MY Value Up Programme

20 April 2026

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Content

01 | Capital Market Masterplan 2026 - 2030

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Reshape and recalibrate

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FOUR STRATEGIC OUTCOME THEMES

1. **Vibrant** capital market driving economic prosperity
2. **Inclusive** capital market for all Malaysians
3. Capital market supporting national **Sustainability** goals
4. Capital market as a gateway to **Regional Opportunities**

… with **Islamic Leadership** guided by *Maqasid al-Shariah* as a differentiator

underpinned by **Regulatory and Governance** excellence as a critical foundation

Supported by digital and innovation capabilities

Developmental progress : Malaysia

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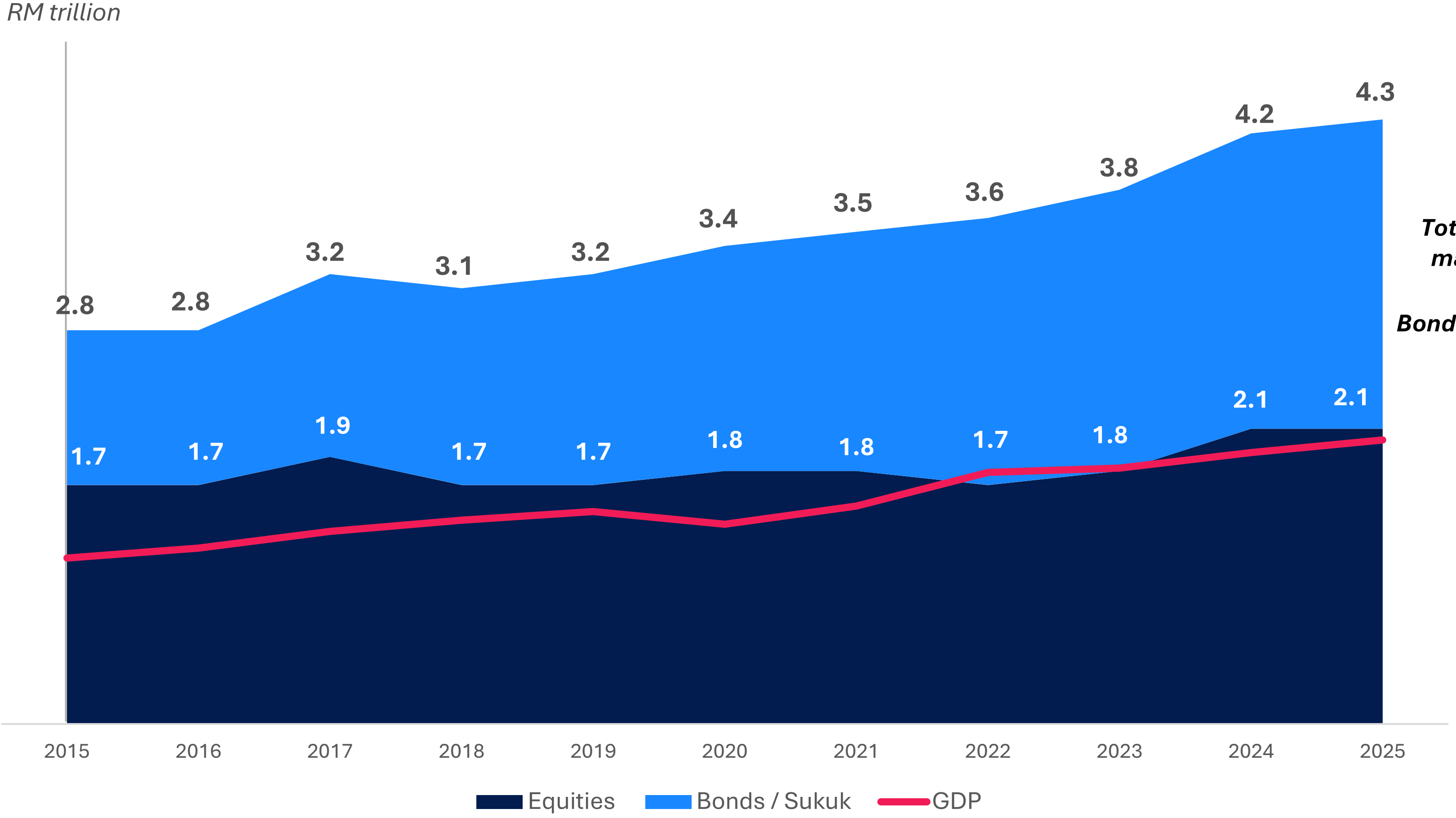
Total capital market size in comparison to GDP
(2015 – 2025)



	2025 RM trillion	10Y CAGR (2016-2025)	5Y CAGR (2021-2025)
Total capital market size	**4.3**	4.8%	5.1%
Bonds & sukuk	**2.2**	7.5%	6.6%
Equities	**2.1**	2.4%	3.6%
GDP	**2.0**	5.5%	6.9%

Source: SC, DOSM

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Reshape and recalibrate

Strategic outcome themes	1 **Vibrant** Capital Market driving economic prosperity	2 **Inclusive** Capital Market for all Malaysians	3 Capital Market supporting national **Sustainability** goals	4 Capital Market as gateway to **Regional Opportunities**
2045 vision	**RM13.8 – 20 trillion market size**[1]	**Continue to reduce the funding gap for Malaysian enterprises**	**RM550 – 800 billion cumulatively channeled**	**RM200 – 300 billion of capital market size with foreign underlying**[6]
2030 vision	**RM5.8 – 6.3 trillion market size**[1]	**RM130 billion cumulative funds raised for MSMEs & MTCs**[3]	**RM90 – 100 billion cumulatively channeled**	**RM100 – 110 billion of capital market size with foreign underlying**
As at Dec 2025	**RM4.3 trillion** market size[2]	**RM268 billion** shortfall funding gap for MSMEs & MTCs[4]	On average **~RM10 billion** issuances per year[5]	**RM78 billion** of capital market size with foreign underlying[7]

… underpinned by **Islamic Leadership, guided by Maqasid al-Shariah** as a differentiator and **Regulatory and Governance excellence** as foundation

1 Compound Annual Growth Rate (CAGR) between 6 – 8%. This includes assets under management by VC and PE.
2 RM2.2 trillion bonds and sukuk outstanding and RM2.1 trillion equity market capitalisation. Source: SC
3 Funding gap of RM130 billion, of which RM25 billion expected via VC and PE. Projected 5-year CAGR of VC and PE industry is 13%
4 MSME funding gap in 2022 was RM290 billion. Between 2023 – 2025, approximately RM22 billion has been raised by MSMEs/MTCs through the capital market. Source: SC
5 As reference, over the past 5 years, ~RM10 billion average of annual funds raised for sustainability. Source: ASEAN Green, Social, and Sustainability Bond Standards (ASEAN GSSB) issuance data
6 Foreign underlying is defined as listed companies with foreign parents, and products with foreign assets, issuer or currency
7 Equities: ~RM75 billion. Bonds: ~RM2.9 billion. Source: SC

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...and strategies towards achieving the targets

1 **Vibrant** Capital Market driving economic prosperity

- **1.1** Unlocking **private credit** to broaden funding options
- **1.2** Introducing & scaling **new alternative asset classes** for investment diversification (e.g. digital assets including tokenised bonds, renewable energy certificates)
- **1.3** Enhance the value proposition of **the equity, bond and sukuk** market to uplift valuation and catalyse new issuances through targeted facilitation especially for **new economy**
- **1.4** Growing **Venture Capital (VC) & Private Equity (PE) industry** to increase competitiveness

2 **Inclusive** Capital Market for all Malaysians

- **2.1** **Broadening retail access** to capital market (e.g. government guaranteed retail bonds) by leveraging Artificial Intelligence (AI) to empower investors know-how
- **2.2** **Innovating products & services for** stronger financial security in **retirement**
- **2.3** Strengthening **MSME and MTC fund raising** ecosystem including holistic review of funding escalator, as well as capacity building of eligible Bumiputera companies for listing

3 Capital Market supporting national **Sustainability** goals

- **3.1** **Mobilising capital** aligned with **NETR** and the proposed **National Adaptation Plan** for climate mitigation, transition, adaptation and social initiatives
- **3.2** Creating a **robust ecosystem** to support Malaysia's sustainability goals

4 Capital Market as gateway to **Regional Opportunities**

- **4.1** Expanding **regional product offerings** promoting ASEAN as an asset class leveraging Malaysia's differentiators to attract global capital
- **4.2** Establishing Malaysia as the **preferred fund-raising destination** for regional needs

5 **Islamic Capital Market (ICM)** as a differentiator

- **5.1** Strengthening Malaysia's thought-leadership across key ICM ecosystem; Maqasid al-Shariah will be anchored and manifested in Shariah governance, products and services, regulatory frameworks and industry skillsets
- **5.2** Increasing attractiveness and competitiveness of Islamic assets including pioneering innovative Shariah-compliant solutions that demonstrate the Halal-Toyyib towards achieving Maqasid al-Shariah; expanding offerings beyond traditional assets to alternative Islamic assets including Islamic social finance

6 **Regulatory & Governance Excellence** as foundation

- **6.1** Review of SC's laws, regulations and frameworks and strengthening governance across capital market participants
- **6.2** Scale up the use of data & AI for more predictive insights
- **6.3** Review & strengthen development of capital market ecosystem players and preparing for twin peak regulations

Vibrant Capital Market: Driving Economic Prosperity

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1. **Strategic value creation targeted at large PLCs**

Size & Liquidity

1. Attracting **new large IPOs** as well as Bumiputera companies through a facilitative regulatory and operational framework
2. Strategy formulation to enhance attractiveness by addressing factors impacting **liquidity** e.g. free float and tradability of the PLCs
3. Promotional activities to **attract global investors** and drive direct retail participation
4. **Activating corporate bonds and sukuk issuances** by high-potential listed and non-listed companies, states, municipals and MOF Inc. companies

Corporate Governance

1. Reinforce board accountability for **sustainable value creation**, recognising broader stakeholder interests and long-term sustainability.
2. Strengthen board **oversight of technology governance** and the strategic adoption of emerging technologies.
3. **Elevate key governance functions**, including the company secretary and auditors, in supporting effective board oversight and compliance.

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02 | Overview of Capital Market: Case for Change

The Need for MY Value Up Programme

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Limited returns and the need to strengthen the value proposition of Malaysia PLCs

	Performance	Valuation	Investor Appeal	Innovation
Key challenges observed	**Performance:** Malaysia's PLCs performance trails behind peers	**Valuation:** Broad-based undervaluation across PLCs	**Investor Appeal:** Low foreign shareholding and trading activity	**Innovation:** Need to invest more in innovation to unlock value
Key opportunities to unlock	*Improving individual PLCs performance across all return dimensions*	*Improving investor's perception and market confidence*	*Increasing index representations and foreign shareholding and Malaysia's trading activity*	*Driving further value creation particularly through innovation*

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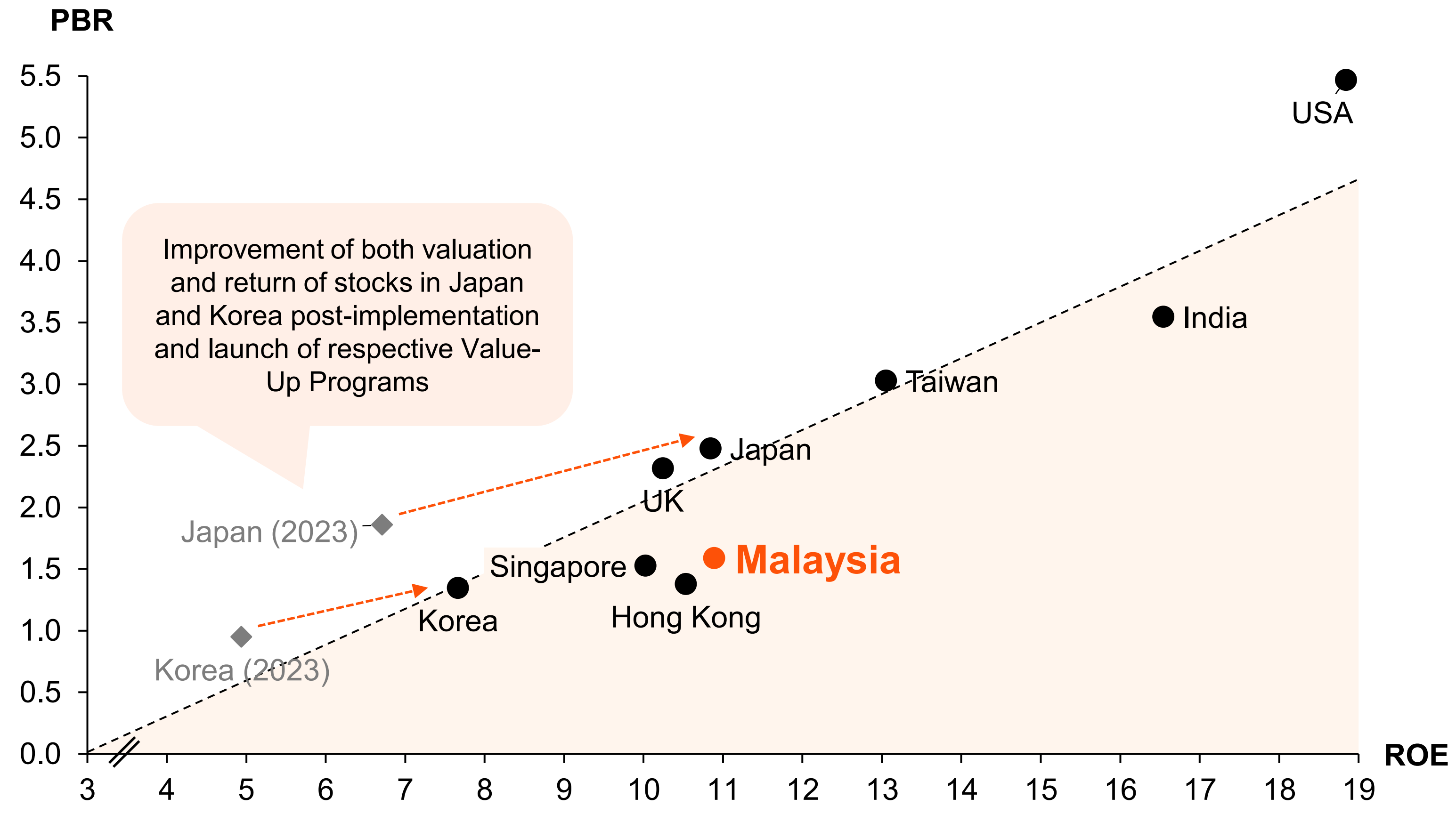
Malaysian PLCs suffer broad-based undervaluation

ROE-PBR Matrix of Countries Key Indexes Globally
As at 31 Dec 2025



Note: 5 Year Average - Malaysia stock index includes the top 88 companies in Malaysia by market cap. Analysis based on top stock market indexes for respective countries, i.e. KOSPI (Korea), STI (Singapore), HSI (Hong Kong), FTSE 100 (UK), N225 (Japan), TAIEX (Taiwan), SENSEX (India), S&P500 (USA)

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How are Investor Relations Currently Managed?

The Full Universe

PLCs with Internal IR

32%
358 PLCs

PLCs with External IR

17%
193 PLCs

PLCs without IR

51%
561 PLCs

Source: Bursa Malaysia, April 2026

88 MY Value Up PLCs

82%
72 PLCs
Internal IR
Of PLCs maintain a dedicated internal IR

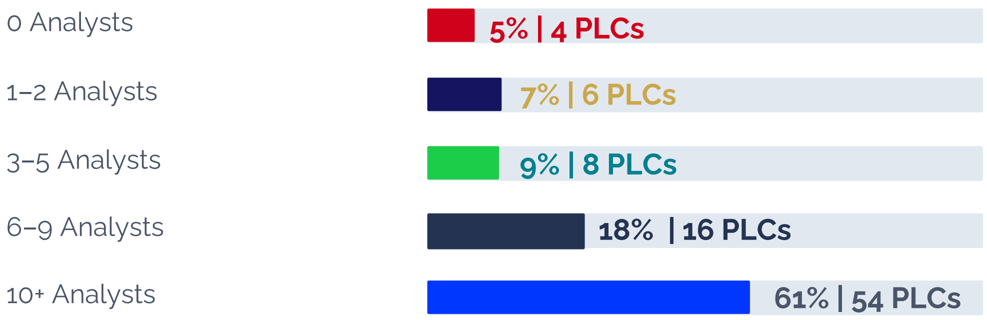
11%
10 PLCs
Outsourced IR
Of PLCs engage external IR consultants or agencies

6%
6 PLCs
No Formal IR
Of PLCs operate without a defined IR structure

Effective and meaningful analyst engagement

Research Coverage: Analyst Coverage per PLC (with market cap >RM4B)

Coverage Distribution



5% | 4 PLCs of PLCs have 0 analyst coverage

79% | 70 PLCs have 6 or more covering analysts

Source: Bursa Malaysia, April 2026

Importance of IR and Analyst Coverage

- Share Liquidity and Valuation
- Investor Confidence
- Greater Visibility
- Obligation to minority shareholders
- Better Capital Access
- Crisis Resilience

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Excess cash holdings – Opportunities for capital reallocation?

Capacity and opportunities **for growth, expansion, or reinvestment strategies** for excess cash

Companies with >30% Cash and Cash Equivalent / Net Assets	No. of PLCs
Construction	1
Consumer Products & Services	4
Energy	1
Financial Services	7
Health Care	1
Industrial Products & Services	1
Property	1
Technology	3
Utilities	3

25% or 22 PLCs

Cash and cash equivalent >30% of net assets

Source: Bloomberg, SC analysis as at 17 April 2026

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03 | MY Value Up Programme

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MY Value Up: Driving Impact from the leading PLCs

Main Market (98%)
Total market cap:
RM2,010.1B
No. of PLCs: 811

ACE Market (2%)
Total market cap:
RM44.8B
No. of PLCs: 249

	PLCs	Market Cap (RM billion)	
Above RM40B	**9**	**673.8**	**33%**
Between RM20B to RM40B	**20**	**533.8**	**26%**
Between RM4B to RM20B	**59**	**469.5**	**23%**
Between RM1B to RM4B	97	188.9	9%
Between RM0.5B to RM1B	111	78.5	4%
Between RM0.2B to RM0.5B	199	63.0	3%
Below RM0.2B	565	47.3	2%

RM1.7T or 82% of market cap

~50% of companies listed on Bursa Malaysia represent only 2% of market cap

[1] Market Data as at 31 March 2026 and limited to market capitalisation of local ordinary shares, foreign ordinary shares, REITs, and stapled security listed on Main and ACE Market

What MY Value Up means for you

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1. The value creation narrative has evolved from an exchange-centric initiative to a **Malaysia Capital Market narrative**

2. This is not mandatory for the broader market at this time and will be revisited at the end of 2027. However, as market leaders among the 88 PLCs, you are expected to lead by example and **inspire higher standards** across the market.

3. **Tell your story better –** communicate your growth and value-creation story more clearly to shape informed stakeholder engagement (e.g. investors, analysts, roadshows etc.)

4. Boards are expected to adopt a more **strategic stance on value creation**, with a rebalanced focus between compliance and risk oversight and growth-oriented strategies. This will be reinforced in the upcoming revision of the MCCG, which is expected to further strengthen boards' accountability for long-term value creation and provide guidance on expectations in delivering sustainable outcomes.

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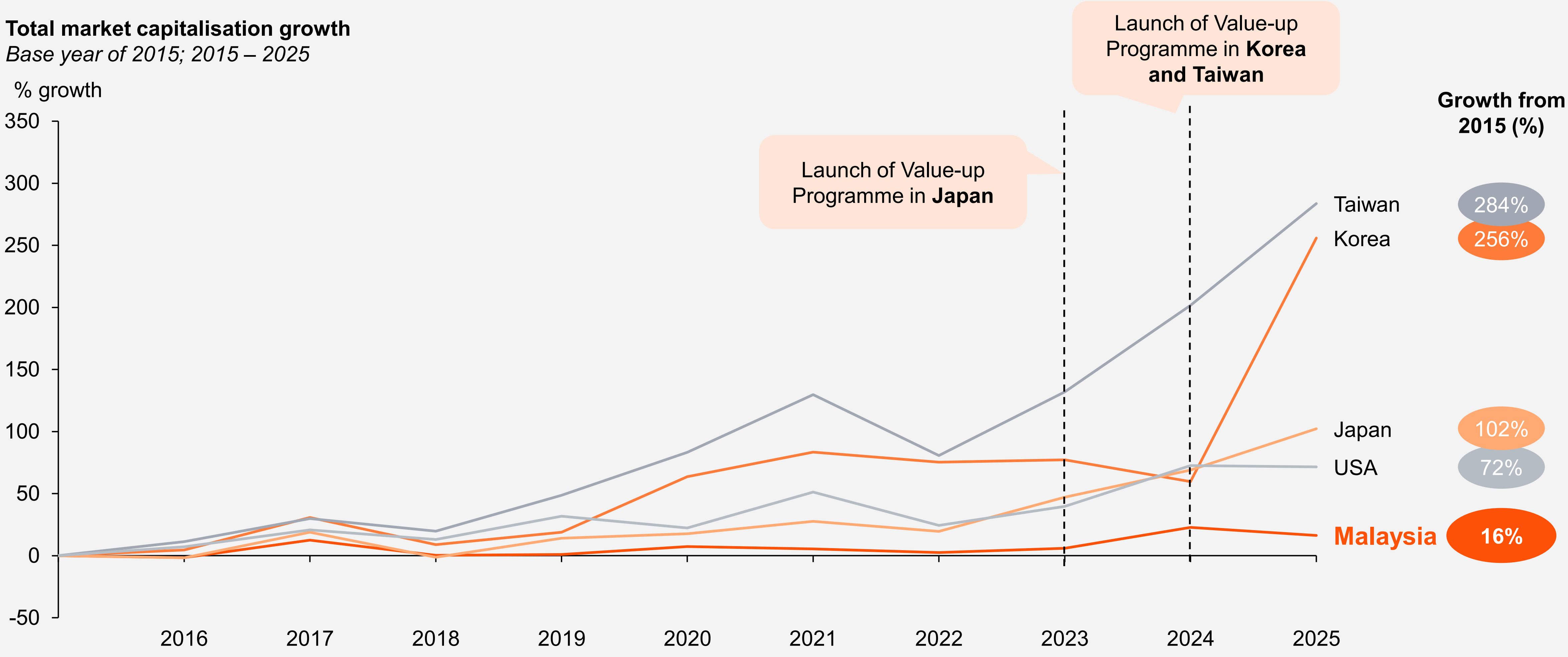
The value-up conversation is not unique to Malaysia

Total market capitalisation growth
Base year of 2015; 2015 – 2025



Note: 2015 represents the base year. Stock market capitalisation based on main listing boards of respective countries, i.e. Bursa Malaysia; KOSE (Korea); TSE (Japan); NYSE (USA) and TWSE (Taiwan)
Source: S&P Capital IQ, PwC Analysis

Illustrative: What should PLCs consider to disclose?

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Formulation and Disclosure of Value Up Plans

Company Overview

- Business Sector, Business Model, History
- Primary products & services, financial performance
- Capital structure – to provide context for value creation

Current State Analysis

- Business Assessment – Business model, stage of growth, competitive positioning
- Indicator Selection – ROE-COE spread, ROIC-WACC spread, sector-specific metrics
- Self Assessment – Historical trends, value drivers, time-series analysis

Value-Up Strategies

Capital Allocation

- Growth and investment priorities
- Portfolio rationalisation and non-core asset disposals
- Balance sheet and debt management considerations
- Shareholder return framework

Operations

- Business unit considerations and key operating risks
- Medium to long term operational initiatives (e.g. R&D, digitalisation (AI), etc.)

Governance

- Board expertise and accountability
- Board and management role clarity
- Talent and succession planning to support business continuity

Communications

- Investor engagement and feedback mechanisms
- Senior-level communications with investors and analysts
- Articulation of Value Up objectives with progress updates

Monitoring and Review

- Periodic assessment and evaluating progress against objectives
- Highlight achievements, challenges & deviations with corrections made through appropriate corrective disclosure
- Provide rationale for changes and revised strategies, drawing on selected quantitative and qualitative indicators

Phased Approach

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2026	2027	Beyond 2028

2026 — Familiarisation and alignment of requirements

1. **Engagement and workshop series** with C-Suites of 88 PLCs
2. Building the foundation for a mindset shift through the establishment of a mid-to-long term strategy.
3. Submission and engagement with the SC and Bursa to build familiarity with applicable disclosure requirements.

2027 — Publication and Stakeholder Engagement

1. **Voluntary public release** of the MY Value Up report.
2. Allow for better familiarisation by the market and facilitate enhanced investor engagement to gain clearer insights into investor information needs and concerns regarding PLC strategies.

Beyond 2028 — Mandatory Disclosure Requirements

1. Introduction of a mandatory disclosure framework for MY Value-Up PLCs will be considered beyond 2028.

Next Steps

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1. **Clinic and workshop series** with the CEOs, CFOs, and CSOs of the 88 PLCs to collaboratively finalise the MY Value Up proposal over the next two months

2. **Finalise the proposal and accompanying implementation guidebook**, incorporating feedback received from stakeholder engagements

3. **Submission** of the MY Value Up report by the 88 PLCs by the end-2026 to SC / Bursa to familiarise and alignment requirements

05 | Overview and Malaysia's representation on MSCI Emerging Market Index

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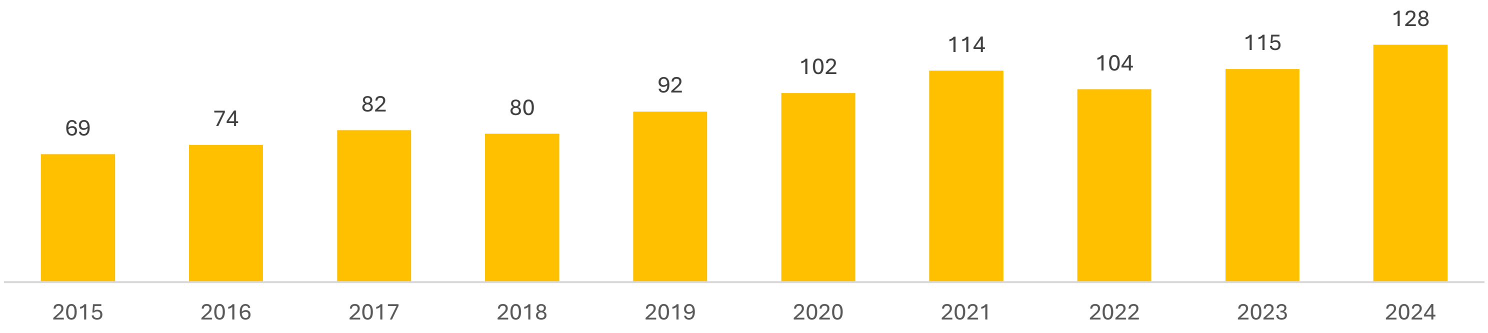
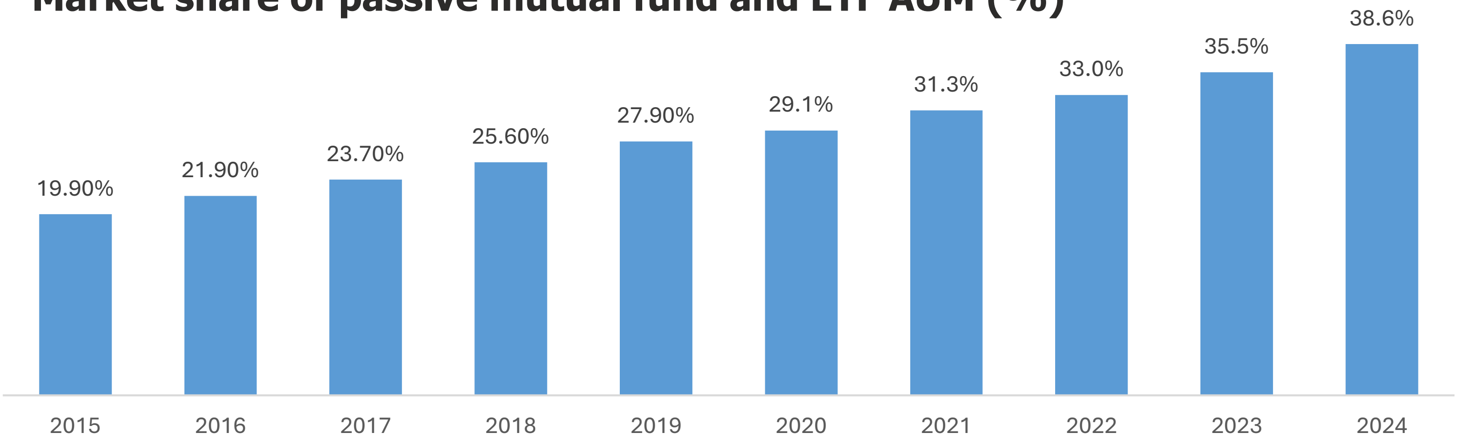
Global funds AUM has doubled in the last 10 years, 40% are now passive funds

Global Assets under Management (AUM) ($Tril)



Market share of passive mutual fund and ETF AUM (%)



Global assets under management (AUM) exceeded USD128 trillion.

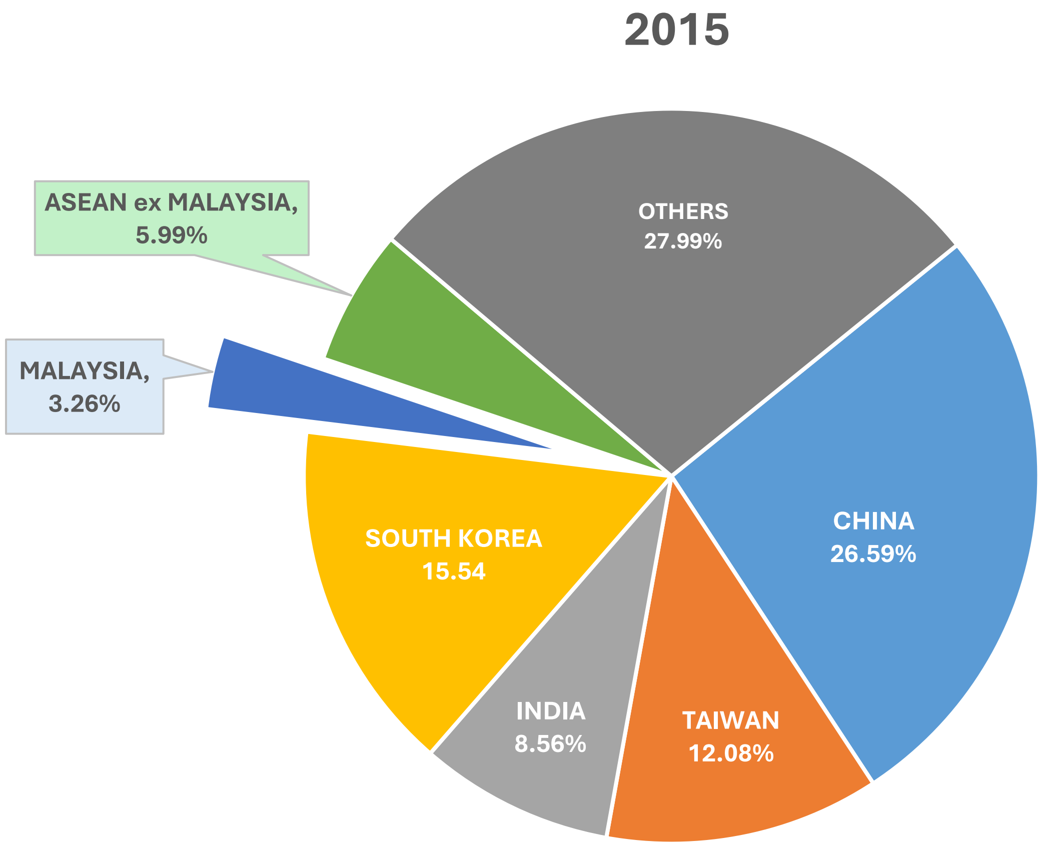
Passive Funds are **index trackers**, buying and selling securities purely based on index.

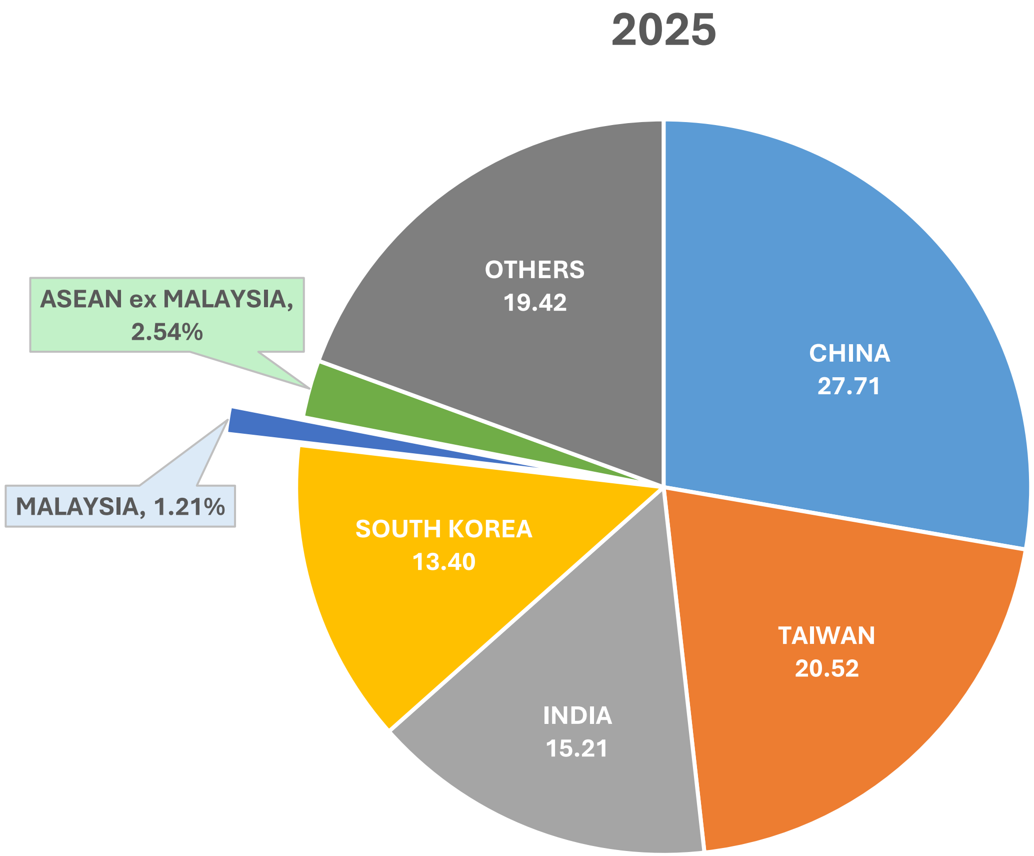
Index changes is now a big **driver of global capital flows and now have far bigger impact to a security's price and liquidity**.

For Malaysian equities, a major index is the **Emerging Market index by MSCI**

Sources: BCG Global Asset Management Report 2025, DEMI

Malaysia and other ASEAN's share of the MSCI Emerging Markets Index have been on a decline





>USD1.4 trillion in AUM is benchmarked to the MSCI EM Index

Notes:
i) 2025 updated as of 30 Dec 2025
ii) Russia was removed from MSCI EM in 2022, Saudi Arabia was added to MSCI EM in 2019
iii) ASEAN ex Malaysia: Indonesia (2015: 2.55%, 2025: 1.17%), Thailand (2015: 2.00%, 2025: 1.00%), Philippines (2015: 1.44%, 2025: 0.37%)
iv) 2015 "OTHERS" includes South Africa (6.81%), Brazil (4.91%), Mexico (4.47%) and Russia (3.42%), among others
v) 2025 "OTHERS" includes Brazil (4.26%), South Africa (3.80%), Saudi Arabia (2.86%) and Mexico (1.97%), among others
Source: Bloomberg

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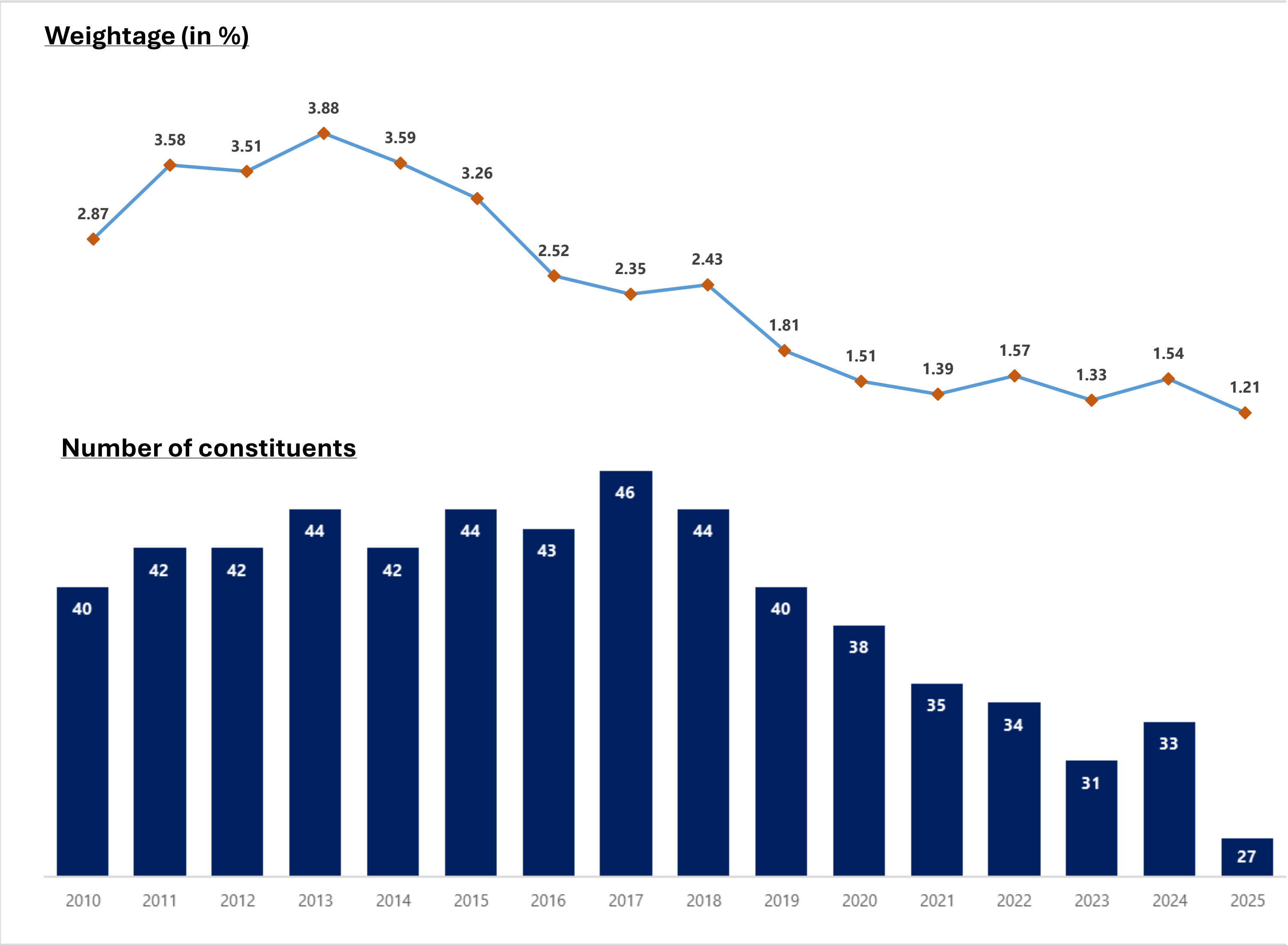
27 stocks represent Malaysia in the MSCI Emerging Markets Index



There are 1,196 constituents in the MSCI EM Index. A total of 24 markets are included.

Malaysia's share **peaked at 3.88%** weightage in 2013. Since then, our representation has been steadily declining.

2025 is our **smallest weightage yet** at 1.21% with only 27 constituents

Notes: 2025 updated as of 30 Dec 2025

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Current Malaysian Constituents in MSCI EM Index

No	NAME	SECTOR	Market Cap (RM bil)	MSCI FIF	Weight (%)
1	CIMB GROUP HOLDINGS BHD	FINANCIAL SERVICES	89.03	0.75	0.161
2	PUBLIC BANK BHD	FINANCIAL SERVICES	88.12	0.75	0.159
3	MALAYAN BANKING BHD	FINANCIAL SERVICES	126.61	0.50	0.153
4	TENAGA NASIONAL BHD	UTILITIES	79.98	0.45	0.087
5	PRESS METAL ALUMINIUM HOLDINGS BHD	INDUSTRIAL PRODUCTS & SERVICES	58.67	0.45	0.064
6	GAMUDA BHD	CONSTRUCTION	29.39	0.80	0.056
7	IHH HEALTHCARE BHD	HEALTH CARE	77.32	0.25	0.047
8	AMMB HOLDINGS BHD	FINANCIAL SERVICES	21.54	0.75	0.039
9	HONG LEONG BANK BHD	FINANCIAL SERVICES	47.99	0.30	0.035
10	PETRONAS GAS BHD	UTILITIES	35.89	0.40	0.035
11	SUNWAY BHD	INDUSTRIAL PRODUCTS & SERVICES	38.25	0.40	0.034
12	RHB BANK BHD	FINANCIAL SERVICES	33.63	0.40	0.032
13	SD GUTHRIE BHD	PLANTATION	39.63	0.30	0.029
14	CELCOMDIGI BHD	TELECOMMUNICATIONS & MEDIA	37.42	0.30	0.027
15	MISC BHD	TRANSPORTATION & LOGISTICS	34.82	0.30	0.025
16	YTL POWER INTERNATIONAL BHD	UTILITIES	28.75	0.35	0.024
17	KUALA LUMPUR KEPONG BHD	PLANTATION	22.32	0.45	0.024
18	IOI CORPORATION BHD	PLANTATION	25.14	0.40	0.024
19	TELEKOM MALAYSIA BHD	TELECOMMUNICATIONS & MEDIA	30.89	0.30	0.022
20	PETRONAS CHEMICALS GROUP BHD	INDUSTRIAL PRODUCTS & SERVICES	29.04	0.30	0.021
21	MAXIS BHD	TELECOMMUNICATIONS & MEDIA	29.69	0.30	0.021
22	NESTLE (M) BHD	CONSUMER PRODUCTS & SERVICES	26.73	0.30	0.019
23	AXIATA GROUP BHD	TELECOMMUNICATIONS & MEDIA	23.15	0.30	0.017
24	QL RESOURCES BHD	CONSUMER PRODUCTS & SERVICES	13.84	0.45	0.015
25	PETRONAS DAGANGAN BHD	CONSUMER PRODUCTS & SERVICES	19.83	0.30	0.014
26	YTL CORPORATION BHD	UTILITIES	23.79	0.25	0.014
27	MR D.I.Y. GROUP (M) BHD	CONSUMER PRODUCTS & SERVICES	14.5	0.35	0.012
	Total		**1,125.96**		**1.211**

Source: Bloomberg, SC [Data as at 31 Dec 2025]

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Why is inclusion to a major index important? Our observations…

Foreign fund inflows

0.1% increase in weightage results in approximately **RM5.7 billion new funds** tracking Malaysia

Inflow of **+RM289 mil** over a 12-month inclusion window, for new inclusions

Liquidity

10% increase in FIF is associated with a **6.07%** increase in turnover velocity

Total of **RM1.512 bil** increase in ADTV from previous inclusions

Valuation/market cap

Newly included Malaysian PLCs saw market cap increase average **12.8%**

MY Value Up programme as a **catalyst**

Source: Bloomberg, DEMI

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Thank you