

TAN SRI AZMAN HJ. MOKHTAR

(AS AT DECEMBER 2025)

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SUMMARY

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 (Haji 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 Capital Market Advisory Council of the Securities Commission, 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 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 currently include 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, and an Advisory Board member of Mundi Ventures in Madrid. In 2020, he co-founded an 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, a Visiting Fellow at the Oxford Centre for Islamic Studies and an Advisory Board member of the College of Islamic Studies, Hamad Bin Khalifa University, Qatar. Azman was previously 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, Khazanah established itself as a leading sovereign fund in the region as its net portfolio value rose 3.5x from RM33.3bn in 2004 to RM115.6bn at the end of 2017, an increase of RM82.3bn or a compounded annual rate of 9.6% p.a. 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, Turkiye, 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 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.

Khazanah, under Azman, was recognized as a leading proponent of, *inter alia*, Impact 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. During his tenure, he also 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 holds an M.Phil in Development Studies (with distinction) from Darwin College, Cambridge University, as a Chevening scholar, and a Diploma in Islamic Studies from International Islamic University Malaysia. He was also conferred Honorary Doctorates from Wawasan Open University, Malaysia (2018) and Universiti Utara Malaysia (2025).

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 Contributions to Islamic Finance (KLIFF, 2011) and the Special Humanitarian Award by MERCY Malaysia (2019).

From 2011 onwards, he has served on the World Economic Forum (Davos) as a member of the Global Future Council on Investing, the Board of Stewards for the Future of Economic Progress and the Board of Stewards for the ASEAN Regional Strategy Group, and 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. He was also 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.

PROFESSIONAL EXPERIENCE

ACWA Power, Saudi Arabia January 2025 – Present

Senior Advisor to Chairman of ACWA Power, Saudi Arabia

Leading infrastructure provider for energy, renewable energy, water desalination and green hydrogen with a market capitalization of more than USD80bn (January 2025).

MIFC Leadership Council (MLC) October 2022 – October 2025

Industry council for MIFC (Malaysia International Islamic Finance Centre) under Bank Negara Malaysia and Securities Commission Malaysia.

Chairman of the Council

Lembaga Tabung Haji (Hajj Pilgrims Funds Board) December 2021 – December 2023

Hajj pilgrims funds board with 9m depositors and ~ RM90bn (USD20bn) AUM

Chairman of the Board of Directors

International Centre for Education in Islamic Finance (INCEIF) April 2021 – Present

Graduate university and centre of excellence for Islamic Finance, Malaysia

Chairman of the Board of Directors

Universiti Teknologi Malaysia, Skudai, Malaysia April 2021 - Present

Public technology-based university, Malaysia

Chairman of the Board of Directors

Mundi Ventures, Madrid, Spain April 2021 - Present

A European technology venture capital fund

Advisory Board member

The Hive IV LLC, Palo Alto CA, United States April 2021 - 2024

A Silicon Valley based technology venture capital fund

Advisor

VB Asset Management LLC, Hartford CT, United States February 2021 to 2022

Venture Capital in Life Sciences

Board member.

Fitrah Capital Associates, HQ: United Arab Emirates February 2020 to Present

Financial and Strategy Advisory

Founder

Khazanah Nasional Berhad, HQ: Kuala Lumpur June 2004 to July 2018

Sovereign Fund, Strategic Investment Fund of Malaysia. AUM then of ~ USD40bn

Managing Director, CEO, Member of the Board of Directors

Notable achievements include:

- Increased Gross Value of Portfolio (Realisable Asset Value) by 3.1x from RM50.9bn in May 2004 to MYR 157.2bn (USD 40bn) in December 2017, with moderate risk, with a Net Asset Cover (Assets over Liabilities) of 3.0x as at December 2017.
- Net portfolio value rose 3.5x from MYR 33.3bn in May 2004 to MYR 115.6bn in December 2017, a CAGR of 9.6% per annum.
- Secretariat and main driver of the Government-Linked Companies (GLC) Transformation Program between 2005-2015 that covered 23 of the leading Government Linked holding

companies and listed companies in Malaysia accounting for more than 35% of the Malaysian stock exchange. The transformation program is well recognized as an example of successful SOE Reform that saw the market capitalization of the companies under the program grow 2.9x from MYR 133.8bn in May 2004 to MYR 386bn in July 2015, with a TSR (Total Shareholder Return) averaging 11.1% per annum compounded over the period. The GLCs also made notable gains in its strategic objectives, job creation, internationalization, corporate governance and CSR.

- Oversaw and drove more than 400 major acquisitions, mergers and acquisitions, divestments, IPOs, company and industry restructurings and financing transactions in Malaysia and internationally over the 14-year period.
- Founded and drove the development of the Iskandar Malaysia, a special development and economic zone, in the southern Malaysian state of Johor, bordering Singapore. Over an area of 2,217 sq.km, since its inception in 2006, Iskandar Malaysia has recorded RM262.4bn (USD65bn) of committed investments to date, on track to meet its target of USD100bn by 2025.
- Led the internationalization of Khazanah's investment portfolio from a nominal 0.2% in May 2004 to 44.5% by value in 2018. Opened operations in Beijing (2008), Mumbai (2008), Istanbul (2014), San Francisco (2014), London (2015). These international investments have thus far yielded a higher investment return than the overall portfolio average, with China in particular, delivering > USD2bn gains over the time.
- In addition to restructuring the investment portfolio in traditional sectors such as electric utilities, telecommunications, financial services, infrastructure, and aviation, Azman also spearheaded the diversification of the portfolio into new growth and strategic sectors notably in healthcare, technology, life sciences, agriculture, leisure and tourism, creative industries, and education.
- Led the creation or founded several notable new companies, including Axiata Berhad, a USD7bn mobile telecommunications company operating in 9 countries in Asia, touching more than 300m subscribers. Azman was the founding Chairman from 2008 to the time of his retirement in 2018. Another notable achievement was the creation of IHH Healthcare, a USD9bn hospital healthcare group in 2011, one of the three largest listed healthcare groups in the world, with significant presence in Malaysia, Singapore, Turkey, India and China, with 83 hospitals and more than 15,000 beds.
- Leading proponent of improvement in corporate governance (CG) and corporate responsibility (CR) practices; with emphasis on board effectiveness, integrity and anti-corruption, CSR and risk management. The "rainbow-colored books" of the GLCT Program was particularly well known, and GLCs under the program significantly improved their performance in various independent ratings on CG and CR over the period. Khazanah led much work in developing, measuring and implementing a holistic value creation framework from the standpoint of financial, strategic and societal value creation under the tagline of "Building True Value".
- Leading proponent of talent and human capital development in Khazanah, its companies and at the national and regional levels. These included 1) in the corporate and professional sphere; the creation of the Leadership Development Circles (Orange Book), Performance Linked Compensation (Blue Book), Malaysian Directors Academy, and the Corporate Development Centre; 2) in Education – the creation of the Trust School Program (a Public-Private Partnership running more than 100 public schools to date), and various other CSR initiatives.
- Leading proponent of knowledge management and inculcating a knowledge culture, including the creation of various knowledge programs including the Khazanah Megatrends Forum (2005-2018 to date), Khazanah Global Lectures, Khazanah Research Institute, the Centre for Regulatory Studies at Universiti Malaya, and documenting and publication of various books on a wide range of subjects.
- Leading proponent of cities development including the aforesaid Iskandar Malaysia development, and also the creation of Think City, the driver of urban regeneration in the

UNESCO World Heritage site of George Town, Penang, and in other cities including Kuala Lumpur, the development of a 66-acre urban rainforest Taman Tugu Park in Kuala Lumpur.

- In addition to the aforementioned above, established various institutions including Yayasan Hasanah (Khazanah's flagship CSR foundation with an initial endowment of MYR 3bn (USD750m) which is currently supporting more than 40 NGOs/charitable organisations), Yayasan Khazanah (a scholarship fund that has funded more than 700 students to date), and Amanah Warisan Negara (modeled on UK's National Trust, to house various public interest assets, starting with the Taman Tugu Park).
- Led, supported or played a key role in several high-level national negotiations including the resolution of the Points of Agreement (POA) settlement (on Railway Lands) with Singapore, the M+S Private Limited joint investments with Temasek Holdings that resulted in a SGD 11bn property development in Singapore, and the arbitration of a dispute on the treatment of development charges with respect to the POA settlement that successfully resulted in an award value of RM2.3bn for Malaysia. In addition, Khazanah was significantly involved in no less than 7 major trade negotiations, the most notable being the Trans-Pacific Partnership Agreement.
- Thought leadership in various aspects of corporate management including on blending state and market instruments, corporate restructuring and transformation, corporate governance and CSR, impact, responsible and True Value investing, Islamic finance, technology investing, accounting and finance and cities development among others. Speaks regularly at various Malaysian and international forums including the World Economic Forum (Davos), Asia Business Council, ASEAN Business Council, World Islamic Economic Forum, the World Bank, the World Congress of Accountants and at various universities including Cambridge, Harvard, LSE, Oxford, Tsinghua and various Malaysian universities among others.
- Khazanah related appointments are listed below:

Axiata Berhad , Kuala Lumpur, operations in 9 countries Founding Chairman	2008 to 2018
Iskandar Investment Berhad , Johor Bharu Founding Chairman	2007 to 2018
Tenaga Nasional Berhad , Kuala Lumpur Board member	2004 to 2007
Telekom Malaysia (TM) Berhad , Kuala Lumpur Board member, Lead Director	2004 to 2008
UEM Group Berhad , Kuala Lumpur Board member	2004 to 2011
Valuecap Berhad , Kuala Lumpur Chairman	2004 to 2011
Fajr Capital , London, Dubai Founding Board member	2008 to 2011
Jadwa Investment , Saudi Arabia Board member	2009 to 2017
Putrajaya Committee for GLC High Performance , Putrajaya Member, Head of Secretariat	2005 to 2015

Yayasan Khazanah , Kuala Lumpur Founding Trustee	2006 to 2018
Yayasan Hasanah , Kuala Lumpur Founding Trustee	2015 to 2018
Khazanah Research Institute , Kuala Lumpur Founding Trustee	2013 to 2018
Performance Management & Delivery Unit (PEMANDU) , Putrajaya Founding Board member/Trustee	2010 to 2017
Malaysian Agrifood Corporation Berhad , Kuala Lumpur Founding Board member	2006 to 2008
Iskandar Regional Development Authority , Putrajaya Founding Member of the Authority	2007 to 2013
BinaFikir Sendirian Berhad , Kuala Lumpur Founder, Managing Director, Co-Founder of a boutique licensed financial advisory Key deals and projects completed include, the financial restructuring of Malaysia Airlines (2002), the restructuring and strategic plan for the revamp of Kuala Lumpur's public transport system, the divestment of an insurance subsidiary of a financial services group.	2002 to 2004
Salomon Smith Barney (SSB), Malaysia Director, Head of Research for SSB's Malaysian operations Led the investment research team at a particularly critical time for the financial markets, coinciding with the Asian Financial Crisis and SSB's appointment as Financial Advisor to the Government of Malaysia. This period also saw the implementation of selective capital controls by Malaysia. SSB played a key role to advise Malaysia's return to global capital markets with a bond issuance and the recapitalization of the banking system.	1998 to 2000
Union Bank of Switzerland (UBS), Malaysia Analyst and subsequently, Director, Head of Research for UBS' Malaysian operations Led the investment research team at a record boom time for the equity market in Malaysia, prior to the Asian Financial Crisis. The UBS research team was consistently ranked among the top teams in Malaysia. Advised on several large M&A transactions.	1994 to 1998
Tenaga Nasional Berhad, Malaysia Malaysia's national electric utility, Tenaga Nasional and its predecessor entity, the National Electricity Board or Lembaga Letrik Negara. Joined as a LLN scholar upon graduation in 1983 to serve a 10-year scholarship bond. Held various positions in Investments, Investor Relations, General Ledgers (Management and Financial Accounts) and Information Technology. Tenaga was at that time in the early 1990s, the largest listed company on the Malaysian stock exchange, a position that they only regained more than 20 years later, when as one of Khazanah's core holdings around the year 2016.	1983 to 1994

PUBLIC INTEREST BODIES AND AFFILIATIONS (SELECTED)

Member, National Export Council, Malaysia , Putrajaya	2015 to 2018
Member, National Innovation Agency Malaysia (AIM) , Putrajaya	2011 to 2018

Member, Special Economic Committee, Malaysia , Putrajaya	2015 to 2016
Member, National Science Council, Malaysia , Putrajaya	2015 to 2018
Member, Advisory Panel to the Minister of Education , Malaysia	2011 to 2012
Member, Cluster Schools Advisory Board, Malaysia , Putrajaya	2010 to 2011
Member, Global Science and Innovation Agenda Council , Malaysia	2011 to 2018
Member, Former Trustee, Asia Business Council , Hong Kong	2006 to 2018
Member, Focusing Capital for the Long Term (FCLT) , New York City	2016 to 2018
Board of Trustees, Asia School of Business , Kuala Lumpur	2016 to 2019
Board of Governors, Malay College Kuala Kangsar , Malaysia	2004 to Present
Member, Kuala Lumpur Business Club , Kuala Lumpur	2005 to 2018
Adjunct Professor, Universiti Teknologi Malaysia	2015 to Present
Distinguished Visiting Fellow, Centre of Development Studies, University of Cambridge February 2019 – February 2021	
Bye-Fellow, Darwin College, University of Cambridge	February 2019 – February 2022
Board of Trustees, MCKK Foundation , Malaysia	2019 to Present
Member, Investment Advisory Committee, Oxford Centre of Islamic Studies	2019 to Present
Member, Steering Committee, Global Ethical Finance Initiative , Scotland	2019 to Present
Member, Board of Trustees, Wawasan Education Foundation , Penang	2021- Present
Member, Majlis Kemakmuran Bumiputera (Bumiputera Prosperity Council), Malaysia, January 2021 – December 2022	
Member, Board of Trustees, MERCY Malaysia , Kuala Lumpur, Malaysia	March 2021 – Present
Chairman of Board of Directors, Universiti Teknologi Malaysia	April 2021 – Present
Member, Majlis Tindakan Kemakmuran Bersama (Shared Prosperity Action Council), Malaysia April 2021 – December 2022	
Member, Majlis Pemulihan Negara (National Recovery Council for COVID-19), Malaysia	October 2021 – December 2022
Majlis Kebangsaan Hal Ehwal Agama Islam Malaysia (National Council for Islamic Affairs, Malaysia). June 2022 – Present	

Development Leadership Dialogue Fellow, School of Oriental and African Studies (SOAS),
University of London. August 2023 – Present

Distinguished Expert Panel member, Centre for Leadership & Professional Development,
Universiti Malaya (UM LEAD) September 2023 – Present

Member, **Investment Council** of the Supreme National Investment Committee of the **Kingdom of Saudi Arabia.** November 2023 – Present

Member, **Advisory Board** of the **University of Oxford's** Technology & Management Centre for Development (**TIDE**) July 2024 - Present

Member, **Advisory Board** of the College of Islamic Studies, **Hamad Bin Khalifa University,** Doha, Qatar July 2024 – Present

Member, **National Higher Education Blueprint Advisory Council, Ministry of Higher Education Malaysia.** July 2024 – January 2025

Senior Fellow, **Institut Kefahaman Islam Malaysia (IKIM)** (Malaysian Institute for Islamic Understanding) September 2024 – Present

Member, Expert Advisory Engagement Roundtable, **National Education Reform Study,** Ministry of Economy Malaysia and Akademi Sains Malaysia. March 2025 – Present

Chairman, **Malaysia-Saudi Business Council** May 2025 – Present

Member, Board of Advisors, **Johor Sustainability Centre** November 2025 - Present

Member, **Capital Market Advisory Council,** Securities Commission, Malaysia December 2025 – Present

Visiting Fellow, **Oxford Centre for Islamic Studies** January 2026 – Present

Member, Industry Advisory Committee, **Sultan Nazrin Shah Fellowship Programme** in Islamic Finance, Securities Commission Malaysia and the Oxford Centre for Islamic Studies January 2026 – Present

EDUCATION

M.Phil in Development Studies, Distinction Pass. Darwin College, Cambridge University	2001
CFA (Chartered Financial Analyst) Charter Holder, USA	1999
Diploma in Islamic Studies, International Islamic University, Malaysia	1993
Fellow, Chartered Association of Certified Accountants (FCCA)	1984/1994
The Malay College Kuala Kangsar, Malaysia	1974-1978

HONORS, AWARDS AND RECOGNITIONS

Panglima Setia Mahkota (PSM)	2008
The second highest level of honorary title conferred by the YDP Agong, the King of Malaysia for services to the country that carries the honorary title of “Tan Sri”	
Darjah Indera Mahkota Pahang (DIMP)	2004
Conferred by the Sultan of Pahang, one of the nine hereditary rulers of Malaysia that carries the honorary title of “Dato”	
Darjah Cemerlang Seri Melaka (DCSM)	2017
Conferred by his home state of Melaka, it carries the honorary title of “Datuk Wira”	
Special Humanitarian Award	2019
By MERCY Malaysia, on the occasion of MERCY’s 20 th anniversary	
Honorary Doctor of Letters	November 2018
Conferred by Wawasan Open University, Penang , Malaysia	
Honorary Doctor of Philosophy in Islamic Business Management	November 2025
Conferred by Universiti Utara Malaysia	
Chairman of the Year	2017
Conferred by Minority Shareholder Watchdog Group (MSWG) and ASEAN Corporate Governance for the Chairmanship of Axiata Berhad	
Value Creator Outstanding CEO of the Year	2016
Conferred by <i>The Edge</i> Billion Ringgit Club for the work at Khazanah Nasional Berhad and Iskandar Malaysia	
Global Future Council on Investing, World Economic Forum	2019 – Present
Member, appointed by the WEF (Davos)	
Board of Stewards for Shaping the Future of Economic Progress	2016
Member of the System Initiative Board, appointed by the World Economic Forum (Davos)	
Board of Stewards for the ASEAN Regional Strategy Group	2016
Member of the Regional Strategy Board, appointed by the World Economic Forum (Davos)	
Global Agenda Council on the Role of Business	2011
Member, appointed by the World Economic Forum (Davos)	
Most Outstanding Individual for Contribution to Islamic Finance	2011
Conferred by Kuala Lumpur Islamic Finance Forum	
Adjunct Professor, Universiti Teknologi Malaysia	2015 to Present
Under the CEO Faculty Program of the Ministry of Education	
Asian Corporate Finance Deal of the Year, The Airfinance Journal	2002
For the Widespread Asset Unbundling (WAU) restructuring of Malaysia Airlines	
British Chevening Award	
2000/2001	

Awarded by the British government, a full scholarship to study at the Masters level at Cambridge University

Special Visit Program, Government of Australia – year : (TBC)

Visited Australia as a guest of the Australian government for one week, under their special visit program (one Malaysian a year)

Advisory Council to the President of the Republic of Korea – year : (TBC)

Various awards and recognition as an investment analyst /Head of Research 1994-1999

By various publications and surveys including Asiamoney, Institutional Investor, Euromoney and Reuters when at UBS Malaysia and Salomon Smith Barney Malaysia

National Electricity Board Malaysia (LLN) scholarship 1979-1983

Full scholarship award to study professional accountancy (ACCA) in the United Kingdom

ACADEMIC, RESEARCH AND PERSONAL INTERESTS

- **Academic, professional practice and research interests include:**
 - Role of finance and investments in promoting a just and progressive society,
 - Balancing the role of state and markets,
 - Nature of the firm and increasing the efficiency of firm performance through sustained transformation.
 - Holistic value-creation framework of “True Value”, Profit with Purpose
 - Sustainable and Islamic finance,
 - Entrepreneurship
 - Islam and The Holy Quran
- **Personal interests include:**
 - Travel, Reading,
 - Mentoring, Teaching,
 - Arts, architecture and design,
 - Tottenham Hotspur Football Club.
- **Selected sports and other activities**
 - Represented the state of Selangor at Under-23 in Rugby (1984)
 - Captained Malay College Old Boys Association in Rugby (1985-1992)
 - Represented National Electricity Board / Tenaga Nasional Berhad in Rugby (1984-1990)
 - Represented Malay College Kuala Kangsar in Rugby, Debating and Chess (1978-1979)
 - Selangor Under-12 Schools Champion Team in Chess (1973)
- **Born, 23rd January 1961**, in Melaka, Malaysia to Hj. Mokhtar Daud and Maimunah Abdullah, both teachers at that time. The second child of three.
- **Married** Ms. Mastura Abdul Rahman in 1991; together they have five children