BANK NEGARA MALAYSIA
CENTRAL BANK OF MALAYSIA

Morality and Purpose:
Redefining the Future of Islamic Finance in a Transformative Era

CIIF Professional Fellowship Forum 2026
Opening remarks by Deputy Governor Bank Negara Malaysia, Adnan Zaylani

18 November 2026

Malaysia's Islamic finance positioned for transformation in line with Maqasid Shariah









1980s

Building Foundation

Financial inclusion for Muslims

<1%

2000s

Mainstreaming

Widening outreach & solutions

12%

2010s

Diversification & Innovation

Enabling ecosystem & internationalisation

29%

2021 - present

Advancing Value-based Finance

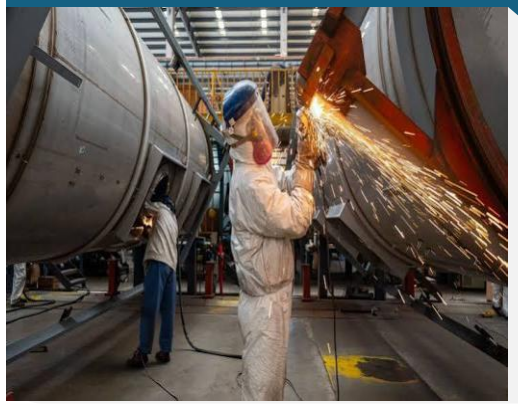
Impact & Global positioning

48%

The next phase of growth will be driven by higher value creation and productivity-led activities

Four strategic shifts shaping our transition:

01



High economic complexity

Sophisticated, technology- and innovation-intensive activities, including advanced E&E, AI and high-value services

02



Stronger productivity

Raise output through capital deepening, automation, digitalisation and more efficient use of technology and talent

03



Deeper domestic capabilities

Strengthen local supply chains, talent, technology adoption and firms' capacity to capture more value domestically

04



Energy transition

Scale investment in cleaner energy, grid capacity and transition technologies to support growth while strengthening energy resilience.

Evolving Socio-economic and Geo-political Landscape



Technological Revolution
Growth of digital asset and use of AI reshape economy



Climate Transition
Net Zero 2050 commitment, green investments



Geopolitical Instability
Trade disruptions, energy crisis



Socio-economic Pressure
Subsidy rationalisation, aging population, rising cost of living

Converting the strengths of IFIs' broad business offerings into impactful socio-economic outcomes

1. **Credit Intermediation**
   Deposit, provision of finance
2. **Investment Intermediation**
   Investment account, non-debt solutions
3. **Blended Social Finance**
   Philanthropic capital and social funds
4. **Takaful protection**
   Mutual assistance (ta`awun)

Enhance access to financing and protection



***Ijarah* (rental)**
Rent-to-own scheme lowers home ownership barrier through rental with option to purchase



***Ta`awun* (mutual assistance)**
Takaful solutions or arrangements to provide protection for marginalised segments

Promote social cohesion and equitable wealth circulation



***Waqf* (endowment)**
Fund to develop infrastructures that support community needs e.g. clinic, school, child/elderly care centre



Sadaqah (donation)
Fund to assist unserved/ underserved segments such as the homeless

Financing Economic Transformation and Sustainability



***Musyarakah* (partnership)**
Financing entrepreneurship and channelling investments into high-impact and innovative sectors



Climate transition
Blended financing to finance just and orderly climate transition, and promote sustainable practices

Note: Examples shown are illustrative and non-exhaustive.
Source: BNM Strategy Paper on Advancing Shariah Contracts Applications

Building a purpose-driven talent to support real economy and Maqasid Shariah

Moving forward, there are three key priorities for Islamic finance professionals:

Capabilities to serve the economy







Strong moral compass and purpose - responsible innovation

- Build **digital fluency** for new solutions
- **Modernising Shariah contract application** in line with Shariah objectives

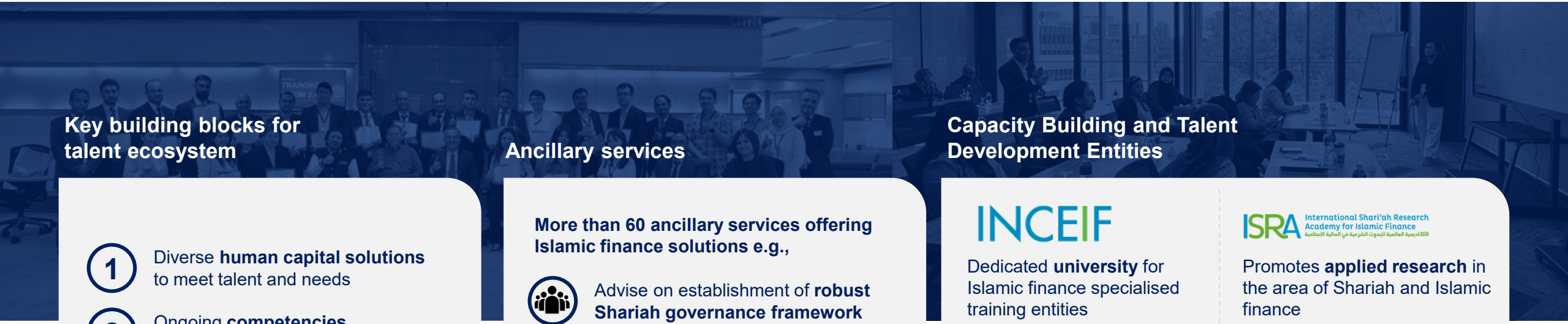
Deep understanding of the economy

- **Shariah compliant financial solutions** with genuine economic productivity and sustainable value creation

Build international competence, networks and partnership

- **Adapt and learn** Islamic finance solutions to different markets and business practices
- **Cross-border expertise** and the ability to work across disciplines.

Vibrant Islamic finance talent ecosystem to support growth of the industry



Key building blocks for talent ecosystem

1. Diverse **human capital solutions** to meet talent and needs
2. Ongoing **competencies** development
3. Continuous **learning** and **upskilling**
4. **Practical research**
5. Awareness and visibility of **career track** and **skills** required for talent attraction

Ancillary services

More than 60 ancillary services offering Islamic finance solutions e.g.,

- Advise on establishment of **robust Shariah governance framework** and other related Islamic finance issues
- Assist in setting up the **necessary legal fundamentals** to enable Islamic finance system
- Provide **core banking platform** to cater Shariah requirements

Capacity Building and Talent Development Entities

INCEIF
Dedicated **university** for Islamic finance specialised training entities

ISRA International Shari'ah Research Academy for Islamic Finance
Promotes **applied research** in the area of Shariah and Islamic finance

Association of Shariah Advisors in Islamic Finance (ASAS)
Association for **Shariah advisers** and Shariah officers to enhance professionalism

IBFIM
An industry-owned institute to enhance **technical skills** & knowledge of IF practitioners

CHARTERED INSTITUTE OF ISLAMIC FINANCE PROFESSIONALS
Professional institute to **develop large pool** of Islamic finance professionals

UUM Universiti Utara Malaysia | **UniSZA** | **IIUM**
Offers **undergraduate** studies for the Islamic finance field