

EXPERIENCE**KHAZANAH NASIONAL BERHAD (KNB)**

Kuala Lumpur, Malaysia

Head of Research, Economist

April 2011- July 2013, July 2015 – present

- **Head KNB's Research Division**, comprising 20 Research and 7 Knowledge Management professionals, **responsible for knowledge generation across multiple geographies, sectors and asset classes** – macro/markets, global megatrends, commercial Megatrends, ESG and sustainability strategy, sector coverage including new sectors for investments, business and corporate strategy for corporate value creation, and public policy – as well as **knowledge dissemination and knowledge management**.
- **Co-Head KNB's Dana Impak (Impact Fund)**, a ~USD1.3 billion fund whose objectives are to invest in increasing Malaysia's economic competitiveness and building national resilience while delivering socioeconomic impact to Malaysia's citizens. Themes covered include Digital Society and Technology Hub, Energy and Food Security, Building Climate Resilience, Good Jobs and Social Mobility, among others.
 - **Led the development of the overall execution strategy** for the Impact Fund, which incorporated, among others, themes under coverage, deployment methods, risk controls, and resourcing plans.
 - **Built Khazanah's in-house Impact assessment framework SEMARAK**, a tool to assess the impact of projects under Dana Impak as well as other projects within Khazanah focusing on societal impact.
 - **Projects of interest include, among others**, an exploration into the feasibility of developing nature-based solutions in Malaysia; an ecosystem-wide venture capital accelerator programme covering entrepreneurs, companies across the funding spectrum, and corporates; the development of a strategic national stockpile for Malaysia; preliminary diligence for investments into increasing agrifood smallholder incomes in Malaysia.
- **Under knowledge generation for Research, lead research projects in support of KNB and KNB's Stakeholders**, creating impact via implementation in investment decisions and/or public policy. Overall objective is to understand and scope global trends (be it macroeconomics or industry-level dynamics) and evaluate their specific impact onto KNB's existing and potential investments. **Research coverage is multi asset-class (Public Equities, Private Markets, Real Assets, Impact), multi-geography (DM, EM Asia) and multi-sector (Healthcare, FIG, Consumer, TMT) with bespoke products for teams across the organization including a monthly thematic product to the Khazanah Investments Committee. Additional areas of coverage include corporate value creation strategies as well as ESG and Sustainable Investing trends.** Personal specialisation in topics including, but not limited to, the following:
 - **KNB Investments:** Industrial Policy and Economic Complexity (particularly new strategic investments for the nation), Cluster Development (Iskandar Malaysia), Business and Corporate Strategy (E-T-M Model, Organisational Design, Organisational Culture, Organisational Complexity), Impact Investing, and global Macroeconomics (focusing on DM and EM Asia). As permanent observer at all KNB Investment Committee meetings, provide independent Research feedback on specific Investments transactions or strategy plans.
 - **KNB Stakeholders:** Economic development (PMO and MOF), Covid-19 socio-economic policies (PMO), Economic Complexity and Industrial Policy for national development (MITI, EPU), Economic policy for National Budget (MOF). Regularly invited to advise and present research to senior Ministry officials, including Ministers, on a variety of economic policy issues.

- **Under knowledge dissemination and knowledge management**, overall responsible for workstreams including, but not limited to the following:
 - **Communication of research work at various KNB platforms** (Investment Committees, Senior Management Retreats, various Investments teams) as well as **broader platforms** (Malaysian Government, public forums, board meetings at investee companies).
 - **Development of integrated knowledge management and sharing system** which houses all KNB knowledge documents, to facilitate knowledge sharing across the company.
 - **Organisation of knowledge events at KNB** including the **Khazanah Megatrends Forum** (overall responsible for both content – speakers and discussions – and logistics of the annual two day flagship Khazanah forum covering thematic megatrends with speakers from around the globe, and an audience of ~1,200 participants), **Khazanah Tea Talks** (knowledge sharing from speakers to a KNB audience on a regular basis), **Khazanah Knowledge Exchange** (knowledge sharing among KNB staff).
 - **Oversight of Khazanah Resource Centre** which manages Khazanah’s knowledge resources for knowledge generation including databases (Bloomberg, CapitalIQ, Pitchbook, etc.), subscriptions, books, magazines and news. Daily local and foreign news updates are also circulated company-wide.
- **Oversaw Operations of Khazanah Research Institute (KRI)**, comprising 22 researchers and 3 Institute administrators, responsible for the overall day-to-day administration of KRI. This includes project management of Research projects, strategic communications, human resources management, financial and business planning and management, among others. Also support the Chairman of KRI in evaluating and assessing Research projects and outputs.

HARVARD CENTER FOR INTERNATIONAL DEVELOPMENT (CID)

Cambridge, MA

Research Assistant

May 2014 – May 2015

- Under the purview of the CID Growth Lab, **key researcher on issues pertaining to the Albanian labour market**, youth unemployment in Albania, the Albanian diaspora globally, and return migration in Albania.
- **Conducted empirical research using various econometric tools** such as OLS, panel regressions and propensity score matching to evaluate factors contributing to youth unemployment in Albania and differences in economic returns between return migrants and never-migrants.
- **Research outputs served to help the Ministry of Social Welfare and Youth**, as well as the Office of the Prime Minister, in formulating public policy on the Albanian labor market and diaspora, as part of the National Strategy for Development and Integration, 2014-2020.

ECONOMIC PLANNING UNIT (EPU), PRIME MINISTER’S DEPARTMENT

Putrajaya, Malaysia

Economist, Macroeconomics Section

Sept 2009 – April 2011

- **Lab Leader of the Government’s Role in Business Lab in the Strategic Reform Initiatives Labs**, appointed by Senator Dato’ Sri Idris Jala, Minister in the Prime Minister’s Department.
 - Led a team of 12 in formulating 5 key initiatives to crystallise the role of Government in business, which were subsequently adopted by the Malaysian Government, realizing part of the goals of Malaysia’s New Economic Model.
- As a Key Member of the Economic Transformation Program (ETP) Macroeconomic Modeling team, **developed an economic model to analyze Malaysia’s economy in 2020**, based on inputs from the National Key Economic Areas (NKEAs) labs.
- **Wrote Chapter 2: Building on the Nation’s Strengths** for the official Tenth Malaysia Plan document (released 10th June 2010).
- **Lead analyst on Fiscal and Trade policy issues** for the Macroeconomics Section, for feedback into national development policies and initiatives.

EDUCATION

DEPARTMENT OF POLITICAL ECONOMY, KING'S COLLEGE LONDON 2022 – present

- Part-time candidate for PhD in Political Economy Research, expected completion in Q1 2029
- The guiding research question is summarised as follows, “In what ways do the historical and cultural contexts of how elites gain legitimacy in a given society impact the execution of long-term economic (particularly industrial) policies, amidst short-term political cycles, that aim to reduce negative growth episodes, and generate and sustain positive growth episodes?”

HARVARD KENNEDY SCHOOL OF GOVERNMENT, HARVARD UNIVERSITY 2013 –2015

- Master in Public Administration in International Development (MPA/ID). Converted CGPA: 3.93.
- Awarded a Joint Japan World Bank Graduate Scholarship Program (JJWBGSP) scholarship.
- Received an Honorable Mention Award for Distinguished Performance in the Second Year Policy Analysis (Master’s Thesis), “Evaluating Industrial Policy in Malaysia”.
- Teaching Fellow: Advanced Microeconomics (Fall 2014 – Rating: 4.67/5, Average: 4.46/5), and Course Assistant: Advanced Macroeconomics and Advanced Econometrics (Spring 2015).

HARVARD COLLEGE, HARVARD UNIVERSITY 2005 – 2009

- Honors A.B. in Economics (2009). Economics GPA: 3.6; CGPA: 3.3.
- Awarded a Malaysian Public Service Department (PSD) scholarship.

EDITORIALS

- I write a monthly column for The Edge Malaysia Weekly, typically covering topics on Economic Development, Political Economy, Cultural Economics, and Industrial Policy, among others.
- A full list of my editorials, sole-authored and co-authored, can be found at [www.nicholaskhaw.com]

ACTIVITIES / SERVICE

KHAZANAH RESEARCH INSTITUTE Kuala Lumpur, Malaysia
Trustee July 2022 to present

HARVARD ALUMNI ASSOCIATION BOARD OF DIRECTORS Cambridge, MA
Director, Asia Pacific Clubs July 2022 to present

HARVARD COLLEGE INTERVIEWER Kuala Lumpur, Malaysia
Interviewer February 2010 to present

PERSONAL

Languages English (Native), Malay (Fluent), Cantonese (Basic)
Skills MS Word, MS Powerpoint, MS Excel, Stata, Bloomberg, ArcGIS, GeoDa
Interests Economic Development, Cultural Economics, Cultural Evolution, Evolutionary Anthropology, Economic History, Liverpool Football Club, NBA (Boston Celtics), Sherlock Holmes, Moral Reasoning, Lord of the Rings, Dinosaurs, whodunnits