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Ganesh Sarvananthan

Board Member
Telekom Malaysia International, 2004 - 2008

I joined the Board of TMI, the predecessor entity of Axiata, at the end of 2004, shortly after joining Khazanah. Christian da Faria was then CEO and the late Tan Sri Radzi was the Chairman. Tan Sri Wahid, who was CEO of TM, was on the Board. We worked through a period of divesting TMI's African investments and reinvesting the proceeds closer to home in Southeast Asia and South Asia. The colourful stories of all the personalities that management had to deal with, in both managing the gradual divestment process in Africa and at the same time reinvesting those funds in the new markets, always meant that we had very interesting Board meetings!

I stepped off the Board just as the company listed itself with the demerger from TM. There were also very challenging moments, particularly as we all lived through the sharp equity market declines during the Global Financial Crisis, and the company needed more equity. Khazanah supported that via a rights issue and it was the right commercial decision.

TMI and Axiata have long had a culture of reinventing themselves, which many large corporates are often afraid to do. I continued to watch Axiata's growth from a distance after I left Khazanah in 2014 and wish it all the best as it celebrates its 10-year anniversary and seeks to embark on a new chapter ahead.

