



Opening Remarks

Yang Mulia

Dayang Hajah Rashidah binti Haji Sabtu

Managing Director

Brunei Darussalam Central Bank

Launch of the Financial Sector Blueprint 2026– 2035

Tuesday, 29 September 2026

Bismillahirrahmanirrahim.

Alhamdulillah Rabbil 'Aalameen,

Wassalaatu Wassalaamu 'Alaa Asyrafil Ambiya E'walmursaleen,

Sayyidina Muhammadin Wa'alaa Aalihee Wasahbihee Ajma'een

Yang Berhormat Dato Seri Setia Dr Haji Abdul Manaf

bin Haji Metussin

Coordinating Minister of Economic Policies and Minister of
Economy, Trade and Industry

as the Chairman of BDCB Board of Directors

Distinguished Board of Directors of BDCB,

Senior Government Officials and Senior Executives of the Financial
Institutions,

Distinguished guests, ladies and gentlemen.

Assalamualaikum Warahmatullahi Wabarakatuh and a very good
afternoon.

1. Alhamdulillah, it gives me great pleasure to welcome all of you to the launch of the Financial Sector Blueprint 2026-2035. First and foremost, I would like to extend my sincere appreciation to our Guest of Honour, Yang Berhormat Dato Seri Setia Dr. Haji Abdul Manaf bin Hajji Metussin, Coordinating Minister for Economic Policies and Minister of Economy, Trade and Industry as Chairman of BDCB Board of Directors and all our esteemed guests for taking the time to be here with us today. Your presence is a reflection of our strong partnership and of our shared journey in shaping the country's financial sector.

Ladies and Gentlemen,

2. At its heart, a Blueprint is developed to serve as a strategic compass – providing direction, aligning efforts and guiding us towards a common destination. Similarly, the first Financial Sector Blueprint 2016–2025, launched a decade ago, was established as our guiding compass to reach a shared vision – a dynamic and diversified financial sector.

3. Alhamdulillah, through our collective efforts with the industry, government agencies and our wider partners, we have

made meaningful progress towards this vision. Allow me to share some of the key achievements from the last Blueprint:

- a. First, in fulfilling our mandate to safeguard monetary and financial stability, BDCB introduced a series of regulatory reforms in line with international standards and best practices. These reforms have strengthened the resilience of our financial sector to ensure it is able to withstand emerging risks and to support the economy, through changing economic and market conditions. Indeed, from navigating the pandemic to geopolitical shocks, our financial sector has remained resilient, with total financial sector assets growing at an average rate of 2.3 percent over a period from 2016 to 2025.
- b. Second, in increasing the competitiveness of the financial sector, we witnessed the introduction of the FinTech Regulatory Sandbox, the establishment of Mekar FinTech Innovation Centre, and the continued expansion of digital payments, including the launch of tarus. These initiatives have supported the entry of new players into our

financial ecosystem, including six payment service providers.

- c. Third, we made significant investments in modernising our financial infrastructure. The implementation of systems such as the Automated Clearing House and the Central Securities Depository has enabled more efficient payment and settlement activities. Complementing these efforts was the launch of the Credit Bureau Score and the establishment of the Collateral Registry to improve access to credit and thereby, strengthening the overall financial ecosystem.
- d. Fourth, BDCB has also deepened our international partnerships with 26 Memorandum of Understanding (MOUs) signed over the past decade. As a small and open economy in an increasingly fragmented world, Brunei Darussalam cannot operate in isolation. We continue to reaffirm our commitment to working closely with our regional and international partners on areas of mutual cooperation.

- e. Lastly, we recognise that a resilient financial system must be supported by a financially informed and capable society. As such, we continued to advance initiatives to strengthen financial literacy, particularly with the establishment of the National Financial Literacy Council.

4. While achievements in the first FSBP reflect encouraging progress, they also remind us of an important reality – financial sector development is not a destination, but a continuous journey. Thus, we must continue our efforts to build a financial sector that remains competitive, relevant, and aligned with national priorities over the next decade to come.

Honourable Guests,
Ladies and Gentlemen,

5. The Financial Sector Blueprint 2026–2035 was developed hand-in-hand with the industry and our key partners notably, government agencies, the academia and business associations. Shaping this Blueprint involved extensive engagement with our stakeholders. Over the course of this process, we listened carefully

to diverse perspectives on the opportunities and potential challenges that could shape the sector over the next decade.

6. The result is a Blueprint that reflects our collective aspirations. These include strengthening the financial sector's role in supporting economic diversification, deepening Brunei Darussalam's position in Islamic finance, embracing digital transformation and innovation, enhancing financial literacy, and reinforcing cyber resilience and security.

7. Guided by a clear vision of a resilient and innovative financial sector that fosters innovation, and supports Brunei Darussalam's sustainable economic growth and social wellbeing, FSBP 2026–2035 sets out our strategic direction for the next decade. Ultimately, it is our hope this Blueprint can position the financial sector to seize greater opportunities towards achieving Wawasan 2035.

8. While the Blueprint provides us the compass, it is now our responsibility to deliver tangible outcomes. This will require continued commitment and collaboration amongst all of us here today. Thus, I look forward to the exchange of perspectives and dialogue during today's programme. At this juncture, allow me to

express my sincere appreciation to our distinguished speakers and experts who will be sharing key insights on emerging trends, current developments and its implications to our financial sector. We hope these sessions will generate meaningful conversations, as we collectively shape the next phase of our financial sector development.

9. As I conclude my remarks, I would like to express my sincere appreciation again, to our Guest of Honour, Yang Berhormat Dato Seri Setia Dr Haji Abdul Manaf bin Haji Metussin, Coordinating Minister for Economic Policies, and Minister of Economy, Trade and Industry as Chairman of BDCB Board of Directors.

10. Allow me to also express my deepest appreciation to the members of our Board of Directors – past and present – whose wisdom and stewardship have been instrumental in laying the foundations of the first Blueprint, and in carrying that vision forward in this new Blueprint.

11. Our sincere appreciation also goes to our stakeholders – government agencies, industry partners, and all of you here today

who have generously shared their perspectives and expertise throughout the process.

12. Semoga segala usaha, jasa dan sumbangan bakti demi kesejahteraan masyarakat dan Negara akan sentiasa diberkati dan mendapat sebaik-baik ganjaran daripada Allah Subhanahu Wa ta'ala jua. Aamin ya Rabbal alamin.

In closing, let us build on a decade of progress achieved together, and shape a financial sector that is ready for the future.

Thank you.

Wabillahi taufik wal hidayah, wassalamu'alaikum warahmatullahi wabarakatuh.