

Analyst Presentation FY15 Results

25 February 2016



Agenda

1. Key Highlights
2. CIMB Group FY15 Financials
3. PBT by Segment
 - 3.1 Regional Consumer Banking
 - 3.2 Regional Commercial Banking
 - 3.3 Regional Wholesale Banking
 - 3.4 Group Asset Management & Investments
 - 3.5 Group Funding
 - 3.6 CIMB Islamic
4. T18 Updates
5. Other Highlight
6. Final Remarks

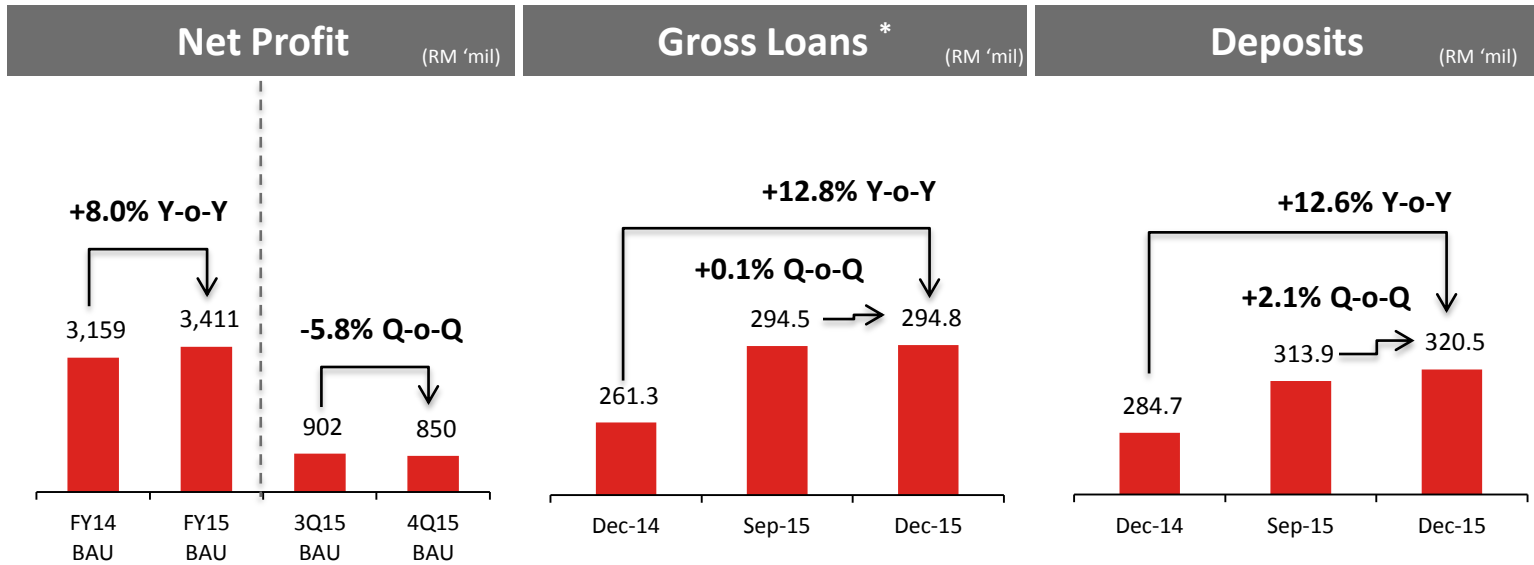
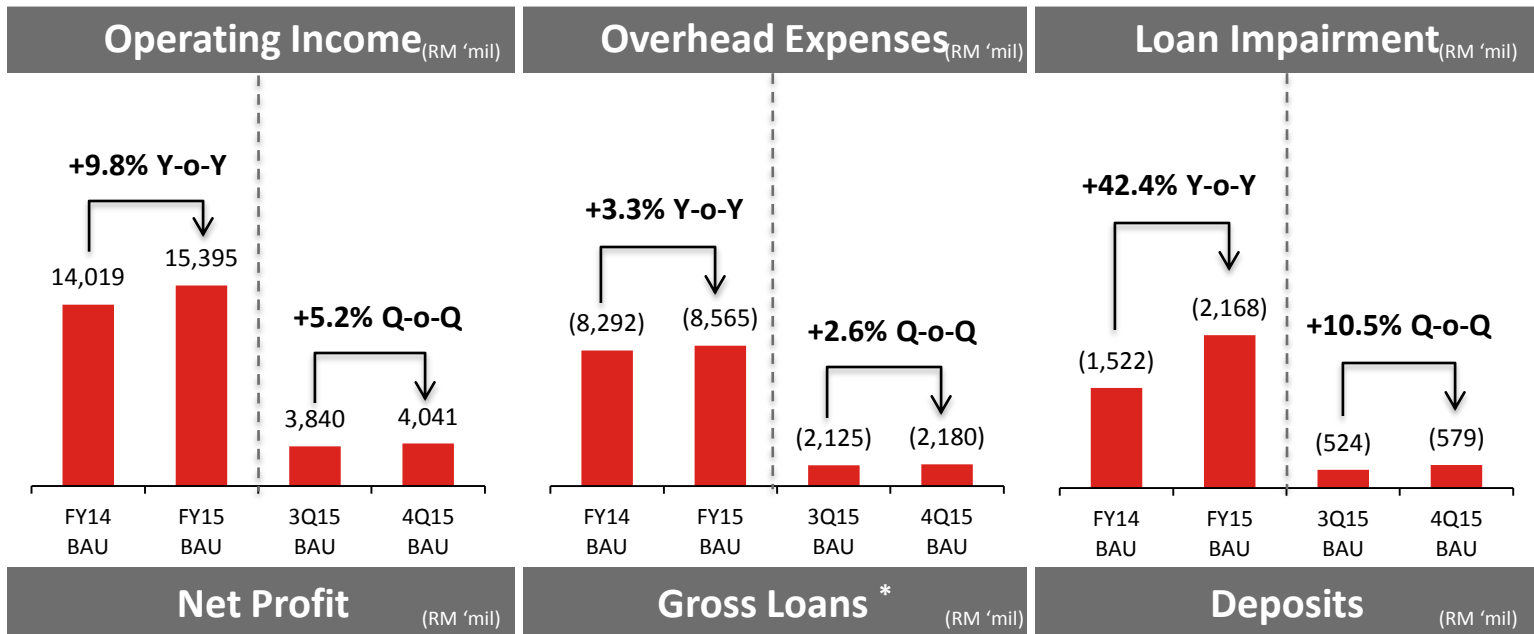
CIMB Group : FY15 Results

1. Key Highlights

FY15 Highlights

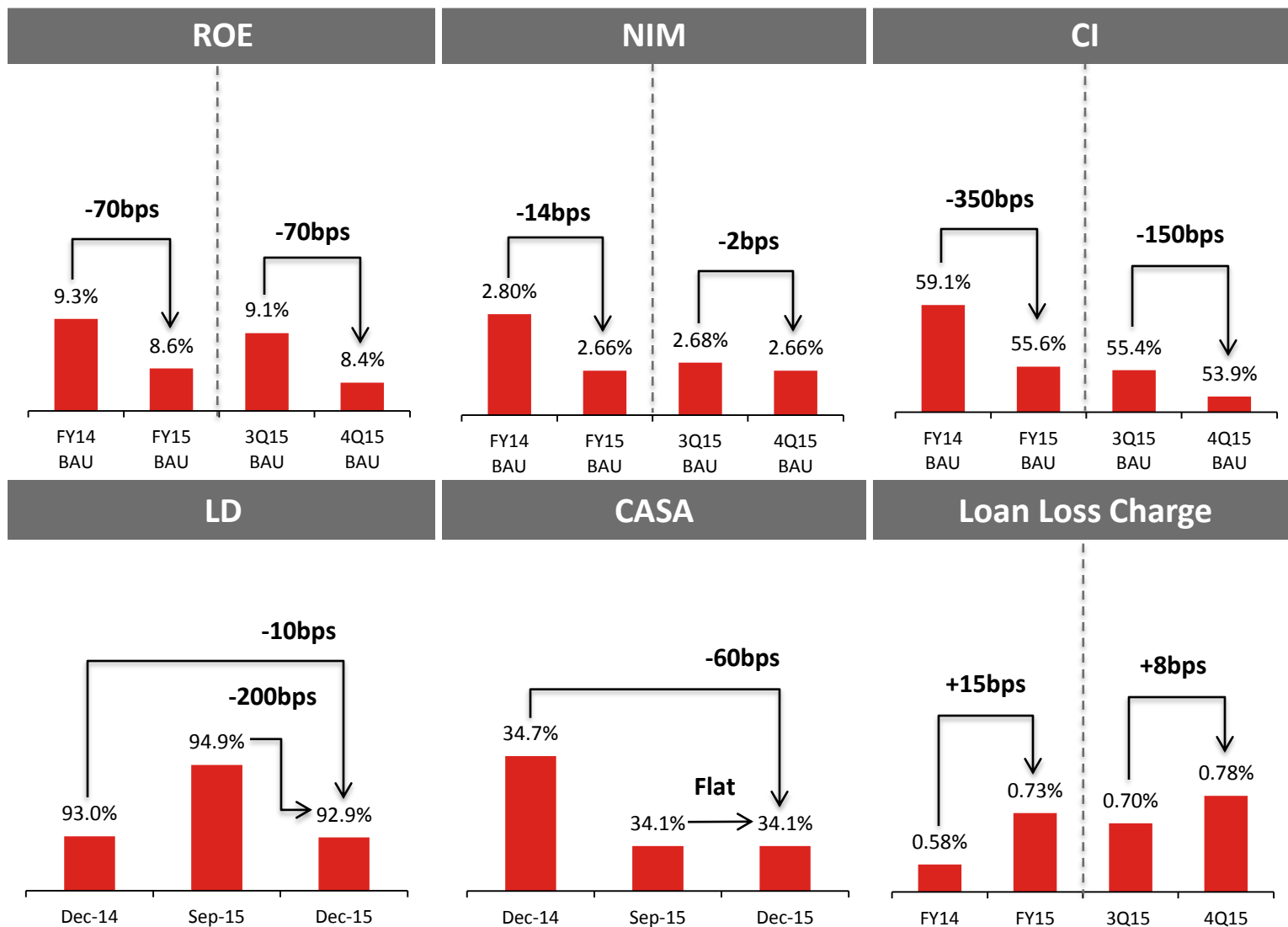
- 2015 was a year of recalibration for CIMB
 - Cost structure realignment with MSS and reorganisation of ex-ASEAN IB; Improved cost discipline
 - Reorganisation completed; Incorporation of Regional Operating Model; Refinements to improve governance
 - Leadership rejuvenation; 60% of senior management new or with new portfolio
 - Redefining culture
 - Kick-started key T18 projects – Transaction Banking, Digital Banking, SME, Islamic
- Achieved highest ever annual operating income in FY2015
- BAU PPOP expanded 19.3% YoY from a positive JAW : 9.8% operating income growth with a lower operating cost growth of 3.3% (-0.5% excluding FX impact)
- BAU CIR improved by 350bps to 55.6%; 4Q15 CIR was 53.9%
- BAU ROE of 8.6% : Target shortfall from higher than anticipated corporate and commercial provisions in Indonesia and Thailand
- Prudent balance sheet growth for both loans and deposits
- Strengthened capital position : CET1 of 10.3% (after dividend) as at end-2015 (+100bps Q-o-Q) with capital management initiatives bearing fruit
- Second interim dividend of 11.0 sen, bringing FY15 dividend payout to 41.9%

Key Financial Highlights



Notes: FY15: 1Q15 Excluding IB restructuring cost (RM202 mil) 2Q15 Excluding MY MSS cost (RM316 mil) and tax on MY MSS (RM79 mil)
 3Q15 Excluding ID MSS cost (RM134 mil) and tax and MI on ID MSS (RM36 mil) 4Q15: ID MSS cost (RM32mil) and tax on ID MSS (RM8 mil)
 FY14: 4Q14 Excluding gains from sale of Karawaci building (RM66 mil), gains from sale of Insurance Brokers (RM61 mil), IB goodwill impairment (RM128 mil) and DTA reversal (RM51 mil) 5
 *Excluding bad bank

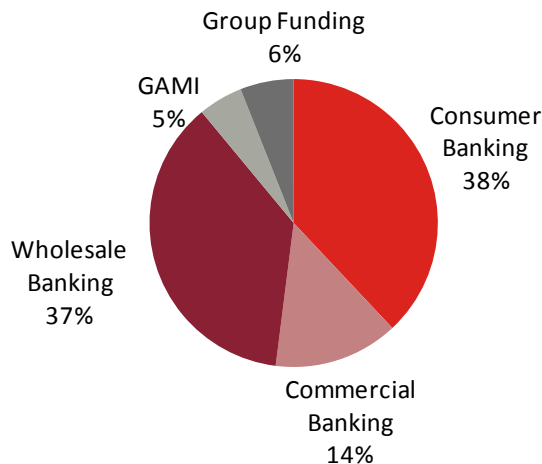
Key Ratios



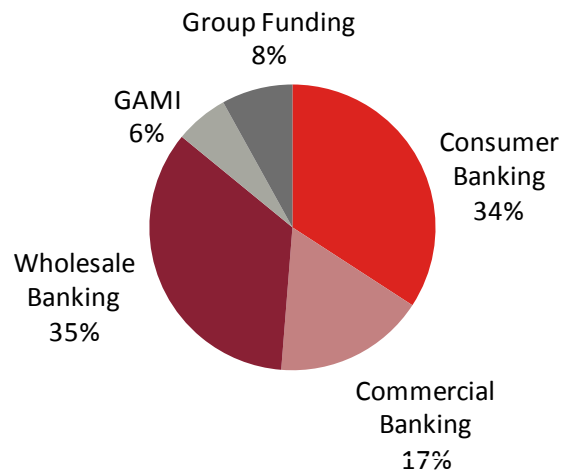
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 *Excluding bad bank

PBT By Segments

FY15*



FY14*



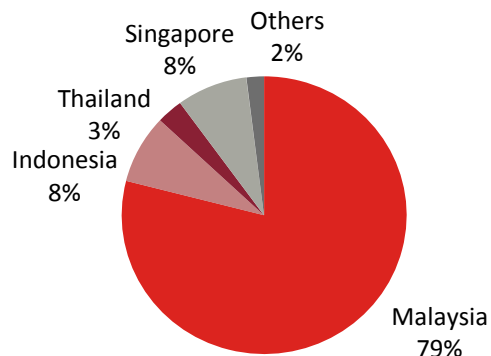
FY15* PBT Growth by Key Divisions

	Consumer Banking	Commercial Banking	Wholesale Banking	Group Asset Management & Investments	Group Funding
PPOP Y-o-Y	+18.8%	+38.1%	+17.3%	+61.4%	-16.3%
PBT Y-o-Y	+18.1%	-6.3%	+14.4%	-17.8%	-17.2%
PBT Q-o-Q	-3.8%	-10.3%	+4.2%	-46.2%	+2.5%

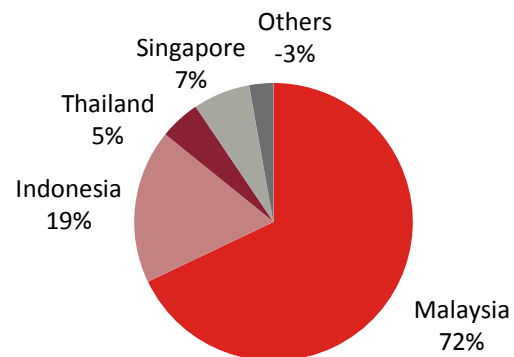
Notes: FY15: 1Q15 Excluding IB restructuring cost (RM202 mil) 2Q15 Excluding MY MSS cost (RM316 mil) 3Q15 Excluding ID MSS cost (RM134 mil) 4Q15: ID MSS cost (RM32mil)
 FY14: 4Q14 Excluding gains from sale of Karawaci building (RM66 mil), gains from sale of Insurance Brokers (RM61 mil), IB goodwill impairment (RM128 mil)
 * Excluding HQ costs, mainly comprising of funding costs

PBT By Country

FY15*



FY14*



FY15 PBT Y-o-Y Growth by Key Countries

	Malaysia *	Indonesia	Thailand	Singapore
PPOP Y-o-Y	+12.3%	+4.4%	+59.0%	+23.9%
PBT Y-o-Y	+19.1%	-53.4%	-31.1%	+9.9%
PBT Q-o-Q	+24.2%	-41.4%	-ve	-46.4%

Notes: FY15: 1Q15 Excluding IB restructuring cost (RM202 mil) 2Q15 Excluding MY MSS cost (RM316 mil) 3Q15 Excluding ID MSS cost (RM134 mil) 4Q15: ID MSS cost (RM32mil)

FY14: 4Q14 Excluding gains from sale of Karawaci building (RM66 mil), gains from sale of Insurance Brokers (RM61 mil), IB goodwill impairment (RM128 mil)

* Excluding HQ costs, mainly comprising of funding costs

Targets for 2015

	FY15 Y-o-Y	FY15 Target
ROE	8.6%[~]	11.0%
Dividend Payout Ratio	41.9%	40%
Total Loans Growth *	12.8% (6.6%**)	10%
Loan Loss Charge	73 bps	40-50 bps
CET 1 (CIMB Group)	10.3%	> 10%
Cost to income	55.6%[~]	< 55%

Notes: * Excluding bad bank


** Excluding FX fluctuations

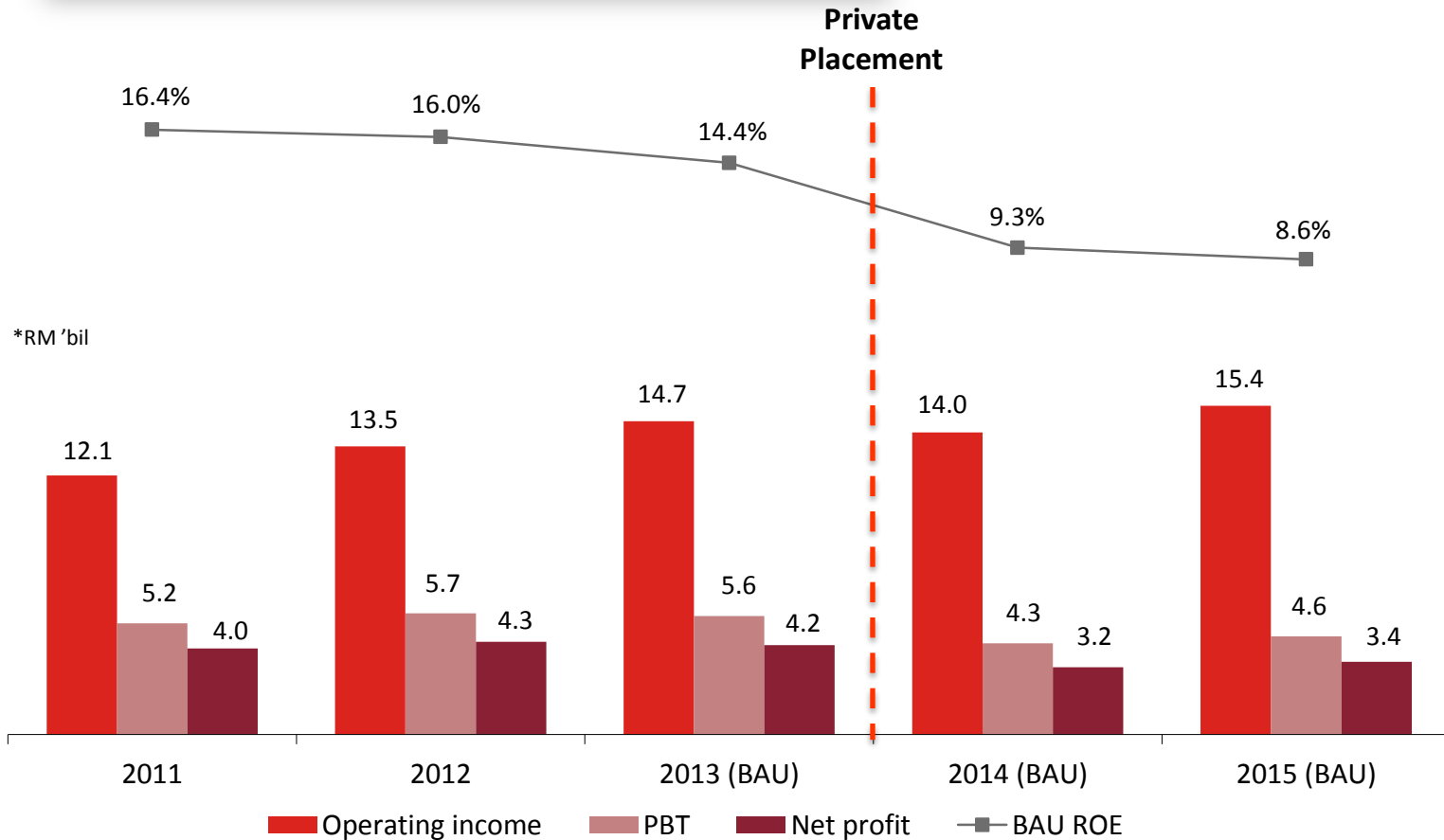
[~] Excluding IB restructuring cost (RM202 mil), MY MSS cost (RM316 mil) and tax of MY MSS (RM79 mil), ID MSS cost (RM166 mil) and tax and MI on ID MSS (RM44 mil)

CIMB Group : FY15 Results

2. CIMB Group FY15 Financials

Yearly Earnings Trend

Average BAU ROE from 2010 – 2015  12.9%



Notes: FY15: 1Q15 Excluding IB restructuring cost (RM202 mil) 2Q15 Excluding MY MSS cost (RM316 mil) and tax on MY MSS (RM79 mil)
 3Q15 Excluding tax and MI on ID MSS (RM36 mil) and ID MSS cost (RM134 mil) 4Q15: ID MSS cost (RM32mil) and tax on ID MSS (RM8 mil)
 FY14: 4Q14 Excluding gains from sale of Karawaci building (RM66 mil), gains from sale of Insurance Brokers (RM61 mil), IB goodwill impairment (RM128 mil) and DTA reversal (RM51 mil)
 FY13: 1Q15 Excluding gains from sale of CIMB Aviva (RM515 mil), restructuring charges (RM217 mil) and tax impact (RM54 mil)

Earnings Summary

(RM 'mil)	FY15 BAU*	FY14 BAU^	Y-o-Y	4Q15 BAU*	3Q15 BAU*	Q-o-Q
Net interest income	10,695	9,962	7.4%	2,810	2,767	1.6%
Non interest income	4,700	4,057	15.8%	1,231	1,073	14.7%
Operating income	15,395	14,019	9.8%	4,041	3,840	5.2%
Overhead expenses	(8,565)	(8,292)	3.3%	(2,180)	(2,125)	2.6%
PPOP	6,830	5,727	19.3%	1,861	1,715	8.5%
Loan impairment	(2,168)	(1,522)	42.4%	(579)	(524)	10.5%
Other provisions	(150)	(51)	194.1%	(138)	(6)	>1000.0%
Share of JV / Associates	86	123	(30.1%)	20	24	(16.7%)
PBT	4,598	4,277	7.5%	1,164	1,209	(3.7%)
Net profit	3,411	3,159	8.0%	850	902	(5.8%)
EPS (sen)	40.2	38.1	5.5%	10.0	10.7	(6.5%)
ROE (Annualised)	8.6%	9.3%	(70bps)	8.4%	9.1%	(70bps)
PBT (Actual)	3,914	4,276	(8.5%)	1,132	1,075	5.3%
Net Profit (Actual)	2,850	3,107	(8.3%)	826	804	2.7%

Note: * Excluding 1Q15: IB restructuring cost (RM202 mil); 2Q15: MY MSS cost (RM316 mil) and tax on MY MSS (RM79 mil); 3Q15: ID MSS cost (RM134 mil) and tax and MI on ID MSS (RM36 mil); 4Q15: ID MSS cost (RM32mil) and tax on ID MSS (RM8 mil)

^ Excluding gains from sale of Karawaci building (RM66 mil), gains from sale of CIMB Insurance Brokers (RM61 mil), IB goodwill impairment (RM128 mil) and DTA reversal (RM51 mil)

Key Ratios

(%)	FY15 BAU*	FY14 BAU^^	Y-o-Y	4Q15 BAU*	3Q15 BAU*	Q-o-Q
ROE	8.6	9.3	↓	8.4	9.1	↓
NIM **	2.66	2.80	↓	2.66	2.68	↓
Non-interest income / total income	30.5	28.9	↑	30.5	27.9	↑
Cost to income	55.6	59.1	↓	53.9	55.4	↓
Allowance coverage #	84.7	82.7	↑	84.7	76.6	↑
Loan loss charge	0.73	0.58	↑	0.78	0.70	↑
Gross impaired loans ratio	3.0	3.1	↓	3.0	3.4	↓
Net impaired loans ratio (Net of IA and PA)	0.5	0.5	↔	0.5	0.8	↓
Average shareholders' funds (RM 'mil)	39,483	33,842	↑	40,654	39,466	↑
ROA	0.78	0.80	↓	0.73	0.79	↓
Book value per share (RM)	4.88	4.44	↑	4.88	4.74	↑
Loan to Deposit (LDR)	92.9	93.0	↓	92.9	94.9	↓
CASA ratio	34.1	34.7	↓	34.1	34.1	↔

Notes: * Excluding 1Q15: IB restructuring cost (RM202 mil); 2Q15: MY MSS cost (RM316 mil) and tax on MY MSS (RM79 mil); 3Q15: ID MSS cost (RM134 mil) and tax and MI on ID MSS (RM36 mil); 4Q15: ID MSS cost (RM32mil) and tax on ID MSS (RM8 mil)

^^ Excluding gains from sale of Karawaci building (RM66 mil), gains from sale of CIMB Insurance Brokers (RM61 mil), IB goodwill impairment (RM128 mil) and DTA reversal (RM51 mil)

** Daily Average

Including regulatory reserve, allowance coverage was 95.9% as at end-Dec 2015

Operating Expenses

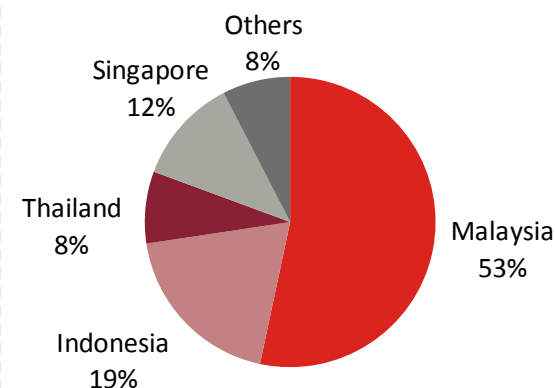
(RM 'mil)	FY15 BAU*	FY14	Y-o-Y	4Q15 BAU*	3Q15 BAU*	Q-o-Q
Personnel	4,771	4,609	3.5%	1,174	1,186	(1.0%)
Establishment	1,942	1,921	1.1%	487	491	(0.8%)
Marketing	359	372	(3.5%)	88	90	(2.2%)
Admin & General	1,493	1,390	7.4%	431	358	20.4%
Total	8,565	8,292	3.3%	2,180	2,125	2.6%
Total (Actual)	9,249	8,292	11.5%	2,212	2,259	(2.1%)
Cost to income ratio	55.6%	59.1%	(350bps)	53.9%	55.4%	(150bps)

Notes: * Excluding 1Q15: IB restructuring cost (RM202 mil); 2Q15: MY MSS cost (RM316 mil); 3Q15: ID MSS cost (RM134 mil) ; 4Q15: ID MSS cost (RM32 mil)

Gross Loans Growth

Divisions / Products (RM 'bil)	31 Dec 15	31 Dec 14	Y-o-Y	30 Sep 15	Q-o-Q
Retail Financial Services (50.1%)	147.8	130.1	13.6%	144.0	2.6%
Mortgages	72.2	62.6	15.3%	70.3	2.7%
Term Loans	33.4	30.4	9.9%	32.5	2.8%
Auto	20.1	18.9	6.3%	20.1	-
Credit Cards	8.8	7.6	15.8%	8.4	4.8%
Personal Financing	4.2	4.0	5.0%	4.1	2.4%
Enterprise	6.8	5.5	23.6%	6.5	4.6%
Others	2.3	1.1	109.1%	2.1	9.5%
Commercial Banking (13.6%)	40.0	37.1	7.8%	39.7	0.8%
Wholesale Banking (36.3%)	107.0	94.1	13.7%	110.8	(3.4%)
Gross Loans excl bad bank*	294.8	261.3	12.8%	294.5	0.1%
Bad Bank	3.0	3.3	(9.1%)	3.3	(9.1%)
Total Gross Loans	297.8	264.6	12.5%	297.8	-

Loans by Country as at 31 Dec 15 #



Loans**	Y-o-Y Growth
Malaysia	9.1%
Indonesia ^	0.6%
Thailand ^	4.5%
Singapore ^	2.2%
Others**	10.6%
Group ~	6.6%

Notes: * Excluding FX fluctuations, total gross loans grew +6.6% Y-o-Y and +0.05% Q-o-Q

+ Gross loans exclude bad bank

Based on geographical location of counterparty, excluding bad bank

^ In local currency

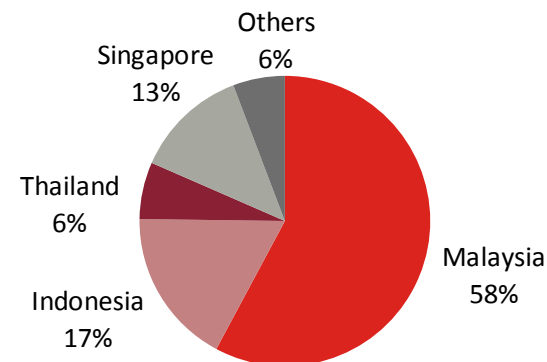
~ Excluding FX fluctuations

** Including Labuan, London, Cambodia, Hong Kong & Shanghai

Deposits Growth

Divisions / Products (RM 'bil)	31 Dec 15	31 Dec 14	Y-o-Y	30 Sep 15	Q-o-Q
Retail Financial Services (42.2%)	135.2	119.2	13.4%	131.3	3.0%
Commercial Banking (13.7%)	44.0	37.8	16.4%	43.7	0.7%
Wholesale Banking # (44.1%)	141.3	127.7	10.6%	138.9	1.7%
Total *	320.5	284.7	12.6%	313.9	2.1%

Deposits by Country as at 31 Dec 15



Deposits Y-o-Y Growth

Deposits	Y-o-Y Growth
Malaysia	6.4%
Indonesia ^	2.2%
Thailand ^	(7.4%)
Singapore ^	8.8%
Others**	63.3%
Group ~	6.9%

Notes: * Excluding FX fluctuations, total group deposits grew +6.9% Y-o-Y and +2.1% Q-o-Q

^ In local currency

~ Excluding FX fluctuations

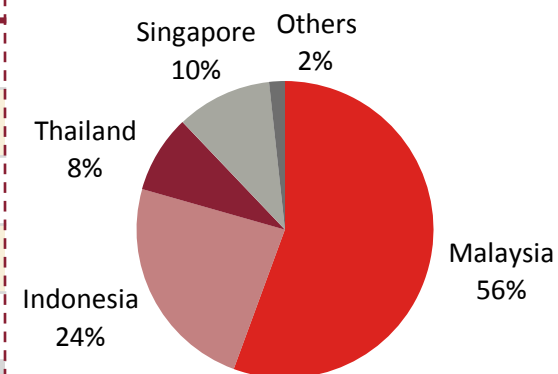
Including deposits with options classified as derivatives in MY & SG

** Including Labuan, London, Cambodia, Hong Kong & Shanghai

CASA Growth

Country (RM 'bil)	31 Dec 15	31 Dec 14	Y-o-Y	30 Sep 15	Q-o-Q
Malaysia	60.8	58.5	3.9%	59.7	1.8%
Indonesia **	26.0	22.1	17.6%	26.7	(2.6%)
Thailand	9.3	5.5	69.1%	7.5	24.0%
Singapore	11.4	11.5	(0.9%)	11.7	(2.6%)
Others +	1.9	1.2	58.3%	1.6	18.8%
Total *	109.4	98.8	10.7%	107.2	2.1%

CASA by Country as at 31 Dec 15



CASA Y-o-Y Growth

Malaysia	3.9%
Indonesia ^	6.6%
Thailand ^	49.9%
Singapore ^	(14.0%)
Group ~	5.3%

Notes: * Excluding FX fluctuations, total CASA grew 5.3% Y-o-Y and 1.7% Q-o-Q

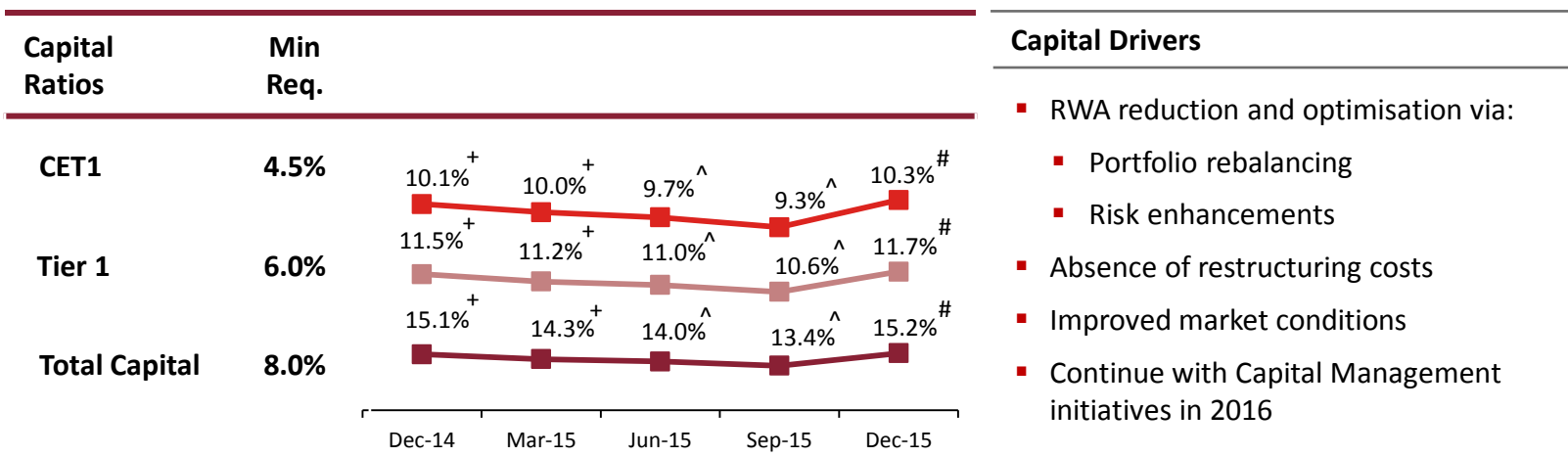
** Adjusted for high cost saving deposits classified as Structured Deposits

^ In local currency

~ Excluding FX fluctuations

+ Including Labuan, London, Cambodia, Hong Kong & Shanghai

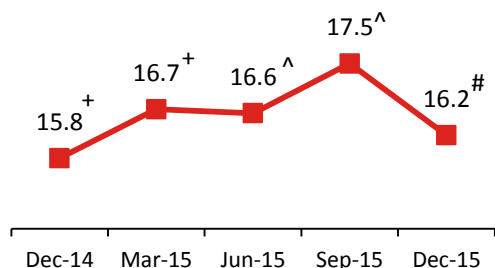
Capital Management : CIMB Group



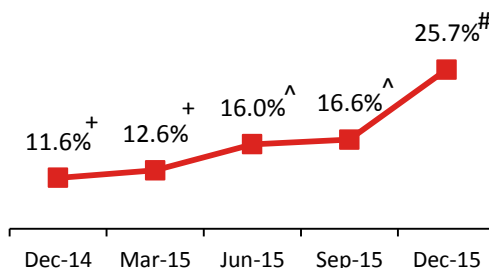
Capital Drivers

- RWA reduction and optimisation via:
 - Portfolio rebalancing
 - Risk enhancements
- Absence of restructuring costs
- Improved market conditions
- Continue with Capital Management initiatives in 2016

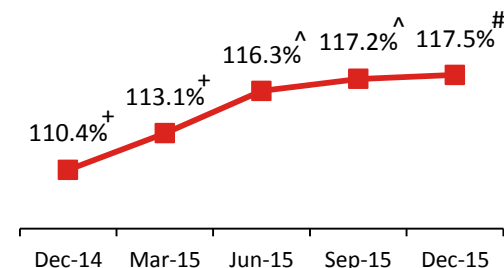
Leverage Ratio (times)



Gearing Ratio



Double Leverage Ratio



- Proposed FY15 second interim dividend of 11.00 sen based on full year payout of 41.9% and assuming DRS take-up rate of 60%

Notes:

* Includes CIMB Bank Malaysia + CIMB Islamic + CIMB Thai + CIMB Cambodia + CIMB Labuan Limited + Singapore + London + HK & Shanghai + Offshore + Post CIMBGH's FY14 Second Interim Dividend & the actual corresponding DRS (86.4% take-up rate); regulatory reserve uplift; and reinvestment of cash dividend surplus of RM546 mil into CIMB Bank

[^] Post CIMBGH's FY15 First Interim Dividend & the actual corresponding DRS (67.1% take-up rate); and reinvestment of cash dividend surplus into CIMB Bank

[#] Post CIMBGH's FY15 Second Interim Dividend [^] proposed corresponding DRS (60% take-up rate)

CIMB Group : FY15 Results

3. PBT by Segment

PPOP by Segments

PPOP (RM 'mil)	FY15 BAU*	FY14 BAU^	Y-o-Y	4Q15 BAU*	3Q15 BAU*	Q-o-Q
Consumer Banking (37.5%)	2,560	2,155	18.8%	641	678	(5.5%)
Commercial Banking (12.9%)	881	638	38.1%	243	247	(1.6%)
Wholesale Banking (41.1%)	2,807	2,393	17.3%	744	667	11.5%
Corporate Banking (29.9%)	2,040	1,635	24.8%	486	551	(11.8%)
Treasury & Markets ~ (11.7%)	800	888	(9.9%)	241	153	57.5%
Investment Banking + (-0.5%)	(33)	(130)	74.6%	17	(37)	+ve
GAMI (3.9%)	268	166	61.4%	133	43	209.3%
Group Funding (4.6%)	314	375	(16.3%)	100	80	25.0%
PPOP	6,830	5,727	19.3%	1,861	1,715	8.5%
PPOP (Actual)	6,146	5,854	5.0%	1,829	1,581	15.7%

Notes: * Excluding 1Q15: IB restructuring cost (RM202 mil); 2Q15: MY MSS cost (RM316 mil); 3Q15: ID MSS cost (RM134 mil) ; 4Q15: ID MSS cost (RM32mil)

^ Excluding gains from sale of Karawaci building (RM66 mil), gains from sale of CIMB Insurance Brokers (RM61 mil)

~ Including treasury operations, markets and transaction banking

+ Including advisory, equities, capital markets, private banking and research

** Including asset management and strategic investments

Including capital investments in fixed income securities and investment in Group's proprietary capital

PBT by Segments

PBT (RM 'mil)	FY15 BAU*	FY14 BAU^	Y-o-Y	4Q15 BAU*	3Q15 BAU*	Q-o-Q
Consumer Banking (37.5%)	1,726	1,462	18.1%	404	420	(3.8%)
Commercial Banking (14.5%)	666	711	(6.3%)	175	195	(10.3%)
Wholesale Banking (36.7%)	1,686	1,474	14.4%	468	449	4.2%
Corporate Banking (20.3%)	932	744	25.3%	223	336	(33.6%)
Treasury & Markets ~ (17.4%)	801	875	(8.5%)	241	153	57.5%
Investment Banking + (-1.0%)	(47)	(145)	67.6%	4	(40)	+ve
GAMI (4.9%)	226	275	(17.8%)	35	65	(46.2%)
Group Funding (6.4%)	294	355	(17.2%)	82	80	2.5%
PBT	4,598	4,277	7.5%	1,164	1,209	(3.7%)
PBT (Actual)	3,914	4,276	(8.5%)	1,132	1,075	5.3%

Notes: * Excluding 1Q15: IB restructuring cost (RM202 mil); 2Q15: MY MSS cost (RM316 mil); 3Q15: ID MSS cost (RM134 mil) ; 4Q15: ID MSS cost (RM32mil)

^ Excluding gains from sale of Karawaci building (RM66 mil), gains from sale of CIMB Insurance Brokers (RM61 mil)

~ Including treasury operations, markets and transaction banking

+ Including advisory, equities, capital markets, private banking and research

** Including asset management and strategic investments

Including capital investments in fixed income securities and investment in Group's proprietary capital

CIMB Group : FY15 Results

3.1 Regional Consumer Banking

Consumer Banking

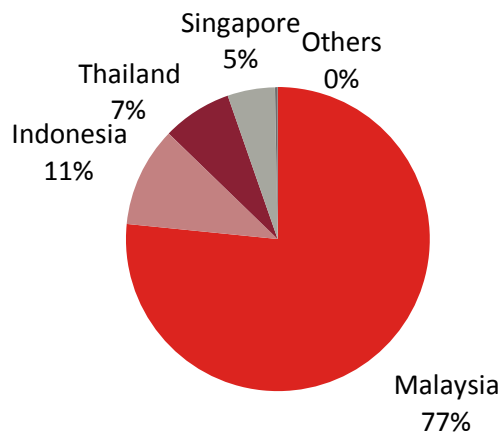
(RM 'mil)	FY15	FY14	Y-o-Y	4Q15	3Q15	Q-o-Q
Net interest income	5,049	4,492	12.4%	1,289	1,293	(0.3%)
Non interest income	1,604	1,504	6.6%	421	396	6.3%
Operating income	6,653	5,996	11.0%	1,710	1,689	1.2%
Overhead expenses	(4,093)	(3,841)	6.6%	(1,069)	(1,011)	5.7%
PPOP	2,560	2,155	18.8%	641	678	(5.5%)
(Provisions) / Writeback	(836)	(696)	20.1%	(236)	(259)	(8.9%)
Share of JV / Associates	2	3	(33.3%)	(1)	1	-ve
PBT	1,726	1,462	18.1%	404	420	(3.8%)
PBT by Country	FY15	FY14	Y-o-Y	4Q15	3Q15	Q-o-Q
Malaysia (RM 'mil)	1,648	1,452	13.5%	499	372	34.1%
Indonesia (IDR 'bil)	676	346	95.4%	93	158	(41.1%)
Thailand (THB 'mil)	(1,747)	(1,229)	(42.1%)	(1,322)	(134)	(886.6%)
Singapore (SGD 'mil)	25	15	66.7%	8	4	100.0%
Others * (RM 'mil)	9	1	800.0%	3	2	50.0%
PBT	1,726	1,462	18.1%	404	420	(3.8%)

Note: * Including Labuan, London, Cambodia, Hong Kong & Shanghai

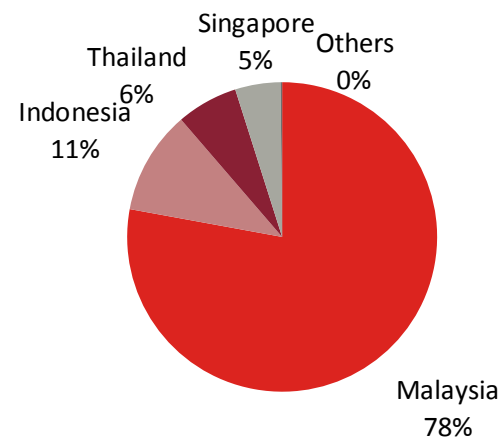
Consumer Banking : Gross Loans

Country	31 Dec 15	31 Dec 14	Y-o-Y	30 Sep 15	Q-o-Q
Malaysia (RM 'bil)	111.0	100.1	10.9%	107.8	3.0%
Indonesia (IDR 'bil)	51,973	50,006	3.9%	51,395	1.1%
Thailand (THB 'bil)	93.6	84.7	10.5%	93.6	-
Singapore (SGD 'mil)	2,798	2,386	17.3%	2,683	4.3%
Others * (RM 'bil)	0.6	0.3	100.0%	0.5	20.0%
Total Consumer Loans (RM 'bil)	147.8	130.1	13.6%	144.0	2.6%

31 Dec 15



31 Dec 14



Notes: Loan base excludes bad bank

* Including Labuan, London, Cambodia, Hong Kong & Shanghai

Consumer Banking : Deposits

Country	31 Dec 15	31 Dec 14	Y-o-Y	30 Sep 15	Q-o-Q
Malaysia (RM 'bil)	81.9	73.3	11.7%	77.7	5.4%
Indonesia (IDR 'bil)	92,216	82,396	11.9%	93,000	(0.8%)
Thailand (THB 'bil)	103.7	118.2	(12.2%)	112.5	(7.7%)
Singapore (SGD 'mil)	4,631	4,431	4.5%	4,609	0.5%
Others * (RM 'bil)	0.5	0.3	66.7%	0.5	-
Total Consumer Deposits (RM 'bil)	135.2	119.2	13.4%	131.3	3.0%

Products (RM 'bil)	31 Dec 15	31 Dec 14	Y-o-Y	30 Sep 15	Q-o-Q
Current	26.2	26.7	(1.9%)	25.9	1.2%
Savings	35.8	31.0	15.5%	35.0	2.3%
Fixed and Structured Deposits	73.2	61.5	19.0%	70.4	4.0%
Total	135.2	119.2	13.4%	131.3	3.0%

Note: * Including Labuan, London, Cambodia, Hong Kong & Shanghai

CIMB Group : FY15 Results

3.2 Regional Commercial Banking

Commercial Banking

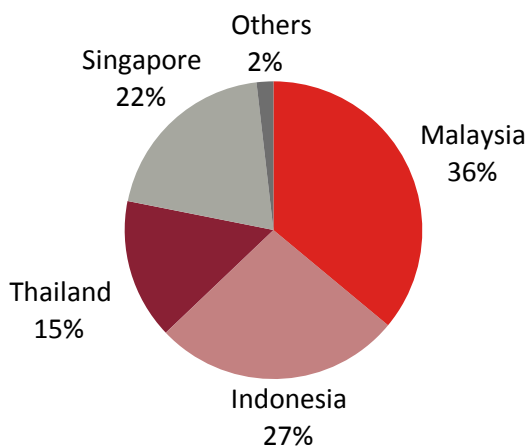
(RM 'mil)	FY15	FY14	Y-o-Y	4Q15	3Q15	Q-o-Q
Net interest income	1,630	1,387	17.5%	435	423	2.8%
Non interest income	321	262	22.5%	72	85	(15.3%)
Operating income	1,951	1,649	18.3%	507	508	(0.2%)
Overhead expenses	(1,070)	(1,011)	5.8%	(264)	(261)	1.1%
PPOP	881	638	38.1%	243	247	(1.6%)
(Provisions) / Writeback	(215)	73	-ve	(68)	(52)	30.8%
Share of JV / Associates	-	-	-	-	-	-
PBT	666	711	(6.3%)	175	195	(10.3%)
Country	FY15	FY14	Y-o-Y	4Q15	3Q15	Q-o-Q
Malaysia (RM 'mil)	467	392	19.1%	137	107	28.0%
Indonesia (IDR 'bil)	182	486	(62.6%)	95	87	9.2%
Thailand (THB 'mil)	527	1,429	(63.1%)	42	323	(87.0%)
Singapore (SGD 'mil)	24	17	41.2%	(1)	8	-ve
Others * (RM 'mil)	19	(1)	+ve	6	5	20.0%
PBT (RM 'mil)	666	711	(6.3%)	175	195	(10.3%)

Note: * Including Labuan, London, Cambodia, Hong Kong & Shanghai

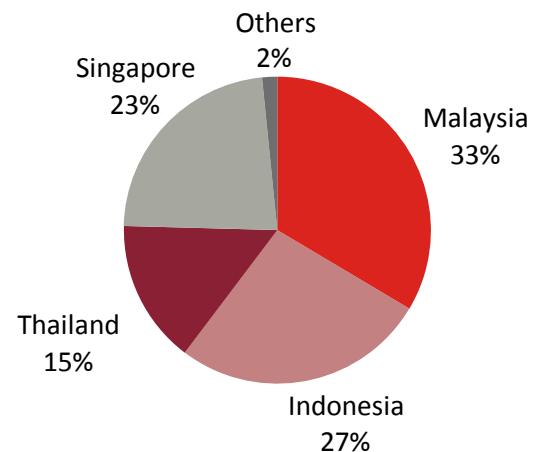
Commercial Banking : Gross Loans

Country	31 Dec 15	31 Dec 14	Y-o-Y	30 Sep 15	Q-o-Q
Malaysia (RM 'bil)	14.4	12.5	15.2%	13.4	7.5%
Indonesia (IDR 'bil)	34,184	34,865	(2.0%)	35,267	(3.1%)
Thailand (THB 'bil)	50.6	51.4	(1.6%)	51.0	(0.8%)
Singapore (SGD 'mil)	2,634	3,216	(18.1%)	2,777	(5.1%)
Others * (RM 'bil)	0.7	0.5	40.0%	0.7	-
Total Commercial Loans (RM 'bil)	40.0	37.1	7.8%	39.7	0.8%

31 Dec 15



31 Dec 14



Notes: Loan base excludes bad bank

* Including Labuan, London, Cambodia, Hong Kong & Shanghai

Commercial Banking : Deposits

Country	31 Dec 15	31 Dec 14	Y-o-Y	30 Sep 15	Q-o-Q
Malaysia (RM 'bil)	19.0	17.3	9.8%	17.3	9.8%
Indonesia (IDR 'bil)	32,724	33,107	(1.2%)	35,064	(6.7%)
Thailand (THB 'bil)	17.7	14.9	18.8%	20.6	(14.1%)
Singapore (SGD 'mil)	3,776	3,294	14.6%	3,744	0.9%
Others * (RM 'bil)	0.7	0.6	16.7%	1.0	(30.0%)
Total Commercial Deposits (RM 'bil)	44.0	37.8	16.4%	43.7	0.7%

Products (RM 'bil)	31 Dec 15	31 Dec 14	Y-o-Y	30 Sep 15	Q-o-Q
Current	19.1	17.9	6.7%	18.4	3.8%
Savings	0.8	0.6	33.3%	1.0	(20.0%)
Fixed and Structured Deposits	24.1	19.3	24.9%	24.3	(0.8%)
Total	44.0	37.8	16.4%	43.7	0.7%

Note: * Including Labuan, London, Cambodia, Hong Kong & Shanghai

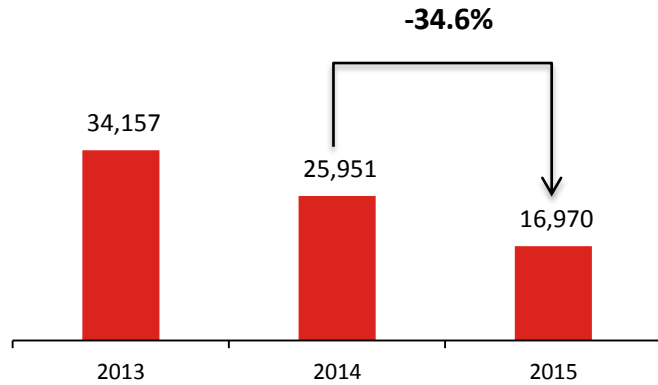
CIMB Group : FY15 Results

3.3 Regional Wholesale Banking

ASEAN M&A, Equities, ECM and IPO Activities

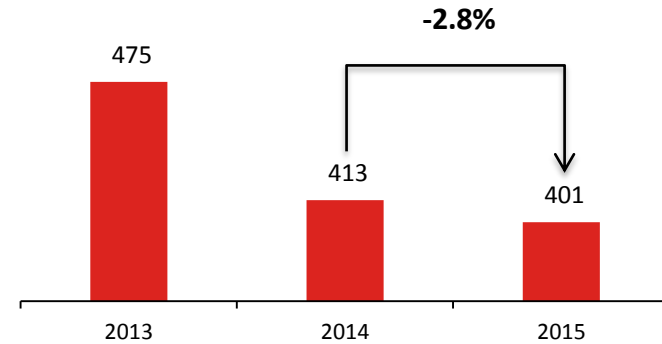
Industry ASEAN ECM

USD 'mil



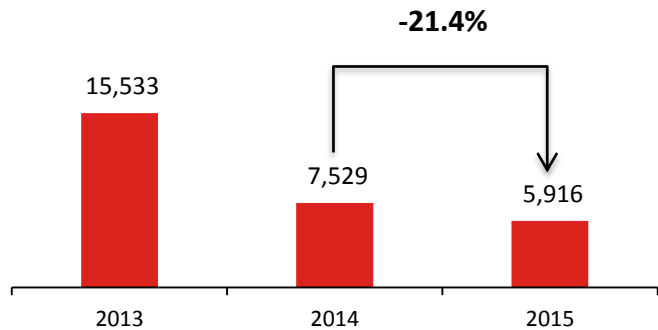
MSCI SEA Traded Value

USD 'bil



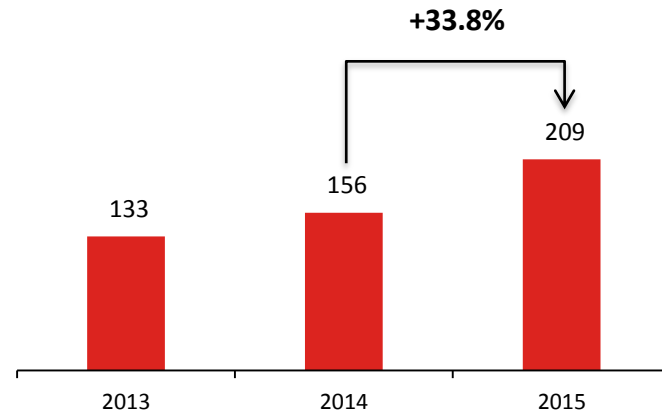
Industry ASEAN IPO

USD 'mil



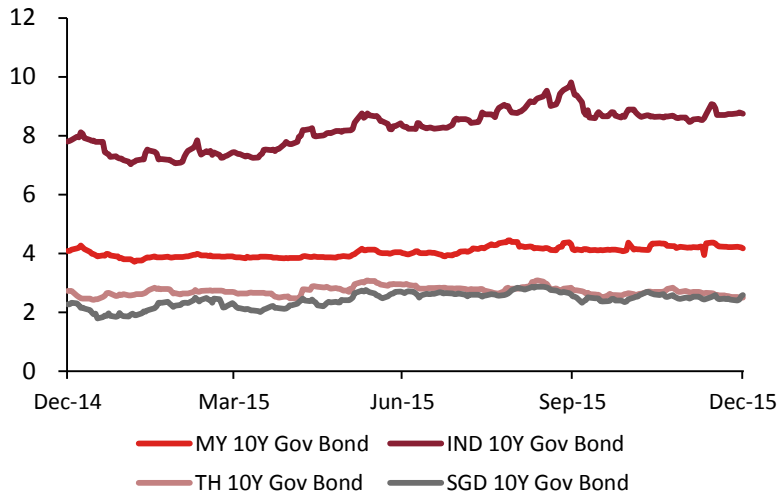
Industry ASEAN M&A

USD 'bil



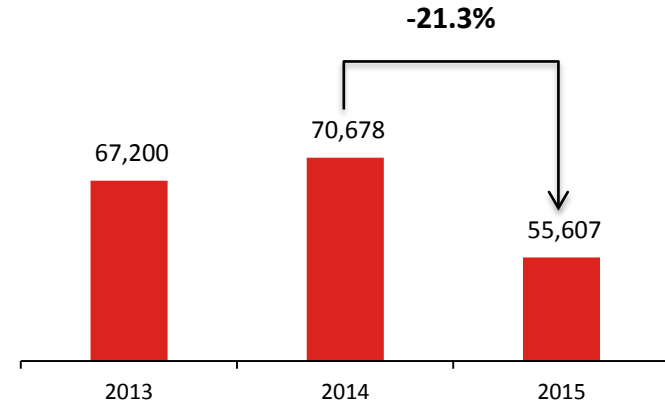
Primary Bonds : Issuances Remained Weak

Bond Yields (%)



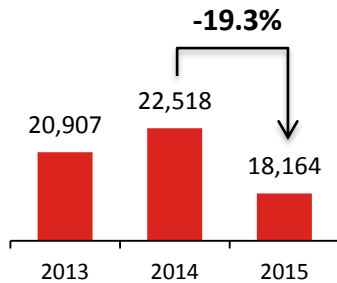
ASEAN Issuance

USD 'mil



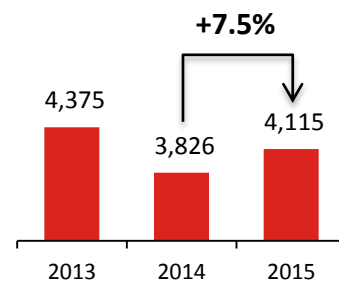
Malaysia Issuance

USD 'mil



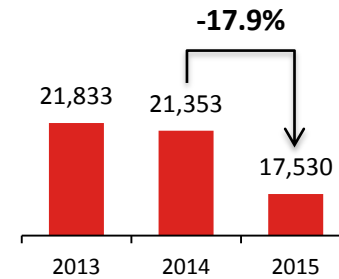
Indonesia Issuance

USD 'mil



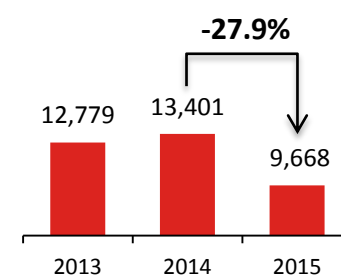
Thailand Issuance

USD 'mil



Singapore Issuance

USD 'mil



Sources : Bloomberg, Local Stock Exchanges and internal data

Wholesale Banking

(RM 'mil)	FY15 BAU*	FY14	Y-o-Y	4Q15	3Q15	Q-o-Q
Net interest income	3,572	3,389	5.4%	962	964	(0.2%)
Non interest income	1,992	1,756	13.4%	506	383	32.1%
Operating income	5,564	5,145	8.1%	1,468	1,347	9.0%
Overhead expenses	(2,757)	(2,752)	0.2%	(724)	(680)	6.5%
PPOP	2,807	2,393	17.3%	744	667	11.5%
(Provisions) / Writeback	(1,121)	(919)	22.0%	(276)	(218)	26.6%
PBT	1,686	1,474	14.4%	468	449	4.2%
PBT (Actual)	1,484	1,474	0.7%	468	449	4.2%

(RM 'mil)	FY15 BAU*	FY14	Y-o-Y	4Q15	3Q15	Q-o-Q
Corporate Banking (55.4%)	932	744	25.3%	223	336	(33.6%)
Treasury & Markets ~ (45.7%)	801	875	(8.5%)	241	153	57.5%
Investment Banking + (-1.1%)	(47)	(145)	67.6%	4	(40)	+ve
PBT	1,686	1,474	14.4%	468	449	4.2%

Notes: * Excluding IB restructuring cost (RM202 mil)

~ Including treasury operations, markets and transaction banking

+ Including advisory, equities, capital markets, private banking and research

Wholesale Banking : Corporate Banking

(RM 'mil)	FY15	FY14	Y-o-Y	4Q15	3Q15	Q-o-Q
Net interest income	2,386	1,989	20.0%	624	630	(1.0%)
Non interest income	715	672	6.6%	147	183	(19.7%)
Operating income	3,101	2,661	16.5%	771	813	(5.2%)
Overhead expenses	(1,061)	(1,026)	3.4%	(285)	(262)	8.8%
PPOP	2,040	1,635	24.8%	486	551	(11.8%)
(Provisions) / Writeback	(1,108)	(891)	24.4%	(263)	(215)	22.3%
PBT	932	744	25.3%	223	336	(33.6%)

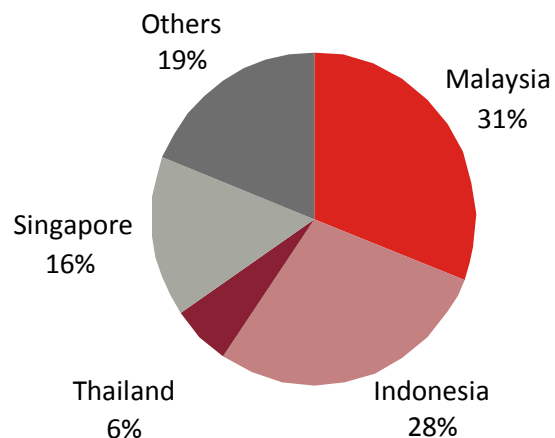
Country	FY15	FY14	Y-o-Y	4Q15	3Q15	Q-o-Q
Malaysia (RM 'mil)	1,124	709	58.5%	261	287	(9.1%)
Indonesia (IDR 'bil)	(1,383)	(412)	(236.2%)	(317)	(144)	(119.8%)
Thailand (THB 'mil)	323	271	19.2%	105	332	(68.4%)
Singapore (SGD 'mil)	53	42	26.2%	14	17	(17.6%)
Others * (RM 'mil)	24	13	84.6%	6	5	20.0%
PBT (RM 'mil)	932	744	25.3%	223	336	(33.6%)

Note: * Including Labuan, London, Cambodia and Hong Kong & Shanghai

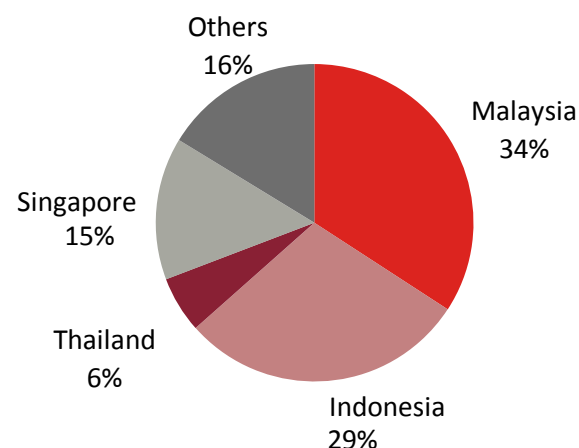
Wholesale Banking : Gross Loans

Country	31 Dec 15	31 Dec 14	Y-o-Y	31 Sep 15	Q-o-Q
Malaysia (RM 'bil)	32.3	31.3	3.2%	32.9	(1.8%)
Indonesia (IDR 'bil)	91,199	91,512	(0.3%)	92,226	(1.1%)
Thailand (THB 'bil)	51.6	49.8	3.6%	51.5	0.2%
Singapore (SGD 'mil)	5,403	5,001	8.0%	5,988	(9.8%)
Others * (RM 'bil)	19.8	14.8	33.8%	21.2	(6.6%)
Total Corporate Loans (RM 'bil)	104.4	91.4	14.2%	108.1	(3.4%)
Other Wholesale Loans (RM 'bil)	2.6	2.7	(3.7%)	2.7	(3.7%)
Total Wholesale Loans (RM 'bil)	107.0	94.1	13.7%	110.8	(3.4%)

Corporate Loans as at 31 Dec 15



Corporate Loans as at 31 Dec 14



Notes: Loan base excludes bad bank

* Including Labuan, London, Cambodia, Hong Kong & Shanghai

Wholesale Banking : Deposits

Country	31 Dec 15	31 Dec 14	Y-o-Y	30 Sep 15	Q-o-Q
Malaysia (RM 'bil)	52.2	55.3	(5.6%)	50.2	4.0%
Indonesia (IDR 'bil)	53,593	59,220	(9.5%)	57,652	(7.0%)
Thailand (THB 'bil)	48.8	50.8	(3.9%)	38.0	28.4%
Singapore (SGD 'mil)	3,247	2,439	33.1%	2,034	59.6%
Others * (RM 'bil)	15.4	7.6	102.6%	15.3	0.7%
Total Corporate Deposits (RM 'bil)	96.2	86.7	11.0%	89.8	7.1%
Other Wholesale Deposits (RM 'bil)	45.1	41.0	10.0%	49.1	(8.1%)
Total Wholesale Deposits (RM 'bil)	141.3	127.7	10.6%	138.9	1.7%

Wholesale Deposits (RM 'bil)	31 Dec 15	31 Dec 14	Y-o-Y	30 Sep 15	Q-o-Q
Current	20.7	18.3	13.1%	21.2	(2.4%)
Savings	4.2	2.3	82.6%	2.7	55.6%
Fixed and Structured Deposits	71.3	66.1	7.9%	65.9	8.2%
Total Corporate Deposits (RM 'bil)	96.2	86.7	11.0%	89.8	7.1%
Other Wholesale Deposits (RM 'bil)	45.1	41.0	10.0%	49.1	(8.1%)
Total Wholesale Deposits (RM 'bil)	141.3	127.7	10.6%	138.9	1.7%

Note: * Including Labuan, London, Cambodia and Hong Kong & Shanghai

Wholesale Banking : Treasury & Markets


(RM 'mil)	FY15	FY14	Y-o-Y	4Q15	3Q15	Q-o-Q
Net interest income	1,015	1,119	(9.3%)	295	281	5.0%
Non interest income	385	318	21.1%	111	23	382.6%
Operating income	1,400	1,437	(2.6%)	406	304	33.6%
Overhead expenses	(600)	(549)	9.3%	(165)	(151)	9.3%
PPOP	800	888	(9.9%)	241	153	57.5%
(Provisions) / Writeback	1	(13)	+ve	-	-	-
PBT	801	875	(8.5%)	241	153	57.5%


Wholesale Banking : Investment Banking


(RM 'mil)	FY15 BAU*	FY14	Y-o-Y	4Q15	3Q15	Q-o-Q
Net interest income	170	280	(39.3%)	42	52	(19.2%)
Non interest income	893	767	16.4%	249	179	39.1%
Operating income	1,063	1,047	1.5%	291	231	26.0%
Overhead expenses	(1,096)	(1,177)	(7.0%)	(274)	(268)	1.9%
PPOP	(33)	(130)	74.6%	17	(37)	+ve
(Provisions) / Writeback	(14)	(15)	(6.7%)	(13)	(3)	366.7%
PBT	(47)	(145)	67.6%	4	(40)	+ve
PBT (Actual)	(249)	(273)	8.8%	4	(40)	+ve


Note: * Excluding IB restructuring cost (RM202 mil)

IB Market Share and Ranking (1)

	FY15		FY14	
	Market Share	Rank	Market Share	Rank
Cash Equities	10.8%	2	11.0%	2
IPO	13.1%	3	7.9%	5
ECM	24.5%	1	19.3%	1
EQL Products	-	-	33.3%	1
M&A	12.6%	2	7.4%	4
Syndication ^	11.7%	2	9.2%	3
DCM Domestic	25.0%	1	27.8%	1
Sukuk	25.8%	1	29.4%	1

	FY15		FY14	
	Market Share	Rank	Market Share	Rank
Cash Equities	4.8%	4	4.8%	2
IPO	1.6%	19	2.7%	12
ECM	2.4%	11	4.0%	8
EQL Products	-	-	-	-
M&A	-	-	1.0%	17
Syndication ^	3.4%	8	3.1%	13
DCM	9.8%	4	14.7%	2

	FY15		FY14	
	Market Share	Rank	Market Share	Rank
Cash Equities	6.0%	2	5.5%	3
IPO	1.4%	13	4.1%	11
ECM	1.1%	16	2.2%	13
EQL Products	-	-	-	-
M&A	0.1%	25	1.0%	17
Syndication ^	14.4%	3	3.5%	8
DCM	12.7%	2	6.8%	7

	FY15		FY14	
	Market Share	Rank	Market Share	Rank
Cash Equities	9.5%	2	9.9%	1
IPO	9.0%	4	2.9%	13
ECM	1.1%	18	1.5%	14
EQL Products	-	-	-	-
M&A	0.7%	23	1.4%	25
Syndication ^	1.1%	23	1.7%	18
DCM	2.2%	8	3.8%	7

Sources: Dealogic, Bloomberg, Local Stock Exchanges and internal data
 Note: ^ Mandated lead arranger


IB Market Share and Ranking (2)

ASEAN	FY15		FY14	
	Market Share	Rank	Market Share	Rank
Cash Equities	7.3%	2	7.3%	2
IPO	4.1%	6	4.0%	8
ECM	6.7%	3	6.8%	4
EQL Products	-	-	10.8%	4
M&A	1.6%	23	2.9%	20
Syndication ^	3.5%	8	3.2%	9
DCM Domestic	14.1%	1	12.7%	1



Global	FY15		FY14	
	Market Share	Rank	Market Share	Rank
Sukuk	15.2%	1	15.3	1



FY15 Notable Deals



DCM


 **Jimah East Power Sdn Bhd**
 RM8.98 bil Sukuk Murabahah
(Largest Sukuk issued globally in 2015; Largest RM issuance in 2015; Largest greenfield non-recourse project financing bond in 2015 in ASEAN; Largest RM issuance from the electricity sector YTD)

JIMAH EAST POWER SDN BHD

  **GENM Capital Berhad**
 RM5.0 bil Medium Term Notes Programme guaranteed by Genting Malaysia Berhad and issued via GENM Capital Berhad


  **Krung Thai Bank PCL**
 RM1.0 bil Basel III-compliant Tier 2 Subordinated Notes
(Largest ever Basel III-compliant MYR subordinated debt offering by an offshore bank)

  **Government of Indonesia**
 USD3.5 bil Notes issuance via its USD40.0 bil Global Medium Term Note Program
(Largest issuance by an emerging market sovereign in 2H15)

 **Bank of Agriculture & Agricultural Co-operatives**
 THB38.0 bil Senior Secured Debentures

 **China Construction Bank (Asia) Corporation Limited**
 CNY1.0 bil 2-year inaugural 21st Century Maritime Silk Road Bond
(The Notes are the first Chinese Yuan denominated bonds issued by a Chinese state-owned bank listed on Bursa Malaysia under the exempt regime with a dual listing on Hong Kong Stock Exchange. The Notes are the first of its kind and were coined the "21st Century Maritime Silk Road Bond" in an initiative to support the People's Republic of China's "Land and Maritime Silk Road" vision)



ECM

 **KHAZANAH NASIONAL BERHAD** **Khazanah Nasional Berhad**
 RM1.6 bil Block Trade of TNB Shares
(4th largest block trade in the Malaysia)

 **Eco World Development Group Berhad**
 RM638.4mil placement of new shares

 **PT ANTAM (Persero) Tbk**
 IDR 5.4 tril Rights Issue
(Largest listed diversified metals and mining company in SEA; 3rd largest Indonesia rights issue transaction in 2010 – 2015; Largest rights issue in Indonesia in 2015; Fourth largest rights issue in SEA in 2015)

M&A

  **Malaysia Airports Holdings Berhad**
 EURO279.0 mil acquisition for a 40% stake in İstanbul Sabiha Gökçen Uluslararası Havalimanı Yatırım Yapım ve İşletme A.Ş. and LGM Havalimanı İşletmeleri Ticaret ve Turizm A.Ş.

IPO

  **MALAKOFF** **Malakoff Corporation Berhad**
 RM3.15 bil Initial Public Offering
(Largest IPO in Malaysia YTD)

 **WHA Corporation PCL**
 THB2.0 bil REIT IPO on Stock Exchange of Thailand
(First REIT in Thailand)

 **iX Biopharma Ltd**
 SGD30.1 mil IPO on the Catalist Board of the Singapore Exchange
(Largest Singapore IPO YTD)

CIMB Group : FY15 Results

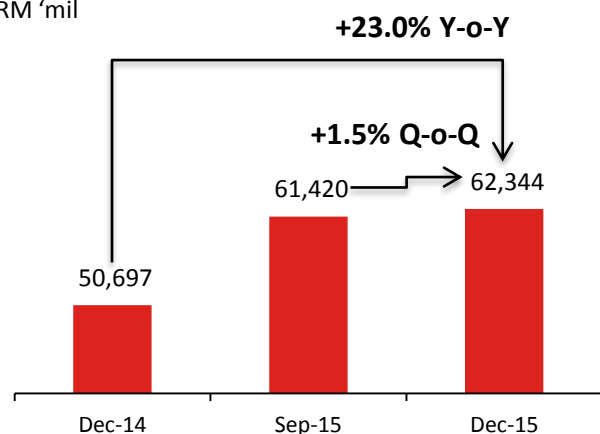
3.4 Group Asset Management & Investments

Group Asset Management & Investments

PBT (RM 'mil)	FY15 BAU*	FY14 BAU*	Y-o-Y	4Q15	3Q15	Q-o-Q
Public Markets	104.7	79.2	32.2%	25.7	22.0	16.8%
Private Markets	121.3	195.7	(38.1%)	9.7	42.6	(77.2%)
Direct Investments & Others	112.2	160.6	(30.2%)	(5.0)	51.8	(109.7%)
Private Equity Fund Management	2.5	27.8	(91.1%)	14.3	(8.0)	278.8%
Passive Fund Investments	6.6	7.3	(9.6%)	0.4	(1.2)	133.3%
PBT BAU*	226.0	274.9	(17.8%)	35.4	64.6	(45.2%)
PBT Actual	224.0	335.7	(33.3%)	35.4	64.6	(45.2%)

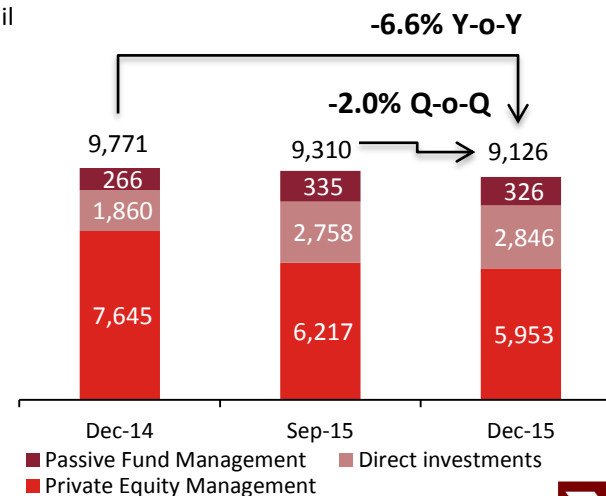
Public Markets AUM

RM 'mil



Private Markets AUM/CV

RM 'mil



Note: * Excluding MSS cost (RM2 mil) in 2015, gain from sale of CIMB Insurance Brokers (RM60.8 mil) in 2014

CIMB Group : FY15 Results

3.5 Group Funding

Group Funding

(RM 'mil)	FY15 BAU*	FY14	Y-o-Y	4Q15 BAU*	3Q15 BAU*	Q-o-Q
Net interest income	403	666	(39.5%)	110	80	37.5%
Non interest income	185	81	128.4%	20	78	(74.4%)
Total Income	588	747	(21.3%)	130	158	(17.7%)
Overhead expenses	(274)	(372)	(26.3%)	(30)	(78)	(61.5%)
PPOP	314	375	(16.3%)	100	80	25.0%
(Provisions) / Writeback	(20)	(20)	-	(18)	-	-ve
Share of JV / associates	-	-	-	-	-	-
PBT (BAU)	294	355	(17.2%)	82	80	2.5%
PBT (Actual)	(186)	355	-ve	50	(54)	+ve

Note: * Excluding 2Q15: MY MSS cost (RM314 mil); 3Q15: ID MSS cost (RM134 mil); 4Q15: ID MSS cost (RM32 mil)

CIMB Group : FY15 Results

3.6 CIMB Islamic

Wholesale Banking

- Remained No.1 Global and Malaysian Sukuk league tables
- Landmark and historic issuances: Government of the Republic of Indonesia, Government of Malaysia and the Government of Hong Kong
- Corporate financing portfolio up 11% YoY to RM13.0bn in line with increased demand for Islamic financing

Consumer Banking

- Focused on 1Drive. 17% growth in Islamic CASA by Malay depositors in 2015
- Launched landmark Takaful Suria, Malaysia's first universal Takaful Haj product on 12 Jan 2016. Provides protection, savings and financial flexibility to assist Muslims in fulfilling their religious aspirations and obligations

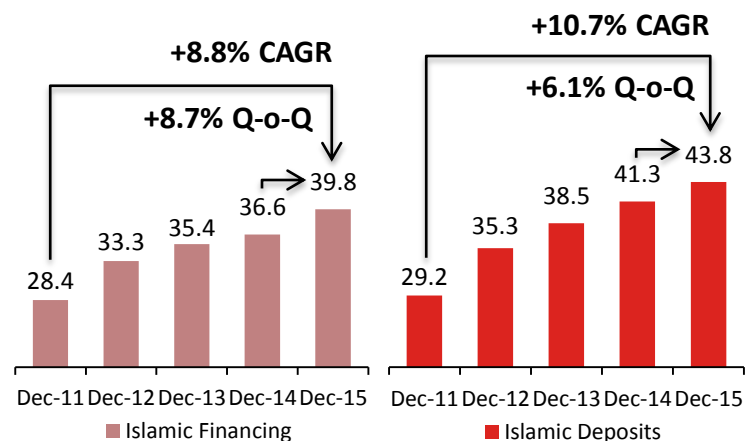
Malaysia : CIMB Islamic

Ranking of Total Islamic Assets as at 31 Dec 2015

Rank	Company	Total Assets RM 'mil	Market Share
1	Maybank Islamic	146,845	27%
2	CIMB Islamic	55,000	10%
3	Bank Islam	46,356	9%
4	PBB-I	44,017	8%
5	Amlslamic	38,442	7%

Islamic Deposits and Financing

RM 'bil

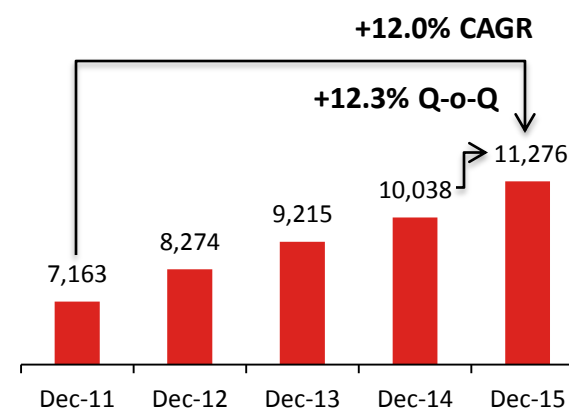


FY15 FY14

Sukuk	FY15		FY14	
	Market Share	Rank	Market Share	Rank
Malaysia	25.8%	1	29.4%	1
Asia ex-Japan	24.9%	1	26.7%	1
Global	15.2%	1	15.3	1

Islamic Residential Mortgage and Market Share

RM 'mil



FY15 Islamic Notable Deals

DCM



Maxis Berhad

RM5.0 billion Unrated Sukuk Murabahah Programme

(The largest unrated programme established in the MYR Sukuk market as of the issue date)



Khazanah Nasional Berhad

Khazanah Nasional Berhad

RM1.0 bil Sukuk Programme issued via Ihsan Sukuk Berhad

(The first programme approved under the Securities Commission Malaysia's Sustainable and Responsible Investment Sukuk framework)



JIMAH EAST POWER SDN BHD

Jimah East Power Sdn Bhd

RM8.98 bil Sukuk Murabahah

(Largest Sukuk issued globally in 2015; Largest RM issuance in 2015; Largest greenfield non-recourse project financing bond in 2015 in ASEAN; Largest RM issuance from the electricity sector YTD)



Kuveyt Turk Katilim Bankasi A.S.

RM2.0 bil Sukuk Wakalah Programme issued via KT Kira Sertifikalari Varlik Kiralama A.S.

(The first issuance of Sukuk based on the Islamic principle of Wakalah bi al-Istithmar by a Turkish participation bank)



Axiata Group Berhad

USD500 million Wakala Sukuk due 2020 issued via Axiata SPV2 Berhad



Mah Sing Group Berhad

RM540.0 mil Unrated Perpetual Sukuk Musharakah

(Perpetual Deal of the Year Award for 2015 by Islamic Finance News)

DCM



Islamic Development Bank

USD1.0 bil Trust Certificates due 2020 issuance pursuant to its USD10.0 bil Trust Certificates Issuance Programme issued via IDB Trust Services Ltd

(World's largest Sukuk by a supranational)



PT XL Axiata Tbk

IDR1.5 tril Sukuk Ijara via 1st Shelf Registration Programme of IDR5.0 tril

(Largest Sukuk issuance by a corporate in Indonesia; Largest ever Islamic programme to be established by a corporate in Indonesia)



Government of Hong Kong Special Administrative Region of the People's Republic of China

USD1.0 billion Trust Certificates due 2020 issued via Hong Kong Sukuk 2015 limited

(Government of Hong Kong's second Sukuk issuance following their inaugural issuance in 2014; Innovative structure allowing the Government of Hong Kong to raise Shariah-compliant financing in an asset efficient manner)



Government of Malaysia

USD1.0 bil Trust Certificates due 2025 and USD500.0 mil Trust Certificates due 2045 issued via Malaysia Sovereign Sukuk Berhad

(The longest tenured Sukuk ever issued by a sovereign)



PETRONAS

Petroliam Nasional Berhad (PETRONAS)

USD1.25 bil Trust Certificates due 2020 issued via Petronas Global Sukuk Ltd

(PETRONAS' first offering since its USD4.5 billion dual-tranche offering in August 2009)



Government of the Republic of Indonesia

USD2.0 bil Trust Certificates due 2025 issued via Perusahaan Penerbit SBSN Indonesia III

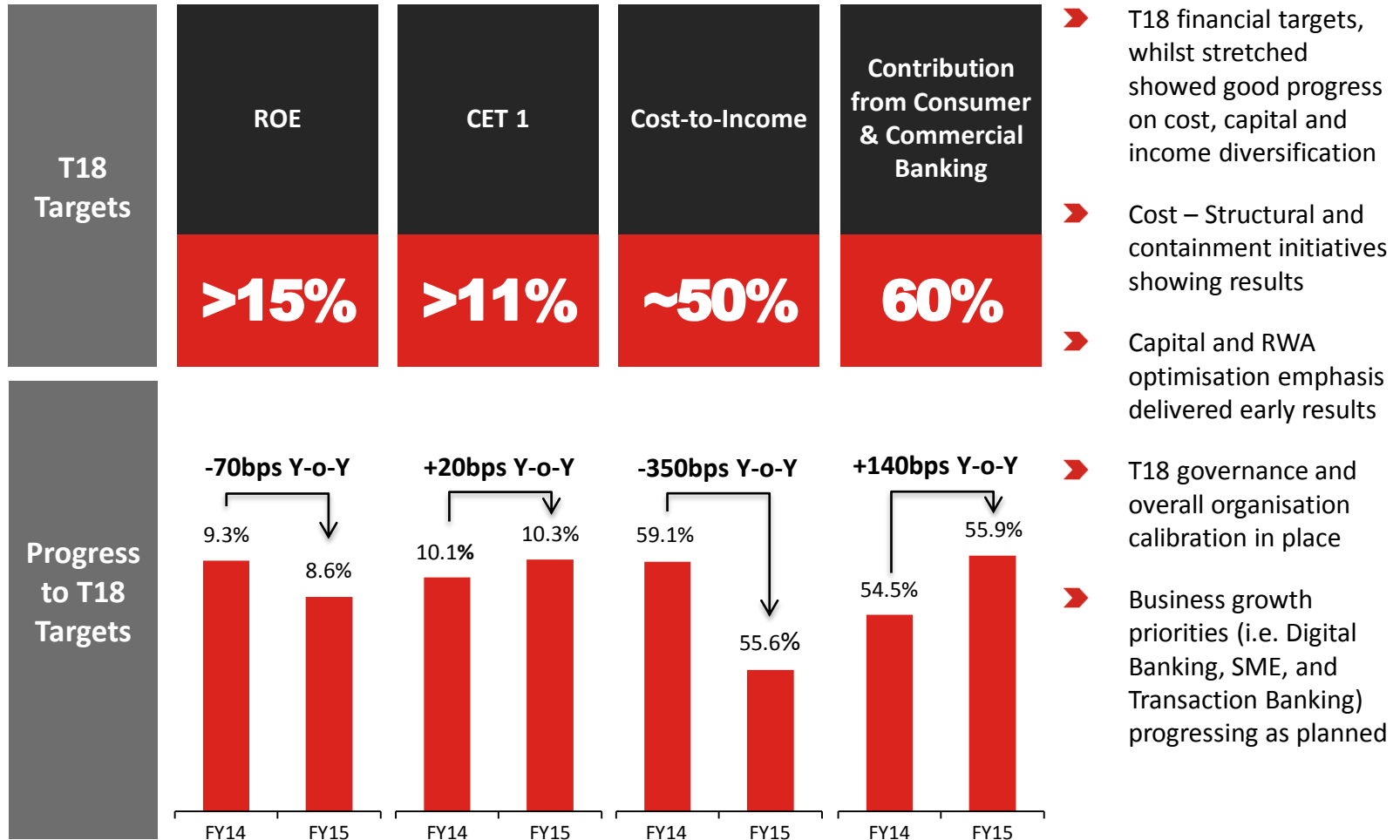
(Largest ever single-tranche USD Sukuk issuance globally)

CIMB Group : FY15 Results

4. T18 Updates

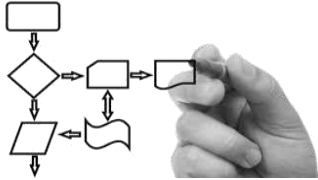



Overview of T18 Targets and Progress Summary

CET 1, Cost-to-Income, and Income diversification on track to achieve our T18 Targets



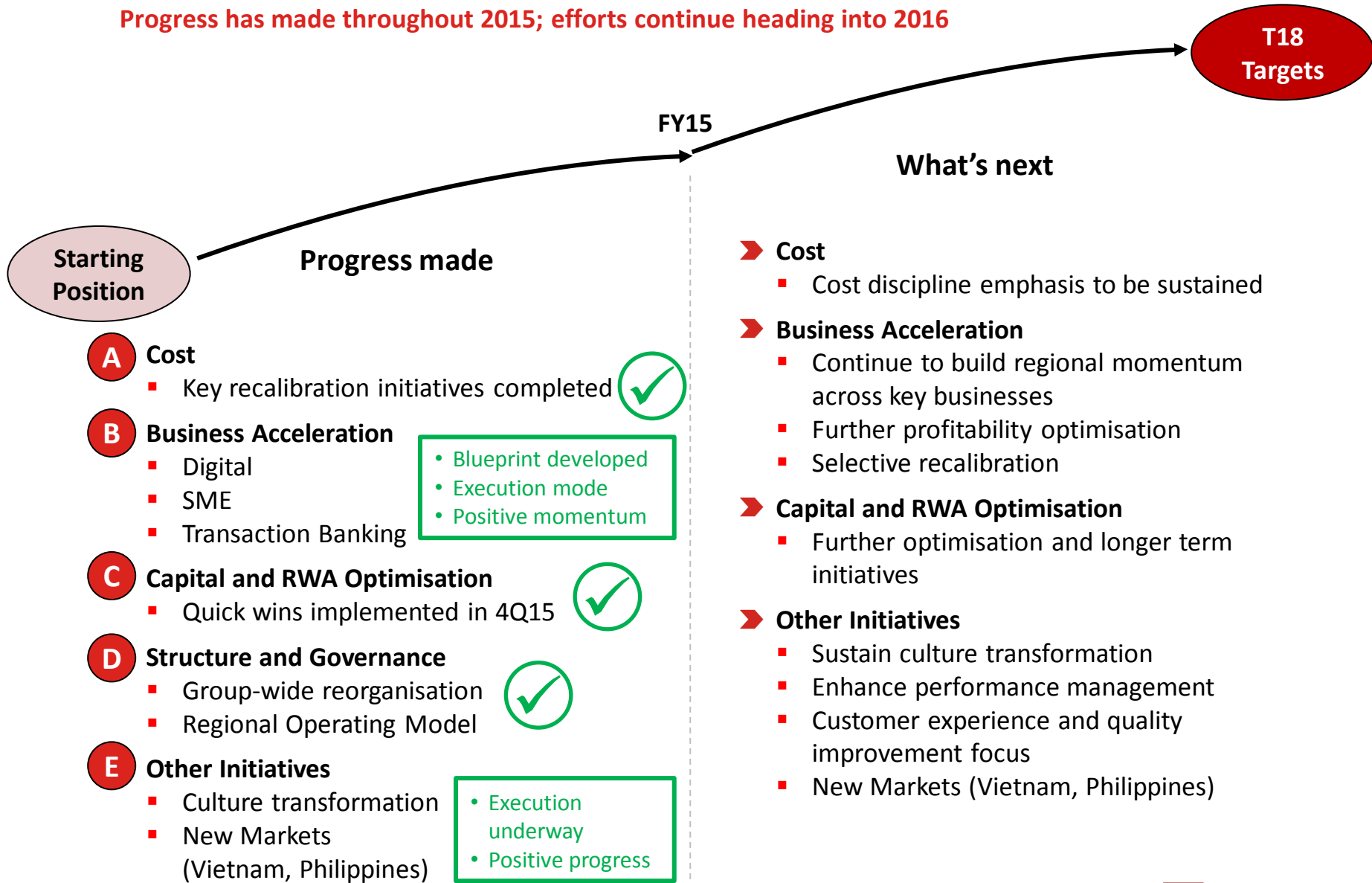
Note: Based on FY14 BAU and FY15 BAU

T18 was launched in early-2015 and progress has been made in multiple areas

STRATEGIC PROJECTS	STRUCTURE & GOVERNANCE	DIFFERENTIATION & OPTIMISATION	BUSINESS DEVELOPMENT
 <p>Cost Management</p> <ul style="list-style-type: none"> ▪ IB Streamlining ▪ Cost (Project Kaiju) <p>Acceleration of key businesses</p> <ul style="list-style-type: none"> ▪ Digital ▪ SME 2.0 ▪ Transaction Banking <p>Culture</p>	 <p>Organisation restructuring</p> <p>Regional Operating Model (ROM)</p> <p>Key processes and governance</p> <ul style="list-style-type: none"> ▪ Committee / taskforces ▪ Product approval ▪ Policy and procedures 	 <p>Differentiation</p> <ul style="list-style-type: none"> ▪ Differentiation strategy across products and segments <p>Synergy</p> <ul style="list-style-type: none"> ▪ Branch and segment synergies / KPIs <p>Innovation</p> <ul style="list-style-type: none"> ▪ Fintech opportunity assessment ▪ Bootcamp partnerships 	 <p>New Markets</p> <ul style="list-style-type: none"> ▪ Vietnam ▪ Philippines <p>Other Business Development initiatives</p> <ul style="list-style-type: none"> ▪ Insurance

T18 Progress Summary

Progress has made throughout 2015; efforts continue heading into 2016



Starting Position

Progress made

FY15

What's next

T18 Targets

- A Cost**
 - Key recalibration initiatives completed
- B Business Acceleration**
 - Digital • Blueprint developed
 - SME • Execution mode
 - Transaction Banking • Positive momentum
- C Capital and RWA Optimisation**
 - Quick wins implemented in 4Q15
- D Structure and Governance**
 - Group-wide reorganisation
 - Regional Operating Model
- E Other Initiatives**
 - Culture transformation • Execution underway
 - New Markets (Vietnam, Philippines) • Positive progress

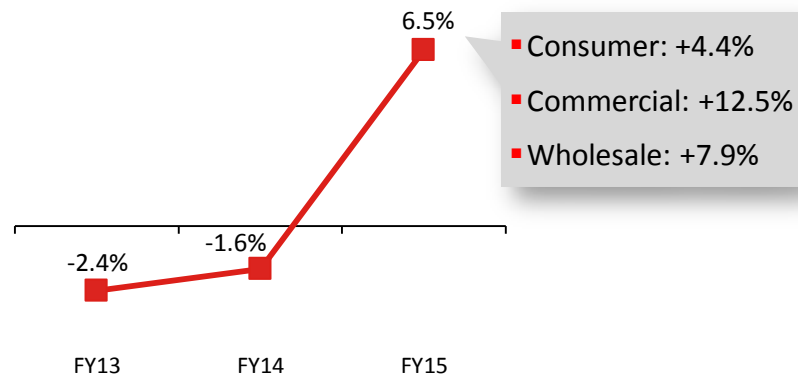
- **Cost**
 - Cost discipline emphasis to be sustained
- **Business Acceleration**
 - Continue to build regional momentum across key businesses
 - Further profitability optimisation
 - Selective recalibration
- **Capital and RWA Optimisation**
 - Further optimisation and longer term initiatives
- **Other Initiatives**
 - Sustain culture transformation
 - Enhance performance management
 - Customer experience and quality improvement focus
 - New Markets (Vietnam, Philippines)

A Cost and Productivity

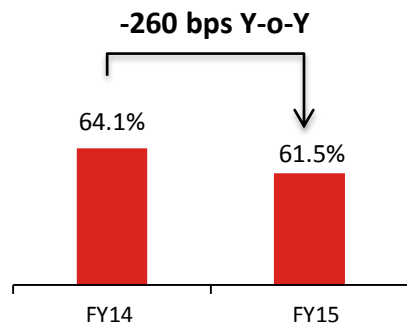
Managed to reduce Group-wide Cost-to-Income ratio (BAU basis)

- **Headcount Optimisation** – Total employees declined ~9% YoY to 40,505 as at Dec-15. Total MSS (Malaysia and Indonesia) acceptance was 3,614 (run-rate savings of ~RM300 mil)
- **IB Streamlining** – Streamlined IB franchise, including closure of Australia offices (run-rate savings of ~RM200 mil)
- **Business recalibration**
 - Indonesia: Micro Laju restructuring
 - Indonesia: Auto Finance companies merger
 - Thailand consumer
- **Cost discipline leading to strong positive JAW across business pillars**

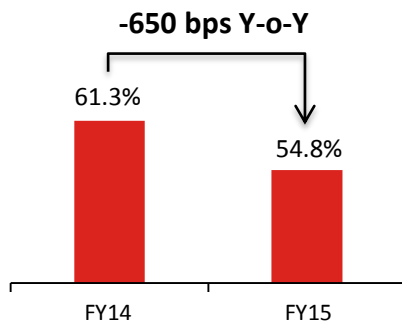
CIMB Group JAW Ratio



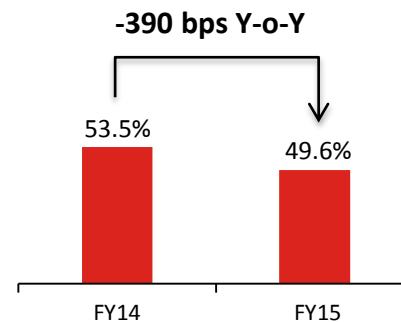
Consumer Banking C/I ratio



Commercial Banking C/I ratio



Wholesale Banking C/I ratio



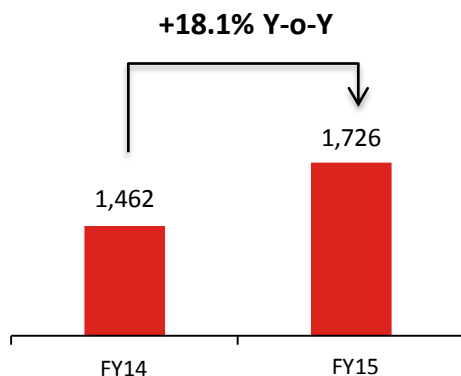
Note: Based on FY14 BAU and FY15 BAU

B Digital Consumer Banking

Strong regional PBT growth; Regional roll-out for Digital Sales Enablement underway

Group Consumer Banking PBT

RM 'mil



➤ Digital Sales Enablement (“DSE”)

- Positive traction in Malaysia for credit card acquisition and Cash Lite
- Commenced conversion of inbound service calls to sales opportunities
- Singapore: Website conversion completed; conversion of remaining channels underway
- Indonesia / Thailand: Commenced DSE roll-outs

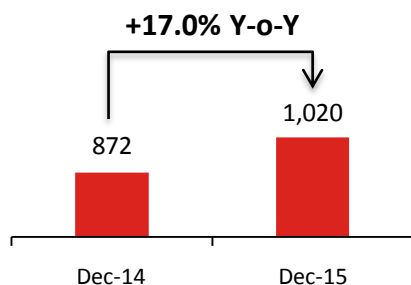
➤ Convergence and Mobile Wallet

- Business plans and strategy developed; currently at implementation stage

Total Credit Card Account (Malaysia)

'000

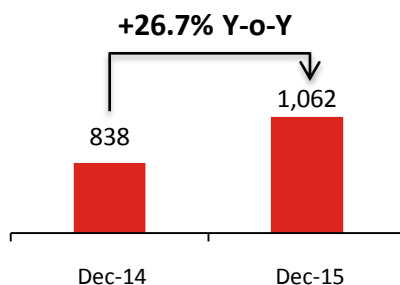
Industry: +8.6% Y-o-Y



- RTC (outbound telesales) continues to be a key contributor – RTC contributes >30% of total new credit card acquisition and ~90% of total Cash Lite loan approvals in FY15

Cash Lite Loan Growth (Malaysia)

RM 'mil



Others Highlights of CIMB's Digital Initiatives

- **Analytics** – Enhancing digital analytics capabilities
- **Clicks 2.0** – Improving online interaction
- **Partnerships** – Leverage on external data; creation of joint value
- **Redefining CIMB's Branch Network** – Enhancing digital interaction at branches

Note: Based on FY14 BAU and FY15 BAU

Source: BNM Monthly Statistical Bulletin, Dec 2015 (for Malaysia industry credit card growth)

B SME and Transaction Banking

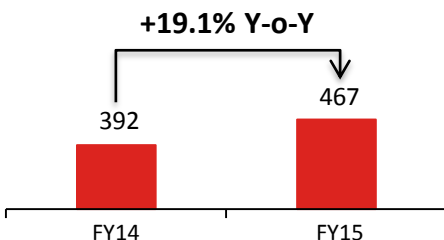
Regional strategy in place and execution underway

SME

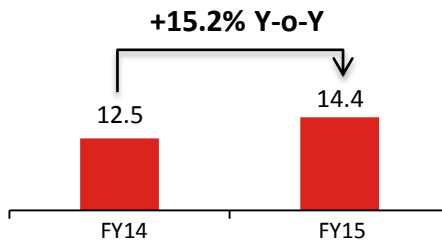
- Structural recalibration done
- Malaysia business transformation well underway
- Industry specialisation – started in Malaysia with FMCG; regional plans underway
- Standardised regional strategy and tools e.g. deposit team strategy, business performance & analytics tools

SME (Malaysia)

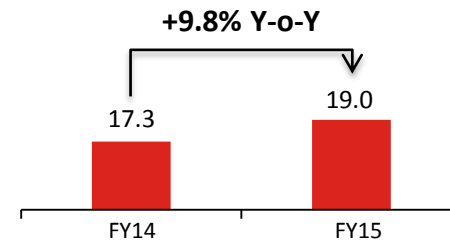
PBT (RM 'mil)



Loans (RM 'mil)



Deposits (RM 'bil)

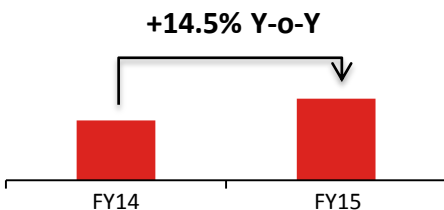


Transaction Banking

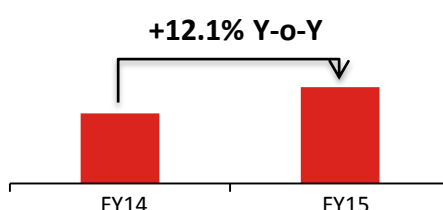
- Regional strategy blueprint completed
- Recalibrating branch network and KPIs to better support our corporate and commercial strategies
- Good cash management traction

Cash Management

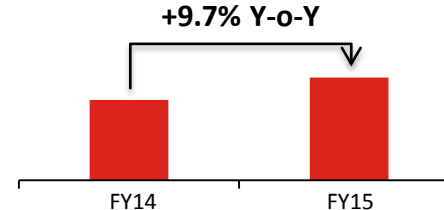
Revenue



CA Average Balance

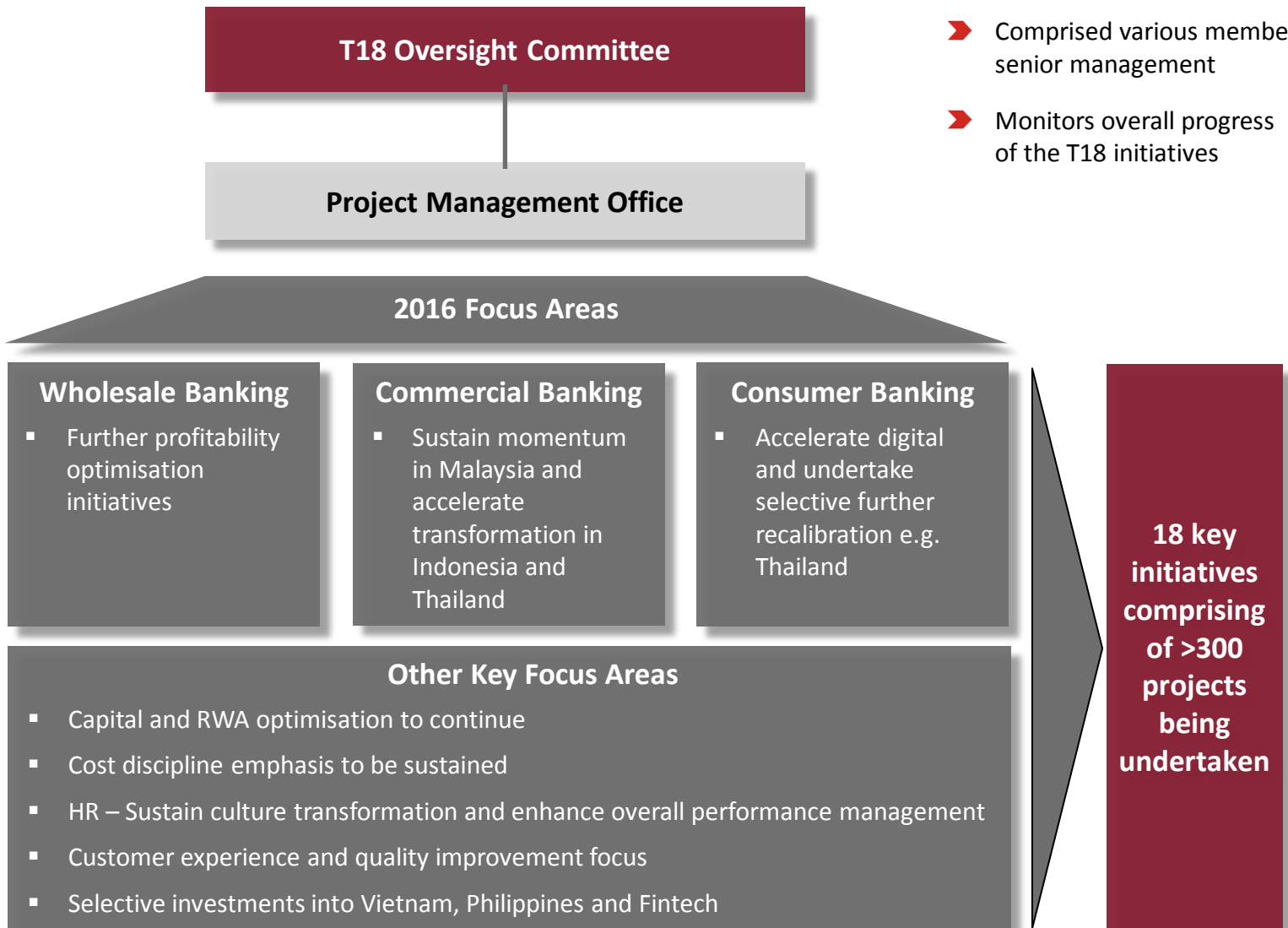


Biz Channel Customers



*Note: Based on FY14 BAU and FY15 BAU

Moving forward: T18 in 2016



CIMB Group : FY15 Results

5. Other Highlight

Corporate Responsibility

CIMB Foundation



Education

PINTAR English Contest

350 pupils from 10 adopted schools competed in the Spelling Bee, Storytelling and Scrabble.

PINTAR Awards 2015

An annual event to encourage excellence in academic and non-academic fields amongst schools.



Sports

CIMB Junior Golf Development Programme

Junior Golf Tournament - SportExcel International Junior Championship 2015



Community

Kickalob

Kickalob launch in conjunction with CIMB Staff Fun Run and Hari Sukan Negara.

Movember Movement

Awareness campaign of Men's health to CIMB's staff and public. The campaign started with Prostate Cancer Awareness Talks and Exhibition by MAKNA.

CIMB Islamic



Islamic

Contributed RM50,000 to Yayasan Tun Hussein Onn

For organising "Malaysians UNITED Run 2015 in conjunction with the first anniversary of Institut Onn Jaafar's inception. The contribution will go towards five orphanages, including an Orang Asli development organisation.

Donation



Charity

Bear IT or Bee Fee

A contribution of RM5,000 for "Bear IT or Bee Fee" drama performance by SK Bukit Damansara 2015 in conjunction with the school's Save the Endangered Species annual Campaign

Regional CSR



Ayo Menabung dan Berbagi

Enhancing students' banking knowledge

Community Development

Socialisation of Scholarship for entrepreneur (BUTIK) in Yogyakarta



ICT Programme

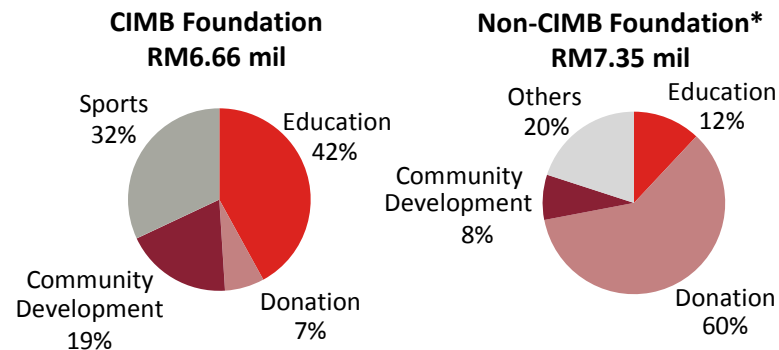
Enhancing students' computer literacy



One School, One Library Programme

Promote values of giving back through CR participation





Grants Disbursed as at Dec 2015







CIMB Group : FY15 Results

6. Final Remarks

2016 Outlook

	Macro View	Internal Opportunities and Challenges
	<ul style="list-style-type: none"> ▪ Challenging macro-economic outlook with continued volatility Ringgit ▪ Weaker consumer spending and commodity prices may impact economic growth 	<ul style="list-style-type: none"> ▪ Normalisation of provision level ▪ Commercial banking growth to sustain ▪ TB alignment ▪ Digital sales enablement acceleration
	<ul style="list-style-type: none"> ▪ Slowing economic growth and abating inflationary pressures ▪ Government has renewed focus on structural reforms and on lifting growth ▪ IDR has been relatively stable but it remains vulnerable to external shocks 	<ul style="list-style-type: none"> ▪ Digital banking positive momentum ▪ Asset quality remains in focus ▪ Shift to transactional lending from relationship banking
	<ul style="list-style-type: none"> ▪ Domestic demand remains weak despite government stimulus measures ▪ Political landscape should remain calm 	<ul style="list-style-type: none"> ▪ Thai retail 2.0 ▪ Wholesale growth momentum ▪ Close monitoring of asset quality ▪ New customer acquisition from new partnerships with telco & retailers
	<ul style="list-style-type: none"> ▪ The near-term GDP outlook is challenging as financial flows and external trade are sluggish ▪ MAS bi-annual review of the economy points to severe external headwinds 	<ul style="list-style-type: none"> ▪ Retail strategy ▪ PB and Preferred regional offerings ▪ Maintain growth in commercial banking ▪ Low NIM environment
Others	-	<ul style="list-style-type: none"> ▪ Re-organisation to streamline operations and management ▪ Prioritising cost and capital management

Asset Quality

Country	Commentary
<p>Overall</p>	<ul style="list-style-type: none"> ▪ Strengthened Group-wide risk management capabilities, tightened risk appetites, built credit risk models, enhanced processes and consolidated reporting structures ▪ Comfortable with overall portfolio. Oil & Gas sector will remain under pressure in 2016 and continues to be closely monitored ▪ Commodity related exposure makes up 10.5% of total Gross Loans. Conducted detailed Group-wide sector stress tests of commodity portfolios with an internal Watch List with continuous monitoring
	<ul style="list-style-type: none"> ▪ Credit underwriting standards have been strong. Asset quality remains solid and well within risk appetite for both consumer and wholesale
	<ul style="list-style-type: none"> ▪ Overly aggressive on coal and commodities previously. Materially enhanced risk management personnel, capabilities, processes and analytics. Outlook remains challenging and CIMB Niaga is working towards addressing recoveries and expect provisions to improve YoY
	<ul style="list-style-type: none"> ▪ Competed in higher risk segments due to weak brand franchise. Continued challenges in the consumer segment due to subscale network but improving acquisition quality and de-risking the portfolio
	<ul style="list-style-type: none"> ▪ No material deterioration in asset quality. No issues with credit standards

Final Remarks

- Executed recalibration initiatives well in 2015. Stronger & firmer footing to face headwinds and compete more effectively
- Started 2016 with a strengthened capital position with CET1 of 10.3% and lower cost structure with CIR of 53.9%
- Better prepared to face 2016 as regional economic growth decelerates, capital markets remain volatile and commodity outlook staying uncertain
- Theme for 2016 : Recharged #teamCIMB
- T18 initiatives are on-track
- Focus for 2016 will be execution of T18 projects, continued vigilance on asset quality, cost management and capital management

Targets for 2016

	FY16 Target
ROE	10.0%
Dividend Payout Ratio	40%
Total Loans Growth *	10.0%
Loan Loss Charge	60-70 bps
CET 1 (CIMB Group)	11.0%
Cost to income	< 53.0%

Note: * Excluding bad bank

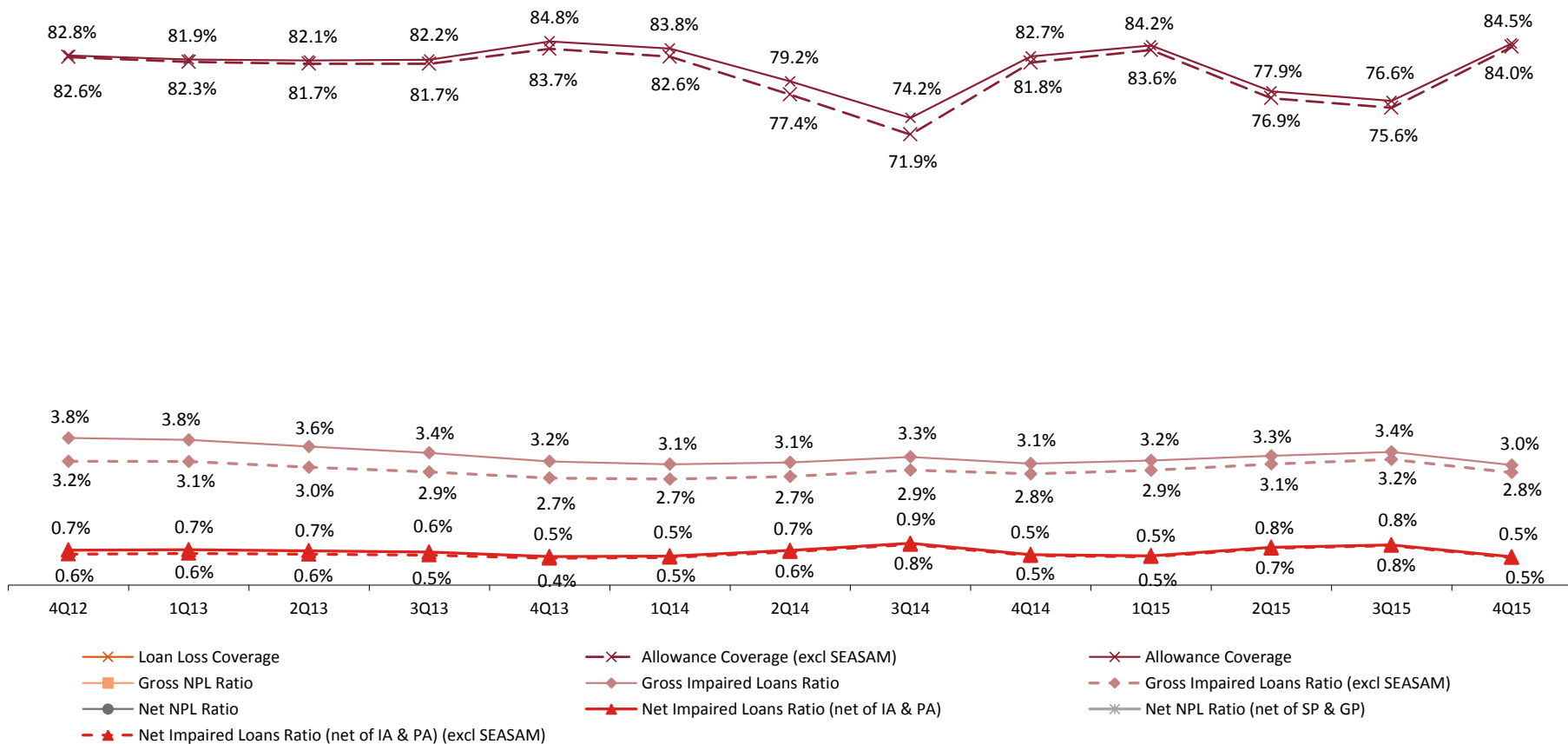
THANK YOU

CIMB Group : FY15 Results Appendices

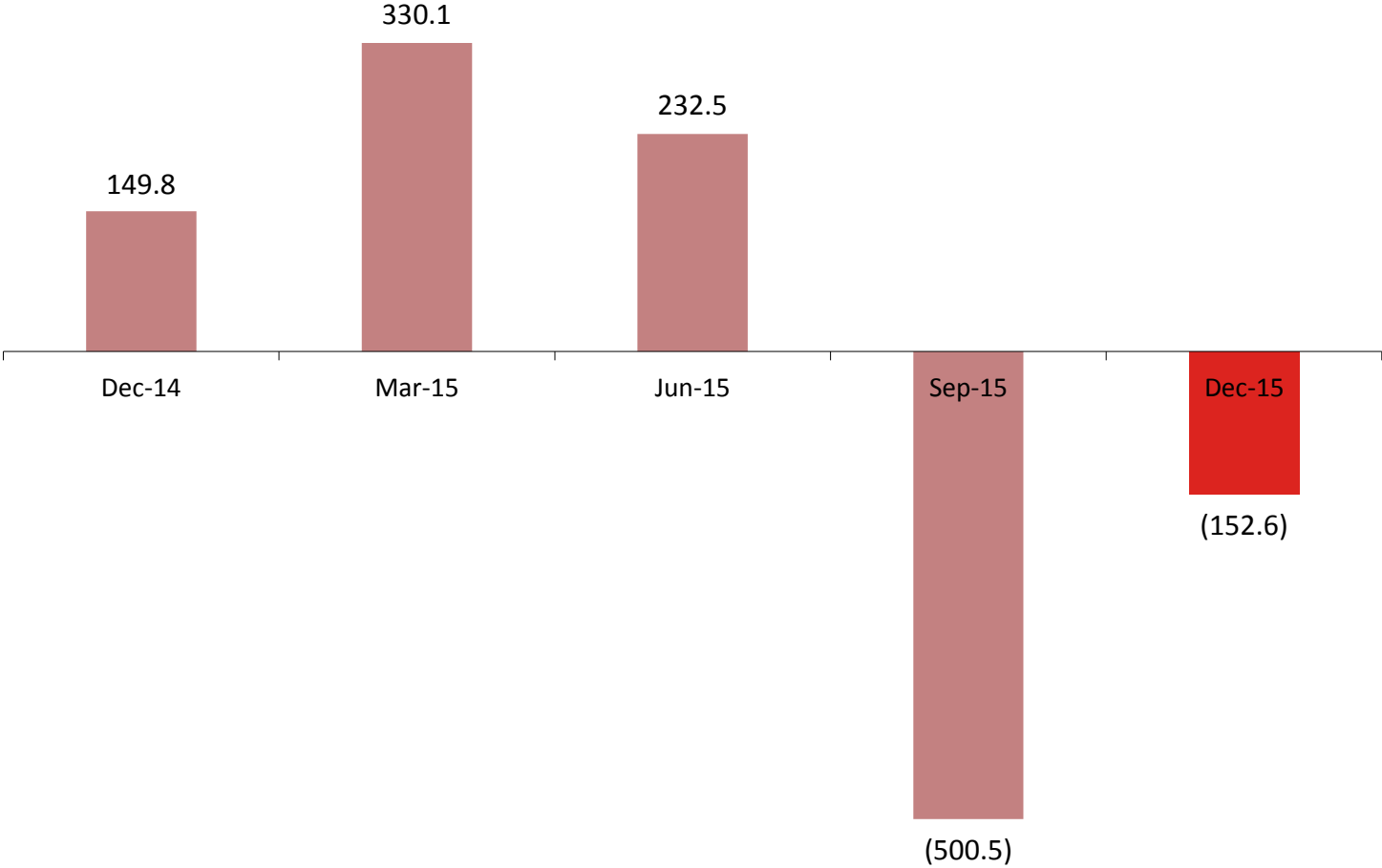
Consolidated Balance Sheet Changes

(RM 'mil)	31 Dec 15	31 Dec 14	Y-o-Y	30 Sep 15	Q-o-Q
Cash & short term funds	29,319	33,463	(12.4%)	28,184	4.0%
Securities purchased under resale agreements	9,714	4,758	104.2%	6,361	52.7%
Deposits & placements with financial institutions	1,829	4,239	(56.9%)	4,372	(58.2%)
Financial assets held for trading	20,680	23,804	(13.1%)	22,457	(7.9%)
Money Market	13,790	13,499	2.2%	14,065	(2.0%)
Corporate Bonds	5,700	6,467	(11.9%)	7,212	(21.0%)
Equity	1,190	3,838	(69.0%)	1,180	0.8%
Financial investments available for sale	32,768	32,287	1.5%	38,642	(15.2%)
Financial investments held to maturity	25,759	18,262	41.1%	22,834	12.8%
Loans, advances & financing	290,296	258,015	12.5%	290,109	0.1%
Other assets	51,212	39,328	30.2%	60,214	(15.0%)
Total assets	461,577	414,156	11.5%	473,173	(2.5%)
Deposits from customers	317,424	282,069	12.5%	310,810	2.1%
Placement from investment accounts	233	-	+ve	198	17.7%
Deposits & placements of banks and other FI	23,692	32,150	(26.3%)	34,476	(31.3%)
Other borrowings	34,009	30,310	12.2%	35,188	(3.4%)
Other liabilities	43,987	31,236	40.8%	51,686	(14.9%)
Total liabilities	419,345	375,765	11.6%	432,358	(3.0%)
Shareholders' funds	41,050	37,360	9.9%	39,703	3.4%
Total liabilities & equity	461,577	414,156	11.5%	473,173	(2.5%)

Asset Quality Ratios – CIMB Group



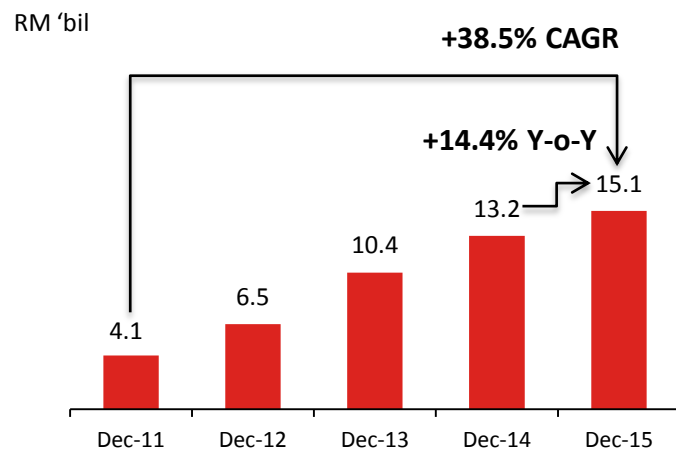
AFS MTM (Q-o-Q) Position



Malaysia : Consumer Key Highlights

	Y-o-Y	Q-o-Q
Consumer Gross Loans *	10.9%	3.0%
Mortgages	12.2%	3.4%
Term loans	9.3%	2.9%
Auto	0.7%	0.7%
Credit cards	10.4%	3.9%
Consumer Deposits	11.7%	5.4%
CASA	2.8%	2.5%
Fixed & structured deposits	20.1%	7.8%

ASB – Loan Base

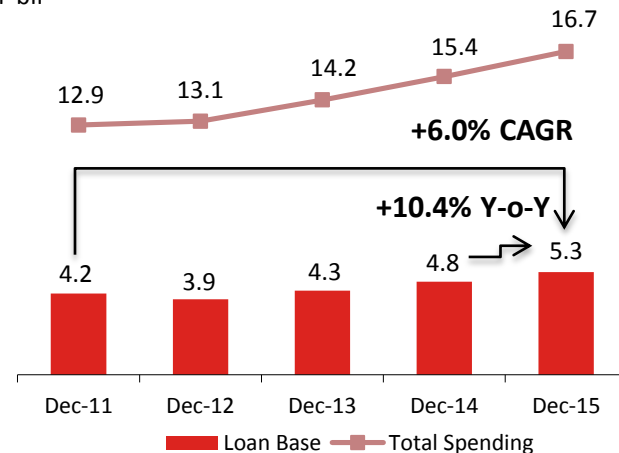


Note: * Loan base excludes bad bank

Sources: League table and market share based on central bank and internal data

Credit Cards

RM 'bil



Digital Banking

Active users ('000)	FY15	Y-o-Y	Q-o-Q
CIMB Clicks	1,842	21.2%	4.3%
CIMB Clicks Mobile App	624	20.1%	12.8%
Transactions ('000)	FY15	Y-o-Y	Q-o-Q
CIMB Clicks	86,098	42.6%	7.1%
CIMB Clicks Mobile App	10,165	93.5%	36.8%



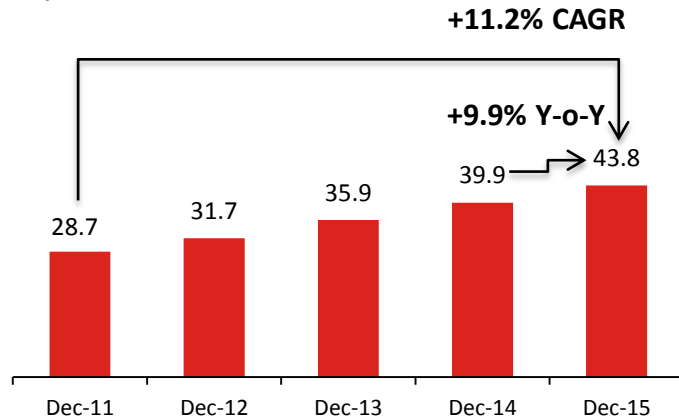
CIMB TravelCurrency - Customers can now buy FX conveniently via CIMB Clicks at competitive rates & choose to collect at any designated CIMB Bank BDCs

Indonesia : Consumer Key Highlights

	Y-o-Y	Q-o-Q
Consumer Gross Loans	3.9%	1.1%
Mortgages	3.5%	0.9%
Auto	(0.4%)	(1.2%)
Credit cards	20.8%	8.3%
Consumer Deposits	11.9%	(0.8%)
CASA	9.9%	(1.4%)
Fixed & structured deposits	13.8%	(0.4%)

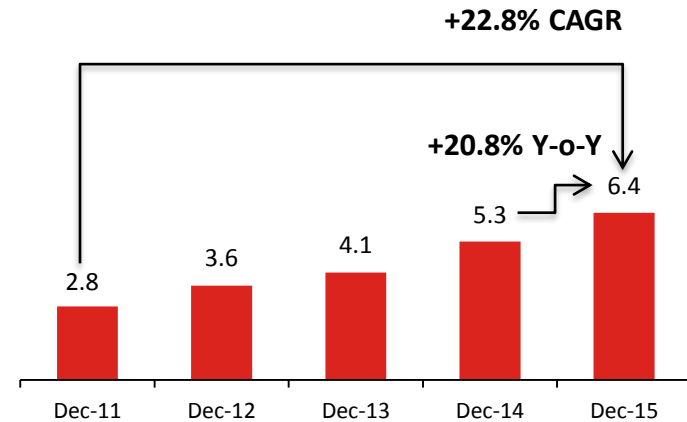
CASA Deposits

IDR 'tril



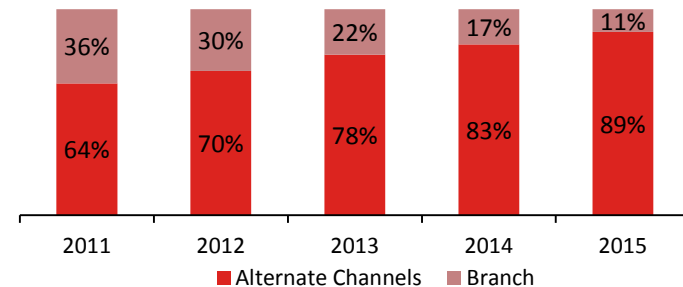
Credit Cards

IDR 'tril



Digital Banking

No of users ('000)	2011	2012	2013	2014	2015
CIMB Clicks	417	614	776	1,094	1,369
Go Mobile	29	276	529	839	1,192
Rekening Ponsel	-	-	274	674	1,379

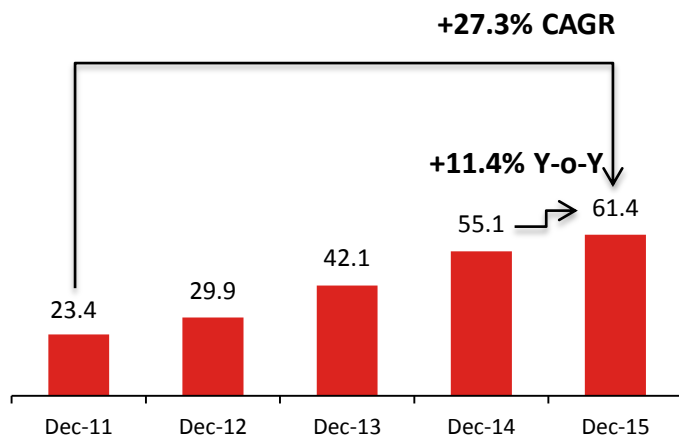


Thailand : Consumer Key Highlights

	Y-o-Y	Q-o-Q
Consumer Gross Loans *	10.5%	-
Mortgages	11.4%	(0.5%)
Auto Loans	9.9%	(0.5%)
Personal / Others	6.7%	3.7%
Consumer Deposits	(12.3%)	(7.8%)
CASA	36.0%	13.8%
Fixed & structured deposits	(26.5%)	(16.5%)

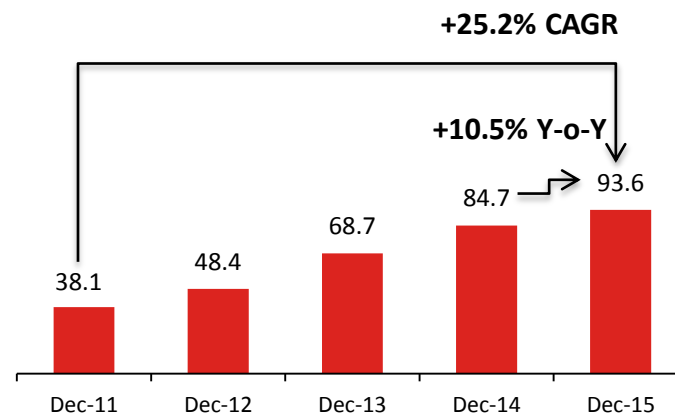
Mortgage Loans

THB 'bil



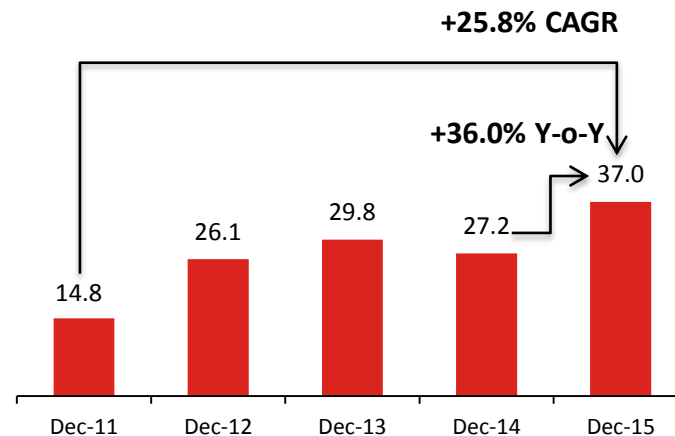
Consumer Loans

THB 'bil



CASA Deposits

THB 'bil



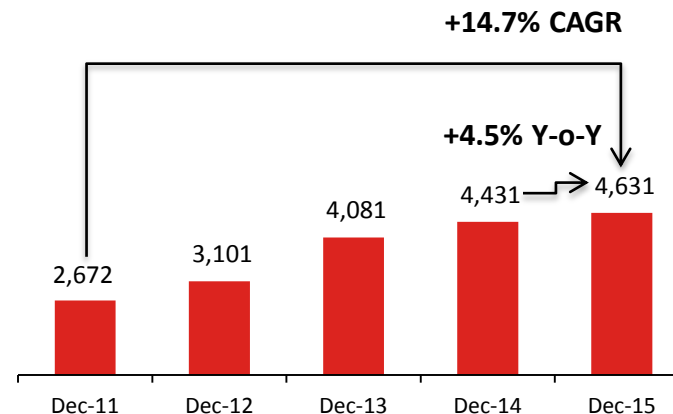
Note: * Gross loans exclude bad bank

Singapore : Consumer Key Highlights

	Y-o-Y	Q-o-Q
Consumer Gross Loans	17.3%	4.3%
Mortgages	15.8%	3.6%
Term loans	8.6%	2.2%
Credit cards	7.3%	2.9%
Consumer Deposits	4.5%	0.5%
CASA	(18.8%)	(6.1%)
Fixed & structured deposits	62.3%	10.1%

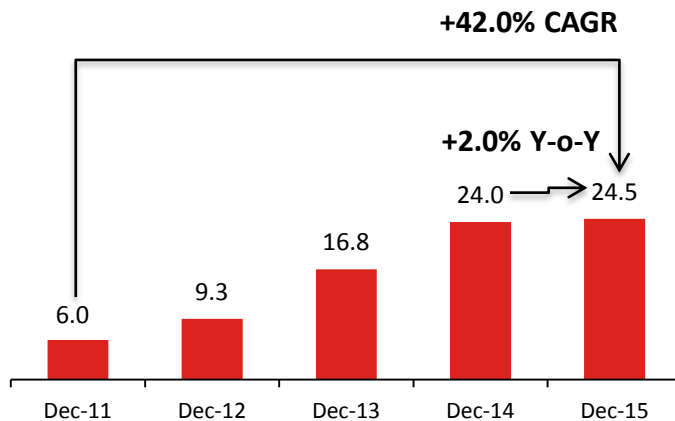
Consumer Deposits

SGD 'mil

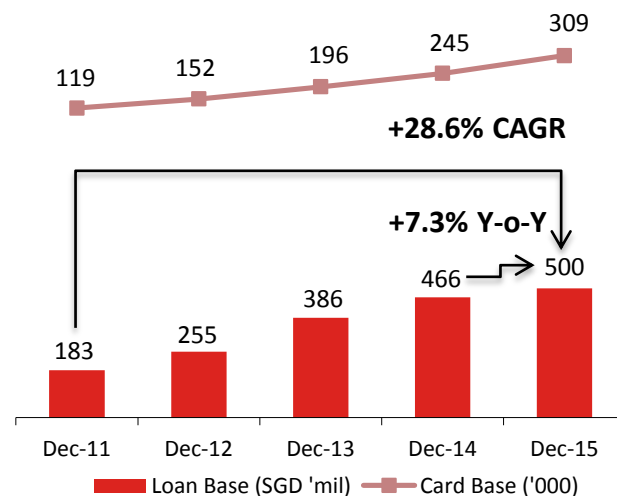


Wealth Management Fees

SGD 'mil



Credit Card



CIMB Niaga : Earnings Summary



(IDR 'bil)	FY15 BAU*	FY14 BAU^	Y-o-Y	4Q15 BAU*	3Q15 BAU*	Q-o-Q
Net interest income	11,386	10,689	6.5%	2,862	2,978	(3.9%)
Non interest income	2,350	2,571	(8.6%)	614	556	10.4%
Operating income	13,736	13,260	3.6%	3,476	3,534	(1.6%)
Overhead expenses	(7,234)	(6,832)	5.9%	(1,794)	(1,728)	3.8%
PPOP	6,502	6,428	1.2%	1,682	1,806	(6.9%)
Provisions	(5,361)	(3,466)	54.7%	(1,389)	(1,191)	16.6%
PBT	1,141	2,962	(61.5%)	293	615	(52.4%)
Net profit	856	2,105	(59.3%)	238	442	(46.2%)
EPS (IDR)	34.07	83.74	(59.3%)	9.46	17.59	(46.2%)
PBT (RM 'mil)	333	817	(59.2%)	91	176	(48.3%)
Net profit (RM 'mil)	249	581	(57.1%)	73	126	(42.1%)
ROE (Annualised)	3.0%	7.7%	(470bps)	3.3%	6.2%	(290bps)

Note: * Excluding 3Q15 : MSS cost (IDR471 bil); 4Q 15 : MSS cost (IDR100 bil)

^ Excluding gains from sale of Karawaci building (IDR238 bil)

CIMB Niaga : Key Ratios

(Consolidated, %)	FY15 BAU ⁺	FY14 BAU ⁺⁺	Y-o-Y	4Q15 BAU ⁺	3Q15 BAU ⁺	Q-o-Q
ROE [^]	3.0	7.7	↓	3.3	6.2	↓
NIM [^]	5.21	5.36	↓	5.25	5.40	↓
Cost to Income	52.7	51.5	↑	51.6	48.9	↑
Loan Loss Coverage [#]	111.5	88.8	↑	111.5	121.0	↓
Allowance Coverage	83.0	72.4	↑	83.0	74.0	↑
Loan Loss Charge [^]	3.0	2.1	↑	3.2	2.7	↑
Gross Impaired Loans Ratio	5.0	4.8	↑	5.0	5.2	↓
Gross NPL (BI Definition) [#]	3.7	3.9	↓	3.7	3.2	↑
Loan to Deposit (LDR)	98.0	99.5	↓	98.0	94.9	↑
CAR	16.3	15.6	↑	16.3	16.0	↑
CASA ratio	46.8	44.9	↑	46.8	47.7	↑

Notes: * MLDR = (Loans + HTM Bonds-Gov.Bonds-SBI) / (Total Deposits + Long Term Funding)

Based on BI definition

[^] Annualised and monthly average

+ Excluding 3Q15 : MSS cost (IDR471 bil); 4Q 15 : MSS cost (IDR100 bil)

++ Excluding gains from sale of Karawaci building (IDR238 bil)

CIMB Thai : Earnings Summary

Before GAAP Adjustments (THB 'mil)	FY15	FY14	Y-o-Y	4Q15	3Q15	Q-o-Q
Net interest income	8,477	7,889	7.5%	2,318	2,202	5.3%
Non interest income	3,757	2,618	43.5%	642	994	(35.4%)
Operating income	12,234	10,506	16.4%	2,960	3,196	(7.4%)
Overhead expenses	(7,127)	(7,141)	(0.2%)	(1,815)	(1,829)	(0.8%)
PPOP	5,107	3,366	51.7%	1,144	1,367	(16.3%)
Provisions	(3,770)	(2,130)	77.0%	(875)	(729)	20.0%
PBT	1,337	1,236	8.2%	269	638	(57.8%)
Net Profit	1,052	989	6.4%	206	498	(58.6%)
EPS (THB)	0.05	0.05	-	0.01	0.02	(50.0%)
Net Profit (RM 'mil) ~	125	105	19.0%	24	61	(60.7%)
PBT (RM 'mil) *	87	143	(39.2%)	(69)	99	-ve
Net profit (RM 'mil) *	48	111	(56.8%)	(72)	76	-ve
ROE (Annualised)	4.4%	4.4%	-	3.2%	8.4%	(520bps)

CIMB Thai : Key Ratios

(Consolidated, %)	FY15	FY14	Y-o-Y	4Q15	3Q15	Q-o-Q
ROE ^	4.4	4.4	↔	3.2	8.4	↓
NIM ^	3.27	3.37	↓	3.63	3.36	↑
Cost to Income	58.3	68.0	↓	61.3	57.2	↑
Loan Loss Coverage **	106.5	95.2	↑	106.5	89.2	↑
Loan Loss Charge ^	1.9	1.1	↑	1.7	1.4	↑
Gross NPL ratio **	3.1	3.3	↓	3.1	4.3	↓
Net NPL ratio **	2.2	1.8	↑	2.2	2.2	↔
Loan to Deposit	116.7	103.3	↑	116.7	116.6	↑
Modified LDR ***	91.1	90.1	↑	91.1	91.9	↓
CAR *	15.5	15.0	↑	15.5	13.5	↑
CASA ratio #	45.8	28.2	↑	45.8	36.2	↑

Notes: * Bank Only

** Excluding STAMC

*** $(\text{Loan} + \text{MM}) / (\text{Deposit} + \text{MM} + \text{BE} + \text{S/T debenture} + \text{structured debenture})$

^ Annualised

Fixed deposit receipt call reclassified as savings from fixed deposits