

# PNB

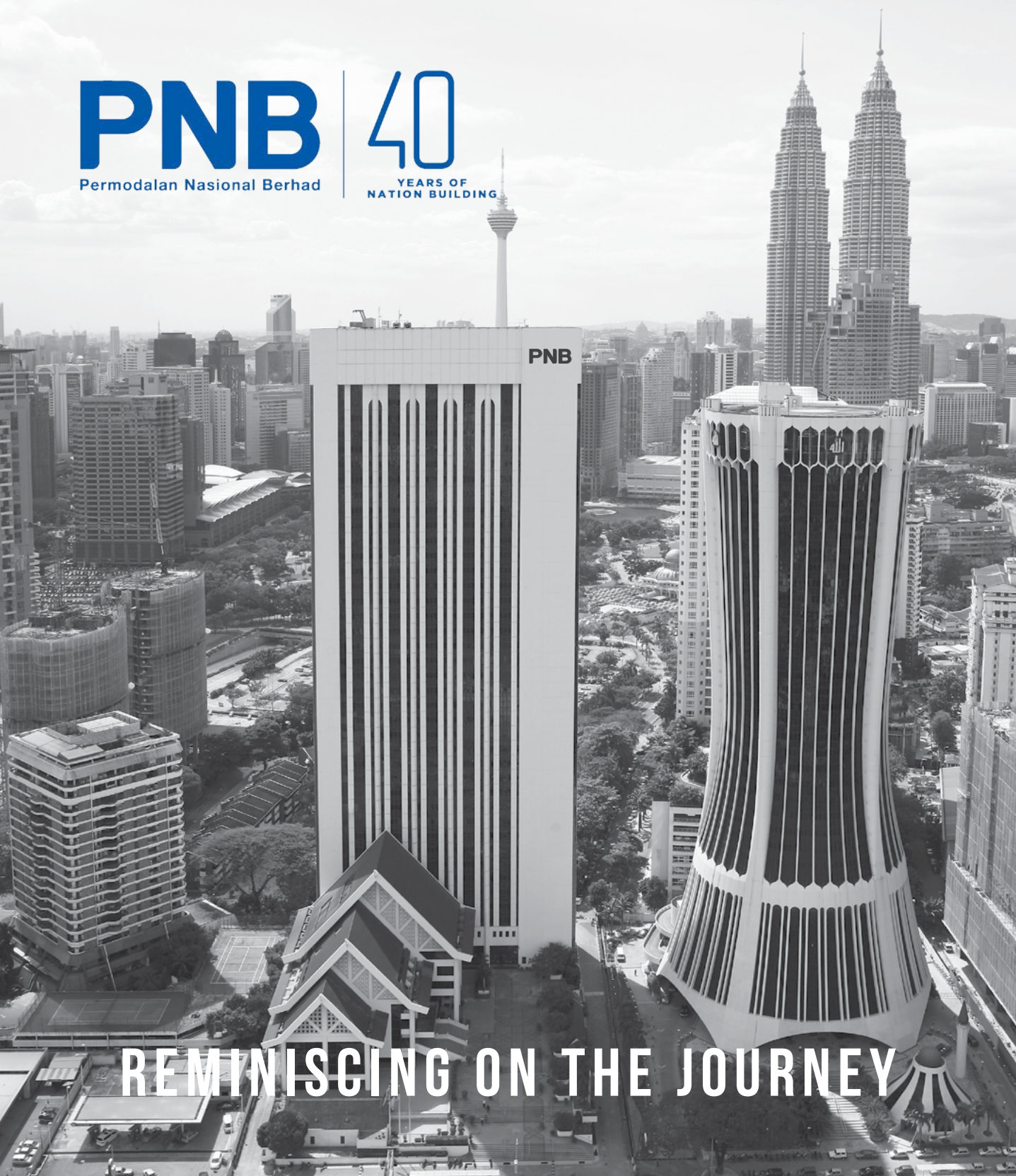
Permodalan Nasional Berhad

# 40

YEARS OF  
NATION BUILDING

PNB

# REMINISCING ON THE JOURNEY





# **PERMODALAN** **NASIONAL** **BERHAD**

WAS INCORPORATED ON  
17 MARCH 1978 AS ONE  
OF THE INSTRUMENTS OF  
THE GOVERNMENT'S NEW  
ECONOMIC POLICY TO  
RESTRUCTURE SOCIETY BY  
PROMOTING SHARE OWNERSHIP  
IN THE CORPORATE SECTOR  
AMONG THE BUMIPUTERA AND  
DEVELOPING OPPORTUNITIES  
FOR BUMIPUTERA  
PROFESSIONALS TO PARTICIPATE  
IN THE CREATION AND  
MANAGEMENT OF WEALTH.

In order to mobilise the savings of the Bumiputera community, Permodalan Nasional Berhad's (PNB) first unit trust fund, Sekim Amanah Saham Nasional (ASN), was launched on 20 April 1981. The Bumiputera masses at the time were generally risk-averse, given their small capacity to save, let alone invest. Most had limited understanding of savings, investment or unit trusts, favouring instead hard assets such as physical cash, land or farm animals. Therefore, ASN was designed with a host of unique features unlike any other unit trust scheme –

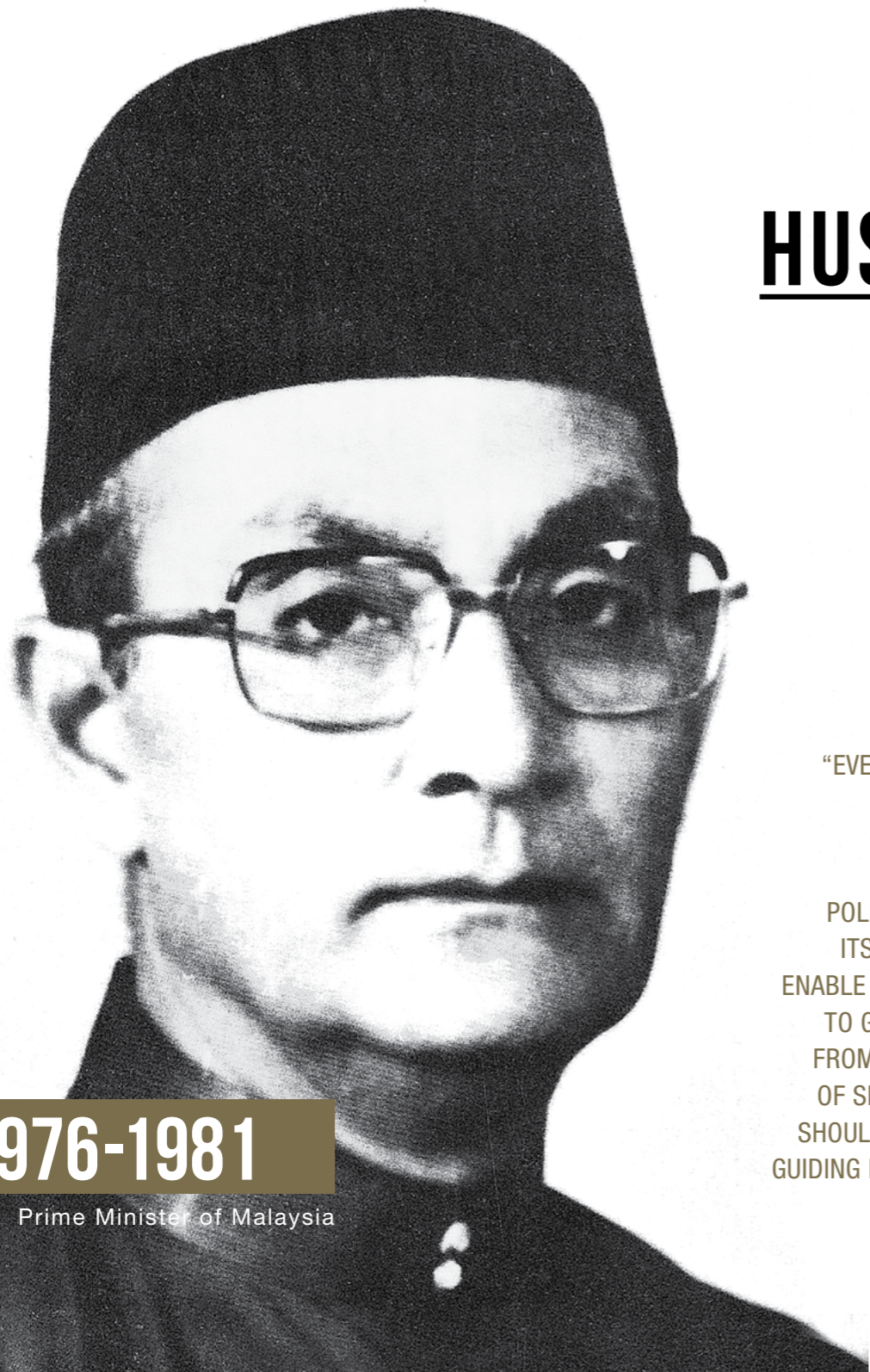
a fixed price of RM1.00 per unit, on-the-spot redemption, minimal initial investment of only RM10, and a nationwide distribution network of banks and post offices – which saw unprecedented participation from the Bumiputera community to invest in this innovative product.

In 1990, ASN was converted into PNB's first variable-price fund, although unit holders who wished to continue investing in a fixed price product were able to transfer to a new fund, Amanah Saham Bumiputera (ASB). PNB also marked another milestone in its evolution in 1996, with the launch of its first fund open to all Malaysians, Amanah Saham Wawasan 2020.

Today, with 12 unit trust funds under its stable, PNB's assets under management have grown commendably from only RM3.5 billion in 1981 to RM279.2 billion in 2017, with more than 13 million accounts invested with it. To continue maintaining the trust and confidence of the millions of Malaysians who have chosen to invest with this institution, PNB has delivered consistent and competitive returns over the years, with nearly RM172 billion in income distribution and bonus cumulatively paid out to unit holders to date, whilst remaining steadfast in its commitment to safeguard and preserve unit holders' interests.

With the bulk of its portfolio in domestic public equities – currently, equivalent to 10% of the market capitalisation of Bursa Malaysia – PNB has been a major driving force in the journey of corporate Malaysia, through its acquisitions, divestments and value creation activity. At the same time, the portfolio remains diversified, with exposure in private investments resulting in a number of listings and divestments over the years, as well as investments in real property, both domestic and global.

PNB's achievements over the last 40 years are the fruits of the labour of countless individuals, guided by the shared vision of the seven prominent figures honoured in these pages. PNB's vision today of becoming a distinctive world-class investment house is thus built upon their legacy of continuing success, careful stewardship and unshakeable integrity.



**1976-1981**

Prime Minister of Malaysia

# TUN HUSSEIN ONN

“EVERY CORPORATION (NOTABLY PNB) ESTABLISHED TO IMPLEMENT THIS POLICY IS A TRUSTEE. ITS OBJECTIVE IS TO ENABLE THE BUMIPUTERA TO GET THE BENEFITS FROM THE OWNERSHIP OF SHARES. THIS FACT SHOULD ALWAYS BE THE GUIDING PRINCIPLE OF ALL CONCERNED.”



## Hussein lancar ASN: Cabaran bagi Bumi

Jangan ragui tujuan murni skim amanah saham—PM



Tun Hussein was one of the earliest unit holders of ASN

TUN HUSSEIN ONN WAS MALAYSIA’S THIRD PRIME MINISTER, LEADING THE COUNTRY FROM 1976 TO 1981. TUN HUSSEIN IS RENOWNED FOR STRESSING ON THE ISSUE OF UNITY THROUGH POLICIES AIMED AT RECTIFYING ECONOMIC IMBALANCES BETWEEN COMMUNITIES.

During the launching of Yayasan Pelaburan Bumiputra (YPB) and Permodalan Nasional Berhad (PNB) on 14 April 1978, he remarked, “YPB and PNB have been established to assist the Bumiputera community to acquire shares in fulfilling the objective of the New Economic Policy. A management which is truly honest, responsible and dedicated is key in attaining success of the YPB and PNB objectives.” At the launch of PNB’s first unit trust scheme, ASN on 20 April 1981, Tun Hussein emphasised that, “This scheme has the national interest at the forefront to achieve the objectives of the country. No one should ever be doubtful of the pure intention of the scheme, moreover the Bumiputera themselves.” Tun Hussein was also the first registrant of the scheme. For his efforts in promoting goodwill among the various communities, Tun Hussein is remembered as the Father of Unity.

ASN unit holders receiving their passbooks from Tun Hussein



TUN ISMAIL MOHAMED ALI, PNB'S FIRST CHAIRMAN, WAS ENTRUSTED WITH THE TASK OF ESTABLISHING THIS NATIONAL INSTITUTION GIVEN HIS WIDE EXPERIENCE AS THE FIRST MALAYSIAN TO HOLD THE POST OF GOVERNOR OF BANK NEGARA MALAYSIA.

Tun Ismail was universally known to be a paragon of honesty, integrity, humility, loyalty, hard work, simplicity and professionalism. His impeccable character and image, coupled with the strength of the Board that he assembled, allowed this team to build an institution that had garnered the trust of the Bumiputera community.

A true visionary, he led the committee which conceptualised a unique and innovative unit trust product, ASN, which saw unprecedented participation from the Bumiputera masses, many of whom in those days were risk-averse and not financially savvy.

Although Tun Ismail retired on 17 October 1996 and was made PNB's Advisor until his passing on 6 July 1998, his legacy lives on till today in PNB's relentless pursuit of its founding mandate to restructure society through the sharing of corporate wealth.

Tun Ismail was considered as the best of the old world, he was a paragon of honesty, integrity, humility, loyalty, hard work, simplicity and professionalism



Tun Ismail at the ceremony to erect the first steel column for Menara PNB on 26 October 1982

# TUN ISMAIL MOHAMED ALI

“TO BE HUMBLE IN FRONT OF YOUR SUPERIORS IS A DUTY; TO BE HUMBLE AMONG YOUR PEERS IS COURTESY; TO BE HUMBLE BEFORE YOUR SUBORDINATES IS NOBILITY.”

1978-1996

Chairman



# TUN AHMAD SARJI ABDUL HAMID

1996-2016

Chairman

TUN AHMAD SARJI  
ABDUL HAMID  
SUCCEEDED TUN ISMAIL  
MOHAMED ALI TO  
BECOME THE SECOND  
CHAIRMAN ON 17  
OCTOBER 1996.

He had served as a board member of PNB since 1985 and Deputy Chairman for a year preceding his appointment. He had a long-standing career in the civil service for more than 35 years, with his final position as the Chief Secretary to the Government from 1990 to 1996.

Tun Ahmad Sarji's tenure saw the continuing growth of PNB, with the introduction of nine new products and expanded opportunities for all Malaysians to invest in its unit trusts. He also actively pursued the fulfilment of Shariah aspirations, including the establishment of the Board's Shariah Advisory Committee and the introduction of Hibah Amanah.

Tun Ahmad Sarji built upon Tun Ismail's legacy of careful prudence to continue emphasising higher standards of corporate governance and integrity, so as to ensure that the trust given to PNB by its unit holders would always be upheld.

Tun Ahmad Sarji welcoming Tun Ismail, who was then Chairman of PNB, at the Annual Dinner on 17 July 1992



Tun Ahmad Sarji with Prime Minister Dato' Sri Mohd Najib Tun Abdul Razak and Tan Sri Dato' Sri Hamad Kama Piah Che Othman during the launching of Amanah Saham Bumiputera 2 on 2 April 2014

TAN SRI DATO' MOHD DESA PACHI WAS APPOINTED AS THE FIRST CHIEF EXECUTIVE AND GENERAL MANAGER OF PNB IN 1978.

Previously, he was a senior partner in an international accounting firm. Hand-picked by Tun Ismail Mohamed Ali, he was commissioned by the Government to set up PNB.

Tan Sri Mohd Desa was instrumental in operationalising Tun Ismail's vision for PNB, laying the building blocks for the institution's future success, particularly by assembling a team of young talent who would not only go on to lead PNB, but would also go on to serve and contribute to corporate Malaysia and the nation.

Tan Sri Mohd Desa explaining the ASN scheme at a seminar

At the signing ceremony between PNB and Shimizu Construction of Japan for the construction of Menara PNB



TAN SRI DATO' MOHD DESA PACHI



1978-1981

General Manager and Chief Executive

# TAN SRI DATO' SERI ABDUL KHALID IBRAHIM

1982-1994

Group Chief Executive



Together with the guests of honour at the launching of "Buku Ting", the passbook for youth



TAN SRI DATO' SERI ABDUL KHALID IBRAHIM JOINED A YEAR AFTER PNB WAS ESTABLISHED AS MANAGER, INVESTMENTS IN 1979.

In this role, he was one of the key individuals involved in the Dawn Raid in 1981, a historic achievement for PNB and all Malaysians. This event saw PNB attaining a 51% stake within less than two hours in British plantation concern Guthrie Corporation PLC, which was then listed on the London Stock Exchange. PNB was then able to subsequently "bring the company home" to be re-listed on the Kuala Lumpur Stock Exchange (as it was then known) in 1989.

He succeeded Tan Sri Mohd Desa as General Manager in 1982, and was subsequently designated as Chief Executive in 1985 and then Group Chief Executive in 1990.



Tan Sri Abdul Khalid accompanying the then Deputy Prime Minister, Tun Musa Hitam on a visit to Menara PNB, together with PNB Chairman, Tun Ismail Mohamed Ali

Dato' Sri Hilmey at the Prize Giving Ceremony for the Most Excellent School under the "Program Sekolah Angkat Maktab Perguruan Malaysia"



DATO' SRI MOHD HILMEY MOHD TAIB WAS THE GROUP CHIEF EXECUTIVE FROM 1995 TO 1997.

Dato' Sri Hilmey, who is an accountant by training, joined PNB in 1981, and rose up the ranks to helm several leadership positions across PNB and ASNB.

He spearheaded the project to launch ASB as the fixed price replacement for ASN in 1989. ASN then became the first variable price product for PNB. He was subsequently appointed as General Manager of Finance Operations and Electronic Data Processing in the following year.

With his keen interest in information technology, Dato' Sri Hilmey pioneered the development of information technology utilisation for various needs, including the successful computerisation system for the post office, which enabled their systems to be directly linked to PNB's mainframe.



"Program Bijak Sifir" was launched in 1994 to encourage primary school students to enjoy mathematics

# DATO' SRI MOHD HILMEY MOHD TAIB

1995-1997

Group Chief Executive



# TAN SRI DATO' SRI HAMAD KAMA PIAH CHE OTHMAN

1997-2016

President &  
Group Chief Executive



Launch of MSAM 2012 in  
Kota Kinabalu, Sabah



Tan Sri Hamad Kama Piah with the  
Senior Management of PNB investee  
companies and partners for MSAM  
2014 in Kelantan

TAN SRI DATO' SRI HAMAD KAMA PIAH CHE OTHMAN SERVED AS THE PRESIDENT & GROUP CHIEF EXECUTIVE OF PNB FOR ALMOST TWO DECADES. TAKING THE HELM AT THE HEIGHT OF THE ASIAN FINANCIAL CRISIS IN 1997, HE STEERED PNB THROUGH THE STORM AND GUIDED IT TO PHENOMENAL GROWTH.

Assets under management grew more than four-fold from RM57.5 billion in 2000 to RM266.4 billion in 2016. Tan Sri Hamad Kama Piah began the diversification of PNB's portfolio through forays into both domestic and international real properties, as well as increasing exposure to international equities. Value creation for PNB's investee companies became one of his key strategies to generate sustainable returns for its unit holders.

With the philosophy of PNB as a social entrepreneur and deploying his 'White Ocean' strategy, Tan Sri Hamad Kama Piah pursued integrated investment education for the masses in order to enhance their financial literacy. This saw the birth of the annual Minggu Saham Amanah Malaysia (MSAM), which is now in its 19th year and has reached more than 3 million Malaysians from all walks of life.



Launch of MSAM 2016 in Tapah, Perak

