

# **TAN SRI AZMAN HJ. MOKHTAR**

## List of Lectures and Speeches From 1<sup>st</sup> August 2018 to 31<sup>st</sup> December 2026

### 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)
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 8th 2019) (30 minutes)
23. A panel talk on sustainability at the Global Ethical Finance Forum, Edinburgh, Scotland (October 9th 2019) (1 hour)

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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 Islamic 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 Centre for Development Studies, University of 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 “Reflections of an Adventure Capitalist – Lifelong learnings of a 40-year journey as a Finance professional”. (by Zoom). 15<sup>th</sup> December 2020
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

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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)
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

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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 – Terengganu 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
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.

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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

### **2023 (66)**

113. Lonjakan Transformasi melalui Budaya Prestasi Tinggi – FELDA, Ibu Pejabat, Kuala Lumpur - 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– Muscat, Sultanate of Oman. 8<sup>th</sup> January 2023
115. George Town Institute of Open and Advanced Studies (GIOAS) Roundtable Discussion – Panellist, Role of Think Tanks in shaping the future – Part 3: Talent, funding, branding and international collaboration – Penang. 28<sup>th</sup> January 2023
116. GIOAS Public Forum and Conference – Panellist, The Role of Universities in Digital Transformation - Penang. 28<sup>th</sup> January 2023
117. Cultivating Agile Leadership in Higher Education Institutions – UTM, Johor Bharu 8<sup>th</sup> February 2023

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118. ASTI Socrates Dialogue – Building a better world post Covid19: Economics, Entrepreneurship and Livelihoods. Petaling Jaya, 10<sup>th</sup> February 2023
119. Speech at conferment of UTM Honorary Doctorate of Management (PHD) to HE Dr Tawfig Al-Rabiah, Minister of Hajj and Umrah, Kingdom of Saudi Arabia. Bangi, Malaysia, 27<sup>th</sup> February 2023.
120. Future of Sustainable Finance Roundtable/Discussion – 7<sup>th</sup> March 2023, SOAS University of London
121. Islamic Finance Hybrid Group Roundtable – Form to Fulfilment - Scaling the Islamic Finance Mountain : From Halal to Tayyib. 13<sup>th</sup> March 2023. Ashurst, City of London
122. Tutorial presentation to SOAS, University of London Development Studies students, Tropea Café, Russell Square, 17<sup>th</sup> March 2023.
123. Shaping Your Leadership Journey – Lecture to YK Scholars ++. Goodenough College, University of London, 17<sup>th</sup> March 2023
124. Keynote address: TH Group Summit – Sustainability as Strategic Growth Opportunity: Movenpick Hotel and Convention Centre, KLIA. 21<sup>st</sup> March 2023.
125. GEFI Ethical Finance ASEAN 2023: Keynote Address (Video recording on 16<sup>th</sup> March for online release on 30<sup>th</sup> March 2023).
126. Presentation on ASEAN Economic Outlook to the Board of Directors of SEEK, Australia. Kuala Lumpur 22<sup>nd</sup> March 2023.
127. Ucapan Aluan – Karnival Pengelola Jemaah Haji (PJH) 2023. 25<sup>th</sup> March 2023.
128. Overview of GLC Transformation Program – presentation to HE Pravin Gordhan, Minister of Public Enterprises of South Africa. Hosted by Pemandu Associates. 2<sup>nd</sup> May 2023, Hilton Kuala Lumpur, KL Sentral.
129. Lessons on a Leadership Journey : Tresspassings – 77 Trains BC and Other Journeys. Lecture to Malaysian students. London 8<sup>th</sup> May 2023. Baraka Khan Centre, East London Mosque, London.
130. Welcome Address – OCIS-UTM Science Roundtable, Royal Inaugural Session. Malaysia Auditorium, Oxford Centre for Islamic Studies, Oxford, 12<sup>th</sup> May 2023.
131. Various chair, introductory roles. OCIS-UTM Science Roundtable. Oxford, 13<sup>th</sup> and 14<sup>th</sup> May 2023.
132. Finance Roundtable – Islamic and Impact Finance. Harvard Club NYC. 18<sup>th</sup> May 2023
133. Circumnavigators Club 121<sup>st</sup> Annual General Meeting lecture, Penn Club, New York City. 19<sup>th</sup> May 2023. “Trespassings – 77 Trains BC and Other Journeys”
134. Mercy Malaysia Keynote for Disaster Management Conference – 29<sup>th</sup> May 2023.
135. 11<sup>th</sup> Annual Asia Asset Management Malaysia Roundtable 2023 – Panel. – VBI Progress Report: 5 years on: Is Islamic Finance a Tool for the Stakeholder Economy? Le Meridien, Kuala Lumpur 30<sup>th</sup> May 2023
136. PWC Talk – Driving Trust from the Top. (Farewell Lunch for Dato Faiz Azmi. Chairman of PWC Malaysia). St Regis Hotel, Kuala Lumpur. 31<sup>st</sup> May 2023.
137. Asia Pacific Regional Consultation on the UNDP 2023 Human Development Report. Keynote address - Governance Mismatches in the Anthropocene. 7<sup>th</sup> June 2023, Sunway University, Petaling Jaya.
138. Bank Negara Malaysia Annual Report Symposium – Panel on Islamic Finance. 8<sup>th</sup> June 2023.
139. Closing Address to Tabung Haji Nominee Directors conference. Movenpick KLIA, Putrajaya, 13<sup>th</sup> July 2023
140. Bank Islam 40<sup>th</sup> Anniversary Interview. At Tabung Haji HQ, 38<sup>th</sup> Floor. 21<sup>st</sup> July 2023
141. Institute of Capital Market Research (ICMR)- Securities Commission (SC) Conference. Fireside chat with Tan Sri Azman Mokhtar. SC, Kuala Lumpur 25<sup>th</sup> July 2023. “Ten Capital Ideas”.

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142. Opening remarks. Lecture by Dr Omar Suleiman on Islam and Inequality – what Economics and Finance from an Islamic perspective can do. INCEIF University. Kuala Lumpur, 26<sup>th</sup> July 2023
143. Horses for Courses – Harnessing the Power of State X Markets – Development Lessons from Malaysia’s Sovereign Development Fund, Khazanah Nasional and the GLC Transformation Program (2004-2018). Presentation to the World Bank and Ministerial delegation from Angola. Shangri-La, Kuala Lumpur. 2<sup>nd</sup> August 2023. (prepared the presentation, unable to deliver as was sick. Presented by Albert Zuefack and Mohd Izani Ashari).
144. KerjayaOne Wisdom Malaysia Conference – Keynote address on “Leaving legacies – leading an executive’s life worth living”. Kuala Lumpur , 9<sup>th</sup> August 2023
145. Asia School of Business Leadership Talk Series. In conjunction with Khazanah Alumni. “Trespassings – Leadership Lessons from 77 Trains BC and Other Journeys”. Khazanah Auditorium. 18<sup>th</sup> August 2023
146. Bank Negara I-Tekad Roundtable Panel. 22<sup>nd</sup> August 2023. Bank Negara, Kuala Lumpur
147. 14<sup>th</sup> SC-OCIS Roundtable. Panel Chair on Responsible Stewardship for Sustainable Growth and Long Term Value Creation. Securities Commission, Kuala Lumpur. 25<sup>th</sup> August 2023.
148. Projek Amanah by Anak Muda Bukit Damansara – Evening Talk on “Managing your Leadership Journey”. Ah-Yumm. Kuala Lumpur, 26<sup>th</sup> August 2023.
149. Majlis Amanah Rakyat (MARA) – Knowledge sharing on GLC Transformation. Kuala Lumpur, 30<sup>th</sup> August 2023
150. Ilmu Hasanah: “Trespassings – Around the World in Trains of Thought - Leadership Lessons from 77 Trains BC and Other Journeys”. Yayasan Hasanah, Kuala Lumpur. 5<sup>th</sup> September 2023.
151. Trespassings – Around the World in Trains of Thought - Leadership Lessons from 77 Trains BC and Other Journeys”. Sustainable Finance Leadership Program. Fireside Chat. Harris Manchester College, Oxford University. 13<sup>th</sup> September 2023.
152. GEFI SDG Hive – Impact and Performance Linked Financing for National Development. Edinburgh, 19<sup>th</sup> September 2023
153. GEFI SDG Hive – Dinner Speech Edinburgh, 19<sup>th</sup> September 2023
154. GEFI SDG Hive – Islamic Finance – from Halal to Tayyib. Edinburgh, 21<sup>st</sup> September 2023
155. World Bank/MIA – Presentation to Ethiopian Investment Holding Company, Kuala Lumpur 27<sup>th</sup> September 2023
156. Keynote Interview MLC – IFN for SC Kuala Lumpur, The concept of moving Islamic finance from Halal to Tayyib and the discussion of form over substance in Islamic finance. 3<sup>rd</sup> October 2023
157. TH Directors Training – Unlocking Waqf Potential for Hajj Cost Management. 6<sup>th</sup> October 2023.
158. TH Innolab Closing Speech – Langkawi – 12<sup>th</sup> October 2023.
159. Top Glove Group Berhad. Presentation on Governance and Business Strategies to the Board. 17<sup>th</sup> October 2023.
160. World Zakat and Waqf International Conference, Keynote Speech on Leadership Excellence in Transforming Zakat and Waqaf Institutions. 19<sup>th</sup> October 2023. Alor Setar, Kedah.
161. Speech to UTM Alumni Association, Putrajaya, 21<sup>st</sup> October 2023
162. United Nations World Cities Day High-Level Leaders Meeting, Keynote Speech, Istanbul, 30<sup>th</sup> October 2023
163. United Nations World Cities Day. Plenary Summary Remarks. Istanbul, 31<sup>st</sup> October 2023

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164. United Nations World Cities Day. Astro Awani Interview. “Bina Kota, Bina Tamadun, Jangan Fikir Untung Sahaja”, 31<sup>st</sup> October 2023, screened at 8:30pm on 6<sup>th</sup> November 2023 in 30 minute program.
165. “*Bijaksana dan Bijaksini* : Living and Leading an Executive’s Life worth Leaving. IBFIM-ASB Purposeful Leadership Program from an Islamic perspective – 10<sup>th</sup> November 2023 (Langkawi)
166. “Maximising the application of the Maqasid Al-Shariah in the Islamic Finance Industry and its Impact on Sustainability”. Opening Keynote Address at the 18<sup>th</sup> INCEIF Shariah Scholars Forum. Kuala Lumpur, 14<sup>th</sup> November 2023
167. Tabung Haji Future Leaders Leadership Lecture to MCP/OCP (Talent Pool). Kuala Lumpur 21<sup>st</sup> November 2023.
168. Bank Pembangunan 50<sup>th</sup> Anniversary Conference – Panel session on opportunities for Developmental Financial Institutions (DFIs), Kuala Lumpur, 22<sup>nd</sup> November 2023
169. Brief remarks, Community Sustainability Breakfast Walk and Talk, with Prof. Dr Mike Rands, Master of Darwin College and Deputy Vice Chancellor, Cambridge University. Taman Tugu Kuala Lumpur, 23<sup>rd</sup> November 2023.
170. Introductory remarks. Corporate Lunch hosted by CIMB for Prof. Dr Mike Rands, Master of Darwin College on Sustainability. CIMB HQ, Kuala Lumpur, 23<sup>rd</sup> November 2023.
171. Universiti Malaya Centre for Leadership and Professional Development (UM Lead) Lecture on “*Bijaksana dan Bijaksini*” - Purposeful and Principled Leadership. 27<sup>th</sup> November 2023
172. SC-SIDC UiTM InvestED Leadership Talk. “Building True Value, Building Through Values: Making a positive impact to Society through a career in Finance”. UiTM Puncak Alam, Selangor. 28<sup>th</sup> November 2023
173. Bank Rakyat Berhad – Budaya Rakyat Leadership Lecture on “Breakthrough Performance” 28<sup>th</sup> November 2023
174. COP-28 – Unlocking Islamic Finance Panel at Malaysia Pavillion, under MIFC/Bank Negara/SC. Dubai, 3<sup>rd</sup> December 2023
175. COP-28 Speech on Ibn Khaldun X Adam Smith (Systemic Change). Dubai. December 4<sup>th</sup> 2023.
176. Fajr Academy Talk on “Trespassings – Leadership Lessons from 77 Trains BC and Other Journeys”, Dubai. 5<sup>th</sup> December 2023.
177. COP-28 remarks at GEFI launch of Poject Tayyib. Dubai. 5<sup>th</sup> December 2023.
178. Tabung Haji – Closing Speech to Nominee Directors Training on 19<sup>th</sup> December 2023.

### **2024 (70)**

179. George Town Institute of International Affairs and Studies (GIOIAS) Roundtable – Panelist – Global Outlook. Penang. 13<sup>th</sup> January 2024
180. George Town Institute of International Affairs and Studies (GIOIAS) Roundtable – Moderator. Penang. 13<sup>th</sup> January 2024
181. RDS (Rosli Dahlan Sarvana Partners) GLC/GLIC Legal Counsel Forum 2024 - Balancing the Hybrid Role : Attaining Profits vs Meeting Government’s Expectations in Business Undertakings by GLCs RDS GLCs Legal Talk. Panelist. Sime Darby Convention Centre, Kuala Lumpur. 23<sup>rd</sup> January 2024
182. Asia Finance Forum. Fireside Chat on Islamic Finance. Hong Kong. 25<sup>th</sup> January 2024
183. Opening Remarks to a Conference on Islamic Finance to the Hong Kong Society of Stockbroking and Futures Professionals. Hong Kong, 25<sup>th</sup> January 2024
184. Speech at Appreciation Dinner of Tabung Haji (Farewell Dinner) at Le Meridien, Kuala Lumpur. 5<sup>th</sup> February 2024
185. Breakfast Talk on “Whither Malaysian Regional Champions” to the ASEAN Business Advisory Council, at Maybank HQ, Kuala Lumpur. 7<sup>th</sup> February 2024

## **TAN SRI AZMAN HJ. MOKHTAR**

186. Leadership Talk to monthly meeting of the Natural Resource and Environmental Sustainability Ministry , Energy and Climate Change Ministry (NRES), Jabatan Perhutanan, Kuala Lumpur, 14<sup>th</sup> February 2024
187. Keynote Speech at Plenary Session 2 on “Financing A Sustainable Humane Economy: Moving Islamic Banking & Finance Forward” at the 15<sup>th</sup> International Conference on Islamic Economics and Finance (ICIEF) at Universiti Islam Antarabangsa, Gombak, Kuala Lumpur. 20<sup>th</sup> February 2023
188. Moderator for Leadership Talk – A Conversation with Sonny Bill Williams on “Rugby, Life and My Leadership Journey” at the Khazanah Auditorium of the Asia School of Business, Kuala Lumpur. 23<sup>rd</sup> February 2024
189. Moderator for Food & Thought Evening #29, An Evening with Sonny Bill Williams at Country Heights Kajang. 24<sup>th</sup> February 2024
190. Panellist on The Role of Institutional Investors in Promoting Sustainability and Performance Through Good Corporate Governance. Institutional Investor’s Council Corporate Governance Conference. Kuala Lumpur, March 5<sup>th</sup> 2024
191. Stanchart Islamic Finance Conference. Keynote Opening Remarks. Kuala Lumpur. 6<sup>th</sup> March 2024
192. Kementerian Pengajian Tinggi High Level Panel on Peranan LPU menghadapi cabaran “3C” (Chaos, Complexity and Contradiction). Moderated by YB Menteri KPT. PWTC. 14<sup>th</sup> March 2024
193. UNHCR – INCEIF Ramadan Table Talk. Welcome Address. 20<sup>th</sup> March 2024. INCEIF Kuala Lumpur
194. Kembara Kretapi: 77 Days, 77 Trains, 1 World. Leadership Lessons from Around the World in Trains of Thought. Strategy lecture series, UTM Johor Bharu 21<sup>st</sup> March 2024
195. Affin Islamic Finance Forum 2024. Special Address. Menara Affin, TRX Kuala Lumpur. 3<sup>rd</sup> April 2024
196. Asia Business Council Spring Forum. Jakarta. Panellist – Round Robin on the World Outlook. 18<sup>th</sup> April 2024
197. In Conversation, Reclaiming the Financial Commons – Development Leadership Dialogue, School of Oriental and African Studies, University of London 23<sup>rd</sup> April 2024
198. Can Finance Truly Serve Society – The Case for Islamic Finance. Port Talk, Goodenough College, University of London, 30<sup>th</sup> April 2024
199. Technology and Finance for Development for the Global South – Al-Jaziri Lecture. Centre for Technology and Management. Queen Elizabeth Hall, Centre for Development, University of Oxford. 13<sup>th</sup> May 2024
200. Razak School of Government Lecture. “Building True Value, Building Through Values – Leadership and Value Creation in Uncertain Times”. 21<sup>st</sup> May 2024. Kuala Lumpur
201. Celcom-Digi Leadership Talk. 24<sup>th</sup> May 2024
202. Mercy Malaysia 30<sup>th</sup> Anniversary Conference, Plenary Talk, UTM Kuala Lumpur, May 27<sup>th</sup> 2024
203. Global Islamic Economics International Forum (GFIEF), Kuala Lumpur City Centre Convention Centre, May 29<sup>th</sup> 2024 – Fireside Chat
204. Global Islamic Economics International Forum (GFIEF), Kuala Lumpur City Centre Convention Centre, Kuala Lumpur, May 29<sup>th</sup> 2024 – Closing Plenary
205. MIFC Leadership Council Breakfast Roundtable. Islamic Arts Museum Malaysia. Kuala Lumpur. 30<sup>th</sup> May 2024.
206. Sasana Symposium – Fireside Chat, Islamic Finance Outlook. June 12<sup>th</sup> 2024.
207. Food & Thought #30 – Dr Eric Li – One world, multiple systems. Country Heights Kajang. June 12<sup>th</sup> 2024.
208. ILHAMAVCAP Leadership Series Talk. Sharing Session. 19<sup>th</sup> June 2024.
209. Perdana Fellows Alumni Association Speaker Series 21<sup>st</sup> June 2024

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210. Kerjaya One Leadership Conference – Kembara Kretapi – Lessons from around the world in trains of thought – (26<sup>th</sup> June 2024)

211. Managing Your Leadership Journey : Mentoring Session – “WFF Group” – Country Heights Kajang (29<sup>th</sup> June 2024).

212. Petronas Board Excellence Programme – Effective Stakeholder Management. Bangi. 10<sup>th</sup> July 2024

213. Ikhlas Capital 5<sup>th</sup> Annual Conference Panel. 19<sup>th</sup> July 2024. Kuala Lumpur

214. Azman Sulaiman’s Cuba Cerita Podcast. Merdeka in Me. 25<sup>th</sup> July 2024

215. Evening Soiree discussion, Artificial Intelligence with The Hive (TM Ravi and Kamesh). Country Heights Kajang, 29<sup>th</sup> July 2024

216. Securities Commission, Kuala Lumpur – The Hive Catalyst Series : Pre-Lunch Fireside Chat on AI – The Rise of Smart Investments. 30<sup>th</sup> July 2024

217. Razak School of Government Forum on Governance. Panel session on Surat Pekeliling Tatakelola Kuala Lumpur 9<sup>th</sup> August 2024

218. Remarks to the delegation of the Deputy Prime Minister of Tatarstan at visit to INCEIF University. Roundtable on Islamic Finance. 14<sup>th</sup> August 2024

219. Invest Shariah Conference Panel. 15<sup>th</sup> August 2024. Bursa Malaysia – CGS Securities. Kuala Lumpur

220. Cyberview Berhad Leadership Talk. 16<sup>th</sup> August 2024

221. IFMC (Islamic Finance Market Sub-Committee of Bank Negara) and MLC Green Sukuk Roundtable – Summary Remarks. Sasana Kijang 19<sup>th</sup> August 2024

222. Interview for Khazanah Nasional Berhad 30<sup>th</sup> Anniversary book and video. 21<sup>st</sup> August 2024

223. IKRAM Bina Negara Forum on Islamic Social Finance – Official Opening Speech. 22<sup>nd</sup> August 2024. Bangi, Selangor

224. Founding Taman Tugu Talk. People Library Taman Tugu KL. 25<sup>th</sup> August 2024

225. TYMBA ACCA Education Leadership Talk. 27<sup>th</sup> August 2024. Kuala Lumpur

226. Brunei Future of Finance Conference. Fireside Chat on Islamic Finance. Brunei. 2<sup>nd</sup> September 2024.

227. Khazanah Nasional Berhad – 30<sup>th</sup> Anniversary Former MDs Panel. Kuala Lumpur 3<sup>rd</sup> September 2024

228. IBFIM Islamic Leadership Program. Eminent Speaker. Bijaksana – Bijaksini : 4<sup>th</sup> September 2024. Langkawi

229. IBFIM Islamic Leadership Program. Supper leadership roundtable chat. 4<sup>th</sup> September 2024. Langkawi

230. Gita Warjawan Podcast, Country Heights, 5<sup>th</sup> September 2024

231. 15<sup>th</sup> SC-OCIS Roundtable on Islamic Finance. Chair – Session 2: Integrating Maqasid Al-Shariah in Transforming Finance. Oxford, UK. 7<sup>th</sup> September 2024

232. Speech and presentation at Islamic Finance and Halal Economy Hybrid Group Roundtable. London. 9<sup>th</sup> September 2024.

233. BNM-MIFC Business Forum. Chair and Moderator Roundtable – Strengthening Malaysia-UK business linkages through Islamic Finance. London, UK. 10<sup>th</sup> September 2024.

234. BNM-MIFC Business Forum. Summary and Closing Remarks. London, UK. 10<sup>th</sup> September 2024.

235. GEFI Ibn Khaldun Lecture at Panmure House, Edinburgh. 23<sup>rd</sup> September 2024.

236. GEFI SDG Hive. Welcome remarks session on Prosperity without Growth. Edinburgh. 24<sup>th</sup> September 2024

237. GEFI SDG Hive. Panelist. Financial centres collaborating to achieve sustainable finance agenda. Edinburgh. 26<sup>th</sup> September 2024

238. ISRA – IsDB Leadership Program lecture, Kuala Lumpur 17<sup>th</sup> October 2022

239. Dialog Biacara Tokoh on Peranan GLC Memacu Pembangunan Negara with Majlis Professor Negara, Country Heights Kajang, 18<sup>th</sup> October 2024

## **TAN SRI AZMAN HJ. MOKHTAR**

- 240. EPF Strategy Meeting 2024. Panel on Megatrends and Investment Environment Outlook. 21<sup>st</sup> October 2024. Kuala Lumpur
- 241. Khazanah Research Institute, 10<sup>th</sup> Anniversary Interview. Kuala Lumpur, 25<sup>th</sup> October 2024.
- 242. Ibn Khaldun x Adam Smith lecture – New York University in Abu Dhabi. 30<sup>th</sup> October 2024
- 243. Lecture at College of Islamic Studies, Hamad Bin Khalifa University, Doha, Qatar. 4<sup>th</sup> November 2024
- 244. Putrajaya Festival of Ideas – Kementerian Pendidikan Tinggi, Putrajaya. Panel. 28<sup>th</sup> November 2024
- 245. Evening Talk – Tim Mackintosh Smith in conversation with Tan Sri Azman Mokhtar, Liberal Latte, Kuala Lumpur, 4<sup>th</sup> December 2024
- 246. Kementerian Pengajian Tinggi Panel, Penang, 7<sup>th</sup> December 2024
- 247. Executive Synergy Lecture - Johor State Government, Johor Bahru. 12<sup>th</sup> December 2024
- 248. Yayasan Khazanah Alumni Keynote Lecture, 14<sup>th</sup> December 2024, Kuala Lumpur

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- 249. Asia Finance Forum Islamic Finance Roundtable, Hong Kong, January 13<sup>th</sup> 2025
- 250. Game of Impossible (Idris and Leon Jala) Podcast. Kuala Lumpur. January 17<sup>th</sup> 2025
- 251. Harnessing Tech and Finance for the Global South – the case for a Sovereign Development Fund. Seminar lecture, College of Islamic Studies, Hamad Bin Khalifa University, Doha, Qatar. 2<sup>nd</sup> February 2025
- 252. Islamic Development Bank Executive Development Program, Leadership Talk. Kuala Lumpur. 6<sup>th</sup> February 2025
- 253. UM Lead University Malaya leadership talk. 12<sup>th</sup> February 2025.
- 254. IBFIM – Hong Leong Islamic Bank – Establishing Islah through Islamic Finance talk Kuala Lumpur, 12<sup>th</sup> February 2025
- 255. Wawancara BAM (Bicara Alam Manusia) interview. Country Heights Kajang. 14<sup>th</sup> February 2025
- 256. GEFI-ASEAN SDG Hive – Tayyib Inspired panel talk. 18<sup>th</sup> February 2025.
- 257. Terrenganu Inc CEO Roundtable Leadership Talk, Kuala Terrenganu , 19<sup>th</sup> February 2025.
- 258. Worldwide Holdings - Irshad Consulting Leadership Talk. 21<sup>st</sup> February 2025.
- 259. Speech and Panel on Geopolitics and Pakistan – Pakistan Banking Summit – Karachi, Pakistan. 24<sup>th</sup> February 2025
- 260. Executive Visionary Leadership Talk, Institute Dato' Onn. 19<sup>th</sup> March 2025. Johor Bahru
- 261. Keynote Speech – launch of Wassiyah new look, Islamic estate management. Concorde Hotel, Shah Alam, 10<sup>th</sup> April 2025
- 262. Kelab Belia Prihatin book launch speech, Bursa Malaysia, Kuala Lumpur, 15<sup>th</sup> May 2025
- 263. ASEAN-GCC-China CEO Roundtable. Moderator, Panel. Kuala Lumpur, 26<sup>th</sup> May 2025
- 264. INCEIF I-RISE launch: Panel on Islamic Economics, Sasana Kijang, Kuala Lumpur, 10<sup>th</sup> June 2025
- 265. Mundi Ventures Insuretech Conference Panel, Madrid, Spain, 17<sup>th</sup> June 2025
- 266. Malaysia-Turkiye Islamic Finance Business Forum – Opening Address (10<sup>th</sup> July 2025, Istanbul)
- 267. Malaysia-Turkiye Islamic Finance Business Forum – Co-Chair, Business Roundtable (10<sup>th</sup> July 2025, Istanbul)

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268. Malaysia-Turkiye Islamic Finance Business Forum – Contributor, Commentator – Session on Talent and Development. (11<sup>th</sup> July 2025, Sultan Mehmet University, Aya Sofya, Istanbul)

269. INCEIF Alumni gathering, Istanbul 12<sup>th</sup> July 2025. Chair for alumni dialogue

270. Ikhlas Capital Annual Conference, Puteri Harbour, Iskandar Malaysia, Johor. 17<sup>th</sup> July 2025. Fireside Chat Panel on Johor-Singapore SEZ: A model for “Win-Win” Economic Integration

271. Maybank Islamic Bank Syariah Leadership Excellence Program, 22<sup>nd</sup> July 2025., Maybank Academy, Kajang. MLC Position Paper Roundtable

272. Maybank Islamic Bank Syariah Leadership Excellence Program, 22<sup>nd</sup> July 2025. Maybank Academy, Kajang. Purposeful Leadership Lecture

273. Zurich Takaful MLC Position Paper Roundtable, 23<sup>rd</sup> July 2025, Kuala Lumpur

274. Takaful Malaysia MLC Position Paper Roundtable, 23<sup>rd</sup> July 2025, Kuala Lumpur

275. Institut Perakaunan Negara leadership talk, 24<sup>th</sup> July 2025

276. UKEC Panel on GLC Transformation Programme, 3<sup>rd</sup> August 2025

277. Reclaiming the Financial Commons – lessons from Ibn Khaldun, a practitioner’s perspective. Ibn Khaldun and Contemporary Knowledge Seminar, Universiti Malaya, Kuala Lumpur. 5<sup>th</sup> August 2025

278. Closing Keynote. Bursa Invest Shariah conference, with CGS Securities. 7<sup>th</sup> August 2025

279. IBFIM Islamic Leadership talk, Bogor, Indonesia, 9<sup>th</sup> August 2025

280. Maybank Indonesia – CIMB Niaga MLC Position Paper Engagement Roundtable. 11<sup>th</sup> August 2025, Jakarta, Indonesia.

281. MIFC Leadership Council - KNEKS Halal Trade and Islamic Finance Roundtable, Jakarta, Indonesia, 12 August 2025

282. Majlis Cendekianan Malaysia – Indonesia dialogue on Islamic Economics – organised by IKIM and INCEIF. 22<sup>nd</sup> August 2025. INCEIF, Kuala Lumpur

283. Soonicorn My Journey Leadership Talk, 26<sup>th</sup> August 2025

284. IKIM scholars seminar – 27<sup>th</sup> August 2025, Kuala Lumpur

285. IKIM Senior Fellow public lecture on Islamic Economics and Finance – 28 August 2025, Kuala Lumpur

286. MBSB MLC Position Paper Engagement Roundtable, 2<sup>nd</sup> September 2025, Kuala Lumpur

287. IKIM Podcast sessions – 2<sup>nd</sup> September 2025, Kajang

288. PKNS Leadership Talk Series, Shah Alam, Selangor. 3<sup>rd</sup> September 2025.

289. Young Professionals Chat Roundtable (Wan Firdaus and friends). Country Heights Kajang. 6<sup>th</sup> September 2025.

290. Securities Commission Roundtable – Keynote on Islamic Finance, Muscat, Oman. 8<sup>th</sup> September 2025.

291. Securities Commission Roundtable – Panel session on cross-border investments , Muscat, Oman. 8<sup>th</sup> September 2025.

292. Standard Chartered Islamic Finance talk and interview, Muscat, Oman 8<sup>th</sup> September 2025.

293. Securities Commission – Oman investment forum. Panel session, Muscat Oman, 9<sup>th</sup> September 2025

294. Durham University Islamic Economics Roundtable, 12<sup>th</sup> September 2025, Durham, United Kingdom.

295. GEFI 10<sup>th</sup> Anniversary Conference, Edinburgh, 18<sup>th</sup> September 2025 – Hive session, panel on Place Based Investing

296. GEFI 10<sup>th</sup> Anniversary Conference, Edinburgh, 18<sup>th</sup> September 2025 – Hive session, panel on Islamic Finance.

297. Leadership Talk to Al-Marifa Youth Group, Glasgow, Scotland, 18<sup>th</sup> September 2025.

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298. Talk to London Hybrid Islamic Finance Group, hosted by MIFC Leadership Council. London, 19<sup>th</sup> September 2025.

299. Oxford University TIDE seminar roundtable, on Kancilnomics, Oxford University, 23<sup>rd</sup> September 2025.

300. SC-OCIS Islamic Finance Roundtable – Chair, Panel 2, Investing in Resilience – Unlocking Capital for Climate Projects. 30<sup>th</sup> September 2025. Kuala Lumpur

301. CIMB Islamic MLC Position Paper Engagement Roundtable, 2<sup>nd</sup> October 2025, Kuala Lumpur

302. National Human Capital Conference, Kuala Lumpur, Speaker. 6<sup>th</sup> October

303. INCEIF 20<sup>th</sup> Anniversary Interview, Video Recording. Kuala Lumpur, 10<sup>th</sup> October 2025

304. International Youth Leaders Summit, hosted by KPT and UTM – Moderator for Ministerial Forum 1 on The impact of AI to youth's future workforce. 12<sup>th</sup> October 2025, Kuala Lumpur

305. GIFF 2025 – Closing Panel, Kuala Lumpur, 14<sup>th</sup> October 2025.

306. UEM Sunrise Leadership Talk, Kuala Lumpur – 21<sup>st</sup> October 2025

307. ASAS Islamic Finance Podcast – 22<sup>nd</sup> October 2025

308. Festival of Ideas speech, Kementerian Pengajian Tinggi. Putrajaya. – 7<sup>th</sup> November 2025.

309. Universiti Utara Malaysia Honorary Doctorate Acceptance Speech, Sintok, Kedah, 9<sup>th</sup> November 2025.

310. Leadership lecture at UUM, Sintok, Kedah. 9<sup>th</sup> November 2025

311. Uzma Berhad Leadership Talk, 10<sup>th</sup> November 2025, Kuala Lumpur

312. Citibank - MLC Position Paper Engagement Roundtable, 2025, Kuala Lumpur. 12<sup>th</sup> November 2025

313. Panel, Singapore Islamic Finance Forum. Singapore, 13<sup>th</sup> November 2025

314. Seminar menghidupkan pemikiran ekonomi peradaban Islam – by IKIM at UTM. 18<sup>th</sup> November 2025. Kuala Lumpur.

315. Fireside Chat with PNB Nominee Directors, Kuala Lumpur, 20<sup>th</sup> November 2025.

316. Introductory Remarks, Public Lecture by Prof Joseph Stiglitz, Navigating the new world disorder – a view from the dismal science. INCEIF-ASB, Kuala Lumpur, 21<sup>st</sup> November 2025

317. Food & Thought #31 – moderator for Prof Joseph Stiglitz. Country Heights Kajang. 21<sup>st</sup> November 2025.

318. HSBC Amanah MLC Position Paper Engagement Roundtable, November 25<sup>th</sup> 2025, Kuala Lumpur

319. Development Leadership Dialogue of SOAS, University of London Future Leaders Program. Panel on Financing Structural Transformation. November 27<sup>th</sup> 2025, Kuala Lumpur

320. RHB Islamic MLC Position Paper Engagement Roundtable, November 28<sup>th</sup> 2025, Kuala Lumpur

321. Universiti Islam Antarabangsa, lecture on Islamic Economics and Finance and *Halalan Toyibban* concept, 19<sup>th</sup> December 2025.

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

**Notes:**

1. *Syukur alhamdulillah. 306 talks in 7 years, 2+ months i.e. in 86 months post semi-retirement means on average, 3.56 per month.*
2. *2023 with 66 (ie 5.5 per month) vs 2022 (40), then 2021 (27), 2019 (25) and 2020 (15 – year of Covid start). Also just 5 in 2018.*
3. *70 in 2024. (5.83/month)*

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4. #321 by end of December 2025 (i.e. total 72 for 2025 – a record! 6.0 per month or 1.38 per week).
5. 321 over a 7 year 5 month period ie 89 month i.e. 3.6 per month or 0.83 per week.
6. Have to scale down in 2026...
7. Topics are usually on
  - a. Leadership – *Bijaksana, Bijaksini*
  - b. Building True Value, Building Through Values – KNB case study (2004-2018)
  - c. Islamic and ethical finance
  - d. State x Markets
  - e. Profit x Purpose
  - f. Ibn Khaldun and Khaldunomics
  - g. Kembala Kretapi
  - h. Official speeches re INCEIF, UTM, LTH, MLC
  - i. Others – *Kancilnomics, podcasts, human capital, AI, transformation*

# TAN SRI AZMAN HJ. MOKHTAR



## Upcoming Lectures

### **Confirmed**

#### **Most likely, agreed to in principle. Date and time TBC**

1. Danantara knowledge sharing. Jakarta, Indonesia . TBC
2. IKIM Public Lecture / KPT CEO Faculty Perdana lecture. Exact date TBC #13 – Final 12 Ideas Lecture : Malaysia Inc Redux: State x Markets, Kancilnomics / Khaldunomics / Khalifahnomics @ Universiti Malaya.
3. Bank Rakyat MLC Position Paper Engagement Roundtable, Kuala Lumpur
4. Maybank Islamic - MLC Position Paper Engagement Roundtable, Kuala Lumpur – date TBC
5. Affin Islamic MLC Position Paper Engagement Roundtable, date TBC, Kuala Lumpur
6. Ambank Islamic MLC Position Paper Engagement Roundtable, Kuala Lumpur TBC
7. Shahril Hamdan Podcast date tbc
8. Bank Islam MLC PPE tbc
9. Stanchart Islamic Saadiq – MLC PPE tbc
10. MDEC – MLC PPE tbc
11. HDC – MLC PPE tbc
12. YB Nik Nazmi podcast TBC
13. Ibn Haldun University, Istanbul on Ibn Khaldun and contemporary challenges
14. UniKL Leadership Talk, Kuala Lumpur TBC
15. Durham University, Islamic Finance Summer School (July 2026 tbc – invitation from Prof Mehmet)
16. International Takaful Conference – London, 2026 tbc (invitation to deliver keynote address by Br Iqbal Asaria).
17. SC – Saudi Roundtable, 2026 TBC. Riyadh, Saudi Arabia
18. Johor Ideas forum (9<sup>th</sup> February 2026) TBC
19. Maybank forum (10<sup>th</sup> February 2026) TBC

#### **Possible TBC (mentioned before, but now low probability)**

20. Razak School of Government (July/August 2025?? Tbc)
21. MIDA Leadership Talk, Kuala Lumpur, 2025 (tbc)
22. Kembara Kretapi Lecture. Concordia Group. Reform Club, London, 2025 TBC
23. SOAS – Seminar with the author of Money, the Unauthorised Biography – Felix Martin (tbc). With Ha-Joon Chang. Future of Finance X Society.
24. CAPF (Capital-Purpose Alignment Framework).
25. Women's Leadership Foundation – Leadership Up Close and Personal session – TBC ??
26. Zhejiang University/Fudan University, China – Civilizational Dialogue Roundtable (J.Pang tbc)