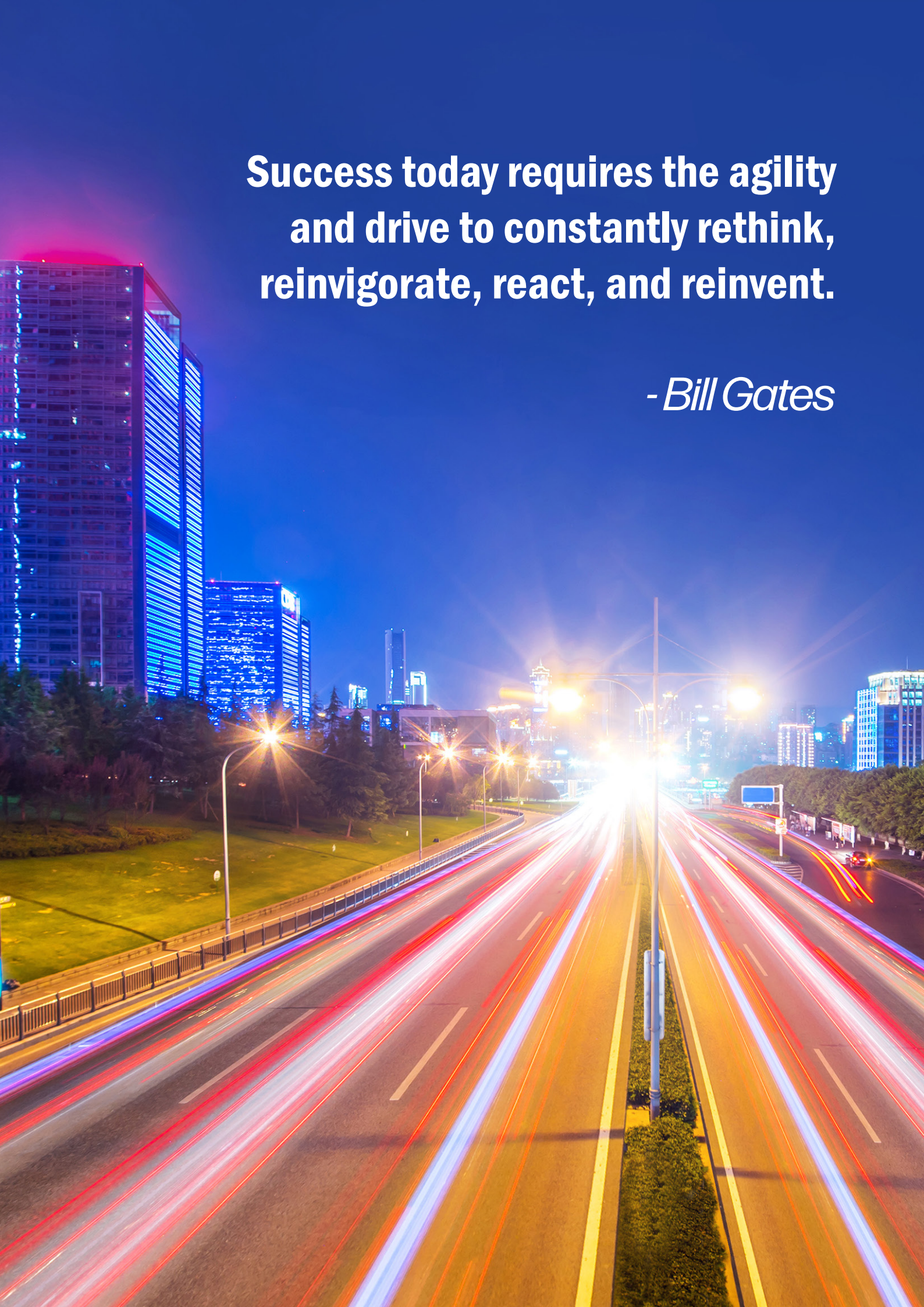




THE MALAYSIAN
INSURANCE INSTITUTE

ANNUAL REPORT 2021

Futurizing The Industry Together



**Success today requires the agility
and drive to constantly rethink,
reinvigorate, react, and reinvent.**

- Bill Gates

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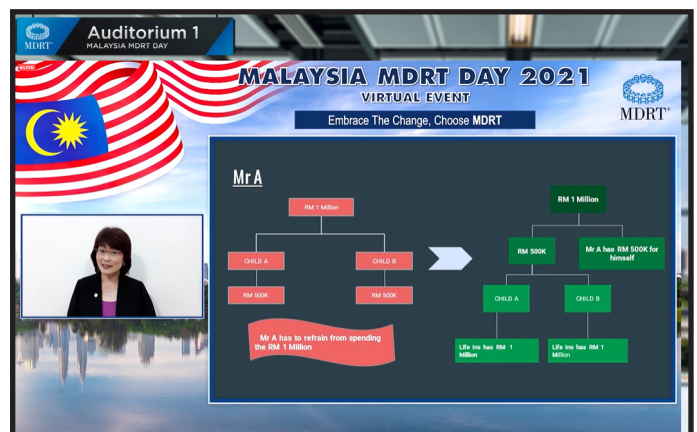
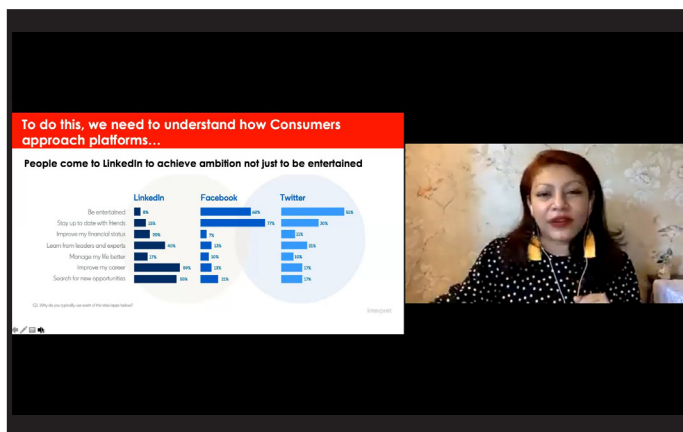
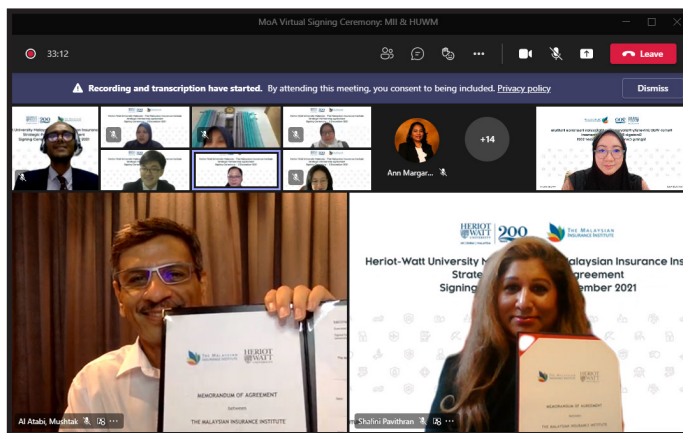
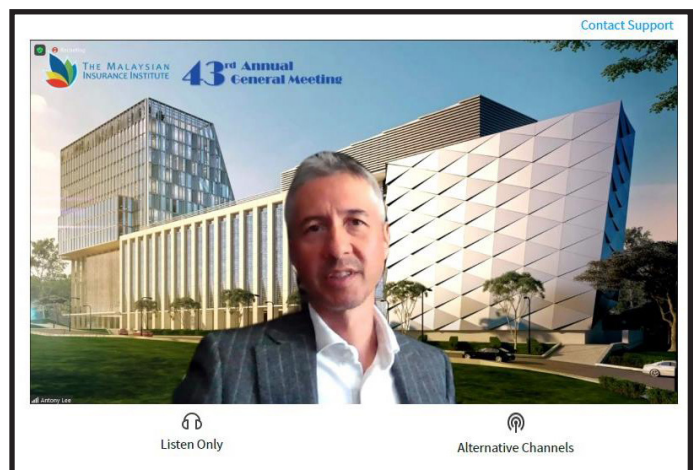
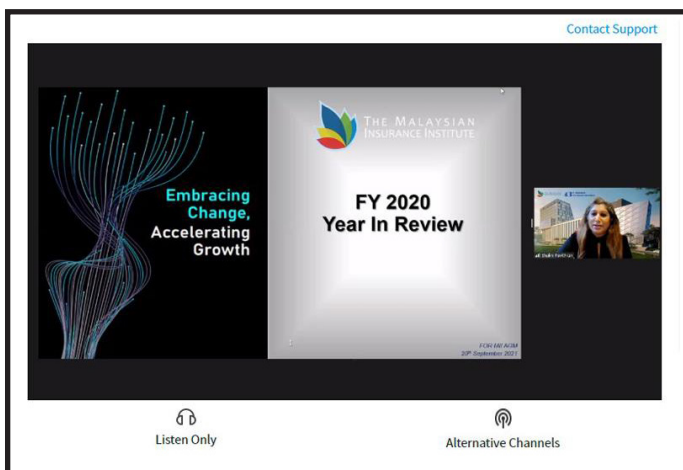


Overview

About MII and the Value We Create

As a non-profit organisation and the leading professional body and education institution for the Malaysian insurance industry, MII has diversified its range of offerings beyond just technical insurance training and licensing. The services that MII offers to the industry have also evolved to meet modern customers' needs, which largely embrace the use of technology and digital platforms. Learning from pandemic experiences and by closely monitoring the dynamic changes in the market and industry, MII is amplifying its efforts, ahead of its 5-year transformation plan.

Leveraging on partnerships and collaborations with local and international industry affiliates and technology experts, MII has delivered tremendous improvement and success in its forward-looking strategies. Currently in its 54th year of service in the Malaysian insurance industry, MII is steadfast in upholding its vision and mission, to complement industry goals in future proofing professionals in the industry.



Our Vision

To be the regional leader supporting the development and modernization of the Insurance Industry.

Our Mission

- Accelerate modernization and innovation of the industry by developing future ready talent
- Support the professional development of members
- Develop the practice of the insurance profession in line with global standards and best practices
- Advocate for raising professional standards
- Promote the advancement of thought leadership

Our Roles & Objectives

 <p>Examination Body & International Examination Facilitator</p>	 <p>Certification Body</p>	 <p>Awarding Body</p>
 <p>Training Provider</p>	 <p>Content Development</p>	 <p>Insurance Advocate</p>
 <p>Knowledge & Resource Centre</p>	 <p>Professional Body</p>	 <p>Insurance Textbook & Print Development</p>
 <p>Conference Organizer</p>	 <p>ASEAN Insurance Training & Research Institute Secretariat</p>	 <p>Insurance Networking via Communities of Practise</p>

Our Achievements in 2021



26,242
Total MII Members

8,515

Individual Members

- Fellows = 43
- Senior Associates = 217
- Associates = 158
- Certificate = 86
- Ordinary = 268
- Affiliates = 7,743



120

Institutional Members



17,607

(comprising staff members)

52,988

Completed MII Agent's Licensing Examinations

- CEILLI = 4,471
- PCEIA = 19,706
- PCIL = 28,811



153,015

Industry professionals attended MII programmes & exams in 2021

61

Graduates of the Fellowship of The Malaysian Insurance Institute (FMII)



2,197

Graduates of the Diploma (DMII) & Associateship of The Malaysian Insurance Institute (AMII) Level 1

1,747

Graduates of the Associateship of The Malaysian Insurance Institute (AMII) and (AMII) Level 2

We Serve Industry Professionals from Across The Globe

- | | | | |
|-----------|-----------|--------------|----------------|
| Australia | Indonesia | Myanmar | Switzerland |
| Brunei | Japan | Pakistan | Thailand |
| Cambodia | Korea | Philippines | Turkey |
| China | Malaysia | Saudi Arabia | United Kingdom |
| France | Maldives | Seychelles | Vietnam |
| India | Mexico | Singapore | |

80,219

E-Learning Users



International Examination Facilitator for

5 Prominent Institutes from Across the Globe



Secretariat for the ASEAN Insurance Training & Research Institute (AITRI)

31



Textbooks Published

MIJ Library / Digital Library

over **8,000**

Physical & Digital Collections

86,703

Total Library Visitors

Board of Directors



Antony Fook Weng Lee

MII Chairman,
CEO, AIG Malaysia Insurance Berhad
Chairman, General Insurance
Association of Malaysia (PIAM)



Loh Guat Lan

MII Director
Group Managing Director /
CEO, Hong Leong Assurance Berhad
President, Life Insurance
Association of Malaysia (LIAM)



Lau Chin Ching

MII Director
Director, Financial Development and
Innovation Department,
Bank Negara Malaysia



**Vicknesaratnam A/L
Kathirasu Rajaratnam**

MII Director
Advisor, Howden Insurance
Brokers Sdn. Bhd
Chairman, Malaysian Insurance
and Takaful Brokers Association
(MITBA)



Tan Ah Chuan
SnrAMII, ACII, FCILA, FIFAA

MII Director,
Managing Director,
Mestari Adjusters Sdn Bhd
Chairman, Association of
Malaysian Loss Adjusters (AMLA)
(Resigned on 16 December 2021)



Rangam Bir
FMII

MII Director



Councils and Committees

Academic Council

1. Zainal Abidin Mohd Noor (Chairman)
2. Rangam Bir
3. Ezamshah Ismail
4. Wong Ah Kow
5. David Tan See Dip (Resigned on 6 July 2021)
6. Prof. Dr. Hajjah Zuriah Addul Rahman
7. Vincent Kwo Shih Kang
8. Arumugam A/L Kannusamy
9. Azitadoly Bt Mohd Arifin
10. Drs Asrori Zamachsar
(Term ended on 31 December 2021)

Audit Committee

1. Ezamshah Ismail (Chairman)
2. Lau Chin Ching
3. Rangam Bir
4. Tan Kok Guan

Academic Quality Assurance Committee

1. Shalini Pavithran (Chairperson)
2. Mark O'Dell
3. William Tan
4. Pacha Krishnan
5. Wahida Shariff
6. Ann Margaret
7. Hasri Hamdan
8. Tan Li Na
9. Rosmaniwati Agus

Board Risk Management Committee

1. T.Sivapalan Tharmapalan (Chairman)
2. Tan Ah Chuan (Resigned on 16 December 2021)
3. Vicknesaratnam A/L Kathirasu Rajaratnam
4. Wong Ah Kow
(Resigned on 20 September 2021)
5. Zainal Abidin Mohd Noor
(Appointed 16 December 2021)

Professional Membership Council

1. Ahmad Subri Abdullah (Chairman)
2. Maizon Omar
3. Mark O'Dell
4. Mohamad Salihuddin Ahmad
5. Vincent Kwo Shih Kang
6. Zainudin Ishak
7. Shalini Pavithran

Professional Standards Committee

1. Ahmad Subri Abdullah (Chairman)
2. Maizon Omar
3. Vincent Kwo Shih Kang
4. Zainudin Ishak
5. Shalini Pavithran

Membership Disciplinary Committee

1. Maizon Omar (Chairperson)
2. Azharizan Ahmad Ghiti
3. Ong Ah Sung

Management Team



Shalini Pavithran
CertMII
Chief Executive Office



Wahida Shariff
CertMII, RFP
Chief Academic Officer



Haslindah Atan
CertMII
Senior Vice President, Finance, Human Resources & Administration



Tan Li Na
CertMII
Senior Vice President, Business Development & Customer Relationship Management



Ann M Joseph
FMII, FCII
Senior Vice President Assessment & Fellowship Advisory Services



Hasri Hamidan
RFP
Senior Vice President, Content Development & Programme Management



Jasminderjit Kaur Shabag Singh
CertMII
Senior Vice President, Strategy, Marketing & Communications



Muhammad Mohsin
CIA, CRMA, RFP, Shariah RFP, CertMII
Vice President, Internal Audit



Nor Izmawati Mostapar
CertMII, FCTP
Vice President, Corporate Communications & e-Learning



Reflections From The Top

Letter from the Chairman



Another extraordinary year has passed for MII and a transformative one at that. I am proud to present The Malaysian Insurance Institute Annual Report 2021, in which we demonstrate how we continue to evolve to build on our resiliency. MII's strategic actions driven by the current leadership team has enabled the Institute to continue to support industry customers and stakeholders during tumultuous times. We strongly believe that our ability to adapt to the new normal is a necessity to future-proof our services for the Malaysian insurance industry and beyond.

AN EXTRAORDINARY YEAR

While the disruption caused by the COVID-19 pandemic has brought many challenges, it has also taught us some very important lessons, such as the need for agility and resilience, and the need to stay connected and engaged. As an Institute we continue to learn and impart our knowledge to others, to emerge from the challenges stronger, more focussed, and better positioned than ever.

Going digital was the only logical path to take, not only for MII but for many other businesses too. Although the progress we made in our transformation strategies moved faster than planned, we forged ahead in 2021 with our vision and mission engrained in every decision that we made - to be a regional leader supporting the development and modernization of the insurance industry.

BUILDING TRUST

To help build trust, MII makes tremendous efforts to cater to the needs of the industry. Whether through industry engagements and interviews, to forums and professional communities, as a trusted professional body, MII continuously looks for ways to broaden the assurance we provide to all stakeholders.

In a year when economic conditions were tough, I was pleased to witness how MII led with values, taking a people-first approach and in particular a customer-first approach. A significant investment was made in digitalising front-end processes and upskilling our talents, which are crucial to MII's long-term success. These investments have not only empowered the staff to continue to deliver quality services seamlessly while working remotely but also enabled us to further expand our network and connections across borders. An increase in local and international partnerships and collaborations in the past year is also a testament to the continued building of trust.

FUTURE PROOFING THE INDUSTRY

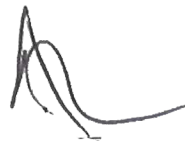
As we work hard to expand our offerings to more than just insurance knowledge, MII has taken a bold yet necessary step to diversify current offerings to include future-ready content. Understanding what the market needs through research and analysis of trends, MII's current offerings now incorporate must-have knowledge about technology, innovation and digitalization of insurance

products, services, and business operations. Other new topics include effective marketing through storytelling, data literacy, and talent development.

Our aim is to contribute holistically in the drive towards future-proofing industry professionals. Now is the time for us to acknowledge that relying solely on technical know-how is no longer sufficient nor relevant in our rapidly changing environment.

Overall, I am proud of the progress we have made with the committed support of our Board of Directors, industry associations, affiliates, partners, and over 26,000 members. I wish to thank everyone for supporting MII in its journey to become the institute of choice for insurance knowledge. I am confident we will be better positioned to help the industry face up to the challenges of the future and in so doing, elevate the role of insurance for all Malaysians, while continuing to make a difference in our industry.

Thank you.



Antony Lee
Chairman
The Malaysian Insurance Institute

Going digital was the only logical path to take, not only for MII but for many other businesses too. Although the progress we made in our transformation strategies moved faster than planned, we forged ahead in 2021 with our vision and mission engrained in every decision that we made - to be a regional leader supporting the development and modernization of the insurance industry.

”

CEO's Reflections

Another year has gone by full of great challenges and opportunities. While 2021 was a trying year for many, particularly for those who struggled with the health and socio-economic impact of the pandemic, it was also the year where we saw great innovation and signs of recovery taking shape. However, one thing is clear, the world has changed dramatically and so has MII.

Sun Tzu aptly stated that amidst chaos there is also opportunity. 2021 was the year where we accelerated our digitalization efforts and kick-started our journey to be a data driven organization. The pandemic offered many new opportunities in markets, products and technologies, and we have seen big shifts in preference and demand. In 2021, we ramped up our innovation, adapted our portfolio to changing customer and industry demands, and generated greater efficiencies across the organization.

2021 was a turning point for our transformation as we honed our efforts on one of our key missions, which is to accelerate modernization and innovation of our industry by developing future-ready talent via various initiatives. Among others, we:

- Embedded digital skills, leadership and critical future skills in our professional qualifications
- Introduced Skills Hub for our professional qualifications students to assess their skill level and chart their learning path based on their career goals
- Transformed traditional products to in-trend products on virtual platforms
- Launched Industry wide data maturity assessment to enhance industry players' readiness to embrace digital transformation
- Enabled multi-channel communications with our customers for their convenience
- Launched Micro-credentials that offer accelerated educational experiences as well as flexible learning methods.
- Launched Digital Badge for our qualified members as an indicator of their accomplishment, skills and experience
- Launched MII Rewards, a digital platform to engage and reward members.
- Inked new partnerships and collaborations to access global experts and new programmes to strengthen industry capacity
- Scaled up our offerings for examinations and worked on improving candidate experience
- Launched the Innovation in Insurance Series to spur industry innovation and collaboration whereby industry players participated in the E-Fintech School, roundtables and heard from investors, regulator, tech solution providers and insurtechs on the latest developments and future of insurance.

At MII, we aspire to be forward looking and I would like to think that it is what sets us apart today. We try harder and think differently about how we can value add. Amongst our peers in the industry, MII has moved fast in its transformation journey and has continued to show better results despite the pandemic and its impact. This validates our strategic priorities to focus on customer outcomes and modernize internally and externally.

”



We also continued our efforts to ensure our people and infrastructure were ready and able to support the digital pivot and changing industry and customer demands. We invested heavily in new tools and technology to enhance internal efficiencies and customer experience. We continued upskilling and reskilling our people from Senior Management to the functional levels to power our digital transformation and towards becoming data driven. These people investments led to teams in all business areas successfully launching a record number of innovative products, and services, to create a competitive edge in all the key markets in which we are active.

We are very aware of the fact that the progress we have made would not have been possible without the unwavering support of our Board, associations, partners, customers, and members around the world.

FOCUSING ON QUALITY

In an environment where society's expectations are increasing and changing by the day, it is more vital than ever that we maintain an unwavering commitment to quality across the organization. That's the reason we focus on our customers and are constantly looking for ways to enhance our products and the quality of our service to meet and exceed the expectations of our stakeholders.

At MII, we aspire to be forward looking and I would like to think that it is what sets us apart today. We try harder and think differently about how we can value add. Amongst our peers in the industry, MII has moved fast in its transformation journey and has continued to show better results despite the pandemic and its impact. This validates our strategic priorities to focus on customer outcomes and modernize internally and externally.

In the future, we believe that a step-change in quality of content and diversification of our offerings will be achieved through new partnerships locally and internationally. Acknowledging the fact that we do not have all the expertise we need, we look to those who can help us meet our objective synergistically. We have been fortunate to have great partners who share our values and goals to create powerful outcomes.

FINANCIAL PERFORMANCE

Overall, 2021 was a good year with improvements in most lines of business. Our virtual examinations as well as online trainings have proven to be key enablers for our improved performance this financial year. Prudent management of our costs continued to be a priority for us.

Despite the challenging operating environment, we posted a record increase of 89% in 2021 for our training programmes largely driven by demand for our customised programmes and industry players ramping up reskilling and upskilling of their employees. For Professional Qualification and Certification, we had registered an increase in the number of registered students from 1,302 in 2020 to 2,272 in 2021. Examination offerings saw a 7% increase in 2021 largely due to scaling up our online exam capabilities which is further enhanced with online invigilation to ensure the integrity of the examination we administer.

Our well-received #LearningNeverStops webinar brand recorded the highest increase in the number of participants. We saw a 122% jump to a total of 5,041 in 2021, compared to 2,271 in 2020. From the 40 webinars that we

conducted, we can conclude that the industry still requires and prefers insurance-specific and technical topics. This proves that staying informed and updated with industry changes, news, and global case studies are vital to enhance the knowledge of our industry practitioners and prepare for the future of insurance. We will continue to source for global experts and latest and best practices to be shared via our webinars for the benefit of our members.

As forecasted, MII's e-Learning product subscriptions also increased by 11% with 80,219 subscribers in 2021. It is uplifting to see how the industry is fast adapting to e-learning as an alternative mode of learning, a welcoming after-effect of the pandemic.

Further details on our performance is available in the subsequent pages of this report.

2022 OUTLOOK


Looking ahead, we hope 2022 will be the year where we truly move on from the pandemic. We are excited about what the future holds and have lined up a number of new initiatives to catalyze innovation, raise professional standards, enhance efficiency and customer experience and build industry capacity. Through our internal transformation to change our mindset, reskill and upskill, we will broaden the scope of our content coverage to include digital insurance, data analytics, ESG and social marketing. As we continuously engage with the industry, we hear the needs, we uncover the gaps, and we find solutions to provide only the best and relevant content for industry participants through our professional qualifications, certifications and short courses.

In the coming years, our aim is to break new grounds and exceed our past and forecasted performance and to be well on our way towards the final phase of our transformation plan. We are also looking forward to collaborating more closely alongside other Institutes in the industry at our new office at Bangunan AICB.

It was a year of headwinds locally and globally, but we persevered and for that I would like to first and foremost thank my team at MII for their hard work and commitment to our mission. I am always grateful to the MII Board for their guidance and unwavering support. Our sincere gratitude goes out to the industry associations, Bank Negara Malaysia, our Councils and Committees, our customers, members and business partners for their trust and support. We are excited to continue our journey to provide value as an institute built by the industry, for the industry.

With your support, we will continue to strengthen MII as a business for today and the future.

Thank you.



Shalini Pavithran
Chief Executive Officer
The Malaysian Insurance Institute

Message from Industry Associations

MII has been instrumental in supporting and continuing industry initiatives amidst challenging times during the pandemic. This has been proven by its rapid transformation into digitalizing its products and services, and in strengthening engagements with PIAM through various virtual events and industry activities. PIAM looks forward to working closely with MII to fulfil the industry's strategic plan and agenda for 2022 onwards.

Ms Julie Chong
CEO
Persatuan Insurance Am Malaysia (PIAM)



LIAM has played an instrumental role in the transformation of MII by strengthening the management and the position of MII to better serve the industry. LIAM has been actively involved in various activities hosted by MII for the industry and we believe that such efforts are crucial to the growth and advancement of the industry.

In tandem with the acceleration in the usage of digital platform, agents are allowed to enhance their skills and professionalism through the agents' portal, virtual trainings, and virtual examinations, etc. As outlined in the Financial Sector Blueprint 2022-2026 which highlights the crucial need for talent and human capital development of insurance professionals, we look forward to seeing new training programmes designed by MII for the life insurance professionals.

LIAM will continue to engage proactively with MII in support of the industry's vision to bring its service standard to the next level.

Ms Loh Guat Lan
President
Life Insurance Association of Malaysia (LIAM)



Despite the challenges of 2021, MII has forged through with its plans to transform and improve its brand presence in the industry, not just locally but also internationally.

AMLA will continue to work closely and collaborate with MII, for new and enhanced trainings, for the betterment of the insurance loss adjusting profession and insurance industry.

Mr Benildus Saw
Chairman
Association of Malaysian Loss Adjusters (1981)



Year 2021 was indeed MII's year in the spotlight, through their strong presence on digital platforms for their industry events and promotions. We are keen to see more progress from MII in the coming years. In terms of professional training, there are many avenues that we can explore with MII and we look forward to new initiatives.

Mr Vicky Rajaratnam
Chairman
Malaysian Insurance and Takaful Brokers Association (MITBA)





Industry Futurization

Gearing For Insurance Reimagined

MII understands that learning and development, and culture are important components of a sustainable business. For employees, reskilling and upskilling, namely, to know how to operate technology, adhere to processes, and expand their knowledge of products or services, are key drivers to building these functional competencies. By providing the platform and learning opportunities to the industry, MII collaborates with the industry and partners to build a resilient and dynamic insurance industry in the face of a complex future.

To help companies overcome talent shortage and retention issues that lead to high turnover costs, decreased productivity, and low efficiency rates, MII's professional qualifications, certifications and courses now embed future skills and non-insurance content, specifically on digital insurance, cyber security, data analytics, digital marketing, leadership, personal development and many such others.

THE MALAYSIAN INSURANCE INSTITUTE **FortNynja**

INNOVATION IN INSURANCE

Webinar - Rethinking Investments in Insurance Innovation

14 December 2021 | 3.00 p.m. - 4.30 p.m.

<p>CLOSED DOOR ROUNDABLE WITH INDUSTRY C-SUITE LEADING INNOVATION AGENDA</p> <p>15 NOVEMBER 2021 2:00 P.M. TO 4:00 P.M.</p>	<p>CLOSED DOOR ROUNDABLE WITH MIDDLE MANAGEMENT IN THE INDUSTRY</p> <p>15 NOVEMBER 2021 2:00 P.M. TO 4:00 P.M.</p>	<p>WEBINAR: POWERING A REIMAGINED FUTURE OF INSURANCE</p> <p>18 NOVEMBER 2021 2:00 P.M. TO 4:00 P.M.</p>
<p>E-FINTECH SCHOOL APAC (SEATS ALLOCATED FOR INSURANCE INDUSTRY STAFF)</p> <p>15 NOV 2021 - 15 DEC 2021</p>	<p>WHITEPAPER TO BE LAUNCHED BASED ON DISCUSSIONS AND OUTCOMES FROM THE ROUNDABLE DISCUSSIONS AND INDUSTRY SURVEY</p> <p>DECEMBER 2021</p>	<p>TECHNICAL HACKATHON FOR INSURANCE INDUSTRY</p> <p>1ST QUARTER 2022</p>

Broadcasting via **zoom**

THE MALAYSIAN INSURANCE INSTITUTE

David Piesse
Chief Executive Officer
DP8

Cyber Security - Tracking the Data

24 February 2021
11.00 a.m. - 12.00 p.m. (Malaysia Time)

#LearningNeverStops Webinar Series

Broadcasting via **zoom**

THE MALAYSIAN INSURANCE INSTITUTE

NINA SHARIL KHAN
Chief Unicorn Officer & Co-Founder, PopCon
100 Most Inspirational LinkedIn Icons 2019 & 2020

Selling In A Post Pandemic World

12 April 2021
3.00 p.m. - 4.30 p.m. (Malaysia Time)

#LearningNeverStops Webinar Series

AIHR | ACADEMY TO INNOVATE HR

Future Proof your HR Skills for 2022 with MII & Academy to Innovate HR (AIHR)

THE MALAYSIAN INSURANCE INSTITUTE

Our Collaborations and Partnerships in 2021

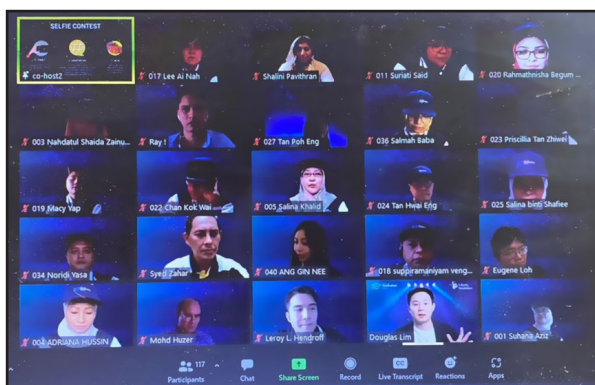
At MII, we are firm believers of the power of collaboration to strengthen MII and foster positive change. We take this opportunity to thank each and every one of our amazing partners for their trust in us and helping us move forward.



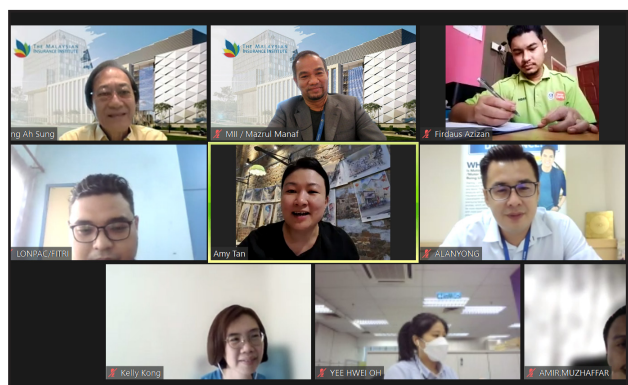
Adapting to Changing Needs in a Changing Landscape

Professional qualifications and training beneficially create industry assets of both company and individual employee, making both the cost and time, a worthwhile investment. With this in mind, MII is continuously looking for new ways to cater to the needs of both learners and companies to ensure insurance professionals are updated with the latest skills, knowledge, and trends from around the globe.

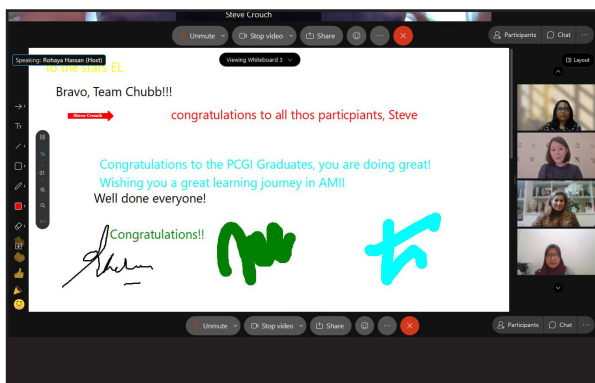
While the industry landscape is changing, insurance professionals who receive the necessary qualifications and training can be assured that they are equipped with relevant skills and information to meet the needs of the moment and the future. This group of professionals also perform better in their job because of their stronger understanding of the products, trends, market and industry they are in. With the support and tools to excel, continuous learning keeps employees on the cutting edge of industry, technology, and operational developments. MII supports all levels of employees who aspire to excel and be empowered to help change the status quo.



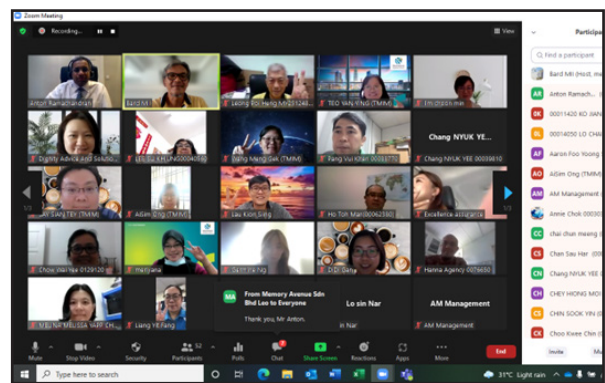
Liberty Graduation for Professional Certificate in General Insurance for the Business Development Executives (PCGIB) programme.



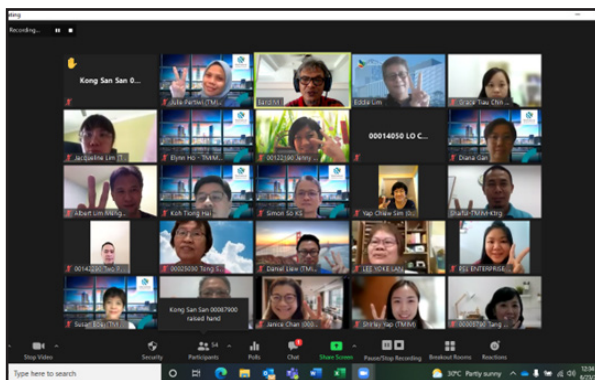
Fire Insurance Business: The Catalyst Of Growth For The Agents 22-23 June 2021



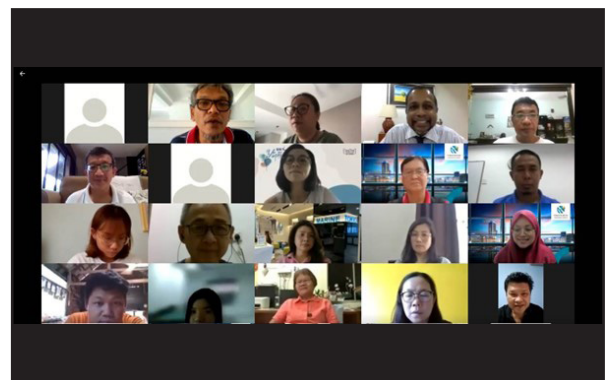
Launch of "PCGI to AMII Roadmap" with Chubb Insurance Malaysia Berhad



Liability Insurance – the Public, the Product, the Professional.



Fire Insurance Business: The Catalyst Of Growth For The Agents



Insurance Account Management - SME's Business Retention, Renewal & Cross Selling

Empowering Our Customers and Enriching Their Experience

We believe that our customers should have the choice to engage us through their preferred channel

Following the pandemic year of 2020, year 2021 was still a challenging one for MII as we braced ourselves through several months of lockdown due to the pandemic outbreak. While the MII office remained closed during the Movement Control Order, MII successfully introduced multiple service channels to stay connected and engaged with our customers.

Various enhancements were made to the customer service channels to empower customers and provide flexibility and convenience in engaging with us.



Customer Service Counter

New appointment feature for in-person appointment with our Customer Service Representative.

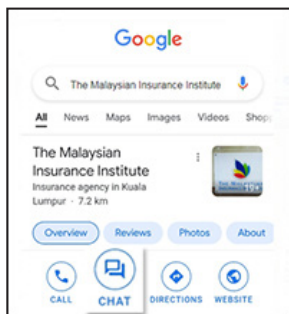


Virtual Customer Service Counter

Operated via Zoom, every Monday to Friday from 10.00 a.m. to 12.00 p.m.



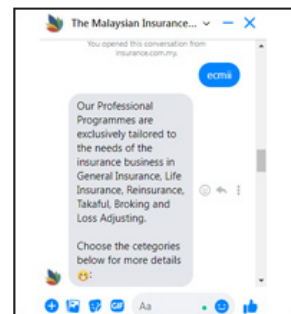
Google Business Messaging



Chat function available when searching via mobile for MII's Business Profile on Google.



MII Chatbot



Now available via our website www.insurance.com.my



Self Service Channel

<https://bit.ly/3xQuzOP>



MII Website

www.insurance.com.my

MII Social Media channels



<https://www.linkedin.com/in/themalaysianinsuranceinstitute/>



<https://www.instagram.com/miiofficial2021/>



<https://www.facebook.com/MIIfanpage/>



<https://www.youtube.com/channel/UCBB84Vb9JNABgjflw4U1lmw>



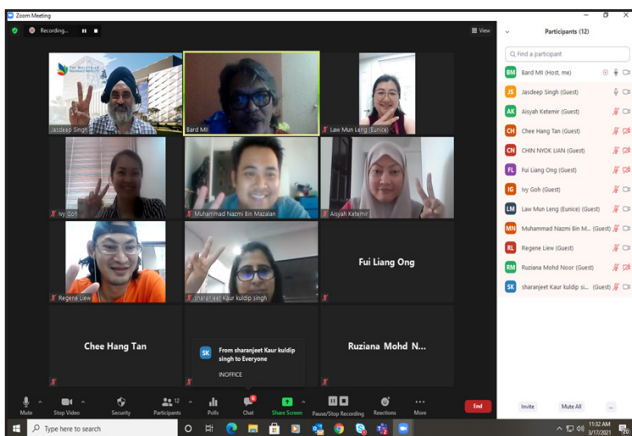
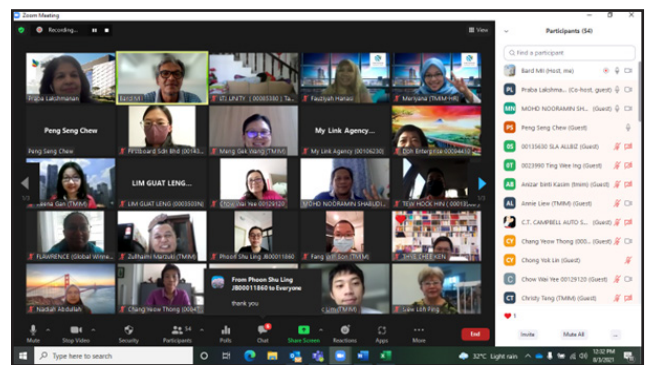
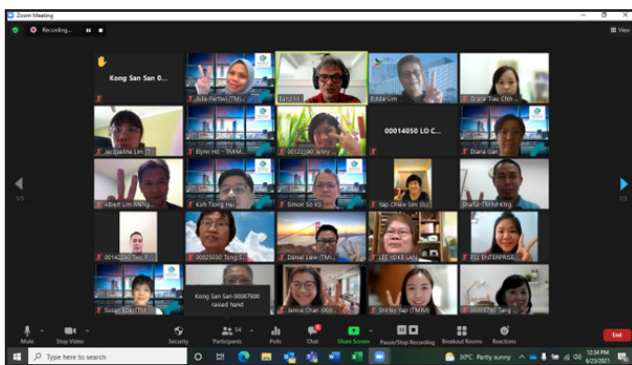
<https://twitter.com/MIIupdates>

Turning Adversity Into Opportunities

A year after the pandemic outbreak, ensuring continued service to the industry, and business sustainability, remain the key focus. While financial performance and prudent cost management are important, talent development with knowledge enhancement of people resources within the organization is equally important to sustain performance.

In balancing between cost management and people skills, the demand for in-house training increased, in particular, requests for customized content to match organizational goals catering to staff as well as intermediaries. In 2021, two companies invested in MII Certification courses for intermediaries comprising 489 staff. In addition, another company requested MII to develop five customized technical courses for a group of intermediaries to align with the company's strategic direction. This resulted in customized training for 1,629 staff.

MIl's virtual programmes provided the flexibility to connect resources from various states across the country and within the region. Access to learning content became easier and simpler through virtual platforms such as Zoom, Webex or Microsoft Teams that suited individual company preference. While virtual learning seemed 'distant' and a sub-optimal substitute for face-to-face sessions, it actually increased access to learning and development opportunities as geographical borders disappeared.



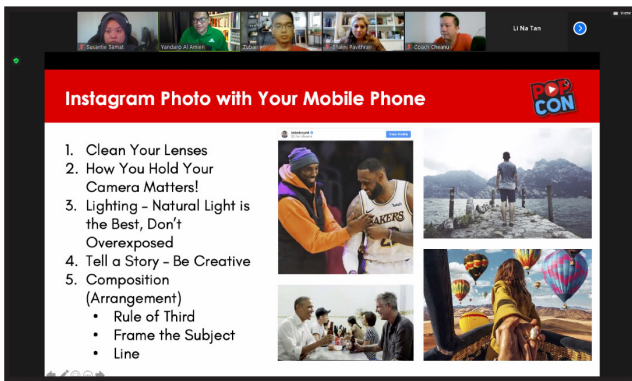
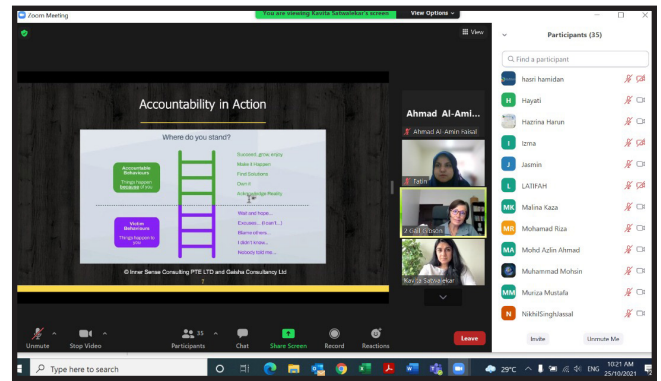
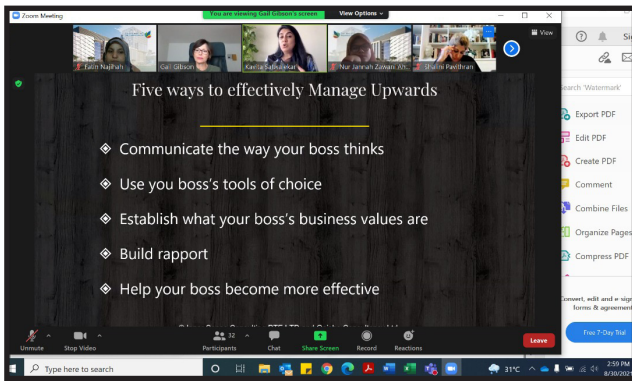
In many ways, our experiences in 2021 helped us to further discover and explore new business opportunities that have helped us improve our knowledge and skills in leveraging digital communication tools and latest technologies.

It Starts With Our People

We recognise our staff as our most important resource and are committed to consistently upgrading their competencies and skills through training and development in order to meet our transformation goals and be future ready. In an effort to inculcate a learning culture and agility in MII, we focus on promoting skills – personal, digital, and leadership, and professional development to fulfil our common goal to have the right mindset and skillset to succeed.

In 2021, the effects of the pandemic continued to loom large. Learning from our experience in 2020, we pivoted quickly to operate remotely during the pandemic and to continuously adapt to changing circumstances.

We believe in the need for a change in culture which encompasses long term on-the-job learning opportunities for all levels of staff, encouraging and rewarding collaboration, innovation and team learning. Our initiatives include staff participating in cross-functional projects and attending conferences, seminars, forums, and undergoing various courses to strengthen their capabilities and build their network.



To emerge stronger as a team, MII continued its upskilling and reskilling initiatives in 2021. Our objective was to ensure relevant and adequate training programmes were offered to staff to further strengthen and expand their knowledge and skills. We believe these development programmes are crucial in ensuring that we are aligned with the mandate entrusted to us as a professional body and education centre for the insurance industry.

Training programmes attended by staff:

No.	Type of Training	No. of programmes
1.	In-House Training on various topics	8
2.	Compliance Related Training	2
3.	External Training (online learning course) on various topics	More than 100 courses
4.	Cybersecurity Awareness Training	2

1. In-House Training

MII focused on crafting a talent strategy that developed staff critical digital and cognitive capabilities, their leadership skills, and their adaptability and resilience to enhance performance capabilities. A total of eight (8) inhouse programmes were organised throughout 2021.

No.	In-House Training	Level of Group	No of staff Attended
1.	English @ Work - TES 'Every Minute Counts'	Exec, Sr. Exec, & AVP	20
2.	Digital Marketing - Building Your Authority Online & The Art of Social Selling	Executive & above	39
3.	Leadership Development & Facilitation	Manager & above	20
4.	English @ Work - TES English Revisited	Exec, Sr. Exec, & AVP	20
5.	Design Thinking Workshop	Executive & above	39
6.	Leadership Masterclasses	Executive & above	33
7.	Leadership Mentoring Programme	Management	8
8.	Leadership Coaching	Management	8

MII also focused on developing its senior leaders with a structured programme which included mentoring and coaching. This was to support MII management team efforts to develop capabilities to lead and sustain the momentum to propel MII forward.

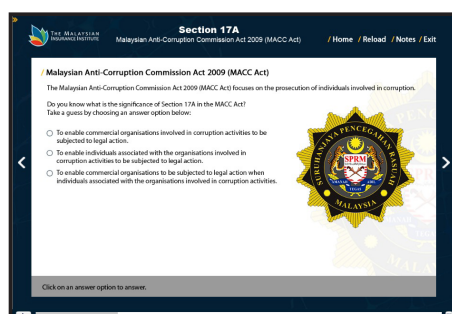
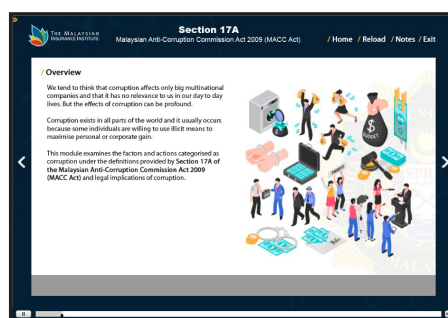
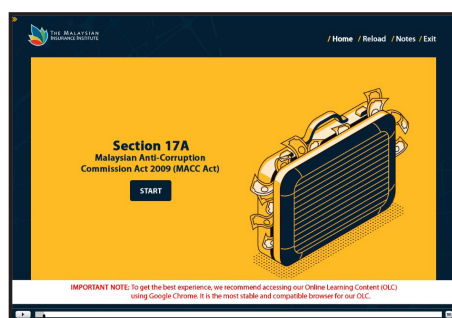
2. Compliance Related Training

The Company Limited by Guarantee (CLBG) Best Practice Training programme was conducted for the Board of Directors and Management of MII & AITRI. This programme provided a broad understanding of the legal provisions surrounding companies limited by guarantee, with special focus on the Management Best Practice Guide for CLBG, issued by Suruhanjaya Syarikat Malaysia (SSM) on 23 June 2021.

The programme highlighted the unique features of CLBG vis-à-vis other type of companies; and best practice relating to management, financial accountability, and corruption prevention. The roles and responsibilities of directors as well as general offences for non-compliance of CLBG guideline were also covered during the programme.

In line with the implementation of Section 17A of The Malaysian Anti-Corruption Commission Act (MACC Act 2009), MII successfully developed its own online learning content for its staff and the industry entitled e-MACC Module, offered via MII's learning management system.

MII staff were given access to the online content and were required to complete the e-MACC module as part of the organisation's compliance training to ensure awareness of the MACC Act and Section 17A requirements.



3. External Training

Various external virtual learning programmes as listed below were also attended by staff to ensure they continued to build their knowledge and skillset to perform their roles effectively. To increase awareness of cybersecurity among staff, MII subscribed to a comprehensive cybersecurity program. The objective of this program is to measure and improve cybersecurity awareness and test and improve IT defences. Details as follows:

No.	Name of Programme	Organizer/Provider
1.	KPMG Tax Webinar: Demystifying Malaysian Withholding Tax	KPMG
2.	Essential Practice Module 1 – Appointment, Resignation & Removal of Directors	MAICSA
3.	Essential Practice Module 2 – Meetings, Minutes Resolutions	
4.	One Year On: Taking Your MACC Act Section 17A Programme to the Next Level	ICDM
5.	MIA Conference 2021	MIA
6.	Certified Training Professional	FAA
7.	COVID-19 Impact on MFRS 16 Leases	Deloitte
8.	OSH Coordinator Training	STFR
9.	Singapore Fintech Festival	MAS
10.	HR Certification Programmes	Analytics in HR B.V
11.	Clifton Strengths for Managers	Gallup
12.	ConnectTechAsia	ConnectTechAsia
13.	Miscrosoft Excel Data Visualisation	Udemy – Corporate Online
14.	Webinar: Learn how Katz Media Group launched their data center migration journey	Druva
15.	Practical Leadership Skills	Udemy
16.	Cyber security for Normal People: Protect yourself online	
17.	The Complete SQL Bootcamp 2021: Go from Zero to Hero	
18.	Web Design for Beginners: Real World coding in HTML& CSS	
19.	Accelerating Digital Transformation: Practical Insights	
20.	Productivity & Time Management the Overwhelmed	
21.	Event Management for Beginners	
22.	Stress Management: 40+ easy ways to deal with stress	
23.	English Grammar - Tenses and Verb Structure	
24.	Business English: Easy English for Meetings	
25.	Security Awareness Training, Internet Security for Employees	
26.	Service Design: Designing for Experience Over Time	
27.	SEO Training Masterclass 2021: Beginner SEO to Advanced SEO	
28.	Become a Super Learner @ 2: Learn Speed Reading & Boost Memory	
29.	How To Remember Everything With Tom Weber	
30.	Difficult Conversations: Master Difficult Conversations	
31.	Self-Confidence: 40-minutes Confidence & Self Esteem Guide	
32.	Ninja Writing: The Four Levels Of Writing Mastery	
33.	MARIM Webinar 2021 - Risk Profiling	MARIM
34.	PopCon Bites Series: Let's Talk Habits	PopCon

	Name of Programme	Training Provider
35.	Strategic Planning	Inspire
36.	L&D in a Digital Age	The Digital Insurer Webinar
37.	Pandemic Fatigue: Re-Energising Our Mental Health	Thoughtfull
38.	Self-Care for Long-Term Wellness	
39.	The Power of Microlearning	Gnowbe
40.	How to Create Your Own Digital Microlearning Battlecards Confirmation	
41.	Live Webinar: Normalizing Mental Health and Wellness Programs in the Workplace	
42.	How to Protect your WordPress from Code Injection	BrightTALK
43.	Database Hero - Power Up Simplicity and Speed	
44.	Overcoming The Hybrid Cloud Challenge	
45.	7 Sins of Cloud Security	
46.	Complete Cloud Economics: Gaining Control of Costs	
47.	Cybersecurity Regulations 101: What Rules Your Company Should Follow and Why	MII
48.	Insurtech: What's it really about and how will it affect me?	
49.	Tighten Your Shoelaces: How the world's leading companies defend and grow their brands during a crisis (And, how you can too!)	
50.	Design Thinking: Customer Centric Problem-Solving Method & Future Skills	
51.	Webinar Series: Keys to Sales Success in a Virtual Environment	
52.	Designing the Employee experience post covid-19	
53.	Webinar on Practical Stock Valuation Process	
54.	Basic Certificate Course In Insurance And Takaful Broking	
55.	Keys to Sales Success in a Virtual Environment	MII & CII (collaboration)
56.	ViLT: Designing the Employee Experience Post Covid-19	e-Latih
57.	Create A Culture of Great Customer Service	
58.	Essentials - Personal Development - Time Management	
59.	Customer Service	
60.	Emotional Intelligence	
61.	Lean Management Course	
62.	Interviewing Skills	
63.	Take Yours Writing from Good to Great	
64.	Emotional Life Skills at Work	
65.	Creative Thinking	
66.	Presentation Skill	
67.	Lead Generation Strategies	Nlyte Software
68.	Driving Data Center Resiliency and Resource Optimization	Whisper
69.	Personalize Your Communication with Video	Bayside BEC
70.	How to Use Google Analytics to Create a Business Success Strategy	Mickinsey
71.	Post-COVID Workforce of the Future	Singapore Green Shoots Series
72.	The New Face of Digital Banks, From Banks to Super Apps	

No.	Name of Programme	Training Provider
73.	AI in Financial Services Forum - Virtual	FinTech Global
74.	Foundational Digital Infrastructure for Inclusive Digital Economies	FinTech Festival
75.	Stress Management	Swift HCM
76.	Occupational First Aid & CPR	STFR
77.	8th MFPC e-Conference on Shariah Wealth Management & Financing Planning	MFPC
78.	Gain Insights on Citrix Workspace MicroApp Integrations with Microsoft Power Automate	NetCom Learning
79.	How to incorporate Emotional Intelligence in Your Coaching Practice	MIIM
80.	MCQ Remote Invigilaton	CII
81.	Is Your Membership Renewal Journey Magical or Miserable?	Advanced Solutions International (Asia-Pacific)
82.	Redesigning Education, Skills Training & Workplace Learning	Open Learning
83.	A revolution in pricing, product and profitability: Exploring future pricing strategies and product innovation in a competitive insurance landscape	Insurance Innovators

4. Cybersecurity Awareness Training

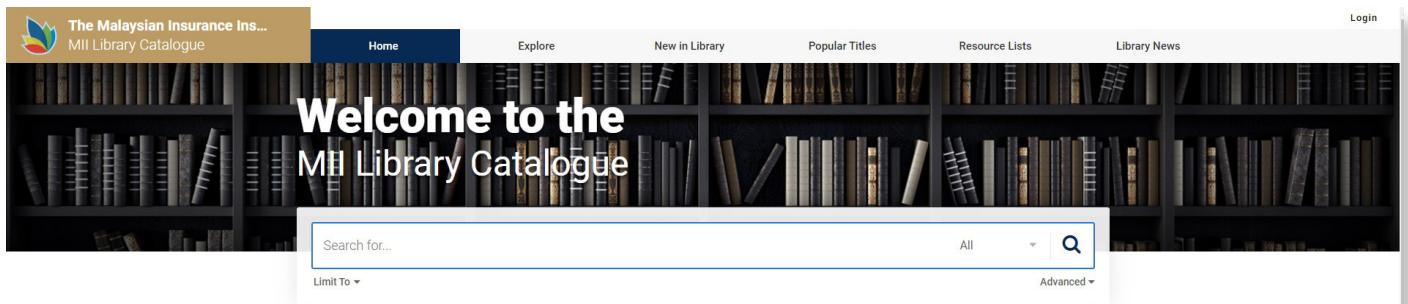
To increase awareness of cybersecurity amongst staff and create a strong human firewall, MII enrolled in a cybersecurity awareness training to cover all staff for 13 months. The objective of the programmes was to measure and improve cybersecurity awareness and strengthen IT defences.

No.	Name of Programme	Attendance
1.	Common Threats	All staff
2.	Social Engineering Red Flags	All staff
3.	Your Role: Internet Security & You	All staff

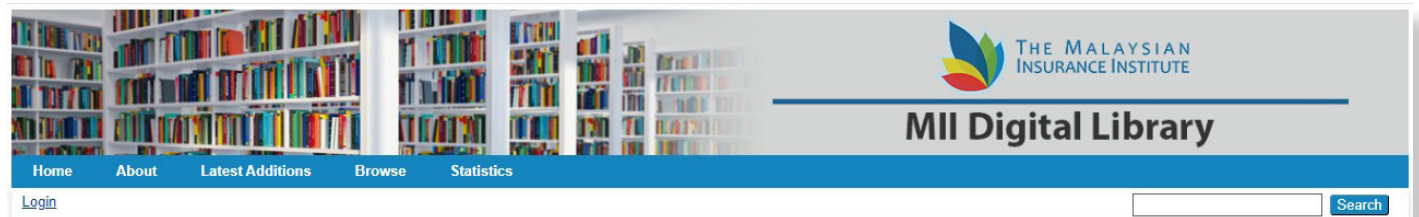
Promoting A Culture of Continuous Learning


Known for housing the largest insurance publications collection in the region, MII has continued to offer library services and extending such services to MII Members working remotely. To promote continuous learning, MII officially launched a new version of the MII Library Catalogue and MII Digital Library in August 2021. The new library systems were selected for their enhanced features and user-friendly navigations, offering more convenience to MII Members. Links to these new systems are available at www.miielibrary.com.

MII Library Catalogue: An online library catalogue containing information on physical books housed in the MII Library. This catalogue system allows users to check available books in our collection and enables users to view and manage their personal library accounts. Users may search for books by title, author or subject.



MII Digital Library: A digital repository containing digital collections owned, purchased, or subscribed to, by MII. This MII Digital Library allows users to browse and search digital contents such as AMII past year exam papers, MII annual reports, MII Insurance Magazines, conference or workshop items, journals, articles and online databases. The MII library is exclusively for MII members.





Strategy in Action for 2021

Transforming to Power the Future

2021 was the year where we accelerated our digitalization efforts and kick started our journey to be a data driven organization. We also continued our efforts to ensure our people and infrastructure were ready and able to support the digital pivot and changing industry and customer demands. At MII, we aspire to be forward looking and we invested heavily for the future in terms of new tools and technology to enhance internal efficiencies and customer experience.

Strategic Priorities



Innovation

To build a dynamic and competitive insurance industry



Human Capital Development

To build future ready and proficient talent pool



Thought Leadership

To develop a strong community of practice in line with global standards and best practices



Professional Standards

To build trust and public confidence in the industry

Enablers



Highly Skilled Workforce

To have people with growth mindsets and right skills to power organizational transformation



Operational Excellence

To provide value to customers, to be data driven, efficient and agile



Responsive Infrastructure

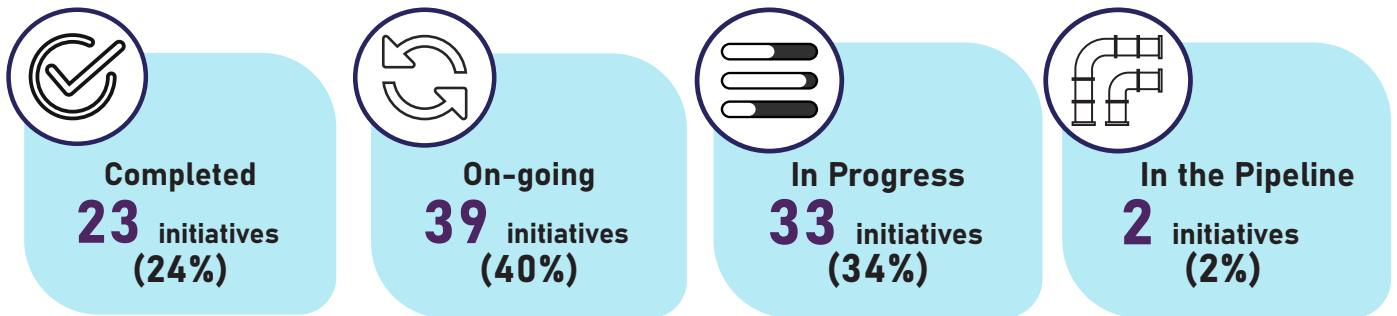
To have an adaptable, flexible and scalable infrastructure

Transformation Highlights

As the world looks forward to entering the post pandemic era, we believe that the changes made as to how we deliver our products and services will continue to evolve and improve. For MII, when it comes to innovation, adopting technology is not only about being sustainable and cost efficient, but also being better equipped to serve the industry, innovate and seize new opportunities.

MII's transformation plan comprises 97 initiatives that involves improvements and enhancements in the categories of Product Suite & Quality, Customer Experience (CX), and Operational Efficiency.

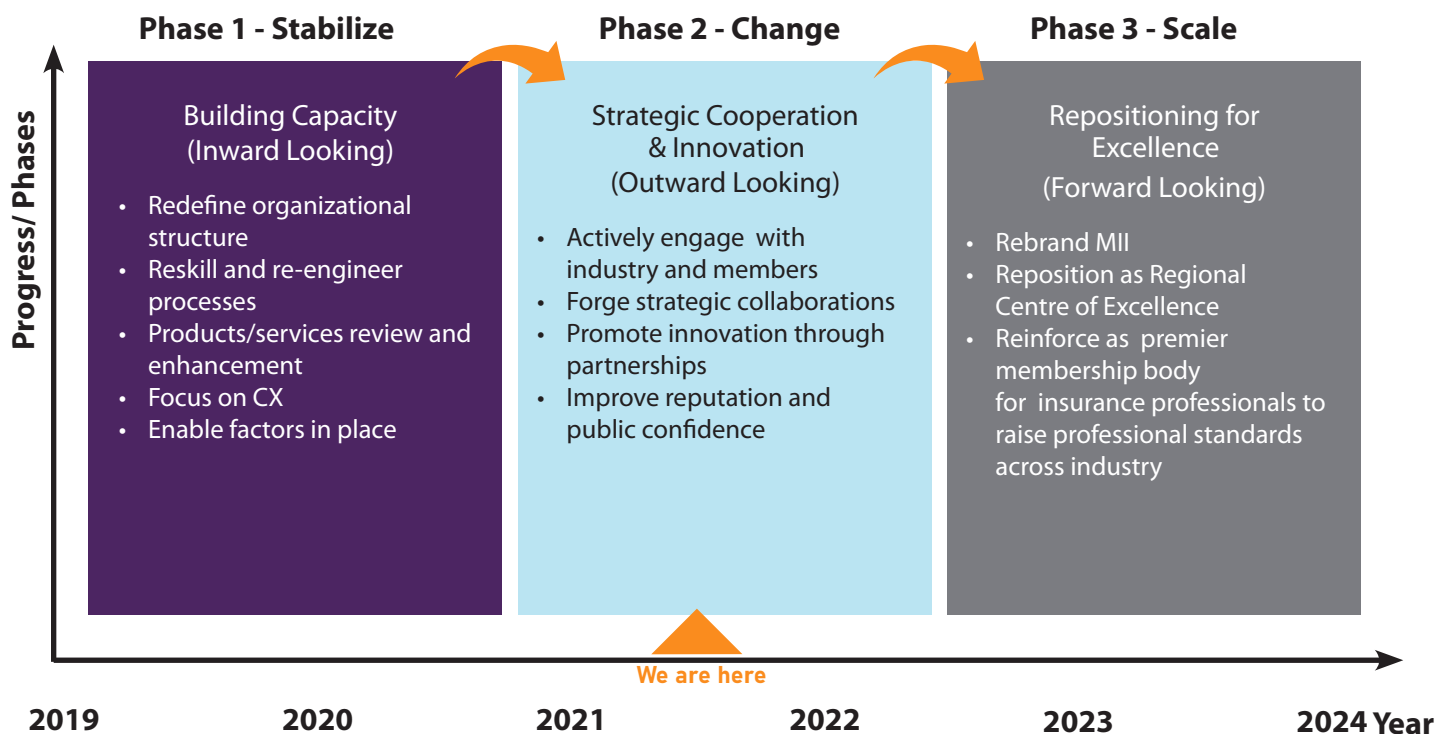
Transformation Initiatives Progress



The year 2021 marks the third year of the MII transformation journey which includes improvements in our operations, delivery, systems and development of our people.

MII's transformation plan takes into account both the customer-facing and behind-the-scene roles that affect our delivery of products and services. Therefore, a large portion of our plan is related to digitally transforming MII and becoming a data-driven organization. With nationwide lockdowns, the inability to gather in groups and the shift to working remotely has helped to drive our digital transformation initiatives. As we make improvements and embark on enhancement activities, MII continues to explore digital solutions to overcome disruptions to our businesses and at the same time, help the industry accomplish their goals.

Multi-Pronged Transformation is in Progress



Transformation Initiatives Progress

Drivers	No. of Initiatives	Completed	In Progress	In Pipeline	On-going
Human Capital	32	6	10	0	16
Innovation	10	4	3	1	2
Professional Standards	6	3	2	0	1
Thought Leadership	3	1	2	0	0
Responsive Infrastructure	10	2	4	0	4
Highly Skilled Workforce	15	3	4	0	8
Operational Excellence	15	4	3	0	8
Customer Experience	2	0	2	0	0
Brand Building	4	0	3	1	0
Total	97	23	33	2	39

Pivoted From Single Option to Multi Options and Provided Flexibility To Customers

Focus Area	FY 2018	FY 2019	FY 2020	FY 2021
Customer Servicing Channels	Call Centre / Email /Walk in Customer Service	Call Centre / Email /Walk in Customer Service	Call Centre (Virtual /Physical) / Email / Walk In Customer Service / Chatbot / SMS / Social Media	Call Centre (Virtual /Physical) / Email / Walk In Customer Service / Chatbot / SMS / Social Media / Google Business Messaging/ Virtual Customer Service
E-learning / Online Learning Content (OLC)	8 (total:50)	7 (total:57)	16 (total:73)	10 (Total = 83)
Short Courses/Technical Programmes	0	0	13	All offered virtually/hybrid
Short Courses (with partners)	0	0	6	All offered virtually/hybrid
In-house VILT programmes	0	0	33	All offered virtually/hybrid
Conferences	0	0	1	Available as virtual or hybrid event.
Certification Programmes	0	0	14	All offered virtually/hybrid
Webinars/Forums/Roundtables	0	0	115	All offered virtually/hybrid
Examinations <ul style="list-style-type: none"> Agent related exams Professional Qualification Professional Certification RFP 	0	0	17 out of 19 exams conducted virtually	Option available for Virtual or Centre based exams based on candidate preference
Microlearning Modules (New)	0	0	0	60 modules

Continuing Efforts To Enhance Membership Value

Through initiatives centered around professional development, thought leadership, networking, and engagement, MII is dedicated to advancing the professional growth and development of MII members. In 2021, we worked to enhance membership experience by introducing the following:

Two New Categories of Individual Membership

These new categories are Senior Associate and Certificate memberships, carrying the professional designations, Senior Associate (SnrAMII) and Certificate (CertMII) respectively. They enable Individual members to be recognised at the appropriate membership level, commensurate with their professional achievements.

Digital Badges for Individual Members

MII Individual Members will receive a digital badge in recognition of their membership and qualification (Fellow, Senior Associate, Associate, Certificate or Ordinary). The digital badge provides members with the opportunity to share it easily and instantly on social media, thereby increasing members' eminence, as well as building trust.

MII Rewards Initiative

MII launched a new membership benefit called the MII Rewards to recognize members for their support and loyalty. This rewards initiative is exclusively for MII Fellows, Senior Associates, Associates and Certificate members whose reward points may be accumulated and converted into vouchers and discounts through the CERRA Points App. Over 400 Fellows, Senior Associates, Associates and Certificate members have been given access to the MII Rewards programme since the launch in September 2021.

New Membership Fee Structure

A new fee structure was introduced for individual members to reflect the enhanced benefits offered.

Discounted Fee for Senior Members Extended

This discounted rate for Senior Members covers all Individual members and affiliates (individual).

Class	Level	Fee	
		Normal	Members 60 Years & Above
Individual Member	Fellow	RM300	RM150
	Associate	RM120	RM60
	Ordinary	RM50	RM25
Affiliate	Individual	RM50	RM25
	Student & Educator	RM10	N/A

Access to an AI based Knowledge Platform to Support Continuous Professional Development

MII has collaborated with NECOLE, an AI guided learning platform to upskill 300 MII Fellows and Associates with more members to come on board soon. This is in line with MII's efforts to drive continuous professional learning. MII was in search of a holistic solution that supports members' and students' learning journeys. NECOLE was chosen for its curated journeys on fundamental skills, such as the L52 course, which focuses on leadership development, and the T52 course that equips members with skills on emerging technologies needed for the future workforce.

Recognition of the CII Diploma in Insurance / Advanced Diploma in Insurance as Approved Prescribed Qualifications for MII Associate / Senior Associate Membership Categories

With this new initiative, CII Advanced Diploma in Insurance & Diploma in Insurance / ACII / DipCII holders are eligible to apply for the MII Senior Associate and Associate membership category respectively and to be accorded the SnrAMII and AMII designation.

Strategic collaborations

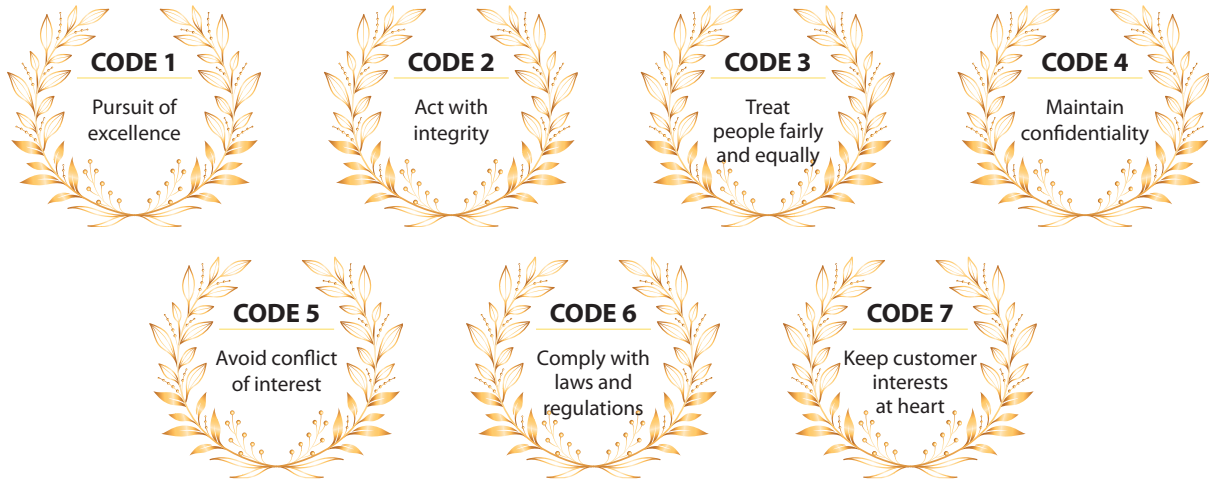
The Malaysian Insurance Institute (MII) and Heriot-Watt University Malaysia (HWUM) have successfully signed a Memorandum of Agreement (MoA) to strengthen and support academic and professional development in insurance.

Through this partnership, MII aims to provide members with opportunities to accelerate their professional development and give them an added edge of qualification for career growth. HWUM is offering 10 percent discount on published tuition fee to all active MII members including their spouses and children to join postgraduate programmes, undergraduate programmes and Foundation programmes offered at Heriot-Watt Malaysia Campus.

Code of Ethics & Conduct (COEC)

To ensure that MII membership are at par with the industry and leading professional bodies, MII has developed a Code of Ethics & Conduct (COEC) which is in line with industry best practices. Adherence to the code demonstrates our commitment to deliver professional excellence to the industry and is applicable to all individual members of MII (Fellows, Senior Associates, Associates, Certificate, Ordinary & Affiliates).

MII Members shall continuously uphold and abide by the following ethical principles that are vital to the achievement of a high standard of professionalism across the insurance industry:



MII's Continuous Professional Development (CPD) Framework

Making CPD a requirement for qualified members of professional bodies is an accepted general practice. However, to inculcate the habit of learning and developing professional competency amongst its members and for greater industry acceptance, MII plans to introduce the CPD requirement in a phased approach.

Phase 1 - Introductory	Phase 2 - Mandatory	Phase 3 - Mandatory
<ul style="list-style-type: none"> • Period: 2021-2023 • Minimum requirement 15 CPD points <ul style="list-style-type: none"> ➢ Minimum 10 CPD points must be obtained from formal activities. • Applicable to Fellows, Senior Associates & Associate members only. • Not mandatory. Non-compliance will not be subjected to disciplinary actions. • Participants will receive special benefits, digital badge and acknowledgement. • No CPD monitoring 	<ul style="list-style-type: none"> • Period: 2024-2025 • Minimum requirement 20 CPD points <ul style="list-style-type: none"> ➢ Minimum 15 CPD points must be obtained from Formal activities. ➢ Minimum 3 CPD points from formal activities preferably in ethics, risk management or compliance. • Applicable to Fellows, Senior Associates & Associate members only. • Mandatory, Non - compliance will be subject to disciplinary actions (downgrade, etc). • Members will receive digital badge and acknowledgement of compliance. • Random sampling for CPD monitoring. 	<ul style="list-style-type: none"> • Period: 2026 onwards. • Minimum requirement 30 CPD points <ul style="list-style-type: none"> ➢ Minimum 20 CPD points must be obtained from formal activities. ➢ Minimum 5 CPD points from formal activities preferably in ethics, risk management or compliance. • Applicable to Fellow, Senior Associate & Associate members only. • Mandatory, Non - compliance will be subject to disciplinary actions (downgrade, etc). • Members will receive digital badge and acknowledgement of compliance. • Random sampling for CPD monitoring.

Member and Industry Engagements

In 2021, a total of 102 activities were organized for members to learn, share, connect and engage.



61
Webinars



39
Trainings



2
Social Events

Statistics on Membership

26,242
Members in 2021

26,639
Members in 2020



8,515 Individual members

Fellows = 43
Senior Associates = 217
Associates = 158
Certificate = 86
Ordinary = 268
Affiliates = 7,743

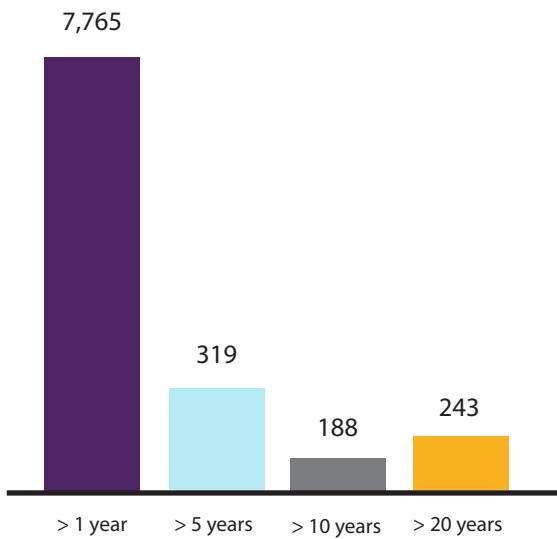


120 Institutional members
(with **17,607** staff members)

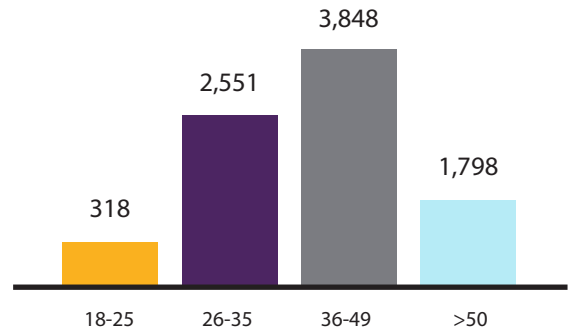
Life Insurers = 11
General Insurers = 21
Reinsurers = 6
Takaful Operators = 4
Brokers = 27
Adjusters = 23
Labuan FSA Approved Companies = 23
Others (Local) = 3
Others (Educational) = 1
Others (BNM Regulatee) = 0
Others (Non-BNM Regulatee) = 1

Individual Membership Demographics

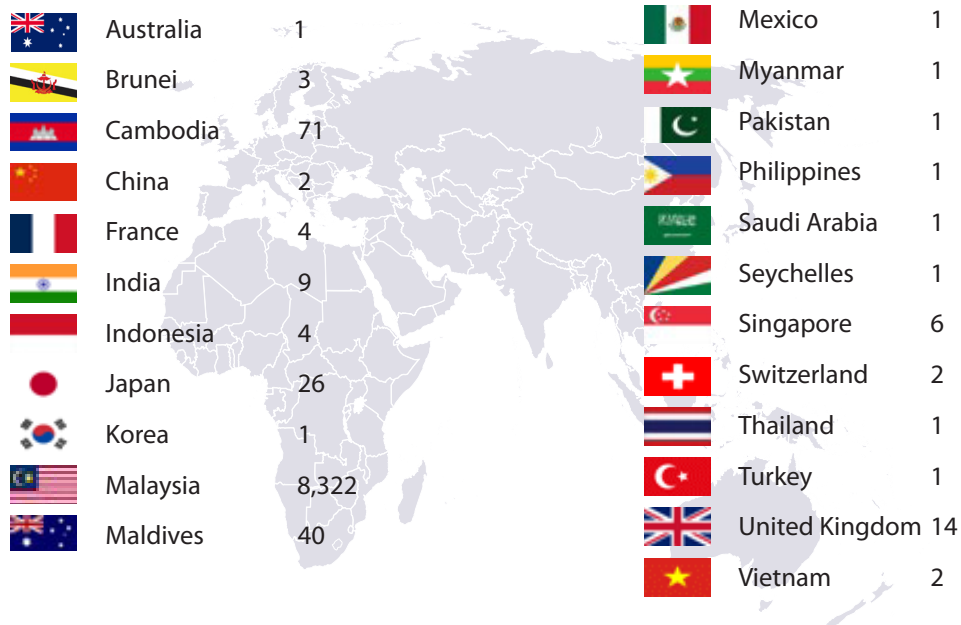
Membership Vintage



Age



Membership Reach by Country



Aligning Academics, Qualifications and Professionalism

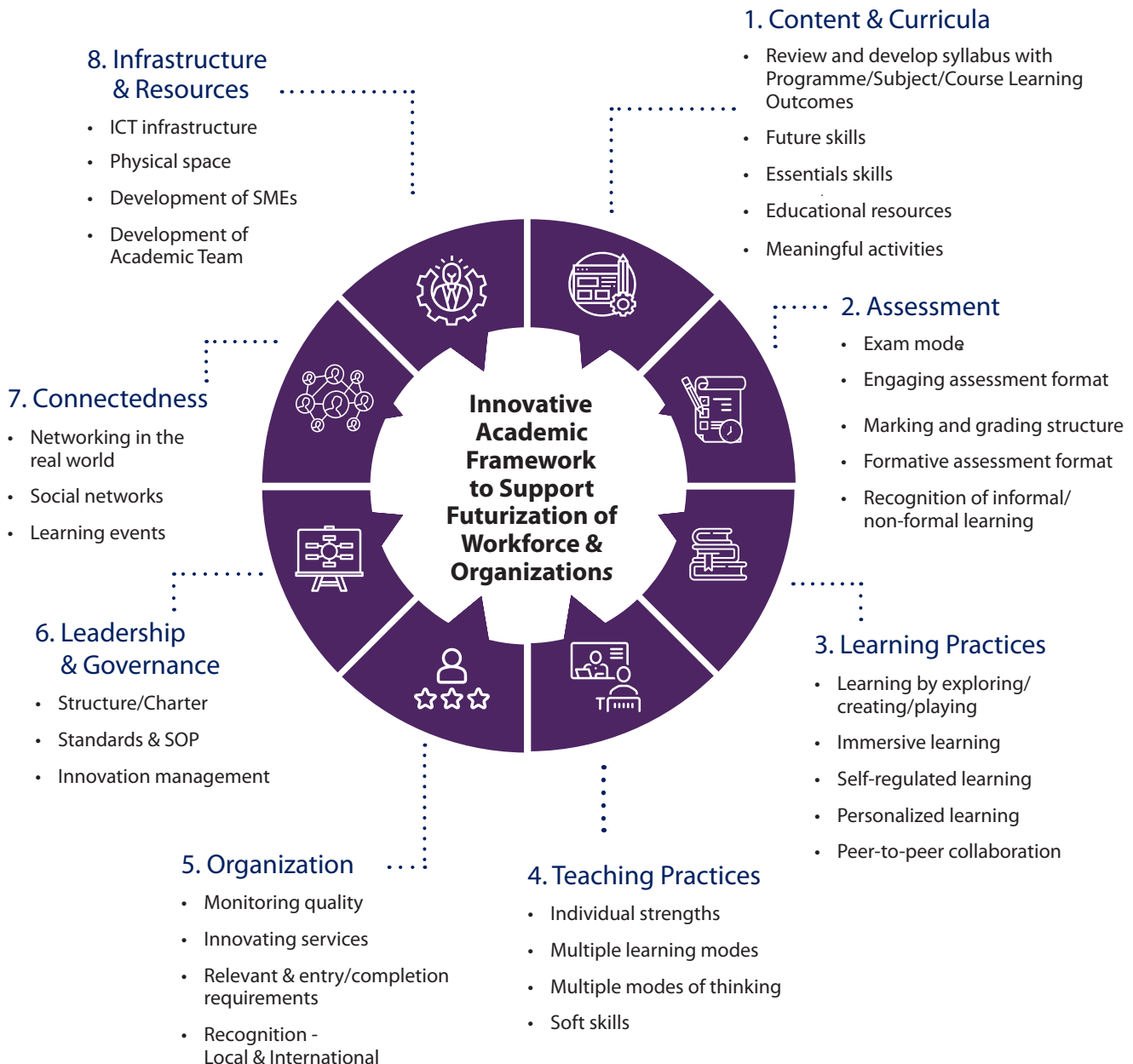
In closing the knowledge and skills gaps in the industry, MII believes that industry professionals should be given the opportunity to be professionally qualified and certified, to improve their competency level.

As our students progress in their learning journey with MII, we are committed to support and empower them with the necessary knowledge, resources and skills to better prepare them to face the unique challenges in the business environment, as a competent, skilled and experienced professional.

In line with our Transformation Plan, we launched the Academic Framework Review Project to enhance our professional programmes to be best in class and to meet the current and future needs of the industry.

The review has given MII the opportunity to redefine and align the scope of professional qualifications in terms of industry-relevance, clear value proposition, clear and defined levels/pathways, integration of micro learning and edutainment in the programmes, branding and stakeholder engagements, as well as clear differentiation between general and life professional qualifications programmes.

The Academic Framework Review Project's Strategic Priorities



Academic Framework Review (Phase 1) Report Summary

1. Trends observed in the Insurance Sector and its Learning and Development

There's never been an era where the world was more in need of a high-performing insurance industry. But to meet the moment and return to growth, insurers must rationalize and rethink their core strategies, from what products they offer, to how they operate, and to which markets they serve. Purpose and long-term value are the best lenses for this critical task. Purpose is a useful framework for insurers to increase their relevance in customers' lives and develop new solutions that align with changing needs. A clearly articulated and fully authentic purpose statement provides a strong strategic foundation in a time of uncertainty.

Beyond new protections against pandemics, climate change and cyber threats, purpose can inspire and inform strategies to address social concerns and equality, as well as retirement savings and protection gaps. Companies also need to ensure that the talent strategy is reflective of the purpose. They need to ensure that their investment in people is done with a long-term view, alongside preparing their staff for the 4 main types of future skills according to the World Economic Forum – problem solving, self management, working with people and technology use and development.

Therefore, the key trends observed in the insurance sector and their impact on talent include:

- Redefining and refining purpose in setting the strategic direction and aligning people strategy accordingly
- Transforming business to be more agile, digital and customer-centric and investing in upskilling/reskilling employees
- Recognising that niche products shine
- Recognising sustainability initiatives are essential

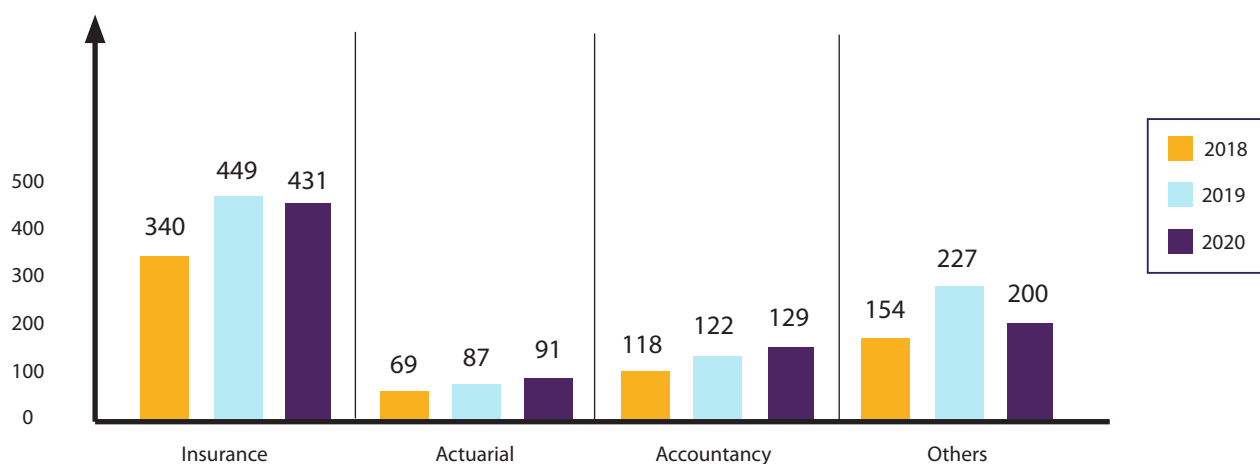
To address these key trends, the following are key highlights in the Insurance sector's learning and development:

- Aggressive employee reskilling and retraining
- Micro learning as the future learning
- Enhanced immersive technology
- The new L&D frontier: Edutainment

2. Professional Qualifications in the Insurance Industry

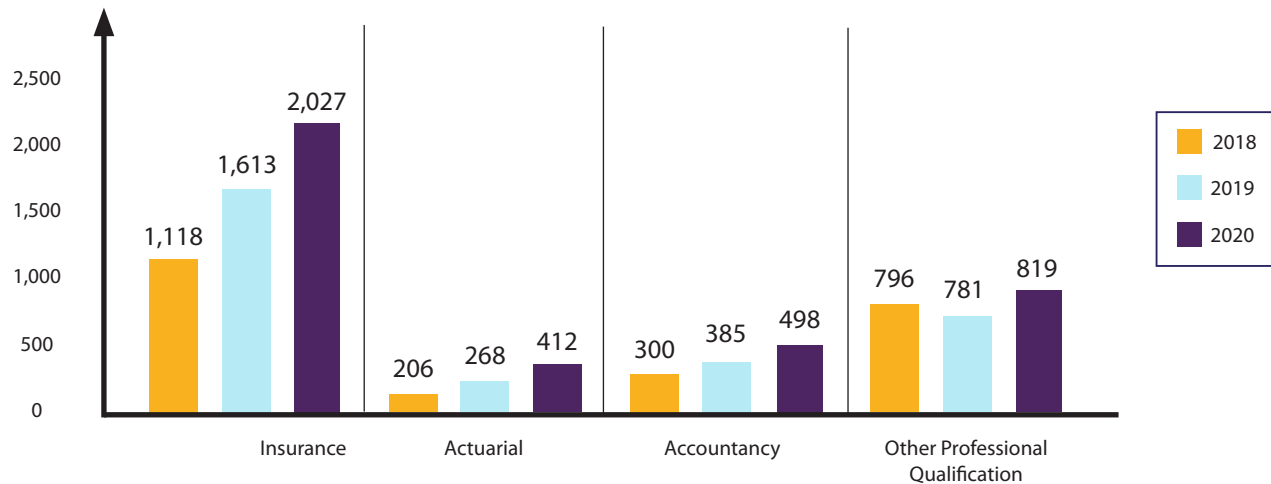
Based on industry information sourced from the regulator, it is noted that senior management in the insurance industry here with professional qualifications is quite prevalent, with almost 50% of Senior Management having professional qualifications (combination of Insurance and Non-Insurance qualifications). The percentage grew from 39% in 2018 to 49% in 2020 (note: only 25% have specific insurance qualifications).

Professional Qualifications - Senior Management Staff (by numbers)



The number of Supervisory & Technical staff in Insurance possessing professional qualifications is much lower and this offers a potential area for growth and upskilling. In 2020, 20% of supervisory staff and technical staff had some form of professional qualifications. Full details of the type of insurance qualifications and the awarding bodies are currently not available, however the gap is still huge.

Professional Qualifications – Supervisory/Technical Staff (by numbers)



Continuous efforts to raise the professionalism of the workforce through higher standards of professional programmes and qualifications for various career pathways in the industry are becoming increasingly important.

A competent and highly skilled workforce is critical for the financial system to function effectively and professional qualifications such as the Associateship of the MII is increasingly being perceived by Industry Leaders as a path to increase competence and professionalism in the industry.

Thus, there is an urgent need for people investment to be made to raise technical competence of industry professionals in order for the industry to progress.

In this regard, the MNRB Scholarship has made professional qualifications, namely, The Associateship of the Malaysian Insurance Institute (AMII) level 1 and The Associateship of the Malaysian Insurance Institute (AMII) level 2 more accessible, which in turn, has helped to elevate the level of technical competence and professional standards of industry staff.

The MNRB Scholarship Fund is a fund established by MNRB Holdings Berhad, a company, not only listed on the main board of Bursa Malaysia, but which is also a subsidiary of Permodalan Nasional Berhad (PNB). In collaboration with the Malaysian Insurance Institute (MII), the company is subsidizing the fees of eligible staff who wish to undertake MII professional qualification programmes. Staff of insurance companies in Malaysia, including brokers, adjusters and insurance associations, are all eligible.

The scholarship covers 50% of programme fees which includes tuition fee or exemption fee (if exemption application is approved), examination fee and study text; full fee of a one-time student registration fee; full fee of a one-time MII membership joining fee; and full MII annual membership fee. The remaining 50% of the programme fee is borne by the student or the employer.

Over the last ten years, the highest number of scholarship applications was received in 2021 with 72 applications while the scholarship allocation was only for 40 students.

These are encouraging signs of increasing demand for professional qualifications, which should be supported. They highlight the importance of not only access to funding, but the MNRB Scholarship Fund as well.

Thus far, the MNRB Scholarship has sponsored ten batches of DMII/AMII Level 1 where a total of 70 students graduated, and AMII/AMII Level 2, where a total of 101 students graduated respectively, from 2007 to 2021.

3. Key Findings

A high-level review was undertaken to identify the current state and areas for improvement. The review focused on five key areas; Content and Curriculum, Assessment, Learning Practices and Teaching Practices.

Information was gathered via focus group discussions, surveys, research, benchmarking and interviews with MII staff and Management, subject matter experts, CEOs, senior leaders and HR Leaders in the industry as well feedback from peer institutes.

The key findings and recommendations were based on the 4 main areas:

Content	Branding/Business Development	Mode of Learning	Assessment
Incorporating digital/soft skills in AMII	On boarding / Promotional Videos	Increase use of leading delivery methods	Case Study/ Scenario Based for AMII
AMII Lite - Professional Certification that can be fast tracked/ completed in a shorter period of time	Testimonials	Diversify the SME pool (Local & International Trainers)	Assessment Attempts
Role based Pathways/ Underwriting/Claims/ Broking/Customer Operations	Case Studies / Success Stories	Virtual Skills/Digital Pedagogy Skills for Trainers	Support and guidance on enhancing students' ability to learn, apply knowledge and succeed in exams
Content Review	Redesign/Revamp Website	eLearning access for all AMII students	Timeline/frequency of Assessments
Certification Courses for Sales in insurance	High TVET/ Collaboration with universities	Guidance and Counselling for Subject Selection	
Digital Technology Courses for Agency Workforce	Targeted action for converting CMII participants to AMII		
Supporting recommendations			
Clear differentiation between General & Life Professional Qualifications	Recognition of Prior Experiential Learning	Structured Industry Engagement - across functions	

4. Quickwins From Academic Framework Review (Phase 1)

In order for the industry to have a future ready workforce, our content and products need to evolve. This includes ensuring our programmes not only focus on knowledge of technical skills but also future or essential skills such as creative thinking, analytical thinking, agility, active learning, complex problem solving, leadership skills, data analytics, technology savvy and other relevant business management skills

In June 2021, we enhanced our professional programmes to give access to these future and essential skills as a value-added feature of the Fellowship as well as Associateship programmes.

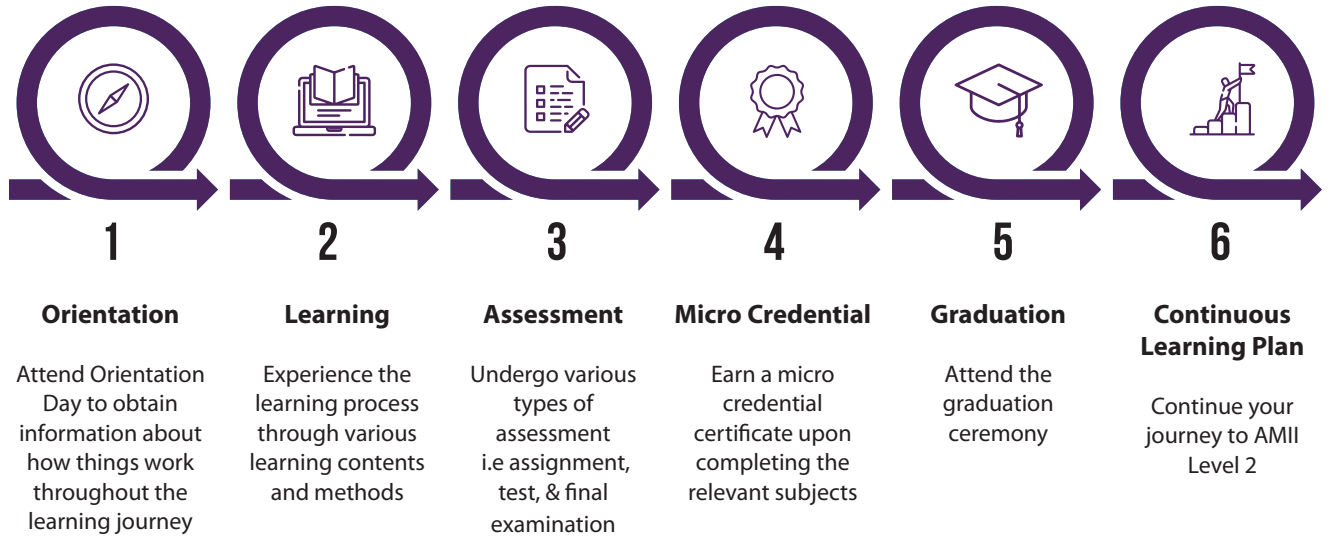
Students have access to these new features of the programme via access to NECOLE, an AI-based learning experience platform with guided learning modules on leadership and technology and data related topics. MII Fellows have the access to 12 modules of the senior leadership development e-programme and 15 modules of the technology awareness e-programmes. MII Associates have access to 13 modules of the personal leadership programmes and 14 modules of the technology awareness programmes.

In addition, these students are also onboarded to the Skills Hub platform to assess their data and digital skills and a learning pathway will be crafted based on the students' career goals.

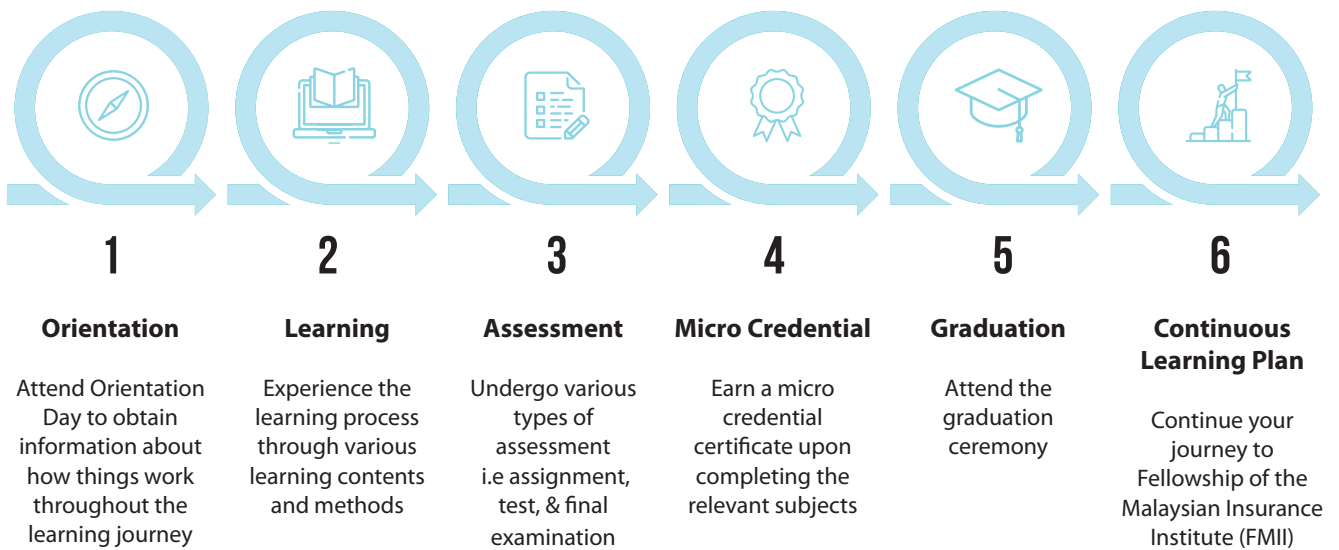
a. Academic Learning Journey

At MII, we continuously look for ways to enhance the learner journey and experience with MII qualifications and certifications programmes. As part of the rigorous Academic Framework Review exercise conducted in 2021, we are pleased to provide a new, clear, and simplified pathway for our qualifications and certifications programmes which include easy understanding of progression and outcome at each milestone in the pathway. A significant change to our academic pathway is the introduction of various Micro Credentials attainable throughout the academic journey.

AMII Level 1 Learning Journey



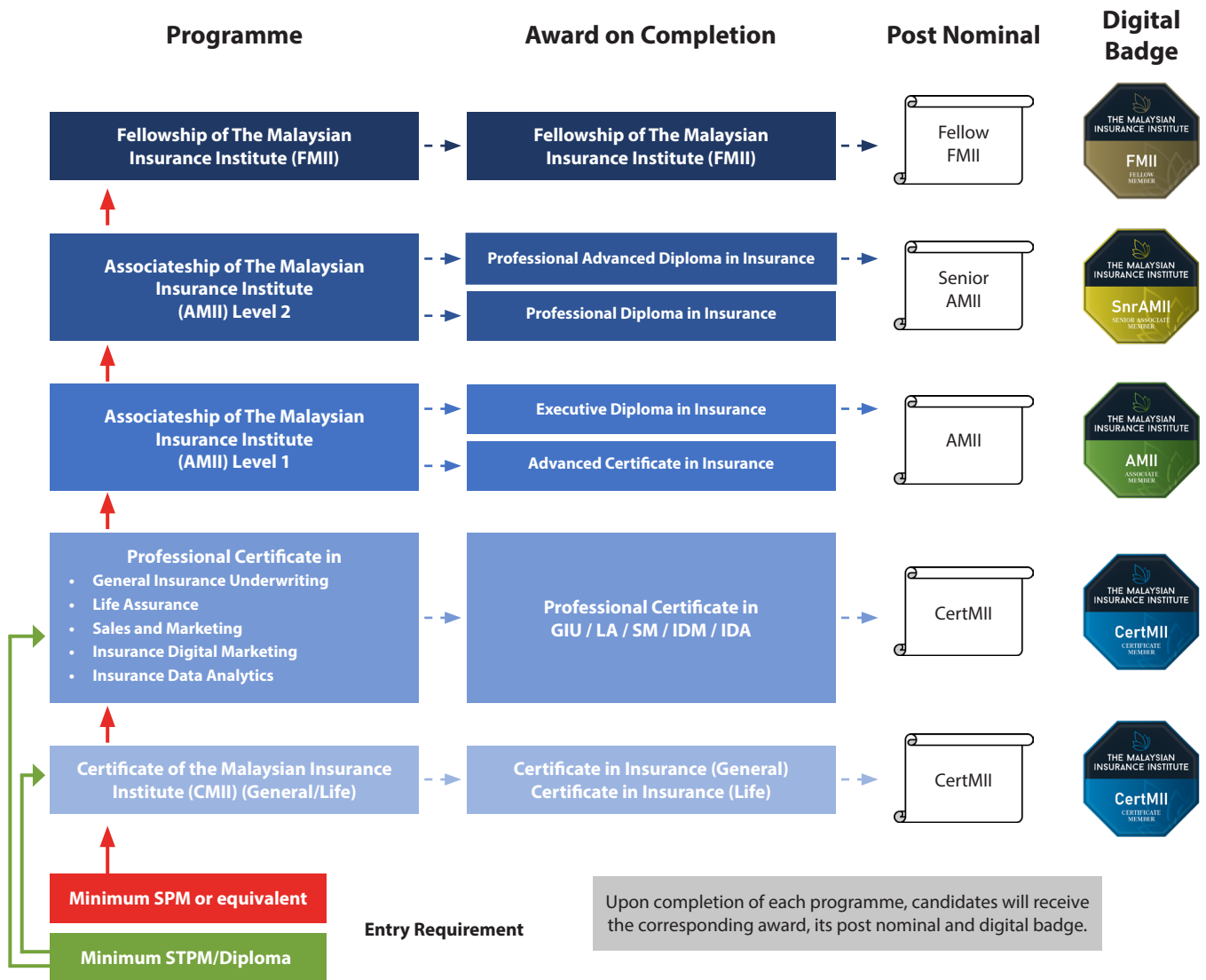
AMII Level 2 Learning Journey



b. The Simplified Pathway – Micro Credentials in the Academic Journey

Professional qualifications are increasingly being perceived by Industry Leaders as the pathway to promote competence and professionalism in the industry. With a simpler pathway and short-term certifications available throughout the progression, learners can gain multiple recognition when they acquire specialized knowledge or skill set at every level of the pathway. This is a significant benefit for learners as it motivates continuous learning to complete a qualification programme.

MII Qualifications Pathway with Micro Credentials



The benefits of micro credentials to our students throughout their learning journey in MII:

- **Route to industry professionalism**
Offer a way for professionals to acquire and demonstrate new skills and knowledge.
- **Goal accomplishments made possible**
Encourage learners to keep pursuing their professional goals, and give them a sense of accomplishment along the way.

- **Focused curriculum that aligns with the needs of the industry**
Promote specific and relevant knowledge in the quickest way possible, and employees get to acquire and demonstrate mastery of practical and applicable skills.
- **Multiple accomplishments in a single programme**
Employees can develop a portfolio of marketable skills by acquiring micro credentials while completing their qualifications/certification programme.
- **Allow employees to personalise their learning**
Learners can select short-form micro credentials tailored to their career goals and responsibilities. This will help them be better prepared to upskill or reskill in the future.
- **Act as a bridge to complement long term programmes**
Aid learner retention, keeping learners motivated and engaged on their way to completing a programme.
- **Increased value through enhanced learning journey and experience**
Better learning experience help boost and complement learners' excellence in their roles in the industry.
- **Learn more through collaborative and social learning**
Internationally recognised digital learning platforms for students to collaborate, discuss and share knowledge with the largest professional insurance fraternity in Asia.
- **Leveraging on the power of digital**
Various modes of learning are offered to create a richer experience, and to suit individual preferences and learning pace in this new hybrid working environment.
- **Focused and customizable learning**
Learners can choose from a wide range of relevant and essential knowledge and skills required for them to better perform in their roles. Valuable time spent will be worthwhile.
- **Get the best of both worlds**
Access to personalised non-insurance e-content to meet learners' varied interests such as leadership development, and technology awareness modules through MII Students' Portal.

Academic Performance

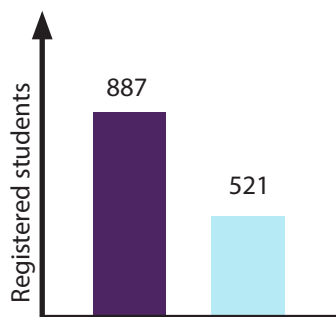
MII professional programmes are exclusively tailored to the needs of the insurance business in General Insurance, Life Insurance, Reinsurance, Takaful, Broking and Loss Adjusting. In 2021, MII saw an increase in the overall number of registrations. The increase was largely due to the pandemic induced shift of business focus and strategy across the industry. All industry players navigating the crisis had a deep appreciation for the need to continuously develop professionally, in terms of reskilling and upskilling of core competencies of industry professionals

2,272
Registered students in 2021

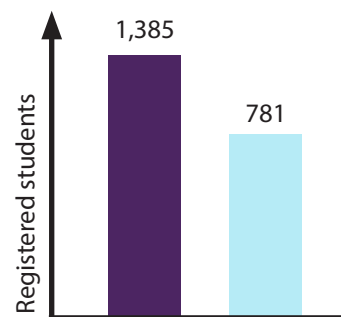
1,302
Registered students in 2020

74% ↑

Professional Qualifications

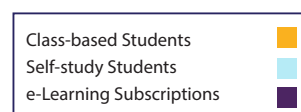
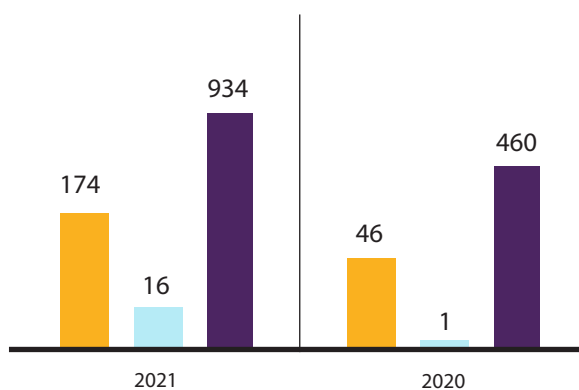


Professional Certifications



Breakdown by Programme

Certification of The Malaysian Insurance Institute (CMII)

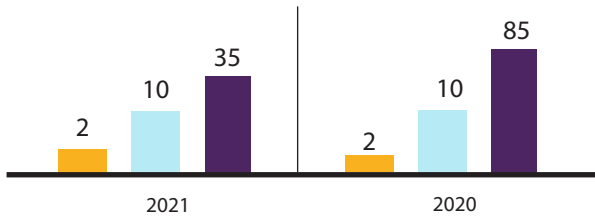


Overall = 1,124

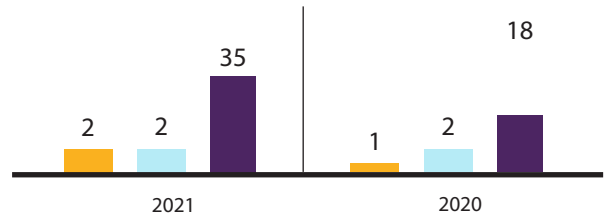
Overall = 507

Breakdown by Programme

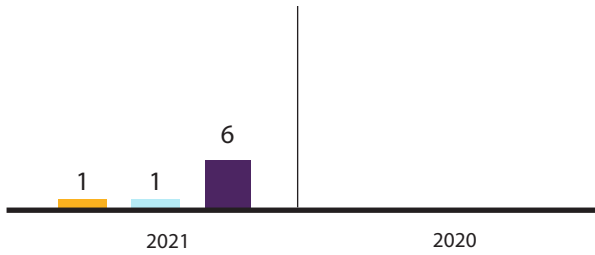
Professional Certificate in General Insurance Underwriting (PCGIU)



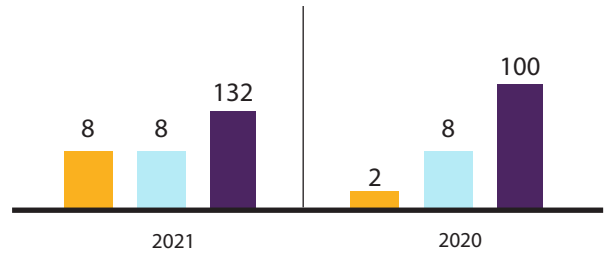
The Professional Certificate in General Insurance (PCGI)



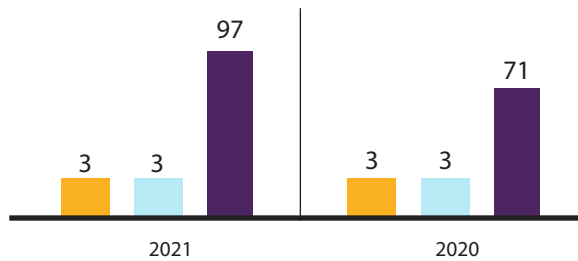
The Professional Certificate in General Insurance for Business Development Executives (PCGIB)



Basic Certificate Course in Insurance and Loss Adjusting (BCCILA)



Basic Certificate Course in Insurance and Takaful Broking (BCCITB)



Number of Classes ■ Number of Subjects ■ Number of Students ■

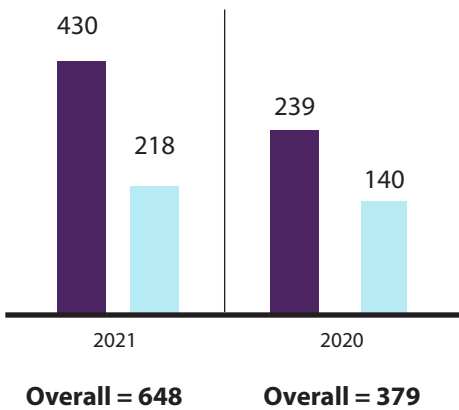
Academic Performance: Professional Qualifications Programmes

Associate of The Malaysian Insurance Institute (AMII) Level 1 and AMII Level 2

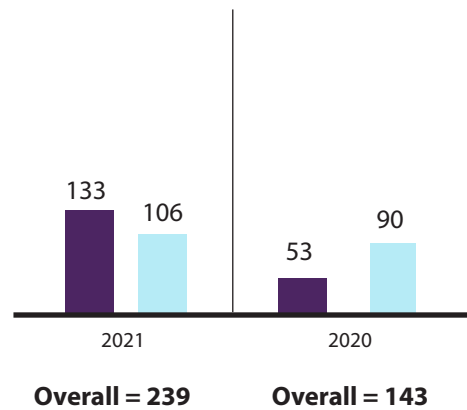
AMII, MII’s flagship programme, continues to be the preferred professional qualification amongst industry professionals. With the support of additional tools and systems to enhance the learning experience, students have started to move away from traditional learning. In order for the industry to have a future ready workforce, the AMII programme has been enhanced to ensure it not only focuses on technical skills but also on future or essential skills such as creative thinking, analytical thinking, agility, active learning, complex problem solving, leadership skills, data analytics, being technology savvy and other relevant business management skills. With this, AMII graduates are better prepared for IR 4.0 and Insurance 3.0.

Breakdown by Mode of Study

Associateship of The Malaysian Insurance Institute (AMII) Level 1



Associateship of The Malaysian Insurance Institute (AMII) Level 2



Virtual Class-based Students ■ Self-study Students ■

Breakdown by Student Category

648

AMII Level 1 for 2021



Local

2021 = 606
2020 = 364



International

2021 = 42
2020 = 15

239

AMII Level 2 for 2021



Local

2021 = 223
2020 = 142



International

2021 = 16
2020 = 0

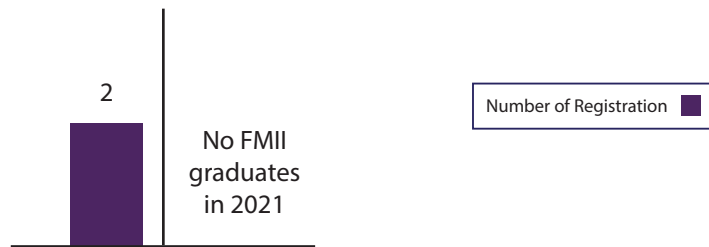
Academic Performance: Professional Qualifications Programmes

Fellowship of The Malaysian Insurance Institute (FMII)

The Fellowship of the Malaysian Insurance Institute (FMII) is the highest level of insurance qualifications in the MII qualifications framework. It is the culmination of a structured learning programme undertaken after completion of the Associateship (Associate of the Malaysian Insurance Institute (AMII) / Associateship of the Chartered Insurance Institute (ACII), UK) programme.

The MII Fellowship programme is designed to assist insurance practitioners across all sectors of the Insurance and Takaful industry to enhance their career prospects while charting their personal and professional development plans in the course of their employment. This insurance qualification provides a competitive advantage to employers who will have access to highly skilled personnel.

FMII Qualifications Route Performance



*As the programme duration is 5 years, there is no completion update for 2021 registrations.

Examinations Performance

In 2021, MII saw an increase in the total number of examinations conducted. This was made possible through the MII virtual examination platform.

MIl computer based examinations were conducted either virtually or at our 16 exam centres throughout Malaysia. Candidates were both local and international, including those from Maldives and Cambodia. All MII examinations, in person or virtual, were invigilated by professional invigilators.

57,959

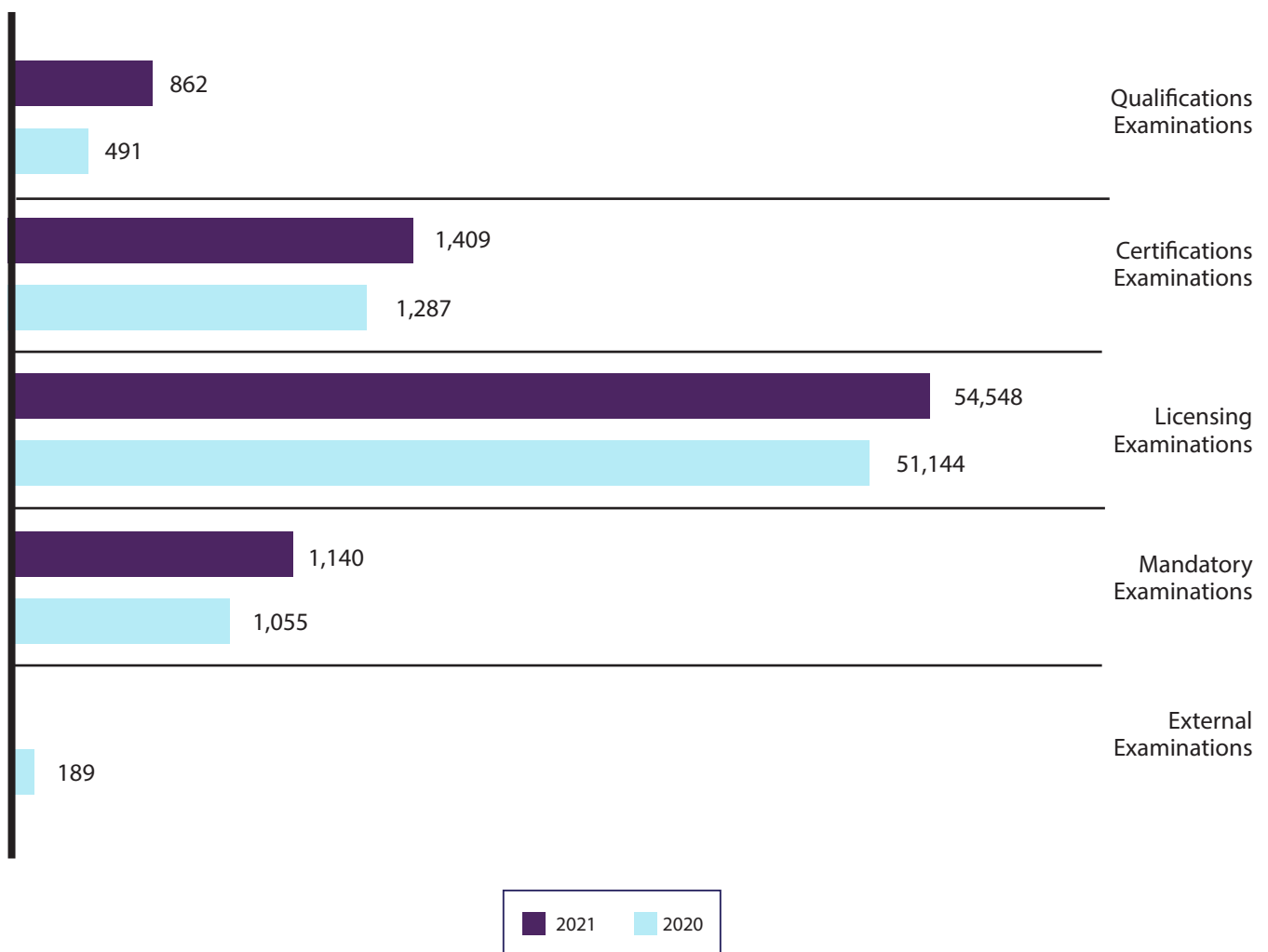
Examination Candidates in 2021

7% ↑

54,146

Examination Candidates 2020

Breakdown by Type of Examination



Professional Qualification Examinations and Professional Certifications Examinations

MII continued to conduct Professional Qualification examinations namely AMII Level 1 and AMII Level 2 and the Professional Certifications examinations namely CMII (General), CMII (Life), PCGIU, PCGI and PCGIB throughout 2021.

There was a 22% increase in candidates taking the examinations from 1,778 candidates in 2020 to 2,171 candidates in 2021 despite the restrictions and movement control order (MCO) imposed by the government.

Candidates Taking Qualifications and Certifications Examination

2,271

Candidates in 2021

Professional Qualification - 862
Professional Certifications - 1,409

27% ↑

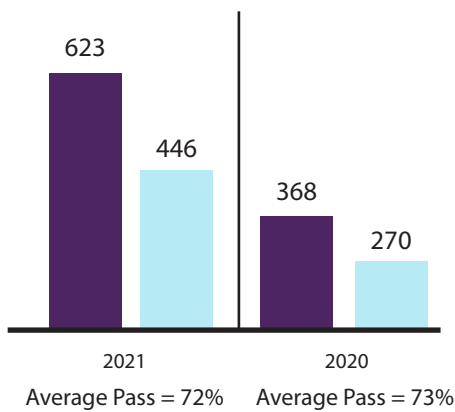
1,778

Candidates in 2020

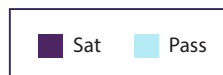
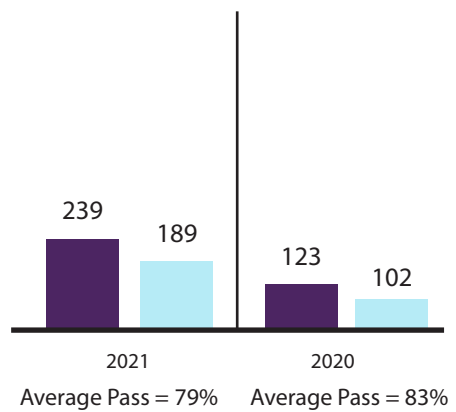
Professional Qualification - 491
Professional Certifications - 1,287

Performance of Professional Qualification Students

AMII Level 1 Examinations

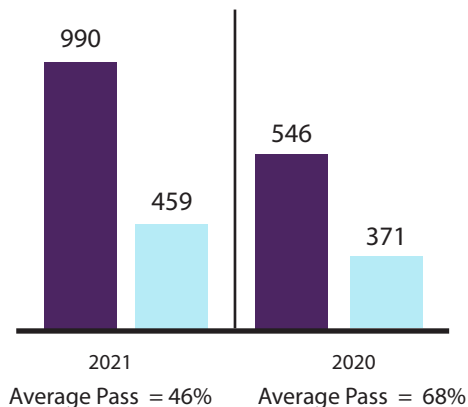


AMII Level 2 Examinations

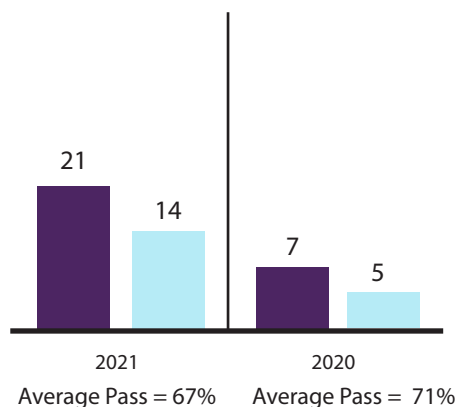


Performance of Professional Certification Students

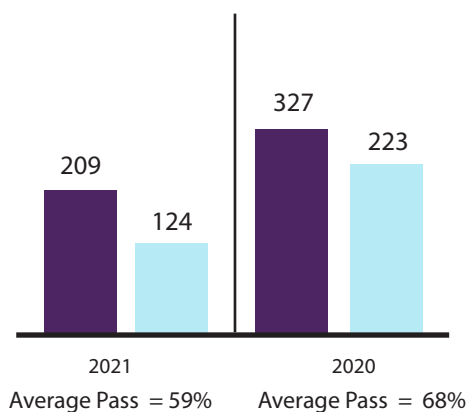
Certification of The Malaysian Insurance Institute (CMI) General Insurance



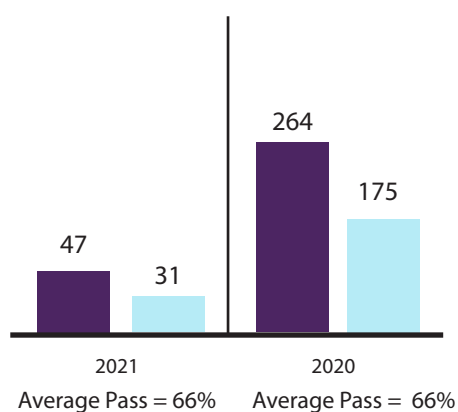
Certification of The Malaysian Insurance Institute (CMI) Life Insurance



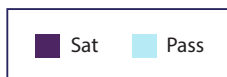
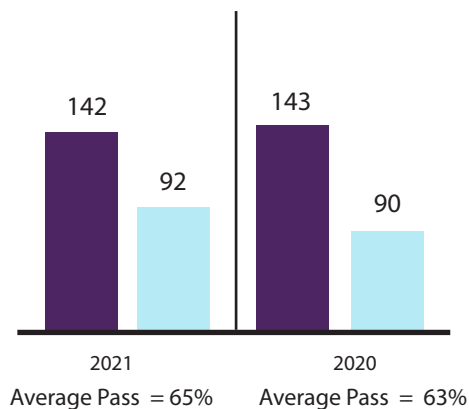
Professional Certificate in General Insurance Underwriting (PCGIU)



Professional Certificate for General Insurance (PCGI)



Professional Certificate for General Insurance Agents For Business Development Executive (PCGIB)



Examinations Performance

In 2021, we saw an increase of 7% in the total number of candidates taking the examinations, from 52,199 candidates in 2020 to 55,682 candidates in 2021.

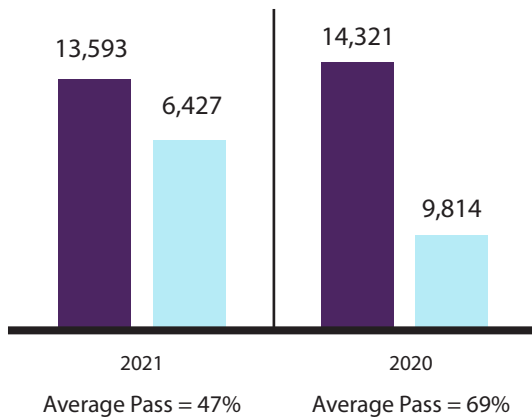
The increase was mainly from the number of candidates who sat for the Pre-Contract Examination Life Insurance and Investment Linked (PCIL), Basic Agency Management Course (BAMC), Basic Certificate Course in Insurance Loss Adjusting (BCCILA) and Basic Certificate Course in Insurance and Takaful Broking (BCCITB) examination.

Candidates Taking Licensing and Mandatory Examinations

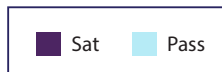
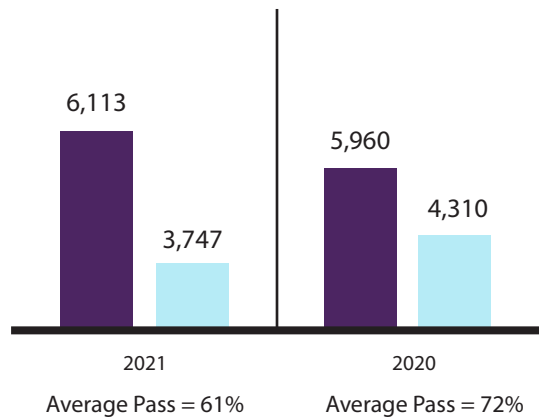


Licensing and Mandatory Examinations Candidate Performance

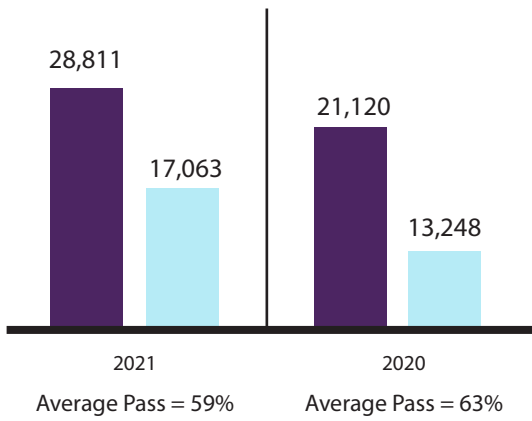
Pre-Contract Examination in Life Insurance



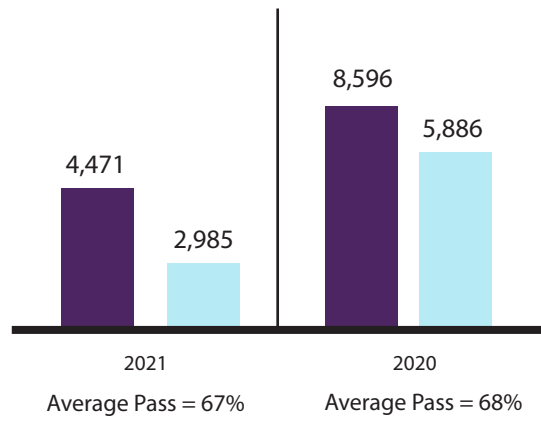
Pre-Contract Examination in General Insurance



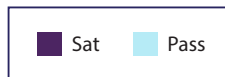
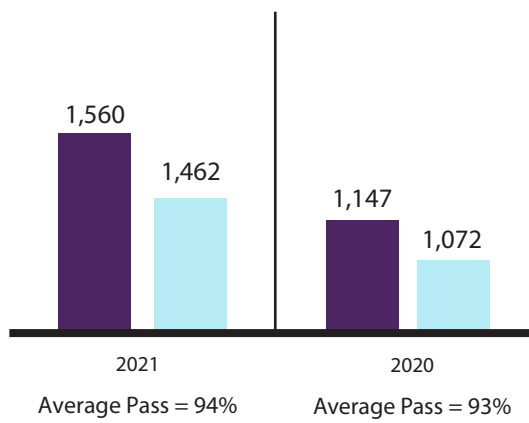
Pre-Contract Examination Life Insurance and Investment Linked



Certificate Examination in Investment Linked Life Insurance

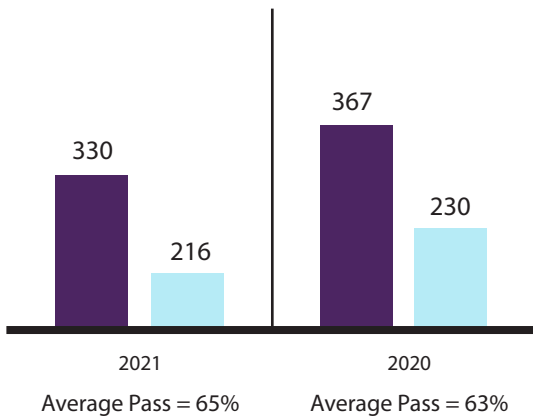


Basic Agency Management Course (BAMC) Examination

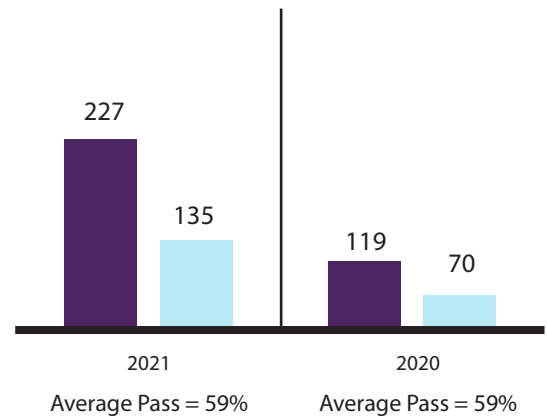


Candidates Taking Mandatory Examinations

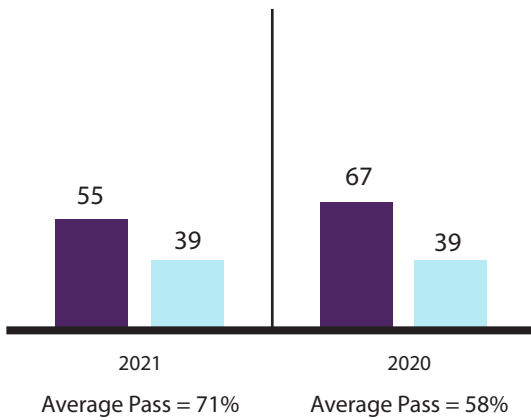
Registered Financial Planners (RFP) Examination



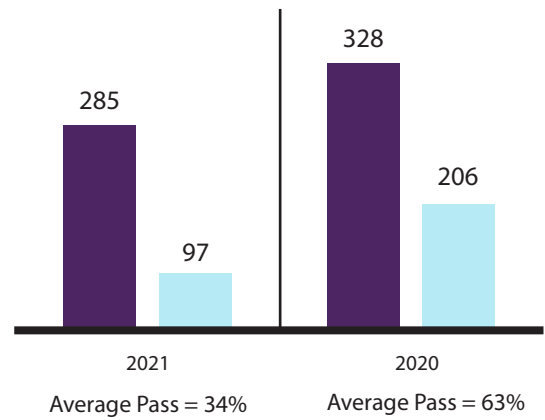
Registered Financial Planners (RFP) Capstone Examination



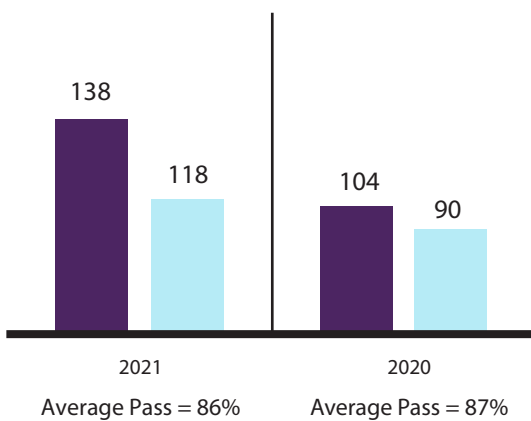
Shariah Registered Financial Planners (Shariah RFP) Examination



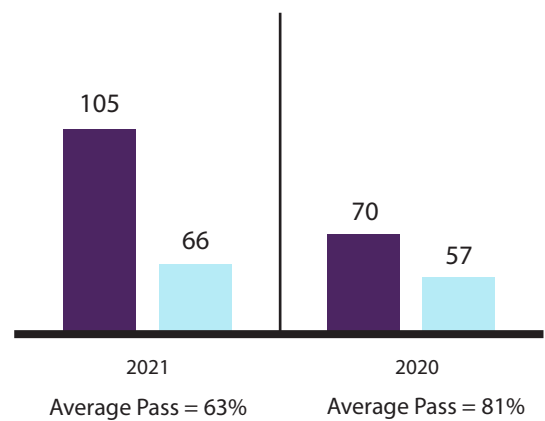
Shariah Registered Financial Planners (Shariah RFP) Capstone Examination



Basic Certificate Course in Insurance Loss Adjusting (BCCILA) Examination



Basic Certificate Course in Insurance and Takaful Broking (BCCITB) Examination



Learning & Development Initiatives

Training and Development for a Future-ready Industry

MII's role in training and development is to support the talent development initiatives of the insurance industry. MII training programmes focus on technical, non-technical, professional or specialised subjects, as well as non-insurance specific subjects that are not commonly addressed at the company level. These programmes are designed to build the skills, knowledge and competencies of industry members ranging from staff of general and life insurance companies, brokers, loss adjusters, insurance agents, financial planners, risk managers and many others.

We believe that structured training and development programmes ensure employees have a consistent experience when it comes to learning about insurance products, processes, policies, and procedures that make up the insurance business. This ultimately impacts the customers' experience and business outcomes. Our aim in training and development is to ensure participants can upskill, reskill and be updated of latest best practices and developments to carry out their role effectively and progress professionally.

3,298

Number of Participants in 2021

89% ↑

1,749

Number of Participants in 2020

Breakdown of Training and Development Participants by Category



3,250

Local



48

International

Breakdown of Participants by Type of Training



Training for General Insurance



Training for Life Insurance



Public Courses

Participants from various companies attend the same programme scheduled in the training centre



Inhouse Training

Only participants from a particular company or organization will attend the programme



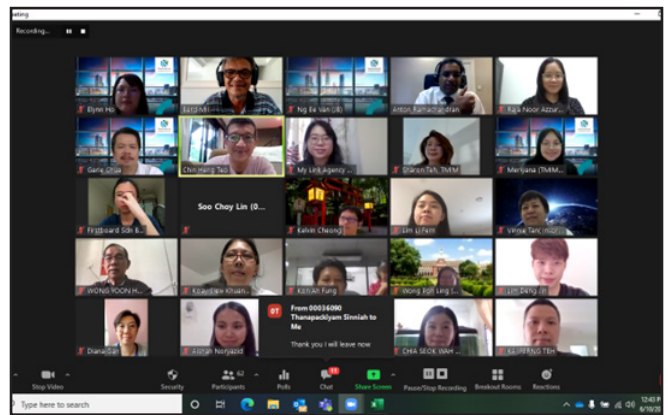
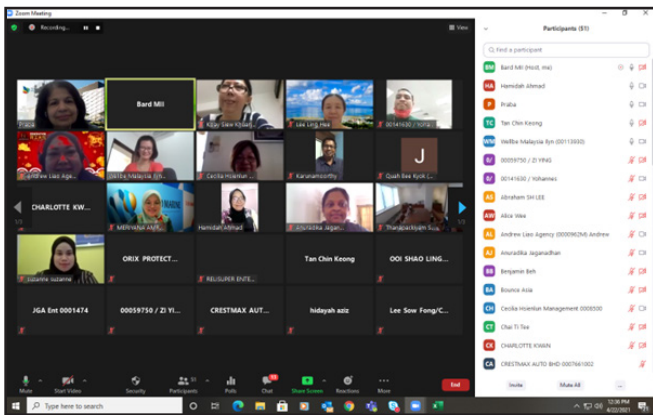
Technical Courses

Insurance-specific skills and competencies designed for insurance professionals



Non-Technical Courses

Subjects other than insurance-related, which will make the insurance professional well-rounded



Training and Development for General Insurance

General insurance training comprises Technical Training Courses and Premier Series / Special Courses. The training courses are offered in 3 levels, targeting participants ranging from new entrants to management staff and agents. In meeting the different and specific needs and requirements of individual companies in developing their staff competencies, MII training programmes can be customised as inhouse training. This option allows companies to co-create the content with MII, based on their business priorities and to select the trainer and training venue of the company's choice.

General Insurance Training



Breakdown of Participants of General insurance Training Courses by Category



3,154

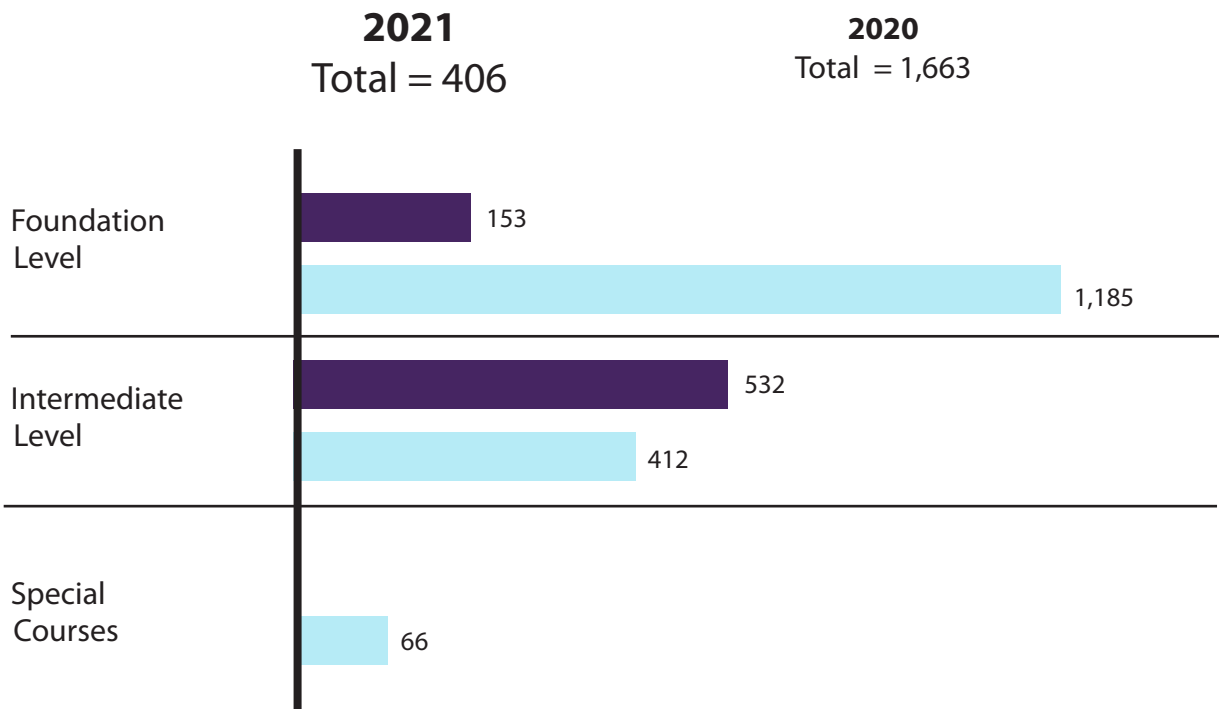
Local



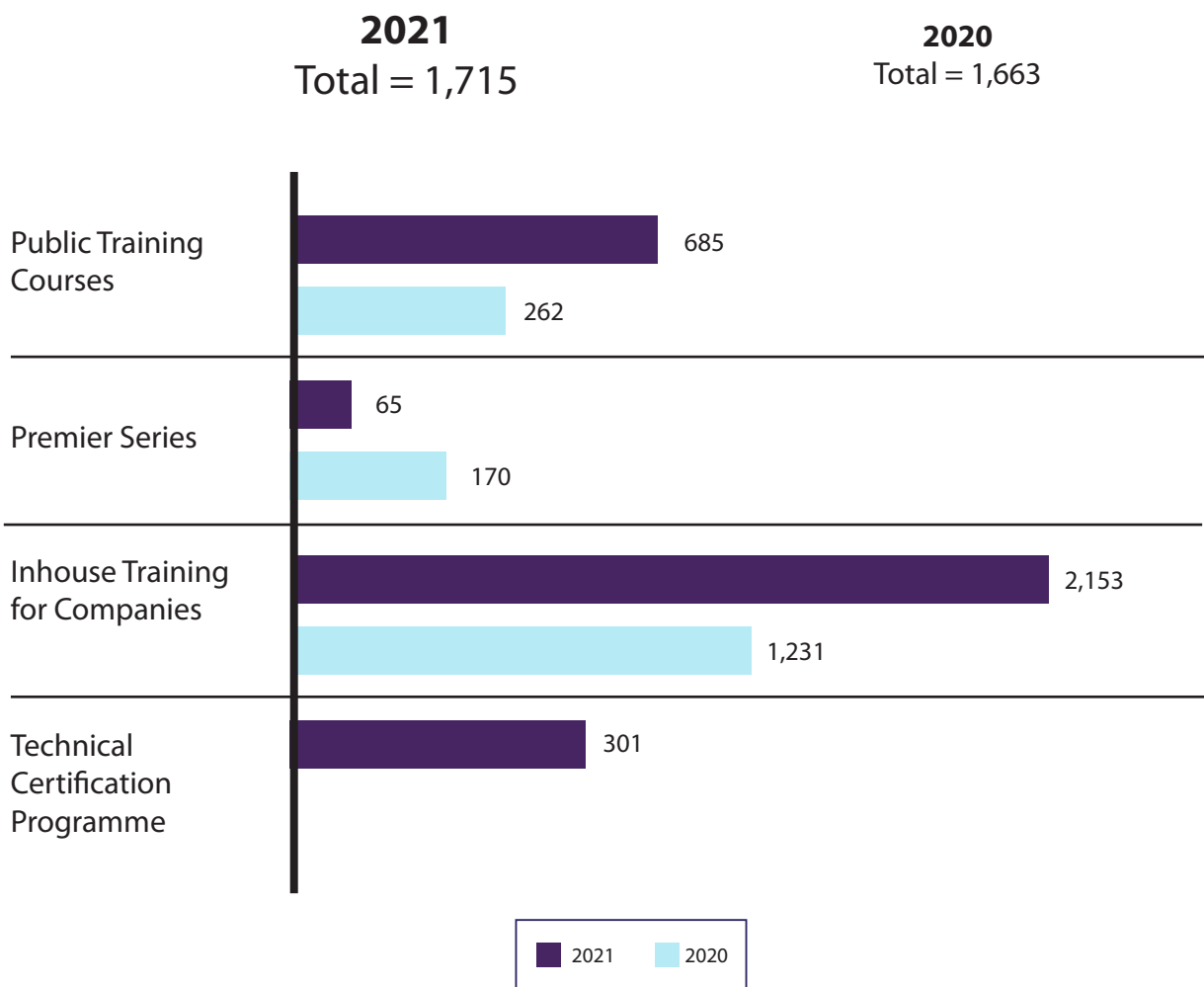
48

International

Breakdown of Participants by Course Level



Breakdown of Participants in Short Training Courses



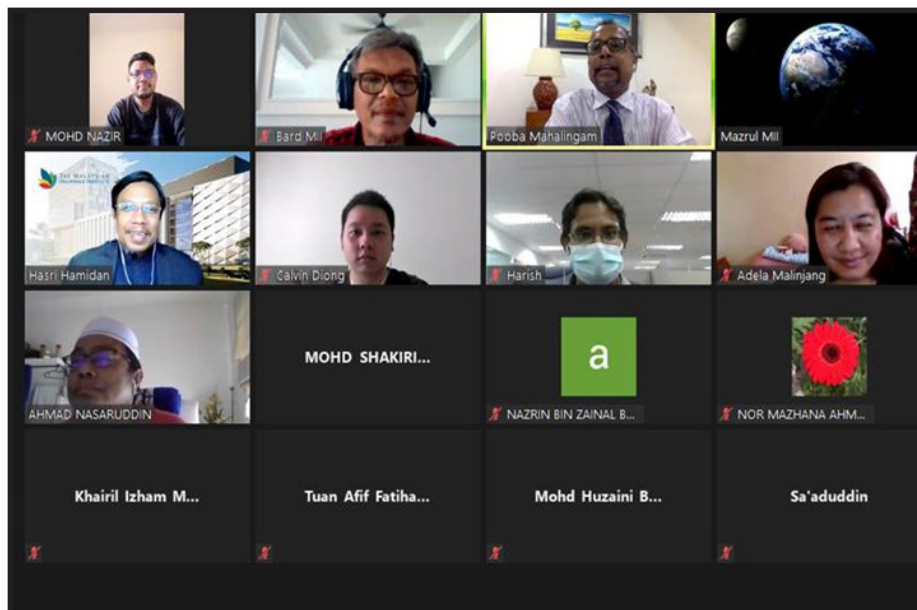
Premier Series

The Premier Series experienced a hard hit in 2021. Known to constitute hands-on workshop-style activities, programmes such as this are most effective when conducted in person. However, MII continued to offer premier programmes virtually and converted hands-on activities to online group engagement activities.

Participants for Premier Series

2021
Total = 65

2020
Total = 170



Premier: Risk and Insurance Relating To Tunnel And Foundation Engineering (RITE) 2-3 June 2021



Training and Development for Life Insurance

Compared to MII’s general insurance training sessions, life insurance training sessions did not see much change in 2021. However, we saw a slight increase in the number of life insurance training sessions conducted.

In 2021, MII training sessions were conducted virtually via MII’s Virtual Instructor-Led Trainings (VILTs).

Participation for Life Insurance Training Courses

2021

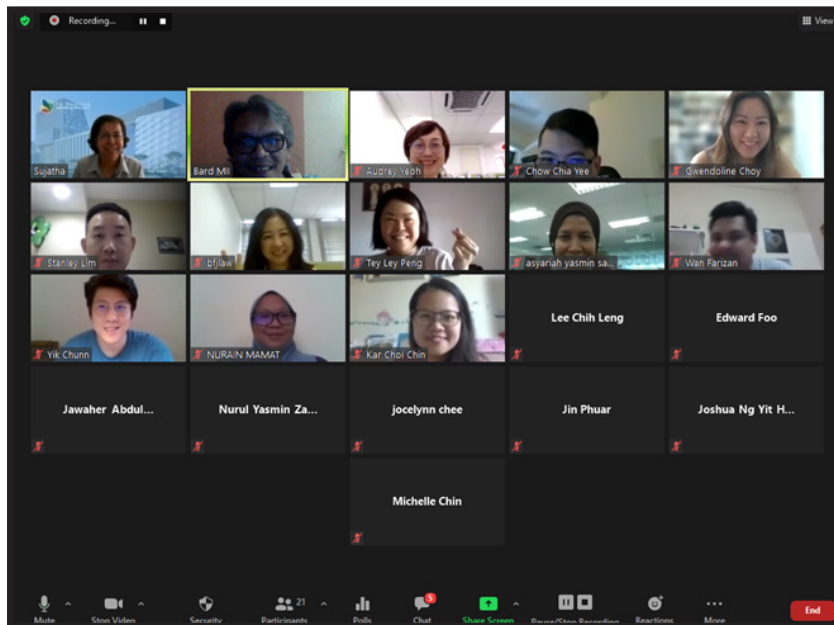
Total Sessions = 7

Total Participants = 94

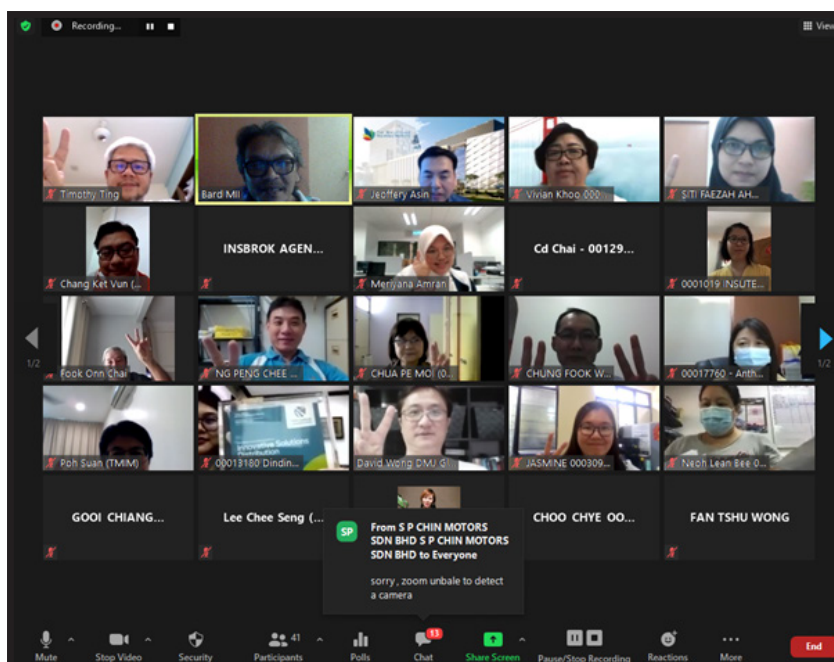
2020

Total Sessions = 5

Total Participants = 86



Expanding Personal Lines Business & Commercial Lines Through Cross Selling
9-10 March 2021



Insurance Account Management - SME's Business Retention, Renewal & Cross Selling
23-24 March 2021

#LearningNeverStops Webinar Series

The MII Webinar Series is a constant learning channel for industry professionals, delivering latest and essential tools as well as enhancing their skills and knowledge. It also aims to encourage professionals in the business to develop themselves and actively pursue their own growth. MII curates a collection of key themes for the benefit of the industry in partnership with diverse industry professionals and partners.

In 2021, MII hosted 40 webinars on technical skills, essential skills, leadership, digital transformation, and other pertinent topics. MII webinars are mostly conducted in partnership or in collaboration with other industry experts, locally and internationally.

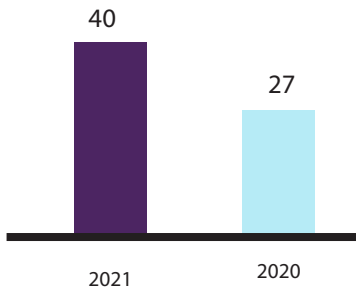
Participants at the #LearningNeverStops Webinar Series

5,041
2021

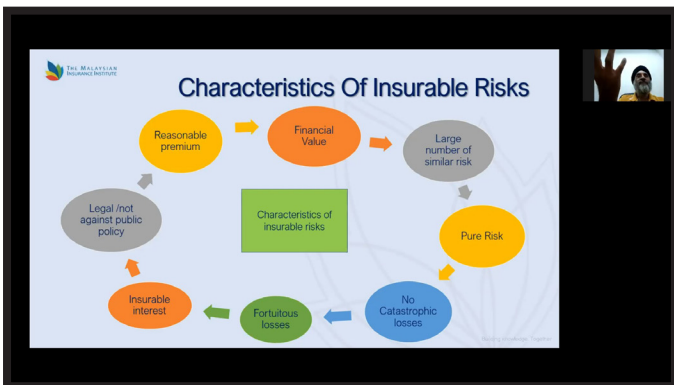
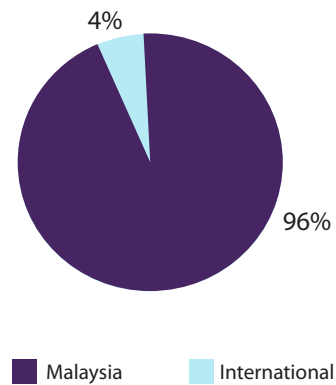
122% ↑

2,271
2020

Webinars Hosted by MII



Breakdown of Webinar Participants based on Location



Yong Wee Loon
Chief Executive Officer, Property & Casualty, Asia
Charles Taylor Adjusting

Matthew John Lim
MCrim., BComm., Cert III (Inv)
Practice Lead - Business Interruption & Financial Lines
Charles Taylor Adjusting

Advanced Business Interruption (BI) - Case Study on Third Party BI Loss Arising from a Solar Generating Plant

25 November 2021
4.00 p.m. - 5.00 p.m. (MY/SG Time)

Broadcasting via

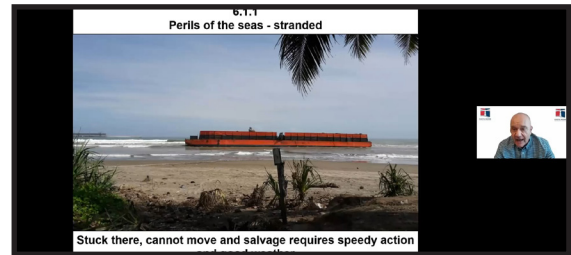
#LearningNeverStops Webinar Series

Top 10 Most Popular Webinars

- Event:** Virtual Selling - Worldwide COVID-19 Virus Changed Sales Process
Date: 7 May 2021, Friday
Speakers: Bill McDermott and John Lensi from Global Performance Solutions
Number of Participants: 397 participants



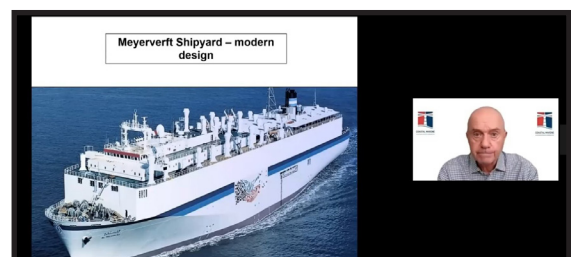
- Event:** Understanding and Insuring Marine Vessels Part 1 - Claims and How They Apply
Date: 2 August 2021, Monday
Speaker: Mark Stevens
Number of Participants: 311 participants



- Event:** Understanding and Insuring Marine Vessels Part 2 - Dredgers Plus Vessel Classification, Survey and Seaworthiness - The Issues
Date: 15 October 2021, Friday
Speaker: Mark Stevens
Number of Participants: 240 participants



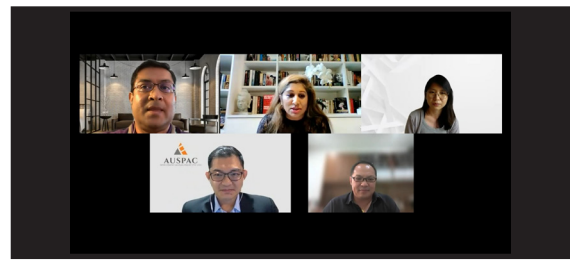
- Event:** Understanding and Insuring Marine Vessels Part 2 - Livestock Carriers and The Importance of Understanding How an Insurance Policy Operates
Date: 2 November 2021, Tuesday
Speaker: Mark Stevens
Number of Participants: 225 participants



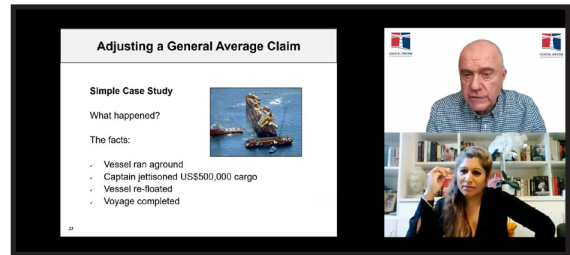
- Event:** Understanding and Insuring Marine Vessels Part 1 - Shipbuilder's & Repairer's Risks
Date: 29 June 2021, Tuesday
Speaker: Mark Stevens
Number of Participants: 208 participants



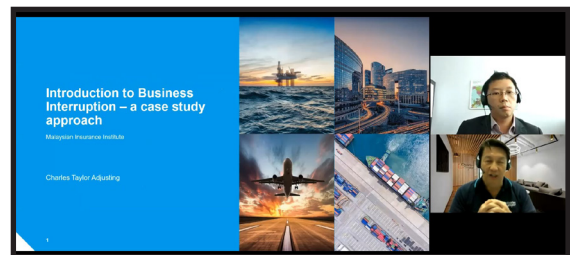
6. **Event:** Understanding and Insuring Marine Vessels Part 2 - Fishing Vessels, Log Carriers Plus the Importance of Maintenance
Date: 16 November 2021, Tuesday
Speaker: Mark Stevens
Number of Participants: 186 participants



7. **Event:** Understanding and Insuring Marine Vessels Part 2 - Passenger Vessels Plus General Average, Sue & Labour, And Salvage Contracts Including Lloyd's Open Form
Date: 28 September 2021, Tuesday
Speaker: Mark Stevens
Number of Participants: 182 participants



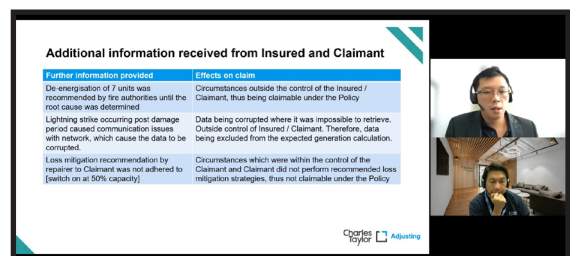
8. **Event:** Introduction to Business Interruption: A Case Study Approach
Date: 21 April 2021, Wednesday
Speakers: Yong Wee Loon and Matthew John Lim from Charles Taylor Adjusting
Number of Participants: 168 participants



9. **Event:** Engineering Claims Handling – Practical Guide
Date: 30 March 2021, Tuesday
Speakers: Vince Teh and James Grima from Charles Taylor Adjusting
Number of Participants: 159 participants



10. **Event:** Advanced Business Interruption (BI) - Case Study on a BI Loss an Arising from A Third-Party
Date: 25 November 2021, Thursday
Speakers: Yong Wee Loon and Matthew John Lim from Charles Taylor Adjusting
Number of Participants: 151 participants



e-Learning at MII

As expected, the annual subscriptions to MII's e-Learning products increased in 2021, compared to 2020. Due to the increase in the number of professionals working remotely, an increase in the demand for CPD-related e-Learning modules, and agents' licensing modules, 2021 saw a promising growth in the area of digital learning.

In the coming years, MII will be looking at developing more CPD-related e-Learning modules for the industry as well as expanding its platform to cater to bite-sized and mobile learning.

e-Learning Subscriptions

80,219

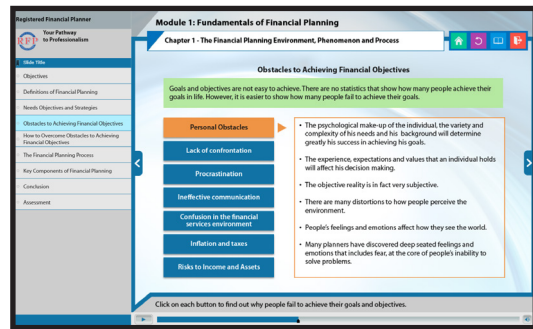
2021

71,007

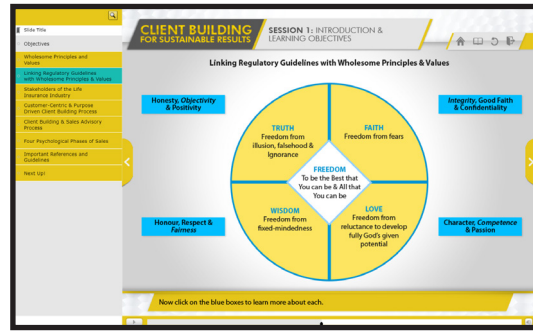
2020

11.4% ↑

Top 3 Most Popular Online Learning Content



RFP Module 1 - Fundamentals Of Financial Planning

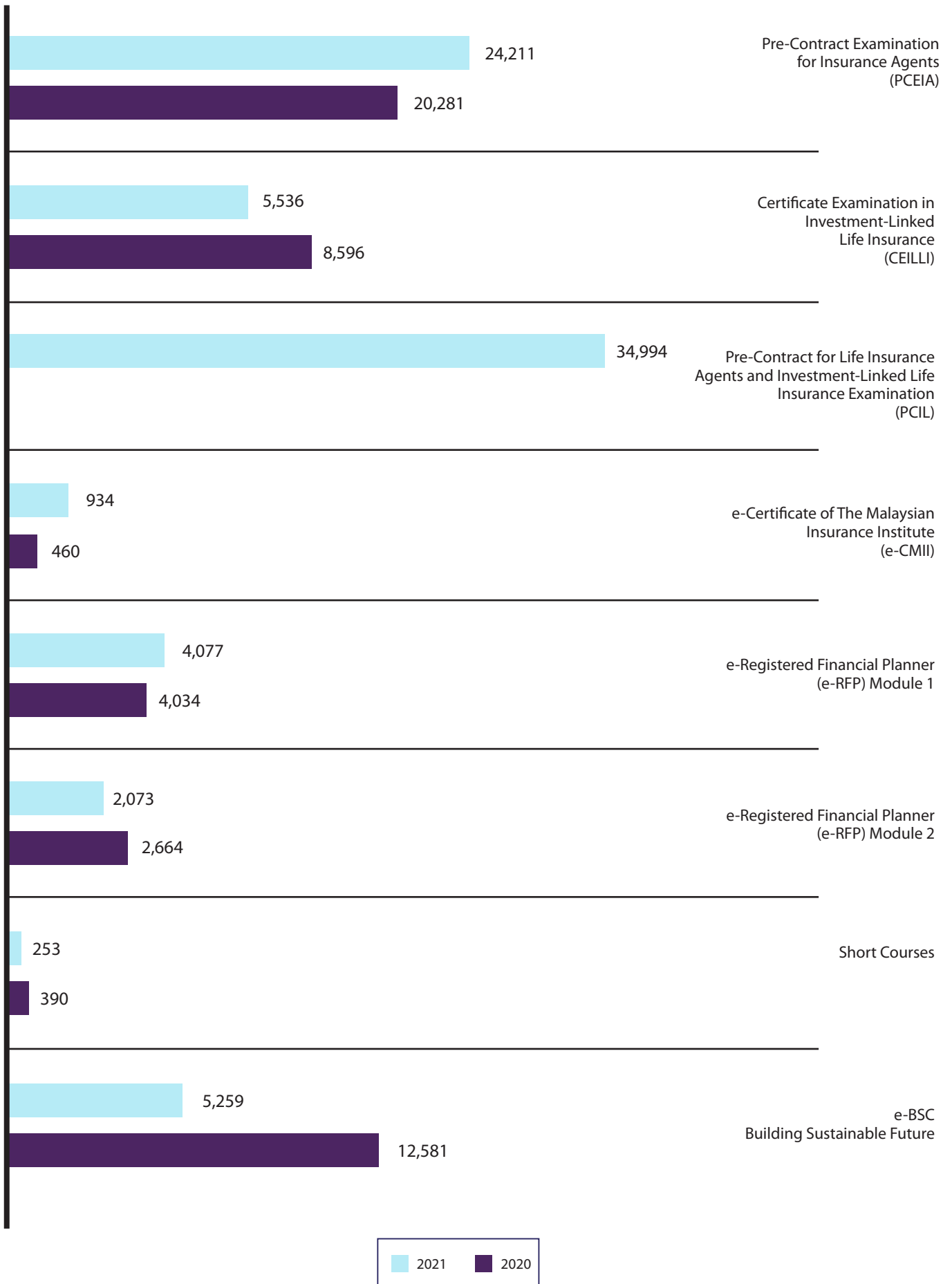


LIAM BSC - Client Building For Sustainable Results



Foundation Course in Motor Insurance

e-Learning Subscriptions by Product



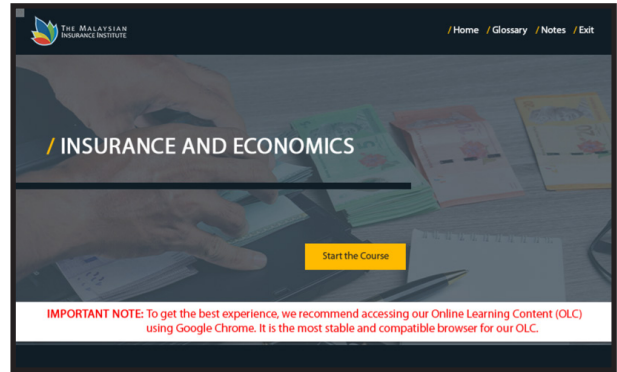
New e-Learning Product Development Projects

MII e-Learning’s capabilities, products and services significantly improved and progressed consistently throughout 2020 and 2021. The fully-inhouse development team kick-started six new development projects, exceeding the annual target and expectations.

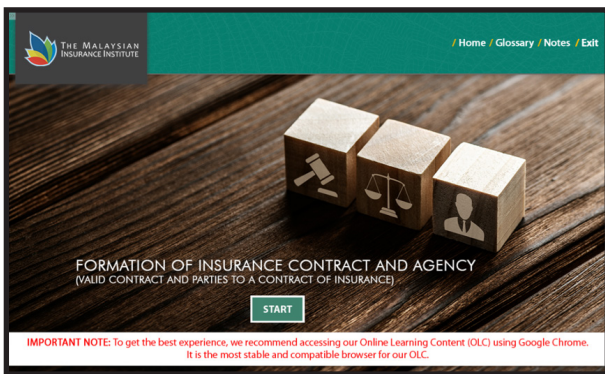
Online Learning Content (OLC) Development Projects in 2021



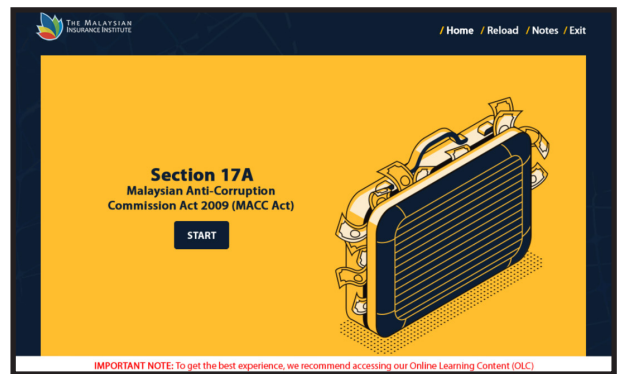
Basic Certificate Course in Insurance Loss Adjusting (BCCILA)



e-Insurance Law (for AMII Level 2)



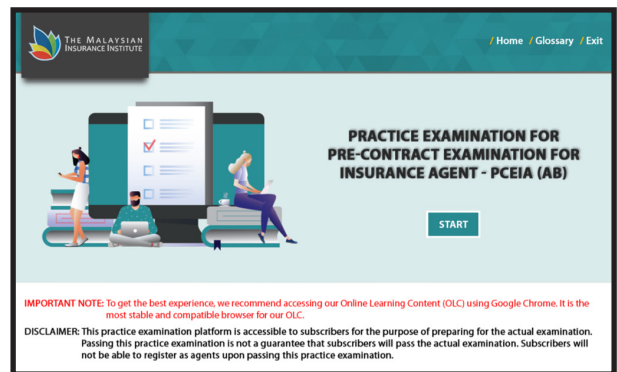
Insurance Business and Economics (for AMII Level 2)



e-MACC: Section 17A Malaysian Anti-Corruption Commission Act 2009



Insurance Orientation and Onboarding Programme for New Employees



Practice Examination (English)

MII as Secretariat of AITRI

1. AITRI In Brief

The ASEAN Insurance Training and Research Institute (AITRI), a non-profit organization established by the Insurance Regulators of the 10 ASEAN member countries was officially incorporated on 1 December 2004 in Malaysia. The Malaysian Insurance Institute, carrying the mandate as the secretariat of AITRI, continues to progress in the operations and development of AITRI, serving and facilitating human capital development needs through education, training and research for the regulators and insurers of the region.

2. Programmes for ASEAN Regulators

In 2021, AITRI successfully conducted three capacity-building training programmes for insurance regulators in line with its international agenda to facilitate human capital development in the ASEAN region. A total of 14 field experts from the regulatory bodies and private sector, based in Australia, Canada, Germany, India, Malaysia, Philippines, Singapore, and Switzerland, participated in the delivery of these training programmes. These programmes benefited 82 participants from ASEAN and 12 participants from non-ASEAN countries including Botswana, Maldives, Mongolia, Pakistan, Sri Lanka and United Arab Emirates. The number of non-ASEAN countries participating in AITRI programmes decreased by 77%, from 52 (2020) to 12 (2021) countries. Three (3) programmes were conducted in 2021.

AITRI Programmes Conducted in 2021

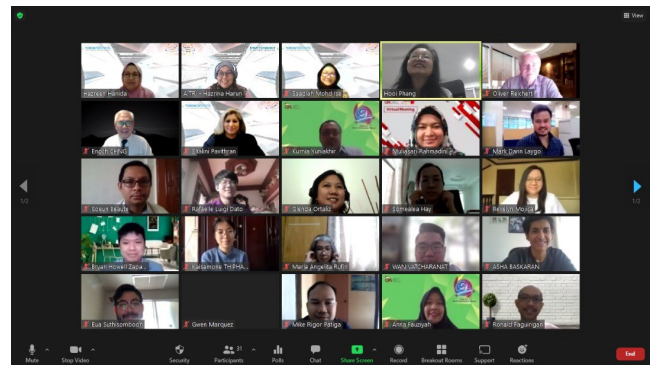
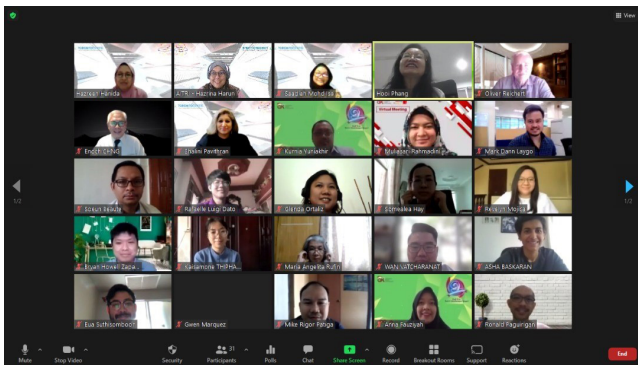
No	Programme	Date	Medium	Supported by
1.	Supervision and Crisis Management in times of Natural Catastrophe/ Pandemic and Business Interruption	26 April – 5 May	Virtual Instructor Led Training (VILT)	<ul style="list-style-type: none"> Toronto Centre
2.	Cyber Security, Cyber Risk and Technology Risk Supervision	6-9 & 13-16 September	VILT	<ul style="list-style-type: none"> Toronto Centre
3.	Leveraging Technology for Better Supervision	30 Nov – 1 December	VILT	<ul style="list-style-type: none"> Access to Insurance Initiative International Association of Insurance Supervisors (IAIS)

Participants (by country): ASEAN Participants

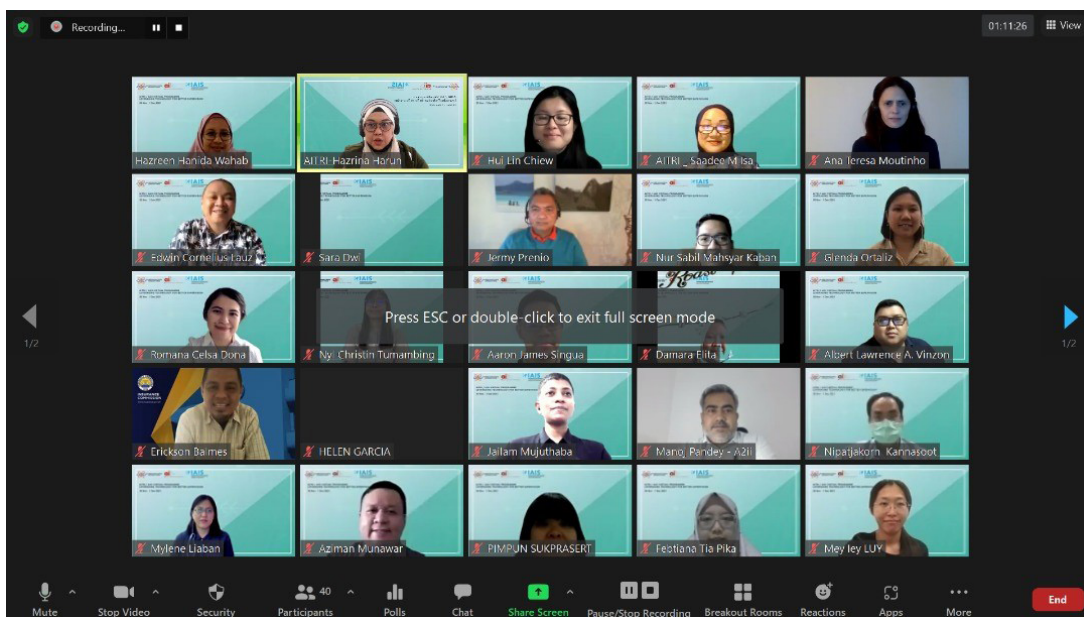
Country	Supervision and Crisis Management in times of Natural Catastrophe/ Pandemic and Business Interruption	Cyber Security, Cyber Risk and Technology Risk Supervision	Leveraging Technology for Better Supervision
Brunei	-	4	2
Cambodia	3	1	3
Indonesia	3	7	7
Laos	2	-	2
Malaysia	3	6	0
Myanmar	-	3	3
Philippines	12	3	8
Singapore	0	1	0
Thailand	3	3	3
Vietnam	-	-	-
Total	26	28	28

Participants (by country): Non-ASEAN Participants

Country	Supervision and Crisis Management in times of Natural Catastrophe/ Pandemic and Business Interruption	Cyber Security, Cyber Risk and Technology Risk Supervision	Leveraging Technology for Better Supervision
Botswana	-	-	2
Maldives	-	1	2
Mongolia	-	-	1
Pakistan	-	-	2
United Arab Emirates	-	1	-
Sri Lanka	-	-	3
Total	0	2	10



AITRI – Toronto Centre
 Supervision and Crisis Management in times of Natural Catastrophe/ Pandemic and Business Interruption
 27 - 29 April & 3 - 5 May



AITRI – Access to Insurance Initiative (A2ii)
 Leveraging Technology for Better Supervision
 30 November – 1 December 2021

3. Industry Events

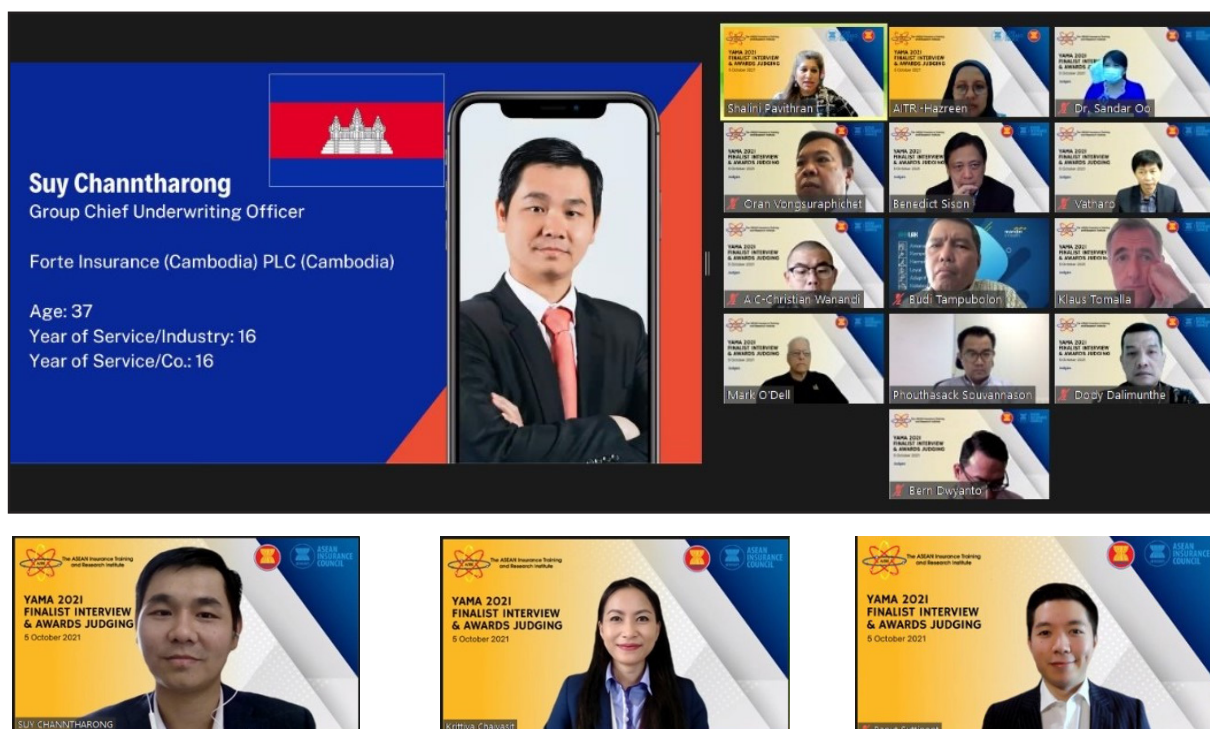
Young ASEAN Insurance Manager Award (YAMA) 2021

The Young ASEAN Insurance Manager Award (YAMA) is a project initiated by the ASEAN Insurance Council (AIC) and organized by The ASEAN Insurance Training and Research Institute (AITRI), to recognise outstanding young managers, not only for their achievements, contributions, and dedication to the insurance industry, but for their potential as future leaders in the ASEAN insurance economies. The YAMA aims to inspire dynamic individuals to take the lead and be a catalyst of growth for the region's industry and economy.

Despite the challenges posed by the Covid-19 pandemic, YAMA 2021 was hosted virtually. A total of 56 applications were received, an increase of 81% compared to 31 candidates in year 2019, indicating strong recognition by the region.

Mr Suy Channtharong of Forte Insurance (Cambodia) PLC, Cambodia was chosen as the winner of the Young ASEAN Insurance Manager Award (YAMA) 2021. This was announced during the 24th ASEAN Insurance Regulators Meeting (AIRM) and ASEAN Insurance Council (AIC) Joint Plenary Meeting, hosted by Singapore.

The award nomination will re-open next year in 2022.



Photos taken during the online interview session on 5 October 2021

4. Meetings

In 2021, AITRI attended various meetings which were conducted virtually as illustrated in the table below. During the meetings, AITRI presented its activity reports and financial accounts for 2021 to its members. AITRI also took the opportunity to present its plans in assisting ASEAN member countries through its capacity building initiatives.

No	Date	Venue	Event
1	10 June	Virtual	AITRI Annual General Meeting
2	29 September		19th ASEAN Insurance Education Committee Meeting (AIEC)
3	20 October		19th AITRI Management Board Meeting
4	27 October		47th ASEAN Insurance Council Meeting (AIC)
5	27 October		24th ASEAN Insurance Regulators Meeting (AIRM)
6	28 October		24th Joint Plenary Meeting

Connecting and Learning Via MII Events

Connecting the Industry with the Future

The year 2021 was the year of virtual events. Due to repeated and prolonged lockdowns and quarantines brought on by the pandemic, our focus was to engage the industry and provide a platform to share and exchange knowledge albeit in a virtual fashion. Our main goal was to retain levels of participation and connectiveness for continuous industry engagement so as to better serve the industry.

4,323

Number of Participants at MII Events

3

Number of Events Organized by MII

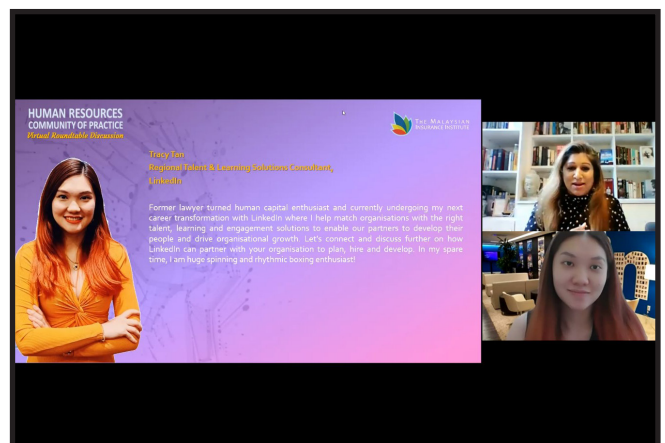
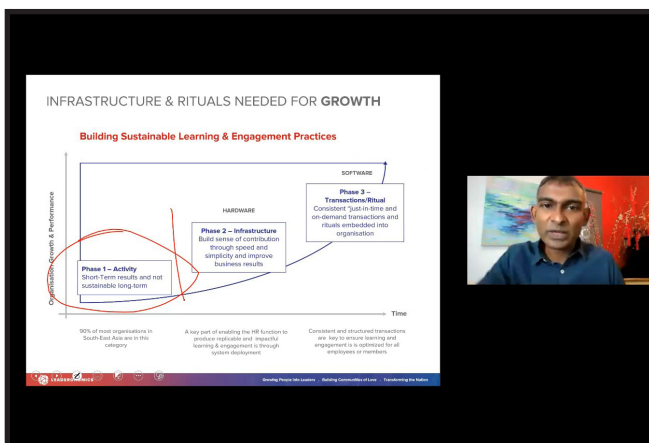
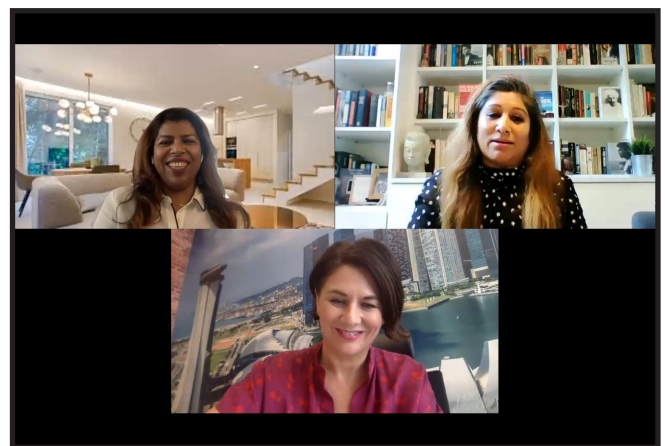
Highlights in 2021

Event: **The Human Resources (HR) Communities of Practice (CoP)**

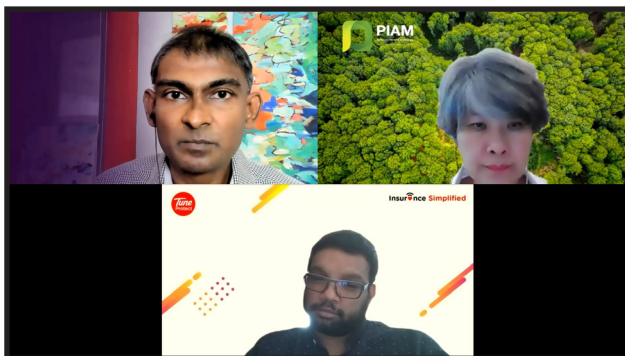
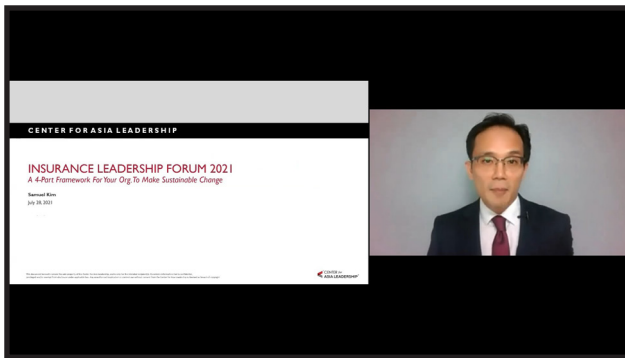
Date: **25 February 2021**

Number of Speakers: **7 speakers**

Number of Participants: **74**



Event: **Insurance Leadership Forum**
 Date: **28 – 29 July 2021**
 Theme: **Reset, Renewal, Hope, Opportunity**
 Number of Speakers: **17 speakers**
 Number of Participants: **336 participants**



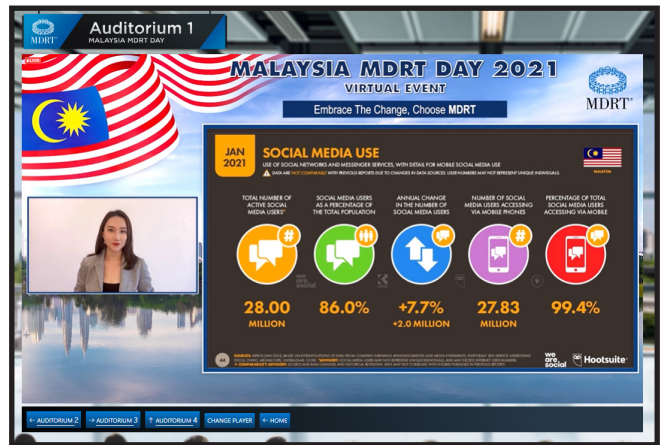
Event: **Malaysia MDRT Day**

Date: **5 August 2021**

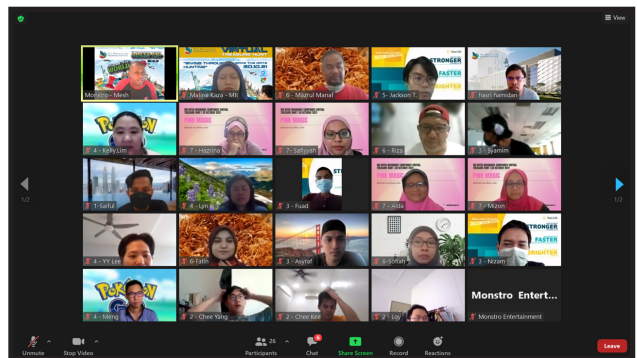
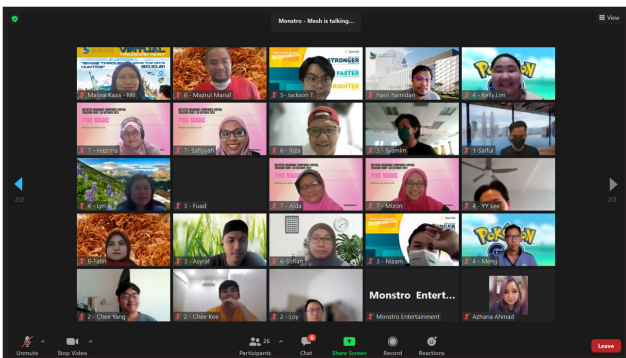
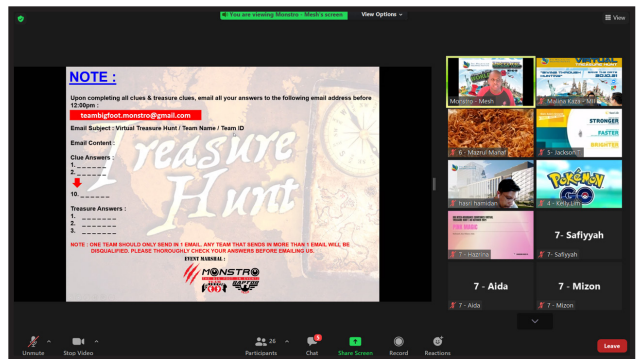
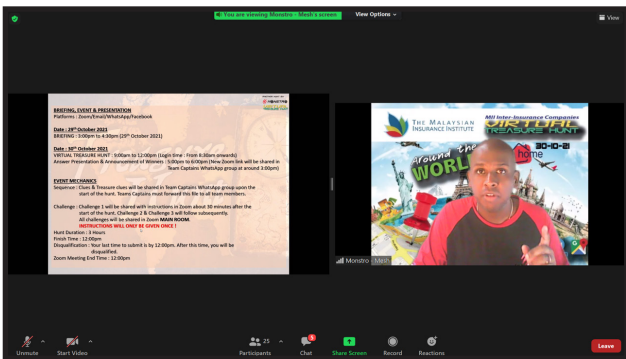
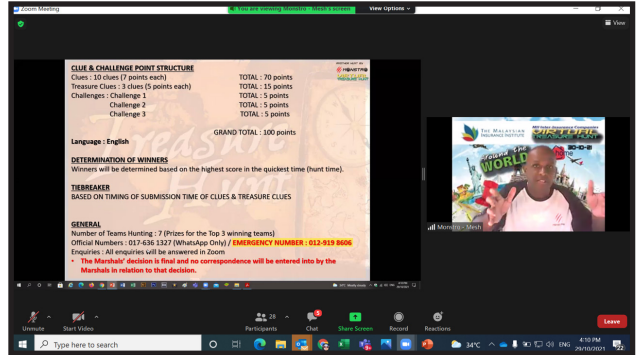
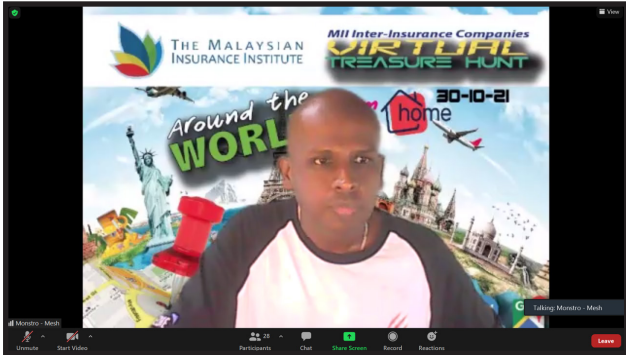
Theme: **Embrace the Change, Choose MDRT**

Number of Speakers: **52 speakers**

Number of Participants: **3959 participants**



Event: **MII Inter-Insurance Company Virtual Treasure Hunt**
 Date: **30 October 2021**
 Theme: **Giving Through Hunting**
 Number of Participants: **28 participants**



Event: #DiscoveringInsurance Campaign

Date: 10 November 2021 – May 2022

Number of episode: 14

MII launched #DiscoveringInsurance Campaign, an initiative by MII to help promote the insurance industry as an industry of choice for job seekers. Campaign objectives included knowledge dissemination, raising awareness about the insurance industry, and its range of skilled jobs that play integral roles in creating products and services to protect customers & businesses against risks. With support from industry associations, MII believes that our combined efforts through this campaign will lift the image of the industry, while contributing to industry growth by attracting best talents. MII successfully broadcasted over four live dialogue sessions between November 2021 and December 2021.



For more info scan QRcode



Event: **Innovation in Insurance**
 Date: **November 2021 – December 2022**
 Number of Speakers: **16 speakers**

This industry-wide series of events entitled ‘Innovation in Insurance’ is designed for the Insurance and Takaful Industry to help boost their ongoing evolution and adaptation into new areas of digitalization and technological advancement to help shape the future of the industry. In these closed-door round table discussions, we held a no-holds-barred meeting of the key minds driving the Malaysian Insurance and Takaful Industry. Along with traditional industry players and solution providers with cutting edge new technology, we dived deep into dialogues for Insurance 2.0 to materialize.

The following are the series of events that took place during the ‘Innovation in Insurance’ event:



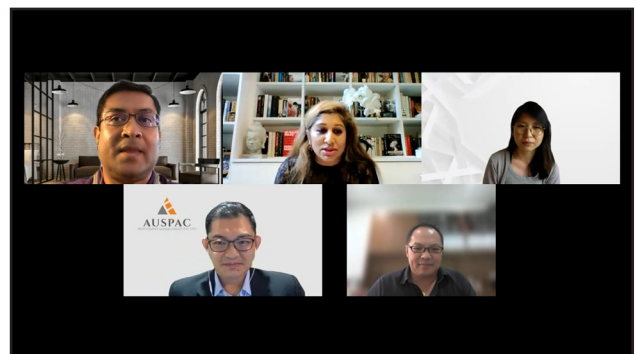
Closed Door Round table with Industry C-Suite Leading Innovation Agenda
 15 November 2021



Closed Door Round table with Middle Management in the Industry
 16 November 2021



Webinar: Powering A Reimagined Future of Insurance
 18 November 2021



Webinar: Rethinking Investments in Insurance Innovation
 14 December 2021

2022 Planned events

January 2022

- Webinar : Achieving A Resilient Future: Perspectives on Disaster Recovery, Venture Capitals and Technology.
- Webinar to launch ‘Innovation in Insurance’ Whitepaper.
- Webinar: Industry Outlook and Innovation 2022

February 2022

- Industry Workshop on General and Life Insurance 101 and Problem Statement release Part 2

March 2022

- Technical Workshop on Cloud, Building MVP in Insurance and Insurtech and Problem Statement release Part 3

April 2022

- Technical Hackathon for Insurance
- ‘Capture the Flag’ Cybersecurity Challenge

Supported Event: **Singapore Fintech Festival 2021**
Date: **8 -12 November 2021**



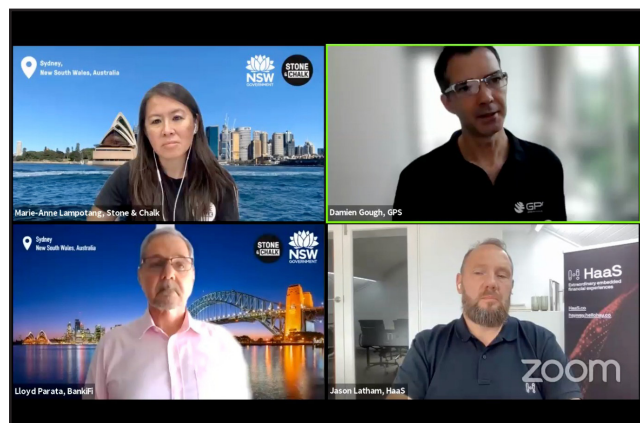
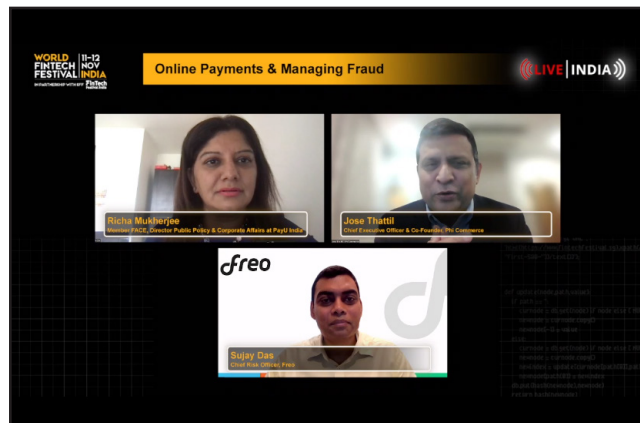
8 | 12 | **SINGAPORE FINTECH FESTIVAL**
NOV 2021

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Industry Wide Data Maturity Assessment

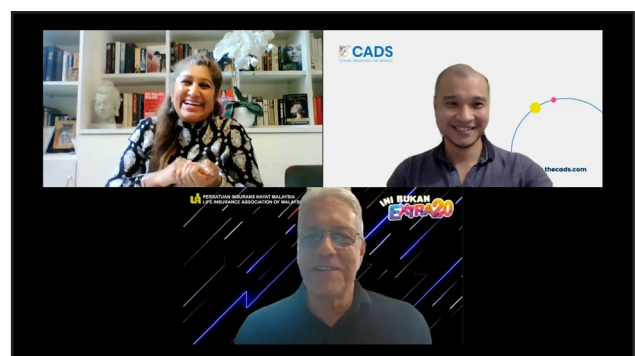
MII launched its Industry Wide Data Maturity Assessment in collaboration with The Center of Applied Data Science (CADS) to enhance industry players' readiness to embrace digital transformation with Life Insurance Association of Malaysia (LIAM) and Malaysian Takaful Association (MTA) members. The main objective of the initiative is to identify any organization's maturity level while transitioning to become a digital business and to drive top team clarity on targeted interventions required to close transformation gaps.

More importantly, results and insights from this assessment can be used to establish Top Team Alignment needed for their future vision. The participating companies will be able to identify the gaps, and the intervention required to become a data driven organization as well as identify where they stack up against others in the industry. Life insurance and takaful industry players participated in this initiative.

The Maturity Level Assessment measures capabilities acquired by an organization along six Data Driven Organization (DDO) Dimensions: Strategy, Organization, Talent, Data, Analytics and Technology.

<p>Strategy Dimension</p> <ul style="list-style-type: none"> • DA & AI driven Business Strategy • DA & AI driven CXP Strategy • Integrated CXP Data Management System • DA & AI Strategy Feedback 	<p>Organization Dimension</p> <ul style="list-style-type: none"> • Data Driven Culture • C-Level Data & Analytics Role • Embedded and networked Data • Science Teams • Data Literate Organization 	<p>Talent Dimension</p> <ul style="list-style-type: none"> • DA & AI Training • Data Driven Employee Experience Design • DA & AI strategy- focused Talent Management • Data-Driven HR Decision Making
<p>Data Dimension</p> <ul style="list-style-type: none"> • Data Warehouse Central Store • Data Democratization and Sharing • Data Security and Privacy • Data Governance • Big Data and IOT Architecture 	<p>Analytics Dimension</p> <ul style="list-style-type: none"> • Advanced Decision Analytics • Function Specific Analytics Capability • Data Governance & Trusted Insights • Data Science Sandbox 	<p>Technology Dimension</p> <ul style="list-style-type: none"> • Data Technology Vendor Management • Fi-fo-purpose technology solutions • Leveraging Cloud Solutions • Maximising Technology Business Value

The capability for each dimension is characterized by existing proficiency in a set of critical practice areas. The assessment questions are mapped around the practice areas per dimension.





**Audit
Committee
Report**

1. Constitution

The Audit Committee is established by the Board of Directors (the Board) to implement and support the oversight function of the Board relating to:

- adequacy and effectiveness of MII's governance, risk management and control practices and potential improvements to those practices; and
- provision of a line of communication, through regular scheduled or ad-hoc and private discussion, between the Board and the external as well as the internal auditors.

2. Membership and Composition

The members of the Audit Committee are appointed by the Board. The Audit Committee comprises no fewer than 3 members, all of whom are non-executive directors. The Chairman is either appointed by the Board or elected by members of the Audit Committee from among themselves.

3. Authority

The Audit Committee is authorised by the Board to review or investigate any activity within the authority stipulated in its Terms of Reference. It has full and unrestricted access to any information, records, personnel, and properties of MII.

The Audit Committee is also authorised to have access to independent professional or external legal advice, and to secure attendance of outsiders with relevant experience and expertise, whenever it is deemed necessary. MII will meet the cost of such advice or attendance.

4. Meeting and Quorum

The Audit Committee meets at least 3 times each year. The quorum for each meeting is 2 members, which must include the Chairman.

The Chief Executive Officer and the Head of Internal Audit are required to attend each meeting. Any other directors and employees of MII or outsiders may attend the meeting upon invitation of the Audit Committee. The Audit Committee meets with the external auditors at least once a year.

In 2021, the Audit Committee met virtually 3 times on 20 April, 12 August, and 8 December. The record of attendance is as follows

Members	Attendance
En. Ezamshah Ismail (Chairman)	3/3
Mr. Tan Kok Guan	3/3
Mr. Rangam Bir	3/3
Ms. Lau Chin Ching	3/3

The number of meetings conducted complied with the minimum requirement of 3 meetings per annum as stipulated in the Terms of Reference.

The Chairman of the Audit Committee or, in his stead, a member of the Audit Committee reported to the Board on all significant matters deliberated in each meeting.

5. Duties

The main duties of the Audit Committee are:

- to consider the appointment of a suitable accounting firm to act as external auditors. Among the factors that may be considered are adequacy of experience and resources of the firm, credentials of the persons assigned to the audit, and amount of the audit fee;
- to approve the appointment and termination of the Head of Internal Audit;
- to review the external and internal auditors' audit plans, nature and scope;
- to review the external auditors' evaluation of the quality and the effectiveness of the system of internal accounting controls;
- to review the internal auditors' audit reports and evaluation of the governance, risk management, and control processes;
- to review and provide advice on the systems and practices established by Management to monitor compliance with laws, regulations, policies, and standards of ethical conduct, and identify and deal with any legal or ethical violations;
- to provide oversight on significant risk exposures and control issues, including fraud risks and governance issues;
- to review the interim (if any) and the annual audited financial statements;
- to review the external auditors' management letter and management response; to review the co-operation or assistance given by Management to the external and internal auditors;
- to examine the appropriateness of the adopted accounting and business/operating policies and practices;
- to review any related party transactions that may arise within MII and its subsidiary companies (if any);
- to review any letter of resignation from the external auditors;
- to review whether there is a reasonable ground to believe that the external auditors are not independent and/or not suitable for reappointment;
- to review the appointment of external auditors for non-audit works to ensure the independence of the external auditors is not compromised by the non-audit works; and
- to undertake additional duties as may be appropriate and necessary as requested by the Board.

6. Highlight of Activities

The Audit Committee undertook the following duties in 2021:

- reviewed the Audited Financial Statements for the year ended 31 December 2020;
- approved the 2022 Internal Audit Plan;
- reviewed the Internal Audit reports concerning Agents Examination, Event Management, and Maintenance of Audit Findings Dashboard;
- considered and endorsed Internal Audit's recommendations and Management's responses; and
- reviewed the Audit Findings Dashboard and implementation of the agreed corrective actions.

In addition, the Audit Committee also reviewed Management's proposals for the write-off of fixed assets following the sale of Wisma IBI and the relocation to AICB Building.

7. Internal Audit Department

MIl has a dedicated Internal Audit department which was established in 2002. The Internal Audit department assists the Audit Committee and the management on matters pertaining to governance, risk management and control processes. The department is currently staffed with 2 personnel, including the Head of Internal Audit who reports functionally to the Audit Committee and administratively to the Chief Executive Officer.

The background features a dark blue gradient with numerous vibrant, multi-colored lines (including cyan, magenta, red, green, and white) that flow and swirl across the frame, creating a sense of dynamic movement and energy. Some lines are thin and wispy, while others are thicker and more prominent. There are also small, bright white dots scattered throughout the upper left quadrant.

Financial Report

Financial Statements

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THE MALAYSIAN INSURANCE INSTITUTE

(Incorporated in Malaysia)

DIRECTORS' REPORT

The directors of THE MALAYSIAN INSURANCE INSTITUTE ("the Institute") hereby submit their report and the audited financial statements of the Institute for the year ended 31 December 2021.

PRINCIPAL ACTIVITIES

The Institute is engaged in the provision and promotion of insurance education, training and research in insurance and related disciplines. The Institute is the sole examining body for professional insurance examinations in the country leading to the award of the Associateship of the Malaysian Insurance Institute ("AMII") and Fellowship of the Malaysian Insurance Institute ("FMII"). It is also a membership body of insurance professionals. The Institute is affiliated to other insurance examining institutes internationally and works closely with local institutions of higher learning in promoting the development of insurance education in Malaysia.

RESULTS OF OPERATIONS

The results of operations of the Institute for the financial year are as follows:

	RM
Deficit for the year	<u>784,558</u>

In the opinion of the directors, the results of operations of the Institute during the financial year have not been substantially affected by any item, transaction or event of a material and unusual nature.

RESERVES AND PROVISIONS

There were no material transfers to or from reserves or provisions during the financial year other than those disclosed in the financial statements.

OTHER STATUTORY INFORMATION

Before the financial statements of the Institute were made out, the directors took reasonable steps:

- (a) to ascertain that proper action had been taken in relation to the writing off of bad debts and the making of allowance for doubtful debts and have satisfied themselves that there were no known bad debts needed to be written off and that adequate provision had been made for doubtful debts; and
- (b) to ensure that any current assets which were unlikely to be realised in the ordinary course of the business including the value of current assets as shown in the accounting records of the Institute had been written down to an amount which the current assets might be expected so to realise.

At the date of this report, the directors are not aware of any circumstances:

- (a) which would necessitate the writing off of bad debts or render the amount of provision for doubtful debts in the financial statements of the Institute inadequate to any substantial extent; or

- (b) which would render the values attributed to current assets in the financial statements of the Institute misleading; or
- (c) which have arisen which render adherence to the existing method of valuation of assets or liabilities of the Institute misleading or inappropriate; or
- (d) not otherwise dealt with in this report or financial statements which would render any amount stated in the financial statements of the Institute misleading.

At the date of this report, there does not exist:

- (a) any charge on the assets of the Institute which has arisen since the end of the financial year which secures the liabilities of any other person; and
- (b) any contingent liability of the Institute which has arisen since the end of the financial year.

No contingent or other liability has become enforceable, or is likely to become enforceable within the period of twelve months after the end of the financial year which, in the opinion of the directors, will or may substantially affect the ability of the Institute to meet its obligations as and when they fall due.

In the opinion of the directors, no item, transaction or event of a material and unusual nature has arisen in the interval between the end of the financial year and the date of this report which is likely to affect substantially the results of the Institute for the succeeding financial year in which this report is made.

DIRECTORS

The directors of the Institute in office during the financial year and during the period from the end of the financial year to the date of this report are:

Mr Antony Fook Weng Lee (Chairman)
Mr Zainal Abidin bin Mohd Noor
Mr Tan Kok Guan
Mr T. Sivapalan Tharmapalan
Mr Ezamshah bin Ismail
Ms Lau Chin Ching
Mr Tapan Kumar Rangam Bir
Mr Vicknesaratnam Kathirasu Rajaratnam
Ms Loh Guat Lan
Mr Wong Ah Kow (resigned on 20 September 2021)
Mr Tan Ah Chuan (resigned on 16 December 2021)

DIRECTORS' BENEFITS

Since the end of the previous financial year, none of the directors of the Institute has received or become entitled to receive any benefit by reason of a contract made by the Institute with a firm of which he is a member, or with a company in which he has a substantial financial interest.

During and at the end of the financial year, no arrangement subsisted to which the Institute was a party whereby the directors of the Institute might acquire benefits by means of the acquisition of shares in, or debentures of, the Institute or any other body corporate.

INDEMNITY AND INSURANCE FOR DIRECTORS, OFFICERS AND AUDITORS

The Institute maintains directors' and officers' liability insurance for purposes of Section 289 of the Companies Act, 2016, throughout the year, which provides appropriate insurance cover of RM10,000,000 for the directors of the Institute. The amount of insurance premium paid during the year amounted to RM25,635.

AUDITORS

The auditors, Ernst & Young PLT, retire and have indicated their willingness to continue in office.

AUDITORS' REMUNERATION

The amount paid or payable as remuneration of the auditors for the financial year ended 31 December 2021 is disclosed in Note 7 to the financial statements.

Signed on behalf of the Board
in accordance with a resolution of the Directors,



ANTONY FOOK WENG LEE
(CHAIRMAN)



EZAMSHAH BIN ISMAIL
(DIRECTOR)

Kuala Lumpur,
26 May 2022

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF THE MALAYSIAN INSURANCE INSTITUTE

(Incorporated in Malaysia)

Report on the audit of the financial statements

Opinion

We have audited the financial statements of The Malaysian Insurance Institute ("the Institute"), which comprise the statement of financial position as at 31 December 2021, and the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year ended 31 December 2021, and notes to the financial statements, including a summary of significant accounting policies, as set out on pages 95 to 118.

In our opinion, the accompanying financial statements give a true and fair view of the financial position of the Institute as at 31 December 2021, and of its financial performance and cash flows for the year ended 31 December 2021 in accordance with Malaysian Financial Reporting Standards and International Financial Reporting Standards.

Basis for opinion

We conducted our audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence and other ethical responsibilities

We are independent of the Institute in accordance with the By-Laws (on Professional Ethics, Conduct and Practice) of the Malaysian Institute of Accountants ("By-Laws") and the International Code of Ethics for Professional Accountants (including International Independence Standards) ("IESBA Code"), and we have fulfilled our other ethical responsibilities in accordance with the By-Laws and the IESBA Code.

Information other than the financial statements and auditors' report thereon

The Directors of the Institute are responsible for the other information. The other information comprises the Directors' Report and Annual Report, but does not include the financial statements of the Institute and our auditors' report thereon.

Our opinion on the financial statements of the Institute does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements of the Institute, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements of the Institute or our knowledge obtained in the audit or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the directors for the financial statements

The directors of the Institute are responsible for the preparation of financial statements of the Institute that give a true and fair view in accordance with Malaysian Financial Reporting Standards and Interna-

tional Financial Reporting Standards. The directors are also responsible for such internal control as the directors determine is necessary to enable the preparation of financial statements of the Institute that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements of the Institute, the directors are responsible for assessing the Institute's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Institute or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the Institute's financial reporting process.

Auditors' responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements of the Institute as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with approved standards on auditing in Malaysia and International Standards on Auditing will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with approved standards on auditing in Malaysia and International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements of the Institute, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Institute's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Institute's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements of the Institute or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the Institute to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements of the Institute, including the disclosures, and whether the financial statements of the Institute represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Other matters

This report is made solely to the members of the Institute, as a body, in accordance with Section 266 of the Companies Act, 2016 in Malaysia and for no other purpose. We do not assume responsibility to any other person for the content of this report.

The comparative financial statements for the financial year ended 31 December 2020 were audited by another auditor who expressed a modified opinion on these financial statements on 18 August 2021. The auditors' report of the previous financial year was modified due to insufficient audit evidence available to support the market value of a building that was disposed in 2016, for purposes of computing the tax liability of the Institute thereon.



Ernst & Young PLT
202006000003 (LLP0022760-LCA)
Chartered Accountants



Brandon Bruce Sta Maria
No. 02937/09/2023 J
Chartered Accountant

Kuala Lumpur, Malaysia
26 May 2022

THE MALAYSIAN INSURANCE INSTITUTE

(Incorporated in Malaysia)

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	2021 RM	2020 RM
Revenue	6	12,795,893	10,989,043
Other income		526,778	752,856
Employee benefits expense	7	(7,648,745)	(7,276,384)
Depreciation of plant and equipment	9	(88,584)	(82,265)
Depreciation of right-of-use asset	10	(915,154)	(839,459)
Other expenses		<u>(5,412,409)</u>	<u>(6,140,960)</u>
Operating deficit	7	(742,221)	(2,597,169)
Finance cost		<u>(42,337)</u>	<u>(25,925)</u>
Deficit before tax		(784,558)	(2,623,094)
Tax expense	8	<u>-</u>	<u>-</u>
Deficit after tax, representing total comprehensive deficit for the year		<u><u>(784,558)</u></u>	<u><u>(2,623,094)</u></u>

The accompanying Notes form an integral part of the Financial Statements.

THE MALAYSIAN INSURANCE INSTITUTE

(Incorporated in Malaysia)

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2021

	Note	2021 RM	2020 RM
ASSETS			
Non-Current Assets			
Plant and equipment	9	82,051	339,968
Right-of-use asset	10	<u>2,464,226</u>	<u>423,173</u>
Total Non-Current Assets		<u>2,546,277</u>	<u>763,141</u>
Current Assets			
Inventories	12	52,752	62,180
Trade receivables	13	372,439	403,645
Other receivables, deposits and prepaid expenses	14	2,882,203	980,935
Fixed deposits	11	22,694,240	24,239,642
Cash and bank balances	16	<u>5,341,816</u>	<u>7,312,777</u>
Total Current Assets		<u>31,343,450</u>	<u>32,999,179</u>
Total Assets		<u>33,889,727</u>	<u>33,762,320</u>

THE MALAYSIAN INSURANCE INSTITUTE

(Incorporated in Malaysia)

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER 2021

	Note	2021 RM	2020 RM
RESERVES AND LIABILITIES			
General reserves	17	6,673,042	6,673,042
Surplus		<u>15,527,649</u>	<u>16,312,207</u>
Accumulated Fund		<u>22,200,691</u>	<u>22,985,249</u>
Current Liabilities			
Trade payables	18	744,772	882,611
Other payables and accrued expenses	18	3,262,629	2,535,984
Capacity Building Fund	15	2,722,551	3,933,213
Training Credit Scheme	19	457,427	975,333
Lease liabilities	20	2,479,360	427,633
Tax liability	8	<u>2,022,297</u>	<u>2,022,297</u>
Total Current Liabilities		<u>11,689,036</u>	<u>10,777,071</u>
Total Liabilities		<u>11,689,036</u>	<u>10,777,071</u>
Total Reserves and Liabilities		<u><u>33,889,727</u></u>	<u><u>33,762,320</u></u>

The accompanying Notes form an integral part of the Financial Statements.

THE MALAYSIAN INSURANCE INSTITUTE
(Incorporated in Malaysia)

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 31 DECEMBER 2021

	General reserves RM	Surplus RM	Total RM
As at 1 January 2020	6,673,042	18,935,301	25,608,343
Total comprehensive deficit for the year	<u>-</u>	<u>(2,623,094)</u>	<u>(2,623,094)</u>
As at 31 December 2020	<u>6,673,042</u>	<u>16,312,207</u>	<u>22,985,249</u>
As at 1 January 2021	6,673,042	16,312,207	22,985,249
Total comprehensive deficit for the year	<u>-</u>	<u>(784,558)</u>	<u>(784,558)</u>
As at 31 December 2021	<u>6,673,042</u>	<u>15,527,649</u>	<u>22,200,691</u>

The accompanying Notes form an integral part of the Financial Statements.

THE MALAYSIAN INSURANCE INSTITUTE
(Incorporated in Malaysia)

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	2021 RM	2020 RM (Restated)
CASH FLOWS FROM OPERATING ACTIVITIES			
Deficit before tax		(784,558)	(2,623,094)
Adjustments for:			
Depreciation of right-of-use assets	10	915,154	839,459
Depreciation of plant and equipment	9	88,584	82,265
(Reversal)/Addition to loss allowance on trade receivables (Note 13)	13	(82,748)	78,558
Plant and equipment write off	7	9,333	1,102
Finance cost arising from lease liabilities	20	42,337	25,925
Unrealised gain on foreign exchange	7	-	241
Interest income from fixed deposits	7	(442,429)	(660,723)
Loss on disposal of plant and equipment		-	(1,758)
Gain on lease modifications	20	-	(4,670)
Operating Deficit Before Working Capital Changes		(254,327)	(2,262,695)
Decrease/(Increase) in:			
Inventories		9,428	8,383
Trade receivables		113,954	354,877
Right-of-use assets		(2,954,392)	(636,727)
Other deposits, deposits and prepaid expenses		(1,901,773)	675,037
Increase/(Decrease) in:			
Trade payables		(137,839)	434,269
Lease liabilities		2,954,392	636,727
Other payables and accrued expenses		726,645	291,989
Cash Used In Operating Activities		(1,443,912)	(498,140)
Tax refunded		-	590,940
Net Cash (Used In)/Generated From Operating Activities		(1,443,912)	92,800

THE MALAYSIAN INSURANCE INSTITUTE

(Incorporated in Malaysia)

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	2021 RM	2020 RM
CASH FLOWS FROM INVESTING ACTIVITIES			
Interest received		441,119	761,830
Proceeds from disposal of plant and equipment		-	1,758
Withdrawal/(Placement) of fixed deposits		1,560,989	(208,478)
Additions to plant and equipment		-	(160,000)
Net Cash Generated From Investing Activities		<u>2,002,108</u>	<u>395,110</u>
CASH FLOWS FROM FINANCING ACTIVITIES			
Repayment of finance cost	20	(42,337)	(25,925)
Repayment of lease liability	20	(902,665)	(842,039)
Utilisation of Capacity Building Fund	15	(1,050,662)	(2,008,819)
Training Credit Scheme received	19	24,179	1,245,000
Utilisation of Training Credit Scheme	19	(542,085)	(269,667)
Net Cash Used In Financing Activities		<u>(2,513,570)</u>	<u>(1,901,450)</u>
NET DECREASE IN CASH AND CASH EQUIVALENTS		(1,955,374)	(1,413,540)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR		8,224,024	9,637,805
Effect of foreign exchange rate changes		-	(241)
CASH AND CASH EQUIVALENTS AT END OF THE YEAR		<u><u>6,268,650</u></u>	<u><u>8,224,024</u></u>
Cash and cash equivalent consists of:			
Cash and bank balances	16	5,341,816	7,312,777
Fixed deposits with original maturity period of 3 months and below	11	926,834	911,247
		<u><u>6,268,650</u></u>	<u><u>8,224,024</u></u>

The accompanying Notes form an integral part of the Financial Statements.

THE MALAYSIAN INSURANCE INSTITUTE

(Incorporated in Malaysia)

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. GENERAL INFORMATION

The Malaysian Insurance Institute (“the Institute”) is a private company limited by guarantee, incorporated and domiciled in Malaysia.

The Institute is engaged in the provision and promotion of insurance education, training and research in insurance and related disciplines. The Institute is the sole examining body for professional insurance examinations in the country leading to the award of the Associateship of the Malaysian Insurance Institute (“AMII”) and Fellowship of the Malaysian Insurance Institute (“FMII”). It is also a membership body of insurance professionals. The Institute is affiliated to other insurance examining institutes internationally and works closely with local institutions of higher learning in promoting the development of insurance education in Malaysia.

There have been no significant changes in the nature of the activities of the Institute during the financial year.

The principal place of business and registered office of the Institute is located at Level 6, Bangunan AICB, No. 10 Jalan Dato’ Onn, 50480 Kuala Lumpur, Malaysia.

The financial statements of the Institute have been authorised by the Board of Directors for issuance on 26 May 2022.

2. BASIS OF PREPARATION OF THE FINANCIAL STATEMENTS

The financial statements of the Institute have been prepared in accordance with Malaysian Financial Reporting Standards (“MFRSs”), International Financial Reporting Standards (“IFRSs”) and the requirements of the Companies Act, 2016 in Malaysia.

Adoption of Amendments to MFRSs

At the beginning of the current financial year, the Institute has adopted / early adopted the following Amendments to the MFRSs issued by the Malaysian Accounting Standards Board (“MASB”) that are relevant and effective for annual financial periods beginning on or after 1 January 2021 / 1 April 2021 as follows:

- (i) Effective 1 January 2021 - Interest Rate Benchmark Reform: Phase 2A (Amendments to MFRS 9, MFRS 139, MFRS 7, MFRS 4 and MFRS 16)
- (ii) Effective 1 April 2021 - Covid-19 Related Rent Concessions beyond 30 June 2021 (Amendments to MFRS 16)

The adoption of these Amendments to MFRSs did not result in significant changes in the accounting policies of the Institute and had no significant effect on the financial performance or position of the Institute.

New Standards and Amendments to MFRSs in Issue but Not Yet Effective

At the date of authorisation for issue of these financial statements, the Amendments to MFRSs that are relevant to the Institute, which have been issued by MASB but not yet effective and not early adopted by the Institute are as listed below:

Description	Effective date
Onerous Contracts—Cost of Fulfilling a Contract (Amendments to MFRS 137 <i>Provisions, Contingent Liabilities and Contingent Assets</i>)	1 January 2022
Proceeds before intended use – Amendments to MFRS 16 <i>Property, Plant and Equipment</i>	1 January 2022
Classification of Liabilities as Current or Non-current (Amendments to MFRS 101 <i>Presentation of Financial Statements</i>)	1 January 2023
Disclosure of Accounting Policies (Amendments to MFRS 101 <i>Presentation of Financial Statements</i>)	1 January 2023
Definition of Accounting Estimates (Amendments to MFRS 108 <i>Accounting Policies, Changes in Accounting Estimates and Errors</i>)	1 January 2023
Deferred Tax related to Assets and Liabilities arising from a Single Transaction (Amendments to MFRS 112 <i>Income Taxes</i>)	1 January 2023

The directors anticipate that the abovementioned Amendments to MFRSs will be adopted in the annual financial statements of the Institute when they become effective. The adoption of these Amendments to MFRSs may have an impact to the financial statements of the Institute in the period of initial application. However, it is not practicable to provide a reasonable estimate of the effects until the Institute performs a detailed review.

Reclassification of comparative balances

(a) Cash and cash equivalents

The Institute's cash and cash equivalent as at 31 December 2020 as disclosed in the statement of cash flows and Note 11 have been adjusted to only include fixed deposits with licensed financial institutions with original maturity periods of three months or less in accordance with the accounting policy described in Note 4. The following disclosures within the statement of cash flows have been restated.

	2020 Reported	Adjustments	2020 (Restated)
CASH FLOWS FROM INVESTING ACTIVITIES			
Placement of fixed deposits	-	(208,478)	(208,478)
NET DECREASE IN CASH AND CASH EQUIVALENTS	(1,205,062)	(208,478)	(1,413,540)
CASH AND CASH EQUIVALENTS AT BEGINNING OF THE YEAR	32,757,722	(23,119,917)	9,637,805
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	31,552,419	(23,328,395)	8,224,024

3. FINANCIAL AND CAPITAL RISK MANAGEMENT POLICIES

The Institute's financial risk management policies seeks to ensure that adequate financial resources are available for the development of the Institute's business whilst managing their risks. The Institute operates within guidelines that are approved by the Board and the Institute's policy is not to engage in speculative transactions.

The main areas of financial risks faced by the Institute and the policies in respect of the major areas of treasury activities are set out as follows:

(a) Foreign currency risk

The Institute is exposed to foreign currency risk as a result of its normal operating activities, where the currency denomination differs from the local currency, Ringgit Malaysia ("RM"). The Institute's policy is to minimise the exposure to foreign currency risk by monitoring and approving requisitions which involves foreign currencies.

No sensitivity analysis is prepared as the Institute does not expect any material effect on the Institute's deficit after tax and reserves arising from the effect of reasonably possible changes to exchange rates on the foreign currency denominated monetary assets and monetary liabilities at the end of the reporting period as the balances are immaterial. The Institute did not engage in any transactions involving financial derivative instruments during the financial year.

(b) Credit risk

The credit risk is controlled by not granting any credit to individuals and companies with the exception of entities within the insurance industry, which have a special arrangement with the Institute.

The maximum credit risk associated with recognised financial assets is the carrying amount as shown in the statement of financial position.

The Institute has no significant concentration of credit risk with any single counterparty.

(c) Liquidity and cash flow risks

The Institute seeks to achieve a balance between certainty of funding even in difficult times for the markets of the Institute and to meet its cash obligation in a timely and cost-effective manner. This is to ensure that at the minimum, all projected net funding needs are covered by committed contributions. Also, the objective for debt maturity is to ensure that the amount of debts maturing in any one year is not beyond the Institute's means to repay and refinance.

The following tables detail the Institute's remaining contractual maturity for its financial assets and financial liabilities. The tables have been drawn up based on the undiscounted cash flows for financial assets and financial liabilities based on the earlier date on which the Institute expects to earn or may be required to pay. The tables include both interest and principal cash flows.

To the extent that interest rates are floating rates, the undiscounted amount is derived from interest rate curves at the end of the reporting period.

	Effective interest rate during the year %	Less than 1 year/ On demand RM	More than 1 year RM	Total RM
2021				
Financial assets:				
Fixed deposits and interest receivables	1.70 to 2.05	22,791,642		22,791,642
Cash and bank balances (Note 16)	-	5,341,816		5,341,816
Trade receivables (Note 13)	-	372,439		372,439
Other receivables and refundable deposits	-	514,379		514,379
Financial liabilities:				
Trade payables (Note 18)	-	744,772		744,772
Other payables and accrued expenses	-	2,788,645		2,788,645
Lease liabilities (Note 20)	<u>5.00</u>	<u>1,319,425</u>	<u>1,296,184</u>	<u>2,615,609</u>

	Effective interest rate during the year %	Less than 1 year/ On demand RM	Total RM
2020			
Financial assets:			
Fixed deposits and interest receivables	1.70 to 3.35	24,338,353	24,338,353
Cash and bank balances (Note 16)	-	7,312,777	7,312,777
Trade receivables (Note 13)	-	403,645	403,645
Other receivables and refundable deposits	-	482,277	482,277
Financial liabilities:			
Trade payables (Note 18)	-	882,611	882,611
Other payables and accrued expenses	-	2,386,647	2,386,647
Lease liabilities (Note 20)	<u>4.65</u>	<u>433,982</u>	<u>433,982</u>

Sensitivity analysis for interest rate

At the end of the reporting period, if the interest rates increased or decreased by 25 basis points (2020: 24 basis points), with all other variables held constant, the Institute's surplus for the year will be higher or lower by RM13,192 (2020: RM10,309).

The assumed movement in interest rates for interest rate sensitivity analysis is based on the current observable market environment.

(d) Capital risk management

The Institute manages its capital to ensure that the Institute will be able to continue as a going concern, through regular reviews of the capital structure. The capital structure of the Institute consists of general reserves and surplus as disclosed in the statement of changes in equity.

The Institute is not subject to any externally imposed capital requirements.

4. SIGNIFICANT ACCOUNTING POLICIES

Basis of preparation

The financial statements of the Institute have been prepared under the historical cost convention, unless otherwise indicated in the accounting policies stated below. The financial statements are presented in Ringgit Malaysia ("RM") which is the Institute's functional currency.

Revenue recognition

Revenue is recognised when or as a performance obligation in the contract with customer is satisfied i.e. when the "control" of the services underlying the particular performance obligation is transferred to the customer.

A performance obligation is a promise to transfer a distinct service (or a series of distinct goods or services that are substantially the same and that have the same pattern of transfer) to the customer that is explicitly stated in the contract and implied in the Institute's customary business practices.

Revenue is measured at the amount of consideration to which the Institute expects to be entitled in exchange for transferring the promised services to the customers, excluding the amounts collected on behalf of third parties such as sales taxes or goods and services taxes. If the amount and consideration vary due to discounts, rebates, refunds or other similar items, the Institute estimates the amount of consideration to which it will be entitled based on the expected value or the most likely outcome. If the contract with customer contains more than one performance obligation, the amount of consideration is allocated to each performance obligation based on the relative stand-alone selling prices promised in the contract.

Revenue is recognised to the extent that is highly probable that a significant reversal in the amount of cumulative revenue recognised will not occur when the uncertainty associated with the variable consideration is subsequently resolved.

The Institute offers an extensive range of quality education programmes and training courses for professionals in the insurance and financial services industry. The Institute recognises revenue from the following major source:

Point-in-time revenue:

(a) Examination, professional qualification and certification fees (examination)

The Institute conducts examinations with a fee which to be paid by its customer. Revenue is recognised for examination, professional qualification and certification fees when the service is completed as this represents the point in time at which the right to consideration becomes unconditional, as only passage of time is required before the payment is due.

(b) Training, seminar and conference fees

The Institute conducts trainings, seminars and conferences for the benefit of the industry and its members and such services are recognised as performance obligations satisfied at the point in time. Revenue is recognised upon the performance of the services. Seminar and conferences fees will be recognised during the month of the programme as the duration of these seminar and conferences are short. Revenue from trainings conducted will be recognised at the point in time.

(c) E-learning fees and sale of books

For e-learning and sale of books, revenue is recognised when control of the goods has transferred being at the point the customer purchases the goods from the Institute. Payment of the transaction price is due immediately at the point the customer purchases the goods.

Over-time revenue:

(a) Membership fees

Membership fees comprise both corporate and individual memberships. Only subscription which is attributable to the current financial year is recognised as revenue. Subscription relating to periods beyond the current financial year is recognised as subscriptions in advance. Deferred income will be recognised accordingly.

(b) Professional qualification and certification fees (Class-based)

For fee relating to the classes, the fee for which the classes are conducted are recognised on the current financial year as revenue. Classes to be conducted beyond the current financial year is recognised as fee in advance. Deferred income will be recognised accordingly.

Foreign currency

The Institute's financial statements are presented in the currency of the primary economic environment in which the entity operates (its functional currency).

In preparing the financial statements of the Institute, transactions in currencies other than the functional currency (foreign currencies) are recorded at the rates of exchange prevailing on the dates of the transactions. At the end of each reporting period, monetary items denominated in foreign currencies are retranslated at the rates prevailing at that date. Non-monetary items carried at fair value that are denominated in foreign currencies are retranslated at the rates prevailing on the date when the fair value was determined. Non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate as at the date of the initial transactions.

Exchange differences arising on the settlement of monetary items, and on the retranslation of monetary items are included in statement of comprehensive income for the year. Exchange differences

arising on the retranslation of non-monetary items carried at fair value are included in statement of comprehensive income for the year except for differences arising on the retranslation of non-monetary items in respect of gains and losses that are recognised in other comprehensive income. For such non-monetary items, any exchange component of that gain or loss is also recognised in other comprehensive income.

Taxation

(a) Current income tax

Current income tax assets and liabilities for the current year are measured at the amount expected to be recovered from or paid to the taxation authorities. The tax rates and tax laws used to compute the amount are those that are enacted at the end of the reporting period in the countries where the Institute operates and generates taxable income.

(b) Deferred Tax

Deferred tax is provided for, using the liability method, on temporary differences at the end of the reporting period between the tax bases of assets and liabilities and their carrying amounts in the financial statements at the end of the reporting period. Deferred tax liabilities are recognised for all taxable temporary differences and deferred tax assets are recognised for all deductible temporary differences, unused tax losses and unused tax credits to the extent that it is probable that future taxable profits will be available against which the deductible temporary differences, unused tax losses and unused tax credits can be utilised.

Deferred tax is measured at the tax rates that are expected to apply in the period when the asset is realised or the liability settled, based on tax rates that have been enacted or substantively enacted by the end of the reporting period. Deferred tax is recognised in statement of comprehensive income, except when it arises from a transaction which is recognised outside statement of comprehensive income (whether in other comprehensive income or directly in equity), in which case the deferred tax is also recognised outside statement of comprehensive income.

The carrying amount of deferred tax assets, if any, is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient future taxable profits will be available to allow all or part of the asset to be recovered.

Deferred tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Institute intends to settle its current tax assets and liabilities on a net basis.

Employee benefits

(a) Short-term benefits

Wages, salaries, bonuses and social security contributions are recognised as an expense in the period in which the associated services are rendered by employees. Short-term accumulating compensated absences such as paid annual leave is recognised when services are rendered by employees that increase their entitlement to future compensated absences, and short-term non-accumulating compensated absences such as sick leave are recognised when the absences occur.

(b) Defined contribution plans

The Institute is required by law to make monthly contributions to the Employees Provident Fund ("EPF"), a statutory defined contribution plan for all their eligible employees based on certain prescribed rates of the employees' applicable remuneration. Contributions are charged to statement of comprehensive income in the period in which they relate. The Institute's contributions to EPF are disclosed separately and the employees' contributions to EPF are included in employee benefits expense. Once the contributions have been paid, the Institute has no further payment obligations.

Leases - As lessee

The Institute assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

As lessee, the Institute applies a single recognition and measurement approach for all lease, except for short-term leases and lease of low-value assets. The Institute recognises lease liability to make lease payment and right-of-use asset representing the right to use the underlying asset.

(i) Right-of-use assets

The Institute recognises a right-of-use asset at the lease commencement date. The right-of-use asset is initially measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liability. The cost of right-of-use asset includes the amount of lease liability recognised, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use asset is depreciated on a straight-line basis over the shorter of the lease term and the estimated useful lives of the asset.

(ii) Lease liabilities

At the commencement date of the lease, the Institute recognises lease liabilities measured at the present value of lease payments to be made over the lease term. The lease term payment includes fixed payment less any lease incentives receivable, variable lease payments that depend on an index or a rate, and amounts expected to be paid under residual value guarantees. The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Institute and the payments of penalties for terminating the lease, if the lease term reflects the Institute exercising the option to terminate.

In calculating the present value of lease payments, the Institute uses its incremental borrowing rate at the lease commencement date because the interest rate implicit in the lease is not readily determinable.

After the commencement date, the amount of lease liability is increased to reflect the accretion of interest and reduced for the lease payment made. In addition, the carrying amount of lease liabilities are remeasured if there is a modification, a change in the lease term, a change in the lease payment or a change in the assessment of an option to purchase the underlying asset.

(iii) Short-term leases and leases of low-value assets

The Institute has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less and leases of low-value assets (less than RM20,000 individually). The Institute recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Impairment of non-financial assets

At the end of each reporting period, the Institute reviews the carrying amounts of its non-financial assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Where it is not possible to estimate the recoverable amount of an individual asset, the Institute estimates the recoverable amount of the cash-generating unit to which the asset belongs. When a reasonable and consistent basis of allocation can be identified, corporate assets are also allocated to individual cash-generating unit, or otherwise they are allocated to the smallest group of cash-generating unit for which a reasonable and consistent allocation basis can be identified.

Recoverable amount is the higher of fair value less costs to sell and value-in-use. In assessing value-in-use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessment of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in statement of comprehensive income.

Where an impairment loss subsequently reverses, the carrying amount of the asset (or cash-generating unit) is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset (or cash-generating unit) in prior years. A reversal of an impairment loss is recognised immediately in statement of comprehensive income.

Plant and equipment

Plant and equipment are stated at cost less accumulated depreciation and any impairment loss.

Subsequent cost is included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future benefits associated with the item will flow to the Institute and the cost can be measured reliably. The carrying amount of the part of the asset being replaced is derecognised. All other repairs and maintenance costs are charged to statement of comprehensive income in the year in which they are incurred.

Depreciation of plant and equipment are computed on the straight-line method at the following annual rates based on the estimated useful lives of the various plant and equipment:

Furniture and fittings, audio visual and office equipment	10% - 33.33%
Motor vehicles	20%
Computers and peripherals	20% - 33.33%
Renovation	20% - 33.33%

At the end of each reporting period, the residual values, useful lives and depreciation method of the plant and equipment are reviewed, and the effects of any changes are recognised prospectively.

An item of plant and equipment is derecognised upon disposal or when no future economic benefits are expected to arise from the continued use of the asset. Any gain or loss arising on the disposal

or retirement of an item of plant and equipment is determined as the difference between the sales proceeds and the carrying amount of the asset, and is recognised in statement of comprehensive income.

Inventories

Inventories are valued at the lower of cost and net realisable value. Inventories represent books and publications for sale.

In arriving at net realisable value, impairment is made for obsolete and slow-moving inventories.

Cost includes the cost of purchase plus the cost incurred in bringing the inventories to their present location and condition. Net realisable value represents the estimated selling price for inventories less all estimated cost necessary to make the sale.

Provisions

Provisions are made when the Institute has a present legal or constructive obligation as a result of past events, when it is probable that an outflow of resources will be required to settle the obligation, and when a reliable estimate of the amount can be made. Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Where the effect of the time value of money is material, the amount of provision is the present value of the expenditure expected to be required to settle the obligation. Provisions are reversed if it is no longer probable that the Institute will be required to settle the obligation.

Financial instruments

Financial assets and financial liabilities are recognised in the statement of financial position when, and only when, the Institute becomes a party to the contractual provisions of the financial instruments.

Financial assets and financial liabilities are initially measured at fair value, except for trade receivables that do not have a significant financing component which are measured at transaction price. Transaction costs that are directly attributable to the acquisition or issue of financial assets and financial liabilities (other than financial assets and financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial assets or financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial assets or financial liabilities at fair value through profit or loss are recognised immediately in profit or loss.

(a) Financial assets

Categories of financial assets are determined on initial recognition and are not reclassified subsequent to their initial recognition unless the Institute changes its business model for managing financial assets in which case all affected financial assets are reclassified on the first day of the first reporting period following the change of the business model.

(i) Amortised cost

Amortised cost category comprises financial assets that are held within the business model whose objective is to hold assets to collect contractual cash flows and its contractual terms give rise on specified dates to cash flows that are solely payment of principal and interest on the principal amount outstanding. The financial assets are not designated as at Fair Value Through Profit or Loss ("FVTPL").

Subsequent to initial recognition, these financial assets are measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Any gains or losses on derecognition is recognised in statement of comprehensive income.

Interest income is recognised by applying effective interest rate to the gross carrying amount except for credit impaired financial assets where the effective interest rate is applied to the amortised costs.

The effective interest method is a method of calculating the amortised cost of a financial instrument and of allocating interest income or expense over the relevant period.

The effective interest rate is the rate that exactly discounts the estimated future cash receipts or payments through the expected life of the financial assets, or where appropriate, a shorter period.

All financial assets, except those measured at FVTPL, are subject to impairment assessment.

(b) Financial Liabilities

Financial liabilities not categorised as FVTPL are categorised as other financial liabilities, which subsequently measured at amortised cost using the effective interest method. Interest expense is recognised in the statement of comprehensive income. Any gains or losses on derecognition are also recognised in statement of comprehensive income. Other financial liabilities comprising payables, accrued expenses and debt instruments.

(c) Derecognition

The Institute derecognises a financial asset only when the contractual rights to the cash flows from the financial asset expires, or it transfers the financial assets and substantially all of the risks and rewards of ownership of the financial asset to another entity. If the Institute neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred financial asset, the Institute recognises its retained interest in the financial asset and an associated liability for amounts it may have to pay.

If the Institute retains substantially all the risks and rewards of ownership of a transferred financial asset, the Institute continues to recognise the financial asset and also recognises a collateralised borrowing from the proceeds received.

On derecognition of a financial asset in its entirety, the difference between the financial asset's carrying amount and the sum of consideration received and receivable and any cumulative gain or loss that had been recognised in other comprehensive income is recognised in statement of comprehensive income.

A financial liability is derecognised when, and only when the obligation specified in the contract is discharged, cancelled or expires.

A financial liability is also derecognised when its terms are modified and the cash flows of the modified liability are substantially different, in which case, a new financial liability based on modified terms is recognised at fair value. On derecognition of financial liability, the difference between the carrying amount of the financial liability extinguished or transferred to another party and the consideration paid is recognised in statement of comprehensive income.

Impairment of financial assets

The Institute recognises estimated credit loss (“ECL”) on financial assets measured at amortised cost. ECLs are a probability-weighted estimate of credit losses. The Institute measures loss allowance at an amount equal to lifetime expected credit loss, except for other receivables, capacity building fund, fixed deposits and cash and bank balances that are determined to have low credit risk at the reporting date or the credit risk has not increased significantly since initial recognition, which are measured at 12-month expected credit loss. Loss allowance for trade receivables is always measured at an amount equal to lifetime expected credit loss.

The Institute considers reasonable and supportable information that is relevant and available without undue cost or effort when assessing the ECL. This includes both quantitative and qualitative information and analysis, based on the Institute’s historical experience and forward-looking information, where available.

Lifetime ECLs are the expected credit losses that result from all possible default events over the expected life of the asset, while 12-month ECLs are the portion of expected credit losses that result from default events that are possible within the 12 months after the end of the reporting period.

An impairment loss in respect of financial assets measured at amortised cost is recognised in statement of comprehensive income and the carrying amount of the asset is reduced through the use of an allowance account.

Classification as debt or equity

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements.

Fair value measurement

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- In the principal market for the asset or liability; or
- In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Institute. The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

Fair value measurement of a non-financial asset takes into account a market participant’s ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participants that would use the asset in its highest and best use.

The Institute uses valuation techniques that are appropriate in the circumstances and for which sufficient data are avail to measure fair value, maximising the use of relevant observable inputs and minimising the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorised within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities.
- Level 2 - Valuation techniques for which all inputs that are significant to the fair value measurement are directly or indirectly observable.
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

Cash and cash equivalents

The Institute adopts the indirect method in the preparation of the statement of cash flows. Cash equivalents are short-term, highly liquid investments and are readily convertible to cash with insignificant risk of changes in value.

Cash and cash equivalent include cash, cash in banks and fixed deposits with licensed financial institutions with original maturity periods of three months or less, which have an insignificant risk of changes in value and are readily convertible to a known amount.

5. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY

(a) Critical judgements in applying the Institute's accounting policies

In the process of applying the Institute's accounting policies as described in Note 4 above, management is of the opinion that there are no instances of application of judgement which are expected to have a significant effect on the amounts recognised in the financial statements.

(b) Key sources of estimation uncertainty

Management believes that there are no key assumptions made concerning the future, and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

6. REVENUE

	2021 RM	2020 RM
Revenue recognised at point-in-time:		
Examination fees	7,612,292	6,555,556
Training, seminar and conference fees	3,349,542	2,696,644
E-learning	942,150	850,211
Sale of books	82,901	110,254
Others	-	2,470
	<u>11,986,885</u>	<u>10,215,135</u>
Revenue recognised over time:		
Membership fees	<u>809,008</u>	<u>773,908</u>
	<u>12,795,893</u>	<u>10,989,043</u>

7. OPERATING DEFICIT

In addition to the employee benefits expenses and depreciation of plant and equipment and right-of-use assets, operating deficit is arrived at after crediting/(charging):

	2021 RM	2020 RM
Other income	84,349	92,133
Interest income from fixed deposits	442,429	660,723
Gain on lease modification (Note 20)	-	4,670
Gain on disposal of plant and equipment	-	1,758
Gain/(Loss) on foreign exchange:		
Realised	487	239
Unrealised	-	(241)
Expenses relating to:		
Short-term leases	(523,848)	(921,771)
Leases of low value assets	(51,831)	(50,166)
Reversal/(Addition) to loss allowance on trade receivables (Note 13)	82,748	(78,558)
Plant and equipment written off	(9,333)	(1,102)
Auditors' remuneration	(45,000)	(40,000)
Directors' fee	(30,500)	(14,000)

Employee benefits expense include salaries, contributions to EPF and all other staff related expenses. During the financial year, contributions of EPF made by the Institute amounted to RM929,323 (2020: RM913,470).

Included in other income is Hibah, a voluntary gift on saving account in licenced banks, amounted to RM15,902 (2020: RM27,344).

8. TAX EXPENSE

	2021 RM	2020 RM
Tax expense	-	-

For tax purposes, the Institute is treated as a "Trade Association" under Section 53(3) of the Income Tax Act 1967 under which its income is taxed at scale rates.

A numerical reconciliation of tax credit applicable to the deficit before tax at the statutory income tax rate to tax credit at the effective tax rate of the Institute is as follows:

	2021	2020
	RM	RM
Deficit before tax	<u>(784,558)</u>	<u>(2,623,094)</u>
Tax at 28%	219,676	734,466
Tax effects of:		
Expenses not deductible for tax purposes	(108,422)	(282,321)
Income not subject to tax	23,617	23,715
Deferred tax assets not recognised	<u>(134,871)</u>	<u>(475,860)</u>
Tax expense for the year	<u>-</u>	<u>-</u>

The tax liability of RM2,022,297 (2020: RM2,022,297) on the Statement of Financial Position relates to the Institute's tax obligations arising from the disposal of Wisma IBI in 2016. The previous auditor was not able to complete certain audit procedures in relation to the carrying amount of the tax liability and tax expense and as a result, issued a modified audit opinion for the previous financial year ended 31 December 2020, on 18 August 2021.

Significant judgement had been applied by the Institute to determine the estimated building market value of Wisma IBI, at the time of its disposal, as fair value assessment by a qualified property valuer could not be obtained by the Institute (due to the Government's Movement Control Order in place at the material time) and provided to the previous auditor prior to signing off the audited financial statements for 31 December 2020. Therefore, tax provisions and tax expenses had been estimated based on estimates of the said property's value, by the Institute.

During the financial year ended 31 December 2021, the property valuation exercise had been completed on 18 November 2021. The fair value of Wisma IBI on the date of disposal was estimated by a qualified property valuer. With this new information, the tax provisions and tax expenses estimated for the financial year ended 31 December 2020, had been reassessed by the Institute. No additional provision for tax is required in the current financial year.

9. PLANT AND EQUIPMENT

	Furniture and fittings, audio visual and office equipment RM	Motor Vehicles RM	Computers and peripherals RM	Renovation RM	Total RM
Cost					
At 1 January 2020	1,487,155	217,004	3,976,491	14,226	5,694,876
Additions	-	-	160,000	-	160,000
Disposals	(59,843)	-	-	-	(59,843)
Write-offs	(593,670)	-	-	-	(593,670)
At 31 December 2020/ 1 January 2021	833,642	217,004	4,136,491	14,226	5,201,363
Reclassification to Capacity Building					
Fund (Note 15)	-	-	(160,000)	-	(160,000)
Write-offs	(657,676)	-	(2,049,030)	(14,226)	(2,720,932)
At 31 December 2021	<u>175,966</u>	<u>217,004</u>	<u>1,927,461</u>	<u>-</u>	<u>2,320,431</u>

	Furniture and fittings, audio visual and office equipment RM	Motor Vehicles RM	Computers and peripherals RM	Renovation RM	Total RM
Accumulated Depreciation					
At 1 January 2020	1,460,861	119,259	3,837,195	14,226	5,431,541
Charge for the year	8,388	24,436	49,441	-	82,265
Disposals	(59,843)	-	-	-	(59,843)
Write-offs	(592,568)	-	-	-	(592,568)
At 31 December 2020/ 1 January 2021	816,838	143,695	3,886,636	14,226	4,861,395
Charge for the year	5,290	24,436	58,858	-	88,584
Write-offs	(648,900)	-	(2,048,473)	(14,226)	(2,711,599)
At 31 December 2021	173,228	168,131	1,897,021	-	2,238,380
Net Carrying Amount					
At 31 December 2021	2,738	48,873	30,440	-	82,051
At 31 December 2020	16,804	73,309	249,855	-	339,968

Included in plant and equipment of the Institute are fully depreciated assets which are still in use, with costs totalling RM1,915,278 (2020: RM4,601,692).

10. RIGHT-OF-USE ASSET

	2021 RM	2020 RM
Cost		
At beginning of year	1,888,538	1,251,811
Additions	2,954,392	636,727
Write off	(1,888,627)	-
At end of year	2,954,303	1,888,538
Accumulated Depreciation		
At beginning of year	1,465,365	625,906
Charge for the year	915,154	839,459
Write off	(1,890,442)	-
At end of year	490,077	1,465,365
Net Carrying Amount	2,464,226	423,173

During the financial year ended 31 December 2021, a lease arrangement with previous tenor had ended on 30 June 2021. The cost and the accumulated depreciations had been written off from the books. The Institute has entered into new lease arrangements for its office premises and other facilities such as computer labs and training room facilities from 1 April 2021 to 31 March 2024 and 1 April 2021 to 31 March 2023 respectively.

11. FIXED DEPOSITS

Fixed deposits placed with licensed banks earn interest at rates ranging from 1.70% to 2.05% (2020: 1.70% to 3.35%). The fixed deposits with original maturity period of 3 months and below and original maturity period of more than 3 months are with average maturity period of 91 days (2020: 91 days) and 199 days (2020: 198 days) respectively. The Institute's fixed deposits placements as at 31 December 2021 are as below:

	2021 RM	2020 RM
Original maturity period of 3 months and below	926,834	911,247
Original maturity period of more than 3 months	<u>21,767,406</u>	<u>23,328,395</u>
At end of year	<u>22,694,240</u>	<u>24,239,642</u>

12. INVENTORIES

	2021 RM	2020 RM
Bookshop books:		
At cost	<u>52,752</u>	<u>62,180</u>

The cost of inventories recognised as an expense for the year was RM22,815 (2020: RM11,950).

13. TRADE RECEIVABLES

	2021 RM	2020 RM
Third parties	497,691	611,645
Less: Loss allowances	<u>(125,252)</u>	<u>(208,000)</u>
Net	<u>372,439</u>	<u>403,645</u>

Trade receivables comprise amounts receivable from customers for academic and training courses conducted. These are non-interest bearing and recognised at their original invoice amounts which represent their fair values on initial recognition. In general, the Institute practices no credit to its customers. However, the Institute allows credit to customers with special arrangement with the Institute.

Movements in loss allowances accounts used to record the impairment loss and the analysis of the Institute's trade receivables that are individually and collectively impaired at the reporting date are as follows:

	Individually Impaired RM	Collectively Impaired RM	Total RM
Movement in loss allowance accounts			
At 1 January 2020	125,980	3,462	129,442
Increase in impairment for the year	<u>80,582</u>	<u>(2,024)</u>	<u>78,558</u>
At 31 December 2020	<u>206,562</u>	<u>1,438</u>	<u>208,000</u>
At 1 January 2021	206,562	1,438	208,000
Increase in impairment for the year	<u>(93,396)</u>	<u>10,648</u>	<u>(82,748)</u>
At 31 December 2021	<u>113,166</u>	<u>12,086</u>	<u>125,252</u>

Credit terms of trade receivables is 90 days (2020: 90 days). No interest is charged on outstanding trade receivables.

The Institute measures the loss allowance for trade receivables at an amount equal to lifetime Estimated Credit Loss ("ECL").

The expected credit losses on trade receivables are estimated using a provision matrix by reference to past default experience of the debtor and an analysis of the debtor's current financial position, adjusted for factors that are specific to the debtors, general economic conditions of the industry in which the debtors operate should there be any and an assessment of both the current as well as the forecast direction of conditions at the end of the reporting period.

The Institute writes off a trade receivable when there is information indicating that the debtor is in severe financial difficulty and there is no realistic prospect of recovery, e.g. when the debtor has been placed under liquidation or has entered into bankruptcy proceedings, or when the trade receivables are over two years past due, whichever occurs earlier. None of the trade receivables that have been written off is subject to enforcement activities.

The following table details the risk profile of trade receivables based on the Institute's provision matrix. As the Institute's historical credit loss experience does not show significantly different loss patterns for different customer segments, the loss allowance based on past due status is not further distinguished between the Institute's different customer base.

	← Days not past due →			← Days past due →		Total RM
	< 30 RM	31 - 60 RM	61 - 90 RM	91 - 120 RM	> 120 RM	
As at 31 December 2021						
Estimated total gross carrying amount						
at default	277,917	64,600	23,637	17,798	113,739	497,691
Lifetime ECL	<u>230</u>	<u>81</u>	<u>36</u>	<u>14</u>	<u>124,891</u>	<u>125,252</u>
As at 31 December 2020						
Estimated total gross carrying amount						
at default	171,340	67,142	141,243	18,632	213,288	611,645
Lifetime ECL	<u>631</u>	<u>233</u>	<u>494</u>	<u>65</u>	<u>206,577</u>	<u>208,000</u>

As at 31 December 2021, trade receivables with a total of RM6,632 (2020: RM25,278) were past due but not impaired. Trade receivables that are neither past due nor impaired are creditworthy debtors with good payment records with the Institute. In determining the recoverability of a trade receivable, the Institute considers any change in the credit quality of the trade receivable from the date credit was initially granted up to the end of the reporting period.

14. OTHER RECEIVABLES, DEPOSITS AND PREPAID EXPENSES

	2021 RM	2020 RM
Other receivables	111,720	175,461
Interest receivable	97,401	98,711
Refundable deposits	402,659	306,815
Renovation expenses	1,894,304	-
Prepaid expenses	<u>376,119</u>	<u>399,948</u>
	<u>2,882,203</u>	<u>980,935</u>

15. CAPACITY BUILDING FUND

	2021 RM	2020 RM
At beginning of year	(3,933,213)	(5,942,032)
Payments	1,050,662	2,008,819
Reclassification to plant and equipment (Note 9)	<u>160,000</u>	<u>-</u>
At end of year	<u>(2,722,551)</u>	<u>(3,933,213)</u>

Following the idea of having a permanent funding mechanism from the industry, Bank Negara Malaysia initiated the move to set up a capacity building fund to be jointly funded by Bank Negara Malaysia and the insurance industry. The basis of the contribution is that Bank Negara Malaysia will match ringgit-for-ringgit the contribution by the insurance industry. The fund will be channelled through the Board of Trustees of Asian Institute of Finance, which will disburse the necessary funds for any approved projects.

The balance of RM2,722,551 (2020: RM3,933,213) as at 31 December 2021 is an excess of fund received from the Asian Institute of Finance ("AIF") which comprises advance payments for the approved ongoing projects and is repayable on demand.

16. CASH AND CASH EQUIVALENTS

	2021 RM	2020 RM
Cash and bank balances	5,341,816	7,312,777
Original maturity period of 3 months and below	<u>926,834</u>	<u>911,247</u>
	<u>6,268,650</u>	<u>8,224,024</u>

Cash and bank balances are denominated in the following currencies:

	2021 RM	2020 RM
Ringgit Malaysia	5,291,894	7,291,814
United States Dollar	<u>49,922</u>	<u>20,963</u>
	<u>5,341,816</u>	<u>7,312,777</u>

17. GENERAL RESERVES

General reserves arose mainly from contributions by insurance companies, brokers, agents and adjusters and the surplus arising on the disposal of a subsidiary company in prior years.

18. TRADE PAYABLES, OTHER PAYABLES AND ACCRUED EXPENSES

Trade payables comprise amounts outstanding for trade purchases and ongoing costs. These payables are non-interest bearing and the credit period granted to the Institute for trade purchases ranges from 30 days to 90 days (2020: 30 days to 90 days).

Other payables and accrued expenses consist of the following:

	2021 RM	2020 RM
Other payables	507,183	311,568
Accrued expenses	2,281,462	2,075,079
Deferred income	473,984	149,337
	<u>3,262,629</u>	<u>2,535,984</u>

19. TRAINING CREDIT SCHEME

	2021 RM	2020 RM
At beginning of year	975,333	-
Additions	24,179	1,245,000
Utilisations	<u>(542,085)</u>	<u>(269,667)</u>
At end of year	<u>457,427</u>	<u>975,333</u>

The MII Training Credit Scheme was mooted during the Extraordinary General Meeting of the bondholders of Zero Coupon Bonds on 14 November 2017 by Bank Negara Malaysia ("BNM") as an initiative to the bondholders to have the redemption sum converted into training credits. The scheme was then established following the redemption of the Zero Coupon Bond on 4 November 2019.

The Training Credit Scheme will be utilised by participating companies to offset against training fees for subscribed courses provided by MII or an approved training provider.

The objective of the scheme is to promote a lifelong learning culture and to boost investment in talent development and capacity building initiatives by insurance industry players.

20. LEASE LIABILITIES

	2021 RM	2020 RM
At beginning of year	427,633	637,615
Additions	2,954,392	636,727
Gain on lease modification (Note 7)	-	(4,670)
Finance costs (Note 7)	42,337	25,925
Repayments of lease liability	(902,665)	(842,039)
Repayments of finance costs	<u>(42,337)</u>	<u>(25,925)</u>
At end of year	<u>2,479,360</u>	<u>427,633</u>

The incremental borrowing rate applied to the lease liability recognised in the statement of financial position is 5.00% (2020: 4.65%). The additions during the year represent the new lease arrangements for the Institute's office premises and other facilities such as computer labs and training room facilities from 1 April 2021 to 31 March 2024 and 1 April 2021 to 31 March 2023 respectively.

21. CAPITAL COMMITMENTS

As of the end of the reporting period, the Institute has the following capital commitments in respect of plant and equipment:

	2021 RM	2020 RM
Approved but not contracted for	<u>1,517,460</u>	<u>5,638,499</u>

22. RENTAL COMMITMENT

As of the end of the reporting period, the Institute has the following rental commitment which have been exempted under MFRS 16 due to the leases of low-value assets and short-term leases:

	Future Minimum Lease Payments	
	2021 RM	2020 RM
Financial years ending 31 December,		
2022	1,568,081	553,325
2023 onwards	<u>1,722,904</u>	<u>187,118</u>
	<u>3,290,985</u>	<u>740,443</u>

23. COMPENSATION OF KEY MANAGEMENT PERSONNEL

The compensation of key management personnel which comprises key members of senior management of the Institute during the financial year are as follows:

	2021 RM	2020 RM
Short-term employee benefits	1,753,962	1,526,049
Contributions to EPF	<u>255,851</u>	<u>225,414</u>
	<u>2,009,813</u>	<u>1,751,463</u>

24. FINANCIAL INSTRUMENTS

Categories of financial instruments

	2021 RM	2020 RM
Financial assets		
Fixed deposits and interest receivables	22,791,642	24,338,353
Cash and bank balances	5,341,816	7,312,777
Trade receivables	372,439	403,645
Other receivables and refundable deposits	<u>514,379</u>	<u>482,277</u>
Financial assets at amortised cost	<u>29,020,276</u>	<u>32,537,051</u>
Financial liabilities		
Trade payables	744,772	882,611
Other payables and accrued expenses	<u>2,788,645</u>	<u>2,386,647</u>
Financial liabilities at amortised cost	<u>3,533,417</u>	<u>3,269,258</u>

The carrying amounts of all financial assets and liabilities of the Institute at the end of the reporting period approximate their fair values due to their short term maturity.

THE MALAYSIAN INSURANCE INSTITUTE

(Incorporated in Malaysia)

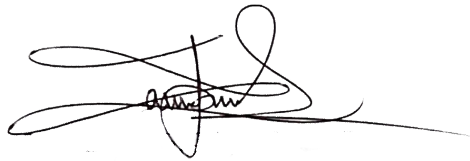
STATEMENT BY DIRECTORS

The directors of **THE MALAYSIAN INSURANCE INSTITUTE** state that, in their opinion, the financial statements give a true and fair view of the financial position of the Institute as at 31 December 2021 and of its financial performance and its cash flows for the year then ended in accordance with Malaysian Financial Reporting Standards, International Financial Reporting Standards and the requirements of the Companies Act, 2016 in Malaysia.

Signed in accordance with
a resolution of the Directors,



ANTONY FOOK WENG LEE
(CHAIRMAN)

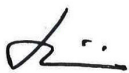


EZAMSHAH BIN ISMAIL
(DIRECTOR)

Kuala Lumpur,
26 May 2022

DECLARATION BY THE OFFICER PRIMARILY RESPONSIBLE FOR THE FINANCIAL MANAGEMENT OF THE INSTITUTE

I, **SHALINI A/P K PAVITHRAN** the officer primarily responsible for the financial management of **THE MALAYSIAN INSURANCE INSTITUTE**, do solemnly and sincerely declare that the accompanying financial statements are, in my opinion, correct and I make this solemn declaration conscientiously believing the same to be true, and by virtue of the provisions of the Statutory Declarations Act, 1960.



SHALINI A/P K PAVITHRAN

Subscribed and solemnly declared by the
abovenamed **SHALINI A/P K PAVITHRAN** at **KUALA LUMPUR** this
26th day of May, 2022

Before me,



COMMISSIONER FOR OATHS

43A-1-11, JALAN 1/48A
SENTUL PERDANA 47
BANDAR BARU SENTUL
51000 KUALA LUMPUR
+6018 357 3015

The background features a dark blue gradient with vibrant, multi-colored streaks of light in shades of red, orange, yellow, green, and purple, creating a sense of motion and energy. The streaks are concentrated in the upper right and lower right corners, leaving the left side relatively dark.

Member Information

THE MALAYSIAN INSURANCE INSTITUTE
 [Registration Number: 197701004772 (35445-H)]
 (Incorporated in Malaysia)

NOTICE OF ANNUAL GENERAL MEETING

NOTICE IS HEREBY GIVEN that the 44th Annual General Meeting of **THE MALAYSIAN INSURANCE INSTITUTE** [“the Company” or “MII”] will be held at Bangunan AICB on Thursday, 23 June 2022 at 10:00 a.m. to consider the following matters:

AGENDA

ORDINARY BUSINESS

- | | |
|---|--|
| 1. To receive the Audited Financial Statements for the financial year ended 31 December 2021 together with the Reports of the Directors’ and Auditors’ thereon. | Explanatory Notes A |
| 2. To re-elect the following Directors who retire pursuant to Article 72(3)(b) of the Company’s Constitution (Articles of Association) and who being eligible offer themselves for re-election:

(i) Mr Zainal Abidin Mohd Noor
(ii) Mr Tapan Kumar Rangam Bir | Ordinary Resolution 1
Ordinary Resolution 2 |
| 3. To re-appoint Messrs. Ernst & Young PLT as Auditors of the Company, to hold office until the conclusion of the next Annual General Meeting and to authorise the Board of Directors to fix their remuneration. | Ordinary Resolution 3 |

SPECIAL BUSINESS

To consider and if thought fit, to pass the following ordinary resolution, with or without modifications:

- | | |
|--|-----------------------|
| 4. Proposed Directors’ Benefits

To approve the payments of meeting attendance allowance of RM500 per meeting, MII’s annual membership fees and subscriptions fees to Directors from 1 January 2022 until the conclusion of the 2023 Annual General Meeting. | Ordinary Resolution 4 |
| 5. Proposed amendments to the Constitution of the Company

“THAT subject to Minister of Domestic Trade and Consumer Affairs approval being obtained, the Constitution in the form and context as contained in the document attached hereto and marked “Appendix A” be hereby approved and adopted as the new Constitution of the Company in substitution for and to the exclusion of all the existing Memorandum and Articles of Association of the Company. | Special Resolution 1 |

AND THAT the Board of Directors of the Company be and are hereby authorised to assent to any conditions, modification, variation and/or amendments as may be required by any relevant authorities, and to do all acts and things and take all such steps as may be considered necessary to give full effect to the foregoing.”

6. To transact any other business of which due notice shall have been given in accordance with the Companies Act 2016 and the Company's Constitution (Articles of Association).

By Order of the Board


SUZANA BINTI AHMAD
 Bar Council No. BC/S/356
 SSM PC No.: 201908003317
Company Secretary

Kuala Lumpur
 Dated: 1 June 2022

NOTES:

- a. A member entitled to attend and vote at this meeting is entitled to appoint one proxy or accredited representative respectively to attend and vote in his stead.
- b. Only an Individual Member shall be a proxy and no proxy shall be a proxy for more than two (2) Individual Members.
- c. The instrument appointing a proxy or accredited representative and the power of attorney or other authority (if any) under which it is signed or a notarially certified or office copy thereof shall be deposited at the Company's Registered Office at Level 6, Bangunan AICB 10, Jalan Dato' Onn 50480, Kuala Lumpur or send by any electronic means not less than forty-eight (48) hours before the time appointed for holding the meeting or adjournment meeting at which the person named in the instrument proposes to vote.

Explanatory Notes A:

1. Audited Financial Statements for the financial year ended 31st December 2021

This item of the Agenda is meant for discussion only, as the provision of Section 340(1) (a) of the Companies Act 2016 ["CA 2016"] does not require the shareholders to formally approve the Audited Financial Statements. Hence, this item is not put forward for voting.

2. Ordinary Resolution 4 - Proposed Directors' Benefits

Section 230(1)(a) of the Companies Act 2016 provides that the fees of the directors and any benefits payable to directors of a public company shall be approved at a general meeting. As a matter of policy, MII Board members do not receive directors' fees.

The proposed Ordinary Resolution No.4, if duly passed, is to pay a meeting attendance allowance of RM500 per meeting to all MII Directors who are not employed in the insurance industry or by Bank Negara Malaysia (hereinafter referred to as "the Retiree Directors") for all Board and Board Committees' meetings attended by the Retiree Directors and all meetings attended by the Retiree Director(s) in which they/he/she sit(s) in as an official representative(s) of MII, and also to allow MII to pay the annual membership fees and subscriptions fees for and on behalf of the Directors who are not receiving Directors' fees for their voluntary service to sit and serve on MII Board.

Appendix A

No.	Article No.	Existing Provisions	Proposed Amendments
1.	THE MANAGEMENT OF THE INSTITUTE Article 72(1)	The management of the Institute shall be vested in a Board of Directors whose members shall not be less than eight (8) and not more than fifteen (15) and shall comprise the following:	The management of the Institute shall be vested in a Board of Directors whose members shall not be less than eight (8) and not more than twelve (12) and shall comprise the following:
2.	THE MANAGEMENT OF THE INSTITUTE Article 72(1)(a)	(a) One (1) Director nominated by and representing Bank Negara Malaysia from time to time;	To be deleted.
3.	THE MANAGEMENT OF THE INSTITUTE Article 72(1)(d)	(d) not more than four (4) persons nominated by the Board.	(d) not more than two (2) persons nominated by the Board.
4.	THE MANAGEMENT OF THE INSTITUTE Article 72(3)(d)	The Board representative from Bank Negara Malaysia and representatives of associations of insurance institutions in Malaysia will be excluded from retirement by rotation.	(d) The Board representatives who are representatives of associations of insurance institutions in Malaysia will be excluded from retirement by rotation.

THE MALAYSIAN INSURANCE INSTITUTE

(Company No. 197701004772 (35445-H))

(Incorporated in Malaysia)

Membership No.

PROXY / ACCREDITED REPRESENTATIVE FORM

I/We.....
(in block letters)

I/C No. / Passport No. Co. No.Of

(Full address)

being an Individual / Institutional Member of **THE MALAYSIAN INSURANCE INSTITUTE** ["the Company" or "MI"]
hereby appoint the following person:

Name of Proxy/ Accredited Representative	NRIC No./	Membership No.	Mobile No.	Email	Address

or failing him/her

Alternate Proxy					

or failing him/her, the Chairman of the Meeting as my/our proxy to vote for me/us on my/our behalf at the 44th Annual General Meeting of the Company, to be held at Executive Forum, Level 1, Bangunan AICB, No. 10 Jalan Dato' Onn, 50480 Kuala Lumpur on Thursday, 23 June 2022 at 10.00 am or at any adjournment thereof

My proxy/ our nominee is to vote as indicated below:

Ordinary Business		For	Against
1.	<u>Ordinary Resolution 1</u> To re-elect Mr Zainal Abidin Mohd Noor as Director of the Company.		
2.	<u>Ordinary Resolution 2</u> To re-elect Mr Tapan Kumar Rangam Bir as Director of the Company.		
3.	<u>Ordinary Resolution 3</u> To appoint Messrs. Ernst & Young PLT as Auditors of the Company in place of the retiring Auditors of the Company, Messrs. Deloitte PLT, to hold office until the conclusion of the next Annual General Meeting and to authorise the Board of Directors to fix their remuneration.		
Special Business			
4.	<u>Ordinary Resolution 4</u> To approve the payments of meeting attendance allowance of RM500 per meeting, MII's annual membership fees and subscriptions fees to Directors from 1 January 2022 until the conclusion of the 2023 Annual General Meeting.		
5.	<u>Special Resolution 1</u> To approve the proposed amendments to the Constitution of the Company		

(Please indicate with a "✓" or "X" in the space provided how you wish your vote to be cast. If no instructions as to voting is given, the proxy(ies) will vote or abstain from voting at his/her discretion.

Dated this _____ day of _____ 2022

Signature(s) of member(s)

*strike out whichever is not desired.

NOTES:

- a. A member entitled to attend and vote at this meeting is entitled to appoint one proxy or accredited representative respectively to attend and vote in his stead.
- b. Only an Individual Member shall be a proxy and no proxy shall be a proxy for more than two (2) Individual Members.
- c. The instrument appointing a proxy or accredited representative and the power of attorney or other authority (if any) under which it is signed or a notarially certified or office copy thereof shall be deposited at the Company's Registered Office at Level 6, Bangunan AICB 10, Jalan Dato' Onn 50480, Kuala Lumpur or send by any electronic means not less than forty-eight (48) hours before the time appointed for holding the meeting or adjournment meeting at which the person named in the instrument proposes to vote.

Corporate Information

BOARD OF DIRECTORS



Chairman

Antony Fook Weng Lee
CEO, AIG Malaysia Insurance Berhad
Chairman, General Insurance Association
of Malaysia (PIAM)

Directors

Loh Guat Lan
MII Director
Group Managing Director / Chief Executive Officer,
Hong Leong Assurance Berhad
President, Life Insurance Association of Malaysia (LIAM)

Lau Chin Ching
MII Director
Director, Financial Development and Innovation
Department, Bank Negara Malaysia

Vicknesaratnam A/L Kathirasu Rajaratnam
MII Director
Advisor, Howden Insurance Brokers Sdn. Bhd
Chairman, Malaysian Insurance
and Takaful Brokers Association (MITBA)

Tan Ah Chuan
SnrAMII, ACII, FCILA, FIFAA
MII Director
Managing Director, Mestari Adjusters Sdn Bhd
Chairman, Association of Malaysian Loss
Adjusters (AMLA)
(Resigned on 16 December 2021)

Ezamshah Ismail
MII Director
Senior Teaching Fellow, International Centre
for Education in Islamic Finance (INCEIF)

Rangam Bir, FMII
MII Director

Tan Kok Guan, SnrAMII, ACII, FCILA, FIFAA
MII Director
CEO/Executive Director, LPI Capital Berhad

T. Sivapalan Tharmapalan, SnrAMII, Chartered
Insurer
MII Director
Marketing Director, HDI Global SE Labuan

Zainal Abidin Mohd Noor, FMII
MII Director
Director/CEO, Sentinel Insurance Brokers Sdn Bhd

Wong Ah Kow, FMII, FCII
MII Director
(Resigned on 20 September 2021)



Chief Executive Officer
Shalini Pavithran



Bankers
Malayan Banking Berhad
RHB Bank Berhad



Company Secretaries
Lim Seck Wah (MAICSA: 0799845)
(Resigned on 1 April 2022)
M. Chandrasegaran A/L S. Murugasu
(MAICSA: 0781031) (Resigned on 1 April 2022)
Datuk Tan Leh Kiah (MAICSA: 0719692)
(Appointed on 1 April 2022)
Suzana Binti Ahmad (BC/S/356)
(Appointed on 1 April 2022)



MII Website
www.insurance.com.my



Auditors
Ernst & Young PLT
Chartered Accountants



Registered Office and Business Address
Level 6, Bangunan AICB,
No. 10 Jalan Dato' Onn,
50480 Kuala Lumpur,
Malaysia



POSITIONED TO SCALE NEW HEIGHTS FOR INDUSTRY INNOVATION AND PROGRESS

Level 6, Bangunan AICB,
No. 10, Jalan Dato' Onn,
50480 Kuala Lumpur.

Tel: +603 2712 8882

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