FORWARD30

INVESTOR DAY | 5 MARCH 2025

CIMB

Forward30 Strategic Plan

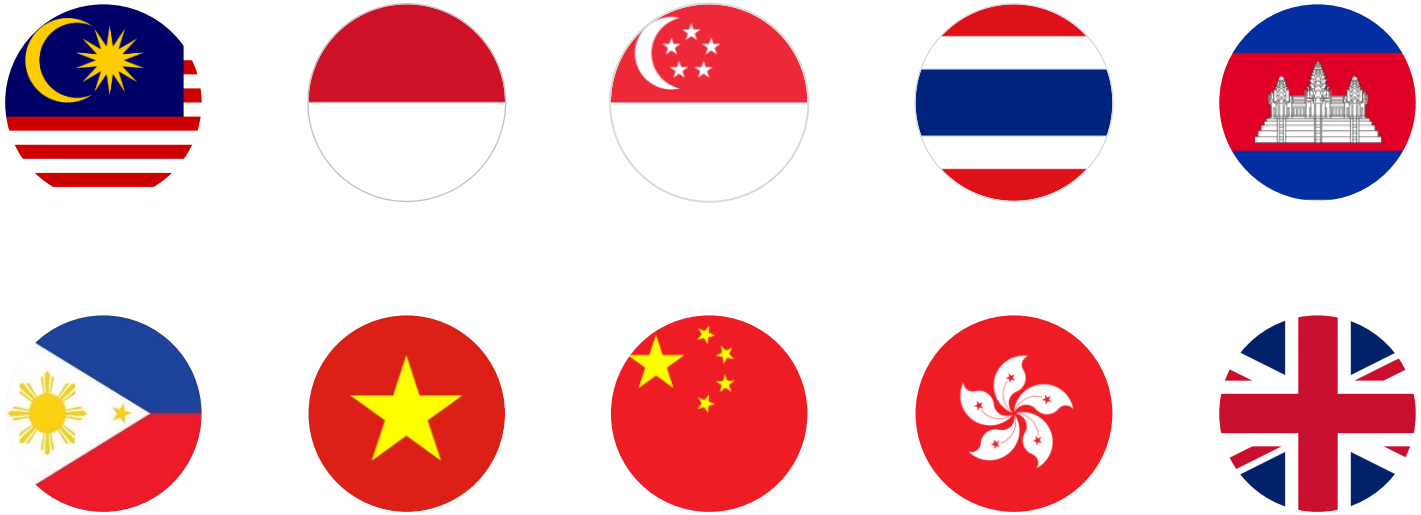
Novan Amirudin

Investor Day

5 March 2025

CIMB

We are a leading focused ASEAN bank



28 million customers

33K+ people

600+ branches

ASEAN corporate network income of **10%**

>RM300 billion[1] Wealth AUM across ASEAN

FX income ⬆ **15.0%** YoY

1. Preferred and Private banking

We have achieved Forward23+

	2020	2021	2022	2023	2024	Forward23+ Ambition
Share price, RM	3.49	4.57	5.11	5.44	**8.20**	-
ROE, %	2.1%	8.1%	10.2%	10.7%	**11.2%**	**Top quartile 11.5% – 12.5%**
CIR, %	51.7%	48.6%	46.5%	46.9%	**46.7%**	**≤45.0%**
Credit cost, bps	151	73	51	32	**25**	**50 – 60**
CET1, %	13.3%	14.5%	14.5%	14.5%	**14.6%**	**>13.5%**

Annualised TSR[1] 34.6% vs FBM KLCI 0.7%

- **Reallocate capital**
- **New culture (EPICC)**
- **Safeguard the Bank**
- **Increase productivity**
- **Improve asset quality**

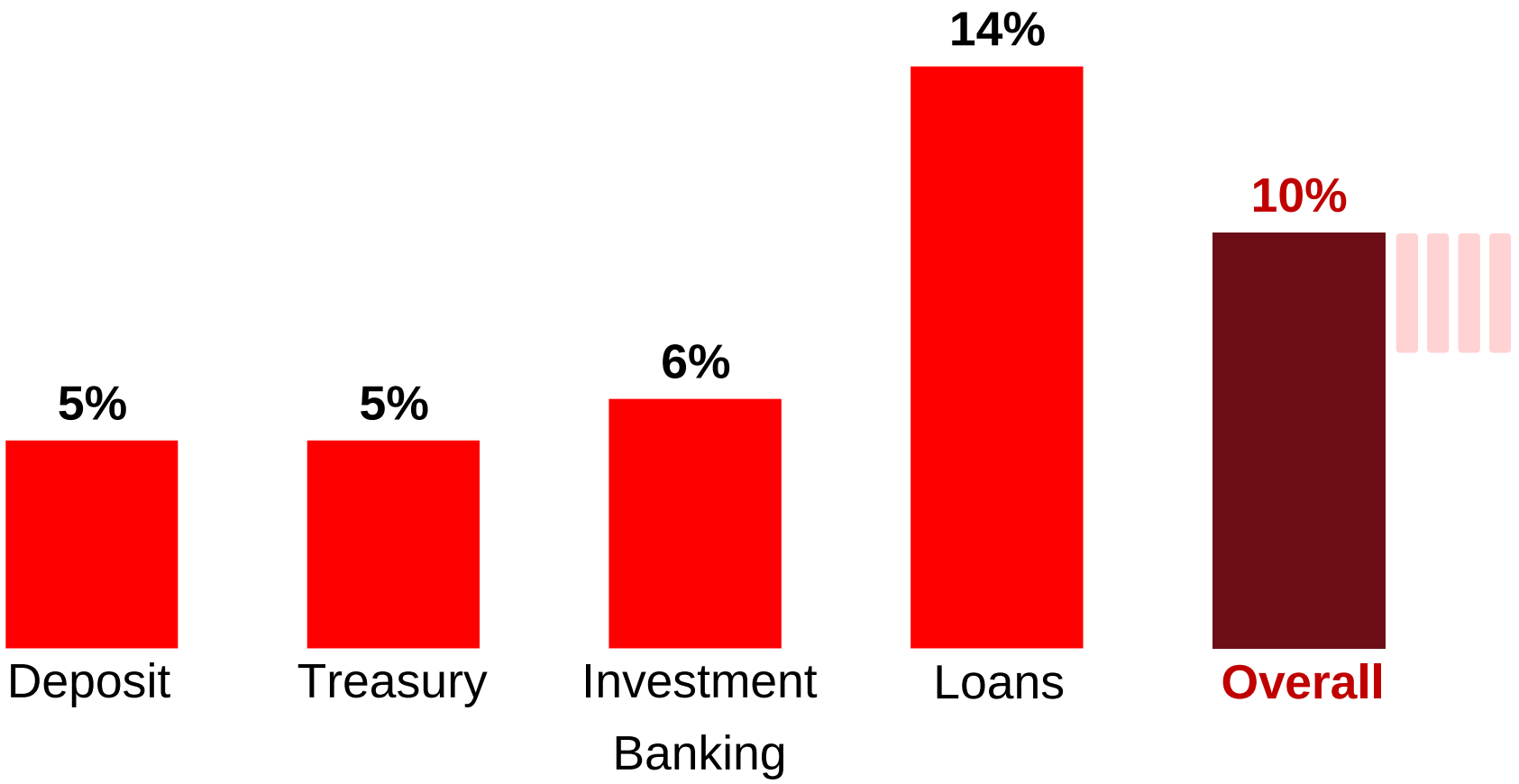
1. Total Shareholder Returns

Current allocation of capital vs returns

	% of RWA	% of PBT	ROE
	54%	57%	11.0%
	19%	25%	14.6%
	12%	13%	19.9%
	12%	4%	5.9%
	2%	1%	8.4%
Others	1%	0%	-
Group			**11.2%**

ASEAN Network: Opportunity to grow ASEAN cross-border income

Corporate example: Cross-border income contributes to 10% of total corporate segment income



Whereas, intra-ASEAN trade amounts to ~**25%** of total regional trade

CIMB vs weighted average MIST peers

2024	CIMB	MIST peers[1] 50th percentile	MIST peers[1] 75th percentile	MIST peers[1] Best-in-class
ROE, %	11.2	11.0	13.0	15.0
CASA Ratio, %	43.1	45.0	51.0	53.0
NOII Ratio, %	31.0	26.0	30.0	32.0
CIR, %	46.7	44.0	38.0	34.0

1. MIST = Malaysia, Indonesia, Singapore, Thailand. Weighted average based on % of RWA

Forward30 is designed to navigate a complex and uncertain world



Geopolitics



Uncertain economic policies



Gen AI

There is a need for organizations to make lives *Simpler, Better, Faster*

CIMB's purpose:

Advancing Customers & Society

33K+ People	~30M Customers
Simpler, better, faster operations while advancing customers and society	*Simpler, better, faster* products and services

Our Forward30 plan

Purpose

Advancing Customers and Society

Priorities

- People & Culture
- Customers
- Society & Sustainability

Where to be and not to be

1. **Capital and resources: Reallocate and optimise**

Reimagining banking

2. **Cash: Build deposit franchise**
3. **Cross-sell: Increase returns**
4. **Capabilities: Simpler, Better, Faster**

- Reimagine operating model
- BPR[1] and digital automation
- Modernise core banking technology
- Data and AI

1. Business Process Reengineering



Reimagining banking:

Bringing to life the power of Simpler, Better, Faster in CIMB

Our people: Shifting mindset of our 33K+ people to reimagine banking

Culture - EPICC



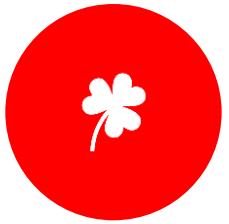
- **Enabling talent:** Empower & encourage each other
- **Passion:** Go the extra mile
- **Integrity & Accountability:** Take ownership & do the right thing
- **Collaboration:** Working together
- **Customer centricity:** Make it easy, efficient & fair

Training, development and mobility



- **>RM100 million** spent annually on trainings across the Group
- **>1,400** employees trained for Digital & Data programmes
- **>300 participants** for CIMB Signature Leadership Programme
- **>100 regional** and ~**1,000 in-country mobility** supported

Well-being



- **Top quartile OHI**[1] in 2023 & 2024, from third quartile in 2021
- **9%** voluntary turnover in 2024, improved from **15%** in 2019
- **>900** single parents and parents with special needs children received financial support

1. Organisational Health Index

New CRM system: Simpler, better, faster way of working for Consumer Banking Malaysia

3 legacy systems to **1 integrated system**

Legacy CRM System + **CBMY Portal** + **Email**

↓

New CRM system

2 steps Service Request (SR) creation vs 5 steps

1. Perform biometric
2. Re-perform biometric
3. Print biometric form
4. Raise Service Request
5. Scan document

↓

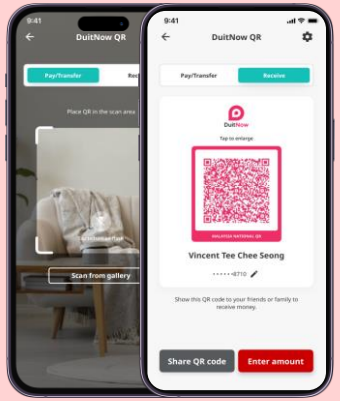
1. Biometric auto-attached & generated
2. Raise Service Request

1 complete dashboard vs multiple screens

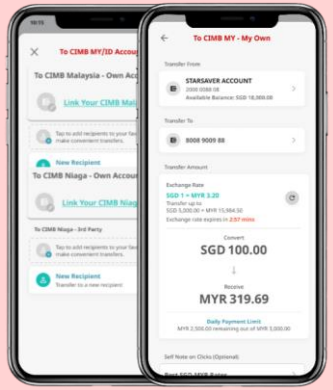
- **500 information fields** generated from **1 query** vs multiple toggle buttons
- **Integrated view** of **customer activities** on **1 screen**
- **Real-time automated** SR status update vs manual tracking

OCTO: Simpler, better, faster banking experience

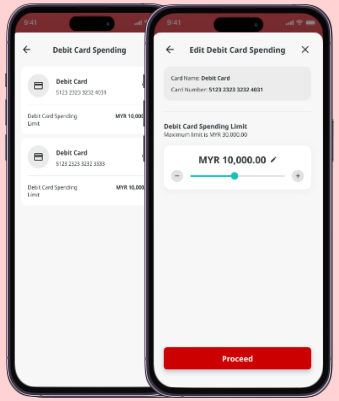
QR Payment



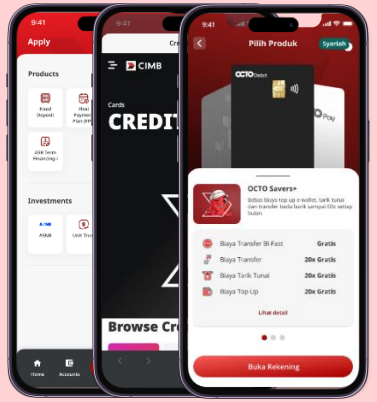
Regional Account Linkage



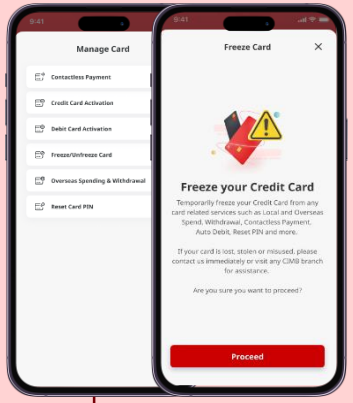
Increase Card Limit



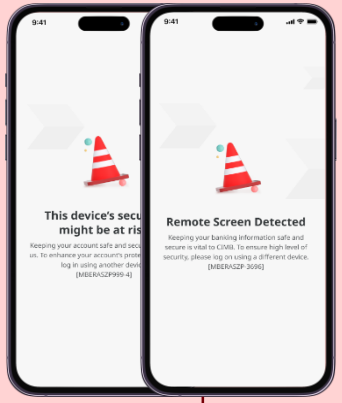
Apply Products – CC, CPL, CASA



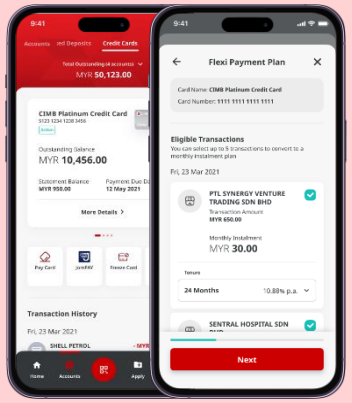
Credit Card Control



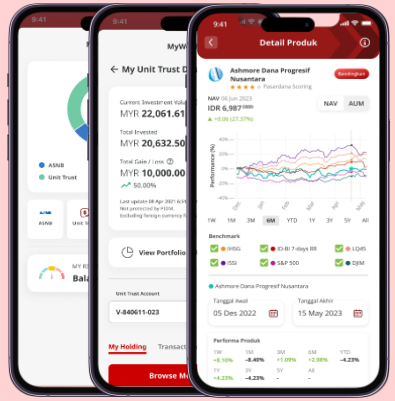
Malware Monitoring



Flexi Payment Plan



Wealth Portal Integration[1]



Enhanced security

110 million+
Monthly transactions; ⬆ up to 70% YoY

>50
Upcoming features; simplify customer journey

~10x
Revenue from Clicks SG in 2024 vs 2020

1. Will be available in Malaysia in 1H2025

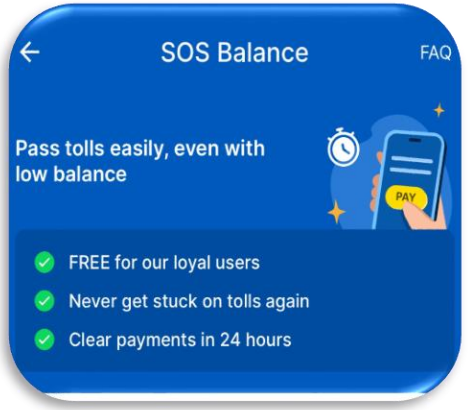
TNG Digital: Simpler, better, faster digital solution

Enhanced TnG Card & PayDirect



- **NFC technology**
- **Auto-reload**
- **No service fee**
- Up to **10 cards** can be linked

SOS Balance



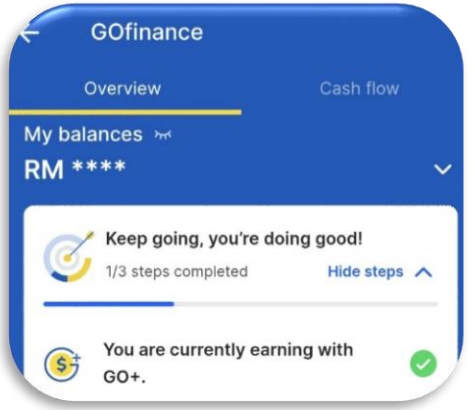
- **Automatically** covers toll charges when eWallet is low
- **No fee** or **signups required**

Payment + Remittance



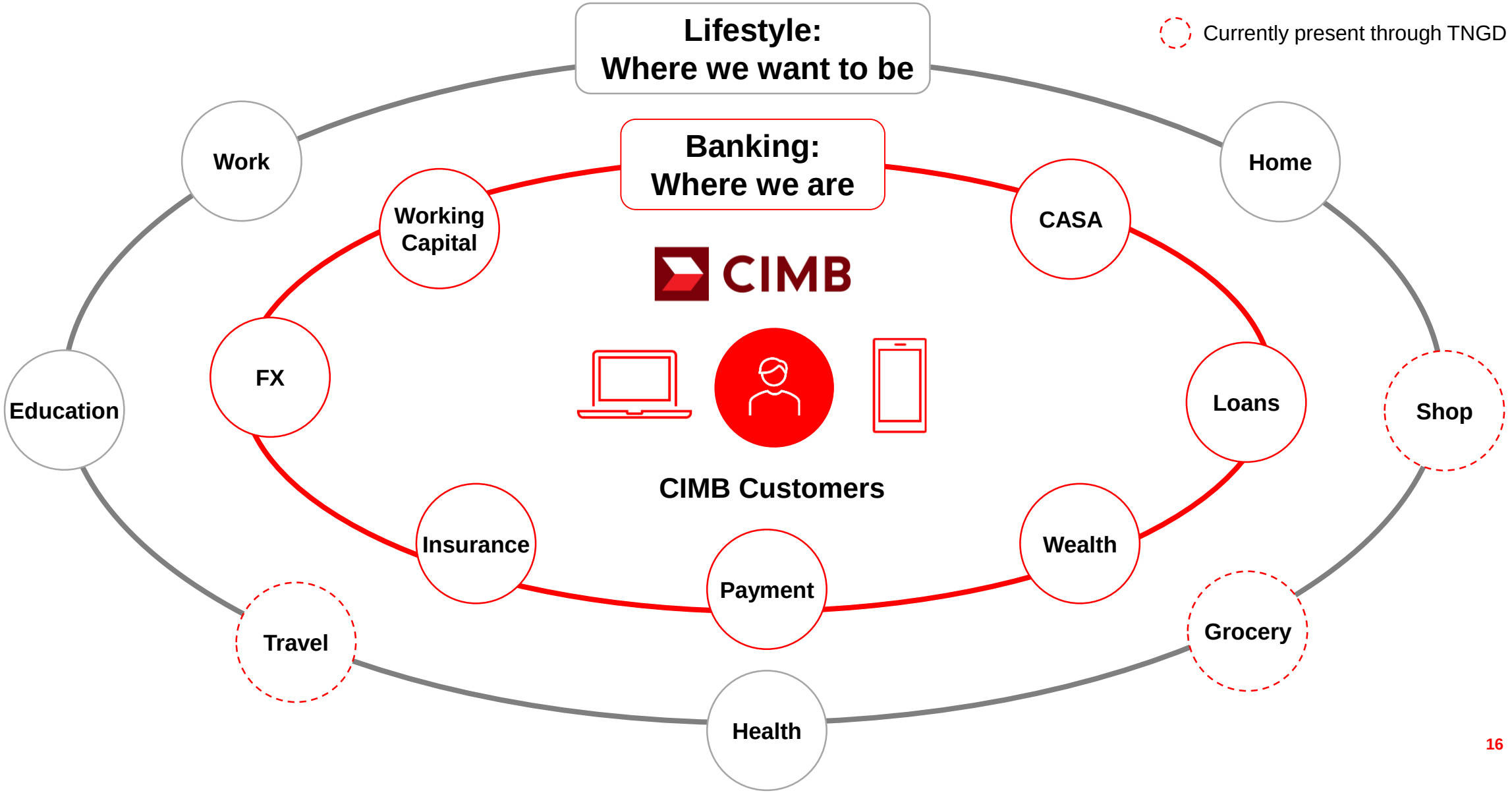
- Accepted at **1.6 million+** merchants
- **500K+** migrant workers remit to **50+ countries**
- **Real-time** transfer
- **Safe** and **secure**

Wealth



- **Higher return rate** vs traditional FDs
- **RM10** minimum investment
- **Multiple options** (ASNB, Principal, e-Mas)
- Grow balance **daily**

Forward30 ambition: We need to embed ourselves in all parts of our customers' lives



Key strategic themes

Scale

- Best-in-class universal bank ROE
- Top 3 in efficiency
- Bank and digital business ecosystem

Top ROE market

- Most profitable KBMI3
- Undisputed #2 Sharia Bank in Indonesia

- Best challenger bank
- ASEAN Corporate hub
- ASEAN Wealth hub

Transformation

- **TH:** Transformation to a stronger niche bank
- **KH:** Focused niche bank & best foreign bank ROE

Future growth markets

- Accretive ROE
- **PH:** Transition from rapid growth to sustainable business
- Explore ASEAN synergies

We will deliver sustainable financial performance

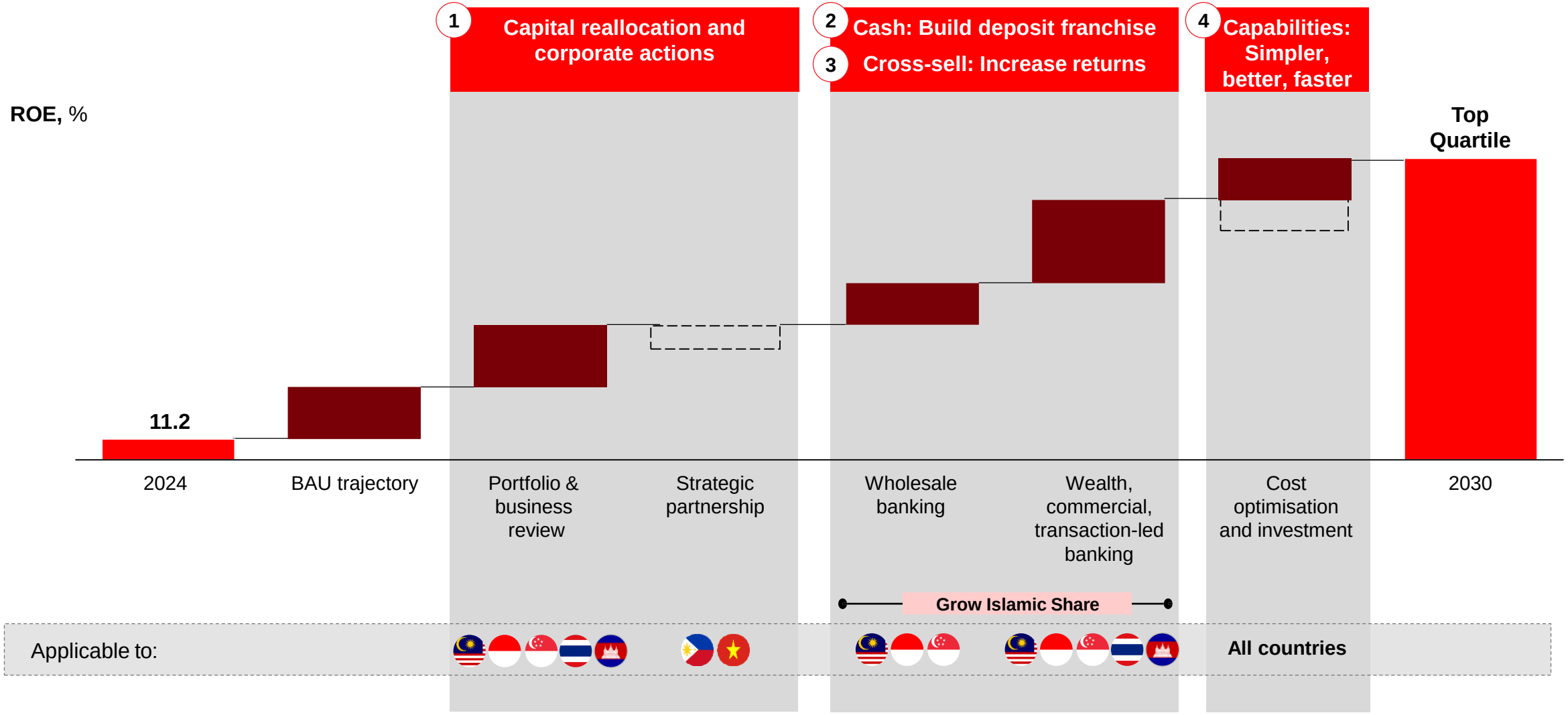
Key Metrics	2024	2027	2030
NPS	12th 1st 5th		Top 3
CASA ratio, %	43.1		45
NOII ratio, %	31.0		33 – 34
CIR, %	46.7	Below 45	Low 40s
Credit cost, bps	25	30 – 40	40 – 50
CET1, %	14.6	14 – 15	13 – 14
ROE, %	11.2	12 – 13	Top quartile[1]

Reduce cost of funds by **10-20 bps**

~75% client franchise income vs 65% today

1. Weighted average based on % of RWA; As at February 2025, the weighted average ROE of the top quartile banks in each market is 13%

Summary: ROE uplift driven by 4Cs



Presenters

[X] – Main presenter
[X] – Subject matter expert

1

Capital & Resources:
Reallocation & Optimisation

Khairul Rifaie
Group Chief Financial & Strategy Officer

Wong Siew Fern | Tang Wai Ching | Andrea Tan

2

Cash:
Build Deposit Franchise

Haniz Nazlan
CEO, Group Consumer Banking

Lawrence Loh
Co-CEO, Group Commercial & Transaction Banking

Goh Siew Ling | Boey Wai Yee | Tan Bee Bee

3

Cross-sell:
Increase Returns

Chu Kok Wei
CEO, Group Wholesale Banking

Haniz Nazlan
CEO, Group Consumer Banking

Sylvia Wong | Rajesh Gupta

4

Capabilities:
Simpler, Better, Faster

Gurdip Singh Sidhu
Country Head, CIMB Malaysia; CEO, CIMB Bank Berhad; and Group Head, CIMB Digital Assets

Ros Aziah | Pedro Uria Recio | Alan Ni Xiang

Capital & Resources

Khairul Rifaie

- Capital & Resources
- Cash
- Cross-sell
- **Capabilities (Simpler, Better, Faster)**

Investor Day

5 March 2025

CIMB

Forward30 will focus on accelerating growth in areas we are winning

Forward23+

- Exited CIMB Thailand Commercial
- Exited CIMB Singapore Commodity Financing
- Turned around CIMB Indonesia Commercial Banking
- Accelerated Consumer and intra-ASEAN Wholesale
- Deconsolidated TNGD

FORWARD30

Optimise group and in-country portfolio through capital and resource reallocation

We know where and how to compete – driven by market opportunities, our endowments and probability of successful strategy execution

Factors driving capital allocation..

- Increasing **Intra-ASEAN** trade volume
- Rising **emerging affluent** population and **SME** contribution to GDP across ASEAN
- **Indonesia**: Growth driven by population, emerging affluent and economic development
- **Singapore**: Continued emphasis as a regional financial hub

..present opportunities for value creation..



Wealth



Commercial / SME



Wholesale

..especially in areas of strength for CIMB

- **Scale in Malaysia and material presence** in high growth countries in ASEAN (e.g., Indonesia)
- Core **wholesale** relationships
- Strong **mass affluent** & affluent franchise in Malaysia and Indonesia
- Substantial **non-borrowing customer base**
- Improved **asset quality**
- Robust and scalable **customer-facing core platforms** e.g., OCTO, Next Gen BizChannel
- Leading provider of **Islamic finance** in Malaysia and Indonesia

Our ASEAN portfolio is diversified well across high growth geographies and segments



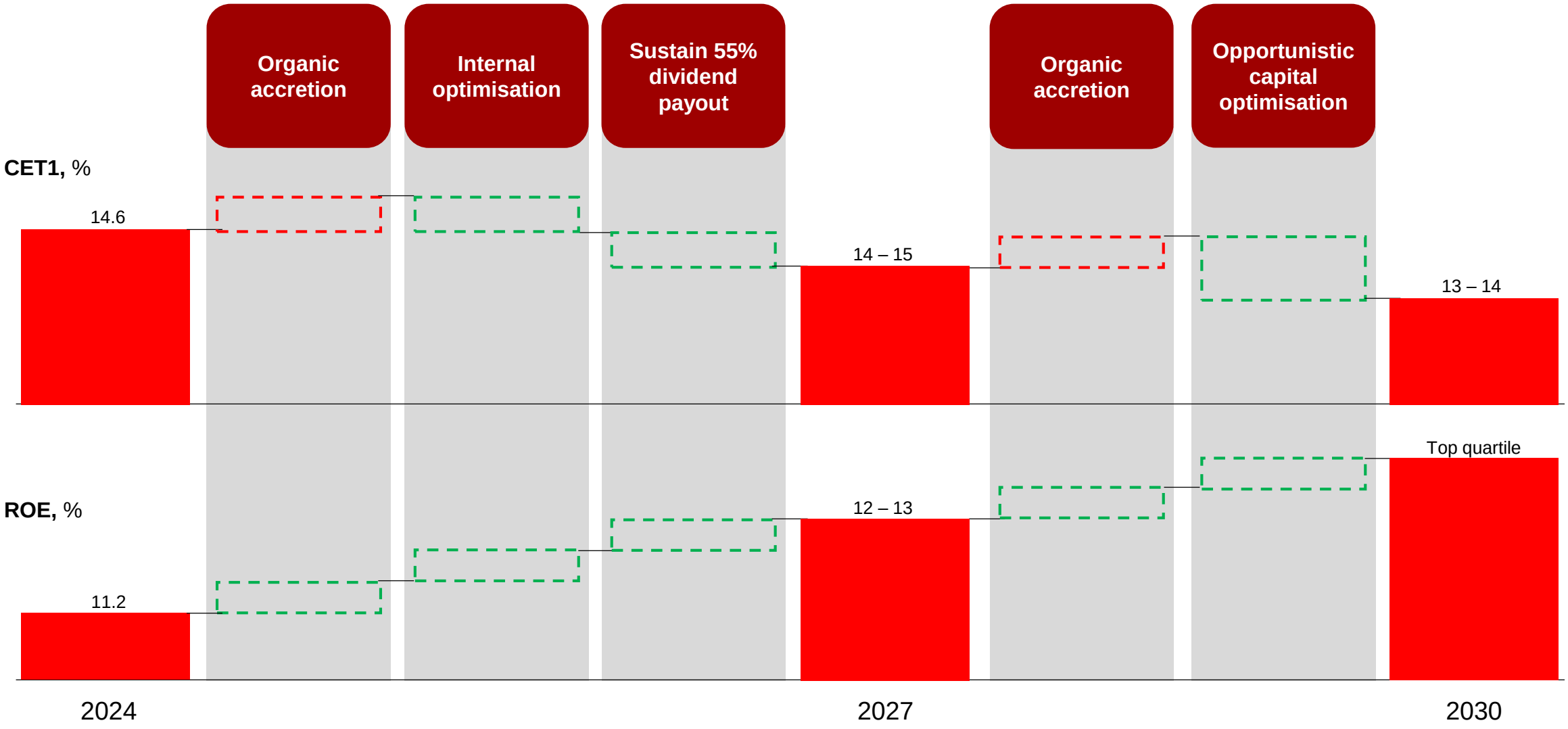
1. Include BE, EXCO, Group Funding and CDA
2. Scaled-up

Capital reallocation will focus on Commercial, Wealth, Singapore and Indonesia...

	2024 RWA (%)	2030	2030 Capital allocation		
			Commercial	Wholesale	Consumer
	54	Maintain Growth	Accelerate	Maintain Growth	Maintain Growth
	19	Accelerate	Accelerate	Maintain Growth	Accelerate
	12	Accelerate	Accelerate	Accelerate	Accelerate
	12	Optimise	-	Maintain Growth	Optimise
Others[1]	3	N/A			
Group	**100**	**-**	**Accelerate**	**Maintain Growth**	**Maintain Growth**

1. Include BE, EXCO, Group Funding and CDA

...and capital optimisation initiatives including opportunistic moves



Cash

Haniz Nazlan & Lawrence Loh

Capital & Resources

Cash

Cross-sell

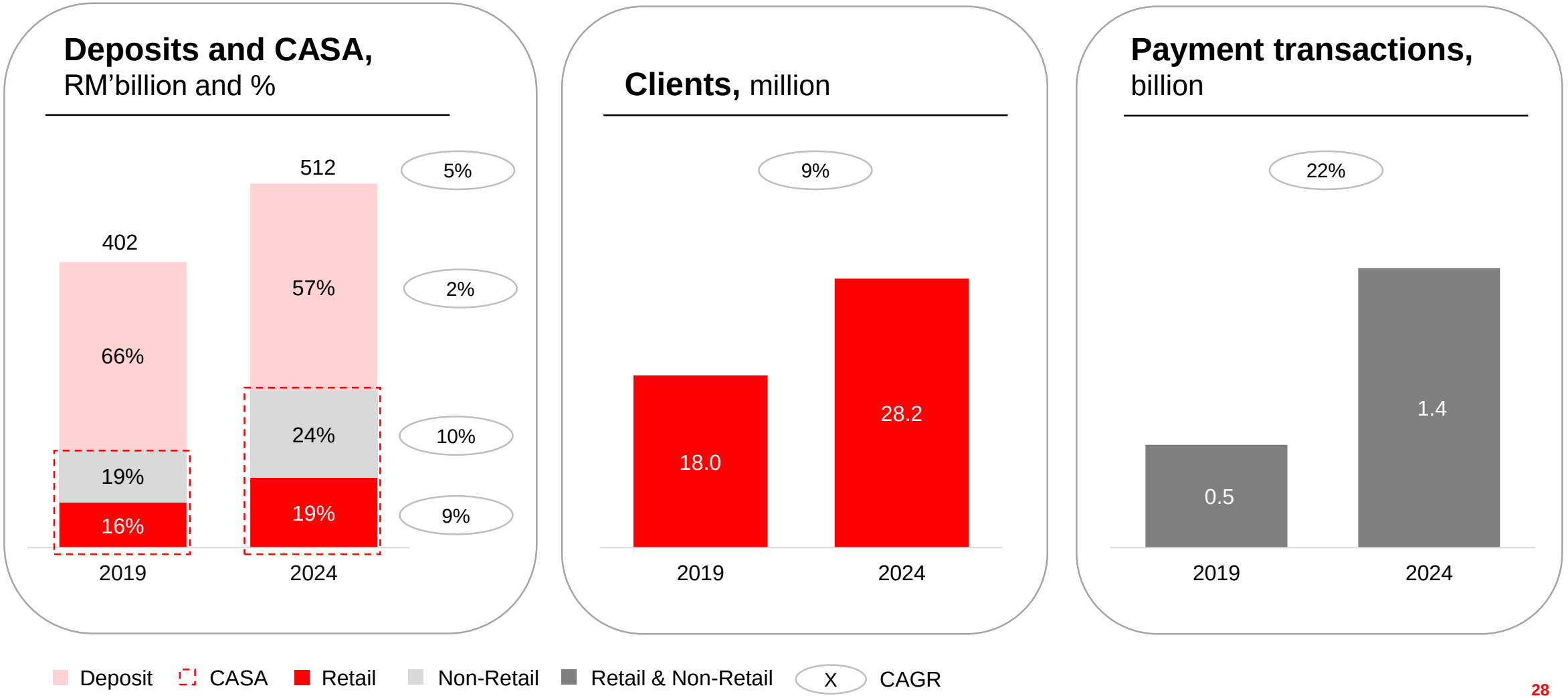
Capabilities (Simpler, Better, Faster)

Investor Day

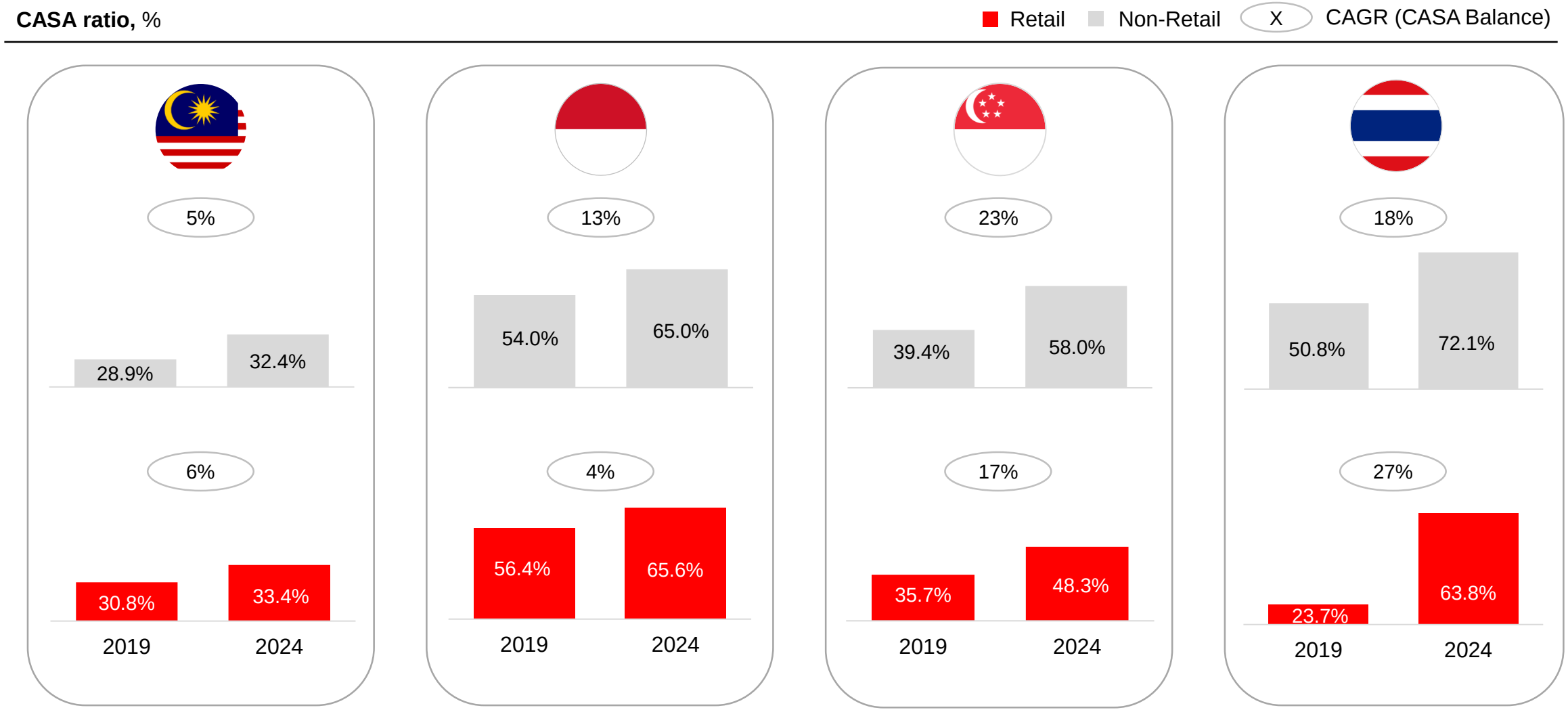
5 March 2025

CIMB

We have demonstrated strong CASA growth



CASA ratios have moved up across MIST



We are well positioned to ride on ASEAN's future growth

Young and affluent population

- ASEAN **population** accounts >8% of the world population where almost half of ASEAN population are **<30 years of age**
- In 2023, **internet subscribers** rose to 75.9 out of 100 individuals up from 66.6 in 2021
- ASEAN aims to double its **digital economy** to USD2 trillion by 2030

Rising intra-ASEAN trade & economic integration

- Businesses are increasingly **diversifying their supply chains** to mitigate risks associated with geopolitical tensions and disruptions
- ASEAN countries are benefiting from this trend as companies establish **manufacturing and distribution centres** within the region

Sustainable investment influx

- ASEAN's strategic position in the **global investment** landscape remained strong, attracting **USD229.8 billion in FDI in 2023**
- ASEAN Regional FDI Action Plan 2025-2030 seeks to attract FDI, promoting the region as a unified investment destination

Source:
1. Lee, J.-O., & World Economic Forum. (2024, January 12). *How ASEAN is building trust in its digital economy*. World Economic Forum. https://www.weforum.org/stories/2024/01/asean-building-trust-digital-economy/
2. ASEAN Secretariat Statistics Division Official Web Portal. https://aseanstats.org/
3. *Financial times*. (n.d.). Financial Times. https://ft.com/

Our established consumer franchise has today brought about key endowments to drive higher CASA growth

1 Comprehensive product suite

- Innovative propositions across **entire spectrum of financial services** – deposits, lending, wealth/investments, insurance
- Targeted offerings across **multiple segments**
- **Strategic partnerships**

CIMB preferred · CIMB@Work · CIMB Junior · CIMB ISLAMIC · BERJAYA SOMPO INSURANCE · Sun Life

2 Multi-channel distribution

- Expansive **footprint** of over ~650 branches, digital lounges and Preferred centres
- Supported by a **people network** of 13K sales personnel and 1.4K relationship managers
- Advanced and purpose-built **digital channels** with >11 million users



3 'Value-added' services

- **Advisory** and portfolio management capabilities
- **Cross-border** leverage
- Brand recognition and **loyalty**




4 Next-gen banking capabilities

- Progress in **embedded banking** and ecosystem partnerships
- New and differentiated **digital financial services**
- *Examples in the market now: Touch n Go eWallet, XL Axiata, Lazada Wallet, ShopeePay, GCash*

Combined Loan Book
~RM236 billion

Total Deposits
~RM227 billion

Revenue
~RM9.2 billion

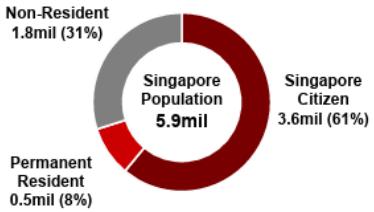
As at Dec 2024

Shifting to a more holistic customer-centric model to create CASA stickiness

	Attract	Acquire	Deepen Relationship	Retain
CASA-led Forward30 Focus	1 E2E lifecycle **persona propositions** and tailored solutions	2 **Ubiquitous engagement** channels – ASEAN connectivity, digital first and embedded banking	3 **360 customer relationship view** for better cross sell, personalised offerings and CX	4 **Simpler and faster** customer journey & service
	Underpinned by brand affinity, relationship privileges and loyalty rewards			
Key enablers / building blocks over the next 5 years	**Purpose-built technology** Scalable and flexible architecture for product innovation & faster speed to market	**Operating model / Org design** Agile ways of working, with strong focus on customer centric innovation	**Data and AI-enabled Automation** Advanced analytics and AI adoption to drive productivity & enrich customer value	**Partnerships and ecosystems-ready business** Leverage on at-scale digital ecosystems for embedded banking

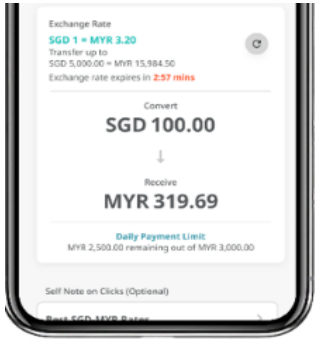
Case study: Seamless SG-MY online remittance with guaranteed best in town FX rates

Persona / Segment



- **>1.1 million Malaysians residing in Singapore,** with a need for remitting back to home country
- Captive CIMB SG customers who are Malaysians

Proposition / Competitive advantage



- Best-in-class **SGD-MYR FX rates with no additional fees**
- Leveraging on best-in-class Treasury capabilities

Digital enablement



- **Seamless cross-border connectivity** through digital enablement in both markets
- Simple customer journey and design

Supported by strong brand awareness



- Brand recognition in both 'home' and local market, despite being a niche player in SG



Transaction volume
CAGR[1]
70%

Total CASA[2]
CAGR[1]
17%

1. CAGR period of 2021 – 2024
2. Total SG CASA

On the non-retail front, we will drive revenue growth through payments, platform innovation and transaction-led banking in ASEAN

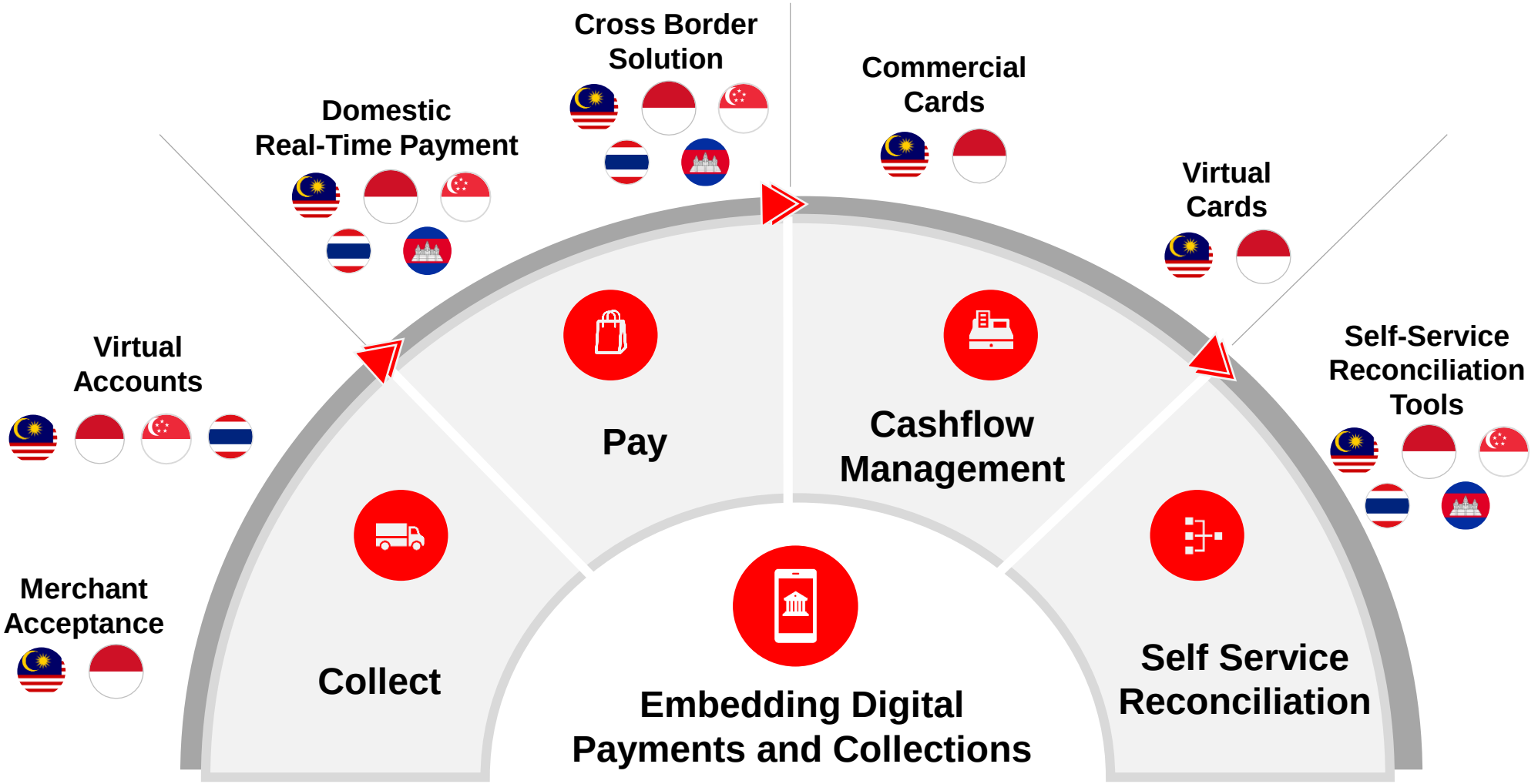
Scaling Growth Leveraging Customer's Ecosystem



Embedding Digital Payments and Collections

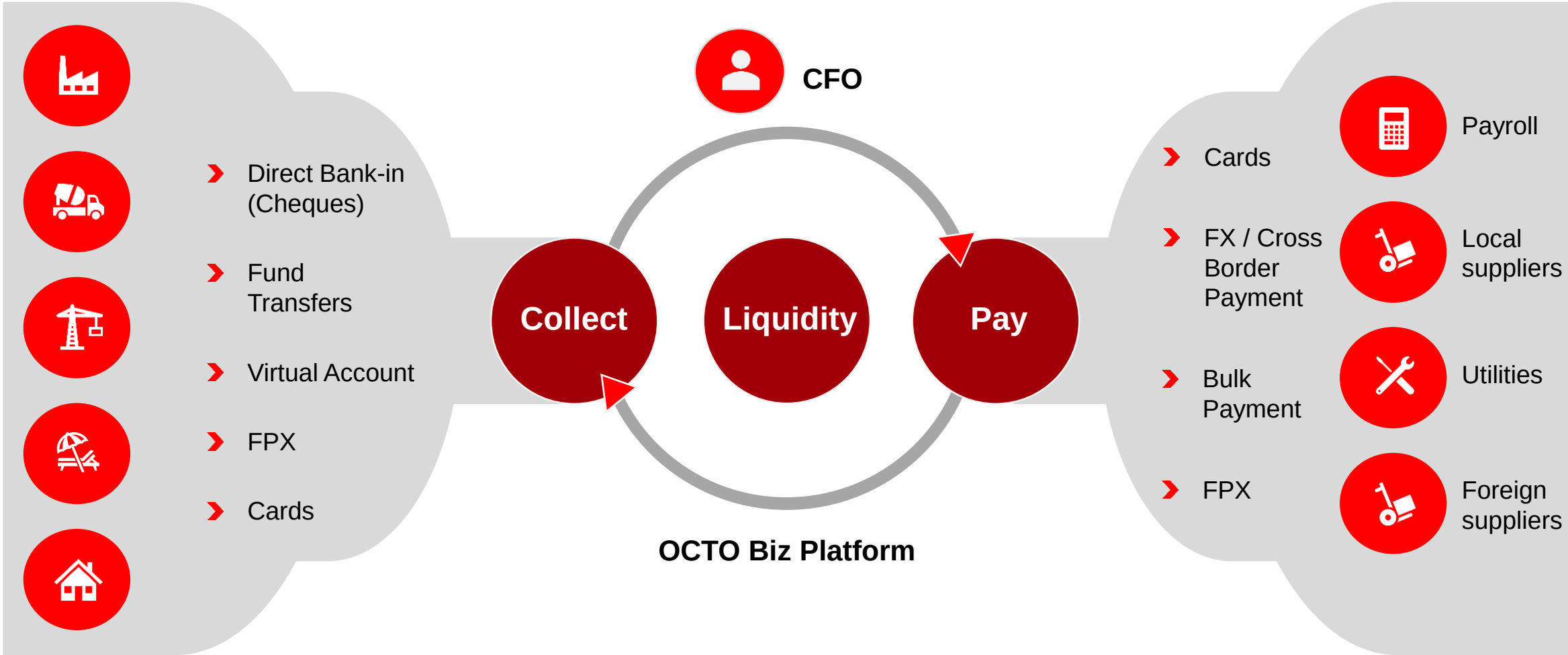
Modernised Banking Platform

Driving CASA accumulation through digital payments and collections by supporting our customers' operational flow activities



An illustration of client experiencing the value of our seamless Cash Management service

A Malaysian multi-industrial, multi-country company



We invested RM200 million+ to accelerate our digital banking solutions, which has reached >100K small business customers since launching in 2H2024

Modernised Next Gen BizChannel Platform..

Next Gen OctoBiz for mobile and desktop
Empowering businesses with secure, scalable and intuitive financial management

Banking API Platform
A secure and scalable banking integration to empower businesses with real-time embedded finance

..delivers a differentiated digital banking experience..

Persona driven user experience
Insight-driven banking experience specific to business roles, embedding industry-specific tools and cash-flow insights

Mobile-first business banking experience
Empowers users to operate with transactions, workflows. Bridges branch banking within businesses reach to engage with banking services

Beyond Banking
Financial tools enabling embedded finance, insights, cash flow management and access to partnerships for seamless integrations

..across our network



LIVE

>100K Clients in 8 months

Available in 2025 - 2026

Scaling our CASA growth through client-centric, transaction-led ecosystem approach

Segments









Propositions

Simple, real-time **payment & collections** solutions

Scalable **cash management** solutions that leverage on our footprint across ASEAN

Exponential growth through leveraging **customer ecosystems**

What Differentiates CIMB

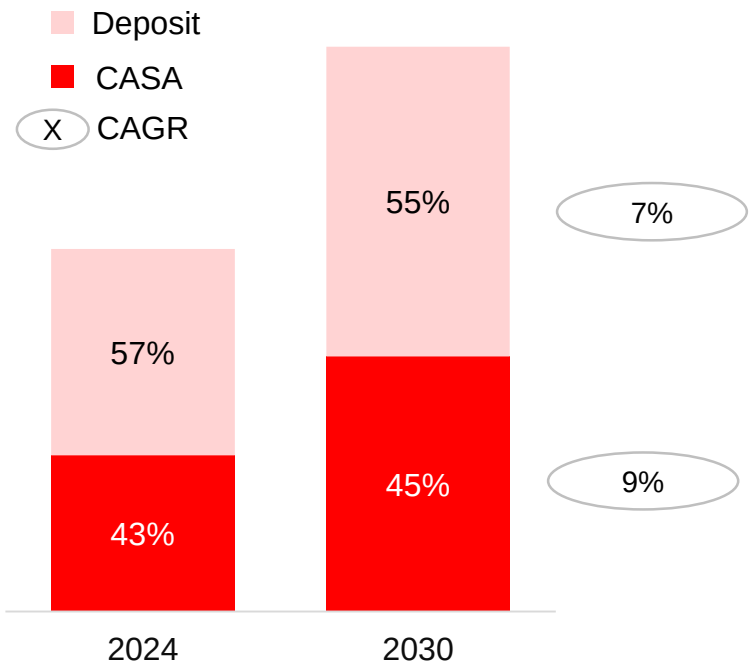
- Persona Approach with targeted customer value proposition
- Embedding CIMB on our customer's day-to-day operations through digital banking platform

- Partnerships powering growth and scale beyond organic capability
- Unlock pools of customers through curation the most complementary tools and features to help our customers manage their business better

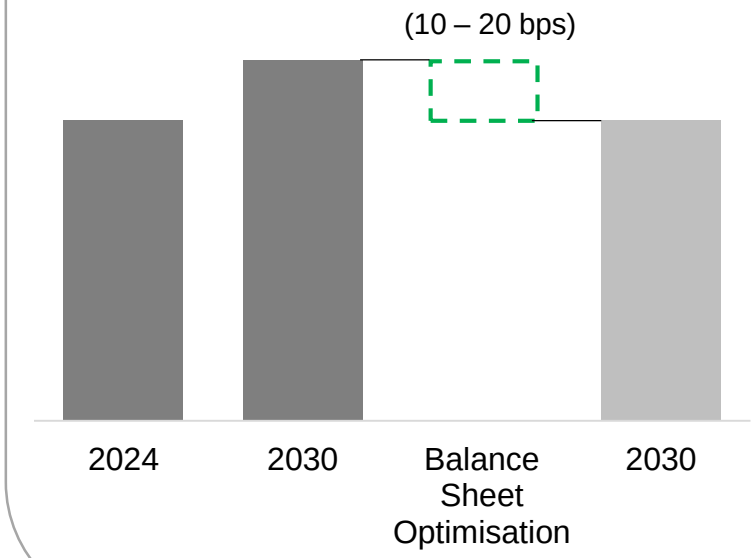
- Ecosystem coverage of client's business flow with customised solutions
- Customise solutions to cover our client's value chain with our comprehensive solutions

We will achieve Forward30 by building a CASA franchise across retail and non-retail, and target to reduce cost of funds by 10 – 20bps

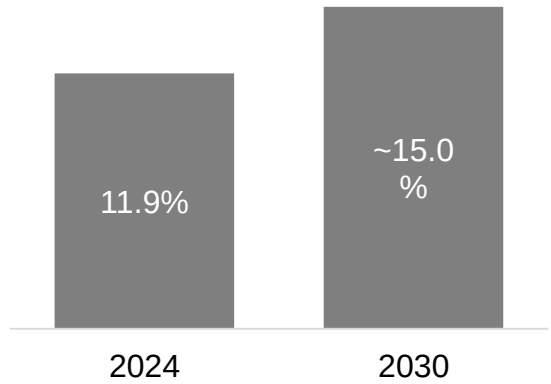
Deposits and CASA, %



Cost of Funds, %



CASA MY Market Share, %



Cross-sell

Chu Kok Wei & Haniz Nazlan

Capital & Resources

Cash

Cross-sell

Capabilities (Simpler, Better, Faster)

Investor Day

5 March 2025

CIMB

We have built a strong Affluent franchise across ASEAN via CIMB Preferred

Priority Client Privileges	CIO-Led Advisory Research & Insights	Enhanced Sales and Servicing Model	Cross-Border Wealth Solutions	Seamless Digital Wealth Experience	Singapore Wealth Hub
Exclusive Preferred benefits across ~145 Preferred Centers in ASEAN	**Affluent wealth differentiation through Regional CIO advisory**	**Enhanced sales and servicing standards for top-tier clients**	**Financing solutions without the need of relocating home-country assets**	**Embedded advisory and real-time portfolio tracking via Octo & Wealth**	**Regional cross-border investment offering opportunities**















Key metrics

# Preferred Customers	# Preferred Centres	Total AUM[1]	Preferred Revenue
466K	**145**	**RM234 billion**	**RM3.3 billion**
CAGR[2] 6%		**CAGR[2] 8%**	**NOII Ratio of ~28%**

1. Includes both Deposits and Wealth Asset Under Management of CIMB Core Preferred and Private Wealth clients in MY, ID, SG and TH
2. CAGR from 2019 - 2024

Reimagining our ASEAN Affluent franchise from the customer's perspective, anchored on 3 pillars

1 Tailored segment-based UVP & solutions

- Focused shift to wealth propositions and portfolio management
- Double down in-house advisory capabilities
- Differentiated segment based products

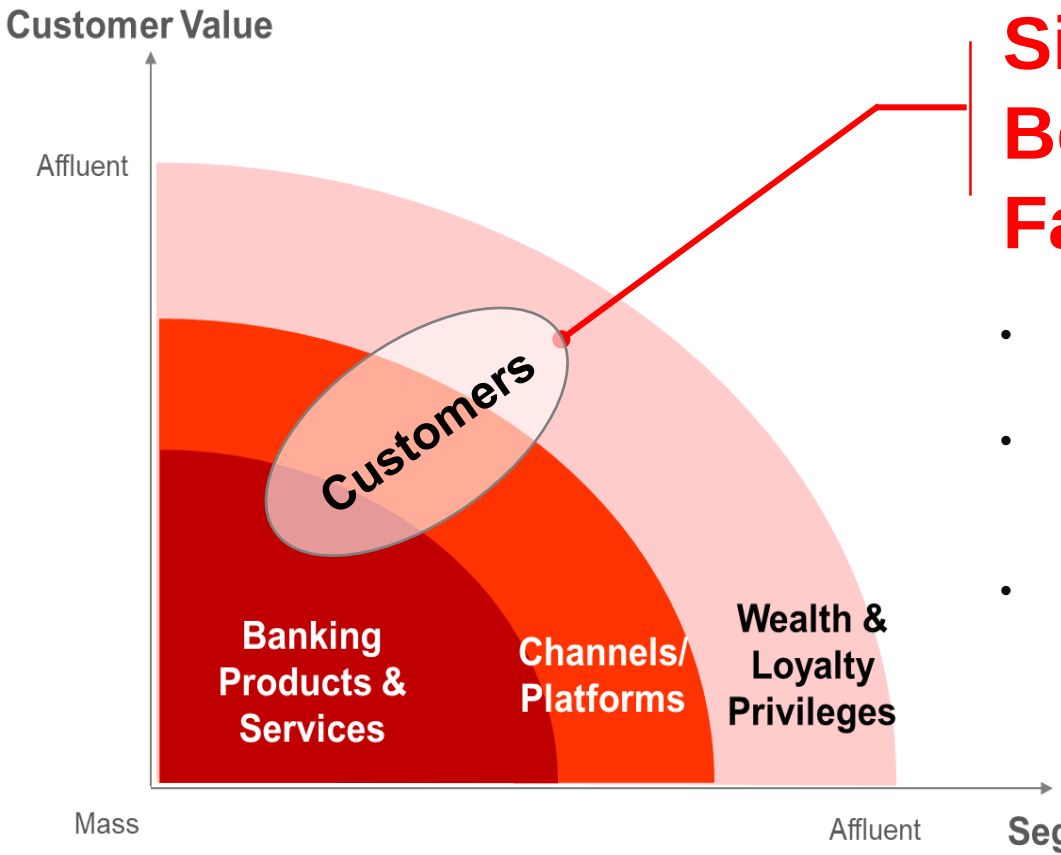
2 Seamless CX & ASEAN connectivity

- Hybrid or 'phygital' sales and service model
- Corridor plays through cross-country and BU collaboration
- Multi-channel acquisition engine

3 Digital and data enabled customer-centricity

- Fit-for-purpose data and technology infrastructure
- Analytics and AI-powered capabilities for greater productivity
- Next-gen digital tools for Simpler, Better, Faster CX

Delivering 2.0x Affluent AUM & >30% NOII by delivering a more holistic customer-centric strategy



Simpler Solutions. Better Experience. Faster Service.

- Tailored propositions based on customer needs
- Ubiquitous access and rewarding customer relationships
- Fast and efficient service and experience

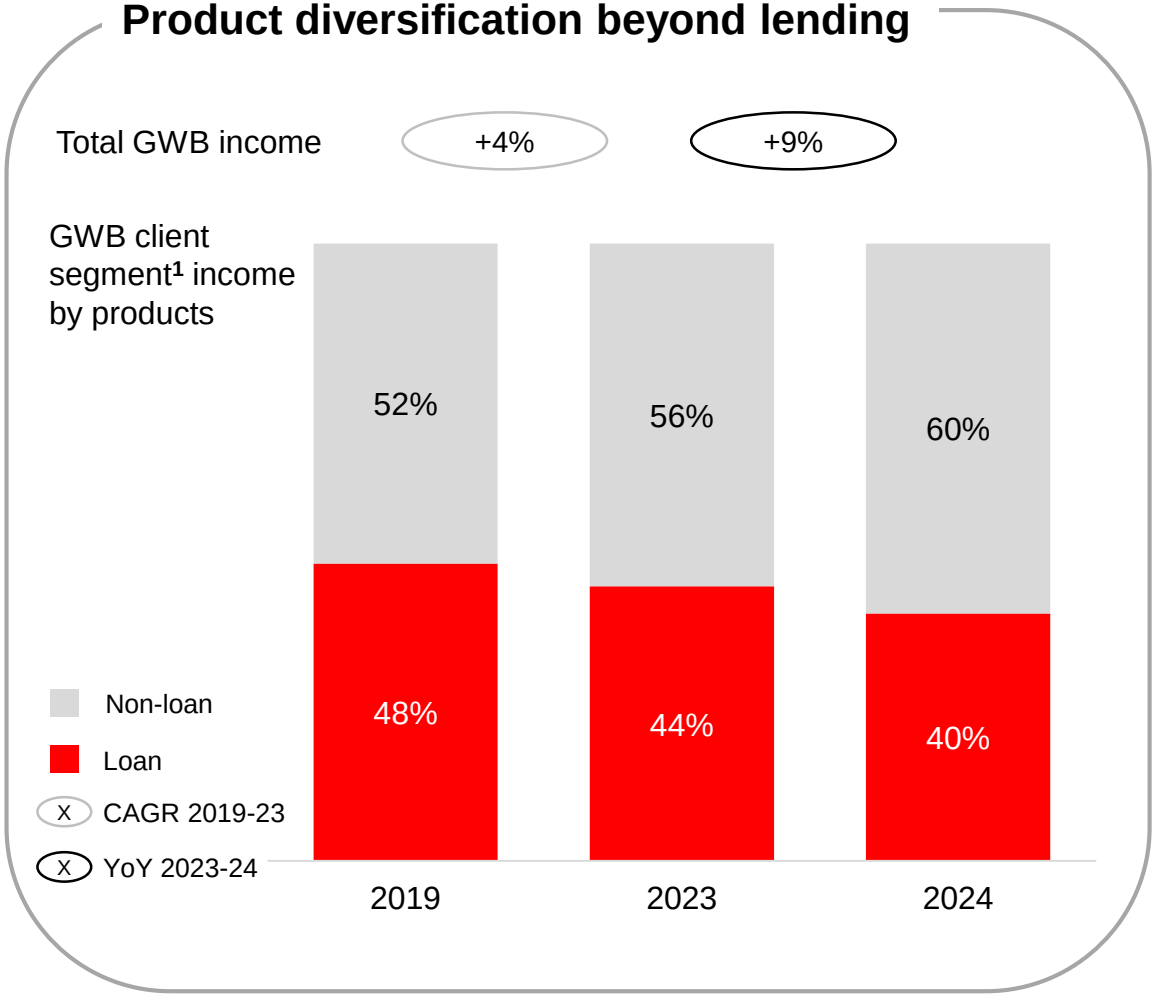
PRELIMINARY

	Key metrics	
	2024	2030
AUM[1], RM'billion	~234	~2.0x
NOII share of Preferred Revenue, %	~28%	>30%

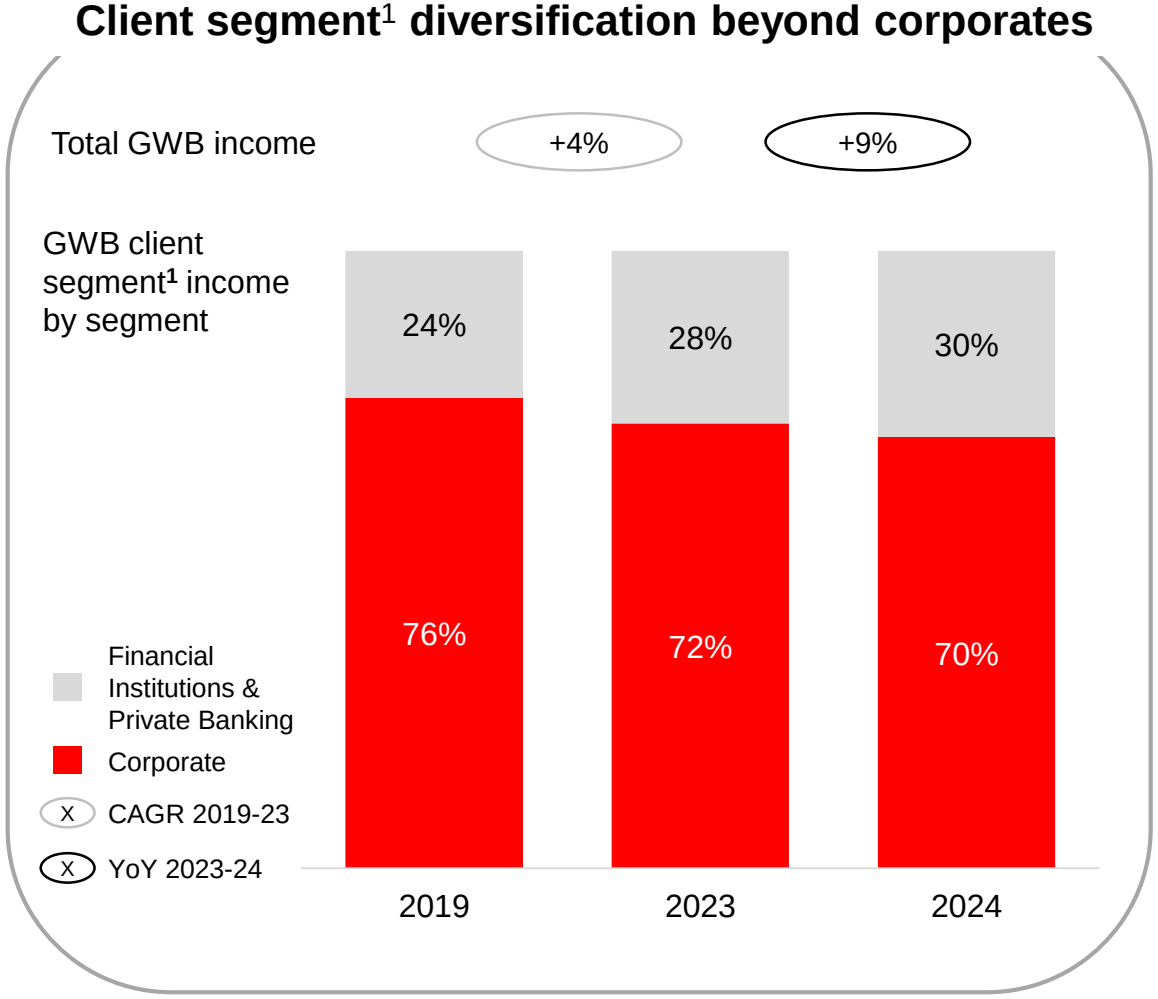
1. Includes total deposits and Wealth AUM (investments and bancassurance)

Wholesale Banking has delivered diversification of income and client segment, reducing concentration on lending and corporates

Product diversification beyond lending



Client segment[1] diversification beyond corporates



1. Client segments = Corporates + Financial Institutions + Private Banking

The focus on cross-sell will continue

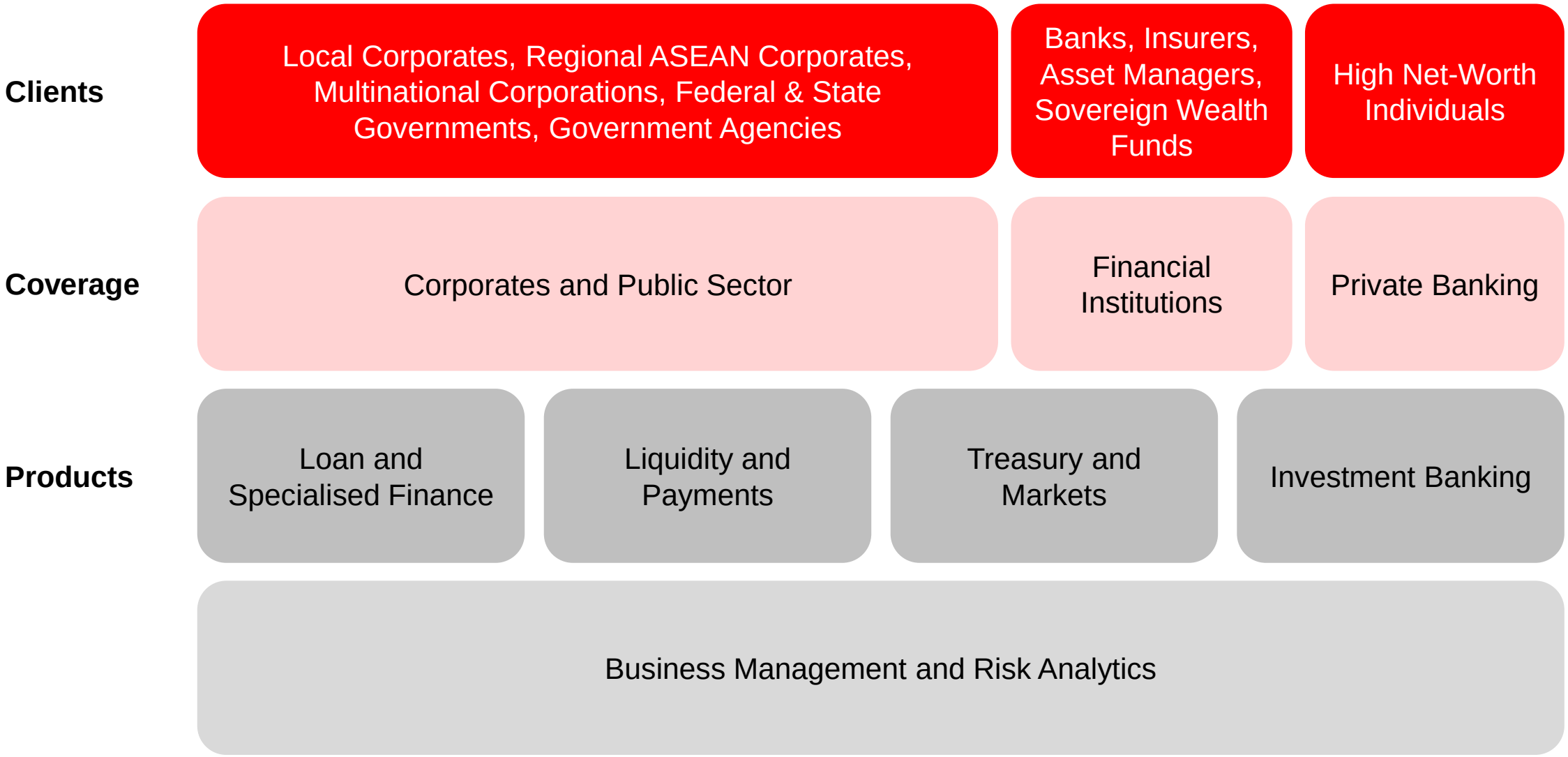
Simpler
structure and process

Better
product capabilities

1. **“One-bank” view to clients**
2. **Effective performance tracking**
3. **Build on our competitive edge**
4. **Broaden and deepen deposit franchise**
5. **Improve Treasury and Investment Banking income**

Faster
turnaround time for clients

Organisational streamlining to deliver a “one-bank” view to clients, having coverage relationship managers, supported by product partners



Building on our competitive edge by leveraging our balance sheet and client relationships with aligned KPIs and regional client coverage model

Our competitive edge

Balance sheet lending and financing

- Enhance **balance sheet velocity**
- Enable **end-to-end KPI framework**, across coverage and products

Established client relationships

- **Regional client coverage model** as single touch point to serve clients' regional aspirations
- Up-tier frontline and **revamp operating model**

Impact

Cross-sell

Client returns

Focusing on client centricity, network connectivity and digital transformation to broaden and deepen our deposit franchise

Customer centricity

- Deepen and broaden growth opportunity with **focused clients**
- Strengthen **coverage and engagement model**
- Enhance **product capabilities** and delivery

Network connectivity

- Focus on **key markets** – Malaysia, Indonesia, Singapore and Thailand
- Enable **connectivity and visibility** for all geographies
- Improve **infrastructure resiliency** across all products

Digital transformation

- Offer **differentiated digital solutions** for key markets
- Enhance **payments product proposition**
- Enable **cross-selling** of banking products

Improve Treasury and Investment Banking capabilities to increase income and returns

Treasury

Revamp Treasury sales model to client-buying behaviour

- Clear segregation of **client segments**
- Flow sales to capture high volume transactions, driven by **e-solutions**
- **Structured Solution Sales** to provide ideation and bespoke solutions for clients

Improve product suite / cost

- Maintain **market leader positions** in existing products
- Develop thematic new products
- **End-to-end straight-through-processing** to support volume growth while optimising cost

Investment Banking

Holistic client coverage

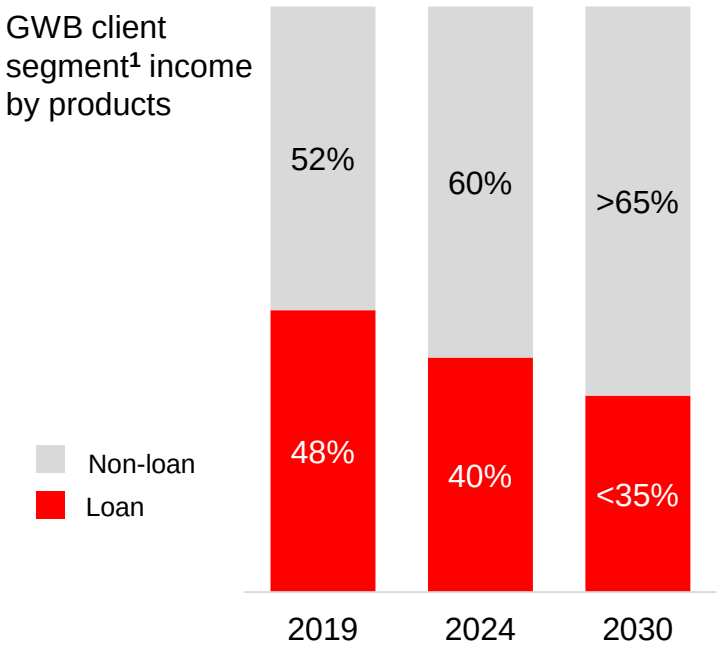
- Coverage bankers and relationship managers arranged based on **sector / segment specialisation** to provide sectorial expertise
- Collaborate with CEOs and C-suite decision makers to provide **thought leadership**

New growth segments in Investment Banking

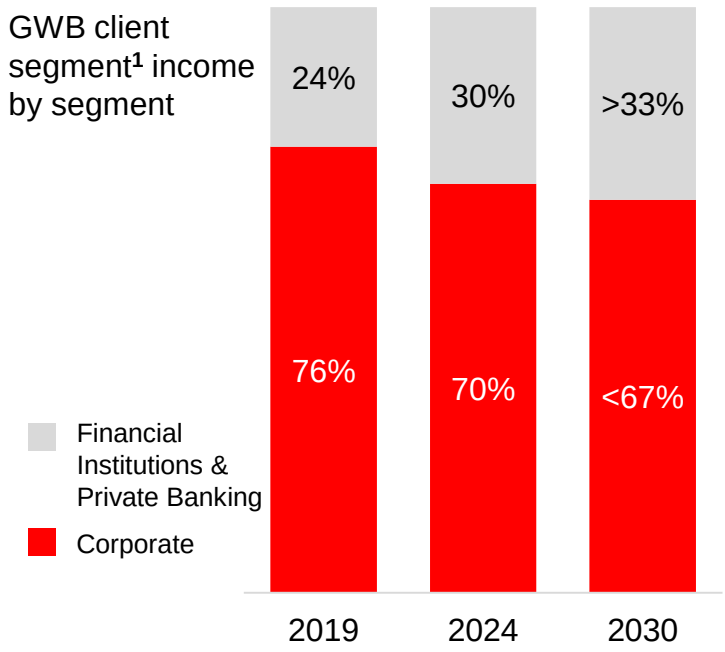
- Leverage on **ASEAN footprint** to capture cross-border investment banking mandates
- Collaboration with **coverage bankers / relationship managers** to provide applicable solutions to clients

Our ambition is to diversify income and increase NOII, where client franchise contributes ~75% of bank-wide NOII

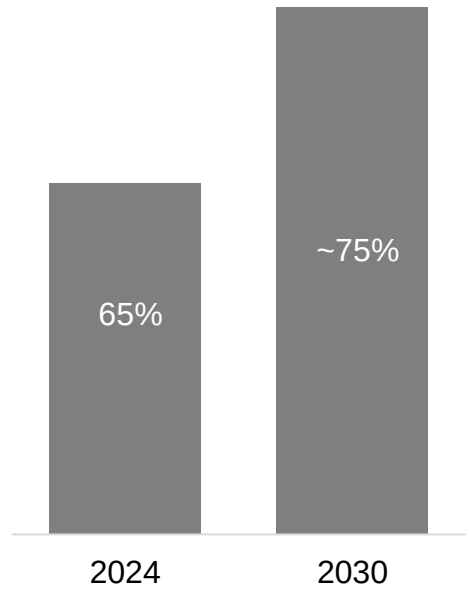
Product diversification beyond lending



Client segment[1] diversification beyond corporates



Client franchise business contribution to total bank-wide NOII



1. Client segments = Corporates + Financial Institutions + Private Banking

Capabilities (Simpler, Better, Faster)

Gurdip Singh Sidhu

Capital & Resources

Cash

Cross-sell

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Capabilities to deliver Simpler, Better, Faster (SBF) operations is a pivotal move in Forward30

Purpose — Advancing Customers and Society

People & Culture | **Customers** | **Society & Sustainability**

Strategic moves – the 4Cs

1. **Capital and resources: Reallocate and optimise**
2. **Cash: Build deposit franchise**
3. **Cross-sell: Increase returns**
4. **Capabilities: Simpler, Better, Faster**

- Reimagine operating model
- BPR[1] and digital automation
- Modernise core banking technology
- Data and AI

1. Business Process Reengineering

Making CIMB

Simpler | Better | Faster

will unlock value and drive superior performance for Forward30 and beyond

SIMPLER

Streamline processes, fewer steps, more intuitive

- Improve internal efficiency and productivity
- Create intuitive, hassle-free experiences for our customers that build loyalty and trust

BETTER

Continuous improvement and differentiated to market

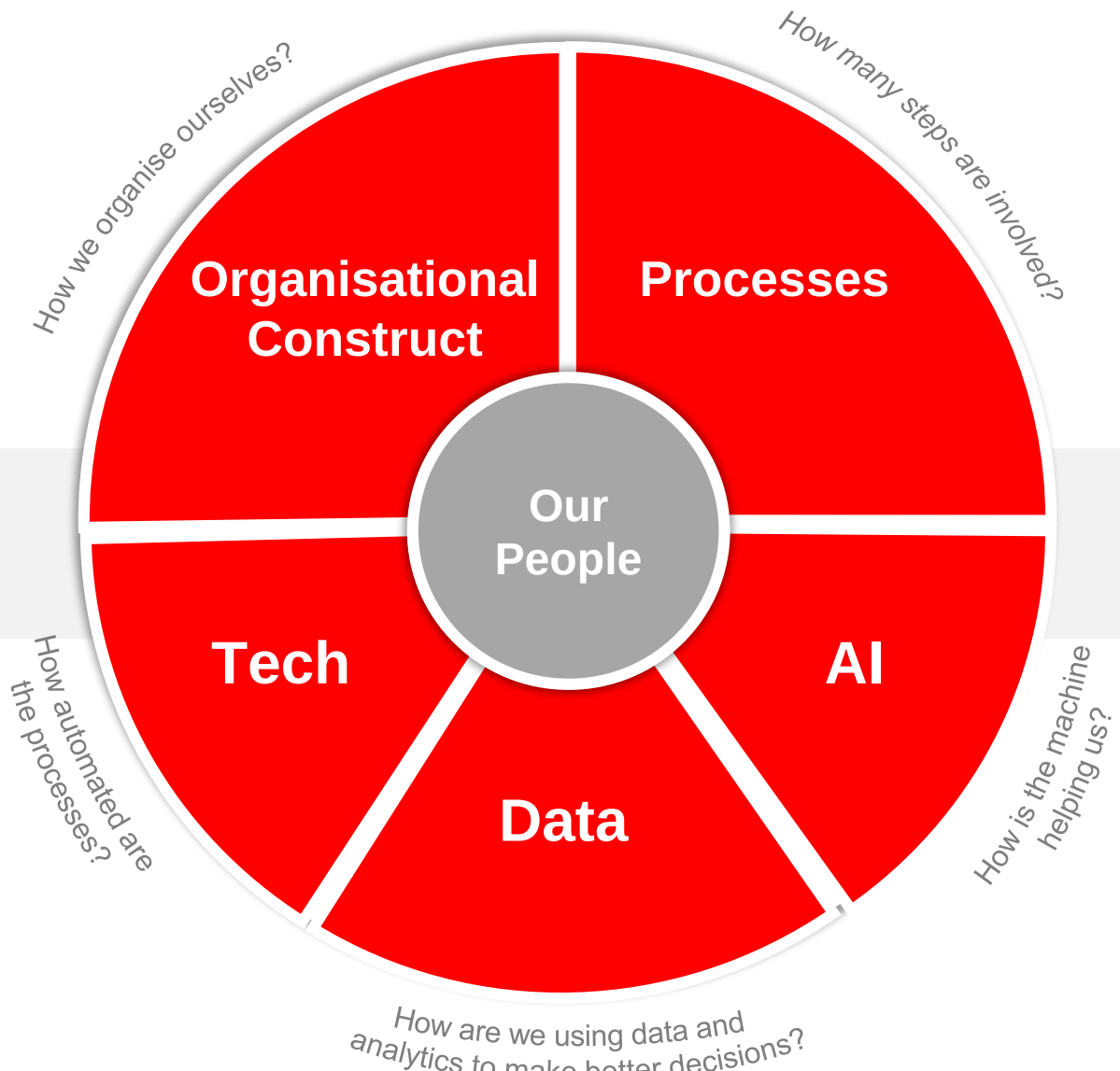
- Deliver innovative solutions
- “Know me, serve me better”

FASTER

Shorter time in transaction processing, decision making and product launches

- Go-to-market at speed
- Uplift in turnaround times and productivity

Simpler, Better, Faster will require equipping our people with new operating models and tools



Sustainable value creation via:

Productivity	Cost to Income Ratio
Customer Experience	Net Promoter Score
Market Position	Revenue and Market Share
Operational Resiliency	Number and Size of Operational Loss Events

We have commenced our Simpler, Better, Faster journey and it will continue to be a priority in Forward30

Wholesale Banking Transformation

Our challenges

- People's time allocation
- Number of sign offs
- Clarity of ownership and accountability
- Internal and external participation in meetings and discussions

Resulted in

New Operating Model

- **Converged coverage**
- **Focused product teams**
- **Strengthened leadership**

Outcome

- **Revenues**
- **Organisational health**
- **Cost efficiency**

Malaysia Operations Digitalisation and Transformation

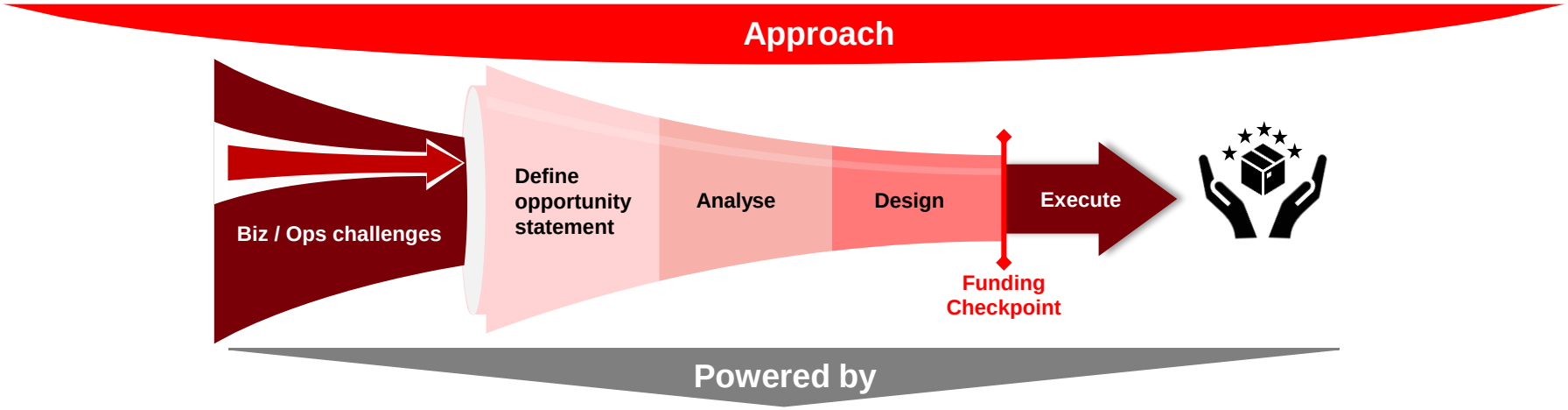
Our challenges

- Highly manual processes
- Multiple hand-offs and systems
- Managing substantial team sizes
- Operational lapses
- Long turnaround time

2-year transformation program with over 120 initiatives identified across 4 waves

Automate workflow (from document OCR to transaction processing)	**STP & IDP**	1	**Faster and eliminate human errors**
NGB, Octo / Clicks	**Digitisation at source**	2	
Dashboards and visibility of information	**Data & Analytics**	3	**Intelligent ways of working**
AI / Gen AI for high intelligent decisioning	**Exploratory tech**	4	
Major process transformation involving tech / system enhancements		5	**Simplification**

Many of these initiatives will be driven by the SBF Lab, utilising agile methodologies and best-in-class tools to scale transformation effectively



SBF Lab

Agile teams will be supported with best-in-class working approach, tools & tech infrastructure

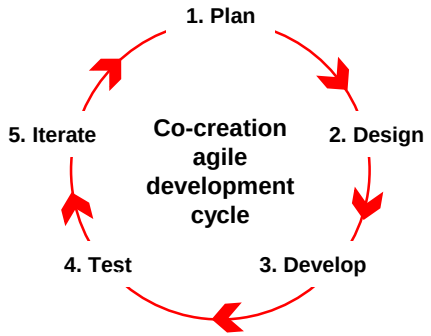
Agile squad

SBF lab
- Product Owner
- Scrum master
- Tech lead
- FE/BE engineers
- UI/UX designers
- QA
- PM / ITPM

BU/BEs
- Journey lead / Product team

Supported by
- ProdOps
- DevOps
- Architect

Co-creation agile approach

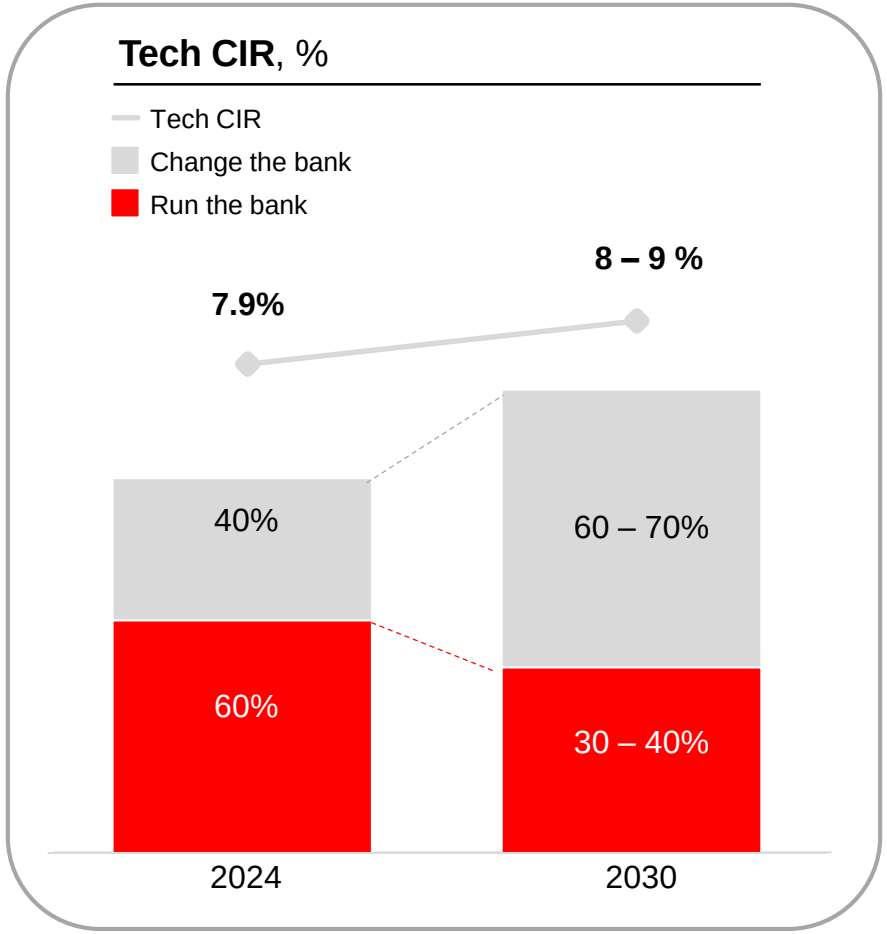


Tools & Assets Infrastructure

Developer tools
- Kubernetes
- Apache JMeter
- SonarQube
- Microsoft Copilot
- CIMB Mint Design Library

Productivity tools
- Figma
- Jira
- Microsoft Team
- Confluence
- Miro

RM4.3 billion tech CAPEX invested in Forward23+; in Forward30 we expect similar annualised investment with strong shift to change-the-bank initiatives



Tech Focus Areas

Core platform architecture

Hollowing the core with micro-services

Execution and delivery cadence – SBF

Quality and velocity via TechOpsAI

Operating model

Tech organisation construct and business-tech joint collaboration

Product or Segment examples

- Transaction Banking Platform
- CRM
- Treasury distribution automation
- Partnership enablement
- SME Cash Flow lending

Data and AI will form a critical part of our transformation

Why AI?

"Human-like" **continuous improvement** done

- **Faster**
- **Higher consistency**
- **More cost effectiveness**

Data and AI transformation can provide a

~10% **revenue and cost uplift**

CIMB AI Journey

Personal Productivity

- **"Copilot" assisted productivity**
- **Navigating internal information effectively** *(query document repositories)*

Intelligent Companions

- **Tailored Gen AI solutions to augment employees** *(tools for contact centre agents, relationship managers, automatic report generation)*
- **Document Processing** solutions with Gen AI *(loan operations)*
- Automation of software / system development and testing

Agentic[1] Automation

- **AI-driven automation for complex E2E processes with human supervision** *(compliance checks, audit reporting, automated regulatory reporting)*
- **Self-improving AI agents for decision support & strategic insights** *(portfolio optimisation, credit risk modeling, adaptive fraud detection)*
- **Autonomous AI-powered financial operations** *(liquidity management, automated transaction reconciliation)*

AI-led Banking

- **AI-driven self-service banking & financial advisory** *(virtual RMs, automated wealth management, personalised insights)*
- **Autonomous AI-powered trading & investments** (*real-time data, sentiment analysis, predictive algorithms)*
- **AI-led bank management & operations** *(end to end marketing function)*

1. An AI agent is an autonomous system that perceives its environment, processes information, and takes actions to achieve specific goals

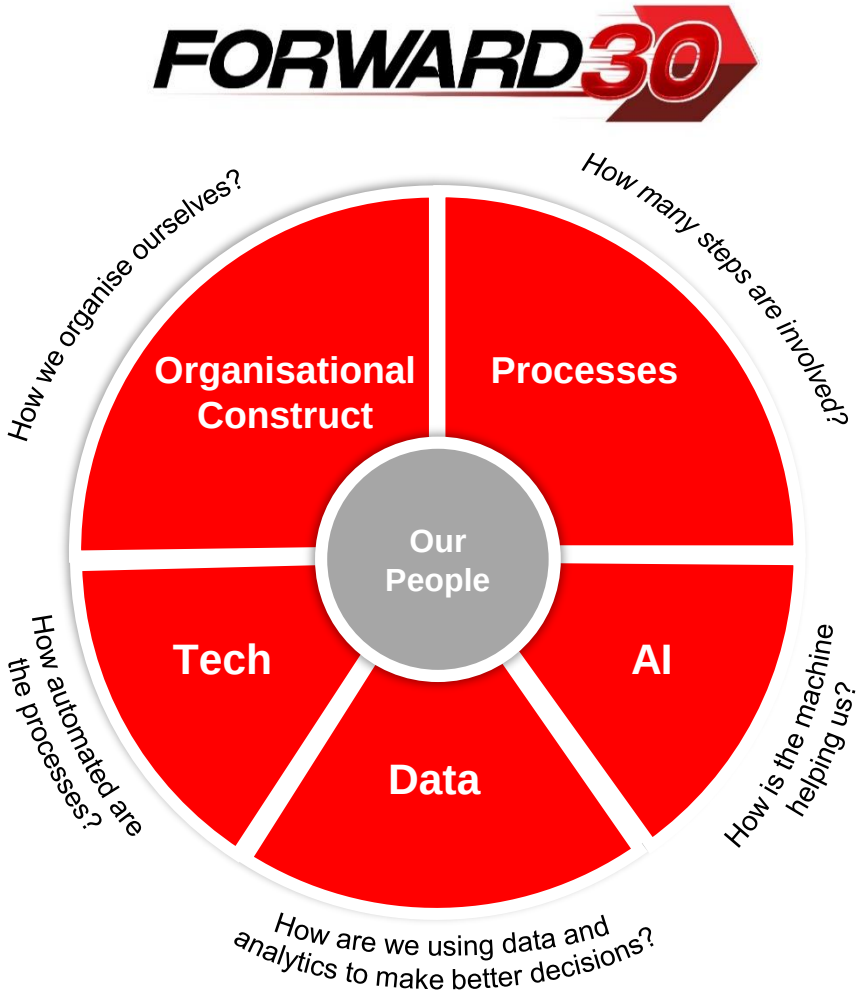
Making CIMB Simpler, Better, Faster will unlock value and drive superior performance

Our people

Simpler, better, faster operations

Our customer

Simpler, better, faster product and services



NPS

2024	12th 1st 5th
2030	Top 3 across

Operational resiliency

Strengthened platforms and resiliency

Closing Remarks

Novan Amirudin

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Our Forward Ambition

Fulfilling our purpose through the 4Cs

FORWARD30

Purpose — Advancing Customers and Society

- People & Culture
- Customers
- Society & Sustainability

Strategic moves – the 4Cs

1. Capital and resources: Reallocate and optimise
2. Cash: Build deposit franchise
3. Cross-sell: Increase returns
4. Capabilities: Simpler, Better, Faster

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Thank you

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