

Firm traditions of tomorrow are nurtured from  
a focused commitment today.





From time immemorial, and in many cultures, trees have symbolised wisdom, strength and calmness. Trees are known for healing properties, their ability to withstand the ravages of the environment, and their practical contributions to society; characteristics that we at PIDM aspire to be identified with.

For a tree to grow, this means cultivating the most conducive environment for a seed to take root. Once anchored with a sound root system, resources must be focused on growing the sturdiest tree - one that is ready to withstand storms of the future.

Since our inception in 2005, we at PIDM have been working hard to establish the foundations for our tree to grow. As depicted on the front cover, our young sapling has been steadily growing and continues to be nurtured and strengthened. And it is this strength that will allow us to be ready to take on various degrees of challenges and contribute to society - efficiently and effectively.

## Our Vision

- To be recognised as the most effective deposit insurer in Southeast Asia by 2008.
- To be acknowledged as one of the leading deposit insurers in the world by 2010.

## Our Mission

- PIDM will protect Islamic and conventional deposits, provide incentives for promoting sound risk management, and promote and contribute to the stability of the financial system in Malaysia. PIDM will fulfill its mandate in an efficient and effective manner, having regard to the interests of its employees and other stakeholders.

## Our Strategic Thrusts

- Operational readiness.
- Sound business and financial practices.
- Effective public awareness.
- Strong partnerships.




## Our Corporate Objectives

- Well governed and well managed organisation.
- Educated and informed stakeholders.
- Effective partnerships.
- Optimal use of resources.
- Operational excellence.
- Competent and knowledgeable workforce.
- Conducive corporate environment.

## Our Corporate Values

- Excellence and Professionalism.
- Respect and Fairness.
- Integrity and Trustworthiness.
- Communications and Teamwork.
- Financial Stewardship.

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# Summary

## **Part 1: Introduction**

Our Corporate Plan for the years 2008-2010 incorporates our strategic direction, initiatives and the supporting 2008 financial plan. This Plan sets out our strategic focus and priorities based on our corporate-wide enterprise risk management framework, which will enable us to fulfill our mandate and achieve our vision and mission.

## **Part 2: Building on Our Strengths - What We Achieved Last Year**

Our strategic direction for 2007 was focused on continuing to develop and comply with best practices in our governance and in our operations. In the year 2007, we continued to build on our strengths as we worked towards the achievement of our corporate objectives. In this section, we provide an overview of our achievements and our progress against the 2007 Corporate Scorecard. In short, we have achieved our key initiatives and we have done so within the approved financial plan and targets.

## **Part 3: Growing from Strength to Strength - The Way Forward**

Going forward, we will continue to build on our strengths. We will, in particular, focus on human capital development and enhance our operational readiness and effectiveness

in the core areas of our operations. These include enhancing operational readiness in policies, systems, practices, approaches and developing our capabilities to deal with interventions and resolutions. We will also intensify our communications efforts to increase public awareness and education about our deposit insurance system in Malaysia.

Our financial plan has been developed to support the achievement of our 2008 initiatives. We have budgeted revenues of RM128 million, operating expenses of RM45 million and a net surplus of RM83 million. We project that our deposit insurance funds will total RM292.2 million at end of year 2008.

## **Part 4: Conclusion**

In summary, we will continue to build on the Corporation's operational readiness through capacity building and knowledge management. During the planning period, we shall focus our attention on human capital development as well as operational readiness in our core operations. At the same time, we will also focus our efforts to develop a strong leadership team, enhance our relationship management and build a strong corporate culture in our quest to achieve our vision and mission.



## Part 1 : **Introduction**

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- Our Establishment and Purpose
- Our Strategic Management Approach and Framework

# Our Establishment and Purpose

## A. The Corporation

Perbadanan Insurans Deposit Malaysia (PIDM) administers the Malaysian deposit insurance system – both Islamic and conventional. It was established under the Malaysia Deposit Insurance Corporation Act 2005 (the Act) as an independent statutory body, accountable to the Parliament through the Minister of Finance. Its mandate, role and responsibilities are defined in its statute.

## B. The Mandate

Our statutory mandate is to:

- (a) administer a deposit insurance system under the Malaysia Deposit Insurance Corporation Act 2005;
- (b) provide insurance against the loss of part or all deposits of a member institution;
- (c) provide incentives for sound risk management in the financial system; and
- (d) promote or contribute to the stability of the financial system.

In achieving its objects under (b) and (d), PIDM will act in such manner as to minimise costs to the financial system.

## C. The Corporate Plan

This Corporate Plan is a collective product of our Board, Management and employees. In developing this Plan, we have undertaken an assessment of our operating environment to enable us to evaluate our enterprise-wide risks and challenges faced by the Corporation. Based on this assessment, we then set out our key planning assumptions, the strategic direction and initiatives for the planning period.

Since our establishment in August 2005, we have focused on building and strengthening our organisation, operations, systems and culture. For the 2008-2010 planning period, we will continue to enhance our operational readiness and effectiveness, hence our theme: 'Growing from Strength to Strength'.

# Our Strategic Management Approach and Framework

## A. The Framework

We are committed to building a performance-driven organisation through our continuous implementation of best practices in governance and operations. This includes adopting a comprehensive strategic management framework, which incorporates an assessment of the Corporation's significant risks using an enterprise-wide risk management approach. The integration of enterprise risk management (ERM) into the strategic management framework is recognised as being a best practice approach, as it helps to ensure that our resources are channelled to address these risks in order of significance.

Our strategic planning process requires us to consider the following:

- Outcomes that we want to achieve;
- The environment in which we operate;
- Our internal and external stakeholders;
- Our key risks, how they are identified and classified and their consequences;
- Strategies and initiatives to move the Corporation forward; and
- The financial impact of carrying out planned initiatives.



Our strategic management pyramid above shows how we build our strategic plan and notes our strong reporting and accountability regime, which entails the regular monitoring and reporting of our achievements against the Plan.



# Our Strategic Management Approach and Framework

Given the stability of our operating environment as described in Part 3, our current strategic thrusts and corporate objectives will remain relevant for the planning period.

## B. The Strategic Thrusts

We continue to maintain four broad strategic thrusts to fulfill our mandate. These are:

### Operational Readiness

Readiness in fulfilling our role as the deposit insurer. This includes equipping our employees with the necessary skills and expertise, implementing processes and systems to be responsive to events affecting PIDM and our member institutions, and having the capacity and capability to anticipate, actively assess and manage the risks to the deposit insurance funds.

### Sound Business and Financial Practices

Ensuring that we implement sound business and financial practices and that we can demonstrate that we are well governed and well managed. This includes implementing an accountability framework and a strong disclosure and reporting regime.

### Effective Public Awareness

Establishing sound public awareness and educational programmes to explain the benefits and limitations of our deposit insurance system.

### Strong Partnerships

Working effectively with our partners - member institutions, regulators, supervisors and suppliers - to help us achieve our mandate. This includes working with our partners in a consultative and transparent manner and in finding ways to mitigate administrative burden to our members.

## C. The Corporate Objectives

Our corporate objectives from the four perspectives - Stakeholders, Financial, Internal Process and Learning and Growth - are:

### I. Stakeholders

- **Well governed and well managed organisation**

We shall demonstrate that we are well governed and well managed through our business conduct and by adhering to sound governance as well as adopting effective enterprise risk management and internal control practices.

- **Educated and informed stakeholders**

Well-informed stakeholders are integral to the effectiveness of the deposit insurance system. We will continue to engage all stakeholders, to educate them through public awareness and educational programmes as well as to consult extensively with our stakeholders when developing our policies and regulations.

- **Effective partnerships**

Given our business model, effective partnerships are critical to the fulfillment of our mandate. We will continue to work in close collaboration with our member institutions, regulators and supervisors, other deposit insurers and key suppliers so that we may carry out our objectives and initiatives effectively and efficiently.

## II. Financial

- **Optimal use of resources**

As a public body accountable to our stakeholders, we shall make optimal use of our resources through prudent financial stewardship and by properly managing and deploying our assets, human capital and intellectual property.

## III. Internal Process

- **Operational excellence**

To promote confidence and to effectively administer our deposit insurance system, we will continue to implement and keep current sound policies, systems, processes and procedures based on relevant domestic and international best practices. We will build on our capacity and capability to ensure that we can fulfill our role and responsibilities.

## IV. Learning and Growth

- **Competent and knowledgeable workforce**

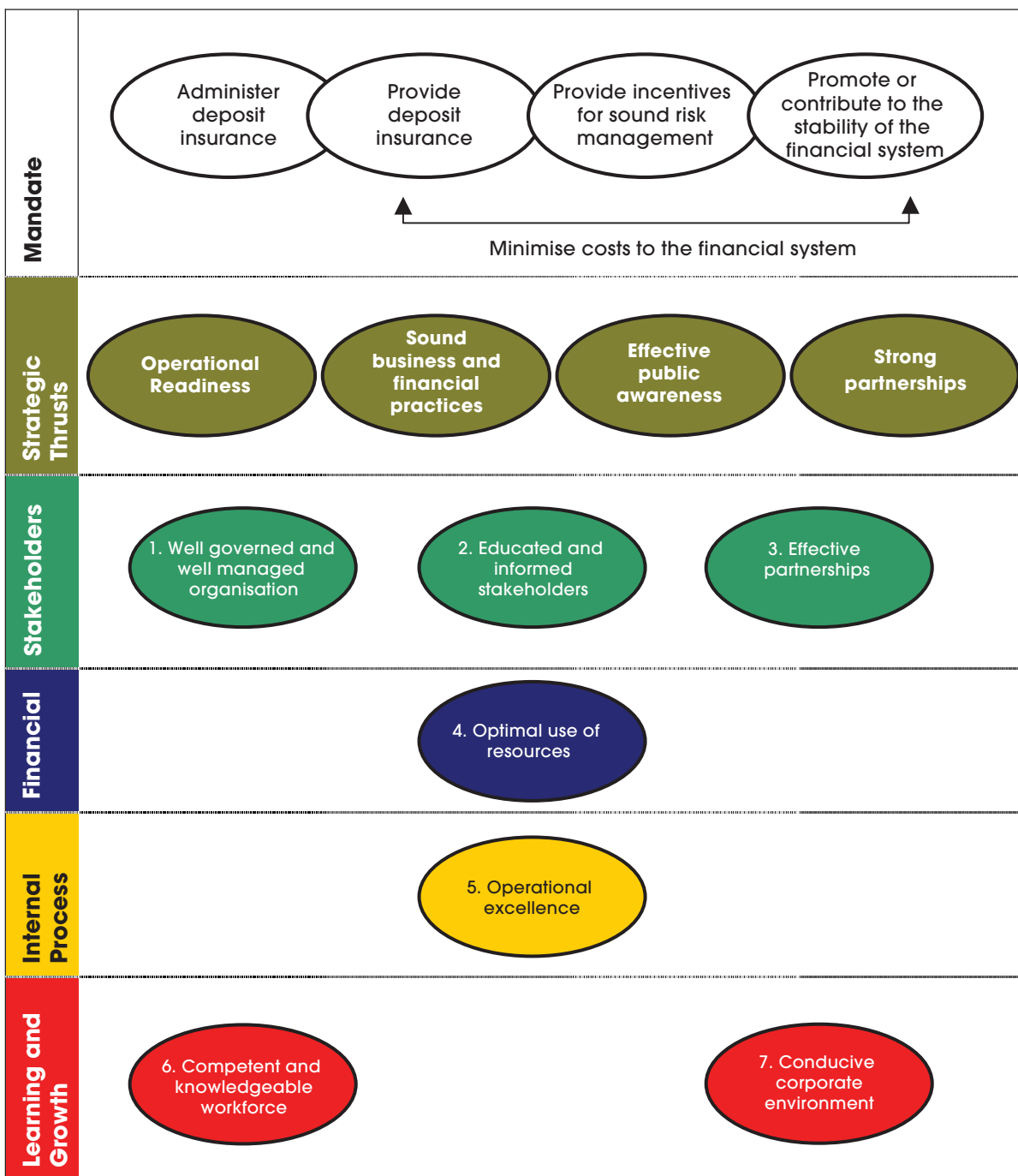
Our employees are our most important asset. We will provide the appropriate incentives to attract and retain the right people with the management skills, experience and attitude. The Corporation commits to providing employees with opportunities for ongoing training and development so as to meet their full potentials.

- **Conducive corporate environment**

A conducive corporate environment can result in a high level of employee satisfaction and performance. We will foster a conducive corporate culture and values as well as provide a safe, healthy and harassment-free work environment.

## D. Corporate Performance and Strategy Map

Our strategy map as shown provides a diagrammatic description of our corporate strategic thrusts and objectives, which support the achievement of our mandate.



Corporate Strategy Map



## Part 2 : Building on Our Strengths

- Our Achievements of the Corporate Scorecard 2007
- Our Achievements Beyond the Corporate Scorecard 2007
- 2007 Financials: Forecast 2007 against Budget 2007
- Snapshot of Corporate Scorecard 2007

# Our Achievements of the Corporate Scorecard 2007

During the year 2007, we focused on building our strengths by continuing to implement best practices in governance and operations as well as working towards the achievements of our corporate objectives. We have successfully completed all our key initiatives and have undertaken a number of additional projects during the year. The highlights of our accomplishments are:

## A. Stakeholders Perspective

### Well governed and well managed organisations

### Educated and informed stakeholders

### Effective partnerships

In support of achieving these objectives, during the year:

- We have developed our enterprise risk management, crisis communication management and internal control frameworks. We have also developed a risk-based internal audit plan for 2008-2010.
- We have conducted five Board education sessions and put in place a succession management framework for the Board members.
- We have been working rigorously on our integrated communications plan initiatives which include our advertising campaign, public relations, awareness and educational programmes. We have received positive feedback on the content and delivery of our presentation during the briefings conducted.
- We have launched a series of television and print advertisements throughout the year. This has resulted in an increase of call centre and website hits. The public awareness index is expected to reach a level of 30% by end of 2007 from 13% in 2006.
- We have participated in various exhibitions and road shows throughout the country.
- We have continued to establish a base of strategic partners, which we are actively engaging through our various co-sourcing and outsourcing arrangements.
- We continue to maintain our strong relationship with Bank Negara Malaysia (BNM) since PIDM relies extensively on BNM for effective regulation and supervision of the member institutions, and for other support such as investment management services.
- Our 2006 Annual Report with the theme 'Strengthening Governance; Building Credibility' was presented to the Parliament through the Minister of Finance within the timeline required by the Act. We have also conducted a dialogue session with Chairpersons, Chief Executive Officers and senior management of member institutions in conjunction with the release of our 2006 Annual Report.
- In October 2007, we hosted the 6th International Association of Deposit Insurers (IADI) Annual Conference with the theme 'Deposit Insurance and Consumer Protection'. The conference had participation of more than 230 delegates including 170 international delegates from 43 countries.

## B. Financial Perspective

### Optimal use of resources

In support of our values of financial stewardship and as a public body accountable to our stakeholders:

- We practise a prudent financial planning approach. All of our initiatives in 2007 have been carried out well within the approved financial plan and targets.
- We have also established an Asset Liability Management Committee (ALCO) that is tasked with the responsibility to monitor PIDM's assets and liabilities as well as our exposure to financial risks.
- We track and monitor our financial results on a monthly basis. We also report to the Audit Committee and the Board quarterly on our performance against the approved corporate plan initiatives and on financial results against approved budgets.

## C. Internal Process Perspective

### Operational excellence

The majority of our key performance indicators (KPIs) were set to achieve operational excellence, so that we may promote public confidence in our ability to effectively administer our deposit insurance system. On that note:

- We have strengthened many aspects of our operations by continuing to develop and implement critical operational policies, processes and procedures.

- We have issued regulations on 'Disclosure Requirements for Joint Accounts and Trust Accounts'. As planned, we have developed four concept papers and issued four consultation papers and draft guidelines on 'Criteria for Determining Insured Deposits', as well as draft regulations on 'Provision of Information on Deposit Insurance', 'Differential Premium Systems', and 'Terms and Conditions of Membership'. We expect that these regulations will be approved by the Minister of Finance by year end 2007 for implementation in 2008.
- We have also been working on the development of our risk assessment methodology, intervention and failure resolution frameworks. Our differential premium systems (DPS) framework, which will be implemented next year, will promote sound risk management in our member institutions. The proposed DPS will replace the current flat rate premium system, taking into account the different business models adopted by conventional and Islamic banks.
- We have further enhanced our information technology (IT) systems to improve the effectiveness of our operations. This includes additional office equipment, hardware and software applications under our planned Phase 2 of the IT infrastructure enhancement plan. We have also implemented a strong IT governance structure through the formation of the IT Steering Committee (ITSC), which oversees the implementation of PIDM's IT infrastructure, policies and priorities.



# Our Achievements of the Corporate Scorecard 2007

- One of our major initiatives this year was our office relocation and renovation project. We managed to relocate our office premises to our new office in Kuala Lumpur Sentral with minimal disruption to our day-to-day operations and the project was completed within the approved budget.
- A regular corporate performance tracking and reporting process has been implemented to review the Corporation's performance monthly and address, if any, significant gaps in performance to plan in a timely manner. This ensures focus and alignment across the divisions and the successful achievement of our corporate KPIs. Management also provides performance reports on a quarterly basis to the Audit Committee and the Board of Directors.

## D. Learning and Growth Perspective

### Competent and knowledgeable workforce

### Conducive corporate environment

In building and strengthening the capabilities and performance of our workforce:

- We have continued our efforts to develop our employees through a comprehensive training needs analysis and development plan for each employee.
- We will monitor the effectiveness of this plan through various platforms including our performance appraisals and a 360-degree feedback mechanism.
- During the year, our employees have attended various training and development programmes in both technical and behavioural competency areas as outlined in each training needs analysis. Further to this, we are developing a competency gap analysis framework with the aim to identify and address gaps in functional areas through appropriate training and development programmes. This framework is expected to be fully implemented in year 2008 onwards.
- We are undertaking an employee satisfaction survey in the later part of year 2007 and we have targeted to achieve a 75% of the employee satisfaction index.
- We have developed a recognition and reward programme as part of the Corporation's commitment to identify and reward highly valued performers.
- We have conducted an information session with all employees regarding the reporting on compliance with 'Code of Business Conduct and Ethics' and 'Conflict of Interest Code' policies. All employees are required to comply with our codes and file an annual declaration of compliance.

# Our Achievements Beyond the Corporate Scorecard 2007

Over and above our achievements of the planned corporate KPIs, we have also successfully completed other key initiatives that are beyond the Corporate Scorecard 2007. In particular:

- We underwent our first Management Audit conducted by the Auditor General and achieved a high overall rating.
- We have put in place a 'Corporate Social Responsibility Policy', with focus on the core themes of 'Employee well being', 'Community involvement' and 'Environment protection'.
- We have also hosted several events in conjunction with the 6th IADI Annual Conference including the Malaysia Financial Exhibition 2007 (MYFex 2007) for the purposes of providing consumers with the knowledge of related financial matters as well as to enhance financial literacy among Malaysians and contribute to public confidence in Malaysia's financial system.
- Apart from the planned development of four deposit insurance policies and regulations, we have also developed another concept paper and draft regulations on 'Enforceability of Close-out Netting Provisions'. This paper was issued to the public for consultation and expected to be implemented in year 2008 with the approval from the Minister of Finance.
- In our efforts to further develop our leadership skills, we have implemented a 360-degree feedback mechanism, a year earlier than initially planned. This mechanism includes a progressive personal development plan on areas of improvement.
- We have conducted several sessions on 'Corporate Values' with the participation of all of our employees. A working group has been formed to address issues relating to our corporate values with the aim of instilling the right corporate culture within the organisation.
- We have organised two inaugural events for our employees - PIDM's Family Day and Annual Dinner.
- As a step towards ensuring a secure and conducive work environment, we have implemented a policy on 'Workplace Harassment' and conducted an information session with all employees. We are committed to building a safe, healthy and harassment-free work environment for all employees and believe that every employee should be treated with respect and dignity.

# 2007 Financials: Forecast 2007 against Budget 2007

## A. Operating Results

### Revenues

	<u>2007</u> Forecast*	<u>2007</u> Budget	<u>Variance</u>	
	RM'000	RM'000	RM'000	%
Premium	110,300	110,000	300	0.3
Investment	6,000	6,000	0	0.0
<b>Total Revenues</b>	<b>116,300</b>	<b>116,000</b>	<b>300</b>	<b>0.3</b>

### Operating Expenditures

Personnel	14,300	15,800	1,500	9.5
General and Administration	7,700	10,100	2,400	23.8
Communications	7,500	8,100	600	7.4
<b>Total Operating Expenditures</b>	<b>29,500</b>	<b>34,000</b>	<b>4,500</b>	<b>13.2</b>

### **NET SURPLUS**

<b>86,800</b>	<b>82,000</b>	<b>4,800</b>	<b>5.9</b>
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\*2007 Forecast = Actual (Jan-Oct 2007) + Forecast (Nov-Dec 2007)

## B. Capital Expenditures

### Capital Expenditures

	<u>2007</u> Forecast*	<u>2007</u> Budget	<u>Variance</u>	
	RM'000	RM'000	RM'000	%
Furniture, Fittings and Office Refurbishment	5,460	5,060	(400)	(7.9)
Computer Systems and Office Equipment	3,020	4,900	1,880	38.4
Motor Vehicle	220	240	20	8.3

### **TOTAL CAPITAL EXPENDITURES**

<b>8,700</b>	<b>10,200</b>	<b>1,500</b>	<b>14.7</b>
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## **C.Commentary on 2007 Financial Performance**

### **Operating Results**

By end of the year 2007, we have forecasted total revenues of RM116.3 million, operating expenditures of RM29.5 million and a surplus of RM86.8 million. The projected surplus is RM4.8 million or 5.9% higher than budget.

### **Revenues**

- Premium income for the year is RM110.3 million, 0.3% higher than budget.
- We expect to achieve our budgeted investment income for the year with an expected weighted average yield of 3.5% return on investments.

### **Operating Expenditures**

- Total operating expenditures up to 31 December 2007 is forecasted at RM29.5 million, RM4.5 million lower than budget (RM34 million).
- We have budgeted personnel costs of RM15.8 million for 59 employees for the full year. The significant positive variance of RM1.5 million or 9.5% is mainly due to lower training costs incurred during the year as we are developing a comprehensive annual training and development plan to be implemented in year 2008. The variance is also contributed by lower salaries and benefits costs arising from the timing of the commencement of employment of a number of individuals hired throughout the year.

- The positive variance of RM2.4 million or 23.8% on general and administration costs is mainly due to the lower travelling expenses, printing and stationery costs as well as depreciation charges.
- For communications, we have forecasted a total cost of RM7.5 million which is 7.4% lower than the budgeted amount of RM8.1 million. Part of the cost savings are gained from our joint efforts with BNM and other agencies on the road shows and exhibitions carried out.

### **Capital Expenditures**

- Our capital expenditures are expected to reach RM8.7 million or 14.7% lower than budget. The significant positive variance for capital expenditures is mainly due to lower expenditures on computer systems and office equipment. We had initially budgeted funds for computer terminal upgrades. However, these upgrades have been delayed till year 2008. Also, the infrastructure costs for the payout system will only be incurred from year 2008 onwards.

Overall, we have achieved our key Corporate Plan initiatives and we have done so within the approved financial plan and targets.

# Snapshot of 2007 Corporate Scorecard

Our KPIs achievements at the end of December 2007 are shown below:

<b>G</b>	Progressing as scheduled; and/or within budget.
<b>A</b>	Target achieved/initiative completed.
<b>Y</b>	Not yet initiated/future date.
<b>R</b>	Time-slippage to completion; and/or below target; and/or >±10% (full year) budget variance.

Corporate Objectives		KPIs		Target	Forecast Results*
				2007	Dec-07
Stakeholders	A Well governed and well managed organisation.	1 Board assessment on: a. Best practices of governance adopted b. Management practices adopted c. Compliance with significant policies d. Timeliness and relevance of information and quality of recommendation provided by Management for the Board to make informed decisions and fulfill responsibilities	High satisfaction High satisfaction 100% High satisfaction		
					<b>A</b>
					<b>A</b>
					<b>A</b>
					<b>A</b>
		2 Engagement and responsiveness to other stakeholders' needs	Develop feedback mechanism & establish baseline		<b>A</b>
		3 Successful completion of key initiatives: a. Development of a crisis communication management framework b. Development and implementation of an enterprise risk management framework: (i) Introduction and buy-in programme (ii) Development of an enterprise risk management foundation and governance process (iii) Initial high level risk identification and assessment c. Development and implementation of an internal control framework d. Development of a succession management framework for the Board	Complete  Complete Complete Complete Complete		<b>A</b>
					<b>A</b>
					<b>A</b>
					<b>A</b>
					<b>A</b>
	B Educated and informed stakeholders.	4 Public Awareness Index	30%		<b>G<sup>1</sup></b>
		5 Successful completion of key initiatives: a. Implementation of Integrated Communications Plan: (i) Implementation of advertising programmes (ii) Implementation of public relations programmes b. Implementation of ongoing stakeholders' engagement programmes: (i) Conduct deposit insurance briefings, seminars and road shows	Implement Implement Implement		<b>A</b>
					<b>A</b>
					<b>A</b>
	C Effective partnerships.	6 PIDM's relationship with: a. Bank Negara Malaysia b. Member institutions c. Suppliers d. International deposit insurers	Strong Satisfactory Strong Strong		<b>A</b>
					<b>A</b>
					<b>A</b>
					<b>A</b>
		7 International recognition	Develop mechanism & establish baseline		<b>A</b>
		8 Successful completion of key initiatives: a. Establishment of a base of strategic partners b. Hosting of IADI 6th Annual Conference	Develop Complete		<b>A</b>
					<b>A</b>

\*The assessments were conducted in October 2007.

Corporate Objectives			KPIs		Target	Forecast Results*
					2007	Dec-07
Financial	D	Optimal use of resources.	9	Actual vs. approved budgets	±10% variance	A
			10	Successful completion of key initiatives: a. Implementation of an ALCO framework	Implement	A
	E	Operational excellence.	11	Internal control compliance	Establish baseline	A
Internal Process			12	Successful completion of key initiatives: a. Development and implementation of Differential Premium Systems (DPS): (i) Issuance of a consultation paper on DPS (ii) Development of DPS Regulations b. Development and implementation of comprehensive Risk Assessment and Monitoring frameworks (i) Phase 1 - Basic infrastructure c. Development of comprehensive Intervention and Resolution frameworks: (i) Phase 1- Research and development of scope of framework d. Development and implementation of deposit insurance policies and regulations: (i) Terms and Conditions of Membership regulations: - Issuance of a consultation paper - Development of draft regulations (ii) Provision of Information on Deposit Insurance regulations: - Issuance of a consultation paper - Development of draft regulations (iii) Criteria for Determining Insured Deposits: - Development of a concept paper - Issuance of a consultation paper - Development of draft guidelines e. Implementation of the IT infrastructure enhancement plan: (i) Phase 2 - IT infrastructure f. Development and implementation of the plan for relocation to new work premise	Complete	A
					Develop	A
					Complete	A
					Complete	A
					Complete	A
					Complete	A
					Complete	A
					Complete	A
					Complete	A
					Complete	A
					Complete	A
					Complete	A
					Complete	A
					Complete	A
					Complete	A
Learning & Growth	F	Competent and knowledgeable workforce.	13	Successful completion of key initiatives: a. Development and assessment of employees' competency: (i) Development and assessment of competency gap framework (ii) Development and assessment of specific training needs analysis (iii) Development of annual Training Plan for individuals b. Development and implementation of a succession management framework	Complete	G <sup>2</sup>
					Complete	A
					Complete	A
					Develop	A
	G	Conducive corporate environment.	14	Employee Satisfaction Index	75%	G <sup>3</sup>
			15	Successful completion of key initiatives: a. Development and implementation of Recognition and Rewards programmes	Implement	A

**Note:**

- <sup>1</sup> Awaiting results of the public awareness survey undertaken in November - December 2007 to confirm level of public awareness.
- <sup>2</sup> The competency gap analysis framework is expected to be completed by year end 2007 and followed by the assessment in year 2008.
- <sup>3</sup> The employee satisfaction survey will be conducted in December 2007. The results of the survey is expected to be in January 2008.

\*The assessments were conducted in October 2007.





## Part 3 : Growing from Strength to Strength

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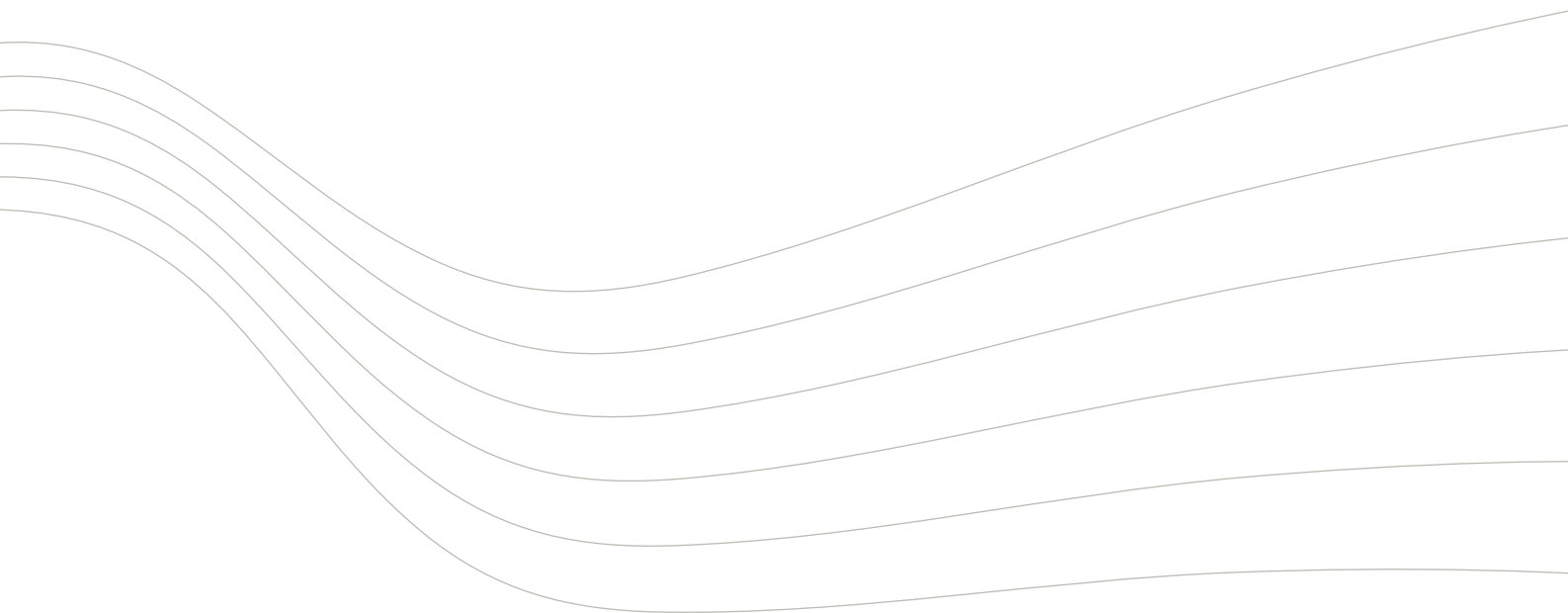
- Our Operating Environment Assessment
- Enterprise Risk Management Review
- Key Planning Assumptions
- Strategic Direction for 2008-2010
- Corporate Scorecard 2008-2010
- Financial Plan 2008



# Our Operating Environment Assessment

We have considered our operating environment by examining the external - global and domestic - trends and developments as well as undertaking a SWOT analysis to identify our strengths, weaknesses, opportunities and threats. We have also used an enterprise-wide risk management approach to identify and assess the significant risks affecting the Corporation.

As the national deposit insurer of all commercial and Islamic banks in Malaysia, the Corporation is exposed to the risks exposures of its membership. Thus, the safety and soundness of our member institutions are of paramount importance to us. Overall, the operating environment for our member institutions should continue to be favourable. It is expected that member institutions will generally continue to perform well, and that the Corporation will not be called upon to deal with a bank failure during the planning period. In short, the environment in which the Corporation has been operating is expected to remain stable.



# Enterprise Risk Management Review

In line with our commitment to implement best practices in all aspects of our operations, we have adopted an ERM framework to identify and assess significant risks affecting the Corporation. Our ERM framework has been developed based on best practices, including the *Australian/New Zealand Standard 4360:2004* as the primary standard as well as *COSO's Enterprise Risk Management – Integrated Framework* as a benchmark for our risk management process.

## PIDM's ERM Process



From the review and assessment performed, the significant risks affecting the Corporation are:

(1) **Low level of public awareness on the deposit insurance system and the misunderstanding of PIDM's role.**

Public confidence is vital in maintaining a stable financial system. An uninformed public increases the possibility of bank runs and other events that may create instability to the financial system. Currently, the awareness of the deposit insurance system is still low, thus our continued efforts to increase awareness levels.

(2) **The availability of deposit insurance expertise and experience.**

People are our greatest asset. As deposit insurance is new to Malaysia, our capability to attract, build and retain a pool of competent and skilled employees is essential.

(3) **Development of our policies, systems, practices and processes in our core operations and readiness to intervene in a troubled member institution.**

We are still in the midst of developing our policies, systems, practices and processes in our core areas of operations, particularly, in the area of interventions and failure resolutions.


(4) **Business Continuity.**

We are still developing a comprehensive business continuity and disaster recovery plan. This may affect our ability to respond effectively in the event of an imminent disaster.

With the insights into these significant risks, we are channelling our focus and resources towards managing these risks as our priority during the planning period. Initiatives and action plans have been developed to address these risks and are reflected in our Corporate Scorecard 2008-2010. This is to ensure alignment of the strategic management and ERM frameworks as well as to ensure effective management of our resources.

# Key Planning Assumptions

Our operating environment assessment has led to the development of the following key planning assumptions for the planning period:

- Our mandate remains current and relevant;
  - No immediate developments in the domestic economy that could have substantial and adverse impact on our risks of providing deposit insurance;
  - No regulatory developments that may adversely impact our member institutions;
  - The liberalisation and consolidation of the banking or financial landscape may not adversely impact our member institutions;
  - The overall number of member institutions will change as a result of further liberalisation and consolidation;
  - No failures of member institutions within the planning period;
  - There is a dynamic employment market;
  - There is an increasing level of public awareness of the deposit insurance systems in Malaysia;
  - The stable upward trend in household savings levels will continue;
  - Annual premium revenues will be based on the proposed rates for the DPS in 2008; and
  - Our business model will not change and we will continue to rely on a small team of employees supported by outsourcing, co-sourcing business arrangements as well as IT infrastructure and systems.
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# Strategic Direction for 2008-2010

## Our key focus

Next year will be a challenging year as we continue to stretch the organisation's resources to develop our capacity and capability in core areas of operations within a short time horizon. The strategic direction for this planning period will thus be focused on the following areas.

### 1. Human capital development.

In our efforts to attract and retain top talent, we will need to implement appropriate incentives, compensation benefits, training programmes and other talent management practices that are in line with the industry. These key initiatives include:

- Comprehensive training and development programmes;
- Talent management programmes;
- Recognition and reward programmes; and
- Succession management programme.

### 2. Enhancing and ensuring operational readiness, effectiveness in policies, systems, practices, approaches and resources to handle interventions and resolutions.

Our operational readiness in all aspects of our core operations is critical in fulfilling our mandate. We will continue to operationalise and strengthen these areas, in particular, having in place:

- Comprehensive risk assessment and monitoring frameworks;
- Comprehensive intervention and failure resolution frameworks, including the funding arrangements;
- Payout management systems;
- Deposit insurance policies and regulations;
- Crisis management simulation;
- Business continuity and disaster recovery plan;
- A robust IT infrastructure and business systems; and
- Knowledge management framework and system.

### 3. Intensifying the communications efforts to increase the level of public awareness and understanding about the deposit insurance system.

Public awareness can enhance the effectiveness of our deposit insurance system by reinforcing consumer protection and promoting financial stability. As part of our efforts in mitigating this key risk, we will continue to implement our integrated communications plan and increase the level of public awareness through:

- Advertising campaigns and public relations activities;
- Public awareness and educational programmes; and
- Stakeholder engagement programmes.



# Strategic Direction for 2008-2010

## **Our long-term development focus**

As part of our long-term capacity and capability building, we are committed towards having:

### **A strong leadership team**

That is:

- Equipped with the necessary skills, expertise and experience;
- Committed to the needs and expectations of our internal and external stakeholders;
- Transparent and accountable;
- Motivated and innovative; and
- With great professional will to succeed.

### **A strong relationship management**

That is:

- Built on strong partnerships;
- Open to seeking feedback and inputs from our key stakeholders; and
- Committed to strengthening the relationships between the Board, Management and employees.

### **A strong corporate culture**

That:

- Finds ways to improve the quality of our performance in terms of effectiveness and efficiencies;
- Continues to build a best practice organisation;
- Builds on creativity and purpose; and
- Provides an environment for people to perform to their full potentials.

## **Corporate Scorecard 2008-2010**

Our aim is to measure, so far as practicable, the outcomes of our initiatives, both in terms of what we have achieved and how our stakeholders perceive our performance. Based on our Balanced Scorecard approach, we have developed the Corporate Scorecard for 2008-2010 with a clear identification of the KPIs and targets going forward. The Corporate Scorecard shown on the following pages incorporates our KPIs to ensure that our initiatives are met within specified timelines and within set targets.

# Corporate Scorecard 2008-2010

CORPORATE OBJECTIVES			KEY PERFORMANCE INDICATORS	TARGET		
				2008	2009	2010
STAKEHOLDERS	A	Well governed and well managed organisation	1. Board assessment on: a. Best practices of governance adopted b. Management practices adopted c. Compliance with significant policies d. Effectiveness of enterprise risk management policies and practices e. Timeliness and relevance of information and quality of recommendation provided by Management for the Board to make informed decisions and fulfill responsibilities	High satisfaction High satisfaction 100%  High satisfaction	High satisfaction High satisfaction 100%  High satisfaction High satisfaction	High satisfaction High satisfaction 100%  High satisfaction High satisfaction
			2. Engagement and responsiveness to other stakeholders’ needs	Action on feedback received	Action on feedback received	Action on feedback received
			3. Successful completion of key initiatives: a. Develop and implement enterprise risk management framework: i. Phase 4 – Ongoing risk assessment and review ii. Enterprise risk management policies and practices iii. Enterprise risk management effectiveness assessment framework b. Develop and implement risk based auditing c. Implement Internal Control framework d. Implement Succession Management plan for the Board	Develop & implement Develop & implement Develop Develop & implement Complete Complete	Review Develop & implement Implement  Review & enhance Complete	Review Review  Review & enhance Complete
	B	Educated and informed stakeholders	4. Public awareness index (general awareness of deposit insurance)	35%	40%	45%
			5. Successful completion of key initiatives: a. Review and implement Integrated Communications Plan: i. Implement advertising programmes ii. Implement public relations programmes iii. Implement stakeholders engagement programmes b. Develop and implement awareness educational programmes c. Develop and implement scholarship and education programmes	Complete Complete Complete Complete Develop Develop	Complete Complete Complete Complete Develop & implement Develop	Complete Complete Complete Complete Implement Implement
	C	Effective partnerships	6. PIDM’s relationship with: a. Bank Negara Malaysia b. Member institutions c. Suppliers d. International deposit insurers	Strong Satisfactory Strong Strong	Strong Satisfactory Strong Strong	Strong Satisfactory Strong Strong
			7. Participate in international forum	Active participation	Active participation	Active participation
			8. Successful completion of key initiatives: a. Establish base of strategic partners b. Host deposit insurance seminars	Develop Complete	Complete Complete	Complete
FINANCIAL	D	Optimal use of resources	9. Actual vs. approved budgets	-10% variance +20% variance	-10% variance +15% variance	±10% variance
			10. Successful completion of key initiatives: a. Develop and implement provisioning framework b. Develop funding arrangements framework and processes	Develop Develop & implement Phase 1	Develop Develop & implement Phase 2	Implement

# Corporate Scorecard 2008-2010

CORPORATE OBJECTIVES			KEY PERFORMANCE INDICATORS	TARGET		
				2008	2009	2010
INTERNAL PROCESS	E	Operational excellence	11. Internal control compliance	Strong	Strong	Strong
			12. Successful completion of key initiatives: a. Develop and implement Differential Premium Systems (DPS): i. DPS Regulations ii. DPS framework/guidelines on returns of total insured deposit iii. DPS eFiling b. Develop and implement comprehensive Risk Assessment and Monitoring frameworks: i. Phase 2- Enhancement c. Develop and implement comprehensive Intervention and Resolution frameworks: i. Phase 2- Develop specific resolution methodology, policy, process and criteria ii. Phase 3- Develop comprehensive Intervention and Resolution frameworks d. Develop and undertake crisis management simulation e. Develop crisis communications manual f. Develop and implement payout system i. Phase 1 – Develop depositor liabilities information management and depositor relationship management ii. Phase 2 – Develop payment management and reconciliation between deposit and loan information iii. Phase 3 – Develop dynamic deposit database g. Develop and implement deposit insurance policies and regulations: i. Interest and dividend payable guidelines/rules – Develop concept paper – Develop consultation paper – Develop draft guidelines/rules ii. Contractual relationship between PIDM and banks with Islamic banking activities – Develop and issue notifications h. Develop and implement business continuity and disaster recovery plan i. Develop and implement quality assurance and compliance framework j. Implement IT infrastructure enhancement plan: i. Phase 4 – Collaboration: technology enhancement and user empowerment ii. Phase 4 – Implementation of the IT infrastructure enhancement plan k. Implement key business systems l. Develop and implement knowledge management framework and system	Implement Implement & review  Develop  Develop  Develop Develop  Develop  Develop  Complete Develop  Complete Develop & implement Phase 1  Complete Complete Complete Develop	Review & enhance Develop  Develop  Develop Develop Develop  Develop & implement  Develop  Complete Complete  Develop & implement Phase 2 Develop  Complete Complete Complete Develop & implement Phase 1	Review & enhance Implement  Implement  Implement Develop Develop Undertake simulation  Develop & implement Develop     Develop & implement Phase 3 Develop  Complete Complete Complete Develop & implement Phase 2
LEARNING AND GROWTH	F	Competent and knowledgeable workforce	13. Successful completion of key initiatives: a. Build employees’ competency: i. Review and implement annual training plan ii. Identify, develop and implement cross-functional opportunities iii. Identify, develop and implement appropriate learning and assessment tools b. Develop and implement talent management framework c. Develop and implement succession planning/management systems	Complete Develop Develop Develop Develop & implement Phase 1	Complete Develop & implement Develop & implement Develop & implement Develop & implement Phase 2	Complete Implement Review & enhance Review & enhance Review & enhance
			G	Conducive corporate environment	14. Employee satisfaction index	75%
15. Successful completion of key initiatives: a. Review and implement recognition and reward programmes b. Develop and implement an action plan to deal with the results of the employees satisfaction index survey  c. Review, develop and implement safe, healthy and harassment-free programmes	Complete Action on assessment conducted Develop & implement	Complete Action on assessment conducted			Complete Action on assessment conducted	

# Financial Plan 2008

Our Financial Plan has been developed in support of achieving our 2008 initiatives and is set out below.

## A. Operating Budget

	<u>2008</u> <u>Budget</u>		<u>2007</u> <u>Forecast*</u>		<u>2007</u> <u>Budget</u>	
<u>Revenues</u>	(%)	RM'000	(%)	RM'000	(%)	RM'000
Premium	95	120,000	95	110,300	95	110,000
Investment	5	8,000	5	6,000	5	6,000
<b>Total Revenues</b>	<b>100</b>	<b>128,000</b>	<b>100</b>	<b>116,300</b>	<b>100</b>	<b>116,000</b>
<u>Operating Expenditures</u>						
Personnel	54	24,500	48	14,300	46	15,800
General and Administration	28	12,500	26	7,700	30	10,100
Communications	18	8,000	26	7,500	24	8,100
<b>Total Operating Expenditures</b>	<b>100</b>	<b>45,000</b>	<b>100</b>	<b>29,500</b>	<b>100</b>	<b>34,000</b>
<b>NET SURPLUS</b>		<b>83,000</b>		<b>86,800</b>		<b>82,000</b>

## B. Capital Budget

	<u>2008</u> <u>Budget</u>		<u>2007</u> <u>Forecast*</u>		<u>2007</u> <u>Budget</u>	
<u>Capital Expenditures</u>	(%)	RM'000	(%)	RM'000	(%)	RM'000
Furniture, Fittings and Office Refurbishment	3	400	62	5,460	50	5,060
Computer Systems and Office Equipment	97	15,210	35	3,020	48	4,900
Motor Vehicle	-	-	3	220	2	240
<b>TOTAL CAPITAL EXPENDITURES</b>	<b>100</b>	<b>15,610</b>	<b>100</b>	<b>8,700</b>	<b>100</b>	<b>10,200</b>

\*2007 Forecast = Actual (Jan-Oct 2007) + Forecast (Nov-Dec 2007)

# Financial Plan 2008

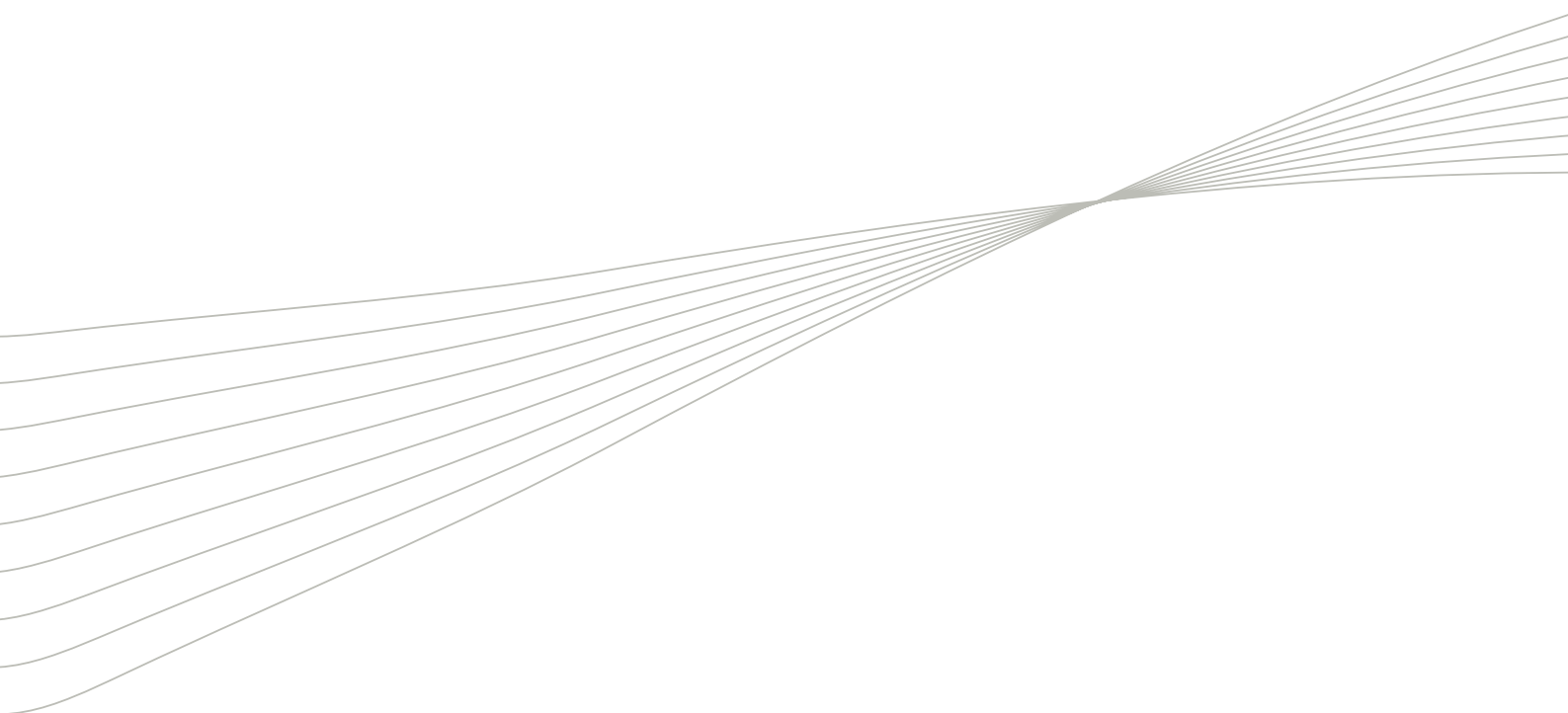
## C. Commentary on 2008 Operating and Capital Budget :

### Revenues

- The premium revenue budgeted for 2008 is based on the new DPS rate structure. Investment income is budgeted based on an average yield of 3.25% return on investments.

### Operating expenditures

- Personnel costs include the annual costs for 69 employees planned for 2008 and incorporate the costs of market adjustments that are in line with our approved compensation and benefits policy, which is aimed at attracting and retaining skilled and committed employees. Also, in line with our strategic focus to further develop the knowledge and capabilities of our people, we have allocated significant resources for continuous training and development programmes. This is crucial as our people are the greatest enablers in carrying out and completing our strategic initiatives.
- Our general and administration costs mainly relate to the day-to-day costs of administering our office and operations. The increase as compared to the prior year's budget is mainly due to higher ongoing costs of maintaining our new office premises including office lease as well as utilities and telecommunication costs. We have also budgeted funds to support our key initiatives for 2008, which include professional and consultancy services for development of frameworks, processes and systems in our core operations such as interventions and failure resolutions, payout and development of policies and regulations. Funds have also been budgeted to support our ongoing international deposit insurance activities.



- We will continue to implement our multi-year Integrated Communications Plan in our efforts to raise the level of public awareness on the deposit insurance system in Malaysia. In this regard, a significant amount of resources are channelled to support these activities which include advertising campaigns, public relations initiatives, media engagements and other related public awareness and educational programmes.

## **Capital Expenditures**

- A significant amount of our capital expenditure budget is allocated to support the operational readiness through the development of a robust IT infrastructure and business systems to meet operational requirements. The key business systems include the hardware, software and applications for the risk assessment and monitoring, interventions and failure resolutions as well as the payout management systems.
- We have also allocated funds for additional office renovations and refurbishments to cater for future workforce expansion plans.

# Financial Plan 2008

## D. Pro Forma Balance Sheet

	2008 Budget Conventional RM'000	2008 Budget Islamic RM'000	2008 Budget Total RM'000	2007 Forecast* Total RM'000	2007 Budget Total RM'000
<b>ASSETS</b>					
Cash and Cash Equivalents	2,630	260	2,890	1,100	3,000
Investments	239,970	25,690	265,660	195,800	194,000
Other assets	5,050	500	5,550	4,000	160
Property and equipment	20,000	2,000	22,000	8,800	9,840
<b>TOTAL ASSETS</b>	<b>267,650</b>	<b>28,450</b>	<b>296,100</b>	<b>209,700</b>	<b>207,000</b>
<b>LIABILITIES</b>					
Payables	3,550	350	3,900	500	2,700
<b>TOTAL LIABILITIES</b>	<b>3,550</b>	<b>350</b>	<b>3,900</b>	<b>500</b>	<b>2,700</b>
<b>DEPOSIT INSURANCE FUNDS</b>					
<b>Islamic Deposit Insurance Fund</b>					
Beginning balance	-	20,000	20,000	11,200	11,300
Surplus for the period	-	8,100	8,100	8,800	7,700
	-	28,100	28,100	20,000	19,000
<b>Conventional Deposit Insurance Fund</b>					
Beginning balance	189,200	-	189,200	111,200	111,000
Surplus for the period	74,900	-	74,900	78,000	74,300
	264,100	-	264,100	189,200	185,300
<b>TOTAL DEPOSIT INSURANCE FUNDS</b>	<b>264,100</b>	<b>28,100</b>	<b>292,200</b>	<b>209,200</b>	<b>204,300</b>
<b>TOTAL LIABILITIES &amp; DEPOSIT INSURANCE FUNDS</b>	<b>267,650</b>	<b>28,540</b>	<b>296,100</b>	<b>209,700</b>	<b>207,000</b>

\*2007 Forecast = Actual (Jan-Oct 2007) + Forecast (Nov-Dec 2007)

## E. Commentary on Balance Sheet:

- Arising from expected premiums for 2008, total deposit insurance funds is projected to be at approximately RM292.2 million by 31 December 2008.

## F. Pro Forma Cash Flow Statement

	2008 Budget RM'000	2007 Forecast* RM'000	2007 Budget RM'000
<b>CASH FLOW FROM OPERATING ACTIVITIES</b>			
Premium receipts from member institutions	120,000	110,300	110,000
Payments in the course of operations to suppliers and employees	(38,200)	(34,000)	(29,300)
Receipts of investment income	7,100	2,300	5,500
<b>Net cash flow from operating activities</b>	<b>88,900</b>	<b>78,600</b>	<b>86,200</b>
<b>CASH FLOW FROM INVESTING ACTIVITIES</b>			
Proceeds from sale of investment securities	352,500	269,000	197,110
Purchase of investment securities	(424,000)	(343,000)	(272,710)
Purchase of property and equipment	(15,610)	(8,700)	(10,200)
<b>Net cash flow used in investing activities</b>	<b>(87,110)</b>	<b>(82,700)</b>	<b>(85,800)</b>
<b>Net increase/(decrease) in Cash &amp; Cash Equivalents</b>	<b>1,790</b>	<b>(4,100)</b>	<b>400</b>
Cash & Cash Equivalents at the beginning of the year	1,100	5,200	2,600
<b>CASH &amp; CASH EQUIVALENTS AT THE END OF THE YEAR</b>	<b>2,890</b>	<b>1,100</b>	<b>3,000</b>

\*2007 Forecast = Actual (Jan-Oct 2007) + Forecast (Nov-Dec 2007)





## Part 4 : Conclusion

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- Corporate Plan Derailment
- Conclusion

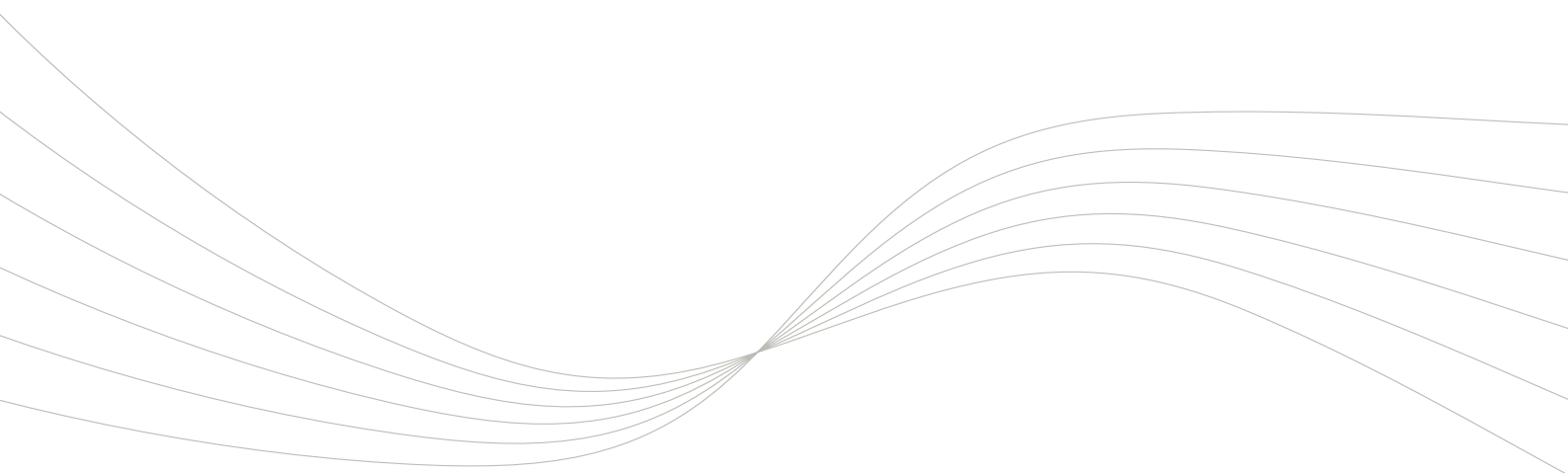


# Corporate Plan Derailment

This Plan will continue to challenge and demand as well as stretch the organisation's resources to its limits. However, by having the appropriate knowledgeable workforce, the necessary infrastructure and the focus, and commitment of our people, we believe that we will be able to deliver and achieve our goals.

Nonetheless, there are certain events that could impede the achievement of our Plan. These events include us having to intervene in a troubled member institution or the loss of key employees. For example, if a member institution failure were to occur during the planning period, we would need to realign all of our resources to deal with this event. This would result in a major shift of our strategic direction and a substantial number of initiatives would need to be delayed. Loss of key employees could also result in a number of initiatives being delayed or not completed.

Although such events are not within our total control, we will continuously monitor the operating environment in which we operate to ensure these risks that could derail us from achieving the Plan are managed and its effects mitigated.



# Conclusion

Since PIDM's establishment in August 2005, we believe we have made significant progress in implementing a sound foundation and building a strong team of people dedicated to fulfilling our mandate. Over the last year, we have focused on building our strengths to increase our organisational capacity and capability.

For the 2008-2010 planning period, we will continue to build on our operational readiness through capacity building and knowledge management. Our focus will be on human capital development as well as operational readiness and effectiveness in all aspects of our operations. We will also focus our efforts in developing a strong leadership team, enhancing our relationship management as well as building a strong corporate culture in pursuit of a performance-driven organisation. The achievement of this Plan is the next step in achieving our vision of being recognised as one of the leading deposit insurers in the world.



- Board of Directors and Executive Management Committee
- Corporation's Profile
- Contact Details

# Board of Directors

## Board of Directors

**Tan Sri Dato' Abdul Aziz bin Haji Taha**  
Chairman

**Tan Sri Dato' Sri Dr. Zeti Akhtar Aziz**

**Tan Sri Dato' Seri Haji Mohd Azmi  
bin Dato' Haji Kamaruddin**

**Dato' Sri Dr. Wan Abdul Aziz  
bin Wan Abdullah**

**Dato' Sri Dr. Sulaiman bin Mahbob**

**Datuk Dr. Abdul Samad bin Haji Alias**

**Encik Michael Wong Kuan Lee**

# Executive Management Committee

## Executive Management Committee

**Jean Pierre Sabourin**  
Chief Executive Officer

**Lai Wai Keen**  
General Manager, Policy and International

**Lim Yam Poh\***  
General Counsel and Corporate Secretary

**Md. Khairuddin Haji Arshad\***  
General Manager, Insurance, Risk Assessment and Monitoring

**Noorida Baharuddin**  
Chief Internal Auditor, Audit and Consulting Services

**S. Loganathan**  
General Manager, Communications and Public Affairs

**Siti Zubaidah Haron**  
General Manager, Human Capital

**Wan Ahmad Ikram Wan Ahmad Lotfi\***  
Chief Financial Officer and General Manager, Finance and Administration

**Lee Yee Ming**  
Senior Manager, Enterprise Risk Management

\* Corporate officers appointed by the Board of Directors.

# Corporation's Profile

## Who we are

Perbadanan Insurans Deposit Malaysia (PIDM) is a statutory body established under the *Akta Perbadanan Insurans Deposit Malaysia 2005 (Akta PIDM)* in 2005 to administer the deposit insurance system in Malaysia. PIDM reports to Parliament through the Minister of Finance. We are also known as the Malaysia Deposit Insurance Corporation (MDIC), especially within the international context.

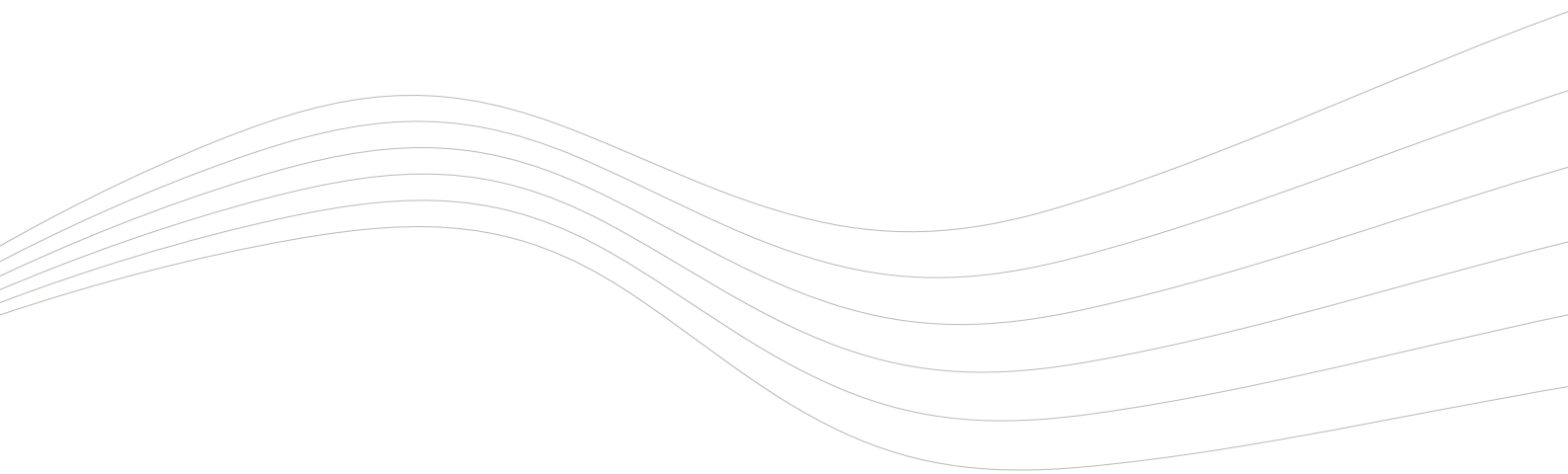
## Our mandate

Our role is to administer the national deposit insurance system. The system is funded by premiums paid by member institutions. We administer two separate funds, which are the Islamic Deposit Insurance Fund (from premiums collected on Islamic deposits) and the Conventional Deposit Insurance Fund (from conventional premiums). To ensure compliance with Shariah principles, the Islamic Fund is managed separately and invested in accordance with Shariah principles.

We provide insurance against loss of deposits placed by depositors with member institutions up to RM60,000 (principal and interest or return) per depositor per member institution. In the event of a member institution failure, we would reimburse all affected depositors promptly on their insured deposits.

Our member institutions are all the commercial banks (including locally-incorporated subsidiaries of foreign banks operating in Malaysia) licensed under the Banking and Financial Institutions Act 1989 and all the Islamic banks licensed under the Islamic Banking Act 1983.

We provide incentives for sound risk management in the financial system and contribute to the stability of the financial system. In this regard, we work closely with Bank Negara Malaysia (BNM), the primary regulator and supervisor of member institutions under a Strategic Alliance Agreement. This partnership with BNM ensures timely exchange of information on member institutions and collaboration in all significant aspects of our functions and activities.



A key aspect of our work is to monitor and manage risks within the financial system. In this regard, we rely heavily on BNM to conduct examinations on our member institutions, but in special circumstances we may also conduct special examinations. We are also empowered to intervene to reduce or avert risks to the financial system where BNM determines that a member institution has ceased, or is likely to cease, to be viable. Our intervention powers enable us, among others, to acquire assets from member institutions, make loans or advances, or to make or guarantee a deposit.

Given our mandate, we conduct ongoing public awareness and education initiatives to build up the level of understanding on deposit insurance in Malaysia. In respect of developing regulations and other rules to meet all our statutory objects and to give full effect to the provisions of the *Akta PIDM*, we consult key stakeholders and the general public. This contributes to greater understanding of the issues involved, more effective rule-making and broader acceptance of our decisions.

## Affiliation

On the international front, we are an active member of the International Association of Deposit Insurers (IADI). We are also the first deposit insurer to be admitted as an Associate Member of the Islamic Financial Services Board, an international standard-setting body.



# Contact Details

## For more information about PIDM

- Contact Customer Service Call Centre at  
toll free 1-800-88-1266  
from 8.30 am to 5.30 pm  
Monday to Friday
- Visit website at **[www.pidm.gov.my](http://www.pidm.gov.my)**
- E-mail to **[info@pidm.gov.my](mailto:info@pidm.gov.my)**
- Write to:  
Communications and Public Affairs Division  
Level 19, 1 Sentral  
Jalan Travers  
Kuala Lumpur Sentral  
50470 Kuala Lumpur  
Telephone: 603-2173 7436  
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