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Bank Islam Malaysia Berhad (98127-X)

LAPORAN TAHUNAN 2010 ANNUAL REPORT

Pioneering

Perintis perubahan

change

BANK ISLAM

LAPORAN TAHUNAN 2010 ANNUAL REPORT

In keeping with our vision to lead the industry, Bank Islam is committed to discovering emerging needs and responding quickly to changing environments. Our success in pioneering change through the years is spurred by innovative thinking, our culture of open communication, our commitment to stay in touch and listen to our stakeholders and our ability to see fresh perspectives. Helming these together is our willingness to take action and translate ideas into reality, as depicted by the green triangle on the cover – a symbol of evergreen progress and change. Green also aptly reflects the dynamic ‘always on the go’ attitude of Bank Islam.

Represented within this annual report as our Brain (Thinking), Mouth (Communication), Ear (Listening), Eye (Vision) and Hand (Action); these sensory organs depict how by staying true to basic objectives and goals, we spearhead infinite possibilities for change.

Staying ahead of the curve, Bank Islam continues to be primed and ready to unlock new opportunities at all times.

Sejajar dengan visi kami untuk menjadi peneraju industri, Bank Islam beriltizam mengesan kemunculan keperluan baharu dan bertindak balas dengan pantas terhadap perubahan persekitaran. Kejayaan kami dalam merintis perubahan didorong oleh pemikiran inovatif, budaya komunikasi terbuka, komitmen untuk terus berhubung dan mendengar kemahuan pemegang berkepentingan kami, serta kebolehan melihat perspektif baru. Kemudi segala usaha kami adalah kesanggupan kami untuk bertindak dan menterjemahkan idea menjadi realiti, seperti yang digambarkan oleh segitiga hijau di kulit muka depan – yakni simbol kemajuan dan perubahan berterusan. Warna hijau juga mencerminkan sikap Bank Islam yang dinamik dan ‘sentiasa bersedia untuk bertindak’.

Laporan tahunan ini diwakili Otak (Pemikiran), Mulut (Komunikasi), Telinga (Pendengaran), Mata (Penglihatan) dan Tangan (Tindakan) kami; organ-organ sensori ini menggambarkan bagaimana dengan mematuhi objektif dan matlamat asas, kami melopor kemungkinan yang tidak terhingga dalam mencapai perubahan.

Agar kekal di hadapan, Bank Islam terus bersiap sedia untuk meneroka peluang baharu pada bila-bila masa.



change

begins from within
perubahan bermula dari dalam

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1. The launch of *Ziyad NID-i* by Bank Islam, a 5-year investment product in the form of Islamic Negotiable Instruments (“INI”) with a 100% capital protection upon maturity.

Pelancaran *Ziyad NID-i* oleh Bank Islam, produk pelaburan bertempoh 5 tahun dalam bentuk Instrumen Islam Boleh Niaga (“INI”) dengan perlindungan modal 100% sehingga tempoh matang.

2. Bank Islam, the first Islamic banking institution in Malaysia to launch its Bank Islam World MasterCard Card – the first Islamic World MasterCard Card in Asia Pacific.

Bank Islam, institusi perbankan Islam pertama di Malaysia yang melancarkan Kad *World MasterCard* Bank Islam – Kad *World MasterCard* Islam yang pertama di Asia Pasifik.

July Julai

2009

3. Minister in the Prime Minister’s Department, Y.B. Senator Mejar Jeneral Dato’ Seri Haji Jamil Khir Haji Baharom (B) officiated the opening of Bank Islam’s Kota Damansara branch.

Menteri di Jabatan Perdana Menteri, Y.B. Senator Mejar Jeneral Dato’ Seri Haji Jamil Khir Haji Baharom (B) melancarkan cawangan Bank Islam Kota Damansara.

4. Bank Islam was appointed Lead Arranger in the syndication of an Islamic financing facility of RM327.0 million for PROLINTAS Expressway Sdn Bhd, the concession company for Guthrie Corridor Expressway.

Bank Islam dilantik sebagai Pengatur Utama dalam pensindikatan satu fasiliti pembiayaan Islam berjumlah RM327.0 juta untuk PROLINTAS Expressway Sdn Bhd, syarikat konsesi untuk Guthrie Corridor Expressway.



5. Bank Islam launched the official opening of its 100th branch at Bukit Damansara, officiated by Minister of Finance II Y.B. Dato' Seri Ahmad Husni Mohamad Hanadzlah.
Bank Islam membuka cawangan ke-100 di Bukit Damansara yang dirasmikan oleh Menteri Kewangan II Y.B. Dato' Seri Ahmad Husni Mohamad Hanadzlah.
6. Bank Islam successfully concluded a syndicated Islamic financing facility of RM330.0 million ("Facility") for Kedah Sato Sdn Bhd witnessed by Y.A.B Dato' Seri Ustaz Azizan Abdul Razak, Menteri Besar of Kedah.
Bank Islam menyelesaikan kemudahan fasiliti pembiayaan Islam bersindiket bernilai RM330.0 juta ("Kemudahan") untuk Kedah Sato Sdn. Bhd disaksikan oleh Y.A.B Dato' Seri Ustaz Azizan Abdul Razak, Menteri Besar Kedah.
9. Bank Islam was named the winner of The BrandLaureate Awards 2009-2010 for best brands in Corporate Branding – Best Brands in Banking – Islamic Bank. The award is in recognition of the Bank's successful corporate rebranding exercise.
Bank Islam menjadi penerima Anugerah The BrandLaureate 2009-2010 untuk jenama terbaik dalam Penjenamaan Korporat – Jenama Terbaik dalam Perbankan – Perbankan Islam, bagi mengiktiraf kejayaan pelaksanaan usaha penjenamaan semula korporat Bank.

December **Disember**

— 2010

At a Glance **Imbasan**

7. Bank Islam launched *Waheed-i*, a Malaysian Ringgit fixed term deposit product based on the Shariah contract of *Wakalah* (Agency) to cater to its corporate customers' needs.
Bank Islam melancarkan Waheed-i, produk deposit jangka tetap dalam Ringgit Malaysia berasaskan kontrak Syariah iaitu Wakalah (Agensi) bagi memenuhi keperluan pelanggan korporat.
8. Bank Islam was awarded the *Ijarah* Deal of the Year and Qatar Deal of the Year for Qatar Airways' Islamic Financing Facility of US\$150.0 million from Islamic Finance News.
Bank Islam dianugerahkan Urus Janji Ijarah Terbaik dan Urus Janji Qatar Terbaik untuk Kemudahan Pembiayaan Islam Qatar Airways berjumlah ASD150.0 juta daripada Islamic Finance News.
10. The presentation ceremony of Bank Islam's business *zakat* for the year ending 30 June 2009 worth RM8,935,004 to Majlis Agama Islam and Pusat Zakat from 14 states was witnessed by Minister of Prime Minister Department, Y.B. Senator Mejar Jeneral Dato' Seri Haji Jamil Khir Haji Baharom (B).
Majlis penyerahan zakat perniagaan Bank Islam bagi tahun berakhir 30 Jun 2009 berjumlah RM8,935,004 kepada Majlis Agama Islam dan Pusat Zakat dari 14 negeri disaksikan oleh Menteri di Jabatan Perdana Menteri, Y.B. Senator Mejar Jeneral Dato' Seri Haji Jamil Khir Haji Baharom (B).



- Bank Islam won the Platinum Award for Islamic Financial Services for two consecutive years in the annual Reader's Digest Trusted Brands Award 2010.

Bank Islam memenangi Anugerah Platinum kategori Perkhidmatan Kewangan Islam untuk tahun kedua berturut-turut bagi acara tahunan *Reader's Digest Trusted Brands Award 2010*.

- Bank Islam's Islamic pawn-broking service (*Ar-Rahnu*) was officiated by Prime Minister Y.A.B. Dato' Seri Mohd Najib Tun Hj Abdul Razak at its flagship branch in Kota Bharu.

Melancarkan perkhidmatan pajak gadai Islam (*Ar-Rahnu*) yang dirasmikan oleh Perdana Menteri Y.A.B. Dato' Sri Mohd Najib Tun Hj Abdul Razak di cawangan di Kota Bharu.

July Julai

2009

- Bank Islam emerged as the Top SMI Supporter in 2009 in the Islamic Bank Category. The Top SMI Award is accorded to the financial institution in recognition of their contribution to CGC's performance in term of financing growth.

Bank Islam muncul sebagai *Top SMI Supporter* pada 2009 bagi Kategori perbankan Islam. Anugerah SMI Terbaik dianugerahkan kepada institusi kewangan bagi mengiktiraf sumbangan mereka ke atas prestasi CGC dalam aspek pertumbuhan pembiayaan.



14. Bank Islam and Universiti Teknologi MARA (“UiTM”) unveiled the “Bank Islam – UiTM Alumni Platinum MasterCard Card *Sentiasa Di Hatiku*” to raise funds for UiTM’s Scholarship Fund called “*Tabung Mengubah Destinasi Anak Bangsa*”.
Bank Islam dan Universiti Teknologi MARA (“UiTM”) melancarkan “Kad Bank Islam – UiTM Alumni Platinum MasterCard Sentiasa Di Hatiku” bagi mengumpul dana untuk Tabung Biasiswa UiTM yang dinamakan “*Tabung Mengubah Destinasi Anak Bangsa*”.
15. Bank Islam extended its assistance in building and refurbishing 30 houses for poor families in Kedah with the total of its RM1.0 million zakat fund.
Bank Islam menghulurkan bantuan dalam membina dan mengubahsuai 30 buah rumah untuk keluarga miskin di Kedah menggunakan dana zakat berjumlah RM1.0 juta.
18. Bank Islam was the main sponsor for the World Congress of Accountants 2010 held at Kuala Lumpur Convention Centre.
Bank Islam menjadi penaja utama untuk Kongres Akauntan Sedunia 2010 yang diadakan di Pusat Konvensyen Kuala Lumpur.
19. Bank Islam organised the ‘Hedging Strategies using Islamic Products’ seminar held at Impiana KLCC, to provide sukuk investors with an insight into hedging techniques and its recent developments in the industry.
Bank Islam menganjurkan seminar ‘Strategi Perlindungan Nilai menggunakan Produk-produk Islam’ yang diadakan di Impiana KLCC yang memberikan para pelabur sukuk pemahaman mengenai teknik-teknik perlindungan nilai serta perkembangan terbaru mengenainya dalam industri.

December **Disember**

— 2010

At a Glance
Imbasan

16. Bank Islam launched another first, offering Malaysia’s first truly mobile banking service. With *Transact at Palm* or *TAP Mobile Banking-i*, account owners can perform banking transactions anywhere and anytime, without internet access.
Buat julung kali Bank Islam melancarkan perkhidmatan perbankan mudah alih yang unggul di Malaysia. Dengan *Transact at Palm* atau *TAP Mobile Banking-i*, para pemilik akaun boleh melakukan urusan perbankan di mana-mana pada bila-bila masa, tanpa memerlukan akses internet.
17. Bank Islam was the associate sponsor for the Global Islamic Finance Forum (GIFF 2010) held at the Mandarin Oriental Hotel, Kuala Lumpur.
Bank Islam menjadi penaja bersama untuk Forum Global Kewangan Islam (GIFF 2010) yang diadakan di Hotel Mandarin Oriental, Kuala Lumpur.
20. Bank Islam expanded its presence with 19 more branches and more than 200 self-service terminals all over Malaysia, in the period under review.
Bank Islam menambah 19 cawangan baharu dan lebih 200 terminal layan diri di seluruh Malaysia dalam tempoh tinjauan.

VISION **VISI**

To be the Global Leader in Islamic Banking

“Global Leader” is defined as being the ultimate guidance and source of reference for innovative Shariah-based products and services

Menjadi Pemimpin Global dalam Perbankan Islam

“Pemimpin Global” ditakrifkan sebagai panduan dan sumber rujukan utama bagi produk dan perkhidmatan yang inovatif berlandaskan prinsip Syariah

MISSION STATEMENT **PENYATA MISI**

To continually develop and innovate universally accepted financial solutions in line with Shariah Principles;

To provide a reasonable and sustainable return to shareholders;

To provide a conducive working environment and to become an Employer of Choice for top talents in the market;

To deliver comprehensive financial solutions of global standards using state-of-the-art technology;

To be a responsible and prudent corporate citizen

Beriltizam untuk terus membangun dan memperbaharui penyelesaian kewangan yang diterima sejagat sejajar dengan prinsip Syariah

Menawarkan pulangan yang munasabah dan mampan kepada para pemegang saham

Menyediakan persekitaran kerja yang kondusif dan menjadi Majikan Pilihan bagi mereka yang berbakat besar

Menghasilkan penyelesaian kewangan yang lengkap bertaraf global melalui penggunaan teknologi canggih terkini

Menjadi warga korporat yang bertanggungjawab dan berhemat



CORE BRAND VALUES NILAI JENAMA TERAS

A LEADER

Our Islamic Products are the Benchmark
Reputed as the pioneer in Islamic banking, we helped build the Islamic banking industry

DYNAMIC

Progressive and Innovative
We are constantly moving ahead as we offer new and technologically advanced products and services

PROFESSIONAL

Fast, Efficient and Responsive Service
We are knowledgeable and equipped to handle global business challenges

CARING

Approachable and Supportive Partner
We help fulfill every customer's financial needs

TRUSTWORTHY

Dependable and Reliable
100% Shariah-based products, services and corporate values

PEMIMPIN

Produk Islam kami menjadi Tanda Aras industri
Terkenal sebagai perintis dalam perbankan Islam, kami membantu membangunkan industri perbankan Islam

DINAMIK

Progresif dan Inovatif
Kami terus bergerak maju dengan menawarkan produk dan perkhidmatan baharu dan terkini dari segi teknologi

PROFESIONAL

Khidmat Pantas, Cepak dan Tangkas
Kami berpengetahuan dan bersedia menghadapi cabaran perniagaan global

PRIHATIN

Rakan kongsi yang Mudah Didekati dan Sedia Membantu
Kami membantu memenuhi keperluan kewangan setiap pelanggan

AMANAH

Berwibawa dan Diyakini
Produk, perkhidmatan dan nilai korporat yang berlandaskan Syariah 100%

About Us

Mengenai Kami



BANK ISLAM'S RELENTLESS DRIVE TO PIONEER CHANGE IS ROOTED IN ITS STATUS AS MALAYSIA'S MAIDEN SHARIAH-BASED BANK. SINCE ITS INCEPTION IN JULY 1983, BANK ISLAM HAS NOT ONLY BECOME THE SYMBOL OF ISLAMIC BANKING IN MALAYSIA, IT HAS ALSO PLAYED AN INTEGRAL ROLE IN SETTING THE STAGE FOR A ROBUST GROWTH OF THE COUNTRY'S ISLAMIC FINANCIAL SERVICES INDUSTRY ("THE INDUSTRY"). AS THE FLAGBEARER OF THE INDUSTRY, THE BANK INTENDS TO PAVE A FUTURE OF UNPARALLELED INNOVATION AND UNLIMITED POSSIBILITIES IN ISLAMIC FINANCE.

USAHA BERTERUSAN BANK ISLAM UNTUK MERINTIS PERUBAHAN BERAKAR UMBI DARI STATUSNYA SEBAGAI BANK BERLANDASKAN SYARIAH YANG PERTAMA DI MALAYSIA. SEJAK MULA BEROPERASI PADA BULAN JULAI 1983, BANK ISLAM BUKAN SAHAJA MENJADI SIMBOL PERBANKAN ISLAM DI MALAYSIA, MALAH JUGA TELAH MEMAINKAN PERANAN PENTING DALAM MENYEDIAKAN PLATFORM BAGI MEMASTIKAN PERTUMBUHAN MANTAP INDUSTRI PERKHIDMATAN KEWANGAN ISLAM NEGARA ("INDUSTRI"). SEBAGAI PEMIMPIN INDUSTRI, BANK BERHASRAT MELAKAR MASA HADAPAN DENGAN INOVASI YANG TIADA TANDINGAN DAN KEMUNGKINAN TANPA BATAS DALAM KEWANGAN ISLAM.



The Bank has grown from strength to strength over the years. From the seed capital of only RM80 million initially, Bank Islam's shareholder funds swelled to RM2.5 billion as at December 2010, a testament to its successful long-run growth plan.

True to its pioneering and innovative heritage, Bank Islam is committed to its role as a leading vehicle in transforming Malaysia into a global Islamic financial hub. To this end, Bank Islam continuously develops and introduces trend-setting financial solutions, some of which are the first-of-its-kind in the world or at least in the region in widening the breadth of its innovative end-to-end Shariah-based financial products and services, comparable to that offered by its conventional counterparts.

From the traditional financing, savings and investment types of products exclusively for individual customers in the early years of establishment, Bank Islam's Shariah-based financial solutions today are all-encompassing including those related to micro finance, wealth management, capital market, business banking, investment banking, treasury and structured products, among others, customised to suit financial needs of all customers at every stage of life. Customer centric focus is the main thrust in pushing the Bank to constantly evolve and bring its capability and capacity up to date.

In line with its philosophy that "the customer is king", Bank Islam is resolute in paving the way forward for the industry through high responsiveness to customer needs, above-par service standards, continued overall innovation, within reach delivery channels and across-the-board customer care initiatives, all for the sake of providing outstanding banking experience. Today, Bank Islam parades a wide-ranging list of more than 50 innovative and sophisticated Islamic financial products and services as well as a fast growing network of 113 branches and more than 900 self-service terminals nationwide.

Notwithstanding the increasing number of Islamic financial products, services and players in Malaysia and abroad, Bank Islam will continue to play its role as a pioneer-leader in enhancing its first-mover advantage and unique value propositions while reinforcing Malaysia's distinctive competitive advantages as a leading international centre for Islamic finance.

In recognition of its prominence in the industry, Bank Islam was awarded the Reader's Digest Platinum Award for being the Most Trusted Brand for Islamic Financial Services for two consecutive years, namely in 2009 and 2010 – a significant milestone in its journey towards becoming "the global leader in Islamic banking".

Bank telah tumbuh dan kekal teguh dari masa ke semasa. Bermula dengan modal berbayar berjumlah hanya RM80 juta, dana pemegang saham Bank Islam melonjak kepada RM2.5 bilion pada Disember 2010, suatu bukti kejayaan pelan pertumbuhan jangka panjangnya.

Mengekalkan tradisi sebagai perintis dan penginovasi, Bank Islam komited dengan peranannya sebagai bank peneraju dalam mentransformasikan Malaysia menjadi hab kewangan Islam global. Justeru, Bank Islam terus membangun dan memperkenalkan penyelesaian kewangan pengasas trend, yang mana ada di antaranya adalah yang pertama seumpamanya di dunia atau sekurang-kurangnya di rantau ini. Ini sejajar dengan usaha memperluaskan kepelbagaian produk dan perkhidmatan kewangan Bank berlandaskan Syariah yang inovatif tidak kurang hebatnya berbanding rakan perbankan konvensional yang lain.

Daripada jenis produk tradisional seperti pembiayaan, simpanan dan pelaburan khusus untuk pelanggan individu di awal penubuhan Bank, penyelesaian kewangan Bank Islam berlandaskan Syariah kini antara lainnya merangkumi pembiayaan mikro, pengurusan kekayaan, pasaran modal, perbankan perniagaan, perbankan pelaburan, perbendaharaan dan produk berstruktur, disesuaikan bagi memenuhi keperluan kewangan semua pelanggan pada setiap peringkat kehidupan. Fokus kepada pelanggan merupakan teras yang mendorong Bank agar terus berevolusi dan mempertingkatkan keupayaan dan kapasiti.

Selaras dengan falsafahnya bahawa "pelanggan sentiasa diutamakan", Bank Islam bertekad membuka laluan bagi industri menerusi kepekaan yang tinggi terhadap keperluan pelanggan, standard perkhidmatan yang memuaskan, inovasi keseluruhan yang berterusan, saluran penyampaian yang boleh dijangkau dan inisiatif khidmat pelanggan yang menyeluruh, demi menyediakan pengalaman perbankan yang cemerlang. Hari ini, lebih 50 produk dan perkhidmatan perbankan Islam yang inovatif dan sofistikated disediakan oleh Bank Islam menerusi 113 cawangan dan lebih daripada 900 terminal layan diri di seluruh negara.

Walaupun bilangan produk, perkhidmatan dan pesaing dalam perbankan Islam semakin bertambah di Malaysia dan luar negara, Bank Islam akan terus memainkan peranannya sebagai perintis dan peneraju dalam mempertingkatkan kelebihannya selaku penggerak pertama dan tawaran nilainya yang unik. Pada masa yang sama, Bank akan memperkukuhkan kelebihan daya saing Malaysia yang unik selaku peneraju pusat kewangan Islam antarabangsa.

Sebagai pengiktirafan bagi status ikon dalam perbankan Islam, Bank Islam telah diberi penghormatan dengan Anugerah Platinum Reader's Digest sebagai Jenama Paling Dipercayai bagi Perkhidmatan Kewangan Islam untuk dua tahun berturut-turut, iaitu pada 2009 dan 2010 – satu pencapaian membanggakan dalam usahanya menjadi "pemimpin global dalam perbankan Islam".

Milestones 1983 – 2010

Pencapaian Kami 1983 – 2010

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- Officially launched on 1 July 1983 by former Prime Minister Tun Dr Mahathir Mohamad, Bank Islam Malaysia Berhad (“Bank Islam”) was incorporated with an authorised capital of RM500 million and a paid-up capital of RM79.9 million

Dilancarkan secara rasmi pada 1 Julai 1983 oleh mantan Perdana Menteri Tun Dr Mahathir Mohamad. Bank Islam Malaysia Berhad (“Bank Islam”) diperbadankan dengan modal dibenarkan berjumlah RM500 juta dan modal berbayar berjumlah RM79.9 juta

Milestones

Over the years, the bank has chartered



Pencapaian Kami

Sejak ditubuhkan,

...92

- The first Islamic financial institution to be listed on Bursa Malaysia Securities Berhad

Institusi kewangan Islam pertama yang tersenarai di Bursa Malaysia Securities Berhad

- The first bank in Malaysia to introduce the chip-based ATM card (Smart Card)

Bank pertama di Malaysia yang memperkenalkan kad ATM berasaskan cip (Kad Pintar)



...90

- First Islamic bank in Malaysia to cater to the specific financial needs of Muslims
Bank Islam pertama di Malaysia yang menyediakan keperluan kewangan khusus untuk orang Islam
- Bank Islam is ultimately the flagbearer for the country's Islamic financial services industry
Pada dasarnya, Bank Islam merupakan peneraju bagi industri perkhidmatan kewangan Islam di Malaysia
- Lead arranger for Shell MDS Sdn Bhd, Malaysia's first ringgit-denominated Islamic corporate bond issuance
Pengatur utama bagi Shell MDS Sdn Bhd, penerbitan bon korporat Islam berdenominasi ringgit pertama di Malaysia

various milestones:



Bank Islam telah menempuh pelbagai peristiwa penting:

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- Launched its website: www.bankislam.com.my
Melancarkan laman webnya: www.bankislam.com.my
- Developed its Total Islamic Banking Solutions under its MIS Upgrade Program
Membangunkan Penyelesaian Perbankan Islam Menyeluruh di bawah Program Penaikan Taraf MISnya
- BIMB Holdings Berhad was formed to replace Bank Islam as the Group's holding company and to assume the Group's listing status
BIMB Holdings Berhad ditubuhkan bagi menggantikan Bank Islam sebagai syarikat induk Kumpulan lantas mengambil alih status penyenaian Kumpulan

Milestones 1983 – 2010

Pencapaian Kami 1983 – 2010

20...00

- Awarded ISO 9001:2000 Certification by SIRIM for its Trade Financing and Bills operations
Dianugerahkan Pensijilan ISO 9001:2000 oleh SIRIM bagi operasi Pembiayaan Dagangan dan Bil

...01

- Excellence Performance Award by the Association of Islamic Banking Institutions Malaysia ("AIBIM")
Menerima Anugerah Prestasi Cemerlang oleh Persatuan Institusi Perbankan Islam Malaysia ("AIBIM")
- Lead arranger for First Global Sukuk Inc, the world's first Islamic global corporate Sukuk
Pengatur utama bagi First Global Sukuk Inc, Sukuk korporat Islam pertama di dunia
- Rated "A" by Malaysia Rating Corporation ("MARC")
Diberikan penarafan "A" oleh Malaysia Rating Corporation ("MARC")



...04

- First bank in Malaysia to offer SMS banking service (bankislam.sms) using any mobile operators
Bank pertama di Malaysia yang menawarkan perkhidmatan perbankan SMS (bankislam.sms) dengan menggunakan sebarang pengendali telefon mudah alih

...06

- Voted Best Provider of Islamic Finance in Malaysia by Finance News' Best Islamic Banks Poll 2005
Dipilih sebagai Penyedia Perkhidmatan Kewangan Islam Terbaik di Malaysia oleh Finance News' Best Islamic Bank Poll 2005



...02

- First bank in the Asia-Pacific region to introduce EMV compliant credit cards with chip-based system following the launch of Bank Islam MasterCard
Bank pertama di rantau Asia-Pasifik yang memperkenalkan kad kredit patuh EMV dengan sistem berasaskan cip berikutan pelancaran MasterCard Bank Islam
- Co-manager for Malaysia Global Sukuk Inc, the world's first Islamic sovereign Sukuk
Pengurus bersama bagi Malaysia Global Sukuk Inc, Sukuk Berdaulat Islam pertama di dunia

...03

- Launched its Internet banking
Melancarkan perbankan Internet
- First bank to offer *zakat* (tithe) payment facilities via ATM and credit card
Bank pertama yang menawarkan kemudahan pembayaran zakat melalui ATM dan kad kredit



- First bank in South East Asia to introduce an Islamic Platinum MasterCard
Bank pertama di Asia Tenggara yang memperkenalkan MasterCard Platinum Islam
- Awarded Platinum Award for Best e-commerce Related Initiative in Asia-Pacific by MasterCard Worldwide
Dianugerahkan Award Platinum bagi Inisiatif e-dagang Terbaik di Asia-Pasifik oleh MasterCard Worldwide
- Introduced Wiqa' Forward Rate Agreement, a Shariah based financial hedging tool to facilitate in-house risk management
Memperkenalkan Perjanjian Kadar Hadapan Wiqa', satu mekanisme pelindung nilai kewangan berdasarkan Syariah bagi memudahkan pengurusan risiko dalaman
- Dubai Islamic Investment Group ("DIG") and Lembaga Tabung Haji ("LTH") purchased a 40% and 9% stake each in Bank Islam
Dubai Islamic Investment Group ("DIG") dan Lembaga Tabung Haji ("LTH") masing-masing membeli 40% dan 9% ekuiti di Bank Islam

Milestones 1983 – 2010

Pencapaian Kami 1983 – 2010

20...07

- Entered into its first Islamic cross-currency swap agreement
Memeterai perjanjian swap mata wang-bersilang Islam pertama
- Launch of the new corporate identity of Bank Islam, officiated by a Minister at the Prime Minister's Office, Y.B. Dato' Dr. Abdullah Md Zin
Melancarkan identiti korporat Bank Islam yang baharu, dirasmikan oleh Menteri di Jabatan Perdana Menteri, Y.B. Dato' Dr. Abdullah Md Zin
- Embarked on Branch Remodeling exercise
Memulakan usaha Pengubahsuaian Semula Cawangan
- Signing of a strategic collaboration deal with the European Islamic Investment Bank plc ("EIIB"), a gateway for Bank Islam to make inroads into the European market
Menandatangani perjanjian kerjasama strategik dengan European Islamic Investment Bank plc ("EIIB") sebagai gerbang untuk Bank Islam meneroka pasaran Eropah



...08

- Launched our first Islamic structured and capital protected funds, An Najah NID-i, the first Shariah-based structured product with health care as the investment theme
Melancarkan dana berstruktur dengan jaminan perlindungan modal Islam pertama, An-Najah-i, produk berstruktur pertama berlandaskan Syariah dengan penjagaan kesihatan sebagai tema pelaburan
- Expanded its foreign currency retail services with the opening of its first bureau de change ("BDC") outlet at the Low Cost Carrier Terminal ("LCCT"), Kuala Lumpur International Airport
Mengembangkan perkhidmatan mata wang asing runcit dengan pembukaan cawangan biro tukaran wang asing ("BDC") pertamanya di Low Cost Carrier Terminal ("LCCT"), Lapangan Terbang Antarabangsa Kuala Lumpur



...08

- Celebrated its 25th anniversary
Meraikan ulang tahun ke-25
- Recorded highest profit of RM308.27 million in 25 years
Mencatat keuntungan tertinggi dalam tempoh 25 tahun berjumlah RM308.27 juta
- Launched a new product called “Commodity Undertaking-i”, an Islamic option based product to be used for asset liability management purpose and investment purpose
Melancarkan produk baharu yang dipanggil “Aku Janji Komoditi-i”, sebuah produk berasaskan opsyen Islam yang boleh digunakan untuk tujuan pengurusan aset dan liabiliti serta pelaburan



...09

- Nationwide branch expansion
Memperluaskan cawangan di seluruh negara
- Awarded Reader’s Digest “Platinum Trusted Brand Award 2009 for Islamic Financial Services”
Menerima Anugerah Reader’s Digest bagi “Jenama Platinum Dipercayai untuk Perkhidmatan Kewangan Islam 2009”
- Awarded “Best Mixed Asset MYR Balanced Islamic Fund” for period ending December 2008 in conjunction with The Edge-Lipper Malaysia Fund Awards 2009 for Bank Islam’s ASBI Dana Al-Munsif managed by its subsidiary, BIMB Investment Management Berhad
Dianugerahkan “Aset Campuran Terbaik bagi Dana Islam Terimbang dalam Ringgit Malaysia” bagi tempoh berakhir Disember 2008 sempena The Edge-Lipper Malaysia Fund Awards 2009 untuk ASBI Dana Al-Munsif yang diuruskan oleh BIMB Investment Management Berhad, anak syarikat Bank Islam

Milestones 1983 – 2010

Pencapaian Kami 1983 – 2010

20...09

- Strategic Collaboration between Bank Islam subsidiary Bank Islam Trust Company (Labuan) Ltd and Bank Muamalat Indonesia Group to cooperate in the promotion of Islamic trust products to the world's largest Islamic population

Kerjasama Strategik antara subsidiari Bank Islam, iaitu Bank Islam Trust Company (Labuan) Ltd dengan Kumpulan Bank Muamalat Indonesia untuk bekerjasama dalam mempromosi produk amanah Islam di Indonesia, iaitu negara paling ramai umat Islam di dunia

- Launched Al-Awfar, a first-of-its-kind savings-i and investment-i account which offers cash prizes

Melancarkan Al-Awfar, iaitu akaun simpanan-i dan pelaburan-i yang pertama seumpamanya yang menawarkan hadiah wang tunai

- The first Islamic banking institution in Malaysia to launch its Bank Islam World MasterCard Card – the first Islamic World MasterCard Card in Asia Pacific.

Institusi perbankan Islam pertama di Malaysia yang melancarkan Kad World MasterCard Bank Islam – Kad World MasterCard Islam yang pertama di Asia Pasifik.



...09

- Sole Islamic bank and the only non-investment bank that the Securities Commission approved under its list of Principal Advisers for specific corporate proposals in Malaysia

Satu-satunya bank Islam dan bank bukan pelaburan yang diluluskan oleh Suruhanjaya Sekuriti dalam senarai Penasihat Utamanya bagi cadangan korporat spesifik di Malaysia

- The first Commercial Bank as Adviser for equity-linked transactions for YSP Southeast Asia Holdings Berhad on Rights Issue
Bank komersil pertama sebagai Penasihat transaksi berkait ekuiti bagi YSP Southeast Asia Holdings Berhad berkenaan Terbitan Hak

- Transacted the first asset swap transaction for Bank Islam; which entails applying hedge accounting for the first time to the bond portfolio

Menjalankan transaksi swap aset pertama untuk Bank Islam; di mana mekanisme perlindungan nilai terhadap portfolio bon digunakan buat pertama kalinya

- Transacted the first Islamic equity option transaction for Bank Islam

Melakukan urus niaga opsyen ekuiti Islam pertama bagi Bank Islam



- Manager for the Terengganu Investment Authority RM5 billion IMTN Programme guaranteed by the Government of Malaysia; a landmark 30-year issue, being the longest tenured bond issued in Malaysia for both Sukuk and conventional bond markets

Pengurus bagi Program Nota Islam Bertempoh Sederhana Badan Pelaburan Terengganu bernilai RM5 bilion yang dijamin oleh Kerajaan Malaysia; terbitan mercu tanda 30-tahun, iaitu merupakan bon yang diterbitkan di Malaysia dengan tempoh matang paling lama untuk pasaran Sukuk dan bon konvensional

- Launched “Sinar Letrik Home Campaign” where the Bank will help home owners pay their electricity bills for five consecutive years under a collaboration entered into with Tenaga Nasional Berhad

Melancarkan “Kempen Rumah Sinar Elektrik” di mana Bank akan membantu pemilik rumah membayar bil elektrik mereka untuk tempoh lima tahun berturut-turut di bawah kerjasama yang dibuat dengan Tenaga Nasional Berhad



- Launched a new line of business i.e. Bulk Payment Foreign Exchange transaction
Melancarkan perniagaan baharu iaitu urus niaga Pertukaran Mata Wang Asing secara Pukal
- Introduced a new customer service i.e. daily market news update via SMS
Memperkenalkan perkhidmatan pelanggan baharu, iaitu maklumat terkini berita pasaran harian melalui SMS
- First Bank to join effort with LTH in launching the Uniteller Service which enables performance of LTH transactions and Hajj registration at any Bank Islam branches nationwide
Bank pertama yang menjalan usaha sama dengan LTH dalam pelancaran Khidmat Uniteller yang membolehkan urus niaga LTH dan pendaftaran Haji dilakukan di semua cawangan Bank Islam di seluruh negara

- Launched Ziyad NID-i, an investment product structured to take advantage of the recovery of Asia’s equity markets. Ziyad NID-i is a 5-year investment product in the form of Islamic Negotiable Instruments
Melancarkan Ziyad NID-i, produk pelaburan yang distruktur untuk mengambil kesempatan daripada pemulihan pasaran ekuiti Asia. Ziyad NID-i adalah produk pelaburan 5 tahun dalam bentuk Instrumen Islam Boleh Niaga

Milestones 1983 – 2010

Pencapaian Kami 1983 – 2010

20...10

- Launched its 100th branch in Bukit Damansara
Merasmikan cawangan ke-100 di Bukit Damansara
- Launched Waheed-i, the first of its kind in Malaysia for corporate customers. It is a Malaysian Ringgit fixed term deposit product based on the Shariah contract of Wakalah (Agency). It is the first Shariah-based deposit product that meets both local and international Shariah standards
Melancarkan Waheed-i, produk pertama seumpamanya di Malaysia untuk pelanggan korporat. Ia adalah produk deposit jangka tetap dalam Ringgit Malaysia yang berasaskan kontrak Syariah, Wakalah (Agensi). Ia adalah produk deposit berasaskan Syariah pertama yang memenuhi piawaian Syariah tempatan dan antarabangsa
- Launched the Islamic pawn-broking (Ar-Rahnu) which was officiated by Prime Minister Y.A.B. Dato' Sri Mohd Najib Tun Hj Abdul Razak
Melancarkan perniagaan pajak gadai Islam (Ar-Rahnu) yang dirasmikan oleh Perdana Menteri Y.A.B. Dato' Sri Mohd Najib Tun Hj Abdul Razak



...10

- Entered into a strategic collaboration with Tune Talk, Malaysia's newest mobile service operator, to increase the subscriber base of Bank Islam Card ("BIC")
Memeterai kerjasama strategik bersama Tune Talk, operator khidmat mudah alih terbaru Malaysia, bagi meningkatkan jumlah pelanggan Kad Bank Islam ("BIC")
- Bank Islam and Barclays Capital Markets Malaysia Sdn Bhd signed a Memorandum of Agreement for Collaboration on Customisation of Islamic Investment Products and Hedging Solutions
Bank Islam dan Barclays Capital Markets Malaysia Sdn Bhd menandatangani Memorandum Perjanjian untuk Kerjasama Pelangganan Produk Pelaburan dan Penyelesaian Lindung Nilai Islam
- RAM Ratings assigned A1/P1 financial institution ratings to Bank Islam on 29 October
Penarafan RAM memberikan taraf institusi kewangan A1/P1 kepada Bank Islam pada 29 Oktober



- Named the winner of The BrandLaureate Awards 2009 – 2010 for best brands in Corporate Branding – Best Brands in Banking – Islamic Bank, the award is in recognition of the Bank’s successful corporate rebranding exercise

Memenangi Anugerah BrandLaureate 2009-2010 untuk jenama terbaik dalam Penjenamaan Korporat – Jenama Terbaik Perbankan – Bank Islam sebagai mengiktiraf penjenamaan semula korporat Bank yang telah dilaksanakan dengan jayanya

- Named winner of the Platinum Award for Islamic Financial Services for two consecutive years in the annual Reader’s Digest Trusted Brands Award 2010

Memenangi Anugerah Platinum bagi Perkhidmatan Kewangan Islam untuk tahun kedua berturut-turut dalam acara tahunan Anugerah Jenama Dipercayai Reader’s Digest 2010



- Bank Islam and Universiti Teknologi MARA (“UiTM”) unveiled the “Bank Islam – UiTM Alumni Platinum MasterCard Card Sentiasa Di Hatiku” to raise funds for UiTM’s Scholarship Fund called “Tabung Mengubah Destini Anak Bangsa”

Bank Islam dan Universiti Teknologi MARA (“UiTM”) melancarkan “Kad Platinum Mastercard Alumni Bank Islam – UiTM Sentiasa Di Hatiku” bagi mengutip dana untuk Dana Biasiswa UiTM iaitu “Tabung Mengubah Destini Anak Bangsa”

- Launched another first, offering consumers Malaysia’s first truly mobile banking service. With Transact at Palm or TAP Mobile Banking-i, account owners can perform banking transactions anywhere and anytime, without internet access

Untuk julung kalinya melancarkan khidmat perbankan bergerak pertama di Malaysia. Dengan Transact at Palm atau TAP Mobile Banking-i, pemegang akaun boleh melakukan urusan perbankan di mana-mana sahaja pada bila-bila masa, tanpa akses internet

Five-Year Financial Highlights

Sorotan Kewangan Lima Tahun

	18 months Financial Period Ended 31 December Tempoh Kewangan 18 Bulan Berakhir 31 Disember		Financial Year Ended 30 June Tahun Kewangan Berakhir 30 Jun		
	2010 RM'000	2009 RM'000	2008 RM'000	2007 RM'000	2006 RM'000
Results Keputusan					
Total Revenue Jumlah Hasil	2,174,184	1,267,087	1,152,041	1,010,493	949,459
Profit Before Allowance Keuntungan Sebelum Peruntukan	684,460	359,154	280,240	218,637	202,925
Profit/(Loss) Before Zakat and Tax Keuntungan/(Kerugian) Sebelum Zakat dan Cukai	503,400	233,096	308,267	236,660	(1,288,334)
Profit/(Loss) After Zakat and Tax Keuntungan/(Kerugian) Selepas Zakat dan Cukai	411,778	160,607	384,117	232,460	(1,307,963)
Balance Sheets Kunci Kira-kira					
Total Assets Jumlah Aset	30,364,166	27,490,826	23,559,424	19,091,175	14,597,710
Total Financing Jumlah Pembiayaan	11,859,140	9,661,864	9,061,318	8,472,014	8,642,363
of which yang mana:					
Gross Impaired Financing Pembiayaan Terjejas Kasar ¹	552,221	–	–	–	–
Gross Non-Performing Financing Pembiayaan Tak Berbayar Kasar ²	–	1,360,449	1,949,904	2,192,151	2,302,218
Securities Sekuriti	15,260,422	8,915,821	3,651,427	3,880,539	2,466,157
Total Deposits Jumlah Deposit	26,888,250	25,211,516	20,763,168	17,616,899	14,442,774
Shareholder's Equity Ekuiti Pemegang Saham	2,526,968	1,519,553	1,308,950	1,014,212	(289,014)
of which yang mana:					
Share Capital Modal Saham	2,265,490	1,725,490	1,725,490	1,725,490	880,000
Ratio Analysis Analisis Nisbah					
Return on Assets Pulangan Aset ³	1.16%	0.91%	1.45%	1.40%	N/A
Return on Equity Pulangan Ekuiti ³	16.54%	16.48%	26.54%	23.33%	N/A
Capital Adequacy Ratio Nisbah Kecukupan Modal	16.78%	13.61%	12.93%	12.01%	-2.96%
Gross Impaired Financing Pembiayaan Terjejas Kasar ¹	4.50%	–	–	–	–
Gross Non-Performing Financing Ratio Nisbah Pembiayaan Tak Berbayar Kasar ²	–	12.70%	18.64%	22.25%	22.35%
Earnings per Share Perolehan Sesaham	21 sen	9 sen	22 sen	16 sen	N/A
Net Tangible Assets Backing Jaminan Aset Ketara Bersih	112 sen	88 sen	76 sen	59 sen	-33 sen

Note Nota:

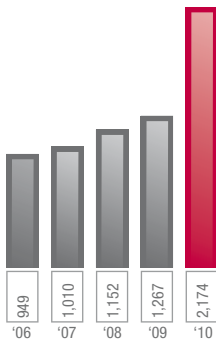
- As a result of adoption of FRS139 as at 31 December 2010.
Hasil guna pakai FRS139 setakat 31 Disember 2010.
- Based on 6 months non-performing financing classification and net of profit-in-suspense.
Berdasarkan klasifikasi pembiayaan tak berbayar selama 6 bulan dan pendapatan tertangguh bersih.
- Profit before zakat and tax for the 18 months Financial Period Ended 31 December 2010 is annualised to derive both the Return on Assets and the Return on Equity.
Keuntungan sebelum zakat dan cukai untuk Tempoh Kewangan 18 Bulan Berakhir 31 Disember 2010 disetahunkan bagi mendapatkan Pulangan Aset dan Pulangan Ekuiti.



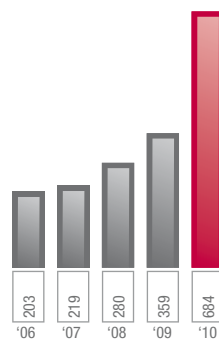
Five-Year Statistical Review

Ulasan Statistik Lima Tahun

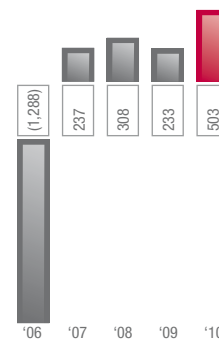
Total Revenue
Jumlah Hasil
(RM Million Juta)



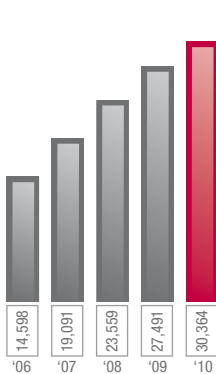
Profit Before Allowance
Keuntungan Sebelum Peruntukan
(RM Million Juta)



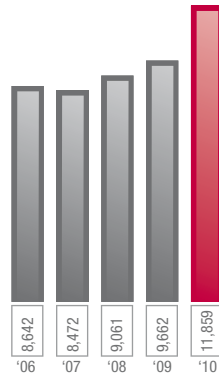
Profit/(Loss) Before Zakat and Tax
Keuntungan/(Kerugian) Sebelum Zakat dan Cukai
(RM Million Juta)



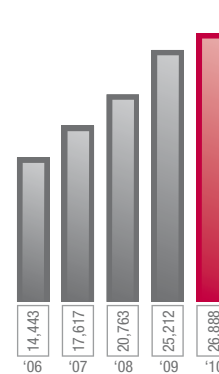
Total Assets
Jumlah Aset
(RM Million Juta)



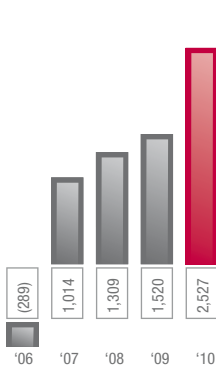
Total Financing
Jumlah Pembiayaan
(RM Million Juta)



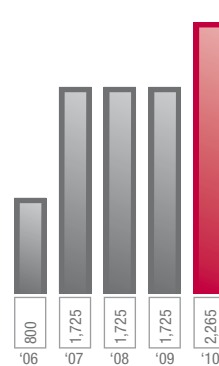
Total Deposits
Jumlah Deposit
(RM Million Juta)



Shareholders' Equity
Ekuiti Pemegang Saham
(RM Million Juta)



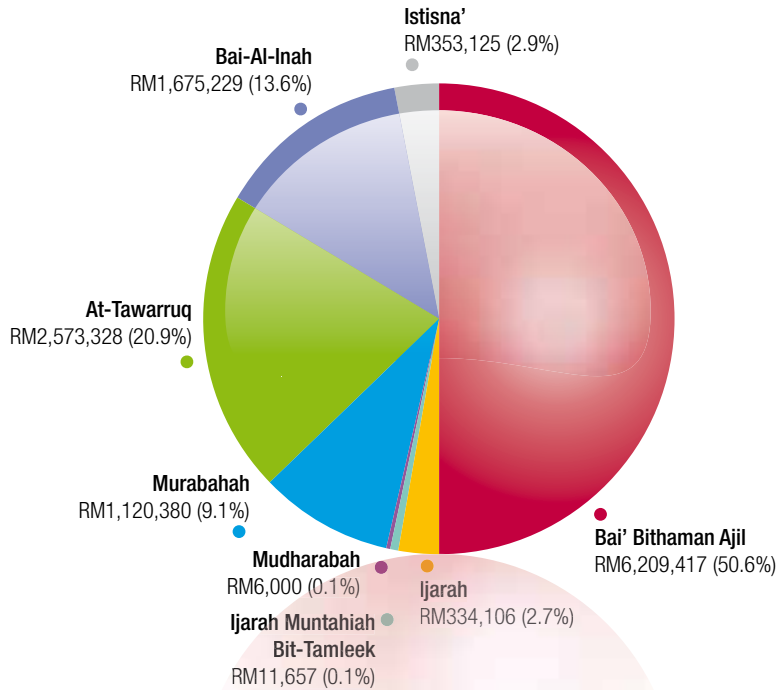
Share Capital
Modal Saham
(RM Million Juta)



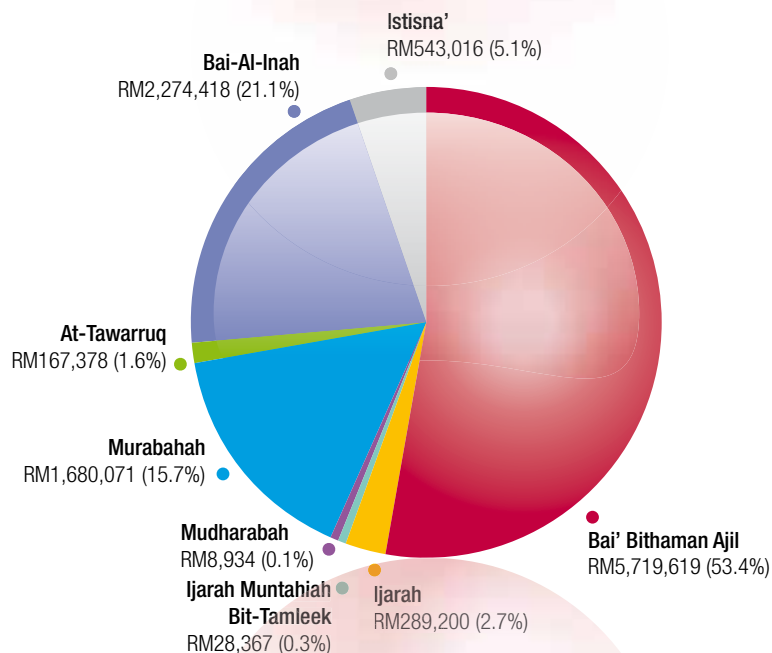
Financing by Contract (RM'000)

Pembiayaan Mengikut Kontrak (RM'000)

2010



2009

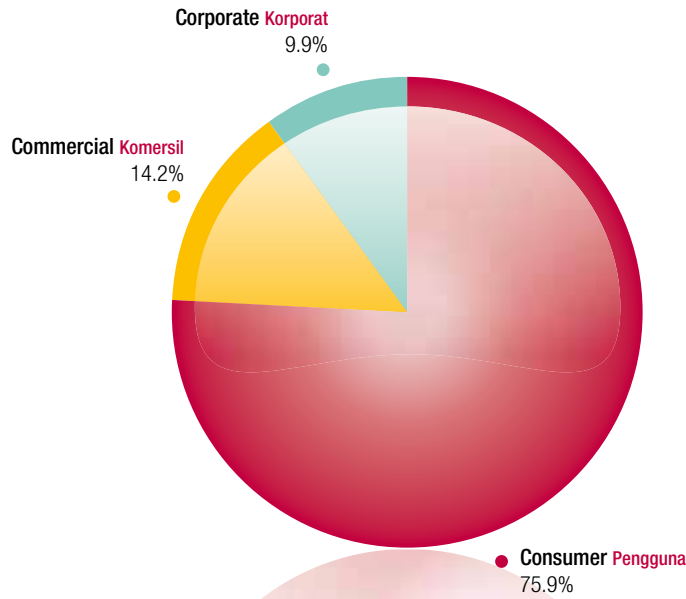




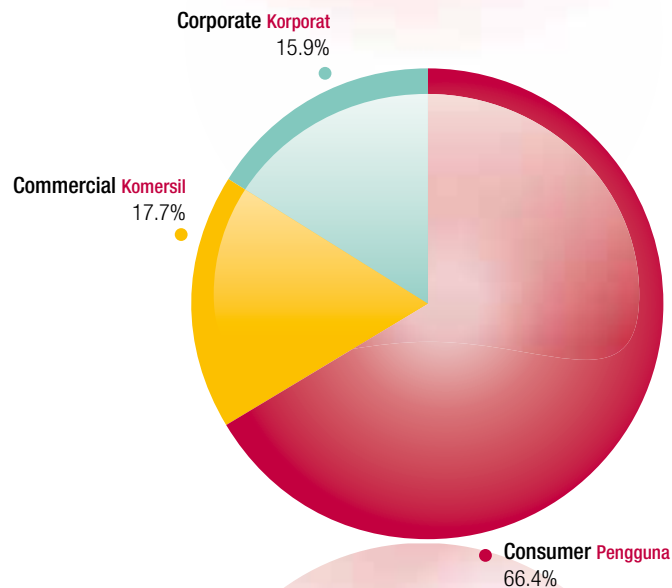
Financing by Segment of Business Units

Pembiayaan Mengikut Segmen Perniagaan

2010



2009





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- Works on all telecommunication networks* •
- Dual authentication security •

Experience total banking freedom with TAP Mobile Banking-i.
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*Terms and conditions apply • Fees and charges applicable

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BANK ISLAM



CHANGE Begins from Within

For some, it sprouts as an idea that takes shape through strategy and action. For others, it is implanted as a budding commitment towards a desired goal.

At Bank Islam, it is the ideas, innovative thinking and shared purpose in the minds of our people that drive us towards pioneering change and expanding the possibilities of Islamic finance.

PERUBAHAN bermula dari dalam

Bagi sesetengah orang, ia bermula sebagai idea yang mula terbentuk menerusi strategi dan tindakan. Bagi yang lain, ia tertanam sebagai komitmen yang berputik ke arah matlamat yang diinginkan.

Di Bank Islam, idea, pemikiran inovatif dan perkongsian matlamat dalam minda warga kerja kami menjadi pendorong ke arah merintis perubahan dan mengembangkan kemungkinan bagi kewangan Islam.

- **First** bank in South East Asia to introduce an Islamic Platinum MasterCard

Bank **pertama** di Asia Tenggara yang memperkenalkan MasterCard Platinum Islam

- **First** bank in the Asia-Pacific region to introduce EMV compliant credit cards with chip-based system following the launch of Bank Islam MasterCard

Bank **pertama** di rantau Asia Pasifik yang memperkenalkan kad kredit dengan pematuhan EMV dan sistem berasaskan cip berikutan pelancaran MasterCard Bank Islam





Shareholding Structure

Struktur Pemegang-pemegang Saham

DUBAI GROUP 30.5%
BANKING • INVESTMENTS • INSURANCE
 Dubai Financial Group LLC

BIMB HOLDINGS 51.0%
 BERHAD
 بي اى ايم بي مولديفيس بر حدك

TABUNG HAJI 18.5%
 حى على الفاضل



100%
 BIMB Investment Management Berhad
 BIMB INVESTMENT MANAGEMENT BERHAD
 بي اى ايم بي انويستمنت مينجمنت بر حدك

100%
 Al-Wakalah Nominees (Tempatan) Sdn Bhd

100%
 Bank Islam Trust Company (Labuan) Ltd
 BANK ISLAM TRUST COMPANY (LABUAN) LTD

100%
 BIMB Offshore Company Management Services Sdn Bhd

100%
 BIMB Foreign Currency Clearing Agency Sdn Bhd
 BICFCA
 BIMB FOREIGN CURRENCY CLEARING AGENCY SDN BHD

80%
 Farihan Corporation Sdn Bhd
 الفريهان
 AR-RAHNU

Note:
 Assuming all the Islamic CRNCPS are converted into ordinary shares, the eventual shareholding structure of Bank Islam will be 51.0%, 30.5% and 18.5% for BHB, DFGLLC and LTH respectively.

Nota:
 Dengan mengandaikan bahawa semua CRNCPS Islam ditukarkan menjadi saham biasa, struktur pemegangan saham Bank Islam yang terhasil adalah seperti berikut: masing-masing 51.0%, 30.5% dan 18.5% bagi BHB, DFGLLC dan LTH.

Corporate Information

Maklumat Korporat

BOARD OF DIRECTORS

LEMBAGA PENGARAH

Chairman **Pengerusi**

Dato' Mohd Bakke Salleh
resigned on 15 July 2010
meletak jawatan pada 15 Julai 2010

Managing Director **Pengarah Urusan**

Dato' Sri Zukri Samat

Members **Ahli-Ahli**

Dato' Paduka Ismee Ismail
Johan Abdullah
Fadhel Abdulbaqi Abu Al-Hasan Al-Ali
Marwan Hassan Ali Al-Khatib
Salaam Said Salim Al-Shaksy
resigned on 26 May 2010
meletak jawatan pada 26 Mei 2010

Zahari @ Mohd Zin Idris

Zaiton Mohd Hassan

Ahmed Saeed Sultan bin Braik
resigned on 29 October 2009
meletak jawatan pada 29 Oktober 2009

Mohamed Ridza Mohamed Abdulla
appointed on 1 December 2010
dilantik pada 1 Disember 2010

BOARD FINANCING REVIEW COMMITTEE

JAWATANKUASA LEMBAGA PENGARAH

SEMAKAN PEMBIAYAAN

Chairman **Pengerusi**

Zahari @ Mohd Zin Idris

Members **Ahli-Ahli**

Zaiton Mohd Hassan
Dato' Paduka Ismee Ismail
Dato' Sri Zukri Samat

SHARIAH SUPERVISORY COUNCIL

MAJLIS PENGAWASAN SYARIAH

Chairman **Pengerusi**

Dr. Ahmad Shahbari @ Sobri Salamon

Members **Ahli-Ahli**

Mohd Bakir Hj Mansor
Dato' Haji Daud Muhammad
Dr. Yusof Ramli
Dr. Ahmed Mohieldin Ahmed
Dr. Uzaimah Ibrahim
Mohd Nazri Chik



AUDIT AND EXAMINATION COMMITTEE

JAWATANKUASA AUDIT DAN PEMERIKSAAN

Chairman **Pengerusi**
Zahari @ Mohd Zin Idris

Members **Ahli-Ahli**
Zaiton Mohd Hassan
Marwan Hassan Ali Al-Khatib

BOARD RISK COMMITTEE

JAWATANKUASA LEMBAGA PENGARAH RISIKO

Chairman **Pengerusi**
Zaiton Mohd Hassan

Members **Ahli-Ahli**
Zahari @ Mohd Zin Idris
Fadhel Abdulbaqi Abu Al-Hasan Al-Ali

NOMINATION AND ASSESSMENT COMMITTEE

JAWATANKUASA PENAMAAN DAN PENILAIAN

Chairman **Pengerusi**
Zaiton Mohd Hassan

Members **Ahli-Ahli**
Zahari @ Mohd Zin Idris
Dato' Paduka Ismee Ismail
Marwan Hassan Ali Al-Khatib
Dato' Sri Zukri Samat

REMUNERATION COMMITTEE

JAWATANKUASA IMBUHAN

Chairman **Pengerusi**
Zaiton Mohd Hassan

Members **Ahli-Ahli**
Zahari @ Mohd Zin Idris
Dato' Paduka Ismee Ismail
Marwan Hassan Ali Al-Khatib

COMPANY SECRETARIES

SETIAUSAHA-SETIAUSAHA SYARIKAT

Maria Mat Said (LS0009400)
Norhidayati Mohamat Salim (MIA 27364)

REGISTERED ADDRESS

ALAMAT BERDAFTAR

11th Floor, Wisma Bank Islam
Jalan Dungun
Bukit Damansara
50490 Kuala Lumpur

Tel : (6)03-2088 8000
Fax **Faks** : (6)03-2088 8033
Web : www.bankislam.com.my

AUDITORS

JURUAUDIT

KPMG Desa Megat & Co (AF 0759)
Level 10, KPMG Tower
8, First Avenue, Bandar Utama
47800 Petaling Jaya, Selangor

Board of Directors

Lembaga Pengarah

from left to right dari kiri ke kanan

Mohamed Ridza Mohamed Abdulla
Independent Non-Executive Director
Pengarah Bebas Bukan Eksekutif

Zaiton Mohd Hassan
Independent Non-Executive Director
Pengarah Bebas Bukan Eksekutif

Zahari @ Mohd Zin Idris
Independent Non-Executive Director
Pengarah Bebas Bukan Eksekutif

Dato' Sri Zukri Samat
Managing Director
Pengarah Urusan





from left to right dari kiri ke kanan

Dato' Paduka Ismee Ismail
Non-Independent Non-Executive Director
Pengarah Bukan Eksekutif Bukan Bebas

Johan Abdullah
Non-Independent Non-Executive Director
Pengarah Bukan Eksekutif Bukan Bebas

Fadhel Abdulbaqi Abu Al-Hasan Al-Ali
Non-Independent Non-Executive Director
Pengarah Bukan Eksekutif Bukan Bebas

Marwan Hassan Ali El-Khatib
Non-Independent Non-Executive Director
Pengarah Bukan Eksekutif Bukan Bebas



Profile of Board of Directors

Profil Lembaga Pengarah



Dato' Mohd Bakke Salleh

Chairman (*resigned on 15 July 2010*)

BSc. (Econs) London School of Economics and Political Science
Fellow of the Institute of Chartered Accountants (England and Wales)
Member of Malaysian Institute of Accountants

Pengerusi (*meletak jawatan pada 15 Julai 2010*)

Ijazah Sarjana Muda Sains (Ekonomi),

London School of Economics and Political Science

Felo di Institute of Chartered Accountants (England dan Wales)

Ahli Institut Akauntan Malaysia

Dato' Mohd Bakke Salleh was appointed Chairman of Bank Islam on 1 April 2008 whilst he was the Group Managing Director of Felda Holdings Bhd. Previously, Dato' Mohd Bakke held the position of Group Managing Director and Chief Executive Officer of Lembaga Tabung Haji from 2001 to 2005.

During his tenure as Chairman of Bank Islam, he was also a director in BIMB Holdings Berhad, Amanah Raya Berhad and a commission member of the Securities Commission of Malaysia.

Dato' Mohd Bakke resigned as Chairman and director of Bank Islam on 15 July 2010 following his appointment as the President and Group Chief Executive of Sime Darby Berhad Group.

Dato' Mohd Bakke has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Dato' Mohd Bakke Salleh dilantik sebagai Pengerusi Bank Islam pada 1 April 2008 pada masa yang sama beliau memegang jawatan Pengarah Urusan Kumpulan di Felda Holdings Bhd. Sebelum itu, Dato' Mohd Bakke memegang jawatan Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif Lembaga Tabung Haji dari 2001 hingga 2005.

Sepanjang tempoh beliau menjadi Pengerusi Bank Islam, beliau juga merupakan seorang pengarah di BIMB Holdings Berhad, Amanah Raya Berhad dan ahli Suruhanjaya Sekuriti Malaysia.

Dato' Mohd Bakke meletak jawatan sebagai Pengerusi dan pengarah Bank Islam pada 15 Julai 2010 berikutan perlantikan beliau sebagai Presiden dan Ketua Eksekutif Kumpulan Sime Darby Berhad.

Dato' Mohd Bakke tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.



Dato' Sri Zukri Samat

Managing Director, Bank Islam Malaysia Berhad

MBA (Finance), University of Hull (UK)

Pengarah Urusan, Bank Islam Malaysia Berhad

MBA (Kewangan), University of Hull (UK)

Dato' Sri Zukri Samat was appointed as Managing Director of Bank Islam on 9 June 2006. Prior to this appointment, he was the Executive Director of Investment of Khazanah Nasional Berhad, the investment arm of the Government of Malaysia ("Government"). Before that, he was the Managing Director of Pengurusan Danaharta Nasional Berhad ("Danaharta"), a national asset management company set up by the Government during the 1997/1998 financial crisis. He joined Danaharta in October 1998 as the General Manager, Operations Division and was later promoted as the Director of Operations in August 2001, assuming direct line responsibility for all loan recovery activities of Danaharta. On 1 July 2003, he was then appointed as the Managing Director until December 2005, when Danaharta ceased its operation.

Dato' Sri Zukri had also served in Credit Agricole Indosuez, Labuan as General Manager. He had also served Commerce International Merchant Bankers Berhad ("CIMB") for seven years; his last position being Deputy General Manager of Capital Markets where he was responsible for transactions involving private debt securities, project finance, corporatisation and privatisation of state-owned companies. Dato' Sri Zukri started his career with Bank Bumiputra Malaysia Berhad before joining Public Bank Berhad where he served for seven years in various capacities both at head office and branches.

Dato' Sri Zukri is the Chairman of Islamic Banking and Finance Institute Malaysia Sdn Bhd ("IBFIM"), a director and an Exco member of Asian Institute of Finance ("AIF"), a member of the Professional Development Panel and also Publication and Research Committee of International Centre for Education in Islamic Finance ("INCEIF"), a director of Amana Investments Limited (Sri Lanka), a director of Amana Bank Limited (Sri Lanka), an Investment Advisory Committee Member of CMREF 1 Sdn Bhd, also a member of the Executive Committee of Malaysia International Islamic Finance Centre ("MIFC"), Chairman of Trustee of Islamic Banking and Finance Institute Malaysia Sdn Bhd ("IBFIM"), a member of Steering Committee of Financial Sector Talent Enrichment Programme ("FSTEP"), President of Association of Islamic Banking Institutions Malaysia ("AIBIM") and a member of the Investment Board of Yayasan Dakwah Islamiah Malaysia ("YADIM"). Dato' Sri Zukri is also the Chairman of Bank Islam's subsidiaries including BIMB Investment Management Berhad and Farihan Corporation Sdn Bhd.

Dato' Sri Zukri has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Dato' Sri Zukri Samat dilantik sebagai Pengarah Urusan Bank Islam pada 9 Jun 2006. Sebelum perantikan ini, beliau merupakan Pengarah Eksekutif Pelaburan di Khazanah Nasional Berhad, iaitu syarikat pelaburan Kerajaan Malaysia ("Kerajaan"). Sebelum itu, beliau merupakan Pengarah Urusan di Pengurusan Danaharta Nasional Berhad ("Danaharta"), sebuah syarikat pengurusan aset yang ditubuhkan oleh Kerajaan semasa krisis kewangan 1997/1998. Beliau menyertai Danaharta pada Oktober 1998 sebagai Pengurus Besar, Bahagian Operasi dan kemudian dinaikkan pangkat sebagai Pengarah Operasi pada Ogos 2001, dengan memegang tanggungjawab ke atas semua aktiviti kutipan semula pinjaman Danaharta. Pada 1 Julai 2003, beliau dilantik sebagai Pengarah Urusan sehingga Disember 2005, apabila Danaharta berhenti beroperasi.

Dato' Sri Zukri juga pernah berkhidmat di Credit Agricole Indosuez, Labuan sebagai Pengurus Besar. Beliau juga pernah berkhidmat di Commerce International Merchant Bankers Berhad ("CIMB") selama tujuh tahun; jawatan terakhir beliau ialah sebagai Timbalan Pengurus Besar Pasaran Modal di mana beliau bertanggungjawab ke atas urusniaga melibatkan sekuriti hutang swasta, pembiayaan projek, pengkorporatan dan penswastaan syarikat-syarikat milik negara. Dato' Sri Zukri memulakan kerjaya beliau bersama Bank Bumiputra Malaysia Berhad sebelum menyertai Public Bank Berhad di mana beliau berkhidmat selama tujuh tahun dalam pelbagai kapasiti di ibu pejabat dan cawangan-cawangan.

Dato' Sri Zukri merupakan Pengerusi Islamic Banking and Finance Institute Malaysia Sdn Bhd ("IBFIM"), seorang pengarah dan Ahli Exco di Institut Kewangan Asia ("AIF"), seorang ahli Panel Pembangunan Profesional dan juga Ahli Jawatankuasa Penerbitan dan Penyelidikan Pusat Pendidikan Kewangan Islam Antarabangsa ("INCEIF"), seorang pengarah di Amana Investments Limited (Sri Lanka), pengarah di Amana Bank Limited (Sri Lanka), Ahli Jawatankuasa Penasihat Pelaburan CMREF 1 Sdn Bhd, ahli Jawatankuasa Eksekutif Pusat Kewangan Islam Antarabangsa Malaysia ("MIFC"), Pengerusi Pemegang Amanah Islamic Banking and Finance Institute Malaysia Sdn Bhd ("IBFIM"), ahli Jawatankuasa Pemandu Program Pengayaan Bakat Sektor Kewangan ("FSTEP"), Pengerusi Persatuan Institusi-institusi Perbankan Islam Malaysia ("AIBIM") serta seorang ahli dalam Lembaga Pelaburan Yayasan Dakwah Islamiah Malaysia ("YADIM"). Dato' Sri Zukri juga merupakan Pengerusi bagi anak-anak syarikat Bank Islam termasuk BIMB Investment Management Berhad dan Farihan Corporation Sdn Bhd.

Dato' Sri Zukri tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.

Profile of Board of Directors

Profil Lembaga Pengarah



Dato' Paduka Ismee Ismail

Non-Independent Non-Executive Director

Fellow of Chartered Institute of Management Accountants (UK)

Member of Malaysian Institute of Accountants

Member of Nomination and Assessment Committee

Member of Remuneration Committee

Member of Board Financing Review Committee

Pengarah Bukan Bebas Bukan Eksekutif

Felo di Chartered Institute of Management Accountants (UK)

Ahli Institut Akauntan Malaysia

Ahli Jawatankuasa Pencalonan dan Penilaian

Ahli Jawatankuasa Imbuan

Ahli Jawatankuasa Lembaga Pengarah Semakan Pembiayaan

Dato' Paduka Ismee Ismail was appointed as director of Bank Islam on 9 October 2006. Dato' Paduka Ismee is currently the Group Managing Director and Chief Executive Officer of Lembaga Tabung Haji and sits on the Board of several of its subsidiary and associate companies including BIMB Holdings Berhad, TH Plantations Berhad and Syarikat Takaful Malaysia Berhad. Dato' Paduka Ismee is also a director of 1 Malaysia Development Berhad and Johor Corporation. Previously, Dato' Paduka Ismee held the position of Chief Executive Officer of ECM Libra Securities and director of ECM Libra Capital Sdn Bhd. He also held several senior positions in numerous organisations including that of Senior General Manager of Finance, Lembaga Tabung Haji, Chief Accountant at Pengurusan Danaharta Nasional Berhad, General Manager, Business Development of Arab Malaysia Development Berhad and held various finance positions in Shell Malaysia.

Dato' Paduka Ismee has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Dato' Paduka Ismee Ismail dilantik sebagai pengarah Bank Islam pada 9 Oktober 2006. Pada masa ini, Dato' Paduka Ismee adalah Pengarah Urusan Kumpulan dan Ketua Pegawai Eksekutif di Lembaga Tabung Haji dan merupakan ahli Lembaga Pengarah di beberapa anak syarikat dan syarikat sekutunya termasuk BIMB Holdings Berhad, TH Plantations Berhad dan Syarikat Takaful Malaysia Berhad. Dato' Paduka Ismee juga adalah pengarah 1 Malaysia Development Berhad dan Johor Corporation. Sebelum ini, Dato' Paduka Ismee merupakan Ketua Pegawai Eksekutif di ECM Libra Securities dan pengarah di ECM Libra Capital Sdn Bhd. Beliau juga pernah memegang pelbagai jawatan kanan di beberapa buah organisasi termasuk sebagai Pengurus Besar Kanan Kewangan di Lembaga Tabung Haji, Ketua Akauntan di Pengurusan Danaharta Nasional Berhad, Pengurus Besar Pembangunan Perniagaan di Arab Malaysia Development Berhad serta pelbagai jawatan kewangan di Shell Malaysia.

Dato' Paduka Ismee tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.



Johan Abdullah

Non-Independent Non-Executive Director

MBA (Finance), Morehead State University (USA)
BBA (Finance), Eastern Michigan University (USA)
Diploma in Banking, University Technology MARA

Pengarah Bukan Bebas Bukan Eksekutif

MBA (Kewangan), Morehead State University (USA)
BBA (Kewangan), Eastern Michigan University (USA)
Diploma Perbankan, Universiti Teknologi MARA



Johan Abdullah was appointed as director of Bank Islam on 1 August 2008. Currently, Johan is the Group Managing Director/Chief Executive Officer of BIMB Holdings Berhad and sits on the Board of several of its subsidiary including Syarikat Takaful Malaysia Berhad, BIMB Securities (Holdings) Sdn Bhd, BIMB Musyarakah Satu Sdn Bhd, BIMB Securities Sdn Bhd, Syarikat Al-Ijarah Sdn Bhd and BIMBSEC Asset Management Sdn Bhd. He started his career in 1987 with Kuala Lumpur Stock Exchange (currently known as Bursa Malaysia Securities Berhad) as a Listing Officer. In 1989, he joined Corporate Finance Division of Bumiputra Merchant Bankers Berhad and left the Bank in early 1995 as Senior Manager. Later, he joined Damansara Realty Berhad as General Manager, Corporate Planning. Subsequently in the year 1999, he re-joined Bursa Malaysia Securities Berhad and took up various senior positions including that of Deputy Chief Regulatory Officer, Group Regulation.

Johan has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Johan Abdullah dilantik sebagai pengarah Bank Islam pada 1 Ogos 2008. Pada masa ini, Johan adalah Pengarah Urusan Kumpulan/Ketua Pegawai Eksekutif di BIMB Holdings Berhad dan beliau juga merupakan seorang pengarah bagi beberapa anak syarikatnya termasuk Syarikat Takaful Malaysia Berhad, BIMB Securities (Holdings) Sdn Bhd, BIMB Musyarakah Satu Sdn Bhd, BIMB Securities Sdn Bhd, Syarikat Al-Ijarah Sdn Bhd dan BIMBSEC Asset Management Sdn Bhd. Beliau memulakan kerjaya pada 1987 bersama Bursa Saham Kuala Lumpur (kini dikenali sebagai Bursa Malaysia Securities Berhad) sebagai Pegawai Penyenaraian. Pada 1989, beliau menyertai Bahagian Kewangan Korporat di Bumiputra Merchant Bankers Berhad dan telah meletak jawatan pada awal 1995 sebagai Pengurus Kanan. Beliau kemudian menyertai Damansara Realty Berhad sebagai Pengurus Besar, Perancangan Korporat. Pada 1999, beliau menyertai semula Bursa Malaysia Securities Berhad dan memegang pelbagai jawatan kanan termasuk Timbalan Ketua Pegawai Kawal Selia, Kawalan Selia Kumpulan.

Johan tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.

Profile of Board of Directors

Profil Lembaga Pengarah



Zahari @ Mohd Zin Idris

Independent Non-Executive Director

Senior Cambridge Certificate
Chairman of Audit and Examination Committee
Chairman of Board Financing Review Committee
Member of Board Risk Committee
Member of Nomination and Assessment Committee
Member of Remuneration Committee

Pengarah Bebas Bukan Eksekutif

Sijil Senior Cambridge
Pengerusi Jawatankuasa Audit dan Pemeriksaan
Pengerusi Jawatankuasa Lembaga Pengarah Semakan Pembiayaan
Ahli Jawatankuasa Lembaga Pengarah Risiko
Ahli Jawatankuasa Pencalonan dan Penilaian
Ahli Jawatankuasa Imbuhan

Zahari @ Mohd Zin Idris was appointed as director of Bank Islam on 20 September 2002. Zahari is currently the Chairman of BIMB Foreign Currency Clearing Agency Sdn Bhd, Bank Islam Trust Company (Labuan) Ltd, BIMB Securities (Holdings) Sdn Bhd, and BIMB Securities Sdn Bhd. He is also a director of BIMB Holdings Berhad. Previously, Zahari was the Managing Director of Inter-City MPC (M) Sdn Bhd from 1999 to 2005. Prior to that, he was the General Manager, Commercial Banking Division of Malayan Banking Berhad before he retired in 1996.

Zahari has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Zahari @ Mohd Zin Idris dilantik sebagai pengarah Bank Islam pada 20 September 2002. Pada masa ini, Zahari adalah Pengerusi di BIMB Foreign Currency Clearing Agency Sdn Bhd, Bank Islam Trust Company (Labuan) Ltd, BIMB Securities (Holdings) Sdn Bhd, dan BIMB Securities Sdn Bhd. Beliau juga adalah pengarah di BIMB Holdings Berhad. Sebelum ini, Zahari merupakan Pengarah Urusan Inter-City MPC (M) Sdn Bhd dari 1999 hingga 2005. Sebelum itu, beliau merupakan Pengurus Besar, Bahagian Perbankan Komersil di Malayan Banking Berhad sebelum bersara pada 1996.

Zahari tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.



Zaiton Mohd Hassan

Independent Non-Executive Director

Member of Malaysian Institute of Certified Public Accountants
Fellow of Association of Chartered Certified Accountants (UK)
Chairman of Board Risk Committee
Chairman of Nomination and Assessment Committee
Chairman of Remuneration Committee
Vice Chairman of Board Financing Review Committee
Member of Audit and Examination Committee

Pengarah Bebas Bukan Eksekutif

Ahli Malaysian Institute of Certified Public Accountants
Felo Association of Chartered Certified Accountants (UK)
Pengerusi Jawatankuasa Lembaga Pengarah Risiko
Pengerusi Jawatankuasa Pencalonan dan Penilaian
Pengerusi Jawatankuasa Imbuan
Naib Pengerusi Jawatankuasa Lembaga Pengarah Semakan Pembiayaan
Ahli Jawatankuasa Audit dan Pemeriksaan



Zaiton Mohd Hassan was appointed as director of Bank Islam on 2 February 2006. Zaiton is currently the Managing Director of Capital Intelligence Advisors Sdn Bhd. She was formerly the President/Executive Director of Malaysian Rating Corporation Berhad (“MARC”). She is also a Commission Member of the Companies Commission of Malaysia, a director of BIMB Holdings Berhad, Sime Darby Berhad, Malaysian Industrial Development Finance Berhad and Credit Guarantee Corporation Malaysia Berhad.

Zaiton has no family relationship with any director and/or major shareholder of Bank Islam. She has no conflict of interest with Bank Islam and neither has she been charged with any offences.

Zaiton Mohd Hassan dilantik sebagai pengarah Bank Islam pada 2 Februari 2006. Pada masa ini, Zaiton adalah Pengarah Urusan di Capital Intelligence Advisors Sdn Bhd. Beliau merupakan mantan Presiden/Pengarah Eksekutif di Malaysian Rating Corporation Berhad (“MARC”). Beliau juga merupakan Ahli Suruhanjaya di Suruhanjaya Syarikat Malaysia, pengarah di BIMB Holdings Berhad, Sime Darby Berhad, Malaysian Industrial Development Finance Berhad dan Credit Guarantee Corporation Malaysia Berhad.

Zaiton tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.

Profile of Board of Directors

Profil Lembaga Pengarah



Mohamed Ridza Mohamed Abdulla

Independent Non-Executive Director

LLB (First Class Honours), International Islamic University Malaysia

Institute of Chartered Secretaries and Administrators (London)

A Fellow of Institute of Chartered Secretaries and Administrators

Associate Member of the Chartered Institute of Arbitrators

Pengarah Bebas Bukan Eksekutif

Ijazah (Sarjana Muda Undang-undang) (Kelas Pertama Kejujuran),

Universiti Islam Antarabangsa Malaysia

Institute Chartered Secretaries and Administrators (London)

Felo di Institute of Chartered Secretaries and Administrators

Ahli Bersekutu di Chartered Institute of Arbitrators

Mohamed Ridza Mohamed Abdulla was appointed as director of Bank Islam on 1 December 2010.

Currently, Ridza is the Managing Partner of Messrs. Mohamed Ridza & Co. Ridza was called to the Malaysian Bar in 1993 and began his career as an advocate and solicitor in the Corporate Department of Messrs. Rashid & Lee in Malaysia. He later joined Arab Malaysian Corporation Berhad as the group legal adviser. Being the group legal adviser, he was instrumental in setting up the legal department of the Amcorp Group of Companies. Ridza left Arab Malaysian to become the General Legal Counsel of Technip Asia Pacific based in Kuala Lumpur and was previously attached at Technip headquarters in Paris, France. He later joined Messrs. Zaid Ibrahim & Co. as a partner and headed the Islamic Finance Division of the firm before leaving in 2005 to set up Messrs. Mohamed Ridza & Co.

Ridza is a fellow of the Institute of Chartered Secretaries and Administrators (“FCIS”) and an Associate Member of the Chartered Institute of Arbitrators (“ACI Arb”). He sat as a council member of the Chartered Secretaries Malaysia from 2005 to 2008. He is a member of the arbitration panel in the KL Arbitration Centre for Islamic Banking & Finance.

Ridza is also a trainer with Securities Industry Development Corporation (training arm of Securities Commission) and Financial Sector Talent Enrichment Programme (“FSTEP”). He currently sits on the board of Tabung Haji Travel and Services Sdn Bhd as well as Theta Edge Berhad.

Ridza has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Mohamed Ridza Mohamed Abdulla dilantik sebagai pengarah Bank Islam pada 1 Disember 2010.

Pada masa ini, Ridza adalah Rakan Kongsi Kanan di Messrs. Mohamed Ridza & Co. Ridza diterima masuk ke dalam Badan Peguam Malaysia pada 1993 dan memulakan kerjaya beliau sebagai peguam bela dan peguam cara di Jabatan Korporat Messrs. Rashid & Lee di Malaysia. Beliau kemudian menyertai Arab Malaysian Corporation Berhad sebagai penasihat perundangan kumpulan. Selaku penasihat perundangan kumpulan, beliau telah memainkan peranan penting dalam penubuhan jabatan perundangan Kumpulan Syarikat Amcorp. Ridza meninggalkan Arab Malaysian untuk menjadi Peguam Perundangan Am di Technip Asia Pacific yang berpangkalan di Kuala Lumpur dan pernah berkhidmat di ibu pejabat Technip di Paris, Perancis. Beliau kemudian menyertai Messrs. Zaid Ibrahim & Co. sebagai rakan kongsi dan mengetuai Bahagian Kewangan Islam firma tersebut sebelum meninggalkannya pada 2005 bagi menubuhkan Messrs. Mohamed Ridza & Co.

Ridza adalah seorang felo di Institut Setiausaha dan Pentadbir Berkanun (“FCIS”) dan Ahli Bersekutu di Institut Penimbang Tara Berkanun (“ACI Arb”). Beliau pernah menjadi ahli majlis Setiausaha Berkanun Malaysia dari 2005 hingga 2008. Beliau merupakan ahli panel penimbang tara di Pusat Timbang Tara KL untuk Perbankan & Kewangan Islam.

Ridza juga merupakan seorang pensyarah jempunan di Perbadanan Pembangunan Industri Sekuriti (badan latihan Suruhanjaya Sekuriti) dan untuk Program Pengayaan Bakat Sektor Kewangan (“FSTEP”). Beliau kini adalah ahli lembaga pengarah di Tabung Haji Travel and Services Sdn Bhd serta Theta Edge Berhad.

Ridza tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.



Fadhel Abdulbaqi Abu Al-Hasan Al-Ali

Non-Independent Non-Executive Director

B.Sc (Hons) Industrial and System Engineering,
University of Southern California (USA)

Certificate of Finance, American University of Sharjah, (UAE)
Member of Board Risk Committee

Pengarah Bukan Bebas Bukan Eksekutif

Ijazah Sarjana Muda Sains (Kepujian) Sistem Kejuruteraan dan Industri,
University of Southern California (AS)

Sijil Kewangan, American University of Sharjah, (UAE)

Ahli Jawatankuasa Lembaga Pengarah Risiko



Fadhel Abdulbaqi Abu Al-Hasan Al-Ali was appointed as director of Bank Islam on 28 February 2007. Fadhel started his career with Dubai Holding as Chief Financial Officer in September 2004. Later, he was promoted as Chief Operating Officer and subsequently Executive Chairman for Operations in 2007. As Executive Chairman for Operations, Fadhel is responsible to provide strategic operational leadership for the group and to ensure the implementation of global best practices throughout the group's key portfolio drivers. Fadhel sits on the board of other entities within the Dubai Holding Group Executive Committee including Jumeirah Group, Dubai Bank, Dubai First, Du (Emirates Integrated Telecommunications Company), Dubai Financial Services Authority, Marfin Popular Bank and TAIB Bank. Fadhel has a wealth of experience in the finance industry. He began a long and successful career at Citibank, where he worked as a financial analyst preparing UAE and Oman profitability reports for the bank's head office in New York. He moved through the ranks quickly and was promoted to the UAE Consumer Credit Head in 2001, where he was responsible for managing all consumer credit units. Later, he was appointed as the UAE Head of Distribution, where he managed all of the bank's branches across the UAE, before joining Dubai Holding.

Fadhel has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Fadhel Abdulbaqi Abu Al-Hasan Al-Ali dilantik sebagai pengarah Bank Islam pada 28 Februari 2007. Fadhel memulakan kerjaya dengan Dubai Holding sebagai Ketua Pegawai Kewangan pada September 2004. Beliau kemudian dinaikkan pangkat sebagai Ketua Pegawai Operasi dan seterusnya Pengerusi Eksekutif Operasi pada 2007. Selaku Pengerusi Eksekutif Operasi, Fadhel bertanggungjawab menyediakan kepimpinan operasi strategik untuk kumpulan dan memastikan pelaksanaan amalan terbaik global di seluruh portfolio utama kumpulan. Fadhel menganggotai lembaga pengarah beberapa entiti lain dalam Jawatankuasa Eksekutif Dubai Holding Group termasuk Jumeirah Group, Dubai Bank, Dubai First, Du (Emirates Integrated Telecommunications Company), Dubai Financial Services Authority, Marfin Popular Ban dan TAIB Bank. Fadhel mempunyai pengalaman yang luas dalam industri kewangan. Beliau memulakan kerjaya bersama Citibank, di mana beliau berkhidmat sebagai penganalisis kewangan yang menyediakan laporan keuntungan UAE dan Oman untuk ibu pejabat bank tersebut di New York. Beliau pantas dinaikkan pangkat dan menjadi Ketua Kredit Pengguna UAE pada 2001, di mana beliau bertanggungjawab menguruskan semua unit kredit pengguna. Beliau kemudian dilantik sebagai Ketua Pengagihan UAE di mana beliau menguruskan kesemua cawangan bank tersebut di seluruh UAE, sebelum menyertai Dubai Holding.

Fadhel tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.

Profile of Board of Directors

Profil Lembaga Pengarah



Marwan Hassan Ali Al-Khatib

Non-Independent Non-Executive Director

MBA (Banking & Finance), Hull University (UK)

BA (Business Administration & Computer Science),

American University, Cairo (Egypt)

Member of Audit and Examination Committee

Member of Nomination and Assessment Committee

Member of Remuneration Committee

Pengarah Bukan Bebas Bukan Eksekutif

MBA (Perbankan & Kewangan), Hull University (UK)

BA (Pentadbiran Perniagaan & Sains Komputer),

American University, Cairo (Mesir)

Ahli Jawatankuasa Audit dan Pemeriksaan

Ahli Jawatankuasa Pencalonan dan Penilaian

Ahli Jawatankuasa Imbuhan

Marwan Hassan Ali Al-Khatib was appointed as director of Bank Islam on 1 January 2009. Marwan is currently the Managing Director of Dubai Islamic Investment Group where he is responsible to tap the growth opportunities within the Islamic investments space with particular focus on the Shariah lifestyle including financial services, halal food, Islamic hospitality and real estate as well as exploring the opportunities in private and public equity. Marwan is also the Chairman of Al Fajer Re-Takaful Company (Kuwait) and the Deputy Chairman of ACR Re-Takaful MEA Company (Bahrain). He is also a director in ACR Re-Takaful SEA Company (Malaysia) and of ACR Re-Takaful Holdings Limited (Dubai). Previously, he was the director of Islamic Banking at Dubai Financial LLC where he was responsible for building the Islamic banking portfolio focusing on South East Asia. He has more than 18 years of experience in the fields of corporate finance, audit and risk management, strategic business planning and corporate banking; with blue-chip companies such as Al-Futtaim Group, Mashreq Bank, Dubai Chamber of Commerce & Deloitte Touche Tohmatsu.

Marwan has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Marwan Hassan Ali Al-Khatib dilantik sebagai pengarah Bank Islam pada 1 Januari 2009. Pada masa ini, Marwan adalah Pengarah Urusan Kumpulan Dubai Islamic Investment di mana beliau bertanggungjawab mencungkil peluang pertumbuhan dalam ruang pelaburan Islam dengan tumpuan khusus ke atas gaya hidup yang menepati Syariah termasuk khidmat kewangan, makanan halal, layanan baik secara Islam dan hartanah serta meninjau peluang dalam ekuiti swasta dan awam. Marwan juga merupakan Pengerusi Al Fajer Re-Takaful Company (Kuwait) dan Timbalan Pengerusi ACR Re-Takaful MEA Company (Bahrain). Beliau juga merupakan pengarah di ACR Re-Takaful SEA Company (Malaysia) dan ACR Re-Takaful Holdings Limited (Dubai). Sebelum ini, beliau adalah pengarah Perbankan Islam di Dubai Financial di mana beliau bertanggungjawab membina portfolio perbankan Islam dengan tumpuan khusus ke atas Asia Tenggara. Beliau memiliki lebih 17 tahun pengalaman dalam bidang kewangan korporat, pengurusan audit dan risiko, perancangan strategik perniagaan dan perbankan korporat; dengan syarikat-syarikat terkemuka seperti Al-Futtaim Group, Mashreq Bank, Dubai Chamber of Commerce & Deloitte Touche Tohmatsu.

Marwan tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.



Profile of Shariah Supervisory Council

Profil Majlis Pengawasan Syariah

Ustaz Dr Ahmad Shahbari @ Sobri Salamon

Chairman of the Shariah Supervisory Council

Executive Chairman, Pusrawi Corporation Sdn Bhd

Doctor of Philosophy (Modern Middle Eastern History), New York University, USA

Master of Economic, Fairleigh Dickinson University, USA

Bachelor of Shariah, Al-Azhar University, Egypt

Pengerusi Majlis Pengawasan Syariah

Pengerusi Eksekutif, Pusrawi Corporation Sdn Bhd

Doktor Falsafah (Sejarah Timur Tengah Moden), New York University, AS

Ijazah Sarjana Ekonomi, Fairleigh Dickinson University, AS

Ijazah Sarjana Muda Syariah, Universiti Al-Azhar, Mesir



Dr. Ahmad Shahbari @ Sobri Salamon was first appointed as a member of the Shariah Supervisory Council in 1984. He is currently Executive Chairman of Pusrawi Corporation Sdn Bhd. He was awarded the Tokoh Ma'al Hijrah Selangor in 2001 and the Tokoh Ulama Bestari Negeri Selangor in 2000. Dr. Ahmad Shahbari had served as a Shariah advisor to Abrar Group (1996-1999), Arab Malaysia Merchant Bank (1996-1999), Arab Malaysian Finance (1996-1999), Syarikat Takaful Malaysia Berhad (1985-now) and ASEAN ReTakaful International (L) Ltd. He was appointed as the Executive Director of Pusat Rawatan Islam (Majlis Agama Islam Selangor), an office he held from 1996 to 1999 after serving as a Lecturer at the Kuliyyah of Law of the International Islamic University Malaysia ("IIUM") for 10 years from 1986. Prior to these, he had served as a Lecturer in the National University of Malaysia ("UKM") in the Shariah Department in 1985. From 1983 to 1984, he was seconded to IIUM's Kuliyyah of Economics. He was also the Programme Coordinator for diploma and certificate courses of UKM's Islamic studies until 1983. Whilst with UKM, he also served as the Coordinator for General Teachings from 1981-1982 and subsequently appointed as Acting Head of the Shariah Department in 1982. Dr. Ahmad Shahbari's career began back in 1978 where he served as a Lecturer at the Shariah Department of Faculty of Islamic Studies, UKM.

Dr. Ahmad Shahbari has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Dr. Ahmad Shahbari @ Sobri Salamon dilantik sebagai ahli Majlis Pengawasan Syariah pada 1984. Pada masa ini, beliau adalah Pengerusi Eksekutif Pusrawi Corporation Sdn Bhd. Beliau menerima gelaran Tokoh Ma'al Hijrah Selangor pada 2001 dan Tokoh Ulama Bestari Negeri Selangor pada 2000. Dr. Ahmad Shahbari pernah berkhidmat sebagai penasihat Syariah untuk Kumpulan Abrar (1996-1999), Arab Malaysia Merchant Bank (1996-1999), Arab Malaysian Finance (1996-1999), Syarikat Takaful Malaysia Berhad (1985-sekarang) dan ASEAN ReTakaful International (L) Ltd. Beliau dilantik sebagai Pengarah Eksekutif Pusat Rawatan Islam (Majlis Agama Islam Selangor), jawatan yang disandang beliau sejak 1996 hingga 1999 selepas berkhidmat sebagai Pensyarah di Kuliyyah Undang-undang Universiti Islam Antarabangsa Malaysia ("IIUM") selama 10 tahun iaitu sejak 1986. Sebelum itu, beliau berkhidmat sebagai Pensyarah di Universiti Kebangsaan Malaysia ("UKM") di Jabatan Syariah pada 1985. Dari 1983 hingga 1984, beliau dipinjamkan ke Kuliyyah Ekonomi IIUM. Beliau juga merupakan Penyelaras Program untuk kursus-kursus diploma dan pensijilan bagi pengajian Islam di UKM sehingga 1983. Ketika berkhidmat di UKM, beliau juga menjadi Penyelaras untuk Pengajaran Am dari 1981-1982 dan seterusnya dilantik sebagai Pemangku Ketua Jabatan Syariah pada 1982. Kerjaya Dr. Ahmad Shahbari bermula pada 1978 di mana beliau berkhidmat sebagai Pensyarah di Jabatan Syariah Fakulti Pengajian Islam, UKM.

Dr. Ahmad Shahbari tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.

Profile of Shariah Supervisory Council

Profil Majlis Pengawasan Syariah



Ustaz Mohd Bakir Haji Mansor

Member of the Shariah Supervisory Council

Distinguished Shariah Research Fellow, Centre for Fiqh al-Muamalat,
Islamic Banking and Finance Institute of Malaysia (“IBFIM”)
Cambridge Oversea School Certificate Syahadah Ulya (Highest Certificate),
Muslim College, Malaysia

Ahli Majlis Pengawasan Syariah

Felo Penyelidikan Syariah Terkemuka, Pusat Fiqh al-Muamalat,
Institut Perbankan dan Kewangan Islam Malaysia (“IBFIM”)
Sijil Cambridge Oversea School Syahadah Ulya (Pensijilan Tertinggi), Kolej Islam, Malaysia

Ustaz Mohd Bakir Haji Mansor was first appointed as a member of Bank Islam’s Shariah Supervisory Council (“SSC”) in 2001. He is currently the Designated Person for Shariah Advisory on Shariah-based Unit Trust Funds as well as Chairman of the Shariah Committee of IBFIM. He is also the Chairman of the Shariah Committee for Association of Islamic Banking Institution Malaysia (AIBIM). Prior to his appointment as a member of SSC, Ustaz Mohd Bakir had already served as the Shariah Coordinator for Bank Islam cum Secretary of the SSC, a post he has held since 1984. Previously, he was one of the Chief Assistant Directors at the Islamic Research Centre in the Prime Minister’s Department for four years from 1980. He had also served at the National Council for Islamic Religious Affairs in the Prime Minister’s Department for 10 years from 1971. Ustaz Mohd Bakir had also served as a member of the Shariah Advisory Body of Syarikat Takaful Malaysia Berhad and ASEAN ReTakaful International (L) Ltd.

Ustaz Mohd Bakir Haji Mansor has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Ustaz Mohd Bakir Haji Mansor dilantik sebagai ahli Majlis Pengawasan Syariah Bank Islam (“SSC”) sejak 2001. Beliau kini memegang jawatan Penasihat Khas untuk Khidmat Nasihat Syariah berkenaan Dana Amanah Saham berasaskan Syariah serta Pengerusi Jawatankuasa Syariah IBFIM. Beliau juga merupakan Pengerusi Jawatankuasa Syariah bagi Persatuan Institusi-Institusi Perbankan Islam Malaysia (AIBIM). Sebelum perantaraan beliau sebagai ahli MPS, Ustaz Mohd Bakir telah pun berkhidmat sebagai Penyelaras Syariah untuk Bank Islam merangkap Setiausaha MPS, jawatan yang dipegang beliau sejak 1984. Sebelum itu, beliau merupakan salah seorang daripada Ketua Penolong Pengarah di Pusat Penyelidikan Islam di Jabatan Perdana Menteri selama empat tahun bermula dari 1980. Beliau juga pernah berkhidmat di Majlis Kebangsaan untuk Hal Ehwal Agama Islam di Jabatan Perdana Menteri selama 10 tahun dari 1971. Ustaz Mohd Bakir juga pernah berkhidmat sebagai ahli Badan Penasihat Syariah bagi Syarikat Takaful Malaysia Berhad dan ASEAN ReTakaful International (L) Ltd.

Ustaz Mohd Bakir Haji Mansor tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.



YAA Dato' Haji Daud Muhammad

Member of the Shariah Supervisory Council
Shari'e Chief of Justice, Kelantan

Bachelor of Shariah, Al-Azhar University, Egypt
Diploma in Library Management, Al-Azhar University, Egypt

Ahli Majlis Pengawasan Syariah

Ketua Hakim Shari'e, Kelantan

Ijazah Sarjana Muda Syariah, Universiti Al-Azhar, Mesir

Diploma Pengurusan Perpustakaan, Universiti Al-Azhar, Mesir



YAA Dato' Haji Daud Muhammad was first appointed as a member of the Shariah Supervisory Council in 2005. He is currently the Shari'e Chief of Justice of the state of Kelantan upon his appointment in 1989 after having served as the Vice Chief Judge for a year. From 1980 to 1988, he had held the position of Head of the Religious Supervisory and Shariah Criminal Prosecutor after having served as a Special Qadhi (judge) in 1979. The journey of his judiciary career began back in 1969 where he was first appointed as a Qadhi in Kota Bharu, Kelantan. Prior to the appointment, he was an Inspectorate (Nazir) to religious teachers of national schools for the Kelantan State Government in 1965.

YAA Dato' Haji Daud has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

YAA Dato' Haji Daud Muhammad dilantik sebagai ahli Majlis Pengawasan Syariah pada 2005. Beliau kini merupakan Ketua Hakim Shari'e di negeri Kelantan berikutan perlantikan beliau pada 1989 selepas berkhidmat sebagai Naib Ketua Hakim selama setahun. Dari 1980 hingga 1988, beliau pernah menyandang jawatan Ketua Penaziran Agama dan Pendakwaraya Jenayah Syariah selepas berkhidmat sebagai Kadi Khas (hakim) pada 1979. Kerjaya kehakiman beliau bermula pada 1969 apabila beliau dilantik sebagai Kadi di Kota Bharu, Kelantan. Sebelum perlantikan tersebut, beliau merupakan seorang Nazir kepada guru-guru agama sekolah kebangsaan untuk Kerajaan Negeri Kelantan pada 1965.

YAA Dato' Haji Daud tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.

Profile of Shariah Supervisory Council

Profil Majlis Pengawasan Syariah



Associate Professor Dr. Yusof Ramli

Member of the Shariah Supervisory Council

Lecturer, Centre of Islamic Thoughts and Understanding, MARA University of Technology

Doctor of Philosophy (Islamic Commercial Laws), University of Malaya

Master of Shariah (Faraid and Administration of Muslim Inheritance), National University of Malaysia

Bachelor of Shariah, National University of Malaysia

Ahli Majlis Pengawasan Syariah

Pensyarah, Pusat Pemikiran dan Kefahaman Islam, Universiti Teknologi MARA

Doktor Falsafah (Undang-undang Komersil Islam), Universiti Malaya

Ijazah Sarjana Syariah (Faraid dan Pentadbiran Warisan Islam), Universiti Kebangsaan Malaysia

Ijazah Sarjana Muda Syariah, Universiti Kebangsaan Malaysia

Associate Professor Dr. Yusof Ramli was first appointed as a member of the Shariah Supervisory Council in 2005. Currently, Dr. Mohd Yusof is a Lecturer at the Centre of Islamic Thoughts and Understanding, MARA University of Technology. He had also served as Shariah Panel of BIMB Investment Management Berhad since 2008. His career began as a religious teacher and Religious Administrative Officer for Selangor Religious Department.

Associate Professor Dr. Yusof has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Profesor Madya Dr. Yusof Ramli dilantik sebagai ahli Majlis Pengawasan Syariah pada 2005. Pada masa ini, Dr. Mohd Yusof adalah seorang Pensyarah di Pusat Pemikiran dan Kefahaman Islam, Universiti Teknologi MARA. Beliau juga berkhidmat sebagai Panel Syariah di BIMB Investment Management Berhad sejak 2008. Kerjaya beliau bermula sebagai seorang guru agama dan Pegawai Pentadbir Agama untuk Jabatan Agama Islam Selangor.

Profesor Madya Dr. Yusof tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.



Sheikh Dr. Ahmed Mohieldin Ahmed

Member of the Shariah Supervisory Council

Head of Research and Development Department, AlBaraka Banking Group B. S. C.

Doctor of Philosophy (Islamic Economics), Umm Al-Qura University, Saudi Arabia

Masters Degree in Islamic Transactions, Umm Al-Qura University, Saudi Arabia

Bachelor of Science (Economics), Omdurman Islamic University, Sudan

Ahli Majlis Pengawasan Syariah

Ketua Jabatan Penyelidikan dan Pembangunan, AlBaraka Banking Group B. S. C.

Doktor Falsafah (Ekonomi Islam), Universiti Umm Al-Qura, Arab Saudi

Ijazah Sarjana dalam Urusniaga Islam, Universiti Umm Al-Qura, Arab Saudi

Ijazah Sarjana Muda Sains (Ekonomi), Omdurman Islamic University, Sudan



Sheikh Dr. Ahmed Mohieldin Ahmed was appointed as Shariah Supervisory Council in 2009. He is currently the Head of Research and Development Department of AlBaraka Banking Group B.S.C. He was an Adviser for Dallah Al-Baraka Group President's Office, Economic Adviser at the International Islamic Fiqh Academy (under Organisation of Islamic Countries), Researcher & Arbitrator for Islamic Development Bank and Head of Shariah Research & Studies Section for the Research & Development Department of Dallah Al-Baraka.

He is a member of Executive Committee Shariah Unified Panel of Al Baraka Banking Group. He had also served as a member of Shariah councils for Al Tawfeek company and Al Tawfeek Arab Telecommunication, Al-Tawfeeq Company for Financing Lease, RHB Bank Malaysia (Group) and RHB Islamic Bank Berhad and Saudi Egyptian Finance Bank. Sheikh Dr Ahmed is an approved Shariah Adviser for Islamic Trust by the Securities Commissions of Malaysia.

Sheikh Dr. Ahmed Mohieldin Ahmed has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Sheikh Dr. Ahmed Mohieldin Ahmed dilantik sebagai ahli Majlis Pengawasan Syariah pada 2009. Beliau kini adalah Ketua Jabatan Penyelidikan dan Pembangunan di AlBaraka Banking Group B.S.C. Beliau pernah menjadi Penasihat untuk Pejabat Presiden Kumpulan Dallah Al-Baraka, Penasihat Ekonomi di International Islamic Fiqh Academy (di bawah Organisasi Negara-negara Islam), Penyelidik & Penimbang Tara untuk Islamic Development Bank dan Ketua Bahagian Penyelidikan & Kajian Syariah untuk Jabatan Penyelidikan & Pembangunan Dallah Al-Baraka.

Beliau merupakan ahli Jawatankuasa Eksekutif Panel Bersatu Syariah di Kumpulan Perbankan Al Baraka. Beliau juga pernah berkhidmat sebagai ahli majlis Syariah untuk syarikat Al Tawfeek dan Al Tawfeek Arab Telecommunication, Al-Tawfeeq Company for Financing Lease, RHB Bank Malaysia (Kumpulan) dan RHB Islamic Bank Berhad serta Saudi Egyptian Finance Bank. Sheikh Dr Ahmed merupakan Penasihat Syariah yang diiktiraf untuk Amanah Islam oleh Suruhanjaya Sekuriti Malaysia.

Sheikh Dr. Ahmed Mohieldin Ahmed tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.

Profile of Shariah Supervisory Council

Profil Majlis Pengawasan Syariah



Assistant Professor Dr. Uzaimah Ibrahim

Member of the Shariah Supervisory Council

Assistant Professor, Ahmad Ibrahim Kuliyyah of Laws

International Islamic University of Malaya (IIUM)

Doctor of Philosophy, University of Wales, United Kingdom

Master in Comparative Law, International Islamic University of Malaysia

LLB (Shariah), International Islamic University of Malaysia

LLB, International Islamic University of Malaysia

Ahli Majlis Pengawasan Syariah

Penolong Profesor, Kuliyyah Undang-undang Ahmad Ibrahim,

Universiti Islam Antarabangsa Malaysia (IIUM)

Doktor Falsafah, University of Wales, United Kingdom

Ijazah Sarjana Undang-undang Perbandingan, Universiti Islam Antarabangsa Malaysia

Sarjana Muda Undang-undang (Syariah), Universiti Islam Antarabangsa Malaysia

Sarjana Muda Undang-undang, Universiti Islam Antarabangsa Malaysia

Assistant Professor Dr. Uzaimah Ibrahim was first appointed as a member of the Shariah Supervisory Council in 2009. She is currently an Assistant Professor in Department of Islamic Law, Ahmad Ibrahim Kuliyyah of Laws, International Islamic University of Malaysia. She has also served as the Deputy Director of the Islamic Banking and Finance Institute, IIUM in 2005 as an international centre for education and research in Islamic finance. She has conducted a number of researches on Islamic commercial law, Islamic jurisprudence, Islamic banking law, derivatives and securitisation. She has given various presentations in seminars and workshops and contributed a chapter to the Halsbury's Laws of Malaysia published by the Malaysian Law Journal. Previously Dr Uzaimah was a member of the Shariah Committee for Hong Leong Islam Bank Berhad and Hong Leong Tokio Marine Takaful Berhad.

Dr. Uzaimah Ibrahim has no family relationship with any director and/or major shareholder of Bank Islam. She has no conflict of interest with Bank Islam and neither has she been charged with any offences.

Penolong Profesor Dr. Uzaimah Ibrahim dilantik sebagai ahli Majlis Pengawasan Syariah pada 2009. Beliau kini adalah Penolong Profesor di Jabatan Undang-undang Islam, Kuliyyah Undang-undang Ahmad Ibrahim, Universiti Islam Antarabangsa Malaysia. Beliau juga pernah berkhidmat sebagai Timbalan Pengarah Institut Perbankan dan Kewangan Islam, IIUM pada 2005 yang merupakan pusat antarabangsa untuk pendidikan dan penyelidikan kewangan Islam. Beliau telah menjalankan beberapa penyelidikan mengenai undang-undang komersil Islam, jurisprudens Islam, undang-undang perbankan Islam, derivatif dan pengsekuritan. Beliau telah membuat banyak pembentangan di pelbagai seminar dan bengkel serta menyumbang satu bab dalam Halsbury's Laws of Malaysia terbitan Jurnal Undang-undang Malaysia. Sebelum ini, Dr Uzaimah merupakan ahli Jawatankuasa Syariah untuk Hong Leong Islam Bank Berhad dan Hong Leong Tokio Marine Takaful Berhad.

Dr. Uzaimah Ibrahim tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.



Ustaz Mohd Nazri Bin Chik

Member of the Shariah Supervisory Council
Shariah Audit Manager, Noor Investment Group, Dubai, UAE
Master of Shariah, University of Malaya
Bachelor of Shariah (Islamic Jurisprudence), University of Malaya
Ahli Majlis Pengawasan Syariah
Pengurus Audit Syariah, Noor Investment Group, Dubai, UAE
Ijazah Sarjana Syariah, Universiti Malaya
Ijazah Sarjana Muda Syariah (Fiqh dan Usul), Universiti Malaya



Ustaz Mohd Nazri Chik was first appointed as a member of the Shariah Supervisory Council in 2009. Currently, he is the Shariah Audit Manager of Noor Investment Group, Dubai, UAE. In this group, he is responsible in strengthening the Shariah governance framework of the Noor Investment Group as well as its subsidiaries namely Noor Islamic Bank and Noor Takaful.

Prior to that, he joined Bank Islam on 1 June 2004 and has served the Bank for five years and his last post at the Bank was as the Senior Manager and Head of Shariah Department. He had also lectured at the Ibnu Sina Institute for Islamic and Science & Technology Studies, Academy of Islamic Studies, Universiti Malaya and is entrusted to act as a member of Shariah Supervisory Council of Amana Bank Limited, Sri Lanka. Ustaz Mohd Nazri is also an Accredited Trainer at Islamic Banking and Finance Institute of Malaysia (IBFIM).

Ustaz Mohd Nazri has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

Ustaz Mohd Nazri Chik dilantik sebagai ahli Majlis Pengawasan Syariah pada 2009. Pada masa ini, beliau merupakan Pengurus Audit Syariah untuk Noor Investment Group, Dubai, UAE. Dalam kumpulan ini, beliau bertanggungjawab memperkukuhkan rangka kerja urus tadbir Syariah bagi Noor Investment Group serta anak-anak syarikatnya iaitu Noor Islamic Bank dan Noor Takaful.

Sebelum itu, beliau menyertai Bank Islam pada 1 Jun 2004 dan berkhidmat selama lima tahun. Jawatan terakhir beliau bersama Bank Islam ialah sebagai Pengurus Kanan dan Ketua Jabatan Syariah. Beliau juga pernah mengajar di Institut Teknologi Ibnu Sina, Akademi Pengajian Islam, Universiti Malaya dan diberi kepercayaan untuk menjadi ahli Majlis Pengawasan Syariah Amana Bank Limited, Sri Lanka. Ustaz Mohd Nazri juga merupakan Jurulatih Bertauliah di Institut Perbankan dan Kewangan Islam Malaysia (IBFIM).

Ustaz Mohd Nazri tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.

Profile of Shariah Supervisory Council

Profil Majlis Pengawasan Syariah



Mohd Izwadi Mat Hassan

Secretary of the Shariah Supervisory Council

Bachelor of Shariah (Management), University of Malaya

Capital Market Graduate Training Scheme, Securities Commission

Setiausaha Majlis Pengawasan Syariah

Sarjana Muda Syariah (Pengurusan), Universiti Malaya

Skim Latihan Siswazah Pasaran Modal, Suruhanjaya Sekuriti

Ustaz Mohd Izwadi was first appointed as Secretary to the Shariah Supervisory Council in May 2009 and appointed as an Acting Head of Shariah in October 2009. Prior to joining Bank Islam, he was Secretary to the Shariah Committee and the Islamic Banking Scheme Committee of Bank Simpanan Nasional's ("BSN's") Islamic Banking Department after having served BSN from August 2006 to February 2008 as a Shariah Officer. Prior to BSN, Mohd Izwadi was appointed as the Secretary to Shariah Advisor at Abrar Discounts Berhad ("ADB") upon completing his training and apprenticeship programme from October 2004 to September 2005 under the Securities Commission's Capital Market Graduate Training Scheme ("CMGTS").

Ustaz Mohd Izwadi has no family relationship with any director and/or major shareholder of Bank Islam. He has no conflict of interest with Bank Islam and neither has he been charged with any offences.

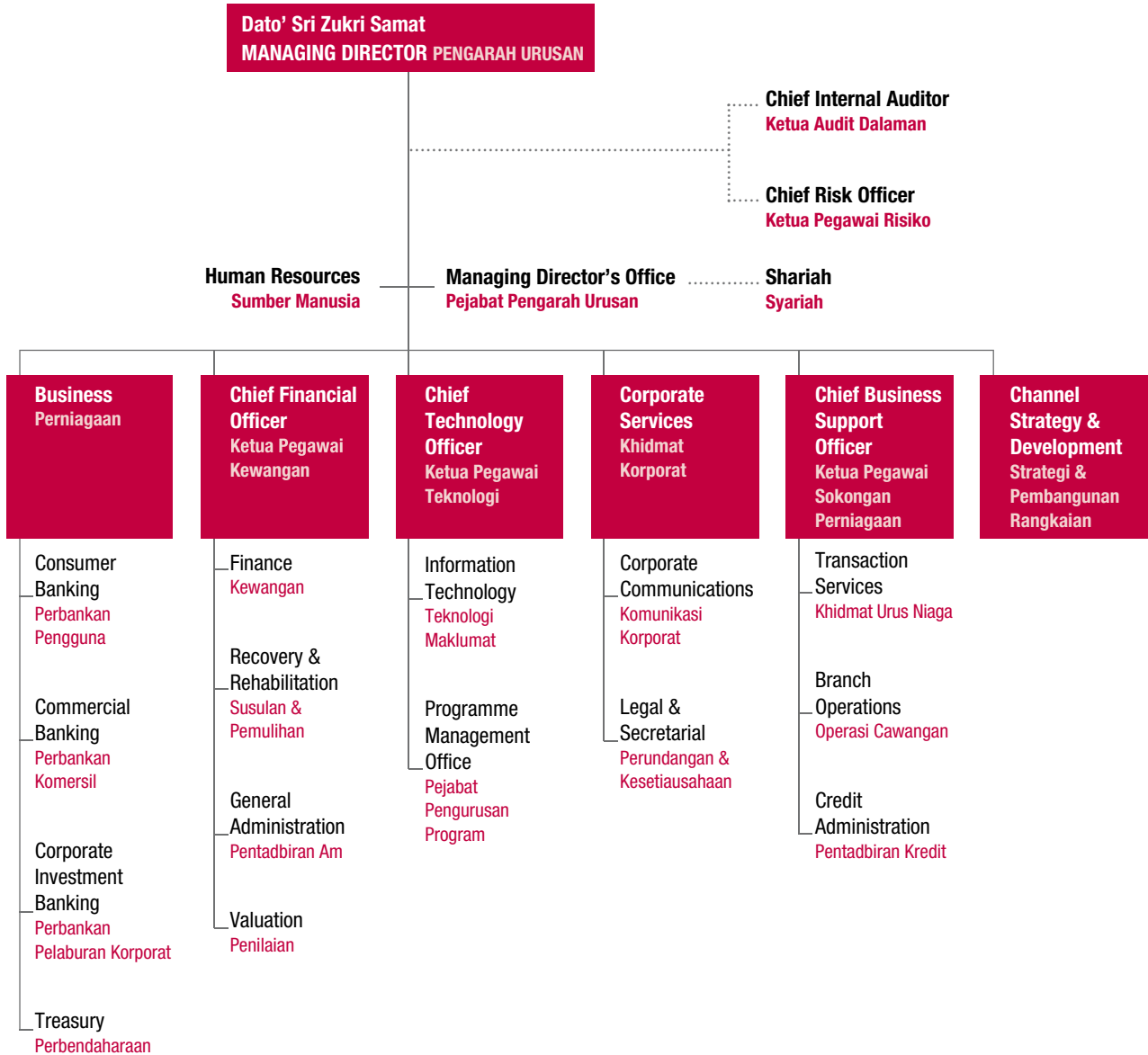
Ustaz Mohd Izwadi dilantik sebagai Setiausaha Majlis Pengawasan Syariah pada Mei 2009 dan dilantik sebagai Pemangku Ketua Syariah pada Oktober 2009. Sebelum menyertai Bank Islam, beliau merupakan Setiausaha Jawatankuasa Syariah dan Jawatankuasa Skim Perbankan Islam di Jabatan Perbankan Islam Bank Simpanan Nasional ("BSN") selepas berkhidmat dengan BSN dari Ogos 2006 hingga Februari 2008 sebagai Pegawai Syariah. Sebelum menyertai BSN, Mohd Izwadi dilantik sebagai Setiausaha kepada Penasihat Syariah di Abrar Discounts Berhad ("ADB") selepas menamatkan latihan dan program perantisan dari Oktober 2004 hingga September 2005 di bawah Skim Latihan Siswazah Pasaran Modal ("CMGTS") Suruhanjaya Sekuriti.

Ustaz Mohd Izwadi tidak mempunyai sebarang hubungan kekeluargaan dengan mana-mana pengarah dan/atau pemegang saham utama Bank Islam. Beliau tidak mempunyai konflik kepentingan dengan Bank Islam dan tidak pernah didakwa untuk sebarang kesalahan.



Organisation Chart

Carta Organisasi



Management Members

Ahli-ahli Pengurusan



MANAGING DIRECTOR'S OFFICE

PEJABAT PENGARAH URUSAN

from left to right dari kiri ke kanan

Dato' Wan Ismail Wan Yusoh
General Manager, Strategic Relations
Pengurus Besar, Perhubungan Strategik

Hizamuddin Jamalluddin
Assistant General Manager,
Strategic Planning
Penolong Pengurus Besar,
Perancangan Strategik



MANAGING DIRECTOR OF BANK ISLAM

PENGARAH URUSAN BANK ISLAM

Dato' Sri Zukri Samat

SUPPORT SERVICES

PERKHIDMATAN SOKONGAN

from left to right dari kiri ke kanan

Malkit Singh Maan
Chief Financial Officer
Ketua Pegawai Kewangan

Ryan Liew Choon Ching
Chief Technology Officer
Ketua Pegawai Teknologi

Mizan Masram
Assistant General Manager,
Recovery & Rehabilitation
Penolong Pengurus Besar,
Pemulihan & Rehabilitasi

Jamilah Abdul Sallam
General Manager, Human Resources
Pengurus Besar, Sumber Manusia

Azizah Abdul Aziz
Assistant General Manager,
General Administration
Penolong Pengurus Besar, Pentadbiran Am





BUSINESS UNITS

UNIT PERNIAGAAN

from left to right dari kiri ke kanan

Khairul Kamarudin

General Manager, Consumer Banking
Pengurus Besar, Perbankan Pengguna

Abdul Rashid Abdul Hamid

Acting Head, Commercial Banking
Pemangku Ketua, Perbankan Komersil

Norashikin Mohd Kassim

General Manager, Treasury
Pengurus Besar, Perbendaharaan

Mashitah Hj Osman

Director, Corporate Investment Banking
Pengarah, Perbankan Pelaburan Korporat



CORPORATE SERVICES

PERKHIDMATAN KORPORAT

from left to right dari kiri ke kanan

Jaafar Abu

Chief Business Support Officer
Ketua Pegawai Sokongan Perniagaan

Zuraimy Mohd Akhir

Assistant General Manager,
Channel Strategy & Development
Penolong Pengurus Besar,
Strategi & Pembangunan Saluran

Maria Mat Said

General Manager,
Legal & Secretarial
Pengurus Besar,
Perundangan & Sekretariat

Anis Zuhani Ahmad

Assistant General Manager,
Corporate Communications
Penolong Pengurus Besar,
Komunikasi Korporat



INDEPENDENT UNITS

UNIT-UNIT BEBAS

from left to right dari kiri ke kanan

Jeroen P.M.M. Thijs

Chief Risk Officer
Ketua Pegawai Risiko

Mohd Izwadi Mat Hassan

Acting Head, Shariah
Pemangku Ketua, Syariah

Wahid Ali Mohd Khalil

Chief Internal Auditor
Ketua Audit Dalaman



Profile of Management Team

Profil Barisan Pengurusan



Dato' Wan Ismail Wan Yusoh

General Manager, Strategic Relations, Managing Director's Office
Pengurus Besar, Hubungan Strategik, Pejabat Pengarah Urusan

Holder of a Master's degree in Mathematics from Indiana State University, USA, Dato' Wan Ismail has been with Bank Islam since its inception in 1983. He has 28 years of Islamic banking experience ranging from banking operations, consultancy and advisory on Islamic banking, consumer banking, corporate affairs and was appointed to the present post in 2008 to assist the Managing Director in managing the Bank's strategic marketing and business intelligence.

Pemegang ijazah Sarjana dari Indiana State University, AS, Dato' Wan Ismail menyertai Bank Islam sejak awal penubuhannya pada 1983. Beliau memiliki 28 tahun pengalaman dalam perbankan Islam merangkumi operasi perbankan, khidmat nasihat/rundingcara perbankan Islam, perbankan pengguna, hal ehwal korporat dan dilantik ke jawatan terkini pada 2008 bagi membantu Pengarah Urusan menguruskan hal ehwal pemasaran strategik dan kecekapan perniagaan Bank.

Hizamuddin Jamalluddin

Assistant General Manager, Strategic Planning
Penolong Pengurus Besar, Perancangan Strategik

Holder of a Bachelor of Science in Finance from Northern Illinois University of USA, Encik Hizamuddin is responsible for strategic planning, corporate finance & advisory, stakeholder management (i.e. shareholders, regulators and research analysts) and international ventures of the Bank. He joined Bank Islam in 2007 and has 15 years of experience in corporate finance and strategic planning.

Pemegang Ijazah Sarjana Muda Sains Kewangan dari Northern Illinois University, AS, Encik Hizamuddin bertanggungjawab ke atas perancangan strategik, kewangan & nasihat korporat, pengurusan pemegang berkepentingan (iaitu para pemegang saham, pengawal selia dan juruanalisis penyelidikan) serta usaha niaga antarabangsa Bank. Beliau menyertai Bank Islam pada 2007 dan mempunyai 15 tahun pengalaman dalam kewangan korporat dan perancangan strategik.

Zuraimy Mohd Akhir

Assistant General Manager, Channel Strategy & Development
Penolong Pengurus Besar, Strategi & Pembangunan Rangkaian

Holder of a Bachelor of Commerce in Accounting & Management from University of Melbourne, Australia, Encik Zuraimy has 15 years of experience in strategic planning, business transformation, corporate banking, capital market, project management and event management. Having joined Bank Islam in June 2006, he is currently entrusted with branch and electronic network planning, project management, facility management, branch remodeling and special projects.

Pemegang Ijazah Sarjana Muda Perdagangan dalam jurusan Perakaunan & Pengurusan dari University of Melbourne, Australia, Encik Zuraimy mempunyai 15 tahun pengalaman dalam perancangan strategik, transformasi perniagaan, perbankan korporat, pengurusan projek, pasaran modal serta pengurusan acara. Beliau menyertai Bank Islam pada Jun 2006 dan kini bertanggungjawab ke atas perancangan rangkaian cawangan dan elektronik, pengurusan projek, pengurusan kemudahan, pemodelan semula cawangan dan projek-projek khas.



*from left to right
dari kiri ke kanan*

Dato' Wan Ismail Wan Yusoh

Hizamuddin Jamalluddin

Zuraimy Mohd Akhir

Jamilah Abdul Sallam

Mashitah Hj Osman

Jamilah Abdul Sallam

General Manager, Human Resource

Pengurus Besar, Sumber Manusia

Holder of a Master's degree of Arts in Human Resource Management from University of Lincolnshire & Humberside, UK and a HR practitioner with more than 25 years of track record in financial institutions, Puan Jamilah joined Bank Islam in April 2007. She has introduced various strategies and policies relating to restructuring exercise to rationalise manpower costs, enhance productivity levels, managing Performance Based on Competency tracking through Performance Management Development, designing and implementing benefits programmes. At Bank Islam, she has also formulated strategic Human Capital Alignment, Talent Management and Succession Planning, Employer Branding, Employee Engagement and Structured Human Capital Development programmes to strengthen employee's key competencies.

Pemegang Ijazah Sarjana Seni dalam Pengurusan Sumber Manusia dari University of Lincolnshire & Humberside, UK dan merupakan pengamal Sumber Manusia dengan lebih 25 tahun pengalaman berkhidmat di beberapa institusi kewangan, Puan Jamilah menyertai Bank Islam pada April 2007. Beliau telah memperkenalkan pelbagai strategi dan polisi berkaitan pelaksanaan penstrukturan semula bagi mempercepatkan kos tenaga manusia, meningkatkan tahap produktiviti, menguruskan Prestasi Berdasarkan Kecekapan menerusi Pembangunan Pengurusan Prestasi, membentuk dan melaksanakan program-program faedah. Ketika di Bank Islam, beliau juga telah membentuk program-program pelarasan strategik Modal Insan; Pengurusan Bakat dan Perancangan Penggantian, Penjenamaan Majikan, Penglibatan Kakitangan dan Pembangunan Modal Insan Berstruktur bagi memperkukuhkan kecekapan teras kakitangan.

Mashitah Hj Osman

Director, Corporate Investment Banking

Pengarah, Perbankan Pelaburan Korporat

Holder of a Master's degree in Business Administration from University of Wales, UK, Puan Mashitah has over 25 years of experience in investment banking, and was named one of the top 15 female movers and shakers in the Shariah finance industry by Islamic Finance Asia. She joined Bank Islam in November 2006 to set up and head the Corporate Investment Banking Division, which now encompasses three distinct departments offering corporate finance, debt capital market and corporate banking products and services.

Pemegang ijazah Sarjana dalam Pentadbiran Perniagaan dari University of Wales, UK, Puan Mashitah memiliki lebih 25 tahun pengalaman dalam perbankan pelaburan, dan disenaraikan sebagai salah seorang daripada 15 wanita paling berpengaruh dalam industri kewangan Syariah oleh Islamic Finance Asia. Beliau menyertai Bank Islam pada November 2006 bagi menubuhkan dan mengetuai Bahagian Perbankan Pelaburan Korporat, yang mana kini merangkumi tiga jabatan yang menawarkan produk dan perkhidmatan berkaitan kewangan korporat, pasaran modal hutang dan perbankan korporat.

Profile of Management Team

Profil Barisan Pengurusan

*from left to right
dari kiri ke kanan*

Norashikin Mohd Kassim

Khairul Kamarudin

Abdul Rashid Abdul Hamid

Malkit Singh Maan



Norashikin Mohd Kassim

General Manager, Treasury

Pengurus Besar, Perbendaharaan

Holder of a Master's degree of Science in Actuarial Science and Master's degree of Arts in Mathematics, Puan Norashikin is also a Certified Financial Analyst. With more than 15 years of experience locally and abroad, she now heads the Treasury Division. She joined Bank Islam in July 2006 and developed as well as launched numerous innovative Islamic Treasury instruments.

Pemegang ijazah Sarjana Sains dalam jurusan Sains Aktuari, ijazah Sarjana Seni dalam jurusan Matematik, Puan Norashikin juga merupakan seorang Juruanalisis Kewangan yang Bertauliah. Dengan lebih 15 tahun pengalaman di dalam dan luar negara, beliau kini mengetuai Bahagian Perbendaharaan. Beliau menyertai Bank Islam pada Julai 2006 dan telah membangun serta melancarkan pelbagai instrumen Perbendaharaan Islam yang inovatif.

Khairul Kamarudin

General Manager, Consumer Banking

Pengurus Besar, Perbankan Pengguna

Holder of a Bachelor of Law from Anglia University, UK, Encik Khairul is also a practicing member of the Association of Chartered Islamic Finance Professional. With experience spanning over 15 years in the banking industry, he played a pivotal role in the transformation of the Consumer Banking division into a robust business unit with sustainable revenue growth and quality assets and is credited in the development, implementation, management and sales of the Bank's innovative consumer banking products and services. Prior to joining Bank Islam in December 2005, he had served both Pengurusan Danaharta Nasional Bhd and PricewaterhouseCoopers.

Pemegang Ijazah Sarjana Muda Undang-Undang dari Anglia University, UK, Encik Khairul juga merupakan ahli Association of Chartered Islamic Finance Professional. Dengan pengalaman lebih 15 tahun dalam industri perbankan, beliau telah memainkan peranan penting dalam transformasi bahagian Perbankan Pengguna menjadi sebuah unit perniagaan yang kukuh dengan pertumbuhan hasil yang mampan dan aset-aset berkualiti serta bertanggungjawab dalam pembangunan, pelaksanaan, pengurusan dan penjualan produk-produk dan perkhidmatan perbankan pengguna Bank yang inovatif. Sebelum menyertai Bank Islam pada Disember 2005, beliau telah berkhidmat dengan Pengurusan Danaharta Nasional Bhd dan PricewaterhouseCoopers.



Abdul Rashid Abdul Hamid

Acting Head, Commercial Banking
Pemangku Ketua, Perbankan Komersil

Holder of a Bachelor of Science in Business Administration from California State University Sacramento, Encik Abdul Rashid has been in the banking industry for 15 years holding various posts in corporate banking and credit risk at various local and foreign banks. He joined Bank Islam since November 2005 and was instrumental in setting up the Bank's Credit Analyst team. He was appointed to his present post in 2009 and currently oversees the Bank's Commercial Banking portfolio.

Pemegang Ijazah Sarjana Muda Pentadbiran Perniagaan California State University Sacramento, Encik Abdul Rashid telah berkecimpung dalam industri perbankan selama 15 tahun dan telah memegang pelbagai jawatan dalam perbankan korporat dan risiko kredit di bank-bank tempatan dan asing. Beliau menyertai Bank Islam sejak November 2005 dan telah memainkan peranan penting dalam penubuhan pasukan Penganalisis Kredit Bank. Beliau dilantik memegang jawatan terkini pada 2009 dan kini bertanggungjawab menguruskan portfolio Perbankan Komersil Bank.

Malkit Singh Maan

Chief Financial Officer
Ketua Pegawai Kewangan

Mr. Malkit Singh Maan is a member of the Australian Society of Chartered Practising Accountant ("CPA") and Malaysian Institute of Accountants ("MIA"). Prior to joining Bank Islam, he was the CFO of ABN-Amro Bank (Malaysia) Berhad (now Royal Bank of Scotland Berhad) and Vice President of Finance at RHB Bank Berhad. With 20 years working experience in finance within a banking environment, he is also actively involved in many industry-level issues. Mr. Malkit is responsible for the financial management of Bank Islam, a role which he has assumed since January 2008.

Mr. Malkit Singh Maan adalah ahli Australian Society of Chartered Practising Accountant ("CPA") dan Institut Akauntan Malaysia ("MIA"). Sebelum menyertai Bank Islam, beliau merupakan Ketua Pegawai Kewangan di ABN-Amro Bank (Malaysia) Berhad (kini Royal Bank of Scotland Berhad) serta Naib Presiden Kewangan di RHB Bank Berhad. Dengan 20 tahun pengalaman dalam bidang kewangan dalam industri perbankan, beliau juga terlibat secara aktif dalam isu di pelbagai peringkat industri. Mr. Malkit bertanggungjawab ke atas pengurusan kewangan Bank Islam, peranan yang dipegang beliau sejak Januari 2008.

Profile of Management Team

Profil Barisan Pengurusan



Jaafar Abu

Chief Business Support Officer

Ketua Pegawai Sokongan Perniagaan

Holder of a Master's degree in Banking & Finance from University of Hull, UK, Encik Jaafar joined Bank Islam in July 2009. With 30 years of banking experience at local, regional and international banks, he is responsible for the Business Support Division (Cash Management, Credit Administration, Transaction Services, Trade Services Management, Correspondent Banking, Branch Operations and Customer Care). Pemegang ijazah Sarjana dalam jurusan Perbankan & Kewangan dari University of Hull, UK, Encik Jaafar menyertai Bank Islam pada Julai 2009. Setelah 30 tahun berkhidmat dengan bank-bank tempatan, serantau dan antarabangsa, beliau bertanggungjawab menyelia Bahagian Sokongan Perniagaan (Pengurusan Tunai, Pentadbiran Kredit, Khidmat Urus niaga, Pengurusan Perkhidmatan Dagangan, Perbankan Koresponden, Operasi Cawangan dan Khidmat Pelanggan).

Ryan Liew Choon Ching

Chief Technology Officer

Ketua Pegawai Teknologi

Holder of a Bachelor of Science in Computer Science and nominated as one of Asia's most influential IT leaders by MIS Asia (2005), Mr Ryan joined Bank Islam in July 2008. With 25 years of experience, he now oversees the IT Division, PMO, Business Process Re-engineering, Organisation & Method and the Data Management Unit.

Pemegang ijazah Sarjana Muda Sains dalam jurusan Sains Komputer dan dicalonkan sebagai salah seorang peneraju Teknologi Maklumat paling berpengaruh di Asia oleh MIS Asia (2005), En. Ryan menyertai Bank Islam pada Julai 2008. Dengan 25 tahun pengalaman, beliau kini menyelia Bahagian Teknologi Maklumat, PMO, Kejuruteraan Semula Proses Perniagaan, Organisasi & Kaedah dan Unit Pengurusan Data.

Mizan Masram

Assistant General Manager, Recovery & Rehabilitation

Penolong Pengurus Besar, Pemulihan & Rehabilitasi

Holder of a Diploma in Business Studies and majoring in Business from the Association of Business Executives, UK, Encik Mizan joined Bank Islam in July 2009. With 14 years of exposure to the related field, he heads the Recovery & Rehabilitation unit. Prior to joining Bank Islam, he held several positions with a few foreign banks. His last position was as Vice President of Banking Collections, Country Collections, Citibank Berhad.

Pemegang Diploma Pendidikan Perniagaan dengan pengkhususan dalam jurusan Perniagaan dari Association of Business Executives, UK, Encik Mizan menyertai Bank Islam pada Julai 2009. Berbekalkan 14 tahun pendedahan dalam bidang berkaitan, beliau mengetuai unit Pemulihan & Rehabilitasi. Sebelum menyertai Bank Islam, beliau memegang beberapa jawatan di beberapa bank asing. Jawatan terakhir beliau ialah selaku Naib Presiden bahagian Kutipan Bank, Kutipan Negara, Citibank Berhad.



*from left to right
dari kiri ke kanan*

Jaafar Abu
Ryan Liew Choon Ching
Mizan Masram
Azizah Abd Aziz
Maria Mat Said

Azizah Abd Aziz

Assistant General Manager, General Administration
Penolong Pengurus Besar, Pentadbiran Am

Holder of a Diploma in Public Administration and with over 28 years of experience in the related field, Puan Azizah joined Bank Islam in August 2007. She now leads and develops a team involved in all types of procurement and general administration functions. Puan Azizah has also been instrumental in the development and implementation of procurement best practices.

Pemegang Diploma Pentadbiran Am dan telah berkecimpung dalam bidang ini selama 28 tahun, Puan Azizah menyertai Bank Islam pada Ogos 2007. Beliau kini mengetuai dan membangunkan satu pasukan yang terlibat dalam semua jenis fungsi pemerolehan dan pentadbiran am. Puan Azizah juga telah memainkan peranan penting dalam pembangunan dan pelaksanaan amalan-amalan pemerolehan terbaik.

Maria Mat Said

General Manager, Legal & Secretarial Division
Pengurus Besar, Bahagian Perundangan & Sekretariat

Holder of a Bachelor of Law, Puan Maria has been with Bank Islam since August 2005. With over 18 years of experience, she is responsible for providing legal and corporate secretarial services. She was appointed as the Company Secretary effective 29 January 2009 and is responsible for ensuring proper corporate governance.

Pemegang ijazah Sarjana Muda Undang-Undang, Puan Maria telah berkhidmat dengan Bank Islam sejak Ogos 2005. Dengan pengalaman lebih 18 tahun, beliau bertanggungjawab memberi khidmat perundangan dan kesetiausahaan. Beliau dilantik sebagai Setiausaha Syarikat berkuat kuasa 29 Januari 2009 dan bertanggungjawab dalam memastikan urus tadbir korporat yang sewajarnya.

Profile of Management Team

Profil Barisan Pengurusan

*from left to right
dari kiri ke kanan*

Anis Zuhani Ahmad
Wahid Ali Mohd Khalil
Jeroen P.M.M. Thijs
Mohd Izwadi Mat Hassan



Anis Zuhani Ahmad

Assistant General Manager, Corporate Communications
Penolong Pengurus Besar, Komunikasi Korporat

Holder of a Master's degree in Business Administration, Cik Anis joined Bank Islam in July 2008. She has 14 years of experience in marketing and communications from various industries and now oversees Bank Islam's Public Relations, Corporate Branding, Corporate Responsibility and Contact Centre portfolio.

Pemegang ijazah Sarjana dalam Pentadbiran Perniagaan, Cik Anis menyertai Bank Islam pada Julai 2008. Beliau memiliki 14 tahun pengalaman dalam pemasaran dan komunikasi daripada pelbagai industri dan kini menyelia portfolio Perhubungan Awam, Penjenamaan Korporat, Tanggungjawab Korporat dan Pusat Hubungan Bank Islam.

Wahid Ali Mohd Khalil

Chief Internal Auditor
Ketua Audit Dalaman

Holder of an Honours degree in Economics and Business Management, Encik Wahid joined Bank Islam in May 2007, with 28 years of extensive banking experience at both local and foreign banks. He now oversees Bank Islam Group's Audit Portfolio and the outsourced Internal Audit function for BIMB Holdings and its wholly-owned subsidiaries. Encik Wahid is currently pursuing his Master of Science in Economic Crime Management.

Pemegang ijazah kepujian dalam jurusan Ekonomi dan Pengurusan Perniagaan, Encik Wahid menyertai Bank Islam pada Mei 2007, setelah 28 tahun berkhidmat dengan beberapa bank-bank tempatan dan asing. Beliau kini menyelia Portfolio Audit Kumpulan Bank Islam serta Fungsi Audit Dalaman untuk BIMB Holdings dan anak-anak syarikat milik sepenuhnya. Encik Wahid kini sedang melanjutkan pengajian ke peringkat Ijazah dalam jurusan Sains Pengurusan Jenayah Ekonomi.



Jeroen P.M.M. Thijs

Chief Risk Officer

Ketua Pegawai Risiko

Holder of a Master's degree in Business Economics from the Erasmus University Rotterdam, Mr. Jeroen has 20 years of international banking experience in both Asia and Europe. He joined Bank Islam in January 2009 to oversee and manage all credit, market, liquidity and operational risks.

Pemegang Ijazah Sarjana dalam jurusan Ekonomi Perniagaan dari Erasmus University Rotterdam, En. Jeroen mempunyai 20 tahun pengalaman dalam perbankan antarabangsa di Asia dan Eropah. Beliau menyertai Bank Islam pada Januari 2009, dan menyelia dan menguruskan risiko-risiko berkaitan kredit, pasaran, kecairan dan operasi.

Mohd Izwadi Mat Hassan

Acting Head, Shariah Department

Pemangku Ketua, Jabatan Syariah

Holder of a Bachelor of Shariah in Management, Encik Mohd Izwadi joined Bank Islam in February 2008. He has six years of experience and now oversees the Shariah compliance vis-à-vis the products, services and operations of the Bank. He is also the Secretary of the Shariah Supervisory Council and Shariah Review Committee of Bank Islam.

Pemegang Ijazah Sarjana Muda Pengurusan Syariah, Encik Mohd Izwadi menyertai Bank Islam pada Februari 2008. Berbekalkan pengalaman selama enam tahun, beliau kini menyelia hal-hal berkaitan pematuhan Syariah bagi semua produk, perkhidmatan dan operasi Bank. Beliau juga merupakan Setiausaha Majlis Pengawasan Syariah serta Jawatankuasa Semakan Syariah Bank Islam.

Profile of Chief Executive Officers of Subsidiaries

Profil Para Ketua Pegawai Eksekutif Subsidiari



Junaida Abdul Jalal

Chief Executive Officer

BIMB Investment Management Berhad

(Formerly known as BIMB Unit Trust Management Berhad)

BBA (Finance), Washington State University, USA

Certified Financial Planner, Financial Planning Association of Malaysia
("FPAM")

Ketua Pegawai Eksekutif

BIMB Investment Management Berhad

(dulu dikenali sebagai BIMB Unit Trust Management Berhad)

Ijazah Sarjana Muda Pentadbiran Perniagaan (Kewangan),

Washington State University, AS

Perancang Kewangan Bertauliah, Persatuan Perancangan Kewangan Malaysia ("FPAM")

Junaida was appointed as the Chief Executive Officer of BIMB Investment Management Berhad (formerly known as BIMB Unit Trust Management Berhad) on 6 June 2008. She started her career with Rashid Hussain Securities ("RHS") as a Trainee Dealer's Representative in 1990 and later was appointed as General Manager of Local Institutional Sales in 2006. She also served as one of the Executive Director Dealing ("EDD") for RHS, which by then was known as RHB Securities Sdn Bhd ("RHBS") from December 2000 until December 2006. Following the merger between RHBS, RHB Futures Sdn Bhd and RHB Sakura Merchant Bankers Bhd into RHB Investment Bank ("RHBIB"), Junaida assumed the role of Head of Dealing as well as Acting Head of Equities' Broking from January 2007 until July 2007. Her main responsibility was to plan sales' strategies to achieve the year's targeted brokerage income. Throughout her almost 18 working years with the stock broking unit of RHB Group, Junaida managed GLC-linked institutional clients such as EPF and SOCSO, private asset management investors such as Public Mutual Berhad and Mayban Investment Management Sdn Bhd as well as other corporate retailers and high Net Worth investors. Junaida is well experienced in handling various major equity fund-raising deals, for both primary and secondary market, through private placements of new Initial Public Offerings ("IPOs") and book-building exercises of blue chip companies and is credited for handling past deals such as Petronas Dagangan, Petronas Gas, YTL Power, Maxis, Astro and AirAsia.

Junaida dilantik sebagai Ketua Pegawai Eksekutif BIMB Investment Management Berhad (sebelum ini dikenali sebagai BIMB Unit Trust Management Berhad) pada 6 Jun 2008. Beliau memulakan kerjaya bersama Rashid Hussain Securities ("RHS") sebagai Pelatih Wakil Niaga pada 1990 dan kemudian dilantik sebagai Pengurus Besar Jualan Institusi Tempatan pada 2006. Beliau juga berkhidmat sebagai salah seorang daripada Pengarah Eksekutif Urus Niaga ("EDD") untuk RHS, yang mana pada ketika itu dikenali sebagai RHB Securities Sdn Bhd ("RHBS") dari Disember 2000 hingga Disember 2006. Berikutan penggabungan RHBS, RHB Futures Sdn Bhd dan RHB Sakura Merchant Bankers Bhd menjadi RHB Investment Bank ("RHBIB"), Junaida mengambilalih peranan sebagai Ketua Urus Niaga serta Pemangku Ketua Pembrokeran Ekuiti dari Januari 2007 hingga Julai 2007. Tanggungjawab utama beliau adalah merancang strategi jualan bagi mencapai sasaran pendapatan pembrokeran. Sepanjang 18 tahun berkhidmat dengan unit pembrokeran saham Kumpulan RHB, Junaida telah menguruskan beberapa pelanggan institusi berkaitan syarikat berkaitan kerajaan seperti KWSP dan SOCSO, pelabur pengurusan aset persendirian seperti Public Mutual Berhad dan Mayban Investment Management Sdn Bhd serta peruncit korporat dan pelabur Nilai Bersih tinggi lain. Junaida berpengalaman luas dalam menangani pelbagai urusan janji pungutan dana ekuiti, untuk pasaran utama dan sekunder, menerusi simpanan persendirian Tawaran Awam Awal ("IPO") yang baru dan pelaksanaan bina-buku bagi syarikat-syarikat cip biru serta bertanggungjawab ke atas pengurusan urus janji lampau seperti Petronas Dagangan, Petronas Gas, YTL Power, Maxis, Astro dan AirAsia.



Fazri Bin Mohd Zain

Chief Executive Officer

BIMB Foreign Currency Clearing Agency Sdn Bhd

BSc (Actuarial Science), Ball State University (USA)

Member of Persatuan Pasaran Kewangan Malaysia

Ketua Pegawai Eksekutif

BIMB Foreign Currency Clearing Agency Sdn Bhd

Ijazah Sarjana Muda Sains (Sains Aktuari), Ball State University (AS)

Ahli Persatuan Pasaran Kewangan Malaysia



Fazri was appointed as the Chief Executive Officer (“CEO”) of BIMB Foreign Currency Clearing Agency Sdn Bhd (“BIFCA”) on 1 November 2009. Prior to his appointment at BIFCA, he was a Senior Manager in the Treasury Division of Bank Islam from May 2009 until June 2009. Before joining Bank Islam, Fazri was with Siraj Capital Saudi in Jeddah, SA. He has accumulated 16 years of financial market experience since he started his career with TA Securities in 1993 as an investment analyst.

Fazri dilantik sebagai Ketua Pegawai Eksekutif (“CEO”) BIMB Foreign Currency Clearing Agency Sdn Bhd (“BIFCA”) pada 1 November 2009. Sebelum perantikan beliau di BIFCA, beliau merupakan Pengurus Kanan di Bahagian Perbendaharaan Bank Islam dari Mei 2009 hingga Jun 2009. Sebelum menyertai Bank Islam, Fazri berkhidmat dengan Siraj Capital Saudi di Jeddah, Arab Saudi. Beliau memiliki 16 tahun pengalaman dalam pasaran kewangan di mana beliau memulakan kerjaya dengan TA Securities pada 1993 sebagai penganalisis pelaburan.

Profile of Chief Executive Officers of Subsidiaries

Profil Para Ketua Pegawai Eksekutif Subsidiari



Rumaizi Mohd Tejeri

**Chief Executive Officer/Principal Officer
Bank Islam Trust Company (Labuan) Ltd**

MBA, University Malaysia Sabah (UMS)

LLB, (Hons), International Islamic University Malaysia (IIUM)

Ketua Pegawai Eksekutif/Pegawai Utama

Bank Islam Trust Company (Labuan) Ltd

Ijazah Sarjana Pentadbiran Perniagaan, University Malaysia Sabah (UMS)

Sarjana Muda Undang-undang (Kepujian),

Universiti Islam Antarabangsa Malaysia (IIUM)

Rumaizi was appointed as the Chief Executive Officer (“CEO”) of Bank Islam Trust Company (Labuan) Ltd (BTL), on 8 July, 2010. Prior to his appointment, he was the Head of Legal & Compliance of BTL. Before joining BTL, he was the Assistant Manager with CIMB Trustee Bhd. He holds a Master Degree in Business Administration from University Malaysia Sabah and degree from International Islamic University, Malaysia. He gained experienced in banking and trusteeship related matter while working with CIMB Trustee Bhd. He has extensive experience in litigation, Shariah practices, estate planning, administration of estates and trust services. He has over five years experience in Labuan and offshore trust industries in Labuan IBFC.

Rumaizi dilantik sebagai Ketua Pegawai Eksekutif (“CEO”) Bank Islam Trust Company (Labuan) Ltd (BTL), pada 8 Julai, 2010. Sebelum perantukan beliau, beliau merupakan Ketua bahagian Perundangan & Pemuatan BTL. Sebelum menyertai BTL, beliau merupakan Penolong Pengurus di CIMB Trustee Bhd. Beliau memegang Ijazah Sarjana dalam Pentadbiran Perniagaan dari Universiti Malaysia Sabah dan Ijazah sarjana dari Universiti Islam Antarabangsa Malaysia. Beliau mengumpul pengalaman dalam perkara-perkara berkaitan perbankan dan peramanahan ketika berkhidmat dengan CIMB Trustee Bhd. Beliau mempunyai pengalaman yang luas dalam bidang litigasi, amalan Syariah, perancangan estet, pentadbiran estet dan khidmat amanah. Beliau memiliki lebih lima tahun pengalaman dalam industri amanah Labuan dan luar pesisir di Labuan IBFC.



Mahmood Jusoh

Chief Executive Officer
Farihan Corporation Sdn Bhd
MBA, University Utara Malaysia
B.Ec (Hons), University Malaya

Ketua Pegawai Eksekutif
Farihan Corporation Sdn Bhd

Ijazah Sarjana Pentadbiran Perniagaan, Universiti Utara Malaysia
Ijazah Sarjana Muda Ekonomi (Kepujian), Universiti Malaya



Mahmood was appointed as the Director and Chief Executive Officer (“CEO”) of Farihan Corporation Sdn Bhd on 30 June, 2010. He was entrusted by the Bank to spearhead the Ar Rahnu (Islamic pawn-broking) activity as a new line of business. Prior to his appointment, he was the Senior Manager of House and Fixed Asset Financing of Consumer Banking, Bank Islam Malaysia Berhad. He has been with the Bank since July 1986 and holds various capacities at Bank Islam headquarter and branch levels. He holds a Masters Degree in Business Administration from University Utara Malaysia and degree from University Malaya.

Mahmood dilantik sebagai Pengarah dan Ketua Pegawai Eksekutif (“CEO”) Farihan Corporation Sdn Bhd pada 30 Jun, 2010. Beliau diberi kepercayaan oleh Bank untuk menerajui aktiviti Ar Rahnu (pajak gadaai) sebagai cabang perniagaan baru. Sebelum perantukan beliau, beliau merupakan Pengurus Kanan Pembiayaan Perumahan dan Aset Tetap Perbankan Pengguna, Bank Islam Malaysia Berhad. Beliau telah berkhidmat dengan Bank sejak Julai 1986 dan memegang pelbagai jawatan di peringkat ibu pejabat dan cawangan Bank Islam. Beliau adalah pemegang Ijazah Sarjana dalam Pentadbiran Perniagaan dari Universiti Utara Malaysia dan Ijazah Sarjana Muda dari Universiti Malaya.

Awards and Accolades

Anugerah dan Pengiktirafan



PIONEERING BREAKTHROUGHS AND CONSTANT IMPROVEMENTS IN PRODUCT AND SERVICE EXCELLENCE, BANK ISLAM HAS HARVESTED AN ARRAY OF AWARDS AND ACCOLADES DURING THE PERIOD UNDER REVIEW.

MERINTIS PENCAPAIAN BARU DAN PENINGKATAN BERTERUSAN DALAM KECEMERLANGAN PRODUK DAN PERKHIDMATAN, BANK ISLAM TELAH MENERIMA PELBAGAI ANUGERAH DAN PENGIKTIRAFAN SEMASA TEMPOH DI BAWAH TINJAUAN.

1. The BrandLaureate Awards 2009-2010 for best brand in Corporate Branding – Best Brands in Banking – Islamic Bank by The Asia Pacific Brands Foundation (APBF)
Anugerah BrandLaureate 2009-2010 untuk jenama terbaik dalam Penjenamaan Korporat – Jenama Terbaik dalam Perbankan – Bank Islam oleh The Asia Pacific Brands Foundation (APBF)
2. Reader's Digest "The Platinum Trusted Brand Award 2010 for Islamic Financial Services"
"Anugerah Platinum Jenama Dipercayai 2010 untuk Perkhidmatan Kewangan Islam" Reader's Digest
3. The "Bahasa Institusi Kewangan 2010" prize in Islamic Banking category by Dewan Bahasa & Pustaka
Hadiah "Bahasa Institusi Kewangan 2010" dalam kategori Perbankan Islam oleh Dewan Bahasa & Pustaka



4. Bank Islam's role as Arranger for Qatar Airways Q.C.S.C.'s Syndicated Islamic Financing Facility of up to US\$150 million:
Peranan Bank Islam sebagai Pengatur untuk Kemudahan Pembiayaan Islam Bersindiket Qatar Airways Q.C.S.C. yang berjumlah sehingga US\$150 juta:
 - a. Best Islamic Structured Financing 2010 by The Asset
Pembiayaan Islam Berstruktur Terbaik 2010 oleh The Asset
 - b. Aircraft Debt Deal of the Year Middle East 2010 by Jane's Transport Finance
Urus Janji Hutang Pesawat Udara Terbaik Timur Tengah 2010 oleh Jane's Transport Finance
 - c. Ijarah Deal of the Year 2009 by Islamic Finance News
Urus Janji Ijarah Terbaik 2009 oleh Islamic Finance News
 - d. Qatar Deal of the Year 2009 by Islamic Finance News
Urus Janji Qatar Terbaik 2009 oleh Islamic Finance News
5. First Islamic World Mastercard Card in Asia Pacific by Mastercard 2009
Kad Mastercard Islamic World pertama di Asia Pasifik oleh Mastercard 2009
6. Amanahraya Performance Recognition Ceremony 2009 – Highest Will Writing Sales by Amanah Raya Berhad
Majlis Pengiktirafan Prestasi Amanahraya 2009 – Jualan Tertinggi Penulisan Wasiat oleh Amanah Raya Berhad
7. VISA Malaysia Banks Award 2009 – Highest Sales Volume Growth Credit
Anugerah VISA Bank Malaysia 2009 – Kredit Pertumbuhan Volum Jualan Tertinggi
8. Credit Guarantee Corporation Top SMI Supporter Award 2009 in the Islamic Bank Category
Anugerah Penyokong SMI Terbaik Perbadanan Jaminan Kredit dalam Kategori Bank Islam
9. Certificate of Merit 2009 in recognition of Bank Islam's Commendable Management Accounting Practices
Sijil Merit 2009 bagi mengiktiraf Amalan Perakaunan Pengurusan Terbaik Bank Islam

Bank Islam to tap markets for pawnbroking services

KUALA LUMPUR Bank Islam Malaysia Bhd is looking for strategic partners to offer pawnbroking services in the south-east Asian region, according to managing director Faruk Idris.



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Program Bazar Perbaikan Pengguna Bank Islam, Khairul Karaman (tiga dari kiri) menyerahkan RM100,000 kepada Muhammad Yusoff.

Pelajar menang RM100,000

It's new product, Wabook-i is the first

Bank Islam expects to add RM1b in 3-mths with Wabook-i

Bank Islam Malaysia Bhd (Bank Islam) expects to add RM1 billion in new deposits in the next three months with the launch of its new product, Wabook-i.

Tambah 50,000 lagi pelanggan

Bank Islam positif kerjasama Tune Talk tingkat pemegang kad kredit



Program Bazar Bahagian Perbaikan Pengguna, Khairul Karaman, bersama dua orang lagi menyerahkan RM100,000 kepada Muhammad Yusoff.

Bank Islam Malaysia Bhd (Bank Islam) has announced a partnership with Tune Talk to offer credit cards to its customers. The bank expects to add 50,000 new customers in the next three months.

Bank Islam eyes M&A opportunities in S-E Asia

KUALA LUMPUR Bank Islam Malaysia Bhd is looking for strategic partners to offer pawnbroking services in the south-east Asian region, according to managing director Faruk Idris.

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Bank Islam a winner in Brand Laureate Award

Bank Islam Malaysia Bhd (Bank Islam) has been awarded the Brand Laureate Award for its outstanding performance in the financial services industry.

Bank Islam Malaysia Bhd (Bank Islam) is looking for strategic partners to offer pawnbroking services in the south-east Asian region, according to managing director Faruk Idris.

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Bank Islam Malaysia Bhd (Bank Islam) is looking for strategic partners to offer pawnbroking services in the south-east Asian region.

Bank Islam laksana tanggungjawab korporat

Bank Islam Malaysia Bhd (Bank Islam) is committed to social responsibility and community development.

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Media Sorotan

Bank Islam to be first Islamic bank as IPO adviser

KUALA LUMPUR Bank Islam Malaysia Bhd is going to be the first Islamic bank to be appointed as an adviser for the initial public offerings.

Bank Islam Malaysia Bhd (Bank Islam) is going to be the first Islamic bank to be appointed as an adviser for the initial public offerings.

Bank Islam untung RM158.1 juta

Bank Islam Malaysia Bhd (Bank Islam) reported a net profit of RM158.1 million for the first quarter of 2011.

Bank Islam tawar hadiah RM500,000



Bank Islam Malaysia Bhd (Bank Islam) is offering a RM500,000 prize to its customers who participate in a special promotion.

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Bank Islam Malaysia Bhd (Bank Islam) is offering a RM500,000 prize to its customers who participate in a special promotion.

Perbankan mudah alih tanpa akses Internet

Bank Islam Malaysia Bhd (Bank Islam) has launched a new mobile banking service that does not require internet access.

Bank Islam sumbar

Bank Islam Malaysia Bhd (Bank Islam) is committed to social responsibility and community development.

achieve
ahead-i



oporat
Islam, Datuk Wan Zamri Wan
Zakri kepada 34 peratus yang
lebih daripada gajinya
sebelum dan diiringi dengan
usapan (NPF)
Terdapat Peringkat
Pengusaha Besar, Pusat, Kad

Bank Islam records 34% hike in profit to RM313m



AP/IAH MUMTAHAYAH BITTAMLEEK

Bank Islam gets maiden mandates for IPOs

Bank Islam Malaysia Berhad (BIMB) has secured its maiden mandates for Initial Public Offerings (IPOs) for two companies, a significant milestone for the Islamic bank.

The bank's success in securing these mandates is attributed to its strong reputation and expertise in Islamic finance. The two companies are expected to list on the Bursa Malaysia in the coming months.

in qual- Bank Is- o record a before za- 13 million ar ended financing

(NPF) declined to 3.24% compared with 6.74%, as at June 2009, said managing director Datuk Seri Zakri Samat in a statement yesterday.

The first Islamic bank in the country, Bank Islam also reported that total NPF declined

44% to RM371 million, against RM663 million registered in 2009, due to continuous enhancement of the bank's credit underwriting standards and better management of the asset portfolio.

The bank's net financing

grew 16.8% or RM1.62 billion to RM11.3 billion, he said.

"Consumer financing contributed to 90% of growth, driven by the launch of a series of innovative consumer products, during the year," said Zakri. — Bernama



Bank Islam Funds Expressway

Bank Islam Malaysia Berhad has syndicated an Islamic Unit Trust of RM127 million for PNB Expressway Sdn Bhd (PNB EXS) as the consortium company for Gamma Corridor.

Bank Islam pre-tax profit jumps 51pc



Bank Islam Malaysia Berhad (BIMB) reported a 51% increase in its pre-tax profit for the year ended 31 December 2009, reaching RM1.62 billion.

The bank's managing director, Datuk Seri Zakri Samat, attributed the increase to the bank's strong performance in consumer financing and its focus on asset quality.

Bank Islam Malaysia Berhad (BIMB) reported a 51% increase in its pre-tax profit for the year ended 31 December 2009, reaching RM1.62 billion.

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Bank Islam tambah cawangan Ar-Rahnu

3 rangkaian baru operasi separuh kedua 2010



Pelaksana Ar-Rahnu, Datuk Zakri Samat

Bank Islam Malaysia Berhad (BIMB) mengumumkan bahawa ia telah membuka tiga rangkaian baru operasi Ar-Rahnu separuh kedua 2010.

Datuk Zakri Samat, Pelaksana Ar-Rahnu, berkata ia adalah satu langkah yang signifikan untuk memperluas perkhidmatan bank kepada pelanggan di seluruh negara.

Highlights Media



Bank Islam mengagihkan wang zakat perniagaan

Bank Islam Malaysia Berhad (BIMB) mengagihkan wang zakat perniagaan kepada 100 penerima di seluruh negara.

Datuk Zakri Samat, Managing Director, berkata ia adalah satu langkah yang signifikan untuk memperluas perkhidmatan bank kepada pelanggan di seluruh negara.

SIKIL ALAM - Universiti Islamiah Selangor (UIS) dipilih untuk menerima wang zakat berjumlah RM300,000 daripada bank Islam.

Penerima zakat perniagaan Bank Islam, Datuk Zakri Samat, berkata ia adalah satu langkah yang signifikan untuk memperluas perkhidmatan bank kepada pelanggan di seluruh negara.

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Bank Islam jenama korporat terbaik

Bank Islam Malaysia Berhad (BIMB) dinobatkan sebagai satu jenama korporat terbaik di Malaysia sempena Anugerah The BrandLaureate 2009-2010.

Datuk Zakri Samat, Managing Director, berkata ia adalah satu langkah yang signifikan untuk memperluas perkhidmatan bank kepada pelanggan di seluruh negara.



DIKHIRAF...Zakri (kanan) menerima Anugerah The BrandLaureate 2009-2010.

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Kad debit

...para pelanggan boleh pada kad baru itu dan ini adalah kepada mereka." ...sian hadiah kempen "Sa... ..

...sairu bagaimanapun me... ..sedang melakukan be... ..perkenalkan kad itu di... ..

...semuwa 2.4 juta peng... ..n to sustain... ..anking rise... ..

...am Malaysia Bhd expects to... ..in its consumer banking... ..banking group head Khairul... ..

...t it (the segment). We regis... ..consumer banking last year... ..strate growth to be around... ..

Produk Bank Islam dapat sambutan ramai



POHOK SENAI - Produk pinjaman perumahan Payment Holiday dan pinjaman Al-Arafah Bank Islam Malaysia Bhd. (Bank Islam) telah mendapat sambutan yang tinggi daripada orang ramai, sejak diperkenalkan di pasaran.



...suzami (tengah), telah... ..diperkenalkan melalui... ..Dana semesta... ..

Bank Islam catat untung sebelum zakat, cukai RM313 juta Prestasi kewangan terbaik



...vatif sepanjang tahun, sekali gus membuat... ..bank kekal di hadapan dalam pemarkahan... ..katanya dalam kenyataannya di sini hari ini.

...melibatkan kos... ..terah di... ..rut mas...

Bank Islam M'asia records steady credit card growth

KUALA TERENGGANU: Bank Islam Malaysia Bhd., a subsidiary of BIMB Holdings Bhd., is enjoying brisk credit card business despite the RM56 service charge imposed on credit and charge cards and, RM25 for supplementary cards.

...organisations here yesterday. Meanwhile, Bank Islam's General Manager for Strategic Communication Datuk Wan Ismail Wan Yusub said another branch would open for business in Terengganu this July due to overwhelming demand for the bank's services.

Pelajar UPSI dapat wang zakat RM80,000

BIMB serah sumbangan untuk diagih kepada penuntut bermasalah

Highlights Media

Bank Islam posts 34% higher profit before zakat and tax

KUALA LUMPUR: Bank Islam Malaysia Bhd posted 34.3% higher profit before zakat and tax (PBZT) of RM313mil for the financial year ended June 2010 against the previous corresponding period.

Zakri. The net NFF ratio (based on 3-month classification) fell to 3.24% compared to 5.74% as at June last year.

sedia lung nilai

...edahan kepada risiko kadar



...KUALA LUMPUR: Bank Islam Malaysia Bhd (Bank Islam) mengumumkan bahawa ia telah bersedia untuk menghadapi risiko kadar...

58 murid anak angkat BIMB

PUTRAJAYA: Seramai 58 murid Tahun Lima Sekolah Kebangsaan Putrajaya Presint 16SD di sini mengikuti program Pintar anjuran Bank Islam Malaysia Berhad (BIMB) dengan kerjasama akhbar New Straits Times (NST) dan Khazanah Nasional Berhad.

Sekolah berkenaan adalah antara 13 sekolah di seluruh negara yang terlibat dengan program ini...



...Bank Seri Zulkri Samat dengan Datuk Seri Zulkri Samat...

AIM, Bank Islam jalin kerjasama

Sasar 100,000 pengguna TAP dalam 12 bulan

KUALA LUMPUR: Bank Islam Malaysia Berhad (Bank Islam) mengumumkan bahawa ia telah jalin kerjasama dengan AIM...

Bank Islam rai anak yatim berbuka puasa

KLANG: "Saya dan rakan-rakan anak yatim piatu, fakir miskin, musafir dan golongan yang memerlukan bantuan...



...Bank Islam... ..



Bank Islam hands over RM160,000 in tithes

KUALA LUMPUR: Bank Islam Malaysia Berhad (Bank Islam) mengumumkan bahawa ia telah menyerahkan sumbangan zakat...

Bank Islam goes mobile

...berkenan selama tiga tahun.

...Bank Islam... ..

...Bank Islam... ..

...Bank Islam... ..

Kewibawaan

Perbankan di Bank Islam



- Perbendaharaan
- Perbankan Pengguna
- Perbankan Komersil
- Pengurus Tunai dan Dagangan
- Perbankan Pelaburan Korporat

Membuat keputusan tepat demi masa hadapan yang lebih cerah amat penting untuk kehidupan dan perniagaan anda.

Bank Islam mempelopori perbankan Islam di negara ini - sebuah bank dinamik, progresif dan inovatif untuk pelanggan yang moden dan sofistikated.

Di Bank Islam, kami menawarkan pelbagai produk perbankan dan perkhidmatan kewangan yang sesuai untuk setiap kehendak anda. Kunjungi cawangan terdekat kami atau layari www.bankislam.com.my hari ini.



Hearing the Need for CHANGE

As the pioneer Islamic banking in Malaysia, Bank Islam is proactive in meeting the needs of all who seek Shariah-based financial products and services. Satisfying new demands and untapped market segments, we strive to introduce innovative first-of-its-kind products.

Mendengar untuk Keperluan PERUBAHAN

Selaku perintis perbankan Islam di Malaysia, Bank Islam bersikap proaktif dalam memenuhi keperluan mereka yang menginginkan produk-produk dan perkhidmatan kewangan berasaskan Syariah. Dalam memenuhi permintaan baharu dan segmen pasaran yang belum diterokai, kami berusaha memperkenalkan produk-produk inovatif yang pertama seumpamanya.

- **First** bank to join effort with TH in launching Uniteller Service which enables performance of TH transactions and Hajj registration at any Bank Islam branches

Bank **pertama** bekerjasama dengan TH dalam melancarkan Khidmat Uniteller yang membolehkan urusan TH dan pendaftaran Haji dilakukan di mana-mana cawangan Bank Islam.

- **Sole** Islamic bank and the only commercial bank that the Securities Commission approved under its list of Principal Advisors for specific corporate proposals in Malaysia

Menjadi **satu-satunya** bank Islam dan bank komersil yang diluluskan oleh Suruhanjaya Sekuriti di bawah senarai Penasihat Utama untuk cadangan korporat khusus di Malaysia.





بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

IN THE NAME OF ALLAH, THE MOST COMPASSIONATE,
THE MOST MERCIFUL

السلام عليكم ورحمة الله وبركاته

ASSALAMUALAIKUM WARAHMATULLAHI WABARAKATUH

DEAR SHAREHOLDERS,

BANK ISLAM'S JOURNEY THROUGH THE YEARS HAS BEEN INSPIRING, ARDUOUS AND CHALLENGING BY TURNS. AS MALAYSIA'S PIONEER ISLAMIC BANK, WE HAVE PASSIONATELY AND DETERMINEDLY REMAINED AS ONE OF THE LEADERS IN THE INDUSTRY TODAY. OUR MEASURE OF SUCCESS IS NOT JUST BEING AHEAD, BUT STAYING AHEAD. IN 2010, BANK ISLAM PROVED ITS METTLE AS A FLAGBEARER OF THE INDUSTRY WITH SIGNIFICANT IMPROVEMENTS IN PERFORMANCE. "PIONEERING CHANGE" – A TAGLINE WE ADOPTED IN 2010 – APTLY REFLECTS BANK ISLAM'S PROGRESS DURING THE PERIOD UNDER REVIEW.

PARA PEMEGANG SAHAM YANG DIHORMATI,

BANK ISLAM TELAH MELALUI PERJALANAN YANG PENUH INSPIRASI, KESUKARAN DAN CABARAN YANG SILIH BERGANTI. SEBAGAI PERINTIS PERBANKAN ISLAM DI MALAYSIA, BANK KINI KEKAL TEGUH SEBAGAI SALAH SATU PENERAJU INDUSTRI DENGAN PENUH SEMANGAT DAN KESUNGGUHAN. PADA 2010, BANK ISLAM TELAH MEMBUKTIKAN KEUPAYAANNYA SEBAGAI IKON INDUSTRI PERBANKAN ISLAM NEGARA DENGAN PENINGKATAN PRESTASI YANG KETARA. "PERINTIS PERUBAHAN" – TAGLINE YANG DIGUNA PAKAI PADA 2010 – REFLEKSI TEPAT KEMAJUAN YANG DICAPAI BANK ISLAM SEPANJANG TEMPOH TINJAUAN.



Board of Directors' Statement

Pernyataan Lembaga Pengarah

Before we proceed further, the Board wishes to bring to your attention that the following report covers an 18-month period from July 2009 to December 2010, following the change to Bank Islam's financial year end to 31 December to coincide with Lembaga Tabung Haji ("Tabung Haji"), its ultimate holding company. The Bank has also adopted FRS 139 during the period under review.

It is with pleasure that we, the Board of Directors of Bank Islam, present our annual report for the year 2010.

DELIVERING OUTSTANDING FINANCIAL PERFORMANCE

2010 witnessed several pioneering achievements that were testament to the success of our first year delivery on our Sustainable Growth Plan.

For the first time ever, although achieved over 18 months, Bank Islam's Profit before Zakat and Tax ("PBZT") surpassed half-a-billion Ringgit - driven by strong financing growth which was matched by an impressive improvement in asset quality, growing contribution from non-fund based income, decline in cost-to-income ratio and continued increase in deposits through current and savings accounts ("CASA").

Indeed, the Bank's new PBZT record of RM503.4 million during the 18-month period ended 31 December 2010 represented an annualised growth of 44% from the previous financial year end.

During the financial period under review, the Bank's equity increased by RM540 million arising from issuance of the Islamic Convertible Redeemable Non-Cumulative Preference Shares ("ICRNCPs"). The ICRNCPs were subsequently converted to ordinary shares on 29 September 2010. Despite the increase in equity, the Return on Equity ("ROE") remained at 16.5%. Our Return on Assets ("ROA") on the other hand increased to 1.2% from the 0.9% recorded in June 2009, reflecting the on-going exercise of balance sheet reshaping that focuses on better yielding assets and lower cost funding to maximise returns.

Bank Islam's rise in profitability was mainly due to higher revenues across almost all business segments. This is in line with robust financing growth, with total net financing surging by 22.8% to RM11.9 billion from RM9.7 billion as at end-June 2009. This mainly came from financing extended to the household sector which expanded by more than 30% during the period under review.

Sebelum kami meneruskan dengan lebih lanjut, Lembaga Pengarah ingin menyatakan bahawa laporan berikut meliputi tempoh 18 bulan dari Julai 2009 hingga Disember 2010, berikutan perubahan tahun kewangan Bank Islam untuk diselaraskan dengan tahun kewangan Lembaga Tabung Haji ("Tabung Haji") selaku syarikat pegangan utamanya. Bank juga telah mengguna pakai FRS 139 semasa tempoh tinjauan.

Dengan sukacitanya, kami Lembaga Pengarah Bank Islam membentangkan laporan tahunan bagi tahun 2010.

PENCAPAIAN CEMERLANG PRESTASI KEWANGAN

2010 telah menyaksikan beberapa pencapaian sulung yang menjadi bukti kejayaan tahun pertama pelaksanaan Pelan Pertumbuhan Mampun.

Buat julung kalinya, meskipun dicapai dalam jangka masa tempoh 18 bulan, Keuntungan sebelum Zakat dan Cukai ("PBZT"), telah melepasi setengah bilion Ringgit didorong pertumbuhan pesat pembiayaan beserta peningkatan kualiti aset yang membanggakan, peningkatan sumbangan daripada pendapatan berasaskan bukan dana, penurunan nisbah kos kepada pendapatan dan peningkatan berterusan deposit menerusi akaun semasa dan simpanan ("CASA").

Rekod PBZT baharu Bank berjumlah RM503.4 juta yang dicapai dalam tempoh 18 bulan berakhir 31 Disember 2010, setara dengan pertumbuhan mengikut kiraan tahunan pada kadar 44% berbanding tahun kewangan sebelumnya.

Semasa tempoh tinjauan, ekuiti Bank meningkat sebanyak RM540 juta hasil terbitan Saham Keutamaan Tidak Boleh Kumpul Boleh Tebus Boleh Tukar Islam ("ICRNCPs"). ICRNCPs tersebut kemudiannya ditukar kepada saham biasa pada 29 September 2010. Walaupun ekuiti bertambah, Pulangan Ekuiti ("ROE") kekal pada kadar 16.5%. Pulangan Aset ("ROA") pula meningkat kepada 1.2% daripada 0.9% seperti yang dicatatkan pada Jun 2009, sekaligus mencerminkan usaha berterusan pembentukan semula kunci kira-kira yang tertumpu kepada aset berpulangan tinggi dan dana berkos rendah bagi memaksimumkan pulangan.

Peningkatan keuntungan Bank Islam adalah didorong oleh perolehan yang lebih tinggi dalam hampir semua segmen perniagaan. Ini sejajar dengan pertumbuhan pesat pembiayaan di mana jumlah pembiayaan bersih meningkat 22.8% kepada RM11.9 bilion daripada RM9.7 bilion pada akhir Jun 2009. Sebahagian besar jumlah ini disumbangkan oleh pertumbuhan 30% bagi pembiayaan sektor isi rumah semasa tempoh tinjauan.



AMIDST MODERATE ECONOMIC RECOVERY IN THE BACKGROUND, BANK ISLAM'S SUSTAINABLE GROWTH PLAN SPURRED A YEAR OF RECORD BREAKING PERFORMANCE.

MESKIPUN EKONOMI PULIH DENGAN SEDERHANA, PELAN PERTUMBUHAN MAMPAN BANK ISLAM TELAH MEMACU TAHUN YANG DIWARNAI PENCAPAIAN CEMERLANG.

There was a sharp decline in net impaired financing from RM663 million in June 2009 to RM128 million, an improvement of 80.7% or RM535 million. Consequently, the net impaired financing ratio (net of individual and collective allowances) dropped tremendously from 6.7% as at 30 June 2009 to 1.1% as at 31 December 2010. This is an indication that the Bank's tireless initiatives to secure quality financings through prudent underwriting standards, robust risk management practices and aggressive recovery efforts continue to deliver encouraging results.

Deposits grew by RM1.7 billion or 6.7%, of which low cost deposits comprising of CASA growth accounted for RM1.6 billion or more than 95% of the increase. The Bank's CASA-to-deposits ratio stood at 39.7% compared to 35.9% as at end June 2009. The growth was attributed to an increase in the number of branches as well as overwhelming response to our innovative Al-Awfar deposit product. Al-Awfar saw more than three-fold increase during the period under review, amounting to close to RM500 million. Another successfully launched deposit product during the period under review was Waheed-i, a *Wakalah* based deposit product. The financing-to-deposits ratio stood at 45.7% as at 31 December 2010.

In addition, the Bank's non-fund based income increased by RM104 million to RM235 million on the back of higher fee-based income and investment income as we continue to launch innovative products and services such as Transact At Palm ("TAP") Mobile Banking-i.

The Bank's capital position remained healthy with its Tier 1 capital ratio and risk-weighted capital ratio ("RWCR") standing at 15.7% and 16.8% respectively as at end December 2010. The Bank takes cognisance of Basel 3 recommendations and is confident that the capital position will remain favourable to support its business expansion whilst maximising shareholder value. Bank Islam seeks to proactively manage its capital structure to maximise efficiency and drive return on equity while maintaining a delicate balance between the needs of capital to support strong organic growth strategies and shareholder expectations. Given the significant improvement in performance, we proposed a dividend of 4.75% amounting to RM80.7 million net of tax for the period under review.

From the Group's perspective, the Bank and its subsidiaries registered a total PBZT of RM501.5 million, 112.6% higher than the RM235.9 million recorded in the previous year.

Pembiayaan terjejas bersih turun dengan ketara daripada RM663 juta pada Jun 2009 kepada RM128 juta, suatu penambahbaikan sebanyak 80.7% atau RM535 juta. Sehubungan itu, nisbah pembiayaan terjejas bersih (selepas ditolak peruntukan individu dan kolektif) turun dengan ketara daripada 6.7% pada 30 Jun 2009 kepada 1.1% pada 31 Disember 2010. Ini menunjukkan bahawa inisiatif berterusan Bank dalam mendapatkan pembiayaan yang berkualiti menerusi piawaian taja jamin yang berhemah, amalan pengurusan risiko yang mantap dan usaha pemulihan yang agresif terus membuahkan hasil yang menggalakkan.

Deposit meningkat sebanyak RM1.7 bilion atau 6.7%, di mana deposit kos rendah yang terdiri daripada pertumbuhan CASA mewakili RM1.6 bilion atau lebih 95% daripada peningkatan tersebut. Nisbah CASA-deposit Bank berada pada kadar 39.7% berbanding 35.9% pada akhir Jun 2009. Pertumbuhan tersebut adalah didorong oleh pertambahan bilangan cawangan serta sambutan yang menggalakkan terhadap produk deposit Al-Awfar yang inovatif. Al-Awfar menyaksikan peningkatan lebih tiga kali ganda semasa tempoh tinjauan dengan jumlah hampir RM500 juta. Satu lagi produk deposit yang berjaya dilancarkan semasa tempoh tinjauan ialah Waheed-i, produk deposit berasaskan *Wakalah*. Nisbah pembiayaan kepada deposit berada pada kadar 45.7% pada 31 Disember 2010.

Di samping itu, pendapatan berasaskan bukan dana Bank meningkat sebanyak RM104 juta kepada RM235 juta hasil peningkatan pendapatan berasaskan fi dan pendapatan pelaburan, sementara Bank terus melancarkan produk dan perkhidmatan yang inovatif seperti Transact At Palm ("TAP") Mobile Banking-i.

Kedudukan modal Bank kekal teguh dengan nisbah modal Peringkat 1 dan nisbah modal berwajaran risiko ("RWCR") masing-masing berada pada kadar 15.7% dan 16.8% pada akhir Disember 2010. Bank memperakui saranan Basel 3 dan yakin bahawa kedudukan modal akan kekal utuh bagi menyokong perkembangan perniagaannya dan pada masa yang sama memaksimumkan nilai pemegang saham. Bank Islam akan terus menguruskan struktur modalnya secara proaktif bagi memaksimumkan kecekapan dan mempertingkatkan pulangan ekuiti sambil mengekalkan keseimbangan antara keperluan modal untuk menyokong strategi pertumbuhan organik yang kukuh dan memenuhi harapan pemegang saham. Bersandarkan kepada peningkatan prestasi yang ketara, Bank telah mencadangkan dividen bersih sebanyak 4.75% berjumlah RM80.7 juta bagi tempoh tinjauan.

Dari perspektif Kumpulan, PBZT Bank dan anak-anak syarikatnya berjumlah RM501.5 juta, iaitu 112.6% lebih tinggi daripada RM235.9 juta yang direkodkan pada tahun sebelumnya.

Board of Directors' Statement

Pernyataan Lembaga Pengarah

KEY DEVELOPMENTS

On the Corporate Front

Significant developments on the corporate front for the period under review included a shareholding restructuring. In September 2010, Bank Islam's main shareholders, BIMB Holdings Berhad ("BHB") and Tabung Haji converted their ICRNCPS into ordinary shares. After the conversion, Tabung Haji's stake in Bank Islam increased from 9% to 18.5% while Dubai Financial Group LLC's shareholding was reduced proportionately from 40% to 30.5%. BHB's 51% equity interest remained unchanged. Consequently, Tabung Haji became the Bank's ultimate controlling shareholder, holding an effective 44.5% interest.

Recognitions

Our hard work in enhancing brand equity and transforming Bank Islam into an Islamic banking icon was recognised with a slew of awards and accolades during the 18-month period. Among others, these included The BrandLaureate Awards 2009-2010 for 'Best Brands in Corporate Branding for Islamic Bank', the Readers' Digest 'Platinum Trusted Brand Award for Islamic Financial Services' for two consecutive years (2009 and 2010) and the Credit Guarantee Corporation Top SMI Supporter Award 2009 in the Islamic Bank Category.

In October 2010, convinced of the Bank's overall prospects, RAM assigned Bank Islam an A1/P1 rating with a stable long-term outlook.

Product Innovation and Enhanced Presence

Leveraging on the results of robust risk management, Bank Islam lived up to its tagline of 'Pioneering Change' with an array of new and innovative product launches and business lines during the period under review.

The innovative new offerings included first-of-its-kind products for the market such as TAP Mobile Banking-i, Waheed-i and Ziyad NID-i (a capital protected investment fund).

Bank Islam also launched Ar-Rahnu, Islamic pawn broking services in June 2010 as part of the Bank's efforts to diversify its offerings. Ar-Rahnu, the Bank's microfinance arm provides access to financing to small business owners and traders, an untapped niche with tremendous growth potential.

In August 2009, Bank Islam became the only commercial bank and sole Islamic bank admitted to the Securities Commission's inaugural Approved List of Principal Advisors. With the admission, the Bank is able to provide customers with a comprehensive and innovative array of customised corporate and investment banking financial solutions, including corporate finance advisory and submissions of specific equity-related corporate proposals such as initial public offerings ("IPOs") and reverse takeovers.

PERKEMBANGAN UTAMA

Perkembangan Korporat

Antara perkembangan korporat yang penting semasa tempoh tinjauan ialah penstrukturan semula pegangan saham. Pada September 2010, pemegang saham utama Bank Islam iaitu BIMB Holdings Berhad ("BHB") dan Tabung Haji telah menukar ICRNCPS masing-masing kepada saham biasa. Selepas penukaran tersebut, pegangan saham Tabung Haji dalam Bank Islam meningkat daripada 9% kepada 18.5% manakala pegangan saham Dubai Financial Group LLC berkurangan daripada 40% kepada 30.5%. Kepentingan ekuiti BHB sebanyak 51% kekal tidak berubah. Sehubungan itu, Tabung Haji menjadi pemegang saham utama Bank dengan kepentingan efektif sebanyak 44.5%.

Pengiktirafan

Usaha gigih Bank dalam mempertingkatkan ekuiti jenama dan merubah Bank Islam menjadi ikon perbankan Islam telah diiktiraf dengan beberapa penganugerahan sepanjang tempoh 18 bulan. Antara lainnya termasuk Anugerah BrandLaureate 2009-2010 untuk 'Jenama Terbaik dalam Penjenamaan Korporat bagi Perbankan Islam', 'Anugerah Platinum Jenama yang Dipercayai untuk Khidmat Kewangan Islam' oleh Readers' Digest bagi dua tahun berturut-turut (2009 dan 2010) dan Anugerah Penyokong SMI Terbaik 2009 oleh Perbadanan Jaminan Kredit bagi Kategori perbankan Islam.

Pada Oktober 2010, yakin dengan prospek keseluruhan Bank, RAM telah memberi gred A1/P1 kepada Bank Islam dengan perspektif jangka panjang yang stabil.

Inovasi Produk dan Peningkatan Kehadiran

Bersandarkan keputusan pengurusan risiko yang mantap, Bank Islam mendokong tagline 'Perintis Perubahan' menerusi pelancaran pelbagai produk dan perniagaan baharu yang inovatif semasa tempoh tinjauan.

Antara produk baharu yang inovatif, pertama seumpamanya di pasaran ialah TAP Mobile Banking-i, Waheed-i dan Ziyad NID-i (dana pelaburan dengan perlindungan modal).

Bank Islam juga telah melancarkan Ar-Rahnu iaitu khidmat pajak gadai Islam pada Jun 2010 sebagai sebahagian daripada usaha untuk mempelbagaikan tawaran produknya. Sebagai entiti pembiayaan mikro Bank, Ar-Rahnu menyediakan akses pembiayaan kepada para pemilik dan peniaga perusahaan kecil. Ini merupakan satu peluang perniagaan yang belum diterokai dan berpotensi besar.

Pada Ogos 2009, Bank Islam telah tersenarai sebagai satu-satunya bank komersil dan bank Islam dalam Senarai Pertama Penasihat Utama yang Diluluskan oleh Suruhanjaya Sekuriti. Dengan penyenaian tersebut, Bank kini boleh menyediakan pelbagai penyelesaian kewangan perbankan korporat dan pelaburan yang komprehensif dan inovatif, termasuk khidmat nasihat korporat dan penyerahan usul cadangan korporat berkaitan ekuiti yang spesifik seperti tawaran awam awal ("IPO") dan pengambilalihan berbalik.



OUR HARD WORK IN ENHANCING BRAND EQUITY AND TRANSFORMING BANK ISLAM INTO AN ISLAMIC BANKING ICON WAS RECOGNISED WITH A SLEW OF AWARDS AND ACCOLADES DURING THE 18-MONTH PERIOD.

USAHA BERTERUSAN BANK DALAM MEMPERTINGKATKAN EKUITI JENAMA DAN MENTRANSFORMASI BANK ISLAM MENJADI IKON PERBANKAN ISLAM DIKTIKRAF DENGAN BEBERAPA ANUGERAH SEPANJANG TEMPOH 18 BULAN.

Bank Islam also significantly grew its presence to provide more convenience to its customers. Besides introducing cross-selling initiatives through Tabung Haji's depositor base, the Bank expanded its network of delivery channels. The branch count increased from 94 to 113 and the number of self-service terminals increased from 665 to 945. To tap the burgeoning foreign currency demand, two new currency exchange outlets were strategically set up – one at Kuala Lumpur International Airport and the other in Bukit Bintang, Kuala Lumpur. The Bank also established cost-effective Consumer Business Centres nationwide for hassle-free access to selected banking services.

Corporate Governance

The Board is committed to undertaking good corporate governance practices and fully subscribes to the recommendations of the Malaysian Code of Corporate Governance. Stringent internal and external controls as well as a robust risk management framework in line with best practices in corporate governance ensure that we uphold integrity, transparency and accountability in all our dealings.

As the pioneer Islamic bank in Malaysia, the Bank strongly complies with and continues to strengthen our adherence to Bank Negara Malaysia's ("BNM's") Shariah Governance Framework. Not only does the Bank's Shariah division oversee Shariah compliance on a day-to-day basis, its Internal Audit division also reviews Shariah compliance through regular audits.

Individually, our directors continue to adhere to the Code of Ethics based on the Code of Conduct issued by the Companies Commission of Malaysia. Our directors fully understand their fiduciary responsibilities, hence are conscious of the interests of shareholders, employees, creditors and customers of the Bank and at all times, discharge duties with honesty, responsibility and in utmost good faith towards the Bank.

A detailed report on our corporate governance practices and Shariah compliance can be found on pages 82 and 114 of this annual report.

Kehadiran Bank Islam juga telah dipertingkatkan untuk menyediakan lebih banyak kemudahan kepada para pelanggannya. Selain memperkenalkan inisiatif jualan silang menerusi pangkalan pendeposit Tabung Haji, Bank juga telah memperluaskan rangkaian saluran penyampaiannya. Bilangan cawangan meningkat daripada 94 kepada 113 buah manakala bilangan terminal layan diri meningkat daripada 665 kepada 945 buah. Bagi memenuhi permintaan tukaran mata wang asing yang semakin meningkat, dua buah cawangan tukaran mata wang asing telah diwujudkan – sebuah di Lapangan Terbang Antarabangsa Kuala Lumpur dan sebuah lagi di kawasan Bukit Bintang, Kuala Lumpur. Bank juga telah mewujudkan Pusat Perniagaan Pengguna di seluruh negara bagi menyediakan akses mudah kepada perkhidmatan perbankan yang terpilih.

Urus Tadbir Korporat

Lembaga Pengarah komited dalam melaksanakan amalan urus tadbir korporat yang baik dan menyahut saranan Kod Urus Tadbir Korporat Malaysia. Kewibawaan, ketelusan dan kebertanggungjawaban dalam semua urusan Bank dimanifestasi menerusi kawalan dalaman dan luaran yang ketat serta rangka kerja pengurusan risiko yang mantap, selari dengan amalan terbaik urus tadbir korporat.

Sebagai perintis perbankan Islam di Malaysia, Bank mematuhi dengan tegas dan terus mempertingkatkan pematuhan kepada Rangka Kerja Urus Tadbir Syariah yang ditetapkan oleh Bank Negara Malaysia ("BNM"). Pematuhan Syariah bukan sahaja sentiasa dipantau oleh bahagian Syariah Bank, malah ianya juga disemak oleh bahagian Audit Dalaman menerusi pengauditan berkala.

Secara individu pula, para pengarah Bank akan terus mematuhi Kod Etika berdasarkan Kod Tatalaku yang digariskan oleh Suruhanjaya Syarikat Malaysia. Para pengarah Bank memahami sepenuhnya tanggungjawab fidusiari mereka, justeru, sedar akan kepentingan para pemegang saham, kakitangan, pemiutang dan pelanggan Bank. Dengan ini, mereka sentiasa menjalankan tugas dengan jujur, rasa tanggungjawab dan ikhlas terhadap Bank.

Laporan terperinci mengenai amalan terbaik urus tadbir korporat dan pematuhan Syariah Bank boleh didapati di muka surat 82 dan 114 laporan tahunan ini.

Board of Directors' Statement

Pernyataan Lembaga Pengarah

Corporate Responsibility

Bank Islam's commitment to giving back to its stakeholders is established within a Corporate Responsibility ("CR") agenda that focuses on making a positive difference at the workplace, marketplace, community and the environment. During the period under review, Bank Islam spent approximately RM1.5 million on its CR initiatives. In promoting sustainable socioeconomic development through education, the Bank has dedicated more than RM2.0 million (from CR and *zakat* funds) to provide educational opportunities to the underprivileged children nationwide. Working to make a positive difference, over 1,000 employees participated in all the community events organised by the Bank.

As an Islamic financial institution, Bank Islam fulfilled its obligation and responsibility by distributing a total of RM8.9 million of its 2009 business *zakat* to all 14 State *zakat* authorities. The Bank also distributed the refunded *zakat* funds to various mosques, Islamic institutions, religious schools, non-governmental organisations, less fortunate individuals and homes for the needy in 2010.

A detailed report on our various Corporate Responsibility initiatives for 2010 can be found on pages 156 to 166.

FUTURE PROSPECTS

Malaysia's Gross Domestic Product ("GDP") growth, after easing to 4.8% year-on-year ("YoY") in the fourth quarter of 2010 from as robust as 10.1% YoY in the first quarter, is expected to show continued moderation through the first half of 2011. Full-year GDP growth for 2011 is expected to trend down to around 5% from 7.2% in 2010. Growth will, nevertheless, be supported by continued firm expansion in domestic demand. Private consumption will continue to benefit from the favourable labour market conditions, firm commodity prices and access to financing. Increased construction and infrastructure activities as a result of the implementation of projects under the 10th Malaysia Plan and the Economic Transformation Programme ("ETP") are likely to provide significant support to the growth momentum.

Domestically, increasing competition as a result of the financial sector liberalisation has led to the proliferation of new players and the introduction of more innovative products and services into various segments of the financial sector which will impact both sides of financial institutions' balance sheets, particularly via the compression in net income margin.

Moving forward, being a retail bank in essence, Bank Islam will continue to promote responsible financing and place adequate emphasis on credit behaviour of our customers in support of the Government's efforts to have a resilient household sector. On the consumer banking front, house financing is primed to be Bank Islam's main thrust in building a sustainable long-term asset portfolio.

Tanggungjawab Korporat

Komitmen Bank Islam dalam menyumbang kembali kepada pemegang berkepentingannya direalisasikan menerusi agenda Tanggungjawab Korporat ("CR") yang tertumpu kepada usaha melaksanakan perubahan positif di tempat kerja, pasaran, masyarakat sekeliling dan alam sekitar. Semasa tempoh tinjauan, Bank Islam telah membelanjakan lebih kurang RM1.5 juta untuk inisiatif CR. Bagi menggalakkan pembangunan sosio ekonomi yang mampan menerusi pendidikan, Bank telah memperuntukkan lebih RM2.0 juta (daripada dana CR dan *zakat*) untuk menyediakan peluang pendidikan kepada kanak-kanak kurang bernasib baik di seluruh negara. Bagi mencapai perubahan positif ini, lebih 1,000 kakitangan telah mengambil bahagian dalam semua program kemasyarakatan anjuran Bank.

Sebagai sebuah institusi kewangan Islam, Bank Islam telah memenuhi tanggungjawabnya dengan mengagihkan *zakat* perniagaan berjumlah RM8.9 juta pada 2009 kepada badan pemungut *zakat* di kesemua 14 negeri. Bank juga telah mengagihkan dana *zakat* kepada beberapa masjid, institusi Islam, sekolah agama, organisasi bukan kerajaan, individu kurang bernasib baik dan rumah kebajikan pada 2010.

Laporan terperinci mengenai inisiatif Tanggungjawab Korporat Bank bagi 2010 boleh didapati di muka surat 156 hingga 166.

PROSPEK MASA HADAPAN

Pertumbuhan Keluaran Dalam Negara Kasar ("KDNK") Malaysia, setelah susut kepada 4.8% tahun-ke-tahun ("YoY") pada suku tahun keempat 2010 daripada semampian 10.1% YoY pada suku tahun pertama, dijangka terus sederhana sepanjang separuh tahun pertama 2011. Pertumbuhan KDNK bagi keseluruhan tahun 2011 dijangka merosot kepada sekitar 5% berbanding 7.2% pada 2010. Walaubagaimanapun, pertumbuhan akan disokong oleh peningkatan kukuh yang berterusan dalam permintaan domestik. Penggunaan swasta akan terus mendapat manfaat daripada keadaan pasaran buruh yang menggalakkan, harga komoditi yang kukuh dan akses kepada pembiayaan. Penambahan aktiviti pembinaan dan infrastruktur berikutan pelaksanaan projek-projek di bawah Rancangan Malaysia ke-10 dan Program Transformasi Ekonomi ("ETP") dijangka memberi sokongan penting kepada momentum pertumbuhan.

Akibat persaingan yang semakin sengit ekoran liberalisasi sektor kewangan dalam Negara, banyak pesaing baharu muncul dan lebih banyak produk dan perkhidmatan yang lebih berinovatif diperkenalkan dalam pelbagai segmen sektor kewangan. Ini akan memberi kesan ke atas kedua-dua belah kunci kira-kira institusi kewangan, terutamanya menerusi kekangan terhadap margin pendapatan bersih.

Pada masa hadapan, sebagai sebuah bank runcit, Bank Islam akan terus menggalakkan pemberian pembiayaan yang bertanggungjawab dan penekanan yang sewajarnya ke atas tatalaku kredit pelanggan sebagai tanda sokongan terhadap usaha Kerajaan mewujudkan sektor isi rumah yang kukuh. Dari segi perbankan pengguna, pembiayaan perumahan akan menjadi teras utama Bank dalam membina portfolio aset jangka panjang yang mampan.



MOVING FORWARD, BANK ISLAM WILL CONTINUE TO PROMOTE RESPONSIBLE FINANCING AND PLACE ADEQUATE EMPHASIS ON CREDIT BEHAVIOUR OF OUR CUSTOMERS IN SUPPORT OF THE GOVERNMENT'S EFFORTS TO HAVE A RESILIENT HOUSEHOLD SECTOR.

PADA MASA HADAPAN, BANK ISLAM AKAN TERUS MENGGALAKKAN PEMBERIAN PEMBIAYAAN YANG BERTANGGUNG JAWAB DAN PENEKANAN YANG SEWAJARNYA KE ATAS TATALAKU KREDIT PELANGGAN SEBAGAI TANDA SOKONGAN TERHADAP USAHA KERAJAAN MEWUJUDKAN SEKTOR ISI RUMAH YANG KUKUH.

The focus for commercial banking is to target secured financing through the business premises financing programme. In this regard, special attention will be given to increase utilisation among local corporations with strong credit profiles and existing contract financing clients with good performance record. Corporate banking will pursue further syndicated financing opportunities to drive asset growth while the investment banking side will seek fresh Sukuk and corporate finance advisory mandates to enhance non-fund based income contribution. To spearhead future growth, Bank Islam also aims to strengthen its relationships with top-tier Malaysian GLCs with regard to term financing. Last but not least, as part of its franchise development programme, efforts to improve and expand Bank Islam's delivery channels will intensify further in 2011.

ACKNOWLEDGEMENTS AND GRATITUDE

The Board of Directors wishes to express our thanks and well wishes to Dato' Mohd Bakke Salleh who has served us as Chairman with diligence and commitment from April 2008 to mid-July 2010. His contributions over the past years helped steer the Bank successfully through challenging times and his insights will be missed.

We take this opportunity to welcome a new non-executive independent director, Mohamed Ridza bin Mohamed Abdulla, who was appointed on 1 December 2010. We also extend a warm welcome to our new colleagues in the Shariah Supervisory Council, namely Sheikh Dr. Ahmed Mohieldin Ahmed, Assistant Professor Dr. Uzaimah Ibrahim and Mohd Nazri Chik, who were appointed during the period under review.

Our sincere appreciation goes out to all our stakeholders especially regulators, shareholders, employees and customers for their unwavering commitment and continuous efforts in supporting our transformation into a viable, sound and competitive banking institution, in line with Bank Islam's vision to become "a global leader in Islamic banking".

BOARD OF DIRECTORS

BANK ISLAM MALAYSIA BERHAD

Tumpuan perbankan komersil adalah untuk mendapatkan pembiayaan terjamin menerusi program pembiayaan premis perniagaan. Sehubungan itu, perhatian khusus akan diberikan kepada syarikat tempatan yang berprofil kredit kukuh dan pelanggan pembiayaan kontrak sedia ada yang memiliki rekod prestasi yang baik. Perbankan korporat akan meneruskan usaha meraih lebih banyak peluang pembiayaan bersindiket bagi mendorong pertumbuhan aset manakala perbankan pelaburan akan meningkatkan usaha memperoleh mandat khidmat nasihat korporat dan Sukuk yang baharu untuk mempertingkatkan sumbangan pendapatan berasaskan bukan dana. Untuk menerajui pertumbuhan masa hadapan bagi pembiayaan berjangka, Bank Islam juga beriltizam memperkukuhkan hubungannya dengan syarikat-syarikat berkaitan kerajaan utama di Malaysia. Akhir sekali, ialah usaha mempertingkat dan memperluaskan saluran penyampaian Bank Islam pada 2011 sebagai sebahagian daripada program pembangunan francaisnya.

PENGIKTIRAFAN DAN PENGHARGAAN

Lembaga Pengarah ingin menyampaikan ucapan selamat maju jaya dan terima kasih kepada Dato' Mohd Bakke Salleh yang telah berkhidmat dengan penuh hemat dan komitmen sebagai Pengerusi dari April 2008 hingga pertengahan Julai 2010. Beliau telah banyak membantu Bank menangani pelbagai cabaran dengan jayanya dan pandangan beliau akan sentiasa dihargai.

Bank ingin mengambil peluang ini untuk mengalu-alukan kedatangan pengarah bebas bukan eksekutif yang baharu, Mohamed Ridza bin Mohamed Abdulla, yang dilantik pada 1 Disember 2010. Bank juga menyambut kehadiran rakan-rakan baharu dalam Majlis Pengawasan Syariah, iaitu Dr. Ahmed Mohieldin Ahmed, Dr. Uzaimah Ibrahim dan Mohd Nazri Chik, yang dilantik semasa tempoh tinjauan.

Penghargaan ikhlas juga diberikan kepada semua pemegang berkepentingan Bank terutamanya para pengawal selia, pemegang saham, kakitangan dan pelanggan atas komitmen padu dan usaha berterusan mereka dalam menyokong transformasi Bank Islam menjadi sebuah institusi perbankan yang berdaya maju, kukuh dan berdaya saing, sejajar dengan visi Bank untuk menjadi "pemimpin global dalam perbankan Islam".

LEMBAGA PENGARAH

BANK ISLAM MALAYSIA BERHAD

Statement of Corporate Governance

Penyata Tadbir Urus Korporat

THE BOARD OF DIRECTORS OF BANK ISLAM (“THE BOARD”) RECOGNISES THE IMPORTANCE OF CORPORATE GOVERNANCE AND IS FULLY COMMITTED TO THE RECOMMENDATIONS OF THE MALAYSIAN CODE OF CORPORATE GOVERNANCE. IN THIS RESPECT, THE BOARD CONSTANTLY STRIVES TO ENSURE HIGH STANDARDS OF CORPORATE GOVERNANCE, INTERNAL CONTROL AND RISK MANAGEMENT ARE PRACTISED THROUGHOUT BANK ISLAM AND ITS SUBSIDIARIES.

FURTHER TO THIS, THE BOARD ALSO ADOPTS THE RELEVANT REQUIREMENTS AS OUTLINED UNDER RESPECTIVE GUIDELINES BY BANK NEGARA MALAYSIA (“BNM”).

LEMBAGA PENGARAH BANK ISLAM (“LEMBAGA PENGARAH”) MENGIKTIRAF KEPENTINGAN TADBIR URUS KORPORAT DAN KOMITED SEPENUHNYA UNTUK MEMATUHI SARANAN KOD TADBIR URUS KORPORAT MALAYSIA. DALAM HAL INI, LEMBAGA PENGARAH SENTIASA MENERUSKAN USAHANYA UNTUK MEMASTIKAN STANDARD YANG TINGGI BAGI TADBIR URUS KORPORAT, KAWALAN DALAMAN DAN PENGURUSAN RISIKO DIAMALKAN SECARA MENYELURUH OLEH BANK ISLAM DAN SUBSIDIARINYA.

LEMBAGA PENGARAH JUGA TURUT MENGUNA PAKAI PERUNTUKAN-PERUNTUKAN YANG BERKAITAN DI BAWAH GARIS PANDUAN BANK NEGARA MALAYSIA (“BNM”).

1.0 THE BOARD OF DIRECTORS

1.1 Composition of the Board

As at 31 December 2010, the Board has eight members, comprising of one Managing Director and seven non-executive directors, of which three are independent. The current composition of the Board is in compliance with BNM Guidelines on Corporate Governance for Licensed Islamic Banks (“BNM/ GP1-i”). More than one-third of its directors are independent directors that provide an effective check and balance in the function of the Board.

The Board comprises members from diverse professional background and experience such as banking, finance, accounting and legal. The Board members have vast experience and bring with them invaluable knowledge, expertise and perspective to achieve Bank Islam’s objectives and visions.

1.2 Code of Ethics

The Directors continue to adhere to a Code of Ethics based on the Code of Conduct expected of financial institutions’ directors as set out in the BNM/GP7 – Guidelines on the Code of Conduct for Directors, Officers and Employees, the Companies Act 1965 and the Company Directors’ Code of Ethics issued by the Companies Commission of Malaysia.

1.0 LEMBAGA PENGARAH

1.1 Komposisi Lembaga Pengarah

Pada 31 Disember 2010, Lembaga Pengarah dianggotai lapan ahli terdiri daripada seorang Pengarah Urusan dan tujuh pengarah bukan eksekutif; yang mana tiga daripadanya merupakan pengarah bebas. Komposisi ini mematuhi Garis Panduan BNM berkaitan Tadbir Urus Korporat bagi Bank-Bank Islam Berlesen (“BNM/GP1-i”). Lebih dari satu pertiga ahli Lembaga Pengarah terdiri daripada pengarah bebas, mendorong sekatan dan imbalan yang berkesan dalam fungsi Lembaga Pengarah.

Lembaga Pengarah terdiri daripada individu yang mempunyai pelbagai latar belakang profesional dan pengalaman dalam bidang perbankan, kewangan, perakaunan dan perundangan. Dengan pengalaman mereka yang luas, Lembaga Pengarah, membawa bersama mereka pengetahuan, kepakaran dan perspektif yang berharga, bagi mencapai objektif dan visi Bank Islam.

1.2 Tataetika

Pengarah-pengarah terus berpegang pada Tataetika berdasarkan Tatakelakuan yang perlu dipatuhi oleh pengarah institusi kewangan sebagaimana yang ditetapkan dalam Garis Panduan Tatakelakuan Pengarah, Pegawai dan Kakitangan (BNM/GP7), Akta Syarikat 1965 dan Tataetika Pengarah Syarikat yang dikeluarkan oleh Suruhanjaya Syarikat Malaysia.



The Code of Ethics for Company Directors, amongst others, highlighted the following criteria of which a company director should observe in the performance of his/her duties:

- a. He/she should at all times act with utmost good faith towards the company in any transaction and to act honestly and responsibly in the exercise of his/her powers in discharging his/her duties;
- b. He/she should be conscious of the interests of shareholders, employees, creditors and customers of the company; and
- c. He/she should ensure that the activities and the operations of the company do not harm the interest and well-being of society at large.

1.3 Roles of the Chairman and Managing Director

The roles of the Chairman and Managing Director are clearly defined and differentiated. This distinction is to ensure a balance of power and authority for better understanding and distribution of responsibilities and accountabilities. The Chairman together with the rest of the Board are responsible for setting the policy framework within which the Management is to operate. The role of the Chairman includes the following:

- a. Provide leadership to achieve the overall performance in meeting the corporate goals and objectives of Bank Islam;
- b. Ensure that the responsibilities of the Board, the Board Committees and the individual directors are well understood by the Board and individual directors and are executed effectively; and
- c. Develop an effective working relationship with the Management.

The Managing Director has overall executive responsibility for the day-to-day operations of Bank Islam which includes implementing the policies and strategies adopted by the Board, keeping the Board fully informed of all important aspects of the Bank's operations and ensuring sufficient information is distributed to the Board members. The Managing Director also carries the primary responsibilities for ensuring management competency including the placement of an effective succession plan to sustain continuity.

Antara lain, Tataetika bagi Pengarah Syarikat, menggariskan kriteria yang perlu dipatuhi oleh pengarah syarikat dalam melaksanakan tugas mereka seperti berikut:

- a. Beliau hendaklah sentiasa bertindak dengan niat baik terhadap syarikat dalam sebarang transaksi dan jujur serta bertanggungjawab dalam menggunakan kuasa ketika melaksanakan tugas;
- b. Beliau hendaklah sentiasa menjaga kepentingan pemegang saham, kakitangan, pemiutang dan pelanggan syarikat; dan
- c. Beliau hendaklah memastikan bahawa aktiviti dan operasi syarikat tidak memudaratkan kepentingan dan kesejahteraan masyarakat secara amnya.

1.3 Peranan Pengerusi dan Pengarah Urusan

Peranan Pengerusi dan Pengarah Urusan ditakrif dan dibezakan dengan jelas. Perbezaan dalam peranan Pengerusi and Pengarah Urusan bertujuan untuk memastikan imbalan kuasa dan autoriti adalah jelas dan pengagihan tanggungjawab serta kewajipan yang lebih baik. Pengerusi dan seluruh Lembaga Pengarah bertanggungjawab untuk menetapkan rangka kerja polisi untuk operasi Pengurusan. Peranan Pengerusi termasuk seperti berikut:

- a. Menjadi pemimpin untuk mencapai prestasi keseluruhan dalam memenuhi matlamat dan objektif korporat Bank Islam;
- b. Memastikan tanggungjawab Lembaga Pengarah, Jawatankuasa Lembaga Pengarah dan setiap pengarah difahami dengan jelas oleh Lembaga Pengarah dan setiap ahlinya serta dilaksanakan dengan berkesan; dan
- c. Mewujudkan hubungan kerja yang berkesan dengan pihak Pengurusan.

Pengarah Urusan mempunyai tanggungjawab eksekutif keseluruhan terhadap operasi harian Bank Islam yang merangkumi pelaksanaan polisi dan strategi yang diguna pakai oleh Lembaga Pengarah, serta memastikan Lembaga Pengarah sentiasa dimaklumkan sepenuhnya semua aspek-aspek penting operasi Bank, selain memastikan pengagihan maklumat yang mencukupi kepada ahli-ahli Lembaga Pengarah. Pengarah Urusan juga memikul tanggungjawab utama dalam memastikan kecekapan pengurusan termasuk menyediakan pelan penggantian yang berkesan bagi memastikan kesinambungan.

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1.4 Primary Duties and Responsibilities of the Board

The terms of reference of the Board specify that the Board plays critical role in ensuring sound and prudent policies and practices in the Bank. It provides effective check and balance mechanism in the overall management of the Bank. The Board carries ultimate responsibility for the proper stewardship of the Bank. It has the responsibility to ensure optimisation of shareholders' value and safeguard the stakeholders' interest.

The Board's primary duties and responsibilities are as follows:

- a. Finance/Operations
 - i. Review and approve all strategic and policy matters including the objectives, strategic business plan and significant operating policies of the Bank and monitor the Management's performance in implementing them based on Key Performance Indicators ("KPIs") approved by the Board;
 - ii. Review the adequacy and integrity of the Bank's accounting and financial reporting system and ensure appropriate controls are in place;
 - iii. Review and approve the following matters, including but not limited to:
 - Annual Business Plan and Budget of the Bank;
 - Monthly financial and business performance of the Bank;
 - Authority Limits documents including discretionary authority vested to any officer of Bank Islam;
 - The Bank's dividend policy and distribution;
 - Any purchase and disposal of goods or fixed assets or any purchase or termination of services within limits stipulated in the Authority Limits document; and
 - Acquisition of and prepayment of any loans or indebtedness of the Bank;
 - iv. Review and approve significant business and operational policies including but not limited to the following:
 - Approval for new products or services and review the performance and profitability of such products or services;
 - Procurement policy;
 - Outsourcing policy; and
 - IT security and other related IT policies;
 - v. Review and approve any appointment of such person, consultants or advisors or establishment of committee or task force to undertake any specific assignments in relation to the Bank's business and operations within limits stipulated under the Authority Limits document;

1.4 Tugas dan Tanggungjawab Utama Lembaga Pengarah

Terma rujukan Lembaga Pengarah menyatakan bahawa Lembaga Pengarah memainkan peranan penting dalam memastikan polisi dan amalan yang baik dan berhemat di Bank. Ia menyediakan mekanisme sekatan dan imbalan yang berkesan dalam keseluruhan pengurusan Bank. Lembaga Pengarah memikul tanggungjawab mutlak terhadap pengendalian Bank yang wajar. Ia mempunyai tanggungjawab untuk memastikan nilai pemegang saham berada pada tahap optimum dan melindungi kepentingan pihak berkepentingan.

Tugas dan tanggungjawab utama Lembaga Pengarah adalah seperti berikut:

- a. Kewangan/Operasi
 - i. Menyemak dan meluluskan kesemua perkara yang berkaitan dengan strategi dan polisi termasuk objektif, pelan perniagaan strategik dan polisi operasi utama Bank serta mengawasi prestasi pihak Pengurusan dalam melaksanakan perkara-perkara tersebut berdasarkan Penunjuk Prestasi Utama ("KPIs") yang diluluskan oleh Lembaga Pengarah;
 - ii. Menyemak kecukupan dan integriti sistem laporan kewangan dan perakaunan Bank dan memastikan kawalan yang wajar diterapkan;
 - iii. Menyemak dan meluluskan perkara-perkara berikut, termasuk tetapi tidak terhad pada:
 - Pelan Perniagaan dan Belanjawan Tahunan Bank;
 - Prestasi kewangan dan perniagaan bulanan Bank;
 - Dokumen Had Autoriti termasuk kuasa budi bicara yang diberi kepada mana-mana pegawai Bank Islam;
 - Polisi dan pengagihan dividen Bank;
 - Sebarang pembelian atau pelupusan barang atau aset tetap atau sebarang pembelian atau penamatan perkhidmatan mengikut had yang ditetapkan oleh dokumen Had Autoriti; dan
 - Perolehan dan pembayaran awal sebarang pinjaman atau keberhutangan Bank;
 - iv. Menyemak dan meluluskan polisi perniagaan dan operasi utama, termasuk tetapi tidak terhad pada perkara yang berikut:
 - Produk dan perkhidmatan baharu dan menyemak prestasi dan keuntungan produk atau perkhidmatan berkenaan;
 - Polisi Pemerolehan;
 - Polisi Penggunaan Khidmat Luar; dan
 - Polisi sekuriti IT dan polisi-polisi IT lain yang berkaitan
 - v. Menyemak dan meluluskan sebarang pelantikan individu, perunding atau penasihat atau penubuhan jawatankuasa atau pasukan petugas untuk mengendalikan sebarang tugas khusus yang berkaitan dengan perniagaan dan operasi Bank mengikut had yang ditetapkan oleh dokumen Had Autoriti.



b. Risk Management

- i. Review and approve risk management policies and ensure that the Bank establishes adequate internal controls and infrastructure;
- ii. Review and approve the Bank's Business Continuity Management Policy in dealing with various extreme internal/ external events and disasters;
- iii. Review and approve the entry into, or variation of, any contract, arrangement or commitment with any related party or any dealing involving conflict of interest situation;
- iv. Evaluate the effectiveness of the Management in managing the risks of the Bank;

c. Human Resource & Governance

- i. Review and approve the appointment and removal of the Board of Directors, Shariah Supervisory Council ("SSC") members and key senior management personnel holding the function of Managing Director, Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Chief Risk Officer and such other function as determined by the Board of Directors from time to time;
- ii. Review and approve the remuneration of the Board of Directors, SSC members and key senior management personnel holding the function of Managing Director, Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Chief Risk Officer and such other function as determined by the Board of Directors from time to time;
- iii. Review and approve Human Resource policy including but not limited to the succession planning policy, salary and remuneration schemes, code of conduct, whistle blowing procedures, disciplinary action procedures and grievance procedures;
- iv. Review and approve succession planning for the Board;
- v. Annually review the performance of individual directors, SSC members and key senior management personnel including the Managing Director and effectiveness of the Board and the SSC as a whole;
- vi. Review and approve any appointment of corporate representatives and power of attorneys to act on behalf of the Bank;

b. Pengurusan Risiko

- i. Menyemak dan meluluskan polisi pengurusan risiko dan memastikan Bank mewujudkan kawalan dalaman dan infrastruktur yang mencukupi;
- ii. Menyemak dan meluluskan Polisi Pengurusan Kesenambungan Perniagaan dalam menangani pelbagai peristiwa dan bencana dalaman/luaran yang ekstrem;
- iii. Menyemak dan meluluskan kontrak, atau variasi sebarang kontrak, pengaturan atau komitmen dengan pihak yang berkaitan atau sebarang urusan yang melibatkan situasi konflik kepentingan; dan
- iv. Menilai keberkesanan pihak Pengurusan dalam menguruskan risiko Bank.

c. Sumber Manusia & Tadbir Urus

- i. Menyemak dan meluluskan pelantikan dan penamatan perkhidmatan ahli Lembaga Pengarah, ahli Majlis Pengawasan Syariah ("SSC") dan kakitangan pengurusan kanan utama yang berperanan sebagai Pengarah Urusan, Ketua Pegawai Eksekutif, Ketua Pegawai Operasi, Ketua Pegawai Kewangan, Ketua Pegawai Risiko dan jawatan-jawatan lain, seperti yang ditetapkan oleh Lembaga Pengarah dari semasa ke semasa;
- ii. Menyemak dan meluluskan imbuhan ahli Lembaga Pengarah, ahli SSC dan kakitangan pengurusan kanan utama yang berperanan sebagai Pengarah Urusan, Ketua Pegawai Eksekutif, Ketua Pegawai Operasi, Ketua Pegawai Kewangan, Ketua Pegawai Risiko dan jawatan-jawatan lain, seperti yang ditetapkan oleh Lembaga Pengarah dari semasa ke semasa;
- iii. Menyemak dan meluluskan polisi Sumber Manusia, termasuk tetapi tidak terhad pada, polisi perancangan penggantian, skim gaji dan imbuhan, tatakelakuan, prosedur pemberian maklumat, prosedur tindakan disiplin dan prosedur rungutan;
- iv. Menyemak dan meluluskan pelan penggantian Lembaga Pengarah;
- v. Membuat semakan tahunan terhadap prestasi setiap pengarah, ahli SSC dan kakitangan pengurusan kanan utama termasuk Pengarah Urusan dan keberkesanan Lembaga Pengarah dan SSC secara keseluruhan; dan
- vi. Menyemak dan meluluskan sebarang pelantikan wakil korporat dan pemegang surat kuasa wakil Bank.

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- d. Compliance
 - i. Review relevant reports or proposals to ensure operations of the Bank are in compliance with:
 - The relevant framework of laws including but not limited to the Islamic Banking Act 1983, Anti Money Laundering & Anti Terrorist Financing Act 2001 and Companies Act 1965 and any regulations and guidelines under the relevant laws;
 - The relevant Shariah principles;
 - Any established policies and procedures of the Bank; and
 - ii. Consider and provide any response, attestation, undertaking or confirmation as required by regulatory authorities in relation to compliance with regulatory requirements.

1.5 Fundamental Principles Applicable to Board Members

The directors are expected to demonstrate the utmost integrity and conduct themselves with high standards of behavior with the following fundamental principles:

a. Duty of Confidentiality

All directors are required to respect the confidentiality of sensitive information held by the Bank. A director is prohibited from making improper use of information obtained in the course of performing his or her duties for his or her gain or advantage. In addition, a Board Member cannot disclose information relating to the business and affairs of the Bank or that he or she obtains in the course of performance of duties and functions, as well as information about customers of the Bank. All confidential information remains confidential even when they are no longer on the Board and it cannot be exploited or improperly used;

b. Loyalty to the Bank and the Board

The directors are responsible to be loyal to the Bank, the Board and fellow Board members, and to be fully committed to all Board-related activities.

A director is prohibited from doing, saying or publishing anything that may be detrimental to the Bank's interest. A director should never publicly criticise the Bank or fellow Board members, attempt to undermine the Board decision or distance himself from the other Board members outside of the Boardroom. If a director has specific concerns about the manner in which the Bank is being run, these concerns should be raised with the Chairman and Management;

d. Pematuhan

- i. Menyemak laporan atau cadangan yang berkaitan untuk memastikan operasi Bank mematuhi:
 - Rangka kerja undang-undang yang berkaitan, termasuk tetapi tidak terhad pada, Akta Perbankan Islam 1983, Akta Pencegahan Pengubahan Wang Haram & Pencegahan Pembiayaan Keganasan 2001 dan Akta Syarikat 1965 dan sebarang peraturan serta garis panduan di bawah undang-undang yang berkaitan;
 - Prinsip Syariah yang berkaitan; dan
 - Sebarang polisi dan prosedur Bank;
- ii. Mempertimbangkan dan memberi sebarang maklum balas, pengakuan, aku janji atau pengesahan seperti yang dikehendaki oleh pihak berkuasa kawal selia yang berkaitan dengan pematuhan keperluan kawal selia.

1.5 Prinsip-prinsip Asas bagi Ahli-ahli Lembaga Pengarah

Pengarah-pengarah hendaklah menunjukkan integriti dan tatalaku berhemah tinggi berdasarkan prinsip-prinsip asas berikut:

a. Tanggungjawab Kerahsiaan

Kesemua pengarah dikehendaki menghormati kerahsiaan maklumat sensitif Bank. Seseorang pengarah dilarang menyalahgunakan maklumat yang diperolehi ketika melaksanakan tugasnya untuk kepentingan dirinya. Ahli Lembaga Pengarah juga dilarang mendedahkan maklumat perniagaan dan hal ehwal Bank atau maklumat yang diperolehi ketika melaksanakan tugas dan fungsinya, serta maklumat mengenai pelanggan Bank. Kesemua maklumat sulit kekal sulit walaupun mereka tidak lagi menjadi ahli Lembaga Pengarah dan maklumat tersebut tidak boleh dieksploitasi atau digunakan dengan cara yang tidak wajar;

b. Kesetiaan kepada Bank dan Lembaga Pengarah

Para pengarah bertanggungjawab untuk menunjukkan kesetiaan kepada Bank, Lembaga Pengarah dan ahli Lembaga Pengarah yang lain, serta memberi komitmen penuh kepada kesemua aktiviti Lembaga Pengarah.

Seseorang pengarah dilarang melakukan, menyatakan atau menerbitkan sebarang perkara yang boleh menjejaskan kepentingan Bank. Seseorang pengarah tidak harus mengkritik Bank atau ahli Lembaga Pengarah yang lain secara terbuka, mencabar keputusan Lembaga Pengarah atau menjauhkan diri daripada ahli Lembaga Pengarah yang lain di luar waktu bertugas. Sekiranya seseorang pengarah khuatir tentang cara Bank diuruskan, ia harus diketengahkan kepada Pengerusi dan pihak Pengurusan;



c. Operational Issues

The Board's role is to consider and approve strategies, plans and policies for the Bank and to monitor and review Management's performance. It is the role of Management to recommend and implement those plans and strategies. Board Members should avoid interfering in the day to day running of the organisation.

The Board is to hold Management to account more effectively and to make difficult decisions about the Bank's priorities; and

d. Responsibility for Board Decisions

The Board members must be capable of providing constructive challenge. Nevertheless they are also expected to share responsibility for decision taken by the Board as a whole. If any of the directors fundamentally disagree with the decision taken by the Board, they have the option of recording their disagreement in the minutes. However ultimately, they must accept and support the collective decision of the Board.

1.6 Board Meetings

Board meetings are scheduled at the beginning of the year where meetings are held at least six times a year with additional meetings convened as and when warranted by situations i.e. important decisions are required to be taken between the scheduled meetings.

11 Board meetings were held during the 18 months period for financial year ended 31 December 2010, as follows:

Date of Meeting	Percentage of Directors' Attendance
August 2009	90%
September 2009*	50%
October 2009	70%
December 2009	56%
February 2010	78%
April 2010	78%
Early May 2010*	78%
End May 2010	89%
August 2010	100%
October 2010	100%
December 2010	100%

* Special Meeting

c. Isu-isu Operasi

Peranan Lembaga Pengarah ialah untuk mempertimbang dan meluluskan strategi, pelan dan polisi Bank serta memantau dan menyemak prestasi pihak Pengurusan. Adalah menjadi peranan pihak Pengurusan untuk mencadang dan melaksanakan pelan dan strategi tersebut. Ahli Lembaga Pengarah harus mengelak daripada melibatkan diri dalam pengendalian harian organisasi.

Lembaga Pengarah berperanan menggesa pihak Pengurusan melaksanakan tanggungjawab dengan lebih berkesan serta membuat keputusan sukar mengenai keutamaan Bank; dan

d. Tanggungjawab bagi Keputusan Lembaga Pengarah

Ahli Lembaga Pengarah hendaklah bersedia memberi cabaran konstruktif. Namun demikian, mereka juga dikehendaki untuk berkongsi tanggungjawab bagi keputusan yang dibuat oleh Lembaga Pengarah secara keseluruhan. Sekiranya mana-mana pengarah secara asasnya tidak bersetuju dengan keputusan yang dibuat oleh Lembaga Pengarah, mereka mempunyai pilihan untuk merekodkan perkara tersebut dalam minit mesyuarat. Bagaimanapun, mereka mesti menerima dan menyokong keputusan kolektif Lembaga Pengarah tersebut secara mutlak.

1.6 Mesyuarat Lembaga Pengarah

Jadual mesyuarat Lembaga Pengarah disediakan pada awal tahun di mana ianya diadakan sekurang-kurangnya enam kali setahun dengan mesyuarat tambahan diadakan apabila perlu, iaitu apabila keputusan penting perlu dibuat dalam tempoh antara mesyuarat yang telah dijadualkan tersebut.

11 mesyuarat Lembaga Pengarah telah diadakan sepanjang tempoh 18 bulan bagi tahun kewangan berakhir 31 Disember 2010, seperti berikut:

Tarikh Mesyuarat	Peratusan Kehadiran Pengarah
Ogos 2009	90%
September 2009*	50%
Oktober 2009	70%
Disember 2009	56%
Februari 2010	78%
April 2010	78%
Awal Mei 2010*	78%
Akhir Mei 2010	89%
Ogos 2010	100%
Oktober 2010	100%
Disember 2010	100%

* Mesyuarat khas

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1.7 Access to Information

The directors have full and unrestricted access to all information pertaining to Bank Islam's business and affairs to enable them to discharge their duties effectively. All directors have access to the Management and to the advice and services of the Company Secretary and they may also seek independent professional advice where necessary.

Reports providing updates on operational, financial and corporate developments are circulated prior to Board meetings to enable the directors to obtain further clarification or explanation where necessary in order to be adequately apprised before the meeting.

1.8 Appointment and Reappointment to the Board

The Board through the Nomination and Assessment Committee's recommendations ensure that the level and make-up of its members are of the necessary credibility, integrity and calibre with the required skills and knowledge. The selection for the appointment and reappointment to the Board is made based on the Fit and Proper criteria determined by the Board. There is a formal and transparent procedure for the appointment of new members and reappointment of the existing members to the Board.

All appointment and reappointment of directors are subject to the approval of BNM.

1.9 Re-Election of Directors

In accordance with Bank Islam's Articles of Association, all directors other than the Managing Director are subject to retirement from office at due intervals by rotation. Being eligible, they may offer themselves for re-election, a process that enables shareholders or proxy holders to vote them back into office.

Directors who are appointed as additional directors or to fill casual vacancies during the year are subject to re-election by the shareholders at the next Annual General Meeting following their appointment.

The office of Managing Director is exempted from retirement by rotation so as not to expose his office to vagaries of discontinuity.

1.7 Akses kepada Maklumat

Para pengarah mempunyai akses penuh dan tanpa had kepada semua maklumat yang berkaitan dengan perniagaan dan urusan Bank Islam bagi membolehkan mereka melaksanakan tugas mereka secara berkesan. Kesemua pengarah mempunyai akses kepada pihak Pengurusan dan khidmat nasihat Setiausaha Syarikat serta khidmat nasihat profesional bebas jika perlu.

Laporan mengenai perkembangan operasi, kewangan dan korporat terkini diedarkan sebelum mesyuarat Lembaga Pengarah diadakan. Ini membolehkan para pengarah mendapat penjelasan atau keterangan lanjut sekiranya perlu agar mereka mendapat maklumat yang mencukupi sebelum mesyuarat.

1.8 Pelantikan dan Pelantikan Semula Lembaga Pengarah

Melalui saranan yang dibuat oleh Jawatankuasa Penamaan dan Penilaian, Lembaga Pengarah memastikan bahawa tahap dan komposisi ahli Lembaga Pengarah mempunyai kredibiliti, integriti dan kewibawaan serta kemahiran dan pengetahuan yang diperlukan. Pemilihan bagi pelantikan dan pelantikan semula ahli Lembaga Pengarah dibuat berdasarkan kriteria Kesesuaian dan Kewajaran yang ditentukan oleh Lembaga Pengarah. Terdapat prosedur yang formal dan telus bagi pelantikan ahli baharu dan pelantikan semula Lembaga Pengarah.

Kesemua pelantikan dan pelantikan semula para pengarah adalah tertakluk kepada kelulusan BNM.

1.9 Pemilihan Semula Pengarah

Menurut Artikel Pertubuhan Bank Islam, kesemua pengarah selain daripada Pengarah Urusan perlu bersara dalam selang masa yang ditetapkan menurut giliran. Jika layak, mereka boleh menawarkan diri untuk dipilih semula, iaitu satu proses yang membolehkan pemegang saham atau proksinya memilih semula pengarah tersebut.

Pengarah yang dilantik sebagai pengarah tambahan atau untuk mengisi kekosongan casual pada tahun itu tertakluk pada pemilihan semula oleh pemegang saham pada Mesyuarat Agung Tahunan berikutnya selepas mereka dilantik.

Pengarah Urusan dikecualikan daripada persaraan mengikut giliran agar jawatan ini tidak terdedah kepada ketidaktentuan akibat tiada kesinambungan.



1.10 Board Performance

The Board has implemented an annual performance evaluation process, carried out by the Nomination and Assessment Committee, to assess the effectiveness of the Board as a whole, the Board Committees and the contribution of each individual director.

Each director evaluates the performance of the Board as a whole by way of a self-assessment questionnaire. The assessments are made against the pre-established criteria in the following areas:

- a. Board Composition/Structure;
- b. Board Process;
- c. Board Governance; and
- d. Major Responsibilities of the Board.

For individual directors' assessments, Self/Peer Assessment Forms are completed by each director individually and the results are compiled for the Nomination and Assessment Committee's deliberation.

The results of the evaluation are reviewed and discussed for improvements among the Board members.

1.11 Board Training

Continuous training is vital for the directors to gain insight and keep abreast with the development in the banking industry to further enhance their skills and knowledge in discharging their responsibilities effectively. Pursuant to the Bank's framework for directors' training, all directors are encouraged to attend at least two training course/seminar relating to the relevant areas within a financial year.

Towards this end, the directors are provided with the opportunity for relevant training programmes on an ongoing basis in areas relating to the banking and financial industry to keep abreast with the latest developments in the industry. During the financial year, the directors attended seminars, courses and briefings organised by professional bodies and regulatory authorities as well as those conducted in-house. The directors also receive briefings on relevant new laws, rules and regulations, risk management updates and changes in the accounting standards at the Board/Board Committee meetings.

Newly appointed directors will undergo a briefing programme by the Managing Director's Office and the Company Secretary of the Bank.

1.10 Prestasi Lembaga Pengarah

Lembaga Pengarah telah melaksanakan proses penilaian prestasi tahunan yang dijalankan oleh Jawatankuasa Penamaan dan Penilaian, bagi menilai keberkesanan Lembaga Pengarah, Jawatankuasa Lembaga Pengarah serta sumbangan setiap pengarah.

Setiap pengarah menilai prestasi Lembaga Pengarah secara keseluruhan dengan menggunakan soalan kaji selidik penilaian diri. Penilaian tersebut dibuat berdasarkan kriteria yang telah ditetapkan dalam aspek berikut:

- a. Komposisi/Struktur Lembaga Pengarah;
- b. Proses Lembaga Pengarah;
- c. Tadbir Urus Lembaga Pengarah; dan
- d. Tanggungjawab penting Lembaga Pengarah.

Bagi penilaian pengarah secara individu, Borang Penilaian Diri/Rakan dilengkapkan oleh setiap pengarah secara individu dan keputusannya dibentangkan untuk pertimbangan Jawatankuasa Penamaan dan Penilaian.

Keputusan penilaian tersebut disemak dan dibincangkan di kalangan ahli Lembaga Pengarah untuk penambahbaikan.

1.11 Latihan Lembaga Pengarah

Latihan berterusan untuk para pengarah adalah penting agar mereka memperoleh pengetahuan dan perkembangan terkini berkaitan industri perbankan bagi mempertingkatkan kemahiran dan pengetahuan mereka agar mampu melaksanakan tanggungjawab dengan lebih berkesan. Berdasarkan rangka kerja Bank berhubung latihan para pengarah, kesemua pengarah digalakkan menghadiri sekurang-kurangnya dua kursus latihan/seminar yang berkaitan dalam setiap tahun kewangan.

Justeru itu, para pengarah diberikan peluang menyertai program-program latihan secara berterusan dalam bidang yang berkaitan dengan industri perbankan dan kewangan agar mereka dapat mengikuti perkembangan industri terkini. Semasa tahun kewangan, para pengarah telah menghadiri pelbagai seminar, kursus dan taklimat anjuran badan-badan profesional dan pihak berkuasa kawal selia serta program yang diadakan dalam organisasi. Para pengarah juga diberi taklimat mengenai undang-undang dan peraturan baharu yang berkaitan, maklumat terkini pengurusan risiko serta perubahan dalam standard perakaunan pada mesyuarat Lembaga Pengarah/Jawatankuasa Lembaga Pengarah.

Para pengarah yang baru dilantik akan menjalani program taklimat oleh Pejabat Pengarah Urusan dan Setiausaha Syarikat Bank.

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2.0 BOARD COMMITTEES

The Board has delegated certain responsibilities to Board Committees, which operate within clearly defined terms of reference. These Committees are:

2.1 Nomination and Assessment Committee (“Committee or NAC”)

The Board delegates to this Committee the process for election, appointment and reappointment of directors, assessing the nominated candidate based on the Fit and Proper criteria and evaluate the performance of the existing directors thereafter making the necessary recommendation to the Board. This function extends to the appointment of the members of Shariah Supervisory Council (“SSC”) and key senior management within Bank Islam.

Ten NAC meetings were held during the 18 months period for financial year ended 31 December 2010 as follows:

Date of Meeting	Percentage of Directors' Attendance
August 2009	100%
October 2009	100%
December 2009	100%
February 2010	100%
April 2010	100%
May 2010	100%
July 2010*	100%
August 2010	100%
October 2010	100%
December 2010	100%

* *Special Meeting*

The primary duties and responsibilities of the NAC with regard to the nomination role are as follows:

- Review the structure, size and composition of the Board and make recommendations to the Board on any adjustments that are deemed necessary including in terms of the appropriate size and skills, and the balance between Executive Directors, Non-executive Directors and Independent Directors regularly or at least once a year;
- Where there are vacancies on the Board, in the SSC or of key senior management position including the Managing Director, Chief Financial Officer and Chief Risk Officer, identify and nominate for the Board's approval, candidates for the position vacated;

2.0 JAWATANKUASA LEMBAGA PENGARAH

Lembaga Pengarah telah memberikan tanggungjawab tertentu kepada Jawatankuasa Lembaga Pengarah yang melaksanakannya menurut terma rujukan yang telah digariskan dengan jelas. Jawatankuasa ini adalah:

2.1 Jawatankuasa Penamaan dan Penilaian (“Jawatankuasa atau NAC”)

Lembaga Pengarah menugaskan kepada NAC, proses memilih, melantik dan melantik semula pengarah, menilai pengarah yang dicalonkan berdasarkan kriteria Kesesuaian dan Kewajaran serta menilai prestasi pengarah sedia ada dan seterusnya membuat saranan kepada Lembaga Pengarah. Fungsi ini turut meliputi pelantikan ahli Majlis Pengawasan Syariah (“SSC”) dan pengurusan kanan utama di Bank Islam.

Sepuluh mesyuarat NAC telah diadakan sepanjang tempoh 18 bulan bagi tahun kewangan berakhir 31 Disember 2010, seperti berikut:

Tarikh Mesyuarat	Peratusan Kehadiran Pengarah
Ogos 2009	100%
Oktober 2009	100%
Disember 2009	100%
Februari 2010	100%
April 2010	100%
Mei 2010	100%
Julai 2010*	100%
Ogos 2010	100%
Oktober 2010	100%
Disember 2010	100%

* *Mesyuarat khas*

Tugas dan tanggungjawab utama NAC berkaitan dengan penamaan adalah seperti berikut:

- Menyemak semula struktur, saiz dan komposisi Lembaga Pengarah dan membuat saranan kepada Lembaga Pengarah mengenai sebarang pelarasan yang diperlukan, termasuk dari segi saiz dan kemahiran yang sesuai dan keseimbangan antara Pengarah Eksekutif, Pengarah Bukan Eksekutif dan Pengarah Bebas. Ini dilakukan dari semasa ke semasa atau sekurang-kurangnya setahun sekali;
- Apabila terdapat kekosongan dalam Lembaga Pengarah, SSC atau dalam jawatan pengurusan kanan utama termasuk Pengarah Urusan, Ketua Pegawai Kewangan dan Ketua Pegawai Risiko, NAC mengenal pasti dan mencalonkan individu bagi memenuhi kekosongan tersebut untuk kelulusan Lembaga Pengarah;



- c. Establish the minimum requirements on the skills, experience, qualification and other core competencies of a director and SSC member in light of an evaluation of the balance of skills, knowledge and experience;
 - d. Assess and recommend to the Board the nominees for directorship, membership in Board committees and SSC and the Managing Director;
 - e. Recommend to the Board for the removal of any directors, SSC members and the Managing Director from the Board/Committee/Management if they are ineffective, errant and negligent in discharging their responsibilities;
 - f. In consultation with the Chairman, regularly or at least once a year, review the performance of individual directors, SSC members and the Managing Director and evaluate the effectiveness of the Board and the SSC as a whole and report to the Board as is necessary;
 - g. Assess and recommend to the Board the nominees for key senior management holding the function of Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Chief Risk Officer and such other function as determined by the Board from time to time;
 - h. Make recommendations to the Board on:
 - i. Succession plan in respect of the Board;
 - ii. Reappointment of any directors or SSC members at the conclusion of his specified term of office as approved by BNM;
 - iii. The continuation (or discontinuance) in service of any director who has attained the age of 70 years; and
 - i. Undertake such other duties and responsibilities as determined by the Board from time to time.
- c. Menerapkan keperluan minimum bagi kemahiran, pengalaman, kelayakan dan kompetensi teras lain yang diperlukan daripada seseorang pengarah dan ahli SSC berdasarkan penilaian keseimbangan antara kemahiran, pengetahuan dan pengalaman;
 - d. Menilai dan menyarankan kepada Lembaga Pengarah calon untuk jawatan pengarah, keahlian jawatankuasa Lembaga Pengarah dan SSC serta jawatan Pengarah Urusan;
 - e. Menyarankan kepada Lembaga Pengarah penamatan perkhidmatan mana-mana pengarah, ahli SSC dan Pengarah Urusan daripada Lembaga Pengarah/Jawatankuasa/Pengurusan jika mereka tidak efektif, melakukan penyelewengan dan cuai dalam melaksanakan tanggungjawab;
 - f. Menerusi perundingan dengan Pengerusi NAC dari semasa ke semasa atau sekurang-kurangnya setahun sekali, menilai prestasi pengarah, ahli SSC dan Pengarah Urusan secara individu dan menilai keberkesanan Lembaga Pengarah dan SSC secara keseluruhan serta melaporkannya kepada Lembaga Pengarah, apabila perlu;
 - g. Menilai dan menyarankan kepada Lembaga Pengarah calon untuk jawatan pengurusan kanan utama yang berperanan sebagai Ketua Pegawai Eksekutif, Ketua Pegawai Operasi, Ketua Pegawai Kewangan, Ketua Pegawai Risiko dan jawatan-jawatan lain, seperti yang ditetapkan oleh Lembaga Pengarah dari semasa ke semasa;
 - h. Membuat saranan kepada Lembaga Pengarah mengenai:
 - i. Pelan penggantian bagi Lembaga Pengarah;
 - ii. Pelantikan semula mana-mana pengarah atau ahli SSC setelah tamat tempoh jawatan yang ditetapkan seperti yang diluluskan oleh BNM;
 - iii. Pelanjutan (atau penamatan) khidmat mana-mana pengarah yang telah mencapai usia 70 tahun; dan
 - i. Menjalankan tugas dan tanggungjawab lain seperti yang ditetapkan oleh Lembaga Pengarah dari semasa ke semasa.

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2.2 Remuneration Committee (“Committee or RC”)

The Committee has a broad responsibility of recommending to the Board the remuneration of all directors including SSC members, the Managing Director and key senior management. The Board is ultimately responsible for the approval of the remuneration package.

Ten RC meetings were held during the 18 months period for financial year ended 31 December 2010 as follows:

Date of Meeting	Percentage of Directors' Attendance
August 2009	100%
October 2009	100%
December 2009	100%
February 2010	100%
April 2010	100%
May 2010	100%
Early August 2010	100%
End August 2010*	75%
October 2010	100%
December 2010	100%

* *Special Meeting*

The primary duties and responsibilities of the RC with regard to the remuneration role are as follows:

- Review and recommend to the Board the overall remuneration policy for directors, Managing Director and key senior management to ensure appropriate incentives to encourage enhanced performance and the incentives commensurate with their contribution and level of responsibility and is sufficient to attract and retain directors/Managing Director/key senior management of calibre. The remuneration policy should support the Bank's culture, objectives and strategy;
- Review and recommend to the Board specific remuneration package for the directors, Managing Director and key senior management holding the function of Chief Executive Officer, Chief Operating Officer, Chief Financial Officer, Chief Risk Officer and such other function as determined by the Board from time to time. The remuneration package should be structured to be competitive and consistent with the Bank's culture, objectives and strategy and to reflect their contribution, level of responsibility and performance;
- Within the terms of the agreed remuneration policy and based on the individual performance, determine the total individual remuneration package for the personnel including where appropriate bonuses, incentive payments, etc;

2.2 Jawatankuasa Imbuan (“Jawatankuasa atau RC”)

Jawatankuasa ini mempunyai tanggungjawab yang luas dalam mengemukakan saranan kepada Lembaga Pengarah tentang imbuan kesemua pengarah, termasuk ahli SSC, Pengarah Urusan dan pengurusan kanan utama. Lembaga Pengarah mempunyai tanggungjawab mutlak untuk meluluskan pakej imbuan yang disarankan.

Sepuluh mesyuarat RC telah diadakan sepanjang tempoh 18 bulan bagi tahun kewangan berakhir 31 Disember 2010, seperti berikut:

Tarikh Mesyuarat	Peratusan Kehadiran Pengarah
Ogos 2009	100%
Oktober 2009	100%
Disember 2009	100%
Februari 2010	100%
April 2010	100%
Mei 2010	100%
Awal Ogos 2010	100%
Akhir Ogos 2010*	75%
Oktober 2010	100%
Disember 2010	100%

* *Mesyuarat Khas*

Tugas dan tanggungjawab utama RC berkaitan dengan imbuan adalah seperti berikut:

- Menyemak dan menyarankan kepada Lembaga Pengarah keseluruhan polisi imbuan bagi para pengarah, Pengarah Urusan dan pengurusan kanan utama untuk memastikan insentif yang wajar dan setara dengan sumbangan dan tahap tanggungjawab mereka demi menggalakkan peningkatan prestasi. Insentif tersebut hendaklah memadai untuk menarik minat dan mengekalkan pengarah/Pengarah Urusan/pengurusan kanan utama yang berwibawa. Polisi imbuan tersebut perlu menyokong budaya, objektif dan strategi Bank;
- Menyemak dan menyarankan kepada Lembaga Pengarah, pakej imbuan khusus untuk para pengarah, Pengarah Urusan dan pengurusan kanan utama yang berperanan sebagai Ketua Pegawai Eksekutif, Ketua Pegawai Operasi, Ketua Pegawai Kewangan, Ketua Pegawai Risiko dan jawatan-jawatan lain seperti yang ditetapkan oleh Lembaga Pengarah dari semasa ke semasa. Pakej imbuan tersebut perlu distruktur agar berdaya saing dan konsisten dengan budaya, objektif dan strategi Bank, di samping mencerminkan sumbangan, tahap tanggungjawab dan prestasi;
- Menentukan jumlah pakej imbuan termasuk bonus, pembayaran insentif dan sebagainya bagi kakitangan berdasarkan terma polisi imbuan yang telah dipersetujui dan prestasi individu;



- d. Make recommendation to the Board in relation to any review to employee remuneration and benefit structures including bonuses and performance related pay schemes to ensure alignment throughout the Bank;
- e. Review and recommend to the Board the remuneration of the SSC members. The remuneration shall commensurate and reflect the roles and responsibilities of the SSC members;
- f. Determine and approve specific remuneration package for key senior management officers other than officers mentioned in para b. The remuneration package should be structured to be competitive and consistent with the Bank's culture, objectives and strategy and reflect their contribution, level of responsibility and performance; and
- g. Undertake such other duties and responsibilities as determined by the Board of Directors of the Bank.

- d. Membuat saranan kepada Lembaga Pengarah berhubung sebarang semakan terhadap imbuhan kakitangan dan struktur faedah termasuk bonus dan skim gaji berdasarkan prestasi bagi memastikan keseragaman di seluruh Bank;
- e. Menyemak dan menyarankan kepada Lembaga Pengarah imbuhan bagi ahli SSC. Imbuhan tersebut perlu setara dan mencerminkan peranan dan tanggungjawab ahli SSC berkenaan;
- f. Menentukan dan meluluskan pakej imbuhan khusus bagi pegawai pengurusan kanan utama selain daripada pegawai yang dinyatakan dalam perenggan (b). Pakej imbuhan ini perlu distruktur agar berdaya saing dan konsisten dengan budaya, objektif dan strategi Bank, di samping mencerminkan sumbangan, tahap tanggungjawab dan prestasi; dan
- g. Mengendalikan tugas dan tanggungjawab lain seperti yang ditetapkan oleh Lembaga Pengarah dari semasa ke semasa.

2.3 Board Financing Review Committee ("Committee or BFRC")

This Committee is responsible for the review of financing and/or investment proposals approved by the Financing Committee 'A' ("FCA") and/or Underwriting & Investment Committee ("UIC") of the Management based on the limits determined by the Board. BFRC may overrule any decision of FCA and/or UIC, where appropriate.

16 BFRC meetings were held during the 18 months period for financial year ended 31 December 2010 as follows:

Date of Meeting	Percentage of Directors' Attendance
August 2009	75%
September 2009	100%
October 2009	100%
November 2009*	50%
December 2009	75%
Early January 2010	75%
End January 2010	100%
April 2010	100%
Early May 2010	75%
End May 2010	100%
July 2010	100%
Early August 2010	100%
End August 2010	100%
October 2010	100%
Early December 2010	100%
Mid December 2010	100%

* *Special Meeting*

2.3 Jawatankuasa Lembaga Pengarah Semakan Pembiayaan ("Jawatankuasa atau BFRC")

Jawatankuasa ini bertanggungjawab untuk menyemak cadangan pembiayaan dan/atau pelaburan yang diluluskan oleh pihak Pengurusan melalui Jawatankuasa Pembiayaan 'A' ("FCA") dan/atau Jawatankuasa Penajamin & Pelaburan ("UIC") berdasarkan had yang ditetapkan oleh Lembaga Pengarah. BFRC boleh menolak sebarang keputusan FCA dan/atau UIC, sekiranya wajar.

16 mesyuarat BFRC telah diadakan sepanjang tempoh 18 bulan bagi tahun kewangan berakhir 31 Disember 2010, seperti berikut:

Tarikh Mesyuarat	Peratusan Kehadiran Pengarah
Ogos 2009	75%
September 2009	100%
Oktober 2009	100%
November 2009*	50%
Disember 2009	75%
Awal Januari 2010	75%
Akhir Januari 2010	100%
April 2010	100%
Awal Mei 2010	75%
Akhir Mei 2010	100%
Julai 2010	100%
Awal Ogos 2010	100%
Akhir Ogos 2010	100%
Oktober 2010	100%
Awal Disember 2010	100%
Pertengahan Disember 2010	100%

* *Mesyuarat khas*

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The primary duties and responsibilities of the BFRC are as follows:

- To deliberate, review and if necessary exercise the rights to veto UIC or FCA's approvals/decisions on all investment or financing/credit related proposals including the proposed terms and conditions or any variations thereof whilst ensuring that the Bank's interest is safeguarded; and
- To exercise the authority of the Board to approve any investment or financing/credit related proposals for connected party.

2.4 Board Risk Committee ("Committee or BRC")

The BRC is established to assist the Board in discharging its functions by having a focused forum that deliberates on risk management issues to ensure effective management of risks and enforcement of risk tolerance within Bank Islam. In addition, the Committee is responsible to review and assess the adequacy of the existing risk management framework in addressing the various risk factors in Bank Islam.

Ten BRC meetings were held during the 18 months period for financial year ended 31 December 2010 as follows:

Date of Meeting	Percentage of Directors' Attendance
August 2009	100%
September 2009	50%
October 2009	50%
December 2009	50%
February 2010	75%
April 2010	50%
May 2010	100%
August 2010	100%
October 2010	100%
December 2010	100%

The primary duties and responsibilities of the BRC are as follows:

- Review and recommend risk management strategies, policies and risk tolerance for the Board's approval;
- Review and assess adequacy of risk management policies and framework in identifying, measuring, monitoring and controlling risk and the extent to which these are operating effectively;

Tugas dan tanggungjawab utama BFRC adalah seperti berikut:

- Mempertimbangkan, menyemak dan jika perlu menggunakan hak veto terhadap kelulusan/keputusan UIC atau FCA berhubung dengan cadangan berkaitan pelaburan atau pembiayaan/kredit termasuk terma dan syarat yang dicadangkan atau sebarang variasinya, di samping memastikan kepentingan Bank terpelihara; dan
- Melaksanakan kuasa Lembaga Pengarah untuk meluluskan sebarang cadangan berhubung pelaburan atau pembiayaan/kredit untuk pihak berkaitan.

2.4 Jawatankuasa Lembaga Pengarah Risiko ("Jawatankuasa atau BRC")

BRC ditubuhkan untuk membantu Lembaga Pengarah melaksanakan tugasnya melalui forum yang fokus untuk membincangkan isu pengurusan risiko bagi memastikan keberkesanan dalam menguruskan risiko dan penguatkuasaan toleransi risiko di Bank Islam. Jawatankuasa ini juga bertanggungjawab menyemak dan menilai kesempurnaan rangka kerja pengurusan risiko yang sedia ada dalam menangani pelbagai faktor risiko di Bank Islam.

Sepuluh mesyuarat BRC telah diadakan sepanjang tempoh 18 bulan bagi tahun kewangan berakhir 31 Disember 2010, seperti berikut:

Tarikh Mesyuarat	Peratusan Kehadiran Pengarah
Ogos 2009	100%
September 2009	50%
Oktober 2009	50%
Disember 2009	50%
Februari 2010	75%
April 2010	50%
Mei 2010	100%
Ogos 2010	100%
Oktober 2010	100%
Disember 2010	100%

Tugas dan tanggungjawab utama BRC adalah seperti berikut:

- Menyemak dan menyarankan strategi, polisi dan toleransi risiko untuk kelulusan Lembaga Pengarah;
- Menyemak dan menilai kesempurnaan polisi dan rangka kerja pengurusan risiko dalam mengenal pasti, mengukur, memantau dan mengawal risiko serta memastikan keberkesanan perkara-perkara tersebut;



- c. Determine the risk appetite/tolerance level of the Bank at enterprise and at strategic business unit levels including but not limited to sectoral limit and counterparty limits;
 - d. Review the allocation of risk-adjusted capital and broad-based limits across the Bank covering market, credit and operational risk;
 - e. Review and if necessary recommend to the Board the Company's Business Continuity Management framework and policy for dealing with various extreme internal/external events and disasters;
 - f. Review the effectiveness of the reporting structure for the overall business activities and risk management functions and the implementation of the appropriate system to manage various types of risks undertaken by the Bank;
 - g. Review the risk management processes, systems and internal controls throughout the Bank;
 - h. Review regularly the Management's reports on risk exposure, risk portfolio composition and risk management activities including the adequacy of tools, systems and resources for the successful execution of risk functions within the Bank;
 - i. Review and approve risk methodologies for measuring and managing risks arising from the Bank's overall management of all risks covering market, credit and operational through identified tools;
 - j. Approve the engagement of external and independent reviewers for the validation of risk measurement methodologies and outputs;
 - k. Review and recommend to the Board any business proposals on the following:
 - i. New products and services;
 - ii. Discretionary power or authority limits in relation to any product programmes proposals;
 - l. Review any business proposals particularly on:
 - i. Product programmes and its performance;
 - ii. Target market and risk acceptance criteria of any products or services;
 - iii. Product profitability assessment;
 - m. Review proposals on single or joint discretionary authority to members of Management/Committee and make relevant recommendations to the Board on the same;
- c. Menentukan tahap toleransi risiko Bank di peringkat perusahaan dan unit perniagaan strategik termasuk tetapi tidak terhad pada, had sektor dan had pihak yang berurus niaga dengan Bank;
 - d. Menyemak pengagihan pelarasan risiko modal dan had dasar keseluruhan, di seluruh Bank, meliputi risiko pasaran, kredit dan operasi;
 - e. Menyemak dan jika perlu menyarankan kepada Lembaga Pengarah, rangka kerja dan polisi Pengurusan Kesenambungan Perniagaan Syarikat untuk menangani pelbagai peristiwa dan bencana dalaman/luaran yang ekstrem;
 - f. Menyemak keberkesanan struktur laporan bagi aktiviti perniagaan dan fungsi pengurusan risiko secara keseluruhan dan pelaksanaan sistem yang sesuai untuk mengurus pelbagai jenis risiko yang diambil oleh Bank;
 - g. Menyemak proses pengurusan risiko, sistem dan kawalan dalaman di seluruh Bank;
 - h. Menyemak laporan Pengurusan berhubung dengan pendedahan risiko, komposisi portfolio risiko dan aktiviti pengurusan risiko termasuk kesempurnaan kaedah, sistem dan sumber bagi memastikan kejayaan pelaksanaan fungsi risiko di Bank dari semasa ke semasa;
 - i. Menyemak dan meluluskan kaedah bagi mengukur dan mengurus risiko yang berpunca daripada pengurusan keseluruhan risiko yang meliputi pasaran, kredit dan operasi melalui alat yang telah dikenal pasti;
 - j. Meluluskan penggunaan khidmat pihak luar dan bebas untuk mengesahkan kaedah pengukuran risiko dan output;
 - k. Menyemak dan menyarankan kepada Lembaga Pengarah sebarang cadangan perniagaan yang berkaitan dengan perkara berikut:
 - i. Produk dan perkhidmatan baharu;
 - ii. Kuasa budi bicara atau had kuasa berkaitan sebarang cadangan program produk;
 - l. Menyemak sebarang cadangan perniagaan terutamanya mengenai:
 - i. Program produk dan prestasinya;
 - ii. Pasaran sasaran dan kriteria penerimaan risiko bagi sebarang produk atau perkhidmatan;
 - iii. Penilaian keuntungan produk;
 - m. Menyemak cadangan mengenai kuasa budi bicara tunggal atau bersama bagi ahli Pengurusan/Jawatankuasa dan membuat saranan yang berkaitan kepada Lembaga Pengarah;

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- n. Review and approve on any new outsourcing proposals and take note of renewal of the outsourcing services, including the appointment and/or renewal of the outsourcing service provider; and
- o. Undertake such other duties and responsibilities as determined by the Board of the Bank from time to time.

2.5 Audit and Examination Committee (“Committee or AEC”)

The Committee is established to provide independent oversight of Bank Islam’s financial reporting and internal control system as well as ensuring check and balances within the Bank.

13 AEC meetings were held during the 18 months period for financial year ended 31 December 2010 as follows:

Date of Meeting	Percentage of Directors’ Attendance
July 2009*	67%
August 2009	100%
October 2009	100%
December 2009	100%
January 2010	100%
Early April 2010	67%
End April 2010*	100%
May 2010	100%
July 2010*	100%
August 2010	100%
Early October 2010	100%
End October 2010*	100%
December 2010	100%

* *Special Meeting*

The primary duties and responsibilities of the AEC are as follows:

- a. Ensure fair and transparent reporting and prompt publication of financial accounts;
- b. Oversee the effectiveness of the internal audit function and ensure compliance with BNM’s Revised New Guidelines on Internal Audit Function of Licensed Institution requirements such as:
 - i. Review of the scope of audit plan, audit programme and processes;
 - ii. Ensure adequate and technically competent resources for effective discharge of responsibilities;
 - iii. Review the effectiveness of infrastructure for ensuring Shariah compliance;

- n. Menyemak dan meluluskan sebarang cadangan penggunaan khidmat luar yang baharu dan mengambil maklum tentang pembaharuan kontrak perkhidmatan luar, termasuk pelantikan dan/atau pembaharuan kontrak penyedia perkhidmatan luar tersebut; dan
- o. Mengendali tugas dan tanggungjawab lain seperti yang ditetapkan oleh Lembaga Pengarah dari semasa ke semasa.

2.5 Jawatankuasa Audit dan Pemeriksaan (“Jawatankuasa atau AEC”)

Jawatankuasa ditubuhkan bagi menyediakan penyeliaan bebas ke atas laporan kewangan dan sistem kawalan dalaman Bank Islam serta memastikan sekatan dan imbalan yang memadai dalam Bank.

13 mesyuarat AEC telah diadakan sepanjang tempoh 18 bulan bagi tahun kewangan berakhir 31 Disember 2010, seperti berikut:

Tarikh Mesyuarat	Peratusan Kehadiran Pengarah
Julai 2009*	67%
Ogos 2009	100%
Oktober 2009	100%
Disember 2009	100%
Januari 2010	100%
Awal April 2010	67%
Akhir April 2010*	100%
Mei 2010	100%
Julai 2010*	100%
Ogos 2010	100%
Awal Oktober 2010	100%
Akhir Oktober 2010*	100%
Disember 2010	100%

* *Mesyuarat khas*

Tugas dan tanggungjawab utama AEC adalah seperti berikut:

- a. Memastikan laporan yang saksama dan telus dan penerbitan akaun kewangan dengan kadar segera;
- b. Mengawasi keberkesanan fungsi audit dalaman dan memastikan pematuhan terhadap Garis Panduan Baharu Disemak BNM berkaitan Fungsi Audit Dalaman bagi Institusi-institusi Berlesen seperti:
 - i. Menyemak skop pelan, program dan proses audit;
 - ii. Memastikan sumber yang mencukupi dan cekap dari segi teknikal bagi memastikan tanggungjawab dilaksanakan dengan berkesan;
 - iii. Menyemak keberkesanan infrastruktur bagi memastikan pematuhan terhadap Syariah;



- iv. To ensure appropriate actions have been taken by management on the recommendations made by the internal auditors;
- v. To appoint, evaluate the performance and decide on the transfer or dismissal of the Chief Internal Auditor;
- vi. To determine the remuneration package of the internal auditors;
- c. To ensure that all frauds and non-fraud related irregularities are reported to AEC;
- d. Review the effectiveness of internal controls and risk management processes;
- e. External Auditors
 - i. Recommend to the Board for the external auditors' appointment and audit fee payable including any decision on removal;
 - ii. Review the external auditors' management letter; and management's response on weaknesses of internal accounting procedures and controls;
 - iii. Assess objectivity, performance and independence of external auditors;
 - iv. Approve provision of non-audit services by external auditors and ensure adequacy of proper checks and balances such that the provision of non-audit services does not interfere with the external auditors' exercise of independent judgment;
 - v. The Committee shall meet with the external auditors without the presence of management, at least annually;
- f. Management is responsible for reviewing all related party transactions to ensure that they have been established at arms length terms.

The Committee shall review any significant transactions that are not within the normal course of business and where potential conflict of interest may arise between related parties;

- g. External Experts
 - i. Where the internal audit function lack the expertise needed to perform the audit of specialised areas, external experts may be engaged. The Committee is responsible to ensure that audit of specialised areas is adequate; and
 - ii. Committee shall ensure that the terms and scope of engagement, the working arrangement with the internal auditors and reporting requirements are clearly established.

- iv. Memastikan bahawa tindakan yang sewajarnya telah diambil oleh pihak Pengurusan berdasarkan saranan yang dibuat oleh juruaudit dalaman;
- v. Melantik, menilai prestasi dan membuat keputusan mengenai pemindahan atau penamatan khidmat Ketua Juruaudit Dalaman;
- vi. Menetapkan pakej imbuhan bagi juruaudit dalaman;
- c. Memastikan semua perkara tidak lazim berkaitan penipuan dan bukan penipuan dilaporkan kepada AEC;
- d. Menyemak keberkesanan kawalan dalaman dan proses pengurusan risiko;
- e. Juruaudit Luar
 - i. Menyarankan kepada Lembaga Pengarah mengenai pelantikan juruaudit luar dan fi audit termasuk keputusan untuk menamatkan khidmat mereka;
 - ii. Menyemak surat pengurusan juruaudit luar; dan maklumbalas pihak Pengurusan terhadap kelemahan prosedur dan kawalan perakaunan dalaman;
 - iii. Menilai objektiviti, prestasi dan kebebasan juruaudit luar;
 - iv. Meluluskan peruntukan khidmat bukan audit oleh juruaudit luar dan memastikan sekatan dan imbalan memadai agar peruntukan khidmat bukan audit tersebut tidak mengganggu pertimbangan bebas mereka sebagai juruaudit luar;
 - v. Jawatankuasa tersebut dikehendaki mengadakan mesyuarat dengan juruaudit luar sekurang-kurangnya setahun sekali tanpa kehadiran pihak Pengurusan;
- f. Pihak Pengurusan bertanggungjawab untuk menyemak dan memastikan kesemua urusan niaga pihak berkaitan dijalankan secara tulus.

Jawatankuasa ini hendaklah menyemak sebarang urusan niaga penting yang dijalankan tanpa mengikut peraturan perniagaan yang lazim dan di mana terdapat potensi konflik kepentingan antara pihak yang terlibat;

- g. Pakar Luar
 - i. Apabila fungsi audit dalaman tidak memiliki kepakaran yang diperlukan untuk melaksanakan pengauditan bagi bidang khusus, khidmat pakar luar boleh diambil. Jawatankuasa bertanggungjawab memastikan bahawa pengauditan bidang khusus adalah mencukupi; dan
 - ii. Jawatankuasa akan memastikan bahawa terma dan skop pelantikan, aturan kerja bersama juruaudit dalaman dan kehendak laporan telah ditetapkan dengan jelas.

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3.0 SHARIAH SUPERVISORY COUNCIL ("THE COUNCIL OR SSC")

As an Islamic bank, a Shariah governance framework is put in place as a distinct feature in the organisational structure of the Bank, which includes establishment of the Council in line with the requirement of Section 3 (5)(b) of Islamic Banking Act 1983. The Council serves to advise the Board and Management in ensuring that the Bank's operations are in line with Shariah requirements. Structurally, the Council reports to the Board, but functionally, it is independent of the Board and Management of the Bank.

3.1 Composition of the Council

Members of the Council are scholars who have qualification and necessary knowledge, expertise and experience in the areas of Shariah especially Islamic jurisprudence (*usul al-fiqh*) and Islamic commercial laws (*fiqh al-mu'amalat*).

3.2 Meetings and Primary Duties and Responsibilities of the Council

12 Council meetings were held during the 18 months period for financial year ended 31 December 2010, as follows:

Date of Meeting	Percentage of Members' Attendance
July 2009	100%
August 2009	100%
Early September 2009	100%
End September 2009	75%
October 2010	75%
December 2010	71%
February 2010	85%
May 2010	85%
July 2010	100%
September 2010*	42%
October 2010*	57%
December 2010	85%

* *Special Meeting*

3.0 MAJLIS PENGAWASAN SYARIAH ("MAJLIS ATAU SSC")

Sebagai sebuah bank Islam, satu rangka kerja tadbir urus Syariah telah disediakan sebagai ciri khas dalam struktur organisasi Bank, yang merangkumi penubuhan Majlis ini sejajar dengan keperluan Seksyen 3 (5)(b) Akta Perbankan Islam 1983. Majlis ini berperanan menasihatkan Lembaga Pengarah dan pihak Pengurusan agar memastikan operasi Bank sejajar dengan keperluan Syariah. Mengikut struktur, Majlis ini melapor kepada Lembaga Pengarah, tetapi dari segi fungsi, ia adalah bebas daripada Lembaga Pengarah dan pihak Pengurusan Bank.

3.1 Komposisi Majlis

Ahli Majlis terdiri daripada golongan cendekiawan yang memiliki kelayakan dan pengetahuan, kepakaran dan pengalaman yang perlu dalam bidang Syariah terutamanya jurisprudens Islam (*usul al-fiqh*) dan undang-undang komersil Islam (*fiqh al-mu'amalat*).

3.2 Mesyuarat serta Tugas dan Tanggungjawab Utama Majlis

12 mesyuarat SSC telah diadakan sepanjang tempoh 18 bulan bagi tahun kewangan berakhir 31 Disember 2010, seperti berikut:

Tarikh Mesyuarat	Peratusan Kehadiran Pengarah
Julai 2009	100%
Ogos 2009	100%
Awal September 2009	100%
Akhir September 2009	75%
Oktober 2010	75%
Disember 2010	71%
Februari 2010	85%
Mei 2010	85%
Julai 2010	100%
September 2010*	42%
Oktober 2010*	57%
Disember 2010	85%

* *Mesyuarat khas*



The duties and responsibilities of the Council are principally based on the BNM Guidelines on the Governance of Shariah Committee for Islamic Financial Institutions (“BNM/GPS1”). The duties and responsibilities of the Council are:

- a. Advising the Board and Management on Shariah related matters;
- b. Reviewing and endorsing Shariah related policies and guidelines;
- c. Endorsing and validating relevant documentations in the proposal of new products and services including contracts, agreements or other legal documentations used in executing banking transactions;
- d. Endorsing and validating product guidelines, marketing advertisements, sales illustrations and brochures related to the Bank’s products, services and activities;
- e. Advising the Bank on the computation and distribution of *Zakat*;
- f. Assisting and advising related parties such as the Bank’s legal counsels, auditors and consultants on Shariah matters upon request;
- g. Advising the Bank in consultation with the Shariah Advisory Council of BNM (“SAC”) on any Shariah matters which have not been resolved or endorsed by the SAC;
- h. Recording any opinion given on Shariah related issues. In particular, the Council shall prepare written Shariah opinions in the following circumstances:
 - i. Where the Bank makes references to the SAC for advice; or
 - ii. Where the Bank submits applications to BNM for new product approval in accordance with guidelines on product approval issued by BNM;
- i. Assisting the SAC on reference for advice. In such event, the SSC must explain the Shariah issues involved and recommend decision supported by relevant Shariah jurisprudential literature from relevant and established sources; and
- j. Monitoring that all SAC’s decisions are properly implemented by the Bank.

Tugas dan tanggungjawab Majlis adalah berasaskan Garis Panduan BNM berkaitan Tadbir Urus Jawatankuasa Syariah untuk Institusi-institusi Kewangan Islam (“BNM/GPS1”). Tugas dan tanggungjawab tersebut adalah:

- a. Menasihati Lembaga Pengarah dan pihak Pengurusan mengenai perkara berkaitan Syariah;
- b. Menyemak dan meluluskan polisi dan garis panduan berkaitan Syariah;
- c. Melulus dan mengesahkan dokumentasi yang berkaitan dalam produk dan perkhidmatan baharu yang dicadangkan termasuk kontrak, perjanjian atau dokumentasi perundangan lain yang digunakan dalam melaksanakan urusan niaga perbankan;
- d. Melulus dan mengesahkan garis panduan produk, iklan pemasaran, ilustrasi jualan dan risalah berkaitan produk, perkhidmatan dan aktiviti Bank;
- e. Menasihati Bank tentang pengiraan dan pengagihan zakat;
- f. Membantu dan menasihati pihak berkaitan seperti peguam, juruaudit dan perunding Bank mengenai perihal Syariah apabila diminta;
- g. Menasihati Bank selepas berunding dengan Majlis Penasihat Syariah BNM (“SAC”) mengenai sebarang perihal Syariah yang belum mendapat keputusan atau kelulusan SAC;
- h. Merekodkan sebarang pendapat mengenai isu berkaitan Syariah. Khususnya, Majlis akan menyediakan pendapat Syariah secara bertulis dalam situasi berikut:
 - i. Apabila Bank merujuk kepada SAC untuk nasihat; atau
 - ii. Apabila Bank menyerahkan permohonan kepada BNM untuk mendapatkan kelulusan produk menurut garis panduan kelulusan produk oleh BNM;
- i. Membantu SAC mengenai rujukan untuk nasihat. Dalam situasi sebegini, SSC harus menjelaskan isu Syariah yang terlibat dan mencadangkan keputusan yang disokong dengan penulisan jurisprudens Syariah yang berkaitan daripada sumber yang relevan dan terkemuka; dan
- j. Memastikan bahawa semua keputusan SAC dilaksanakan dengan sewajarnya oleh Bank.

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3.3 Delegation to Shariah Review Committee and Zakat Committee

The Council has delegated certain responsibilities to Shariah Review Committee ("SRC") which comprises of four members to validate product operational manuals, products' legal documents, sukuk legal documents as well as to decide on Shariah status of issues arising from the daily Bank's operation. The members are:

Name of Member	Designation
Ustaz Dr. Ahmad Shahbari @ Sobri Salamon	Chairman
Ustaz Mohd Bakir Hj Mansor	Member
Associate Professor Dr. Yusof Ramli	Member
Assistant Professor Dr Uzaimah Ibrahim	Member

19 SRC meetings were held during the 18 months period for financial year ended 31 December 2010, as follows:

Date of Meeting	Percentage of Members' Attendance
January 2010	100%
February 2010	100%
Early March 2010	100%
End March 2010	100%
April 2010	100%
May 2010	75%
Early June 2010	75%
End June 2010	75%
Early July 2010	100%
End July 2010	100%
Early August 2010	100%
End August 2010	100%
Early September 2010	100%
End September 2010	100%
October 2010	50%
Early November 2010	100%
Mid November 2010	100%
End November 2010	50%
December 2010	100%

In addition to the above, the Council had also empowered the Zakat Committee comprising of the Bank senior management to review and endorse zakat application by respective *asnaf* within the authority limit given by the Shariah Supervisory Council.

3.3 Pengagihan Tugas kepada Jawatankuasa Penilaian Syariah dan Jawatankuasa Zakat

Majlis telah mengagihkan beberapa tanggungjawab kepada Jawatankuasa Penilaian Syariah ("SRC") yang terdiri daripada empat ahli bagi mengesahkan manual operasi produk, dokumen perundangan produk, dokumen perundangan sukuk serta membuat keputusan mengenai status Syariah terhadap isu yang timbul daripada operasi harian Bank. Ahli-ahlinya adalah:

Nama Ahli	Jawatan
Ustaz Dr. Ahmad Shahbari @ Sobri Salamon	Pengerusi
Ustaz Mohd Bakir Hj Mansor	Ahli
Profesor Madya Dr. Yusof Ramli	Ahli
Penolong Profesor Dr Uzaimah Ibrahim	Ahli

19 mesyuarat SRC telah diadakan sepanjang 18 bulan bagi tahun kewangan berakhir 31 Disember 2010, seperti berikut:

Tarikh Mesyuarat	Peratus Kehadiran Ahli
Januari 2010	100%
Februari 2010	100%
Awal Mac 2010	100%
Akhir Mac 2010	100%
April 2010	100%
Mei 2010	75%
Awal Jun 2010	75%
Akhir Jun 2010	75%
Awal Julai 2010	100%
Akhir Julai 2010	100%
Awal Ogos 2010	100%
Akhir Ogos 2010	100%
Awal September 2010	100%
Akhir September 2010	100%
Oktober 2010	50%
Awal November 2010	100%
Pertengahan November 2010	100%
Akhir November 2010	50%
Disember 2010	100%

Majlis juga telah memberi kuasa kepada Jawatankuasa Zakat yang terdiri daripada pengurusan kanan Bank untuk menyemak dan meluluskan permohonan zakat oleh para *asnaf* dalam lingkungan had kuasa yang diberikan oleh Majlis.



3.4 Responsibilities of the Bank Towards the Council

It is the responsibilities of the Bank to perform the following with regard to the Council:

- a. To refer all Shariah issues in its business operations to the Council for decision;
- b. To adopt and take necessary measures for implementation of the Council's decision;
- c. To have a Shariah Compliance Manual and obtain endorsement from the Council;
- d. To provide sufficient resources to the Council including budget allocation, independent expert consultation, reference materials and training;
- e. To ensure that the Council is familiar with the operations and business of the Bank;
- f. To provide to the Council access to all relevant records, transactions, manuals and relevant information, as required by its members in performing their duties; and
- g. To remunerate the members of the Council accordingly which commensurate with and reflect the duties and responsibilities of the Council.

3.5 Responsibilities of the Bank Towards Shariah Compliance

It is the responsibilities of the Bank to perform the following with regard to Shariah compliance:

- a. To comply with all the Council decisions and establish Shariah requirements in its entire products, services, legal documentations and activities;
- b. The Bank shall not change its allegiance and obedience to the Council decisions to suit its convenience. Such a practice could impair the independence of the Council members and have a damaging impact on the integrity and credibility of the Bank, in particular, and on the Islamic banking industry as a whole; and
- c. While the Council is responsible for forming and expressing decisions on the extent of the Bank's compliance with the Shariah, the responsibility for compliance therewith rests with the Management of the Bank.

3.4 Tanggungjawab Bank terhadap Majlis

Bank bertanggungjawab untuk melaksanakan perkara berikut terhadap Majlis:

- a. Merujuk semua isu Syariah dalam operasi perniagaannya kepada Majlis untuk mendapatkan keputusan;
- b. Menggunakan pakai dan mengambil langkah yang sewajarnya untuk pelaksanaan keputusan Majlis;
- c. Menyediakan Manual Pematuhan Syariah dan mendapatkan kelulusan daripada Majlis;
- d. Menyediakan sumber yang mencukupi kepada Majlis termasuk peruntukan belanjawan, khidmat runding pakar bebas, bahan rujukan dan latihan;
- e. Memastikan bahawa Majlis memahami operasi dan perniagaan Bank;
- f. Memberi Majlis akses kepada semua rekod, urusan niaga, manual dan maklumat berkaitan, seperti yang dikehendaki oleh ahli-ahlinya dalam pelaksanaan tugas mereka; dan
- g. Memberi imbuhan yang sewajarnya kepada ahli Majlis yang sepadan dengan dan menggambarkan tugas dan tanggungjawabnya.

3.5 Tanggungjawab Bank terhadap Pematuhan Syariah

Bank bertanggungjawab untuk melaksanakan perkara berikut terhadap pematuhan Syariah:

- a. Mematuhi semua keputusan Majlis dan menetapkan keperluan Syariah bagi semua produk, perkhidmatan, dokumentasi perundangan dan aktiviti;
- b. Bank tidak boleh mengubah pelaksanaan dan pematuhan terhadap keputusan Majlis mengikut apa yang mudah. Amalan sedemikian boleh menjejaskan kebebasan ahli Majlis dan merosakkan integriti dan kredibiliti Bank khususnya dan industri perbankan Islam secara am; dan
- c. Meskipun Majlis bertanggungjawab membuat dan menyuarakan keputusan mengenai pematuhan Bank terhadap tuntutan Syariah, tanggungjawab pematuhan terletak pada pihak Pengurusan Bank.

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4.0 RISK MANAGEMENT STRUCTURE

Bank Islam recognises that the essence of banking is centered on risk taking. In fact, the Bank strongly believes that its competitive advantage relies on how well it manages the risk related to opportunities available in the market. As such, the Bank has continued to significantly invest in its risk management capabilities in terms of human resources, processes and information technology systems and tools during the period under review and has re-defined the roadmap for further enhancement of its risk function. Going forward, the next phase in further risk management sophistication and integration is the design and implementation of the Internal Capital Adequacy Assessment Process (“ICAAP”) under Basel II pillar 2 based on international best practices and standards.

4.1. Risk Management Philosophy

The Bank has formulated a Risk Management Framework; a high-level architecture for the ongoing development and enhancement of the Bank’s integrated risk management infrastructure and capabilities. Philosophically, this framework is based on the concept of *Solah* which is the most important constituent of the Muslim Faith and one of the essential elements of Islam, as depicted in the following diagram.

4.0 STRUKTUR PENGURUSAN RISIKO

Bank Islam sedia maklum bahawa aktiviti perbankan, secara dasarnya, tertumpu kepada pengambilan risiko. Malah, Bank yakin bahawa kelebihan daya saingnya bergantung kepada kemampuan Bank menguruskan risiko yang berkaitan dengan peluang di pasaran. Justeru, Bank terus melabur dalam penambahbaikan kemampuan pengurusan risikonya dari segi sumber manusia, proses serta sistem dan peralatan teknologi maklumat semasa tempoh tinjauan selain mentakrif semula hala tuju untuk peningkatan fungsi risikonya. Pada masa hadapan, fasa seterusnya dalam usaha pencanggihan dan integrasi pengurusan risiko adalah reka cipta dan pelaksanaan Proses Penilaian Kekucupan Modal Dalam (“ICAAP”) di bawah Basel II tunggal 2 yang berasaskan piawaian dan amalan terbaik antarabangsa.

4.1 Falsafah Pengurusan Risiko

Bank telah merumuskan Rangka Kerja Pengurusan Risiko, satu struktur peringkat tinggi bagi pembangunan yang berterusan dan peningkatan prasarana dan keupayaan pengurusan risiko Bank yang bersepadu. Dari segi falsafahnya, rangka kerja ini adalah berdasarkan konsep *Solah* yang merupakan aspek terpenting dalam aqidah Islam dan adalah salah satu elemen dalam rukun Islam seperti yang ditunjukkan dalam rajah di bawah.

Solah – The Pillar of Islam Solah – Tiang Agama	Philosophy of Solah in Life Falsafah Solat Dalam Hidup	Bank Islam’s RMF RMF Bank Islam
Niyyah Pronouncement/Statement of Solah Niat Sebutan/Pernyataan Solah	Mission Statement Pernyataan Misi	Mission & Objectives Misi & Matlamat
Jama’ah Implementation Structure of Solah Jemaah Pelaksanaan Solah	Structure Struktur	Functional Structure Struktur Fungsian
Syarat Necessary Elements of Solah Syarat Elemen Penting Solah	Rule of Law Kedaulatan Undang-Undang	Policies & Guidelines Polisi & Garis Panduan
Rukun Essential Activities of Solah Rukun Aktiviti Penting Solah	Procedure Prosedur	Processes Proses
Qaedah Facilities Required for Solah Kaedah Kemudahan yang Diperlukan untuk Solah	Tools Peralatan	Enablers Faktor Pendorong



The basis of *Solah* is built upon five important elements, namely *Niyyah, Jama'ah, Syarat, Rukun and Qaedah*. These elements are transformed into the framework by applying each of them to the five core areas of managing risk: Mission and Objectives, Functional Structure, Policies and Guidelines, Processes and Enablers or Tools. These areas are in turn applied to all key risk areas that Bank Islam is exposed to, namely Credit Risk, Market and Liquidity Risk, Operational Risk and Shariah Compliance Risk.

The Bank adheres to the 'three levels of defence' principle. The individual business units are primarily responsible for all risks taken within their division/unit. Risk management forms the second line of defence by pro-actively setting risk boundaries within which the business can operate. Internal audit forms the third and final line of defence by independently auditing the effectiveness of the risk framework and ensuring that business units have adhered to the relevant risk policies, guidelines and boundaries.

4.2 Risk Culture

The Bank acknowledges that culture is the most important determinant of risk management effectiveness. Culture, as defined by the Institute of International Finance, is "the norms and traditions of individuals and of groups within an organisation that determine the way in which they identify, understand, discuss and act upon the risks the organisation confronts and the risk it takes."

As it is impossible for management to know everything it needs to know, the establishment of effective formal and informal channels for information sharing is essential. Hence, the bank is continuously striving to deliberately create an environment that encourages frank and open dialogues about risks at every level of the organisation. In particular, the bank encourages its employees to question, challenge and/or escalate any issue that needs senior management's attention and if the issue is deemed too sensitive for whatever reason, the Bank's effective whistle blowing policy provides an additional route for escalating concerns.

A strong risk culture can only be nurtured through appropriate leadership, communication, processes and infrastructure. As such, the culture at Bank Islam is driven by the top through committed leadership by setting the right tone and ensuring that appropriate behaviour is rewarded. The appropriate infrastructure of processes and controls as well as strong enforcement methods further ensure that the risk culture is increasingly inculcated into the Bank's DNA.

Asas *Solah* terdiri daripada lima elemen penting iaitu Niat, Jemaah, Syarat, Rukun dan Kaedah. Elemen-elemen ini ditransformasikan ke dalam rangka kerja terbabit dengan mengaplikasikan setiap satu daripadanya dalam lima aspek teras pengurusan risiko: Misi dan Objektif, Struktur Fungsi, Polisi dan Garis Panduan, Proses dan Faktor Pendorong. Kesemua aspek in kemudiannya diaplikasikan dalam semua aspek risiko utama yang terdedah kepada Bank Islam, iaitu Risiko Kredit, Risiko Pasaran dan Kecairan, Risiko Operasi dan Risiko Pematuhan Syariah.

Bank mematuhi prinsip 'tiga peringkat pertahanan'. Setiap unit perniagaan mempunyai tanggungjawab utama ke atas semua risiko yang diambil oleh bahagian/unit mereka. Pengurusan risiko adalah peringkat kedua pertahanan di mana sempadan risiko diwujudkan secara proaktif dalam lingkungan operasi perniagaan. Audit dalaman membentuk pertahanan peringkat ketiga dan terakhir di mana audit bebas dijalankan ke atas keberkesanan rangka kerja risiko dan pemastian bahawa unit perniagaan mematuhi polisi, garis panduan dan sempadan risiko yang berkaitan.

4.2 Budaya Risiko

Bank mengiktiraf bahawa budaya merupakan penentu terpenting bagi keberkesanan pengurusan risiko. Budaya, seperti yang ditakrifkan oleh Institut Kewangan Antarabangsa, adalah "norma dan tradisi setiap individu dan kumpulan dalam sesebuah organisasi yang menentukan cara mereka mengenal pasti, memahami, membincangkan dan mengambil tindakan ke atas risiko yang dihadapi oleh organisasi tersebut serta risiko yang diambilnya."

Oleh kerana pihak Pengurusan tidak mungkin mengetahui kesemua perkara yang perlu ia ketahui, pembentukan saluran perkongsian maklumat formal dan tidak formal yang berkesan adalah mustahak. Justeru, Bank terus berusaha membina satu persekitaran yang menggalakkan dialog telus dan terbuka mengenai risiko pada setiap peringkat organisasi. Secara khususnya, Bank mendorong kakitangannya untuk mempersoal, mencabar dan/atau mengutarakan sebarang isu yang memerlukan perhatian pihak pengurusan kanan. Sekiranya isu tersebut dianggap terlalu sensitif ekoran sebab tertentu, polisi Bank yang berkesan mengenai pendedahan maklumat menyediakan satu saluran tambahan untuk membangkitkan isu terbabit.

Budaya risiko yang mantap boleh dipupuk menerusi kepimpinan, komunikasi, proses dan infrastruktur yang sewajarnya. Oleh itu, budaya di Bank Islam dipacu oleh pihak atasan menerusi kepimpinan padu dengan menetapkan rentak yang betul serta memastikan bahawa tatalaku yang wajar diberi ganjaran. Infrastruktur yang sesuai bagi proses dan kawalan serta kaedah penguatkuasaan yang teguh memastikan dengan lebih lanjut bahawa budaya risiko terus diterapkan sehingga ke akar umbi Bank.

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Specific initiatives undertaken to reinforce a risk aware culture are amongst others:

- Educational programmes, starting from the Bank's induction course for all new staff to regular training conducted by risk management, legal, compliance and internal audit staff;
- Financing origination to specific target customers/groups only and strict risk based underwriting standards; and
- Implementation of risk based Key Performance Indicators and remuneration systems.

4.3 Risk Management Governance Structure

The Bank has realigned its risk related organisational responsibilities with the objective of ensuring a common view of risks across the Bank. The following illustrates the Bank's governance structure.

The ultimate responsibility for understanding all risks taken by the Bank and ensuring that they are properly managed lies with the Board of Directors. The Board approves all risk policies and the Bank's overall risk appetite. Assisting the Board in discharging its role is the Board Risk Committee ("BRC"), responsible for effective oversight of the Bank's risk management function. BRC is chaired by non-executive independent directors.

At senior management level, the Bank has established the Management Risk Control Committee ("MRCC"), which focuses on the execution and implementation of directives by the Board and the BRC and the effective management of the risk issues. Six MRCC sub-committees are:

- a. Asset and Liability Management Committee ("ALCO"), responsible for overseeing and managing the liquidity and profit rate gaps of the Bank;
- b. Operational Risk Control Committee ("ORCC"), focuses on the deliberation of key operational risk issues;
- c. Credit Risk Control Committee ("CRCC"), for reviewing and deliberating all credit related risks, including, but not limited to counterparty credit reviews and their potential defaults.
- d. Recovery Management Committee ("RMC"), focuses on financings turned Non Performing Financing ("NPF) and the appropriate recovery strategies;
- e. Shariah Compliance Risk Control Committee ("SCRCC") for reviewing and deliberating all Shariah risk management issues and ensuring adherence to all Shariah policies and principles at all times; and

Antara inisiatif khusus yang dilaksanakan bagi menerapkan budaya kesedaran risiko adalah:

- Program pendidikan, bermula dari kursus induksi untuk semua kakitangan baharu hingga latihan berkala yang dilaksanakan oleh kakitangan pengurusan risiko, perundangan, pematuhan dan audit dalaman;
- Pemulaan pembiayaan disasarkan kepada pelanggan/kumpulan tertentu sahaja berdasarkan standard taja jamin berasaskan risiko yang ketat; dan
- Pelaksanaan sistem Penunjuk Prestasi Utama berasaskan risiko dan sistem imbuhan.

4.3 Struktur Tadbir Urus Pengurusan Risiko

Bank telah menjajarkan semula tanggungjawab organisasinya yang berkaitan risiko dengan matlamat memastikan Bank secara keseluruhan mempunyai pandangan yang sama terhadap risiko. Ilustrasi berikut menggambarkan struktur tadbir urus Bank.

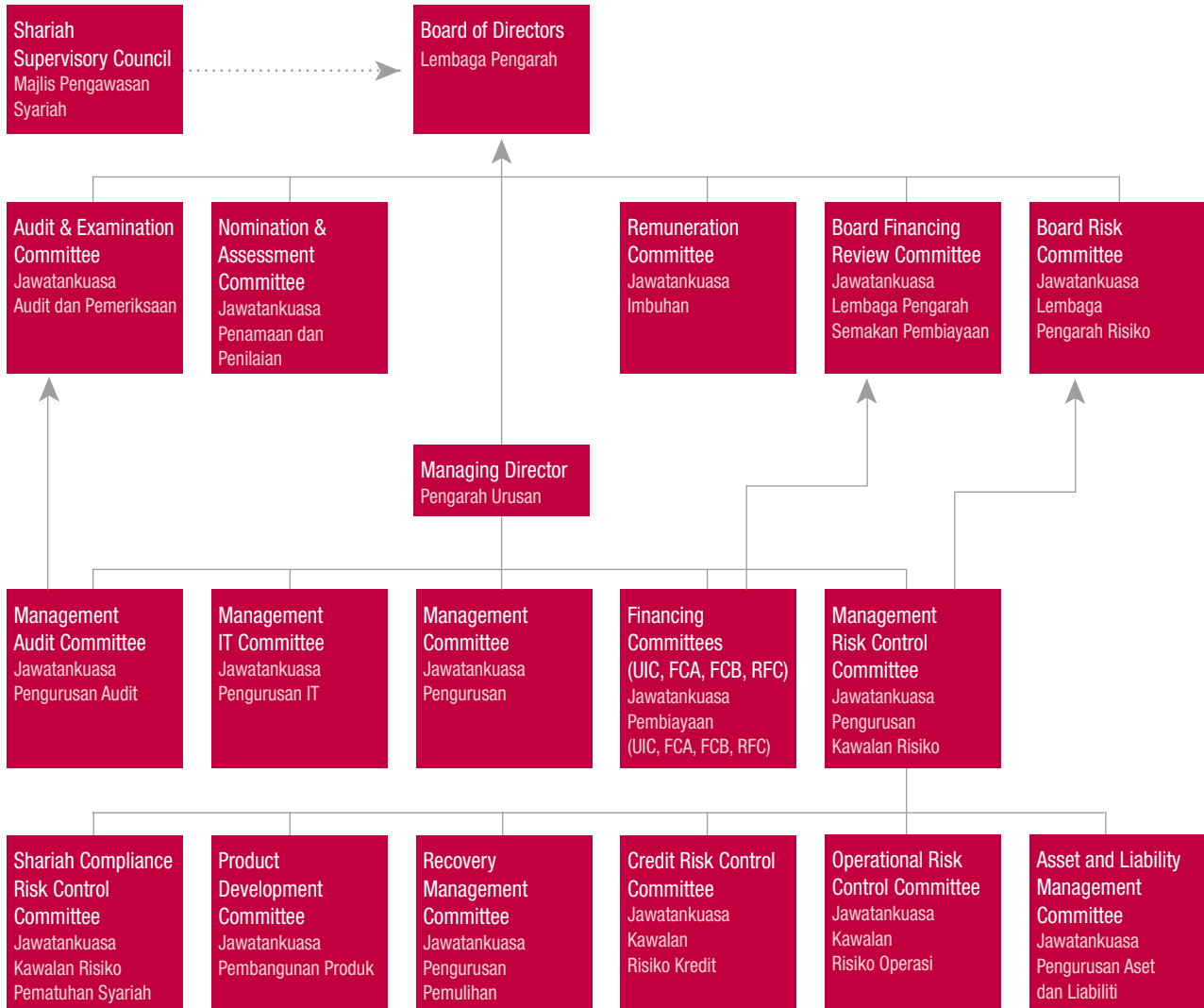
Lembaga Pengarah mempunyai tanggungjawab mutlak untuk memahami kesemua risiko yang diambil oleh Bank dan memastikan risiko berkenaan diurus dengan betul. Lembaga Pengarah meluluskan semua polisi risiko dan penanggungungan risiko keseluruhan Bank. Jawatankuasa Lembaga Pengarah Risiko ("BRC") membantu Lembaga Pengarah melaksanakan peranannya. Ia bertanggungjawab membuat pemantauan yang berkesan terhadap fungsi pengurusan risiko Bank. BRC dipengerusikan oleh pengarah bebas bukan eksekutif.

Di peringkat pengurusan kanan, Bank telah menubuhkan Jawatankuasa Pengurusan Kawalan Risiko ("MRCC") yang memberi tumpuan pada pelaksanaan arahan oleh Lembaga Pengarah dan BRC dan pengurusan isu risiko yang berkesan. Enam jawatankuasa kecil MRCC adalah:

- a. Jawatankuasa Pengurusan Aset dan Liabiliti ("ALCO") bertanggungjawab memantau dan menguruskan kecairan dan jurang kadar keuntungan Bank;
- b. Jawatankuasa Kawalan Risiko Operasi ("ORCC"), memberi tumpuan pada isu utama risiko operasi;
- c. Jawatankuasa Kawalan Risiko Kredit ("CRCC"), menyemak dan mempertimbangkan kesemua risiko berkaitan kredit, termasuk tetapi tidak terhad pada semakan kredit pihak yang berurus niaga dengan bank dan potensi untuk mereka tidak memenuhi obligasi kewangan;
- d. Jawatankuasa Pengurusan Pemulihan ("RMC"), memberi tumpuan pada pembiayaan yang bertukar menjadi Pembiayaan Tak Berbayar ("NPF") dan strategi pemulihan yang sesuai;
- e. Jawatankuasa Kawalan Risiko Pematuhan Syariah ("SCRCC"), menyemak dan mempertimbangkan kesemua isu pengurusan risiko Syariah dan memastikan pematuhan kepada semua polisi dan prinsip Syariah pada setiap masa; dan



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- f. Product Development Committee (“PDC”) focuses on reviewing all existing and new products or services to ensure that all risks associated with them are appropriately identified, assessed, and mitigated prior to launching. Our Product Development Guideline is in line with BNM’s Guidelines on Product Transparency and Disclosure, placing a great emphasis on the importance of safeguarding consumer interests through, among others, promoting consumers’ awareness and understanding of Islamic banking products and services, and informed decision making.

The Bank has instituted several financing approval committees, Financing Committee A (“FCA”), Financing Committee B (“FCB”), Regional Financing Committee (“RFC”) and Underwriting & Investment Committee (“UIC”), which assess and approve credits or investment proposals within their respective approval authority levels. Financings or investments that are above specified beyond the FCA or UIC limit need to be approved reviewed by BFRC.

4.4 Credit Risk

Credit risk arises from all transactions that could lead to actual, contingent or potential claims against any party, borrower or obligor (counterparties). The Bank recognises four kinds of credit risks in its portfolio:

- a. Default Risk or the risk that counterparties fail to meet contractual payment obligations;
- b. Settlement Risk or the risk that the settlement or clearance of transactions will fail;
- c. Country Risk or the risk that the Bank may suffer a loss in any given country due to any reason; and
- d. Contingent Financing Risk or the risk that arises from claims/draw downs of approved financings such as Bank guarantees.

The management of credit risks is performed by three distinct departments within the Risk Management Division (“RMD”), Credit Analysis, Credit Risk Management & Reporting and Credit Modeling & Analytics and two divisions outside of the RMD domain, namely Credit Administration and Credit Recovery. All five divisions/departments play a crucial role in the credit risk management cycle.

- f. Jawatankuasa Pembangunan Produk (“PDC”) bertanggungjawab menyemak semua produk atau perkhidmatan sedia ada dan baharu bagi memastikan semua risiko yang berkaitan dengannya telah dikenal pasti, dinilai dan ditangani dengan sewajarnya sebelum dilancarkan. Garis Panduan Pembangunan Produk Bank adalah sejajar dengan Garis Panduan Pendedahan dan Ketelusan Produk BNM, dengan penekanan utama ke atas penjagaan kepentingan pengguna melalui, antara lainnya, promosikesedaran dan pemahaman pengguna mengenai produk dan perkhidmatan perbankan Islam, serta pembuatan keputusan yang bijak.

Bank telah menubuhkan beberapa jawatankuasa pelulusan pembiayaan, Jawatankuasa Pembiayaan A (“FCA”), Jawatankuasa Pembiayaan B (“FCB”), Jawatankuasa Pembiayaan Wilayah (“RFC”) dan Jawatankuasa Taja Jamin & Pelaburan (“UIC”), yang menilai dan meluluskan cadangan pelaburan atau kredit dalam lingkungan had kuasa kelulusan mereka. Pembiayaan atau pelaburan yang melebihi had yang ditetapkan harus disemak oleh BFRC.

4.4 Risiko Kredit

Risiko kredit berpunca daripada semua urusan niaga yang boleh membawa kepada tuntutan sebenar, luar jangka atau berpotensi terhadap mana-mana pihak, peminjam atau obligor (pihak yang berurusan niaga dengan bank). Bank mengenal pasti empat jenis risiko kredit dalam portfolionya:

- a. Risiko Mungkir atau risiko kegagalan pihak yang berurusan niaga dengan bank memenuhi obligasi kontrak pembayaran;
- b. Risiko Penyelesaian atau risiko penjelasan urusan niaga gagal;
- c. Risiko Negara atau kemungkinan risiko kerugian yang ditanggung oleh Bank di mana-mana negara atas sebarang sebab; dan
- d. Risiko Pembiayaan Luar Jangka atau risiko yang berpunca daripada tuntutan/pengeluaran pembiayaan yang telah diluluskan, seperti jaminan Bank.

Pengurusan risiko kredit dilaksanakan oleh tiga jabatan berlainan dalam Bahagian Pengurusan Risiko (“RMD”), Analisis Kredit, Pengurusan & Pelaporan Risiko Kredit dan Pemodelan & Analisis Kredit serta dua bahagian di luar domain RMD iaitu Pentadbiran Kredit dan Pemulihan Kredit. Kesemua lima bahagian/jabatan memainkan peranan penting dalam kitaran pengurusan risiko kredit.



Financings are approved following a set of principles:

- a. All financings approved need to conform to risk acceptance criteria, as set by MRCC and, if applicable approved by BRC. Consistent credit analysis standards are applied across all the financing committees;
- b. All approved facilities must conform to the Bank's target market and financing strategies;
- c. Financings are priced commensurate with the risk taken during the expected life of the transaction; and
- d. All financings conform to statutory, regulatory, Shariah and internal credit requirements.

The Bank monitors its credit exposures either on a portfolio basis, as is the case for most of its Consumer Financing portfolio, or by annual reviews. The Bank has policies and guidelines in place to pro-actively monitor its portfolio through a set of early warning signals that could trigger immediate reviews of (certain parts) of the portfolio. The affected portfolio or financing is placed on the watchlist to enforce close monitoring and prevent a financing to turn from turning impaired or to increase the chances of full recovery.

A comprehensive limit structure is put in place to ensure that risks taken are within the risk appetite as set by the Board and to avoid credit risk concentration to a single customer, sector, product, Shariah contract, and to any other segments as deemed appropriate.

Through our newly implemented risk management system, we can perform up to date granular segment analyses on (parts of) our portfolio, enabling us to pro-actively measure and manage credit risks and detect potential stresses in the portfolio before they become significant problem areas. This, in combination with newly developed application scorecards for our housing finance and personal finance products, have resulted in improved underwriting criteria as evidenced by lower levels of impairment over the period in review.

Also our corporate and commercial credit application scorecards have been reviewed and calibrated against external rating models that have proven to be accurate in predicting the probability of default over one (for commercial) and two (for corporate) year time horizons.

Finally, in order to better assess the residual risks after taking into account collateral and other security arrangements, we have introduced a facility rating and have re-rated the corporate and commercial banking portfolios accordingly.

Pembiayaan diluluskan berdasarkan prinsip-prinsip berikut:

- a. Semua pembiayaan yang diluluskan perlu mematuhi kriteria penerimaan risiko, seperti yang telah ditetapkan oleh MRCC dan jika perlu diluluskan oleh BRC. Standard analisis kredit yang konsisten digunakan oleh kesemua jawatankuasa pembiayaan;
- b. Semua kemudahan yang diluluskan hendaklah mematuhi sasaran pasaran dan strategi pembiayaan Bank;
- c. Kadar yang ditetapkan bagi pembiayaan adalah setara dengan risiko yang diambil sepanjang tempoh urus niaga; dan
- d. Kesemua pembiayaan mematuhi keperluan undang-undang, kawal selia, Syariah dan kredit dalaman.

Bank memantau pendedahan kreditnya sama ada berdasarkan portfolio, seperti yang dilaksanakan bagi kebanyakan portfolio Pembiayaan Pengguna, atau menerusi semakan tahunan. Bank mempunyai polisi dan garis panduan yang tersedia untuk memantau secara proaktif portfolionya melalui beberapa amaran awal yang mendorong kepada semakan segera terhadap bahagian-bahagian tertentu. Portfolio atau pembiayaan yang terjejas diletakkan di bawah senarai pengawasan bagi pemantauan rapi dan mencegah pembiayaan tersebut daripada terjejas atau untuk meningkatkan peluang pemulihan semula sepenuhnya.

Struktur had yang komprehensif telah diwujudkan bagi memastikan risiko yang diambil adalah dalam had toleransi risiko yang ditetapkan oleh Lembaga Pengarah dan bagi membendung penumpuan risiko kredit kepada seseorang pengguna, sesuatu sektor, produk, kontrak Syariah dan segmen-segmen lain yang sesuai.

Menerusi sistem pengurusan risiko yang baharu, Bank boleh melakukan analisis segmen granular yang terkini ke atas (bahagian tertentu) portfolio Bank, yang membolehkan Bank mengukur dan menguruskan risiko kredit secara proaktif serta mengesan potensi tekanan dalam portfolio tersebut sebelum ia menjadi lebih rumit. Sistem ini berserta kad penilaian permohonan yang baharu untuk produk pembiayaan perumahan dan pembiayaan peribadi Bank, telah menghasilkan peningkatan ke atas kriteria taja jamin seperti yang terbukti menerusi tahap pembiayaan terjejas yang lebih rendah dalam tempoh tinjauan.

Kad penilaian permohonan kredit komersil dan korporat Bank juga telah disemak dan diselaraskan dengan model penarafan luar yang terbukti tepat dalam meramal kemungkinan berlakunya kemungkiran dalam tempoh satu tahun (untuk komersil) dan dua tahun (untuk korporat).

Akhir sekali, agar dapat menilai baki risiko dengan lebih baik selepas mengambil kira cagaran dan lain-lain aturan sekuriti, Bank telah memperkenalkan satu penarafan kemudahan dan menaraf semula portfolio korporat dan komersil dengan sewajarnya.

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4.5 Market Risk

All the Bank's businesses are subject to the risk that market prices and rates will move, resulting in profit or losses to the Bank. Furthermore, significant or sudden movements in rates could affect the Bank's liquidity/funding position. The Bank is exposed to the following main market/liquidity risk factors:

- a. Rate of Return or Profit Risk: the potential impact on the Bank's profitability caused by changes in the market rate of return, either due to general market movements or due to issuer/borrower specific causes;
- b. Foreign Exchange Risk: the impact of exchange rate movements on the Bank's currency positions;
- c. Equity Investment Risk: the profitability impact on the Bank's equity positions or investments caused by changes in equity prices or values;
- d. Commodity Inventory Risk: the risk of loss due to movements in commodity prices;
- e. Displaced Commercial Risk: the risk arising from assets managed by the Bank on behalf of depositors/investors as the Bank follows the practice of potentially foregoing part or all of its *Mudarib* share of profit on these assets; and
- f. Liquidity Risk: the potential inability of the Bank to meet its funding requirements at a reasonable cost (funding liquidity risk) or its inability to liquidate positions quickly at a reasonable price (market liquidity risk).

Market risks in both the trading and banking portfolios are managed by the Market Risk and Analytics Department ("MRAD"). MRAD identifies the various risk factors, measures exposures to these factors using appropriate tools and theoretical models and assesses the Bank's ability to effectively manage the resulting risks. Limits commensurate with the Bank's risk appetite are set at various levels and monitored on a daily basis with strict approval and escalation procedures in case of any breach. The limit structure is complemented with Value at Risk analysis to arrive at a holistic measure for the maximum expected one-day loss on our trading portfolio within a 99% confidence interval using historical simulation and stress tests to capture unexpected losses. RMD recognises the limitations of theoretical models and is committed to continuously improve on the assumptions used by performing periodical back tests.

A comprehensive set of tools is used to measure the liquidity and profit rate gaps in the banking book and is deliberated monthly at ALCO. Bank Islam has adopted the liquidity framework introduced by BNM based on the contractual and behavioural cash flow assumptions derived from the Bank's assets, liabilities and off balance sheet commitments.

4.5 Risiko Pasaran

Kesemua perniagaan Bank adalah tertakluk pada risiko pergerakan harga dan kadar pasaran yang menentukan keuntungan atau kerugian kepada Bank. Lebih-lebih lagi pergerakan kadar yang ketara atau secara tiba-tiba boleh menjejaskan kedudukan kecairan/dana Bank. Bank terdedah kepada faktor-faktor utama risiko pasaran/kecairan seperti berikut:

- a. Kadar Pulangan atau Risiko Keuntungan: Perubahan kadar pulangan pasaran, sama ada disebabkan pergerakan am pasaran atau atas sebab-sebab khusus penerbit/peminjam berpotensi memberi kesan ke atas keuntungan Bank;
- b. Risiko Pertukaran Mata Wang Asing: kesan pergerakan kadar tukaran ke atas kedudukan mata wang Bank;
- c. Risiko Pelaburan Ekuiti: kesan keuntungan ke atas kedudukan ekuiti atau pelaburan Bank yang disebabkan oleh perubahan harga atau nilai ekuiti;
- d. Risiko Inventori Komoditi: risiko kerugian yang disebabkan oleh pergerakan harga komoditi;
- e. Risiko Komersil Teranjak: risiko yang berpunca daripada aset yang diuruskan oleh Bank bagi pihak pendeposit/pelabur kerana Bank mematuhi amalan kemungkinan mengetepikan sebahagian atau semua bahagian keuntungan Mudarib ke atas aset tersebut; dan
- f. Risiko Kecairan: Potensi Bank tidak berupaya memenuhi keperluan dana pada kos yang munasabah (risiko kecairan pembiayaan) atau ketidakupayaan membubarkan kedudukannya dengan segera pada harga yang munasabah (risiko kecairan pasaran).

Risiko pasaran bagi portfolio urus niaga dan perbankan diuruskan oleh Jabatan Analitis dan Risiko Pasaran ("MRAD"). MRAD mengenal pasti pelbagai faktor risiko, menilai pendedahan kepada faktor-faktor tersebut menggunakan kaedah dan model teori serta menilai keupayaan Bank mengurus risiko yang terhasil secara berkesan. Had yang setara dengan had toleransi risiko Bank ditetapkan di pelbagai peringkat dan dipantau setiap hari dengan prosedur laporan dan kelulusan yang ketat sekiranya berlaku sebarang pelanggaran. Struktur had ini dilengkapi dengan analisis Nilai Berisiko (*Value at Risk*) bagi penilaian holistik terhadap jangkaan kerugian harian maksimum atas portfolio urus niaga dengan jeda keyakinan pada kadar 99%. Ianya menggunakan simulasi lampau dan ujian tekanan bagi mengambil kira kerugian yang tidak dijangka. RMD sedia maklum bahawa terdapat beberapa kelemahan model teori dan komited untuk terus memperbaiki andaian yang digunakan melalui ujian berkala.

Satu kaedah yang komprehensif digunakan bagi menilai kecairan dan jurang kadar keuntungan Bank dan ianya dibincangkan setiap bulan dalam mesyuarat ALCO. Bank telah mengguna pakai rangka kerja kecairan yang diperkenalkan oleh BNM berdasarkan andaian aliran tunai di bawah kontrak dan kelakuan aliran tunai yang terhasil daripada aset, liabiliti dan komitmen luar jangka kunci kira-kira Bank.



4.6 Operational Risk

Bank Islam defines Operational Risk in line with Basel's BIS definition. Operational risk is the risk of losses resulting from inadequate or failed internal processes, people and systems or from external events, which includes legal risk and Shariah non-compliance risk but excludes strategic and reputational risk.

While external events are not always within our control, we intend to mitigate the impact of such events where feasible and practicable.

Operational risks are managed by the Operational Risk Management Department ("ORMD") who ensure the safety and soundness of Bank Islam's operating environment on an ongoing basis.

The objectives of ORMD include:

- a. To proactively manage operational risk in a comprehensive manner within the defined framework;
- b. To ensure that operational risks are properly identified, addressed, monitored, managed and reported in a structured, systematic and consistent manner; and
- c. Analysing internal and external trends to assist in forecasting and predicting potential risk events and their impacts

ORMD provides/uses various tools and techniques to assess, monitor and manage operational risks across all the Bank's businesses and support units:

- a. Management Awareness Self Assessment ("MASA"): a tool for the business/support unit to self-assess their risks and the effectiveness of their internal controls so as to provide reasonable assurance that business objectives can be met;
- b. Risk Loss Event Management and Reporting ("RLEMR"): for fostering a consistent and robust risk/loss event reporting culture. This facilitates the building of a centralized risk loss event database in line with Basel BIS 2 requirements;
- c. Key Risk Indicators ("KRI"): tracks and reports pre-warning signals of the changes in the level of risks and the effectiveness of controls across business and support units;
- d. Risk Analyses and Reporting ("RAR"): qualitative and quantitative results from various operational risk tools as well as audits and regulatory inspections are analysed and reported to provide all relevant management levels with regular reports on the operational risk profile; and
- e. Process Risk Mapping ("PRM"): identifies key risks and controls in the end to end transaction processing cycle supporting a product or a service with the objective of ascertaining that controls are in place, appropriate, adequate and effective.

4.6 Risiko Operasi

Bank Islam mentakrifkan Risiko Operasi selaras dengan takrif BIS Basel. Risiko operasi adalah risiko kerugian yang terhasil daripada ketidakcukupan atau kegagalan proses dalaman, warga kerja dan sistem dalaman atau daripada peristiwa luar, yang merangkumi risiko perundangan dan risiko ketidakpatuhan Syariah tetapi tidak termasuk risiko strategik dan reputasi.

Walaupun peristiwa luar berada di luar kawalan, Bank berhasrat mengurangkan impak daripada peristiwa tersebut di mana wajar dan praktikal.

Risiko operasi diuruskan oleh Jabatan Pengurusan Risiko Operasi ("ORMD") yang memastikan keselamatan persekitaran operasi Bank Islam secara berterusan.

Objektif ORMD termasuk:

- a. Untuk menguruskan risiko operasi secara proaktif dan menyeluruh dalam rangka kerja yang ditetapkan;
- b. Untuk memastikan bahawa risiko operasi dikenal pasti, ditangani, dipantau, diuruskan dan dilaporkan sewajarnya secara berstruktur, sistematik dan konsisten; dan
- c. Menganalisa aliran luar dan dalaman bagi membantu dalam ramalan kebarangkalian berlakunya peristiwa berisiko serta impaknya.

ORMD menyediakan/menggunakan pelbagai alat dan teknik untuk menilai, memantau dan menguruskan risiko operasi dalam keseluruhan unit perniagaan dan sokongan Bank:

- a. Penilaian Kendiri Kesedaran Pengurusan ("MASA"): satu alat bagi membolehkan unit perniagaan/sokongan menilai sendiri risiko dan keberkesanan kawalan dalaman mereka bagi menyediakan jaminan munasabah bahawa objektif perniagaan boleh dicapai;
- b. Pengurusan dan Pelaporan Peristiwa Kerugian Risiko ("RLEMR"): untuk memupuk budaya pelaporan peristiwa risiko/kerugian yang konsisten dan mantap. Ini membantu membina pangkalan data berpusat bagi peristiwa kerugian risiko sejajar dengan kehendak Basel BIS 2;
- c. Penunjuk Utama Risiko ("KRI"): menjejak dan melaporkan tanda amaran awal dalam perubahan tahap risiko dan keberkesanan kawalan di seluruh unit perniagaan dan sokongan;
- d. Analisis dan Laporan Risiko ("RAR"): keputusan kualitatif dan kuantitatif daripada pelbagai kaedah risiko operasi serta pemeriksaan audit dan kawal selia dianalisa dan dilaporkan bagi menyediakan laporan berkala mengenai profil risiko operasi kepada peringkat pengurusan yang berkenaan; dan
- e. Pemetaan Proses Risiko ("PRM"): mengenal pasti risiko dan kawalan utama dalam kitaran pemrosesan urus niaga hujung-ke-hujung yang menyokong sesuatu produk atau perkhidmatan dengan matlamat untuk memastikan bahawa kawalan telah disediakan, bersesuaian, mencukupi dan berkesan.

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ORMD also manages the Bank's Business Continuity Management ("BCM") process to ensure that the impacts of business disruption are minimised and to provide an acceptable level of business until normal business operations can resume. Key BCM building blocks include:

- a. Establishment of ownership, roles and responsibilities for ensuring the effectiveness of the Bank's BCM programme;
- b. Risk analysis assesses the factors that may cause or worsen the impact of a disruption;
- c. Business Impact analysis ("BIA") quantifies and qualifies the impacts to establish the Bank's critical business units, recovery priorities and recovery timeframe;
- d. Recovery strategies address a minimum loss of workspace, loss of vital records, IT system failure, loss of key personnel and failure by dependency on outsourced service providers;
- e. Regular review and maintenance of the Business Continuity Plan ("BCP");
- f. Emergency response plan addresses incidents and potential crises in a timely, effective and well coordinated manner; and
- g. Annual attestation of business continuity preparedness by management.

4.7 Shariah Compliance

Shariah Compliance Risk ("SCR") is one the unique risks for Islamic banks in addition to other generic risks of Islamic bank e.g. rate of return risk, displaced commercial risk and equity investment risk. This means that Shariah compliance considerations are taken into account in all Islamic banks' activities. From Bank Islam's perspective, SCR refers to risks arising from Bank Islam's failure to comply with Shariah rules and principles determined by the Shariah regulatory councils i.e. SAC of BNM, SAC of Securities Commission and SSC of Bank Islam.

In managing SCR, clear responsibilities are assigned to various functions, which are responsible for developing strategies to identify, assess, monitor and control/mitigate SCR, and designing and implementing the SCR Management ("SCRM"), its methodology and reporting system in the Bank. These include Board of Directors (including BRC), MRCC, SCRCC Shariah Department ("SD"), Shariah audit function of Internal Audit Division ("IAD") as well as line managers and all staff of Bank Islam. The above is guided by a SCRM Policy and the policy is supplemented by several Shariah guidelines and Shariah Compliance Manual.

ORMD juga menguruskan proses Pengurusan Kesenambungan Perniagaan ("BCM") Bank bagi memastikan bahawa impak gangguan perniagaan dikurangkan dan bagi menyediakan tahap perniagaan yang boleh diterima sehingga operasi perniagaan yang lazim boleh disambung semula. BCM merangkumi:

- a. Penentuan pemilihan, peranan dan tanggungjawab bagi memastikan keberkesanan program BCM Bank;
- b. Analisis risiko menilai faktor yang mungkin menyebabkan atau memburukkan impak sesuatu gangguan;
- c. Analisis Impak Perniagaan ("BIA") menyatakan kuantiti dan melayakkan impak tersebut bagi mewujudkan unit perniagaan kritikal, keutamaan pemulihan dan rangka masa pemulihan Bank;
- d. Strategi pemulihan menangani kehilangan ruang kerja yang minimum, kehilangan rekod penting, kegagalan sistem IT, kehilangan kakitangan utama dan kegagalan ekoran kebergantungan kepada penyedia khidmat luar;
- e. Semakan dan penyelenggaraan berkala ke atas Pelan Kesenambungan Perniagaan ("BCP");
- f. Pelan tindakbalas kecemasan menangani insiden dan potensi krisis dengan cara yang teratur, berkesan dan diselaraskan dengan baik; dan
- g. Pengakuan tahunan oleh pihak Pengurusan mengenai kebersediaan kesinambungan perniagaan.

4.7 Pematuhan Syariah

Risiko Pematuhan Syariah ("SCR") merupakan salah satu risiko unik bagi perbankan Islam, di samping risiko generik perbankan Islam yang lain, contohnya risiko kadar pulangan, risiko komersil teranjak dan risiko pelaburan ekuiti. Ini bermakna bahawa pertimbangan pada pematuhan Syariah diambil kira dalam semua aktiviti perbankan Islam. Daripada perspektif Bank Islam, SCR merujuk pada risiko akibat kegagalan Bank Islam mematuhi peraturan dan prinsip Syariah yang ditetapkan oleh majlis pengawalseliaan Syariah, iaitu SAC BNM, SAC Suruhanjaya Sekuriti dan SSC Bank Islam.

Dalam pengurusan SCR, tanggungjawab yang jelas ditugaskan kepada pelbagai fungsi yang bertanggungjawab menyediakan strategi bagi mengenal pasti, menilai, memantau dan mengawal/mengurangkan SCR, serta membentuk dan melaksanakan Pengurusan SCR ("SCRM"), kaedah dan sistem pelaporannya dalam Bank. Ini termasuk Lembaga Pengarah (termasuk BRC), MRCC, SCRCC, Jabatan Syariah ("SD"), fungsi audit Syariah Bahagian Audit Dalaman ("IAD") serta pengurus-pengurus jabatan dan semua kakitangan Bank Islam. Semua di atas adalah berpandukan polisi SCRM yang disokong oleh beberapa garis panduan Syariah dan Manual Pematuhan Syariah.



As part of Bank Islam's efforts to improve the oversight on the SCRMM at the Board level, the Bank has implemented "cross attendance" in the BRC and SSC meetings whereby two of the SSC members to attend the BRC meeting and vice versa. At management level, Bank Islam has established the SCRCC, which deliberates all Shariah non-compliances tracked by the SD and its rectification plans and recommends acceptable standards of internal control and appropriate mechanism(s) to ensure effective and efficient Shariah compliance risk management across the Bank.

SD supports the SSC in providing day-to-day Shariah advice to the business and support units based on the decisions of the Shariah regulatory councils, as well as to work independently of the business and support units in facilitating the process of identifying, measuring, controlling and monitoring SCRs inherent in the Bank's operations and activities. The department also participates in conducting Shariah assessment, audit and other activities together with other relevant business and risk management units, financing committees and IAD.

4.8 Capital Management

Bank Islam has implemented a comprehensive capital management framework in line with BNM's Capital Adequacy Framework ("CAFIB") for Islamic Banks, to ensure that there is sufficient capital to support the expected losses of the Bank's business activities. Currently the Bank has adopted the Standardised Approach for both credit and market risk and the Basic Indicator Approach for operational risk. The year-end Risk-Weighted Capital ratio (before proposed dividend) stood at 17%, well above BNM's minimum requirement of 10%.

In order to ensure that the Bank's capital can withstand unexpected losses, which can be significantly higher than the expected losses in the Bank's business portfolio during normal business environments, RMD performs regular parametric and scenario based stress tests.

Sebagai sebahagian daripada usaha Bank Islam untuk meningkatkan pemantauan ke atas SCRMM di peringkat Lembaga Pengarah, Bank telah melaksanakan "kehadiran bersilang" dalam mesyuarat BRC dan SSC, di mana dua ahli SSC menghadiri mesyuarat BRC dan sebaliknya. Di peringkat pengurusan, Bank Islam telah menubuhkan SCRCC yang membincangkan kesemua isu ketidakpatuhan Syariah yang dipantau oleh SD dan langkah pembetulannya dan mencadangkan standard kawalan dalaman yang boleh diterima dan mekanisme yang sesuai untuk memastikan pengurusan risiko pematuhan Syariah yang cekap dan berkesan di seluruh Bank.

SD membantu SSC dalam memberi khidmat nasihat harian kepada unit perniagaan dan unit sokongan berasaskan keputusan majlis-majlis kawal selia Syariah, serta melakukannya secara sendiri dalam memudahkan proses mengenal pasti, menilai, mengawal dan memantau SCR dalam aktiviti dan operasi Bank. Jabatan ini turut membuat penilaian Syariah, audit dan aktiviti lain bersama dengan unit perniagaan lain yang berkaitan dan unit pengurusan risiko, jawatankuasa pembiayaan dan IAD.

4.8 Pengurusan Modal

Bank Islam telah melaksanakan rangka kerja pengurusan modal yang komprehensif sejajar dengan Rangka Kerja Kecukupan Modal BNM untuk Bank-bank Islam ("CAFIB"), bagi memastikan terdapat modal yang mencukupi untuk menampung jangkaan kerugian daripada aktiviti-aktiviti perniagaan Bank. Pada masa ini, Bank telah mengguna pakai Pendekatan Berpiawai untuk kedua-dua risiko kredit dan pasaran serta Pendekatan Penunjuk Asas untuk risiko operasi. Nisbah Modal Berwajaran Risiko akhir tahun (sebelum cadangan dividen) berada pada kadar 17%, jauh di atas kehendak minimum BNM iaitu 10%.

Bagi memastikan modal Bank mampu menghadapi kerugian yang tidak dijangka, yang berkemungkinan lebih tinggi berbanding jangkaan kerugian dalam portfolio perniagaan Bank dalam persekitaran perniagaan yang lazim, RMD menjalankan ujian tekanan berkala berasaskan parameter dan senario.

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4.9 Stress testing

The Risk Management Division undertakes periodical stress tests across its entire portfolio of credit, market, asset and liability and operational risks in order to ensure that the Bank remains viable, even under highly severe, i.e. unlikely but plausible stress conditions. At least once every quarter, BRC will deliberate on the potential economic and other stress events that could materialise over the next 1 to 3 years, such as a double-dip recession, a severe housing crash or a sudden inflation spike. Risk management will then assess the potential impact of such events at various levels of severity and discuss the outcome with senior management and BRC. Over and above these scenario-based stress tests, the bank is also developing a reverse stress test methodology where various main risk drivers are being stressed until non-viability of the bank. The Board will then assess the likelihood of such (combination) of events and take action if needed. If any historical, scenario-based or reverse stress test shows a plausible likelihood of non-viability of the bank, the Board will order senior management to take immediate action, such as freezing certain business activities, unwinding security portfolios or implementing appropriate hedge programmes.

5.0 INTERNAL AUDIT FUNCTION

Bank Islam's IAD undertakes the audit of entities within Bank Islam and subsidiaries of the Bank based on an annual Audit Plan approved by the AEC. The Audit Plan that adopts a risk-based approach to audit, covers the review of adequacy of risk management and operational controls, compliance with laws and regulations, quality of assets and management efficacy. The Internal audits highlight control and process weaknesses and makes appropriate recommendations for improvement to Management.

Its authority is provided in the Audit Charter, which formally documents the roles, duties and responsibilities of IAD and relationship with the Board, AEC, Management, external auditors and regulators.

IAD is committed to enhancing the audit processes providing advisory services, upgrading staff competencies and implementing the audit process in accordance to industry best practices. Overall, IAD has assisted in establishing within Bank Islam a sound internal control environment and promoting a compliant culture within the Bank and its subsidiaries.

4.9 Ujian Tekanan

Bahagian Pengurusan Risiko menjalankan ujian tekanan berkala ke atas semua portfolio risiko kredit, pasaran, aset dan liabiliti serta operasi bagi memastikan Bank kekal berdaya maju, walaupun dalam keadaan tekanan yang tinggi (iaitu keadaan yang tidak mungkin berlaku tetapi munasabah). Sekurang-kurangnya sekali setiap suku tahun, BRC akan membincangkan senario ekonomi dan lain-lain senario tekanan yang berpotensi untuk berlaku dalam jangka masa 1 hingga 3 tahun akan datang, seperti kegawatan ekonomi berganda, kejatuhan pasaran hartanah yang teruk dan kenaikan inflasi yang mendadak. Pengurusan risiko kemudiannya akan menilai impak yang mungkin berlaku akibat senario tersebut mengikut tahap keamatan dan membincangkan keputusannya dengan pihak pengurusan kanan serta BRC. Selain daripada ujian tekanan berasaskan senario ini, Bank juga sedang merangka satu kaedah ujian tekanan berbalik di mana pelbagai pemacu risiko utama diberi tekanan sehingga Bank tidak berdaya maju. Lembaga Pengarah kemudian akan menilai kebarangkalian berlakunya (kombinasi) senario terbabit dan mengambil tindakan jika perlu. Sekiranya sebarang ujian tekanan berasaskan senario, sejarah, atau ujian berbalik menunjukkan kebarangkalian tinggi bahawa Bank akan kehilangan daya majunya, Lembaga Pengarah akan mengarahkan pihak pengurusan kanan untuk mengambil tindakan segera, seperti membekukan aktiviti perniagaan tertentu, membubarkan portfolio sekuriti atau melaksanakan program lindung nilai yang sewajarnya.

5.0 FUNGSI AUDIT DALAMAN

IAD Bank Islam melaksanakan pengauditan ke atas entiti dalam Bank Islam dan subsidiari-subsidiarinya berdasarkan Pelan Audit tahunan yang telah diluluskan oleh AEC. Pelan Audit tersebut yang mengguna pakai pendekatan berasaskan risiko ke atas pengauditan, meliputi semakan kecukupan pengurusan risiko dan kawalan operasi, pematuhan kepada undang-undang dan peraturan, kualiti aset dan keberkesanan pengurusan. Audit dalaman melaporkan kelemahan kawalan dan proses dan membuat cadangan peningkatan yang sewajarnya kepada pihak Pengurusan.

Autoritinya dinyatakan dalam Piagam Audit, yang mendokumentasi secara formal peranan, tugas dan tanggungjawab IAD serta hubungannya dengan Lembaga Pengarah, AEC, pihak Pengurusan, juruaudit luar dan pengawal selia.

IAD komited untuk mempertingkatkan proses audit dengan memberi khidmat nasihat, menaik taraf kecekapan kakitangan dan melaksanakan proses audit sejajar dengan amalan terbaik industri. Secara keseluruhan, IAD telah membantu mewujudkan persekitaran kawalan dalaman yang mantap dalam Bank Islam serta menggalakkan budaya pematuhan dalam Bank dan subsidiari-subsidiarinya.



6.0 ACCOUNTABILITY AND AUDIT

6.1 Financial Reporting

The Board takes responsibility for presenting a balanced and comprehensive assessment of Bank Islam's operations and prospects each time it releases its quarterly and annual financial statements to its shareholders. The Board ensures financial statements are properly drawn up in accordance with the provision of the Companies Act 1965, approved accounting standards in Malaysia, BNM Guidelines and Shariah requirements. The Board is assisted by the AEC in scrutinising information to be disclosed to ensure accuracy, adequacy, completeness and transparency.

6.2 Statement on Internal Control

The Board recognises the importance of maintaining a sound system of internal controls and risk management practices as well as good corporate governance. The Board exercises overall responsibility in identifying, evaluating and reviewing the adequacy and integrity of Bank Islam's internal controls and its effectiveness. The Board recognises that risks cannot be eliminated completely. As such, systems and processes have been put in place to provide reasonable assurance and not absolute assurance of effectiveness against material misstatement of financial information or against any losses and fraud.

The Board is of the view that the internal control framework that has been instituted throughout Bank Islam is sufficient to safeguard shareholders' investment, customers' interest and Bank Islam's assets. Nevertheless, reviews are continuously carried out to ensure the effectiveness of the system.

BRC was established to further strengthen Bank Islam's risk management process, where it meets regularly with the objective of assisting the Board in managing Bank Islam's range of inter-related risks in an integrated manner.

The key processes that the Board has established in reviewing the integrity of the system of internal controls are as follows:

- a. The management of Bank Islam is delegated to the Managing Director, whose role and responsibilities, and authority limits are set by the Board. The appointment of the Managing Director requires the approval of the Board;
- b. Specific responsibilities have been delegated to the relevant Board Committees, based on their respective terms of reference. These Committees have the authority to examine all matters within their scope of responsibility and submit their recommendations to the Board. The ultimate responsibility for the final decision on all matters, however, lies with the entire Board;

6.0 AKAUNTABILITI DAN AUDIT

6.1 Laporan Kewangan

Lembaga Pengarah bertanggungjawab membentangkan penilaian yang munasabah dan komprehensif tentang operasi dan prospek Bank Islam kepada pemegang sahamnya setiap kali penyata kewangan suku tahunan dan tahunan diterbitkan. Lembaga Pengarah memastikan penyata kewangan disediakan dengan betul mengikut peruntukan Akta Syarikat 1965, piawaian perakaunan yang diluluskan di Malaysia, Garis Panduan BNM dan keperluan Syariah. Lembaga Pengarah dengan bantuan AEC meneliti maklumat yang akan didedahkan bagi memastikan maklumat berkenaan tepat, cukup, lengkap dan telus.

6.2 Penyata Kawalan Dalaman

Lembaga Pengarah mengiktiraf kepentingan mengekalkan sistem kawalan dalaman dan amalan pengurusan risiko yang mantap serta tadbir urus korporat yang baik. Lembaga Pengarah bertanggungjawab sepenuhnya mengenal pasti, menilai dan menyemak kecukupan dan integriti kawalan dalaman Bank Islam serta keberkesanannya. Lembaga Pengarah sedia maklum bahawa risiko tidak boleh dihapuskan sepenuhnya. Justeru, beberapa sistem dan proses telah disediakan bagi memberi jaminan berwajaran dan bukan jaminan mutlak ke atas keberkesanannya menghindari berlakunya kesilapan penting mengenai maklumat kewangan atau sebarang kerugian dan penipuan.

Lembaga Pengarah berpendapat bahawa rangka kerja kawalan dalaman yang digunakan di seluruh Bank Islam adalah mencukupi untuk melindungi pelaburan pemegang saham, kepentingan pelanggan dan aset-aset Bank Islam. Walaubagaimanapun, semakan dijalankan secara berterusan bagi memastikan keberkesanan sistem tersebut.

BRC ditubuhkan bagi memperkukuhkan lagi proses pengurusan risiko Bank Islam, di mana mesyuaratnya diadakan dari masa ke semasa bagi membantu Lembaga Pengarah menguruskan pelbagai risiko Bank Islam yang saling berkait secara bersepadu.

Proses utama yang telah disediakan oleh Lembaga Pengarah bagi menyemak integriti sistem kawalan dalaman adalah seperti berikut:

- a. Pengurusan Bank Islam diserahkan kepada Pengarah Urusan, yang mana peranan, tanggungjawab serta had kuasanya ditetapkan oleh Lembaga Pengarah. Pelantikan Pengarah Urusan memerlukan kelulusan Lembaga Pengarah;
- b. Tanggungjawab khusus telah diagihkan kepada Jawatankuasa Lembaga Pengarah yang berkaitan, berdasarkan terma rujukan masing-masing. Kesemua Jawatankuasa ini mempunyai kuasa untuk meneliti semua perkara dalam skop tanggungjawab mereka dan menyerahkan saranan mereka kepada Lembaga Pengarah. Bagaimanapun, tanggungjawab mutlak untuk membuat keputusan akhir adalah milik Lembaga Pengarah;

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- c. Delegation of authority, including limits at various levels of management and those requiring the Board's approval, are documented and designed to ensure proper accountability and responsibility;
 - d. Policies and procedure manuals for key processes are documented and regularly reviewed and updated for application across Bank Islam;
 - e. AEC regularly reviews reports on the adequacy and integrity of Bank Islam's internal control systems and management information system including systems for compliance with applicable laws, regulations, rules, directives and guidelines as identified by the IAD, the external auditors and regulatory authorities. It also conducts reviews on the internal audit function, scope of audits, competency of the auditors and independence of the Internal Audit function;
 - f. Bank Islam's annual business plan and budget are submitted to the Board for approval. In addition, variances between actual and targeted results are also presented on a monthly basis. This allow for timely responses and corrective actions to be taken to mitigate risks;
 - g. IAD reports to the AEC, performs regular reviews of the processes to assess their effectiveness and highlight any significant risks affecting Bank Islam. The AEC reviews the IAD's scope of work and resources annually via the Audit Plan and budget submitted;
 - h. AEC regularly reviews and holds discussions with Management on actions taken to address lapses in internal controls and issues identified in reports prepared by the internal auditors, external auditors and regulatory authorities; and
 - i. BRC regularly reviews risk profiles based on a range of key risk indicators, as well as other risk assessment tools.
- c. Pengagihan kuasa, termasuk had pada pelbagai peringkat pengurusan serta yang memerlukan kelulusan Lembaga Pengarah, didokumentasikan dan distruktur bagi memastikan akauntabiliti dan tanggungjawab yang sewajarnya;
 - d. Manual polisi dan prosedur untuk proses utama didokumentasikan dan disemak serta dikemaskini secara berkala untuk diaplikasikan di seluruh Bank Islam;
 - e. AEC menyemak secara berkala laporan mengenai kecukupan dan integriti sistem kawalan dalaman dan sistem maklumat pengurusan termasuk sistem pematuhan terhadap undang-undang, peraturan, arahan dan garis panduan seperti yang telah dikenal pasti oleh IAD, juruaudit luar dan badan berkuasa kawal selia. Ia juga menjalankan semakan ke atas fungsi audit dalaman, skop audit, kecekapan juruaudit dan kebebasan fungsi Audit Dalaman;
 - f. Pelan perniagaan dan belanjawan tahunan Bank Islam diserahkan kepada Lembaga Pengarah untuk kelulusan. Selain itu, perbezaan antara keputusan sebenar dan sasaran juga dibentangkan setiap bulan. Ini membolehkan maklumbalas segera dan tindakan pembetulan diambil bagi mengurangkan risiko;
 - g. IAD melaporkan kepada AEC, menjalankan semakan berkala ke atas proses-proses bagi menilai keberkesanannya serta melaporkan sebarang risiko penting yang memberi kesan kepada Bank Islam. AEC menyemak skop kerja dan sumber-sumber IAD setiap tahun menerusi Pelan Audit dan belanjawan yang diserahkan;
 - h. AEC menyemak dan mengadakan perbincangan secara berkala dengan pihak Pengurusan mengenai tindakan-tindakan yang diambil bagi menangani kelemahan kawalan dalaman dan isu-isu yang dikenal pasti dalam laporan yang disediakan oleh juruaudit dalaman, juruaudit luar dan pihak pengawalseliaan; dan
 - i. BRC menyemak profil risiko secara berkala menggunakan beberapa penunjuk risiko utama serta lain-lain alat penilaian risiko.

6.3 Hubungan dengan Juruaudit Luar

Bank Islam, melalui AEC, telah mewujudkan hubungan yang wajar dan telus dengan juruaudit luar. Mereka bermesyuarat sekurang-kurangnya setahun sekali, tanpa kehadiran pihak Pengurusan apabila akaun dan laporan tahunan yang telah diaudit dibentangkan kepada Lembaga Pengarah untuk kelulusan.



Ethics, Integrity & Trust

Etika, Integriti & Amanah

IN THE SERVICE INDUSTRY, BANK ISLAM HAS ACHIEVED A GOOD STANDING AS A BANKING AND FINANCIAL INSTITUTION THAT INTERLACES ETHICS, INTEGRITY AND TRUST IN EVERY FACET. THE BANK HAS TAKEN STEPS IN ENSURING THE PUBLIC'S CONFIDENCE AND TRUST TO SUSTAIN CREDIBILITY AND MINIMISE RISK OF UNETHICAL OR DISINGENUOUS CONDUCT BY THE BANK'S EMPLOYEES AND CUSTOMERS.

DALAM INDUSTRI PERKHIDMATAN, BANK ISLAM ADALAH SEBUAH INSTITUSI PERBANKAN DAN KEWANGAN YANG BERWIBAWA YANG MENJALINKAN ETIKA, INTEGRITI DAN AMANAH DALAM SETIAP ASPEK. BANK TELAH MENGAMBIL PELBAGAI LANGKAH BAGI MENJAMIN KEYAKINAN DAN KEPERCAYAAN ORANG RAMAI TERPELIHARA DEMI MENGEKALKAN KREDIBILITI DAN MEMINIMUMKAN RISIKO DISEBABKAN AMALAN TIDAK BERETIKA ATAU KETIDAKJUJURAN OLEH KAKITANGAN DAN PELANGGAN BANK.

To deliver steadfast financial services and solutions of global standards, the Bank leverages on the foundation of the greatness of Islamic conduct that values principles of integrity, honesty and responsibility. Thus, expectations of customers and the public are realised.

The formalisation of codes and policies which are issued to all employees represents the essential assurance in building a culture of trust and integrity in a form of visible documentation. Amongst such codes are the Whistle-Blowing Policy and the Anti-Money Laundering Policy (AMLA).

WHISTLE-BLOWING POLICY

The Whistle-Blowing policy is established to prevent employees and/or external parties from conducting fraud, wrong doings, malpractices or any unlawful act including:

- Breach of policies and procedures;
- Fraud, embezzlement, corruption or dishonesty;
- Actions which could cause physical danger to another person or give rise to a risk of damage to properties/assets;
- Forgery or alteration of any documents belonging to the Bank, customers, another financial institution, or agents of the Bank;
- Profiteering as a result of insider knowledge;
- Misuse of position;
- Breach of Bank Negara Malaysia Guideline BNM/GP7;
- Any other similar or related irregularities; and
- Any other wrongdoings as may be determined by Board Risk Committee to be included in the scope of this procedure, from time to time

Bank menekankan aspek kesyukuran Islam yang meletakkan nilai yang tinggi pada prinsip integriti, kejujuran, dan kebertanggungjawaban dalam memberikan perkhidmatan dan penyelesaian kewangan bertaraf global yang mantap. Dengan itu, Bank dapat merealisasikan harapan para pelanggan dan masyarakat.

Formaliti kod dan dasar secara rasmi kepada semua kakitangan melambangkan jaminan asas dalam membina budaya beramanah dan berintegriti dalam bentuk dokumentasi yang dapat dilihat. Dasar Pemberian Maklumat (Whistle Blowing Policy) dan Dasar Pencegahan Pengubahan Wang Haram (AMLA) merupakan antara kod-kod yang telah dikeluarkan.

DASAR PEMBERIAN MAKLUMAT

Dasar Pemberian Maklumat diwujudkan bagi mencegah kakitangan dan/atau pihak luar daripada melakukan penipuan, salah laku, penyelewengan atau apa-apa tindakan yang melanggar undang-undang, termasuk:

- Pelanggaran dasar dan prosedur;
- Penipuan, penggelapan wang, rasuah atau ketidakjujuran;
- Tindakan yang akan menimbulkan bahaya fizikal kepada individu lain atau menimbulkan risiko kerosakan pada harta benda/aset;
- Pemalsuan atau pemindaan apa-apa dokumen milik Bank, pelanggan, institusi kewangan yang lain atau ejen-ejen Bank;
- Pengautan keuntungan hasil maklumat daripada orang dalam;
- Penyalahgunaan kedudukan;
- Pelanggaran Garis Panduan Bank Negara Malaysia BNM/GP7;
- Perlakuan sebarang tindakan luar aturan lain yang serupa atau yang berkaitan; dan
- Sebarang perbuatan salah laku lain sebagaimana yang ditentukan oleh Board Risk Committee untuk dimasukkan dalam prosedur ini dari semasa ke semasa.

ANTI-MONEY LAUNDERING POLICY (AMLA)

Bank Islam will conduct its business in conformity with high ethical standards and will adhere to all Shariah laws and regulations pertaining to financial institutions. While it is accepted that the Bank may not always be able to determine whether a transaction originates from, or is part of, any unlawful activities, the Bank will conduct its business in compliance with the following general principles:

- Comply with applicable anti-money laundering and terrorist financing laws and regulations as established by Bank Negara Malaysia;
- Maintain a system of internal control and establish procedure to ensure ongoing Anti Money Laundering/Counter Financing of Terrorism (AML/CFT) compliance and prompt actions;
- Appoint Designated Compliance Officers (DCOs) who are responsible to implement AML/CFT procedures and measures;
- Develop compliance programme to ensure awareness on AML/CFT procedures and requirements and monitoring of AML/CFT measures;
- Establish customer due diligence for all customers including implementation of KYC Policy and enhanced due diligence for customers and transactions presenting higher risk;
- Establish and maintain appropriate procedures to monitor customer accounts and activities for evidence of suspicious transactions that may be indicative of money laundering activities;
- Retain identification and transactional documentation as defined in the legislation;
- Report to relevant authority in a timely and comprehensive manner on all identified suspicious activities where there are reasonable grounds to suspect that a money laundering offence has been or is being committed; and
- Cooperate fully with law enforcement and regulatory authorities on AML/CFT issues.

DASAR PENCEGAHAN PENGUBAHAN WANG HARAM (AMLA)

Bank Islam akan menjalankan perniagaannya selaras dengan piawaian etika yang tinggi dan mematuhi semua undang-undang dan keperluan Syariah yang berkaitan dengan institusi kewangan. Walaupun Bank tidak sentiasa dapat menentukan sama ada sesuatu urusan niaga berasal daripada, atau merupakan sebahagian daripada aktiviti yang menyalahi undang-undang, Bank akan sentiasa menjalankan perniagaannya berlandaskan prinsip-prinsip am yang berikut:

- Mematuhi undang-undang dan peraturan berkaitan perubahan wang haram dan pencegahan pembiayaan keganasan seperti yang telah ditetapkan oleh Bank Negara Malaysia;
- Mengekalkan satu sistem kawalan dalaman dan mewujudkan prosedur bagi memastikan pematuhan berterusan AML/CFT serta pengambilan tindakan segera;
- Pelantikan para Pegawai Khusus Pematuhan (DCO) yang bertanggungjawab melaksanakan prosedur-prosedur dan langkah-langkah AML/CFT;
- Mewujudkan program pematuhan bagi memastikan kesedaran mengenai prosedur-prosedur dan syarat-syarat AML/CFT serta bagi memantau langkah-langkah AML/CFT;
- Mewujudkan usaha ketekunan wajar untuk semua pelanggan termasuk melaksanakan KYC serta usaha ketekunan wajar yang dipertingkatkan untuk para pelanggan dan urusan niaga yang mempunyai risiko lebih tinggi;
- Mewujud dan mengekalkan prosedur-prosedur yang bersesuaian bagi memantau akaun dan aktiviti pelanggan untuk bukti urusan niaga meragukan yang mungkin menunjukkan aktiviti perubahan wang haram;
- Menyimpan dokumentasi pengenalan dan urusan niaga seperti yang ditetapkan dalam perundangan;
- Melaporkan kepada pihak berkuasa yang berkenaan secara menyeluruh dan tepat pada masanya mengenai semua aktiviti meragukan yang dikenal pasti dan mempunyai bukti wajar bagi mengesyaki bahawa kesalahan perubahan wang haram telah atau sedang dilakukan; dan
- Bekerjasama sepenuhnya dengan pihak penguat kuasa undang-undang dan pengawal selia dalam isu-isu AML/CFT.



Walking the Talk to Realise CHANGE

Our commitment to change is beyond lip service. During the period under review, we have made improvements in cost structures and implemented effective cost rationalisation measures. These enhance our margins and increase our operational efficiency even as we expand into new businesses and grow our presence.

Bertindak bagi Merealisasikan PERUBAHAN

Komitmen kami untuk berubah bukan satu perbualan kosong. Sepanjang tempoh di bawah tinjauan, kami telah melakukan penambahbaikan dalam struktur kos dan melaksanakan langkah-langkah rasionalisasi kos yang berkesan. Kesemua ini telah meningkatkan margin serta kecekapan operasi kami walaupun di kala kami sedang mengembangkan perniagaan baharu dan memperkukuhkan kehadiran kami.

- Launched the **first** mobile banking service without internet access known as **TAP Mobile Banking-i**, where account owners can perform banking transactions anywhere and anytime

Melancarkan khidmat perbankan mudah alih **pertama** tanpa akses internet yang dikenali sebagai **Perbankan Mudah alih-i TAP** di mana pemilik akaun boleh menjalankan urusan perbankan di mana-mana pada bila-bila masa

- Launched **Waheed-i**, the **first** of its kind in Malaysia for corporate customers. It's a Malaysian Ringgit fixed term deposit product based on the Shariah contract of Wakalah (Agency) that meets local and international Shariah standards

Melancarkan **Waheed-i**, produk **pertama** seumpamanya di Malaysia untuk pelanggan korporat. Ia adalah produk deposit jangka tetap dalam Ringgit Malaysia berasaskan kontrak Syariah iaitu Wakalah (Agensi) yang memenuhi piawaian Syariah tempatan dan antarabangsa





Economic Review

Ulasan Ekonomi

THE STRONG CLIMB OUT OF RECESSION IN THE FIRST HALF OF 2010 (1H2010) WITH A GROSS DOMESTIC PRODUCT (“GDP”) GROWTH OF 9.5% YoY ON AVERAGE PROVED TO BE MORE THAN SUFFICIENT TO OFFSET THE WANING MOMENTUM IN THE 2H2010 (AVERAGE GDP GROWTH OF 5.1% YoY), POWERING THE MALAYSIAN ECONOMY TO EXPAND BY 7.2% FOR THE FULL-YEAR, THE FASTEST CLIP SINCE 2000.

KEBANGKITAN PANTAS DARIPADA KEMELESETAN EKONOMI PADA SEPARUH TAHUN PERTAMA TAHUN 2010 (1H2010), DENGAN PERTUMBUHAN KELUARAN DALAM NEGARA KASAR (“KDNK”) PADA KADAR 9.5% YoY SECARA PURATA ADALAH LEBIH DARIPADA CUKUP UNTUK MENGIMBANGI MOMENTUM YANG MEMUDAR PADA 2H2010 (PURATA PERTUMBUHAN KDNK PADA KADAR 5.1% YoY). INI MEMBANTU EKONOMI MALAYSIA BERKEMBANG PADA KADAR 7.2% BAGI KESELURUHAN TAHUN TERSEBUT, TERPANTAS SEJAK TAHUN 2000.

ECONOMIC REVIEW FOR 2010

Notwithstanding the background of a gradual global recovery, Malaysia was blessed to be able to count on its resilient domestic demand in particular household spending (+6.6%) and private investment (+15.2%) in 2010 to cushion the blow from the export slowdown in the 2H2010 (+8.1% YoY vs. +16.6% in the 1H2010) and restrained public consumption (+0.1%) as a result of the Government’s commitment to fiscal consolidation. Nonetheless, the robust growth trend line of 8% in public investment was maintained with an 8.3% rise in 2010, slightly faster than 8.0% in the previous year.

On the supply side, despite the apparent slowdown during the 2H2010 compared to the 1H2010, all sectors still experienced a broad-based positive growth for the full-year with manufacturing, services and construction sectors as growth leaders.

The services sector, the largest contributor to the Malaysian economy, saw a strong 6.8% rebound in 2010 compared to a mere 2.6% increase in 2009, reflecting robust trade (particularly the domestic portion), travel & tourism, capital market, passenger transport and consumer spending related activities. Activities were the most buoyant in the communications (+8.5%); electricity, gas & water (+8.2%); wholesale & retail trade (+7.9%); business services & real estate (+7.8%) and transport & storage (+6.9%) sub-sectors.

However, the manufacturing sector, which makes up slightly more than a quarter of the GDP, was the obvious “star performer” during the first year of recovery following the “Great Recession”, the worst global recession in a half century, outperforming the broad economy and all other sectors with a 11.4% jump in production of manufactured goods. Bounced convincingly by 15% YoY on average in the 1H2010 on the back of an upswing in global demand especially for electrical & electronics (“E&E”), machinery & equipment, rubber products, chemicals & chemical products, wood & wood products,

ULASAN EKONOMI UNTUK TAHUN 2010

Meskipun dibayangi pemulihan global yang perlahan, Malaysia beruntung kerana masih boleh bersandarkan pada permintaan domestik yang berdaya tahan khususnya perbelanjaan isirumah (+6.6%) dan pelaburan swasta (+15.2%) pada 2010 untuk mengurangkan kesan akibat kelembapan eksport dalam 2H2010 (+8.1% YoY berbanding +16.6% pada 1H2010) dan perbelanjaan awam terkawal (+0.1%) sebagai manifestasi komitmen Kerajaan terhadap pengukuhan fiskal. Walaubagaimanapun, trend pertumbuhan mampan pada kadar 8% dalam pelaburan awam kekal teguh bagi tahun 2010 dengan kenaikan 8.3%, sedikit cepat daripada 8.0% pada tahun sebelumnya.

Dari segi penawaran, walaupun ekonomi nyata lebih lembap sepanjang 2H2010 berbanding 1H2010, pertumbuhan positif menyeluruh masih mewarnai semua sektor ekonomi bagi keseluruhan tahun dengan sektor perkilangan, perkhidmatan dan pembinaan sebagai peneraju pertumbuhan.

Sektor perkhidmatan selaku penyumbang terbesar kepada ekonomi Malaysia, melantun tinggi pada kadar 6.8% pada tahun 2010 berbanding dengan peningkatan 2.6% pada tahun 2009. Ini mencerminkan perdagangan mampan (terutamanya bahagian domestik), perjalanan & pelancongan, pasaran modal, pengangkutan penumpang dan aktiviti-aktiviti berkaitan perbelanjaan isirumah. Aktiviti ekonomi adalah paling rancak dalam sub-sektor komunikasi (+8.5%), elektrik, gas & air (+8.2%); perdagangan borong & runcit (+7.9%); perkhidmatan perniagaan & hartanah (+7.8%) dan pengangkutan & penyimpanan (+6.9%).

Walaubagaimanapun, prestasi terbaik jelas dipamerkan oleh sektor perkilangan yang menyumbang sedikit lebih daripada satu perempat kepada KDNK dalam tahun pertama pemulihan selepas “Kemelesetan Besar”, kemelesetan global paling teruk dalam tempoh setengah abad. Lantunan pertumbuhan sektor ini mengatasi kadar pertumbuhan ekonomi keseluruhan dan kesemua sektor lain dengan lonjakan 11.4% dalam pengeluaran barang hasil perkilangan. Melonjak tinggi pada kadar 15% YoY secara purata dalam 1H2010 bersandarkan kenaikan permintaan global terutamanya bagi elektrik dan elektronik (“E&E”), jentera dan peralatan, produk getah, bahan kimia dan produk bahan kimia, kayu dan produk-produk kayu, industri berorientasikan pasaran domestik khususnya pengeluaran bahan-pembinaan, makanan dan

Ulasan Ekonomi

MALAYSIA WAS BLESSED TO BE ABLE TO COUNT ON ITS RESILIENT DOMESTIC DEMAND IN PARTICULAR HOUSEHOLD SPENDING AND PRIVATE INVESTMENT IN 2010 TO CUSHION THE BLOW FROM THE EXPORT SLOWDOWN IN THE 2H2010 AND RESTRAINED PUBLIC CONSUMPTION AS A RESULT OF THE GOVERNMENT'S COMMITMENT TO FISCAL CONSOLIDATION.

MALAYSIA BERUNTUNG KERANA MASIH BOLEH BERSANDARKAN PADA PERMINTAAN DOMESTIK YANG BERDAYA TAHAN KHUSUSNYA PERBELANJAAN ISIRUMAH DAN PELABURAN SWASTA PADA 2010 UNTUK MENGURANGKAN KESAN AKIBAT KELEMBAPAN EKSPORT DALAM 2H2010 DAN PERBELANJAAN AWAM TERKAWAL SEBAGAI MANIFESTASI KOMITMEN KERAJAAN TERHADAP PENGUKUHAN FISKAL.

domestic-oriented industries in particular production of building materials, food stuffs and transport equipment continued to support manufacturing activities in the 2H2010 which moderated to a 6.9% YoY growth on average as external demand cooled.

The construction sector was clearly among the main beneficiaries of the accelerated implementation of projects under the Ninth Malaysia Plan ("9MP"), the remaining allocations under the second stimulus package designed to contain recessionary effects and Budget 2010. Buoyed particularly by increased civil engineering and non-residential activities, at a 5.2% pace, the full-year growth of the construction sector in 2010 remained above the 5%-threshold for two years in a row (+5.8% in 2009). However, residential construction activities declined in 2010 as developers launched fewer units of new residential properties in particular in the early part of 2010.

Notwithstanding the contraction suffered in the 2H2010 due mostly to decreases in palm oil output as a result of adverse weather conditions as well as lower crude oil and condensate production reflecting reduced output from maturing oil fields and the shutdown of several oil fields for maintenance, the full-year performance of primary sectors still staged an improvement compared to the previous year as the mining and quarrying managed to eke out a marginal growth of 0.2% (-3.8% in 2009) while the agriculture sector rose 1.7% (+0.4% in 2009).

OUTLOOK FOR 2011

GDP performance at a more sedate pace is likely to illustrate a few quarters of 2011, at least until the 2H2011 as dissipating favourable base effects, the end of inventory restocking cycle as well as modest global recovery given the persistent sluggishness of the US labour and housing markets; withdrawal of stimulus measures worldwide in particular the Europe-style austerity measures and cooling measures in China; and natural catastrophes-led slowdown that is expected to unfold in Japan and New Zealand may weigh on economic activities.

kelengkapan pengangkutan terus menyokong aktiviti perkilangan dalam 2H2010 yang tumbuh pada kadar lebih perlahan 6.9% YoY secara purata akibat pengurangan permintaan luar.

Sektor pembinaan jelas merupakan antara penerima manfaat utama dari kepesatan pelaksanaan projek-projek di bawah Rancangan Malaysia Kesembilan ("9MP"), baki peruntukan yang belum dibelanjakan di bawah pakej perangsang kedua yang direkacipta untuk mengekang kesan kemelesetan dan Belanjawan 2010. Disokong terutamanya oleh peningkatan dalam kejuruteraan awam dan kegiatan bukan perumahan, sektor pembinaan yang tumbuh pada kadar 5.2% dalam seluruh tahun 2010 mengekalkan pertumbuhan atas ambang 5% selama dua tahun berturut-turut (+5.8% pada tahun 2009). Namun, kegiatan pembinaan perumahan merosot pada tahun 2010 disebabkan kurangnya pelancaran unit-unit kediaman yang baharu oleh para pemaju khususnya pada awal 2010.

Walaupun mengalami penguncupan dalam 2H2010 terutamanya disebabkan oleh pengurangan pengeluaran minyak kelapa sawit akibat keadaan cuaca yang buruk serta pengeluaran minyak mentah dan hasil pemeluwapan yang lebih rendah akibat keluaran yang berkurangan dari telaga minyak yang sudah matang dan juga penutupan beberapa telaga minyak untuk penyelenggaraan, prestasi penuh setahun sektor-sektor primer masih menunjukkan peningkatan berbanding dengan tahun sebelumnya di mana perlombongan dan kuari berjaya mencapai pertumbuhan marginal pada kadar 0.2% (-3.8% pada tahun 2009) manakala sektor pertanian tumbuh 1.7% (+0.4% pada tahun 2009).

TINJAUAN UNTUK 2011

Prestasi KDNK yang lebih sederhana berkemungkinan besar akan menjadi ciri utama ekonomi Malaysia bagi beberapa suku tahun 2011, sekurang-kurangnya sehingga 2H2011 bila kesan denominator positif berakhir, proses pembinaan semula inventori tamat dan pemulihan ekonomi global yang sederhana berikutan kelembapan berterusan pasaran buruh dan perumahan AS; penarikan balik langkah-langkah rangsangan di seluruh dunia terutamanya langkah-langkah penjimatan ala Eropah dan langkah-langkah mengekang pertumbuhan di China serta kelembapan ekonomi akibat bencana alam yang dijangka menunjukkan kesan di Jepun dan New Zealand berkemungkinan membantutkan aktiviti ekonomi.



Still largely an export-oriented, foreign investment dependent economy, Malaysia's full-year GDP growth in 2011 is likely to normalise between 5.0% and 5.5%, not far from the long-run underlying potential of at least 6.0% as its economy looks set to capitalise on its rather solid private sector-led domestic demand, resilient intra-Asia demand, firm commodity prices and structural reforms under the 10th Malaysia Plan ("10MP") and the Economic Transformation Programme ("ETP") to lift Malaysia's competitiveness.

Capitalising on a resilient domestic demand, Malaysia's largest sector, the services sector is expected to remain the key pillar of strength in 2011. Increased activities in domestic demand-driven sub-sectors such as wholesale & retail trade, finance & insurance and communications should be able to offset moderating trade-and-manufacturing related sub-sectors given prospects of easing external demand.

Oleh kerana ekonomi masih banyak bergantung kepada eksport dan pelaburan asing, pertumbuhan KDNK Malaysia pada tahun 2011 berkemungkinan akan tumbuh pada kadar normal di antara 5.0% dan 5.5%, yakni tidak jauh dari potensi pertumbuhan dasar jangka panjang 6.0% didorong kesediaannya untuk memanfaatkan kemantapan permintaan domestik yang diterajui sektor swasta, kebingkasan permintaan intra-Asia, keteguhan harga komoditi dan pembaharuan struktural di bawah Rancangan Malaysia Ke-10 ("10MP") dan Program Transformasi Ekonomi ("ETP") untuk mempertingkatkan daya saing Malaysia.

Dengan memanfaatkan kebingkasan permintaan domestik, sektor terbesar Malaysia iaitu sektor perkhidmatan dijangka kekal sebagai tonggak kekuatan utama pada 2011. Peningkatan kegiatan dalam sub sektor berasaskan permintaan domestik seperti dagangan borong & runcit, kewangan & insurans serta komunikasi mampu mengimbangi sub sektor berkaitan perdagangan antarabangsa-dan-perkilangan yang dijangka perlahan berdasarkan prospek permintaan luar yang kurang memberangsangkan.



Notwithstanding slower growth outlook for export-oriented industries as the global recovery loses steam, hence moderation in external demand for made-in-Malaysia goods in particular E&E products, the manufacturing sector is projected to remain among growth leaders in 2011. Expansion in domestic-oriented industries especially related to food, transport and building materials as well as commodity related industries will continue to provide support to the manufacturing growth in 2011.

Across-the-board expansion in all three main sub-sectors, namely civil engineering, residential and non-residential is expected to support growth of above 5% for the construction sector in 2011 for the third year in a row. In particular, the civil engineering sub-sector should begin to benefit from the implementation of various infrastructure projects under the 10MP and the ETP.

Walaupun pertumbuhan diunjurkan lebih perlahan bagi industri berorientasikan eksport memandangkan pudarnya momentum pemulihan ekonomi global, lantas susutnya permintaan luar untuk barangan buatan Malaysia khususnya produk E&E, sektor perkilangan dijangka kekal sebagai salah satu peneraju pertumbuhan utama pada 2011. Pertumbuhan industri berorientasikan domestik terutamanya yang berkaitan makanan, pengangkutan dan bahan binaan serta industri berkaitan komoditi akan terus menyokong pertumbuhan sektor perkilangan pada 2011.

Pertumbuhan menyeluruh dalam ketiga-tiga sub-sektor utama, iaitu kejuruteraan awam, perumahan dan bukan perumahan dijangka menyokong pertumbuhan sektor pembinaan melebihi 5% pada 2011 untuk tahun ketiga berturut-turut. Secara khususnya, sub-sektor kejuruteraan awam sepatutnya mula menikmati manfaat daripada pelaksanaan pelbagai projek infrastruktur di bawah 10MP dan ETP.

Ulasan Ekonomi

DESPITE THE APPARENT SLOWDOWN DURING THE 2H2010 COMPARED TO THE 1H2010, ALL SECTORS STILL EXPERIENCED A BROAD-BASED POSITIVE GROWTH FOR THE FULL-YEAR WITH MANUFACTURING, SERVICES AND CONSTRUCTION SECTORS AS GROWTH LEADERS.

WALAUPIUN EKONOMI NYATA LEBIH LEMBAP SEPANJANG 2H2010 BERBANDING 1H2010, PERTUMBUHAN POSITIF MENYELURUH MASIH MEWARNAI SEMUA SEKTOR EKONOMI BAGI KESELURUHAN TAHUN DENGAN SEKTOR PERKILANGAN, PERKHIDMATAN DAN PEMBINAAN SEBAGAI PENERAJU PERTUMBUHAN.

The performance of primary sectors in 2011 is expected to reflect the supply-demand dynamics of the global commodity market, which has seen a boom since the global economy emerged from the “Great Recession” in the 2H2009. Projected turnaround in industrial crop output in particular palm oil by the 2H2011 on normalisation in weather conditions, continued vigorous tapping activities given lofty rubber prices and sustained high production levels of food crops in tandem with the Government’s efforts to boost food production are expected to give a strong lift to agricultural activities in 2011. Likewise, the mining sector is expected to be characterised by rather brisk activities in 2011 thanks to the opening of two new gas fields in offshore Terengganu and Sarawak despite the projected decline in crude oil output due to scheduled maintenance works and the implementation of the Reservoir Management Plan to sustain long-term production.

Food-and-fuel induced inflation due mostly to weather related supply disruptions and geopolitical situation which may put subsidy removal on a faster track; lingering risks of property bubble and havoc created by massive and volatile short-term capital flows; competitiveness issues even vis-à-vis regional lower-cost neighbours such as Indonesia, Thailand and Vietnam are among the major challenges that Malaysia will have to tackle in the near-to-medium term. The real question is whether Malaysia will be able to clock in an average GDP growth of at least 6% until 2020, the target year to become a developed and high income nation.

Prestasi sektor-sektor primer pada 2011 dijangka mencerminkan dinamisme penawaran-permintaan pasaran komoditi global di mana harga komoditi telah melambung secara mendadak sejak ekonomi global pulih dari “Kemelesetan Besar” pada 2H2009. Pengeluaran tanaman berasaskan industri khususnya minyak kelapa sawit yang dijangka pulih pada 2H2011 berikutan normalisasi keadaan cuaca, aktiviti penorehan agresif yang berterusan ekoran harga getah yang tinggi dan kemampunan tahap pengeluaran tanaman makanan yang tinggi seiring usaha Kerajaan untuk meningkatkan pengeluaran makanan, kesemuanya dijangka akan memberi lonjakan kepada kegiatan pertanian pada 2011. Malah, sektor perlombongan juga dijangka diwarnai dengan kegiatan yang agak pesat pada 2011 berikutan pembukaan dua telaga gas baharu di luar pesisir Terengganu dan Sarawak walaupun pengeluaran minyak mentah dijangka menurun disebabkan kerja-kerja penyelenggaraan yang telah dijadualkan dan pelaksanaan Pelan Pengurusan Reservoir untuk mengekalkan pengeluaran jangka panjang.

Inflasi yang didorong oleh kenaikan harga makanan dan bahan api terutamanya disebabkan oleh gangguan bekalan ekoran keadaan cuaca dan situasi geopolitik yang kurang memberangsangkan boleh mengakibatkan pengakhiran subsidi pada kadar yang lebih cepat; risiko gelembung hartanah yang berpanjangan dan ketidakstabilan akibat aliran modal jangka pendek yang besar jumlahnya dan tidak menentu; isu daya saing Malaysia meskipun jika dibandingkan dengan jiran serantau berkost lebih rendah seperti Indonesia, Thailand, dan Vietnam adalah antara cabaran utama yang harus ditangani oleh Malaysia dalam jangkamasa terdekat dan sederhana. Persoalan sebenar ialah samada Malaysia boleh mencatat pertumbuhan purata KDNK pada kadar sekurang-kurangnya 6% sehingga tahun 2020, tahun sasaran bagi Malaysia menjadi sebuah negara maju dan berpendapatan tinggi.



Dear stakeholders,

Over the past three years since the introduction of the Turnaround Plan in October 2006, Bank Islam has consistently delivered commendable earnings growth, attributable to its focus on a profitable product range and well diversified customer base. Building on the successes of the Turnaround Plan which was concluded in June 2009, the Bank launched the Sustainable Growth Plan (“SGP”), a new three-year blueprint to guide its pursuit of a quantum leap in growth of quality assets and deposit taking, accompanied by growing contribution of non-fund based income, all for the purpose of continuously strengthening its key performance indicators (“KPIs”).

Pemegang berkepentingan yang dihormati,

Sepanjang tempoh lebih tiga tahun sejak pengenalan Pelan Pemulihan pada Oktober 2006, Bank Islam telah mencatat pertumbuhan pendapatan yang memberangsangkan ekoran tumpuannya terhadap rangkaian produk yang menguntungkan dan pangkalan pelanggan yang pelbagai. Berikutan kejayaan Pelan Pemulihan yang berakhir pada Jun 2009, Bank melancarkan pula Pelan Pertumbuhan Mampan (“SGP”), satu rangka tindakan tiga tahun baharu bagi mencapai anjakan kuantum dalam pertumbuhan aset berkualiti dan pengambilan deposit, di samping peningkatan sumbangan pendapatan berasaskan bukan dana. Ini bertujuan meningkat bagi memperkukuhkan penunjuk prestasi utamanya (“KPI”) secara berterusan.

DATO' SRI ZUKRI SAMAT



Managing Director's Operational Review

Ulaskan Operasi Pengarah Urusan

Despite slowing momentum in the second half of 2010, the banking industry remained resilient with strong capital buffers of more than RM60 billion. Profitability was sustained amidst continued growth in financing activity with average returns on assets ("ROA") and equity ("ROE") at 1.2% and 16.5% respectively as at 31 December 2010. Overall industry financing expanded by 12.6%, outpacing the 7.3% pace for deposit growth with the net impaired financing ratio (impaired financing less individual assesment) standing at 2.3%. Capitalisation remained strong with aggregate risk-weighted capital ratio ("RWCR") of 14.8% and core capital ratio of 13.0%.

Malaysia remains at the forefront of Islamic finance, recording an average growth of 20% in the past five years as it continues to take bold steps to transform itself into an international Islamic financial centre. As the nation's pioneer Islamic bank, Bank Islam is resolute in paving the way forward for the industry through continued innovation, expansion of delivery channels, enhancement of service standards and a multitude of customer care initiatives, in line with its philosophy that "the customer is king".

Indeed, the SGP was designed to help the Bank meet these KPIs by end-2012. Developing sustainable competitive advantages will be key to enable Bank Islam to gain further market share and strengthen its customer base.

SUSTAINABLE GROWTH PLAN ACHIEVEMENTS FOR 2010

In 2010, we focused on achieving excellence in every aspect of our operations and competing successfully in an increasingly challenging environment. Our path is laid out in the SGP which outlines six strategic pillars as our key drivers of growth until 31 December 2012.

I am pleased to report our achievements under each of these pillars during the period under review:

Pillar 1 Business Innovation

AIM: To continually develop new financial solutions and product offerings that suit ever-evolving customer needs (comprehensive, competitively priced and innovatively packaged) and benchmarked to international standards.

The Bank was on an innovative streak in 2010 with almost every division launching new products and services. One of the highlights of our innovation trail was the introduction of Transact at Palm ("TAP") Mobile Banking-i – the first truly mobile banking without Internet requirement, not only in Malaysia but also in the Southeast Asian region that should help further the nation's financial inclusion agenda.

Meskipun momentum yang perlahan pada separuh tahun kedua 2010, industri perbankan kekal bingkak dengan penimbak modal yang kukuh berjumlah lebih RM60 bilion. Seiring dengan pertumbuhan berterusan dalam aktiviti pembiayaan dengan purata pulangan aset ("ROA") dan ekuiti ("ROE") masing-masing pada 1.2% dan 16.5% setakat 31 Disember 2010, industri perbankan kekal untung. Pembiayaan industri secara keseluruhan berkembang 12.6%, melebihi kadar 7.3% bagi pertumbuhan deposit di mana kadar pembiayaan terjejas bersih (pembiayaan terjejas ditolak penaksiran individu) adalah 2.3%. Permodalan kekal kukuh dengan agregat nisbah modal berwajaran risiko ("RWCR") sebanyak 14.8% dan nisbah modal teras sebanyak 13.0%.

Malaysia kekal di hadapan dalam industri kewangan Islam, dengan catatan purata pertumbuhan sebanyak 20% sejak lima tahun lepas tatkala ia terus mengambil langkah-langkah berani untuk menjadi hab kewangan Islam antarabangsa. Sebagai perintis perbankan Islam di negara ini, Bank Islam bertekad membuka laluan untuk memajukan industri menerusi inovasi berterusan, peluasan saluran penyampaian, peningkatan pawaian perkhidmatan dan penggandaan inisiatif khidmat pelanggan, sejajar dengan falsafahnya – "pelanggan diutamakan".

SGP direka untuk membantu Bank mencapai kesemua KPI tersebut menjelang penghujung 2012. Mewujudkan kelebihan berdaya saing yang mampan menjadi kunci bagi membolehkan Bank Islam memperluaskan pasaran dan memperkukuhkan pangkalan pelanggannya.

PENCAPAIAN PELAN PERTUMBUHAN MAMPAN BAGI 2010

Pada 2010, tumpuan diberikan pada pencapaian kecemerlangan dalam setiap aspek operasi dan persaingan dalam persekitaran yang semakin mencabar. Hala tuju dilakarkan dalam SGP yang menggariskan enam tunggak strategik sebagai pendorong utama pertumbuhan kami sehingga 31 Disember 2012.

Saya dengan sukacitanya melaporkan pencapaian kami di bawah setiap tunggak tersebut semasa tempoh tinjauan:

Tunggak 1 Inovasi Perniagaan

MATLAMAT: Untuk terus membangunkan penyelesaian kewangan dan tawaran produk baharu yang memenuhi keperluan pelanggan yang sentiasa berubah (bersifat menyeluruh, harga yang kompetitif dan pakej yang inovatif) dan ditanda aras mengikut pawaian antarabangsa.

Sepanjang 2010, Bank mempamerkan inovasinya di mana hampir kesemua bahagian perniagaan melancarkan produk dan perkhidmatan baharu. Salah satu kemuncak usaha inovasi ini adalah pengenalan Transact at Palm ("TAP") Mobile Banking-i – perbankan mudah alih pertama tanpa memerlukan akses Internet, bukan sahaja di Malaysia malah juga di rantau Asia Tenggara. Produk ini dijangka membantu menyemarakkan lagi agenda keterangkuman kewangan negara.



Consumer Banking introduced various new attractive products and campaigns during the period under review. Among others were the Bank Islam World Mastercard Card, Personal Financing Extra”Bag”anza campaign, Bank Islam-UiTM Platinum MasterCard “*Sentiasa Di Hatiku*”, Cashline-i (Islamic overdraft) and the “*Sahatan ke Tanah Suci*” campaign.

Commercial Banking launched its Business Premises Financing-i in March 2010 – a new collateralised financing product that provides stable long-term income while Treasury successfully launched two deposit products, namely Ziyad NID-i and Waheed-i. Meanwhile, Corporate Investment Banking introduced Revolving Credit-i (“RC-i”) facility to cater to the financing needs of large corporations.

To tap the huge potential of Islamic pawn broking service, Bank Islam made a strategic re-entry via Ar-Rahnu in June 2010, expanding our array of financial services while serving the underserved.

Perbankan Pengguna memperkenalkan pelbagai produk dan kempen menarik semasa tempoh tinjauan. Antara lainnya adalah Kad World Mastercard Bank Islam, kempen Pembiayaan Peribadi Extra”Bag”anza, Kad MasterCard Platinum Bank Islam-UiTM “*Sentiasa Di Hatiku*”, Cashline-i (kemudahan overdraf Islam) dan kempen “*Sahatan ke Tanah Suci*”.

Perbankan Komersil pula melancarkan pembiayaan premis perniagaan pada Mac 2010 – satu produk baharu pembiayaan bercagar yang memberi pendapatan jangka panjang yang stabil kepada Bank. Manakala bahagian Perbendaharaan dengan jayanya telah melancarkan dua produk deposit, iaitu Ziyad NID-i dan Waheed-i. Sementara itu, Perbankan Pelaburan Korporat telah memperkenalkan kemudahan Kredit Pusingan-i (“RC-i”) bagi memenuhi keperluan pembiayaan syarikat-syarikat besar.

Bagi mencungkil potensi besar perkhidmatan pajak gadai Islam, Bank Islam telah mengambil tindakan strategik dengan menceburi semula perniagaan Ar-Rahnu pada Jun 2010, sekaligus memperluaskan rangkaian perkhidmatan kewangannya sambil memberi khidmat kepada golongan yang kurang diberi



Beyond these pioneering ventures, our focus on business innovation included the creation of new partnerships and channels of engagement. On the same token, Bank Islam embarked on a smart partnership with Tabung Haji for Uniteller Services, a one-stop centre that enables our Muslim customers to perform Hajj registrations and Tabung Haji depositors to deposit and withdraw cash through all our delivery channels. We also launched Bank Islam’s Facebook in June 2010 as a platform to reach out to the Internet-savvy Gen X and Y.

perhatian. Menjangkau usaha niaga perintis ini, tumpuan inovasi perniagaan Bank juga meliputi pewujudan usaha sama dan saluran kerjasama baharu. Sebagai contoh, Bank Islam turut menjalin kerjasama bestari dengan Tabung Haji untuk Perkhidmatan Uniteller, satu pusat sehenti yang membolehkan pelanggan Islam membuat pendaftaran dan bagi pelanggan Tabung Haji mendeposit dan mengeluarkan simpanan melalui semua saluran penyampaian Bank. Bank Islam juga telah melancarkan laman Facebooknya pada Jun 2010 sebagai platform untuk mendekati golongan celik Internet daripada Generasi X dan Y.

Managing Director's Operational Review

Ulasan Operasi Pengarah Urusan

Pillar 2 Robust Risk Management

AIM: To build a solid foundation for sustainable revenue generation and resilient asset portfolio as well as efficient capital management.

In the course of their operations, banks are invariably faced with different types of risks that may have a potentially negative effect on their business. Risk management in bank operations includes risk identification, measurement and assessment, and its objective is to prevent adverse impact on the financial results and to ensure effective capital management.

The risks to which a bank is particularly exposed in its operations are liquidity risk, credit risk, market risk, inherent portfolio risk, investment risk, risks relating to the country of origin of the entity to which a bank is exposed, operational risk, legal risk, reputational risk and strategic risk.

During the period under review, Bank Islam placed utmost priority in enhancing its risk management roadmap, ensuring a proactive management framework for credit, market and operational risks.

The latest enhancements include:

- Establishment of the Risk Appetite Statement to guide the Board of Directors ("the Board") and the management in managing the overall risk of the Bank;
- Implementation of an Enterprise Risk Management system which enables us to pro-actively measure and manage credit risks and detect potential stresses in the portfolio before they become significant problem areas. The system also provides the capability to automatically calculate and generate reports of our CAFIB framework for automatic submission to Bank Negara Malaysia ("BNM");
- Calibration of our corporate rating methodology based on externally proven and tested corporate scoring models to predict the probability of default within two years;
- Rebuilding of consumer application scorecards for Home Financing Assets ("HFA") and Personal Financing ("PF") based on statistical methodologies and model development processes which significantly strengthen underwriting criteria and enable faster turnaround time;
- Improvement to scoring methodology for Commercial Banking clients by incorporating the SME Credit Bureau Rating, which provides historical credit behaviour of a company vis-à-vis all its creditors and predicts the probability of default within a year;
- Implementation of an Advanced Stress Test framework for capital management using historical and scenario analyses;
- Establishment of Credit Monitoring unit to undertake post-credit approval and to review credit administration maintenance and drawdown; and
- Enhancement of market risk monitoring via advanced tools such as Value-at-Risk ("VaR"), Economic Value of Equity ("EVE") and others.

Tunggak 2 Pengurusan Risiko yang Mantap

MATLAMAT: Untuk membina asas kukuh bagi penjanaan perolehan yang mampan, portfolio aset yang bingkas serta pengurusan modal yang cekap.

Dalam melaksanakan operasi seharian, institusi perbankan menghadapi pelbagai jenis risiko yang berpotensi memberi kesan negatif kepada perniagaan mereka. Pengurusan risiko dalam operasi bank melibatkan pengenalpastian, pengukuran dan penilaian risiko, serta matlamatnya untuk menghalang kesan negatif ke atas keputusan kewangan dan memastikan pengurusan modal yang berkesan.

Antara risiko yang dihadapi dalam operasi bank adalah risiko kecairan, risiko kredit, risiko pasaran, risiko portfolio bawaan, risiko pelaburan, risiko berkaitan negara asal entiti, risiko operasi, risiko perundangan, risiko reputasi dan risiko strategik.

Semasa tempoh tinjauan, Bank Islam memberi keutamaan pada usaha penambahbaikan pelan pengurusan risiko, dengan memastikan rangka kerja pengurusan yang proaktif untuk risiko kredit, pasaran dan operasi.

Penambahbaikan terkini termasuk:

- Pewujudan Penyata Toleransi Risiko sebagai panduan kepada Lembaga Pengarah ("Lembaga") dan pihak pengurusan dalam menguruskan keseluruhan risiko Bank;
- Pelaksanaan sistem Pengurusan Risiko Organisasi yang membolehkan Bank menilai dan mengurus risiko kredit secara proaktif serta mengesan sebarang masalah dalam portfolio sebelum ianya menjadi lebih rumit. Sistem ini juga berkemampuan mengira dan menjana laporan rangka kerja CAFIB secara automatik untuk dilaporkan kepada Bank Negara Malaysia ("BNM");
- Kalibrasi kaedah penarafan korporat berdasarkan model pemarkahan yang telah diuji dan terbukti ketepatannya bagi meramal kemungkinan berlakunya keingkaran pembayaran dalam jangka masa dua tahun;
- Pembinaan semula sistem pemarkahan bagi permohonan Pembiayaan Aset Perumahan ("HFA") dan Pembiayaan Peribadi ("PF") berdasarkan kaedah statistik dan proses pembangunan model yang memperkukuhkan kriteria taja jamin serta membolehkan tempoh tindakan yang lebih singkat;
- Penambahbaikan kaedah pemarkahan untuk pelanggan Perbankan Komersil dengan mengambil kira Penarafan Biro Kredit SME, menunjukkan sejarah tatalaku kredit sesebuah syarikat termasuk yang berkaitan pemiutang dan ramalan kemungkinan berlakunya keingkaran pembayaran dalam jangka masa satu tahun;
- Pelaksanaan rangka kerja Ujian Tekanan Lanjutan untuk pengurusan modal berdasarkan analisis sejarah dan senario;
- Penubuhan unit Pemantauan Kredit bagi menyemak kredit pasca kelulusan serta penyelenggaraan pentadbiran kredit dan pembayaran pembiayaan; dan
- Peningkatan pemantauan risiko pasaran menerusi mekanisme seperti Nilai Berisiko ("VaR"), Nilai Ekonomi Ekuiti ("EVE") dan lain-lain.



We recently embarked on the new Operational Risk framework while implementing the enhanced Business Continuity Management (“BCM”) framework during the period under review.

Going forward, the next phase for further risk management sophistication and integration is the design and implementation of the Basel II Pillar 2 Internal Capital Adequacy Assessment Process (“ICAAP”) based on international best practices.

Pillar 3 Strengthening Enabling Infrastructure

AIM: To provide an infrastructure that improves operational efficiency, increases productivity and reduces transaction costs.

During the period under review, Bank Islam focused on several core areas to establish and strengthen the enabling infrastructure to support our business goals. Among the key achievements were:

Baru-baru ini Bank telah memulakan rangka kerja Risiko Operasi yang baharu di samping melaksanakan rangka kerja Pengurusan Kesenambungan Perniagaan (“BCM”) yang telah dipertingkatkan semasa tempoh tinjauan.

Pada masa hadapan, fasa sofistikasi dan penyepaduan pengurusan risiko yang seterusnya melibatkan perancangan dan pelaksanaan Tunggak Kedua bagi Basel II, Proses Penaksiran Kecukupan Modal Dalam (“ICAAP”) berdasarkan amalan terbaik antarabangsa.

Tunggak 3 Pengukuhan Prasarana yang Kondusif

MATLAMAT: Untuk menyediakan prasarana yang meningkatkan kecekapan operasi, meningkatkan produktiviti dan mengurangkan kos urus niaga.

Semasa tempoh tinjauan, Bank Islam memberi tumpuan ke atas beberapa aspek teras bagi mewujudkan dan memperkukuhkan prasarana yang kondusif untuk menyokong matlamat perniagaan Bank. Antara pencapaian utama adalah:

TURNAROUND PLAN

2006	2007	2008	2009
Crisis Management “Stop the Bleeding”	Turnaround Plan “Putting the house in order”	“Building solid Foundation”	“Robust, Profitable & Balance Growth”

SUSTAINABLE GROWTH PLAN

2010	2011
“Sustainable Growth”	“Reshaping the Future”

- Enhancement of our core banking system;
- Launch of Financing Collection System (“FCS”) to ensure robustness of the Bank’s collection activities;
- Commencement of an IT Security Transformation Project such as Network Segmentation and Anti-virus Enhancement;
- Upgrade of critical system capacity and network infrastructure (bandwidth);
- Establishment of a Data Management unit to provide support for business and risk analysis; and
- Institutionalisation of data integrity and data reconciliation support structure.

Moving forward, the Bank will continue to review and refresh its IT infrastructure as well as further enhance IT support services, in our ongoing effort to strengthen our capabilities. Our next IT agenda will be the acquisition of Financing Origination System (“FOS”) and Asset Liability Management (“ALM”) system.

- Penambahbaikan sistem perbankan teras;
- Pelancaran Sistem Kutipan Pembiayaan (“FCS”) bagi memantapkan aktiviti kutipan Bank;
- Pelaksanaan Projek Transformasi Keselamatan IT seperti Segmentasi Rangkaian dan Penambahbaikan Anti-virus;
- Penaiktarafan kapasiti sistem kritikal dan infrastruktur rangkaian (jalur lebar);
- Penubuhan unit Pengurusan Data bagi menyokong analisis risiko dan perniagaan; dan
- Penginstitusian integriti data dan struktur sokongan bagi penyelarasan data.

Pada masa hadapan, Bank akan terus menyemak dan memperbaharui infrastruktur IT, di samping mempertingkatkan khidmat sokongan dalam usaha berterusan memperkukuhkan keupayaannya. Agenda IT seterusnya adalah membangunkan Sistem Originasi Pembiayaan (“FOS”) dan Sistem Pengurusan Aset Liabiliti (“ALM”).

Managing Director's Operational Review

Ulasan Operasi Pengarah Urusan

Pillar 4 Building Capability & Capacity

AIM: To attract, retain and build future human capital capabilities from the best talents in Islamic finance whilst ensuring that employees are fully equipped with the right knowledge, capability and skills to excel and steer the Bank to greater heights.

As more Islamic banks and financial institutions emerge, the industry is facing a limitation in quality human capital. Proactively looking ahead, we have embarked on a dedicated programme themed “*Growing our own timber*” to build our reputation as an “*Employer of Choice*” and maximise the potential of our most valuable assets. During the period under review, the following initiatives were introduced as part of this programme:

- Establishment of a Talent Development & Management Framework that equips employees with the skills and competencies for high standards of performance and charts their career progression with competitive remuneration packages to retain talents;
- Development of future leaders via comprehensive succession planning programmes;
- Injection of new talents to strengthen the middle management team;
- Promotion of good work ethics and values in accordance with Shariah principles; and
- Promotion of team building programmes by divisions to instil a culture of camaraderie and team spirit.

Moving ahead, the Bank will continue to focus on enhancing human capital development to ensure operational efficiencies and employee productivity gains.

Pillar 5 Franchise Development

AIM: To establish an extensive network of branches and to expand electronic delivery channels that will enhance our reach to customers. Also to enhance brand positioning that drives business growth and sustains its competitive edge.

We are working to build a refreshed and dynamic image of Bank Islam while drawing on convenience, access and high standards of achievement as major traits of our brand. The numerous awards and accolades achieved during the period under review are testament to our success so far.

Tunggak 4 Pembinaan Kebolehan & Kapasiti

MATLAMAT: Untuk menarik minat, mengekal dan membina keupayaan modal insan daripada kalangan bakat-bakat terbaik dalam kewangan Islam sambil memastikan bahawa kakitangan dilengkapi dengan pengetahuan, keupayaan dan kemahiran yang bersesuaian ke arah kecemerlangan bagi membawa Bank ke tahap yang lebih tinggi.

Dengan kemunculan lebih banyak bank dan institusi kewangan Islam, industri dikekang oleh kekurangan modal insan yang berkualiti. Sebagai langkah proaktif, Bank telah memulakan satu program khusus bagi mengenal pasti bakat dalaman untuk membina reputasi Bank Islam sebagai “Majikan Pilihan”, memaksimumkan potensi aset paling berharga. Sepanjang tempoh tinjauan, inisiatif-inisiatif berikut telah diperkenalkan sebagai sebahagian daripada program ini:

- Pewujudan Rangka Kerja Pembangunan & Pengurusan Bakat yang melengkapkan kakitangan dengan kemahiran dan kecekapan untuk pencapaian berprestasi tinggi serta pemberian imbuhan yang kompetitif;
- Pembangunan pemimpin masa hadapan menerusi program pelan penggantian yang komprehensif;
- Penyuntikan bakat-bakat baharu bagi memperkukuhkan lagi pasukan pengurusan pertengahan;
- Penggalakan etika dan nilai-nilai kerja yang baik sejajar dengan prinsip Syariah; dan
- Penggalakan program bina pasukan oleh bahagian dan jabatan bagi menerapkan budaya keakraban dan semangat berpasukan.

Pada masa hadapan, Bank akan terus mempertingkatkan lagi pembangunan modal insan bagi memastikan kecekapan operasi dan produktiviti kakitangan.

Tunggak 5 Perluasan Francais

MATLAMAT: Untuk mewujudkan rangkaian cawangan yang ekstensif dan memperluaskan saluran penyampaian elektronik yang akan mempertingkatkan jangkauan kepada pelanggan, di samping memperkukuhkan status jenama yang mendorong pertumbuhan perniagaan dan mengekalkan kelebihan daya saingnya.

Bank Islam sedang berusaha membina imej yang lebih segar dan dinamik dengan menggunakan kemudahan, akses dan mutu pencapaian yang tinggi sebagai ciri-ciri utama jenama Bank. Anugerah dan pengiktirafan yang diterima sepanjang tempoh tinjauan menjadi bukti kejayaan kami sehingga kini.



Key achievements include:

- Branch network expansion from 94 to 113 branches;
- Installation of an additional 280 self-service terminals (“SSTs”) nationwide to count 945 in total;
- Establishment of two new bureau de change outlets;
- Establishment of a new Consumer Business Centre (“CBC”) to support business growth;
- Establishment of offsite Electronic Banking Centres (“EBCs”);
- Launch of Bank Islam’s new tagline “Pioneering Change”;
- Appointment of Bank Islam’s Treasury division as one of Malaysia’s first Islamic Principal Dealers;
- 2009/2010 BrandLaureate Award for the Best Brand in Banking – Islamic Banking category;

Pencapaian utama termasuk:

- Penambahan rangkaian cawangan daripada 94 kepada 113 cawangan;
- Pemasangan 280 terminal layan diri (“SST”) tambahan di seluruh negara menjadikan jumlah keseluruhan sebanyak 945;
- Penubuhan dua buah cawangan biro tukaran wang asing yang baharu;
- Penubuhan Pusat Perniagaan Pengguna (“CBC”) yang baharu bagi menyokong pertumbuhan perniagaan;
- Penubuhan Pusat Perbankan Elektronik (“EBC”) luar tapak;
- Pelancaran slogan baharu Bank Islam “Perintis Perubahan”;
- Perlantikan bahagian Perbendaharaan Bank Islam sebagai salah satu Peniaga Utama Islam yang pertama di Malaysia;
- Anugerah BrandLaureate 2009/2010 untuk Jenama Terbaik dalam Perbankan – kategori Perbankan Islam;



- Platinum Awards for the Best Islamic Financial Services – Readers’ Digest Most Trusted Brand Award (for 2009 and 2010);
- 2009/2010 Top SMI Supporter Award for Islamic Bank by the Credit Guarantee Corporation;
- Certificate of Merit for commendable management accounting policies by the National Award for Management Accounting 2009; and
- Best Islamic Structured Financing 2010 by The Asset.

- Anugerah Platinum untuk Khidmat Kewangan Islam Terbaik – Anugerah Jenama Paling Dipercayai Readers’ Digest (bagi 2009 dan 2010);
- Anugerah Penyokong SMI Terbaik 2009/2010 untuk Bank Islam oleh Perbadanan Jaminan Kredit;
- Sijil Merit untuk dasar-dasar perakaunan pengurusan yang terpuji oleh Anugerah Kebangsaan untuk Perakaunan Pengurusan 2009; dan
- Pembiayaan Berstruktur Islam Terbaik 2010 oleh The Asset.

Moving ahead, the Bank will continue with initiatives to enhance its brand positioning and franchise value. We target to further expand the Bank’s network of delivery channels to a minimum of 120 branches by end of 2011.

Pada masa hadapan, Bank akan terus mengambil inisiatif lain bagi memperkukuhkan lagi status jenama dan nilai francaisnya. Bank menyasarkan untuk memperluaskan rangkaian saluran penyampaiannya kepada sekurang-kurangnya 120 buah cawangan menjelang penghujung 2011.

Managing Director's Operational Review

Ulasan Operasi Pengarah Urusan

Pillar 6 Inorganic Growth & Corporate Expansion

AIM: To strengthen our market presence and stay ahead in an environment of heightened competition.

Recognising the vast opportunities available at home and abroad, especially in Asia, we set our sights on expanding within South Asia and closer-to-home countries in Southeast Asia with a sizeable Muslim population. To this end, we embarked on the following ventures during the period under review:

- Completion of the subscription of an 80% equity interest in Farihan Corporation Sdn Bhd, Bank Islam's outfit for microfinancing activities via the Islamic pawn broking business;
- Participation in the establishment of the first Islamic bank in Sri Lanka, Amana Bank Ltd to which Bank Islam provided technical support in the initial start-up of the bank.

Moving forward, Bank Islam, as the country's oldest Islamic bank, strives to solidify its domestic foothold via organic growth or any merger and acquisition move of mutual benefits and huge potential with local strategic partners. At the same time, the Bank is actively on the lookout for strategic cross-border ventures that will help enhance its overseas presence.

REVIEW OF BUSINESS OPERATIONS

CONSUMER BANKING

Better Pricing and Better Services

PF grew strongly over the 18-month period, largely due to the improved pricing structure and focus on niche markets with the introduction of specific programmes targeting key market segments such as our Extra"Bag"anza Personal Financing-i Campaign. The campaign successfully created a new pool of female customers who stood a chance to win designer handbags when they applied for our personal financing product. In addition, we have now managed to improve on our turnaround time thanks to the introduction of the new credit scoring system which allows for applications to be processed within 24 hours.

We also saw immense growth in deposits, attributable to the success of Al-Awfar investment and savings-i. Al-Awfar has grown by almost RM350 million since June 2009. The value proposition for Al-Awfar is very simple – save up, earn profits and you could be RM100,000 richer. There is no age limit and winners receive cash prizes. Recently, we have increased the frequency of the draw and revised the top prize to RM200,000 quarterly so that more rewards can be given out to customers in a year.

Tunggak 6 Pertumbuhan Tak Organik & Pengembangan Korporat

MATLAMAT: Untuk memperkukuhkan kedudukan Bank di pasaran dan kekal di hadapan dalam persekitaran yang semakin berdaya saing.

Dengan menyedari adanya peluang yang luas di dalam dan luar negara terutamanya di Asia, Bank merancang untuk mengembangkan perniagaan di sekitar Asia Selatan dan negara-negara jiran di Asia Tenggara yang mempunyai penduduk beragama Islam yang ramai. Justeru, Bank Islam telah memulakan usaha niaga berikut semasa tempoh tinjauan:

- Penyempurnaan pembelian kepentingan ekuiti sebanyak 80% dalam Farihan Corporation Sdn Bhd, sebagai entiti Bank bagi aktiviti pembiayaan mikro menerusi urus niaga pajak gadai Islam;
- Penglibatan dalam penubuhan Amana Bank Limited, bank Islam yang pertama di Sri Lanka, di mana Bank Islam menyediakan sokongan teknikal pada peringkat awal penubuhannya.

Pada masa hadapan, Bank Islam sebagai bank Islam pertama negara, akan berusaha memperkukuhkan kedudukan domestiknya menerusi pertumbuhan organik atau sebarang langkah penyatuan dan pengambilalihan dengan rakan perniagaan strategik tempatan yang berpontensi dan memberi manfaat bersama. Pada masa yang sama, Bank terus mencari peluang usaha niaga luar sempadan secara aktif bagimembantu meningkatkan kehadirannya di luar negara.

ULASAN OPERASI PERNIAGAAN

PERBANKAN PENGGUNA

Harga dan Perkhidmatan yang Lebih Baik

PF tumbuh dengan pesat sepanjang tempoh 18 bulan di mana sebahagian besarnya di dorong oleh struktur harga yang lebih baik dan tumpuan pada pasaran khusus dengan pengenalan program-program spesifik yang menyasarkan segmen pasaran utama seperti Kempen Pembiayaan Peribadi-i Extra"Bag"anza. Kempen tersebut telah berjaya mencipta kumpulan baharu pelanggan wanita yang berpeluang memenangi beg-beg tangan berjenama apabila mereka memohon produk pembiayaan peribadi Bank. Selain itu, Bank Islam kini telah berjaya memperbaiki tempoh tindakan setelah sistem pemarkahan kredit baharu diperkenalkan di mana permohonan boleh diproses dalam tempoh 24 jam.

Bank juga menyaksikan pertumbuhan pesat dalam deposit, hasil kejayaan produk pelaburan dan simpanan-i Al-Awfar. Al-Awfar telah mencatat pertumbuhan hampir RM350 juta sejak Jun 2009. Tawaran nilai Al-Awfar amat mudah – simpan, peroleh keuntungan dan anda boleh menambah kekayaan sebanyak RM100,000. Tiada had umur dan pemenang akan menerima hadiah wang tunai. Baru-baru ini, Bank telah menambah kekerapan cabutan undi dan menaikkan nilai hadiah utama kepada RM200,000 bagi setiap suku tahun agar lebih banyak ganjaran diberikan kepada para pelanggan dalam masa setahun.



TAP Mobile Banking-i is another product that has seen a remarkable growth in demand, resulting in an increase in fee-based income. In two months since its launch, TAP Mobile Banking-i has managed to attract over 15,000 subscribers. This first-of-its-kind product was designed to provide greater convenience to our customers.

Fund-based income grew 16.7% on an annualised basis, reflecting the strong growth in PF and HFA portfolios. Fee-based income rose 48.8% on an annualised basis, mainly due to higher income from commission on wealth management products and Bancatakaful. Increases in both fund-based income and fee-based income were largely due to vigorous advertising and promotional campaigns as well as improved product knowledge amongst staff. We also revamped our sales incentive policy and introduced new measures to reward our top performing sales staff.

TAP Mobile Banking-i merupakan satu lagi produk yang telah menunjukkan pertumbuhan permintaan yang memberangsangkan, menyumbangkan kepada peningkatan dalam pendapatan berasaskan fi. Dalam jangka masa dua bulan sejak pelancarannya, TAP Mobile Banking-i telah berjaya menarik minat lebih 15,000 pelanggan. Produk yang pertama seumpamanya ini telah direka khusus untuk memberi lebih kemudahan kepada para pelanggan Bank.

Pendapatan berasaskan dana telah tumbuh 16.7% mengikut kiraan tahunan, mencerminkan pertumbuhan pesat dalam portfolio PF dan HFA. Pendapatan berasaskan fi meningkat 48.8% mengikut kiraan tahunan, hasil pendapatan yang lebih tinggi daripada komisen produk pengurusan kekayaan dan bankatakaful. Peningkatan dalam pendapatan berasaskan dana dan fi ini secara dasarnya didorong oleh kempen pengiklanan dan promosi yang agresif serta bertambahnya pengetahuan produk di kalangan kakitangan. Bank juga telah merombak semula dasar insentif jualannya dan memperkenalkan langkah-langkah baharu dalam pemberian ganjaran kepada kakitangan jualan yang berprestasi tinggi.



Moving forward, Consumer Banking is headed towards realising above-par innovation and delivering greater convenience to our customers while building our reputation as a responsible financier. Listed below are some of our short-term goals:

- Double-digit growth for financing assets whilst maintaining good asset quality;
- Expansion of deposit base to correspond with growth in financing assets and ensure that Consumer Banking is self sustaining;
- Maintenance of a balanced financing asset portfolio between secured and unsecured financings;
- Continuous growth in contribution from fee-based income especially with regard to wealth management products;
- Initiatives to remain competitive in terms of pricing, product diversity, product innovation and exceptional customer service;
- Continuous monitoring of impaired financing, maintaining the rate below 2%;
- Increasing focus on floating rate products;
- Introduction of Debit Card-i; and
- Development of TreatPoints system for Bank Islam Cards.

Pada masa hadapan, Perbankan Pengguna bertekad merealisasikan inovasi yang cemerlang dan menyediakan lebih banyak kemudahan untuk para pelanggan seiring dengan usaha membina reputasi Bank sebagai pembiayaan yang bertanggungjawab. Berikut adalah antara matlamat jangka pendek kami:

- Pertumbuhan berganda bagi pembiayaan aset di samping mengekalkan kualiti aset yang baik;
- Mengembangkan asas deposit sejajar dengan pertumbuhan dalam pembiayaan aset untuk menyokong Perbankan Pengguna;
- Mengekalkan keseimbangan portfolio aset pembiayaan antara pembiayaan terjamin dan tidak terjamin;
- Pertumbuhan berterusan daripada pendapatan berasaskan fi terutamanya berkaitan dengan produk pengurusan kekayaan;
- Inisiatif untuk kekal kompetitif dari segi harga, kepelbagaian dan inovasi produk serta khidmat pelanggan yang cemerlang;
- Pemantauan berterusan ke atas pembiayaan terjejas, dengan mengekalkan kadar di bawah 2%;
- Meningkatkan fokus ke atas produk-produk kadar terapung;
- Pengenalan Kad Debit-i; dan
- Pewujudan sistem TreatPoints untuk Kad-kad Bank Islam.

Managing Director's Operational Review

Ulaskan Operasi Pengarah Urusan

Awards & Achievements

- Highest Will Writing Sales by a Bank in Malaysia 2009 by Amanah Raya Berhad;
- Highest Sales Volume Growth Credit Award at the annual VISA Malaysia Banks Awards 2009;
- Launch of the first Islamic World Mastercard in the Asia Pacific region.

Anugerah & Pencapaian

- Jualan Penulisan Wasiat Tertinggi oleh Bank di Malaysia 2009 oleh Amanah Raya Berhad;
- Anugerah Pertumbuhan Jumlah Jualan Kredit Tertinggi di acara tahunan Anugerah Bank-bank Malaysia VISA 2009;
- Pelancaran Islamic World Mastercard yang pertama di rantau Asia Pasifik.

COMMERCIAL BANKING

Refocusing On New Growth Areas

The period under review saw Commercial Banking reorganising the division into a Business Sales unit and Asset Management/Operation unit. The objective of having two main pillars is to create a strong internal control and monitoring infrastructure to proactively monitor the portfolio. The Business Sales unit is further divided into four different core business areas – Emerging Corporate, Business Premises Financing, Contract Financing and Small & Medium Enterprises (“SMEs”).

As at 31 December 2010, Commercial Banking's total net financing assets stood at RM1.5 billion. Its total income for the period under review was RM149 million comprising RM123 million fund-based income and RM26 million non fund-based income.

Moving forward, the focus is to further grow our Emerging Corporate and Business Premises Financing portfolios. Emerging Corporate will continue to target customers in stable industries such as oil & gas, palm oil plantation, property, food & beverages and healthcare. The Business Premises Financing programme will be our platform to grow the SME portfolio. Special attention will be given to SMEs with more than five years of established track record and strong credit profile. For Contract Financing, we will nurture and grow our existing customers with good track record of completed projects. In seeking new acquisitions, the division will focus on leads from other business generators and existing customers.

Bank Islam continues to support Government initiated financing schemes such as those launched under the second stimulus package to promote financing to SMEs and to assist them to weather the recession in 2009, namely:

- The RM2 billion SME Assistance Guarantee Scheme (“SAGS”) launched by BNM to provide viable SMEs facing cash flow constraints continued access to adequate financing. The benefits of SAGS include low financing cost and guarantee covered by Credit Guarantee Corporation (“CGC”) Malaysia Berhad without any guarantee fees charged to SMEs.

PERBANKAN KOMERSIL

Tumpuan Semula pada Segmen Pertumbuhan Baharu

Tempoh tinjauan telah menyaksikan Perbankan Komersil menyusun semula bahagian ini kepada unit Jualan Perniagaan dan unit Pengurusan Aset/Operasi. Objektif mewujudkan dua tunggak utama ini ialah untuk menyediakan kawalan dalaman dan infrastruktur pemantauan yang mantap bagi memantau portfolio terbabit secara proaktif. Unit Jualan Perniagaan ini terbahagi kepada empat bahagian perniagaan teras – Korporat yang Sedang Meningkatkan Naik, Pembiayaan Premis Perniagaan, Pembiayaan Kontrak dan Perusahaan Kecil & Sederhana (“SME”).

Pada 31 Disember 2010, jumlah aset pembiayaan bersih Perbankan Komersil ialah RM1.5 bilion. Jumlah pendapatannya bagi tempoh ialah RM149 juta terdiri daripada RM123 juta pendapatan berasaskan dana dan RM26 juta pendapatan berasaskan bukan dana.

Pada masa hadapan, tumpuan Bank adalah pada pertumbuhan portfolio Korporat yang Sedang Meningkatkan Naik dan Pembiayaan Premis Perniagaan. Korporat yang Sedang Meningkatkan Naik akan terus menyasarkan pelanggan daripada industri stabil seperti minyak & gas, perladangan minyak sawit, hartanah, makanan & minuman serta penjagaan kesihatan. Program Pembiayaan Premis Perniagaan akan menjadi platform Bank untuk membina portfolio SME. Tumpuan khusus akan diberikan kepada SME yang mempunyai rekod prestasi cemerlang melebihi lima tahun dan profil kredit yang kukuh. Untuk Pembiayaan Kontrak, Bank akan memupuk pelanggan sedia ada yang mempunyai prestasi yang baik dalam projek-projek lampau. Bagi meningkatkan portfolio pembiayaan bahagian ini akan menumpukan perhatian kepada rujukan daripada penjana perniagaan lain dan pelanggan sedia ada.

Bank Islam terus menyokong skim pembiayaan tajaan Kerajaan yang dilancarkan di bawah pakej rangsangan kedua bagi mempromosikan pembiayaan SME dan membantu mereka menghadapi kegawatan ekonomi pada 2009, iaitu:

- Skim Jaminan Bantuan SME (“SAGS”) berjumlah RM2 bilion yang dilancarkan oleh BNM bertujuan menyediakan akses berterusan kepada pembiayaan yang mencukupi bagi SME berdaya maju yang menghadapi kekangan aliran tunai. Antara manfaat SAGS termasuklah kos pembiayaan yang rendah dan jaminan oleh Perbadanan Jaminan Kredit (“CGC”) Malaysia Berhad tanpa sebarang caj yuran jaminan ke atas SME.



- The Working Capital Guarantee Scheme (“WCGS”) to which the Government committed a total guarantee of RM10 billion to assist viable businesses in sustaining their business operations and promote initiatives that increase productivity, high value-added activities and greater application of green technology. WCGS received additional funding of RM3 billion at the 10th Malaysia Plan announcement.

Bank Islam also continues to participate in seminars, conferences, workshops, forums and exhibitions to raise awareness of Islamic trade finance products and services among SMEs.

Awards & Achievements

- Top SMI Supporter Award 2009 by CGC Malaysia Berhad

- Skim Jaminan Modal Bekerja (“WCGS”) di mana Kerajaan memberi komitmen atas dana jaminan berjumlah RM10 bilion bagi membantu perniagaan yang berdaya maju meneruskan operasi perniagaan mereka dan mempromosikan inisiatif peningkatan produktiviti, aktiviti bernilai tambahan tinggi dan penggunapakaian teknologi hijau yang lebih meluas. WCGS menerima dana tambahan sebanyak RM3 bilion pada pengumuman Rancangan Malaysia ke-10.

Bank Islam juga terus mengambil bahagian dalam pelbagai seminar, persidangan, bengkel, forum dan pameran bagi meningkatkan kesedaran mengenai produk dan perkhidmatan pembiayaan perdagangan Islam di kalangan SME.

Anugerah & Pencapaian

- Anugerah Penyokong SMI Terbaik 2009 oleh CGC Malaysia Berhad



CORPORATE INVESTMENT BANKING

Sustaining Growth Amidst Adversity

The period under review was characterised by increasing albeit gradual return of business confidence amidst signs of “green shoots” of economic recovery, though cautiousness remained over fears of a “double-dip” recession. Taking cognisance of this, the division also adopted a cautious and selective approach in pursuing business opportunities with credit quality and transaction viability as the primary considerations.

The investment banking segment continued to be sluggish with sporadic activity in the equity and debt capital markets, confined mainly to a limited number of corporate exercises and Sukuk transactions by Government-related entities and blue-chip corporations. Despite the scarcity of deals and intense competition, the division performed exceptionally well, securing 27 significant mandates under its belt.

PERBANKAN PELABURAN KORPORAT

Mengekalkan Pertumbuhan dalam Kesukaran

Tempoh tinjauan menyaksikan peningkatan keyakinan perniagaan secara beransur-ansur semasa ekonomi menunjukkan tanda-tanda pemulihan tetapi masih berwaspada dengan kemungkinan berlakunya kemelesetan ekonomi berganda. Justeru, bahagian ini turut mengambil pendekatan berhati-hati dan selektif dalam memburu peluang perniagaan dengan kualiti kredit dan daya maju urus niaga sebagai pertimbangan utama.

Aktiviti yang terhad dalam pasaran ekuiti dan modal hutang tertumpu kepada urus niaga korporat dan transaksi Sukuk didominasi oleh entiti berkaitan kerajaan (“GLC”) dan syarikat perdana menyebabkan segmen perbankan pelaburan kurang menonjol. Meskipun urus niaga yang kurang dan persaingan yang sengit, bahagian ini telah mencatat pencapaian cemerlang dengan kejayaannya mendapat 27 mandat penting.

Ulasan Operasi Pengarah Urusan

Most notably, Corporate Investment Banking is poised to take the Bank even further into uncharted territory with two initial public offering ("IPO") mandates, both of which are scheduled for listing in early 2011. On the debt side, the division acted as Co-Manager for Syarikat Prasarana Negara Berhad's RM4 billion Government-Guaranteed Sukuk Ijarah Programme and landed key roles in another multi-billion Ringgit Government-related Sukuk transaction, also targeted for completion by early 2011.

Given the discouraging state of the capital market, the corporate banking segment took on greater significance as corporates opted for the syndicated and bilateral financing route to meet their fundraising needs. The syndication market in particular has enjoyed a renaissance of sorts as banks, wary of over-exposure, join together to spread the risk. Compensating for the limited Sukuk activity, Corporate Investment Banking successfully arranged syndications totaling over RM650 million for Prolintas Expressway Sdn Bhd and Kedah Sato Sdn Bhd, and also assumed senior roles in several other major deals, including as Arranger for the US\$150 million Syndicated Islamic Financing Facility for Qatar Airways QCSC. The latter deal garnered several "Deal of the Year" awards for Bank Islam, as highlighted in our Awards & Achievements.

Reflective of the shift in focus towards the banking segment, Corporate Investment Banking recorded an annualised financing assets growth of approximately 11.8% to close the period at RM1.2 billion with fund-based income amounting to RM82 million. The portfolio mix ratio has also shifted in favour of term financing over trade financing, to 70:30 from 47:53 previously as a result of concerted efforts to reconstruct a relatively more stable base of term financing assets. The division also registered non-fund based income of RM14.5 million for 2010, of which fees from investment banking activities saw an increase of 165% on an annualised basis.

For the coming year, Corporate Investment Banking plans to leverage on its proven capabilities and established track record to secure more equity and debt capital market mandates to further enhance the Bank's investment banking franchise in line with the SGP objectives. At the same time, these activities will contribute towards increasing the Bank's fee-based income component with minimal capital requirements.

The division will also seek to secure even more big-ticket top-tier syndicated financing deals for maximum impact on asset growth as well as fund-based income and fee-based income whilst maintaining high asset quality standards. Further expansion of the corporate banking portfolio is also a key target by building a solid and stable foundation of financing assets for sustainable fund-based income generation and a wider customer base to tap for capital market mandates.

Lebih utama lagi, Perbankan Pelaburan Korporat akan membawa Bank lebih jauh dengan dua mandat tawaran awam awal ("IPO") yang mana kedua-duanya dijadualkan untuk penyenaraian pada awal 2011. Dari segi pembiayaan, bahagian ini telah bertindak selaku Pengurus Bersama untuk Program Sukuk Ijarah Dijamin Kerajaan milik Syarikat Prasarana Negara Berhad yang bernilai RM4 bilion serta mendapat peranan utama dalam satu lagi urusan niaga Sukuk berkaitan Kerajaan yang bernilai berbilion Ringgit, juga disasarkan selesai menjelang awal 2011.

Dengan keadaan pasaran modal yang kurang menggalakkan, segmen perbankan korporat menjadi semakin penting apabila syarikat-syarikat memilih pembiayaan bersindiket dan bilateral bagi memenuhi keperluan pendanaan mereka. Pasaran pensindiketan khususnya telah melalui pembaharuan apabila bank-bank, yang berwaspada dengan pendedahan melampau, bersama berkongsi risiko. Ekoran aktiviti Sukuk yang terhad, Perbankan Pelaburan Korporat telah berjaya mengatur sindikasi berjumlah lebih RM650 juta untuk Prolintas Expressway Sdn Bhd dan Kedah Sato Sdn Bhd. Di samping itu, bahagian ini juga memegang peranan utama dalam beberapa urusan niaga penting, termasuk sebagai Pengatur bagi Kemudahan Pembiayaan Islam Bersindiket berjumlah AS\$150 juta untuk Qatar Airways QCSC. Urus niaga ini telah meraih beberapa anugerah "Urus Janji Terbaik" untuk Bank Islam, seperti yang disenaraikan dalam bahagian Anugerah & Pencapaian kami.

Mencerminkan perubahan tumpuan terhadap segmen perbankan, Perbankan Pelaburan Korporat mencatatkan pertumbuhan lebih kurang 8% mengikut kiraan tahunan bagi aset pembiayaan dan mengakhiri tempoh tinjauan pada RM1.2 bilion dengan pendapatan berasaskan dana berjumlah RM82 juta. Nisbah struktur portfolio juga telah berubah daripada pembiayaan perdagangan kepada pembiayaan berjangka, iaitu kepada 70:30 daripada 45:55 sebelumnya hasil usaha bersepadu pembinaan semula asas yang lebih stabil untuk aset-aset pembiayaan berjangka. Bahagian ini juga telah mencatatkan pendapatan berasaskan bukan dana sebanyak RM14.5 juta bagi 2010, di mana fi daripada aktiviti perbankan pelaburan menyaksikan peningkatan sebanyak 82% pada asas tahunan.

Untuk tahun hadapan, Perbankan Pelaburan Korporat merancang untuk memanfaatkan keupayaannya yang terbuka dan rekod prestasinya yang kukuh bagi mendapatkan lebih banyak mandat pasaran ekuiti dan modal hutang supaya francais perbankan pelaburan Bank dapat dipertingkatkan sejajar dengan objektif SGP. Pada masa yang sama, aktiviti-aktiviti ini akan menyumbang ke arah peningkatan komponen pendapatan berasaskan fi Bank dengan keperluan modal yang minimum.

Bahagian ini juga akan berusaha mendapatkan lebih banyak urusan niaga pembiayaan bersindiket utama bagi memberikan kesan maksimum ke atas pertumbuhan aset serta pendapatan berasaskan dana dan fi sambil mengekalkan piawaian kualiti aset yang tinggi. Pertumbuhan portfolio perbankan korporat juga merupakan sasaran utama melalui penyediaan asas aset pembiayaan yang kukuh dan stabil untuk menjana pendapatan berasaskan dana yang mampan dan pangkalan pelanggan yang lebih luas bagi mendapatkan mandat pasaran modal.



Awards & Achievements

- Ijarah Deal of the Year 2009 by Islamic Finance News
- Qatar Deal of the Year 2009 by Islamic Finance News
- Best Islamic Structured Financing 2010 by The Asset

Anugerah & Pencapaian

- Urus Niaga Ijarah Terbaik 2009 oleh Islamic Finance News
- Urus Niaga Qatar Terbaik 2009 oleh Islamic Finance News
- Pembiayaan Berstruktur Islam Terbaik 2010 oleh The Asset

TREASURY

Unleashing a Series of Firsts

Being one of the few Islamic banks in the world to have a complete suite of Islamic treasury products, Bank Islam has pioneered many firsts in treasury and the reporting period under review was enriched with several more.

PERBENDAHARAAN

Merintis Pencapaian Pertama

Di kalangan sebilangan kecil bank Islam di dunia yang mempunyai rangkaian produk perbendaharaan Islam yang lengkap, Bank Islam merupakan perintis bagi pelbagai pencapaian sulung dalam perbendaharaan dan tempoh tinjauan telah menyaksikan beberapa lagi pencapaian.



In November 2009, the Bank successfully launched the Ziyad NID-i which is an innovative Islamic investment product with the theme of participating in Asia's equity recovery.

In 2010, we became the first bank in Malaysia to launch a corporate deposit product based on *Wakalah* (agency) that we coined Waheed-i. "Waheed" literally means "One" and this definition aptly describes the product as it is first-of-its-kind in Malaysia to be offered to corporate customers. It is a Malaysian Ringgit fixed-term deposit product that fully complies with both domestic and international Shariah standards.

For the period under review, corporate FX sales volume stood at a record RM17.6 billion or almost RM1 billion a month. We intend to continue unlocking the huge untapped potential of our client-related FX business.



Pada November 2009, Bank telah berjaya melancarkan Ziyad NID-i yang merupakan produk pelaburan Islam yang inovatif berdasarkan penyertaan dalam pemulihan ekuiti di Asia.

Pada Februari 2010, kami menjadi bank pertama di Malaysia yang melancarkan produk deposit korporat berasaskan Wakalah (agensi) yang dinamakan Waheed-i. "Waheed" bermaksud "Satu" dan definisi ini menggambarkan produk tersebut dengan tepat kerana ia merupakan produk pertama seumpamanya di Malaysia yang ditawarkan kepada para pelanggan korporat. Waheed-i merupakan produk deposit jangka tetap dalam Ringgit Malaysia yang mematuhi sepenuhnya piawaian Syariah tempatan dan antarabangsa.

Semasa tempoh tinjauan, jumlah jualan bagi FX korporat mencatatkan rekod RM17.6 bilion atau hampir RM1 bilion sebulan, iaitu lonjakan 131% berbanding catatan pada 2009. Kami berhasrat untuk terus mencungkil potensi besar perniagaan FX berkaitan pelanggan kami.

Managing Director's Operational Review

Ulasan Operasi Pengarah Urusan

The division also played an active role in the development of new industry-wide standard agreements such as the Interbank *Murabaha* Master Agreement, *Wakalah* Agreement and *Tahawwut* Master Agreement, as well as introduced various new processes to enhance management of liquidity, cash flow and NOSTRO account, among others.

As part of Bank Islam's drive to offer more value to our customers, the division disseminates financial market research updates to clients via emails and SMS on a daily basis. It also successfully expanded the Bank's currency offerings by establishing fund transfers for more than 100 currencies.

Moving forward, the Treasury division is working on strategies to further enhance portfolio returns and ensure a competitive funding profile. We continue to put emphasis on managing the asset-liability gap, profit rate risk and displaced commercial risk within the Bank's prescribed risk appetite.

Awards & Achievements

Acknowledging its leadership position in the industry, BNM appointed Bank Islam as one of Malaysia's first Islamic Principal Dealers in July 2009. This recognition was further emphasised when Bank Islam was ranked joint leader as an Islamic Principal Dealer.

RECOVERY

Making Headway with New Strategies

With the implementation of business process re-engineering initiatives through various projects, Recovery and Rehabilitation recorded outstanding performance both in terms of gross impaired financing ("GIF") and net impaired financing ("NIF") ratios. As a result, the GIF ratio has improved to 4.5% from 16.4% while the NIF ratio to 1.1% from 6.7% during the period under review.

The responsibility of recovering distressed assets or impaired accounts for corporate and commercial customers pushed Corporate Recovery to adopt a variety of approaches, which proved to be the right formula as the division managed to contribute significantly to Bank Islam's bottomline. The successful approaches comprised proposal for restructuring, rescheduling of instalment and settlement of financing.

On the other hand, Consumer Recovery realigned its strategy by promoting a preventive approach that deals with the Bank's financing portfolio from the early stage to prevent deterioration of accounts. Service reminders are sent to all customers to settle their overdue accounts as early as possible. The Financing Collection System ("FCS") was also introduced to better manage Bank Islam's overdue financing portfolios. The FCS implementation has tremendously improved account monitoring performance as it enables prompt remedial action.

Moving forward, the main challenge for the division will be to maintain net impaired financing ratio below 2%.

Bahagian ini juga memainkan peranan aktif dalam merangka perjanjian standard bagi industri seperti Perjanjian Induk Murabaha Antara Bank, Perjanjian Wakalah dan Perjanjian Induk Tahawwut. Selain itu, pelbagai proses baharu juga diperkenalkan untuk mempertingkatkan antara lainnya, pengurusan kecairan, aliran tunai dan akaun NOSTRO.

Sebagai sebahagian daripada usaha Bank Islam dalam menawarkan lebih nilai kepada pelanggan, bahagian ini juga menyampaikan maklumat terkini mengenai penyelidikan pasaran kewangan kepada para pelanggan menerusi emel dan khidmat pesanan ringkas setiap hari. Ia juga telah berjaya menambah khidmat mata wang asing Bank dengan mewujudkan pemindahan dana untuk lebih daripada 100 mata wang antarabangsa.

Pada masa hadapan, bahagian Perbendaharaan akan merangka strategi untuk meningkatkan lagi pulangan portfolio dan memastikan bahawa profil pembiayaan sentiasa berdaya saing. Kami terus memberi penekanan ke atas pengurusan jurang aset-liabiliti, risiko kadar keuntungan dan risiko anjakan komersil dalam lingkungan toleransi risiko Bank yang telah ditetapkan.

Anugerah & Pencapaian

Bagi mengiktiraf kepimpinannya dalam industri, BNM telah melantik Bank Islam sebagai salah satu daripada Peniaga Utama Islam yang pertama di Malaysia pada Julai 2009. Pengiktirafan Bank Islam sebagai Peniaga Utama Islam semakin terselah apabila ianya diberi taraf sebagai pemimpin bersama.

PEMULIHAN

Mencapai Kemajuan dengan Strategi Baharu

Dengan pelaksanaan inisiatif rekayasa semula proses perniagaan menerusi pelbagai projek, bahagian Pemulihan dan Rehabilitasi mencatatkan prestasi yang cemerlang dalam nisbah pembiayaan terjejas kasar ("GIF") dan pembiayaan terjejas bersih ("NIF"). Hasilnya, nisbah GIF telah turun kepada 4.5% daripada 16.4% manakala nisbah NIF kepada 1.1% daripada 6.7% sepanjang tempoh tinjauan.

Tanggungjawab untuk mendapatkan semula aset atau akaun terjejas di kalangan pelanggan korporat dan komersil telah mendorong Pemulihan Korporat untuk mengambil pelbagai pendekatan. Ini terbukti menjadi formula terbaik apabila bahagian ini berjaya memberi sumbangan besar kepada keputusan akhir Bank Islam. Pendekatan-pendekatan tersebut termasuklah cadangan penstrukturan semula, penjadualan semula bayaran ansuran dan pelaksanaan pembiayaan.

Selain itu, bahagian Pemulihan Pengguna menyelaraskan semula strateginya dengan mengambil pendekatan untuk mencegah akaun daripada merosot dari peringkat awal. Semua pelanggan diberi surat peringatan agar mereka melangsaikan akaun tertunggak secepat mungkin. Sistem Kutipan Pembiayaan ("FCS") juga diperkenalkan bagi mempertingkatkan keupayaan pengurusan portfolio pembiayaan tertunggak. Pelaksanaan FCS telah berjaya memperbaiki prestasi pemantauan akaun kerana ia membolehkan tindakan pemulihan diambil dengan kadar segera.

Pada masa hadapan, cabaran utama yang dihadapi oleh bahagian ini adalah untuk mengekalkan nisbah pembiayaan terjejas bersih di bawah 2%.



OTHERS

Trade Finance

Bank Islam provides a wide range of Shariah compliant trade finance products and services to facilitate customers' domestic and international trade transactions. Products are flexibly structured and packaged to meet the needs of the customers. There are also product programmes designed to meet customers' specific needs.

The Bank offers trade finance products and services to both corporate and SME customers. We have established trade finance counters within our branch network nationwide with a standard Service Level Agreement ("SLA") to provide convenience. We have deployed Trade Operations Support Officers ("TOSOs") to key business areas throughout the country to support trade counters. Meanwhile, a dedicated team in the processing centre caters to

LAIN-LAIN

Pembiayaan Perdagangan

Bank Islam menyediakan pelbagai rangkaian produk dan perkhidmatan pembiayaan perdagangan yang mematuhi prinsip Syariah bagi memudahkan urusan dagangan domestik dan antarabangsa pelanggan. Produk distruktur secara fleksibel dan dipakejkan untuk memenuhi keperluan pelanggan. Terdapat juga program-program produk yang direka bagi memenuhi keperluan khusus pelanggan.

Bank menawarkan produk-produk dan perkhidmatan pembiayaan perdagangan kepada para pelanggan korporat dan SME. Bank Islam telah mewujudkan kaunter-kaunter pembiayaan perdagangan di rangkaian cawangan-cawangannya di seluruh negara dengan Perjanjian Tingkat Perkhidmatan ("SLA") standard bagi memberi kemudahan. Bank telah meletak Pegawai Sokongan Operasi Dagangan ("TOSO") ke kawasan niaga strategik di seluruh negara bagi menyokong kaunter-kaunter dagangan.



the needs of high-value corporate customers. These teams will be expanded further to enable Bank Islam to provide premium services to its customers in key business areas in tandem with its growth strategies for 2011.

During the period under review, we introduced guarantee products based on *Tawarruq* and *Inah* as well as Letters of Credit ("LC") using *Istisna'* contract. To sustain our competitive edge, the Bank plans to roll out three new products in 2011 to complement the existing 14 trade products and services readily available.

Service and Operational Excellence

As the Bank is committed to sustaining operational excellence, we strive to deliver better cost efficiency. Better cost management will eventually translate into better value for customers, employees, shareholders and other stakeholders. The Bank is also focusing on critical areas such as processes, people and channels to stay ahead of the evolving demands of our customers over time.

Sementara itu, satu pasukan khusus ditempatkan di pusat pemrosesan untuk memenuhi keperluan para pelanggan korporat bernilai tinggi. Pasukan ini akan diperkembangkan lagi bagi membolehkan Bank Islam menyediakan perkhidmatan premium kepada para pelanggannya di kawasan niaga strategik sejajar dengan strategi pertumbuhannya pada 2011.

Sepanjang tempoh tinjauan, Bank telah memperkenalkan produk-produk jaminan berasaskan *Tawarruq* dan *Inah* serta Surat Kredit ("LC") yang menggunakan kontrak *Istisna'*. Bagi mengekalkan kelebihan daya saing, Bank merancang untuk memperkenalkan tiga produk baharu pada 2011 bagi melengkap 14 produk dan perkhidmatan dagangan yang sedia ada.

Kecemerlangan Perkhidmatan dan Operasi

Selaras dengan iltizam Bank untuk mengekalkan kecemerlangan operasi, bank berusaha untuk mencapai kecekapan kos yang lebih baik. Pengurusan kos yang efisien akan menghasilkan nilai tambahan yang lebih baik tinggi kepada pelanggan, kakitangan, pemegang saham dan pemegang berkepentingan lain. Bank juga menumpukan perhatian ke atas aspek kritikal lain seperti proses, warga kerja dan saluran penyampaian agar sentiasa dapat memenuhi permintaan pelanggan yang sering berubah.

Managing Director's Operational Review

Ulasan Operasi Pengarah Urusan

As part of the Bank's continuous business process improvements in terms of quality and service efficiency, we have automated some of the back office activities at the branches and centralised some other processes to the head office. These initiatives have been successful in increasing productivity, shortening turnaround time, ensuring data integrity and enhancing value for stakeholders. Major initiatives undertaken during the period under review were:

- Establishment of Bulk Operation Centre ("BOC") that enables our centralisation strategy;
- Centralisation to Cash Management department of the bank draft issuance function for selected corporate customers;
- Introduction of web-based applications for corporate customers to reduce the processing time of our new eBanker administrative application from fifteen minutes to just one minute per application; and
- Straight Through Processing ("STP") for RENTAS to achieve faster turnaround time for inward and outward remittances.

In 2010, the Bank implemented a Branch Assessment programme to further improve service quality and compliance standards at branches. Moving forward, Bank Islam aims to ensure that all critical processes are simplified for faster turnaround time and greater reliability.

STRATEGIES MOVING FORWARD

Malaysia's economic turnaround, which began in mid-2009, will continue in 2011 albeit at a slower pace – especially in the first half of the year on waning favourable base effects, end of inventory restocking and cooling global recovery. Its Gross Domestic Product ("GDP") growth is projected to moderate to around 5.0% in 2011 after hitting 7.2% a year ago, the fastest pace in a decade. Given increasing strain on price stability stemming mainly from food-and-fuel driven inflation and the need to prevent the build-up of "asset bubbles" or risks of financial imbalances, the Bank does not rule out the possibility that BNM will resume a second round of its interest rate "normalisation" campaign in the second half of 2011 with a 50 to 75 basis point hike to the Overnight Policy Rate ("OPR").

In 2010, the three increases of 25 basis point at each move, bringing the OPR to 2.75% did not dampen demand for financings by banks as the overall banking industry's loan growth stood at 12.6%. Nonetheless, in view of modest economic prospects, a slew of administrative measures to ensure sustainable credit growth and to curb excessive speculation as well as the imminent monetary policy tightening in the second half of 2011, loans or financings extended by the entire banking system is expected to expand at a much slower pace of 9%-10% this year. Given heightened competition, income on financing activities is expected to be driven by volume rather than margin.

Kesinambungan daripada peningkatan berterusan proses perniagaan Bank dari segi kualiti dan kecekapan perkhidmatan, beberapa aktiviti pentadbiran di cawangan-cawangan telah mula dilakukan secara automasi sementara beberapa proses lain telah dipindahkan untuk berpusat di ibu pejabat. Kesemua inisiatif ini telah berjaya meningkatkan produktiviti, memendekkan tempoh tindakan, memastikan integriti data dan mempertingkatkan nilai untuk pemegang berkepentingan. Antara inisiatif penting yang dilaksanakan semasa tempoh tinjauan adalah:

- Penubuhan Pusat Operasi Pukul ("BOC") yang membolehkan pelaksanaan strategi sentralisasi;
- Sentralisasi fungsi pengeluaran draf bank ke jabatan Pengurusan Tunai untuk pelanggan korporat terpilih;
- Pengenalan aplikasi berasaskan web untuk pelanggan korporat bagi memendekkan masa pemrosesan permohonan pentadbiran eBanker yang baharu iaitu daripada lima belas minit kepada hanya satu minit untuk setiap permohonan; dan
- Tempoh tindakan yang lebih singkat bagi kiriman wang masuk dan keluar menerusi pemrosesan terus untuk RENTAS.

Pada 2010, Bank telah melaksanakan program Penilaian Cawangan bagi mempertingkatkan lagi kualiti perkhidmatan dan piawaian pematuhan di cawangan-cawangan. Pada masa hadapan, Bank Islam berhasrat memastikan bahawa semua proses kritikal dipermudahkan bagi mencapai tempoh tindakan yang lebih singkat dan tahap reliabiliti yang lebih tinggi.

STRATEGI MASA HADAPAN

Pemulihan ekonomi Malaysia, yang bermula pada pertengahan 2009, akan berterusan pada 2011 walaupun pada kadar yang lebih perlahan – terutamanya pada separuh tahun pertama di sebabkan oleh sokongan kesan asas yang berkurangan, berakhirnya pembinaan semula inventori dan pemulihan global pada kadar yang lebih perlahan. Pertumbuhan Keluaran Dalam Negara Kasar ("KDNK") dijangka sederhana pada sekitar kadar 5.0% pada 2011 selepas tumbuh 7.2% tahun sebelumnya, iaitu kadar terpanjang dalam tempoh sedekad. Memandangkan tekanan yang meningkat ke atas kestabilan harga yang berpunca daripada inflasi makanan dan bahan api serta keperluan untuk mencegah berlakunya "gelembung aset" atau risiko ketidakseimbangan kewangan, Bank tidak menolak kemungkinan bahawa BNM akan meneruskan pusingan kedua kempen "normalisasi" kadar faedahnya pada separuh tahun kedua 2011 dengan peningkatan mata asas di antara 50 hingga 75 kepada Kadar Dasar Semalaman ("OPR").

Pada 2010, tiga peningkatan pada 25 mata asas bagi setiap kenaikan yang telah membawa OPR ke paras 2.75% tidak melemahkan permintaan pembiayaan bank di mana pertumbuhan pinjaman keseluruhan industri perbankan tumbuh pada kadar 12.6%. Walaubagaimanapun, memandangkan prospek ekonomi yang sederhana, beberapa langkah pentadbiran diambil bagi memastikan pertumbuhan kredit mampan dan menghalang spekulasi melampau serta dasar monetari yang lebih ketat pada separuh tahun kedua 2011, pinjaman atau pembiayaan oleh keseluruhan sistem perbankan dijangka berkembang pada kadar yang lebih perlahan di sekitar 9%-10% pada tahun ini. Dengan persaingan yang semakin sengit, pendapatan daripada aktiviti pembiayaan dijangka akan didorong oleh volum dan bukan margin.



In the past few years, Islamic finance has gained significant ground to become one of the major components of the larger financial sector. The Islamic banking segment for instance exceeded the market share target of 20% by 2010 as recommended by the Financial Sector Master Plan. Indeed, as at end-December 2010, Islamic banking assets, Islamic financings and Islamic deposits accounted for 17.3%, 18.1% and 19.1% respectively of total assets, total financings and total deposits of the entire banking system.

The Malaysian Government will continue to play an active role in promoting and developing Islamic finance in Malaysia. One particular key development has been the introduction of a new legislation to strengthen the legitimacy of BNM's Shariah Advisory Council by stipulating that its decisions would take precedence in the event of a conflict with any other Shariah council. Issuers of Islamic securities based on *Murabahah* and *Bai' Bithaman Ajil* will also enjoy tax deduction on expenses incurred for the issuance of these instruments under one of the Budget measures for 2011.

Beberapa tahun kebelakangan ini, industri kewangan Islam telah bertapak kukuh dan menjadi salah satu daripada komponen utama dalam sektor kewangan keseluruhannya. Segmen perbankan Islam misalnya telah melepasi sasaran pasaran sebanyak 20% menjelang 2010 seperti yang disyorkan oleh Pelan Induk Sektor Kewangan. Setakat Disember 2010, aset perbankan Islam, pembiayaan Islam dan deposit Islam masing-masing merupakan 17.3%, 18.1% dan 19.1% dari jumlah keseluruhan aset, jumlah keseluruhan pembiayaan dan jumlah keseluruhan deposit bagi seluruh sistem perbankan.

Kerajaan Malaysia akan terus memainkan peranan aktif dalam mempromosi dan membangunkan industri kewangan Islam di Malaysia. Salah satu perkembangan penting ialah pengenalan undang-undang baharu bagi memperkukuhkan kewajaran Majlis Penasihat Syariah BNM dengan menetapkan bahawa keputusan yang dibuat oleh mereka akan diberi keutamaan sekiranya berlaku konflik dengan mana-mana majlis Syariah. Penerbit sekuriti Islam berasaskan *Murabahah* dan *Bai' Bithaman Ajil* juga akan menikmati potongan cukai ke atas perbelanjaan menerbitkan instrumen ini sebagai salah satu langkah Belanjawan 2011.



Reshaping the Future

Among the biggest challenges facing the banking industry moving forward are the looming second OPR-hike cycle post-2009 recession, intense competition and cost pressures. In positioning itself to gear up for this eventuality, Bank Islam has mapped out three key directions to focus on as part of its 2011 corporate agenda themed "Reshaping the Future", which is in line with the SGP.

The first key direction for 2011 is to ensure high revenue generation potential and sustainability. To this end, we are targeting:

- to achieve a business composition of 70:30 between high-yielding retail offerings and wholesale products to customers with strong credit profiles;
- to achieve the right balance between secured/collateralised and unsecured assets for both consumer and commercial portfolios;

Pembentukan Semula Masa Hadapan

Antara cabaran terbesar yang bakal dihadapi oleh industri perbankan adalah pusingan kedua kenaikan OPR pasca kemelesetan ekonomi 2009, persaingan sengit dan tekanan kos. Sebagai persiapan bagi menghadapi cabaran ini, Bank Islam telah menetapkan tiga hala tuju utama sebagai sebahagian daripada agenda korporatnya pada 2011 selaras dengan SGP yang bertemakan "Pembentukan Semula Masa Hadapan".

Hala tuju utama yang pertama bagi 2011 ialah memastikan potensi dan kemampunan penjana hasil yang tinggi. Justeru, Bank menyasarkan:

- untuk mencapai komposisi niaga 70:30 antara produk runcit berpulangan tinggi dan produk borong kepada pelanggan berprofil kredit yang kukuh;
- untuk mencapai keseimbangan yang sesuai antara aset terjamin/bercagar dan aset tidak terjamin bagi portfolio Perbankan Pengguna dan Komersil;

Managing Director's Operational Review

Ulasan Operasi Pengarah Urusan

- to shift towards floating-rate product offerings;
- to boost non-fund based income in particular from corporate advisory and trade finance activities and by expanding the share of wallet of existing and future corporate customers; and
- to reposition our balance sheet given a rising interest rate environment by focusing on organic growth of financing portfolio in preference of Treasury assets in view of the high negative correlation between prices of securities and interest rate movements.

Secondly, we will continue to concentrate on reducing costs. Our key emphasis is to drive down cost-to-income ratio via operational reorganisation, cost management disciplines and business process re-engineering, which is a natural evolution after the implementation of our new core banking system. Under the second key direction, we aim to raise operational productivity and improve work processes by clearly segregating business support from operational functions; enhance service delivery and customer satisfaction as well as to inculcate a robust operational risk culture amongst employees.

For this purpose, the Bank will continue to invest and enhance its IT infrastructure while seeking new innovative low-cost solutions, an exercise to knock down costs while enhancing our service delivery standards to meet the ever changing customer expectations. Cost management activities will be built around two platforms, namely costs related to core business activities and costs related to business support activities. Any savings made arising from increased efficiency of support activities will be redeployed to strengthen core business activities.

The third key direction revolves around prospecting and account planning via the soon-to-be-acquired FOS; risk assessment and credit management via risk management, ALM and internal rating systems; documentation and disbursement via standard financing documentation, collateral management and limit monitoring system as well as the collection and recovery activities via FCS.

Beyond this, we seek to strengthen branch operations and further develop the capability of our human assets. All these are essential to build robust foundations for our operations as we continue to pioneer change in the industry and make new breakthroughs in Islamic finance. To continue to launch new products, create new business lines and serve new markets, we need to leverage on resilient foundations that can dynamically grow new capabilities and yet stay resistant to shocks in times of crisis.

Together, Bank Islam's management and staff have made great strides forward in recent years and I believe with the support of all our stakeholders, and the grace of Allah S.W.T., we will continue to be a pioneering force in the industry for years to come.

DATO' SRI ZUKRI SAMAT
Managing Director

- untuk beralih arah kepada produk kadar terapung;
- untuk meningkatkan pendapatan berasaskan bukan dana terutamanya daripada aktiviti khidmat nasihat korporat dan pembiayaan perdagangan serta "wallet sizing" pelanggan korporat yang sedia ada dan baharu; dan
- untuk menyelaraskan semula kunci kira-kira bank memandangkan kadar faedah dijangka meningkat dengan member tumpuan kepada pertumbuhan organik portfolio pembiayaan dan bukan aset Perbendaharaan berikutan kolerasi negatif yang nyata antara harga sekuriti dan pergerakan kadar faedah.

Kedua, Bank akan terus menumpukan perhatian ke atas pengurangan kos. Bank akan memberi keutamaan ke atas penurunan nisbah kos kepada pendapatan menerusi penyusunan semula operasi, disiplin pengurusan kos dan rekayasa semula proses perniagaan, yang merupakan evolusi semulajadi selepas pelaksanaan sistem perbankan terasnya yang baharu. Matlamat hala tuju utama kedua ini adalah untuk meningkatkan produktiviti operasi dan memperbaiki proses kerja dengan memisahkan fungsi sokongan perniagaan daripada fungsi operasi; mempertingkatkan penyampaian perkhidmatan dan kepuasan pelanggan serta menerapkan budaya risiko operasi yang mantap di kalangan kakitangan.

Justeru, Bank akan terus melabur dan mempertingkatkan infrastruktur IT sambil berusaha mendapatkan penyelesaian baharu kos rendah yang inovatif, yakni usaha mengurangkan kos sambil meningkatkan standard penyampaian perkhidmatannya bagi memenuhi harapan pelanggan yang sentiasa berubah. Pelaksanaan aktiviti pengurusan kos adalah berdasarkan dua platform, iaitu kos berkaitan aktiviti perniagaan teras dan kos berkaitan aktiviti sokongan perniagaan. Sebarang penjimatan yang terhasil daripada peningkatan kecekapan dalam aktiviti sokongan akan digunakan semula bagi memperkukuhkan aktiviti perniagaan teras.

Hala tuju utama ketiga adalah berkaitan tinjauan dan perancangan akaun menerusi FOS yang bakal diperoleh; penilaian risiko dan pengurusan kredit menerusi pengurusan risiko, ALM dan sistem penarafan dalaman; dokumentasi dan pengeluaran pembiayaan menerusi dokumentasi pembiayaan standard, pengurusan cagaran dan sistem pemantauan had serta aktiviti kutipan dan pemulihan menerusi FCS.

Bank Islam juga beriltizam untuk memperkukuhkan operasi cawangan dan mengembangkan lagi keupayaan aset modal insannya. Semua ini perlu bagi membina asas yang kukuh untuk operasi di kala Bank terus merintis perubahan dalam industri dan meraih pencapaian baharu dalam kewangan Islam. Untuk meneruskan agenda pembaharuan dalam pelancaran produk, penciptaan rangkaian perniagaan dan penembusan pasaran, Bank perlu bergantung kepada asas kukuh yang boleh menghasilkan keupayaan baharu secara dinamik dan boleh bertahan menghadapi kejutan di kala krisis melanda.

Sejak beberapa tahun kebelakangan ini, usaha padu pihak pengurusan dan kakitangan telah membawa kemajuan pesat kepada Bank Islam dan saya yakin dengan sokongan berterusan daripada kesemua pemegang berkepentingan, serta limpah kurnia Allah S.W.T., Bank akan terus menjadi perintis dalam industri ini.

DATO' SRI ZUKRI SAMAT
Pengarah Urusan



Visualising Positive CHANGE

Everyday Bank Islam seeks new ways to grow closer to our stakeholders. By expanding our branches and self-service terminals, we increase our brand visibility and provide added convenience to our customers.

Reaching out via our Corporate Responsibility initiatives, we keep a look out for new ways in which we can touch lives, support just causes and ensure sustainable development within the communities and environment we operate in.

Melihat PERUBAHAN Positif

Bank Islam sentiasa mencari cara-cara baharu untuk lebih mendekati pemegang berkepentingan kami. Dengan menambah cawangan dan terminal layan diri kami, kehadiran jenama kami dapat dipertingkatkan dan kemudahan tambahan dapat disediakan untuk pelanggan kami.

Menerusi inisiatif Tanggungjawab Korporat kami, kami terus mencari cara-cara baharu di mana kami boleh membantu orang ramai, menyokong usaha amal dan memastikan pembangunan mampan di dalam komuniti dan persekitaran di mana kami beroperasi.

- Launched **Al-Awfar**, a **first**-of-its-kind savings- and investment-i account which offers cash prizes

Melancarkan **Al-Awfar**, kombinasi akaun simpanan-i dan pelaburan-i yang **pertama** seumpamanya yang menawarkan ganjaran tunai

- Launched the **first** Islamic structured and capital protected funds, **An Najah NID-i**, the **first** Shariah based structured product with healthcare as the investment theme

Melancarkan dana perlindungan modal berstruktur Islam yang **pertama**, **An Najah NID-i**, produk berstruktur berasaskan Syariah yang **pertama** dengan penjagaan kesihatan sebagai tema pelaburan





Calendar of Significant Events

Kalendar Peristiwa-peristiwa Penting

AUG'09



08

The Bank's Human Resource division moderated Lawrence Walter's seminars all over Malaysia to inculcate a high performance culture amongst its staff. Jabatan Sumber Manusia Bank menjadi moderator di seminar-seminar Lawrence Walter yang diadakan di seluruh Malaysia bagi menerapkan budaya prestasi tinggi di kalangan kakitangannya.

20

Participated in the "Powering the Heart of Malaysia's Economy: Islamic Banking's New Frontier Forum" held by Association of Islamic Banking Institutions Malaysia and supported by Bank Negara Malaysia. Mengambil bahagian dalam Forum "Powering the Heart of Malaysia's Economy: Islamic Banking's New Frontier" yang dianjurkan oleh Persatuan Institusi Perbankan Islam Malaysia dan disokong oleh Bank Negara Malaysia.

SEPT'09



04

Participated in the *PINTAR* National Programme, which was launched by Y.A.B. Dato' Seri Mohd Najib Tun Abdul Razak, Prime Minister of Malaysia at Maran, Pahang.

Mengambil bahagian dalam Program Kebangsaan *PINTAR*, yang dirasmikan oleh Y.A.B. Dato' Seri Mohd Najib Tun Abdul Razak, Perdana Menteri Malaysia di Maran, Pahang.

16

Launched the Extra"Bag"Anza campaign, where exquisite designer handbags in likes of *Coach*, *Chloè*, *Salvatore Ferragamo* and *Jimmy Choo* were given away to women customers and Umrah or holiday packages to men customers every trimester.

Melancarkan kempen *Extra"Bag"Anza* di mana beg tangan berjenama seperti *Coach*, *Chloè*, *Salvatore Ferragamo* dan *Jimmy Choo* diberikan kepada pelanggan wanita dan pakej Umrah atau pakej percutian diberikan kepada pelanggan lelaki setiap tiga bulan.



27

Contributed RM10,000 to 100 final year Diploma and Degree students of Social Science and Technology and Science, UiTM, Shah Alam who excelled in Mathematics subject in the *Minggu Matematik UiTM 2010*.

Menyumbang RM10,000 kepada 100 penuntut tahun akhir Diploma dan Ijazah Sains Sosial dan Teknologi dan Sains, UiTM, Shah Alam yang cemerlang dalam subjek Matematik pada *Minggu Matematik UiTM 2010*.

OCT'09

19

Invited Sekolah Kebangsaan Beladalu Kolam, Kuala Terengganu, (Bank Islam's *PINTAR* School) to visit the "Minggu Kesedaran Kewangan", organised by Bank Negara Malaysia, which was held at Terengganu Trade Centre.

Menjemput Sekolah Kebangsaan Beladalu Kolam, Kuala Terengganu, (Sekolah *PINTAR* Bank Islam) untuk menghadiri "Minggu Kesedaran Kewangan", anjuran Bank Negara Malaysia, yang diadakan di Pusat Dagangan Terengganu.

Calendar of Significant Events

Kalendar Peristiwa-peristiwa Penting

NOV'09

02

Participated as a Bronze Sponsor in the 6th Kuala Lumpur Islamic Forum held at Nikko Hotel Kuala Lumpur.

Menjadi Penaja Gangsa pada Forum Islam Kuala Lumpur ke-6 yang diadakan di Hotel Nikko Kuala Lumpur.



18

Participated in the 4th International Shariah Scholars Forum 2009 held at Nikko Hotel, Kuala Lumpur.

Menyertai Forum Cendekiawan Syariah Antarabangsa ke-4 2009 yang diadakan di Hotel Nikko, Kuala Lumpur.



03

Bank Islam became the first Islamic banking institution in Malaysia to launch its Bank Islam World MasterCard Card – the first Islamic World MasterCard Card in Asia Pacific.

Bank Islam menjadi institusi perbankan Islam pertama di Malaysia melancarkan Kad Bank Islam World MasterCard – Kad World MasterCard Islam pertama di Asia Pasifik.



12

Bank Islam and ASSAR Senari Holdings Sdn Bhd jointly organised a seminar on “Current Trends in the Equity and Debt Capital Markets” in Kuching.

Bank Islam dan ASSAR Senari Holdings Sdn Bhd bekerjasama menganjurkan seminar mengenai “Aliran Semasa Dalam Pasaran Modal Ekuiti dan Hutang” di Kuching.

DEC'09



01

Trained its employees nationwide on “Silverlake Integrated Islamic Banking System” applications to ensure that they understand the changes made to the existing core banking system prior to its implementation.

Melatih kakitangannya di seluruh negara mengenai aplikasi “Sistem Perbankan Islam Bersepadu Silverlake” bagi memastikan mereka memahami perubahan yang dibuat ke atas sistem perbankan teras sedia ada sebelum pelaksanaannya.



16

Organised a Blood Donation Drive at its Head Office and received positive response from its employees and neighbours in the vicinity in support of the National Blood Centre.

Menganjurkan Kempen Derma Darah di Ibu Pejabatnya dan menerima maklumbalas positif daripada kakitangannya serta jiran sekeliling sebagai tanda sokongan kepada Pusat Darah Negara.

16

Launched *Ziyad NID-i*, a five-year investment product in the form of Islamic Negotiable Instruments (“INI”) with a 100% capital protection upon maturity.

Melancarkan *Ziyad NID-i*, produk pelaburan lima tahun dalam bentuk Instrumen Boleh Runding Islam (“INI”) dengan 100% perlindungan modal apabila mencapai tempoh matang.





DEC'09



16

The opening of Bank Islam's Kota Damansara branch was officiated by Minister in the Prime Minister's Department, Y.B. Senator Major General Dato' Jamil Khir bin Baharom (B).

Pembukaan cawangan Bank Islam di Kota Damansara dirasmikan oleh Menteri di Jabatan Perdana Menteri, Y.B. Senator Major General Dato' Jamil Khir bin Baharom (B).



18

Sponsored seven employees from East Malaysia Regional Office to participate in the trail to Kinabalu Summit.

Menaja tujuh orang kakitangan dari Pejabat Wilayah Malaysia Timur untuk menyertai pendakian ke puncak Kinabalu.



21

Organised a Prize Giving Ceremony for Winners of the First Extra"Bag"Anza Draw.

Menganjurkan Majlis Penyampaian Hadiah untuk para Pemenang Cabutan Bertuah Extra"Bag"Anza yang Pertama.

JAN'10



06

Appointed Lead Arranger in the syndication of an Islamic financing facility of RM327.0 million for PROLINTAS Expressway Sdn Bhd, the concession company for Guthrie Corridor Expressway.

Dilantik sebagai Pengatur Utama dalam sindikasi kemudahan pembiayaan Islam berjumlah RM327.0 juta untuk PROLINTAS Expressway Sdn Bhd, syarikat konsesi Guthrie Corridor Expressway.

12

Bank Islam's Managing Director, Y. Bhg. Dato' Sri Zukri Samat presented RM3,000 each, to the six winners of the Diamond Award at "The Invention, Innovation & Design Award 2010" at Dewan Sri Budiman, UiTM Shah Alam.

Pengarah Urusan Bank Islam, Y. Bhg. Dato' Sri Zukri Samat menyampaikan RM3,000 setiap seorang, kepada enam pemenang Anugerah Berlian di majlis "Anugerah Ciptaan, Inovasi & Rekacipta 2010" yang berlangsung di Dewan Sri Budiman, UiTM Shah Alam.



15

Collaborated with Dr. Aishah Solution and Glaxo Smith Kline in organising the "Vaccination against Cervical Cancer" campaign at Wisma Bank Islam.

Bekerjasama dengan Dr. Aishah Solution dan Glaxo Smith Kline dalam menganjurkan kempen "Vaksinasi melawan Barah Serviks" di Wisma Bank Islam.

Calendar of Significant Events

Kalendar Peristiwa-peristiwa Penting

JAN'10



29

Launched the official opening of its 100th branch at Bukit Damansara, officiated by Minister of Finance II, Y.B. Dato' Seri Ahmad Husni Mohamad Hanadzlah.

Melancarkan pembukaan rasmi cawangannya yang ke-100 di Bukit Damansara, yang dirasmikan oleh Menteri Kewangan II, Y.B. Dato' Seri Ahmad Husni Mohamad Hanadzlah.

FEB'10



04

Sponsored the Road Safety Campaign organised by the National Youth Foundation (Yayasan Belia Malaysia) during Festive Season 2009/2010.

Menaja Kempen Keselamatan Jalan Raya yang dianjurkan oleh Yayasan Belia Malaysia semasa Musim Perayaan 2009/2010.



19

Collaborated with Giant Hypermarket Kuala Terengganu and Hospital Sultanah Nur Zahirah Kuala Terengganu in organising a Blood Donation Drive at Giant Hypermarket Kuala Terengganu.

Bekerjasama dengan Giant Hypermarket Kuala Terengganu dan Hospital Sultanah Nur Zahirah Kuala Terengganu dalam menganjurkan Kempen Derma Darah di Giant Hypermarket Kuala Terengganu.



22

Bank Islam successfully concluded a syndicated Islamic financing facility of RM330 million for Kedah Sato Sdn Bhd witnessed by Y.A.B Dato' Seri Ustaz Azizan Abdul Razak, Menteri Besar of Kedah.

Bank Islam berjaya menyelesaikan kemudahan pembiayaan Islam bersindiket berjumlah RM330 juta untuk Kedah Sato Sdn Bhd dengan disaksikan oleh Y.A.B Dato' Seri Ustaz Azizan Abdul Razak, Menteri Besar Kedah.



24

Launched *Waheed-i*, a Malaysian Ringgit fixed term deposit product based on the Shariah contract of *Wakalah* (Agency) to cater to its corporate customers' needs.

Melancarkan *Waheed-i*, produk deposit jangka tetap dalam Ringgit Malaysia yang berasaskan kontrak Syariah Wakalah (Agensi) bagi memenuhi keperluan pelanggan korporatnya.



26

The Bank's employees participated in the march that took place from Masjid Tuanku Mizan to Masjid Putra, Putrajaya themed "*Memantapkan Ukhuwah Memperkasa Ummah*" and won "*Johan Sepanduk Bahagian Swasta*" in celebration of Hari Keputeraan Baginda Rasulullah S.A.W.

Kakitangan Bank menyertai perarakan dari Masjid Tuanku Mizan hingga Masjid Putra, Putrajaya dengan tema "*Memantapkan Ukhuwah Memperkasa Ummah*" dan memenangi "*Johan Sepanduk Bahagian Swasta*" sempena sambutan Hari Keputeraan Baginda Rasulullah S.A.W.



MAR'10



06

Conducted training on “IT Security, Fraud Risk and Anti-Money Laundering/ Counter Financing Terrorism Compliance Awareness” nationwide to increase knowledge about legal principles governing the banker – customer relationship amongst employees, subsequently to apply in their day-to-day operations.

Menjalankan latihan “Kesedaran Pematuhan Keselamatan IT, Risiko Penipuan dan Anti-Wang Haram/Pembiayaan Balas Keganasan” di seluruh negara bagi meningkatkan pengetahuan mengenai prinsip-prinsip perundangan yang mengurus tadbir hubungan jurubank – pelanggan di kalangan kakitangan, dan seterusnya menggunakan pengetahuan tersebut dalam operasi harian mereka.

08

Awarded the Ijarah Deal of the Year and Qatar Deal of the Year for Qatar Airways’ Islamic Financing Facility of US\$150.0 million from Islamic Finance News.

Menerima Anugerah Urus Janji Ijarah Terbaik dan Urus Janji Qatar Terbaik bagi Kemudahan Pembiayaan Islam Qatar Airways berjumlah US\$150.0 juta dari Islamic Finance News.



13

The Bank held a Managers’ Conference 2010 themed “Self Transformation of a Leader” at Awana Genting Highlands.

Pihak Bank mengadakan Persidangan Pengurus 2010 bertema “Transformasi Diri Seorang Pemimpin” di Awana Genting Highlands.



15

Bank Islam welcomed the East West Centre’s Senior Journalist for a discussion on “Islamic Banking and Finance: Kuala Lumpur as an Islamic Investment Centre”.

Bank Islam telah menerima kunjungan Wartawan Kanan East West Centre untuk perbincangan bertajuk “Perbankan dan Kewangan Islam: Kuala Lumpur sebagai Pusat Pelaburan Islam”.



17

Collaborated with the Malaysian Press Institute in conducting a seminar on Islamic finance to expose the media towards a better understanding of Islamic banking and finance.

Bekerjasama dengan Institut Akhbar Malaysia dalam mengadakan seminar mengenai kewangan Islam bagi mendedahkan pihak media dengan pemahaman mendalam mengenai perbankan dan kewangan Islam.



26

Emerged as the winner of The BrandLaureate Awards 2009-2010 for best brands in Corporate Branding – Best Brands in Banking – Islamic Bank by The Asia Pacific Brands Foundation.

Muncul pemenang Anugerah BrandLaureate 2009-2010 bagi jenama terbaik dalam Penjenamaan Korporat – Jenama Terbaik dalam Perbankan – Bank Islam oleh The Asia Pacific Brands Foundation.

Calendar of Significant Events

Kalendar Peristiwa-peristiwa Penting

MAR'10



31

Conducted the “Islamic Core Banking Project” Appreciation Dinners around Malaysia as an appreciation to its employees for the success of the Islamic Core Banking Project.

Mengadakan Majlis Makan Malam Penghargaan “Projek Perbankan Teras Islam” di seluruh Malaysia sebagai penghargaan kepada kakitangannya berikutan kejayaan Projek Perbankan Teras Islam.



APR'10



05

Presented the *Amal Jariah* contribution amounting to RM120,000 to a group of *muallaf*, less fortunate, golden citizens, orphans and single mothers in Malaysia; and 1,400 *waqaf Al-Quran* to mosque, universities, NGOs and many others which was generated from collection via its spending campaign with Bank Islam’s card throughout *Ramadhan* month last year.

Menyerahkan sumbangan Amal Jariah berjumlah RM120,000 kepada sekumpulan muallaf, golongan kurang bernasib baik, warga emas, anak-anak yatim dan ibu-ibu tunggal di Malaysia; dan 1,400 waqaf Al-Quran kepada masjid-masjid, universiti, organisasi bukan kerajaan dan lain-lain yang dijana daripada kutipan menerusi kempen berbelanja menggunakan kad Bank Islam sepanjang bulan Ramadhan tahun lepas.



08

Ventured into *Ar-Rahnu* (Islamic pawn-broking) at the signing of a Memorandum of Understanding with Farihan Corporation Sdn Bhd.

Memeterai Ar-Rahnu (pajakan Islam) apabila menandatangani Memorandum Persefahaman dengan Farihan Corporation Sdn Bhd.



17

The Bank held a Shariah Compliance – “Hijrah to Excel” training for all staff to shift its staff paradigm and equip them with sufficient knowledge on Shariah and the philosophy of Islamic Bank.

Pihak Bank mengadakan latihan Pematuhan Syariah – “Hijrah to Excel” untuk semua kakitangannya bagi menganjak paradigma kakitangan dan melengkapkan mereka dengan pengetahuan yang mencukupi mengenai Syariah dan falsafah bank Islam.



APR'10



20

Participated in the *Minggu Amanah Saham Malaysia* 2010 held at Wisma Bapa Malaysia, Petrajaya, Kuching, Sarawak.

Menyertai *Minggu Amanah Saham Malaysia* 2010 yang diadakan di Wisma Bapa Malaysia, Petrajaya, Kuching, Sarawak.



26

Bank Islam welcomed an official study visit by Lembaga Pengembangan Perbankan Indonesia Delegates and held a briefing on "Bank Islam's Credentials and Overview on Islamic Banking in Malaysia" by Y. Bhg. Dato' Wan Ismail Wan Yusoh.

Bank Islam mengalu-alukan lawatan sambil belajar oleh Delegasi Lembaga Pengembangan Perbankan Indonesia dan mengadakan taklimat bertajuk "Mengenai Bank Islam dan Tinjauan terhadap Perbankan Islam di Malaysia" oleh Y. Bhg. Dato' Wan Ismail Wan Yusoh.



29

Bank Islam, in collaboration with NST's NIE, launched the "Our Planet, We Decide!" recycling competition, which was officiated by Tuan Haji Amran Maskor, Deputy Director of Students, School Management Division, Ministry of Education Malaysia at Sekolah Kebangsaan Putrajaya.

Bank Islam, dengan kerjasama NIE NST, melancarkan pertandingan kitar semula "Planet Kita, Kita Tentukan!", yang dirasmikan oleh Tuan Haji Amran Maskor, Timbalan Pengarah Pelajar, Bahagian Pengurusan Sekolah, Kementerian Pelajaran Malaysia di Sekolah Kebangsaan Putrajaya.

MAY'10



06

Entered into a strategic collaboration with Tune Talk, Malaysia's newest mobile service operator, to increase the subscriber base of Bank Islam Card.

Memeterai kerjasama strategik dengan Tune Talk, operator khidmat mudah alih terbaharu Malaysia, bagi meningkatkan pelanggan Kad Bank Islam.



06

Bank Islam has been named winner of the Platinum Award for Islamic Financial Services for two consecutive years in the annual Reader's Digest Trusted Brands Award 2010.

Bank Islam telah dinamakan pemenang Anugerah Platinum untuk Khidmat Kewangan Islam bagi tahun kedua berturut-turut dalam Anugerah Jenama Dipercayai Reader's Digest 2010.



15

The Bank's Kelab Kebajikan had its 25th Annual General Meeting.

Kelab Kebajikan Bank mengadakan Mesyuarat Agung Tahunan ke-25.

Calendar of Significant Events

Kalendar Peristiwa-peristiwa Penting

MAY'10



18

Participated in the 6th World Islamic Economic Forum held at Kuala Lumpur Convention Centre where Bank Islam and Barclays Capital Malaysia signed a Memorandum of Agreement for Collaboration on Customisation of Islamic Investment Products and Hedging Solutions witnessed by the Prime Minister, Y.A.B. Dato' Seri Mohd Najib Tun Abdul Razak and six other leaders of Islamic countries.

Menyertai Forum Ekonomi Islam Dunia ke-6 yang diadakan di Pusat Konvensyen Kuala Lumpur di mana Bank Islam dan Barclays Capital Malaysia menandatangani Memorandum Perjanjian untuk Kerjasama Pelangganan Produk Pelaburan Islam dan Penyelesaian Lindung Nilai yang disaksikan oleh Perdana Menteri, Y.A.B. Dato' Seri Mohd Najib Tun Abdul Razak dan enam lagi pemimpin negara-negara Islam.

18



Bank Islam, together with Lembaga Tabung Haji participated in the exhibition held in conjunction with the 6th World Islamic Economic Forum held at Kuala Lumpur Convention Centre.

Bank Islam dan Lembaga Tabung Haji menyertai pameran yang diadakan sempena Forum Ekonomi Islam Dunia ke-6 yang diadakan di Pusat Konvensyen Kuala Lumpur.



19

Gave tokens of appreciation to police officers involved in solving the robbery case at Bank Islam's Kulim branch.

Telah memberi tanda penghargaan kepada para pegawai polis yang terlibat dalam menyelesaikan kes rompakan di cawangan Bank Islam di Kulim.



20

Presented its Bank's business zakat worth RM8,935,004 to Majlis Agama Islam and Pusat Zakat from 14 states. This was witnessed by Minister of Prime Minister Department, Y.B. Senator Mejar Jeneral Dato' Seri Haji Jamil Khir Haji Baharom (B). Menyerahkan zakat perniagaan berjumlah RM8,935,004 kepada Majlis Agama Islam dan Pusat Zakat dari 14 negeri. Majlis ini disaksikan oleh Menteri di Jabatan Perdana Menteri, Y.B. Senator Mejar Jeneral Dato' Seri Haji Jamil Khir Haji Baharom (B).



26

Bank Islam's profit before zakat and tax rose by 41.6% or RM69.8 million to RM237.6 million compared to the corresponding period in 2009.

Keuntungan sebelum zakat dan cukai Bank Islam meningkat 41.6% atau daripada RM69.8 juta kepada RM237.6 juta berbanding tempoh yang sama pada 2009.

JUN'10



01

Emerging as the Top SMI Supporter in 2009 in the Islamic Bank Category in recognition of its contribution to Credit Guarantee Corporation's performance in terms of financing growth.

Muncul sebagai Penyokong SMI Terbaik pada 2009 dalam Kategori Bank Islam, bagi mengiktirafkan sumbangannya ke atas prestasi Perbadanan Jaminan Kredit dalam aspek pertumbuhan pembiayaan.



JUN'10



01

Participated in the SME Innovation Showcase – SMIDEX 2010 to build and maintain relationship with new and existing customers as well as to promote its Procurement and Contract Financing (PCF-i) and Business Premises Financing. Mengambil bahagian dalam Wadah Inovasi SME – SMIDEX 2010 bagi membina dan mengekalkan hubungan dengan pelanggan baharu dan sedia ada serta mempromosikan Pembiayaan Pemerolehan dan Kontrak (PCF-i) dan Pembiayaan Premis Perniagaan.



11

Presented its *zakat* fund amounting to approximately RM10,000 (RM100 each) to 105 teenagers at Sri Pentas, TV3 in support of “Program Kem Remaja Bersamamu TV3”.

Menyerahkan dana zakatnya berjumlah lebih kurang RM10,000 (RM100 setiap satu) kepada 105 remaja di Sri Pentas, TV3 bagi menyokong “Program Kem Remaja Bersamamu TV3”.



16

Bank Islam's *Ar Rahnu* was officially launched by Y.A.B Dato' Seri Mohd Najib Bin Tun Abdul Razak, Prime Minister of Malaysia.

Ar Rahnu Bank Islam dilancarkan secara rasmi oleh Y.A.B Dato' Seri Mohd Najib Bin Tun Abdul Razak, Perdana Menteri Malaysia.



16

Participated in the Kelantan Fiesta 2010 held at Perkarangan Stadium Sultan Muhammad Ke-IV, Kota Bharu Kelantan to further promote the advantages of Islamic banking products and services to the public.

Mengambil bahagian dalam Pesta Kelantan 2010 yang diadakan di Perkarangan Stadium Sultan Muhammad Ke-IV, Kota Bharu Kelantan bagi mempromosikan kelebihan produk-produk dan perkhidmatan perbankan Islam kepada orang ramai.

JUL'10



06

Awarded the Best Islamic Structured Financing for Qatar Airways' Islamic Financing Facility of US\$150.0 million by The Asset Triple A Awards 2010 for Islamic Finance.

Dianugerahkan Pembiayaan Islam Berstruktur Terbaik bagi Kemudahan Pembiayaan Islam Qatar Airways berjumlah US\$150.0 juta oleh The Asset Triple A Awards 2010 untuk Kewangan Islam.

07

Bank Islam welcomed a visit by delegates from Principal Bank for Development and Agricultural Credit of Egypt.

Bank Islam menerima kunjungan delegasi pegawai dari Bank Utama untuk Pembangunan dan Kredit Agrikultur Mesir.



19

Rewarded its cardmembers in conjunction with the 2010 FIFA World Cup South Africa™ campaign.

Memberi ganjaran kepada ahli pemegang kadnya sempena kempen Piala Dunia FIFA 2010 Afrika Selatan.

Calendar of Significant Events

Kalendar Peristiwa-peristiwa Penting

JUL'10



22

Celebrated the first anniversary of its *Al-Awfar* savings and investment product with a special draw, rewarding five grand winners with a cash prize of RM100,000 each.

Meraikan ulang tahun produk simpanan dan pelaburan *Al-Awfar* dengan cabutan bertuah yang memberikan ganjaran kepada lima pemenang hadiah utama iaitu wang tunai RM100,000 setiap seorang.



27

Collaborated with Universiti Malaysia Sarawak ("UNIMAS"), Hospital Umum Sarawak and Pejabat Kesihatan Bahagian Samarahan in organising a Blood Donation Drive and Free Health Check at UNIMAS.

Bekerjasama dengan Universiti Malaysia Sarawak ("UNIMAS"), Hospital Umum Sarawak dan Pejabat Kesihatan Bahagian Samarahan dalam menganjurkan Kempen Derma Darah dan Pemeriksaan Kesihatan Percuma di UNIMAS.

AUG'10



03

Bank Islam and Universiti Institut Teknologi MARA (UiTM) unveiled a "*Kad Platinum MasterCard Bank Islam – Alumni UiTM*", a co-branded Platinum MasterCard, with the objective of funding an additional 5,000 poor rural students per semester to study at UiTM.

Bank Islam dan Universiti Institut Teknologi MARA (UiTM) memperkenalkan "*Kad Platinum MasterCard Bank Islam – Alumni UiTM*", kad Platinum MasterCard jenama bersama, dengan objektif untuk membiayai 5,000 pelajar miskin luar bandar menuntut di UiTM.



13

Gave away approximately 20,000 *Ramadhan* Packs at Bazar Ramadhan, Taman Cempaka, Melaka; Plaza Tol Alor Star (Utara) Kedah; Plaza Tol Gombak; Plaza Tol Zecon Kuching; Shell petrol station, Jalan Hiliran, Terengganu and Batu Burok petrol station, Kuala Terengganu.

Menyerahkan lebih kurang 20,000 Pek Ramadhan di Bazar Ramadhan, Taman Cempaka, Melaka; Plaza Tol Alor Star (Utara) Kedah; Plaza Tol Gombak; Plaza Tol Zecon Kuching; stesyen minyak Shell, Jalan Hiliran, Terengganu dan stesyen minyak Batu Burok, Kuala Terengganu.



14

Organised "*Buka Puasa*" sessions at few states namely, Pahang, Johor, Sabah, Kedah and Selangor. A donation of RM3,000 each, was made to the invited welfare homes.

Menganjurkan sesi "*Buka Puasa*" di beberapa negeri iaitu Pahang, Johor, Sabah, Kedah dan Selangor. Sumbangan berjumlah RM3,000 setiap satu, disampaikan kepada rumah-rumah kebajikan yang dijemput.



15

Sponsored four episodes of "*Salam Ramadhan Nasi Lemak Kopi O Programme*" at TV9, featuring snapshots of four needy families from East Coast, Southern, Northern, East Malaysia region respectively in conjunction with *Ramadhan* 2010.

Menaja empat episod "*Program Salam Ramadhan Nasi Lemak Kopi O*" di TV9, yang memaparkan empat buah keluarga yang daif dari wilayah Pantai Timur, Selatan, Utara, dan Malaysia Timur sempena bulan Ramadhan 2010.



SEPT'10



05

Extended a total of RM1 million *zakat* fund to build and refurbish 30 houses for the poor families in Kedah.

Menghulurkan dana berjumlah RM1 juta bagi membina dan membaikpulih 30 buah rumah untuk keluarga miskin di Kedah.



16

Sponsored RM20,000 and RM7,000 respectively for the “*Majlis Aidilfitri Madrasah Di Pinggir Syurga TV3*” with Ma’ahad Tarbiah Darul Hijrah Al Islamiah and “*Program Hari Raya Aidilfitri Al-Hidayah TV3*” at Port Dickson Negeri Sembilan in conjunction with Hari Raya Aidilfitri 2010.

Menaja RM20,000 dan RM7,000 masing-masing untuk “*Majlis Aidilfitri Madrasah Di Pinggir Syurga TV3*” dengan Ma’ahad Tarbiah Darul Hijrah Al Islamiah dan “*Program Hari Raya Aidilfitri Al-Hidayah TV3*” di Port Dickson Negeri Sembilan sempena Hari Raya Aidilfitri 2010.



23

Sponsored 40,000 slippers and lanyards each to Hajj pilgrims for the 1431H’s Hajj season, totaling RM350,000, in conjunction with the Lembaga Tabung Haji’s *Sahabat Korporat Tabung Haji* programme.

Menaja 40,000 selipar dan lanyard kepada jemaah Haji bagi Musim Haji 1431H, berjumlah RM350,000, sempena program Sahabat Korporat Tabung Haji Lembaga Tabung Haji.



28

Bank Islam had a Hari Raya 2010 celebration with our Head office and Central Region Corporate Clients at Sime Darby Convention Centre.

Bank Islam meraikan Hari Raya 2010 bersama Pelanggan Korporat Ibu Pejabat dan Wilayah Tengah di Pusat Konvensyen Sime Darby.

OCT'10

01

Expanded its foreign currency retail services with the opening of its 5th bureau de change outlet at Kuala Lumpur International Airport (KLIA).

Memperluaskan khidmat runcit matawang asing dengan pembukaan cawangan Tukaran Matawang ke-5 di Lapangan Terbang Antarabangsa Kuala Lumpur (KLIA).



10

Bank Islam welcomed an official visit by delegates of Afghanistan and gave a briefing on “Bank Islam’s Credentials” by En. Ahmad Mudahir Omar, Assistant General Manager, Product Development Department.

Bank Islam menerima kunjungan delegasi dari Afghanistan dan memberi taklimat bertajuk “Mengenai Bank Islam” oleh En. Ahmad Mudahir Omar, Penolong Pengurus Besar, Jabatan Pembangunan Produk.

14

Sponsored RM45,000 each for IID 2010 and IID 2010 Special Edition, known as a competition of innovation, invention and design held in conjunction with UiTM’s month of Innovation.

Menaja RM45,000 setiap satu untuk Edisi Khas IID 2010 dan IID 2010, dikenali sebagai pertandingan inovasi, ciptaan dan rekapipta yang diadakan sempena Bulan Inovasi UiTM.

Calendar of Significant Events

Kalendar Peristiwa-peristiwa Penting

OCT'10

14

Participated in the “*Jaringan Business DPIM bersama CEO Bank Islam Malaysia Berhad*” to explore more business opportunities and create business networking.

Mengambil bahagian dalam “*Jaringan Perniagaan DPIM bersama CEO Bank Islam Malaysia Berhad*” bagi meneroka lebih banyak peluang perniagaan dan mencipta jaringan perniagaan.



20

Launched the first truly mobile banking service in Malaysia – Transact at Palm or TAP Mobile Banking-i, where banking transactions can be performed anywhere and anytime, without internet access.

Melancarkan khidmat perbankan bergerak yang sebenar di Malaysia – *Transact at Palm* atau *TAP Mobile Banking-i*, di mana urusan perbankan boleh dilakukan di mana-mana pada bila-bila masa sahaja tanpa akses internet.

22

Participated in the “*Minggu Kesedaran Kewangan*” 2010 held at Suria Sabah, Kota Kinabalu, Sabah.

Mengambil bahagian dalam “*Minggu Kesedaran Kewangan*” 2010 yang diadakan di Suria Sabah, Kota Kinabalu, Sabah.



25

Organised a Prize Giving Ceremony for the “*Sahutan Ke Tanah Suci*” Campaign.

Menganjurkan Majlis Penyampaian Hadiah bagi Kempen “*Sahutan Ke Tanah Suci*”.

25

Participated in the “*Majlis Makan Malam Bersama Y.A.B Perdana Menteri Anjuran Kongres India Muslim Malaysia*” to promote its Procurement and Contract Financing and Business Premises Financing among the participants and exhibitors.

Menghadiri “*Majlis Makan Malam Bersama Y.A.B Perdana Menteri Anjuran Kongres India Muslim Malaysia*” bagi mempromosikan produk Pembiayaan Pemerolehan dan Kontrak serta Pembiayaan Premis Perniagaan di kalangan para peserta dan pempamer.



25

Bank Islam was the Associate Sponsor for the Global Islamic Finance Forum held at The Mandarin Oriental Hotel, Kuala Lumpur. Bank Islam menjadi Penaja Bersekutu untuk Forum Kewangan Islam Global yang diadakan di Hotel Mandarin Oriental, Kuala Lumpur.

NOV'10



08

The Bank was the main sponsor for the World Congress of Accountants 2010 held at Kuala Lumpur Convention Centre.

Pihak Bank menjadi penaja utama untuk Kongres Akauntan Sedunia 2010 yang diadakan di Pusat Konvensyen Kuala Lumpur.



10

Bank Islam's Chief Financial Officer, Mr. Malkit Singh Maan was the moderator on a topic of “*The Effect of Shariah Principles on Accounting Methods for Islamic Banks*” that was discussed by a panel of four speakers at the World Congress of Accountants 2010 in Kuala Lumpur.

Ketua Pegawai Kewangan Bank Islam, Mr. Malkit Singh Maan menjadi moderator bagi topik “*Kesan Prinsip Syariah ke atas Kaedah Perakaunan untuk Bank-bank Islam*” yang dibincangkan oleh empat ahli panel di Kongres Akauntan Sedunia 2010 di Kuala Lumpur.



NOV'10



21

Organised an Annual Friendly Bowling Tournament with Jabatan Akauntan Negara Malaysia 2010 at ARL Bowl, Alamanda Shopping Center, Putrajaya.

Menganjurkan Pertandingan Boling Persahabatan Tahunan 2010 dengan Jabatan Akauntan Negara Malaysia di ARL Bowl, Alamanda Shopping Center, Putrajaya.



29

Organised a Prize Giving Ceremony for a Logo & Tagline Competition for the new face of Bank Islam's Kelab Kebajikan.

Menganjurkan Majlis Penyampaian Hadiah untuk Pertandingan Logo & Slogan bagi mencari wajah baharu Kelab Kebajikan Bank Islam.

DEC'10



04

Bank Islam's Kelab Kebajikan organised a "Dato' Sri Zukri Samat Cup Futsal Championship" which was open to all staff.

Kelab Kebajikan Bank Islam menganjurkan "Pertandingan Futsal Piala Dato' Sri Zukri Samat" yang merupakan acara terbuka untuk semua kakitangan.



05

Organised an Annual Friendly Media Bowling 2010 at Wangsa Bowl, Wangsa Walk Mall, Kuala Lumpur.

Menganjurkan Pertandingan Boling Media Persahabatan Tahunan 2010 di Wangsa Bowl, Wangsa Walk Mall, Kuala Lumpur.



13

Organised the "Hedging Strategies using Islamic Products" seminar held at Impiana KLCC providing sukuk investors with an insight into hedging techniques and its recent developments in the industry.

Menganjurkan seminar bertajuk "Strategi-strategi Lindung Nilai menggunakan Produk Islam" di Impiana KLCC yang menyediakan para pelabur sukuk dengan tinjauan mengenai teknik-teknik lindung nilai dan perkembangan terbaharunya dalam industri.



31

Launched 19 more branches and over 200 self-service terminals all over Malaysia in the period under review.

Melancarkan 19 cawangan baharu dan lebih 200 terminal layan diri di seluruh Malaysia pada tempoh di bawah tinjauan.

Corporate Responsibility

Tanggungjawab Korporat

PIONEERING NEW POSSIBILITIES FOR FUTURE GENERATIONS, BANK ISLAM BELIEVES THAT THE WORLD OF BANKING IS ABOUT MORE THAN JUST PROFIT. THE HEART OF OUR BUSINESS LIES IN SERVING PEOPLE AND WHEN THIS IS ACHIEVED, SYMBIOTIC BENEFITS ARE REALISED. BY SUPPORTING OUR STAKEHOLDERS IN THE ENVIRONMENT WHERE THEY LIVE, WORK AND PLAY, BANK ISLAM HELPS REALISE A STABLE SOCIETY ON WHICH IT CAN THEN NURTURE LONG-TERM BUSINESS SUCCESS. THE GOAL OF THE BANK'S CORPORATE RESPONSIBILITY ("CR") IS TO EMBRACE ACCOUNTABILITY FOR THE COMPANY'S ACTIONS AND ENCOURAGE A POSITIVE IMPACT THROUGH CR ACTIVITIES FOR ITS EMPLOYEES, CUSTOMERS, COMMUNITIES AND THE ENVIRONMENT.

DALAM MERINTIS KEMUNGKINAN BAHARU UNTUK GENERASI MASA HADAPAN, BANK ISLAM PERCAYA BAHAWA DUNIA PERBANKAN BUKAN BERKISAR TENTANG KEUNTUNGAN SEMATA-MATA. INTIPATI PERNIAGAAN BANK TERLETAK PADA PERKHIDMATAN YANG DIBERIKANNYA, DAN APABILA ASPEK INI TERCAPAI, MANFAAT SIMBIOTIK MAMPU DIREALISASIKAN. BANK ISLAM MEMBANTU MEWUJUDKAN SEBUAH MASYARAKAT YANG STABIL DI MANA KEJAYAAN PERNIAGAAN JANGKA PANJANG BOLEH DIPUPUK DENGAN MENYOKONG PEMEGANG-PEMEGANG BERKEPENTINGAN BANK ISLAM DALAM PERSEKITARAN DI MANA MEREKA TINGGAL, BEKERJA DAN MENJALANI KEHIDUPAN. MATLAMAT TANGGUNGJAWAB KORPORAT ("CR") BANK ADALAH UNTUK MERANGKUL TANGGUNGJAWAB BAGI SETIAP TINDAKAN YANG DIAMBIL OLEH SYARIKAT DAN MENGGALAKKAN PENGHASILAN IMPAK POSITIF MENERUSI AKTIVITI CR UNTUK KAKITANGAN, PARA PELANGGAN, MASYARAKAT DAN ALAM SEKITAR.





Tanggungjawab Korporat

Bank Islam's CR encompasses four core pillars namely, workplace, marketplace, community and environment. Though there are structured programmes for each pillar every year, during the period under review, intensive focus was directed towards community enrichment via the Bank's ongoing "Projek Bantuan Rumah", Zakat contributions and the PINTAR programme. These efforts were carried out by the Bank with immense support, participation and contribution from its management and employees. These events have drawn the employees closer to the needs of the community within which we operate.

"PROJEK BANTUAN RUMAH: KEDAH"

Home is where the heart is. Under this project, Bank Islam shows its heart in building and rehabilitating homes for marginalised Malaysians, especially the old and the handicapped. Progressing by phases, the project has already touched lives in Kelantan and Terengganu in previous years. During the period under review, Bank Islam focused on needy families in the state of Kedah – in particular the districts of Pokok Sena, Yan, Baling and Kulim.

Case studies of chosen beneficiaries are prepared and studied to ensure that aid is given to those genuinely in need. Some of the families helped in Kedah included a handicapped lady with no permanent job to fend for her three children after her husband abandoned them, an orphan working to support his younger handicapped sister and elder sister who is a single mother with a child, and countless senior citizens who are infirm and yet still burdened with dependents. Many of them scrape a living as rubber tappers, factory workers or odd job workers earning only between RM200 to RM500 monthly.

The conditions of their existing homes were heart-rending. Several were termite infested and falling to pieces when staff visited. Many were just shacks without rooms or toilets and badly damaged roofs and walls, yet still resorted to as a source of shelter.

Beyond these needy families, 12 new homes were built for Rumah Cahaya Sungai Tengah, in Kulim. This is a community formed to shelter and protect abandoned old folks, train them to be independent and ensure that their welfare is well taken care of. The residents live independently and carry out their own daily activities supervised by the Jabatan Kebajikan Masyarakat and local authorities. By providing these abandoned individuals well-built homes within a close-knit community, the Bank and its people hope to uplift the quality of their lives by ensuring that they spend their remaining years enjoying independence and the support and friendship of similar comrades.

CR Bank Islam merangkumi empat tunggak utama iaitu tempat kerja, kegiatan pasaran, masyarakat dan persekitaran. Walaupun adanya program berstruktur untuk setiap tunggak pada setiap tahun, tumpuan intensif telah diberikan terhadap pengayaan masyarakat menerusi "Projek Bantuan Rumah", sumbangan dana Zakat dan program PINTAR sepanjang tempoh tinjauan. Usaha-usaha ini dilakukan oleh Bank dengan penyertaan, sokongan dan sumbangan daripada pihak pengurusan dan kakitangan. Kegiatan-kegiatan ini telah mendekatkan lagi kakitangan kepada keperluan masyarakat di mana Bank beroperasi.

"PROJEK BANTUAN RUMAH: KEDAH"

Rumahku Syurgaku. Di bawah projek ini, Bank Islam menunjukkan keprihatinannya dengan membina dan membaikpulih rumah untuk golongan terpinggir, khususnya golongan tua dan cacat. Dengan pelaksanaan secara berperingkat, projek ini telah membantu ramai orang di Kelantan dan Terengganu pada tahun-tahun sebelum ini. Sepanjang tempoh tinjauan, Bank Islam menumpukan perhatian kepada keluarga-keluarga miskin di negeri Kedah – khususnya daerah Pokok Sena, Yan, Baling dan Kulim.

Kes kajian berkaitan penerima manfaat terpilih disediakan dan dikaji bagi memastikan bantuan diberikan kepada mereka yang benar-benar memerlukannya. Antara keluarga yang dibantu di Kedah termasuk seorang wanita cacat tanpa pekerjaan tetap yang terpaksa menyara tiga orang anak setelah ditinggalkan suaminya, seorang anak yatim piatu yang bekerja untuk menyara adik perempuannya yang cacat serta kakaknya yang merupakan ibu tunggal dengan seorang anak, dan golongan warga tua yang tidak berupaya tetapi masih dibebani tanggungan. Kebanyakan mereka mencari nafkah dengan menoreh getah, bekerja di kilang atau menjadi pekerja rencam dengan pendapatan di antara RM200 hingga RM500 sebulan.

Keadaan rumah kediaman mereka amat menyayat hati. Sebilangan rumah tersebut telah diserang anai-anai dan dalam keadaan hampir runtuh ketika dikunjungi kakitangan Bank. Kebanyakan rumah lain hanyalah pondok tanpa bilik atau tandas, dengan bumbung dan dinding yang telah rosak teruk, namun masih dijadikan tempat perlindungan.

Selain daripada keluarga miskin ini, 12 buah rumah baharu telah dibina untuk Rumah Cahaya Sungai Tengah di Kulim. Ini adalah sebuah komuniti yang ditubuhkan bagi menempatkan dan melindungi warga tua yang terabai, melatih mereka untuk hidup berdikari dan memastikan kesejahteraan mereka diurus dengan baik. Penghuni warga tua ini hidup berdikari dan menjalani aktiviti-aktiviti harian di bawah pengawasan Jabatan Kebajikan Masyarakat dan pihak berkuasa tempatan. Dengan menyediakan rumah yang sempurna dalam sebuah komuniti yang erat, Bank dan warga kerjanya berharap dapat meningkatkan kualiti hidup golongan warga tua ini dengan memastikan mereka dapat menghabiskan sisa hidup menikmati kehidupan selesa bersama rakan taulan yang mengalami nasib serupa.



Bank Islam's branch managers and employees in Kedah played an important role in this project as they were fully involved in choosing the beneficiaries, disbursing the payments required and monitoring the progress of the work; in collaboration with Kedah's Jabatan Kebajikan Masyarakat, Majlis Agama Islam, and Majlis Daerah. In Kedah alone, a total of 20 new homes were built and ten renovated as part of the project during the year under review. Total *zakat* fund utilised for the programme in Kedah was RM751,500.00, while an additional RM300,000 was distributed to similar housing projects programmes in other parts of the country.

OTHER ZAKAT CONTRIBUTIONS

As an Islamic financial institution, Bank Islam places vital importance in fulfilling its obligation and responsibility in disseminating its *zakat* fund. A total of RM8.9 million in *zakat* was contributed to a variety of causes, projects and events in 2010. Beneficiaries included State *zakat* authorities, mosques, Islamic institutions and religious schools, non-governmental organisations, the less fortunate and needy homes through various charitable activities. Some of the events organised by the Bank included the "*Amal Jariah*" and "*Majlis Kerja Amal*" with Rumah Kanak-kanak Sultan Abdul Aziz, Kuala Kangsar, Perak.

The Bank also remains alert to render support be it in kind or monetary when communities are affected by unexpected disasters. In November 2010, the Bank rendered financial assistance to flood victims from Kedah by contributing *zakat* payment of RM100,000.

Another cause to which *zakat* contribution is committed to is Education. The Bank believes that education elevates the potential of every individual and has therefore created a special *zakat* fund for Universities, Colleges and Schools (under *asnaf fukara*' and *masakin*) to provide financial assistance to underprivileged students and low income families.

RAMADHAN PROGRAMME

The *Ramadhan* month is recognised by the Bank for its significance in nurturing the virtue of charity among Muslims. Most of the Bank's *zakat* contributions to welfare homes for orphans, the needy, single mothers and senior citizens are distributed in conjunction with Ramadhan month. Nationwide "*Majlis Berbuka Puasa*" sessions were held at Kuantan, Pahang; Batu Pahat, Johor; Kota Kinabalu, Sabah; Kulim, Kedah and Klang, Selangor. The gatherings were well organised with maximum participation from the Bank's employees in the respective states who each organised a grand evening filled with an air of celebration and gratitude with food, entertainment and donations taking the spotlight. These further fostered closer relationships between our employees and the little children and senior citizens from various orphanages and welfare homes. Over 500 special guests were invited to the *Majlis Berbuka Puasa* functions held during the period under review.

Pengurus dan kakitangan cawangan Bank Islam di Kedah memainkan peranan penting dalam projek ini di mana mereka terlibat sepenuhnya dalam pemilihan penerima manfaat, pengagihan bayaran yang dikehendaki dan pemantauan kemajuan kerja-kerja projek; dengan kerjasama Jabatan Kebajikan Masyarakat Kedah, Majlis Agama Islam, dan Majlis Daerah. Di Kedah sahaja, sebanyak 20 buah rumah baharu telah dibina dan sepuluh buah rumah lagi diubahsuai sebagai sebahagian daripada projek ini semasa tempoh tinjauan. Sebanyak RM751,500.00 daripada kutipan dana *zakat* telah digunakan untuk program ini di Kedah, sementara sumbangan tambahan sebanyak RM300,000 telah diagihkan untuk program-program projek perumahan yang serupa di negeri-negeri lain di seluruh negara.

SUMBANGAN DANA ZAKAT LAIN

Sebagai sebuah institusi kewangan Islam, Bank Islam mengutamakan penyempurnaan kewajipan dan tanggungjawab mengagihkan dana *zakat*nya. Dana *zakat* sebanyak RM8.9 juta disumbangkan untuk kegunaan pelbagai punca, projek dan aktiviti pada tahun 2010. Penerima *zakat* termasuk pihak berkuasa *zakat* Negeri, masjid-masjid, institusi-institusi Islam dan sekolah-sekolah agama, pertubuhan-pertubuhan bukan kerajaan, golongan kurang bernasib baik dan rumah-rumah kebajikan. Beberapa acara anjuran Bank termasuk kegiatan Amal Jariah dan Majlis Kerja Amal dengan Rumah Kanak-kanak Sultan Abdul Aziz, Kuala Kangsar, Perak.

Bank juga menghulurkan bantuan samada dalam bentuk barangan ataupun kewangan apabila berlaku bencana yang tidak diduga. Pada November 2010, Bank telah memberikan bantuan kewangan kepada mangsa-mangsa banjir dari Kedah sebanyak RM100,000 daripada kutipan dana *zakat*.

Dana *zakat* juga dimanfaatkan untuk kegiatan Pendidikan. Bank percaya bahawa pendidikan mampu meningkatkan potensi setiap individu dan justeru itu telah mewujudkan sebuah tabung *zakat* khusus untuk Universiti, Kolej dan Sekolah (di bawah *asnaf fukara* dan *masakin*) bagi menyediakan bantuan kewangan untuk para pelajar kurang bernasib baik dan keluarga berpendapatan rendah.

PROGRAM RAMADHAN

Bank Islam amat menghargai bulan Ramadhan kerana ianya adalah bulan yang mendorong umat Islam melakukan amal kebajikan. Sebahagian besar sumbangan *zakat* Bank untuk rumah-rumah kebajikan bagi anak-anak yatim, golongan miskin, ibu-ibu tunggal dan warga tua diagihkan sempena bulan Ramadhan. Sesi Majlis Berbuka Puasa di seluruh negara turut diadakan di Kuantan, Pahang; Batu Pahat, Johor; Kota Kinabalu, Sabah; Kulim, Kedah dan Klang, Selangor. Kesemua majlis tersebut dirancang teliti dengan penyertaan maksimum kakitangan Bank di negeri masing-masing. Majlis yang dianjurkan dipenuhi suasana perayaan dan kesyukuran di mana makanan, hiburan dan pemberian sumbangan menjadi tumpuan utama. Aktiviti sebegini mengeratkan lagi jalinan hubungan di antara kakitangan kami dengan kanak-kanak dan warga tua dari rumah-rumah anak-anak yatim dan kebajikan. Lebih 500 tetamu khas dijemput menghadiri Majlis-majlis Berbuka Puasa yang diadakan sepanjang tempoh tinjauan.

Corporate Responsibility

Tanggungjawab Korporat

The Bank's employees are fully involved in these functions, not just as participants but also as organisers and contributors to the overall *zakat* distributed during the events.

Beyond this, Bank Islam also acts to build awareness among the public on ways of contributing to the needs of the less fortunate during the month of Ramadhan through the media. The Bank sponsored charity focused programmes such as TV9's "Salam Ramadhan Nasi Lemak Kopi O Programme" which featured snapshots of four needy families from Jerantut, Pahang; Kulai, Johor; Kulim, Kedah and Kota Belud, Sabah; "Program Hari Raya Aidilfitri Al-Hidayah TV3" at Port Dickson, Negeri Sembilan and "Madrasah Di Pinggir Syurga TV3" with Ma'ahad Tarbiah Darul Hijrah Al Islamiah. By sponsoring these programmes, the Bank further strengthened its relationship with the media who represent a key stakeholder in its business.

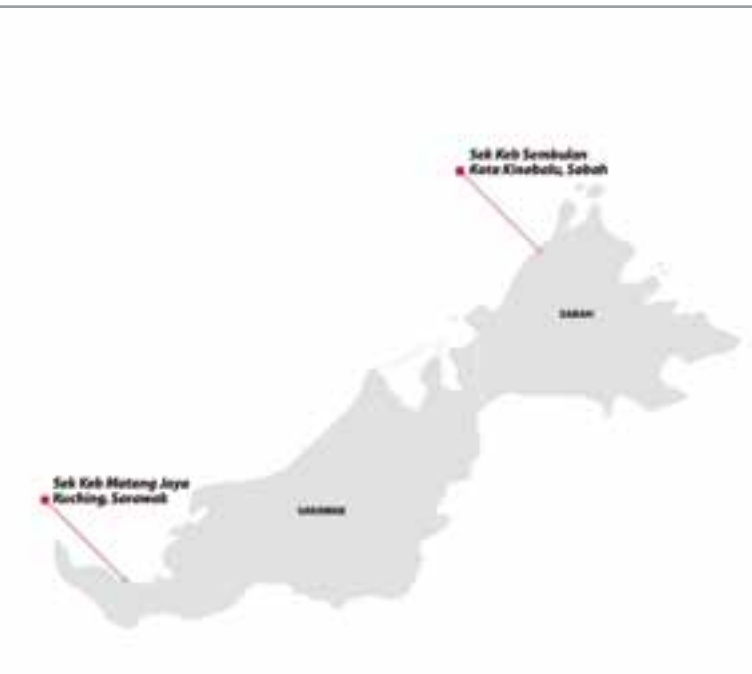
PINTAR PROGRAMME

Shaping a brighter future for leaders of tomorrow through Education, Bank Islam actively supports various educational programmes and other means to provide continuing education opportunities to less fortunate children of all ages from low-income families across Malaysia. The Bank's efforts in supporting school children includes providing financial aid for school uniforms, learning materials, academic enhancement programmes, motivational programmes, religious activities, best student awards to help achieve academic and co-curriculum excellence. The above efforts are done in support through Khazanah Nasional Berhad's PINTAR adopted schools.

A total of 13 schools nationwide have been adopted by Bank Islam under its PINTAR programme which promotes intelligence, nurtures talent and advocates responsibility as well as enhances awareness and knowledge on Islamic banking. Programmes such as "World of Innovation and Creativity" organised by the Bank has helped promote and enhance exploratory learning and creative thinking among students from these adopted schools. Several motivational programmes were held for students and teachers to encourage better performance in learning and teaching methods.

During the period under review, Bank Islam in collaboration with NST's NIE carried out a recycling awareness programme with their 13 PINTAR adopted schools nationwide through the "Our Planet, We Decide!" workshop. The programme revolved around setting up a recycling project within participating schools. During the half-day workshop students learnt about "green" issues, created an eco-manifesto and brainstormed recycling ideas that were then published in NST's newsletter, 'Niexter'.





Kakitangan Bank terlibat sepenuhnya dalam majlis ini, bukan hanya sebagai peserta tetapi juga sebagai penganjur dan penyumbang kepada jumlah keseluruhan zakat yang diagihkan pada acara-acara tersebut.

Selain itu, Bank Islam juga berikhtiar mencipta kesedaran di kalangan orang awam mengenai kaedah menghulur sumbangan kepada golongan kurang bernasib baik sepanjang bulan Ramadhan menerusi media. Bank telah menaja program-program seperti “Program Salam Ramadhan Nasi Lemak Kopi O” di TV9 yang memaparkan bingkisan mengenai empat buah keluarga miskin dari Jerantut, Pahang; Kulai, Johor; Kulim, Kedah dan Kota Belud, Sabah; “Program Hari Raya Aidilfitri Al-Hidayah TV3” di Port Dickson, Negeri Sembilan dan “Madrasah Di Pinggir Syurga TV3” dengan Ma’ahad Tarbiah Darul Hijrah Al Islamiah. Dengan menaja program ini, Bank terus memperkukuhkan hubungannya dengan pihak media yang merupakan pemegang berkepentingan utama dalam perniagaannya.

PROGRAM PINTAR

Bagi membentuk masa depan yang lebih cerah untuk pemimpin-pemimpin masa depan menerusi Pendidikan, Bank Islam menyokong pelbagai program pendidikan dan cara-cara lain dalam memberikan peluang pendidikan berterusan kepada anak-anak pelbagai peringkat umur yang kurang bernasib baik dari keluarga berpendapatan rendah di seluruh Malaysia. Antara usaha Bank dalam membantu kanak-kanak sekolah termasuk pemberian bantuan kewangan untuk pakaian seragam sekolah, bahan pembelajaran, program peningkatan akademik, program motivasi, aktiviti keagamaan, dan anugerah pelajar terbaik bagi mencapai keunggulan akademik dan kecemerlangan ko-kurikulum. Usaha tersebut dilakukan dengan sokongan sekolah-sekolah angkat PINTAR Khazanah Nasional Berhad.

Sejumlah 13 buah sekolah di seluruh negara telah diambil sebagai sekolah angkat oleh Bank Islam di bawah program PINTAR yang mendorong kecerdasan, memupuk bakat dan menggalakkan kebertanggungjawaban selain meningkatkan kesedaran dan pengetahuan mengenai perbankan Islam. Program seperti “Dunia Inovasi dan Kreativiti” anjuran Bank telah membantu mempromosi dan meningkatkan pembelajaran eksplorasi dan pemikiran kreatif di kalangan para pelajar dari sekolah-sekolah angkat ini. Beberapa program motivasi telah diadakan untuk para pelajar dan guru bagi menggalakkan prestasi pembelajaran dan kaedah pengajaran yang lebih baik.

Semasa tempoh tinjauan, Bank Islam bekerjasama dengan NIE NST dalam melaksanakan program kesedaran kitar semula bersama 13 buah sekolah angkat PINTAR di seluruh negara menerusi bengkel “Our Planet, We Decide!”. Program ini merangkumi projek kitar semula di sekolah-sekolah yang mengambil bahagian. Semasa bengkel setengah hari tersebut, para pelajar mempelajari tentang isu-isu “hijau”, mewujudkan piagam eko dan merangka idea kitar semula yang kemudiannya diterbitkan dalam surat berita NST, iaitu “Niexter”.

Corporate Responsibility

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Each school was then required to put their newly acquired knowledge to action by setting up their own recycling programme. Some of the initiatives introduced were having a recycling corner, making useful items from the recyclables, conducting waste audits and holding a recycling awareness campaign at school level. These activities were centered around a recycling contest. The top three schools who emerged winners and received cash incentives were SK Haji Hassan Itam, Alor Star, Kedah; SK King George V, Seremban N.Sembilan; and SK Putrajaya Presint 16(2), Putrajaya.

INSPIRING THE WORKPLACE

Though a lot of CR focus is devoted to the community, the Bank does not neglect the welfare of its employees. In line with the Bank's aspiration to be "the employer of choice", efforts and commitment to create a dynamic and progressive work culture in the Bank has substantially boosted the quality and work-life balance of its employees. As always, the Bank's strong engagement with its employees creates a healthy organisational climate through its continuous commitment to improving employees' welfare in a diversified and conducive workplace.

The Bank contributes towards its employees' career growth by providing requisite knowledge, skills and competencies that help increase their competitiveness in the marketplace and provide career advancement opportunities. The Bank continued its "Performance Management Development" programme linking employees' rewards to performance. Recognising and rewarding talents shape and drive the direction and development of the Bank as a whole.

Setiap sekolah kemudian diminta untuk mempraktikkan pengetahuan yang diperolehi dengan mewujudkan program kitar semula mereka sendiri. Antara inisiatif yang diperkenalkan ialah pembinaan sudut kitar semula, pembuatan barangan berguna daripada bahan yang boleh dikitar semula, pelaksanaan audit sisa dan penganjuran kempen kesedaran kitar semula di peringkat sekolah. Kesemua kegiatan ini berakhir dengan satu pertandingan kitar semula. Tiga sekolah teratas yang muncul sebagai pemenang dan menerima insentif wang tunai adalah SK Haji Hassan Itam, Alor Setar, Kedah; SK King George V, Seremban, Negeri Sembilan; dan SK Putrajaya Presint 16(2), Putrajaya.

MENJANA INSPIRASI DI TEMPAT KERJA

Walaupun sebahagian besar tumpuan CR dikhususkan untuk masyarakat, Bank tidak mengabaikan kebajikan kakitangannya. Seiring dengan aspirasi Bank untuk menjadi "majikan pilihan", usaha dan komitmen untuk mencipta budaya kerja Bank yang dinamik dan progresif telah meningkatkan kualiti dan keseimbangan hidup-kerja kakitangan. Seperti biasa, kerjasama mantap Bank dengan kakitangannya mencipta suasana organisasi yang sihat hasil komitmen berterusannya mempertingkatkan kesejahteraan kakitangan di tempat kerja yang berkepelbagaian dan kondusif.

Bank menyumbang kepada pertumbuhan kerjaya kakitangannya dengan menyediakan pengetahuan, kemahiran dan kecekapan yang diperlukan bagi membantu meningkatkan daya saing mereka di pasaran dan memberikan peluang kemajuan kerjaya. Bank meneruskan program "Pembangunan Pengurusan Prestasi" yang mengaitkan pemberian ganjaran dengan prestasi kakitangan. Pengiktirafan dan pemberian ganjaran kepada kakitangan berbakat mampu membentuk dan mendorong halatuju serta pembangunan Bank secara keseluruhan.



During the period under review, a total of about 4,000 managerial and non-managerial employees underwent various leadership, functional and soft skills training locally and abroad, at least three times a year, spending to a total of ten days per employee.

Apart from this, numerous programmes are organised by the Bank to strengthen ties and build unity among the employees, while keeping employees abreast of happenings in and out of the workplace. During the period under review, these comprised programmes such as “Vaccination against Cervical Cancer” awareness programme; “Maulidur Rasul Talk” entitled “*Idola Sepanjang Zaman*” in celebration of Hari Keputeraan Baginda Rasulullah S.A.W; “Doa Selamat” recitation honoring the confirmed Hajj participants from the Bank and employees’ participation in the *Awal Muharram’s* general assembly – themed “1 Malaysia, 1 Ummah” held at Putrajaya International Convention Centre.

The Bank also continued to reward children of employees who excelled with flying colours. Ten SPM and 31 PMR achievers received the “Cash Incentive Award”, amounting to RM23,500.00.

ENRICHING THE MARKETPLACE

In promoting the development of the Islamic banking sector, the Bank continues to undertake impactful marketplace activities through sustainable business practices and increasing public awareness of Shariah-based products and services, further enhancing long-term relationships with our key stakeholders.

Sepanjang tempoh tinjauan, lebih kurang 4,000 kakitangan pengurusan dan bukan pengurusan telah mengikuti pelbagai latihan kepimpinan, fungsian dan kemahiran asas di dalam dan luar negara, untuk sekurang-kurangnya tiga kali setahun, selama sepuluh hari untuk setiap kakitangan.

Selain itu, pelbagai program dianjurkan oleh Bank bagi memperkukuhkan hubungan dan membina perpaduan sesama kakitangan, dan pada masa yang sama memaklumkan kakitangan mengenai perkembangan terkini di dalam dan luar tempat kerja. Program tersebut termasuk program kesedaran “Vaksinasi Barah Serviks”; “Ceramah Maulidur Rasul” bertajuk “*Idola Sepanjang Zaman*” sempena Hari Keputeraan Baginda Rasulullah S.A.W; bacaan doa selamat untuk kakitangan Bank yang bakal mengerjakan Haji dan penyertaan kakitangan dalam perhimpunan agung Awal Muharram bertema “1 Malaysia, 1 Ummah” yang diadakan di Pusat Konvensyen Antarabangsa Putrajaya.

Bank juga terus memberi ganjaran kepada anak kakitangan yang mencapai kecemerlangan dalam pelajaran. Seramai sepuluh pelajar SPM dan 31 pelajar PMR yang mencatat keputusan cemerlang dalam peperiksaan tersebut telah diberikan “Anugerah Insentif Tunai” berjumlah RM23,500.00.

MEMPERKAYAKAN KEGIATAN PASARAN

Bagi mendorong perkembangan sektor perbankan Islam, Bank terus melaksanakan kegiatan pasaran yang mempunyai impak menerusi amalan perniagaan mampan serta meningkatkan kesedaran awam mengenai produk dan perkhidmatan berasaskan Syariah, yang seterusnya mempertingkatkan hubungan jangka panjang dengan pemegang berkepentingan utama kami.

Corporate Responsibility

Tanggungjawab Korporat

CONTRIBUTING TO THE ISLAMIC BANKING SECTOR

Being the pioneer in the sector, Bank Islam continues to play its leading role in developing and promoting Islamic banking and finance extensively through its contribution in knowledge, information, products and services. The Bank also serves as a research source and provides opportunities for further ventures into the industry by supporting Islamic studies programme for undergraduates and postgraduates of higher learning institutions.

Our key management team hold public talks, roundtable discussions and national forums about Islamic banking targeting the public, visiting students, local and international banking fraternities. In 2010 the Bank's "Hedging Strategies Using Islamic Products 2010" seminar further promoted and enhanced awareness of the availability of alternative financial transaction options for our corporate clients.

The Bank continued to play a key role in promoting, enhancing, enriching and creating new opportunities in developing Islamic banking and finance via active contributions and participations by key management teams in numerous exhibitions and seminars, namely the "6th Kuala Lumpur Islamic Forum", "4th International Shariah Scholars Forum, Kuala Lumpur" and "Global Islamic Finance Forum 2010". The Bank has also developed new leads and opportunities to the target market in promoting our Islamic products and services locally and abroad at the "World Congress of Accountants 2010, Kuala Lumpur", "7th International Halal Showcase 2010, Kuala Lumpur", "National Tax Conference 2010" and "Kelantan Fiesta 2010".

To enhance relationships with its stakeholders, the Bank continues to support the "Sahabat Korporat Tabung Haji". A total of RM350,000.00 was contributed for Hajj pilgrims during 1431H's Hajj season.

NURTURING SUSTAINABLE STAKEHOLDER VALUE

Bank Islam's pioneering spirit and commitment to perpetually grow brings new experience and drives greater values to our stakeholders. We keep creating new Shariah-based financial products and services to cater to the fast-changing financial needs of our customers, as well as widening customers' accessibility to the Bank through an extensive presence of over 100 branches with more than 900 self-service terminals nationwide.

The Bank's growing brand value and significant contributions to the industry have been recognised with numerous awards and achievements, namely The BrandLaureate Awards 2009-2010 for best brands in Corporate Branding – Best Brands in Banking – Islamic Bank by The Asia Pacific Brands Foundation (APBF) and Platinum Awards for Islamic Financial Services for two consecutive years in the annual Reader's Digest Trusted Brands Award 2010.





MENYUMBANG KEPADA SEKTOR PERBANKAN ISLAM

Sebagai perintis dalam sektor ini, Bank Islam terus memainkan peranan utama dalam membangun dan mempromosikan perbankan dan kewangan Islam secara menyeluruh menerusi sumbangan pengetahuan, maklumat, produk dan perkhidmatan. Bank juga berfungsi sebagai sumber penyelidikan dan ia menyediakan peluang untuk penyertaan lanjut dalam industri dengan menyokong program pengajian Islam untuk mahasiswa sarjana dan pasca sarjana dari institusi-institusi pengajian tinggi.

Pasukan pengurusan utama Bank mengadakan ceramah awam, perbincangan meja bulat dan forum kebangsaan mengenai perbankan Islam untuk orang awam, pelajar yang melawat dan fraterniti perbankan tempatan dan antarabangsa. Pada 2010, seminar anjuran Bank bertajuk *"Hedging Strategies Using Islamic Products 2010"* telah mempromosi dan meningkatkan kesedaran mengenai ketersediaan pilihan transaksi kewangan alternatif untuk pelanggan korporatnya.

Bank terus memainkan peranan utama dalam mempromosi, mempertingkat, memperkaya dan mencipta peluang baharu dalam mengembangkan perbankan dan kewangan Islam menerusi sumbangan dan penyertaan aktif pasukan pengurusan utama dalam pelbagai pameran dan seminar, iaitu "Forum Islam Kuala Lumpur ke-6", "Forum Cendekiawan Syariah Antarabangsa ke-4, Kuala Lumpur" dan "Forum Kewangan Islam Sedunia 2010". Pihak Bank juga telah mengembangkan jumlah pelanggan baharu dan peluang bagi pasaran sasaran dalam mempromosikan produk dan perkhidmatan Islamnya di dalam dan luar negara di "Kongres Akauntan Sedunia 2010, Kuala Lumpur", "Pameran Halal Antarabangsa ke-7 2010, Kuala Lumpur", "Persidangan Cukai Kebangsaan 2010" dan "Fiesta Kelantan 2010".

Bagi mengeratkan lagi jalinan hubungan dengan pemegang berkepentingannya, Bank terus menyokong "Sahabat Korporat Tabung Haji". Sejumlah RM350,000.00 telah disumbangkan untuk para jemaah Haji sempena musim Haji 1431H.

MEMUPUK NILAI MAMPAN PEMEGANG BERKEPENTINGAN

Semangat perintis Bank Islam dan komitmennya untuk terus berkembang memberi pengalaman baharu dan memacu nilai yang lebih besar untuk pemegang berkepentingan Bank. Bank Islam terus mencipta produk dan perkhidmatan baharu berasaskan Syariah bagi memenuhi keperluan kewangan pelanggan yang pantas berubah, serta memperluaskan akses pelanggan kepada Bank menerusi lebih 100 cawangan dan lebih 900 buah terminal layan diri di seluruh negara.

Nilai jenama Bank yang semakin meningkat dan sumbangan pentingnya kepada industri telah diiktiraf dengan pelbagai anugerah, termasuk Anugerah BrandLaureate 2009-2010 untuk jenama terbaik dalam Penjenamaan Korporat – Jenama Terbaik dalam Perbankan – Bank Islam oleh Yayasan Jenama Asia Pasifik (APBF) dan Anugerah Platinum untuk Perkhidmatan Kewangan Islam bagi tahun kedua berturut-turut pada acara tahunan Anugerah Jenama Dipercayai Reader's Digest 2010.

Corporate Responsibility

Tanggungjawab Korporat



During the period under review, business processes were refined and new initiatives were launched to grow Bank Islam's credibility as a trusted, caring and responsible brand.

SUSTAINING THE ENVIRONMENT

The Bank continues to play an active role in preserving the environment to help sustain and improve the environment towards a greener tomorrow. To date, the Bank has undertaken various initiatives through collective efforts of its employees and resources, directing sustainable efforts in making the workplace environmentally-friendly. By addressing in-house environmental concerns, the Bank lives up to its corporate values by engaging in sustainable processes even while conducting business undertakings such as reducing energy, water and paper consumption. The effectiveness of these practices are regularly measured to motivate our employees and spur further cost and energy savings.

Moving forward, Bank Islam will continue its commitment to drive positive and long-lasting impact through the CR initiatives held at the workplace, marketplace, community and the environment we operate in. We are determined to evaluate these initiatives in ensuring that maximum impact is given to these areas and strengthen areas that need to be further improved.

Semasa tempoh tinjauan, proses perniagaan telah diperkemas dan beberapa inisiatif baharu telah dilancarkan bagi meningkatkan kredibiliti Bank Islam sebagai satu jenama yang dipercayai, prihatin dan bertanggungjawab.

MEMULIHARA ALAM SEKITAR

Bank terus memainkan peranan aktif dalam usaha pemuliharaan alam sekitar bagi membantu mengekalkan dan memperbaiki keadaan alam sekitar demi masa hadapan yang lebih hijau. Sehingga kini, Bank telah melaksanakan pelbagai inisiatif menerusi usaha kolektif kakitangan dan sumbernya, yang mengarahkan usaha mampan dalam menjadikan tempat kerja lebih mesra alam. Dengan menangani masalah alam sekitar dalam organisasi, Bank mendokong nilai korporatnya dengan melaksanakan proses mampan seperti mengurangkan penggunaan tenaga, air dan kertas termasuk ketika menjalankan aktiviti perniagaan. Keberkesanan amalan ini diukur secara berkala bagi mendorong kakitangan dan memacu penjimatan kos dan tenaga dengan lebih lanjut.

Pada masa hadapan, Bank Islam beriltizam untuk terus menghasilkan impak positif yang berpanjangan menerusi inisiatif CR yang dijalankan di tempat kerja, di pasaran, di kalangan masyarakat dan di persekitaran di mana ia beroperasi. Bank bertekad untuk menilai inisiatif yang dijalankan bagi memastikan bahawa aspek berkenaan menerima impak maksimum daripadanya serta mengukuhkan bahagian yang memerlukan peningkatan lanjut.



The Enhancement of Customer Care

Peningkatan Khidmat Pelanggan

ENSURING CUSTOMER SATISFACTION IS A GROWING PRIORITY IN THE INCREASINGLY COMPETITIVE ISLAMIC BANKING SECTOR WHERE CUSTOMERS HOLD THE POWER OF CHOICE. BANK ISLAM BELIEVES THAT PIONEERING FRESH STRATEGIES TO IMPROVE THE CUSTOMER EXPERIENCE WILL INCREASE LOYALTY AND SUCCESSFULLY DIFFERENTIATE ITSELF WITHIN THE MARKETPLACE. IN 2010, THE BANK CONTINUED TO MONITOR ITS CUSTOMER SATISFACTION INDEX (“CSI”) TO ENHANCE ITS CUSTOMER ENGAGEMENT INITIATIVES IN ITS DRIVE TO WIN THE HEARTS, MINDS AND LOYALTY OF ITS CUSTOMERS.

MEMASTIKAN KEPUASAN PELANGGAN ADALAH KEUTAMAAN DALAM PERTUMBUHAN SEKTOR PERBANKAN ISLAM YANG SEMAKIN KOMPETITIF DI MANA PELANGGAN MEMPUNYAI KUASA PILIHAN. BANK ISLAM PERCAYA BAHAWA DENGAN MERINTIS STRATEGI BAHARU BAGI MENAMBAHBAIK PENGALAMAN PARA PELANGGAN, TAHAP KESETIAAN PELANGGAN DAPAT DIPERTINGKATKAN, LANTAS MEMBEZAKAN DIRINYA DI PASARAN PERBANKAN. PADA 2010, BANK ISLAM TERUS MEMANTAU INDEKS KEPUASAN PELANGGAN (“CSI”) DEMI MENINGKATKAN INISIATIF PENGLIBATAN PELANGGAN DALAM USAHANYA MEMENANGI HATI, FIKIRAN DAN KESETIAAN PARA PELANGGANNYA.

IMPROVING SPEED AND CONVENIENCE

Bank Islam has always believed that beyond its product portfolio what has to differentiate them from their competitors is service. The Bank’s passion for service is encapsulated in its drive to deliver faster service and expand its channels of communication for customers.

In order to achieve greater efficiency at its branches, during the period under review, Bank Islam restructured its branch model to be more focused and customer-centric. Some of the support tasks at the branches were redeployed and are now being centralised at the Business Support operations centre.

System automation on critical processes has also been introduced in recent years to reduce turnaround time, minimise cost and mitigate risks in order to enhance the quality of service provided to our customers. In early 2010, a survey was conducted on our customers’ waiting and serving time to gauge our progress and identify further areas of improvement.

Another important aspect of quality customer service is what is often referred to as the “Feel Good Factor.” Basically the goal is to not only help the customer have a good experience, but to offer them an experience that exceeds their expectations. This means we need to get to know our customers better and be able to capture feedback at the point of experience via convenient feedback loops. Bank Islam has been consistently expanding its feedback loops, by harnessing new technological possibilities. Apart from regular means of communication via its branches, telephone, postal mail, faxes and email, customers are now welcome to raise any views or concerns via our corporate website as well. Customers may opt to “talk to us” by completing the online form or downloading the Customer Feedback Form (also available at all Bank Islam branches).

MENINGKATKAN KEPANTASAN DAN KEMUDAHAN

Bank Islam sentiasa percaya bahawa selain daripada portfolio produknya, keunikannya berbanding para pesaing lain terletak pada budaya perkhidmatannya. Komitmen Bank terhadap aspek perkhidmatan dirumuskan dalam usahanya memberi perkhidmatan yang lebih pantas dan perluasan saluran komunikasinya untuk para pelanggan.

Demi mencapai kecekapan yang lebih baik di cawangannya, sepanjang tempoh tinjauan, Bank Islam telah menstrukturkan semula model cawangannya agar lebih fokus dan mengutamakan pelanggan. Sebahagian daripada tugas sokongan di cawangan telah dipindahkan dan kini dipusatkan di pusat operasi Sokongan Perniagaan.

Automasi sistem untuk proses kritikal juga telah diperkenalkan sejak beberapa tahun kebelakangan ini untuk mengurangkan tempoh tindakan, meminimalkan kos dan mengurangkan risiko bagi meningkatkan kualiti khidmat pelanggan. Pada awal 2010, satu tinjauan telah dijalankan ke atas masa menunggu dan masa berurusan pelanggan bagi mengukur kemajuan Bank dan mengenalpasti aspek-aspek yang perlu diperbaiki.

Satu lagi aspek penting perkhidmatan pelanggan berkualiti adalah berkaitan faktor “Feel Good”. Pada dasarnya, matlamat Bank bukan hanya untuk membantu pelanggan mendapat pengalaman yang baik, tetapi juga untuk menawarkan satu pengalaman yang melangkaui harapan mereka. Ini bererti Bank perlu mengenali pelanggannya dengan lebih baik dan berupaya mengumpul maklumbalas pada titik pengalaman menerusi saluran maklumbalas yang tersedia. Bank Islam memperluaskan saluran maklumbalasnya secara konsisten dengan menyediakan kemudahan teknologi yang baharu. Selain daripada kaedah komunikasi yang lazim iaitu menerusi cawangan, telefon, surat pos, faks dan e-mel, para pelanggan kini dialu-alukan memberi pandangan atau membangkitkan sebarang persoalan menerusi laman web korporat Bank. Pelanggan boleh memilih untuk “berbicara” dengan mengisi borang online atau memuat turun Borang Maklumbalas Pelanggan (juga terdapat di semua cawangan Bank Islam).

The Enhancement of Customer Care

Peningkatan Khidmat Pelanggan

The Customer Care team acts as the Bank's central repository unit for feedback and complaints. We not only manage the complaint database and consolidate a bank-wide reporting from there, we also go the extra mile by imparting the learning points to all relevant parties. This sharing of lessons learnt is vital in our drive to operationalise a "prevention is better than cure" thinking that anticipates our customers needs before the next negative experience is recorded.

MANAGING CUSTOMER EXPECTATIONS AND SATISFACTION

The Bank also believes in listening to its customers to keep up to date with their changing expectations and need and in benchmarking itself as it is committed to building long-term relationships. Since its establishment the Bank has invested in Customer Care projects which seek to solicit direct feedback through survey questionnaires, such as its annua CSI Survey and Brand Audit.

The annual CSI survey enables the Bank to measure its customer satisfaction level on related general dimension groups and attributions such as products and services, operations, environment and people. In addition to this, during the period under review, a "Customer Satisfaction Self-Assessment" was also introduced to our frontlines to evaluate, improve and implement a quality customer service culture. Response to the latter survey questionnaire had been encouraging as through this, we managed to increase our customers' satisfaction service level to 95%. From the survey feedback, almost all of the Bank's customers expressed satisfaction towards the overall service delivery.

Another major project the Bank has embarked on during the period under review is the Brand Audit exercise 2010, which involves both internal and external customers. The objective of this exercise is to gauge customers' perceptions on Bank Islam and measure the success of our branding activities following the previous brand audit exercise held in 2007. This initiative covers a comprehensive plan to upgrade the capabilities of the Bank's staff through training as well as continuous interaction with its customers. Various research methodologies have been used such as Focus Group Discussions, In-depth Interviews, Face-to-Face Interviews, Mystery Visits and Mystery Calls. The use of mystery customers provides an independent evaluation of compliance of staff with the Bank's service delivery standards.

CULTIVATING A SERVICE DELIVERY EXCELLENCE CULTURE

Customers have become increasingly knowledgeable and discerning over the years, prompting a need for the Bank to raise the knowledge and capabilities of employees at its frontline counters. The Bank emphasises the need for our frontline employees to be information experts with the right communication skills, body language and attitude as part of its service delivery excellence culture.

Pasukan Khidmat Pelanggan bertindak sebagai unit repositori pusat Bank untuk segala maklumbalas dan aduan. Bank Islam bukan sahaja menguruskan pangkalan data aduan dan menggabungkan laporan keseluruhan bank dari situ, malah juga berusaha berkongsi pengajaran dengan semua pihak berkaitan. Perkongsian pengajaran ini adalah penting dalam usahanya menerapkan mentaliti bahawa "mencegah adalah lebih baik daripada mengubati", yang mana membolehkan Bank menjangka keperluan pelanggan sebelum sebarang pengalaman negatif direkodkan.

MENGURUSKAN JANGKAAN DAN KEPUASAN PELANGGAN

Bank juga mendengar maklumbalas pelanggan agar terus maklum dengan perubahan jangkaan dan keperluan mereka dalam menanda aras dirinya kerana ia komited untuk membina hubungan jangka panjang. Sejak penubuhannya, Bank telah melabur dalam projek-projek Khidmat Pelanggan yang membolehkannya mengumpul maklumbalas pelanggan secara langsung menerusi tinjauan soal selidik seperti Tinjauan tahunan CSI dan Audit Jenama.

Tinjauan tahunan CSI membolehkan Bank mengukur tahap kepuasan pelanggan terhadap kumpulan dimensi awam yang berkaitan dan atribut seperti produk dan perkhidmatan, operasi, alam sekitar dan masyarakat. Selain itu, sepanjang tempoh tinjauan, "Penilaian Kendiri Kepuasan Pelanggan" juga diperkenalkan kepada kakitangan barisan hadapan Bank bagi menilai, memperbaiki dan melaksanakan budaya khidmat yang berkualiti. Sambutan terhadap tinjauan soal selidik yang terkini adalah menggalakkan kerana menerusinya, Bank berjaya meningkatkan tahap kepuasan pelanggan kepada 95%. Daripada maklumbalas tinjauan, hampir kesemua pelanggan Bank menyatakan kepuasan terhadap penyampaian perkhidmatan keseluruhan.

Bank telah memulakan satu lagi projek besar semasa tempoh tinjauan iaitu Audit Jenama 2010 yang melibatkan pelanggan dalaman dan luar. Objektif projek ini adalah untuk menilai persepsi pelanggan terhadap Bank Islam dan mengukur tahap kejayaan aktiviti penjenamaannya berikutan pelaksanaan audit jenama pada 2007. Inisiatif ini meliputi rancangan menyeluruh untuk menaikkan kemampuan kakitangan Bank menerusi latihan serta interaksi berterusan dengan pelanggannya. Pelbagai kaedah kajian telah digunakan seperti Perbincangan Kumpulan Fokus, Wawancara Mendalam, Wawancara Berdepan, Lawatan Misteri dan Panggilan Misteri. Penggunaan kaedah pelanggan misteri memberi satu penilaian bebas ke atas pematuhan kakitangan terhadap piawaian penyampaian perkhidmatan Bank.

MEMUPUK BUDAYA KECEMERLANGAN DALAM PENYAMPAIAN PERKHIDMATAN

Pelanggan kini semakin berilmu dan bijaksana, lantas membangkitkan suatu keperluan bagi Bank untuk meningkatkan lagi pengetahuan dan keupayaan kakitangan barisan hadapannya. Bank menekankan keperluan kakitangan barisan hadapan menjadi pakar maklumat dengan kemahiran komunikasi, bahasa tubuh, dan sikap yang bersesuaian sebagai sebahagian daripada budaya penyampaian perkhidmatan yang cemerlang.



Currently the challenge is in identifying the right Key Performance Indicators (KPIs) that enable staff to limit their focus to the areas that deliver the most value to the overall objective, such as cost and time savings. It must also be done in such a way that staff sincerely believe that they can make a difference with their effort.

Currently, capacity planning and staff profiling have been introduced to ensure staff perform at optimum levels and contribute significantly to the Bank's overall performance. This continuous effort in building our human capital's technical competencies and leadership further strengthens the Bank's process improvement initiatives and technology enhancement.

Various other operational and customer issues continued to be addressed throughout the period, including providing input to our business re-engineering process through Information Technology

Cabarannya kini adalah untuk mengenalpasti Petunjuk Prestasi Utama (KPI) yang betul yang membolehkan kakitangan menghadkan tumpuan mereka ke atas aspek-aspek yang memberi nilai paling tinggi kepada objektif keseluruhan, seperti penjimatan kos dan masa. Ia juga harus dilakukan dalam cara yang membuatkan kakitangan percaya bahawa usaha mereka boleh mencipta perubahan.

Pada masa ini, perancangan kapasiti dan pemprofilan kakitangan telah diperkenalkan untuk memastikan kakitangan menjalankan tugas secara optimum dan memberi sumbangan penting kepada prestasi keseluruhan Bank. Usaha berterusan dalam membina kecekapan teknikal dan kepimpinan sumber manusia Bank memperkukuhkan lagi inisiatif penambahbaikan proses dan peningkatan teknologi Bank.

Pelbagai isu operasi dan pelanggan terus ditangani sepanjang tempoh tinjauan, termasuk menyediakan input untuk proses perekayasaan semula perniagaan Bank menerusi peningkatan Teknologi Maklumat. Walaupun



enhancements. Though we made significant progress in the area of customer care during the period under review, the Bank recognises that the journey has just begun. With an extensive presence beyond 100 locations and more than 950 self-service terminals nationwide, the Bank will have more opportunities to enhance our customer service delivery as this is a main priority and our service culture has to be continually reinforced.

We are optimistic that Bank Islam is on track towards realising its ultimate goal of being the world's best Islamic Bank, and our commitment to provide better customer experience will help produce a distinct differentiation in our service culture.

Bank telah mencapai kemajuan yang ketara dalam aspek khidmat pelanggan sepanjang tempoh tinjauan, ia mengakui bahawa perjalanan ini baharu bermula. Dengan kehadiran meluas di pasaran yakni di lebih 100 lokasi dengan lebih 950 buah terminal layan diri di seluruh negara, Bank mempunyai lebih banyak peluang untuk meningkatkan penyampaian khidmat pelanggannya yang merupakan keutamaan terpenting dan budaya perkhidmatan Bank harus terus diperkasakan.

Bank Islam optimistik bahawa ianya berada di landasan yang betul ke arah merealisasikan matlamatnya untuk menjadi bank Islam terbaik dunia, dan komitmennya untuk memberi khidmat yang lebih baik kepada pelanggan akan membantu menghasilkan pembeza ketara dalam budaya perkhidmatan Bank.

Human Capital Development

Pembangunan Modal Insan

BANK ISLAM RECOGNISES THE CONTRIBUTION OF EMPLOYEES, ITS MOST VALUABLE ASSETS IN GAINING AND ENHANCING COMPETITIVE EDGES, STRENGTHENING OPERATIONAL EFFICIENCY, ACHIEVING ORGANISATIONAL SUCCESS AS WELL AS RAISING CORPORATE AND SHAREHOLDER VALUE. EMPLOYEES PLAY A MAJOR ROLE IN ENSURING A SUSTAINABLE DEVELOPMENT OF THE BANK AND CONSTITUTE THE KEY INGREDIENT FOR THE BANK TO REMAIN RESILIENT IN A COMPETITIVE OPERATING ENVIRONMENT. THE BANK RELIES ON ITS HEADCOUNT OF 3,702 TO INSPIRE CHANGE. TRUE TO ITS PIONEERING SPIRIT, BANK ISLAM CONTINUES TO CHURN OUT ISLAMIC FINANCE EXPERTS AND BROADEN ITS TALENT POOL. OUR TALENTS ARE ENGAGED AND DEVELOPED THROUGH ON-THE-JOB TRAININGS AND VARIOUS CUSTOMISED MANAGEMENT AND LEADERSHIP DEVELOPMENT PROGRAMMES TO ENSURE THAT THEY ARE EQUIPPED WITH ESSENTIAL JOB COMPETENCIES AND LEADERSHIP QUALITIES.

THUS, IN THE PAST 18 MONTHS, WE HAVE INVESTED RM7.45 MILLION IN CAPABILITY BUILDING AND SKILLS ENHANCEMENT WHILE RECRUITING ADDITIONAL 450 STAFF TO BUTTRESS OUR WORKFORCE. AT BANK ISLAM, WE TRUST THAT DEVELOPING AND ENHANCING EMPLOYEES' SKILLS TODAY ARE THE CORNERSTONE FOR TOMORROW'S SUCCESS. UNDER OUR SUSTAINABLE ORGANIC GROWTH AGENDA, WE ARE CONTINUOUSLY ON THE LOOKOUT FOR COMPETENT, COMPETITIVE, DEDICATED AND TRUSTWORTHY TEAM PLAYERS.

BANK ISLAM MENGIKTIRAF SUMBANGAN KAKITANGAN YAKNI ASET PALING BERTAMBAH DALAM USAHANYA MENCAPAI DAN MEMPERTINGKATKAN KELEBIHAN DAYA SAING, MEMPERKUKUHKAN KECEKAPAN OPERASI, MENCAPAI KEJAYAAN ORGANISASI SERTA MEMBANGUNKAN NILAI KORPORAT DAN PEMEGANG SAHAM. KAKITANGAN MEMAINKAN PERANAN PENTING DALAM MEMASTIKAN PEMBANGUNAN MAMPAN BANK DAN MENJADI FAKTOR UTAMA KEBINGKASAN BANK DALAM PERSEKITARAN OPERASI YANG KOMPETITIF. BANK BERGANTUNG KEPADA KAKITANGANNYA SERAMAI 3,702 ORANG UNTUK MENCETUSKAN PERUBAHAN. SEJAJAR DENGAN SEMANGAT PERINTISNYA, BANK ISLAM TERUS MELAHIRKAN PAKAR-PAKAR DALAM KEWANGAN ISLAM SELAIN MEMPERLUASKAN KUMPULAN BAKATNYA. BAKAT-BAKAT KAKITANGAN DIBANGUNKAN MENERUSI LATIHAN-DALAM-KERJA SERTA PROGRAM-PROGRAM PENGURUSAN KHUSUS DAN PEMBANGUNAN KEPIMPINAN BAGI MEMASTIKAN MEREKA DILENGKAPI DENGAN KECEKAPAN DAN KUALITI KEPIMPINAN YANG DIPERLUKAN.

JUSTERU ITU, SEPANJANG 18 BULAN YANG LALU, BANK TELAH MELABURKAN RM7.45 JUTA UNTUK USAHA PEMBINAAN KEMAMPUAN DAN PENINGKATAN KEMAHIRAN SELAIN MENGAMBIL 450 KAKITANGAN TAMBAHAN BAGI MENYOKONG PASUKAN TENAGA KERJA KAMI. DI BANK ISLAM, KAMI PERCAYA BAHAWA USAHA PEMBANGUNAN DAN PENINGKATAN KEMAHIRAN KAKITANGAN PADA HARI INI MENJADI ASAS KEJAYAAN PADA MASA HADAPAN. DI BAWAH AGENDA PERTUMBUHAN ORGANIK YANG MAMPAN, BANK TERUS BERUSAHA Mencari ahli pasukan yang cekap, berdaya saing, berdedikasi dan amanah.



OUR PEOPLE

Employees form a vital part in realising the full potential of our business. During the current period of stiff competition and tentative economic recovery, we would attribute Bank Islam's commendable accomplishment in meeting shareholder expectations to the relentless contribution from committed and dedicated employees who are inspired by the Bank's vision of becoming the global leader in Islamic banking.

Employees are our most valuable assets whom, united as one, form a strong and resilient workforce, able to weather the upcoming challenges. Moving forward, the Bank will continue to invest in human capital development to ensure our employees are equipped with the right skill sets and necessary drive in striving for excellence.

WARGA KERJA BANK

Kakitangan Bank merupakan sebahagian penting dalam merealisasikan potensi sebenar perniagaan syarikat. Dalam persekitaran semasa beserta persaingan sengit dan pemulihan ekonomi, pencapaian cemerlang Bank Islam dalam memenuhi harapan para pemegang saham merupakan hasil sumbangan berterusan daripada kakitangan komited dan berdedikasi yang didorong oleh visi syarikat untuk menjadi peneraju global dalam Perbankan Islam.

Sebagai aset paling bernilai yang bersatu padu, mereka membentuk satu kumpulan tenaga kerja yang teguh dan berdaya saing, mampu untuk menghadapi sebarang cabaran yang bakal ditempuhi. Pada masa hadapan, Bank Islam akan terus membuat pelaburan dalam pembangunan modal insan bagi memastikan kakitangannya dilengkapi dengan set kemahiran yang bertepatan serta mempunyai dorongan dalam mencapai kecemerlangan.



During the period under review, the focus of Human Resource Division ("HRD") has not veered from strengthening employees' key competencies, inculcating performance-driven culture, system enhancement and maintaining conducive working environment in line with the Bank's aspiration of becoming the "employer of choice".

COMPETENCIES AND NURTURING TALENTS

The Bank continues to invest in developing and enriching its pool of talents by tailoring its recruitment strategy to attract high achievers among fresh graduates. At the same time, the search for highly experienced workers remains as part of our recruitment objectives.

Apart from this, a structured development programme has been developed to strengthen staff key competencies and cultivate a proactive mindset, aimed at building a committed and progressive workforce in line with our performance-driven culture.

Sepanjang tempoh tinjauan, Bahagian Sumber Manusia Bank memberi fokus yang berterusan kepada pengukuhan tahap kecekapan utama kakitangan, penerapan budaya berteraskan prestasi, penambahbaikan sistem dan mengekalkan persekitaran tempat kerja yang kondusif sejajar dengan aspirasi Bank Islam untuk menjadi "majikan pilihan".

TAHAP KECEKAPAN DAN MEMUPUK BAKAT

Pelaburan dalam membangun dan memperkayakan kumpulan pekerja berbakat terus dilakukan oleh pihak Bank melalui penyesuaian strategi pengambilan kerja untuk menarik minat graduan-graduan yang mendapat pencapaian cemerlang. Pada masa yang sama, pencarian terhadap pekerja yang penuh berpengalaman kekal sebagai sebahagian daripada objektif pengambilan pekerja pihak Bank.

Selain itu, satu program pembangunan berstruktur telah direka untuk memperkukuhkan tahap kecekapan kakitangan dan memupuk minda yang proaktif bertujuan untuk membina tenaga kerja yang komited dan progresif sejajar dengan budaya kerja yang berteraskan prestasi.

Pembangunan Modal Insan

In developing leadership skills, Management members were also exposed to leadership courses such as the "Leadership Development Programme – High Performer Leadership Development Programme and Leadership for Sustainable Growth" by International Centre for Leadership in Finance ("ICLIF"), "Great Leaders – Great Teams – Great Results" by Franklin Covey and "Passion for Extraordinary" by Lawrence Walters Seminars. They were also involved in international training programmes such as Strategy Based Performance Management, the "Johannes Brahms" Client Training Programme, Premier Business Leadership Series and Economic Capital Modeling.

It is the Bank's policy to provide employees with equal opportunities in acquiring specific skills so as to bring the best in each one of them. Staff personal enhancement through training and development programmes also highlights the importance of making all employees members of a fully integrated team to ensure superior service delivery to both internal and external customers.

The Bank also developed "Hijrah to Excel", a comprehensive module of Islamic banking encompassing latest developments in Shariah contracts and critical issues in Islamic muamalat by reinforcing the spirit of *Sunnah Rasullullah* and *Al-Quran* in dealing with customers and other stakeholders. This programme is being rolled out to all branches to serve as a refresher course or even to enhance our employees' knowledge of Islamic finance.

Nonetheless, as the employees continue to progress in their career, the Bank is faced with the challenge of prioritising between their individual ability and aspirations to move up the corporate ladder. As support measures, intensive training programmes are drawn up to visualise this mission. The Bank also sponsors its employees for various certification programmes, for example the Certified Credit Professionals ("CCP") whereby employees are rewarded with incentives upon attainment of specific work-related qualifications.

Through collaboration with the International Centre for Education in Islamic Finance ("INCEIF"), the Institute of Bankers Malaysia ("IBBM") and other recognised institutions of higher learning, we provide our employees with the opportunity to pursue their professional certification courses and training programmes in finance in general and Islamic finance, among others. Our employees are also exposed to field trips and overseas trainings, with the opportunity to attend external leadership and specialised certification programmes to chart a better career advancement track.

Bank Islam's training approach varies from classroom mentoring to off-site training. This training approach is supplemented by on-the-job training to ensure that appropriate knowledge and expertise are being imparted and retained. This will then be taken into consideration as one of the criteria for promotion. As the Bank believes that only well equipped employees with the right set of skills and competencies in their respective field will be able to deliver, it has therefore embarked on an initiative to combine professional training for various business streams with cross-functional input.

Dalam membangunkan kemahiran memimpin, kakitangan Pengurusan Kanan telah didedahkan kepada kursus kepimpinan seperti "*Leadership Development Programme – Higher Performer Leadership Development Programme and Leadership for Sustainable Growth*" oleh International Centre for Leadership in Finance ("ICLIF"), "*Great Leaders – Great Teams – Great Results*" oleh Franklin Covey dan "*Passion for Extraordinary*" oleh Lawrence Walters Seminars. Mereka juga terlibat dengan program-program latihan bertaraf antarabangsa seperti "*Strategy Based Performance Management, the 'Johannes Brahms' Client Training Programme, Premier Business Leadership Series and Economic Capital Modeling.*"

Adalah menjadi polisi Bank Islam untuk memberi peluang yang sama rata kepada kakitangan dalam membina kemahiran tertentu bagi menjana sesuatu yang terbaik daripada mereka. Peningkatan individu setiap kakitangan melalui program latihan dan pembangunan juga memperlihatkan pentingnya untuk semua kakitangan bergabung dalam satu pasukan bagi memastikan perkhidmatan yang lebih baik ditawarkan kepada pelanggan dalaman dan luaran.

Bank Islam juga telah membangunkan sebuah modul Perbankan Islam yang dinamakan "Hijrah to Excel". Ia merangkumi perkembangan terkini dalam Kontrak Syariah dan isu-isu kritikal Muamalat Islam dengan menekankan Sunnah Rasullullah dan Al-Quran dalam urusan dengan pelanggan dan pemegang saham. Program ini telah dilaksanakan ke seluruh cawangan sebagai kursus ulangan atau mempertingkatkan pengetahuan tentang kewangan Islam.

Namun begitu, dengan kemajuan dan perkembangan berterusan kakitangan dari segi kerjaya, pihak Bank menghadapi cabaran dalam memberi keutamaan di antara keupayaan individu dan aspirasi mereka untuk terus mendaki tangga korporat. Sebagai langkah sokongan, program-program latihan intensif telah dilakar untuk mencapai misi Bank Islam. Pihak Bank juga telah menaja pelbagai program pensijilan seperti "Certified Credit Professional", yang mana kakitangan akan diberikan insentif dan ganjaran setelah memperolehi kelayakan yang berkaitan dengan kerja tertentu.

Melalui kerjasama dengan International Centre for Education in Islamic Finance ("INCEIF"), Institute of Bankers Malaysia ("IBBM") dan institusi-institusi pengajian tinggi yang diiktiraf, Bank Islam menawarkan peluang kepada kakitangannya untuk mengikuti kursus-kursus pensijilan profesional serta program latihan di bidang kewangan umum dan kewangan Islam. Kakitangan Bank Islam juga diberi pendedahan kepada lawatan sambil bekerja dan kursus di luar negara, serta peluang-peluang untuk menghadiri program kepimpinan luaran dan pensijilan khas bagi kakitangan merancang kerjaya mereka dengan lebih baik.

Dari segi latihan, pelbagai pendekatan telah diambil oleh Bank Islam daripada latihan dalam dan luar kelas. Pendekatan ini disokong oleh program latihan sambil bekerja bagi memastikan kemahiran dan pengetahuan yang bersesuaian dapat diberikan dan dikekalkan. Ini kemudiannya akan digunakan sebagai salah satu kriteria untuk kenaikan pangkat. Di atas kepercayaan Bank Islam terhadap kepentingan bagi kakitangannya untuk mempunyai kompetensi dan kemahiran yang tepat bagi melaksanakan tugas-tugas yang dipertanggungjawabkan, pihak Bank telah melaksanakan inisiatif dengan menggabungkan latihan-latihan profesional dengan input fungsi-silang bagi pelbagai aliran perniagaan.



During the period under review, a total of 18,980 course participants from Head Office, Regional Offices and branches attended leadership, functional and soft skills in-house training programmes organised by the Bank. Overall, our employees attended more than 39 major in-house training modules and 225 employees participated in various local/overseas conferences or seminars.

INDUCTION FOR NEW RECRUITS

Induction Programmes play an important role in enabling new employees to learn about and familiarise themselves with the organisation that they have just joined as well as to understand how the business divisions or support units where they work fit into the whole. It is crucial that Bank Islam's employees know the fundamental differences in operations, products and many other aspects between

Sepanjang tempoh tinjauan ini, sejumlah 18,980 peserta kursus dari Ibu Pejabat, Pejabat-pejabat Wilayah dan Cawangan-cawangan telah menyertai program-program latihan kepimpinan, fungsi dan kemahiran asas anjuran Bank. Secara keseluruhannya, kakitangan Bank telah menghadiri lebih 39 modul dalaman manakala 225 kakitangan telah menyertai pelbagai program persidangan atau seminar tempatan / luar negara.

INDUKSI UNTUK PENGAMBILAN BAHARU

Program induksi memainkan peranan penting dalam membolehkan kakitangan-kakitangan baharu Bank mempelajari dan mengenali organisasi ini dengan lebih mendalam dan memahami peranan dan fungsi unit di mana mereka ditempatkan dan kepentingannya kepada Bank. Adalah juga penting bagi kakitangan Bank untuk mengetahui perbezaan- asas operasi, produk dan aspek lain perbankan Islam dan konvensional. Program induksi ini juga merupakan salah satu cara bagi kakitangan baharu membina rangkaian



Islamic banking and conventional banking. An induction programme is also an avenue where employees are given the opportunity to build their first network of acquaintances within the Bank. As an integral effort to create a sense of belonging, programmes focusing on the Bank's core values, vision, mission and business principles are also introduced.

kenalan mereka. Sebagai satu usaha utama mencipta semangat kekitaan di kalangan kakitangan, pihak Bank juga telah memperkenalkan program-program yang menumpukan kepada nilai-nilai teras, visi, misi dan prinsip-prinsip perniagaan Bank.

PERFORMANCE-DRIVEN CULTURE

In 2007, the Bank enhanced its "Performance Management Development" to inculcate a performance-driven culture whereby employees' rewards are linked to their performance. The objective is to encourage employees to step up their efforts by ensuring that high performers would be fairly rewarded. Our fair and transparent remuneration practice with a competitive performance bonus and reward structure, closely linked to employees' contribution has become a major incentive for employees to elevate their capability. We are also committed to providing a compensation scheme which fairly rewards existing talents for retention purposes while attracting new ones at the same time.

BUDAYA BERTERASKAN PRESTASI

Pada 2007, Bank Islam telah mempertingkatkan inisiatif "Pembangunan Pengurusan Prestasi" bagi menerapkan budaya berasaskan prestasi di mana ganjaran untuk kakitangan diberikan berdasarkan prestasi mereka. Tujuan utama langkah ini diambil adalah untuk menggalakkan kakitangan melipat gandakan usaha dengan memberikan ganjaran sewajarnya kepada kakitangan berprestasi tinggi. Amalan pemberian ganjaran yang adil dan telus, di mana pembahagian bonus dan struktur ganjaran berdasarkan kepada sumbangan kakitangan terhadap Bank, telah menjadi satu insentif kepada kakitangan untuk meningkatkan keupayaan mereka. Bank juga komited dalam memberikan skim pampasan yang kompetitif kepada kakitangan yang sedia ada dan pada masa yang sama menarik minat bakat-bakat baharu menyertai organisasi ini.

Human Capital Development

Pembangunan Modal Insan

To reinforce this culture and as part of the Bank's retention strategy, a salary adjustment exercise for the middle management group was carried out in July 2010 involving a total of 1,168 non-unionised officers ranging from Assistant Managers to Senior Managers. This marked the Bank's intention of recognising the contribution of this group of employees as well as to rationalise their salaries to be at par with market levels.

PROMOTING WORKPLACE HARMONY

Upholding a dignified culture of trustworthiness, honesty and credibility is one of the major values that the Bank intends to infuse towards ensuring a prudent industrial relations practice across the Bank. During the period under review, the Bank continued to promote good industrial relations practices through better understanding of and close collaboration with trade unions, the various divisions and departments within the Bank, banking industry associations, Federal and State governments, and their agencies.

In 2010, the Bank signed respective collective agreements with the Sarawak Bank Employees' Union ("SBEU Sarawak"), Association of Bank Officers, Peninsular Malaysia ("ABOM"), National Union of Bank Employees ("NUBE") and Sabah Banking Employee's Union ("SBEU Sabah"). Discussion sessions were also held on matters of common concern such as taxation, medical benefits, sales incentives and issues relating to grievances and reconciliation. This is part of HRD's aspiration in providing a conducive and harmonious working environment for employees at all levels.

New policies covering Sexual Harassment at the Workplace, Occupational Safety and Health and Performance Improvement Plan were formulated during the period under review while existing policies such as the Disciplinary Management Manual and Whistle Blower Policy were reviewed.

The formulation of the Occupational Safety and Health in the Workplace Policy is part of our initiatives to promote self-regulation in ensuring a safe and healthy workplace. This includes the development of an Emergency Response Plan which is intended to create awareness about safety and health hazards at the workplace as well as to ensure a coordinated and timely response to any emergency situation that may arise.

In addition, a Safety and Health Committee was established in accordance with the requirements of the Occupational Safety & Health Act 1994. Various training programmes on safety and health have been conducted including evacuation and fire drills to ensure employees' readiness in responding to any emergency situations.

Bagi mengukuhkan budaya berteraskan prestasi ini dan sebagai sebahagian dari strategi pengendalian kakitangan Bank, penyesuaian gaji untuk kumpulan pengurusan tengah telah dilaksanakan pada Julai 2010 yang melibatkan 1,168 pegawai tanpa kesatuan yang terdiri daripada Penolong Pengurus hingga Pengurus Kanan. Langkah ini menzahirkan niat pihak Bank untuk mengiktiraf sumbangan kumpulan kakitangan ini serta merasionalkan gaji mereka agar selari dengan pasaran.

MENGGALAKKAN KEHARMONIAN TEMPAT KERJA

Mendukung budaya kebolehpercayaan, kejujuran dan kredibiliti adalah di antara nilai-nilai utama yang ingin diterapkan oleh Bank dalam membina hubungan industri yang berhemat. Sepanjang tempoh tinjauan, Bank telah terus menggalakkan amalan hubungan industri yang baik melalui persefahaman dan kerjasama dengan kesatuan sekerja, bahagian-bahagian dan jabatan-jabatan dalam Bank, persatuan-persatuan industri perbankan, kerajaan Persekutuan dan Negeri serta agensi-agensi mereka.

Pada 2010, Bank telah menandatangani perjanjian dengan Kesatuan Pekerja Bank Sarawak (SBEU Sarawak), Persatuan Pegawai-Pegawai Bank Semenanjung Malaysia (ABOM), Kesatuan Kebangsaan Pekerja-Pekerja Bank (NUBE) dan Kesatuan Pekerja Bank Sabah (SBEU Sabah). Beberapa sesi perbincangan juga telah diadakan berhubung isu-isu umum seperti cukai, faedah perubatan, insentif jualan, dan isu-isu berkaitan aduan dan penyelesaian. Ini merupakan sebahagian usaha Bahagian Sumber Manusia dalam menyediakan persekitaran kerja yang sesuai dan harmoni untuk semua peringkat kakitangan.

Beberapa dasar baharu yang merangkumi Gangguan Seksual di Tempat Kerja, Keselamatan dan Kesihatan Pekerjaan serta Pelan Peningkatan Prestasi telah dirumuskan semasa tempoh tinjauan, manakala beberapa polisi, di antaranya Manual Pengurusan Disiplin dan Polisi Pengadu telah disemak semula.

Perumusan Dasar Keselamatan dan Kesihatan Pekerjaan di Tempat Kerja merupakan antara inisiatif kami dalam menggalakkan pengaturan-diri dalam memastikan tempat kerja yang selamat dan sihat. Ini termasuk penyediaan Pelan Tindakbalas Kecemasan yang bertujuan untuk menimbulkan kesedaran mengenai ancaman bahaya keselamatan dan kesihatan di tempat kerja serta untuk memastikan tindakbalas yang teratur dan pantas terhadap sebarang bentuk kecemasan yang mungkin berlaku.

Selain itu, satu Jawatankuasa Keselamatan dan Kesihatan telah ditubuhkan sejajar dengan kehendak Akta Keselamatan & Kesihatan Pekerjaan 1994. Pelbagai program latihan keselamatan dan kesihatan telah dijalankan termasuk latihan pemindahan dan latihan kebakaran bagi memastikan kesiediaan kakitangan dalam menangani situasi kecemasan.



SUSTAINING GOOD RELATIONSHIP WITH INDUSTRIAL CLIMATE

The Bank is committed to providing a conducive industrial climate for its employees. For this purpose, the Bank has taken proactive measures to maintain a harmonious relationship with various employees' unions while adhering closely to the Code of Conduct for Industrial Harmony. The Bank also adopts an open door policy that provides employees with access to appropriate channels of communications for feedback and grievance resolutions.

BRACING FOR THE FUTURE

Going forward, the Bank will continue to focus on human capital development based on its employees' performance reviews. This is to allow a more structured development programme in enhancing staff competencies to meet the Bank's objectives while supporting their career progression. Among the methods that the Bank employs is organising specialised courses covering areas such as business and finance, management training, leadership development, team building and interpersonal skills.

MENGEKALKAN HUBUNGAN YANG BAIK DENGAN INDUSTRI

Adalah menjadi iltizam pihak Bank untuk menyediakan persekitaran industri yang sesuai untuk kakitangannya. Justeru itu, Bank telah mengambil langkah-langkah proaktif dalam mengekalkan hubungan yang harmoni dengan pelbagai kesatuan sekerja selain mematuhi Kod Tatalaku untuk Keharmonian Industri. Bank juga mengamalkan dasar pintu terbuka yang menyediakan saluran komunikasi yang sewajarnya bagi kakitangan dalam memberikan maklumbalas dan penyelesaian aduan.

BERSEDIA UNTUK MASA HADAPAN

Pada masa hadapan, Bank akan meneruskan fokusnya ke atas pembangunan sumber manusia berdasarkan prestasi. Dengan cara ini akan membolehkan pembangunan program yang lebih berstruktur dalam mempertingkatkan kecekapan kakitangannya bagi memenuhi objektif Bank, di samping menyokong kemajuan kerjaya mereka. Antara kaedah-kaedah perlaksanaannya ialah dengan menganjurkan kursus-kursus, khasnya yang meliputi aspek-aspek seperti perniagaan dan kewangan, latihan pengurusan, pembangunan kepimpinan, bina pasukan dan kemahiran interpersonal.

Human Capital Development

Pembangunan Modal Insan

Also in the pipeline is the plan for a wide range of opportunities for development and retention of key talents under the Bank's Talent Management Programme. This includes creating an enviable talent pool across the Bank while providing a customised career path that caters to the needs of the employees. We will outline strategies in attracting best-in-class talents from other industries within the large financial sub-sector and beyond to fill our pool of talents. Apart from this, we are also looking into strategies on how to attract la crème de la crème of fresh graduates from both local and overseas higher learning institutions to nurture a new set of leaders.

As a first step towards implementing our Succession Planning programme, i.e. a strategy to develop our future leaders, we plan to establish the first stage of the necessary platform by the end of 2010.

In terms of employee engagement, our ultimate objective is to create a contented workforce with a balanced work-and-life scale.

RECOGNITION

In recognising the Bank's effort in nurturing its talents and retaining leaders, the Putrajaya Committee on GLC Performance has rated Bank Islam in Good Practice on Leadership Development Programme. Based on the benchmarks set, Bank Islam scored "Best Practice" for its initiatives in taking charge of the leadership development, review performance and public honour excellence, deploy strategically to develop leaders, develop leadership and high potential talent and building HR capabilities and line ownership. The Bank also scored "Best Practice" for its effective human capital development in recruitment of future leaders and engaging and retaining leaders' initiatives.

Our future strategies reflect the Bank's intention in giving due recognition to employees' contribution. The Bank will continue to intensify efforts in meeting their expectations; a pre-requisite to become an "employer of choice" in particular as far as areas such as leadership, remuneration packages, working environment, career progression opportunities, sound employment practices and work-life balance are concerned. This is critical in order to improve employees' retention level while simultaneously ensuring customers' needs are fulfilled and organisational objectives are achieved.

Juga dalam perancangan adalah pelan untuk membuka luas peluang pembangunan dan pengekalan bakat-bakat penting di bawah Program Pengurusan Bakat Bank. Ini termasuk mewujudkan satu kumpulan kakitangan yang disegani sambil menyediakan laluan kerjaya khusus yang memenuhi keperluan kakitangan. Bank juga akan menggariskan strategi dalam menarik bakat-bakat terbaik dari industri lain dalam sub-sektor industri kewangan yang luas bagi mengisi kumpulan bakatnya. Selain itu, Bank juga akan menumpukan strategi untuk menarik minat graduan-graduan baharu ijazah pendidikan tinggi yang terbaik, samada dalam atau luar negara bagi tujuan mendidik lapisan kepimpinan baharu.

Sebagai langkah pertama dalam melaksanakan Program Perancangan Pengambilalihan, iaitu strategi untuk membentuk pemimpin masa depan Bank, kami telah merancang untuk mewujudkan fasa pertama platform yang sewajarnya menjelang akhir 2010.

Dari segi penglibatan kakitangan, objektif utama Bank adalah untuk membina tenaga kerja yang setia dan mempunyai skala kerja-hidup yang seimbang.

PENGIKTIRAFAN

Bank telah diberi pengiktirafan oleh Jawatankuasa Putrajaya untuk Prestasi GLC yang mana jawatankuasa tersebut telah menilai Bank di dalam Program Amalan Terbaik untuk Pembangunan Kepimpinan. Berdasarkan kepada tanda aras yang ditetapkan, Bank Islam telah menerima pengiktirafan "Amalan Terbaik" untuk inisiatifnya dalam mengendalikan pembangunan kepimpinan, menilai kecemerlangan prestasi dan nama baik awam, pembangunan pemimpin secara strategik, pembangunan bakat kepimpinan dan bakat berpotensi tinggi serta membina keupayaan Sumber Manusia dan rasa tanggungjawab dan tahap pemilihan rangkaian. Bank juga telah diiktirafkan dengan "Amalan Terbaik" dari segi keberkesanan pembangunan modal insannya bagi pengambilan bakal pemimpin dan inisiatif mengekalkan pemimpin.

Strategi masa depan Bank ialah untuk memberi pengiktirafan yang sewajarnya ke atas sumbangan kakitangannya. Bank akan terus meningkatkan usaha dalam memenuhi harapan mereka; yang merupakan satu kemestian dalam usaha menjadi "majikan pilihan" terutamanya dalam aspek kepimpinan, pakej imbuhan, persekitaran tempat kerja, peluang kemajuan kerjaya, amalan pekerjaan yang mantap serta keseimbangan pekerjaan dan kehidupan. Ini adalah penting bagi memperbaiki tahap pengekalan kakitangan dan pada masa yang sama memastikan keperluan pelanggan dipenuhi dan objektif organisasi tercapai.



Pioneering Change Through Information Technology

Merintis Perubahan Menerusi Teknologi Maklumat

INFORMATION TECHNOLOGY (“IT”) IS A KEY ENABLER FOR FUTURE GROWTH AS WE FACE INCREASINGLY SOPHISTICATED CUSTOMER AND BUSINESS DEMANDS. THE CONTINUOUS ENHANCEMENT OF OUR IT INFRASTRUCTURE AND CAPABILITIES HAS TO KEEP PACE WITH THE BANK’S UNCEASING BUSINESS MOMENTUM. ELEVATED IT CAPABILITIES AND INFRASTRUCTURE ARE REQUIRED TO SUPPORT THE BANK’S PROGRESSIVE STRATEGIES AND STRENGTHEN ITS POSITION AS A PIONEERING FORCE IN THE INDUSTRY.

DURING THE PERIOD UNDER REVIEW, KEY INITIATIVES IDENTIFIED UNDER THE 2006-2009 TURNAROUND PLAN WERE COMPLETED. THESE COMPRISED THE COMPLETION OF THE CORE BANK SYSTEM UPGRADE, IMPLEMENTATION OF CREDIT RISK MANAGEMENT SYSTEMS AND DEPLOYMENT OF THE NEW AUTOMATED COLLECTION AND RECOVERY SYSTEMS. THE BANK ALSO DELIVERS MORE INNOVATIVE ELECTRONIC PAYMENT SERVICES, A REFRESHED NETWORK INFRASTRUCTURE, UPGRADED IT SECURITY AND HAS EMBARKED ON ONGOING IMPROVEMENTS OF IT SUPPORT SERVICES TO ALL ITS BRANCHES NATIONWIDE.

TEKNOLOGI MAKLUMAT (“IT”) ADALAH KUNCI KEPADA PERTUMBUHAN MASA HADAPAN DALAM MENANGANI PERMINTAAN PELANGGAN DAN PERNIAGAAN YANG SEMAKIN CANGGIH. PENINGKATAN BERTERUSAN INFRASTRUKTUR DAN KEMAMPUAN BANK HARUS SELARI DENGAN MOMENTUM PERNIAGAANNYA. KEMAMPUAN DAN INFRASTRUKTUR IT YANG DIPERTINGKATKAN ADALAH PERLU BAGI MENYOKONG STRATEGI PROGRESIF BANK SERTA MEMPERKUKUKAN KEDUDUKANNYA SEBAGAI KUASA PERINTIS INDUSTRI.

SEMASA TEMPOH TINJAUAN, INISIATIF-INISIATIF UTAMA YANG DIKENALPASTI DI BAWAH PELAN PEMULIHAN 2006-2009 TELAH DILAKSANAKAN. INI TERMASUK PENYEMPURNAAN PENAIKTARAFAN SISTEM TERAS BANK, PELAKSANAAN SISTEM PENGURUSAN RISIKO KREDIT SERTA PENGGUNAAN SISTEM KUTIPAN DAN PEROLEHAN SEMULA AUTOMATIK YANG BAHARU. BANK JUGA TELAH MENYEDIAKAN LEBIH BANYAK KHIDMAT PEMBAYARAN ELEKTRONIK YANG LEBIH INOVATIF, INFRASTRUKTUR RANGKAIAN YANG DIPERBAHARUI, KESELAMATAN IT YANG DIPERTINGKATKAN SELAIN PENINGKATAN BERTERUSAN KHIDMAT SOKONGAN IT KEPADA SEMUA CAWANGAN BANK DI SELURUH NEGARA.

CORE BANKING SYSTEM UPGRADE

The upgrade of the core banking system, the heart of every modern bank, has been the IT’s division main priority in Bank Islam’s determination to close the gap between what is envisioned and what is delivered. The period under review saw the Bank completing its upgrade to host latest functions and features on par with what is offered by the local and international banks across the Asia Pacific region. The exercise was completed on time, and within budget with minimal disruption to our day to day operations.

PENAMBAHBAIKAN SISTEM PERBANKAN TERAS

Penambahbaikan sistem perbankan teras, iaitu tunjang setiap bank moden, menjadi keutamaan terpenting bahagian IT dalam usaha Bank Islam menutup jurang di antara apa yang dirancang dengan hasil yang disampaikan. Tempoh tinjauan menyaksikan Bank menyempurnakan penaiktarafannya bagi menggunakan fungsi-fungsi dan ciri-ciri terbaharu yang setaraf dengan apa yang ditawarkan oleh bank-bank tempatan dan antarabangsa di serata rantau Asia Pasifik. Ia disempurnakan tepat pada masanya dan menurut belanjawan, dengan gangguan minima ke atas operasi harian Bank.

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Fast and flexible, the new high-performance IT architecture delivers broad based benefits across many functional areas such as customer information, deposit, remittance, trade finance, and financing. More importantly, the system streamlines IT operations in real time to drive customer penetration, expand market share operations, accelerate market roll-outs of new products, and harness meaningful data while leveraging on an efficient IT cost structure of a smaller footprint architecture, cost-effective hardware, and a high-level of integration of processes within one system.

CREDIT RISK MANAGEMENT

The Bank's past weaknesses in credit evaluation and a poorly established risk management framework had led to a huge net loss in 2005, caused by non-performing loans in the housing, car financing and corporate financing markets. Since then the Bank has taken strong measures to beef up its credit risk management.

With the implementation of its Credit Risk Management Systems, the Bank now has enhanced capabilities to ensure adequate asset quality monitoring and management based on the Capital Adequacy Framework for Islamic Banking ("CAFIB") Standardised Approach. This dynamic new Credit Risk Management solution has transformed the Bank's risk management monitoring from a reactive to a proactive function, allowing it to discover stresses in the portfolio before they became significant problem areas. Effective risk management allows the Bank to be more competitive when pricing its products and services, and improves the asset base of the bank.

Information and analysis is made readily available through a CRO dashboard that provides weekly refreshes on the portfolio and PMPF/NPF levels per risk category. This capability to do analytical reports, which slice and dice the portfolios, is a differentiator among Islamic banks and gives Bank Islam a competitive edge.

The improved system also provides Risk Datamart that allows the Bank to automate Bank Negara Malaysia CAFIB Regulatory Reports (Credit Risk, Operation Risk, Market Risk, and Consolidation) and weekly Credit Analysis Reports (Credit Analysis, Credit Limit Reporting, Collateral Reporting).

Pantas dan fleksibel, seni bina baharu IT Bank yang berprestasi tinggi menyediakan manfaat meluas dalam pelbagai fungsi seperti maklumat pelanggan, deposit, kiriman wang, pembiayaan perdagangan, dan pembiayaan. Lebih penting lagi, sistem ini memperkemas operasi IT dalam masa nyata bagi mendorong penerapan pelanggan, memperluaskan operasi bahagian pasaran, mempercepatkan pengeluaran pasaran produk-produk baharu, dan mengumpul data penting sambil mengambil kesempatan ke atas struktur kos IT yang efisien dengan jejak seni bina yang lebih kecil, perkakasan yang menjimatkan, dan integrasi proses dalam satu sistem yang bertahap tinggi.

PENGURUSAN RISIKO KREDIT

Kelemahan lampau Bank dalam penilaian kredit dan penyediaan rangka kerja pengurusan risiko yang lemah telah menyebabkan kerugian bersih yang besar pada 2005 ekoran pinjaman tidak berbayar dalam pasaran pembiayaan perumahan, kereta dan korporat. Sejak itu, Bank telah mengambil langkah-langkah kukuh bagi memantapkan pengurusan risiko kreditnya.

Dengan pelaksanaan Sistem Pengurusan Risiko Kredit, Bank kini memiliki kemampuan yang lebih tinggi bagi memastikan pemantauan dan pengurusan kualiti aset yang mencukupi berdasarkan Pendekatan Berpiawai Rangka Kerja Kekucupan Modal untuk Perbankan Islam (CAFIB). Penyelesaian baharu Pengurusan Risiko Kredit yang dinamik ini telah mengubah pemantauan pengurusan risiko Bank iaitu daripada fungsi reaktif kepada fungsi proaktif, yang mana membolehkannya membongkar permasalahan kecil dalam portfolio sebelum ia menjadi masalah yang lebih besar. Pengurusan risiko yang berkesan membolehkan Bank menjadi lebih kompetitif dalam menentukan harga produk dan perkhidmatannya, serta memperbaiki dasar aset Bank.

Maklumat dan analisis disediakan menerusi papan pemuka CRO yang memberikan maklumat baharu setiap minggu mengenai portfolio berkaitan dan tahap PMPF/NPF bagi setiap kategori risiko. Kebolehan membuat laporan analisis ini, di mana portfolio dirungkai satu persatu, menjadi ciri pembeza di antara bank-bank Islam dan memberikan Bank Islam kelebihan berdaya saing.

Sistem yang dipertingkatkan ini juga menyediakan Risk Datamart yang membolehkan Bank mengautomatiskan Laporan Kawal Selia CAFIB Bank Negara (Risiko Kredit, Risiko Operasi, Risiko Pasaran, dan Penyatuan) dan Laporan Analisis Kredit mingguan (Analisis Kredit, Laporan Had Kredit, Laporan Kolateral).



COLLECTION AND RECOVERY SYSTEMS

In step and in line with the improved credit risk management, the Bank has upgraded its collection and recovery systems. The deployment of the new automated Collection and Recovery Systems had seen a great improvement in the Bank collection and this ultimately translates into improved asset quality and lower provisioning. Bank Islam is one of the few banks that have a total holistic customer view in managing collection and recovery.

These new systems are now set up for consumers of all retail products such as Personal Financing, Housing and Fixed Assets Financing, Credit Cards and vehicle financings.

SISTEM KUTIPAN DAN PEROLEHAN SEMULA

Sejajar dengan peningkatan dalam pengurusan risiko kredit, Bank juga telah menaiktaraf sistem kutipan dan perolehan semulanya. Penggunaan Sistem Kutipan dan Perolehan Semula automatik yang baharu menyaksikan peningkatan dalam kutipan Bank yang seterusnya menghasilkan kualiti aset yang lebih baik dan peruntukan yang lebih rendah. Bank Islam adalah antara sebilangan kecil bank yang mempunyai pandangan holistik pelanggan dalam menguruskan kutipan dan perolehan semula.

Sistem baharu ini kini digunakan untuk para Pengguna – semua produk runcit seperti Pembiayaan Peribadi, Pembiayaan Perumahan dan Aset Tetap, Kad Kredit dan pembiayaan kenderaan.



ELECTRONIC PAYMENT SERVICES

Establishing a more secure, efficient and high performance IT infrastructure is just one of the two main concerns for the IT division. The other is to push the Bank to the forefront of customer convenience. Towards this end, Bank Islam increased its technology innovation initiatives by delivering many new exciting electronic payment services, during the period under review.

An expanded range of service options is now available to all Bank Islam customers including the 'Transact on Palm' ("TAP") mobile banking service – Malaysia's first mobile banking service that does not require an internet access. An enhanced alternative to sms banking, TAP Mobile Banking-i uses an innovative chip technology that displays a banking menu on the user's mobile phone screen.

KHIDMAT PEMBAYARAN ELEKTRONIK

Mewujudkan infrastruktur IT yang lebih selamat, cekap dan berprestasi tinggi adalah salah satu daripada dua keutamaan bahagian IT. Keutamaan keduanya ialah untuk memacu usaha bagi kemudahan pelanggan Bank. Justeru, Bank Islam telah mempertingkatkan inisiatif inovasi teknologinya dengan mewujudkan pelbagai khidmat pembayaran elektronik yang baharu semasa tempoh tinjauan.

Rangkaian pilihan perkhidmatan yang lebih meluas kini disediakan untuk para pelanggan Bank Islam termasuk khidmat perbankan bergerak 'Transact on Palm' (TAP) – khidmat perbankan bergerak pertama di Malaysia yang tidak memerlukan akses internet. Sebagai alternatif yang lebih baik daripada perbankan menerusi khidmat pesanan ringkas, TAP Mobile Banking-i menggunakan teknologi cip yang inovatif yang mempamerkan menu perbankan pada skrin telefon bimbit pengguna.

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Merintis Perubahan Menerusi Teknologi Maklumat

Other new developments include introduction of a combo-card Islamic Debit Card, Internet Based eKL Reconciliation of Financial Payment Exchange payment services, Akauntan General Financing Bulk Payment services, a Credit Card based on *Tawarruq* principles, and straight through processing for Inward RENTAS.

Merging convenience and accessibility, the period under review also saw our EPS integration to Bursa Commodity House and AmanahRaya Will Information Management Solution. In addition, the Bank continued to expand payment possibilities through joint developments with Tabung Haji to provide TH functions at Bank Islam Teller systems, and with Takaful Ikhlas to provide PREMIA Online Bill payment. In order to help increase sales at all Bank branches, we worked with our subsidiary to upgrade our Unit Trust systems as well.

NETWORK INFRASTRUCTURE UPGRADE

Staying ahead of the continuous improvements in the IT world, the Bank refreshes its IT infrastructure yearly. The newly improved scalable IT infrastructure was completed during the period under review, and served as the support to the delivery of banking services to our customers in several key areas.

Network infrastructures were upgraded to the latest METRO-Ethernet for all Processing centers in Tabung Haji Perdana, SME Bank, Menara Tun Razak and Campbell Complex. At branch level, a dual Network design was introduced into our network infrastructure, where critical traffic and non-critical traffic were run on MPLS with 1MB and ADSL respectively. In order to keep up with the Bank's dynamic business growth, newly enhanced servers for the Bank Treasury Systems were introduced and a Wireless Automated Teller Machine technology has been deployed.

IT SECURITY TRANSFORMATION INITIATIVES

Protection of data is another important focus of the IT division. After a group-wide security assessment in 2008, several IT security initiatives were launched to add on more defense building blocks based on industry's best practices.

These initiatives ranged from recruiting more personnel for IT Security administration and policing functions to updating our IT Security Code of Practice, implementing Network Protection/Segmentation, Patch Management Automation, and ensuring active Directory/GPO Security Policies. There were also continuous improvements in controlling and monitoring Web Access, enhancing our anti-virus and SPAM filtering, installing secure FTP/Data loss prevention controls and following through on security and information event management.

Perkembangan baharu lain termasuk pengenalan kad kombo Kad Debit Islam, khidmat pembayaran Penyesuaian Tukaran Pembayaran Kewangan eKL berasaskan Internet, khidmat Bayaran Pukul Pembiayaan Am Akauntan, Kad Kredit berasaskan prinsip *Tawarruq*, dan pemprosesan terus untuk Inward RENTAS.

Dengan menggabungkan faktor kemudahan dan ketersampaian, tempoh tinjauan juga menyaksikan integrasi EPS Bank dalam Bursa Komoditi dan Sistem Pengurusan Maklumat Wasiat AmanahRaya. Bank juga terus memperluaskan cara pembayaran menerusi kerjasama dengan Tabung Haji iaitu dengan menyediakan fungsi TH dalam sistem Teler Bank Islam, dan dengan Takaful Ikhlas iaitu dengan menyediakan pembayaran Bil Dalam Talian PREMIA. Bagi membantu meningkatkan jualan di semua cawangan, Bank juga bekerjasama dengan anak syarikatnya dalam menaiktaraf sistem Amanah Sahamnya.

NAIKTARAF INFRASTRUKTUR RANGKAIAN

Sejajar dengan peningkatan berterusan dalam IT dunia, Bank juga terus memperbaharui infrastruktur ITnya setiap tahun. Penaiktarafan infrastruktur IT berskala disiapkan semasa tempoh tinjauan, dan bertindak sebagai sokongan kepada penyampaian khidmat perbankan untuk para pelanggan Bank dalam beberapa aspek utama.

Infrastruktur rangkaian dinaiktaraf kepada METRO-Ethernet yang terbaharu untuk semua pusat Pemprosesan di Tabung Haji Perdana, SME Bank, Menara Tun Razak dan Kompleks Campbell. Pada peringkat cawangan, rekacipta dwi-Rangkaian diperkenalkan ke dalam infrastruktur rangkaian Bank, di mana laluan kritikal dan bukan kritikal masing-masing menggunakan MPLS dengan 1MB dan ADSL. Sejajar dengan pertumbuhan perniagaan Bank yang dinamik, pelayan yang dipertingkatkan telah diperkenalkan untuk Sistem Perbendaharaannya manakala teknologi Mesin Teler Automatik Tanpa Wayar telah digunakan.

INISIATIF TRANSFORMASI KESELAMATAN TEKNOLOGI

MAKLUMAT

Perlindungan data adalah satu lagi tumpuan penting bahagian IT. Selepas pelaksanaan penilaian keselamatan di seluruh kumpulan pada 2008, beberapa inisiatif keselamatan IT telah dilancarkan sebagai blok perlindungan tambahan berdasarkan amalan terbaik industri.

Inisiatif-inisiatif tersebut termasuk merekrut lebih ramai kakitangan untuk fungsi pentadbiran dan pengawasan Keselamatan IT, mengemaskini Kod Amalan Keselamatan IT, melaksanakan Perlindungan/Segmentasi Rangkaian, Automasi Pengurusan Tampung, dan memastikan Polisi Direktori/Keselamatan GPO yang aktif. Peningkatan berterusan juga dilakukan ke atas pengawalan dan pemantauan Akses Sesawang, peningkatan anti-virus dan penapis SPAM, pemasangan kawalan pencegahan kehilangan Data/FTP yang selamat serta pemantauan berterusan ke atas pengurusan keselamatan dan maklumat.



The achievements of these Security Transformation initiatives has further enhanced the protection of the Bank's information assets.

IT SERVICE DESK

As an ongoing improvement of IT support services to all the Bank's branches nationwide, an enterprise IT Service Desk was launched in 2009. IT Service Desk adopts the industry's IT Service Management concept of providing a centralised structured one-stop centre to track all IT Service requests.

The IT Service Desk was further enhanced by integrating a back-to-back Service Agreement with CSC's IT Desktop management services. With this combined structure, IT infrastructure and IT application support now provides a seamless end-to-end service for quick deployment of IT services at industry standard service levels.

All status of the Service Level Agreement are now made visible via the IT Service Desk Dashboard at the Bank's web portal.

Leveraging on its new and improved IT systems, services, network and resources, Bank Islam is now able to venture further in its drive to push the boundaries of Islamic banking and serve the needs of a new generation of it savvy customers. Moving forward, the bank will continue to review and refresh its IT infrastructure as well as further enhance its support services, in an ongoing effort to strengthen our capabilities. Main highlights on the next IT agenda is the acquisition of a financing origination system ("FOS") and an asset liability management ("ALM") system.

Pencapaian inisiatif-inisiatif Transformasi Keselamatan ini telah memperbaiki perlindungan keselamatan aset-aset maklumat Bank.

MEJA KHIDMAT TEKNOLOGI MAKLUMAT

Bagi mempertingkatkan khidmat sokongan IT untuk semua cawangan Bank di seluruh negara, perusahaan Meja Khidmat Teknologi Maklumat telah dilancarkan pada 2009. Meja Khidmat IT menggunakan konsep Pengurusan Khidmat IT industri dalam menyediakan sebuah pusat sehati berstruktur bagi menjejak semua permintaan untuk Khidmat IT.

Meja Khidmat IT dipertingkatkan lagi dengan Perjanjian Perkhidmatan dengan khidmat pengurusan Meja IT CSC. Dengan struktur gabungan ini, infrastruktur IT dan sokongan aplikasi IT kini menyediakan perkhidmatan hujung-ke-hujung yang kemas untuk pemberian khidmat IT yang segera pada tahap piawai industri.

Kesemua status Perjanjian Tahap Perkhidmatan kini boleh didapati menerusi Papan Pemuka Meja Khidmat IT di portal sesawang Bank.

Dengan sistem, perkhidmatan, rangkaian dan sumber-sumber IT baharu yang telah dipertingkatkan, Bank Islam kini mampu meneroka lebih jauh dalam usahanya merentasi sempadan yang wujud dalam perbankan Islam lantas memenuhi keperluan generasi baharu pelanggan yang celik IT. Pada masa hadapan, Bank Islam akan terus menilai dan memperbaharui infrastruktur ITnya serta mempertingkatkan khidmat sokongan IT dalam usaha berterusan memperkukuhkan kemampuan bank. Tumpuan utama dalam agenda IT yang seterusnya ialah pemerolehan sistem pengasalan pembiayaan ("FOS") dan sistem pengurusan aset liabiliti ("ALM").

Multifunctional Card

The Bank Islam Visa Debit Card-i allows you to experience the freedom of using one card for all your daily needs from shopping, petrol, dining, bill payments and internet transactions. Do the smart switch and apply for one at your nearest Bank Islam branch to enjoy the benefits.



THE BENEFITS OF BANK ISLAM VISA DEBIT CARD-I

- ✓ **0.5% cash rebate on retail purchases**
Save while you shop
- ✓ **Worldwide retail purchases**
Accepted at all 30 million VISA merchants
- ✓ **Cashless**
Direct payment from your account
- ✓ **Higher Monthly Average Balances**
Earn more profit with your money
- ✓ **Worldwide Cash Access**
Cash withdrawal at over 1.4 million VisaPlus ATMs
- ✓ **Tabung Haji Transaction**
Perform any TH transactions at any Bank Islam



Harnessing the Power of CHANGE

The power of change lies in the hands of our management and staff. We are committed to inspire the growth of our people. The spirit of pioneering change embraced by the Bank is inculcated within our employees as traits of innovation, timeliness, longevity, agelessness and responsiveness.

Memanfaatkan Kuasa PERUBAHAN

Kuasa untuk berubah terletak di tangan pengurusan dan kakitangan kami. Kami beriltizam untuk mendorong pertumbuhan warga kerja kami. Semangat meneraju perubahan yang didokong oleh Bank diterapkan dalam diri kakitangan kami sebagai sifat-sifat inovasi, kewajaran, kelanjutan, keabadian dan daya bertindakbalas.

- Lead arranger for **first** Global Sukuk Inc, the world's first Islamic global corporate sukuk

Pengatur Utama untuk Global Sukuk Inc, sukuk korporat global Islam yang **pertama** di dunia

- **First** bank in Malaysia to introduce the chip-based ATM card (**Smart Card**)

Bank **pertama** di Malaysia yang memperkenalkan kad ATM berasaskan cip (**Kad Pintar**)





Shareholders Information

Maklumat Pemegang Saham

BIMB HOLDINGS BERHAD (51.0%)

BIMB Holdings Berhad (“BHB”) is an investment holding company which operates along Islamic principles. It holds broad appeal for investors because of its strong commitment to upholding ethical practices. BHB was incorporated in Malaysia on 20 March 1997, and was listed on the Main Market of the Bursa Malaysia Securities Berhad on 16 September in the same year. The core subsidiaries of the BHB Group are pioneers in various Islamic financial service activities including banking, takaful, stockbroking, and other related services.

DUBAI FINANCIAL GROUP LLC (DUBAI FINANCIAL GROUP) (30.5%)

Dubai Financial Group is primarily an investment company focusing on banking and financial services. Headquartered in Dubai, Dubai Financial Group either directly or through its subsidiary companies, has active investment interests in conventional and Islamic financing in UAE, GCC, Pakistan and Malaysia. Dubai Financial Group is a subsidiary of Dubai Group.

LEMBAGA TABUNG HAJI (18.5%)

Lembaga Tabung Haji (“TH”), a Government Linked Investment Company (“GLIC”) holds 51.47% and 18.5% of BIMB Holdings Berhad (known as the parent company of Bank Islam) and Bank Islam respectively. It was established mainly to assist Muslims in saving gradually for the purpose of pilgrimage. TH’s vision is to function as the pillar of economy for the community and provide excellent hajj management services.

TH is highly determined to make each business and investment venture a roaring success domestically and abroad. It has also made an impressive mark in its asset management as well as in facilitating various Islamic investment instruments such as sukuk/bonds, corporate notes, Government Investment Certificates, Mudharabah Bank Account and Bill of Acceptance.

BIMB HOLDINGS BERHAD (51.0%)

BIMB Holdings Berhad (“BHB”) adalah syarikat pegangan pelaburan yang beroperasi berteraskan prinsip Islam. Ia mempunyai tarikan yang meluas bagi pelabur disebabkan komitmen teguhnya dalam mendokong amalan beretika. BHB diperbadankan di Malaysia pada 20 Mac 1997, dan disenaraikan dalam Pasaran Utama Bursa Malaysia Securities Berhad pada 16 September tahun yang sama. Anak-anak syarikat teras Kumpulan BHB adalah perintis dalam pelbagai aktiviti perkhidmatan kewangan Islam termasuk perbankan, takaful, broker saham dan perkhidmatan lain yang berkaitan.

DUBAI FINANCIAL GROUP LLC (DUBAI FINANCIAL GROUP) (30.5%)

Dubai Financial Group adalah sebuah syarikat pelaburan yang tertumpu kepada perkhidmatan perbankan dan kewangan. Berpangkalan di Dubai, Dubai Financial Group samada secara langsung atau menerusi anak-anak syarikatnya, mempunyai kepentingan pelaburan yang aktif dalam pembiayaan konvensional dan Islam di UAE, GCC, Pakistan dan Malaysia. Dubai Financial Group adalah anak syarikat Dubai Group.

LEMBAGA TABUNG HAJI (18.5%)

Lembaga Tabung Haji (“TH”), sebuah Syarikat Pelaburan Berkaitan Kerajaan (“GLIC”) memegang 51.47% dan 18.5% masing-masing saham dalam BIMB Holdings Berhad (dikenali sebagai syarikat induk Bank Islam) dan Bank Islam. Ia ditubuhkan dengan tujuan utama membantu umat Islam menabung bagi menunaikan haji. Visi TH ialah untuk menjadi tunggak ekonomi masyarakat dan menyediakan khidmat pengurusan haji yang cemerlang.

TH bertekad untuk menjadikan setiap perniagaan dan pelaburannya satu kejayaan di dalam dan luar negara. Ia juga telah mencapai prestasi yang mengagumkan dalam pengurusan aset serta memudahkan cara pelbagai instrumen pelaburan Islam seperti sukuk/bon, nota korporat, Sijil Pelaburan Kerajaan, Akaun Bank Mudharabah dan Bil Penerimaan.

Directory and Branch Network

Panduan dan Rangkaian Cawangan

SUBSIDIARIES OF BANK ISLAM MALAYSIA BERHAD

ANAK SYARIKAT BANK ISLAM MALAYSIA BERHAD

Al-Wakalah Nominees (Tempatan)

Sdn Bhd (122372-P)
10th Floor, Wisma Bank Islam
Jalan Dungun
Bukit Damansara
50490 Kuala Lumpur

Tel : 03-2088 8762
Fax **Faks** : 03-2088 8742

BIMB Investment Management Berhad

(276246-X)
15th Floor, Menara Tun Razak
Jalan Raja Laut
50350 Kuala Lumpur

Tel : 03-2694 6617
Fax **Faks** : 03-2694 3516

BIMB Foreign Currency Clearing Agency

Sdn Bhd (507913-V)
9th Floor, Menara Tun Razak
Jalan Raja Laut, Peti Surat 11080
50734 Kuala Lumpur

Tel : 03-2693 4287
Fax **Faks** : 03-2693 4115

Farihan Corporation Sdn Bhd (558474-D)

Ar-Rahnu
9th Floor, Wisma Bank Islam
Jalan Dungun
Bukit Damansara
50490 Kuala Lumpur

Tel : 03-2088 8000
Fax **Faks** : 03-2088 8601

BIMB Offshore Company Management

Services Sdn Bhd (587171-M)
Level 5 (I), Main Office Tower
Financial Park Complex
Jalan Merdeka
87000 F.T. Labuan

Tel : 087-451 806
Fax **Faks** : 087-451 808

BIMB Trust Company (Labuan) Ltd.

(LL04013)
Level 5 (I), Main Office Tower
Financial Park Complex
Jalan Merdeka
87000 F.T. Labuan

Tel : 087-451 806
Fax **Faks** : 087-451 808

BANK ISLAM'S REGIONAL OFFICES

PEJABAT WILAYAH BANK ISLAM

CENTRAL REGION

WILAYAH TENGAH

Ground Floor
Menara Tradewinds (Menara Tun Razak)
Jalan Raja Laut
50350 Kuala Lumpur

Head **Ketua**: **Bostamam Hassan**

Tel : 03-2691 0292
Fax **Faks** : 03-2691 0298

EASTERN REGION

WILAYAH TIMUR

Level 4, 7, 8, 9 & 10
Darul Takaful, Jalan Sultan Ismail
20200 Kuala Terengganu
Terengganu Darul Iman

Head **Ketua**: **Wan Rosita Wan Mohamed**

Te : 09-627 2700
Fax **Faks** : 09-627 2818

SOUTHERN REGION

WILAYAH SELATAN

Level 15, Menara TH
Jalan Ayer Molek
80000 Johor Bahru
Johor Darul Takzim

Head **Ketua**: **Faisal Ja'afar**

Tel : 07-225 8800
Fax **Faks** : 07-225 8899

NORTHERN REGION

WILAYAH UTARA

Ground Floor & Mezzanine
Bangunan KWSP Seberang Jaya
No. 3009, Lebuah Tenggiri 2
13700 Seberang Jaya
Pulau Pinang

Head **Ketua**: **Ahmad Fauzi Mohd Akhir**

Tel : 04-382 9100
Fax **Faks** : 04-382 9166

EAST MALAYSIA REGION

WILAYAH MALAYSIA TIMUR

Bangunan Aiman, Lot 423-426
Section 5, Jalan Kulas Barat
93400 Kuching
Sarawak

Head **Ketua**: **Abdul Malek Abdullah**

Tel : 082-425 118
Fax **Faks** : 082-233 172



BANK ISLAM'S AUTOMOBILE FINANCING CENTRES, (BUSINESS)

PUSAT PEMBIAYAAN AUTOMOBIL (PERNIAGAAN) BANK ISLAM

KUALA LUMPUR

Ground & 3rd Floor
Block E, Wisma RKT
No. 10, Jalan Raja Abdullah
Off Jalan Sultan Ismail
50300 Kuala Lumpur

Manager **Pengurus:**

Khairul Anuar Mohd Shariff

Tel : 03-2691 0282/86/75/76/77

Fax **Faks** : 03-2698 8636

KOTA BHARU

1st Floor, Lot 1542, Persiaran KK 6
Jalan Raja Perempuan Zainab II
Bandar Baru Kubang Kerian
16150 Kota Bharu, Kelantan

Manager **Pengurus:**

Nazrul Suhaimi

Tel : 09-764 0072/73/75/129

Fax **Faks** : 09-764 0079

BUTTERWORTH

No. 71 & 73,
1st and 2nd Floor
Jalan Taman Selat
Off Jalan Bagan Luar
12720 Butterworth, Pulau Pinang

Manager **Pengurus:**

Nor Sadikin Hamid

Tel : 04-332 1333/3326/6845

Fax **Faks** : 04-3334477

KUALA TERENGGANU

1st Floor, Darul Takaful
Jalan Sultan Ismail
20200 Kuala Terengganu, Terengganu

Manager **Pengurus:**

Mazlan A. Bakar

Tel : 09-631 4544/6544/7544

Fax **Faks** : 09-631 5455

SHAH ALAM

Ground Floor, Wisma Perbadanan
Kemajuan Pertanian Selangor (PKPS)
Seksyen 14, Persiaran Perbandaran
40675 Shah Alam, Selangor

Manager **Pengurus:**

Ghazalaini Ghazali

Tel : 03-5518 6434/35

Fax **Faks** : 03-5519 6188/7261

KUANTAN

No. 1-06, 1-07, Mahkota Square
Jalan Mahkota
25000 Kuantan, Pahang

Manager **Pengurus:**

Sumun Mat Saed

Tel : 09-513 6262/515 8624/8627

Fax **Faks** : 09-515 8623

JOHOR BAHRU

No. 8.01, Jalan Padi Emas 5/2
Bandar Baru Uda
81200 Johor Bahru, Johor

Manager **Pengurus:**

Mohd Fadzil Ajmain

Tel : 07-237 9155/238 2275

Fax **Faks** : 07-237 9166

ALOR SETAR

No.1, Kompleks Perniagaan Utama
Jalan Sultanah Sambungan
05150 Alor Setar, Kedah

Manager **Pengurus:**

Azmi Shariff

Tel : 04-735 5966/5930/5931

Fax **Faks** : 04-735 1002

KUCHING

2nd Floor, Lot 433-435,
Seksyen 11 KTLD
Bangunan Tuanku Muhammad Al-Idrus
Jalan Kulas
93400 Kuching, Sarawak

Manager **Pengurus:**

Hamka Sarkawi

Tel : 082-240 499/254 186/

411 786

Fax **Faks** : 082-414 360

KOTA KINABALU

Ground & 1st Floor
Bangunan UMNO Sabah
Jalan Kemajuan, Karamuning
88000 Kota Kinabalu, Sabah

Manager **Pengurus:**

Zamri Abdul Kumang

Tel : 088-447 316 (DL)

088-447 294/295/304

Fax **Faks** : 088-447 305

BANDAR BARU BANGI

1st Floor, No. 2 & 4
Jalan 6C/7
43650 Bandar Baru Bangi
Selangor

Manager **Pengurus:**

Ahmad Rafik Yahya

Tel : 03-8920 1182/1358/1795

Fax **Faks** : 03-8920 2212

NEW TOWN, PETALING JAYA

2nd Floor, No. 1
Jalan 52/16
46200 Petaling Jaya
Selangor

Manager **Pengurus:**

Mohd Mostain Mohd Hojali

Tel : 03-7960 0468/1295/2934

Fax **Faks** : 03-7960 5059

Directory and Branch Network

Panduan dan Rangkaian Cawangan

PERLIS INDERA KAYANGAN

KANGAR

Lot 49 & 51, Lorong Seruling
Off Jalan Raja Syed Alwi
Peti Surat 30
01700 Kangar
Perlis Indera Kayangan

Tel : 04-976 3711/12
Fax Faks : 04-976 0951

Branch Manager
Pengurus Cawangan:
Muhammad Yusri Saidin

Date of Operations
Tarikh Operasi: 06/03/1986

KEDAH DARUL AMAN

ALOR SETAR

No. 1, Kompleks Perniagaan Utama
Jln Sultanah Sam
05150 Alor Setar
Kedah Darul Aman

Tel : 04-733 5126/36/731 9813
Fax Faks : 04-733 5128

Branch Manager
Pengurus Cawangan:
Ahmad Yasir Abdul Razak

Date of Operations
Tarikh Operasi: 01/04/1984
Date Moved
Tarikh Pindah: 27/10/2003, 31/12/2007

KEDAH DARUL AMAN

SUNGAI PETANI

Lot 71 & 72, Jalan Lagenda 1
Lagenda Height
08000 Sungai Petani
Kedah Darul Aman

Tel : 04-422 0620/21/22/
423 8752
Fax Faks : 04-421 3912

Branch Manager
Pengurus Cawangan:
Roziman Kamis

Date of Operations
Tarikh Operasi: 30/06/1987
Date Moved
Tarikh Pindah: 31/12/2007

JITRA

No. 64 & 65, Kompleks Jitra
Jalan Sungai Korok
06000 Jitra
Kedah Darul Aman

Tel : 04-917 4404/1151/3453
Fax Faks : 04-917 4225

Branch Manager
Pengurus Cawangan:
Hassanudin Bin Hashim

Date of Operations
Tarikh Operasi: 25/06/1992

KEDAH DARUL AMAN

BALING

Tingkat Bawah, Lot B
Bangunan Tabung Haji Baling
Jalan Bandar Baru Baling
09100 Baling
Kedah Darul Aman

Tel : 04-470 1678/470 7052
Fax Faks : 04-470 1679

Branch Manager
Pengurus Cawangan:
Amir Bin Ahmad

Date of Operations
Tarikh Operasi: 24/09/1992
Date of Upgrading
Tarikh Naik Taraf: 02/12/2002

KULIM

No 23 & 24, Persiaran 1
Taman Kulim Avenue
Kulim Hi-Tech
09000, Kulim
Kedah Darul Aman

Tel : 04-403 3300/3003/3976
Fax Faks : 04-490 3977

Branch Manager
Pengurus Cawangan:
Abdul Mutalib Abdul Rahman

Date of Operations
Tarikh Operasi: 10/06/1993
Date Moved
Tarikh Pindah: 7/6/2010



KEDAH DARUL AMAN

POKOK SENA

Tingkat Bawah
Lot 1247, Mukim Jabi
06400 Pokok Sena
Kedah Darul Aman

Tel : 04-782 1033 /782 1034
Fax Faks : 04-782 1022

Branch Manager

Pengurus Cawangan:

Aizan Binti Mohd Arif

Date of Operations

Tarikh Operasi: 10/12/1993

Date of Upgrading

Tarikh Naik Taraf: 28/05/2003

LANGKAWI

No. 43 & 45
Jalan Pandak Mayah 5
Pusat Bandar Kuah
07000 Langkawi
Kedah Darul Aman

Tel : 04-966 2463/64/66/5191
Fax Faks : 04-966 2469

Branch Manager

Pengurus Cawangan:

Abd Halim Ramlee

Date of Operations

Tarikh Operasi: 09/11/1995

KEDAH DARUL AMAN

GUAR CHEMPEDAK

Lot No. 00681, Jalan Besar
Bangunan Tabung Haji
08800 Guar Chempedak
Kedah Darul Aman

Tel : 04-468 0880/4827/29/30
Fax Faks : 04-468 0884

Branch Manager

Pengurus Cawangan:

Mohamad Saidin Ismail

Date of Operations

Tarikh Operasi: 23/11/1995

Date of Upgrading

Tarikh Naik Taraf: 02/08/1997

UNIVERSITI UTARA MALAYSIA

Varsity Mall
Universiti Utara Malaysia
Sintok
Kedah Darul Aman

Tel : 04-924 6271/72/75 (DL)/
928 6765/66 (DL)

Fax Faks : 04-924 6270/73

Branch Manager

Pengurus Cawangan:

Mashadi Abdul Gapar

Date of Operations

Tarikh Operasi: 09/04/2005

Date Moved

Tarikh Pindah: **To Be Confirmed**

KEDAH DARUL AMAN

PERSIARAN SULTAN ABDUL HAMID

No 165 & 166
Kompleks Perniagaan Sultan Abdul Hamid
Fasa 2
Susuran Sultan Abdul Hamid 11
Persiaran Sultan Abdul Hamid
05050 Alor Setar
Kedah Darul Aman

Tel : 04-772 8800/5818/6575
Fax Faks : 04-771 6584

Branch Manager

Pengurus Cawangan:

Fathin Hamimah Binti Mokhtar

Date of Operations

Tarikh Operasi: 14/5/2010

PULAU PINANG

BUTTERWORTH

No. 71 & 73, Jalan Taman Selat
Off Jalan Bagan Luar
Peti Surat 303
12720 Butterworth
Pulau Pinang

Tel : 04-331 2358/2358/
332 1301/17

Fax Faks : 04-3312360

Branch Manager

Pengurus Cawangan:

Rasidi Umar

Date of Operations

Tarikh Operasi: 24/11/1984

Directory and Branch Network

Panduan dan Rangkaian Cawangan

PULAU PINANG

GEORGETOWN

Ground Floor, Wisma Great Eastern
Light Street, Peti Surat 1204
10200 Georgetown
Pulau Pinang

Tel : 04-262 4724/4933/5019/0626

Fax Faks : 04-262 2594

Branch Manager

Pengurus Cawangan:

Che Sabri Che Man

Date of Operations

Tarikh Operasi: 30/07/1994

Date Moved

Tarikh Operasi: 04/08/2001 & 16/06/2008

KEPALA BATAS

No 2146 & 2147
Tingkat Bawah, Jalan Bertam
13200 Kepala Batas
Seberang Perai Utara
Pulau Pinang

Tel : 04-575 4463/5517/5579/3376

Fax Faks : 04-575 3986

Branch Manager

Pengurus Cawangan:

Jamilah Binti Abdul

Date of Operations

Tarikh Operasi: 28/01/1992

Date Moved

Tarikh Pindah: 20/06/2005

PULAU PINANG

BAYAN BARU

No. 3 & 5 Persiaran Mahsuri 1/3
Sunway Tunas Bayan Baru
11900 Pulau Pinang

Tel : 04-642 5094/95/96/97

Fax Faks : 04-642 5098

Branch Manager

Pengurus Cawangan:

Mohd Fauzi Mohd Shariff

Date of Operations

Tarikh Operasi: 25/03/1995

Date Moved

Tarikh Pindah: 09/04/2007

BANDAR BARU PERDA

No 2 Lorong Perda Selatan 2
Bandar Baru Perda
14000 Bukit Mertajam
Pulau Pinang

Tel : 04-540 3150/51/53/54/55

Fax Faks : 04-5403152

Branch Manager

Pengurus Cawangan:

Noor Azman Bin Ismail @ Pawanteh

Date of Operations

Tarikh Operasi: 24/07/2006

PERAK DARUL RIDZUAN

IPOH

Tingkat Bawah
Kompleks Islam Darul Ridzuan
Jln Panglima Bukit Gantang Wahab
Peti Surat 671
30770 Ipoh
Perak Darul Ridzuan

Tel : 05-255 3866/67/68/9625

Fax Faks : 05-253 5760

Branch Manager

Pengurus Cawangan:

Aziz Zaini

Date of Operations

Tarikh Operasi: 28/06/1986

PARIT BUNTAR

Tingkat Bawah & Satu
No. 1 & 2, Bangunan YPEIM
Jalan Kelichap
Pekan Baru Parit Buntar
34200 Parit Buntar
Perak Darul Ridzuan

Tel : 05-716 4493/94/717 2896

Fax Faks : 05-716 4495

Branch Manager

Pengurus Cawangan:

Hashim Mustapa

Date of Operations

Tarikh Operasi: 30/04/1988



PERAK DARUL RIDZUAN

SRI MANJUNG

Tingkat Bawah & Satu
No. 2408, Taman Samudera
32040, Sri Manjung
Perak Darul Ridzuan

Tel : 05-688 1227/05-688 9071/
4221 (DL)
Fax Faks : 05-688 1672

Branch Manager
Pengurus Cawangan:
Nasaruddin Zawari

Date of Operations
Tarikh Operasi: 29/05/1993
Date of Upgrading
Tarikh Naik Taraf: 16/01/2006

TANJUNG MALIM

Tingkat Bawah & Satu
No. 33 & 35, Jalan Bunga Anggerik
35900 Tanjung Malim
Perak Darul Ridzuan

Tel : 05-459 8237/459 5127/5125
Fax Faks : 05-459 8241

Branch Manager
Pengurus Cawangan:
Mohd Zubir Pandak Ibrahim

Date of Operations
Tarikh Operasi: 25/09/1993
Date Moved
Tarikh Pindah: 28/06/2004

PERAK DARUL RIDZUAN

TAIPING

Tingkat Bawah, Lot 29 & 30
Tingkat 1 & 2, Lot 29
Pusat Perniagaan, Jalan Tupai
34000 Taiping
Perak Darul Ridzuan

Tel : 05-806 5441/42/43
Fax Faks : 05-806 5436

Branch Manager
Pengurus Cawangan:
Amad Dahlan Sani

Date of Operations
Tarikh Operasi: 30/04/1994
Date Moved
Tarikh Pindah: 27/06/2005

TELUK INTAN

No. 5002, 5003 & 5004
Blok A, Kompleks SKOMK
Jalan Mahkamah
36000 Teluk Intan
Perak Darul Ridzuan

Tel : 05-622 1700/1200/1411
Fax Faks : 05-622 1489

Branch Manager
Pengurus Cawangan:
Ramli Abd Rashid

Date of Operations
Tarikh Operasi: 06/06/1994
Date Moved
Tarikh Pindah:

PERAK DARUL RIDZUAN

BAGAN SERAI

No. 126 & 128, Jalan Setia
Pusat Bandar Bagan Serai
34300 Bagan Serai
Perak Darul Ridzuan

Tel : 05-721 8509/12/13
Fax Faks : 05-751 8515

Branch Manager
Pengurus Cawangan:
Muhd Razman Salehudin

Date of Operations
Tarikh Operasi: 26/07/97
Date of Upgrading
Tarikh Naik Taraf: 01/11/2002

SERI ISKANDAR

No 1 Jalan PP 1
Bandar Universiti Seri Iskandar
32610, Bandar Seri Iskandar
Perak Darul Ridzuan

Tel : 05-363 3883/3884/
3885/3886/3887
Fax Faks : 05-234 5230

Branch Manager
Pengurus Cawangan:
Zambri Abdul Majid

Date of Operations
Tarikh Operasi: 21/08/2006

Directory and Branch Network

Panduan dan Rangkaian Cawangan

SELANGOR DARUL EHSAN

JALAN KAPAR, KLANG

Lot 336
Kompleks Majlis Agama Islam Selangor
Seksyen 23, Jalan Kapar
41400 Klang
Selangor Darul Ehsan.

Tel : 03-3342 1911/12/13
Fax Faks : 03-3342 1914

Branch Manager
Pengurus Cawangan:
Yahya Daud

Date of Operations
Tarikh Operasi: 05/01/1985

BANDAR BARU BANGI

No. 2 & 4, Jalan 6C/ 7
Bandar Baru Bangi
43650 Selangor Darul Ehsan

Tel : 03-8925 8490/91/92
Fax Faks : 03-8925 6168

Branch Manager
Pengurus Cawangan:
Rosmawati Binti Mohamed Zin

Date of Operations
Tarikh Operasi: 10/10/1987

SELANGOR DARUL EHSAN

SHAH ALAM

Tingkat Bawah, Wisma PKPS
Seksyen 14, Persiaran Perbandaran
40675 Shah Alam
Selangor Darul Ehsan

Tel : 03-5510 1481/1492/4509
Fax Faks : 03-5510 1497

Branch Manager
Pengurus Cawangan:
Nik Habsan Nik Mahmood

Date of Operations
Tarikh Operasi: 16/12/1989
Date Moved
Tarikh Pindah: 20/08/2007

SEKSYEN 14

Tingkat Bawah & Satu
No. 2 & 4, Jalan 14/22
Seksyen 14, 46100 Petaling Jaya
Selangor Darul Ehsan

Tel : 03-7957 3131/3834
Fax Faks : 03-7957 4141

Branch Manager
Pengurus Cawangan:
Badrul Hisyam Mohammad Safie

Date of Operations
Tarikh Operasi: 01/04/1990

SELANGOR DARUL EHSAN

SUBANG JAYA

Tingkat Bawah & Satu
No. 24, Jalan USJ 10/1B
47620 UEP Subang Jaya
Selangor Darul Ehsan

Tel : 03-8023 2072/87/2125
Fax Faks : 03-8023 2140

Branch Manager
Pengurus Cawangan:
Kamarudin Mohd Ghazali

Date of Operations
Tarikh Operasi: 30/01/1993
Date Moved
Tarikh Pindah: 2/10/09

BANTING

No. 2 & 6
Jalan Cemerlang 2,
Banting Business Centre
42700 Banting
Selangor Darul Ehsan.

Tel : 03-3187 3772/
3181 4772/3776
Fax Faks : 03-3187 3776

Branch Manager
Pengurus Cawangan:
Mohd Yusof Basran

Date of Operations
Tarikh Operasi: 20/02/1993
Date Moved
Tarikh Pindah: 19/10/09



SELANGOR DARUL EHSAN

SUNGAI BESAR

No 1 & 3, Jalan SBBC 1
Sungai Besar Business Centre
45300 Sungai Besar
Selangor Darul Ehsan

Tel : 03-3224 3478/2434/2886

Fax Faks : 03-3224 3479

Branch Manager

Pengurus Cawangan:

Rohana Kassim

Date of Operations

Tarikh Operasi: 27/12/93

Date of Upgrading

Tarikh Naik Taraf: 09/02/2002

Date Moved

Tarikh Pindah: 19/10/09

TANJUNG KARANG

Tingkat Bawah, Lot 342
Bangunan Tabung Haji
45500 Tanjung Karang
Selangor Darul Ehsan

Tel : 03-3269 1090/3269 0090

Fax Faks : 03-3269 1091

Branch Manager

Pengurus Cawangan:

Mohd Kusni Mohd Superi

Date of Operations

Tarikh Operasi: 08/10/1994

Date of Upgrading

Tarikh Naik Taraf: 15/02/2005

SELANGOR DARUL EHSAN

KAJANG

No. 20 & 21 Jalan Jeloh 3
43000 Kajang
Selangor Darul Ehsan

Tel : 03-8736 0798/8736 1773/
8736 2185

Fax Faks : 03-8736 2362

Branch Manager

Pengurus Cawangan:

Zunaidah Ab Rahman

Date of Operations

Tarikh Operasi: 22/04/1995

Date Moved

Tarikh Pindah: 26/12/2006

AMPANG

No.1 & 3, Jalan Pandan Prima 2
Dataran Prima Ampang
68000 Ampang
Selangor Darul Ehsan

Tel : 03-9200 4389/4392/4497

Fax Faks : 03-9200 4507

Branch Manager

Pengurus Cawangan:

Raja Rozlin Raja Mahayuddin

Date of Operations

Tarikh Operasi: 5/1/2009

SELANGOR DARUL EHSAN

KELANA JAYA

A-G-01, Jalan SS6/5A,
Dataran Glomac
Pusat Bandar Kelana Jaya
47301 Petaling Jaya
Selangor Darul Ehsan

Tel : 03-7806 2955/8190/2946

Fax Faks : 03-78061214

Branch Manager

Pengurus Cawangan:

Hairul Hafiz Jantan @ Senin

Date of Operations

Tarikh Operasi: 5 /1/2009

KOTA DAMANSARA

No. 32-1, Jalan PJU 5/5
Dataran Sunway
47810 Kota Damansara
Selangor Darul Ehsan

Tel : 03-6141 8447/8456/846

Fax Faks : 03-6141847

Branch Manager

Pengurus Cawangan:

Fazlan Bin Pahmi

Date of Operations

Tarikh Operasi: 28/8/2009

Directory and Branch Network

Panduan dan Rangkaian Cawangan

SELANGOR DARUL EHSAN

PUTRA HEIGHT, USJ

No 42A, Jalan Putra Mahkota
7/7A Putra Point Business Centre
47650 Subang Jaya
Selangor Darul Ehsan

Tel : 03-5192 0981/1516/1532

Fax Faks : 03-5192 1534

Branch Manager

Pengurus Cawangan:

Shamsul Azlan Bin Mohd Nor

Date of Operations

Tarikh Operasi: 28/8/2009

SAUJANA UTAMA

No. 1G, 2G & 36G SU Mall
Saujana Utama
47000 Sungai Buloh
Selangor Darul Ehsan

Tel : 03-6038 2877/3275/3308

Fax Faks : 03-6038 3384

Branch Manager

Pengurus Cawangan:

Zulkarnain Mohd Yasin

Date of Operations

Tarikh Operasi: 9/11/09

SEMENYIH

NO.2, Jalan TPS ¼
Taman Pelangi Semenyih
43500, Semenyih
Selangor Darul Ehsan

Tel : 03-8723 4624/29/30

Fax Faks : 03-8723 4631

Branch Manager

Pengurus Cawangan:

Faizul Othman

Date of Operations

Tarikh Operasi: 20/08/2010

SELANGOR DARUL EHSAN

RAWANG

NO.01, Jalan Bandar Rawang 12
Bandar Baru Rawang
48000 Rawang
Selangor Darul Ehsan

Tel : 03-6091 7652/57/61

Fax Faks : 03-6091 7682

Branch Manager

Pengurus Cawangan:

Suhaini Binti Shah Ruam

Date of Operations

Tarikh Operasi: 24/09/2010

PETALING JAYA NEW TOWN

NO.1, Jalan 52/16
46200, Petaling Jaya
Selangor Darul Ehsan

Tel : 03-7960 4812/13/14

Fax Faks : 03-79604815

Branch Manager

Pengurus Cawangan:

Mohd Munif Bin Yahaya

Date of Operations

Tarikh Operasi: 27/09/2010

SELANGOR DARUL EHSAN

SEKSYEN 18, SHAH ALAM

NO.28, Jalan Pinang 18/D
Section 1
40200 Shah Alam
Selangor Darul Ehsan

Tel : 03-5541 0250/055

Fax Faks : 03-5541 0259

Branch Manager

Pengurus Cawangan: **Vacant**

Date of Operations

Tarikh Operasi: 03/12/2010

SRI GOMBAK

No.120 & 121, Ground Floor
Jalan Prima SG 5
Prima Sri Gombak
68100 Batu Caves
Selangor Darul Ehsan

Tel : 03-6185 9655/9667/9672

Fax Faks : 03-6185 9675

Branch Manager

Pengurus Cawangan: **Vacant**

Date of Operations

Tarikh Operasi: 03/01/2011



WILAYAH PERSEKUTUAN, KUALA LUMPUR

JLN RAJA LAUT

Tingkat Bawah & Plaza
Menara Tun Razak
Jalan Raja Laut
Peti Surat 11080
50734 Kuala Lumpur

Tel : 03-2693 7177/76/78/79/80/
5062

Fax Faks : 03-2693 7336/2693 5326

Branch Manager

Pengurus Cawangan:

Roslina Bujang

Date of Operations

Tarikh Operasi: 01/07/1983

KL SENTRAL

Unit No CS/3B/G, Tingkat Bawah
Blok 3B Plaza Sentral, KL Sentral
50474 Kuala Lumpur

Tel : 03-2274 9878/99/
9901/6430

Fax Faks : 03-2274 4324/9902

Branch Manager

Pengurus Cawangan:

Susen Lan

Date of Operations

Tarikh Operasi: 25/05/1985

Date Moved

Tarikh Pindah: 04/08/2003

WILAYAH PERSEKUTUAN, KUALA LUMPUR

JLN TUN RAZAK

Tingkat Bawah
Bangunan Ibupejabat Tabung Haji
Jalan Tun Razak
Peti Surat 11590
50750 Kuala Lumpur

Tel : 03-2161 1333/40/41

Fax Faks : 03-2161 1360

Branch Manager

Pengurus Cawangan:

Mohd Noran Zainal

Date of Operations

Tarikh Operasi: 28/09/1985

Date Moved

Tarikh Pindah: 01/07/2003

MEDAN MARA

Tingkat Bawah
Blok Podium Medan Mara
No. 21 Jalan Raja Laut
Peti Surat 11698
50350 Kuala Lumpur

Tel : 03-2691 9079/82/86/88

Fax Faks : 03-26921890

Branch Manager

Pengurus Cawangan:

Ahmad Fahmi Mohd Yusop

Date Moved

Tarikh Pindah: 04/04/1987

WILAYAH PERSEKUTUAN, KUALA LUMPUR

SELAYANG

Tingkat Bawah
Bangunan Persatuan Nelayan Kebangsaan
(NEKMAT)
Lot 150A,152A & 154A
Jalan 2/3A, Pusat Bandar Utara
KM12, Off Jalan Ipoh
68100 Batu Caves
Kuala Lumpur

Tel : 03-6135 265/2934/35/
6137 7199

Fax Faks : 03-6137 9199

Branch Manager

Pengurus Cawangan:

Sha'ari Omar

Date of Operations

Tarikh Operasi: 14/12/1996

TAMAN MELAWATI

Lot 254 & 255
Jalan Bandar 12
53100 Hulu Klang
Kuala Lumpur

Tel : 03-4107 7800/6842/
6852/1811

Fax Faks : 03-4107 7181

Branch Manager

Pengurus Cawangan:

Nor Ashikin Mohd Yusoff @ Ahmat

Date of Operations

Tarikh Operasi: 28/03/1998

Date Moved

Tarikh Pindah: 28/08/2006

Directory and Branch Network

Panduan dan Rangkaian Cawangan

WILAYAH PERSEKUTUAN, KUALA LUMPUR

BANDAR WAWASAN DARUL TAKAFUL

No. 4 & 6, Wisma RKT
Jalan Raja Abdullah
50300 Kuala Lumpur

Tel : 03-2694 8175/92/8244/86

Fax Faks : 03-2694 8291

Branch Manager

Pengurus Cawangan:

Norhalimi Bin Yahya

Date of Operations

Tarikh Operasi: 12/08/2000

Date Moved

Tarikh Pindah:

UIAM, GOMBAK

Lot No. AHC1-5 & AHC2-4
Azman Hashim Complex
International Islamic University Malaysia

53100 Gombak

Kuala Lumpur

Tel : 03-6185 3354/3150/
3262/3282

Fax Faks : 03-6185 3402

Branch Manager

Pengurus Cawangan:

Ismail Jamin

Date of Operations

Tarikh Operasi: 14/10/2000

Date Moved

Tarikh Pindah: 14/6/2010

WILAYAH PERSEKUTUAN, KUALA LUMPUR

PUTRAJAYA

Anjung Perdana, Blok E16
Parcel E, Precint 1, Anjung
62000 Putrajaya

Wilayah Persekutuan

Tel : 03-8889 3192/93/94

Fax Faks : 03-8889 3189

Branch Manager

Pengurus Cawangan:

Nurzarina Abd Aziz

Date of Operations

Tarikh Operasi: 23/01/2002

UNIVERSITI MALAYA

Tingkat bawah, Bangunan Peperiksaan

Universiti Malaya

Jalan Pantai Baru

50603 Kuala Lumpur

Tel : 03-7960 9943/8934/7429

Fax Faks : 7960 4320

Branch Manager

Pengurus Cawangan:

Ahmad Shahrul Nizam Shuhaimi

Date of Operations

Tarikh Operasi: 26/07/2003

MENARA TM

LG1, Menara TM

Jalan Pantai Baharu

59200 Bangsar Kuala Lumpur

Tel : 03-2240 0296/2020

Fax Faks : 03-2240 2391

Branch Manager

Pengurus Cawangan:

Rosmah Md Said

Date of Operations

Tarikh Operasi: 10/01/2004

WILAYAH PERSEKUTUAN, KUALA LUMPUR

TAMAN TUN DR ISMAIL

Tingkat Bawah, No.5 & 7

Jalan Wan Kadir 2

Taman Tun Dr Ismail

60000 Kuala Lumpur

Tel : 03-7726 5744/

7728 7894/5270

Fax Faks : 03-7722 4539

Branch Manager

Pengurus Cawangan:

Abd Aziz Md Zain

Date of Operations

Tarikh Operasi: 26/03/2005

WANGSA MAJU

15G & 17G, Jalan Wangsa Delima

12, Block C, D'Wangsa Link

53300 Kuala Lumpur

Tel : 03-4142 7733/7886/8204

Fax Faks : 03-4142 8209

Branch Manager

Pengurus Cawangan:

Muslizah Mustapah

Date of Operations

Tarikh Operasi: 2/11/09

BUKIT DAMANSARA

Tingkat 3, Wisma Bank Islam

Jalan Dungun, Bukit Damansara

50490 Kuala Lumpur

Tel : 03-2092 1064/1066/1067

Fax Faks : 03-2092 1072

Branch Manager

Pengurus Cawangan:

Muhammad Khairulail Zaki Sarwani

Date of Operations

Tarikh Operasi: 2/11/09



WILAYAH PERSEKUTUAN, KUALA LUMPUR

SERI PETALING

No.1, Jalan Radin Bagus
Bandar Baru Seri Petaling
57100 Kuala Lumpur

Tel : 03-9056 2939/2943/2969
Fax Faks : 03-9056 2982

Branch Manager
Pengurus Cawangan: **Vacant**

Date of Operations
Tarikh Operasi: 22/11/2010

BUKIT BINTANG

No. 57, Mode Circle Building
Jalan Bukit Bintang
55100 Kuala Lumpur

Tel : 03-2141 0477/2141 0478/
2141 0485
Fax Faks : 03-2141 0487

Branch Manager
Pengurus Cawangan:
Mohd Farid Hamdan Mustafa

Date of Operations
Tarikh Operasi: 03/12/2010

NEGERI SEMBILAN DARUL KHUSUS

SEREMBAN

Tingkat Bawah & Satu
Lot 4981, Jalan Dato' Sheikh Ahmad
70000 Seremban
Negeri Sembilan

Tel : 06-762 9814/15/16/17
Fax Faks : 06-763 8391

Branch Manager
Pengurus Cawangan:
Idris Bin Abdullah

Date of Operations
Tarikh Operasi: 29/06/1985
Date Moved
Tarikh Pindah: 07/03/2005

TAMPIN

Lot 40 & 41
Jalan Besar
73000 Tampin
Negeri Sembilan

Tel : 06-441 4131/32/33/7479
Fax Faks : 06-441 4134

Branch Manager
Pengurus Cawangan:
Azizah Binti Ahmad

Date of Operations
Tarikh Operasi: 15/12/1990

NEGERI SEMBILAN DARUL KHUSUS

PORT DICKSON

No.42, Jalan Mahajaya
PD Central Point
71007 Port Dickson
Negeri Sembilan

Tel : 06-647 4330
Fax Faks : 06-647 5657

Branch Manager
Pengurus Cawangan:
Zulkarnanie Ariffin

Date of Operations
Tarikh Operasi: 23/11/1993
Date Moved
Tarikh Pindah: 23/06/2003
Date of Upgrading
Tarikh Naik Taraf: 15/02/2005

KUALA PILAH

Tingkat Bawah & Satu
Bangunan Darul Takaful
Lot 3803 & 3804
Jalan Dato' Ulu Muar
72000 Kuala Pilah
Negeri Sembilan Darul Khusus

Tel : 06-481 4600/8482
Fax Faks : 06-481 1431

Branch Manager
Pengurus Cawangan:
Rakiah Binti Bojeng

Date of Operations
Tarikh Operasi: 30/03/1999
Date of Upgrading
Tarikh Naik Taraf: 02/09/2002

Directory and Branch Network

Panduan dan Rangkaian Cawangan

NEGERI SEMBILAN DARUL KHUSUS

BANDAR BARU NILAI

Tingkat Bawah
PT7 183 & PT7 184
Jalan BBN 1/2E
Bandar Baru Nilai
71800 Nilai
Negeri Sembilan
Tel : 06-799 0277/6124/0549
Fax Faks : 06-799 6217

Branch Manager
Pengurus Cawangan:
Zuraimi Bin Ayub

Date of Operations
Tarikh Operasi: 22/01/1995
Date Merged/Moved/Upgraded
Tarikh Gabung/Pindah/Naik Taraf:
05/12/2005

MELAKA BANDARAYA BERSEJARAH

BANDAR MELAKA

No 50, Jalan Cempaka 1
Taman Cempaka, Peringgit
75400 Melaka
Tel : 06-284 1366/67/68/69
Fax Faks : 06-284 7257

Branch Manager
Pengurus Cawangan:
Rasul Bin Zainal

Date of Operations
Tarikh Operasi: 28/12/1985
Date Moved
Tarikh Pindah: 17/04/2007

MELAKA BANDARAYA BERSEJARAH

MASJID TANAH

Tingkat Bawah & Satu
MT 1357 & 1358
Komplek Perniagaan Masjid Tanah
78300 Masjid Tanah
Melaka
Tel : 06-384 5108/8340/8332
Fax Faks : 06-384 5109

Branch Manager
Pengurus Cawangan:
Kamarun Hamidy Ahmad

Date of Operations
Tarikh Operasi: 19/12/1992
Date Moved
Tarikh Pindah: 13/09/1997

JASIN

Tingkat Bawah
No. JA 1765 & 1766
Pusat Bandar Baru Jasin
77000 Jasin
Melaka
Tel : 06-529 4859/3515/3517
Fax Faks : 06-529 4875

Branch Manager
Pengurus Cawangan:
Mohd Hafez Bin A.Hamid

Date of Operations
Tarikh Operasi: 15/05/1993
Date of Full Branch
Tarikh Cawangan Penuh: 03/04/2006

JOHOR DARUL TAKZIM

JALAN BUKIT TIMBALAN

L3-62, Aras Abdullah Ibrahim
Plaza Kotaraya, Jalan Trus
80000 Johor Bahru
Johor Darul Takzim
Tel : 07-224 0244/42/72
Fax Faks : 07-224 0243

Branch Manager
Pengurus Cawangan:
Mohd Zakariah B. Abdul Rahman

Date of Operations
Tarikh Operasi: 06/12/1986
Date Moved
Tarikh Pindah: 11/1/2010

BATU PAHAT

No. 91-5 & 91-6
Jalan Rahmat
83000 Batu Pahat
Johor Darul Takzim
Tel : 07-431 9350/52/8927
Fax Faks : 07-431 9351

Branch Manager
Pengurus Cawangan:
Fadzilah Binti Elham @ Alhim

Date of Operations
Tarikh Operasi: 2/03/1989



JOHOR DARUL TAKZIM

MUAR

No. 75-4, 75-5
Tingkat Bawah & Mezzanine
Jalan Arab
84000 Muar
Johor Darul Takzim

Tel : 06-952 8301/02/03
Fax Faks : 06-952 8304

Branch Manager
Pengurus Cawangan:
Misral Kadr

Date of Operations
Tarikh Operasi: 23/06/1990

KLUANG

No. 20, Jalan Haji Manan
86000 Kluang
Johor Darul Takzim

Tel : 07-772 6878/6423/17
Fax Faks : 07-773 2702

Branch Manager
Pengurus Cawangan:
Mohd Esa Daud

Date of Operations
Tarikh Operasi: 26/12/1992

JOHOR DARUL TAKZIM

KOTA TINGGI

No 14C & 14D
Jalan Tun Habab
81900 Kota Tinggi
Johor Darul Takzim

Tel : 07-883 5582/8800/6205/0335
Fax Faks : 07-882 4485

Branch Manager
Pengurus Cawangan:
Azman Bin Hj. Ngah

Date of Operations
Tarikh Operasi: 24/04/1993
Date of Upgrading
Tarikh Naik Taraf: 03/03/2003
Date Moved
Tarikh Pindah: 08/01/2007

MERSING

Tingkat Bawah
No. 30, Jalan Abu Bakar
86800 Mersing
Johor Darul Takzim

Tel : 07-799 5076/6606/07/08
Fax Faks : 07-799 5077

Branch Manager
Pengurus Cawangan:
Ikhwan Saidul Abidin

Date of Operations
Tarikh Operasi: 15/01/1994
Date of Upgrading
Tarikh Naik Taraf: 04/09/2002

JOHOR DARUL TAKZIM

SEGAMAT

No. 48 & 49
Jalan Genuang Kampong
85000 Segamat
Johor Darul Takzim

Tel : 07-932 4257/2901/2862/2873
Fax Faks : 07-932 4273

Branch Manager
Pengurus Cawangan:
Khairul Anuar B. Dulah Hashim

Date of Operations
Tarikh Operasi: 27/08/1994
Date Moved
Tarikh Pindah: 29/05/2006

TAMPOI

No 9 & 10
Jalan Padi Emas 5/2
Bandar Baru Uda
81200 Johor Bahru
Johor Darul Takzim

Tel : 07-234 5228/29/8785
Fax Faks : 07-234 5230

Branch Manager
Pengurus Cawangan:
Ahdan Shariff B. Muhammad

Date of Operations
Tarikh Operasi: 10/04/1995
Date Moved
Tarikh Pindah: 14/08/2006

Directory and Branch Network

Panduan dan Rangkaian Cawangan

JOHOR DARUL TAKZIM

PASIR GUDANG

Tingkat Bawah & Satu
Lot 112719, No. 11
Pusat Perdagangan Pasir Gudang
Jalan Bandar
81700 Pasir Gudang
Johor Darul Takzim

Tel : 07-252 6671/72/73
Fax Faks : 07-252 6676

Branch Manager
Pengurus Cawangan:
Ahmad Badrudin B. Hassan

Date of Operations
Tarikh Operasi: 27/05/1995

PONTIAN

Tingkat Bawah & Satu
No.29, Jln Delima
Pusat Perdagangan Pontian
82000 Pontian
Johor Darul Takzim

Tel : 07 688 1909/5666/2259
Fax Faks : 07 688 3660

Branch Manager
Pengurus Cawangan: **Vacant**

Date of Operations
Tarikh Operasi: 12/07/2003

JOHOR DARUL TAKZIM

KULAI JAYA

No.50, Jalan Sri Putra 1
Bandar Putra
81000 KulaiJaya
Johor Darul Takzim

Tel : 07-663 5204/05/06
Fax Faks : 07-663 3208

Branch Manager
Pengurus Cawangan:
Mohd Nasir Bin Atan

Date of Operations
Tarikh Operasi: 24/09/2010

BANDAR PENAWAR

Bangunan Pusat Penerangan Pelancongan
Jalan Dato' Onn 1
81900 Bandar Penawar, Kota Tinggi
Johor Darul Takzim

Tel : 07-822 2802/03/04
Fax Faks : 07-822 2806

Branch Manager
Pengurus Cawangan:
Fairul Izzar Bin Abdullah

Date of Operations
Tarikh Operasi: 12/11/2010

PAHANG DARUL MAKMUR

KUANTAN

No G-05, G-06 & G-07 (Tingkat Bawah)
No 1-05, 1-06 & 1-07 (Tingkat Satu)
Mahkota Square, Jalan Mahkota
25000 Kuantan
Pahang Darul Makmur

Tel : 09-513 3366/67/68
Fax Faks : 09-513 3369

Branch Manager
Pengurus Cawangan:
Abd Manan Bin Talib

Date of Operations
Tarikh Operasi: 10/08/1985
Date Moved
Tarikh Pindah: 16/09/2001, 04/02/2008

TEMERLOH

No.29 & 31, Pusat Komersial Temerloh
Jalan Dato' Bahaman 3
28000 Temerloh
Pahang Darul Makmur

Tel : 09-296 5301/3222/1416
Fax Faks : 09-296 5300

Branch Manager
Pengurus Cawangan:
Ahmad Fauzi Jamlus

Date of Operations
Tarikh Operasi: 27/02/1988
Date Moved
Tarikh Pindah: 06/10/2001



PAHANG DARUL MAKMUR

BANDAR PUSAT JENKA

No. 33 & 34, Kedai 36
Unit LKWJ, Nadi Kota
26400 Bandar Jengka
Pahang Darul Makmur

Tel : 09-466 2871/2890/4837/4153
Fax **Faks** : 09-466 2891

Branch Manager

Pengurus Cawangan:

Mohd Suhairi B. Mohd Rasul

Date of Operations

Tarikh Operasi: 10/04/1993

Date Moved

Tarikh Pindah: 27/07/1998

RAUB

Lot 16474 & 16475
Pusat Perniagaan Inderapura
Jalan Tras
27600 Raub
Pahang Darul Makmur

Tel : 09-355 8300

Fax **Faks** : 09-355 8302

Branch Manager

Pengurus Cawangan:

Mohd Shahrul Azman B. Marzuki

Date of Operations

Tarikh Operasi: 01/07/1995

Date Moved/Upgraded

Tarikh Pindah/Naik Taraf: 13/11/2006

PAHANG DARUL MAKMUR

JERANTUT

No. 4 Lorong Dulang 1
Bandar Baru Jerantut
27000 Jerantut
Pahang Darul Makmur

Tel : 09-266 6120/9380/9381/
6121/9096

Fax **Faks** : 09-266 6380

Branch Manager

Pengurus Cawangan:

Samsol Bin Mamat

Date of Operations

Tarikh Operasi: 22/07/1995

BANDAR MUADZAM SHAH

MM No.09, Medan Mewah
26700 Bandar Muadzam Shah
Pahang Darul Makmur

Tel : 09-452 3175/5175/5176

Fax **Faks** : 09-452 3177

Branch Manager

Pengurus Cawangan:

Nasarudin Bin Abdullah

Date of Operations

Tarikh Operasi: 05/08/1995

Date of Upgrading

Tarikh Naik Taraf: 02/01/2003

PAHANG DARUL MAKMUR

PEKAN

No. 1 & 2, Lot 61
Seksyen 7, Jln Ungku Muda Mansur
26600 Pekan
Pahang Darul Makmur

Tel : 09-422 8622/8922

Fax **Faks** : 09-422 8818

Branch Manager

Pengurus Cawangan:

Nik Rosesida Bte Nik Mohd

Date of Operations

Tarikh Operasi: 16/07/2004

PUTRA SQUARE, KUANTAN

No 1 & 3, Jalan Putra Square 2
Putra Square, 25200 Kuantan
Pahang Darul Makmur

Tel : 09-517-3225/29/31

Fax **Faks** : 09-517-3235

Branch Manager

Pengurus Cawangan:

Amirudin Bin Mohamed Arifin

Date of Operations

Tarikh Operasi: 28/8/2009

Directory and Branch Network

Panduan dan Rangkaian Cawangan

TERENGGANU DARUL IMAN

JALAN SULTAN ISMAIL, KUALA TERENGGANU

Tingkat Bawah & Satu
Lot 1128, Bangunan Majlis Agama Islam &
Adat Melayu Terengganu
Jalan Banggol
Peti Surat 205
20720 Kuala Terengganu
Terengganu Darul Iman

Tel : 09-622 4780/30/44/54/80/
4537

Fax Faks : 09-623 3944

Branch Manager

Pengurus Cawangan:

Ahmad Nawawi Bin Abd Rashid

Date of Operations

Tarikh Operasi: 01/11/1983

CHUKAI

PT16096, PT16097 & 16098
Jalan Kubang Kurus
24000 Kemaman
Terengganu Darul Iman.

Tel : 09-859 9999/77

Fax Faks : 09-859 9998/97

Branch Manager

Pengurus Cawangan:

Zameran Bin Jusoh

Date of Operations

Tarikh Operasi: 24/11/1988

Date Moved

Tarikh Pindah: 30/8/2009

TERENGGANU DARUL IMAN

JERTEH

Tingkat Bawah & Satu
Lot 180 & 181
Jalan Tuan Hitam
22000 Jerteh
Terengganu Darul Iman

Tel : 09-697 3388/1672/1673

Fax Faks : 09-697 1592

Branch Manager

Pengurus Cawangan:

Sulaima Bin Mohd Zin

Date of Operations

Tarikh Operasi: 14/03/1991

DUNGUN

Tingkat Bawah & Satu
Lot 7928 & 7929
Jln Baru Pak Sabah
23000 Dungun
Terengganu Darul Iman

Tel : 09-848 5498/845 3055/3302

Fax Faks : 09-848 5502

Branch Manager

Pengurus Cawangan:

Nik Muhammad Nasuha B.Nik Razin

Date of Operations

Tarikh Operasi: 26/11/1992

Date Moved

Tarikh Pindah: 04/07/2004

TERENGGANU DARUL IMAN

PADANG HILIRAN

Lot NO F18, F19 & G55
Giant Hypermarket Kuala Terengganu
H.S (D) 6917, PT 1485
Jalan Padang Hiliran
21000 Cabang Tiga, Kuala Terengganu
Terengganu Darul Iman

Tel : 09-631 3533/8354/8355

Fax Faks : 09-631 3633

Branch Manager

Pengurus Cawangan:

Mohd Fadli Shah Bin Mohd Alim

Date of Operations

Tarikh Operasi: 12/08/2010

KELANTAN DARUL NAIM

KUBANG KERIAN

PT 1540, 1541 & 1542 (Ground Floor)
Persiaran KK6
Jalan Raja Perempuan Zainab II
Bandar Baru Kubang Kerian
16150 Kota Bharu
Kelantan Darul Iman

Tel : 09-7640052/58/69/70/71

Fax Faks : 09-7640057

Branch Manager

Pengurus Cawangan:

Mohd Supardi Bin Yatim

Date of Operations

Tarikh Operasi: 01/03/1984

Date Moved

Tarikh Pindah: 05/10/2003, 13/01/2008



KELANTAN DARUL NAIM

PASIR MAS

Tingkat Bawah & Mezzanine
No. 41 & 42
Jalan Tengku Ahmad
17000 Pasir Mas
Kelantan Darul Naim

Tel : 09-790 0750/0751/0850
Fax Faks : 09-790 0752

Branch Manager
Pengurus Cawangan:
Abdul Sukor Bin Osman

Date of Operations
Tarikh Operasi: 29/06/1989

TANAH MERAH

Lot 41 & 42, Jalan Tasik
17500 Tanah Merah
Kelantan Darul Naim

Tel : 09-955 8341/8341/8342
Fax Faks : 09-955 8342

Branch Manager
Pengurus Cawangan:
Fariza Kamariah Bte Che Yusoff

Date of Operations
Tarikh Operasi: 22/10/1992
Date Moved
Tarikh Pindah: 04/05/2003
Date of Upgrading
Tarikh Naik Taraf: 22/12/2002

KELANTAN DARUL NAIM

MACHANG

No. 26 & 27, Pasar Baru
Jalan Tanjung
18500 Machang
Kelantan Darul Naim

Tel : 09-975 2977/2800/1490
Fax Faks : 09-975 2900

Branch Manager
Pengurus Cawangan:
Mat Yusoh Bin Hassan

Date of Operations
Tarikh Operasi: 17/06/1993

KUALA KRAI

No 36 & 37
Jalan Sultan Yahya Petra
18000 Kuala Krai
Kelantan Darul Naim

Tel : 09-966 4627/960 3002/
3004/3008
Fax Faks : 09-966 4651

Branch Manager
Pengurus Cawangan:
Meor Abdul Rahman Md Yusop

Date of Operations
Tarikh Operasi: 28/10/1993
Date Moved
Tarikh Pindah: 30/8/2009

KELANTAN DARUL NAIM

GUA MUSANG

Tingkat Bawah, Lot 7 & 8
Bangunan Tabung Haji
Bandar Baru
18300 Gua Musang
Kelantan Darul Naim

Tel : 09-912 2003
Fax Faks : 09-912 1772

Branch Manager
Pengurus Cawangan:
Mohd Anuar Mat Junoh

Date of Operations
Tarikh Operasi: 22/09/1994
Date of Upgrading
Tarikh Naik Taraf: 15/03/2005

RANTAU PANJANG

No. 182, Jalan Besar
Lubok Stoi
17200 Rantau Panjang
Kelantan Darul Naim

Tel : 09-795 0077/2768
Fax Faks : 09-795 0088

Branch Manager
Pengurus Cawangan:
Mohamed Zaidi B. Mat Zain

Date of Operations
Tarikh Operasi: 10/06/1995
Date of Upgrading
Tarikh Naik Taraf: 17/09/2002

Directory and Branch Network

Panduan dan Rangkaian Cawangan

KELANTAN DARUL NAIM

PASIR PUTEH

Lot No. 493, Seksyen 1
Bandar Pasir Puteh
16800 Pasir Puteh
Kelantan Darul Naim

Tel : 09-786 0061/62/67/63
Fax Faks : 09-786 0068

Branch Manager

Pengurus Cawangan:

Mohamad Dashuki Shukri

Date of Operations

Tarikh Operasi: 12/03/1998

KOTA BHARU

No 72 Seksyen 25
Jalan Sultan Yahya Petra
15720 Kota Bharu
Kelantan Darul Naim

Tel : 09-741 9222/9333/9555/
743 8825

Fax Faks : 09-743 8826

Branch Manager

Pengurus Cawangan:

Muhd Zafrullah Bin Ghazy

Date of Operations

Tarikh Operasi: 25/06/1998

Date Moved

Tarikh Pindah: 06/01/2008

JALAN SULTAN IBRAHIM (KB3)

NO. 3486-P, NO. 3486-Q &
Lot NO. 3486-Q/A
Jalan Sultan Ibrahim
15050 Kota Bharu
Kelantan Darul Naim

Tel : 09-743 4020/30/60
Fax Faks : 09-743 3020

Branch Manager

Pengurus Cawangan:

Wan Mohd Haizul Bin Wan Zin

Date of Operations

Tarikh Operasi: 19/08/2010

SARAWAK

KUCHING

Lot 433, 434 & 435
Seksyen 11, KTLD
Bangunan TuanKu Muhamad Al-Idrus
Jalan Kulas
93400 Kuching
Sarawak

Tel : 082-414 159/259/
417 289/413 229

Fax Faks : 082-410 446

Branch Manager

Pengurus Cawangan:

Kamaruzzaman Padil

Date of Operations

Tarikh Operasi: 22/03/1986

BINTULU

No. 195 & 196
Phase 3
Bintulu Parkcity Commercial Centre
Jln Tun Ahmad Zabidi
97000 Bintulu
Sarawak

Tel : 086-337 413/18/34/93/781

Fax Faks : 086-337 401

Branch Manager

Pengurus Cawangan:

Raliah Adeni

Date of Operations

Tarikh Operasi: 30/11/1993

Date Moved

Tarikh Pindah: 19/07/2004

SARAWAK

MIRI

No 1257 & 1528 Block 9
Centre Point Commercial District
Jalan Melayu
98000 Miri
Sarawak

Tel : 085-415 422/24/25

Fax Faks : 085-415 421

Branch Manager

Pengurus Cawangan:

Kameri Bin Edi

Date of Operations

Tarikh Operasi: 07/02/1994

KOTA SAMARAHAN

No. 1 – 3, Desa Ilmu Commercial Centre
Jalan Datuk Mohd Musa
94300 Kota Samarahan
Sarawak

Tel : 082-662 616/17/284/85

Fax Faks : 082-66 2618

Branch Manager

Pengurus Cawangan:

Ahmad Fadillah Harris

Date of Operations

Tarikh Operasi: 10/01/1998



SARAWAK

SIMPANG TIGA, KUCHING

No 69 Lot 10898
Jalan Tun Jugah
93350 Kuching
Sarawak

Tel : 082-453 716/726/736
Fax Faks : 082-453 711

Branch Manager
Pengurus Cawangan:
Iswandy Shafiee

Date of Operations
Tarikh Operasi: 07/02/1994

WILAYAH PERSEKUTUAN, LABUAN

LABUAN

Lot 13 & 14, Tingkat Bawah & Satu
Lazenda Commercial Centre
Jln OKK Abdullah
87008 Wilayah Persekutuan Labuan
Sabah

Tel : 087-419 205/424 901/667
Fax Faks : 087-419 206

Branch Manager
Pengurus Cawangan:
Hasmawi Bin Awang Hashim

Date of Operations
Tarikh Operasi: 18/12/1993
Date Moved
Tarikh Pindah : 20/11/2000

SABAH

KOTA KINABALU

Tingkat Bawah & Tingkat 1
Bangunan UMNO Sabah
Jalan Kemajuan, Karamuning
88000 Kota Kinabalu
Sabah

Tel : 088-447285/306/312/314
Fax Faks : 088-447314

Branch Manager
Pengurus Cawangan:
Fauziah Datuk Abu Bakar Titingan

Date of Operations
Tarikh Operasi: 21/02/1987
Date Moved
Tarikh Pindah: 31/03/2008

TAWAU

Tingkat Bawah & Satu
Lot 1 & 2, Block 41
Fajar Commercial Komplek
Jalan Haji Karim
91000 Tawau
Sabah

Tel : 089-779 917/778 758/966
Fax Faks : 089-779 666

Branch Manager
Pengurus Cawangan:
Herman Aripuddin

Date of Operations
Tarikh Operasi: 15/05/1992

SABAH

LAHAD DATU

Lot 54 & 55, Blok 4
Bandar Wilayah
91100 Lahad Datu
Sabah

Tel : 089-889 233/44/55/66
Fax Faks : 089-889 277

Branch Manager
Pengurus Cawangan:
Ahmad Abir Mohd Noor

Date of Operations
Tarikh Operasi: 27/12/1997

SANDAKAN

Lot 1 & Lot 2, Block 23
Bandar Indah, Mile 4
North Road
90000 Sandakan
Sabah

Tel : 089-214885/942/964
Fax Faks : 089-214977

Branch Manager
Pengurus Cawangan:
Nona Baria Binti Saruddin

Date of Operations
Tarikh Operasi: 12/1/2009

KARAMUNGING

Lot G91, Kompleks Karamuning
Jalan Tuaran
88100 Kota Kinabalu
Sabah

Tel : 088-270761/088-270764
Fax Faks : 088-270768

Branch Manager
Pengurus Cawangan:
Abd Rahim Muluk

Date of Operations
Tarikh Operasi: 23/10/2009

Glossary of Terms

Istilah Terma

TERMINOLOGY

ISTILAH

Baī' ʿUrbūn
بيع العزبون

MEANING

MAKSUD

A sale contract in which a security deposit is paid in advance as part payment towards the price of the asset if the contract continues to its conclusion. The deposit is forfeited if the buyer does not meet his obligation to complete the purchase of the asset.

Suatu kontrak jual-beli di mana wang cagaran dibayar terlebih dahulu sebagai sebahagian daripada pembayaran harga aset jika kontrak disempurnakan. Wang cagaran ini akan hangus jika pembeli tidak memenuhi tanggungjawab menyempurnakan pembelian aset tersebut.

Baī' Bithaman Ājil
بيع بئمر اجل

A contract of sale on a deferred payment basis within an agreed payment period.

Suatu kontrak jualan berdasarkan pembayaran tertangguh dalam satu tempoh pembayaran yang dipersetujui.

Baī' Murābahah
بيع المربحة

A contract of sale based on cost plus where the acquisition cost and the seller's profit margin are disclosed to the buyer at the time of the contract. The settlement of the price is normally made on deferred payment terms.

Suatu kontrak jualan di mana kos pemerolehan dan margin keuntungan penjual didedahkan kepada pembeli semasa kontrak dimeterai. Biasanya, penyelesaian harga dibuat mengikut terma pembayaran tertangguh.

Baī' ʿInah
بيع العينة

A financing facility involving two separate sale and purchase contracts on a same asset and it can be in the following two arrangements:

1. A financier sells an asset to a customer on deferred payment terms. Immediately thereafter, the financier repurchases the same asset from the customer on cash terms at a price lower than that of the deferred payment sale.
2. A financier buys an asset from a customer on cash terms. Immediately thereafter, the financier sells back the same asset to the customer on deferred payment terms at a price higher than that of the cash sale.

This concept is acceptable according to the views Shafie mazhab and intended to avoid the practice of riba.

Satu kemudahan pembiayaan yang melibatkan dua kontrak jual beli yang berasingan menggunakan aset yang sama dan ia boleh dilakukan dalam dua bentuk berikut:

1. Pemiaya menjual aset kepada pelanggan mengikut terma pembayaran tertangguh. Sebaik sahaja selepas itu, pemiaya membeli balik aset yang sama daripada pelanggan secara tunai pada harga yang lebih rendah daripada harga jualan pembayaran tertangguh.
2. Pemiaya membeli aset daripada pelanggan secara tunai. Sebaik sahaja selepas itu, pemiaya menjual balik aset yang sama kepada pelanggan mengikut terma pembayaran tertangguh pada harga yang lebih tinggi daripada jualan tunai.

Konsep ini boleh diterima mengikut pandangan mazhab Shafie dan bertujuan untuk mengelakkan amalan riba.

Baī' Dayn
بيع الدين

It refers to the buying and selling of debt instruments, e.g. certificates, securities, trade documents and papers in the secondary market that conform to the Shariah requirements. All these documents are essentially issued by the debtors to the creditors as evidence of indebtedness. Only documents evidencing real debts i.e. debts arising from "bona fide" business transactions may be traded.

Ia merujuk pada pembelian dan penjualan instrumen hutang, contohnya, sijil, saham, dokumen perdagangan dan sekuriti dalam pasaran sekunder yang mematuhi tuntutan Syariah. Pada asasnya, kesemua dokumen ini dikeluarkan oleh penghutang kepada pemiutang sebagai bukti keberhutangan. Hanya dokumen yang membuktikan hutang sebenar iaitu hutang yang berpunca daripada transaksi perniagaan "sebenar" boleh diniagakan.



TERMINOLOGY

ISTILAH

MEANING

MAKSUD

Baī' Istijār
بيع الإستهارة

A contract between a supplier and a buyer whereby the supplier supplies a particular item on an ongoing basis on an agreed mode of payment until they terminate the contract.

Suatu kontrak antara pembekal dengan pelanggan di mana pembekal membekalkan barangan tertentu secara berterusan mengikut kaedah pembayaran yang telah dipersetujui sehingga mereka menamatkan kontrak tersebut.

Baī' Istisnā'
بيع الإستصناع

A purchase order contract whereby a buyer orders a seller to manufacture an asset according to specifications in the purchase contract to be delivered on a certain future date. The settlement of the purchase price is according to an agreed terms and conditions between the two parties.

Suatu kontrak pesanan belian di mana pembeli mengarahkan penjual membina aset mengikut spesifikasi yang terdapat dalam kontrak pembelian untuk diserahkan pada suatu tarikh masa depan tertentu. Penyelesaian harga pembelian itu adalah menurut terma dan syarat yang dipersetujui oleh kedua-dua pihak.

Baī' Muzāyadah
بيع المزاد

A sale of an asset in public through the process of bidding among potential buyers and the asset is sold to the highest bidder. This is commonly known as auction sale.

Jualan aset kepada orang ramai melalui proses bida dalam kalangan bakal pembeli dan aset dijual kepada pembida tertinggi. Biasanya, ia dikenali sebagai jualan lelong.

Baī' Salām
بيع السلم

A contract in which a full payment of the price is paid in advance at the time of contract for assets to be delivered later at a future date. It is necessary that the quality of the assets intended to be purchased is fully specified leaving no ambiguity leading to dispute.

Suatu kontrak di mana pembayaran harga dibuat sepenuhnya terlebih dahulu semasa kontrak dimeterai supaya aset dapat diserahkan kemudian pada suatu tarikh masa depan. Kualiti aset yang dirancang untuk dibeli perlu ditetapkan sepenuhnya tanpa meninggalkan kesamaran yang boleh mendorong kepada pertikaian.

Baī' Wafā'
بيع الوفاء

A contract with a condition that when the seller pays back the price of the sold asset, the buyer returns the asset to the seller. It is a *baī'* (sale) in form but a pledge (*rahn*) in substance.

Suatu kontrak dengan syarat apabila penjual membayar balik harga aset yang telah dijual itu, pembeli memulangkan semula aset tersebut kepada penjual. Ia merupakan *bai'* (penjualan) dari segi bentuk tetapi cagaran (*rahn*) dari segi asasnya.

Batīl
باطل

Null and void.

Batal.

Darurah
ضرورة

Emergency. In the emergency, Muslims may disregard aspects of *Shariah* laws in order to save their faith, life, property, intellect and posterity.

Darurat. Ketika dalam darurat, orang Islam boleh dikecualikan daripada beberapa aspek undang undang *Syariah* bagi mempertahankan aqidah, nyawa, harta benda, akal fikiran dan zuriat.

Dhamānah
ضمانة

A contract where a person underwrites claims or obligations that should be fulfilled by a debtor, supplier or contractor. In the event that the debtor, supplier or contractor fails to fulfil his obligations, the guarantor is responsible to fulfil such obligations. Majority of *fuqahā'* view that the *dhamānah* is similar with *kafālah*.

Suatu kontrak di mana seseorang menjamin tuntutan atau kewajipan yang perlu dipenuhi oleh penghutang, pembekal atau kontraktor. Sekiranya penghutang, pembekal atau kontraktor gagal memenuhi kewajipan mereka, penjamin wajib bertanggungjawab bagi memenuhi kewajipan itu. Majoriti para *fuqahā'* berpendapat bahawa *dhamānah* adalah sama dengan *kafālah*.

Dho`wa ta`ajjal
ضع و تعجل

Dha`wa ta`ajjal is the action of a creditor writing off part of the debt when the debtor settles the balance of his debt earlier.

Mengurangkan sebahagian jumlah hutang apabila peminjam menyelesaikan hutang lebih awal.

Glossary of Terms

Istilah Terma

TERMINOLOGY

ISTILAH

MEANING

MAKSUD

Fatwā
فتوى

An opinion or pronouncement on *Shariah* issued by a group of scholars (*fuqaha*) who are sufficiently qualified and knowledgeable of the methodology for the issuance of fatwa, as well-established under the discipline of Islamic jurisprudence (*usul fiqh*).

Suatu pendapat atau pengumuman mengenai hukum *Syariah* yang dikemukakan oleh sekumpulan ulama Islam (*fuqaha*) yang cukup berkelayakan dan berpengetahuan dalam kaedah mengeluarkan *fatwa* serta mantap dalam disiplin perundangan Islam (*usul fiqh*).

Gharamah
غرامة

It refers to somewhat must be paid as a disciplinary measure or penalty.

Denda/Penalti.

Gharar
غرر

An unknown fact or condition. In a commercial transaction, an excessive/major *gharar* (*gharar fāhish*), e.g. the fact or condition of either the contracting parties or the asset in the contract or the price of the asset are not known or made known to contracting parties makes a contract null and void.

Fakta atau keadaan yang tidak diketahui. Dalam urusan niaga komersil, *gharar* yang berlebih-lebihan/melampau (*gharar fāhish*) misalnya fakta atau keadaan salah seorang pihak yang berkontrak atau aset yang dikontrakkan atau harganya tidak diketahui atau tidak dimaklumkan kepada pihak-pihak berkontrak mengakibatkan sesuatu kontrak itu batal dan tidak sah.

Ghish
غش

Cheating, fraud, or deception. All of these are prohibited by the *Shariah*.

Penipuan atau perdayaan. Kesemua ini adalah dilarang oleh *Syariah*.

Hadīth
حديث

The sayings, deeds and endorsement of the prophet Muhammad SAW. *Hadīth* is also referred as *Sunnah*.

Kata-kata, perbuatan dan pengesahan/perakuan oleh Nabi Muhammad SAW. *Hadīth* juga dirujuk sebagai *Sunnah*.

Halāl
حلال

Lawful or permissible. The concept of *halāl* has spiritual overtones. In Islam there are activities, professions, contracts and transactions that are explicitly prohibited (*harām*) by the *Shariah*. All other activities, professions, contracts and transactions are *halāl*.

The concept of *halāl* differentiates Islamic economics from conventional economics. In conventional economics all activities are judged on economic utility. In Islamic economics, spiritual and moral factors are also involved, where an activity may be economically sound but may not be allowed if it is forbidden by the *Shariah*.

Sah atau diharuskan. Konsep *halāl* mempunyai nada kerohanian. Dalam Islam terdapat kegiatan, profesion, kontrak dan urusan niaga yang dengan jelas dilarang (diharāmkan) oleh *Syariah*. Kesemua kegiatan, profesion, kontrak dan urusan niaga lain adalah *halāl*.

Konsep *halāl* itu membezakan antara ekonomi Islam dengan ekonomi konvensional. Dalam ekonomi konvensional kesemua kegiatan adalah dinilai mengikut utiliti ekonomi. Dalam ekonomi Islam, faktor kerohanian dan moral juga diambil kira, di mana sesuatu kegiatan nampak baik dari segi ekonomi tetapi tidak dibenarkan jika ditegah oleh *Syariah*.

Harām
حرام

Unlawful or forbidden. Activities, professions, contracts and transactions that are explicitly prohibited by the *Shariah*.

Menyalahi undang-undang atau ditegah. Kegiatan, profesion, kontrak dan urusan niaga yang dengan jelas dilarang oleh *Syariah*.

Haq Mālīy
حق مالي

Refers to rights on the asset. Examples of such rights are *haq dayn* (rights to the claim of a debt) and *haq tamalluk* (rights of ownership).

Merujuk pada hak atas aset. Contoh hak tersebut ialah *haq dayn* (hak untuk menuntut hutang) dan *haq tamalluk* (hak pemilikan).



TERMINOLOGY

ISTILAH

MEANING

MAKSUD

Hibah هبة	A gift awarded to a person voluntarily or something given to a person without exchange. Hadiah yang diberikan kepada seseorang secara suka rela atau sesuatu yang diberi kepada seseorang tanpa pertukaran.
Hiwālah حوالة	A contract of transferring a debt obligation of a debtor to a third party. Suatu kontrak pemindahan tanggungjawab hutang seorang penghutang kepada pihak ketiga.
lbrā' إبراء	Giving up of a right. In a commercial transaction a creditor gives up part or all of his right to a debtor usually for early settlement of the debt. Melepaskan hak. Dalam urusan niaga komersil, pemiutang melepaskan sebahagian atau semua haknya kepada penghutang, biasanya untuk penyelesaian awal hutang itu.
ljārah إجارة	A contract whereby an owner of asset leases out the asset to a lessee at an agreed rental payment and pre-determined lease period upon the contract. The ownership of the asset remains with the lessor while the lessee only owns the right of the use of the asset. Suatu kontrak di mana pemilik aset menyewakan aset kepada penyewa pada kadar sewaan yang dipersetujui dan tempoh sewaan yang ditetapkan terlebih dahulu semasa kontrak dimeterai. Pemilikan aset kekal dengan pemberi sewaan, sementara penyewa hanya memiliki hak penggunaan aset tersebut.
ljārah Thumma Baī' إجارة ثم ابيع	Refers to an <i>ljārah</i> contract to be followed by a <i>bai'</i> (sale) contract. Under the first contract, the lessor leases out an asset to a lessee at an agreed rental payment over a specified period. Upon expiry of the leasing period, the lessee enters into a second contract to purchase the property from the owner at an agreed price. In certain jurisdiction, <i>ljārah Thumma Baī'</i> is called <i>ljārah Muntahiah Bit-Tamleek</i> . Merujuk pada kontrak <i>ljārah</i> yang diikuti dengan kontrak <i>bai'</i> (jualan). Di bawah kontrak pertama, pemilik aset menyewakan aset kepada penyewa pada kadar sewaan yang telah dipersetujui sepanjang tempoh yang ditetapkan. Menjelang tiba tamat tempoh sewaan, penyewa memeterai kontrak kedua untuk membeli harta tanah daripada pemilik pada harga yang telah dipersetujui. Di beberapa rantau lain, <i>ljārah Thumma Baic</i> dipanggil <i>ljārah Muntahiah Bit-Tamleek</i> .
ljtihād اجتهاد	A jurist (<i>faqih</i>)'s endeavor to formulate a rule or legal decision (<i>hukum</i>) by interpretation of the evidence (<i>dalil</i>) found in the <i>Shariah</i> sources. Usaha pakar undang-undang (<i>faqih</i>) untuk merumuskan peraturan atau keputusan (hukum) dengan mentafsirkan bukti-bukti (<i>dalil</i>) yang terdapat dalam sumber-sumber <i>Syariah</i> .
Jahl جهل	Ignorance. Kejahilan.
Juā'lah جعالة	A unilateral contract promising a reward for the accomplishment of a specific task. Satu kontrak sehalu yang menjanjikan hadiah atas penyempurnaan sesuatu tugas tertentu.
Khiyānah خيانة	A breach of trust, betrayal or treachery which is clearly prohibited by <i>Shariah</i> . Pecah amanah, pengkhianatan atau pembelotan yang jelas dilarang oleh <i>Syariah</i> .
Maisīr ميسير	Gambling. Any activity that involves betting, involving money or any items on the outcome of an unpredictable event. The bet is forfeited if the outcome is not as predicted by the bettor and the person against whom the bet is made takes the bet. This activity is clearly prohibited by the <i>Shariah</i> .
or Qimār قمار	Perjudian. Sebarang kegiatan yang melibatkan pertarungan, yang membabitkan wang atau apa-apa perkara mengenai hasil daripada peristiwa yang tidak boleh diramal. Pertarungan akan hilang jika hasilnya tidak seperti yang dijangkakan oleh pembuat pertarungan dan sebaliknya individu penerima pertarungan mendapat pertarungan itu. Kegiatan ini jelas dilarang oleh <i>Syariah</i> .

Glossary of Terms

Istilah Terma

TERMINOLOGY

ISTILAH

MEANING

MAKSUD

Māl

مال

Anything of natural desire by humankind, and can be stored for times of necessity; has specific or general use and is permissible by Shariah for the purpose of extracting its benefit.

Sebarang benda yang diinginkan oleh manusia secara semulajadi, dan boleh disimpan untuk keperluan akan datang; yang mempunyai kegunaan khusus atau am dan dibenarkan oleh *Syariah* bagi tujuan mendapatkan manfaat daripadanya.

Maslahah

مصلحة

Kepentingan umum.

Consideration of public interests.

Mudhārabah

عضارية

A contract between a capital provider (*rabbul māl*) who provides 100% capital for a business and entrepreneur (*mudhārib*) who manages the business applying his expertise. Under this contract, the resulting profit is to be shared between them according to a pre-agreed ratio, while any loss is to be borne solely by the provider of capital.

Suatu kontrak antara pemodal (*rabbul māl*) yang memberi 100% modal untuk perniagaan dengan usahawan (*mudhārib*) yang menguruskan perniagaan dengan menggunakan kepakarannya. Di bawah kontrak ini, keuntungan yang diperoleh akan dibahagikan antara mereka mengikut nisbah yang dipersetujui sebelumnya, sementara sebarang kerugian akan ditanggung sepenuhnya oleh pemodal.

Muqāsah

مقاصة

Debt settlement by contra transaction or setting off.

Penyelesaian hutang melalui urus niaga kontra atau tolak selesai.

Musāqah

مساقاة

An agricultural contract whereby the owner of agricultural land shares its produces with another person in return for his services in irrigating the garden.

Kontrak pertanian di mana pemilik tanah pertanian berkongsi hasil pengeluaran dengan individu lain sebagai pulangan atas khidmatnya mengairi kebun itu.

Musāwamah

مساومة

A general kind of sale in which price of the asset to be traded is bargained between seller and the purchaser without any reference to the acquisition cost incurred by the seller.

Sejenis jualan am di mana terdapat tawar menawar dalam harga aset yang didagangkan antara penjual dengan pembeli tanpa sebarang rujukan terhadap kos pemerolehan yang ditanggung oleh penjual.

Mushārahah

مشاركة

A contract between two or more parties to contribute capital in various proportions to a partnership. Profits generated by the partnership are shared in accordance with the terms of *mushārahah* contract whilst losses are shared in proportion to the respective contributors' shares of the capital.

Suatu kontrak ke arah perkongsian antara dua pihak atau lebih untuk menyumbang modal dalam pelbagai perkadaran. Keuntungan yang dijana oleh perkongsian dibahagikan mengikut terma kontrak *mushārahah*, manakala kerugian dikongsi mengikut perkadaran bahagian sumbangan modal masing-masing.

Mushārahah

Mutanāqisah

مشاركة متناقصة

Diminishing *mushārahah*; allows equity participation and sharing of profits in a pre-agreed ratio, and sharing of losses on a pro-rata basis. This provides a method through which the bank keeps on reducing its equity in the asset, ultimately transferring ownership of the asset to the customer/partner.

Mushārahah berkurangan; membenarkan penyertaan ekuiti dan perkongsian untung mengikut nisbah yang ditetapkan sebelumnya, dan perkongsian kerugian mengikut perkiraan pro rata. Kaedah ini membolehkan bank untuk terus mengurangkan ekuitinya dalam aset itu, yang akhirnya memindahkan pemilikan aset tersebut kepada pelanggan/rakan kongsi.

Muzārahah

مزارعة

An agricultural contract whereby a person works the land of another person in return for a share in the produce of the land.

Suatu kontrak pertanian di mana individu mengerjakan tanah milik individu lain dengan mendapat pulangan pada sebahagian hasil tanah tersebut.



TERMINOLOGY

ISTILAH

MEANING

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Qabadh
قبض

Qabadh means taking possession in the contracts of exchange (*ʿuqud muʿāwadhāt*). Generally *qabadh* is practiced based on *urf* i.e. the common practices of the local community in recognising the way the possession of an asset has taken place. *Qabadh* varies from one type of asset to another.

Qabadh bermaksud mengambil pemilikan dalam kontrak pertukaran (*ʿuqud muʿāwadhāt*). Pada amnya, *qabadh* diamalkan berdasarkan *urf*, iaitu amalan biasa komuniti setempat dalam mengiktiraf cara pegangan pemilikan sesuatu aset berlaku. *Qabadh* berbeza mengikut jenis aset.

Qardh
قرض

Loan.
Pinjaman.

Qardh Hasan
قرض الحسن

Refers to benevolent loan i.e. a loan contract between two parties with no extra charge over and above the loan. Any extra payment imposed by the lender or promised by the borrower is considered as *riba*, thus prohibited. However the borrower is permitted to pay extra on payment at his absolute discretion as a token of appreciation to the lender.

Merujuk pada pinjaman ihsan, iaitu satu kontrak pinjaman antara dua pihak tanpa caj tambahan dikenakan melebihi pinjaman tersebut. Sebarang tambahan pembayaran yang dikenakan oleh pemberi pinjaman atau dijanjikan oleh peminjam adalah *riba*, maka dengan itu dilarang. Walau bagaimanapun, peminjam dibenarkan membayar lebih atas budi bicara beliau sepenuhnya sebagai tanda penghargaan kepada pemberi pinjaman.

Qurān
قرآن

The holy scriptures of Islam i.e. the words of Allah revealed to the Prophet Muhammad SAW in Arabic conveyed by the angel *Jibrail AS*.

Kitab suci Islam, iaitu firman Allah yang diturunkan kepada Nabi Muhammad SAW dalam bahasa Arab yang disampaikan melalui malaikat *Jibril AS*.

Rahnu
رهن

Making an asset a security or collateral for a debt. The collateral will be used to settle the debt when the debtor is in default. It may also be used as a name for a kind of borrowing with collateral or pawn broking.

Menjadikan sesuatu aset sebagai jaminan atau cagaran bagi sesuatu hutang. Cagaran ini akan digunakan untuk menyelesaikan hutang apabila penghutang tertunggak dalam pembayarannya. Ia juga digunakan sebagai satu nama sejenis peminjaman dengan cagaran atau pajak gadai.

Ribā
ربا

An increase, in a loan transaction or in exchange of a *ribawī* asset, accrued to the owner (lender or seller) without giving an equivalent counter value or compensation in return to the other party. It is prohibited according to *Shariah*.

In financing, it is the extra payment imposed by the lender or promised by the borrower over and above the loan (known as *ribā qardh*).

In trade it is mostly the difference in weight in the exchange of gold of different measures of purity, e.g. 10 grams of 750 gold with 8 grams of 835 gold (known as *ribā fadhī*); or the difference in time between payment and delivery in foreign currency exchange, e.g. payment or RM10,000 on 1st January 2008 and delivery of US\$3,800 on 2nd January 2008 (known as *ribā nasiyah*).

Peningkatan dalam transaksi pinjaman atau pertukaran aset *ribawī*, terakru kepada pemilik (pemberi pinjaman atau penjual) tanpa memberi nilai pertukaran yang setara atau pampasan sebagai pulangan kepada pihak yang satu lagi. Ia dilarang menurut *Syariah*.

Dalam pemberian pinjaman, terdapat lebihan pembayaran dikenakan oleh pemberi pinjaman atau dijanjikan oleh peminjam melebihi pinjaman itu (dikenali sebagai *ribā qardh*).

Dari segi perdagangan, ia lebih merupakan perbezaan berat dalam pertukaran emas mengikut sukatan ketulenan berbeza, contohnya 10 gram daripada 750 emas dengan 8 gram daripada 835 emas (dikenali sebagai *ribā fadhī*); atau perbezaan dari segi masa antara pembayaran dengan penyerahan dalam kadar pertukaran mata wang asing, contohnya pembayaran atau RM10,000 pada 1 Januari 2008 dan penghantaran US\$3,800 pada 2 Januari 2008 (dikenali sebagai *ribā nasiyah*).

Glossary of Terms

Istilah Terma

MEANING

MAKSUD

Sadaqah

صدقة

Voluntary charitable giving.

Sedekah. Pemberian amal secara sukarela.

Sarf

صرف

A contract of buying and selling of currencies.

Satu kontrak pembelian dan penjualan mata wang.

Shariah

شريعة

Islamic laws relating to all aspects of human life established by Allah for his servants. The laws are divided into three i.e. those relating to belief (*‘aqidah*), those relating to deeds (*fiqh*) and those relating to ethics (*akhlāq*). In this meaning, *Shariah* is another word for Islam.

Undang-undang Islam yang berkaitan dengan segala aspek kehidupan manusia yang ditetapkan oleh Allah kepada hambanya. Undang-undang ini dibahagikan kepada tiga, iaitu, yang berkaitan dengan kepercayaan (*‘aqidah*), yang berkaitan dengan ibadat (*fiqh*) yang berkaitan dengan etika (*akhlāq*). Berdasarkan makna ini, *Syariah* juga bermaksud Islam.

Sukūk

صكوك

Asset backed bonds which are structured in accordance with Shariah. *Sukūk* evidencing an undivided pro-rata ownership of underlying asset. Most of these bonds may be traded in the market, depending upon how they are structured; at par, premium or discount.

Bon didasarkan aset yang distrukturkan berasaskan prinsip-prinsip Syariah. *Sukūk* membuktikan pemilikan aset semasa mengikut kadar yang tidak berbahagi. Kebanyakan bon ini boleh didagangkan dalam pasaran, bergantung pada bagaimana bon-bon ini distrukturkan; pada tara, premium atau diskaun.

Ta’wīdh

تعويض

Compensation agreed upon by the contracting parties as a payment that can be claimed by the creditor when the debtor defaults in the payment of his debt. Shariah Advisory Council of Bank Negara Malaysia decided that the *ta’wīdh* may be imposed on the defaulting debtor who fails to meet his obligation to pay the financing based on the following conditions:

- i. The amount of *ta’wīdh* cannot exceed the actual loss suffered by the financier;
- ii. The determination of compensation is made by a third party, which is Bank Negara Malaysia; and
- iii. The default or delay of payment is due to negligence on the part of the debtor.

Gantirugi yang dipersetujui oleh pihak-pihak yang mengikat kontrak sebagai pembayaran yang boleh dituntut oleh pemiutang apabila penghutang ingkar dalam pembayaran hutang mereka. Majlis Penasihat Syariah Bank Negara Malaysia memutuskan bahawa *ta’wīdh* boleh dikenakan ke atas penghutang ingkar yang gagal memenuhi kewajipannya membayar pembiayaan ini berdasarkan syarat-syarat yang berikut:

- i. Jumlah *ta’wīdh* tidak boleh melebihi kerugian sebenar yang ditanggung oleh pembiaya;
- ii. Penentuan pampasan dibuat oleh pihak ketiga, iaitu Bank Negara Malaysia; dan
- iii. Keingkar atau kelewatan pembayaran adalah disebabkan oleh kecuaiannya daripada pihak penghutang.

Tadlīs al-‘aib

تدليس العيب

An act of a seller intentionally hiding the defects of goods, which is clearly prohibited by *Shariah*.

Tindakan penjual yang dengan sengaja menyembunyikan kecacatan pada barangan yang jelas dilarang oleh *Syariah*.



MEANING

MAKSUD

Takāful تكافل	<p>Shariah compliant insurance i.e. a protection plan based on <i>Shariah</i> requirements (concept of sharing and protecting of one another via contribution to a pool by taking advantage of a sizeable group). A person becomes a participant by undertaking a contract of <i>tabarruʿ</i> and paying a participative contribution to a common <i>takāful</i> fund whereby he allows his contributions to be used to help other participants whenever they suffer defined losses. The commercial contracts of <i>mudhārabah</i> and <i>wakalah</i> are incorporated into <i>tabarruʿ</i> contracts to increase the size of the <i>takāful</i> fund.</p> <p>Insurans patuh <i>Syariah</i>, iaitu satu pelan perlindungan berdasarkan kehendak <i>Syariah</i> (konsep saling berkongsi dan melindungi antara satu sama lain melalui sumbangan kepada satu kumpulan dengan mengambil kelebihan kumpulan yang besar). Seseorang individu itu akan menjadi peserta dengan melaksanakan kontrak <i>tabarruʿ</i> dan membuat sumbangan penyertaan ke dalam dana <i>takāful</i> umum di mana beliau membenarkan carumannya digunakan bagi membantu peserta-peserta lain apabila mereka ditimpa musibah yang tertentu. Kontrak komersial <i>mudhārabah</i> dan <i>wakalah</i> digabungkan ke dalam kontrak <i>tabarruʿ</i> bagi menambah saiz dana <i>takāful</i> ini.</p>
Tanājush تناجش	<p>A conspiracy between a seller and a buyer wherein the seller is willing to sell the asset at a price higher than that of the market. This is done so that others will rush to buy the asset at a higher price, resulting in the seller obtaining a huge profit. This act is clearly prohibited by <i>Shariah</i>.</p> <p>Suatu konspirasi antara penjual dengan seorang pembeli di mana penjual hendak menjual aset pada harga yang lebih tinggi daripada harga pasaran. Ini dilakukan supaya pihak lain akan bergegas untuk membeli aset itu pada harga yang lebih tinggi, dan hasilnya penjual mendapat keuntungan yang besar. Kegiatan ini jelas dilarang oleh <i>Syariah</i>.</p>
Tanazul تنازل	<p>To drop claims to right.</p> <p>Pengguguran tuntutan hak.</p>
Tawarruq تورق	<p>It is the purchase of a commodity (i.e. the subject matter of <i>tawarruq</i>) on deferred payment basis by way of either baic <i>musāwamah</i> or baic <i>murābahah</i>. The commodity is then sold for cash (<i>wāriq</i>) to a party other than the original seller.</p> <p>Pembelian komoditi (iaitu aset dasaran <i>tawarruq</i>) secara tangguh sama ada secara baic <i>musāwamah</i> atau baic <i>murābahah</i>. Komoditi kemudiannya dijual untuk mendapatkan wang tunai (<i>wāriq</i>) kepada suatu pihak selain daripada penjual asal.</p>
Ujrah أجرة	<p>A payment for <i>manfaʿah</i> i.e. benefit of other's property. Another term related to <i>ujrah</i> is <i>ajr</i> (plural <i>ujūr</i>), which refers to payment for a service. It is also applied to salary, wage, pay, fee(s), charge, enrolment, honorarium, remuneration, reward, etc.</p> <p>Suatu pembayaran untuk penggunaan manfaat, harta benda orang lain. Istilah lain yang berkaitan dengan <i>ujrah</i> ialah <i>ajr</i> (plural <i>ujūr</i>) yang merujuk pada pembayaran untuk sesuatu perkhidmatan. Ia juga turut dipakai untuk upah, pembayaran, fi, caj, pendaftaran, honorarium, saraan, ganjaran, dsb.</p>
ʿUrf عرف	<p>Customary practices, or what people collectively recognized and practice regarding words and actions to either be done or avoided.</p> <p>Kelaziman atau kebiasaan yang diterima oleh masyarakat dan tidak bercanggah dengan hukum Syarak.</p>
Usūl Fiqh أصول فقه	<p>Also called Islamic jurisprudence i.e. the discipline of knowledge and methodologies of understanding and interpreting <i>Shariah</i>.</p> <p>Ia juga dipanggil asas-asas perundangan Islam, iaitu disiplin ilmu dan kaedah memahami dan mentafsir <i>Syariah</i>.</p>

Glossary of Terms

Istilah Terma

TERMINOLOGY

ISTILAH

Wa'd
وعد

MEANING

MAKSUD

It refers to promise or undertaking.

Janji.

Wadhī'ah
وضيعة

A sale based on the purchase price to the seller with a specified discount.

Akad jual beli dengan harga yang lebih rendah daripada kos pemerolehan.

Wadhī'ah
وديعة

Safe custody. Originally, safe custody is referred to as *wadhī'ah yad amānah* i.e. trustee custody, which according to *Shariah*, the trustee custodian has the duty to safeguard the property held in trust.

Wadhī'ah yad amanah changes to *wadhī'ah yad dhamānah* (guaranteed custody) when the trustee custodian violates the conditions to safeguard the property. He (the custodian) then has to guarantee the property.

Jagaan selamat. Pada asalnya, jagaan selamat dirujuk sebagai *wadhī'ah yad amānah*, i.e. iaitu jagaan pemegang amanah, yang menurut *Syariah*, penjaga pemegang amanah mempunyai kewajipan untuk melindungi harta benda yang dipegang olehnya.

Wadhī'ah yad amanah bertukar menjadi *wadhī'ah yad dhamānah* (jagaan terjamin) apabila penjaga pemegang amanah melanggar syarat semata-mata melindungi harta benda ini. Kemudian, beliau (penjaga) perlu menjamin harta benda itu.

Wakālah
وكالة

A contract of appointment of an agent whereby a person appoints another to act on his behalf.

Suatu kontrak pelantikan ejen yang melibatkan seseorang melantik orang lain untuk bertindak bagi pihaknya.

Waqf
وقف

An endowment or a charitable trust set up for Islamic purposes (usually for education, mosques, or for the poor). It involves tying up a property in perpetuity so that it cannot be sold, inherited, or donated to anyone.

Wakaf dan khairat yang diwujudkan untuk tujuan yang berkaitan dengan Islam (biasanya untuk pendidikan, masjid, atau untuk orang miskin). Ia melibatkan tambatan harta benda untuk selalamanya supaya harta itu tidak boleh dijual, diwarisi, atau didermakan kepada sesiapa.

Zakāt
زكاة

A religious obligation of alms-giving on a Muslim to pay a certain amount of his wealth annually to one of the eight categories of needy Muslims (*asnāf*). The objective is to take away a part of the wealth of the well-to-do to be distributed among the *asnaf*. According to the *Shariah*, zakat purifies wealth and souls.

Satu tanggungjawab agama di mana orang Islam memberi jumlah tertentu daripada harta kekayaan mereka setiap tahun kepada salah satu daripada lapan kategori orang Islam yang memerlukan (*asnāf*). Matlamatnya adalah untuk mengambil sebahagian daripada kekayaan orang yang berada untuk diagihkan dalam kalangan *asnaf*. Menurut *Syariah*, zakat membersihkan harta kekayaan dan jiwa.

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