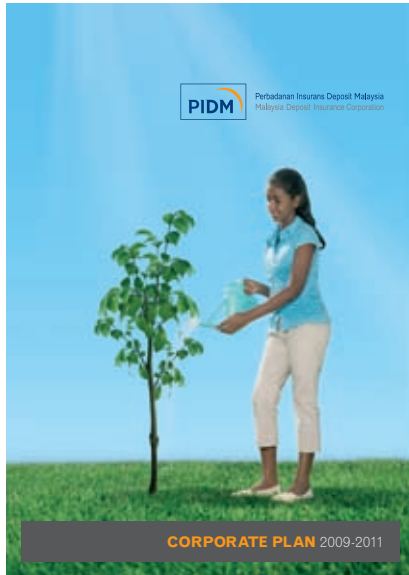




Perbadanan Insurans Deposit Malaysia
Malaysia Deposit Insurance Corporation





COVER

12-year old Salini a/p Selvaraju is the daughter of a PIDM employee who recently scored 5As in the 2008 *Ujian Pencapaian Sekolah Rendah* ("UPSR") examinations. Despite limited resources, Salini achieved this success through her determination and perseverance, guided throughout by the loving support of her parents. A student of S.K. Puteri Pandan (1), Kuala Lumpur, Salini aspires to be a teacher so that she can help other children achieve their full potential.

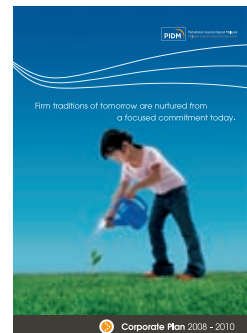
Perbadanan Insurans Deposit Malaysia ("PIDM") achieved a significant milestone in 2008. In our Corporate Plan 2006-2008, we envisioned that we would be recognised as the most effective deposit insurer in South East Asia by 2008 and acknowledged as one of the leading deposit insurers in the world by 2010.

Today, we are proud to report that we have achieved our immediate term vision.

We considered what would inspire us moving forward. Our new vision is to be:

"A best practice deposit insurer"

We aspire to be a best practice deposit insurer in the whole spectrum of our operations; from governance, risk management, operations and administration, branding and communications, and human capital development.



PIDM stresses on responsible management in all aspects of our work. This is reflected in the environmentally friendly paper specially chosen for the production of the Corporate Plan. This paper is certified by the Forest Stewardship Council ("FSC"), a worldwide body that supports the highest standards for forest management.

Our Vision	<ul style="list-style-type: none"> • A best practice deposit insurer.
Our Mission	<ul style="list-style-type: none"> • We shall 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. We shall fulfil our mandate in an efficient and effective manner, for the benefit of depositors, having regard to the interest of our employees and other stakeholders.
Our Strategic Thrusts	<ul style="list-style-type: none"> • Operational readiness. • Sound business and financial practices. • Effective public awareness. • Strong partnerships.
Our Corporate Objectives	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Excellence and Professionalism. • Respect and Fairness. • Integrity and Trustworthiness. • Communications and Teamwork. • Financial Stewardship.



KEY ACHIEVEMENTS SINCE ESTABLISHMENT

Our History

Our operations commenced in August 2005. Within this short period of time, we have made significant inroads. We have set the foundations for a well governed and well managed public sector institution, and completed our operational initiatives in accordance with our business plans.

Key Achievements

2005 Year of Our Establishment	<ul style="list-style-type: none">• The Malaysia Deposit Insurance Corporation Act 2005 ("MDIC Act") came into effect on 11 August 2005.• Established our Board of Directors ("Board") with all Non-Executive Directors. Three Board Committees were established and work commenced.• Developed and established the Corporation's Vision, Mission and Corporate Values.• Established our organisational structure and plans.
2006 Building a Strong Foundation	<ul style="list-style-type: none">• Implemented key governance policies, including our Code on Business Conduct and Ethics, a Whistleblowing Policy, and in particular, our Board Governance Policy, setting out clear expectations between the roles of the Board and Management.• Worked on raising public awareness through various activities.• Hosted the Executive Council meetings of the International Association of Deposit Insurers ("IADI") and actively participated in international events and meetings. Also became an Associate Member of the Islamic Financial Services Board ("IFSB").• Worked closely with our partners; executed a Strategic Alliance Agreement with Bank Negara Malaysia ("BNM"), engaged our member institutions as partners to create more public awareness about deposit insurance and established our policy to consult with stakeholders before issuing deposit insurance policies or regulations.• Crystallised key frameworks and concepts including internal audit, Enterprise Risk Management ("ERM") and the Differential Premium Systems ("DPS").• Developed key frameworks with regard to risk assessment, monitoring and payout activities.• Implemented a new and comprehensive accounting system.• Issued key regulations to operationalise the MDIC Act, including the Guidelines on Total Insured Deposits and the Guidelines on Disclosure Requirements for Joint Accounts and Trust Accounts.• Built our organisation team and established a human capital strategy as well as key human capital policies, including the compensation and benefits and performance management policies.
2007 Building on Our Strengths	<ul style="list-style-type: none">• Following a management audit in 2007, we received a top rating and an award from our external auditors, the National Audit Department.• Awarded a "Certificate of Merit" by the National Annual Corporate Report Awards ("NACRA") for our Annual Report 2006.• Established succession management frameworks for both the Board and Management.

2008
Growing
from
Strength to
Strength

- Conducted four formal Board education sessions and an orientation for our new Director.
- Established a base of strategic partners.
- Worked closely with the Ministry of Finance, BNM, member institutions, other financial regulators and government agencies.
- Implemented Phase 1 of our multi-year Integrated Communications Plan.
- Focused on activities to raise public awareness about deposit insurance and PIDM, including holding the Malaysia Financial Exhibition 2007 and hosting the 6th IADI Annual Conference.
- Implemented a Risk Assessment and Monitoring Framework.
- Established a framework for crisis communications management.
- Issued five papers for public consultation (related to the Guidelines on the Criteria for Determining Insured Products, draft regulations for the Provision of Information on Deposit Insurance, draft regulations for the DPS, draft regulations on Terms and Conditions of Membership and proposals with regard to the enforceability of close-out netting provisions in derivatives transactions).
- Established the Asset Liability Management Committee and the Information Technology Steering Committee.
- Implemented a 360-degree feedback mechanism on Management.
- Established the Policy on Workplace Harassment.
- Relocated our office to Kuala Lumpur Sentral.

- Led the formation of the Islamic Deposit Insurance Group at IADI.
- Developed and implemented a risk-based auditing process.
- Hosted an international Islamic Deposit Insurance seminar.
- Conducted briefings and knowledge sharing sessions with key stakeholders.
- Continued implementation of the Integrated Communications Plan.
- Maintained strong, collaborative relationships with BNM and other regulatory bodies.
- Continued to build and foster good relationships with the relevant Government bodies, member institutions, suppliers and other deposit insurers.
- Reviewed and enhanced our budget monitoring and reporting system.
- Issued and implemented the DPS Regulations, Terms and Conditions of Membership Regulations and the Exemption under Section 80(h) of the MDIC Act (Financial Agreements or Transactions).
- Issued the Return on Total Insured Deposits Guidelines.
- Implemented the Risk Assessment System.
- Developed the Intervention and Failure Resolution Framework.
- Commenced development of the Payout System.
- Enhanced IT infrastructure for user empowerment.
- Developed and implemented a talent management framework and competency model.
- Conducted three Board education sessions.
- Implemented the Board succession plan.
- Began implementation of succession planning for senior management based on the approved framework.



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INTRODUCTION

The Perbadanan Insurans Deposit Malaysia (“PIDM”) Corporate Plan 2009-2011 sets out our strategic direction, focus and priorities for the next three years. Our strategic direction is based on our assessment of the operating environment, anticipated risks and challenges during the planning period. We have adopted a comprehensive strategic management framework which incorporates an assessment of our significant risks using an Enterprise Risk Management (“ERM”) framework. The Corporate Plan guides us in fulfilling our mandate effectively as well as our efforts in working towards our Vision: to be a best practice deposit insurer.

Our Achievements

Within a short period of time, we believe that we have made significant inroads. PIDM is today acknowledged as one of the most effective deposit insurers globally; both by regional and international bodies. We are on track in terms of progress against our Plan.

Government Deposit Guarantee

In the past year, the overall operating environment has changed considerably, with challenging issues within the market place and the external environment. The recent changes within the global financial landscape have precipitated a series of governmental and regulatory measures focused on mitigating the impact of the global financial crisis and address issues of financial stability.

Consistent with regional initiatives to preserve confidence in respective financial systems, the Ministry of Finance and Bank Negara Malaysia (“BNM”) announced on 16 October 2008 that all ringgit and foreign currency deposits with commercial, Islamic, investment and international Islamic banks, and deposit-taking development financial institutions regulated by BNM will be fully guaranteed by the Government through PIDM until 31 December 2010 (“Government Deposit Guarantee”). The Government Deposit Guarantee extends to all domestic and locally incorporated foreign banking institutions.

The Government Deposit Guarantee has been put in place as a pre-emptive and precautionary measure to maintain the stability of Malaysia’s financial system and follows initiatives taken by neighbouring jurisdictions. Given the soundness and strong capitalisation of the Malaysian banking institutions, it is unlikely that the Government Deposit Guarantee will be called upon.

PIDM’s role in the Government Deposit Guarantee

PIDM is entrusted with the responsibility to administer the Government Deposit Guarantee and will work closely with BNM to ensure that our member institutions and other guaranteed financial institutions do not engage in excessive risk taking and remain well capitalised. As a result of the Government Deposit Guarantee, we now need to monitor a larger number of financial institutions.

Our Plans Moving Forward

Our strategic direction and corporate objectives remain current and relevant even though the next few years will be more challenging for PIDM due to the operating environment and our expanded scope of responsibilities. During this period, we will continue to build our capacity and capabilities. We have identified additional initiatives to ensure that we will fulfil our role effectively in administering the Government Deposit Guarantee.

Our focus during the planning period will be on developing our human capital, intensifying risk assessment and monitoring activities, ensuring ongoing operational effectiveness and readiness to handle intervention and failure resolution activities. We will also refocus our communications efforts in raising public awareness and understanding of PIDM as well as maintaining confidence in our financial system.

Conclusion

In three years, we have made significant progress in building the foundation to become a best practice deposit insurer. We are well governed and well managed, and we will continue to focus our resources towards enhancing capacity and capability in all core areas of operations.

The page features a solid orange background. On the left and right sides, there are decorative geometric patterns composed of white lines. These patterns include concentric squares and diamonds, as well as series of parallel lines that create a sense of depth and movement, resembling a stylized architectural or natural structure.

OUR CORPORATE PLANNING APPROACH



OUR CORPORATE PLANNING APPROACH

Strategic Management Framework

We have adopted a comprehensive strategic management framework, which incorporates an assessment of our significant risks using our ERM framework. This is a best practice approach to strategic management.

The strategic planning process requires us to consider:

- the environment in which we operate;
- the identification and classification of key risks and consequences;
- the identification of our internal and external stakeholders;
- the outcomes that we want to achieve; and
- the strategies and initiatives required to address the risks and challenges facing the Corporation.



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

Enterprise Risk Management Framework

In line with best practice, our planning process is integrated with our ERM process. We have adopted the ERM approach to identify significant risks affecting the Corporation. The integration allows us to set our strategic direction and prioritise initiatives in accordance with these significant risks.

PIDM's ERM Process



Through the ERM process, we have identified and assessed the significant risks affecting the Corporation for the planning period. We also undertook an assessment of our strengths and weaknesses, as well as opportunities and threats in relation to the significant risks identified. This was in order to formulate action plans to address and mitigate these risks. It also formed the basis for our strategic direction and key initiatives to be carried out.

Strategic Thrusts

We will continue to maintain four broad strategic thrusts to fulfil 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 systems and processes to be responsive to events affecting PIDM, our member institutions and other guaranteed financial institutions, and having the capacity and capability to anticipate, actively assess and manage the risks of our deposit insurance funds, to fulfil our mandate.

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 and other guaranteed financial 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.

Corporate Objectives

Our corporate objectives are based from four perspectives:



- **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.

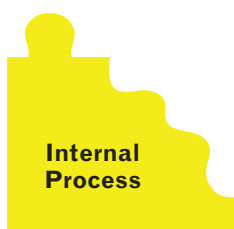
- **Effective partnerships**

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



- **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.



- **Operational excellence**

To promote confidence and to effectively administer our deposit insurance system as well as the Government Deposit Guarantee, 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 fulfil our role and responsibilities.



- **Competent and knowledgeable workforce**

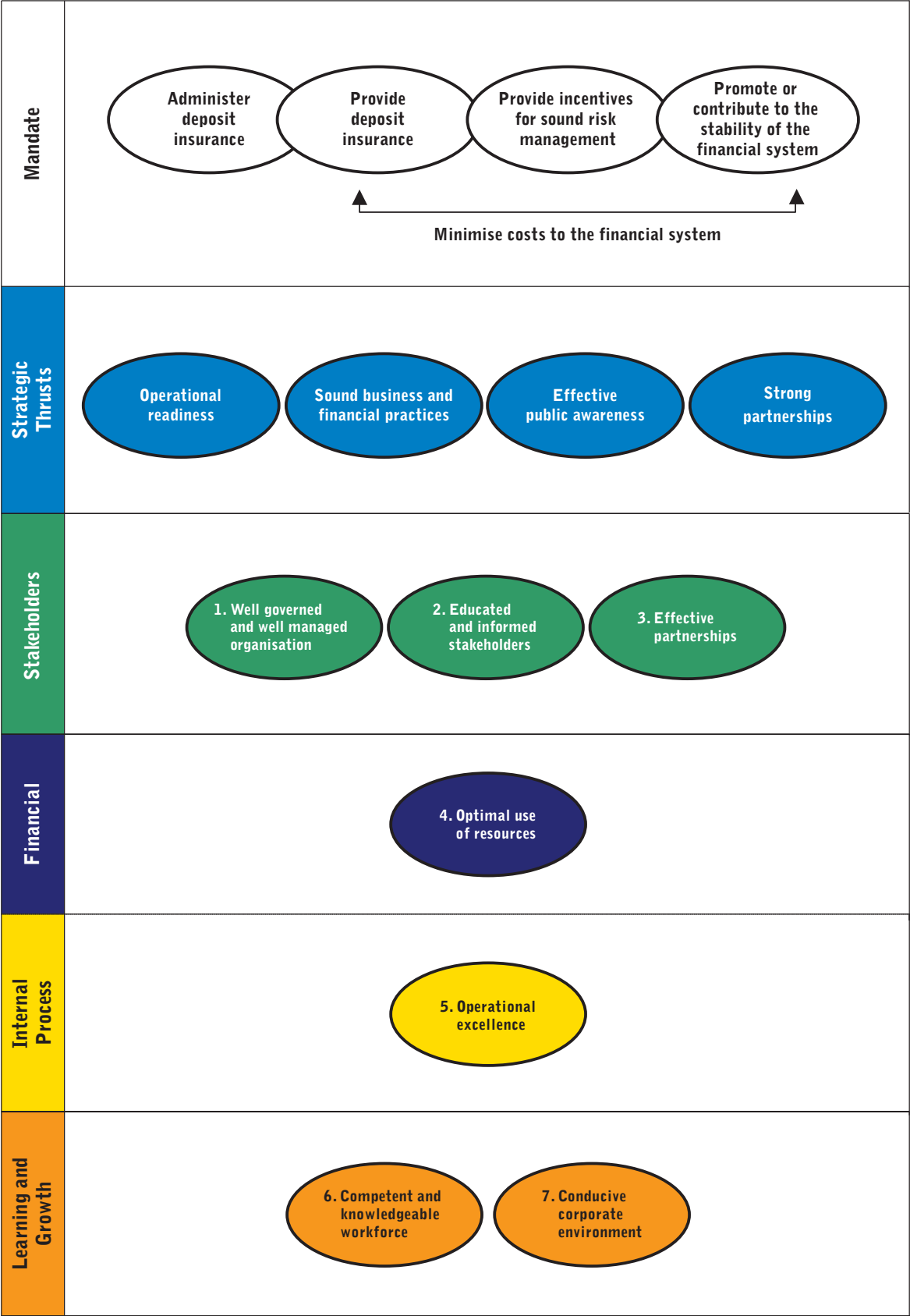
Our employees are our most important asset. We will provide the appropriate incentives to attract and retain the right people with the management skills, experience and attitude. The Corporation commits to providing employees with opportunities for ongoing training and development so as to meet their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

- **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.

Corporate Performance and Strategy Map

The following strategy map depicts the relationship between our mandate, strategic thrusts and corporate objectives.



The page features a solid orange background. On the left and right sides, there are decorative patterns of white lines. These patterns consist of concentric squares and rectangles, some of which are rotated 45 degrees, creating a complex, woven geometric effect. The patterns are denser towards the top and bottom edges and more sparse in the middle.

OUR ACHIEVEMENTS IN 2008



OUR ACHIEVEMENTS IN 2008

During the year 2008, we focused on building our operational readiness through capacity building and knowledge management. We also continued to embark on initiatives in developing a strong leadership team, enhancing our relationship management as well as building a strong corporate culture. Highlights of our accomplishments are:

A. Stakeholders Perspective

- We maintained a strong accountability regime and effective working relationship with our Board of Directors ("Board"). We implemented the succession management plan based on the approved framework and also conducted three Board education sessions during the year.
- We continued the implementation of risk management and controls in line with our ERM and internal control frameworks. We have implemented our ERM governance structure including the establishment of an ERM Committee as well as a Planning and ERM Working Committee. We have also conducted a corporate-wide ERM workshop and implemented the risk-based auditing process.
- We continued to promote PIDM and build effective partnerships through the hosting of the Islamic Deposit Insurance Seminar and knowledge sharing sessions with key stakeholders including BNM, other regulators, associations and other deposit insurers.
- We continued the implementation of our Integrated Communications Plan initiatives, which included an advertising campaign, public relations, awareness and educational programmes. We participated in various domestic and global events including conferences, exhibitions and roadshows.
- We launched a series of publicity efforts throughout the year including the "PIDM & You" public awareness contest. The contest received overwhelming response with some 1.6 million entries via SMS, online and contest forms published in newspapers from 25,000 participants nationwide.
- We continued to maintain good, collaborative relationships with BNM and relevant Government bodies, member institutions, suppliers and other deposit insurers.
- Jointly with BNM, we developed and implemented a Financial Institution Directors Education Programme. The objective of this programme is to enhance corporate governance in Malaysia's financial institutions.
- During the year, PIDM was nominated for the International Association of Deposit Insurers ("IADI") award of excellence; one of only two deposit insurers in the world to be nominated.

B. Financial Perspective

- We continued to practise a prudent financial planning approach. All our initiatives in 2008 have been carried out within the approved financial plan and targets.
- We reviewed and enhanced our budget monitoring and reporting system.
- We continued to track and monitor our financial results on a monthly basis. We also report to the Audit Committee and the Board on a quarterly basis.

C. Internal Process Perspective

- We continued to strengthen our capabilities in many areas of operations through continuous enhancement of critical operational policies, processes and procedures.
- We issued and implemented the Differential Premium Systems (“DPS”) Regulations and the Terms and Conditions of Membership Regulations. We also issued the Return on Total Insured Deposits Guidelines and the Exemption under Section 80(h) of the Malaysia Deposit Insurance Corporation Act 2005 (Financial Agreements or Transactions).
- We implemented an external validation process for the Return on Total Insured Deposits and DPS information.
- We have strengthened our risk assessment methodology and monitoring through the implementation of the Risk Assessment System and DPS. We also developed the Intervention and Failure Resolution Framework and commenced the development of the Payout System.
- We further enhanced our Information Technology (“IT”) systems to enable user empowerment and operational effectiveness. We continued to implement our IT governance framework, policies and procedures and key operational systems were identified.
- We began to develop a Knowledge Management Framework and Business Continuity and Disaster Recovery Plans.
- We began to develop our funding arrangement framework with the Government.
- We continued to track and monitor our initiatives monthly. This ensured focus and alignment across the divisions and the successful achievement of the corporate Key Performance Indicators (“KPIs”). The Audit Committee and the Board received updates on performance against the Plan on a quarterly basis.

D. Learning and Growth Perspective

- We continued our efforts to develop our employees through a holistic training needs analysis and customised development plan for each employee. The effectiveness of learning and development will be assessed through various platforms already implemented within the organisation.
- We developed and implemented a talent management framework and competency model. The framework and model aim to enhance the employees' learning and development experience and effectiveness.
- We began implementation of succession planning based on the Board-approved framework for key positions.
- We undertook our employee satisfaction survey in order to assess the morale of our team and we target to achieve a minimum of 75% employee satisfaction index. Action plans will be developed to address any gaps, which might transpire from this exercise.
- We continued to reinforce our corporate values and performance culture through various employee-related programmes such as the Human Capital Week, Family Day and Annual Dinner.

Snapshot of 2008 Corporate Scorecard

G	Progressing as scheduled; and/or within budget
A	Target achieved/Initiative completed
Y	Not yet initiated/Future date
R	Target not achieved/Slippage - time to completion; and/or below target; and/or $\geq \pm 10\%$ (full year) budget variance

CORPORATE OBJECTIVES			KEY PERFORMANCE INDICATORS ("KPIs")		TARGET 2008	FORECAST RESULTS DEC 2008	
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 the information and quality of recommendation provided by Management for the Board to make informed decisions and fulfil responsibilities	High satisfaction High satisfaction 100% High satisfaction	A A A A	
			2	Engagement and responsiveness to other stakeholders' needs	Action on feedback received	A	
			3	Successful completion of key initiatives: a. Develop and implement Enterprise Risk Management ("ERM") Framework: i. Phase 4 - Ongoing risk assessment and review ii. ERM policies and practices iii. ERM 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	A A A A A A	
	B	Educated and informed stakeholders	4	Public awareness index (general awareness of deposit insurance)	35%	1	
			5	Successful completion of key initiatives: a. Review and implement Integrated Communications Plan: i. Implement advertising programmes ii. Implement public relations programmes iii. Implement stakeholder engagement programmes b. Develop and implement education programme c. Develop and implement scholarship programme	Complete Complete Complete Develop Develop	A A A A A	
			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
	7	Participate in international fora			Active participation	A	
	8	Successful completion of key initiatives: a. Establish base of strategic partners b. Host deposit insurance seminars			Develop Complete	A A	
	FINANCIAL	D	Optimal use of resources	9	Actual vs. approved budgets	-10% variance +20% variance	2
				10	Successful completion of key initiatives: a. Develop and implement provisioning framework b. Develop funding arrangements framework and processes	Ongoing development over several years Develop & implement Phase 1	G G ³
INTERNAL PROCESS	E	Operational excellence	11	Internal Control Compliance	Strong	A ⁴	
			12	Successful completion of key initiatives: a. Develop and implement Differential Premium Systems ("DPS"): i. DPS Regulations ii. DPS Framework/Guidelines on Return on Total Insured Deposits b. Develop and implement comprehensive Risk Assessment and Monitoring Frameworks: i. Phase 2 - Enhancement	Implement Implement & review Ongoing development	A A G	

CORPORATE OBJECTIVES			KEY PERFORMANCE INDICATORS ("KPIs")		TARGET 2008	FORECAST RESULTS DEC 2008
				c. Develop and implement comprehensive Intervention and Resolution Frameworks: i. Phase 2 - Develop specific resolution methodology, policy, process and criteria 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 g. Develop and implement deposit insurance policies and regulations: i. Interest and dividend payable guidelines/ rules - Develop framework (concept paper) - Develop consultation paper 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. Implement IT infrastructure enhancement plan: i. Phase 4 - Collaboration: Technology enhancement and user empowerment ii. Phase 4 - Implementation of IT infrastructure enhancement plan j. Implement key business systems k. Develop and implement Knowledge Management Framework and System	Ongoing development Ongoing development Ongoing development Ongoing development Complete Ongoing development Complete Develop & implement Phase 1 Complete Complete Complete Ongoing development	G G G G A G G ⁵ G A A A G
	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 based on approved framework	Complete Develop Develop Develop Develop & implement Phase 1	A A A A A
				Employee satisfaction index	75%	G ⁶
				Successful completion of key initiatives: a. Review and implement recognition and reward programmes b. Develop and implement an action plan to deal with results of the employee satisfaction index survey c. Review, develop and implement safe, healthy and harassment-free programmes	Complete Action on assessment conducted Develop & implement	A A A
	G	Conducive corporate environment	14 15			

Notes

- 1 The awareness level of deposit insurance in 2008 has increased to 27% (2007: 15%, 2006: 13%) and the awareness level of PIDM has increased to 32% (2007: 12%, 2006: 4%). Even though this is below the target set out in the scorecard, it represents a significant increase from prior years. For the 2009-2011 planning period, we have refocused our communications efforts and have revised the targets in light of the Government Deposit Guarantee and changes to the operating environment.
- 2 We have achieved our targets of being below budget for both operating and capital expenditures. However, our net surplus is below budget due to the shortfall in premium income. Refer to page 15 and 16 for further details.
- 3 This initiative has been reprioritised for the 2009-2011 planning period in light of recent developments in the operating environment.
- 4 Based on areas audited by the Audit and Consulting Services Division.
- 5 Awaiting feedback from the Shariah Advisory Council which is targeted for December 2008.
- 6 The employee satisfaction survey will be conducted in December 2008. Results of the survey are expected in January 2009.

Initiatives completed in 2008 but not planned for:

- 1 Implemented an external validation process for the Return on Total Insured Deposits and DPS information.
- 2 Developed and implemented a Financial Institution Directors Education Programme jointly with BNM.
- 3 Developed and implemented the framework to administer the Government Deposit Guarantee.

2008 Financials: Forecast against Budget

A. Operating Results

	<u>2008</u> <u>Forecast*</u>	<u>2008</u> <u>Budget</u>	<u>Variance</u>	
<u>Revenues</u>	<u>RM'000</u>	<u>RM'000</u>	<u>RM'000</u>	<u>(%)</u>
Premium	90,000	120,000	(30,000)	(25)
Investment	8,800	8,000	800	10
Total Revenues	98,800	128,000	(29,200)	(23)
 <u>Operating Expenditures</u>				
Personnel	20,600	24,500	3,900	16
General and Administration	7,500	12,500	5,000	40
Communications	6,900	8,000	1,100	14
Total Operating Expenditures	35,000	45,000	10,000	22
 Net Surplus	63,800	83,000	(19,200)	(23)

B. Capital Expenditures

	<u>2008</u> <u>Forecast*</u>	<u>2008</u> <u>Budget</u>	<u>Variance</u>	
<u>Capital Expenditures</u>	<u>RM'000</u>	<u>RM'000</u>	<u>RM'000</u>	<u>(%)</u>
Furniture, Fittings and Office Refurbishment	380	400	20	5
Computer Systems and Office Equipment	6,000	15,210	9,210	61
Total Capital Expenditures	6,380	15,610	9,230	59

*2008 Forecast = Actual (Jan-Oct 2008) + Forecast (Nov-Dec 2008)

C. Commentary on 2008 Financial Performance

Operating Results

By the end of 2008, we have forecast total revenues of RM98.8 million, operating expenditures of RM35.0 million and a surplus of RM63.8 million. The projected surplus is RM19.2 million or 23% lower than budget.

Revenues

- Premium income for the year is RM90.0 million or 25% lower than budget. The reduction in premium income is mainly due to better DPS ratings arising from improvements in members' quantitative scores and supervisory ratings issued by BNM and as a result of the transition adjustments applicable for the 2008 DPS calculation.
- 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 2008 are forecast at RM35.0 million, which is RM10.0 million below budget.
- The positive variance of RM3.9 million or 16% for personnel costs is mainly due to the timing of recruitment. Our training budget was also not fully utilised during the year.
- For General and Administration costs, the positive variance of RM5.0 million or 40% is due to lower depreciation costs arising from the timing of assets purchased against our capital expenditure plan, mainly on the development of IT-related systems. It is also due to the timing of commencement of several budgeted activities, including engagement of consultants and implementation of corporate-wide IT enhancements.
- We budgeted RM8.0 million for communications initiatives in 2008. However, we forecast total costs of RM6.9 million which is 14% lower than budget. The overall favourable variance is due to the timing of activities related to consultancy and public relations activities as well as the cancellation of our advertising programmes following the announcement of the Government Deposit Guarantee.

Capital Expenditures

- Our capital expenditures are expected to be RM6.4 million, which is significantly lower than budget. The variance of 59% is attributed to the reprioritisation of IT business systems implementation and the rescheduling of some initiatives due to the change in the operating environment. We have also achieved significant cost savings on the Payout System – Phase 1 amounting to approximately RM4.0 million. Funds budgeted for the Corporate Enterprise Portal and Product Repository System are expected to be incurred in 2009.

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



OUR PLANS MOVING FORWARD



OUR PLANS MOVING FORWARD

Operating Environment

We have considered our operating environment by examining both the global and domestic trends and developments as well as utilising our ERM approach to identify and assess any significant risks, which will potentially impact PIDM.

In the past year, the overall operating environment has changed considerably, with challenging issues within the market place and the external environment. The recent changes within the global financial landscape have precipitated a series of governmental and regulatory measures focused on mitigating the impact of the global financial crisis and address issues of financial stability.

Government Deposit Guarantee

Consistent with regional initiatives to preserve confidence in respective financial systems, the Ministry of Finance and BNM announced on 16 October 2008 that all ringgit and foreign currency deposits with commercial, Islamic, investment and international Islamic banks, and deposit-taking development financial institutions regulated by BNM will be fully guaranteed through PIDM until 31 December 2010. The Government Deposit Guarantee extends to all domestic and locally incorporated foreign banking institutions.

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PIDM's role in the Government Deposit Guarantee

PIDM is entrusted with the responsibility to administer the Government Deposit Guarantee and will work closely with BNM to ensure that our member institutions and other guaranteed financial institutions do not engage in excessive risk taking and remain well-capitalised. As a result of the Government Deposit Guarantee, we now need to monitor a larger number of financial institutions.

We will continue to promote sound risk management practices including the maintenance of strong capital buffers.

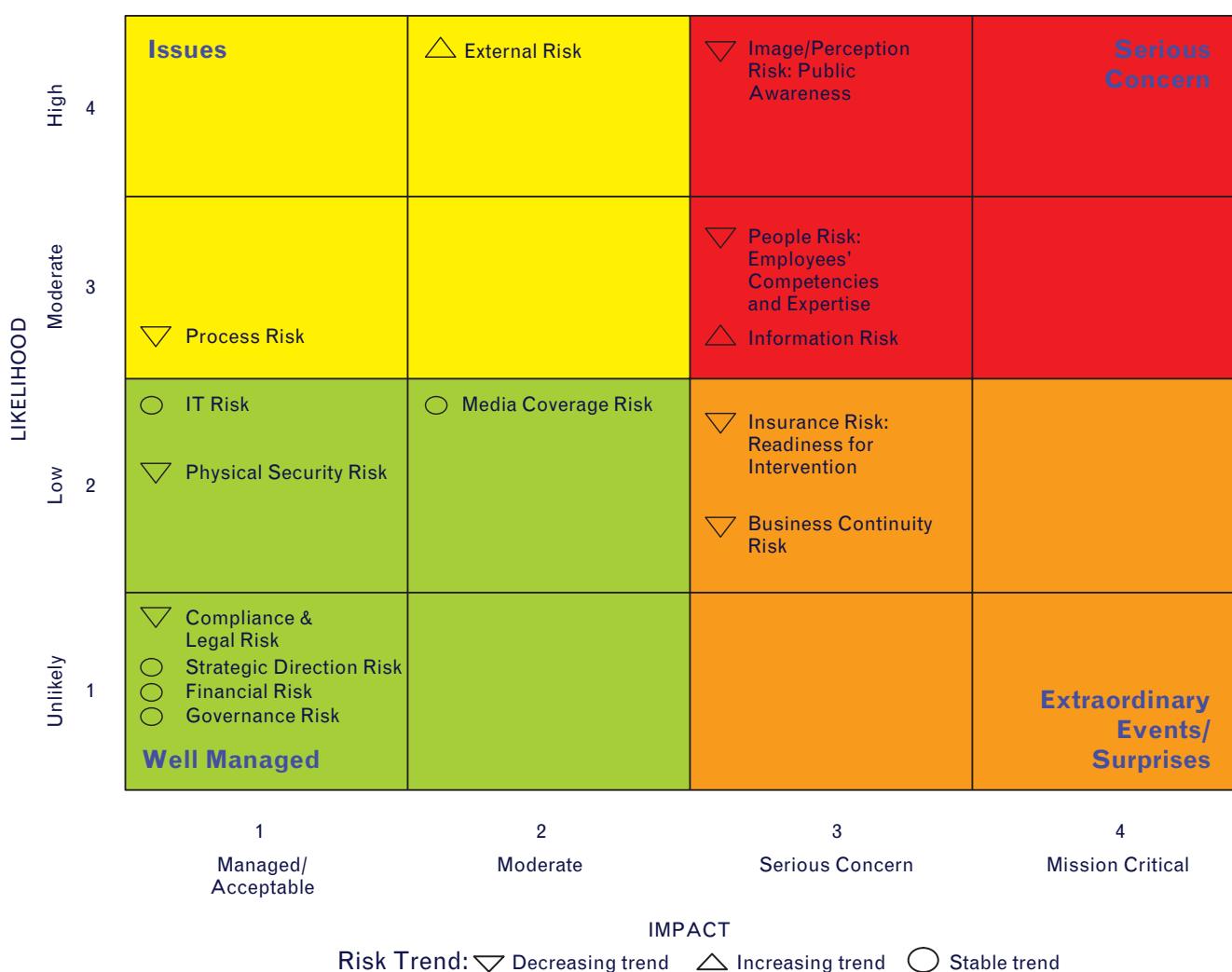
Impact to PIDM

Though the overall operating environment has changed considerably, with challenging issues emerging, we do not expect to be called upon to intervene into the affairs of a troubled member institution or other guaranteed financial institutions during this planning period. It is unlikely that the Government Deposit Guarantee will be called upon as our financial institutions are well-capitalised with ample liquidity and the confidence of depositors remains intact. However, we will remain vigilant to any potential emerging risks and challenges to the Malaysian financial system and will continually assess and monitor the risks impacting our members and other guaranteed financial institutions very closely.

Significant Risks

At PIDM, we continuously monitor our significant risks and regularly report on our ERM activities.

Through the ERM process, we have identified and assessed the significant risks affecting PIDM for the planning period as shown in the Risk Map below. Specific initiatives and action plans have been developed as part of our Corporate Plan to address these significant risks.



Significant Risks Affecting PIDM in 2008

The significant risks affecting PIDM during this planning period are:

- 1) *Low level of public awareness on the deposit insurance system and misunderstanding of PIDM's role*
Public confidence is vital to 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. Although the awareness level did not meet the targeted level in 2007, the understanding of the deposit insurance system has increased. The result of our Public Awareness Survey guided us in tailoring our communications programmes to the different segments of the population.
- 2) *The availability of deposit insurance expertise and experience*
People are our greatest asset and as such, one of the key areas of focus in our strategic direction for the 2009-2011 planning period is human capital development. Our capability to attract, build, enhance and retain a pool of competent and skilled employees is essential to ensure operational readiness.
- 3) *Disclosure of confidential information*
As compared to year 2007, PIDM has greater access to detailed information about member institutions and other guaranteed financial institutions, and has developed more key documents and systems. Thus, it is vital to have the proper policies, procedures and systems in place to maintain, store and protect confidentiality of information.
- 4) *Development of our policies, systems, practices and processes in our core operations and readiness to intervene in a troubled guaranteed institution*
We are still in the midst of developing our policies, systems, practices and processes in our core areas of operations, particularly in the areas of intervention and failure resolutions.
- 5) *Business continuity*
We are in the process of developing a comprehensive Business Continuity and Disaster Recovery Plan and infrastructure. Before the completion of this project, our ability to respond effectively in the event of an imminent disaster may be affected.
- 6) *External environment*
We acknowledge that PIDM is operating in an increasingly challenging environment. We are monitoring the risks closely and studying the possible impact to financial stability, our member institutions and other guaranteed financial institutions.

In addition to the risks identified during the ERM process, the implementation of the Government Deposit Guarantee poses additional risk to the Corporation such as moral hazard risk. Moral hazard risk is the risk that the guaranteed financial institutions may take excessive risks as they are insulated from adverse outcomes through the Government Deposit Guarantee.

The Government Deposit Guarantee has also affected the current risk exposure of the Corporation, which encompasses risk categories such as strategic and governance risk, insurance risk, reputation risk, financial risk and operational risk at various levels. Action plans to address those risks have been incorporated into our key initiatives as reflected in our Corporate Plan.

Key Planning Assumptions

Based on the review of our operating environment, we have set out the following key planning assumptions:

- Our mandate remains current and relevant. However, our scope of responsibility expanded as a result of the Government Deposit Guarantee.
- Continuous enhancement of regulatory and supervisory frameworks to support the stability of the financial system. PIDM will be advancing legislative amendments to provide it with a larger Toolkit (Intervention and Failure Resolution).
- Market competition and business expansion through international acquisitions will impact our member institutions and other guaranteed financial institutions.
- Membership in PIDM remains stable but due to the Government Deposit Guarantee, the number of institutions guaranteed by PIDM increased.
- Economic moderation is not expected to impact the resilience of the financial system and our member institutions and other guaranteed financial institutions. As such, we do not expect any intervention or failure resolution activities.
- The level of public awareness and understanding of the deposit insurance system in Malaysia is improving.
- Premium income for the 2009 assessment year will be affected by the following factors:
 - The DPS risk profiles of member institutions for the 2009 assessment year are not expected to significantly change.
 - Insured deposits level is expected to continue to grow.
- The employment market will continue to be dynamic, compounded by scarcity of the specific skills relevant to PIDM.
- Our business model will not change and we will continue to rely on a small team of employees supported by outsourcing and co-sourcing arrangements, good relationships with key stakeholders as well as effective infrastructure, processes and systems.
- PIDM will charge fees for the additional deposit protection coverage arising from the Government Deposit Guarantee, which will be paid to the Government.

Strategic Direction for 2009-2011

The next several years will be more challenging for PIDM due to the operating environment and our expanded scope of responsibilities. However, our strategic direction and corporate objectives remain current and relevant. During this period, we will continue to build our capacity and capabilities. We have identified additional initiatives to ensure that we will fulfil our role effectively in administering the Government Deposit Guarantee.

Our strategic direction for the 2009-2011 planning period will be focused on:

- Developing our human capital;
- Intensifying risk assessment and monitoring activities;
- Ensuring ongoing operational effectiveness;
- Developing readiness to handle intervention and failure resolution activities; and
- Refocusing our communications efforts in raising public awareness and understanding of PIDM as well as maintaining confidence in the financial system.

Corporate Scorecard 2009-2011

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. Using our Balanced Scorecard approach, we have developed the Corporate Scorecard for 2009-2011 which lists our KPIs and targets going forward. The Corporate Scorecard 2009-2011 incorporates our KPIs to guide us in ensuring that our initiatives are completed within specified timelines and targets.



CORPORATE SCORECARD 2009-2011

CORPORATE OBJECTIVES			KEY PERFORMANCE INDICATORS ("KPIs")			TARGET		
						2009	2010	2011
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 ("ERM") policies and practices e. Timeliness and relevance of information and quality of recommendation provided by Management for the Board to make informed decisions and fulfil responsibilities			High satisfaction High satisfaction 100% High satisfaction 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. Maintenance of ERM Framework: i. Ongoing risk assessment and review ii. ERM Board Risk policies and practices iii. ERM effectiveness assessment framework b. Implement the Government Deposit Guarantee ("GDG") Framework			Review Develop & implement Develop & implement Implement	Review Review Review Implement	Review Review Review Review
	B	Educated and informed stakeholders	4. Public awareness index (general awareness of deposit insurance)			30%	35%	40%
			5. Successful completion of key initiatives: a. Review and implement Integrated Communications Plan (including meeting the objectives of GDG): i. Implement advertising programmes ii. Implement public relations programmes iii. Implement stakeholder engagement programmes b. Develop and implement education programme c. Develop and implement scholarship programme			Complete Complete Complete Develop & implement Develop	Complete Complete Complete Implement Implement	Complete Complete Complete Implement Implement
	C	Effective partnerships	6. PIDM's relationship with: a. Bank Negara Malaysia b. Member institutions and other guaranteed financial institutions c. Suppliers d. International deposit insurers e. Government			Strong Satisfactory Strong Strong Strong	Strong Satisfactory Strong Strong Strong	Strong Satisfactory Strong Strong Strong
			7. Participate in international fora			Active participation	Active participation	Active participation
			8. Successful completion of key initiatives: a. Establish base of strategic partners			Develop	Develop	Develop
FINANCIAL	D	Optimal use of resources	9. Actual vs. approved budgets			-10% variance +15% variance	±10% variance	±10% variance
			10. Successful completion of key initiatives: a. Develop and implement funding framework b. Develop and implement the frameworks for: i. Target Fund ii. Provisioning			Implement Phase 1 & develop Phase 2 Develop	Implement Phase 2 Develop & implement Develop	 Develop & implement



CORPORATE SCORECARD 2009-2011

CORPORATE OBJECTIVES			KEY PERFORMANCE INDICATORS (“KPIs”)	TARGET		
				2009	2010	2011
INTERNAL PROCESS	E	Operational excellence	11. Internal Control Compliance	Strong	Strong	Strong
			12. Internal Customer Satisfaction Survey	75%	75%	75%
			13. Successful completion of key initiatives: a. Review Guidelines on DPS and Total Insured Deposits (“TID”) b. Develop and implement comprehensive Risk Assessment and Monitoring Frameworks (Phase 2 - Enhancement) c. Develop and implement Intervention and Failure Resolution methodology, policy, process and criteria d. Develop and implement policies and regulations for members and other guaranteed financial institutions: i. Interest and dividend payable guidelines/rules ii. Other policies e. Develop and implement Payout System, policies and procedures: i. Phase 1 - Develop Depositor Liabilities Information Management and Depositor Relationship Management ii. Phase 2 - Develop Payment Management Process and System iii. Phase 3 - Develop Dynamic Deposit Database f. Implement annual IT Strategic Plan initiatives g. Develop and implement Business Continuity and Disaster Recovery (“DR”) Plan: i. Phase 1 - Assessment, Design and Plan Documentation ii. Phase 2 - Training, Awareness, Testing, DR Planning and Facilities Preparation iii. Phase 3 - Additional infrastructure implementation, simulation and compliance h. Develop Crisis Communications Manual i. Develop and implement Human Resources (“HR”) Information System j. Develop and implement Knowledge Management (“KM”) Framework and System: i. Phase 1 - Develop KM Framework ii. Phase 2 - Develop KM policies, processes and infrastructure k. Implement a Corporate Enterprise Portal l. Implement Record Management and Information Classification policies, processes and infrastructure m. Review of coverage limit n. Review and recommend amendments to MDIC Act o. Review operational requirements to effectively administer the GDG and subsequently transition from the GDG when required	Review Develop Develop Complete Complete Develop & implement Develop Complete Develop & implement Develop & implement Develop Implement Phase 1 & develop Phase 2 Complete Develop Develop & implement Phase 1 Implement Review Implement Develop & implement	Complete Implement Develop Develop & implement Develop Implement Phase 2 & develop Phase 3 Develop Develop & implement Phase 2 Review Complete Implement & test Develop & implement	Review & enhance Develop & implement Develop & implement Complete Review Complete Implement Phase 3 & enhance Complete Review & enhance Implement Implement & test
LEARNING AND GROWTH	F	Competent and knowledgeable workforce	14. Implementation of annual training plan	80%	80%	80%
			15. Successful completion of key initiatives: a. Develop and implement Succession Planning based on the Board-approved Succession Management Framework	Develop & implement	Review & enhance	
	G	Conducive corporate environment	16. Employee satisfaction index	75%	75%	75%
			17. Successful completion of key initiatives: a. Implement employee-related programs to promote conducive corporate environment	Complete	Complete	Complete

Financial Plan

Our Financial Plan has been developed in support of achieving our 2009 initiatives and is set out below.

A. Operating Budget

		<u>2009</u>		<u>2008</u>		<u>2008</u>
		<u>Budget</u>		<u>Forecast*</u>		<u>Budget</u>
<u>Revenues</u>	<u>(%)</u>	<u>RM'000</u>	<u>(%)</u>	<u>RM'000</u>	<u>(%)</u>	<u>RM'000</u>
Net Premium	93	147,000	91	90,000	94	120,000
Investment	7	11,000	9	8,800	6	8,000
Total Revenues	100	158,000	100	98,800	100	128,000
<u>Operating Expenditures</u>						
Personnel	52	27,900	59	20,600	54	24,500
General and Administration	35	19,000	21	7,500	28	12,500
Communications	13	7,100	20	6,900	18	8,000
Total Operating Expenditures	100	54,000	100	35,000	100	45,000
Net Surplus		104,000		63,800		83,000

B. Capital Budget

		<u>2009</u>		<u>2008</u>		<u>2008</u>
		<u>Budget</u>		<u>Forecast*</u>		<u>Budget</u>
<u>Capital Expenditures</u>	<u>(%)</u>	<u>RM'000</u>	<u>(%)</u>	<u>RM'000</u>	<u>(%)</u>	<u>RM'000</u>
Furniture, Fittings and Office Refurbishment	3	480	6	380	3	400
Computer Systems and Office Equipment	97	15,100	94	6,000	97	15,210
Total Capital Expenditures	100	15,580	100	6,380	100	15,610

*2008 Forecast = Actual (Jan-Oct 2008) + Forecast (Nov-Dec 2008)

C. Commentary on Operating and Capital Budget

Revenues

- The Premium income budgeted for 2009 is based on the DPS rate structure. Investment income is budgeted based on an average yield of 3.5% return on investment.

Operating Expenditures

- Personnel costs include the annual compensation costs for 70 employees planned for 2009 and incorporate the costs of market adjustments that are in line with our approved compensation and benefits policy. We have also allocated significant resources for continuous training and development programmes to further develop the knowledge and capabilities of our people.
- Our General and Administration costs mainly relate to the day-to-day costs of administering our operations. The increase in the budget is primarily due to required resources to support all our identified key initiatives for 2009.
- We will refocus our multi-year Integrated Communications Plan to increase the level of public awareness, understanding of PIDM as well as maintaining confidence in our financial system. Resources will be channelled to support these activities so as to increase knowledge of the public on the benefits of our deposit insurance system.

Capital Expenditures

- Our capital expenditure budget supports our initiatives regarding our operational readiness.

D. Pro Forma Balance Sheet

	2009 Budget Conventional RM'000	2009 Budget Islamic RM'000	2009 Budget Total RM'000	2008 Forecast* Total RM'000	2008 Budget Total RM'000
ASSETS					
Cash and cash equivalents	5,180	620	5,800	6,600	2,890
Investments	326,740	31,410	358,150	259,000	265,660
Other assets	2,020	210	2,230	2,000	5,550
Property and equipment	10,840	5,480	16,320	9,400	22,000
TOTAL ASSETS	344,780	37,720	382,500	277,000	296,100
LIABILITIES					
Payables	4,780	620	5,400	3,900	3,900
TOTAL LIABILITIES	4,780	620	5,400	3,900	3,900
DEPOSIT INSURANCE FUNDS					
Islamic Deposit Insurance Fund					
Beginning balance		26,700	26,700	20,000	20,000
Surplus for the period		10,400	10,400	6,700	8,100
		37,100	37,100	26,700	28,100
Conventional Deposit Insurance Fund					
Beginning balance	246,400		246,400	189,200	189,200
Surplus for the period	93,600		93,600	57,200	74,900
	340,000		340,000	246,400	264,100
TOTAL DEPOSIT INSURANCE FUNDS	340,000	37,100	377,100	273,100	292,200
TOTAL LIABILITIES AND DEPOSIT INSURANCE FUNDS	344,780	37,720	382,500	277,000	296,100

*2008 Forecast = Actual (Jan-Oct 2008) + Forecast (Nov-Dec 2008)

E. Pro Forma Cash Flow Statement

	<u>2009</u> <u>Budget</u> <u>RM'000</u>	<u>2008</u> <u>Forecast*</u> <u>RM'000</u>	<u>2008</u> <u>Budget</u> <u>RM'000</u>
CASH FLOW FROM OPERATING ACTIVITIES			
Net premium receipts from member institutions	148,000	90,133	120,000
Receipts of investment income	9,000	6,000	7,100
Payments in the course of operations to suppliers and employees	(46,000)	(42,000)	(38,200)
Net cash flow from operating activities	111,000	54,133	88,900
CASH FLOW FROM INVESTING ACTIVITIES			
Proceeds from sale of investment securities	437,000	296,040	352,500
Purchase of investment securities	(536,000)	(345,998)	(424,000)
Purchase of property and equipment	(12,800)	(3,000)	(15,610)
Net cash flow used in investing activities	(111,800)	(52,958)	(87,110)
Net increase/(decrease) in Cash and cash equivalents	(800)	1,175	1,790
Cash and cash equivalents at the beginning of the year	6,600	5,425	1,100
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR	5,800	6,600	2,890

*2008 Forecast = Actual (Jan-Oct 2008) + Forecast (Nov-Dec 2008)



CONCLUSION



CONCLUSION

Corporate Plan Derailment

This Plan will continue to challenge our resources to its limits. However, with a sufficiently knowledgeable workforce, the necessary infrastructure, focus and commitment, 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, such as an intervention in a troubled member institution or other guaranteed financial institution, or the loss of key employees. In the event that a 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 continue to 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.

Summary

Since we commenced operations in 2005, we have made significant progress in building the foundation to become a best practice deposit insurer. We are well governed and well managed, and will continue to focus our resources towards enhancing capacity and capability in all core areas of operations.

For the 2009-2011 planning period, we will continue to focus on human capital development as well as intensify our activities on risk assessment and monitoring of our member institutions and other guaranteed financial institutions. We will also continue the development of our intervention and failure resolution approaches, processes and systems. In ensuring effective management of our operations, we will continue our efforts to develop effective corporate-wide policies, procedures, systems and processes. We will also continue our efforts to increase the level of public awareness and understanding of PIDM as well as maintaining confidence in our financial system.

Our long term focus will continue towards developing a strong leadership team, enhancing our stakeholder management and building a strong innovative culture in our quest to build a sustainable, high performance organisation.



APPENDIX



APPENDIX: ABOUT PIDM

Our Corporation

Perbadanan Insurans Deposit Malaysia (“PIDM”) is a statutory body established under the Malaysia Deposit Insurance Corporation Act 2005 (“MDIC Act”). Our key role is to provide insurance for depositors in the event of a member institution failure and to administer the deposit insurance system.

As part of the national financial safety net system, we have wide-ranging powers to promote and contribute to the stability of the financial system and to provide incentives for sound risk management in the financial system.

PIDM reports to Parliament through the Minister of Finance. We are also known as the Malaysia Deposit Insurance Corporation, especially within the international context.

Our Mandate

Our statutory mandate is to:

- Administer a deposit insurance system;
 - Provide insurance against the loss of part or all deposits;
 - Provide incentives for sound risk management in the financial system; and
 - Promote or contribute to the stability of the financial system;
- in such manner as to minimise costs to the financial system.

Board of Directors

PIDM is governed by a seven-member Board of Directors, with a balanced representation. The Board is responsible for the conduct of the business and affairs of the Corporation. A non-executive Chairman heads the Board while other representatives include two *ex-officio* members, namely the Governor of Bank Negara Malaysia and the Secretary General of the Treasury, a Director appointed from the public sector and three Directors with relevant private sector experience with one having relevant banking and financial sector experience. A Chief Executive Officer executes the policies of the Board and manages the day-to-day affairs of the Corporation.



Tan Sri Dato'
Abdul Aziz bin Haji Taha
CHAIRMAN



Tan Sri Dato' Sri Dr.
Zeti Akhtar Aziz



Tan Sri Dr.
Wan Abdul Aziz
bin Wan Abdullah



Tan Sri Dr.
Sulaiman bin Mahbob



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



Datuk Dr.
Abdul Samad
bin Haji Alias



Mr. Michael
Wong Kuan Lee

Executive Management Committee

The Executive Management Committee (“EMC”) is a forum for discussions on issues relating to the management and day-to-day operations of PIDM. Its members comprise the Heads of Divisions in PIDM. The EMC is intended to facilitate communications, teamwork, adaptability to change and collaboration throughout all areas of PIDM, as well as serve as a conduit for information to all employees.



Jean Pierre Sabourin
CHIEF EXECUTIVE OFFICER



Md. Khairuddin
bin Haji Arshad
**GENERAL MANAGER,
INSURANCE, RISK ASSESSMENT
AND MONITORING**



Wan Ahmad Ikram
bin Wan Ahmad Lotfi
CHIEF FINANCIAL OFFICER



Lim Yam Poh
**GENERAL COUNSEL AND
CORPORATE SECRETARY**



Lai Wai Keen
**GENERAL MANAGER, POLICY
AND INTERNATIONAL**



S. Loganathan
**GENERAL MANAGER,
COMMUNICATIONS AND
PUBLIC AFFAIRS**



Siti Zubaidah Haron
**GENERAL MANAGER,
HUMAN CAPITAL**



Noorida Baharuddin
CHIEF INTERNAL AUDITOR



Lee Yee Ming
CHIEF RISK OFFICER



CONTACT US

For more information about PIDM

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