

Tan Sri Azman Hj. Mokhtar

(Abridged Biography: As of October 2025)



Tan Sri Azman Mokhtar is currently the Chairman of INCEIF University (The International Centre for Education in Islamic Finance) and the Chairman of the Board of Directors of Universiti Teknologi Malaysia (UTM). Between June 2004 and July 2018, he was the Managing Director of Khazanah Nasional Berhad, Malaysia's strategic investment fund (“Khazanah” with AUM of approximately USD40bn then), and between December 2021 and December 2023, he was the Chairman of Lembaga Tabung Haji Malaysia (Hajj Pilgrims Fund Board with AUM of approximately USD20bn). He was also the Chairman of the Malaysia International Islamic Finance Centre (MIFC) Leadership Council from October 2022 to October 2025.

In Malaysia, he currently serves as a member of the National Council for Islamic Affairs (MKI), the Board of Governors of The Malay College Kuala Kangsar, a Senior Fellow at IKIM Malaysia (the Institute for Islamic Understanding), a fellow at Universiti Malaya Centre for Leadership and Professional Development, a trustee of the Wawasan Education Forum, a board member of the humanitarian NGO MERCY Malaysia, and the Chairman of the Malaysia-Saudi Business Council. Between 2004 to 2018, he variously served on the National Export Council, National Innovation Agency, National Science Council, Special Economic Committee, Iskandar Regional Development Authority, Global Science and Innovation Agenda Council to the Prime Minister, the Advisory Panel to the Minister of Education and the Ministry of Higher Education, the National Bumiputera Prosperity Council and the National Recovery Council for Covid-19 (2020-2022).

His international affiliations include, currently, as a member of the Steering Committee of the Global Ethical Finance Initiative (GEFI), Edinburgh, the Advisory Board of the University of Oxford Technology and Management Centre for Development, the Investment Advisory Council of the Kingdom of Saudi Arabia, the Investment Advisory Committee of the Oxford Centre for Islamic Studies, an Advisory Board member of Mundi Ventures in Madrid, and a member of the Global Future Council on Investing, World Economic Forum (Davos). In 2020, he co-founded the strategy advisory company, Fitrah Capital Associates, in the UAE, and is also currently the Senior Advisor to the Chairman of ACWA Power, Saudi Arabia. Azman is also a Development Leadership Dialogue Fellow at the School of Oriental and African Studies, University of London, and an Advisory Board member of the College of Islamic Studies, Hamad Bin Khalifa University, Qatar. Between 2019 and 2022, Azman was the Distinguished Visiting Fellow at the Centre of Development Studies, University of Cambridge and a Bye-Fellow of Darwin College, Cambridge.

During the 14-year period as Khazanah’s Managing Director and CEO, the institution established itself as a leading sovereign fund in the region as its net portfolio value rose 3.5x from RM33.3bn in

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2004 to RM115.6bn at the end of 2017, an increase of RM82.3bn or a compounded rate of 9.6% p.a. over the period. During this tenure, he spearheaded the GLC (Government-Linked Companies) 10-Year Transformation Program, the development of the Iskandar Malaysia special economic zone, the internationalization of Khazanah and its companies into China, India, South East Asia, Turkey, Middle East and Europe and North America, and investing into new growth sectors, notably in financial services, telecommunications, infrastructure, healthcare and technology.

Azman also founded, chaired or served on various boards of national and listed companies including Axiata Group Berhad and Iskandar Investment Berhad. He also drove the creation of IHH Healthcare Bhd, which is today, one of the largest listed hospital healthcare groups in the world. Prior to Khazanah, he co-founded a boutique financial advisory, BinaFikir Sdn Bhd, and prior to that was the Head of Research at Union Bank of Switzerland (“UBS”), Malaysia and Salomon Smith Barney, Malaysia. He started his career at Malaysia's national utility, Tenaga Nasional Berhad.

In addition to its core work of investing and portfolio management, Khazanah, under Azman, was recognized as a leading proponent of, *inter alia*, Impact and Responsible Investing, Corporate Governance, Islamic and Sustainable Finance, Human Capital Development, and Corporate Social Responsibility by implementing a holistic framework of “Building True Value” from a financial, economic and societal value creation standpoint. In this regard, during his tenure, he led the foundation of several notable institutions and practices, including Yayasan Hasanah, Yayasan Khazanah, Khazanah Research Institute, Yayasan Sejahtera, Khazanah Megatrends Forum, the Trust School Program, Kembara Khazanah, Think City, Amanah Warisan Negara and Taman Tugu Park.

Azman graduated with distinction with an M.Phil in Development Studies from Darwin College, Cambridge University, as a Chevening scholar, and a Diploma in Islamic Studies from International Islamic University Malaysia. In 2018, he was conferred an Honorary Doctor of Letters from Wawasan Open University, Malaysia. He is also a CFA Charter Holder and a Fellow of the Association of Chartered and Certified Accountants (ACCA). His professional accolades include as the Chairman of the Year 2017, Malaysia (by MSWG-ASEAN Corporate Governance), Value Creator for Outstanding CEO of Malaysia 2016 (The Edge), Most Outstanding Individual for contributions to Islamic Finance (by KLIFF, 2011) and the Special Humanitarian Award by MERCY Malaysia (2019). From 2016 to 2018, he was elected by the World Economic Forum (Davos) to the Board of Stewards for the Future of Economic Progress and the Board of Stewards for the ASEAN Regional Strategy Group, and in 2011, a member of its Global Agenda Council on the Role of Business. From 2005 to 2018, he was a member and trustee of the Asia Business Council, and until November 2019, he was a founding trustee of the Asia School of Business in Kuala Lumpur.

For his services to the nation, Azman was awarded the Panglima Setia Mahkota (P.S.M.) medal by the King of Malaysia in 2008 which carries the honorary title "Tan Sri", and the titles “Dato” (2004) and “Datuk Wira” (2017) by the states of Pahang and Melaka respectively. Born in Melaka, Malaysia in 1961, to parents who were teachers, he makes home in Kajang, Malaysia with Mastura Abdul Rahman, and together, they have five children.

For additional information, please visit www.azman-mokhtar.my