



## **MINUTES, ACI COUNCIL MEETING Paris, November 20<sup>th</sup> 2009**

### **1. Opening Remarks**

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Franck Hebeisen (FH), President ACI France, welcomed the attendees to Société Générale. Manfred Wiebogen (MW) thanked FH, for hosting this meeting and welcomed the attendees and presented his opening remarks (appendix 1).

### **2. Composition of the Council and approval of voting rights**

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Attendees list see appendix 2

32 National Associations represented  
12 Proxies

14 National Associations did not answer and 4 countries excused but did not give any proxy.

TOTAL: 44 COUNTRIES REPRESENTING 11.482 votes

***The quorum of the Council was given.***

### **3. Approval of Minutes Council Meeting in Cape Town, March 11 2009**

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***The minutes were unanimously approved.***

## 4. Report from the President

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### **Affiliation of ACI Bulgaria**

MW stated that the EB received a demand for affiliation of ACI Bulgaria. The EB checked and accepted their Statutes as they are in line with the ACI statutes, received their membership list and a letter of support from their Central Bank. ACI Bulgaria counts 140 members. MW then invited ACI Bulgaria to make their presentation to Council. Nikolay Kolev, President of ACI Bulgaria then made his presentation to the attendees.

The presentation was well received and Council **accepted and welcomed unanimously ACI Bulgaria as the 63<sup>rd</sup> National Association** to ACI.

MW then continued his report. (**Appendix 3**) – focussing on “The world is in change- We are in the middle of the change” as well on the activities during the year 2009.

## 5. Report of the Regions

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MW stated that one of the goals of the restructuring of ACI was to distribute more competence into the regions, just to upgrade the regions activities respective to raise their importance.

EB’s contribution to this development and to follow the wish of the Councillors is to put the report of the regions just behind the President’s report in front of the agenda. In previous years, oftentimes the reports from the Regions were skipped due to lack of time. The goal of the new EB is now to inform the Councillors on all the activities in the regions – to achieve a broad exchange of knowledge and understanding.

### **Asia:**

Eddie Tan (ET) reported on their AGM held in September 2009 where they approved the new ACI Asia Executive Board and Budget for 2010. The secretariat of ACI Asia will be moved to Singapore from January 2010 for a term of 2 years, after these 2 years other countries can bid to host and manage the secretariat office for another term of 2 years.

ET further reported on the jointly development of the advanced Certificates and the Specialist Diplomas between ACI Singapore and SMU. The program and examination will be launched in Singapore by the end of 2009 and will be delivered to other Asian countries in the 1<sup>st</sup> half of 2010. Education activities in Singapore are currently sponsored by the MAS up to 90%.

### **Networking in China:**

ET stated that the MD of ACI Asia, Mr Stephen Ng, paid visits to several related associations and major banks in China such as State Administration of Foreign Exchange (SAFE), China Banking Association (CBA), the People’s Bank of China (PBoC) and China Banking Regulatory Commission (CBRC), including a Treasury Markets Summit in July.

Mervyn Fong then updated the attendees on the current ACI-SMU Financial Markets Training & Certification pathway, the new course initiatives on Non-Deliverable Products and New Product-Sales Suitability Review, Delivery & Monitoring Framework and reported on the ACI Study Guides. Mervyn Fong stated that the completion of study guide for the ACI Dealing Certificate in pdf form is targeted on 14 Feb 2010. The ACI Operations Cert Study Guide will be completed 4 weeks later, i.e. 14 March 2010. The official launch is targeted at the ACI Congress/Council Meeting in end March 2010.

ACI Germany asked if the candidates sitting through their programme will have the same qualifications as the candidates sitting for the global ACI Dealing Certificate and ACI Diploma. ET answered that the first level is the same as the global one as they will use the Dealing or Operations Certificate examination. Concerning the Diploma it was made clear that ACI Asia will go a different route concerning the Diploma. In future ACI and ACI Singapore will have a look at the differences between the 2 Diplomas. ET said that their program is more diverted into specialized modules and more focused on their local requirements. Christoph Niggli (CN) confirmed that the BoE and ACI Singapore will work together to explore the differences between the level 2 exams.

#### **ACI Europe:**

Philippe Jeanne reported on the developments in Europe. He referred to the European report in the info pack. He focussed on the importance of the ACI marketing, the integration of Euribor ACI within the European region, the better organised communication within Europe amongst the National Associations and working groups. Also a special space will be created on ACI website to facilitate the exchange of documents and information between the European working groups.

Marco Bertotti from ACI Italy then presented their Bi-monthly economic and market briefing product released by the Market Committee of ATIC FOREX Italy. The aim is to keep all ATIC FOREX members abreast of breaking news, facts & figures, studies, analysis. It coverage the Monetary policy, FX and Money Markets, Derivatives, Liquidity policies and infrastructure projects (T2,T2s,CCBM2,SEPA, etc). This news letter has been published since May 2005 and represents an accurate and concise bullet-point newsletter with direct link to web pages for more in-depth analysis. Marco proposed to create a link to this information on the ACI website. Aldo Bortolotti said that any country interesting in this information can contact ACI Italy.

Thierry Cazaux (TC) the reported on the Euribor ACI. He stated that the main issue is the potential change in the Euribor definition. Since the financial crisis there were some questions on the liability of the opening indexes, which stated mainly the Libor. Some questions were also raised on the Euribor index. At the last Steering Committee held in June it was put on the table the idea to maybe change slightly the definition but he thought not to find a consensus because of the legal aspects. TC said that Council will be informed on the outcome of the next meetings. On STEP FH said that there is still a demand on the labelling, main issue is the future of the project and the way it is handled.

TC further reported on the idea to launch a Dollar/Euribor fixing index. Morgan McDonnell from ACI UK asked where ACI Euribor stand on this issue, as this was already raised in Vienna May 2008. ACI Germany answered that we addressed this to the EBF (as they are the holder of the Euribor) in the beginning of this year but that we have to wait for the EBF to address a paper to the Euribor panel banks and ask them if they are willing and able to produce a Dollar/Euribor. The delay from the EBF is because of an organisation issue (staff). It was made clear that Euribor ACI is neutral on this point.

MW is looking for an Info-paper summarizing all European activities for the Sydney Council. JP stated, that there has been an update on Euribor documents on our web but this still will be improved.

### **ACI Americas**

Lynn Kennedy reported that FMAC is working on the increase of the membership by targeting a new group of membership namely the money market side and not only the foreign exchange side. Canda has a new President, details will follow.

Concerning the US there is a lot of disinterest except for education. She stated that ACI Australia through their Dealing Simulation Course have a lot of contacts in the US.

There were some discussion/statements whereof there was a clear understanding that ACI needs the US. ET, being in charge for membership, will incorporate this question in his strategy, how to acquire the US.

### **ACI MEA:**

MW reported that the new Chair of ICA is Abdullah AL-Ahmadi from the National Commercial Bank in Saudi Arabia. Nakhlé Khoneisser from ACI Lebanon reported on the successful ICA Congress held in October in Lebanon with 600 delegates participated and 30 exhibitors. He further stated that 135 people from the Middle East region will sit for the ACI examinations and that ICA is 100% paying for their training. MW noted, in percentage of their membership of certificate holders the MEA is now ahead and thanked Thamer Kalifa for his engagement.

## **6. Report Board of Education**

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Christoph Niggli (CN) reminded the attendees on the Education mission, values and focus. From the previous talks he recognizes a lot need to become done to increase the internal communication.

Structure Board of Education:

CN stated that the new Appeals Board is in place and thanked Roy Daniels for the Chairmanship.

CN said that more experts are needed within the BoE and stated that he would like to have a candidate from central Europe, Africa and the Americas. He also reported that within the BoE it was agreed to establish an expert committee.

The members of this committee will focus on the quality, the content and further development of our suite of examinations. The members should be top educated market practitioners who are willing to work and further develop our portfolios. This committee should be a global expert board. The BoE will inform Council with a job description and will ask the NA's for nominations.

The collaboration with academic partner works well and their business review with the Frankfurt School is in January 2010.

Strategic focus:

- Exams and Certification
  - Maintaining top quality of our exams
  - Extend the database particularly for the ACI Diploma (2010 project)
  - Further develop ACI Certification Portfolio (level after ACI Diploma), will be proposed at the Council Meeting in Sydney 2010.
  - Certification => title on business card after having passed the ACI examinations. This was discussed and agreed on within the BoE and EB and CN/BoE will come up with a title around Xmas period. There shall be a clear 'certified exam registry' at the Paris office, enabling HR departments to check on exam holders etc.
  
- Exchanging Expertise
  - ACI Forum "Davos, New York, ...."
  - ACI Web Forum
    - ⇒ ACIpedia
    - ⇒ Forum
    - ⇒ Blog
    - ⇒

AE showed the attendees an example how the ACIpedia, forum and blog could look like. The idea is to create an e-learning platform through the ACI website. AE said that the ACIpedia platform is finished and that we could go live but that we are still missing more content and articles. AE invited the attendees to contribute to this platform with articles and expertise. It was made clear that this product should be updated all the time if not people will lose interest. Also the question to whom it will be available and if it should be free of charge for everybody should be examined. The general feeling from Council was that this is a good idea. ACI Serbia asked about the initiative from the emerging markets countries concerning the credit points to a master when passing the ACI Diploma. CN answered that this issue will be discussed at the next BoE meeting and will report back at the next meeting. ACI Germany asked if the Diploma could be equal to a MBA and CN commented that this could not be similar to CFA as the candidates do not study in a university.

Keith Sedergreen, member CFP, asked if it would be possible to focus more on the Model Code within this forum. ACI Germany stated that after the Diploma, broader seminars are needed, more overall banking related, therefore modules should be created. CN said they will come back on this idea. ACI Germany further questioned if with the Singapore initiative ACI will end up with two different Diplomas? CN explained that at level 1 (DC and OC) everything stays where it is. To stay flexible and to incorporate different regional specialities it might happen, that the Singapore approach will lead to a special sophisticated one. ACI BOE is not that much happy and is seeking for consensus but we must not ignore local demands.

- Empower education partners
  - Nationals and Trainers
    - ⇒ connecting
    - ⇒ sharing experience, information
    - ⇒ training infrastructure
    - ⇒ motivating them to be ambassadors
  - Trainer Package
    - ⇒ trainer guidelines
    - ⇒ train-the-trainer workshop
    - ⇒ trainer accreditation (“ACI accredited trainer”)

AE said that not only more training bodies are needed but also wants to empower the Nationals to give their own training. Therefore the BoE would like to create a trainer package with guidelines and train the trainer workshop which is not only for the NA's but also for the existing trainers in order they can become ACI accredited trainers.

- Marketing

Enhance awareness of ACI top in class Education

*“promote the highest global standards of professionalism, competence and ethics in activities and products in financial markets through ongoing educational programmes and examinations”*

- ⇒ Web
- ⇒ ACI Stand
- ⇒ Visits to the National Associations and Central Banks, the BoE is studying at the moment which region/Na's we should focus on first. A clear strategy for the coordination of the visits will be available soon.

MW thanked CN and the whole BoE for their work done and highlighted the importance of the coordination of the ACI roadmap.

## **7. Report Committee for Professionalism**

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Terry Tanaka (TT) reported that the CFP would like to raise its profile mainly through the marketing of the Model Code. TT said he personally wanted to keep a low profile as long as they were delivering quality work products but recently 2 members (Stuart Norris and Lynn Kennedy) of the CFP had to step down and they were having difficulties to replace themselves on the CFP due to this low profile. Now the CFP will stimulate the marketing of the Model Code in the visits by the BoE or President when visiting the Central Banks or supra nationals. The CFP will put their ideas together how to market the CFP and Model Code and will present a marketing plan in Sydney. TT further asked for inputs from the Executive Board, how they do see the CFP in the future.

As said, 2 members of the CFP stepped down from the CFP and therefore the CFP will put together the preferred qualifications and disciplines that they want the candidate to have. When this will be finalised the CFP will inform all the NA's through the Head Office for nomination of a new candidate to the CFP.

## **8. Election procedures March 2010**

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MW referred to the information in the info pack on the election procedures for the role as ACI President. A nomination committee was established which will be chaired by the Vice President, Eddie Tan. ET commented that the nomination committee will consist of himself (as Chair) and Philippe Jeanne, President ACI Europe and Jean Pierre Ravise, MD. A letter will be sent to the NA's asking for nominations.

## **9. Next Congresses**

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ACI Australia presented a DVD on Australia which was well received by the attendees. Jack Richards then presented the business program and reported on the key speakers and went through the social program. He said that so far only 125 delegates have registered. MW said that ACI will market this wonderful Congress as much as we can and reminded that at the General Assembly a full EB and Chair ACI Committees should be present. MW asked if it would be possible to have a small press conference at the end of the Congress, JR confirmed that they will organise that.

### **Review Cape Town congress**

MW stated that as we are always learning from congresses we always can improve ourselves. It always is a huge engagement by just some individuals taking the burden and organising events like an ACI World Congress. His future goal will be, just to move a bit closer between the hosting country and ACI International on such events. His goal further is to show to our participants a strong presence of our team – this is including all our EB members and Chairs of Committees at future General Assemblies. We do have to be a positive example of engagement, dedication and discipline in what we are representing.

Cape Town was for him very well and professional organized by ACI South Africa and Scatterlings with a well qualified programme and where many Central Bankers did attend.

Roy Daniels from ACI South Africa agreed that they were not very keen on the press but agreed that a common press release after the Congress with for an example Thomson Reuters is a good idea.

Istvan Gondi then reported on the developments of the **ACI Congress in 2011**. The locations for the events are fixed. As this is the 50<sup>th</sup> ACI Congress, the Saturday will be dedicated to ACI and IG said that he is planning to invite all ACI past Presidents and organise a session with them. MW said that ACI should make a special contribution to this 50<sup>th</sup> ACI Congress.

Mohammed Al Hashimi then updated the attendees on the **ACI Congress 2012** in Dubai. He said that in 2010 they will decide on the venues and program.

MW asked the NA's to come up with a proposal in Sydney where to hold the **2013 Congress**.

#### **Council Meeting November 2010:**

MW asked the NA's about a venue of preference for the autumn 2010 Council Meeting as it could be organised in Paris or perhaps in conjunction with the ICA Congress which will be held in Istanbul, Turkey. Most of the Councillors preferred Istanbul. It was agreed that a definitive decision would be made in Sydney.

## **10. Report Managing Director**

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Jean Pierre Ravise (JPR) then made his report to the attendees. He referred to his report as mentioned in the info pack. He updated on the ACI website and stressed the NA's to send the HO information on the dates of their AGM's and other related information. He reminded the NA's that since the change of Statutes in Hong Kong, all members are ACI members and therefore the HO should know who their members are and there should be no legal restriction in doing so. He felt that between 2000 and 3000 members are not declared to ACI. He further reported on the intranet, in place in 2010, and which can be used by the regions, working groups, EB members etc.

MW clarified further, that JP is a kind of 'political arm' for ACI. He is mainly the person organising meetings like with the Banque de France this year or Jaques de Larosière from the European supervision in December that year.

## **11. Market Topics and EB Business Plan**

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MW referred to slide 20 of his presentation and commented on the challenge of internal communication / network:

Strategy US, ACI FX Conf. NY (July), ACI Marketing, ACI Membership, Certificate registry, Market Committees, Industry link, Authorities, Study Material, Intranet, Travel efficiency, Wikipedia, Guidelines, CFP new profile, ACI Web and Briefing / Press / Media.



A prioritisation will spot at first towards

- ACI Marketing material
- ACI Study Material
- ACI Certification registry
- an internal communication

followed by

- ACI Membership
- Marketing at CBs, Industry and Authorities
- Existing and new working groups

as well all others of course.

## 12. ACI Financials

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Aldo Bortolotti (AB), ACI CFO, then made his report to the attendees. He referred to the detailed report mentioned in the info pack. He reported on the results as of the end of September 2009, the forecast 2009 and the budget 2010. The estimated 2009 results are as follows:

|                             |   |            |
|-----------------------------|---|------------|
| Budget 2009                 | - | 21.840€    |
| Treasury surplus            | + | 120.000€   |
| Estimated Vs budget         | + | 141.840€   |
| Account balance end of 2009 | + | 1 500.000€ |

Concerning the 2010 budget AB proposed that the estimated ordinary budget deficit for 2010 will be 75 600€. Our treasury surplus allows further the Executive Board to propose investing additional 95.000€ in unique business projects in order to:

- Improve our professional image with a special "marketing toolkit" (70.000€)  
Still to discuss which versions to create, there will be special high quality version to the Central Banks, lighter versions for the stand etc.
- Organise a NY ACI-FX Conference in July (15.000€)
- Support Working groups (10.000€), like maybe new or already existing ones on market related issues.

MW explained additional, the ordinary 2009 budget sees a small decline in HR payments, stable EB and Working group budget, tiny increase at Education, a small increase at Marketing (we have to invest in bad times), and additional increase for IT and WEB (quality improvement) but also a single post of building restore (which is a legal issue and has to become invested).

MW reminds that the budget 2010 was based on the 2009 declared membership which is approx. 12.500 members. He stressed the importance to market ACI in particular as ACI is now much more involved in representing ACI through visits with many Central Banks (need for marketing hand outs) etc.

ACI Germany requested the raise of the marketing budget and why the need of creating another Expert Group as he felt that there were already many experts in the existing working groups. MW commented that concerning the Expert Group the EB will check what already exists within the regions, how they can contribute and will examine the need of a new group very cautious. CN commented that the BoE need an expert group in order to maintain the quality of, and to add questions to the exam questions database (former exam board). He stressed that there is no budget needed for this group as this should be done on a voluntary basis. He further explained that the set-up costs of the ACIpedia is not high but with the managing of such a platform there will be higher costs involved (30/35.000 euro).

Concerning the marketing toolkit MW explained that this would be the costs for a special marketing brochure. It is still not become decided in volume of printing and which version (high quality, light version, hand outs etc) should be used for who.

ACI Luxembourg asked if there is a provisional balance sheet. AB answered that ACI does not have a balance sheet but only treasury balance. This will be changed in the next year.

ACI Sweden asked if we see any new affiliations coming to ACI. MW answered that he asked ET to investigate how to increase the membership and to target a membership of some 15,000 in 2013. (see presentation ET on membership). ACI Denmark requested the Associations declaring each year the same (rounded) membership numbers and asked these countries to declare their true membership to ACI. ACI France stated that the NA's should send their list of members on a yearly basis to the ACI HO. ACI France also said that they commit to give the ACI HO their list of members and expect from their colleagues to do the same He felt that it is time to stop to hide our faces and to declare the true membership. He stated that it is amazing to see that ACI has to rely on a membership which is only a shadow of the true membership and that the ACI HO should be able to touch each of its members. ACI Luxembourg said that they agreed but reminded that the legal situation is not always the same in the countries and also asked for a proper invoice for the membership. MW thanked ACI Denmark and ACI France for their contribution and reminded the attendees that the members in the NA's are automatically ACI members.

ACI Japan asked to use the Committee travel budget for the reimbursement of the 2010 travel for the Committee Chairs which is supported at the moment by the National Association. MW said that this was noted. ACI Germany said that he would appreciate some reimbursement to the working groups in order to encourage the work done.

***Council approved unanimously the proposed budget 2010.***

## **ACI Membership:**

ET was mandated by the EB to investigate how to increase and stabilize the ACI membership. ET made his presentation to the attendees.

ET said that we should investigate the following questions:

### *ACI membership:*

What does it mean to be a member? What is our mission? Who is the target audience? Do we still have a good brand name?

### *The value of membership:*

- Accreditation

What needs to be done to be seen in the same light as the CFA designation? Does a "Fellow of ACI" mean anything to our profession?

- Training / Symposium / Seminars

Do we really bring value to members in training area? Where is the differentiation, if any? How to make ACI training and accreditation part of the professional growth process? Within the industry and with the banks?

- Research and Think-Tank

What can we offer? Do we have a reputation? What is the cost?

- Categories of Membership

Individual: Is this still relevant? Corporate / Institutional: Do we need them? Transitional / Associate: For those in transition?

- Membership Fee Structure

The fees back to ACI, is that a burden? Do we need incentive for growth? Rebate? Are the number of members or the fees generated more important?

### *Proposal of next step:*

- Have a group to look into this and report back in Sydney (March 2010).
- Have representatives from Europe, Middle-East, Africa & Asia.
- Come up with 2 to 3 simple things to do.

MW thanked ET for his presentation and ET stated that he will send the NA's information in the weeks to come and will ask them to participate in this working group. ET felt that ACI can not do without the US and ACI should still focus on getting their interest.

### **13. Any Other Business**

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AB informed the attendees that because of his early active retirement from the bank his new contact details, as from December 1<sup>st</sup>, are as follows:

Via Ceresio 6  
20154 Milano

Ph: home +39 3 357871944  
Mobile: +39 3 357871944/ +39 3 472210789

e-mail: [aldo.bortolotti@fastwebnet.it](mailto:aldo.bortolotti@fastwebnet.it)

MW thanked the audience for their trust and closed the meeting at 5 pm.

## Summary of voting and Actions Points

### Summary of voting

| Agenda Item | Page in minutes | Subject  | Approved/ Rejected/ abstaining |
|-------------|-----------------|--|--------------------------------|
| 2           | 1               | Minutes of the Council Meeting Cape Town   | 100% approved                  |
| 4           | 2               | Affiliation of ACI Bulgaria  | 100% approved                  |
| 12          | 10              | Budget 2010 (ordinary + special projects (Marketing brochure, FX Conference New York, support working groups)) | 100% approved                  |

### List of Actions to be taken

| Agenda Item | Page in minutes | Subject   | Action to be taken by: | Time frame      |
|-------------|-----------------|---|------------------------|-----------------|
| 5           | 4               | Update European Working group activities/existing committees (info paper) | PJ<br>ACI Europe       | Next EB         |
| 5           | 4               | Membership – commitment to acquire the US                                 | EB                     | Ongoing process |
| 6           | 5               | BOE: establishing Expert Committee (+ job descript.)                      | BOE                    | Next Council    |
| 6           | 5               | BOE: FSFM business review   | CN + MW                | January 2010    |
| 6           | 5               | BOE: ACI title  | BOE                    | x-mas 2009 (+)  |
| 7           | 6               | CFP: new profile  | By EB                  | Next EB         |
| 7           | 7               | CFP: new profile  | By CFP                 | Next Council    |
| 8           | 7               | Election Procedures (info on candidates)                                  | Nomination Committee   | January 2010    |
| 9           | 7               | Press Conference (after Congress)   | ACI Austral. and ACI   | Sydney 2010     |
| 9           | 8               | Council Meeting Nov. 2010 (Istanbul?)                                     | Council                | Sydney 2010     |
| 11          | 8/9             | Marketing Brochure  | MW + NvD               | February 2010   |
| 11          | 8/9             | ACI Intranet  | JPR                    | February 2010   |
| 11          | 8/9             | ACI internal communication  | EB                     | Next Council    |
| 11          | 8/9             | ACI Road Map tuning   | EB + BOE               | Next Council    |
| 12          | 11              | Membership increase   | ET                     | February 2010   |
|             |                 |   |                        |                 |

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## Appendix 1 Opening remarks ACI President

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Dear Councillors,

First let me welcome you all to this 2<sup>nd</sup> Council Meeting of the year 2009. Thank you all for being here – times are still difficult, most of us just passed the budget times within their banks and I best do know how short of time resources you and we all are.

Last time we met was March 12<sup>th</sup> in Cape Town at our 48<sup>th</sup> ACI International congress – 8 months ago and the next meeting will be in Sydney in March 2010 in just 4 months time.

At this point I should like to highlight our sponsors of this meeting:

SocGen for hosting the CFP meeting and the Council meeting  
BNP for hosting the Council dinner  
Natixis for hosting the European Meetings

This enables us as ACI to be very close to our members, partners and supporters – many THANKS to all the sponsors for the host and sponsoring. Many thanks for all the people in our rows for their efforts.

I rather would like to have meetings at our member banks,  
- first this enables enormous marketing for us and ACI into the banks  
- secondly it is a strong signal at all in our activities

As some of you might be new but also as we do have a new colleague within the team let me introduce to you the composition of Head Office Paris, the Executive Board but also the Chair of the Committees:

|                    |  |   |
|--------------------|--|---|
| Head Office Paris: | MD<br>DM<br>Assistant  | Jean Pierre Ravisé<br>Nathalie van Drenth<br>Patricia Casal Iglesias                                  |
| Executive Board:   | President<br>Vice President<br>CFO<br>BM – Europe<br>BM – ME&Africa<br>BM – Americas | Manfred Wiebogen<br>Eddie Tan<br>Aldo Bortolotti<br>Philippe Jeanne<br>Amr el Ganainy<br>Lynn Kennedy |
| Committees:        | Chair BOE<br>Director Education<br>Chair CFP   | Christoph Niggli<br>Andreas Emser<br>Terry Tanaka   |

## Appendix 2 Attendees list

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| country            | name                      | title          | votes |
|--------------------|---------------------------|----------------|-------|
| <b>ACI Asia:</b>   |                           |                |       |
| Australia          | Jack Richards             | President      | 394   |
|                    | Keith Sedergreen          | Board Member   |       |
|                    | Chris Howlett             | BDM            |       |
| Japan              | Koichi Kano               | Secretary      | 315   |
| Singapore          | Mervyn Fong               | Board member   | 249   |
| <b>ACI Europe:</b> |                           |                |       |
| Austria            | Franz Gruber              | President      | 394   |
|                    | Wolfgang Hengelmuller     | Secretary      |       |
| Belgium            | Vincent de Smet           | President      | 163   |
|                    | Marc De Bosscher          | Secretary      |       |
| Croatia            | Mladen Miler              | President      | 234   |
| Denmark            | Kim Winding Larsen        | President      | 593   |
| Finland            | Pasi Polkki               | President      | 198   |
| France             | Franck Hebeisen           | President      | 387   |
|                    | Thierry Cazaux            | Secretary      |       |
| Germany            | Andreas Hauschild         | Secretary      | 1405  |
|                    | Hajo Graf                 | Board member   |       |
| Hungary            | Istvan Gondi              | President      | 131   |
| Iceland            | Ólafur Frímann Gunnarsson | President      | 60    |
| Italy              | Marco Bertotti            | Board Member   | 611   |
| Luxembourg         | Marc Rollmann             | President      | 425   |
|                    | Luc van Laarhoven         | Board member   |       |
| Macedonia          | Emil Jakimov              | President      | 61    |
| Malta              | Vincent Pace              | Vice President | 85    |
|                    | Margaret Vassallo         | Board Member   |       |
| Monaco             | Franck Ciosi              | President      | 85    |
| Netherlands        | Harry van Wolferen        | President      | 225   |
| Portugal           | Antonio Goncalves         | President      | 155   |
|                    | Basilio Leal              | Secretary      |       |
| Romania            | Serban Matei              | President      | 80    |
| Russia             | Sergey Romanchuk          | President      | 120   |
|                    | Tatiana Puchkova          | Secretary      |       |
| Serbia             | Sonja Miladinovski        | President      | 117   |
| Slovenia           | Ales Ipavec               | President      | 76    |
| Spain              | Juan Jose Jiminez         | Secretary      | 300   |
| Sweden             | Tobias Grundberg          | President      | 309   |
|                    | Kjell Nordin              | Secretary      |       |

|                |                  |           |     |
|----------------|------------------|-----------|-----|
| Switzerland    | Daniel Corbaz    | President | 880 |
| United Kingdom | Morgan McDonnell | President | 500 |

### **ACI Middle East & Africa:**

|                      |                                    |                           |     |
|----------------------|------------------------------------|---------------------------|-----|
| Egypt                | Tamer Khalifa                      | Board Member              | 154 |
| Lebanon              | Nahle Khoneisser<br>Edouard Farran | President<br>Board member | 180 |
| South Africa         | Roy Daniels<br>Rashida Motala      | President<br>Board Member | 309 |
| United Arab Emirates | Mohammed ALHashemi                 | President                 | 74  |
| Zambia               | Carmen Hachandi                    | President                 | 68  |

### **EB Members:**

|                  |                         |
|------------------|-------------------------|
| Manfred Wiebogen | President               |
| Eddie Tan        | Vice President          |
| Aldo Bortolotti  | Chief Financial Officer |
| Lynn Kennedy     | Board Member            |
| Philippe Jeanne  | Board Member            |
| Amr El Ganainy   | Board Member            |

### **Standing Committee:**

|                  |                       |
|------------------|-----------------------|
| Christoph Niggli | Chair BOE             |
| Andreas Emser    | Director of Education |
| Terry Tanaka     | Chair CFP             |

### **Staff:**

|                         |                          |
|-------------------------|--------------------------|
| Jean Pierre Ravise      | Managing Director        |
| Natalie van Drenth      | Deputy Manager           |
| Patricia Casal Iglesias | Administrative Assistant |

### **Proxies**

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| <b>Country:</b> | <b>Proxy to:</b> | <b>Voting rights:</b> |
|-----------------|------------------|-----------------------|
| Canada          | ACI Australia    | 142                   |
| Channel Islands | ACI UK           | 107                   |
| Hong Kong       | ACI Australia    | 1027                  |
| Ireland         | ACI UK           | 200                   |
| Korea           | ACI Singapore    | 100                   |
| Kuwait          | ACI Austria      | 100                   |
| Macau           | ACI Singapore    | 20                    |
| Malaysia        | ACI Singapore    | 68                    |
| Mongolia        | ACI Singapore    | 30                    |
| New Zealand     | ACI Australia    | 24                    |
| Nigeria         | ACI South Africa | 40                    |
| Norway          | ACI Sweden       | 287                   |

### **National Associations excused but no proxy given**

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Pakistan, Philippines, Poland and Sri Lanka.



### **National Associations not answered – 14 NA's**

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**Asia:** India, Indonesia and Thailand

**Europe:** Cyprus, Czech Republic, Greece, Israel and Slovakia.

**Middle East & Africa:** Bahrain, Jordan, Kenya, Mauritius, Tanzania and Tunisia.

### **Voting Rights as per November 16<sup>th</sup>**

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32 National Associations represented

12 Proxies

14 National Associations did not answer and 4 countries did not give any proxy.

TOTAL: 44 COUNTRIES REPRESENTING 11.482 votes

## Appendix 3 Report from the President

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Dear ACI Councillors,  
Dear Colleagues from the Executive Board,  
Dear Colleagues from the different ACI Committees and Working Groups,  
Dear ACI Members,

### ***Introduction***

#### **The world is in change**

##### **We are in the middle of the change**

One of my first trips after my election in 5/2007 in Montreal was to Asia on invitation by my friend from the board Eddie Tan to meet at the Hong Kong Monetary Authority with the ACI Asian colleagues and representatives from the HKMA.

Un-experienced that time what to talk about I investigated .on the Asian markets and became absolutely overwhelmed on the Asian strengths and by the tempo of its development. On several occasions I mentioned already my impression of that area – I always was talking about the superlatives

- by the size of the region
- by population in terms of figures
- by their lightness of new inventions and openness at all
- by economy and financial potential
- etc.

I was invited for a short speech and started with the words "***Realize the changes in the world ...***".

Having been recently invited to Beijing **to speak at the CICMF** on Foreign Exchange Reserves Policy I used a slide talking on the world's superlatives:

- the daily traded FX volume (\$ 3,2 trillion)
- and
- the Chinese Currency reserves

On **July 15, 2009** the People's Bank of China announced China's foreign exchange reserve had reached \$ 2.132 trillion – by far the largest holder of foreign exchange reserves **and the first time a country had surpassed the \$ 2 trillion benchmark.**

This slide underlines the superlative of China as Currency Reserves holder. Even in times of world economic and financial crisis China shows an increase of 35% in Currency Reserves during the past 1 ½ years and even +49% since end of 2007 to 9/2009!"

A look further into the tableau shows that China accounts now for 2,273 billion USD currency reserves in September 2009. This volume is more than twelve times bigger than this of Germany (ranking number one from Western countries) – last year it was just 10 times bigger! – China on its own, holds more than 26% of the world's foreign exchange reserves reported by countries followed by Japan, accounting for some 12%!

Why am I telling you that?

- Foreign Exchange and MM is the origin of our associations
  - The amounts getting involved in FX becoming bigger in total volumes – and this of course is of interest to all of us
  - There is a dramatic increase of FX reserves over the years – which once might have impacts at our markets
  - The customer group is changing
  - Etc.

My last slide on this topic just shall show the increase of currency reserves held by Central Banks or other authorities. We find, that reserves had, for a quiet long time, maintained a stable level of approx. USD 1,5 trillion in the early 1990s. The perception of these reserves only changed in the wake of the Asian crisis of 1997/1998, when central banks around the world began to accumulate massive currency reserves.

Between 2001 and 2008, global currency reserves literally exploded from around USD 2 trillion in 2001 to approx. USD 6,7 trillion in 2008 – an increase by 235%!

Reasons for this strong growth:

- Asian crisis encouraged central banks to accumulate currency reserves
- Rise in oil prices increased the revenues in the petrodollars
- Strong world wide demand in general in other commodities
- And the Chinese example just shows the strong rise in the export economy

Another reason why I am telling you that as we are aiming for the installation of working groups

at least a

- Foreign Exchange
- Money Market and Liquidity

⇒ the minimum we have to install on regional and international level, to show and underline our strengths and competence in the markets.

So as said before

The world is in change

We are in the middle of the change

I'm mainly referring here to the Western world in economic and financial markets. We do have to realize the transformation of business and politics between West and East - what's really going on in the world. We should not only seek for the quick money in Treasury departments but we have to seek for stabilizing the balances in the world's economies and financial markets – with all consequences.

Wrong or maybe right – I do not know. But recently at the ICA congress in Beirut there was a presentation by David Bloom, Global Head of FX Research of HSBC Group. He was quiet keen, even too radical at some points in fully supporting all Emerging Markets at the expenses of the Western World. He was very open speaking "Is the dollar damaged goods?" – and of course the British Pound too? Nevertheless, what has changed is that since short, China and Asia is in our daily news papers – what was not the case before.

So far economics and financials.

Let me recall the year 2010 my personal activities and some activities together as EB Board or Committees:

Visits/Talks on Central Bank level but also other Authorities

- 29 January **Banque de France** – *Jean Paul Redouin, Deputy Governor* and *Francois Haas, Directeur de la Direction des Operation Marchés*
- 21 February **Banca d'Italia** - *Emerico Antonio Zautzik, Head of Monetary and Foreign Exchange Policy Department, Andrea Santorelli,* within the same department => it's planned to pay a visit to Roma in the first half of this year
- 12-14 March **South African Reserves Bank, Dr. XP Guma – Deputy Governor and Daniel Mminele, Central Bank of Republic of Turkey, Cigdem Köse- Deputy Governor, ECB – Paul Mericer**
- ...
- 8 April **Bank of Japan:** representatives from Frankfurt *Mr. Atsushi Takeuchi and Keishi Yamada,*
28. June **Central Bank of Qatar** – *Fahad Faisal Al-Thani, Dep. Governor and Mu'jib T. Al Turki, (Honorary Diploma)*
29. June **Central Bank of Bahrain** – *Ahmed Isa Alsomaim, Dir. Reserves Management and Ali Saad Al Dossary, Sen. Officer Reserves Management (Honorary Diploma)*
29. July **Austrian Nationalbank** – *Peter Zöllner, Board Member*
11. August **Danmarks Nationalbank**
6. October **National Bank of Belarus** – *Dr. Vasily S. Matyushevsky, Deputy Chairman of the Board, Dmitry A. Ostanin, Head of FX & MM Operations, ..*
19. October **Central Bank of Syria,** *Georges Elouzone, Deputy Govenor and Salim Toubaji, Head of Treasury*
20. October **Banque du Liban,** *Mr. Riad Salameh, Governor and Naaman Naddour, Sen. Head of Treasury Operations*

#### **The de Larosière Regulation and Supervision Package**

25. November **Austrian Ministry of Finance** – *Thomas Wieser, - Chairman of the European Financial Committee (EFC)*
9. December **Jacques de Larosière: - Chairman of the Europe's financial supervision, ....** *Managing Director of the IMF,*

Governor of Banque de France, President of the EBRD, Adviser to the President of BNP Paribas ....

We had 3 EB meetings

|              |              |
|--------------|--------------|
| 30 January   | in Paris     |
| 11 March     | in Cape Town |
| 16 September | in Paris     |

I participated at

|                 |  |
|-----------------|--|
| 26 May          | European Presidents Meeting                            |
| 21 July         | ACI Foundation Meeting in London                       |
| 11 August       | Copenhagen + Danmarks Nationalbank                     |
| 17 August       | informal Education talk in Zurich                      |
| 25 September    | MM & Liquidity Conference in Venice by ATICFOREX Italy |
| 29/30 September | EUROFI Meeting in Gotenborg                            |
| 6 October       | Bankers Meeting organized by Reuters in Minsk          |
| 18 October      | 50 years ACI Austria                                   |
| 22/25 October   | 35 <sup>th</sup> ICA Congress in Lebanon               |
| 5/6 November    | Speaker at CICMF and NAFMII Meeting in Peking          |

- But just to recall further: Last year I had the chance to meet several times
  - **Hong Kong Monetary Authority**: Joseph YAM, CEO – Eddie Yue, Deputy Chief Executive, but also many other representatives
  - **MAS** – Monetary Authority Singapore: Kola Luu, Executive Financial Markets Stratetgy, Mr. Ming Yew, and others.
  - **BIS Hong Kong**: Mr. Ilhyock Shim, Economist (WS participation)

This just shall show you, we are active on all levels

- via the Committees (particular the Board of Education)
- via the local associations (and sometimes together)
- on regional level
- and of course on international level

### **Current talks to possible future ACI candidates:**

Morocco, Ghana, Bulgaria, Mozambique, Syria, Qatar and Belarus and Armenia

We are doing Factfinding in China.

That all needs time – we are not in a hurry.

We shall report later on this too.

### **Business programme**

In order to consider your inputs for the future move of ACI International I asked all of you Councillors for your ideas and wishes by a letter distributed mid of June this year. This would have been for our internal discussion within the Executive Board.

I received two suggestions and representations – one from ACI Austria, and one from ACI Russia.

I should not do so, as this will maybe weaken my position towards you, but I also do have to criticize you for not being more committed. Or – contrariwise and of course I take it positive, signalling to the current EB, you are mainly satisfied with the developments. – **Thank you for your appreciation.**

At the last EB meeting, September in Paris, the EB started the discussion on the future Business plan of ACI. The transformation of ACI is done, the regions are in place, in some aspects we got a new face.

The time is right now to move forward – and if you are just recalling our activities and visits over the last months you will recognize we started already.

I'm not marketing here for myself – but I just would like to show a small range of where we have been, to whom we have spoken, to whom we handed an ACI Honorary Diploma etc.

- Nov. 6: CICMF speaking on FX Reserves Management in Beijing
- Free sponsoring for our ACI brand inclusive
- Oct. 20: talking to the Governor of Banque du Liban
- Oct. 23: ACI stand at ICA – A. Emser and Nathalie
  
- Oct. 6: Minsk: National Bank of Belarus
- Sep. 24: Venezia: talking to ASSIOM Claudia Segre, VP
- Jul 30: Sri Lanka – Emser meeting with Forex Sri Lanka
- April 29. JP in Luxembourg
- Jul 29: Austrian National Bank – honorary Diploma to P. Zoellner
  
- Oct 24: ICA – welcoming Abdullah Al-Ahmadi new ICA president
- Apr 29: Philippe Jeanne in Lux
- Mar 12: Lynn Kennedy taking over at a WS
- Mar 12: Council WS headed by Christoph Niggli
- Feb 21: Aldo Bortolotti at the ATICFOREX in Milano
- Oct 19: handing over honorary Diploma to CB of Syria
  
- June 28: Central Bank of Qatar – *Fahad Faisal Al-Thani, Dep. Governor and Mu'jib T. Al Turki*, (Honorary Diploma)
- Nov 2008: Meeting with Central Bank of Egypt
- July 2: meeting with ACI Bahrain
- June 29: Central Bank of Bahrain – *Ahmed Isa Alsomaim, Dir. Reserves Management and Ali Saad Al Dossary, Sen. Officer Reserves Management* (Honorary Diploma)
- July 3: Treasury Markets Summit in Beijing jointly organised by HKMA and TMA

Just this few pictures shall give you some impressions about our efforts and communication we are keeping. Even all this communication shall become more streamlined – ACI Head Office Paris will run a data file, where all the visits and talks

shall become reported – this way documented for future generations of EB and Committee members – documented on our contacts and activities.

The concept of today's meeting will be different to the previous ones. Our goal is first to inform you on all our activities, activities in the Regions, activities by the BOE and the CFP but also on Market Topics and future business activities. Once you are informed on the topics and we have discussed these main points we shall move close to the end of the meeting to the financials – as all our plans are of course influencing the budget 2010.

At the end of my report I had like to highlight some of our tasks for the year 2010.

With Patricia Casal Iglesias we could fill the gap of 'operational risk' identified by our auditors. Patricia is fluently in English, Spanish is her Mother tongue, she is bilingual with French and speaks Portuguese upper intermediate/advanced. Patricia works 4days a week and has working experience in London as well in Paris.

Now you can see a part of our plans of the next year:

- increase of membership to some 15,000 by 2013
- Certificate registry of exam holders (e.g. CACIT – Certified ACI Trader)
- Production of Study material
- Improvement of internal communication
- Establishing of working groups (FX + MM & LI Groups)
- Marketing brochure
- Appreciation of the ACI Foundation
- ACI FX Conference in NY
- Expansion of our contacts to CBs and other Authorities
- Etc.

We shall report later on these topics.

**THANK YOU !!!**