





## THEME

Building Capacity, Developing Capabilities.

## COVER RATIONALE

In line with this year's theme, we have put in place strategic initiatives that clearly define our objectives in order to achieve our long term vision. Our roadmap for the future includes increased collaborations and partnerships on accreditation and standards, as well as investments in education infrastructure. Talent development will remain a priority and as a leading learning solutions provider, we will continue to provide the avenue for financial institutions to meet their human capital needs, as well as helping individual employees upskill and advance their careers in the financial sector.

To deliver on our goals, we remain steadfast in building our capacity to enhance existing, as well as introduce new delivery channels in order to take our operations to a new level of excellence. This will in turn provide a solid foundation to our change strategy of producing world class qualifications, developing capabilities and enhancing professionalism in banking.

This year's cover depicts IBBM's direction in technology advancement to deliver globally recognised qualifications right to your locally serviced connection.



# CONTENTS

---

- |           |                                  |           |   |
|-----------|----------------------------------|-----------|---|
| <b>2</b>  | Corporate Profile                | <b>19</b> | Summary of IBBM's Programmes and Activities                     |
| <b>3</b>  | Corporate Information            | <b>36</b> | Reports and Financial Statements                                |
| <b>4</b>  | Notice of Annual General Meeting | <b>73</b> | Appendices  |
| <b>8</b>  | Council Members                  | <b>91</b> | Form of Proxy for the 34 <sup>th</sup> Annual General Meeting   |
| <b>10</b> | Management Team                  | <b>92</b> | Form of Nominee for the 34 <sup>th</sup> Annual General Meeting |
| <b>14</b> | Chairman's Statement             |           |   |
| <b>16</b> | CEO's Review                     |           |   |

# CORPORATE PROFILE

## VISION

To be regionally recognised as a leading learning solutions provider in enhancing the competencies of banking and financial services practitioners in a changing environment.

## MISSION

To be a professional and effective training adviser and provider in developing practitioners of banking and financial services industry to enable them to function effectively in an evolving financial services environment.

The Institute of Bankers Malaysia (Institut Bank-Bank Malaysia or IBBM) is devoted to providing world class education and learning services as part of its mission to develop talent in the banking and financial services industry. We aim to be at the forefront in the advancement of banking education and learning services; and are taking quantum leaps to reshape the banking education landscape through innovations in the delivery of our value propositions.

Established as the professional and educational body for the banking and financial services industry in Malaysia, IBBM is committed to assist financial institutions empower their employees with new knowledge and skills to achieve business goals. To meet this objective, IBBM has formed strategic partnerships with renowned business schools, universities, professional institutes, industry leaders, and specialised agencies to facilitate the transfer of international best practices and knowledge.

Professional certification is an effective aid to career development, providing formal recognition of both competency and capability. IBBM offers industry focused professional certification both through its own curriculum and awards, and in collaboration with other educational institutions.

IBBM also works closely with financial institutions to design, develop and deliver continuing professional development programmes covering all aspects of domestic and international banking.

IBBM disseminates information on banking and financial services via both print and electronic media, including the internet. Among the products are the Banking Insight, Banker's Journal Malaysia, a bi-monthly newsletter, study materials, online resources, self-learning CD-ROM packages, and general reference and training materials.

IBBM also plays the role of learning services adviser to assist financial institutions or finance related organisations in identifying areas for staff professional development, and proposing the relevant learning solutions.

The world is changing, and for those who embrace change, lifelong learning ensures there is no limit to what they can accomplish. IBBM is here to enable banking and financial services practitioners to continuously build their competencies and to accelerate the professional development of those who take the initiative.

# CORPORATE INFORMATION

**Chairman:** **Tan Sri Azman Hashim, FIBM**  
Chairman,  
AmInvestment Bank Berhad

**Vice Chairman:** **Dato' Sri Abdul Wahid Omar**  
President/Chief Executive Officer,  
Malayan Banking Berhad

**Council Members:** **Tan Sri Dato' Sri Tay Ah Lek, FIBM**  
Managing Director,  
Public Bank Berhad

**Kung Beng Hong, FIBM**  
Director,  
Alliance Financial Group Berhad

**Datuk Mohamed Azmi Mahmood, FIBM**  
Managing Director,  
Retail Banking,  
AmBank (M) Berhad

**Datuk Yvonne Chia, FIBM**  
Group Managing Director/Chief Executive,  
Hong Leong Bank Berhad

**Dato' Charon Wardini Mokhzani**  
Chief Executive Officer,  
CIMB Investment Bank Berhad

**Chan Kok Seong**  
Chief Executive Officer,  
United Overseas Bank (Malaysia) Berhad

**Jeffrey Chew Sun Teong**  
Chief Executive Officer/Director,  
OCBC Bank (Malaysia) Berhad

**Donald Joshua Jaganathan, MIBM**  
(appointed w.e.f. 28 May 2011)  
Assistant Governor,  
Bank Negara Malaysia

**Dato' Muhammad Ibrahim, FIBM (Assoc)**  
(retired w.e.f. 28 May 2011)  
Deputy Governor,  
Bank Negara Malaysia

**Dato' Tajuddin Atan**  
(resigned w.e.f. 1 April 2011)

**Chief Executive Officer:** **Tay Kay Luan**

**Secretaries:** **Tan Poh Kiew**  
(resigned w.e.f. 9 June 2011)

**Zaimidah Ab Majid**  
(appointed w.e.f. 22 July 2011)

**Auditors:** **SJ Grant Thornton**  
(Member of Grant Thornton  
International)  
Chartered Accountants

**Banker:** **Malayan Banking Berhad**

**Solicitors:** **Skrine**

**Registered Office:** **Wisma IBI**  
**5 Jalan Semantan**  
**Damansara Heights**  
**50490 Kuala Lumpur**



# NOTICE OF ANNUAL GENERAL MEETING

**NOTICE IS HEREBY GIVEN that the 34<sup>th</sup> Annual General Meeting of Institut Bank-Bank Malaysia (Company No. 35880-P) will be held on Saturday, 26 May 2012 at 9.30 am at Tun Lanang I, The Royale Chulan Kuala Lumpur, 5 Jalan Conlay, 50450 Kuala Lumpur, for the following purposes:**

- (1) To receive the Audited Financial Statements of Institut Bank-Bank Malaysia for the financial year ended 31 December 2011 together with the Reports of the Council and Auditors thereon.
- (2) To receive the Audited Financial Statements of the Staff Training Fund for the financial year ended 31 December 2011 together with the Report of the Auditors thereon.
- (3) To note the appointment of the following nominees as Members of the Council for the 2012/2013 term of office pursuant to Articles 60(a), 60(b), 60(c) and 60(d) of the Institute's Articles of Association:

Article 60(a): Donald Joshua Jaganathan

Article 60(b): Dato' Sri Abdul Wahid Omar  
Datuk Yvonne Chia  
Chan Kok Seong  
Jeffrey Chew Sun Teong  
Dato' Zulkiflee Abbas Abdul Hamid

Article 60(c): Tan Sri Dato' Sri Tay Ah Lek  
Datuk Mohamed Azmi Mahmood

Article 60(d): Dato' Charon Wardini Mokhzani

- (4) To consider and if thought fit, to pass the following resolutions:
  - (i) "That Tan Sri Azman Hashim who retires pursuant to Section 129(6) of the Companies Act 1965, be and is hereby re-appointed as Council member of the Institute to hold office until the next annual general meeting."
  - (ii) "That Kung Beng Hong who retires pursuant to Article 62 of the Institute's Articles of Association, be and is hereby re-elected as Council member of the Institute."
- (5) To re-appoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration.

**[Resolution 1]**

**[Resolution 2]**

**[Resolution 3]**

## NOTICE OF ANNUAL GENERAL MEETING

- (6) To transact any other business duly notified. Such other business to be transacted shall be notified in writing to the Secretary, together with the names of the proposers and seconders, not less than ten (10) days before the date fixed for the Meeting.

It is hereby informed that a Member shall not be eligible for election to the Council unless he/she is a Fellow or has been a Member eligible to vote for at least five (5) years.

The Membership Register of Institut Bank-Bank Malaysia is available for inspection at the Institute's registered address, Wisma IBI, 5 Jalan Semantan, Damansara Heights, 50490 Kuala Lumpur.

### By Order of the Council

#### ZAIMIDAH AB MAJID (LS 2110)

Secretary

Kuala Lumpur  
13 April 2012

### NOTES:

Every **Individual Member** of Institut Bank-Bank Malaysia entitled to attend and vote at this Meeting is also entitled to appoint a proxy to attend and to vote in his stead. A proxy shall be a member entitled to vote. The instrument appointing a proxy (**Form of Proxy** printed on **page 91** of this Annual Report) must be deposited with the Secretary not less than **forty-eight (48) hours** before the time set for the Meeting or adjourned Meeting.

Every **Institutional Member** of Institut Bank-Bank Malaysia is entitled to nominate one accredited representative (**Form of Nominee** printed on **page 92** of this Annual Report) to attend and vote at all General Meetings. Alternate representatives may be appointed by such Institutional Members, but no Member may have more than one accredited representative at one General Meeting. Every Institutional Member shall have one vote.

An aerial photograph of a large crowd of people on a green field, arranged to form the word 'BANK' in large, bold letters. The crowd is dense and colorful, with many people wearing red and blue. The background is a vast, open green field under a clear sky. The image is framed by a white curved border on the left side.

## FACILITATING PROGRESSIVE CHANGE

As the professional educational body for the banking and financial services industry in Malaysia, we facilitate the transfer of knowledge and skills by working closely with financial institutions to design, develop and conduct programmes that ensure effective contributions to the industry.



# COUNCIL MEMBERS



From left to right

**1. TAN SRI AZMAN HASHIM**  
FIBM (Chairman)

**2. DATO' SRI ABDUL WAHID OMAR**  
(Vice Chairman)

**3. TAN SRI DATO' SRI TAY AH LEK**  
FIBM

**4. KUNG BENG HONG**  
FIBM

**5. DATUK MOHAMED AZMI MAHMOOD**  
FIBM



From left to right

**6. DATUK YVONNE CHIA**  
FIBM

**7. DATO' CHARON WARDINI MOKHZANI**

**8. CHAN KOK SEONG**

**9. JEFFREY CHEW SUN TEONG**

**10. DONALD JOSHUA JAGANATHAN**  
MIBM

# MANAGEMENT TEAM



## Sitting in front from left

**Lum Soo Yan** – Head – Finance & Operations    **Tay Kay Luan** – Chief Executive Officer

## Standing from left

**Dominique Menon** – Manager – Finance & Operations  
**Chin Sok Mei** – Manager – Education & Learning Services  
**Leong Theng Wai, Joseph** – Manager – Education & Learning Services  
**Shahreza Ghani Mizanur Rahman** – Manager – Corporate Communications  
**Rafizah Abdul Rahman** – Head Designate – Corporate Communications  
**Jeffrey Chan Yew Weng** – Manager – Education & Learning Services  
**Kristine Anne Williams** – Head – Marketing & Promotions  
**Jagdeeshpal Kaur** – Manager – Finance & Operations



**Sitting in front from left**

**Lee Yoon Lian, Susan** – Head – Programme Delivery Management  
**Chow Oi Li** – Head – Professional Development

**Helmy Shahrin Mohtar** – Head – Education & Learning Services

**Standing from left**

**Kamarudin Ali** – Manager – Marketing & Promotions  
**Leong Seh Yuh** – Manager – Finance & Operations  
**Catherina Yeoh Yee Ling** – Manager – Marketing & Promotions  
**Dr. Vijayan Paramsothy** – Manager – Programme Delivery Management  
**Kruthiga Permar** – Manager – Programme Delivery Management  
**Prema Devi Palaniappan** – Manager – Programme Delivery Management



A man in a white shirt and tie is running in a field of tall green grass. He is wearing large, white, fabric wings that extend far behind him, making it look like he is flying. The background is a clear blue sky. The image is framed by a large white circular shape on the left side.

## INNOVATIVE LEADERSHIP

At IBBM, we are mindful of our leadership role as the pioneer provider of learning solutions. Through actions and deeds, we will continuously reshape the banking education landscape through innovations in the delivery of our value propositions.



A portrait of a middle-aged man with glasses, wearing a dark suit, white shirt, and a red tie with a small white pattern. He is smiling and looking towards the camera. The background is a bright, out-of-focus office interior with large windows.

# CHAIRMAN'S STATEMENT

Amid the challenges of the global financial world - complexities arising from the impact of the crises in the more developed western economies, the year 2011 was one of steady performance for the financial services industry.

Malaysia's resilient economy and more diversified trade structure resulted in negligible adverse impact arising from the Euro sovereign debt crisis. Malaysia's trade with East Asian economies totalling 47% in 2011 has surpassed that of trade with the advanced economies. The Malaysian economy recorded GDP growth of 5.1% last year, testament of the visionary strategies of the past to build a solid, resilient foundation of stability and economic prosperity. Despite the world economic slowdown and that of global trade, the Malaysian economy performed well as domestic demand conditions remained favourable supported by both private and public sector spending. Given that Malaysia is still an open export market, achieving growth of 5% is laudable. The early achievements of our national economic transformation

initiatives demonstrate the confidence and optimism in our capacity to grow and withstand turbulent economic conditions.

The strong leadership of Bank Negara Malaysia in strengthening the foundation for financial stability plays a large part in the ability of the Malaysian economy to remain strong and provide for a conducive environment for sustainable growth. The financial industry also played an instrumental role in supporting the national intent through undertaking many initiatives within their own institutions like reinforcing compliance, capital requirements, risk management and corporate governance. Of course, industry growth and rising demand for consumer loans do add to a healthy financial environment. But with the escalated development of the financial services sector, comes the need for the availability of a pool of skilled talent that are able to drive it into the next decade. And this is where we, at the Institute of Bankers Malaysia (IBBM), play our part.

## CHAIRMAN'S STATEMENT

I am indeed pleased with the steady progress of IBBM in setting new benchmarks each year for the education and professional training of employees in the financial services sector. The year 2011 proved a time of enhancing our capacity and optimizing resources to develop our capabilities to achieve our long term vision of extending our links in the region as the country's premier professional education institute for the financial services sector.

Education and professional development continue to be our focus as we review and incorporate other initiatives that the industry needs to engage with and contribute its influence. In our quest to build capacity and develop capabilities, I am greatly encouraged by the commitment of our banking leaders, many of whom make significant contributions to IBBM through the Institute's various committees. Our blueprint for business transformation and future sustainability is well in progress, execution-wise.

The way forward for us at IBBM is one that will see increased collaboration and partnerships within the region on accreditation and standards, investment in education infrastructure, enhanced research and development, and top notch experts as faculty members. We believe that these strategic initiatives will take us in the right direction of achieving our aim to be recognised as a world-class institute.

On the home front, our Financial Sector Talent Enrichment Programme (FSTEP) initiative has seen its eighth intake of graduates since its establishment in 2007. Over 1,000 bankers in Malaysia have participated and are today, contributing members at their own place of work. However, we do not just want to rest on our laurels when it comes to our role in the grooming of future bankers, a task we do not take very lightly. FSTEP continues to develop its programmes and explore more potential partnerships with institutions of higher learning.

I am also pleased to note that our collaboration with the Asian Institute of Finance (AIF) continues to grow across many areas of our work and often provides avenues for us and our members to engage with peers, even at a regional level. For example, IBBM, as AIF's Strategic Partner of the Asian Finance Forum that they co-organised with Lembaga Pengembangan Perbankan Indonesia in Bali last year, gave IBBM an opportunity to develop and strengthen its network with a total of 103 bankers from financial institutions in Malaysia, Hong Kong, Bhutan, the Philippines, Indonesia and Singapore.

Talent development is a priority and it is here that IBBM has its chief responsibility of being that premier channel to assist financial institutions in meeting their human capital needs. For individual employees, we provide the avenue for them to upskill and advance their career in banking.

Anticipating the challenges ahead and future expectations are crucial to build a sustainable business base. We have the added responsibility of grooming talent and leaders to ensure that they learn comprehensively on both micro and macro levels. We need both strategic visionaries and good leaders able to execute seamlessly and take the industry to greater heights.

We have witnessed and benefited from positive change in the financial sector. Last year, the implementation of the FRS139 accounting standards aligned us closer to global standards, underscoring the ability of our financial players to compete amongst some of the world's best institutions.

It is inspiring when we look at the strides taken and our achievements through the years, right back to the 1960s when our first banks opened their doors. From humble local beginnings, our leading banks in the country are amongst the top regional banks. We anticipate more Malaysian financial institutions will follow suit in expanding into the region as markets liberalise further.

We look ahead with strong intent to elevate our performance through the constant raising of the bar for excellence and strong leadership. I would like to take this opportunity to express my appreciation to our Chief Executive Officer, Tay Kay Luan, and his team for the significant milestones achieved during 2011. His dedication and commitment as well as that of the entire IBBM team have clearly strengthened the IBBM brand in the country and region.

My record of thanks also to my fellow Council Members for the leadership and wisdom shared. Our gratitude also to Bank Negara Malaysia and other government bodies for their support. We are confident of yet another year of growth and achievement of goals set.

The road leading to future success calls for courage, wisdom and endurance. Innovation and dynamic leadership are essential for any individual or organization pursuing its path of excellence and success in this new environment. Alongside economic transformation and greater wealth, equally important is the awareness and determination to uphold good values that have brought us thus far in our journey of growth in this Nation.

Integrity and responsibility will be our hallmarks as we continue to deliver on our set goals and vision for the future.



**Tan Sri Azman Hashim**  
Chairman



# CEO'S REVIEW

## **Building Capacity, Developing Capabilities**

The global economy last year experienced a period of uncertainty and changes triggered by the European sovereign debt crisis. Although the regional and domestic economies were not as badly affected, the industry was better prepared, and necessary changes became the cornerstone of the industry's strategy.

At IBBM, we saw the beginning of our transformation efforts that resulted in IBBM re-aligning its strategic goals to institutional purpose and mission. As I reflect on the accomplishments of 2011, the theme "Building Capacity, Developing Capabilities" becomes relevant and appropriate.

We are now entering our five-year transformation phase focusing on the development of our core competencies in education and certification ensuring we put in place a robust development framework of the banking profession that is consistent with the changing financial market landscape. Setting the tone of change required us to consciously put efforts to accelerate our leadership as a provider of professional education for the financial services industry in Malaysia. Talent development, which is an industry priority, as well as regional growth, has become the basis of our sense of purpose in order to support the ambitions of the banks.

As such, our directions are clear and our priorities are focused. Doing this successfully would only be possible through an inclusive involvement with our diverse stakeholders and industry experts. This is invaluable to help us set benchmarks to track our effectiveness of performance. It is therefore appropriate that we acknowledge the valued contributions received through our engagement with the Asian Institute of Finance (AIF), affiliated institutes, teaching partners and all the networking groups. Such close consultations have been very worthwhile in our efforts to boost capacity development in the industry.

Also, it has made us realise that people's views or insights fit hand in glove with technology advancement and provide a solid foundation to our change strategy.

Building capacity is at the heart of our strategy. It is therefore heartening to note the strides and milestones we have made in this journey of change. In this education space, changes have centered on 3 priority issues. Firstly, we need to develop and align our education pathway to the industry competency framework. Secondly, we need to identify and partner with reputable and recognised institutions; and thirdly, there is a need to ensure our curriculum and delivery meets the industry's expectations.



## CEO'S REVIEW

### World Class Qualifications

A key element of IBBM's strategy is to produce world class qualifications that are of the gold standard and quality. It needs to reflect the growing importance of professionalism in banking, which is a competitive advantage through high quality leadership and competencies. IBBM sees the importance of fulfilling this goal and ensuring this will require IBBM to do the following:

- IBBM to adopt the gold standard in its programme design so that they are on par with internationally renowned banking institutes;
- The need to establish a set of professional banking qualifications that are aligned with the standards defined in the Industry Competency Framework where there are 4 levels of proficiency; and
- IBBM's certification courses should be globally recognised.

The Chartered Banker Qualifications is a strategic option endorsed by both the Council and Management. The Chartered Banker Institute's agreement to be our joint examination partner for the Chartered Banker Qualifications is a significant milestone. By leveraging on this partnership, IBBM has access to global best practices, and to be recognised for its delivery of qualifications that are of international standards.

The first level of the *Chartered Banker Qualifications* is expected to be fully rolled out by mid 2012, while the full scope of the new Pathway expected to be done by the first quarter of 2013. The broadened number of electives, papers and subjects aimed at meeting the multidimensional aims of financial institutions includes internal audit and wealth management, for example. We have also strengthened supporting infrastructure and ensured accreditation meets global standards.

In 2011, IBBM introduced the *Professional Qualifications in Anti-Money Laundering and Counter-Financing of Terrorism*, which experienced encouraging response from the Industry in terms of enrolment. This is part of our initiative on capacity building. Current work in progress includes a new version of our long time *Certified Credit Professional Certification* to address today's demands and in place to roll out this year, is a new certification in Investor Protection. In the pipeline includes a new certification in *Risk Management for Banks*.

### E-Delivery and New Service Propositions

In order to deliver these qualifications to the market, work has started to put in place the supporting infrastructures – the Learning Management System is one enabler that would allow easier access and an alternative delivery channel across learning, self study applications, mobile learning examinations, payment,

and knowledge acquisition. Technology and the Internet for e-learning hence would become one of the conveniences available to our stakeholders.

For the year in review, IBBM teamed up with the help of AIF and Talent2 International Limited to set up an Integrated Learning Management System powered by Cornerstone on Demand, one of the Top 20 LMS providers in the world. Needless to say, we are excited with this new exciting development. In our plan is an effort to promote e-learning both at domestic and international levels.

Promoting our service updates has also become available through Facebook and Twitter, and these social media networks have connected us to our customers and friends, worldwide. At the heart of our multi disciplinary service propositions, innovation is central to the approach we offer our institutional members. For instance, we brought together more than 30 banks and financial institutions in a first-ever one day "IBBM Financial Services Industry Careers" fair, which attracted almost 3,000 visitors.

### Thought Leadership

Supporting the sustainable development agenda especially on the role and involvement of banks in responsible lending was part of the wider thought leadership agenda. We partnered IFC of World Bank with support of Turkish bankers to host the Green Technology Financing Forums in Kuala Lumpur and at Universiti Sains Malaysia, Penang in April 2011.

One of the outcomes of these forums has been the creation of an informal network of credit officers involved in green technology financing. The objective is to provide a forum where experiences and challenges could be shared, and areas on capacity development could be identified.

### International Networks

Our circle of influence today has extended beyond our local shores as we have increased collaboration and partnership with our international peers, as well as centres of learning overseas. Particularly important was the ability to identify opportunities to leverage each other's strengths, whilst extending technical assistance and resources to ensure mutual benefits for the betterment of the industry.

In 2011 thus far, we renewed our friendships with the Chartered Banker Institute, Indian Institute of Banking and Finance (IIBF), Hong Kong Institute of Bankers (HKIB) and IBF Singapore. In Cambodia, we explored opportunities with the National Bank of Cambodia, as well as discussed with regional bankers from Myanmar, Laos, Brunei and Indonesia at the annual ASEAN Banking Association meeting. We also hosted foreign delegations from the Royal Monetary Authority of Bhutan and the State Bank of Vietnam.

## CEO'S REVIEW

Building on these relationships, we have benefitted from HKIB's and IIBF's participation and support in local risk management conferences and vice versa. In the context of the harmonisation of banking curriculum together with specialisation on deep expertise, we will be prepared to lend our education support to regional affiliates as soon as both content development and infrastructure delivery are in place.

We also played a role in advancing our sphere of influence through standards recognition as founding member of the newly set up Global Banking Education Standards Board, whose main objective is to develop international, ethical and professional standards and guidance for use by banking institutes and others involved in the education and training of bankers. The independent standards board will develop clear, internationally agreed benchmarks against which colleagues, customers, regulators and others can measure bankers' ethical and professional competence. Once established, the Board will work with national banking institutes and regional bodies in promoting rigorous ethical and professional standards, and facilitate the sharing of best practices between national institutes and regulators. Plus, it would provide one of the foundations on which the global banking industry can rebuild the human capital on which a successful and sustainable banking industry is based. Its aim would be, quite simply, to enhance ethics and professionalism in banking worldwide.

### Future Propositions

IBBM has chosen to serve the banking community in its entirety, supporting and advising its member institutions. Part of our transformation journey and vision of the future for IBBM, includes the establishment of a banking school. The intent is to create a banking talent development institution within the 5 year transformation plan of IBBM that is capable of delivering world class education and research publications. The proposed operating model supporting such an institution represents a complete departure from current practice in IBBM which relies on third party support towards the development of a world class curriculum and teaching faculty. Should this take place, it will allow IBBM to focus on its core competencies as a professional banking body.

IBBM is in a unique position to consider a number of strategic options – each has its own merits and governance requirements. All of these propositions will require changes to the structure, policies, resource, governance and compliances. The important criteria to the choice of strategic options will be one that best serves industry future interests.

In addition to education and development to build capacity and develop capabilities, we are aware of the need to simultaneously invest in brand building to enhance image and reputation

internationally. While our immediate target is our very own domestic market, we intend to share our service propositions regionally in tandem with the expansion plans of Malaysian financial institutions that have already gone regional. Developing our capabilities by way of resources available to us at IBBM is crucial. More meaningful regional partnerships will begin once we have our new delivery system in place as part of our transformation efforts.

As we progress into this new century, thought development and social interaction are being shaped through a shift back to values rather than to be ruled solely by quantitative performance indicators. The shape of banking will see greater change and evolve further with the use of more advanced technology to drive banking services. Our responsibility is to make sure we deliver on our promises. The time to re-engineer our future is now and our desire to build capacity and develop capabilities is what we must achieve for the ultimate benefit of the industry in growing new leaders for tomorrow.

Responding to the challenges for a diverse banking community by building an innovative, demanding and responsive vision, and serving the interest of our stakeholders through strong determination to uphold governance and values in a dynamic environment of change; are areas in which IBBM will be more than an agent of change. By harnessing the resources, we will put in place the right capacity to deliver the capability much desired by our industry.

### Our Thanks and Gratitude

On this note, we wish to express our thanks and gratitude to IBBM Chairman Tan Sri Azman Hashim and our distinguished council members for their invaluable guidance and support through the years. Our record of gratitude also goes to Bank Negara Malaysia and all regulatory bodies for advice and support rendered in the year that has been.

Finally, acknowledgement must go to the dedicated service of the IBBM team who has been fully committed to the delivery of our vision to build a regional professional banking education institute that Malaysia can be proud of.

While we celebrate milestones achieved in our journey of growth, there is much that we must do in our quest for excellence and leadership. We look ahead with confidence of purpose, mindful at all times of our responsibility and the trust placed in us by our stakeholders.



**Tay Kay Luan**  
Chief Executive



# SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

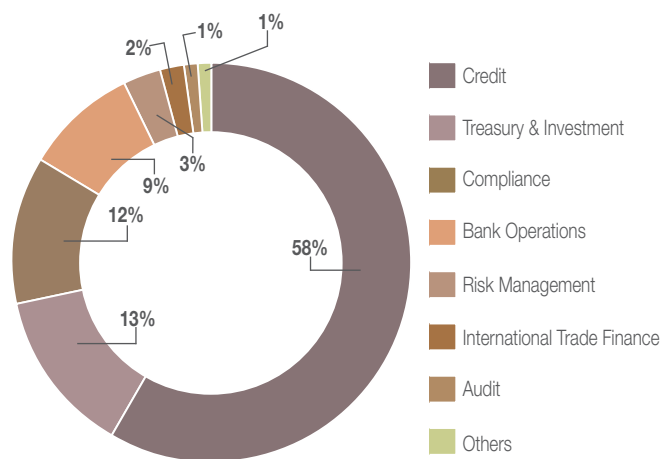
## LEARNING & DEVELOPMENT

The alignment of learning strategies brought about in 2010 continues to be the guiding principles in the Institute's delivery of training and development programmes in 2011. Given development in the banking sector and changing business climate locally and abroad in 2011, learning delivery has been shaped by a greater emphasis on specific technical programmes for financial institutions.

### Delivery of Learning and Development Programmes

A total of 940 learning and development programmes were conducted in 2011 representing a growth of 8% compared to 2010 with over 1,245 days clocked in. 82% of the total number of programmes are delivered as in-house programmes and the remaining 18% as public programmes demonstrating emphasis from financial institutions on increased demand for customised learning programmes.

Over 17,000 participants attended the Institute's learning and development programmes broadly categorised by banking areas as follows:



The Institute is now targeting to deliver over 1,000 training programmes in 2012 with renewed focus in supporting existing and new certification programmes and in delivering more in-house programmes to support the specific business needs of financial institutions. The Institute continues to work hand-in-hand with industry subject matter experts and learning institutions both locally and abroad to deliver industry relevant training and development programmes.

### Extension of Coverage of the Staff Training Fund (STF) credit

Introduced in 2010, the 25% STF credit was allowed to releasing banks as a means to support replenishment of talent in the banking industry. In 2011, the Council approved the extension of STF Credit to cover selected learning programmes offered by the Securities Industry Development Corporation (SIDC) and ICLIF Center for Leadership and Governance. The approval means that financial institutions now have a greater choice of programmes previously not covered by IBBM in the areas of leadership development and capital market.

### Transforming Education & Learning Delivery Through a Learning Management System

IBBM collaborated with the Asian Institute of Finance (AIF) and its affiliated institutes on acquiring a Learning Management System (LMS). For IBBM, the LMS is intended to provide a virtual education and learning environment that facilitates and promotes self-directed learning. This supports IBBM's strategy to leverage on technology for its education and learning delivery. The selected provider is Cornerstone on Demand and will be implemented by its strategic alliance partner for the Asia Pacific region, Talent2 International Limited. The roll-out of the implementation of the LMS project will be completed in three phases throughout 2012. It will "go live" in its entirety by early 2013.

## EDUCATION INITIATIVES

### Chartered Banker

On 5 October 2011, the Institute signed a Memorandum of Understanding with the Chartered Banker Institute in Scotland, formalising a partnership to jointly award the Chartered Banker designation in Malaysia. The Chartered Banker Institute is the oldest banking institute in the world and the only Institute that can confer the title "Chartered Banker".

The Chartered Banker curriculum structure fulfils a key objective of the Institute's Education Strategy to build a progressive pathway for a professional award and designation that is of global standard, leading to a Master's level programme. The aim of the Chartered Banker curriculum is to support and improve the competency and standards of those working in the banking industry, helping to develop and embed a culture that raises standards of professionalism.

## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES



In this strategic partnership, both the Institute and the Chartered Banker Institute will work with BPP Learning Media, a leading provider of professional education and learning resources based in the UK, to develop the supporting learning, teaching and assessment materials required for the Chartered Banker curriculum.

The IBBM Chartered Banker curriculum will be based on the UK Chartered Banker curriculum, adapted and contextualised to the local environment. The progression route to achieving Chartered Banker status comprises nine subjects at three levels. The first level will consist of three compulsory modules; the second level will allow candidates to specialise across six specialist domains where completion of three modules within the domain is required; and the final level follows the UK Chartered Banker suite of modules and candidates will need to complete three modules. The IBBM Chartered Banker curriculum will be rolled out in stages with the introduction of the first level expected in mid-2012.

Additionally, IBBM Chartered Banker holders will have an accelerated route to the Chartered Banker Master of Business Administration (MBA) offered through the Bangor Business School, Bangor University, Wales.

The Chartered Banker MBA is a new and innovative MBA offered by the Bangor Business School in partnership with the Chartered Banker Institute. The Chartered Banker MBA is the only qualification in the UK and globally, which allows students to gain an MBA as well as the Chartered Banker status.

### Revised Credit Certification Programme

Based on the Certified Credit Professional (CCP) programme review conducted in 2010, the Institute is working towards a revised credit certification programme that will incorporate revisions identified from the review and aligned with the career progression route in the Industry Competency Framework. Technical Working Groups comprising senior credit subject matter experts were established to provide industry input and feedback towards content development. The development of the revised certification is expected to be completed and implemented in 2012.

### Investor Protection Professional Certification (IPPC)

The Institute has been working with *Persatuan Pasaran Kewangan Malaysia* (PPKM) since June 2011 on an examination curriculum to certify sales personnel in financial institutions involved in the selling of unlisted debt securities and structured products.

The development of this certification was initiated to enable financial institutions' sales personnel carrying out permitted capital market activities to meet examination requirements under the Guidelines for Investor Protection, jointly issued by Bank Negara Malaysia (BNM) and Securities Commission.

The IPPC will be jointly awarded and managed by PPKM and IBBM. A Working Committee, comprising practitioners from various financial institutions and representatives from PPKM, IBBM and the Association of Banks in Malaysia, was established to develop the curriculum structure and syllabus. The IPPC will be introduced in 2012.

## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

### PROFESSIONAL QUALIFICATIONS AND CERTIFICATION

#### IBBM Specialist Qualifications

##### Certified Credit Professional

A total of 5,612 candidates registered for the Certified Credit Professional (CCP) examinations in 2011, of which 2,877 candidates were of the CCP Business specialisation and 2,735 were of the CCP Consumer specialisation.

Due to additional requests for registration of the CCP Papers 1, 2 & 3 during the first quarter of 2011, an ad hoc examination session was held in Kuala Lumpur in June 2011 during which 459 candidates registered for Paper 1, 41 for Paper 2 and 45 for Paper 3, totalling 545 entries.

During the year, 211 candidates completed the CCP (Consumer) examinations while 99 completed the CCP (Business) examinations.

**Table 1: CCP – Enrolment Statistics (2009 – 2011)**

	2011	2010	2009
No. of CCP Business candidates	2,877	2,614	2,305
No. of CCP Consumer candidates	2,735	2,717	2,733
<b>Total number of candidates</b>	<b>5,612</b>	5,331	5,038

**Table 2: CCP – Summary of Attendees and Subject Passes in 2011**

Paper	No. of Attendees	No. of Candidates Who Passed
Paper 1 – Financial System and Principles of Credit	2,615	1,221
Paper 2 – Consumer Credit	641	345
Paper 3 – Business Credit	829	494
Paper 4 – Applied Consumer Credit	586	211
Paper 5 – Applied Business Credit	866	99

**Table 3: CCP – Number of Completing Candidates (2009 – 2011)**

		2011	2010	2009
No. of candidates completing the examinations	CCP Business Specialisation	99	95	118
	CCP Consumer Specialisation	211	270	180
Cumulative total number of CCP graduates as at 31 December		<b>3,604</b>	3,294	2,929

## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

### Pasaran Kewangan Malaysia Certificate

The *Pasaran Kewangan Malaysia Certificate* (PKMC) is a regulatory qualification awarded jointly by IBBM and the *Persatuan Pasaran Kewangan Malaysia* (PPKM), the financial markets association of Malaysia. In 2011, the Institute received a total of 1,418 entries for the four modules from 574 candidates, while the actual attendance was 1,326. A total of 134 candidates completed the examinations, of which 17 candidates qualified with distinction. To date, there are 1,441 PKMC graduates.

**Table 4: PKMC – Enrolment Statistics (2009 – 2011)**

	2011	2010	2009
<b>Total number of candidates</b>	<b>574</b>	497	555

**Table 5: PKMC - Summary of Attendees and Module Passes in 2011**

Module	No. of Attendees	No. of Passes
Module I – Part A: The Malaysian Code of Conduct and Market Practices Part B: The Malaysian Financial System and Conduct of Monetary Policy	356	166
Module II – The Money Market	344	132
Module III – The Foreign Exchange Market	349	143
Module IV – Risk Management and Basic Derivatives	277	143
<b>Total</b>	<b>1,326</b>	

**Table 6: PKMC – Number of Completing Candidates (2009 – 2011)**

	2011	2010	2009
Number of candidates who completed the examinations	<b>134</b>	91	137
Number of candidates who qualified with distinction	<b>17</b>	5	18
Cumulative number of PKMC graduates as at Dec 31	<b>1,441</b>	1,307	1,216

## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

### Certificate in Internal Auditing for Financial Institutions

In 2011, a total of 155 candidates registered for the Certificate in Internal Auditing for Financial Institutions (CIAFIN) examination conducted in November and an attendance of 138 candidates was recorded. Of these, 54 completed the examination, recording a 39% pass rate. Sixteen of the completing candidates qualified with distinction. There are currently 388 CIAFIN graduates.

**Table 7: CIAFIN – Statistical Summary (2009 – 2011)**

	2011	2010	2009
Number of candidates registered for the examination	155	123	122
Number of candidates who attended the examination	138	107	109
Number of candidates who completed the examination	54	28	27
Number of candidates who qualified with distinction	16	3	6
Cumulative number of graduates as at Dec 31	388	334	306

### Anti-Money Laundering/Counter Financing of Terrorism Certification Programmes

The development of the Anti-Money Laundering/Counter Financing of Terrorism (AML/CFT) certification programmes, initiated in 2010 in consultation with the IBBM-Compliance Officers Networking Group, AIF and BNM, was completed during the year in review and launched on 19 September 2011 during the opening ceremony of the International Conference on Financial Crime and Terrorism Financing 2011.

The AML/CFT certification framework was developed through a strategic partnership with the International Compliance Association (ICA) and its quality assurance partner, the University Of Manchester Business School (MBS). The ICA is a global education and training professional body in the field of Compliance, Anti-Money Laundering and Financial Crime Prevention. The University of Manchester Business School is the largest campus-based business and management school in United Kingdom.

The AML/CFT qualifications developed for the Malaysian market embeds the core Malaysian principles, laws and practices in the international qualifications of the ICA. The structure comprises qualifications and training at three levels (Intermediate, Advanced and Experienced Practitioner). Upon completion of each level, students will receive dual awards – the Malaysian qualification and the international qualification awarded by ICA & MBS. The first intake for the Certification in AML/CFT programme commenced in November 2011 with 39 candidates. The first intake for the Advanced Certification in AML/CFT and Certified Professional in AML/CFT commenced in February 2012.

AML/CFT Programme preview sessions were organised for industry relevant people to introduce this new certification programme in Kuala Lumpur (22 September and 18 October), Kuching (10 October), Labuan (11 October), Penang (17 October) and Johor Bahru (19 October).

### Qualifications Offered By Other Awarding Bodies

#### Certified Documentary Credit Specialist

A total of 112 candidates from Malaysia sat for the Certified Documentary Credit Specialist (CDCS) examination held on 15 April 2011. Of these, 50 candidates successfully completed the CDCS examination, recording a pass rate of 45%.

The CDCS, a professional certification for documentary credit practitioners, is awarded by the Institute of Financial Services (a division of the ifs School of Finance, UK) and the Bankers' Association for Finance and Trade and the International Financial Services Association. It is endorsed by the International Chamber of Commerce. The examination is administered by IBBM in Malaysia.





## THE IBBM NETWORKING GROUPS

IBBM has established four advisory committees with an aim to provide a platform for professional exchange of views and ideas to enhance effectiveness and importance of respective functions in financial institutions. Each Group is presided by a Chairperson and assisted by a Secretary. The networking management structure is grouped as follows:

	<b>Chief Internal Auditors Networking Group (CIANG)</b>	<b>Compliance Officers Networking Group (CONG)</b>	<b>Risk Managers Networking Group (RMNG)</b>	<b>Human Resource Networking Group (HRNG)</b>
<b>Chairperson</b>	Joseph Chan Fook Onn OCBC Bank (Malaysia) Berhad	V. Maslamani RHB Bank Berhad (19 November 2008 – 10 February 2011)  Kwan Keen Yew Standard Chartered Bank Malaysia Berhad (10 February – 24 October 2011)  Mad Yusof Yazid Malayan Banking Berhad (w.e.f. 24 October 2011)	Stephen Louis Malayan Banking Berhad (7 October 2009 – 22 November 2011)  Jason William Smith AmBank (M) Berhad (w.e.f. 22 November 2011)	Nora Abd Manaf Malayan Banking Berhad
<b>Secretary</b>	Balasubramaniam Veloosamy Asian Finance Bank Berhad	Jeyashanker Kandasamy AmBank (M) Berhad	Chan Wai Yu OCBC Bank (Malaysia) Berhad	–

During 2011, the networking groups continued to hold regular meetings in sharing ideas and experiences. Guest speakers were also invited to give presentations on topics pertaining to the development and issues of relevance to the individual networking group's field of operations. The groups also participated in the Institute's Training Needs Analysis (TNA) which resulted in 50 new training programmes being introduced in 2012. As at the end of 2011, IBBM's Council approved the frequency of the networking group meetings to be revised to bi-monthly. Additionally, the quorum was increased to 10 members per meeting.

**Chief Internal Auditors Networking Group (CIANG)** – Members discussed salient topics in 2011 at their monthly meetings such as issues on Shariah Audit Framework, Basel II requirements and business practices of financial institutions. The CIANG members and the Institute are expected to jointly organise and lead their very first Internal Audit Conference in July 2012 with the support of the Institute of Internal Auditors Malaysia.

**Compliance Officers Networking Group (CONG)** – CONG successfully organised the Third International Conference on Financial Crime and Terrorism Financing in September 2011 in Kuala Lumpur. During the year under review, CONG discussed several topics at their bi-monthly meetings such as Bank Negara Malaysia's (BNM) new guidelines and Draft Framework for the Compliance Function in Malaysian banks.

## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

**Risk Managers Networking Group (RMNG)** – RMNG held monthly meetings on key risk related topics in 2011. These included Basel II requirements, as well as new policies and guidelines issued by BNM. A Risk Management Conference was also organised on 2 and 3 November 2011 for risk professionals to enhance efficiency and effectiveness of risk management functions in financial institutions.

**Human Resource Networking Group (HRNG)** – HRNG together with AIF organised the AIF-IBBM TNA Dialogue on 17 February 2011 in Kuala Lumpur. The dialogue served as a platform to share the outcome of the industry's TNA for banking and finance undertaken by AIF in 2009 and 2010. A preview of upcoming programmes developed by IBBM in response to the TNA was also presented.



### KNOWLEDGE RESOURCES

#### Resource Centre

In the year under review, the Institute converted its Information Centre into a Resource Centre providing members with superior online resources inter alia supporting the proposed Education Strategy initiatives. The resource centre acts as a knowledge management hub with the purpose of supporting the learning and research needs of practitioners in the banking and financial industry. The resource centre also plans to provide an appropriate range of quality resources, making its environment more conducive for learning.

#### Leveraging the Internet

In 2011, our physical library was transformed into an online resource centre with improved accessibility via our corporate website, which was also revamped in the same year. The emphasis of this development was to disseminate knowledge content and deliver learning to members throughout the nation. IBBM's online resource centre offers a variety of resource collections including e-books, e-catalogues, databases, digital collections and e-articles. The information is accessible via four portals – Emerald, SpringerLink, books 24x7 and Ebrary.

While IBBM continues to upgrade and update our corporate website, promoting our services and new offerings has also become available through Facebook and Twitter.



## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

### Thought Leadership

Banking Insight, an inaugural publication on thought leadership was launched in June 2011. More than just a generic banking magazine, Banking Insight was intended to keep banking practitioners at the forefront of the industry, targeting decision makers and senior management of financial institutions. The aim is to produce eventually a semi-annual publication that is recognised for its insightful information on emerging issues, trends and developments, best practices, innovation and viewpoints.

### INSTITUTIONAL COLLABORATIONS

#### Institute of Internal Auditors Malaysia

On 15 April 2011, the Institute signed a Memorandum of Understanding (MoU) with the Institute of Internal Auditors Malaysia. This MoU provides a framework for both institutes to partner on training and development support for the growing internal audit professionals in the banking industry. IIA Malaysia is affiliated to Global IIA, USA, a worldwide body founded in 1941 that represents the internal audit profession and provides educational activities and standards for professional practice.

#### Omega Performance

The Institute entered into a MoU with Omega Performance Pte Ltd for cooperation between both institutions towards co-branding and accreditation in credit learning and education programmes for the Malaysian banking industry. As both IBBM and Omega's credit programmes share the same objective of enhancing credit competencies among bankers, it is envisaged that both institutions can collaborate strategically to combine the strengths of each approach to develop a local credit curriculum infused with global standards and best practices.



### INTERNATIONAL ENGAGEMENT

#### International Meeting on the Development of Global Banking Education Standards

On 6 October 2011, IBBM hosted the first International Meeting on the Development of Global Banking Education Standards. A total of 16 delegates representing banking institutes from 12 countries (Bahrain, Hong Kong, India, Korea, Malaysia, Netherlands, Nigeria, Pakistan, Saudi Arabia, Spain, United Arab Emirates and the UK) were in attendance.

The major objective of the Global Banking Education Standards Board is to develop international, ethical and professional standards and guidance for use by banking institutes and others involved in the education and training of bankers.

## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

In conjunction with the meeting, IBBM hosted a networking luncheon for the international delegates and members of the Malaysian banking fraternity. Dato' Muhammad Ibrahim, Deputy Governor, Bank Negara Malaysia was the special guest at this event.

### **Bangladesh Bank Training Academy**

On 12 May 2011, IBBM delivered a presentation to a delegation from the Bangladesh Bank Training Academy, the training institute of the Central Bank of Bangladesh. The six-person delegation was in Malaysia to learn how to improve capacity building for the Bangladeshi financial industry and Central Bank.

### **Bank of Lao delegation**

IBBM delivered a presentation to a seven-person delegation from the Bank of Lao on 20 May 2011. The delegation was here on a mission to gain knowledge on many areas of the financial services industry and regulation, including structured training programmes offered by training providers.

### **Presentation to Bhutan delegation**

IBBM delivered a presentation to a high-level delegation from Bhutan, which included the Deputy Governor of the Royal Monetary Authority of Bhutan and chief executives of various commercial banks in Bhutan. The 13-person delegation was here to conduct a feasibility study for the setting up of a training institute for banking and finance.

### **41<sup>st</sup> ASEAN Banking Council Meeting**

IBBM attended the 41st ASEAN Banking Council Meeting on 17–18 November 2011 in Vientiane, Laos. As a representative of the Permanent Committee on Education and Core Faculty, we were able to exchange ideas and developments on banking education with other member countries, as well as further strengthen our network in the region.

### **Asian Finance Forum, Bali, 24-25 November 2011**

IBBM was the "Strategic Partner" for the Asian Finance Forum themed "Asia's Growth and Innovation in the New Financial Order", which was co-organised by the Asian Institute of Finance and Lembaga Pengembangan Perbankan Indonesia (LPPI). The forum was attended by 103 participants representing banking and financial services institutions from Malaysia, Bhutan, Hong Kong, the Philippines, Indonesia and Singapore. IBBM also had the opportunity to increase its brand awareness through an exhibition offering participants information on the Institute, our products and services.

### **Visit to the Indian Institute of Banking and Finance**

The Institute organised a visit to the Indian Institute of Banking and Finance (IIBF) from 9–11 March 2011 to discuss possible collaboration opportunities. During the visit, IIBF shared on the banking environment and developments in India, as well as their development through the range of qualification products, e-delivery channels and online courses, research and publications, continuing professional development and other institutional collaboration initiatives.

The roles of IIBF are similar to IBBM and discussions identified potential for cooperation and collaboration between both institutes in research projects, curriculum and content development, institutional capacity building and consultancy initiatives.

### **Visit to the National Bank of Cambodia**

The Institute visited the National Bank of Cambodia (NBC) on 12 October 2011 to present at a workshop organised by the bank for IBBM to share its experience in education and learning. Present were senior representatives of NBC, representatives from the Association of Banks in Cambodia, the Cambodia Institute of Banking and Cambodia Microfinance Association, as well as banking practitioners.

Many of the bankers present were interested to bring technical training programmes to banks in Cambodia and were especially keen to work with IBBM to provide credit education, such as the Certified Credit Professional certification, for staff career development.

## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

### MEMBERSHIP

#### Institutional Membership

As at end of 2011, Institutional membership stood at 85. The list of Institutional members is appended in Appendix I, while Table 8 shows the breakdown by institution types.

For 2011, the Institute admitted the following Institutional Members:

1. Al-Hidayah Investment Bank (Labuan) Ltd
2. Asian Finance Bank Berhad
3. Bank Islam Malaysia Berhad, Labuan Offshore Branch
4. BNP Paribas Malaysia Berhad
5. DBS Bank Ltd, Labuan Branch
6. Hans Advisory & Trust Co Ltd
7. Industrial and Commercial Bank of China (Malaysia) Berhad
8. Middle East Investment Bank Ltd
9. Nomura Bank International Plc, Labuan Branch
10. Sumitomo Mitsui Banking Corporation Malaysia Berhad
11. The Bank of Tokyo-Mitsubishi UFJ, Ltd
12. United Overseas Bank Limited

The following IBBM Institutional Members have ceased to be members:

1. EON Bank Berhad
2. EONCAP Islamic Bank Berhad
3. Equity Trust (Labuan) Limited
4. Scope International (M) Sdn Bhd

**Table 8: Statistical Summary of Institutional Members by Types**

Type of Institution	As at 31 Dec 2011	As at 31 Dec 2010
Regulator	2	2
Commercial Bank	23	21
Islamic Bank	8	8
Investment Bank	10	10
Development Financial Institution	7	7
Money Broker	6	6
Labuan Offshore Bank	18	11
Labuan Trust Company	4	4
Other Finance-related Institutions	7	8
<b>Total</b>	<b>85</b>	<b>77</b>

Note: Institutional membership is open to Bank Negara Malaysia; licensed banks; merchant banks; finance companies; banking and finance companies and investment banks; development banks; co-operative banks; representative offices of foreign banks; discount houses and money brokers. It may also be opened to other institutions at the discretion of the Council.



## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

### Individual Membership

A total of 1,825 new Individual Members were admitted to the various categories of membership in 2011. Members in benefit as at end-2011 stood at 8,045 and the breakdown by membership categories is shown in Table 9.

**Table 9: Statistical Summary of Individual Members in Benefit by Categories**

Category	As at 31 Dec 2011	As at 31 Dec 2010
Life	3	3
Fellow	52	57
Associate Fellow	21	21
Member	929	1,066
Ordinary	6,767	6,462
Associate	40	44
Affiliate	233	208
<b>Total</b>	<b>8,045</b>	<b>7,861</b>

An extract of the Life, Fellow, Associate Fellow and Member (Voting Members) register is appended in Appendix II.



## STAKEHOLDER ENGAGEMENT

### IBBM Financial Services Industry Careers 2011

The inaugural IBBM Financial Services Industry (FSI) Careers 2011 Fair was held on 22 October 2011 at the Kuala Lumpur Convention Centre. This event, the first FSI specialised career fair in Malaysia, provided a platform for financial institutions to widen their search for the right employee with the right skills and to deepen their talent pool.

The Fair was targeted towards professionals in varied fields, who were looking for a change in their industry or environment, but not necessarily embarking on another profession or departure from their existing core competencies. The Fair was an overwhelming success with the participation of over 30 major banks and financial institutions in Malaysia and a turnout of about 3,000 visitors. Apart from the exhibition itself, the fair also featured career talks by 12 industry professionals.

Due to the encouraging response from both participating financial institutions and the public, the Institute will be organising this career fair again on 20 October 2012 at the same venue.

## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

### Roundtable Forum on Green Technology Financing, Kuala Lumpur

On 19 April 2011, IBBM with the support of World Bank organised the Roundtable Forum on Green Technology Financing – the Malaysian and Turkish Experience. The Assistant Governor of Bank Negara Malaysia, Mr Donald Joshua Jaganathan delivered the opening remarks for the roundtable forum. Distinguished speakers at the forum included representatives from World Bank, Malaysia Green Technology Corporation, Ministry of Energy, Green Technology and Water, Performance Management and Delivery Unit, Maybank and Turkish Industrial Development Bank (TSKB).

During the forum, the speakers talked about the key challenges and issues facing green technology financing from the Malaysian and Turkish perspective. They also identified policies on how green technology financing could be supported and some of the global related trends. During the sharing, TSKB also led the participants into how some of their hydro, wind and geothermal projects were approved and funded. There were also discussions on initiatives in environmental projects.

The half day roundtable forum attracted over 90 participants representing key industry players from the private and public sector, government bodies, policy makers, industry experts, as well as universities.

### Roundtable Forum on Green Technology Financing, Penang

IBBM organised a roundtable forum on 20 April 2011 in Penang, in collaboration with the Graduate School of Business of *Universiti Sains Malaysia*, for the second leg of the visit by the World Bank and TSKB. The issues brought up at the event touched on coordinated collaborations amongst financial institutions, regulators and government agencies in providing incentives and funding towards green technology developers and users. About 90 participants from the government, business and educational community attended the forum.

After the forum in the morning, a closed door discussion between IBBM, World Bank and the Graduate Business School on possible research collaborations on sustainable development was held in the afternoon.

### AIF-AIs 2011 Collaborative Planning Retreat

The AIF-AIs 2011 Collaborative Planning Retreat was held on 25 April 2011 in Kuala Lumpur. This was a follow-up to the earlier AIF-AIs Strategic Planning Retreat in September 2010 where an action plan was produced from the collaborative Key Result Areas. The focus of this retreat was for the affiliated institutes to share their thoughts and plans on the areas that they would like to collaborate on.

The 1-day retreat was led by an internal facilitator with representatives from Bank Negara Malaysia and the Securities Commission Malaysia, who were also present as floating observers. A number of collaborations were identified in the area of programme development, integrated learning management system and on-line learning content, research and publications, shared services and membership benefits, as well as events and promotions.

## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

### Networking Events for Members

A total of 796 participants attended the members' talks which were held in various locations throughout Malaysia. Other networking events were also held in 2011.

**Table 10: Summary of Talks & Events Held in 2011**

Events	Venue	Date
Dialogue session with Asian Institute of Finance	Penang	4 May
"Foreign Exchange Administration" Briefing by Bank Negara Malaysia	Penang	10 June
"Get To Know Your Clients Better & Engaging With Clients & Keep Them For Life" Talk by Carol Yip	Alor Star	27 July
	Ipoh	18 August
	Labuan	15 September
	Miri	19 October
	Sibu	20 October
	Melaka	21 November
	Kuantan	1 December
"Customer Centric Banking Demystified" Talk by Oracle	Penang	8 August
Talk On "The State of Property Market"	Penang	16 August
"Enhanced Financial Consumer Protection" Briefing by Perbadanan Insurans Deposit Malaysia	Alor Star	27 September
	Ipoh	13 October
	Melaka	18 October
	Seremban	19 October
	Kota Bharu	15 November
Talk "Amendments To Hire Purchase Act 1967"	Kuantan	17 November
	Kuching	21 November
Sabah Bankers Night	Sabah	5 December
HR Appreciation Night	Kuala Lumpur	8 December
Christmas and Appreciation Dinner	Kuala Lumpur	12 December
Penang Bankers Night	Penang	13 December

## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

### State Advisory Committee Meetings

IBBM runs a series of State Advisory Committee (SAC) Meetings with state bankers to gather feedback on programmes and events expectations for the respective states. The meetings serve as networking platforms to facilitate the exchange of ideas and information. The Institute also updates the committee members on new products and services. A total of 10 State Advisory Committee Meetings were held in 10 different states with a total of 84 participants – Penang (10 March), Perak (12 May), Kedah (21 May), Sarawak (24 June), Sabah (7 July), Kelantan (10 July), Melaka (19 July), Johor (2 August), Pahang (5 August) and Labuan (27 October).

### Public Awareness Activities

Promotional booths were set up at events to create awareness about IBBM's programmes, qualifications and publications.

**Table 10: Summary of Public Awareness Activities in 2011**

Month	Event	Venue
April	AIF International Symposium 2011	Kuala Lumpur
May	15th Malaysian Banking Summit 2011	Kuala Lumpur
July	The Institute of Internal Auditors International Conference	Kuala Lumpur
September	International Conference on Financial Crime and Terrorism Financing 2011	Kuala Lumpur
October	Chartered Banker MoU Signing Ceremony	Kuala Lumpur
November	Risk Management Conference	Kuala Lumpur

## BRAND IDENTITY

To refresh the Institute's corporate identity, the corporate logo was revamped and introduced in January 2011 to project a more contemporary corporate image. Programme brochures, collaterals and premium items were then updated to reflect the change. Moving forward, focus will be on increasing brand visibility and consistency of expression both internally and externally.

The look and layout of IBBM's newsletter, @IBBM, was refreshed and the newsletter's masthead redesigned. The main focus of the newsletter is to provide comprehensive up-to-date news reporting and announcements of the Institute's activities and developments.

Also updated and redesigned was the masthead and cover design for the Banker's Journal, one of the Institute's main publications with articles written by practitioners and academicians covering various aspects of Malaysian banking practices.

### The Institute's Personnel

As at year end, the Institute's total staff strength was at 62. The Management team is headed by Chief Executive Tay Kay Luan with a team of 5 Divisional Heads and 10 Managers. The support team comprised of 24 Executives 14 clerical personnel and 5 non-clerical staff. Another 3 staff members were based at the Institute's 2 branches – Penang and Sarawak.

### FSTEP's Personnel

Lee Khee Joo continues to manage FSTEP as its Head, with a team comprising three specialists and seven associates.

## SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

### FINANCIAL SECTOR TALENT ENRICHMENT PROGRAMME (FSTEP)

FSTEP had two intakes in 2011 of which the details are as follows:

BATCH	DATE OF REGISTRATION	TOTAL NO. OF PARTICIPANTS	SPONSORED BY BANKING INSTITUTIONS		SPONSORED BY INSURANCE COMPANIES	
			No. of participants	No. of banking institutions	No. of participants	No. of insurance companies
6	25 Feb	109	94	20	15	7
7	20 Sept	109	88	20	21	7

Since the beginning of 2011, FSTEP has adopted the “demand-driven” approach in the enrolment of participants whereby all participants are fully sponsored by financial institutions. With this new arrangement, all participants will be employed by financial institutions upon completion of their training with FSTEP.

Under the guidance of the Quality Assurance Committee, the one-year new training syllabus was implemented in February 2011 for Batch 6 onwards. The new training syllabus is delivered in a pragmatic manner which combines classroom training with case study presentations, role play, management games, and other outdoor activities.

The first six months of technical training included an intensive English course by the British Council, Outward Bound School, practical attachment with sponsoring institutions, specialisation into one of four financial streams determined by sponsoring financial institutions, training on soft skills enhancement, and other programmes such as corporate social responsibility (CSR) activities, prominent leaders’ session and a personal development programme.

The next six months of the programme entailed internship at sponsoring financial institutions. Batch 6 participants underwent a six-month internship from September 2011 until February 2012.

Main highlights of the year were the engagement sessions with prominent financial industry leaders. Among the speakers invited to FSTEP were Jessica Chew Cheng Lian, Assistant Governor of Bank Negara Malaysia; Bakarudin Ishak, Assistant Governor of Bank Negara Malaysia; Dato’ Sri Nazir Razak, Group Managing Director/Chief Executive Officer of CIMB Group; Datuk Azman Yahya, Group Chief Executive of Symphony House Berhad and Datuk Ranjit Ajit Singh, Chairman of Securities Commission who shared insights, experience and perspective with FSTEP participants.

In terms of CSR activities, FSTEP achieved another milestone by collaborating with financial institutions in organising impactful community projects. These consisted of a tree planting project in conjunction with “World Biodiversity Day” with HSBC Bank (21 May 2011), visit to the Paediatrics Department of Hospital Kuala Lumpur with Prudential Assurance (2 July 2011), and visits to adopted schools for the “Financial Literacy Programme in Schools” with Bank Negara Malaysia and nine other financial institutions (27 July 2011).

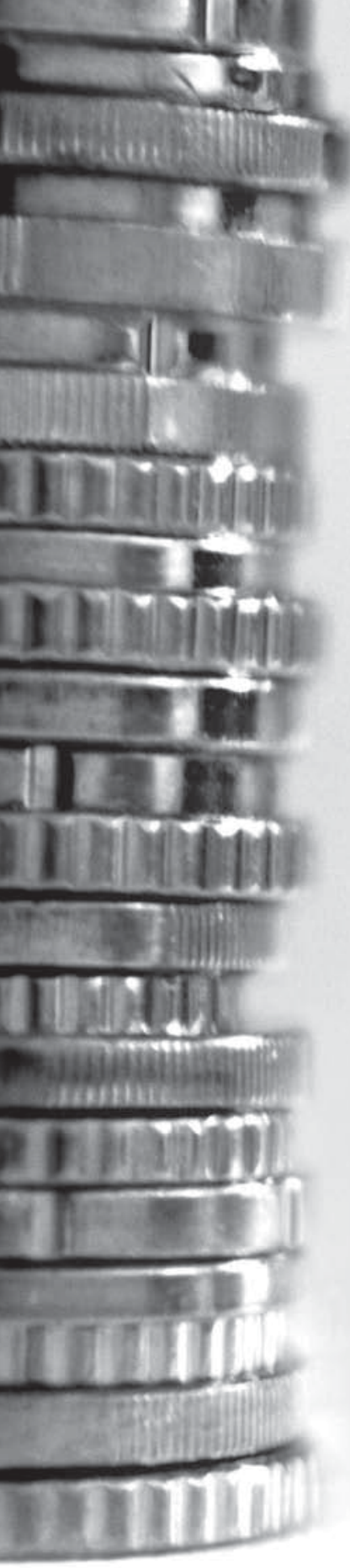






## TOWARDS AN EFFECTIVE SOCIETY

We have been entrusted with the task of developing effective practitioners in the banking and financial industry, a role we take very seriously. Through a multi-pronged approach, we will train, offer certifications, disseminate information and be an advisor as part of our mission to develop talent in the country.



# **REPORTS AND FINANCIAL** STATEMENTS

# REPORTS AND FINANCIAL STATEMENTS

- 38 Corporate Information
- 39 Report of the Council
- 44 Statement by the Council and Statutory Declaration
- 45 Independent Auditors' Report
- 46 Statement of Financial Position
- 47 Statement of Comprehensive Income
- 48 Statement of Changes in Equity
- 49 Statement of Cash Flows
- 51 Notes to the Financial Statements

## CORPORATE INFORMATION

<b>CHAIRMAN</b>	Tan Sri Azman Hashim
<b>VICE CHAIRMAN</b>	Dato' Sri Abdul Wahid Omar
<b>COUNCIL MEMBERS</b>	Tan Sri Dato' Sri Tay Ah Lek Kung Beng Hong Datuk Mohamed Azmi Mahmood Datuk Yvonne Chia Dato' Charon Wardini Mokhzani Chan Kok Seong Jeffrey Chew Sun Teong Donald Joshua Jaganathan (appointed w.e.f 28 May 2011) Dato' Muhammad Ibrahim (retired w.e.f 28 May 2011) Dato' Tajuddin Atan (resigned w.e.f 1 April 2011)
<b>CHIEF EXECUTIVE OFFICER</b>	Tay Kay Luan
<b>SECRETARIES</b>	Tan Poh Kiew (resigned w.e.f 9 June 2011) Zaimidah Ab Majid (appointed w.e.f 22 July 2011)
<b>AUDITORS</b>	SJ Grant Thornton (Member of Grant Thornton International) Chartered Accountants Level 11, Sheraton Imperial Court Jalan Sultan Ismail 50250 Kuala Lumpur
<b>BANKER</b>	Malayan Banking Berhad
<b>SOLICITOR</b>	Skrine
<b>REGISTERED OFFICE</b>	Wisma IBI 5, Jalan Semantan Damansara Heights 50490 Kuala Lumpur



## REPORT OF THE COUNCIL

The Council of Institut Bank-Bank Malaysia is pleased to submit the Council's report and the audited financial statements of the Institute for the financial year ended December 31, 2011.

### PRINCIPAL ACTIVITIES

The Institute's principal activities are aimed at enhancing the professionalism of the workforce in the financial services industry in Malaysia by upgrading their competencies through the provision of industry-focused qualifications and training programmes.

There have been no significant changes in these activities during the financial year.

### FINANCIAL RESULTS

	<b>RM</b>
Loss before tax	(104,172)
Tax expense	(10,851)
Net loss for the financial year	<u>(115,023)</u>

### RESERVES AND PROVISIONS

There have been no material transfers to or from reserves or provisions during the financial year.

### OTHER STATUTORY INFORMATION

Before the financial statements of the Institute were made out, the Council took reasonable steps:-

- (a) to ascertain that action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied itself that all known bad debts had been written off and adequate provision had been made for doubtful debts; and
- (b) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including their values as shown in the accounting records of the Institute have been written down to an amount which they might be expected so to realise.

At the date of this report, the Council is not aware of any circumstances:-

- (a) which would render the amount written off for bad debts or the amount of provision for doubtful debts in the financial statements of the Institute inadequate to any substantial extent; or
- (b) which would render the values attributed to current assets in the financial statements of the Institute misleading; or
- (c) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Institute misleading or inappropriate; or
- (d) not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statement misleading.

## REPORT OF THE COUNCIL

### OTHER STATUTORY INFORMATION (CONT'D)

As at the date of this report, there does not exist:-

- (a) any charge on the assets of the Institute which has arisen since the end of the financial year which secures the liability of any other person; or
- (b) any contingent liability in respect of the Institute which has arisen since the end of the financial year.

The Council states that at the date of this report, it is not aware of any circumstances not otherwise dealt with in this report or the financial statements which would render any amount stated in the financial statements misleading.

In the opinion of the Council:-

- (a) no contingent or other liability has become enforceable or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the Council, will or may affect the ability of the Institute to meet its obligations as and when they fall due;
- (b) the results of the Institute's operations during the financial year were not substantially affected by any item, transaction or event of a material and unusual nature; and
- (c) there has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely to affect substantially the results of the operations of the Institute for the financial year in which this report is made.

### COUNCIL AND CONSTITUTIONAL MATTERS

**The Council of the Institute comprised the following office bearers:-**

- (a) Nominated by and representing Bank Negara Malaysia under Article 60(a) of the Institute's Articles of Association:
  - Donald Joshua Jaganathan
- (b) Nominated by and representing The Association of Banks in Malaysia under Article 60(b) of the Institute's Articles of Association:
  - Dato' Sri Abdul Wahid Omar
  - Datuk Yvonne Chia
  - Chan Kok Seong
  - Jeffrey Chew Sun Teong
- (c) Nominated by and representing the Association of Finance Companies of Malaysia under Article 60(c) of the Institute's Articles of Association:
  - Tan Sri Dato' Sri Tay Ah Lek
  - Datuk Mohamed Azmi Mahmood
- (d) Nominated by and representing the Malaysian Investment Banking Association under Article 60(d) of the Institute's Articles of Association:
  - Tan Sri Azman Hashim
  - Dato' Charon Wardini Mokhzani

## REPORT OF THE COUNCIL

### COUNCIL AND CONSTITUTIONAL MATTERS (CONT'D)

The Council of the Institute comprised the following office bearers:-(cont'd)

- (e) Re-elected at the 33rd Annual General Meeting under Article 60(e) of the Institute's Articles of Association:
- Kung Beng Hong

### BENEFITS OF THE COUNCIL MEMBERS

The Institute is a company limited by guarantee and there is no share in which a Council Member could have an interest. The Institute has not issued any debentures during the financial year under review.

During and at the end of the financial year, no Council Member has received or become entitled to receive any benefit by reason of a contract made by the Institute with the Council Member, or with a firm of which the Council Member is a member, or with a company in which the Council Member has a substantial financial interest.

In addition, neither during nor at the end of the financial year was the Institute a party to any arrangement whose object is to enable any Council Member to acquire benefits by means of the acquisition of shares in or debentures of any bodies corporate.

### ORGANISATION AND MANAGEMENT

The management of the Institute is vested in the Council, which also manages the Staff Training Fund. The Council met regularly during the financial year to deliberate and consider the Institute's matters. In discharging its responsibilities, the Council was supported by the Education, General Purpose, Human Resource and Audit Committees.

#### Education Committee

The Education Committee oversees the Institute's qualifications and examinations. It met periodically during the financial year to consider and approve the question papers for, and results of the Institute's examinations, as well as to deliberate on education-related matters.

The Committee comprised:

- Donald Joshua Jaganathan (Chairman)
- Kung Beng Hong
- Tan Sri Dato' Sri Tay Ah Lek

The Council also co-opted the following to the Committee:

- Choo Yee Kwan  
Country Chief Risk Officer, OCBC Bank (Malaysia) Berhad
- Dato' Howard Choo Kah Hoe  
Managing Director / Chief Executive Officer, IBH Investment Bank Limited
- Datuk Johar Che Mat
- Professor Dato' Dr Ansary Ahmed  
President / Chief Executive Officer, Asia e-University
- Dr Zakariah Abdul Rashid  
Executive Director, Malaysian Institute of Economic Research

## REPORT OF THE COUNCIL

### ORGANISATION AND MANAGEMENT (CONT'D)

#### General Purpose Committee

The General Purpose Committee oversees matters pertaining to the Institute's budget and finance.

The Committee comprised:

- Dato' Sri Abdul Wahid Omar (Chairman)
- Datuk Mohamed Azmi Mahmood
- Chan Kok Seong
- Kung Beng Hong
- Jeffrey Chew Sun Teong

#### Human Resource Committee

The Human Resource Committee oversees matters pertaining to the Institute's workforce.

The Committee comprised:

- Kung Beng Hong (Chairman)
- Datuk Yvonne Chia
- Dato' Charon Wardini Mokhzani

#### Audit Committee

The Audit Committee is responsible for the Institute's financial reporting practices and audit matters.

The Committee comprised:

- Jeffrey Chew Sun Teong (Chairman)
- Datuk Mohamed Azmi Mahmood
- Chan Kok Seong

#### Personnel

As at year end 2011, the Institute has a total staff strength of 63.

### NOMINATION OF COUNCIL MEMBERS

The Institute has received the following nominations for the appointment of Council Members for the 2012/2013 term of office:

Nominated by Bank Negara Malaysia:

- Donald Joshua Jaganathan



## REPORT OF THE COUNCIL

### NOMINATION OF COUNCIL MEMBERS (CONT'D)

Nominated by The Association of Banks in Malaysia:

- Dato' Sri Abdul Wahid Omar
- Datuk Yvonne Chia
- Chan Kok Seong
- Jeffrey Chew Sun Teong
- Dato' Zulkiflee Abbas Abdul Hamid

Nominated by the Association of Finance Companies of Malaysia:

- Tan Sri Dato' Sri Tay Ah Lek
- Datuk Mohamed Azmi Mahmood

Nominated by the Malaysian Investment Banking Association:

- Tan Sri Azman Hashim
- Dato' Charon Wardini Mokhzani

### ELECTION OF COUNCIL MEMBER

The retiring Council Member, Kung Beng Hong (FIBM), being eligible, has offered himself for re-election in accordance to Article 62 of the Institute's Articles of Association.

### AUDITORS

The Auditors, Messrs SJ Grant Thornton have expressed their willingness to continue in office.

### APPRECIATION

The Council wishes to record its deep appreciation to everyone who had contributed in one way or another to the success of the Institute's programmes and activities during the financial year 2011.

On behalf of the Council



**TAN SRI AZMAN HASHIM**  
Chairman



**DATO' SRI ABDUL WAHID OMAR**  
Vice Chairman

Kuala Lumpur  
13 April 2012

## STATEMENT BY THE COUNCIL

In the opinion of the Council Members, the financial statements set out on pages 46 to 72 are drawn up in accordance with Financial Reporting Standards and the Companies Act, 1965 in Malaysia so as to give a true and fair view of the statement of financial position of the Institute as at December 31, 2011 and of its financial performance and cash flows for the financial year then ended.

On behalf of the Council



**TAN SRI AZMAN HASHIM**  
Chairman



**DATO' SRI ABDUL WAHID OMAR**  
Vice Chairman

Kuala Lumpur  
13 April 2012

## STATUTORY DECLARATION

I, Tay Kay Luan, being the Chief Executive Officer of Institut Bank-Bank Malaysia, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements of the Institute set out on pages 46 to 72 are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the provisions of the Statutory Declarations Act, 1960.

Subscribed and solemnly declared by )  
the abovenamed at Kuala Lumpur in )  
the Federal Territory this day of )  
13 April 2012 )



**TAY KAY LUAN**

Before me:



Commissioner for Oaths



16 - Tingkat Bawah Jalan Pudu  
55100 Kuala Lumpur.

# INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF INSTITUT BANK-BANK MALAYSIA

## Report on the Financial Statements

We have audited the financial statements of Institut Bank-Bank Malaysia, which comprise the statement of financial position as at December 31, 2011, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the financial year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 46 to 72.

### *Council's Responsibility for the Financial Statements*

The Council of the Institute is responsible for the preparation of financial statements that give a true and fair view in accordance with the Financial Reporting Standards and the Companies Act, 1965 in Malaysia, and for such internal control as the Council Members determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with approved standards on auditing in Malaysia. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on our judgement, including the assessment of risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, we consider internal control relevant to the Institute's preparation of the financial statements that give a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Council, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

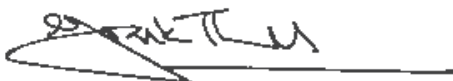
In our opinion, the financial statements have been properly drawn up in accordance with the Financial Reporting Standards and the Companies Act, 1965 in Malaysia so as to give a true and fair view of the financial position of the Institute as of December 31, 2011 and of its financial performance and cash flows for the financial year then ended.

## Report on Other Legal and Regulatory Requirements

In accordance with the requirements of the Companies Act, 1965 in Malaysia, we also report that in our opinion the accounting and other records and the registers required by the Act to be kept by the Institute have been properly kept in accordance with the provisions of the Act.

## Other Matters

This report is made solely to the members of the Institute, as a body, in accordance with Section 174 of the Companies Act, 1965 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.



**SJ GRANT THORNTON**  
CHARTERED ACCOUNTANTS  
(NO. AF: 0737)



**DATO' N. K. JASANI**  
CHARTERED ACCOUNTANT  
(NO: 708/03/12(J/PH))

# STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2011

	Note	2011 RM	2010 RM
PROPERTY, PLANT AND EQUIPMENT	4	<b>8,817,705</b>	7,217,496
INVESTMENT IN AN ASSOCIATE	5 (a)	<b>80,001</b>	80,001
<b>CURRENT ASSETS</b>			
Receivables	6	<b>2,189,444</b>	953,871
Amount due from an associate	5 (b)	<b>104,546</b>	99,028
Tax recoverable		–	5,286
Fixed deposits with licensed bank		<b>1,708,231</b>	4,388,231
Cash and bank balances		<b>1,251,799</b>	479,860
Total current assets		<b>5,254,020</b>	5,926,276
<b>CURRENT LIABILITIES</b>			
Prepaid income		<b>686,454</b>	424,606
Library deposits		<b>117,570</b>	117,530
Payables	7	<b>3,406,134</b>	2,630,611
Tax payable		<b>5,565</b>	–
Total current liabilities		<b>4,215,723</b>	3,172,747
NET CURRENT ASSETS		<b>1,038,297</b>	2,753,529
TOTAL NET ASSETS		<b>9,936,003</b>	10,051,026
<b>EQUITY</b>			
Accumulated Fund		<b>(1,751,977)</b>	(1,636,954)
Launching Grants	8	<b>687,980</b>	687,980
Secured Zero Coupon Bonds	9	<b>11,000,000</b>	11,000,000
		<b>9,936,003</b>	10,051,026



**TAN SRI AZMAN HASHIM**  
Chairman



**DATO' SRI ABDUL WAHID OMAR**  
Vice Chairman

The accompanying notes form an integral part of the financial statements.



## STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2011

	Note	2011 RM	2010 RM
Revenue	10	<b>22,059,043</b>	16,493,731
Personnel costs		<b>(6,106,159)</b>	(4,658,259)
Depreciation of property, plant and equipment		<b>(355,425)</b>	(414,339)
Operating expenses		<b>(15,701,631)</b>	(11,628,700)
Loss before taxation	11	<b>(104,172)</b>	(207,567)
Tax expenses	12	<b>(10,851)</b>	(11,979)
Net loss for the financial year		<b>(115,023)</b>	(219,546)
Other comprehensive income		-	-
Total comprehensive loss for the financial year		<b>(115,023)</b>	(219,546)



**TAN SRI AZMAN HASHIM**  
Chairman



**DATO' SRI ABDUL WAHID OMAR**  
Vice Chairman

The accompanying notes form an integral part of the financial statements.

## STATEMENT OF CHANGES IN EQUITY

### FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2011

	<b>Note</b>	<b>Launching grants RM</b>	<b>Accumulated fund RM</b>	<b>Secured zero coupon bonds RM</b>	<b>Total RM</b>
Balance as at January 1, 2010		687,980	(1,078,134)	11,000,000	10,609,846
Effects of adoption of FRS 139		–	(339,274)	–	(339,274)
Restated balance as at January 1, 2010		687,980	(1,417,408)	11,000,000	10,270,572
Total comprehensive loss for the financial year		–	(219,546)	–	(219,546)
Balance at December 31, 2010/January 1, 2011		687,980	(1,636,954)	11,000,000	10,051,026
Total comprehensive loss for the financial year		–	(115,023)	–	(115,023)
Balance as at December 31, 2011		687,980	(1,751,977)	11,000,000	9,936,003

The accompanying notes form an integral part of the financial statements.

## STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2011

	2011 RM	2010 RM
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
(Loss)/surplus before tax	<b>(104,172)</b>	(207,567)
Adjustments for:-		
Gain on disposal of property, plant and equipment	<b>(3,241)</b>	(74,000)
Depreciation of property, plant and equipment	<b>355,425</b>	414,339
Impairment loss on receivables	<b>54,850</b>	53,435
Interest income	<b>(101,976)</b>	(90,223)
Interest expense	<b>2,000</b>	2,070
Operating surplus before working capital changes	<b>202,886</b>	98,054
Changes in working capital:-		
Receivables	<b>(1,290,423)</b>	2,568,568
Payables	<b>(962,589)</b>	(1,735,477)
Cash (used in)/generated from operations	<b>(2,050,126)</b>	931,145
Tax paid	<b>-</b>	(20,427)
Net cash (used in)/generated from operating activities	<b>(2,050,126)</b>	910,718
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Interest received	<b>101,976</b>	90,223
Advance to an associate	<b>(5,518)</b>	(2,915)
Purchase of property, plant and equipment	<b>(1,956,386)</b>	(237,495)
Proceeds from disposal of property, plant and equipment	<b>3,993</b>	-
Proceeds from grant received	<b>2,000,000</b>	-
Net cash from/(used in) investing activities	<b>144,065</b>	(150,187)

The accompanying notes form an integral part of the financial statements.

**STATEMENT OF CASH FLOWS**

FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2011

	2011 RM	2010 RM
<b>CASH FLOWS FROM FINANCING ACTIVITY</b>		
Interest paid	(2,000)	(2,070)
Net cash (used in) financing activity	(2,000)	(2,070)
<b>CASH AND CASH EQUIVALENTS</b>		
Net changes	(1,908,061)	758,461
At beginning of financial year	4,868,091	4,109,630
At end of financial year	B 2,960,030	4,868,091

**NOTE TO STATEMENT OF CASH FLOWS**

A. Purchase of property, plant and equipment

	2011 RM	2010 RM
Purchase of property, plant and equipment	1,956,386	311,495
Less: Trade-in arrangement	-	(74,000)
Cash payments on purchase of property, plant and equipment	1,956,386	237,495

B. Cash and cash equivalents included in the cash flow statement comprise the following amounts:-

	2011 RM	2010 RM
Fixed deposits with licensed bank	1,708,231	4,388,231
Cash and bank balances	1,251,799	479,860
	2,960,030	4,868,091

The accompanying notes form an integral part of the financial statements.



# NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

## 1. GENERAL INFORMATION

The Institute's principal activities are aimed at enhancing the professionalism of the workforce in the financial services industry in Malaysia by upgrading their competencies through the provision of industry-focused qualifications and training programmes.

There have been no significant changes in these activities during the financial year.

The Institute is a company limited by guarantee incorporated and domiciled in Malaysia. The registered office of the Institute is located at Wisma IBI, 5, Jalan Semantan, Damansara Heights, 50490 Kuala Lumpur.

The financial statements of the Institute were authorised for issue by the Council in accordance with a resolution of the Council on 13 April 2012.

## 2. BASIS OF PREPARATION

### 2.1 Statement of Compliance

The financial statements of the Institute have been prepared in accordance with the provisions of the Companies Act 1965 in Malaysia and Financial Reporting Standards issued by the Malaysian Accounting Standards Board ("MASB"). At the beginning of the current financial year, the Institute adopted new and revised FRSs which are mandatory for financial periods beginning on or after 1 January 2011 as described fully in Note 2.4 to the financial statements.

### 2.2 Basis of Measurement

The financial statements of the Institute are prepared under the historical cost convention, unless otherwise indicated in the summary of significant accounting policies.

### 2.3 Functional and Presentation Currency

The financial statements are presented in Ringgit Malaysia (RM) which is the Institute's functional currency and all values are rounded to the nearest RM except when otherwise stated.

### 2.4 Financial Reporting Standards (FRSs)

#### 2.4.1 Adoption of new or revised Financial Reporting Standards (FRSs)

The accounting policies adopted by the Institute are consistent with those of the previous financial year except the following new and revised FRSs and IC Interpretation:-

#### **Effective for annual financial period beginning 1 March 2010:-**

Amendments to FRS 132

Financial Instruments: Presentation. Amendments relating to classification of rights issues

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 2. BASIS OF PREPARATION (CONT'D)

#### 2.4 Financial Reporting Standards (FRSs) (cont'd)

##### 2.4.1 Adoption of new or revised Financial Reporting Standards (FRSs) (cont'd)

The accounting policies adopted by the Institute are consistent with those of the previous financial year except the following new and revised FRSs and IC Interpretation (cont'd):-

##### **Effective for annual financial period beginning 1 July 2010:-**

- (a) FRS 1 – First-time Adoption of Financial Reporting Standards (Revised)
- (b) FRS 3 – Business Combinations (Revised)
- (c) FRS 127 – Consolidated and Separate Financial Statements (Revised)
- (d) IC Interpretation 12 – Service Concession Arrangements
- (e) IC Interpretation 17 – Distributions of Non-cash Assets to Owners
- (f) Improvements to FRSs issued in 2009.

##### **Effective from 30 August 2010:-**

- Amendment to IC Interpretation 15 – Agreements for the Construction of Real Estate. Amendment relating to the deferment of the effective date of the IC Interpretation 15.

##### **Effective for annual financial period beginning 1 January 2011:-**

- (a) Amendment to FRS 1 – Limited Exemption from Comparative FRS 7 Disclosures for First-time Adopters. Amendment relating to transition provisions for first-time adopters
- (b) Amendments to FRS 1 – Additional Exemptions for First-time Adopters. Amendment relating to transition provision for first-time adopters in the industry of oil and gas
- (c) Amendments to FRS 2 – Group Cash-settled Share-based Payment Transactions. Amendments relating to the scope and accounting for group cash-settled share-based payments transactions
- (d) Amendments to FRS 7 – Improving Disclosures about Financial Instruments. Amendments relating to the fair value measurement using fair value hierarchy and disclosure of liquidity risk
- (e) IC Interpretation 4 – Determining whether an Arrangement contains a Lease
- (f) IC Interpretation 18 – Transfers of Assets from Customers
- (g) Improvements to FRSs issued in 2010 and mandatory for annual financial period beginning on or after 1 January 2011.

IC Interpretation 12 is not expected to be relevant to the operations of the Institute.

Initial application of the above standards, amendments and interpretations did not have any material impact on financial statements of the Institute.

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 2. BASIS OF PREPARATION (CONT'D)

#### 2.4 Financial Reporting Standards (FRSs) (cont'd)

##### 2.4.2 Standards issued but not yet effective

##### **New Malaysian Accounting Standards Board (“MASB”) Approved Accounting Standards**

To converge with International Financial Reporting Standards (“IFRSs”) in 2012, the MASB had on 19 November 2011, issued a new MASB approved accounting framework, the Malaysian Financial Reporting Standards (“MFRSs”), which are mandatory for annual financial periods beginning on or after 1 January 2012, with the exception of entities that are within the scope of MFRS 141 Agriculture and IC Interpretation 15-Agreements for Construction of Real Estate, including its parent, significant investor and venture (“Transitioning Entities”).

Transitioning Entities will be allowed to defer adoption of the new MFRSs for an additional one year. Consequently, adoption of the MFRSs by Transitioning Entities will be mandatory for annual periods beginning on or after 1 January 2013. However, the Institute does not qualify as Transitioning Entities and is therefore required to adopt the MFRSs for the financial period beginning on or after 1 January 2012.

Below are the lists of MFRSs and IC Interpretations (“IC Int”) issued but not yet effective and have not been early adopted by the Institute:-

##### **MFRSs effective on 1 January 2012:-**

MFRS 1	First-time Adoption of Malaysian Financial Reporting Standards
MFRS 2	Share-based Payment
MFRS 3	Business Combinations
MFRS 4	Insurance Contracts
MFRS 5	Non-current Assets Held for Sale and Discontinued Operations
MFRS 6	Exploration for and Evaluation of Mineral Resources
MFRS 7	Financial Instruments: Disclosures
MFRS 8	Operating Segments
MFRS 101	Presentation of Financial Statements
MFRS 102	Inventories
MFRS 107	Statement of Cash Flows
MFRS 108	Accounting Policies, Changes in Accounting Estimates and Errors
MFRS 110	Events After the Reporting Period
MFRS 111	Construction Contracts
MFRS 112	Income Taxes
MFRS 116	Property, Plant and Equipment
MFRS 117	Leases
MFRS 118	Revenue
MFRS 119	Employee Benefits

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 2. BASIS OF PREPARATION (CONT'D)

#### 2.4 Financial Reporting Standards (FRSs) (cont'd)

##### 2.4.2 Standards issued but not yet effective (cont'd)

##### **New Malaysian Accounting Standards Board (“MASB”) Approved Accounting Standards (cont'd)**

Below are the lists of MFRSs and IC Interpretations (“IC Int”) issued but not yet effective and have not been early adopted by the Institute (cont'd):-

##### **MFRSs effective on 1 January 2012 (cont'd):-**

MFRS 120	Accounting for Government Grants and Disclosure of Government Assistance
MFRS 121	The Effects of Changes in Foreign Exchange Rates
MFRS 123	Borrowing Costs
MFRS 124	Related Party Disclosures
MFRS 126	Accounting and Reporting by Retirement Benefit Plans
MFRS 127	Consolidated and Separate Financial Statements
MFRS 128	Investments in Associates
MFRS 129	Financial Reporting in Hyperinflationary Economies
MFRS 131	Interests in Joint Ventures
MFRS 132	Financial Instruments: Presentation
MFRS 133	Earnings Per Share
MFRS 134	Interim Financial Reporting
MFRS 136	Impairment of Assets
MFRS 137	Provisions, Contingent Liabilities and Contingent Assets
MFRS 138	Intangible Assets
MFRS 139	Financial Instruments: Recognition and Measurement
MFRS 140	Investment Property
MFRS 141	Agriculture
IC Int 1	Changes in Existing Decommissioning, Restoration and Similar Liabilities
IC Int 2	Members’ Shares in Co-operative Entities and Similar Instruments
IC Int 4	Determining whether an Arrangement contains a Lease
IC Int 5	Rights to Interests arising from Decommissioning, Restoration and Environmental Rehabilitation Funds
IC Int 6	Liabilities arising from Participating in a Specific Market – Waste Electrical and Electronic Equipment
IC Int 7	Applying the Restatement Approach under MFRS 129 – Financial Reporting in Hyperinflationary Economies

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 2. BASIS OF PREPARATION (CONT'D)

#### 2.4 Financial Reporting Standards (FRSs) (cont'd)

##### 2.4.2 Standards issued but not yet effective (cont'd)

##### **New Malaysian Accounting Standards Board (“MASB”) Approved Accounting Standards (cont'd)**

Below are the lists of MFRSs and IC Interpretations (“IC Int”) issued but not yet effective and have not been early adopted by the Institute (cont'd):-

##### **MFRSs effective on 1 January 2012 (cont'd):-**

IC Int 9	Reassessment of Embedded Derivatives
IC Int 10	Interim Financial Reporting and Impairment
IC Int 12	Service Concession Arrangements
IC Int 13	Customer Loyalty Programmes
IC Int 14	MFRS 119 – The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction
IC Int 15	Agreements for the Construction of Real Estate
IC Int 16	Hedges of a Net Investment in a Foreign Operation
IC Int 17	Distributions of Non-cash Assets to Owners
IC Int 18	Transfers of Assets from Customers
IC Int 19	Extinguishing Financial Liabilities with Equity Instruments
IC Int 107	Introduction of the Euro
IC Int 110	Government Assistance – No Specific Relation to Operating Activities
IC Int 112	Consolidation – Special Purpose Entities
IC Int 113	Jointly Controlled Entities – Non-Monetary Contributions by Venturers
IC Int 115	Operating Leases – Incentives
IC Int 125	Income Taxes – Changes in the Tax Status of an Entity or its Shareholders
IC Int 127	Evaluating the Substance of Transactions Involving the Legal Form of a Lease
IC Int 129	Service Concession Arrangements: Disclosures
IC Int 131	Revenue – Barter Transactions Involving Advertising Services
IC Int 132	Intangible Assets – Web Site Costs

##### **Amendments to MFRSs effective on 1 March 2012:-**

MFRS 7	Mandatory Effective Date of MFRS 9 and Transition Disclosures. Amendments to MFRS 9 (International Financial Reporting Standards (“IFRS”) 9 issued by International Accounting Standards Board (“IASB”) in November 2009), MFRS 9 (IFRS 9 issued by IASB in October 2010) and MFRS 7.
MFRS 9	Mandatory Effective Date of MFRS 9 and Transition Disclosures. Amendments to MFRS 9 (IFRS 9 issued by IASB in November 2009), MFRS 9 (IFRS 9 issued by IASB in October 2010) and MFRS 7.



## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 2. BASIS OF PREPARATION (CONT'D)

#### 2.4 Financial Reporting Standards (FRSs) (cont'd)

##### 2.4.2 Standards issued but not yet effective (cont'd)

##### **New Malaysian Accounting Standards Board (“MASB”) Approved Accounting Standards (cont'd)**

Below are the lists of MFRSs and IC Interpretations (“IC Int”) issued but not yet effective and have not been early adopted by the Institute (cont'd):-

##### **Amendments to MFRS effective on 1 July 2012:-**

MFRS 101 Presentation of Financial Statement. Amendments in relation to Presentation of Items of Other Comprehensive Income.

##### **MFRSs effective on 1 January 2013:-**

MFRS 10 Consolidated Financial Statements

MFRS 11 Joint Arrangements

MFRS 12 Disclosure of Interests in Other Entities

MFRS 13 Fair Value Measurement

MFRS 119 Employee Benefits (International Accounting Standard (“IAS”) 19 as amended by IASB in June 2011)

MFRS 127 Separate Financial Statements (IAS 27 as amended by IASB in May 2011)

MFRS 128 Investments in Associates and Joint Ventures (IAS 28 as amended by IASB in May 2011)

IC Int 20 Stripping Costs in the Production Phase of a Surface Mine

##### **Amendments to MFRS effective on 1 January 2013:-**

MFRS 7 Disclosures – Offsetting Financial Assets and Financial Liabilities

##### **Amendments to MFRS effective on 1 January 2014:-**

MFRS 132 Offsetting Financial Assets and Financial Liabilities

##### **MFRSs effective on 1 January 2015:-**

MFRS 9 Financial Instruments (IFRS 9 issued by IASB in November 2009)

MFRS 9 Financial Instruments (IFRS 9 issued by IASB in October 2010)

The Institute has not selected which optional exemption from the retrospective application to be applied under MFRS 1 First-time Adoption of Malaysian Financial Reporting Standards. As such, the Council Members are unable to anticipate the effects of the adoption of these new MFRSs and IC Int on the financial statements.

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 2. BASIS OF PREPARATION (CONT'D)

#### 2.4 Financial Reporting Standards (FRSs) (cont'd)

##### 2.4.2 Standards issued but not yet effective (cont'd)

###### **New Malaysian Accounting Standards Board (“MASB”) Approved Accounting Standards (cont'd)**

Below are the lists of MFRSs and IC Interpretations (“IC Int”) issued but not yet effective and have not been early adopted by the Institute (cont'd):-

A number of new standards, amendments to standards and IC Int are effective for annual periods beginning after 1 January 2013. The Institute does not expect the adoption of these new standards, amendments to standards and IC Int to have a significant effect on the financial statements of the Institute, except for the followings:-

###### **MFRS 9 Financial Instruments (IFRS 9 issued by IASB in November 2009 and October 2010)**

MFRS 9 replaces the parts of FRS 139 that relate to the classification and measurement of financial instruments. It addresses the classification, measurement and recognition of financial assets and financial liabilities with only two classification categories: fair value and amortised cost.

The Institute expect changes to arise from the adoption of MFRS in terms of the classification and measurement of the financial assets. However, the extent of the impact has not been determined.

A number of new standards, amendments to standards and IC Int are effective for annual periods beginning after 1 January 2013. The Institute does not expect the adoption of these new standards, amendments to standards and IC Int to have a significant effect on the financial statements of the Institute, except for the followings:-

###### **MFRS 12 Disclosures of Interests in Other Entities**

MFRS 12 integrates and makes consistent the disclosure requirements for various types of investments, including unconsolidated structured entities. It introduces new disclosure requirements about the risks to which an entity is exposed from its involvement with structured entities.

###### **MFRS 13 Fair Value Measurement**

MFRS 13 does not affect which items are required to be fair-valued, but clarifies the definition of fair value and provides related guidance and enhanced the disclosures about fair value measurements. The enhanced disclosure requirements are similar to those in MFRS 7 Financial Instruments: Disclosures, but apply to all assets and liabilities measured at fair value, not just financial ones.

#### 2.5 Significant accounting estimates and judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Institute's accounting policies and reported amounts of assets, liabilities, income and expenses, and disclosures made. They are assessed on an on-going basis and are based on experience and relevant factors, including expectations of future events that are believed to be reasonable under the circumstances. Actual result may differ from these estimates.

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 2. BASIS OF PREPARATION (CONT'D)

#### 2.5 Significant accounting estimates and judgements (cont'd)

##### 2.5.1 Estimation uncertainty

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next year are discussed below:-

##### **Useful lives of depreciable assets**

Property, plant and equipment are depreciated on a straight-line basis over their useful life. Management estimates the useful lives of the property, plant and equipment to be within 3 to 99 years and reviews the useful lives of depreciable assets at each end of the reporting period. As at 31 December 2011, management assesses that the useful lives represent the expected utility of the assets to the Institute. The carrying amounts are analysed in Note 4 to the Financial Statements.

Actual results, however, may vary due to change in the expected level of usage and technological developments, which resulting the adjustment to the Institute's assets.

Management expects that the expected useful lives of the property, plant and equipment would not have material difference from the management's estimates and hence it would not result in material variance in the Institute's profit for the financial year.

##### **Impairment of loans and receivables**

The Institute assess at each end of the reporting period whether there is any objective evidence that a financial asset is impaired. To determine whether there is objective evidence of impairment, the Institute consider factors such as the probability of insolvency or significant financial difficulties of the receivables and default or significant delay in payments.

Where there is objective evidence of impairment, the amount and timing of future cash flows are estimated based on historical loss experience for assets with similar credit risk characteristics.

The carrying amount of the Institute's loans and receivables at the reporting date is disclosed in Note 6 to the Financial Statements.

##### **Deferred tax assets**

Deferred tax assets are recognised for all deductible temporary differences, unutilised tax losses, unabsorbed capital allowances and unused tax credits to the extent that it is probable that taxable profit will be available against which all the deductible temporary differences, unutilised tax losses and unabsorbed capital allowances can be utilised. Significant management judgement is required to determine the amount of deferred tax assets that can be recognised, based upon the likely timing and level of future taxable profits together with future tax planning strategies.

Assumptions about generation of future taxable profits depend on management's estimates of future cash flows. These depend on estimates of future production and sales volume, operating costs, capital expenditure, dividends and other capital management transactions. Judgement is also required about application of income tax legislation. These judgements and assumptions are subject to risks and uncertainty, hence there is a possibility that changes in circumstances will alter expectations, which may impact the amount of deferred tax assets recognised in the Statement of Financial Position and the amount of unrecognised tax losses and unrecognised temporary differences.

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 3. SIGNIFICANT ACCOUNTING POLICIES

#### 3.1 Property, plant and equipment

Property, plant and equipment are initially stated at cost. The cost of an item of property, plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits associated with the item will flow to the Institute and the cost of the item can be measured reliably.

All property, plant and equipment, are subsequently stated at cost less accumulated depreciation and less any impairment losses. When significant parts of property, plant and equipment are required to be replaced in intervals, the Institute recognises such costs as individual assets with specific useful lives and depreciation, respectively. All other repair and maintenance costs are recognised in profit or loss as incurred.

Capital work-in-progress consists of buildings refurbishment under construction for intended use. The amount is stated at cost until the property, plant and equipment are ready for their intended use. Capital work-in-progress are not depreciated until it is completed and ready for their intended use.

The leasehold land is amortised over the leasehold period of 66 years and the principal annual rates of depreciation used for other property, plant and equipment are as follows:-

Leasehold building	2%
Office furniture and fixtures, equipment and electrical installation	15% – 33 1/3%
Library books	20%
Motor vehicles	20%

Restoration cost relating to an item of property, plant and equipment is capitalised only if such expenditure is expected to increase the future benefits from the existing property, plant and equipment beyond its previously assessed standard of performance.

Property, plant and equipment are written down to recoverable amount if, in the opinion of the Council, it is less than their carrying value. Recoverable amount is the net selling price of the property, plant and equipment i.e. the amount obtainable from the sale of an asset in an arm's length transaction between knowledgeable, willing parties, less the costs of disposal.

The residual values, useful lives and depreciation method are reviewed at each year end to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset is included in the income statement in the financial year the asset is derecognised.

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 3.2 Associate

The Institute treats associate as those companies in which a long term equity interest of between 20% and 50% is held and where the Institute exercises significant influence through management participation but not to exert control over those policies.

Investment in associate company is stated at cost less impairment losses. The policy for the recognition and measurement of impairment losses is in accordance with Note 3.9.

#### 3.3 Inventories of publication

The inventories of publication are expensed off in the financial year incurred.

#### 3.4 Revenue recognition

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Institute and the revenue can be reliably measured. Revenue is measured at the fair value of consideration received or receivable.

##### (i) Membership fees

Membership fees received attributable to current financial year are recognised as income.

##### (ii) Course fees

Course fees are recognised over the duration of the courses.

##### (iii) Interest income

Interest income on fixed deposits and other operating income are accounted for on an accrual basis.

#### 3.5 Employee benefits

##### (i) Short term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the financial year in which the associated services are rendered by employees of the Institute. Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences, and short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

##### (ii) Defined contribution plans

Obligations for contributions to defined contribution plans such as the Employees Provident Fund (EPF) are recognised as an expense in the income statement as incurred.



## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 3.6 Income tax

##### **Current tax**

Current tax expense is the expected amount of income taxes payable in respect of the taxable profit for the financial year and is measured using the tax rates that have been enacted by the reporting date. Current tax for current and prior periods is recognised as liability (or asset) to the extent that it is unpaid (or refundable).

##### **Deferred tax**

Deferred tax liabilities and assets are provided for under liability method in respect of all temporary differences at reporting date between carrying amount of an asset or liability in the statement of financial position and its tax base including unused tax losses and capital allowances.

Deferred tax assets are recognised only to the extent that it is probable that taxable profit will be available against which deductible temporary differences can be utilised. The carrying amount of a deferred tax asset is reviewed at each reporting date. If it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or that entire deferred tax asset to be utilised, the carrying amount of the deferred tax asset will be reduced accordingly. When it becomes probable that sufficient taxable profit will be available, such reductions will be reversed to the extent of the taxable profit.

Current and deferred tax is recognised as an expense or income in the profit or loss, except when it relates to items credited or debited directly to equity, in which case the deferred tax is also recognised directly in equity.

Deferred tax is measured at the tax rates that are expected to apply in the period when the asset is realised or the liability is settled, based on tax rates that have been enacted or substantively enacted by the reporting date.

#### 3.7 Cash and cash equivalents

Cash comprises cash in hand and demand deposits. Cash equivalents are short-term and highly liquid investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

#### 3.8 Financial instruments

Financial assets and financial liabilities are recognised when the Institute becomes a party to the contractual provisions of the financial instrument.

Financial assets and financial liabilities are measured initially at fair value plus transactions costs, except for financial assets and financial liabilities carried at fair value through profit or loss, which are measured initially at fair value.

#### 3.9 Impairment of non-financial assets

The carrying values of non-financial assets are reviewed for impairment when there is an indication that the assets might be impaired. Impairment is measured by comparing the carrying values of the assets with their recoverable amounts. The recoverable amount is the higher of net realisable value and value in use, which is measured by reference to discounted future cash flows. Recoverable amounts are estimated for individual assets, or if it is not possible, for the cash generating unit.

An impairment loss is charged to the income statement immediately.

Subsequent increase in the recoverable amount of an asset is treated as reversal of the previous impairment loss and is recognised to the extent of the carrying amount of the asset that would have been determined (net of amortisation and depreciation) had no impairment loss been recognised. The reversal is recognised in the profit and loss immediately.

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 3.10 Provisions

Provisions are recognised when the Institute has a present legal or constructive obligation as a result of past events, when it is probable that an outflow of resources will be required to settle the obligation, and when a reliable estimate of the amount can be made. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Where the effect of the time value of money is material, the amount of a provision is the present value of the expenditure expected to be required to settle the obligation.

#### 3.11 Leases

##### Finance leases

In accordance with FRS 117 *Leases*, the economic ownership of a leased asset is transferred to the lessee if the lessee bears substantially all the risks and rewards related to the ownership of the leased asset. The related asset is then recognised at the inception of the lease at the fair value of the leased asset or, if lower, the present value of the lease payments plus incidental payments, if any. A corresponding amount is recognised as a finance leasing liability, irrespective of whether some of these lease payments are payable up-front at the date of inception of the lease. Leases of land and buildings are classified separately and are split into a land and a building element, in accordance with the relative fair values of the leasehold interests at the date the asset is recognised initially.

Depreciation methods and useful lives for assets held under finance lease agreements correspond to those applied to comparable assets which are legally owned by the Institute. The corresponding finance leasing liability is reduced by lease payments less finance charges, which are expensed as part of finance costs. The interest element of leasing payments represents a constant proportion of the capital balance outstanding and is charged to profit or loss over the period of the lease.

##### Operating lease

All other leases are treated as operating leases. Payments on operating lease agreements are recognised as an expense on a straight-line basis over the lease term. Associated costs, such as maintenance and insurance, are expensed as incurred.

#### 3.12 Equity instruments

Launching grant is contributed by first members and classify as equity instrument. There is no requirement for the Institute to repay the launching grant to its members.

Secured zero coupon bonds are stated at the nominal value and classified as equity instrument as the Institute has the absolute discretion from time to time before the maturity date to redeem the bonds or to make further extension to the maturity period of the bonds.

#### 3.13 Prepaid income

Revenue involved when risks and ownership on the services have not been rendered at statement of financial position date is recognised as prepaid income.

#### 3.14 Financial assets

Financial assets are recognised when the Institute becomes a party to the contractual provisions of the financial instruments. Financial assets are measured initially at fair value plus transactions costs, except for financial assets carried at fair value through profit or loss, which are measured initially at fair value.

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 3.14 Financial assets (cont'd)

For the purpose of subsequent measurement, financial assets other than those designated and effective as hedging instruments are classified into the following categories upon initial recognition:-

- (a) Loans and receivables;
- (b) Financial assets at fair value through profit or loss;
- (c) Held to maturity investments; and
- (d) Available-for-sale financial assets.

The category determines subsequent measurement and whether any resulting income and expense is recognised in profit or loss or in other comprehensive income.

All financial assets except for those at fair value through profit or loss are subject to review for impairment at least at each reporting date. Financial assets are impaired when there is any objective evidence that a financial asset or a group of financial assets is impaired. Different criteria to determine impairment are applied for each category of financial assets.

A financial asset is derecognised where the contractual right to receive cash flows from the asset has expired or when the financial assets and all substantial risks and rewards are transferred.

Regular way purchases or sales are purchases or sales of financial assets that require delivery of assets within the period generally established by regulation or convention in the marketplace concerned. All regular way purchases and sales of financial assets are recognised or derecognised on the trade date, i.e. the date that the Institute commits to purchase or sell the asset.

At the reporting date, the Institute carried only loans and receivables on its statement of financial position.

#### **Loans and receivables**

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial recognition these are measured at amortised cost using the effective interest method, less provision for impairment. Discounting is omitted where the effect of discounting is immaterial. Gains or losses are recognised in profit or loss when the loans and receivables are derecognised or impaired, and through the amortisation process.

Loans and receivables are classified as current assets, except for those having maturity dates later than 12 months after the reporting date which are classified as non-current.

#### 3.15 Financial liabilities

Financial liabilities are recognised when the Institute becomes a party to the contractual provision of the financial instruments. Financial liabilities are measured initially at fair value plus transaction costs, except for financial liabilities carried at fair value through profit or loss, which are measured initially at fair value.

After the initial recognition, financial liability is classified as financial liability at fair value through profit or loss or other financial liabilities measure at amortised cost using the effective interest method.

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

#### 3.15 **Financial liabilities (cont'd)**

A financial liability is derecognised when the obligation under the liability is extinguished, discharged, cancelled or expired, or through amortisation process. When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amount is recognised in profit or loss.

At the reporting date, the Institute carried only other financial liabilities on its statement of financial position.

#### **Other financial liabilities**

Other financial liabilities are subsequently measured at amortised cost using the effective interest method. Borrowings are classified as current liabilities unless the Institute has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

#### 3.16 **Impairment trade and other receivables and other financial assets carried at amortised cost**

To determine whether there is objective evidence that an impairment loss on financial assets has been incurred, the Institute consider factors such as the probability of insolvency or significant financial difficulties of the debtor and default or significant delay in payments. For certain categories of financial assets, such as trade receivables, assets that are assessed not to be impaired individually are subsequently assessed for impairment on a collective basis based on similar risk characteristics. Objective evidence of impairment for a portfolio of receivables could include the Institute's past experience of collecting payments, an increase in the number of delayed payments in the portfolio past the average credit period and observable changes in national or local economic conditions that correlate with default on receivables.

If any such evidence exists, the amount of impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flow discounted at the financial asset's original effective interest rate. The impairment loss is recognised in profit or loss.

The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of trade receivables, where the carrying amount is reduced through the use of an allowance account. When a trade receivable becomes uncollectible, it is written off against the allowance account.

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is reversed to the extent that the carrying amount of the asset does not exceed its amortised cost at the reversal date. The amount of reversal is recognised in profit or loss.

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 4. PROPERTY, PLANT AND EQUIPMENT

	Leasehold land RM	Long term leasehold building RM	Office furniture and fixtures, electrical equipment and installation RM	Library books RM	Motor vehicles RM	Capital work in progress RM	Total RM
<b>Cost</b>							
At January 1, 2010	2,853,253	6,850,946	4,161,925	11,685	431,953	–	14,309,762
Additions	–	–	14,497	–	296,998	–	311,495
Disposals	–	–	–	–	(260,542)	–	(260,542)
At December 31, 2010	2,853,253	6,850,946	4,176,422	11,685	468,409	–	14,360,715
Additions	–	–	45,277	–	4,358	1,906,751	1,956,386
Disposals	–	–	(30,169)	–	(4,476)	–	(34,645)
At December 31, 2011	2,853,253	6,850,946	4,191,530	11,685	468,291	1,906,751	16,282,456
<b>Accumulated depreciation</b>							
At January 1, 2010	781,879	2,012,755	3,795,425	11,685	387,678	–	6,989,422
Charge for the financial year	32,365	137,019	163,443	–	81,512	–	414,339
Disposals	–	–	–	–	(260,542)	–	(260,542)
At December 31, 2010	814,244	2,149,774	3,958,868	11,685	208,648	–	7,143,219
Charge for the financial year	32,365	137,019	104,552	–	81,489	–	355,425
Disposals	–	–	(29,417)	–	(4,476)	–	(33,893)
At December 31, 2011	846,609	2,286,793	4,034,003	11,685	285,661	–	7,464,751
<b>Net carrying amount</b>							
December 31, 2011	2,006,644	4,564,153	157,527	–	182,630	1,906,751	8,817,705
December 31, 2010	2,039,009	4,701,172	217,554	–	259,761	–	7,217,496

The building and leasehold land is pledged and held by a Trust for zero coupon bonds issued as per Note 9 to the financial statements.



## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 5. INTEREST IN AN ASSOCIATE

#### (a) Investment in an associate

	2011 RM	2010 RM
Unquoted shares, at cost	<b>80,001</b>	80,001

The associate incorporated in Malaysia is as follows:-

Name of company	% of equity		Principal activity
	2011	2010	
Akademi IBBM Sdn. Bhd.	<b>40</b>	40	Provision of private higher education

If the equity method of accounting had been applied, the carrying amount of investment in associate company would have been as follows:-

	2011 RM	2010 RM
Investment in associate company:-		
At cost	<b>80,001</b>	80,001
Share of post-acquisition loss	<b>(19,266)</b>	(19,452)
	<b>60,735</b>	60,549
Represented by:-		
Share of net tangible assets	<b>60,735</b>	60,549

(b) The amount due from an associate is unsecured, interest free and has no fixed term of repayment.

### 6. RECEIVABLES

	2011 RM	2010 RM
Trade receivables	<b>1,859,358</b>	1,231,004
Less: Impairment loss	<b>(54,850)</b>	(392,709)
	<b>1,804,508</b>	838,295
Other receivables, deposits and prepayments	<b>384,936</b>	115,576
	<b>2,189,444</b>	953,871

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 6. RECEIVABLES (CONT'D)

The normal trade credit terms granted by the Institute to the trade receivables range from 30 days to 60 days (2010: 30 days to 60 days). Other credit terms are assessed and approved on case by case basis.

During the financial year, impairment loss amounting to RM54,850 (2010: RM392,709) have been written off.

### 7. PAYABLES

	2011 RM	2010 RM
Trade payables	1,943,929	467,412
Staff training fund	465,630	1,172,162
Other payables, deposits and accruals	996,575	991,037
	<b>3,406,134</b>	2,630,611

### 8. LAUNCHING GRANT

The grant was contributed by first members and there is no requirement to repay.

### 9. SECURED ZERO COUPON BONDS

The bonds are secured by way of a fixed charge over the land and building purchased and a floating charge over the assets of the Institute.

These bonds, issued on December 10, 1992, carry a 30-year maturity period which is subject to further extension or early redemption by the Institute at par.

### 10. REVENUE

	2011 RM	2010 RM
Qualification	1,637,782	1,411,255
Membership	1,178,124	1,155,540
Publications	44,671	62,891
Course fees	11,699,424	8,006,390
Information centre	271	1,656
Subsidy from staff training fund	7,300,000	5,600,000
Other revenue	198,771	255,999
	<b>22,059,043</b>	16,493,731

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 11. LOSS BEFORE TAX

Loss before tax is determined after charging/(crediting) amongst other items the following:-

	2011 RM	2010 RM
Auditors' remuneration	17,000	14,000
Depreciation of property, plant and equipment	355,425	414,339
Office rental	10,908	14,544
Interest expense	2,000	2,070
Gain on disposal of property, plant and equipment	(3,241)	(74,000)
Loss on foreign exchange	1,365	451
Impairment loss on receivables	54,850	53,435
Interest on fixed deposits	(101,976)	(90,223)
Rental income	(1,960)	(12,421)

### 12. TAX EXPENSE

	2011 RM	2010 RM
Current financial period provision	14,839	11,979
Overprovision of tax in prior year	(3,988)	–
	<b>10,851</b>	<b>11,979</b>

The provision for taxation of the Institute for the current financial year is determined by applying the Malaysian tax rates applicable to the association on the chargeable income.

Income tax expenses are in respect of interest income.

A reconciliation of income tax expense on surplus before tax with the applicable statutory income tax rate is as follows:-

	2011 RM	2010 RM
Loss before tax	(104,172)	(207,567)
Income tax at statutory rate of 26%	(27,085)	(53,967)
Tax effect in respect of:		
Non-allowable expenses	51,259	35,797
Income not subject to tax	–	(15,548)
Tax savings as a result of taxable income taxed at lower scaled rates	(11,675)	(11,479)
Tax savings from utilisation of capital allowance	–	–
Deferred taxation not recognised in the financial statements	2,340	57,176
Over provision of tax in prior year	(3,988)	–
Total tax expense	<b>10,851</b>	<b>11,979</b>

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 13. DEFERRED TAX ASSETS

The tax effects of temporary differences which would give rise to net future tax benefits are generally recognised only when there is a reasonable expectation of realisation. As at 31 December 2011, the estimated amount of deferred taxation benefits, calculated at current tax rate, which has not been recognised in the financial statements, are as follows:-

	2011 RM	2010 RM
Temporary differences in respect of excess of carrying amount over tax base of:		
– property, plant and equipment	(4,509,000)	(4,583,000)
– others	55,000	–
Tax effects of unabsorbed capital allowances	3,863,000	3,983,000
Tax effects of unutilised business losses	1,067,000	1,067,000
Deferred tax assets	<b>476,000</b>	467,000

Deferred tax assets have not been recognised in respect of these items as they may not be used to offset taxable surplus of the Institute and it is not probable that taxable surplus will be available against which the deductible temporary differences can be utilised.

The utilised tax losses and unabsorbed capital allowance do not expire under current tax legislation.

### 14. EMPLOYEES INFORMATION

	2011 RM	2010 RM
Salary, bonus and overtime	4,731,276	3,735,801
Defined contribution plan	749,887	579,043
Other staff costs	624,996	343,415
	<b>6,106,159</b>	4,658,259

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 15. FINANCIAL INSTRUMENTS

The Institute is exposed to financial risks arising from their operations and the use of financial instruments. The key financial risks include credit risk, liquidity risk, interest rate risk and foreign currency risk.

The Trustee reviews and agrees policies and procedures for the management of these risks, which are executed by the Head of Finance.

It is, and has been, throughout the current financial year and previous financial year, the Institute's policy that no derivatives shall be undertaken.

The following sections provide details regarding the Institute's exposure to the above-mentioned financial risks and the objectives, policies and processes for the management of these risks.

#### (a) **Credit risk**

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Institute's exposure to credit risk arises primarily from trade and other receivables. As for the fixed deposit with licensed bank, cash and bank balances, the Institute minimises credit risk by dealing with reputable financial institutions.

The Institute's objective is to minimise losses incurred due to increased credit risk exposure. Additionally, receivable balances are reviewed on an ongoing basis.

#### Exposure to credit risk

The Institute's maximum exposure to credit risk is limited to the carrying amount of financial assets recognised at the reporting date:-

	<b>2011</b>	<b>2010</b>
	<b>RM</b>	<b>RM</b>
Trade and other receivables	<b>2,189,444</b>	953,871
Fixed deposit with licensed bank	<b>1,708,231</b>	4,388,231
Cash and bank balances	<b>1,251,799</b>	479,860
Amount due from an associate	<b>104,546</b>	99,028
	<b>5,254,020</b>	5,920,990

The Institute determines concentration of credit risk by comparing the amount due from each individual customer against the total receivables. The credit risk concentration profile of the Institute's trade receivables at the reporting date are as follows:-

	<b>2011</b>
	<b>RM</b>
Top 5 banks	<b>997,176</b>
	<b>55</b>

Trade receivables that are neither past due nor impaired are creditworthy debts with good payment records.



## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 15. FINANCIAL INSTRUMENTS (CONT'D)

#### (a) **Credit risk (cont'd)**

##### Credit risk concentration profile

As at 31 December 2011, trade receivables of RM1,560,039 were past due but not impaired. These relate to a number of independent customers whom there is no recent history of default.

The ageing of receivables as at the end of reporting date was:-

<b>2011</b>	<b>Gross RM</b>	<b>Impairment RM</b>	<b>Net RM</b>
Not past due	244,470	–	244,470
Past due 0 – 30 days	746,146	–	746,146
Past due 31 – 60 days	343,680	–	343,680
Past due 61 – 90 days	284,440	–	284,440
Past due 91 – 120 days	85,100	–	85,100
Past due more than 120 days	155,523	(54,850)	100,673
Total	1,859,359	(54,850)	1,804,509

The net carrying amount of trade receivables is considered a reasonable approximate of fair value. Trade receivables that are individually determined to be written off at the reporting date relate to debtors that have defaulted on payments. These receivables are not secured by any collateral or credit enhancements.

#### (b) **Liquidity risk**

Liquidity risk is the risk that the Institute will encounter difficulty in meeting financial obligations due to shortage of funds. The Institute's exposure to liquidity risk arises primarily from mismatches of the maturities of financial assets and liabilities. The Institute's objective is to achieve a balance between continuity of funding and flexibility through the use of stand-by credit facilities.

##### Analysis of financial instruments by remaining contractual maturities

The table below summarises the maturity profile of the Institute's liabilities at reporting date based on contractual undiscounted repayment obligations.

<b>2011</b>	<b>On demand or within 1 year RM</b>	<b>More than 2 years RM</b>	<b>Total RM</b>
Payables (Note 7)	<b>3,406,134</b>	–	<b>3,406,134</b>

## NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2011

### 15. FINANCIAL INSTRUMENTS (CONT'D)

#### (c) **Interest rate risk**

Interest rate risk is the risk that the fair value or future cash flows of the Institute's financial instruments will fluctuate because of the changes in market interest rates.

The interest rate risk that financial instruments' values will fluctuate as a result of changes in market interest rates and the effective average interest rates on classes of financial assets and financial liability, are as follows:-

	Not more than 1 year RM	Total RM	Effective interest rate during the year %
<b>2011</b>			
<u>Financial assets</u>			
Short term deposits with licensed bank	1,708,231	1,708,231	1.65% – 3.10%
<b>2010</b>			
<u>Financial assets</u>			
Short term deposits with licensed bank	4,388,231	4,388,231	1.75% – 2.75%

The Institute believes that the changes/fluctuations in the interest rates would not have any significant financial impacts to its financial position and performance.

#### (d) **Fair value of financial instrument**

The carrying amounts of short term receivables and payable, cash and cash equivalents approximate their fair value due to the relatively short term nature of these financial instruments and significant impact of discounting.

### 16. CAPITAL MANAGEMENT

The Institute manages its capital in a manner that facilitates continuous provision of relevant industry-focused qualification and training programmes specific to the banking industry while remaining as a going concern.

The Institute is a company limited by guarantee and its capital structure consists of equity which are made up of accumulated fund, launching grant and secured zero coupon bond. The Institute is not subject to any externally imposed capital requirements.

## Appendix I

# IBBM INSTITUTIONAL MEMBERS

AS AT DECEMBER 31, 2011

### Regulators

Bank Negara Malaysia  
Labuan Financial Services Authority (Labuan FSA)

### Commercial Banks

Affin Bank Berhad  
Alliance Bank Malaysia Berhad  
AmBank (M) Berhad  
Bangkok Bank Berhad  
Bank of America Malaysia Berhad  
Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad  
BNP Paribas Malaysia Berhad  
CIMB Bank Berhad  
Citibank Berhad  
Deutsche Bank (Malaysia) Berhad  
Hong Leong Bank Berhad  
HSBC Bank Malaysia Berhad  
Industrial and Commercial Bank Of China (Malaysia) Berhad  
J. P. Morgan Chase Bank Berhad  
Malayan Banking Berhad  
OCBC Bank (Malaysia) Berhad  
Public Bank Berhad  
RHB Bank Berhad  
Standard Chartered Bank Malaysia Berhad  
Sumitomo Mitsui Banking Corporation Malaysia Berhad  
The Bank of Nova Scotia Berhad  
The Royal Bank of Scotland Berhad  
United Overseas Bank (Malaysia) Bhd

### Islamic Banks

Affin Islamic Bank Berhad  
Al Rajhi Banking & Investment Corporation (Malaysia) Berhad  
Asian Finance Bank Berhad  
Bank Islam Malaysia Berhad  
Bank Muamalat Malaysia Berhad  
CIMB Islamic Bank Berhad  
Kuwait Finance House (Malaysia) Berhad  
RHB Islamic Bank Berhad

### Investment Banks

Affin Investment Bank Berhad  
Alliance Investment Bank Berhad  
AmInvestment Bank Berhad  
CIMB Investment Bank Berhad  
HwangDBS Investment Bank Berhad  
Maybank Investment Bank Berhad  
MIMB Investment Bank Berhad  
OSK Investment Bank Berhad  
Public Investment Bank Berhad  
RHB Investment Bank Berhad

### Development Financial Institutions

Bank Kerjasama Rakyat Malaysia Berhad  
Bank Pembangunan Malaysia Berhad  
Bank Perusahaan Kecil & Sederhana Malaysia Berhad  
Credit Guarantee Corporation Malaysia Berhad  
Export-Import Bank of Malaysia Berhad  
Malaysian Industrial Development Finance Berhad  
Sabah Development Bank Berhad

### Labuan Licensed Banks

Al-Hidayah Investment Bank (Labuan) Ltd  
AmInternational (L) Ltd  
BNP Paribas, Labuan Branch  
Bank Islam Malaysia Berhad, Labuan Offshore Branch  
CIMB Bank (L) Limited  
City Credit Investment Bank Limited  
DBS Bank Ltd, Labuan Branch  
European Credit Investment Bank Ltd  
Maybank International (L) Ltd  
Middle East Investment Bank Ltd  
Nomura Bank International Plc, Labuan Branch  
Oversea-Chinese Banking Corporation Limited  
Public Bank (L) Ltd  
RHB Bank (L) Ltd  
The Bank of Tokyo-Mitsubishi UFJ, Ltd  
The Hongkong and Shanghai Banking Corporation Limited  
The Royal Bank of Scotland N.V., (Labuan) Branch  
United Overseas Bank Limited

### Labuan Trust Companies

EC Trust (Labuan) Bhd  
Hans Advisory & Trust Co Ltd  
Noblehouse International Trust Ltd  
Shearn Skinner Trust Company Ltd

### Money Brokers

Affin Moneybrokers Sdn Bhd  
Amanah Butler Malaysia Sdn Bhd  
First TAZ Tradition Sdn Bhd  
Forex Enterprise Sdn Bhd  
Harlow's & MGI Sdn Bhd  
KAF-Astley & Pearce Sdn Bhd

### Other Finance-Related Institutions

Agensi Kaunseling dan Pengurusan Kredit (AKPK)  
Cagamas Berhad  
E2 Power Sdn Bhd  
Financial Mediation Bureau  
Malaysia Building Society Berhad  
Malaysia Debt Ventures Berhad  
Perbadanan Insurans Deposit Malaysia



**Appendix II****EXTRACT FROM THE MEMBERSHIP REGISTER**

AS AT DECEMBER 31, 2011

<b>ASSOCIATE FELLOW</b>	<b>MEMBERSHIP NO</b>	<b>MEMBER</b>	<b>MEMBERSHIP NO</b>
Satwant Kaur, FIBM (Assoc)	129726	Amy Tan, MIBM	309327
Soong Hoe Seng, FIBM (Assoc)	302204	Andrew Teoh Kok Aun, MIBM	170167
Tan Liong Tong, FIBM (Assoc)	305173	Ang Chai Ming, MIBM	59634
Tang Kean Onn, FIBM (Assoc)	307976	Ang Kah Wai, MIBM	148551
Wan Kamaruzaman Wan Ahmad, FIBM (Assoc)	307977	Ang Leong Chin, MIBM	72744
Wang Kuo Shing, FIBM (Assoc)	305172	Ang Seng Jin, MIBM	133538
Zainal Abidin Hj Mohamed, Datuk, FIBM (Assoc)	500740	Ang Soon Lai, MIBM	118158
		Ang Suan York, MIBM	15164
		Ang Wee Huat, MIBM	166322
		Angeline Chan Mei Leng, MIBM	189662
		Angus Salim Salleh Amran, MIBM	501962
		Annandan Chandran, MIBM	100677
		Anthony Hau Ying Chin, MIBM	502186
		Asokkumar Subramaniam, MIBM	311067
		Attan Akmar Masbah, MIBM	91439
		Au Tin Pei, MIBM	304596
		Au Weng Sang, MIBM	187336
		Au Yeong How, MIBM	308126
		Aw Yeong Chan, MIBM	508969
		Ayob Ismail, MIBM	305466
		Ayub Mohd Yusof, MIBM	39982
		Azam Azman, MIBM	235093
		Azidy Daud, MIBM	311245
		Azayah Omar, MIBM	305117
		Azman Awang, MIBM	307620
		Azrina Abdul Hamid, MIBM	308933
		Bacil Fernandez, MIBM	308958
		Balakrishnan Nalliah, MIBM	21246
		Basant Bala Raj Kumar Sharma, MIBM	136549
		Beh Cheng Hoon, MIBM	304306
		Benjamin Lee, MIBM	304549
		Betty Epin @ Bridget, MIBM	144428
		Bharathan KK Gopalan, MIBM	147439
		Bong Jin Fah, Peter, MIBM	308821
		Bridget Chung Li Wan, MIBM	310976
		C Vasandakumary M V Nair, MIBM	219865
		Chai Ching Beng, MIBM	68858
		Chai Pit Fung @ Choy Pit Fung, MIBM	185975
		Chai Sue May, MIBM	303300
		Chai Yong Fah, MIBM	113779
<b>MEMBER</b>	<b>MEMBERSHIP NO</b>		
Abdul Aziz Abu Samah, MIBM	19893		
Abdul Aziz Ismail, MIBM	9779		
Abdul Karim Hassan, MIBM	5090		
Abdul Khalil Abdul Hamid, MIBM	165506		
Abdul Latif Hashim, MIBM	47951		
Abdul Malek A Rahman, MIBM	307441		
Abdul Malek Mohd Khair, MIBM	132209		
Abdul Malik Sikkandar, MIBM	500014		
Abdul Raif Shaari, MIBM	154070		
Abdul Razak Gulam, MIBM	182444		
Abdul Razak Mohd Ariffin, MIBM	75358		
Abdul Salam L. W. Abdullah, MIBM	177071		
Abdullah Embong, MIBM	69138		
Abu Bakar Abdul Rahman, MIBM	99150		
Achhinda Singh Rakhra, MIBM	260570		
Adelaine Lok Yan Cheng, MIBM	310172		
Agnes K Ambrose, MIBM	61192		
Ahmad Abdul Rahman, MIBM	1289		
Ahmad Fathi Munawar, MIBM	27888		
Ahmad Salmi Siteh, MIBM	305508		
Ahmad Shafruddin Arshad, MIBM	307888		
Aimi Zulhazmi Abdul Rashid, MIBM	312160		
Akbar Mohamad, MIBM	137281		
Alban Joseph Aeria, MIBM	35147		
Alee Zainol, Tn Hj, MIBM	308236		
Alexander Augustine Druce, MIBM	303404		
Alexander Chieng Siong Huo, MIBM	262840		
Alexander Gordon Crocker, MIBM	304215		
Aliman Ali, MIBM	90779		

## Appendix II

## EXTRACT FROM THE MEMBERSHIP REGISTER

AS AT DECEMBER 31, 2011

MEMBER	MEMBERSHIP NO	MEMBER	MEMBERSHIP NO
Chan Chee Cheong, MIBM	508963	Chen Thien Yan, MIBM	20099
Chan Choo Seng, MIBM	135699	Chen Wing Loong, MIBM	118836
Chan Chut Lweng, MIBM	306393	Cheng Mei Mei, MIBM	232249
Chan Heng Leong, Christopher, MIBM	308203	Cheng Siew Im, MIBM	70177
Chan Hon Thiam, MIBM	5660	Cheng Wai Kok, MIBM	304634
Chan Hong Lye, MIBM	13656	Cheong Chee Yun, MIBM	138503
Chan Keng Wee, MIBM	63198	Cheong Siew Mae, MIBM	161265
Chan Mun Chee, MIBM	88005	Cheong Sun Weng, MIBM	58008
Chan Peng Kheong, Joseph, MIBM	57539	Cheong Yip Choon, MIBM	13664
Chan Poh Yee, MIBM	302383	Cher Nam Tat, MIBM	308004
Chan Say Earn, MIBM	120766	Cheryl Wang Yun Ni, MIBM	312822
Chan See Thin, MIBM	243121	Chew Cheng Chan, MIBM	21691
Chan Siew Oon, MIBM	164004	Chew Hui Giap, MIBM	304775
Chan Tat Hoe, MIBM	83287	Chew Khuan Yin, MIBM	304520
Chan Tze Leong @ Albert Chan, MIBM	302791	Chew Seng Chen, MIBM	199448
Chan Yin Lan, MIBM	108233	Chew Yok Lee, MIBM	307315
Chan Yoong Keong, MIBM	175547	Chia Chiang Hua, MIBM	106393
Chang Chee Keong, MIBM	1172	Chia Kiang Por, MIBM	123596
Chang Chiew Fatt, Alexander, MIBM	302634	Chia Kok Fung, MIBM	101493
Chang Lee Hing, MIBM	255885	Chia Swee Yuen, MIBM	186023
Chang Wing Hoh, MIBM	310968	Chiam Yok Meng, MIBM	173799
Chang Yun Loi, MIBM	131128	Chieng Kiat Seng, MIBM	47555
Charles Francis Donough, MIBM	135236	Chieng Tai Ming, Rose, MIBM	307651
Chaw Kum Chuan, MIBM	187393	Chieng Yew Hoon, MIBM	166041
Cheah Chee Fong, MIBM	255901	Chim Weng Kong, MIBM	195420
Cheah Eng Huat, MIBM	158006	Chin Beng Keat, Stephen, MIBM	175034
Cheah Kim Kee, MIBM	189688	Chin Chee Meng, Stephen, MIBM	199935
Cheah Li Ming, MIBM	264028	Chin Jia Hwan, MIBM	224493
Cheah Siak Keong, MIBM	117762	Chin Khi Hein, MIBM	37200
Cheah Sin Cheung, MIBM	309582	Chin Khon Min, MIBM	137349
Cheah Wee Leong, MIBM	310264	Chin Nyuk Sang, MIBM	247668
Cheah Yoke Loong, MIBM	34355	Chin Pin Pin, MIBM	260562
Cheam Chong Jin, MIBM	117093	Chin See Siong, MIBM	113670
Chee Ewe Hoe, Timothy, MIBM	219642	Chin Yee Tshin, Katherine, MIBM	160663
Chee Fail Chuan, MIBM	44909	Chin, Bernadette, MIBM	139030
Chee Hong Seng, MIBM	302381	Ching Kim Pua, MIBM	248047
Chee Kok How, MIBM	24737	Ch'ng Joo Guan, MIBM	60665
Chee Ling Yee, Michelle, MIBM	253591	Chong Hon Min, MIBM	152835
Chek Poo Yeng, MIBM	65078	Chong Lee Kian, MIBM	249680
Chen Siew Lan, MIBM	32078	Chong Mui Eng, MIBM	117242



**Appendix II****EXTRACT FROM THE MEMBERSHIP REGISTER**

AS AT DECEMBER 31, 2011

<b>MEMBER</b>	<b>MEMBERSHIP NO</b>	<b>MEMBER</b>	<b>MEMBERSHIP NO</b>
Chong Nyuk Chu, MIBM	115592	Dunstan Dominic V Augustine, MIBM	307114
Chong Seen Yew, MIBM	24786	Dzuljastri Abd Razak, MIBM	35105
Chong Wei Kwang, MIBM	219212	Edward Tan Juan Peng, MIBM	307443
Chong Won Wha, MIBM	145706	Elaine Gan Ai Wah, MIBM	307507
Choo Cheow Piew, MIBM	148320	Elongoven Loganathan, MIBM	304759
Choo Choon Thong, MIBM	102806	Emily Rolanda Yong, MIBM	219477
Choo Lay Hwa, MIBM	88054	Eng Cheow Hoon, MIBM	308074
Choo Wan San, MIBM	302541	Eng Hong Im, MIBM	309087
Choo Weng Leong, MIBM	121780	Eng Hup Huat, MIBM	43406
Choong Meng Keat, MIBM	60053	Fabian Teo Hock Chye, MIBM	304722
Choong Sung Yean, MIBM	77321	Fam Swee Kong, MIBM	195446
Choong Yong Choo, MIBM	153197	Fan May Sze, MIBM	306389
Chow Kam Hong, MIBM	123117	Fan Ping Jao, MIBM	92981
Christina Santhiahburoh, MIBM	301727	Fong Chee Choong, MIBM	501518
Christopher Albert, MIBM	208561	Fong Chee Wai, MIBM	175398
Chua Been Tiong, MIBM	69286	Fong Hon Meng, MIBM	183129
Chua Chai Hoon, MIBM	263574	Fong Poh Leong, MIBM	6056
Chua Chew Soong, MIBM	179887	Fong Wai Han, MIBM	158618
Chua Chiang Huah, MIBM	70011	Foo Chee Thong, MIBM	18713
Chua Khain Weo, MIBM	307458	Foo Chow Lee, Prof. Dato' Seri Dr, MIBM	36293
Chua Teck Meng, MIBM	166355	Foo Kok Thye, MIBM	305834
Chua Teong Heng, MIBM	55483	Foo Meng Heng, MIBM	309220
Chuah Ean Quan, MIBM	11627	Foo Suan Chit, MIBM	36889
Chuah Lih Lin, Grace, MIBM	133603	Foo Toon Yin, MIBM	312376
Chuah Lye Hock, MIBM	131730	Foo Yen Shieng, MIBM	247122
Chye Swee Teck, James, MIBM	44180	Foo Yin Fun, MIBM	500903
Danial Mah Abdullah, MIBM	308653	Foong Chee Keong, MIBM	12815
Darnailu Apparavu, MIBM	48280	Foong Yew Heng, MIBM	302277
Davamanidavy S. Kanapath, MIBM	209536	Francis Jacob Pereira, MIBM	213983
David Ang Ng Wee, MIBM	71357	Gan Eng Thiam, MIBM	82263
David T Anthony'samy, MIBM	50989	Gan Kim Hock, MIBM	101063
David Sivapatham, MIBM	307639	Gan Kong Joo, MIBM	13300
Dayang Dewi Bujang, MIBM	118315	Gan Swee Ming, MIBM	80721
Dayang Kamariah Datu Bistari, MIBM	307564	Gan Yok Chuan, MIBM	250878
Debra Veronica Carvalho, MIBM	156729	Garry Leeds Michael, MIBM	306249
Devi M J Lourdes, MIBM	76810	Gary Chan Jin Liang, MIBM	163493
Ding Chew Loong, MIBM	54650	Ghan Chee Kong, MIBM	249417
Donald Joshua Jaganathan, MIBM	111948	Ghan Chee Tong, MIBM	76158
Drahman Jaladin, MIBM	165910	Goh Ching Ai Jinai, MIBM	9738

**Appendix II****EXTRACT FROM THE MEMBERSHIP REGISTER**

AS AT DECEMBER 31, 2011

<b>MEMBER</b>	<b>MEMBERSHIP NO</b>	<b>MEMBER</b>	<b>MEMBERSHIP NO</b>
Goh Ching Chee, MIBM	28944	Hoh Teck Meng, MIBM	183152
Goh Kah Seng, MIBM	24448	Hong Ching Hoak, MIBM	306673
Goh Kee Boon, MIBM	3103	Hoo Kie Teh, MIBM	181453
Goh Kim Boon, MIBM	48132	Hooi Lai Fun, MIBM	129981
Goh Lay Yong, MIBM	86496	Hor Kam Peng, MIBM	38141
Goh Mei Kwang, MIBM	92593	Hor Kok Sin, MIBM	302268
Goh Ming Lee, MIBM	310327	Hou Chih Yoong, MIBM	308333
Goh Pek Hiong, MIBM	302412	Hu Kie Lik, Nicholas, MIBM	259663
Goh Poh Cheng, MIBM	43315	Hu Meng Kui, MIBM	307681
Goh Suw Kim, MIBM	308035	Huang Soon Teck, MIBM	55103
Goh Thye Soon, MIBM	14498	Hwong Hau Luke, MIBM	50294
Goh Wui Beng, MIBM	507908	Irwan Abdullah @ Edward Minggu, MIBM	305833
Gopala Krishnan Manickam, MIBM	16196	Isabella Raniee Silvester, MIBM	305097
Gurdev Singh, MIBM	92544	Ishak Musa, MIBM	311283
Ha Kim Chen, MIBM	64428	Isheak Johdi, MIBM	152850
Haja Najmuddeen Mohd Mydin, MIBM	23622	Ismail Mustaffa, MIBM	508382
Haleelur Rahman Abdul Gaffoor, MIBM	140889	Isma Adlan Mohd Darus, MIBM	261354
Hamidah Osman, MIBM	311285	Jacob Samuel K S Samuel, MIBM	264580
Han Ai Le, MIBM	175323	Jagatheasan Muniapan, MIBM	23275
Haslinda Lim Abdullah, MIBM	45419	Janet Choo Kam Leng, MIBM	148627
Hasrul Hasan, MIBM	314427	Jeevaraja Sandanam, MIBM	73908
Hei Lee Hoon, MIBM	86066	Jeffrey Marcel Jeremiah, MIBM	26500
Helen Thor Poh Sim, MIBM	30643	Jerry Gnanasigamani, MIBM	201632
Helmee Othman, MIBM	501012	John Baptist Jesu Doss, MIBM	204727
Helmy Had Sabtu, MIBM	206763	John Kennedy Paulose, MIBM	157776
Heng Ek Hiang @ Betty Heng, MIBM	58248	Johny Percy, MIBM	501999
Henry Tan Khoon Seng, MIBM	504109	Joseph Tarawe, MIBM	165720
Hii Lay Hee, MIBM	150896	Julia Yong Kim Len, MIBM	309706
Hii Wei Nguong, Alexander, MIBM	305823	Kalaparampil George Koshy, MIBM	108589
Ho Foo Chin, MIBM	308764	Kam Yeng Yee, MIBM	132464
Ho King Min, MIBM	71704	Kamaluddin Ismail, MIBM	91975
Ho Kok Wai, MIBM	31633	Kamaruddin Jaafar, MIBM	38679
Ho Lai Sin, MIBM	155630	Karuna Kumegan, MIBM	312993
Ho Lian Teck, MIBM	12922	Kay Chuan Seng, MIBM	44263
Ho Mei Teen, MIBM	44545	Kee Kok Yew, MIBM	313018
Ho Siew Yoot, MIBM	18614	Kew Lee Ching, MIBM	305047
Ho Swee Lum, Zelig, MIBM	302799	Khairuddin Md Noor, MIBM	37705
Ho Wai Yin, MIBM	194175	Khalid Jaafar Jahaya, MIBM	306692
Hoe Sook Mee, MIBM	508971	Khaw Kok Wee, MIBM	187039

**Appendix II****EXTRACT FROM THE MEMBERSHIP REGISTER**

AS AT DECEMBER 31, 2011

<b>MEMBER</b>	<b>MEMBERSHIP NO</b>	<b>MEMBER</b>	<b>MEMBERSHIP NO</b>
Khaw Peng Soon, Kevin, MIBM	220186	Lam Fong Kiew, MIBM	100594
Kho Chai Yen, MIBM	176313	Lam Wing Sing, David, MIBM	108092
Kho Siak Koi, MIBM	308806	Lam Yew Ping, MIBM	135723
Khoo Boo Boon, MIBM	166405	Lan See Yun, MIBM	309546
Khoo Gek Tin, MIBM	24687	Lan Sie Ying, MIBM	306280
Khoo Hong Ee, MIBM	215046	Lan Yann Erl, MIBM	301212
Khoo Siew Keong, MIBM	301651	Lao Puong Tai, Alexander John, MIBM	302418
Khoo Siok Peng, MIBM	304040	Latifah Abd Majid, MIBM	309814
Khoo Sior Tyng, MIBM	308779	Lau Bee Lian, MIBM	213215
Kiang Shu Huei, MIBM	308196	Lau Lei Lei, MIBM	165647
Kipli Rosli, MIBM	155861	Lau Pui San, MIBM	305624
Koay Eng Huat, MIBM	68460	Lau Sie Kong, MIBM	306834
Koes Allyman Abdul Razak, MIBM	312378	Lau Wee Hien, MIBM	305579
Koh Eng Hwa, MIBM	145946	Lau Wun Ching, MIBM	306271
Koh Hsieng-Yang Eric, MIBM	247726	Law Lee Peng, MIBM	192674
Koh Teck Lee, MIBM	66738	Law Si Yong, MIBM	309300
Kok Aik Poh, MIBM	240572	Law Toong Choy @ Karen Law, MIBM	130971
Kok Hoong Fai, MIBM	157271	Lawrence Muda Nyomui, MIBM	187559
Kok Sew Thin, MIBM	214221	Lean Meng Seong, MIBM	20255
Kok Sze Chye, MIBM	45682	Lee Boon Chin, MIBM	300958
Kong Chark Pheng, Daniel, MIBM	301582	Lee Boon Meng, MIBM	127753
Kong Chee Fun, MIBM	137240	Lee Chui May, MIBM	87528
Kong Kyen Yeap, MIBM	308629	Lee Chung Seng, MIBM	140293
Kong Tien Nguk, Jennifer, MIBM	132720	Lee Ee Cheng, Bernard, MIBM	104323
Koo Siong Cheng, MIBM	66043	Lee Eng Sang, MIBM	87254
Kow Chee Yen, MIBM	312685	Lee Foo Chai, MIBM	194670
Ku Vui Liong, James, MIBM	16675	Lee Fui Lee, MIBM	241877
Kuah Tee Chye, Dennis, MIBM	71381	Lee Khee Joo, MIBM	34645
Kuan Chee Hoong, MIBM	303299	Lee Khuan Eoi, Dr, MIBM	18796
Kuan Pei Chen, MIBM	302993	Lee Kim Huat, MIBM	160747
Kueh Kim Joo, MIBM	188698	Lee Kok Siong, MIBM	11551
Kuldeep Kaur Gill, MIBM	307854	Lee Kok Wing, MIBM	308658
Kumari Vinod Jagdish Mitter Sarna, MIBM	36350	Lee Kong Hor, MIBM	191411
Kwan Why Fang, MIBM	310981	Lee Lay Kheng, MIBM	64501
Lai Kok Onn, MIBM	24554	Lee Lee Yoke, MIBM	67454
Lai Wan, MIBM	4556	Lee Mee Ling, MIBM	20792
Lam Bee Yee, MIBM	134072	Lee Mei Ying, MIBM	106443
Lam Chern Feei, MIBM	508313	Lee Meng Lai, MIBM	307743
Lam Choi Fung, MIBM	189795	Lee Ming Yee, MIBM	310276

**Appendix II****EXTRACT FROM THE MEMBERSHIP REGISTER**

AS AT DECEMBER 31, 2011

<b>MEMBER</b>	<b>MEMBERSHIP NO</b>	<b>MEMBER</b>	<b>MEMBERSHIP NO</b>
Lee Oi Nyuk, MIBM	193763	Lim Chee Eng, MIBM	157636
Lee Pak Lee, MIBM	81356	Lim Chee Peng, MIBM	184952
Lee Peng Seng, MIBM	69146	Lim Choon Hock, MIBM	160705
Lee Ping Hock, MIBM	64519	Lim Choon Yang, Dr, MIBM	176966
Lee Shyh Lok, MIBM	54809	Lim Chuan Bee, MIBM	105213
Lee Siak Foong, MIBM	230961	Lim Dau Joong, MIBM	105809
Lee Siew Moi, Tricia, MIBM	117846	Lim Eng Cheng, MIBM	309444
Lee Siok Wah, MIBM	208769	Lim Hee Choong, MIBM	310742
Lee Soon Peng, MIBM	87171	Lim Hian Kit, MIBM	137604
Lee Teik Peng, MIBM	182618	Lim Huey Mein, MIBM	256461
Lee Tzu Voon, MIBM	6916	Lim Hui Boon, MIBM	156216
Lee Wai Tuck, MIBM	248385	Lim Jian Hoo, MIBM	21592
Lee Yan Fatt, MIBM	85308	Lim Kah Pin, MIBM	500185
Lee Yen Har, MIBM	238667	Lim Kar Seang, MIBM	123216
Lee Yoke Mei, Betrice, MIBM	120642	Lim Kean Hong, MIBM	104166
Leong Eu Huay, Mabel, MIBM	302203	Lim Khim Khai, MIBM	306820
Leong Kok Wah, Dato', MIBM	8706	Lim Kian Eng, MIBM	171264
Leong Kwai Yong, MIBM	301473	Lim Kim Chin, MIBM	100008
Leong Mun Yee, MIBM	304382	Lim Kok Beng, MIBM	309017
Leong Pak Kiong, MIBM	123190	Lim Kok Chan, MIBM	304507
Leong Siew Why, MIBM	40055	Lim Li Lin, MIBM	213413
Leong Soo Chun, MIBM	126359	Lim Lian Chee, MIBM	100503
Leong Soon Cheong, MIBM	22384	Lim Liew Suan, MIBM	49346
Leong Sow Yoke, MIBM	501026	Lim Lock Bee, MIBM	307485
Leong Weng Foon, MIBM	153551	Lim Loong Seng, MIBM	165241
Leong Weng Onn, MIBM	100933	Lim Mun Fai, MIBM	50393
Li Tit Ching, MIBM	4622	Lim Pak Khoon, MIBM	205112
Lian Yoke Kuan, MIBM	187062	Lim Pang Kiam, MIBM	304774
Liang Jiaw Kiang, MIBM	20040	Lim Pei Tiam, MIBM	54346
Liau Yew Lai, MIBM	307524	Lim Peng Khoon, MIBM	24612
Liew Chai Kar, MIBM	308991	Lim Peng Tong, MIBM	18077
Liew Ching Seng, MIBM	105353	Lim Poh Chin, MIBM	13839
Liew Sam Chan, MIBM	178160	Lim Sek Hwa, MIBM	304808
Liew Thiam Fook, Norman, MIBM	241927	Lim Seng Cheong, Samuel, MIBM	1479
Liew Vui Hyen, MIBM	500981	Lim Siew Bee, MIBM	116350
Liew Yin Chung, Tony, MIBM	27425	Lim Siew Kang, MIBM	5454
Lim Ai Lean, MIBM	309627	Lim Sok Kim, MIBM	304723
Lim Bee Hua, MIBM	138081	Lim Soo Beng, MIBM	306875
Lim Chang Hui, MIBM	306423	Lim Swee Fatt, MIBM	139626

**Appendix II****EXTRACT FROM THE MEMBERSHIP REGISTER**

AS AT DECEMBER 31, 2011

<b>MEMBER</b>	<b>MEMBERSHIP NO</b>	<b>MEMBER</b>	<b>MEMBERSHIP NO</b>
Lim Swee Meng, MIBM	65912	Low Kwok Wah, MIBM	2980
Lim Tooi Heng, MIBM	24067	Low Wai Yee, MIBM	74823
Lim Wai Hoong, MIBM	155978	Low Yeau Choong, MIBM	307889
Lim Wei Hong, MIBM	304792	Low Yoke Soon, MIBM	159798
Lim Yew Hui, MIBM	197277	Lu Lee Khoon, MIBM	307042
Lim Yit Foong, MIBM	500048	M Sethuraman RM Manickam, MIBM	166470
Lim Yue Lai, MIBM	306257	Ma Choy Hoong, MIBM	300033
Lim Zui Ling, Andrea, MIBM	264499	Mah Hong Lin, MIBM	64535
Lim, Helen, MIBM	147520	Mahfuz Ghazali, MIBM	306341
Lin Josie, MIBM	223347	Malki Singh Pritam Singh, MIBM	77172
Lin Kah Fun @ Leng Kah Fun, MIBM	312003	Man Choong Nan, MIBM	117283
Ling Bee Ang, MIBM	307307	Marlene Margaret John Nichol, MIBM	306635
Ling Kui Choon, MIBM	177774	Marwan Hassim @ Hashim, MIBM	307525
Ling Pu Kiang, MIBM	140301	Mat Sellah @ Salleh Hasim, MIBM	309997
Liong Huey Wen, MIBM	506622	Md Radzi Hj Kechik, MIBM	20602
Lo Fock Hin, MIBM	72975	Melissa Yap Beng Hong, MIBM	163469
Lo Liang Kheng, MIBM	110387	Michael Yong Tsu Yen, MIBM	302525
Lo Mei Hwa, MIBM	308815	Mo Cheng Keong, MIBM	180778
Lo Mei Yong, MIBM	96719	Moh Tung Tong, MIBM	68650
Lock Hoo Kin, MIBM	303120	Moh Ung Kuang, MIBM	86488
Loh Chee Kuan, MIBM	52118	Mohamad Akbal Mohd Yunos, MIBM	313885
Loh Kok Keong, MIBM	143503	Mohamad Hanif Zakariah, MIBM	260422
Loh Sook Tien, MIBM	213447	Mohamad Kamarulzaman Yusoff, MIBM	129429
Loh Wai Mun, MIBM	502232	Mohamad Sabirin Hj A Rahman, MIBM	308923
Lok Bee Keok, MIBM	306266	Mohammad Lukman Ismail, MIBM	46011
Lok Keng Kong, MIBM	308208	Mohd Amin Haji Mohd Rose, MIBM	123265
Long Tien Pien, MIBM	206789	Mohd Bustamin Ismail, MIBM	33886
Loo Kia Shong, MIBM	44537	Mohd Hussin Abd Hamid, Dato', MIBM	1131
Loo Kwang Eng, MIBM	6148	Mohd Kassim Mahamod, MIBM	307997
Loo Lay Har, MIBM	233817	Mohd Nasir Ibrahim, MIBM	191460
Loo Peng Hock, MIBM	43216	Mohd Nor Azhamshah Yusop, MIBM	156786
Loo Phaik Yap, MIBM	139188	Mohd Radzi Hamid, MIBM	305685
Loo Wai Yee, MIBM	304608	Mohd Roslan Mohd Ishak, MIBM	6106
Look Chong Onn, MIBM	180091	Mohd Sabi Mohd Tahir, MIBM	136291
Loong Foo Ching, William, MIBM	1347	Mohd Shaharuddin Abdullah, MIBM	116418
Louise Vincent, MIBM	168237	Mohd Shapri Hamidi, MIBM	174151
Low Bok Sang, MIBM	116889	Mohd Suhail Amar Suresh Abdullah, MIBM	108449
Low Choon Seong, MIBM	21964	Mohd Yunos Yusop, MIBM	308814
Low Kaa Siong, MIBM	260406	Mohd Zuhaimi Md Yusof, MIBM	307571

**Appendix II****EXTRACT FROM THE MEMBERSHIP REGISTER**

AS AT DECEMBER 31, 2011

<b>MEMBER</b>	<b>MEMBERSHIP NO</b>	<b>MEMBER</b>	<b>MEMBERSHIP NO</b>
Mok Nam Hiang, MIBM	181701	Ngu Lui Lin, MIBM	305577
Mok Soo Pon, MIBM	202127	Ngui Choon Pau, Joseph, MIBM	150078
Mong Sum Thye, MIBM	513	Ngui Nyuk Lin, MIBM	121640
Monita Kong, MIBM	309328	Nik Rosnani Nik Adib, MIBM	308219
Moo Wing Kok, MIBM	43828	Nirmala Perumal, MIBM	54684
Mosoline Josmen Atot, MIBM	174169	Nirmala Doraisamy, MIBM	232231
Muhammad Imran Raja Abdullah, MIBM	205930	Nor Darina Mohd Yusof, MIBM	500101
Muruga Raja Ramalingam, MIBM	310518	Norashikin Mohd Kassim, MIBM	504623
Muruganatham Subramaniam, MIBM	38570	Norazian Abdullah, MIBM	308747
Musthafa Mohamad, MIBM	300977	Normaliza Noor Rahman, MIBM	307574
Muthupalaniappan Thannimalay, MIBM	305684	Nur Nadhirah Lau Abdullah, MIBM	119636
Muzammil Mansur, MIBM	150615	Oh Eng Choon, MIBM	57794
Narub Bager Jenid, MIBM	119727	Oh Kim Eng @ Patrick Chua, MIBM	120501
Nelson Pily, MIBM	119032	Omar Kim Abdullah, MIBM	29827
Neoh Chee Keong, MIBM	241232	On Bee Heong, MIBM	109892
Neoh Chin Phock, MIBM	179614	On Yong Wing Fun, MIBM	310349
Ng Bee Liang, MIBM	142851	Ong Ai Hou, MIBM	56259
Ng Chooi Fun, MIBM	302438	Ong Boon Chek, MIBM	14126
Ng Fong Cheu, MIBM	309881	Ong Chen Gan, MIBM	306634
Ng Hang Meng, MIBM	77701	Ong Chin Poh, MIBM	88880
Ng Hong Heng, MIBM	162222	Ong Chong Hye, MIBM	1040
Ng Khye Wai, MIBM	57596	Ong Hock Siew, MIBM	122952
Ng Kong Chye, MIBM	35238	Ong Hong Kee, MIBM	46755
Ng Kum Wai, MIBM	102467	Ong Hwee Soo, MIBM	13177
Ng Kwok Chiew, MIBM	19182	Ong Kek Tor, MIBM	21527
Ng Lek Keah, MIBM	308996	Ong Lee Kuang, MIBM	307161
Ng Ling Tee, MIBM	308662	Ong Lip Theng, MIBM	25189
Ng May Ling, MIBM	167254	Ong Ming Teck, MIBM	96446
Ng Mei Ching, MIBM	304226	Ong Poh Ean, MIBM	308834
Ng Mei Yong, Judy, MIBM	300917	Ong Siew Chien, MIBM	34819
Ng Nam See, MIBM	211995	Ong Soo Fen, MIBM	43497
Ng Sen Khiang, MIBM	308995	Ong Tee Pin, MIBM	134338
Ng Sheau Lan, MIBM	184580	Ong Wah Tong, MIBM	228999
Ng Siew Cheng, MIBM	148460	Ong Whee Sen, MIBM	200600
Ng Siew Puay, MIBM	86579	Ong, Martin, MIBM	138677
Ng Yoke Ling, MIBM	31302	Ooi Beng Yeang, James, MIBM	29199
Ng Yong Hien, MIBM	54254	Ooi Cheng Im, MIBM	166116
Ngam Key Shang, MIBM	109553	Ooi Cheng Toh, MIBM	61432
Ngo Mei Ling, MIBM	255026	Ooi Chin Hock, MIBM	40154



**Appendix II****EXTRACT FROM THE MEMBERSHIP REGISTER**

AS AT DECEMBER 31, 2011

<b>MEMBER</b>	<b>MEMBERSHIP NO</b>	<b>MEMBER</b>	<b>MEMBERSHIP NO</b>
Ooi Eng Hai, MIBM	48785	Ramesh Ramankutty, MIBM	58941
Ooi Heng Tuang, MIBM	308174	Reza Mohsein Abdul Mohsin, MIBM	305340
Ooi Ling Ling, MIBM	302820	Ronald Chua Kok Wee, MIBM	311250
Ooi Siew Hong, MIBM	125112	Rosita Khalim, MIBM	307374
Ooi Wah Teng, MIBM	56242	Roy Kevin Ho Shie Vui, MIBM	308250
Oon Kin Meng, MIBM	153395	Rozny Mohd Dahlan, MIBM	311286
Ow Chee Meng, MIBM	306800	Ruzani Nashrom Ab Razak, MIBM	307446
P Saraswati S Periasamy, MIBM	214478	S Varatha Rajoo R Shanmugam, MIBM	17459
Pak Yew Pun, MIBM	308993	Sak Lye Fun, MIBM	139758
Pang Su Fong, Christopher James, MIBM	307675	Samuel Chong Tsun Min, MIBM	308835
Pang Yok, Johnson, MIBM	62489	Samuel Paul W.A.P. Winston, MIBM	151159
Patrick Ambrose, MIBM	191098	Santha Kumar Sandaram, MIBM	107714
Paula Yeoh Suan Im, MIBM	506330	Saw Leh Peng, MIBM	20438
Pee Bee Lian, MIBM	212753	Saw Seow Fern, MIBM	54031
Peh Hun Hoe, MIBM	164194	Saw Seow Fong, MIBM	75903
Peh Suan Lui, MIBM	307159	Seah, Tommy, MIBM	70797
Pek Kian Kok, MIBM	253948	See Mei Fong, MIBM	98103
Phang Chee Chong, MIBM	206599	Seet Chee Meng, MIBM	139766
Phoon Leong Yew, MIBM	305670	Selvanathan Rajamanickam, MIBM	117325
Phua Boon Huat, MIBM	122846	Senthil Kumar Arumalingam, MIBM	306403
Phua Chuan Ann, MIBM	141655	Seow Ah Teck, MIBM	84673
Phua Wai Ling, MIBM	122796	Shahrizam Che At, MIBM	304363
Phung Tze Thiam, John, MIBM	147165	Shaik Ismail N Abdul Hakim, MIBM	200634
Pian Siew Eng, MIBM	163899	Sharulnajar Jaafar, MIBM	201715
P'ng Poo Nai, MIBM	18887	Sheum Chee Meng, MIBM	31054
Por Peng Seong, MIBM	181735	Shim Thau Liam, MIBM	100917
Prabakaran A P Mukundan, MIBM	308643	Shirley Loke, MIBM	301747
Prabhakaran Gobala Krishnan, MIBM	220889	Shobna K Madavan, MIBM	231969
Puteri Annaliza Md Anwarudin, MIBM	306340	Shue Boon Hoe, MIBM	31849
Quah Boo Keat, MIBM	152579	Si Chee Ping, MIBM	301964
Quah Soh Chien, MIBM	87411	Sia Chik Foo, MIBM	238840
R Krishnan Rengganathan, MIBM	93427	Sia Mee Ong, Christopher, MIBM	306847
Raj Intan K Kanapathy, MIBM	308655	Sia Puon Kiong, MIBM	177808
Rajan M Ganapathy, MIBM	508106	Sia Yiik Ik, MIBM	165662
Rajaratnam Karuppiah, MIBM	302580	Siaw Meng Kun, Augustine, MIBM	16725
Rajasekharan K G Nair, MIBM	84152	Siaw Ming Kim, MIBM	48033
Rajeswary K Appapillai, MIBM	51052	Siew Jiang Lin, MIBM	308879
Rajinder Singh Jayar Singh, MIBM	307562	Sih Yaw Tong, MIBM	200659
Ramesh Kondah, MIBM	311996	Sim Joo Lay, MIBM	235275

**Appendix II****EXTRACT FROM THE MEMBERSHIP REGISTER**

AS AT DECEMBER 31, 2011

<b>MEMBER</b>	<b>MEMBERSHIP NO</b>	<b>MEMBER</b>	<b>MEMBERSHIP NO</b>
Sim Kheng Boon, MIBM	91801	Tan Geok Lan, MIBM	99481
Sim Kien Seng, MIBM	160457	Tan Hean Seng, MIBM	47613
Sim Kon Lei, Ronnie, MIBM	9589	Tan Hoi Piew, Dr, MIBM	245290
Sim Soo Soon, MIBM	126110	Tan Huat Chean, Kenneth, MIBM	136085
Sin Fook Sing, MIBM	159608	Tan Josan, MIBM	306534
Sing Yang, MIBM	502391	Tan Ke Chee, MIBM	104299
Siti Najad Sahari, MIBM	305509	Tan Keng Soon, MIBM	305257
Siti Serimawati Zaito Ahmad, MIBM	305869	Tan Kock Lim, MIBM	143669
Sivaswami Chidambaram Asary, MIBM	179770	Tan Kuw Hook, MIBM	45310
Song Khoon Soon, MIBM	314472	Tan Lan Kwee, MIBM	55541
Soo Beng Keat, MIBM	306845	Tan Leong Theng, MIBM	109215
Soo Kan Hung, MIBM	231910	Tan Mei Lin, MIBM	116657
Soo Kwai Fong, MIBM	20446	Tan Oh Kok, MIBM	307742
Soo Miew Foon, MIBM	305850	Tan Pek Wan, MIBM	41376
Soon Bee Tin, MIBM	41350	Tan Pet Heong, MIBM	311244
Soon Mun Har, MIBM	132506	Tan Sai Hin, MIBM	70037
Sree Kumar K S Pillai, MIBM	16394	Tan Seng Cheon, MIBM	150466
Sreetharan Kathamutu, MIBM	146209	Tan Shin Yee, MIBM	305127
Stanley Chan Chee Kheong, MIBM	220962	Tan Shing Lieu, MIBM	120519
Stephen Louis J C Silva, MIBM	503434	Tan Siew Lin, MIBM	71878
Subbiah Nadarajan, MIBM	33399	Tan Siu Fon, MIBM	304486
Subramaniam P Sinnan, MIBM	3517	Tan Soon Ann, Marcus, MIBM	258459
Subramaniam Vayaravasamy, MIBM	56374	Tan Swee Geok, MIBM	98913
Suhadi Mohd Irwan, MIBM	503037	Tan Swee Kwang, MIBM	307636
Sung Ching Ngiong @ Song Ching Ngiong George, MIBM	21956	Tan Taen Hong, MIBM	91322
Suzie Lim Yoke Fong, MIBM	126102	Tan Tee Lieu, MIBM	145250
Tai Koon Koon, MIBM	90225	Tan Teong Hoe, MIBM	250290
Tai Shuk Huang, MIBM	154732	Tan Teong Sin, MIBM	93500
Tam Hung Wei, Cyril, MIBM	9852	Tan Thiam Chye, MIBM	24661
Tan Ah Moi, MIBM	144741	Tan Thuan Khoon, MIBM	89862
Tan Ann Peng, MIBM	126219	Tan Van Seong, MIBM	306674
Tan Boon Eng, MIBM	21576	Tan Wai Siang, MIBM	36376
Tan Boon Lee, MIBM	158766	Tan Yan Soon, MIBM	307805
Tan Chee Hwa, MIBM	106492	Tan Yew Lay, MIBM	30809
Tan Chee Kian, MIBM	306578	Tan Yew Yan, MIBM	311284
Tan Cheong Eng, MIBM	64659	Tan Yick Hong, MIBM	312823
Tan Chian Howe, MIBM	21543	Tang Siong Hian, MIBM	109165
Tan Eng Teik, MIBM	117655	Tang Suet Ching, Cindy, MIBM	199554
		Tang Tat Beng, MIBM	129015

**Appendix II****EXTRACT FROM THE MEMBERSHIP REGISTER**

AS AT DECEMBER 31, 2011

<b>MEMBER</b>	<b>MEMBERSHIP NO</b>	<b>MEMBER</b>	<b>MEMBERSHIP NO</b>
Tang Teck Ching, MIBM	244244	Tung Lee Chun, MIBM	172619
Tang Wai Ling, MIBM	118497	Uma Devi E Rasiah, MIBM	130666
Tay Kim Mai, MIBM	159624	Usman Ibrahim, MIBM	16469
Tay Shik Tong, MIBM	35683	V Saraswathy Varadarajan, MIBM	307552
Teh Chee Seng, MIBM	255620	Victor Cagampang, MIBM	224899
Teh Keng Loon, MIBM	46680	Victoria George Visuvasam, MIBM	224303
Teh Wei Lin, MIBM	210112	Vijayakumar M V Nair, MIBM	16410
Teh Yok Eng, MIBM	11882	Vijayandren Vadiveloo, MIBM	76984
Teo Hock Cheng, MIBM	185751	Vijayaraj R Kanniah, MIBM	306066
Teo Jui Heng, Michael, MIBM	92098	Vincent Yong Tsu Sing, MIBM	300121
Teo Keng Chai, MIBM	198457	Visualingam Veeraperumal, MIBM	149286
Teo Lik Huat, MIBM	75366	VK Suresh Kumar KK Madhavan, MIBM	57414
Teo Sin Hing, MIBM	193086	Voon Buh Teck, MIBM	257303
Teo Yang Tuan, MIBM	68452	Wahid Ali Mohd Khalil, MIBM	164996
Teoh It Ming, MIBM	53041	Wan Abdul Rahman Wan Abu Bakar, MIBM	47290
Teoh Pick Choo, MIBM	225961	Wan Ban Ong, MIBM	122465
Terrance Stephen Pereira, MIBM	165688	Wan Yew Leong, MIBM	305802
Tey Thiam Leong, MIBM	73056	Waqar Ahsan Siddiqui, MIBM	508533
Thalip Mohd Yasin, MIBM	7401	Warren Wong Liew Kheng, MIBM	115105
Tham Kon Moi @ Rose Rita Tham, MIBM	303163	Wee Swee Cheng, William, MIBM	57232
Tham Kuei Siao, MIBM	83949	Wong Ai Tiing, MIBM	87361
Thannimalai Letchumanan, MIBM	251587	Wong Chee Fen, MIBM	59535
Tharamarajah Thevarajah, MIBM	173906	Wong Chee Kin, MIBM	308795
Theam Yuen Wai, MIBM	118927	Wong Chooi Yoke, MIBM	206714
Theng Pui Seng, MIBM	306575	Wong Foong Wah, MIBM	38927
Thiakarajah Thoraisamy, MIBM	119701	Wong Gek Keong, MIBM	112441
Thien Thau Khen, MIBM	504164	Wong Hon Sing, Dr, MIBM	1180
Thoo Lip Bong, MIBM	96438	Wong Kang Yang, MIBM	90100
Ting Ming Hing, MIBM	167411	Wong Kim Wah, MIBM	315539
Ting Sie King, MIBM	113852	Wong King Ping, MIBM	77933
Tio Mee Ching, Agnes, MIBM	218610	Wong Kok Leong, MIBM	308833
Tiong Chiong Mee, Simon, MIBM	246173	Wong Kon Min, Jimmy, MIBM	115980
Tiong Chung Teck, MIBM	180901	Wong Kwok Khuen, MIBM	11833
Tiong Ing Tung, MIBM	215467	Wong Luen Onn, Lennon, MIBM	75432
Tiong Meng Tung, MIBM	177295	Wong Poh Kham, MIBM	32730
Tiong Soon King, MIBM	25924	Wong Pooi Sun, MIBM	302720
Tiu Jon Sen, MIBM	80903	Wong Sai Peng, MIBM	119115
Tong Mee Hua, MIBM	177303	Wong Seng Choy, MIBM	180455
Tung Chee Choong, MIBM	260554		

**Appendix II****EXTRACT FROM THE MEMBERSHIP REGISTER**

AS AT DECEMBER 31, 2011

<b>MEMBER</b>	<b>MEMBERSHIP NO</b>	<b>MEMBER</b>	<b>MEMBERSHIP NO</b>
Wong Siak Nyen, MIBM	4549	Yeo Chin Tiong, MIBM	313437
Wong Sie Hui, MIBM	191957	Yeo Hock Lee, MIBM	64402
Wong Sue Chew, MIBM	305273	Yeo Lee Chern, MIBM	256842
Wong Suei Tah, MIBM	22137	Yeo Sie Hong, MIBM	166066
Wong Tin Wee, MIBM	304726	Yeo Swee Tang, MIBM	27854
Wong Toh Siong, MIBM	248054	Yeoh Bee Leng, MIBM	305665
Wong Wing Kong, MIBM	92122	Yeoh Beng Hooi, MIBM	37622
Wong Yap Thong, MIBM	90670	Yeoh Heng Hoe, MIBM	100883
Wong Yih Hua, MIBM	308610	Yeoh Kim Hock, MIBM	132340
Wong Yoke Ying, MIBM	152173	Yeoh Kooi Aik, MIBM	19844
Woo Hoon Keng, MIBM	17970	Yeoh Lay Hong, MIBM	261149
Woo Yoke Kean, MIBM	65193	Yeoh Liew Hwa, Nini, MIBM	3442
Wooi Swee Phew, MIBM	74286	Yeoh Poh Lin, MIBM	308660
Wung Soo Fui, MIBM	26146	Yeoh Siew Lee, Rebecca, MIBM	241224
Yang Chan Shi, MIBM	306832	Yeoh Soo Boon, MIBM	201012
Yap Biow Hwee, MIBM	51201	Yeoh Then Meng, Daniel, MIBM	2311
Yap Chee Moon, MIBM	169367	Yeong Sook Fun, MIBM	179499
Yap Chi Hui, MIBM	92072	Yeow King Siong, MIBM	36426
Yap Chong Poh, MIBM	22939	Yew Thean Chye, MIBM	110221
Yap Fook Meng, MIBM	65995	Yii See Kiong, Michael, MIBM	7476
Yap Hoong Kee, MIBM	2204	Yip Choy Yoke, MIBM	171744
Yap Kean Hoe, Kavin, MIBM	190587	Yip Jo Seng, MIBM	122028
Yap Mei Fong, Jenny, MIBM	68700	Yip Lai Mang, MIBM	303424
Yap Meng Meng, MIBM	307174	Yip Tsui Yoke, MIBM	302150
Yap Siew Kim, MIBM	305396	Yong Chiong Lung, MIBM	174458
Yap Tat Meng, MIBM	64220	Yong Chui Ming, MIBM	313845
Yap Yen Peng, MIBM	306270	Yong Ung Kwong, MIBM	43299
Yap Yew Kong, MIBM	159178	Yong Yen Ling, MIBM	305124
Yap Yoke Lan, MIBM	163212	Yong Yoong Thye, MIBM	304416
Yap Yoon Kong, MIBM	119297	Yoon Kar Peck, Alina, MIBM	101618
Yau Kim Ha, MIBM	199430	Yow Lee Chin, MIBM	305688
Yau Yin Keong, Michael, MIBM	88039	Yu Kok Seng, MIBM	68114
Yeap Boon Loon, MIBM	305993	Yuen Kit May, MIBM	99812
Yeap Cheng Kiat, MIBM	59378	Yuen Lin Lan, MIBM	13854
Yeap Chong Leong, MIBM	146357	Yugaletchimi Gopal Katherason, MIBM	106500
Yeap Keow Hong, MIBM	231316	Zahari Muhammed, MIBM	74799
Yeap Suat Lean, MIBM	312030	Zahiah ti Ismail, MIBM	305468
Yee May Woon, MIBM	113423	Zainal Abidin Mohd Tahir, MIBM	307906
Yee Yit Seeng, MIBM	117721	Zainal Abidin Sulaiman, MIBM	109983
Yem Chiu Hisa, MIBM	103895	Zainurin Julaihi, MIBM	37093

## Appendix III

# EXAMINATION COMMITTEES 2011

## FOR SPECIALIST QUALIFICATIONS

### CCP EXAMINATION COMMITTEE

Ahmad Shafruddin Arshad, MIBM

Chia Swee Yuen, MIBM

Choo Kam Leng, Janet, MIBM

Hamidah Osman, MIBM

Helmy Had Sabtu, MIBM

Kasinathan Kasipillai, FIBM (Assoc)

Lim Teck Ling, Thomas, FIBM (Assoc)

Lu Lee Khoon, Esther, MIBM

Low Yeau Choong, MIBM

Kow Chee Yen, Max, MIBM

Nirmala Doraisamy, MIBM

Rozny Mohd Dahlan, MIBM

Stephen Louis J C Silva, MIBM

Wong Liew Kheng, Warren, MIBM

*Consultant*

*AmBank (M) Berhad*

*Hong Leong Bank Berhad*

*CIMB Bank Berhad*

*Consultant*

*Affin Bank Berhad*

*Consultant*

*Public Bank Berhad*

*Consultant*

*RHB Bank Berhad*

*Credit Guarantee Corporation Malaysia Berhad*

*RHB Islamic Bank Berhad*

*Malayan Banking Berhad*

*Consultant*

### CIAFIN EXAMINATION COMMITTEE

Hor Kam Peng, MIBM

Leong Sow Yoke, MIBM

Tan Pet Heong, Peter, MIBM

Yip Tsui Yoke, Jennifer, MIBM

*Hong Leong Bank Berhad*

*Alliance Bank Malaysia Berhad*

*Malayan Banking Berhad*

*Hong Leong Bank Berhad*

### PKMC EXAMINATION COMMITTEE

Azidy Daud, MIBM

Bacil Fernandez, MIBM

Beh Cheng Hoon, MIBM

Chan Heng Leong, Christopher, MIBM

Fong Chee Choong, MIBM

Lim Eng Cheng, Eddie, MIBM

Norashikin Mohd Kassim, MIBM

Sing Yang, MIBM

Tan Yew Yan, MIBM

Yeo Chin Tiong, MIBM

*Asian Finance Bank Berhad*

*Public Bank Berhad*

*Bank Negara Malaysia*

*Hong Leong Bank Berhad*

*CIMB Investment Bank Berhad*

*Consultant*

*Bank Islam Malaysia Berhad*

*Hong Leong Bank Berhad*

*HSBC Bank Malaysia Berhad*

*Alliance Bank Malaysia Berhad*

## Appendix IV

## IBBM STATE ADVISORY COMMITTEES

2011/2012

Category	Name	Organisations
JOHOR	Calvin Yau Yin Wee (Chairman)	AmlInvestment Bank Berhad
	Ang Ee Tiam	CIMB Bank Berhad
	Cynthia Chin Oi Kim	Hong Leong Bank Berhad
	Edwin Ravi	RHB Bank Berhad
	Khoo Suk Hung	Alliance Bank Malaysia Berhad
	Koh Boon Huat	United Overseas Bank (Malaysia) Bhd
	Maniza Mohd Abu	Affin Bank Berhad
Md Gharif Talib	Malayan Banking Berhad	
KELANTAN	Ruzani Nashrom Ab Razak (Chairman)	Hong Leong Bank Berhad
	Che Hassan Che Muhammad	Malayan Banking Berhad
	Chua Been Tiong	CIMB Bank Berhad
	Goh Suw Kim	Public Bank Berhad
	Khadijah Che Musa	Affin Bank Berhad
	Nor Sabimi Mohamed Aluwi	Al Rajhi Banking & Investment Corporation (Malaysia) Bhd
Simon Tan Sai Hin	OCBC Bank (Malaysia) Berhad	
MELAKA	Ja'afar Sebli (Chairman)	Malayan Banking Berhad
	Amir Abdul Aziz	RHB Bank Berhad
	Johnny Ng Tack Kwee	Alliance Bank Malaysia Berhad
	Mohd Azman Tajuddin	AmBank (M) Berhad
	Ooi Heng Tuang	OCBC Bank (Malaysia) Berhad
	Rashid Ibrahim	CIMB Bank Berhad
Sneah Thean Keng	United Overseas Bank (Malaysia) Bhd	
PAHANG	Tuan Zeinal Annual (Chairman)	Malayan Banking Berhad
	Liew Chai Kar	United Overseas Bank (Malaysia) Bhd
	Lim Sek Hwa	CIMB Bank Berhad
	Nazri Othman	RHB Bank Berhad
	Rozli Has Sulaiman	AmBank (M) Berhad
	Teh Chee Seng	Public Bank Berhad
	Wong Suei Tah	OCBC Bank (Malaysia) Berhad
Zulrani Yan	Hong Leong Bank Berhad	



## Appendix IV

### IBBM STATE ADVISORY COMMITTEES

2011/2012

Category	Name	Organisations
SABAH	Ishak Musa (Chairman)	Bank Negara Malaysia
	Amy Tan	Sabah Development Bank Berhad
	Chieng Yew Hoon	Public Bank Berhad
	Froman Lo Mei Hwa	RHB Bank Berhad
	Irene Chung	Alliance Bank Malaysia Berhad
	Jeffrey Wong Yih Hua	Hong Leong Bank Berhad
	Jeffry Mohd Ali	Malayan Banking Berhad
	Kevin Lim Chang Hui	AmBank (M) Berhad
	Lo Chee Fui @ Felix Lo	Affin Bank Berhad
	Maturin Sibi	CIMB Bank Berhad
LABUAN	Danial Mah Abdullah, MIBM (Chairman)	Labuan Offshore Financial Services Authority
	Clara Lim Ai Cheng, MIBM	Citibank Malaysia (L) Limited
	Dato' Abdul Rahman Abdullah	City Credit Investment Bank Limited
	Jofri Baharudin	Malayan Banking Berhad
	Moh Kiew Eng @ Veronica	AmBank (M) Bhd
	Seah Boon Chong, Colin Paul	ITMC Fiduciary Limited
PENANG	Tan Leong Theng, MIBM (Chairman)	AmlInvestment Bank Berhad
	Goay Yeap Siang	Malayan Banking Berhad
	Liew Chee Cheang	CIMB Bank Berhad
	Lim Kok Beng, MIBM	AmBank (M) Berhad
	Noor Hayati Ismail	Affin Bank Berhad
	Soon Mun Har, MIBM	Hong Leong Bank Berhad
	Tan Guan Leong	United Overseas Bank (Malaysia) Bhd
	Teh Keng Loon, MIBM	Public Bank Bhd
	Teo Yeow Lam	RHB Bank Berhad
	Yew Thean Chye	Hong Leong Bank Berhad
KUCHING	Rosnani Mahamad Zain (Chairman)	Bank Negara Malaysia
	Emily Rolanda Yong	Hong Leong Bank Berhad
	Kho Siak Koi	RHB Investment Bank Bhd
	Nasir Khan Istiar Hussain Khan	Malayan Banking Berhad
	Song Khoon Soon	CIMB Bank Berhad
	Teo Yang Tuan	Public Bank Berhad

## Appendix IV

### IBBM STATE ADVISORY COMMITTEES

2011/2012

Category	Name	Organisations
PERAK	Lee See Chuan (Chairman)	Public Bank Berhad
	Abdul Rahim Mohd Arif	Malayan Banking Berhad
	Che The Siong	RHB Bank Berhad
	Jessie Wong Yen Yee	AmBank (M) Berhad
	Lee Kwang Yong	Alliance Bank Malaysia Berhad
	Lim Hui Boon	Hong Leong Bank Berhad
	Mohamad Harith Abdullah	CIMB Bank Berhad
Sherine Lee Guat Tin	Affin Bank Berhad	
KEDAH	Azhadi Ahmad (Chairman)	Malayan Banking Berhad
	Hasmah Jusoh	RHB Bank Berhad
	Kalaiselvi Muniandy	Affin Bank Berhad
	Khor Sim Lim	Public Bank Berhad
	Mohd Azrul Abdul Rahman	CIMB Bank Berhad
	Muhammad Soffian	United Overseas Bank (Malaysia) Bhd
	Rosli Omar	AmBank (M) Berhad
	Tan Phaik Hwa	Hong Leong Bank Berhad
Wong Kang Yang	Standard Chartered Bank Malaysia Berhad	

# FORM OF PROXY

## INSTITUT BANK-BANK MALAYSIA

Company No. 35880-P (Incorporated in Malaysia)

### INDIVIDUAL MEMBER FORM OF PROXY FOR THE 34<sup>TH</sup> ANNUAL GENERAL MEETING

I \_\_\_\_\_  
(Full name of Individual member)

of \_\_\_\_\_  
(Full Address)

being a Member of INSTITUT BANK-BANK MALAYSIA, hereby appoint \_\_\_\_\_

\_\_\_\_\_ (Full Name)

of \_\_\_\_\_ (Full Address)

or failing him/her \_\_\_\_\_ (Full Name)

of \_\_\_\_\_ (Full Address)

or failing him/her, the Chairman of the meeting; as my Proxy to vote on my behalf at the 34<sup>th</sup> Annual General Meeting of the Institute to be held on Saturday, 26 May 2012 at 9.30 a.m. and at any adjournment thereof. My Proxy is to vote as indicated below: *(Please indicate with an 'X' in the spaces provided on how you wish your vote to be cast. In the absence of specific directions, your Proxy will vote or abstain as he/she thinks fit.)*

No.	Ordinary Resolution	For	Against
1.	To re-appoint Tan Sri Azman Hashim pursuant to Section 129(6) of the Companies Act, 1965.		
2.	To re-elect Kung Beng Hong pursuant to Article 62 of the Institute's Articles of Association.		
3.	To re-appoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration.		

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2012

\_\_\_\_\_  
Signature of Member

#### Notes:

- An Individual Member entitled to attend and vote at the meeting is entitled to appoint a proxy to attend and vote on his behalf. The proxy SHALL be a member entitled to vote.
- This form of proxy must be deposited at the Registered Office of the Institute at Wisma IBI, 5 Jalan Semantan, Damansara Heights, 50490 Kuala Lumpur, not less than **forty-eight (48) hours** before the time appointed for holding the meeting.

## FORM OF NOMINEE

### INSTITUT BANK-BANK MALAYSIA

Company No. 35880-P (Incorporated in Malaysia)

#### INSTITUTIONAL MEMBER FORM OF NOMINEE FOR THE 34<sup>TH</sup> ANNUAL GENERAL MEETING

We \_\_\_\_\_  
(Full name of Institutional member)

of \_\_\_\_\_  
(Full Address)

being a Member of INSTITUT BANK-BANK MALAYSIA, hereby appoint \_\_\_\_\_

\_\_\_\_\_ (Full Name)

of \_\_\_\_\_ (Full Address)

or failing him/her \_\_\_\_\_ (Full Name)

of \_\_\_\_\_ (Full Address)

or failing him/her, the Chairman of the meeting; as our Nominee to vote on our behalf at the 34<sup>th</sup> Annual General Meeting of the Institute to be held on Saturday, 26 May 2012 at 9.30 a.m. and at any adjournment thereof. Our Nominee is to vote as indicated below: *(Please indicate with an 'X' in the spaces provided on how you wish your vote to be cast. In the absence of specific directions, your Nominee will vote or abstain as he/she thinks fit.)*

No.	Ordinary Resolution	For	Against
1.	To re-appoint Tan Sri Azman Hashim pursuant to Section 129(6) of the Companies Act, 1965.		
2.	To re-elect Kung Beng Hong pursuant to Article 62 of the Institute's Articles of Association.		
3.	To re-appoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration.		

Dated this \_\_\_\_\_ day of \_\_\_\_\_ 2012

\_\_\_\_\_  
Signature and Common Seal

#### Notes:

- Each Institutional Member shall be entitled to nominate one accredited representative to attend and vote at all General Meetings. Alternate representatives may be appointed by such Institutional Members but no member may have more than one accredited representative at one General Meeting. Each Member shall have one vote.
- This form of nomination must be deposited at the Registered Office of the Institute at Wisma IBI, 5 Jalan Semantan, Damansara Heights, 50490 Kuala Lumpur, not less than **forty-eight (48) hours** before the time appointed for holding the meeting.