

MY Impian

Uncovering the Malaysian Dream

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By Nurlin Mohd Salleh, Aditi Bathia, Amir Khaled, Ian Lai Ze Yan, and Ong Zhen Li





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Contents

- 01** Preface
- 02** Methodology
- 03** The Dreams
- 20** The Dreamers
- 23** Providers
- 30** Harmony Seekers
- 36** Go-Getters
- 43** Legacy Makers
- 49** Closing Reflections



Preface

Unpacking the Malaysian Dream

What do 31 million Malaysians dream of? Malaysia's national discourse is crowded with talk of what Malaysia aspires to become, but far less attention is paid to the question of what the average Malaysian actually dreams of.

A dream is a remarkable thing. It can take many forms, but the underlying idea—an ambition to achieve something greater—unites us all. Despite its importance, little has been done to document these dreams: what they are, how they differ across life stages, and what trade-offs people are willing to make to realize them.

Understanding these ambitions matters because a shared sense of progress can bind a diverse nation like ours together. When people see their own hopes reflected and respected in a broader narrative, trust in one another and in our common civic institutions grows.

MY Impian, our inaugural Malaysian Dream survey, was created to address this need. Rather than tracking the macro indicators favored by economists such as GDP growth or unemployment, we have dared to ask—What do Malaysians truly aspire to, and how close do they feel to achieving those goals?

Our findings reveal where government, employers, and financial providers help (or hinder) that journey. They also show the scale of Malaysians' ambitions and the motivations behind them, offering practical insights into how institutions can address unmet needs through better products, services, and policies. Over time, this dataset can replace assumptions with evidence and serve as an early signal of trust, social cohesion, and consumer sentiment.

The pages that follow highlight four distinct archetypes of Malaysians, the dreams that inspire them, and the trade-offs they are willing to accept. We hope these insights enrich the national conversation about progress and help each of us play a part in turning those aspirations into reality.

Nurlin Mohd Salleh

*Managing Director & Partner, and
Head of BCG Malaysia*



Methodology

We conducted a representative survey of 1,500 validated individuals, using self-administered online interviews to ensure a nationally representative sample. [Exhibit 1.] The research was carried out in partnership with a leading quantitative research firm. The sample reflects Malaysia's population across age, gender, ethnicity, income, and geographic location.

To complement the quantitative data, we partnered with a specialized ethnographic research firm to add qualitative depth. This included eight video interviews with Malaysians

representing different demographic cohorts, with varied geographic locations, ages, occupations, and life stages.

All qualitative work was conducted by a third-party organization through a moderator with deep expertise in Malaysian customs and behaviors, ensuring that foreign biases did not influence the results.

Thanks to this rigorous process, we are confident in the quality and integrity of our findings, which are presented in full in the pages that follow.

EXHIBIT 1

We surveyed a representative sample of 1,501 Malaysians¹ using an online recruitment method



1. Malaysians Citizens only; Total Sample Size = 1754, Random Sample Size = 1500 ;

2. Department of Statistics Malaysia (DOSM), OpenDOSM

3. Gen Z : 1996-2005, Millennials : 1981-1995, Gen X 1966-1980, Boomers, 1946-1965

4. DOSM, Population and Housing Census of Malaysia, 2020

5. Eastern Region: Pahang, Kelantan, Terengganu; Northern Region : Penang, Perlis, Perak, Kedah; South Region : Johor ; Central Region : Selangor, Negeri Sembilan, Melaka, Federal Territories of Kuala Lumpur and Putrajaya; East Malaysia: Sabah, Sarawak, Federal Territory of Labuan

6. Affluent : MYR>20k ; Established MYR 11.1-20k ; Emerging, MYR 5.1-11k ; Aspirant, MYR 2.5-5k ; Poor, MYR <2.5k



The Dreams

EXHIBIT 2

What do you think is the top Malaysian dream?

 Get my dream job	 Start / grow a business	 Be physically & mentally well	 Start/raise a family
 Ensure my family is supported	 Create a positive impact	 Have enough money saved	 Retire comfortably from work
 Get education for me or my family	 Have a home that suits my needs	 Live in a safe community	 Live, work, or study elsewhere
 Complete religious commitments	 Travel regularly	 Own luxury items	 Have financial freedom

While Malaysians' dreams vary, their underlying aspirations are shared. There is strong consensus about their top two dreams: achieving financial freedom and maintaining physical and mental well-being. When asked to rank their top dreams from a list of 16 potential options [Exhibit 2.], more than two-thirds (67%) of respondents included financial freedom, and an almost equal number (66%) included physical and mental wellness among their top five. [Exhibit 3.]

We then grouped these aspirations into three categories to better understand their underlying themes.

1 Big Consensus Dreams: These are the dreams that scored high in both prominence and importance, with low variance across respondents. In other words, nearly everyone agreed these were the top priorities. The two leading dreams—achieving financial freedom and maintaining physical and mental well-being—were the only two of our 16 potential dreams to be placed in this category.

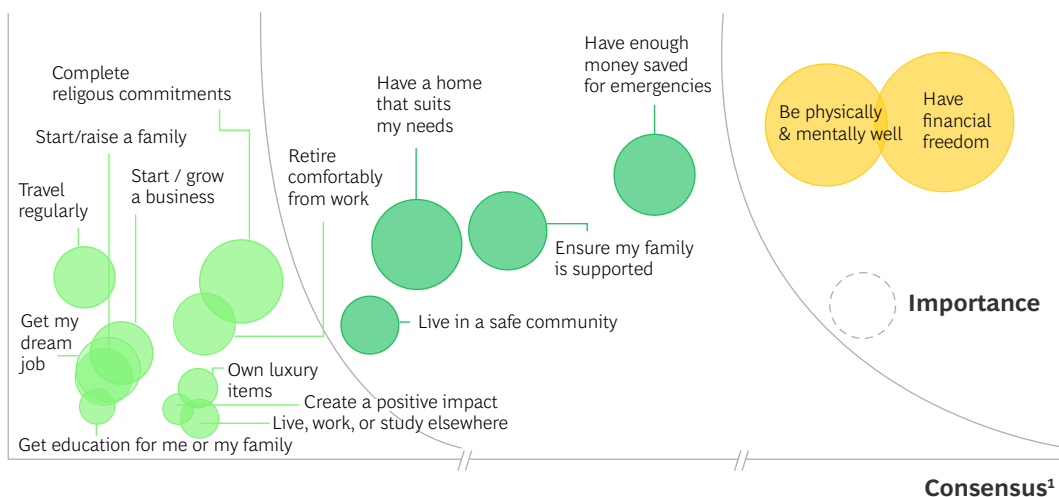
2 Secondary Shared Dreams: These dreams scored medium to high in prominence, low to medium in variance, and medium in importance. Malaysians generally agreed that these aspirations were worth pursuing, though at a lower priority than the top tier. Four dreams stood out in this category. They were (1) having enough money saved for emergencies, (2) ensuring family is supported, (3) having a home that meets one's needs, and (4) living in a safe community.

3 Unique Dreams: All other dreams fell into this category, provided they were ranked in the top four by at least 5% of respondents. These dreams tended to score highly within specific demographic segments—making them key priorities for some Malaysians, even if not widely shared.

EXHIBIT 3

The consensus on the most prominent dreams are striking :
Malaysians agree on the 2 most important dreams

Significance



Significance

What % of people ranked this dream in their top 5?

Importance

What % of people ranked this dream in their top 1?

Consensus

Degree of agreement about significance of dreams



Unique Dreams

Dreams unique to select clusters or segments



Secondary Shared Dreams

Either shared agreement or shared importance



Big Consensus Dreams

Both shared agreement and shared importance

1. Measured as the absolute difference between percentage of respondents who select dream in top 5 vs percentage of respondents who place dreams in bottom 3. Lower consensus; increasingly similar numbers of respondents place dreams in both top 5 and bottom 3

Source: BCG survey on MY Impian, September 2025 (n=1,501)

A NOTE ON OUR RESEARCH

We explored several ways to analyze the data, including applying a weighted system and looking at the top three and top five, and found that our conclusions remained the same. Given the 5% margin of error for the survey, we felt it was appropriate to award a tie.

Beyond simple rankings, we identified three variables that provide deeper insight into how Malaysians think about their dreams:

Significance: What % of people ranked this dream in their top five?

Importance: What % of people ranked this dream in their top one?

Consensus: The degree of agreement on the dream’s significance, measured by the absolute difference between the percentage of respondents who placed it in their top five and those who placed it in their bottom three.

Nuances Across Key Demographic Segments

MY Impian not only asked respondents to rank their dreams in order of preference, but also captured basic details such as age, ethnicity, income band, and employment status to map them against their demographic profile. Linking the dream data to these variables reveals that while the nation rallies around a common set of top ambitions, the intensity of those ambitions—and the trade-offs people are willing to

make—shift in four clear ways. If we dive into these demographic details, we uncover a remarkable picture of both differentiated and unified dreams.

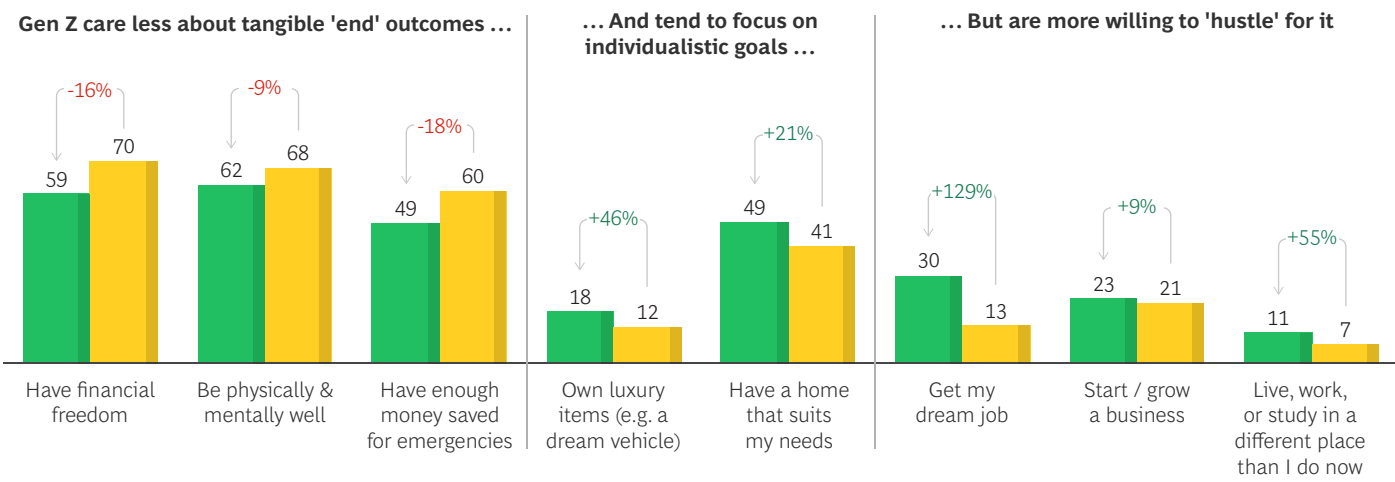
Age: Gen Zs are defined by ambition, not apathy. Respondents under 30 give outsized weight to career milestones such as ‘get my dream job’ and ‘own luxury items’, ranking them well above national norms. Their willingness to postpone family goals and live with thinner safety nets contradicts the stereotype of a disengaged generation. [Exhibit 4.]

EXHIBIT 4

Gen Z are more individualistic but also tend to be more driven and the most highly career motivated

% of respondents by age group who ranked dream in top 5

■ Gen Z ■ Rest



Source: BCG survey on MY Impian, September 2025 (n=1,501)

Ethnicity: Ethnicity reveals a remarkable unity of priorities. Malay, Chinese, and Indian Malaysians list the same five dreams in virtually the same order—suggesting

that what matters to one community matters to all. The main differences lie not in what is desired but in how confident each group feels about achieving it. [Exhibit 5.]

EXHIBIT 5

High level of unity is apparent across the main races – what is important for one is important for all



Source: BCG survey on MY Impian, September 2025 (n=1,501)



Income: Stability is the leading dream for the B40. Lower-income households place immediate security at the core of their aspirations. That means home ownership, enough money saved for emergencies, and family support are

valued above longer-horizon aspirations such as overseas travel or luxury goods. Only after basic buffers are in place do higher-income tiers shift focus to enrichment and lifestyle. [Exhibit 6.]

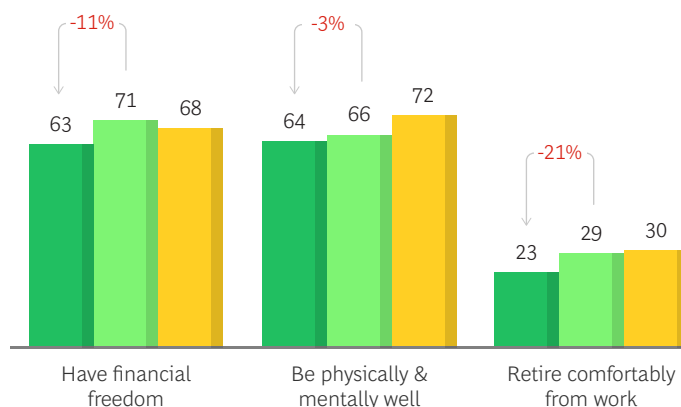
EXHIBIT 6

For B40, near-term stability with home & family outweigh dreams with longer time horizons

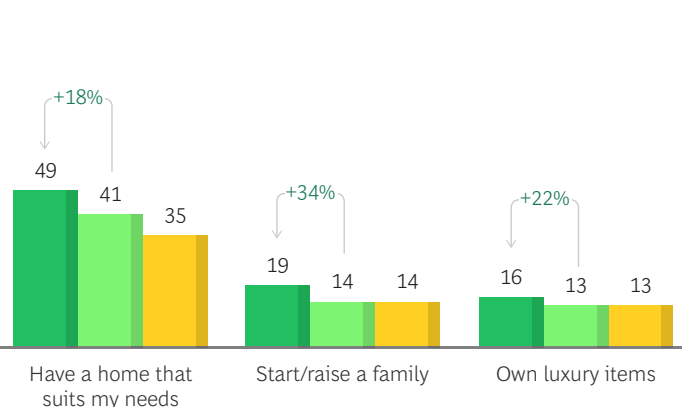
% of respondents by age group who ranked dream in top 5

■ B40 ■ M40 ■ T20

B40 care slightly less about distant “end outcomes” like financial freedom or retirement..



.. and lean more towards near-term set-up & family goals, with a small uplift on own luxury items as a marker of progress



Source: BCG survey on MY Impian, September 2025 (n=1,501)

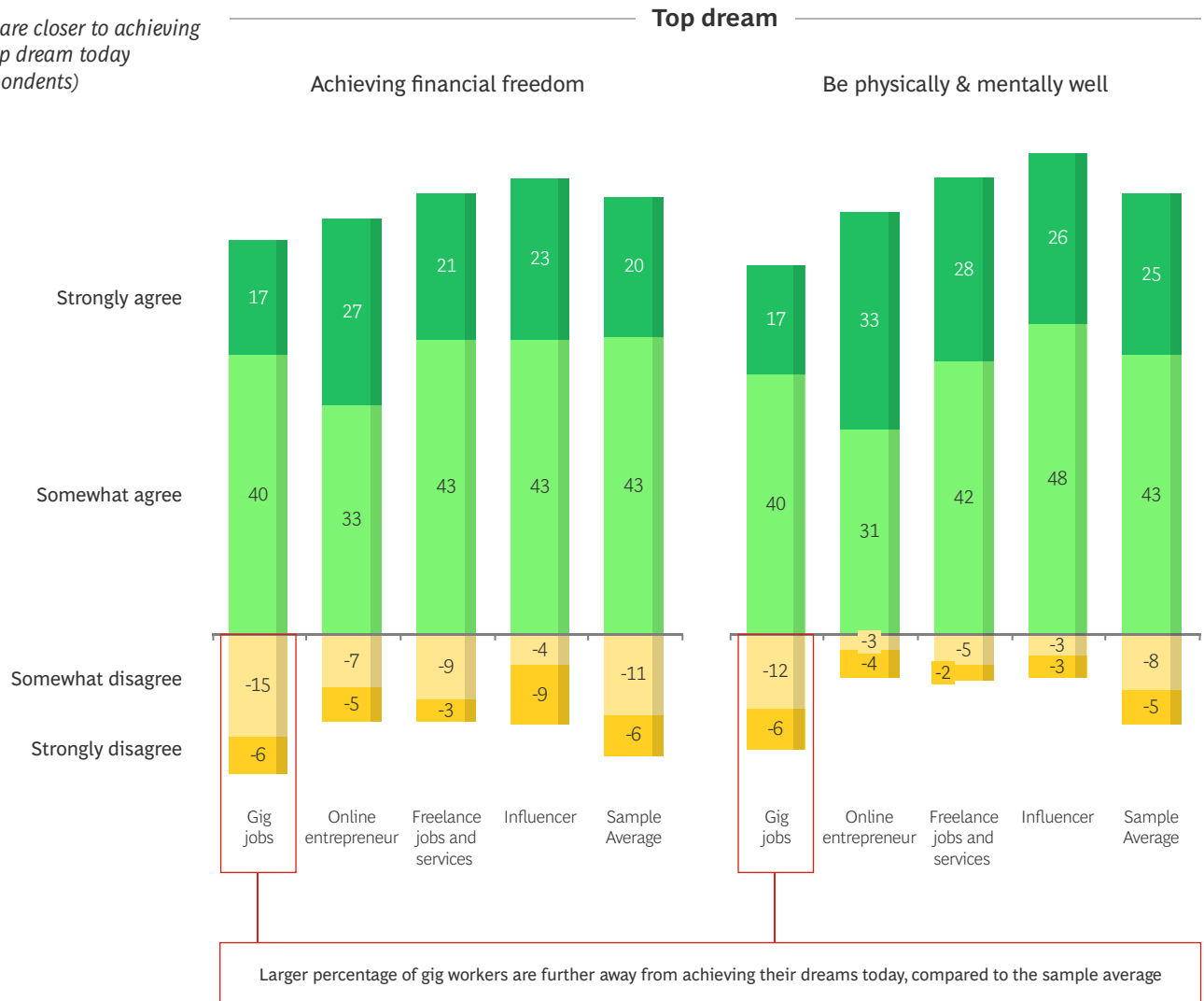
Employment status: Gig workers feel furthest from the goal-line of their dreams. Platform and freelance earners report the widest gap between current reality and their dreams, lagging both traditional employees and

incorporated entrepreneurs. Irregular pay and limited benefits dull confidence in meeting health, housing, and family ambitions. [Exhibit 7]

EXHIBIT 7

More gig workers are further away from their dreams than other self-employed workers & the population average

Q: You are closer to achieving your top dream today (% respondents)



Note: Gig workers—on-demand, task-based work typically mediated by a platform, paid per task with limited pricing power; Freelance jobs & services—project-based contracting where a self-employed professional scopes deliverables and sets rates with clients; Online entrepreneur—an individual who owns and operates a digital business (product/service) with scalable revenue and full control over pricing and strategy; Influencer—a person who builds and monetizes an online audience/brand via sponsorships, ads, affiliates, and related streams
Source: BCG survey on MY Impian, September 2025 (n=1,501)



Big Consensus Dreams: Have Financial Freedom

“

Financial freedom means I can live independently with no pressure. I don't have to worry about what I'll go through at the end of the month.

Aisyah,
42-year-old mother from Kuala Lumpur

When people say that achieving financial freedom is their most important dream, they're not picturing decadent lifestyles and limitless spending. To most Malaysians, this dream is rooted in relief rather than riches. Asked to define 'financial freedom', nearly 8 in 10 respondents chose 'being

debt-free', and around two-thirds selected 'not worrying about basic necessities'. More than half (59%) pointed to the more forward-looking ambition of 'saving enough for retirement'. [Exhibit 8.]

Even the simple mental shift to ‘being able to spend without thinking’ ranks highly. These ambitions all quite closely relate to everyday financial freedom rather than aspirational wealth. We also see a similar concept surface in focus groups, where ‘pressure-free stability’ is often cited—the simple comfort of waking up knowing the rent, groceries, loan payments, and future nest egg are covered, so mental space can shift from survival mode to opportunity seeking. This desire is balanced against a landscape where most Malaysians perceive prices of essential needs to be rising, albeit backed by optimism

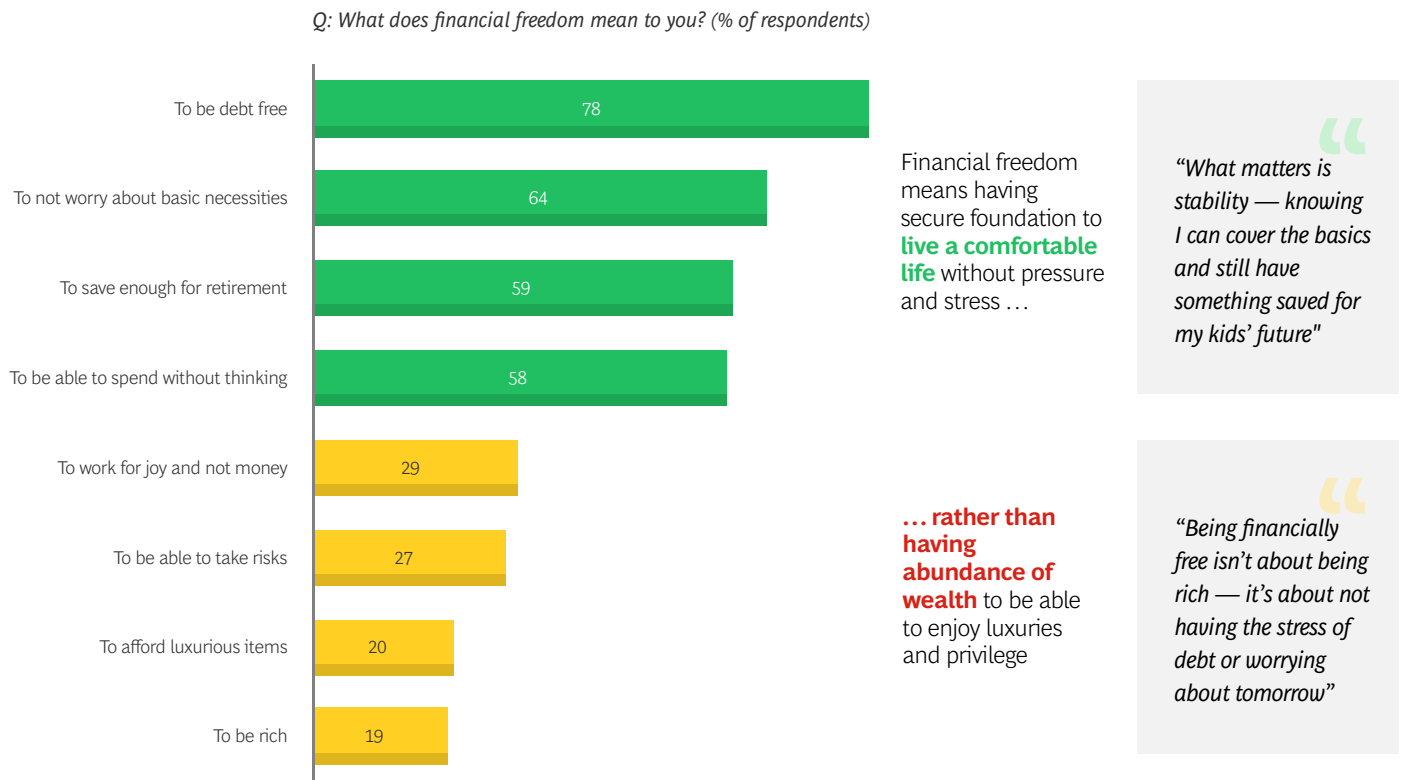
that positive progress toward financial freedom will be made in future.

Our survey makes clear that for the majority of Malaysians, financial freedom is a sturdy floor, not a gilded ceiling—a means of escaping the stress cycle, not vaulting into a luxury tier. Seen through this lens, Malaysians’ most important dreams are less about acquiring abundance and more about eliminating fragility, giving themselves room to plan, breathe, and focus on bigger life goals with confidence.

EXHIBIT 8

Financial Freedom is most important, but what does it mean?

Modest goals of strong financial foundation, rather than luxury or pleasure



Source: BCG survey on MY Impian, September 2025 (n=1,007, those who stated financial freedom as their top dream)

Predictably, individuals’ definitions of financial freedom are conditioned by income. Less fortunate individuals are more likely to emphasize being able to afford basic necessities,

while more affluent respondents are more likely to associate freedom with spending without worry, taking calculated risks, or working purely for passion. [Exhibit 9.]

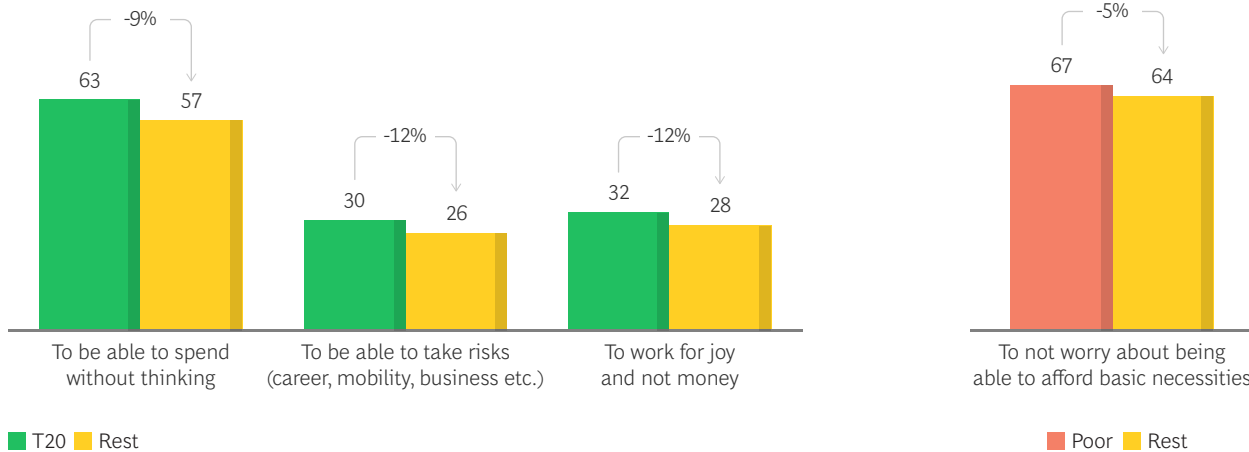
EXHIBIT 9

Affordability of basic necessities - a definition that resonates with less fortunate individuals facing trade-offs to financial security

Wealthier individuals are more likely to think of financial security in terms of free spending, taking risks, and having impactful work ...

... while less fortunate individuals are more concerned with meeting immediate needs

Q: What does financial freedom mean to you? (% of respondents)



Note: T20, Household Income > MYR 11.1k Poor, Household Income < MYR 2.5k

Source: BCG survey on MY Impian, September 2025 (n=1,007, those who stated financial freedom as their top dream)

This difference in how Malaysians define financial freedom has big implications for products and policy. Poorer cohorts, which desire the freedom of being able to meet basic needs, are most likely to respond to solutions that ease financial anxiety or reduce everyday financial

burdens. Meanwhile, higher-income groups, requiring more premium propositions, are likely to respond to considerations around time and choice—with offerings that enable them to ‘spend without thinking’ and ‘work for joy, not money’.

“

Financial freedom means that I don't need to work anymore—just do whatever I want to do. And of course, I still can survive without troubling others.

Nicholas,
32-year-old accountant from Johor

EXHIBIT 10

As Malaysians dream of financial freedom, this is reflected in their investment goals



Note: Poor – Monthly HH Income <RM2500, Aspiring – Monthly HH Income RM2501-RM5000, Emerging – Monthly HH Income RM5001-RM11,000, Established – Monthly HH Income RM11001-RM20000, Affluent – Monthly HH Income >RM20000

Source: BCG survey on MY Impian, September 2025 (n=500)

Financial freedom is the number one consensus dream that unites Malaysians. It is perhaps unsurprising then that across every income tier, one of ‘have financial freedom’ or ‘retire comfortably’ is the top savings and investment goal, with building an emergency buffer typically next in line. [Exhibit 10.] The motivation behind money goals is remarkably consistent—even if people’s starting points differ.

At the same time, secondary priorities reflect an individual’s respective life context. Lower-income Malaysians focus on children’s education, while the

aspiring and emerging tiers emphasize building an emergency buffer and paying off debt. The financially established set aside funds for Umrah or Haj, while the affluent again prioritize education—likely private fee-paying education, often abroad. Discretionary goals—travel, luxury items, studying or working abroad—come further down the list, while starting a business and caring for elders sit in the middle. Together, these patterns paint a picture of shared motivation, shaped by life stage and circumstance.



Big Consensus Dreams: Being Physically and Mentally Well

“

If you don't have mental health, it's very difficult to live longer. Physical health is also very important—if you are sick, you cannot travel or enjoy food.

Feng,
20-year-old student from middle-income household

Good health to live a good life is a key priority for Malaysians. 'Being physically and mentally well' is Malaysia's second-most selected dream, with two-thirds (66%) placing it in their top five—cutting across age, gender, and income lines alongside financial goals.

Yet for many, this dream feels just out of reach. Most Malaysians expect their well-being to improve in the next two to three years, but a notable minority—especially

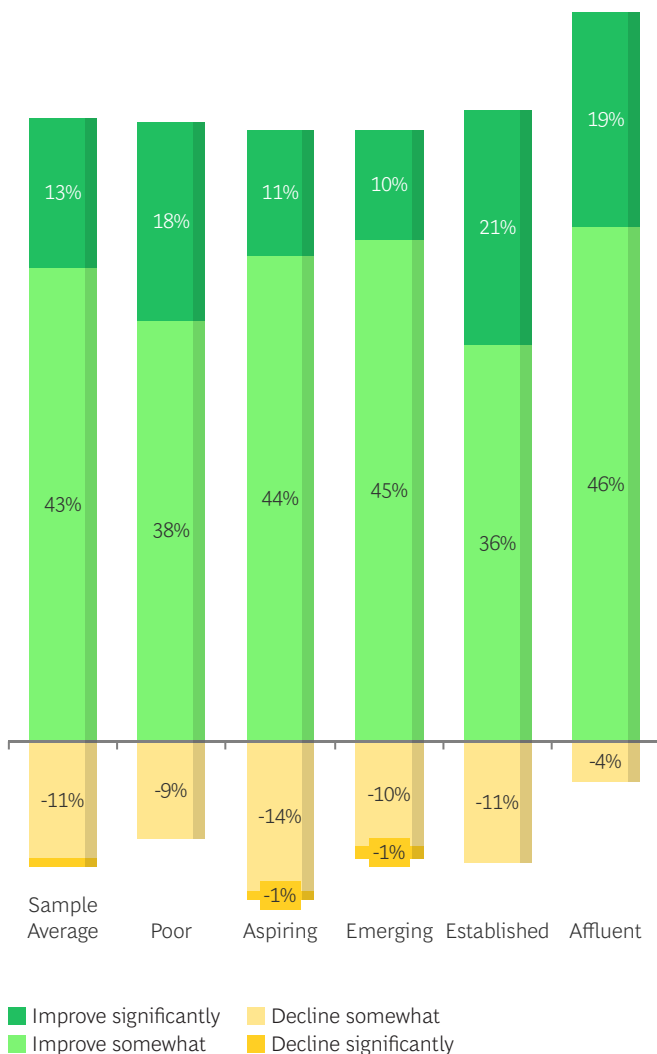
among the middle-income tiers—are less optimistic. Four of the top five barriers to better health and well-being are stress and time related rather than medical. These include lack of exercise, poor sleep, hard-to-change eating habits, and stress or anxiety tied to work and family. [Exhibit 11.] The only factor not related to life stress identified in the top five is natural aging. This is an acute reminder that for most Malaysians it is everyday pressures, not access to care, that stand in the way of better health.

EXHIBIT 11

Most expect their health to improve, but a minority face challenges due to work and lifestyle

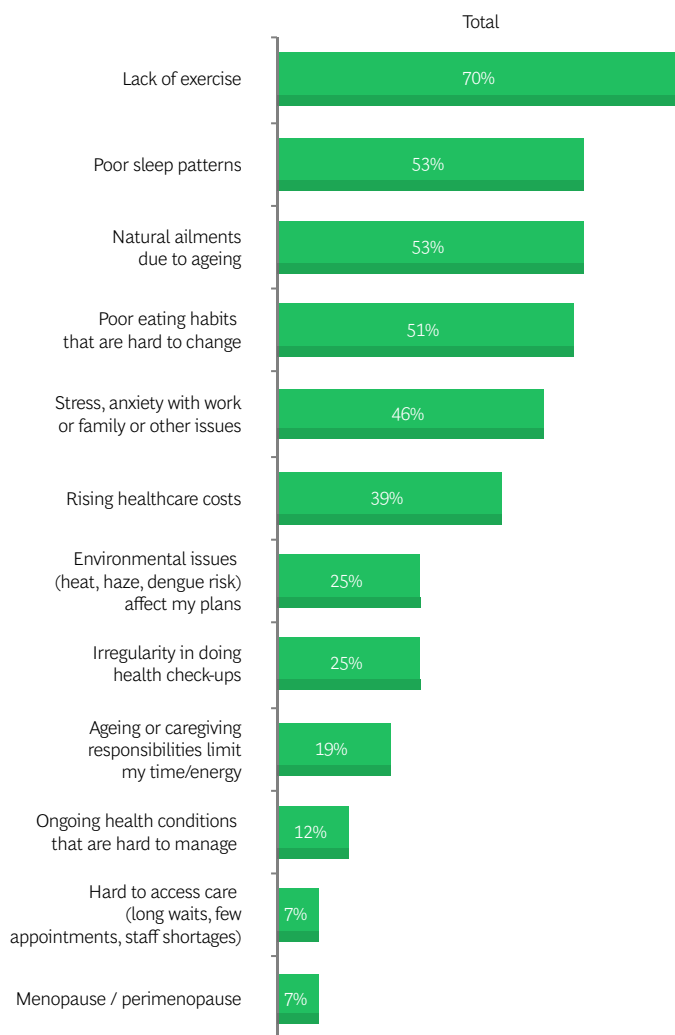
Individuals in the middle tiers of the income ladder are most pessimistic about their health

Q: How do you expect your health and well-being to change in the next 2-3 years?



Yet, 4 of the top 5 challenges to health & well-being are heavily dependent on external stressors e.g. work

Q: What are your top challenges that will prevent your health and well-being from improving in the next 2-3 years? (n = 57)



Note: Poor – Monthly HH Income <RM2500, Aspiring – Monthly HH Income RM2501-RM5000, Emerging – Monthly HH Income RM5001-RM11,000, Established – Monthly HH Income RM11001-RM20000, Affluent – Monthly HH Income >RM20000
Source: BCG survey on MY Impian, September 2025 (n=501)

As four of the top five blockers are stress and time driven, effective solutions need to ease pressure on employees and help them reclaim time. Policymakers could also ensure these solutions deliver tangible outcomes. This

means health policy must treat work- and lifestyle-related stress relief as a priority, which could include predictable scheduling, ‘right to disconnect’ measures, and protected time off.

“

When I was working for my previous company, the workload was so, so heavy that I eventually had a burnout.

Sarah,
27-year-old financial accountant from Johor Bahru

My son suddenly got high fever one day, and I realized my mental health affects how I take care of him. Since then, mental health is number one for me.

Akila,
34-year-old data engineer from Kuala Lumpur

Preventive care is another cornerstone of a healthier Malaysia intrinsically linked to dreams of a happier, healthier life. One in three Malaysians skipped a preventive check-up in the past 12 months, with higher skip rates among men, rural residents, and those with lower education. The reasons vary by segment—men often feel they ‘don’t need it’, women cite cost or insurance constraints, rural Malaysians are unsure where to go, and urban Malaysians say they can’t find the time.

Only about half (51%) of Malaysians feel financially ready to handle a major medical emergency, and readiness drops sharply outside the workforce—especially among

freelancers, students, homemakers, and the unemployed. [Exhibit 12.] When it comes to insurance, the barriers go beyond price. While affordability and unstable income are common reasons, many also rely on government or employer coverage, lack information or find plans too complicated or confusing, all of which suppress uptake.

In short, those with the most unstable incomes and greatest knowledge gaps are less likely to be prepared for a period of poor physical or mental health.

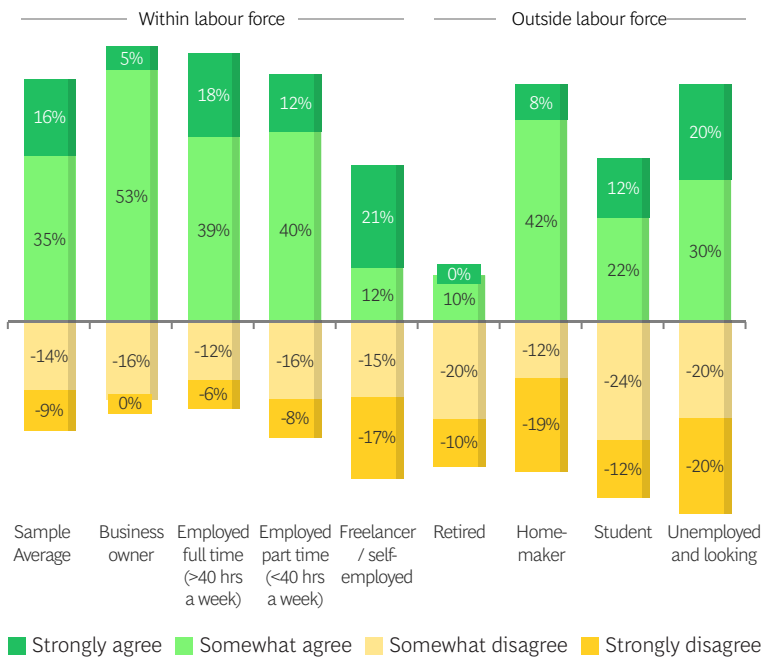


EXHIBIT 12

Only half of Malaysians feel financially prepared for a medical emergency

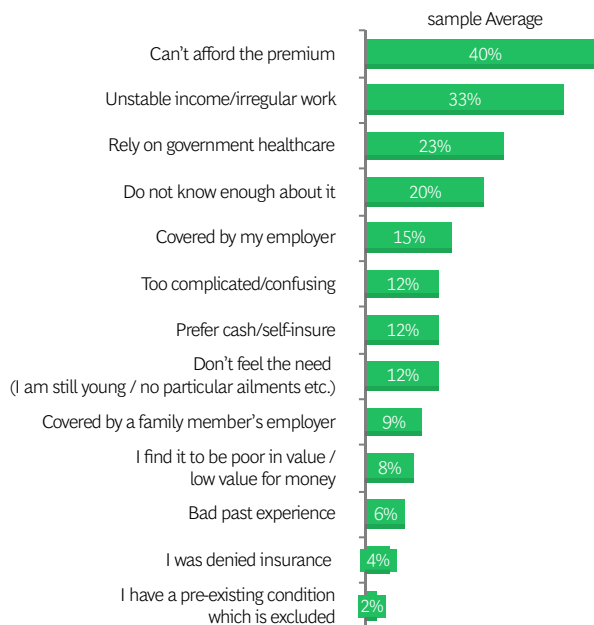
Malaysians outside of the workforce are less confident in their financial preparedness for a medical emergency

Q: To what extent do you agree or disagree with this statement: "I feel financially prepared to take on a major healthcare emergency"



Beyond affordability, knowledge gaps and complexity limit insurance uptake

Q: You said you do not currently have individual medical insurance, why not? (n=171)



Source: BCG survey on MY Impian, September 2025 (n=501)

If Malaysia is to move this second dream of good health and a good life from aspiration to reality, the goal must be to make the healthy thing the easy thing. That means reducing time and stress costs, defaulting people into

prevention, and simplifying financial readiness. Closing these structural gaps is part and parcel of helping Malaysians achieve the well-being they say they want.

“

I need to make sure my mental is okay first, and then I can take care of my baby and my family and all.

Bryan,
49-year-old financial administrator, Selangor



Progress Towards Dreams

Linking back to the top dreams, Malaysians put financial freedom and being physically and mentally well at the center of their aspirations, with both widely chosen in the top five. But when we look at progress, the two move at different speeds. On the quadrant map, money goals—

achieve financial freedom and build an emergency buffer—are still categorized as Desired. This demonstrates the high importance but limited progress since last year. In contrast, ‘be physically and mentally well’, and to a lesser extent, ‘have a home that suits my needs’, are seen as being Attended—showing areas where Malaysians feel they’re making headway. [Exhibit 13.]

“

I try to go out for maybe mini-vacation, like, one or two nights—just to get fresh before getting back to work the next week.

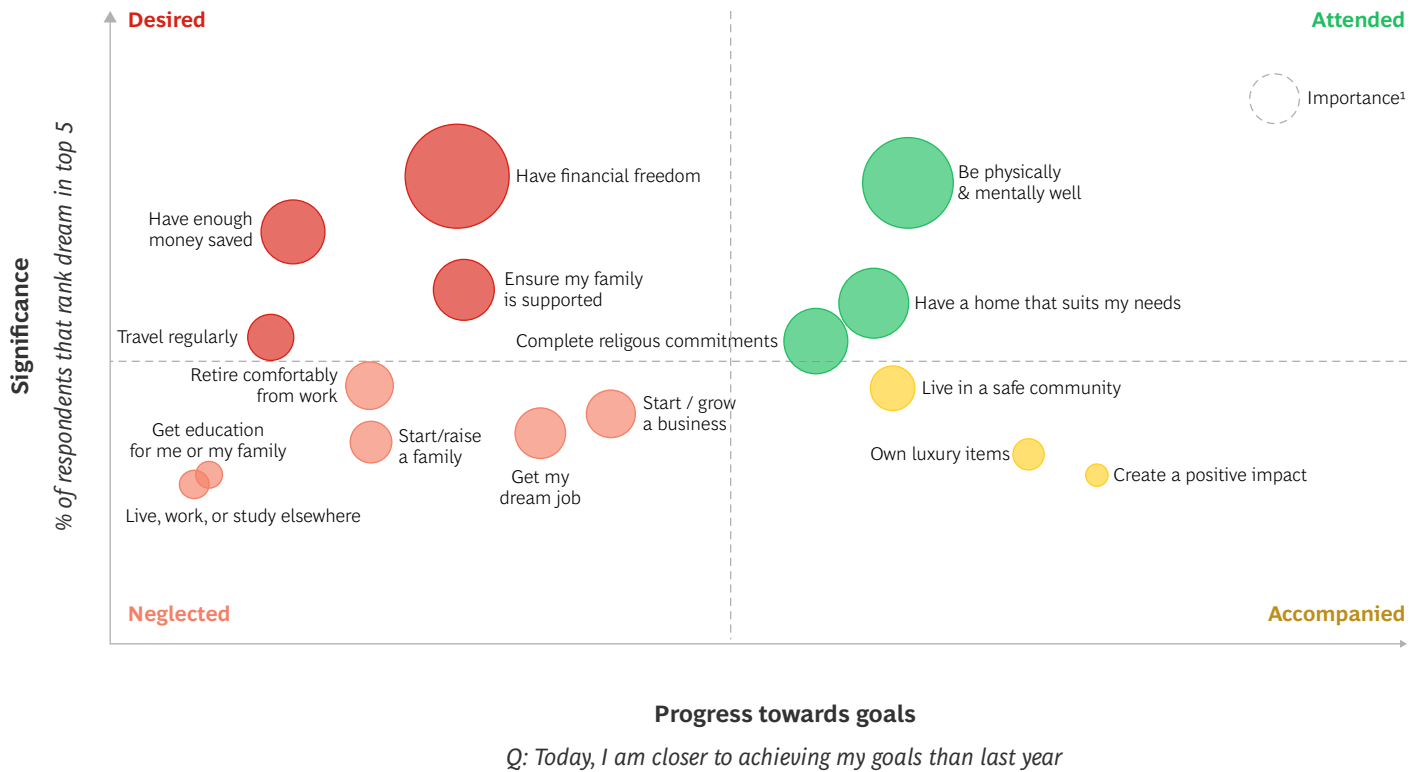
Yoke,
36-year-old HR admin from Kuala Lumpur

My husband tried to get me out from the house, meet everyone, meet families, close friends—that’s one of the things lah.

Akila,
34-year-old data engineer from Kuala Lumpur

EXHIBIT 13

Despite importance of financial dreams, these are the goals that Malaysians feel furthest away from



1. Importance: What % of people ranked this dream in their top 1?

Source: BCG survey on MY Impian, September 2025 (n=1,501)

Lower-salience aims—goals Malaysians are less frequently concerned about—such as ‘own luxury items’ and ‘create a positive impact’ sit in Accompanied, showing modest prominence but stronger momentum. Life-stage goals such as ‘start or raise a family’, ‘education’, ‘retire comfortably’, and ‘get my dream job’ fall into Neglected, with limited perceived progress. The picture echoes the broader narrative that well-being is being worked on now, while financial aspirations remain the most desired but the most distant.

When we explored what Malaysians believe will help them reach their dreams, we asked respondents to rate the helpfulness of different supports and calculated a net sentiment score. The key finding is clear—Malaysians

place the most faith in themselves. About 7 in 10 cite their own education and skills (71%), personal health and well-being (68%), and the informal safety net of friends and family (67%) as helpful—well ahead of any institutional lever. [Exhibit 14.]

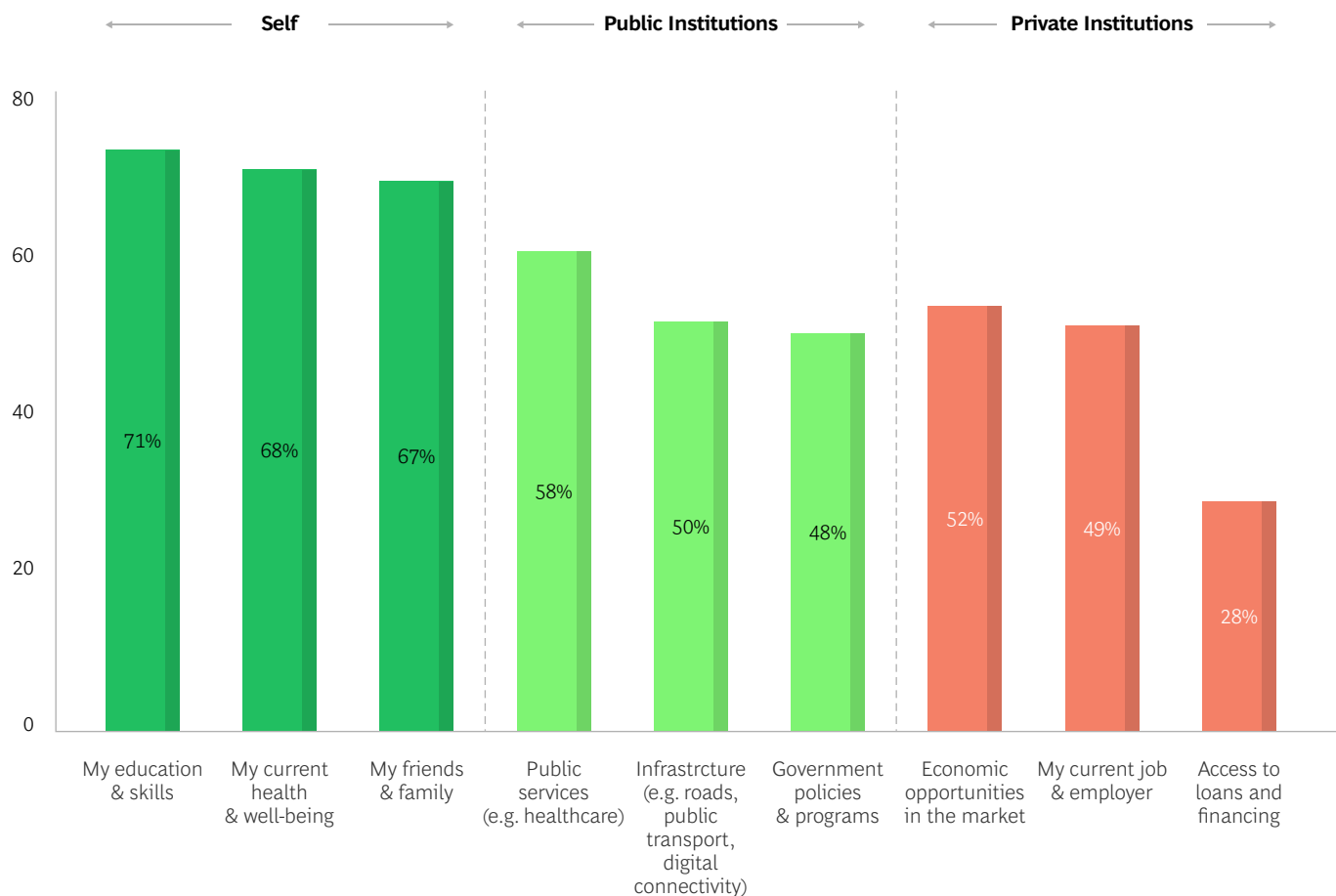
Public-sector support follows, with health care (58%), infrastructure and connectivity (50%), and government programs (48%) seen as helpful by around half of Malaysians. Private-sector factors trail slightly—about half view their employer (49%) or broader market opportunities (52%) as useful—but confidence drops sharply for formal financing, with only 28% believing that access to loans will make a difference.

EXHIBIT 14

To achieve their dreams, Malaysians rely primarily on self before public & private institutions

Malaysians believe that their personal background will be of most help to them, followed by public then private institutions

Net sentiment¹ of Malaysians on helpfulness of each lever



1. Calculated by subtracting the % of respondents who think each lever will prevent them from achieving their dreams from the % of respondents who believe each lever will help them achieve their dreams; 2. Statement: "You said that your #1 dream is to <x>. Please select how much each of these items will help you or prevent you from achieving your dreams"

Source: BCG survey on MY Impian, September 2025 (n=1,501)

This pattern reflects a deeper cultural thread. Progress, for most Malaysians, is seen as self-driven before it is institution-enabled. While Malaysians welcome public programs and private-sector initiatives that can accelerate their journey, they place the most trust in their own skills, health, and social networks to set the pace. As public and

private institutions expand coverage and deliver more consistently, the groundwork is in place for a potent partnership—one where individual effort and systemic support reinforce each other, turning Malaysia's broad optimism into sustainable, inclusive growth.



The Dreamers

While Malaysia is a nation of shared dreams, we each nurture unique dreams and aspirations that set us apart. In the previous section we explored two dreams widely shared—‘have financial freedom’ and ‘be physically and mentally well’. These dreams were a unifying factor regardless of age, gender, and other demographics. However, there are also many dreams defined by the particular life circumstances of an individual. These differences in what people aspire to have helped us uncover four archetypes of dreamers.

- 1 Providers.** Focus on starting and supporting a family, often at the expense of personal milestones such as travel or career growth.
- 2 Harmony Seekers.** Strive for better balance between physical and mental well-being, and are willing to rethink traditional approaches to earning.

3 Go-Getters. Aim for a financially secure and successful future, even if it means sacrificing family responsibilities along the way.

4 Legacy Makers. Aspire to build a business of their own, often prioritizing entrepreneurship over comfort or stability.

Each archetype broadly represents a different cohort of people in society, defined by their most significant and important dreams, but it is by no means an exhaustive picture of the Malaysian people. [Exhibit 15.]

A NOTE ON OUR RESEARCH

To identify these differences, we ran a K-means clustering analysis. K-means clustering groups similar data points into clusters by minimizing the distance between each

point and its cluster center, or centroid. In simpler terms, it organizes responses into groups based on shared characteristics.

EXHIBIT 15

Four archetypes of Malaysians emerge based on what their dreams are



We believe the most meaningful differences between these archetypes can be captured through a two-axis framework. Each archetype sits along two complementary dimensions.

The horizontal axis: Individualistic ↔ Family-oriented gauges **who** the dream ultimately serves.

- **Family-oriented.** On this side of the axis, aspirations center on providing security, opportunity, and comfort for spouses, parents, or children—often at personal cost.
- **Individualistic.** On this side, the focus tilts toward personal advancement, self-expression, and lifestyle fulfillment, with family needs playing a secondary role.

The vertical axis: Success-oriented ↓ Well-being-focused captures **what** defines ‘making it’.

- **Success-oriented.** Success-oriented dreamers equate progress with external achievements such as career status, entrepreneurial wins, material markers, and public recognition.
- **Well-being-focused.** Well-being-focused dreamers measure progress by internal balance, incorporating physical and mental health, meaningful relationships, and a sense of harmony in life.

We completed the archetype map by looking at two sides of every dream—the goal itself and the price respondents

are willing to pay for it. By matching people’s ambitions with the trade-offs they’re willing to make—whether job changes, delayed luxuries, extra study, or family sacrifices—we could group Malaysians whose dreams and compromises move in similar directions.

- **Providers.** Providers land in the family-oriented and well-being quadrant because they prioritize a safe, healthy future for loved ones and willingly give up personal milestones such as travel or career growth.
- **Harmony Seekers.** Harmony Seekers also temper ambition with balance but focus more on their own physical and mental health, placing them closer to the midpoint between well-being and individual focus.
- **Go-Getters.** Go-Getters gravitate toward the success-oriented and individual corner. Their top dream is a ‘dream job’, and they are willing to trade stability—or even postpone starting a family—to secure lifestyle rewards.
- **Legacy Makers.** Legacy Makers occupy the success-plus-family space, channeling entrepreneurial drive into building businesses that create lasting security for their households, even if it means delaying luxuries or stepping back from dream jobs.

Providers



“I want to make sure my family are supported—both my parents and my children; give my children chances I didn’t have.”

EXHIBIT 16



Providers

Prioritize starting and supporting family at the expense of personal milestones like travel, job etc.

Providers are close to Malaysia's general population, spread evenly across demographic cohorts with small skews towards those in middle age with children.

Comparisons relative to average survey sample, and not representative of absolute values

Demographics

Gender		Age		Household income	
Compared to sample average		Compared to sample average		Compared to sample average	
Male	+10.4pp	Gen Z	-8.5pp	Poor	-8.9pp
Female	-9.7pp	Millennials	+11.4pp	Aspiring	+10.9pp
		Gen X	+10.6pp	Emerging	-9.4pp
		Baby boomer or older	-9.3pp	Established	+10.6pp
				Affluent	+10.5pp

Marital Status		Children?	
Compared to sample average		Compared to sample average	
Single and never married	-9.8pp	Yes, and they live with me	+10.1pp
In a relationship, not living with partner	-8.3pp	Yes, but they do not live with me	-9.2pp
Married or living with significant other	+10.3pp	No, I do not have any children	-9.9pp
Divorced / widowed	+12.2pp		

Source: BCG survey on MY Impian, September 2025 (n=1,501)

Providers represent just over a quarter (28%) of our respondents. [Exhibit 16.] They mirror the overall sample in many ways but lean toward stable, mid-life family setups. Providers are more likely to be millennials or Gen X—each group 11 percentage points (pp) higher than the overall average—and are overrepresented in the established and affluent income tiers (11 pp higher for each). Poorer and emerging households are underrepresented in this archetype. Most Providers are married or living with a partner and often have children at

home—factors consistent with their family-first mindset. Gender skews slightly male (+10 pp), and most live in urban areas, though a meaningful minority remain in rural communities.

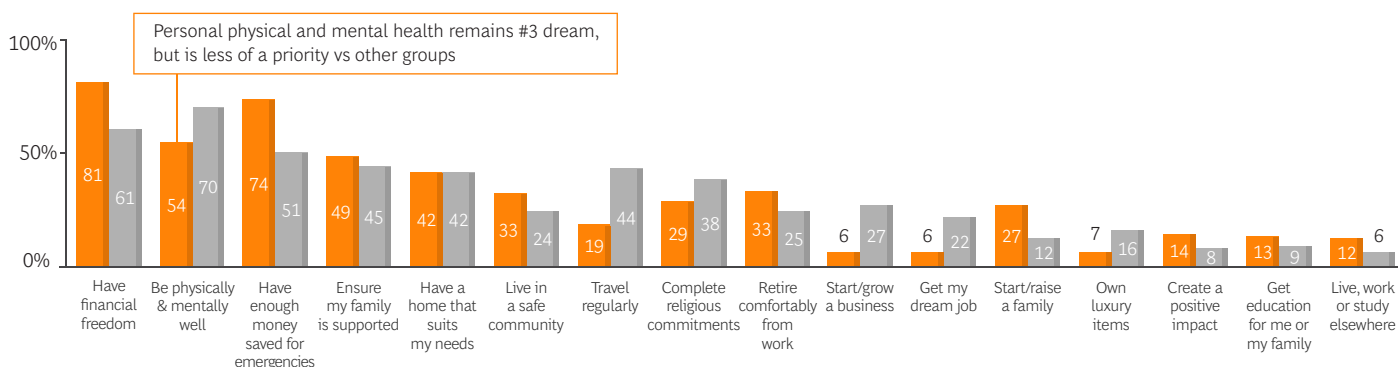
Together, these traits paint a picture of mid-career, financially secure householders whose life stage naturally centers on providing stability and opportunity for their spouses and children.

EXHIBIT 17

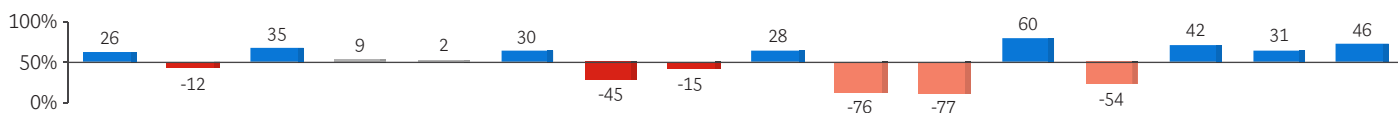
Top dreams focus on money buffers, health, and family support

% of providers vs. others who ranked each dream as part of their top 5¹

Providers Others



Index² of % of providers vs. % of others who ranked each dream as part of their top 5²



1. Question: "Please rank the top 5 dreams you'd like to achieve in the next 10 years from the list below, with 1 being your top dream and 5 being your fifth choice dream." Index is calculated as the % difference of the total percentage of Providers who have the dream as part of their top 5 vs. the total percentage of others who have the same dream as part of their top 5;

2. Question: "Please rank the top 5 dreams you'd like to achieve in the next 10 years from the list below, with 1 being your top dream and 5 being your fifth choice dream."

Source: BCG survey on MY Impian, September 2025 (n=1,501)

Like most Malaysians, Providers rank 'have financial freedom' and 'enough money saved for emergencies' as their two most important dreams—with both shares higher than the average across other archetypes (+26 pp and +35 pp, respectively). What sets them apart is what they give up to make room for those financial goals. While the average Malaysian places personal wellness in the top two, Providers push 'be physically and mentally well' down to third place and under-index by 12 pp compared with everyone else. [Exhibit 17.]

The contrast is even sharper when looking at trade-offs. Providers over-index on every family-oriented dream—'ensure my family is supported,' 'live in a safe community,' and 'start or raise a family'—while under-indexing on

self-oriented ambitions such as starting a business, landing a dream job, or owning luxury items.

These patterns point to an intentional choice. Providers are willing to defer, or downsize, their own wellness ambitions to build financial cushions that protect their households and secure the future for children and elders. In practical terms, programs that ease health care costs or support simple wellness routines will resonate only if they don't threaten family finances. Conversely, products that turn savings discipline into tangible family benefits—such as insurance with child-education riders, high-yield 'rainy-day' accounts, or employer packages that bundle health checks with dependent coverage—fit squarely within the Provider mindset of 'my security, their future, first'.

"I would think that if I don't earn enough then there is not enough for my kids... if I earn too much it'll be because I spent less time with kids. It's tough."

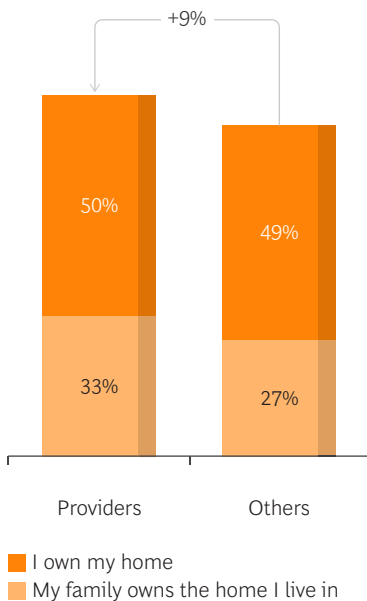
EXHIBIT 18

More likely to live in family-owned homes, more likely to feel that they have settled down

83% of providers live in family-owned homes, vs 76% across other segments

Q: Which of the following best describes your current home ownership situation? If you have multiple homes, please select for your primary residence (n=501)

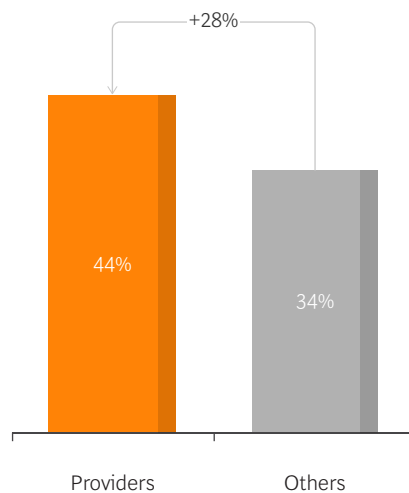
% of responses for select answers



They are more likely to not want to move to other cities/countries

Q: Do you intend to move to another city or country in the near future?

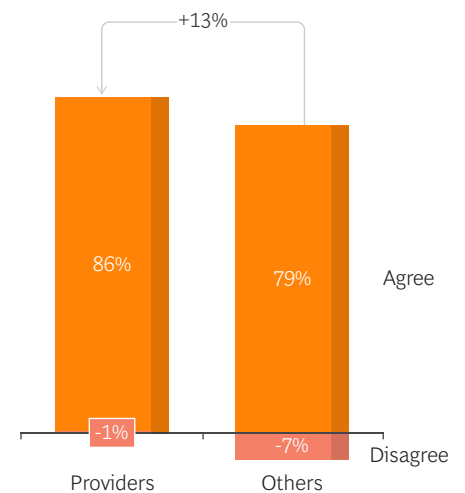
% of responses for "No, I do not intend to move"



Providers are 13 pp likelier to stay put even when circumstances change

Q: To what extent do you agree or disagree with this statement: "When I buy a house, I expect it to be my permanent home; even if my life circumstances change, I would adapt this home rather than move" (n=501)

Net agreement across responses



Source: BCG survey on MY Impian, September 2025 (n=1,501)

The same instinct to protect the household shows up in where and how Providers choose to live. A significant majority (83%) already occupy family-owned homes, nine points above the average across other archetypes, and one in two hold the title themselves. [Exhibit 18.] Once that roof is secured, the appetite to move onward drops sharply. Almost half (44%) say they have no intention of moving to another city or country (+28 pp versus others), and an even larger majority (86%) agree they would rather adapt their home than relocate if circumstances change—13 pp above the average. In short, Providers find security not just in their bank accounts but in their homes. A stable residence serves as both a financial anchor and a visible promise to spouses, parents, and children that ‘we are settled’.

This sense of deep roots reinforces the trade-off seen earlier. Providers willingly down-weight personal wellness ambitions to fund emergency buffers and family goals, and they commit physically by putting down roots in homes they control. For policymakers and businesses, interventions that add value to the existing home—such as improvement financing, multi-generation health coverage, or neighborhood safety upgrades—will resonate far more than products that assume frequent moves or treat housing mainly as a way to make profit.

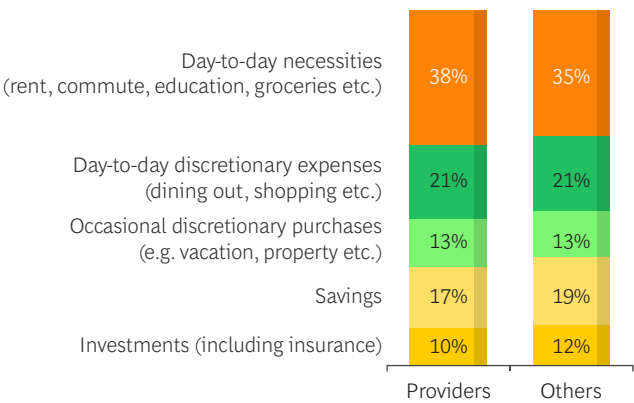
EXHIBIT 19

Have been spending more on day-to-day necessities, borrowing more often to do so

Have **higher average self-report spend on necessities** at the expense of **savings & investments**

Q: What percentage of your personal income do you spend on the below types of expenses? Please select a percentage of spend for each item

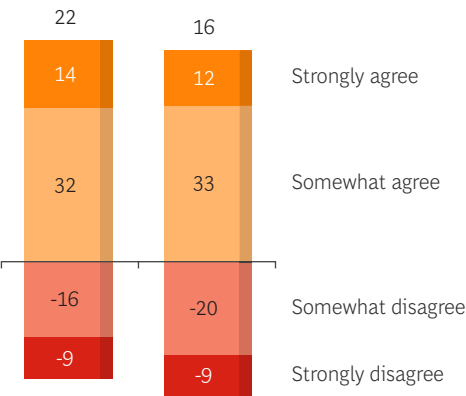
% of income spent in each purchase category



Feel more strongly that they have been **borrowing to meet essential needs**

Q: To what extent do you agree or disagree with this statement: "Most of my borrowing has been for essential needs (housing, work transport, education, medical), not lifestyle purchases" (n=500)

Net agreement across responses



Source: BCG survey on MY Impian, September 2025 (n=1,501)

Providers, by definition, focus on securing their families' well-being. Their budgets and borrowing choices revolve around keeping the household running. They devote 38% of income to necessities, compared with 35% for others, and are six points more likely to say their borrowing covers essentials rather than lifestyle treats. To make that possible, they trim future-focused spending—savings and investments absorb just 27%, two points below the average. [Exhibit 19.]

In short, Providers channel cash toward rent, transportation, and school fees first, even if it means dipping into credit and postponing wealth-building. Everything in their financial behavior points to the same priority: providing for the family, today.

“We’re doing okay. Not T20 in the Klang Valley with 9,000 a month, but not bad. Still, everything is expensive, and we want our kids to have a good future, to go to a good university.”

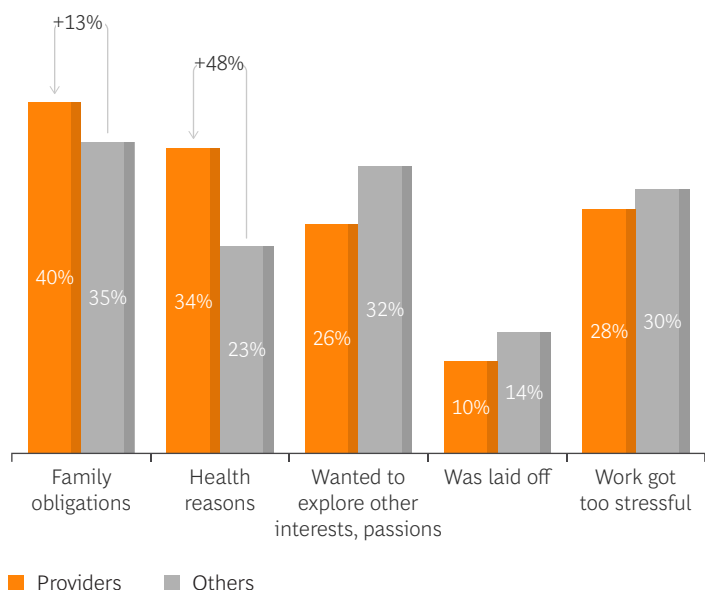
EXHIBIT 20

Have prioritized other goals at the expense of health

Most likely to have taken a **break from workforce** for family, but also **health reasons**

Q: For what reason did you take a break from workforce? (n=212)

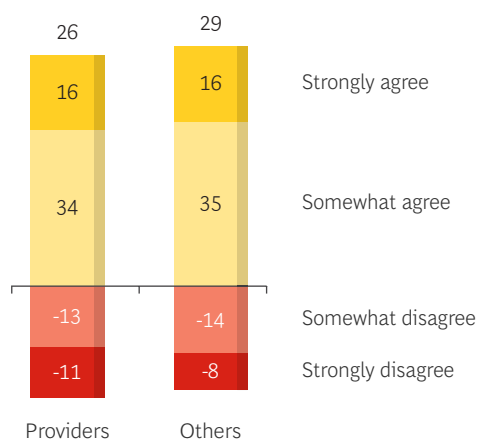
% of responses for select answers



Feel that they are the **least ready financially** for a medical emergency

Q: To what extent do you agree or disagree with this statement: "I feel financially prepared to take on a major healthcare emergency" (n=501)

Net agreement across responses



Source: BCG survey on MY Impian, September 2025 (n=1,501)

Despite their settled nature, our research shows that putting others first has real health repercussions for Providers. Two in five (40%) have stepped out of the workforce to meet family obligations, five points above other archetypes, and one in three (34%) have done so for their own health—an 11-point jump, or almost 50% higher than average. [Exhibit 20.]

Even with above-average incomes, Providers report the lowest confidence in financial readiness for a major health care emergency. Their net confidence score (those who

agree minus those who disagree, excluding neutral responses) is +26 points, slightly lower than +29 points among other respondents. Providers give up work and health breaks to care for family, yet still feel exposed if serious illness strikes.

Ethnographic interviews reinforce this pattern. Many Providers describe feeling ‘sandwiched’—caught between aging parents, young children, and a mortgage, while watching their own health and priorities slip.

“Nowadays travelling is a luxury. I always wanted to go and see the world, but now it’s troublesome, and expensive. I don’t have the time.”



Supporting Providers

Providers are a family-focused group, meaning businesses and policymakers should focus on practical measures that reinforce everyday security while easing the burden on household bread-winners. Providers will benefit most from four, mutually reinforcing levers:

- **Affordable, high-utility products**

Providers are value-conscious. In health care, education, home improvement, and retail, they look for solid quality at prices that still leave room for savings. Bulk-purchase programs, value-tiering and subscription pricing for essentials, as well as targeted sales-tax rebates on core household items, can deliver immediate relief without lowering standards.

- **Flexible financial safety nets**

When emergencies strike, Providers need quick access to cash without undermining financial safety nets built over time. Low-fee emergency accounts, pay-as-you-use credit lines, and micro-insurance vouchers—ideally redeemable through e-wallets—can give families the cash required to ride out shocks without falling into costly debt cycles. Savings can also be encouraged through ‘family-goal’ accounts such as ‘Education Saver’ or ‘Health Cushion’, which offer bonuses for consistent deposits or milestone achievements.

- **Integrated family health coverage and benefits**

Caregivers cannot protect loved ones if they neglect their own well-being. Whole-family benefit bundles that combine preventive screenings, virtual mental

health consultations, and short-term caregiver leave help parents keep the household running while staying healthy themselves. Tax incentives for employers that adopt such plans would speed up adoption. Affordable childcare and eldercare programs, along with expanded community centers, can further ease both emotional and financial strain.

- **Practical career support services**

Many Providers explore freelance or micro-business options to supplement income. Affordable modular training, easy-onboarding digital storefronts, and municipal grants for compliant home-based enterprises can help convert those efforts into reliable secondary income streams without sacrificing family time. Flexible work policies such as hybrid arrangements or adaptable hours also help Providers reclaim time with their families.

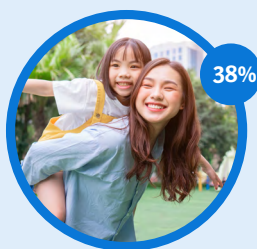
Providers are grounded, disciplined, and fiercely loyal to institutions that recognize and respect the realities that define their priorities. Initiatives that strengthen affordability, resilience, health security, and income flexibility will not only enhance household well-being but also build enduring trust in the companies and public agencies that make them possible.

Harmony Seekers



“To be healthy and fit—both mentally as well as physically, not just for my own well-being but also for that of my family.”

EXHIBIT 21



Harmony Seekers

Want better balance of physical and mental well-being, and will put conventional earning approaches aside

Harmony seekers are older affluents, usually married with kids who have experienced hustle previously to now prioritize well-being

Comparisons relative to average survey sample, and not representative of absolute values

Demographics

Gender		Age		Household income	
Compared to sample average		Compared to sample average		Compared to sample average	
Male	-9.2pp	Gen Z	-7.6pp	Poor	-8.8pp
Female	+10.8pp	Millennials	+10.9pp	Aspiring	-9.4pp
		Gen X	+11.5pp	Emerging	+10.0pp
		Baby boomer or older	+10.8pp	Established	+10.7pp
				Affluent	+13.7pp

Marital Status		Children?	
Compared to sample average		Compared to sample average	
Single and never married	-7.7pp	Yes, and they live with me	+11.7pp
In a relationship, not living with partner	-7.4pp	Yes, but they do not live with me	+10.7pp
Married or living with significant other	+11.9pp	No, I do not have any children	-8.1pp
Divorced / widowed	-7.2pp		

Source: BCG survey on MY Impian, September 2025 (n=1,501)

Harmony Seekers represent 38% of the population. [Exhibit 21.] They lean female (+11 pp), sit mainly in the Gen X and baby boomer cohorts (+11 pp each), and cluster at the upper end of the income ladder. Affluent and established households are overrepresented by roughly 11 to 14 pp, while poor and aspiring tiers are underrepresented.

Most Harmony Seekers are part of settled family units. They are more likely to be married or living with a partner

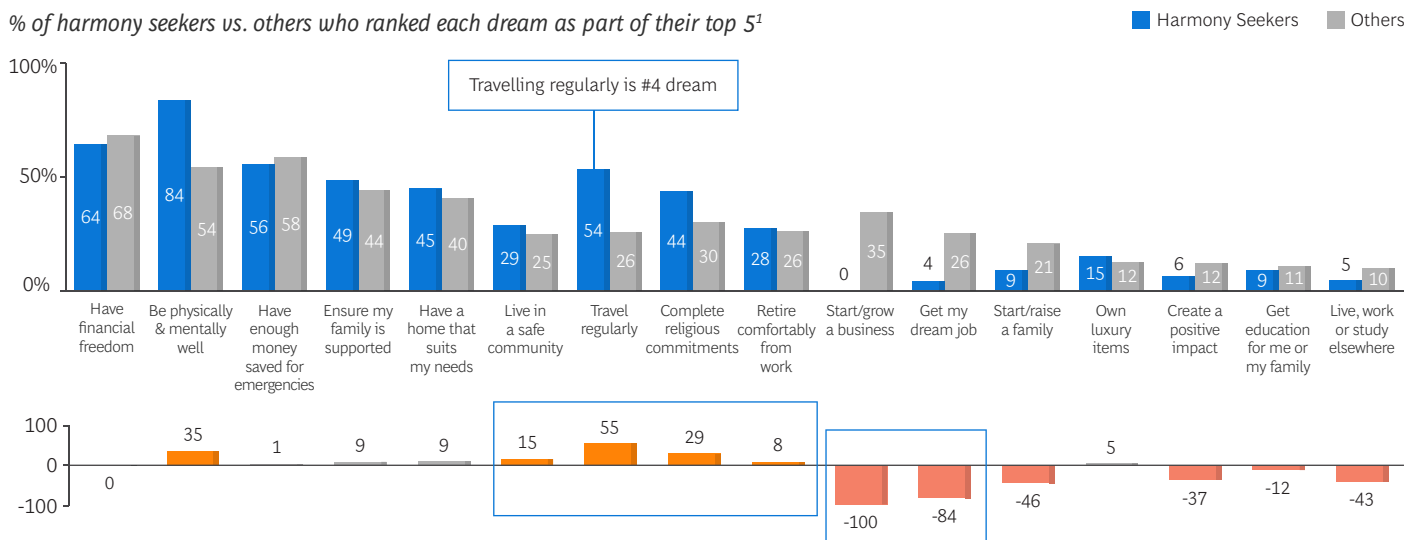
and about 11 pp more likely to have children at home—or financially dependent adult children. Singles, Gen Zs, and low-income earners appear far less often in this segment.

In short, Harmony Seekers are older, comfortable, dual-income couples who are now redirecting the energy once spent on career hustle toward physical and mental well-being—for themselves and the family networks they continue to support.

EXHIBIT 22

Seek a greater balance between financial goals and health, while willing to compromise job, business

% of harmony seekers vs. others who ranked each dream as part of their top 5¹



Index² of % of harmony seekers vs. % of others who ranked each dream as part of their top 5²

1. Question: "Please rank the top 5 dreams you'd like to achieve in the next 10 years from the list below, with 1 being your top dream and 5 being your fifth choice dream." Index is calculated as the % difference of the total percentage of Harmony Seekers who have the dream as part of their top 5 vs. the total percentage of others who have the same dream as part of their top 5;

2. Question: "Please rank the top 5 dreams you'd like to achieve in the next 10 years from the list below, with 1 being your top dream and 5 being your fifth choice dream."

Source: BCG survey on MY Impian, September 2025 (n=1,501)

'Being physically and mentally well' tops the Harmony Seeker wish list. A significant majority (84%) of this archetype cite it as a top-five dream—30 points higher than other archetypes and 20 points ahead of their next priority, financial freedom (64%). [Exhibit 22.] This focus forces a reshuffling of other ambitions. Career prestige, for instance, all but disappears for Harmony Seekers. A very limited 4% list 'get my dream job' as a top priority. This is an index gap of -84 compared with the survey average. Entrepreneurial drive fades completely, with 'start or grow a business' absent from the top five dreams of any Harmony Seeker.

The trade-off is clear. Harmony Seekers are willing to forgo traditional markers of upward mobility—C-suite titles,

start-up risk, and luxury purchases—in favor of a lifestyle that safeguards both mind and body. Dreams that reflect a more balanced definition of success, such as travel (54%) and completing religious commitments (44%), are more common among Harmony Seekers than any other archetype.

Emergency savings (56%) and steady family support (49%) remain important, yet they act as enablers of balance rather than springboards to ambition. By rebalancing their priorities in this way, Harmony Seekers consciously trade the adrenaline of career leaps for the quieter rewards of sustained health, financial stability, and restorative experiences—an exchange they see as well worth the cost of missed promotions or foregone ventures.

"As a working mom with a demanding job and a young child, life gets too demanding at times. At such times, it is important to pause and reflect to see what truly matters."

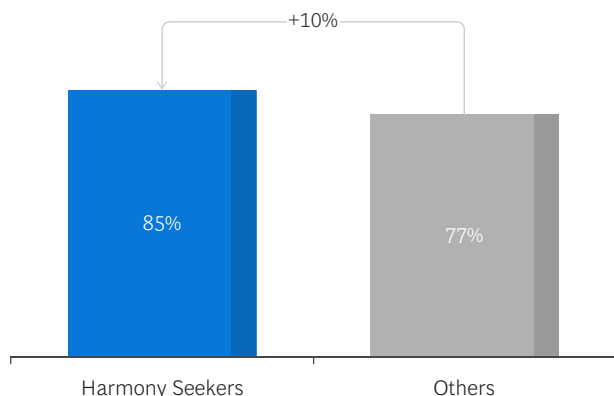
EXHIBIT 23

Prioritising well-being, Harmony Seekers aim to retire earlier

More likely to be actively working on being physically and mentally well

Q: Please describe your current progress on your top 5 dreams (Be Physically & Mentally Well) (n=990)

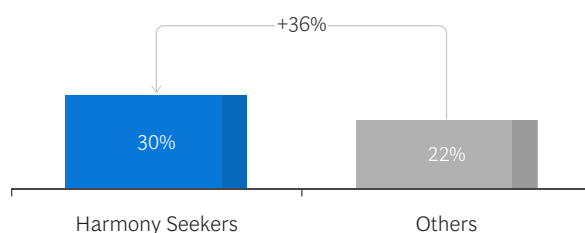
% of responses for answer "Actively Working on It"



Less willing to work past 60, despite benefits such as healthcare/reskilling/remote work

Q: Which of the following options, if any, would most strongly influence you working past the age of 60 years? (n=500)

% of responses for "None of these benefits would convince me work past 60 yrs"



Source: BCG survey on MY Impian, September 2025 (n=1,501)

Harmony Seekers act on their priorities, with 85% saying they are already working on their physical and mental health, 10% more than the average across other archetypes. [Exhibit 23.] Yet when it comes to extending their careers, 3 in 10 Harmony Seekers say that no benefit—including health care, reskilling, or remote-work options—would persuade them to work past 60, compared

with 22% of others. The numbers point to a conscious trade-off. This is notably 36% more than the average across other archetypes. Harmony Seekers invest time and effort in well-being today and plan to step back from the workforce earlier, even if it means giving up late-career earnings or benefits.

"I'm going to focus on my mental health, I still want to work, but maybe just, like, a normal schedule."

"Previously I worked in some other company, the workload was so, so heavy that I had a burnout. Since then, mental health has been my priority. I want to make sure my mental health is okay first, then I can take care of my baby and family."

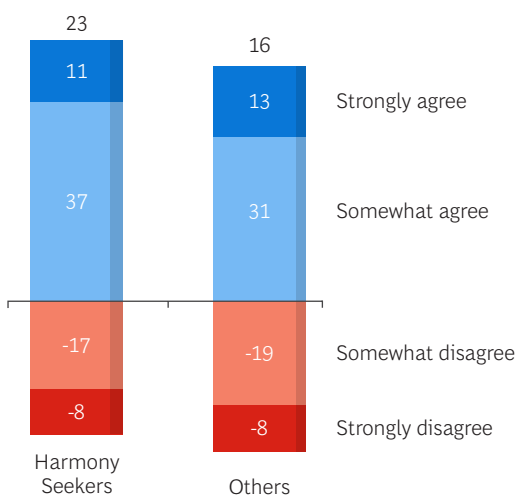
EXHIBIT 24

More financially secure, greater emphasis on saving for travel and children's education

Harmony seekers more confident in retirement saving sufficiency

Q: To what extent do you agree or disagree with the below statements "My savings (incl. EPF) be sufficient to cover my retirement needs" (n=500)

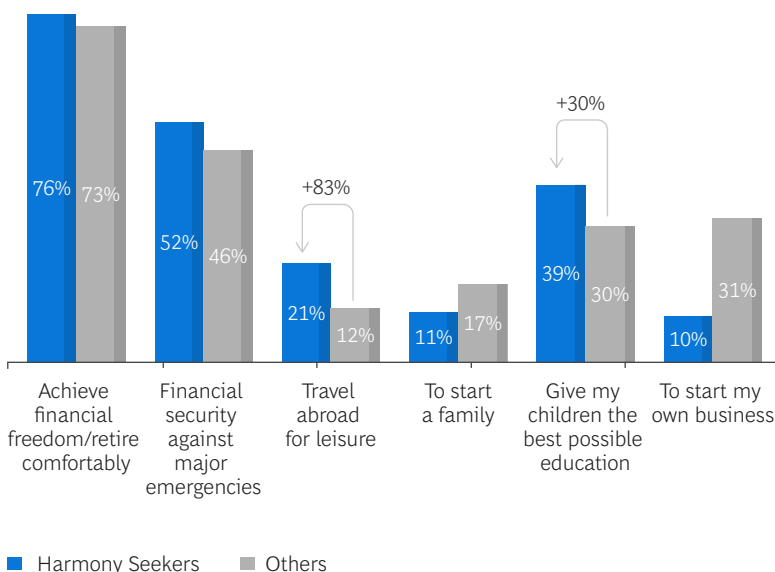
Net agreement across responses



Beyond financial freedom and emergency savings, harmony seekers are more likely to save for travel, children's education

Q: What are your top investment / savings goals for yourself? (n=500)

% of responses for select goals



Source: BCG survey on MY Impian, September 2025 (n=1501)

Harmony Seekers demonstrate a serenity in their balanced choices, and show an equally relaxed nature to their financial position. They feel more financially safe than any other archetypes, with net confidence in retirement savings +23 versus an average of +16. Spare cash is often directed to quality-of-life goals, with one in five (21%) building a travel fund—almost double the rate for the rest of

Malaysians. They also overperform in saving for their children's education, with two in five (39%) of Harmony Seekers acting toward this goal. [Exhibit 24.] It's clear that Harmony Seekers focus on investing in experiences and family enrichment that underpin their view of a well-lived life.

"We go out, go on vacation, maybe one or two nights. We try to spend a bit to go out, get fresh, and go back to continue working."

"We sacrifice luxury items; hold back from buying things that are not important at this stage."



Supporting Harmony Seekers

Businesses and policymakers seeking to engage with Harmony Seekers should recognize that this segment equates progress with equilibrium. They value financial security, but only insofar as it enables health, enriching experiences, and time with family. Practical support should therefore combine stability with well-being and life-enriching options.

- **Holistic wellness packages**

Harmony Seekers see preventive care, mental health, and fitness as part of the same continuum. Health insurers and employers can respond with bundled plans that include annual screenings, virtual counseling, and gym or retreat credits within a single predictable subscription. This approach reduces the friction of managing multiple providers. Travel, leisure, and lifestyle brands can complement this by offering loyalty programs that emphasize restoration and rejuvenation through retreats, wellness travel, or nature-based experiences.

- **Flexible work-to-retire pathways**

Harmony Seekers often plan to leave full-time work earlier than their peers. Policies that support phased retirement—such as part-time roles with continued EPF contributions and portable health care benefits—help them downshift without losing financial security. Businesses that pilot such models can attract and retain seasoned talent seeking balance. Purpose-driven workplace designs with ‘life-stage benefits’ that prioritize health, community service, and learning over rapid career progression are also well suited to this segment.

- **Experience-linked savings**

Rather than large, long-lock savings schemes, Harmony Seekers prefer dedicated ‘pots’ earmarked for travel, short courses, or family enrichment. Banks and financial institutions can offer auto-round-up accounts that convert spare change into cash or points redeemable for curated wellness or travel packages once milestones are met. Policymakers could encourage uptake through tax relief on approved well-being expenses.

By designing offerings that treat financial tools as enablers of a well-lived life—not ends in themselves—institutions can build enduring relationships with this balance-seeking, financially comfortable segment.

Go-Getters



“My dream job is something that gives me balance—I want to work in audit, with exposure to different industries.”



14%

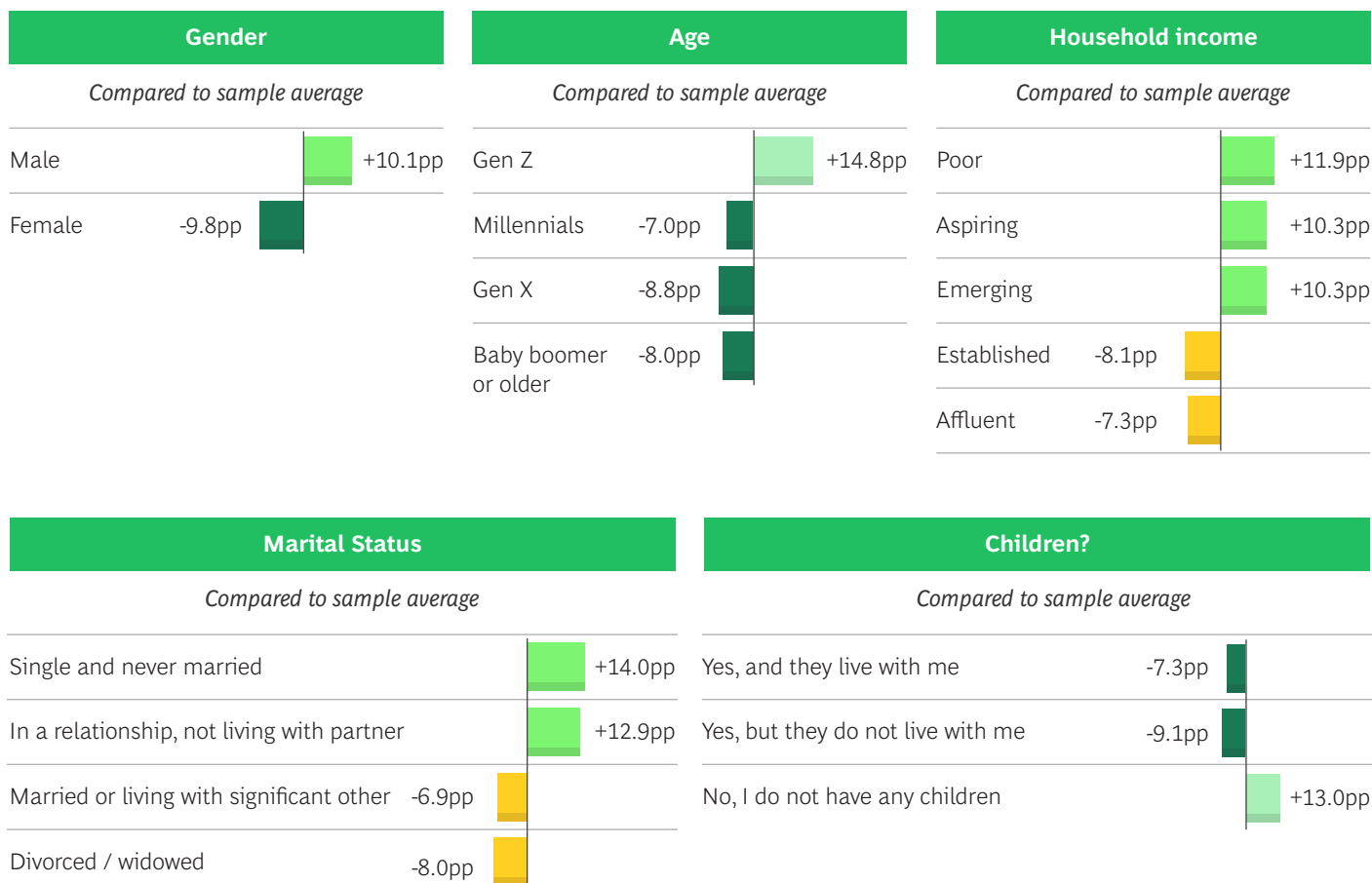
The Go-Getters

Want a financially secure and successful future, willing to sacrifice family responsibilities

Go-Getters skewed towards the younger and lower-income groups – explaining their drive to rise and escape poverty

Comparisons relative to average survey sample, and not representative of absolute values

Demographics



Source: BCG survey on MY Impian, September 2025 (n=1,501)

Go-Getters are the youngest and most male-leaning cluster of our archetypes, and represent the smallest (14%) share of any group. Gen Z is overrepresented by nearly 15 pp, while millennials and older cohorts fall below average. Men outnumber women by roughly 10 points.

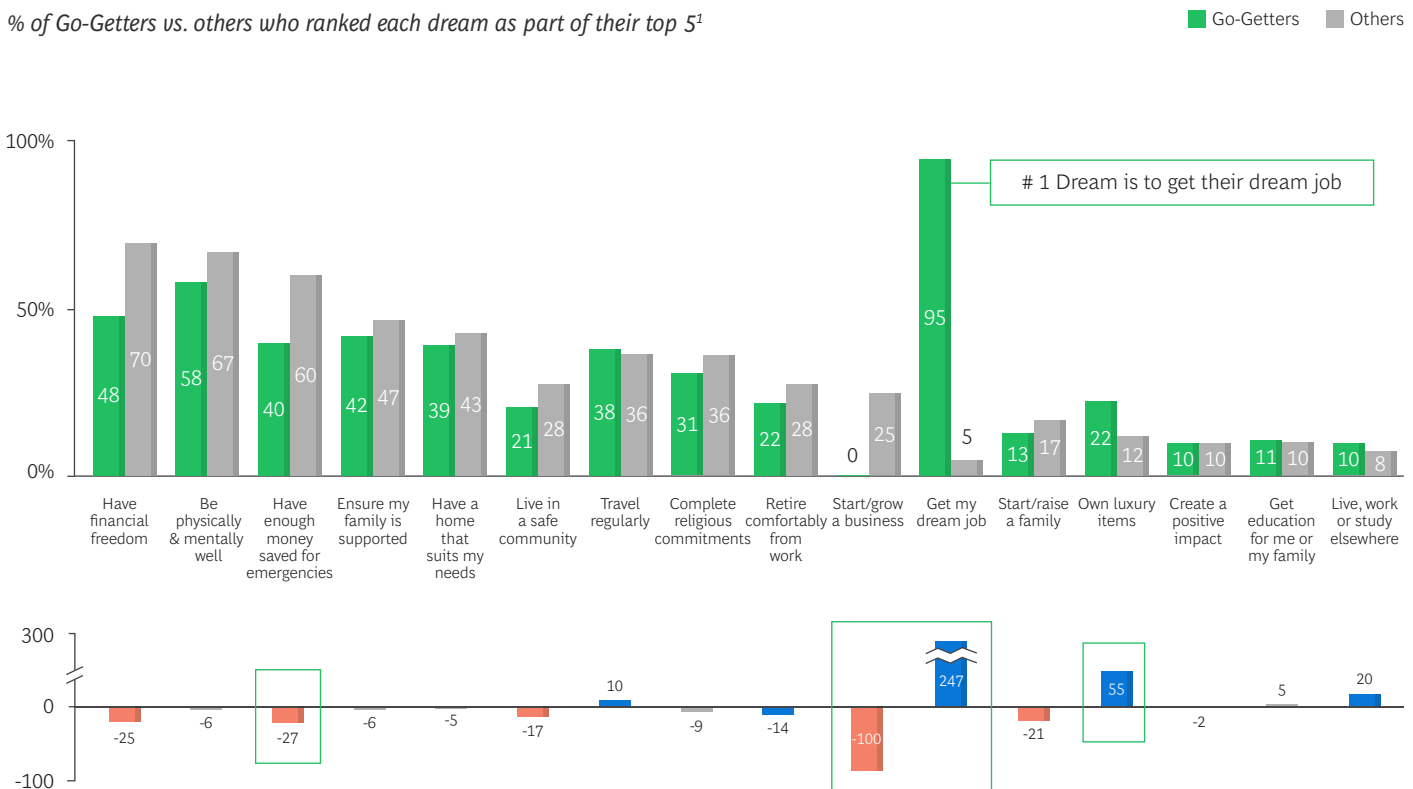
Income levels for Go-Getters skew toward the lower tiers of 'Poor', 'Aspiring', and 'Emerging' brackets, while established and affluent households are underrepresented.

Relationship patterns reinforce the early-stage profile—Go-Getters are more likely to be single or in a relationship but not cohabiting—and they are the group most likely to have no children. In short, Go-Getters are mostly young, lower-income men without dependents, determined to climb quickly out of their current tier.

EXHIBIT 26

Go-getters will swap financial cushions for career highs and lifestyle perks

% of Go-Getters vs. others who ranked each dream as part of their top 5¹



Index² of % of Go-Getters vs. % of others who ranked each dream as part of their top 5²

1. Question: "Please rank the top 5 dreams you'd like to achieve in the next 10 years from the list below, with 1 being your top dream and 5 being your fifth choice dream." Index is calculated as the % difference of the total percentage of Go-Getters who have the dream as part of their top 5 vs. the total percentage of others who have the same dream as part of their top 5;

2. Question: "Please rank the top 5 dreams you'd like to achieve in the next 10 years from the list below, with 1 being your top dream and 5 being your fifth choice dream."

Source: BCG survey on MY Impian, September 2025 (n=1,501)

'Get my dream job' towers above every other goal for Go-Getters. Almost all (95%) of this archetype list it as a top-five dream, a +247 index swing versus the other archetypes. Beyond that, priorities thin quickly. Only two other ambitions—'owning luxury items' (22%) and 'traveling regularly' (38%)—sit above the norm. Almost everything tied to security or family falls behind these dreams. Less than half (40%) aim to build an emergency fund or prioritize family support (42%), and not a single respondent ranks starting a business in their top five. [Exhibit 26.]

The pattern is clear. Go-Getters trade safety nets for career highs and lifestyle perks. They are willing to live with lean

savings and minimal family obligations if it means landing their ideal role, upgrading their wardrobe, or collecting new passport stamps. Financial freedom, wellness, and home ownership still appear on the list, but all fall below other archetypes and far behind the headline dream job.

For this largely young, single, and lower-income cohort of the Malaysian population, success is defined less by stability and more by momentum, ambition, and the satisfaction of climbing fast and living well along the way.

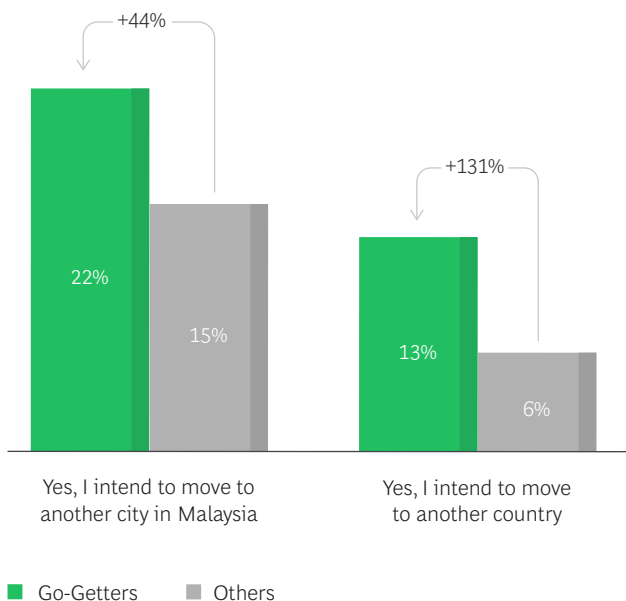
EXHIBIT 27

More likely to move from their current city – for career or earning opportunities

Go-Getters are far more likely to plan a move—both within Malaysia and abroad

Q: Do you intend to move to another city or country in the near future?

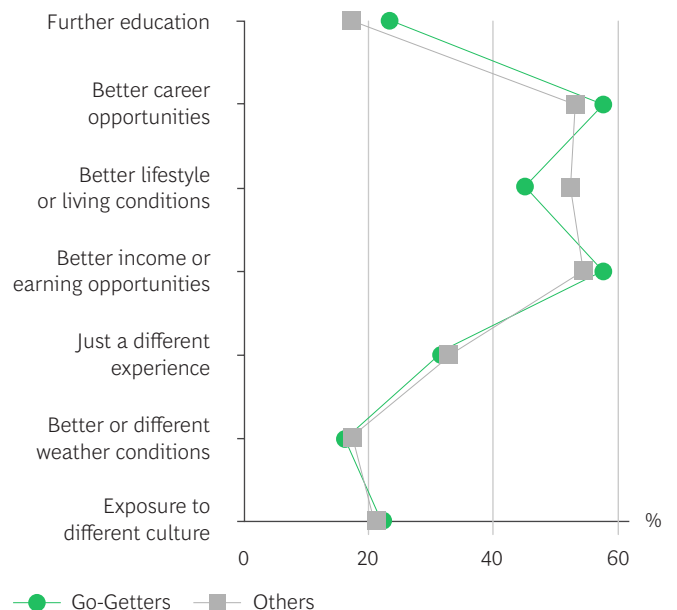
% of responses for select answer option



Career growth and higher earnings top their relocation motives

Q: You mentioned you intend to move to another city or country. What are your reasons for the same? (n=342)

% of responses for select answer option



Source: BCG survey on MY Impian, September 2025 (n=1,501)

Go-Getters' appetite for mobility mirrors their career ambition. With 'get my dream job' topping 95% of their dream lists, moving is simply a practical way to open more doors. One in five (22%) intend to relocate to another Malaysian city—44% above the other archetypes. What's more, 13% are considering a move abroad, more than double the rate of other segments. [Exhibit 27]

When asked why, Go-Getters point first to better career prospects, higher earnings, and access to further education. Lifestyle factors come next. The same pattern

shows up in their dream profile, where travel (38%) and the occasional luxury purchase (22%) outscore traditional security goals.

Taken together, this describes a cohort ready to change geography as readily as job role if it helps them climb faster and enjoy a richer day-to-day life.

"I moved from Ipoh to KL for work—in Ipoh there aren't that many job opportunities that I could find."

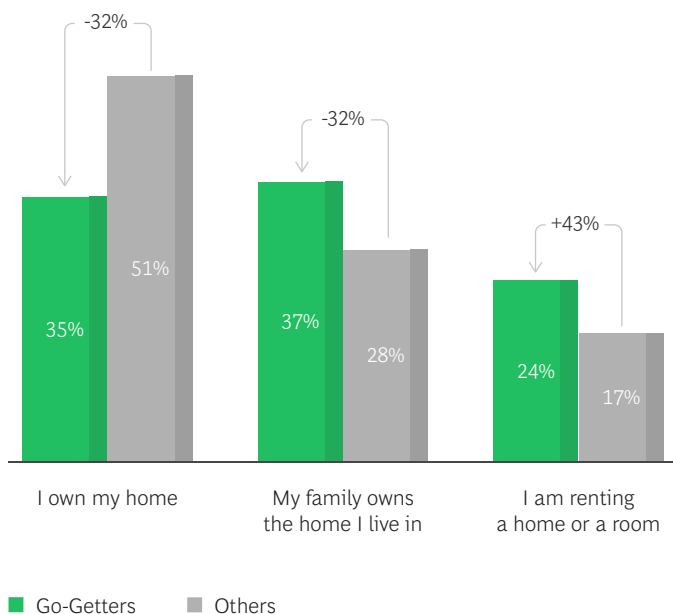
EXHIBIT 28

Less likely to be home-owners but have the highest preference for living in a bungalow

32% less likely to be homeowners currently, but more likely to live in a family home or rent

Q: Which of the following best describes your current home ownership situation? If you have multiple homes, please select for your primary residence (n=501)

% of responses for select answer option



49% of Go-Getters – the highest among segments – choose bungalow as aspirational house choice

Q: If given a choice, what kind of home would you most like to move into in the future? (n=501)

% of responses for select answer option



Source: BCG survey on MY Impian, September 2025 (n=1,501)

Go-Getters fall behind other archetypes on the measure of home ownership, with just over a third (35%) already owning property. [Exhibit 28.] This is far below other archetypes, but their sights are set high. Nearly half (49%) name a standalone bungalow as their dream address, the

most aspirational choice in the survey. Renting or living in the family home is a temporary waypoint. Go-Getters are counting on fast-rising incomes and career breaks to deliver the bigger, independent home they believe the future holds for them.



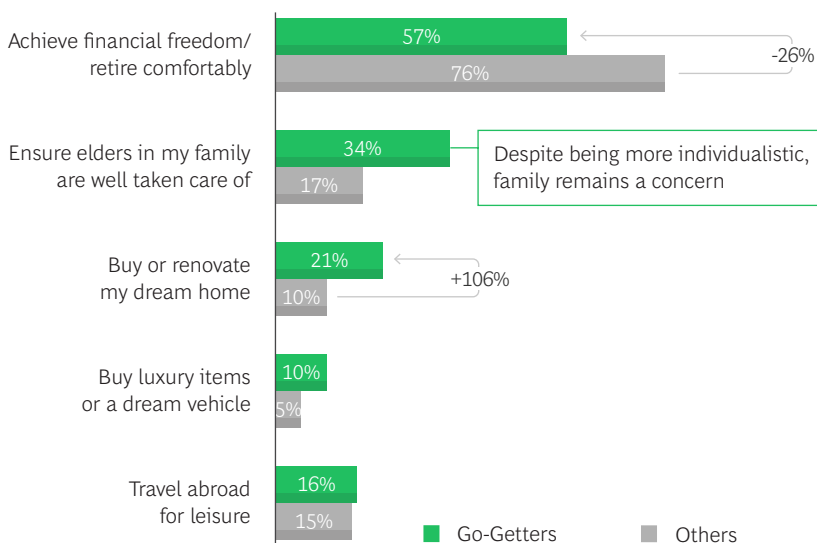
EXHIBIT 29

Invest to fund lifestyle purchases and frequently manage their investments

Go-Getters are twice more likely to save/invest for a dream home, but continue to support elder family members

Q: What are your top investment / savings goals for yourself? (n=500)

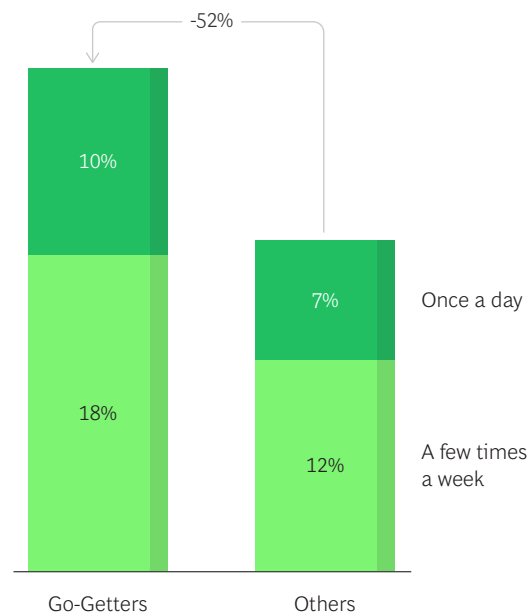
% of responses for select goals



52% more likely to interact with investments often

Q: How often do you manage/interact with your investments? (n=500)

% of responses for select answer option



Source: BCG survey on MY Impian, September 2025 (n=1501)

Achieving financial freedom remains the top savings goal for Go-Getters, but only 57% list it—well below the 76% among other Malaysians. [Exhibit 29.] Instead, they redirect their money toward nearer-term targets. One in five (21%) are saving for a future dream home, double the national rate. Although largely focused on self-

advancement, Go-Getters still keep an eye on family duty. One in three set aside investment funds to support their aging parents, twice the rate seen elsewhere. This hints at a sense of responsibility that coexists with their personal ambition.

“(I think to support my parents) Slowly, I would say, because after I’ve been working I would be only like fresh grad, you know. Giving them money. And time, I don’t think I have, because sometimes you have to take and give.”



Given their career focus, Go-Getters often lack the time and flexibility to support their parents in other ways—money becomes both the most practical and impactful form of care. What drops from their list are next-generation

goals. Starting or raising a family barely registers as a priority, reflecting the same hierarchy seen in their dreams, where the ‘dream job’ and lifestyle perks overshadow long-term security and caregiving roles.

“I do splurge, but it is not about what others might think—it’s about what makes me feel good and about having a unique memory, instead of the day-to-day.”

To connect with Go-Getters, organizations need to match their hunger for speed, growth, and recognition. They want to see progress quickly, without being tied down by long-term commitments.

- **Career acceleration and flexibility**

Go-Getters learn best through hands-on experience and short, focused courses. Short, stackable certificates, project-based mentorships, and employer-paid exam vouchers help them build skills that show up fast on a résumé. Clear and flexible career paths—like lateral moves, promotions based on performance, or overseas placements—keep them motivated. Government can help too, by offering tax rebates or grants for those moving to upskill or take professional courses.

- **Seamless mobility support**

Many Go-Getters are ready to move for better opportunities. Policies and products that facilitate easier mobility will resonate closely with this segment.

Simplifying decisions and processes around housing, job-search, healthcare and particularly, lifestyle (e.g. recreational facilities such as gym membership) will facilitate this desire for greater mobility.

- **Aspirational, goal-linked financial tools**

Go-Getters like to see their effort pay off. Savings accounts and credit cards that unlock rewards once savings milestones are hit—like travel upgrades, co-working passes, or smart-home discounts—will appeal strongly. Round-up savings or goal-based investing can help build good money habits without limiting spending. Clear dashboards that track progress toward these perks appeal to Go-Getters’ motivation for visible achievement.

Go-Getters value anything that helps them move forward fast. Products and policies that turn hard work into quick, visible rewards—while keeping basic protections in place—will win their trust and loyalty.

Legacy Makers

A man with a mustache and goatee, wearing a straw hat, round glasses, a red long-sleeved shirt, and a black apron, stands with his arms crossed in a greenhouse. He is surrounded by large green plants, likely cucumbers, which are growing on vertical trellises. A single light fixture is visible hanging from the ceiling of the greenhouse.

“My dream is to start my own farm and grow it from the ground up; farm-to-table sort of business, that would be good.”



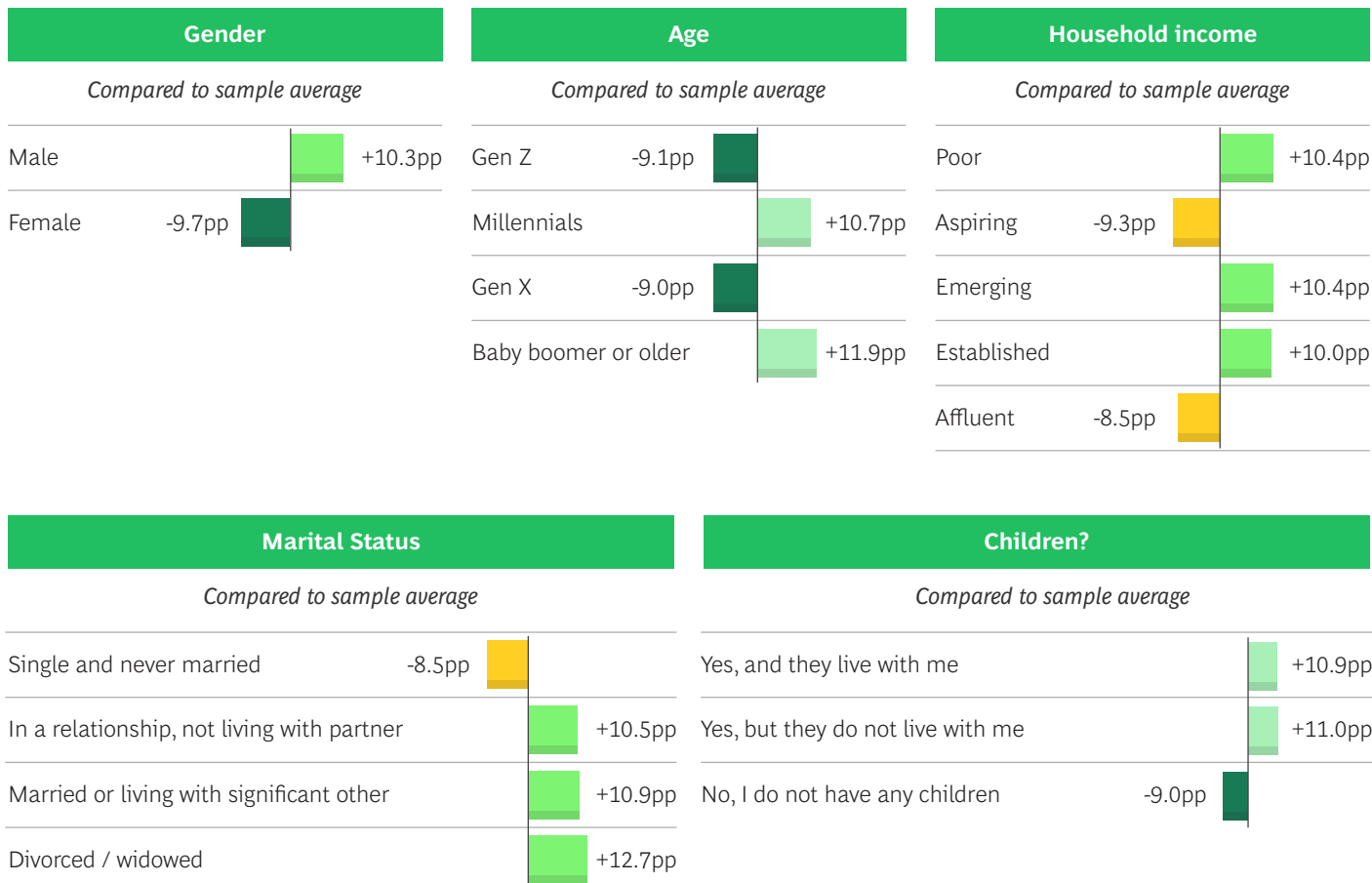
Legacy Makers

Yearn to start their own business and will give up on other comforts to do so

Legacy makers slightly skewed towards upper-middle income, married individuals with children (either in household or grown up) - these allow them some room to take business risks

Comparisons relative to average survey sample, and not representative of absolute values

Demographics



Source: BCG survey on MY Impian, September 2025 (n=1,501)

Legacy Makers make up one in five Malaysians. They are mostly mid-career and middle-income, with slightly more men than women (+10 pp). There are two “waves” of Legacy Makers; those from the older generations of Baby Boomers or older, and Millennials. [Exhibit 30.] Their income sits mainly in the emerging and established middle tiers, with few in the highest brackets. This shows that while Legacy Makers have steady resources, they would still need to stretch them to fund a start-up or new venture.

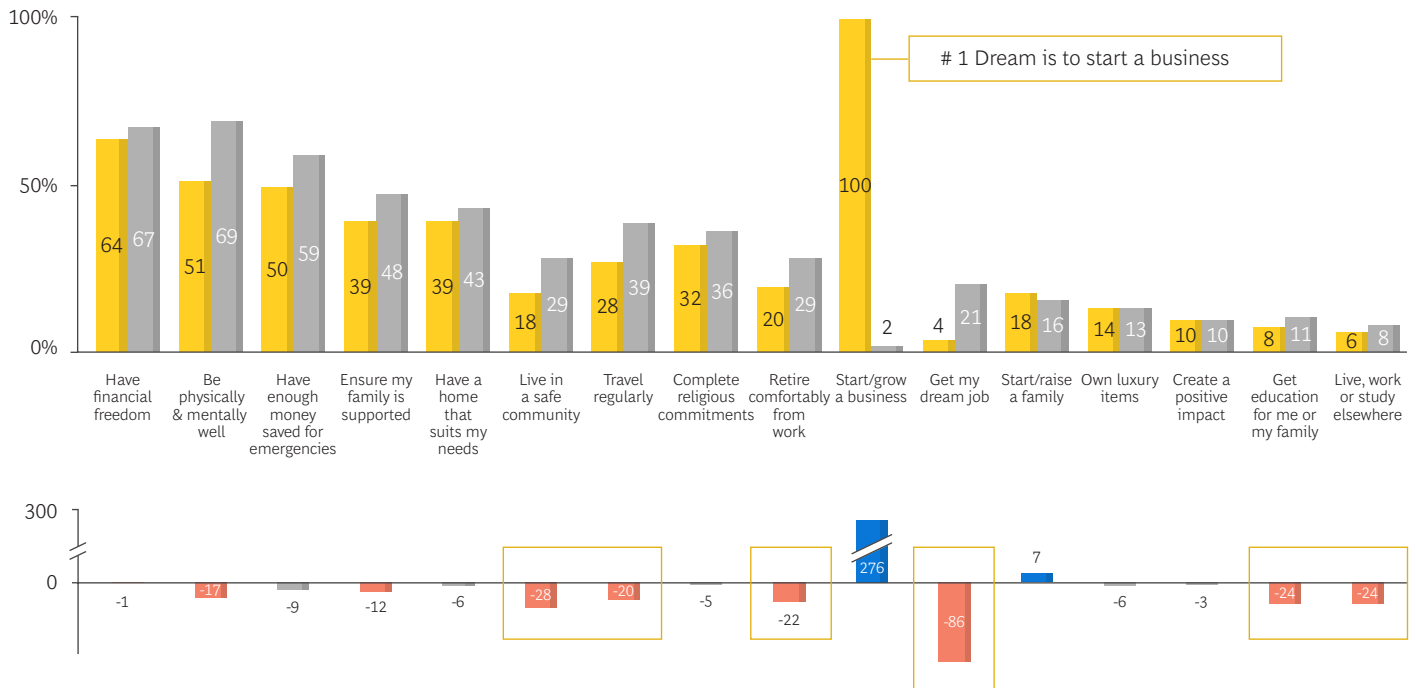
Most Legacy Makers are married or living with a partner and have children—both at home but also no longer living with them. Fewer are single than the average across other archetypes, showing that their entrepreneurial drive is about creating something lasting for their families, not just chasing personal success.

EXHIBIT 31

Entrepreneurship eclipses all other dreams; even “dream jobs” rank far lower

% of Legacy Makers vs. others who ranked each dream as part of their top 5¹

Legacy Makers Others



Index² of % of Legacy Makers vs. % of others who ranked each dream as part of their top 5²

1. Question: “Please rank the top 5 dreams you’d like to achieve in the next 10 years from the list below, with 1 being your top dream and 5 being your fifth choice dream.” Index is calculated as the % difference of the total percentage of Legacy Makers who have the dream as part of their top 5 vs. the total percentage of others who have the same dream as part of their top 5;

2. Question: “Please rank the top 5 dreams you’d like to achieve in the next 10 years from the list below, with 1 being your top dream and 5 being your fifth choice dream.”

Source: BCG survey on MY Impian, September 2025 (n=1,501)

For Legacy Makers, everything centers on one goal—the dream of starting or growing a business. Every respondent in this segment ranks it among their top five dreams, significantly higher than the average for the rest of Malaysia. Beyond this single, north star, no other dream comes close. [Exhibit 31.]

Traditional career goals barely register for this group, with only 4% mentioning the aspiration to land a ‘dream job’. Common security goals sit in the middle—‘have financial freedom’ (64%) and ‘have enough money saved for emergencies’ (50%) are seen as necessary foundations,

but not the main focus. Even lifestyle goals are subdued, with luxury purchases (14%) and regular travel (28%) below the other archetypes.

In short, Legacy Makers are willing to set aside career titles, comfort upgrades, and even some safety-net goals to pour their time and money into entrepreneurship. Family stability still matters—about 4 in 10 mention supporting their household or having a home that fits their needs—but these are seen as outcomes of business success, not competing priorities. Every other ambition bends around the venture they hope to build and pass on.

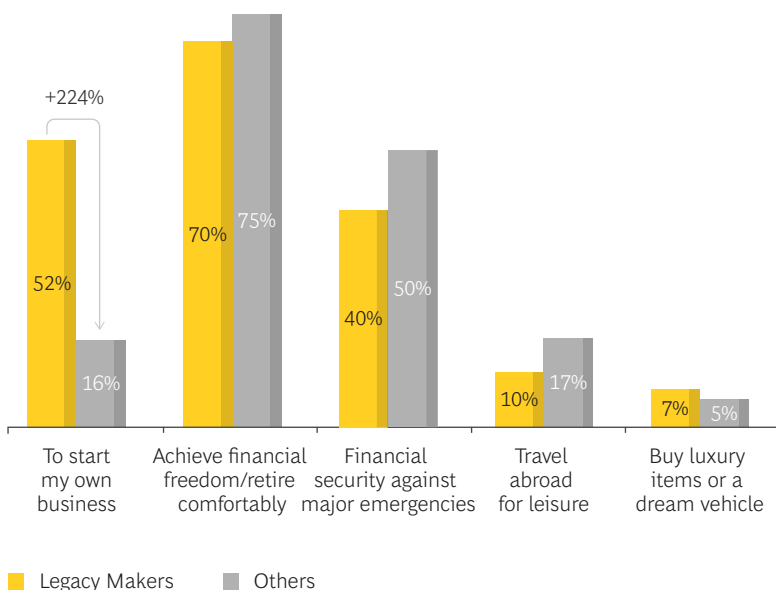
EXHIBIT 32

Invest primarily to start their own business as a support through retirement

Legacy Makers more than twice as likely to invest to start their own business

Q: What are your top investment / savings goals for yourself? (n=500)

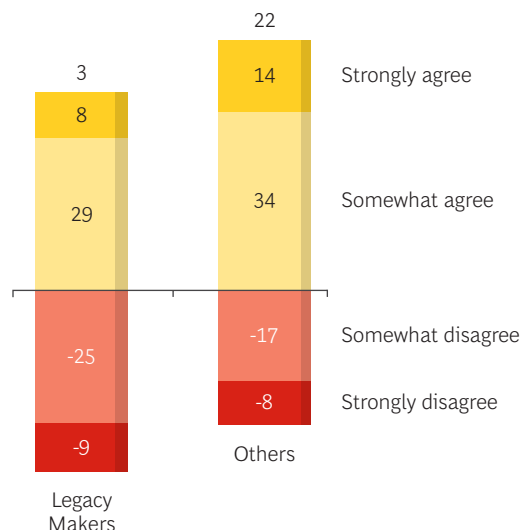
% of responses for select goals



This may be driven by a concern over low retirement savings

Q: To what extent do you agree or disagree with the below statements "My savings (incl. EPF) be sufficient to cover my retirement needs" (n=500)

Net agreement across responses



Source: BCG survey on MY Impian, September 2025 (n=1501)

Legacy Makers invest exactly in line with their main ambition—to ‘start or grow a business,’ a goal shared by everyone in this segment. More than half (52%) are already setting aside money for a future venture, over three times the rate seen in other groups. [Exhibit 32.]

Traditional goals like ‘have financial freedom’ (70%) still matter, but the planned business is clearly seen as the main path to long-term security. That belief is reflected in

their low confidence about retirement readiness. Just 8% of Legacy Makers strongly agree that their savings are already enough, compared with 14% across the broader population.

As a result, discretionary goals—such as building large emergency funds, leisure travel, or luxury purchases—take a back seat. Legacy Makers channel their extra funds into the enterprise they expect will support their own later years and create a legacy for their families.

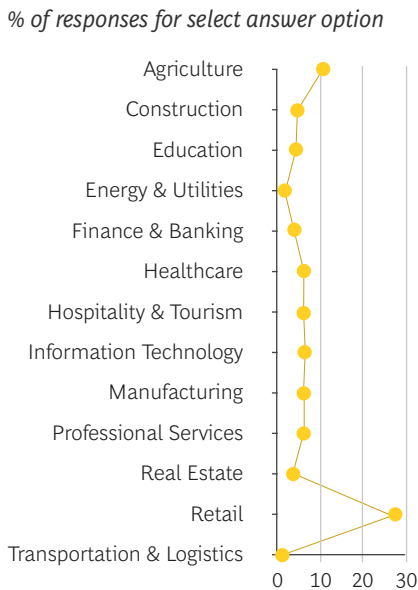
“Being my own boss means I can make my own decisions. The house is already enough, and supporting this business will mean my family is supported.”

EXHIBIT 33

Most want to start a retail business, and are already selling via e-commerce

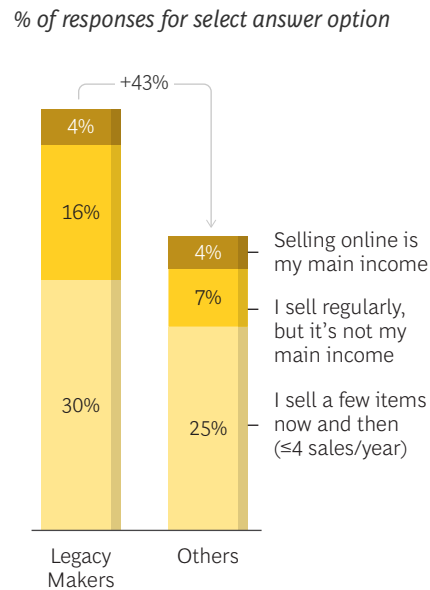
Most legacy makers want to start a retail business

Q: What industry do you want to start / grow your business in? (n=282)



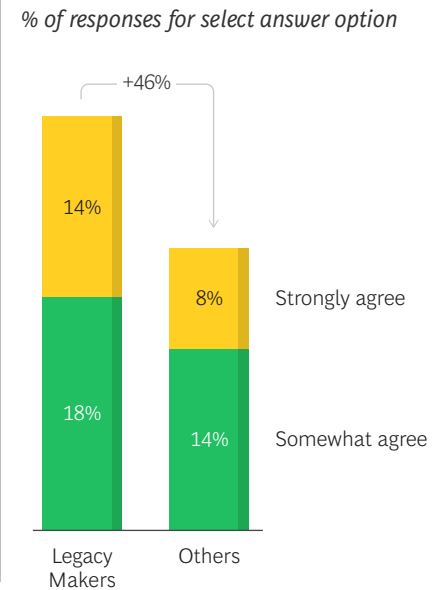
Are already more likely to sell goods & services online...

Q: Which of the below best describes how you use e-commerce platforms (e.g., Shopee, Lazada, TikTok Shop, Instagram/Facebook, Carousell, Grab etc.) to sell items? (n=501)



..and currently earn more from e-commerce

Q: To what extent do you agree or disagree with the below statements "I make most of my income from e-commerce" (n=496)



Source: BCG survey on MY Impian, September 2025 (n=1501)

Legacy Makers are already laying the groundwork for the businesses they hope will fund their retirement. When asked which sector they plan to enter, retail leads by a wide margin—chosen by nearly one-third of the group, well ahead of any other industry. [Exhibit 33.]

Many have already started experimenting online. Half sell goods or services on platforms such as Shopee, Lazada, or TikTok Shop, a rate 43% higher than the rest of the population. About one in three say they sell regularly rather

than occasionally. That early activity is beginning to pay off—14% strongly agree that e-commerce now provides most of their income, compared with just 8% of other Malaysians.

In practice, Legacy Makers are using online side hustles as a testing ground—trying out products, building customer bases, and saving capital—before committing to the larger brick-and-mortar or scaled online ventures that top their list of dreams.

“The economy will be a challenge—it might stop me from making the business more modern. Right now, things are troublesome. The economy is bad and there aren’t many customers.”



To connect meaningfully with Legacy Makers, organizations must understand the two guiding purposes that drive them—funding a comfortable retirement while building a business they can pass on to the next generation.

- **Entrepreneur-backed retirement plans**

Legacy Makers often invest their extra income in their own ventures. Retirement and investment plans that allow flexible, business-linked contributions—such as affordable annuities or unit trusts—can help them balance short-term cash flow with long-term security.

- **Business launch and scale support**

Many Legacy Makers are already running side hustles or small online shops. Small loans or micro-grants, paired with easy bookkeeping tools, marketplace onboarding, and short mentoring programs, can help them grow without heavy costs. Banks or larger firms can also play a role by partnering with small business owners—

offering advice, sourcing products, or helping them reach new customers. Government can make it easier to get licenses, register businesses, and move from part-time online selling on Shopee, Lazada, or TikTok Shop to full-time entrepreneurship with support for branding, supply chains, and financial literacy.

- **Family-centric security products**

Health, life, and key-person insurance plans that protect both the owner and their family can give Legacy Makers peace of mind. Add-ons like education savings or family medical coverage fit naturally with their focus on legacy. Government could also consider tax breaks for families investing in new businesses.

Legacy Makers are practical and hardworking, but financially cautious. They take calculated risks but stay careful with money. Policies and products that help them grow their ventures while protecting their families will go a long way toward earning their trust.



Closing Reflections

Malaysia is a vibrant and diverse country with bold national dreams. Those diverse ambitions are echoed in the dreams of the rakyat. Despite this diversity, however, the stories behind MY Impian reveal a unifying goal to move forward without leaving anyone behind.

Though Providers, Harmony Seekers, Go-Getters, and Legacy Makers make different trade-offs, they all share a common idea of progress—building security, finding purpose, and creating opportunities for those who come after them.

Big Takeaway: What Type of Growth Do We Want?

Perhaps the most striking insight to emerge from MY Impian lies in what it reveals about how Malaysians think about growth and progress.

Harmony Seekers and Providers together make up two-thirds of Malaysian dreamers (66%), while Go-Getters and Legacy Makers account for the remaining one-third (34%). This balance tells a powerful story in itself. The aspirations of Providers and Harmony Seekers—centered on stability, well-being, and steady progress—suggest a more measured and human vision of national development.

This brings us back to the heart of our study. Malaysians share a collective ambition to see the country prosper, but

the dreams that shape that ambition are diverse. Some argue that for Malaysia to sustain its economic momentum, it must grow its ranks of ‘hustlers’—the Go-Getters and Legacy Makers who push relentlessly for success. If this cohort is positioned as the platform for Malaysia’s future success, the fact that only a third of our representative sample identify with this mindset might suggest slower progress ahead.

But there is another way to see it. Malaysia has already come a long way, built on decades of determination and hard work. As prosperity rises, many now wish to enjoy the fruits of that effort—to live well, care for family, and find balance. In that sense, the rise of Providers and Harmony Seekers is not a warning sign but a marker of maturity—a sign of a society ready to grow in quality as much as in quantity.

These perspectives are not diametrically opposed. They can be viewed as complementary forces shaping the nation’s path. This study does not claim to settle the debate, but to open space for reflection and conversation. After all, what better way to consider our future than discuss our dreams? This study is a conversation starter that asks us to consider what progress truly means, and how Malaysia can continue to grow in a way that serves both our shared ambitions and unique dreams.

In closing, several findings invite particular reflection.

What these findings ask of us

1 Start with the basics

Whether you're an aspiring Go-Getter or a settled Provider, the first ringgit still goes to essentials of financial security and good health. Policies and products that protect these basics will create the space for Malaysians to achieve larger dreams.

2 Help people balance work with well-being

Harmony Seekers remind us that success can be defined in more than one way. Flexible benefits, mental health support, and manageable workloads are not perks—they are essential tools for retaining a skilled, aging workforce.

3 Make it easier to build a business

Half of all Legacy Makers are already saving to start a business, and many Go-Getters are testing side

hustles online. Streamlined licensing, micro-funding, and practical mentoring can help turn those ambitions into sustainable sources of employment.

4 See people, not stereotypes

It's important to recognize shared ambitions don't mean all Malaysians require the same platform. Providers look for emergency insurance, Go-Getters want investment apps, Legacy Makers are seeking purpose-built brands. Listening and responding to these differences will always work better than one-size-fits-all solutions.

5 Keep listening

The beauty of dreams is that they can change and grow. Malaysians' dreams will shift as the economy, technology, and daily life evolve. Returning to these insights regularly will help keep understanding grounded in what Malaysians really value, not just what you assume they do.

“

I'm building something my children can run one day—so they won't struggle like I did.”

45-year-old Legacy Maker,
Selangor

Dreams provide a framework on which we hope to build our future. These insights are not aimed at providing answers, but outlining the foundations by which we can support that goal. We hope that they can act to inform

bolder policies, more inclusive products, and conversations that treat every dream, large or small, as worthy of respect and support.

About the Authors



Nurlin Mohd Salleh is a Managing Director and Partner, and the Head of BCG Malaysia. She has deep experience with public sector projects in Malaysia, spanning national policies, economic development, investments, public sector transformation, and productivity. She can be contacted at Salleh.Nurlin@bcg.com.



Aditi Bathia is an Expert Project Leader for BCG's Centre for Customer Insight in SEA. She is based in BCG's Singapore office, and specializes in insights-based consulting within the SEA region. She can be contacted at Bathia.Aditi@bcg.com.



Amir Khaled is an Associate based in BCG's Kuala Lumpur office, with experience supporting public sector projects. He can be contacted at Khaled.Amir@bcg.com.



Ian Lai Ze Yan is a BCG alum who served as a Project Leader in the firm's Kuala Lumpur office.



Zhen Li Ong is a BCG alum who served as an associate in the firm's Kuala Lumpur office.



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