

Institut Bank-Bank Malaysia (35880-P)

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Institut Bank-Bank Malaysia (35880-P)



Institut Bank-Bank Malaysia
Institute of Bankers Malaysia
35880-P

Annual Report 2012

Setting Standards

Delivering Value

Annual Report 2012



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.



Theme
Setting Standards, Delivering Value

Rationale
As an industry leader, we are committed to providing world class education and learning services as part of our mission to develop talent in the banking and financial services sector. In line with this, we are taking quantum leaps to reshape the banking education landscape through innovations in the development and delivery of our value propositions.

By investing in world class infrastructure and learning systems, we aspire to deliver value through a wide range of banking education and learning programmes of international standards that are driven by cutting-edge technology such as e-learning and e-examinations. We believe that by doing so, the goal to create a world class banking school that is capable of setting standards and delivering value and be a brand that the Industry can be proud of, is within reach.

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ABOUT IBBM

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.**



**world
class
education**



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 development and delivery of our value propositions.

**Established in
November
1977**

Established in November 1977 as the professional educational body for the banking and financial services industry in Malaysia, IBBM is governed by a **Council comprising representatives** from

Bank Negara
Malaysia

The Association
of Banks in
Malaysia

Association of
Finance Companies
of Malaysia

Malaysian
Investment
Banking
Association

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. IBBM offers **industry focused professional qualifications** both through its own curriculum and awards, and in collaboration with other professional bodies and educational institutions.

**Industry focused
professional
qualifications**

IBBM's Continuing Professional Development (CPD) programmes provide a training progression that systematically equips participants with the skills they need as they progress in their careers. Not only are the programmes localised, customised and comprehensive; **they cater to various levels in the banking and financial services sector.**

The Institute continues to **design, develop and deliver CPD programmes** that are based on the training needs of the Industry and are in line with the Banking and Industry Competency Framework in order to enhance our learning, educational and qualification portfolios.



**Online
Learning
Management
System**



Dissemination of information on banking and financial services is done via thought leadership events, as well as through print, electronic and online platforms. Leveraging on technology, the "IBBM Online" Learning Management System provides a virtual education and learning environment that facilitates and promotes self-directed learning.



IBBM also plays the role of an **adviser to assist financial institutions or finance related organisations** in aligning education and training propositions to the career development of their talent.



CORPORATE INFORMATION

Chairman

- ▶ **Tan Sri Azman Hashim, FIBM**
Chairman, AmlInvestment Bank Berhad

Vice Chairman

- ▶ **Dato' Sri Abdul Wahid Omar, FIBM**
*President/Chief Executive Officer,
Malayan Banking Berhad*

Council Members

- ▶ **Donald Joshua Jaganathan, MIBM**
Assistant Governor, Bank Negara Malaysia
- ▶ **Tan Sri Dato' Sri Tay Ah Lek, FIBM**
Managing Director, Public Bank 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
- ▶ **Datuk Mohamed Azmi Mahmood, FIBM**
*Deputy Group Managing Director,
AMMB Holdings Berhad*
- ▶ **Dato' Zulkiflee Abbas Abdul Hamid**
(appointed w.e.f. 26 May 2012)
*Managing Director/Chief Executive Officer,
Affin Bank Berhad*
- ▶ **Jeffrey Chew Sun Teong**
*Chief Executive Officer/Director,
OCBC Bank (Malaysia) Berhad*
- ▶ **Wong Kim Choong**
(appointed w.e.f. 21 January 2013)
*Chief Executive Officer,
United Overseas Bank (Malaysia) Berhad*
- ▶ **Chan Kok Seong**
(resigned w.e.f. 1 September 2012)
- ▶ **Kung Beng Hong, FIBM**
Director, Alliance Financial Group Berhad

Chief Executive Officer

- ▶ **Tay Kay Luan**

Secretaries

- ▶ **Lum Soo Yan**
(appointed w.e.f. 13 April 2012)
- ▶ **Zaimidah Ab Majid**
(resigned w.e.f. 14 December 2012)

Auditors

- ▶ **SJ Grant Thornton**
(Member of Grant Thornton International)
Chartered Accountants

Banker

- ▶ **Malayan Banking Berhad**

Solicitor

- ▶ **Skrine**

Registered Office

- ▶ Wisma IBI
5 Jalan Semantan
Damansara Heights
50490 Kuala Lumpur

COUNCIL COMMITTEES

Education Committee

Council Members

- ▶ **Donald Joshua Jaganathan, MIBM**
Chairman
- ▶ **Tan Sri Dato' Sri Tay Ah Lek, FIBM**
- ▶ **Kung Beng Hong, FIBM**

Co-opted Members

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

Observers

- ▶ **Chuah Mei Lin**
*Executive Director,
The Association of Banks in Malaysia*
- ▶ **Pauline Wong**
*Executive Director,
Malaysian Investment Banking Association*

Human Resource Committee

- ▶ **Kung Beng Hong, FIBM**
Chairman
- ▶ **Datuk Yvonne Chia, FIBM**
- ▶ **Dato' Charon Wardini Mokhzani**
- ▶ **Dato' Zulkiflee Abbas Abdul Hamid**
(appointed w.e.f. 1 June 2012)

General Purpose Committee

- ▶ **Dato' Sri Abdul Wahid Omar, FIBM**
Chairman
- ▶ **Datuk Mohamed Azmi Mahmood, FIBM**
- ▶ **Jeffrey Chew Sun Teong**
- ▶ **Kung Beng Hong, FIBM**
- ▶ **Chan Kok Seong**
(resigned w.e.f. 1 September 2012)

Audit Committee

- ▶ **Jeffrey Chew Sun Teong**
Chairman
- ▶ **Datuk Mohamed Azmi Mahmood, FIBM**
- ▶ **Chan Kok Seong**
(resigned w.e.f. 1 September 2012)

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the **35th Annual General Meeting of Institut Bank-Bank Malaysia** (Company No. 35880-P) will be held on Saturday, **15 June 2013 at 9.30 am** at Majestic 1, Level 3, The Majestic Hotel Kuala Lumpur, 5 Jalan Sultan Hishamuddin, 50000 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 2012 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 2012 together with the Report of the Auditors thereon.
- (3) To note the appointment of the following nominees as Members of the Council for the 2013/2014 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
Jeffrey Chew Sun Teong
Dato' Zulkiflee Abbas Abdul Hamid
Wong Kim Choong

Article 60(c): 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." **[Resolution 1]**
 - ii) "That Tan Sri Dato' Sri Tay Ah Lek 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." **[Resolution 2]**
 - iii) "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." **[Resolution 3]**
- (5) To re-appoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration. **[Resolution 4]**

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

LUM SOO YAN (MIA 24562)

Secretary

Kuala Lumpur
29 April 2013

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 105** 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 106** 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.



value

via learning programmes

We leverage on technology to add value to our programmes and aim to provide engaging and effective online learning experiences. This convenient, accessible and borderless channel will help to elevate the much needed capacity for the banking and finance industry in Malaysia and beyond.



COUNCIL MEMBERS



Tan Sri Azman Hashim
FIBM
Chairman

Dato' Sri Abdul Wahid Omar
FIBM
Vice Chairman



Donald Joshua Jaganathan
MIBM



Datuk Yvonne Chia
FIBM



Dato' Charon Wardini Mokhzani



Tan Sri Dato' Sri Tay Ah Lek
FIBM



Dato' Zulkiflee Abbas Abdul Hamid



Jeffrey Chew Sun Teong



Datuk Mohamed Azmi Mahmood
FIBM



Wong Kim Choong



Kung Beng Hong
FIBM



MANAGEMENT TEAM

Sitting in front from left

Prema Devi Palaniappan – Senior Manager, Program Delivery Management (resigned w.e.f. 24 April 2013)
 Rafizah Abdul Rahman – Head Designate, Corporate Communications
 Hartinah Annuar – Senior Manager, Program Delivery Management
 Chow Oi Li – Head, Technical & Knowledge Management

Standing from left

Leong Theng Wai, Joseph – Manager, Education & Learning Services | Chin Sok Mei – Manager, Continuing Professional Development |
 Kruthiga Permar – Manager, Programme Delivery Management | Chan Yew Weng, Jeffrey – Manager, Education & Learning Services |
 Leong Seh Yuh – Manager, Finance & Operations | Divian Mandy Gangadharan – Manager, Marketing & Promotions |

Sitting in front from left

Lum Soo Yan – Head, Finance & Operations
 Tay Kay Luan – Chief Executive Officer
 Lee Yoon Lian, Susan – Head, Programme Delivery Management

Standing from left

Dominique Menon – Manager, Finance & Operations | Audrey Liew Po Ee – Manager, Marketing & Promotions |
 Dr. Vijayan Paramsothy – Technical Specialist, Programme Delivery Management |
 Kamarudin Ali – Manager, Marketing & Promotions | Kristine Anne Williams – Head, Marketing & Promotions |
 Jagdeeshpal Kaur – Manager, Human Resources |

Not in Photo

Ahmad Fairuz Mohd Adzahan – Senior Manager, Continuing Professional Development (joined w.e.f. 2 May 2013) |
 Nurul Azni Sharena Shaari – Senior Manager, Project Management Office (joined w.e.f. 6 May 2013) |





value

via education initiatives

We deliver a wide range of education and learning programmes, as well as organising conferences, talks and seminars, as part of our continuous efforts to meet the talent development needs of the banking and finance industry and to raise the standards of professionalism.



CHAIRMAN'S
STATEMENT

Chairman's Statement

Despite continuing global economic uncertainties, ASEAN markets performed relatively well in 2012, boosted by strong internal demand and sound fundamentals. Malaysia's economy in particular was robust; strengthened by initiatives under the Economic Transformation Programme, our Gross Domestic Product grew by 5.6%, a marked increase from 5.1% in the previous year; and the FBM KLCI hit a number of record highs from July onwards, ending the year at 1,688.95 points, 158.22 points higher than at end 2011.

While the domestic economies certainly have been encouraging, it would not be expedient to rest on the assumption that 'business as usual' will ensure continued success. If there is anything that the recent past has shown it is that we have entered a phase in which change is the new norm, and the only certainty is uncertainty. The financial and banking industry is a prime example of this. What is more, the inter-connected world means that we are no longer independent of others. Hence, while we in ASEAN have to date been largely spared the brunt of the Eurozone crisis, it is imperative that we further strengthen the foundations upon which our financial systems rest in order to safeguard our long-term sustainability.

Regulations keep evolving to ensure a healthy financial environment. In recent years, banks have been transforming their systems to ensure capital adequacy to meet the

stringent standards of Basel III. Financial institutions are also implementing more robust risk management systems and processes to enhance the soundness of their operations. As critical as the regulatory environment, systems and processes are, however, their success ultimately rests on one underlying factor: human capabilities.

The effective implementation of frameworks for governance, risk management, internal audit, credit, treasury and investment depends on having in place a workforce that is competent and capable of translating change into practice.

In March 2012, IBBM co-hosted a roundtable entitled "CEO Challenges 2012: Business Perspectives from The Conference Board CEO Challenges Survey", which discussed the results of the survey involving 776 CEOs. It came as no surprise when Dr Bart van Ark, Executive Vice President and Chief Economist of New-York based The Conference Board, shared that CEOs today place 'human capital' alongside 'innovation' as the top challenges facing businesses.

In Malaysia, Bank Negara Malaysia has identified talent development as key to achieving the objectives of the Financial Sector Blueprint, which seeks to transform the financial sector from an enabler of growth to a key driver and catalyst of domestic economic progress during the 10-year period from 2011-2020.

IBBM is committed to playing a central role in this transformation. We have, in fact, embarked on our own internal transformation to better equip ourselves to fulfil our responsibility to the financial sector, and the National competitiveness. As noted in last year's annual report, we have outlined a Strategic Blueprint to further enhance our training and organisational capacities so as to become a leading institution providing world-class banking qualifications based on industry needs. Among the key objectives of this blueprint are to:

- Position IBBM as the education and learning provider of choice for the banking industry
- Develop and extend our presence in the region
- Extend and further develop long-term relationships and engagement with key partners in the banking and non-banking sectors.

In 2012, I am pleased to say, we made encouraging progress along these lines. We revamped our certification and training products to update existing programmes; and replaced the out of date with new programmes offering premium content and value. No doubt, most of our stakeholders will be aware of the signature programme that we launched in the year – the Chartered Banker – which truly is the gold standard in banking qualifications.

Professional qualifications are increasingly sought, not only by practitioners – to further their careers – but also by employers and customers. Global financial meltdowns have eroded much public trust, and professional qualifications go a long way towards restoring this. According to a 2009 YouGov survey in the UK, 88% of respondents agreed or strongly agreed that all bankers should take professional banking exams; 57% of business decision-makers agreed or strongly agreed that they would rather be a customer of a bank where their Relationship Manager was a Chartered Banker; and 84% wanted their bank staff to be qualified with professional certifications.

As joint examiner and awarding institution with the Chartered Banker Institute in Scotland, we are the first to introduce the full suite of banking modules in Asia. This is the start of some very exciting developments in our training and certification space as we have also put into motion the creation of a world-class Asian Banking School offering a holistic curriculum to meet the needs of the Region. The Asian Banking School has been registered; and planned for official launch and to be operational by second half of 2013.

In terms of regional capacity building, our management team has been very active during the year and has visited leading financial institutions in Indonesia, Korea, Vietnam, Cambodia, the Philippines and Myanmar. Our objective is to strengthen our relationships with these organisations and to lay the groundwork for future collaborations in education, training and the exchange of knowledge, talent as well as expertise. As the

“The Asian Banking School has been registered; and planned for official launch and to be operational by second half of 2013”



ASEAN Economic Community takes shape, we can expect heightened intra-regional financial activity. The networks that we are forming now serve to reinforce the IBBM brand and the value propositions we have to offer, which will place us in a good position to leverage on regional cooperation and consolidation as these evolve.

Within Malaysia itself, our newly formed Knowledge Management Task Force (KMTF) is further driving expansion of our network to enable greater sharing of knowledge and resources. On 3 May, we formed a significant partnership with the Asian Institute of Finance (AIF), the International Center for Education in Islamic Finance (INCEIF), Islamic Banking and Finance Institute (IBFIM) and The Malaysian Insurance Institute (MII).

I am also pleased to say that the Financial Sector Talent Enrichment Programme (FSTEP) which we manage in collaboration with Bank Negara Malaysia is continuing to make steady progress. Participants of this one-year programme are carefully chosen from among dynamic graduates entering the financial sector. The hope is to give them a holistic introduction to the banking/financial industry while instilling ethical values via community outreach programmes that will serve them, and the Industry, in the long term.

During the year, FSTEP signed MoUs with no less than five professional bodies for the mutual promotion of our programmes among FSTEP participants. The MoUs were with the Association of Chartered Certified Accountants (ACCA), The Chartered Financial Analysts (CFA), CPA Australia, the Malaysian Insurance

Chairman's Statement

Institute and the Chartered Insurance Institute. As of this year, we are also extending the programme to foreign participants working in subsidiaries and associate companies of Malaysian owned financial institutions in the region. This would help to fulfil the human capital needs of our banks while further enriching the programme by adding a valuable cross-cultural element.

We have received very positive feedback about our programme – from the participants as well as employers, including those from overseas. We believe FSTEP graduates are enriched by their experience, and genuinely have the potential to carve out highly successful career paths. To ensure they maintain close contact after they leave the programme, and to facilitate networking activity among them, we have established the FSTEP Alumni. This comes at an

“Within Malaysia itself, our newly formed Knowledge Management Task Force (KMTF) is further driving expansion of our network to enable greater sharing of knowledge and resources”

opportune time as FSTEP begins its 10th Batch in 2013, and to date has seen 1,118 participants successfully complete the programme.

It has certainly been a busy and fruitful year. I would like to thank the team at IBBM ably led by our Chief Executive Officer, Tay Kay Luan. I would also like to thank my fellow Council members, who have dedicated much time, knowledge and wisdom to further strengthening our institute. To the many individuals from the banking fraternity that have lent their time as our advisory committee members, examiners and subject matter experts, your contributions have been invaluable and I thank you. Finally, I would like

to express my gratitude to Bank Negara Malaysia, the Securities Commission and other government bodies, as well as our many partners from the financial industry for continuing to collaborate with us to promote a high level of professionalism, skills and knowledge that will contribute at a very fundamental level to further the expansion and growth of Malaysia's financial industry.



Tan Sri Azman Hashim
Chairman



CEO'S REVIEW



CEO'S Review

In times of global uncertainty such as we live in today, there is a greater need than ever to reinforce the foundations of professional and ethical competencies in the banking and financial sector. Within such a scenario, the role of organisations such as the Institute of Bankers Malaysia (IBBM) takes on greater significance. We at IBBM are fully cognisant of these opportunities and challenges and have, in fact, embarked on a transformation to be more relevant to the rapidly changing and challenging environment that surrounds us.

The year 2012 was reflective of our commitment to change. It was an extremely busy 12 months, full of actions – both seen and behind the scenes – that saw IBBM move steadfast towards our journey to become a world class provider of education products and services.

We re-emphasised on what we do best – certification. We introduced new programmes, and revived old certification programmes, as well as put in place the necessary learning tools and training programmes. We also made plans to ensure that the programmes were more robust and that contemporary learning can be more fun with innovative applications, as well as recognition and standards more assured. We engaged extensively with our counterparts and related organisations within the region; exploring the possibility of working relationships at various levels and in different areas. At the same time, we continued to strengthen our

“We re-emphasised on what we do best – certification. We introduced new programmes, and revived old certification programmes, as well as put in place the necessary learning tools and training programmes. We also made plans to ensure that the programmes were more robust and that contemporary learning can be more fun with innovative applications, as well as recognition and standards more assured.”

brand positioning via strategic marketing and thought leadership activities. We also accelerated our promise of enhanced customer delivery by completely overhauling our IT system to make it more efficient, convenient and user-friendly. And, to support all the changes, we have strengthened our own organisational capabilities by developing our internal human resources.

Many initiatives and projects have been implemented and many short-term goals achieved. It gives me great pleasure to summarise the highlights of these in the following pages.

BUILDING ON OUR CERTIFICATION & TRAINING PROGRAMMES

One of the core functions of IBBM is to build capacity in the banking and financial industry via certification and training programmes. We are, in fact, the only organisation in Malaysia that is licensed to award professional banking certifications, and I am pleased to share that during the year we made great strides in building on this core strength by broadening the range of our learning programmes, as well as deepening their content to make them more relevant to the evolving financial landscape.

A definite highlight of the year was the official launch on 26 May of the Chartered Banker Programme, which is the Gold standard in banking qualification. Following our alliance with the Chartered Banker Institute in Scotland, the oldest banking institute in the world, we have been able to bring in this prestigious qualification, adapt it to the local banking environment, and offer it to practitioners in Malaysia. To date, no less than 110 bankers have enrolled for the first level of this three-level programme, which will qualify them as Executive Bankers. The second and third levels – the Professional Banker and Chartered Banker certifications – are expected to be launched in September this year and in the second half of next year respectively. We expect enrolment momentum to increase in coming months.

To ensure this world-class qualification is accessible to a maximum number of industry personnel, we are formalising our commitment to deliver by entering into agreements with relevant employers. We got the ball moving in December 2012 by signing a Memorandum of Understanding with Standard Chartered Bank Malaysia Berhad to jointly cooperate, implement and promote the Chartered Banker programme. This is just the beginning of what we envisage as a series of our commitments and promises with more local and regional employers in the Industry.

Other milestones included the introduction of the Investor Protection Professional Certification, together with Persatuan Pasaran Kewangan Malaysia, for those involved in the selling and marketing of structured products and unlisted debt securities; and re-building the Credit Certification Programme to make it more targeted to the knowledge level of participants – Basic, Intermediate or Advanced. The renewed programme will be launched under a new name, the Professional Credit Certification, in 2013. We were also pleased to witness the graduation of the first batch of students of the Anti Money Laundering & Counter Financing of Terrorism (AML/CFT) Certification, which is jointly awarded by IBBM and the International Compliance Association, in association with the Manchester Business School.

2012 also saw a record number in enrolments of 8,089 and 17,274 for certification and non certification programmes respectively. No less than 664 training programmes to support non-certification and 391 in the case of certification public programmes, focusing on the critical categories of Audit, Compliance, Credit, Risk Management, and Treasury and

Investment took place. These programmes had been developed based on an Industry Training Needs Analysis we conducted in 2011, and are in line with the Banking and Industry Competency Framework. They also form part of our Continuing Professional Development (CPD) offerings to the Industry, which we are re-defining and expanding in order to enhance their value propositions. We established a new industry-based Development Committee, which will serve as an advisory and sounding board on the quality and relevance of our CPD activities. This committee, drawn from senior banking professionals, will act as advisers to the development of Industry Skills Assessments to ensure we are able to fill existing knowledge or skills gaps in the Industry, while also building partnerships with leading professional services organisations to provide world-class learning and training products.

REGIONAL ENGAGEMENT

To entrench our position as a leading learning knowledge provider in the region, we continued to engage with prominent Asian banking and financial institutions for the two-way exchange of skills, knowledge and expertise. During the year, I personally led visits to Indonesia, Korea, Vietnam, Cambodia, the Philippines and Myanmar, and am pleased to report that these visits have been fruitful. IBBM is in the midst of dialogue with a number of institutions in these countries to collaborate on various exciting capacity-building initiatives. For example, we are looking into the possibility of establishing an ASEAN qualification in risk management with the Ateneo Center for Continuing Education/BAP- Institute of Banking Philippines in 2013. In Vietnam,

meanwhile, the Banking Skills Training & Consultancy (BTC) has forged a partnership with us with an aim of promoting and offering the Chartered Banker Qualifications to their professionals. Similar arrangements are being arranged with our counterparts in Cambodia and Indonesia.

BRAND BUILDING

One of the objectives of our strategic transformation is to elevate the profile of IBBM. Towards this end, we have been building our brand by hosting, supporting and participating in a number of local and regional seminars and conferences, while also establishing our thought leadership via specialist publications.

As the current Chair (for 2012-2013) of the Asian-Pacific Association of Banking Institutes (APABI), IBBM hosted the APABI Regional Conference, themed "Global Challenges, Local Opportunities" on 8-9 May in Kuala Lumpur. This was followed by the 14th APABI Biennial Meeting on 10 May. Both the conference and meeting were very well attended, the former attracting over 500 participants including the participation of 28 overseas delegates, from 23 countries – the largest turnout since the inception of APABI.

We were also a supporting partner of the Asian Strategy & Leadership Institute's 14th Malaysia Strategic Outlook Conference 2012 in January; we co-hosted an executive roundtable titled "CEO Challenges 2012: Business Perspectives from The Conference Board CEO Challenges Survey" with US-based The Conference Board in March; we were a joint partner together with SAP for a Risk Management Forum in May;

CEO'S Review

and we partnered with Algorithmics, an IBM company, to organise a Risk Management Seminar in June. In recognition of the national agenda to introduce a green economy and to create a conducive environment for growth of this emerging sector, we were pleased to partner Bank Negara Malaysia to organise a two-day Green Technology Conference in early October.

Our active role in the Industry includes talent attraction. Towards this end, we organised the second IBBM Financial Services Industry (FSI) Career Fair in October, which proved to be as successful as the inaugural event the previous year. The fair attracted more than 2,000 visitors.

A new development that further strengthens the reputation of IBBM as a thought leader and resource provider is the publication of specialist reports. We launched two reports in collaboration with industry partners PricewaterhouseCoopers and KPMG Malaysia. With the former, we produced a report on Compliance Function Effectiveness of Banking Institutions based on a survey conducted in June. With KPMG, we initiated a survey on Internal Audit and Risk Management in the fourth quarter of 2012, and launched the report in the first quarter of 2013. We aim to produce a series of these reports and have already lined up possible topics for the next couple of surveys.

PUTTING THE CUSTOMER FIRST

As a service provider, we are conscious of the fact that we need to deliver a consistent high level of service to our valued customers. In addition to offering world-class training programmes, our customer delivery excellence entails the

provision of efficient and convenient means to access information about IBBM and our programmes through automation of registration and payments, among others. Towards this end, we introduced IBBM Online, the gateway to a holistic Learning Management System (LMS). The LMS runs on a software-as-a-service application called Cornerstone-on-Demand (CSOD), supported by cloud-computing technology. CSOD is one of the top learning management systems in the world.

The LMS project is being implemented in phases and to date, all basic individual membership services can be performed online, such as registering as a new member, paying yearly subscriptions and renewing memberships. By the second half of 2013, we expect to offer online enrolment of exams and public programmes, e-learning modules, as well as the B2B platform ready for our institutional customers. The Executive Banker Programme learning materials are already available online, and all our other programmes will be migrated onto the e-platform in the near future.



DEVELOPING OUR INTERNAL CAPACITY

Over the last two years, IBBM has been focusing on building the capabilities and capacity of our own team. This has involved greater efforts at meaningful staff engagement and development. As we transform to be more relevant in the evolving financial landscape, we realise that our people too have to reflect the waves of change taking place. We have provided them with opportunities to build on their existing skills and to develop new skills through changes in their job roles, and performance management. The aim is to create a more cross-functional, knowledge based work force able to handle tasks from project management to programme development and conference production. New talents are also being hired to inject fresh skills to support the change.

Just as we are targeting a higher level of professionalism and productivity from our people, we are enhancing our reward system to inspire high performance. We are also providing our staff with greater exposure to international best practices by involving them in collaborations with leading partner organisations from abroad.

In addition to investing in our human resources, we are also improving on our systems and processes. In 2012, we enhanced our operational efficiency significantly by introducing internal risk management, more effective procurement policies, and B2B payment. More improvements are in the pipeline, via expanding the scope of our IT infrastructure to fully embrace an e-environment.

ASIAN BANKING SCHOOL & THE WAY FORWARD

One of the most exciting developments to take place during the year was the establishment of a world class banking school. In December 2011, the IBBM Council formally reviewed the feasibility of an institution that offers a range of professional but holistic banking education supported by strong research and development capabilities. Given our current position on the cusp of great internal and external change, there was general consensus that the time was right for such a school, and what began as a mere idea is now taking shape at a very rapid pace.

A Strategic Implementation Roadmap for the school was completed with the help of Booz & Company. Based on positive response from key stakeholders including industry and regulators, and guided by a steering committee, we are now in the process of looking at the governance structure of the school.

The Asian Banking School, as it has been registered, is being designed to be an institution for the future – providing a holistic curriculum catering for the needs of the Asia-Pacific region employing the latest technology and blended learning so

as to be flexible and accessible. The school will be independently run and offer world-class international faculties staffed by a diverse range of experts in several specialised fields. We expect the school to be operational by the second half of 2013.

By the time the school assumes all our current teaching and learning programmes, IBBM will focus more intently on our role as a robust professional body providing membership services to the Industry; and representing the Industry at local and regional levels to ensure its reputation and influence strategies are supported and met. We will also continue to build our regional network and further entrench Malaysia's presence in a growing vibrant regional marketplace.

ACKNOWLEDGEMENTS

We have made much progress over the year and I would like to thank all our stakeholders, especially our Council through the various working committees, and our affiliated institutions for their various contributions in this regard. We have the great fortune of being helmed by a Council comprising leading and highly experienced practitioners from the Industry and I would like to thank them for their wisdom and leadership,

which continues to steer IBBM towards greater heights. I must express my gratitude and thanks to Council Chairman Tan Sri Azman Hashim for his visionary leadership, wisdom in steering our journey, and efforts to listen and support our needs.

I would also like to acknowledge the leadership team at Bank Negara Malaysia and all other regulatory bodies for their unrelenting support that has enabled us to re-evaluate ourselves and evolve. My gratitude also goes to our partners, institutional customers and members, who have inspired us and been integral to our journey thus far.

Most of all, I thank our management and administration for their commitment and dedication to the organisation, without which we would not be where we are today. We have come a long way, but we still need to move bravely into an even brighter horizon that beckons. As we work together to achieve our aspirations, I have every confidence that IBBM will continue to set new standards, delivering greater value.



Tay Kay Luan
Chief Executive Officer





SUMMARY OF IBBM'S PROGRAMMES AND ACTIVITIES

The activities carried out in 2012 were a reflection of IBBM's commitment to change. We took measures and carried out actions to meet the needs of the Industry to reinforce the foundations of professional and ethical competencies in the financial and banking sector. It was a year for setting standards within the Institute and for the Industry; and embarking on a transformative journey to deliver on promises made.

IBBM organised conferences and events, introduced new qualifications and learning programmes, and produced thought leadership publications to promote best practices. It was also a year where the Institute took major steps forward in its regional strategy, established the Asian Banking School and begun our tenure as Chairman of the Asian-Pacific Association of Banking Institutes (APABI) for 2012-2013.

EDUCATION

Development of Banking Qualifications

Chartered Banker

The Chartered Banker Qualifications were formally launched on 26 May 2012, with the roll out of its first level – Executive Banker. Learning materials for this level were developed in collaboration with BPP Learning Media, published and rolled out; and the (1) Study Text (2) Practice and Revision Kit (3) Passcards for all 3 modules (The Malaysian Financial System and Regulatory Framework, Banking Operations and Professional Ethics, and Risk in Financial Services) were made available online via the Institute's learning management system and in print. Meanwhile, work began on the development of E-learning Tutorials and Tutor Resources for this level, with completion by 2nd quarter 2013.

Following the roll out of Executive Banker, the development of syllabus and production of learning materials for the Professional Banker level commenced in December 2012. This second level will offer an expanded syllabus comprising specialist domains including Credit Management, International Banking, Marketing, Treasury and Cash Management, Bank Internal Audit, Wealth Management and Bank Risk Management. The domains will be developed and offered progressively from 2013.

Promotional initiatives such as nationwide road shows, collaborations with leading banks, active broadcasts via social media and new marketing collaterals were undertaken to raise awareness on the overall programme.

The programme has also garnered regional interest and work is underway to roll out the Chartered Banker Programme in ASEAN countries.

Investor Protection Professional Certification

On 16 August 2012, IBBM introduced the new Investor Protection Professional Certification (IPPC) qualification. This certification is jointly awarded by IBBM with Persatuan Pasaran Kewangan Malaysia (PPKM); and is designed for employees of registered persons (as defined in the Guidelines on Investor Protection jointly issued by Bank Negara Malaysia and the Securities Commission) involved in the selling and marketing of structured products and unlisted debt securities to meet the regulatory requirements under these guidelines. The first exam was held on 24 November 2012, with subsequent exams to be held monthly.

Professional Credit Certification

In 2012, work began on the revamp of the existing Certified Credit Professional (CCP) programme to offer a new suite of credit certification programmes renamed Professional Credit Certification (PCC). The PCC structure is premised on a 3-level modular approach, providing a systematic levelling of knowledge, skills and competencies required for the credit job families. There will be a total of 4 awards offered under the PCC structure, which allows recognition of completion at the different levels. The new PCC is to be implemented mid-2013.

Pasaran Kewangan Malaysia Certificate Revision

The syllabus for Module I of the Pasaran Kewangan Malaysia Certificate (PKMC) was reviewed in November 2012. A number of items were re-aligned, updated or removed; and new syllabus topics were introduced. New main topics include the provisions of BNM/SC Guidelines on Investor Protection, other relevant laws and regulations, and the structure of the wholesale market. This revised syllabus will be examinable from the April 2013 PKMC examination onwards. Corresponding to the changes made, Module I was re-titled to "The Code of Conduct & Market Practices, Investor Protection, Law & Regulations and The Malaysian Financial System & Conduct of Monetary Policy".

Summary of IBBM'S Programmes and Activities

Asian Banking School

One of the most exciting developments to take place in 2012 for IBBM was the establishment of a world class banking school. The IBBM Council had formally reviewed the feasibility of an institution that offers a range of professional but holistic banking education, supported by strong research and development capabilities; and had agreed that it was an opportune time for the Institute to embark on this initiative.

A Strategic Implementation Roadmap for the school was completed with consultation from Booz & Company; with positive response received from key stakeholders including industry and regulators.

Asian Banking School Sdn Bhd, a wholly owned entity of IBBM, was officially incorporated in November 2012 and is being designed to be an institution for the future. It will provide a holistic curriculum catering for the needs of the Asia-Pacific region employing the latest technology and blended learning so as to be flexible and accessible. The school will be independently run and offer world-class international faculties staffed by a diverse range of experts in several specialised fields.

The appointed Directors are IBBM Council Members Tan Sri Azman Hashim and Tan Sri Dato' Sri Tay Ah Lek. A steering committee for the school was formed comprising of the following members:

- Dato' Muhammad Ibrahim (Chairman), Deputy Governor, Bank Negara Malaysia
- Donald Joshua Jaganathan, Assistant Governor, Bank Negara Malaysia
- Dato' Tajuddin Atan, CEO, Bursa Malaysia Berhad
- Datuk Mohamed Azmi Mahmood, Deputy Group Managing Director, AMMB Holdings Berhad
- Professor Dato' Dr Ansary Ahmed, President/CEO, Asia e University
- Dato' Howard Choo Kah Hoe, Managing Director/CEO, IBH Investment Bank Limited
- Steven Choy, Former CEO, Cagamas
- Kung Beng Hong, Director, Alliance Financial Group Berhad
- Dr. Raymond Madden, CEO, Asian Institute of Finance
- Tay Kay Luan, CEO, Institute of Bankers Malaysia

Information Delivery

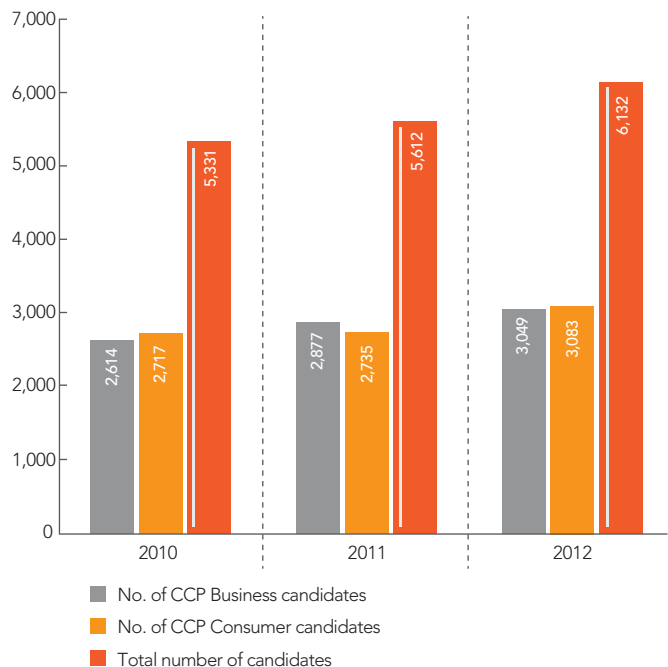
IBBM Online, the gateway to a holistic Learning Management System (LMS), was implemented and introduced in 2012 running on a software-as-a-service platform from Cornerstone-On-Demand (CSOD), one of the top LMS providers in the world. The project is on-going and rolled out in phases as new features are developed. It continues to be regularly reviewed by the LMS Task Force with an aim to be more robust to meet the future needs of the Asian Banking School.

Examinations

Certified Credit Professional (CCP)

Developed by IBBM in consultation with senior credit practitioners, the CCP is a specialist professional certification that demonstrates achievement of the minimum professional standard of core competency for credit personnel in the banking and finance industry. Specialisations in Consumer Credit and Business Credit are offered in the CCP award.

CCP – Enrolment Statistics (2010 – 2012)



Summary of IBBM'S Programmes and Activities

Table 1: CCP – Summary of Attendees and Subject Passes in 2012

Paper	No. of Attendees	No. of Candidates Who Passed
Paper 1 – Financial System and Principles of Credit	2,551	1,180
Paper 2 – Consumer Credit	821	362
Paper 3 – Business Credit	903	529
Paper 4 – Applied Consumer Credit	579	189
Paper 5 – Applied Business Credit	957	211

% Passing Rate Statistics – CCP Papers 1, 2, 3, 4 & 5

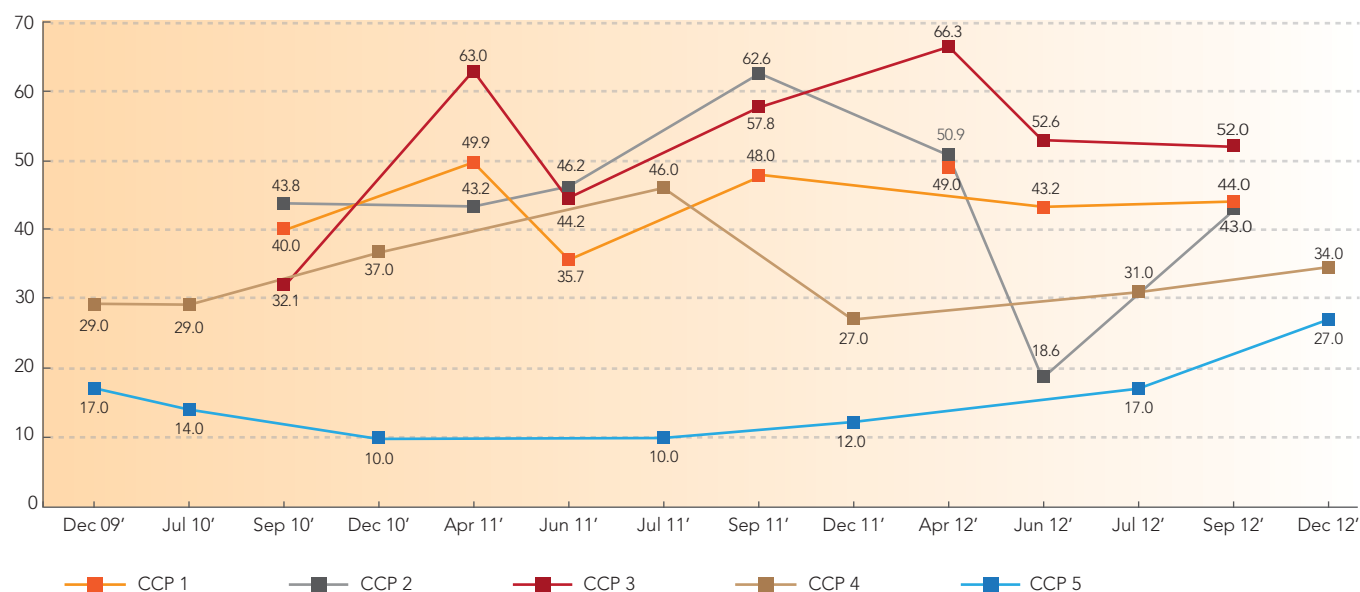


Table 2: CCP – Number of Completing Candidates (2010-2012)

		2012	2011	2010
No. of candidates completing the examinations	CCP Business Specialisation	211	99	95
	CCP Consumer Specialisation	189	211	270
Cumulative total number of CCP graduates as at Dec 31		4,004	3,604	3,294

Summary of IBBM'S Programmes and Activities

Pasaran Kewangan Malaysia Certificate (PKMC)

The PKMC is a regulatory qualification awarded jointly by IBBM and the Persatuan Pasaran Kewangan Malaysia for its Provisional, Provisional Broker or Affiliate Members to upgrade to Ordinary, Broker or Associate Members.

Table 3: PKMC – Enrolment Statistics (2010 – 2012)

	2012	2011	2010
Total number of candidates	684	574	497

Table 4: PKMC – Summary of Attendees and Module Passes in 2012

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	485	214
Module II – The Money Market	397	170
Module III – The Foreign Exchange Market	434	135
Module IV – Risk Management and Basic Derivatives	343	173
Total	1,659	

% Passing Rate Statistics – PKMC

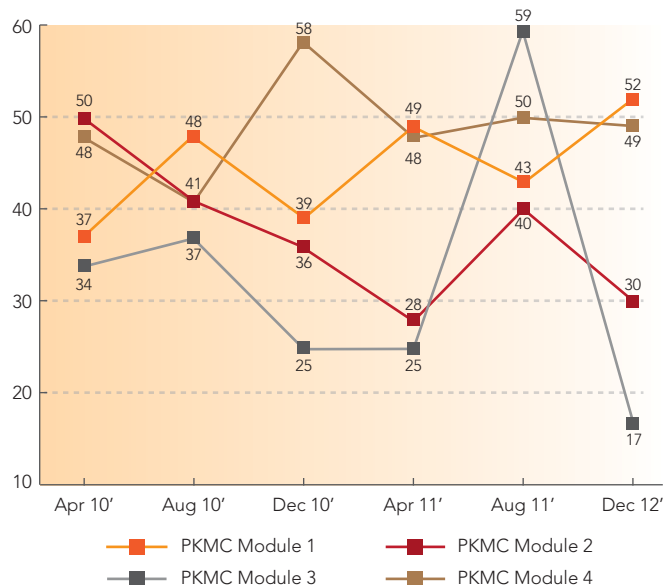


Table 5: PKMC – Number of Completing Candidates (2010 – 2012)

	2012	2011	2010
Number of candidates who completed the examinations	137	134	91
Number of candidates who qualified with distinction	18	17	5
Cumulative number of PKMC graduates as at Dec 31	1,578	1,441	1,307

Professional Qualifications and Training in Anti-Money Laundering and Counter Financing of Terrorism, Malaysia (AML/CFT)

The professional qualifications in AML/CFT are awarded by IBBM jointly with the International Compliance Association, in association with the Manchester Business School. Examinations first commenced in 2012.

Summary of IBBM'S Programmes and Activities

Table 6: AML/CFT – Summary of Registration, Attendance and Completion for 2012

For Year 2012	Certification in AML/CFT (Intermediate level)	Advanced Certification in AML/CFT (Advanced level)
Number of candidates registered for the examination	136	28
Number of candidates who attended the examination	124	26
Number of candidates who completed the examination	115	24

Certificate in Internal Auditing for Financial Institutions (CIAFIN)

CIAFIN is an introductory specialist qualification that equips candidates with the prerequisite knowledge and skills to function more effectively as an internal auditor in a financial institution, as well as to have an understanding of the ethical values and rules guiding internal auditing practices.

Table 7: CIAFIN - Statistical Summary (2010 – 2012)

	2012	2011	2010
Number of candidates registered for the examination	146	155	123
Number of candidates who attended the examination	133	138	107
Number of candidates who completed the examination	27	54	28
Passing Rates	20%	39%	26%
Number of candidates who qualified with distinction	4	16	3
Cumulative number of graduates as at Dec 31	415	388	334

Investor Protection Professional Certification (IPPC)

The IPPC is a new regulatory qualification introduced in 2012 and awarded jointly by IBBM and Persatuan Pasaran Kewangan Malaysia. It is designed for employees of registered persons (as defined in the Guidelines on Investor Protection, jointly issued by Bank Negara Malaysia and the Securities Commission) involved in the selling and marketing of structured products and unlisted debt securities to meet the regulatory requirements under the guidelines.

Table 8: IPPC – Summary of Registration, Attendance and Completion for 2012

	2012
Number of candidates registered for the examination	455
Number of candidates who attended the examination	431
Number of candidates who completed the examination	325

Certified Documentary Credit Specialist (CDCS)

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

A total of 64 candidates from Malaysia sat for the CDCS examination held on 13 April 2012. Of these, 39 candidates successfully completed the CDCS examination; recording a pass rate of 61%.

LEARNING & DEVELOPMENT

Continuing Professional Development

A Development Committee was formed in October 2012 comprising of senior industry leaders whose roles would be to advice on key banking trends and implications to people development, and act as a sounding board for IBBM on learning propositions.

The Committee meets quarterly and consists of the following members:

- Alex Por (Chairman), Executive Director, Country Head, Risk Management, United Overseas Bank (Malaysia) Berhad
- Chia Swee Yuen, General Manager, Credit Operations, AmBank (M) Bhd
- Chin Pik Yuen, Associate Director, Head of Group Compliance, OSK Investment Bank Bhd
- Joseph Chan Fook Onn, Head, Audit Division, OCBC Bank (M) Bhd
- Koay Seok Khim, General Manager, Knowledge & Learning Centre, Public Bank Berhad
- Dr Mazuki Jusoh, Director, Project Management, Asian Institute of Finance
- Datin Mornifairos Bte Othman, Executive Vice President, Head of Group Organisational Learning, Group Human Capital, Malayan Banking Berhad
- Suresh V Raman, Country Risk Manager, Citibank Berhad
- Tan Chin Aun, Senior General Manager, Transaction Banking, AmBank (M) Berhad

Delivery of Learning and Development Programmes

2012 saw a record number in enrolments of 8,089 and 17,274 for certification and non certification programmes respectively. No less than 664 training programmes to support non-certification and 391 in the case of certification public programmes, focusing on the critical categories of Audit, Compliance, Credit, Risk Management, and Treasury and Investment took place. These programmes had been developed based on an Industry Training Needs Analysis conducted in 2011, and are in line with the Banking and Industry Competency Framework. They also form part of our Continuing Professional Development (CPD) offerings to the Industry, which we are re-defining and expanding in order to enhance their value proposition.

1,055
Programmes
conducted in 2012

89%
In-House
Programmes

11%
Public
Programmes

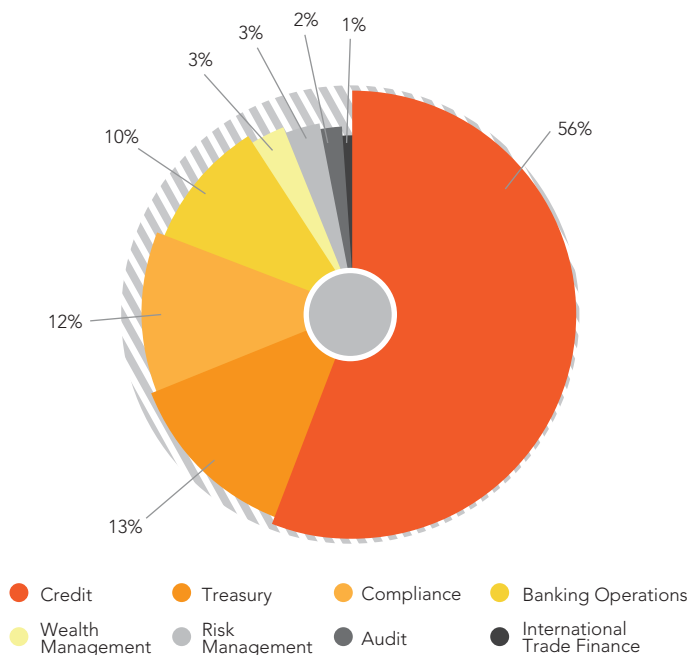
↑ 14%
in programmes
conducted as
compared to 2011

25,363
Participants
in 2012

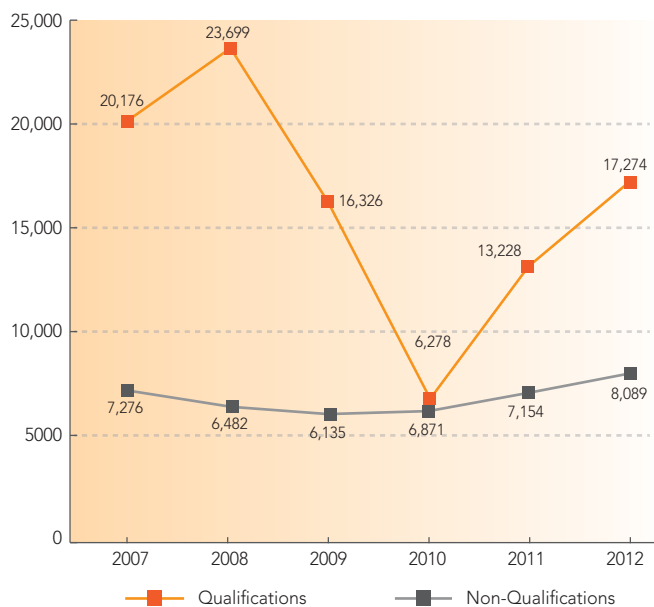
↑ 24%
in participants as
compared to 2011

Summary of IBBM'S Programmes and Activities

Total Programmes in 2012



No. of Participants from 2007 – 2012



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. As at year end, the networking management structure is grouped as follows:

	Chief Internal Auditors Networking Group (CIANG)	Compliance Officers Networking Group (CONG)	Risk Managers Networking Group (RMNG)	Human Resources Networking Group (HRNG)
Chairperson	Joseph Chan Fook Onn OCBC Bank (Malaysia) Berhad	Mad Yusof Yazid Malayan Banking Berhad	Jason William Smith AmBank Group	Nora Abd Manaf Malayan Banking Berhad
Secretary	Balasubramaniam Veloosamy Asian Finance Bank Berhad	Jeyashanker Kandasamy AmBank (M) Berhad	Chan Wai Yu OCBC Bank (Malaysia) Berhad	–

During 2012, 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.

Summary of IBBM'S Programmes and Activities

Chief Internal Auditors Networking Group (CIANG)

– the committee proposed themes to be discussed during the meetings so that internal auditors can better examine and evaluate the policies, procedures and systems which are in place to ensure the following: reliability and integrity of information; compliance with policies, plans, laws and regulations; safeguarding of assets; and economical and efficient use of resources.

Compliance Officers Networking Group (CONG) – the committee agreed to continue with the annual International Conference on Financial Crime and Terrorism Financing to improve the expertise, effectiveness and importance of the compliance function in financial institutions. Planning begun in 2012 for an inaugural Compliance Conference in 2013.

Risk Managers Networking Group (RMNG) – the committee planned for relevant topics for each meeting to enhance the emphasis and effectiveness of the risk management function in financial institutions. Members also agreed to continue with their annual Risk Management Conference in the 4th Quarter of 2013.

Human Resources Networking Group (HRNG) – during the quarterly meetings, the members were updated on IBBM's qualification and training programmes, and also discussed new guidelines and policies issued by Bank Negara Malaysia; and other industrial relations issues. The committee also organised the 'Talent Economics Talk' by Gyan Nagpal.

KNOWLEDGE RESOURCES

Thought Leadership

The Banking Insight magazine keeps banking practitioners at the forefront of the Industry to cater to the needs of decision-makers and senior management of financial institutions. Going forward, this semi-annual publication will remain primarily focused on disseminating insightful information pertaining to emerging issues, trends and developments, best practices and innovation with authority and exposing practitioners to innovative ideas and viewpoints.

Publications

IBBM worked closely with Bank Negara Malaysia in 2012 to produce a guide book for Small and Medium Enterprises (SMEs). It is targeted to be launched in the first half of 2013. Several other publication ideas were explored and are in the pipeline.

Research

A joint research survey was conducted with PricewaterhouseCoopers (PwC) Malaysia on Compliance Function Effectiveness of Banking Institutions. The survey report "Compliance Matters" was launched in November 2012. Another joint research survey with KPMG Malaysia on Internal Audit and Risk Management was initiated in the 4th Quarter of 2012 with the result report to be launched in the 1st Quarter of 2013.

SOCIAL MEDIA 

10,930

Fans of IBBM's official Facebook page

ONLINE RESOURCE

FREE 

Access for IBBM members to the Emerald online portal

Summary of IBBM'S Programmes and Activities

MEMBERS ENGAGEMENT

Institutional Membership

As of 31 December 2012, Institutional membership stood at 88. The list of Institutional members is appended in Appendix I, while Table 9 shows the breakdown by institution types.

During the year 2012, the Institute admitted the following institutional members:

- First Islamic Investment Bank Limited
- Danajamin Nasional Berhad
- National Bank of Abu Dhabi Malaysia Berhad
- India International Bank (Malaysia) Berhad



Meanwhile, Agensi Kaunseling Dan Pengurusan Kredit ceased to be an institutional member.

Table 9: Statistical Summary of Institutional Members by Types (2011-2012)

Type of Institution	As at 31 Dec 2012	As at 31 Dec 2011
Regulator	3	2
Commercial Bank/Banking and Finance Company	25	23
Islamic Bank	8	8
Investment Bank	10	10
Development Financial Institution	7	7
Money Broker	6	6
Labuan Offshore Bank	19	18
Labuan Trust Company	4	4
Other Finance-related Institutions	6	7
Total	88	85

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.

Individual Membership

A total of 1,833 new Individual members were admitted to the various categories of membership in 2012. Breakdown by membership categories is shown in Table 10.



Summary of IBBM'S Programmes and Activities

Table 10 Statistical Summary of Individual Members by Categories (2011-2012)

Category	As at 31 Dec 2012	As at 31 Dec 2011
Life	3	3
Fellow	54	52
Associate Fellow	29	21
Member	893	929
Ordinary	7,168	6,767
Associate	53	40
Affiliate	262	233
Total	8,462	8,045

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

State Advisory Committee Meetings

IBBM runs a series of State Advisory Committee (SAC) Meetings with bankers outside Kuala Lumpur 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 11 State Advisory Committee Meetings were held in 10 different states with a total of 94 participants.

PEOPLE AND ORGANISATION

Talent Development

In 2012, various activities were organised for IBBM staff, including training and development which included:

- Strategic Alignment using Balance Scorecard Workshop, 3-4 April 2012 - focused on engaging employees to identify appropriate performance standards and competencies, and measurement indicators.
- Principles and Methodology of Adult Learning Workshop, 23-24 July 2012 - designed to impart knowledge on adult learning theory and its implications for training adults. It also provided a platform to understand the difference between the principles and practices of pedagogy and andragogy, and how it impacts professional development.

- Communicating Passionately with Customers Training, 27-28 September 2012 - emphasised the importance of customer service in a business; and how we can enhance customer loyalty through effective listening and communication.

50%
Reduction in our
payment turnaround
time from 60 days
to 30 days

70%
Vendors paid
via e-payment

The Institute's People Resource

As at year end, the Institute's total staff strength was at 63. The management team is headed by CEO Tay Kay Luan with a team of 5 Divisional Heads, 1 Senior Manager and 11 Managers. The Institute is supported by a team of 29 Executives, 12 support staff and 4 non-clerical staff. 3 staff members were based at the Institute's 2 branches - Penang and Sarawak.

FSTEP's People Resource

Lee Khee Joo manages FSTEP as its Head, with a team comprising of 4 specialists and 5 associates.

Summary of IBBM'S Programmes and Activities

FINANCIAL SECTOR TALENT ENRICHMENT PROGRAMME (FSTEP)

Programme Activities

FSTEP launched its Batch 8 intake on 3 April 2012 with 119 participants. At the same ceremony, FSTEP signed a Memorandum of Understanding (MoU) with Pertubuhan Pakar Analisis Kewangan Malaysia (CFA Malaysia) and ACCA Malaysia Sdn Bhd. Under the MoU, the two professional bodies endeavour to promote FSTEP to their graduates, and in return, FSTEP promotes their qualifications to participants.

Batch 8 participants were the first group to be introduced to the Blended Learning Programme (BLP) conducted by British Council and delivered via an online platform for 16 weeks. The objective of BLP is to consolidate and further develop the language and business skills that participants learned during the one-month Intensive English Course.

The 4th FSTEP Graduation on 4 June 2012 witnessed the successful completion of a total 208 graduates from Batch 5 and Batch 6 with a special address by IBBM Chairman Tan Sri Azman Hashim and Guest of Honour Dato' Muhammad Ibrahim, Deputy Governor Bank Negara Malaysia and FSTEP Steering Committee Chairman, presenting special high achievement awards.

Then, on 23 October 2012, FSTEP organised a welcoming ceremony for 125 Batch 9 participants, which also was the scene for the MoU signing ceremony with well recognised professional bodies - CPA Australia, the Malaysian Insurance Institute and The Chartered Insurance Institute. It was gratifying to note that the enrolment of participants was the highest number achieved for an intake since the pre-selected scheme was fully implemented in February 2011.

The formation of the FSTEP virtual alumni, as initiated by Tan Sri Azman Hashim, was also revealed on 23 October 2012. This initiative will provide a networking platform for FSTEP graduates with participants automatically becoming a member upon graduation. The 1st alumnus meeting was held at Lanai Kijang, Bank Negara Malaysia on 24 November 2012.

FSTEP signed its last MoU for 2012 with SEGI International Group Sdn Bhd on 14 December 2012. The MOU aims to facilitate the participation of quality graduates in FSTEP, as well as to promote other areas of collaboration such as joint marketing/promotional events, inter-institutional visits and corporate social responsibility activities.



Throughout the year, FSTEP organised talks by industry leaders for their participants through the Prominent Leader Session series. The speakers were:

- Dato' Muhammad Ibrahim, Deputy Governor, Bank Negara Malaysia
- Dato' Azizan Abdul Rahman, Former Director General, LOFSA
- Datuk Yvonne Chia, Group Managing Director, Hong Leong Bank Berhad
- Jeffrey Chew Sun Teong, Chief Executive Officer, OCBC Bank (M) Bhd
- Kung Beng Hong, Director, Alliance Bank Malaysia Berhad
- Dato' Sri Zukri Samat, Managing Director, Bank Islam Malaysia Berhad
- Md Adnan Md Zain, Former CEO, MCIS Zurich Insurance Berhad
- Abdul Rauf Rashid, Country Managing Partner, Ernst & Young Malaysia
- Dato' Lee Kok Kwan, Deputy CEO & Head, Corporate Banking, Treasury & Markets, CIMB Group
- Chuah Mei Lin, Executive Director, The Association of Banks in Malaysia
- Rafe Haneef, Chief Executive Officer, HSBC Amanah Malaysia Berhad
- Jeremy Lee Eng Huat, Chief Executive Officer, The Financial Mediation Bureau
- Osman Morad, Managing Director and Chief Executive Officer, Standard Chartered Bank Malaysia Berhad
- Ahmad Hizzad Baharuddin, Director General, LOFSA
- Mahendran Samiappan, Chief Executive Officer, ISM Insurance Services Malaysia

Summary of IBBM'S Programmes and Activities

FSTEP Steering Committee

In April 2012, the FSTEP Steering Committee, chaired by Dato' Muhammad Ibrahim, Deputy Governor of Bank Negara Malaysia, commissioned an independent industry survey to be done to assess the performance of FSTEP graduates at their work place. A sample size of 104 participants employed by financial institutions was chosen from Batches 4 to 6 through a survey questionnaire directed at their immediate supervisors. The results showed that:

- FSTEP graduates performed distinctly better and met the needs of the employers
- The employers preferred FSTEP graduates as compared to the graduates directly recruited by the financial institutions
- FSTEP programme is effective in preparing entry level executives for their working lives in the financial services industry by inculcating good working attitudes, behaviours, and related soft skills
- All the employers agreed that they were satisfied with FSTEP graduates

The Steering Committee also appointed a Quality Assurance Committee (QAC) on 30 May 2012. This is the second QAC formed to assist in enhancing the overall quality and standard of the programme design, and programme delivery at FSTEP. The Committee comprises of the following:

No	Name	Designation
1	Dato' Sri Zukri Samat	Managing Director Bank Islam Malaysia Berhad
2	Dato' Lee Kok Kwan	Deputy CEO & Head Corporate Banking, Treasury & Markets, CIMB Group
3	Dato' Aminuddin Desa (resigned w.e.f. from 1.11.2012)	Experienced Insurer
4	Dato' Howard Choo Kah Hoe	Managing Director / CEO IBH Investment Bank Limited
5	Rafe Haneef	Chief Executive Officer HSBC Amanah Malaysia Berhad
6	Anuar Omar	Director / Head Capital Markets, Corporate Finance, AmlInvestment Bank Berhad
7	Hari Prasad s/o C Vasudevan	Experienced Banker

Lastly, on 11 September 2012, the FSTEP Steering Committee recommended for the approval of the IBBM Council, significant changes to the programme's guidelines with the following:

1

FSTEP to admit foreign participants working with subsidiaries of Malaysian-owned financial institutions or Associates with no less than 20% equity;

2

Financial Institutions are given the discretion in paying monthly allowance (but maintain the minimum of RM2,200) starting from the sponsorship of Batch 9 participants onwards; and

3

The Staff Training Fund credit earned by Financial Institutions may be used to claim in full the scholarship amount per student per batch of FSTEP participants pre-selected provided that the participant has successfully completed the one-year programme.

Summary of IBBM'S Programmes and Activities

Statistical Summary of the FSTEP Training Programme since its inception in 2007

Batch	Date of Commencement	No. of Participants	Employed by FIs
1	10 Dec 2007 – 9 Dec 2008	290	81
2	1 July 2008 – 30 June 2009	206	106
3	5 Jan 2009 – 4 Jan 2010	108	74
4	6 July 2009 – 5 July 2010	79	69
5	22 Feb 2010 – 21 Feb 2011	99	92
6	25 Feb 2011 – 24 Feb 2012	109	Fully sponsored
7	20 Sep 2011 – 19 Sep 2012	109	Fully Sponsored
8	3 April 2012 – 2 April 2013	118	Fully Sponsored
9	23 Oct 2012 – 22 Oct 2013	124	Fully Sponsored

Total FSTEP Participants (Batch 1 – Batch 9)

1,242 PARTICIPANTS



Summary of IBBM'S Programmes and Activities

**BATCH
04**

6 July 2009 – 5 July 2010



**BATCH
07**

20 Sep 2011 – 19 Sep 2012



**BATCH
05**

22 Feb 2010 – 21 Feb 2011



**BATCH
08**

3 April 2012 – 2 April 2013



**BATCH
06**

25 Feb 2011 – 24 Feb 2012



**BATCH
09**

23 Oct 2012 – 22 Oct 2013



INTERNATIONAL ENGAGEMENT

GLOBAL

Pursuant to the first International Meeting on the Development of Global Banking Education Standards Board (GBESB) held in 2011, IBBM as a member of the task force, contributed to the development of a prospectus detailing the vision, objectives and proposed structure of GBESB in 2012. The draft prospectus is to be tabled for discussion among the 13 Founding Members and upon approval; will be used to promote the GBESB globally to all other banking institutes to build a membership base. The major objective of the GBESB 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.

INDONESIA

In February 2012, IBBM was in Jakarta, Indonesia to meet with Lembaga Pengembangan Perbankan Indonesia (LPPPI) and Perbanas Institute with a specific objective of identifying possible collaboration opportunities and to share development updates. Both parties agreed to work together in areas that included the contribution of speakers for future conferences, as well as articles and research papers for the Institute's thought leadership publications.

On 14 November 2012, IBBM was in Jakarta again to visit Badan Sertifikasi Manajemen Risiko (BSMR) and Perbanas Institute. During the visit to the two organisations, IBBM narrowed the collaboration opportunities to include:

- 1) Cultivation of research and development in Banking and Finance
- 2) Collaboration of certification programmes in Banking and Finance
- 3) Identify key themes for possible cooperation in regional conferences
- 4) Exchanging data intelligence and education materials.

KOREA

IBBM visited the Korea Banking Institute on 20 March 2012 to learn and gain a better understanding of their e-delivery channels and systems. Both parties agreed in principle through a Memorandum of Understanding to allow easy access to resources, experience and expertise necessary to help promote a better understanding towards the development of e-learning and mobile learning initiatives. The visit also extended to the Korea Institute of Finance, a research centre for the advancement of the financial industry, to explore collaboration opportunities.

On 21 March 2012, the Institute met with representatives from the Human Resources Development Department of KB Kookmin Bank, which is the largest bank in South Korea.



VIETNAM

IBBM CEO Tay Kay Luan was in Hanoi on 4 April 2012 at the invitation of officials from the State Bank of Vietnam for meetings aimed at establishing stronger ties regionally. He visited Banking Academy of Vietnam (BAV) and the State Bank of Vietnam Training School, both of which are state owned institutions. Discussions with the President of BAV, Prof Dr To Ngoc Hung led to the signing of a Memorandum of Understanding (MoU) on 22 May 2012. His visit included discussions with VNU University of Economics and Business, Banking Skills Training & Consultancy (BTC) and Banking & Finance Solutions Hanoi. A list of possible actions has been taken in the context of IBBM's overall regional strategy. This included a 3-day workshop on Effective Risk Management: Treasury, AML & Derivatives Evaluation by Heinz Riehl.

On 9 October 2012, a MoU signed between BTC and IBBM signalled an agreement to promote and deliver the range of Chartered Banker qualifications to bankers in Vietnam. The MoU enabled BTC to promote and train bankers in Vietnam toward the acquisition of a Chartered Banker Education. It also created a strategic alliance



between the two institutes in technical research and sharing of best practices at conferences and seminars.

During the same trip to Hanoi, Tay Kay Luan presented an opening speech under the invitation of BTC and spoke on behalf of the Asian-Pacific Association of Banking Institutes (APABI) as its Chairman at the BTCI Conference.

PAKISTAN



The Institute of Bankers Pakistan (IBP) visited IBBM in the second quarter to discuss possible collaborations with regards to training and exchange of technical expertise. One of the outcomes was that from 8-12 October 2012, IBBM hosted a visit by Shahnour Meghani, Head of Strategic Planning from IBP who was invited to engage in knowledge sharing, discuss areas of possible collaborations, and gain insight into their Institute's processes, training methodology, systems, programme design and development.

International Engagement

MYANMAR

During 6-7 August 2012, a delegation from IBBM, which included Council Member Kung Beng Hong and CEO Tay Kay Luan, visited Myanmar to explore partnership possibilities and build ties with our ASEAN neighbour. Meetings were held with senior officials from the following institutions:

- i. Central Bank of Myanmar
Met with the Governor of Central Bank of Myanmar where he expressed his support for IBBM to work closely with the Myanmar Banks Association, which is an initiative by their Central Bank, in order to enhance the banking and financial technical knowledge of their bankers.
- ii. Kanbawza Bank Ltd (KBZ Bank)
Met with Myanmar's largest private bank's Deputy Chairman, U Than Lwin, to initiate discussions and updates on recent industry reforms.
- iii. Myanmar Banks Association
Met with Principal Dr. Ko Ko Aung and initiated discussions on possible collaborations for IBBM to provide education opportunities to Myanmar, possibly in 2013.



PHILIPPINES

On 25-26 September 2012, IBBM met and discussed with Bankers Institute of the Philippines (BAIPHIL) over collaboration possibilities. The team met Central Bank's Assistant Governor, Dolores B. Yuvienco, adviser to the Education Committee of BAIPHIL and Past President. Joining the meeting were BAIPHIL President Salvador R. Serrano and Agnes Santos, Ex-Officio Member of the BAIPHIL Board. This was then followed by a meeting with Antonio Chua, Education Committee Chair of the Bankers Association of the Philippines (BAP) and President of the Allied Banking Corporation.

Outcome of the meetings with senior members of BAP and BAIPHIL were:

- i) Agreed to support and work with the Philippines on regional cooperation
- ii) To discuss further the possibility of jointly building a regional qualification in retail banking or risk management

During the same visit, IBBM CEO Tay Kay Luan was invited to present a speech at the BAIPHIL General Membership Meeting where he also took the opportunity to speak on the Asian-Pacific Association of Banking Institutes as its Chairman. The trip rounded out with a courtesy visit to BDO Unibank, Inc. to meet with BDO President Nestor V. Tan and Eduardo V. Francisco, President, BDO Capital and Investment Corporation.



CAMBODIA

IBBM was in Phnom Penh, Cambodia on 28 August 2012 for a meeting with Phan Ying Tong, Chairman of the Association of Banks in Cambodia (ABC) to discuss human capital development for the Cambodian banking industry. The trip involved visits to Hwang DBS, Cambodian Public Bank, Cambodia Institute of Banking and OSK Indochina Bank.

Resulting from the meeting had with ABC in August 2012, IBBM submitted a proposal to the Association on a best endeavour basis for Certification & Training Programmes,

not excluding other collaboration initiatives. The areas proposed were:

- i) Development of human capital by way of providing programmes in banking and finance
- ii) Extension of research and advisory services
- iii) Priority training programmes which include Trade Financing, Credit Risk Management, Asset-Liability Management, Compliance, Internal Audit and Lending to SMEs



CORPORATE EVENT HIGHLIGHTS

07 March

Briefing Session on Training Programmes

A briefing session was held on 7 March 2012 to introduce the more than 40 new training programmes offered by IBBM in 2012. The new programmes were designed based on the Training Needs Analysis survey conducted in 2011. The survey was carried out with the assistance of the Institute's networking groups. This was instrumental in helping the Institute create programmes that were more relevant and effective in developing the banks' human capital.



07 March

Presentation to Delegates from Ministry of Finance Iraq

On 7 March 2012, IBBM met with and presented an overview of the Institute to delegates from the Ministry of Finance of Iraq, who were here to learn from Malaysia's experience in the area of developing Islamic finance, financial inclusion, banking education and development, as well the legal and regulatory framework for the financial sector. The delegates were particularly interested in the Chartered Banker qualification and e-learning delivery system.

15 March

CEO Challenges 2012

IBBM and The Conference Board jointly hosted an executive roundtable titled "CEO Challenges 2012: Business Perspectives from The Conference Board CEO Challenges Survey" on 15 March 2012. The key speaker for the event was Dr. Bart van Ark, Executive Vice President and Chief Economist of the Conference Board, who provided the audience with an analysis of the current economic outlook and trends in the US, Europe and Asia, as well as other emerging economies. The event was supported by Oracle and Oxford Business Group.



03 May

KMTF MoU signing ceremony

IBBM as a member of The Knowledge Management Task Force (KMTF), signed a Memorandum of Understanding on 3 May 2012 with the Malaysian Insurance Institute, Asian Institute of Finance, Islamic Banking and Finance Institute Malaysia and International Center for Education in Islamic Finance to provide a cross-cutting wide range of knowledge resources.

04 May

Visit by Rastriya Banjiya Bank, Nepal

On 4 May 2012, IBBM hosted senior managers of Nepal's largest bank consisting of Dept Chief's and Chief Officer's from the CEO's and Chairman's office, Card Settlement, Treasury, Legal, Finance, LRDR, Internal Audit and Reconciliation Committee. IBBM gave a presentation on its roles and responsibilities. The objective of the visit was to learn from IBBM its experiences on the development and delivery of learning and education to the Industry.

08-09 May

APABI Conference

IBBM hosted the Asian-Pacific Association of Banking Institutes (APABI) Conference in Kuala Lumpur on 8 and 9 May 2012. The conference themed, "Global Challenges & Local Opportunities" was officiated by Bank Negara Malaysia Governor Tan Sri Dr Zeti Akhtar Aziz; and attracted 500 delegates, and 27 speakers and moderators from 23 countries.

Corporate Event Highlights

The conference received sponsorship support from Oxford Business Group as Media Partner, Oracle as Corporate Sponsor and AIF as Strategic Partner. The keynote speaker was author and economist Graeme Maxton, who specialises in Asian economies and global business challenges; and draws on over 25 years of consulting, advisory and editorial work. Conference topics included global economic developments, strategic leadership and growth, corporate governance, cross-border market developments, trends in mobile banking and future education in banking.



▲ 10 May

14th APABI Biennial Meeting

APABI was established in 1986 with the objective to collaborate towards the advancement of banking and financial education in a spirit of cooperation and mutual understanding among its members. IBBM represents the only member country to be Chair of APABI more than once – 1992-1993 and 2012-2013. APABI now consists of banking institutes from 20 countries with IBBM being one of its founding members.

The meeting held on 10 May 2012 for APABI members and invited observers was chaired by IBBM and had an attendance that was the

highest since the beginning of APABI with 28 delegates from 16 countries. Next meeting in 2014 will be hosted by India.

24 May

Risk Management Forum

Partnering SAP, the seminar held on 24 May 2012 focused on a number of risk issues resulting from technology changes, regulatory challenges and expected changes from the Malaysian Financial Sector Blueprint 2011- 2020. Areas discussed included the need for the banking industry to have a more robust risk management system, regulatory compliance to enable stronger integration for the different risk types, and the importance of technology as an enabler.



▲ 26 May

15th IBBM Graduation and Awards Ceremony (GRACE)

GRACE 2012 held on 26 May 2012 in Kuala Lumpur was attended by 720 graduates and guests. Held annually, the 2012 event was made even more significant with the conferment of the Institute's Fellow and Associate Fellow Membership to 11 individuals who had made significant contributions to the Institute, as well as the banking industry.

26 May

Launch of Chartered Banker

The Chartered Banker Qualifications was formally launched on 26 May 2012, with the roll out of its first level - Executive Banker. To introduce this new prestigious qualification, IBBM organised a series of briefing sessions entitled "Become a World Class Banker" across Malaysia that attracted more than 800 banking professionals in attendance.



29 May

AML/CFT Briefing Session

The "Building Careers for Anti Money Laundering and Counter Financing of Terrorism (AML/CFT) Certification" talk was held on 29 May 2012 and was attended by 50 participants from various financial institutions. This professional qualification and training in AML/CFT is jointly awarded by the International Compliance Association and IBBM, in association with the Manchester Business School. The positive turnout reinforced IBBM's positioning of the course as a must-have qualification for bankers operating within the risk arena.

07 June

Visit by Da Afghanistan Bank

IBBM hosted a delegation of senior officers from Afghanistan's Central Bank on 7 June 2012. The visitors were led by their First Deputy Governor, H.E. Mr. Khan Afzal Hadawal. One of the objectives of their study visit was to learn about Malaysia's experience in setting up a training institute.



13 June

Risk Management Seminar

Partnering Algorithmics - an IBM company, the seminar held on 13 June 2012 and attended by 60 banking professionals provided insight and knowledge on recent developments of the financial risk management landscape within the financial services industry. Areas discussed included the need for risk owners to be continually pushing their firms to think creatively and expansively about potential risks, the changing profile of Chief Risk Officers in Asia, Credit Economic Capital Practices and Applications, as well as Basel III Liquidity Regulations.

15 June

Talent Management Development in the Financial Sector Panel Discussion

Organised by Bank Negara Malaysia (BNM) on 15 June 2012, discussions evolved around the challenges and developments in building talent in financial institutions necessary for the development of the financial sector. IBBM's focus in the panel presentation to 30 central bankers from around the world was on the role of FSTEP, as well as the Institute's role in shaping human capital within banks by way of offering professional qualifications, training programmes, dissemination of information and advisory services.

25-26 28-29 June

Green Technology Financing Training

The 2-day training seminars held on 25-26 and 28-29 June 2012 were designed for banks to provide them with the technical knowledge and tools to market, evaluate, and advise on green technology financing. The training course was targeted at credit and sales officers, as well as people in risk and project financing; and was attended by 65 participants in total.

Areas discussed included sustainable investment and the roles of banks, differentiating green technologies, legislation and regulations, financial management and returns, project prioritisation approaches, as well as carbon measurements and reporting. Organised by IBBM and co hosted together with BNM and BPP Professional Education.

June

Regional Talks: Gearing Towards a Zero Fraud Strategy at Bank Branches

The series of talks conducted by speaker and coach George Lau took place in Johor, Kuantan, Penang and Kota Kinabalu in the month of June. The total 300 participants from various financial institutions had the opportunity to acquire knowledge on the different areas and types of fraud, detection, prevention, survey findings and case studies.



6 July

Visit by Korea Banking Institute

The new President of the Korea Banking Institute, Dr. Jang Yung Lee, accompanied by Dr. Young Hoon Kim, Head of their Research and Development Team, as well as Kwang Suk Park, Counsellor of Finance of the Korean Embassy in Malaysia visited IBBM on 6 July 2012. The purpose was to formally introduce the new President, as well as to discuss on mutually agreeable exchanges and proposals presented at the APABI 14th Biennial Meeting.

Corporate Event Highlights

18 July ▶

Visit by Kenya School of Monetary Studies

A delegation, lead by Executive Director Prof. K. Muragu, from the Kenya School of Monetary Studies visited IBBM on 18 July 2012 to gain better insight into what we do and exchange ideas. The visitors were part of a larger delegation from the Central Bank of Kenya who were here to explore partnership opportunities, as well as learn from the experience



of BNM and professional financial education institutions in areas that included Strategic Management, Human Resource, Information Systems and Capacity Building.



7 September

Talent Economics

IBBM hosted the Talent Economics talk by Gyan Nagpal on 7 September 2012. This talk was an initiative by the Human Resources Networking Group (HRNG) to meet the need for HR professionals to be more knowledgeable in talent economics and strategies. A total of 72 participants attended.



18-19 July

Internal Audit Conference

IBBM organised, with the support of the Chief Internal Auditors Networking Group (CIANG), the Internal Audit Conference on "Gearing Internal Audit for Changing

Times" held on 18-19 July 2012 at Sasana Kijang, Bank Negara Malaysia. The 2-day conference was attended by 221 delegates, and 27 speakers and moderators. The Conference covered topics that included board effectiveness, fighting fraud, auditing Islamic finance, Basel II and beyond, as well as audit and risk. The event received support from Taylor's University as Corporate Sponsor, Oxford Business Group as Media Partner, and AIF and MII as Supporting Bodies.

26 September

Quality Review Visit by University of Manchester Business School

On 26 September 2012, IBBM hosted a meeting in conjunction with the quality review visit by senior representatives of the University of Manchester Business School (MBS) for the AML/CFT certification programmes. The visiting entourage were Jane Cromblehome, Head of Executive Education Services - MBS, Emma Rose, Senior Faculty Assurance and Enhancement Administrator, Faculty of Humanities – MBS and William Howarth, Chief Executive Officer – International Compliance Association. Apart from a visit to the teaching premises, the meeting mainly discussed the recruitment and admission process of students, the relationship between IBBM and ICA, and IBBM's role in the examinations.

26-27 July ▶

Malaysian Banking Summit

IBBM was a Corporate Sponsor of the ASLI-organised 16th Malaysian Banking Summit themed, "Charting the Future Direction of Banking and Finance in a New Era." Approximately 200 senior management personnel attended the two-day seminar that was held on 26 and 27 July 2012. IBBM CEO Tay Kay Luan was a panellist speaker at the discussion on "Nurturing Human Capital and Talent Development".



2-3 October

Green Technology Financing Bankers' Conference

IBBM with Bank Negara Malaysia (BNM) hosted the 1st Green Technology Financing Bankers' Conference with the theme "Green Financing, A New Frontier" at Sasana Kijang on 2 and 3 October 2012. It was officiated by Datuk Loo Took Gee, Secretary General, Ministry of Energy, Green Technology and Water, with a Welcome Address by Dato' Muhammad Ibrahim, Deputy Governor, BNM. The conference was supported by the Ministry of Energy, Green Technology and Water, Malaysian Greentech Corporation and the Sustainable Energy Development Authority.

The conference was held in order to enhance awareness of green financing at all levels of the financing community in Malaysia; and to facilitate the creation of an ecosystem for the financial industry in Malaysia to support Green Technology financing. 180 participants attended Day 1 of the conference which focused on current aspects of Green Technology Financing; including technologies and sectors attracting Green Tech Financing, global and regional trends, opportunities and challenges. Day 2 featured a focus group approach with 90 participants breaking up into various groups to deliberate on challenges, risks and individual wish-lists in promoting Green Technology financing within Risk and Funding, Policies and Incentives, and Sector Knowledge.

A report comprising key recommendations by the banks to support the development of green technology financing is intended to be presented to relevant governing authorities. A total of 6 exhibitors and 2 book distributors were also invited to showcase their products at the exhibition that was held alongside the conference.



20 October

IBBM FSI Careers 2012

IBBM organised a career fair for the financial services industry (FSI) on 20 October 2012 at the KL Convention Centre to serve as a platform to facilitate face-to-face interaction between jobseekers and hiring companies alike. HR representatives from financial institutions were present to provide counselling and advice on opportunities in their respective organisations, and conduct on-the-spot interviews. Approximately 2,000 people visited the career fair participated by 23 exhibitors from leading financial institutions. Also featured were talks by industry experts on career paths and opportunities in the Industry, as well as communication and social media skills.

23 October

Learning Outcome Evaluation Training and Workshop

IBBM organised a training and workshop session on Learning Outcome Evaluation at Sasana Kijang on 23 October 2012. It was attended by 30 Learning & Development representatives from 19 banking institutions. The aim of the session was to provide an insight into the various learning outcome evaluation models, to understand better the Kirkpatrick Evaluation Model and to gauge the readiness of the Industry to support IBBM's move towards Kirkpatrick Level 2.

30-31 October

Risk Management Conference

IBBM, with the support of the Risk Managers Networking Group (RMNG), organised the second Risk Management Conference on "Risk Management – What Next?" on 30 and 31 October 2012. The aim was to highlight and address topics most relevant to today's rapidly evolving financial landscape as well as that in the future.



Corporate Event Highlights

Some of the key focus areas of the conference centred on the evolution of risk management within a changing financial landscape, the regulatory future, cyber risks – the increasing threats, risk governance: current vs. the future, and risk and talent development – sourcing and retaining talent. 183 participants attended the conference, which was supported by various strategic and supporting partners namely IBM, Deloitte, FICO, Moody's Analytics and CPA Australia.

October

Survey on Internal Audit and Risk Management

In October 2012, IBBM partnered KPMG to do an industry wide survey to assess the readiness of the Internal Audit Function on Risk Management related issues in Malaysian banking institutions. The survey looked into the expectations of both the Chief Internal Auditor and Chief Risk Officer in relation to risk management issues, the capabilities expected from internal audit of the Banks regarding these risk management issues, and the support which could also be provided by the risk management unit of the Banks in this respect. It was aimed at the industry platform involving all Malaysia-based banking institutions, local and foreign. The results of the survey will be launched in the first quarter of 2013.

6 November ▶

Briefing on "Banking Insights: Survey on Malaysia's Compliance Function Effectiveness"

IBBM and PwC Malaysia launched and conducted an online survey among Heads of Compliance and senior management from local and foreign Malaysia-based banking institutions in July and August 2012. All Malaysia-based banks were surveyed, and the response rate was 65%.



The Compliance Function Effectiveness survey of Malaysia-based banking institutions was the first of its kind and identified the challenges faced by these banks in achieving and sustaining compliance, including lack of efficient organisational structures, inadequate technological infrastructure, poor communications with internal and external stakeholders, and lack of awareness of the compliance function role within the organisation.

To elaborate on the survey findings, a briefing session was organised on 6 November 2012 and attended by 54 financial institution representatives and members of the media. The full survey report and publication "Compliance Matters" was also launched at this event.

27 November

Forum on Anti Money Laundering and Anti Terrorism Financing

The Forum on Anti Money Laundering and Anti Terrorism Financing – a Global and Labuan Perspective was organised on 27 November 2012 in Labuan. It was jointly organised with the Labuan Financial Services Authority, Association of Labuan Banks, Malaysia and Association of Labuan Trust Companies and attracted 118 international and local delegates. One of the aims of this event was to provide a platform for the exchange of ideas and best practices amongst Labuan industry players. The forum successfully addressed some of the key challenges and issues encountered by financial institutions in Labuan when dealing with local and foreign clients.



▲ 13 December

Memorandum of Understanding with Standard Chartered Bank

IBBM and Standard Chartered Bank Malaysia Berhad signed a Memorandum of Understanding on 13 December 2012 to jointly cooperate, implement and promote the Chartered Banker Education Pathway programme. This marked a milestone for talent development in the domestic banking industry with Standard Chartered becoming the first bank in Malaysia to adopt the Chartered Banker programme for its staff.

A woman in a white blazer is leaning over a man who is sitting at a computer workstation. They are both looking at the screen. The background shows other people working at computers in a bright office setting. The image has orange bars at the top and bottom.

value

via an education hub

The setting up of the Asian Banking School is an important step forward so that we can increase our capacity to develop talent and to equip them with the relevant skills required as they progress in their careers.

REPORTS & FINANCIAL STATEMENTS



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CORPORATE INFORMATION

CHAIRMAN

Tan Sri Azman Hashim

VICE CHAIRMAN

Dato' Sri Abdul Wahid Omar

COUNCIL MEMBERS

Donald Joshua Jaganathan

Tan Sri Dato' Sri Tay Ah Lek

Datuk Yvonne Chia

Dato' Charon Wardini Mokhzani

Datuk Mohamed Azmi Mahmood

Dato' Zulkiflee Abbas Abdul Hamid
(appointed w.e.f. 26 May 2012)

Jeffrey Chew Sun Teong

Wong Kim Choong
(appointed w.e.f. 21 January 2013)

Chan Kok Seong
(resigned w.e.f. 1 September 2012)

Kung Beng Hong

CHIEF EXECUTIVE OFFICER

Tay Kay Luan

SECRETARIES

Zaimidah Binti Ab Majid
(resigned w.e.f. 14 December 2012)

Lum Soo Yan
(appointed w.e.f. 13 April 2012)

AUDITORS

SJ Grant Thornton
(Member of Grant Thornton International Ltd)
Chartered Accountants
Level 11, Sheraton Imperial Court
Jalan Sultan Ismail
50250 Kuala Lumpur

BANKER

Malayan Banking Berhad

SOLICITOR

Skrine

REGISTERED OFFICE

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, 2012.

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

	RM
Loss before tax	(172,242)
Tax expense	(25,694)
Net loss for the financial year	(197,936)

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 themselves that there were no bad debts to be written off and no provision for doubtful debt was required; 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 it necessary to write off any bad debts or to make any provision for doubtful debts in the financial statements of the Institute inadequate; 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 statement 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 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 (resigned w.e.f 1 September 2012)
 - Jeffrey Chew Sun Teong
 - Dato' Zulkiflee Abbas Abdul Hamid (appointed w.e.f 26 May 2012)
- (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
- (e) Re-elected at the 34th 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 (resigned w.e.f 1 September 2012)
- 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
- Dato' Zulkiflee Abbas Abdul Hamid (appointed w.e.f 1 June 2012)

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 (resigned w.e.f 1 September 2012)

Personnel

As at year end 2012, 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 2013/2014 term of office:

Nominated by Bank Negara Malaysia:

- Donald Joshua Jaganathan

NOMINATION OF COUNCIL MEMBERS (CONT'D)

Nominated by The Association of Banks in Malaysia

- Dato' Sri Abdul Wahid Omar
- Datuk Yvonne Chia
- Jeffrey Chew Sun Teong
- Dato' Zulkiflee Abbas Abdul Hamid
- Wong Kim Choong

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, Encik Kung Beng Hong, being eligible, has offered himself for re-election.

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 2012.

On behalf of the Council

TAN SRI AZMAN HASHIM

Chairman

Kuala Lumpur
29 April 2013

DATO' SRI ABDUL WAHID OMAR

Vice Chairman

STATEMENT BY THE COUNCIL

In the opinion of the Council Members, the financial statements set out on pages 60 to 88 are drawn up in accordance with Malaysian Financial Reporting Standards, International 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 at December 31, 2012 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
29 April 2013

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 60 to 88 are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the Statutory Declarations Act, 1960.

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

TAY KAY LUAN

Before me:

Commissioner for Oaths

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, 2012 of the Institute, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows of the Institute for the financial year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 60 to 88.

Council's Responsibility for the Financial Statements

The Council of the Institute is responsible for the preparation of financial statements so as to give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 1965 in Malaysia. The Council are also responsible for such internal control as the Councils 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 give a true and fair view of the financial position of the Institute as at December 31, 2012 and its financial performance and cash flows for the financial year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 1965 in Malaysia.

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.

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

OTHER MATTERS

1. As stated in Note 2.4 to the financial statements, the Institute adopted Malaysian Financial Reporting Standards on 1 January 2012 with a transition date of 1 January 2011. These standards were applied retrospectively by Council to the comparative information in these financial statements, including the Statements of Financial Position as at 31 December 2011 and 1 January 2011, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows for the financial year ended 31 December 2011 and related disclosures. We were not engaged to report on the Malaysian Financial Reporting Standards transition comparative information, and it is unaudited. Our responsibilities as part of our audit of the financial statements of the Institute for the financial year ended 31 December 2012 have, in these circumstances, included obtaining sufficient appropriate audit evidence that the opening balances as at 1 January 2012 do not contain misstatements that materially affect the financial position as at 31 December 2012 and financial performance and cash flow for the financial year then ended.
2. This report is made solely to the member 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
(NO. AF: 0737)
CHARTERED ACCOUNTANTS

DATO' N. K. JASANI
(NO: 708/03/14(J/PH))
CHARTERED ACCOUNTANT

Kuala Lumpur
29 April 2013

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2012

	Note	31.12.2012 RM	31.12.2011 RM	1.1.2011 RM
PROPERTY, PLANT AND EQUIPMENT	4	8,738,817	8,817,705	7,217,496
INVESTMENT IN AN ASSOCIATE	5 (a)	80,001	80,001	80,001
CURRENT ASSETS				
Receivables	6	571,773	2,189,444	953,871
Amount due from an associate	5 (b)	4,670	104,546	99,028
Amount due from related party	7	2,748	–	–
Tax recoverable		–	–	5,286
Short term fixed deposits with licensed banks		6,728,231	1,708,231	4,388,231
Cash and bank balances		1,438,955	1,251,799	479,860
Total current assets		8,746,377	5,254,020	5,926,276
CURRENT LIABILITIES				
Prepaid income		1,103,238	686,454	424,606
Library deposits		117,440	117,570	117,530
Payables	8	6,590,030	3,406,134	2,630,611
Tax payable		16,420	5,565	–
Total current liabilities		7,827,128	4,215,723	3,172,747
NET CURRENT ASSETS		919,249	1,038,297	2,753,529
TOTAL NET ASSETS		9,738,067	9,963,003	10,051,026
EQUITY				
Accumulated Fund		(1,949,913)	(1,751,977)	(1,636,954)
Launching Grants	9	687,980	687,980	687,980
Secured Zero Coupon Bonds	10	11,000,000	11,000,000	11,000,000
		9,738,067	9,936,003	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, 2012

	Note	2012 RM	2011 RM
Revenue	11	26,734,618	22,059,043
Personnel costs		(7,496,793)	(6,106,159)
Depreciation of property, plant and equipment		(381,994)	(355,425)
Operating expenses		(19,028,073)	(15,701,631)
Loss before taxation	12	(172,242)	(104,172)
Tax expense	13	(25,694)	(10,851)
Net loss for the financial year		(197,936)	(115,023)
Other comprehensive income		-	-
Total comprehensive loss for the financial year		(197,936)	(115,023)

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, 2012

Note	Launching grants RM	Accumulated fund RM	Secured zero coupon bonds RM	Total RM
Balance as at 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, 2012	687,980	(1,751,977)	11,000,000	9,936,003
Total comprehensive loss for the financial year	–	(197,936)	–	(197,936)
Balance as at December 31, 2012	687,980	(1,949,913)	11,000,000	9,738,067

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

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2012

	Note	2012 RM	2011 RM
CASH FLOWS FROM OPERATING ACTIVITIES			
Loss before tax		(172,242)	(104,172)
Adjustments for:-			
Gain on disposal of property, plant and equipment		(28,340)	(3,241)
Property, plant and equipment written off		2,087	–
Depreciation of property, plant and equipment		381,994	355,425
Impairment loss on receivables		–	54,850
Interest income		(143,728)	(101,976)
Interest expense		2,000	2,000
Operating surplus before working capital changes		41,771	202,886
Changes in working capital:-			
Receivables		1,617,671	(1,290,423)
Payables		3,600,550	(962,589)
Related party		(2,748)	–
Cash from/(used in) operations		5,257,244	(2,050,126)
Tax paid		(14,839)	–
Net cash from/(used in) operating activities		5,242,405	(2,050,126)
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		143,728	101,976
Advance to an associate		99,876	(5,518)
Purchase of property, plant and equipment		(305,193)	(1,956,386)
Proceeds from disposal of property, plant and equipment		28,340	3,993
Proceeds from grant received		–	2,000,000
Net cash (used in)/from investing activities		(33,249)	144,065

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

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2012 (CONT'D)

	Note	2012 RM	2011 RM
CASH FLOWS FROM FINANCING ACTIVITY			
Interest paid		(2,000)	(2,000)
Net cash used in financing activity		(2,000)	(2,000)
CASH AND CASH EQUIVALENTS			
Net changes		5,207,156	(1,908,061)
At beginning of financial year		2,960,030	4,868,091
At end of financial year	A	8,167,186	2,960,030

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

	2012 RM	2011 RM
Short term fixed deposits with licensed bank	6,728,231	1,708,231
Cash and bank balances	1,438,955	1,251,799
	8,167,186	2,960,030

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

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

1. GENERAL INFORMATION

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 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 financial statements of the Institute were authorised for issue by the Council in accordance with a resolution of the Council on 29 April 2013.

2. BASIS OF PREPARATION

2.1 Statement of Compliance

The financial statements of the Institute have been prepared in accordance with Malaysian Financial Reporting Standards ("MFRSs"), International Financial Reporting Standards ("IFRSs") and the Companies Act, 1965 in Malaysia.

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 First-time Adoption to MFRSs

In the previous years, the financial statements of the Institute were prepared in accordance with Financial Reporting Standards ("FRSs"). This is the Institute's first financial statements prepared in accordance with MFRSs and MFRS 1, First-time Adoption of Malaysian Financial Reporting Standards has been applied.

The accounting policies set out in Note 3 to the Financial Statements have been applied in preparing the financial statements of the Institute for the financial year ended 31 December 2012, the comparative information presented in these financial statements for the financial year ended 31 December 2011 and in preparation of the opening MFRS statement of financial position at 1 January 2011 (the date of transition MFRSs).

The transition to MFRSs does not have financial impact to the opening statement of financial position of the Institute as at 1 January 2011.

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

2.5 **Standards Issued But Not Yet Effective**

The Institute has not applied the following MFRSs that have been issued by the Malaysian Accounting Standards Board ("MASB") but are not yet effective for the Institute:

Amendments to MFRS effective 1 July 2012

MFRS 101	Presentation of Financial Statements – Presentation of Items of Other Comprehensive Income
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MFRSs effective 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 International Accounting Standard Board ("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 Interpretation 20	Stripping Costs in the Production of A Surface Mine

Amendments to MFRSs effective 1 January 2013

MFRS 1	First-time Adoption of Malaysian Financial Reporting Standards – Government Loans
MFRS 7	Financial Instruments: Disclosures – Offsetting Financial Assets and Financial Liabilities
MFRS 10, 11 and 12	Consolidated Financial Statements, Joint Arrangements and Disclosure of Interests in Other Entities: Transition Guidance

Annual Improvements 2009-2011 Cycle issued in July 2012

Amendments to MFRS effective 1 January 2014

MFRS 10,12 and 127	Consolidated Financial Statements, Disclosures of Interest in Other Entities and Separate Financial Statements: Investment Entities
MFRS 132	Financial Instruments: Presentation – Offsetting Financial Assets and Financial Liabilities

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

2. BASIS OF PREPARATION (CONT'D)

2.5 Standards Issued But Not Yet Effective (cont'd)

The Institute has not applied the following MFRSs that have been issued by the Malaysian Accounting Standards Board ("MASB") but are not yet effective for the Company (cont'd):

MFRS effective 1 January 2015

MFRS 7 Financial Instruments: Disclosures – Mandatory Date of MFRS 9 and Transition Disclosures

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

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

MFRS 10, 11, 12, 13, 127, 128 and IC Interpretation 20 are not relevant to the Institute's operations.

The initial application of the above standards are not expected to have any financial impacts to the financial statements of the Institute upon the first adoption, except for:

MFRS 9 Financial Instruments

MFRS 9 addresses the classification, measurement and recognition of financial assets and financial liabilities. It replaces the guidance in MFRS 139 Financial Instruments: Recognition and Measurement. MFRS 9 requires financial assets to be classified into two measurement categories: fair value and amortised cost, determined at initial recognition. The classification depends on the entity's business model for managing its financial instruments and the contractual cash flow characteristics of the instrument. Most of the requirements for financial liabilities are retained, except for cases where the fair value option is taken, the part of a fair value change due to an entity's own risk is recorded in other comprehensive income rather than profit or loss, unless this creates an accounting mismatch.

The adoption of MFRS 9 will result in a change in accounting policy. The Institute is currently examining the financial impact of adopting MFRS 9.

2.6 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.

2.6.1 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 66 years and reviews the useful lives of depreciable assets at each end of the reporting period. As at 31 December 2012, 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.

2. BASIS OF PREPARATION (CONT'D)

2.6 Significant accounting estimates and judgements (cont'd)

2.6.1 Estimation uncertainty (cont'd)

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 (cont'd):

Useful lives of depreciable assets (cont'd)

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, 2012

3. SIGNIFICANT ACCOUNTING POLICIES

The Institute applies the significant accounting policies, as summarised below, consistently throughout all periods presented in the financial statements and in preparing its opening MFRS statement of financial position at 1 January 2011 (the transition date to MFRS framework), unless otherwise stated.

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.

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 3.8.1.

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 employee 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, 2012

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.6 Tax expense

Tax expense comprises current and deferred tax. Current tax and deferred tax is recognised in profit or loss except to the extent that it relates to a business combination or items recognised directly in equity or other comprehensive income.

3.6.1 Current tax

Current tax is the expected tax payable or receivable on the taxable income or loss for the year, using tax rates enacted or substantively enacted by the end of the reporting period, and any adjustment to tax payable in respect of previous years.

Current tax is recognised in the statement of financial position as a liability (or an asset) to the extent that it is unpaid (or refundable).

3.6.2 Deferred tax

Deferred tax is recognised using the liability method, providing for temporary differences between the carrying amounts of assets and liabilities in the statement of financial position and their tax bases. Deferred tax is not recognised for the temporary differences arising from the initial recognition of goodwill, the initial recognition of assets and liabilities in a transaction that is not a business combination and that affects neither accounting nor taxable profit or loss. Deferred tax is measured at the tax rates that are expected to be applied to the temporary differences when they reverse, based on the laws that have been enacted or substantively enacted by the end of the reporting period.

Deferred tax assets and liabilities are offset if there is a legally enforceable right to offset current tax liabilities and assets, and they relate to income taxes levied by the same tax authority on the same taxable entity, or on different tax entities, but they intend to settle current tax liabilities and assets on a net basis or their tax assets and liabilities will be realised simultaneously.

A deferred tax asset is recognised to the extent that it is probable that future taxable profits will be available against which the temporary difference can be utilised. Deferred tax assets are reviewed at the end of each reporting period and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

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 Impairment of assets

3.8.1 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 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.

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.8 Impairment of assets (cont'd)

3.8.1 Non-financial assets (cont'd)

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.

3.8.2 Financial assets

The Institute assess at each reporting date whether there is any objective evidence that a financial assets is impaired.

Trade and other receivables 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 receivables 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 or receivables could include the Institute's past experience or 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 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 flows 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.

3.9 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.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.10 Leases

3.10.1 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.

3.10.2 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.

3.11 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.

3.12 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.

3.13 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. Financial assets and financial liabilities are measured subsequently as described below.

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.13 Financial instruments (cont'd)

3.13.1 Financial assets

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 carries 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.

3.13.2 Financial liabilities

After the initial recognition, financial liability is classified as:

- (a) financial liability at fair value through profit or loss;
- (b) other financial liabilities measured at amortised cost using the effective interest method; and
- (c) financial guarantee contracts.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.13 Financial instruments (cont'd)

3.13.2 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 carries only other financial liabilities on its statement of financial position.

Other financial liabilities measured at amortised cost

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

3.14 Related parties

A related party is a person or entity that is related to the Institute. A related party transaction is a transfer of resources, services or obligations between the Institute and its related party, regardless of whether a price is charged.

- (a) A person or a close member of that person's family is related to the Institute if that person:
 - (i) has control or joint control over the Institute;
 - (ii) has significant influence over the Institute; or is a member of the key management personnel of the Institute.

- (b) An entity is related to the Institute if any of the following conditions applies:
 - (i) the entity and the Institute are members of the same institute.
 - (ii) one entity is an associate or joint venture of the other entity.
 - (iii) both entities are joint ventures of the same third party.
 - (iv) one entity is a joint venture of a third entity and the other entity is an associate of the third entity.
 - (v) the entity is a post-employment benefit plan for the benefits of employees of either the Institute or an entity related to the Institute.
 - (vi) the entity is controlled or jointly-controlled by a person identified in (a) above.
 - (vii) a person identified in (a)(i) above has significant influence over the Institute or is a member of the key management personnel of the Institute.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

4. PROPERTY, PLANT AND EQUIPMENT

Cost	Leasehold land RM	Long term leasehold building RM	Office furniture and fixtures, electrical installation and equipment RM	Library books RM	Motor vehicles RM	Renovation RM	Capital work in progress RM	Total RM
At January 1, 2011	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
Additions	–	–	209,854	2,325	–	93,014	–	305,193
Disposals	–	–	(5,560)	–	(60,851)	–	–	(66,411)
Written off	–	–	(974,671)	–	–	–	–	(974,671)
Reclassification	–	–	–	–	–	1,906,751	(1,906,751)	–
At December 31, 2012	2,853,253	6,850,946	3,421,153	14,010	407,440	1,999,765	–	15,546,567
Accumulated depreciation								
At January 1, 2011	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
Charge for the financial year	32,295	137,018	95,377	542	61,218	55,544	–	381,994
Disposals	–	–	(5,560)	–	(60,851)	–	–	(66,411)
Written off	–	–	(972,584)	–	–	–	–	(972,584)
At December 31, 2012	878,904	2,423,811	3,151,236	12,227	286,028	55,544	–	6,807,750
Net carrying amount								
December 31, 2012	1,974,349	4,427,135	269,917	1,783	121,412	1,944,221	–	8,738,817
December 31, 2011	2,006,644	4,564,153	157,527	–	182,630	–	1,906,751	8,817,705
January 1, 2011	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 10 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

5. INTEREST IN AN ASSOCIATE

(a) Investment in an associate

	31.12.2012	31.12.2011	1.1.2011
	RM	RM	RM
Unquoted shares, at cost	80,001	80,001	80,001

The associate incorporated in Malaysia is as follows:-

Name of company	% of equity			Principal activity
	31.12.2012	31.12.2011	1.1.2011	
Akademi IBBM Sdn. Bhd.	40	40	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:-

	31.12.2012	31.12.2011	1.1.2011
	RM	RM	RM
Investment in associate company:-			
At cost	80,001	80,001	80,001
Share of post-acquisition loss	(24,888)	(19,266)	(19,452)
	55,113	60,735	60,549
Represented by:-			
Share of net tangible assets	55,113	60,735	60,549

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

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

6. RECEIVABLES

	31.12.2012	31.12.2011	1.1.2011
	RM	RM	RM
Trade receivables	245,810	1,859,358	1,231,004
Less: Impairment loss	–	(54,850)	(392,709)
	245,810	1,804,508	838,295
Other receivables	23,243	10,350	24,614
Deposits	58,366	57,366	58,428
Prepayments	244,354	317,220	32,534
	571,773	2,189,444	953,871

Movement in allowance for impairment losses of trade receivables:-

	31.12.2012	31.12.2011
	RM	RM
At 1 January	54,850	392,709
Impairment loss recognised	–	54,850
Impairment loss reversed	(54,850)	(392,709)
At 31 December	–	54,850

The normal trade credit terms granted by the Institute to the trade receivables range from 30 to 60 (31.12.2011: 30 to 60 and 1.1.2011: 30 to 60) days. Other credit terms are assessed and approved on case by case basis.

7. AMOUNT DUE FROM A RELATED PARTY

The amount due from a related party is unsecured, interest free and has no fixed term of repayment.

8. PAYABLES

	31.12.2012	31.12.2011	1.1.2011
	RM	RM	RM
Trade payables	1,151,026	1,943,929	467,412
Staff training fund	3,694,998	465,630	1,172,162
Other payables, deposits and accruals	1,744,006	996,575	991,037
	6,590,030	3,406,134	2,630,611

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

9. LAUNCHING GRANT

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

10. 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.

11. REVENUE

	2012	2011
	RM	RM
Qualification	2,007,754	1,637,782
Membership	1,192,449	1,178,124
Publications	20,874	44,671
Course fees	12,173,282	11,699,424
Information centre	–	271
Subsidy from staff training fund	11,000,000	7,300,000
Other revenue	340,259	198,771
	26,734,618	22,059,043

12. LOSS BEFORE TAX

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

	2012	2011
	RM	RM
Auditors' remuneration	18,000	17,000
Depreciation of property, plant and equipment	381,994	355,425
Office rental	–	10,908
Interest expense	2,000	2,000
Gain on disposal of property, plant and equipment	(28,340)	(3,241)
Property, plant and equipment written off	2,087	–
Loss on foreign exchange	1,117	1,365
Impairment loss on receivables	–	54,850
Interest on fixed deposits	(143,728)	(101,976)
Rental income	–	(1,960)

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

13. TAX EXPENSE

	2012	2011
	RM	RM
Current financial period provision	25,694	14,839
Overprovision of tax in prior year	–	(3,988)
	25,694	10,851

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:-

	2012	2011
	RM	RM
Loss before tax	(172,242)	(104,172)
Income tax at statutory rate of 26%	(44,783)	(27,085)
Tax effect in respect of:		
Non-allowable expenses	68,112	51,259
Tax savings as a result of taxable income taxed at lower scaled rates	(11,675)	(11,675)
Deferred taxation not recognised in the financial statements	14,040	2,340
Overprovision in prior year	–	(3,988)
Total tax expense	25,694	10,851

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

14. 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 2012, the estimated amount of deferred taxation benefits, calculated at current tax rate, which has not been recognised in the financial statements, are as follows:-

	2012	2011
	RM	RM
Temporary differences in respect of excess of carrying amount over tax base of:		
– property, plant and equipment	(4,892,000)	(4,509,000)
– others	–	55,000
Tax effects of unabsorbed capital allowances	4,354,000	3,863,000
Tax effects of unutilised business losses	1,067,000	1,067,000
Deferred tax assets	529,000	476,000

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

15. EMPLOYEES INFORMATION

	2012	2011
	RM	RM
Salary, bonus and overtime	5,705,989	4,731,276
Defined contribution plan	907,424	749,887
Socso	32,518	29,148
Other staff costs	850,862	595,848
	7,496,793	6,106,159

16. **FINANCIAL INSTRUMENTS**

Categories of Financial Instruments

The table below provides an analysis of financial instruments categorised as follows:-

- (i) Loan and receivables (L&R)
- (ii) Other financial liabilities (AC) measured at amortised cost.

	Carrying amount RM	L&R RM	AC RM
31.12.2012			
Financial assets			
Receivables	327,419	327,419	–
Amount due from an associate	4,670	4,670	–
Amount due from related party	2,748	2,748	–
Short term fixed deposits with licensed banks	6,728,231	6,728,231	–
Cash and bank balances	1,438,955	1,438,955	–
	8,502,023	8,502,023	–
Financial liabilities			
Library deposits	117,440	–	117,440
Payables	6,590,030	–	6,590,030
	6,707,470	–	6,707,470
31.12.2011			
Financial assets			
Receivables	1,872,224	1,872,224	–
Amount due from an associate	104,546	104,546	–
Short term fixed deposits with licensed banks	1,708,231	1,708,231	–
Cash and bank balances	1,251,799	1,251,799	–
	4,936,800	4,936,800	–
Financial liabilities			
Library deposits	117,570	–	117,570
Payables	3,406,134	–	3,406,134
	3,523,704	–	3,523,704

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

16. FINANCIAL INSTRUMENTS (CONT'D)

Categories of Financial Instruments (cont'd)

The table below provides an analysis of financial instruments categorised as follows (cont'd):-

	Carrying amount RM	L&R RM	AC RM
1.1.2011			
Financial assets			
Receivables	921,337	921,337	–
Amount due from an associate	99,028	99,028	–
Short term fixed deposits with licensed banks	4,388,231	4,388,231	–
Cash and bank balances	479,860	479,860	–
	5,888,456	5,888,456	–
Financial liabilities			
Library deposits	117,530	–	117,530
Payables	2,630,611	–	2,630,611
	2,748,141	–	2,748,141

Financial Risks Management

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.

16. FINANCIAL INSTRUMENTS (CONT'D)

Financial Risks Management (cont'd)

(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 minimising 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:-

	31.12.2012	31.12.2011	1.1.2011
	RM	RM	RM
Trade and other receivables	571,773	2,189,444	953,871
Short term fixed deposit with licensed banks	6,728,231	1,708,231	4,388,231
Amount due from related party	2,748	–	–
Amount due from an associate	4,670	104,546	99,028
	7,307,422	4,002,221	5,441,130

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:-

	2012	
	RM	%
Top 5 banks	147,810	60

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

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

16. FINANCIAL INSTRUMENTS (CONT'D)

Financial Risks Management (cont'd)

(a) Credit risk (cont'd)

Credit risk concentration profile

As at 31 December 2012, trade receivables of RM127,210 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:-

	Gross RM	Impairment RM	Net RM
31.12.2012			
Not past due	118,600	–	118,600
Past due 0 – 30 days	67,310	–	67,310
Past due 31 – 60 days	57,400	–	57,400
Past due more than 120 days	2,500	–	2,500
Total	245,810	–	245,810

	Gross RM	Impairment RM	Net RM
31.12.2011			
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

16. FINANCIAL INSTRUMENTS (CONT'D)

Financial Risks Management (cont'd)

(a) Credit risk (cont'd)

Credit risk concentration profile

The ageing of receivables as at the end of reporting date was (cont'd):-

	Gross RM	Impairment RM	Net RM
1.1.2011			
Not past due	274,320	–	274,320
Past due 0 – 30 days	285,825	–	285,825
Past due 31 – 60 days	173,100	–	173,100
Past due 61 – 90 days	16,200	–	16,200
Past due 91 – 120 days	41,310	–	41,310
Past due more than 120 days	440,249	(392,709)	47,540
Total	1,231,004	(392,709)	838,295

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.

	On demand or within 1 year RM	More than 2 years RM	Total RM
31.12.2012			
Payables (Note 8)	6,590,030	–	6,590,030

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2012

16. FINANCIAL INSTRUMENTS (CONT'D)

Financial Risks Management (cont'd)

(b) Liquidity risk (cont'd)

Analysis of financial instruments by remaining contractual maturities (cont'd)

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

31.12.2011	On demand or within 1 year RM	More than 2 years RM	Total RM
Payables (Note 8)	3,406,134	–	3,406,134

1.1.2011	On demand or within 1 year RM	More than 2 years RM	Total RM
Payables (Note 8)	2,630,611	–	2,630,611

(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 than more 1 year RM	Total RM	Effective interest rate during the year %
31.12.2012			
<u>Financial assets</u>			
Short term deposits with licensed banks	6,728,231	6,728,231	1.90% – 3.10%
31.12.2011			
<u>Financial assets</u>			
Short term deposits with licensed banks	1,708,231	1,708,231	1.65% – 3.10%

16. **FINANCIAL INSTRUMENTS (CONT'D)**

Financial Risks Management (cont'd)

(c) Interest rate risk (cont'd)

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 (cont'd):-

	Not more than 1 year RM	Total RM	Effective interest rate during the year %
1.1.2011			
<u>Financial assets</u>			
Short term deposits with licensed banks	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.

17. **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, 2012

Regulators

Bank Negara Malaysia
Labuan Financial Services Authority (Labuan FSA)
Perbadanan Insurans Deposit Malaysia

Commercial Banks/Banking and Finance Companies (BAFIN)

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
India International Bank (Malaysia) Berhad
Industrial and Commercial Bank Of China (Malaysia) Berhad
J. P. Morgan Chase Bank Berhad
Malayan Banking Berhad
National Bank of Abu Dhabi Malaysia 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
First Islamic Investment Bank Limited
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

Cagamas Berhad
Danajamin Nasional Berhad
E2 Power Sdn Bhd
Financial Mediation Bureau
Malaysia Building Society Berhad
Malaysia Debt Ventures Berhad

APPENDIX II

EXTRACT FROM THE MEMBERSHIP REGISTER

AS AT DECEMBER 31, 2012

LIFE	MEMBERSHIP NO		
Abdul Aziz Taha, Tan Sri Dato', FIBM (L)	20065	Raja Lope bin Raja Shahrome, Dr, FIBM	305167
Ahmad Mohd Don, Tan Sri Datuk, FIBM (L)	158485	Rajandram a/l Chellappah, Tan Sri Datuk, FIBM	307971
Ali Abul Hassan bin Sulaiman, Tan Sri Dato' Seri, FIBM (L)	304418	Ramly bin Ahmad, Datuk, FIBM	223172
		Shahriman bin Tunku Sulaiman, Tunku Tan Sri, FIBM	5157
		Syed Ahmad Idid bin Abdullah Idid, Dato', FIBM	96651
		Tan Teong Hean, Tan Sri Dato', FIBM	158501
		Tay Ah Lek, Tan Sri Dato' Sri, FIBM	305166
		Teh Hong Piow, Tan Sri Dato' Sri Dr, FIBM	143917
		Thong Yaw Hong, Tan Sri Datuk, FIBM	243725
		Wan Ismail Abdul Rahman, Dato', FIBM	307972
		Yoong Yan Pin, FIBM	82875
		Yvonne Chia, Datuk, FIBM	307973
		Zamani bin Abdul Ghani, Dato', FIBM	307962
		Zeti Akhtar Aziz, Tan Sri Dato' Sri Dr, FIBM	305168
FELLOW	MEMBERSHIP NO	ASSOCIATE FELLOW	MEMBERSHIP NO
Abdul Aziz bin Omar, Dato', FIBM	181131	Ahmad Shafruddin bin Arshad, FIBM (Assoc)	307888
Abdul Hamidy bin Abdul Hafiz, Dato' Sri, FIBM	40352	Ansary bin Ahmed, Prof. Dato' Dr, FIBM (Assoc)	510282
Abdul Latiff Abdul Rahim, FIBM	8052	Aziz Anuar, Tn Hj, FIBM (Assoc)	305175
Abdul Malek Tunku Kassim, Tunku Dato', FIBM	223164	Bacil Fernandez, FIBM (Assoc)	308958
Abdul Wahid bin Omar, Dato' Sri, FIBM	510281	Chan Heng Leong, FIBM (Assoc)	308203
Albert Yeoh Beow Tit, Dato', FIBM	307964	Chia Swee Yuen, FIBM (Assoc)	186023
Amirsham A Aziz, Tan Sri Datuk, FIBM	300689	Chin Chee Kee, Datuk, FIBM (Assoc)	307974
Azlan bin Hashim, Dato' Haji, FIBM	168948	Choo Kah Hoe, Dato', FIBM (Assoc)	263814
Azman Hashim, Tan Sri, FIBM	82842	Choo Yoo Kwan @ Choo Yee Kwan, FIBM (Assoc)	138032
Cheah Tek Kuang, FIBM	307966	Ding Lai Hong, FIBM (Assoc)	174904
David G Moir, FIBM	168914	Hor Kam Peng, FIBM (Assoc)	38141
Fong Weng Phak, Dato', FIBM	158527	Kasinathan a/l T. Kasipillai, FIBM (Assoc)	306636
Goh Eng Toon, Dato' Seri, FIBM	203190	Lee Mei Pheng, Dr, FIBM (Assoc)	305171
Hooi Lai Hoong, FIBM	307967	Lim Eng Cheng, FIBM (Assoc)	309444
Huang Sin Cheng, Dato', FIBM	307960	Lim Teck Ling, FIBM (Assoc)	181578
Ian Ramsay Wilson, FIBM	194662	Lim Yew Meng, FIBM (Assoc)	305174
Ismail Zakaria, Datuk Haji, FIBM	158477	Louise Paul s/o Joseph Paul, FIBM (Assoc)	91116
Kamal Batcha bin Dawood Sultan, FIBM	309566	Low Yeau Choong, FIBM (Assoc)	307889
Kamarul Ariffin bin Mohamed Yassin, Tan Sri, FIBM	5132	Nor Shamsiah binti Mohd Yunus, Datuk, FIBM (Assoc)	504076
Khairil Anuar Abdullah, FIBM	305170	Norzila binti Abdul Aziz, FIBM (Assoc)	305801
Khor Yuen Hock, Sonny, FIBM	25965	Philip Tan Puay Koon, FIBM (Assoc)	307975
Kung Beng Hong, FIBM	194654	Satwant Kaur, FIBM (Assoc)	129726
Lee K K, Douglas, Dato', FIBM	143933	Soong Hoe Seng, FIBM (Assoc)	302204
Lin See Yan, Tan Sri Dato' Dr, FIBM	82834	Tan Liong Tong, FIBM (Assoc)	305173
Manharlal a/l Ratilal, Datuk, FIBM	307968	Tang Kean Onn, FIBM (Assoc)	307976
Michael John Calvert, FIBM	5181	Wan Kamaruzaman bin Wan Ahmad, FIBM (Assoc)	307977
Mohamed Azman bin Yahya, Tan Sri, FIBM	307965	Wang Kuo Shing, FIBM (Assoc)	305172
Mohamed Azmi bin Mahmood, Datuk, FIBM	307970	Yip Tsui Yoke, FIBM (Assoc)	302150
Mohamed Basir bin Ahmad, Tan Sri Dato', FIBM	223131	Zainal Abidin bin Hj Mohamed, Datuk, FIBM (Assoc)	500740
Mohamed Nazir bin Abdul Razak, Dato' Sri, FIBM	504883		
Mohd Salleh bin Haji Harun, Dato', FIBM	307961		
Mohd Taufik bin Dato' Abdullah, Dato', FIBM	143941		
Muhammad bin Ibrahim, Dato', FIBM	110635		
Neville Harrison Green, Dato', FIBM	16832		
Nik Awang @ Wan Azmi bin Wan Hamzah, Tan Sri, FIBM	135939		
Nor Mohamed bin Yakcop, Tan Sri, FIBM	223149		
Ooi Sang Kuang, Dato', FIBM	504077		
Peter Anthony Cameron, FIBM	135913		
R. Thillainathan, Dato' Dr, FIBM	158535		
Raja Aman bin Raja Ahmad, Dato' Seri, FIBM	158493		

Appendix II**EXTRACT FROM THE MEMBERSHIP REGISTER**

AS AT DECEMBER 31, 2012

MEMBER	MEMBERSHIP NO	MEMBER	MEMBERSHIP NO
Abdul Aziz bin Abu Samah, MIBM	19893	Azam bin Azman, MIBM	235093
Abdul Aziz bin Ismail, MIBM	9779	Azidy bin Daud, MIBM	311245
Abdul Latif bin Hashim, MIBM	47951	Aziyah binti Omar, MIBM	305117
Abdul Malek bin A Rahman, MIBM	307441	Azman bin Awang, MIBM	307620
Abdul Malek bin Mohd Khair, MIBM	132209	Azman bin Sisek @ Bachok, MIBM	310286
Abdul Malik bin Sikkandar, MIBM	500014	Azrina binti Abdul Hamid, MIBM	308933
Abdul Razak bin Gulam, MIBM	182444	Balakrishnan s/o Nalliah, MIBM	21246
Abdul Razak bin Mohd Ariffin, MIBM	75358	Basant Bala Raj Kumar Sharma, MIBM	136549
Abdul Salam L. W. bin Abdullah, MIBM	177071	Beh Cheng Hoon, MIBM	304306
Abdullah bin Embong, MIBM	69138	Benjamin Lee, MIBM	304549
Abu Bakar bin Abdul Rahman, MIBM	99150	Bernadette Sun Fui Ling, MIBM	309326
Achhinda Singh Rakhra, MIBM	260570	Betty Epin @ Bridget, MIBM	144428
Adelaine Lok Yan Cheng, MIBM	310172	Bharathan a/l KK Gopalan, MIBM	147439
Agnes d/o K Ambrose, MIBM	61192	C Vasandakumary a/p M V Nair, MIBM	219865
Ahmad bin Abdul Rahman, MIBM	1289	Ch'ng Joo Guan, MIBM	60665
Ahmad Fathi bin Munawar, MIBM	27888	Chai Ching Beng, MIBM	68858
Ahmad Salmi bin Siteh, MIBM	305508	Chai Choon We, MIBM	162347
Akbar bin Mohamad, MIBM	137281	Chai Pit Fung @ Choy Pit Fung, MIBM	185975
Alban Joseph Aeria, MIBM	35147	Chai Sue May, MIBM	303300
Alee bin Zainol, Tn Hj, MIBM	308236	Chai Yong Fah, MIBM	113779
Alexander Augustine Druce, MIBM	303404	Chan Chee Cheong, MIBM	508963
Alexander Chieng Siong Huo, MIBM	262840	Chan Choo Seng, MIBM	135699
Alexander Gordon Crocker, MIBM	304215	Chan Chut Lweng, MIBM	306393
Aliman bin Ali, MIBM	90779	Chan Hon Thiam, MIBM	5660
Alvin Lee Wei Peng, MIBM	510275	Chan Hong Lye, MIBM	13656
Amy Tan, MIBM	309327	Chan Keng Wee, MIBM	63198
Andrew Teoh Kok Aun, MIBM	170167	Chan Kit Yeng, MIBM	509843
Ang Chai Ming, MIBM	59634	Chan Kok Kwai, Eddie, MIBM	140186
Ang Kah Wai, MIBM	148551	Chan Mun Chee, MIBM	88005
Ang Leong Chin, MIBM	72744	Chan Peng Kheong, Joseph, MIBM	57539
Ang Seng Jin, MIBM	133538	Chan Poh Yee, MIBM	302383
Ang Soon Lai, MIBM	118158	Chan Say Earn, MIBM	120766
Ang Suan York, MIBM	15164	Chan See Thin, MIBM	243121
Ang Wee Huat, MIBM	166322	Chan Siew Oon, MIBM	164004
Angeline Chan Mei Leng, MIBM	189662	Chan Tze Leong @ Albert Chan, MIBM	302791
Angus Salim bin Salleh Amran, MIBM	501962	Chan Yin Lan, MIBM	108233
Annandan s/o Chandran, MIBM	100677	Chan Yoong Keong, MIBM	175547
Anthony Hau Ying Chin, MIBM	502186	Chang Chee Keong, MIBM	1172
Aria Putera bin Ismail, MIBM	510070	Chang Chiew Fatt, Alexander, MIBM	302634
Asokkumar a/l Subramaniam, MIBM	311067	Chang Lee Hing, MIBM	255885
Attan Akmar bin Masbah, MIBM	91439	Chang Wing Hoh, MIBM	310968
Au Weng Sang, MIBM	187336	Chang Yun Loi, MIBM	131128
Au Yeong How, MIBM	308126	Chaw Kum Chuan, MIBM	187393
Aw Yeong Chan, MIBM	508969	Cheah Chee Fong, MIBM	255901
Ayesha Natchiar binti Ally Maricar, MIBM	23424	Cheah Eng Huat, MIBM	158006
Ayob bin Ismail, MIBM	305466	Cheah Li Ming, MIBM	264028
Ayub bin Mohd Yusof, MIBM	39982	Cheah Siak Keong, MIBM	117762

Appendix II
EXTRACT FROM THE MEMBERSHIP REGISTER
AS AT DECEMBER 31, 2012

MEMBER	MEMBERSHIP NO	MEMBER	MEMBERSHIP NO
Cheah Sin Cheung, MIBM	309582	Choo Wan San, MIBM	302541
Cheah Wee Leong, MIBM	310264	Choo Weng Leong, MIBM	121780
Cheah Yoke Loong, MIBM	34355	Choong Sung Yean, MIBM	77321
Cheam Chong Jin, MIBM	117093	Choong Yong Choo, MIBM	153197
Chee Ewe Hoe, Timothy, MIBM	219642	Chow Kam Hong, MIBM	123117
Chee Kok How, MIBM	24737	Christina a/p Santhiahburoh, MIBM	301727
Chee Ling Yee, Michelle, MIBM	253591	Christopher a/l Albert, MIBM	208561
Chek Poo Yeng, MIBM	65078	Chua Been Tiong, MIBM	69286
Chen Siew Lan, MIBM	32078	Chua Chai Hoon, MIBM	263574
Chen Thien Yan, MIBM	20099	Chua Chew Soong, MIBM	179887
Chen Wing Loong, MIBM	118836	Chua Chiang Huah, MIBM	70011
Cheng Mei Mei, MIBM	232249	Chua Khain Weo, MIBM	307458
Cheng Siew Im, MIBM	70177	Chua Long Juay, MIBM	310337
Cheng Wai Kok, MIBM	304634	Chua Teck Meng, MIBM	166355
Cheong Chee Yun, MIBM	138503	Chuah Ean Quan, MIBM	11627
Cheong Sun Weng, MIBM	58008	Chuah Lih Lin, Grace, MIBM	133603
Cheong Yip Choon, MIBM	13664	Chuah Lye Hock, MIBM	131730
Cheryl Wang Yun Ni, MIBM	312822	Chye Swee Teck, James, MIBM	44180
Chew Cheng Chan, MIBM	21691	Danial Mah bin Abdullah, MIBM	308653
Chew Hui Giap, MIBM	304775	Darnailu s/o Apparavu, MIBM	48280
Chew Khuan Yin, MIBM	304520	Davamanidavy S. Kanapath, MIBM	209536
Chew Yok Lee, MIBM	307315	David Ang Ng Wee, MIBM	71357
Chia Kiang Por, MIBM	123596	David s/o T Anthonysamy, MIBM	50989
Chia Kok Fung, MIBM	101493	David Sivapatham, MIBM	307639
Chiam Yok Meng, MIBM	173799	Dayang Kamariah binti Datu Bistari, MIBM	307564
Chieng Kiat Seng, MIBM	47555	Debra Veronica Carvalho, MIBM	156729
Chieng Yew Hoon, MIBM	166041	Ding Chew Loong, MIBM	54650
Chim Weng Kong, MIBM	195420	Donald Joshua Jaganathan, MIBM	111948
Chin Beng Keat, Stephen, MIBM	175034	Drahman bin Jaladin, MIBM	165910
Chin Chee Meng, Stephen, MIBM	199935	Dunstan Dominic a/l V Augustine, MIBM	307114
Chin Khon Min, MIBM	137349	Dzuljastri bin Abd Razak, MIBM	35105
Chin Nyuk Sang, MIBM	247668	Edward Tan Juan Peng, MIBM	307443
Chin Pik Yuen, MIBM	509898	Elaine Gan Ai Wah, MIBM	307507
Chin Pin Pin, MIBM	260562	Elongoven A/L Loganathan, MIBM	304759
Chin See Siong, MIBM	113670	Emily Rolanda Yong, MIBM	219477
Chin Yee Tshin, Katherine, MIBM	160663	Eng Cheow Hoon, MIBM	308074
Chin, Bernadette, MIBM	139030	Eng Hong Im, MIBM	309087
Ching Kim Pua, MIBM	248047	Eng Hup Huat, MIBM	43406
Chong Hon Min, MIBM	152835	Fabian Teo Hock Chye, MIBM	304722
Chong Koon Fong, MIBM	309108	Fam Swee Kong, MIBM	195446
Chong Mui Eng, MIBM	117242	Fan May Sze, MIBM	306389
Chong Nyuk Chu, MIBM	115592	Fan Ping Jao, MIBM	92981
Chong Seen Yew, MIBM	24786	Fong Chee Choong, MIBM	501518
Chong Won Wha, MIBM	145706	Fong Chee Wai, MIBM	175398
Choo Cheow Piew, MIBM	148320	Fong Hon Meng, MIBM	183129
Choo Choon Thong, MIBM	102806	Fong Poh Leong, MIBM	6056
Choo Lay Hwa, MIBM	88054	Fong Sek Aun, MIBM	82594

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EXTRACT FROM THE MEMBERSHIP REGISTER
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MEMBER	MEMBERSHIP NO	MEMBER	MEMBERSHIP NO
Fong Wai Han, MIBM	158618	Henry Tan Khoon Seng, MIBM	504109
Foo Chee Thong, MIBM	18713	Hii Wei Nguong, Alexander, MIBM	305823
Foo Chow Lee, Prof. Dato' Seri Dr, MIBM	36293	Ho Foo Chin, MIBM	308764
Foo Kok Thye, MIBM	305834	Ho King Min, MIBM	71704
Foo Meng Heng, MIBM	309220	Ho Kok Wai, MIBM	31633
Foo Suan Chit, MIBM	36889	Ho Lai Sin, MIBM	155630
Foo Toon Yin, MIBM	312376	Ho Lian Teck, MIBM	12922
Foo Yen Shieng, MIBM	247122	Ho Siew Yoot, MIBM	18614
Foo Yin Fun, MIBM	500903	Ho Swee Lum, Zelie, MIBM	302799
Foong Chee Keong, MIBM	12815	Ho Wai Yin, MIBM	194175
Foong Yew Heng, MIBM	302277	Hoe Sook Mee, MIBM	508971
Francis Jacob Pereira, MIBM	213983	Hoh Teck Meng, MIBM	183152
Freddie Acho Bian, MIBM	308851	Hong Ching Hoak, MIBM	306673
Gan Eng Thiam, MIBM	82263	Hoo Kie Teh, MIBM	181453
Gan Kim Hock, MIBM	101063	Hooi Lai Fun, MIBM	129981
Gan Yok Chuan, MIBM	250878	Hor Kok Sin, MIBM	302268
Garry Leeds anak Michael, MIBM	306249	Hou Chih Yoong, MIBM	308333
Gary Chan Jin Liang, MIBM	163493	Hu Kie Lik, Nicholas, MIBM	259663
Ghan Chee Kong, MIBM	249417	Hu Meng Kui, MIBM	307681
Ghan Chee Tong, MIBM	76158	Huang Soon Teck, MIBM	55103
Goh Chih Han, MIBM	313721	Hwong Hau Luke, MIBM	50294
Goh Ching Ai Jinai, MIBM	9738	Irwan Abdullah @ Edward Minggu, MIBM	305833
Goh Ching Chee, MIBM	28944	Isabella Raniee Silvester, MIBM	305097
Goh Kee Boon, MIBM	3103	Ishak bin Musa, MIBM	311283
Goh Kim Boon, MIBM	48132	Isheak bin Johdi, MIBM	152850
Goh Lay Yong, MIBM	86496	Ismal Adlan bin Mohd Darus, MIBM	261354
Goh Mei Kwang, MIBM	92593	Istvan Loh Wye Lung, MIBM	311429
Goh Ming Lee, MIBM	310327	Jacob Samuel a/l K S Samuel, MIBM	264580
Goh Pek Hiong, MIBM	302412	Jagatheasan a/l Muniapan, MIBM	23275
Goh Poh Cheng, MIBM	43315	Janet Choo Kam Leng, MIBM	148627
Goh Suw Kim, MIBM	308035	Jeevaraja s/o Sandanam, MIBM	73908
Goh Thye Soon, MIBM	14498	Jeffrey Marcel Jeremiah, MIBM	26500
Goh Wui Beng, MIBM	507908	John Baptist s/o Jesu Doss, MIBM	204727
Gopala Krishnan s/o Manickam, MIBM	16196	John Kennedy s/o Paulose, MIBM	157776
Gurdev Singh, MIBM	92544	Johny anak Percy, MIBM	501999
Ha Kim Chen, MIBM	64428	Joseph Tarawe, MIBM	165720
Haja Najmuddeen Mohd Mydin, MIBM	23622	Julia Yong Kim Len, MIBM	309706
Haleelur Rahman Abdul Gaffoor, MIBM	140889	Kalaparampil George Koshy, MIBM	108589
Hamidah binti Osman, MIBM	311285	Kam Yeng Yee, MIBM	132464
Han Ai Le, MIBM	175323	Kamaluddin bin Ismail, MIBM	91975
Haslinda Lim binti Abdullah, MIBM	45419	Kamaruddin bin Jaafar, MIBM	38679
Hasrul bin Hasan, MIBM	314427	Kay Chuan Seng, MIBM	44263
Heah Ai Kiew, Roselina, MIBM	52126	Khairuddin bin Md Noor, MIBM	37705
Hei Lee Hoon, MIBM	86066	Khairul Anuar bin Ishak, MIBM	507216
Helen Thor Poh Sim, MIBM	30643	Khalid Jaafar bin Jahaya, MIBM	306692
Helmee bin Othman, MIBM	501012	Khaw Kok Wee, MIBM	187039
Helmy Had bin Sabtu, MIBM	206763	Khaw Peng Soon, Kevin, MIBM	220186

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MEMBER	MEMBERSHIP NO	MEMBER	MEMBERSHIP NO
Kho Chai Yen, MIBM	176313	Lau Wee Hien, MIBM	305579
Kho Siak Koi, MIBM	308806	Lau Wun Ching, MIBM	306271
Khoo Boo Boon, MIBM	166405	Law Lee Peng, MIBM	192674
Khoo Gek Tin, MIBM	24687	Law Si Yong, MIBM	309300
Khoo Hong Ee, MIBM	215046	Law Toong Choy @ Karen Law, MIBM	130971
Khoo Siok Peng, MIBM	304040	Lawrence Muda anak Nyomui, MIBM	187559
Khoo Sior Tyng, MIBM	308779	Lean Meng Seong, Datuk, MIBM	20255
Kiang Shu Huei, MIBM	308196	Lee Boon Chin, MIBM	300958
Kipli bin Rosli, MIBM	155861	Lee Boon Meng, MIBM	127753
Koay Eng Huat, MIBM	68460	Lee Chui May, MIBM	87528
Koe Swee Aun, MIBM	308429	Lee Chung Seng, MIBM	140293
Koes Allyman bin Abdul Razak, MIBM	312378	Lee Ee Cheng, MIBM	104323
Koh Eng Hwa, MIBM	145946	Lee Eng Sang, MIBM	87254
Koh Hsieng-Yang Eric, MIBM	247726	Lee Foo Chai, MIBM	194670
Koh Teck Lee, MIBM	66738	Lee Fui Lee, MIBM	241877
Kok Aik Poh, MIBM	240572	Lee Khee Joo, MIBM	34645
Kok Hoong Fai, MIBM	157271	Lee Khuan Eoi, Dr, MIBM	18796
Kok Sew Thin, MIBM	214221	Lee Kim Huat, MIBM	160747
Kok Sze Chye, MIBM	45682	Lee Kok Siong, MIBM	11551
Kong Chark Pheng, Daniel, MIBM	301582	Lee Kok Wing, MIBM	308658
Kong Chee Fun, MIBM	137240	Lee Lay Kheng, MIBM	64501
Kong Kyen Yeap, MIBM	308629	Lee Lee Yoke, MIBM	67454
Kong Tien Nguk, Jennifer, MIBM	132720	Lee Mee Ling, MIBM	20792
Kow Chee Yen, MIBM	312685	Lee Mei Ying, MIBM	106443
Ku Vui Liong, James, MIBM	16675	Lee Meng Lai, MIBM	307743
Kuah Tee Chye, Dennis, MIBM	71381	Lee Ming Yee, MIBM	310276
Kuan Chee Hoong, MIBM	303299	Lee Oi Nyuk, MIBM	193763
Kuan Pei Chen, MIBM	302993	Lee Pak Lee, MIBM	81356
Kueh Kim Joo, MIBM	188698	Lee Peng Seng, MIBM	69146
Kuldeep Kaur Gill, MIBM	307854	Lee Ping Hock, MIBM	64519
Kumari Vinod a/p Jagdish Mitter Sarna, MIBM	36350	Lee Shyh Lok, MIBM	54809
Kwan Why Fang, MIBM	310981	Lee Siak Foong, MIBM	230961
Lai Kok Onn, MIBM	24554	Lee Siew Moi, Tricia, MIBM	117846
Lai Wan, MIBM	4556	Lee Siok Wah, MIBM	208769
Lam Bee Yee, MIBM	134072	Lee Soon Peng, MIBM	87171
Lam Choi Fung, MIBM	189795	Lee Teik Peng, MIBM	182618
Lam Fong Kiew, MIBM	100594	Lee Tien Poh, MIBM	170431
Lam Wing Sing, David, MIBM	108092	Lee Tzu Voon, MIBM	6916
Lam Yew Ping, MIBM	135723	Lee Wai Tuck, MIBM	248385
Lan See Yun, MIBM	309546	Lee Yan Fatt, MIBM	85308
Lan Sie Ying, MIBM	306280	Lee Yen Har, MIBM	238667
Lan Yann Erl, MIBM	301212	Lee Yoke Mei, Betrice, MIBM	120642
Lao Puong Tai, Alexander John, MIBM	302418	Leong Eu Huay, Mabel, MIBM	302203
Latifah binti Abd Majid, MIBM	309814	Leong Kok Wah, Dato', MIBM	8706
Lau Bee Lian, MIBM	213215	Leong Mun Yee, MIBM	304382
Lau Lei Lei, MIBM	165647	Leong Pak Kiong, MIBM	123190
Lau Sie Kong, MIBM	306834	Leong Siew Why, MIBM	40055

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MEMBER	MEMBERSHIP NO	MEMBER	MEMBERSHIP NO
Leong Soo Chun, MIBM	126359	Lim Seng Cheong, Samuel, MIBM	1479
Leong Soon Cheong, MIBM	22384	Lim Siew Bee, MIBM	116350
Leong Sow Yoke, MIBM	501026	Lim Siew Kang, MIBM	5454
Leong Weng Foon, MIBM	153551	Lim Sok Kim, MIBM	304723
Leong Weng Onn, MIBM	100933	Lim Soo Beng, MIBM	306875
Li Tit Ching, MIBM	4622	Lim Swee Meng, MIBM	65912
Lian Yoke Kuan, MIBM	187062	Lim Tooi Heng, MIBM	24067
Liang Jiaw Kiang, MIBM	20040	Lim Wai Hoong, MIBM	155978
Liau Yew Lai, MIBM	307524	Lim Wei Hong, MIBM	304792
Liaw Boon Thiam, MIBM	302265	Lim Yew Hui, MIBM	197277
Liew Chai Kar, MIBM	308991	Lim Yue Lai, MIBM	306257
Liew Ching Seng, MIBM	105353	Lim Zui Ling, Andrea, MIBM	264499
Liew Thiam Fook, Norman, MIBM	241927	Lin Josie, MIBM	223347
Liew Yin Chung, Tony, MIBM	27425	Lin Kah Fun @ Leng Kah Fun, MIBM	312003
Lim Ai Lean, MIBM	309627	Ling Bee Ang, MIBM	307307
Lim Bee Hua, MIBM	138081	Ling Kui Choon, MIBM	177774
Lim Chang Hui, MIBM	306423	Ling Pu Kiang, MIBM	140301
Lim Chee Eng, MIBM	157636	Liong Huey Wen, MIBM	506622
Lim Chee Peng, MIBM	184952	Lo Fock Hin, MIBM	72975
Lim Choon Hock, MIBM	160705	Lo Liang Kheng, MIBM	110387
Lim Choon Yang, Dr, MIBM	176966	Lo Mei Hwa, MIBM	308815
Lim Chuan Bee, MIBM	105213	Lo Mei Yong, MIBM	96719
Lim Chye Har, MIBM	510849	Lock Hoo Kin, MIBM	303120
Lim Dau Joong, MIBM	105809	Lockman bin Hj. Mohammad Din, MIBM	510060
Lim Hee Choong, MIBM	310742	Loh Chee Kuan, MIBM	52118
Lim Hian Kit, MIBM	137604	Loh Kok Keong, MIBM	143503
Lim Hui Boon, MIBM	156216	Loh Sook Tien, MIBM	213447
Lim Jian Hoo, MIBM	21592	Loh Wai Mun, MIBM	502232
Lim Kah Pin, MIBM	500185	Lok Bee Keok, MIBM	306266
Lim Kar Seang, MIBM	123216	Lok Keng Kong, MIBM	308208
Lim Kean Hong, MIBM	104166	Loo Kia Shong, MIBM	44537
Lim Khim Khai, MIBM	306820	Loo Kwang Eng, MIBM	6148
Lim Kian Eng, MIBM	171264	Loo Lay Har, MIBM	233817
Lim Kim Chin, MIBM	100008	Loo Peng Hock, MIBM	43216
Lim Kok Beng, MIBM	309017	Loo Phaik Yap, MIBM	139188
Lim Kok Chan, MIBM	304507	Loo Wai Yee, MIBM	304608
Lim Li Lin, MIBM	213413	Look Chong Onn, MIBM	180091
Lim Lian Chee, MIBM	100503	Loong Foo Ching, William, MIBM	1347
Lim Lock Bee, MIBM	307485	Low Bok Sang, MIBM	116889
Lim Loong Seng, MIBM	165241	Low Kaa Siong, MIBM	260406
Lim Mun Fai, MIBM	50393	Low Kwok Wah, MIBM	2980
Lim Pak Khoon, MIBM	205112	Low Wai Yee, MIBM	74823
Lim Pang Kiam, MIBM	304774	Low Yoke Soon, MIBM	159798
Lim Pei Tiam, MIBM	54346	Lu Lee Khoon, MIBM	307042
Lim Peng Khoon, MIBM	24612	M Sethuraman s/o RM Manickam, MIBM	166470
Lim Poh Chin, MIBM	13839	Mah Hong Lin, MIBM	64535
Lim Sek Hwa, MIBM	304808	Mahathir Syazli bin Bahrudin, MIBM	510146

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MEMBER	MEMBERSHIP NO	MEMBER	MEMBERSHIP NO
Mahfuz bin Ghazali, MIBM	306341	Neoh Chee Keong, Dr, MIBM	241232
Malki Singh s/o Pritam Singh, MIBM	77172	Ng Bee Liang, MIBM	142851
Man Choong Nan, MIBM	117283	Ng Boon Chuan, MIBM	301399
Manoharan a/l Palaniappan, MIBM	509361	Ng Chih Kaye, MIBM	510071
Maria Hii Hiong Tin, MIBM	240978	Ng Chooi Fun, MIBM	302438
Marlene Margaret anak John Nichol, MIBM	306635	Ng Eng Ho, MIBM	76513
Marwan bin Hassim @ Hashim, MIBM	307525	Ng Fong Cheu, MIBM	309881
Mat Sellah @ Salleh bin Hasim, MIBM	309997	Ng Hang Meng, MIBM	77701
Md Radzi bin Hj Kechik, MIBM	20602	Ng Khye Wai, MIBM	57596
Megat Abdullah B Megat Mahmud, MIBM	114686	Ng Kong Chye, MIBM	35238
Melissa Yap Beng Hong, MIBM	163469	Ng Kum Wai, MIBM	102467
Michael Yong Tsu Yen, MIBM	302525	Ng Kwok Chiew, MIBM	19182
Mo Cheng Keong, MIBM	180778	Ng Lek Keah, MIBM	308996
Moh Tung Tong, MIBM	68650	Ng Ling Tee, MIBM	308662
Moh Ung Kuang, MIBM	86488	Ng May Ling, MIBM	167254
Mohamad Akbal bin Mohd Yunos, MIBM	313885	Ng Mei Ching, MIBM	304226
Mohamad Sabirin bin Hj A Rahman, MIBM	308923	Ng Mei Yong, Judy, MIBM	300917
Mohammad Lukman bin Ismail, MIBM	46011	Ng Nam See, MIBM	211995
Mohd Amin bin Haji Mohd Rose, MIBM	123265	Ng Siew Cheng, MIBM	148460
Mohd Hussin bin Abd Hamid, Tan Sri Dato', MIBM	1131	Ng Siew Puay, MIBM	86579
Mohd Nasir bin Ibrahim, MIBM	191460	Ng Tack Kwee, MIBM	14878
Mohd Nor Azhamshah bin Yusop, MIBM	156786	Ng Yong Hien, MIBM	54254
Mohd Radzi bin Hamid, MIBM	305685	Ngam Key Shang, MIBM	109553
Mohd Roslan bin Mohd Ishak, Dr, MIBM	6106	Ngo Mei Ling, MIBM	255026
Mohd Sabi bin Mohd Tahir, MIBM	136291	Ngu Lui Lin, MIBM	305577
Mohd Shaharuddin Abdullah, MIBM	116418	Ngui Choon Pau, Joseph, MIBM	150078
Mohd Suhail Amar Suresh Abdullah, MIBM	108449	Ngui Nyuk Lin, MIBM	121640
Mohd Yasin bin Othman, MIBM	312619	Nik Rosnani binti Nik Adib, MIBM	308219
Mohd Yunos bin Yusop, MIBM	308814	Nirmala a/p Perumal, MIBM	54684
Mohd Zayyani Syazwan bin Mohd Zulkafli, MIBM	509423	Nirmala Doraisamy, MIBM	232231
Mohd Zuhaimi bin Md Yusof, MIBM	307571	Nor Azian binti Anwar, MIBM	509861
Mok Nam Hiang, MIBM	181701	Nor Darina binti Mohd Yusof, MIBM	500101
Mok Soo Pon, MIBM	202127	Nor Hakimah binti Haji Abdul Latiff, MIBM	509984
Mong Sum Thye, MIBM	513	Norashikin binti Mohd Kassim, MIBM	504623
Monita Kong, MIBM	309328	Norazian binti Abdullah, MIBM	308747
Moo Wing Kok, MIBM	43828	Normaliza binti Noor Rahman, MIBM	307574
Mosoline Josmen anak Atot, MIBM	174169	Nur Nadhirah Lau binti Abdullah, MIBM	119636
Muhammad Imran Raja Abdullah, MIBM	205930	Oh Eng Choon, MIBM	57794
Muruga Raja a/l Ramalingam, MIBM	310518	Oh Kim Eng @ Patrick Chua, MIBM	120501
Muruganatham s/o Subramaniam, MIBM	38570	On Bee Heong, MIBM	109892
Musthafa bin Mohamad, MIBM	300977	Ong Ai Hou, MIBM	56259
Muthupalaniappan Thannimalay, MIBM	305684	Ong Boon Chek, MIBM	14126
Muzammil bin Mansur, MIBM	150615	Ong Chin Poh, MIBM	88880
Narub Bager anak Jenid, MIBM	119727	Ong Chong Hye, MIBM	1040
Nasir Khan bin Istiar Hussain Khan, MIBM	504933	Ong Gaik Leng, MIBM	182980
Nedunjelian a/l Muniandy, MIBM	309016	Ong Hock Siew, MIBM	122952
Nelson Pilay, MIBM	119032	Ong Hong Kee, MIBM	46755

Appendix II
EXTRACT FROM THE MEMBERSHIP REGISTER
AS AT DECEMBER 31, 2012

MEMBER	MEMBERSHIP NO	MEMBER	MEMBERSHIP NO
Ong Kek Tor, MIBM	21527	Quah Soh Chien, MIBM	87411
Ong Lee Kuang, MIBM	307161	R Krishnan s/o Rengganathan, MIBM	93427
Ong Lip Theng, MIBM	25189	Raj Intan a/l K Kanapathy, MIBM	308655
Ong Ming Teck, MIBM	96446	Raja Sagar a/l Krishnasamy, MIBM	147348
Ong Poh Ean, MIBM	308834	Rajan a/l M Ganapathy, MIBM	508106
Ong Ron Nee, MIBM	190264	Rajaratnam a/l Karuppiah, MIBM	302580
Ong Siew Chien, MIBM	34819	Rajasekharan s/o K G Nair, MIBM	84152
Ong Soo Fen, MIBM	43497	Rajeswary d/o K Appapillai, MIBM	51052
Ong Tee Pin, MIBM	134338	Rajinder Singh a/l Jayar Singh, MIBM	307562
Ong Wah Tong, MIBM	228999	Ramesh s/o Ramankutty, MIBM	58941
Ong Whee Sen, MIBM	200600	Rasamalar Gnanasundram, MIBM	75911
Ong, Martin, MIBM	138677	Razak Ratne a/k K D Ratne, MIBM	130815
Ooi Beng Yeang, James, MIBM	29199	Reza Mohsein bin Abdul Mohsin, MIBM	305340
Ooi Cheng Toh, MIBM	61432	Ricardo Osmund Yampil Baba, MIBM	127795
Ooi Chin Hock, MIBM	40154	Ronald Chua Kok Wee, MIBM	311250
Ooi Eng Hai, MIBM	48785	Rosita binti Khalim, MIBM	307374
Ooi Eng Hock, MIBM	105007	Roy Kevin Ho Shie Vui, MIBM	308250
Ooi Foo Joo, MIBM	510842	Rozny binti Mohd Dahlan, MIBM	311286
Ooi Heng Tuang, MIBM	308174	Rueben a/l Panchadcharam, MIBM	509896
Ooi Ling Ling, MIBM	302820	Ruzani Nashrom bin Ab Razak, MIBM	307446
Ooi Siew Hong, MIBM	125112	S Varatha Rajoo a/l R Shanmugam, MIBM	17459
Ooi Wah Teng, MIBM	56242	Sachidanantham a/l Sanniasi, MIBM	306458
Oon Kin Meng, MIBM	153395	Sak Lye Fun, MIBM	139758
P Saraswati S Periasamy, MIBM	214478	Samuel Chong Tsun Min, MIBM	308835
P'ng Poo Nai, MIBM	18887	Samuel Paul a/l W.A.P. Winston, MIBM	151159
Pak Yew Pun, MIBM	308993	Santha Kumar a/l Sandaram, MIBM	107714
Pang Su Fong, Christopher James, MIBM	307675	Sarah binti Rosito, MIBM	509842
Pang Yok, Johnson, MIBM	62489	Saw Leh Peng, MIBM	20438
Patrick Ambrose, MIBM	191098	Saw Seow Fern, MIBM	54031
Pee Bee Lian, MIBM	212753	Saw Seow Fong, MIBM	75903
Peh Hun Hoe, MIBM	164194	Seah, Tommy, MIBM	70797
Peh Suan Lui, MIBM	307159	See Mei Fong, MIBM	98103
Pek Kian Kok, MIBM	253948	Seet Chee Meng, MIBM	139766
Peter Ken Stephen Dionysius, MIBM	310328	Selvanathan s/o Rajamanickam, MIBM	117325
Phang Chee Chong, MIBM	206599	Senthil Kumar a/l Arumalingam, MIBM	306403
Phoon Leong Yew, MIBM	305670	Seow Ah Teck, MIBM	84673
Phua Boon Huat, MIBM	122846	Shahar Ashari, MIBM	509424
Phua Chuan Ann, MIBM	141655	Shahrizam bin Che At, MIBM	304363
Phua Wai Ling, MIBM	122796	Shaik Ismail bin N Abdul Hakim, MIBM	200634
Phun Kiah Wui, MIBM	20776	Shamsuddin bin Ali Hussin, MIBM	509827
Phung Tze Thiam, John, MIBM	147165	Sharulnihar bin Jaafar, MIBM	201715
Pian Siew Eng, MIBM	163899	Sheum Chee Meng, MIBM	31054
Por Peng Seong, MIBM	181735	Shim Thau Liam, MIBM	100917
Prabakaran a/l A P Mukundan, MIBM	308643	Shirley Loke, MIBM	301747
Prabhakaran a/l Gobala Krishnan, MIBM	220889	Shobna a/p K Madavan, MIBM	231969
Premkumar a/l Kumaran, MIBM	502384	Shue Boon Hoe, MIBM	31849
Quah Boo Keat, MIBM	152579	Si Chee Ping, MIBM	301964

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MEMBER	MEMBERSHIP NO	MEMBER	MEMBERSHIP NO
Sia Chik Foo, MIBM	238840	Tan Geok Lan, MIBM	99481
Sia Puon Kiong, MIBM	177808	Tan Hoi Piew, Dr, MIBM	245290
Sia Yiik Ik, MIBM	165662	Tan Huat Chean, Kenneth, MIBM	136085
Siaw Meng Kun, Augustine, MIBM	16725	Tan Ke Chee, MIBM	104299
Siaw Ming Kim, MIBM	48033	Tan Keng Soon, MIBM	305257
Siew Jiang Lin, MIBM	308879	Tan Kuw Hook, MIBM	45310
Sih Yaw Tong, MIBM	200659	Tan Lai Hock, MIBM	302643
Sim Joo Lay, MIBM	235275	Tan Leong Theng, MIBM	109215
Sim Kheng Boon, MIBM	91801	Tan Mei Lin, MIBM	116657
Sim Kon Lei, Ronnie, MIBM	9589	Tan Oh Kok, MIBM	307742
Sim Soo Soon, MIBM	126110	Tan Pek Wan, MIBM	41376
Sin Fook Sing, MIBM	159608	Tan Pet Heong, MIBM	311244
Siow Foo Wen, MIBM	230359	Tan Sai Hin, MIBM	70037
Siti Najad binti Sahari, MIBM	305509	Tan Seng Cheon, MIBM	150466
Siti Serimawati binti Zaito Ahmad, MIBM	305869	Tan Shin Yee, MIBM	305127
Sivaswami s/o Chidambaram Asary, MIBM	179770	Tan Shing Lieu, MIBM	120519
Sneah Thean Keng, MIBM	20636	Tan Siew Lin, MIBM	71878
Sofian bin Mohd Ariff, MIBM	310037	Tan Siew Meng, MIBM	187955
Song Khoon Soon, MIBM	314472	Tan Siu Fon, MIBM	304486
Soo Beng Keat, MIBM	306845	Tan Soon Ann, Marcus, MIBM	258459
Soo Kan Hung, MIBM	231910	Tan Swee Kwang, MIBM	307636
Soo Miew Foon, MIBM	305850	Tan Taen Hong, MIBM	91322
Soon Bee Tin, MIBM	41350	Tan Tee Huat, MIBM	510453
Soon Mun Har, MIBM	132506	Tan Tee Lieu, MIBM	145250
Sree Kumar a/l K S Pillai, MIBM	16394	Tan Teong Hoe, MIBM	250290
Sreetharan s/o Kathamutu, MIBM	146209	Tan Teong Sin, MIBM	93500
Stanley Chan Chee Kheong, MIBM	220962	Tan Thiam Chye, MIBM	24661
Stephen Louis a/l J C Silva, MIBM	503434	Tan Thuan Khoon, MIBM	89862
Subbiah a/l Nadarajan, MIBM	33399	Tan Van Seong, MIBM	306674
Subramaniam s/o P Sinnan, MIBM	3517	Tan Wai Siang, MIBM	36376
Subramaniam s/o Vayaravasamy, MIBM	56374	Tan Yan Soon, MIBM	307805
Suhadi bin Mohd Irwan, MIBM	503037	Tan Yew Lay, MIBM	30809
Sung Ching Ngiong @ Song Ching Ngiong George, MIBM	21956	Tan Yick Hong, MIBM	312823
Suzie Lim Yoke Fong, MIBM	126102	Tang Siong Hian, MIBM	109165
Tai Koon Koon, MIBM	90225	Tang Suet Ching, Cindy, MIBM	199554
Tai Shuk Huang, MIBM	154732	Tang Tat Beng, MIBM	129015
Tam Hung Wei, Cyril, MIBM	9852	Tang Teck Ching, MIBM	244244
Tan Ah Moi, MIBM	144741	Tang Wai Ling, MIBM	118497
Tan Boon Eng, MIBM	21576	Tay Kim Mai, MIBM	159624
Tan Boon Lee, MIBM	158766	Tay Shik Tong, MIBM	35683
Tan Chee Huah, MIBM	180877	Tee Ting Cham, MIBM	85407
Tan Chee Hwa, MIBM	106492	Teh Chee Seng, MIBM	255620
Tan Chee Kian, MIBM	306578	Teh Keng Loon, MIBM	46680
Tan Cheong Eng, MIBM	64659	Teh Wei Lin, MIBM	210112
Tan Chian Howe, MIBM	21543	Teh Yew Hock, MIBM	502083
Tan Eng Teik, MIBM	117655	Teh Yok Eng, MIBM	11882
		Teo Hock Cheng, MIBM	185751

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MEMBER	MEMBERSHIP NO	MEMBER	MEMBERSHIP NO
Teo Jui Heng, Michael, MIBM	92098	Wong Foong Wah, MIBM	38927
Teo Keng Chai, MIBM	198457	Wong Gek Keong, MIBM	112441
Teo Lik Huat, MIBM	75366	Wong Hon Sing, Dr, MIBM	1180
Teo Sin Hing, MIBM	193086	Wong Kang Yang, MIBM	90100
Teoh It Ming, MIBM	53041	Wong Khong Huei, MIBM	510782
Teoh Pick Choo, MIBM	225961	Wong Kim Wah, MIBM	315539
Terrance Stephen Pereira, MIBM	165688	Wong King Ping, MIBM	77933
Thalip Mohd Yasin, MIBM	7401	Wong Kok Leong, MIBM	308833
Tham Kon Moi @ Rose Rita Tham, MIBM	303163	Wong Kon Min, Jimmy, MIBM	115980
Thanimalai a/l Letchumanan, MIBM	251587	Wong Kwok Khuen, MIBM	11833
Tharamarajah s/o Thevarajah, MIBM	173906	Wong Luen Onn, Lennon, MIBM	75432
Theam Yuen Wai, MIBM	118927	Wong Peng Hong, MIBM	510808
Theng Pui Seng, MIBM	306575	Wong Poh Kham, MIBM	32730
Thiakarajah s/o Thoraisamy, MIBM	119701	Wong Pooi Sun, MIBM	302720
Thien Thau Khen, MIBM	504164	Wong Sai Peng, MIBM	119115
Thoo Lip Bong, MIBM	96438	Wong Seng Choy, MIBM	180455
Ting Ming Hing, MIBM	167411	Wong Siak Nyen, MIBM	4549
Ting Sie King, MIBM	113852	Wong Sie Hui, MIBM	191957
Tio Mee Ching, Agnes, MIBM	218610	Wong Sue Chew, MIBM	305273
Tiong Chiong Mee, Simon, MIBM	246173	Wong Suei Tah, MIBM	22137
Tiong Chung Teck, MIBM	180901	Wong Tin Wee, MIBM	304726
Tiong Ing Tung, MIBM	215467	Wong Toh Siong, MIBM	248054
Tiong Meng Tung, MIBM	177295	Wong Wing Kong, MIBM	92122
Tiu Jon Sen, MIBM	80903	Wong Yap Thong, MIBM	90670
Tong Mee Hua, MIBM	177303	Wong Yih Hua, MIBM	308610
Tung Chee Choong, MIBM	260554	Wong Yoke Ying, MIBM	152173
Tung Lee Chun, MIBM	172619	Woo Hoon Keng, MIBM	17970
Uma Devi d/o E Rasiah, MIBM	130666	Woo Yoke Kean, MIBM	65193
Usman bin Ibrahim, MIBM	16469	Wooi Swee Phew, MIBM	74286
V Saraswathy a/p Varadarajan, MIBM	307552	Wung Soo Fui, MIBM	26146
Victoria George Visuvasam, MIBM	224303	Yap Biow Hwee, MIBM	51201
Vijayakumar s/o M V Nair, MIBM	16410	Yap Chee Moon, MIBM	169367
Vijayandren a/l Vadiveloo, MIBM	76984	Yap Chi Hui, MIBM	92072
Vijayaraj a/l R Kanniah, MIBM	306066	Yap Chong Poh, MIBM	22939
Vincent Yong Tsu Sing, MIBM	300121	Yap Fook Meng, MIBM	65995
Visualingam a/l Veeraperumal, MIBM	149286	Yap Kean Hoe, Kavin, MIBM	190587
VK Suresh Kumar a/l KK Madhavan, MIBM	57414	Yap Mei Fong, Jenny, MIBM	68700
Voon Buh Teck, MIBM	257303	Yap Meng Meng, MIBM	307174
Wahid Ali bin Mohd Khalil, MIBM	164996	Yap Siew Kim, MIBM	305396
Wan Abdul Rahman bin Wan Abu Bakar, MIBM	47290	Yap Tat Meng, MIBM	64220
Wan Ban Ong, MIBM	122465	Yap Yen Peng, MIBM	306270
Waqar Ahsan Siddiqui, MIBM	508533	Yap Yew Kong, MIBM	159178
Warren Wong Liew Kheng, MIBM	115105	Yap Yoke Lan, MIBM	163212
Wong Ai Tiing, MIBM	87361	Yap Yoon Kong, MIBM	119297
Wong Chee Fen, MIBM	59535	Yau Kim Ha, MIBM	199430
Wong Chee Kin, MIBM	308795	Yau Yin Keong, Michael, MIBM	88039
Wong Chooi Yoke, MIBM	206714	Yau Yin Wee, MIBM	503429

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MEMBER	MEMBERSHIP NO	MEMBER	MEMBERSHIP NO
Yeap Boon Loon, MIBM	305993	Yeoh Then Meng, Daniel, MIBM	2311
Yeap Cheng Kiat, MIBM	59378	Yeong Sook Fun, MIBM	179499
Yeap Chong Leong, MIBM	146357	Yeow King Siong, MIBM	36426
Yeap Keow Hong, MIBM	231316	Yew Thean Chye, MIBM	110221
Yeap Suat Lean, MIBM	312030	Yii See Kiong, Michael, MIBM	7476
Yee May Woon, MIBM	113423	Yip Choy Yoke, MIBM	171744
Yee Yit Seeng, MIBM	117721	Yip Jo Seng, MIBM	122028
Yem Chiu Hisa, MIBM	103895	Yip Lai Mang, MIBM	303424
Yeo Chin Tiong, MIBM	313437	Yong Chiong Lung, MIBM	174458
Yeo Hock Lee, MIBM	64402	Yong Chui Ming, MIBM	313845
Yeo Lee Chern, MIBM	256842	Yong Ung Kwong, MIBM	43299
Yeo Sie Hong, MIBM	166066	Yong Yen Ling, MIBM	305124
Yeo Swee Tang, MIBM	27854	Yoon Kar Peck, Alina, MIBM	101618
Yeoh Bee Leng, MIBM	305665	Yow Lee Chin, MIBM	305688
Yeoh Beng Hooi, MIBM	37622	Yu Kok Seng, MIBM	68114
Yeoh Heng Hoe, MIBM	100883	Yuen Kit May, MIBM	99812
Yeoh Kim Hock, MIBM	132340	Yuen Lin Lan, MIBM	13854
Yeoh Kooi Aik, MIBM	19844	Yugaletchimi Gopal Katherason, MIBM	106500
Yeoh Lay Hong, MIBM	261149	Yusoff bin Yahaya, MIBM	307306
Yeoh Liew Hwa, Nini, MIBM	3442	Zahari bin Muhammed, MIBM	74799
Yeoh Poh Lin, MIBM	308660	Zahiah binti Ismail, MIBM	305468
Yeoh Seng Poh, MIBM	80184	Zainal Abidin bin Mohd Tahir, MIBM	307906
Yeoh Siew Lee, Rebecca, MIBM	241224	Zainal Abidin bin Sulaiman, MIBM	109983
Yeoh Soo Boon, MIBM	201012	Zainurin bin Julaihi, MIBM	37093

APPENDIX III

EXAMINATION COMMITTEES 2012

FOR SPECIALIST QUALIFICATIONS

CCP EXAMINATION COMMITTEE

Chia Swee Yuen, FIBM (Assoc)
Choo Kam Leng, Janet, MIBM
Hamidah Osman, MIBM
Helmy Had Sabtu, MIBM
Kasinathan Kasipillai, FIBM (Assoc)
Kow Chee Yen, Max, MIBM
Low Yeau Choong, FIBM (Assoc)
Lu Lee Khoon, Esther, MIBM
Ng Chih Kaye, MIBM
Nirmala Doraisamy, MIBM
Rozny Mohd Dahlan, MIBM
Stephen Louis J C Silva, MIBM
Wong Liew Kheng, Warren, MIBM

*AmBank (M) Berhad
Hong Leong Bank Berhad
CIMB Bank Berhad
Consultant
Affin Bank Berhad
RHB Bank Berhad
Consultant
Public Bank Berhad
Consultant
Essential Corporation Resources Sdn Bhd
RHB Islamic Bank Berhad
formerly with Malayan Banking Berhad
Consultant*

CIAFIN EXAMINATION COMMITTEE

Hor Kam Peng, FIBM (Assoc)
Leong Sow Yoke, MIBM
Tan Pet Heong, Peter, MIBM
Yip Tsui Yoke, Jennifer, FIBM (Assoc)

*Hong Leong Bank Berhad
Alliance Bank Malaysia Berhad
formerly with Malayan Banking Berhad
Hong Leong Bank Berhad*

PKMC EXAMINATION COMMITTEE

Aria Putera, MIBM
Azidy Daud, MIBM
Bacil Fernandez, FIBM (Assoc)
Beh Cheng Hoon, MIBM
Chan Heng Leong, Christopher, FIBM (Assoc)
Fong Chee Choong, MIBM
Lee Wei Peng, Alvin, MIBM
Lim Eng Cheng, Eddie, FIBM (Assoc)
Yeo Chin Tiong, MIBM

*Maybank Islamic Berhad
Asian Finance Bank Berhad
Public Bank Berhad
Bank Negara Malaysia
Hong Leong Bank Berhad
CIMB Investment Bank Berhad
Standard Chartered Bank Malaysia Berhad
Consultant
Alliance Bank Malaysia Berhad*

IPPC EXAMINATION COMMITTEE

Ho Kok Chung, Jeremy
Wong Dan Yuh
Yap Mei Lin, Millie
Yeo Chin Tiong, MIBM
Dr Yong Chai Lin, Jennifer

*Citibank Berhad
Malayan Banking Berhad
HSBC Bank Malaysia Berhad
Alliance Bank Malaysia Berhad
CIMB Investment Bank Berhad*

APPENDIX IV

IBBM STATE ADVISORY COMMITTEES 2011/2012

Category	Name	Organisations
Johor	Calvin Yau Yin Wee (Chairman)	AmInvestment Bank Berhad
	Maniza Mohd Abu	Affin Bank Berhad
	Khoo Suk Hung	Alliance Bank Malaysia Berhad
	Raman a/l Krishnan	Bank Negara Malaysia
	Ang Ee Tiam	CIMB Bank Berhad
	Cynthia Chin Oi Kim	Hong Leong Bank Berhad
	Md. Gharif Bin Hj. Talib	Malayan Banking Berhad
	Edwin Ravi	RHB Bank Berhad
	Koh Boon Huat	United Overseas Bank (Malaysia) Bhd
Kelantan	Ruzani Nashrom bin Ab. Razak (Chairman)	Hong Leong Bank Berhad
	Khadijah bte Che Musa	Affin Bank Berhad
	Nor Sabimi bt Mohamed Aluwi	Al-Rajhi Banking & Investment Corporation (Malaysia) Bhd
	Wei Fu Kui	AmBank (M) Berhad
	Chua Been Tiong	CIMB Bank Berhad
	Wan Shah Bin Wan Din	CIMB Bank Berhad
	Che Hassan Bin Che Muhammad	Malayan Banking Berhad
	Simon Tan Sai Hin	OCBC Bank (Malaysia) Berhad
	Goh Suw Kim	Public Bank Berhad
Melaka	Ja'afar Sebli (Chairman)	Malayan Banking Berhad
	Amir Abdul Aziz	RHB Bank Berhad
	Haji Mohd Azman Haji Ahmad Tajuddin	AmBank (M) Berhad
	Johnny Ng Tack Kwee	Alliance Bank Malaysia Berhad
	Sneah Thean Keng	United Overseas Bank (Malaysia) Bhd
	Lim Lian Chee	OCBC Bank (Malaysia) Bhd
	Rashid Bin Ibrahim	CIMB Bank Berhad
Pahang	Abdul Halim Lehan (Chairman)	Malayan Banking Berhad
	Ahmad Fauzi Bin Omar Shukri	Affin Bank Berhad
	Rozli Has Sulaiman	AmBank (M) Berhad
	Lim Sek Hwa	CIMB Bank Berhad
	Zulrani Bin Yan	Hong Leong Bank Berhad
	Ginny Lim Ai Mei	OCBC Bank (Malaysia) Berhad
	Teh Chee Seng	Public Bank Berhad
	Tong Tian Seong	Public Bank Berhad
	Nazri Othman	RHB Bank Berhad
Liew Chai Kar	United Overseas Bank (Malaysia) Bhd	

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IBBM STATE ADVISORY COMMITTEES
2011/2012

Category	Name	Organisations
Sabah	Jeffry Mohd Ali (Chairman)	Malayan Banking Berhad
	Liew Kui Choi (Chairman)	Malayan Banking Berhad
	Felix Lo Chee Fui	Affin Bank Berhad
	Irene Chung	Alliance Bank Malaysia Berhad
	Kevin Lim Chang Hui	AmBank (M) Berhad
	Ishak Musa	Bank Negara Malaysia
	Maturin Sibi	CIMB Bank Berhad
	Jeffrey Wong Yih Hua	Hong Leong Bank Berhad
	Chieng Yew Hoon	Public Bank Berhad
	Froman Lo Mei Hwa	RHB Bank Berhad
Amy Tan	Sabah Development Bank Berhad	
Labuan	Danial Mah Abdullah, MIBM (Chairman)	Labuan Offshore Financial Services Authority
	Moh Kiew Eng @ Veronica	AmBank (M) Bhd
	Clara Lim Ai Cheng, MIBM	Citibank Malaysia (L) Limited
	Dato' Howard Choo Kah Hoe	IBH Investment Bank Limited
	Seah Boon Chong, Colin Paul	ITMC Fiduciary Limited
	Jubely Bin Pa	Maybank International (L) Ltd
	Jofri Bin Baharudin	Malayan Banking Berhad
Dato Chin Chee Kee	Noble House International Trust Ltd.	
Penang	Tan Leong Theng, MIBM (Chairman)	AmInvestment Bank Berhad
	Soon Mun Har, MIBM	Hong Leong Bank Berhad
	Teh Keng Loon, MIBM	Public Bank Bhd
	Lim Kok Beng, MIBM	AmBank (M) Berhad
	Liew Chee Cheang	CIMB Bank Berhad
	Noor Hayati Ismail	Affin Bank Berhad
	Yew Thean Chye	Hong Leong Bank Berhad
	Teo Yeow Lam	RHB Bank Berhad
	Goay Yeap Siang	Malayan Banking Berhad
Tan Guan Leong	United Overseas Bank (Malaysia) Bhd	
Sarawak	Simon Su Hiong Tiing (Chairman)	AmBank (M) Bhd
	Mohamad Shibli Bin Abang Sapuan	Affin Bank Berhad
	Rosnani Mahamad Zain	Bank Negara Malaysia
	Song Khoon Soon, MIBM	CIMB Bank Berhad
	Emily Rolanda Yong, MIBM	Hong Leong Bank Berhad
	Nasir Khan Bin Istiar Hussain Khan, MIBM	Malayan Banking Berhad
	Chua Ko Onn	Public Bank Berhad
Kho Siak Koi, MIBM	RHB Investment Bank Bhd	

Category	Name	Organisations
Perak	Lee See Chuan (Chairman)	Public Bank Berhad
	Beh Leong Joo	AmBank (M) Berhad
	Darren Lee Kwang Yong	Alliance Bank Malaysia Berhad
	Mohamad Harith Abdullah	CIMB Bank Berhad
	Che The Siong	RHB Bank Berhad
	Abdul Rahim Bin Mohd Arif	Malayan Banking Berhad
	Sherine Lee Guat Tin	Affin Bank Berhad
	Lim Hui Boon	Hong Leong Bank Berhad
Kedah	Azhadi Ahmad (Chairman)	Malayan Banking Berhad
	Chang Tow Heng	United Overseas Bank (Malaysia) Bhd
	Khor Sim Lim	Public Bank Berhad
	M. Zaidi B Megat Mokhtar	Public Bank Berhad
	Mohd Azrul Abdul Rahman	CIMB Bank Berhad
	Tan Phaik Hwa	Hong Leong Bank Berhad
	Hasmah Jusoh	RHB Bank Berhad
	Rosli Omar	AmBank (M) 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 35TH 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 35th Annual General Meeting of the Institute to be held on Saturday, 15 June 2013 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-appoint Tan Sri Dato' Sri Tay Ah Lek pursuant to Section 129(6) of the Companies Act, 1965.		
3.	To re-elect Kung Beng Hong pursuant to Article 62 of the Institute's Articles of Association.		
4.	To re-appoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration.		

Dated this day of 2013

.....
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 35TH 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 35th Annual General Meeting of the Institute to be held on Saturday, 15 June 2013 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-appoint Tan Sri Dato' Sri Tay Ah Lek pursuant to Section 129(6) of the Companies Act, 1965.		
3.	To re-elect Kung Beng Hong pursuant to Article 62 of the Institute's Articles of Association.		
4.	To re-appoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration.		

Dated this day of 2013

.....
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.