

OUR JOURNEY FROM 1994 - 2013

Since it began operations in 1994, Khazanah has embarked on a broad array of activities, driven by the financial and strategic imperatives underpinning its mandate. These activities include both investment and non-investment initiatives, which combined seek to generate commercial returns, develop strategic advantages, and build capacity for the nation.

3 September 1993:
Khazanah was
incorporated

Entered into conditional agreement for the sale of HICOM Holdings Berhad for RM1.72b



Transfer of Malaysia Airports Bhd and STLR Sdn Bhd to Khazanah from Ministry of Finance Incorporated

Joint venture (JV) with US-based MEMC Electronic Materials Inc to manufacture silicon wafers



RM417.1m divestment of EON Berhad shares

JV arrangement with Bank Industri Malaysia and Wafer Technology Sdn Bhd



Acquired 40% equity in Putrajaya Holdings to undertake development of Putrajaya

Khazanah commenced operations in August 1994 under the leadership of Malaysia's fourth Prime Minister, Tun Dr Mahathir Mohamad, as the first Chairman of Khazanah

Tan Sri Dato' Mohd Sheriff Mohd Kassim was appointed the first Managing Director of Khazanah

First full Khazanah Board convened on May 16

New equity injected into:

- MCIC Holding Sdn Bhd
- Motosikal dan Enjin Nasional Bhd (MODENAS)
- Usahasama Proton-DRB Sdn Bhd
- MEASAT Broadcast Network System Sdn Bhd
- MEMC Kulim Electronic Material Sdn Bhd
- Lang Display Technology Sdn Bhd

Launched maiden issue of RM1b zero coupon benchmark bonds

New equity investments made in:

- YTL Power International Bhd
- MEC Bhd
- Bakun Hydroelectric Corporate Bhd
- Malaysia Central Fibreglass Sdn Bhd
- Northern Utility Resources Sdn Bhd

Acquired 40% equity in Pelabuhan Tanjung Pelepas and 18.1% in Bank Bumiputra

Issued four bonds totalling RM3.8b

Acquired 10% equity in Megasteel Sdn Bhd

Played a catalytic role by focusing on new technology investments

Issued four bonds totalling RM4.1b



Acquired 30% and 5% equity in RHB Bank Bhd and Malayan Banking Bhd, respectively



Divestment of Bank Bumiputra Malaysia Berhad (BBMB) to Commerce Asset Holding Bhd (CAHB)



Bank Muamalat was established by merging the Islamic assets of both banks, BBMB and CAHB



Bumiputra-Commerce Bank Berhad came into operation in September

Issued two bonds totalling RM2b

Invested 30% in Time dotCom to facilitate entry of strategic partners

Completed the divestment of Bumiputera Merchant Bank Bhd



Syarikat Danasaham Sdn Bhd, a wholly-owned subsidiary of Khazanah acquired United Engineers (M) Berhad (UEM)

See case study on page 86



Widespread Asset Unbundling (WAU) - financial restructuring of assets and liabilities



Listing of PLUS Expressways Berhad (PEB)



Malaysia's fifth Prime Minister, Tun Abdullah Badawi became the second Chairman of Khazanah

Dato' Anwar Aji was appointed the second Managing Director of Khazanah

Tan Sri Dato' Azman Hj Mokhtar was appointed the third Managing Director of Khazanah

The start of Khazanah's strategic revamp. Khazanah received a new mandate from the Government to be an active shareholder and to drive the transformation of Government-Linked Companies (GLCs)



PLUS exchangeable bond - Khazanah issued its first exchangeable bond

1994

1995

1996

1997

1998

1999

2000

2001

2002

2003

2004



Khazanah moved to its new headquarters at the Petronas Twin Towers from Putra World Trade Centre



GLC Transformation (GLCT) Programme launched



Blue Book on Intensifying Performance Management launched, the first of the "coloured books" series that serves as guidelines on best practises for GLCs

Khazanah made its first wave of overseas investments in Indonesia, China, India and Saudi Arabia, expanding its investment footprint into the region



Khazanah was tasked to conduct a feasibility study on the development of a special economic zone in south Johor, now known as Iskandar Malaysia



Khazanah subscribed to 17% equity of XL, Indonesia, for USD234m during its initial public offering (IPO)



Iskandar Malaysia launched by His Royal Highness Almarhum Sultan Mahmud Iskandar Alhaj Ibni Almarhum Sultan Ismail al-Khalidi, the late Sultan of Johor



Investment in Pantai Holdings Berhad paved the way for Khazanah's strategic investment in healthcare
See case study on page 93



Telekom Malaysia Berhad (TM) exchangeable sukuk, the first ever shariah-compliant exchangeable sukuk issued by Khazanah



Completion of CIMB's takeover of Southern Bank, positioning the former as a major player in the local banking sector



Yayasan Khazanah was established to provide scholarships to outstanding students to pursue studies at leading universities around the world



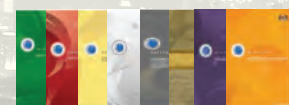
Annual Khazanah Megatrends Forum held for the first time, bringing together thought leaders and leading personalities in exploring ideas on how emerging megatrends shape the world's business and government policies



PINTAR Foundation school adoption programme launched, with participation from GLCs in improving educational outcomes of students in under-served communities, mainly in rural areas



Graduate Employability Enhancement Programme (GREEN) launched



Various GLCT Programme Transformation Manuals, also known as the 'coloured books' launched



First Middle Eastern investment in Medini, the first large-scale international investment in Iskandar Malaysia

Khazanah Koridor Utara (KKU) Office was established to enhance Khazanah's developmental efforts in the Northern Corridor Economic Region



PLUS exchangeable sukuk issued by Khazanah, the largest equity-linked sukuk, attracting highest ever subscription



RHB divested to streamline Khazanah's investments in the financial sector



Khazanah Merdeka Series comprising Khazanah Global Lectures, Khazanah Megatrends Forum and Khazanah National Development Seminar was held, featuring former Prime Minister, Tun Abdullah Ahmad Badawi and three Nobel Prize winners — former United Nations Secretary, General Kofi Annan; Grameen Bank founder, Dr Muhammad Yunus; and economist Professor Joseph E Stiglitz



TM-TMI demerged to unlock the potential of Khazanah's holdings in the telecommunications sector creating a platform which later became Axiata, a regional telco player



UEM underwent major restructuring, which resulted in the IPO of UEM Land



Time dotCom restructuring, involving a pioneering earn-out structure for local entrepreneurs



Parkson exchangeable sukuk issued by Khazanah, the first sukuk to offer investors exposure to China's retail consumption growth



Bank Lippo-Bank Niaga merger, which consolidated Khazanah's Indonesian banking assets under CIMB, creating the sixth-largest bank in Indonesia

China and India offices established, extending Khazanah's footprint into two of the world's largest economies



Khazanah Global Lectures continued, with lectures by Carlos Ghosn, Chairman and CEO of both Nissan and Renault, and Dr A.P.J. Abdul Kalam, former President of India



Malaysia's High-Speed Broadband (HSBB) project commenced, involving a public-private partnership between TM and the Government to build a national HSBB network



White Book on Creating Value Through Regulatory Management launched

Prime Minister Dato' Sri Mohd Najib Tun Hj Abdul Razak became the third Chairman of Khazanah



Teluk Datai master development plan launched, a strategic investment in the leisure and tourism sector in Langkawi



Yayasan Sejahtera launched, a social initiative under the auspices of the Putrajaya Committee on GLC High Performance (PCG) and Khazanah, focusing on addressing extreme poverty in rural areas



Khazanah Global Lectures by Dr Manmohan Singh, Prime Minister of India



Graduate Employment Management Scheme (GEMS) launched to enhance graduate employability in Malaysia



Khazanah Global Lectures by Sir John Bond, former Chairman of Vodafone Group Plc

Khazanah Sentral Office, Khazanah's satellite office in KL Sentral opened



New Economic Model (NEM) launched by Prime Minister Dato' Sri Mohd Najib Tun Hj Abdul Razak



IHH Healthcare Berhad (IHH) incorporated, another key development in Khazanah's healthcare portfolio



General offer for Parkway Holdings, resulting in the takeover of Parkway by Khazanah



Malaysia-Singapore Points of Agreement (POA) settlement, a landmark agreement between Malaysia and Singapore that paved the way for greater strategic and economic collaboration between the two countries including in Iskandar Malaysia

Inaugural Singapore Dollar (SGD) sukuk issued by Khazanah, the largest sukuk in Singapore



Yayasan Amir launched, a public-private partnership initiative for improving school performance and education outcomes in Malaysia via the Trust School Programme



Teach For Malaysia launched, a Khazanah-supported programme that involves a two-year fellowship for Malaysian graduates and young professionals to teach in selected high-need schools nationwide



Announcement of Khazanah-Temasek joint investments to undertake projects in Iskandar Malaysia and Singapore, which saw the establishment of M+S Pte Ltd owned 60:40 by Khazanah and Temasek (Pte) Ltd, respectively, and Pulau Indah Ventures Sdn Bhd, a 50:50 joint venture between Khazanah and Temasek

Inaugural Renminbi (RMB) sukuk launched by Khazanah, the world's first RMB offshore sukuk



MAS-AirAsia share swap and launch of Comprehensive Collaboration Framework



Mitsui invested in IHH, a strategic partnership that further strengthened Khazanah's positioning within the healthcare industry



UEM Land and Sunrise merger, making UEM Land the largest property developer in Malaysia

Iskandar Malaysia reached five-year milestone, with significant progress on the ground



Strategic divestment of Pos Malaysia Berhad, the national postal company



Khazanah Global Lectures by Mary Robinson, former President of Ireland

GLC Open Day held to enhance public awareness of the roles played by GLCs

GLC Townhall with Prime Minister in conjunction with the 24th PCG meeting



Khazanah and IHH acquired 75% equity in Turkish healthcare provider, Acibadem



Reversal of MAS-AirAsia Khazanah share swap



The USD1.5b IPO was the third largest in Malaysia at the time it was launched



Khazanah-Sunway JV completed purchase of Medini Zone F for an integrated commercial and residential development project



LEGOLAND® Malaysia launched, a catalytic development in Iskandar Malaysia



Acquired 8.9% stake in John Keells, one of Sri Lanka's largest conglomerates listed on the Colombo Stock Exchange



UEM Land JV with Ascendas for the development of an eco-friendly technology park in Nusajaya, Johor

USD357.8m Parkson exchangeable sukuk issued, the first sukuk to be priced at negative yield



Marlborough College opened in Iskandar Malaysia



Exercise to take PLUS private completed. The RM33b transaction was the largest corporate exercise in Malaysian history.



RM1.29b divestment of national car manufacturer Proton Holdings Berhad completed



IHH listing, making it the third biggest IPO in the world in 2012



Cruyff Court Iskandar launched, the first of two Cruyff Courts in Malaysia



KidZania Kuala Lumpur launched by Deputy Prime Minister, Tan Sri Dato' Muhyiddin Yassin. The educational indoor theme park is a development involving Khazanah subsidiary, Themed Attractions and Resorts Sdn Bhd



2013 IN REVIEW CONTINUES >



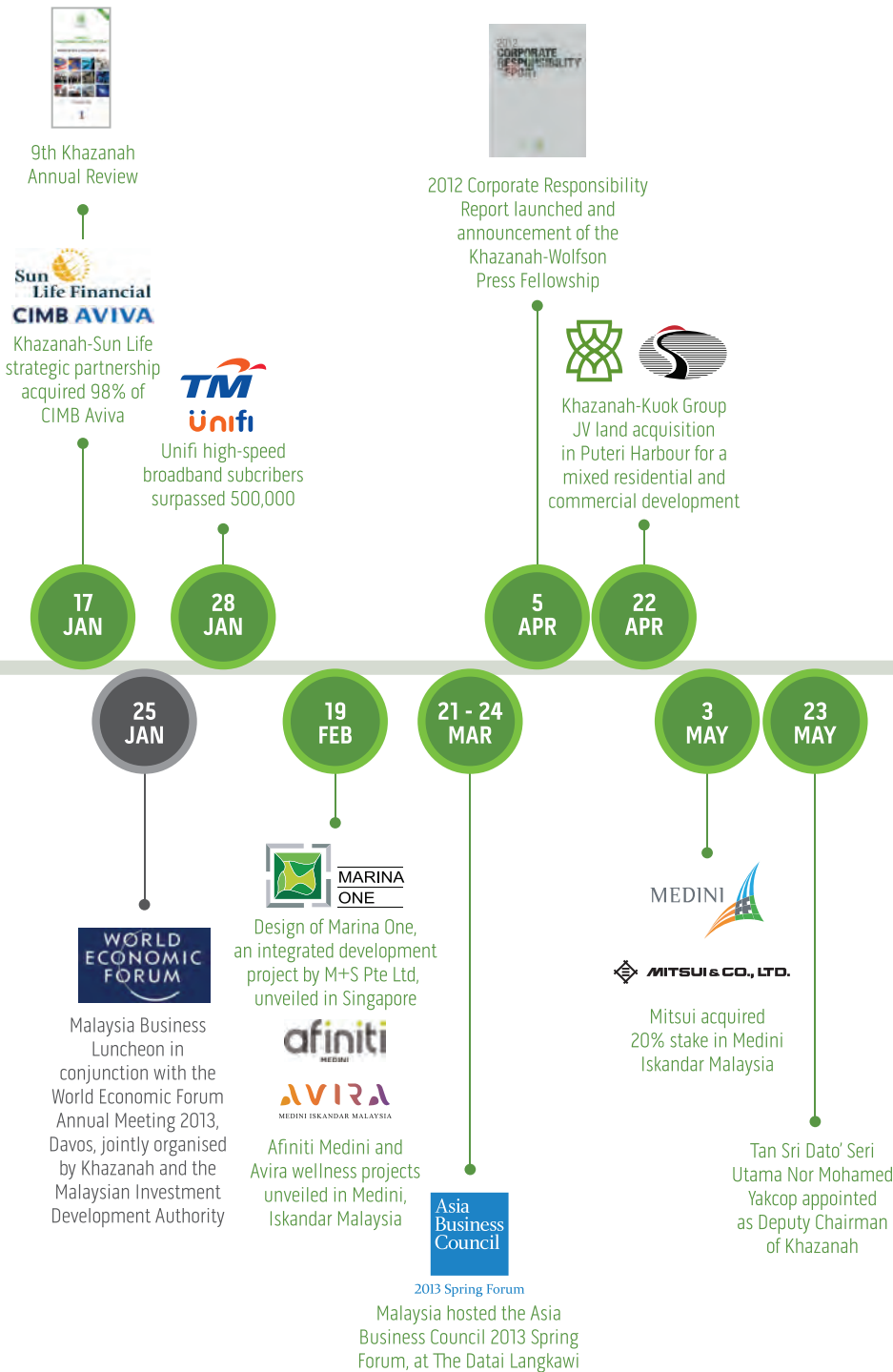
INTO A FULLY DEVELOPED NATION

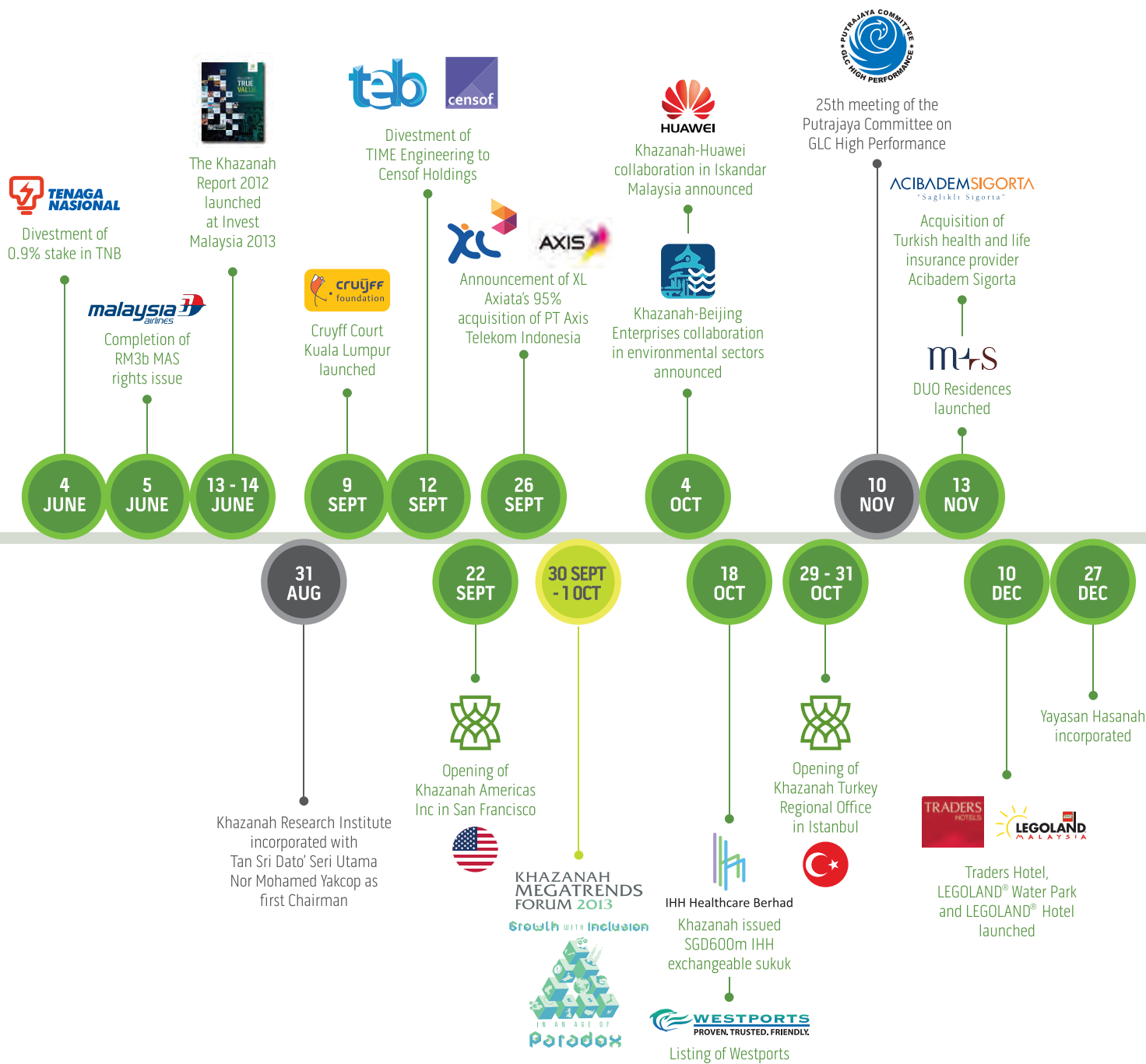
KLCC in 2013. Khazanah's head office is located in Tower 2 of the iconic Petronas Twin Towers.

2013 IN REVIEW

2013 saw several key transactions that further underlined our role as a strategic investment fund. These include corporate exercises and strategic divestments to support national development objectives, acquisitions to tap into new growth areas and launch of catalytic projects.

- Key Khazanah-related transactions and events
- National initiatives
- Knowledge initiatives





Source: Khazanah compilation