

Supporting the Government Transformation Programme

Selected projects and related initiatives by G20

FIGHTING CORRUPTION

- Corporate Integrity Pledge
- Anti-bribery and anti-corruption training



ASSURING QUALITY EDUCATION

- Capacity building and improving English in rural schools through ICT and other programmes
- Cashville Kidz - international award winning initiative in nurturing financial literacy among children and youth



IMPROVING RURAL DEVELOPMENT

- Rural electrification programme
- Financing upgrading of water treatment plants



Supporting the Economic Transformation Programme

Selected projects and related initiatives by G20

HEALTHCARE

- Development of new medical centres in Ara Damansara and Desa Parkcity
- Strengthen position in the local and regional pharmaceutical markets by focusing in biotherapeutics and niche therapeutics areas through collaboration or joint ventures



OIL, GAS AND ENERGY

- Refinery and Petrochemical Integrated Development (RAPID) Project
- Security and reliability of electricity supply through generation and network plant up
- Drilling activities and oilfield services



EDUCATION

- Financing construction of university campuses



PALM OIL & RUBBER

- Increasing fresh fruit bunch yield
- Increasing oil extraction rate



FINANCIAL SERVICES

- Significant investments and acquisitions to develop regional banking and improve services



ADDRESSING COST OF LIVING

- Affordable housing financing and credit guarantee
- Provision of utilities allowance and schooling assistance



IMPROVING URBAN PUBLIC TRANSPORT

- Integrated Touch 'n Go ticketing system for LRT and RapidKL buses



RAISING LIVING STANDARDS OF LOW-INCOME HOUSEHOLDS

- Affordable internet package
- Komputer 1Malaysia to increase computer penetration in non-urban areas
- Providing affordable voice and mobile broadband services
- Affordable tariff scheme for low income group
- Providing microfinancing for the underbanked



PUTRAJAYA COMMITTEE ON GLC HIGH PERFORMANCE (PCG)



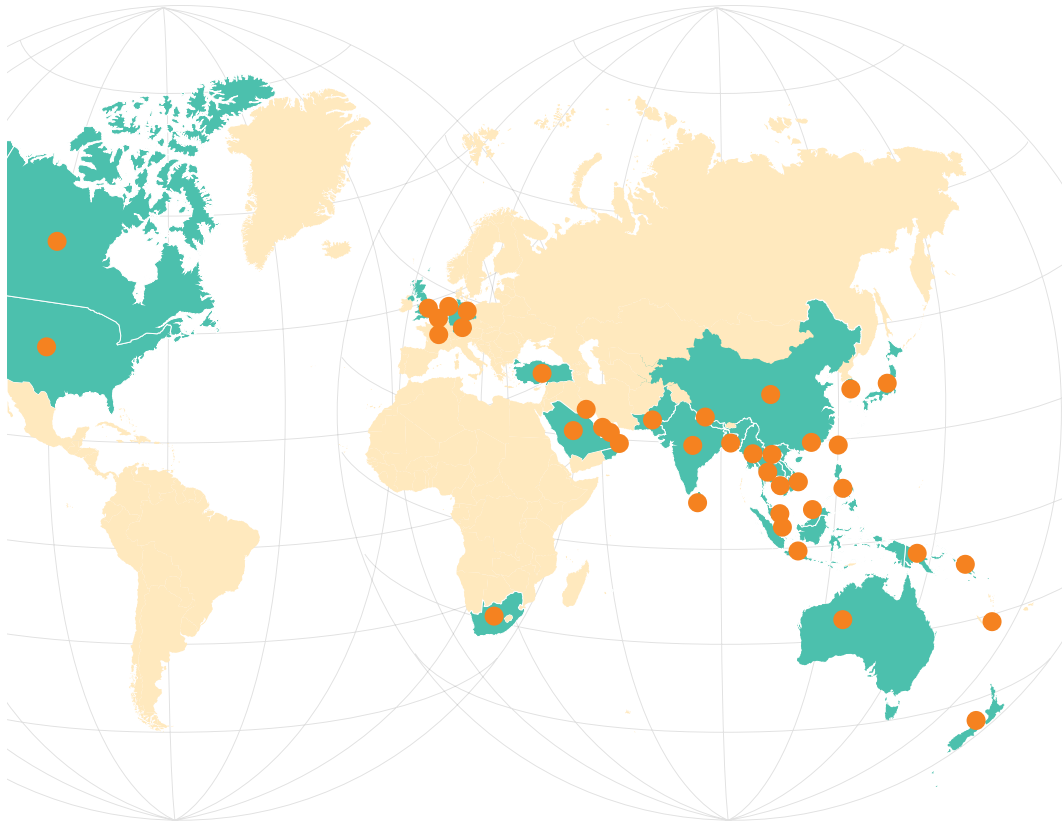
GOVERNMENT-LINKED INVESTMENT COMPANIES (GLICs)



G20



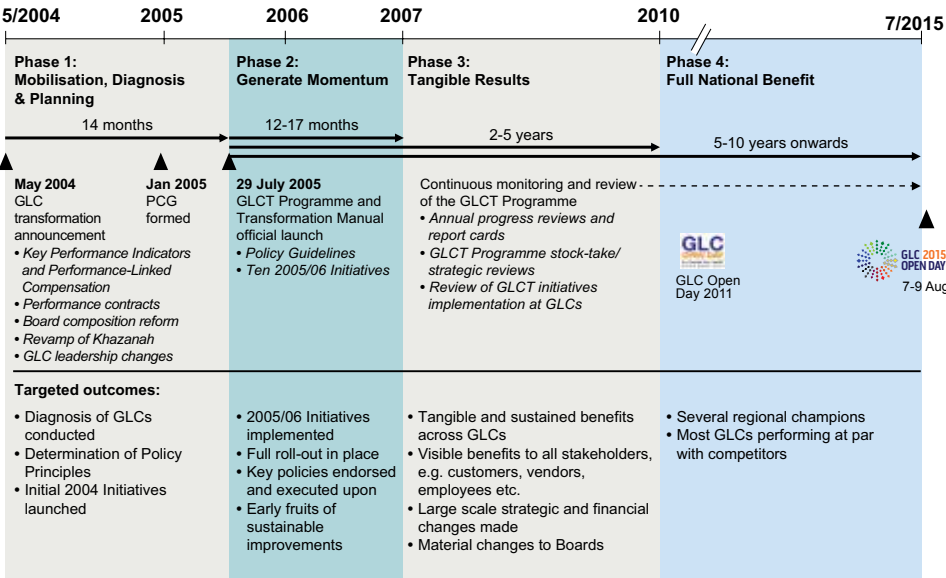
GLC TRANSFORMATION PROGRAMME REPORT CARD APRIL 2015



The 10-Year GLC Transformation (GLCT) Programme

Now in its final year

The GLCT Programme is approaching its "graduation" in August 2015 (instead of "end"), to signify that GLICs and GLCs will continue to deliver the GLCT Programme's 3 underlying principles (i.e. performance focus; nation building; governance and providing benefits to all stakeholders), post the programme.



Source: G20 submissions to PCG Secretariat, PCG analysis

The GLC Transformation (GLCT) Programme was announced on 14 May 2004 and officially launched on 29 July 2005.

Government-Linked Investment Companies (GLICs) are defined as Federal Government-linked investment companies. There are five GLICs which come under the GLCT Programme namely Employees Provident Fund (EPF), Khazanah Nasional Berhad (Khazanah), Lembaga Tabung Angkatan Tentera (LTAT), Lembaga Tabung Haji (LTH) and Permodalan Nasional Berhad (PNB).

Government-Linked Companies (GLCs) are defined as companies that have a primary commercial objective and are under the control of a GLIC. A GLIC has control over a GLC when it is the majority shareholder or single largest shareholder and when it has the ability to exercise and influence major decisions such as appointment of board members and senior management, award of tenders and contracts and so on. Subsidiaries of such GLCs fall under the purview of the GLCT Programme. The GLCT Programme excludes state controlled or state-linked companies.

G20 is a selection of large GLCs controlled by GLICs under the GLCT Programme and is used as a proxy for performance of the GLCs. This list originally comprised of 20 GLCs but currently stands at 17 due to various merges, demergers, divestments and other corporate exercises over the years.

www.pcg.gov.my

Updated as of 12 May 2015

Visit us at



GLC 2015 OPEN DAY

7-9 August  
KL Convention Centre



## 01 DELIVERING HIGH PERFORMANCE AND GROWTH

### G20 Total Shareholder Return

grew

**12.6%** p.a.

from 14 May 2004 to 7 April 2015,  
vs. 12.2% p.a. on the KLCI

### G20 Return On Equity

hit

**11.5%** p.a.

on average from FY04 to FY14

### G20 Market Capitalisation

grew

**3.2x**

RM b

133.8

431.1

14 May 04

7 April 15

### G20 Net Profit

up by

**RM16.3b**

(10.2% p.a.)

RM b

9.9

26.2

FY04

FY14<sup>1</sup>

### G20 Economic Profit

up by

**RM6.1b**

RM b

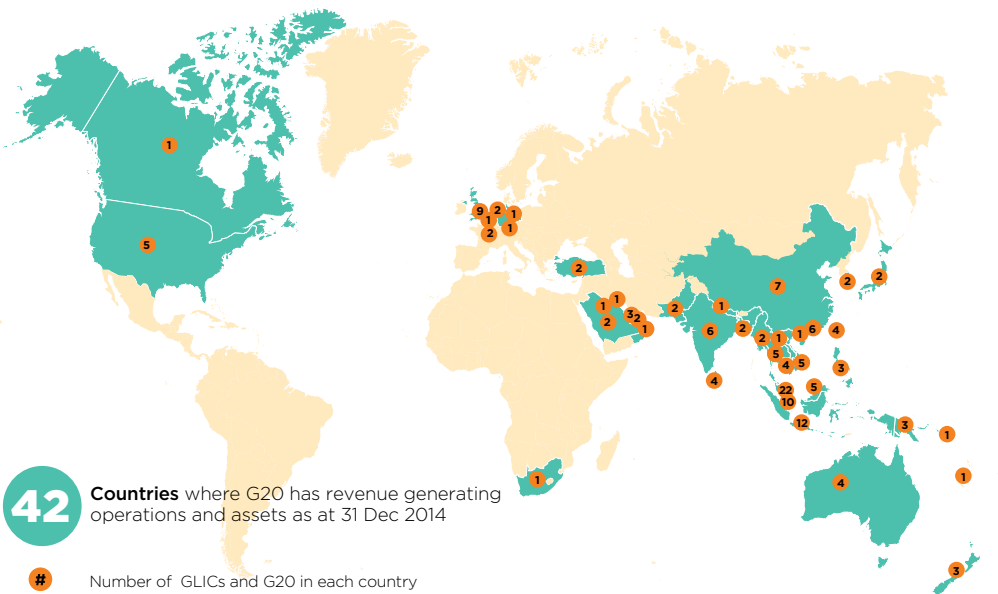
-5.1

1.0

FY05<sup>2</sup>

FY14

### Internationalisation of GLICs & GLCs



**42** Countries where G20 has revenue generating operations and assets as at 31 Dec 2014

# Number of GLICs and G20 in each country

1. FY14 extraordinary break-up basis adjustments due to the restructuring of MAS have been excluded to provide a fair view of operational performance

2. Economic Profit started being tracked since the official launch of the GLCT Programme in FY05

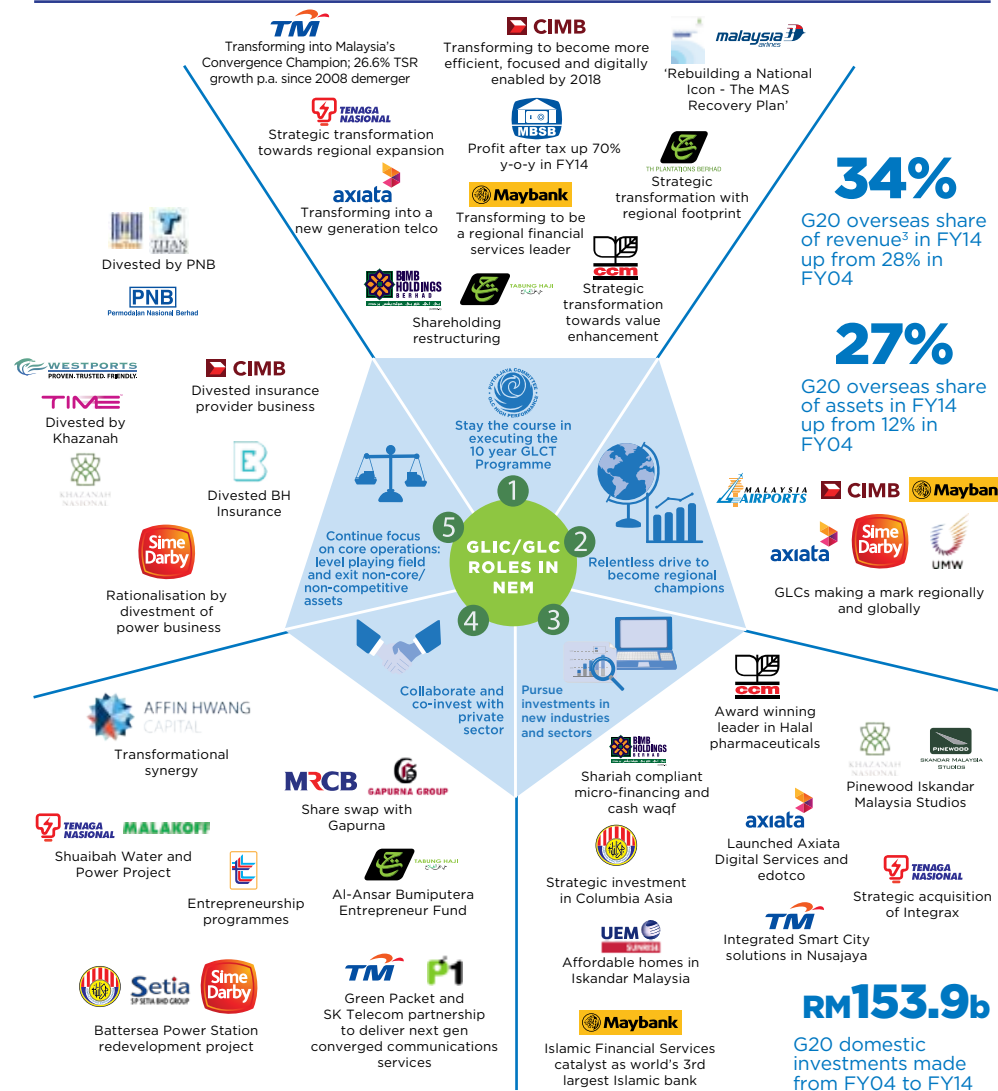
Note: MAS has been excluded from G20's TSR and Market Capitalisation computations, due to its delisting

Source: G20 quarterly and annual reports, G20 submissions to PCG Secretariat, Bloomberg, PCG analysis

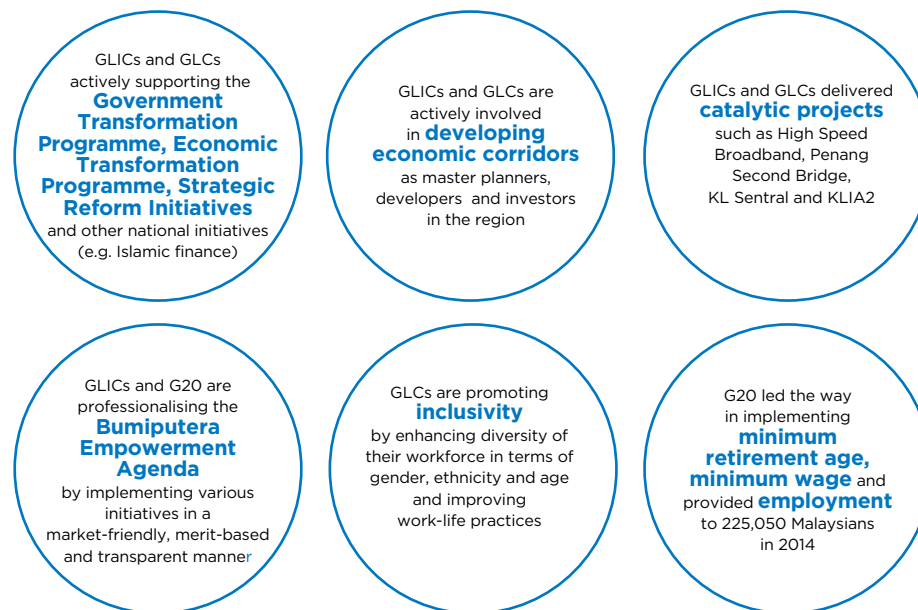
## 02 SUPPORTING NATION BUILDING

### 5 Roles of GLICs & GLCs in the New Economic Model (NEM)

Selected GLICs' and G20's achievements



### GLICs & GLCs contribution to other national development initiatives



3. Revenue consists of non-bank revenue and banking income (Gross interest income, fee-based income and gross Islamic banking income)

Source: G20 quarterly and annual reports, GLICs & G20 submissions to PCG Secretariat, PCG analysis

## 03 PROVIDING BENEFITS TO ALL STAKEHOLDERS

### G20 paid...

**RM108.3b**  
in dividends

from FY04 to FY14, enriching the investing public and contributors to trust agencies such as EPF and PNB

**RM63.5b**  
in taxes

from FY04 to FY14, benefitting the rakyat and country

### Customers

### Numerous international and local awards won by G20



### Employees

**RM543m**  
spent

by G20 on training and development in 2014

**9,558**

**G20 non-executives**

benefitted from participation in upward mobility schemes (UMS) in 2014

### Vendors & Suppliers

**RM98.2b**  
worth of business

provided to G20 suppliers in 2014

**66,583**

**G20 suppliers**

have been provided with business opportunities in 2014

**RM6.6b**  
spent

on G20's vendor development programmes (VDPs) in 2014

**1,307**

**vendors**

benefitted from participation in G20's VDPs in 2014

### Society

**RM473m**  
spent

on G20's corporate responsibility initiatives in 2014

**79,745**  
students

in 160 G20 adopted high-needs schools have benefitted under the PINTAR programme in 2014

**533**  
low-income families

benefitted from Yayasan Sejahtera in 2014, funded by G20 and other companies

**1,916**  
unemployed graduates trained

under the Graduate Employability Management Scheme (GEMS) and Skim Latihan 1Malaysia (SLIM) by G20 in 2014

Source: G20 quarterly and annual reports, G20 submissions to PCG Secretariat, PCG analysis