

GLICs & GLCs CONTRIBUTING TO OTHER NATIONAL DEVELOPMENT INITIATIVES



Government Transformation Programme, Economic Transformation Programme, and other national initiatives



Delivered **major infrastructure projects** such as High Speed Broadband, Penang Second Bridge, KL Sentral and klia2



Promoting **inclusivity** by enhancing diversity of their workforce in terms of gender, ethnicity and age and improving work-life practices



Key players and contributors to the **growth of the sukuk market** by pioneering the **issuance of landmark innovative sukuk**



Active involvement in **economic corridors** as master planners, developers and investors



Professionalising the Bumiputera Empowerment Agenda by implementing various initiatives in a market-friendly, merit-based and transparent manner



Leading in the implementation of **minimum retirement age, minimum wage** and providing **employment** to 225,050 Malaysians in 2014



G20 represented **half of the Top 10 constituents** on the FTSE Good Bursa Index, which recognises Malaysian companies with **corporate responsibility practices**

THE WAY FORWARD - 2015 AND BEYOND



CHALLENGES

TOUGHER EXTERNAL ENVIRONMENT

Volatile and uncertain global economy

Higher performance bar

Disruptive innovation

Greener and sustainable business practices

Greater demand to assist with nation building

NEW AND EXISTING CHALLENGES

Softening financial and operational performance

Next wave of growth harder to achieve

Heightened pace of globalisation, liberalisation and regulations

Complexity of operating in multiple geographies

Talent and human capital

Potential hubris and complacency



WAY FORWARD - GLCs TO:

DELIVER HIGH PERFORMANCE

1. Become world class companies and global champions
2. Meet and set global standards
3. Embrace leading business practices

BUILD & SHAPE THE NATION

1. Continue executing the 5 Roles in NEM
2. Support and shape other national priorities
3. Grow with inclusivity and sustainability

BECOME STRONG INSTITUTIONS

1. Elevate from good governance to strong institutions

ESTABLISH A SUCCESSOR ENTITY

1. Sustain the 3 Underlying Principles of the Programme
2. Contribute to the country's 2020 ambition
3. Foster business collaboration

PUTRAJAYA COMMITTEE ON GLC HIGH PERFORMANCE (PCG)



GOVERNMENT-LINKED INVESTMENT COMPANIES (GLICs)



G20



FORMER G20



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 mergers, demergers, divestments and other corporate exercises over the years.

www.pcg.gov.my



GLC TRANSFORMATION PROGRAMME GRADUATION REPORT CARD AUGUST 2015

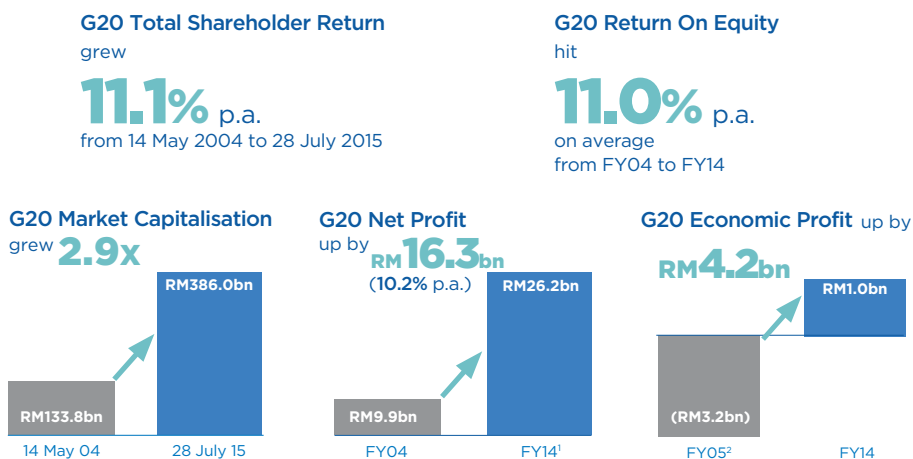


YEAR GLC TRANSFORMATION PROGRAMME

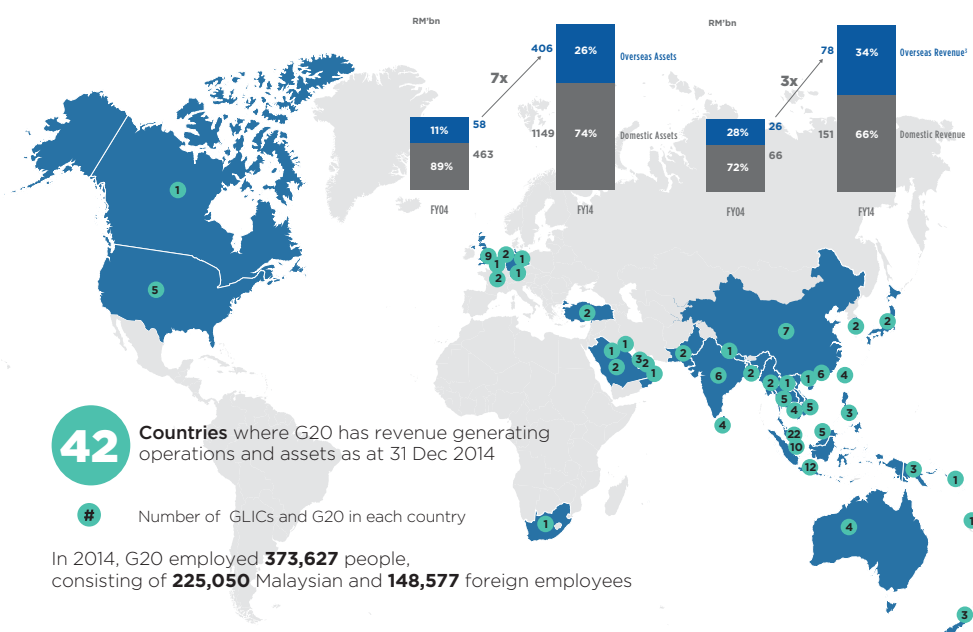
GRADUATING TO A HIGHER CLASS
Nation Building, Touching Lives



01 DELIVERING FINANCIAL PERFORMANCE

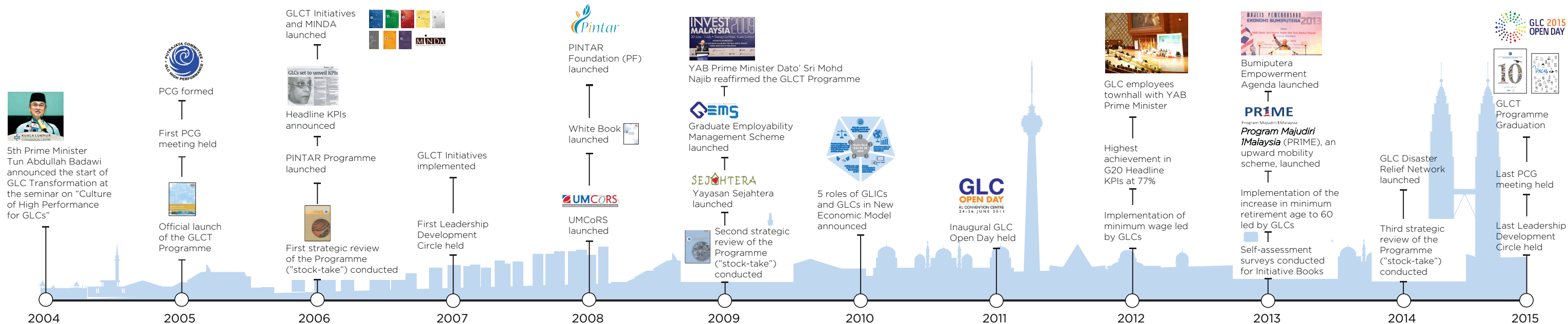


Internationalisation of GLICs & GLCs



In 2014, G20 employed **373,627** people, consisting of **225,050** Malaysian and **148,577** foreign employees

GLCT Programme Milestones

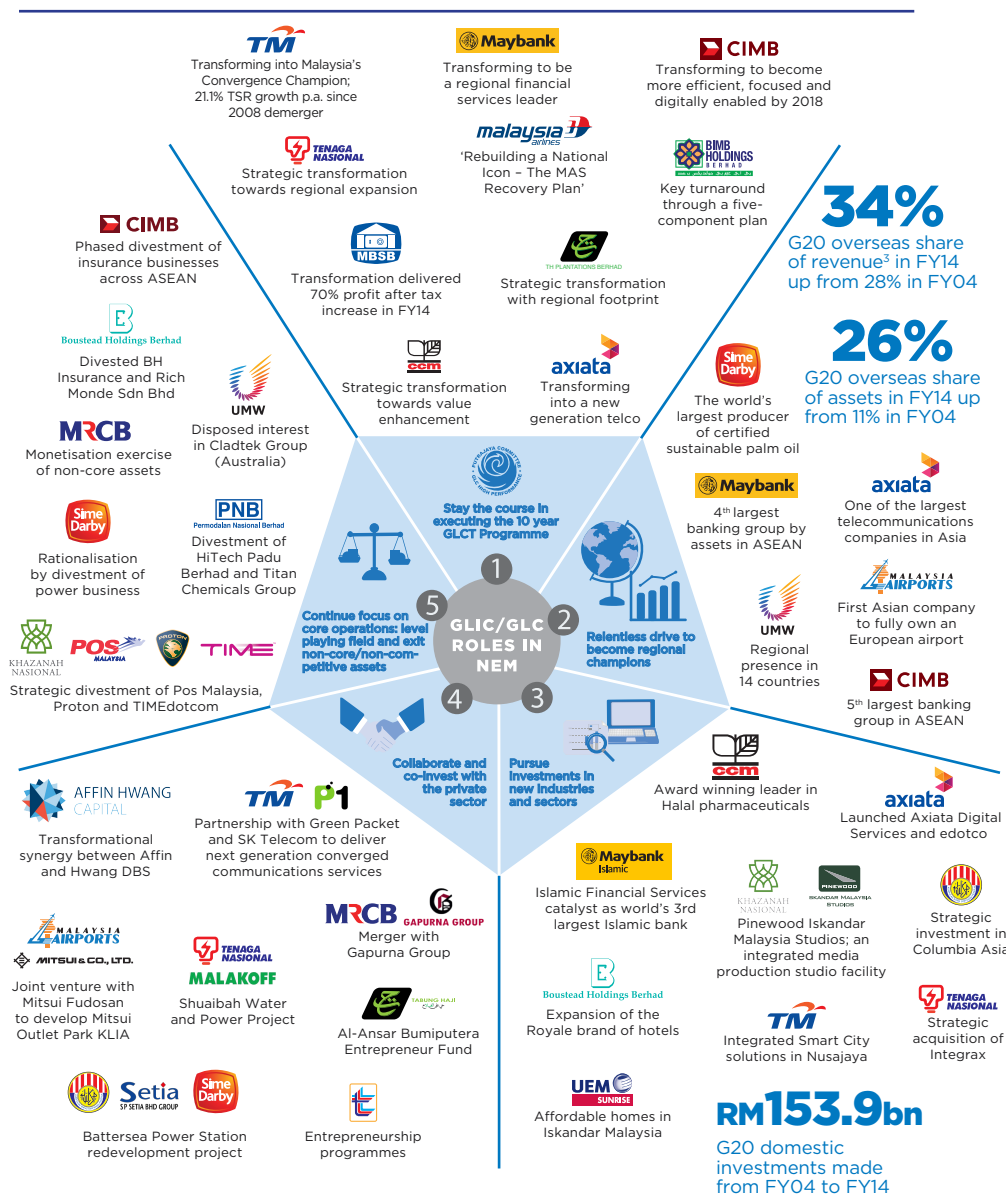


Source: G20 annual reports, GLICs & G20 submissions to PCG Secretariat, Bloomberg, PCG Secretariat analysis
¹ FY14 extraordinary break-up basis adjustments due to the restructuring of MAS have been excluded to provide a fair view of operational performance
² Economic Profit (EP) started being tracked since the official launch of the GLCT Programme in FY05
³ Revenue consists of non-bank revenue and banking income (gross interest income, fee-based income and gross Islamic banking income)
 Note: MAS has been excluded from G20's TSR and Market Capitalisation computations, due to its delisting

02 CATALYSING NATION BUILDING

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

Selected GLICs' and G20's achievements



03 BENEFITTING ALL STAKEHOLDERS

Excluding GLICs, G20 paid...



Customers

At least 285 international and local customer-related awards won by G20 from 2004 - 2014



Employees



Vendors & Suppliers



Society

