensure that Bursa Malaysia meets its obligations under Bursa Malaysia Securities Berhad MAIN Market Listing Requirements and other applicable guidelines/standards in connection with related party transactions.

In this respect, the relevant processes and procedures are in place to ensure all transactions including the RPTs are monitored and conducted in a manner that is fair and at arms' length basis, with terms not more favourable to the related parties than to the public, not to the detriment of minority shareholders and in the best interest of Bursa Malaysia. A Director who has an interest in a transaction abstains himself/herself from deliberation and voting on the relevant resolution in respect of such transaction at Board Meetings and/or other meetings of the Company.

Details of RPTs entered into by Bursa Malaysia Group are as set out in Note 38 on Page 254 of the Financial Statements.

## SECTION 9

# FINANCIALS

Directors' Responsibility Statement	188
Directors' Report	189
Statement by Directors	193
Statutory Declaration	193
Independent Auditors' Report to the Members of Bursa Malaysia Berhad	194
Statements of Profit or Loss	198
Statements of Comprehensive Income	199
Statements of Financial Position	200
Statements of Changes in Equity	202
Statements of Cash Flows	204
Notes to the Financial Statements	206



# Directors' Responsibility Statement

## FOR THE AUDITED FINANCIAL STATEMENTS

The Directors are required by the Companies Act 2016 ("CA") to prepare the financial statements for each financial year which have been made out in accordance with applicable Malaysian Financial Reporting Standards ("MFRSs"), the International Financial Reporting Standards ("IFRS"), and the requirements of the CA in Malaysia.

The Directors are responsible to ensure that the financial statements give a true and fair view of the state of affairs of the Group and of the Company at the end of the financial year, and of the results and cash flows of the Group and of the Company for the financial year.

In preparing the financial statements, the Directors ensured that the Management has:

- adopted appropriate accounting policies and applied them consistently;
- made judgements and estimates that are reasonable and prudent; and
- prepared the financial statements on a going concern basis.

The Directors are responsible to ensure that the Group and the Company keep accounting records which disclose the financial position of the Group and of the Company with reasonable accuracy, enabling them to ensure that the financial statements comply with the CA.

The Directors are responsible for taking such steps as are reasonably open to them to safeguard the assets of the Group and of the Company, and to detect and prevent fraud and other irregularities.

# Directors' Report

The Directors have pleasure in presenting their report together with the audited financial statements of the Group and of the Company for the financial year ended 31 December 2024.

## PRINCIPAL ACTIVITIES

The Company is an exchange holding company, whose principal activities are treasury management and the provision of management and administrative services to its subsidiaries.

The principal activities of the subsidiaries are to operate the Malaysian securities, derivatives, voluntary carbon market, debt fundraising and offshore financial exchanges and the Shariah-compliant commodity and precious metals trading platform, to operate the related clearing houses, depository function and regulatory function, and to disseminate information relating to instruments quoted on the exchanges. Other information relating to the respective subsidiaries are disclosed in Note 18 to the financial statements.

## RESULTS

	Group RM'000	Company RM'000
Profit for the year	308,608	245,285

There were no material transfers to or from reserves or provisions during the financial year, other than those disclosed in the financial statements.

In the opinion of the Directors, the results of the operations of the Group and of the Company during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature.

## DIVIDENDS

The dividends paid by the Company since 31 December 2023 were as follows:

	RM'000
In respect of the financial year ended 31 December 2024:	
Single-tier interim dividend of 18.0 sen per share, on 809,299,000 ordinary shares, approved on 30 July 2024 and paid on 28 August 2024	145,674
In respect of the financial year ended 31 December 2023, as reported in the Directors' report of that financial year:	
Single-tier final dividend of 14.0 sen per share, on 809,299,000 ordinary shares, approved on 31 January 2024 and paid on 29 February 2024	113,302
<b>Total dividends paid since 31 December 2023</b>	<b>258,976</b>

On 27 January 2025, the Board of Directors approved and declared a single-tier final dividend of 18.0 sen per share and a single-tier special dividend of 8.0 sen per share in respect of the financial year ended 31 December 2024. The final dividend, amounting to approximately RM145,674,000, and the special dividend, amounting to approximately RM64,744,000, is payable on 25 February 2025. The dividends will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2025.

## Directors' Report

### DIRECTORS

The names of the Directors of the Company in office since the beginning of the current financial year to the date of this report are:

Tan Sri Abdul Wahid bin Omar	
Datuk Muhamad Umar Swift	
Tan Sri Abdul Farid bin Alias	
Datuk Bazlan bin Osman	
Dato' Anad Krishnan a/l Muthusamy	
Datin Azlina binti Mahmad	
Syed Ari Azhar bin Syed Mohamed Adlan	
Tan Ler Chin	
Sharifatu Laila binti Syed Ali	(appointed on 27 March 2024)
Redza Goh Abdullah @ Goh Aik Meng	(appointed on 27 March 2024)
Yang Mulia Raja Datin Paduka Teh Maimunah binti Raja Abdul Aziz	(appointed on 1 July 2024)
Chong Chye Neo	(retired on 26 March 2024)

The names of the directors of the Company's subsidiaries in office since the beginning of the current financial year to the date of this report are:

Datuk Muhamad Umar Swift
Rosidah binti Baharom
Lee Wai Kit
Datuk Goh Jiok Vui @ Henry Goh Jiok Vui

### DIRECTORS' BENEFITS

Neither at the end of the financial year, nor at any time during that year, did there subsist any arrangement to which the Company was a party, whereby the Directors might acquire benefits by means of acquisition of shares in or debentures of the Company or any other body corporate.

Since the end of the previous financial year, no Director has received or become entitled to receive a benefit (other than benefits included in the aggregate amount of remuneration received or due and receivable by the Directors or the fixed salary of a full-time employee of the Company as disclosed in Note 9 to the financial statements) by reason of a contract made by the Company or a related corporation with any Director or with a firm of which the Director is a member, or with a company in which the Director has a substantial financial interest.

During the financial year, the total amount of indemnity coverage and insurance premium paid for the Directors and the officers of the Group and of the Company was RM100,000,000 and RM147,079 respectively.

### DIRECTORS' INTERESTS

According to the register of Directors' shareholdings, the interests of Directors in office at the end of the financial year in the shares of the Company during the financial year were as follows:

	Number of ordinary shares		
	At 1.1.2024 '000	Purchased/ (Sold) '000	At 31.12.2024 '000
<b>Direct interests</b>			
Tan Sri Abdul Wahid bin Omar	15	-	15

Other than the above, the Directors in office at the end of the financial year did not have any interest in the shares of the Company or its related corporations during the financial year.



## ISSUE OF SHARES AND DEBENTURES

There was no issuance of shares or debentures during the financial year.

## OTHER STATUTORY INFORMATION

- (a) Before the statements of profit or loss, statements of comprehensive income and statements of financial position of the Group and of the Company were made out, the Directors took reasonable steps:
- (i) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that all known bad debts had been written off and that adequate provision had been made for doubtful debts; and
  - (ii) to ensure that any current assets which were unlikely to realise their values as shown in the accounting records in the ordinary course of business had been written down to an amount which they might be expected so to realise.
- (b) At the date of this report, the Directors are not aware of any circumstances which would render:
- (i) the amount written off for bad debts or the amount of the provision for doubtful debts in the financial statements of the Group and of the Company inadequate to any substantial extent; and
  - (ii) the values attributed to current assets in the financial statements of the Group and of the Company misleading.
- (c) At the date of this report, the Directors are not aware of any circumstances which have arisen which would render adherence to the existing method of valuation of assets or liabilities of the Group and of the Company misleading or inappropriate.
- (d) At the date of this report, the Directors are not aware of any circumstances not otherwise dealt with in this report or financial statements of the Group and of the Company which would render any amount stated in the financial statements misleading.
- (e) At the date of this report, there does not exist:
- (i) any charge on the assets of the Group and of the Company which has arisen since the end of the financial year which secures the liabilities of any other person; or
  - (ii) any contingent liability in respect of the Group or of the Company which has arisen since the end of the financial year.
- (f) In the opinion of the Directors:
- (i) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which will or may affect the ability of the Group or of the Company to meet their obligations when they fall due; and
  - (ii) no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the operations of the Group or of the Company for the financial year in which this report is made.

## Directors' Report

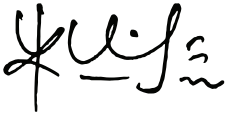
### AUDITORS AND AUDITORS' REMUNERATION

Total fees for statutory audit provided by the auditors amounted to RM571,000 (2023: RM516,000) and RM146,000 (2023: RM116,000) for the Group and the Company respectively, while total fees for assurance related and non-audit services amounted to RM1,298,000 (2023: RM401,000) and RM1,205,000 (2023: RM239,000) for the Group and the Company respectively. Non-audit services provided by the auditors and its member firms mainly comprised advisory services for electronic invoicing implementation, external quality assurance review on group internal audit department, delineation assessment of the role and function of the chief information security officer and the technology security officer and tax compliance services.

The auditors, Ernst & Young PLT, have expressed their willingness to continue in office.

The auditors' remuneration of the Group and of the Company are disclosed in Note 7 to the financial statements.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 27 January 2025.



Tan Sri Abdul Wahid bin Omar



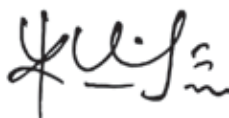
Datuk Muhamad Umar Swift

# Statement by Directors

PURSUANT TO SECTION 251(2) OF THE COMPANIES ACT 2016

We, Tan Sri Abdul Wahid bin Omar and Datuk Muhamad Umar Swift, being two of the Directors of Bursa Malaysia Berhad, do hereby state that, in the opinion of the Directors, the accompanying financial statements set out on pages 198 to 269 are drawn up in accordance with the Malaysian Financial Reporting Standards, the International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia so as to give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024 and of their financial performance and cash flows for the year then ended.

Signed on behalf of the Board in accordance with a resolution of the Directors dated 27 January 2025.



**Tan Sri Abdul Wahid bin Omar**



**Datuk Muhamad Umar Swift**

# Statutory Declaration

PURSUANT TO SECTION 251(1)(B) OF THE COMPANIES ACT 2016

I, Rosidah binti Baharom, being the Officer primarily responsible for the financial management of Bursa Malaysia Berhad, do solemnly and sincerely declare that the accompanying financial statements set out on pages 198 to 269 are, in my opinion, correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by the abovenamed Rosidah binti Baharom at Kuala Lumpur in the Federal Territory on 27 January 2025.



**Rosidah binti Baharom**  
C.A. 49125

Before me,



# Independent Auditors' Report to the Members of Bursa Malaysia Berhad

(INCORPORATED IN MALAYSIA)

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

### Opinion

We have audited the financial statements of Bursa Malaysia Berhad, which comprise the statements of financial position as at 31 December 2024 of the Group and of the Company, and the statements of profit or loss, statements of comprehensive income, statements of changes in equity and statements of cash flows of the Group and of the Company for the year then ended, and notes to the financial statements, including material accounting policy information, as set out on pages 198 to 269.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Group and of the Company as at 31 December 2024, and of their financial performance and their cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia.

### Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the *Auditors' responsibilities for the audit of the financial statements* section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Independence and other ethical responsibilities

We are independent of the Group and of the Company in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

### Key audit matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the financial statements of the Group and of the Company for the current year. These matters were addressed in the context of our audit of the financial statements of the Group and of the Company as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For the key audit matters below, our description of how our audit addressed the matters are provided in that context.

We have fulfilled the responsibilities described in the *Auditors' responsibilities for the audit of the financial statements* section of our report, including in relation to these matters.

Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the financial statements. The results of our audit procedures, including the procedures performed to address the matters below, provide the basis of our audit opinion on the accompanying financial statements.

Description	Responses
The risk that (i) goodwill and (ii) investment in subsidiaries may be impaired.	Our audit procedures included, among others, evaluating the assumptions and methodologies used by the Group and the Company in performing the impairment assessments.
(i) Goodwill The Group's and Company's goodwill balances as at 31 December 2024 stood at RM42,957,000 and RM29,494,000, respectively.	We examined the cash flow forecasts which support management's impairment assessments. We evaluated the evidence supporting the underlying assumptions in those forecasts, by comparing revenue and expenses to approved budgets, considering accuracy of prior year budgets, and comparing expected growth rates to relevant market expectations.
(ii) Investment in subsidiaries As at 31 December 2024, the carrying amount of investment in subsidiaries in the statement of financial position of the Company stood at RM315,140,000.	

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

### Key audit matters (cont'd)

Description	Responses
<p>On an annual basis, management is required to perform impairment assessments for goodwill and investment in subsidiaries with impairment indicators.</p> <p>These assessments are significant to our audit as they involve significant management judgement and are based on assumptions that are affected by expected future market and economic conditions.</p> <p>This risk is also described in Note 2.5 to the financial statements.</p>	<p>We tested the weighted-average cost of capital discount rates assigned to the cash generating units, as well as the long-term growth rates, with reference to our understanding of the business.</p> <p>We performed sensitivity analyses on the key inputs to impairment models, to understand the impact that reasonable alternative assumptions would have on the overall carrying value.</p> <p>We also reviewed the adequacy of the Group's and the Company's disclosures about those assumptions to which the outcome of the impairment test is most sensitive.</p>

### Information other than the financial statements and auditors' report thereon

The directors of the Company are responsible for the other information. The other information comprises the directors' report and annual report, but does not include the financial statements of the Group and of the Company and our auditors' report thereon, which we obtained prior to the date of this auditors' report, and the remaining other information expected to be included in the annual report, which is expected to be made available to us after the date of this auditors' report.

Our opinion on the financial statements of the Group and of the Company does not cover the other information and we do not and will not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Group and of the Company, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Group and of the Company or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information that we obtained prior to the date of this auditors' report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

When we read the remaining other information expected to be included in the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the directors of the Company and take appropriate action.

### Responsibilities of the directors for the financial statements

The directors of the Company are responsible for the preparation of financial statements of the Group and of the Company that give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 2016 in Malaysia. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of the financial statements of the Group and of the Company that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Group and of the Company, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group or the Company or to cease operations, or have no realistic alternative but to do so.

# Independent Auditors' Report to the Members of Bursa Malaysia Berhad

(INCORPORATED IN MALAYSIA)

## REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS (CONT'D)

### Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Group and of the Company as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Group and of the Company, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's or the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Group and of the Company or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Group or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Group and of the Company, including the disclosures, and whether the financial statements of the Group and of the Company represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the financial statements of the Group. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

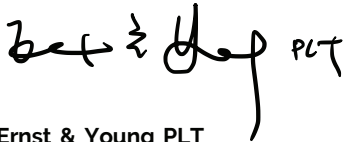
We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide the directors with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with the directors, we determine those matters that were of most significance in the audit of the financial statements of the Group and of the Company for the current year and are therefore the key audit matters. We describe these matters in our auditors' report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

## OTHER MATTERS

This report is made solely to the members of the Company, as a body, in accordance with Section 266 of the Companies Act 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.



**Ernst & Young PLT**  
202006000003 (LLP0022760-LCA) & AF 0039  
Chartered Accountants

Kuala Lumpur, Malaysia  
27 January 2025



**Chan Hooi Lam**  
No. 02844/02/2026 J  
Chartered Accountant

# Statements of Profit or Loss

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Operating revenue	3	<b>757,679</b>	592,807	<b>561,857</b>	469,462
Other income	4	<b>26,623</b>	23,679	<b>8,318</b>	8,460
		<b>784,302</b>	616,486	<b>570,175</b>	477,922
Staff costs	5	<b>(193,790)</b>	(168,589)	<b>(184,640)</b>	(162,482)
Depreciation and amortisation	6	<b>(35,438)</b>	(33,288)	<b>(33,977)</b>	(32,270)
Marketing and development expenses		<b>(23,365)</b>	(20,850)	<b>(14,931)</b>	(13,530)
Information technology maintenance		<b>(42,483)</b>	(36,170)	<b>(35,736)</b>	(30,342)
Service fees		<b>(26,215)</b>	(20,822)	-	-
Other operating expenses	7	<b>(52,122)</b>	(14,767)	<b>(51,650)</b>	(47,264)
Profit from operations		<b>410,889</b>	322,000	<b>249,241</b>	192,034
Finance costs	8	<b>(532)</b>	(533)	<b>(532)</b>	(533)
Profit before tax and zakat		<b>410,357</b>	321,467	<b>248,709</b>	191,501
Taxation and zakat	10	<b>(101,749)</b>	(69,977)	<b>(3,424)</b>	4,264
<b>Profit for the year</b>		<b>308,608</b>	251,490	<b>245,285</b>	195,765
<b>Profit attributable to:</b>					
Owners of the Company		<b>310,120</b>	252,379	<b>245,285</b>	195,765
Non-controlling interest		<b>(1,512)</b>	(889)	-	-
		<b>308,608</b>	251,490	<b>245,285</b>	195,765
Basic and diluted earnings per share attributable to owners of the Company (sen per share)	11	<b>38.3</b>	31.2		

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.



# Statements of Comprehensive Income

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<b>Profit for the year</b>	<b>308,608</b>	251,490	<b>245,285</b>	195,765
<b>Other comprehensive (loss)/income:</b>				
<b>Items that may be subsequently reclassified to profit or loss:</b>				
(Loss)/Gain on foreign currency translation	(105)	148	-	-
Net fair value changes in unquoted bonds at fair value through other comprehensive income ("FVTOCI")	(21)	1,120	42	248
Income tax effects relating to unquoted bonds at FVTOCI (Note 21)	(52)	(93)	(27)	-
	(178)	1,175	15	248
<b>Items that will not be subsequently reclassified to profit or loss:</b>				
Actuarial loss on defined benefit obligations (Note 32(a))	(267)	(428)	(267)	(428)
Income tax effects relating to actuarial loss on defined benefit obligations (Note 21)	64	103	64	103
	(203)	(325)	(203)	(325)
<b>Total other comprehensive (loss)/income for the year, net of income tax</b>	<b>(381)</b>	850	<b>(188)</b>	(77)
<b>Total comprehensive income for the year</b>	<b>308,227</b>	252,340	<b>245,097</b>	195,688
<b>Total comprehensive income attributable to:</b>				
Owners of the Company	309,739	253,229	245,097	195,688
Non-controlling interest	(1,512)	(889)	-	-
	<b>308,227</b>	252,340	<b>245,097</b>	195,688

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

# Statements of Financial Position

AS AT 31 DECEMBER 2024

	Note	Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<b>ASSETS</b>					
<b>Non-current assets</b>					
Property, plant and equipment	13	<b>187,350</b>	194,168	<b>187,091</b>	193,775
Computer software	14	<b>57,726</b>	57,659	<b>46,157</b>	47,687
Right-of-use assets	15(a)	<b>7,630</b>	7,741	<b>7,630</b>	7,741
Goodwill	16	<b>42,957</b>	42,957	<b>29,494</b>	29,494
Other intangible asset	17	<b>1,724</b>	1,905	<b>1,724</b>	1,905
Investment in subsidiaries	18	–	–	<b>315,140</b>	312,169
Investment securities	19	<b>65,526</b>	55,471	<b>28,027</b>	19,985
Staff loans receivable	20	<b>459</b>	577	<b>212</b>	321
Deferred tax assets	21	<b>21,458</b>	21,732	<b>14,132</b>	16,113
		<b>384,830</b>	382,210	<b>629,607</b>	629,190
<b>Current assets</b>					
Inventories	22	<b>3,594</b>	2,903	–	–
Trade receivables	23	<b>66,765</b>	59,615	<b>832</b>	1,378
Other receivables	24	<b>21,286</b>	15,707	<b>14,313</b>	11,385
Amount due from subsidiaries	25	–	–	<b>31,055</b>	34,849
Tax recoverable		<b>1,165</b>	540	<b>62</b>	–
Investment securities	19	<b>4,996</b>	15,017	–	–
Cash for equity margins, derivatives trading margins, security deposits, eDividend and eRights distributions, gold dinar, carbon credits and debt fundraising	26	<b>3,214,170</b>	2,222,575	–	–
Cash and bank balances of Clearing Funds	27	<b>162,370</b>	159,525	–	–
Cash and bank balances of the Group/Company	28	<b>496,233</b>	423,894	<b>171,059</b>	176,196
		<b>3,970,579</b>	2,899,776	<b>217,321</b>	223,808
<b>Total assets</b>		<b>4,355,409</b>	3,281,986	<b>846,928</b>	852,998

	Note	Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<b>EQUITY AND LIABILITIES</b>					
<b>Equity</b>					
Share capital	29	435,621	435,621	430,371	430,371
Other reserves	30	31,215	31,393	11	(4)
Retained earnings	31	406,999	356,058	300,916	314,810
<b>Equity attributable to owners of the Company</b>		<b>873,835</b>	823,072	<b>731,298</b>	745,177
Non-controlling interest		2,499	1,561	-	-
<b>Total equity</b>		<b>876,334</b>	824,633	<b>731,298</b>	745,177
<b>Non-current liabilities</b>					
Retirement benefit obligations	32(a)	6,567	7,661	6,567	7,661
Deferred income	33	11,558	6,663	6,038	2,319
Lease liabilities	15(b)	7,434	7,440	7,434	7,440
Deferred tax liabilities	21	1,554	1,079	-	-
		<b>27,113</b>	22,843	<b>20,039</b>	17,420
<b>Current liabilities</b>					
Trade payables	26(a)	3,209,979	2,218,648	-	-
Participants' contributions to Clearing Funds	27	67,370	64,525	-	-
Other payables	34	167,080	146,762	95,063	89,626
Lease liabilities	15(b)	505	505	505	505
Provision for zakat		588	580	23	-
Tax payable		6,440	3,490	-	270
		<b>3,451,962</b>	2,434,510	<b>95,591</b>	90,401
<b>Total liabilities</b>		<b>3,479,075</b>	2,457,353	<b>115,630</b>	107,821
<b>Total equity and liabilities</b>		<b>4,355,409</b>	3,281,986	<b>846,928</b>	852,998

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

# Statements of Changes in Equity

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

Group	Attributable to owners of the Company							
	Non-distributable				Distributable			
	Share capital RM'000	Foreign currency translation reserve RM'000	Clearing fund reserves RM'000	FVTOCI reserve RM'000	Retained earnings RM'000	Total RM'000	Non- controlling interest RM'000	Total equity RM'000
<b>At 1 January 2024</b>	<b>435,621</b>	<b>973</b>	<b>30,000</b>	<b>420</b>	<b>356,058</b>	<b>823,072</b>	<b>1,561</b>	<b>824,633</b>
Profit/(Loss) for the year	-	-	-	-	310,120	310,120	(1,512)	308,608
Other comprehensive income for the year	-	(105)	-	(73)	(203)	(381)	-	(381)
Total comprehensive income for the year	-	(105)	-	(73)	309,917	309,739	(1,512)	308,227
Total transactions with owners: Dividends paid (Note 12)	-	-	-	-	(258,976)	(258,976)	-	(258,976)
Additional subscription of shares by non-controlling interest	-	-	-	-	-	-	2,450	2,450
<b>At 31 December 2024</b>	<b>435,621</b>	<b>868</b>	<b>30,000</b>	<b>347</b>	<b>406,999</b>	<b>873,835</b>	<b>2,499</b>	<b>876,334</b>
<b>At 1 January 2023</b>	435,621	825	30,000	(607)	318,468	784,307	2,450	786,757
Profit/(Loss) for the year	-	-	-	-	252,379	252,379	(889)	251,490
Other comprehensive income for the year	-	148	-	1,027	(325)	850	-	850
Total comprehensive income for the year	-	148	-	1,027	252,054	253,229	(889)	252,340
Total transactions with owners: Dividends paid (Note 12)	-	-	-	-	(214,464)	(214,464)	-	(214,464)
<b>At 31 December 2023</b>	<b>435,621</b>	<b>973</b>	<b>30,000</b>	<b>420</b>	<b>356,058</b>	<b>823,072</b>	<b>1,561</b>	<b>824,633</b>

Company	Non-distributable		Distributable	Total equity RM'000
	Share capital RM'000	FVTOCI reserve RM'000	Retained earnings RM'000	
<b>At 1 January 2024</b>	<b>430,371</b>	<b>(4)</b>	<b>314,810</b>	<b>745,177</b>
Profit for the year	-	-	245,285	245,285
Other comprehensive income/(loss) for the year	-	15	(203)	(188)
Total comprehensive income for the year	-	15	245,082	245,097
Total transactions with owners: Dividends paid (Note 12)	-	-	(258,976)	(258,976)
<b>At 31 December 2024</b>	<b>430,371</b>	<b>11</b>	<b>300,916</b>	<b>731,298</b>
<b>At 1 January 2023</b>	430,371	(252)	333,834	763,953
Profit for the year	-	-	195,765	195,765
Other comprehensive income/(loss) for the year	-	248	(325)	(77)
Total comprehensive income for the year	-	248	195,440	195,688
Total transactions with owners: Dividends paid (Note 12)	-	-	(214,464)	(214,464)
<b>At 31 December 2023</b>	<b>430,371</b>	<b>(4)</b>	<b>314,810</b>	<b>745,177</b>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

# Statements of Cash Flows

FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2024

	Note	Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<b>Cash flows from operating activities</b>					
Profit before taxation and zakat		<b>410,357</b>	321,467	<b>248,709</b>	191,501
Adjustments for:					
Amortisation of premium	7	<b>2</b>	5	-	-
Carbon credits retired	17	<b>181</b>	543	<b>181</b>	543
Depreciation and amortisation	6	<b>35,438</b>	33,288	<b>33,977</b>	32,270
Dividend income from subsidiaries	3	-	-	<b>(240,000)</b>	(203,700)
Grant income	4	<b>(2,112)</b>	(1,443)	<b>(1,331)</b>	(965)
Interest expense on lease liabilities	8	<b>532</b>	533	<b>532</b>	533
Interest/profit income	4	<b>(23,730)</b>	(21,727)	<b>(6,282)</b>	(7,011)
Lease of equipment	7	<b>231</b>	281	<b>231</b>	275
Net gain on disposal of computer hardware and motor vehicle	4	<b>(47)</b>	(100)	<b>(47)</b>	(100)
Net impairment losses/(reversal of impairment losses) on:					
- investment in subsidiaries	7	-	-	<b>(421)</b>	-
- investment securities	7	<b>(57)</b>	92	-	11
- trade and other receivables	7	<b>(425)</b>	753	<b>(303)</b>	363
- amount due from subsidiaries	7	-	-	<b>7,562</b>	7,053
Provision/(Reversal of provision) for:					
- short-term accumulating compensated unutilised leave	5	<b>330</b>	148	<b>296</b>	132
- separation benefits	5	-	(2,516)	-	(2,516)
- sales and service tax	7	-	(31,420)	-	-
Retirement benefit obligations	5	<b>295</b>	346	<b>295</b>	346
Unrealised loss/(gain) on foreign exchange differences		<b>262</b>	68	<b>(5)</b>	98
Operating profit before working capital changes		<b>421,257</b>	300,318	<b>43,394</b>	18,833
Changes in inventories		<b>(691)</b>	(2,903)	-	-
Increase in receivables		<b>(9,585)</b>	(9,982)	<b>(2,046)</b>	(2,642)
Increase/(Decrease) in payables		<b>25,624</b>	137	<b>10,376</b>	(2,656)
Changes in amount due from subsidiaries		-	-	<b>(3,768)</b>	(17,966)
Cash from/(used in) operations		<b>436,605</b>	287,570	<b>47,956</b>	(4,431)
Interest paid	15(b)	<b>(532)</b>	(533)	<b>(532)</b>	(533)
Repayment of lease of equipment		<b>(231)</b>	(281)	<b>(231)</b>	(275)
Repayment of staff loans, net of disbursements		<b>190</b>	218	<b>180</b>	209
Contributions to defined benefit retirement scheme	32(a)	<b>(1,656)</b>	(2,120)	<b>(1,656)</b>	(2,120)
Zakat paid		<b>(575)</b>	(557)	-	-
Net (tax paid)/tax refund		<b>(98,079)</b>	(72,814)	<b>(1,715)</b>	187
<b>Net cash from/(used in) operating activities</b>		<b>335,722</b>	211,483	<b>44,002</b>	(6,963)

	Note	Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<b>Cash flows from investing activities</b>					
Dividends received		-	-	240,000	203,700
Increase in deposits not for short-term funding requirements		(66,344)	(10,577)	(20,226)	(3,482)
Interest/profit income received		20,967	21,460	6,178	6,990
Proceeds from maturity/disposal of:					
- investment securities		15,000	14,836	-	-
- computer hardware and motor vehicle		47	100	47	100
Purchases of:					
- additional ordinary shares in existing subsidiary		-	-	(2,550)	(13,551)
- other intangible assets	17	-	(2,448)	-	(2,448)
- investment securities		(15,000)	(20,000)	(8,000)	(15,000)
- property, plant and equipment and computer software		(33,894)	(36,411)	(30,882)	(32,498)
Subscription of shares in a subsidiary by non-controlling interest		2,450	-	-	-
<b>Net cash (used in)/from investing activities</b>		<b>(76,774)</b>	<b>(33,040)</b>	<b>184,567</b>	<b>143,811</b>
<b>Cash flows from financing activities</b>					
Dividends paid	12	(258,976)	(214,464)	(258,976)	(214,464)
Grant received	33(a)	6,141	2,427	5,050	1,700
Repayment of lease liabilities	15(b)	(6)	(6)	(6)	(6)
<b>Net cash used in financing activities</b>		<b>(252,841)</b>	<b>(212,043)</b>	<b>(253,932)</b>	<b>(212,770)</b>
<b>Net increase/(decrease) in cash and cash equivalents</b>					
Effects of exchange rate changes		(112)	190	-	-
Cash and cash equivalents at beginning of year		361,414	394,824	135,422	211,344
<b>Cash and cash equivalents at end of year</b>	28	<b>367,409</b>	<b>361,414</b>	<b>110,059</b>	<b>135,422</b>

The accompanying accounting policies and explanatory notes form an integral part of the financial statements.

# Notes to the Financial Statements

31 DECEMBER 2024

## 1. CORPORATE INFORMATION

The Company is a public limited company, incorporated and domiciled in Malaysia, and is listed on the MAIN Market of Bursa Malaysia Securities Berhad. The registered office of the Company is located at the 15<sup>th</sup> Floor, Exchange Square, Bukit Kewangan, 50200 Kuala Lumpur, Malaysia.

The Company is an exchange holding company, whose principal activities are treasury management and the provision of management and administrative services to its subsidiaries. The principal activities of the subsidiaries are to operate the Malaysian securities, derivatives, voluntary carbon market, debt fundraising and offshore financial exchanges and the Shariah-compliant commodity and precious metals trading platform, to operate the related clearing houses, depository function and regulatory function, and to disseminate information relating to instruments quoted on the exchanges. Other information relating to the respective subsidiaries are disclosed in Note 18.

The financial statements were authorised for issue by the Board of Directors in accordance with a resolution of the Directors dated 27 January 2025.

## 2. ACCOUNTING POLICIES

### 2.1 Basis of preparation

The financial statements of the Group and of the Company have been prepared in accordance with the Malaysian Financial Reporting Standards ("MFRSs") as issued by the Malaysian Accounting Standards Board ("MASB"), the International Financial Reporting Standards ("IFRS") as issued by the International Accounting Standards Board ("IASB") and the requirements of the Companies Act 2016 in Malaysia.

The financial statements, other than for certain financial instruments and retirement benefit obligations, have been prepared on a historical cost basis. Certain financial instruments are measured at fair value in accordance with MFRS 9 *Financial Instruments*, and the retirement benefit obligations, including actuarial gains and losses are measured in accordance with MFRS 119 *Employee Benefits*.

The financial statements are presented in Ringgit Malaysia ("RM") and all values are rounded to the nearest thousand (RM'000 or '000), unless otherwise indicated.

### 2.2 Adoption of Amendments to Standards

The accounting standards adopted by the Group and the Company are consistent with those adopted in the previous year, except for the following:

Amendment to MFRS 16 Leases - *Lease Liability in a Sale and Leaseback*

Amendments to MFRS 101 Presentation of Financial Statements - *Non-current liabilities with Covenants*

Amendments to MFRS 107 Statement of Cash Flows and MFRS 7 Financial Instruments: Disclosure - *Supplier Finance Arrangements*

The above pronouncements are either not relevant or do not have any material impact on the Group's and the Company's financial statements.

### 2.3 Standards issued but not yet effective

As at the date of authorisation of these financial statements, the following Standards and amendments to Standards have been issued by the MASB but are not yet effective. These pronouncements are either not relevant or do not have any material impact on the Group's and the Company's financial statements:

#### Effective for financial periods beginning on or after 1 January 2025

Amendments to MFRS 121 The Effects of Changes in Foreign Exchange Rates - *Lack of Exchangeability*

#### Effective for financial periods beginning on or after 1 January 2026

Amendments to MFRS 9 Financial Instruments and MFRS 7 Financial Instruments: Disclosures - *Amendments to the Classification and Measurement of Financial Instruments*

Annual Improvements to MFRS Accounting Standards - Volume 11



## 2. ACCOUNTING POLICIES (CONT'D)

### 2.3 Standards issued but not yet effective (cont'd)

#### **Effective for financial periods beginning on or after 1 January 2027**

MFRS 18 Presentation and Disclosure in Financial Statements

MFRS 19 Subsidiaries without Public Accountability: Disclosures

#### **Effective date of these Amendments to Standards has been deferred, and yet to be announced**

Amendments to MFRS 10 Consolidated Financial Statements and MFRS 128 Investments in Associates and Joint Ventures - *Sale or Contribution of Assets between an Investor and its Associate or Joint Venture*

### 2.4 Summary of accounting policies

#### (a) Subsidiaries and basis of consolidation

##### (i) Subsidiaries

Subsidiaries are entities over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity.

In the Company's separate financial statements, investments in subsidiaries are accounted for at cost less accumulated impairment losses. On disposal of such investments, the difference between net disposal proceeds and their carrying amounts is recognised in profit or loss.

##### (ii) Basis of consolidation

The consolidated financial statements comprise the financial statements of the Company and its subsidiaries as at the financial year end. The financial statements of the subsidiaries used in the preparation of the consolidated financial statements are prepared for the same financial year end as the Company. Consistent accounting policies are applied to like transactions and events of similar circumstances.

Subsidiaries are consolidated from the date on which control exists. They are deconsolidated from the date that control ceases. All intra-group balances, income and expenses and unrealised gains and losses resulting from intra-group transactions are eliminated in full.

Acquisition of subsidiaries are accounted for using the purchase method except for business combinations arising from common control transfers. Business combinations involving entities under common control are accounted for by applying the pooling of interest method. The assets and liabilities of the combining entities are reflected at their carrying amounts reported in the consolidated financial statements of the controlling holding company. Any difference between the consideration paid and the share capital of the "acquired" entity is reflected within equity as merger reserve or merger deficit. Merger deficit is adjusted against suitable reserves of the entity acquired to the extent that laws or statutes do not prohibit the use of such reserves. The consolidated financial statements reflect the results of the combining entities for the full year, irrespective of when the combination takes place. Comparatives are presented as if the entities have always been combined since the date the entities had come under common control.

Under the purchase method of accounting, identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the date of acquisition. Adjustments to those fair values relating to previously held interests are treated as a revaluation and recognised in other comprehensive income. The cost of a business combination is measured as the aggregate of the fair values, at the date of exchange, of the assets given, liabilities incurred or assumed, and equity instruments issued, plus any costs directly attributable to the business combination.

Any excess of the cost of business combination over the Group's share in the net fair value of the acquired subsidiary's identifiable assets, liabilities and contingent liabilities is recorded as goodwill on the statements of financial position. The accounting policy for goodwill is set out in Note 2.4(c)(i). Any excess of the Group's share in the net fair value of the acquired subsidiary's identifiable assets, liabilities and contingent liabilities over the cost of business combination is recognised as income in profit or loss on the date of acquisition.

# Notes to the Financial Statements

31 DECEMBER 2024

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.4 Summary of accounting policies (cont'd)

#### (a) Subsidiaries and basis of consolidation (cont'd)

##### (iii) Transactions with non-controlling interest

Non-controlling interest represents the portion of profit or loss and net assets in subsidiaries not held by the Group and are presented separately in profit or loss of the Group and within equity in the consolidated statements of financial position, separately from the equity of the owners of the Company. Transactions with non-controlling interest are accounted for as transactions with owners. On acquisition of non-controlling interest, the difference between the consideration and fair value of the share of the net assets acquired is recognised directly in equity. Gain or loss on disposal to non-controlling interest is recognised directly in equity.

#### (b) Property, plant and equipment and depreciation

All items of property, plant and equipment are initially recorded at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Group and to the Company and the cost of the item can be measured reliably.

Subsequent to the initial recognition, costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and to the Company and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are recognised in profit or loss as incurred.

Property, plant and equipment are measured at cost less accumulated depreciation and accumulated impairment losses.

Projects-in-progress are not depreciated as these assets are not yet available for use. Depreciation of other property, plant and equipment is computed on a straight-line basis over the estimated useful lives of the assets as follows:

Buildings and office lots	Fifty years
Renovation	Five to seven years
Office equipment, furniture and fittings	Three to five years
Computers and office automation	Three to ten years
Motor vehicles	Five years

The carrying values of property, plant and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying value may not be recoverable.

The residual values, useful lives and depreciation methods are reviewed at each financial year end, and adjusted prospectively, if appropriate.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is included in the profit or loss in the year the asset is derecognised.

#### (c) Intangible assets

##### (i) Goodwill

Goodwill is initially measured at cost. Following initial recognition, goodwill is measured at cost less any accumulated impairment losses.

For the purpose of impairment testing, goodwill acquired is allocated, from the acquisition date, to each of the Group's and of the Company's Cash-Generating Units ("CGUs") that are expected to benefit from the synergies of the combination.

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.4 Summary of accounting policies (cont'd)

#### (c) Intangible assets (cont'd)

##### (i) Goodwill (cont'd)

Where goodwill forms part of a CGU and part of the operations within that CGU is disposed off, the goodwill associated with the operations disposed of is included in the carrying amount of the operations when determining the gain or loss on disposal of the operations. Goodwill disposed of in this circumstance is measured based on the relative fair values of the operations disposed of and the portion of the CGU retained.

##### (ii) Computer software

Computer software is initially measured at cost. Costs recognised are costs (including staff costs) directly associated with identifiable software controlled by the Group and the Company that will generate probable future economic benefits. Following initial recognition, computer software is measured at cost less accumulated amortisation and accumulated impairment losses.

The useful lives of computer software are assessed to be finite. Computer software is amortised over their estimated useful lives of three to ten years and assessed for impairment whenever there is an indication that they may be impaired.

The amortisation periods and methods are reviewed at least at each financial year end. Changes in the expected useful lives or the expected pattern of consumption of future economic benefits embodied in the assets are accounted for by changing the amortisation periods or methods, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on computer software with finite lives is recognised in profit or loss. Projects-in-progress are not amortised as these computer software are not yet available for use.

Gains or losses arising from derecognition of computer software are measured as the difference between the net disposal proceeds and the carrying amount of the asset and are recognised in profit or loss when the asset is derecognised.

##### (iii) Carbon credits

Carbon credits are initially measured at cost. Following initial recognition, carbon credits are measured at cost less any accumulated impairment losses. The cost of carbon credits is based on the first-in, first-out allocation method. The useful lives of carbon credits are assessed to be infinite and recognised in profit or loss when the credits are utilised.

#### (d) Leases

##### (i) The Group and the Company as lessee

The Group and the Company recognise a right-of-use asset and a lease liability at the commencement date of the contracts for all leases excluding short-term leases or leases for which the underlying asset is of low value, conveying the right to control the use of an identified asset for a period of time.

The right-of-use assets are initially recorded at cost, which comprises:

- the amount of the initial measurement of the lease liability;
- any lease payments made at or before the commencement date of the lease, less any lease incentives received;
- any initial direct costs incurred by the Group and the Company; and
- an estimate of costs to be incurred by the Group and the Company in dismantling and removing the underlying asset, restoring the site on which it is located or restoring the underlying asset to the condition required by the lessor.

# Notes to the Financial Statements

31 DECEMBER 2024

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.4 Summary of accounting policies (cont'd)

#### (d) Leases (cont'd)

##### (i) The Group and the Company as lessee (cont'd)

Subsequent to the initial recognition, the right-of-use assets are measured at cost less any accumulated depreciation and accumulated impairment losses, and adjusted for any remeasurement of the lease liability.

Depreciation is computed on a straight-line basis over the estimated useful lives of the right-of-use assets.

If the lease transfers ownership of the underlying asset to the Group and to the Company by the end of the lease term or if the cost of the right-of-use asset reflects that the Group and the Company will exercise a purchase option, the Group and the Company depreciate the right-of-use asset from the commencement date to the end of the useful life of the underlying asset. Otherwise, the Group and the Company depreciate the right-of-use asset from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

The lease liability is initially measured at the present value of the lease payments that are not paid at that date. The lease payments are discounted using the Group's and the Company's incremental borrowing rate. Subsequent to the initial recognition, the Group and the Company measure the lease liability by increasing the carrying amount to reflect interest on the lease liability, reducing the carrying amount to reflect lease payments made, and remeasuring the carrying amount to reflect any reassessment or lease modifications.

##### (ii) The Group and the Company as lessor

The Group and the Company classified its leases as either operating leases or finance leases. Leases where the Group and the Company retain substantially all the risks and rewards of ownership of the leased assets are classified as operating leases. Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognised over the lease term on the same basis as rental income.

If the Group and the Company transfer substantially all the risks and rewards incidental to ownership of the leased assets, leases are classified as finance leases and are capitalised at an amount equal to the net investment in the lease.

#### (e) Impairment of non-financial assets

The Group and the Company assess at each financial year end whether there is an indication that an asset may be impaired. If any such indication exists, or when an annual impairment assessment for an asset is required, the Group and the Company make an estimate of the asset's recoverable amount.

For intangible assets that are not yet available for use, the recoverable amount is estimated at each financial year end or more frequently when indicators of impairment are identified.

An asset's recoverable amount is the higher of an asset's fair value less costs to sell and its value-in-use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (i.e. CGUs). In assessing value-in-use, the estimated future cash flows expected to be generated by the asset are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a CGU or groups of CGUs are allocated first to reduce the carrying amount of any goodwill allocated to those units or groups of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rata basis.

Impairment losses are recognised in profit or loss except for assets that were previously revalued and where the revaluation was taken to other comprehensive income. In this case, the impairment loss is also recognised in other comprehensive income up to the amount of any previous revaluation.

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.4 Summary of accounting policies (cont'd)

#### (e) Impairment of non-financial assets (cont'd)

An assessment is made at each financial year end as to whether there is any indication that previously recognised impairment losses may no longer exist or may have decreased. A previously recognised impairment loss for an asset, other than goodwill, is reversed only if there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment loss was recognised, in which case, the carrying amount of the asset is increased to its revised recoverable amount. The increase cannot exceed the carrying amount that would have been determined (net of amortisation or depreciation) had no impairment loss been recognised previously. Such reversal is recognised in profit or loss unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase. Impairment loss on goodwill is not reversed in a subsequent period.

#### (f) Inventories

Inventories represent gold bars and gold dinars. Inventories are measured at the lower of cost and net realisable value.

The cost of inventories is based on the weighted average principle, and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing them to their existing location and conditions.

Net realisable value is the estimated selling price in the ordinary course of business, less the estimated costs of completion and estimated cost necessary to make the sale.

#### (g) Cash and cash equivalents

Cash and cash equivalents consist of cash at banks and on hand, and short-term deposits used by the Group and the Company in the management of short-term funding requirements of their operations.

#### (h) Financial assets

Financial assets are recognised in the statements of financial position when, and only when, the Group and the Company become a party to the contractual provisions of the financial instrument.

When financial assets are initially recognised, they are measured at fair value, plus, in the case of financial assets not at fair value through profit or loss ("FVTPL"), directly attributable transaction costs.

The Group and the Company determine the classification of financial assets upon initial recognition. The classification of financial assets is disclosed in Note 40. The measurements for each classification of financial assets are as below:

##### (i) Financial assets measured at amortised cost

Financial assets that are debt instruments are measured at amortised cost if they are held within a business model whose objective is to collect contractual cash flows, and have contractual terms which give rise on specific dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

Subsequent to initial recognition, financial assets are measured at amortised cost using the effective interest method. Gains and losses are recognised in profit or loss through the amortisation process and when the financial assets are impaired or derecognised.

##### (ii) Financial assets measured subsequently at fair value

Financial assets that are debt instruments are measured at FVTOCI if they are held within a business model whose objectives are both to collect contractual cash flows and selling the financial assets, and have contractual terms which give rise on specific dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

# Notes to the Financial Statements

31 DECEMBER 2024

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.4 Summary of accounting policies (cont'd)

#### (h) Financial assets (cont'd)

##### (ii) Financial assets measured subsequently at fair value (cont'd)

Subsequent to initial recognition, financial assets that are debt instruments are measured at fair value. Any gains or losses arising from the changes in fair value are recognised in other comprehensive income, except for impairment losses, exchange differences and interest/profit income which are recognised in profit or loss. The cumulative gain or loss previously recognised in other comprehensive income is reclassified from equity to profit or loss as a reclassification adjustment when the financial asset is derecognised.

Financial assets that are debt instruments which do not satisfy the requirements to be measured at amortised cost or FVTOCI, are measured at FVTPL. The Group and the Company do not have any financial assets measured at FVTPL as at the current and previous financial year ends.

Equity instruments are classified as financial assets measured at FVTPL if they are held for trading or are designated as such upon initial recognition. Equity instruments are classified as held for trading if they are acquired principally for sale in the near term or are derivatives that do not meet the hedge accounting criteria (including separated embedded derivatives).

Subsequent to initial recognition, financial assets that are equity instruments are measured at fair value. For financial assets classified at FVTOCI, any gains or losses arising from the changes in fair value are recognised in other comprehensive income and are not subsequently transferred to profit or loss. Dividends on equity instruments are recognised in profit or loss when the Group's or the Company's right to receive payment is established.

A financial asset is derecognised when the contractual right to receive cash flows from the asset has expired. On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in profit or loss.

Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace concerned. All regular way purchases and sales of financial assets are recognised or derecognised on the settlement date, i.e. the date that the asset is delivered to or by the Group and the Company.

#### (i) Impairment of financial assets

At each financial year end, the Group and the Company assess whether there has been a significant increase in credit risk for financial assets by comparing the risk of default occurring as at the financial year end with the risk of default since initial recognition.

In determining whether credit risk on a financial asset has increased significantly since initial recognition, the Group and the Company use external credit rating and other supporting information to assess deterioration in credit quality of a financial asset. The Group and the Company assess whether the credit risk on a financial asset has increased significantly on an individual or collective basis. For collective basis evaluation, financial assets are grouped on the basis of similar risk characteristics.

The Group and the Company consider past loss experience and observable data such as current changes and future forecasts in economic conditions to estimate the amount of expected impairment loss. The methodology and assumptions including any forecasts of future economic conditions are reviewed regularly.

The amount of impairment loss is measured as the probability-weighted present value of all cash shortfalls over the expected life of the financial asset discounted at its original effective interest rate. The cash shortfall is the difference between all contractual cashflows that are due to the Group and the Company and all the cash flows that the Group and the Company expect to receive.

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.4 Summary of accounting policies (cont'd)

#### (i) Impairment of financial assets (cont'd)

The Group and the Company measure the allowance for impairment loss on unquoted bonds, staff loans receivable and cash and bank balances based on the two-step approach as follows:

##### (i) 12-months expected credit loss

For a financial asset for which there is no significant increase in credit risk since initial recognition, the Group and the Company measure the allowance for impairment loss for that financial asset at an amount based on the probability of default occurring within the next 12-months considering the loss given default of that financial asset.

##### (ii) Lifetime expected credit loss

For a financial asset for which there is a significant increase in credit risk since initial recognition, a lifetime expected credit loss for that financial asset is recognised as the allowance for impairment loss by the Group and the Company. If, in a subsequent period the significant increase in credit risk since initial recognition is no longer evident, the Group and the Company revert the allowance for impairment loss measurement from lifetime expected credit loss to 12-months expected credit loss.

For trade and other receivables which are financial assets, the Group and the Company apply the simplified approach in accordance with MFRS 9 *Financial Instruments* and measure the allowance for impairment loss based on a lifetime expected credit loss from initial recognition.

The carrying amount of the financial asset is reduced through the use of an allowance for impairment loss account and the amount of impairment loss is recognised in profit or loss. When a financial asset becomes uncollectible, it is written off against the allowance for impairment loss account.

#### (j) Financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into and the definition of a financial liability.

Financial liabilities are recognised in the statements of financial position when, and only when, the Group and the Company become a party to the contractual provisions of the financial instruments. Financial liabilities are classified as either financial liabilities at FVTPL or other financial liabilities.

##### (i) Financial liabilities at FVTPL

Financial liabilities at FVTPL include financial liabilities held for trading and financial liabilities designated upon initial recognition as at FVTPL.

Financial liabilities are classified as held for trading if they are acquired for the purpose of selling in the near term. This includes derivative financial instruments entered into by the Group and the Company that do not meet the hedge accounting criteria. Derivative liabilities are initially measured at fair value and subsequently stated at fair value, with any resultant gains or losses recognised in profit or loss. Net gains or losses on derivative financial instruments include exchange differences.

The Group and the Company do not have any financial liabilities at FVTPL as at the current and previous financial year ends.

##### (ii) Other financial liabilities

Other financial liabilities are recognised initially at fair value plus directly attributable transaction costs and subsequently measured at amortised cost using the effective interest method.

For other financial liabilities, gains and losses are recognised in profit or loss when the liabilities are derecognised, and through the amortisation process.

# Notes to the Financial Statements

31 DECEMBER 2024

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.4 Summary of accounting policies (cont'd)

#### (j) Financial liabilities (cont'd)

A financial liability is derecognised when the obligation under the liability is extinguished.

When an existing financial liability is replaced by another instrument from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amount is recognised in profit or loss.

#### (k) Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either in the principal market for the asset or liability or in the absence of a principal market, in the most advantageous market for the asset or liability. The principal or the most advantageous market must be accessible by the Group and the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants act in their economic best interest when pricing the asset or liability.

The Group and the Company use valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy based on the lowest level input that is significant to the fair value measurement as a whole.

For assets and liabilities that are recognised in the financial statements on a recurring basis, the Group and the Company determine whether transfers have occurred between levels in the hierarchy by re-assessing categorisation (based on the lowest level input that is significant to the fair value measurement as a whole) at the financial year end.

#### (l) Provisions

Provisions are recognised when the Group and the Company have a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of economic resources will be required to settle the obligation and the amount of the obligation can be estimated reliably.

Provisions are reviewed at each financial year end and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of economic resources will be required to settle the obligation, the provision is reversed. If the effect of the time value of money is material, provisions are discounted using a current pre-tax rate that reflects, where appropriate, the risks specific to the liability. When discounting is used, the increase in the provision due to the passage of time is recognised as finance cost.

#### (m) Deferred grants

Grants are recognised at their fair value when there is reasonable assurance that the grant will be received and all conditions will be met. Where the grant relates to an expense item, it is recognised as income on a systematic basis over the periods that the related costs, for which it is intended to compensate, are expensed. Where the grant relates to an asset, the fair value is recognised in the statements of financial position and is amortised to profit or loss over the expected useful life of the relevant asset by its related depreciation or amortisation charges.

#### (n) Ordinary shares

Ordinary shares are recorded at the proceeds received, net of directly attributable incremental transaction costs, and are classified as equity. Dividends on ordinary shares are recognised in equity in the period in which they are declared.



## 2. ACCOUNTING POLICIES (CONT'D)

### 2.4 Summary of accounting policies (cont'd)

#### (o) Revenue recognition

The Group and the Company recognise revenue from contracts with customers for the provision of services and sale of information based on the five-step model as set out below:

- (i) Identify contract(s) with a customer. A contract is defined as an agreement between two or more parties that creates enforceable rights and obligations and sets out the criteria that must be met.
- (ii) Identify performance obligations in the contract. A performance obligation is a promise in a contract with a customer to transfer a good or service to the customer.
- (iii) Determine the transaction price. The transaction price is the amount of consideration to which the Group and the Company expect to be entitled in exchange for transferring promised goods or services to a customer, excluding amounts collected on behalf of third parties.
- (iv) Allocate the transaction price to the performance obligations in the contract. For a contract that has more than one performance obligation, the Group and the Company allocate the transaction price to each performance obligation in an amount that depicts the amount of consideration to which the Group and the Company expect to be entitled in exchange for satisfying each performance obligation.
- (v) Recognise revenue when (or as) the Group and the Company satisfy a performance obligation.

The Group and the Company satisfy a performance obligation and recognise revenue over time if the Group's and the Company's performance:

- (i) Do not create an asset with an alternative use to the Group and the Company, and have an enforceable right to payment for performance completed to-date; or
- (ii) Create or enhance an asset that the customer controls as the asset is created or enhanced; or
- (iii) Provide benefits that the customer simultaneously receives and consumes as the Group and the Company perform.

For performance obligations where any one of the above conditions is not met, revenue is recognised at the point in time at which the performance obligation is satisfied.

When the Group and the Company satisfy a performance obligation by delivering the promised goods or services, it creates a contract based asset on the amount of consideration earned by the performance. Where the amount of consideration received from a customer exceeds the amount of revenue recognised, this gives rise to a contract liability.

Revenue is measured at the fair value of consideration received or receivable. The following describes the performance obligations in contracts with customers:

#### (i) Trade fees

Trade fees on securities traded on the securities exchange, derivatives contracts, carbon credits on carbon exchange and debts listed on debt fundraising platform are recognised net of rebates on a trade date basis. Trade fees on commodities and precious metals are recognised on a trade date basis net of amount payable to commodities and precious metals suppliers and brokers, whenever applicable.

#### (ii) Clearing fees

Fees for clearing and settlement between clearing participants for trades in securities transacted on the securities exchange are recognised net of the Securities Commission levy and rebates when services are rendered. Clearing fees on derivatives contracts are recognised net of rebates on the clearing date.

#### (iii) Other Securities trading revenue

Other Securities trading revenue mainly comprises Institutional Settlement Services ("ISS") fees. Collateral management services fees are recognised on an accrual basis. ISS fees from the securities exchange are recognised in full when services are rendered at the point in time.

# Notes to the Financial Statements

31 DECEMBER 2024

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.4 Summary of accounting policies (cont'd)

#### (o) Revenue recognition (cont'd)

##### (iv) Other Derivatives trading revenue

Other Derivatives trading revenue mainly comprises collateral management services fees and tender fees. Collateral management services fees are recognised on an accrual basis. Tender fees are recognised on per contract tendered.

##### (v) Sales of gold dinars

Sales of gold dinars are recognised at the fair value of the consideration expected to be received, on the date on which the transaction becomes legally binding.

##### (vi) Listing and issuer services

Listing and issuer services revenue comprise:

- **Initial listing fees**

Initial listing fees are recognised over a period of time when the services are rendered.

- **Other listing fees**

Annual and additional listing fees are recognised when the services are rendered.

- **Issuer services fees**

Perusal fees for circulars or notices issued are recognised when the services are rendered.

Processing fees for corporate related exercises on securities traded on the securities exchange are recognised when the related services are rendered.

##### (vii) Depository services

Fees from depository services are recognised when the services are rendered.

##### (viii) Market data

Fees from sale of information are recognised when the services are rendered.

##### (ix) Member services and connectivity

Member services and connectivity mainly comprise:

- **Access fees**

Access fees are recognised over the period that access to the required services is being provided.

- **Participants' fees**

Initial application fees are recognised upon registration or admission into the securities or derivatives exchange. Annual subscription fees are recognised when the services are rendered.

- **Broker services**

Fees from broker services are recognised when the services are rendered.

##### (x) Other operating revenue

Other operating revenue represents conference fees and exhibition-related income and are recognised when the events are held.

##### (xi) Other income

- Accretion of discount or amortisation of premium on investment is recognised on an effective yield basis.
- Dividend income is recognised when the right to receive payment is established.
- Interest/profit income is recognised on an accrual basis that reflects the effective yield of the asset.
- Management fees are recognised when services are rendered.
- Rental income from the letting of office space and equipment is recognised on a straight-line basis over the terms of the rental agreements.

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.4 Summary of accounting policies (cont'd)

#### (p) Employee benefits

##### (i) Short-term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the year in which the associated services are rendered by employees. Short-term accumulating compensated absences such as paid annual leave are recognised as a liability when they accrue to the employees. The estimated liability for paid annual leave is recognised for services rendered by employees up to the reporting date. Short-term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

##### (ii) Defined contribution plans

Defined contribution plans are post-employment benefit plans under which the Group and the Company pay fixed contributions into separate entities or funds and will have no legal or constructive obligation to pay further contributions if any of the funds do not hold sufficient assets to pay all employee benefits relating to employee services in the current and preceding financial years. Such contributions are recognised as an expense in the period in which the related service is performed. As required by law, companies in Malaysia make such contributions to the Employees Provident Fund ("EPF").

##### (iii) Defined benefit plan

The Group and the Company operate a funded, defined benefit retirement scheme (the "Scheme") for its eligible employees. The Scheme was closed to new entrants effective 1 September 2003.

The Group's and the Company's obligation under the Scheme, calculated using the Projected Unit Credit Method, is determined based on actuarial computations by an independent actuary, through which the amount of benefit that employees have earned in return for their services up to 1 September 2003 is estimated.

The amount recognised in the statements of financial position represents the present value of the defined benefit obligation at each financial year end less the fair value of plan assets. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high quality corporate bonds and that have terms to maturity approximating to the terms of the pension obligation.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise.

Net interest is recognised in profit or loss. Net interest is calculated by applying the discount rate to the net defined benefit liability or asset.

##### (iv) Other long-term employee benefits

The cost of long-term employee benefits is accrued to match the rendering of the services by the employees concerned using a basis similar to that for defined benefit plans for the liability which is not expected to be settled within 12-months, except that remeasurements are recognised immediately in profit or loss.

##### (v) Separation benefits

Separation benefits are payable when employment ceases before the normal retirement date or expiry of employment contract date due to the Company's decision. The Group and the Company recognise separation benefits as a liability and an expense when it is demonstrably committed to cease the employment of current employees according to a detailed plan without possibility of withdrawal. Benefits falling due more than 12-months after the financial year end are discounted to present value.

# Notes to the Financial Statements

31 DECEMBER 2024

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.4 Summary of accounting policies (cont'd)

#### (q) Borrowing costs

Borrowing costs are recognised in profit or loss in the period they are incurred. Borrowing costs consist of interest and other costs that the Group and the Company incurred in connection with the borrowing of funds or the lease liabilities.

#### (r) Income taxes

##### (i) Current tax

Current tax assets and liabilities are measured at the amount expected to be recovered from or paid to the tax authorities. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted by the financial year end.

Current taxes are recognised in profit or loss except to the extent that the tax relates to items recognised outside profit or loss, and accounted for either in other comprehensive income or directly in equity.

##### (ii) Deferred tax

Deferred tax is provided using the liability method on temporary differences at the financial year end between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes.

Deferred tax liabilities are recognised for all taxable temporary differences, except for the deferred tax liability that arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.

Deferred tax assets are recognised for all deductible temporary differences, unutilised tax losses and unused tax credits, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences, unutilised tax losses and unused tax credits can be utilised except where the deferred tax asset arises from the initial recognition of an asset or liability in a transaction that, at the time of the transaction, affects neither the accounting profit nor taxable profit or loss.

The carrying amount of deferred tax assets are reviewed at each financial year end and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax assets to be utilised.

Unrecognised deferred tax assets are reassessed at each financial year end and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realised or the liability is settled based on tax rates and tax laws that have been enacted or substantively enacted at the financial year end.

Deferred tax relating to items recognised outside profit or loss is recognised outside profit or loss. Deferred tax items are recognised in correlation to the underlying transaction in other comprehensive income or directly in equity and deferred tax arising from a business combination is adjusted against goodwill on acquisition.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current tax liabilities and the deferred taxes relate to the same taxable entity and the same taxation authority.

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.4 Summary of accounting policies (cont'd)

#### (s) Foreign currency

##### (i) Functional and presentation currency

The individual financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("functional currency"). The consolidated financial statements are presented in RM, which is also the Company's functional currency.

##### (ii) Foreign currency transactions

In preparing the financial statements of the individual entities, transactions in foreign currencies are measured in the respective functional currencies at the exchange rates approximating those ruling at the transaction dates. At each financial year end, monetary assets and liabilities denominated in foreign currencies are translated at the rates of exchange ruling at the financial year end. Non-monetary items denominated in foreign currencies that are measured at historical cost are translated using the exchange rates at the dates of the initial transactions. Non-monetary items denominated in foreign currencies measured at fair value are translated using the exchange rates at the dates when the fair value was determined.

Exchange differences arising from the settlement of monetary items, or on translating monetary items at the financial year end are recognised in profit or loss, except exchange differences arising on monetary items that form part of the Group's net investment in foreign operations which are recognised initially in other comprehensive income and accumulated under foreign currency translation reserve in equity. The foreign currency translation reserve is reclassified from equity to profit or loss of the Group on disposal of the foreign operation.

Exchange differences arising from the translation of non-monetary items carried at fair value are not included in profit or loss for the period until their impairment or disposal.

##### (iii) Subsidiary with foreign currency as its functional currency

The results and financial position of a subsidiary that has a functional currency different from the presentation currency of the consolidated financial statements are translated into RM as follows:

- Assets and liabilities for each statement of financial position presented are translated at the closing rate prevailing at the financial year end;
- Income and expenses for each statement of comprehensive income or separate statement of profit or loss presented are translated at average monthly exchange rates, which approximate the exchange rates at the dates of the transactions; and
- All resulting exchange differences are recognised directly in other comprehensive income. On disposal of a subsidiary with foreign currency as its functional currency, the cumulative amount recognised in other comprehensive income and accumulated in equity under foreign currency translation reserve relating to that particular subsidiary is recognised in profit or loss.

#### (t) Zakat

The Group recognises its obligation towards the payment of zakat on business income in the statements of profit or loss. Zakat is an obligation under the Shariah principle and is calculated based on "Profit and Loss with adjustments method", as recommended by the Shariah Committee of Bursa Malaysia Islamic Services Sdn. Bhd. and approved by the Board of Directors of the Company.

# Notes to the Financial Statements

31 DECEMBER 2024

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.5 Significant accounting judgements and estimates

#### Key sources of estimation uncertainty

The preparation of financial statements in accordance with MFRSs requires the use of certain accounting estimates and exercise of judgement. Estimates and judgements are continually evaluated and are based on past experience, reasonable expectations of future events and other factors.

The key assumptions concerning the future and other key sources of estimation uncertainty at the financial year end that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are described below:

#### (a) Impairment of computer hardware, computer software, right-of-use assets and investment in subsidiaries

The Group and the Company review their computer hardware, computer software, right-of-use assets and investment in subsidiaries at each financial year end to determine if there is any indication of impairment. If any such indication exists, the asset's recoverable amount is estimated to determine the amount of impairment loss. The Group and the Company carry out the impairment test based on a variety of estimations including value-in-use of the CGUs to which the computer hardware, computer software, right-of-use assets and investment in subsidiaries are allocated to. Estimating the value-in-use requires the Group and the Company to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The carrying amounts of computer hardware, computer software, right-of-use assets and investment in subsidiaries as at the financial year end are disclosed in Notes 13, 14, 15(a) and 18 respectively.

#### (b) Impairment of goodwill

The Group and the Company determine whether goodwill are impaired at least on an annual basis. This requires an estimation of the value-in-use of the CGUs to which goodwill are allocated. Estimating a value-in-use amount requires the Group and the Company to make an estimate of the expected future cash flows from the CGU and also to choose a suitable discount rate in order to calculate the present value of those cash flows. The carrying amount of goodwill as at the financial year end are disclosed in Note 16.

#### (c) Impairment of investment securities - debt securities

Investment securities - debt securities are reviewed and assessed at each financial year end as to whether there is sufficient allowance for impairment loss provided.

The impairment review shall determine whether there is significant increase in credit risk since initial recognition of the investment securities - debt securities, such as from deterioration of the credit quality of the issuers or obligors and significant financial difficulties of the issuers or obligors.

The carrying amount of investment securities - debt securities as at the financial year end is disclosed in Note 19.

#### (d) Depreciation/amortisation of computer hardware, computer software and right-of-use assets

The cost of computer hardware, computer software and right-of-use assets is depreciated and amortised on a straight-line basis over the assets' useful lives. The Group and the Company estimate the useful lives of these assets to be between three to ten years. Technological advancements could impact the useful lives and the residual values of these assets, therefore future depreciation and amortisation charges could be revised. The carrying amounts of computer hardware, computer software and right-of-use assets as at the financial year end are disclosed in Notes 13, 14 and 15(a) respectively.

#### (e) Deferred tax assets

Deferred tax assets are recognised for all unutilised tax losses and unused capital allowances to the extent that it is probable that taxable profit will be available against which the tax losses and capital allowances can be utilised. Significant judgement is required to determine the amounts of deferred tax assets that can be recognised, based on the likely timing and level of future taxable profits together with tax planning strategies. The unutilised tax losses and unused capital allowances as at the financial year end are disclosed in Note 21.

## 2. ACCOUNTING POLICIES (CONT'D)

### 2.5 Significant accounting judgements and estimates (cont'd)

#### Key sources of estimation uncertainty (cont'd)

##### (f) Defined benefit plan

The cost of the defined benefit plan and the present value of the defined benefit obligation is determined using actuarial valuations. The actuarial valuation involves making assumptions about discount rates, expected rate of salary increases and mortality rates. All assumptions are reviewed at each financial year end.

In determining the appropriate discount rate, the valuation is based on market yield of high quality corporate bonds with AA ratings and above with terms similar to the terms of the liabilities.

## 3. OPERATING REVENUE

	Group	
	2024 RM'000	2023 RM'000
Trade fees	38,905	25,067
Clearing fees (Note a)	308,245	213,348
Others	34,362	28,197
<b>Total Securities trading revenue</b>	<b>381,512</b>	266,612
Trade fees	63,452	49,795
Clearing fees	35,238	26,147
Others	15,081	13,670
<b>Total Derivatives trading revenue</b>	<b>113,771</b>	89,612
Bursa Suq Al-Sila ("BSAS") trading revenue	16,929	17,091
Other trading revenues	1,159	23
<b>Total trading revenue</b>	<b>513,371</b>	373,338
Listing and issuer services	70,443	65,643
Depository services	63,524	53,626
Market data	78,334	68,047
Member services and connectivity	25,643	24,852
Conference fees and exhibition-related income	6,364	7,301
<b>Total non-trading revenue</b>	<b>244,308</b>	219,469
<b>Total operating revenue (Note b)</b>	<b>757,679</b>	592,807

	Company	
	2024 RM'000	2023 RM'000
Broker services	8,855	9,025
Income from subsidiaries (Note 38(a)):		
- dividends	240,000	203,700
- management fees	296,123	236,313
- office space rental	2,731	6,587
- lease of computer equipment	14,148	13,837
<b>Total operating revenue (Note c)</b>	<b>561,857</b>	469,462

# Notes to the Financial Statements

31 DECEMBER 2024

## 3. OPERATING REVENUE (CONT'D)

- (a) Securities clearing fees of the Group are stated net of the amount paid and payable to the Securities Commission Malaysia of RM82,211,000 (2023: RM60,463,000).
- (b) The following tables illustrate the Group's revenue as disaggregated by major services or products and provide a reconciliation of the disaggregated revenue with the Group's six (6) market segments as disclosed in Note 43. The tables also include the timing of revenue recognition.

Group	Securities Market RM'000	Derivatives Market RM'000	Islamic Market RM'000	Data Business RM'000	Exchange Holding Company RM'000	Others RM'000	Total RM'000
<b>2024</b>							
Major services or products:							
Securities trading revenue	381,512	-	-	-	-	-	381,512
Derivatives trading revenue	-	113,771	-	-	-	-	113,771
BSAS trading revenue	-	-	16,929	-	-	-	16,929
Other trading revenues	-	-	987	-	-	172	1,159
Listing and issuer services	70,308	-	-	-	-	135	70,443
Depository services	63,524	-	-	-	-	-	63,524
Market data	-	-	-	78,334	-	-	78,334
Member services and connectivity	16,391	306	-	-	8,855	91	25,643
Conference fees and exhibition-related income	-	6,364	-	-	-	-	6,364
	<b>531,735</b>	<b>120,441</b>	<b>17,916</b>	<b>78,334</b>	<b>8,855</b>	<b>398</b>	<b>757,679</b>
Timing of revenue recognition:							
- at a point in time	476,308	107,478	17,916	33,398	-	118	635,218
- over time	55,427	12,963	-	44,936	8,855	280	122,461
	<b>531,735</b>	<b>120,441</b>	<b>17,916</b>	<b>78,334</b>	<b>8,855</b>	<b>398</b>	<b>757,679</b>
<b>2023</b>							
Major services or products:							
Securities trading revenue	266,612	-	-	-	-	-	266,612
Derivatives trading revenue	-	89,612	-	-	-	-	89,612
BSAS trading revenue	-	-	17,091	-	-	-	17,091
Other trading revenues	-	-	(4)	-	-	27	23
Listing and issuer services	65,505	-	-	-	-	138	65,643
Depository services	53,626	-	-	-	-	-	53,626
Market data	-	-	-	68,047	-	-	68,047
Member services and connectivity	15,578	158	-	-	9,025	91	24,852
Conference fees and exhibition-related income	-	7,301	-	-	-	-	7,301
	<b>401,321</b>	<b>97,071</b>	<b>17,087</b>	<b>68,047</b>	<b>9,025</b>	<b>256</b>	<b>592,807</b>
Timing of revenue recognition:							
- at a point in time	347,199	85,411	17,087	29,324	-	27	479,048
- over time	54,122	11,660	-	38,723	9,025	229	113,759
	<b>401,321</b>	<b>97,071</b>	<b>17,087</b>	<b>68,047</b>	<b>9,025</b>	<b>256</b>	<b>592,807</b>

- (c) The Company recognises all of its revenue over time upon satisfaction of performance obligations, except for dividend income from subsidiaries which are recognised at a point in time.



#### 4. OTHER INCOME

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Interest/profit income from:				
– deposits with licensed financial institutions	20,901	19,147	5,425	6,593
– investment securities	2,817	2,559	846	398
– others	12	21	11	20
Grant income (Note 33(a))	2,112	1,443	1,331	965
Net gain on disposals of motor vehicle and computer hardware	47	100	47	100
Rental income	186	188	186	188
Miscellaneous income	548	221	472	196
	<b>26,623</b>	23,679	<b>8,318</b>	8,460

#### 5. STAFF COSTS

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Wages and salaries	119,211	109,232	113,458	104,747
Bonus	39,730	30,226	37,735	29,673
Contributions to a defined contribution plan - EPF	21,201	19,440	20,233	18,776
Social security contributions	814	718	776	687
Provision/(Reversal of provision) for:				
– short-term accumulating compensated unutilised leave	330	148	296	132
– separation benefits	–	(2,516)	–	(2,516)
Retirement benefit obligations (Note 32(a)(ii))	295	346	295	346
Other benefits	12,209	10,995	11,847	10,637
	<b>193,790</b>	168,589	<b>184,640</b>	162,482

Included in staff costs of the Group and of the Company is the Executive Director's remuneration (excluding benefits-in-kinds) of RM2,836,000 (2023: RM2,166,000), as disclosed in Note 9.

#### 6. DEPRECIATION AND AMORTISATION

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Depreciation of property, plant and equipment (Note 13)	23,186	22,040	23,041	21,897
Amortisation of computer software (Note 14)	12,141	11,137	10,825	10,262
Depreciation of right-of-use assets (Note 15(a))	111	111	111	111
	<b>35,438</b>	33,288	<b>33,977</b>	32,270

# Notes to the Financial Statements

31 DECEMBER 2024

## 7. OTHER OPERATING EXPENSES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Administrative expenses	<b>13,053</b>	9,650	<b>11,776</b>	8,875
Amortisation of premium	<b>2</b>	5	-	-
Auditors' remuneration:				
– statutory audit	<b>571</b>	516	<b>146</b>	116
– assurance-related services ( <b>Note a</b> )	<b>116</b>	125	<b>106</b>	125
– other services ( <b>Note b</b> )	<b>1,182</b>	276	<b>1,099</b>	114
Building management costs:				
– office rental	<b>143</b>	127	<b>143</b>	127
– upkeep and maintenance	<b>13,138</b>	12,848	<b>13,135</b>	12,844
Central Depository System ("CDS") consumables	<b>3,525</b>	3,004	<b>3,525</b>	3,004
Net impairment losses/(reversal of impairment losses) on:				
– investment in subsidiaries (Note 18(a))	-	-	<b>(421)</b>	-
– investment securities (Note 39(d))	<b>(57)</b>	92	-	11
– trade and other receivables	<b>(425)</b>	753	<b>(303)</b>	363
– amount due from subsidiaries	-	-	<b>7,562</b>	7,053
Net loss on foreign exchange differences	<b>2,807</b>	444	<b>371</b>	338
Professional fees	<b>6,251</b>	5,462	<b>6,088</b>	5,016
Lease of equipment	<b>231</b>	281	<b>231</b>	275
Reversal of provision for sales and service tax ("SST") on digital services ( <b>Note c</b> )	-	(31,420)	-	-
Others ( <b>Note d</b> )	<b>11,585</b>	12,604	<b>8,192</b>	9,003
	<b>52,122</b>	14,767	<b>51,650</b>	47,264

- (a) Assurance-related services rendered are in respect of annual review of the statement on internal control and risk management, quarterly limited reviews performed for the Group and agreed-upon-procedures services.
- (b) Other services rendered in the current financial year include advisory services for the electronic invoicing implementation, external quality assurance review on the group internal audit department, delineation assessment of the roles and functions of the information security officers and tax compliance services. In the previous financial year, the other services rendered comprises tax compliance and tax advisory services.
- (c) In the previous financial year, the Group reversed the provision for SST on digital services subsequent to the Ministry of Finance's decision that certain services provided by the Group are subjected to SST effective 1 July 2023, and no retrospective SST is payable on these services.
- (d) Others include Non-executive Directors' remuneration as disclosed in Note 9, donations and sponsorships.

## 8. FINANCE COSTS

	Group and Company	
	2024 RM'000	2023 RM'000
Interest expense on lease liabilities (Note 15(b))	<b>532</b>	533

## 9. DIRECTORS' REMUNERATION

	Group and Company	
	2024 RM'000	2023 RM'000
<b>Executive Director's remuneration:</b>		
- salaries and other emoluments	2,539	1,941
- defined contribution plan – EPF	297	225
	<b>2,836</b>	2,166
- estimated monetary value of benefits-in-kind	35	35
	<b>2,871</b>	2,201
<b>Non-executive Directors' remuneration:</b>		
- fees	1,954	1,795
- other emoluments	1,676	1,747
	<b>3,630</b>	3,542
Total Directors' remuneration	<b>6,501</b>	5,743
Total Directors' remuneration excluding benefits-in-kind	<b>6,466</b>	5,708
Estimated monetary value of benefits-in-kind	<b>35</b>	35
Total Directors' remuneration including benefits-in-kind	<b>6,501</b>	5,743

Group and Company	2024		2023	
	Directors' fees RM'000	Other allowances (Note a)/ salaries RM'000	Directors' fees RM'000	Other allowances (Note a)/ salaries RM'000
Tan Sri Abdul Wahid bin Omar	300	683	300	692
Datuk Muhamad Umar Swift	-	2,871	-	2,201
Tan Sri Abdul Farid bin Alias	200	121	200	109
Datuk Bazlan bin Osman	200	119	200	134
Dato' Anad Krishnan a/l Muthusamy	200	162	200	168
Datin Azlina binti Mahmud	200	180	200	180
Syed Ari Azhar bin Syed Mohamed Adlan	200	119	200	123
Tan Ler Chin <sup>(1)</sup>	200	87	76	36
Sharifatu Laila binti Syed Ali <sup>(2)(5)</sup>	153	51	124	120
Redza Goh Abdullah @ Goh Aik Meng <sup>(2)</sup>	153	55	-	-
Yang Mulia Raja Datin Paduka Teh Maimunah binti Raja Abdul Aziz <sup>(3)</sup>	101	71	-	-
Chong Chye Neo <sup>(4)</sup>	47	28	200	131
Pushpanathan a/l S.A. Kanagarayar <sup>(6)</sup>	-	-	95	54
	<b>1,954</b>	<b>4,547</b>	1,795	3,948

(1) Appointed on 16 August 2023.

(2) Appointed on 27 March 2024.

(3) Appointed on 1 July 2024.

(4) Retired on 26 March 2024.

(5) Resigned on 16 August 2023.

(6) Retired on 23 June 2023.

(a) Other allowances comprise the Chairman's allowances and meeting allowances which vary from one Director to another, depending on the number of committees they sit on and the number of meetings attended during the financial year.

## Notes to the Financial Statements

31 DECEMBER 2024

## 10. TAXATION AND ZAKAT

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Income tax:				
– Current year provision	100,104	74,288	1,386	1,680
– Under/(Over) provision of tax in previous year	301	2,193	(3)	562
	100,405	76,481	1,383	2,242
Deferred tax (Note 21):				
– Relating to origination and reversal of temporary differences	857	(5,805)	1,958	(6,150)
– (Over)/Under provision of tax in previous year	(96)	(1,322)	60	(356)
	761	(7,127)	2,018	(6,506)
Total taxation	101,166	69,354	3,401	(4,264)
Zakat	583	623	23	–
Total taxation and zakat	101,749	69,977	3,424	(4,264)

Income tax is calculated at the Malaysian statutory tax rate on the estimated assessable profit for the year.

A reconciliation of income tax expense applicable to profit before tax and zakat at the statutory income tax rate to income tax expense at the effective income tax rate of the Group and of the Company are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Accounting profit before tax and zakat	410,357	321,467	248,709	191,501
Taxation at Malaysian statutory tax rate of 24% (2023: 24%)	98,486	77,152	59,690	45,960
Deferred tax assets not recognised/(recognised) in respect of:				
– tax losses	(917)	1,858	(3,776)	(512)
– capital allowances	329	(6,379)	–	(5,867)
Effects of:				
– expenses not deductible for tax purposes	4,440	5,090	5,030	4,837
– income not subject to tax	(1,377)	(1,697)	(57,600)	(48,888)
– reversal of provision for SST on digital services	–	(7,541)	–	–
Under/(Over) provision of tax in previous year:				
– income tax	301	2,193	(3)	562
– deferred tax	(96)	(1,322)	60	(356)
Total taxation	101,166	69,354	3,401	(4,264)

## 11. BASIC AND DILUTED EARNINGS PER SHARE ("EPS")

Basic EPS is calculated by dividing the profit for the year attributable to owners of the Company by the weighted average number of ordinary shares in issue during the financial year. Diluted EPS equals to basic EPS as there is no dilutive potential ordinary shares outstanding in the current and previous financial years.

	Group	
	2024	2023
Profit for the year attributable to owners of the Company (RM'000)	310,120	252,379
Weighted average number of ordinary shares in issue ('000)	809,299	809,299
Basic and diluted EPS (sen)	38.3	31.2

## 12. DIVIDENDS

Group and Company	Dividends in respect of the year		Dividends recognised in year	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<b>Special dividend of 8.0 sen on 809,299,000 ordinary shares</b>	64,744	-	-	-
<b>Single-tier interim dividends on 809,299,000 ordinary shares:</b>				
- 18.0 sen per share	145,674	-	145,674	-
- 15.0 sen per share	-	121,395	-	121,395
<b>Single-tier final dividends on 809,299,000 ordinary shares:</b>				
- 18.0 sen per share	145,674	-	-	-
- 14.0 sen per share	-	113,302	113,302	-
- 11.5 sen per share in respect of the financial year ended 31 December 2022	-	-	-	93,069
	<b>356,092</b>	234,697	<b>258,976</b>	214,464

On 27 January 2025, the Board of Directors approved and declared a single-tier final dividend of 18.0 sen per share and a single-tier special dividend of 8.0 sen per share in respect of the financial year ended 31 December 2024. The final dividend, amounting to approximately RM145,674,000, and the special dividend, amounting to approximately RM64,744,000, is payable on 25 February 2025. The dividends will be accounted for in equity as an appropriation of retained earnings in the financial year ending 31 December 2025.

## Notes to the Financial Statements

31 DECEMBER 2024

## 13. PROPERTY, PLANT AND EQUIPMENT

Group	Note	Buildings and office lots (Note a) RM'000	Office equipment, furniture and fittings RM'000	Computers and office automation RM'000	Motor vehicles RM'000	Projects-in-progress RM'000	Total RM'000
<b>As at 31 December 2024</b>							
<b>Cost</b>							
At 1 January 2024		376,730	31,332	70,767	1,156	4,404	484,389
Additions		10,098	1,310	2,788	300	1,872	16,368
Reclassifications		4,263	-	-	-	(4,263)	-
Disposals		-	-	(455)	(189)	-	(644)
Write-offs		(67)	(30)	(26)	-	-	(123)
Exchange rate differences		(8)	(2)	(50)	-	-	(60)
At 31 December 2024		391,016	32,610	73,024	1,267	2,013	499,930
<b>Accumulated depreciation</b>							
At 1 January 2024		206,209	25,245	57,643	1,124	-	290,221
Depreciation charge for the year	6	14,871	2,181	6,052	82	-	23,186
Disposals		-	-	(455)	(189)	-	(644)
Write-offs		(67)	(30)	(26)	-	-	(123)
Exchange rate differences		(8)	(2)	(50)	-	-	(60)
At 31 December 2024		221,005	27,394	63,164	1,017	-	312,580
<b>Net carrying amount at 31 December 2024</b>		<b>170,011</b>	<b>5,216</b>	<b>9,860</b>	<b>250</b>	<b>2,013</b>	<b>187,350</b>
<b>As at 31 December 2023</b>							
<b>Cost</b>							
At 1 January 2023		363,861	29,259	74,137	1,156	11,586	479,999
Additions		2,626	3,564	1,390	-	4,175	11,755
Reclassifications		11,357	-	-	-	(11,357)	-
Disposals		-	-	(4,830)	-	-	(4,830)
Write-offs		(1,126)	(1,495)	-	-	-	(2,621)
Exchange rate differences		12	4	70	-	-	86
At 31 December 2023		376,730	31,332	70,767	1,156	4,404	484,389
<b>Accumulated depreciation</b>							
At 1 January 2023		194,409	25,053	55,117	967	-	275,546
Depreciation charge for the year	6	12,914	1,683	7,286	157	-	22,040
Disposals		-	-	(4,830)	-	-	(4,830)
Write-offs		(1,126)	(1,495)	-	-	-	(2,621)
Exchange rate differences		12	4	70	-	-	86
At 31 December 2023		206,209	25,245	57,643	1,124	-	290,221
<b>Net carrying amount at 31 December 2023</b>		<b>170,521</b>	<b>6,087</b>	<b>13,124</b>	<b>32</b>	<b>4,404</b>	<b>194,168</b>

### 13. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

Company	Note	Buildings and office lots (Note a) RM'000	Office equipment, furniture and fittings RM'000	Computers and office automation RM'000	Motor vehicles RM'000	Projects-in-progress RM'000	Total RM'000
<b>As at 31 December 2024</b>							
<b>Cost</b>							
At 1 January 2024		376,425	31,061	69,866	978	4,404	482,734
Additions		10,098	1,300	2,787	300	1,872	16,357
Reclassifications		4,263	-	-	-	(4,263)	-
Disposals		-	-	(455)	(189)	-	(644)
Write-offs		(67)	(30)	(26)	-	-	(123)
At 31 December 2024		390,719	32,331	72,172	1,089	2,013	498,324
<b>Accumulated depreciation</b>							
At 1 January 2024		205,904	24,974	57,135	946	-	288,959
Depreciation charge for the year	6	14,871	2,179	5,909	82	-	23,041
Disposals		-	-	(455)	(189)	-	(644)
Write-offs		(67)	(30)	(26)	-	-	(123)
At 31 December 2024		220,708	27,123	62,563	839	-	311,233
<b>Net carrying amount at 31 December 2024</b>		<b>170,011</b>	<b>5,208</b>	<b>9,609</b>	<b>250</b>	<b>2,013</b>	<b>187,091</b>
<b>As at 31 December 2023</b>							
<b>Cost</b>							
At 1 January 2023		363,523	28,992	73,306	978	11,586	478,385
Additions		2,626	3,564	1,390	-	4,175	11,755
Reclassifications		11,357	-	-	-	(11,357)	-
Disposals		-	-	(4,830)	-	-	(4,830)
Write-offs		(1,081)	(1,495)	-	-	-	(2,576)
At 31 December 2023		376,425	31,061	69,866	978	4,404	482,734
<b>Accumulated depreciation</b>							
At 1 January 2023		194,071	24,786	54,822	789	-	274,468
Depreciation charge for the year	6	12,914	1,683	7,143	157	-	21,897
Disposals		-	-	(4,830)	-	-	(4,830)
Write-offs		(1,081)	(1,495)	-	-	-	(2,576)
At 31 December 2023		205,904	24,974	57,135	946	-	288,959
<b>Net carrying amount at 31 December 2023</b>		<b>170,521</b>	<b>6,087</b>	<b>12,731</b>	<b>32</b>	<b>4,404</b>	<b>193,775</b>

## Notes to the Financial Statements

31 DECEMBER 2024

## 13. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

## (a) Buildings and office lots

Group	Buildings RM'000	Office lots RM'000	Renovations RM'000	Total RM'000
<b>As at 31 December 2024</b>				
<b>Cost</b>				
At 1 January 2024	285,960	19,862	70,908	376,730
Additions	-	-	10,098	10,098
Reclassifications	-	-	4,263	4,263
Write-offs	-	-	(67)	(67)
Exchange rate differences	-	-	(8)	(8)
At 31 December 2024	285,960	19,862	85,194	391,016
<b>Accumulated depreciation</b>				
At 1 January 2024	162,126	13,268	30,815	206,209
Depreciation charge for the year	5,242	281	9,348	14,871
Write-offs	-	-	(67)	(67)
Exchange rate differences	-	-	(8)	(8)
At 31 December 2024	167,368	13,549	40,088	221,005
<b>Net carrying amount at 31 December 2024</b>	<b>118,592</b>	<b>6,313</b>	<b>45,106</b>	<b>170,011</b>
<b>As at 31 December 2023</b>				
<b>Cost</b>				
At 1 January 2023	285,960	19,862	58,039	363,861
Additions	-	-	2,626	2,626
Reclassifications	-	-	11,357	11,357
Write-offs	-	-	(1,126)	(1,126)
Exchange rate differences	-	-	12	12
At 31 December 2023	285,960	19,862	70,908	376,730
<b>Accumulated depreciation</b>				
At 1 January 2023	156,884	12,987	24,538	194,409
Depreciation charge for the year	5,242	281	7,391	12,914
Write-offs	-	-	(1,126)	(1,126)
Exchange rate differences	-	-	12	12
At 31 December 2023	162,126	13,268	30,815	206,209
<b>Net carrying amount at 31 December 2023</b>	<b>123,834</b>	<b>6,594</b>	<b>40,093</b>	<b>170,521</b>



### 13. PROPERTY, PLANT AND EQUIPMENT (CONT'D)

#### (a) Buildings and office lots (cont'd)

Company	Buildings RM'000	Office lots RM'000	Renovations RM'000	Total RM'000
<b>As at 31 December 2024</b>				
<b>Cost</b>				
At 1 January 2024	285,960	19,862	70,603	376,425
Additions	-	-	10,098	10,098
Reclassifications	-	-	4,263	4,263
Write-offs	-	-	(67)	(67)
At 31 December 2024	285,960	19,862	84,897	390,719
<b>Accumulated depreciation</b>				
At 1 January 2024	162,126	13,268	30,510	205,904
Depreciation charge for the year	5,242	281	9,348	14,871
Write-offs	-	-	(67)	(67)
At 31 December 2024	167,368	13,549	39,791	220,708
<b>Net carrying amount at 31 December 2024</b>	<b>118,592</b>	<b>6,313</b>	<b>45,106</b>	<b>170,011</b>
<b>As at 31 December 2023</b>				
<b>Cost</b>				
At 1 January 2023	285,960	19,862	57,701	363,523
Additions	-	-	2,626	2,626
Reclassifications	-	-	11,357	11,357
Write-offs	-	-	(1,081)	(1,081)
At 31 December 2023	285,960	19,862	70,603	376,425
<b>Accumulated depreciation</b>				
At 1 January 2023	156,884	12,987	24,200	194,071
Depreciation charge for the year	5,242	281	7,391	12,914
Write-offs	-	-	(1,081)	(1,081)
At 31 December 2023	162,126	13,268	30,510	205,904
<b>Net carrying amount at 31 December 2023</b>	<b>123,834</b>	<b>6,594</b>	<b>40,093</b>	<b>170,521</b>

## Notes to the Financial Statements

31 DECEMBER 2024

## 14. COMPUTER SOFTWARE

Group	Note	Implemented projects RM'000	Projects-in-progress RM'000	Total RM'000
<b>As at 31 December 2024</b>				
<b>Cost</b>				
At 1 January 2024		186,398	9,374	195,772
Additions		11,792	416	12,208
Reclassifications		3,590	(3,590)	-
At 31 December 2024		201,780	6,200	207,980
<b>Accumulated amortisation and impairment loss</b>				
At 1 January 2024		134,813	3,300	138,113
Amortisation charge for the year	6	12,141	-	12,141
At 31 December 2024		146,954	3,300	150,254
<b>Net carrying amount at 31 December 2024</b>		<b>54,826</b>	<b>2,900</b>	<b>57,726</b>
<b>As at 31 December 2023</b>				
<b>Cost</b>				
At 1 January 2023		159,704	8,134	167,838
Additions		23,503	4,438	27,941
Reclassifications		3,198	(3,198)	-
Disposals		(7)	-	(7)
At 31 December 2023		186,398	9,374	195,772
<b>Accumulated amortisation and impairment loss</b>				
At 1 January 2023		123,683	3,300	126,983
Amortisation charge for the year	6	11,137	-	11,137
Disposals		(7)	-	(7)
At 31 December 2023		134,813	3,300	138,113
<b>Net carrying amount at 31 December 2023</b>		<b>51,585</b>	<b>6,074</b>	<b>57,659</b>

#### 14. COMPUTER SOFTWARE (CONT'D)

Company	Note	Implemented projects RM'000	Projects-in-progress RM'000	Total RM'000
<b>As at 31 December 2024</b>				
<b>Cost</b>				
At 1 January 2024		158,029	9,374	167,403
Additions		8,879	416	9,295
Reclassifications		3,590	(3,590)	-
At 31 December 2024		170,498	6,200	176,698
<b>Accumulated amortisation and impairment loss</b>				
At 1 January 2024		116,416	3,300	119,716
Amortisation charge for the year	6	10,825	-	10,825
At 31 December 2024		127,241	3,300	130,541
<b>Net carrying amount at 31 December 2024</b>		<b>43,257</b>	<b>2,900</b>	<b>46,157</b>
<b>As at 31 December 2023</b>				
<b>Cost</b>				
At 1 January 2023		136,530	8,134	144,664
Additions		18,308	4,438	22,746
Reclassifications		3,198	(3,198)	-
Disposals		(7)	-	(7)
At 31 December 2023		158,029	9,374	167,403
<b>Accumulated amortisation and impairment loss</b>				
At 1 January 2023		106,161	3,300	109,461
Amortisation charge for the year	6	10,262	-	10,262
Disposals		(7)	-	(7)
At 31 December 2023		116,416	3,300	119,716
<b>Net carrying amount at 31 December 2023</b>		<b>41,613</b>	<b>6,074</b>	<b>47,687</b>

## Notes to the Financial Statements

31 DECEMBER 2024

## 15. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES

## (a) Right-of-use assets

	Group and Company	
	2024 RM'000	2023 RM'000
<b>Cost</b>		
At 1 January/31 December	<b>8,518</b>	8,518
<b>Accumulated depreciation</b>		
At 1 January	<b>777</b>	666
Depreciation charge for the year (Note 6)	<b>111</b>	111
At 31 December	<b>888</b>	777
<b>Net carrying amount at 31 December</b>	<b>7,630</b>	7,741

The Group and the Company had entered into two non-cancellable operating lease agreements for the use of land. The leases are for a period of 99 years with no renewal or purchase option included in the agreements. The leases do not allow the Group and the Company to assign, transfer or sublease or create any charge, lien or trust in respect of or dispose of the whole or any part of the land. Tenancy is, however, allowed with the consent of the lessor.

## (b) Lease liabilities

	Group and Company	
	2024 RM'000	2023 RM'000
Lease liabilities:		
- non-current	<b>7,434</b>	7,440
- current	<b>505</b>	505
Total lease liabilities	<b>7,939</b>	7,945

The movements of lease liabilities during the financial year are as follows:

	Group and Company	
	2024 RM'000	2023 RM'000
At 1 January	<b>7,945</b>	7,951
Interest charge (Note 8)	<b>532</b>	533
Payments of:		
- principal	<b>(6)</b>	(6)
- interest	<b>(532)</b>	(533)
At 31 December	<b>7,939</b>	7,945

## 16. GOODWILL

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
1 January/31 December	<b>42,957</b>	42,957	<b>29,494</b>	29,494

Goodwill is in respect of acquisitions of subsidiaries by the Group and the Company, and has been allocated to the CGUs in the following market segments:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Securities market	<b>30,844</b>	30,844	<b>29,494</b>	29,494
Derivatives market	<b>9,684</b>	9,684	-	-
Data business	<b>2,429</b>	2,429	-	-
	<b>42,957</b>	42,957	<b>29,494</b>	29,494

### Key assumptions used in value-in-use calculations

The following describes the key assumptions on which the Group and the Company have based their cash flow projections to undertake impairment assessment of goodwill:

#### (a) Securities and Derivatives markets and data business

The recoverable amount of these CGUs have been determined based on value-in-use calculations using the financial projections covering a five-year period and extrapolated in perpetuity. Revenue growth is assumed to be capped at 4% per annum (2023: 4% per annum), while expenses have been assumed to grow at an average of 2% per annum (2023: average of 3% per annum), which is in line with the expected inflation rate. In determining the terminal values, no revenue and expense growth was projected from the sixth year to perpetuity.

#### (b) Discount rate

A discount rate of 9% (2023: 12%) was applied in determining the recoverable amount of the respective CGU. The discount rate was based on the Group's weighted average cost of capital.

### Sensitivity to changes in assumptions

The Group and the Company believe that any reasonable changes to the key assumptions above would not result in the carrying values of the CGUs to materially exceed their recoverable amounts.

## 17. OTHER INTANGIBLE ASSET

Other intangible asset represents carbon credits, and the movements are as below:

	Group and Company	
	2024 RM'000	2023 RM'000
<b>Cost</b>		
At 1 January	<b>1,905</b>	-
Additions	-	2,448
Retired	<b>(181)</b>	(543)
At 31 December	<b>1,724</b>	1,905
<b>Net carrying amount as at 31 December</b>	<b>1,724</b>	1,905

## Notes to the Financial Statements

31 DECEMBER 2024

## 18. INVESTMENT IN SUBSIDIARIES

	Company	
	2024 RM'000	2023 RM'000
Unquoted shares, at cost	334,937	332,387
Less: Accumulated impairment losses	(19,797)	(20,218)
	<b>315,140</b>	312,169

- (a) In the current financial year, the Company reversed an impairment loss of RM421,000 in relation to the investment in Labuan International Financial Exchange Inc. ("LFX"), on the basis that the recoverable amount is in excess of the carrying amount.
- (b) The details of the subsidiaries are as follows:

Name of subsidiaries	Ownership interest		Share capital		Principal activities
	2024 %	2023 %	2024 RM'000	2023 RM'000	
Bursa Malaysia Securities Berhad ("Bursa Malaysia Securities")	100	100	10,250	10,250	Provide, operate and maintain a securities exchange.
Bursa Malaysia Securities Clearing Sdn. Bhd. ("Bursa Malaysia Securities Clearing")	100	100	50,000	50,000	Provide, operate and maintain a clearing house for the securities exchange.
Bursa Malaysia Derivatives Berhad ("Bursa Malaysia Derivatives")	100	100	50,000	50,000	Provide, operate and maintain a derivatives exchange.
Bursa Malaysia Depository Sdn. Bhd. ("Bursa Malaysia Depository")	100	100	15,000	15,000	Provide, operate and maintain a central depository for securities listed on the securities exchange.
Bursa Malaysia Islamic Services Sdn. Bhd. ("Bursa Malaysia Islamic Services")	100	100	2,600	2,600	Provide, operate and maintain a Shariah compliant commodity trading platform.
Bursa Malaysia Information Sdn. Bhd. ("Bursa Malaysia Information")	100	100	250	250	Compile, provide and disseminate prices and other information relating to securities quoted on the securities and derivatives exchanges within the Group, as well as data reported from the bond platform.
LFX*	100	100	5,500 (in USD'000)	5,500 (in USD'000)	Provide, operate and maintain an offshore financial exchange.
Bursa Malaysia Bonds Sdn. Bhd. ("Bursa Malaysia Bonds")	100	100	2,600	2,600	Provide, operate and maintain an electronic trading platform for the bond market.
Bursa Malaysia Regulation Sdn. Bhd. ("Bursa Malaysia Regulation")	100	100	10,000	10,000	Perform regulatory functions for the Group and the Company.

## 18. INVESTMENT IN SUBSIDIARIES (CONT'D)

(b) The details of the subsidiaries are as follows: (cont'd)

Name of subsidiaries	Ownership interest		Share capital		Principal activities
	2024 %	2023 %	2024 RM'000	2023 RM'000	
Bursa Malaysia Carbon Market Sdn. Bhd. ("Bursa Malaysia Carbon Market")	100	100	1	1	Provide, operate and maintain a voluntary carbon market exchange.
Bursa Malaysia Digital Sdn. Bhd. ("Bursa Malaysia Digital")	100	100	5,000	5,000	Provide, operate and maintain a Shariah compliant market for precious metals and commodities.
Bursa Malaysia RAM Capital Sdn. Bhd. ("Bursa Malaysia RAM Capital")	51	51	10,000	5,000	Provide, operate and maintain a debt fundraising platform for small to mid-sized companies.
<b>Subsidiary held through Bursa Malaysia Derivatives</b>					
Bursa Malaysia Derivatives Clearing Berhad ("Bursa Malaysia Derivatives Clearing")	100	100	20,000	20,000	Provide, operate and maintain a clearing house for the derivatives exchange.
<b>Subsidiary held through Bursa Malaysia Depository</b>					
Bursa Malaysia Depository Nominees Sdn. Bhd. ("Bursa Malaysia Depository Nominees")	100	100	^	^	Act as a nominee for Bursa Malaysia Depository and receive securities on deposit or for safe-custody or management.
<b>Subsidiary held through Bursa Malaysia Carbon Market</b>					
Bursa Malaysia Carbon Market Nominees Sdn. Bhd. ("Bursa Malaysia Carbon Market Nominees")	100	100	~	~	Acts as custodian for the voluntary carbon market exchange.

\* Incorporated in the Federal Territory of Labuan, Malaysia.

^ Denotes RM2

~ Denotes RM1

All subsidiaries are consolidated. The voting rights in the subsidiaries held directly by the parent company does not differ from the ordinary shares held.

(c) On 29 August 2024, the Company had subscribed for an additional 2,550,000 new ordinary shares of Bursa Malaysia RAM Capital at an issue price of RM1.00 per ordinary shares.

# Notes to the Financial Statements

31 DECEMBER 2024

## 18. INVESTMENT IN SUBSIDIARIES (CONT'D)

(d) In the previous financial year:

- (i) On 2 June 2023, Bursa Malaysia RAM Capital obtained approval-in-principle from the Securities Commission Malaysia in relation to Bursa Malaysia RAM Capital's application under the Securities Commission Malaysia Guidelines on Recognised Markets to manage and operate the debt fundraising platform.
- (ii) On 19 June 2023, the Company had subscribed for 4,999,000 new ordinary shares at an issue price of RM1.00 per ordinary share in Bursa Malaysia Digital. The Company also had subscribed for 6,000,000 Islamic redeemable convertible preference shares at an issue price of RM1.00 per share in Bursa Malaysia Digital on 10 October 2023.

(e) The summarised financial information of Bursa Malaysia RAM Capital that has a non-controlling interest, representing 49% of ownership interest, is as follows:

(i) Summarised statement of financial position

	2024 RM'000	2023 RM'000
<b>Assets</b>		
Non-current assets	2,670	3,098
Current assets	5,819	5,113
<b>Total assets</b>	<b>8,489</b>	<b>8,211</b>
<b>Equity attributable to owners of the Company</b>	<b>5,101</b>	<b>3,186</b>
<b>Liabilities</b>		
Non-current liabilities	599	1,775
Current liabilities	2,789	3,250
<b>Total liabilities</b>	<b>3,388</b>	<b>5,025</b>
<b>Total equity and liabilities</b>	<b>8,489</b>	<b>8,211</b>

(ii) Summarised income statement

	2024 RM'000	2023 RM'000
Income	287	113
Expenses	(3,447)	(1,912)
<b>Loss for the year</b>	<b>(3,086)</b>	<b>(1,814)</b>

(iii) Summarised statement of cash flows

	2024 RM'000	2023 RM'000
Net cash (used in)/from operating activities	(3,037)	176
Net cash (used in)/from investing activities	(1,140)	108
Net cash from/(used in) financing activities	4,832	(176)
<b>Net increase in cash and cash equivalents</b>	<b>655</b>	<b>108</b>
Cash and cash equivalents at the beginning of year	5,108	5,000
<b>Cash and cash equivalents at the end of year</b>	<b>5,763</b>	<b>5,108</b>



## 19. INVESTMENT SECURITIES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<b>Non-current:</b>				
- Unquoted bonds at FVTOCI	65,526	55,471	28,027	19,985
<b>Current:</b>				
- Unquoted bonds at FVTOCI	4,996	15,017	-	-
<b>Total investment securities</b>	<b>70,522</b>	<b>70,488</b>	<b>28,027</b>	<b>19,985</b>

## 20. STAFF LOANS RECEIVABLE

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Housing loans	451	617	198	355
Vehicle loans	44	44	44	44
Computer loans	58	70	56	68
	553	731	298	467
Less: Receivable within 12-months, included in other receivables (Note 24)	(94)	(154)	(86)	(146)
	459	577	212	321

## 21. DEFERRED TAX ASSETS/(LIABILITIES)

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
At 1 January	20,653	13,516	16,113	9,504
Recognised in profit or loss (Note 10)	(761)	7,127	(2,018)	6,506
Recognised in other comprehensive income	12	10	37	103
At 31 December	19,904	20,653	14,132	16,113

Presented after appropriate offsetting as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Deferred tax assets (before offsetting)	33,473	33,146	25,947	27,313
Offsetting	(12,015)	(11,414)	(11,815)	(11,200)
Deferred tax assets (after offsetting)	21,458	21,732	14,132	16,113
Deferred tax liabilities (before offsetting)	(13,569)	(12,493)	(11,815)	(11,200)
Offsetting	12,015	11,414	11,815	11,200
Deferred tax liabilities (after offsetting)	(1,554)	(1,079)	-	-
Net deferred tax assets	19,904	20,653	14,132	16,113

## Notes to the Financial Statements

31 DECEMBER 2024

### 21. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

Deferred tax assets and liabilities are offset when there is a legally enforceable right to set-off current tax assets against current tax liabilities and when the deferred taxes relate to the same authority.

#### Deferred tax assets of the Group:

	Provision for retirement benefits RM'000	Other provisions and payables RM'000	Unused capital allowances RM'000	Unutilised tax losses RM'000	Others RM'000	Total RM'000
<b>As at 31 December 2024</b>						
At 1 January 2024	1,837	15,804	14,531	759	215	33,146
Recognised in profit or loss	(327)	6,311	(9,366)	3,567	78	263
Recognised in other comprehensive income	64	-	-	-	-	64
At 31 December 2024	1,574	22,115	5,165	4,326	293	33,473
<b>As at 31 December 2023</b>						
At 1 January 2023	2,160	13,740	9,469	431	152	25,952
Recognised in profit or loss	(426)	2,064	5,062	328	63	7,091
Recognised in other comprehensive income	103	-	-	-	-	103
At 31 December 2023	1,837	15,804	14,531	759	215	33,146

#### Deferred tax liabilities of the Group:

	Accelerated capital allowances RM'000	Others RM'000	Total RM'000
<b>As at 31 December 2024</b>			
At 1 January 2024	(12,307)	(186)	(12,493)
Recognised in profit or loss	(1,002)	(22)	(1,024)
Recognised in other comprehensive income	-	(52)	(52)
At 31 December 2024	(13,309)	(260)	(13,569)
<b>As at 31 December 2023</b>			
At 1 January 2023	(12,187)	(249)	(12,436)
Recognised in profit or loss	(120)	156	36
Recognised in other comprehensive income	-	(93)	(93)
At 31 December 2023	(12,307)	(186)	(12,493)

## 21. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

### Deferred tax assets of the Company:

	Provision for retirement benefits RM'000	Other provisions and payables RM'000	Unused capital allowances RM'000	Unutilised tax losses RM'000	Others RM'000	Total RM'000
<b>As at 31 December 2024</b>						
At 1 January 2024	1,837	10,118	14,531	759	68	27,313
Recognised in profit or loss	(327)	4,636	(9,366)	3,567	60	(1,430)
Recognised in other comprehensive income	64	-	-	-	-	64
At 31 December 2024	1,574	14,754	5,165	4,326	128	25,947
<b>As at 31 December 2023</b>						
At 1 January 2023	2,160	8,813	9,469	431	61	20,934
Recognised in profit or loss	(426)	1,305	5,062	328	7	6,276
Recognised in other comprehensive income	103	-	-	-	-	103
At 31 December 2023	1,837	10,118	14,531	759	68	27,313

### Deferred tax liabilities of the Company:

	Accelerated capital allowances RM'000	Others RM'000	Total RM'000
<b>As at 31 December 2024</b>			
At 1 January 2024	(11,221)	21	(11,200)
Recognised in profit or loss	(545)	(43)	(588)
Recognised in other comprehensive income	-	(27)	(27)
At 31 December 2024	(11,766)	(49)	(11,815)
<b>As at 31 December 2023</b>			
At 1 January 2023	(11,393)	(37)	(11,430)
Recognised in profit or loss	172	58	230
At 31 December 2023	(11,221)	21	(11,200)

## Notes to the Financial Statements

31 DECEMBER 2024

### 21. DEFERRED TAX ASSETS/(LIABILITIES) (CONT'D)

As disclosed in Note 2.4(r)(ii), the tax effects of deductible temporary differences, unutilised tax losses and unused tax credits which would give rise to net deferred tax assets are recognised to the extent that it is probable that future taxable profits will be available to offset against deductible temporary differences, unutilised tax losses and unused tax credits. At the financial year end, the amounts of unutilised tax losses and unused capital allowances which are not recognised in the financial statements due to uncertainty of their realisation are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Unutilised tax losses:				
- expiring within five years	8,163	8,155	-	-
- expiring in more than five years	18,619	22,449	-	15,735
	26,782	30,604	-	15,735
Unused capital allowances	2,828	1,457	-	-
	29,610	32,061	-	15,735

The availability of unutilised tax losses for offsetting against future taxable profits of a subsidiary in Malaysia is subject to there being no substantial changes in the shareholding of the subsidiary under the Income Tax Act 1967 and compliance to the guidelines issued by the tax authority. The unutilised tax losses are allowed to be utilised for ten (10) consecutive years of assessments ("YAs") effective from YA2019 and the unused capital allowances are allowed to be carried forward indefinitely.

### 22. INVENTORIES

	Group	
	2024 RM'000	2023 RM'000
<b>Cost</b>		
Precious metals - gold bars and gold dinars	3,594	2,903

### 23. TRADE RECEIVABLES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Trade receivables	68,499	61,300	864	1,421
Less: Allowance for impairment losses	(1,734)	(1,685)	(32)	(43)
	66,765	59,615	832	1,378

## 24. OTHER RECEIVABLES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Deposits	764	767	641	643
Prepayments	12,051	9,381	12,051	9,382
Interest/profit income	7,656	4,905	1,014	921
Staff loans receivable within 12-months (Note 20)	94	154	86	146
Sundry receivables	2,697	3,521	2,318	2,953
	<b>23,262</b>	18,728	<b>16,110</b>	14,045
Less: Allowance for impairment losses	<b>(1,976)</b>	(3,021)	<b>(1,797)</b>	(2,660)
	<b>21,286</b>	15,707	<b>14,313</b>	11,385

## 25. AMOUNT DUE FROM SUBSIDIARIES

	Company	
	2024 RM'000	2023 RM'000
Bursa Malaysia Securities	14,926	15,209
Bursa Malaysia Securities Clearing	1,988	3,385
Bursa Malaysia Derivatives	3,137	1,888
Bursa Malaysia Derivatives Clearing	1,982	2,527
Bursa Malaysia Depository	3,585	4,806
Bursa Malaysia Regulation	7	25
Bursa Malaysia Islamic Services	2,711	1,807
Bursa Malaysia Information	2,689	1,960
LFX	30	22
Bursa Malaysia Bonds	11,927	11,920
Bursa Malaysia RAM Capital	268	1,758
Bursa Malaysia Carbon Market	13,292	6,384
Bursa Malaysia Carbon Market Nominees	8	-
Bursa Malaysia Digital	1,032	2,123
	<b>57,582</b>	53,814
Less: Allowance for impairment losses	<b>(26,527)</b>	(18,965)
	<b>31,055</b>	34,849

The amounts due from subsidiaries are unsecured, receivable within a month and bear late payment interest charges of 8.0% (2023: 8.7%) per annum.

## Notes to the Financial Statements

31 DECEMBER 2024

**26. CASH FOR EQUITY MARGINS, DERIVATIVES TRADING MARGINS, SECURITY DEPOSITS, eDIVIDEND AND eRIGHTS DISTRIBUTIONS, GOLD DINAR, CARBON CREDITS AND DEBT FUNDRAISING**

	Group	
	2024 RM'000	2023 RM'000
Equity margins	249,609	208,701
Derivatives trading margins	2,934,892	1,977,908
Security deposits from Clearing Participants ("CPs") of Bursa Malaysia Derivatives Clearing	25,478	32,039
Trade payables (Note a)	3,209,979	2,218,648
Cash received for eDividend and eRights distributions, gold dinar, carbon credits and debt fundraising (included in other payables (Note 34(a)))	4,191	3,927
	<b>3,214,170</b>	<b>2,222,575</b>

- (a) Trade payables comprise derivatives trading margins and security deposits which are derived from cash received from CPs of Bursa Malaysia Derivatives Clearing for their open interests in derivatives contracts as at the financial year end. Trade payables also comprise collaterals lodged by Trading Clearing Participants ("TCPs") of Bursa Malaysia Securities Clearing for equity margins and for borrowings under the Securities Borrowing and Lending ("SBL") framework. There are no cash collaterals lodged by TCPs for borrowings under the SBL framework as at the financial year end.
- (b) The cash received from CPs and TCPs are placed in interest-bearing deposits and interest earned is credited to the CPs' and TCPs' accounts net of collateral management service fees levied by Bursa Malaysia Derivatives Clearing and Bursa Malaysia Securities Clearing respectively. Cash received for eDividend and eRights distributions, gold dinar, carbon credits and debt fundraising are placed in interest-bearing deposits until such time when payments are due. The details of the cash received are as follows:

	Group	
	2024 RM'000	2023 RM'000
Cash on hand and at banks	11,542	238,337
Deposits with licensed financial institutions	3,202,628	1,984,238
	<b>3,214,170</b>	<b>2,222,575</b>

- (c) Non-cash collaterals for equity margins, derivatives trading margins and security deposits held by, but not belonging to, the Group and which are not included in the Group's statement of financial position as at the financial year end are as follows:

	Group	
	2024 RM'000	2023 RM'000
Collaterals in the form of letters of credit for:		
- equity margins	10,000	15,000
- derivatives trading margins	905,090	836,068
- security deposits from CPs of Bursa Malaysia Derivatives Clearing	16,000	16,000
	<b>931,090</b>	<b>867,068</b>
Collaterals in the form of shares for derivatives trading margins	1,112	962
	<b>932,202</b>	<b>868,030</b>

## 27. CASH AND BANK BALANCES OF CLEARING FUNDS

Group	Participants' contributions RM'000	Cash set aside by the Group RM'000	Total RM'000
<b>As at 31 December 2024</b>			
Contributions from:			
- TCPs of Bursa Malaysia Securities Clearing	18,652	-	18,652
- Bursa Malaysia Securities Clearing	-	85,000	85,000
Clearing Guarantee Fund ("CGF")	18,652	85,000	103,652
Contributions from:			
- CPs of Bursa Malaysia Derivatives Clearing	48,718	-	48,718
- Bursa Malaysia Derivatives Clearing	-	10,000	10,000
Derivatives Clearing Fund ("DCF")	48,718	10,000	58,718
<b>Total cash and bank balances of Clearing Funds as at 31 December 2024</b>	<b>67,370</b>	<b>95,000</b>	<b>162,370</b>
<b>As at 31 December 2023</b>			
Contributions from:			
- TCPs of Bursa Malaysia Securities Clearing	18,425	-	18,425
- Bursa Malaysia Securities Clearing	-	85,000	85,000
CGF	18,425	85,000	103,425
Contributions from:			
- CPs of Bursa Malaysia Derivatives Clearing	46,100	-	46,100
- Bursa Malaysia Derivatives Clearing	-	10,000	10,000
DCF	46,100	10,000	56,100
<b>Total cash and bank balances of Clearing Funds as at 31 December 2023</b>	<b>64,525</b>	<b>95,000</b>	<b>159,525</b>

## Notes to the Financial Statements

31 DECEMBER 2024

### 28. CASH AND BANK BALANCES OF THE GROUP/COMPANY

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Cash on hand and at banks	5,805	4,081	2,258	1,471
Deposits with:				
- licensed banks	468,360	405,193	165,758	170,035
- licensed investment banks	22,068	14,620	3,043	4,690
	490,428	419,813	168,801	174,725
Total cash and bank	496,233	423,894	171,059	176,196

For the purpose of the statements of cash flows, cash and cash equivalents comprise the following as at the financial year end:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Total cash and bank	496,233	423,894	171,059	176,196
Less: Deposits not for short-term funding requirements	(128,824)	(62,480)	(61,000)	(40,774)
	367,409	361,414	110,059	135,422

### 29. SHARE CAPITAL

	2024		2023	
	Number of ordinary shares '000	Amount RM'000	Number of ordinary shares '000	Amount RM'000
<b>Issued and fully paid, at no par value</b>				
<b>Group</b>				
At 1 January/31 December	809,299	435,621	809,299	435,621
<b>Company</b>				
At 1 January/31 December	809,299	430,371	809,299	430,371

The holders of ordinary shares are entitled to receive dividends as declared from time to time and are entitled to one vote per share at meetings of the Company. All ordinary shares rank equally with regards to the Company's residual assets.



### 30. OTHER RESERVES

	Note	Group		Company	
		2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Foreign currency translation reserve	(a)	868	973	-	-
Clearing fund reserves	(b)	30,000	30,000	-	-
FVTOCI reserve	(c)	347	420	11	(4)
		31,215	31,393	11	(4)

#### (a) Foreign currency translation reserve

The foreign currency translation reserve is used to record exchange differences arising from the translation of the financial statements of a subsidiary whose functional currency differs from the Group's presentation currency.

#### (b) Clearing fund reserves

	Note	Group	
		2024 RM'000	2023 RM'000
Amount set aside for:			
CGF, in accordance with the Rules of Bursa Malaysia Securities Clearing	(i)	25,000	25,000
DCF, in accordance with the Rules of Bursa Malaysia Derivatives Clearing	(ii)	5,000	5,000
		30,000	30,000

#### (i) CGF reserve

CGF reserve is an amount set aside following the implementation of CGF. The minimum size of CGF shall be at RM100,000,000 and may increase by the quantum of interest arising from investments of contributions from TCPs. The CGF comprises contributions from TCPs and appropriation from Bursa Malaysia Securities Clearing resources. CGF composition is disclosed in Note 27.

#### (ii) DCF reserve

Pursuant to the Rules of Bursa Malaysia Derivatives Clearing, Bursa Malaysia Derivatives Clearing set up a DCF to mitigate the derivatives clearing and settlement risks. DCF comprises contributions from CPs and appropriation from Bursa Malaysia Derivatives Clearing resources. DCF composition is disclosed in Note 27.

#### (c) FVTOCI reserve

FVTOCI reserve represents the cumulative fair value changes, net of tax, of investment securities until they are disposed or impaired. The movement is disclosed in the statements of changes in equity.

### 31. RETAINED EARNINGS

The Company is able to distribute dividends out of its entire retained earnings under the single-tier tax system.

# Notes to the Financial Statements

31 DECEMBER 2024

## 32. EMPLOYEE BENEFITS

### (a) Retirement benefit obligations

Contributions to the Scheme are made to a separately administered fund. Under the Scheme, eligible employees are entitled to a lump sum, upon leaving service, calculated based on the multiplication of two times the final scheme salary, pensionable service and a variable factor based on service years, less EPF offset.

The amounts recognised in the statements of financial position were determined as follows:

	Group and Company	
	2024 RM'000	2023 RM'000
Present value of funded defined benefit obligations	8,139	8,930
Fair value of plan assets	(1,572)	(1,269)
Net liability arising from defined benefit obligations	6,567	7,661

(i) The movements in the net defined benefit liabilities were as follows:

	Group and Company		
	Present value of funded benefit obligations RM'000	Fair value of plan assets RM'000	Total RM'000
At 1 January 2024	8,930	(1,269)	7,661
Interest expense/(income) (Note 5)	348	(53)	295
Contributions by employer	-	(1,656)	(1,656)
Payments from defined plan	(1,291)	1,291	-
	7,987	(1,687)	6,300
Remeasurements:			
- return on plan assets	-	115	115
- financial assumptions	30	-	30
- experience loss	122	-	122
	152	115	267
At 31 December 2024	8,139	(1,572)	6,567
At 1 January 2023	11,551	(2,544)	9,007
Interest expense/(income) (Note 5)	466	(120)	346
Contributions by employer	-	(2,120)	(2,120)
Payments from defined plan	(3,404)	3,404	-
	8,613	(1,380)	7,233
Remeasurements:			
- return on plan assets	-	111	111
- financial assumptions	112	-	112
- experience loss	205	-	205
	317	111	428
At 31 December 2023	8,930	(1,269)	7,661

### 32. EMPLOYEE BENEFITS (CONT'D)

(a) Retirement benefit obligations (cont'd)

(ii) The plan assets comprise the following:

	Group and Company	
	2024 RM'000	2023 RM'000
Investment securities:		
– Malaysian Government Securities	501	503
Cash and bank balances	1,228	764
Other receivables	11	14
Other payables	(168)	(12)
	<b>1,572</b>	1,269

(iii) Principal actuarial assumptions used for determination of the defined benefits obligation are as follows:

	Group and Company	
	2024 %	2023 %
Discount rate	4.0	4.2
Expected rate of salary increase	5.0	5.0

The discount rate is determined based on the values of AA-rated corporate bond yields with 3 to 15 years maturity.

(iv) The sensitivity analysis below has been derived based on changes to individual assumptions, with all other assumptions held constant:

	Group and Company			
	Discount rate		Salary increment rate	
	Increase by 1% RM'000	Decrease by 1% RM'000	Increase by 1% RM'000	Decrease by 1% RM'000
<b>At 31 December 2024</b>				
(Decrease)/Increase in defined benefit obligations	(147)	153	115	(113)
<b>At 31 December 2023</b>				
(Decrease)/Increase in defined benefit obligations	(214)	224	184	(180)

The sensitivity analysis presented above may not be representative of the actual change in defined benefit obligation as it is unlikely that the change in assumptions would occur in isolation to one another as some assumptions may be correlated.

No changes were made to the methods and types of assumptions used in preparing the sensitivity analysis for the current and previous financial years.

## Notes to the Financial Statements

31 DECEMBER 2024

## 33. DEFERRED INCOME

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Deferred grants (Note a)	7,006	2,977	6,038	2,319
Deferred revenue (Note b)	4,552	3,686	–	–
	<b>11,558</b>	6,663	<b>6,038</b>	2,319

- (a) The deferred grants of the Group refer to grants from the Capital Market Development Fund ("CMDF") for the development of Exchange Traded Funds ("ETFs") market and the futures trading apprenticeship programme to nurture derivatives traders, a grant from the Securities Commission Malaysia for the development of the derivatives clearing facilities and a grant from the Malaysian Government for the stock market investment and trading programme for Malaysian Indians. The deferred grants of the Company refer to the grant from CMDF for the development of ETFs market and the grant from the Malaysian Government for the stock market investment and trading programme for Malaysian Indians. There are no conditions or contingencies attached to these grants. The movements in the deferred grants are as below:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
At 1 January	2,977	1,993	2,319	1,584
Grant income (Note 4)	(2,112)	(1,443)	(1,331)	(965)
Received during the year	6,141	2,427	5,050	1,700
At 31 December	<b>7,006</b>	2,977	<b>6,038</b>	2,319

- (b) The deferred revenue refers to the initial listing fees earned from initial public offerings for which the Group recognises the revenue over a period of time when the services are provided. The movements in the deferred revenue are as below:

	Group	
	2024 RM'000	2023 RM'000
At 1 January	7,522	5,581
Deferred revenue during the year	11,049	12,761
Income recognised in profit or loss	(10,791)	(10,820)
At 31 December	<b>7,780</b>	7,522
Deferred revenue:		
– non-current	4,552	3,686
– current (Note 34)	3,228	3,836
	<b>7,780</b>	7,522

### 34. OTHER PAYABLES

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Accruals	40,671	41,379	24,643	31,040
Amount due to Securities Commission Malaysia	7,492	5,465	-	-
Capital Market Education and Integrity Fund	9,642	11,400	9,642	11,400
Deferred revenue (Note 33(b))	3,228	3,836	-	-
Provision for employee benefits	53,754	40,341	51,386	39,167
Receipts in advance (Note b)	12,933	10,413	712	571
Sundry payables (Note a)	39,360	33,928	8,680	7,448
	<b>167,080</b>	146,762	<b>95,063</b>	89,626

(a) Included in sundry payables of the Group is cash received for eDividend and eRights distributions, gold dinar, carbon credits and debt fundraising amounting to RM4,191,000 (2023: RM3,927,000) as disclosed in Note 26.

(b) The receipts in advance of the Group and of the Company represent contract liabilities to customers. The movements in the receipts in advance are as below:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
At 1 January	10,413	9,027	571	557
Received during the year	9,195	4,128	409	279
Income recognised in profit or loss	(6,675)	(2,742)	(268)	(265)
At 31 December	<b>12,933</b>	10,413	<b>712</b>	571

### 35. BURSA MALAYSIA DEPOSITORY - COMPENSATION FUND ("DEPOSITORY - CF")

In 1997, pursuant to the provisions of Section 5(1)(b)(vii) of the Securities Industry (Central Depositories) Act 1991, Bursa Malaysia Depository established a scheme of compensation for the purpose of settling claims by depositors against Bursa Malaysia Depository, its authorised depository agents and Bursa Malaysia Depository Nominees. The scheme comprises monies in the Depository - CF and insurance policies. Bursa Malaysia Depository's policy is to maintain the balance in the Depository - CF at RM50,000,000. In consideration for the above, all income accruing to the Depository - CF's deposits and investments are to be credited to Bursa Malaysia Depository and all expenses incurred for and on behalf of the Depository - CF will be paid for by Bursa Malaysia Depository.

The net assets of the fund are as follows:

	2024 RM'000	2023 RM'000
Depository - CF	50,000	50,000

The assets of the fund are segregated from the financial statements of the Group and are accounted for separately.

# Notes to the Financial Statements

31 DECEMBER 2024

## 36. OPERATING LEASE ARRANGEMENTS

### (a) The Group and the Company as lessor of building

The Company has entered into operating lease agreements as the lessor, for the rental of office space in its building. The lease period is three years, with renewal option for another three years included in the agreements. The leases have a fixed rental rate for the existing lease period with an upward revision to the rental rate for the renewed lease period.

The future aggregate minimum lease payments receivable under operating leases contracted for as at the financial year end but not recognised as receivables are as follows:

	Group and Company	
	2024 RM'000	2023 RM'000
Not later than one year	105	155
Later than one year and not later than five years	18	124
	<b>123</b>	279

The rental income for the financial years are disclosed in Note 4.

### (b) The Company as lessor of building

The Company has entered into an operating lease arrangement with its subsidiaries for the use of office space. The lease is for a period of three years and shall be automatically renewed for further periods of three years for each renewal unless terminated.

The future aggregate minimum lease payments receivable under the operating leases contracted for as at the financial year end but not recognised as receivables are as follows:

	Company	
	2024 RM'000	2023 RM'000
Not later than one year	4,783	7,046
Later than one year and not later than five years	14,037	28,186
	<b>18,820</b>	35,232

Office space rental income earned by the Company for the current and previous financial years are disclosed in Notes 3 and 38(a).

### (c) The Company as lessor of computer equipment

The Company has entered into an operating lease arrangement with its subsidiaries for the use of computer equipment. The computer equipment is leased between three to ten years with no purchase option included in the contract.

The future aggregate minimum lease payments receivable under the operating leases contracted for as at the financial year end but not recognised as receivables are as follows:

	Company	
	2024 RM'000	2023 RM'000
Not later than one year	11,244	10,156
Later than one year and not later than five years	23,147	18,306
Later than five years	3,127	4,410
	<b>37,518</b>	32,872

Income from the lease of computer equipment for the current and previous financial years are disclosed in Notes 3 and 38(a).

### 37. CAPITAL COMMITMENTS

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<b>Approved and contracted for:</b>				
Computers and office automation	17,178	18,449	14,613	15,074
Office equipment and renovation	1,344	6,981	1,344	6,981
	<b>18,522</b>	25,430	<b>15,957</b>	22,055
<b>Approved but not contracted for:</b>				
Computers and office automation	2,171	1,167	1,774	1,094
Office equipment and renovation	114	-	114	-
	<b>2,285</b>	1,167	<b>1,888</b>	1,094

### 38. SIGNIFICANT RELATED PARTY DISCLOSURES

#### (a) Transactions with subsidiaries

Significant transactions between the Company and its subsidiaries are as follows:

	2024 RM'000	2023 RM'000
<b>Management fees income from:</b>		
Bursa Malaysia Securities	152,074	122,116
Bursa Malaysia Derivatives	25,602	20,669
Bursa Malaysia Securities Clearing	24,337	19,017
Bursa Malaysia Derivatives Clearing	20,145	18,233
Bursa Malaysia Depository	31,170	25,728
Bursa Malaysia Information	18,745	12,456
Bursa Malaysia Islamic Services	13,958	10,650
Bursa Malaysia Carbon Market	5,602	5,008
Bursa Malaysia Digital	4,001	1,308
Bursa Malaysia RAM Capital	357	1,002
Bursa Malaysia Regulation	119	106
Bursa Malaysia Bonds	2	2
LFX	11	18
	<b>296,123</b>	236,313
<b>Office space rental income from:</b>		
Bursa Malaysia Securities	1,117	2,675
Bursa Malaysia Derivatives	549	1,458
Bursa Malaysia Securities Clearing	67	172
Bursa Malaysia Depository	251	688
Bursa Malaysia Information	202	485
Bursa Malaysia Islamic Services	256	701
Bursa Malaysia Carbon Market	34	114
Bursa Malaysia Digital	64	44
Bursa Malaysia RAM Capital	191	250
	<b>2,731</b>	6,587

## Notes to the Financial Statements

31 DECEMBER 2024

### 38. SIGNIFICANT RELATED PARTY DISCLOSURES (CONT'D)

#### (a) Transactions with subsidiaries (cont'd)

Significant transactions between the Company and its subsidiaries are as follows: (cont'd)

	2024 RM'000	2023 RM'000
<b>Lease of computer equipment income from:</b>		
Bursa Malaysia Securities	6,837	8,355
Bursa Malaysia Derivatives	1,519	1,326
Bursa Malaysia Securities Clearing	1,353	1,199
Bursa Malaysia Derivatives Clearing	273	248
Bursa Malaysia Depository	1,422	1,307
Bursa Malaysia Information	332	293
Bursa Malaysia Islamic Services	2,182	912
Bursa Malaysia Carbon Market	91	121
Bursa Malaysia Digital	82	30
Bursa Malaysia RAM Capital	57	46
	<b>14,148</b>	13,837
<b>Dividend income from:</b>		
Bursa Malaysia Securities	96,000	66,000
Bursa Malaysia Securities Clearing	47,000	45,000
Bursa Malaysia Depository	59,000	57,000
Bursa Malaysia Information	35,000	31,000
Bursa Malaysia Islamic Services	3,000	4,700
	<b>240,000</b>	203,700

Management fees charged to subsidiaries are in respect of operational and administrative functions of the subsidiaries which are performed by employees of the Company.

Information regarding the amount due from subsidiaries arising from the related party transactions as at the financial year end are disclosed in Note 25.

The Directors are of the opinion that the above transactions have been established on terms and conditions that are not materially different from those obtainable in transactions with unrelated parties.

#### (b) Transactions with other related parties

Government-linked and other entities are related to the Company by virtue of the substantial shareholding of a government body corporate in the Company. The transactions entered into with these entities have been established on terms and conditions that are not materially different from those obtainable in transactions with unrelated parties.



### 38. SIGNIFICANT RELATED PARTY DISCLOSURES (CONT'D)

#### (c) Compensation of key management personnel

Key management personnel refers to the Directors and the management committee of the Group and of the Company. The remuneration of Directors is disclosed in Note 9, and the remuneration of the management committee during the current and previous financial years are as follows:

	Group and Company	
	2024 RM'000	2023 RM'000
Short-term employee benefits	8,966	7,911
Contributions to defined contribution plan - EPF	979	863
	<b>9,945</b>	<b>8,774</b>

Included in total remuneration of the management committee is the Executive Director's remuneration (excluding benefits-in-kinds) of RM2,836,000 (2023: RM2,166,000), as disclosed in Note 9.

The remuneration of each key senior management personnel during the current and previous financial years are as follows:

	Salary RM'000	Bonus RM'000	Defined contribution plan - EPF RM'000	Other emoluments RM'000	Benefits- in-kind RM'000	Total RM'000
<b>2024</b>						
Datuk Muhamad Umar Swift	1,639	770	297	130	35	2,871
Rosidah binti Baharom	812	271	186	113	-	1,382
Ashish Jaywant Rege	926	309	-	110	-	1,345
Tay Yu Hui	673	224	157	103	-	1,157
Julian Mahmud Hashim	924	308	161	121	-	1,514
Mohd Saleem Kader Bakas	613	204	116	166	-	1,099
Leong See Meng <sup>(1)</sup>	348	117	62	50	-	577
<b>2023</b>						
Datuk Muhamad Umar Swift	1,497	374	225	70	35	2,201
Rosidah binti Baharom	758	196	168	109	-	1,231
Ashish Jaywant Rege	869	217	-	114	-	1,200
Tay Yu Hui	641	160	144	100	-	1,045
Julian Mahmud Hashim	898	224	147	105	-	1,374
Mohd Saleem Kader Bakas	544	149	102	202	-	997
Azhar bin Mohd Zabidi <sup>(2)</sup>	542	-	77	107	-	726

(1) Appointed on 1 July 2024.

(2) Expiry of fixed term contract on 11 October 2023.

## Notes to the Financial Statements

31 DECEMBER 2024

### 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

The Group and the Company are exposed to market risk (which comprises interest/profit rate risk and foreign currency risk), liquidity risk and credit risk arising from their business activities.

The Group and the Company ensure that the above risks are managed in order to minimise the effects of the unpredictability of the financial markets on the performance of the Group and of the Company. There has been no change in the nature of the risks which the Group and the Company are exposed to, nor to the objectives, policies and processes to manage those risks compared to the previous financial year.

#### (a) Market risk: Interest/profit rate risk

Interest/profit rate risk is the risk that the value or future cash flows of a financial instrument will fluctuate because of changes in market interest/profit rates. The Group's and the Company's deposits with licensed financial institutions are carried at a fixed rate and therefore are not affected by the movements in market interest/profit rates.

The Group is exposed to interest/profit rate risk through the holding of investment securities.

#### Interest/profit rate risk sensitivity

The following table demonstrates the sensitivity of the Group's and the Company's equity to a 25 basis points (2023: 25 basis points) increase/decrease in interest/profit rates with all other variables held constant:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
Effects on equity if:				
- increase by 25 basis points	(431)	(390)	(194)	(138)
- decrease by 25 basis points	431	390	194	138

The sensitivity is the effect of the assumed changes in interest/profit rates on changes in fair value of investment securities for the year, based on revaluing fixed rate financial assets as at the financial year end.

#### Interest/profit rate exposure

The following table analyses the Group's and the Company's interest/profit rate exposure. The investment securities and deposits with licensed financial institutions are categorised by maturity dates.

	Maturity			Total RM'000	Effective interest/ profit rate %
	Less than one year RM'000	One to five years RM'000	More than five years RM'000		
<b>Group</b>					
<b>As at 31 December 2024</b>					
Investment securities:					
- unquoted bonds	4,996	50,373	15,153	70,522	4.14
Deposits with licensed financial institutions:					
- cash set aside by the Group for Clearing Funds	95,000	-	-	95,000	3.62
- cash and bank balances	490,428	-	-	490,428	3.65

### 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

#### (a) Market risk: Interest/profit rate risk (cont'd)

##### Interest/profit rate exposure (cont'd)

	Maturity			Total RM'000	Effective interest/ profit rate %
	Less than one year RM'000	One to five years RM'000	More than five years RM'000		
<b>Group</b>					
<b>As at 31 December 2023</b>					
Investment securities:					
– unquoted bonds	15,017	50,325	5,146	70,488	4.23
Deposits with licensed financial institutions:					
– cash set aside by the Group for Clearing Funds	95,000	–	–	95,000	3.75
– cash and bank balances	419,813	–	–	419,813	3.51
<b>Company</b>					
<b>As at 31 December 2024</b>					
Investment securities:					
– unquoted bonds	–	20,012	8,015	28,027	3.96
Deposits with licensed financial institutions:					
– cash and bank balances	168,801	–	–	168,801	3.68
<b>As at 31 December 2023</b>					
Investment securities:					
– unquoted bonds	–	19,985	–	19,985	3.94
Deposits with licensed financial institutions:					
– cash and bank balances	174,725	–	–	174,725	3.58

#### (b) Market risk: Foreign currency risk

Foreign currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates such as that in the United States Dollar ("USD"), Singapore Dollar ("SGD"), Japanese Yen ("JPY") and Chinese Renminbi ("RMB"). The Group and the Company are exposed to foreign currency risk through receivables, cash and bank balances and payables which are primarily denominated in USD.

The Group does not hedge its currency exposures. The following table shows the accumulated amount of material financial assets and liabilities which are unhedged:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<b>Financial assets - denominated in USD</b>				
Trade receivables	8,236	9,079	164	172
Cash and bank balances	20,200	18,790	12	12
	28,436	27,869	176	184
<b>Financial liabilities - denominated in USD</b>				
Other payables	8,698	5,151	1,431	216

## Notes to the Financial Statements

31 DECEMBER 2024

### 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

#### (b) Market risk: Foreign currency risk (cont'd)

The Group is not exposed to foreign currency risk from the holding of margins and collaterals as the risks are borne by the participants. The following table depicts this through the netting off of monies held as margins and collaterals against the corresponding liabilities.

Group	USD RM'000	SGD RM'000	JPY RM'000	RMB RM'000	Total RM'000
<b>As at 31 December 2024</b>					
<b>Financial assets</b>					
Cash for equity margins, derivatives trading margins and security deposits	173,368	433	3,434	3,209	180,444
<b>Financial liabilities</b>					
Trade payables	(173,368)	(433)	(3,434)	(3,209)	(180,444)
	-	-	-	-	-
<b>As at 31 December 2023</b>					
<b>Financial assets</b>					
Cash for equity margins, derivatives trading margins and security deposits	263,972	5,857	4,958	1,001	275,788
<b>Financial liabilities</b>					
Trade payables	(263,972)	(5,857)	(4,958)	(1,001)	(275,788)
	-	-	-	-	-

The following table demonstrates the sensitivity of the Group's profit after tax and equity to a reasonable possible change in the exchange rates against the respective functional currencies of the Group, with all other variables held constant.

	Group		Company	
	Profit after tax RM'000	Equity RM'000	Profit after tax RM'000	Equity RM'000
<b>As at 31 December 2024</b>				
USD – strengthens by 5% against RM	750	750	(48)	(48)
<b>As at 31 December 2023</b>				
USD – strengthens by 5% against RM	863	863	(1)	(1)

An equivalent weakening of the foreign currencies as shown above would have resulted in an equivalent, but opposite, impact.

#### (c) Liquidity risk

Liquidity risk is the risk that the Group and the Company will encounter difficulty in meeting their financial obligations due to a shortage of funds.

##### (i) Liabilities related risk

The Group and the Company maintain sufficient levels of cash and cash equivalents to meet working capital requirements. The Group and the Company also maintain a reasonable level of banking facilities for contingency requirements.

### 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

#### (c) Liquidity risk (cont'd)

##### (i) Liabilities related risk (cont'd)

The table below summarises the maturity profile of the Group's and of the Company's liabilities at the financial year end based on contractual undiscounted repayment obligations.

	Maturity				Total RM'000
	On demand RM'000	Less than one year RM'000	One year to five years RM'000	More than five years RM'000	
<b>Group</b>					
<b>As at 31 December 2024</b>					
Other payables which are financial liabilities*	31,515	15,337	-	-	46,852
Lease liabilities**	-	505	2,188	33,828	36,521
	<b>31,515</b>	<b>15,842</b>	<b>2,188</b>	<b>33,828</b>	<b>83,373</b>
<b>As at 31 December 2023</b>					
Other payables which are financial liabilities*	27,494	11,899	-	-	39,393
Lease liabilities**	-	505	2,188	34,333	37,026
	27,494	12,404	2,188	34,333	76,419
<b>Company</b>					
<b>As at 31 December 2024</b>					
Other payables which are financial liabilities*	4,435	4,245	-	-	8,680
Lease liabilities**	-	505	2,188	33,828	36,521
	<b>4,435</b>	<b>4,750</b>	<b>2,188</b>	<b>33,828</b>	<b>45,201</b>
<b>As at 31 December 2023</b>					
Other payables which are financial liabilities*	3,854	3,594	-	-	7,448
Lease liabilities**	-	505	2,188	34,333	37,026
	3,854	4,099	2,188	34,333	44,474

\* Other payables which are financial liabilities include amount due to the Securities Commission Malaysia and sundry payables as disclosed in Note 34.

\*\* The amounts refer to the undiscounted repayment obligations on the two non-cancellable operating lease agreements for the use of land for a period of 99 years, as disclosed in Note 15(b).

# Notes to the Financial Statements

31 DECEMBER 2024

## 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

### (c) Liquidity risk (cont'd)

#### (ii) Clearing and settlement related risk

The clearing house subsidiaries of the Group act as a counterparty to eligible trades concluded on the securities and derivatives markets through the novation of obligations of the buyers and sellers. The Group mitigates this exposure by establishing financial criteria for admission as participants, monitoring participants' position limits and requiring that margins and collaterals on outstanding positions be placed with the clearing houses. CGF and DCF, as disclosed in Note 27, were set up to further mitigate this risk.

The liabilities and corresponding assets in relation to clearing and settlement risk as at the financial year end are shown below:

	Note	Group	
		On demand	
		2024 RM'000	2023 RM'000
<b>Current assets</b>			
Cash for equity margins, derivatives trading margins and security deposits	26	<b>3,209,979</b>	2,218,648
Cash and bank balances of Clearing Funds:			
- participants' contribution	27	<b>67,370</b>	64,525
<b>Current liabilities</b>			
Trade payables	26(a)	<b>(3,209,979)</b>	(2,218,648)
Participants' contribution to Clearing Funds	27	<b>(67,370)</b>	(64,525)
		-	-

### (d) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Group and the Company are exposed to credit risk primarily from their investment securities, staff loans receivable, trade receivables, other receivables which are financial assets, amount due from subsidiaries and cash and bank balances.

As at the current and previous financial year end, the Group's and the Company's maximum exposure to credit risk is represented by the carrying amount of each class of financial asset recognised on the statements of financial position.

For investment securities and cash and bank balances, the Group and the Company minimise credit risk by adopting an investment policy which only allows dealing with counterparties with good credit ratings and manage the concentration of credit risk to a single counterparty. The Group and the Company closely monitor the credit worthiness of their counterparties by reviewing their credit ratings and credit profiles on a regular basis. Receivables are monitored to ensure that exposure to bad debts is minimised.

### 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

#### (d) Credit risk (cont'd)

##### Investment securities and cash and bank balances

The counterparty credit rating of the Group's and of the Company's investment securities and cash and bank balances rated by credit rating agencies (RAM Holdings Berhad and Malaysian Rating Corporation Berhad) as at the financial year end is as follows:

	Counterparty credit rating			Total RM'000
	AAA RM'000	AA RM'000	A RM'000	
<b>Group</b>				
<b>As at 31 December 2024</b>				
Investment securities:				
– unquoted bonds	30,217	40,305	–	70,522
Cash and bank balances*	2,718,081	1,004,523	150,169	3,872,773
<b>As at 31 December 2023</b>				
Investment securities:				
– unquoted bonds	30,230	40,258	–	70,488
Cash and bank balances*	1,980,100	699,323	126,571	2,805,994
<b>Company</b>				
<b>As at 31 December 2024</b>				
Investment securities:				
– unquoted bonds	12,932	15,095	–	28,027
Cash and bank balances	111,016	57,043	3,000	171,059
<b>As at 31 December 2023</b>				
Investment securities:				
– unquoted bonds	9,899	10,086	–	19,985
Cash and bank balances	89,731	73,530	12,935	176,196

\* Cash and bank balances include cash for equity margins, derivatives trading margins, security deposits, eDividend and eRights distributions, gold dinar, carbon credits and debt fundraising, cash and bank balances of Clearing Funds, and the Group's cash and bank balances.

The Group's and the Company's investment securities are rated as investment grade and the allowance for impairment losses are measured on the basis of 12-months expected credit losses ("ECL"). As at the financial year end, there is no significant increase in credit risk for investment securities since initial recognition. The movements in the allowance for impairment losses on investment securities are as follows:

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
At 1 January	102	10	12	1
(Reversal)/Charge for the year (Note 7)	(57)	92	–	11
At 31 December	45	102	12	12

## Notes to the Financial Statements

31 DECEMBER 2024

## 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

## (d) Credit risk (cont'd)

## Receivables

The ageing analysis of the Group's and of the Company's gross receivables (before deducting allowance for impairment losses) are as follows:

	Note	Not credit impaired								
		Total RM'000	Credit impaired RM'000	Not past due RM'000	Past due					Total past due RM'000
					< 30 days RM'000	31 - 60 days RM'000	61 - 90 days RM'000	91 - 180 days RM'000	> 181 days RM'000	
<b>Group</b>										
<b>As at 31 December 2024</b>										
Staff loans receivable	20	553	-	553	-	-	-	-	-	-
Trade receivables	23	68,499	1,105	54,087	2,064	3,864	508	3,775	3,096	13,307
Other receivables which are financial assets*	24	11,117	1,971	9,146	-	-	-	-	-	-
<b>As at 31 December 2023</b>										
Staff loans receivable	20	731	-	731	-	-	-	-	-	-
Trade receivables	23	61,300	905	44,407	5,582	4,360	926	2,723	2,397	15,988
Other receivables which are financial assets*	24	9,193	3,016	6,177	-	-	-	-	-	-
<b>Company</b>										
<b>As at 31 December 2024</b>										
Staff loans receivable	20	298	-	298	-	-	-	-	-	-
Trade receivables	23	864	19	229	183	176	-	99	158	616
Other receivables which are financial assets*	24	3,973	1,221	2,752	-	-	-	-	-	-
Amount due from subsidiaries	25	57,582	26,527	31,055	-	-	-	-	-	-
<b>As at 31 December 2023</b>										
Staff loans receivable	20	467	-	467	-	-	-	-	-	-
Trade receivables	23	1,421	19	134	221	485	241	185	136	1,268
Other receivables which are financial assets*	24	4,517	2,655	1,862	-	-	-	-	-	-
Amount due from subsidiaries	25	53,814	18,965	34,849	-	-	-	-	-	-

\* Other receivables which are financial assets include deposits, interest/profit income and sundry receivables.

Receivables that are neither past due nor credit impaired are creditworthy debtors with good payment records with the Group and with the Company. The credit terms for trade receivables range from 7 days to 30 days, except for trade receivables relating to fees due from clearing participants for clearing and settlement services whereby the payments are due two market days from the month end.

None of the Group's and the Company's receivables that are neither past due nor credit impaired have been renegotiated during the current and previous financial years.

The Group and the Company have no significant concentration of credit risk that may arise from exposures to a single clearing participant or counterparty.

Receivables are not secured by any collaterals or credit enhancements other than as disclosed in Note 26.



### 39. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (CONT'D)

#### (d) Credit risk (cont'd)

##### Impairment on receivables

The Group and the Company apply the simplified approach whereby allowance for impairment losses are measured at lifetime ECL. The movements of the allowance for impairment losses on receivables are as follows:

Group	Trade receivables			Other receivables		
	Lifetime ECL allowance RM'000	Credit impaired RM'000	Total allowance RM'000	Lifetime ECL allowance RM'000	Credit impaired RM'000	Total allowance RM'000
At 1 January 2024	780	905	1,685	5	3,016	3,021
Charge/(Reversal) for the year	(151)	200	49	-	(474)	(474)
Write-offs	-	-	-	-	(571)	(571)
At 31 December 2024	629	1,105	1,734	5	1,971	1,976
At 1 January 2023	566	813	1,379	7	5,643	5,650
Charge/(Reversal) for the year	214	92	306	(2)	449	447
Write-offs	-	-	-	-	(3,076)	(3,076)
At 31 December 2023	780	905	1,685	5	3,016	3,021

Company	Trade receivables			Other receivables			Amount due from subsidiary
	Lifetime ECL allowance RM'000	Credit impaired RM'000	Total allowance RM'000	Lifetime ECL allowance RM'000	Credit impaired RM'000	Total allowance RM'000	Credit impaired RM'000
At 1 January 2024	24	19	43	5	2,655	2,660	18,965
(Reversal)/Charge for the year	(11)	-	(11)	-	(292)	(292)	7,562
Write-offs	-	-	-	-	(571)	(571)	-
At 31 December 2024	13	19	32	5	1,792	1,797	26,527
At 1 January 2023	17	109	126	7	2,207	2,214	11,912
Charge/(Reversal) for the year	7	(90)	(83)	(2)	448	446	7,053
At 31 December 2023	24	19	43	5	2,655	2,660	18,965

- Receivables that are individually determined to be credit impaired at the financial year end relate to debtors who are in significant financial difficulties and have defaulted on payments.
- The Group's allowance for impairment losses on trade and other receivables decreased by RM996,000 in the current financial year mainly due to the recovery and write-offs of bad debts on other receivables. In the previous financial year, the Group's allowance for impairment losses on trade and other receivables decreased by RM2,323,000 mainly due to the write-offs of bad debts that could not be recovered.
- The Company's allowance for impairment losses on trade and other receivables decreased by RM874,000 in the current financial year mainly due to the recovery and write-offs of bad debts. In the previous financial year, the Company's allowance for impairment losses on trade and other receivables increased by RM363,000 mainly due to the additional impairment loss provided on other receivables.

# Notes to the Financial Statements

31 DECEMBER 2024

## 40. CLASSIFICATION OF FINANCIAL INSTRUMENTS

The Group's and the Company's financial assets and financial liabilities are measured on an ongoing basis at either fair value or at amortised cost based on their respective classification. The accounting policies in Note 2.4 describe how the classes of financial instruments are measured, and how income and expenses, including fair value gains and losses, are recognised. The following table analyses the financial assets and financial liabilities of the Group and of the Company in the statements of financial position by the classes and categories of financial instruments to which they are assigned by their measurement basis.

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<b>ASSETS</b>				
<b>Financial assets at FVTOCI</b>				
Investment securities:				
– unquoted bonds	<b>70,522</b>	70,488	<b>28,027</b>	19,985
<b>Financial assets at amortised cost</b>				
Staff loans receivable	<b>553</b>	731	<b>298</b>	467
Trade receivables	<b>66,765</b>	59,615	<b>832</b>	1,378
Other receivables which are financial assets*	<b>9,141</b>	6,172	<b>2,176</b>	1,857
Amount due from subsidiaries	<b>–</b>	–	<b>31,055</b>	34,849
Cash for equity margins, derivatives trading margins, security deposits, eDividend and eRights distributions, gold dinar, carbon credits and debt fundraising	<b>3,214,170</b>	2,222,575	<b>–</b>	–
Cash and bank balances of Clearing Funds	<b>162,370</b>	159,525	<b>–</b>	–
Cash and bank balances of the Group/Company	<b>496,233</b>	423,894	<b>171,059</b>	176,196
	<b>3,949,232</b>	2,872,512	<b>205,420</b>	214,747
<b>Total financial assets</b>	<b>4,019,754</b>	2,943,000	<b>233,447</b>	234,732
<b>LIABILITIES</b>				
<b>Financial liabilities at amortised cost</b>				
Trade payables	<b>3,209,979</b>	2,218,648	<b>–</b>	–
Participants' contributions to Clearing Funds	<b>67,370</b>	64,525	<b>–</b>	–
Other payables which are financial liabilities**	<b>46,852</b>	39,393	<b>8,680</b>	7,448
Lease liabilities	<b>7,939</b>	7,945	<b>7,939</b>	7,945
<b>Total financial liabilities</b>	<b>3,332,140</b>	2,330,511	<b>16,619</b>	15,393

\* Other receivables which are financial assets include deposits, interest/profit income and sundry receivables, net of allowance for impairment losses, as disclosed in Note 24.

\*\* Other payables which are financial liabilities include amount due to the Securities Commission Malaysia and sundry payables as disclosed in Note 34.

## 41. FAIR VALUE

### (a) Financial instruments that are carried at fair value

Investment securities are measured at fair value at different measurement hierarchies (i.e. Levels 1, 2 and 3). The hierarchies reflect the level of objectiveness of inputs used when measuring the fair values.

- (i) Level 1: Quoted prices (unadjusted) of identical assets in active markets

The Group and the Company do not have any financial instruments measured at Level 1 in the current and previous financial years.

- (ii) Level 2: Inputs other than at quoted prices included within Level 1 that are observable for the asset, either directly (i.e. prices) or indirectly (i.e. derived from prices)

Unquoted bonds are measured at Level 2. The fair value of unquoted bonds is determined by reference to the published market bid price of unquoted fixed income securities based on information provided by Bond Pricing Agency Malaysia Sdn. Bhd.

- (iii) Level 3: Inputs for the asset that are not based on observable market data (unobservable inputs)

The Group and the Company do not have any financial instruments measured at Level 3 in the current and previous financial years.

	Group		Company	
	2024 RM'000	2023 RM'000	2024 RM'000	2023 RM'000
<b>Financial asset - Level 2</b>				
Investment securities:				
- unquoted bonds	<b>70,522</b>	70,488	<b>28,027</b>	19,985

The Group and the Company do not have any financial liabilities carried at fair value in the current and previous financial years.

# Notes to the Financial Statements

31 DECEMBER 2024

## 41. FAIR VALUE (CONT'D)

### (b) Financial instruments that are not carried at fair value

The carrying amount of the financial instruments carried at amortised cost, other than staff loans receivable, are reasonable approximation of their fair values due to their short-term nature.

	<b>Note</b>
Trade receivables	23
Other receivables which are financial assets (except staff loans receivable within 12-months)	24
Amount due from subsidiaries	25
Cash for equity margins, derivatives trading margins, security deposits, eDividend and eRights distributions, gold dinar, carbon credits and debt fundraising	26
Cash and bank balances of Clearing Funds	27
Cash and bank balances of the Group/Company	28
Trade payables	26(a)
Participants' contributions to Clearing Funds	27
Other payables which are financial liabilities	34

The carrying amount of staff loans receivable approximates its fair value, and is estimated by discounting the expected future cash flows using the current interest rates for loans with similar risk profiles. The staff loans receivable are measured at Level 3 under the measurement hierarchy.

	<b>Group</b>		<b>Company</b>	
	<b>Carrying amount RM'000</b>	<b>Fair value RM'000</b>	<b>Carrying amount RM'000</b>	<b>Fair value RM'000</b>
<b>As at 31 December 2024</b>				
Staff loans receivable (Note 20)	<b>553</b>	<b>528</b>	<b>298</b>	<b>278</b>
<b>As at 31 December 2023</b>				
Staff loans receivable (Note 20)	731	685	467	427

## 42. CAPITAL MANAGEMENT

The Group manages its capital with the objective of maximising shareholders' returns. To achieve this, the Group takes into consideration and ensures the sufficiency of funds for operations, risk management and development. Although the Group's policy is to distribute at least 75% of its profits to shareholders, it has been thus far distributing at least 90% of its profits every year whilst ensuring that its pool of funds for future development is at a sufficient level.

The Group is not subject to any externally imposed capital requirements. However, the Group is required to set aside funds for the CGF and DCF in accordance with the business rules of its clearing house subsidiaries. The Group also takes into consideration the guidance under the Principles for Financial Market Infrastructures when determining the sufficiency of funds held by the Group.

Total capital managed at Group level, which comprises shareholders' funds and deferred grants, stood at RM880,841,000 (2023: RM826,049,000) as at the end of the financial year.

There has been no change in the above capital management objectives, policies and processes compared to the previous year.

## 43. SEGMENT INFORMATION

### (a) Reporting format

For management reporting purposes, the Group is organised into operating segments based on market segments as the Group's risks and rates of return are affected predominantly by the macro environment of the different markets.

The securities, derivatives, Islamic, data business, exchange holding and businesses categorised in 'others' market segments are managed by the respective divisional heads responsible for the performance of the respective businesses under their charge.

### (b) Segments

The six segments of the Group are as follows:

- (i) The securities market mainly comprises the provision and operation of the listing, trading, clearing, depository services on the securities exchange.
- (ii) The derivatives market mainly comprises the provision and operation of the trading and clearing services on the derivatives exchange.
- (iii) The Islamic market mainly comprises the provision of Shariah compliant Murabahah commodity trading platform to facilitate Islamic finance transactions and liquidity management for Islamic financial institutions, and Shariah compliant market for precious metals.
- (iv) The data business mainly comprises the provision and dissemination of information relating to equity securities and derivatives quoted on the exchange, as well as data reported from the bond platform.
- (v) The exchange holding business refers to the operation of the Company which functions as an investment holding company.
- (vi) Others segment mainly comprises the provision of a voluntary carbon market exchange, a debt fundraising platform for small to mid-sized companies, a reporting platform for bond traders and the provision of an exchange for the offshore market.

### (c) Allocation basis and transfer pricing

Segment results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis. Unallocated items comprise mainly corporate assets and liabilities, overheads and income tax expenses.

The Group monitors the operating results of its segments separately for the purpose of making decisions about resource allocation and performance assessment.

Transfer prices between the market segments are set on an arm's length basis in a manner similar to transactions with third parties.

## Notes to the Financial Statements

31 DECEMBER 2024

## 43. SEGMENT INFORMATION (CONT'D)

## Market Segments

Group	Securities Market RM'000	Derivatives Market RM'000	Islamic Market RM'000	Data Business RM'000	Exchange Holding Company RM'000	Others RM'000	Total RM'000
<b>As at 31 December 2024</b>							
Operating revenue	531,735	120,441	17,916	78,334	8,855	398	757,679
Other income	12,457	4,817	203	510	8,318	318	26,623
Direct costs	(116,095)	(71,270)	(12,939)	(17,581)	(23,994)	(9,065)	(250,944)
Segment profit/(loss)	428,097	53,988	5,180	61,263	(6,821)	(8,349)	533,358
Overheads							(123,001)
Profit before tax and zakat							410,357
<b>Segment assets</b>							
Assets	394,497	196,159	24,857	41,012	281,304	18,417	956,246
Clearing Funds	103,652	58,718	-	-	-	-	162,370
Cash for equity margins, derivatives trading margins, security deposits, eDividend and eRights distributions, gold dinar, carbon credits and debt fundraising	249,827	2,960,370	2,179	-	-	1,794	3,214,170
Segment assets	747,976	3,215,247	27,036	41,012	281,304	20,211	4,332,786
Unallocated corporate assets							22,623
Total assets							4,355,409
<b>Segment liabilities</b>							
Liabilities	62,369	25,929	4,466	12,636	64,485	19,068	188,953
Participants' contribution to Clearing Funds	18,652	48,718	-	-	-	-	67,370
Equity margins, derivatives trading margins, security deposits, eDividend and eRights distributions, gold dinar, carbon credits and debt fundraising	249,827	2,960,370	2,179	-	-	1,794	3,214,170
Segment liabilities	330,848	3,035,017	6,645	12,636	64,485	20,862	3,470,493
Unallocated corporate liabilities							8,582
Total liabilities							3,479,075
<b>Other information</b>							
Depreciation and amortisation in:							
- segments	4,552	1,553	1,498	-	1,495	364	9,462
- overheads	-	-	-	-	-	-	25,976
Other significant non-cash expenses:							
Net impairment losses/(reversal of impairment losses) on:							
- investment securities	(57)	-	-	-	-	-	(57)
- trade and other receivables	54	22	(19)	(2)	(485)	5	(425)
Retirement benefit obligations in overheads	-	-	-	-	-	-	295

#### 43. SEGMENT INFORMATION (CONT'D)

##### Market Segments (cont'd)

Group	Securities Market RM'000	Derivatives Market RM'000	Islamic Market RM'000	Data Business RM'000	Exchange Holding Company RM'000	Others RM'000	Total RM'000
<b>As at 31 December 2023</b>							
Operating revenue	401,321	97,071	17,087	68,047	9,025	256	592,807
Other income	10,784	3,462	172	504	8,460	297	23,679
Direct costs	(83,798)	(46,932)	(4,614)	(10,517)	(28,053)	(3,938)	(177,852)
Segment profit/(loss)	328,307	53,601	12,645	58,034	(10,568)	(3,385)	438,634
Overheads							(117,167)
Profit before tax and zakat							321,467
<b>Segment assets</b>							
Assets	352,208	156,400	33,843	39,280	276,475	19,408	877,614
Clearing Funds	103,425	56,100	-	-	-	-	159,525
Cash for equity margins, derivatives trading margins, security deposits, eDividend and eRights distributions, gold dinar, carbon credits and debt fundraising	212,481	2,009,947	115	-	-	32	2,222,575
Segment assets	668,114	2,222,447	33,958	39,280	276,475	19,440	3,259,714
Unallocated corporate assets							22,272
Total assets							3,281,986
<b>Segment liabilities</b>							
Liabilities	51,192	17,271	1,838	10,163	69,947	14,693	165,104
Participants' contribution to Clearing Funds	18,425	46,100	-	-	-	-	64,525
Equity margins, derivatives trading margins, security deposits, eDividend and eRights distributions, gold dinar, carbon credits and debt fundraising	212,481	2,009,947	115	-	-	32	2,222,575
Segment liabilities	282,098	2,073,318	1,953	10,163	69,947	14,725	2,452,204
Unallocated corporate liabilities							5,149
Total liabilities							2,457,353
<b>Other information</b>							
Depreciation and amortisation in:							
- segments	6,403	1,284	1,284	-	1,411	150	10,532
- overheads	-	-	-	-	-	-	22,756
Other significant non-cash expenses:							
Net impairment losses/(reversal of impairment losses) on:							
- investment securities	81	-	-	-	11	-	92
- trade and other receivables	371	(54)	5	50	362	19	753
Retirement benefit obligations in overheads	-	-	-	-	-	-	346

# SECTION 10

## APPENDICES

Notice of 48 <sup>th</sup> Annual General Meeting	271
Statement Accompanying Notice of 48 <sup>th</sup> Annual General Meeting	278
Upcoming Financial Calendar Events	283
Link to Information Stated in This Report	284
Abbreviation	285
Glossary	287
Form of Proxy	





# Notice of 48<sup>th</sup> Annual General Meeting

## BURSA MALAYSIA BERHAD

Registration No. 197601004668 (30632-P)

(Incorporated in Malaysia under the Companies Act 2016)

**NOTICE IS HEREBY GIVEN THAT** the 48<sup>th</sup> Annual General Meeting (AGM) of Bursa Malaysia Berhad (“the Company”) will be held on Thursday, 27 March 2025 at 10.00 a.m. at the Ground Floor, Annexe Building, Bursa Malaysia Berhad, Exchange Square, Bukit Kewangan, 50200 Kuala Lumpur, Malaysia (“Main Venue”) and virtually by way of electronic means via the TIIH Online website at <https://tjih.online> (“Online Platform”) for the transaction of the following Ordinary Business:

1. To receive the Audited Financial Statements for the financial year ended 31 December 2024 and the Reports of the Directors and Auditors thereon.
2. To re-elect the following Directors who retire by rotation in accordance with Article 18.4 of the Company’s Constitution and who being eligible offers themselves for re-election:-
  - (a) Datuk Bazlan bin Osman **Resolution 1**
  - (b) Tan Sri Abdul Farid bin Alias **Resolution 2**
3. To re-elect the following Directors who retire in accordance with Article 18.11 of the Company’s Constitution and who being eligible offers themselves for re-election:-
  - (a) Puan Sharifatu Laila binti Syed Ali; **Resolution 3**
  - (b) Encik Redza Goh Abdullah @ Goh Aik Meng and **Resolution 4**
  - (c) Dato’ Fad’l bin Mohamed **Resolution 5**
4. To approve the payment of Directors’ fees amounting to RM300,000 per annum for the Non-Executive Chairman and RM200,000 per annum for each of the Non-Executive Directors in respect of the financial year ended 31 December 2024. **Resolution 6**
5. To approve the payment of benefits payable to the Non-Executive Chairman and Non-Executive Directors up to an amount of RM2,400,000 from 28 March 2025 until the next AGM of the Company. **Resolution 7**
6. To appoint Ernst & Young PLT as Auditors of the Company for the financial year ending 31 December 2025 and to authorise the Board of Directors to determine their remuneration. **Resolution 8**
7. To transact any other business of which due notice shall have been given in accordance with the Companies Act 2016 and the Company’s Constitution.

**FURTHER NOTICE IS HEREBY GIVEN THAT** for the purpose of determining a member who shall be entitled to attend this 48<sup>th</sup> AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Article 15.9 of the Company’s Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991, to issue a General Meeting Record of Depositors (General Meeting ROD) as at 20 March 2025. Only a depositor whose name appears on the General Meeting ROD as at 20 March 2025 shall be entitled to attend the said meeting or appoint proxies to attend and/or vote on his/her behalf.

### BY ORDER OF THE BOARD

Yong Hazadurah binti Md Hashim (LS 0006674) SSM PC No. 202008003707

Izreen Fara binti Ismail (MAICSA 7056436) SSM PC No. 202008002411

Company Secretaries

Kuala Lumpur

26 February 2025

# Notice of 48<sup>th</sup> Annual General Meeting

## Notes:

### 1. Hybrid 48<sup>th</sup> AGM

- 1.1 The 48<sup>th</sup> AGM of the Company will be held on a hybrid mode whereby Member(s), proxy(ies), corporate representative(s) or attorney(s) will have an option, either:-
- To attend physically in person at the Main Venue ("**Physical Attendance**"); OR
  - To attend virtually using the Remote Participation and Voting (RPV) facilities which are available on the TIIH Online platform at <https://tiih.online> ("**Virtual Attendance**").

Please refer to the Administrative Guide for the full guide to Physical Attendance and Virtual Attendance at the 48<sup>th</sup> AGM.

- 1.2 **All** Member(s), proxy(ies), corporate representative(s) or attorney(s) who wish to attend the 48<sup>th</sup> AGM **must register** as a user with TIIH Online first and then **pre-register** their attendance on TIIH Online to verify their eligibility to attend the 48<sup>th</sup> AGM based on the General Meeting Record of Depositors as at 20 March 2025 and to confirm their mode of attendance, either Physical Attendance or Virtual Attendance.
- 1.3 The pre-registration is open from the date of the Notice of the 48<sup>th</sup> AGM on **Wednesday, 26 February 2025** and the closing date and time shall be:
- at **10.00 a.m.** on **Wednesday, 26 March 2025** for Physical Attendance at the Main Venue; or
  - until such time before the voting session ends at the 48<sup>th</sup> AGM on Thursday, 27 March 2025 for Virtual Attendance using the RPV facilities.

### 2. Submission of questions before and during the meeting

- 2.1 Members may submit questions in relation to the agenda items for the 48<sup>th</sup> AGM prior to the meeting via TIIH Online at <https://tiih.online> by selecting "e-Services" to login, pose questions and submit electronically not later than **10.00 a.m.** on **Wednesday, 26 March 2025**. The responses to these questions will be shared at the 48<sup>th</sup> AGM.
- 2.2 During the 48<sup>th</sup> AGM, Members who are physically present at the Main Venue will be able to ask questions in person. Members who attend virtually using the RPV facilities may use the Query Box facility to ask questions real time (in the form of typed text) during the meeting. The Board and senior management will be in attendance at the Main Venue to provide responses accordingly.

### 3. Proxy

- 3.1 Every Member including authorised nominees as defined under the Securities Industry (Central Depositories) Act 1991 (SICDA), and Exempt Authorised Nominees who hold ordinary shares in the Company for multiple owners in one securities account (Omnibus Account), is entitled to appoint another person as his proxy to exercise all or any of his rights to attend, participate, speak and vote instead of him at the AGM, and that such proxy need not be a Member.
- 3.2 Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholding to be represented by each proxy.
- 3.3 The instrument appointing a proxy shall be in writing under the hand of the Member or of his attorney duly authorised in writing, or if the Member is a corporation, shall either be executed under its common seal or under the hand of two (2) authorised officers, one of whom shall be a director, or its attorney duly authorised in writing.
- 3.4 Pursuant to Paragraph 8.29A of Bursa Malaysia Securities Berhad MAIN Market Listing Requirements, all resolutions set out in the Notice of the 48<sup>th</sup> AGM will be put to vote on a poll.
- 3.5 As approved by the Board with reference to Article 17.2 of the Company's Constitution, proxy forms and/or documents relating to the appointment of proxy for the 48<sup>th</sup> AGM shall be deposited or submitted in the following manner not later than **10.00 a.m.** on **Wednesday, 26 March 2025** in accordance with Article 17.3 of the Company's Constitution:
- In hard copy:
    - By hand or post: to the office of the Share Registrar of the Company, Tricor Investor & Issuing House Services Sdn Bhd (TIIH) at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar

South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively, to be deposited in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur;

- (ii) By fax at 03-2783 9222 or e-mail to [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com)

- (b) In electronic form via TIIH Online.

The detailed requirements and procedures for the submission of proxy forms are set out in the Administrative Guide.

#### 4. Audited Financial Statements for financial year ended 31 December 2024

The audited financial statements are laid in accordance with Section 340(1)(a) of the Companies Act (CA) 2016 for discussion only under Agenda 1. They do not require shareholders' approval and hence, will not be put for voting.

#### 5. Ordinary Resolutions 1 and 2: Re-election of Directors who retire in accordance with Article 18.4 of the Company's Constitution

5.1 Article 18.4 of the Company's Constitution provides that one-third (1/3) of the Directors of the Company excluding the Public Interest Directors (PIDs) for the time being or if their number is not a multiple of three (3), then the number nearest to one-third (1/3) shall retire by rotation at an AGM of the Company and be eligible for re-election. Out of the current Board size of eleven (11), four (4) are PIDs. Hence, two (2) out of seven (7) Directors are to retire in accordance with Article 18.4 of the Company's Constitution.

- (a) For the purpose of determining the eligibility of the Director to stand for re-election at the 48<sup>th</sup> AGM, the Board through its Nomination and Remuneration Committee (NRC) had assessed the retiring Directors, and considered the following:
  - (i) The Director's performance and contribution based on the Self and Peer Assessment (SPA) results of the Board Effectiveness Evaluation (BEE) 2023/2024;
  - (ii) The Director's level of contribution to the Board deliberations through his/her skills, experience and strength in qualities;
  - (iii) The level of independence demonstrated by the Independent Director, and his/her ability to act in the best interests of the Company in decision-making; and
  - (iv) The Director's fitness and propriety with reference to the Directors' Fit and Proper Policy (DFPP).
- (b) In line with Practice 6.1 of the Malaysian Code on Corporate Governance (MCCG), the Board had conducted an assessment of the Directors of the Company based on the relevant performance criteria which include the following:
  - (i) Will and ability to critically challenge and ask the right questions;
  - (ii) Character and integrity in dealing with potential conflict of interest situations;
  - (iii) Commitment to serve the company, due diligence and integrity;
  - (iv) Confidence to stand up for a point of view;
  - (v) Fit and properness;
  - (vi) Calibre and personality;
  - (vii) Board dynamics and participation;
  - (viii) Competency and capability;
  - (ix) Independence and objectivity; and
  - (x) Contribution and performance.

Based on the Directors' SPA results of the BEE 2023/2024, the individual Directors (including the retiring Directors) met the performance criteria required of an effective and a high-performance Board. In addition, all the Non-Executive Directors (NEDs) have provided annual declaration/confirmation of independence in December 2024. The retiring Directors also provided the fit and proper declarations in the prescribed form in accordance with the DFPP.

- (c) Based on the above, the Board approved the NRC's recommendation that the Directors who retire in accordance with Article 18.4 of the Company's Constitution namely, Datuk Bazlan bin Osman and Tan Sri Abdul Farid bin Alias are eligible to stand for re-election. These two (2) retiring Directors have abstained from deliberation and decision on their respective eligibility to stand for re-election at the relevant NRC/Board meeting.

## Notice of 48<sup>th</sup> Annual General Meeting

5.2 Section 10(1)(b) of the Capital Markets and Services Act 2007 (CMSA) provides that the appointment, re-appointment, election or re-election as a Director of the Company is subject to concurrence by the Securities Commission Malaysia (SC). In this respect, the SC's concurrence had been obtained via its letter dated 10 December 2024 on the proposed re-election of the Directors under **Resolutions 1 and 2** pursuant to Section 10(1)(b) of the CMSA.

### 6. Ordinary Resolution 3, 4 and 5: Re-election of Directors who retire in accordance with Article 18.11 of the Company's Constitution

6.1 Article 18.11 of the Company's Constitution provides that any Director appointed by the Board shall hold office only until the next following AGM and shall then be eligible for re-election but shall not be taken into account in determining the Directors who are to retire by rotation at that meeting.

- (a) Puan Sharifatu Laila binti Syed Ali and Encik Redza Goh Abdullah @ Goh Aik Meng were appointed as Independent Non-Executive Directors of the Company on 27 March 2024. The SC had on 10 December 2024 provided its concurrence on their re-election as Directors (under **Resolutions 3 and 4**) pursuant to Section 10(1)(b) of the CMSA.
- (b) Dato' Fad'l bin Mohamed shall be appointed as Chief Executive Officer/Non-Independent Executive Director of the Company on 1 March 2025. The SC had on 7 January 2025 provided its concurrence on his re-election as Director (under **Resolution 5**) pursuant to Section 10(1)(b) and 10(5) of the CMSA.

6.2 The assessment of the retiring Directors by NRC/Board based on the outcome of the BEE 2023/2024 as described in Items 5.1 (a)(i)-(iii) and (b) above, do not apply to Dato' Fad'l bin Mohamed as the review period of the BEE 2023/2024 is from 1 July 2023 to 30 June 2024. Puan Sharifatu Laila binti Syed Ali and Encik Redza Goh Abdullah @ Goh Aik Meng have abstained from deliberation and decision on their respective eligibility to stand for re-election at the relevant Board/NRC meeting.

6.3 Any Director referred to in **Resolutions 1 to 5**, who is a shareholder of the Company will abstain from voting on the resolution in respect of their respective re-election at the 48<sup>th</sup> AGM.

### 7. Directors' remuneration - fees and benefits payable to the NEDs

7.1 Section 230(1) of the CA 2016 provides amongst others, that "the fees" of the directors and "any benefits" payable to the directors of a listed company and its subsidiaries shall be approved at a general meeting. In this respect, the Board agreed that the shareholders' approval shall be sought at the 48<sup>th</sup> AGM on the Directors' remuneration in two (2) separate resolutions as below:

- (a) **Resolution 6** on payment of Directors' fees in respect of the preceding financial year (FY) 2024; and
- (b) **Resolution 7** on payment of Directors' benefits from 28 March 2025 to the next AGM in 2026.

#### 7.2 Ordinary Resolution 6: Directors' fees

The NRC is responsible to conduct an annual review of the Board remuneration policy with the view to ensure that the current remuneration for the members of the Board and Board Committees of Bursa Malaysia group remain competitive and appropriate to attract, retain and motivate individuals with strong credentials and high calibre to serve on the Board of the Company. In this respect, an external consultant may be engaged for the Board remuneration review (BRR) once in every three (3) years, to provide the NRC with an objective and independent perspective. The Board in June 2024, approved for an independent external consultant, Deloitte Business Advisory Sdn Bhd (Deloitte) to be appointed to facilitate the BRR exercise in 2024.

In October 2024, the NRC considered the BRR Report submitted by Deloitte, to ascertain the competitiveness of Bursa Malaysia's current remuneration policy having regard to various factors including the Board remuneration of comparator companies in the financial services sector, dominant service providers and international stock exchanges. The Board subsequently approved the NRC's recommendation for the Directors' fees in respect of FY2024 to remain unchanged, as they are still reasonably competitive and at par with the prevalent market rate as set out in the table below:

Directors' Fees (as approved at AGMs)	FY2019	FY2020	FY2021	FY2022	FY2023	Approval sought for FY2024
Non-Executive Chairman	RM300,000	RM300,000	RM300,000	RM300,000	RM300,000	RM300,000
Non-Executive Director	RM200,000	RM200,000	RM200,000	RM200,000	RM200,000	RM200,000

The exact amounts which are receivable by each individual NED are provided in Note 9 of the Audited Financial Statements for the FY 2024.

The payment of the NEDs' fees in respect of the preceding FY 2024 will only be made if the proposed **Resolution 6** has been passed at the 48<sup>th</sup> AGM pursuant to Article 19.1 of the Company's Constitution and Section 230(1)(b) of the CA 2016.

### 7.3 Ordinary Resolution 7: Benefits payable to the NEDs

The benefits payable to the NEDs comprise the allowances and other emoluments payable to the Chairman and members of the Board, Board of subsidiaries, Board Committees and such other committees as may be established by the Board.

- (a) At the 47<sup>th</sup> AGM of the Company held on 26 March 2024, the benefits payable to the NEDs of the Company from 27 March 2024 until the 48<sup>th</sup> AGM of the Company was approved for an amount of up to RM2,000,000. The utilisation of this approved amount as at 31 December 2024 is RM1,268,000. Based on the schedule of meetings in the first quarter of 2025, an amount of RM496,000 is expected to be utilised for payment of meeting allowance, fixed allowance and other benefits to the NEDs. Hence, the expected total utilised amount would be approximately 88.2% of the approved amount.
- (b) Based on the outcome of the BRR exercise conducted in 2024, the total amount requested as Directors' benefits payable to the NEDs for the period from 28 March 2025 to the next AGM in 2026 is (up to) RM2,400,000. This represents an increase of 20% against the approved amount obtained at the 47<sup>th</sup> AGM in March 2024, which was (up to) RM2,000,000. In this regard, the Board recommends that the existing benefits payable to the NEDs be revised as follows:-

Description	Chairman		NEDs/Member	
	Current	Proposed	Current	Proposed
<b>Meeting Allowance (per meeting)</b>				
• Board of Bursa Malaysia	RM3,000	Maintained	RM3,000	Maintained
• Board of Subsidiary	RM3,000	Maintained	RM3,000	Maintained
• Bursa Malaysia Group Committees	RM3,000	Maintained	RM3,000	Maintained
<b>Fixed Allowance</b>				
• Bursa Malaysia Group Committees [except for the Regulatory and Conflicts Committee (RACC)]	RM20,000 per annum	Maintained	RM12,000 per annum (RM1,000 per month)	Maintained
• RACC Members (who are Directors of Bursa Malaysia) [Note 1]	Not Applicable	Not Applicable	RM60,000 per annum (RM5,000 per month)	RM150,000 per annum (RM12,500 per month)
<b>Monthly Fixed Allowance</b>				
Chairman of Bursa Malaysia [Note 2]	RM52,000	Maintained	Not Applicable	Not Applicable

## Notice of 48<sup>th</sup> Annual General Meeting

Description	Chairman		NEDs/Member	
	Current	Proposed	Current	Proposed
Other Benefits				
For NEDs of Bursa Malaysia only	Club membership, medical coverage, travel and other claimable benefits	Maintained	Medical coverage, travel and other claimable benefits	Maintained

### Notes:

1. Fixed allowance to RACC Members are made, given their roles and responsibilities in the oversight of the regulatory functions of Bursa Malaysia as an Exchange Holding Company (EHC) as well as the restrictions imposed on them under the RACC Charter amongst others, they are not allowed to be appointed as officers/directors of entities that are licensed as market participants of Bursa Malaysia Group, to avoid potential conflict of interest.
  2. Monthly fixed allowance to the Chairman of Bursa Malaysia being an EHC and listed entity is made, in recognition of the significant roles in leadership and oversight, and the wide-ranging scope of responsibilities expected of him, as well as the fact that he does not serve on the boards of any other listed companies or market participants regulated by Bursa Malaysia.
  3. The Chief Executive Officer/Executive Director does not receive any Directors' remuneration.
- (c) Under the Governance Model of Bursa Malaysia group, the RACC is established for the purpose to oversee the regulatory function of the Group. It currently comprises three (3) members who are Public Interest Directors (PIDs) of the Company and four (4) other members who are external independent individuals.
- (d) The total amount of benefits payable to the NEDs is estimated to be up to RM2,400,000 for the period from 28 March 2025 to the 49<sup>th</sup> AGM in 2026, based on the above Board Remuneration Policy and taking into account various factors including the number of scheduled meetings for the Board/Board Committees as well as the number of NEDs involved in these meetings.
- (e) The amounts approved at the past AGMs and the current proposal in respect of the payment of benefits to the NEDs at the 48<sup>th</sup> AGM are as below:

Directors' Benefits (as approved at AGMs)	41 <sup>st</sup> AGM (2018)	42 <sup>nd</sup> AGM (2019)	43 <sup>rd</sup> AGM (2020)	44 <sup>th</sup> AGM (2021)	45 <sup>th</sup> AGM (2022)	46 <sup>th</sup> AGM (2023)	47 <sup>th</sup> AGM (2024)	Approval sought at 48 <sup>th</sup> AGM (2025)
Up to an amount of	RM2,400,000	RM2,200,000	RM2,000,000	RM2,000,000	RM2,000,000	RM2,000,000	RM2,000,000	RM2,400,000

Payment of benefits to the NEDs will be made by the Company on a monthly basis and/or as and when incurred, if the proposed **Resolution 7** has been passed at the 48<sup>th</sup> AGM. The Board is of the view that it is just and equitable for the NEDs to be paid the Directors' remuneration (excluding Directors' fees) on a monthly basis and/or as and when incurred, particularly after they have discharged their responsibilities and rendered their services to the Company throughout the period.

- 7.4 Any NEDs who are shareholders of the Company will abstain from voting on **Resolutions 6 and 7** concerning remuneration to the NEDs at the 48<sup>th</sup> AGM.

## 8. Ordinary Resolution 8: Appointment of Auditors

- 8.1 The Audit Committee (AC) at its meeting held on 23 January 2025 undertook an annual assessment of the suitability and independence of the external auditors, Ernst & Young PLT (EY) in accordance with the Auditor Independence Policy of the Group which was approved by the Board in November 2019 (Note: The Board at its meeting on 27 January 2025, approved the revised Auditor Independence Policy of the Group). In its assessment, the AC considered several factors which include the following with reference to Guidance 9.3 of the MCCG:
- (a) Quality of EY's performance and their communications with the AC and Bursa Malaysia group, based on feedback obtained via assessment questionnaires from Bursa Malaysia personnel who had substantial contact with the external audit team and EY throughout the year;
  - (b) Adequacy of experience and resources provided to the Group by EY, in terms of the firm and the professional staff assigned to the audit; and
  - (c) Independence of EY and the level of non-audit services to be rendered by EY to the Company for the FY 2025.

The AC also took into account the openness in communication and interaction with the lead audit engagement partner and engagement team through discussions at the private meetings, which demonstrated their independence, objectivity and professionalism.

- 8.2 The AC was satisfied with the suitability of EY based on the quality of audit, performance, competency and sufficiency of resources the external audit team provided to the Group. The AC was also satisfied in its review that the provisions of non-audit services by EY to the Company for the FY 2024 did not in any way impair their objectivity and independence as external auditors of Bursa Malaysia.
- 8.3 The Board at its meeting held on 27 January 2025 approved the AC's recommendation for the shareholders' approval to be sought at the 48<sup>th</sup> AGM on the appointment of EY as external auditors of the Company for the FY2025 under **Resolution 8** in accordance with Section 340(1)(c) and Section 274(1)(a) of the CA 2016.

# Statement Accompanying Notice of 48<sup>th</sup> Annual General Meeting

(pursuant to Paragraph 8.27(2) of Bursa Malaysia Securities Berhad MAIN Market Listing Requirements)

A. The profile of the Directors who are standing for re-election as per Agenda 2 of the Notice of 48<sup>th</sup> AGM is as follows:

## RESOLUTION 1

### Datuk Bazlan bin Osman

Independent Non-Executive Director of Bursa Malaysia Berhad

**Nationality/Age/Gender** Malaysian / 60 / Male

**Date of Appointment** 16 November 2020

**Length of Service** 4 years 2½ months  
(as at 31 January 2025)

**Academic/Professional Qualification/ Membership(s)**

- Association of Chartered Certified Accountants (ACCA), United Kingdom (UK) (Fellow)
- Malaysian Institute of Accountants (MIA) (Member)
- Diploma in Accounting, Polytechnic of North London, UK

**Present Directorship(s)**

**Listed entity(ies):**

- Bursa Malaysia Berhad
- FIMA Corporation Berhad (Chairman)
- Bank Islam Malaysia Berhad
- Telekom Malaysia Berhad

**Other public company(ies):**  
Nil

**Present Appointment(s)** Nil

**Past Directorship(s) and/or Appointment(s)**

- Independent Non-Executive Director, Syarikat Takaful Malaysia Keluarga Berhad (2020-2024)
- Director, Malaysia Professional Accountancy Centre (2020-2024) • President (2022-2023)
- Vice President (2021-2022)
- Council Member (2019-2021), MIA
- Ex-Officio, Financial Reporting Foundation (2022-2023)
- Chair (2021-2023); Deputy Chair (2020-2021); Member (2019-2020), ACCA Malaysia Advisory Committee
- Independent Non-Executive Director, Glomac Berhad (2020-2023)
- Chairman, GITN Sdn Bhd (wholly-owned subsidiary of TM (2017-2022)
- Director, Citibank Berhad (2019-2022)
- Board Member, Universiti Utara Malaysia (2020)
- Executive Director, TM (2008 - 2019)
- Acting Group Chief Executive Officer (CEO), TM (2018)
- Deputy Group CEO, TM (2017-2018)
- Group Chief Financial Officer (CFO), TM (2005-2017)
- Director, Malaysia Digital Economy Corporation Sdn Bhd (2018)
- Director, Labuan Reinsurance (L) Ltd (2005-2008)
- Board Commissioner, PT XL Axiata Tbk (2005-2008)
- CFO, Celcom Malaysia Berhad (2002-2005)
- Senior Vice President, Corporate Finance & Treasury, Celcom Malaysia Berhad (2001-2002)
- Director, Nationwide Express Holdings Berhad (1994-2005)
- Senior Vice President, Finance and Company Secretary, Kumpulan FIMA Berhad (1994-2001)
- Manager, Accounting & Financial Control, American Express (M) Sdn Bhd (1993-1994)

Datuk Bazlan bin Osman does not hold any shares in Bursa Malaysia, has no family relationship with any Director and/or major shareholder of Bursa Malaysia, has no conflict of interest or potential conflict of interest, including any interest in any competing business with Bursa Malaysia or its subsidiaries and has not been convicted of any offence within the past five (5) years and has not been imposed any penalty by the relevant regulatory bodies during the FY 2024.

Datuk Bazlan bin Osman satisfies the criteria of an independent director as defined under Bursa Malaysia Securities Berhad MAIN Market Listing Requirements, which include being independent of management, free from any business or other relationship which could interfere with the exercise of independent judgement, objectivity or the ability to act in the best interests of the Company, and also being independent of its major shareholders.



## RESOLUTION 2

**Tan Sri Abdul Farid bin Alias**

Independent Non-Executive Director

**Nationality/Age/Gender** Malaysian / 57 / Male

**Date of Appointment** 8 July 2022

**Length of Service** 2 years 6½ months  
(as at 31 January 2025)

**Academic/Professional Qualification/ Membership(s)**

- Master of Business Administration (Finance), University of Denver, United States of America (USA)
- Bachelor of Science in Accounting, Pennsylvania State University, University Park, USA
- Advanced Management Program, Harvard Business School
- Fellow Chartered Banker, Asian Institute of Chartered Bankers

**Present Directorship(s)**

**Listed entity(ies):**

- Bursa Malaysia Berhad
- CelcomDigi Berhad
- CapitaLand Investment Limited (listed on the Singapore Stock Exchange)
- Lotus Technology Inc. (Listed on NASDAQ, Inc)

**Other public company(ies):**

- Council Member, Asian Institute of Chartered Bankers
- Independent Non-Executive Director (INED), Lotus Group International Limited

**Present Appointment(s)**

- INED, Etika Automative Sdn Bhd
- INED, Lotus Advance Technologies Sdn Bhd
- Member, Board of Visitors, Smeal College of Business, Pennsylvania State University

**Past Directorship(s) and/or Appointment(s)**

- Executive Director/Group President and Chief Executive Officer of Malayan Banking Berhad (2013-2022)
- President Commissioner, PT Bank Maybank Indonesia Tbk (2017-2022)
- Member, Board of Commissioners, PT Bank Maybank Indonesia Tbk (2013-2022)
- Director, Maybank Singapore Limited (2018-2022)
- Director, Payments Network Malaysia Sdn Bhd (2017-2022)
- Chairman, The Association of Banks in Malaysia (2013-2022)
- Vice Chairman, Asian Institute of Chartered Bankers (2013-2022)
- Director, Maybank Investment Bank Berhad (2011-2017)
- Director, Maybank Ageas Holdings Berhad (2013-2017)

Tan Sri Abdul Farid bin Alias does not hold any shares in Bursa Malaysia, has no family relationship with any Director and/or major shareholder of Bursa Malaysia, has no conflict of interest or potential conflict of interest, including any interest in any competing business with Bursa Malaysia or its subsidiaries and has not been convicted of any offence within the past five (5) years and has not been imposed any penalty by the relevant regulatory bodies during the FY 2024.

Tan Sri Abdul Farid bin Alias satisfies the criteria of an independent director as defined under Bursa Malaysia Securities Berhad MAIN Market Listing Requirements, which include being independent of management, free from any business or other relationship which could interfere with the exercise of independent judgement, objectivity or the ability to act in the best interests of the Company, and also being independent of its major shareholders.

# Statement Accompanying Notice of 48<sup>th</sup> Annual General Meeting

(pursuant to Paragraph 8.27(2) of Bursa Malaysia Securities Berhad MAIN Market Listing Requirements)

B. The profile of the Directors who are standing for re-election as per Agenda 3 of the Notice of 48<sup>th</sup> AGM is as follows:

## RESOLUTION 3

**Puan Sharifatu Laila binti Syed Ali**

Independent Non-Executive Director of Bursa Malaysia Berhad

**Nationality/Age/Gender** Malaysian / 62 / Female

**Date of Appointment** 27 March 2024

**Length of Service** 3 years 10½ months  
(as at 31 January 2025) (inclusive of previous tenure as PID)

**Academic/Professional Qualification/ Membership(s)**

- Masters in Business Administration, University Malaya
- Bachelor of Science, Universiti Kebangsaan Malaysia
- Advanced Management Programme, Harvard Business School

**Present Directorship(s)**

**Listed entity(ies):**

- Bursa Malaysia Berhad
- YTL Corporation Berhad

**Other public company(ies):**  
Nil

**Present Appointment(s)**

- Director, Lembaga Pembiayaan Sektor Perumahan Awam
- Member, Investment Committee, University Malaya

**Past Directorship(s) and/or Appointment(s)**

- Executive Director, Investments, Lembaga Tabung Haji (2023 – 2024)
- Independent Non-Executive Director, Badan Pengawas Pemegang Saham Minoriti Berhad (Minority Shareholders Watch Group) (2018 – 2023)
- Public Interest Director, Independent Non-Executive Director (INED), Bursa Malaysia Berhad (2020 – 2023)
- INED, RHB Bank Berhad (2019 – 2023)
- Director, RHB Insurance Berhad (2021 – 2023)
- Director, Think3associates Sdn Bhd (2018 – 2023)
- Director, RHB Investment Bank Berhad (2019 – 2021)
- Director, RHB Islamic International Asset Management Bhd (2018 – 2020)
- Director, RHB Asset Management Sdn Bhd (2018 – 2020)
- Council Member, Institutional Investors Council (2016 – 2018)
- Advisor to the Board, ValueCap Sdn Bhd (2018)
- Group Chief Executive Officer (CEO)/Managing Director, ValueCap Sdn Bhd (2015 – 2018)
- Director, VCAP Asset Managers Sdn Bhd (2013 – 2018)
- Director, i-VCAP Management Sdn Bhd (2007 – 2018)
- CEO, ValueCap Sdn Bhd (2002 – 2014)
- Head, Investments, Lembaga Tabung Haji (2002 – 2002)
- Head, Equities Investment Division/Senior Portfolio Manager, Employees Provident Fund (EPF), Malaysia (1997 – 2002)
- Head, Treasury Division, EPF, Malaysia (1994 – 1996)
- Senior Investment Officer, EPF, Malaysia (1988 – 1994)
- Investment Operations Executive, Permodalan Nasional Berhad (1985 – 1987)

Puan Sharifatu Laila binti Syed Ali does not hold any shares in Bursa Malaysia, has no family relationship with any Director and/or major shareholder of Bursa Malaysia, has no conflict of interest or potential conflict of interest, including any interest in any competing business with Bursa Malaysia or its subsidiaries and has not been convicted of any offence within the past five (5) years and has not been imposed any penalty by the relevant regulatory bodies during the FY 2024.

Puan Sharifatu Laila binti Syed Ali satisfies the criteria of an independent director as defined under Bursa Malaysia Securities Berhad MAIN Market Listing Requirements, which include being independent of management, free from any business or other relationship which could interfere with the exercise of independent judgement, objectivity or the ability to act in the best interests of the Company, and also being independent of its major shareholders.

#### RESOLUTION 4

**Encik Redza Goh Abdullah @ Goh Aik Meng**  
Independent Non-Executive Director

**Nationality/Age/Gender** Malaysian / 64 / Male

**Date of Appointment** 27 March 2024

**Length of Service** 10 months  
(as at 31 January 2025)

**Academic/Professional Qualification/ Membership(s)**

- Bachelor of Science in Computation, University of Manchester Institute of Science & Technology
- Leadership Programme from International Institute for Management Development

**Present Directorship(s)**

**Listed entity(ies):**

- Bursa Malaysia Berhad

**Other public company(ies):**  
Nil

**Present Appointment(s)**

- Member, Technology Committee of the Board of Directors of Permodalan Nasional Berhad
- Group Managing Director, Senja Gardens Banquet Sdn Bhd
- Director, Central Forwarding Agency Sdn Bhd

**Past Directorship(s) and/or Appointment(s)**

- Executive Director, Advisor, Infodasia Sdn Bhd (subsidiary of Dialog Group Berhad) (2020-2022)
- Group Chief Information Officer, Petroliam Nasional Berhad (PETRONAS) (2014-2018)
- Chief Executive Officer and Director, PETRONAS ICT Sdn Bhd (2014-2018)
- Country Managing Director, Accenture Malaysia (2010-2014)
- Managing Director, Accenture Greater China (2002-2009)

Encik Redza Goh Abdullah @ Goh Aik Meng does not hold any shares in Bursa Malaysia, has no family relationship with any Director and/or major shareholder of Bursa Malaysia, has no conflict of interest or potential conflict of interest, including any interest in any competing business with Bursa Malaysia or its subsidiaries and has not been convicted of any offence within the past five (5) years and has not been imposed any penalty by the relevant regulatory bodies during the FY 2024.

Encik Redza Goh Abdullah @ Goh Aik Meng satisfies the criteria of an independent director as defined under Bursa Malaysia Securities Berhad MAIN Market Listing Requirements, which include being independent of management, free from any business or other relationship which could interfere with the exercise of independent judgement, objectivity or the ability to act in the best interests of the Company, and also being independent of its major shareholders.

# Statement Accompanying Notice of 48<sup>th</sup> Annual General Meeting

(pursuant to Paragraph 8.27(2) of Bursa Malaysia Securities Berhad MAIN Market Listing Requirements)

## RESOLUTION 5

### Dato' Fad'l bin Mohamed

Chief Executive Officer/Non-Independent Executive Director

**Nationality/Age/Gender** Malaysian / 57 / Male

**Date of Appointment** 1 March 2025

**Academic/Professional Qualification/ Membership(s)**

- Masters in Business Administration, Imperial College London
- Fellow Chartered Banker, Chartered Banker Institute & Asian Institute of Chartered Bankers
- Certificate of Legal Practice, Legal Qualifying Board, Malaysia
- Bachelor of Laws (Honours), University of London
- Certified Diploma in Accounting & Finance, the Chartered Association of Certified Accountants
- Certified Expert in Sustainable Finance, Frankfurt School of Finance & Management

**Present Appointment(s)**

**Listed entity:**

- Bursa Malaysia Berhad (effective 1 March 2025)

**Other public company(ies):**

- Bursa Malaysia Securities Berhad (effective 1 March 2025)
- Bursa Malaysia Derivatives Berhad (effective 1 March 2025)
- Bursa Malaysia Derivatives Clearing Berhad (effective 1 March 2025)
- Kuala Lumpur Business Club (Deputy President)

**Past Directorship(s) and/or Appointment(s)**

- Managing Director, Group Wholesale Banking, RHB Bank Berhad (2024 - Present)
- Chief Executive Officer, Maybank Investment Bank Berhad (2018 - 2024)
- Deputy Chief Executive Officer, Maybank Investment Bank Berhad (2015 - 2018)
- Managing Director/Founder, Maestro Capital Sdn Bhd (2004 - 2015)
- Joint Chief Operating Officer, Kuala Lumpur Industries Holdings Berhad (2000 - 2003)
- Manager, Dresdner Kleinwort Benson (1996 - 1999)
- Senior Executive Officer, Securities Commission Malaysia (1993 - 1996)
- Advocate & Solicitor, Messrs Rashid & Lee (1991 - 1993)

Dato' Fad'l bin Mohamed does not hold any shares in Bursa Malaysia, has no family relationship with any Director and/or major shareholder of Bursa Malaysia, has no conflict of interest or potential conflict of interest, including any interest in any competing business with Bursa Malaysia or its subsidiaries and has not been convicted of any offence within the past five (5) years and has not been imposed any penalty by the relevant regulatory bodies during the FY 2024.

# Upcoming Financial Calendar Events



**2025**

**27 March**

48<sup>th</sup> Annual General Meeting

**28 April**

Announcement of the consolidated results for the 1<sup>st</sup> quarter and year-to-date ending 31 March 2025

**29 July**

Announcement of the consolidated results for the 2<sup>nd</sup> quarter and year-to-date ending 30 June 2025

**30 October**

Announcement of the consolidated results for the 3<sup>rd</sup> quarter and year-to-date ending 30 September 2025



**2026**

**January/February**

Announcement of the audited consolidated results for the 4<sup>th</sup> quarter and financial year ending 31 December 2025

# Link to Information Stated in This Report

DESCRIPTION	LINK
Bursa Academy	<a href="https://www.bursamalaysia.com/reference/insights/bursa_academy">https://www.bursamalaysia.com/reference/insights/bursa_academy</a>
Bursa Anywhere	<a href="https://www.bursamarketplace.com/anywhere">https://www.bursamarketplace.com/anywhere</a>
Bursa Broadcast	<a href="https://www.bursamalaysia.com/reference/insights/bursa_broadcast/sectorial_series">https://www.bursamalaysia.com/reference/insights/bursa_broadcast/sectorial_series</a>
Bursa Carbon Exchange	<a href="https://bcx.bursamalaysia.com">https://bcx.bursamalaysia.com</a>
Bursa Digital Research	<a href="https://www.bursamalaysia.com/reference/bursa_digital_research/market_updates">https://www.bursamalaysia.com/reference/bursa_digital_research/market_updates</a>
Bursa Fund Platform	<a href="https://www.bursamarketplace.com/mkt/fund/index">https://www.bursamarketplace.com/mkt/fund/index</a>
Bursa Gold Dinar	<a href="https://www.bursamalaysia.com/trade/our_products_services/bursa_gold_dinar">https://www.bursamalaysia.com/trade/our_products_services/bursa_gold_dinar</a>
Bursa Malaysia RAM Capital Sdn Bhd	<a href="https://brc.bursamalaysia.com">https://brc.bursamalaysia.com</a>
Bursa Malaysia Securities Berhad MAIN Market Listing Requirements (LR)	<a href="https://www.bursamalaysia.com/regulation/listing_requirements/main_market/listing_requirements">https://www.bursamalaysia.com/regulation/listing_requirements/main_market/listing_requirements</a>
Bursa Malaysia Berhad	<a href="https://www.bursamalaysia.com">https://www.bursamalaysia.com</a>
Bursa Malaysia Berhad Integrated Annual Report	<a href="https://bursa.listedcompany.com/ar.html">https://bursa.listedcompany.com/ar.html</a>
Bursa Malaysia Berhad Sustainability Report	<a href="https://www.bursamalaysia.com/about_bursa/sustainability/sustainability_reports">https://www.bursamalaysia.com/about_bursa/sustainability/sustainability_reports</a>
Bursa Malaysia Derivatives Market	<a href="https://www.bursamalaysia.com/trade/market/derivatives_market">https://www.bursamalaysia.com/trade/market/derivatives_market</a>
Bursa Malaysia Islamic Market	<a href="https://www.bursamalaysia.com/trade/market/islamic_market">https://www.bursamalaysia.com/trade/market/islamic_market</a>
Bursa Malaysia Securities Berhad ACE Market LR	<a href="https://www.bursamalaysia.com/regulation/listing_requirements/ace_market/listing_requirements">https://www.bursamalaysia.com/regulation/listing_requirements/ace_market/listing_requirements</a>
Bursa Malaysia Securities Berhad LEAP Market LR	<a href="https://www.bursamalaysia.com/regulation/listing_requirements/leap_market/listing_requirements">https://www.bursamalaysia.com/regulation/listing_requirements/leap_market/listing_requirements</a>
Bursa Malaysia Securities Market	<a href="https://www.bursamalaysia.com/trade/market/securities_market">https://www.bursamalaysia.com/trade/market/securities_market</a>
Bursa Sustain	<a href="https://my.bursamalaysia.com/learn/bursa-sustain/explorer">https://my.bursamalaysia.com/learn/bursa-sustain/explorer</a>
Companies Act 2016	<a href="https://www.ssm.com.my/Pages/Legal_Framework/Companies-Act-2016.aspx">https://www.ssm.com.my/Pages/Legal_Framework/Companies-Act-2016.aspx</a>
FTSE Bursa Malaysia Index Series	<a href="https://www.ftserussell.com/products/indices/bursa-malaysia">https://www.ftserussell.com/products/indices/bursa-malaysia</a>
FTSE Bursa Malaysia Indices	<a href="https://www.bursamalaysia.com/trade/our_products_services/indices/ftse_bursa_malaysia_indices/overview">https://www.bursamalaysia.com/trade/our_products_services/indices/ftse_bursa_malaysia_indices/overview</a>
FTSE4Good Bursa Malaysia Index	<a href="https://www.bursamalaysia.com/trade/our_products_services/indices/ftse4good-bursa-malaysia-f4gbm-index">https://www.bursamalaysia.com/trade/our_products_services/indices/ftse4good-bursa-malaysia-f4gbm-index</a>
Global Reporting Initiative	<a href="https://www.globalreporting.org">https://www.globalreporting.org</a>
International Financial Reporting Standards	<a href="https://www.ifrs.org">https://www.ifrs.org</a>
International Integrated Reporting (<IR>) Framework	<a href="https://integratedreporting.ifrs.org">https://integratedreporting.ifrs.org</a>
International Organization of Securities Commissions	<a href="https://www.iosco.org">https://www.iosco.org</a>
Labuan International Finance Exchange Inc	<a href="https://www.bursamalaysia.com/trade/our_products_services/lfx/about_the_exchange">https://www.bursamalaysia.com/trade/our_products_services/lfx/about_the_exchange</a>
Malaysian Code on Corporate Governance	<a href="https://www.sc.com.my/regulation/corporate-governance">https://www.sc.com.my/regulation/corporate-governance</a>
Malaysian Financial Reporting Standards	<a href="https://www.masb.org.my">https://www.masb.org.my</a>
Ministry of Finance Malaysia Annual Budget 2025	<a href="https://belanjawan.mof.gov.my/pdf/belanjawan2025/ucapan/ub25.pdf">https://belanjawan.mof.gov.my/pdf/belanjawan2025/ucapan/ub25.pdf</a>
Ministry of Finance Malaysia Economic Outlook 2025	<a href="https://belanjawan.mof.gov.my/en/economy">https://belanjawan.mof.gov.my/en/economy</a>
National Energy Transition Roadmap (NETR)	<a href="https://www.ekonomi.gov.my">https://www.ekonomi.gov.my</a>
National Sustainability Reporting Framework (NSRF)	<a href="https://www.sc.com.my/api/documentms/download.ashx?id=e98c3900-7b35-4cf5-a07d-fd17acf8734e">https://www.sc.com.my/api/documentms/download.ashx?id=e98c3900-7b35-4cf5-a07d-fd17acf8734e</a>
Principles for Financial Market Infrastructures	<a href="https://www.bis.org/cpmi/info_pfmi.htm">https://www.bis.org/cpmi/info_pfmi.htm</a>
Rules of Bursa Malaysia Bonds	<a href="https://www.bursamalaysia.com/regulation/bonds/rules_of_bursa_malaysia_bonds">https://www.bursamalaysia.com/regulation/bonds/rules_of_bursa_malaysia_bonds</a>
Rules of Bursa Malaysia Derivatives	<a href="https://www.bursamalaysia.com/regulation/derivatives/rules_of_bursa_malaysia_derivatives">https://www.bursamalaysia.com/regulation/derivatives/rules_of_bursa_malaysia_derivatives</a>
Rules of Labuan International Financial Exchange	<a href="https://www.bursamalaysia.com/regulation/lfx/rules_of_lfx">https://www.bursamalaysia.com/regulation/lfx/rules_of_lfx</a>
Rules of Bursa Suq Al-Sila'	<a href="https://www.bursamalaysia.com/regulation/islamic_market/rules_of_bursa_suq_al_sila">https://www.bursamalaysia.com/regulation/islamic_market/rules_of_bursa_suq_al_sila</a>
Rules of Bursa Malaysia Securities	<a href="https://www.bursamalaysia.com/regulation/securities/rules_of_bursa_malaysia_securities">https://www.bursamalaysia.com/regulation/securities/rules_of_bursa_malaysia_securities</a>
Sustainability Accounting Standards Board	<a href="https://www.sasb.org">https://www.sasb.org</a>
Task Force on Climate-related Financial Disclosures	<a href="https://www.fsb-tcfd.org">https://www.fsb-tcfd.org</a>
The New Industrial Master Plan 2030	<a href="https://www.nimp2030.gov.my">https://www.nimp2030.gov.my</a>
The Securities Commission Malaysia	<a href="https://www.sc.com.my">https://www.sc.com.my</a>
The Ten Principles of the United Nations Global Compact	<a href="https://www.unglobalcompact.org/what-is-gc/mission/principles">https://www.unglobalcompact.org/what-is-gc/mission/principles</a>
World Federation of Exchanges (WFE)	<a href="https://www.world-exchanges.org">https://www.world-exchanges.org</a>
WFE Sustainability Principles	<a href="https://www.world-exchanges.org/our-work/articles/wfe-sustainability-principles">https://www.world-exchanges.org/our-work/articles/wfe-sustainability-principles</a>

# Abbreviation

<b>ACCF</b>	ASEAN Common Carbon Framework
<b>ACE LR</b>	ACE Market Listing Requirements
<b>ACSR</b>	Advisory Committee on Sustainability Reporting
<b>ADC</b>	Average Daily Contract
<b>ADV</b>	Average Daily Trading Value
<b>AGM</b>	Annual General Meeting
<b>AUM</b>	Assets Under Management
<b>BCP</b>	Business Continuity Plan
<b>BCX</b>	Bursa Carbon Exchange
<b>BDR</b>	Bursa Digital Research
<b>BGD</b>	Bursa Gold Dinar
<b>BI</b>	Bursa Intelligence
<b>BMD</b>	Bursa Malaysia Derivatives Berhad
<b>BMDC</b>	Bursa Malaysia Derivatives Clearing Berhad
<b>BMS</b>	Bursa Malaysia Securities Berhad
<b>BMSC</b>	Bursa Malaysia Securities Clearing Sdn Bhd
<b>BNM</b>	Bank Negara Malaysia
<b>BR</b>	Business Rules
<b>BSAS</b>	Bursa Suq Al-Sila'
<b>CA 2016</b>	Companies Act 2016
<b>Capex</b>	Capital Expenditure
<b>CCP</b>	Central Counterparty
<b>CDS</b>	Central Depository System
<b>CG</b>	Corporate Governance
<b>CGF</b>	Clearing Guarantee Fund
<b>CMDF</b>	Capital Market Development Fund
<b>CME</b>	Chicago Mercantile Exchange Inc
<b>CMEIF</b>	Capital Market Education and Integrity Fund
<b>CMSA</b>	Capital Markets and Services Act 2007
<b>COI</b>	Conflict of Interest
<b>CP</b>	Clearing Participant
<b>CPO</b>	Crude Palm Oil
<b>CSI</b>	Centralised Sustainability Intelligence
<b>CX</b>	Customer Experience
<b>DBT</b>	Direct Business Transaction
<b>DCE</b>	Dalian Commodity Exchange
<b>DCF</b>	Derivatives Clearing Fund
<b>DVTC</b>	Derivatives Virtual Trading Challenge
<b>EBITDA</b>	Earnings Before Interest, Tax, Zakat, Depreciation and Amortisation
<b>EMPOF</b>	East Malaysia Palm Oil Forum
<b>EPS</b>	Earnings per Share
<b>ESG</b>	Environmental, Social and Governance
<b>ETBS</b>	Exchange-traded Bonds and Sukuk

<b>ETF</b>	Exchange-traded Fund
<b>ERMF</b>	Enterprise Risk Management Framework
<b>EU</b>	European Union
<b>F4GM</b>	FTSE4Good Bursa Malaysia Index Futures
<b>F4GBM Index</b>	FTSE4Good Bursa Malaysia Index
<b>F4GBMS Index</b>	FTSE4Good Bursa Malaysia Shariah Index
<b>FBMKLCI</b>	FTSE Bursa Malaysia KLCI
<b>FCNH</b>	Mini USD/CNH Futures
<b>FCPO</b>	Crude Palm Oil Futures
<b>FEPO</b>	East Malaysia Crude Palm Oil Futures
<b>FGLD</b>	Gold Futures
<b>FKLI</b>	FTSE Bursa Malaysia KLCI Futures
<b>FSOY</b>	Bursa Malaysia DCE Soybean Oil Futures
<b>GDP</b>	Gross Domestic Product
<b>GHG</b>	Greenhouse Gas
<b>GRI</b>	Global Reporting Initiative
<b>IAR</b>	Integrated Annual Report
<b>IAS</b>	International Accounting Standards
<b>IFN</b>	Islamic Finance News
<b>IFRS</b>	International Financial Reporting Standards
<b>IOSCO</b>	International Organisation of Securities Commissions
<b>IPO</b>	Initial Public Offering
<b>IR</b>	Investor Relations
<b>IR4U</b>	Investor Relations for You
<b>ISSB</b>	International Sustainability Standards Board
<b>ISMS</b>	Information Security Management System
<b>ISSBNT</b>	Islamic Securities Selling and Buying - Negotiated Transaction
<b>JC3</b>	Joint Committee on Climate Change
<b>KPI</b>	Key Performance Indicator
<b>KSM</b>	Key Senior Management
<b>LEAP</b>	Leading Entrepreneur Accelerator Platform
<b>LEAP LR</b>	LEAP Market Listing Requirements
<b>LFX</b>	Labuan International Financial Exchange
<b>LR</b>	Listing Requirements of BMS
<b>MACC</b>	Malaysian Anti-Corruption Commission
<b>MCCG</b>	Malaysian Code on Corporate Governance
<b>MCMA</b>	Malaysia Carbon Market Association
<b>MCMF</b>	Malaysia Carbon Market Forum
<b>MFRS</b>	Malaysian Financial Reporting Standards
<b>MIA</b>	Malaysian Institute of Accountants
<b>MAIN LR</b>	MAIN Market Listing Requirements
<b>MOC</b>	Memorandum of Collaboration

## Abbreviation

<b>MOF</b>	Ministry of Finance
<b>MOU</b>	Memorandum of Understanding
<b>MWh</b>	Megawatt Hour
<b>NETR</b>	National Energy Transition Roadmap
<b>NIMP</b>	New Industrial Master Plan
<b>NRES</b>	Ministry of Natural Resources and Environmental Sustainability
<b>NSRF</b>	National Sustainability Reporting Framework
<b>OCPO</b>	Options on Crude Palm Oil Futures
<b>OMT</b>	On-Market Transaction
<b>OPR</b>	Overnight Policy Rate
<b>PAT</b>	Profit after Tax and Zakat
<b>PATAMI</b>	Profit after Tax, Zakat and Minority Interest
<b>PBMZI</b>	PRIBUMI Bursa Malaysia Zakat Index
<b>PFMI</b>	Principles for Financial Market Infrastructure
<b>PLC</b>	Public Listed Company
<b>PLCT</b>	PLC Transformation
<b>PMMP</b>	Pilot Market Making Programme
<b>PO</b>	Participating Organisation
<b>PoC</b>	Proof-of-concept
<b>POC</b>	Palm and Lauric Oils Price Outlook Conference & Exhibition
<b>RACC</b>	Regulatory and Conflicts Committee
<b>RBD</b>	Refined, Bleached and Deodorised

<b>RECs</b>	Renewable Energy Certificates
<b>REIT</b>	Real Estate Investment Trust
<b>RMC</b>	Risk Management Committee
<b>ROE</b>	Return on Equity
<b>RTO</b>	Recovery Time Objectives
<b>SBL</b>	Securities Borrowing and Lending
<b>SC</b>	Securities Commission Malaysia
<b>SDG</b>	Sustainable Development Goal
<b>SME</b>	Small and Medium Enterprise
<b>SR</b>	Sustainability Report
<b>SRI</b>	Sustainable and Responsible Investment
<b>SSF</b>	Single Stock Futures
<b>SW</b>	Structured Warrant
<b>TCFD</b>	Task Force on Climate-Related Financial Disclosures
<b>tCO<sub>2</sub>e</b>	tonnes of carbon dioxide equivalent
<b>TCP</b>	Trading Clearing Participant
<b>TP</b>	Trading Participant
<b>UMA</b>	Unusual Market Activity
<b>US Fed</b>	United States Federal Reserve
<b>VCM</b>	Voluntary Carbon Market
<b>WPP</b>	Whistleblower Policy and Procedure



# Glossary

## A

### ACE Market

The ACE Market is a sponsor-driven market designed for companies with good business prospects. It replaced the formerly known MESDAQ (Malaysian Exchange of Securities Dealing and Automated Quotation) Market in 2009.

## B

### BR Capital Debt Fundraising Platform

Launched on 22 December 2023, the platform serves as an alternative fundraising avenue for listed and unlisted companies, primarily small and medium enterprises with funding goals of at least RM5.0 million. Participating companies can raise funds by issuing credit-rated investment notes with a minimum tenure of one year.

### Bursa Anywhere

A mobile application for retail investors to access a wide range of Central Depository System (CDS) account services and conduct permitted CDS transactions electronically through their personal devices with no physical forms.

### Bursa Carbon Exchange (BCX)

Launched on 9 December 2022, BCX is Malaysia's voluntary carbon market and renewable energy certificate (REC) exchange. It is the world's first Shariah-compliant carbon exchange. BCX is a multi-environmental product exchange that facilitates the continuous and off-market trading of carbon credits and RECs via standardised carbon and REC contracts. BCX is intended to support corporates with options to achieve their environmental, social and governance (ESG) aspirations.

### Bursa Gold Dinar (BGD)

Launched on 16 January 2024, BGD is a Shariah-compliant gold investment platform, providing investors with digital convenience to invest in physical gold through a mobile app.

### Bursa Malaysia-i

A fully integrated Islamic securities exchange platform with a comprehensive range of Shariah-compliant exchange-related facilities including listing, trading, clearing, settlement and depository services.

### Bursa Marketplace

An online portal that provides investors and traders with the information they need to conduct analysis, investing and trading.

### Bursa Remisier Acquisition Hub (BURSA REACH)

Malaysia's first profiling platform dedicated to featuring and facilitating better connections between dealer's representatives (DRs) and investors, beyond traditional channels. DRs are able to do self-profiling and showcase investment skills through sharing trading ideas and virtual portfolio management.

### Bursa Suq Al-Sila'

A Shariah-compliant commodity Murabahah trading platform dedicated to facilitate Islamic liquidity management and Islamic financial transactions globally.

### Bursa Digital Research

A multifaceted in-house research portal that serves to provide investors with an added source of research and data analysis with the objective of improving financial literacy and facilitating informed investment decision making.

### Bursa Fund Platform

An interactive fund information platform that provides the investing public comprehensive information on Unit Trusts and Wholesale Funds to help investors make better informed investment decisions.

### Bursa IR4U Programme

Launched on 1 December 2023, the programme supports and enhances the standards and capabilities of investor relations (IR) practices as well as raised the visibility and investability of Malaysian public listed companies (PLCs) to foreign and local investors. Two handbooks providing practical advice on developing and implementing IR plans and strategies were issued at the launch.

### Bursa Research Incentive Scheme (Bursa RISE)

Bursa RISE was launched in 2022 in support of the PLC Transformation (PLCT) Programme. It aims to enhance the corporate profiles of participating PLCs and improve trading interest in their shares.

### Business Rules

The rules of Bursa Malaysia Securities Berhad, Bursa Malaysia Derivatives Berhad, Bursa Malaysia Depository Sdn Bhd, Bursa Malaysia Securities Clearing Sdn Bhd, Bursa Malaysia Derivatives Clearing Berhad and Bursa Malaysia Bonds Sdn. Bhd.

### Bursa Sustain

A one-stop repository of information on corporate governance, sustainability and responsible investment.

## C

### Capital

The capitals are stocks of value that are increased, decreased or transformed through the activities and outputs of the organisation.

### Capital Market Education and Integrity Fund

The fund was set up on 1 January 2013 to account for all fines and transfer fees imposed and collected by Bursa Malaysia. These monies are segregated and used to educate market participants and investors as well as to defray legal or court expenses relating to Bursa Malaysia's regulatory actions.

### Central Counterparty (CCP)

Bursa Malaysia Securities Clearing Sdn Bhd and Bursa Malaysia Derivatives Berhad act as the CCP to trades that occur on Bursa Malaysia Securities Berhad and Bursa Malaysia Derivatives Berhad, respectively. As the CCP, the clearing houses act as an intermediary for trades by participants on the exchanges, and guarantees the trade.

## Glossary

### Central Depository System (CDS)

The CDS is a system that is fully owned and operated by Bursa Malaysia Depository Sdn Bhd, a wholly owned subsidiary of Bursa Malaysia.

The CDS is the core system for depository services. It serves as record keeping for shareholding and account information of depositors. The system also keeps records of shareholders for issuers. It manages transactions of trade settlement and share movement.

### Centralised Sustainability Intelligence (CSI) Platform

Developed in collaboration with the London Stock Exchange Group to serve as a repository for ESG disclosures for PLCs along with their local and international suppliers in their supply chains. The CSI Platform enables companies to calculate and track their carbon emissions impact, while facilitating green financing and encourage decarbonisation efforts.

### Clearing Guarantee Fund (CGF)

A CGF is a financial safeguard designed to protect against the risk of default by clearing participants. By maintaining a robust CGF, Bursa Malaysia enhances market confidence and ensures the smooth functioning of its clearing and settlement processes.

### Clearing Participant

A participant as defined in the Capital Markets and Services Act 2007, in relation to the relevant clearing house of Bursa Malaysia.

### Closed-End Fund

A closed-end fund involves a listed company that invests in shares of other companies. A closed-end fund company has a fixed number of shares in issue at any point of time, the price of which will fluctuate according to net asset value and market forces.

### CSI Solution

Launched on 21 June 2024 in response to companies' needs for cost effective ESG reporting solution that meets both local and global standards. It offers an integrated suite of tools and services that simplify ESG data management and reporting. It comprises three components namely the CSI Platform, CSI Services and CSI Financing.

## D

### Derivatives

A derivative is a contract whose value derives from and is dependent on the value, delivery or payment obligations of one or more underlying assets, such as commodities, securities, indices, currency exchange rates or any of its combination. Derivatives products available on Bursa Malaysia Derivatives include contracts on underlying equity, interest rate, bond, agricultural (crude palm oil, palm kernel oil, palm olein and soybean oil), metal (gold and tin) and currency exchange rate.

### Direct Business Transaction (DBT)

A DBT refers to the business transacted by an Exchange Participant who acts for both the buyer and the seller, whether as principal or agent.

## E

### Equities

An instrument that signifies an ownership position, or equity, in a corporation, and represents a claim on its proportionate share in the corporation's assets and profits. A person holding such an ownership in the company does not enjoy the highest claim on the company's earnings. Instead, an equity holder's claim is subordinated to a creditor's claims, and the equity holder will only enjoy distributions from earnings after these higher priority claims are satisfied.

### Exempt Regime

A regime under which the sukuk or debt securities are listed but not quoted for trading on the Exchange.

### Exchange-traded Fund (ETF)

An open-ended investment fund listed and traded on a stock exchange. ETF combines the features of an index fund and a stock. The liquidity of an ETF reflects the liquidity of the underlying basket of shares. Generally, there are three types of ETFs: equity ETFs, fixed income ETFs and commodity ETFs. These ETFs consist of baskets of stocks, bonds or commodities based on an index which instantly offers broad diversification and avert the risk involved in owning stocks of a single company. With units in an ETF, investors can gain exposure to a geographical region, market, industry or sector, commodity such as gold or even a specific investment style such as growth or value.

## F

### FTSE4Good Bursa Malaysia (F4GBM) Index

F4GBM Index measures the ESG performance of PLCs and was launched in December 2014. The constituents are drawn from companies on the FTSE Bursa Malaysia Emas Index and are reviewed every June and December against international benchmarks developed in collaboration with FTSE Russell.

### FTSE4Good Bursa Malaysia Shariah (F4GBMS) Index

F4GBMS Index is the ESG themed index designed to track constituents in the F4GBM Index that are Shariah-compliant, according to the Securities Commission Malaysia Shariah Advisory Council screening methodology.

### FTSE Bursa Malaysia Top 100 ESG Low Carbon Select Index

The FTSE Bursa Malaysia Top 100 ESG Low Carbon Select Index is designed to track the performance of Malaysian companies that exhibit strong sustainability practices and low carbon characteristics.

## G

### Global Reporting Initiative (GRI) Standards

The GRI standards are the first global standards for sustainability. They feature a modular, interrelated structure, and represent the global best practice for reporting on a range of economic, environmental and social impacts.

## I

### Initial Public Offering (IPO)

An IPO refers to the process of offering the shares and/or securities of a listing applicant to the public on a recognised stock exchange for the first time. The shares and/or securities then become publicly listed and traded.

### International Integrated Reporting <IR> Framework

The <IR> Framework was designed to improve disclosure of financial and non-financial performance, while enhancing the way organisations articulate and report on value creation. The <IR> Framework was issued in 2013 with revisions made and published in January 2021. As of August 2022, the IFRS Foundation assumed responsibility for the <IR> Framework.

## L

### Leading Entrepreneur Accelerator Platform (LEAP) Market

The LEAP Market is a qualified market which serves as an alternative avenue for SMEs and smaller companies to raise funds from sophisticated investors. It brings together potential SMEs and companies, intermediaries and sophisticated investors onto a single platform to create a conducive marketplace for fundraising.

### Listed Issuer

Any one or more, as the context may require, of a listed corporation, a special purpose acquisition company; a listed collective investment scheme; a listed business trust; or an issuer of any other listed securities.

### Listing Requirements (LR)

The respective LR which govern the admission and post listing obligations of an issuer listed on the MAIN Market, ACE Market or LEAP Market of the Exchange.

## M

### MAIN Market

The MAIN Market is a prime market for listing of established companies that have achieved certain minimum profit track record or size. It is also a platform to list other capital market products such as debt securities, ETFs, Real Estate Investment Trust and structured warrants.

### Market Surveillance System (MSS)

The MSS is a system that facilitates real-time and post trade monitoring and analysis of both equities and derivatives trading activities as well as facilitates the detection of a wide range of possible market misconduct on real-time basis.

### Material Matters

Material Matters refer to matters that are of most importance to Bursa Malaysia, based on our significant economic, environmental, and social impacts and which substantively influence the assessments and decisions of our key stakeholders. They are also determined based on how they impact or are impacted by our value creation activities.

### Murabahah

A type of Islamic contract. Murabahah refers to a sale and purchase of an asset where the acquisition cost and the mark-up are disclosed to the purchaser.

### MyBURSA

A personalised and centralised customer portal aimed at enhancing trading experience for users by offering features such as market data, personalised dashboards, and tools for managing trades and investments.

## N

### National Energy Transition Roadmap (NETR)

The NETR sets ambitious targets for Malaysia to guide the transition to a low-carbon energy system, aiming to achieve net zero emissions by 2050 and create economic opportunities through green investments. It focuses on increasing renewable energy use, developing the electric vehicle ecosystem, and promoting carbon capture, utilisation, and storage.

### National Sustainability Reporting Framework (NSRF)

The NSRF addresses the use of the IFRS Sustainability Disclosure Standards issued by the International Sustainability Standards Board (ISSB), specifically the IFRS S1 *General Requirements for Disclosure of Sustainability-related Financial Information*, and IFRS S2 *Climate-related Disclosures* (collectively referred to as the ISSB Standards), as the baseline sustainability disclosure standards for companies in Malaysia, as well as the assurance requirements for sustainability reporting.

### New Industrial Master Plan (NIMP) 2030

The NIMP 2030 is an industrial policy focused on transforming the manufacturing and manufacturing-related services sectors. This plan emphasises fostering innovation, enhancing competitiveness, and ensuring sustainable industrial practices. It leverages emerging global trends to elevate the industry to new heights by providing a clear national strategy, encouraging collaboration between the government and the private sector, and acting as a guide for investors.

# Glossary

## O

### On-Market Transactions (OMT)

OMT is a transaction that is concluded by way of automated matching of orders entered into the order book maintained in the Automated Trading System or an On-Market Married Transaction.

## P

### Participating Organisation (PO)

A PO, as defined in the Capital Markets and Services Act 2007, is a person that carries on the business of dealing in securities and is registered as a PO under the Rules of Bursa Malaysia Securities Berhad.

Islamic PO is a PO which conducts its stockbroking business in accordance with Shariah principles whether on a full-fledged basis or 'window' basis.

### Primary Market

A part of the capital market that deals with issuance of new securities for the first time.

### Public Listed Company

A public company or corporation listed on the Exchange.

### Public Listed Companies Transformation (PLCT) Programme

The PLCT Programme (2022-2025) aims to steer Corporate Malaysia to higher levels of performance. The PLCT Programme is spearheaded by Bursa Malaysia to increase the attractiveness (investability) of Malaysian listed companies by strengthening the growth narratives of PLCs of all sizes. PLCs are provided with best practices and guidance to improve engagements with investors and achieve desired outcomes. The overall approach of the PLCT Programme entails the principles of Information Sharing (5 Guidebooks), Engagement, and Transparency. The PLCT Programme is anticipated to continue until 2025, over a period of four years.

## R

### Real Estate Investment Trust (REIT)

A REIT is a collective investment scheme that invests or proposes to invest primarily in income-generating real estate.

### Renewable Energy Certificate (REC)

A REC is a type of energy attribute certificate that represents the environmental attributes of the generation of a one-megawatt hour of energy produced by renewable sources.

## S

### Secondary Market

The public market on which securities, once issued, are traded.

### Shares

A share is a security which represents a portion of the owner's capital in a business. Shareholders are the owners of the business and share the success or failure of the business. Shares are also commonly referred to as stock.

### Shares2share

A securities donation scheme that provides a platform for investor donors to donate their listed securities or proceeds from the sale of the listed securities towards charity through Yayasan Bursa Malaysia.

### Single Stock Futures (SSFs)

SSFs are standardised futures contracts where the underlying asset is a specific stock. SSFs offer a way to gain exposure to individual stocks with the added flexibility and leverage of futures contracts.

### Stapled Securities

An arrangement in which different classes of securities are listed and traded as one security. Stapled securities may involve different classes of securities issued by an issuer or different issuers.

### Structured Warrants (SWs)

SWs are proprietary instruments issued by a third-party issuer, namely an eligible broker or financial institution that give holders the right, but not the obligation, to buy or sell the underlying instrument in the future for a fixed price. Essentially, one makes a 'reservation' to buy or sell a pre-determined number of the underlying instrument at a certain price in the future when investing in a structured warrant. Structured warrants can be issued over an underlying asset such as equity, ETF, index or commodity futures.

### Sustainable Development Goals (SDGs)

The United Nations SDGs are the blueprint to achieve a better and more sustainable future for all. They address the global challenges we face, including those related to poverty, inequality, climate, environmental degradation, prosperity as well as peace and justice.

### Sustainable and Responsible Investment (SRI)

SRI is an approach to investing that aims to incorporate ESG factors into investment decisions, to better manage risk and generate sustainable, long-term returns.

## T

### Task Force on Climate-related Financial Disclosures (TCFD)

The TCFD seeks to develop recommendations for voluntary climate-related financial disclosures that are consistent, comparable, reliable, clear, and efficient, and provide decision-useful information to lenders, insurers, and investors.

### Tawarruq

A type of Islamic contract. A Tawarruq consists of two sale and purchase contracts. The first involves the sale of an asset by a seller to a purchaser on a deferred basis. Subsequently, the purchaser of the first sale will sell the same asset to a third party on a cash and spot basis.

### Trading Participant

A company that carries on the business of dealing in derivatives on the Exchange and is admitted as a Trading Participant under Rules of Bursa Malaysia Derivatives Berhad.

## V

### Value

An integrated report explains how an organisation creates, preserves or erodes value over time. Value is created through relationships with stakeholders, influenced by external environment and dependent on various resources.

### Voluntary Carbon Market (VCM)

VCM is a form of carbon pricing mechanism that operates on a voluntary basis, which creates financial incentives for activities that reduce or remove greenhouse gas emissions.

## W

### Warrants

Warrants are issued by a company and give the holder the right, but not an obligation, to subscribe for new ordinary shares at a specified price during a specified period of time. Warrants have a maturity date (up to 10 years) after which they expire and are worthless unless the holder exercises the right to subscribe for the new shares before the maturity date.

### Waqf

Waqf is a form of charitable endowment in which property or assets are donated for the use and benefits of the public. The endowment is intended to be perpetual, with the assets held in trust and the income generated from the assets are used for charitable purposes.

### Waqf-featured Securities

An Islamic REIT or an Islamic ETF with waqf feature is a listed fund that enables investors to retain their ownership rights over the units purchased while donating all or a portion of the income distribution from their investment in the REIT or ETF for waqf purposes i.e. channeled to waqf initiatives.

### The World Federation of Exchanges (WFE)

Established in 1961, the WFE is the global industry association for exchanges and clearing houses. Headquartered in London, it represents over 250 market infrastructure providers, including standalone CCPs that are not part of exchange groups.

WFE exchanges are home to over 51,000 listed companies, and the market capitalisation of these entities is over \$110 trillion; around \$140 trillion (electronic order book) in trading annually passes through WFE members (as at end 2024).

## Z

### Zakat

Zakat is one of the fundamental obligations in Islam. Its principal objectives are to develop balanced socio-economic growth and to purify one's soul and wealth. The positive impact of zakat on the economy via an effective mechanism to raise the standard living of the poor, as well as an important source of public revenue in enhancing the expenditure of developing nations. Zakat has been described, as a major source of public finance and treated as a critical component of socio-economic justice.

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# Form of Proxy

**BURSA MALAYSIA BERHAD**

 Registration No. 197601004668 (30632-P)  
 (Incorporated in Malaysia under the Companies Act 2016)

CDS account no. of authorised nominee (Note 1)

 I/We \_\_\_\_\_  
(Full Name as per NRIC/Passport/Certificate of Incorporation in capital letters)

NRIC (new &amp; old)/Passport/Registration No. \_\_\_\_\_ Tel No. \_\_\_\_\_

 of \_\_\_\_\_  
(Full address)

being a member of BURSA MALAYSIA BERHAD hereby appoint:

Full name of proxy in capital letters	NRIC (new & old)/Passport No. of proxy	Proportion of shareholdings to be represented	
		No. of shares	%

and (if more than one (1) proxy)

Full name of proxy in capital letters	NRIC (new & old)/Passport No. of proxy	Proportion of shareholdings to be represented	
		No. of shares	%

or failing him/her, the Chairman of the Meeting as my/our proxy to vote for me/us and on my/our behalf at the 48<sup>th</sup> Annual General Meeting (AGM) of Bursa Malaysia Berhad (the Company) to be held from the Ground Floor, Annexe Building, Bursa Malaysia Berhad, Exchange Square, Bukit Kewangan, 50200 Kuala Lumpur, Malaysia ("Main Venue") and virtually by way of electronic means via the TIIH Online website at <https://tjih.online> ("Online Platform") on Thursday, 27 March 2025 at 10.00 a.m. and at any adjournment thereof, on the following resolutions referred to in the Notice of the 48<sup>th</sup> AGM. My/our proxy is to vote as indicated below:

No.	Resolution		For	Against
1.	To re-elect Datuk Bazlan bin Osman as Director of the Company.	Ordinary Resolution 1		
2.	To re-elect Tan Sri Abdul Farid bin Alias as Director of the Company.	Ordinary Resolution 2		
3.	To re-elect Puan Sharifatu Laila binti Syed Ali as Director of the Company.	Ordinary Resolution 3		
4.	To re-elect Encik Redza Goh Abdullah @ Goh Aik Meng as Director of the Company.	Ordinary Resolution 4		
5.	To re-elect Dato' Fad'l bin Mohamed as Director of the Company.	Ordinary Resolution 5		
6.	To approve the payment of Directors' fees amounting to RM300,000 per annum for the Non-Executive Chairman and RM200,000 per annum for each of the Non-Executive Directors in respect of the financial year ended 31 December 2024.	Ordinary Resolution 6		
7.	To approve the payment of benefits payable to the Non-Executive Chairman and Non-Executive Directors up to an amount of RM2,400,000 from 28 March 2025 until the next AGM of the Company.	Ordinary Resolution 7		
8.	To appoint Ernst & Young PLT as Auditors of the Company for the financial year ending 31 December 2025 and to authorise the Board of Directors to determine their remuneration.	Ordinary Resolution 8		

Please indicate with an "X" in the appropriate space how you wish your vote to be cast. If you do not indicate how you wish your proxy to vote on any resolution, the proxy shall vote as he/she thinks fit, or at his/her discretion, abstain from voting.

Dated this \_\_\_\_\_ day of \_\_\_\_\_, 2025.

 \_\_\_\_\_  
 Signature/Common Seal of Member

**NOTES:**

1. Applicable to shares held through a nominee account.
2. Every Member including authorised nominees as defined under the Securities Industry (Central Depositories) Act 1991 (SICDA), and Exempt Authorised Nominees who hold ordinary shares in the Company for multiple owners in one securities account (Omnibus Account), is entitled to appoint another person as his proxy to exercise all or any of his rights to attend, participate, speak and vote instead of him at the AGM, and that such proxy need not be a Member.
3. Where a member appoints more than one (1) proxy, the appointment shall be invalid unless he specifies the proportion of his shareholding to be represented by each proxy.
4. The instrument appointing a proxy shall be in writing under the hand of the Member or of his attorney duly authorised in writing, or if the Member is a corporation, shall either be executed under its common seal or under the hand of two (2) authorised officers, one of whom shall be a director, or its attorney duly authorised in writing.
5. Pursuant to Paragraph 8.29A of Bursa Malaysia Securities Berhad MAIN Market Listing Requirements, all resolutions set out in the Notice of the 48<sup>th</sup> AGM will be put to vote on a poll.
6. As approved by the Board with reference to Article 17.2 of the Company's Constitution, proxy forms and/or documents relating to the appointment of proxy for the 48<sup>th</sup> AGM shall be deposited or submitted in the following

manner not later than **10.00 a.m. on Wednesday, 26 March 2025** in accordance with Article 17.3 of the Company's Constitution:

- (a) In hard copy:
  - (i) By hand or post: to the office of the Share Registrar of the Company, Tricor Investor & Issuing House Services Sdn Bhd (TIIH) at Unit 32-01, Level 32, Tower A, Vertical Business Suite, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur or alternatively to be deposited in the drop box located at Unit G-3, Ground Floor, Vertical Podium, Avenue 3, Bangsar South, No. 8, Jalan Kerinchi, 59200 Kuala Lumpur
  - (ii) By fax at 03-2783 9222 or e-mail to [is.enquiry@vistra.com](mailto:is.enquiry@vistra.com)

(b) In electronic form via TIIH Online.

The detailed requirements and procedures for the submission of proxy forms are set out in the Administrative Guide.

7. For the purpose of determining a member who shall be entitled to attend this 48<sup>th</sup> AGM, the Company shall be requesting Bursa Malaysia Depository Sdn Bhd in accordance with Article 15.9 of the Company's Constitution and Section 34(1) of the Securities Industry (Central Depositories) Act 1991, to issue a General Meeting Record of Depositors as at 20 March 2025. Only a depositor whose name appears on the Record of Depositors as at 20 March 2025 shall be entitled to attend the said meeting or appoint proxies to attend and/or vote on his/her behalf.

2. FOLD THIS FLAP TO SEAL

AFFIX  
STAMP

## The Share Registrar

### TRICOR INVESTOR & ISSUING HOUSE SERVICES SDN. BHD.

Registration No. 197101000970 (11324-H)

Unit 32-01, Level 32, Tower A

Vertical Business Suite

Avenue 3, Bangsar South

No. 8, Jalan Kerinchi

59200 Kuala Lumpur

1. FOLD HERE



## **Bursa Malaysia Berhad**

197601004668 (30632-P)

15<sup>th</sup> Floor, Exchange Square, Bukit Kewangan,  
50200 Kuala Lumpur, Malaysia.

**T:** +603 2034 7000 **F:** +603 2732 6437

**E:** [Bursa2U@bursamalaysia.com](mailto:Bursa2U@bursamalaysia.com)

[BursaMalaysia.com](http://BursaMalaysia.com)