

ASIAN FINANCIAL LEADERS PROGRAMME

OVERVIEW

The Asian Financial Leaders Programme (AFLP) has the strategic intent of developing a core of senior leaders in financial institutions. The AFLP equips participants with the knowledge and capabilities to operate effectively across business, economic and regulatory environments.

This 6-module, 21-day programme spans 9 months across 3 continents and 5 countries. The modules consist of highly customised content for Asian financial leaders, which leverages cutting-edge knowledge from world-class faculty and experience from top business leaders.

WHAT TO EXPECT

- ✔ Strengthened ability to understand the complexities of regional and global economic landscapes
- ✔ Confidence to lead across cultures and reconcile dilemmas and competing values
- ✔ Deep understanding of diverse business, regulatory, and legal environments for FIs to operate successfully in Asia, Europe and the greater global arena
- ✔ Broadened perspectives on innovation, technology and leadership to maintain competitive edge as high-performing FIs
- ✔ The privilege to be part of HCLI's alumni network of senior leaders across the region and beyond



WHO SHOULD ATTEND

Senior leaders of financial institutions (FIs) in Asia: Who are at least MDs and above, like CEOs, C-1, C-2 leaders in roles that undertake executive decisions (usually with more than 15 years of related work experience).

PROGRAMME FEE

SGD 50,000 (excluding GST)

**50% subsidy exists for eligible participants*

DATES

Mod 1 (Singapore) : 10-13 Nov 2026

Mod 2A (California, USA) : 26-28 Jan 2027

Mod 2B (Lausanne, Switzerland) : 1-5 Mar 2027

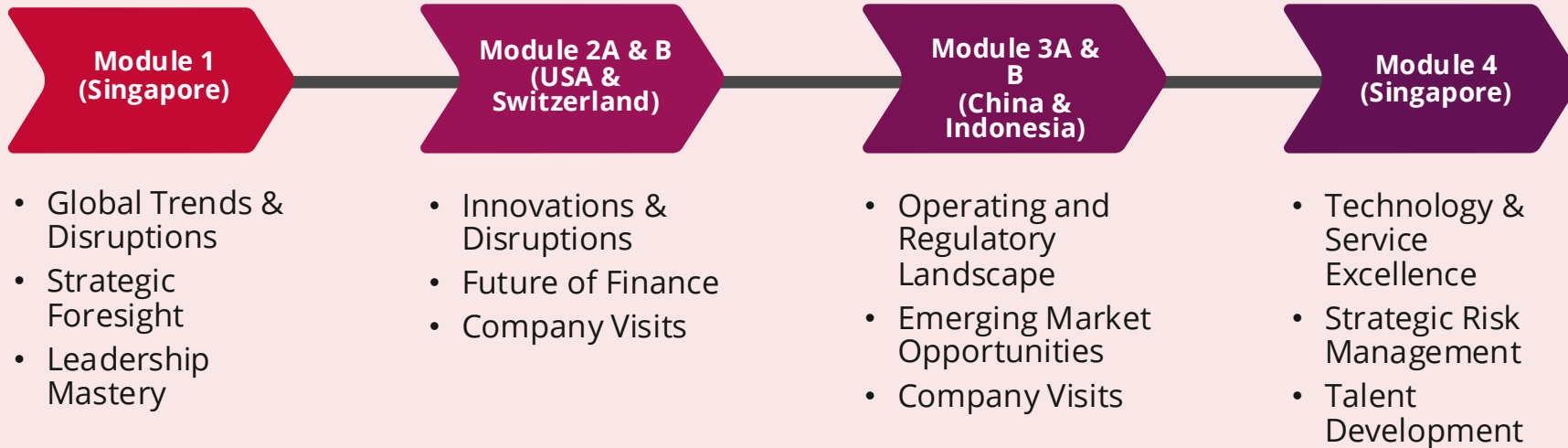
Mod 3A (Beijing, China) : TBA 2027

Mod 3B (Jakarta, Indonesia) : TBA 2027

Mod 4 (Singapore) : TBA 2027

(Specific dates subject to change)

THE LEADERSHIP JOURNEY



LEARNING ELEMENTS

- 1 Real-world Case Studies
- 2 Peer Discussions & Debate
- 3 Senior Leadership Dialogues
- 4 Leadership Analytics & Reflection
- 5 Global Thought-leaders Networking
- 6 Company Visits & Global Learning Journeys

PROGRAMME OUTCOMES



Global Awareness
Fresh perspectives and new insights into global trends and practices



Strategic Foresight
Deeper insight into global shifts reshaping financial leadership to drive innovation and transformation



Leadership Agility
Stronger capacity to lead through uncertainty and change



Enduring Professional Networks
Cross-border and peer relationships that spark real collaboration

PARTICIPATING COMPANIES



PAST FACULTY AT AFLP INCLUDE THE FOLLOWING LEADERS

ARTURO BRIS

*Director of the IMD World
Competitiveness Center*
IMD

AXEL LEHMANN

Former Chairman
Credit Suisse

BAI CHONG-EN

*Dean, School of Economics &
Management*
Tsinghua University

CHIA DER JIUN

Managing Director
Monetary Authority of Singapore

DAVID BACH

Dean of Innovation and Programmes
IMD

ERIC RIES

CEO
Long Term Stock Exchange

GUANG ZHU

CEO
Du Xiaoman Financial

HOWARD YU

*LEGO® Professor of Management and
Innovation*
IMD

MASSIMO MASSA

Professor of Finance
INSEAD

PIYUSH GUPTA

Ex-CEO & Director
DBS Group

WEE EE CHEONG

Deputy Chairman & CEO
United Overseas Bank

WONG KEE JOO

CEO
HSBC Singapore

**Designations & company affiliations mentioned herein are as of the time when the speaker presented.*

AFLP PARTICIPANT TESTIMONIALS

The AFLP curriculum was well structured and provided an outstanding learning experience with world-class faculty and exercises. The quality of the speakers and their generosity in sharing their knowledge and experience is highly appreciated by all. **The depth of experience and expertise** that each attendee brings from different parts of the financial sector created a truly diverse and engaging learning environment for the class. I look forward to applying what I learned from this programme in my career development and more importantly, share relevant lessons learned with my team. Last but not least, **the opportunity to be able to network and work together with a group of senior financial leaders is priceless.**

*Managing Director,
Head of Corporate Banking,
Citibank Singapore*

This was a **once in a lifetime opportunity to network and share ideas, and challenge my mindset**, together with some of the **best and brightest from the financial industry** in Singapore, and some of the **best minds in academia** from around the world.

*APAC Head,
Wealth Planning and Singapore Head,
Investment Platforms and Solutions
UBS AG*

This is a programme which really **widened my perspective with exposures to better understand the latest trends in Europe, US, North Asia and South-East Asia.** It has been **very rich in learnings and really worth my time investment.**

*Managing Director, Regional and Singapore Head
Sales and Distribution,
Personal Financial Services
United Overseas Bank Limited*

It has indeed been a privilege to be part of the first batch of AFLP participants. The diversity of participants from the various segments of the financial industry is one key strength of the programme. **I doubt there is another programme that offers the same level of diversity, experience and intensity.** As the programme grows and matures, I am **confident that it will play a significant role in helping to develop financial leaders** who are global in thinking and local in expertise.

*Managing Director,
Chief Investment Officer,
Wealth Management,
Asia ex-Japan
Nomura Singapore Limited*