

ANNUAL REPORT 2014

ASIAN
INSTITUTE OF
CHARTERED
BANKERS



Transform to
Excel

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Annual General Meeting of
Asian Institute of Chartered Bankers

th

Majestic 1, Level 3, The Majestic Hotel Kuala Lumpur
5 Jalan Sultan Hishamuddin, 50000 Kuala Lumpur
Wednesday, 1 July 2015 at 9.30 a.m.

Championing the Vision of Professionalising Bankers

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TRANSFORM TO EXCEL

The environment in which the Malaysian banking sector operates is changing. The transformation of Institute of Bankers Malaysia (IBBM) to the Asian Institute of Chartered Bankers (AICB) marks a new chapter in the banking education landscape. Today, AICB has been repositioned as a distinct professional body focusing on membership, professional standards, education, awards and examination policies. AICB aims to be a world class professional body for the banking and financial services sector.



this annual report available online at



VISION

**To be the professional body
of choice for bankers**

MISSION

- **Support members growth through innovative learning and opportunity**
- **Advocate for professionalism and ethics**
- **Catalyst for advancement of thought leadership**
- **Facilitator for networking opportunities**





ABOUT AICB

As the professional body for the banking and financial services industry in Malaysia, the Asian Institute of Chartered Bankers (AICB) is committed toward elevating the banking education landscape by enhancing the quality of professionals who work within the industry. We aim to be the centre of excellence through professionalism, service, innovation and continuous improvement. To this end, our deliverables are aligned to industry needs, attuned to cultural changes as well as the evolving landscape of the financial world.

Transformed from the Institute of Bankers Malaysia founded in 1977, the establishment of the Asian Institute of Chartered Bankers is an initiative governed by a Council comprising representatives from Bank Negara Malaysia, the Association of Banks in Malaysia, the Association of Finance Companies in Malaysia and the Malaysian Investment Banking Association.

World Class Education

ASIAN INSTITUTE OF CHARTERED BANKERS (AICB) IS DEVOTED TO PROVIDING WORLD CLASS EDUCATION AND LEARNING PROGRAMMES AS PART OF ITS MISSION TO DEVELOP TALENT IN THE BANKING AND FINANCIAL SERVICES INDUSTRY.

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

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

**Established in
November 1977**

AICB is committed to assist financial institutions empower their employees with new knowledge and skills to achieve business goals. To meet this objective, AICB 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. AICB offers industry focused professional qualifications both through its own curriculum and awards, and in collaboration with other professional bodies and educational institutions.

CORPORATE INFORMATION

CHAIRMAN

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

VICE CHAIRMAN

Datuk Abdul Farid Alias
Group President/Chief Executive Officer
Malayan Banking Berhad

COUNCIL MEMBERS

Donald Joshua Jaganathan, *FIBM*
Assistant Governor
Bank Negara Malaysia

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

Datuk Mohamed Azmi Mahmood, *FIBM*
(appointed w.e.f. 2 April 2015)
Acting Group Managing Director
AMMB Holdings Berhad

Datuk Mohd Najib Haji Abdullah
(appointed w.e.f. 28 January 2014)
Group Managing Director/
Chief Executive Officer
MIDF Amanah Investment Bank Berhad

Wong Kim Choong
Chief Executive Officer
United Overseas Bank (Malaysia) Berhad

Tan Kong Khoon
Group Managing Director/Chief Executive
Hong Leong Bank Berhad

Ong Eng Bin
(appointed w.e.f. 1 October 2014)
Chief Executive Officer
OCBC Bank (Malaysia) Berhad

Dato' Zulkiflee Abbas Abdul Hamid
(resigned w.e.f. 1 April 2015)
Former Managing Director/
Chief Executive Officer
Affin Bank Berhad

Jeffrey Chew Sun Teong, *FIBM*
(resigned w.e.f. 1 July 2014)
Former Chief Executive Officer/Director
OCBC Bank (Malaysia) Berhad

Kung Beng Hong, *FIBM*
(retired w.e.f. 31 May 2014)
Director
Alliance Financial Group Berhad

CHIEF EXECUTIVE OFFICER

Tay Kay Luan

SECRETARY

Lum Soo Yan

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

AUDIT COMMITTEE

Datuk Mohamed Azmi Mahmood, *FIBM*
Chairman

Wong Kim Choong

EDUCATION COMMITTEE

Council Members

Donald Joshua Jaganathan, *FIBM*
Chairman

Tan Sri Dato' Sri Tay Ah Lek, *FIBM*

Tan Kong Khoon

Co-opted Members

Dato' Howard Choo Kah Hoe, *FIBM*
Managing Director/Chief Executive Officer
IBH Investment Bank Limited

Datuk Johar Che Mat
Director
Bank Pertanian Malaysia Berhad

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

GENERAL PURPOSE COMMITTEE

Datuk Abdul Farid Alias
Chairman

Datuk Mohamed Azmi Mahmood, *FIBM*

Wong Kim Choong

HUMAN RESOURCE COMMITTEE

Dato' Zulkiflee Abbas Abdul Hamid
(resigned w.e.f. 1 April 2015)
Chairman

Datuk Mohd Najib Haji Abdullah

Ong Eng Bin

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT THE 37TH ANNUAL GENERAL MEETING OF ASIAN INSTITUTE OF CHARTERED BANKERS (COMPANY NO. 35880-P) WILL BE HELD ON WEDNESDAY, 1 JULY 2015 AT 9.30 A.M. AT MAJESTIC 1, LEVEL 3, THE MAJESTIC HOTEL KUALA LUMPUR, 5 JALAN SULTAN HISHAMUDDIN, 50000 KUALA LUMPUR FOR THE FOLLOWING PURPOSES:

1. To receive the Audited Financial Statements of Asian Institute of Chartered Bankers for the financial year ended 31 December 2014 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 2014 together with the Report of the Auditors thereon.
3. To note the appointment of the following nominees as members of the Council for the 2015/2016 term of office pursuant to Article 66(1)(a), 66(1)(b), 66(1)(c) and 66(1)(d) of the Institute's Articles of Association:

Article 66(1)(a): Donald Joshua Jaganathan

Article 66(1)(b): Datuk Abdul Farid Alias
Wong Kim Choong
Tan Kong Khoon
Ong Eng Bin

Article 66(1)(c): Datuk Mohd Najib Haji Abdullah

Article 66(1)(d): Tan Sri Azlan Zainol
Datuk Mohamed Azmi Mahmood
Dato' Howard Choo Kah Hoe

4. To note that the deletion of Article 60(c) of the old Articles of Association shall be effective as of the date of this 37th Annual General Meeting and the members of the Council nominated by the Association of Finance Companies of Malaysia shall cease to hold office in the Council. The deleted Article 60(c) is as follows:

“(c) not more than two Members nominated by and representing the Association of Finance Companies of Malaysia, from time to time;”

- (5) 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 reappointed as Council member of the Institute to hold office until the next annual general meeting.”
- (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 reappointed as Council member of the Institute to hold office until the next annual general meeting.”

- (6) To reappoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration.

- (7) 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 later than five (5) weeks 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 a Chartered Banker and in both cases, has been a Member eligible to vote for at least five (5) years.

The Membership Register of Asian Institute of Chartered Bankers 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
26 May 2015

NOTES:

Every **Individual Member** of Asian Institute of Chartered Bankers 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 the proxy (**Form of Proxy** printed on **page 97** 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 **Corporate Member** of Asian Institute of Chartered Bankers is entitled to nominate one corporate representative (**Form of Nominee** printed on **page 98** of this Annual Report) to attend and vote at all General Meetings. Alternate representatives may be appointed by such Corporate Member, but no Member may have more than one corporate representative at one General Meeting. Every Corporate Member shall have one vote.





COUNCIL MEMBERS

01. Tan Sri Azman Hashim, *FIBM* 02. Datuk Abdul Farid Alias 03. Mr Donald Joshua Jaganathan, *FIBM* 04. Tan Sri Dato' Sri Tay Ah Lek, *FIBM*
05. Datuk Mohamed Azmi Mahmood, *FIBM* 06. Dato' Zulkiflee Abbas Abdul Hamid 07. Datuk Mohd Najib Haji Abdullah 08. Mr Wong Kim
Choong 09. Mr Tan Kong Khoon 10. Mr Ong Eng Bin

MANAGEMENT

T E A M



From left:

Tay Kay Luan *Chief Executive Officer*

Terence Chong Wai Meng *Head, Customer Services & Operations, Hartinah Annuar* *Head, Education,*

Sharifah Abdul Karim *Head, HR, Admin & Facilities, Shireen Sharmani Kandiah* *Head, Research*

Susan Lee Yoon Lian *Head, Admissions, S. Mithila a/p K. Sathasivam* *Head, Membership,*

Kristine Anne Williams *Head, Marketing & Communications, Ahmad Fairuz bin Mod Adzahan* *Head,*

Lum Soo Yan *Head, Finance & Governance*



CHAIRMAN'S STATEMENT

I AM PLEASED TO PRESENT THE INSTITUTE'S ANNUAL REPORT FOR THE FINANCIAL YEAR ENDED 31 DECEMBER 2014. I THANK BANK NEGARA MALAYSIA (BNM), MY FELLOW COUNCIL MEMBERS, AND STAFF OF THE IBBM NOW RENAMED AS THE ASIAN INSTITUTE OF CHARTERED BANKERS (AICB) FOR THEIR INVALUABLE CONTRIBUTIONS IN HELPING WITH THE STRUCTURAL AND PROCESS CHANGES DURING ITS CURRENT TRANSFORMATION JOURNEY.

It has been gratifying to witness the visible changes resulting from the ongoing transformation efforts. To begin with, the building blocks supporting the Asian Banking School (ABS) which was officially launched end of 2013 by our BNM Governor Tan Sri Dato' Sri Dr Zeti Akhtar Aziz are now well in place.

Chartered Banker Membership

Development of the new but necessary governance structure of the AICB comprising of new members' constitution and professional standards are ready for implementation pending formal approval expected in 2015. The new members' framework allowing greater operational clarity includes professional standards with fresh Code of Professional Conduct, including new members' propositions. This is a major step forward towards harmonisation of professional standards across banking professions, and is in line with one of the underlying principles of the Financial Services Professional Board.

Indeed, this is also in line with the primary goal of having in place a more robust membership admissions for bankers, through the successful qualifying of the Chartered Banker examinations. Such affiliation which enhances the value of the Chartered Banker qualifications was first launched in 2012, and has been well received by the industry and supported by BNM. As a more complete professional body, AICB will be in line with the industry practice commonly found among the major professional bodies across accountancy, legal, medical professions.

The value of membership forms an integral part of our overall membership strategy. By shifting away from associating membership with course enrolment, the value of membership offers the professional status, and the appropriate recognition as a testimony of our commitment to embrace high standards of professionalism, ethics and trust. The highly respected Chartered Banker professional designation is recognised globally, and the opportunity for respectable industry leaders to become a member through the Chartered Banker Executive Conversion Programme, jointly organised with the Chartered Banker Institute in Edinburgh, being planned for early 2015.



Tan Sri Azman Hashim
Chairman

Professional Standards

By having in place a high standard of professionalism and competency as a result of a stringent code of conduct and continuous professional development, AICB will set the tone in its efforts towards raising the competitiveness of the talent in the rapidly demanding industry. Indeed, a major challenge is the competition taking place in the industry for better talent. The dynamics of talent development and retention continue to attract attention, and are regarded as a high priority.

Talent development

A talent needs in banks survey undertaken between AICB and PricewaterhouseCoopers (PwC) echoed growing shortage of candidates with the right skill set. Some telling observations were made from this Study on Talent and Skills Requirements for the Banking Sector in Malaysia. Among these: 50% of Corporate Finance respondents noted a need for talent capable of innovating corporate finance offerings and executing them; 93% of Compliance respondents emphasised the need for talent with the right skills to identify and prevent financial crimes; 89% of Risk Management respondents pointed at the need for talent who understand the risks of emerging businesses; 80% of Strategy and Transformation respondents pointed at a need for talent able to interpret and apply data analytics to formulate business strategies; and 89% of Business Banking respondents cited the need for talent with industry-specific knowledge.

The report revealed the real talent challenges ahead of us. The 3 main drivers of challenges in the next few years. One that comes to my mind is the introduction of financial regulations, which have heightened the demand for skills in compliance and risk management functions. Second, digital technology while brings conveniences to customers can be a major disruptor to banks, as there isn't enough of the right skills to serve the needs in the short run. Third, a significant aspect of work design today demands identifying, interpreting and solving problems, and complexity pertaining to new regulations or reporting standards. This requires strong communication and problem solving skills as well as in many cases, fundamental knowledge in finance and accounting.

Given these challenges, the ABS manifesto is clear. It is timely therefore that ABS in its role to ensure its intellectual content and technical leadership are appropriately aligned, its content development delivery are broad based yet relevance and contemporary.

For example, at the design stage of the content design and architecture of the Chartered Banker qualifications, industry experts were sought and tested before implementation. The strong industry support to these key developments is indicative of changes taking place but there are much more to do if we are to address effectively the long term needs.

Another development has been the planned roll out of new certification in compliance and bank risk management, necessary to meet the expected demand driven by introduction of more rigorous financial regulations.





BY HAVING IN PLACE A HIGH STANDARD OF PROFESSIONALISM AND COMPETENCY AS A RESULT OF A STRINGENT CODE OF CONDUCT AND CONTINUOUS PROFESSIONAL DEVELOPMENT, AICB WILL SET THE TONE IN ITS EFFORTS TOWARDS RAISING THE COMPETITIVENESS OF THE TALENT IN THE RAPIDLY DEMANDING INDUSTRY.

Financial Sector Talent Enrichment Programme

Our efforts to enhance the level of professionalism and capabilities are extended to the Financial Sector Talent Enrichment Programme (FSTEP).

The FSTEP programme initiated in 2007, targeted at fresh graduates or those with less than three years' work experience has already done 12 batches to date, and attracted more than 1,500 participants. The year saw a total of 223 FSTEP participants inclusive of 15 graduates from Indonesia, Vietnam, India, Pakistan, Thailand, Bangladesh and Kyrgyzstan. A review of the FSTEP programme has started and we expect changes for our further improvement after consultation with the industry.

Acknowledgement

It has been a busy but productive year. We have made an excellent start in our new 'life' as AICB by building the fundamentals of the organisation and strengthening our value proposition to current and future members. For this, I would like to thank the Steering Committee for their dedicated work, and the Governor of Bank Negara Malaysia, Tan Sri Dato' Sri Dr Zeti Akhtar Aziz, as well as members of her team for their steadfast support – not only during the current transformation but in all AICB initiatives.

In closing, I would like to express my appreciation to all my fellow members and those who have contributed to the Council and their invaluable experience across the various committees they have led.

As to everyone at AICB, I would like to express my thanks to the Management and staff for the contributions and dedication which made a difference as we embrace a seamless transition into the new phase of our ongoing journey. From this point onwards, we will need always to stay one step ahead of the industry to guide the practitioners and shape desirable outcomes. This will require the continued collaboration and cooperation of everyone. But, I believe, with the firm foundations that have already been laid, we have a bright future in the coming years.

Thank you.

Tan Sri Azman Hashim
Chairman

Tay Kay Luan
Chief Executive Officer

STATEMENT BY
CHIEF EXECUTIVE

Having articulated our transformation blueprint in 2013, the year 2014 witnessed us achieved significant milestones towards realising our aspirations. The launch of a new name from IBBM to the Asian Institute of Chartered Bankers (AICB) represents more than a change of name. The new name reflects a fresh beginning for the 38 year old institute to advance the change in the way banking education and learning are being delivered, both intellectually and physically.

The migration of the learning and service delivery to the Asian Banking School (ABS), will allow AICB to focus strategically on the agenda of professionalising the profession for bankers. The repositioning of both institutes marks the commitment to raise the standards of professionalism to meet the rising expectations of the member banks to compete effectively in a rapidly changing landscape. With distinct and defined roles, both AICB and ABS will be able to focus more intently on our key responsibilities to meet the increasingly more complex needs of our members. The delineation also facilitates the extension of our reach across national borders to place the Malaysian banking and financial industry more firmly within the regional and, eventually, the international space. While building on AICB's new membership propositions, new facilities have been invested in the new home of ABS at Nu Tower 2, KL Sentral, planned for full operations by 1 March 2015.

Our vision to become the preferred professional body for bankers means not only raising the standards in everything we do; it also means we had to improve the way we served our

THE NEW NAME REFLECTS A FRESH BEGINNING FOR THE 38 YEAR OLD INSTITUTE TO ADVANCE THE CHANGE IN THE WAY BANKING EDUCATION AND LEARNING ARE BEING DELIVERED, BOTH INTELLECTUALLY AND PHYSICALLY.

immediate stakeholders. Within this context, we made desired changes in our transformation agenda resulting in the roll out of a new Membership Framework containing a revised constitution and Code of Professional Conduct and standards, new membership structure that are aligned with Chartered Banker awards, CPD and fresh propositions for members.

The year saw us operating in new directions with a view towards sustaining our core purpose whilst embracing changes as outlined in the transformation blueprint. For the year I am pleased to report that we sustained the growth momentum for the 5th year in succession towards the overall enrollments across all exam and non-exam courses. A total of 1,113 training programmes were conducted in 2014, marking a 2% increase from 2013. Of the programmes, 86% had been customised for banks while the remaining 14% were organised by AICB. In line with the increase in number of programmes, we also saw a 2% increase in number of participants, with 6,417 candidates registering for certification programmes and 21,419 for non-certification programmes. I wish to express my gratitude and thank all our members for their support.

OFFICER



BUILDING ON THE CHARTERED BANKER

Our priority continues to focus on raising the quality of our Chartered Banker membership. Towards this end, we invested our resources to strengthen our education architecture. This involved the development of Study Text, and Revision Pass cards, Practice Questions, Exam Tutorials to name a few. The successful roll out of the Professional Banker modules following the successful launch of the entry level - Executive Banker of the Chartered Banker series reflects this strategic intent.

Development on the final level of the Chartered Banker series has advanced further, and these are expected to be ready for roll out in 2015. To help us achieve this goal, a Chartered Banker Curriculum Working Committee comprising of senior bank professionals was formed.

PROFESSIONAL PROGRAMMES

Still on the education front we continued with the development of the Professional Credit Certification (PCC) which we introduced in 2013 to gradually replace the Credit Certification Programme (CCP). We have enhanced the online version making accessible easier and our partnership with Wiley now offer our students the conventional study texts at the intermediate level of PCC comprising of the Retail and Business Credit Professional syllabus.

In addition, we completed the course curriculum of the Bank Risk Management with our partner, Ateneo-BAP Institute of Banking. Study materials have been planned for publication in 2015, and the new Risk Management Certification will be available in the second half of 2015.

We also scaled up our engagement with our partners including the International Compliance Association (ICA) in offering the Compliance Certification, Advanced Certification and Professional Certification.

DELIVERY

We initiated an organisational wide review of our delivery system, including the enhancement and automation of enrolment through a new Campus Management System, and Integrated Financial System to drive efficiency in analytics and reporting.

We have also undertaken initiatives towards our commitment to quality standards. To ensure these are appropriately aligned, and through guidance from our Curriculum Working Committee we submitted and received provisional accreditation from the Finance Accreditation Agency (FAA).

A key development in terms of our non-certified programmes was the launch of a series of Professionalism and Ethics modules which takes an incisive look at ethical issues and how the industry can integrate a strong ethical culture in everyday corporate life.

ACCESS

To make our courses more widely accessible, we have made necessary changes to the entry requirements to our qualifications. As of 1 June 2014, we removed the requirement for Executive Banker candidates to be employed in a bank or at one of AICB's institutional members. We have made our Executive Banker courses available to final year university undergraduates as well as those pursuing professional qualifications from recognised educational institutions or professional bodies. We started discussion with a number of key universities in the country.

We announced the Chartered Banker Executive Conversion Programme, which is by invitation basis, targeted at highly-recognised and respected industry leaders. Candidates upon attendance at a condensed, high-level master class

and successful submission of a written work to our joint examiners in Edinburgh will be awarded the Chartered Banker Membership. The conversion programme is expected to be launched during the 2nd quarter of 2015.

KNOWLEDGE ENHANCEMENT

In our efforts to raise our profile and reputation, AICB organised a series of thought leadership seminars, workshops and conferences. The purpose of stimulating greater discourse on key trends and challenges facing banking professionals attracted a number of prominent and recognised experts in their fields of specialty hence offer immense value and insight to all the participants.

One of the highlights was us hosting the Annual Risk Management Conference, the fourth in the series. Themed Bolstering Risk Management Amidst a Challenging Landscape, it featured 20 prominent speakers from leading financial institutions and advisory firms locally and internationally, and

attracted key players from the domestic banking industry. Among the key speakers was Professor Jens Hagendorff, Professor of Finance & Investment from the University of Edinburgh, who spoke on 'What Haven't You Thought Of?' He also addressed an exclusive luncheon on the provocative topic, The New Banking Landscape – Will Banks Become Utilities?

In response to the talent shortage issues facing the industry, our Human Resource Networking Group (HRNG) organised its first Human Resource Knowledge Bazaar themed Driving Transformation. The first-of-its-kind event explored various areas including Talent Development, Compensation & Benefits, Performance Management, Learning & Development as well as Talent Mobility to deliberate on the challenges of talent development and retention. AICB also shared our experience and knowledge by taking part in a number of local and regional conferences including the Asian Banker Summit, Malaysian Banking Summit, APABI Conference, BTCI Regional Conference and the 9th Asia Economic Summit.

Further building on our thought leadership, we collaborated with leading management consultancies on applied research and surveys, and launched our joint reports during the year. The first survey report, released on 26 February, was on the Readiness of Basel III Adoption among Malaysian Financial Institutions, co-authored with KPMG. The second, released on 14 May, was on Malaysia's Information Technology Risk Management, based on a survey conducted by Ernst & Young and AICB. The third report, co-produced with PricewaterhouseCoopers (PwC), was on Talent and Skills Requirements for the Banking Sector in Malaysia.

INTERNATIONAL ENGAGEMENT

We further grew our international profile, with a particular attention on strengthening relationship within ASEAN. We enjoyed a number of successes as a founding member of the Asia Pacific Association of Banking Institutes (APABI), and our involvement with the ASEAN Banking Council. During the year, we visited the Indonesian Banks Association (Perbanas) in Indonesia; the Banking Training and Consultancy Institute (BTCI) in Vietnam; IBF Singapore; Association of Banks Cambodia (ABC); and Ateneo Graduate School of Business in the Philippines. At the same time, we played host to delegates from BTCI, Thailand Banks Association and the Bank of Tanzania.



CUSTOMERS COME FIRST

As a vanguard of professionalism, we have made significant improvements internally to maintaining the highest level of customer service. With our customers' convenience in mind, we started the process of migrating an increasing number of processes and transactions online. In 2014, we completed Phase 3 of our Learning Management System (LMS), as a result of which all our products can now be purchased online. It gives me pleasure to note that our efforts have not been in vain. Towards the end of the year, 98% of our payments were being made through our portal.

To secure our IT framework, we have formalised our IT policies and procedures to protect our data and enhance our incident management abilities.

Our commitment to service delivery saw us set up a dedicated customer service team responsible for ensuring quicker responses to customers' queries and concerns. The changes are expected to position better our services to be more accessible and responsive to our member and students needs.



REACHING OUT TO MEMBERS

Committed to improving our membership numbers, we organised a series of nationwide road shows and networking sessions that take us along the length and breadth of the country so as to be able to meet the banking fraternity outside of the Klang Valley.

Complementing these activities includes us reaching out to our members and potential members through social media and a revamped website. Our Facebook, launched in January 2012, has attracted more than 15,000 likes.

THE YEAR SAW US OPERATING IN NEW DIRECTIONS WITH A VIEW TOWARDS SUSTAINING OUR CORE PURPOSE WHIST EMBRACING CHANGES AS OUTLINED IN THE TRANSFORMATION BLUEPRINT.



BUILDING OUR TEAM

We continue to enhance our own internal capabilities and capacity by bringing on board fresh talent and providing continuous training to our employees. As a key focus of AICB is industry enhancement via learning and development, we are building our own training capabilities by ensuring at least ten management staff to be Certified Training Professionals. Additionally we have on board new resources with a diverse range of experiences and skills that we can draw on to pursue our education and learning delivery strategy. To encourage our employees to invest in their professional development, we have developed a clear system to reward performance that supports our goals and strategies.

ACKNOWLEDGEMENT

Each of these milestones outlined above builds on much hard work across the institute, and efforts are being recognised and acknowledged.

For these, I wish to express my gratitude to members of the various committees for their leadership and guidance, our local and regional partners, as well as acknowledging our appreciation to our member banks for their support.

Finally, I would like to thank the people behind AICB's continuing transformation journey, namely our employees. We look forward to similar if not greater commitment and support, which evidently have made a difference.

A handwritten signature in black ink, appearing to read 'Tay Kay Luan'.

Tay Kay Luan
Chief Executive Officer

COMMITTEES & MEMBERS

STEERING COMMITTEE



YBhg Dato' Muhammad Ibrahim, FIBM
(Chairman)
Deputy Governor
Bank Negara Malaysia



Mr Donald Joshua Jaganathan, FIBM
Assistant Governor
Bank Negara Malaysia



YBhg Dato' Tajuddin Atan, FIBM
Chief Executive Officer
Bursa Malaysia Berhad



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



YBhg Datuk Mohamed Azmi Mahmood, FIBM
Acting Group Managing
Director
AMMB Holdings Berhad



YBhg Dato' Howard Choo Kah Hoe, FIBM
Managing Director/
Chief Executive Officer
IBH Investment Bank
Limited



Mr Steven Choy
Director
Deutsche Bank (Malaysia)
Berhad



Mr Kung Beng Hong, FIBM
Director
Alliance Financial Group
Berhad



Dr Raymond Madden
Chief Executive Officer
Asian Institute of Finance



Mr Tay Kay Luan
Chief Executive Officer
Asian Institute of Chartered
Bankers

The Steering Committee (SC) was formed with the objective to provide strategic inputs and guide the transformation of AICB into a Professional Body and the establishment of ABS as an education and learning provider. SC was instrumental towards the articulation and development of the Transformation Blueprint.

PROJECT IMPLEMENTATION TEAM

Mr Donald Joshua Jaganathan, FIBM
(Chairman)
Assistant Governor
Bank Negara Malaysia

YBhg Dato' Tajuddin Atan, FIBM
(resigned w.e.f. 28 January 2015)
Chief Executive Officer
Bursa Malaysia Berhad

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

YBhg Datuk Mohamed Azmi Mahmood, FIBM
Acting Group Managing Director
AMMB Holdings Berhad

YBhg Dato' Howard Choo Kah Hoe, FIBM
Managing Director/Chief Executive Officer
IBH Investment Bank Limited

Mr Steven Choy, FIBM
Director
Deutsche Bank (Malaysia) Berhad

Dr Raymond Madden
Chief Executive Officer
Asian Institute of Finance

Mr Tay Kay Luan
Chief Executive Officer
Asian Institute of Chartered Bankers

The Project Implementation Team (PIT) was tasked by AICB Council to achieve the desired outcomes set in the “Blueprint for the Transformation of the Malaysian Banking Education Landscape”. PIT guided and led the roll out of recommendations of the Transformation Blueprint. Major milestones include the new membership framework and policy, governance structure, curriculum framework and the facilities, which includes Asian Banking School premises.

PIT was also instrumental in driving the transformation of the IT infrastructure to prepare both AICB and ABS to embark on their respective roles to serve the industry.

EDUCATION COMMITTEE

Mr Donald Joshua Jaganathan, FIBM
(Chairman)
Assistant Governor
Bank Negara Malaysia

Tan Sri Dato' Sri Tay Ah Lek, FIBM
Managing Director
Public Bank Berhad

Mr Tan Kong Khoon
Group Managing Director/Chief Executive
Hong Leong Bank Berhad

The Education Committee (EC) guided and provided the oversight on the development of the Institute's education standards and policies. The role of EC is to ensure that the Institute's learning curricula are relevant and aligned to industry needs.

GENERAL PURPOSE COMMITTEE

Datuk Abdul Farid Alias
(Chairman)
Group President/Chief Executive Officer
Malayan Banking Berhad

Datuk Mohamed Azmi Mahmood, FIBM
Acting Group Managing Director
AMMB Holdings Berhad

Mr Wong Kim Choong
Chief Executive Officer
United Overseas Bank (Malaysia) Berhad

The General Purpose Committee (GPC) ensured the creation and implementation of financial management related policies and as the approving body for expenditures according to the delegated authority limits. The role of GPC is to provide guidance on the preparation, presentation and management of annual budgets.

AUDIT COMMITTEE

Datuk Mohamed Azmi Mahmood, *FIBM*

(Chairman)

Acting Group Managing Director

AMMB Holdings Berhad

Mr Wong Kim Choong

Chief Executive Officer

United Overseas Bank (Malaysia) Berhad

The Audit Committee (AC) provided the independent oversight on accounting policies, financial reporting policies, business processes and operational controls. The role of AC is to ensure that internal and statutory audit functions are properly conducted and all audit recommendations are effectively carried out.

HUMAN RESOURCE COMMITTEE

Dato' Zulkiflee Abbas Abdul Hamid

(resigned w.e.f. 1 April 2015)

(Chairman)

Former Managing Director/

Chief Executive Officer

Affin Bank Berhad

Datuk Mohd Najib Haji Abdullah

Group Managing Director/

Chief Executive Officer

MIDF Amanah Investment Bank Berhad

Mr Ong Eng Bin

Chief Executive Officer

OCBC Bank (Malaysia) Berhad

The Human Resource Committee (HRC) helped the implementation of human resource related policies and practices. The HRC guided management in executive recruitment, compensation and people development policies.

WORKING COMMITTEE

Chartered Banker Curriculum Working Committee

Names of Chartered Banker Curriculum Working Committee:

Mr Choo Yee Kwan

(Chairman)

Previously OCBC Bank (Malaysia) Berhad

Mr Paul Wong Chee Kin

CIMB Bank Berhad

Mr John Wong Tze Yow

Malayan Banking Berhad

Mr Pramod Veturi

Standard Chartered Bank (Malaysia) Berhad

Mr Eric Er Leng Kwant

RHB Bank Berhad

Mr Stephen Louis

RHB Bank Berhad

Dr Vijayan Paramsothy

Asian Banking School

The Committee guided the design and development of the Chartered Banker curriculum framework. In 2014 the Committee completed the framework and are currently at the final stages of reviewing the curriculum content. The complete set of content is scheduled for completion in July 2015 and to be rolled out by end of 2015.



IBBM IS NOW **AICB**

A bold transformation to stay ahead in a changing banking landscape

STAKEHOLDERS' ENGAGEMENT

One of our key stakeholders are our members. Our plan is to grow our membership based on our new membership framework with entry based on the Chartered Banker qualification. Our objective now, therefore, is to communicate this change to as wide an audience as possible within the banking and financial services industry, and to attract as many candidates as possible into the Chartered Banker qualification stream. This has seen us intensify our marketing campaigns while also ramping up our engagement with the public via our website and social media.

Networking Groups

AICB has 4 networking groups, led by members with an objective to conduct knowledge-sharing sessions and dialogue with industry on key issues and developments affecting business. Throughout 2014, these networking groups continued to meet regularly and engaged a number of guest speakers to present insightful talks to members and guests.

Chief Internal Auditors Networking Group (CIANG)

	Name
Chairman	Thien Kim Mon <i>AmBank Group</i>
Secretary	Balsubramaniam Veloosamy <i>Asian Finance Bank Berhad</i>

The Chief Internal Auditors Networking Group met bi-monthly to discuss pertinent issues related to audit. The group also organised presentations on the Financial Services Act (FSA), Islamic Financial Services Act (IFSA), Internal Capital Adequacy Assessment Process (ICAAP) validation, Foreign Account Tax Compliance Act (FATCA) as well as the Evolution and Changing Expectation of Risk Management in Financial Institutions. The group reviewed the CIAFIN qualification and will lead in a revision of the qualification to make it more relevant in 2015.

Compliance Officers Networking Group (CONG)

	Name
Chairman	Jeyashaker Kandasamy <i>AmBank (M) Berhad</i>
Secretary	Yunos Yusop <i>Bangkok Bank Berhad</i>

The Compliance Officers Networking Group organised the International Conference on Financial Crime and Terrorism Financing (IFCTF) on 8-9 October 2014 in collaboration with the Asian Institute of Finance. The group was also invited to present to the Asia Pacific Group on Money Laundering, and worked closely with the Polis Di-Raja Malaysia to develop the Internal Handling of Search Orders Guidelines. In addition, CONG reviewed the Compliance Concept Paper issued by Bank Negara Malaysia (BNM) and collectively they provided feedback on it to BNM.

Human Resource Networking Group (HRNG)

	Name
Chairman	Nora Abd Manaf <i>Malayan Banking Berhad</i>
Secretary	AICB

The Human Resource Networking Group (HRNG) met every quarter for updates on AICB's qualifications and learning programmes as well as support mechanisms such as the online system. During the year they also discussed pertinent issues such as the implementation of training needs analysis. Members of the group also agreed to create an HR Centre of Repository for HRNG members, the content of which is to be administered by AICB.

The group benefited from a key presentation by Tuan Dr Haji Zulkifly Baharom, Chair of the HR Certification Sub-committee on Standards, who spoke on HR Standards Aligning with Business Growth. In addition it organised its first ever HR Knowledge Bazaar on 27 March at Lanai Kijang, Bank Negara Malaysia. Themed Driving Transformation, the event explored various focus areas within HR such as Talent Development, Compensation & Benefits, Performance Management, Learning & Development as well as Talent Mobility. It was attended by 212 participants and speakers from financial institutions and consulting firms.

The following presentations were made at the HR Knowledge Bazaar:

- Compensation & Benefits, by Towers Watson
- Attract Star Talent in a Competitive Market, by Robert Walters
- Global and Local Trends in Banking Performance Management, by Mercer
- International Talent Mobility, by Deloitte
- Learning & Development – Technologies & Updates, by SAP

Chief Risk Officers (CROs) Forum

	Name
Chairman	Dr John Lee Hin Hock <i>Malayan Banking Berhad</i>
Secretary	AICB

The Chief Risk Officers forum serves as a platform for CROs to discuss and share their perspectives on contemporary risk concepts. The quarterly forum also provides an avenue for Bank Negara Malaysia to engage with CROs to solicit industry input on areas affecting risk management and key developments. In 2014, the group provided input on the Risk Management Conference, held on 26 November in Kuala Lumpur which attracted 136 participants.

State Advisory Committee (SAC)

The State Advisory Committee (SAC) serves as a platform for industry professionals in the regions to exchange views and discuss development initiatives to advance and enhance the banking profession. A total of nine meetings were held in 2014 covering the Northern Region (Penang) and Southern Region (Johor) as well as in the states of Perak, Sarawak, Sabah and Labuan.

As part of member engagement initiatives, forums on the Financial Services Act (FSA) were held in Johor and Penang. The forum in Penang focused on Consumer Protection within the FSA alongside a dialogue session with En Abu Hassan Alshari bin Yahaya, BNM's Assistant Governor and Mr Tay Kay Luan, AICB's Chief Executive Officer on 8 August which attracted a total of 110 participants. The programme in Johor focused on Prohibited Business Conduct within the FSA and attracted a total of 54 members.

PERFORMANCE REVIEW



THE YEAR 2014 SAW THE INSTITUTE CONTINUE TO UNDERTAKE ITS KEY FUNCTIONS OF PROMOTING HIGH STANDARDS OF PROFESSIONALISM WITHIN THE BANKING AND FINANCIAL SERVICES INDUSTRY WHILE STIMULATING DISCUSSION AND KNOWLEDGE SHARING VIA EVENTS AND PUBLICATIONS. PROGRESS WAS MADE IN TERMS OF UPGRADING EXISTING CONTENT FOR KEY QUALIFICATION PROGRAMMES SUCH AS THE CHARTERED BANKER AND PROFESSIONAL CREDIT CERTIFICATION, AS WELL AS IN DEVELOPING NEW CONTENT THAT IS RELEVANT TO THE CURRENT FINANCIAL LANDSCAPE.

At the same time, in line with IBBM's transformation into the Asian Institute of Chartered Bankers (AICB), greater investments were made to enhance the Institute's service delivery as well as to build its own human resources to support ongoing changes. This transformation, and the launch of an independent educational arm, namely the Asian Banking School (ABS), was among the key focus areas for the year.

Towards the AICB and ABS

On 7 July 2014, IBBM was officially renamed the Asian Institute of Chartered Bankers (AICB). This forms part of IBBM's repositioning as a professional body for bankers, with a new membership structure, and enhanced learning facilities and environment to meet the changing needs of the profession. It also reflects a more expansive market reach in line with the regional footprint of its institutional members. A new governance structure has been developed for AICB which was unanimously approved by members on 27 November and which will be operationalised upon approval by the Minister of Finance.

To enhance levels of professionalism, a code of professional conduct is being prepared for members. At the same time, a new membership framework has been outlined based on the Chartered Banker qualification, and will be rolled out on 1 July 2015. In order to enlist the country's top bankers, AICB has developed a conversion programme that would allow prominent bankers to obtain the Chartered Banker designation.

Meanwhile, new premises for the ABS was secured in Nu Tower 2, KL Sentral, and all preparations were made to ensure the new school would be ready for its first intake of students in March 2015. Its official launch will follow in July. A draft implementation blueprint for the school has been developed and distributed to AICB's Council members, while work on its governance and ownership structure is ongoing.



1. EXECUTIVE BANKER (EB)

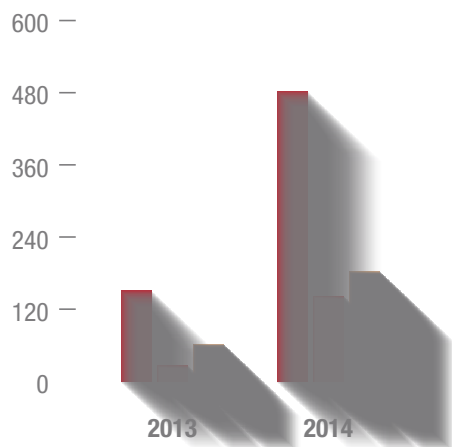
Launched in May 2012, the EB qualification is the first level of the Chartered Banker programme, conferred jointly by AICB and the Chartered Banker Institute in the UK. Chartered Banker is the gold standard in banking qualifications for professionals working in the financial services sector and is aimed 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.

EB – Statistical Summary (2013 – 2014)

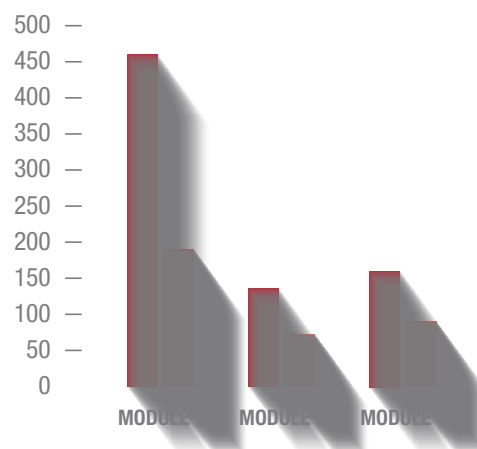
Item	2013			2014		
	Module 1	Module 2	Module 3	Module 1	Module 2	Module 3
Entries	155	28	62	840	148	187
Attended	150	25	61	482	140	182
Passed	60	9	25	153	81	109

EB – Summary of Enrolment (2013 – 2014)



- No. of Candidates who attended Module I
- No. of Candidates who attended Module II
- No. of Candidates who attended Module III

EB – Summary of Attendees and Module Passes in Year 2014



- No. of Candidates who attended the examination
- No. of Candidates who passed the examination

2. CERTIFIED CREDIT PROFESSIONAL (CCP)

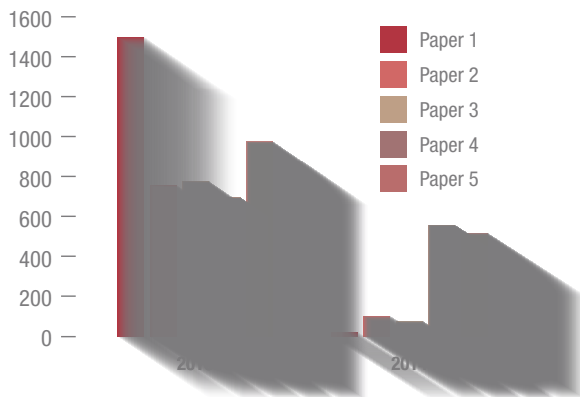
Developed by AICB in consultation with senior practitioners, the CCP is a specialist professional certification that demonstrates achievement of the minimum professional standards of the core competency for credit personnel in the banking and finance industry. Specialisation in Consumer Credit and Business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

In 2014, 108 candidates completed the CCP (Consumer) examination while 163 completed the CCP (Business) examination. Overall enrolment showed lower numbers than the previous year due to the launch of the Certified Credit Executive level under the Professional Credit Certification programme in 2013; and the gradual phase out of CCP in December 2014.

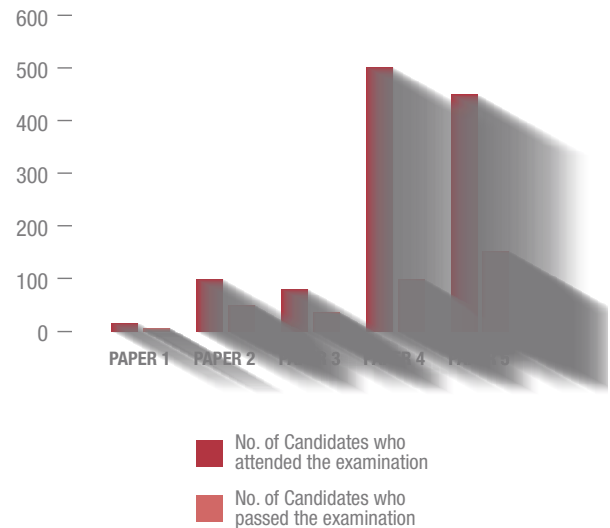
CCP – Statistical Summary (2013 – 2014)

Item	2013					2014				
	Paper 1	Paper 2	Paper 3	Paper 4	Paper 5	Paper 1	Paper 2	Paper 3	Paper 4	Paper 5
Entries	1,493	755	775	693	972	15	97	78	554	515
Attended	1,353	714	711	642	886	14	90	68	516	466
Passed	522	304	337	57	131	4	50	37	108	163

CCP – Summary of Enrolment (2013 – 2014)



CCP – Summary of Attendees and Subject Passes in Year 2014



3. CERTIFIED CREDIT EXECUTIVE (CCE)

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 AICB, 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 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

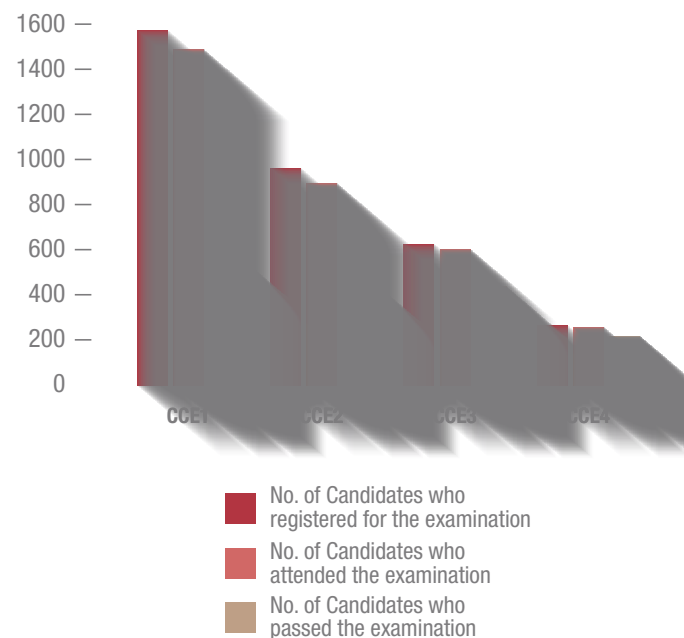
Upon successful completion of the CCE, candidates may progress to the second level, which is the Retail Credit Professional/Business Credit Professional and ultimately to the final level which is the Corporate Credit Specialist (for the business stream only).

Enrolment Statistics (2013 – 2014)

Item	Entries	
	2013	2014
CCE 1	650	1,573
CCE 2	443	963
CCE 3	14	626
CCE 4	–	263

CCE – Summary of Registrations, Attendees and Module Passes in Year 2014

Item	Entries	Attendees	Passes
CCE 1	1,573	1,489	566
CCE 2	963	894	458
CCE 3	626	603	439
CCE 4	263	258	221



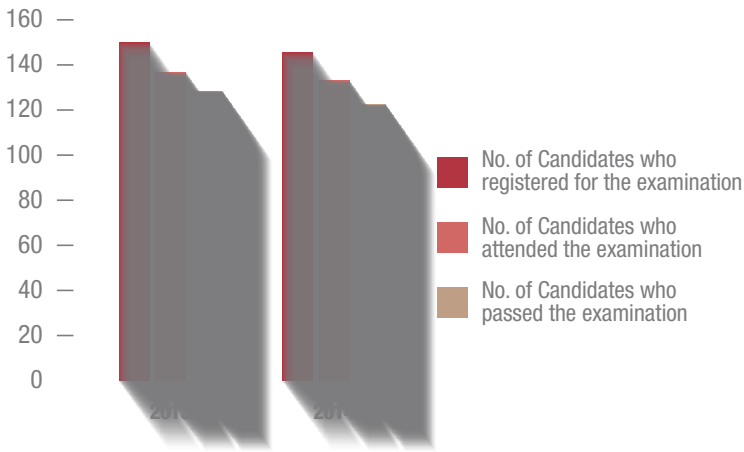
4. PROFESSIONAL QUALIFICATIONS AND TRAINING IN ANTI-MONEY LAUNDERING AND COUNTER FINANCING OF TERRORISM, MALAYSIA (AML/CFT)

The professional qualifications in AML/CFT are awarded by AICB 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 three levels; Intermediate, advanced and experienced practitioner mapping the knowledge, skills and competencies needed at each of the levels.

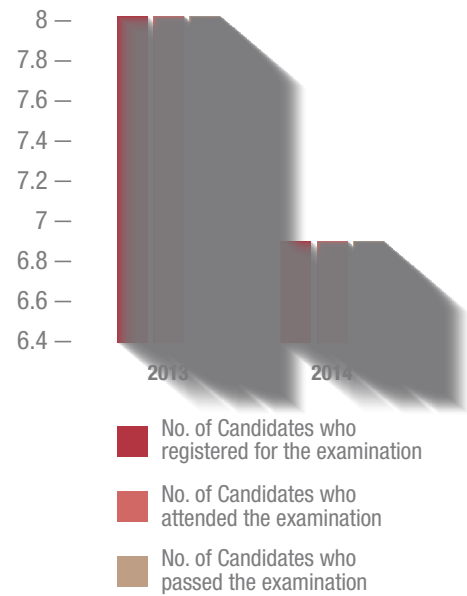
Certification in AML/CFT – Statistical Summary (2013 – 2014)

Item	2013	2014
Registered	149	145
Attended	136	133
Passed	128	122



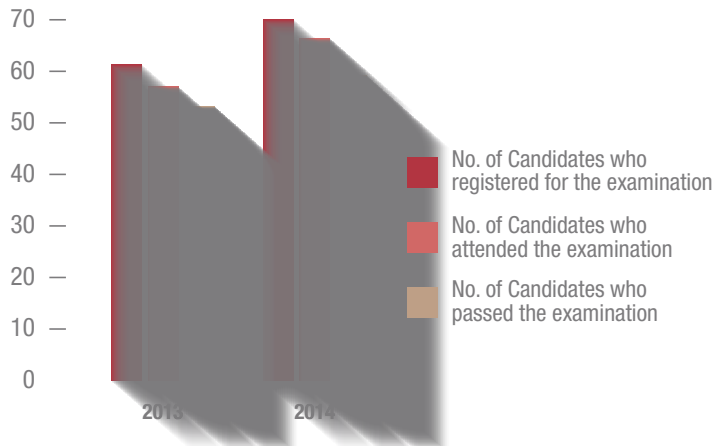
Certified Professional in AML/CFT – Statistical Summary (2013 – 2014)

Item	2013	2014
Registered	8	7
Attended	8	7
Passed	8	7



Advanced Certification in AML/CFT – Statistical Summary (2013 – 2014)

Item	2013	2014
Registered	61	70
Attended	57	66
Passed	53	59

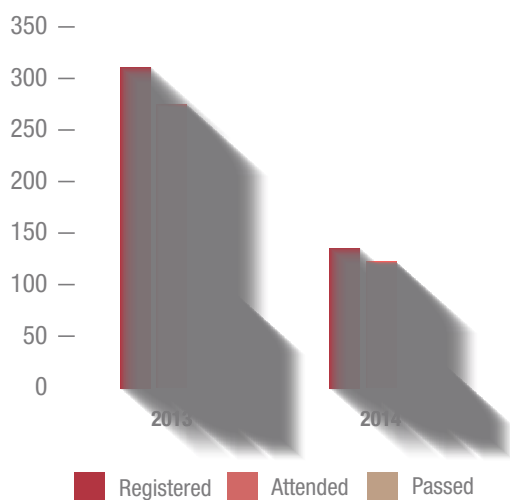


5. CERTIFICATE IN INTERNAL AUDITING FOR FINANCIAL INSTITUTIONS (CIAFIN)

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.

CIAFIN – Statistical Summary (2013 – 2014)

Item	2013	2014
Registered	312	135
Attended	274	122
Passed	101	31

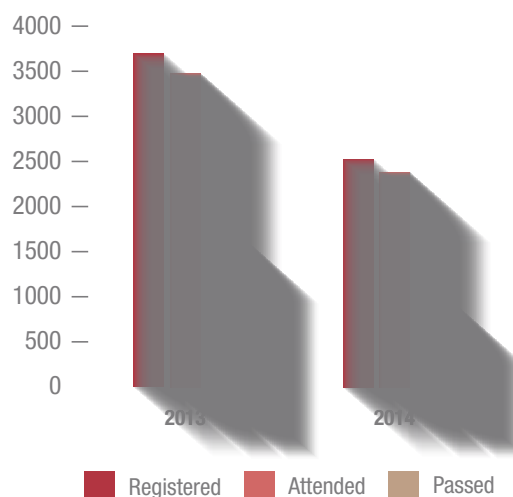


6. INVESTOR PROTECTION PROFESSIONAL CERTIFICATION (IPPC)

The IPPC is a regulatory qualification awarded jointly by AICB 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 – Statistical Summary (2013 – 2014)

Item	2013	2014
Registered	3,688	2,526
Attended	3,466	2,382
Passed	1,719	1,022



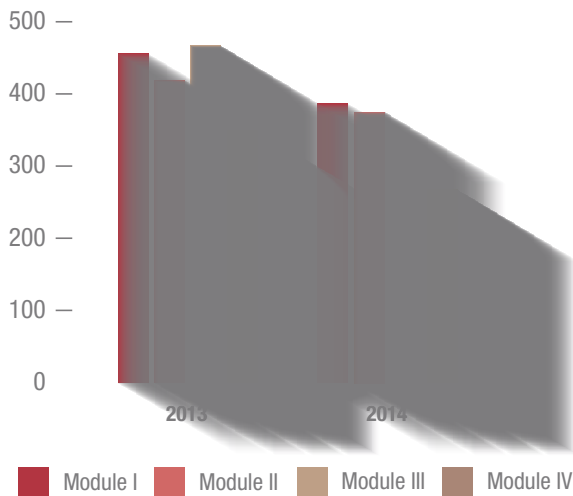
7. PASARAN KEWANGAN MALAYSIA CERTIFICATE (PKMC)

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

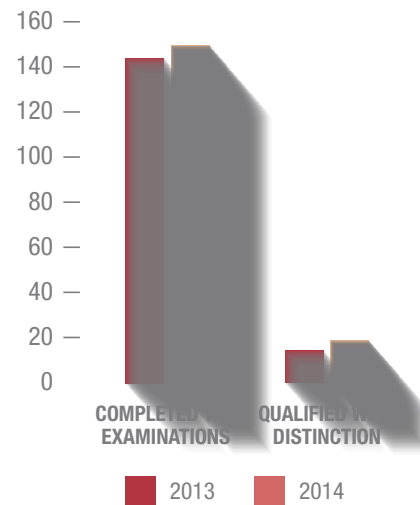
PKMC – Statistical Summary (2013 – 2014)

Item	2013				2014			
	Mod I	Mod II	Mod III	Mod IV	Mod I	Mod II	Mod III	Mod IV
Entries	455	418	466	348	385	375	296	266
Attended	429	396	443	329	364	359	278	251
Passed	165	128	200	148	181	157	133	149

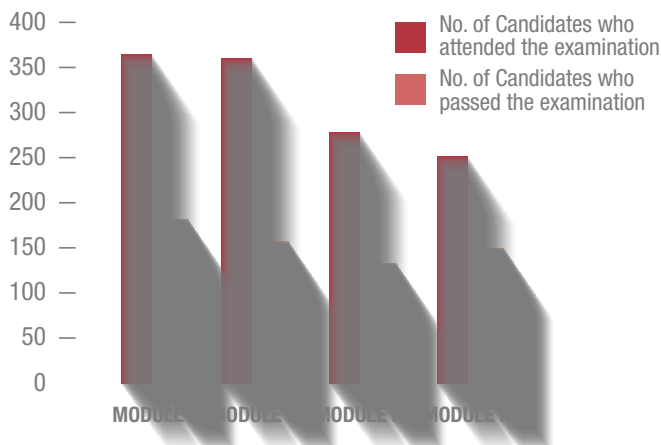
PKMC – Summary of Enrolment (2013 – 2014)



PKMC – Number of Completing Candidates (2013 – 2014)



PKMC – Summary of Attendees and Module Passes in Year 2014



LEARNING AND DEVELOPMENT

Continuing Professional Development

In line with AICB's core purpose of professionalising the banking profession, a line of programmes on Professionalism and Ethics were introduced by the Institute. The interactive series of programmes focussed on understanding ethical issues and breaches helped build strong ethical culture by integrating ethics with everyday corporate life.

Y2014 also witnessed the pilot run of two key programmes in collaboration with Bank Negara Malaysia (BNM). The first programme entitled "Balance of Payment (BoP) Statistical Reporting through International Transactions Information System (ITIS)" was aimed at statistical officers responsible for ITIS reporting with the objective of improving the quality of BOP data submitted to BNM through ITIS. The second programme, entitled Credit Reporting and Operation of Central Credit Reference Information System (CCRIS) also kick started in Y2014 and was targeted at statistical officers in Financial Institutions responsible for CCRIS reporting. The programme covered the entire processes of CCRIS data management from application to account closure.

In the same year, AICB also piloted a simulation training programme entitled CreditLab® in collaboration with BankersLab, a simulation and gamification based training company. The programme is an award winning simulation-based training course on consumer credit lifecycle, retail credit risk and portfolio management. Aimed at retail banking manager level, the programme uses a "Lab" course format which is instructor led, numerical simulation based, fueled by team competition, where learners are transformed into players in scenario games and demonstrates expertise in risk strategy, capacity planning, secured collections and collections management in a downturn – operating the most profitable virtual bank with the most satisfied customers.

Delivery of Learning & Development Programmes

1. Summary

AICB maintained a steady growth in its enrolment numbers with a 2% increase from Y2013 numbers. 6,417 candidates registered for certification programmes and non-certification programmes garnered 21,419 registrations, resulting in a total of 27,836 candidate registrations.

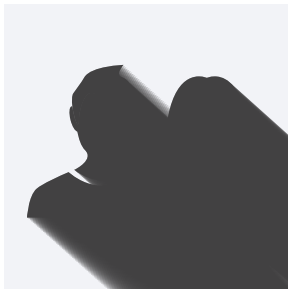
A total of 1,113 learning programmes were conducted in Y2014, resulting in a 2% increase in the number of programmes conducted in total as compared to Y2013. 86% of these programmes were conducted as customised in-house programmes for banks whereas 14% of the programmes were conducted as Public Programmes at AICB.

With the launch of the Professional Credit Certification (PCC) series of qualifications, registration for its first level namely Certified Credit Executive (CCE) garnered the most registrations, with 3095 candidates attending the tutorial and exam preparatory programmes for the qualification. Just as in Y2013, non-certification programmes on Compliance, Credit, Treasury & Investment and Banking Operations remained highly in demand.

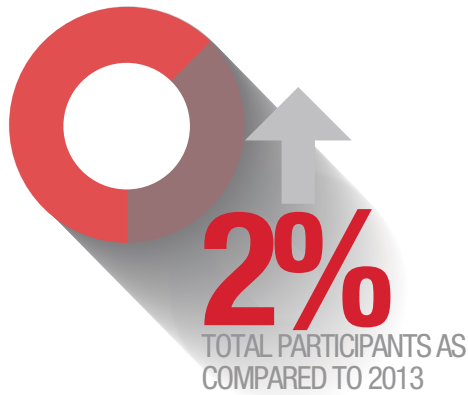
2. Highlights



1,113
PROGRAMMES CONDUCTED
IN 2014

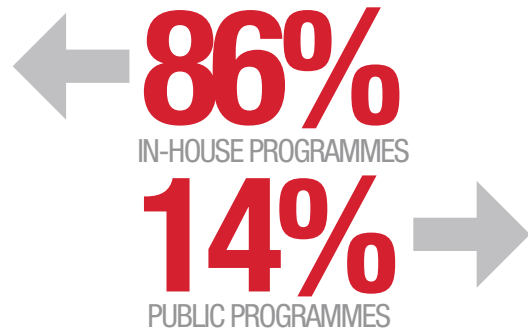


27,836
PARTICIPANTS IN 2014



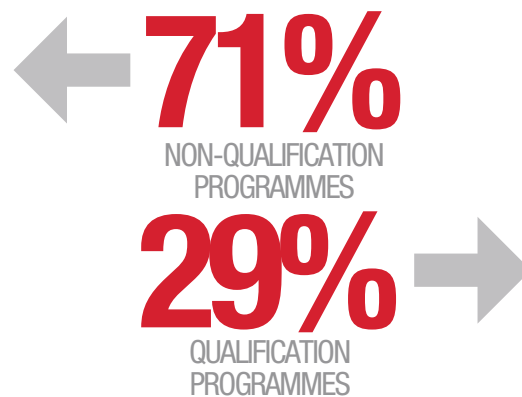
3. Breakdown by In-House and Public Programmes

Category	No. of Programme	No. of Participant
In-House Programme	962	24,397
Public Programme	151	3,439
Total	1,113	27,836



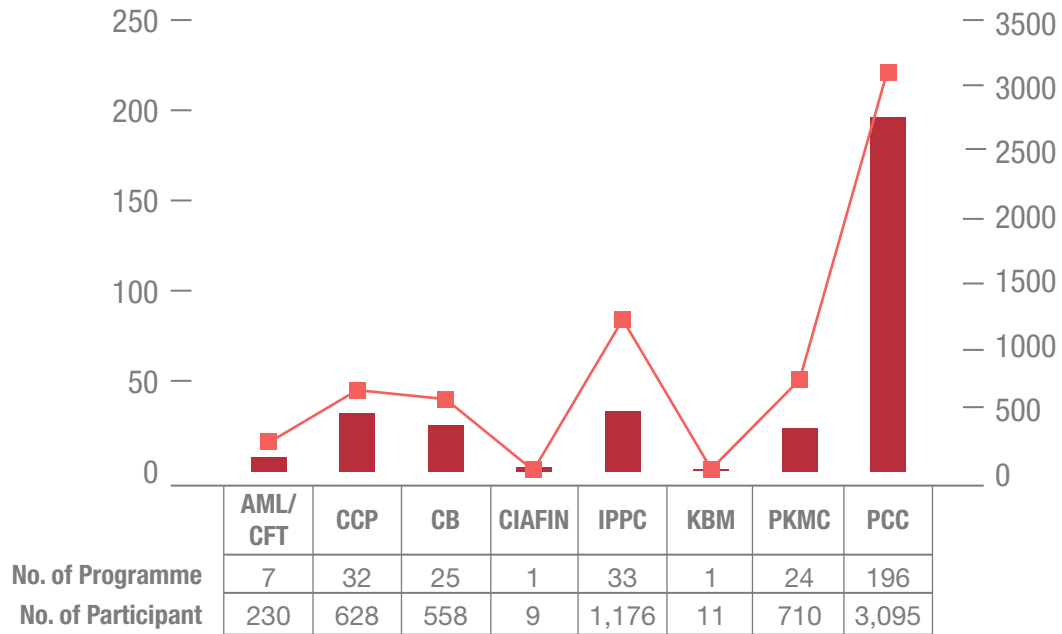
4. Breakdown by Qualification and Non-Qualification Programmes

Category	No. of Programme	No. of Participant
Qualification Programme	319	6,417
Non-Qualification Programme	794	21,419
Total	1,113	27,836



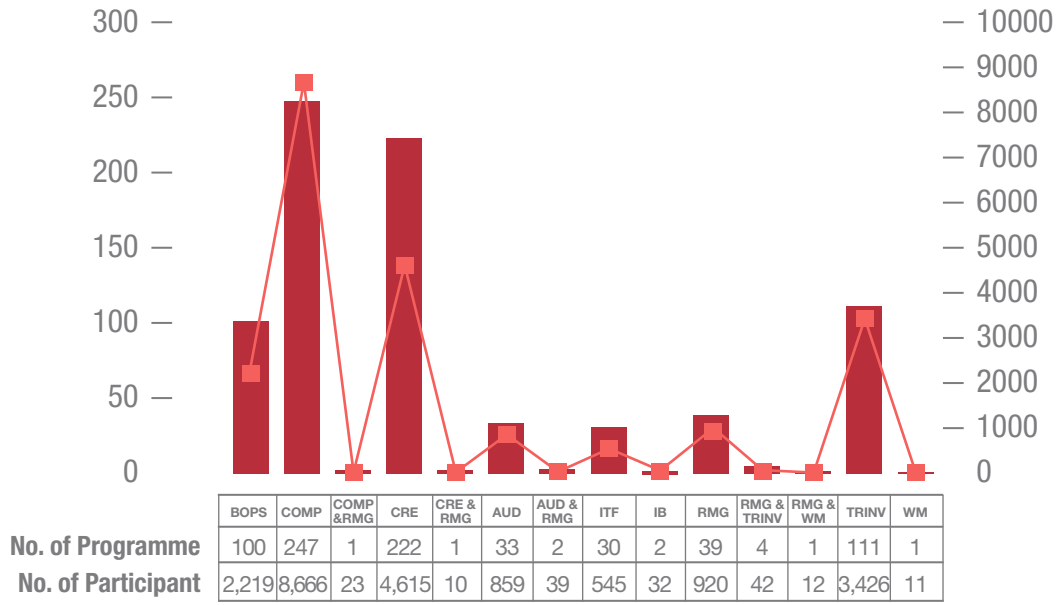
5. Qualification Programmes

Qualification	No. of Programme	No. of Participant
Anti-Money Laundering and Counter Financing of Terrorism (AML/CFT)	7	230
Certified Credit Professional (CCP)	32	628
Chartered Banker (CB)	25	558
Certificate in Internal Auditing for Financial Institutions (CIAFIN)	1	9
Investor Protection Professional Certificate (IPPC)	33	1,176
Kursus Bahasa Melayu Berakreditasi Sektor Perkhidmatan Kewangan (KBM)	1	11
Pasaran Kewangan Malaysia Certificate (PKMC)	24	710
Professional Credit Certification (PCC)	196	3095
Total	319	6,417



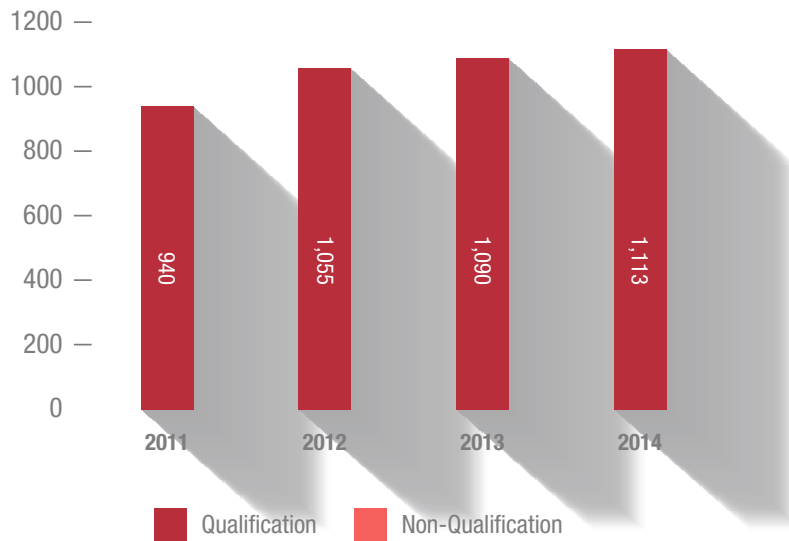
6. Non-Qualification Programmes

Banking Area	No. of Programme	No. of Participant
Banking Operations	100	2,219
Compliance	247	8,666
Compliance, Risk Management	1	23
Credit	222	4,615
Credit, Risk Management	1	10
Finance & Audit	33	859
Finance & Audit, Risk Management	2	39
International Trade Finance	30	545
Islamic Banking	2	32
Risk Management	39	920
Risk Management, Treasury & Investment	4	42
Risk Management, Wealth Management	1	12
Treasury and Investment	111	3,426
Wealth Management	1	11
Total	794	21,419



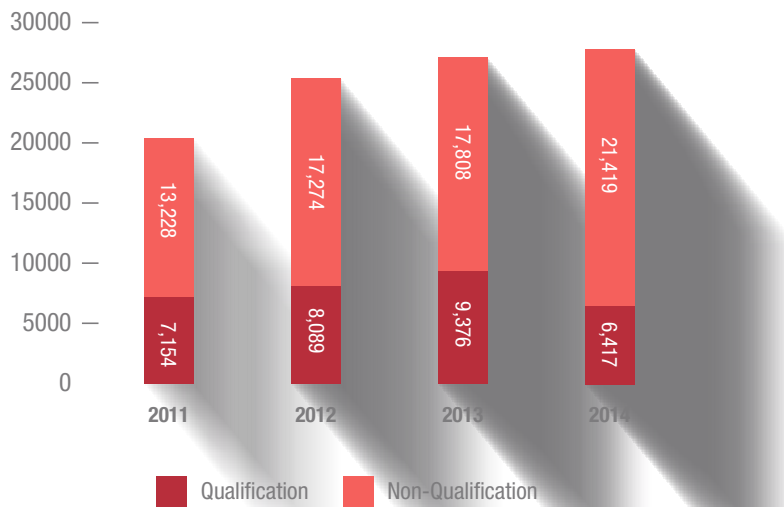
7. Total Programmes from 2011 – 2014

Year	2011	2012	2013	2014
Total	940	1,055	1,090	1,113
Performance	–	↑ 11%	↑ 3%	↑ 2%



8. Total Participants from 2011 – 2014

Category	2011	2012	2013	2014
Qualification	7,154	8,089	9,376	6,417
Non-Qualification	13,228	17,274	17,808	21,419
Total	20,382	25,363	27,184	27,836
Performance	-	↑ 20%	↑ 7%	↑ 2%



MARKETING CAMPAIGNS

Various initiatives were undertaken during the year to create greater awareness of AICB and our membership value proposition. These included marketing roadshows nationwide which we met employees of local banks and showcased our flagship Chartered Banker programme among other qualification.

SOCIAL MEDIA

Recognising the immense power of social media in reaching out to members and potential members, we have been placing more emphasis on this platform to promote our programmes, announce events and support our membership drive, among

others. As a result of increased input, we have seen a reciprocal growth in hits and likes. As at 31 December, we had 42,933 ‘likes’ on Facebook and 1,311 followers on Twitter. At the same time, our LinkedIn page had 386 connections.

Our corporate website, www.aicb.org.my also serves as an effective platform through which we are able to communicate essential information to members and other stakeholders. Along with our repositioning as AICB, the website has been refreshed and rebranded while retaining details about our membership, qualifications, learning programmes and events.

C O R P O R A T E E V E N T H I G H L I G H T S

FEBRUARY



26 February Basel 3 Survey Launch

The AICB – KPMG Survey Report on Readiness of Basel III Adoption Among Malaysian Financial Institutions was launched at Sasana Kijang, Bank Negara Malaysia. The event was attended by 120 guests, inclusive of members of the media.

MARCH

6 March What's New at AICB

In promoting public programmes and providing the industry with current updates on AICB, What's New @ AICB was held at Sasana Kijang, Bank Negara Malaysia. The event attracted a total of 48 participants consisting of Learning & Development and HR practitioners from various financial institutions. AICB's learning partners were invited to provide brief presentations into the learning outcomes and programme coverage of the training programmes and also allowed them to answer questions pertaining to specific topics on the spot.



27 March HR Knowledge Bazaar 2014

Themed "Driving Transformation", the Human Resource Knowledge Bazaar was held at Lanai Kijang, Bank Negara Malaysia. The first-of-its-kind event explored various focus areas within the HR scope, including Talent Development, Compensation & Benefits, Performance Management, Learning & Development as well as Talent Mobility.

The 1-day event, a joint-collaboration between AICB and the Human Resource Networking Group was attended by a total of 212 participants and speakers from various financial institutions as well as consulting firms. Some notable figures at the event included Pn. Nora Manaf, Group Chief Human Capital Officer of Maybank, Johan Merican, Chief Executive Officer of Talentcorp, Dr. Raymond Madden, Chief Executive Officer, Asian Institute of Finance, Roshan Thiran, Chief Executive Officer of Leaderonomics, Sridharan Nair, Managing Partner of PwC and Aznan Abdul Aziz, Director of Financial Sector Development, Bank Negara Malaysia.

MAY

14 May

IT Risk Management Survey Launch

Malaysia's Information Technology Risk Management – Joint Survey and Thought Leadership, a publication by AICB and Ernst and Young (EY), was launched at Sasana Kijang, Bank Negara Malaysia at an event attended by 65 guests.



31 May

Graduation & Awards Ceremony 2014

A total number of 399 out of 667 graduates of programmes organised by IBBM (now AICB) in 2014 received their certificates at the 17th AICB Graduation & Awards Ceremony held at The Majestic Hotel, Kuala Lumpur. The event was also attended by 45 guests of the graduates.

JUNE



13 June

Talent Survey Report Launch

AICB and PricewaterhouseCoopers launched a publication on their Talent and Skills Requirements for The Banking Sector in Malaysia – Joint Survey at Sasana Kijang, Bank Negara Malaysia. The event was attended by 89 guests.

AUGUST



5 August

Nepal Delegates Visit

On the 4th and 5th August 2014, the Asian Institute of Chartered Bankers hosted the National Banking Institute of Nepal on an Educational visit to Malaysia.

3 Delegates attended:

- Sanjib Subba – CEO
- Purna Man Napit – Academic Director
- Dhan Thapa – Programme Head

Purpose of the educational visit was to understand the functionalities of the banking industry in Malaysia, our best practices and how we overcome challenges in the industry. Their objective was also to have a better understanding of AICB's curriculum framework, strategy, training needs analysis and marketing promotion. The delegates also attended the Corporate Governance Conference which was jointly organised with University Malaya on the 6th August 2014.

6 August

UM Corporate Governance Workshop

AICB together with UMCORS, Faculty of Law and Faculty of Business & Accountancy, University of Malaya organised a UM Corporate Governance Workshop titled The Challenges of Corporate Governance In the Financial Services Sector at the Istana Hotel, Kuala Lumpur. The line-up of speakers and panellists included Tan Sri Azlan Zainol, Chairman, RHB Bank Berhad; Dato John Zinkin, Managing Director, Zinkin Ettinger Sdn Bhd; Erik Stern, President, Stern Value Management, Vice Chairman, Stern Solutions Capital Partners; Dr Ulf Henning Richter, Assistant Professor of Strategy, Nottingham University Business School, Ningbo, China; and Low Chee Keong, Associate Professor in Corporate Law, CUHK Business School, Hong Kong. About 79 participants attended the workshop. The Keynote Address was delivered by Dato' Muhammad bin Ibrahim, Deputy Governor, Bank Negara Malaysia.



SEPTEMBER



10 September

Combating Financial Fraud Conference 2014

AICB's Combating Financial Fraud Conference 2014 held at the Grand Dorsett, Labuan featured four prominent speakers and attracted the whole banking community in this offshore financial hub. Alex Tan, Executive Director, Forensics, PwC Malaysia spoke on Financial Crimes: Something New or Same Old, Same Old? Dr Raymond Madden, CEO of the Asian Institute of Finance, spoke on Combating Financial Fraud: Towards a Culture of Professionalism and Ethics; while Andrew Glover, Managing Director of International Compliance Training Agency, addressed the audience on the topic Gathering Knowledge is Great, But What Do You Do With It? Jubely bin Pa, Chairman of the Association of Labuan Banks ended the insightful event with his Closing Remarks.



23 September

Intellectual Property Financing Conference 2014

AICB together with Bank Negara Malaysia and MyIPO organised the Intellectual Property Financing Conference 2014 themed IP Potential in Financial Landscape Evolution at Sasana Kijang, Bank Negara Malaysia. The conference, which supports the creation of a sustainable IP financing ecosystem, featured 21 experts who spoke on current challenges, innovations and concepts of intellectual property financing. Among the topics discussed were:

- IP Financing – Global Perspective
- Building a Sustainable IP Financing Ecosystem
- Valuation of IP – The Importance of Reliable Methodology
- Managing Risks and Challenges Surrounding IP Backed Financing

OCTOBER

8 October

MEMORANDUM OF UNDERSTANDING Between AICB & Hong Leong Bank Berhad (HLBB)

A Memorandum of Understanding was signed between AICB & Hong Leong Bank Berhad (HLBB). The purpose of the MoU is to enable cooperation between AICB and HLBB in mutual or joint cooperation in the implementation and promotion of Chartered Banker Education Pathway.

Under this MOU, AICB and HLBB agree to cooperate on best endeavour basis in promoting, undertaking activities in the following areas of professional interest but these do not exclude other collaborative initiatives such as development of human capital and human talent by way of providing trainings and qualifications in banking and finance.



NOVEMBER



19 November

Thai Delegation Visit

The Thailand Bank Association HRD Club arranged a study trip to Malaysia on 19th November 2014. The group had 28 individuals which comprised of Training Heads and Senior Training Executives from 13 major banks in Thailand. The objectives of the study trip was to:

- To attain knowledge on leadership trends, research and best practices
- To learn about AICB leadership development approach/ programmes
- To explore talent strategies and benchmark in ASEAN region

The delegates was hosted by our CE, Mr Tay Kay Luan and all the Heads of Departments to provide them with a better understanding on the subjects above.

26 November**Risk Management Conference 2014**

AICB with the support of IBFIM, SIDC and MII and The Edge Malaysia, organised a Risk Management Conference 2014 themed Bolstering Risk Management Amidst A Challenging Landscape at the Ritz-Carlton Hotel, Kuala Lumpur. The event featured 20 prominent personalities from leading financial institutions and advisory firms locally and internationally, attracting 160 participants. A range of current topics in risk management was discussed. The conference was sponsored by Ambank Group and Moodys Analytics.

**27 November****Executive Luncheon Talk with Professor Jens Hagendorff**

A total of 44 professionals representing financial institutions in Malaysia attended AICB's Executive Luncheon Talk with Professor Jens Hagendorff, Professor of Finance & Investment, University of Edinburgh, at the Ritz Carlton, Kuala Lumpur. The professor engaged his intimate audience on the interesting topic: The New Banking Landscape – Will Banks Become Utilities?

DECEMBER**3 December****Year End Appreciation Dinner**

AICB's year-end appreciation dinner was attended by 62 bankers inclusive of members of all its networking groups. During the event, AICB Chief Executive Tay Kay Luan presented tokens of appreciation to all the serving members of the networking groups and thanked them for their hard work and diligence in honouring their commitments.



INTERNATIONAL ENGAGEMENT

AS THE INSTITUTE'S NEW NAME INDICATES, THE ASIAN INSTITUTE OF CHARTERED BANKERS (AICB) AIMS TO EXTEND ITS SERVICES TO THE GENERAL ASIAN AUDIENCE, AND NOT RESTRICT ITS ACTIVITIES TO MALAYSIA. OVER THE YEARS, AICB HAS BUILT A STRONG NETWORK OF RELATIONSHIPS WITH ITS COUNTERPARTS AS WELL AS REGULATORY AUTHORITIES AND OTHER LEADING FINANCIAL SERVICES ORGANISATIONS WITHIN THE REGION, WHICH WILL GO A LONG WAY TOWARDS ITS REGIONAL STRATEGY. IN 2014, IT CONTINUED TO ENGAGE WITH INTERNATIONAL ORGANISATIONS – MAINLY FROM ASIA BUT ALSO FURTHER BEYOND – TO ENTRENCH ITSELF MORE FULLY ON THE GLOBAL MAP.



VIETNAM

Following preliminary discussions, AICB and the Institute of Manpower, Banking & Finance (BTCI) are finalising details on proposed joint activities, including an internal audit conference in Vietnam and a study tour by Vietnamese delegates to Malaysia. Later in the year, AICB hosted a visit by a delegation from BTCI to follow up on collaboration opportunities in Vietnam.



CAMBODIA

AICB and the Association of Banks Cambodia (ABC) have been discussing the possibility of introducing AICB's certification and technical training in Cambodia to help upgrade industry capacity in the country. Following a review of opportunities by the two parties, AICB presented a report containing a set of recommendations to ABC for its approval. This was followed by a presentation on learning practices to ABC's Education Committee on 9 May.

PHILIPPINES

AICB worked closely with the Center of Continuing Education, Ateneo Graduate School of Business to finalise the learning content of a new programme on Bank Risk Management.



MYANMAR

As part of its Chartered Banker marketing efforts, AICB Initiated discussions with PS Business School on the possibility of introducing the international banking gold standard to the Myanmar market.



THAILAND

AICB hosted 30 Human Resource Department members from Thailand Banks Association on 19 November 2014.



FINANCIAL

STATEMENTS

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		69	Notes to the Financial Statements

CORPORATE INFORMATION

CHAIRMAN

Tan Sri Azman Hashim

VICE CHAIRMAN

Datuk Abdul Farid Alias

COUNCIL MEMBERS

Donald Joshua Jaganathan
Tan Sri Dato' Sri Tay Ah Lek
Datuk Mohamed Azmi Mahmood
Dato' Zulkiflee Abbas Abdul Hamid
Datuk Mohd Najib Haji Abdullah
Wong Kim Choong
Tan Kong Khoon
Ong Eng Bin

CHIEF EXECUTIVE OFFICER

Tay Kay Luan

SECRETARY

Lum Soo Yan

AUDITORS

SJ Grant Thornton
(Member Firm 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 Asian Institute of Chartered Bankers is pleased to submit the Council's report and the audited financial statements of the Institute for the financial year ended December 31, 2014.

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	168,625
Tax expense	(28,866)
Net profit for the financial year	139,759

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.

REPORT OF THE COUNCIL

OTHER STATUTORY INFORMATION (CONT'D)

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.

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.

REPORT OF THE COUNCIL

COUNCIL AND CONSTITUTIONAL MATTERS

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

- (a) Nominated by and representing Bank Negara Malaysia under Article 60(a) of the Institute's Articles of Association:
- Donald Joshua Jaganathan
- (b) Nominated by and representing The Association of Banks in Malaysia under Article 60(b) of the Institute's Articles of Association:
- Datuk Abdul Farid Alias
 - Dato' Zulkiflee Abbas Abdul Hamid
 - Wong Kim Choong
 - Tan Kong Khoon
 - Ong Eng Bin (appointed w.e.f 1 October 2014)
 - Jeffrey Chew Sun Teong (resigned w.e.f 1 July 2014)
- (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 Haji Abdullah (appointed w.e.f 28 January 2014)
- (e) Re-elected at the 35th Annual General Meeting under Article 60(e) of the Institute's Articles of Association:
- Kung Beng Hong (retired w.e.f 31 May 2014)

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.

REPORT OF THE COUNCIL

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*)
- Tan Sri Dato' Sri Tay Ah Lek
- Tan Kong Khoo
- Kung Beng Hong (retired w.e.f 31 May 2014)

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

- Dato' Howard Choo Kah Hoe
Managing Director/Chief Executive Officer, IBH Investment Bank Berhad
- Datuk Johar Che Mat
Director, Bank Pertanian Malaysia Berhad
- Professor Dato' Dr Ansary Ahmed
President/Chief Executive Officer, Asia e-University

General Purpose Committee

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

The Committee comprised:

- Datuk Abdul Farid Alias (*Chairman*)
- Datuk Mohamed Azmi Mahmood
- Wong Kim Choong
- Kung Beng Hong (retired w.e.f 31 May 2014)
- Jeffrey Chew Sun Teong (resigned w.e.f 1 July 2014)

REPORT OF THE COUNCIL

ORGANISATION AND MANAGEMENT (CONT'D)

Human Resource Committee

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

The Committee comprised:

- Dato' Zulkiflee Abbas Abdul Hamid (*Chairman*)
- Datuk Mohd Najib Haji Abdullah
- Jeffrey Chew Sun Teong (resigned w.e.f 1 July 2014)

Audit Committee

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

The Committee comprised:

- Datuk Mohamed Azmi Mahmood (*Chairman*)
- Wong Kim Choong
- Jeffrey Chew Sun Teong (resigned w.e.f 1 July 2014)

Personnel

As at year end 2014, the Institute has a total staff strength of 66.

NOMINATION OF COUNCIL MEMBERS

The Institute has received the following nominations for the appointment of Council Members for the 2015/2016 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
- Wong Kim Choong
- Tan Kong Khoon
- Ong Eng Bin

Nominated by the Association of Finance Companies of Malaysia:

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

REPORT OF THE COUNCIL

NOMINATION OF COUNCIL MEMBERS (CONT'D)

Nominated by the Malaysian Investment Banking Association:

- Tan Sri Azman Hashim
- Datuk Mohd Najib Haji Abdullah

ELECTION OF COUNCIL MEMBER

- *Pending at the time of printing*

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 2014.

On behalf of the Council



.....
TAN SRI AZMAN HASHIM
Chairman



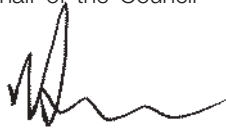
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DATUK ABDUL FARID ALIAS
Vice Chairman

Kuala Lumpur
17 April 2015

STATEMENT BY THE COUNCIL

In the opinion of the Council Members, the financial statements set out on pages 64 to 92 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 December 31, 2014 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
17 April 2015

STATUTORY DECLARATION

I, Tay Kay Luan, being the Chief Executive Officer primarily responsible for the financial management of Asian Institute of Chartered Bankers, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements of the Institute set out on pages 64 to 92 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
17 April 2015

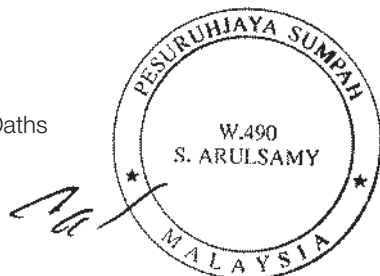
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TAY KAY LUAN

Before me:

Commissioner for Oaths



16 • Tingkat Bawah Jalan Pudu,
55100 Kuala Lumpur.

INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF ASIAN INSTITUTE OF CHARTERED BANKERS

(Incorporated in Malaysia)

Company No: 35880 P

REPORT ON THE FINANCIAL STATEMENTS

We have audited the financial statements of Asian Institute of Chartered Bankers, which comprise the Statement of Financial Position as at December 31, 2014 of the Institute, and the Statement of Comprehensive Income, Statement of Changes in Equity and Statement of Cash Flows of the Institute for the financial year then ended, and a summary of significant accounting policies and other explanatory information, as set out on pages 64 to 92.

Council's Responsibility for the Financial Statements

The Council of the Institute is responsible for the preparation of financial statements so as to give a true and fair view in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act 1965 in Malaysia. The Council is 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 December 31, 2014 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

TO THE MEMBERS OF ASIAN INSTITUTE OF CHARTERED BANKERS

(Incorporated in Malaysia)
Company No: 35880 P

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
17 April 2015

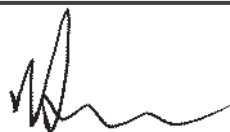


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DATO' N. K. JASANI
(NO: 708/03/16(J/PH))
CHARTERED ACCOUNTANT

STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER, 31 2014

	Note	2014 RM	2013 RM
PROPERTY, PLANT AND EQUIPMENT	4	6,821,782	7,802,894
INVESTMENT IN AN ASSOCIATE	5 (a)	80,001	80,001
CURRENT ASSETS			
Receivables	6	5,150,455	836,208
Amount due from an associate	5 (b)	3,713	11,678
Amount due from related party	7	236,439	3,011
Short term fixed deposits with licensed banks		1,788,231	7,198,231
Cash and bank balances		928,997	197,618
Total current assets		8,107,835	8,246,746
CURRENT LIABILITIES			
Prepaid income		2,110,907	1,405,836
Library deposits		117,310	117,360
Payables	8	2,921,130	4,873,910
Tax payable		20,530	32,553
Total current liabilities		5,169,877	6,429,659
NET CURRENT ASSETS		2,937,958	1,817,087
TOTAL NET ASSETS		9,839,741	9,699,982
EQUITY			
Accumulated Fund		(1,848,239)	(1,987,998)
Launching Grant	9	687,980	687,980
Secured Zero Coupon Bonds	10	11,000,000	11,000,000
		9,839,741	9,699,982



TAN SRI AZMAN HASHIM
Chairman



DATUK ABDUL FARID ALIAS
Vice-Chairman

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

STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2014

	Note	2014 RM	2013 RM
Revenue	11	31,468,409	29,630,377
Personnel costs		(9,972,075)	(8,752,518)
Depreciation of property, plant and equipment		(1,004,482)	(1,026,983)
Operating expenses		(20,323,227)	(19,848,073)
Profit before tax	12	168,625	2,803
Tax expense	13	(28,866)	(40,888)
Net profit/(loss) for the financial year		139,759	(38,085)
Other comprehensive income		-	-
Total comprehensive income/(loss) for the financial year		139,759	(38,085)



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 DECEMBER 31, 2014

	Note	Launching grant RM	Accumulated fund RM	Secured zero coupon bonds RM	Total RM
Balance at December 31, 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 December 31, 2013		687,980	(1,987,998)	11,000,000	9,699,982
Total comprehensive profit for the financial year		–	139,759	–	139,759
Balance at December 31, 2014		687,980	(1,848,239)	11,000,000	9,839,741

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

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2014

	Note	2014 RM	2013 RM
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before tax		168,625	2,803
Adjustments for:-			
Gain on disposal of property, plant and equipment		-	(4,706)
Property, plant and equipment written off		-	18,979
Depreciation of property, plant and equipment		1,004,482	1,026,983
Interest income		(157,752)	(203,994)
Interest expense		2,000	2,000
Operating surplus before working capital changes		1,017,355	842,065
Changes in working capital:-			
Receivables		(4,314,247)	(264,435)
Payables		(1,247,759)	(1,413,602)
Related party		(233,428)	(263)
Cash used in operations		(4,778,079)	(836,235)
Tax paid		(40,889)	(24,755)
Net cash used in operating activities		(4,818,968)	(860,990)
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		157,752	203,994
Repayment from/(Advance to) an associate		7,965	(7,008)
Purchase of property, plant and equipment		(23,370)	(110,061)
Proceeds from disposal of property, plant and equipment		-	4,728
Net cash from investing activities		142,347	91,653

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

STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2014

	Note	2014 RM	2013 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		(4,678,621)	(771,337)
At beginning of financial year		7,395,849	8,167,186
At end of financial year	A	2,717,228	7,395,849

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

	2014 RM	2013 RM
Short term fixed deposits with licensed bank	1,788,231	7,198,231
Cash and bank balances	928,997	197,618
	2,717,228	7,395,849

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

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

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 17 April 2015.

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")

The accounting policies adopted by the Institute are consistent with those of the prior financial year except for the new and revised MFRSs and IC Interpretations approved by MASB and applicable for the current financial year. Application of the new and revised MFRSs and interpretations has no material impact on the financial statements of the Institute.

Initial application of the amendments/improvements to the MFRSs and IC Int did not have material impact to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

2. BASIS OF PREPARATION (CONT'D)

2.5 Standards Issued But Not Yet Effective

At the date of authorisation of these financial statements, MASB has approved certain new standards, amendments and interpretations to existing standards which are not yet effective, and have not been early adopted by the Institute.

Management anticipates that all of the relevant pronouncements will be adopted in the Institute's accounting policies for the first period beginning after the effective date of the pronouncement. Information on new standards, amendments and interpretations relevant to the Institute's financial statements are provided below. Certain other new standards and interpretations although have been issued by the MASB, they are not expected to have a material impact on financial statements of the Institute.

MFRS 9 Financial Instruments

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

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

2.6 Significant accounting estimates and judgements

Estimates, assumptions concerning the future and judgements are made in the preparation of the financial statements. They affect the application of the Institute's accounting policies and reported amounts of assets, liabilities, income and expenses, and disclosures made. 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 2014, 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

– DECEMBER 31, 2014

2. BASIS OF PREPARATION (CONT'D)

2.6 Significant accounting estimates and judgements (cont'd)

2.6.1 Estimation uncertainty (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

– DECEMBER 31, 2014

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.

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

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

– DECEMBER 31, 2014

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.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

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.

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.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.6 Tax expense (cont'd)

362 Deferred tax (cont'd)

The carrying amount of a deferred tax asset is reviewed at the end of each reporting period. If it is no longer probable that sufficient taxable profit will be available to allow all or part of the deferred tax asset to be utilised, the carrying amount of the deferred tax asset will be reduced accordingly. When it is probable that sufficient taxable profit will be available, such reductions will be reassessed at the end of each reporting period and are recognised to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be utilised.

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

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

3.7 Cash and cash equivalents

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

3.8 Impairment of 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.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.8 Impairment of financial assets (cont'd)

Trade and other receivables and other financial assets carried at amortised cost (cont'd)

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).

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.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.8 Impairment of financial assets (cont'd)

Impairment of non-financial assets (cont'd)

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.

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.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.10 Leases (cont'd)

3.10.1 Finance leases (cont'd)

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

3.10.2 Operating lease

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

3.11 Equity instruments

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

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

3.12 Prepaid income

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

3.13 Financial instruments

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.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.13 Financial instruments (cont'd)

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.

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.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.13 Financial instruments (cont'd)

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 Institute has an unconditional right to defer settlement of the liability for at least 12 months after the reporting date.

3.14 Related parties

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

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

– DECEMBER 31, 2014

4. PROPERTY, PLANT AND EQUIPMENT

Cost	Leasehold	Long term	Office	Library	Motor	Renovation	Capital	Total
	land	leasehold	furniture	books	vehicles		work in	
	RM	building	and				progress	RM
		RM	electrical	RM	RM	RM	RM	RM
			installation					
			and					
			equipment					
At December 31, 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 December 31, 2013	2,853,253	6,850,946	2,744,907	14,010	407,440	1,996,965	–	14,867,521
Additions	–	–	23,370	–	–	–	–	23,370
Disposals	–	–	–	–	–	–	–	–
Written off	–	–	–	–	–	–	–	–
At December 31, 2014	2,853,253	6,850,946	2,768,277	14,010	407,440	1,996,965	–	14,890,891
Accumulated depreciation								
At December 31, 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 December 31, 2013	911,146	2,560,830	2,512,599	12,692	346,299	721,061	–	7,064,627
Charge for the financial year	32,242	137,019	108,891	465	60,271	665,594	–	1,004,482
Disposals	–	–	–	–	–	–	–	–
Written off	–	–	–	–	–	–	–	–
At December 31, 2014	943,388	2,697,849	2,621,490	13,157	406,570	1,386,655	–	8,069,109
Net carrying amount								
At December 31, 2013	1,942,107	4,290,116	232,308	1,318	61,141	1,275,904	–	7,802,894
At December 31, 2014	1,909,865	4,153,097	146,787	853	870	610,310	–	6,821,782

The building and leasehold land is pledged and held by a Trust for zero coupon bonds issued as per Note 10 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

5. INVESTMENT IN AN ASSOCIATE

(a) Investment in an associate

	2014 RM	2013 RM
Unquoted shares, at cost	80,001	80,001

The associate incorporated in Malaysia is as follows:-

Name of company	% of equity		Principal activity
	2014	2013	
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:-

	2014 RM	2013 RM
Investment in associate company:-		
At cost	80,001	80,001
Share of post-acquisition loss	(28,416)	(26,919)
	51,585	53,082

Represented by:-

Share of net tangible assets	51,585	53,082
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(b) The amount due from an associate is unsecured, interest free and has no fixed term of repayment.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

6. RECEIVABLES

	2014 RM	2013 RM
Trade receivables*	4,903,731	412,590
Less: Impairment loss	–	–
	4,903,731	412,590
Other receivables	128,473	286,035
Deposits	59,008	47,832
Prepayments	59,243	89,751
	5,150,455	836,208

The normal trade credit terms granted by the Institute to the trade receivables range from 0 to 30 days (2013: 30 to 60 days). Other credit terms are assessed and approved on case by case basis.

* The technical glitches in Business-to-Business system introduced in 2014 caused the significant increase in the trade receivables. Manual intervention was necessary to remediate the situation.

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

	2014 RM	2013 RM
Trade payables	459,743	40,172
Other payables and accruals	5,718,128	3,864,691
Deferred Income	2,070,206	4,024,792
Owed by Staff Training Fund	(5,326,947)	(3,035,745)
	2,921,130	4,873,910

Deferred income comprise grants received from Staff Training Fund for capital and development expenditures. Deferred income will be amortised upon completion of the project.

Amount owed by Staff Training Fund comprised operating expenditures and STF utilisation carried forward. The balances are settled on a half yearly basis.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

9. LAUNCHING GRANT

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

10. SECURED ZERO COUPON BONDS

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

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

11. REVENUE

	2014 RM	2013 RM
Qualification	2,249,270	2,211,582
Membership	1,071,402	1,113,070
Publications	9,150	15,551
Course fees	13,769,040	13,540,300
Subsidy from staff training fund	14,066,683	12,366,372
Other revenue	302,864	383,502
	31,468,409	29,630,377

12. PROFIT BEFORE TAX

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

	2014 RM	2013 RM
Auditors' remuneration	20,000	18,000
Depreciation of property, plant and equipment	1,004,482	1,026,983
Office rental	-	32,548
Interest expense	2,000	2,000
Gain on disposal of property, plant and equipment	-	(4,706)
Property, plant and equipment written off	-	18,979
Realised loss on foreign exchange	-	1,948
Interest on fixed deposits	(157,752)	(203,994)

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

13. TAX EXPENSE

	2014 RM	2013 RM
Current financial year provision	28,866	40,888

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:-

	2014 RM	2013 RM
Profit before tax	168,625	2,803
Income tax at statutory rate of 26%	43,843	729
Tax effect in respect of:		
Non-allowable expenses	260,293	187,769
Tax savings as a result of taxable income taxed at lower scaled rates	(12,150)	(12,150)
Deferred taxation not recognised in the financial statements		
- Current year	(260,780)	(170,560)
- Prior year	(2,340)	35,100
	(263,120)	(135,460)
Total tax expense	28,866	40,888

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

14. DEFERRED TAX

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 2014, the estimated amount of deferred taxation benefits, calculated at current tax rate, which has not been recognised in the financial statements, are as follows:-

	2014 RM	2013 RM
Temporary differences in respect of excess of carrying amount over tax base of:		
– property, plant and equipment	(4,006,000)	(4,230,000)
Tax effects of unabsorbed capital allowances	2,168,000	3,172,000
Tax effects of unutilised business losses	1,067,000	1,067,000
Deferred tax	(771,000)	9,000

Deferred tax liabilities for the year have not been recognised as there is insufficient taxable surplus to be used to offset the amount and it is not probable that AICB, being a non profit organisation, has future capability where the temporary differences can be absorbed.

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

15. EMPLOYEES INFORMATION

	2014 RM	2013 RM
Salary, bonus and overtime	7,593,516	6,742,799
Defined contribution plan	1,245,062	1,067,784
Social security contributions	35,871	34,694
Other staff costs	1,097,626	907,241
	9,972,075	8,752,518

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

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
2014			
Financial assets			
Receivables	5,091,212	5,091,212	–
Amount due from an associate	3,713	3,713	–
Amount due from related party	236,439	236,439	–
Short term fixed deposits with licensed banks	1,788,231	1,788,231	–
Cash and bank balances	928,997	928,997	–
	8,048,592	8,048,592	–
Financial liabilities			
Library deposits	117,310	–	117,310
Payables	2,921,130	–	2,921,130
	3,038,440	–	3,038,440
	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

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

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 Council 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:-

	2014	2013
	RM	RM
Trade and other receivables	5,150,455	836,208
Short term fixed deposit with licensed banks	1,788,231	7,198,231
Cash and bank balances	928,997	197,618
	7,867,683	8,232,057

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

16. FINANCIAL INSTRUMENTS (CONT'D)

Financial Risks Management (cont'd)

(a) Credit risk (cont'd)

Exposure to credit risk (cont'd)

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:-

	RM	2014	%
Top 5 banks	2,696,450		55

	RM	2013	%
Top 5 banks	242,650		59

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

Credit risk concentration profile

As at 31 December 2014, trade receivables of RM3,191,991 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:-

2014	Gross RM	Impairment RM	Net RM
Not past due	1,711,740	–	1,711,740
Past due 0-30 days	309,183	–	309,183
Past due 31-60 days	502,990	–	502,990
Past due 61-90 days	292,384	–	292,384
Past due more than 120 days	2,087,434	–	2,087,434
Total	4,903,731	–	4,903,731

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

16. FINANCIAL INSTRUMENTS (CONT'D)

Financial Risks Management (cont'd)

(a) Credit risk (cont'd)

Credit risk concentration profile (cont'd)

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

2013	Gross RM	Impairment RM	Net RM
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

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.

The Institute's liquidity risk management policy is that short-term financing facility is only used to finance the short-term working capital gap.

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.

2014	On demand or within 1 year RM	More than 2 years RM	Total RM
Payables (Note 8)	2,921,130	–	2,921,130

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

16. FINANCIAL INSTRUMENTS (CONT'D)

Financial Risks Management (cont'd)

(b) Liquidity risk (cont'd)

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

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

2013	On demand or within 1 year RM	More than 2 years RM	Total RM
Payables (Note 8)	4,873,910	–	4,873,910

(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:-

2014	Not more than 1 year RM	Total RM	Effective interest rate during the year %
<u>Financial assets</u>			
Short term deposits with licensed banks	1,788,231	1,788,231	1.90%-3.15%
2013	Not more than 1 year RM	Total RM	Effective interest rate during the year %
<u>Financial assets</u>			
Short term deposits with licensed banks	7,198,231	7,198,231	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.

NOTES TO THE FINANCIAL STATEMENTS

– DECEMBER 31, 2014

16. FINANCIAL INSTRUMENTS (CONT'D)

Financial Risks Management (cont'd)

(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

AICB INSTITUTIONAL MEMBERS

as at 31 December 2014

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) Berhad

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
IFS Capital (Malaysia) Sdn Bhd
Malaysia Building Society Berhad
Malaysia Debt Ventures Berhad

APPENDIX

AICB STATE ADVISORY

Committees 2013/2014

Category	Name	Organisations
Johor (Southern)	Mr Raman a/l Krishnan (Chairman) Pn Maniza Mohd Abu Mr Fong Hong Meng En Shaiful Bahri Mohd Yaacob Mr Calvin Yau Yin Wee En Yusof Mohd Hanipah Pn Nur Finah Mr Ling Long Ek En Adnan Sharif Ms Fiona Gan Huei Chin Mr Peter Cheong Kwok Leong Mr Edwin Ravi Mr Koh Boon Huat	Bank Negara Malaysia Affin Bank Berhad Alliance Bank Malaysia Berhad AmBank (M) Berhad AmInvestment Bank Berhad CIMB Bank Berhad Hong Leong Bank Berhad Hong Leong Bank Berhad Malayan Banking Berhad OCBC Bank (Malaysia) Berhad Public Bank Berhad RHB Bank Berhad United Overseas Bank (Malaysia) Berhad
Kelantan	Pn Nor Sabimi bt Mohamed Aluwi Mr Wei Fu Kui En Wan Shah bin Wan Din	Al-Rajhi Banking & Investment Corporation (Malaysia) Berhad AmBank (M) Berhad CIMB Bank Berhad
Labuan	Datuk Chin Chee Kee (Chairman) Ms Moh Kiew Eng @ Veronica Ms Clara Lim Ai Cheng, MIBM Dato' Howard Choo Kah Hoe Mr Seah Boon Chong, Colin Paul Pn Yon Zahimah Ibrahim En Jofri bin Baharudin En Jubely bin Pa	Noble House International Trust Ltd AmBank (M) Berhad Citibank Malaysia (L) Limited IBH Investment Bank Limited ITMC Fiduciary Limited Labuan FSA Malayan Banking Berhad Maybank International (L) Ltd
Pahang	En Abd Halim bin Lehan (Chairman) En Azmir bin Abd Rahman Pn Hajah Norlini Ross bt Hashim Mr Lim Sek Hwa Mr Liew Chai Khar	Malayan Banking Berhad Affin Bank Berhad AmBank (M) Berhad CIMB Bank Berhad United Overseas Bank (Malaysia) Berhad
Penang (Northern)	Mr Tan Leong Theng, MIBM (Chairman) Ms Ooi Lai Im Ms Teoh Siew Fong Mr Lim Kok Beng, MIBM Ms Ong Gaik Leng Pn Sarimah Basrah En Mohd Daud bin Dahar Ms Liew Chee Cheang Ms Soon Mun Har, MIBM Mr Rajenthiran Koru Mr Teh Keng Loon, MIBM Mr Tan Guan Leong	AmInvestment Bank Berhad Affin Bank Berhad Alliance Bank Malaysia Berhad AmBank (M) Berhad AmBank (M) Berhad Bank Muamalat (M) Berhad Bank Negara Malaysia CIMB Bank Berhad Hong Leong Bank Berhad Malayan Banking Berhad Public Bank Berhad United Overseas Bank (Malaysia) Berhad

APPENDIX

AICB STATE ADVISORY

Committees 2013/2014

Category	Name	Organisations
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 Mohd Azrul Abdul Rahman	CIMB Bank Berhad
	Mr Lim Hui Boon	Hong Leong Bank Berhad
	En Mohd Zaini bin Aris	Malayan Banking Berhad
	Mr Loh Soon On	RHB Bank Berhad
Sabah	Mr Liew Kui Choi (Chairman)	Malayan Banking Berhad
	Mr Felix Lo Chee Fui	Affin Bank Berhad
	Ms Diana S. Jikuil	Alliance Bank Malaysia Berhad
	Ms Kathy Leong	AmBank (M) Berhad
	Mr Chan Teck Sang	AmBank (M) Berhad
	En Zamri bin Pardi	Bank Muamalat Malaysia Berhad
	Ms Valerie Thomas Viji	Bank Negara Malaysia
	Mr Albert Wong	CIMB Bank Berhad
	Mr Jeffrey Wong Yih Hua	Hong Leong Bank Berhad
	Mr Thomas Liew Thau Khiong	Hong Leong Bank Berhad
	Mr Chieng Yew Hoon	Public Bank Berhad
	Mr Froman Lo Mei Hwa	RHB Bank Berhad
	Mr Siaw Kok Chee	RHB Bank Berhad
	Ms Tan Syn Yee	Sabah Development Bank Berhad
	Mr Chua Chai Hua	United Overseas Bank (Malaysia) Berhad
Sarawak	Mr Simon Su Hiong Tiing (Chairman)	AmBank (M) Berhad
	En Mohamad Shiblee bin Abang Sapuan	Affin Bank Berhad
	Mr Ting Sie King	Alliance Bank Malaysia Berhad
	Pn Rosnani Mahamad Zain	Bank Negara Malaysia
	Mr Song Khoon Soon, MIBM	CIMB Bank Berhad
	En Nor Azmi Bin Md Yusof	CIMB Bank Berhad
	Mr Yeo Kim Teck	Hong Leong Bank Berhad
	Mr Saradaran J Pillai	HSBC Bank Malaysia Berhad
	Mr Teo Yan Chiok	Industrial and Commercial Bank of China (Malaysia) Bhd
	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
	Hajah Johanna bt Abdullah	RHB Bank Berhad
	Mdm Iris Ngui	Standard Chartered Bank Malaysia Berhad
	Ms Emily Rolanda Yong, MIBM	United Overseas Bank (Malaysia) Berhad

EXAMINATION COMMITTEES 2014 FOR SPECIALIST QUALIFICATIONS

CERTIFIED CREDIT PROFESSIONAL (CCP)

Chia Swee Yuen, FIBM (Assoc) formerly with AmBank (M) Berhad
 Choo Kam Leng, Janet, FIBM (Assoc) Hong Leong Bank Berhad
 Hamidah Osman, FIBM (Assoc) CIMB Bank Berhad
 Kasinathan Kasipillai, FIBM (Assoc) Affin Bank Berhad
 Kow Chee Yen, Max, MIBM Consultant
 Low Yeau Choong, FIBM (Assoc) Consultant
 Lu Lee Khoon, Esther, MIBM formerly with Public Bank Berhad
 Ng Chih Kaye, MIBM Consultant
 Nirmala Doraisamy, MIBM Credence Malaysia Sdn Bhd
 Stephen Louis J C Silva, FIBM (Assoc) RHB Bank Berhad
 Wong Liew Kheng, Warren, MIBM Consultant

CERTIFICATE IN INTERNAL AUDITING FOR FINANCIAL INSTITUTIONS (CIAFIN)

Ang Lek Hui, MIBM Alliance Bank Malaysia Berhad
 Tan Pet Heong, Peter, FIBM (Assoc) Consultant
 Yip Tsui Yoke, Jennifer, FIBM (Assoc) Hong Leong Bank Berhad

PASARAN KEWANGAN MALAYSIA CERTIFICATE (PKMC)

Aria Putera, MIBM Maybank Islamic Berhad
 Azidy Daud, FIBM (Assoc) Asian Finance Bank Berhad
 Bacil Fernandez, FIBM (Assoc) Public Bank Berhad
 Beh Cheng Hoon, MIBM Bank Negara Malaysia
 Chan Heng Leong, Christopher, FIBM (Assoc) formerly with Hong Leong Bank Berhad
 Chin Yaw Loong, Erik, MIBM AmBank (M) Berhad
 Chong Jin Yoong, MIBM formerly with AmBank (M) Berhad
 Fong Chee Choong, MIBM CIMB Investment Bank Berhad
 Lee Wei Peng, Alvin, MIBM Standard Chartered Bank Malaysia Berhad
 Lim Eng Cheng, Eddie, FIBM (Assoc) Consultant
 Tan Boon Teck, Stantley James, Kenanga Investment Bank Berhad
 Yeo Chin Tiong, MIBM formerly with Alliance Bank Malaysia Berhad

INVESTOR PROTECTION PROFESSIONAL CERTIFICATION (IPPC)

Chong Jin Yoong, MIBM formerly with AmBank (M) Berhad
 Ho Kok Chung, Jeremy, MIBM Citibank Berhad
 Lim Tee Meng, David, MIBM Bank Islam Malaysia Berhad
 Wong Dan Yuh, MIBM Malayan Banking Berhad
 Yap Mei Lin, Millie, MIBM HSBC Bank Malaysia Berhad
 Yeo Chin Tiong, MIBM formerly with Alliance Bank Malaysia Berhad
 Dr Yong Chai Lin, Jennifer, MIBM CIMB Investment Bank Berhad

EXECUTIVE BANKER (EB)

David Leong Sze Khiong, MIBM Consultant
 Hor Kam Peng, FIBM (Assoc) Consultant
 Kow Chee Yen, Max, MIBM Consultant
 Leong Sow Yoke, MIBM Alliance Bank Malaysia Berhad
 Nirmala Doraisamy, MIBM Credence Malaysia Sdn Bhd
 Tan Pet Heong, Peter, FIBM (Assoc) Consultant

PROFESSIONAL CREDIT CERTIFICATION (PCC)

Ang Ai Nee, Carine, MIBM Alliance Bank Malaysia Berhad
 Choo Kam Leng, Janet, FIBM (Assoc) Hong Leong Bank Berhad
 Chow Thim Kwong, Andrew, MIBM Consultant
 K. Sivakumar K. Kathireson, MIBM Consultant
 Krishna Kumar, MIBM Consultant
 Kow Chee Yen, Max, MIBM Consultant
 Lim Kee Hong, Donald, MIBM Consultant
 Low Yeau Choong, FIBM (Assoc) Consultant
 Lu Lee Khoon, Esther, MIBM formerly with Public Bank Berhad
 Ng Chih Kaye, MIBM Consultant
 Stephen Louis J C Silva, FIBM (Assoc) RHB Bank Berhad
 Tam Kut Wah, Cindy, MIBM Public Bank Berhad
 Wong Liew Kheng, Warren, MIBM Consultant

PROFESSIONAL BANKER (PB)

Cheah Siak Keong, MIBM AmBank (M) Berhad
 Koh Hsieng-Yang, Eric, MIBM University of Malaya
 Kow Chee Yen, Max, MIBM Consultant
 Krishna Kumar, MIBM Consultant
 Leong Sow Yoke, MIBM Alliance Bank Malaysia Berhad
 Lim Kee Hong, Donald, MIBM Consultant
 Nirmala Doraisamy, MIBM Credence Malaysia Sdn Bhd
 Tam Kut Wah, Cindy, MIBM Public Bank Berhad
 Tan Pet Heong, Peter, FIBM (Assoc) Consultant

FORM OF PROXY

INDIVIDUAL MEMBER FORM OF PROXY

FOR THE 37TH ANNUAL GENERAL MEETING

I
(Full name of Individual member)

of
(Full Address)

being a Member of ASIAN INSTITUTE OF CHARTERED BANKERS, 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 37th Annual General Meeting of the Institute to be held on Wednesday, 1 July 2015 at 9.30 a.m. and at any adjournment thereof. My Proxy is to vote as indicated below: *(Please indicate with an 'X' in the spaces provided on how you wish your vote to be cast. In the absence of specific directions, your Proxy will vote or abstain as he/she thinks fit.)*

No.	Ordinary Resolution	For	Against
1.	To reappoint Tan Sri Azman Hashim pursuant to Section 129(6) of the Companies Act, 1965.		
2.	To reappoint Tan Sri Dato' Sri Tay Ah Lek pursuant to Section 129(6) of the Companies Act, 1965.		
3.	To reappoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration.		

Dated this day of 2015
Signature of Member

Notes:

- Every **Individual Member** of Asian Institute of Chartered Bankers 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.
- This **Form of Proxy** must be deposited with the Secretary not less than **forty-eight (48) hours** before the time set for the Meeting or adjourned Meeting.

ASIAN INSTITUTE OF CHARTERED BANKERS

(Formerly known as Institut Bank-Bank Malaysia)

Company No. 35880-P

(Incorporated in Malaysia)

FORM OF NOMINEE

CORPORATE MEMBER FORM OF NOMINEE

FOR THE 37TH ANNUAL GENERAL MEETING

We
(Full name of Corporate member)

of
(Full Address)

being a Member of ASIAN INSTITUTE OF CHARTERED BANKERS, 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 37th Annual General Meeting of the Institute to be held on Wednesday, 1 July 2015 at 9.30 a.m. and at any adjournment thereof. Our Nominee is to vote as indicated below: *(Please indicate with an 'X' in the spaces provided on how you wish your vote to be cast. In the absence of specific directions, your Nominee will vote or abstain as he/she thinks fit.)*

No.	Ordinary Resolution	For	Against
1.	To reappoint Tan Sri Azman Hashim pursuant to Section 129(6) of the Companies Act, 1965.		
2.	To reappoint Tan Sri Dato' Sri Tay Ah Lek pursuant to Section 129(6) of the Companies Act, 1965.		
3.	To reappoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration.		

Dated this day of 2015

.....
Signature and Common Seal

Notes:

- Every **Corporate Member** of Asian Institute of Chartered Bankers is entitled to nominate one corporate representative (**Form of Nominee**) to attend and vote at all General Meetings. Alternate representatives may be appointed by such Corporate Member, but no Member may have more than one corporate representative at one General Meeting. Every Corporate Member shall have one vote.
- This **Form of Nominee** must be deposited with the Secretary not less than **forty-eight (48) hours** before the time set for the Meeting or adjourned Meeting.

ASIAN INSTITUTE OF CHARTERED BANKERS
(Formerly known as Institut Bank-Bank Malaysia)

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50490 Kuala Lumpur Malaysia

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