

## MEMBERS OF THE BOARD

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MEMBERS OF THE BOARD

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MEMBERS OF THE BOARD



**Chairman**

**Tan Sri Samsudin Osman**

Chairman, EPF

sam@epf.gov.my

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Tan Sri Samsudin Osman was appointed Chairman of the EPF Board beginning 1 February 2007.

A long-serving civil servant, Tan Sri Samsudin has served as President of Putrajaya Corporation, Chief Secretary to the Government, Director-General of the Public Service Department, Secretary-General of the Ministry of Home Affairs, Secretary-General of the Ministry of Domestic Trade and Consumer Affairs, Federal Secretary of Sabah and Deputy Secretary-General of the Ministry of Transport.

Aside from being Chairman of the EPF, he currently serves as Chairman of Kwasa Land Sdn Bhd and a Director of Sime Darby Berhad. He is also Pro-Chancellor of Universiti Malaysia Terengganu, Chancellor of University College Bestari and Chairman of the Board of Trustees of the Mahathir Science Award Foundation.

He holds a Master of Public Administration from Pennsylvania State University, USA.



**Deputy Chairman**

**Datuk Siti Zauyah Md Desa**

Deputy Secretary-General (Policy), Ministry of Finance

zauyah@epf.gov.my

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Datuk Siti Zauyah Md Desa was appointed to the EPF Board as a Government representative beginning 1 March 2016.

Datuk Siti Zauyah is the Deputy Secretary-General (Policy) at the Ministry of Finance. She currently sits on the Boards of Johor Corporation, Majlis Amanah Rakyat, Bank Kerjasama Rakyat Malaysia Berhad, Rakyat Management Services Sdn Bhd, Rakyat Hartanah Sdn Bhd, Rakyat Facility Management Sdn Bhd, Govco Holdings Berhad, Felda Global Ventures Holdings Berhad, Felda Holdings Berhad, Pengurusan Aset Air Berhad, Malaysia Digital Economy Corporation Sdn Bhd, Bintulu Port Holdings Berhad, Samalaju Industrial Port Sdn Bhd, National Trust Fund and Retirement Fund (Incorporated).

She holds a Bachelor of Science (Hons) in Quantity Surveying from University of Reading, United Kingdom; and a Master of Business Administration (International Banking) from University of Manchester, United Kingdom. She also holds a Diploma in Public Administration from the National Institute of Public Administration.

MEMBERS OF THE BOARD



**Government Representative**

**Tan Sri Zainal Rahim Seman**

Director-General, Public Service Department

[zainalrahim@epf.gov.my](mailto:zainalrahim@epf.gov.my)

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Tan Sri Zainal Rahim Seman was appointed to the EPF Board as a Government representative beginning 1 June 2017.

He is the Director-General of the Public Service Department.

With a career in the civil service spanning over 34 years, he brings with him extensive experience in the fields of Land and District Administration, Human Resource Management and Development Project Management. He was previously Director-General of the Malaysian Administrative Modernisation and Management Planning Unit (MAMPU), and had also served as Secretary-General of the Human Resources Ministry and the Penang State Secretary.

He is also a Board of Director of the Inland Revenue Board, the Razak School of Government, the Malaysian Institute of Integrity and the Malaysian Qualifications Register.

He holds a Master of Public Administration from University of Science Malaysia.



**Government Representative**

**Tan Sri Datuk Amar Haji Mohamad Morshidi Abdul Ghani**

Sarawak State Secretary

[mohamad-morshidi@epf.gov.my](mailto:mohamad-morshidi@epf.gov.my)

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Tan Sri Datuk Amar Haji Mohamad Morshidi Abdul Ghani was appointed to the EPF Board as a Government representative beginning 2 August 2009.

He began his career as Management Executive with Petronas in 1980 before joining the Sarawak Civil Service in 1988 as Director of Kuching North City Hall. He has 26 years of experience in various state government agencies, including in the Chief Minister's Department and the Ministry of Social Development and Urbanisation. Between 2006 and 2009, he held the posts of Deputy State Secretary (Planning and Development) and Deputy State Secretary (Administration, Security and Corporate Affairs).

He has been appointed to the current post as Sarawak State Secretary since August 2009. He also sits on the Boards of Universiti Malaysia Sarawak, Swinburne University, Sarawak Economy Development Corporation, Bintulu Port Holding (Petronas) and other state agencies and NGOs.

He holds a Bachelor of Economics (majoring in Statistics) from Universiti Kebangsaan Malaysia and a Master of Human Resources Management from University of Scranton, Pennsylvania, USA. He has also attended a Senior Executive Fellowship programme at Harvard University, USA.

MEMBERS OF THE BOARD



**Government Representative**

**Tan Sri Sukarti Wakiman**

Sabah State Secretary

sukarti-wakiman@epf.gov.my

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Tan Sri Sukarti Wakiman was appointed to the EPF Board as a Government representative beginning 1 June 2001.

Tan Sri Sukarti started his career with the State Civil Service in 1977 where he was posted to various departments. Prior to his appointment to the post of State Secretary in 2007, he served as the Director of the Public Service Department of Sabah.

He holds a Bachelor (Hons) in Anthropology and Sociology from Universiti Malaya in year of 1977.



**Government Representative**

**Dato' Sri Adenan Ab Rahman**

Former Secretary-General, Ministry of Human Resources

adenan-rahman@epf.gov.my

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Dato' Sri Adenan Ab Rahman was appointed to the EPF Board as a Government representative beginning 1 March 2016.

Dato' Sri Adenan was the Secretary-General of the Ministry of Human Resources. His career as an Administrative and Diplomatic officer began when he was appointed Assistant Director at the Research Division, Prime Minister's Department in 1981. He subsequently rose through the ranks to become Director-General of the Division in 2011. He was later appointed as the Deputy Secretary-General (Security and Policy), Ministry of Home Affairs on 16 February 2015.

He earned his Bachelor of Arts degree in Southeast Asian Studies from Universiti Malaya. Subsequently, he obtained his Master of Arts degree majoring in Defence Studies from the Universiti Kebangsaan Malaysia.

MEMBERS OF THE BOARD



**Employers Representative**

**Tan Sri Azman Shah Haron**

President, Malaysian Employers Federation

azman-shah@epf.gov.my

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Tan Sri Azman Shah Haron was appointed to the EPF Board as an Employers representative beginning 1 June 2007.

Tan Sri Azman is President of the Malaysian Employers Federation. He sits on the Board of various companies, including Alangka-Suka Hotels and Resorts Berhad, and various subsidiaries of Advance Synergy Berhad, including Cherating Holiday Villa Berhad.

He is also Chairman of the Consultative Panel for the Hospitality Industry at the Malaysia Productivity Corporation (MPC), Board Member of the MPC, Board Member of the Malaysian Industrial Development Authority, President and Board Member of Asean Tourism Association, Co-Chairman of the Working Group on Efficiency Issues and Chairman of the Industrial Advisory Committee, Department of Polytechnic in the Higher Education Department.

In addition, he is the Chairman of the Confederation of Asia-Pacific Employers, Chairman of Asean Confederation of Employers, Substantive Member on National Labour Advisory Council, Council Member of the National Wages Consultative Committee, Ministry of Human Resources, and Member of the Public Services Commission Malaysia.

He holds a Diploma in General Hotel Management from Holiday Inn University, USA.



**Employers Representative**

**Datuk Mohd Hasnol Ayub**

President, Sabah Bumiputera Chamber of Commerce

mohd-hasnol@epf.gov.my

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Datuk Mohd Hasnol Ayub was appointed to the EPF Board as an Employers representative beginning 1 June 2009.

In addition to his responsibility as Executive Director/Chief Executive Officer of the Institute for Development Studies Sabah, he is also President of the Sabah Bumiputera Chamber of Commerce.

He holds a postgraduate Diploma in Business Administration and a Master Degree in Business Administration, both from the University of Wales, Cardiff, United Kingdom.

MEMBERS OF THE BOARD



**Employers Representative**

**Datuk Abang Haji Abdul Karim Tun Abang Haji Openg**

President, Sarawak Chamber of Commerce and Industry

abdul-karim@epf.gov.my

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**Datuk Abang Haji Abdul Karim Tun Abang Haji Openg was appointed to the EPF Board as an Employers representative beginning 13 July 2013.**

Datuk Abang Haji Abdul Karim has served as Senior Independent Non-Executive Director of Ta Ann Holdings Berhad since 2 October 1999 and Chairman of Brooke Dockyard and Engineering Works Corporation. He has held various public positions, including as President of Sarawak Chamber of Commerce and Industry, and a member of the general committee of the Malaysian International Chamber of Commerce and Industry representing Sarawak, and Co-Chairman of Sarawak SEMUDAH Task Force.

He is also Deputy Chairman of Sarawak Convention Bureau, Board Member of Malaysia Productivity Corporation, Permodalan Satok Berhad, Amanah Saham Sarawak Berhad and Member of Lembaga Baitulmal and Wakaf Sarawak. He was founding Director of BIMP-EAGA Business Council and the first Chairman of BIMP-EAGA Malaysian Business Council Sarawak Chapter.

He graduated with Bachelor of Economics (Hons) from Universiti Malaya and a Master of Management from the Asian Institute of Management, the Philippines.



**Employer Representative**

**Tan Sri Dr Lim Wee Chai**

Executive Chairman and Founder, Top Glove Corporation Bhd Council Member and Immediate Past President, Federation of Malaysian Manufacturers

limweechai@epf.gov.my

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**Tan Sri Dr Lim Wee Chai was elected to the EPF Board representing Employers on 1st July 2015.**

Tan Sri Dr Lim is the Executive Chairman and Founder of Top Glove Corporation Bhd. Under his visionary stewardship, the company which was established in 1991, has emerged the world's largest manufacturer of gloves.

He has also been involved in many associations and organizations in Malaysia. He is currently serving as the Honorary President of the Associated Chinese Chambers of Commerce and Industry of Malaysia. He also holds the role of Life Honorary Adviser of the Federation of Chinese Associations Malaysia. In addition to this, he was also appointed as Director and Board Member of University of Malaya.

Previous positions held by Tan Sri Dr Lim include President of the Federation of Malaysian Manufacturers and President of the Malaysia Rubber Glove Manufacturers' Association. In addition, he was also the Director of the Association of Malaysia Medical Industries, Board Member of the Malaysia Rubber and Council Member of the East Asia Business Council.

He graduated with a Bachelor of Science Degree with Honours in Physics from University Malaya and earned his Master of Business Administration from Sul Ross State University, Texas, United States. In 2015, he obtained his PhD in Management from University of Selangor and in 2016, was conferred an Honorary Doctorate in Business Administration by Oklahoma City University, United States.

MEMBERS OF THE BOARD



**Employees Representative**

**Dato' Abdul Halim Mansor**

President, Malaysian Trades Union Congress

halim-mansur@epf.gov.my

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Dato' Abdul Halim Mansor was appointed to the EPF Board as an Employees representative beginning January 2017.

He is President of the Malaysian Trades Union Congress since 2016. He is also the Secretary-General of the National Union of Petroleum and Chemical Industry Workers, a position he assumed since 1986.

An active union member with strong trade union record, he brings with him vast knowledge and experience pertaining to labour law, employment policy, industrial relations and occupational safety. He was previously a Director on the Board of the Social Security Organisation of Malaysia (SOCISO), a member of the National Labour Advisory Council, Panel Member of the Industrial Court and Panel Member of the SOCISO Appeals Board.

He is currently attached to Nylex (Malaysia) Sdn Bhd.



**Employees Representative**

**Tuan Hj. Adnan Mat**

Secretary-General, Congress of Unions of Employees in the Public and Civil Services

adnan@epf.gov.my

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Tuan Haji Adnan Mat was appointed to the EPF Board as an Employees representative beginning 1 June 2017.

A civil servant with long-standing union track record, he is the secretary-general of the Congress of Unions of Employees in the Public and Civil Services (CUEPACS), and the Deputy President of the Amalgamated National Union of Local Authorities Employees (ANULAE).

He is an assistant environmental health officer attached with the Sungai Petani Municipal Council in Kedah. He is currently seconded to the Public Service Division's Remuneration Division after being elected as the chairman of the National Joint Council for Science and Technology Employees in the Implementer Group.

In his capacity as the secretary-general of CUEPACS, he has also been appointed as a Permanent Member of the National Labour Advisory Council under the Human Resources Ministry of Malaysia.

He is also actively involved in the cooperative movement in line with his appointment as KOSPETA Malaysia Berhad's Co-operative Assistant Secretary (Koop Negara No 66).

He received his education at the Public Health Institute of Kuala Lumpur.

MEMBERS OF THE BOARD



**Employees Representative**

**Hadiah Leen**

President, Kesatuan Pekerja Bank Sarawak

hadiah-leen@epf.gov.my

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Hadiah Leen was appointed to the EPF Board as an Employees representative beginning 1 February 2012.

She is an employee of Hong Leong Bank Berhad in its Satok Branch, Kuching. She has a strong record of trade union activity. Since 2001, she has been President of the Sarawak Bank Employees' Union as well as head of Women of the Malaysian Trades Union Congress, Sarawak Division. She became a member of the Executive Council of the UNI-Apro Region in 2005 and was reappointed in 2015. She is a member of the panel representing workers in the Industrial Court in 2010 and was reappointed in 2015. She is also a member of the International Society for Labour and Social Security Law, Malaysia.

She holds a Diploma in Business Administration from the Institute of Professional and Managerial Administration, Kolej Putra, Kuala Lumpur; a Diploma in International Labour Standards, Fundamental Principles and Rights at Work from the International Labour Organisation Centre in Turin, Italy; and a Certificate in Personnel Management from the Malaysian Institute of Human Resources Management. She completed the Malaysian Women Directors Programme at the NAM Institute for the Empowerment of Women in 2013.



**Employees Representative**

**Catherine Jikunan**

Secretary, Malaysian Trades Union Congress Sabah

catherine-jikunan@epf.gov.my

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Catherine Jikunan was appointed to the EPF Board as an Employees representative beginning 1 June 2013.

She has been a Board member representing employees at the Social Security Organisation since 2009 and a member of the Appellate Board from 2005. She has also been representing employees in Sabah on the National Wages Consultative Council since 2010 and sits on the Sabah Industrial Court Panel since 2005. She is Secretary of the Malaysian Trades Union Congress, Sabah; Deputy Treasurer of the Federation of Bank Employees Malaysia and Vice-President of the Union Network International Asia Pacific.

She graduated with a Diploma in Banking and a Bachelor of Corporate Administration with Honours, both from Universiti Teknologi Mara. She also obtained a Master in Labour Policies and Globalisation from University of Kassel and Berlin School of Economy, Germany.

MEMBERS OF THE BOARD



**Professionals Representative**

**Datuk Thomas George M.S. George**

Former Secretary-General, Ministry of Works

thomas-george@epf.gov.my

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Datuk Thomas George was appointed to the EPF Board as a Professional representative beginning 1 June 2013.

He served as Deputy Director before being appointed as the Director of Planning and Research in the Public Service Department, and Senior Project Coordinator of Management Development and Quality Programme at the National Institute of Public Administration. Datuk Thomas George was Secretary-General of the Ministry of Human Resources from 27 May 2006 until 21 April 2009 and Secretary-General of the Ministry of Works from 22 April 2009 until he retired.

He holds a Master in Public Administration from George Washington University, USA.



**Professionals Representative**

**Zainal Abidin Mohd Kassim**

Director and Senior Partner, Actuarial Partners Consulting Sdn Bhd

zainal-abidin@epf.gov.my

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Zainal Abidin Mohd Kassim was appointed to the EPF Board as a Professional representative beginning 1 June 2015.

He is currently Director and Senior Partner of Actuarial Partners Consulting Sdn Bhd (formerly known as Mercer Zainal Consulting Berhad). He was previously President of the Actuarial Society of Malaysia, a position which he held from 1987-1988 and has worked at Prudential Assurance in the United Kingdom. He is a Fellow of the Actuarial Society of Malaysia and Associate of the Actuarial Society, USA.

He obtained his Bachelor of Science in Actuarial Science from City University, London, and is a Fellow of the Institute of Actuaries.

MEMBERS OF THE BOARD



**Professionals Representative**

**Khalid Hj Sufat**

Independent Non-Executive Director, UMW Holdings Berhad

khalid-sufat@epf.gov.my

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Khalid Sufat was appointed to the EPF Board as a Professional representative beginning 1 June 2017.

An accountant by profession, he has considerable experience in the banking industry having held several senior positions, namely as Managing Director of Bank Kerjasama Rakyat Malaysia Berhad; General Manager, Consumer Banking of Malayan Banking Berhad; and Executive Director of United Merchant Finance Berhad.

He had previously managed three listed companies, namely, as Executive Director of Tronoh Mines Malaysia Berhad, as Deputy Executive Chairman of Furqan Business Organisation Berhad and as Group Managing Director of Seacera Tiles Berhad.

His directorships in other public companies include UMW Holdings Berhad and Chemical Company of Malaysia Berhad.

He is a Fellow Member of the Association of Chartered Certified Accountants (UK), a member of the Malaysian Institute of Certified Public Accountants and the Malaysian Institute of Accountants.



**Ex-Officio**

**Datuk Shahril Ridza Ridzuan**

Chief Executive Officer, EPF

srr@epf.gov.my

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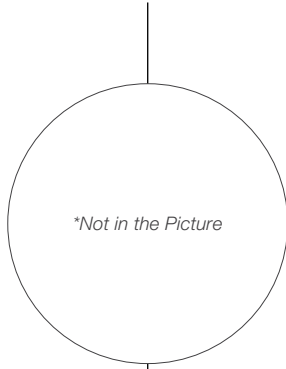
Datuk Shahril Ridza Ridzuan was appointed as the EPF's Chief Executive Officer effective 16 April 2013. He was previously the Deputy Chief Executive Officer (Investment) of the EPF since 1 December 2009.

Prior to joining the EPF, he was Managing Director of Malaysian Resources Corporation Berhad (MRCB), responsible for developing KL Sentral into one of the main commercial centres in Malaysia. His success at MRCB saw him being named Property CEO Of The Year by the FIABCI Malaysia branch in 2009. He previously served Pengurusan Danaharta Nasional Berhad, and was involved in corporate recovery and credit restructuring following the Asian financial crisis of 1997.

He currently sits on the Boards of Media Prima Berhad, Malaysia Building Society Berhad (MBSB), Pengurusan Danaharta Nasional Berhad, Malaysian Resources Corporation Berhad (MRCB) and IJN Holdings Sdn Bhd.

He holds a Master of Arts (First Class) from Cambridge University, England and Bachelor of Civil Law (First Class) from Oxford University, England, and was called to the Malaysian Bar and the Bar of England and Wales.

## ALTERNATE MEMBERS OF THE BOARD GOVERNMENT REPRESENTATIVES



**Hazim  
Jamaluddin**

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(1.6.2015 - 31.5.2019)  
Deputy Secretary,  
Strategic Investment Division,  
Ministry of Finance



**Dato' Mohtar Mohd  
Abd Rahman**

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(1.6.2017 - 31.5.2019)  
Deputy Director, Service Division,  
Public Service Department



**Dr Mohd  
Gazali Abas**

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(1.3.2016 - 2.2.2017)  
Deputy Secretary-General (Operation),  
Ministry of Human Resources



**Dato' Mohamed  
Elias Abu Bakar**

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(1.6.2017 - 5.10.2017)  
Deputy Secretary-General (Operation),  
Ministry of Human Resources



**Datuk Haji  
Nordin Siman**

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(1.6.2017 - 31.5.2019)  
Director-General, State



**Datu Dr  
Sabariah Putit**

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(1.6.2017 - 31.5.2019)  
Deputy State Secretary of Sarawak

## MEMBERS OF THE INVESTMENT PANEL



## MEMBERS OF THE INVESTMENT PANEL

### TAN SRI SAMSUDIN OSMAN

Chairman, EPF  
(sam@epf.gov.my)

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Tan Sri Samsudin Osman is Chairman of the Investment Panel since 1 February 2007.

Prior to this, he served as President of Putrajaya Corporation, Chief Secretary to the Government, Director-General of the Public Service Department, Secretary-General of the Ministry of Home Affairs, Secretary-General of the Ministry of Domestic Trade and Consumer Affairs, Federal Secretary of Sabah and Deputy Secretary-General of the Ministry of Transport.

He is currently Chairman of Kwasa Land Sdn Bhd and a Director of Sime Darby Berhad. He is also Pro-Chancellor of Universiti Malaysia Terengganu, Chancellor of University College Bestari and Chairman of the Board of Trustees of the Mahathir Science Award Foundation.

He holds a Master of Public Administration from Pennsylvania State University, USA.

### DATUK AHMAD BADRI MOHD ZAHIR

Director of National Budget Office,  
Ministry of Finance  
(ahmad-badri@epf.gov.my)

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Datuk Ahmad Badri Mohd Zahir was appointed beginning 1 May 2014.

He was previously Senior Valuation Executive at CH William Talhar & Wong Sdn Bhd and a Director Advisor of the Asian Development Bank in Manila, the Philippines. He is also a Director of Syarikat Danajamin Nasional Berhad, Kuala Lumpur International Airport Berhad, Danalnfra Nasional Berhad, Perbadanan Kemajuan Negeri Selangor, Bank Simpanan Nasional, Lembaga Pembiayaan Perumahan Sektor Awam, Malaysia Development Holding Sdn Bhd and Members of the Corporate Debt Restructuring Committee Malaysia.

He holds a Degree in Land and Property Management from Universiti Teknologi MARA and a Master of Business Administration from University of Hull, United Kingdom.

### DR SUKUDHEW (SUKHDAVE) SINGH

Former Deputy Governor,  
Bank Negara Malaysia

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Dr Sukudhew (Sukhdave) Singh was appointed to the Investment Panel on 2 May 2017.

A long-serving senior official at Bank Negara Malaysia, he last held the position of Deputy Governor in charge of monetary policy and economics, as well as several other functional areas of the Bank. He retired from the Central Bank on 31 December 2017, after 31 illustrious years of service. He was a senior policy maker and member of the Central Bank's Board of Directors, Monetary Policy Committee and Financial Stability Committee.

During his career, Dr Sukhdave was deeply involved in regional financial integration and collaboration. He had chaired a number of regional taskforces, was co-chair of the Southeast Asian Central Banks (SEACEN) Experts Group on Capital Flows and was a member of on the Board of Directors of the SEACEN Research and Training Centre, as well as a Malaysia's representative to the meetings of the ASEAN, ASEAN+3 and EMEAP Central Bank Deputies. For five years, until the conclusion of the Trans-Pacific Partnership Agreement negotiations, he led the Malaysian team on financial services.

He has also been a member of the Supervisory Committee at ABF Pan Asia Bond Index Fund. Dr. Sukhdave has spoken widely on central banking and economic issues, including at events organised by the International Monetary Fund, Bank for International Settlement, European Central Bank and the Bank of England.

Dr Sukhdave holds a doctorate degree in Monetary and International Economics from Vanderbilt University, USA.

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## MEMBERS OF THE INVESTMENT PANEL

### DATO' MD AGIL MOHD NATT

Non-Executive Director,  
Cagamas Berhad  
(md-agil@epf.gov.my)



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Dato' Md Agil Mohd Natt was appointed on 1 June 2017.

He started his career as Corporate Finance Manager with Bumiputra Merchant Bankers Berhad in 1977 before serving as Senior General Manager with Island & Peninsular Berhad. He was also the Chief Representative of Kleinwort Benson Limited before joining the Maybank Group in 1995 where he served as Senior General Manager, Corporate Banking, Chief Executive Officer of Aseambankers Berhad (now known as Maybank Investment Bank Berhad), and Deputy President/Executive Director of Maybank.

Prior to his retirement from his corporate career in 2011, he was the President and Chief Executive Officer of The International Centre for Education in Islamic Finance, the Global University of Islamic Finance.

He currently holds independent non-executive roles in several banking and financial corporations, including as chairman of the Credit Guarantee Corporation Malaysia Berhad, Manulife Insurance Berhad, and Manulife Asset Management Services Berhad. He also sits on the board of the Export-Import Bank of Malaysia Berhad, Cagamas Bhd, Sogo (KL) Sdn Bhd and Sogo (KL) Department Store Sdn Bhd. He is also a member of the Board of Trustees of Yayasan Tun Abdul Razak.

He holds an honours degree in Economics from Brunel University London, a Master's degree in Finance from Cass Business School London, and attended the Advance Management Programme with the Harvard Business School, USA.

### DAVID LAU NAI PEK

Independent Non-Executive Director,  
Axiata Group Berhad  
(david-lau@epf.gov.my)



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David Lau Nai Pek was appointed beginning 1 June 2009.

He has over 35 years of professional experience in finance and has led financial organisations in Australia, Brunei, China, Malaysia, New Zealand, the Netherlands and the United Kingdom. He retired from Shell Malaysia in August 2011 after serving Shell Group for about 30 years in various capacities. His major assignments included serving as Finance Director of Shell Malaysia, Finance Director of Shell China, Global Controller of the Exploration and Production Division of Royal Dutch Shell and Vice-President, Finance of Shell International Exploration and Production B.V., the Netherlands.

He is currently a Non-Executive Director and Chairman of the Board Audit Committee of Axiata Group Berhad and two of its non-listed subsidiaries. He also sits on the Board of KKB Engineering Berhad.

He holds a Bachelor of Commerce from University of Canterbury, New Zealand, and is a member of the Malaysian Institute of Accountants and the New Zealand Society of Accountants.

MEMBERS OF THE INVESTMENT PANEL

**ROSSANA ANNIZAH  
AHMAD RASHID**

Independent Non-Executive Director,  
IHH Healthcare Berhad  
(rossana-annizah@epf.gov.my)



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Rossana Annizah Ahmad Rashid was appointed beginning on 1 June 2015.

Rossana is an Independent Non-Executive Director of IHH Healthcare Berhad (IHH). She serves on the Boards and certain Board Committees of IHH subsidiaries, namely Parkway Pantai Limited and Acibadem Saglik Yatirimlari Holding A.S. Group. She is also a Non-Executive Director of Parkway Trust Management Limited (PTM), an indirect wholly-owned subsidiary of IHH. PTM manages Parkway Life Real Estate Investment Trust and is listed on the Singapore Exchange Securities Trading Limited. In 2016, she was appointed Country Chairman of the Jardine Matheson Group of Companies in Malaysia. Subsequently she joined the Board of Cycle & Carriage Bintang Berhad, a member of the Jardine Matheson Group, as Non-Independent Non Executive Director. In May 2017, she was appointed Independent Non-Executive Director of Celcom Axiata Berhad.

Prior to her current roles, Rossana is a career professional holding leadership positions in the telecommunication and banking sectors. She previously served in various senior management roles with TIME dotCom Berhad, Maxis Berhad and RHB Bank Berhad, after beginning her banking career with Citibank Malaysia.

With a combined 30 years of experience, Ms Rossana has broad experience in business strategy, identifying sustainable monetisation models, understanding customers and competition, as well as the need for reviewing monetization models focusing on both revenue management and cost management.

Rossana graduated in Bachelor of Arts in Banking and Finance from Canberra College of Advanced Education, Australia (now known as University of Canberra).

**DATUK SHAHRIL RIDZA  
RIDZUAN**

Chief Executive Officer, EPF  
(srr@epf.gov.my)



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Datuk Shahril Ridza Ridzuan was appointed as the EPF's Chief Executive Officer effective 16 April 2013. He was previously the Deputy Chief Executive Officer (Investment) since 1 December 2009.

Prior to joining the EPF, he was Managing Director of Malaysian Resources Corporation Berhad (MRCB), responsible for developing KL Sentral into one of the main commercial centres in Malaysia. His success at MRCB saw him being named Property CEO Of The Year by the FIABCI Malaysia branch in 2009. He previously served Pengurusan Danaharta Nasional Berhad, and was involved in corporate recovery and credit restructuring following the Asian financial crisis of 1997.

He currently sits on the Boards of Media Prima Berhad, Malaysia Building Society Berhad (MBSB), Pengurusan Danaharta Nasional Berhad, Malaysian Resources Corporation Berhad (MRCB) and IJN Holdings Sdn Bhd.

He holds a Master of Arts (First Class) from Cambridge University, England and Bachelor of Civil Law (First Class) from Oxford University, England, and was called to the Malaysian Bar and the Bar of England and Wales.

## OUTGOING BOARD MEMBERS, ALTERNATE BOARD MEMBERS AND INVESTMENT PANEL



**DATO' SRI ADENAN AB RAHMAN**

Board Member representing the Government  
*Service completed on 5 October 2017*



**DATO' MOHAMED ELIAS ABU BAKAR**

Board Member representing Alternate  
*Service completed on 5 October 2017*



**DATUK LOK YIM PHENG**

Board Member representing  
Employees  
*Service completed on 31 May 2017*



**TUAN HJ. MD JA'FAR  
ABDUL CARRIM**

Board Member representing  
Professionals  
*Service completed on 31 May 2017*



**DATO' SRI MOHAMED NAZIR  
ABDUL RAZAK**

Investment Panel representing  
Professionals  
*Service completed on 31 May 2017*



**DR SUKUDHEW  
SINGH**

Investment Panel representing  
Bank Negara Malaysia  
*Service completed on 31 December 2017*

## NEWLY APPOINTED BOARD MEMBERS, ALTERNATE BOARD MEMBERS AND INVESTMENT PANEL



**TUAN HJ. ADNAN MAT**

Board Member representing  
Employees  
*Newly appointed on 1 June 2017*



**KHALID HJ SUFAT**

Board Member representing  
Professionals  
*Newly appointed on 1 June 2017*



**DATO' ABDUL HALIM MANSOR**

Board Member representing  
Employees  
*Newly appointed on January 2017*



**DATO' MD AGIL MOHD NATT**

Investment Panel representing  
Professionals  
*Newly appointed on 1 June 2017*

## BOARD AND INVESTMENT PANEL COMMITTEES

### FINANCE AND DEVELOPMENT COMMITTEE

1. Tan Sri Samsudin Osman, Chairman
2. Datuk Siti Zauyah Md Desa,  
Deputy Chairman  
Alternate: Hazim Jamaluddin
3. Tan Sri Azman Shah Haron
4. Tuan Hj. Adnan Mat
5. Khalid Hj. Sufat
6. Datuk Shahril Ridza Ridzuan

### EPF STRATEGY COMMITTEE

1. Zainal Abidin Mohd Kassim, Chairman
2. Dato' Sri Adenan Ab Rahman,  
Deputy Chairman (Until 5 October 2017)  
Alternate: Dato' Mohamed Elias Abu  
Bakar (Until 5 October 2017)
3. Datuk Abang Haji Abdul Karim Tun  
Abang Haji Openg
4. Tan Sri Dr Lim Wee Chai
5. Hadiyah Leen
6. Dato' Abdul Halim Mansor
7. Datuk Thomas George M.S. George
8. Datuk Shahril Ridza Ridzuan

### BOARD AUDIT COMMITTEE

1. Datuk Thomas George M.S. George,  
Chairman
2. Datuk Siti Zauyah Md Desa,  
Deputy Chairman  
Alternate: Hazim Jamaluddin
3. Datuk Abang Haji Abdul Karim  
Tun Abang Haji Openg
4. Hadiyah Leen
5. Khalid Hj. Sufat

### PERSONNEL, APPOINTMENT AND SERVICES COMMITTEE

1. Tan Sri Zainal Rahim Seman, Chairman
2. Tan Sri Sukarti Wakiman,  
Deputy Chairman  
Alternate: Datuk Hj. Nordin Siman
3. Datuk Mohd Hasnol Ayub
4. Catherine Jikunan
5. Datuk Thomas George M.S. George
6. Datuk Shahril Ridza Ridzuan

### BOARD RISK MANAGEMENT COMMITTEE

1. Tan Sri Azman Shah Haron, Chairman
2. Tan Sri Datuk Amar Hj.  
Mohamad Morshidi Abdul Ghani,  
Deputy Chairman  
Alternate: Datu Dr Sabariah Putit
3. Catherine Jikunan
4. Zainal Abidin Kassim
5. Datuk Shahril Ridza Ridzuan

### BOARD DISCIPLINARY COMMITTEE

1. Dato' Sri Adenan Ab Rahman, Chairman  
(Until 5 October 2017)
2. Tan Sri Datuk Amar Hj.  
Mohamad Morshidi Abdul Ghani,  
Deputy Chairman  
Alternate: Datu Dr Sabariah Putit
3. Tan Sri Azman Shah Haron
4. Hadiyah Leen
5. Zainal Abidin Mohd Kassim

### BOARD DISCIPLINARY APPEAL COMMITTEE

1. Tan Sri Samsudin Osman
2. Tan Sri Zainal Rahim Seman  
Alternate: Dato' Mohtar Mohd  
Abd Rahman
3. Datuk Mohd Hasnol Ayub
4. Datuk Abang Haji Abdul Karim  
Tun Abang Haji Openg
5. Dato' Abdul Halim Mansor
6. Catherine Jikunan
7. Datuk Thomas George M.S. George

### PROCUREMENT BOARD

1. Datuk Mohd Hasnol Ayub, Chairman
2. Khalid Hj. Sufat, Deputy Chairman
3. Hadiyah Leen
4. Tuan Hj. Adnan Mat
5. Datuk Shahril Ridza Ridzuan

### INVESTMENT PANEL RISK COMMITTEE

1. David Lau Nai Pek, Chairman
2. Rossana Annizah Ahmad Rashid,  
Deputy Chairman
3. Dato' Md Agil Mohd Natt
4. Datuk Shahril Ridza Ridzuan

## SHARIAH ADVISORY COMMITTEE MEMBERS 2017-2019



**PROF. DR MOHAMAD AKRAM LALDIN**

Chairman

- Executive Director, International Shariah Research Academy for Islamic Finance
- Professor, International Centre for Education in Islamic Finance
- Member of the Shariah Advisory Council, Bank Negara Malaysia
- Member of Shariah Advisory Council, International Islamic Financial Market, Bahrain
- Member of Shariah Supervisory Council, Labuan Financial Services Authority
- Member of the Shariah Advisory Board, Yassar Limited, United Kingdom
- Member of the Shariah Advisor, Dar Al Takaful, Dubai
- Chairman, Maldives Monetary Authority Shariah Board, Maldives
- Member of Financial Regulation Advisory Council of Experts, Central Bank of Nigeria
- Registered Shariah Adviser (Individual) for Islamic Securities with the Securities Commission Malaysia



**ASSOCIATE PROF. DR AZNAN HASAN**

Deputy Chairman

- Lecturer (Associate Professor), Islamic Law Department, Institute of Islamic Banking and Finance, International Islamic University Malaysia
- President, Association of Shariah Advisors in Islamic Finance
- Deputy Chairman, Shariah Advisory Council, Securities Commission Malaysia
- Member of Shariah Board, Accounting and Auditing Organisation for Islamic Financial Institutions
- Chairman, Shariah Committee of Maybank Group
- Chairman, Shariah Advisory Committee FNB Bank, South Africa
- Member of Shariah Advisory Board Rasmala (United Kingdom)
- Member of Shariah Advisory Board Yasaar Limited (London)
- Member of Shariah Advisory Board Amanah Raya Berhad & Amanahraya Investment Bank Ltd (Labuan)
- Registered Shariah Adviser (Individual) for Islamic Securities with the Securities Commission Malaysia



**PROF. DR ENGKU RABIAH  
ADAWIAH ENGKU ALI**

- Professor, IIUM Institute of Islamic Banking and Finance
- Member of the Shariah Advisory Council, Bank Negara Malaysia
- Member of Shariah Advisory Council, Securities Commission Malaysia
- Member of Shariah Advisory Council, Labuan Financial Services Authority (Labuan FSA)
- Member of Shariah Supervisory Council, Labuan Reinsurance (L) Ltd
- Member of Shariah Advisory Panel, Xeraya Capital Sdn Bhd
- Member of the Board of Directors, Malaysian Institute of Islamic Understanding
- Member of the Disciplinary Committee, Malaysian Bar Council
- Member of the Shariah Board, Amanah Ikhtiar Malaysia
- Registered Shariah Adviser (Individual) for Islamic Securities with the Securities Commission Malaysia



**DR KAMARUZAMAN  
NOORDIN**

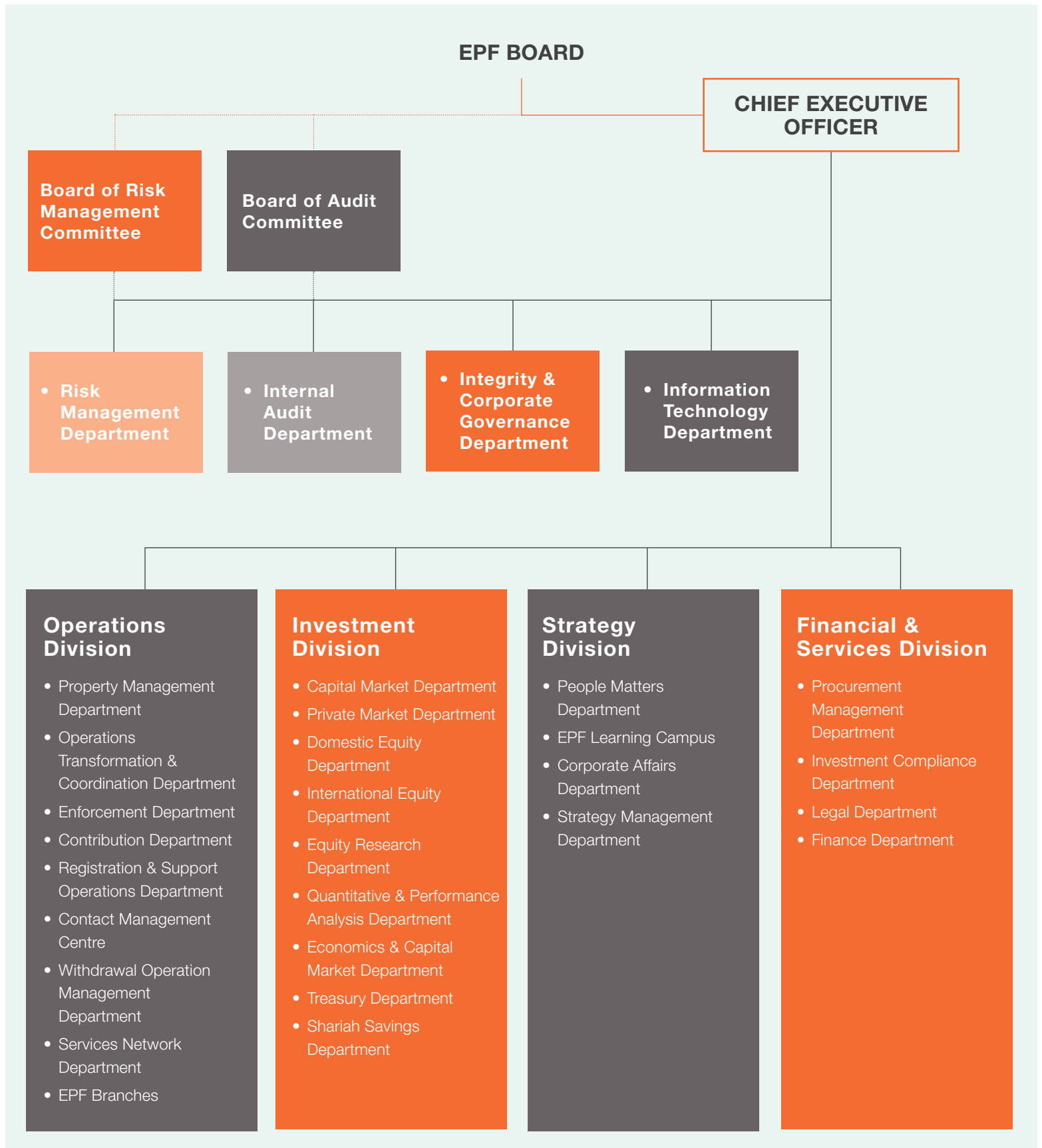
- Senior Lecturer, Department of Shariah and Management, Academy of Islamic Studies, Universiti Malaya
- Head, Department of Shariah and Management, Academy of Islamic Studies, Universiti Malaya
- Chairman, Shariah Committee, Kenanga Investment Bank Berhad
- Chairman, Shariah Committee, Swiss Re Retakaful
- Registered Shariah Adviser (Individual) for Islamic Securities with the Securities Commission Malaysia



**DR ZAHARUDDIN ABDUL  
RAHMAN**

- Chief Executive Officer/Founder, Elzar Shariah Solutions & Advisory Sdn Bhd
- Chairman, Shariah Committee, EXIM Bank Berhad
- Chairman, Shariah Committee, BNP Paribas Najmah Malaysia Berhad
- Chairman, Shariah Committee, Perbadanan Usahawan Nasional Berhad (PUNB)
- Shariah Committee Member, ACR ReTakaful SEA, Malaysia and Bahrain
- Shariah Advisor Yasmin Holdings Plc, Malaysia
- Shariah Advisor, Salam Capital Sdn Bhd
- Shariah Advisor, BIMB Securities
- Member, International Union of Muslim Scholar
- Registered Shariah Adviser (Individual) for Islamic Securities with the Securities Commission Malaysia

# ORGANISATION STRUCTURE



## DEPUTY CHIEF EXECUTIVE OFFICERS/ CHIEF FINANCIAL OFFICER



**DATO' MOHAMAD NASIR AB LATIF**

Investment Division

Dato' Mohamad Nasir Ab Latif was appointed Deputy Chief Executive Officer (Investment) on 15 April 2013.

Dato' Mohamad Nasir started his career with the EPF in 1982 and has held several positions before being promoted to Deputy Chief Executive Officer (Investment). He previously held positions as State Enforcement Officer (1990-1995), Senior Research Officer, Manager and Senior Manager in the Investment and Economics Research Department (1995-2003) and General Manager of the International Equity Investment Department (July 2009-2013).

He is currently a Board member of Sime Darby Plantation Berhad, PLUS Malaysia Berhad, Yinson Holdings Berhad, BBCC Development Sdn Bhd, the Battersea Project Company Limited and Yarra Park City Pty Ltd.

He graduated with a Bachelor in Social Science (Economics) from Universiti Sains Malaysia and obtained a Certified Diploma in Accounting and Finance from the Association of Chartered Certified Accountants in 1996. He also holds a Master of Science in Investment Analysis from the University of Stirling, United Kingdom (1999).



**DATO' MOHD NAIM DARUWISH**

Operations Division

Dato' Mohd Naim Daruwish was appointed Deputy Chief Executive Officer (Operations) on 1 October 2014.

Dato' Mohd Naim started his career in the Judiciary and Legal Services as Magistrate from 1985 until 1992. He joined the EPF in 1992 as Manager in the Prosecution/Litigation Division and has held several positions, including as Head of the Enforcement Department, the Legal Department and the Contributions Department.

From December 2011 to September 2014, he was seconded to the Companies Commission of Malaysia (SSM) as Chief Executive Officer and later resumed service with the EPF as Deputy Chief Executive (Operations) beginning October 2014.

He holds a Bachelor of Law (LLB) from Universiti Malaya.

DEPUTY CHIEF EXECUTIVE OFFICERS/CHIEF FINANCIAL OFFICER



**TUNKU ALIZAKRI RAJA MUHAMMAD ALIAS**

Strategy Division

Tunku Alizakri Raja Muhammad Alias was appointed Deputy Chief Executive Officer (Strategy) on 1 January 2014.

Tunku Alizakri has broad experience in policy development, strategic planning, communications, human resources and marketing. Prior to joining the EPF, he was the Chief Marketing Officer and Chief Operating Officer of the Iclif Leadership and Governance Centre. He has also held the positions of Director of Strategic Management at Bank Negara Malaysia, Director and Head of Strategy and Corporate Affairs at DiGi Telecommunications, and Vice-President and Head of Group Strategic Planning at Maybank.

He is currently a Board Member of KWASA Land Berhad, KWASA Utama Berhad and Dialog Group Berhad. He is also Vice-Chairperson of the Technical Commission on Organisation, Management and Innovation for International Social Security Association.

He holds a Master of Business Administration (MBA) from Cornell University and a Bachelor of Law (LLB) from King's College, University of London. He has practised as an advocate and solicitor in the courts of Malaysia and is qualified as a Barrister (Lincoln's Inn) in the courts of England and Wales.



**SAZALIZA ZAINUDDIN**

Finance and Services Division

Sazaliza Zainuddin was appointed Chief Financial Officer on 3 April 2017.

He joined the EPF in July 2006 as Head of Account, Finance Department and has held several other positions before being promoted to Chief Financial Officer. Previous positions held include Head of Finance Department, Head of Procurement Management Department, and Head of Internal Audit Department. Prior to joining the EPF, he served as a Senior Manager at PricewaterhouseCoopers.

He is currently a non-executive board member of the Asian Finance Bank Berhad.

He is an ACCA holder and holds also a Bachelor of Arts (Hons) in Accounting and Finance from Southbank University, United Kingdom.

# SENIOR MANAGEMENT



## SENIOR MANAGEMENT

### **DATO' MOHAMAD NASIR AB LATIF (DSIS)**

Deputy Chief Executive Officer, Investment Division

1

The Investment Division plans and directs the EPF's investment activities, ensuring they are in accordance with the EPF's risk-return profile. The division also sets a strategic focus to generate sustainable income and growth through prudent investments. Departments under the Investment Division responsible for fund management covering multiple asset classes include the Equity Research Department, Domestic Equity Department, Economics & Capital Market Department, Quantitative & Performance Analysis Department, Global Equity Department, Capital Markets Department, Private Markets Department, Treasury Department as well as the Simpanan Shariah Department.

### **DATUK SHAHRIL RIDZA RIDZUAN (DSIS), (PJN)**

Chief Executive Officer

2

The Chief Executive Officer (CEO) is responsible for the EPF's entire operations. He provides guidance and advice, as well as leadership to the senior management team to ensure organisational strategies and policies are met. The CEO also oversees the implementation of the EPF's long and short term plans, and is the direct liaison between the management and the Board. Departments that report directly to the CEO are the Risk Management Department, Internal Audit Department, Integrity & Corporate Governance Department and Information Technology Department.

### **DATO' MOHD NAIM DARUWISH (DSIS), (DIMP), (JMW)**

Deputy Chief Executive Officer, Operations Division

3

The Operations Division oversees a broad portfolio of operational services and support functions that give particular emphasis on performance management, effective service delivery as well as contractual requirements. Departments under the purview of the Operations Division are the Services Network Department, Registration & Operations Support Department, Withdrawal Operations Management Department, Operations Transformation & Coordination Department, Contact Management Centre Department, Property Management Department, Enforcement Department and the Contribution Department.

### **TUNKU ALIZAKRI RAJA MUHAMMAD ALIAS**

Deputy Chief Executive Officer, Strategy Division

4

The Strategy Division enables the EPF to achieve its Mission and Vision by ensuring the mid and long term plans and strategies are implemented, while maintaining EPF's good reputation. In addition to ensuring proper implementation of the plans, the division also has the responsibility to provide oversight on strategic issues pertaining to human capital as well as talent development. Departments under the purview of the Strategy Division are Strategy Management Department, People Matters Department, Corporate Affairs Department and the EPF Learning Campus.

### **SAZALIZA ZAINUDDIN**

Chief Financial Officer, Finance and Services Division

5

The Chief Financial Officer (CFO) is responsible for ensuring that overall operations of the Finance and Services Division are conducted in an effective and efficient manner. Departments under the CFO's purview are the Finance Department, Investment Compliance Department, Legal Department and the Procurement Department.

### **ZAINI SHAARI**

Head, Internal Audit Department

6

The department provides independent, objective assurance and consulting services designed to add value and improve the EPF's operations. The department helps the EPF accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, internal controls and governance processes.

### **ONG HOCK CHYE (PJK)**

Head, Operations Transformation & Coordination Department

7

The department is responsible for carrying out research, continuous improvements and breakthrough change, to transform and coordinate operational processes, and to address future needs and expectations in a dynamic and complex environment. The department also drives various initiatives to embed quality and innovative culture among EPF staff.

### **JAMES LIM TUANG OOI (AMN)**

Head, Risk Management Department

8

The main objective of the department is to be the centre of excellence in Risk Management and governance, providing robust and world-class capabilities in supporting EPF's strategic objectives.

### **AZMI AWANG (AMN), (ASK)**

Head, Contribution Department

9

The department ensures all contributions received are receipted and credited into members' account accurately and within the stipulated time. The department is also responsible for maintaining and updating members' account.

### **CINDY TAN LER CHIN (AMN)**

Head, Investment Compliance Department

10

The department oversees the compliance of all investments to internal policy and external regulations, settlement of investment trades and investment record-keeping. It is also the custodian for Data Loss Protection and the Chinese Wall Policy for the EPF.

### **HARDIAL SINGH A/L MITT SINGH**

Head, Enforcement Department

11

The department is responsible in ensuring every employer remits EPF contributions on behalf of their employees, in accordance with the EPF Act 1991. This department also ensures that employees' interest are well taken care of through effective and comprehensive complaint management.

SENIOR MANAGEMENT

12



19



13



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18



22



## SENIOR MANAGEMENT

### TAMILWANAN A/L PALANIAPPAN

Head, Property Management Department

12

The department ensures a work environment that is conducive and secure for EPF employees and its customers. In doing this, the department also ensures all related local authorities regulations are complied with.

### ROHAYA MOHAMMAD YUSOF

Head, Private Markets Department

13

The department sources, evaluates and executes opportunities that meet the EPF's risk-return profile. The department manages three asset classes, namely Real Estate, Private Equity and Infrastructure.

### ZALINAH A. HAMID

Head, Domestic Equity Department

14

The department manages the domestic equity portfolio based on asset allocation and approved investment mandates, while optimising investment returns within the permitted risk parameters through internal and external portfolio managers.

### DATO' KHALID HARON @ SHAHRON

Head, People Matters Department

15

The department oversees the strategic implementation of the Human Resource (HR) value chain through project management. It also provides internal services with regards to HR matters for all EPF's organisational divisions that include, but are not limited to, talent management, rewards and human resource strategy.

### LIM TZE SEONG

Head, International Equity Department

16

The department manages international equity investments through internal and external portfolio managers, guided by the strategic intent of becoming a leading global equity investment manager in the pensions industry while meeting stakeholders' needs.

### BADRUL HISHAM DAHALAN

Head, Quantitative & Performance Analysis

17

This department is responsible for the Strategic Asset Allocation, investment budgeting and investment performance analysis to ensure investment returns are optimised within given levels of risk, in line with the EPF's investment objectives. It also carries out the supervision of Fund Management Institutions (FMIs) under the Members Investment Scheme (MIS) as well as fund accounting for the EPF's externally managed funds.

### LIM CHING HUI

Head, Information Technology Department

18

The department serves as a key enabler in achieving customer-focused operational excellence through the implementation of ICT initiatives, providing IT support and service, while ensuring a secure and reliable IT environment for the EPF to work smarter, more efficiently and effectively.

### ZALIKAR YUSOFF

Head, Withdrawal Operations Management Department

19

The department oversees all withdrawal schemes and ensures that all withdrawal applications are processed in a timely and cost-efficient manner, while adhering to all stated procedures.

### BALQAIS YUSOFF

Head, Strategy Management Department

20

The department is responsible for charting the organisation's future direction and to translate corporate strategies into deliverables. It also manages relationships with key stakeholder groups to drive policy formulation, create new products and services that enhance the well-being of the EPF members and ultimately help them achieve a better future.

### AZIZUL ZAINOL

Head, Treasury Department

21

The department manages the daily cash flow to ensure that an optimum cash level is maintained in order to meet the EPF's commitments, and to maximise returns through investment in fixed income portfolio comprising Government securities and equivalents. It also manages the EPF's foreign exchange requirements and hedges against foreign exchange and interest rate risks.

### TENGGU ROSHANI TENGGU EMBONG

Head, Registration & Operations Support Department

22

The department is responsible for the registration of members, employers and members' nominations. It also provides support services to the Contribution Department, Withdrawal Operations Management Department and Petaling Jaya Branch in maintaining employers' and members' records, as well as matters pertaining to administration and finance.

SENIOR MANAGEMENT



## SENIOR MANAGEMENT

### DATIN ZAINAB HAMID

Head, Procurement Management Department

23

The department is responsible for the acquisition of goods and services according to the EPF procurement policies and procedures. It also ensures an efficient, effective and ethical procurement process to achieve the best value for money while practising good governance.

### MOHAMAD HAFIZ KASSIM

Head, Capital Market Department

24

The department is responsible for Fixed Income investments and Corporate Finance activities. The fixed income portfolio covers conventional and Islamic instruments across domestic and global markets. In addition, it oversees fixed income investments that are managed by external fund managers.

### NIK AFFENDI JAAFAR (ASK)

Head, Integrity & Corporate Governance Department

25

The department is responsible for positioning EPF as an organisation that practises high standards of integrity in its conduct. The department also plays a role in educating and communicating to EPF employees and stakeholders on the importance of integrity and ethical practices within the organisation.

### NORIZAH HASSALLI (PJK)

Head, Contact Management Centre

26

The EPF Contact Management Centre manages all customers communication channels of the EPF, and is responsible for ensuring excellent customer relations and monitoring of the EPF's customer satisfaction and experience index.

### JA'AFAR RIHAN

Head, Simpanan Shariah Department

27

The department acts as the secretariat to the Shariah Advisory Committee of the EPF, responsible for undertaking shariah governance activities related to shariah advisory, compliance and risk on the operations and investment of Simpanan Shariah.

### NOR AZAM YAHYA

Head, Equity Research Department

28

The department's main function is to analyse and evaluate public-listed companies invested by the EPF and conduct ESG surveillance on those companies.

### MOHD RODZI ABU BAKAR

Head, Services Network Department

29

The department is responsible for providing support services throughout EPF's network of branches. In addition, the department also monitors the effectiveness and efficacy of EPF's services across its Electronic Channels, Retirement Advisory Counters, Services Counters, Mobile Teams and Branch Operation Management Section.

### NOR AZIAN MOHD NOOR

Head, Finance Department

30

The department manages and controls the financial functions of the EPF which include budgeting, payment, taxation and financial reporting.

### Z Aidatul Mazwin Idrus

Head, Legal Department

31

The department acts as the legal advisor and secretariat to the EPF Board, responsible for initiating legal actions against employers, members or any party that do not comply with provisions under the EPF Act 1991 and its subsidiary laws.

### NURINI KASSIM

Head, Corporate Affairs Department

32

The department is responsible for safeguarding the EPF's brand and reputation as a premier social security organisation through strategic communications and public relations.

### NURHISHAM HUSSEIN

Head, Economics & Capital Market Department

33

The department monitors developments in the economies that the EPF invests in. This provides insight for the formulation of investment strategy and portfolio allocation, while taking into account market risk factors.

### SUHAIZAM ISMAIL

Head, EPF Learning Campus (ELC)

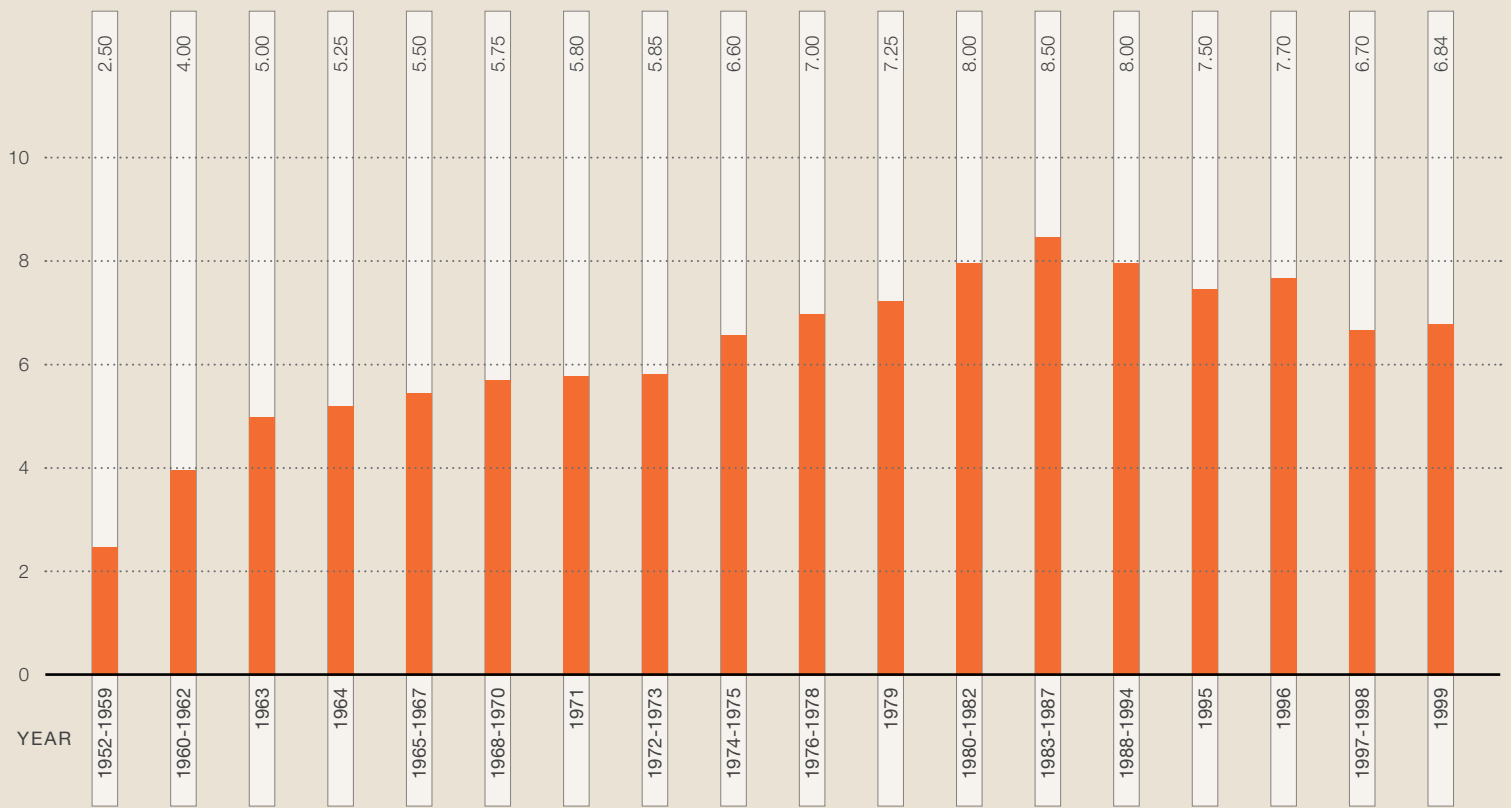
34

The ELC is responsible for formulating and driving the corporate learning roadmap of the EPF, facilitating informal learning through knowledge management supported by a comprehensive knowledge and learning infrastructure.

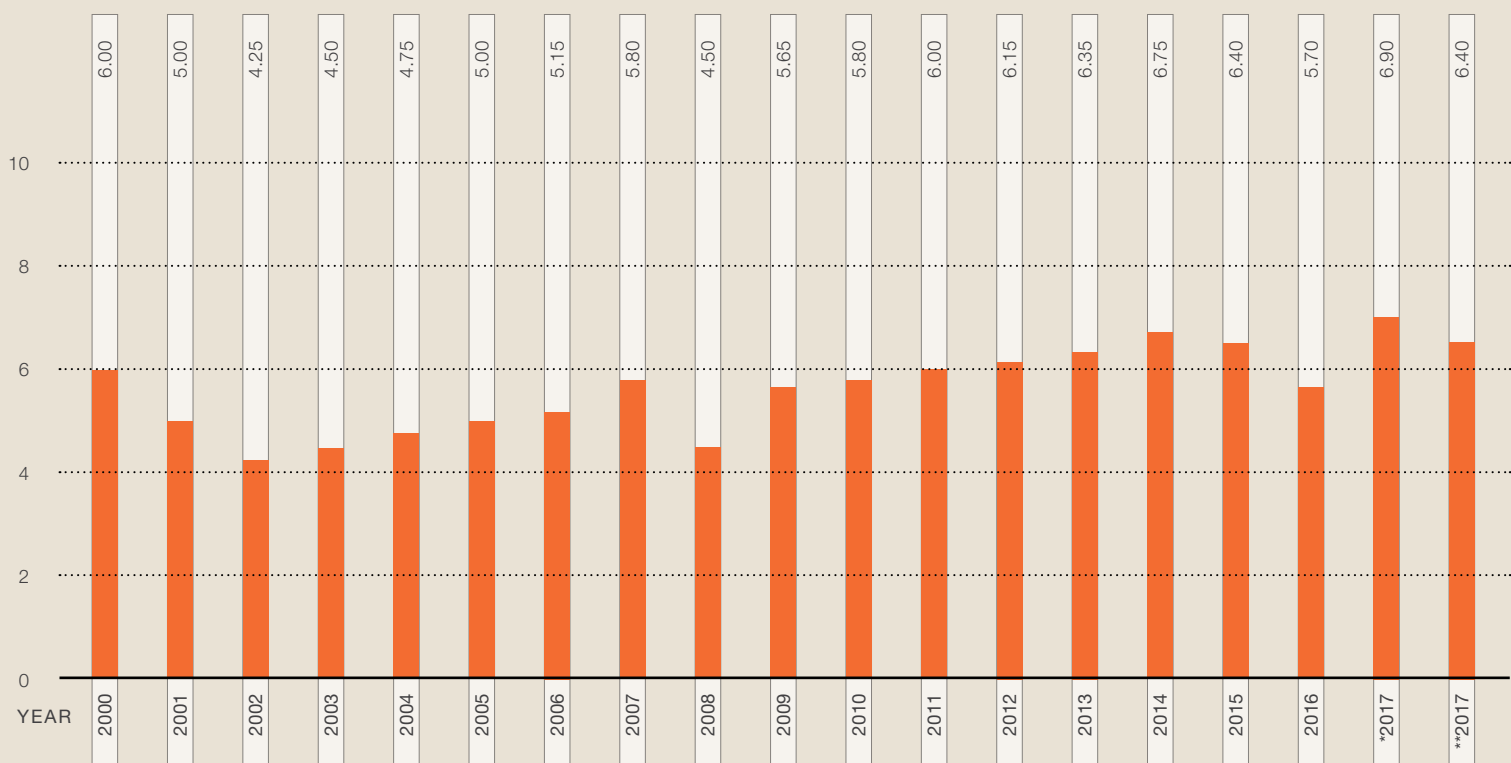
# STATISTICS

## DIVIDEND RATES

PER CENT (%)



PER CENT (%)



\* Dividend rate for Simpanan Konvensional

\*\* Dividend rate for Simpanan Syariah

# STATISTICS

## LIST OF TOP 30 EQUITY HOLDINGS BY PERCENTAGE OF ISSUED SHARES

As at 31 December 2017

Number	Counters	Total
1	Malaysia Building Society Bhd	65.56%
2	RHB Bank Bhd	40.70%
3	Malaysian Resources Corporation Bhd	34.90%
4	Telekom Malaysia Bhd	18.04%
5	Axiata Group Bhd	16.28%
6	DiGi.Com Bhd	15.37%
7	Genting Plantations Bhd	15.33%
8	MBM Resources Bhd	15.08%
9	Public Bank Bhd	14.76%
10	CIMB Group Holdings Bhd	14.40%
11	IJM Corporation Bhd	14.38%
12	United Plantations Bhd	14.34%
13	IJM Plantations Bhd	14.24%
14	Sunway Reit Bhd	14.12%
15	Axis Real Estate Investment Bhd	14.03%
16	Bermaz Auto Bhd	13.58%
17	Media Prima Bhd	13.35%
18	BIMB Holdings Bhd	12.72%
19	KPJ Healthcare Bhd	12.65%
20	Hong Leong Bank Bhd	12.51%
21	Malayan Banking Bhd	12.46%
22	Fraser & Neave Holdings Bhd	12.30%
23	Syarikat Takaful Malaysia Bhd	12.29%
24	Cahaya Mata Sarawak Bhd	12.26%
25	Sime Darby Plantation Bhd	12.02%
26	Kuala Lumpur Kepong Bhd	12.01%
27	Alliance Bank Malaysia Bhd	11.97%
28	Tenaga Nasional Bhd	11.91%
29	Gamuda Bhd	11.83%
30	Yinson Holdings Bhd	11.73%