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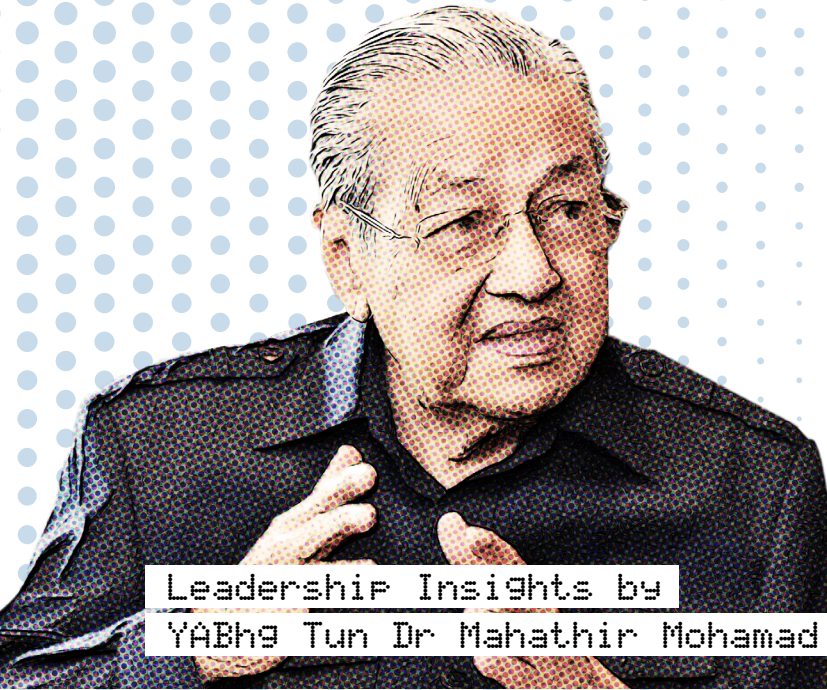


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# PERDANA

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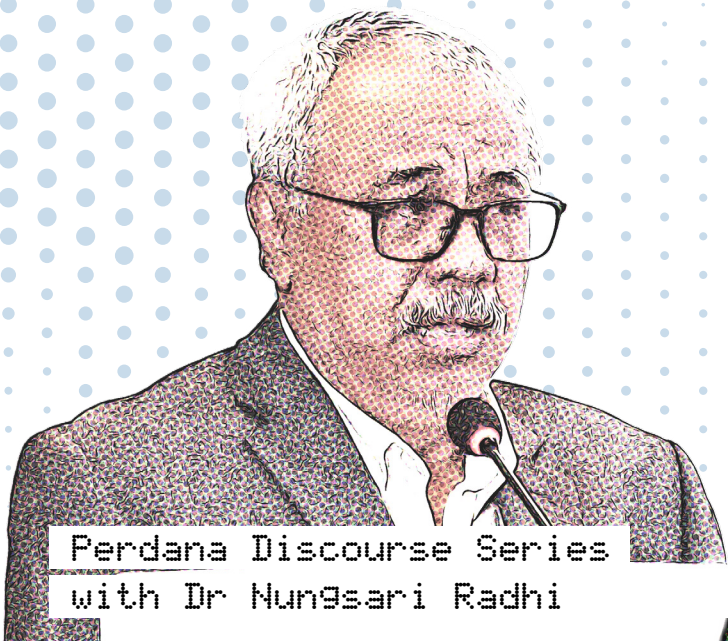
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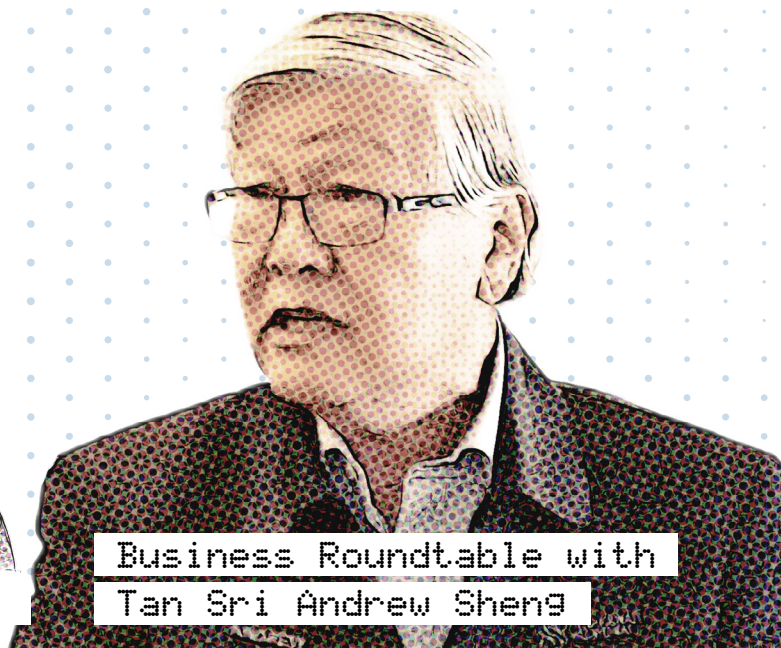
Leadership Insights by  
YABhg Tun Dr Mahathir Mohamad



Conversations with  
Tan Sri Mazlan Othman



Perdana Discourse Series  
with Dr Nungsari Radhi



Business Roundtable with  
Tan Sri Andrew Sheng

CEO  
Conversations



Merdeka  
Exhibition



Library  
Workshops



Foreword By

## Tan Sri Azman Hashim

Chairman, Board Of Trustees,  
Perdana Leadership Foundation

When we think of the future, we often start at the present and extrapolate from where we are.

But from time to time, **disruptors appear on the horizon** that throw the world completely off its path. Covid-19 was one such disruptor; the conflict in Gaza is another. The former necessitated new forms of human contact and communications and dramatically altered the business landscape. The latter tested the world's commitment to peace, and the values of humanity that governments around the world wish to uphold.

Another disruptor is at the fore: Artificial Intelligence. AI is not the newest kid on the block (it's been in development since the 1960s and aspects of it are already incorporated into our phones and software) but technological advances in circuitry and manufacturing have multiplied its impact and power. What we see today are the result of decades of research and experimentation; but further advances will be coming at us in a matter of months and not years as technology improves and corporations race against each other to roll out a better and faster version of AI.

**Against this backdrop of change, the fastest to adapt will thrive, people and nations, businesses and government alike.** In Malaysia the past few years have witnessed key policies such as the National Artificial Intelligence (AI) Roadmap, and last year, a National AI Office was established, underlining the government's efforts to incorporate AI into the country's growth plan. Billions are being invested in data centres in Malaysia that promise good jobs but also even greater business opportunities.

This is not the first time that Malaysia has faced turning points in its economic direction and emphasis. In the 1980s, we successfully remodelled our economy from agriculture-based to industry-driven. At the turn of the century, Malaysia was one of the earliest nations to build a Super Corridor that leveraged on what was then a still-nascent technology, the internet.

It takes **bold and visionary leadership** to successfully change the course of an entire nation, and the leader who spearheaded these big moves at the time was fourth Prime Minister **Tun Dr Mahathir Mohamad**. PLF was privileged to have had conversations with him on Malaysia's economic development as well as the key decisions of his premiership, and you can look forward to reading his thoughts in the publication that will be out this year.

**This July, our Honorary President and former Prime Minister of Malaysia is reaching a major personal milestone as he is officially becoming a centenerian!** It is a remarkable milestone for any human being, and a cause for celebration as well as reflection on a long and extraordinary life of service, achievement, and leadership.

I would like to think that **leadership is not an exact science but a set of traits and skills that can be learned and nurtured**. This year, PLF is collaborating with established institutions to offer leadership programmes to leaders in Malaysia. We are also introducing a new learning portal centred on leadership; from last year, the team at PLF has been hard at work producing and adapting content for the portal, including recording conversations on leadership with CEOs such as Tan Sri Che Khaleb, Tan Sri Abdul Wahid Omar, and Dato' Sri Meer Habib. I thank the participating academics and CEOs for their time and willingness to share.

Of primary concern to all CEOs would be the state of the economy. We invited business and public sector leaders to our Business Roundtable 2024 to discuss these issues as well as to air their hopes for the national budget. With former central banker **Tan Sri Andrew Sheng** as keynote speaker, the discussion covered a lot of ground, and the recommendations were shared with the government through our strategic partner, MIER.

With the many changes that are taking place within and outside Malaysia, we can anticipate **2025 to be a year of uncertainty and adaptation**. Individuals and organisations have to be agile at adapting to change. Leadership skills but also a deep understanding of the trends and forces that are driving change are more important than ever. Through our programmes and our rich archives, PLF hopes to provide better insights to the leaders of today and tomorrow.

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YABhg Tun Dr Mahathir Mohamad

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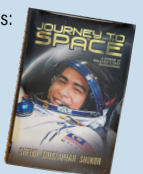
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About PLF



## Tun Dr Mahathir Mohamad: Resilience in Action



Tun Dr Mahathir Mohamad with the International Institute of Islamic Waqf (IIW). During the meeting, Tun highlighted the importance of modern knowledge while also keeping in line with the teachings of the Quran



Tun Dr Mahathir sent off the care package for flood victims, organised by the Triton Tuners Club Malaysia



Tun Dr Mahathir Mohamad, and H.E. Dr. Edin Jahic, Ambassador of Bosnia and Herzegovina, discussing the Resolution of Srebrenica, as well as increasing connectivity between the two countries



H.E Edil Baisalov, Deputy Prime Minister of the Republic of Kyrgyzstan, discussing the national education system with Tun Dr Mahathir



Representatives from Ibukota Nusantara Indonesia sought advice from Tun Dr Mahathir Mohamad on city planning and governance

For most people, a major medical incident would be a turning point and a compelling reason to retire from work. But Tun Dr Mahathir bin Mohamad is not most people. After 53 days in hospital earlier in the year, the nonagenarian was back in office and at speaking engagements.

We were privileged to have Tun Dr Mahathir Mohamad at our programmes, namely a **Leadership Insights** series and the **Merdeka Dialogue**. Tun's conversations on his leadership decisions and key policies shed light on his premiership as fourth and seventh Prime Minister of Malaysia, while his closing keynote at the Merdeka Dialogue brought the audience on a historical journey through independence to the present-day challenges of leadership. More on these in the later pages of this magazine.





First day of work after a successful treatment



Tun Dr Mahathir Mohamad in conversation with Nikkei Asia Review Editor-in-Chief Shin Nakayama during the Nikkei Forum: Future of Asia



YABhg Tun Dr Mahathir Mohamad and wife, YABhg Tun Dr Siti Hasmah, pictured with the Board of Trustees, and Management, Perdana Leadership Foundation

In May, he was invited as a guest speaker at the **Nikkei Conference "The Future of Asia"**, and Tun also spoke to various audiences – whether virtually or in person – in the UK and the Middle East, apart from his numerous speaking engagements in Malaysia.

In between his speaking engagements, Tun Dr Mahathir also received visits from various organisations such as the International Institute of Islamic Waqf (IIW) and American Council of Young Political Leaders (ACYPL), as well as courtesy visits by ambassadors of various countries including Indonesia, Bosnia and Herzegovina, and Kyrgyzstan.

Towards the end of the year, when the nation was experiencing severe floods, Tun flagged off a convoy of the

Triton Tuners Club Malaysia who carried care packages for flood victims in Kedah and Perlis.

The year 2024 was not without its share of grief: Tun lost a close friend, former Finance Minister **Tun Daim Zainuddin**, and a long-serving staff member, **Haji Ismail Manaf**. May they both rest in peace, al-Fatihah.

Tun Dr Mahathir is turning 100 this year and has demonstrated that a strong spirit will never age. He has had his share (and then some) of life's ups and downs and as a leader, has had a vantage point of the key events that have shaped Malaysia. One thing for sure is that even when the going gets tough, he keeps moving forward, speaking his mind and championing causes close to his heart.



## Exploring Knowledge and Legacy at the Perdana Leadership Foundation

In 2024, PLF welcomed visitors from local and international organisations, government agencies, libraries, academic institutions, and schools. Visitors were given a tour of the Perdana Library, which houses 12,000 physical titles and over 250,000 digital documents, including speeches of Malaysia's former Prime Ministers, policy papers, and articles related to Malaysia's development since Independence. They also viewed curated gift items that were presented to our Honorary President, Tun Dr Mahathir Mohamad, displayed in our exhibition area. Among the groups that visited PLF were: SMK Taman SEA, Petaling Jaya, Open University Malaysia (OUM), IPG Kampus Tuanku Bainun, Bukit Mertajam, IATSS Forum Japan National Committee Malaysia, American Council of Young Political Leaders (ACYPL), and Albukhary International University (AIU).

In July 2024, the PLF Communications team paid a courtesy visit to Yayasan Hasanah. The visit, led by the Foundation's Chief Executive Officer, Puan Zarina Abu Bakar, was warmly received by Puan Siti Kamariah Ahmad Subki, Managing Director of Yayasan Hasanah. Both foundations exchanged insights on their histories and efforts in preserving knowledge and legacies, as well as their programmes in education and leadership.

Located in a scenic lakeside corner of Precinct 8, Putrajaya, PLF welcomes group visits on weekdays, by appointment through our Senior Librarian, Mr Adnan Haris ([library@perdana.org.my](mailto:library@perdana.org.my)). The Perdana Library operates from 9:00 am to 5:00 pm and is open to members of the public. Access to the Perdana Library's physical facilities and services are reserved for paid members, with membership starting from just RM10 per year. To join as a member, visit <https://bit.ly/PLFMembership>. For more information, please contact our librarians at 03-8885 8961.



Visitors from the American Council of Young Political Leaders with our Honorary President, Tun Dr Mahathir Mohamad



A moment to remember with students and teachers from SMK Taman SEA, Petaling Jaya



Puan Zarina Abu Bakar, CEO of Perdana Leadership Foundation, and Puan Siti Kamariah Ahmad Subki, Managing Director of Yayasan Hasanah



Encik Adnan Haris, Senior Librarian, explaining the digitisation process to the Malaysian Team for the 2024 First Global Challenge (Robotics)



Delegates from Hong Kong and Taiwan with representatives from the Institut Latihan Dakwah PERKIM



Puan Zarina Abu Bakar presenting a token of appreciation to a representative from the IATSS Forum Japan National Committee Malaysia. Also in the photo: Dato' Zuraidah Atan, Chairperson, IATSS Forum Malaysian Secretariat





## Leadership Lessons from Malaysia's Longest-Serving Prime Minister

What insights can Malaysia's longest-serving and twice-elected Prime Minister offer on leadership? A great deal, as revealed through in-depth conversations the Perdana Leadership Foundation (PLF) had the privilege of having with Malaysia's fourth and seventh Prime Minister YABhg Tun Dr Mahathir Mohamad. The conversations that took place in September this year drew valuable perspectives on his leadership approach and the pivotal moments that shaped his premiership.

In a dialogue with PLF Adviser, **Tan Sri Nik Mohamed Nik Yaacob**, Tun reflected on critical decisions made during his tenure. He discussed managing the 1997/98 Asian Financial

Crisis, the launch of Vision 2020, and the development of Putrajaya. Tun emphasised that effective leadership goes beyond planning — execution is equally essential. His passion for national progress and concern for Malaysia's long-term success were evident throughout the conversation.

The dialogue continued with PLF CEO, **Puan Zarina Abu Bakar**, where Tun shared his thoughts on youth leadership and building for future generations. He also touched on his personal practice of writing almost daily and his lifelong reading habit. On the subject of history, Tun noted with concern that humanity often fails to learn from the past, resorting time and again to violence in addressing differences.

These conversations offer a rare glimpse into the mindset of a leader who not only witnessed the birth of independent Malaya but also **spearheaded Malaysia's most transformative development phases**. Tun's reflections provide timeless insights into leadership, governance, and national stewardship, with much to be learned from his remarkable journey.

### The Role of a Good Leader & Vision 2020

"When we decided on Vision 2020, it's because we were growing at a fast rate, and we feel that it is achievable to become a fully developed country. But to become a fully developed country is not just about aiming to do that, **you must also know how to do**





Puan Zarina Abu Bakar listening to what the statesman had to say

it; if you do not know how to do it, it will not happen. Leadership is important; when a leader proposes something, he must know whether it can be done, and how it can be done."

#### Understanding the Issue: the Asian Financial Crisis 97/98

"I did not know much about finance or the inner workings of the stock exchange and all that. And when you do not know about something, you ask a person who does, or you read about it. And so, I read a lot to better understand how the stock market works, what is short selling, and so on. **When you understand the problem, then you can devise a solution.** It is like being a doctor; once you know the disease then you can provide the treatment. I wanted to know what the problem was."

#### Getting Ready for the Future: Multi-media Super Corridor (MSC)

"It was obvious at the time that a lot of research had gone into improving communications. And because of that, we felt that we needed to have **a new centre for research into information technology.** We realised that technology in this area was advancing very fast; from wired communications to radio, then the television came and later, video conferencing. At the time, a two-way video communication required a complex series of equipment and infrastructure. To facilitate and

improve the research that was being done, we identified an area between the capital city of Kuala Lumpur and KLIA, which is Cyberjaya. Hence, the MSC was set up."

#### Traits to Cultivate in Young Leaders

"Young leaders must be **well-educated** especially in the fields of science, social science, history, and geo-politics, so that they are able to identify what the country has done to contribute to growth and learn what prevented growth, ie. good governance and bad



Tun Dr Mahathir Mohamad during the conversation

governance. When they are knowledgeable about history, then they can apply the lessons learned to the present and future."

#### Lessons from History

"In the history of the world, there would frequently be conflicts between nations. How do you resolve conflicts? That is important. There are tendencies of certain countries to resolve conflicts through war, violence, and destruction. But we know in the end, there are no winners. **Even the "winners" (of war) do not win.** If you go to war, you may gain something, but you will also lose a lot more. Because in war, both sides will suffer. This is something that a lot of people seem not to understand."

#### A World United

"In a conference in Tokyo, I suggested that we should have a world government without (any country having) veto powers. We have the United Nations, yes, but the veto powers prevent it from functioning properly. If we have **a world government** tasked with issues that affects the whole of humankind such as population growth, climate change, the possibility of a nuclear war, and other common issues, then it can be managed efficiently."



YABhg Tun on the set of a "Rapid-Fire" recording session

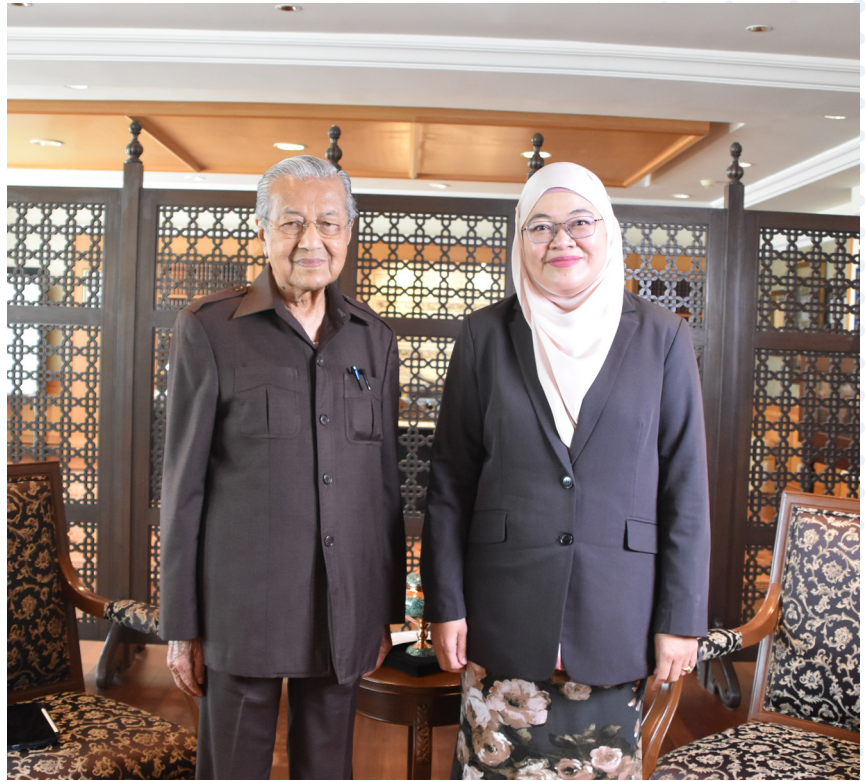


### Striving for Success

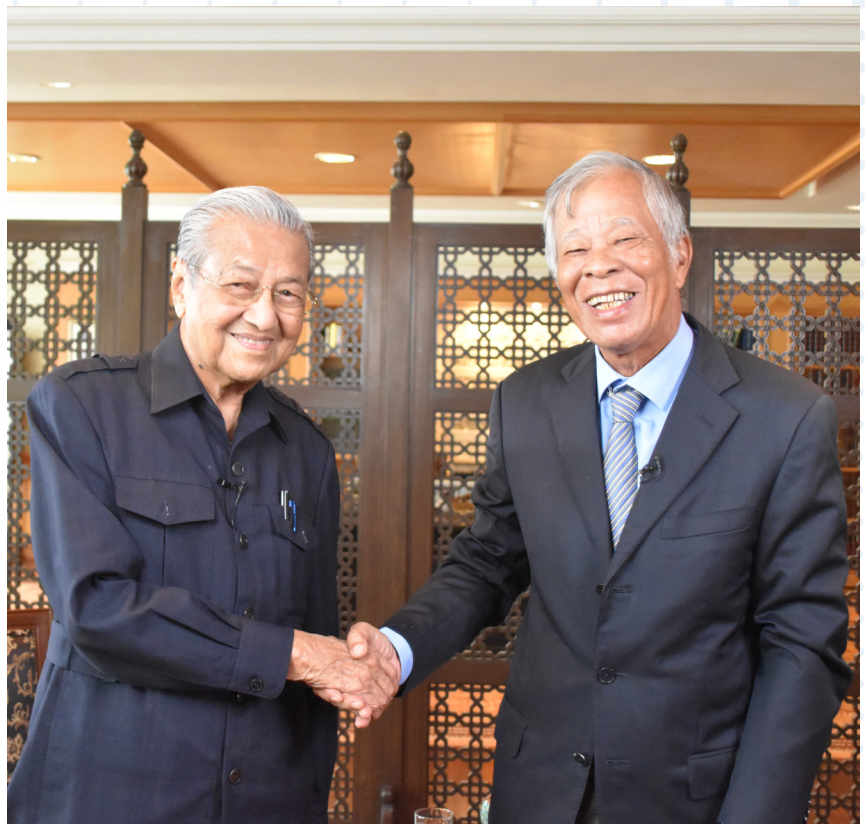
"I love my country, and I want this country to be looked up and respected by others. I want this country to become a developed country, to show the world that **even a poor country with good policies can achieve growth and development**. Malaysia is actually very rich, but we must know how to make use of our wealth for that particular purpose. And we have shown that at one stage, we could even become an **Asian Tiger**. I believe that Malaysians have the capacity to achieve our nation's goals, but of course, we need good leadership."



Tan Sri Nik Mohamed Nik Yaacob



A photo with the former Prime Minister of Malaysia



Gentlemen's handshake

## Business Leaders Discuss

# Leading Change and Transitions



Professor Dr Roger Lehman, an Emeritus Senior Affiliate Professor of Entrepreneurship and Family Enterprise at INSEAD

The year 2024 was a year of many interesting conversations for PLF, not just with our Honorary President and former Prime Minister, YABhg Tun Dr Mahathir Mohamad, but also with leaders of corporations who shared fascinating insights on leadership, change, and transitions.

The CEO conversations were led by **Professor Dr Roger Lehman**, an Emeritus Senior Affiliate Professor of Entrepreneurship and Family Enterprise at INSEAD, as part of a new virtual programme on change and transitions that explores the dynamics of change, offering practical insights for senior

leaders leading organisational transformations.

From a thriving family business to the public sector to a huge infrastructure conglomerate and to an international FMCG giant, the leaders of these organisations shared useful lessons and practical advice from their rich experience as business leaders. We thank **Dato' Seri Meer Habib, Tan Sri Abdul Wahid Omar, Tan Sri Che Khaleb Mohd Noh, and Ms Nicki Sparshott**, for their generous sharing during the conversations, the excerpts of which are below.



Dato Seri Meer Habib, Group Executive Chairman of HABIB Jewels, on creative problem-solving with Professor Dr Roger Lehman

### Prof Roger:

"What kind of **disruptions** have you experienced in your business, and how did you navigate it?"

### DS Meer Habib:

"In '97 during the Asian Financial Crisis, the price of the US Dollar rose overnight from about RM2.50 to RM4.00. At the time, I was buying diamonds on credit, about USD10 million worth. So overnight, my debt went from MYR25 million to MYR40 million! From the sales perspective, we were also unable to sell our gold jewellery at our usual price because of the increase in the price of gold, so naturally the sales dipped.

We decided that the best way to overcome this problem was to sell our jewellery outside of Malaysia, using the US Dollar. We worked with auction houses like Sotheby's and Christie's to sell our pieces, and to our surprise, we did very well."





Tan Sri Abdul Wahid Omar, Chairman of Bursa Malaysia Berhad, on Managing Transitions with Professor Dr Roger Lehman

#### Prof Roger:

"I wonder whether you could share with us your thoughts on **managing transitions** and what you have learned from it?"

#### Tan Sri Abdul Wahid Omar:

"The biggest change, I would say, was my move from Maybank to the government sector. One of the things that I learned was that the private sector had numerous stakeholders with different groups of people, but they all want the same thing, which is for the business to thrive and make more profits and dividends. But when you join the public sector, there is only one group of stakeholders; the Malaysian public. There are 30 million citizens; they all come from different backgrounds, have different political views, and they all have different expectations.

But I was brought into the government to bring private sector perspective into the public sector. This was to give the government the courage to implement policies that may be unpopular but necessary. So, I was very focused on the task at hand."

#### Prof Roger:

"How do you **come up with new and innovative solutions** to solving problems at your organisation?"

#### Tan Sri Che Khalib:

"What I can share with you is this; I have been with many organisations in many fields. And in all the organisations I have been in, I started with zero knowledge about it. I was made CEO at the age of 30, running a national company, which was the national railway Keretapi Tanah Melayu Berhad (KTMB). It certainly wasn't easy to run a national company, and my direct superior was almost double my age. Then I moved on to (managing) water, power, ports, and all these industries that I had zero knowledge of. And people always wondered and asked, "Khalib, how did you do it?" Having technical knowledge helps a long way but I always say that the most important part of being a leader is applying common sense.



Tan Sri Che Khalib Mohamad Noh, Managing Director of MMC Corporation Berhad, on common sense

You can solve a great many problems if you apply common sense. How do you apply it? Listen to what other people have to say and read as much as you can about the issue."

#### Prof Roger:

"What do you think are the **most important traits to cultivate** for your role (as Chief of Transformation) within Unilever?"



Ms Nicole Sparshott, Global Chief of Transformation, Unilever, on transformational traits and culture change

#### Ms Nicky Sparshott:

"Leadership in my mind is about creating the right environment for change to take place, and results to be delivered. And that requires a clear vision and ambition, a healthy dose of expertise alongside a beginner's mindset. It also requires courage and vulnerability. A leader is not all knowing just because of a title. In fact, the best leaders I know are able to surround themselves with people that can bring diverse knowledge to the table; and then unleash that to create value. And it is about recognising that the inconvenient truth about organisation is that people are not homogeneous. You do need to be nuanced in the way you deliver outcomes. And in my experience, change is only able to be realised in organisations when the individuals really internalise that they must change and adapt as part of the process. So, we have to articulate the need for change, and individual roles within it."

The Perdana Leadership Foundation would like to thank everyone involved in this initiative, including our Trustee, Dato' Seri Dr Vaseehar Hassan, for his support. Stay tuned for more information on our upcoming programme incorporating the CEO conversations.

# A Conversation with Malaysia's First Astrophysicist



A moment to remember. The interviewers with Professor Emerita Tan Sri Dr Mazlan Othman

**Professor Emerita Tan Sri Dr Mazlan Othman**, Malaysia's first astrophysicist, has played a pivotal role in shaping the country's space science landscape. She founded ANGKASA, spearheaded Malaysia's inaugural astronaut programme, and was heavily involved in the development of satellite projects like TiungSAT and RazakSAT. With her extensive international experience as the Director of the United Nations Office for Outer Space Affairs (UNOOSA), alongside her distinguished career in academia and policymaking, Tan Sri Mazlan remains a prominent global figure, inspiring advancements in science and space exploration.

The Perdana Leadership Foundation was privileged to interview Tan Sri Mazlan, at the Academy of Sciences Malaysia where she is a Senior Fellow. In the series of conversations, conducted in June 2024, Tan Sri articulated her passion in astrophysics and explained why we should care about space. She also spoke about the Angkasawan project, and her hopes for Malaysia's space industry. The dialogues were led by **Puan Zarina Abu Bakar**, CEO of the Perdana Leadership Foundation, and **Dr Norilmi Amilia Ismail**, lecturer at Universiti Sains Malaysia (USM) and founder and CEO of Spaceln.

The Oral History sessions will be published later this year. Below are highlights from the conversations.

## Astrophysics

**Puan Zarina Abu Bakar:**

*Tan Sri, how would you describe astrophysics to a layperson?*



Professor Emerita Tan Sri Dr Mazlan Othman, Malaysia's first astrophysicist and Senior Fellow at the Academy of Sciences Malaysia

**Professor Emerita Tan Sri Dr Mazlan Othman:**

It is a combination of two words, astro and physics. Astro is from the Greek

word, aster, which means star, and physics is physics. So, it is the physics of the stars. Today we also have astrochemistry, astrobiology, which is huge, astrogeology, astro-sociology. There are just so many fields now. It just means that space science is a multi-disciplinary field. You cannot talk about space if you do not include knowledge from other fields. The reason why I love space science so much is because it is the ultimate aggregation and integration of all the knowledge in the world.

Right now, everyone is talking about **quantum entanglement**. Why is it that particles are entangled? All the physicists are putting their heads into this, as are the philosophers, because you can talk about quantum entanglement in terms of human consciousness as well. It is also part of creation and religion. Similarly, you cannot talk about space without bringing in all the other aspects of knowledge. That's what makes it so exciting today. You must agree, it is the most exciting knowledge!



Puan Zarina Abu Bakar with Dr Norilmi Amilia Ismail

**Puan Zarina Abu Bakar:**

*You certainly make it sound fascinating! Can you share with us how you think astrophysics is significant to Malaysia and the role that it can play in Malaysia's development?*

**Professor Emerita Tan Sri Dr Mazlan Othman:**

Astrophysics, which talks about the knowledge on black holes or what it is that makes up 96% of the universe, is not going to have an economic impact. I made this clear right from the first time I asked for money for the



planetarium. I told them the planetarium would not make us the number one technologist in the world, but it will make us **appreciate knowledge**. It's all about knowledge. Knowledge is something that you bring into every aspect of life. You cannot equate the knowledge of the fact that there is a massive black hole in the centre of our Milky Way, to a certain sum of money or its contribution to the country's budget. It does not work that way. However, if you have people who are very knowledgeable, who are brilliant and who know science, the spillover from that interest in science will take you to this economic pillar.



Professor Emerita Tan Sri Dr Mazlan Othman responding to questions from the interviewers

**Astrophysics is the one field in which we all feel that "anything goes."** The more James Webb<sup>1</sup> discovers, the more we know that our knowledge is inadequate, and that is totally fine with us! Some people think we astronomers would be feeling very bad in view of all the new things James Webb is bringing up, and that we would have to discard some of our theories. This is absolutely not true! In fact, it is a very exciting time for us because people are now challenging what we have believed for decades. We must go back to our calculations, to our whiteboards, and rethink some of those things. What we have known as conventional wisdom may not be so conventional anymore.

1. The James Webb Space Telescope (JWST) is named in honour of James E. Webb, NASA's administrator from 1961 to 1968. The telescope provides unprecedented views of the universe in infrared wavelengths, shedding new light on the origins of galaxies, stars, and planetary systems. Source: <https://science.nasa.gov/mision/webb/who-is-james-webb/>

That is the power of science, we always need to move on.

### The Angkasawan Programme

**Puan Zarina Abu Bakar:**

*Tan Sri, you led and implemented the first and only Angkasawan project for Malaysia in 2007. How did the idea for this project come about, and how did you overcome government and public scepticism?*

**Professor Emerita Tan Sri Dr Mazlan Othman:**

When I came back from Vienna in 2002, I was tasked with formulating the National Space Programme. This included the satellites we would build and when, and what technology to acquire. I had to meet the press a few times and every time they would ask me when we were going to launch a Malaysian into space now that we had a space agency. The first time my answer was, "No, the point of the Space Programme is to derive benefits from space for agriculture, defence, energy, etcetera." But the same question would pop up again and again, and not just from the press but also from members of the public.

**It's all about knowledge. Knowledge is something that you bring into every aspect of life. You cannot equate the knowledge of the fact that there is a massive black hole in the centre of our Milky Way, to a certain sum of money or its contribution to the country's budget.**

So, I started thinking that perhaps I was missing something, as everybody seemed to be expecting this. The next time I met **Tun Dr Mahathir**, I told him the press were asking about sending someone to space, and I asked him for some guidance. He said that there



Interview in progress

comes a time in a country when it was necessary to have a programme that would rally all the people together, including the youth, and an astronaut programme could be it. An astronaut programme would bring people together in the pursuit of excellence, in the pursuit of being the best in the world.

He asked about the cost of such a programme, and I estimated a figure of USD25 million, based on the Russian programme because they were the only ones who would take non-Russians to space. I told him it was rather expensive and that we would have to raise the money through other means and not use government funds, and he agreed. I also said that we needed to make it a programme for the public. Now, on this, he expressed some concern, suggesting that we should select from an elite group of people, but I told him we should open it to the public because it was the public who wanted it. He asked me how many I thought would apply and my answer of "at least a thousand" surprised him. As it turned out, some 11,000 people applied!

**Dr Norilmi Amilia Ismail:**

*Tan Sri, some people claim that our astronaut was just a space tourist. What are your comments?*

**Professor Emerita Tan Sri Dr Mazlan Othman:**

If you go up there and twiddle your thumbs, then you are a (space) tourist. I made sure **our astronaut carried out experiments**. He had a daily list of tasks, some of which required his attention every two hours. He was always doing something. So, no, he wasn't a tourist by any means because he was



The interviewers listening intently to Professor Emerita Tan Sri Dr Mazlan Othman's responses

carrying out scientific experiments. But people will always say what they want.

### Women Empowerment

#### Dr Norilmi Amilia Ismail:

*Tan Sri, did you face challenges in your career because you were a woman in a male-dominated field?*

#### Professor Emerita Tan Sri Dr Mazlan Othman:

No, as I was always focused on what I needed to do next.

In university I was always the only girl in the class, but did not have any problems pairing up and I did not feel any discrimination from the lecturers. I also did not face discrimination when I was doing my PhD in New Zealand. However, the few women who were also doing their PhD dropped out because they either got married or had children. I suppose in New Zealand it is not easy for a woman to have a family and do their PhD, in any field.

When I returned to Malaysia, I suppose there was discrimination, but I never noticed it because **I was always focused on what I was doing**. Everyone and everything else were part of the landscape that I had to deal with. Perhaps they were people who did not want to meet with me because I was a woman. Then again there were also probably some who agreed to meet me because I was a woman and they were curious about who I was and what was driving me, as I might have seemed quite different.

While I did not experience discrimination and prejudice per se, I do think that were I a man, I would have been

recognised earlier, and it would have been easier to move with the political flow as they probably would accepted me better. Nevertheless, I never like to dwell on such matters and as such it is quite difficult for me to definitively answer this question.

#### Dr Norilmi Amilia Ismail:

*One challenge I often hear is that many women struggle with imposter syndrome<sup>2</sup>. How do you think they can overcome that?*



The final session of the interview with Professor Emerita Tan Sri Dr Mazlan Othman

#### Professor Emerita Tan Sri Dr Mazlan Othman:

This is not society's problem but the individual's internal issue.

I saw this problem about a year before I retired from the UN, when I was looking for a successor. In the UN, it's compulsory for us to look for female candidates, especially at that high level, and it is compulsory to have at least one female nominee for a senior position. Two would be even better. I foresaw this would be quite a challenge and I contacted several of my female counterparts in the US, in Europe, and in Asia. I asked them if they would consider applying for the position and surprisingly many of them felt they were not good enough. I had to persuade

them to apply and convince them that they should let the organisation decide whether they were good enough and not have a defeatist attitude.

#### A lot of women have a defeatist attitude.

As for me, I only had imposter syndrome, as it were, when I had to do something beyond my capacity, such as in the arts. I think a lot of women set very high standards for themselves. I'm not quite sure what drives that although it is very likely something external. There's research to be done here actually. Also, why is it that men don't seem to suffer from imposter syndrome?

### The Future for Malaysia's Space Science

#### Puan Zarina Abu Bakar:

*Looking ahead, what do you hope will be your legacy, in terms of inspiring and shaping the aspirations of future Malaysian scientists and leaders?*

#### Professor Emerita Tan Sri Dr Mazlan Othman:

I refuse to call anything I've done a legacy. I always say that unless you're someone like Nelson Mandela, it's too arrogant to claim you are leaving a legacy. Other people can term it as such, but not me. What I hope I have done, however, is **build a foundation** for people to venture into space enterprises, whether it's industry, academic, or anything else. I hope that I have been a part of that effort to set the foundation. For space (in Malaysia), there was nothing to begin with and now there is something. So, if there is anything that I hope to be remembered for, it is for playing a part in laying the foundation for our space ventures.

When I started, I had to do everything myself and pay for everything; it was all on me. I think I have successfully created an environment where universities would finance astronomy conferences for those interested and where grants are given for research. So, there's that now.

2. Imposter syndrome refers to a psychological phenomenon where individuals doubt their abilities, skills, or achievements, often feeling like frauds despite clear evidence of their competence. Source: <https://www.webmd.com/balance/what-is-imposter-syndrome#1-1>





(From left to right) Mr Muhammed Ahmad Hamdan, Professor Datuk Dr Norma Mansor, Dato' Seri Dr Vaseehar Hassan Abdul Razack, Dr Nungsari Ahmad Radhi, Puan Zarina Abu Bakar, Dr Mohd Afzanizam Abdul Rashid, and Ms Syalin Koh

## Balancing Economic Growth with Social Equity: Insights from the 24th Perdana Discourse Series

The 24th Perdana Discourse Series, titled ***"Balancing Economic Growth with Social Equity in Malaysia: Building an Equitable and Prosperous Future,"*** was held on **14th November 2024** at the Perdana Leadership Foundation. The event sparked dynamic discussions on how to achieve economic growth while ensuring its benefits are more equitably distributed among Malaysians. The session was attended by over 100 participants, including university students and members of the public.

In his opening speech, **Dato' Seri Dr Vaseehar Hassan Abdul Razack**, Trustee, Perdana Leadership Foundation remarked that *"Malaysia's journey from independence to an upper-middle-income economy has seen significant growth and change. While this has improved the country's global standing and quality of life, it has also created new challenges. Persistent income inequality and regional disparities show that growth alone doesn't ensure fairness. Bridging these gaps is crucial for all Malaysians to benefit from the nation's progress."*

The keynote speaker, **Dr Nungsari Ahmad Radhi**, Chairman of Khazanah Research Institute & a Member of the Policy Advisory Committee to the Prime Minister, explained the structure of the Malaysian economy and the need for Malaysia's production factor to change. Without this structural shift, he said, it would be very difficult for the economy to achieve higher growth and for that growth to be shared more equitably among Malaysians. Dr Nungsari outlined **the key imperatives for better redistribution of income and wealth in Malaysia**: a higher labour share on income, higher

female participation in the workforce, Malaysian firms with larger footprints (ie: in terms of new sectors, new markets, new skillsets), more effective fiscal measures, and an improved education system.

*He also highlighted the existing social safety nets that are already in place: the Employees Provident Fund (EPF) and Amanah Saham. "Malaysia is fortunate to have the EPF as a mechanism to address wealth challenges. The EPF plays a crucial role in ensuring that Malaysians have a financial safety net for the future. It doesn't just support individuals in retirement; it also helps redistribute wealth, encourages savings, and fosters financial security across all segments of society. This is an invaluable tool in our broader efforts to achieve economic equity and social stability in the country."*

Following the keynote session, the discourse continued with an engaging panel session under the expert moderation of **Mr Muhammed Ahmad Hamdan**, Media Prima News Anchor & TV Host, **Professor Datuk Dr Norma Mansor**, Director, Social Wellbeing Research Centre, Universiti Malaya, **Dr Mohd Afzanizam Abdul Rashid**, Chief Economist, Bank Muamalat Malaysia Berhad, **Ms Syalin Koh**, Research, Design, and Impact Manager, Teach For Malaysia. During the Q&A session, the panellists were asked about education quality and policy, the economy, and wealth disparities.

The Perdana Discourse Series is organised by **Perdana Leadership Foundation** and is fully sponsored by **DRB-HICOM Berhad**.

## Bridging the Gap: Dr Nungsari Ahmad Radhi on Balancing Economic Growth and Social Equity in Malaysia

An Excerpt from the Keynote Address of Dr Nungsari Ahmad Radhi, Chairman of the Khazanah Research Institute and a member of the Policy Advisory Committee to the Prime Minister.

*"Malaysia is incredibly fortunate to have institutions like the EPF, a financial mechanism that many countries do not possess. Similarly, the ASB scheme is an excellent wealth-sharing initiative, enabling individuals to invest as little as RM1 to participate in larger financial opportunities. With nearly 10.2 million Bumiputeras holding ASB accounts, it has become a significant vehicle for wealth participation.*

*However, the distribution of wealth within ASB highlights stark inequality. Although the investment cap was set at RM300,000, accumulated contributions over time have allowed 27,452 individuals—less than 0.5% of account holders—to amass more than RM500,000 each, collectively owning 12.76% of the total fund. Dividends from these funds are derived from accumulated corporate profits rather than wages, and participation requires surplus savings or disposable income, which many households lack.*

*This paints a troubling picture. Institutions like the EPF, ASB, and Tabung Haji are remarkable tools for wealth-sharing, yet **insufficient household incomes hinder broader participation**. Structural challenges, rather than cultural or behavioural factors, play a significant role in these outcomes. As an economist, I view this as a critical issue requiring attention to ensure equitable access to wealth-building opportunities across all levels of society.*

*If incomes are not increased, there won't be sufficient demand at higher levels that enable firms to set better price points, improve margins, and reinvest their capital. **To break this cycle, businesses must target external markets**. By selling to international markets, demand is no longer limited by Malaysia's median household income of RM6,000 but instead driven by households with higher purchasing power. However, to achieve this, competitiveness and productivity are essential. Without these, it's difficult to sell to international markets like Indonesia, Thailand, or Vietnam, where local businesses are very competitive."*

The full keynote speech panel session and Q&A will be included in our PDS 24 monograph to be published later this year.



At the 24th Perdana Discourse Series, keynote speaker **Dr Nungsari Ahmad Radhi** highlighted several key issues related to wealth distribution, financial equity, and the role of institutional mechanisms like the EPF and ASB in Malaysia.



Dr Nungsari has had a distinguished career spanning academia, public service, and corporate leadership. He has served as an academic, Member of Parliament, consultant, and execu-

tive in key Ministry of Finance Incorporated companies, including Khazanah Nasional and Pengurusan Danaharta Nasional. Currently, he is a member of national advisory bodies such as the Advisory Committee to the Finance Minister (ACFIN) and the National Economic Action Council (MTEN). Additionally, he sits on the boards of Bank Negara Malaysia, Yayasan Rahimah Yusof, and Kop-erasi Tunas Muda Sungai Ara Berhad. Dr Nungsari writes regularly for The Edge.





Panel session in progress at PDS 24. From left to right: Mr Muhammed Ahmad Hamdan, Professor Datuk Dr Norma Mansor, Dr Mohd Afzanizam Abdul Rashid, and Ms Syalin Koh

## A Lively Panel Discussion on Economic Growth, Wealth Distribution, and Education

Which path to a more equitable future for Malaysia? This was a matter of debate among the panellists of the **24th Perdana Discourse Series**, with each emphasising different aspects that need to be addressed to improve wealth distribution in Malaysia.



**Professor Datuk Dr Norma Mansor**, Director, Social Wellbeing Research Centre (SWRC), Universiti Malaya, stressed the need to employ better fiscal measures including broadening the tax base.

*"I empathise with the current government's stance that we should tax the rich and spare the poor. Allow me to elaborate: during the Covid-19 pandemic, the wealthy were able to increase their wealth even further because property prices dropped, and many people, unable to cope with income losses or unemployment, had to sell their property and assets. This allowed the rich to accumulate even more. Therefore, I agree with the idea of progressive taxation to tax the rich. However, our fiscal base remains quite narrow, and expanding it is equally important going forward, particularly as we rely less on petroleum and are shifting towards alternatives. We must also recognise that corporate taxes and direct taxes are seasonal. They cannot be the sole sources of (tax) revenue."*

— Professor Datuk Dr Norma Mansor



**Dr Mohd Afzanizam Abdul Rashid**, Chief Economist, Bank Muamalat Malaysia Berhad, agreed with the need for fiscal reform but also shared how Waqaf can play a role in redistributing wealth.

*"I believe we should consider the economic framework of waqaf in addressing this issue. This philanthropic aspect of the Islamic economy can benefit not only Muslims but also non-Muslims. For example, waqaf land is quite substantial, at around 11,000 hectares. However, development on waqaf land remains minimal, with recent figures suggesting it is still less than 1%, though perhaps it is slightly more now. I believe this instrument has the potential to benefit society as a whole and we should explore how to integrate waqaf in a way that is inclusive and can support our nation's development."*

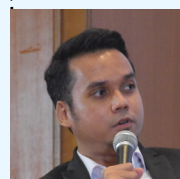
— Dr Mohd Afzanizam Abdul Rashid



**Ms Syalin Koh**, Research, Design, and Impact Manager, Teach For Malaysia shared on the positive impact of education on social mobility among high school graduates. She asserted that education is key to improving wealth distribution, and a crucial aspect of improving education is to ensure that teachers are well supported.

*"I often emphasise that quality education is fundamental for equitable growth. But how do we achieve quality education? The key is to enhance the quality of teaching in our classrooms. To do this, we need to focus on improving the training and support provided to teachers. Are we investing adequately in both pre-service and in-service training? When we fail to invest in our current teachers, they tend to teach in ways similar to how they themselves were taught before. We need to introduce innovation into teaching practices, which requires not only training and support but also a shift in mindset — being open to new approaches instead of relying solely on what we already know."*

— Ms Syalin Koh



**Mr Muhammed Ahmad Hamdan**, a Media Prima News Anchor and TV Host, who moderated the panel session including the Q&A with members of the audience, had this observation to share on education.

*"As a teacher and lecturer in journalism, I have noticed an intriguing trend. When I ask my students about their plans after graduation, a surprising majority admit they have no clear idea. This baffles me, as when I was in journalism school, I was driven by a clear ambition to graduate and pursue a career in journalism. There seems to be a shift today as part of a broader trend, where students across all levels of education—whether tertiary, primary, or secondary—are increasingly drawn to social media and unconventional career paths."*

— Mr Muhammed Ahmad Hamdan





Dato' Seri Dr Vaseehar Hassan Abdul Razack, Trustee of Perdana Leadership Foundation, delivering the welcome remarks



A memorable moment with Ms Syalin Koh



The PDS 24 volunteers



PDS 24 participants listening attentively to the keynote session



The PDS 24 panel session in progress



Participants from the International Islamic University Malaysia (IIUM)



The PDS 24 secretariat team



Students from Multimedia University (MMU)





Dr Nungsari answering questions from the audience



One for the album! Everyone strikes a freestyle pose



Participants asking questions related to the PDS 24 topic



Dr Nungsari answering questions during an interview with The Edge Malaysia



Dato' Seri Dr Vaseehar Hassan Abdul Razaack and Puan Zarina Abu Bakar presenting a token of appreciation to the keynote speaker



Staff and students from Taylor's University





## A Business Gathering Business and Economic Issues Discussed at the PLF Business Roundtable

The Business Roundtable in progress. From left to right: Tan Sri Azman Hashim, Tan Sri Andrew Sheng, Dato' Seri Dr Vaseehar Hassan, and Tan Sri Datuk Yong Poh Kon



Tan Sri Azman Hashim giving his welcome remarks

**T**he **Perdana Leadership Foundation Business Roundtable** took place at The Majestic Hotel on 28th August 2024. The exclusive Roundtable was attended by business leaders, corporate chairs and directors, and senior officials from organisations that included **PETRONAS, Ambank, Kuala Lumpur Kepong, MSM Malaysia, Northport (Malaysia), CIMB, DRB-HICOM, Gopeng Berhad, InvestKL, Malaysian Rubber Glove Manufacturers Association (MARGMA)**, as well as various **Ministries**. The objective of the Roundtable was to facilitate dialogue on issues of business and economic concern and gather feedback on economic policies, especially in view of Budget 2025. The **Malaysian Institute of Economic Research (MIER)** was the Strategic Partner for the Roundtable.

*"Today is the opportunity for us to share our perspectives on the factors that are of concern to us, that we hope will be of concern as well to the people who are directing our economic policies and drafting our regulations. A nation's economic growth is very much like a tandem bike, with both public and private sectors pulling in the same direction, and we continue to be fortunate in having a business-friendly government,"* said **Tan Sri Azman Hashim**, Chairman of the Board of Trustees, Perdana Leadership Foundation, in his welcome remarks.

The keynote address on The General Direction of the Malaysian Economy and the ASEAN Region was delivered by **Tan Sri Andrew Sheng**, Distinguished Fellow at the Institute for Capital Market





Tan Sri Andrew Sheng delivering the keynote address

Research Malaysia (ICMR). Drawing on his experience as a central banker and advisor to various financial institutions as well as on economic trends, Tan Sri Andrew stressed, among others, **the need for Malaysia to fully utilise the power of AI and robotics**, reduce reliance on foreign labour, and focus on strategic strengths to become highly competitive, regionally and globally. One of his calls to action was for business, academia, and the public sector to collaborate more closely together on policies as well as projects that can benefit the Malaysian economy.

Among his points were the need for key sectors to reskill and develop talent. *"To stay competitive, we must invest in talent development and reskilling, particularly in AI. While Malaysia attracts foreign direct investment, we face critical skill shortages in engineering and labour for sectors such as retail, agriculture, construction, and plantations. Youth unemployment is also rising. Relying on cheap foreign labour is hindering wage growth and value-added progress."*

The engaging keynote session was then followed by an active discussion, moderated by PLF Independent Trustee, **Dato' Seri Dr Vaseehar Hassan**, where issues such as investment incentives, supply of talent, and research



A group photo session



The audience during Tan Sri Andrew Sheng's presentation

and innovation were brought up by the delegates. **Tan Sri Datuk Yong Poh Kon**, Board of Trustee of the Malaysian Institute of Economic Research (MIER), closed the Roundtable, his main point being *"Malaysia stands at a critical juncture, with the potential for significant growth in the coming years—provided we seize the opportunities before us."*

The points and recommendations gathered at the Roundtable were relayed to the Malaysian government.

The PLF Business Roundtable was organised by Perdana Leadership Foundation with venue sponsorship by **YTL Corporation Berhad**. Other sponsors were **Ambank Group, CIMB Group, DRB-HICOM Berhad, Kuala Lumpur Kepong Berhad, and MSM Malaysia Holdings Berhad**.



Tan Sri Datuk Yong Poh Kon delivers his closing speech at the PLF Business Roundtable



Economic Thoughts

## Meeting the Engineering Demands of an AI-Driven Tech Sector

By Andrew Sheng and Loh Peixin



Tan Sri Andrew Sheng writes on Asian global issues. Loh Peixin is a research associate at the George Town Institute of Open and Advanced Studies, Wawasan Open University. The authors are engaged in a major study of the tech industry in Penang.

This full version of this article was first published in Forum, The Edge Malaysia Weekly, November 4, 2024 - November 10, 2022, as "Convergence: Facing up to the demand for engineering skills in Malaysia". Reprinted with the authors' and publisher's permission. Emphases are ours.

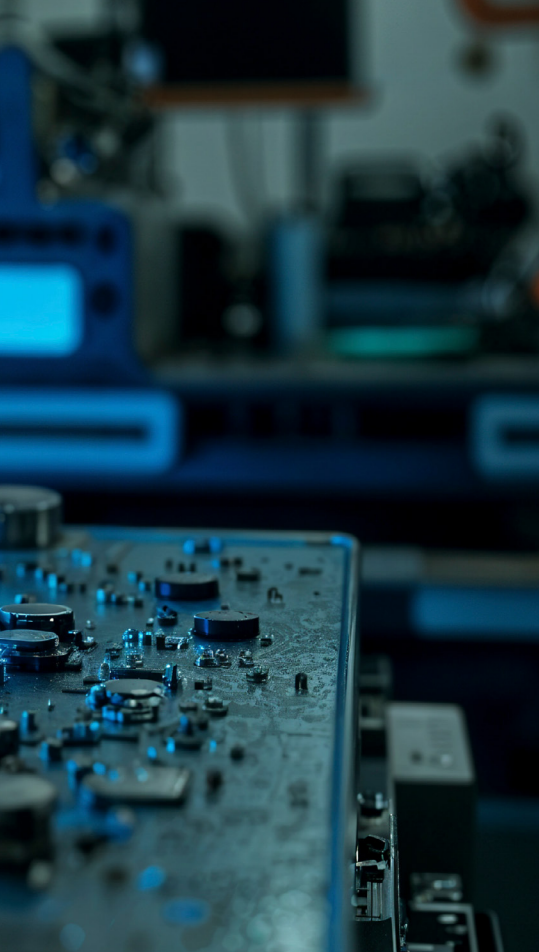
Recently, there was a forum held in Penang that brought together foreign and local chip manufacturers and learning institutions to discuss how to meet the goal of training and upskilling 60,000 engineers as part of the National Semiconductor Strategy (NSS). According to Malaysia Semiconductor Industry Association (MSIA) chairman Wong Siew Hai, companies such as Oppstar, Skyechip, Infinecs, Advanced Micro Devices (AMD) and Intel already employ more than 7,000 engineers from the current pool of about 90,000, but there is concern that the number of engineers may not be sufficient to help meet Malaysia's goal of achieving RM1.2 trillion in chip production by 2030.

The increasing need for engineers is driven by the growing demand for chips for generative AI (artificial intelligence). **McKinsey estimated that following the release of ChatGPT in November 2022, generative AI could add US\$4.4 trillion to the global economy annually.** This figure surpasses Japan's entire GDP of US\$4.2 trillion in

2023. Generative AI operates through large language models (LLMs), which learn patterns, grammar and knowledge from massive datasets that enable today's powerful chatbots and are capable of creating new content. The LLM market reached global sales of US\$4.1 billion in 2023 and is expected to grow significantly to almost US\$54 billion by 2032.

Generative AI relies on advanced chips that handle massive amounts of data and complex neural networks that are trained to identify patterns and make inferences. These chips are integrated into various specialised hardware including graphic processing units (GPU), tensor processing units (TPU), application-specific integrated circuits (ASIC) and field-programmable gate arrays (FPGA) for AI computing, memory, storage and networking purposes. To scale AI capabilities, more skilled engineers are needed to develop more powerful hardware. A Boston Consulting Group survey reveals that the US — being the largest AI producer — alone needs about 400,000 new engineers.





**The supply of engineers remains a critical gap despite significant layoffs at large tech companies.** The long-term outlook remains positive due to strong investment and increasing job postings in generative AI and data centres. Designing chips for generative AI requires group knowledge and skills from hundreds of engineers, with the cost of developing a 5nm chip reaching US\$540 million.

While developing advanced chips requires skilled engineers of different roles, chipmakers are facing worldwide challenges of too-few graduates, an ageing workforce and legacy workers unwilling to learn new skills unless the pay prospects are much better. **When chipmakers are competing for an overstretched talent pool, upskilling existing engineers becomes the alternative solution.** According to Bain Tech Talent Survey 2023, generative AI is being reinvested into the work tasks of engineers to boost productivity. Around 57% of engineering teams are already using AI such as coding assistants to design chip functions, with

many reporting that AI helps complete about 20% of tasks faster while retaining quality.

While generative AI can be a key part of an upskilling strategy for engineers, new skills could reduce the size of engineering teams. McKinsey identifies a shift of engineer roles towards designing, reviewing and connecting. AI takes over routine coding tasks while allowing engineers to concentrate on high-value-add areas such as analysing content, reviewing code and integrating AI models to optimise design.

In Taiwan, major chipmakers like TSMC, MediaTek and United Microelectronics Corporation (UMC) are working with leading universities across the world to develop AI breakthroughs and integrate these innovations into engineering curricula at local universities such as National Taiwan University and National Tsing Hua University. Tsung-Tsong Wu, Minister of the National Science and Technology Council of Taiwan, said, "When ChatGPT came out — this is smart AI — we are considering what Taiwan should do in semiconductors." Building on a strong foundation, he says that **upgrading core academic and research infrastructure, as well as teaching materials**, will enable Taiwan to become a leading centre for engineering talent.

Could we borrow the above strategies and apply them to the Malaysian chip industry? According to the Ministry of Higher Education's Graduate Tracker Study dataset, Malaysia produced 286,299 graduates in 2021, of whom engineering graduates in the electrical and engineering (E&E) field numbered 23,352. According to the Department of Statistics, there are roughly 640,000 jobs in the E&E field. Out of the 23,352 E&E graduates produced in 2021, actually 14,667 were TVET (technical, vocational educational training) diploma holders. Based on the average trend of 5,827 E&E graduates per year from

2010-2021, **Malaysian universities are expected to produce 34,962 graduate engineers within six years, a shortfall from the NSS goal of an additional 60,000 engineers by 2030.**

Thus, a realistic way to meet the staffing shortfall is to retrain existing engineers and TVET staff to upgrade to high-value-added roles such as equipment engineer and packaging and IP designers. Part of the problem of this qualitative shift is persistently rooted in the long approval process for curriculum updates in local universities and the lack of a formal internship, funding and training programme, which should be funded by sources such as the Human Resource Development Fund.

Thus far, Wawasan Open University and University Teknologi Malaysia have taken significant steps in offering generative AI courses. But how many young people will register for them? University students enrolled in science, technology, engineering and mathematics (STEM) subjects grew 43% on average between 2020 and 2023, but a substantial portion of these graduates are working in unrelated fields. Despite the growing interest in technical disciplines, **a more coordinated effort between universities and the industry is needed** to transform this broad interest into specific AI programme enrollment. This means that the government must step in to accelerate engineering and STEM skills if the NSS is to be achieved.

We believe that in this AI and technology age, there will be **no limit to the demand for human talent** and re-skilling in a life-long cycle of learning and updating. Hence, we should not worry about over-investment in human talent. The secret is to get the private sector to upgrade market-led specialist skills, with some funding from the government and help from the universities. We all need to change fast to meet the technological and digital challenge.



The Merdeka Exhibition offers plenty of compelling visual displays of Malaysian history

## A Walk-Through Malaysia's Journey to Independence at PLF's Merdeka Exhibition

A picture says a thousand words, so goes the saying.

With this in mind, PLF organised the Merdeka Exhibition 2024 at our premise in Putrajaya from 26th August to 30th September, with photos depicting momentous occasions of Malaya's negotiations for independence and the formation of Malaysia. Accompanied by captions, the exhibition traced the events that led to our political awakening, and highlighted the people determined to end colonial rule in this land. Featuring iconic and rarely seen photographs from our own archives and Jabatan Penerangan Malaysia, the exhibition was a compelling, visual display of Malaysian history.



Brief biographies of our nation's past Prime Ministers

The exhibition also featured infographics on our country's **past Prime Ministers** from independence to the present day, including their backgrounds, achievements, and policies. A video presentation on Malaya & Malaysia Plans, as well archive footage of the early Independence era was also on display throughout the Exhibition period.

Complementing the photo exhibits and multimedia was the first model of the **Proton Saga**, released in 1985, and loaned to us by PROTON and DRB-HICOM Berhad. The car represented the rapid industrialisation that took place in the 1980s and embodied the spirit of "Malaysia Boleh", first coined



by former Prime Minister YABhg Tun Dr Mahathir Mohamad. Coincidentally, the toy company Mattel released a limited-edition Hot Wheels version of Proton Saga, and one incredibly lucky visitor managed to get Tun Mahathir's signature on his collectible.

Throughout the exhibition, visitors could win prizes through a number of contests: the weekly **Guess the Number of Pages Contest**, and an online **Merdeka Exhibition Photo Contest**. Congratulations to the winners!

In conjunction with the Exhibition, we organised a Merdeka Dialogue with the theme "Memahami Sejarah Melalui Kepimpinan" (Understanding History Through Leadership), that featured a lively panel session and a keynote address by none other than Malaysia's longest-serving and twice-elected Prime Minister, Tun Dr Mahathir Mohamad. In his speech, Tun reminded the audience that, *"Leaders play an important role in any movement; what is done by leaders have a significant impact on that movement. In Malaysia, the country's leader is the Prime Minister."*

The Malaysia that exists today is shaped by the decisions, events, and leadership of the past. Knowing our history and understanding it is key to becoming citizens that can build a better Malaysia.



Winners of the weekly Guess the Number of Pages Contest



A national icon, the Proton Saga



Throughout the month-long exhibition, around 600 visitors came to learn about the struggle for Independence



A few of the winning photos of the Merdeka Exhibition Photo Contest

# A Dialogue on Understanding History through Leadership

In conjunction with the Merdeka Exhibition, the Perdana Leadership Foundation also held an inaugural Merdeka Dialogue themed “Memahami Sejarah Melalui Kepimpinan”. The dialogue aimed to spark conversation on the role of leaders in the formation of our country.

The Dialogue was kicked off with a Welcome Address by **Puan Zarina Abu Bakar**, Chief Executive Officer of the Perdana Leadership Foundation. In her remarks, Puan Zarina commented on the peace enjoyed by Malaysians since Independence, and she gave credit to the leaders of the past who managed to steer Malaysia through several challenging periods, including the May 13th riots, the communist insurgency, and economic crises, to ensure the development of the nation. There are lessons and principles to be mined from Malaysian leaders, she remarked, for the benefit of current and future leaders.

Next on the agenda was the panel session, consisting of **Prof Emeritus Datuk Dr Teo Kok Seong**, from the Institute of Ethnic Studies, Universiti Kebangsaan Malaysia (UKM), and **Prof Dato’ Dr Ahmad Murad Merican**, from the International Institute of Islamic Thought and Civilisation, International Islamic University of Malaysia (IIUM). **Prof Madya Dr Muhammad Takiyuddin Ismail**, a political science lecturer at UKM, acted as the session’s moderator. The panel discussed initiatives and policies by the government aimed at building a united nation.

Datuk Dr Teo touched on the government’s effort to elevate Bahasa Melayu as our country’s official language. Rec-

**“Tun Abdul Razak understood what his followers wanted, and what the country needed.”**

ognising its importance as not just as a part of nation’s identity but also as a unifying tool, Prof Teo explained, the federal government worked hard to convince the multiracial, multiethnic citizens of Malaya that a national language is essential to national unity. However, the challenge persists even until today where there are Malaysians who are unfortunately not proficient in the language. Dr Teo attributes this to the multiple types of schools that Malaysian students attend where the main language of delivery may not be Bahasa Malaysia, which can pose a challenge to forging a national identity.

Prof Murad shared his insights on the phases of post-independence development and in particular, remarked on the government’s open policy towards the use of the Internet; this, he said, opened the path to a more expansive perspective of our country’s history where Malaysians gained access to

materials outside of school textbooks. It also facilitated more open discussions on the issue of national identity. While on the subject, he stressed the importance of reviewing the subject of history in our school syllabus so that young Malaysians gain a deeper appreciation and richer understanding of our nation’s past.

The event came to a close with the much-awaited Closing Keynote by former Prime Minister **YABhg Tun Dr Mahathir Mohamad**. Tun brought the audience through Malaysia’s history, commenting on each phase of the pre- and post-Merdeka period and the leadership challenges in each and how they were resolved. The Honorary President of PLF stressed on the importance of a good relationship between leaders and their people, citing that the success of leaders, especially elected leaders, depend heavily on the support of the people. Highlighting Tun Abdul Razak as an example, Tun Dr Mahathir said, *“Tun Abdul Razak understood what his followers wanted, and what the country needed. He started working on rural development and*



YABhg Tun Dr Mahathir Mohamad delivering his Closing Keynote





YABhg Tun Dr Mahathir Mohamad on the stage for photos. Accompanying him, from left to right: Prof Takiyuddin, Prof Murad Merican, Puan Zarina Abu Bakar, Tan Sri Nik Mohamed Nik Yaacob, and Prof Teo Kok Seong



The trio of Prof Madya Dr Muhammad Takiyuddin Ismail, Prof Emeritus Datuk Dr Teo Kok Seong, and Prof Dato' Dr Ahmad Murad Merican made up of the panel of experts



YABhg Tun Dr Mahathir Mohamad and Puan Zarina Abu Bakar, stopped for a photo in front of the Proton Saga exhibit



A walk through the Merdeka Exhibition



Puan Zarina Abu Bakar, delivering her Welcome Address



Tun signing the Proton Saga Hot Wheels collectible

*resolved many of the economic and social issues of the Bumiputera."*

Tun Dr Mahathir ended his address with a reminder that all Malaysians have the responsibility to **vote for the right leader** who can lead the country to a better future.

The Merdeka Dialogue ended with YABhg Tun Dr Mahathir Mohamad touring the Merdeka Exhibition, accompanied by PLF Adviser Tan Sri Nik Mohamed Nik Yaacob, and Puan Zarina Abu Bakar.





## A Masterclass on Digital Leadership

Mr Stuart Wells delivering his Masterclass on Digital Leadership

On 17th May 2024, Perdana Leadership hosted the Digital Leadership Masterclass: AI, Innovation, and Sustainability, a collaborative programme with the Alliance Manchester Business School (AMBS), that explained the complex interplay of AI, innovation, and sustainability, in today's fast-paced world.

In the masterclass attended by around 70 executives from various industries, Mr Stuart Wells, Managing Director of AMBS, explained the five key trends shaping the future of organisations: resource optimisation, renewable energy transition, sustainable supply chain, eco-friendly product

design, and community engagement. He also identified the tools and skills needed to drive meaningful, transformative change.



Mr Stuart Wells delivering his Masterclass on Digital Leadership

**"Successful failure"** is a key part of AI innovation, Mr Stuart emphasised, and organisations must build a culture that celebrates failures as an opportunity to improve and grow. For this to happen, it is imperative that organisations cultivate a data-centric mindset, empower cross-functional collaborations, embrace agile and iterative processes, invest in talent and skill development, foster a culture of experimentation, and establish ethical AI governance.



Laser-focused



Mr Stuart Wells, pictured together with Puan Zarina Abu Bakar. Also in the picture is Ms Lim Bee Ing, Regional Director, The University of Manchester (Southeast Asia) Centre



# Advancing Library Excellence: Highlights from the RDA and MARC21 Workshops

Over the past few years, the Perdana Library has conducted workshops to improve the skills of librarians and information professionals. This continued in 2024 with two workshops on cataloguing systems, namely **Resource Description and Access (RDA)** and **MARC (Machine-Readable Cataloguing)** conducted by experienced librarian and professional trainer **Associate Professor Ms Hamidah Ab Rahman**.

The 3-day Resource Description and Access (RDA) Catalogue Workshop, held from 26th to 28th of February

2024, provided participants with a deep understanding of RDA. Ms Hamidah guided 54 participants from various organisations throughout the workshop filled with theories, exercises, and one-to-one consultations, earning favourable feedback and rave reviews from the students.

The Machine-Readable Cataloguing (MARC21) Workshop from 15th to 18th July 2024 provided librarians and information specialists with the necessary skills to navigate the latest cataloguing system. Puan Hamidah, with her extensive experience, led 24 partici-

pants through the complexities of the cataloguing system, assessing their skills via practical exercises in cataloguing bibliographic records and managing tracing and references.

Both workshops highlight the Perdana Library's dedication to fostering knowledge-sharing and skill enhancement within the librarian community. Participants gained meaningful insights from the facilitator and their peers, which they can apply to support their libraries in adapting effectively to the information age.



Checking examples and references



Presentation in progress



Associate Professor Hamidah checking the participants



Group photo by the lakeside



Group photo session with RDA participants



Group photo session of MARC21 participants with our CEO, Puan Zarina Abu Bakar

## PLF Book Talks:

# Leadership, Networking, and City-Planning



Author Syamsul Amri A Razak with the moderator Mohd Ikram Wazir



Mr. Kiridaren Jayakumar moderating the session with Dr Ahmad Zaharuddin Sani

The Perdana Leadership Foundation (PLF) Book Talk series which aims to highlight books of interest to Malaysians continued in 2024 with authors sharing perspectives on issues such as leadership, city-planning, and networking.

The first session on 23rd May 2024 featured **Mr Syamsul Amri A Razak**, author of **The Art of Impactful Networking: Strategi Praktikal Membina Jaringan Kejayaan Profesional & Peribadi**. Moderated by **Mohd Ikram Wazir**, publisher from PTS Media Group Sdn Bhd, the live session highlighted the essence of impactful networking. The author emphasised that networking is not about amassing superficial connections but about fostering genuine relationships that provide mutual value. Through real-life examples, Syamsul Amri illustrated how effective networking can unlock opportunities, facilitate

collaborations, and enhance personal growth.

It's worth highlighting an excerpt from his book, **"Life is to complete, not just to compete,"** that encapsulates the importance of human connections. He explored how networking offers advantages from the perspectives of Islam, research, and his personal experience, making the session both insightful and inspiring.

On 30th September 2024, PLF hosted **Dr Ahmad Zaharuddin Sani Ahmad Sabri**, who wrote **"Managing Malaysia as Tun Mahathir"**. Moderated by **Mr Kiridaren Jayakumar**, Founder and CEO of Biblio Press, Dr Zaharuddin clarified that the book is not a biography but a collection of observations from the author's own experience working with Tun Dr Mahathir Mohamad. Dr Zaharuddin, who served as Deputy Director and later Director of Institut Pemikiran Tun Mahathir Mohamad (IPDM), discussed Tun Mahathir's meticulous decision-making process, influenced by his background in medicine. He explained that **Tun approached challenges methodically**: observing symptoms, investigating causes, evaluating the problem's extent, and implementing the best solutions. This systematic approach, Dr Zaharuddin argued, was instrumental in Tun Mahathir's ability to transform Malaysia during his tenure as Prime Minister.

During the session, Dr Zaharuddin answered questions from the audience on topics such as leading a multiracial nation, responding to criticism, and Tun Mahathir's legacy. The interactive discussion left participants with a deeper understanding of the leadership principles of Malaysia's longest-serving Prime Minister.

The third and final talk, held on 5th December 2024, featured **Datuk Muhammad Haitamin Ishak**, editor and author of **Dari Perang Besar ke Putrajaya: Coretan Sejarah Perancangan dan Pembangunan Putrajaya 1995-2015**. Moderated by **Dato' Omairi Hashim**, a former Vice President at Perbadanan Putrajaya, the session offered a fascinating glimpse into the genesis and development of Malaysia's federal administrative capital. Datuk Haitamin recounted his journey with the Putrajaya project, beginning in 1995 when he joined the Putrajaya Development Unit at the Prime Minister's Office, and how he was involved in the monumental effort to transform Perang Besar, an agricultural estate, into the modern city of Putrajaya.

Datuk Haitamin emphasised the collaborative spirit that drove the project's success, as reflected in his book, which includes contributions from eight other experts involved in Putrajaya's development. Dari Perang Besar ke Putrajaya is a comprehensive account of Putrajaya's transformation and a valuable resource for those interested in the city's history and planning. The session underscored the importance of leadership, vision, and collaboration in achieving ambitious national projects.

Through these three insightful Book Talks, the Perdana Leadership Foundation reinforced its dedication to highlighting the Malaysian perspective, promoting intellectual engagement and exploring Malaysian and global issues.



Datuk Muhammad Haitamin Ishak with Dato' Omairi Hashim



From Our Shelves:

## PLF's Top Reads of 2024

At the Perdana Leadership Foundation, our team has a deep appreciation for books that inspire, challenge, and provide meaningful insights. Reading is, after all, a rewarding pastime — whether for exploring new worlds or expanding knowledge. In this edition of PLF Staff Picks, we're excited to share a selection of our favourite reads over the past year.

Our April book recommendation comes from Senior Executive, Ms Maizatul Kartini Kamarudin: **Jack Ma: Founder and CEO of the Alibaba Group**. The book chronicles Jack Ma's journey from a struggling English teacher to a visionary e-commerce leader, highlighting his innovative yet controversial leadership. It offers a balanced view of Alibaba's successes and challenges, including regulatory hurdles in China and overseas.

If you're looking to develop self-leadership, Assistant Librarian Ms Siti Murshidah Mat Riffin recommends **The Art of**

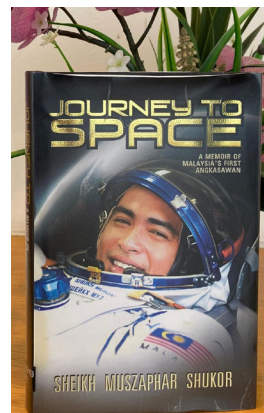
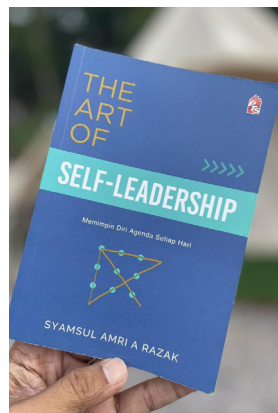
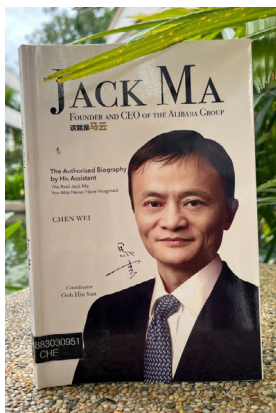
**Self-Leadership (Memimpin Diri: Agenda Setiap Hari)**. The book emphasises that leadership begins with oneself, offering step-by-step guidance to become a capable and effective leader. Divided into five key sections, it explores practical strategies to unlock personal potential and strengthen leadership skills.

Communications Coordinator Mr Muizzuddin Munir recommends **Journey to Space: A Memoir of Malaysia's First Angkasawan**, a highly engaging account of the author's exciting space journey. The book details his rigorous training in Russia, life

aboard the ISS, and features awe-inspiring views of Earth from orbit. Personal anecdotes, including the loss of his brother, add depth and emotion to this inspiring memoir.

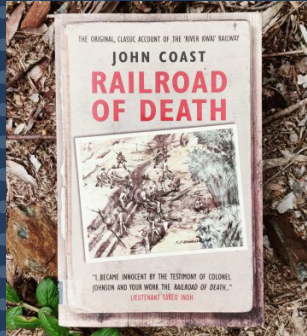
In part a travel memoir, in part an ode to libraries is the book by the Chief Librarian of Universiti Sains Islam Malaysia who shared her experience as Visiting Librarian in "**Catatan Perjalanan "Visiting Librarian" di Universiti Deakin Melbourne**". An August book selection, the memoir explores the author's first solo trip abroad, and how it offered her new experiences while showcasing

the vital role of librarians in supporting research and education. During her stay, she also acted as an informal ambassador for Malaysia, sharing its culture and arts with the local community in Melbourne.

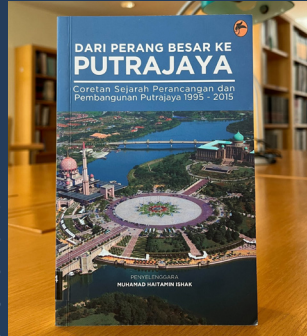


From Our Shelves:

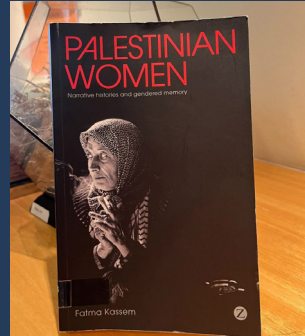
# PLF's Staff Picks of 2024



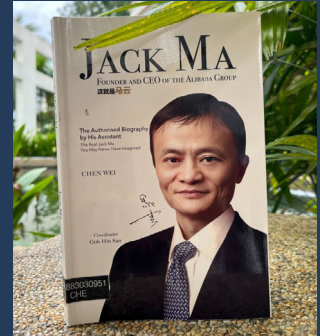
**January**  
Mohammad Faridzuan  
bin Abd Rahman  
Railroad of Death



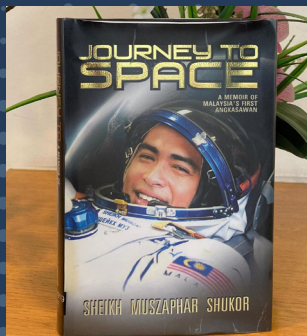
**February**  
Muhammad Haikal Hasnan  
Dari Perang Besar ke Putrajaya:  
Coretan Sejarah Perancangan dan  
Pembangunan Putrajaya 1995 - 2015



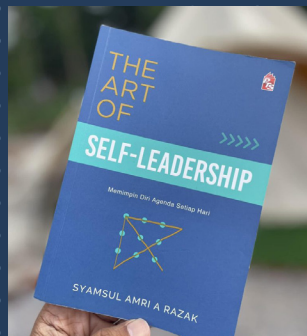
**March**  
Muhammad Harziq Amin  
bin Jaharudin  
Palestinian Women



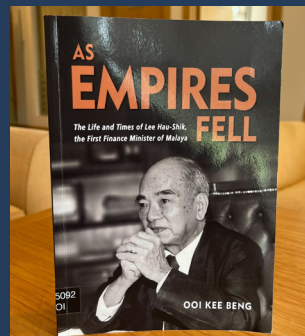
**April**  
Maizatul Kartini Kamaruldin  
Jack Ma: Founder and CEO  
of the Alibaba Group



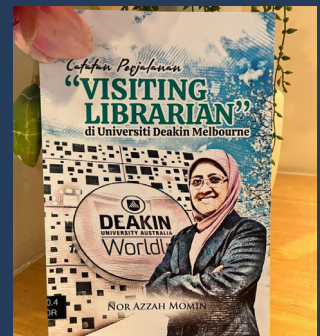
**May**  
Muizzuddin Munir  
Journey to Space: A Memoir of  
Malaysia's First Angkasawan



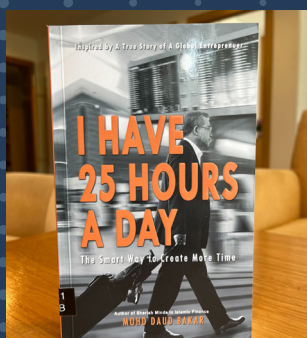
**June**  
Siti Murshidah binti Mat Riffin  
The Art of Self-Leadership  
(Memimpin Diri:  
Agenda Setiap Hari)



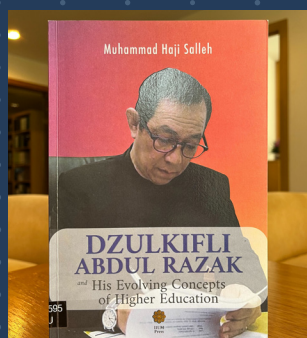
**July**  
Magdalena Lampas  
As Empires Fell: The Life and  
Times of Lee Hui-Shik, the First  
Finance Minister of Malaya



**August**  
Adnan Rizal Haris  
Catatan Perjalanan  
"Visiting Librarian" di Universiti  
Deakin Melbourne



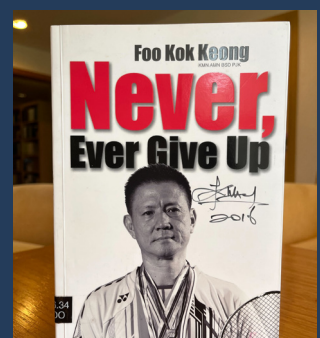
**September**  
Roymax Sebastian  
I Have 25 Hours a Day:  
The Smart Way to Create  
More Time



**October**  
Suriyana Mohd Noor  
Dzulkifli Abdul Razak and His  
Evolving Concepts of  
Higher Education

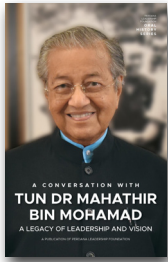


**November**  
Hasniza Hashim  
Faiza: Liku Hidup Dan  
Rahsia Kejayaan



**December**  
Nurul Humaira Kamarulzaman  
Never, Ever Give Up





**A Conversation with Tun Dr Mahathir bin Mohamad:  
A Legacy of Leadership and Vision**

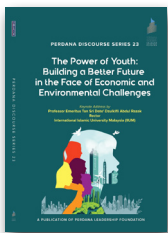
**Publication Year: 2025**  
**ISBN: Softcover: 978-967-0821-43-6**  
**Hardcover: 978-967-0821-45-0**  
**Publisher: Perdana Leadership Foundation (PLF)**  
**Price: Softcover RM45.00**  
**Hardcover RM75.00**

This publication offers an exploration of the vision, strategies, and policies that guided Malaysia's transformation into one of Southeast Asia's most dynamic economies. Through a series of candid conversations with Tun Dr Mahathir bin Mohamad, Malaysia's longest-serving and twice-elected Prime Minister who steered the nation through its modernisation and transformation in the 1980s and 1990s, readers will gain deeper insights into Malaysia's development journey as well as its challenges, past and current.

Tun Dr Mahathir also shares his insights on other crucial topics, including corruption, ethnic relations, leadership, as well as regional and global issues. This book provides a deep understanding of the thoughts, leadership, and legacy of Tun Dr Mahathir bin Mohamad.

## Our Latest Publications

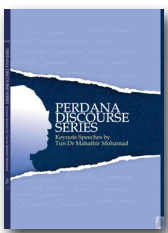
Check out our latest hardcovers and paperbacks. These books are available directly from PLF (call 03-8885 8961 (Library Counter) or email [plfcomms@perdana.org.my](mailto:plfcomms@perdana.org.my)) or at selected bookstores in KL.



**Perdana Discourse Series 23 Monograph:  
"The Power of Youth: Building a Better Future in the Face of Economic and Environmental Challenges" (Softcover)**

**Publication Year: 2024**  
**ISBN: 978-967-0821-41-2**  
**Publisher: Perdana Leadership Foundation (PLF)**  
**Price: RM35.00**

This publication compiles the proceedings of the 23rd Perdana Discourse Series, titled "The Power of Youth: Building a Better Future in the Face of Economic and Environmental Challenges." It features the keynote address by Professor Emeritus Tan Sri Dato' Zulkifli Abdul Razak, Rector of the International Islamic University Malaysia (IIUM), alongside the presentations from the esteemed panellists: Dr Mohd Mursyid Arshad, Associate Professor, Department of Professional Development and Continuing Education, Faculty of Educational Studies, Universiti Putra Malaysia (moderator), Puan Norhayati Jantan, Senior Director, National Accounts Statistics Division, Department of Statistics Malaysia (DOSM), Ms Nina Adlan Disney, Executive Director, LeapEd Services, and Mr Beh Zeng Kang, Environmentalist & the first Malaysian winner of ASEAN Youth Eco-Champion.



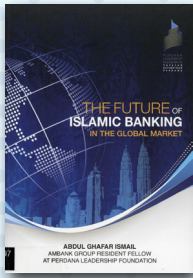
**Perdana Discourse Series Keynote Speeches  
by Tun Dr Mahathir bin Mohamad 2nd Edition (Hardcover)**

**Publication Year: 2023**  
**ISBN: 978-967-0821-38-2**  
**Publisher: Perdana Leadership Foundation (PLF)**  
**Price: RM60.00**

From national unity to education; from political stability to international relations; from the economy to women and youth, Tun Dr Mahathir Mohamad gives his frank views and unique insights into these issues, mixing history with contemporary events in his customary forthright manner.

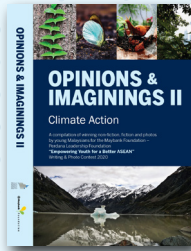
The keynote addresses contained in the volume were delivered at the Perdana Discourse Series from 2004 to 2009. Also included are selected questions and answers from the audience dialogues held after each keynote address.

Each of these keynote speeches provides a valuable reference on issues of national concern as well as insights into the thinking of Tun Dr Mahathir Mohamad, Malaysia's longest-serving and twice-elected Prime Minister.



**The Future of Islamic Banking in the Global Market**  
Author: Abdul Ghafar Ismail  
Publisher: Perdana Leadership Foundation (PLF)

**RM75.00**



**Opinions & Imaginings II: Climate Action**  
Publisher: Perdana Leadership Foundation (PLF)

**RM85.00**



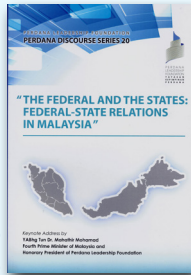
**Perdana Discourse Series 22: "Envisioning Malaysia's Future Employment: Trends Vs Skills"**  
Publisher: Perdana Leadership Foundation (PLF)

**RM25.00**



**Perdana Discourse Series 21: "Impediments to Malaysia's Economic Progress and How to Overcome Them"**  
Publisher: Perdana Leadership Foundation (PLF)

**RM20.00**



**Perdana Discourse Series 20: "The Federal and The States: Federal State Relations in Malaysia"**  
Publisher: Perdana Leadership Foundation (PLF)

**RM15.00**



**Perdana Leadership Foundation Oral History Series. A Conversation with Tan Sri Leo Moggie**  
Publisher: Perdana Leadership Foundation (PLF)

**RM35.00**



**Jejak Seorang Pemimpin : Sejarah Lisan Tun Dr Mahathir Mohamad**  
Publisher: Perdana Leadership Foundation (PLF)  
**Hardcover : RM50.00**  
**Paperback : RM20.00**



**Jejak Seorang Pemimpin: Sejarah Lisan Tun Dr Siti Hasmah Mohd Ali**  
Publisher: Perdana Leadership Foundation (PLF)  
**Hardcover : RM50.00**  
**Paperback : RM20.00**



**Perdana Leadership Foundation Oral History Series. A Conversation with Tan Sri Rafidah Aziz**  
Publisher: Perdana Leadership Foundation (PLF)  
**RM29.90**

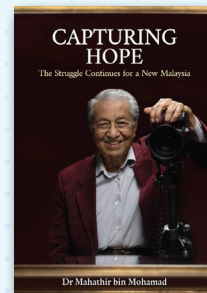
Monographs of other Discourses are also available. Some of our titles are also available in e-book format. Check out [www.plfpublications.com](http://www.plfpublications.com)

## Books and

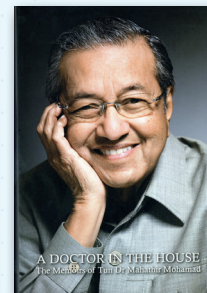
## Merchandise @ PLF

Perdana Leadership Foundation publishes and sells a range of books on leadership, history, and national issues. These publications can be purchased directly from the Foundation by contacting Ms Magdalena Lampas at 03-8885 8961 or via email at [library@perdana.org.my](mailto:library@perdana.org.my) or [plfcomms@perdana.org.my](mailto:plfcomms@perdana.org.my). A selection of the books available includes:

### Selected Books by Tun Dr Mahathir Mohamad:

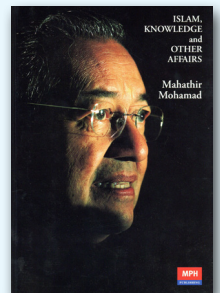


**Capturing Hope: The Struggle Continues for a New Malaysia**  
**RM80.00**  
Member of Perdana Library:  
**RM75.00**



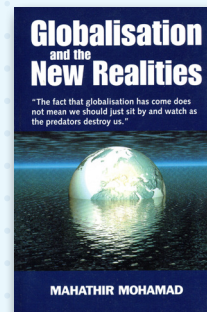
**A Doctor in the House: The Memoirs of Tun Dr Mahathir Mohamad**  
(also available in Mandarin)

**RM100.00**

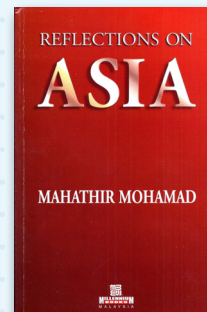


**Islam, Knowledge and Other Affairs**

**RM50.00**



**Globalisation & the New Realities (English)**  
**RM50.00**



**Reflections on Asia**  
**RM30.00**

### PLF Merchandise

- Notebook (Ring) HBK
- PLF Canvas Bag (Black)
- Thermos Mug
- Umbrella (Small)
- Umbrella (Big)
- Cardholder
- Gel Pen
- Stationery Kit
- Pop Art T-Shirt

- **RM17.00**
- **RM25.00**
- **RM27.00**
- **RM27.00**
- **RM27.00**
- **RM15.00**
- **RM4.00**
- **RM8.00**
- **RM33.00**







# PERDANA LEADERSHIP FOUNDATION

[www.perdana.org.my](http://www.perdana.org.my)



Perdana Leadership Foundation was established in January 2003 with the aim of preserving, researching, and disseminating materials by and on Malaysia's past Prime Ministers as well as events connected to them, with particular emphasis on the policies, strategies, and initiatives they adopted. Premised on the belief that past leadership can yield valuable insights for present and future development, the Foundation's objective is to increase awareness and appreciation of Malaysia's history and leadership legacy.

The Foundation's physical home in Precinct 8, Putrajaya, was completed in October 2003. The stately building now houses the Perdana Library, an auditorium, as well as a multi-purpose hall in addition to the office of the Foundation's Honorary President who is the country's fourth and seventh Prime Minister, YABhg Tun Dr Mahathir Mohamad.

The Foundation operates the Perdana Library which houses 12,000 physical titles and more than 250,000 digital documents, including speeches, policy papers, and articles.

The Foundation's objectives are:

- To research, document, disseminate, and publicise the intellectual legacies of Malaysia's past Prime Ministers.
- To create awareness of the development process of the nation and draw lessons from the nation's history to enhance future development.
- To illuminate the contributions of Malaysia's past Prime Ministers in the social, economic, and political development of the nation.
- To be a resource centre of policies, strategies, and initiatives that were adopted under Malaysia's various Prime Ministers which may be used and adapted as models for the development of other nations.

The Foundation also has a broader objective which is to promote global understanding by providing a channel for scholars and thinkers to undertake research and idea-sharing for lasting, peaceful resolutions.

The Perdana Leadership Foundation is governed by a Board of Trustees representing the following corporations:





## Upcoming Events

### PLF Book Discussions

Dates: April, September & November 2025

Venue: Facebook Live

### Perdana Library Workshop: LCSH Classification For Libraries

Dates: 5th - 7th May 2025

Venue: Perdana Leadership Foundation

### PLF Senior Leadership Programme

Dates: 27 - 29 May 2025

Venue: TBC

### PLF Oral History

Dates: June & September 2025

Venue: Perdana Leadership Foundation

### PLF Business Roundtable

Dates: July 2025

Venue: Perdana Leadership Foundation

### PLF Merdeka Exhibition & Merdeka Dialogue

Dates: August - September 2025

Venue: Perdana Leadership Foundation

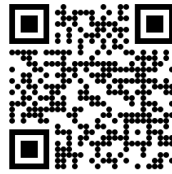
### Perdana Discourse Series 25

Dates: October 2025

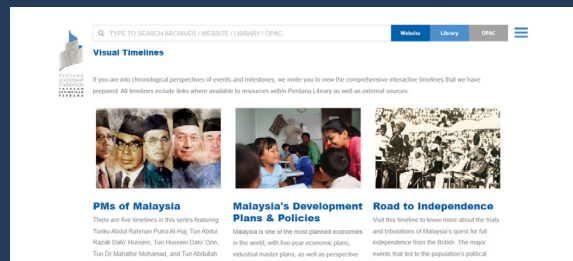
Venue: Perdana Leadership Foundation

We post information on upcoming events on our Facebook page and Instagram, so be sure to like our page and follow us!

## Hall Rental



The Perdana Leadership Foundation houses venue spaces that can cater for events from small meetings of 20 people to a lecture for 150 delegates. Venue spaces are available for rent subject to availability and suitability of event. If you wish to know more, please contact Ms Maizatul Kartini (03-8885 8965 / maizatul@perdana.org.my, maizatul.perdana@gmail.com)



## Our Rich Online Resource

There are plenty of resources on Malaysia's Prime Ministers and their policies on our website, including an interactive visual timeline, infographics, and podcasts. Our Library's OPAC is also available for you to search our vast repository, all for free.

## FOLLOW US

## Perdana Leadership Foundation

Drawing on the past to serve the future

<https://www.perdana.org.my/>

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Effective April 1, 2024, access to the physical facilities and services of Perdana Library is exclusive to paid members only. Membership options are as below:

- Annual Membership - RM10 per year
- 3-year Membership - RM25 every 3 years (members will receive a PLF non-woven bag & pen)
- 5-year Membership - RM42 every 5 years (members will receive a PLF canvas bag, pen, and notebook)

## Why Become A Member?

- Unlimited Library Access
- Discounts for Books and exclusive Merchandise
- Hassle-free book borrowing
- Exclusive Discounts to PLF Programmes

For more info, contact our librarians at 03-8885 8961, or email [library@perdana.org.my](mailto:library@perdana.org.my)

