



**ASIA School
of Business**
in collaboration with MIT Sloan Management

Idif Executive Education Center



FINANCIAL INSTITUTIONS
DIRECTORS' EDUCATION PROGRAMME

Jointly organized by ASBM and AICB



The **FINANCIAL INSTITUTIONS DIRECTORS' EDUCATION** **FIDE CORE PROGRAM**

BANK		INSURANCE		FEE (A + B)*
Module A	4 - 7 May	Module A	5 - 8 May	RM60,000 / USD15,000
Module B	18 - 21 May	Module B	19 - 22 May	



INTRODUCTION

The FIDE Core Programme is designed with specific focus on financial sector issues, challenges and stresses on honing the skills and enhancing the knowledge and expertise of directors. The sessions are highly interactive with a combination of case studies, scenario analysis, board simulation and experiential learning and sharing.

There are two versions of the programme – for bank directors and insurance company directors – with slight variation reflecting the issues of the sector.

We have been continuously reviewing the programme to ensure that it is relevant and effective.

Our mission is to help boards strengthen governance effectiveness to drive long term sustainability of financial institutions. Participants will also have the opportunity to expand their network of peers.

PROGRAM OVERVIEW

Corporate Governance practices have come under increased scrutiny in recent years, as investors, regulators and the general public seek to determine the cause of multiple, high profile failures and search for areas of competitive advantage. Heightened expectations and an increasingly complex business and regulatory environment have placed additional demands on board members of financial institutions. Policymakers and regulators are focused on changes to corporate governance practices to enhance board transparency, increase director accountability, and give greater voice to shareholders over critical boardroom decisions.

The FIDE Core programme is designed to provide directors of financial institutions with a profound understanding of sound governance principles, their roles and responsibilities, and how these responsibilities are fulfilled in practice. Participants will have the opportunity to engage with international thought leaders with vast experience and knowledge in the field of corporate governance. The programme promises a highly interactive and stimulating experience, during which the faculty take participants through real-life case studies and scenarios.

MODULE A

In the **first module**, we set out to identify the board's key stakeholders, describe the board's responsibilities to those stakeholders, and explore how those responsibilities are fulfilled in practice. We will examine effective board structures and identify key aspects of board effectiveness, as well as identify common pitfalls and discuss strategies to address them. Finally, we will explore the role of financial institution boards in setting and overseeing risk policies.

The key learning objectives of **Module A** are:

- To emphasize and reinforce a clear understanding of the role of the board and the fiduciary responsibilities of individual directors to all stakeholders.
- To deepen boards' understanding of the principles of sound governance, and to translate these into practice; lessons from within best-in-class organizations, and how they inculcate values throughout the organization and promote organizational values and effectiveness.
- To emphasize directors' understanding of the functioning of the board including its structure; and how composition and dynamics within the board affect effectiveness of board performance.
- To equip directors with an understanding of their duties and liabilities from a legal standpoint.
- To emphasise the principal responsibility of the board for promoting a strong risk control culture and sound ethical standards throughout the organization.
- To create a heightened awareness of the changing dimensions of risk.
- To help boards appreciate their oversight role in risk management and the adoption of key risks and organizational structures for managing risk.
- To examine the link between risk and capital management, exploring what capital adequacy really means.



MODULE B

In the **second module**, we turn our attention to board oversight of management, the board's role in setting strategy and preventing failures, and dealing with interpersonal issues and ethical quandaries.

The key learning objectives of **Module B** are:

- To deepen boards' understanding of the principles of sound governance, and to translate these into practice; lessons from within best-in-class organizations, and how they inculcate and promote organizational values and effectiveness.
- To equip boards with knowledge on how to set and review strategy to create value for the organization; avoid common pitfalls in strategy execution; and adapt strategies in response to changing business and market conditions.
- To sharpen boards' understanding of their institution's balance sheet so that they are able to better manage the potential indicative risks.
- To encourage the adoption of more structured and robust processes for the selection of board members and ongoing assessments of board effectiveness to achieve an optimal board mix.
- To examine the role of compensation in determining C-Suite performance and to consider different ways of structuring compensation for better risk management.
- To increase directors' understanding of the rising cost of compliance and the need for a strong governance culture.
- To examine the challenges of new and emerging risks and their impact on boards; and the shape future boards will take.
- To equip boards with knowledge of the opportunities and challenges of fintech; and how boards can leverage on the new technology for growth.
- To consider the impact of GenAI on board oversight responsibilities and decision-making.
- To discuss ethical issues; and highlight ethical lapses in financial institutions and their cost to the organizations.
- To discuss how to cultivate an ethical culture in financial institutions.





WHO SHOULD ATTEND?

- Directors of banks in Malaysia
- Directors of insurance companies in Malaysia
- C-Suites

PROGRAM FEE *

- **RM60,000 / USD15,000 for Module A & B.**
- Excludes Sales & Service Tax (8%).
- USD Pricing is indicative pricing.
- All fees are invoiced in Malaysian Ringgit (RM). USD amounts are shown for reference only and will vary based on the prevailing exchange rate at the time of payment.
- Excludes accommodation at ASB Residential for outstation/overseas participants but can be arranged at additional cost.

DISTINGUISHED FACULTY*

FIDE faculty leverages highly experienced international and local thought leaders who have been selected based on their area of specialisation, experience on boards and facilitation skills. They will share their expertise, practical insights, knowledge and best practices in the different areas of corporate governance.

* ASB reserves the right to amend the program design, schedule, or faculty lineup without prior notice to maintain academic and delivery excellence.



FACULTY



Professor Nabil N. El-Hage recently served as Professor of Management Practice at Harvard Business School, where he also held various other positions, including Senior Associate Dean for External Relations. At Harvard, he taught courses in corporate finance, private equity, and corporate governance, for eight years. Nabil is a practitioner as well as an academic, having served as Chairman and CEO of Jeepers! Inc, a private equity-financed national chain of indoor theme parks, for nearly 10 years. He also has operating experience in private equity and venture capital with TA Associates and Advent International, and as CFO of Back Bay Restaurant Group, a listed restaurant holding company. Nabil has taught and consulted extensively for central banks, financial institutions, multinational corporations, sovereign wealth funds and family businesses.

Representative clients include the Central Bank of Bahrain, Khazanah Nasional Berhad, The Carlyle Group and Saudi Arabia Economic and Development Holding Co. Nabil currently serves on four boards of directors, including a multinational Property and Casualty insurance company and a \$25 billion MassMutual Life Insurance Company-affiliated mutual fund complex.



Gabe Shawn Varges is the Senior Partner, HCM International, and Chairman of the GECN Group, Switzerland and an Adjunct Senior Lecturer at the Asia School of Business.

Mr. Varges has extensive international experience as an executive, regulator, academic, and advisor. He works with companies and authorities around the world on the interconnection of strategy, corporate governance, board effectiveness, leadership, culture, ethics, compliance, ESG, performance management, compensation, and regulation.

In addition to his private sector and academic work, Mr. Varges' experience includes serving as Head of Governance of the Swiss combined banking, securities, and insurance regulator. There, among other things, he supervised financial institutions and represented the authority on various international bodies, including the OECD, BCBS, IAIS, and the Financial Stability Board, leading or contributing to various cross-border expert taskforces among regulators. Earlier, he served in senior executive positions with major multinationals.

Mr. Varges has served on various boards and is currently Chairman of Ethics & Compliance Switzerland. An author of multiple publications, Mr. Varges has taught at several universities. He is a Juris Doctor graduate of Harvard and holds B.A. and MALD degrees. At Harvard, he served as Teaching Fellow and Tutor, and was part of the Harvard Negotiation Project.

FACULTY



Professor Mak Yuen Teen is the founding director of the Centre for Investor Protection. He is Professor (Practice) of Accounting at the NUS Business School and previously served as Vice Dean, where he founded Singapore's first corporate governance center at NUS. He is also a Visiting Professor at the Iclif Executive Education Centre, part of the Asia School of Business (ASB), Malaysia.

Throughout his career, Professor Mak has held senior roles, including Asia-Pacific Director of Research at a NYSE-listed global consulting firm and Head of Research (Singapore) at a Big 4 accounting firm while on leave from academia.

He has played a pivotal role in shaping Singapore's corporate governance framework, having served on three of the four committees tasked with developing and revising the code of corporate governance for listed companies. This includes both the first committee in 2000 and the most recent committee under the Monetary Authority of Singapore (MAS), which released the 2018 Singapore Code. He is currently serving a third three-year term on MAS's Corporate Governance Advisory Committee.

His contributions extend to not-for-profit organizations, where he served as chairman and deputy chairman of two large Singaporean organizations. He currently chairs the nominations committee of a leading Singapore not-for-profit healthcare organization. Additionally, he served for 12 years on the audit advisory committee of two UN funds based in New York.

Professor Mak was a council member of the Singapore Institute of Directors and is now a director of Corporate Monitor Limited, a not-for-profit company focused on investor protection and education. He also serves on the Advisory Council of the Vietnam Independent Directors Association and is a member of the International Advisory Board of the Hawkamah Institute of Governance in Dubai.

He is actively involved in training directors and regulators on corporate governance across the region, including ASB in Malaysia, and is a frequent speaker at international conferences. Professor Mak also advises a director program by ISCA and SAC Capital, which is accepted by the Singapore Exchange as an alternative for mandatory training for first-time directors of companies listed in Singapore.

He regularly writes op-ed pieces on corporate governance and is frequently quoted in international and Singaporean media, including The Business Times, BBC News, Bloomberg, Financial Times, Asian Wall Street Journal, Reuters, and Nikkei Asia.

His academic research has been published in international journals such as the Journal of Accounting and Public Policy, Journal of Corporate Finance, Journal of Business Finance and Accounting, and Accounting Horizons. He also serves on the editorial board of the Journal of Accounting and Public Policy.

Professor Mak edited 11 volumes of Asia-Pacific and global case studies published by CPA Australia between 2012 and 2022, with some editions, translated into Chinese and Vietnamese. In 2024, he launched a new annual series of case studies on corporate governance and ethics, which includes 25 case studies published by the Centre for Investor Protection. In total, he has written or edited nearly 300 case studies on corporate governance.

He developed the first corporate governance rating for Singapore companies, as well as the first Singapore governance rating for REITs and business trusts. Professor Mak was nominated by MAS as the Singapore expert in the development of the ASEAN Corporate Governance Scorecard.

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He has authored numerous reports on corporate governance, including a notable 2007 report commissioned by MAS and the Singapore Exchange, which was launched by the Singapore Minister of Finance at the OECD Asian Corporate Governance Roundtable in Singapore.

Professor Mak is one of only two individuals in Singapore to have received the Corporate Governance Excellence Award from the Securities Investors Association (Singapore) for his contributions to corporate governance. The Singapore Institute of Directors has also recognized him as a Corporate Governance Pioneer. Additionally, he received the Corporate Governance Excellence Award from the Minority Shareholders Watchdog Group in Malaysia for his work in the region.

A vocal advocate for corporate governance, Professor Mak regularly shares insights on current governance issues on LinkedIn and on his personal website, Governance for Stakeholders, which he founded in 2013.

Professor Mak holds first-class honors, master's and PhD degrees in accounting and finance. He is also a member of the Institute of Singapore Chartered Accountants (ISCA).



Shanti Geoffrey served as a capital market regulator for over 25 years in various roles in the areas of regulatory compliance as well as enforcement of the capital market laws and other white collar offences and breaches.

As a former Deputy Public Prosecutor who headed the Securities Commission's prosecution and civil enforcement functions, she successfully led complex and contentious issues in the Malaysian courts in areas relating to the capital market laws, criminal procedure and Constitutional matters, from Sessions Court to the apex court, the Federal Court of Malaysia.

Her law reform and advisory background place her in a unique position as she has the depth of understanding of the capital market laws required in the area of regulatory compliance.

Shanti has been a speaker at various fora, providing insight into the capital market laws and corporate governance.

From 2021 until March 2024, Shanti co-headed Christopher & Lee Ong's White Collar Crime & Investigations Practice Group. She now practices law under her sole proprietorship, Shanti G and Co.

FACULTY



Dato' Philip Tan Puay Koon is a Professional Board Director and Treasury Training Consultant with close to four decades of experience in Banking and Finance and more than 15 years of experience in Board Governance and Oversight.

Dato' Tan has served in various regional and local leadership roles as a Managing Director in Citigroup. He was a mid-career hire at Citibank Berhad, Malaysia where he served as Financial Markets Head and Country Treasurer of Citibank Berhad as well as Director of Citibank (L) Limited. In 2001, Dato' Tan joined the Citigroup Regional Office in Singapore as Director of Asia-Pacific Risk Treasury before being appointed as Chief Financial Officer of the Asia-Pacific Emerging Market (EM) Sales & Trading Business Group of Citibank NA in 2004.

Prior to 1995, Dato' Tan spent 14 years with the MUI Group of companies in Malaysia where he served in various senior management capacities in MUI Bank and MUI Finance.

Owing to Dato' Tan's extensive experience and deep insights in the fields of banking and finance, he currently serves as an Independent Director of Maybank Investment Bank Berhad and AIG Malaysia Insurance Berhad. He is also the Chairman of the Board of Members of Maybank Securities Limited, Vietnam.

He has also previously served as an Independent Director in Citibank Berhad, MIDF Amanah Investment Bank, Cagamas Berhad, Danajamin Nasional Berhad, Payments Network Malaysia Sdn Bhd (PayNet) as well as a Non-Public Interest Director in Private Pension Administrator (PPA) Malaysia; these companies and institutions being part of the Malaysian banking, financial and payments ecosystem.

In corporate Malaysia and globally, Dato' Tan serves as an Independent Director of SD Guthrie International Limited. He had also previously served as Senior Independent Director of public-listed SP Setia Berhad and as a Director of China-Malaysia Qinzhou Industrial Park (GuangXi) Development Co. Ltd., a Belt and Road project in Southern China.

Dato' Tan had previously served as Chairman of the Corporate Debt Restructuring Committee (CDRC) established by Bank Negara Malaysia and is presently an External Member of the Financial Market Infrastructure Committee (FMIC) of Bank Negara Malaysia.

He is an Adjunct Senior Lecturer of the Iclif Executive Education Centre, Asia School of Business (ASB) (in collaboration with MIT Sloan) and teaches the risk segment in the FIDE Core Program as well as in other elective programs.

FACULTY



Datuk Darrel Webber was the CEO of the global multi-stakeholder sustainability initiative, the Roundtable on Sustainable Palm Oil (RSPO) for 9 years. He left RSPO in 2020. Prior to that, he worked in international non-profits, the oil and gas industry and the consumer goods industry.

He now runs his own consultancy firm, Darrel Webber and Associates, providing advice to organizations in the global south on sustainability topics. He is also the Chair of the Sustainability Advisory Board of PT Dharma Satya Nusantara in Indonesia, on the boards of several non-governmental organizations and most recently, was appointed as the Climate Advisor to the State Government of Sabah, Malaysia.



Dr. Khoo Guan Seng has over 28 years of experience in the design and implementation of enterprise-wide investment, banking and risk management models, systems and processes, including ESG/responsible investing. He gained deep practical insights from a career with financial institutions in the US, Canada, UK and Singapore, including the Man Group, where he was the Principal Scientist, designing and running an algorithmic AI-based hedge fund; and American Bourses Corporation, which provided robo-based analytical solutions and financial info-utilities to traders and investors.

He has also served at ATOS Origin, RHB Capital, Singapore Exchange, Standard Chartered Bank, Temasek Holdings, Alberta Investment Management Corporation (AIMCo), Changi Airports International, and the Alliance to End Plastic Waste (AEPW). He holds a PhD in Computational Physics (Material Science) from the National University of Singapore, with post-doctorate R&D in AI-based data mining and applications in Japan and the US.

When he was the Head of ERM/GRC at AIMCo, he was also the Head of Proxy Voting and a member of the investment committee involved in approving investments via relationship investing/stakeholder engagement, e.g., in Environmental Resources Management and Glass Lewis. He also helped establish AIMCo's Responsible Investing Unit in 2011.

Over the last few years, he has led initiatives in sustainability-related project and impact financing and education, including at AEPW, and in sustainable investing seminars for the investment management and banking industries, at SMU, NUS, SalmonThrust, London Business School's and INSEAD's SWF Academy.

As an academic at Nanyang Technological University, he co-designed the first environmental science module (as a free elective for all NTU undergrads) in 1997, which included teaching on the effects of climate change on human society and biodiversity. He published *A Guide to the Flora and Fauna of Schools in Singapore* in 1991 and also participated in a Malaysian Nature Society scientific expedition to the Endau-Rompin forest reserve in Malaysia in 1989 for research the changing state of biodiversity due to climate change and human interactions.

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David Fong has over 41 years' experience in finance and technology investing. During his early career, he worked in investment banking in Malaysia, Hong Kong and Singapore. In 1992 he joined a venture capital group in Singapore where he was responsible for (mainly) technology investments across Asia and the United States. He returned to Malaysia in 1996 and joined a leading securities firm as head of its Corporate Finance and Direct Investment activities before co-founding an investment advisory firm. From 2001 to 2010, he managed a technology focused venture capital fund owned by Ministry of Finance, Malaysia.

He has been active in the Capital Market and Venture Capital Industry in Malaysia where he has been a member of several regulatory industry working groups. From 2008 to 2010 he was Chairman of the Malaysian Venture Capital & Private Equity Association. During this time, he was involved in entrepreneurial development programs including facilitating workshops, business plan competitions, and participating as panelist or speaker at various entrepreneurial/venture capital related conferences/seminars. He was involved in the establishment of the Fintech Association of Malaysia in 2016, was its founder president and is currently an advisor. In 2017, he was invited to be a member of the Advisory Committee on Technology for Finance established by Bank Negara Malaysia.

From 2010 to 2018, he was senior independent director and Chairman of the Audit and Risk Committee and Remuneration Committee of GHL Systems Bhd, a leading ASEAN payments solution provider. He currently sits as independent non executive director of Petron Malaysia Refining & Marketing Bhd and Ram Ratings Bhd.

David continues to work with entrepreneurs, mainly in the tech industry, as a mentor or consultant. Since 2018, he has been lead faculty (Fintech) at the Iclif Leadership and Governance Centre (Iclif), an independent non-profit organization established by Bank Negara Malaysia, where he organizes a program on fintech for directors of financial institutions.

David has an honors degree in Economics from the University of Manchester, England, is a Fellow of the Institute of Chartered Accountants in England & Wales and a member of the Malaysian Institute of Accountants.



Wilson Beh is one of the pioneers in the financial technology ("Fintech") sector in Malaysia, recognized for his contributions and dynamic leadership in the fast-growing industry. He is a founding member and the President of the Fintech Association of Malaysia ("FAOM"), the nation's premier Fintech platform. In this capacity, Wilson has been instrumental in shaping Malaysia's Fintech landscape, fostering innovation, and driving industry growth through collaboration and advocacy.

FAOM has worked closely with regulators, including Bank Negara Malaysia and the Securities Commission, to create a supportive regulatory environment for Fintech innovations. FAOM has facilitated numerous partnerships between Fintech startups, traditional financial institutions, and technology providers. These collaborations have led to significant advancements in financial services, including digital banking and digital insurance.

Wilson has actively engaged with regional Fintech communities, fostering cross-border collaborations and positioning Malaysia as a Fintech hub in Southeast Asia. Wilson is also a co-founder of PolicyStreet, a leading insurtech company advancing protection digital economy.

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Ang Xing Xian is the CEO and Co-Founder of CapBay, the first and only licensed Multi-Bank Supply Chain Finance platform based in Malaysia. Ang started his career with Credit Suisse in London and went on to help build the analytics platform for MarketInvoice during its early days. Today, MarketInvoice is the largest invoice trading platform in Europe. Prior to founding CapitalBay(now CapBay), Ang served a stint in management consulting and private equity, where he implemented technology strategies for financial institutions.

Ang holds an MSc in Computational Finance from Oxford University and a bachelor's degree in Mathematics and Statistics for Finance from Imperial College London.



Jeffrey Chew was appointed as the Group Chief Executive Officer of Paramount Corporation Berhad on 1 July 2014 and subsequently appointed as a Director of the Board in June 2015.

He began his career at PriceWaterhouseCoopers and thereafter, joined Citibank, where he held various roles over 12 years, including customer relationship management, risk management, international offshore banking and product management. His last position was General Manager of Commercial Banking.

Jeffrey joined OCBC Bank (Malaysia) Berhad (OCBC) as Head of SME Business in April 2003, and subsequently promoted to Head of Business Banking. He was appointed as Director and Chief Executive Officer in August 2008 and helmed the position for 6 years. During his tenure at OCBC, he also served as a Director of Credit Bureau (Malaysia) Sdn Bhd, Credit Guarantee Corporation Malaysia Berhad and OCBC Al-Amin Bank Berhad.

He served on the Advisory Committee of ACCA Malaysia and was a council member of Asian Institute of Chartered Bankers (AICB). He was also a member of the Small Debt Resolution Committee, Bank Negara Malaysia. He is currently an Independent Director and Chairman of the Audit Committee of the Asian Banking School Sdn Bhd. Jeffrey is a Fellow Member of the ACCA, United Kingdom and a Fellow Member of the Asian Institute of Chartered Bankers.

Jeffrey is the founder and non-executive Chairman of Fundaztic, fully owned and managed by Peoplender Sdn Bhd as a Recognised Market Operator licensed by the Securities Commission of Malaysia to operate a peer-to-peer financing platform.

FACULTY



Joshia Kwa is a Principal at Integra Partners. He invests in and partners with technology entrepreneurs that drive access and affordability to responsible financial services and digital healthcare in South and Southeast Asia. Within financial services, he leads investments for insurance and web 3.0. sub-verticals. Joshia holds a CEMS Masters in International Management from London School of Economics and Political Science and Ivey Business School a Masters in Science (Management) and Bachelor of Business Administration, from National University of Singapore.



Raj Lorenz is a payment specialist with over 30 years' experience in both the banking and the payments industries. Raj has held leadership roles and has initiated several start-ups as well as repositioned existing business into profitability through changes in business direction.

Raj initially worked for Citibank for 14 years in Malaysia and Australia in various positions in Investment and Corporate Banking covering; treasury risk management, Chief Financial Officer, and finally, as Head of Corporate Bank Marketing. In this last role he spearheaded Citibank's entry into the SME segment using a completely differentiated customer value proposition.

In 2000, Raj left Citibank to create an internet payment start-up for DBS Bank Ltd in Singapore. The start-up operated the first real-time, Direct Debit gateway in ASEAN. The company was eventually acquired by NETS Pte Ltd (NETS), a large Singapore payments company that is owned by the Singapore banks. The internet gateway was rebranded as "eNETS" which Raj then grew from inception into the leading online payment gateway in Singapore. Raj also spearheaded NETS' investment into China with a joint venture partner and interconnected China UnionPay's (CUP) and MEP's networks with NETS.

Following NETS, Raj became the Group CEO GHL Systems Berhad (GHL) from September 2011 till the end of 2016, retiring as an Executive Director in 2017. During his tenure, he help transform GHL from a predominantly hardware and software vendor into a merchant acquirer and operator for payment cards. Today, GHL is a leading merchant acquirer in ASEAN with a dominant presence.

Raj is a Fellow of the Institute of Chartered Accountants in England and Wales and a member of the Malaysian Institute of Certified Public Accountants. Presently, Raj is an Independent Non-Executive Director of Kenanga Investment Bank Berhad and an advisor to the Fintech Association of Malaysia.

FACULTY



Bill Song is a pioneering leader in digital insurance, with over 18 years of experience driving transformation across Asia and beyond. As Founder and CEO of Peak3, he has led the delivery of innovative insurance technology to more than 20 countries, supporting over 60 insurance groups in issuing one billion policies in the past five years. In 2022, Bill was appointed by Hong Kong's Financial Secretary as a member of the Industry Advisory Committees of the Hong Kong Insurance Authority.

Bill began his career as COO of Allianz China before joining ZhongAn Online P&C Insurance in 2014, where he held various management roles. In 2017, he founded ZhongAn International, the company's international business arm, and established Peak3 in 2018. His strategic vision has enabled partnerships with leading internet and technology companies, including Alibaba, Tencent, Didi, Yahoo Japan, PayPay, and LINE, helping them enter and scale in the insurance market.

A seasoned digital ecosystem builder, Bill has led strategic investments and played a founding role in several InsurTech ventures, such as GrabInsure, OVOInsure, Klook Protect, Lazada Insure, and CarrolInsure. He serves as a board member and senior advisor to multiple InsurTech firms, guiding their digital transformation and growth.

Bill holds a bachelor's degree in chemical engineering from Zhejiang University, a master's degree in finance from SUN YAT-SEN University, and is a graduate of the ITP program at Chu Kochen Honors College of Zhejiang University.



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FIDE Core – Modules A & B

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