

# **TAN SRI AZMAN HJ. MOKHTAR**

## List of Lectures and Speeches 1<sup>st</sup> August 2018 to 31<sup>st</sup> December 2022

Over the stated period, I have delivered the following lectures, seminars, speeches and talks.

### **August to December 2018 (5)**

1. Speech and Discussion, Yayasan Khazanah Alumni, Kuala Lumpur, 17 August 2018
2. Keynote speech, IKIM. Young Muslim Forum , 31 October 2018
3. Speech at Axiata dinner in Kathmandu, Nepal, 1<sup>st</sup> November 2018
4. Wawasan Open University Acceptance Speech for award of Doctor of Letters, 24<sup>th</sup> November 2018
5. Lecture on LLL/LLH – Life Long Learning, Liku Liku Hidup to Lord Chin Chin Group at Country Heights Kajang, 9<sup>th</sup> December 2018

### **The year 2019 (24)**

6. Talk to the partners of EY (the accounting firm) Malaysia on “Integrity and Institution Building” (Kuala Lumpur, 30<sup>th</sup> January 2019) (2 hours)
7. Keynote lecture at MASIC Forum, Riyadh Saudi Arabia, on Reclaiming the Financial Commons (3<sup>rd</sup> February 2019) (1 hour)
8. Tutorial Seminar on Privatization to Masters in Development students at SOAS, University of London (19<sup>th</sup> February 2019) (1 hour)
9. Talk on Islam and Islamic Finance to the Globalisation class for M.Phil in Development Studies, Cambridge University, of Prof. Peter Nolan (Cambridge, 22 February 2019) (1 hour)
10. Special Lecture to Centre of Development Studies (CDS), Cambridge University on “State X Markets” hosted by Dr Ha Joon Chang (Cambridge, 1 March 2019) (2 hours)
11. Special Lecture to CDS, Cambridge University on “Finance X Society” hosted by Dr Ha Joon Chang (Cambridge, 8 March 2019) (2 hours)
12. Keynote “Fireside Chat” to a leadership seminar of Malaysian SME/Business leaders at Lady Margaret Hall, Oxford University (5<sup>th</sup> April 2019) (2 hours)
13. Special Lecture to Judge Business School, Cambridge University on “Building Responsible and Sustainable Businesses” (14<sup>th</sup> May 2019) (2 hours)
14. Talk to the Turkish Wealth Fund on “Building Institutions” (Istanbul, May 2019) (1 hour)
15. Keynote Address to a business conference on communications on the topic “Fitrah over Fitnah: projecting integrity in a post-truth world” (Kuala Lumpur, 13<sup>th</sup> June 2019) (1 hour)
16. Lecture to MBA students of Universiti Kebangsaan Malaysia (UKM) on “Profit x Purpose” (Kuala Lumpur, 16<sup>th</sup> June 2019) (2 hours)
17. Speech at Georgetown Institute of Open and Advanced Studies (GIOAS) Roundtable (Penang, 22<sup>nd</sup> June 2019) (1 hour)
18. Public Lecture on “Profit and Purpose” at the Wawasan Open University, Penang, Malaysia (24<sup>th</sup> June 2019) (1.5 hours)
19. Public Lecture on “Business and Finance for Society” at the Bicara Darul Iman, hosted by the Chief Minister and State Government of Terengganu, Malaysia (30<sup>th</sup> June 2019) (2 hours)
20. Fireside Chat to the Oxford Cambridge Society of Malaysia on “Global Megatrends and its impact on New Malaysia” (Jointly with DS Nazir Razak) (Kuala Lumpur, 3<sup>rd</sup> July 2019) (1 hour)
21. Lecture to Universiti Islam Antarabangsa Malaysia (UIAM) on “Sustainability in Business” (Kuala Lumpur, 8<sup>th</sup> July 2019) (1 hour)

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22. Speech on Ethical Finance at the reception at Edinburgh Castle at the Global Ethical Finance Forum, Edinburgh, Scotland and Roundtable Discussion earlier (October 7<sup>th</sup> and 8<sup>th</sup> 2019) (30 minutes)
23. A panel talk on sustainability at the Global Ethical Finance Forum, Edinburgh, Scotland (October 9<sup>th</sup> 2019) (1 hour)
24. Advisory panel talks at the Annual Meeting of the Global Future Council of the World Economic Forum (Dubai, UAE, 3<sup>rd</sup> November 2019) (4 hours)
25. Seminar on Islamic Finance to the Oxford Centre of Development Studies (Oxford, November 13<sup>th</sup> 2019) (2 hours)
26. Evening Talk to the Cambridge University South East Asian Society on “Economic and Financial Outlook in South East Asia in a theatre of superpower competition” (Cambridge, November 14<sup>th</sup> 2019) (1.5 hours)
27. Special Lecture at CDS, Cambridge hosted by Dr Ha Joon Chang on “Reclaiming Finance for Society: Status, Challenges and Prospects” (Cambridge, November 18<sup>th</sup> 2019) (2 hours)
28. Lecture to Institute for Manufacturing, Department of Engineering, University of Cambridge (Cambridge, 27<sup>th</sup> November 2019) (1.5 hours)
29. Lecture to Executive Education Program at Judge Business School, Cambridge on “Profits X Purpose” (Cambridge, November 27<sup>th</sup> 2019). (1 hour)

### **The year 2020 (15)**

30. Lecture on Managing the Development Process - to Masters in Development students at LSE hosted by Dr Amir Lebuoi (30<sup>th</sup> January 2020) (1 hour)
31. Keynote speech to Warwick University ASEAN conference, 8<sup>th</sup> February 2020 (45 minutes)
32. Lecture to the China Centre, Jesus College, Cambridge University on The Dragon, The Crescent and The Mousedeer – on China’s BRI 2.0, 13<sup>th</sup> March 2020 (2 hours)
33. Virtual Zoom Keynote and Discussion to MCOBA Inspiring Future Leaders, entitled Virtus over Virus, 9<sup>th</sup> May 2020 (2 hours)
34. Speech at the launch of “Memories”, a book on Axiata Berhad’s first ten years. Kuala Lumpur, 25<sup>th</sup> August 2020
35. Panel presentation to the Ethical Finance Roundtable on Impact Investing organized by the Global Ethical Finance Initiative, on “The Building True Value Project”. Hosted in Edinburgh, Scotland (via Zoom), 26<sup>th</sup> August 2020
36. Panel presentation to the Kuala Lumpur Business Club on “Enabling the Great Reset: ESG Malaysia”. Kuala Lumpur, 28<sup>th</sup> August 2020.
37. Ten lectures on “The Country Heights MBA”, a lockdown project of a “Mini-MBA” conducted for family and friends, with a total of more than 25 hours of lecture time over a ten week period in from July to September 2020
38. Centre of Asian Philanthropy and Society (CAPS), Hong Kong. Annual Conference. Short presentation on public-private philanthropic partnerships in education – the experience of Malaysia’s Trust Schools Program. (by Zoom). 30<sup>th</sup> October 2020
39. Khazanah Alumni Tea Talk. Chair and moderator for the session on US-China Trade Wars – presentation by Tan Sri Andrew Sheng. (by Zoom). 13<sup>th</sup> November 2020
40. Sri Lanka Economic Summit 2020. Panel commentator for Keynote Address by Sri Lankan Prime Minister, Mahinda Rajapaksa. (by Zoom). 2<sup>nd</sup> December 2020
41. Sri Lanka Economic Summit 2020. Keynote Address on Empowering Take-Off Through Progressive SOEs – The Khazanah Nasional Berhad experience (2004-2018). (by Zoom). 2<sup>nd</sup> December 2020
42. CIMB-CGS Thoughts Series. Keynote speech to a leading securities firm and capital market participants in Kuala Lumpur. Speech entitled “Refelctions of an Adventure Capitalist – Lifelong learnings of a 40-year journey as a Finance professional”. (by Zoom). 15<sup>th</sup> December 2020

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43. Bicara Bina Negara IKRAM-MUBIN (Nation Building Discourse Series by IKRAM-MUBIN (IKRAM is an Islamic social movement in Malaysia devoted to social work in education, medical aid, disaster relief among others. MUBIN is the Muslim Business Network). Keynote speech on Building a Prosperous and Harmonious Nation through Development and Leadership. (By Facebook Live). 20<sup>th</sup> December 2020
44. Khazanah Alumni Tea Talk. Chair and moderator for the session on Vision 2020 Betrayed: Whither Malaysia? presentation by Dr. KS Jomo (by Zoom). 22<sup>nd</sup> December 2020

### **The year 2021 (27)**

45. Reflection on Values Series, Fajr Capital, Dubai, UAE. “Building True Value, Building Through Values”. 25<sup>th</sup> March 2021 (By Zoom)
46. Keynote address at the AGM of Persatuan Professional Kewangan Mulsim Malaysia (MFP). “Qawiyul-Amin: Professional Kewangan Pemangkin Kemakmuran Bersama. 27<sup>th</sup> March 2021, Kuala Lumpur (by Zoom)
47. Martin Khor 1<sup>st</sup> Anniversary Memorial – contribution to memorial event by Zoom. 1<sup>st</sup> April 2021
48. Khazanah Alumni Tea Talk #3 – “How to write books and get published”. Introductory and closing remarks. 30 April 2021 (By Zoom)
49. Yayasan Peneraju – CFA Distinguished Speaker Series. “Reclaiming Finance – and the big contribution that you must make!”. Kuala Lumpur, (By Zoom), 8<sup>th</sup> May 2021
50. Chevening Alumni Malaysia Evening Talk – Lifelong Leadership Lessons. 4<sup>th</sup> June 2021, by Zoom
51. Joint Committee on Climate Change (JC3) Finance for Change Forum – Panel speaker on Sustainability. 25<sup>th</sup> June 2021. By Zoom
52. Fajr Academy Lecture by Tan Sri Andrew Sheng – Vote of thanks remarks. 30<sup>th</sup> June 2021
53. Inauguration Address at the 15<sup>th</sup> Muzakarrah Nusantara of ISRA (Islamic Finance Research Academy) 7<sup>th</sup> July 2021
54. Khazanah Alumni Tea Talk #4 – A Palestinian Journey, by Shafiq Morton. Opening remarks. 9<sup>th</sup> July 2021
55. Dialog Negarawan Siri 2 with Ikatan Intellegentsia Membangun Malaysia – 23<sup>rd</sup> July 2021. Via Zoom
56. Do More Podcast with Khoo Hsu Chuang – 30<sup>th</sup> July 2021
57. UTM Endowment Fund launch keynote speech (5<sup>th</sup> September 2021), UTM KL
58. Transforming National Treasures – The Khazanah Story (2004-2018). Brown Bag Talk Series by Pemandu Associates (18<sup>th</sup> September 2021). Via Zoom
59. UTM Citra Karisma event – keynote speech (22<sup>nd</sup> September 2021). Via Zoom
60. UK Islamic Finance Council / United Nations / Islamic Development Bank Virtual Global Summit on Islamic Finance and the SDGs, in conjunction with the United Nations General Assembly – Keynote address on Moving from Halal to Tayyib – Integrating the SDGs (28<sup>th</sup> September 2021). Via Zoom
61. Opening Speech at the 16<sup>th</sup> International Shariah Scholars Forum (ISSF) organised by ISRA on Islamic Finance and the Fiqh of Crisis Management (6<sup>th</sup> October 2021) Via Zoom
62. Khazanah Alumni Tea Talk #5 – 17 Leadership Lessons from the Trenches (8<sup>th</sup> October 2021). Via Zoom
63. Yayasan Sejahtera International Day for Eradication of Poverty (IDEP), in conjunction with World Bank and UNDP – Panel Talk (15<sup>th</sup> October 2021). Via Zoom
64. Responsible Investor Asia Forum – Panel talk on Zoom (Via Zoom From Inverness). How do Asian markets view ESG/Responsible Investment? Economy, society, culture and community (8<sup>th</sup> November 2021)
65. Faith in Finance COP26 Panel by GEFI – Adam Smith Business School, University of Glasgow. Talk to Action – what are faith investors doing? (9<sup>th</sup> November 2021)

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66. Edotco Ethics and Compliance Week Forum – Keynote Speech (10<sup>th</sup> November 2021) via Zoom from London
67. UTM Lead GEMs mentoring session 1 - keynote – On leadership and leadership journey (16<sup>th</sup> November 2021) via Zoom
68. Yayasan Hasanah Forum – Special Address: From Charity to Justice. The role of business and finance – a practitioner’s perspective. (17<sup>th</sup> November 2021) via Zoom
69. UTM Lead GEMs mentoring session 2 – speech and dialogue, UTM Johor Bharu (24<sup>th</sup> November 2021)
70. UTM Endowment malam Sanjungan Budi – after dinner speech, UTM KL (7<sup>th</sup> December 2021)
71. UTM Lead GEMs mentoring session 3 – closing address, Royale Chulan Hotel, KL (15<sup>th</sup> December 2021)
72. UTM Lead lecture Managing in VUCA times: Institutionalisation, Integrity and Good Governance. (Also a 12 Ideas lecture #10) (19<sup>th</sup> December 2021) UTM Johor Bharu

### The year 2022 (40)

73. The Women’s Leadership Foundation (WLF) Mentorship Talk Series: Building True Value, Building Through Values – Lessons from a Transformation and Leadership Journey. (11<sup>th</sup> February 2022). Mandarin Oriental, Kuala Lumpur
74. Celcom Management Retreat – Seizing the Day: From X-Men to X-Factor! Reflections on winning on a transformation journey (18<sup>th</sup> February 2022). Online
75. Program Bicara Ilmu EPU – Transformasi Khazanah Nasional (10<sup>th</sup> March 2022). Putrajaya
76. Fajr Capital Roundtable discussion on the Ummatic Vision – April 2022. Dubai
77. Tabung Haji – speech at launch of Hijrah 24 with YAB PM. (and Iftar event). 11<sup>th</sup> April 2022. Kuala Lumpur
78. UTM Panel of Management and Administration – Building True Value: Leadership lessons from a transformation journey – Kuala Lumpur, 14<sup>th</sup> May 2022
79. Columbia Business School Roundtable – The Future of Finance. 2<sup>nd</sup> June 2022. NYC
80. Mundi Ventures Tech Conference – The View from Asia (Panel Session). Madrid. 7<sup>th</sup> June 2022
81. GEFI Ethical Finance ASEAN 2022 – Panel session on “The S in ESG” – 29<sup>th</sup> June 2022 (recorded on 22<sup>nd</sup> June 2022, online)
82. Alleviating Old Age Poverty through Islamic Finance (panel) - Invest Shariah Conference 2022 – 26<sup>th</sup> July 2022. Bursa Malaysia, Kuala Lumpur
83. Future of Finance and Society Roundtable. INCEIF. 29<sup>th</sup> July 2022
84. Lessons on a Transformation Journey – Sarawak SEDC – Kuching, Sarawak. 3<sup>rd</sup> August 2022
85. Life Lessons from a Transformational Leadership Journey – Terrenganu Inc. – 4<sup>th</sup> August 2022 (video call)
86. Transformational Leadership – 12 Ideas that shaped Khazanah (2004-2018) with a focus on Economic Geography – Universiti Malaysia Sarawak (Unimas) – 4<sup>th</sup> August 2022, Kuching, Sarawak
87. Think City – UN Habitat Sustainability Roundtable, Kuala Lumpur. 9<sup>th</sup> August 2022.
88. On Agility and Resilience – PIDM (Perbadanan Insurans Deposit Malaysia) – 11<sup>th</sup> August 2022. Kuala Lumpur
89. Closing Speech – Majlis Penutupan, Program Konvoi Merdeka 50 Tahun UTM. UTM Kuala Lumpur, 20<sup>th</sup> August 2022.
90. Ibn Khaldun’s Circle of Equity as a model of development – IKIM – 23<sup>rd</sup> August 2022 . Kuala Lumpur
91. Opening Speech – UTM Family Day 2022. UTM Johor Bharu, 27<sup>th</sup> August 2022.
92. Global Ethical Finance Initiative (GEFI) : Global Leaders Power Roundtable – Regional Views on SDG/ESG/Sustainability – Asia and South Asia (panel). Edinburgh, Scotland. 5<sup>th</sup> September 2022

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93. Global Ethical Finance Initiative (GEFI) Summit, Edinburgh, Scotland. The S in ESG (panel). 6<sup>th</sup> September 2022.
94. GEFI Islamic Finance Power Round Table, Edinburgh, Scotland. Moving from Halal to Tayyib. Opportunities and Challenges. 7<sup>th</sup> September 2022.
95. Sustainable Sukuk Roundtable, London, 9<sup>th</sup> September 2022. Hosted by SC Malaysia
96. 13<sup>th</sup> SC-OCIS Islamic Finance Roundtable, 11<sup>th</sup> September 2022, Oxford. Chair of panel session on Demonstration Session on Islamic Finance in a Stakeholder Economy
97. Welcome Speech – Majlis Perhimpunan Dwibulanan Agensi Menteri Hal Ehwal Agama Islam – Tabung Haji, Kuala Lumpur. 20<sup>th</sup> September 2022
98. Global Islamic Finance Forum (GIFF) – Fireside Chat – The Future of Islamic Finance – a conversation with Tan Sri Azman Mokhtar. Kuala Lumpur 6<sup>th</sup> October 2022
99. Commentator to Public Lecture by Professor Ha-Joon Chang at Universiti Sains Malaysia. Penang, 7<sup>th</sup> October 2022
100. Commentator at Development Roundtable by Professor Ha-Joon Chang at Bangunan UAB. Penang, 7<sup>th</sup> October 2022
101. Commentator at Book Launch of Edible Economics by Professor Ha-Joon Chang at Bangunan UAB. Penang, 7<sup>th</sup> October 2022
102. University of London SOAS – Development Lessons from the trenches – The case of Khazanah Nasional, Malaysia’s Sovereign Development Fund (2004-2018). 20<sup>th</sup> October 2022 London
103. INCEIF new campus opening – Opening Speech 27 October 2022, INCEIF Kuala Lumpur
104. INCEIF International Shariah Scholars Forum – Officiating Address. Putrajaya. 1<sup>st</sup> November 2022
105. Business Lunch with Pro-Vice Chancellor of Cambridge University, Prof David Cardwell, jointly hosted with CIMB at CIMB Head Office, Kuala Lumpur – Opening Address.
106. Cambridge-Malaysia Science Roundtable, jointly hosted by UTM and Akademi Sains Malaysia. UTM Kuala Lumpur 2<sup>nd</sup> November 2022 – Opening Address
107. Muzakarah Haji Peringkat Kebangsaan ke-39 hosted by Tabung Haji. Movenpick Sepang. 8<sup>th</sup> November 2022
108. INCEIF Intellectual Discourse – Ibn Khaldun’s Circle of Justice as a Model for Comprehensive Development. INCEIF University, Kuala Lumpur, 9<sup>th</sup> November 2022
109. Speech – Launching of Maqasid Shariah Based VBIT Scorecard for Malaysian Takaful Association in collaboration with INCEIF and ISRA. INCEIF campus 7<sup>th</sup> December 2022.
110. Presentation on “Towards An Altitude Economy: Economic Diversification Strategy in Bhutan” to the Prime Minister’s Office of Bhutan. Panel, with World Bank by Zoom, 13<sup>th</sup> December 2022
111. Food & Thought #26 – Malaysia post GE15: Brave New World or Grave New World. Moderator of panel. Country Heights Kajang. 18<sup>th</sup> December 2022.
112. Opening Address and Presentation at Tabung Haji Knowledge Sharing Workshop on Investment Management. Kuala Lumpur 19<sup>th</sup> December 2022

***Azman Bin Hj. Mokhtar***  
***31<sup>st</sup> December 2022***

### Notes

1. 112 talks in 53 months post semi-retirement (retread tyre phase ☺ hebe) means more than 2 a month. Highest in 2022 (40), then 2021 (27), 2019 (25) and 2020 (15 – year of Covid start). Also just 5 in 2019.
2. Hence, its actually accelerating notwithstanding more “ceremonial” type of speeches in the later years as more responsibilities come through. Earlier years also saw development of more content.
3. Most topics revolve around popular subjects like Khazanah story, Leadership, State x Markets, Finance x Society, Transformation, Development and Islamic Finance. Some specialist talks around BRI China, Travels,
4. Thank-you for those who have been helping!

# TAN SRI AZMAN HJ. MOKHTAR



## List of Upcoming Lectures as at 31<sup>st</sup> December 2022

### Confirmed/Very Likely

113. High-Performing Culture and Transformation – Felda – 6<sup>th</sup> January 2023.
114. Bringing Finance to the Real Economy : a case for a Sovereign Development Fund.  
Oman Central Bank in collaboration with SOAS University– 8<sup>th</sup> January 2023 (Dr Amir)
115. Multidisciplinary International Conference 2023 (MIC 2023) – 7<sup>th</sup> March 2023 –  
Finance and Society , Kuala Lumpur (Dr Fauzi Said) \* (clash with travels, may do via Zoom)
116. Circumnavigators Club, New York City. 19<sup>th</sup> May 2023. Around the World in Trains of  
Thought.
117. Leadership, High-Performing Culture and Transformation – UTM time tbc 2023
118. Follow up tutorial on SOAS development lecture (January/February 2023 tbc)
119. Future of Finance Roundtable/Discussion – TBC 2023 SOAS University of London

### Most likely. Date and time TBC

1. Mercy Malaysia Keynote for Disaster Management Conference – 29<sup>th</sup> October 2022 –  
postponed into 2023 (TBC)
2. Chartered Islamic Financial Analyst – Leadership talk (TBC)
- Remaining 12 Ideas lectures** insyaAllah.
3. #13 – Final lecture : Malaysia Inc Version N: State x Markets, Kancilmomcs (by July 2023  
insyaAllah) @ Universiti Malaya

### Possible?

4. Education Forum – *Postponed* – originally for 17<sup>th</sup> August 2021... (an opportunity to speak on  
human capital development, pembangunan insan, education)
5. CDS Cambridge or SOAS – Seminar with the author of Money, the Unauthorised Biography –  
Felix Martin (tbc). With Ha-Joon Chang
6. Darwin College Cambridge Lunch Talk (tbc)
7. CAPF (Capital and Purpose Alignment Framework). Perhaps @ INCEIF/ASB lecture tbc by  
end 2021 – also for a blog article at WEF Davos GFC, and an article in The Edge
8. A talk on KK 2019 – Lessons from KK 2019 – Trains of Thought
9. Leadership Roundtable at Iskandar Investment Berhad – IIB, Johor Bahru TBC?
10. Women’s Leadership Foundation – Leadership Up Close and Personal session – TBC ??

***Azman Bin Hj. Mokhtar.***

*31<sup>st</sup> December 2022*

Legend: Chance to prepare major think pieces insyaAllah.