

# CORPORATE POWERHOUSE

MMC Corporation celebrates a century in business and nation-building this year. As it looks back with pride at its formidable history, what can we look forward to in the future?

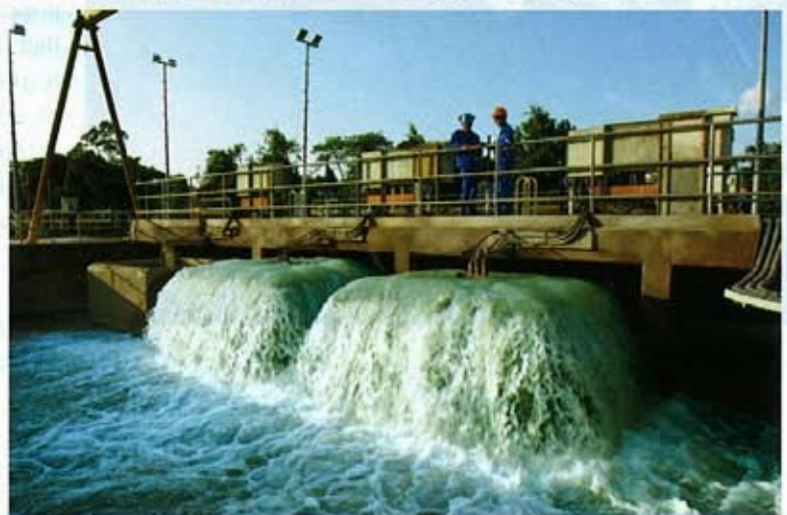
**M**MC Corporation Bhd celebrates 100 years in business this year. During its century-long history, the company has marked several key milestones to emerge as a corporate powerhouse and a key partner in nation building with interests in transport and logistics, energy and utilities, and reengineering and construction sectors.

These include stakes in strategic assets like Johor Port Bhd, which is Malaysia's largest container terminal and leading multi-

purpose port; Malakoff Corporation Bhd, the country's largest independent power producer and Gas Malaysia Sdn Bhd, the country's sole supplier of natural gas to the non-power sector. Today, it has under its employment more than 5,000 people.

The entry of successful Bumiputera entrepreneur Tan Sri Syed Mokhtar Albukhary as shareholder of MMC in the year 2000 heralded a new era for the group that ensured the shift into infrastructure and utilities from tin mining previously.

Currently, the group is also undertaking



the electrified double-tracking railway project between Ipoh and Padang Besar and has been recently appointed as the Project Delivery Partner for the Klang Valley Mass Rapid Transit (MRT) project. In recent years, it has ventured overseas and owns interests in companies in the utilities and logistics sectors, namely, in Saudi Arabia, Jordan and Algeria.

'MMC's centennial is an opportunity to look back with pride at the group's remarkable history and also to look forward to exciting developments as it gears up for greater things,' Datuk Hasni Harun, MMC's group managing director, tells *Malaysian Business*.

To prepare for this, Hasni says on the cards are plans to unlock value from the group's stable of companies. This will entail the listing of three subsidiaries beginning with Gas Malaysia slated for some time in the fourth quarter of this year, followed by the re-listing of Malakoff and Johor Port over the next two years. The cash raised from these listings would also go to paring down some its debts, which totalled RM19 billion as at the end of 2010, a move that will go down well among the investing community.

Hasni, who came onboard MMC three years ago – first as its chief executive before his re-designation to the current position in May last year – shares his vision for the conglomerate in this wide-ranging interview as it looks forward to another century of excellence:

### Tell us the prospects for this year. What would drive growth?

We have made a strong start this year. Our first quarter (Q1) pre-tax profit rose to RM285.2 million from RM208.9 million in the same quarter last year, an increase of 36%. Revenue increased to RM2.2 billion from RM2.0 billion previously. The improvement in our Q1 pre-tax profit was attributable to better performance by our core businesses as volume and dispatch levels picked up during the period.

We are optimistic that it will be an exciting year for MMC and we expect our

current-year results to be better than that for the year ended Dec 31, 2010, given the expected improvement in our core businesses.

We also have a few catalysts to drive our growth this year. MMC, via its subsidiary Malakoff, recently received a conditional offer for the extension of the 1,000MW coal-fired generation capacity in Tanjung Bin, Johor. Given its proven track record as Malaysia's largest independent power producer as well as running the country's largest coal-fired power plant of 2,100MW, Malakoff has an edge in providing its expertise towards designing, supplying, constructing and operating another significant power plant in the country.

MMC is certainly optimistic of Malakoff's further contribution towards the group's growth as it is a recognised leader in the construction and management of power plants. It has also investments in West Asia, namely, in Saudi Arabia and Algeria. Specifically, our Saudi Arabia associate, Shuaibah Water & Electricity Company, made a positive maiden contribution to the group in 2010 with a profit after tax of RM44.8 million.

We pride ourselves on being the country's partner in nation-building and with our history and track record, there is no doubt we can play an important role towards the success of the country's largest infrastructure project, the Klang Valley MRT. In addition, due to our capabilities in delivering large infrastructure projects, our company is well-positioned to secure the related project as a design and build contractor for the tunnelling stage under the Swiss challenge approach.

### Please elaborate on the role of MMC in the Economic Transformation Programme (ETP), which is aimed at transforming Malaysia into a high-income, inclusive and sustainable nation.

Being a conglomerate with diverse expertise, we have a foothold in several of the 12 National Key Economic Areas (NKEA), such as energy and infrastructure.

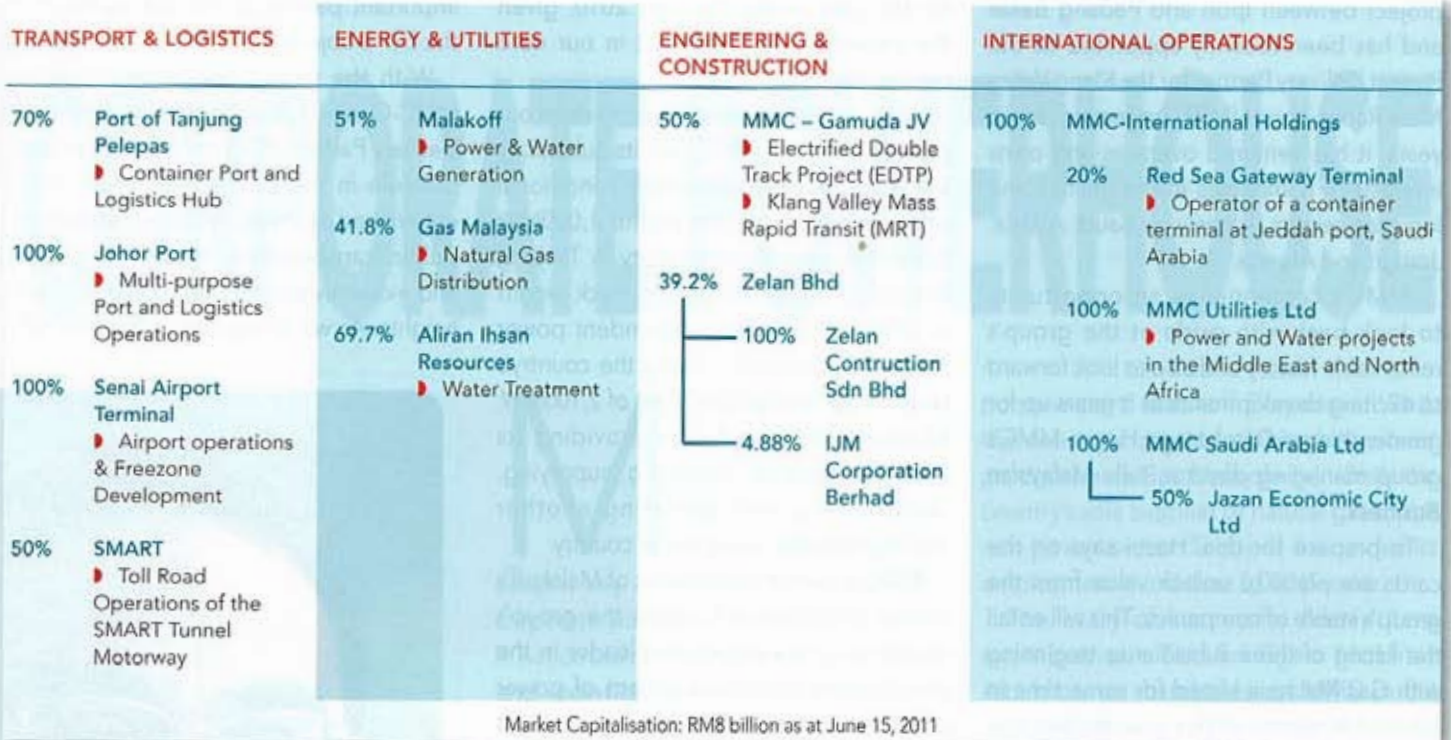
As such, we see ourselves as being an important partner to the achievement of the ETP's objectives.

With the recent appointment of the MMC-Gamuda Joint Venture as the Project Delivery Partner (PDP) for the MRT project, our role in the ETP is even more firmly entrenched as this project is set to transform public transportation in the Klang Valley and indirectly propel development to new heights. As we all may be aware, the MRT



Hasni: MMC is a key partner in nation-building

## MMC: CORPORATE STRUCTURE



project falls within the NKEA of Greater Kuala Lumpur, which is a separate NKEA due to the significance of the capital city in the nation's economic health and performance.

We pride ourselves for being the country's partner in nation building and with our history and track record, there is no doubt that we can play an increasingly important part in the success of the ETP.

### Tell us more about the role you play as PDP for the Klang Valley MRT project.

MMC's involvement in the MRT project is in line with the New Economic Model's strategic reform initiative to re-energise the private sector as one engine of economic growth.

The first MRT line will span 51 km with 31 stations plus three provisional stations, and will be integrated with the KTM Komuter, Kelana Jaya LRT line and Ampang LRT line. The first line of the MRT system is slated to complete in six years' time.

Our appointment as a PDP for the MRT development demonstrates the trust the Government has in MMC's capabilities and expertise. This appointment came with a condition that the company would not be

allowed to tender for other civil works of the MRT project except for tunneling jobs. We will be bidding for the tunneling works via the Swiss Challenge, and I strongly believe that with our expertise and track record in notable engineering and construction projects, we are well-positioned to secure this portion of the MRT works.

In addition, as a PDP, we will be responsible for adherence to the strict timeline of the project. As PDP, we will step in and complete any works if the awarded contractors fail to deliver on time. To mitigate the completion risk, we and the Project Owner, Syarikat Prasarana Negara Bhd (Prasarana), will ensure that tendering and awarding of the contracts are done transparently and strictly through an open bidding process.

How do you feel about being at the helm of a group

“THE MMC GROUP'S VISION IS TO BE A PREMIER GLOBAL UTILITIES AND INFRASTRUCTURE GROUP.”

that is now 100 years old?

First of all, I feel honoured to have been given this trust and faith to helm this group, a post which I accept with humility. It also makes me proud to be a part of a company which has a long and illustrious history and most of all, a company which has always been at the forefront of Malaysia's development, from its days as a mining company to the conglomerate it is now. MMC is one of a handful of companies in Malaysia which have been around for a century, which includes the New Straits Times Press, HSBC, Royal Selangor and Sime Darby Bhd.

When you took over as the Group MD of MMC in May last year, what were some of the biggest challenges you faced and how did you

## overcome these challenges/ how are you overcoming these challenges?

The biggest challenge was to ensure that we did not buckle under the pressure stemming from the global economic crisis. We had to ensure that there was continuity in our projects – no disruptions, which would bring costly delays to our operations. It was also more challenging to procure financing for projects as it was more costly and financiers were more stringent with their terms. This is especially in light of the new projects we wanted to undertake. With the consolidation of the international and domestic operations under one chief executive, we also faced the challenge of integrating the two areas seamlessly.

Another challenge is to put in place the appropriate human capital to move the company forward. As a dynamic entity, MMC is always evolving – hence human capital is key for us to progress. We need to recruit, retain and harness the right talent, as these people will be crucial to the future success of MMC.

Challenges are ever-present, be it at the macro level or at the company level, and it is part and parcel of managing a big conglomerate such as MMC. To overcome the challenges, we need to have capable management – people who possess the right, skill-sets, experience and dedication. We also need to have strong

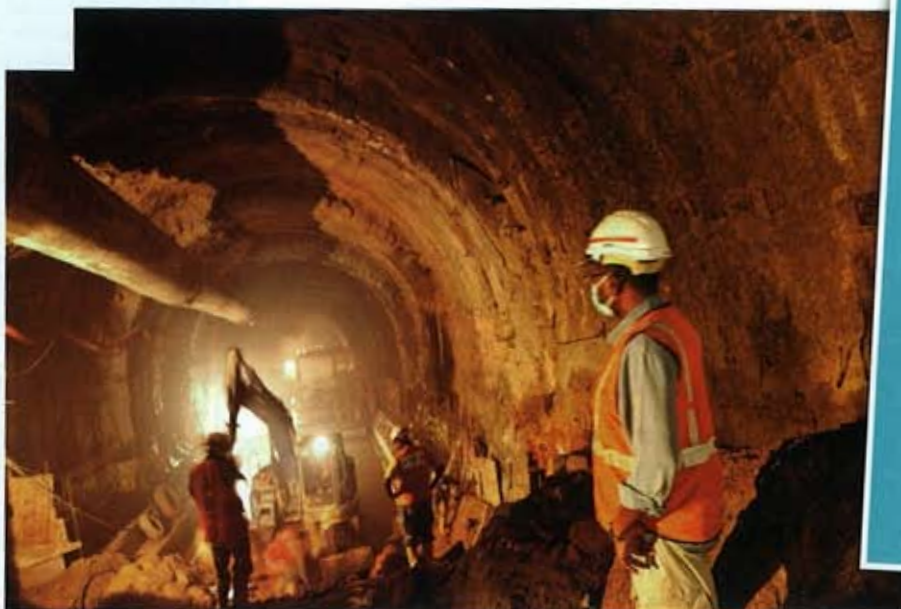
relationship and open communication between ourselves and our stakeholders, financiers and investors.

## What are your plans or goals for the conglomerate as a whole and for the individual companies within the conglomerate?

The MMC Group's vision is to be a premier global utilities and infrastructure group, whereas our mission is to excel in all our core business segments and continue to develop a strong and diversified portfolio of assets and leading market positions, both domestically and internationally.

In terms of plans for each of the companies within the group, there is no singular plan of action, but each are anchored on the above vision. To achieve this goal, we take into consideration the make-up of each of the companies and the environment within which each of them operates. In each of the plans, we consciously take into account the strategic objectives, which are set for the group, which is to maximise shareholder value, provide service excellence to stakeholders, lead in value innovation and to be the preferred employer.

## There are plans to unlock value of the MMC Group via the listing of some the subsidiaries, ie, Gas



# CORPORATE MILESTONES

## 1911

- Malayan Tin Dredging Limited (MTDL) was incorporated in London with a nominal capital of £100,000.

## 1912

- MTDL's first bucket dredge was successfully installed in the company's first mining field in Batu Gajah, Perak. This tin dredge was the first ever to be installed in Malaya.

## 1913 - 1915

- MTDL had commissioned 3 more bucket dredges by the year 1915.

## 1915 - 1920

- The outbreak of World War 1 resulted in tin mining industry coming to a standstill.
- International shipping ceased and there was no transportation of tin exports or imports of machine parts to build more tin dredges.
- Large stocks of tin accumulated had caused a post-war price slump and affected MTDL operations in Malaya.

## 1920 - 1921

- Tin price continued to fall to a low of £145 per tonne due to oversupply situation.
- This led Federated Malay States and the Netherlands East Indies to cooperate to regulate supply of tin and hence control tin prices.

## 1924

- Tin price rebounded to £259 per tonne in 1924.
- MTDL became the largest tin dredging company in the world with a total of 6 operating dredges.

## 1925

- London Tin Corporation Limited (LTCL) was established in the United Kingdom, which would eventually merge with MTDL.

## 1926

- The Southern Malayan Tin Dredging Ltd (34.9% held by MTDL) was formed and operated a total of 5 dredges over an area of 3,661 acres of mining field in Perak.

## 1930s

- The Great Depression had affected the tin mining industry significantly.
- Between 1930 and 1933, the

## Malaysia, Malakoff and Johor Port. Tell us about this.

We are planning to unlock value via possible listings of our stable of companies, which will be announced in due course. Certain companies within the group have already met the requirements for listing on Bursa Malaysia, subject to due diligence and their respective board's approvals. For instance, Gas Malaysia is making preparations for listing which is targeted by end of the year. This is part of our strategy to unlock the value of our assets as well as pare down our debt to a more optimal level.

## MMC has already made a name for itself in the country, Asia and the Middle East. What more needs to be done?

We are aware that MMC is a company which has contributed a lot to the development of Malaysia, however, we cannot rest on our laurels. In short, we need to do better and more and remain relevant. We need to continually enhance our core competencies – building the platforms which we can differentiate and put ourselves competitively better than our peers. We have to also constantly develop the three important vectors, ie, customer, product, price.

We insist that our people take a holistic view in all our activities, keep their fingers

on the pulse of the nation, the business landscape and innovations as well as keep their ears to the ground to seek new opportunities and identify possible challenges, which could lie ahead.

We also need to ensure that our people develop an entrepreneurial mindset, especially within our senior management. We have always placed importance on a high-performance culture, and the embodiment of our company's core values of integrity, innovation, teamwork, excellence and commitment in our work.

## How did MMC weather the recent global financial crisis?

It is no doubt that challenges are everywhere when you are in business. This is more so when you are involved in such diverse and large businesses such as MMC. Changes in economic conditions can have a significant impact on our operations and performance. For example, the global financial crisis over 2008 and 2009 was severe and we did feel the impact of that downturn. The contagion effect of the recession on our customers affected our ports and certain other projects.

There is no single solution to deal with these challenges. Much of it depends on the situation.

For example, preparation and awareness of the landscape surrounding our business is key to facing external challenges like economic conditions and uncertainties.

number of tin mines operating in Malaya fell from 1,322 to 994 or a drop of 25%.

## Early 1940s

- During the Japanese Occupation of Malaya (1942 – 1945), dredges belonging to MTDL were taken over by a Japanese company, Mitsui Kosan Kabushiki Kaisha (Mitsui).
- Mitsui began to repair and restore the dredges as most of the mine machinery was dismantled by the British army during the war.

## 1945 - 1949

- Post-Japanese occupation, the British undertook a rehabilitation programme to restore MTD's dredges.
- Mitsui had only concentrated on the richest fields and this has resulted in improper use, lack of mechanical supervision and routine maintenance and excessive looting.

## 1950s & 1960s

- 1950s saw the start of the glory days for the tin mining industry. Between 1954 and 1964, there were 35 tin dredging companies controlling 75 dredges and responsible for 45% of world total tin output.
- MTDL's Ayer Hitam Tin (AHT) Dredging entered the Guinness Book of Records for producing the largest quantity of tin by a single dredge – 13,249 piculs (801 tonnes) of tin concentrates in a single month.
- Another of its dredge, AHT No.2 holds the record for reaching the greatest depth of 247 feet below the surface level.

## 1976 - 1978

- MTDL and LTCL were targeted by the Government as part of "Malaysianisation".
- Pemas had set up a special purpose vehicle named New Tradewinds Sdn Bhd (NTSB) to acquire both MTDL and LTCL.
- NTSB acquired LTCL in 1976 and transferred its domicile to Malaysia.
- NTSB acquired MTDL in 1977 and transferred its domicile to Malaysia.
- In 1978, NTSB was renamed and listed as Malaysia Mining Corporation.

## 1981 - 1982

- Permodalan Nasional Berhad acquired Malaysian Mining Corporation from Pemas.
- Merger between Malaysia Mining Corporation and MTDL to create a single listed entity.
- The enlarged merged entity





**WE ANCHOR OURSELVES TO OUR CORE VALUES OF INTEC – INTEGRITY, INNOVATION, TEAMWORK, EXCELLENCE AND COMMITMENT - IN OUR ENDEAVOURS.**

This is where enterprise risk management is of utmost importance. Knowing where weaknesses exist and what measures can be taken to mitigate or eliminate unnecessary risks is very important because we know that being prepared is half the battle won.

Continuous engagement and communications with our partners, customers, regulators and authorities as well as our stakeholders are very important too as this will enable us to understand the needs of those with whom we interact and better address areas of concern and scope out potential opportunities where we can provide value, especially under difficult circumstances. Bear in mind that no one was spared from the economic crisis. As such, we need to ensure that our stakeholders and investors place their trust in MMC and instill in them the belief that we will deliver on our obligations and promises by consistently delivering timely and good results in all our endeavours, especially in times of difficulty.

One factor, which proved to have been successful in helping us weather the storm, was the strong and dedicated team within MMC and the group. The human capital we possess is our strongest asset and they showed great fortitude and commitment in ensuring the interests of MMC are always protected and we emerge stronger.

### What do you see as the biggest threat/s to your industry?

Besides the sensitivity to economic conditions I had stated earlier, there are other threats too.

As we own concessions that are awarded by the Government, regulatory risks also exist. Changes in government

policies, which cause uncertainty for our businesses, also pose a challenge. One such instance is the imposition of windfall tax on independent power producers and another the introduction of the single-tier tax system in 2008, which brought major impact on Malakoff.

Internally, sustaining our growth momentum continues to be a challenge. Much of our business is dependent on external supplies or certain concessions which we get from the Government. There is 'concentration risk' which we need to be mindful of. In some areas, the capability for expansion is limited either in terms of physical limitations or regulatory restrictions or government policy. As such, we are not entirely at liberty to carry out expansions, which could help sustain our growth momentum, and requires us to fine-tune our plans.

### Tell us how does MMC keep its standards/business above par?

First of all, we anchor ourselves to our core values of INTEC – Integrity, Innovation, Teamwork, Excellence and Commitment - in our endeavours. These core values serve as the guide of each of us within the team. These values, to my mind, are elements which must exist to achieve success. This applies on both the personal level and collectively, in an organisation. The INTEC is the unifying values spreading across the MMC group.

Integrity dictates that we do not operate in an unconscionable manner, and ensures that we are transparent in our activities. Meanwhile, a culture of Innovation or innovativeness is emphasised to ensure that we always come up with fresh ideas

assumed the name Malaysian Mining Corporation.

#### 1984

- MMC ventured into the oil & gas industry via a joint-venture with McDermott International, a leading engineering, procurement, construction and installation ("EPCI") company.

#### 1985

- Ashton Mining Ltd's Argyle AK-1 diamond mine began commercial production. The Melbourne-based company was an associate of MMC.
- MMC-McDermott JV started its first project for Petronas Carigali at Dulang Oilfield.
- Secured railway engineering contract for the local assembly and fabrication of rolling stock for KTM.

#### 1987

- The year saw tin price collapsing from \$29.91 per kg to \$13.99 per kg.
- Embarked on a planned programme to streamline operations and pursue diversification activities.
- MMC's engineering division was fully operational and involved in various private and public projects, namely, Teluk Intan Stabilization and Kuala Langat Mining Project.
- Ventured into marketing and trading businesses which include industrial minerals, ferrous and non-ferrous metals, petroleum, timber and coal products.

#### 1988

- Began exploration of gold and platinum in West Kalimantan, China, Canada and the USA.
- MMC Marketing sees sales of tin and limonite reaching record highs.
- MMC-McDermott completed the engineering design work on Dulang Oilfield project.

#### 1990

- MMC acquired 30% interest in Australia-based Plutonic Resources Ltd, a company involved in gold mining.
- MMC ranked as major producers for gold and diamond via its interests in Plutonic Resources Ltd and Ashton Mining Ltd.

#### 1992

- Ceased tin mining business entirely due to the ailing tin industry.
- Formation of Gas Malaysia to develop and implement the Natural Gas Distribution System in Peninsular Malaysia.



within the organisation and for the nation. An example would be our proposal for the SMART tunnel, which something that we had proposed as a solution to the flood and traffic problems in Kuala Lumpur. A strong emphasis on teamwork is aimed at ensuring that we within the organisation are focused on achieving success together – that we cannot operate in silos. It would indeed be difficult to achieve our vision and mission if we did not integrate this core value in our people.

The next one is Excellence. We strive to be an organisation with a high-performance culture and our goal is to excel in everything we set out to do. This in itself will work for us in terms of positive feedback, a stronger track record, reputation and recognition. This, in turn, will place us ahead of the game. Of course, internally, we expect our staff to always give their best – at all levels.

Finally, Commitment. This speaks for itself – no endeavour can be successful without our commitment to it. It is the commitment to keep our standards at their highest, and extracting the best performance of our people, producing the best results to our customers and stakeholders and maximising value to our shareholders is key.

We constantly monitor our performance against our peers and competitors with comprehensive performance benchmarking processes within the holding company and the operating subsidiaries. It is vital that we know where we stand in the industries we

operate so that we can identify weak points and/or areas of opportunity.

### MMC is now projecting itself as 'Moving, Managing, Creating'. What does this mean and how is this manifested?

We want our efforts to be easily identified by everyone, not just within our company, but also the general public; hence the slogan 'Moving Managing, Creating' was adopted by MMC beginning in 2010.

We can look at these three words in more than just the literal sense:

- ◆ Moving encompasses going beyond physical movement. We also consider 'Moving' in the context of 'moving to drive progress'. It can apply to what we do, such as our transport and logistics businesses. However, over and above that, we believe that our company helps move the nation towards progress and achievements of the nation's goals.
- ◆ In the aspect of 'Managing', we liken it to 'Managing valuable resources responsibly'. It extends beyond managing in the context of our managing national assets and resources through our concession-type of businesses, but also within the company – managing the expectations and objectives of our stakeholders and even managing the development of, say, our human capital.
- ◆ 'Creating', to us, is more than just creating

#### 1993

- A new era for MMC Group without its traditional business of tin mining.
- Identified core business activities post tin mining era, namely, gold and diamond mining, engineering and construction, marketing and trading and industrial manufacturing.

#### 1996

- Konsortium Lebuhraya Butterworth-Kulim (KLBK) started operations with the commencement of tolling and maintenance operation for a 30-year concession period.

#### 2000

- MMC was reorganised into three main divisions – Mining, Engineering and Infrastructure & Utilities.
- Acquired a 50.1% stake in Pelabuhan Tanjung Pelepas (PTP).
- Emergence of Impian Teladan Sdn Bhd as new shareholder.

#### 2001

- Disposal of Ashton Mining Ltd.
- Acquired 22.7% equity in Malakoff Corporation Bhd.

#### 2002

- The Group business was repositioned to focus on infrastructure, utilities and engineering.

#### 2005

- Renamed from Malaysia Mining Corporation Bhd to MMC Corporation Bhd
- MMC's new logo was unveiled.
- Increased stake in PTP to 70%.

#### 2006

- Acquisition and privatisation of equity in Johor Port Bhd.
- Announced plans to acquire Malakoff for RM9.3 billion which is the largest leveraged buy-out in Malaysia corporate history.
- Secured the rights to develop and manage the US\$ 30 billion Jazan Economy City in Saudi Arabia with Saudi BinLadin Group.
- Completion of the SMART Tunnel.

#### 2007

- Privatisation of Malakoff was completed.
- Awarded the RM12.5bn Electrified Double Tracking Project from Ipoh to Padang Besar.
- Divestment of entire stake

tangible items in the infrastructure space, but also creating opportunities for businesses and skills development, creating value for our stakeholders, economic multipliers and other catalysts for growth.

We are more than just builders and operators in the simple sense. What we do touches everyone – our energy and utilities businesses produce or distribute key resources which power our daily lives – gas, electricity, water. Our engineering and construction activities ease, even revolutionize, the transportation of people, goods and services, we built the most innovative infrastructure in the nation, such as the SMART Tunnel and the double-tracking project, which eases movement and serves purposes beyond what we see physically. In the transport and logistics segment, our facilities more than merely move cargo and passengers, we are part of the chain that brings these things to the consumer. To us, the people.

### Looking into the future, where do you see MMC heading in the next decade or beyond?

MMC has been in existence for 100 years. MMC underwent a transformation in 2000 with the entry of the current major shareholder. From a mining company previously, MMC is now a major infrastructure and utilities company. Further on, I see MMC reaching for greater heights. I see MMC being even

stronger as a partner in nation-building and having greater strength in its core competencies, and producing consistently higher performance for all its stakeholders.

### Tell us MMC's commitment towards corporate governance.

MMC is very committed to its corporate governance policy. As a public-listed company and a responsible corporate citizen, we strive to ensure that we comply with the applicable corporate governance requirements such as disclosure, transparency, checks and balances within the boards within the group and so on. We also have a robust audit and reporting programme within the group to ensure transparency and accountability.

### As a responsible corporate entity, MMC remains committed to fulfilling its corporate social responsibilities. What are MMC's future CSR projects? Are there any key areas that your organisation is concentrating on?

We recognise that what we do impacts society and that in turn also impacts us. A sustainable business needs to operate within healthy environments, economies and communities. Hence, MMC's approaches CSR holistically. Our policy is based on the thrusts of education and community



in KBLK to PLUS Expressways bhd (PLUS).  
• Acquired 20% in Red Sea Gateway Terminal (RSGT) to develop a container terminal in Saudi Arabia.

#### 2008

- Secured Vitrol Group as an investor at Tanjung Bin land to build oil terminal facility.
- Acquisition of 74% in Aliran Ihsan Resources Bhd.
- SMART won the "Engineering Excellence Award" for water and large projects from the UK Association of Consulting Engineers.

#### 2009

- Acquisition of Senai Airport Terminal Services.
- First berth of RSGT terminal began operation.
- Malakoff's first overseas project, Shuaibah independent water and power plant in Saudi Arabia, received project commercial operation date.
- PTP and Johor Port achieved a 44% market share in Malaysia's container business, the highest to-date.
- Petronas and Gas Malaysia signed a new long-term natural gas supply agreement of 300 mmscfd.

#### 2010

- Senai International Airport's Aeromall was officially opened.
- Breakthrough of the 3.3-km Berapit Tunnel of the double tracking project, the longest in Southeast Asia.
- SMART won the Institute of Engineers Malaysia 'Outstanding Engineering Achievement Award'.
- Senai Airport Terminal Services' wholly owned Senai High Tech Park, signed two MOU to mark the beginning of a comprehensive and integrated development of the 2,718-acre Senai Airport City.

#### 2011

- MMC-Gamuda Joint Venture was appointed as the Project Delivery Partner for the Klang Valley Mass Rapid Transit (MRT) project.
- Won the bid to build the 1,000MW coal-fired power plant Tanjung Bin power plant in Johor.
- MMC celebrated its 100 years in incorporation on May 9, 2011.
- MMC made a significant improvement financially where its Q1 pre-tax profit rose to RM285.2 million from RM208.9 million in the same quarter last year, an increase of 36%. Revenue increased to RM2.2 billion from RM2.0 billion previously.



development, environment and human capital development.

### How do you divide your time in managing the individual organisations within the conglomerate?

I am very fortunate that I am supported by a capable management team – at both the holding company and in each subsidiary. We have regular meetings and discussions where each of them will report to MMC's senior management and myself on their operations, performance and any issues they may be facing. We also have open and clear communication so that we are kept abreast of any developments that occur. They are always on hand to assist me in various corporate activities and this teamwork helps me manage more efficiently.

### What do you like most in your employees?

I particularly like their determination and drive to succeed and strong principles of integrity and commitment in their work. We formulated within the MMC Group the core values of INTEC and it is most heartening when I witness the embodiment of these values in the MMC family.

### Tell us more about MMC's efforts to build a sustainable organisation.

As I mentioned before, a company is only as good as its people. Our employees are the true assets of the company. We do take the well-being of our employees seriously as we want them to grow with the company, and therefore, we are always sensitive to their career development requirements. However, that is not enough. There is, to me, a relationship between the company itself and its people in both tangible and intangible ways.

First of all, MMC as a group has to be a company that someone would be proud to be a part of. This means that we have to be respected. How is this achieved? We need to ensure that MMC is always at the top of its game. It has to be respected amongst its peers and consistent in delivering its best. This, in turn, will attract the best talent and retain those whom we have now. We have to transform MMC into an employer of choice for our top local graduates. This translates into the need for the company, within itself, to ensure that its members deliver their best.

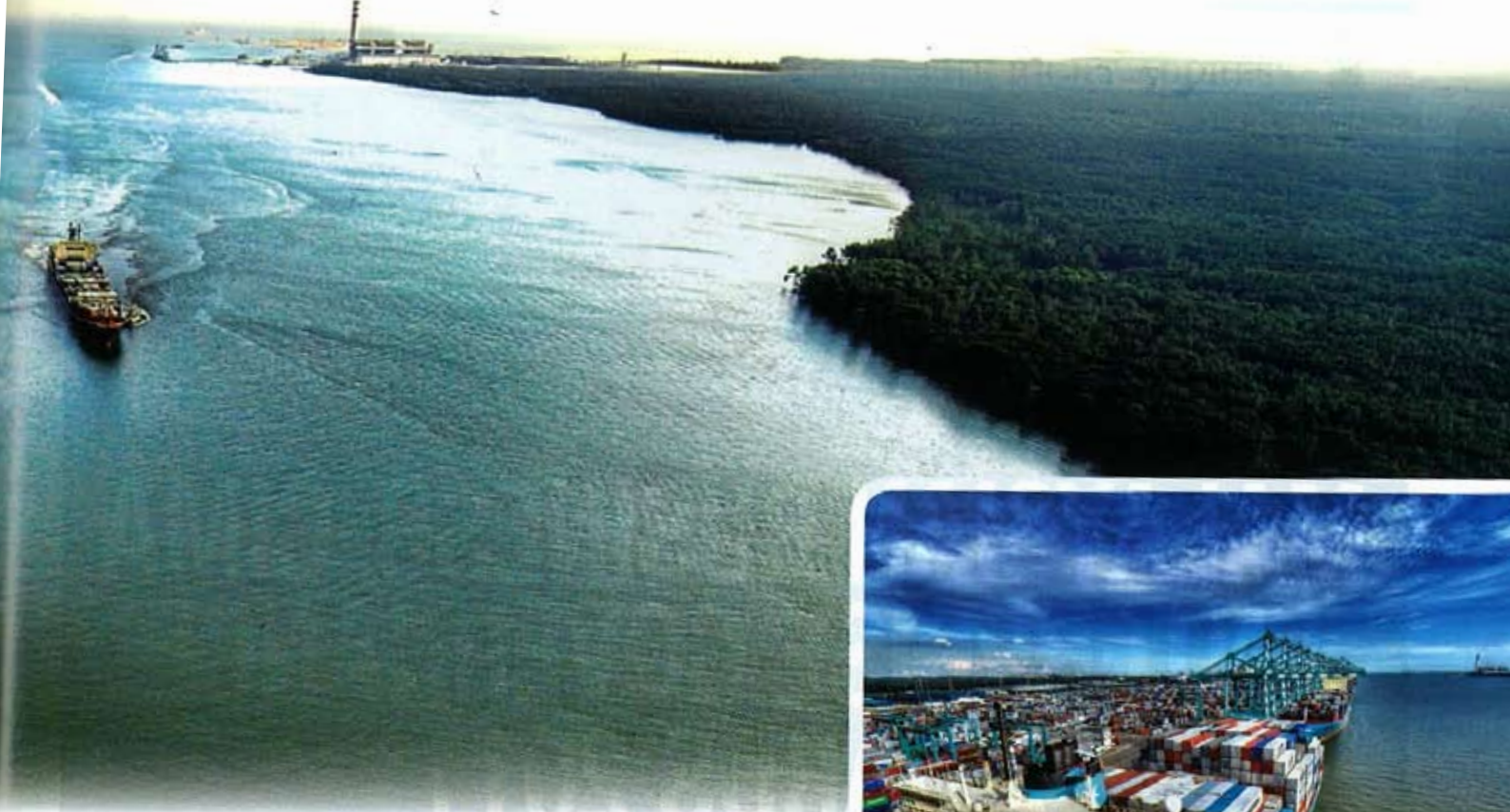
This would require careful planning and implementation of human capital programmes. Skills development, succession

planning and talent development initiatives are key. Employees must be given opportunities to improve their skill sets. We put emphasis on training and development so that employees can have access to the latest techniques. Additionally, high performance must be recognised and rewarded, along with recognition of talent and potential within employees. We strive to create a conducive culture where 'wins' are celebrated regularly.

### What is your philosophy on life and success?

I believe there is no substitute for hard work and integrity. To me, these two are key ingredients for success in your life, both personally and professionally. I consider myself as a spiritual person, thus having strong principles of integrity is something I cannot do without. This acts as a reminder for me to always act conscientiously, transparently and honestly in life.

Coupled with hard work, and some luck – after all, many have said luck accounts for 5% of successes achieved – there is no doubt in my mind that opportunities will open up for us, which leads to another philosophy of mine, which is to always seize opportunities when they appear. Some opportunities may appear illogical or unfavourable by some, but



by equipping ourselves with the necessary information to guide us, there is no reason why we cannot make things work for us. Sometimes, the calculated risks we take have the potential to lead to great achievement.

I am also a strong believer in the value of commitment. A commitment to make the best of everything we set out to do is very important, as it is the backbone for the implementation of any of our plans. Once we are committed to a certain goal, we would ensure that we plan our actions carefully and carry them out with discipline. Implementation of a plan is of no value without discipline in action.

### Where do you draw inspiration?

Personally, I place trust in the will of God. I believe that everything that we have comes from God and this holds true, too, when it comes to what inspires me. One of the key tenets of my religion is the belief in fate and that everything that we do and receive has been pre-ordained. Nevertheless, it must not stop us from putting in our effort – which is in our hands, and thereafter, to submit to God for His blessings and guidance, or ‘divine inspiration’. This is where I draw strength from, both for my private life and over the course of my career.

My parents have always stressed on education and the importance of knowledge. It has always been their advice for me to study hard during my schooling days and to produce the best results in examinations. Learning is a never-ending quest as information and knowledge are very powerful. That is why I continue to emphasise on educating the staff, which includes sending them for training to improve their technical and soft skills both domestically and abroad.

### What advice would you give the young who want to follow your successful career path?

There is no substitute for experience – hard work, constant learning and we must pay our dues in terms of effort.

Being young and inexperienced, it is only natural that we make mistakes, but the key thing is to learn from them so as to not repeat them. Invariably, hard work yields success, but we must never be complacent and we have to keep striving towards success in all that we set out to do and to consistently work to do better.

Communication skills are also an important asset for those who aim to be good leaders.

This means they have to be good listeners and have the ability to communicate well. A large part of our jobs requires two-way communication. Within your organisation, the ability to communicate well with staff can help avoid or resolve conflict and aid in decision and policy-making, and even address staff morale and integration issues, for example, within the separate core businesses and aligning them to the holding company's global vision. Outside the organisation, communications with your clients, stakeholders and even the general public will help leaders in many ways – for benchmarking, client response and many more ways, which will give you valuable insight into how the teams under your care are performing and ways we can improve ourselves or the organisation.

More importantly, we must have strong principles – in my book, integrity is a key factor for success. This ensures that we conduct ourselves properly and most of all, gain the respect and trust in those we deal with. Finally, when we have tried our best and with integrity, we must place our faith and trust in God. 