



Annual Report **2013**

Continuity of SUCCESS

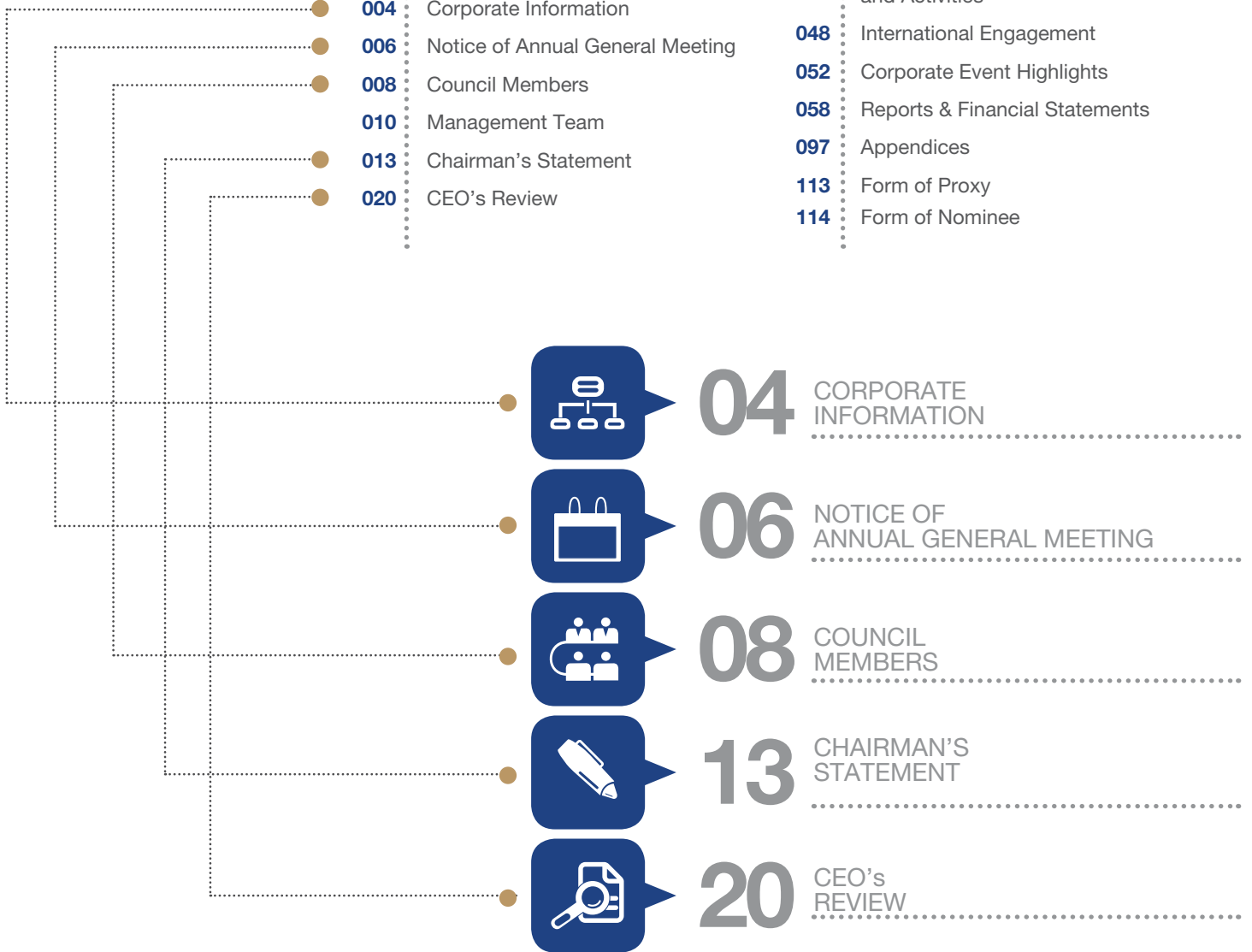


Institut Bank-Bank Malaysia
Institute *of* Bankers Malaysia

35880-P

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THEME

Continuity of Success

COVER RATIONALE

At IBBM, we believe a world class education is crucial in order to be competitive in the banking and financial services industry. Since our establishment in 1977, we have played a pivotal role in providing world class education and learning services as part of our mission to develop talent in Malaysia and across the region.

As an industry leader, we set the highest standards of excellence in all that we do. Through the years, our industry focused professional programmes have equipped participants with the knowledge and skills they need to achieve business goals.

Our aim is to be in the forefront in the advancement of the banking education landscape and we are determined to continue to further steer IBBM towards achieving even more success through innovations in the development and delivery of our value propositions.

CONTINUITY of 
• **SUCCESS**

 this annual report is available online at
www.ibbm.org.my

36th

Annual General Meeting of
Institut Bank-Bank Malaysia

Majestic 1 & 2, Level 3,
The Majestic Hotel Kuala Lumpur,
5, Jalan Sultan Hishamuddin,
50000 Kuala Lumpur.

Saturday, 31 May 2014 at 8.30 a.m.

VISION MISSION

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

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.



IBBM

about

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

Established in November
1977

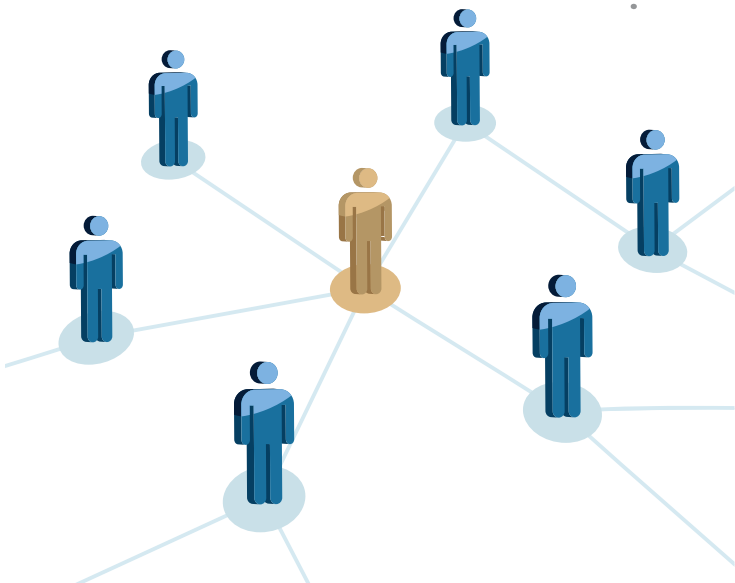
Bank Negara Malaysia

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.

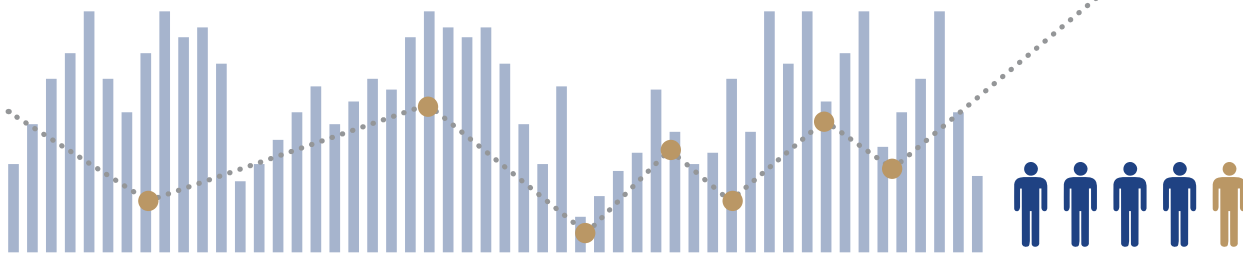




IBBM's Continuing Professional Development (CPD) programmes provide a training progression that systematically equips participants with the skills they need as they progress in their careers. Not only are the programmes localised, customised and comprehensive; **they cater to various levels in the banking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

Meeting training needs of the industry

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.



003

Continuity of Success

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.

Online Learning Management System



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

DATUK ABDUL FARID ALIAS

*(appointed w.e.f. 17 December 2013)
Group 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 MOHAMED AZMI MAHMOOD, FIBM

*Deputy Group Managing Director,
AMMB Holdings Berhad*

DATO' ZULKIFLEE ABBAS ABDUL HAMID

*Managing Director/Chief Executive Officer,
Affin Bank Berhad*

DATUK MOHD NAJIB HAJI ABDULLAH

*(appointed w.e.f. 28 January 2014)
Group Managing Director/Chief Executive
Officer, MIDF Amanah Investment Bank Berhad*

KUNG BENG HONG, FIBM

Director, Alliance Financial Group Berhad

JEFFREY CHEW SUN TEONG

*Chief Executive Officer/Director,
OCBC Bank (Malaysia) Berhad*

WONG KIM CHOONG

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

TAN KONG KHOON

*(appointed w.e.f. 17 December 2013)
Group Managing Director/Chief Executive,
Hong Leong Bank Berhad*

DATO' SRI ABDUL WAHID OMAR, FIBM

*(resigned w.e.f. 5 June 2013)
Former President/Chief Executive Officer,
Malayan Banking Berhad*

DATUK YVONNE CHIA, FIBM

*(retired w.e.f. 1 July 2013)
Former Group Managing Director/Chief Executive,
Hong Leong Bank Berhad*

DATO' CHARON WARDINI MOKHZANI, FIBM

*(resigned w.e.f. 4 November 2013)
Former Chief Executive Officer,
CIMB Investment Bank Berhad*

CHIEF EXECUTIVE OFFICER

TAY KAY LUAN

SECRETARY

LUM SOO YAN, FCCA (MIA 24562)

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

Choo Yee Kwan, FIBM (Assoc)
*Country Chief Risk Officer,
OCBC Bank (Malaysia) Berhad*

**Dato' Howard Choo Kah Hoe,
FIBM (Assoc)**
*Managing Director/Chief Executive Officer,
IBH Investment Bank Berhad*

**Professor Dato' Dr Ansary Ahmed,
FIBM (Assoc)**
*President/Chief Executive Officer,
Asia e University*

Datuk Johar Che Mat
Director, Amanah Raya Berhad

Dr Zakariah Abdul Rashid
*Executive Director,
Malaysian Institute of Economic Research
(MIER)*

▶ HUMAN RESOURCE COMMITTEE

Dato' Zulkiflee Abbas Abdul Hamid
Chairman

Jeffrey Chew Sun Teong
(appointed w.e.f. 13 November 2013)

Datuk Yvonne Chia, FIBM
(retired w.e.f. 1 July 2013)

Dato' Charon Wardini Mokhzani, FIBM
(resigned w.e.f. 4 November 2013)

▶ GENERAL PURPOSE COMMITTEE

Datuk Mohamed Azmi Mahmood, FIBM
(Acting Chairman)

Kung Beng Hong, FIBM

Jeffrey Chew Sun Teong

Wong Kim Choong

▶ AUDIT COMMITTEE

Jeffrey Chew Sun Teong
(Chairman)

Datuk Mohamed Azmi Mahmood, FIBM

Wong Kim Choong



Notice of Annual General Meeting

NOTICE IS HEREBY GIVEN that the 36th Annual General Meeting of Institut Bank-Bank Malaysia (Company No. 35880-P) will be held on **Saturday, 31 May 2014 at 8.30 a.m.** at Majestic 1 & 2, 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 2013 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 2013 together with the Report of the Auditors thereon.
3. To note the appointment of the following nominees as Members of the Council for the 2014/2015 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): Datuk Abdul Farid Alias
Dato' Zulkiflee Abbas Abdul Hamid
Jeffrey Chew Sun Teong
Wong Kim Choong
Tan Kong Khoon

Article 60(c): Datuk Mohamed Azmi Mahmood

Article 60(d): Datuk Mohd Najib Hj Abdullah

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]
5. To re-appoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration. [Resolution 3]

Ordinary Resolution 1

Ordinary Resolution 2

Ordinary Resolution 3

- 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 pursuant to Article 60(e).

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
30 April 2014

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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 113** 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 114** 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.



Council Members



▶
Tan Sri Azman Hashim
FIBM
Chairman



▶
Datuk Abdul Farid Alias
Vice Chairman



▶
**Donald Joshua
Jaganathan**
MIBM



▶
Tan Sri Dato' Sri Tay Ah Lek
FIBM



▶
Kung Beng Hong
FIBM



▶ Jeffrey Chew
Sun Teong



▶ Datuk Mohamed Azmi
Mahmood
FIBM



▶ Dato' Zulkiflee Abbas
Abdul Hamid



▶ Datuk Mohd Najib
Haji Abdullah



▶ Wong Kim Choong



▶ Tan Kong Khoon



Management Team



Tay Kay Luan
CEO



Lum Soo Yan
Head, Finance & Operations



Chow Oi Li
Head, Research



Hartinah Annuar
Acting Head, Curriculum





Susan Lee Yoon Lian
Head, Education



Kristine Anne Williams
Head, Marketing & Promotions



Rafizah Abdul Rahman
Head Designate, Corporate Communications



Terence Chong Wai Meng
Head, Delivery



Jagdeeshpal Kaur
Manager, Human Resources



Mithila Sathasivam
Head, Membership





TRANSFORMATIVE GROWTH

OPERATIONAL EXCELLENCE

SUSTAINABLE VALUE

FACILITATING THE TRANSFER OF KNOWLEDGE

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



Tan Sri Azman Hashim
Chairman

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Continuity of Success

CHAIRMAN'S

statement

Chairman's Statement

In the 2012 Annual Report, I had mentioned how Malaysia, and indeed most of ASEAN, had been spared the brunt of the global financial downturn. Over the last year, it has become apparent not only that this region escaped relatively unscathed from the wrath of failing economies, but that it has emerged as a key driving force supporting the global economic recovery. While this, of course, is very positive news for countries in the region, economic wealth brings with it its own set of challenges. For a start, it means growing middle classes with greater personal wealth and disposable income, which would need to be met by more sophisticated banking services in the respective countries.

In Malaysia, which already has a sizeable middle class, the Government's Economic Transformation Programme is driving greater development across all 12 National Key Economic Areas outlined. This will drive demand for funding from corporations, which brings with it inherent credit risk. At the same time, the rising cost of business compounded by competition for better yields, a talent shortage and rising consumer consciousness lend to pressures being felt by banks and financial institutions. Competition, which has so far been confined by and large to the domestic sphere, will soon be extended once the ASEAN Community takes effect in 2015, bringing with it the free flow of capital and funds across borders within the region.

Coupled with these challenges, Malaysian banking institutions have to comply with increasingly stringent international and local regulatory requirements such as those of Basel III, as well as the Financial Services Act 2013 and Islamic Financial Services Act 2013 introduced by Bank Negara Malaysia and which came into effect in June 2013.

Over and above these financial and regulatory considerations, the banking industry in the West in general has undergone severe reputational damage as a result of various events that have unfolded since the global economic meltdown in 2008, including the subprime crisis in the US and the failure of leading institutions. Much work needs to be done to restore the public's loss of confidence in the integrity and capabilities of the financial industry to act as custodians of assets.

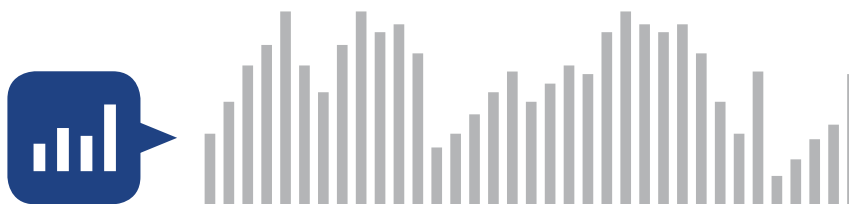
It is, for all intents and purposes, a very challenging time for financial and banking institutions internationally, regionally and domestically, which calls for a fundamental review of the sustainability and integrity of business models, a reassessment of levels of professionalism and ethics, and capacity development to ensure that human resources are suitably equipped with the relevant skills and level of integrity to take the industry to a higher level of excellence. The Institute of Bankers Malaysia (IBBM) has taken active steps to ensure these needs will be met within the Malaysian environment.

RE-POSITIONING OF IBBM

IBBM has continuously revisited its roles towards meeting both the training and educational needs of bankers in the country, as well as to uphold professionalism in the industry. Since 2011, when IBBM embarked on a transformation journey to attain world-class standards, it has become increasingly apparent that in order to carry out both functions to the best of our abilities, it would be necessary to separate education and development from its role as a robust membership based professional body.

A Steering Committee, headed by Bank Negara Malaysia Deputy Governor, Dato' Muhammad Ibrahim, was thus established to analyse what was needed and to make recommendations for implementation, resulting in the drafting of a *Blueprint for Transformation of the Malaysian Banking Education Landscape*. This blueprint, which is close to being finalised, states among its given 8 recommendations that IBBM be split into two separate entities – to oversee the training and educational aspects of bankers and to look into elevating and maintaining international benchmarks within the industry. Consequently, on 18 December, the Asian Banking School (ABS) was formed and IBBM was re-positioned as the Asian Institute of Chartered Bankers (AICB) – both with distinct roles and governance structures. Although these two entities have been officially launched, there is still a need to finalise the governance structures of both and to put together an experienced and highly capable management team to oversee ABS. Much thought and efforts are being channelled into bringing to life the separate entities by 2015.

There are many advantages of such a demarcation of functions. One is greater independence of the professional body, which would strengthen the advocacy of the highest standards of accountability, ethics and integrity; and its integration with the development of the professional curriculum, examinations and awards certification. Another is to ensure focus and avoid any possible conflicts of interest. The arrangement allows AICB to appoint other education and training providers should the need arise, thus keeping ABS competitive and innovative in addressing training needs.



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Chairman's Statement

During the year, workshops were conducted for the management of FSTEP as well as members of the QAC to help them further enhance the programme.

THE CHARTERED BANKER AS A KEY STANDARD

Once IBBM is officially rebranded as AICB, we will focus on the Chartered Banker qualification as a central requirement for all future members as this gold standard in global banking would necessarily elevate professionalism in the industry to levels that would support its sustainability while restoring faith in bankers' capabilities.

As it stands, seven member banks have signed Memoranda of Understanding (MoUs) with IBBM to enrol their executives into the Chartered Banker programme and we expect this number to further increase in 2014 and the years to come. Interest shown in this programme is not limited to our shores. IBBM, to date, is the only organisation in the region to offer the globally recognised Chartered Banker qualification, so serious enquiries from banking and financial institutions in neighbouring countries to offer this programme in their markets have been encouraging.

To date, we have attracted much traction from the emerging markets of the Maldives, Vietnam and Cambodia while working on similar arrangements with other interested countries. In other words, this qualification is adding to our international reputation and enabling us to live up to our new brand promise of providing professional services to members from the region.

While our value proposition will begin with the Chartered Banker Education Pathway, it will not end there. Our objective is to keep providing updated and relevant offerings to our members to enable them to continue their professional development, thus serving not only to enhance individual careers but also standards within individual banking institutions and the industry generally.



DEVELOPING FRESH TALENT

Talent shortage continues to be one of the key challenges the industry faces. Since 2007, we have been addressing this issue via the Financial Sector Talent Enrichment Programme (FSTEP), a year-long initiative targeted at fresh graduates or those with less than three years' working experience that introduces them to the basics of the financial services industry. The aim is, at the end of the programme, for these carefully selected graduates to demonstrate sufficient ability and interest in the industry to be offered employment by one of our sponsoring financial institutions.

Like all our programmes, FSTEP continues to evolve to be more relevant, focused and effective. The programme content and structure are determined by a Quality Assurance Committee (QAC) which is elected every six months. During the year, workshops were conducted for the management of FSTEP as well as members of the QAC to help them further enhance the programme. Among the recommendations made was a realignment of the programme to avoid the overlap of training topics which in

effect shortens its technical training component from six months previously to a possible four months, with the rest of the time freed for internship at a sponsoring financial institution.

Another significant change in the administration of FSTEP was enrolment of our first nine foreign participants in the 2013 intake. This is in keeping with IBBM's greater focus on regional activity, while supporting the initiatives of our member banks in expanding their presence within the region. The inclusion of other Asian counterparts would, moreover, widen the exposure of young Malaysian bankers to regional cultures and sensitivities which would serve them well as ASEAN boundaries progressively disappear.

To date, we have trained a total of 1,351 young executives under the programme and it personally gives me much pleasure to see how FSTEP provides invaluable career opportunities to hundreds of deserving individuals, while the industry gains from absorbing young talent who have been trained to contribute in a meaningful way to further the development of the banking and financial sector.

Chairman's Statement



ACKNOWLEDGEMENTS

The Institute of Bankers Malaysia is at a very interesting phase in our ongoing journey, approaching a critical turning point by evolving into ABS and AICB. For all the preparatory work that has gone into this impending transition, I would like to express my gratitude to the Steering Committee, and especially its Chairman, Dato' Muhammad Ibrahim, Deputy Governor of Bank Negara Malaysia, and his Committee Members for guiding our transformation and presenting us with clear guidelines going forward.

At the same time, I would like to acknowledge the constant support of Bank Negara Malaysia and other regulatory bodies including when dealing with governance and administrative issues.

I would like to express my sincere appreciation of the commitment by the team at IBBM, commendably led by Chief Executive Officer, Tay Kay Luan, as well as the contributions and support of my fellow Council Members for their time and dedication to the Institute. We have come a long way in our 37-year journey. With your continued efforts, I have every confidence that we will now surge ahead with our new identity, our reinforced brand positioning and our enhanced value propositions.

Tan Sri Azman Hashim

Chairman



GROWTH



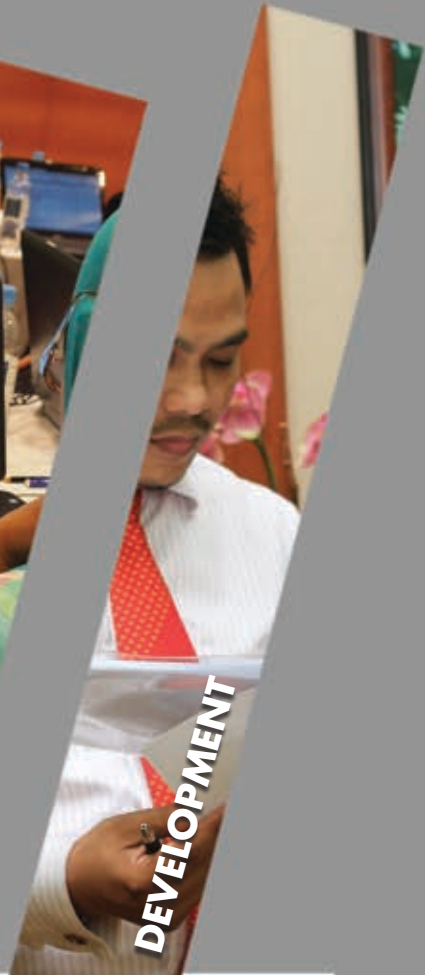
OPERATIONS



EFFICIENCY



DELIVERY



DEVELOPMENT

DEVELOPING LONG-TERM RELATIONSHIPS

We are extending and developing long-term relationships and engagement with key partners in the banking and non-banking sectors. This will further entrench our position as a leading learning knowledge provider in the region.

Tay Kay Luan
Chief Executive Officer



CEO'S review



The banking sector is undergoing rapid changes globally as well as here in Malaysia. To keep pace with these developments and indeed to be ahead of the changes taking place in the Malaysian financial landscape, the Institute of Bankers Malaysia (IBBM) embarked on a five-year transformation journey that started in 2011. Today, mid-way through this journey, I am pleased to say, we have made considerable progress and are well on track towards achieving the end goals that we had set.

Among the key objectives of our transformation are to re-align our educational product propositions to ensure they remain relevant to market needs; and to play a leadership role in elevating the level of professionalism of the banking sector, not just in Malaysia but regionally. On 18 December 2013, we made a major milestone achievement towards these ends, when the Asian Banking School (ABS) was officially launched and IBBM was renamed Asian Institute of Chartered Bankers (AICB) to reflect our new strategic direction.

By separating the educational and professional arms of IBBM, we will be able to lend more focus on both areas individually and will be better positioned to offer greater value propositions in each. The inclusion of the word 'Asian' in the names of both organisations was not incidental; rather it reflects the forward thinking of our Council to be in line with the expanding regional footprint of our institutional member banks but more importantly to embrace the trend towards a much more cohesive and regional identity of the economies.

While working on the formation of ABS and AICB, which are to be functional by 2015, we did not neglect our other obligations. If anything, the year saw us build on the many successes achieved over the last 3 years of growth and increased efforts towards enhancing the

I am pleased to say, we have made considerable progress and are well on track towards achieving the end goals that we had set.

intellectual capital of the industry, serving our members better, and establishing a firmer footprint in the region; and in the process enhancing our own reputation as a thought leader in the critical areas of banking and finance.

Among the highlights were positive outcomes of concerted efforts to market the Chartered Banker programme both domestically and in the region, as well as organising the second edition and highly successful Asian-Pacific Association of Banking Institutes (APABI) Regional Conference, which drew almost 500 participants and speakers from 14 countries to discuss pertinent issues facing the industry.

For all intents and purposes, it has been a very significant year where we experienced continuity of success at IBBM and it gives me pleasure to present a review of our wide range of activities.

ENHANCING THE INTELLECTUAL CAPITAL OF THE INDUSTRY

The year got off on a positive note with completion of the accreditation process of our Chartered Banker programme by our joint examiners, the Chartered Banker Institute from Scotland. The programme comprises three levels of which we have launched the first level – the Executive Banker – while developing the learning materials for all seven modules of the second level – the Professional Banker – which we aim to launch in the third quarter of 2014, followed soon after by the final level, which will qualify a candidate as a full-fledged Chartered Banker.

CEO's Review



7 MoUs
with banks



27,184

Participants in 2013

Concerted efforts to market the Chartered Banker programme led to the signing of Memorandums of Understanding (MoUs) with six banks during the year – AmBank, Maybank (for all IBBM qualifications), CIMB Group, Public Bank, Affin Bank and RHB – under which we will offer their employees special learning support for the qualification. Along with Standard Chartered, which had signed a MoU with us for the same purpose in 2012, we now have seven banks committed to raising the level of professionalism of their executives via certification under this programme. To afford them the flexibility to fit their studies with their work commitment, they have up to three years to complete the three modules for the first level Executive Banker. We are pleased to share, however, that four candidates have so far completed all three modules, one of whom managed to do this in just one sitting.

Regionally, we have had marketing successes in the Maldives and Cambodia. The Maldives Monetary Authority signed up 20 young bankers for the Executive Banker programme; while in Cambodia, following the programme launch in Phnom Penh on 18 September, we have been collaborating with the Cambodian Institute of Banking (CIB) of the Association of Banks in Cambodia (ABC), to offer the qualification there. Meanwhile, we have continued to enhance existing learning programmes by making them more relevant to the current financial landscape and its needs. The new version of the Credit Certification Programme, re-branded as the Professional Credit Certification (PCC), was launched on 15 June 2013 when the first level of the certification – the Certified Credit Executive (CCE) award – was opened for enrolment. With student performance in mind, we are working with Wiley publishing to upgrade the syllabus content design and standard

through the development of new study text, self-learning aids, as well as a question bank for examinations.

At the same time, our collaboration with the Ateneo Center for Continuing Education (CCE)/Bankers Association of the Philippines Institute of Banking (Ateneo-BAP) on the development of a two-level Professional Bank Risk Management Certification is making steady progress. The programme, targeted at mid-level management in credit risk and operations, is expected to be ready in 2015.

Keeping pace with regulatory changes, we revised the contents of the Investor Protection Professional Certification (IPPC) and the Pasaran Kewangan Malaysia Certificate (PKMC) Module I examination syllabuses to include new guidelines issued by the Securities Commission on 28 December 2012 on Sales Practices of Unlisted Capital Market Products, Private Debt Securities and Sukuk.

To drive growth, we not only focused on course content but also the delivery of our programmes with the ultimate objective of facilitating the process of knowledge acquisition and progressing the professional development of individuals in the industry. Towards this end, we introduced a blended learning ecosystem for our programmes which combines online learning with assessment of English Language proficiency and exam preparation to be conducted by our training providers. To date, we have applied the blended learning system to the Executive Banker programme and CCE; and intend to extend it to all programmes offered in due course.

A total of 1,090 public and in-house programmes were conducted in 2013, representing a steady 3% increase from 1,055 programmes in 2012. This is in line with our projected growth, reflecting a steady confidence in the value of our deliverables, and gradual turn around of our

As a measure of its popularity, within the first week itself, 100 transactions took place ranging from new registrations to renewals.

performance since 2009. The total number of participants in these programmes however, also increased by 7%, from 25,363 participants in 2012 to 27,184 participants in 2013.

ESTABLISHING OUR THOUGHT LEADERSHIP

One of our key objectives is to lead the agenda of professionalism in the banking industry, not only through sound qualifications of our members but also via a vibrant environment of discussion and sharing of knowledge through thought leadership programmes. This is achieved through both international and domestic conferences, and seminars boasting world-renowned experts representing different areas of the industry, as well as through publications produced in collaboration with subject matter experts across both developed and emerging markets.

The 2013 APABI Regional Conference, held on 7-8 October, was typical of this endeavour. Themed Waves of Change, Oceans of Opportunities, the 21 speakers and moderators comprising regulators and industry as well as community leaders shared perspectives on current challenges facing the global banking sector and the opportunities that these provide for further enhancement of the industry. It was extremely relevant to the current financial landscape, providing both new knowledge and fresh inspiration to the participants. At the organisational level, the conference was significant as it marked the conclusion of IBBM's two-year tenure as Chairman of the regional network, to be succeeded by India.

We hosted the 2013 Risk Management Conference held on 11-12 November and themed Navigating the New Playing Field, which attracted 148 risk practitioners. To support our knowledge management, details of our conference proceedings and presentation notes will be edited and distributed via hard copies and online.

In terms of publications, we continued to produce our semi-annual Banking Insight magazine and the Bankers' Journal. In addition, we launched the book, Grow Your Business – Access to Financing for SMEs in Malaysia, in collaboration with Bank Negara Malaysia. It has since been published in English, Bahasa Malaysia and Mandarin. We also published the results of an audit survey conducted among banks in collaboration with KPMG, called Internal Audit Matters: Risk Management, while presenting its key findings to our members at a briefing held on 27 March 2013.

Our publication strategy extends into the development of reference texts on banking disciplines which will serve both as reference and study support. We expect these to grow as part of our plans to deepen our intellectual capital, and widen our reach to wider stakeholders including universities.

SERVING OUR MEMBERS BETTER

We realise it is essential to create greater operational efficiencies in order to serve our members to the best of our ability as this is key to continually attracting and retaining a growing membership base. Towards this end, we improved our corporate website as well as initiated an online Learning Management System (LMS) platform which went live on 15 March 2013, allowing users to register, renew and purchase individual IBBM membership. As a measure of its popularity, within the first week itself, 100 transactions took place ranging from new registrations to renewals. To sustain the traction, our team visited banks to explain how they can benefit from our online functionalities and to answer any questions they had. Phase 2 of the LMS project was subsequently launched on 30 August 2013, supporting business-to-business (B2B) online enrolment and real-time report access for banks.



During the year, we also introduced an online English Proficiency Test (EPT) to help learners gauge their language proficiency before undertaking our certification programmes. A total of 1,963 candidates have taken the EPT since it was made available in May last year, and as many as 17% of them attaining scores below the Intermediate level. We believe this is an area that needs to be addressed in order to raise the standards of our overall programme and certification outcomes.

Further enhancing our member relationship, we launched a social networking platform, IBBM Connect, on 29 April 2013 where members can share postings through forums and discussion groups, network with other members, as well as access feature articles online. We also revamped our website, going live with our refreshed, more user-friendly version on 1 July 2013. We believe these changes are in keeping with the times, as reflected in the numbers. To date, we have 14,662 'likes' on Facebook and 1,003 followers on Twitter, while our official LinkedIn page created in July 2013 has 207 followers.

INTERNATIONAL ENGAGEMENT

As we head towards the implementation of the ASEAN Economic Community in 2015, there is greater need for more collaboration and cooperation among the banking fraternity and IBBM has been at the forefront of this. Over the years, we have intensified our engagement with other

banking institutions and regulatory bodies within ASEAN, exploring ways in which all parties concerned can benefit from our collective knowledge and resources in the interest of the region as a whole. During the year, we made trips to Vietnam, India, Cambodia, Indonesia and Myanmar where we leveraged and strengthened our relationship with various organisations and explored different ways in which we can, in future, draw from each other's expertise in areas of training, syllabus and examination questions development, e-learning, publishing and printing, among others.

I personally delivered a paper on 'Professional Competencies, Certification and Standards in Banking Education' at the Perspective of Education in the Finance Sector 2013 Seminar on 7 March in Vietnam; and shared IBBM's collaborative efforts with various institutions within ASEAN at the 43rd ASEAN Banking Council Meeting held in Yangon, Myanmar from 14-15 November.

Going beyond ASEAN, on 23 August, I was invited by the Chartered Institute of Bankers Nigeria to Lagos, Nigeria to share our experiences in the development and implementation of the Malaysian Banking and Finance Industry Competency Framework. This was followed by an official visit of representatives from the Chartered Institute of Bankers Nigeria to Malaysia to meet with key people from the industry including the Finance Accreditation Agency, Bank Negara Malaysia and IBBM itself.



More improvements are in the pipeline, via expanding the scope of our IT infrastructure to fully embrace an e-environment.

Among key positive outcomes of these visits was teaming up with the Indian Institute of Banking and Finance (IIBF) in Mumbai to develop examination papers for the CCE qualification, and eliciting much interest from host countries in the Chartered Banker qualification. During the year, we also welcomed delegations from the BIDV Training School in Vietnam, the Emirates Institute for Banking & Financial Studies from the United Arab Emirates and the Banking & Finance Academy, Mongolia.

BUILDING OUR HUMAN RESOURCES

Along with IBBM's progress in 2013 and, now, in preparation to achieve the objectives of the Asian Institute of Chartered Bankers, namely to drive higher standards of governance, ethics and professionalism in the financial sector regionally, it is critical that internal capacity is increased and capability enhanced to meet the demands that will be placed on them.

Accordingly, we have been upscaling our staff with ample training and development opportunities in areas such as examination management, certified training professional, the 7 habits, project management and case study writing to meet the demands of our strategy. In addition, to keep abreast of current developments in the industry, our staff attended workshops on the Financial Services Act (FSA) 2013, Budget 2013 and the Personal Data Protection Act. These sessions were run

either in-house or by third party experts such as the Asian Institute of Finance, PricewaterhouseCoopers and our legal advisors.

As part of efforts to develop our talent, we continue to raise the skills of staff by enriching roles and enlarging opportunities. Moving forward, the trend is to ensure workforce employability as the main thrust of our talent management strategy.

ACKNOWLEDGEMENTS

The official launch of the Asian Institute of Chartered Bankers and the Asian Banking School marks a veritable turning point for IBBM. A great deal of hard work and effort has gone into this important milestone and I would like to thank everyone concerned, especially the Steering Committee that was directly responsible for this development, our Council, Bank Negara Malaysia and all the other regulatory bodies, for helping to translate aspirations into reality.

I would also like to acknowledge the invaluable contributions of our networking groups, partners, institutional customers and members, who have inspired us and been integral to our journey thus far.

Most of all, I would like to express my heartfelt appreciation to every single member of IBBM for their hard work and dedication to the organisation. Since embarking on our transformation, the going has not always been easy but with determination and teamwork, goals can be accomplished.

Once again, to all our stakeholders, a big thank you for the support in ensuring the continuity of success.

Tay Kay Luan
Chief Executive Officer



Summary of IBBM's Programmes and Activities

The activities carried out in 2013 were in line with IBBM's transformation strategy. Capitalising on 2012's performance, we continued to set our pace by taking measures and carrying out actions to meet the demands of the industry. It was a year for strengthening foundations and setting the stage for the change that is to come.

To drive reputation and growth, IBBM organised conferences and events, improved on our product offerings and produced thought leadership research publications. It was also a year where we integrated various work streams through the learning management system, as well as enhancing the learning environment for our students and expanding our reach in the region. The year closed out on a high note with the official launch of the Asian Banking School and the renaming of IBBM as Asian Institute of Chartered Bankers.

EDUCATION

Development of Banking Qualifications

Professional Credit Certification

IBBM revised and renamed its existing Certified Credit Professional (CCP) programme to Professional Credit Certification (PCC), which was formally launched on 15 June 2013 with the roll out of its first level – Certified Credit Executive (CCE). With the introduction of PCC, the existing CCP will be phased out in December 2014.

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. The 3-level model caters for the different knowledge, skills and competencies required of credit personnel at various job levels, as compared to a single-levelled or "one size fits all" model.

PCC offers specialisations in Retail Credit and Business Credit, and individual awards are available upon completion of each level.

For easy accessibility, the study text for CCE was made available on our Learning Management System (LMS) platform, IBBM Online. Additionally, an English Proficiency Test and diagnostic test were created as pre-learning tools. The results from these tests give learners an indication of their knowledge gaps to enable them to plan their studies.

Further to that, IBBM engaged John Wiley & Sons Inc (Wiley) to enhance the learning experience and performance of our PCC students by introducing innovative study tools to support the PCC programmes. The newly designed study tools will be available to students by Q3 2014.

Chartered Banker

The accreditation process by the Chartered Banker Institute was completed at the beginning of 2013 with conditional approval awarded pending full completion of the Chartered Banker programme and conditions prescribed. The process was done through a visit by the Scottish institute, which also saw the signing of a Memorandum of Agreement to formalise the operational procedures and policies supporting the Chartered Banker awards and examinations.

2013 was also the year that the full suite of pedagogically crafted learning tools for the Executive Banker level was rolled out and made available via IBBM Online. This included study texts, pass cards, revision kits and e-learning tutorials for each of the three modules. Tutor resources were also introduced to provide classroom support for students taking the examinations.

With this, IBBM was able to strengthen its partnership with local banks and expand its reach internationally with the Chartered Banker programme. In Malaysia, six key member banks signed a Memorandum of Understanding (MoU) in 2013 with the Institute to jointly promote the Chartered Banker qualifications within their institutions; whereas in the region, Chartered Banker was launched in Cambodia and introduced in the Maldives with the enrolment of 20 of their bankers for the programme via the Maldives Monetary Authority.

Development of the learning materials for the seven modules of the second level Professional Banker programme also commenced in 2013 and is planned to be launched in Q3 2014.

Investor Protection Professional Certification and Pasaran Kewangan Malaysia Certificate

The Investor Protection Professional Certification (IPPC) and Pasaran Kewangan Malaysia Certificate (PKMC) Module I examination syllabuses were revised as a result of three new Guidelines issued by the Securities Commission on 28 December 2012:

- (a) Guidelines on Sales Practices of Unlisted Capital Market Products;
- (b) Guidelines on Private Debt Securities; and
- (c) Guidelines on Sukuk.

Additionally, the syllabus weightage for the section on Law and Regulations in the IPPC curriculum was increased by 10% to 30% to reflect the importance of understanding the relevant regulations. At the same time, the weightage for the section on Products was decreased from 50% to 40%.

The respective revisions were effective from the May 2013 IPPC examination and the August 2013 PKMC Module I examination.

Bank Risk Management Professional Qualification

On 15 May 2013, IBBM signed a Memorandum of Agreement with Ateneo Bankers Association of the Philippines Institute of Banking (Ateneo-BAP-IB), a consortium between the Ateneo de Manila University and the Bankers Association of the Philippines, to jointly develop the learning aids/study tools for a Bank Risk Management qualification programme fit for Bank Risk practitioners in the ASEAN region.

Summary of IBBM's Programmes and Activities

The objective of the qualification is to ensure bank employees are better informed and equipped to recognise risk problems and trends, and provide effective solutions to mitigate risks in a dynamic economy. Bank employees who are expected to benefit from the qualification are those involved in risk, audit, legal, accounting, sales, retail, operations, corporate finance and compliance. It is slated to be launched in 2015.

Professional Qualifications in Compliance

IBBM is working with the International Compliance Association (ICA), its awarding partner for the AML/CFT qualifications, to jointly develop and offer professional qualifications in compliance in 2014. The development of the qualifications will be guided by the compliance certification framework for the financial industry developed by the Asian Institute of Finance.

The compliance qualifications will mirror the 3-tier structure of IBBM's current AML/CFT qualification programmes.

Accreditation of IBBM's Qualifications

In line with IBBM's Education Strategy to raise the standards of professional qualifications and learning programmes in the industry, IBBM is pursuing accreditation of its qualifications and learning programmes with the Finance Accreditation Agency (FAA) and was officially registered as a FAA Registered Training Provider on 27 June 2013.

Launched in 2013, FAA provides learning programme recognition in the financial industry and validates that the design, development and delivery of teaching, learning and related activities meet Learning Programme Standards and are in compliance with the Learning Programme Assessment & Accreditation Framework.

Blended Learning and Pedagogical Enhancements in Instructional Design

IBBM took a bold step to innovate its delivery mechanism by putting in place a blended learning ecosystem that enables both conventional and online learning support within IBBM Online. The blended learning ecosystem has various learning support tools that allow students to take charge of their learning at their own pace and at the various stages of their learning lifecycle. IBBM's intention was to strengthen support to our students and immerse them in a myriad of learning tools that both enrich their learning experience and enhance their performance at the same time.

The learning support comes in the form of study texts, pass cards, e-learning tutorials and online mock tests. This is further scaffolded by instructor-led exam preparation classes, normally conducted 6-8 weeks prior to an examination. Another unique feature was the introduction of the online English Proficiency Test, which is used to gauge learners' level of proficiency in English.

The blended learning ecosystem also records and track students' interactions with the learning support tools. These "digital footprints" form the learning history of every candidate and allows for appropriate learning interventions when necessary in order to increase performance at any stage of their learning.

The certification that has the full range of features in the learning ecosystem is the Executive Banker Programme. Plans are under way for other qualification programmes to adopt the same online learning ecosystem in the immediate future.

Work also begun in 2013 to upgrade IBBM's learning resources to the forefront of best practices in instructional design with the introduction of pedagogical elements particularly in our study texts and pass cards. The inclusion of these elements will be evident within the learning resources for the Chartered Banker and Professional Credit Certification series. The way forward in this initiative is to progressively revise and upgrade learning resources for other qualification programmes over the next few years.

Asian Banking School

IBBM's initiative, the Asian Banking School, together with the renaming of IBBM to the Asian Institute of Chartered Bankers was officially launched on 18 December 2013 by Tan Sri Dr Zeti Akhtar Aziz, Governor of Bank Negara Malaysia.

As part of IBBM's 2015 strategy, a re-positioning of the Institute will see it be transformed into a more robust and full-fledged professional body with a new professional membership policy framework in place and an awarding body; upholding and enhancing the professional standing of its members, entailing a wide range of professional obligations that include fulfilling the highest professional conduct and quality assurance in the course of their work.

Supporting its aim for a broader reach and to consolidate its potential to emerge beyond the national boundaries as an inclusive body for banking sector professionals within the region, one of the key recommendations included the renaming of IBBM into the Asian Institute of Chartered Bankers (AICB).

Reflecting the strategic positioning of AICB, the Asian Banking School (ABS) has been set to develop, leverage and promote banking education of world class

standards, together with embedded values of ethics, professionalism and trust. Research and thought leadership are also essentials that have been added to the delivery of an education that would be holistic, applied, diversified and industry relevant.

The ABS will operate in an environment that allows wider access to people within the industry to opportunities for acquiring professional qualifications with the future delivery model leveraging on technology to create a learning environment where students are encouraged and challenged to think about issues differently.

Information Delivery

As part of IBBM's learning strategy and direction towards a blended learning system, IBBM Online, the gateway to a holistic Learning Management System (LMS), was upscaled, reconfigured and launched on 15 March 2013.

Key milestones that were achieved in 2013 include:

- Enrolment and payment for IBBM membership: 15 March
- Roll out of social networking platform, IBBM Connect: 29 April
- Enrolment, payment and learning materials for the Executive Banker, Certified Credit Executive and Certified Credit Professional Qualifications: 30 August
- Business-to-business process providing the industry with a more efficient payment method for sponsoring candidates: 30 August
- Enrolment and payment for public programmes and Certificate in Internal Auditing for Financial Institutions: 31 October
- Enrolment and payment for Investor Protection Professional Certification: 9 December

Summary of IBBM's Programmes and Activities

With the meeting of each milestone, IBBM candidates were able to have access to more e-learning functionalities and self-service convenience. This allowed them to have access to a variety of online learning materials such as study texts, mock tests for self assessment and e-learning content; as well as register for exam sessions, make payments, and receive event reminders and updates.

Apart from the benefits enjoyed by IBBM candidates, the Learning and Development department of banks were able to have a simplified, paperless process for sponsoring enrolments, as well as track their sponsored candidates' learning progress.

To promote and explain the benefits and functionalities of IBBM Online and its products, the Institute conducted nationwide briefing sessions and visits as part of its engagement with banks. This also provided a platform for IBBM to address any concerns and constraints that they might have in using the system.

Examinations

Executive Banker (EB)

Launched in May 2012, the EB qualification is the first level of the Chartered Banker programme, conferred jointly by IBBM and the Chartered Banker Institute in the UK. Chartered Banker is the gold standard in banking qualifications for professionals working in the financial services sector and is aimed at embedding high ethical, professional and technical standards within the industry.

Upon successful completion of the EB, candidates may progress to the Professional Banker level and ultimately, the Chartered Banker level.

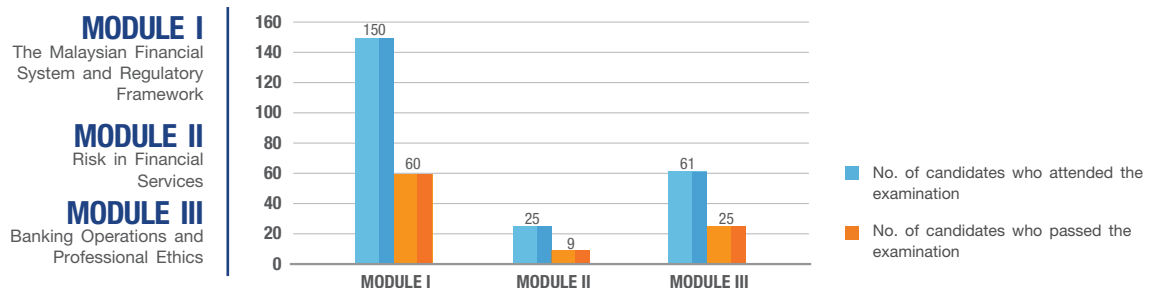
Table 1: EB – Enrolment Statistics (2013)

	2013
Total number of candidates	174

Table 2: EB – Number of Completing Candidates (2013)

	2013
Number of candidates who completed the examinations	4

EB – Summary of Attendees and Module Passes (2013)

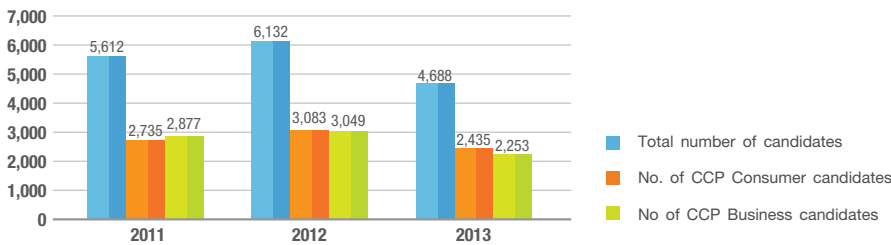


Certified Credit Professional (CCP)

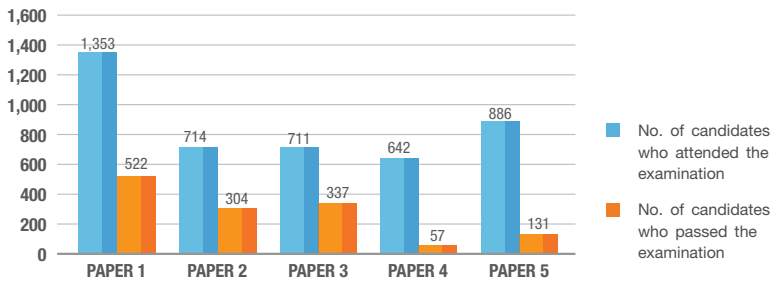
Developed by IBBM in consultation with senior credit practitioners, the CCP is a specialist professional certification that demonstrates achievement of the minimum professional standards of the core competency for credit personnel in the banking and finance industry. Specialisation in Consumer Credit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

In 2013, 57 candidates completed the CCP (Consumer) examinations while 131 completed the CCP (Business) examinations. Overall enrolment showed lower numbers than the previous year due to the launch in 2013 of the Certified Credit Executive level under the Professional Credit Certification programme; and the gradual phase out of CCP by December 2014.

CCP – Enrolment Statistics (2011 – 2013)



CCP – Summary of Attendees and Subject Passes in 2013



PAPER 1
Financial System and Principles of Credit

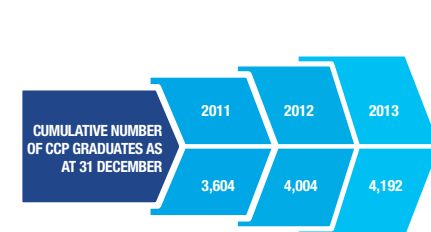
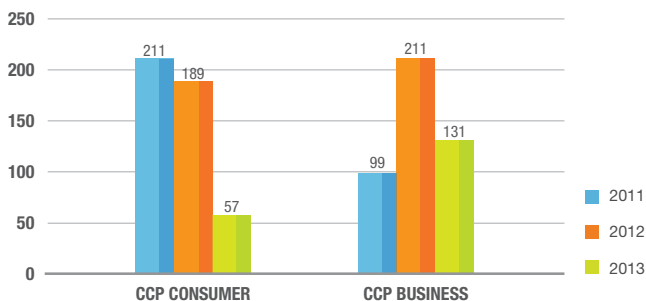
PAPER 2
Consumer Credit

PAPER 3
Business Credit

PAPER 4
Applied Consumer Credit

PAPER 5
Applied Business Credit

CCP – Number of Completing Candidates (2011 – 2013)



Summary of IBBM's Programmes and Activities

Certified Credit Executive (CCE) Qualification

Launched in June 2013, the CCE qualification is the first level of the Professional Credit Certification programme, which is designed for banking executives who seek to equip themselves with the skills, knowledge and tools to advance in the demanding and rapidly changing field of credit management. It has been designed by IBBM, in collaboration with senior credit practitioners, to cater to banking professionals at different stages of their career.

CCE is an entry level award for those who wish to build a strong skill set for undertaking credit roles and responsibilities within a guided environment or policy framework, and a capacity to contribute to credit risk identification and management.

CCE requires candidates to complete 4 compulsory modules:

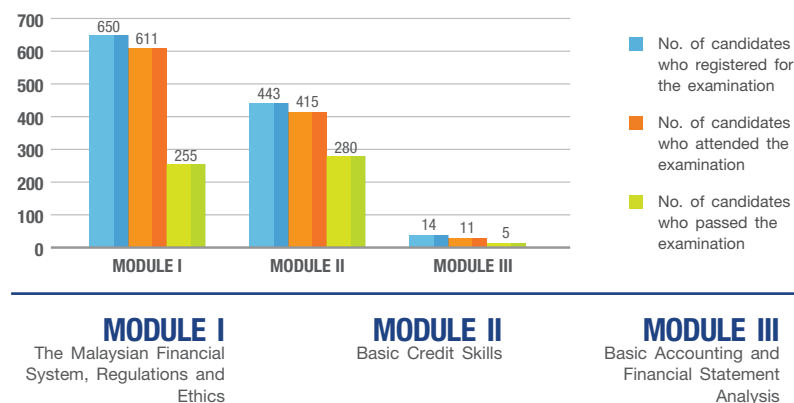
- CCE 1 – The Malaysian Financial System, Regulations and Ethics
- CCE 2 – Basic Credit Skills
- CCE 3 – Basic Accounting and Financial Statement Analysis
- CCE 4 – Credit Writing Skills

Upon successful completion of the CCE, candidates may progress to the second level, Retail Credit Professional/Business Credit Professional, and ultimately, to the final level, Corporate Credit Specialist (for the business stream only).

Table 3: CCE – Enrolment Statistics (2013)

	2013
Total number of candidates	1107

CCE – Summary of Registrations, Attendees and Module Passes in 2013

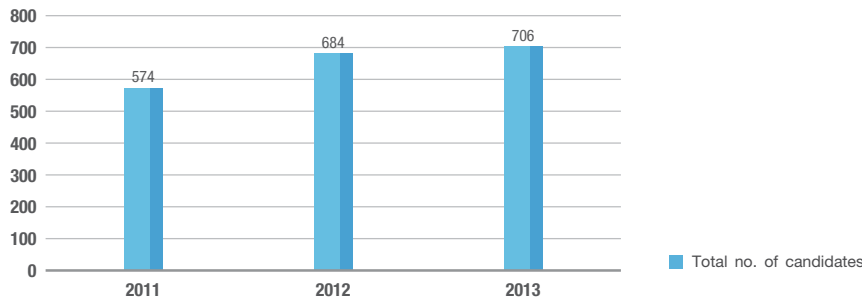


Note: The first examination for Module IV – Credit Writing Skills will be conducted in April 2014

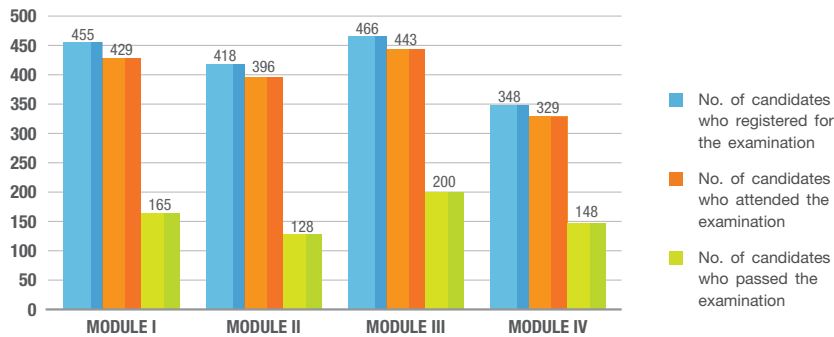
Pasaran Kewangan Malaysia Certificate (PKMC)

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.

PKMC – Enrolment Statistics (2011 – 2013)



PKMC – Summary of Attendees and Module Passes in 2013



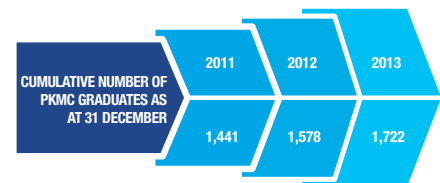
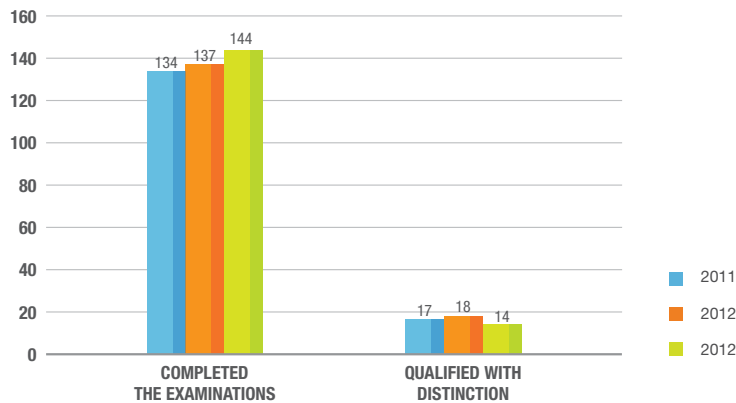
MODULE I
Part A:
 The Malaysian Code of Conduct and Market Practices
Part B:
 The Malaysian Financial System and Conduct of Monetary Policy

MODULE II
 The Money Market

MODULE III
 The Foreign Exchange Market

MODULE IV
 Risk Management and Basic Derivatives

PKMC – Number of Completing Candidates (2011 – 2013)



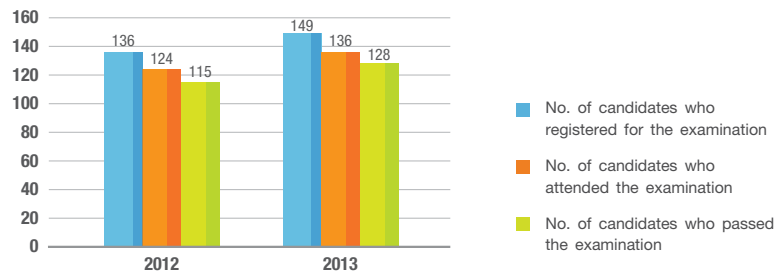
Summary of IBBM's Programmes and Activities

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

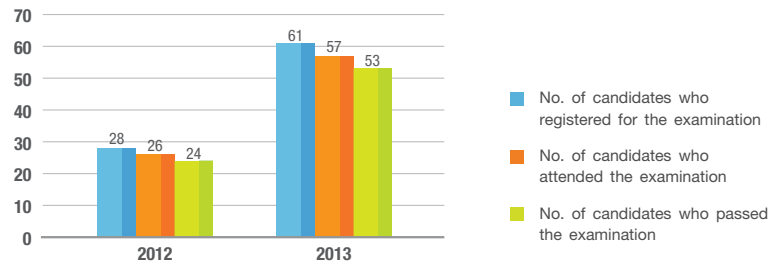
The professional qualifications in AML/CFT are awarded by IBBM jointly with the International Compliance Association, in association with the Manchester Business School.

The AML/CFT education takes the international qualifications of the ICA and embed the core Malaysian principles, laws and practices alongside the best of international best practice. The structure creates qualifications and training at three levels: intermediate, advanced and experienced practitioner mapping the knowledge, skills and competencies needed at each of the levels.

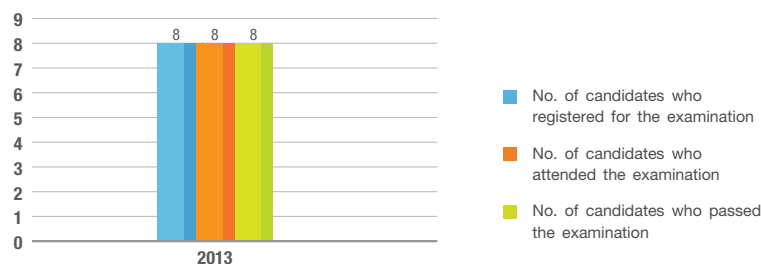
Certification in AML/CFT – Statistical Summary (2012 – 2013)



Advanced Certification in AML/CFT – Statistical Summary (2012 – 2013)



Certification Professional in AML/CFT – Statistical Summary (2013)

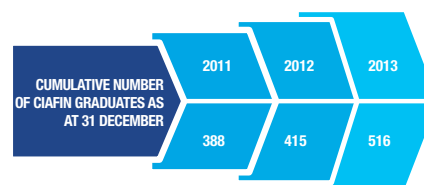
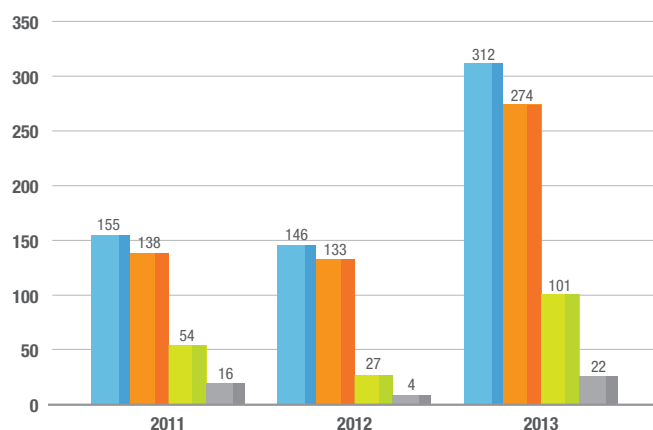


Certificate in Internal Auditing for Financial Institutions (CIAFIN)

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.

For 2013, the number of candidates more than doubled with the addition of another exam sitting as compared to only one in previous years.

CIAFIN – Statistical Summary (2011 – 2013)



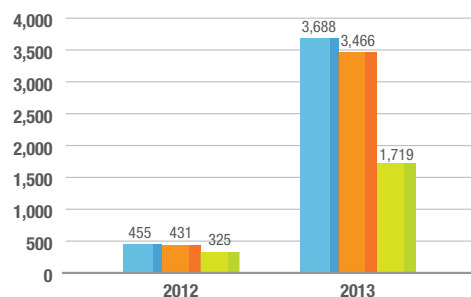
- No. of candidates who registered for the examination
- No. of candidates who attended the examination
- No. of candidates who passed the examination
- No. of candidates who qualified with distinction

Investor Protection Professional Certification (IPPC)

The IPPC is a regulatory qualification 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.

IPPC was launched in mid-2012, with the first exam sitting in October of that year. Thus, the numbers reflected in 2012 show a significant difference between 2013's, which had registrations for the full financial year.

IPPC – Statistical Summary (2012 – 2013)



- No. of candidates who registered for the examination
- No. of candidates who attended the examination
- No. of candidates who passed the examination

Summary of IBBM's Programmes and Activities

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 82 candidates from Malaysia sat for the CDCS examination held on 12 April 2013. Of these, 24 candidates successfully completed the CDCS examination; recording a pass rate of 29%.

LEARNING & DEVELOPMENT

Continuing Professional Development

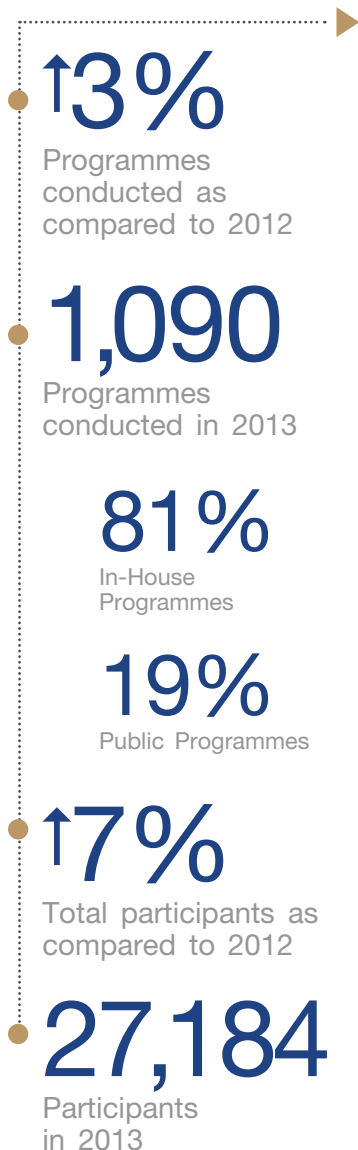
In 2013, IBBM introduced in-house qualification training conducted by internal faculty. Technical Specialist, Dr Vijayan Paramsothy, lead and facilitated the Executive Banker Induction and Exam Preparatory Clinics for two local banks and for candidates in the Maldives. This augured well for the roll-out of the blended learning ecosystem for the Chartered Banker qualification.

Whereas for the Certified Credit Executive programme's blended learning ecosystem, the face-to-face tutorial sessions and exam preparatory clinics were conducted by IBBM's panel of training providers that were provided with standardised training materials to enable for consistency in information given. This included study text books, question banks and training slides.

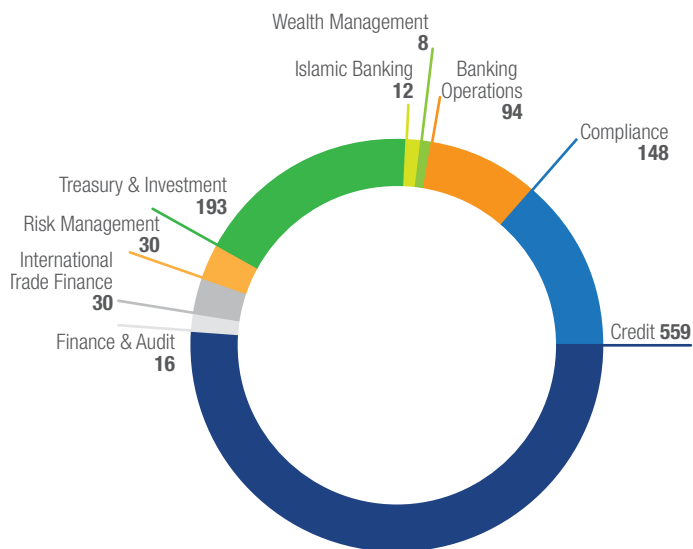
Delivery of Learning and Development Programmes

A survey was done at the end of 2012 to collate input on training needs for 2013. Based on the data received, programmes were designed and structured, and then presented to the Development Committee. The Committee's inputs and views were incorporated before the final list of programmes was rolled out with the number of public programmes reduced considerably to allow for more focus on core areas.

For 2013, IBBM continued with its upward trend on its 2012 numbers with an approximately 7% increase in enrolment. This translated into 9,376 and 17,808 for certification and non-certification programmes respectively registered in the year. A total of 1,090 training programmes were conducted in 2013 with a slight increase of approximately 3% as compared to 2012. The programmes on Treasury and Investment, Credit, Compliance and Banking Operations formed the largest categories for training required by the banks and made up 91% of the total programmes conducted in 2013.



Total Programmes Conducted in 2013



Total No. of Participants (2007 – 2013)



THE IBBM NETWORKING GROUPS

IBBM has an established network of technical and advisory committees whose aims are to allow the sharing and exchange of professional views and ideas to support the efforts to enhance the professionalism, effectiveness and importance of their respective functions in financial institutions. Each committee is presided over by a chairperson who is assisted by a secretary. In 2013, there were six meetings held for CIANG, CONG and RMNG respectively, while four meetings were conducted by the HRNG. The networking office bearers are as follows:

	Chief Internal Auditors Networking Group (CIANG)	Compliance Officers Networking Group (CONG)	Risk Mangers Networking Group (RMNG)	Human Resource Networking Group (HRNG)
Chairman	Thein Kim Mon AmBank Group	Jeyashanker Kandasamy AmBank (M) Berhad	Pang Choon Han Alliance Bank Malaysia Berhad	Nora Abd Manaf Malayan Banking Berhad
Secretary	Lim Kim Seng Hong Leong Bank Berhad	Hasrul Hasan Small, Medium Enterprise Development Bank Berhad (SME Bank)	IBBM*	IBBM*

* For 2013, IBBM was the de-facto secretary for both RMNG and HRNG

Summary of IBBM's Programmes and Activities

During 2013, the networking groups continued to hold regular meetings to share ideas and experiences. Guest speakers were invited to give presentations on topics pertaining to development and issues of relevance to the individual networking group's field of operations.

The Chief Internal Auditors Networking Group (CIANG) discussed various thematic issues during the meetings. This allowed the internal auditors to better examine and evaluate the policies, procedures and systems which are in place to ensure reliability and integrity of information; compliance with policies, plans, laws, and regulations; safeguarding of assets; and economical and efficient use of resources. In 2013, salient topics covered include Data Protection Act 2010, Competition Law in Malaysia and Anti Money Laundering/Counter Financing of Terrorism (AML/CFT).

The Compliance Officers Networking Group (CONG) at their bi-monthly meeting touched on various AML/CFT standard guidelines and the Foreign Account Tax Compliance Act (FATCA).

The CONG members also collaborated with Asian Institute of Finance and successfully organised the Fifth International Conference on Financial Crime and Terrorism Financing (IFCTF) in October 2013 in Kuala Lumpur. The conference themed 'Risk, Governance & Self-regulation – Within & Beyond' drew about 500 delegates from the private and public sector, including senior representatives from regional and global banks.

The Risk Managers Networking Group (RMNG) focused on key risk issues relating to the industry. These include Internal Capital Adequacy Assessment Process (ICAAP), Financial Services Act (FSA)/Islamic Financial Services Act (IFSA), as well as new policies and guidelines issued by Bank Negara Malaysia.

A Risk Management Conference was also organised in November 2013 themed 'Navigating the New Playing Field' for risk professionals to enhance efficiency and effectiveness of risk management functions in financial institutions.

The Human Resource Networking Group (HRNG) members were regularly updated on the developments of IBBM's qualifications and training programmes. The members reviewed and discussed several pertinent issues like the IBBM Blended Learning Ecosystem and new system enhancements to IBBM's Public Programmes and Learning Management System (LMS) portal, IBBM Online.

Members also benefited from various presentations including 'The Economic Landscape for the Banking Sector- Malaysia, Region and Global', 'Basel III and its Challenges' and 'Future Trends in Banking: A Global Perspective'.

The HRNG also proposed for a 'HR Knowledge Bazaar' to be held in Q1 2014 to provide an avenue for the exchange of ideas and identify key drivers of human capital trends in the Asian-Pacific financial services industry.

CROs FORUM

The platform for the Chief Risk Officers (CROs) Forum is to debate and share their perspectives on contemporary risk concepts. They had their first meeting on 30 January 2013.

The key objectives of the forum are to bring CROs and/or Heads of Risk Management to:

- (a) Participate and provide input on the regulatory developments and industry challenges
- (b) Share experiences on implementation issues pertaining to financial market regulations and capital management
- (c) Agree on a number of action plans including awareness, education and talent development relating to policy matters

The quarterly forum also allows an avenue for Bank Negara Malaysia to have intellectual discourse to debate impending regulatory issues and solicit industry inputs to be addressed in the future.

TECHNICAL UPDATES

A 'Personal Data Protection Act (PDPA) 2010' technical update briefing was held for IBBM members in June 2013 to introduce key areas of implementation of the Act and best practices.

In November 2013, another technical update briefing focused on the Strategic Forecasting Framework was held. This technical briefing covered stress testing in Basel II, EY/IIF Survey results, integrated stress testing methodology and strategic forecasting tools for management.

KNOWLEDGE RESOURCES

Thought Leadership

IBBM's Banking Insight magazine aims to keep banking practitioners at the forefront of the industry by disseminating insightful information pertaining to emerging issues, trends and developments, best practices and innovation. Available in both print and electronic format, this semi-annual publication will be published on a quarterly basis effective June 2014.

Publications

IBBM together with Bank Negara Malaysia published in 2013 a guidebook for Small and Medium Enterprises (SMEs) entitled "Grow Your Business: Access to Financing for SMEs in Malaysia" in the three languages of Bahasa Malaysia, English and Chinese (Mandarin). The publications were distributed to various chambers of commerce, government and non-government organisations, and interested individuals across the country.

Research

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 (CIA) and Chief Risk Officer (CRO) 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. The launch of the survey results publication "Internal Audit Matters: Risk Management" was in March 2013.

A joint research survey was conducted with KPMG Malaysia on "Readiness of Basel III Adoption among Malaysian Financial Institutions" in Q3 2013 and the resultant report launched in February 2014.

The "Malaysia's IT Risk Management Survey of Banks 2013-14" to understand the maturity of information technology risk management in Malaysian-based banks and track trend variances was jointly deployed with Ernst & Yong Advisory Services in Q3 2013 and the report is expected to be launched by Q2 2014.

Leveraging the Internet

IBBM's online resource centre offers a variety of collection resources including e-books, e-catalogues, databases, digital collections and e-articles. These resources are complimentary for IBBM members and accessible via Emerald. In the coming years, IBBM's goal is to further transform its website into an independent, reliable and informative knowledge portal to address the B2B and B2C demand of the marketplace.

As at 31 December 2013, we had 14,597 'likes' on Facebook and 1,021 followers on Twitter. The official IBBM LinkedIn page created in July 2013 had 174 connections at year's end.

IBBM also revamped its website in July 2013 to showcase a stylish design that provides quick and easy access to essential information on IBBM.

14,597
'likes' on Facebook

Summary of IBBM's Programmes and Activities

84

IBBM Institutional
Members

MEMBERS ENGAGEMENT

Institutional Membership

As of 31 December 2013, Institutional membership stood at 84. The list of Institutional members is appended in Appendix I, while Table 4 shows the breakdown by institution types.

During the year, the Institute admitted Bank Pertanian Malaysia Berhad (Agrobank) as an Institutional Member.

Meanwhile, the following companies ceased to be Institutional Members:

- The Royal Bank of Scotland N.V. (Labuan Branch)
- First Islamic Investment Bank Limited
- EC Trust (Labuan) Bhd
- OSK Investment Bank Berhad
- MIMB Investment Bank Berhad

Table 4: Statistical Summary of Institutional Members by Types

Type of Institution	As at 31 Dec 2013	As at 31 Dec 2012
Regulator	3	3
Commercial Bank/Banking and Finance Company	25	25
Islamic Bank	8	8
Investment Bank	8	10
Development Financial Institution	8	7
Money Broker	6	6
Labuan Offshore Bank	17	19
Labuan Trust Company	3	4
Other Finance-related Institutions	6	6
Total	84	88


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 2,230 new Individual Members were admitted to the various categories of membership in 2013. Breakdown by membership categories is shown in Table 5.

Table 5: Statistical Summary of Individual Members by Categories (2012 – 2013)

Category	As at 31 Dec 2013	As at 31 Dec 2012
Life	2	3
Fellow	55	54
Associate Fellow	32	29
Member	855	893
Ordinary	6,968	7,168
Associate	45	53
Affiliate	216	262
Total	8,173	8,462



8,173
IBBM Individual
Members

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

State Advisory Committee Meetings

State Advisory Committee (SAC) Meetings were conducted in the states of Johor, Labuan, Penang, Sabah and Sarawak in 2013. Through IBBM, SAC members are provided a platform to exchange professional views and ideas in the effort to enhance effectiveness of the related personnel in financial institutions, as well as to benchmark good practices.

As part of the initiative to advance and enhance professionalism within the banking and financial services industry, forums on Basel III were conducted on 1 July and 11 December in Labuan and Kuching respectively. The forums discussed the challenges banking institutions faced and proposed some possible solutions towards Basel III compliance. The 1-day forum attracted some 75 and 29 participants respectively in the two states.

Summary of IBBM's Programmes and Activities

95%
Vendors paid via
e-payment

PEOPLE AND ORGANISATION

Branch Closure

As part of IBBM's ongoing consolidation efforts, the IBBM Labuan and Kuching branches ceased operations on 1 April 2013 and 10 July 2013 respectively.

Talent Development

In 2013, various activities were organised for IBBM staff, including briefing sessions, training and development which included:

- i. National Kidney Foundation Health Screening and Talk, 6 March 2013.
- ii. Personal Data Protection Act Briefing by SKRINE, 17 May 2013 – the objective was to understand our responsibilities and exposure when dealing with stakeholder information, the impact and how it affects the organisation, as well as the necessary steps to address it.
- iii. 7 Habits of Highly Effective People Workshop, 2-4 September 2013 – this programme focused on helping its participants to achieve greater productivity, improve communication, strengthen relationships, increase influence and focus on critical priorities. The 7 habits help to develop vital skills and mindsets to deal with crucial challenges.
- iv. Other training initiatives attended by staff include:
 - Project Management Workshop – organised by Asian Institute of Finance (AIF)
 - Update on the Financial Services Act FSA 7 IFSA 2013
 - Project Portfolio Management – organised by AIF

The Institute's Personnel

As at year end, the Institute's total staff strength stood at 65. The management team is headed by CEO Tay Kay Luan with a team of 5 Divisional Heads, 1 Head Designate, 2 Senior Managers and 15 Managers. The Institute is supported by a team of 29 Executives, 7 support staff and 4 non-clerical staff. Another 1 staff member is based at the Institute's Penang branch.

FSTEP's Personnel

Lee Khee Joo manages FSTEP as its Head, with a team comprising of 3 specialists and 8 associates.

FINANCIAL SECTOR TALENT ENRICHMENT PROGRAMME (FSTEP)



PROGRAMME ACTIVITIES

Batch 10 Intake

FSTEP launched its Batch 10 intake on 31 May 2013 with 112 participants being officially welcomed by IBBM Chairman Tan Sri Azman Hashim. With FSTEP having opened its training programme to foreign participants working in subsidiaries/associate companies of Malaysian-owned financial institutions operating in the region, this intake was especially meaningful with there being 9 participants from Pakistan, Cambodia and Indonesia.

5th Graduation Ceremony

On 4 September 2013, a total of 156 participants from Batches 7 and 8 graduated from the FSTEP training programme. The event was graced by IBBM Chairman Tan Sri Azman Hashim, who also presented certificates of completion to all the graduates.

Prominent Leader Session

Throughout 2013, 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
- Mukhtar Hussain, Chief Executive Officer, HSBC Bank Malaysia Berhad
- Raja Teh Maimunah Raja Abd Aziz, Chief Executive Officer, Hong Leong Islamic Bank Berhad
- Azran Osman Rani, Chief Executive Officer, Air Asia X Berhad
- Datuk Hj. Mustafar Ali, Director of Investigation, Malaysian Anti-Corruption Commission
- Wong Choong Hann, Former Captain, Malaysian Badminton Team
- Datuk Shahril Ridza Ridzuan, Chief Executive Officer, Employees Provident Fund
- Ahmad Izham Omar, Chief Executive Officer, Television Network, Media Prima Bhd
- Dato' Sri Zukri Samat, Managing Director, Bank Islam Malaysia Berhad

Summary of IBBM's Programmes and Activities

- Tan Sri Dato' Megat Zaharuddin Megat Mohd Nor, Chairman, Malayan Banking Bhd Group
- Johan Mahmood Merican, Chief Executive Officer, Talent Corporation Malaysia Berhad
- Tan Sri Sidek Hassan, Chairman, Petroliaam Nasional Berhad
- Mohammad Faiz Azmi, Executive Chairman, PricewaterhouseCoopers
- Datin Maznah Mahbob, Chief Executive Officer, Aminvestment Management Sdn Bhd
- Tan Sri A.K. Nathan, Group Managing Director, Eversendai Corporation Bhd
- Aireen Omar, Chief Executive Officer, Air Asia Bhd
- Dato' Lukman Ibrahim, Deputy Chief Executive Officer, Proton Holdings Bhd
- Jens Reisch, Chief Executive Officer, Allianz Malaysia Bhd

Corporate Social Responsibility (CSR) Projects

During their training period, Batch 10 participants successfully organised a blood donation campaign which also received overwhelming support from the public. Additionally, they managed to collect donations totalling RM5,000, which was then channelled to the National Kidney Foundation of Malaysia.

Then, on 13 October 2013, thirty Batch 10 participants took part in the BHP Orange Run marathon, which was organised by BHPetrol in collaboration with PDRM, MBPJ and Pacesetters Malaysia.

Quality Assurance Committee

On 30 April 2013, Dato' Muhammad Ibrahim, Deputy Governor of Bank Negara Malaysia and Chairman of FSTEP Steering Committee, extended the appointment of 6 Quality Assurance Committee (QAC) members for another 6 months from 1 June 2013 to 31 December 2013 as follows:

- Dato' Sri Zukri Samat, Managing Director, Bank Islam Malaysia Berhad
- Dato' Lee Kok Kwan, Deputy CEO & Head, Corporate Banking, Treasury & Markets, CIMB Group
- Dato' Howard Choo, Managing Director / CEO, IBH Investment Bank Labuan
- Rafe Haneef, Chief Executive Officer, HSBC Amanah Malaysia Berhad
- Anuar Omar, Director / Head Corporate Finance, AmlInvestment Bank Berhad
- Hari Prasad s/o C Vasudevan, Experienced Banker



Whereas on 2 May 2013, Mohamad Salihuddin Ahmad was appointed as a new QAC member to represent Insurance/Takaful with his term valid until 31 December 2013.

The QAC had four meetings in the year and its members had contributed positively to FSTEP in the following areas:

- Conducted frequent classroom assessments/observations for continuous improvement on the new syllabus
- Conducted assessment on participants' performance relating to the examination results
- Provided recommendations on new training resources/infrastructure in enhancing the quality of training programme
- Assessed the quality of facilitators
- Ensured the effective implementation of the new delivery system

Transformation of FSTEP

In order for FSTEP to be more cost effective and appealing to the industry and its participants, a study on its existing training programme was initiated to search for a new path in future development, yet not deviate from the original objectives of FSTEP which are:

- To provide fundamental but general financial knowledge on banking and insurance/takaful
- To produce industry-relevant entry-level executives for the financial services industry
- To provide an alternative career change for non-finance executives who are keen to join the Malaysian financial services industry

Two workshops on 27 August 2013 and 23 October 2013 were held together with several pre and post workshop meetings facilitated by Kenth Teh, a Blue Ocean

Strategy consultant. The participants included:

- FSTEP management staff
- Selected technical and soft skills trainers
- Human Resources representatives of various financial institutions
- Selected former and existing Quality Assurance Committee members
- Selected FSTEP Management Committee members
- Selected FSTEP Steering Committee members

The workshop had recommended the following improvement or changes:

- (a) Selection of participants – the selection process of FSTEP needs to be further improved so that candidates with a good command of spoken and written English and the right attitude are selected. This can be achieved through increasing the English Proficiency Test scores, introducing both phone and face to face interviews, raising the standards of the English written test, and conducting appropriate aptitude tests.
- (b) To enhance the engagement and commitment of the sponsoring financial institutions in providing career opportunities for the participants.
- (c) To realign the programme content – the realignment of the syllabus is to be focused mainly on reducing the scope of the topics and deletion of topics that overlap with the current syllabus. This will reduce the duration of the technical training from 6 months to a shorter period of possibly 4 months but without compromising quality. In addition, the realignment will also direct the responsibilities of the administration of the 6-month internship to the sponsoring organisations.

Summary of IBBM's Programmes and Activities

PROMOTIONAL ACTIVITIES

Throughout the year, FSTEP participated in numerous activities to create awareness on its training programme, as well as recruit participants. The activities included:

JANUARY

- MMU – Career fair
- Chartered Banker Institute, Scotland – FSTEP briefing
- TalentCorp – FSTEP briefing

FEBRUARY

- Malaysian Students' Council of Australia – FSTEP briefing
- INTI International University, Nilai – FSTEP briefing
- KBU International College – FSTEP briefing
- Universiti Tunku Abdul Rahman (Setapak) – Career fair
- HELP University – FSTEP briefing

MARCH

- Nottingham University – Career booth
- Universiti Malaya – FSTEP briefing
- Inti International University (Nilai) – Career talk
- Monash University – FSTEP briefing
- Tunku Abdul Rahman College – FSTEP briefing
- UCSI University – Career booth
- Taylor's University – FSTEP briefing
- HELP University – Career fair
- Universiti Teknologi MARA, Shah Alam – FSTEP briefing

APRIL

- Universiti Teknologi Petronas – FSTEP briefing
- Universiti Tunku Abdul Rahman, Kampar – FSTEP briefing
- Universiti Sains Malaysia, Penang – FSTEP briefing
- Inti International University, Penang – FSTEP briefing
- KDU College, Penang – FSTEP briefing
- PTPTL College, Penang – FSTEP briefing
- Disted College, Penang – FSTEP briefing
- Monash University – Career booth
- Universiti Utara Malaysia, Sintok – Career talk
- Universiti Islam Antarabangsa Malaysia – Career booth
- SEGi University, Kota Damansara – Career booth
- Sunway University – Career talk

MAY

- HELP University – Career talk

JUNE

- INTI International College, Subang Jaya – Career coaching
- INTI International University, Subang Jaya – Career talk
- SEGi College, Kuala Lumpur – FSTEP briefing
- Universiti Tunku Abdul Rahman, Sg. Long – Career fair

JULY

- Genovasi – FSTEP briefing
- HELP University – FSTEP briefing
- Financial Youth Intelligence – FSTEP briefing
- TribeHired – FSTEP briefing
- AIESEC Malaysia – FSTEP briefing

AUGUST

- Infrastructure University of Kuala Lumpur – Career fair
- Monash University – Career booth
- Multimedia University – Career booth

SEPTEMBER

- Universiti Teknologi MARA, Shah Alam – FSTEP briefing
- Sunway University – Career fair
- BN Youth Fair – Career fair

OCTOBER

- Asian-Pacific Association of Banking Institutes Conference – Career booth
- Chartered Banker of Nigeria – FSTEP briefing
- Universiti Tenaga Nasional – Career fair
- Universiti Kebangsaan Malaysia – Career fair
- Taylor's University Sector Focused Career fair – Career fair

NOVEMBER

- AIESEC Lead Conference & Mid National Convention – Career booth
- 3rd Annual IBBM Risk Management Conference – Career booth
- SEGi College, Kuala Lumpur – FSTEP briefing
- International Islamic University of Malaysia – Career fair
- UNITAR International University – Career fair

DECEMBER

- Sector Focused Career Fair UTM, Skudai – Career fair
- MARA Education and Career Carnival – Career booth



International Engagement

GLOBAL



CAMBODIA

- ▶ IBBM officially launched on 18 September 2013, the Chartered Banker qualification for the Cambodian banking industry in a ceremony that was officiated by Chea Serey, Deputy General Director of Banking Supervision of the country's central bank, the National Bank of Cambodia.

Follow up actions included an agreement with National Bank of Cambodia and Association of Banks in Cambodia to discuss capacity development opportunities including introduction of the Chartered Banker syllabus, Professional Credit Certification and other relevant technical programmes in this fast growing market.





VIETNAM

- ▶ At the invitation of the Institute of Manpower, Banking And Finance (BTCI), IBBM CEO Tay Kay Luan spoke at the “Perspective of Education in the Finance Sector 2013” Seminar on 7 March 2013; where he presented a paper on “Professional competencies, certification and standards in banking education”.

A meeting was also held with the Deputy Director General of Agri Bank as part of the Institute’s promotional activities. On 8 March 2013, Mr Tay then presented to the Board of BTCI at their AGM to introduce the Chartered Banker Programme.

Then on 19 April 2013, IBBM hosted, on its premises, a delegation from the Vietnamese BIDV Training School whose intention was to get further insight into the Institute’s programme development, examinations, in-house training and public programmes.



MYANMAR

- ▶ IBBM was in Yangon from 14-15 November 2013 at the 43rd ASEAN Banking Council Meeting as a member of its Permanent Committee on Banking Education where updates were given on collaborative efforts that the Institute had done with various institutions within ASEAN in the past year.



PHILIPPINES

- ▶ On 15 May 2013, the Institute signed a Memorandum of Agreement with Ateneo Bankers Association of the Philippines Institute of Banking (Ateneo-BAP-IB) to engage them to develop learning aids/study tools for a Bank Risk Management qualification programme. Ateneo-BAP-IB’s Executive Director, Daniel “Glenn” San Luis and John Philip Te visited IBBM in return to discuss the details and specifications for developing the qualification at length.



International Engagement



NIGERIA

- ▶ From 22-25 August 2013, IBBM visited Lagos, Nigeria at the official invitation of the Chartered Institute of Bankers Nigeria to exchange knowledge and partake in discussion on the development and implementation of the Malaysian Banking and Finance Industry Competency Framework with their Management, Heads of HR of banks, as well as their guests at the Institute's Investiture.

After which, following their attendance at the APABI Conference, IBBM played host to an official visit by the Chartered Institute of Bankers Nigeria from 9-10 October 2013. Represented by Dr. Uju Ogubunka, Registrar/ Chief Executive and Rukayat Yusuf, Assistant Director, visits were organised for them to meet with key people from the industry in line with their objectives, which included the Finance Accreditation Agency, BNM Knowledge Management Centre, FSTEP and IBBM itself.



UNITED ARAB EMIRATES

- ▶ Jamal Al-Jassmi, General Manager of the Emirates Institute for Banking & Financial Studies (EIBFS) visited IBBM as part of their official tour to other affiliated institutes in Malaysia. During this visit, Jamal was accompanied by EIBFS' Academic Coordinator of Islamic Banking Academic, Dr Sabahuddin Azmi. The purpose of their visit was to primarily get an insight into latest developments at IBBM as well as, to explore possible collaboration initiatives.



MONGOLIA

- ▶ Orgodol Sanjaasuren, Chairman of BOD, Banking & Finance Academy, Mongolia, coincided a visit to IBBM with his attendance at the APABI conference in October 2013. The intent was to get more in depth information on the Chartered Banker Education Pathway and the Institute's membership structure. It was agreed that he would share the details of the Chartered Banker programme with his Board for further deliberation and if accepted, to then promote Chartered Banker to member banks via their Academy.





INDIA

- ▶ IBBM visited the Indian Institute of Banking and Finance (IIBF), Mumbai from 18–19 June 2013 to explore possible technical assistance to support the roll out of the Professional Credit Certification and Chartered Banker qualification. Key services explored with IIBF included provision of subject matter expertise, content enhancement via instructional design, e-learning production, question bank development, online examination hosting, publishing and printing.

Following that visit, IBBM engaged IIBF to develop examination papers for the Certified Credit Executive qualification.



INDONESIA

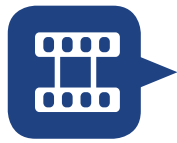
- ▶ At the invitation of Perbanas Institute, IBBM was in Jakarta, Indonesia on 6 April 2013 to sign a Memorandum of Understanding with the Institute which is supported by the Indonesian Banks Association. This collaboration allows both parties to leverage on institutional strengths in research, resourcing, training and examinations. Both parties also explored the possibilities of bringing the Chartered Banker Qualifications to the Indonesian market.



MALDIVES

- ▶ IBBM is working with the Maldives Monetary Authority to deliver the Executive Banker programme there, starting with a group of 20 Maldivian bankers. Apart from the online learning tools available to them, face-to-face exam preparatory classes are also being conducted. This first group will be attempting their examinations in April 2014.





Corporate Event Highlights



MARCH

Briefing on Joint Survey between IBBM and KPMG

A briefing session on “Banking Perception Survey results on the Readiness of Internal Audit Function” was held on 27 March 2013. The event also saw the launch of the “Internal Audit Matters: Risk Management” publication of the survey results.



Memorandum of Understanding with AmBank

AmBank Group signed a Memorandum of Understanding on 29 March 2013 with IBBM to become the first local bank to jointly collaborate with IBBM to promote and implement the Chartered Banker Education Pathway. Chairman of AmBank Group, Tan Sri Azman Hashim signed on behalf of AmBank Group while CEO Tay Kay Luan represented IBBM.

APRIL

Memorandum of Understanding with Maybank

A Memorandum of Understanding was signed on 2 April 2013 between IBBM and Maybank to enable its Group employees to enroll into world class certified professional qualifications offered by the Institute. IBBM was represented by CEO Tay Kay Luan and for Maybank, Head of Group Human Capital, Nora Manaf. It was witnessed by then President & CEO of Maybank, Dato’ Sri Abdul Wahid Omar.



Memorandum of Understanding with CIMB

CIMB Group signed a Memorandum of Understanding (MoU) with IBBM to launch the Chartered Banker Education Pathway for the bank’s employees on 22 April 2013 as part of its corporate sponsorship scheme in order to propel their professional career growth. The MoU was signed by CIMB Group Head, Group Corporate Resources Hamidah Naziadin and IBBM CEO Tay Kay Luan. It was witnessed by Datuk Lee Kok Kwan, Deputy Group CEO, Corporate Banking, Treasury and Markets, CIMB Group.



Memorandum of Understanding with Public Bank

Public Bank signed a Memorandum of Understanding (MoU) with IBBM on 22 May to impart training and education through the Chartered Banker Education Pathway for its employees. Koay Seok Khim, General Manager, Knowledge and Learning signed the MoU on behalf of Public Bank, witnessed by Sulaiman Manap, Chief Operating Officer, while IBBM was represented by CEO Tay Kay Luan. Public Bank believes that its people will see opportunities in acquiring the Chartered Banker qualification that is jointly awarded by the Chartered Banker Institute in Scotland.



Memorandum of Understanding with Affin Bank

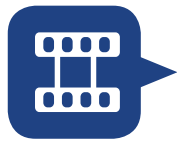
Affin Bank Berhad signed a Memorandum of Understanding (MoU) with IBBM on 30 May 2013 to enrol its employees into internationally recognised professional courses via the Chartered Banker programme. The MoU was signed by Affin Bank's Chief of Human Resource Officer Nor Rozita Nordin and IBBM's CEO Tay Kay Luan, and witnessed by Dato' Zulkiflee Abbas Bin Abdul Hamid, Managing Director/CEO, Affin Bank Berhad and Kamarul Ariffin Mohd Jamil, CEO, Affin Islamic Bank Berhad.



16th IBBM Graduation and Awards Ceremony (GRACE) & Launch of PCC

GRACE 2013 held on 15 June 2013 in Kuala Lumpur was attended by 740 graduates and guests. This ceremony saw the first batch of graduates for the Advanced Certification and Certified Professional in AML/CFT. It was also the setting for the official launch of the Institute's new qualification, Professional Credit Certification (PCC).





Corporate Event Highlights

AUGUST

Launch of “Grow Your Business: Access to Financing for SMEs in Malaysia”

IBBM publication “Grow Your Business: Access to Financing for SMEs in Malaysia” was officially launched on 27 August 2013 by Tan Sri Dr Zeti Akhtar Aziz, Governor of Bank Negara Malaysia. The book on financing for SMEs was written as a guide for owners and managers of small medium enterprises to better comprehend financing, provide the easy steps to understand the basics and how to get financing from various institutions. Published by Wiley, it is available in English, Bahasa Malaysia and Mandarin. IBBM collaborated with Bank Negara Malaysia, the Association of Banks in Malaysia, Credit Guarantee Corporation and SME Corporation Malaysia on content development. Alongside the book launch, a dialogue session on “Grow Your Business” was also held with panelists from various organisations supporting the SME agenda.



OCTOBER

APABI Conference

IBBM hosted its second edition of the Asian-Pacific Association of Banking Institutes (APABI) Conference from 7-8 October 2013. It was officiated by Bank Negara Malaysia Deputy Governor, Dato’ Muhammad Bin Ibrahim and was attended by almost 500 participants, together with 21 speakers and moderators from 14 countries. Sponsors and partners for the conference were Maybank, Asian Institute of Finance, LandRover, Finance Accreditation Agency, Cagamas, International Compliance Association, The Edge Malaysia and RHA Media.

Themed “Waves of Change, Oceans of Opportunities”, relevant issues on the implications of the more integrated ASEAN economies to the multi polar world were the highlights. Over the 2 days, delegates had the opportunity to listen to debates on the impacts of the uncertain global markets to opportunities from a much more convergent but regulated banking system, as well as the continuing debate on what constitutes responsible banking. Dr. Parag Khanna, a leading global strategist and best-selling author, was the keynote speaker.

Alongside the conference, an APABI meeting also took place to formalise IBBM’s conclusion of its chairmanship and welcome India as the next Chairman for 2014/2015.



OCTOBER

Luncheon Talk on “Future of the Global Economy”

An Executive Luncheon Talk on 9 October 2013 by Richard Duncan, renowned author and economist on “Future of the Global Economy, saw a turnout of over 64 industry practitioners. All attendees received a copy of his book, “The New Depression, The Breakdown of the Paper Money Economy”.



Connecting Viewpoints

Connecting View Points was a 1-day programme on 18 October 2013 by Fons Trompenaars, one of the world’s leading experts on cross-cultural communication and international management; with attendance by C-suites, heads of human resources, as well as learning development practitioners.



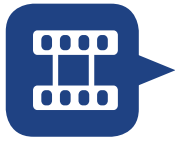
055

NOVEMBER

Risk Management Conference, 11-12 November 2013

IBBM, with the support of the Risk Managers Networking Group (RMNG), organised the Risk Management Conference on “Navigating the New Playing Field” on 11 and 12 November 2013. Officiated by IBBM Chairman Tan Sri Azman Hashim, the conference explored the trade-offs from the challenges posed by the current economic conditions, new regulatory expectations and the increasingly demanding technology capabilities and controls. Attended by 148 risk practitioners, it was supported by sponsors and partners from Maybank, Ambank, Moody’s, Malaysian Insurance Institute and Wiley.





Corporate Event Highlights

DECEMBER

Launch of Asian Banking School and Renaming of IBBM

Asian Banking School and the renaming of IBBM to Asian Institute of Chartered Bankers was officially launched on 18 December 2013 by Bank Negara Malaysia Governor, Tan Sri Zeti Akhtar Aziz. The event also saw the unveiling of the two entities' official logos for the first time.

The establishment of the Asian Banking School demonstrates the important leadership that IBBM aims to provide in raising the calibre and dynamism of talent in the industry. It is envisioned that the Asian Banking School will have a key role in raising the bar for professional certification and capability development that will meet the high standards and demands of the banking industry.

Concomitant with this strategic move is the transformation of IBBM to the Asian Institute of Chartered Bankers. It is envisaged that the repositioning of the Institute as a professional body for professionals in the banking industry will enhance its status as a value-adding and more effective membership organisation. This initiative will be very much in line with the aspirations to promote higher standards of professional conduct in the financial services industry through an emphasis on quality and integrity in banking education and practices.

This event marked another milestone in the ongoing efforts of IBBM to bring the financial services industry's education and training landscape to a new level.





TALENT DEVELOPMENT

PROVIDING INDUSTRY- FOCUSED QUALIFICATIONS

As the education and learning provider of choice for the banking industry, we are building on our certification and training programmes. The wide range of our programmes and the insightful content will make them more relevant in the ever evolving financial landscape.

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Corporate Information

● CHAIRMAN

TAN SRI AZMAN HASHIM

● VICE CHAIRMAN

DATUK ABDUL FARID ALIAS

(appointed w.e.f. 17 December 2013)

DATO' SRI ABDUL WAHID OMAR

(resigned w.e.f. 5 June 2013)

● COUNCIL MEMBERS

TAN SRI DATO' SRI TAY AH LEK

KUNG BENG HONG

DATUK MOHAMED AZMI MAHMOOD

JEFFREY CHEW SUN TEONG

DONALD JOSHUA JAGANATHAN

DATO' ZULKIFLEE ABBAS ABDUL HAMID

WONG KIM CHOONG

TAN KONG KHOON

(appointed w.e.f. 17 December 2013)

DATUK MOHD NAJIB HJ ABDULLAH

(appointed w.e.f. 28 January 2014)

DATO' SRI ABDUL WAHID OMAR

(resigned w.e.f. 5 June 2013)

DATUK YVONNE CHIA

(retired w.e.f. 1 July 2013)

DATO' CHARON WARDINI MOKHZANI

(resigned w.e.f. 4 November 2013)

● CHIEF EXECUTIVE OFFICER

TAY KAY LUAN

● SECRETARY

LUM SOO YAN

● 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 31 December 2013.

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
Profit before tax	2,803
Tax expense	(40,888)
Net loss for the financial year	(38,085)

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; 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 would 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.

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 their 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

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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:
 - Jeffrey Chew Sun Teong
 - Dato' Zulkiflee Abbas Abdul Hamid
 - Wong Kim Choong
 - Datuk Abdul Farid Alias (appointed w.e.f. 17 December 2013)
 - Tan Kong Khoon (appointed w.e.f. 17 December 2013)
 - Dato' Sri Abdul Wahid Omar (resigned w.e.f. 5 June 2013)
 - Datuk Yvonne Chia (retired w.e.f. 1 July 2013)
- (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
 - Datuk Mohd Najib Hj Abdullah (appointed w.e.f. 28 January 2014)
 - Dato' Charon Wardini Mokhzani (resigned w.e.f. 4 November 2013)
- (e) Re-elected at the 34th Annual General Meeting under Article 60(e) of the Institute's Articles of Association:
 - Kung Beng Hong

Report of the Council

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 Purposes, 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
Director, Amanah Raya Berhad
- 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:

- Datuk Mohamed Azmi Mahmood (Acting Chairman)
- Kung Beng Hong
- Jeffrey Chew Sun Teong
- Wong Kim Choong

Human Resource Committee

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

The Committee comprised:

- Dato' Zulkiflee Abbas Abdul Hamid (Chairman)
- Jeffrey Chew Sun Teong (appointed w.e.f. 13 November 2013)
- Dato' Charon Wardini Mokhzani (resigned w.e.f. 4 November 2013)
- Datuk Yvonne Chia (retired w.e.f. 1 July 2013)

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
- Wong Kim Choong

Personnel

As at year end 2013, the Institute has a total staff strength of 66.

Report of the Council

NOMINATION OF COUNCIL MEMBERS

The Institute has received the following nominations for the appointment of Council Members for the 2014/2015 term of office:

Nominated by Bank Negara Malaysia:

- Donald Joshua Jaganathan

Nominated by The Association of Banks in Malaysia

- Datuk Abdul Farid Alias
- Dato' Zulkiflee Abbas Abdul Hamid
- Jeffrey Chew Sun Teong
- Wong Kim Choong
- Tan Kong Khoon

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
- Datuk Mohd Najib Hj Abdullah

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 2013.

On behalf of the Council



TAN SRI AZMAN HASHIM
Chairman



DATUK ABDUL FARID ALIAS
Vice Chairman

Kuala Lumpur
30 April 2014

Statement by the Council

In the opinion of the Council Members, the financial statements set out on pages 068 to 096 are drawn up in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 1965 in Malaysia so as to give a true and fair view of the financial position of the Institute as at 31 December 2013 and of its financial performance and cash flows for the financial year then ended.

On behalf of the Council



TAN SRI AZMAN HASHIM
Chairman



DATUK ABDUL FARID ALIAS
Vice Chairman

Kuala Lumpur
30 April 2014

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Statutory Declaration

I, Tay Kay Luan, being the Chief Executive Officer primarily responsible for the financial management 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 068 to 096 are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the Statutory Declarations Act, 1960.

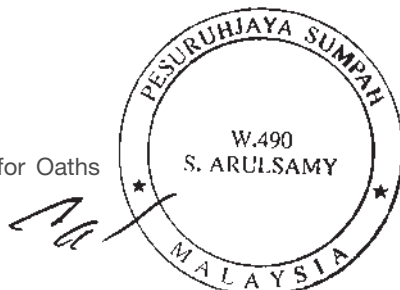
Subscribed and solemnly declared by)
the abovenamed at Kuala Lumpur in)
the Federal Territory this day of)
30 April 2014)



TAY KAY LUAN

Before me:

Commissioner for Oaths



16 - Tingkat Bawah Jalan Pudu,
55100 Kuala Lumpur.

Independent Auditors' Report

to the members of Institut Bank-Bank Malaysia (Incorporated in Malaysia) Company No: 35880 P

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 31 December 2013 of the Institute, and the Statement of Profit or Loss and Other 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 068 to 096.

Council's Responsibility for the Financial Statements

The Council of the Institute are 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 Council 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 of 31 December 2013 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.

Independent Auditors' Report

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

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

OTHER MATTERS

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



SJ GRANT THORNTON
(No. AF: 0737)
Chartered Accountants

Kuala Lumpur
30 April 2014



DATO' N. K. JASANI
(No: 708/03/16(J/PH))
Chartered Accountant

Statement of Financial Position

as at 31 December 2013

	Note	2013 RM	2012 RM
PROPERTY, PLANT AND EQUIPMENT	4	7,802,894	8,738,817
INVESTMENT IN AN ASSOCIATE	5 (a)	80,001	80,001
CURRENT ASSETS			
Receivables	6	836,208	571,773
Amount due from an associate	5 (b)	11,678	4,670
Amount due from related party	7	3,011	2,748
Short term fixed deposits with licensed banks		7,198,231	6,728,231
Cash and bank balances		197,618	1,438,955
Total current assets		8,246,746	8,746,377
CURRENT LIABILITIES			
Prepaid income		1,405,836	1,103,238
Library deposits		117,360	117,440
Payables	8	4,873,910	6,590,030
Tax payable		32,553	16,420
Total current liabilities		6,429,659	7,827,128
NET CURRENT ASSETS		1,817,087	919,249
TOTAL NET ASSETS		9,699,982	9,738,067
EQUITY			
Accumulated Fund		(1,987,998)	(1,949,913)
Launching Grant	9	687,980	687,980
Secured Zero Coupon Bonds	10	11,000,000	11,000,000
		9,699,982	9,738,067



TAN SRI AZMAN HASHIM
Chairman



DATUK ABDUL FARID ALIAS
Vice Chairman

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

Statement of Profit or Loss and Other Comprehensive Income

for the financial year ended 31 December 2013

	Note	2013 RM	2012 RM
Revenue	11	29,630,377	26,734,618
Personnel costs		(8,752,518)	(7,496,793)
Depreciation of property, plant and equipment		(1,026,983)	(381,994)
Operating expenses		(19,848,073)	(19,028,073)
Profit/(Loss) before tax	12	2,803	(172,242)
Tax expense	13	(40,888)	(25,694)
Net loss for the financial year		(38,085)	(197,936)
Other comprehensive income		-	-
Total comprehensive loss for the financial year		(38,085)	(197,936)

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Continuity of Success



TAN SRI AZMAN HASHIM
Chairman



DATUK ABDUL FARID ALIAS
Vice Chairman

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

Statement of Changes in Equity

for the financial year ended 31 December 2013

	Note	Launching grant RM	Accumulated fund RM	Secured zero coupon bonds RM	Total RM
Balance at 1 January 2012		687,980	(1,751,977)	11,000,000	9,936,003
Total comprehensive loss for the financial year		–	(197,936)	–	(197,936)
Balance at 31 December 2012		687,980	(1,949,913)	11,000,000	9,738,067
Total comprehensive loss for the financial year		–	(38,085)	–	(38,085)
Balance at 31 December 2013		687,980	(1,987,998)	11,000,000	9,699,982

Statement of Cash Flows

for the financial year ended 31 December 2013

	Note	2013 RM	2012 RM
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit/(Loss) before tax		2,803	(172,242)
Adjustments for:-			
Gain on disposal of property, plant and equipment		(4,706)	(28,340)
Property, plant and equipment written off		18,979	2,087
Depreciation of property, plant and equipment		1,026,983	381,994
Interest income		(203,994)	(143,728)
Interest expense		2,000	2,000
Operating surplus before working capital changes		842,065	41,771
Changes in working capital:-			
Receivables		(264,435)	1,617,671
Payables		(1,413,602)	3,600,550
Related party		(263)	(2,748)
Cash (used in)/from operations		(836,235)	5,257,244
Tax paid		(24,755)	(14,839)
Net cash (used in)/from operating activities		(860,990)	5,242,405
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		203,994	143,728
(Advance to)/Repayment from an associate		(7,008)	99,876
Purchase of property, plant and equipment		(110,061)	(305,193)
Proceeds from disposal of property, plant and equipment		4,728	28,340
Net cash from/(used in) investing activities		91,653	(33,249)

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

Statement of Cash Flows

for the financial year ended 31 December 2013 (cont'd)

	Note	2013 RM	2012 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		(771,337)	5,207,156
At beginning of financial year		8,167,186	2,960,030
At end of financial year	A	7,395,849	8,167,186

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

	2013 RM	2012 RM
Short term fixed deposits with licensed bank	7,198,231	6,728,231
Cash and bank balances	197,618	1,438,955
	7,395,849	8,167,186

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

Notes to the Financial Statements

31 December 2013

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 30 April 2014.

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.

Historical cost is generally based on the fair value of the consideration given in exchange for goods and services.

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 Adoption of New and Revised MFRSs, Amendments/Improvements to MFRSs, and IC Interpretations ("IC Int")

Except for the changes below, the Institute have consistently applied the accounting policies set out in Note 3 to all periods presented in these financial statements.

At the beginning of the current financial year, the Institute adopted MFRSs and amendments to MFRSs which are mandatory for the financial periods beginning on or after 1 January 2013.

Initial application of the standards and amendments to the standards did not have material impact to the financial statements.

The nature and the impact of the other new standards and amendments to standards which are prospectively applicable to the Institute are described below:

Notes to the Financial Statements

2. BASIS OF PREPARATION (CONT'D)

2.4 Adoption of New and Revised MFRSs, Amendments/Improvements to MFRSs, and IC Interpretations ("IC Int") (cont'd)

MFRS 13 Fair Value Measurement

The Institute has applied MFRS 13 for the first time in the current period. MFRS 13 established a single source of guidance and disclosure for fair value measurements. The scope of MFRS 13 is broad. The fair value measurement requirements of MFRS 13 apply to both financial instrument items and non-financial instrument items for which other MFRSs require or permit fair value measurements and disclosures about fair value measurements, except for share-based payment transactions that are within the scope of MFRS 2 Share-based Payment, leasing transaction that are within the scope of MFRS 117 Leases, and measurements that have some similarities to fair value but are not fair value (e.g. net realisable value for the purposes of measuring inventories or value in use for impairment assessment purposes).

MFRS 13 defines fair value as the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction in the principal (or most advantageous) market at the measurement date under current market conditions. Fair value under MFRS 13 is an exit price regardless of whether that price is directly observable or estimated using another valuation technique. Also, MFRS 13 includes extensive disclosure requirements.

MFRS 13 requires prospective application from 1 January 2013. In addition, specific transition provisions were given to entities such that they need not apply the disclosure requirements set out in the MFRS 13 in comparative information provided for periods before the initial application of the MFRS 13. In accordance with these transitional provisions, the Trust Fund has not made any new disclosures required by MFRS 13 for the comparative period. Other than the additional disclosures, the application of MFRS 13 has not had any material impact on the amounts recognised in the financial statements.

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 MFRSs and Interpretation effective 1 January 2014:

MFRS 10	Consolidated Financial Statements: Investment Entities
MFRS 12	Disclosure of Interests in Other Entities: Investment Entities
MFRS 127	Separate Financial Statements: Investment Entities
MFRS 132	Financial Instruments: Presentation – Offsetting Financial Assets and Financial Liabilities
MFRS 136	Recoverable Amount Disclosures for Non-Financial Assets
MFRS 139	Financial Instrument: Recognition and Measurement – Novation of Derivatives and Continuation of Hedge Accounting
IC Interpretation 21	Levies

Notes to the Financial Statements

2. BASIS OF PREPARATION (CONT'D)

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

Amendments to MFRSs and Interpretation effective 1 January 2014: (cont'd)

On 14 February 2014, the MASB has decided to defer the following standards to a date to be announced by the Board:

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 is not applicable to the Institute's operation.

The initial application of the above standards, amendments and interpretation are not expected to have any financial impacts to the financial statements, 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 Trust Fund 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. Estimates and underlying assumptions 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. The actual results may differ from the judgements, estimates and assumptions made by management, and will seldom equal the estimated results.

2.6.1 Estimation uncertainty

Information about significant estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses 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 2013, 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.

Notes 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)

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.

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:

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

3. SIGNIFICANT ACCOUNTING POLICIES

The Institute applies the significant accounting policies, as summarised below, consistently throughout all periods presented in the financial statements.

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.

The residual values, useful lives and depreciation method are reviewed for impairment when events or changes in circumstances indicated that the carrying amount may not be recoverable, or at least annually to ensure that the amount, method and period of depreciation are consistent with previous estimates and the expected pattern of consumption of the future economic benefits embodied in the items of property, plant and equipment.

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

Notes to the Financial Statements

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.

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

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.

Notes to the Financial Statements

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.8 Impairment of financial assets

The Institute assesses at each reporting date whether there is any objective evidence indicating a financial assets might be impaired.

Trade and other receivables and other financial assets carried at amortised cost

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

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

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

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

Impairment of non-financial assets

At each end of the reporting period, the Institute reviews the carrying amounts of its non-financial assets to determine whether there is any indication of impairment by comparing its carrying amount with its recoverable amount. Recoverable amount is the higher of an asset's fair value less costs to sell and its value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash generating units).

Notes to the Financial Statements

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

Impairment of non-financial assets (cont'd)

In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. Where the carrying amount of an asset exceeds its recoverable amount, the asset is written down to its recoverable amount. Impairment losses recognised in respect of a cash-generating unit or groups of cash-generating units are allocated first to reduce the carrying amount of any goodwill allocated to those units or group of units and then, to reduce the carrying amount of the other assets in the unit or groups of units on a pro-rate basis.

An impairment loss is recognised as an expense in the profit or loss immediately, except for the assets that are previously revalued where the revaluation was taken to other comprehensive income. In this case the impairment is also recognised in other comprehensive income up to the amount of any previous revaluation.

An assessment is made at each end of the reporting period as to whether there is any indication that previously recognised impairment losses for an asset other than goodwill may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated. A previously recognised impairment loss is reversed only if there has been a change in the estimates used to determine the asset recoverable amount since the last impairment loss was recognised. That increased amount cannot exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognised for the asset in prior years. Such reversal is recognised in profit or loss unless the asset is measured at revalued amount, in which case the reversal is treated as a revaluation increase.

An impairment loss recognised for goodwill shall not be reversed in a subsequent period.

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

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.10 Leases

3.10.1 Finance leases

In accordance with MFRS 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.

Notes to the Financial Statements

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.13 Financial instruments

Initial recognition and measurement

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.

3.13.1 Financial assets – Categorisation and subsequent measurement

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.

Notes to the Financial Statements

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.13 Financial instruments (cont'd)

3.13.1 Financial assets – Categorisation and subsequent measurement (cont'd)

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 – Categorisation and subsequent measurement

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.

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.

Notes to the Financial Statements

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

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
 - (iii) 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

4. PROPERTY, PLANT AND EQUIPMENT

Cost	Leasehold land RM	Long term leasehold building RM	Office furniture and fixtures, equipment and electrical installation RM	Library books RM	Motor vehicles RM	Renovation RM	Capital work in progress RM	Total RM
At 31 December 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 31 December 2012	2,853,253	6,850,946	3,421,153	14,010	407,440	1,999,765	–	15,546,567
Additions	–	–	110,061	–	–	–	–	110,061
Disposals	–	–	(60,555)	–	–	–	–	(60,555)
Written off	–	–	(725,752)	–	–	(2,800)	–	(728,552)
At 31 December 2013	2,853,253	6,850,946	2,744,907	14,010	407,440	1,996,965	–	14,867,521
Accumulated depreciation								
At 31 December 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 31 December 2012	878,904	2,423,811	3,151,236	12,227	286,028	55,544	–	6,807,750
Charge for the financial year	32,242	137,019	130,614	465	60,271	666,372	–	1,026,983
Disposals	–	–	(60,533)	–	–	–	–	(60,533)
Written off	–	–	(708,718)	–	–	(855)	–	(709,573)
At 31 December 2013	911,146	2,560,830	2,512,599	12,692	346,299	721,061	–	7,064,627
Net carrying amount								
At 31 December 2012	1,974,349	4,427,135	269,917	1,783	121,412	1,944,221	–	8,738,817
At 31 December 2013	1,942,107	4,290,116	232,308	1,318	61,141	1,275,904	–	7,802,894

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

5. INVESTMENT IN AN ASSOCIATE

(a) Investment in an associate

	2013 RM	2012 RM
Unquoted shares, at cost	80,001	80,001

The associate incorporated in Malaysia is as follows:-

Name of company	% of equity		Principal activity
	2013	2012	
Akademi IBBM Sdn. Bhd.	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:-

	2013 RM	2012 RM
Investment in associate company:-		
At cost		
Share of post-acquisition loss	80,001	80,001
	(26,919)	(24,888)
	53,082	55,113
Represented by:-		
Share of net tangible assets	53,082	55,113

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

Notes to the Financial Statements

6. RECEIVABLES

	2013 RM	2012 RM
Trade receivables	412,590	245,810
Less: Impairment loss	-	-
	412,590	245,810
Other receivables	286,035	23,243
Deposits	47,832	58,366
Prepayments	89,751	244,354
	836,208	571,773

Movement in allowance for impairment losses of trade receivables:-

	2013 RM	2012 RM
At 1 January	-	54,850
Impairment loss reversed	-	(54,850)
At 31 December	-	-

The normal trade credit terms granted by the Institute to the trade receivables range from 30 to 60 (2012: 30 to 60) days. Other credit terms are assessed and approved on case by case basis.

7. AMOUNT DUE FROM RELATED PARTY

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

8. PAYABLES

	2013 RM	2012 RM
Trade payables	40,172	1,151,026
Staff training fund	969,047	3,694,998
Other payables, deposits and accruals	3,864,691	1,744,006
	4,873,910	6,590,030

Notes to the Financial Statements

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

11. REVENUE

	2013 RM	2012 RM
Qualification	2,211,582	2,007,754
Membership	1,113,070	1,192,449
Publications	15,551	20,874
Course fees	13,540,300	12,173,282
Subsidy from staff training fund	12,366,372	11,000,000
Other revenue	383,502	340,259
	29,630,377	26,734,618

12. PROFIT/(LOSS) BEFORE TAX

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

	2013 RM	2012 RM
Auditors' remuneration	18,000	18,000
Depreciation of property, plant and equipment	1,026,983	381,994
Office rental	32,548	56,744
Interest expense	2,000	2,000
Gain on disposal of property, plant and equipment	(4,706)	(28,340)
Property, plant and equipment written off	18,979	2,087
Realised loss on foreign exchange	1,948	1,117
Interest on fixed deposits	(203,994)	(143,728)

Notes to the Financial Statements

13. TAX EXPENSE

	2013 RM	2012 RM
Current financial year provision	40,888	25,694

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:-

	2013 RM	2012 RM
Profit/(Loss) before tax	2,803	(172,242)
Income tax at statutory rate of 26%	729	(44,783)
Tax effect in respect of:		
Non-allowable expenses	187,769	68,112
Tax savings as a result of taxable income taxed at lower scaled rates	(12,150)	(11,675)
Deferred taxation not recognised in the financial statements		
– Current year	(170,560)	14,040
– Prior year	35,100	–
	(135,460)	14,040
Total tax expense	40,888	25,694

Notes to the Financial Statements

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 2013, the estimated amount of deferred taxation benefits, calculated at current tax rate, which has not been recognised in the financial statements, are as follows:-

	2013	2012
	RM	RM
Temporary differences in respect of excess of carrying amount over tax base of:		
– property, plant and equipment	(4,230,000)	(4,376,000)
Tax effects of unabsorbed capital allowances	3,172,000	3,974,000
Tax effects of unutilised business losses	1,067,000	1,067,000
Deferred tax assets	9,000	665,000

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

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

15. EMPLOYEES INFORMATION

	2013	2012
	RM	RM
Salary, bonus and overtime	6,742,799	5,705,989
Defined contribution plan	1,067,784	907,424
Social security contributions	34,694	32,518
Other staff costs	907,241	850,862
	8,752,518	7,496,793

Notes to the Financial Statements

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
2013			
Financial assets			
Receivables	746,457	746,457	-
Amount due from an associate	11,678	11,678	-
Amount due from related party	3,011	3,011	-
Short term fixed deposits with licensed banks	7,198,231	7,198,231	-
Cash and bank balances	197,618	197,618	-
	8,156,995	8,156,995	-
Financial liabilities			
Library deposits	117,360	-	117,360
Payables	4,873,910	-	4,873,910
	4,991,270	-	4,991,270
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

Notes to the Financial Statements

16. FINANCIAL INSTRUMENTS (CONT'D)

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 and interest rate risk.

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

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

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

(a) Credit risk

Credit risk is the risk of loss that may arise on outstanding financial instruments should a counterparty default on its obligations. The Institute's exposure to credit risk arises primarily from trade and other receivables. The Institute does not expect to incur material credit losses of its financial assets. As for the fixed deposit with licensed bank, cash and bank balances, the Institute minimises credit risk by dealing with reputable financial institutions.

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

Exposure to credit risk

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

	2013	2012
	RM	RM
Trade and other receivables	836,208	571,773
Short term fixed deposit with licensed banks	7,198,231	6,728,231
Cash and bank balances	197,618	1,438,955
	8,232,057	8,738,959

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:-

	2013	
	RM	%
Top 5 banks	242,650	59

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

Notes to the Financial Statements

16. FINANCIAL INSTRUMENTS (CONT'D)

Financial Risks Management (cont'd)

(a) Credit risk (cont'd)

Credit risk concentration profile

As at 31 December 2013, trade receivables of RM356,890 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
2013			
Not past due	55,700	–	55,700
Past due 0-30 days	180,140	–	180,140
Past due 31-60 days	134,450	–	134,450
Past due 61-90 days	7,600	–	7,600
Past due more than 120 days	34,700	–	34,700
Total	412,590	–	412,590
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

Notes to the Financial Statements

16. FINANCIAL INSTRUMENTS (CONT'D)

Financial Risks Management (cont'd)

(a) Credit risk (cont'd)

Credit risk concentration profile (cont'd)

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
2013			
Payables (Note 8)	4,873,910	–	4,873,910
2012			
Payables (Note 8)	6,590,030	–	6,590,030

Notes to the Financial Statements

16. FINANCIAL INSTRUMENTS (CONT'D)

Financial Risks Management (cont'd)

(c) Interest rate risk

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

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

	Not more than 1 year RM	Total RM	Effective interest rate during the year %
2013			
Financial assets			
Short term deposits with licensed banks	7,198,231	7,198,231	1.90% – 3.10%
2012			
Financial assets			
Short term deposits with licensed banks	6,728,231	6,728,231	1.90% – 3.10%

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 31 December 2013

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
Public Investment Bank Berhad
RHB Investment Bank Berhad

DEVELOPMENT FINANCIAL INSTITUTIONS

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

LABUAN OFFSHORE BANKS

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

LABUAN TRUST COMPANIES

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

Individual Membership Register

as at 31 December 2013

LIFE	MEMBERSHIP NO.	FELLOW	MEMBERSHIP NO.
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	Ansary bin Ahmed, Prof. Dato' Dr, FIBM (Assoc)	510282
Abdul Hamidy bin Abdul Hafiz, Dato' Sri, FIBM	40352	Azidy bin Daud, FIBM (Assoc)	311245
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	Chan Wai Yu, FIBM (Assoc)	M601759
Amirsham A Aziz, Tan Sri Datuk, FIBM	300689	Chew Cheng Chan, FIBM (Assoc)	21691
Azlan bin Hashim, Dato' Haji, FIBM	168948	Chia Swee Yuen, FIBM (Assoc)	186023
Azman Hashim, Tan Sri, FIBM	82842	Chin Chee Kee, Datuk, FIBM (Assoc)	307974
Charon Wardini Mokhzani, Dato', FIBM	M602116	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	Hamidah binti Osman, FIBM (Assoc)	311285
Fong Weng Phak, Dato', FIBM	158527	Hor Kam Peng, FIBM (Assoc)	38141
Goh Eng Toon, Dato' Seri, FIBM	203190	Janet Choo Kam Leng, FIBM (Assoc)	148627
Hooi Lai Hoong, FIBM	307967	Kasinathan a/l T. Kasipillai, FIBM (Assoc)	306636
Huang Sin Cheng, Dato', FIBM	307960	Lai Hui Chean, FIBM (Assoc)	M601747
Ian Ramsay Wilson, FIBM	194662	Lee Mei Pheng, Datin Prof. Dr, FIBM (Assoc)	305171
Ismail Zakaria, Datuk Haji, FIBM	158477	Lim Eng Cheng, FIBM (Assoc)	309444
Kamal Batcha bin Dawood Sultan, FIBM	309566	Lim Teck Ling, FIBM (Assoc)	181578
Kamarul Ariffin bin Mohamed Yassin, Tan Sri, FIBM	5132	Lim Yew Meng, FIBM (Assoc)	305174
Khairil Anuar Abdullah, FIBM	305170	Louise Paul s/o Joseph Paul, FIBM (Assoc)	91116
Khor Yuen Hock, Sonny, FIBM	25965	Low Yeau Choong, FIBM (Assoc)	307889
Kung Beng Hong, FIBM	194654	Peter Tan Pet Heong, FIBM (Assoc)	311244
Lee K K, Douglas, Dato', FIBM	143933	Philip Tan Puay Koon, FIBM (Assoc)	307975
Lin See Yan, Tan Sri Dato' Dr, FIBM	82834	Por Peng Seong, FIBM (Assoc)	181735
Manharlal a/l Ratilal, Datuk, FIBM	307968	Satwant Kaur, FIBM (Assoc)	129726
Michael John Calvert, FIBM	5181	Stephen Louis a/l J C Silva, FIBM (Assoc)	503434
Mohamed Azman bin Yahya, Tan Sri, FIBM	307965	Tan Liong Tong, FIBM (Assoc)	305173
Mohamed Azmi bin Mahmood, Datuk, FIBM	307970	Tang Kean Onn, FIBM (Assoc)	307976
Mohamed Basir bin Ahmad, Tan Sri Dato', FIBM	223131	Wan Kamaruzaman bin Wan Ahmad, FIBM (Assoc)	307977
Mohamed Nazir bin Abdul Razak, Dato' Sri, FIBM	504883	Wang Kuo Shing, FIBM (Assoc)	305172
Mohd Salleh bin Haji Harun, Dato', FIBM	307961	Yip Tsui Yoke, FIBM (Assoc)	302150
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		
Raja Lope bin Raja Shahrome, Dr, FIBM	305167		

MEMBER	MEMBERSHIP NO.	MEMBER	MEMBERSHIP NO.
Abdul Aziz bin Abu Samah, MIBM	19893	Azam bin Azman, MIBM	235093
Abdul Aziz bin Ismail, MIBM	9779	Azhan Abit, MIBM	M601397
Abdul Haiyi Suja', MIBM	M600902	Azman bin Sisek @ Bachok, MIBM	310286
Abdul Halim Hasan, MIBM	M601133	Azrina binti Abdul Hamid, MIBM	308933
Abdul Latif bin Hashim, MIBM	47951	Balakrishnan s/o Nalliah, MIBM	21246
Abdul Malek bin Mohd Khair, MIBM	132209	Balmindar Kaur, MIBM	M601014
Abdul Malik bin Sikkandar, MIBM	500014	Baskaran Subramaniam, MIBM	M600540
Abdul Razak bin Gulam, MIBM	182444	Beh Cheng Hoon, MIBM	304306
Abdul Razak bin Mohd Ariffin, MIBM	75358	Benjamin Lee, MIBM	304549
Abdul rizal Abdul rajik, MIBM	M601399	Betty Epin @ Bridget, MIBM	144428
Abu Bakar bin Abdul Rahman, MIBM	99150	Chai Ching Beng, MIBM	68858
Adrian Molius, MIBM	M601295	Chai Choon We, MIBM	162347
Agnes d/p K Ambrose, MIBM	61192	Chai Pit Fung @ Choy Pit Fung, MIBM	185975
Ahmad bin Abdul Rahman, MIBM	1289	Chai Sue May, MIBM	303300
Ahmad Fathi bin Munawar, MIBM	27888	Chai Yong Fah, MIBM	113779
Ahmad Shahdan Rani, MIBM	M602646	Chan Choo Seng, MIBM	135699
Aik Phui Heng, MIBM	M600866	Chan Chut Lweng, MIBM	306393
Akbar bin Mohamad, MIBM	137281	Chan Keng Wee, MIBM	63198
Al Baser G. Alonto, MIBM	M601400	Chan Kit Yeng, MIBM	509843
Alban Joseph Aeria, MIBM	35147	Chan Leong Hin, MIBM	227504
Alexander Augustine Druce, MIBM	303404	Chan Mun Chee, MIBM	88005
Alexander Chieng Siong Huo, MIBM	262840	Chan Peng Kheong, Joseph, MIBM	57539
Alvin Lee Wei Peng, MIBM	510275	Chan Poh Yee, MIBM	302383
Amir Rashidi Abu Bakar, MIBM	M600040	Chan Say Earn, MIBM	120766
Amy Tan, MIBM	309327	Chan See Thin, MIBM	243121
Anandan Batumalai, MIBM	M601744	Chan Siew Oon, MIBM	164004
Andrew Teoh Kok Aun, MIBM	170167	Chan Tze Leong @ Albert Chan, MIBM	302791
Andy Noel Bonchol, MIBM	306409	Chan Yin Lan, MIBM	108233
Ang Chai Ming, MIBM	59634	Chan Yoong Keong, MIBM	175547
Ang Kah Wai, MIBM	148551	Chang Chee Keong, MIBM	1172
Ang Leong Chin, MIBM	72744	Chang Chiew Fatt, Alexander, MIBM	302634
Ang Seng Jin, MIBM	133538	Chang Lee Hing, MIBM	255885
Ang Wee Huat, MIBM	166322	Charles Francis Donough, MIBM	135236
Angeline Chan Mei Leng, MIBM	189662	Chaw Kum Chuan, MIBM	187393
Anggriani Giason, MIBM	M602828	Cheah Eng Huat, MIBM	158006
Angus Salim bin Salleh Amran, MIBM	501962	Cheah Li Ming, MIBM	264028
Annie Chiew Lee Khim, MIBM	M602142	Cheah Siak Keong, MIBM	117762
Anthony Hau Ying Chin, MIBM	502186	Cheah Sin Cheung, MIBM	309582
Archanaa Vijayaraman, MIBM	M601211	Cheah Wee Leong, MIBM	310264
Aria Putera bin Ismail, MIBM	510070	Cheam Chong Jin, MIBM	117093
Asokkumar a/l Subramaniam, MIBM	311067	Chee Hong Seng, MIBM	302381
Attan Akmar bin Masbah, MIBM	91439	Chee Mun Wai, MIBM	M602377
Au Weng Sang, MIBM	187336	Chek Poo Yeng, MIBM	65078
Au Yeong How, MIBM	308126	Chen Siew Lan, MIBM	32078
Ayesha Natchiar binti Ally Maricar, MIBM	23424	Chen Thien Yan, MIBM	20099
Ayub bin Mohd Yusof, MIBM	39982	Cheong Chee Yun, MIBM	138503
Azadin Ismail, MIBM	M600668	Cheong Sun Weng, MIBM	58008

Individual Membership Register

as at 31 December 2013

MEMBER	MEMBERSHIP NO.	MEMBER	MEMBERSHIP NO.
Chew Chin Kok, MIBM	M600367	Debra Veronica Carvalho, MIBM	156729
Chew Hui Giap, MIBM	304775	Demudu Naganaidu, MIBM	M600745
Chew Yok Lee, MIBM	307315	Donald Joshua Jaganathan, MIBM	111948
Chia Kiang Por, MIBM	123596	Donald Kee Hong Lim, MIBM	M602389
Chia Kok Fung, MIBM	101493	Doreen Chow Chai Fong, MIBM	511393
Chiam Yok Meng, MIBM	173799	Drahman bin Jaladin, MIBM	165910
Chieng Yew Hoon, MIBM	166041	Dunstan Dominic a/l V Augustine, MIBM	307114
Chin Aun Tan, MIBM	M600178	Dupa Waja Desa bin Ariffin, MIBM	M601094
Chin Beng Keat, Stephen, MIBM	175034	Dyaulhaq Salehan, MIBM	M601794
Chin Chee Meng, Stephen, MIBM	199935	Dzuljastri bin Abd Razak, MIBM	35105
Chin Khon Min, MIBM	137349	Edward Tan Juan Peng, MIBM	307443
Chin Nyuk Sang, MIBM	247668	Elaine Gan Ai Wah, MIBM	307507
Chin Pik Yuen, MIBM	509898	Eng Cheow Hoon, MIBM	308074
Chin Pin Pin, MIBM	260562	Ezlyn Azniza Azmi, MIBM	M601806
Chin See Siong, MIBM	113670	Fabian Teo Hock Chye, MIBM	304722
Chin Tuan Loh, MIBM	M601020	Fadzillah Mohd Yasin, MIBM	M600260
Chin Yuen Fong, MIBM	M600108	Fairus Naimah Abdullah, MIBM	M602742
Chin, Bernadette, MIBM	139030	Fakhrol Fahmi bin Fuad Fuad, MIBM	M602866
Ching Kim Pua, MIBM	248047	Fam Swee Kong, MIBM	195446
Ching Siew Yeo, MIBM	M600815	Fan May Sze, MIBM	306389
Ching Yee Soo, MIBM	M600267	Farazurin Ahmad Kamil, MIBM	M601259
Ch'ng Joo Guan, MIBM	60665	Farokh Keki Adarian, MIBM	M600660
Choi Ing Yeong, MIBM	M600165	Fatharoni Md Noordin, MIBM	M601217
Chong Hon Min, MIBM	152835	Fazilatun Md Saleh, MIBM	M601230
Chong Mui Eng, MIBM	117242	Fong Chee Choong, MIBM	501518
Chong Seen Yew, MIBM	24786	Fong Hon Meng, MIBM	183129
Choo Cheow Piew, MIBM	148320	Fong Poh Leong, MIBM	6056
Choo Wan San, MIBM	302541	Fong Sek Aun, MIBM	82594
Choo Weng Leong, MIBM	121780	Fong Wai Han, MIBM	158618
Choong Sung Year, MIBM	77321	Foo Kok Thye, MIBM	305834
Choong Yong Choo, MIBM	153197	Foo Meng Heng, MIBM	309220
Chow Kam Hong, MIBM	123117	Foo Toon Yin, MIBM	312376
Chow Thim Kwong, MIBM	22038	Foong Chee Keong, MIBM	12815
Christopher James Pang Su Fong, MIBM	307675	Foong Yew Heng, MIBM	302277
Christopher Wong, MIBM	M600933	Francis Jacob Pereira, MIBM	213983
Chua Chew Soong, MIBM	179887	Gaik See Lim, MIBM	M601279
Chua Khain Weo, MIBM	307458	Gan Eng Thiam, MIBM	82263
Chua Teck Meng, MIBM	166355	Gan Kim Hock, MIBM	101063
Chuah Lih Lin, Grace, MIBM	133603	Ghan Chee Kong, MIBM	249417
Chuah Lye Hock, MIBM	131730	Glenn, Chan Kei Wong, MIBM	M601849
Danial Mah bin Abdullah, MIBM	308653	Goh Chih Han, MIBM	313721
Davamanidavy S. Kanapath, MIBM	209536	Goh Kee Boon, MIBM	3103
David Ang Ng Wee, MIBM	71357	Goh Lay Yong, MIBM	86496
David s/o T Anthonysamy, MIBM	50989	Goh Mei Kwang, MIBM	92593
David Sivapatham, MIBM	307639	Goh Ming Lee, MIBM	310327
Dayang Dewi binti Bujang, MIBM	118315	Goh Pek Hiong, MIBM	302412

MEMBER	MEMBERSHIP NO.	MEMBER	MEMBERSHIP NO.
Goh Poh Cheng, MIBM	43315	Istvan Loh Wye Lung, MIBM	311429
Goh Suw Kim, MIBM	308035	Jacob Samuel a/l K S Samuel, MIBM	264580
Goh Thye Soon, MIBM	14498	Jagatheasan a/l Muniapan, MIBM	23275
Gurdev Singh, MIBM	92544	Jamie Tay Kim Gek, MIBM	M600444
Ha Kim Chen, MIBM	64428	Jamilah binti Abdul Sallam, MIBM	511685
Haja Najmuddeen Mohd Mydin, MIBM	23622	Jaya Ganesh Perumal, MIBM	M600544
Haleelur Rahman Abdul Gaffoor, MIBM	140889	Jaya Manomoni A/P Arul Jayapal Moni, MIBM	M601268
Han Ai Le, MIBM	175323	Jaya Sumitha Jeyachandran, MIBM	M601329
Haslinda Lim binti Abdullah, MIBM	45419	Jeevaraja s/o Sandanam, MIBM	73908
Hasrul bin Hasan, MIBM	314427	Jeffrey Marcel Jeremiah, MIBM	26500
Hayaty binti Mohamed, MIBM	M601257	Jen-Li Tan, MIBM	M600885
Haznan Hussein, MIBM	M601236	Jennifer Tan, MIBM	M601025
Heah Ai Kiew, Roseline, MIBM	52126	Jennifer Yong Chai Lin, MIBM	511690
Hei Lee Hoon, MIBM	86066	Jeremy Ho Kok Chung, MIBM	511689
Helen Thor Poh Sim, MIBM	30643	Jeremy Lewis, MIBM	M601434
Helmy Had bin Sabintiu, MIBM	206763	Jerry a/l Gnanasigamani, MIBM	201632
Henry Tan Khoon Seng, MIBM	504109	John Kennedy s/o Paulose, MIBM	157776
Hii Wei Nguong, Alexander, MIBM	305823	Johny Anak Percy, MIBM	501999
Hilmi Iskandar Hashim, MIBM	M601265	Joon Fei Mu, MIBM	M600680
Hisham Mohamed, MIBM	M601033	Joseph Tarawe, MIBM	165720
Ho Foo Chin, MIBM	308764	Julee Suhanariah Tajul Amar, MIBM	M600315
Ho King Min, MIBM	71704	Kah Chin Yong, MIBM	M600536
Ho Kok Wai, MIBM	31633	Kai Sin Ooi, MIBM	M600379
Ho Lian Teck, MIBM	12922	Kalaparampil George Koshy, MIBM	108589
Ho Siew Yoot, MIBM	18614	Kam Wen Kit, MIBM	511721
Ho Swee Lum, Zelig, MIBM	302799	Kam Yeng Yee, MIBM	132464
Hoe Sook Mee, MIBM	508971	Kamaluddin bin Ismail, MIBM	91975
Hoh Teck Meng, MIBM	183152	Karuna a/l Kumegan, MIBM	312993
Hong Ching Hoak, MIBM	306673	Kay Chuan Seng, MIBM	44263
Hong Ian Tan, MIBM	M601497	Kee Kok Yew, MIBM	313018
Hoo Kie Teh, MIBM	181453	Kenny Chin Wui Chee, MIBM	M600503
Hooi Lai Fun, MIBM	129981	Khairuddin bin Md Noor, MIBM	37705
Hooi Ling Tan, MIBM	M600597	Khairul Anuar bin Ishak, MIBM	507216
Hoon Tee Lee, MIBM	M600056	Khalid Jaafar bin Jahaya, MIBM	306692
Hor Kok Sin, MIBM	302268	Khaw Kok Wee, MIBM	187039
Hou Chih Yoong, MIBM	308333	Khaw Peng Soon, Kevin, MIBM	220186
Hu Kie Lik, Nicholas, MIBM	259663	Kho Chai Yen, MIBM	176313
Hu Meng Kui, MIBM	307681	Kho Siak Koi, MIBM	308806
Huang Soon Teck, MIBM	55103	Khoh Mun Heng, MIBM	507116
Hwong Hau Luke, MIBM	50294	Khoo Boo Boon, MIBM	166405
Irwan Abdullah @ Edward Minggu, MIBM	305833	Khoo Lee Ing, MIBM	308909
Isabella Raniee Silvester, MIBM	305097	Khoo Shaiu Hoon, MIBM	511731
Isheak bin Johdi, MIBM	152850	Khoo Siok Peng, MIBM	304040
Iskandar Tan Sri Abdullah Sanusi, MIBM	M600575	Khoo Sior Tyng, MIBM	308779
Ismail bin Kamaruddin, MIBM	132282	Khor Khuan Eng, MIBM	M600064
Ismal Adlan bin Mohd Darus, MIBM	261354	Kian Chuun Yong, MIBM	M601199

Individual Membership Register

as at 31 December 2013

MEMBER	MEMBERSHIP NO.	MEMBER	MEMBERSHIP NO.
Kiang Shu Huei, MIBM	308196	Lee Khee Joo, MIBM	34645
Kien Giap Chan, MIBM	M600601	Lee Khuan Eoi, MIBM	18796
Kien Khuen Chow, MIBM	M600782	Lee Kim Huat, MIBM	160747
Kim Huat Yap, MIBM	M601213	Lee Kok Wing, MIBM	308658
Kipli bin Rosli, MIBM	155861	Lee Lay Kheng, MIBM	64501
Koay Eng Huat, MIBM	68460	Lee Meng Lai, MIBM	307743
Koe Swee Aun, MIBM	308429	Lee Ming Yee, MIBM	310276
Koes Allyman bin Abdul Razak, MIBM	312378	Lee Oi Nyuk, MIBM	193763
Koh Eng Hwa, MIBM	145946	Lee Pak Lee, MIBM	81356
Koh Hsieng-Yang Eric, MIBM	247726	Lee Peng Seng, MIBM	69146
Koh Teck Lee, MIBM	66738	Lee Ping Hock, MIBM	64519
Kok Aik Poh, MIBM	240572	Lee Shyh Lok, MIBM	54809
Kok Hoong Fai, MIBM	157271	Lee Siak Foong, MIBM	230961
Kok Leong Sim, MIBM	M600297	Lee Siew Moi, Tricia, MIBM	117846
Kok Sew Thin, MIBM	214221	Lee Soon Peng, MIBM	87171
Kok Sze Chye, MIBM	45682	Lee Teik Peng, MIBM	182618
Kong Chee Fun, MIBM	137240	Lee Tien Poh, MIBM	170431
Kong Kyen Yeap, MIBM	308629	Lee Tzu Voon, MIBM	6916
Kong Tien Nguk, Jennifer, MIBM	132720	Lee Wai Tuck, MIBM	248385
Kow Chee Yen, MIBM	312685	Lee Yee Ng, MIBM	M601319
Kuan Chee Hoong, MIBM	303299	Lee Yoke Mei, Betrice, MIBM	120642
Kuan Pei Chen, MIBM	302993	Leong Kok Wah, MIBM	8706
Kueh Kim Joo, MIBM	188698	Leong Kwai Yong, MIBM	301473
Kuldeep Kaur Gill, MIBM	307854	Leong Mun Yee, MIBM	304382
Lai Wan, MIBM	4556	Leong Pak Kiong, MIBM	123190
Lam Bee Yee, MIBM	134072	Leong Siew Why, MIBM	40055
Lam Choi Fung, MIBM	189795	Leong Soo Chun, MIBM	126359
Lam Fong Kiew, MIBM	100594	Leong Soon Cheong, MIBM	22384
Lam Wing Sing, David, MIBM	108092	Leong Sow Yoke, MIBM	501026
Lan See Yun, MIBM	309546	Leong Weng Foon, MIBM	153551
Lan Sie Ying, MIBM	306280	Leong Weng Onn, MIBM	100933
Lan Yann Erl, MIBM	301212	Li Jen Ng, MIBM	M601270
Latifah binti Abd Majid, MIBM	309814	Li Tit Ching, MIBM	4622
Lau Bee Lian, MIBM	213215	Lian Yoke Kuan, MIBM	187062
Lau Lei Lei, MIBM	165647	Liau Yew Lai, MIBM	307524
Lau Wee Hien, MIBM	305579	Liew Ching Seng, MIBM	105353
Law Si Yong, MIBM	309300	Liew Thiam Fook, Norman, MIBM	241927
Law Toong Choy @ Karen Law, MIBM	130971	Liew Yin Chung, Tony, MIBM	27425
Lawrence Muda anak Nyomui, MIBM	187559	Lilis Zatira binti Rapih, MIBM	511686
Lean Meng Seong, MIBM	20255	Lim Ai Lean, MIBM	309627
Lee Choo Yap, MIBM	M600275	Lim Bee Hua, MIBM	138081
Lee Chung Seng, MIBM	140293	Lim Beng Teong, MIBM	99887
Lee Cian Lim, MIBM	M601281	Lim Chee Eng, MIBM	157636
Lee Ee Cheng, MIBM	104323	Lim Chee Peng, MIBM	184952
Lee Eng Sang, MIBM	87254	Lim Choon Yang, MIBM	176966
Lee Foo Chai, MIBM	194670	Lim Chuan Bee, MIBM	105213

MEMBER	MEMBERSHIP NO.	MEMBER	MEMBERSHIP NO.
Lim Chye Har, MIBM	510849	Low Kaa Siong, MIBM	260406
Lim Hee Choong, MIBM	310742	Low Kwok Wah, MIBM	2980
Lim Kah Pin, MIBM	500185	Low Wai Yee, MIBM	74823
Lim Kar Seang, MIBM	123216	Low Yoke Soon, MIBM	159798
Lim Kean Hong, MIBM	104166	Lu Lee Khoon, MIBM	307042
Lim Li Lin, MIBM	213413	Lum Yoke Yeng, MIBM	197152
Lim Lian Chee, MIBM	100503	M Farhan A Hirzan Al-Hazmi A Zubaidi, MIBM	M601415
Lim Lock Bee, MIBM	307485	M.Sethuraman a/l R.M.Manickam, MIBM	166470
Lim Loong Seng, MIBM	165241	Ma Choy Hoong, MIBM	300033
Lim Mun Fai, MIBM	50393	Mahfuz bin Ghazali, MIBM	306341
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	Mr Ang Ee Tiam	CIMB Bank Berhad
	Pn Nur Finah	Hong Leong Bank Berhad
	En Md Gharif bin Hj Talib	Malayan Banking Berhad
	Mr Edwin Ravi	RHB Bank Berhad
	Mr Koh Boon Huat	United Overseas Bank (Malaysia) Berhad
Kedah	En Azhadi Ahmad (Chairman)	Malayan Banking Berhad
	Mr Lee Jiun Han	AmBank (M) Berhad
	En Mohd Azrul Abdul Rahman	CIMB Bank Berhad
	Ms Tan Phaik Hwa	Hong Leong Bank Berhad
	En M Zaidi B Megat Mokhtar	Public Bank Berhad
	Pn Hasmah Jusoh	RHB Bank Berhad
	Mr Chang Tow Heng	United Overseas Bank (Malaysia) Berhad
Kelantan	Pn Nor Sabimi bt Mohamed Aluwi	Al-Rajhi Banking & Investment Corporation (Malaysia) Berhad
	Mr Wei Fu Kui	AmBank (M) Berhad
	Mr Chua Been Tiong	CIMB Bank Berhad
	En Wan Shah Bin Wan Din	CIMB Bank Berhad
	En Che Hassan bin Che Muhammad	Malayan Banking Berhad
	Mr Simon Tan Sai Hin	OCBC Bank (Malaysia) Berhad
	Mr Goh Suw Kim	Public Bank Berhad
Labuan	Datuk Chin Chee Kee (Chairman)	Noble House International Trust Ltd
	Ms Moh Kiew Eng @ Veronica	AmBank (M) Berhad
	Ms Clara Lim Ai Cheng, MIBM	Citibank Malaysia (L) Limited
	Dato' Howard Choo Kah Hoe	IBH Investment Bank Limited
	Mr Seah Boon Chong, Colin Paul	ITMC Fiduciary Limited
	Cik Yon Zahimah Ibrahim	Labuan FSA
	En Jofri bin Baharudin	Malayan Banking Berhad
	En Jubely Bin Pa	Maybank International (L) Ltd
	Ms Ivy Binti Primus @ Ivy P Kayau	RHB Bank Berhad
Melaka	En Ja'afar Sebli (Chairman)	Malayan Banking Berhad
	Mr Johnny Ng Tack Kwee	Alliance Bank Malaysia Berhad
	Tn Haji Mohd Azman Haji Ahmad Tajuddin	AmBank (M) Berhad
	En Rashid bin Ibrahim	CIMB Bank Berhad
	Mr Lim Lian Chee	OCBC Bank (Malaysia) Berhad
	En Amir Abdul Aziz	RHB Bank Berhad
Mr Sneah Thean Keng	United Overseas Bank (Malaysia) Berhad	

Category	Name	Organisations
Pahang	En Abd Halim bin Lehan (Chairman)	Malayan Banking Berhad
	En Azmir bin Abd Rahman	Affin Bank Berhad
	Pn Hajah Norlini Ross bt Hashim	AmBank (M) Berhad
	Mr Lim Sek Hwa	CIMB Bank Berhad
	Ms Ginny Lim Ai Mei	OCBC Bank (Malaysia) Berhad
	Mr Wong Swei Tah	OCBC Bank (Malaysia) Berhad
	En Nazri Othman	RHB Bank Berhad
	Mr Liew Chai Kar	United Overseas Bank (Malaysia) Berhad
Penang	Mr Tan Leong Theng, MIBM (Chairman)	AmInvestment Bank Berhad
	Ms Ooi Lai Im	Affin Bank Berhad
	Mr Lim Kok Beng, MIBM	AmBank (M) Berhad
	Ms Liew Chee Cheang	CIMB Bank Berhad
	Ms Soon Mun Har, MIBM	Hong Leong Bank Berhad
	Mr Yew Thean Chye	Hong Leong Bank Berhad
	Mr Goay Yeap Siang	Malayan Banking Berhad
	Mr Teh Keng Loon, MIBM	Public Bank Berhad
	Mr Teo Yeow Lam	RHB Bank Berhad
	Mr Tan Guan Leong	United Overseas Bank (Malaysia) Berhad
Perak	Mr Lee See Chuan (Chairman)	Public Bank Berhad
	Ms Sherine Lee Guat Tin	Affin Bank Berhad
	Mr Darren Lee Kwang Yong	Alliance Bank Malaysia Berhad
	Mr Beh Leong Joo	AmBank (M) Berhad
	En Mohamad Harith Abdullah	CIMB Bank Berhad
	Mr Lim Hui Boon	Hong Leong Bank Berhad
	En Abdul Rahim bin Mohd Arif	Malayan Banking Berhad
Mr Che The Siong	RHB Bank Berhad	
Sabah	En Ishak Musa (Chairman)	Bank Negara Malaysia
	Mr Felix Lo Chee Fui	Affin Bank Berhad
	Ms Irene Chung	Alliance Bank Malaysia Berhad
	Ms Kathy Leong	AmBank (M) Berhad
	Mr Albert Wong	CIMB Bank Berhad
	Mr Jeffrey Wong Yih Hua	Hong Leong Bank Berhad
	Mr Liew Kui Choi	Malayan Banking Berhad
	Mr Chieng Yew Hoon	Public Bank Berhad
	Mr Froman Lo Mei Hwa	RHB Bank Berhad
Ms Tan Syn Yee	Sabah Development Bank Berhad	

IBBM State Advisory Committees 2012/2013

Category	Name	Organisations
Sarawak	Mr Simon Su Hiong Tiing (Chairman)	AmBank (M) Berhad
	En Mohamad Shiblee bin Abang Sapuan	Affin Bank Berhad
	Pn Rosnani Mahamad Zain	Bank Negara Malaysia
	Mr Song Khoo Soon, MIBM	CIMB Bank Berhad
	Ms Emily Rolanda Yong, MIBM	Hong Leong Bank Berhad
	En Nasir Khan bin Istiar Hussain Khan, MIBM	Malayan Banking Berhad
	Mr Chua Ko Onn	Public Bank Berhad
	Mr Kho Siak Koi, MIBM	RHB Investment Bank Berhad

Form of Proxy

INSTITUT BANK-BANK MALAYSIA

Company No. 35880-P (Incorporated in Malaysia)

INDIVIDUAL MEMBER FORM OF PROXY FOR THE 36TH 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 36th Annual General Meeting of the Institute to be held on Saturday, 31 May 2014 at 8.30 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-appoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration.		

Dated this _____ day of _____ 2014

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 36TH 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 36th Annual General Meeting of the Institute to be held on Saturday, 31 May 2014 at 8.30 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-appoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration.		

Dated this _____ day of _____ 2014

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.

Institut Bank-Bank Malaysia (35880-P)

Wisma IBI, 5 Jalan Semantan, Damansara Heights
50490 Kuala Lumpur, Malaysia

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