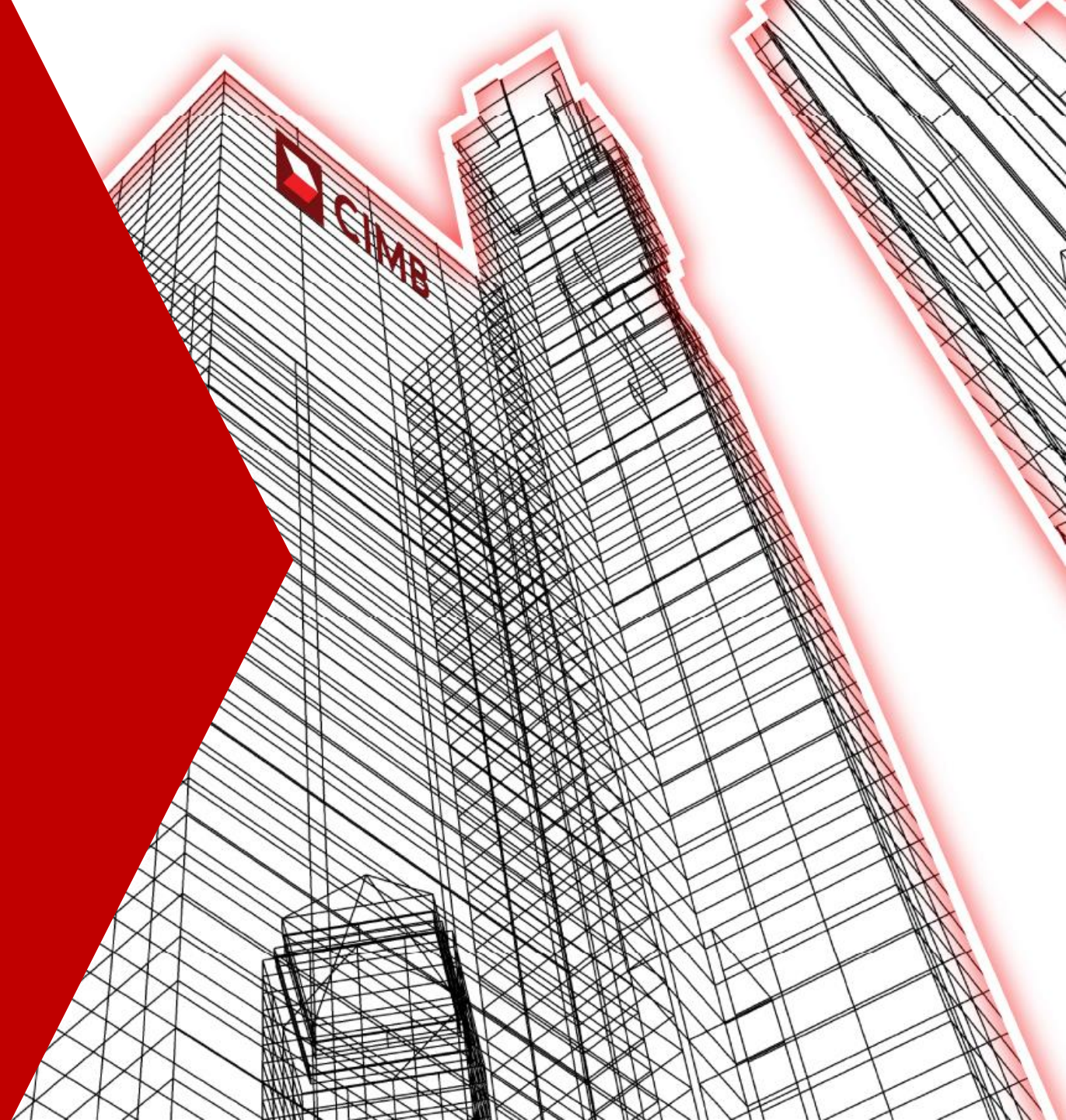


68th Annual General Meeting

Novan Amirudin

29 April 2025

MOVING FORWARD WITH YOU



Agenda

01 **Creating value for our shareholders**

02 **Approaching the “new world order” from a position of strength**

03 **Long-term sustainable growth: Forward30**

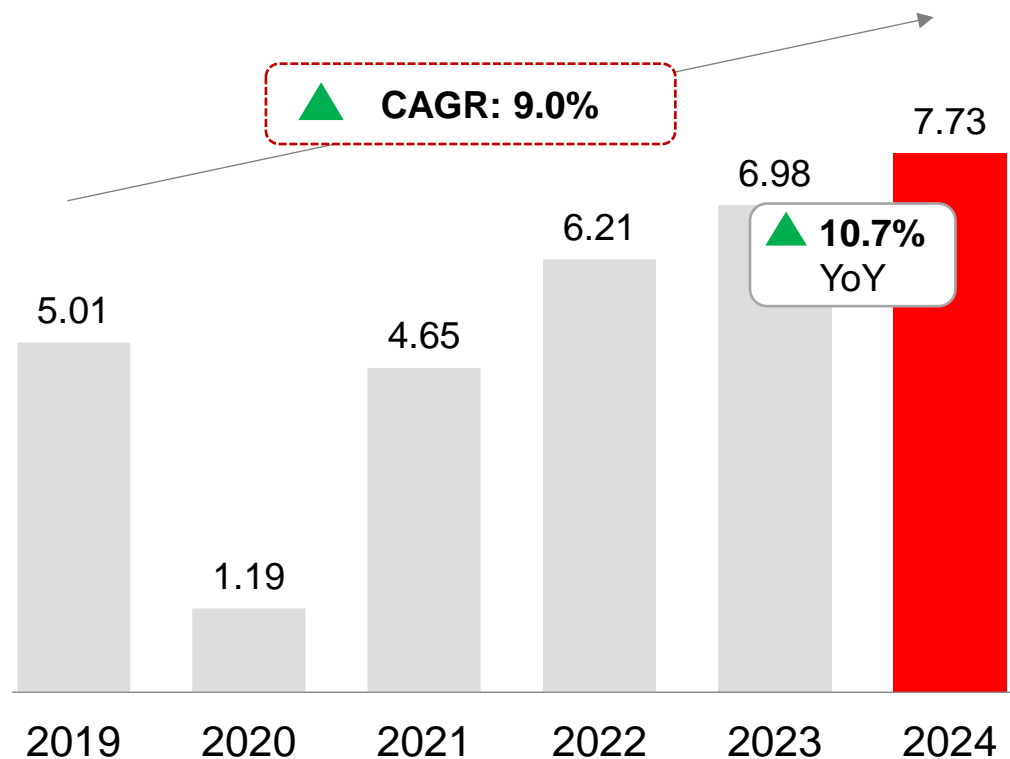
**Creating value for our
shareholders**

MOVING FORWARD WITH YOU

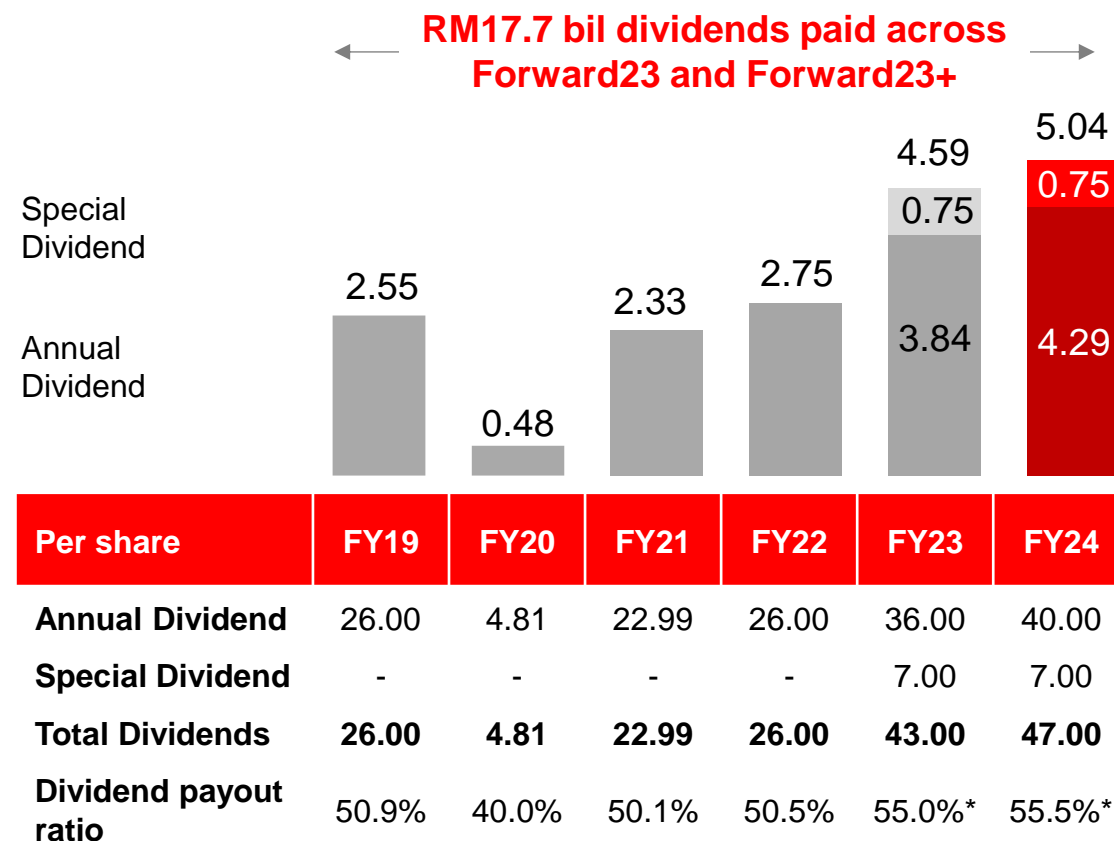


Net profit up 10.7% YoY to RM7.7 bil in FY24; highest FY24 dividend payout of RM5.04 bil

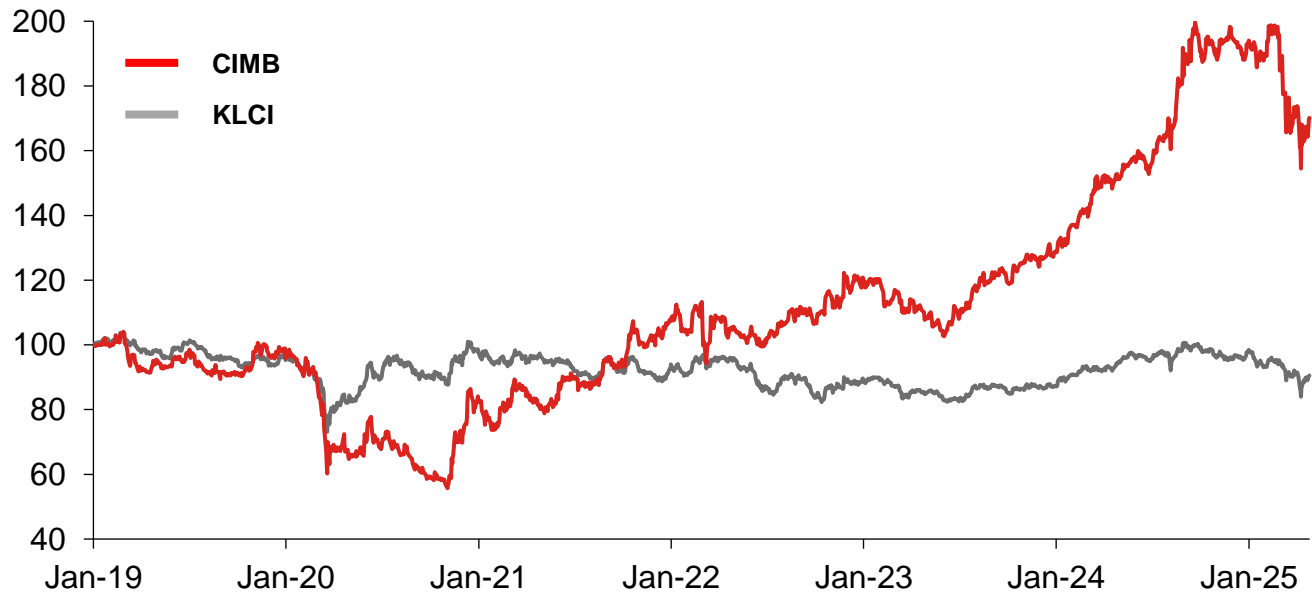
Net Profit (RM 'bil)



Dividend payout (RM 'bil)



This translates to significant shareholder value of >RM50 bil created since January 2019 to December 2024

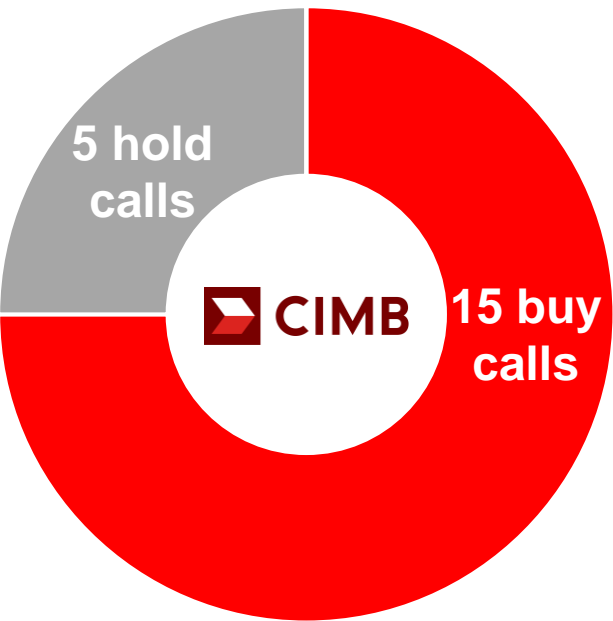


(RM 'bil)	31 Dec 2018	31 Dec 2024	Value Created
Market Cap	54.6	88.0	33.4
Dividends			17.7
Total			51.1

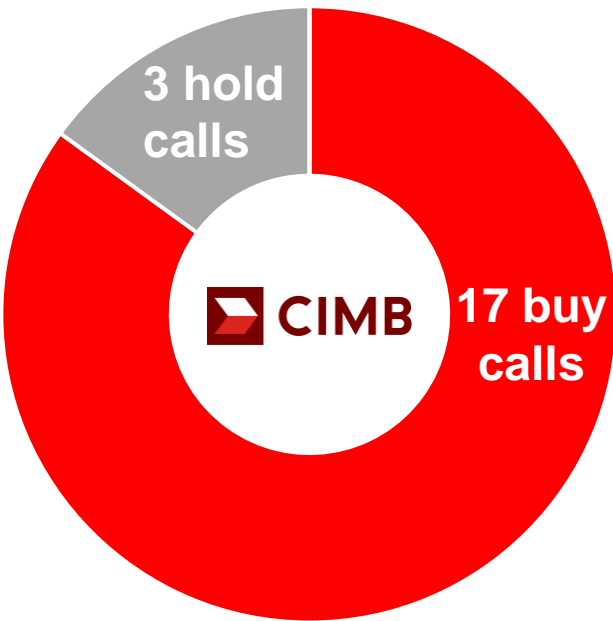
Shareholder Value Creation		
FY24 Annualised TSR (%)*	CIMB	FBM KLCI
1Y	+56.6%	+12.9%
3Y	+38.1%	+1.6%
5Y	+34.6%	+0.7%
6Y	+31.8%	-0.5%

 Note: * Total Shareholder returns

17 buy and 3 hold calls in Apr 2025 vs 15 buy and 5 hold calls in Mar 2025



March 2025



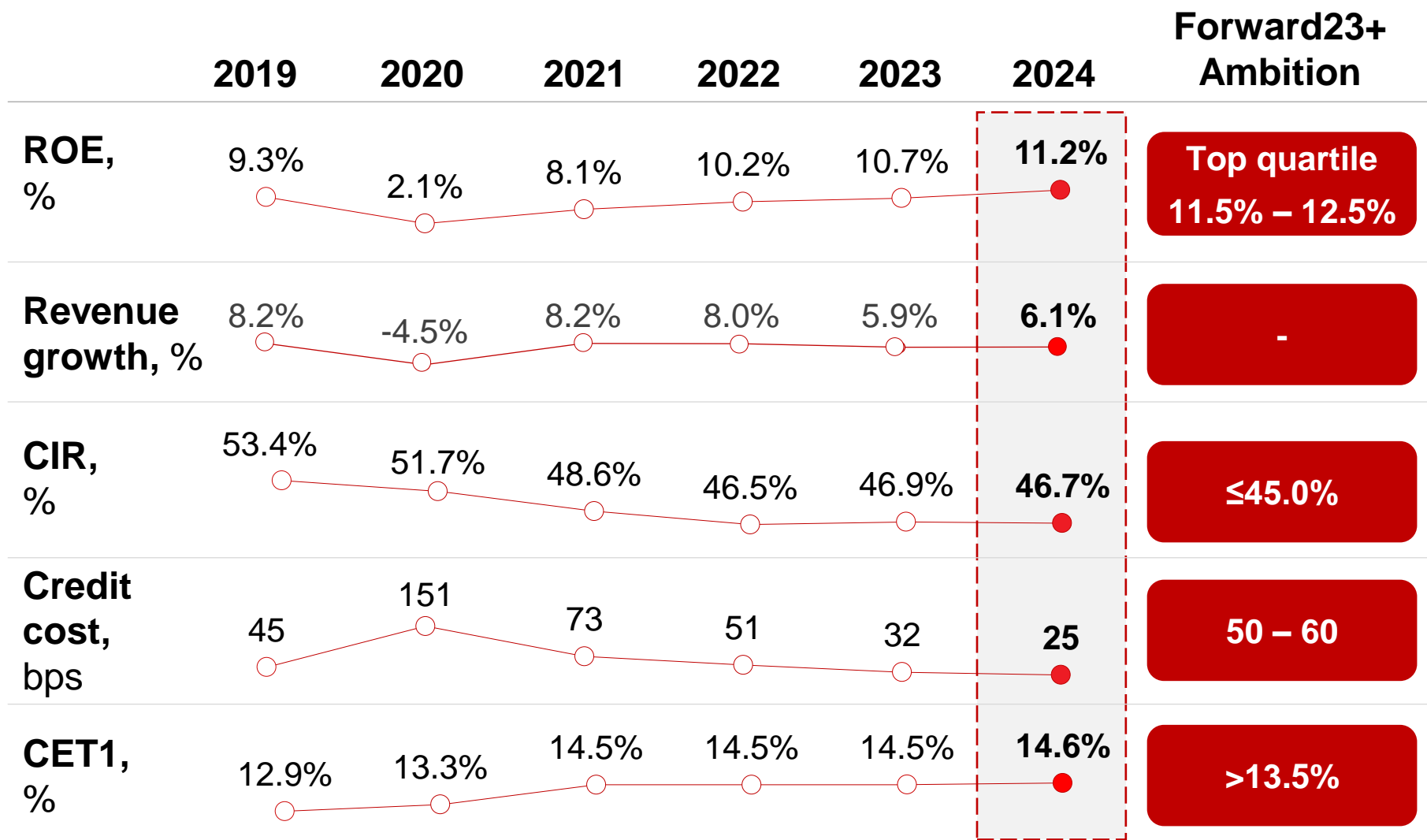
April 2025

RM8.78
Average consensus price

20
International and local analyst coverage



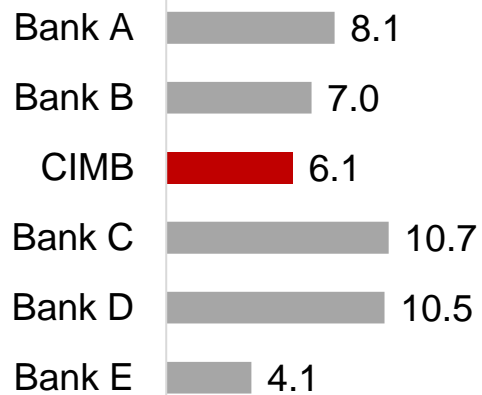
We have achieved Forward23+ despite a challenging environment



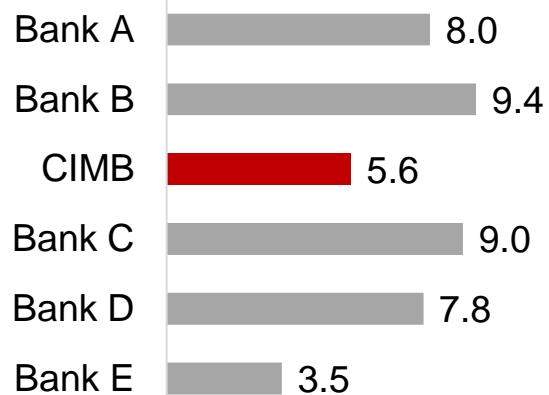
- **Reallocate capital**
- **New culture (EPICC)**
- **Safeguard the Bank**
- **Increase productivity**
- **Improve asset quality**

We delivered 11.2% ROE in FY24, with an LDR of 88.3%, as we chose to grow sustainably

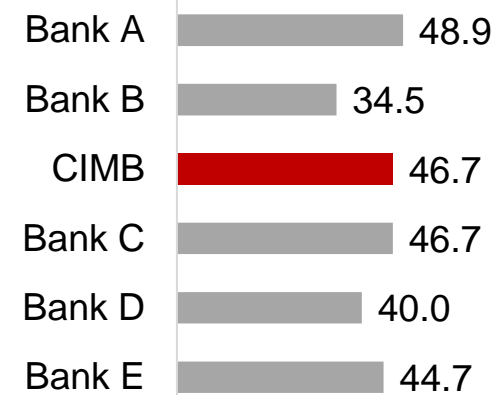
YoY Income growth (%)



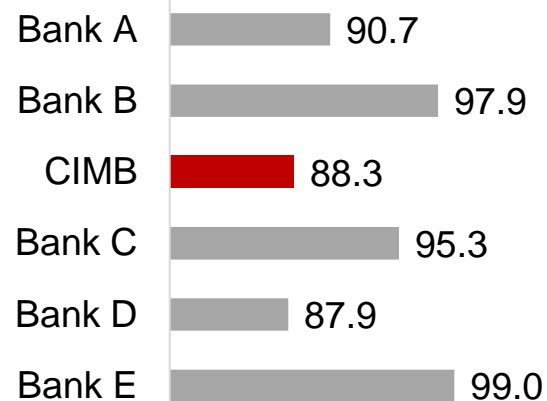
YoY Cost growth (%)



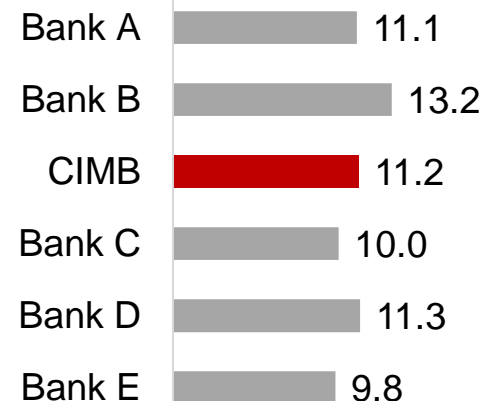
CIR (%)



LDR (%)



ROE (%)



Our digital investments have provided valuable insights, guiding the Group as we accelerate towards digitalisation and growth

TNG and TNGD

TNG: 35+ mil active cards | TNGD: 29+ mil users

- 1 Holistic leader in the mobility technology and integrated digital solution
- 2 Preferred partner for merchant, with payment and operation capabilities

CIMB Philippines and Vietnam

PH: 8+ mil customers | VN: 1+ mil customers

- 1 Mobile-app based; digital product delivery model
- 2 Behaviour tracking across products for opportunity to cross-sell or upsell
- 3 Leverage on partnership to grow and scale

Key learnings



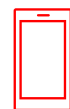
Reimagine customer experience:

Simplify journeys with intuitive digital interfaces and self-service tools



Utilise data and automation:

To provide hyper-personalized offerings



Expand digital reach:

Deepen market penetration via digital propositions



Leverage on partnership:

To grow and broaden product offerings



Embed innovation culture:

Adopt VC-style experimentation to learn, scale and innovate faster



We continuously invest in our human capital transformation to elevate CIMB's biggest asset – our people

Increased Regional Mobility



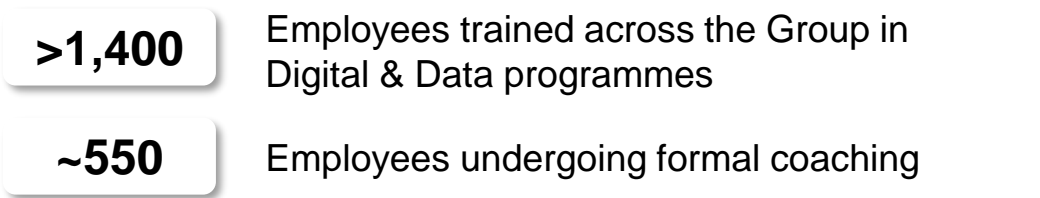
- Employee mobility crucial for **knowledge sharing** and **collaboration** across divisions and countries
- Mandatory TCB regional rotations

CIMB Signature Leadership Programme



Leadership programmes for **Leading, Emerging** and **Junior** leaders with **>300 participants in 2024**

Enhanced Learning Approach



As part of our commitment to advance employee skills & propel their career growth, with **73% internal succession realized**

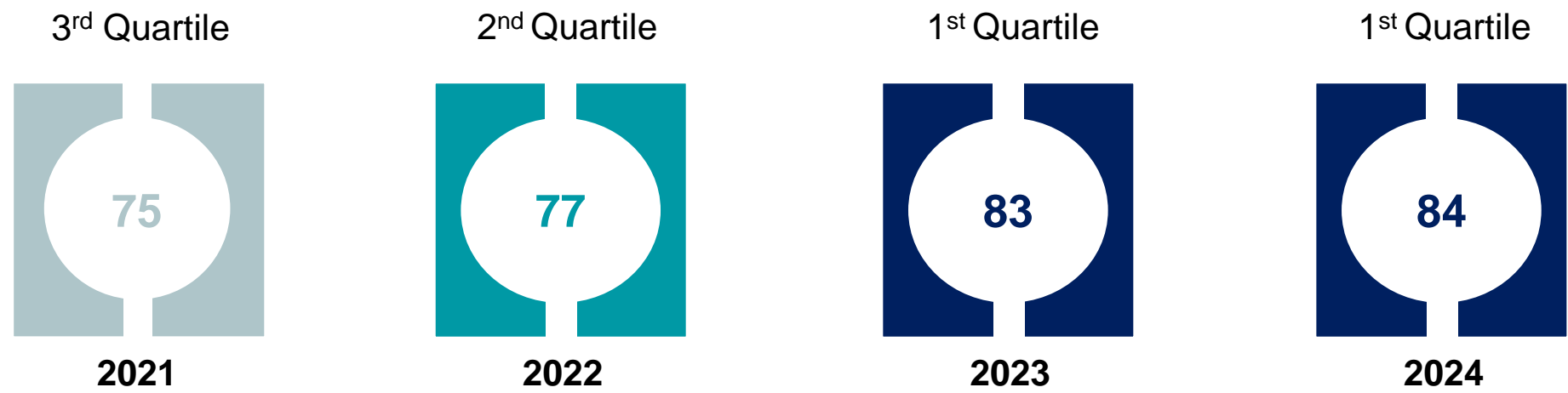
Greater Engagements



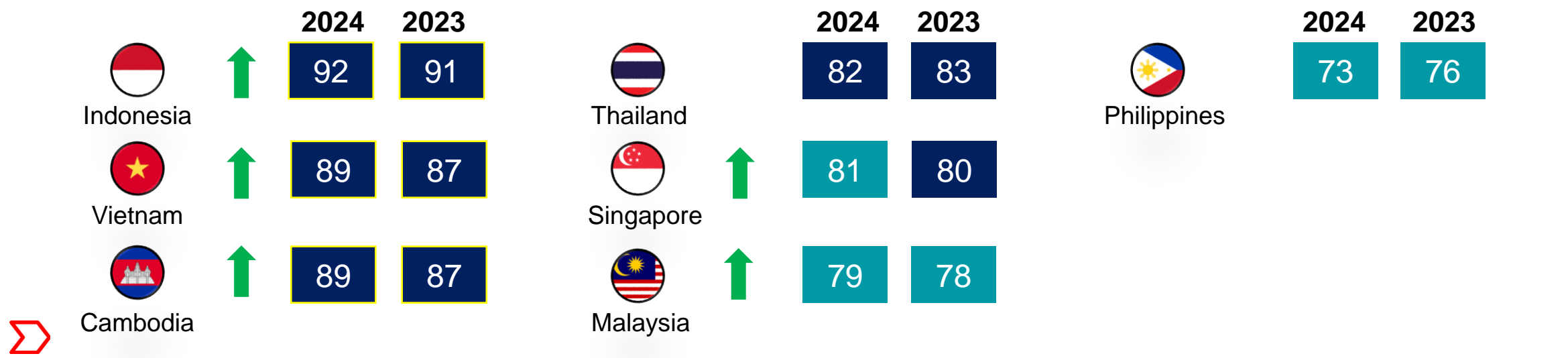
Series of **town hall, regional branch visits** as well as **EPICC Award Night** were held



This led to an improvement in our Organizational Health Index (OHI) from 3rd Quartile in 2021 to Top Quartile in 2023 and 2024



COUNTRY SCORES



We are committed to driving sustainable impact to future-proof our organization and support our clients in their transition



Futureproofing our organization

#1

Globally amongst financial institutions by the World Benchmarking Alliance's Financial System Benchmark

88th

Percentile in the S&P Global Corporate Sustainability Assessment (CSA)

>RM117bil

Green, Social, Sustainable Impact Products and Services (GSSIPs) mobilized from 2021 to 2024, exceeding target of RM100 bil

1st

Malaysian Bank to complete **2030 decarbonization targets for 6 high-emitting sectors**



Raising the floor

>RM120mil

In community investments from 2021 to 2024

216k hours

Total employee volunteer hours in 2024, >130k hours targeted



Notable awards in 2024 across ASEAN

Investment Bank of Choice



- Best Bank for Investment Solutions (Rates, Credit, FX, Commodities)



- Best Bank for Investment Solutions (Multi-asset, equity, rates, FX)



- Best Bank for Investment Solutions (Equity, rates)



- Best ECM House
- Best Investment Bank

Recognized across ASEAN



- Service Innovation of the Year



- SME Financial Inclusion Initiative of the Year



- Strategic Partnership of the Year



- Wealth Management Platform of the Year



- Derivatives House of the Year

Trusted sustainable partner



- Best Corporate & Institutional Adviser, M&A Adviser, Primary Placement, M&A, Bond, and Block Trade



- Best Bond House for Sustainable Finance



- Overall Excellence Awards



Approaching the “new world order” from a position of strength

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Liberation Day has led to increased uncertainty and complexity

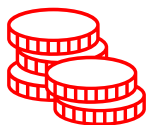
Short-term Impact



**Trade
disruption**



**Interest rate
cuts**



GDP slowdown



**Asset quality
concerns**

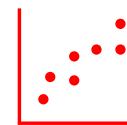
Medium to long-term Impact



**Bifurcation in
trade blocks**



**Increase in intra-
regional trade**



**Uneven economic
growth**

Forward23+ has made us stronger to navigate these volatilities

- 1 Successfully **reshaped portfolio**, reduced exposure in high-risk SME businesses in IST¹
- 2 Introduced **EPICC culture** and **risk management framework**
- 3 **Invested in technology** to increase resiliency, enhance CX and drive customer stickiness
- 4 **Integrated ASEAN Network** to seize opportunities from intra-regional trade
- 5 Improved **asset quality**

1: We have successfully reshaped our portfolio, reduced exposure in high-risk SME businesses in IST

Asset composition

Country	Year	Consumer		Commercial		Wholesale	
Malaysia	Dec-19	59%		14%		27%	
	Dec-24	61%	2% ▲	16%	2% ▲	23%	4% ▼
Singapore	Dec-19	25%		14%		61%	
	Dec-24	30%	5% ▲	12%	2% ▼	58%	3% ▼
Indonesia	Dec-19	27%		35%		38%	
	Dec-24	33%	6% ▲	27%	8% ▼	40%	2% ▲
Thailand	Dec-19	58%		12%		30%	
	Dec-24	65%	7% ▲	2%	10% ▼	33%	3% ▲
Group	Dec-19	50%		18%		32%	
	Dec-24	52%	2% ▲	17%	1% ▼	30%	2% ▼

2: We embrace EPICC culture and introduced risk management framework

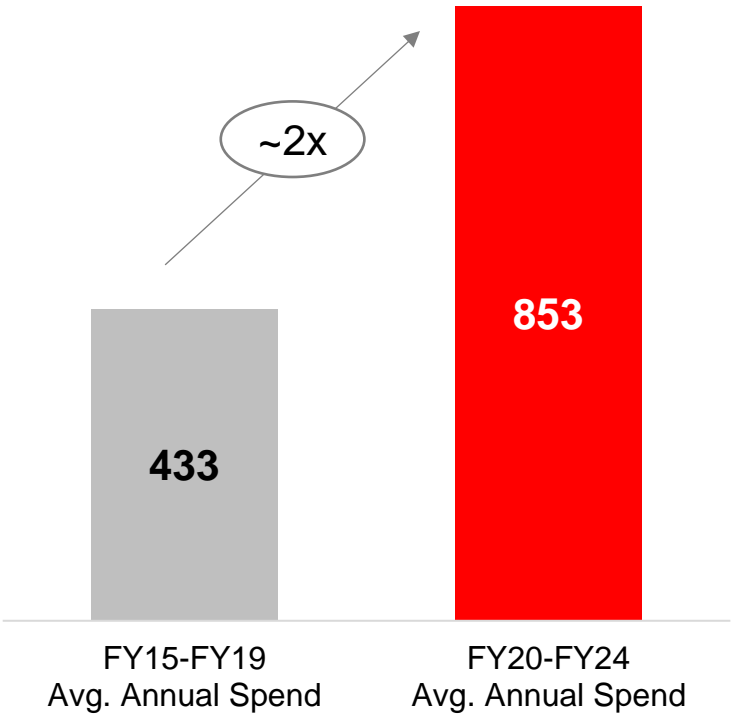


Safeguarding the Bank

3: We doubled our technology investments to increase resiliency, enhance CX and drive customer stickiness

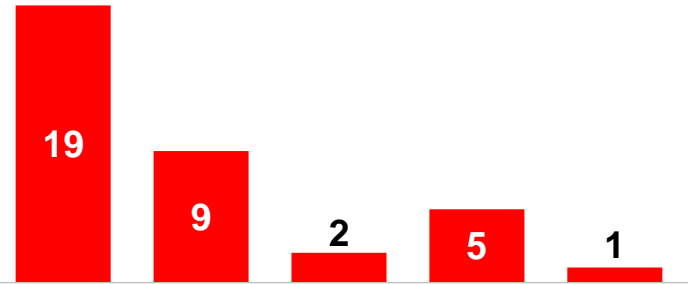
Technology & Operational Investments

Technology Capex
RM 'mil

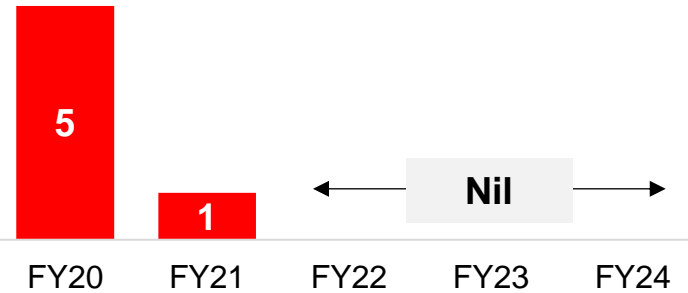


Digital Platform Incidences

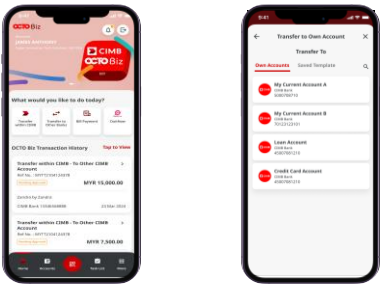
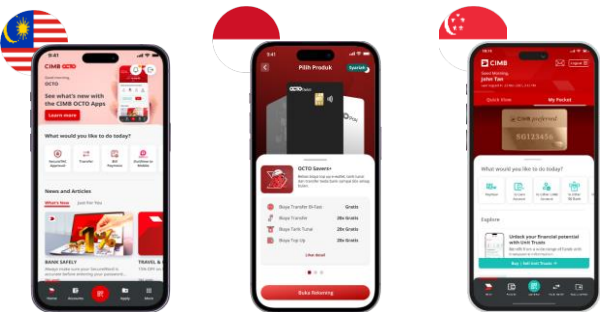
Clicks



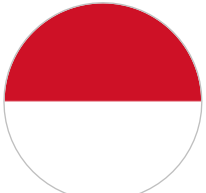
BizChannel



Octo and Octo Biz



4: Present in 10 countries – we are well positioned to capture ASEAN Network business



ASEAN corporate network income of **10%**

>RM300 billion¹
Wealth AUM across ASEAN

FX income **↑ 15%**
YoY

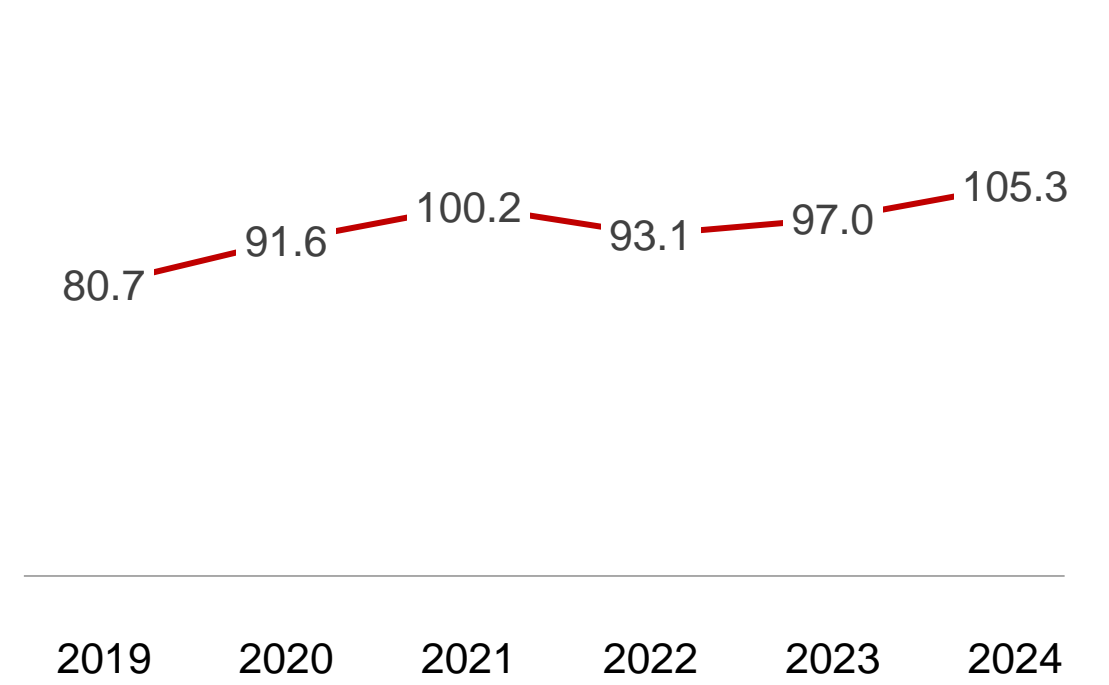
28 million
customers

33K+
people

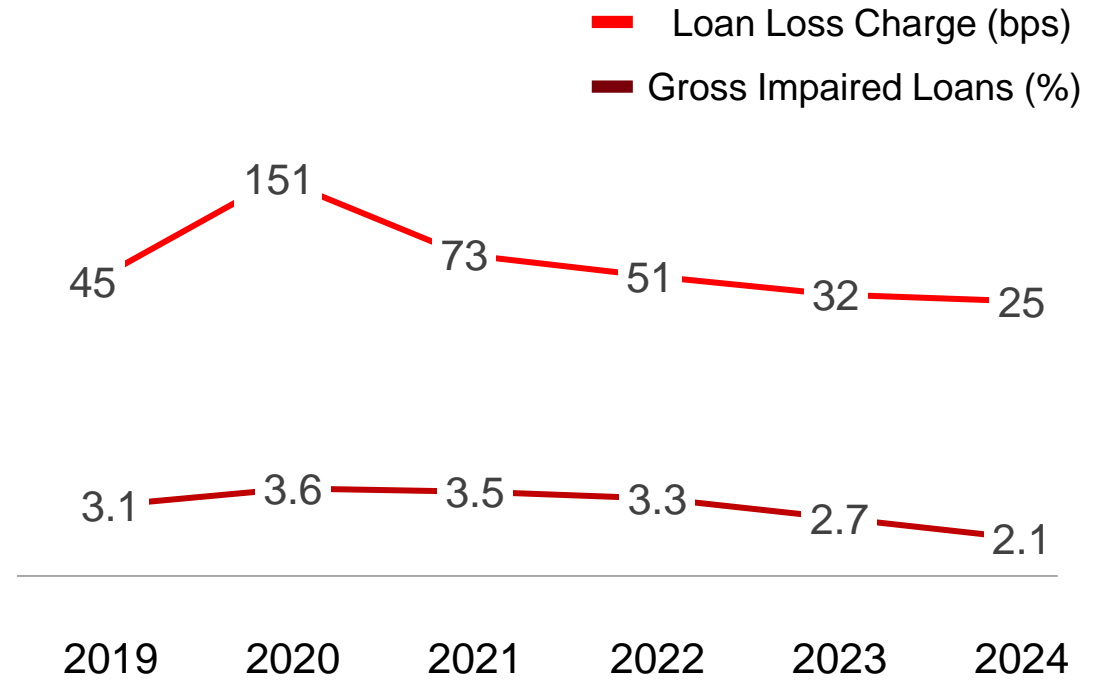
600+
branches


5: Improved asset quality – Allowance coverage ratio increased to 105% in FY24, while loan loss charge improved to 25bps

Allowance Coverage Ratio*
(%)



Loan Loss Charge and Gross Impaired Loans




 Note: * Excluding regulatory reserves


Delivering sustainable long-term growth: Forward30

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CIMB's current performance vs weighted average MIST peers shows there is more to be done

FY24	 CIMB	MIST peers ¹		
		50 th percentile	75 th percentile	Best-in-class
ROE, %	11.2	11.0	13.0	15.0
CASA Ratio, %	43.1	45.0	51.0	53.0
NOI 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

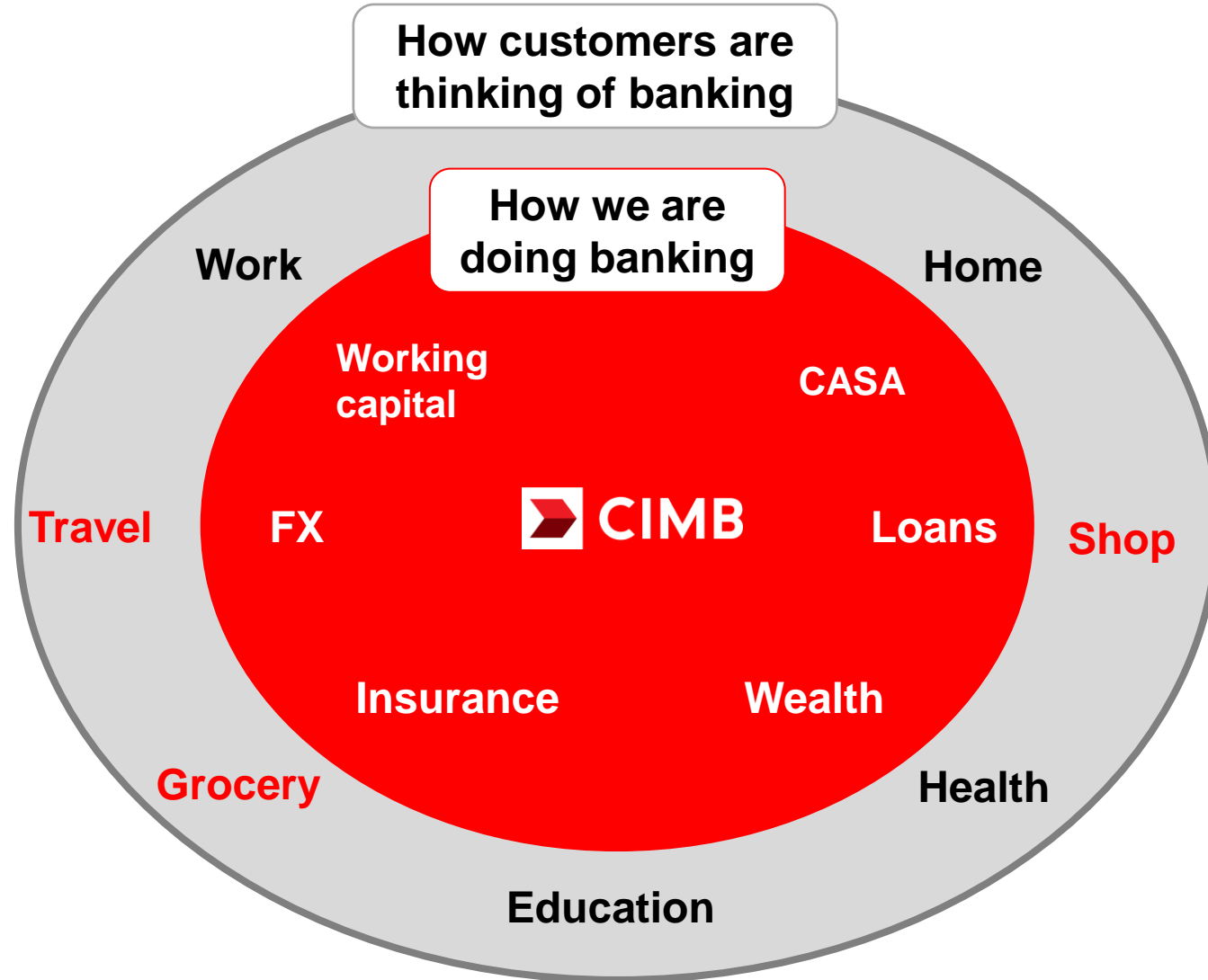
Allocation of capital vs returns in FY24

	% 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%



We want to embed ourselves into our customers' lives

x Currently present through TNGD

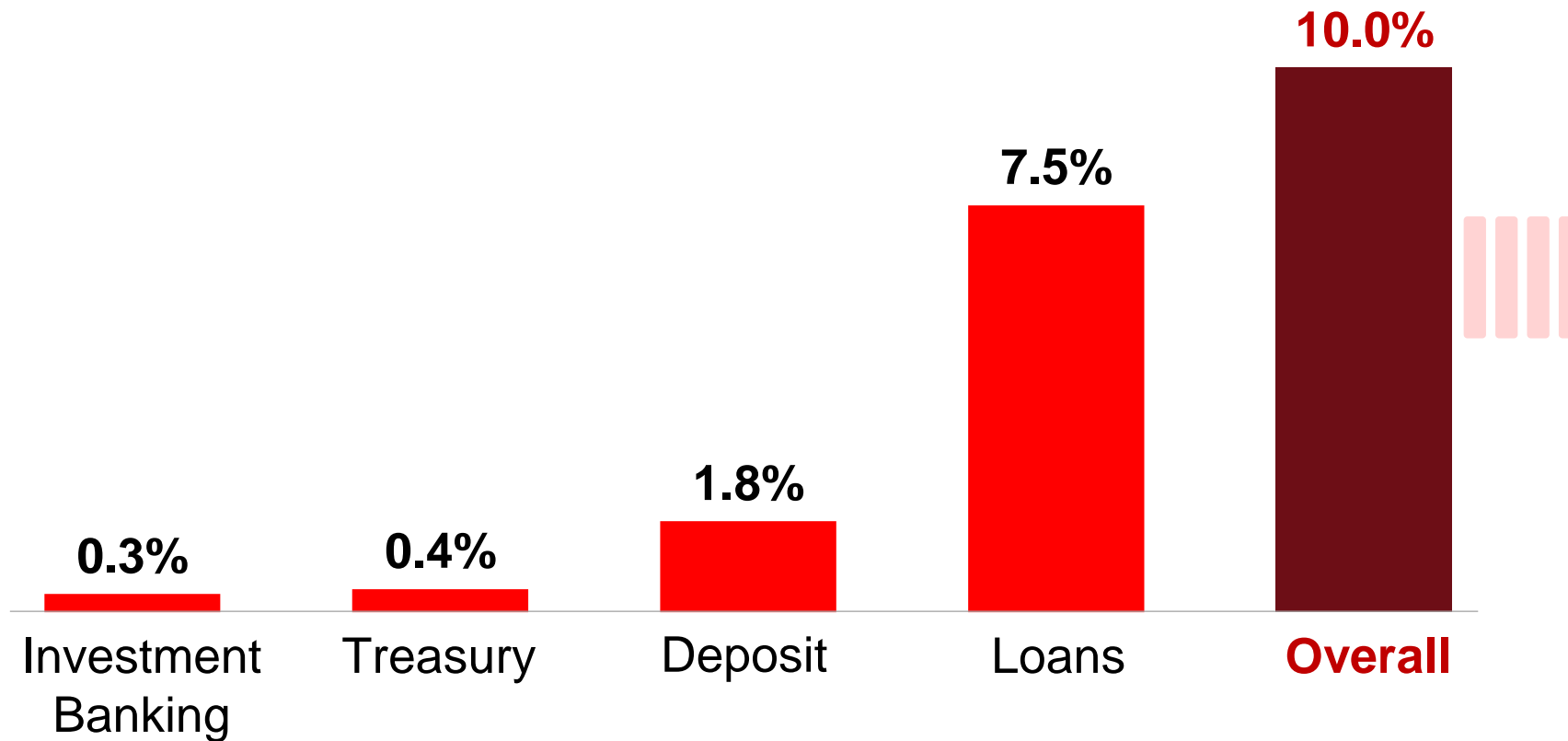


We are committed to reimagining banking by shifting towards a customer-centric model



ASEAN Network: Opportunity to grow ASEAN cross-border income along with increasing focus on intra-ASEAN trade

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

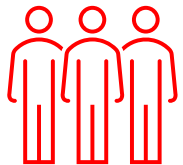


Whereas, intra-ASEAN trade amounts to **~25%** of total regional trade, and growing

To chart the next phase of growth, we reflected on some key questions



What are the core reasons behind CIMB's existence?



What role does CIMB want to play within our society?

**Our purpose is to advance customers and society by making
lives Simpler, Better, Faster**

CIMB's purpose:

Advancing Customers & Society

33K+ People

Simpler, better, faster
operations while advancing
customers and society

~30 Mil Customers

Simpler, better, faster
products and services

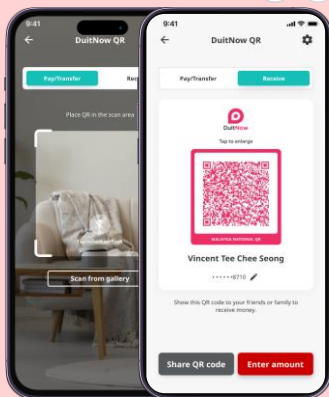


**Bringing to life the power of
Simpler, Better, Faster in CIMB**

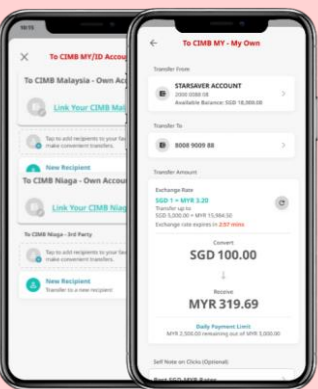


OCTO: Simpler, better, faster banking experience

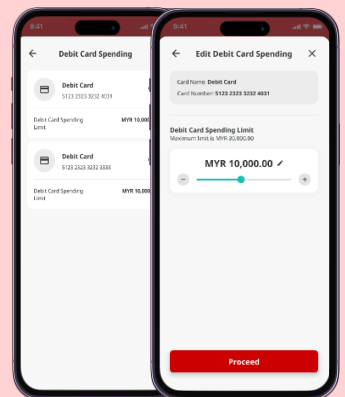
QR Payment



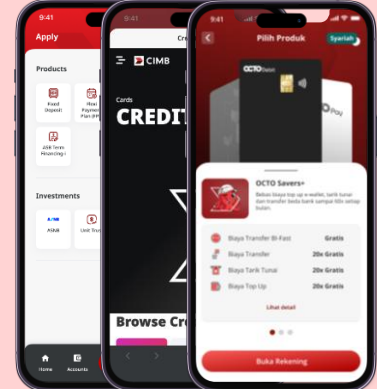
Regional Account Linkage



Increase Card Limit



Apply Products – CC, CPL, CASA

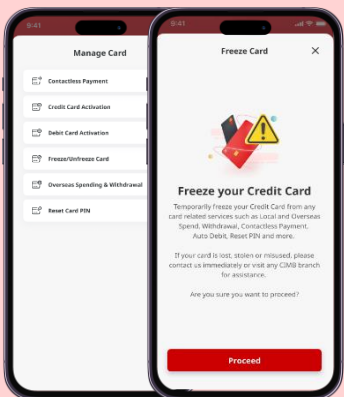


4 steps
To transfer funds to your “favourite” account

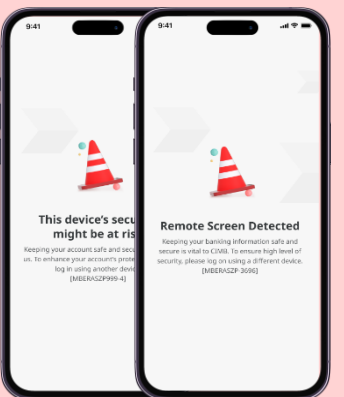
5 steps
To place funds in Fixed Deposits

Extensive card control
via app vs peers

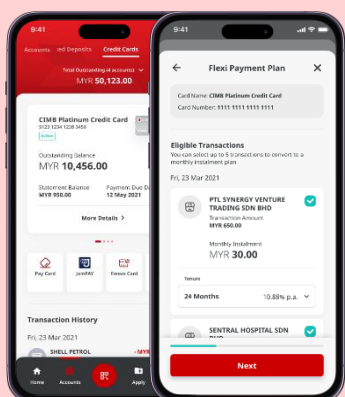
Credit Card Control



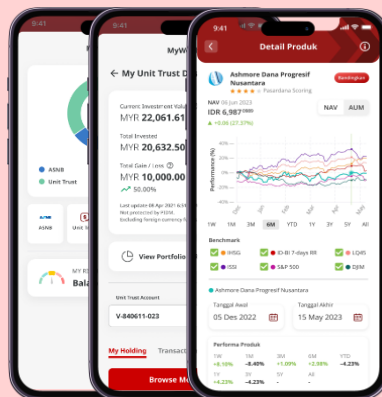
Malware Monitoring



Flexi Payment Plan



Wealth Portal Integration¹



Enhanced security



1. Will be available in Malaysia in 1H2025

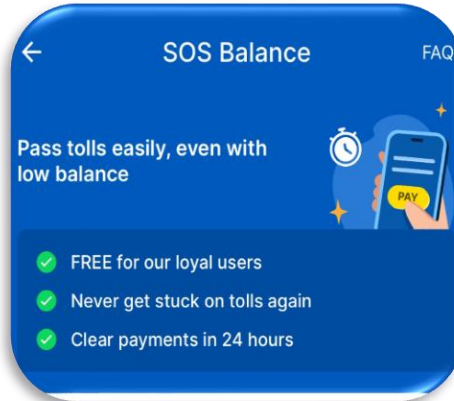
TNG Digital: Simpler, better, faster digital solution

Enhanced TnG Card & PayDirect



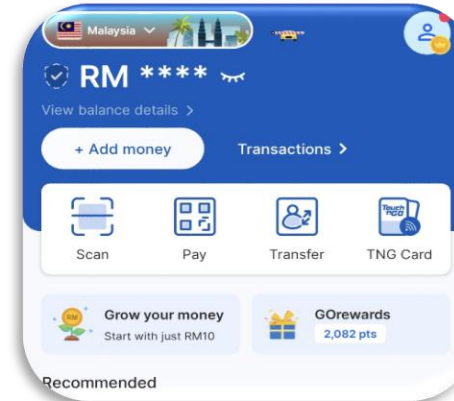
- **NFC technology**
- **Auto-reload**
- **No service fee**
- Up to **10 cards** can be linked

SOS Balance



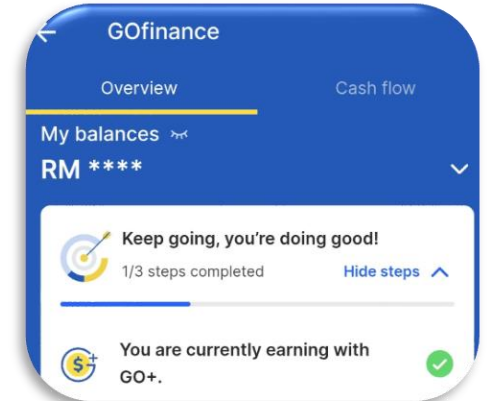
- **Automatically** covers toll charges when eWallet is low
- **No fee or signups required**

Payment + Remittance



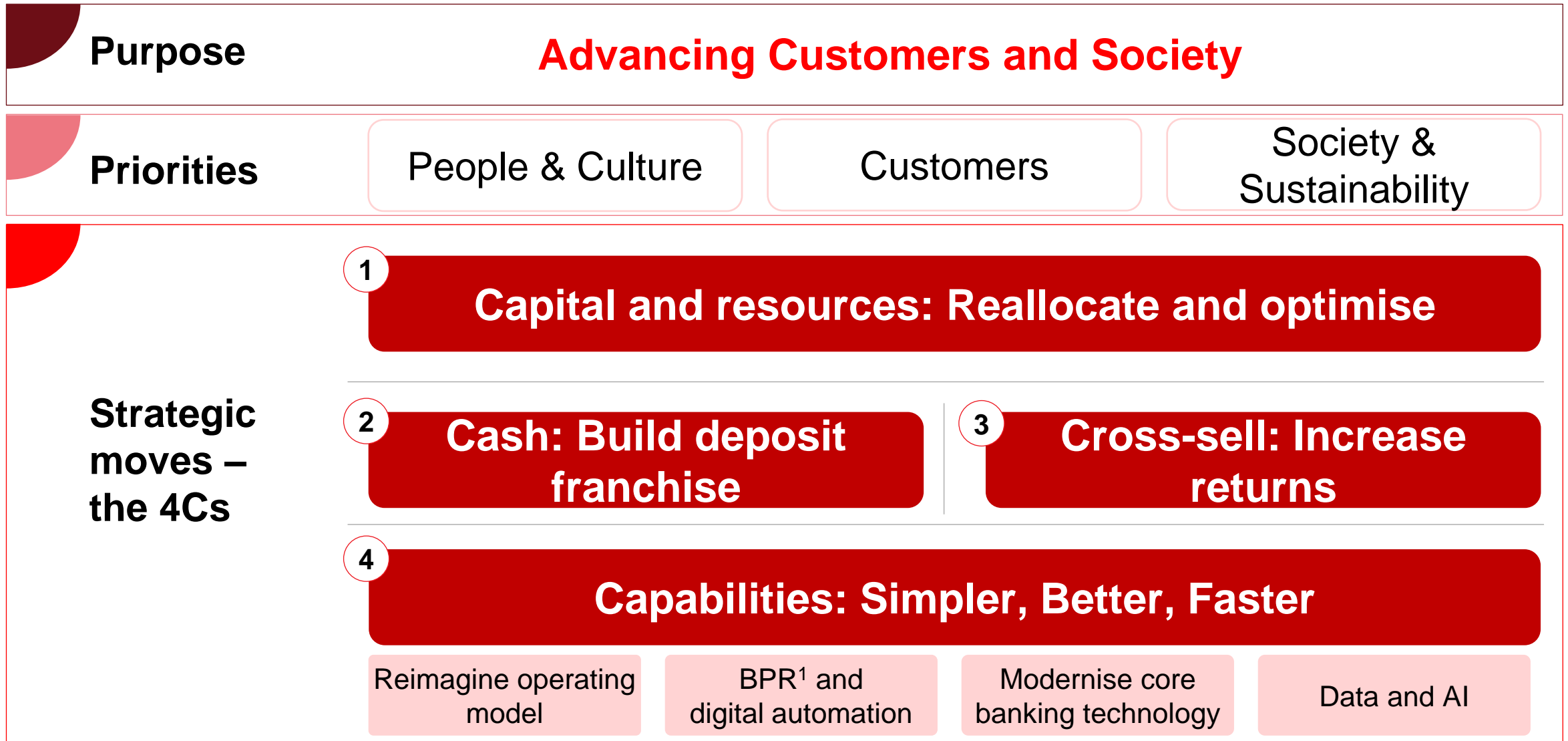
- Accepted at **1.6 mil+** merchants
- **500K+** migrant workers remit to **50+ countries**
- **Real-time** transfer
- **Safe and secure**

Wealth







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

Forward30: CIMB's new 6 year strategic plan



Our goal is to be the top-of-mind ASEAN bank, which will drive our ROE growth

Key Metrics	2024	2027	2030	
NPS	 12 th  1 st   5 th		Top 3	
CASA ratio, %	43.1		45	Reduce cost of funds by 10-20 bps
NOII ratio, %	31.0		33 – 34	~ 75% client franchise income vs 65% today
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	2030: Top quartile ¹	

Thank you

MOVING FORWARD WITH YOU

