



**ASIAN
INSTITUTE OF
CHARTERED
BANKERS**



**ELEVATING
PROFESSIONAL
STANDARDS**

**ANNUAL REPORT
2015**

At the core of every bank's success is the quality of its people. In a changing banking landscape, the Asian Institute of Chartered Bankers (AICB) anchors the industry to a sustainable pipeline of qualified professionals. AICB's focus on championing world class education, enhancing membership value, facilitating strategic alliances and advancing thought leadership to cultivate high professional standards recognised the world over is fortifying the fundamentals of the banking and financial services industry.



ELEVATING PROFESSIONAL STANDARDS

"Elevating professional standards" is appropriately the theme for the 2015 Report. The banking profession contributes to economic growth and development as well as serves the public interest. We are committed towards the development of the banking profession by ensuring high professional standards across technical competency and regulations, and through working closely with international partners in education, examinations and awards. We continue with the founding traditions and values of ensuring our service propositions are aligned with the evolving industry landscape. Elevating professional standards hence is part of our agenda of professionalising the banking profession.

INSIDE THIS REPORT

- 2 Vision & Mission
- 4 About AICB
- 6 AICB's Transformation Journey
- 8 Corporate Information
- 10 Notice of Annual General Meeting
- 12 Council Members
- 14 Management Team
- 16 Chairman's Statement

38th

ANNUAL GENERAL MEETING OF

ASIAN INSTITUTE OF CHARTERED BANKERS

Friday, 27 May 2016 at 9:30 a.m.

Sasana Kijang, Room 3.1 & 3.2

Level 3, 2 Jalan Dato' Onn

50480 Kuala Lumpur

EXAMS
& AWARDS



RESEARCH



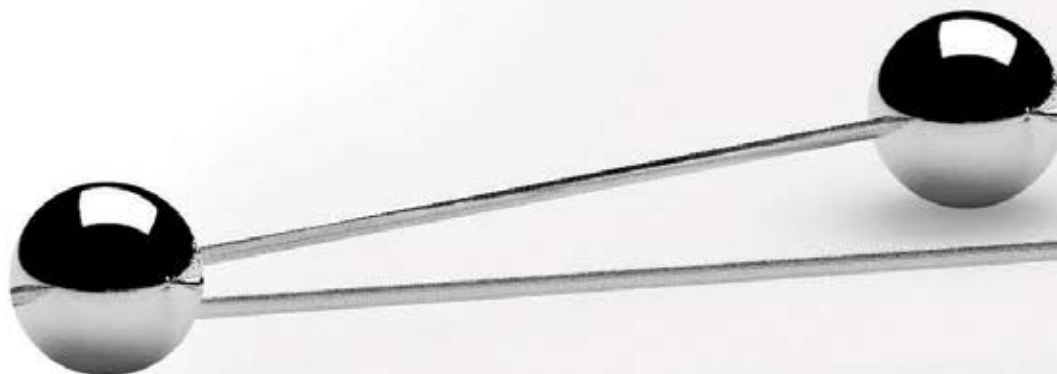
20	Chief Executive's Statement	47	Corporate Event Highlights
23	Committees & Members	52	Financial Statements
26	Overview & Performance Review	88	Appendix - Corporate Members 2015
	- New Developments & Updates	90	Appendix - State Advisory Committees 2015
	- Membership	92	Examination Committee 2015 for Specialist Qualifications
	- Qualifications	93	Form of Proxy for the 38th Annual General Meeting
	- Promotional Campaigns	94	Form of Nominee for the 38th Annual General Meeting
	- Stakeholders' Engagement		
	- Publications		

VISION

To be the professional body of
choice for bankers

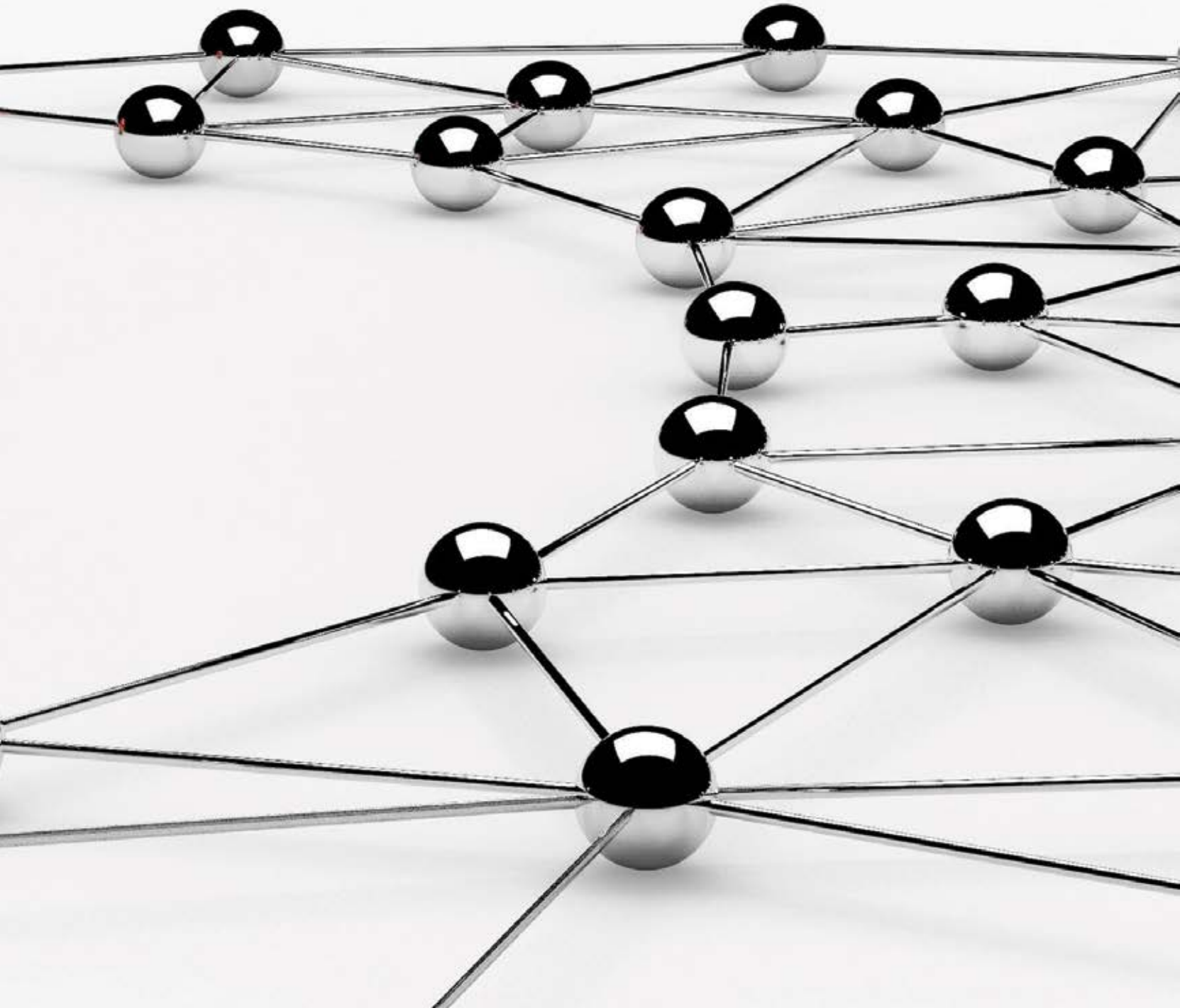
MISSION

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



this annual report is available online at

www.aicb.org.my





ABOUT AICB



WORLD CLASS EDUCATION

The Asian Institute of Chartered Bankers (AICB), formerly established as the Institute of Bankers Malaysia (IBBM) in 1977, is the professional body for the banking and financial services industry in Malaysia. Governed by a Council comprising representatives from Bank Negara Malaysia (BNM), the Association of Finance Companies in Malaysia and the Malaysian Investment Banking Association, our focus is on elevating professional and ethical standards of our members towards uplifting the banking education landscape in the Asian region.

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.

AICB's Continuing Professional Development (CPD) programmes provide progression opportunities that systematically equip participants with the skills they need as they progress in their careers. The programmes are localised, customised and comprehensive; catering to various levels in the banking and financial services industry.



The highlight of AICB's membership growth and engagement strategy is our partnership with the Chartered Banker Institute, UK as the joint awarding body for the Chartered Banker qualification.

AICB is devoted to providing world class education, examinations and awards as part of our mission to develop talent in the banking and financial services industry. We offer industry focused professional qualifications both through our own curriculum and awards, and in collaboration with other professional bodies and educational institutions. The highly respected Chartered Banker professional designation, which is awarded upon successful completion of examinations and relevant work experiences, is recognised globally. This elevates competitiveness and maintains the highest standard of excellence and professionalism within the industry.

In assisting financial institutions to empower their employees with new knowledge and skills to achieve business goals, 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'S TRANSFORMATION JOURNEY

- ✓ Introduced the five-year Strategic Blueprint
- ✓ Initiated the development of Anti-Money Laundering and Counter Financing of Terrorism (AML/CFT) Certification
- ✓ Published a revised edition of 'Introduction to International Trade Finance'
- ✓ Completed the review of the Certified Credit Professional (CCP) programme

2010

2011

2012

2013

- ✓ Officially launched the Chartered Banker qualification - the gold standard in banking qualifications
- ✓ Registration of the Asian Banking School (ABS)
- ✓ Formation of the Knowledge Management Task Force (KMTF)
- ✓ Introduced the Investor Protection Professional Certification (IPPC)
- ✓ Inaugural graduation of the Anti-Money Laundering and Counter Financing of Terrorism (AML/CFT) students
- ✓ Hosted the inaugural Risk Management Conference

- ✓ Introduced the Professional Qualifications in Anti-Money Laundering and Counter Financing of Terrorism (AML/CFT)
- ✓ Successfully hosted the Roundtable Forum on "Green Technology Financing - the Malaysian and Turkish Experience" with the support from the World Bank
- ✓ Became a founding member of the Global Banking Education Standards Board
- ✓ Signed a Memorandum of Understanding with the Institute of Internal Auditors Malaysia
- ✓ Successfully hosted the inaugural IBBM Financial Services Industry (FSI) Careers Fair 2011

- ✓ Officially rebranded as the Asian Institute of Chartered Bankers (AICB)
- ✓ Accreditation of the Chartered Banker qualification by our joint examiners, the Chartered Banker Institute, UK
- ✓ Rebranded Credit Certification Programme to Professional Credit Certification (PCC)
- ✓ Collaborated with the Ateneo-Bankers Association of the Philippines (BAP) Institute of Banking on the development of Bank Risk Management qualification
- ✓ Successfully chaired the 2013 Asian-Pacific Association of Banking Institutes (APABI) Biennial Conference in Kuala Lumpur
- ✓ Hosted the 2nd Risk Management Conference
- ✓ International engagement with Cambodia, India, Indonesia, Maldives, Mongolia, Myanmar, Nigeria, Philippines, United Arab Emirates and Vietnam

- ✓ Launched the Professional Banker, the second level of the Chartered Banker qualification
- ✓ Completed the Bank Risk Management course curriculum with Ateneo-Bankers Association of the Philippines (BAP) Institute of Banking
- ✓ Collaborated with the International Compliance Association (ICA) to offer the Professional Qualifications in Regulatory Compliance
- ✓ Organised the inaugural HR Knowledge Bazaar and Conference themed “Driving Transformation”
- ✓ Hosted the UM Corporate Governance Workshop in collaboration with University of Malaya (UM)
- ✓ Organised the inaugural Labuan Conference themed “Combating Financial Fraud”
- ✓ Organised the Intellectual Property Financing Conference 2014 with BNM and MyIPO in Kuala Lumpur
- ✓ Hosted the 3rd Risk Management Conference
- ✓ International engagement with Cambodia, Myanmar, Philippines, Thailand and Vietnam

2014

2015

- ✓ Introduced the new Memorandum and Articles of Association (M&A)
- ✓ Introduced the new Membership Framework and Risk Management Framework
- ✓ Released the new Admission and Exemption Policy for qualifications
- ✓ Officially opened the Asian Banking School (ABS)
- ✓ Organised the 2nd HR Knowledge Bazaar and Conference themed “Talent Management 2020 for Superior Business Performance”
- ✓ Organised the inaugural Global Banking Conference themed “The New Banking Paradigm: Disruptions, Risks and Opportunities”
- ✓ Organised the 2nd Labuan Conference themed “50 Shades of Crimes”
- ✓ Organised AICB’s Breakfast Series seminars in Penang, Johor Bahru, Kuching and Kota Kinabalu
- ✓ Published two survey reports - ‘Recovery and Resolution Planning’ with PwC Malaysia and ‘Data Analytics’ with EY Malaysia
- ✓ Forged smart industry-academia partnerships via the signing of Memorandums of Understanding with Multimedia University, Universiti Utara Malaysia and Taylor’s University
- ✓ Implemented the AICB Integration Management System (AIMS)
- ✓ Held Malaysia’s inaugural Chartered Banker Conferment Ceremony where 45 top bankers were conferred the Chartered Banker status
- ✓ International engagement with Bangladesh, Egypt, Kenya, Myanmar, Nepal and Tanzania



CORPORATE INFORMATION

CHAIRMAN

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

VICE CHAIRMAN

Datuk Abdul Farid Alias, *FCB*
Group President & Chief Executive Officer
Malayan Banking Berhad

COUNCIL MEMBERS

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

Tan Sri Dato' Sri Tay Ah Lek, *FCB*
Managing Director/Chief Executive Officer
Public Bank Berhad

Tan Sri Azlan Mohd Zainol, *FCB*
(resigned w.e.f. 21 March 2016)
Chairman
RHB Bank Berhad

Datuk Mohamed Azmi Mahmood, *FCB*
Deputy Group Chief Executive Officer
AMMB Holdings Berhad

Datuk Mohd Najib Haji Abdullah, *FCB*
Group Managing Director/Chief Executive
Officer
MIDF Amanah Investment Bank Berhad

Dato' Howard Choo Kah Hoe, *FCB*
(appointed w.e.f. 1 July 2015)
Managing Director/Chief Executive Officer
IBH Investment Bank Limited

Datuk Yvonne Chia, *FCB*
(appointed w.e.f. 1 September 2015)
Former Group Managing Director/Chief
Executive (2003 - 2013)
Hong Leong Bank Berhad

Dato' Khairussaleh Ramli, *CB*
(appointed w.e.f. 1 September 2015)
Managing Director
RHB Bank Berhad

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

Tan Kong Khoon, *CB*
(resigned w.e.f. 15 March 2016)
Chief Executive Officer and President
Hong Leong Financial Group Berhad

Ong Eng Bin, *CB*
Chief Executive Officer
OCBC Bank (Malaysia) Berhad

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

CHIEF EXECUTIVE

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

EDUCATION COMMITTEE

Donald Joshua Jaganathan, *FCB*
Chairman

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

Dato' Howard Choo Kah Hoe, *FCB*

Tan Kong Khoon, *CB*
(resigned w.e.f. 15 March 2016)

Co-opted Members

Professor Dato' Dr Ansary Ahmed,
Associate Fellow, *AICB*
President/Chief Executive Officer
Asia e University

Datuk Johar Che Mat
Director
Amanah Raya Berhad

GENERAL PURPOSE COMMITTEE

Datuk Abdul Farid Alias, *FCB*
Chairman

Datuk Mohamed Azmi Mahmood, *FCB*

Wong Kim Choong, *FCB*

AUDIT COMMITTEE

Tan Sri Azlan Mohd Zainol, *FCB*
Chairman
(resigned w.e.f. 21 March 2016)

Wong Kim Choong, *FCB*

HUMAN RESOURCE COMMITTEE

Datuk Mohd Najib Haji Abdullah, *FCB*
Chairman

Ong Eng Bin, *CB*

MEMBERSHIP COMMITTEE

Datuk Mohamed Azmi Mahmood, *FCB*
Chairman

Datuk Yvonne Chia, *FCB*

Dato' Khairussaleh Ramli, *CB*

BOARD OF EXAMINERS

Dato' Howard Choo Kah Hoe, *FCB*
Chairman

Co-opted Members

Alex Por Peng Seong, *CB*
Executive Director, Country Head
Risk Management
United Overseas Bank (Malaysia) Bhd

Professor Christine Ennew
Provost, University of Nottingham
Malaysia Campus
Pro Vice Chancellor and Professor
of Marketing
University of Nottingham Malaysia Campus

Colin Morrison
Deputy Chief Executive &
Director of Education
Chartered Banker Institute, UK

Dr Cordelia Mason
Research Fellow
Asian Institute of Finance

Nora Abd Manaf
Group Chief Human Capital Officer
Malayan Banking Berhad

Professor Dato' Dr Sayed
Mushtaq Hussain
Professor, School of Management
Asia e University



NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN THAT the 38th Annual General Meeting of Asian Institute of Chartered Bankers (Company No. 35880-P) will be held on Friday, 27 May 2016 at 9:30 a.m. at Sasana Kijang, Room 3.1 & 3.2, Level 3, 2 Jalan Dato' Onn, 50480 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 2015 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 2015 together with the Report of the Auditors thereon.
3. To note the appointment of the following nominees as members of the Council for the 2016/2017 term of office pursuant to Articles 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
Dato' Khairussaleh Ramli
Wong Kim Choong
Ong Eng Bin
Lee Lung Nien

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

Article 66(1)(d): Datuk Mohamed Azmi Mahmood
Datuk Yvonne Chia
Dato' Howard Choo Kah Hoe

4. To consider and if thought fit, to pass the following resolutions:
 - (i) "That Tan Sri Azman Hashim who retires pursuant to Section 129(6) of the Companies Act, 1965, be and is hereby 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."



5. To reappoint Messrs SJ Grant Thornton as Auditors and authorise the Council to fix their remuneration.
6. To transact any other business duly notified. Such other business to be transacted shall be notified in writing to the Secretary, together with the names of the proposers and seconders, not 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
18 April 2016

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 93 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 94 of this Annual Report) to attend and vote at all General Meetings. Alternate representatives may be appointed by such a 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



Tan Sri Azman Hashim, FCB, Chairman
Chairman
AmInvestment Bank Berhad



Donald Joshua Jaganathan, FCB
Assistant Governor
Bank Negara Malaysia



Tan Sri Dato' Sri Tay Ah Lek, FCB
Managing Director/Chief Executive Officer
Public Bank Berhad



Tan Sri Azlan Mohd Zainol, FCB
(resigned w.e.f. 21 March 2016)
Chairman
RHB Bank Berhad



Dato' Howard Choo Kah Hoe, FCB
(appointed w.e.f. 1 July 2015)
Managing Director/Chief Executive Officer
IBH Investment Bank Limited



Dato' Khairussaleh Ramli, CB
(appointed w.e.f. 1 September 2015)
Managing Director
RHB Bank Berhad



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



Datuk Abdul Farid Alias, FCB, Vice Chairman
Group President & Chief Executive Officer
Malayan Banking Berhad



Datuk Mohamed Azmi Mahmood, FCB
Deputy Group Chief Executive Officer
AMMB Holdings Berhad



Datuk Mohd Najib Haji Abdullah, FCB
*Group Managing Director/
Chief Executive Officer*
MIDF Amanah Investment Bank Berhad



Datuk Yvonne Chia, FCB
(appointed w.e.f. 1 September 2015)
*Former Group Managing Director/
Chief Executive (2003 - 2013)*
Hong Leong Bank Berhad



Tan Kong Khoon, CB
(resigned w.e.f. 15 March 2016)
Chief Executive Officer and President
Hong Leong Financial Group Berhad



Ong Eng Bin, CB
Chief Executive Officer
OCBC Bank (Malaysia) Berhad

 MANAGEMENT
TEAM



Sitting

Tay Kay Luan *Chief Executive*

From left to right

Lum Soo Yan *Head, Finance & Governance*, **Shireen Sharmani Kandiah** *Head, Research*,
Hartinah Annuar *Head, Education*, **Mithila Sathasivam** *Head, Membership*,
Susan Lee Yoon Lian *Head, Admissions*, **Terence Chong Wai Meng** *Head, Customer Services & Operations*,
Kristine Anne Williams *Head, Marketing & Communications*, **Nazlin Karim** *Head, Assessment*



CHAIRMAN'S STATEMENT



“ One of the highlights of 2015 has been the successful conclusion of the Chartered Banker Executive Conversion Programme. ”

It has been another busy and eventful year for the Asian Institute of Chartered Bankers (AICB) as we continue on our transformation journey.

I am pleased to present AICB's Annual Report for the financial year ended 31 December 2015.

Regulatory reforms, disruptive technology and changing generational expectations continued to impact the global financial services industry in 2015. Reflecting the Bank Negara Malaysia's (BNM) Financial Sector Blueprint, the industry steadily grew in strength and stature, heightening standards to ensure a financial system that is effective, efficient and competitive, yet also robust and resilient, anchored on increasing the knowledge, skills, competencies and overall quality of our talents.

ASIAN BANKING SCHOOL

Playing its role in shaping talent development for the future, AICB's transformative journey towards professionalising the banking sector

gained further inroads during the year with the inception of the Asian Banking School (ABS). The official Opening and Ground Breaking Ceremony for the ABS Building was officiated by the Deputy Governor of BNM, Datuk Muhammad bin Ibrahim on 17 August 2015.

The establishment of ABS is central to AICB's vision in raising the bar for professional certification and capability development that will meet the higher standards and demands of the banking industry. The ABS agenda is to ensure its training propositions meet the developmental needs of the industry and help close the talent gaps. The development priorities will embrace the core industry competency needs as well as ensure the development and delivery of appropriate content that are relevant.

Our Council welcomes on board Professor Dr. Colyn Gardner as the Chief Executive Officer of ABS. I am confident the industry will enjoy the benefits of his vast knowledge and experience.

CHARTERED BANKER CONFERMENT CEREMONY

SASANA KIJANG, BANK NEGARA MALAYSIA, KUALA LUMPUR

FRIDAY, 6 NOVEMBER 2015



Chartered Banker Conferment Ceremony on 6 November 2015

PROFESSIONALISING THE BANKERS

One of the highlights of 2015 has been the successful conclusion of the Chartered Banker Executive Conversion Programme. I was happy to be part of the 45 bankers to be conferred the Chartered Banker membership at the inaugural Conferment Ceremony held on 6 November at Sasana Kijang, BNM. The event was witnessed by our Governor, Tan Sri Dato' Sri Dr. Zeti Akhtar Aziz.

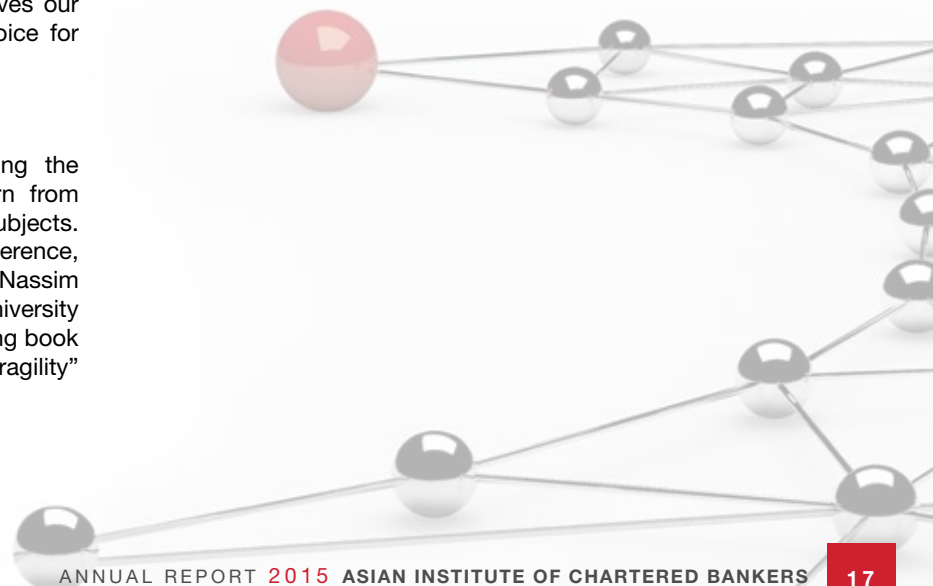
On this significant occasion, I had the privilege of awarding Tan Sri Dato' Sri Dr. Zeti Akhtar Aziz Life Membership with AICB. Her membership, among our ranks, drives our aspiration to become the professional body of choice for bankers.

GLOBAL BANKING CONFERENCE 2015

Several other significant events took place during the year, bringing us opportunities to listen and learn from distinguished speakers on a variety of related subjects. For instance, at last year's Global Banking Conference, we had the opportunity to listen to Professor Nassim Taleb, Professor of Risk Engineering, New York University Polytechnic Institute and the author of the best-selling book "The Black Swan" on his current thoughts on "Antifragility" in the context of change and disorder.

FINANCIAL SECTOR TALENT ENRICHMENT PROGRAMME (FSTEP)

We remain committed to enhance the FSTEP programme. The programme is to ensure young recruits will be easily assimilated into the industry. I am pleased to report that for 2015, we had 150 participants and that the Executive Banker syllabuses have now become part of the curriculum to support FSTEP.



CHAIRMAN'S STATEMENT (CONT'D)



An artist impression of ACE - A Centre of Excellence, equipped with world class learning and development facilities

SHARED SERVICES

Coming from a shared background, ABS and AICB are to continue sharing resources in order to avoid possible duplication and inconsistencies. Thus, the implementation of shared services in support functions such as Finance, IT and HR was introduced.

This model of shared services and resources is the way forward in encouraging growing consolidation within the industry. Harnessing synergies between all learning and development institutes in the industry, ACE – A Centre of Excellence was introduced. This initiative was led by the Asian Institute of Finance (AIF) in partnership with AICB and other financial services institutions such as the Islamic Banking & Finance Institute Malaysia (IBFIM), The Malaysian Insurance Institute (MII), Securities Industry Development Corporation (SIDC) and other affiliate institutes. ACE provides

a range of conveniences for professional development and offers learning and training support at different levels of specialisations.

ACE is envisioned as a state of the art building developed with world class learning and development facilities akin to a top US business school. All parties housed within ACE will have strategic access to lecture theatres, a consolidated library and resource centre, and the best IT facilities. Being under one roof will also enable the sharing of services, for example through an Integrated Learning Management System (ILMS) which can act as a backbone for an Enterprise Resource Planning (ERP) system for the integration of IT, Finance, HR and Admin functions. This will facilitate the sharing of intellectual capital, expert resources as well as benefit from economies of scale by the sharing of common infrastructure and facilities.



THE NEW BANKING PARADIGM:
DISRUPTIONS, RISK AND
OPPORTUNITIES
3-4 November 2015
InterContinental Kuala Lumpur
Organised by
Asian Institute of Chartered Bankers



Global Banking Conference themed "The New Banking Paradigm: Disruptions, Risks and Opportunities" on 3 to 4 November 2015

Set to be completed in 2018, ACE will house 10 financial services institutions; involved in education, training and standard setting; at different levels. All these institutions will have access to integrated facilities to foster and facilitate collaboration amongst banking, insurance, capital market and Islamic finance industries.

IN CLOSING

Given the immense contributions of the financial system to our economy, we are fortunate to have a growing support network within the industry, focused on evolving the capability, integrity and sustainability of our financial future. It is expected that AICB will play the role by ensuring the agenda of professionalising the bankers continues to top the priorities of our member banks, through which AICB will continue to bring to life the concept of professionalism and ethics in both practice and development.

I take this opportunity to acknowledge the contributions of members of the Council, and various Committees and Task Forces. A big thank you for their efforts. We have to stay focused in our efforts to create a professional body of choice, admired for its standards and awards and well recognised for its commitment to professionalism and developments.

This reflects the advancement and growth of the financial services industry in Malaysia and the vision of its members to embrace and promote globally acceptable and applicable standards of professionalism, human capital development and ethical behaviour that will provide the much needed clarity to the public and the industry on what is expected of financial services practitioners.

I also thank the management and team at AICB for ensuring a very fruitful and productive year.

Thank you.

Tan Sri Azman Hashim

Chairman

CHIEF EXECUTIVE'S STATEMENT



“ AICB’s strong emphasis on industry relevance has been the philosophy underpinning the way we define, develop and deliver our value propositions. We worked extensively with past and present industry leaders and experts at various levels of our activities, and we are grateful for their invaluable contributions. ”

I am extremely proud of the accomplishments made in the year 2015. Our focus on the development and interests of our members and students forms the context of my report for 2015.

NEW MEMBERSHIP FRAMEWORK

The value of membership is an important component of AICB’s strategy. Membership governance was given emphasis in the transformation efforts, and this has led to the development and roll out of our updated membership framework which was officially put in place on 1 September 2015.

The new membership framework reclassifies the membership structure. It provides a broad pathway to the Chartered Banker membership and is well supported by the appropriate ethical and professional standards for education and practice.

The thrust of the membership framework includes a new code of professional conduct which is aligned to professional standards of the Financial Standards Professional Board (FSPB). With these in place, AICB is well placed to positively support the agenda of professionalising the banking profession.

VALUE OF MEMBERSHIP

In order to support our members’ growth strategy, AICB continued to invest in the development of improved learning support. One of these includes the delivery of qualifications and learning resources, ensuring wider choices to support members’ career development and growth.

In 2015 we successfully launched the following:

- 1 A total of seven Professional Banker modules of the Chartered Banker qualifications where students can choose: International Banking and Offshore Practice, Marketing and Selling Financial Services, Customer Relationship Management, Bank Management, International Trade Finance, Business Lending and Retail Lending.
- 2 The study textbook of Bank Risk Management was made available in Q1 of 2016
- 3 Complete case studies on Business and Consumer Lending

Recognising the importance of ensuring members are kept abreast of technical and regulatory developments, AICB conducted a series of technical updates on Financial Services Act (FSA) 2013 with the support from BNM and our state advisory members in Penang, Johor Bahru, Kuching and Kota Kinabalu.

As part of our enhancement efforts towards our membership, we partnered closely with our Human Resources Networking Group, Compliance Officers’ Networking Group, Chief Risk Officers Forum, and Chief Internal Auditors Networking Group in the development of the following technical and thought leadership activities.



2nd HR Knowledge Bazaar and Conference themed "Talent Management 2020 for Superior Business Performance" on 22 April 2015

- 1 2nd HR Knowledge Bazaar and Conference themed "Talent Management 2020 for Superior Business Performance", Kuala Lumpur - 22 April 2015 (330 participants)
- 2 2nd Labuan Conference themed "50 Shades of Crimes", Labuan - 6 to 7 October 2015 (151 participants)
- 3 Global Banking Conference themed "The New Banking Paradigm: Disruptions, Risks and Opportunities", Kuala Lumpur - 3 to 4 November 2015 (432 participants)

AICB is thankful to all participants, and more so, to our networking groups and our sponsors for helping us make these conferences a success. It is also worth noting that the feedback given after these conferences were very positive.

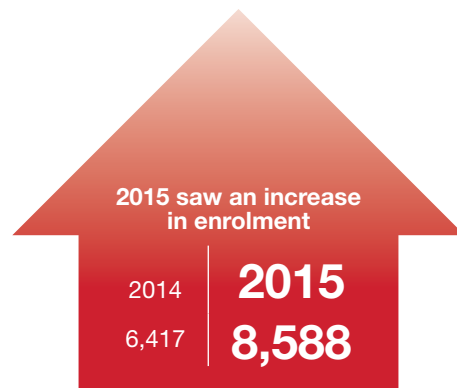
On research, we have added two applied survey reports to our thought leadership collection. The survey reports on the 'Recovery and Resolution Planning' and 'Data Analytics' were well received.

GROWTH AND DEVELOPMENT

AICB continued to place strong emphasis on members growth and retention. For this purpose, a total of 42 nationwide briefings and awareness sessions were organised. More than a thousand bank employees attended the sessions.

We remain committed to offering a broad suite of quality qualifications to our members allowing possible pathways to Chartered Banker membership.

Across the various qualification programmes, AICB attracted 8,588 enrolments in 2015. This compares to 6,417 in 2014. We have also started discussions with our corporate members on possible enrolments in 2016, for their international staff within the region. This is in line with our long-term strategy to extend our reach regionally.



Against this background, we will expect student and member numbers to continue a growth trend for the years ahead. Part of this will come from universities which we had signed Memorandums of Understanding with in 2015. They are Multimedia University, Universiti Utara Malaysia and Taylor's University. We expect the number of universities engaging with us on a similar agenda to double in 2016.

In terms of training support, our exclusive arrangement with the Asian Banking School (ABS), led by Professor Dr. Colyn Gardner, will play an important part in this growth chain.

QUALITY EXAMINATIONS

A key driver of our member growth strategy will come from improvement in our student member conversion ratios. For this purpose, we created strategic working partnerships with examiners and partners in order to deliver a high quality assessment system that is efficient, fair and aligned to the standards demanded by the industry.

The year witnessed the establishment of the Board of Examiners whose role is to assume responsibility for the developments and operations of various examination schemes undertaken with our partners. For example, we are the joint examiners with the Chartered Banker Institute, UK for our flagship Chartered Banker qualification.

We remained dedicated to improving the efficiency and safeguarding the security of the examination process. Last year, a total of 8,163 of our affiliates sat for their examinations. This compares with 8,010 members in 2014. We are also committed to optimise the use of technology and innovation as part of our continuous process improvements. Candidates now have access to their examination results, and in future we intend to exploit technology to enable students to have online access to aid their examination performance. There are also plans to introduce electronic examinations in the foreseeable future.



AICB 18th Annual Graduation & Awards Ceremony on 23 May 2015

STAKEHOLDER ENGAGEMENTS

AICB's strong emphasis on industry relevance has been the philosophy underpinning the way we define, develop and deliver our value propositions. We worked extensively with past and present industry leaders and experts at various levels of our activities, and for their invaluable contributions, we wish to express our appreciation and gratitude.

During the year, we continued to fulfil our role in the education committee of the ASEAN Bankers Association (ABA). At the annual ABA meeting in Singapore, we led the discussion on a survey which we conducted on competency development and standards among regional members.

We participated in the 21st World Conference of Banking Institutes (WCBI) on Financial Innovation through Talent Development in Seoul, from 6 to 8 April 2015 where I was one of the main speakers for the session on building cooperation with stakeholders.

As in previous years, we continued to play host to share our rich experiences with international delegates from Egypt, Kenya and Nepal.

ENHANCED DELIVERY

We remain steadfast in delivering quality services to our immediate stakeholders, both our students and members. We invested appropriate resources in an integrated campus management system combining student enrolment, members' management and finance to drive greater efficiency through self-service features and access to learning support. The multi-distribution system is expected to be fully functional by mid-2016.

The automation of student management and membership processes has already enabled online access and online learning capabilities, easy tracking of professional development; and allows a channel for banks to manage and assess their candidates.

To ensure greater organisational efficiency, strong emphasis has been placed on strengthening governance, risk and people. Within this context a Risk Control Management Framework has been put in place. Highest standards of governance practices that include both controls and assurance support will be continuously improved.

For this purpose, adequate investments are being spent to acquire appropriate skills as part of our long-term talent development initiative.

ACKNOWLEDGEMENTS

Once again, our thanks to our members, partners, and contributors for their generous support and assistance.

My appreciation goes to our Council for their support and guidance. I am very proud too, of the way our management and staff responded to challenges and commitments. Their passion and dedication, demonstrated behind the invisible but tangible differences, ensure that AICB will continue to deliver.

Thank you.

Tay Kay Luan

Chief Executive



COMMITTEES & MEMBERS

EDUCATION COMMITTEE

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

Donald Joshua Jaganathan, FCB
Chairman

Tan Sri Dato' Sri Tay Ah Lek, FCB

Dato' Howard Choo Kah Hoe, FCB

Tan Kong Khoon, CB
(resigned w.e.f. 15 March 2016)

Co-opted Members

Professor Dato' Dr Ansary Ahmed,
Associate Fellow, AICB

Datuk Johar Che Mat

GENERAL PURPOSE COMMITTEE

The General Purpose Committee (GPC) ensures the creation and implementation of financial management related policies and acts 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.

Datuk Abdul Farid Alias, FCB
Chairman

Datuk Mohamed Azmi Mahmood, FCB

Wong Kim Choong, FCB

AUDIT COMMITTEE

The Audit Committee (AC) provides 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.

Tan Sri Azlan Mohd Zainol, FCB
Chairman

(resigned w.e.f. 21 March 2016)

Wong Kim Choong, FCB

HUMAN RESOURCE COMMITTEE

The Human Resource Committee (HRC) guides management in executive recruitment, compensation and people development policies. The role of HRC is to help the implementation of human resource related policies and practices.

Datuk Mohd Najib Haji Abdullah, FCB
Chairman

Ong Eng Bin, CB

MEMBERSHIP COMMITTEE

The Membership Committee (MC) guides and provides the oversight on the development of AICB's professional standards in membership, conduct and professional development to support the agenda of professionalising bankers. The role of MC is to review the implementation of the policies and the effectiveness of the membership programmes in ensuring creation of value to members.

Datuk Mohamed Azmi Mahmood, FCB
Chairman

Datuk Yvonne Chia, FCB

Dato' Khairussaleh Ramli, CB

COMMITTEES & MEMBERS (CONT'D)

BOARD OF EXAMINERS

In October 2015, the Board of Examiners, was officially established. The establishment of the Board of Examiners as an integral part of examination strategy is to ensure governance and standards of the examinations supporting the awarding roles of AICB. Its inaugural meeting was held on 6 November 2015.



Dato' Howard Choo Kah Hoe, FCB

*Managing Director/Chief Executive Officer, IBH Investment Bank Limited
Chairman*

Co-opted Members



Alex Por Peng Seong, CB

*Executive Director, Country Head
Risk Management
United Overseas Bank
(Malaysia) Berhad*



Professor Christine Ennew

*Provost, University of
Nottingham Malaysia Campus
Pro Vice Chancellor and
Professor of Marketing
University of Nottingham
Malaysia Campus*



Colin Morrison

*Deputy Chief Executive
& Director of Education
Chartered Banker Institute, UK*



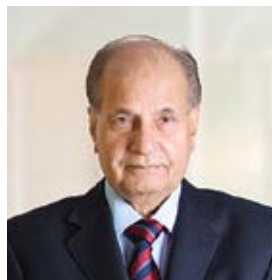
Dr Cordelia Mason

*Research Fellow
Asian Institute of Finance*



Nora Abd Manaf

*Group Chief Human Capital Officer
Malayan Banking Berhad*



**Professor Dato' Dr Sayed
Mushtaq Hussain**

*Professor, School of Management
Asia e University*

CURRICULUM WORKING COMMITTEE

Chartered Banker (CB)

Choo Yee Kwan

Country Chief Risk Officer
OCBC Bank (Malaysia) Berhad (Retired)

Paul Wong Chee Kin

Managing Director/Head, Strategy
ASEAN Business Solutions and Projects
CIMB Bank Berhad

John Wong Tze Yow

Managing Director, Group Head, Transactions Banking
Malayan Banking Berhad

Eric Er Leng Kwant

Senior Vice President, Group Business Banking
RHB Bank Berhad

Pramod Veturi

Country Head, Wealth Management
Standard Chartered Bank Malaysia Berhad

Bank Risk Management (BRM)

Nigel Denby

Group Chief Risk Officer
AmBank Group

Dr John Lee Hin Hock, CB

Group Chief Risk Officer
Malayan Banking Berhad

Suresh V Raman

Country Risk Head
Citibank Berhad

Eddie Cheong Wai Seong

Senior Manager, Risk Management
Bank of China (Malaysia) Berhad

Certificate In Internal Auditing For Financial Institutions (CIAFIN)

Alan Chang Kong Chong, CB

Chief Internal Auditor
Hong Leong Bank Berhad

Mohamed Iran Moriff bin Mohd Shariff

Chief Internal Auditor
Bank Islam Malaysia Berhad

Mohamad Muhsin bin Mohd Anas

Director, Internal Audit Department
Bank Negara Malaysia

Thein Kim Mon, CB

Group Chief Internal Auditor
AmBank Group

Pasaran Kewangan Malaysia Certificate (PKMC)

Yeo Chin Tiong

Advisor
Industrial and Commercial Bank of China (M) Berhad

Chong Jin Yoong

Consultant

Stantley James Tan Boon Teck

Head, Treasury
Kenanga Investment Bank Berhad

Erik Chin Yaw Loong

Vice President
Group Risk Management Department
AmBank (M) Berhad

Bacil Fernandez

Deputy Director, Treasury Division
Public Bank Berhad

Eddie Lim Eng Cheng

Consultant

Azidy Daud

Senior Vice President
Chief Treasurer
Asian Finance Bank Berhad

Beh Cheng Hoon

Deputy Director
Investment Operations and Financial Markets
Bank Negara Malaysia

Fong Chee Choong

Director
Derivatives & Structured Product Sales
Corporate Banking, Treasury & Markets
CIMB Investment Bank Berhad

Christopher Chan Heng Leong

Consultant



OVERVIEW & PERFORMANCE REVIEW

In 2015, AICB steadily fulfilled the Steering Committee recommendations as outlined in the ‘Blueprint for The Transformation of The Malaysian Banking Education Landscape’. All the necessary constitutional and infrastructural support and membership framework are now in place for AICB to undertake its key functions of promoting high standards of professionalism within the banking and financial services industry.

NEW DEVELOPMENTS & UPDATES

To support our new membership framework in 2015, several new developments were catalysed to enhance focus, efficiency and the value of AICB’s offerings. These included the review and revision of AICB’s Qualification Enrolment and Exemption framework; creating an online learning and membership interface platform; collaborations with universities; and a strategic partnership with ABS to facilitate the transfer of best practices, knowledge and development of talent in the financial services industry.

QUALIFICATION ENROLMENT AND EXEMPTION

The new Qualification Enrolment and Exemption framework took effect on 1 September 2015, accompanied by new policies and provisions set out in AICB’s Regulations. The details of the entry and exemption criteria for the various qualifications are available on AICB’s website. All applications for enrolment as a candidate for a qualification and/or for exemptions must be made online via AICB Integrated Management System (AIMS), AICB’s new online membership management, student management and learning management system.

Below is a summary of policies and guiding principles in the new framework.

Enrolment	Exemptions
<ul style="list-style-type: none"> An applicant for enrolment to a qualification that leads to a professional designation must be a current individual member but need not be employed in the banking and financial services industry. The applicant must also fulfil the educational and/or practical experience requirements, and such other requirements as may be prescribed for the respective qualification. The minimum entry education requirement is determined according to the AICB qualification standard for that level. Those who do not have the minimum qualification but have relevant banking experience can be considered for entry on a case by case basis. 	<ul style="list-style-type: none"> The Institute will consider granting exemption from modules or parts of a qualification based on a combination of prior learning and relevant work experience. The Institute will only consider completed qualifications for purposes of exemption. Partially completed qualifications or subject passes are not acceptable. Exemption from modules or parts of a qualification is a concession granted at the discretion of the Institute and not an automatic entitlement. A formal application must be made and will be considered on an individual basis. There is an exemption application fee and an exemption fee for every module exempted. The current fee structure is: <ul style="list-style-type: none"> Exemption Application Fee: RM100 Exemption Fee per module: RM250 Granting exemption is the prerogative of the Institute and the Institute reserves the right to change its exemption policy and criteria at any time.

EXEMPTION ROUTES UNDER UNIVERSITY COLLABORATIONS

During the year we reviewed the curriculum of banking degree programmes from three universities and identified exemptions in AICB's Chartered Banker qualification pathway for their graduates. These were Universiti Utara Malaysia's Bachelor of Banking (Hons) programme; Multimedia University's Bachelor of Business Administration (Hons) Banking and Finance; and Universiti Tunku Abdul Rahman's Bachelor of Business Administration (Hons) Banking and Finance.

Graduates of these qualifications, upon gaining the required relevant work experience, would be eligible for four module exemptions, three Executive Banker modules and one Professional Banker module. This gives them an accelerated route towards attaining the Chartered Banker qualification.

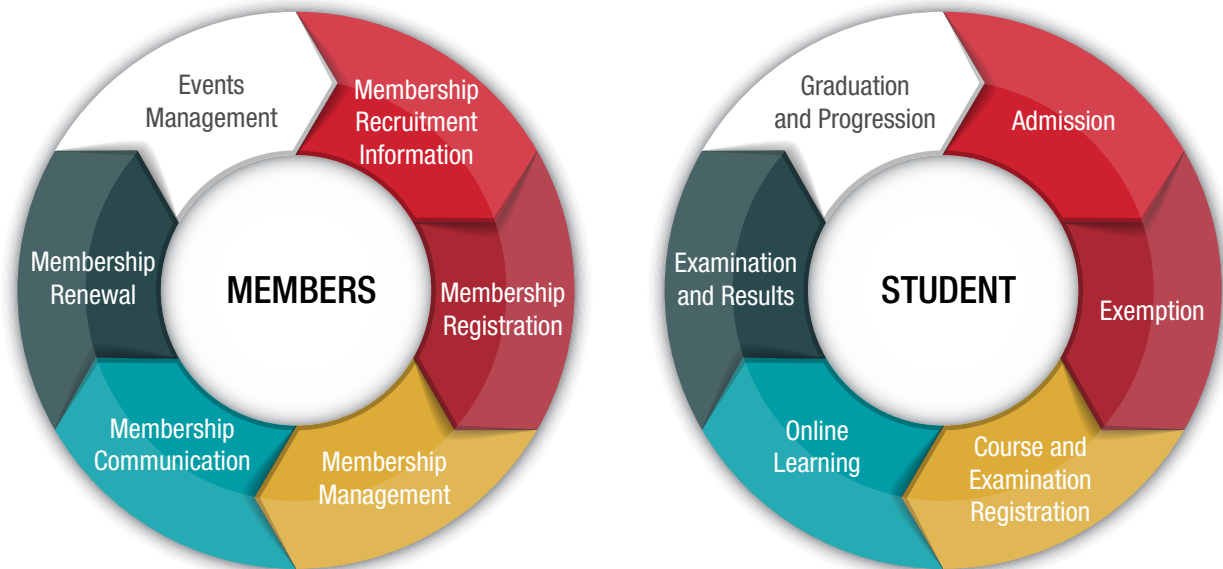
AICB INTEGRATED MANAGEMENT SYSTEM (AIMS)

In 2015, we implemented the AICB Integrated Management System (AIMS), a new membership management, student management and learning management system. This new system aims to support online admission and promote professional growth of AICB members and students. AIMS enables AICB to maintain profiles and history of all its members and students, qualifications and learning programmes.

The system went into operation on 1 September 2015 to provide a new online self-service platform that enriches our value propositions to members and students alike.

- Members: Registration, Payment of fees and Updates on events
- Students: Enrolment for courses, Examinations and Online learning
- Corporate Members: Managing the learning and development of staff with sponsorship and reporting

Within this short period of time, AIMS has supported 1,400 successful online enrolments and 5,000 purchases of products and courses. AIMS will continue to be fine-tuned and enhanced in 2016 to provide members closer ties and more learning experiences with AICB.



OVERVIEW & PERFORMANCE REVIEW (CONT'D)

APPOINTMENT OF THE ASIAN BANKING SCHOOL AS AN EXCLUSIVE TRAINING PARTNER

Last year in August, the Asian Banking School (ABS) was officially launched by Datuk Muhammad bin Ibrahim, Deputy Governor of BNM.

Built upon the decades-long experience of the Institute of Bankers Malaysia (IBBM), ABS was created as a distinct entity as one of the key memorandums of the transformation blueprint for the nation's banking education. Dedicated to developing talent, it specialises in professional banking education and serves as a channel for intellectual content and thought leadership for the banking industry.

At the helm of ABS is Chief Executive Officer, Professor Dr. Colyn Gardner, who has had a long illustrious career immersed in banking. His entrepreneurial and innovative spirit, commitment and strength in the areas of talent development will see him steering ABS towards its strategic direction in delivering highly regarded training for banking professionals internationally.

As the industry provider of premium professional certification and capability development programmes, ABS is now AICB's exclusive training partner.



VIPs at the official opening of Asian Banking School (ABS) on 17 August 2015

ASIAN
BANKING
SCHOOL

MEMBERSHIP

We are committed to professionalising the banking profession by emphasising greater standards and ethics among industry professionals. To support this vision, AICB introduced a new membership framework on 1 September 2015, which encompass corporate and individual categories; and is aligned with the Chartered Banker qualification, the flagship qualification of the Institute. A self-service portal was also launched to support this new framework to cater to members' needs whilst providing an enhanced customer service experience.

Membership with AICB comprises four levels:



Members will maintain their professional designation and membership by fulfilling their commitment to annual Continuing Professional Development (CPD) requirements and compliance to the Institute's Code of Professional Conduct by demonstrating a proper standard of professional care and competence in the performance of their professional duties.

The new framework will enhance the value of membership by offering professional status and appropriate recognition to all members in addition to access to latest industry developments and networking opportunities. The table below illustrates the transition of members to the new membership framework from the previous membership categories.

TRANSITION OF MEMBERSHIP	
Previous Category Till 31 August 2015	New Category From 1 September 2015
Life	Life
Fellow	Fellow
	Fellow, Chartered Banker*
	Chartered Banker*
Associate Fellow	Associate Fellow
Member	Associate
Ordinary, Associate and Affiliate	Affiliate

* New categories of membership introduced under the new framework

INDIVIDUAL MEMBERSHIP

The Institute recorded a total of 1,528 new individual members during the year. Additionally, there were a total of 4,421 inactive members from the year 2013 and 2014, who were finally de-registered in 2015. The table on the next page shows the summary of individual members by categories.

OVERVIEW & PERFORMANCE REVIEW (CONT'D)

Summary of Individual Members by Categories

INDIVIDUAL MEMBERSHIP

Category	As at 31 December 15	As at 31 December 14
Life	3	2
Fellow	48	59
Fellow, Chartered Banker	15	0
Chartered Banker	30	0
Associate Fellow	26	32
Member (incorporated as Associate under the new framework)	0	963
Ordinary (incorporated as Affiliate under the new framework)	0	8,935
Associate *	1,552	55
Affiliate *	6,375	255
Total	8,049	10,301

* The increase in Associate and Affiliate membership as at 31 December 2015 was largely due to reclassification of the membership categories under the new membership framework as illustrated in the table on page 29:

Associate – includes transited membership from the previous category of “Member”

Affiliate – includes transited membership from the previous category of “Ordinary, Associate and Affiliate”.

In the year 2015, the AICB Council has approved for all Certified Credit Professional (CCP) graduates to be upgraded as Associate Members of the Institute under the new membership framework. The membership and the CPD requirement are made mandatory for CCP graduates to carry the professional designation behind their name.

CORPORATE MEMBERSHIP

Corporate membership of the Institute is available to licensed banks, licensed investment banks, other licensed financial institutions, regulators of the banking and financial services industry, and other institutions approved by the Council. During the year, the Institute admitted Kensington Trust Group, Labuan; and Kenanga Investment Bank as Corporate Members. Meanwhile, Nomura Bank International Plc, Labuan has ceased to be a Corporate Member. As at 31 December 2015, Corporate membership stood at 84. The table below shows the breakdown by institution categories.

Institutions	As at 31 December 2015
Regulators	3
Commercial Banks/Banking and Finance Companies (BAFIN)	25
Islamic Banks	8
Investment Banks	8
Development Financial Institutions	8
Labuan Offshore Banks	15
Labuan Trust Companies	4
Money Brokers	6
Other Finance-Related Institutions	7

QUALIFICATIONS

Our exciting and comprehensive suite of professional qualifications reflect the evolving requirements in the banking and finance services industry. The diversity of our exam based professional qualifications cater to all levels of competencies, and the flexible study method - including self study and classroom based - allow students to progress at their own pace.



OVERVIEW & PERFORMANCE REVIEW (CONT'D)

CHARTERED BANKER

The Chartered Banker (CB) qualification is awarded jointly with the Chartered Banker Institute in the UK. The Chartered Banker qualification consists of three levels, starting from Executive Banker, Professional Banker and Chartered Banker. While the Executive Banker qualification has been available since 2012, the Professional Banker qualification was launched in January 2015. Content development for the seven modules of Chartered Banker was completed in July 2015, and introduced for enrolment in February 2016.

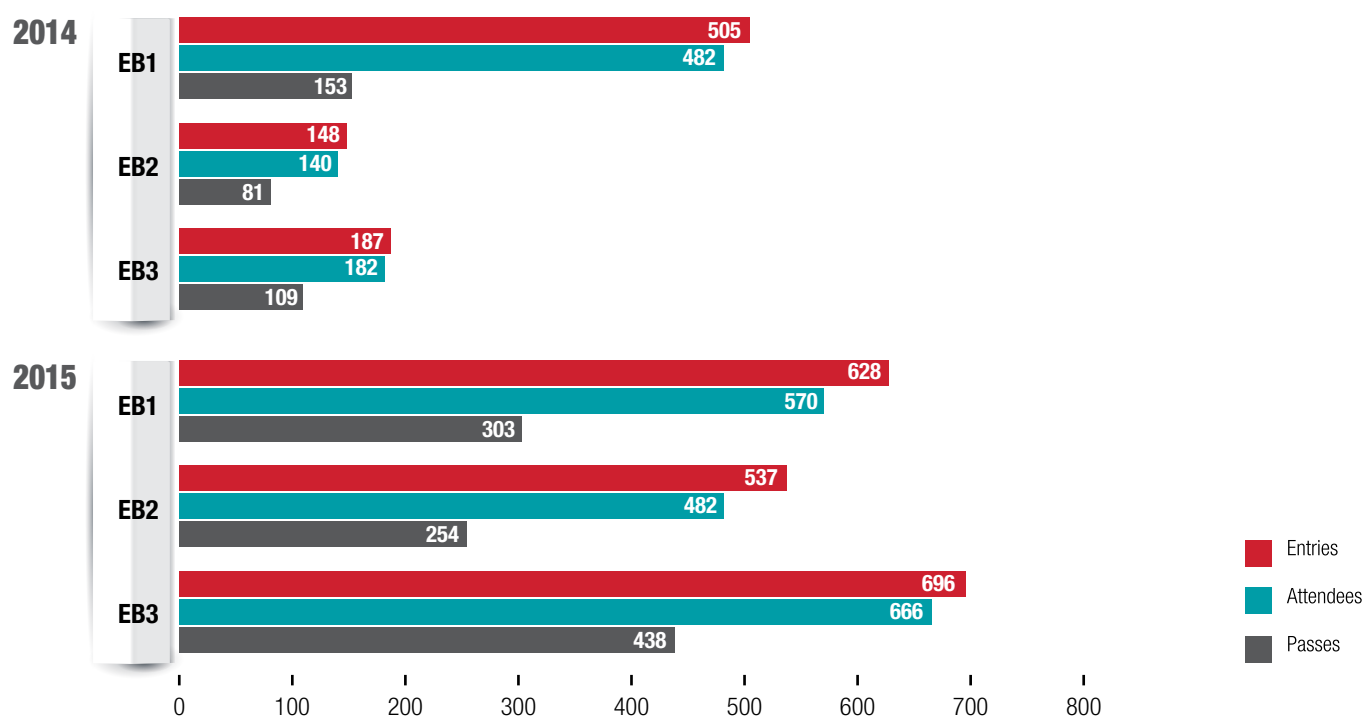
For 2015, total entries for the Executive Banker qualification more than doubled since its official launch in 2012. The response to Professional Banker qualification was encouraging, attracting a fair number of entries. The Chartered Banker qualification was not yet available, but a promising future is expected given the positive feedback from the industry.

Level 1 : Executive Banker (EB)

EB is suitable for executives in the banking and finance industry who aspire to demonstrate commitment to professionalism within the banking industry. Three compulsory modules are offered at the EB level.

EB - Statistical Summary (2014 - 2015)

Module		2014			2015		
		Entries	Attendees	Passes	Entries	Attendees	Passes
EB1	Financial Systems and Regulatory Frameworks	505	482	153	628	570	303
EB2	Risk in Financial Services	148	140	81	537	482	254
EB3	Banking Operations and Professional Ethics	187	182	109	696	666	438
Total		840	804	343	1,861	1,718	995

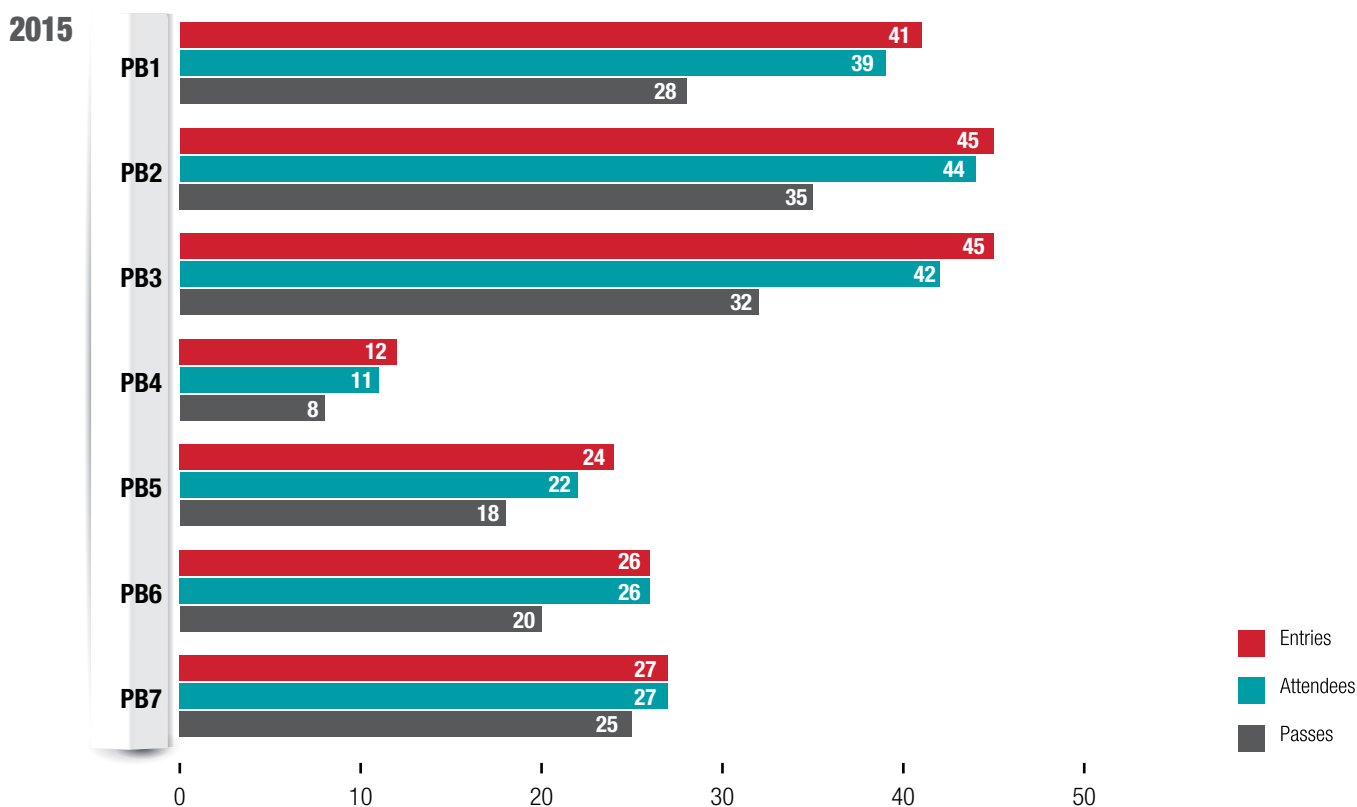


Level 2: Professional Banker (PB)

PB is suitable for bankers who want to acquire operational and practical career experience. There are seven modules in the PB level and candidates need to complete one compulsory and two elective modules.

PB – Statistical Summary (2015)

Module		Entries	Attendees	Passes
PB1	Bank Management	41	39	28
PB2	Business Lending	45	44	35
PB3	Retail Lending	45	42	32
PB4	International Banking and Offshore Practice	12	11	8
PB5	International Trade Finance	24	22	18
PB6	Marketing and Selling in Financial Services	26	26	20
PB7	Customer Relationship Management	27	27	25
Total		220	211	166



Level 3: Chartered Banker (CB)

This level combines theory and practice to equip bankers with extensive understanding of the banking industry and skills to make professional judgments and critical decisions.

This final level of the Chartered Banker qualification was only introduced in February 2016, as such no data is available for review yet.

OVERVIEW & PERFORMANCE REVIEW (CONT'D)

PROFESSIONAL CREDIT CERTIFICATION

The Professional Credit Certification (PCC) is a modular programme for banking professionals who seek to equip themselves with the skills, knowledge and tools to advance in the demanding and rapidly changing field of credit management. The programme offers a total of four certifications, denoting the area of specialisation of the holder at three levels.

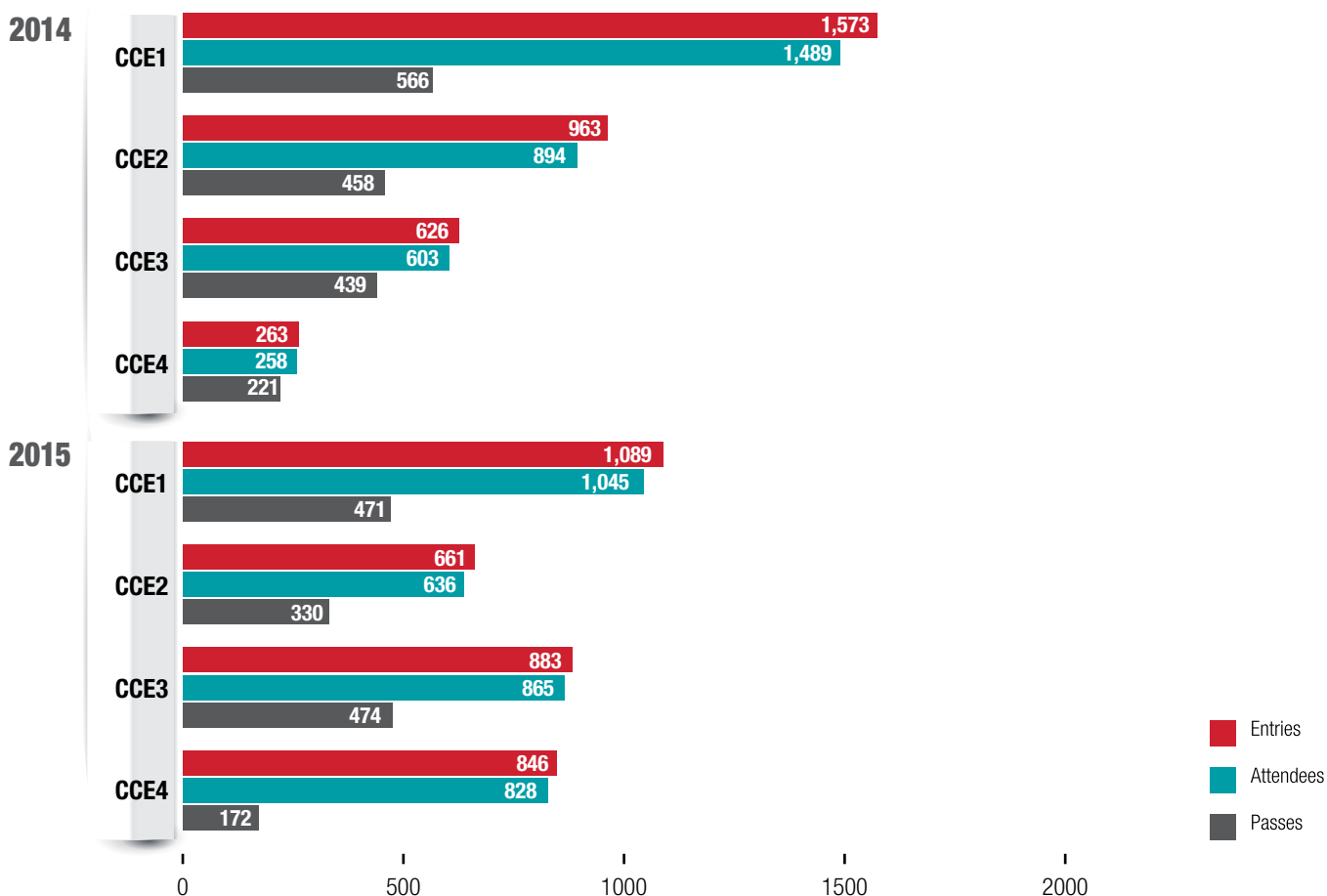
In 2015, there was a steady increase on enrolments for Certified Credit Executive qualification. The Business Credit Professional qualification, which will lead on to the Corporate Credit Specialist qualification, attracted a good number of entries while Retail Credit Professional had a slower start but achieved full attendance.

Level 1: Certified Credit Executive (CCE)

CCE is an entry level award for candidates who complete modules on general credit skills. The new study texts for CCE were released in January 2015.

CCE - Statistical Summary (2014 - 2015)

Module		2014			2015		
		Entries	Attendees	Passes	Entries	Attendees	Passes
CCE1	The Malaysian Financial System, Regulations and Ethics	1,573	1,489	566	1,089	1,045	471
CCE2	Basic Credit Skills	963	894	458	661	636	330
CCE3	Basic Accounting and Financial Statement Analysis	626	603	439	883	865	474
CCE4	Credit Writing Skills	263	258	221	846	828	172
Total		3,425	3,244	1,684	3,479	3,374	1,447



Level 2: Retail Credit Professional (RCP) and Business Credit Professional (BCP)

RCP and BCP are intermediate level qualifications awarded upon completion of four modules in the respective retail or business credit specialisation. These qualifications were launched and opened for enrolment in January 2015. In June 2015, 12 titles on business lending case studies along with accompanying learning guides were completed.

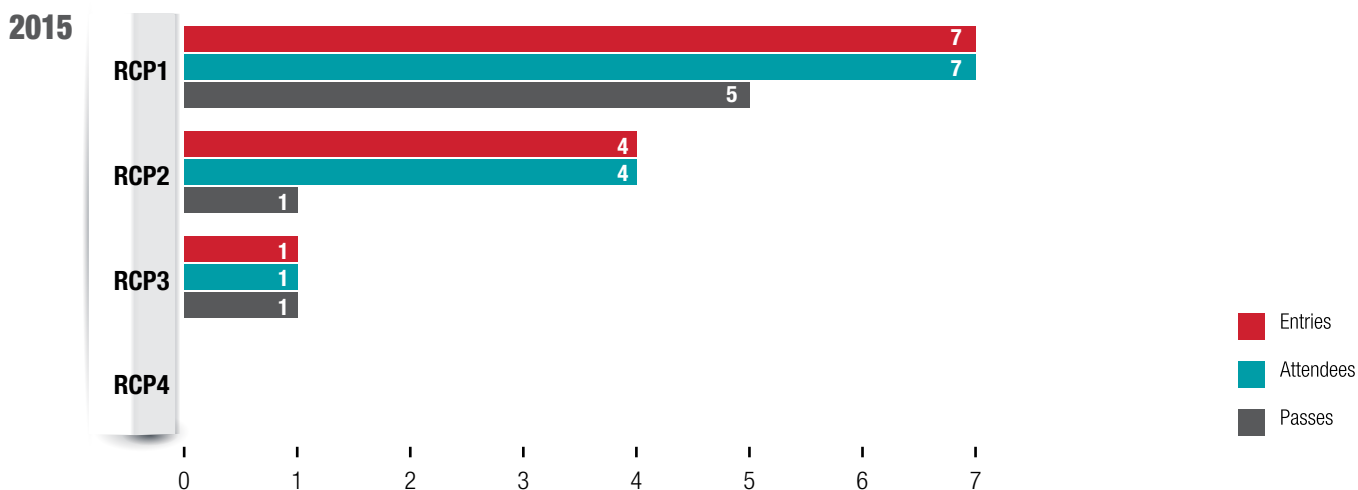
In addition, eight titles on retail lending cases with accompanying learning guides were also produced. Both sets of credit case studies are meant to be utilised as instructional resources for both the RCP and BCP qualifications.

Upon successful completion of the RCP qualification, candidates will receive a certificate of completion and the pathway ends here.

Upon successful completion of the BCP qualification, candidates will receive a certificate of completion and the candidates can advance to the next level which is the Corporate Credit Specialist.

RCP - Statistical Summary (2015)

Module		Entries	Attendees	Passes
RCP1	Credit Environment and the Lending Process	7	7	5
RCP2	Consumer Lending Products and Services	4	4	1
RCP3	Lending to Small Business	1	1	1
RCP4	Loan Portfolio Management	-	-	-
Total		12	12	7

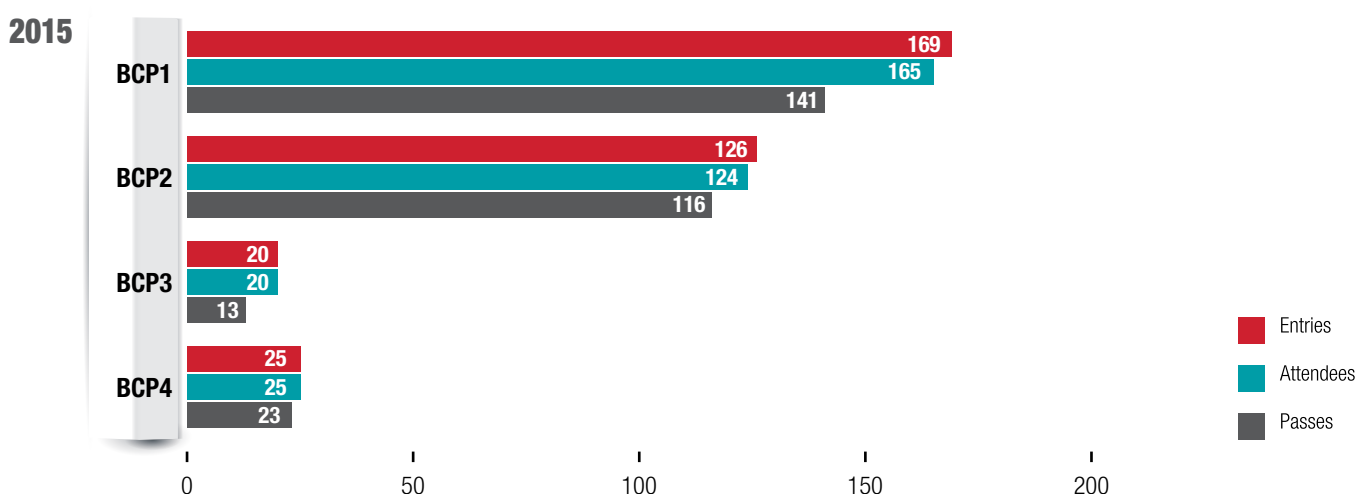


OVERVIEW & PERFORMANCE REVIEW (CONT'D)

PROFESSIONAL CREDIT CERTIFICATION (CONT'D)

BCP - Statistical Summary (2015)

Module		Entries	Attendees	Passes
BCP1	Credit Analysis	169	165	141
BCP2	Advanced Financial Analytical Techniques	126	124	116
BCP3	Loan Structuring and Legal Documentation	20	20	13
BCP4	Loan Monitoring, Rehabilitation and Recovery	25	25	23
Total		340	334	293



Level 3: Corporate Credit Specialist (CCS)

CCS is an advanced level qualification that equips candidates with higher technical knowledge and skills to apply judgments in complex credit business situations. The overall aim of the programme is to provide knowledge and skills for an end-to-end credit management process. Upon completion of the programme, candidates will demonstrate sound understanding to undertake advanced credit roles and responsibilities.

CCS is targeted to be introduced for enrolment in 2017. As such, no data is available for review yet.

PROFESSIONAL QUALIFICATIONS IN ANTI-MONEY LAUNDERING AND COUNTER FINANCING OF TERRORISM

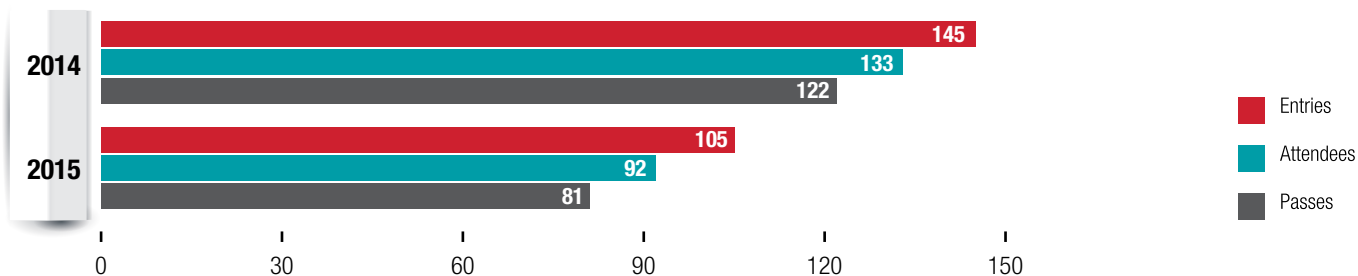
The professional qualifications in AML/CFT are awarded by AICB jointly with the International Compliance Association (ICA), in association with the University of Manchester, Alliance Manchester Business School. The AML/CFT education, based on the international qualifications of the ICA, embeds core Malaysian principles, laws and practices alongside the best of international best practice. The structure creates qualifications and training at three levels; Certification, Advanced Certification and Certified Professional, mapping the knowledge, skills and competencies needed at each of the levels.

In 2015, both the Advanced Certification and Certified Professional in AML/CFT showed positive growth.

Level 1: Certification in AML/CFT

Statistical Summary (2014 - 2015)

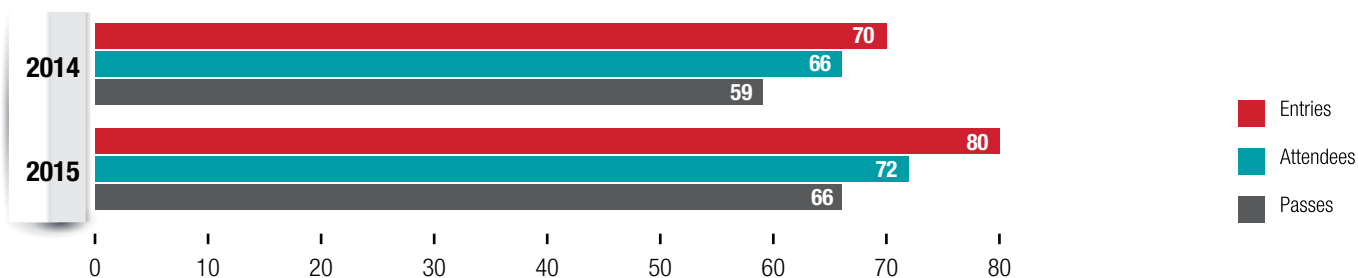
Year	Entries	Attendees	Passes
2014	145	133	122
2015	105	92	81



Level 2: Advanced Certification in AML/CFT

Statistical Summary (2014 - 2015)

Year	Entries	Attendees	Passes
2014	70	66	59
2015	80	72	66



Level 3: Certified Professional in AML/CFT

Statistical Summary (2014 - 2015)

Year	Entries	Attendees	Passes
2014	7	7	7
2015	10	10	10



OVERVIEW & PERFORMANCE REVIEW (CONT'D)

PROFESSIONAL QUALIFICATIONS IN REGULATORY COMPLIANCE

The professional qualifications in Regulatory Compliance are awarded by AICB jointly with the International Compliance Association (ICA), in association with the University of Manchester, Alliance Manchester Business School.

In 2015, the Certification in Regulatory Compliance (CRC) attracted a good number of entries during the year.

Level 1: Certification in Regulatory Compliance (CRC)

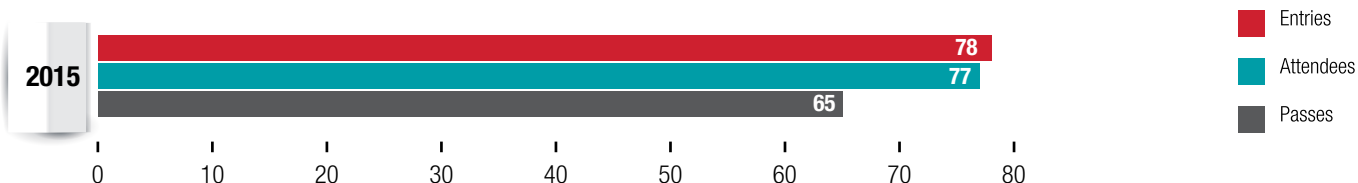
The CRC qualification is designed to demonstrate knowledge, understanding and skills regarding:

- The regulatory environment, including the role and powers of Bank Negara Malaysia (BNM).
- The role and responsibility of both the compliance function and the Compliance Officer, and the skills needed to successfully discharge these.
- The implementation of key compliance activities plus awareness of different types of financial crime.

It was launched and opened for enrolment in February 2015.

Statistical Summary (2015)

Year	Entries	Attendees	Passes
2015	78	77	65



Level 2: Advanced Certification in Regulatory Compliance

The content for the Advanced Certification in Regulatory Compliance was reviewed by the Compliance Officers Networking Group (CONG) Working Committee in September 2015. It was endorsed by the Education Committee (EC) during the 154th EC meeting and was launched and opened for enrolment in February 2016.

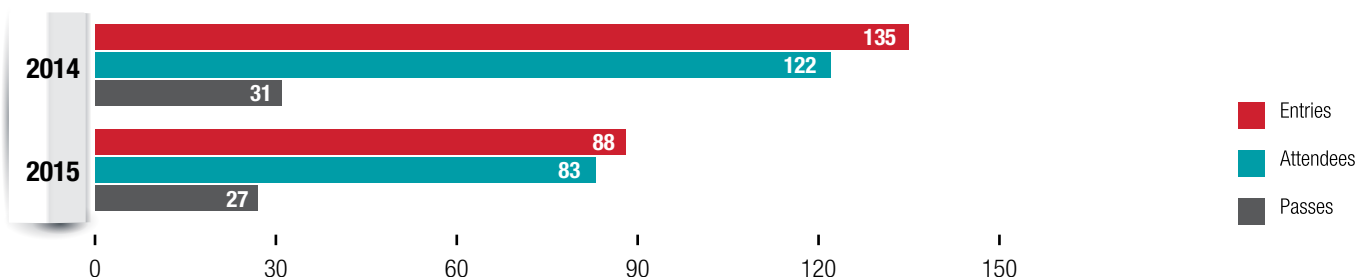
CERTIFICATE IN INTERNAL AUDITING FOR FINANCIAL INSTITUTIONS

The Certificate in Internal Auditing for Financial Institutions (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.

In 2015, there was an increase in the attendance and passing rates for CIAFIN.

CIAFIN – Statistical Summary (2014 – 2015)

Year	Entries	Attendees	Passes
2014	135	122	31
2015	88	83	27



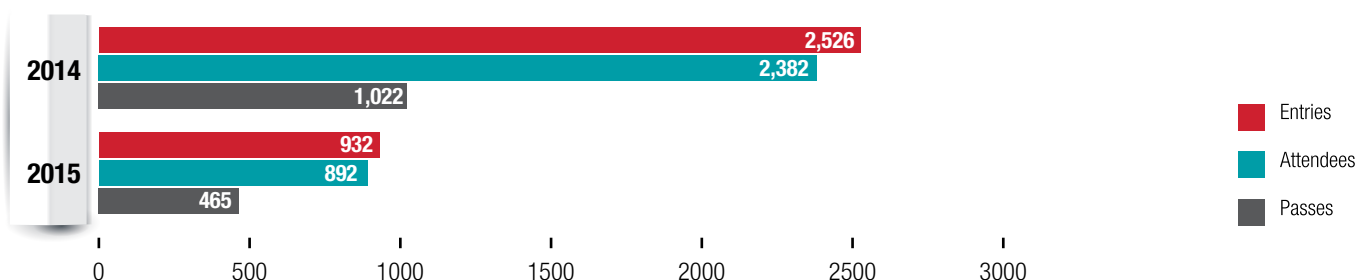
INVESTOR PROTECTION PROFESSIONAL CERTIFICATION

The Investor Protection Professional Certification (IPPC) is a regulatory qualification awarded jointly by AICB and the Financial Markets Association of Malaysia (FMAM). It is designed for employees of registered persons (as defined in the Guidelines on Investor Protection, jointly issued by BNM 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.

In 2015, there was an increase in the attendance and passing rates for IPPC, although the total enrolments saw a decline.

IPPC – Statistical Summary (2014 - 2015)

Year	Entries	Attendees	Passes
2014	2,526	2,382	1,022
2015	932	892	465



OVERVIEW & PERFORMANCE REVIEW (CONT'D)

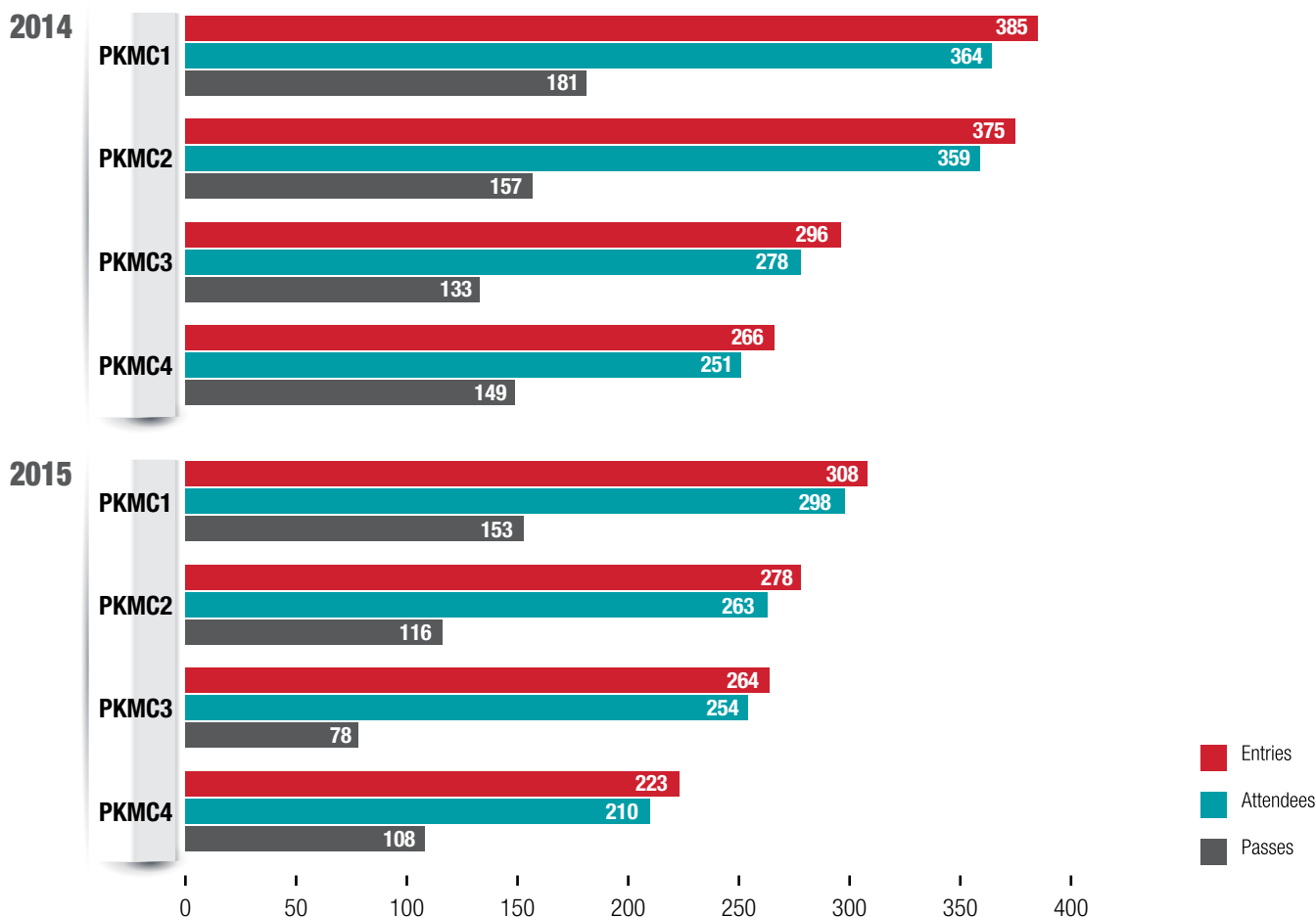
PASARAN KEWANGAN MALAYSIA CERTIFICATE

The Pasaran Kewangan Malaysia Certificate (PKMC) is a regulatory qualification awarded jointly by AICB and the Financial Markets Association of Malaysia (FMAM) for its Provisional, Provisional Broker or Affiliate Members to upgrade to Ordinary, Broker or Associate Members.

In 2015, a better attendance rate was registered for the PKMC qualification.

PKMC – Statistical Summary (2014 – 2015)

Module		2014			2015		
		Entries	Attendees	Passes	Entries	Attendees	Passes
PKMC1	Part A: The Code of Conduct & Market Practices Part B: Investor Protection, Law & Regulations Part C: The Malaysian Financial System & Conduct of Monetary Policy	385	364	181	308	298	153
PKMC2	The Money Market	375	359	157	278	263	116
PKMC3	The Foreign Exchange Market	296	278	133	264	254	78
PKMC4	Risk Management and Basic Derivatives	266	251	149	223	210	108
Total		1,322	1,252	620	1,073	1,025	455



PROMOTIONAL CAMPAIGNS

There was heightened engagement with all stakeholders throughout the year to enhance awareness of AICB's new membership framework and updates on qualification offerings; and to activate AICB's vision of elevating professional standards in the banking and financial services industry. We continued to actively engage in promotional campaigns to reinforce awareness of AICB and its latest value propositions to attract new members.

NATIONWIDE ROADSHOWS

We conducted nationwide roadshows throughout the year to reach out to employees of local banks across Malaysia. Briefing sessions on AICB's range of qualifications, anchored by the flagship Chartered Banker qualification, were held among groups of up to sixty participants. Thereafter, AICB followed up with those who had voiced their interest in the programmes and enrolled them into qualifications that were most appropriate to suit their development needs. In 2015, a total of 42 briefing sessions were conducted in Labuan, Sabah, Sarawak, Kedah, Penang, Perak, Johor and Pahang. The roadshows also included four AICB Breakfast Series seminars that were conducted in Penang, Johor Bahru, Kuching and Kota Kinabalu.

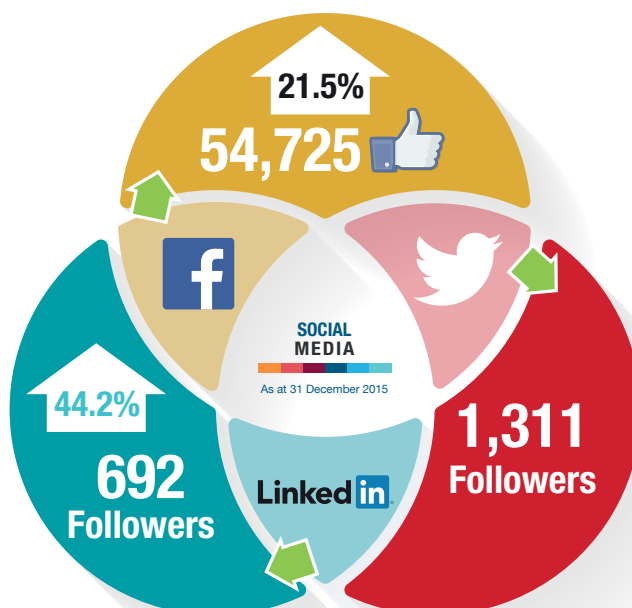
WEBSITE

We have optimised the AICB website as a more powerful marketing tool. In 2015, the website was refreshed to better position AICB's new identity as well as to create a more user-friendly interface for enhanced online presence. Accessible around the clock, the website and other online channels such as social media, enable AICB to continuously engage with stakeholders at their convenience beyond borders. AICB's website traffic for the year was consistently monitored to help identify areas for improvement.

SOCIAL MEDIA

A greater emphasis has recently been placed in harnessing the power of social media to reach out to current and potential members. These encompass highly interactive communication platforms created by mobile and web-based technologies, such as Facebook, Twitter and LinkedIn. Social media engagement has accelerated through the years and has currently surpassed traditional media in its ability to engage and build interactive relationships.

Through social media channels, AICB could promote programmes, announce events and support membership drives whilst providing stakeholders and members easy access to corporate information, qualifications and membership details. The year saw a growth in hits and likes. As at 31 December 2015, AICB had 54,725 'likes' on Facebook (21.5% increase from 2014), maintained 1,311 followers on Twitter and had connected with 692 followers (an increase of 44.2% from 2014) on its LinkedIn page.



OVERVIEW & PERFORMANCE REVIEW (CONT'D)

STAKEHOLDERS' ENGAGEMENT

AICB uses four networking groups as effective channels to conduct knowledge-sharing sessions and dialogue with key stakeholders on important issues and developments affecting the industry today; as well as deliberate and provide inputs on new industry policies. Throughout 2015 these networking groups continued to meet regularly and actively organised insightful talks and conferences featuring expert guest speakers.

NETWORKING GROUPS

The four networking groups are as follows:



CHIEF INTERNAL AUDITORS NETWORKING GROUP

Chairman	Alan Chang Kong Chong, <i>CB Chief Internal Auditor, Hong Leong Bank Berhad</i>
Secretary	Nazlee Abdul Hamid <i>Executive Vice President, Chief Audit Executive, Malayan Banking Berhad</i>

The Chief Internal Auditors Networking Group (CIANG) meets bi-monthly to discuss pertinent issues and best practices on audit to further elevate the standard and establish the benchmark of audit practices in the banking industry.

In 2015, CIANG met six times and has affirmed its commitment to improving the Certificate in Internal Auditing for Financial Institutions (CIAFIN) syllabus coherently in relevance to current practices and standards. It took a proactive approach by reviewing and providing input on the consultation paper by Perbadanan Insurans Deposit Malaysia (PIDM) for *Proposed Enhancements to the Malaysia Deposit Insurance Corporation (Provision of Information on Deposit Insurance) Regulations 2011*. CIANG also engaged with BNM in organising knowledge sharing sessions on e-Banking threats and trends; Operational Risk Management Policy; Operational Risk Integrated Online Network; as well as Consumer and Market Conduct Issues.

CIANG is currently deliberating on a cyber security framework for internal auditors to set a robust standard across the industry.

COMPLIANCE OFFICERS NETWORKING GROUP

Chairman	Wan Mazlan Wan Johari <i>Deputy Chief Compliance Officer, Bank Islam Malaysia Berhad</i>
Secretary	Kwan Keen Yew <i>Group Chief Compliance Officer, CIMB Group</i>

The Compliance Officers Networking Group (CONG) meets bi-monthly to deliberate on pertinent issues on compliance in the banking industry.

In 2015, CONG met six times. The members played a key role in reviewing the content of the Advanced Certification of Regulatory Compliance, which was launched in the first quarter of 2016. CONG members were also involved in providing inputs on BNM's Compliance Concept Paper and AML Sector 1 FAQs.

CONG also organised the International Conference on Financial Crime and Terrorism Financing (IFCTF), themed "The Changing Regulatory Landscape" which was held on 7 to 8 October 2015 in collaboration with the Asian Institute of Finance. A total of 433 representatives from 103 domestic and regional institutions attended the conference.

CHIEF RISK OFFICERS FORUM

Chairman	David Richard Thomas <i>Group Chief Risk Officer, CIMB Group</i>
Secretary	AICB

The Chief Risk Officers Forum (CRO Forum) provides an avenue for all chief risk officers in the banking industry to meet, discuss and share diverse issues and best practices pertaining to risk management. The CRO Forum also invites representatives from BNM to the meetings for dialogue sessions, exchange of views and updates on latest key developments.

In 2015, CRO Forum met three times. The members also contributed their views and input for the Bank Risk Management (BRM) qualification syllabus, as well as the programme content for the Global Banking Conference (GBC) themed “The New Banking Paradigm: Disruptions, Risks and Opportunities” on 3 to 4 November 2015. The BRM qualification was officially launched and introduced during GBC 2015 in November 2015.

HUMAN RESOURCE NETWORKING GROUP

Chairman	Nora Abd Manaf <i>Group Chief Human Capital Officer, Malayan Banking Berhad</i>
Secretary	AICB

The Human Resource Networking Group (HRNG) meets every quarter for updates on AICB’s qualifications and learning programmes. At its quarterly meetings, members facilitate discussions on Human Capital Development. HRNG also discuss various issues encountered by the members’ banks.

In 2015, HRNG met four times and combined their resources with AICB to organise the 2nd HR Knowledge Bazaar and Conference themed ‘Talent Management 2020 for Superior Business Performance’. This was held on 22 April 2015 at Sasana Kijang, BNM. The event was officiated by Datuk Muhammad bin Ibrahim, Deputy Governor of BNM, and proved to be a success, attracting 400 delegates from all industries, including universities and government agencies.

STATE ADVISORY COMMITTEE

As a channel for AICB to effectively engage with stakeholders at regional levels throughout the country, the State Advisory Committee (SAC) was established in Penang, Johor, Perak, Pahang, Sabah, Sarawak and Labuan. This is to ensure effective outreach to banking professionals nationwide, not only to promote the qualifications but also as a platform to garner input and views from the respective region’s banking representatives to consistently improve AICB’s qualifications and values in carrying out its vision as the professional body of choice for bankers.

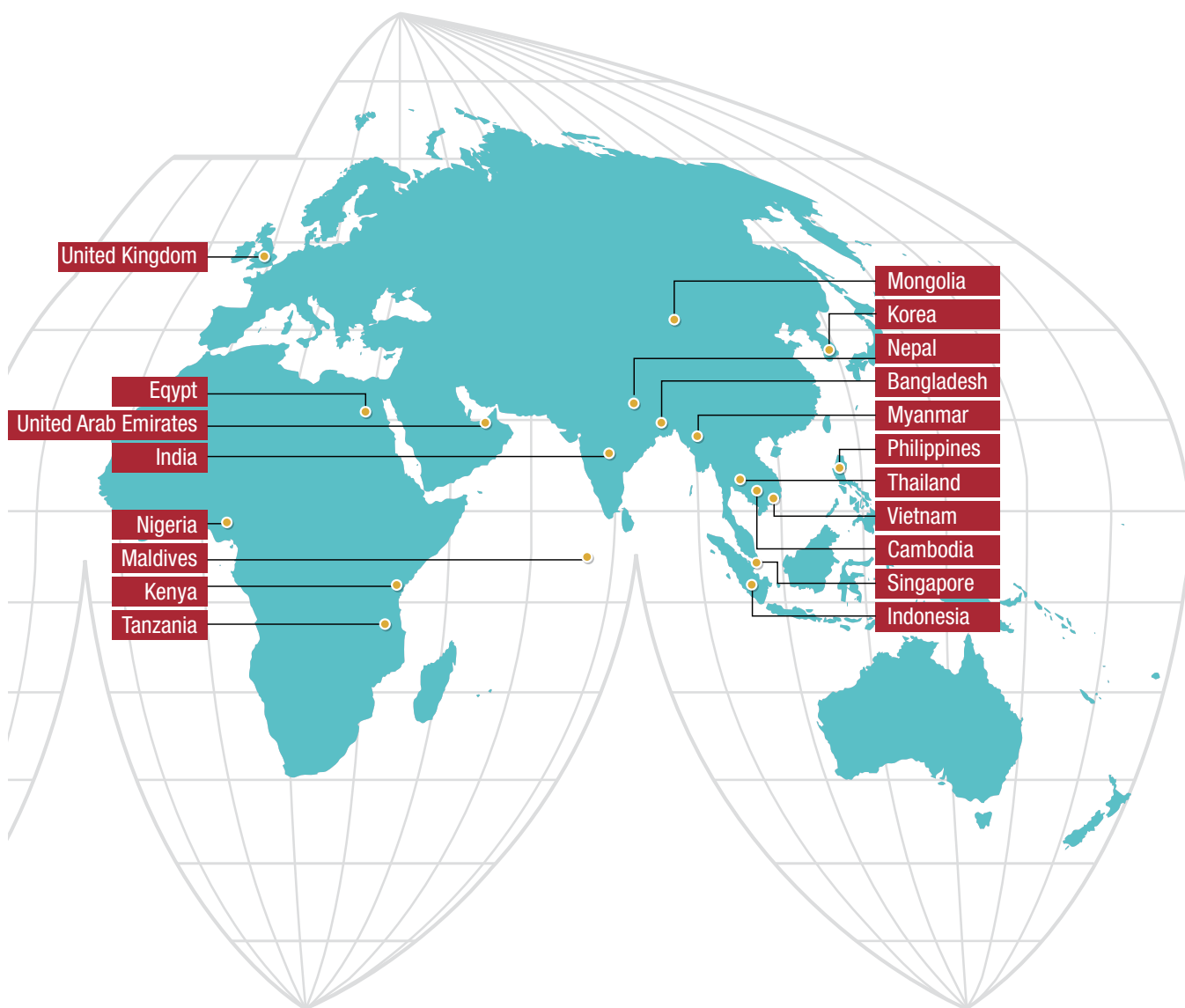
A total of nine regional meetings were held in 2015. In conjunction with these meetings, AICB Breakfast Series seminars titled “FSA 2013: Should Bankers Lose Sleep Over It?” were organised for the regions’ banking professionals. Puan Humairah Sukiman, Senior Legal Counsel of BNM, facilitated the sessions.

OVERVIEW & PERFORMANCE REVIEW (CONT'D)

INTERNATIONAL ENGAGEMENT

AICB was established to serve and network on a regional footprint and become a regional hub for professionalising bankers through the introduction of qualifications and certifications. In meeting its regional agenda, AICB has reached out and connected with its counterparts as well as regulatory authorities and other leading financial services organisations in United Kingdom, Asia, the Middle East and recently Africa. The ties forged are strengthened through study visits and active participation in regional activities every year.

In 2015, AICB hosted and introduced its qualifications to international delegates from Egypt, Kenya and Nepal, while engaging with counterparts in Myanmar, Bangladesh and Tanzania to support and help upgrade industry capacities. AICB also participated in several international meetings and conferences such as the ASEAN Bankers Association (ABA) meeting, 21st World Conference of Banking Institutes, and Asian-Pacific Association of Banking Institutes (APABI) Executive Meeting and Conference.



ASIAN-PACIFIC ASSOCIATION OF BANKING INSTITUTES (APABI) EXECUTIVE MEETING AND CONFERENCE

22 to 23 September 2015, New Delhi, India

AICB actively participated in the APABI Executive Meeting and the International Conference organised by the Indian Institute of Bankers (IIBI), India on 22 to 23 September 2015 in New Delhi.

The APABI Executive Committee members, comprising leading banking institutes from Asia, gathered at this event to discuss key developments, issues and challenges related to talent management in their respective jurisdictions as well as shared views and experiences to further strengthen and raise the standards of capacity building in the financial industry. Speakers at the conference comprised both local and international leading banking professionals, academia and financial consultants. They shared their experiences and perspectives on the critical issues and challenges surrounding talent management in the banking industry as well as best practices that can be adopted.

Further in conjunction with the APABI Conference 2015, the IIBI also held its very prestigious annual Sir Purushotamdas Thakurdas Memorial Lecture themed “HR in Banks”. Leading banking and finance practitioners from several countries including India, Nepal, Bhutan, Kenya, Kazakhstan, Philippines, Oman and Zambia attended the event.

As APABI members host the meetings and conferences on a rotation basis, Nepal was selected to host the next APABI Conference in 2016. As chair, AICB hosted the APABI meeting and conference in 2012 and 2013 in Kuala Lumpur, Malaysia. There are 17 member banking institutes in APABI to date.

WORLD CONFERENCE OF BANKING INSTITUTES

6 to 8 April 2015, Seoul, South Korea

Held biennially by different financial institutions all over the globe, the World Conference of Banking Institutes (WCBI) functions as a platform to review the achievements and challenges which banking and financial institutes face globally, and also their responsibilities in effectively supporting the financial industry’s performance. Since the first conference held in Edinburgh, UK in 1975, there have been 20 WCBI Conferences held in different parts of the world. In 2015, AICB participated in this significant conference hosted by the Korea Banking Institute in Seoul, Korea.



OVERVIEW & PERFORMANCE REVIEW (CONT'D)

PUBLICATIONS

Contributing to our mission of Thought Leadership, AICB releases publications and survey reports that provide information and timely perspectives on the financial industry. These are made available to all members to enhance their understanding, knowledge and hopefully inspire positive contributions to the industry they serve.

BI-ANNUAL MAGAZINES

In 2015, the bi-annual 'Banking Insights' were published in June and December. The June 2015 issue focused on the theme of 'Financial Inclusion', addressing how this could be achieved across the spectrum and how financial institutions and banks should change to accommodate the needs of diverse groups such as women, SMEs, and the bottom billion.

The theme for the December issue was 'Meltdown of the Middle Kingdom' which put the focus on China's economic deceleration and how it will affect its trade partners and the global economy, including the banking and finance sector. The issue addressed the response of Asian markets, regulators and other stakeholders in cushioning the impact of China's slowdown.



Bi-annual Magazines



Survey Reports

SURVEY REPORTS

Two reports were also launched in 2015. The first was a thought leadership collaboration with PwC Malaysia on 'Recovery and Resolution Planning (RRP)', which aims to create greater awareness and discourse among banks, given the growing interest in RRP. The publication incorporates global best practices as well as insights from Malaysian banking practitioners on how RRP can be tailored to suit the banking industry in Malaysia.

The next was a joint banking wide survey with EY Malaysia titled 'C-Suite's Next Game Plan: Data Analytics?'. This publication provides relevant and useful key insights on the state of transformation of Data Analytics in Malaysia among the Malaysia-based banks, benchmarked against global peers. As the survey findings revealed that Malaysian banks are still at an early stage of capitalising on data analytics, survey insights in the publication will be helpful in advancing the banks' future key strategic business plans on the management of data analytics.



CORPORATE EVENT HIGHLIGHTS



MoU Signing Ceremony with UUM on 27 January 2015

January

On 27 January, Universiti Utara Malaysia (UUM) signed a Memorandum of Understanding (MoU) to seal a smart industry-academic partnership with AICB. This collaboration shared one common goal in supporting talent growth through innovative learning and opportunity.

The MoU was signed by Deputy Vice-Chancellor (Academic and International Affairs), Professor Dr. Hassan Ali, who represented UUM while AICB was represented by its Chief Executive, Mr Tay Kay Luan.

April

The Chartered Banker Executive Conversion Programme (CBECP) was officially introduced to 19 candidates on 3 April through an induction session at the Asian Banking School. The session, conducted by Mr Colin Morrison, Deputy CEO of the Chartered Banker Institute, UK; outlined the requirements and information under the Chartered Banker membership and details of the programme's assignments.

Later in the month, on 22 April, AICB organised the 2nd HR Knowledge Bazaar and Conference 2015 at Sasana Kijang, BNM. Themed "Talent Management 2020 for Superior Business Performance", the conference was a sell-out success, attracting over 330 people.



2nd HR Knowledge Bazaar and Conference themed "Talent Management 2020 for Superior Business Performance" on 22 April 2015

CORPORATE EVENT HIGHLIGHTS (CONT'D)



MoU Signing Ceremony with Taylor's University on 12 May 2015



AICB 18th Annual Graduation & Awards Ceremony on 23 May 2015

May

On 12 May AICB signed an MoU with Taylor's University which cemented the sharing of research, teaching applications and instructional materials as well as the exchange of expertise between the two institutions.

On 23 May, AICB celebrated its 18th Annual Graduation & Awards Ceremony at The Majestic Hotel Kuala Lumpur. The celebrative event ranks high in the Institute's calendar annually as a memorable and special occasion to commemorate the high standards achieved by its students. A total of 819 graduates and prize winners were present at the ceremony which was presided by our Chairman, Tan Sri Azman Hashim.

Following the introduction of CBCEP in April, two Masterclass sessions on the CBCEP were held on 25 May, also at the Majestic Hotel Kuala Lumpur. The sessions focused on Professionalism and Ethics, and were conducted by Mr Robert Souster, Training Partner of Spruce Lodge Training, UK and the author of "Professionalism, Ethics and Regulation" module, published for the Chartered Banker Institute, UK.

Mr Souster further shared his expertise when he served as guest speaker during AICB's Breakfast Talk for 30 banking professionals on 27 May. The talk was themed "Ethics and Bankers - Lessons from the Financial Crisis". A Question and Answer session on issues and current practice of ethics and professionalism at the workplace was held after the talk and moderated by Mr Douglas Brown, the Executive Director of Risk Advisory Services, BDO Consulting.

June

Another smart industry-academic partnership was formed in June, bridging the gap between industry and academia. On 9 June, AICB signed an MoU with Multimedia University (MMU). The MoU was signed between the late YBhg Professor Dato' Dr. Muhamad Rasat Muhamad, President of MMU and Mr Tay Kay Luan, Chief Executive of AICB.



MoU Signing Ceremony with MMU on 9 June 2015



Breakfast Series seminar themed “FSA 2013: Should Bankers Lose Sleep Over it?” on 10 July 2015

July

During the year, AICB initiated a regional Breakfast Series seminar to educate and further enhance banking professionals’ understanding on new developments in the industry. It featured Puan Humairah Sukiman, Senior Legal Counsel of Legal Department, BNM as the guest speaker. She provided an in-depth overview of the Financial Services Act (FSA) 2013, including the Islamic Financial Services Act 2013 as well as other latest insights on the banking industry.

On 10 July, the first of the Breakfast Series seminar themed “FSA 2013: Should Bankers Lose Sleep Over It?” was held at BNM’s Penang regional office targeting bankers from the Northern region. Subsequently it was held at BNM’s Johor Bahru regional office on 29 July, where it attracted 100 banking and finance professionals in Johor.

August

On 17 August, a much anticipated milestone was reached when the Asian Banking School (ABS) was officially opened at Tower 2 NU Sentral by Datuk Muhammad bin Ibrahim, Deputy Governor of BNM. ABS carries on the experience and legacy of the former Institute of Bankers Malaysia (IBBM) in delivering education products and training programmes for the banking industry. The name ‘Asian Banking School’ reflects the government’s strategy to turn Malaysia into a regional educational hub.

October

AICB organised the 2nd Labuan Conference themed “50 Shades of Crimes” at the Dorsett Grand Labuan from 6 to 7 October to identify new trends and changes affecting the financial industry, and to bring renewed focus on Anti-Money Laundering/Counter Financing of Terrorism (AML/CFT) issues. The full-house event was presided by Datuk Ahmad Hizzad Baharuddin, Director General, Labuan Financial Services Authority and featured ten speakers and moderators.

Towards the end of the month on 26 October, the Breakfast Series seminar continued its regional tour with a session conducted at BNM’s Kuching regional office for 93 banking and finance professionals in Sarawak.



2nd Labuan Conference themed “50 Shades of Crimes” on 6 to 7 October 2015

CORPORATE EVENT HIGHLIGHTS (CONT'D)

November

A busy month, starting with our inaugural Global Banking Conference themed “The New Banking Paradigm: Disruptions, Risk and Opportunities” which took place from 3 to 4 November at Intercontinental Kuala Lumpur. This international banking conference brings together global thought leaders and industry experts to discuss key issues, challenges and trends impacting the global banking industry with a special focus on Asia. In 2015, these included prominent international speakers such as Professor Nassim Taleb, renowned author and Professor of Risk Engineering, New York University Polytechnic Institute; Jamie Woodruff, Ethical Hacker, Cyber Security Expert, UK; Dr Zhao Changhui, Chief Country Risk Analyst, The Export-Import Bank of China; Christopher Harvey, Managing Director & Global Financial Industry Leader, Deloitte HK; and other senior regulators, financial practitioners and corporate leaders. Approximately 500 financial and banking practitioners attended the conference with international participants representing 10 countries.

A Roundtable on Recovery and Resolution Planning (RRP) was organised on the sidelines of the Global Banking Conference. This was a high-level closed door interactive platform for industry, regulators and experts to come together to share global insights, best practices and discuss key issues and challenges on RRP – a key business agenda of many banks. The Roundtable comprised 22 senior regulators and leading industry practitioners from key banking institutions; including Donald Joshua Jaganathan, Assistant Governor of BNM and Mr Jean Pierre Sabourin, Perbadanan Insurans Deposit Malaysia’s (PIDM) Chief Executive Officer.



Chartered Banker Conferment Ceremony on 6 November 2015



The Global Banking Conference on 3 to 4 November 2015, featured the renowned Professor Nassim Taleb

On the heels of the Global Banking Conference, on 6 November, AICB held its inaugural Kuala Lumpur Chartered Banker Conferment Ceremony in partnership with the Chartered Banker Institute, UK. The historic event heralded the nation’s first 45 Chartered Bankers. Held at Sasana Kijang, the event was presided by Tan Sri Dato’ Sri Dr. Zeti Akhtar Aziz, the Governor of BNM.

On 18 November, the final Breakfast Series seminar was held at BNM’s Kota Kinabalu regional office. The session was attended by 54 banking and finance professionals in Sabah.



Chartered Banker Conferment for Maybank on 16 December 2015

December

On 10 December, AICB and the International Compliance Association (ICA) jointly organised a forum on “Professional Certifications in Anti-Money Laundering/Counter Financing of Terrorism & Certifications in Regulatory Compliance” at Sasana Kijang. The forum, run by the Regional Director of ICA, Mr Andrew Glover, gave the attendees an update on the courses available for enrolment via AICB and what was new with the compliance community. There was a turnout of more than 40 bankers and compliance officers from various financial and non-financial institutions, including students.

On 15 December, AICB held a year-end appreciation dinner for members of its networking groups. During the event, AICB’s Chief Executive Mr Tay Kay Luan expressed his appreciation to all serving members of the networking groups and thanked them for their hard work and diligence in honouring their commitments.

Another Chartered Banker Conferment Ceremony was held at Maybank’s Head Office on 16 December, to confer Chartered Banker status to five senior management of Maybank who were unable to attend the Chartered Banker Conferment Ceremony held earlier. AICB’s Chairman, Tan Sri Azman Hashim conferred them the designation upon their successful completion of the CBECP.

FINANCIAL STATEMENTS

53	Corporate Information
54	Report of the Council
59	Statement by the Council and Statutory Declaration
60	Independent Auditors' Report
61	Statement of Financial Position
62	Statement of Comprehensive Income
63	Statement of Changes in Equity
64	Statement of Cash Flows
66	Notes to the Financial Statements



CORPORATE INFORMATION

CHAIRMAN

Tan Sri Azman Hashim

VICE CHAIRMAN

Datuk Abdul Farid Alias

COUNCIL MEMBERS

Donald Joshua Joganathan
Tan Sri Dato' Sri Tay Ah Lek
Datuk Mohamed Azmi Mahmood
Datuk Mohd Najib Haji Abdullah
Dato' Howard Choo Kah Hoe
(appointed on 1 July 2015)
Datuk Yvonne Chia
(appointed on 1 September 2015)
Dato' Khairussaleh Ramli
(appointed on 1 September 2015)
Wong Kim Choong
Ong Eng Bin
Dato' Zulkiflee Abbas Abdul Hamid
(resigned on 1 April 2015)
Tan Kong Khoon
(resigned on 15 March 2016)
Tan Sri Azlan Mohd Zainol
(resigned on 21 March 2016)

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, 2015.

PRINCIPAL ACTIVITIES

During the financial year, the Institute changed its principal activities from providing industry-focused qualification and training programmes to a distinct professional body focusing on membership, professional standards, education, awards and examination policies.

There have been no significant changes in the nature of these activities during the financial year other than the changes as mentioned above.

FINANCIAL RESULTS

	RM
Profit before tax	3,252,027
Tax expense	(1,306,605)
Net profit for the financial year	1,945,422

RESERVES AND PROVISIONS

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

OTHER STATUTORY INFORMATION

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

- (a) to ascertain that action had been taken in relation to the writing off of bad debts and the making of provision for doubtful debts and satisfied themselves that there were no bad debts to be written off and no provision for doubtful debt was required; and
- (b) to ensure that any current assets which were unlikely to be realised in the ordinary course of business including their values as shown in the accounting records of the Institute have been written down to an amount which they might be expected so to realise.

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

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

OTHER STATUTORY INFORMATION (CONT'D)

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

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

In the opinion of the Council:-

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

COUNCIL AND CONSTITUTIONAL MATTERS

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

- (a) Nominated by and representing Bank Negara Malaysia under Article 66(1)(a) of the Institute's Articles of Association:
 - Donald Joshua Jaganathan
- (b) Nominated by and representing The Association of Banks in Malaysia under Article 66(1)(b) of the Institute's Articles of Association:
 - Datuk Abdul Farid Alias
 - Dato' Khairussaleh bin Ramli (appointed on 1 September 2015)
 - Wong Kim Choong
 - Ong Eng Bin
 - Dato' Zulkiflee Abbas Abdul Hamid (resigned on 1 April 2015)
 - Tan Kong Khoon (resigned on 15 March 2016)
- (c) Nominated by and representing the Malaysian Investment Banking Association under Article 66(1)(c) of the Institute's Articles of Association:
 - Tan Sri Azman Hashim
 - Datuk Mohd Najib Haji Abdullah
- (d) Nominated by the Council under Article 66(1)(d) of the Institute's Articles of Association:
 - Tan Sri Dato' Sri Tay Ah Lek
 - Datuk Mohamed Azmi Mahmood
 - Datuk Yvonne Chia (appointed on 1 September 2015)
 - Dato' Howard Choo Kah Hoe (appointed on 1 July 2015)
 - Tan Sri Azlan Mohd Zainol (resigned on 21 March 2016)

REPORT OF THE COUNCIL (CONT'D)

BENEFITS OF THE COUNCIL MEMBERS

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

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

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

ORGANISATION AND MANAGEMENT

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

Education Committee

The Education Committee (EC) guides and provides 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.

The Committee comprised:

- Donald Joshua Jaganathan (Chairman)
- Tan Sri Dato' Sri Tay Ah Lek
- Dato' Howard Choo Kah Hoe
- Tan Kong Khoon (resigned on 15 March 2016)

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

- Professor Dato' Dr Ansary Ahmed
President/Chief Executive Officer, Asia e University
- Datuk Johar Che Mat
Director, Amanah Raya Berhad

General Purpose Committee

The General Purpose Committee (GPC) ensures 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.

The Committee comprised:

- Datuk Abdul Farid Alias (Chairman)
- Datuk Mohamed Azmi Mahmood
- Wong Kim Choong

Audit Committee

The Audit Committee (AC) provides 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.

The Committee comprised:

- Tan Sri Azlan Mohd Zainol (Chairman) (resigned on 21 March 2016)
- Wong Kim Choong

ORGANISATION AND MANAGEMENT (CONT'D)

Human Resource Committee

The Human Resource Committee (HRC) guides management in executive recruitment, compensation and people development policies. The role of HRC is to help the implementation of human resource related policies and practices.

The Committee comprised:

- Datuk Mohd Najib Haji Abdullah (Chairman)
- Ong Eng Bin
- Dato' Zulkiflee Abbas Abdul Hamid (resigned on 1 April 2015)

Membership Committee

The Membership Committee (MC) guides and provides the oversight on the development of the Institute's professional standards in membership, conduct and professional development to support the agenda of professionalising bankers. The role of MC is to review the implementation of the policies and the effectiveness of the membership programmes in ensuring creation of value to members.

- Datuk Mohamed Azmi Mahmood (Chairman)
- Datuk Yvonne Chia
- Dato' Khairussaleh Ramli

Board of Examiners

The Board of Examiners is established as an integral part of examination strategy to ensure governance and standards of the examinations supporting the awarding roles of AICB.

The Board comprised:

- Dato' Howard Choo Kah Hoe (Chairman)

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

- Alex Por Peng Seong
Executive Director, United Overseas Bank (Malaysia) Berhad
- Professor Christine Ennew
Provost/Pro Vice Chancellor, University of Nottingham Malaysia Campus
- Colin Morrison
Deputy Chief Executive/Director of Education, Chartered Banker Institute
- Dr. Cordelia Mason
Research Fellow, Asian Institute of Finance
- Nora Abd Manaf
Group Chief Human Capital Officer, Malayan Banking Berhad
- Professor Dato' Dr Sayed Mushtaq Hussain
Professor, School of Management Asia e University

Personnel

As at year end 2015, the Institute has a total staff strength of 51, of which 24 are from the shared services division.

REPORT OF THE COUNCIL (CONT'D)

NOMINATION OF COUNCIL MEMBERS

The Institute has received the following nominations for the appointment of Council Members for the 2016/2017 term of office:

Nominated by Bank Negara Malaysia:

- Donald Joshua Jaganathan

Nominated by The Association of Banks in Malaysia:

- Datuk Abdul Farid Alias
- Dato' Khairussaleh bin Ramli
- Wong Kim Choong
- Ong Eng Bin
- Lee Lung Nien

NOMINATION OF COUNCIL MEMBERS (CONT'D)

Nominated by the Malaysian Investment Banking Association:

- Tan Sri Azman Hashim
- Datuk Mohd Najib Haji Abdullah

Nominated by Council:

- Tan Sri Dato' Sri Tay Ah Lek
- Datuk Mohamed Azmi Mahmood
- Datuk Yvonne Chia
- Dato' Howard Choo Kah Hoe

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 2015.

On behalf of the Council



.....
TAN SRI AZMAN HASHIM
Chairman

Kuala Lumpur



.....
DATUK ABDUL FARID ALIAS
Vice Chairman



STATEMENT BY THE COUNCIL

In the opinion of the Council Members, the financial statements set out on pages 61 to 87 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, 2015 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



STATUTORY DECLARATION

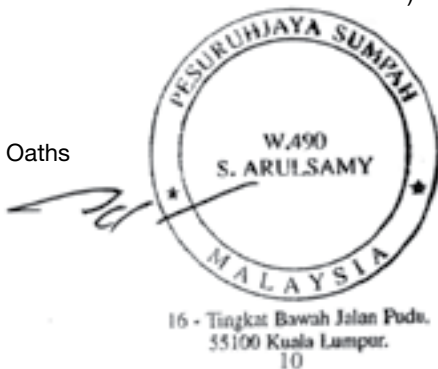
I, Tay Kay Luan, being the Chief Executive Officer primarily responsible for the financial management of Asian Institute of Chartered Bankers, do solemnly and sincerely declare that to the best of my knowledge and belief, the financial statements of the Institute set out on pages 61 to 87 are correct and I make this solemn declaration conscientiously believing the same to be true and by virtue of the Statutory Declarations Act, 1960.

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

TAY KAY LUAN

Before me:

Commissioner for Oaths





INDEPENDENT AUDITORS' REPORT

TO THE MEMBERS OF 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, 2015 of the Institute, and the Statement 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 61 to 87.

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 determines 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, 2015 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.

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

.....
DATO' N. K. JASANI
(NO: 708/03/18(J/PH))
CHARTERED ACCOUNTANT

Kuala Lumpur



STATEMENT OF FINANCIAL POSITION

AS AT DECEMBER 31, 2015

	Note	2015 RM	2014 RM
NON-CURRENT ASSETS			
Property, plant and equipment	4	5,992,364	6,821,782
Investment in associates	5	496,971	80,001
		6,489,335	6,901,783
CURRENT ASSETS			
Receivables	6	1,885,910	10,477,402
Amount due from associates	7	7,679,953	3,713
Amount due from a related party	8	-	236,439
Short term fixed deposits with licensed banks		4,988,231	1,788,231
Cash and bank balances		530,882	928,997
Total current assets		15,084,976	13,434,782
CURRENT LIABILITIES			
Payables	9	2,439,725	6,177,871
Deferred income	10	5,075,820	2,070,206
Prepaid income		891,174	2,110,907
Library deposits		84,160	117,310
Tax payable		378,269	20,530
Secured Zero Coupon Bonds	11	11,000,000	11,000,000
Total current liabilities		19,869,148	21,496,824
NET CURRENT ASSETS		(4,784,172)	(8,062,042)
TOTAL NET ASSETS		1,705,163	(1,160,259)
EQUITY			
Accumulated Fund		97,183	(1,848,239)
Launching Grant	12	687,980	687,980
		785,163	(1,160,259)
NON-CURRENT LIABILITIES			
Deferred tax liabilities	13	920,000	-
		1,705,163	(1,160,259)

TAN SRI AZMAN HASHIM

DATUK ABDUL FARID ALIAS

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



STATEMENT OF COMPREHENSIVE INCOME

FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2015

	Note	2015 RM	2014 RM
Revenue	14	17,926,052	38,383,759
Personnel costs		(6,504,750)	(9,972,075)
Depreciation of property, plant and equipment		(873,574)	(1,004,482)
Developmental expenses		(2,064,390)	(6,915,350)
Operating expenses		(5,398,332)	(20,323,227)
Share of profit of Associates		167,021	-
Profit before tax	15	3,252,027	168,625
Tax expense	16	(1,306,605)	(28,866)
Net profit for the financial year		1,945,422	139,759
Other comprehensive income		-	-
Total comprehensive income for the financial year		1,945,422	139,759

.....
TAN SRI AZMAN HASHIM

.....
DATUK ABDUL FARID ALIAS

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



STATEMENT OF CHANGES IN EQUITY

FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2015

	Note	Launching grant RM	Accumulated fund RM	Total RM
Balance at January 1, 2014		687,980	(1,987,998)	(1,300,018)
Total comprehensive income for the financial year		-	139,759	139,759
Balance at December 31, 2014		687,980	(1,848,239)	(1,160,259)
Total comprehensive income for the financial year		-	1,945,422	1,945,422
Balance at December 31, 2015		687,980	97,183	785,163

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



STATEMENT OF CASH FLOWS

FOR THE FINANCIAL YEAR ENDED DECEMBER 31, 2015

	Note	2015 RM	2014 RM
CASH FLOWS FROM OPERATING ACTIVITIES			
Profit before tax		3,252,027	168,625
Adjustments for:-			
Depreciation of property, plant and equipment		873,574	1,004,482
Interest income		(188,928)	(157,752)
Interest expense		157	2,000
Share of profit of equity-accounted associates		(167,021)	-
Operating surplus before working capital changes		3,769,809	1,017,355
Changes in working capital:-			
Receivables		8,591,492	(9,641,194)
Payables		(1,985,415)	4,079,188
Related party		236,439	(233,428)
Cash generated from/(used in) operations		10,612,325	(4,778,079)
Tax paid		(28,866)	(40,889)
Net cash generated from/(used in) operating activities		10,583,459	(4,818,968)
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		188,928	157,752
(Advance to)/repayment from an associate		(7,676,240)	7,965
Acquisition of associate		(49)	-
Subscription of 5% redeemable convertible preference shares		(249,900)	-
Purchase of property, plant and equipment		(44,156)	(23,370)
Net cash (used in)/generated from investing activities		(7,781,417)	142,347

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

	Note	2015 RM	2014 RM
CASH FLOWS FROM FINANCING ACTIVITY			
Interest paid		(157)	(2,000)
Net cash used in financing activity		(157)	(2,000)
CASH AND CASH EQUIVALENTS			
Net changes		2,801,885	(4,678,621)
At beginning of financial year		2,717,228	7,395,849
At end of financial year	A	5,519,113	2,717,228

NOTE TO STATEMENT OF CASH FLOWS

A. Cash and cash equivalents included in the Statement of Cash Flows comprise the following amounts:-

	Note	2015 RM	2014 RM
Short term fixed deposits with licensed bank		4,988,231	1,788,231
Cash and bank balances		530,882	928,997
		5,519,113	2,717,228

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



NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015

1. GENERAL INFORMATION

The Institute is an institute 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.

During the financial year, the Institute changed its principal activities from providing industry-focused qualification and training programmes to a distinct professional body focusing on membership, professional standards, education, awards and examination policies.

There have been no significant changes in the nature of these activities during the financial year other than the changes as mentioned above.

The financial statements of the Institute were authorised for issue by the Council in accordance with a resolution of the Council on 18 April 2016.

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 requirements of the Companies Act, 1965 in Malaysia.

2.2 Basis of Measurement

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

2.3 Functional and Presentation Currency

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

2.4 Malaysian Financial Reporting Standards (“MFRSs”)

2.4.1 Adoption of New and Revised Malaysian Financial Reporting Standards

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

At the beginning of the current financial year, the Institute adopted amendments to MFRSs and IC Int which are mandatory for the financial periods beginning on or after 1 January 2015.

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

2. BASIS OF PREPARATION (CONT'D)

2.4 Malaysian Financial Reporting Standards (“MFRSs”) (cont'd)

2.4.2 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 - Effective 1 January 2018

MFRS 9 replaces MFRS 139, Financial Instruments: Recognition and Measurement and all previous versions of MFRS 9. The new standard introduces extensive requirements and guidance for classification and measurement of financial assets and financial liabilities which fall under the scope of MFRS 9, new “expected credit loss model” under the impairment of financial assets and greater flexibility has been allowed in hedge accounting transactions. Upon adoption of MFRS 9, financial assets will be measured at either fair value or amortised cost. It is expected that the Institute’s investment in unquoted shares will be measured at fair value through comprehensive income.

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

MFRS 15 Revenue from Contract with Customers – Effective 1 January 2018

MFRS 15 presents new requirements for the recognition of revenue, replacing the guidance of MFRS 111 Construction Contracts, MFRS 118 Revenue, IC Int 13 Customer Loyalty Programmes, IC Int 15 Agreements for Construction of Real Estate, IC Int 18 Transfer of Assets from Customers and IC Int 131 Revenue – Barter Transactions Involving Advertising Services. The principles in MFRS 15 provide a more structured approach to measuring and recognising revenue. It establishes a new five-step model that will apply to revenue arising from contracts with customers. Under MFRS 15 revenue is recognised at an amount that reflects the consideration to which an entity expects to be entitled in exchange for transferring goods or services to a customer.

The adoption of MFRS 15 will result in a change in accounting policy. The Institute is currently assessing the financial impact of adopting MFRS 15.

Amendments to MFRS 127 Consolidated and Separate Financial Statements: Equity Method in Separate Financial Statements – Effective 1 January 2016

The amendments will allow entities to use the equity method to account for investments in subsidiaries, joint ventures and associates in their separate financial statements. Entities already applying MFRS and electing to change to the equity method in its separate financial statements will have to apply that change retrospectively. For first-time adopters of MFRS electing to use the equity method in its separate financial statements, they will be required to apply this method from the date of transition to MFRS.

The Institute has early adopted this standard for the financial year ended 31 December 2015.

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015 (CONT'D)

2. BASIS OF PREPARATION (CONT'D)

2.5 Significant Accounting Estimates and Judgements

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

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

2.5.1 Estimation uncertainty

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

Useful lives of depreciable assets

Property, plant and equipment are depreciated on a straight-line basis over their useful life. Management estimates the useful lives of the property, plant and equipment to be within 3 to 66 years and reviews the useful lives of depreciable assets at each end of the reporting period. As at 31 December 2015, management assesses that the useful lives represent the expected utility of the assets to the Institute. The carrying amounts are analysed in Note 4 to the Financial Statements.

Actual results, however, may vary due to change in the expected level of usage and technological developments, which may result in an 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 assesses 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 considers 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, 7 and 8 to the Financial Statements.

Management expects that the carrying amount of the receivables at the end of the reporting date would not have material differences from their estimate and it would not result in material variance during the financial year.

2. BASIS OF PREPARATION (CONT'D)

2.5 Significant Accounting Estimates and Judgements (cont'd)

2.5.2 Significant management judgement

The Institute does not make any significant management judgement that have significant effect on the amounts recognised in the financial statements.

3. SIGNIFICANT ACCOUNTING POLICIES

The Institute has applied significant accounting policies as summarised below, consistently throughout all periods presented in the financial statements, unless otherwise stated.

3.1 Property, plant and equipment

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

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

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:-

Long term leasehold building	2%
Office furniture and fixtures, equipment and electrical installation	15% - 33 1/3%
Library books	20%
Motor vehicles	20%
Renovation	33%

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 Statement of Comprehensive Income in the financial year the asset is derecognised.

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015 (CONT'D)

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 in the financial and operating policy decisions 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.

(iv) Royalties

Royalties derived from granting rights to Asian Banking School Sdn. Bhd. for the use of the Institute's intellectual property to deliver qualification-related programmes are accounted for on an accrual basis.

3.5 Employee benefits

(i) Short term employee benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the financial year in which the associated services are rendered by employees of the Institute.

Short term accumulating compensated absences such as paid annual leave are recognised when services are rendered by employees that increase their entitlement to future compensated absences, and short term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(ii) Defined contribution plans

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

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.6 Tax expense

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

3.6.1 Current tax

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

Current tax is recognised in the Statement of Financial Position as a liability (or an asset) to the extent that it is unpaid (or refundable).

3.6.2 Deferred tax

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

The amount of deferred tax recognised is measured based on the expected manner of realisation or settlement of the carrying amount of the assets and liabilities, using tax rate enacted or substantively enacted at the reporting date.

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.

3.6.3 Goods and Services Tax

Goods and Services Tax ("GST") is a consumption tax based on value-added concept. GST is imposed on goods and services at every production and distribution stage in the supply chain including importation of goods and services, at the applicable tax rate of 6%. Input GST that the Institute paid on purchases of business inputs can be deducted from output GST.

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015 (CONT'D)

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.6 Tax expense (cont'd)

3.6.3 Goods and Services Tax (cont'd)

Revenues, expenses and assets are recognised net of the amount of GST except:-

- Where the GST incurred in a purchase of assets or services is not recoverable from the authority, in which case the GST is recognised as part of the cost of acquisition of the assets or as part of the expense item as applicable; and
- Receivables and payables that are stated with the amount of GST included.

The net amount of GST recoverable from, or payable to, the taxation authority is included as part of receivables or payables in the Statements of Financial Position.

3.7 Cash and cash equivalents

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

3.8 Impairment of assets

3.8.1 Non-financial Assets

At each reporting date, the Institute reviews carrying amounts of its non-financial assets to determine whether there is any indication of impairment. Non-financial assets is tested for impairment at least once annually or more frequently if events or changes in circumstances indicate that the carrying value may be impaired either individually or at the cash-generating unit level. If such indication exists, or when annual impairment testing for an asset is required, the recoverable amount is estimated and an impairment loss is recognised whenever the recoverable amount of the asset or a cash-generating unit is less than its carrying amount. Recoverable amount of an asset or a cash-generating unit is the higher of its fair value less costs to sell and its value in use.

In assessing value in use, estimated future cash flows are discounted to 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. Impairment losses of continuing operations are recognised in profit or loss in those expense categories consistent with the function of the impaired asset. An impairment loss is recognised as an expense in profit or loss immediately, unless the asset is carried at a revalued amount. Any impairment loss of a revalued asset is treated as a revaluation decrease to the extent of previously recognised revaluation surplus for the same asset.

An assessment is made at each reporting date as to whether there is any indication that previously recognised impairment losses for an asset 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. 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.

All reversals of impairment losses are recognised as income immediately in profit or loss unless the asset is carried at revalued amount, in which case the reversal in excess of impairment loss previously recognised through profit or loss is treated as revaluation increase. After such a reversal, depreciation charge is adjusted in future periods to allocate the revised carrying amount of the asset, less any residual value, on a systematic basis over its remaining useful life.

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.8 Impairment assets (cont'd)

3.8.2 Financial Assets

The Institute assesses at each reporting date whether there is any objective evidence that a financial asset or a group of financial assets is impaired. A financial asset or a group of financial assets is deemed to be impaired if, and only if, there is objective evidence of impairment as a result of one or more events that has occurred after the initial recognition of the asset (an incurred "loss event") and that loss event has an impact on the estimated future cash flows of the financial asset or the group of financial assets that can be reliably estimated. Evidence of impairment may include indications that the debtors or a group of debtors is experiencing significant financial difficulty, default or delinquency in interest or principal payments, the probability that they will enter bankruptcy or other financial reorganisation and where observable data indicate that there is a measurable decrease in the estimated future cash flows, such as changes in arrears or economic conditions that correlate with defaults.

Financial Assets Carried at Amortised Cost

For financial assets carried at amortised cost, the Institute first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant. If the Institute determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, it includes the asset in a group of financial assets with similar credit risk characteristics and collectively assesses them for impairment. Assets that are individually assessed for impairment and for which an impairment loss is, or continue to be, recognised are not included in a collective assessment of impairment.

If there is objective evidence that an impairment loss has been incurred, the amount of the loss is measured as the difference between the assets carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not yet been incurred). The present value of the estimated future cash flows is discounted at the financial asset's original effective interest rate.

The carrying amount of the asset is reduced through the use of a provision account and the amount of the loss is recognised in the profit or loss. Interest income continues to be accrued on the reduced carrying amount and is accrued using the rate of interest used to discount the future cash flows for the purpose of measuring the impairment loss. The interest income is recorded as part of finance income in the profit or loss. Loans together with the associated provision are written off when there is no realistic prospect of future recovery and all collateral has been realised or has been transferred to the Institute. If, in a subsequent financial year, the amount of the estimated impairment loss increases or decreases because of an event occurring after the impairment was recognised, the previously recognised impairment loss is increased or reduced by adjusting the provision account.

3.9 Provisions

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

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015 (CONT'D)

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.10 Leases

3.10.1 Finance leases

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

Depreciation methods and useful lives for assets held under finance lease agreements correspond to those applied to comparable assets which are legally owned by the Institute. The corresponding finance lease liability is reduced by lease payments less finance charges, which are expensed as part of finance costs. The interest element of lease 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 classified as equity instrument. There is no requirement for the Institute to repay the launching grant to its members.

3.12 Secured zero coupon bonds

Secured zero coupon bonds are stated at the nominal value and classified as liability instrument, and the Institute has an obligation to redeem the bonds in full on maturity date.

3.13 Deferred income

Revenue involved when risks and ownership on the services have not been rendered at reporting date is recognised as deferred income.

3.14 Financial instruments

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

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

3.14.1 Financial assets

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

- (a) loans and receivables;
- (b) financial assets at fair value through profit or loss;
- (c) held to maturity investments; and
- (d) available-for-sale financial assets.

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.14 Financial instruments (cont'd)

3.14.1 Financial assets (cont'd)

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 and available for sale financial assets 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.

Available-for-sale financial assets

Available-for-sale financial assets are non-derivative financial assets that are either designated to this category or do not qualify for inclusion in any of the other categories of financial assets. The Institute's available-for-sale financial assets include redeemable convertible preference shares.

Available-for-sale financial assets are measured at fair value subsequent to the initial recognition. Gains and losses are recognised in other comprehensive income and reported within the available-for-sale reserve within equity, except for impairment losses and foreign exchange differences on monetary assets, which are recognised in profit or loss. When the asset is disposed off or is determined to be impaired, the cumulative gain or loss recognised in other comprehensive income is reclassified from the equity reserve to profit or loss and presented as a reclassification adjustment within other comprehensive income.

Interest calculated using the effective interest method and dividends are recognised in profit or loss. Dividends on an available-for-sale equity are recognised in profit or loss when the Institute's right to receive payment is established.

Investment in equity instruments that do not have a quoted market price in an active market and whose fair value cannot be reliably measured are measured at cost less impairment loss.

Available-for-sale financial assets are classified as non-current assets unless they are expected to be realised within 12 months after the end of the reporting period.

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015 (CONT'D)

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D)

3.14 Financial instruments (cont'd)

3.14.2 Financial liabilities

After the initial recognition, financial liability is classified as:

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

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

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.

3.15 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.
 - (viii) The entity, or any member of an Institute of which it is a part, provides key management personnel services to the Institute.

3.16 Contingencies

Where it is not probable that an inflow or an outflow of economic benefits will be required, or the amount cannot be estimated reliably, the asset or the obligation is not recognised in the Statement of Financial Position and is disclosed as a contingent asset or contingent liability, unless the probability of inflow or outflow of economic benefits is remote. Possible obligations, whose existence will only be confirmed by the occurrence or non-occurrence of one or more future events, are also disclosed as contingent assets or contingent liabilities unless the probability of inflow or outflow of economic benefits is remote.

4. PROPERTY, PLANT AND EQUIPMENT

Cost	Leasehold land RM	Long term leasehold building RM	Office furniture and fixtures, equipment and electrical installation RM	Library books RM	Motor vehicles RM	Renovation RM	Total RM
At January 1, 2014	2,853,253	6,850,946	2,744,907	14,010	407,440	1,996,965	14,867,521
Additions	-	-	23,370	-	-	-	23,370
At December 31, 2014	2,853,253	6,850,946	2,768,277	14,010	407,440	1,996,965	14,890,891
Additions	-	-	38,665	-	5,491	-	44,156
At December 31, 2015	2,853,253	6,850,946	2,806,942	14,010	412,931	1,996,965	14,935,047
Accumulated depreciation							
At January 1, 2014	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
At December 31, 2014	943,388	2,697,849	2,621,490	13,157	406,570	1,386,655	8,069,109
Charge for the financial year	29,252	137,019	95,199	465	1,329	610,310	873,574
At December 31, 2015	972,640	2,834,868	2,716,689	13,622	407,899	1,996,965	8,942,683
Net carrying amount							
At December 31, 2014	1,909,865	4,153,097	146,787	853	870	610,310	6,821,782
At December 31, 2015	1,880,613	4,016,078	90,253	388	5,032	-	5,992,364

The leasehold land and building is pledged and held by a Trust for zero coupon bonds issued as per Note 11 to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015 (CONT'D)

5. INVESTMENT IN ASSOCIATES

	2015 RM	2014 RM
At cost:-		
Unquoted shares in Malaysia	80,050	80,001
Share of post-acquisition reserve	167,021	-
	247,071	80,001
5% Redeemable Convertible Preference Shares	249,900	-
	496,971	80,001

During the financial year, the Institute acquired a 49% investment in Asian Banking School Sdn. Bhd. This investee was established to provide professional certification and capability development programmes, specialising in professional banking education. Based on an evaluation of the risk and rewards of the investee, it is not consolidated by the Institute.

Additionally, the Institute also subscribed 2,499,000 units of redeemable convertible preference shares which carry a fixed non-cumulative preferential dividend of 5% subject to the availability of profits and approval of the Asian Business School Sdn. Bhd. Board.

The associates incorporated in Malaysia are as follows:-

Name of company	Effective interest (%)		Principal activities
	2015	2014	
Akademi IBBM Sdn. Bhd. ("AIBBM")	40	40	Under voluntary winding up.
Asian Banking School Sdn. Bhd. ("ABS")	49	-	Education provider of banking and financial services.

The summarised financial information of the associates are as follows:-

	AIBBM 2015 RM	ABS 2015 RM	TOTAL 2015 RM
Financial position as at 31 December			
Non current asset	-	347,463	347,463
Current assets	133,675	15,804,824	15,938,499
Current liabilities	(18,354)	(12,444,332)	(12,462,686)
Net assets	115,321	3,707,955	3,823,276
Summary of financial performance for the financial year ended 31 December			
Revenue	-	30,781,733	30,781,733
Net (loss)/profit for the financial year/Total comprehensive (loss)/income for the financial year	(13,641)	3,480,111	3,466,470
The Institute's share of associate's net assets	(33,872)	200,893	167,021

6. RECEIVABLES

	2015 RM	2014 RM
Trade receivables	1,154,286	4,903,731
Other receivables	87,069	128,473
Deposits	49,809	59,008
Prepayments	68,836	59,243
Owed by Staff Training Fund	525,910	5,326,947
	1,885,910	10,477,402

The normal trade credit terms granted by the Institute to the trade receivables range from 0 to 30 days (2014: 0 to 30 days). Other credit terms are assessed and approved on case by case basis.

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

7. AMOUNT DUE FROM ASSOCIATES

The amount due from associates is non-trade in nature, unsecured, interest free and repayable on demand.

8. AMOUNT DUE FROM A RELATED PARTY

The amount due from a related party is non-trade in nature, unsecured, interest free and repayable on demand.

9. PAYABLES

	2015 RM	2014 RM
Trade payables	1,151,231	459,743
Other payables and accruals	1,288,494	5,718,128
	2,439,725	6,177,871

The normal trade credit term granted by supplier is 30 days (2014: 30 days).

10. DEFERRED INCOME

Deferred income comprised grants received from Staff Training Fund for capital and development expenditures. Deferred income is amortised and released into the Statement of Comprehensive Income in the periods during which the related costs for which the grants are intended are utilised.

11. 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 early redemption by the Institute at par.

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015 (CONT'D)

12. LAUNCHING GRANT

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

13. DEFERRED TAX LIABILITIES

	2015 RM	2014 RM
At the beginning of the year	-	-
Recognised in profit or loss	920,000	-
At the end of the year	920,000	-

The deferred tax liabilities as at the end of the reporting period are made up of the temporary differences arising from the carrying amount of the qualifying property, plant and equipment in excess of their tax base.

14. REVENUE

	2015 RM	2014 RM
Qualification	1,119,595	2,249,270
Membership	1,010,218	1,071,402
Publications	5,204	9,150
Course and conference fees	885,797	13,769,040
Grant from Staff Training Fund	14,673,612	20,982,033
Other revenue	231,626	302,864
	17,926,052	38,383,759

15. PROFIT BEFORE TAX

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

	2015 RM	2014 RM
Auditors' remuneration	20,000	20,000
Depreciation of property, plant and equipment	873,574	1,004,482
Interest expense	157	2,000
Realised loss on foreign exchange	5,314	-
Share of profit of associates	(167,021)	-
Interest on fixed deposits	(188,928)	(157,752)

16. TAX EXPENSE

	2015 RM	2014 RM
Current year tax	386,605	28,866
Deferred tax	920,000	-
	1,306,605	28,866

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

A numerical reconciliation between the statutory income tax rate and average effective rate are as follows:-

	2015 RM	2014 RM
Profit before tax	3,252,027	168,625
Income tax at statutory rate of 26%	845,527	43,843
Tax effect in respect of:		
Non-allowable expenses	278,428	260,293
Tax savings as a result of taxable income taxed at lower scale rates	(15,350)	(12,150)
Deferred tax assets not recognised	-	(263,120)
Under recognition of deferred tax liability in prior year	198,000	-
Total tax expense	1,306,605	28,866

17. EMPLOYEES INFORMATION

	2015 RM	2014 RM
Salary, bonus and overtime	4,324,694	7,593,516
Defined contribution plan	681,854	1,245,062
Social security contributions	20,634	35,871
Other staff costs	1,477,568	1,097,626
	6,504,750	9,972,075

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015 (CONT'D)

18. 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
2015			
Financial assets			
Receivables	1,817,074	1,817,074	-
Amount due from associates	7,679,953	7,679,953	-
Short term fixed deposits with licensed banks	4,988,231	4,988,231	-
Cash and bank balances	530,882	530,882	-
	15,016,140	15,016,140	-
Financial liabilities			
Payables	2,439,725	-	2,439,725
Library deposits	84,160	-	84,160
	2,523,885	-	2,523,885
2014			
Financial assets			
Receivables	10,418,159	10,418,159	-
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	-
	13,375,539	13,375,539	-

18. FINANCIAL INSTRUMENTS (CONT'D)

Categories of Financial Instruments (cont'd)

	Carrying amount RM	L&R RM	AC RM
2014			
Financial liabilities			
Payables	6,177,871	-	6,177,871
Library deposits	117,310	-	117,310
	6,295,181	-	6,295,181

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 approves 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.

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015 (CONT'D)

18. FINANCIAL INSTRUMENTS (CONT'D)

(a) Credit risk (cont'd)

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:-

	2015 RM	2014 RM
Trade and other receivables	1,817,074	10,418,159
Short term fixed deposit with licensed banks	4,988,231	1,788,231
Cash and bank balances	530,882	928,997
	7,336,187	13,135,387

The Institute determines the 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:-

	2015	
	RM	%
Top 5 banks	377,624	33

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

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

Credit risk concentration profile

As at 31 December 2015, trade receivables of RM403,503 were past due but not impaired. These relate to a number of independent customers whom there is no recent history of default.

18. FINANCIAL INSTRUMENTS (CONT'D)

(a) Credit risk (cont'd)

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

	Gross RM	Impairment RM	Net RM
2015			
Not past due	750,783	-	750,783
Past due 0-30 days	120,338	-	120,338
Past due 31-60 days	10,180	-	10,180
Past due 61-90 days	5,278	-	5,278
Past due more than 120 days	267,707	-	267,707
Total	1,154,286	-	1,154,286
2014			
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

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.

NOTES TO THE FINANCIAL STATEMENTS

AS AT DECEMBER 31, 2015 (CONT'D)

18. FINANCIAL INSTRUMENTS (CONT'D)

(b) Liquidity risk (cont'd)

Analysis of financial instruments by remaining contractual maturities

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

	On demand or within 1 year RM	More than 2 years RM	Total RM
2015			
Payables (Note 9)	2,439,725	-	2,439,725
2014			
Payables (Note 9)	6,177,871	-	6,177,871

(c) Interest rate risk

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

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

	Not more than 1 year RM	Total RM	Effective interest rate during the year %
2015			
Financial assets			
Short term deposits with licensed banks	4,988,231	4,988,231	1.90%-3.15%
2014			
Financial assets			
Short term deposits with licensed banks	1,788,231	1,788,231	1.90%-3.15%

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

18. FINANCIAL INSTRUMENTS (CONT'D)

(d) Fair value of financial instrument

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

It was not practicable to estimate the fair value of the Institute's investment in unquoted shares due to the lack of comparable quoted prices in active market. In addition, it is impracticable to use valuation technique to estimate the fair value reliably as a result of significant variability in the inputs of the valuation technique. The Institute does not intend to dispose off this investment in the near future.

19. CAPITAL MANAGEMENT

The Institute manages its capital in a manner that facilitates its role as a professional body focusing on membership, professional standards, education, awards and examination policies 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 and launching grant. The Institute is not subject to any externally imposed capital requirements.

20. COMPARATIVE INFORMATION

Certain comparative figures in the financial statements have been reclassified on the face of Statement of Financial Position, Statement of Comprehensive Income and Statement of Cash Flows to conform with the current year presentation.

	As reclassified RM	As previously reported RM
Statement of Financial Position		
Current asset		
Receivables	10,477,402	5,150,455
Current liability		
Payables	(6,177,871)	(2,921,130)
Deferred income	(2,070,206)	-
Secured zero coupon bond	(11,000,000)	-
Equity		
Secured zero coupon bond	-	(11,000,000)
Statement of Comprehensive Income		
Revenue	38,383,759	31,468,409
Developmental expenses	(6,915,350)	-
Statement of Cash Flows		
Receivables	(9,641,194)	(4,314,247)
Payables	4,079,188	(1,247,759)



APPENDIX - CORPORATE MEMBERS 2015

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 Hwang Investment Bank Berhad
Alliance Investment Bank Berhad
AmInvestment Bank Berhad
CIMB Investment Bank Berhad
Kenanga 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
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
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
Kensington Trust Labuan 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 - STATE ADVISORY COMMITTEES 2015

Category	Name	Organisations
Johor	Mr Raman a/I Krishnan (Chairman)	Bank Negara Malaysia
	En Mohamad Najep Samsudin	Affin Bank Berhad
	Mr Fong Hon Meng	Alliance Bank Malaysia Berhad
	En Shaiful Bahri Mohd Yaacob	Ambank (M) Berhad
	Mr Ling Long Ek	Hong Leong Bank Berhad
	Pn Nur Finah	Hong Leong Bank Berhad
	En Adnan Sharif	Malayan Banking Berhad
	Ms Fiona Gan Huei Chin	OCBC Bank (Malaysia) Berhad
	Mr Peter Cheong Kwok Leong	Public Bank Berhad
	Mr Edwin Ravi	RHB Bank Berhad
Mr Koh Boon Huat	United Overseas Bank (Malaysia) Berhad	
Labuan	Datuk Chin Chee Kee (Chairman)	Noble House International Trust Ltd
	Ms Clara Lim Ai Cheng	Citibank Malaysia (L) Limited
	Mr Charles Chan	City Credit Investment Bank Limited
	Dato' Howard Choo Kah Hoe	IBH Investment Bank Limited
	Mr Seah Boon Chong, Colin Paul	ITMC Fiduciary Limited
	Pn Yon Zahimah Ibrahim	Labuan FSA
	En Jofri Baharudin	Malayan Banking Berhad
	En Khairudin Abdul Rahman	Maybank International Labuan Branch
Pahang	En Abd Halim Lehan (Chairman)	Malayan Banking Berhad
	En Nain Mamat	Affin Bank Berhad
	En Mohd Nawi Mohd Yusoff	AmBank (M) Berhad
	Mr Lim Sek Hwa	CIMB Bank Berhad
	En Shahrudin Ming	RHB Bank Berhad
	Mr Liew Chai Kar	United Overseas Bank (Malaysia) Berhad
Penang	Mr Tan Leong Theng (Chairman)	AmInvestment Bank Berhad
	Ms Krishnaveni Somasundaram	Affin Bank Berhad
	Ms Teoh Siew Fong	Alliance Bank Malaysia Berhad
	Mr Lim Kok Beng	AmBank (M) Berhad
	Ms Ong Gaik Leng	AmBank (M) Berhad
	Pn Sarimah Basrah	Bank Muamalat (M) Berhad
	En Mohd Daud Dahar	Bank Negara Malaysia
	Mr H'ng Lim Leng	CIMB Bank Berhad
	Ms Soon Mun Har	Hong Leong Bank Berhad
	Mr Rajenthiran Koru	Malayan Banking Berhad
	Ms Choong Sung Yean	Public Bank Berhad
Mr Alex Lim Eng Kang	RHB Bank Berhad	
Mr Tan Guan Leong	United Overseas Bank (Malaysia) Berhad	

Category	Name	Organisations
Perak	Pn Mazlina Muhammad (Chairperson)	Malayan Banking Berhad
	Ms Sherine Lee Guat Tin	Affin Bank Berhad
	Ms Chin Lee Foon	Alliance Bank Malaysia Berhad
	Mr Beh Leong Joo	AmBank (M) Berhad
	Mr Lim Hui Boon	Hong Leong Bank Berhad
	Mr Seow Eng Sai	CIMB Bank Berhad
	Mr Chris Lu Koon Wing	OCBC Bank (Malaysia) Berhad
	Mr Goh Boon Hoo	Public Bank Berhad
	En Ali Mohamad	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
	Mr Chan Teck Sang	AmBank (M) Berhad
	En Zambre Ismail	Bank Negara Malaysia
	Mr Albert Wong	CIMB 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 Abang Sapuan	Affin Bank Berhad
	Pn Rosnani Mahamad Zain	Bank Negara Malaysia
	Mr Johnny Chung Yun Hin	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) Berhad
	En Nasir Khan Istiar Hussain Khan	Malayan Banking Berhad
	Mr Chua Ko Onn	Public Bank Berhad
	Hajah Johanna Abdullah	RHB Bank Berhad
	Mdm Iris Ngui	Standard Chartered Bank Malaysia Berhad
	Ms Emily Rolanda Yong	United Overseas Bank (Malaysia) Berhad



EXAMINATION COMMITTEE 2015 FOR SPECIALIST QUALIFICATIONS

CERTIFICATE IN INTERNAL AUDITING FOR FINANCIAL INSTITUTIONS (CIAFIN)

Ang Lek Hui, *Alliance Bank Malaysia Berhad*
Tan Pet Heong, Peter, *Consultant*
Yip Tsui Yoke, Jennifer, *Hong Leong Bank Berhad*

PASARAN KEWANGAN MALAYSIA CERTIFICATE (PKMC)

Azidy Daud, *Asian Finance Bank Berhad*
Bacil Fernandez, *Public Bank Berhad*
Beh Cheng Hoon, *Bank Negara Malaysia*
Chan Heng Leong, Christopher, *Consultant*
Chin Yaw Loong, Erik, *AmBank (M) Berhad*
Chong Jin Yoong, *Consultant*
Fong Chee Choong, *CIMB Investment Bank Berhad*
Lee Wei Peng, Alvin, *Standard Chartered Bank Malaysia Berhad*
Lim Eng Cheng, Eddie, *Consultant*
Tan Boon Teck, Stantley James, *Kenanga Investment Bank Berhad*
Yeo Chin Tiong, *Industrial and Commercial Bank of China (Malaysia) Berhad*

INVESTOR PROTECTION PROFESSIONAL CERTIFICATION (IPPC)

Chong Jin Yoong, *Consultant*
Ho Kok Chung, Jeremy, *Citibank Berhad*
Lim Tee Meng, David, *Bank Islam Malaysia Berhad*
Wong Dan Yuh, *Malayan Banking Berhad*
Yap Mei Lin, Millie, *HSBC Bank Malaysia Berhad*
Yeo Chin Tiong, *Industrial and Commercial Bank of China (Malaysia) Berhad*
Dr Yong Chai Lin, Jennifer, *CIMB Investment Bank Berhad*

PROFESSIONAL CREDIT CERTIFICATION (PCC)

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

EXECUTIVE BANKER (EB)

David Leong Sze Khiong, *Consultant*
Hor Kam Peng, *Consultant*
Kow Chee Yen, Max, *Consultant*
Leong Sow Yoke, *Alliance Bank Malaysia Berhad*
Nirmala Doraisamy, *Credience Malaysia Sdn Bhd*
Tan Pet Heong, Peter, *Consultant*

PROFESSIONAL BANKER (PB)

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

FORM OF PROXY

INDIVIDUAL MEMBER FORM OF PROXY

FOR THE 38TH 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 38th Annual General Meeting of the Institute to be held on Friday, 27 May 2016 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 2016

.....
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.

FORM OF NOMINEE CORPORATE MEMBER FORM OF NOMINEE FOR THE 38TH 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 38th Annual General Meeting of the Institute to be held on Friday, 27 May 2016 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 2016

.....
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

Wisma IBI 5 Jalan Semantan Damansara Heights

50490 Kuala Lumpur Malaysia

Tel : (603) 20956833

Fax : (603) 20952322

www.aicb.org.my