FIDE FORUM

ANNUAL REPORT 2025

REDEFINING GOVERNANCE
IN A DISRUPTIVE ERA

Redefining Governance in a Disruptive Era

Malaysia's financial ecosystem over the past decade experienced rapid digitalisation, intensifying cyber risks, climate-related challenges, and evolving stakeholder expectations. These developments have fundamentally reshaped how financial institutions operate, manage risks, develop services, and strengthen resilience in a rapidly complex and interconnected financial landscape.

Against this backdrop, FIDE FORUM continued to elevate board leadership, strengthen director capability, and support the long-term resilience of Malaysia's financial sector.

The cover design for the report utilises a minimalist, geometric aesthetic inspired by the FIDE FORUM logo, to represent the year's theme. By employing sharp optical angles and intricate linework, the design creates a sense of depth and dynamic motion, symbolising the complex terrain of a transitioning financial industry. The interconnected triangles and structural blueprints serve as a visual metaphor for the holistic guidance FIDE FORUM provides, illustrating the stability and foresight required to navigate and overcome modern institutional challenges.

Your feedback is important to us. Your thoughts and suggestions are part of our research and form the basis for our future programmes and initiatives. You are also most welcome to contribute your expertise and time to the director community.

alumni@fideforum.org   www.fideforum.org   linkedin.com/company/fide-forum/

Foreword

Honouring Our Founders and Pioneers

The inaugural Annual Report of FIDE FORUM, covering the period from 1 January to 31 December 2025, marks a significant milestone in the organisation's evolution. More than a record of activities and achievements, it presents a coherent narrative of our history, purpose, vision, value proposition, and aspirations for the future.
As we commemorate this defining moment, we pause to honour the individuals whose foresight, leadership, and dedication laid the foundations for what FIDE FORUM has become today.

We gratefully acknowledge those who championed the creation of FIDE FORUM and made this vision a reality in 2012. In particular, we proudly recognise **Tan Sri Dr. Zeti Aziz,** former Governor of Bank Negara Malaysia, whose steadfast commitment to strengthening Malaysia's financial sector inspired the establishment of FIDE FORUM.

We also extend our sincere gratitude to **Tan Sri Datuk Dr. Abdul Samad Haji Alias,** the inaugural Chairman of FIDE FORUM, and **Mr. Jean-Pierre (JP) Sabourin,** former Chief Executive Officer of Perbadanan Insurans Deposit Malaysia (PIDM).

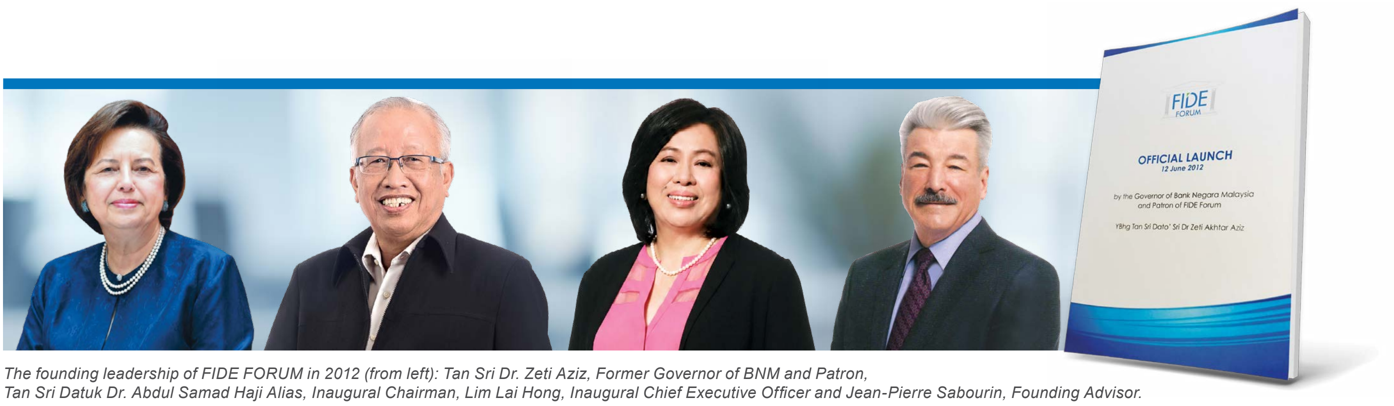
Their vision, guidance, and unwavering support were instrumental in shaping the organisation during its formative years and in establishing a strong foundation for its future growth and relevance.

Special recognition is due to **Ms Lim Lai Hong,** who as Chief Executive Officer, was central to advancing FIDE FORUM's mission and strategic direction. Through her dedication and stewardship, FIDE FORUM has strengthened its stakeholder relationships, expanded its thought leadership agenda, and enhanced its role as a respected platform for director education, governance, and board effectiveness.

Together, these individuals have left an indelible mark on FIDE FORUM's development. Their collective efforts helped establish an institution that continues to promote governance excellence, facilitate meaningful dialogue, and contribute to the advancement of Malaysia's financial ecosystem. They remain an enduring part of FIDE FORUM's legacy and a source of inspiration as we continue to build on the foundations they so thoughtfully laid.

Our deepest appreciation goes out to the past Board members of FIDE FORUM and the administration, whose stewardship, dedication, and resilience have been instrumental in shaping the organisation's growth and success. Through their leadership during the formative years, they guided FIDE FORUM with clarity of purpose to the highest standards of professionalism, and service. Their contributions helped to build a strong institution that is relevant, resilient, and impactful in an evolving environment.

Finally, we acknowledge with sincere gratitude the unwavering support of PIDM, whose partnership has been integral to FIDE FORUM's journey. Their support reflects a shared conviction that sound governance underpins stability, accountability, and trust within the financial system. This alignment of purpose continues to drive our collective efforts in serving the broader public interest. Their confidence in FIDE FORUM's mission has made a profound and lasting difference, and for this we remain deeply grateful.



The founding leadership of FIDE FORUM in 2012 (from left): Tan Sri Dr. Zeti Aziz, Former Governor of BNM and Patron, Tan Sri Datuk Dr. Abdul Samad Haji Alias, Inaugural Chairman, Lim Lai Hong, Inaugural Chief Executive Officer and Jean-Pierre Sabourin, Founding Advisor.

Inside This Report

In a year defined by disruption, FIDE FORUM proved that the strongest response is not reaction but knowledge and preparation. Years of principled governance work since 2012 signify a journey of purposeful advancement.

Chairman's Statement

The quality of governance determines the resilience of institutions.

In fifteen years, FIDE FORUM has made that conviction actionable by translating policy intent into boardroom practice, and peer learning into systemic strength.

Datuk Kamaruddin bin Taib

Reflection — A World Marked By Disruption

The world in which FIDE FORUM operates today is materially different from the one in which it was founded. 2025 was a year in which structural shifts that were long anticipated by analysts and policy-makers arrived simultaneously and with force. For the boards of Malaysia's licensed financial institutions, the forces of change were direct and inescapable.

To begin with, geopolitically, the global order continued its unsettling migration from a rules-based multilateral framework towards a more transactional, unipolar disposition. The resurgence of tariff-driven trade confrontations between the world's largest economies disrupted supply chains, destabilised currency markets and introduced a fresh layer of macroeconomic uncertainty into every boardroom risk conversation. The once-predictable rhythms of global trade gave way to a more fragmented, politically charged environment in which the strategic assumptions underlying financial institutions' business models demanded urgent review.

Additionally, the challenge of climate risks has become one of the most consequential challenges shaping the financial sector's agenda. Its physical and transition risks are now embedded in underwriting decisions, credit exposures and capital allocation strategies. As Malaysia reaffirmed its ambition of 70% renewable energy by 2050, banks are channelling financing towards large-scale solar projects and hydroelectric schemes under Bank Negara Malaysia's (BNM) Green Technology Financing Scheme, which has been extended with a RM1 billion allocation covering solar, hydro and other clean energy initiatives. BNM also issued RM5.5 billion in sustainability sukuk to fund renewable energy and electric vehicle infrastructure, whilst the Green Technology Financing Scheme was further expanded to cover EV financing with a 60% guarantee limit. These developments signal that Malaysia's financial system is being deliberately oriented towards the long-term goals of the energy transition, and that boards bear direct oversight responsibility for how their institutions participate in, and contribute to, this national endeavour.

In 2025, Malaysia assumed the Chairmanship of ASEAN, a responsibility that carries with it the obligation to demonstrate leadership not merely in diplomatic forums, but in the quality of our national institutions. A country that chairs ASEAN must be, in every meaningful respect, a country that governs well. That means well-regulated financial markets, well-governed financial institutions, and well-prepared directors who understand their roles as custodians of systemic stability and public trust. It is a standard that FIDE FORUM is committed to upholding.

Closer to home, Malaysia's financial ecosystem faced its own constellation of shifting social, economic and technological forces which are reshaping the demands placed on boards, and that BNM and PIDM have responded to with purpose and clarity.

On a social front, rising living costs have become a source of genuine public anxiety. Medical and health insurance premiums surged in 2024 and 2025, with medical cost inflation reaching 15%, which is well above the global average of 10%. BNM responded decisively: interim measures introduced in December 2024 required insurers to stagger premium increases over a minimum of three years, capping annual adjustments at below 10% for at least 80% of policyholders. A one-year pause on adjustments was extended to those aged 60 and above under minimum plans. A RM60 million fund, jointly contributed by the government, insurers and hospitals, was established to accelerate healthcare cost reforms, including the development of a base medical and health insurance product designed for long-term affordability. These interventions reflect the regulator's recognition that financial protection must remain within reach of ordinary Malaysians. For boards, they are a direct signal: consumer welfare is not peripheral to financial governance. It is central to it.

Consumer behaviour in financial markets has also evolved rapidly in ways that carry significant governance implications. The Buy Now Pay Later (BNPL) market recorded over RM9.3 billion in transactions in the first half of 2025 alone, with nearly 6.5 million active accounts. While BNPL offers genuine financial flexibility, its rapid expansion raised serious concerns about household debt accumulation and the financial resilience of younger Malaysians. In response, the Consumer Credit Act was passed by Parliament in July 2025, introducing a national licensing framework for BNPL providers, mandatory affordability assessments, transparent fee disclosures, capped late charges, and CCRIS reporting obligations. This landmark development closes a long-standing gap in Malaysia's consumer credit framework. It is a reminder to every board that market conduct is inseparable from financial stability and that the perimeter of governance responsibility extends to the full ecosystem in which their institutions operate.

Chairman's Statement

Technology disruptions continued to advance at an unprecedented pace, reshaping industries, redefining business models and transforming how institutions compete and deliver value. The application of artificial intelligence has moved from pilot projects to operational infrastructure across the financial services industry, raising profound questions about accountability, explainability and the effective boundaries of board oversight. Cybersecurity threats are growing more sophisticated and more targeted. Digital disruption is outpacing the readiness of many governance frameworks. These are not abstract challenges. They are governance imperatives that sit squarely within the boardroom and carry direct consequences for public safety and financial system integrity.

Demographic change is simultaneously altering the expectations of those they serve. Social expectations of financial institutions, centering on fairness, affordability, inclusion and public accountability, have risen sharply and will continue to do so. The talent landscape for independent directors is broadening in its diversity while intensifying in the complexity of knowledge it demands, as the pace of change accelerates faster than traditional board renewal cycles can accommodate.

In addressing these challenges, I am proud to say that FIDE FORUM has been precisely what its founders envisioned: a calm, rigorous and principled centre of strong focus in the governance agenda within a changing environment.

Governance — Anchored in Public Interest

FIDE FORUM's mandate is rooted in the conviction that governance quality is a matter of national consequence. The resilience of Malaysia's financial system is not incidental to the nation's prosperity. It is foundational to it. The boards we strengthen are the first line of institutional resilience. When depositors trust their banks, when insurance policyholders trust that their coverage is fairly priced and reliably honoured, when investors commit capital with confidence, and when regulators can rely on the integrity of the institutions they supervise, these outcomes flow directly from the quality of the leadership in those boardrooms.

"Governance is not a checkbox. It is the operating system of institutional trust. And in a year as consequential as 2025, its quality has never mattered more."

Our founding parameters, namely raising the standard of board oversight, expanding the board talent pipeline and equipping directors for complexity, are enduring commitments that ensure Malaysia's financial institution directors are prepared for disruption, with the knowledge, the networks and the behavioural competencies to govern through complexity with confidence and integrity. In this, FIDE FORUM's mission and the concerns of our regulators are inseparable.

Governance is not a fixed destination. It is a discipline of continuous improvement requiring the honesty to assess what is working, the curiosity to learn from what is emerging, and the courage to adapt. FIDE FORUM's commitment to continuous learning is expressed in everything we do: in the research we commission, the programmes we design, the simulations we run, and the partnerships we build. We do not teach governance as theory. We advance it as practice because that is what the financial system, and the public it serves, requires of us.

The quality of FIDE FORUM's work is amplified by those we work with. PIDM's sustained and generous support has been instrumental in enabling FIDE FORUM to deliver consistent, high-quality programmes, advance impactful research, and nurture the capabilities required to better serve our members.

Our partnership with BNM has been equally vital in bringing our governance work into the centre of Malaysia's regulatory conversation. Our research partnership with the Asia School of Business (ASB) produces knowledge that is genuinely consequential for governance practice across the country.

These collaborations have enabled us to advance meaningful awareness, enhance board and leadership capabilities, and to foster a stronger culture of governance, better understanding, and necessary knowledge as part of building institutional resilience. They are the means by which FIDE FORUM connects the regulator's expectations to the boardroom's realities.

"Strong boards build national economic resilience. The quality of oversight exercised by the directors of Malaysia's banks, insurers and development finance institutions determines, in meaningful ways, the confidence of depositors, the integrity of capital allocation, and the stability of the system as a whole."

Launch of FIDE FORUM's Board Culture and Leadership Report 2025

Assistant Governor of Bank Negara Malaysia, Cindy Siah Hooi Hoon (4th from left) with the FIDE FORUM Board. From left: Mohammad Nizar bin Idris, YM Dr Tunku Alina binti Raja Muhammad Alias, Tay Kay Luan (Chief Executive Officer), Datuk Kamaruddin bin Taib (Chairman), Pushpa Rajadurai, Adil bin Ahmad, and Ou Shian Waei.

Acknowledgements & Gratitude

On behalf of the FIDE FORUM board, I take this opportunity to pay a special tribute to FIDE FORUM's first Chairman, Tan Sri Datuk Dr. Abdul Samad Haji Alias, who served from 2010 to 2023. His visionary leadership and steadfast belief in the importance of strong governance have left an indelible mark on the organisation. His foresight continues to inspire our journey, serving as a guiding light as we strive to elevate governance standards and uplift the standards that govern Malaysia's financial institutions.

We remain deeply grateful too for PIDM's confidence, trust, and enduring support.

Sincere appreciation is also extended to BNM whose collaboration and intellectual commitment give our work both rigour and national relevance.

And to our Chief Executive Officer, Tay Kay Luan, and the management team whose dedication has made 2025 a year of genuine and measurable achievement, I am deeply grateful.

Last but not least, I wish to express my sincere gratitude to our members whose trust, active participation and peer learning constitute the real value of this organisation.

Board leadership matters. In a world that does not stand still, FIDE FORUM will continue to ensure that Malaysia's financial institution directors and company secretaries have the resources, the insights and the connections they need to lead with integrity, with intelligence and with the rigour that only fifteen years of tested governance practice can provide.

Datuk Kamaruddin bin Taib
Chairman
FIDE FORUM

CEO's Review

FIDE FORUM exists to **strengthen governance leadership** across Malaysia's financial services sector. That purpose was tested and affirmed throughout 2025, as the operating environment demanded more of directors' time, attention, and continuous learning, than perhaps at any point since the organisation's founding.

Tay Kay Luan

The strategic focus for the year was centred on ensuring that FIDE FORUM's investments in director development remain responsive and adaptive across our three drivers of Growth, Member Services, and Operational Efficiency in a way that advances both our value propositions and our long-term resilience.
At the heart of everything we do lies a community of approximately 700 independent directors across licensed financial institutions, whose collective experience is an essential source of insight, peer exchange, and shared learning.

Driving Growth

Membership growth continued its positive trajectory in 2025, accompanied by an increasing recognition of the value of membership.

Strong participation rates in our events reflect a senior community eager to deepen their capabilities and lead with clarity and conviction in a rapidly changing landscape.

Our 2025 growth campaign was anchored by the formal launch of the Associate Membership category, which has enabled FIDE FORUM to broaden its presence within an enlarged financial services ecosystem. This was a deliberate expansion, consistent with market developments in the payments space.

FIDE FORUM welcomed organisations from across the broader financial ecosystem, enabling them to contribute meaningfully to financial stability in Malaysia regardless of their specific business focus. Together with our growing portfolio of institutional members, they form a vibrant, diverse, and committed community of directors who value excellence, accountability, and continuous learning.

MEMBER ENGAGEMENTS

The operating environment for directors is evolving rapidly, shaped by digital disruption, the rise of artificial intelligence, heightened geopolitical tensions, and escalating public concern over rising living costs.

These pressures sit at the core of board governance. Intensifying regulatory expectations and stakeholder scrutiny led us to introduce enhanced programme modules covering risk model validation, digital governance, resolution planning, and leadership.

To ensure our value of membership remains aligned with the evolving community needs, we actively sought input from members across Special Interest Groups (SIGs) informal forums, and nomination committees. In 2025, we strengthened this community through more intentional, practice-oriented engagements. Directors had opportunities to discuss lived experiences, benchmark their institutions against peers, and examine governance challenges that cannot be addressed in isolation. Engagements with the SIGs produced several key member events covering ethics and governance, tokenisation, digital disruption, artificial intelligence, and e-invoicing.

LEARNING PROGRAMMES AND THOUGHT LEADERSHIP

The delivery of relevant, high-quality services remains central to FIDE FORUM's value proposition. In 2025, we introduced a range of initiatives focused on delivering tangible value to members, addressing institutional needs, and fulfilling our broader governance mandate. These included thought leadership sessions, dialogue engagements, and high-impact leadership forums on key board-level topics.

A total of 28 member activities formed the 2025 calendar of events, comprising policy and regulatory briefings, technical and management forums, a major research study, and thought leadership initiatives. Each was anchored to current themes spanning digital transformation, sustainability, behavioural leadership, and crisis management experienced in the financial industry. Among these, we had the privilege of hosting Tan Sri Andrew Sheng's valuable insights on geopolitical and global issues, whilst several former central bankers contributed to our thought leadership series with sessions that were both relevant and impactful.

A key priority was helping directors to anticipate emerging risks, evaluate complex trade-offs, and exercise sound judgement during periods of uncertainty. We partnered PIDM to deliver the inaugural PIDM Crisis Management Board Simulation, which brought together more than 25 participants from member banks, with distinguished attendance by Chairpersons and Board members. The partnership positioned FIDE FORUM at the forefront of board governance and education advocacy within the financial sector. The collaboration model was extended further to include BNM, where FIDE FORUM contributed to capability development in risk management in information technology, reinforcing our long-term commitment to financial industry resilience.

RESEARCH-BASED SERVICE PROPOSITIONS

FIDE FORUM delivered research-based activities enabling boards with better clarity and understanding of emerging trends. The year's research theme was Islamic Finance. The publication of Forum Insights Issue No. 4, *Principles to Progress: The Next Era of Islamic Finance*, brought together the perspectives of BNM, academic scholars, and practitioners, reinforcing FIDE FORUM's position as a platform that bridges research, advisory work, and education to deliver our mandate across the financial sector.

A key milestone for the year was the release of the Board Culture and Leadership industry survey report, formally launched on 5 June 2025 in collaboration with the ASB. The event attracted more than 245 participants, including institutional regulators. The report examined the evolving dynamics of board culture, leadership behaviours, and the values that underpin effective governance. Its findings underscored the need for improved boardroom practices, psychological safety, and adaptive leadership in navigating today's complex environment. The report and its accompanying diagnostic tools have since become a reference point for financial institutions seeking to align leadership tone, behavioural norms, with board performance.

Collaboration remains central towards advancing FIDE FORUM's mission. Partnerships with regulators, academia, and industry leaders have broadened our research reach and strengthened our intellectual footprint. These collaborative efforts have enabled us to anticipate sectoral developments early, laying the foundation for strengthening our Board Education. This initiative ensured both new and experienced directors structured, contextually relevant learning pathways that address capability gaps in a coherent and sequenced manner.

CEO’s Review

“In 2025, we strengthened influence with this community through more intentional, practice oriented engagements. Directors had opportunities to discuss lived experiences, benchmark their institutions against peers, and examine governance challenges that cannot be addressed in isolation.”

Member Services

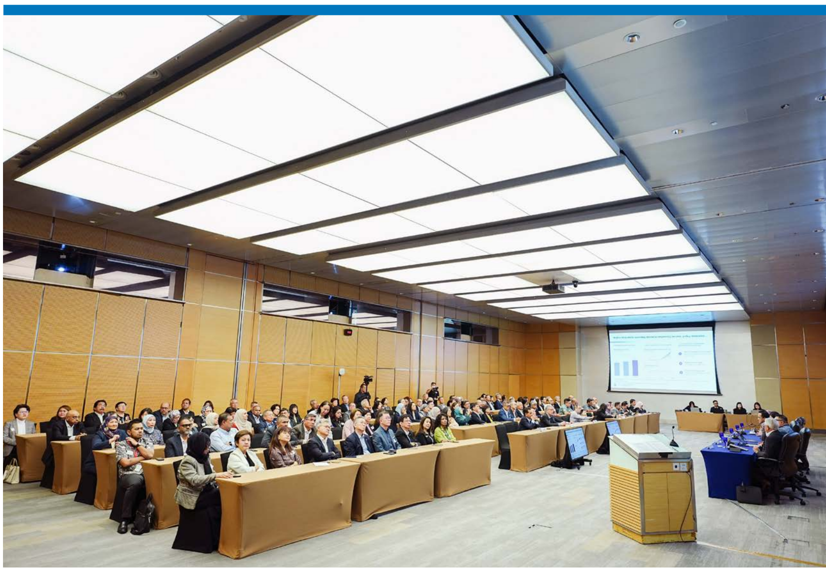
Boards today face an unprecedented breadth of oversight responsibilities. In response, FIDE FORUM enhanced its member services in 2025 to provide more targeted, practical support aligned with the realities of modern boardrooms.

Through the Directors’ Register (DR), we continued to enhance the quality of potential board talent and facilitate institutional members’ engagement with board career opportunities. This remains a cornerstone of our commitment to supporting board renewal and succession planning across the financial industry.

In 2025, FIDE FORUM expanded its role as an independent third party by conducting Board Effectiveness Evaluations (BEE) for three institutional member banks. Each engagement involved a comprehensive assessment of board practices, roles, and responsibilities, identifying process gaps, developmental needs, and opportunities to enhance board dynamics, leadership effectiveness, and governance culture.

DEEPENING COMMUNITY ENGAGEMENT AND GOVERNANCE DIALOGUE

Through our partnership with BNM at MyFintech Week 2025, FIDE FORUM brought its members closer to the forefront of financial innovation and regulation. Five sessions on fintech governance, digital inclusion, as well as climate and sustainability, fostered dialogue on the opportunities and challenges shaping the financial sector’s future. Participant feedback highlighted the programmes’ depth and practical relevance, affirming FIDE FORUM’s success in aligning board learning with the realities of a rapidly transforming financial ecosystem.



Bank Negara Malaysia Annual Report 2024, Economic and Monetary Review 2024 and Financial Stability Review for the Second Half of 2024

“Expanding **collaboration** with key stakeholders will remain a core growth strategy, enabling us to enhance delivery across critical areas including AI accountability, board leadership and culture, cybersecurity, sustainability oversight, and strategic foresight.”

On 13 November 2025, FIDE FORUM supported British Malaysian Chamber of Commerce (BMCC) in hosting the Economic Outlook and Post-Budget 2026 event. The session provided members with an in-depth view of the country's fiscal performance and economic direction for the year ahead. We welcomed several key industry leaders, including YBhg. Datuk Johan Mahmood Merican, Secretary-General of the Treasury, Ministry of Finance Malaysia, whose insights on the formulation of the 2026 budget and the economic opportunities ahead were greatly valued by members.

Member activities were designed to provide convenient platforms for directors to connect and network with peers, regulators, and industry leaders, fostering both professional and personal growth. Taken together, these engagements reflect a year in which FIDE FORUM moved closer to its members, listening more deliberately, responding more precisely, and delivering with greater impact. The high satisfaction levels reflected in the growing number of directors participating in our technical and strategic programmes underscore the increasing relevance of FIDE FORUM's services and the trust placed in us as a partner in governance, disruption, artificial intelligence, and e-invoicing.

Operations

Operational efficiency remains a key strategic driver. Whilst building the infrastructure and services required to meet evolving member expectations, we are equally committed to continuous improvement in day-to-day delivery. We are investing in management information systems and improving our people capabilities, with a focused programme of improvements extending into mid-2026. These efforts are intended to lay a strong foundation for future growth and sustainability.

On the people front, we continue to prioritise the upskilling of our talent, alongside clearly defined objectives to drive execution.

Refer to Strategic Review on page 27 for further details

Looking Ahead

As an organisation dedicated to supporting boards, our own processes and culture must exemplify the governance excellence we promote. This is a standard we hold ourselves to as we look ahead.

The upcoming year will demand boards to operate with heightened vigilance and agility. Technology will continue to redefine the financial sector, regulatory expectations will intensify, and stakeholders will demand greater transparency and accountability. Directors will increasingly need to demonstrate sharper strategic risk acumen, stronger behavioural governance, and a deeper commitment to resilience-building.

FIDE FORUM plans to advance its board education and research initiatives beginning with an industry survey on the impact of artificial intelligence in the financial sector. The project is expected to conclude in the second quarter of 2026. This initiative aligns with our 2026 overarching theme, Disruptions, with sub-themes encompassing cybersecurity, quantum computing, and the future of board skills.

Expanding collaboration with key stakeholders will remain a core growth strategy, enabling us to enhance delivery across critical areas including AI accountability, board leadership and culture, cybersecurity, sustainability oversight, and strategic foresight. These are the domains that will shape the next phase of boardroom governance. Through all of it, our community strategy will remain anchored in what has guided this organisation since its founding: **for the members, by the members.**

Gratitude & Appreciation

In closing, I wish to express my sincere gratitude to our Board of Directors, led by Datuk Kamaruddin bin Taib, and to our members and stakeholders, whose insights, trust, and commitment continue to shape FIDE FORUM into a respected and meaningful platform for governance leadership. My appreciation also goes to the FIDE FORUM team, whose dedication and hard work have been instrumental in every step of our journey. I look forward to our collective progress in the years ahead.

Tay Kay Luan
Chief Executive Officer
FIDE FORUM

About FIDE FORUM

The narrative of **FIDE FORUM** is one of purposeful evolution, continuous learning, and an unwavering commitment to elevating board governance within Malaysia's financial services sector.

We serve as the definitive learning network ecosystem for leaders committed to the long-term stability and sustainable growth of Malaysia's financial sector.

Our Story Thus Far

FIDE FORUM spearheads the industry today as a premier community of 684 directors across 94 licensed financial institutions dedicated to advancing governance excellence and developing world-class financial institution directors.

What began as a focused alumni initiative has evolved into a premier network representing nearly all banks and insurers in Malaysia. Throughout this journey, FIDE FORUM has remained true in its founding mission: empowering boards with the foresight, tools, and connections needed to navigate an industry that does not stand still. With the continued support of regulators, industry stakeholders, and members, FIDE FORUM leads as a community for leaders committed to strengthening resilience through informed and forward-looking governance.

Recognising the fast-evolving financial ecosystem, FIDE FORUM expanded its membership categories in 2024 to include entities that, whilst not financial institutions themselves, play a significant role in supporting the broader ecosystem.

The introduction of the "Associate Member" category opened the door to:

- Fintechs
- Government-linked companies
- Money services businesses
- E-wallet and payment issuers
- Financial advisors
- Rating agencies
- Payment and core banking technology vendors

Their inclusion enriches dialogue, strengthens knowledge exchange and broadens the network across the ecosystem.

THE GENESIS OF FIDE FORUM

FIDE FORUM traces its origins to the FIDE Programme, established in 2008 by BNM and PIDM. While the Programme provided a strong foundation in governance, early alumni identified a critical gap: the need to sustain learning beyond the classroom and provide a platform for continuous professional engagement.

With the support of key stakeholders, including the then Governor of BNM, Tan Sri Dr. Zeti Aziz, who served as Patron, this vision took shape. On 27 October 2010, FIDE FORUM was incorporated as a company limited by guarantee with a dedicated vision and mission.

VISION

To be an exclusive network of financial institution directors to enhance board excellence and promote sustainable business growth and financial stability.

MISSION

To provide seamless board services that enhance financial institution directors' awareness, board talent management, and board effectiveness by leveraging thought leadership and members' insights.

This intent was swiftly translated into action with the commissioning of Performance Pays (2010), a landmark study on board remuneration that advocated performance-driven pay for non-executive directors. The study laid the foundation for FIDE FORUM's continuing role in combining research with practical initiatives to augment board practices.

In June 2012, FIDE FORUM was officially launched by Tan Sri Dr. Zeti Aziz. The launch established FIDE FORUM as the country's leading platform dedicated to directors of financial institutions and a cornerstone for advancing industry-wide governance standards.

By 2014, FIDE FORUM formalised its trajectory through a 3-year strategic plan (2014–2016). This roadmap introduced four strategic thrusts: Member Engagement and Advocacy; Expansion of the Board Talent Pool; Continuous Director Education; and Thought Leadership. These continue to serve as the organisation's guiding pillars today.

FOR THE MEMBERS, BY THE MEMBERS

As a membership-based association, FIDE FORUM fosters a fellowship of directors built on peer-to-peer learning and collaboration, truly embodying the motto:
"For the Members, By the Members."

This unique structure serves as both a strategic resource and the authoritative voice for Malaysia's financial institution directors, generating value by providing members distinct value propositions such as:

Exclusive Networks: Unparalleled access to connect and share insights with peers, regulators, and industry leaders.

Strategic Intelligence: Immediate access to foresight, research, and practical tools designed for high-level decision-making.

Continuous Learning: Access to a continuous-learning ecosystem with exclusive masterclasses that provide our members with exclusive, data-driven insights and knowledge on emerging trends.

Collective Advocacy: A unified platform to influence the financial sector through structured, high-level dialogue with regulators.

About FIDE FORUM

Our Milestones To Date

The milestones below present a chronology of FIDE FORUM's evolution to date. They reflect the progression of a governance movement, from a modest alumni initiative addressing a gap in the market to a nationally recognised platform representing nearly all of Malaysia's licensed financial institutions.

Fifteen years may be brief in the life of an institution, yet within Malaysia's financial sector, it has been sufficient to witness and shape a fundamental shift in how boards are built, developed and held to account. Each milestone reflects continued progress in raising governance standards across Malaysian boardrooms.

2010
FOUNDED

Incorporated as a company limited by guarantee. Commissioned the Performance Pays study to advocate for performance-driven NED remuneration in Malaysia.

2012
LAUNCHED

Officially launched by the BNM Governor. Established as Malaysia's premier director platform.

2013
STRUCTURED

Commenced regular director programmes and regulator engagements.

2020
CONSOLIDATED

Achieved 75% representation of bank and insurance directors in Malaysia.

2021
RAISING STANDARDS

Launched the BEE Guidebook.

2022
EVOLVED

Published Forum Insights Issue 1.

Relocated to Asia School of Business.

2023
REFRESHED

Introduced a new brand identity grounded in enduring principles.

2024
EXPANDED

Introduced the Associate Member category.

Published the Directors' Remuneration Report 2024.

2025
TRANSFORMED

Completed the Board Culture and Leadership Study.

Marked the 15th anniversary with near full industry representation.

The new FIDE FORUM logo, introduced in 2023, was an evolution from the previous 'pillars of strength' design that represented a foundational commitment to integrity and board excellence. It denoted moving from supporting existing frameworks, to actively driving the future of the industry.

2014
ENGAGED

Convened the inaugural BNM–FIDE FORUM Annual Dialogue.
Adopted the first three-year strategic plan.

2015
PUBLISHED

Released the first Directors' Remuneration Report.

Reached 60% representation of licensed financial institutions.

2016
ADDING VALUE

Launched the DR and Board Leadership Framework with BNM and PIDM.

Introduced the Members' Site and mobile application.

2017
DEEPENED

Released the Pulse Survey on Remuneration.

Launched the MyFORUM Insights mobile app.

Expanded representation across bank and insurance directors nationwide.

2018
ADVANCED

Published DNA of a Board Leader.

Expanded learning through the Distinguished Board Leadership Series, focus groups and masterclasses.

2019
DIVERSIFIED

Introduced Special Interest Groups (SIGs) to foster peer-led dialogue across Digitalisation, Islamic Finance and Climate Governance.

Future of Directorship in the Digital Era

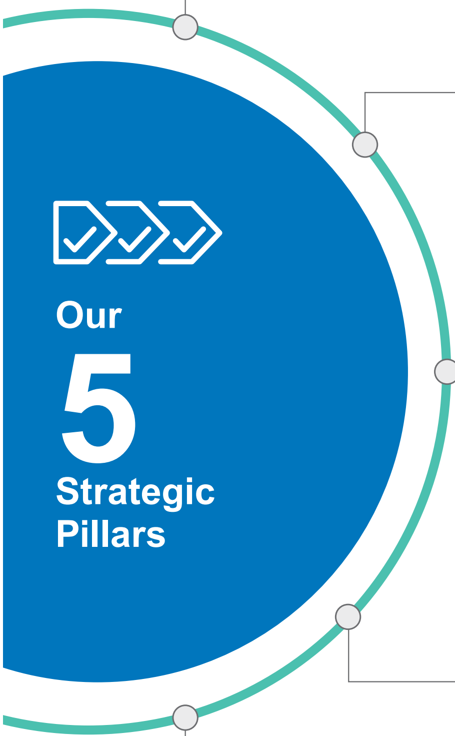
From left: Fozia binti Amanulla - Chief Executive Officer, Boost Bank, Anthony Raja Devadoss - Country Managing Director, Korn Ferry Malaysia, YM Dr Tunku Alina binti Raja Muhammad Alias - INED, UOB Malaysia Bhd, Director, FIDE FORUM, Mohammad Ridzuan bin Abd Aziz - INED, AEON Bank (M) Berhad, Reza bin Ghazali - INED, TNG Digital / Executive Chairman, BoardWorks Advisory PLT

About FIDE FORUM

Creating Value through Governance and Leadership

Value creation at FIDE FORUM centres on developing leadership capability in the financial industry to guide institutions through disruptions and change while strengthening governance, resilience, and long-term stability. Directors are engaged as the collective voice of the financial institution board community. The pipeline of board-ready talent is expanded through rigorous, practice-oriented learning. Original research translates complex governance issues into intelligence that directors can act on. Governance excellence is embedded across every stage of a director's journey, from appointment through to succession.

These five pillars operate in unison. Together, they form a connected system in which each element reinforces the others: research informs education, education deepens engagement, engagement surfaces the issues that drive the next cycle of research. FIDE FORUM's value to Malaysia's financial sector:



ENGAGE
Be the Voice of Member Directors

We represent directors in dialogue with regulators, serving as the collective voice for financial institution boards in Malaysia, including through our exclusive annual dialogue with the BNM Governor.

EXPAND
Build the Board Talent Pipeline

Through the DR, co-sponsored with BNM and PIDM, we connect institutions with a curated, independently assessed pool of board-ready talent, promoting diversity, renewal and meritocracy.

EDUCATE
Be the Learning Hub

We deliver masterclasses, technical briefings and leadership forums tailored to the specific competency needs of financial institution directors. This reinforces continuous learning as a professional standard.

ENLIGHTEN
Be the Thought Leader

Through original research, flagship publications and knowledge partnerships, we turn emerging governance trends into practical insights for boards, setting industry benchmarks.

ESPOUSE
Provide Comprehensive Board Services

We support institutions across every stage of the Board Talent Management Framework, embedding governance excellence from evaluation and composition through to recruitment, onboarding and succession.

Our Strategic Ecosystem

FIDE FORUM operates at the intersection of four critical stakeholder groups. It is this positioning that gives the organisation its leverage. Directors and financial institutions bring the real life experience of the boardroom: practical dilemmas, and the need for peer learning beyond what formal programmes can provide. Regulators contribute the policy framework, the supervisory perspective, and the national mandate that anchor FIDE FORUM's work in authority and relevance. Industry partners bridge governance theory and boardroom practice. And company secretaries, too are included in governance conversations as they serve as important stakeholders who help translate board decisions into institutional execution.

The effectiveness of this ecosystem lies in the strength of these connections. FIDE FORUM serves as the intermediary that aligns these perspectives and enables meaningful governance outcomes.

01

MEMBERS

- Directors · Financial Institutions
- Associate Members

The primary architects of institutional resilience, and the reason FIDE FORUM exists.

02

REGULATORS

- Bank Negara Malaysia
- Perbadanan Insurans Deposit Malaysia

Working together to strengthen governance by partnership.

03

INDUSTRY PARTNERS

- Asia School of Business · Accenture
- AON Consulting

Providing research rigour, global benchmarking and empirical insights as the bridge between governance theory and boardroom practice.

04

GOVERNANCE ADVISORS

- Company Secretaries

The trusted advisors to every board. FIDE FORUM's Leadership Edge programme and Board Effectiveness Evaluation (BEE) services place company secretaries at the heart of governance excellence.

About FIDE FORUM

Perspectives from our Partners

FIDE FORUM does not operate in isolation. The strength of this organisation is inseparable from the quality of the partnerships that have shaped it. These include regulators who have set the standard, academics who have deepened its intellectual rigour, and institutions that have walked alongside us through every phase of our growth.

Three relationships stand out as foundational:

- Perbadanan Insurans Deposit Malaysia, whose early support helped bring FIDE FORUM into existence, continues to be a pillar of our capability-building mission.
- Bank Negara Malaysia, as the regulatory anchor that connects FIDE FORUM's work to national purpose, ensures our programmes remain aligned with supervisory expectations and policy direction.
- The Asia School of Business, our research and intellectual partner towards grounding governance inquiry in evidence and practical relevance.

What follows are their perspectives, offered in their own words.

BANK NEGARA MALAYSIA
CENTRAL BANK OF MALAYSIA

PIDM
Perbadanan Insurans Deposit Malaysia
Protecting Your Insurance And Deposits In Malaysia

ASIA School of Business
in collaboration with MIT Sloan Management

The Asia School of Business, home to FIDE FORUM and the venue for many of its leadership development, board education and thought leadership programmes.

“FIDE FORUM remains a critical platform for strengthening board stewardship in the financial industry. Its programmes on global developments, digitalisation, and ethics help directors stay ahead of emerging issues, sharpen oversight and deepen engagement with management, supporting more deliberate decision making. FIDE FORUM also provides a trusted space for candid dialogue among directors, regulators and industry experts, building collective insight and reinforcing industry leadership. Through this platform, BNM has been able to engage boards and share our perspectives, helping directors keep pace with evolving responsibilities, including by clarifying policy intent and supervisory expectations.

As we move forward, boards will need to exercise even greater oversight in navigating today’s more fluid operating environment, shaped by shifting trade and geopolitical dynamics. These pressures reinforce the need for disciplined governance and continued strengthening of board capabilities, with FIDE FORUM playing an important role in supporting directors to respond with clarity and purpose.

Against this backdrop, boards must remain vigilant to emerging risks while steering your institutions with long-term intent. I urge boards to adopt a more forward-looking approach to stewardship – one that positions resilience and sound governance as a strategic capability – enabling sustainable growth and responsible innovation. BNM looks forward to deepening our partnership with FIDE FORUM as we work together to cultivate future-ready boards for the betterment of Malaysia’s financial system.”

Dato’ Sri Abdul Rasheed bin Ghaffour
Governor
Bank Negara Malaysia

About FIDE FORUM

“FIDE FORUM strengthens governance in the financial system by shaping directors who lead with good judgement, integrity and purpose.

In tandem with FIDE FORUM’s growth, PIDM has continued to support and collaborate with FIDE FORUM as part of our commitment to the long-term advancement of corporate governance among our member institutions and the wider industry. This includes providing institutional support for capability building initiatives, contributing regulatory perspectives and supporting platforms for director learning and engagement.

Our collaboration has included crisis simulation masterclasses and resolution-based scenario exercises, providing directors with a practical environment to test decision-making, clarify roles and strengthen preparedness under stress. These initiatives underscore the value of experiential learning in enhancing board readiness.

Looking ahead, PIDM intends to deepen our collaboration with FIDE FORUM, with greater emphasis on resolution-focused governance. Through continued engagement and shared learning, we hope to further enhance board preparedness, reinforce public confidence and support the long-term resilience and stability of Malaysia’s financial system.”

Rafiz Azuan bin Abdullah
Chief Executive Officer
Perbadanan Insurans Deposit Malaysia

"The development of FIDE FORUM has been both deliberate and consequential. What began more than a decade ago as an effort to strengthen governance and leadership practices across the boards of Malaysia's financial institutions, has grown into a respected institution in its own right – a platform that convenes directors around a shared, financial sector-wide commitment to governance excellence. Since joining ASB in mid-2022, I have not only observed FIDE FORUM's evolution with keen interest but also participated actively in its programs as a lecturer, moderator, panelist, and audience member.

I enjoyed each encounter with genuine gusto. Over time, FIDE FORUM'S thought leadership has deepened and become increasingly grounded in practical relevance. Beyond its well-curated programs, seamless board services, and strategic collaborations with ASB, I am reminded of the Board Culture Advisory project undertaken with ASB's Iclif Executive Education Centre, an exemplary initiative that produced actionable insights for boards and underscored the clarity of FIDE FORUM's mission.

FIDE FORUM's trajectory reflects the collective resolve of directors, regulators, and practitioners who recognise that strong governance is foundational to a resilient financial ecosystem. Its experience reinforces the simple truth that governance is a living discipline, demanding constant inquiry, adaptation, and stewardship. I therefore look forward, with great enthusiasm, to the next decade of meaningful impact and continued growth at FIDE FORUM."

Joseph Cherian
CEO, President and Dean
Distinguished Professor
Asia School of Business

Value Delivered in 2025

The Year in Numbers

This chapter provides the quantitative portrait of FIDE FORUM's 2025 performance. The figures that follow are best read as evidence of a deliberate strategic shift: fewer events, deeper engagement, higher satisfaction, broader reach.

Together, these figures demonstrate the scale and consistency of FIDE FORUM's role in Malaysia's governance landscape.

684
Membership growth (+12% YoY)

94/110
Licensed FIs Represented

85%
Market Share of LFIs

100%
Institutional Retention Rate

+57%
Associate Member Growth

94%
Overall Satisfaction Rate

1,106
Total Participants

+19%
Year-on-Year Attendance Growth

82%
Member Share of Attendance

28
High-Impact Engagements

Digital Reach and Advocacy

LinkedIn performance — January to December 2025

Audience Growth & Content Activity

31.5%

Total LinkedIn followers
+298 new followers in 2025

68

Total posts published in 2025
Quality-curated, not volume-driven

Reach & Visibility

46,040
Total impressions
Full year 2025

1,865
Page views
LinkedIn page

1,034
Unique visitors
LinkedIn page

Engagement Quality

45.9%
LinkedIn engagement rate

+351%
Above peer competitors' engagement rate

Why These Numbers Matter

FIDE FORUM's audience is measured through the relevance of those it reaches. A 45.9% engagement rate, significantly above peer benchmarks, reflects an audience of directors, regulators and governance professionals who actively engage with its content.

With only 68 posts in 2025 (approximately 1- 2 per week), FIDE FORUM generated 46,040 impressions. This demonstrates that targeted, authoritative content for a specialist professional audience consistently outperforms high-frequency posting strategies.

This level of engagement reinforces FIDE FORUM's position as an authoritative governance voice in the financial sector.

Website Analytics

Average session duration
Average visits lasted 44 seconds, with returning visitors accounting for a meaningful proportion of traffic indicating sustained audience engagement beyond first contact.

Most visited sections
Event pages, 'About FIDE FORUM' and Forum-related content; reflecting audience intent to engage with FIDE FORUM's governance programmes and institutional identity.

Traffic sources
Primarily direct visits and organic search, supported by referrals from email communications and social channels; confirming that FIDE FORUM's reach is driven by genuine stakeholder interest, not paid promotion.

Value Delivered in 2025

Five Defining Highlights

01 BOARD CULTURE & LEADERSHIP REPORT

The Board Culture and Leadership Report 2025, developed with ASB, set a new benchmark for board governance research in Malaysia. Launched to 245 participants on 5 June 2025, the report identified the board dynamics (psychological safety, trust, constructive challenge) and leadership that determine overall oversight and performance. It is now a sector reference document.

- 245 participants
- Regulators, chairs and directors in attendance

02 CRISIS SIMULATION: DECISION-MAKING UNDER PRESSURE

The inaugural PIDM–FIDE FORUM Crisis Management Board Simulation brought together Chairpersons and board members from member institutions for a high-stakes governance exercise. It simulated systemic stress, competing priorities and resolution decisions. A first for Malaysia's financial sector.

- 25+ participants
- Chairpersons
- Board members
- PIDM leadership

03 MYFINTECH WEEK 2025: GOVERNANCE MEETS INNOVATION

As strategic partner to BNM at MyFintech Week 2025, FIDE FORUM curated five sessions on fintech governance, digital inclusion and sustainability, deepening directors' understanding of the digital transformation reshaping their oversight responsibilities.

- 54 participants
- Sasana Kijang
- In partnership with BNM

04 ACCENTURE INNOVATION HUB

On 5 December 2025, an immersive visit to the Accenture Innovation Hub was organised to provide members with insights into emerging technologies shaping the future of the financial services industry. The session provided a practical perspective on how innovation, digital transformation, and responsible technology adoption are redefining business and operational models.

Key presentations during the visit included an overview of how Data and AI are reshaping technology, and an exploration of next-generation cyber defence capabilities.

- 15 participants
- Directors

05 ASSOCIATE MEMBERSHIP: THE ECOSYSTEM EXPANDS

A 57% surge in Associate Membership, from 7 to 11, signals FIDE FORUM's evolution from an LFI-only network to a broader financial ecosystem platform. New members include:

- PolicyStreet
- Silverlake Axis Sdn. Bhd
- Credit Guarantee Corporation Malaysia Berhad
- Development Bank of Sarawak Berhad
- AEON Credit Service (M) Berhad

- 57% growth
- 6 new members
- Fintechs, insurers, DFIs

Strategic Review

This chapter details performance through three strategic pillars:

- **Driving Growth**
- **Member Services**
- **Operational Efficiency**

Each demonstrated the breadth of action taken and the depth of our mandate.

Our strategic work in 2025 was guided by a single overarching purpose: to strengthen the quality of board leadership in a way that is relevant, impactful, and meaningful for Malaysia's financial system.

Our Strategic Approach

Our activities are anchored by a clear intent: to be the exclusive network for directors to engage in meaningful dialogue on risks, industry developments, and policy updates. It is aligned with a mission that is centred on providing seamless board services that enhance director awareness, build board talent, and hone board effectiveness; by leveraging the collective thought leadership and insights of members.

Driving Growth and Retention	Targeted member acquisition, growing value propositions, and positioning FIDE FORUM's intellectual footprint through learning programmes and research-based service propositions.
Continuously Improving Member Services	Board talent development through the DR and BEE, deepening partnerships, and delivering high-impact community engagement events.
Operational Excellence and Efficiency	Timeliness, quality standards, and continuous process improvement, including the disciplined financial management that resulted in RM9.58 million in reserves.

Together, the three strategic themes define FIDE FORUM's value creation as a platform that enables member engagement, networking, thought leadership access, and peer exchange; and a trusted intermediary that provides technical knowledge and content leadership to enhance board excellence and governance across the financial industry through research, development, and collaboration.

Strategic review

Our Strategic Achievements

FIDE FORUM's strategic achievements in 2025 reflected tangible progress in governance capability, research influence and stakeholder collaboration across Malaysia's financial sector. Each outcome reinforced its mandate to support directors in exercising sound judgement, strategic foresight and accountability.

Strengthened Board Competency and Insight

A total of 28 engagement programmes translated supervisory priorities into practical guidance that boards could apply. Sessions on digital transformation, sustainability, behavioural governance and Islamic finance enhanced board competencies and clarified how global developments influence local practices. Participant feedback reflected high satisfaction with content quality, relevance and delivery, underscoring FIDE FORUM's continued value as a trusted platform for director learning.

Enhanced Governance Advisory Capacity

BEE engagements with Bank Islam Malaysia Berhad and Bank Muamalat Malaysia Berhad demonstrated the growing advisory capability. Structured assessments and tailored recommendations helped boards identify strengths, refine governance processes and enhance overall performance, reaffirming FIDE FORUM's role as an independent governance advisor.

Expanded Research Footprint and Policy Relevance

The Report on Board Culture and Leadership, developed with ASB, established FIDE FORUM as the leading source of applied governance research. Its findings on behavioural dynamics informed board discussions on culture, diversity and leadership. The related Distinguished Board Leadership Series session attracted 245 participants, the highest attendance of the year, signalling growing interest in evidence-based governance.

Sustained Member Retention and Engagement

Membership remained stable and representative, with 94 financial institutions and 684 directors as of September 2025. Institutional retention held at 100%, and more than 70% of registered attendees participated in at least one event, reflecting sustained engagement and trust in the FIDE FORUM's role as a unifying platform for directors, regulators and institutions.

Institutional Maturity and Financial Sustainability

As of 31 December 2025, total income was RM5,290,022, with expenditure at RM4,263,227 and a net surplus of RM872,821. Cash and bank deposits of RM11,753,105 covered more than a year of operations, reflecting disciplined fiscal management, effective grant utilisation and steady progress toward financial independence.

Broader Ecosystem Impact

Collaborations with regulators, academics and industry partners extended FIDE FORUM's reach beyond its immediate membership, aligning board practices with national financial-sector priorities and fortifying Malaysia's collective governance capacity.

Driving Growth

Growth, for FIDE FORUM, is measured in the context of market share as well as our ability to build resilience and create long-term value and trust that institutions and directors place in the organisation as a credible, independent partner that boards genuinely rely on. By that measure, 2025 was the year of sustained and meaningful progress. Membership expanded, the ecosystem broadened, and engagement deepened across every member category. The result is a community that is larger, more diverse and more actively connected than at any point in our fifteen-year history.

Membership Growth and Composition

FIDE FORUM enters its 15th year as the definitive governance community for Malaysia's financial sector, representing 94 out of 110 licensed financial institutions. This represented an 85% market share with 684 directors across banking, insurance, development finance, and digital banking.

Membership Category	2024 (Dec)	2025 (Dec)	Change
Group Corporate Members	5	5	Stable
Corporate Members	75	74	-1.3%
Associate Members	7	11	57.1%
Individual Members	16	17	6.3%
Life Members	1	1	Stable
Total	**133**	**138**	**+3.8%**

Membership composition as at 31 December 2025

The year's most significant development was the 57% increase in Associate Membership, from 7 to 11 members. New Associates include Development Bank of Sarawak Berhad, PolicyStreet, Silverlake Axis, AEON Credit, Malaysia Rating Corporation Berhad, and Lembaga Tabung Haji, broadening our governance dialogue beyond licensed financial institutions into the wider financial ecosystem.

The single corporate member withdrawal resulted from MIDF Berhad's merger with MBSB Bank, a structural event unrelated to member confidence. The 100% institutional retention rate among all remaining members confirms the enduring value of our membership proposition.

SECTOR COVERAGE

FIDE FORUM's membership spans the full spectrum of Malaysia's licensed financial sector. This breadth ensures governance programmes address real challenges across the entire financial system.

Sector	Coverage
Commercial Banks	96%
Islamic Banks	88%
Investment banks	96%
Digital Banks	60%
Life Insurers	93%
General Insurers	79%
General Takaful	75%
Family Takaful operators	82%
Development Financial Institutions	83%

Strategic review

Member Engagement through Learning Programmes

Membership numbers tell only part of the story. The more revealing measure of member engagement is the depth. By this measure, 2025 was a strong year: engagement deepened across events, media, and digital platforms, and member satisfaction reached its highest recorded level.

MEMBER EVENTS

By concentrating on high-impact, knowledge-based sessions, engagement with core members was deepened, ensuring that every hour spent in a FIDE FORUM session translates into tangible boardroom value.

Registered participants rose 18.7% year-on-year to 1,359, with actual attendance reaching 1,106 and members accounting for 82% of all attendance. This was the highest member share in recent years. Another defining milestone was FIDE FORUM's role as Strategic Partner to BNM for MyFintech Week 2025, reflecting growing recognition of the organisation's unique capacity to convene and align directorial leadership at the intersection of finance, technology, and governance.

28
Programmes Delivered
vs 34 in 2024

1,359
Registered Participants
+18.7% YoY

1,106
Actual Attendance
+19.0% YoY

82%
Member Attendance
Highest in recent years

94.24%
Satisfaction Rate
2025 overall

Programme delivery metrics — 2024 vs 2025

Shaping the Future of Finance: High-level strategic insights sharing.

From left: Dr Apurva Sanghi - Lead Economist, World Bank in Malaysia, Tan Sri Andrew Sheng - Chairman, George Town Institute of Open and Advanced Studies, Mohd Azman bin Sulaiman - INED, Takaful Malaysia Keluarga Berhad

The 2025 curriculum was structured around topical themes of Digital Governance and AI, Behavioural and Cultural Governance, and Systemic Resilience; each chosen in direct response to the challenges that our members were facing in the boardroom. Across the pillar of Digital Governance and AI, the focus moved beyond raising awareness of technological change to giving directors the analytical frameworks to govern it. Behavioural and Cultural Governance addressed the less visible but equally consequential dimension of board effectiveness: the dynamics of trust, challenge, and collective accountability that determine whether a board functions well under pressure. Systemic Resilience brought the full weight of the financial system's interdependencies into the boardroom, preparing directors to lead through disruption, not simply respond to it.

Each of these flagship events highlights how each pillar translated from strategic intent into tangible director capability.

Board's Role in Digital Transformation: Putting Words into Action

Facilitator: Mr Robin Speculand

Facilitated by Robin Speculand for directors and senior executives from 36 financial institutions, the session explored four interactive modules on digital strategy, transformation models, maturity assessment, and case studies including DBS Bank. Participants engaged in hands-on self-assessment exercises to move digital ambitions from aspiration into practice.

Outcome: Directors gained practical frameworks for governing digital transformation. These include assessing digital maturity, embedding innovation accountability, and aligning technology strategy with board oversight.

Geopolitical Risk Board Leadership Lecture: How Global Events Will Affect the Financial Industry in 2025

Speakers: Tan Sri Andrew Sheng, Dr Apurva Sanghi

Attended by 173 participants including directors, regulators and senior executives from BNM and PIDM, the session explored global growth dynamics, ESG and sustainability, digitalisation, AI and regulatory trends shaping the financial sector. The discussion covered the 'New World Order'; US-China tensions, trade fragmentation, and de-risking strategies relevant to Malaysian financial institutions.

Outcome: Participants gained a deeper understanding of global economic shifts and their implications for financial stability, governance and strategic positioning across Malaysian institutions.

PIDM Crisis Management Board Simulation: Decision-Making in a Crisis

Lead facilitators: En Rafiz Azuan bin Abdullah, Puan Afiza binti Abdullah, Mr Ho Kwok Piow, Mr Jarratt Ma

The inaugural FIDE FORUM-PIDM Crisis Management Board Simulation brought together more than 25 participants from member banks and Board members. The exercise simulated systemic stress scenarios involving decisions across the Treasury, BNM, PIDM, bank boards, and senior management, and involved stress-testing recovery and resolution plan readiness in real time.

Outcome: Directors developed sharper decision-making capabilities under systemic pressure and deepened their understanding of the critical importance of robust recovery and resolution plans in safeguarding depositor confidence and minimising systemic disruption.

Strategic review

BNM Annual Report 2024: Economic and Monetary Review — Annual Engagement

Partner: Bank Negara Malaysia

FIDE FORUM has been appointed by BNM as the exclusive convener of its Annual Report engagement for financial institution directors. This is a standing commitment that reflects the trust regulators place in FIDE FORUM as the definitive platform for translating supervisory priorities into boardroom action.

The 2025 session, held at Sasana Kijang on 21 April, brought together 128 participants from member financial institutions for a comprehensive briefing on Malaysia's macroeconomic performance, monetary policy direction, and the Financial Stability Review for the second half of 2024.

Outcome: Directors gained a clear and authoritative understanding of BNM's supervisory expectations for 2025, including emerging risk priorities and policy signals directly relevant to board-level oversight and strategic planning.

MyFintech Week 2025

Co-organisers: BNM, Securities Commission, Asian Institute of Chartered Bankers (AICB), Fintech Association of Malaysia, Malaysia Digital Economy Corporation (MDEC)

FIDE FORUM curated five sessions on fintech entrepreneurship, digital payments, sustainability, workforce transformation, future directorship, bridged governance, technology, and regulatory perspectives at this Malaysia flagship event.

Outcome: Directors deepened insight on emerging risks, sustainability leadership, and digital readiness. The sessions advanced collaboration between regulators and industry and reinforced FIDE FORUM's position as a trusted governance thought leader in Malaysia's fintech environment .

Cloud for Directors of Regulated Financial Institutions

Presenters: Mr Javier Ruiz Jimenez, Mr Peter Murray

The session equipped board directors with a practical understanding of cloud computing governance, covering risk, cybersecurity, resilience, cost management, and regulatory compliance under BNM's RMiT policy. Discussions explored standardisation, automation, multi-cloud strategy, and shared responsibility models drawn from enterprise case studies. 30 directors participated.

Outcome: Participants gained a stronger grasp of how cloud governance supports innovation, resilience, and regulatory compliance, reaffirming the board's central role in overseeing technology risk and talent readiness.

Bridging Standards and Shariah: Strengthening Islamic Finance in a Modern Banking Landscape

Partner: Masryef

In a year where Islamic Finance was the anchor research theme, this workshop brought together 36 directors, senior executives and Shariah practitioners to examine how modernisation and Shariah principles can jointly support digital banking transformation. The session explored the governance implications of bridging traditional standards with contemporary financial innovations, addressing the practical tensions boards face when overseeing institutions at the intersection of compliance and digital ambition.

Outcome: Participants gained a sharper understanding of how Islamic finance governance frameworks can be adapted to support responsible digital transformation. This helped equip directors to provide more informed oversight of Shariah-compliant institutions navigating an increasingly technology-driven landscape.

A comprehensive record of all 28 programmes delivered in 2025, including programmes since 2012, is on page 60 of this annual report.

Impact Summary: 2024 vs 2025

The table below illustrates the strategic shift in FIDE FORUM's programming mix between 2024 and 2025. Thought Leadership and Industry Sharing grew to account for over half of all engagements, whilst the total event count was deliberately reduced in pursuit of the Quality-over-Quantity mandate.

Event Type	2024 (Total: 35)	2025 (Total: 28)	2024	2025
Special Interest Group	5	**2**	14.3%	**7.1%**
Regulatory Engagement	5	**4**	14.3%	**14.3%**
Partnership and Collaboration	12	**7**	34.3%	**25.0%**
Thought Leadership / Industry Sharing	12	**14**	34.3%	**50.0%**
Community Event	1	**1**	2.9%	**3.6%**

Strategic review

Member Participation

Whilst total attendance across all events declined in line with the reduced event count (from 1,241 in 2024 to 1,054 in 2025), the proportion of member attendance increased significantly from 57.5% to 66.0%. Directors' Register (DR) Talent participation doubled from 25 to 50 attendees, reflecting the growing integration of the DR into our engagement ecosystem. The 2025 event satisfaction rate stood at 94.2%, with 86.5% of respondents rating programmes as 'Very Beneficial'.

Participant Category	2024 Attendance	2025 Attendance
Members	714	**695**
Senior Management	87	**72**
Company Secretary	58	**50**
DR Talent	25	**50**
PIDM	24	**33**
BNM	42	**28**
Non-Members	291	**126**
Total	**1,241**	**1,054**

Research-Based Service Propositions

Industry research and development are drivers of reputation within the growth strategy, acting as the engine for intellectual authority and the anticipation of emerging governance risks. In 2025, the research agenda followed a disciplined four-stage cycle: scanning for risks, collaborating with regulators and academia, synthesising data into boardroom insights, and advocating for adoption through targeted media. This structured approach ensures boards can respond to complex shifts with accountability and confidence, reinforcing FIDE FORUM's standing as the definitive knowledge partner for Malaysia's financial sector.

Furthermore, our research reach was extended through strategic media engagements on platforms such as Astro Awani, NIAGA Spotlight, and BFM, ensuring these high-level governance findings resonated with a national business audience.

Board Culture and Leadership Report 2025

Malaysia's first empirical study of boardroom behavioural dynamics, developed with the Asia School of Business. The report was formally launched on 5 June 2025, with 245 participants including senior regulators

AI Adoption Survey: Soft Launch with Accenture (November 2025)

FIDE FORUM and Accenture jointly soft-launched Malaysia's first systematic benchmarking exercise for board-level AI governance in the financial sector. The initiative establishes a baseline for how boards are overseeing artificial intelligence integration by identifying priority gaps, governance readiness, and industry standards for AI oversight. Full findings are expected in Q2 2026 and will directly inform our 2026 AI Governance programme.

Member Services

Member Services sit at the core of FIDE FORUM's mandate, bridging governance principles with practical application. These services translate governance principles into practical actions; in boardrooms, across talent selection and development.

Our offerings include board evaluation, talent placement, and community engagement. In 2025, each service line was further refined to enhance precision, relevance, and impact, ensuring effective support for institutions and directors in advancing governance practices.

In 2025, a pivotal milestone was reached by laying the foundations for our Centre of Excellence (CoE) in Board Education. This initiative represents a shift from traditional training to a structured, data-driven learning ecosystem. Drawing on insights from board evaluations and research, the Centre is designed to map where directors need the most support and build learning programmes, aligned to the demands of modern governance.

In 2026, member services will anchor the delivery of advanced curriculum areas, including AI governance, Shariah fiduciary duties and climate risk, strengthening the professionalisation of directorship as a specialised discipline.

Board Services

In 2025, FIDE FORUM significantly scaled its Board Service delivery, conducting evaluations and tailored education sessions for several major financial institutions.

Board Effectiveness Evaluations (BEE)

FIDE FORUM introduced its BEE service in 2019. Since its inception, BEE services have emerged as a cornerstone of our governance advisory capabilities, representing the most direct expression of our mandate to deliver independent, rigorous, and confidential board assessments. By bridging the gap between governance quality and leadership alignment, BEE has evolved from a discrete offering into a key revenue stream that supports long-term financial sustainability. Since its introduction, 7 evaluations have been conducted to-date, 4 of which were conducted in 2025. These comprise assessments for an international bank, four islamic banks, 2 conventional insurance providers and a takaful provider. The focus areas for BEE includes governance culture, Leadership alignment, and Board Composition.

BEE Project Track Record (2019 – Present):

4X Islamic Banks	**1X** International / Conventional Bank
1X Takaful (Islamic Insurance) Provider	**2X** Conventional Insurance Providers

In 2025, 4 BEE engagements were successfully completed.

Strategic review

In-House Board Education

Our bespoke education programmes address specific capability gaps, ensuring directors are equipped to handle emerging risks. In 2025, we delivered 6 high-impact sessions:

Date	Client Type	Topic
5 Aug 2025	Islamic Financial Group	Strategic Shift in Financial Institutions – Focus on SMEs and Islamic Banking
6 Oct 2025	Islamic Financial Group	Navigating High-Tech Financial Crime – Board-Level Risks and Responsibilities
5 Dec 2025	Islamic Financial Group	Top 5 Risks Facing Islamic Financial Institutions – A Board Level View
30 Jun 2025	Insurance Group	Navigating High-Tech Financial Crime – Board-Level Risks and Responsibilities
3 Dec 2025	Insurance Group	Knowledge Sharing Session on Market Innovation – Insurtech
28 Oct 2025	Development Finance	Knowledge Sharing Session – The Board Culture & Leadership Report

FIDE FORUM with Masryef - Bridging Standards & Shariah: Strengthening Islamic Finance in a Modern Banking Landscape. This was a special workshop for directors, senior executives, and Shariah practitioners to examine how modernisation and Shariah principles can jointly support digital banking transformation.

"Within a year of joining the Directors' Register, I was appointed to my first board role, which was both personally meaningful and professionally affirming."

Angeline Ong Su Ming
Independent Non-Executive Director
Kenanga Investment Bank

"What I value most is the ongoing programme of updates that keeps us informed of current trends and best practices, united by a common objective: upholding the integrity of the country's financial institutions."

Norazilla binti Md Tahir (FCA)
Independent Non-Executive Director
Citibank Bhd
Kenanga Investors Bhd
Genting Malaysia Bhd

Directors' Register (DR)

The DR serves as our exclusive talent platform, providing licensed financial institutions with a curated pool of candidates who have cleared rigorous, independent assessments. Through dedicated engagement sessions and pipeline development, the DR bridges the gap between institutional needs and high-calibre leadership.

In 2025, the DR underwent a major shift in focus, prioritising quality over volume to ensure every active profile rigorously aligns with BNM's principles and PIDM's governance priorities. DR successfully expanded from 143 to 158 candidates, featuring diverse expertise across banking, insurance, and international markets.

The impact of this evolution is seen in a shift from transactional placements to strategic advisory dialogues. Direct engagement with Nomination and Remuneration Committee (NRC) Chairs has increased, specifically through high-level sessions focused on succession planning and board diversity. While external placement requests saw a slight dip, this serves as a positive indicator of growing governance maturity, as member institutions are now increasingly equipped to conduct their own searches using FIDE FORUM's frameworks. With female representation rising to 36% and four successful placements completed by September 2025, the platform has solidified its role as an essential, merit-based resource for leadership excellence.

DR Metric	Dec 2024	Sept 2025	Change
Total Active Pool	143	**158**	+15
Total Passive Pool	34	**34**	Stable
Total Profiles (incl. passive)	184	**199**	+15
Successful Placements	5	**4 (to Sept)**	Consistent pipeline
Female Representation	34%	**36%**	+2 ppts
International Expertise	11%	**11%**	Stable

Strategic review

Networking Opportunities

Effective stakeholder management strengthens trust, alignment, and collaboration between FIDE FORUM and its immediate stakeholders, including key regulators, members, collaborators, and partners.

The increased number of engagements with a diverse range of stakeholders has improved communication by fostering greater clarity of purpose, better alignment of expectations, and more constructive dialogue. The increased engagements also enhanced implementation of strategic initiatives, enabled timely information sharing, enhanced collaboration and decision-making.

Engaging Special interest Groups (SIGs)

Contributions from the Special Interest Groups (SIGs) have strengthened the depth and quality of discussions within FIDE FORUM by bringing together diverse perspectives, technical expertise, and industry experience across key areas such as digital transformation, Islamic finance, governance, sustainability, and emerging risks. Through knowledge-sharing sessions, thought leadership initiatives, and collaborative dialogue, the groups have helped advance practical insights, informed policy conversations, and fostered greater engagement among members and stakeholders.

The SIGs in 2025 provided a dedicated platform for members, including technical experts, to exchange insights, best practices, and innovations in the focused fields of Digital Transformation, Islamic Finance, and the Director Register. Across all these channels, the structured engagements and dialogues contributed directly to the development of programmes, ensuring that our agenda remained focused, practical, and relevant to the evolving needs of directors and the financial industry.

The contributions from the following list of individuals are acknowledged, for which FIDE FORUM is thankful.

SIG Digital Transformation

1. **Mr Andrew Tan Teik Wei**
   AIA Bhd
2. **Mr Michael Lai Chin Tak**
   General Insurance (Malaysia) Berhad
3. **Encik Mohd Yuzaidi bin Mohd Yusoff**
   Bank Islam Malaysia Berhad
4. **Encik Kamarulzaman bin Ahmad**
   MBSB Bank Berhad
5. **Encik Mohammad Ridzuan bin Abdul Aziz**
   Aeon Bank Berhad
6. **Puan Marzida binti Mohd Noor**
   Alliance Bank Malaysia Berhad
7. **Mr Melvin Ooi**
   YTL Digital Bank Berhad

SIG Islamic Finance

1. **Cik Hasnah binti Omar**
   Etiqa Family Takaful Berhad
2. **Dr Othman bin Abdullah**
   Bank Pembangunan Malaysia Berhad
3. **Datin Dr Nik Sarina binti Lugman Hashim**
   Syarikat Takaful Malaysia Am Berhad
4. **YM Dr Tunku Alina binti Raja Muhd Alias**
   United Overseas Bank (Malaysia) Bhd
5. **Encik Mohammad Ridzuan bin Abdul Aziz**
   Aeon Bank Berhad
6. **Encik Mohd Yuzaidi bin Mohd**
   Bank Islam Malaysia Berhad

DIRECTOR'S REGISTER FOCUS GROUP (DRFG)

In January 2025, following an engagement session with successfully placed Directors from the DR, FIDE FORUM established the Director's Register Focus Group (DRFG) as a strategic initiative to fortify the effectiveness and sustainability of the DR ecosystem.

The DRFG has served as a dedicated platform to enhance engagement between the supply and demand of board talent, enabling more proactive collaboration in identifying, advising, and supporting board placement opportunities. It also plays a critical role in advocating the quality and readiness of DR candidates, who have undergone FIDE FORUM's rigorous screening and assessment process.

The key objectives of the DRFG are to:

- Gather structured feedback from successfully placed Directors on their DR journey, including insights and recommendations to enhance the DR offering and overall candidate experience.
- Explore opportunities for DRFG members to contribute more actively to DR initiatives, including supporting efforts to improve successful placement outcomes.
- Leverage members' networks and experience by positioning them as strategic connectors, facilitating linkages between DR talent and potential board opportunities within their institutions and across the industry.
- Foster a committed group of advocates to support the continuous refinement, repositioning, and reinforcement of the DR as a credible and trusted board talent platform.

DRFG members:

1. **Mr Choong Tuck Onn**
   FIDE FORUM
2. **Datin Hayati Aman binti Hashim**
   Tokio Marine General Insurance
3. **Ms Norazilla binti Md Tahir**
   Citibank Berhad
4. **Mr Lum Piew**
   Alliance Bank Berhad
5. **Ms Angeline Ong Su Ming**
   Kenanga Investment Bank Berhad
6. **Datin Sunita Rajakumar**
   HSBC Bank Malaysia Berhad
7. **Datin Grace Yeoh**
   Pacific & Orient Insurance Berhad

ENHANCING COMMUNITY CAMARADERIE

Beyond working groups, the value of FIDE FORUM lies in relationships built within this community and the nurturing of trust, candour, and comradeship. As such, community-building events remain a key priority in nurturing these connections. In 2025, we hosted the second annual FIDE FORUM Hari Raya Open House at EQ Hotel, bringing together members, partners, and stakeholders in a relaxed and festive setting. Serving as a platform for informal engagement, networking, and appreciation, the event attracted over 280 guests from across the industry and stakeholder community, reflecting the growing sense of camaraderie within our network.


The 2025 FIDE FORUM Hari Raya Open House at EQ Hotel

Strategic review

SIG LED EVENTS

Digital transformation

18 Feb
Board Leadership Workshop: Board's Role in Digital Transformation: Putting Words into Action

20 June
AI's Next Wave: Chips, Code and Localisation

25 June
Facing the Future: Elevating Board Leadership in a Time of Transformation

17 July
Board Leadership Workshop: Navigating Digital Disruption: How Can Boards in FI Enhance Strategic Digital Governance

29 July
Crisis Simulation Masterclass: Decision Making in a Crisis

22 Sept
Cloud for Directors of Regulated Financial Institutions

Islamic Finance

30 Oct
Bridging Standards and Shariah: Strengthening Islamic Finance in a Modern Banking Landscape

Workshop group discussion during the Crisis Simulation Masterclass

Operational Efficiency

An organisation that advocates for disciplined, accountable, and transparent governance across Malaysia's financial institutions must demonstrate those same qualities in its own operations. In 2025, FIDE FORUM continued to manage resources with discipline, deliver programmes with rigour, and invest in the systems and people that will sustain organisational impact well beyond the current grant cycle.

People support (50%) has strengthened capacity, ensured project continuity, and reinforced governance responsibilities, contributing to institutional effectiveness in delivering member promises. Events comprising the flagship distinguished board leadership series, thought leadership events, member engagements and research activities make up the remaining 50%.

During the year, FIDE FORUM has been advised that it no longer qualifies for tax-exemption status. Management has assessed the implication of this development and taken the right steps to mitigate any form of possible impacts.

People and Capacity Building

As a knowledge organisation, the quality of our programmes, research, and advisory services continue to rely on the quality, relevance and agility of our team. In 2025, people development was treated as a strategic priority, rather than a support function, with structured cross-functional training, and continuous professional development embedded across the organisation.

Succession Planning and Continuity

As the advisory portfolio expanded to include BEE engagements, industry research projects, and a growing demand for in-house curated programmes, the organisation recognised the importance of ensuring critical knowledge and development. Structured succession planning and cross-functional training were prioritised to maintain organisational agility and continuity across research, education, and advisory functions.

Capacity Building for Expanding Portfolio

The rising demands from members for governance updates to in-house director education, required the development of expertise across research, facilitation, programme management, and member relations. FIDE FORUM continued to prioritise the identification of talent aligned with the evolving mix of services delivered.

Internal Alignment and Objective Setting

Clearly defined objectives and key activities were established across teams to ensure that execution remained aligned with strategic priorities. This approach provided a structured framework for tracking performances, bridging gaps, and delivering accountability throughout the year.

Operational Infrastructure

2025 presented a set of operational challenges that have galvanised stronger institutional systems. Legacy digital infrastructure, condensed programme scheduling, and evolving member expectations each required a thoughtful organisational response. The lessons drawn from these challenges now inform a clear improvement agenda for 2026.

Challenge Area	Nature of Challenge	Response and Lesson Learnt
Systems Integration	Legacy DR, event management, and member databases operated in silos, limiting automation and reporting analytics	Initiated consolidation into a unified digital ecosystem designed to improve data integrity, reporting, and scalability — targeted for mid-2026 completion
Programme Planning	Clustering of multiple engagements in condensed timeframes created pressure on participants and delivery teams	Established an annual planning framework aligned more closely with regulatory partners and member institutions to ensure balanced, high-quality programme delivery
Member Responsiveness	Growing director expectations for advanced, issue-specific content in formats including microlearning and digital modules	Diversifying programme formats and delivery models; Centre of Excellence in Board Education under development to close knowledge gaps across director cohorts
Capacity Management	Expanding advisory portfolio required additional expertise to sustain delivery quality without diluting standards	Cross-functional training and structured succession planning introduced; ongoing talent identification aligned with service portfolio growth

Operational challenges, responses and lessons learnt — 2025

The establishment of an annual planning framework in 2025 was among the most consequential operational improvement of the year. By aligning the calendar work programme more closely with regulatory partners and member institutions, it ensures that future engagements are spaced for maximum impact, supported by adequate preparation, and evaluated against consistent standards.

Operational Commitments for 2026

Building on the developments of 2025, we enter 2026 with a set of priorities designed to build institutional readiness, advance financial self-sufficiency, and deliver the value of membership.

Priority Area	2026 Focus
Digital Infrastructure	Completing the unified digital ecosystem through consolidation of DR, event management, and member databases by mid-2026.
Development	Continued investment in team capability, cross-functional training, and succession planning to sustain service quality across a growing portfolio.
Programme Expansion	Expanding ESG oversight, cybersecurity, board culture, and quantum computing programmes; and actualising Centre of Excellence in Board Education from concept to delivery.
AI Governance Research	Publishing AI Adoption Survey findings (Q2 2026) with Accenture; launching AI Governance Masterclass modules.
Digital Disclosure Framework	Formalising a comprehensive digital disclosure framework that encompasses response rate metrics, content performance, and digital risk indicators.
Financial Self-Sufficiency	Scaling BEE and DR services to diversify revenue and reduce grant dependency as PIDM grant support concludes.

Zero to Fintech – Real Talk from Founders for Aspiring Fintechs

The Future

Research-backed Learning Ecosystem

The 2026 work programme will be research-backed, beginning with an industry survey on the diffusion and application of artificial intelligence within the financial sector, complemented by thought leadership contributions from leading industry practitioners and market leaders. Building on these insights, a series of board seminars will be organised to strengthen member awareness, preparedness, and board effectiveness. Key topics will include Risk Management in Technology (RMiT), stablecoins, leadership, and board effectiveness, alongside structured learning pathways designed to address capability gaps in a coherent and sequenced manner for both new and experienced directors.

OPTIMISE RESOURCES

Plans to improve resource efficiency in 2026 will focus on diversifying sources of support, strengthening strategic collaborations, and exercising greater discipline in expenditure management. This includes exploring alternative sources of funding and partnerships, leveraging collaborative arrangements with industry stakeholders and institutions, and adopting more prudent and targeted spending practices to ensure resources are deployed effectively. These efforts are intended to strengthen sustainability, optimise operational efficiency, and ensure that programmes and initiatives continue to deliver meaningful impact while maintaining financial discipline.

The need to optimise resources will be instrumental towards these developments enabling member financial institutions to align board practices with the priorities of regulatory framework driving better risk management and compliances.

FIDE FORUM will focus on ensuring adequate resources and support to fulfill the following objectives:

- Repositioning of FIDE FORUM as a strategic enabler of financial stability and thought leadership through advanced learning programs and board simulations focused on technology governance, board leadership in both resolution planning and risk oversight.
- Delivering high-impact value of membership to address emerging governance challenges and provide policy-relevant insights to regulators and the industry.
- Strengthening scalable income streams through strategic partnerships, industry dialogues, and cross-sectoral knowledge exchange.
- Supporting an operating model that emphasises digital efficiency and reach in the delivery of high-quality deliverables and outcomes.

The sustained investment will ensure that the resources to support FIDE FORUM will continue to serve as a trusted national platform sustaining governance and board leadership across Malaysia's financial sector - reinforcing financial stability, innovation, and confidence in the people leadership and the system.

Market Position

FIDE FORUM is a mandate-driven, neutral platform that connects regulators, thought leaders and financial industry leaders to advance board governance, deliver policy-relevant insights, and address emerging systemic risks. Its core mandate focuses on 'Financial stability' and 'Professional development'. This positioning shapes the services and engagement model FIDE FORUM will offer from 2026 onwards.

	Financial stability	Professional development
Audience	Board members, senior management, regulators	Broader policy, market conduct
Focus area	Board governance, effectiveness, capacity, directors selection	FIDE FORUM core programmes, risk, governance
Nature of engagement	Policy, standards	Events, special interest groups, conferences
Value	Networking	Value of membership

FIDE FORUM MARKET OFFERINGS

A comprehensive platform for 2026 onwards will have in place governance-focused programmes, insights and strategic engagement for financial sector leaders.

Market offerings	Value of membership
Membership	Development Pathways
Governance & Board effectiveness, Board culture, Board remuneration	Director forums, roundtables, capability sessions, board effectiveness & evaluation projects
Thought leadership and insights on topical issues, such as compliance, resolutions to risk management, and digitalisation	Survey reports, publications, policy dialogues
Strategic engagements and collaborations	High-level forums, policy updates, networking with regulators and industry
Knowledge services	Bespoke programmes, Forum Insights publication
Digital hybrid	Online webinars

Steering Governance Excellence

FIDE FORUM is a company limited by guarantee, incorporated under the Companies Act 2016. It is governed by a Board of Directors providing strategic direction and fiduciary oversight.

The FIDE FORUM Board

The Board of seven non-executive directors represent deep expertise in investment banking, legal governance, financial technology, accountancy and corporate law. Several directors also bring experience and knowledge of digital technology and sustainability. The Board meets quarterly and is supported by three standing committees, namely, Audit, Membership, and Nomination & Remuneration (NRC) which provide structured oversight.

The Chief Executive Officer reports to the Board and in turn, the Heads of Markets & Communication, Membership Services, and Finance & Shared Services report to the CEO. In total, a team of nine staff delivers the full programme of member services, research, and advocacy.

In 2025, the first formal Board Self-Evaluation was conducted in accordance to principles of good governance.

The publication of FIDE FORUM's inaugural Annual Report was also accomplished for 2025.

KEY BOARD STATISTICS

7
Board members
All non-executive

29%
Female representation
2 of 7 directors

Inaugural
Annual Report published

2025
First formal Board self-evaluation conducted

Board Members

FIDE FORUM's Board of Directors brings together deep and diverse expertise in service of a single purpose: advancing governance excellence across Malaysia's financial sector. Each director contributes independent judgement, professional rigour, and a shared commitment to the long-term resilience of the institutions FIDE FORUM serves.

Seated from left: Adil bin Ahmad, Mohammad Nizar bin Idris, Datuk Kamaruddin bin Taib - Chairman, Pushpa Rajadurai, Tan Sri Mohd Nasir bin Ahmad
Standing from left: YM Dr Tunku Alina binti Raja Muhammad Alias, Choong Tuck Oon

Names	Designation	Appointed
Datuk Kamaruddin bin Taib (Chairman)	Chairman Non-Executive, Independent	Nov 2014
Ms Pushpa Rajadurai	Board Member	Apr 2011
Mr Choong Tuck Oon	Board Member	Nov 2014
En Mohammad Nizar bin Idris	Board Member	Feb 2015
YM Dr Tunku Alina binti Raja Muhammad Alias	Independent Director	May 2025
En Adil bin Ahmad	Independent Director	Oct 2019
Tan Sri Mohd Nasir bin Ahmad	Independent Director	Mar 2023

Steering Governance Excellence

The Standing Committees

Audit Committee

Chair:
Tan Sri Mohd Nasir bin Ahmad

Members:
- Ms Pushpa Rajadurai
- En Adil bin Ahmad

The Audit Committee oversees the integrity of FIDE FORUM's financial reporting, the effectiveness of internal controls, and the relationship with external auditors. In 2025, the Committee reviewed financial statements, monitored compliance with applicable regulatory requirements, and assessed the adequacy of risk management systems in the context of FIDE FORUM's transitioning funding model.

Membership Committee

Chair:
Ms Pushpa Rajadurai

Members:
- Tan Sri Mohd Nasir bin Ahmad
- YM Dr Tunku Alina binti Raja Muhammad Alias

The Membership Committee governs membership eligibility and the overall value proposition to corporate and associate members. In 2025, it oversaw the 57% growth in Associate Membership and reviewed the long-term membership strategy ahead of the post-grant phase.

Nomination & Remuneration Committee (NRC)

Chair:
En Mohammad Nizar bin Idris

Members:
- En Adil bin Ahmad
- Mr Choong Tuck Oon

The NRC oversees Board composition, succession planning and the CEO/senior management remuneration framework. In 2025, it reviewed the Board skills matrix in light of the 2026 digital innovation focus and managed the appointment of YM Dr Tunku Alina binti Raja Muhammad Alias as Independent Director effective 5 May 2025.

Powering Corporate Governance: The FIDE FORUM Management and Operations Team

From left: Sharmila Arjunan - Executive, Finance and Operations, Pleant Rovella Kapple - Manager, Board Education & Development, Seri Idawaty - Head, Markets, Nik Norzehan - Senior Manager, Board Education & Development, Tay Kay Luan - Chief Executive Officer, Anne Wong - Head, Finance and Operations, Harjit Kaur - Manager, Corporate Communications, Kalaivaani Kathi Ravan - Executive, Member Support Services, Voon Zhen Yi - Senior Manager, Learning & Research, Wan Hazlizam Wan Hamid - Senior Manager, Markets Lead

Financial Statements

Financial Reporting for year ended 31 December 2025

The audited financial statements for the financial year ended 31 December 2025 were authorized for issue by the Board of Directors on 8 May 2026 and audited by KPMG PLT.

Audited 2025 Financial Snapshot

A stronger surplus, high liquidity and a resilient balance sheet.

RM5.29M
Income
2024: RM5.01M

RM872,821
Net surplus
2024: RM672,681

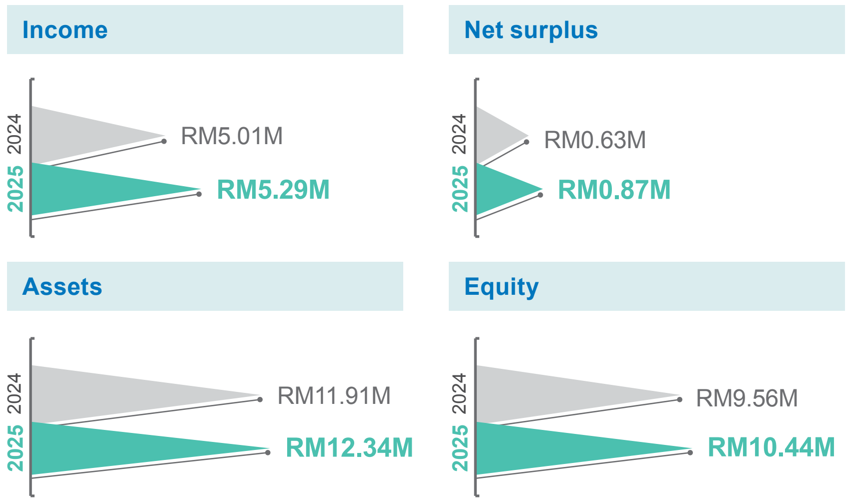
RM5.89M
Cash & cash equivalents
2024: RM5.60M

RM10.44M
Total equity
2024: RM9.56M

The Audited results show an organisation with stable income delivery, disciplined expenditure and a stronger net surplus. Membership fees and the PIDM grant remain the core funding base, while finance income strengthened the year-end result.

Financial Statements

2025 VS 2024: KEY AUDITED MOVEMENTS



16.5%
Surplus margin

6.3x
Current ratio

84.6%
Equity / assets

Financial Performance Overview

FIDE FORUM closed 2025 with a stronger audited financial performance, recording income of RM5.29 million and a net surplus of RM872,821. The result reflects sustained membership income, continued PIDM grant support, improved finance income from deposits, and disciplined cost control.

Operating expenses were broadly stable year-on-year, decreasing marginally from RM4.27 million in 2024 to RM4.26 million in 2025. This cost discipline, combined with higher income, lifted net surplus by 39.1% compared with 2024.

Strategic Area	2025 (RM)	2024 (RM)	Change (RM)	Change %
Income	**5,290,022**	5,011,960	278,062	5.5%
Operating expenses	**(4,263,227)**	(4,271,194)	7,967	0.2% lower
Net surplus before tax	**1,026,795**	740,766	286,029	38.6%
Tax expense	**(153,974)**	(113,085)	(40,889)	36.2%
Net surplus for the year	**872,821**	627,681	245,140	39.1%

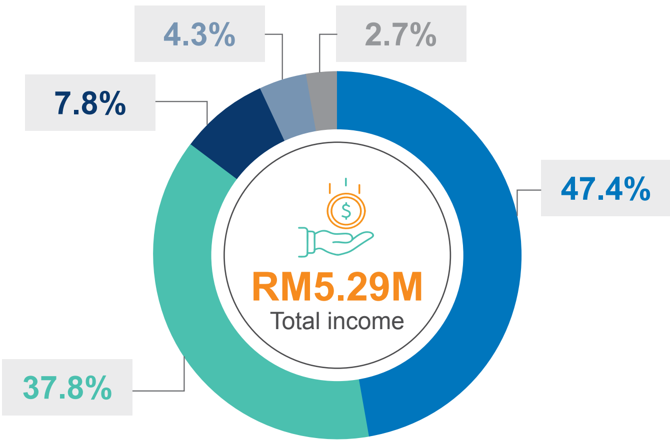
ANNUAL REPORT NARRATIVE

The audited results demonstrate FIDE FORUM's ability to sustain member services and research delivery while building a stronger financial base. The surplus is primarily attributable to steady membership fees, PIDM grant support, higher finance income from deposits with banks, and careful expenditure management.

- Income increased by RM278,062 year-on-year, or 5.5%.
- Operating expenses were marginally lower, despite continued programme, research and governance activity.
- Net surplus increased by 39.1% to RM872,821, strengthening accumulated surplus and total equity.

Income Structure

Membership income and PIDM grant support anchor the 2025 funding base.



Membership fees
47.4% RM2,507,506

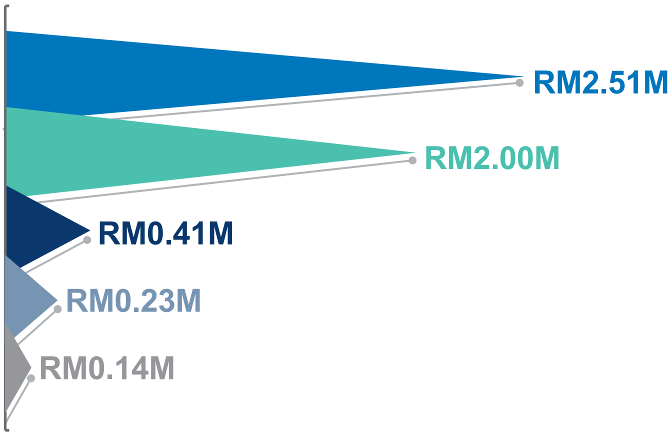
PIDM grant
37.8% RM2,000,000

Interest income
7.8% RM413,023

Other income
4.3% RM229,493

Directors' Register
2.7% RM140,000

Financial Statements



Largest source

Membership Fees
RM2.51M
47.4% of total income

- Membership fees
- PIDM grant
- Interest income
- Other income
- Directors' Register

Together, membership fees and the PIDM grant accounted for 85.2% of income

Membership fees remained the largest income source, contributing RM2.51 million or 47.4% of total income. The RM2.00 million PIDM grant contributed 37.8%, while interest income from deposits rose to RM413,023, reflecting active treasury management and higher returns on deposits.

Strategic Area	2025 (RM)	Share of 2025 income	2024 (RM)	Share of 2024 income
Membership fees	**2,507,506**	47.4%	2,376,125	47.4%
Grant from Perbadanan Insurans Deposit Malaysia	**2,000,000**	37.8%	2,000,000	39.9%
Interest income/profit from deposits with banks	**413,023**	7.8%	320,351	6.4%
Other income	**229,493**	4.3%	145,484	2.9%
Directors' Register services	**140,000**	2.7%	170,000	3.4%
Total income	**5,290,022**	**100%**	5,011,960	100%

Operating Expenditure

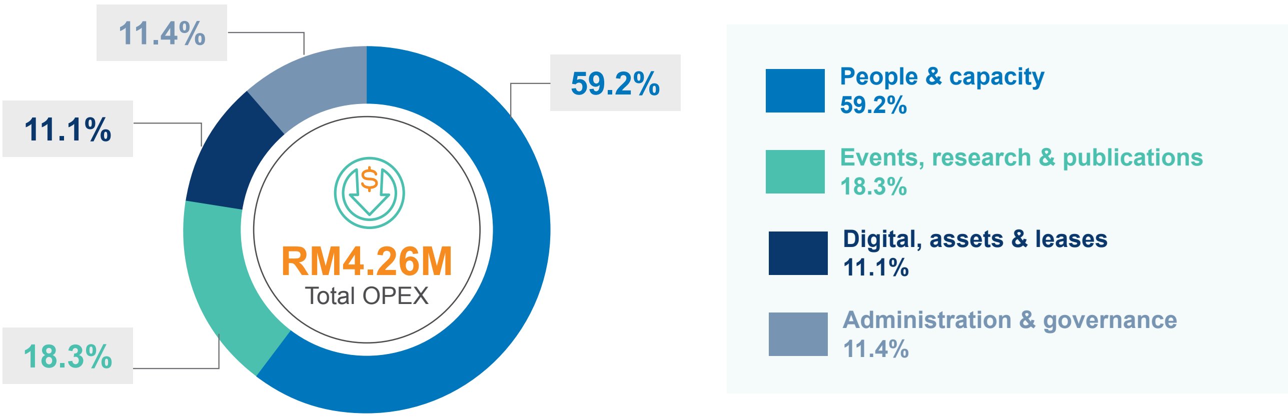
Costs remained broadly stable while supporting a knowledge-based operating model.

Total OPEX
RM4.26M
0.2% Lower vs 2024

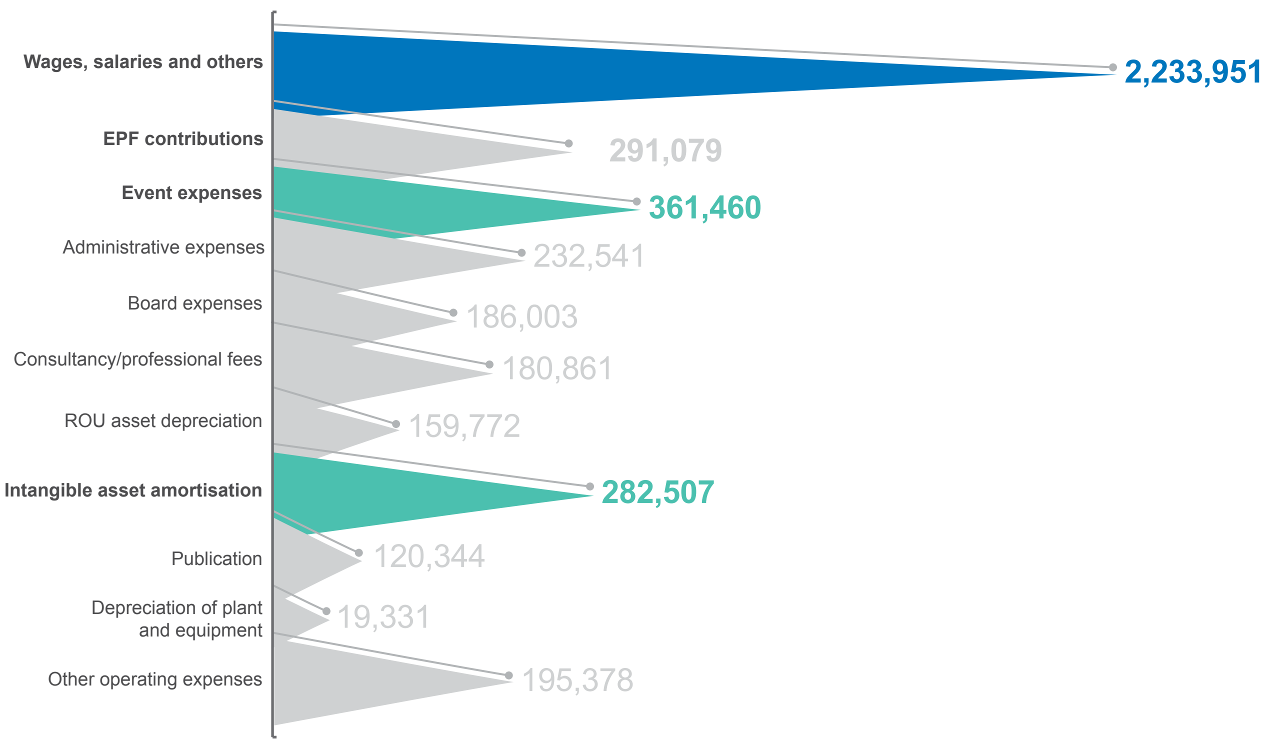
People-driven model
59.2%
Wages and EPF share

Research & engagement
18.3%
Events, consultancy, publications

EXPENDITURE GROUPED BY PURPOSE



AUDITED OPEX CATEGORIES - SELECTED DETAIL



Financial Statements

Operating expenditure totalled RM4.26 million, marginally lower than RM4.27 million in 2024. Employee benefits remained the largest category, consistent with FIDE FORUM's knowledge-based operating model and reliance on programme, research and stakeholder expertise.

Expense category	2025 (RM)	Share of 2025 Opex	2024 (RM)	Share of 2024 Opex
Wages, salaries and others	**2,233,951**	52.4%	2,348,478	55.0%
EPF contributions	**291,079**	6.8%	240,495	5.6%
Event expenses	**361,460**	8.5%	248,255	5.8%
Administrative expenses	**232,541**	5.5%	203,785	4.8%
Board expenses	**186,003**	4.4%	43,816	1.0%
Consultancy/professional fees	**180,861**	4.2%	398,709	9.3%
Depreciation of right-of-use assets	**159,772**	3.7%	153,932	3.6%
Amortisation of intangible assets	**282,507**	6.6%	297,133	7.0%
Publication	**120,344**	2.8%	86,116	2.0%
Depreciation of plant and equipment	**19,331**	0.5%	19,332	0.5%
Other operating expenses	**195,378**	4.6%	231,143	5.4%
Total operating expenses	**4,263,227**	**100%**	4,271,194	100%

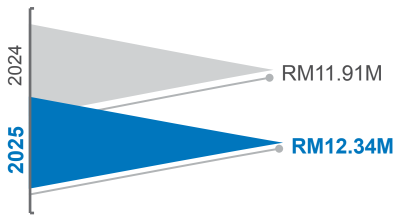
COST DISCIPLINE MESSAGE

The 2025 cost base demonstrates disciplined delivery. FIDE FORUM maintained programme and governance activity while holding total operating expenditure broadly flat year-on-year, supporting the transition toward greater financial self-sufficiency.

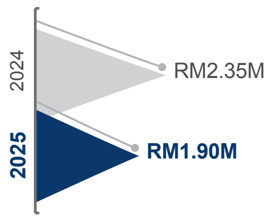
Financial Position, Equity and Liquidity

A strong asset base and high liquidity support programme delivery and operation continuity.

Total assets



Total liabilities

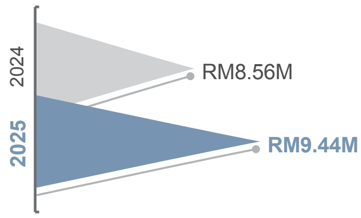


Liquidity base

RM11.75M
Cash and bank deposits
Includes cash equivalents and deposits with licensed banks over 3 months and less than 1 year

Total equity

Accumulated surplus



6.3x
Current ratio

84.6%
Equity / assets

95.2%
Cash & deposits / assets

The statement of financial position remained robust. Total assets increased to RM12.34 million, while total equity increased to RM10.44 million. Current assets of RM11.98 million were substantially supported by cash and cash equivalents and deposits with licensed banks.

Statement of financial position summary	2025 (RM)	2024 (RM)
Total non-current assets	**365,363**	826,973
Total current assets	**11,975,826**	11,086,606
Total assets	**12,341,189**	11,913,579
Capital contribution	**1,000,000**	1,000,000
Accumulated surplus	**9,437,353**	8,564,532
Total equity	**10,437,353**	9,564,532
Total liabilities	**1,903,836**	2,349,047
Total equity and liabilities	**12,341,189**	11,913,579

Financial Statements

Cash Flow and Liquid Funds

Operating cash flow turned positive, while interest income supported investing cash in flows.

Operating activities	Investing activities	Financing activities	Net cash increase
RM46,271	RM413,023	(RM168,120)	RM291,174

Cash and cash equivalents

2024
RM5.60M

2025
RM5.89M

Financing activities
RM11.75M
2024: RM10.70M
stronger liquidity coverage for continuity

Net cash generated from operating activities was RM46,271, improving from a net outflow of RM2.26 million in 2024. Net cash generated from investing activities was RM413,023, driven by finance income, while financing cash flows reflected lease-related cash outflows of RM168,120.

Cash flow item	2025 (RM)	2024 (RM)
Net cash generated from/(used in) operating activities	**46,271**	(2,259,395)
Net cash generated from investing activities	**413,023**	301,356
Net cash used in financing activities	**(168,120)**	(164,819)
Net increase/(decrease) in cash and cash equivalents	**291,174**	(2,122,858)
Cash and cash equivalents at year end	**5,890,228**	5,599,054

LIQUIDITY MEASURE

Liquidity measure	2025 (RM)	2024 (RM)
Cash and bank balances	**419,057**	342,589
Deposits with licensed banks: maturity less than 3 months	**5,471,171**	5,256,465
Cash and cash equivalents	**5,890,228**	5,599,054
Deposits with licensed banks: maturity over 3 months and less than 1 year	**5,862,877**	5,105,684
Total cash and bank deposits	**11,753,105**	10,704,738

Governance, Audit and Basis of Preparation

Audited financial statements prepared in accordance with applicable reporting frameworks.

Audit opinion

KPMG PLT issued an unmodified opinion that the financial statements give a true and fair view of FIDE FORUM's financial position, performance and cash flows.

Authorised for issue

The Board of Directors authorised the audited financial statements for issue on 8 May 2026.

Reporting basis

Prepared in accordance with MFRS Accounting Standards, IFRS Accounting Standards and the requirements of the Companies Act 2016 in Malaysia.

Company structure

FIDE FORUM is a company limited by guarantee and not having a share capital. No dividend was paid or recommended.

Capital management objective: Maintain a strong capital base and safeguard FIDE FORUM'S ability to continue as a going concern

- The financial statements were prepared in accordance with Malaysian Financial Reporting Standards (MFRS) Accounting Standards as issued by Malaysian Accounting Standards Board ("MFRS Accounting Standards"), IFRS Accounting Standards as issued by the International Accounting Standards Board ("IFRS Accounting Standards") and the requirements of the Companies Act 2016 in Malaysia.
- KPMG PLT issued an unmodified audit opinion, stating that the financial statements give a true and fair view of FIDE FORUM's financial position as at 31 December 2025, and of its financial performance and its cash flows for the year then ended.
- FIDE FORUM is incorporated and domiciled in Malaysia as a company limited by guarantee and not having a share capital. No dividend was paid during the financial year and the Directors did not recommend any dividend to be paid for the financial year under review.
- The Company's capital management objective is to maintain a strong capital base and safeguard its ability to continue as a going concern. The Directors monitor the adequacy of capital on an ongoing basis.

Appendices

The appendices that follow serve as the institutional record of FIDE FORUM's output since its founding. The List of Publications documents a decade of original research. Each work represents a deliberate contribution to Malaysia's governance knowledge base. The Event Portfolio captures the full breadth of FIDE FORUM's programmatic activity from 2012 to 2025: over a hundred engagements, across every dimension of financial sector governance, delivered in partnership with Malaysia's regulators, institutions, and academic community.

List of publications (2015-2025)

2015

Directors' Remuneration Report 2015

- First industry benchmarks for NED remuneration; backed by 82% industry participation.

2016

Directors' Register: Board Leadership Framework

- Structured, objective approach to developing and selecting board talent across the financial sector.

2017

DNA of a Board Leader (with Korn Ferry)

- Practical development guide for Chairmen, aspiring directors and board members. Features the SADA self-assessment tool.

2018

Pulse Survey 2017: Directors' Remuneration & Board Practices

- Concise update on remuneration and board practice trends trends; 41% of NEDs and 60% of company secretaries participated.

2022

Forum Insights Issue: Leadership and Governance in the Next Normal

- Strategic guidance on governing through volatility, disruption and the post-pandemic market

2022

Board Effectiveness Evaluation Guidebook

- Practical BEE framework grounded in regulatory requirements and international best practices.

2023

Forum Insights Issue 2: ESG: A Global Perspective, Local Opportunity

- How financial institution boards can lead Malaysia's transition to a sustainable economy.

2024

Forum Insights Issue 3: Digitalisation, Innovation and Disruption

- Implications of AI, digital banking, blockchain and cybersecurity for board leadership.

2024

Directors' Remuneration Report 2024 (with AON Consulting)

- Comprehensive NED remuneration benchmarking; the most authoritative reference in the sector.

2025

Report on Board Culture and Leadership in Malaysian LFIs (with ASB)

- Malaysia's first empirical study of boardroom behavioural dynamics and their impact on governance quality.

2025

Forum Insights Issue 4: From Principles to Progress: The Next Era of Islamic Finance

- Islamic finance governance, Maqasid alignment and digital transformation, for the board.

Appendices

Event Portfolio (2012-2025)

2012

JULY

17 July
Breakfast Talk - Insurance Banana Skins: Risks Facing Insurers and the Way Forward (Partner: Pricewaterhouse Coopers)

AUG

14 August
Breakfast Talk - Human Capital Management in the Boardroom (Partner: BPA Australia)

OCT

9 October
Breakfast Talk - Global Consumer Banking Survey 2012 (Partner: Ernst & Young)

10 October
Roundtable Discussion - Board of Directors: Value Creation vs Compliance. (Partner: Iclif)

15 October
Roundtable Discussion - Banking (Partner: The Iclif Leadership and Governance Centre)

23 October
Roundtable Discussion - Insurance (Partner: The Iclif Leadership and Governance Centre)

2013

JAN

10 January
Breakfast Talk – Towers Watson 2012 Global Insurance ERM Survey Results (Partner: Towers Watson)

APR

11 April
Breakfast Talk - The Personal Data Protection Act (PDPA) 2010: Issues & Implications (Partner: Lee Hishamuddin Allen & Gledhill)

JUN

27 June
Breakfast Talk - Successful Corporate Banking: Focus on the Fundamentals: An Ernst & Young Global Survey of Corporate Financial Executives (Partner: Ernst & Young)

SEP

2 September
FIDE FORUM - BNM Dialogue - Financial Services Act 2013 and Islamic Financial Services Act 2013 (Partner: BNM)

5 & 9 September
FIDE FORUM Focus Group - Corporate Governance Framework (Partner: BNM)

OCT

1 October
Workshop - Managing Talent at Board and Management

2014

MAR

14 March
FIDE FORUM Focus Group - Economic and Financial Services Sector: Trends and Challenges Moving Forward

24 March
FIDE FORUM – BNM Dialogue - Economic and Financial Services Sector: Trends and Challenges Moving Forward (Partner: BNM)

APR

7 April
FIDE FORUM Focus Group - Building a Talent Pool of Directors: Directors' Register

MAY

9 May
Talk - Recovery and Resolution Plan (RRP) in Financial Institutions: Board Leading the Way (Partner: Ernst & Young)

JUN

12 June
AGM - FIDE FORUM 3rd Annual General Meeting

16 June
Talk - A Comprehensive Talent-Based Approach to Board Recruitment. (Partner: The Gallup Organization (Singapore))

AUG

21 August
Talk - Risks: From Whereof. (Partner: Fung Global Institute)

27 August
Talk - Board Strategic Leadership in Managing Cybersecurity Risk in Financial Institutions

2015

JAN

28, 29 January & 9 February

FIDE FORUM Focus Group - 2015 Directors' Remuneration Study - (Partner: PricewaterhouseCoopers)

FEB

5 February

Dialogue - 1st Distinguished Board Leadership Series: Financial Services in Turbulent Times

MAR

4 March

- **FIDE FORUM Focus Group** - Economic and Financial Services Sector: Trends and Challenges Moving Forward for the Banking Industry
- **FIDE FORUM Focus Group** - Economic and Financial Services Sector: Trends and Challenges Moving Forward for the Insurance and Takaful Industries

23 March

Dialogue - 2nd BNM-FIDE FORUM Annual Dialogue – FIDE FORUM Annual Dialogue (Partner: BNM Malaysia)

MAY

6 May

FIDE FORUM - led Industry Consultation Session - Directors' Remuneration Study

21 May

Workshop - **2nd Distinguished Board Leadership Series:** Board's Strategic Leadership – Innovation & Growth in Uncertain Times

JUN

5 June

Dialogue - 3rd Distinguished Board Leadership Series: Impact of the New Accounting Standard on Banks – What Directors should be aware of (Partner: Malaysian Accounting Standards Board)

5 June

Dialogue - **3rd Distinguished Board Leadership Series:** Impact of the New Accounting Standard on Insurance Companies – What Directors should be aware of (Partner: Malaysian Accounting Standards Board)

16 June

AGM - FIDE FORUM 4th Annual General Meeting

AUG

18 August

4th Workshop - **4th Distinguished Board Leadership Series** - Board Leading Change – Organisational Transformation Strategy as Key to Sustainable Growth in Challenging Times

OCT

28 October

Dialogue - **5th Distinguished Board Leadership Series:** Beyond Compliance to Growth – Board's Strategy in Cultivating Real Growth within a Conducive Governance Environment

NOV

4 November

Dialogue - **6th Distinguished Board Leadership Series:** Digital Transformation and Its Impact on Financial Services – Roles of Board in Maximising Potentials and Managing Risks

DEC

7 December

Launch - FIDE FORUM Directors' Remuneration Report 2015

2016

JAN

20 January

Dialogue - The New and Revised Auditor Reporting Standards: Implications to Financial Institutions

FEB

17 February

FIDE FORUM briefing - Directors' Register: An Industry Briefing Session on the Implementation of the Directors' Register

25 February

FIDE FORUM briefing for Directors - Directors' Remuneration Report 2015

29 February

FIDE FORUM briefing for Company Secretaries - Directors' Remuneration Report 2015

MAR

3 March

- **A FIDE FORUM led focus group session** - Economic and Financial Services Sector: Trends and Challenges Moving Forward for the Banking Industry
- **A FIDE FORUM led focus group session** - Economic and Financial Services Sector: Trends and Challenges Moving Forward for the Insurance and Takaful Industries

16 March

Dialogue - **1st Distinguished Board Leadership Series:** Cyber-Risk Oversight

29 March

Dialogue - 3rd BNM – FIDE FORUM Annual Dialogue with the Governor of BNM

APR

1 April

Launch - FIDE FORUM's Directors' Register

5 April

Dialogue: Directors and Officers Liability Insurance: Are Directors Sufficiently Protected for Exercising Their Fiduciary Duty

Appendices

2017

19 April
Dialogue - 2nd Distinguished Board Leadership Series: Avoiding Financial Myopia

26 April
BNM-FIDE FORUM Dialogue - Corporate Governance Concept Paper

JUN

1 & 2 June
Briefing Session for Directors - Implementation of Directors' Register

3 June
Briefing Session for Company Secretaries - Implementation of Directors' Register

14 June
AGM - FIDE FORUM 5th Annual General Meeting

JULY

25 July
Dialogue - 3rd **Distinguished Board Leadership Series:** Effective Board Evaluation

AUG

4 August
Dialogue - FinTech: Business Opportunity or Disruptor?

29 August
Dialogue - Securities Commission - FIDE FORUM: FinTech's Impact on FIs (Partner: Securities Commission)

SEP

14 September
Briefing Session for Directors - Directors' Register

NOV

2 November
Dialogue - Technology-based Innovation that Counts (Partner: Ernst & Young)

14 November
Dialogue - Strategy to Leverage Technology for Business Solutions. (Partner: IBM Malaysia)

MAR

1 March
FIDE FORUM led focus group session - Economic and Financial Services Sector: Trends and Challenges Moving Forward for the Banking Industry

FIDE FORUM led focus group session - Economic and Financial Services Sector: Trends and Challenges Moving Forward for the Insurance and Takaful Industries

27 March
Dialogue - 4th BNM – FIDE FORUM Annual Dialogue with Senior Management of BNM

MAY

4 May
Dialogue - **1st Distinguished Board Leadership Series:** Efficient Inefficiency - Making Boards Effective in a Changing World

23 May
Workshop - Exclusive for Nomination Committee Chairman and Members: Board Selection – Engagement with Potential Directors

JUN

8 June
Talk - **2nd Distinguished Board Leadership Series:** Risk and Reward: What Must Boards Know About A Sustainable FI Remuneration System for Senior Management and Material Risk Takers?

AGM - FIDE FORUM 6th Annual General Meeting

JULY

11 July
Dialogue - Fintech: Opportunities for the Financial Services Industry in Malaysia

AUG

10 August
Viewpoint - 3rd Distinguished Board Leadership Series: "Crypto Currency and Blockchain Technology"

SEP

8 September
Exclusive Talk for Company Secretaries - Board Evaluation Practices

NOV

14 November
Dialogue - 2nd Securities Commission – FIDE FORUM dialogue - Leveraging Technology for Growth

2018

JAN

22 January

BNM-FIDE FORUM Dialogue - Managing Cyber Risks in Financial Institutions

MAR

1 March

- **Dialogue** - **1st Distinguished Board Leadership Series:** Navigating the VUCA World
- **FIDE FORUM led focus group session** - Focus Group (Banking) Discussion in Preparation for the 5th BNM-FIDE FORUM Annual Dialogue with Senior Management of BNM
- **FIDE FORUM led focus group session** - Focus Group (Insurance & Takaful) Discussion in Preparation for the 5th BNM-FIDE FORUM Annual Dialogue with Senior Management of BNM

APR

19 April

Special dialogue session - 5th BNM-FIDE FORUM Annual Dialogue with Deputy Governor, BNM

MAY

11 May

AGM - FIDE FORUM 7th Annual General Meeting

JUN

6 June

Talk - Win the Innovation Race: Unlocking the Creative Power of Asians

JULY

10 July

Dialogue - 1st PIDM-FIDE FORUM Annual Dialogue with Senior Management of PIDM

17 July

Talk - Blockchain in Financial Services Industry (Partner: IBM Malaysia)

AUG

16 August

Luncheon Talk - FIDE FORUM-IBM Think Malaysia

OCT

30 October

Dinner Talk - In conjunction with the Launch of FIDE FORUM's "DNA of a Board Leader" - 2nd Distinguished Board Leadership Series: The Director as Coach

NOV

8 November

FIDE FORUM Workshop - 'Identifying Your Next Board Talent'

26 November

Dialogue with 10 Fintech Companies - Opportunities with Fintech on the latest technology impacting the financial services industry

27 November

Dialogue with Senior Officials of BNM - BNM-FIDE FORUM Board Conversations (Banking & DFIs)

Dialogue with Senior Officials of BNM - BNM-FIDE FORUM Board Conversations (Insurance & Takaful)

2019

JAN

24 January

Workshop - BEI's Role in Director Selection. A practical approach to incorporating Behavioural Event Interview (BEI) technique in director selection

MAR

7 March

Focus Group Discussion - in preparation for the BNM-FIDE FORUM Annual Dialogue with Senior Management of BNM

14 March

Dialogue - **1st Distinguished Board Leadership Series** – Reading the Signs: The next financial crisis and potential impact on Asia

26 March

Talk - Digital Assets: Global Trends, Legal Requirements and Opportunities for Financial Institutions (Partner: PricewaterhouseCoopers)

APR

8 April

Dialogue - BNM-FIDE FORUM - with the Deputy Governor on the draft Risk Management in Technology policy

23 April

Talk - 2nd Distinguished Board Leadership Series – Rethinking Strategy

MAY

14 May

AGM - FIDE FORUM 8th Annual General Meeting

Workshop for Company Secretaries: Your Role in Board Succession Planning

Appendices

2020

JUN

18 June
Masterclass - BNM-FIDE FORUM on Cybersecurity: Unseen Threats (Partner BNM)

27 June
Exclusive fireside chat - Directorship Journey

JULY

12 July
Annual Dialogue - 2nd PIDM-FIDE FORUM dialogue with the Chief Executive Officer (CEO) of PIDM

24 July
Dialogue - **3rd Distinguished Board Leadership Series** – Artificial Intelligence and Its Role in FIs

AUG

1 August
Dialogue - Value Based Intermediation: Directors' Role. (Partner - International Shari'ah Research Academy (ISRA))

SEP

19 September
Dialogue - Innovation and Fintech in the Financial Services Industry (Partner: BNM)

OCT

4 October
Talk - 4th Distinguished Board Leadership Series – Digital To The Core

17 October
Dialogue - Leadership in a Disruptive World – The Changing Role of Boards

MAR

18 March
Webinar - Digital FI Series – Digital Banking: Why Does It Matter? (Partner: PwC)

APR

14 April
Webinar - 1st Distinguished Board Leadership – Covid-19 & Current Economic Reality: Implications for Financial Stability

MAY

5 May
Webinar - 2nd Distinguished Board Leadership – Outthink The Competition: Excelling in a Post Covid-19 World

15 May
Webinar - 3rd Distinguished Board Leadership – Challenging Times: What Role Must the Board Play?

JUN

24 June
AGM - FIDE FORUM 9th Annual General Meeting

JULY

8 July
Webinar - 4th Distinguished Board Leadership – Risks: A Fresh Look from the Board's Perspective

8 July
Webinar - Digital FI Series – Managing Virtual Banking and Insurance Businesses (Partner: PwC)

AUG

13 August
Webinar - Digital FI Series – Fidor's Experience

SEP

3 September
Annual Dialogue - BNM-FIDE FORUM with the Governor of BNM

9 September
Focus Group Discussion - Company Secretary - Board Effectiveness Evaluation

10 September
Focus Group Discussion - Director - Board Effectiveness Evaluation

NOV

2 November
Webinar - 5th Distinguished Board Leadership – Climate Action: The Board's Leadership in Greening the Financial Sector (Partner: PwC)

11 November
Webinar - 6th Distinguished Board Leadership – Green Fintech: Ping An's Journey to Becoming a Top ESG-performing Financial Institution

2021

MAR

11 March
Webinar - 1st Distinguished Board Leadership – Rethinking Our Approach to Cyber Defence in FIs

APR

1 April
Industry Briefing for Directors - Board Effectiveness Project: (Session 1)

2 April
Industry Briefing for Directors - Board Effectiveness Project: (Session 2)

7 April
Industry Briefing for Company Secretaries - Board Effectiveness Project

20 April
Dialogue - BNM-FIDE FORUM-MASB on MFRS17 Insurance Contracts: What Every Director Must Know (Partner: BNM & Malaysian Accounting Standards Board)

MAY

20 May
Focus Group session - Role of Financial Services Professional Board (FSPB) with Associations

24 & 25 May, and 2 June
Focus Group session - Role of Financial Services Professional Board (FSPB) with Financial Institutions

JUN

2 June
Dialogue - BNM-FIDE FORUM with Deputy Governor of BNM on the Role of Independent Directors

9 June
Dialogue - BNM-FIDE FORUM - Future of Malaysia's Financial Sector

10 June
AGM - FIDE FORUM 10th Annual General Meeting

21 June
Engagement Session - Preparation for BNM-FIDE FORUM Dialogue on RMiT Implementation

23 - 25 June
Conference - JC3 Flagship Conference on Sustainability (Partner: Joint Committee on Climate Change)

JULY

8 July
Dialogue - BNM-FIDE FORUM - RMiT Implementation

AUG

18 August
Engagement Session - Board Leadership Framework with Directors - Shaping the Future of FI Board Leadership

19 August
Webinar - 2nd Distinguished Board Leadership – The Board's Role and Responsibilities in Crisis Communications

23 August
Engagement session - Board Leadership Framework with Directors - Shaping the Future of FI Board Leadership

24 August
Engagement session - Board Leadership Framework with Company Secretaries - Shaping the Future of FI Board Leadership

SEP

2 September
Engagement session - Board Leadership Framework with Chief Executive Officers - Shaping the Future of FI Board Leadership

6 September
Dialogue - BNM-FIDE FORUM - with Senior Members of BNM on Risk-Based Capital Framework for Insurers and Takaful Operators (Partner: BNM)

NOV

2 November
Dialogue - Bursa Malaysia-FIDE FORUM Dialogue on Sustainability

12 November
Webinar - The 2050 Net Zero Carbon Emissions Target: Finance's Role

16 November
Dialogue - SC-FIDE FORUM on the Capital Market Masterplan 3

18 November
Engagement Session - Preparation for BNM-FIDE FORUM Annual Dialogue with the Governor of BNM (Session 1)

19 November
Engagement Session - Preparation for BNM-FIDE FORUM Annual Dialogue with the Governor of BNM (Session 2)

DEC

3 December
Dialogue - BNM-FIDE FORUM Annual Dialogue with the Governor of BNM

Appendices

2022

JAN

27 January

Dialogue - MyFintech Week

- Getting it Right: Securing Results from Digital Transformation
- Web 3.0 and the Future of Finance
- Deep Dive into DeFi

(Partner: BNM)

FEB

23 February

Virtual Dialogue - BNM-FIDE FORUM - Licensing Framework for Digital Insurers and Takaful Operators (DITOs) (Partner: BNM)

MAR

8 March

Dialogue - Climate Risk Management and Scenario Analysis (Partner: BNM)

APR

12 April

Dialogue - Steward Leadership for Sustainability (Partner: Iclif)

MAY

23 May

Dialogue - 1st Distinguished Board Leadership Series: MetaFinance: The Next Frontier of the Global Economy

JUN

23 June

AGM - FIDE FORUM 11th Annual General Meeting

JULY

14 July

Launch - Board Effectiveness Evaluation Guidebook

Discussion - Leadership Perspectives Forum on Board Effectiveness

AUG

11 August

Engagement session - with Board Members of General Insurers and Takaful Operators on Motor Claims Reforms (Partner: BNM)

15 August

Talk - Conversations with Chairmen: A Standing Item in Board Agendas. (Partner: Climate Governance Malaysia)

29 August

Dialogue - PIDM Industry Forum 2022 (Partner: PIDM)

SEP

5 September

Post-launch Workshop - Board Effectiveness Evaluation for:

- Company Secretaries
- Directors (session 1)

6 September

Post-launch Workshop - Board Effectiveness Evaluation for Directors (session 2)

20 September

Dialogue - Recovery and Resolution Planning Session (Partner: PIDM)

20 September

Dialogue - Recovery and Resolution Planning Session (Partner: PIDM)

OCT

26 October

- **MoU Signing** - Monash University - FIDE FORUM
- **Public Talk** - Sustainability – Ultimate Challenge of Our Time

NOV

22 November

- **MoU Signing** - International Compliance Association (ICA) and FIDE FORUM
- **Talk** - “Can We Win the War Against Financial Crime?”

24 November

Dialogue - 2nd Distinguished Board Leadership Series: The Emerging Trends, Threats and Risks to the Financial Services Industry - Managing Global Risk, Investment and Payment System

DEC

6 December

Discussion - Evolving Role of the Company Secretary for Company Secretaries

8 December

Discussion - FIDE FORUM-ICDM: Board Risk Committee (Partner: ICDM)

2023

JAN

12 January

Dialogue - First Distinguished Board Leadership Series for 2023, Can America stop China's rise? Will ASEAN be damaged?

FEB

28 February

Collaboration efforts - fostering relationship with the leading capital market capacity building solutions provider, Securities Industry Development Corporation (SIDC)

MAR

15 - 16 March

Conference - Leadership for Enterprise Sustainability Asia (LESA) 2023 (Bronze sponsor)

APR

3 April

Sharing session - Strengthening the relationship between ASB and FIDE FORUM to build an avenue education and innovation for Board Members in the financial services industry

5 April

Special Interest Group Discussion - in preparation for the Roundtable with BNM on Licensing and Regulatory Framework for Digital Insurers and Takaful Operators (DITOs) Exposure Draft

6 April

Discussion - with Institute for Capital Market Research Malaysia (ICMR) - potential research opportunity with ICMR in the capacity of capital market for FI

11 April

Roundtable Discussion - BNM-FIDE FORUM - Licensing and Regulatory Framework for Digital Insurers and Takaful Operators (DITOs) Exposure Draft

20 April

Establishment - Digital Economy Special Interest Group (DESIG)

27 April

Discussion - to initiate the formation of Community of Practice Climate Change (CoPCC)

MAY

18 May

- **Conference** - National Economic Forum organised by National Chamber of Commerce & Industry of Malaysia
- **Thought leadership forum** - Climate Change: Facilitating a Just Transition organised by our collaborator – Monash University Malaysia

23 May

Talk - by FIDE FORUM's CEO - 5th Malaysian Banking and Finance Summit - "CEO Panel: Reimagining Banks – Leadership and Transformation"

JUN

8 June

Symposium - The inaugural BNM Sasana Symposium 2023 (SS2023) themed "Structural Reforms for a Stronger Malaysia" - hosted by BNM

9 June

SIG Roundtable - FIDE FORUM 2nd Digital Economy

13 June

Webinar Series - Understanding the Impact of Digital Transformation in the Financial Industry: What Board Members Need to Know (Partner: International Compliance Association (ICA))

21 June

AGM - FIDE FORUM 12th Annual General Meeting and Future of Board session by CEO for Company Secretary

27 June

Meeting - FIDE FORUM's Initiatives – CoPCC (Partner: BNM)

JULY

25 July

Conference & Talk by FIDE FORUM CEO - International Compliance Association (ICA) Indonesia – Panel Session: "Building the Right Culture: Expert Discussions from Inside the Boardroom"

AUG

17 August

Talk - Operationalising Resolution Planning: A Perspective from the Trenches (Partner: Standard Chartered Bank Malaysia Berhad and Standard Chartered Saadiq Berhad)

SEP

5 – 7 September

Conference - Co Partnership - National Climate Governance Summit (Partner: Climate Governance Malaysia and Companies Commission Of Malaysia / Suruhanjaya Syarikat Malaysia (SSM))

Appendices

2024

OCT

17 – 18 October
Conference & Talk - ICA Future of FinCrime & Compliance APAC Summit 2023

NOV

2 November
Dialogue - 2nd Distinguished Board Leadership Series 2023 - Empowering Change through Diversity, Equity & Inclusion

9 November
Breakfast Talk - AI and Financial Institutions: Friend or Foe (Partner: ASB)

16 November
Chairperson Masterclass - Leading the Change, Mastering Climate Action as a Change

22 November
Virtual Dialogue - BNM-FIDE FORUM

- Cloud Requirements in Risk Management in RMiT,
- Artificial Intelligence & MARhine

(Partner: BNM)

28 November
MOU Signing Ceremony - FIDE FORUM with Fintech Association of Malaysia (FAOM) - Innovating Tomorrow's Finance

DEC

12 December
FIDE FORUM Roundtable Discussion - Financing The Digital Economy: Supporting The Madani Framework

JAN

18 January
Luncheon - Courtesy meeting with PIDM Chairman

31 January
CoSec Training session - Director Management System (DMS)

FEB

6 February
Fireside Chat - with Former Central Bank Governors on Central Banking in an Evolving International Financial System - followed by dinner for Ex Governors and FIDE FORUM stakeholders

21 February
Exclusive Interview - by BFM Radio with FIDE FORUM CEO (Enterprise Explores)

26 February
International Women's Day videos - featuring Datuk Yvonne Chia (Chairman of Standard Chartered and Puan Hasnah (Chairman of Zurich Takaful Malaysia))

27 February
2nd CoSec Training Session - Director Management System (DMS)

28 February
Workshop - DESIG

MAR

7 March
- **Engagement Session** - with Board of Directors of Islamic Financial Institutions: Hajah and Darurah Policy Document
- **Conference & Talk by FIDE FORUM's CEO** - 2024 ASEAN Banking & Fintech Summit on "Talent to Future Proof Banks & FI's Institutions

14 March
Speaking engagement - SCOPE Distinguished Speakers Series: Financial Institutions Roles Towards Addressing Climate Change

APR

17 April
Masterclass - Boardroom Dynamics in Climate Talks (Partner: CGM)

24 April
Engagement Session - with Directors of FI's - Responsibility Mapping (Partner: BNM)

MAY

8 May
FIDE FORUM Raya Open House

15 May
Masterclass - What Directors Must Know: Recent Developments in Climate Science (Partner: CGM)

30 May
Engagement Session - Annual Report 2024 (Partner: BNM)

JUN

5 – 6 June
Delegation visit & MoU - collaboration with National Banking Institution of Nepal

7 June
Conference - Kuala Lumpur International Sustainability

10 June
Engagement session - Strategic Synergies: Driving Digital Transformation Through Fintech and Banking Partnerships (Partner: FAOM)

19 June
AGM - FIDE FORUM 13th Annual General Meeting

20 June
Conference - SIDC Sustainable and Responsible Investment (SRI) 2024

2025

JAN

7 January
Discussion - with DR Ambassadors on DR-SIG

15 January
Media interview - with Astro Awani - highlighting FIDE FORUM's influential role in advancing corporate governance and board leadership within Malaysia's financial industry

23 January
Media Interview - BFM Interview with FIDE FORUM CEO and AON Consulting

FEB

18 February
Board Leadership Workshop - Board's Role in Digital Transformation: Putting Words into Action

19 February
Special Lecture - How Global Events Will Affect the Outlook for the Financial Industry in 2025

APR

15 April
Breakfast Talk - E-invoicing for Directors (Partner: Deloitte Malaysia)

21 April
Dialogue - BNM Annual Report 2024 Economic and Monetary Review 2024 Financial Stability Review (Second Half 2024) (Partner: BNM)

23 April
FIDE FORUM Raya Open House

29 April
Dialogue - The Future of Finance – How Tokenisation is Reshaping the Financial Industry (Partner: Halogen Capital)

21 June
Dialogue - DESIG: Data Innovation to Drive Financial Inclusion: Pushing New Frontiers

24 June
Info Sharing & Engagement Session - Board Culture

25 June
Breakfast Talk - The Future of AML and Fraud Surveillance in The Hands of AI

JULY

3 July
Dialogue - Director's Liabilities within Their Respective Institution's AML Frameworks

4 July
Conference - MII Women Empowerment

10 July
Q&A Session - Board Remuneration Research Study

17 July
Dialogue - Latest Developments in Climate-Aligned Executive Compensation (Partner: Climate Governance Malaysia (CGM))

AUG

8 August
Masterclass - Preventing Fraud: The Board's Roles and Responsibilities

22 August
Forum - SIDC Business Foresight (BFF) 2024

SEP

3 September
Dialogue - Distinguished Board Leadership Series 2024: Digital Transformation in the World's Best Bank

11 September
Masterclass - Boardroom Essentials for Climate Governance (Partner: National Climate Governance (CGM))

12 September
Masterclass III - Investing in Climate Solutions & Optimising Action (Partner: CGM)

OCT

9 – 10 October
Forum - Sarawak Future 2024

10 October
Discussion - Roundtable on Climate Transition Planning (Partner: BNM)

14 October
Exclusive Interview - by Awani Niaga (ASTRO) with FIDE FORUM CEO

16 – 17 October
Conference - Lead Women: APAC DEI Summit: Humanity Rebalanced

24 October
Engagement - with Institute of Chartered Accountants in England and Wales (ICAEW)

NOV

14 November
Discussion - Economic Outlook & Post Budget 2025 (Partner: British Malaysian Chamber of Commerce Berhad (BMCC))

Appendices

2025

MAY

6 May
Dialogue - Navigating High-Tech Financial Crime: Key Risks and Board Responsibilities

JUN

5 June
Launch - FIDE FORUM's Board Culture and Leadership Report 2025

19 June
- **AGM** - FIDE FORUM 14th Annual General Meeting
- **Dialogue** - The Leadership Edge: Empowering Influence in Corporate Governance

20 June
Dialogue - AI's Next Wave – Chips, Code, and Localisation

25 June
Dialogue - Facing the Future: Elevating Board Leadership in a time of Transformation

JULY

17 July
Dialogue - Navigating Digital Disruption: How can Boards in Financial Institutions enhance Strategic Digital Governance

29 July
Crisis Simulation Masterclass - Decision-Making in a Crisis

AUG

4 – 7 August
Engagement sessions - My Fintech Week 2025

SEP

22 September
Dialogue - Cloud for Directors of Regulated Financial Institutions

OCT

3 October
Media interview - NIAGA Spotlight Interview on Board Culture - Astro

24 October
Dialogue - Navigating Shareholder Expectations: Remuneration Sentiment Insights in Malaysian Financial Institutions (Partner: Deloitte)

30 October
Dialogue - Bridging Standards & Shariah: Strengthening Islamic Finance in a Modern Banking Landscape (Partner: Masryef)

NOV

10 November
Dialogue - Corporate Governance Programme: Elevating Governance Excellence

13 November
Talk - 2026 Post-Budget (Partner: BMCC)

26 November
BNM Exclusive Session - Risk Model Validation: Strengthening a Director's Role in Validating IRB Credit Risk Models (Partner: BNM)

28 November
Survey Soft Launch - AI Adoption in Fis (Partner: Accenture)

DEC

5 December
Directors' Visit - Accenture Innovative Hub

2025 Event Gallery

BOARD'S ROLE IN DIGITAL TRANSFORMATION: PUTTING WORDS INTO ACTION

18 FEBRUARY 2025

MEMBERS' LUNCHEON AND TAN SRI ANDREW SHENG'S SPECIAL LECTURE

19 FEBRUARY 2025

E-INVOICE - SERVICE TAX IMPACT ON INDEPENDENT DIRECTORS

15 APRIL 2025

Appendices

BNM ANNUAL REPORT ENGAGEMENT

21 APRIL 2025







HARI RAYA OPEN HOUSE

23 APRIL 2025

HARI RAYA OPEN HOUSE (continued)

23 APRIL 2025





TOKENISING FINANCIAL ASSETS - WHAT FINANCIAL LEADERS NEED TO KNOW TODAY

29 APRIL 2025



MASTERCLASS - NAVIGATING HIGH TECH FINANCIAL CRIME - KEY RISKS AND BOARD RESPONSIBILITY

6 MAY 2025


Appendices

LAUNCH OF FIDE FORUM BOARD CULTURE AND LEADERSHIP REPORT

5 JUNE 2025



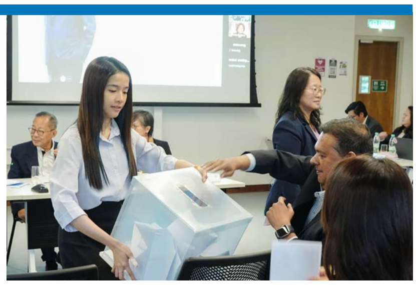





FIDE FORUM AGM

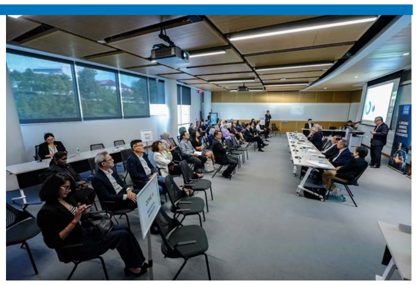
19 JUNE 2025





FIDE FORUM AGM (continued)

19 JUNE 2025



AI NEXT WAVE CHIPS TECHNOLOGY

20 JUNE 2025

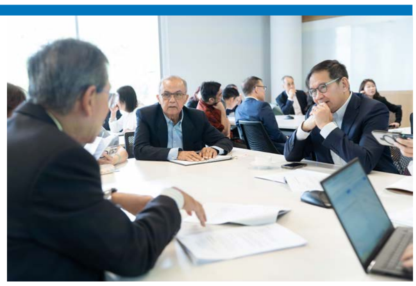
FACING THE FUTURE - ELEVATING BOARD LEADERSHIP IN A TIME OF TRANSFORMATION

25 JUNE 2025

Appendices

NAVIGATING DIGITAL DISRUPTION

17 JULY 2025



CRISIS SIMULATION MASTERCLASS

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CRISIS SIMULATION MASTERCLASS (continued)

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ZERO TO FINTECH - REAL TALK FROM FOUNDERS FOR ASPIRING FINTECHS

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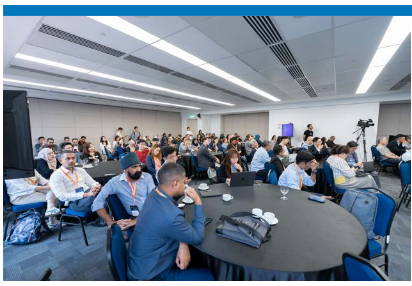

THE SUSTAINABILITY SHIFT - HOW FINANCIAL LEADERSHIP CAN LEAD THE CLIMATE RESPONSE

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FUTURE OF DIRECTORSHIP IN THE DIGITAL ERA

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Appendices

CLOUD FOR DIRECTORS OF REGULATED FINANCIAL INSTITUTIONS

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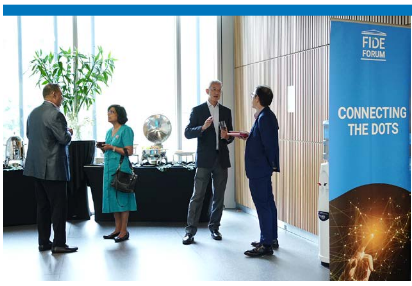

NAVIGATING SHAREHOLDERS EXPECTATIONS - REMUNERATION SENTIMENT INSIGHTS IN MALAYSIAN FINANCIAL INSTITUTIONS

24 OCTOBER 2025

BRIDGING STANDARDS & SHARIAH: STRENGTHENING ISLAMIC FINANCE IN A MODERN BANKING LANDSCAPE

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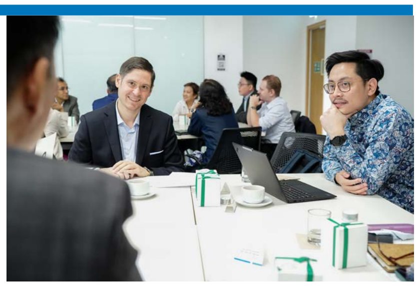

ECONOMIC OUTLOOK & POST BUDGET

13 NOVEMBER 2025

RISK MODEL VALIDATION

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FRONT-RUNNERS' GUIDE TO SCALING AI

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