

Analyst Presentation FY14 Results

27 February 2015



Agenda

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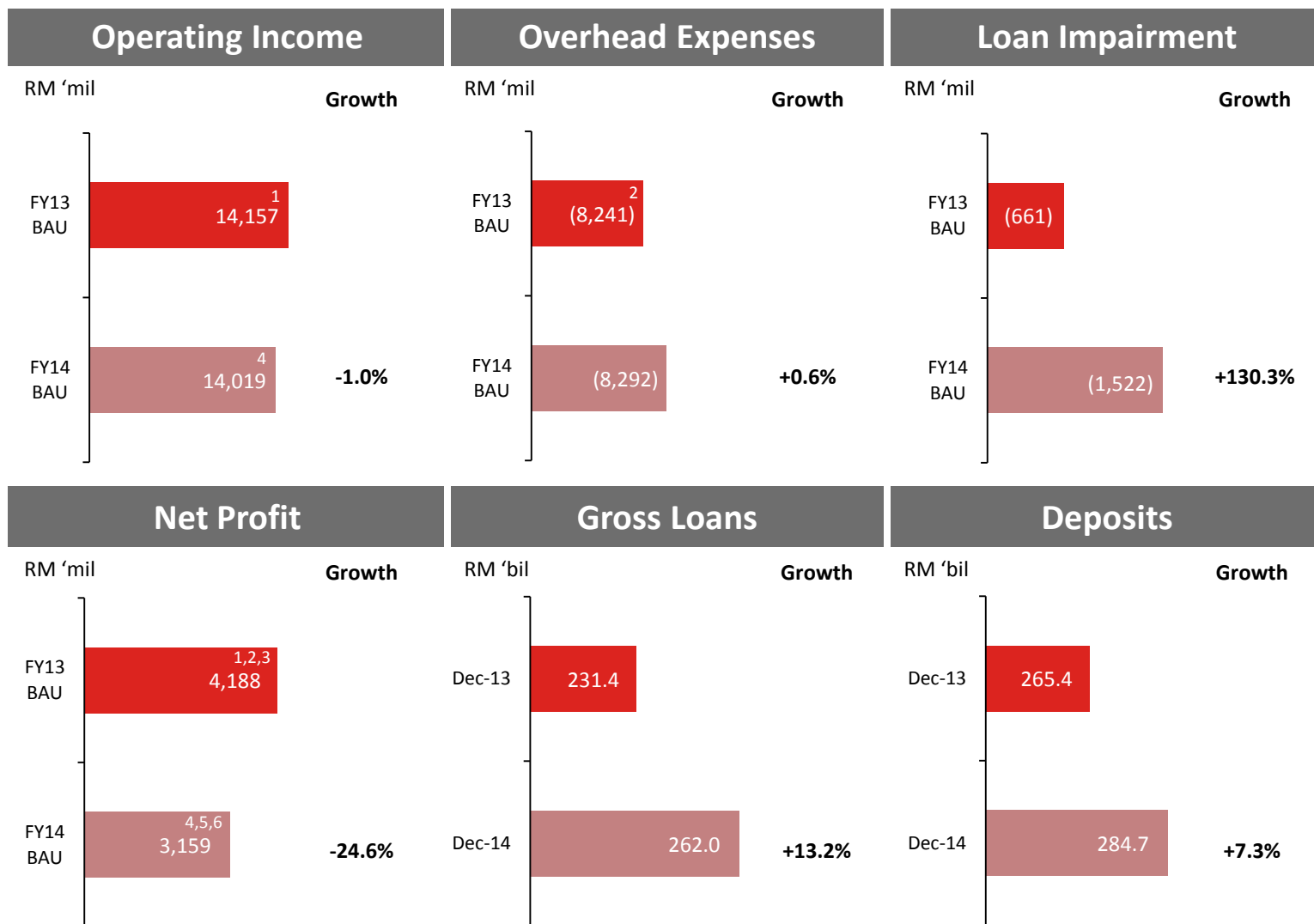
CIMB Group : FY14 Results

1. Key Highlights

FY14 Highlights

- BAU PPOP down 3.2% - Main shortfall from weaker Noll (slower capital markets and bancassurance impact from implementation of new regulations in Indonesia)
- Costs contained, 0.6% Y-o-Y growth in BAU operating expenses
- BAU ROE at 9.3%; Reported net profit -31.6% from higher provisions, goodwill impairment, offset by gains from non-core assets disposal. Excluding extraordinary items, BAU net profit -24.6%
- CET1 strengthened to 10.1% from 8.0% in Dec-13 with the release of regulatory reserves

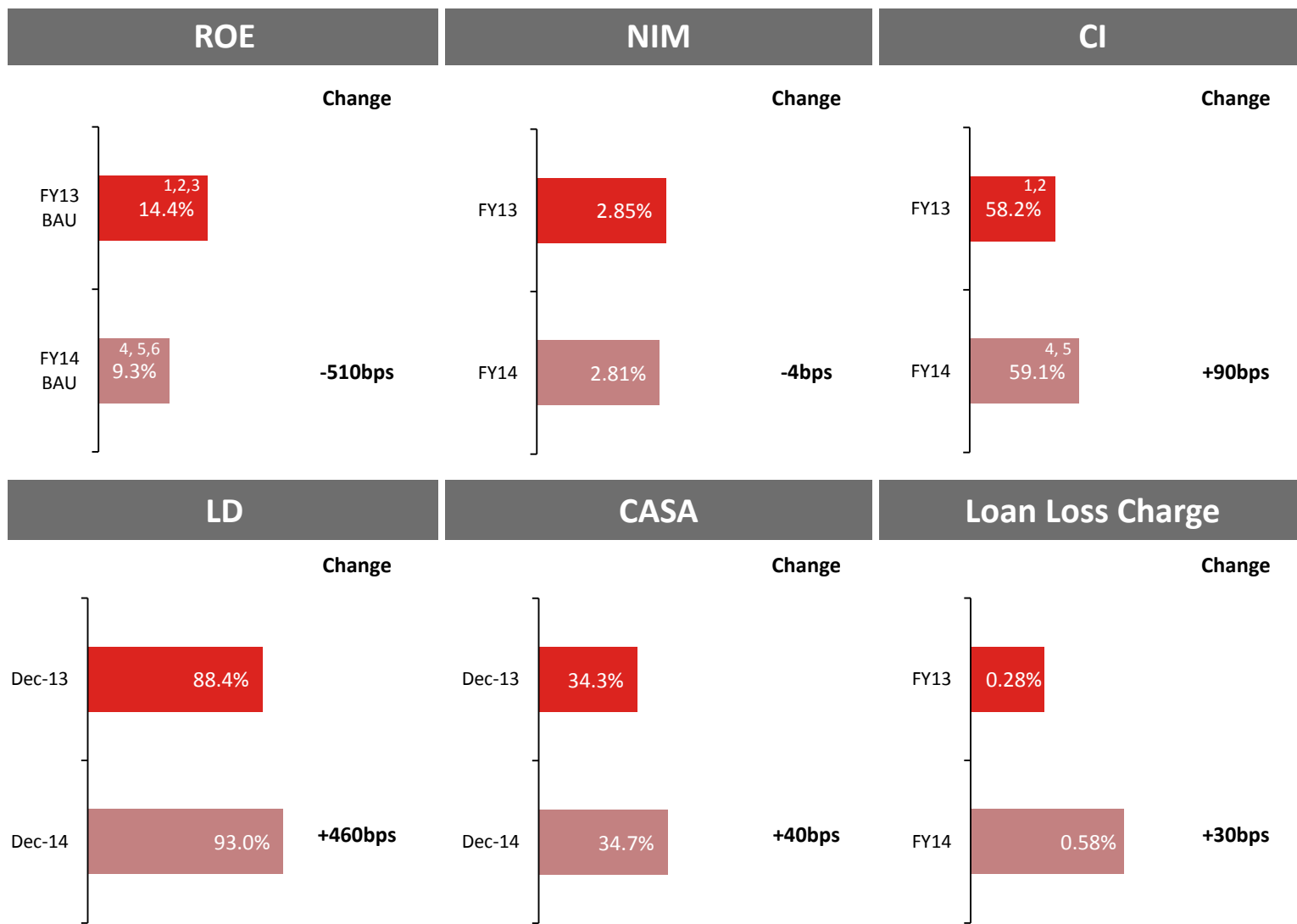
Key Financial Highlights



Notes: 1. Excluding gains from sale of CIMB Aviva (RM515 mil)
 2. Excluding restructuring charges (RM217 mil)
 3. Excluding tax impact from restructuring charges (RM54 mil)

4. Excluding gains from sale of Karawaci building (RM66 mil)
 5. Excluding gains from sale of CIMB Insurance Brokers (RM61 mil)
 6. Excluding IB goodwill impairment (RM128 mil) and DTA reversal (RM51 mil)

Key Ratios



Notes: 1. Excluding gains from sale of CIMB Aviva (RM515 mil)
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Actual vs Targets for 2014

	FY14 Actual	FY14 Targets
ROE	9.2%	13.5-14.0%
TSR	-22.3% > FBMKLCI	> FBMKLCI
Dividend	40%	40%
Total Loans Growth *	13.2%	14%
Loan Loss Charge	0.58%	35-40bps
Total Capital (CIMB Group)	15.1%	> 13%
CET 1 (CIMB Group)	10.1%	> 8.5%
Leverage (CIMB Group) **	15.8x	< 20x

Notes:

* Excluding bad bank

**As per Basel 3, Formula = (On and Off Balance Sheet exposure – Reg Adjustments) / Tier 1 Capital

CIMB Group : FY14 Results

2. CIMB Group FY14 Financials

Earnings Summary Y-o-Y

(RM 'mil)	FY14	FY14 BAU *	FY13	FY13 BAU **	Y-o-Y	Y-o-Y BAU
Net interest income	9,962	9,962	9,391	9,391	6.1%	6.1%
Non interest income	4,184	4,057	5,281	4,766	(20.8%)	(14.9%)
Operating income	14,146	14,019	14,672	14,157	(3.6%)	(1.0%)
Overhead expenses	(8,292)	(8,292)	(8,458)	(8,241)	(2.0%)	0.6%
PPOP	5,854	5,727	6,214	5,916	(5.8%)	(3.2%)
Loan impairment	(1,522)	(1,522)	(661)	(661)	130.3%	130.3%
Other provisions	(179)	(51)	(65)	(65)	175.4%	(21.5%)
Share of JV / Associates	123	123	361	361	(65.9%)	(65.9%)
PBT	4,276	4,277	5,849	5,551	(26.9%)	(23.0%)
Net profit	3,107	3,159	4,540	4,188	(31.6%)	(24.6%)
EPS (sen)	37.5	38.1	60.0	55.3	(37.5%)	(31.1%)
ROE (Annualised)	9.2%	9.3%	15.5%	14.4%	(630bps)	(510bps)

Notes: * 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)

** Excluding gains from sale of CIMB Aviva (RM515 mil), restructuring charges (RM217 mil) and tax impact (RM54 mil)

Key Ratios

(%)	FY14	FY14 BAU ~	FY13	FY13 BAU *	Y-o-Y BAU	4Q14	3Q14	Q-o-Q
ROE ^	9.2	9.3	15.5	14.4	↓	2.2	9.8	↓
NIM ^**	2.81	2.81	2.85	2.85	↓	2.79	2.82	↓
Non-interest income / total income	29.6	28.9	36.0	33.7	↓	31.0	29.2	↓
Cost to income	58.6	59.1	57.6	58.2	↑	61.0	57.6	↑
Allowance coverage	82.7	82.7	84.8	84.8	↓	82.7	74.2	↑
Loan loss charge ^	0.58	0.58	0.28	0.28	↑	1.39	0.55	↑
Gross impaired loans ratio	3.1	3.1	3.2	3.2	↓	3.1	3.3	↓
Net impaired loans ratio (Net of IA and PA)	0.5	0.5	0.5	0.5	↑	0.5	0.8	↑
Average shareholders' funds (RM 'mil)	33,817	33,842	29,324	29,148	↑	37,039	36,188	↑
ROA ^	0.79	0.80	1.28	1.18	↓	0.20	0.93	↑
Book value per share (RM)	4.44	4.44	3.92	3.87	↑	4.44	4.40	↑
Loan to Deposit (LDR)	93.0	93.0	88.4	88.4	↑	92.7	93.5	↑
CASA ratio	34.7	34.7	34.3	34.3	↑	34.7	34.9	↑

Notes: ^ Annualised

** Daily Average

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

* Excluding gains from sale of CIMB Aviva (RM515 mil), restructuring charges (RM217 mil) and tax impact (RM54 mil)

Operating Expenses

(RM 'mil)	FY14	FY13	FY13 BAU	Y-o-Y BAU	4Q14	3Q14	Q-o-Q
Personnel	4,609	4,876	4,659 ²	(1.1%)	1,249	1,104	13.1%
Establishment	1,921	1,829	1,829	5.0%	488	495	(1.4%)
Marketing	372	393	393	(5.3%)	107	90	18.9%
Admin & General	1,390	1,360	1,360	2.2%	395	345	14.5%
Total excluding Extraordinary Cost Items	8,292	8,458	8,241	0.6%	2,239	2,034	10.1%
Total	8,292	8,458		(2.0%)	2,239	2,034	10.1%
(%)		FY14		FY13		4Q14	3Q14
Cost to income		58.6		57.6		61.0	57.6
Cost to income <u>excluding</u> Extraordinary items		59.1 ¹		58.2 ^{2,3}		63.2 ¹	57.6

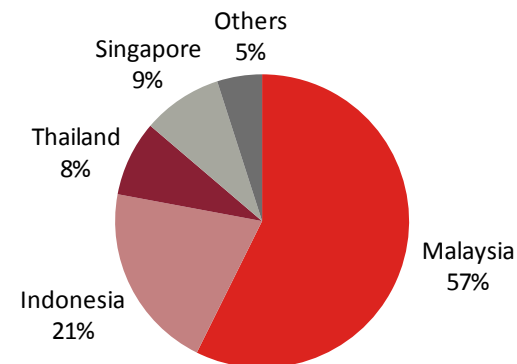
Notes: 1. Gains from sale of CIMB Insurance Brokers (RM61 mil) and Karawaci building (RM66 mil) 2. Restructuring charges (RM217 mil)
3. Gains from sale of CIMB Aviva (RM515 mil)

Gross Loans Growth

50.9% of banking book from RFS

Divisions / Products (RM 'bil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Retail Financial Services (50.9%)	133.3	116.8	14.1%	127.2	4.8%
Mortgages	63.1	55.7	13.3%	60.1	5.0%
Term Loans	29.5	25.7	14.8%	28.4	3.9%
Auto	21.0	19.6	7.1%	20.3	3.4%
Credit Cards	7.6	6.4	18.8%	7.0	8.6%
Micro Credit	4.2	3.8	10.5%	4.0	5.0%
Enterprise	5.5	4.1	34.1%	5.2	5.8%
Others	2.4	1.5	60.0%	2.2	9.1%
Commercial Banking (17.9%)	46.8	39.8	17.6%	43.9	6.6%
Corporate (31.2%)	81.9	74.8	9.5%	75.6	8.3%
Gross Loans *	262.0	231.4	13.2%	246.7	6.2%

Loans by Country as at 31 Dec 14 #



Y-o-Y Growth	Loans*
Malaysia	7.1%
Indonesia ^	12.4%
Thailand ^	11.0%
Singapore ^	14.5%
Others**	53.9%
Group ~	11.4%

Notes: * Gross loans excludes bad bank. Excluding FX fluctuations, total gross loans grew 11.4% Y-o-Y and 4.5% Q-o-Q

Based on geographical location of counterparty, excluding bad bank

^ In local currency

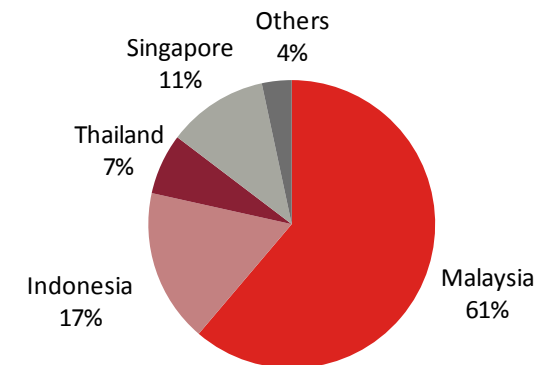
~ Excluding FX fluctuations

** Inclusive of Labuan, London, Cambodia, HK & Shanghai

Deposits Growth

Divisions / Products (RM 'bil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Retail Financial Services (39.2%)	111.5	103.6	7.6%	106.5	4.7%
Current	17.9	17.8	0.6%	17.5	2.3%
Savings	31.1	28.7	8.4%	30.2	3.0%
Fixed & Structured Deposits	62.5	57.1	9.5%	58.8	6.3%
Commercial & Enterprise Banking (20.1%)	57.2	49.6	15.3%	50.4	13.5%
Wholesale # (40.7%)	116.0	112.2	3.4%	109.9	5.6%
Total *	284.7	265.4	7.3%	266.8	6.7%

Deposits by Country as at 31 Dec 14



Y-o-Y Growth	Deposits
Malaysia	2.7%
Indonesia ^	6.7%
Thailand ^	20.9%
Singapore ^	36.5%
Others**	(34.0%)
Group ~	6.1%

Notes: *Excluding FX fluctuations, total group deposits grew 6.1% Y-o-Y and 5.1% Q-o-Q

^ In local currency

~ Excluding FX fluctuations

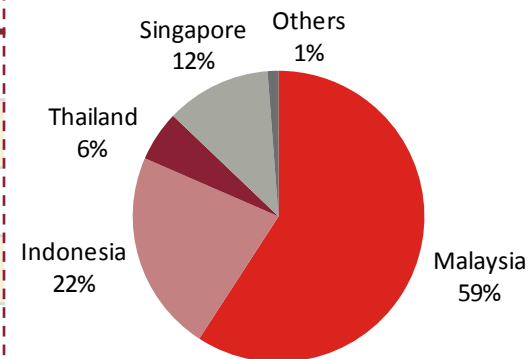
Includes deposits with options classified as derivatives in MY & SG

** Inclusive of Labuan, London, Cambodia, HK & Shanghai

CASA Growth

Country (RM 'bil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Malaysia	58.6	55.7	5.2%	55.6	5.2%
Indonesia **	22.1	19.4	13.9%	20.6	7.3%
Thailand	5.5	4.8	14.6%	6.1	(9.8%)
Singapore	11.5	10.0	15.0%	11.4	0.9%
Others	1.2	1.2	-	1.3	(7.7%)
Total *	98.9	91.1	8.6%	95.0	4.0%

CASA by Country as at 31 Dec 14



CASA Growth Y-o-Y

Malaysia	5.2%
Indonesia ^	9.0%
Thailand ^	7.9%
Singapore ^	12.4%
Group ~	6.9%

Notes: * Excluding FX fluctuations, total CASA grew 6.9% Y-o-Y and 2.4% Q-o-Q

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

^ In local currency

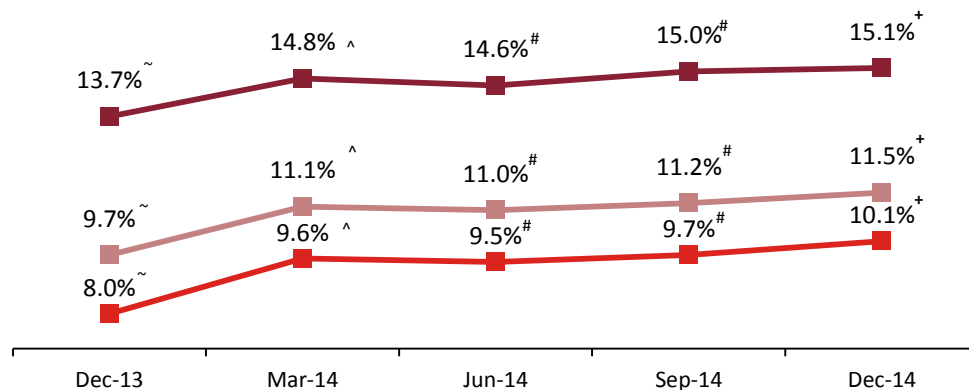
~ Excludes FX fluctuations

+ Includes Labuan

Capital Management – CIMB Group

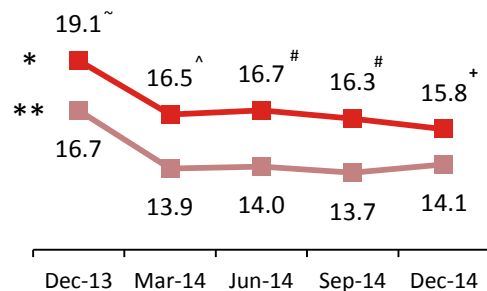
2014 Minimum Regulatory Requirements

Total Capital	8.0%
Tier 1	5.5%
Core Equity Tier 1	4.0%

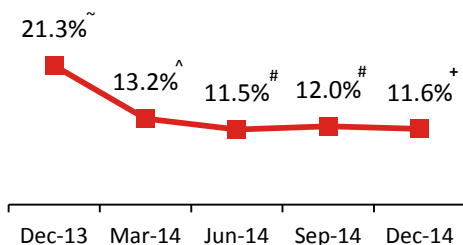


- Ratios are inclusive of cumulative quarterly net profits, after dividends declared and DRS
- Regulatory reserve uplift in Dec-14
- Proposed FY14 second interim dividend of 5.00 sen based on full year payout of 40%, assuming DRS take-up rate of 80%

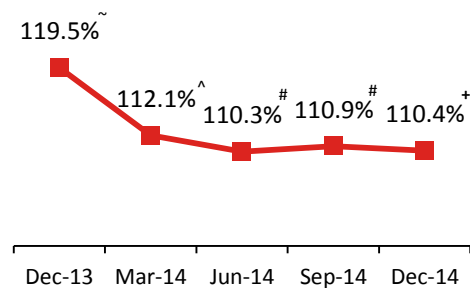
Leverage Ratio (times)



Gearing Ratio



Double Leverage Ratio



Notes: ~ Post CIMBGH's FY13 Second Interim Dividend & the corresponding DRS(82.6%); and reinvestment of cash dividend surplus into CIMB Bank

^ Post issuance of RM3.55 bil. The cash is utilised for injection into subsidiaries and debt repayment

Post CIMBGH's FY14 First Interim Dividend and the actual corresponding DRS (70.9%); and reinvestment of cash dividend surplus into CIMB Bank

+ Post CIMBGH's FY14 Second Interim Dividend and the projected corresponding DRS (80%); regulatory reserve uplift; and reinvestment of cash dividend surplus into CIMB Bank

* As per Basel 3, Formula = (On and Off Balance Sheet exposure – Reg Adjustments) / Tier 1 Capital ** Formula = (Total Assets - GW - Intangibles) / (Total Equity – GW – Intangibles)

CIMB Group : FY14 Results

3. PBT by Segment

PBT by Segments

PBT (RM 'mil)	FY14 *	FY13 **	Y-o-Y	4Q14 *	3Q14	Q-o-Q
Consumer Banking (52.8%)	2,258	2,271	(0.6%)	540	528	2.3%
Malaysia (43.3%)	1,850	1,721	7.5%	451	460	(2.0%)
Indonesia (7.0%)	298	578	(48.4%)	63	36	75.0%
Thailand (0.5%)	20	(23)	n.a.	2	9	(77.8%)
Singapore (1.8%)	77	(8)	n.a.	19	21	(9.5%)
Others (0.3%)	13	3	333.3%	5	2	150.0%
Wholesale Banking (37.5%)	1,606	2,718	(40.9%)	(159)	537	n.a.
Investment Banking (-0.5%)	(21)	204	n.a.	(42)	8	n.a.
Corporate Banking (16.4%)	700	1,382	(49.3%)	(254)	248	n.a.
Treasury & Markets^ (21.6%)	927	1,132	(18.1%)	137	281	(51.2%)
Investments (9.7%) *	413	562	(26.5%)	5	114	(95.6%)
PBT (BAU)	4,277	5,551	(23.0%)	386	1,179	(67.3%)
PBT	4,276	5,849	(26.9%)	385	1,179	(67.3%)

➤ Malaysia consumer accounts for 81.9% of regional consumer PBT

Notes: * FY14 and 4Q 14 - Excluding gains from sale of Karawaci building (RM66 mil), gains from sale of CIMB Insurance Brokers (RM61 mil) and IB goodwill impairment (RM128)

** FY13 - Excluding gains from sale of CIMB Aviva (RM515 mil) and restructuring charges (RM217 mil)

^ Excluding customer flows

CIMB Group : FY14 Results

3.1 Regional Consumer Banking

Malaysia : Consumer Banking

(RM 'mil)	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
Net interest income	3,633	3,391	7.1%	940	911	3.2%
Non interest income	1,059	1,025	3.3%	270	265	1.9%
Operating income	4,692	4,416	6.3%	1,210	1,176	2.9%
Overhead expenses	(2,747)	(2,702)	1.7%	(748)	(663)	12.8%
PPOP	1,945	1,714	13.5%	462	513	(9.9%)
(Provisions) / Writeback	(98)	2	n.a.	(12)	(53)	(77.4%)
Share of JV / Associates	3	5	(40.0%)	1	-	n.a.
PBT	1,850	1,721	7.5%	451	460	(2.0%)

Malaysia : Consumer Gross Loans and Deposits

Consumer Gross Loans (RM 'bil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Retail Financial Services (89.0%)	101.3	90.0	12.6%	97.8	3.6%
Mortgages	46.9	42.2	11.1%	45.4	3.3%
Term loans	26.5	23.0	15.2%	25.3	4.7%
Auto	13.5	12.6	7.1%	13.3	1.5%
Credit cards	4.9	4.3	14.0%	4.6	6.5%
Personal	3.3	3.2	3.1%	3.3	-
Enterprise	5.5	4.1	34.1%	5.2	5.8%
Others	0.7	0.6	16.7%	0.7	-
Commercial Banking (11.0%)	12.5	10.9	14.7%	11.5	8.7%
Total	113.8	100.9	12.8%	109.3	4.1%
Consumer Deposits (RM 'bil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Retail Financial Services (68.0%)	64.2	63.1	1.7%	63.5	1.1%
Current	10.6	10.4	1.9%	10.3	2.9%
Savings	15.7	15.0	4.7%	15.4	1.9%
Fixed & structured deposits	37.9	37.7	0.5%	37.8	0.3%
Commercial & Enterprise Banking (32.0%)	30.2	28.2	7.1%	27.3	10.6%
Current	20.3	18.6	9.1%	18.3	10.9%
Fixed & structured deposits	9.9	9.6	3.1%	9.0	10.0%
Total	94.4	91.3	3.4%	90.8	4.0%

➤ Malaysia Consumer CASA ratio increased from 48.2% to 49.4% Y-o-Y

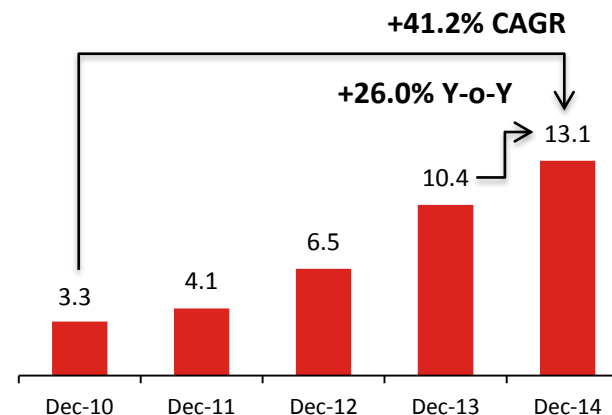
Malaysia : Consumer Key Highlights



	Dec-14		Dec-13	
	Mkt Share	Rank*	Mkt Share	Rank
Retail CASA	12.0%	3	12.0%	3
Auto	8.2%	5	7.7%	5
Residential Mortgages	12.7%	3	12.6%	3
Non-Residential Mortgages	10.3%	3	10.8%	3
Credit Cards	13.4%	3	12.2%	3

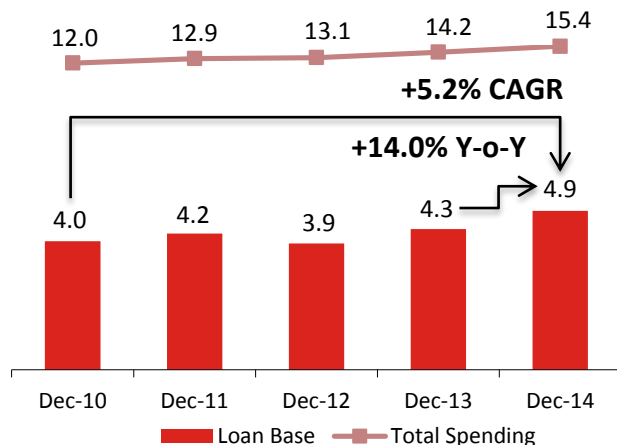
ASB – Loan Base

RM 'bil



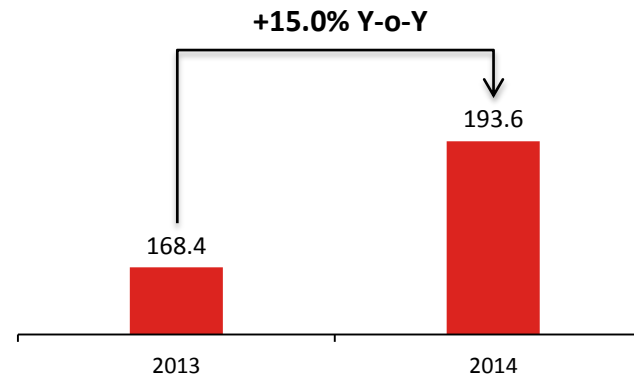
Credit Cards

RM 'bil



Wealth Management Income

RM 'mil



Note: Loan base excludes bad bank * As at Sep-14
Sources: League table and market share based on central bank and internal data

Indonesia : Consumer Gross Loans and Deposits

Consumer Gross Loans (IDR 'bil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Retail Financial Services (41.3%)	50,006	47,879	4.5%	48,747	2.6%
Mortgage	22,488	22,409	0.4%	22,227	1.2%
Auto	18,658	18,353	1.7%	18,137	2.9%
Credit Cards	5,273	4,077	29.3%	4,952	6.5%
Others	3,587	3,040	18.0%	3,431	4.5%
Commercial & Enterprise Banking (56.2%)	67,948	62,825	8.2%	66,787	1.7%
High End	36,083	34,117	5.8%	35,971	0.3%
SME and Enterprise	31,865	28,708	11.0%	30,816	3.4%
Mikro Finance (2.5%)	3,000	2,361	27.1%	2,791	7.5%
Total	120,954	113,065	7.0%	118,325	2.2%

Consumer Deposits (IDR 'bil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Retail Financial Services (58.8%)	82,396	74,748	10.2%	80,557	2.3%
Current	2,021	1,812	11.5%	1,802	12.2%
Savings	37,856	34,107	11.0%	37,275	1.6%
Fixed & structured deposits	42,519	38,829	9.5%	41,480	2.5%
Commercial & Enterprise Banking (41.2%)	57,644	54,469	5.8%	53,276	8.2%
Current	26,570	24,569	8.1%	26,726	(0.6%)
Savings	678	596	13.7%	652	3.9%
Fixed & structured deposits	30,396	29,304	3.7%	25,898	17.4%
Total	140,040	129,217	8.4%	133,833	4.6%

Note: Deposits adjusted for high cost saving deposits classified as Structured Deposits

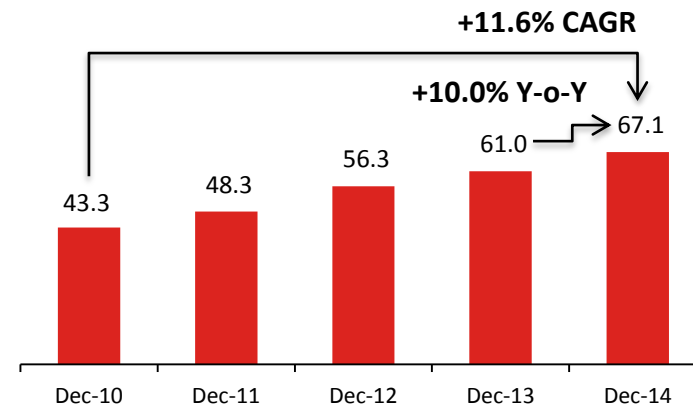
Indonesia : Consumer Key Highlights



	Dec-14*		Dec-13	
	Mkt Share	Rank	Mkt Share	Rank
Deposits	4.2%	5	4.5%	5
Mortgages	7.1%	5	7.9%	5
Credit Cards ~	11.1%	4	10.7%	4

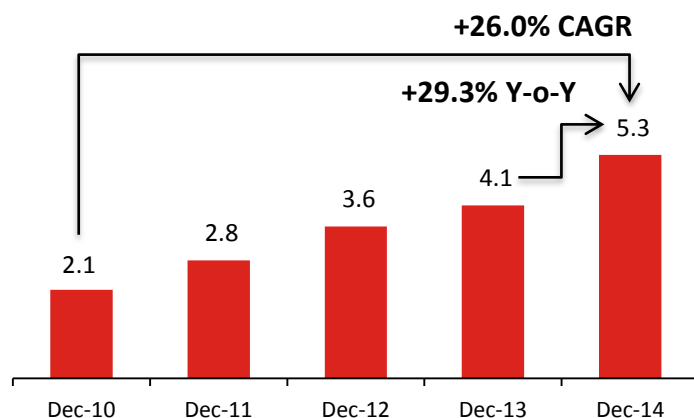
Consumer CASA

IDR 'tril



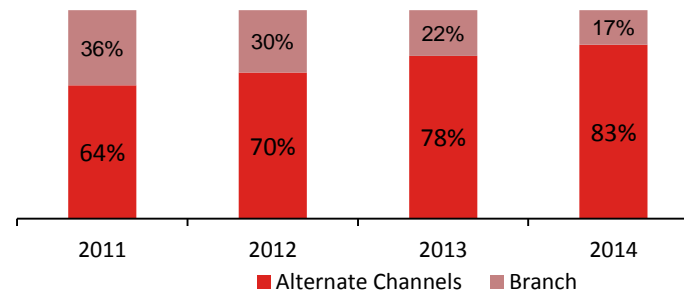
Credit Card – Loan Base

IDR 'tril



Branch & Alternate Channels Transactions ^

No of users ('000)	2011	2012	2013	2014
CIMB Clicks	417.2	614.0	775.8	1,093.8
Go Mobile	29.3	275.5	528.8	839.1



Notes: * As at Nov-14 ~ Card base ^ Financial transactions only
Sources: League table and market share based on central bank and internal data

Thailand : Consumer Gross Loans and Deposits

Consumer Gross Loans (THB 'bil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Retail Financial Services (62.0%)	84.7	68.8	23.1%	80.9	4.6%
Mortgage	55.1	42.7	29.2%	52.1	5.7%
Auto Loans	19.1	16.9	12.7%	18.7	2.1%
Personal / Others	10.5	9.2	14.3%	10.1	3.5%
Commercial & Enterprise Banking (38.0%)	52.0	43.5	19.5%	48.4	7.3%
Total	136.7	112.3	21.7%	129.3	5.7%

Consumer Deposits (THB 'bil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Retail Financial Services (88.5%)	114.6	101.6	12.8%	97.1	18.0%
Current	0.7	0.8	(10.4%)	0.7	-
Savings	25.9	29.1	(10.9%)	28.0	(7.6%)
Fixed & structured deposits	88.0	71.7	22.6%	68.4	28.7%
Commercial & Enterprise Banking (11.5%)	14.9	12.2	22.0%	13.2	12.5%
Current	0.7	0.6	14.0%	0.7	-
Savings	4.2	3.3	30.6%	3.3	28.7%
Fixed & structured deposits	10.0	8.3	19.2%	9.2	8.4%
Total	129.5	113.8	13.8%	110.3	17.4%

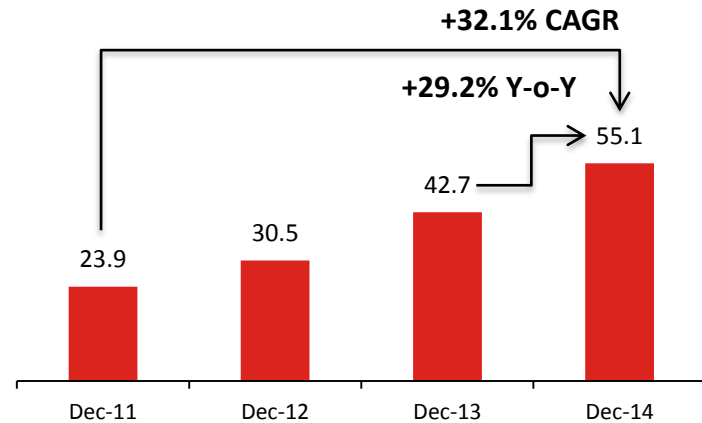
Thailand : Consumer Key Highlights



	Dec-14		Dec-13	
	Mkt Share	Rank	Mkt Share	Rank
Deposits	1.8%	9	1.5%	9
Mortgages	3.1% *	9 *	2.5%	9
Auto	1.2% *	9 *	1.0%	9
SME Loans	2.2%	7	2.1%	7

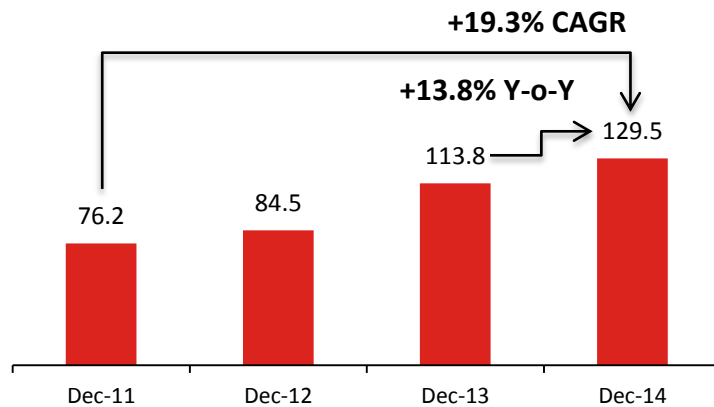
Mortgage Loans

THB 'bil



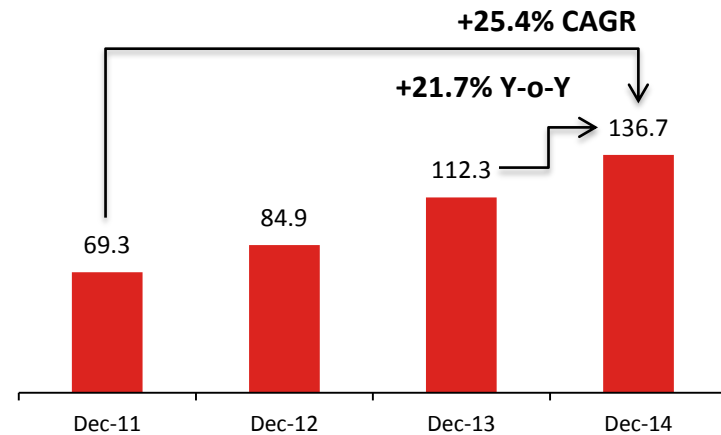
Consumer Deposits

THB 'bil



Consumer Loans

THB 'bil



Note: * As of Sep-14

Source: League table and market share based on internal assumptions

Singapore : Consumer Gross Loans and Deposits

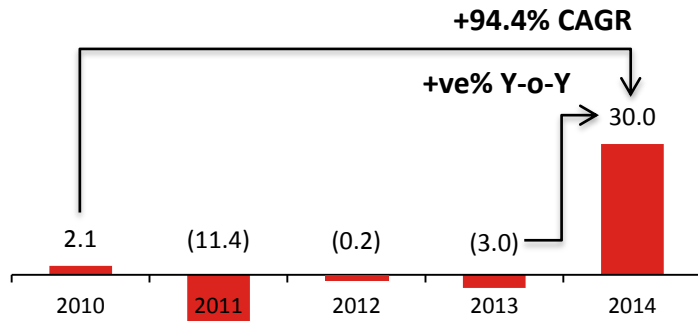
Consumer Gross Loans (SGD 'mil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Retail Financial Services (45.7%)	2,706	2,100	28.9%	2,578	5.0%
Mortgages	1,660	1,463	13.5%	1,614	2.9%
Term loans	175	158	10.8%	172	1.7%
Credit cards	466	386	20.7%	438	6.4%
Others	405	93	335.5%	354	14.4%
Commercial & Enterprise Banking (54.3%)	3,216	2,687	19.7%	3,317	(3.0%)
Total	5,922	4,787	23.7%	5,895	0.5%
Consumer Deposits (SGD 'mil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Retail Financial Services (58.5%)	4,648	4,133	12.5%	4,582	1.4%
Current	2,551	2,673	(4.6%)	2,628	(2.9%)
Savings	751	610	23.1%	737	1.9%
Fixed & structured deposits	1,346	850	58.5%	1,217	10.6%
Commercial & Enterprise Banking (41.5%)	3,294	1,891	74.2%	2,757	19.5%
Current	809	407	98.8%	682	18.6%
Fixed & structured deposits	2,485	1,484	67.5%	2,075	19.8%
Total	7,942	6,024	31.8%	7,339	8.2%

➤ Higher Y-o-Y Commercial Banking loans mainly driven by trade finance products

Singapore : Consumer Key Highlights

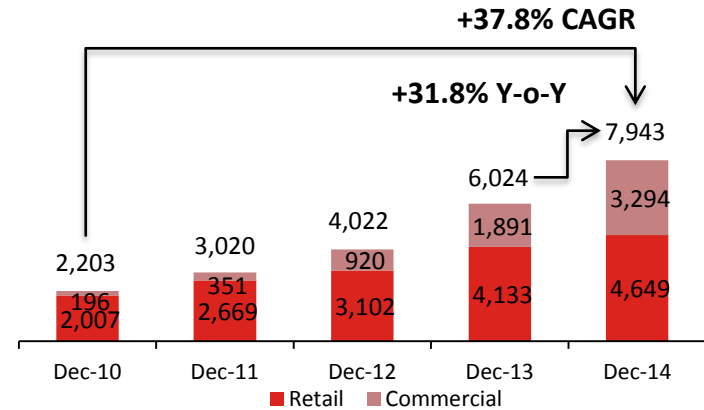
Consumer PBT

SGD 'mil



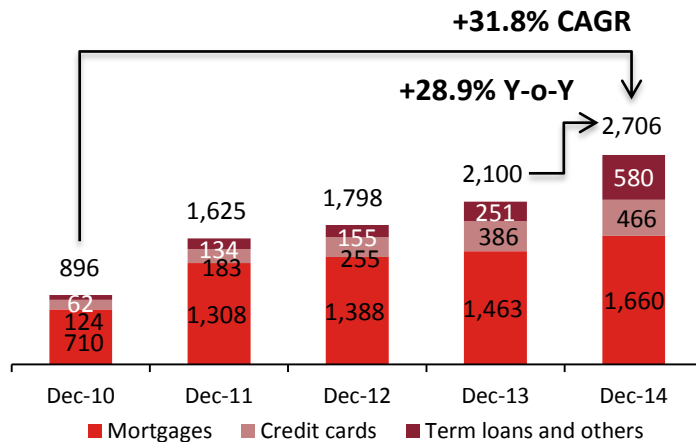
Consumer Deposits

SGD 'mil



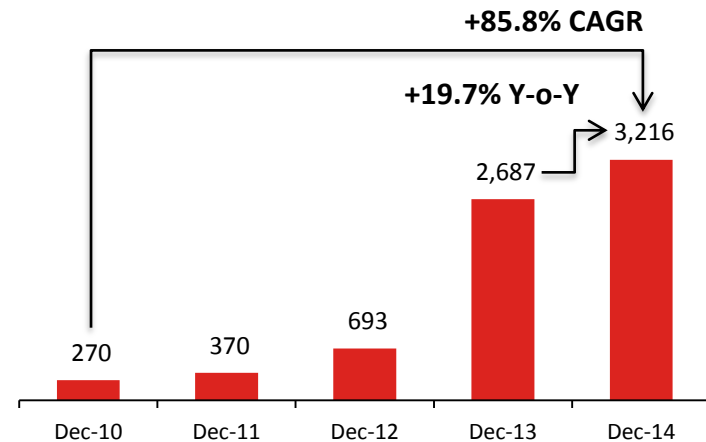
Retail Loan Base

SGD 'mil



Commercial & Enterprise Loan Base

SGD 'mil

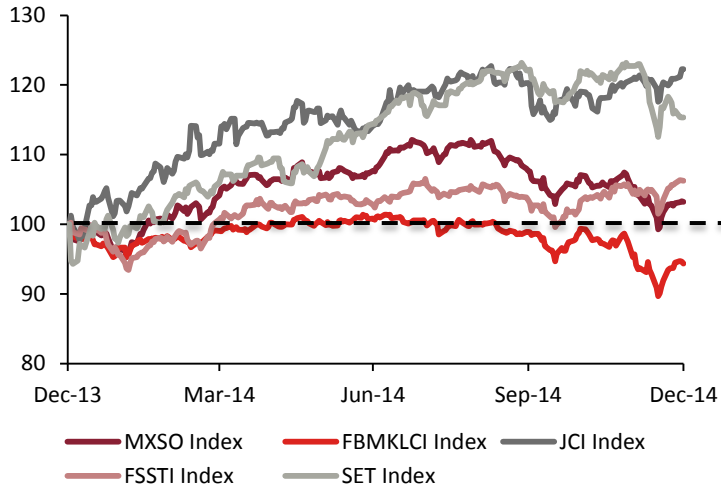


CIMB Group : FY14 Results

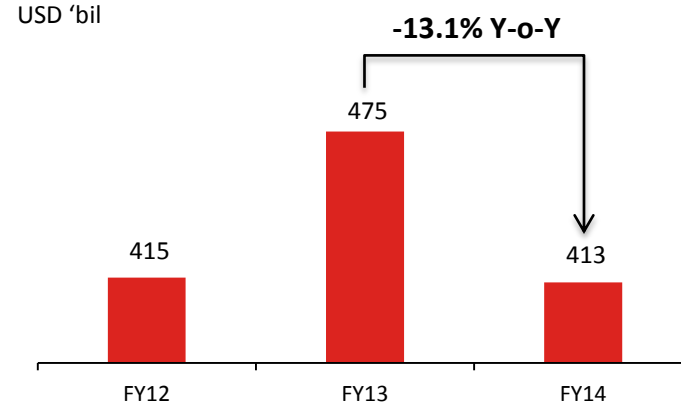
3.2 Regional Wholesale Banking

ASEAN Equity Markets, ECM and IPO Activities

Index Performance

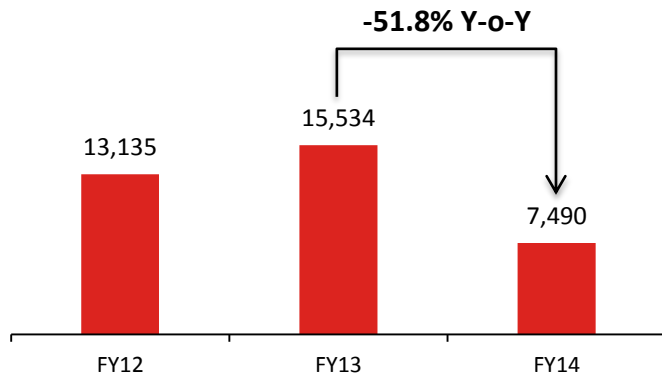


MSCI SEA Traded Value



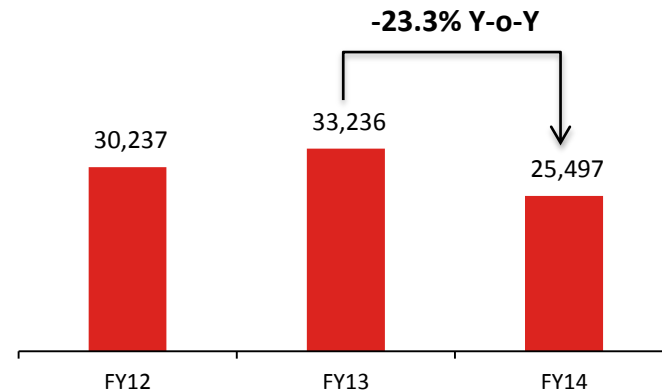
Industry ASEAN IPO

USD 'mil



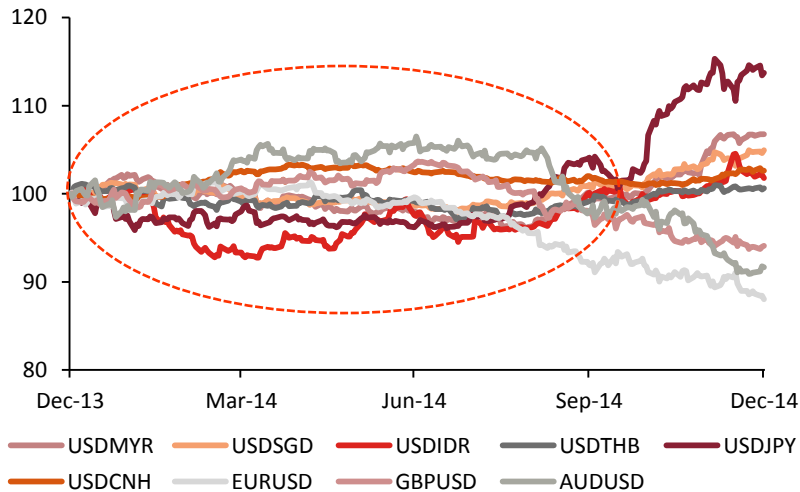
Industry ASEAN ECM

USD 'mil

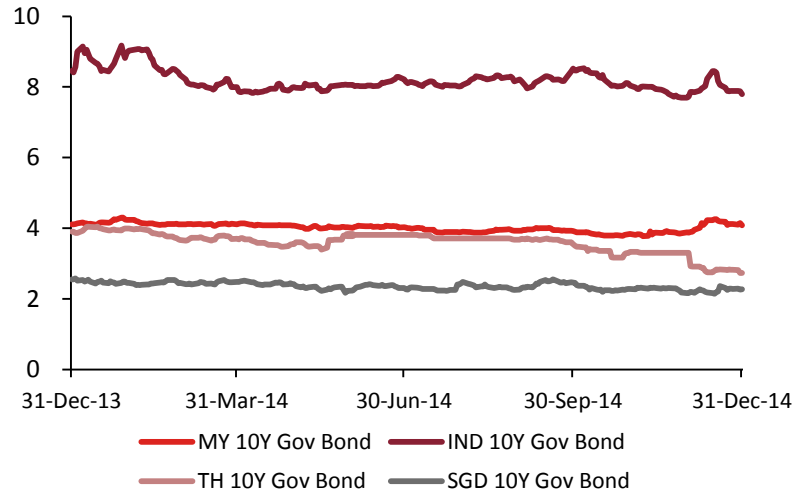


Fixed Income and Currencies : Flat and Weak Issuances

FOREX Movements

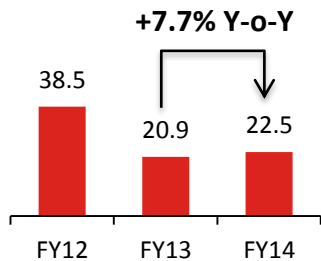


Bond Yields



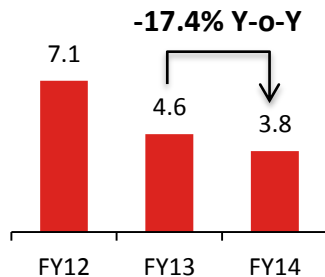
Malaysia Issuance

USD 'bil



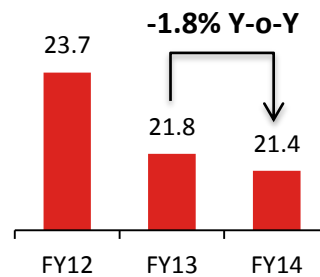
Indonesia Issuance

USD 'bil



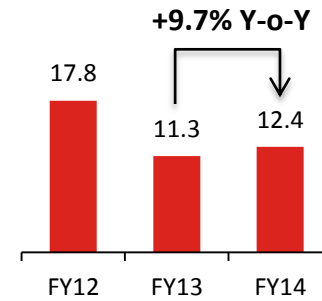
Thailand Issuance

USD 'bil





Singapore Issuance


USD 'bil




IB Market Share and Ranking (1)

	FY14		FY13	
	Market Share	Rank	Market Share	Rank
Cash Equities	11.0%	2	17.3%	1
IPO	7.9%	5	19.6%	1
ECM	19.3%	1	26.2%	1
M&A	43.8%	1	23.0%	1
Syndication ^	9.4%	3	7.5%	5
DCM Domestic	27.6%	1	26.2%	1
Sukuk	29.4%	1	26.2%	1
FX	19.5%	1	14.7%	2

	FY14		FY13	
	Market Share	Rank	Market Share	Rank
Cash Equities	4.8%	2	6.1%	2
IPO	2.7%	12	0.2%	24
ECM	4.5%	8	11.7%	3
M&A	0.2%	20	11.3%	3
Syndication ^	3.2%	12	2.1%	15
DCM	14.8%	2	8.8%	6

	FY14		FY13	
	Market Share	Rank	Market Share	Rank
Cash Equities	5.5%	3	4.5%	7
IPO	4.1%	11	4.4%	8
ECM	2.2%	13	3.2%	8
M&A	2.8%	17	0.2%	15
Syndication ^	3.6%	8	-	-
DCM	6.8%	7	7.2%	5

	FY14		FY13	
	Market Share	Rank	Market Share	Rank
Cash Equities	9.9%	1	9.6%	1
IPO	2.9%	13	5.4%	7
ECM	1.5%	14	3.9%	10
M&A	1.2%	25	2.2%	16
Syndication ^	1.8%	18	1.6%	19
DCM	4.1%	7	4.1%	9

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

IB Market Share and Ranking (2)



	FY14		FY13	
	Market Share	Rank	Market Share	Rank
Cash Equities	0.3%	52	0.3%	57
IPO	1.0%	22	2.3%	18
ECM	0.5%	32	1.0%	25
M&A	0.6%	32	0.5%	47
Syndication ^	0.1%	91	-	-

APAC (ex-Japan) *	FY14		FY13	
	Market Share	Rank	Market Share	Rank
IPO	2.0%	16	3.2%	9
ECM	1.7%	13	2.6%	11
M&A	2.9%	17	1.5%	23
Syndication ^	0.8%	34	0.4%	57
DCM Domestic	0.9%	36	1.0%	30
Sukuk	26.7%	1	23.3%	1

ASEAN	FY14		FY13	
	Market Share	Rank	Market Share	Rank
Cash Equities	6.9%	2	7.9%	2
IPO	4.1%	8	6.8%	2
ECM	6.9%	4	7.5%	3
M&A	13.2%	5	4.8%	17
Syndication ^	3.4%	9	2.1%	13
DCM Domestic	13.0%	1	12.7%	1

Global	FY14		FY13	
	Market Share	Rank	Market Share	Rank
Sukuk	15.4%	1	10.5%	2

Sources: Dealogic, Bloomberg, Local Stock Exchanges and internal data
 Notes: ^ Mandated lead arranger * Excludes A-Share ~ As at Sep-14

Wholesale Banking

(RM 'mil)	FY14	FY14 BAU*	FY13	Y-o-Y BAU	4Q14	4Q14 BAU*	3Q14	Q-o-Q BAU
Net interest income	2,952	2,952	2,890	2.1%	739	739	750	(1.5%)
Non interest income	1,911	1,911	2,151	(11.2%)	458	458	477	(4.0%)
Operating income	4,863	4,863	5,041	(3.5%)	1,197	1,197	1,227	(2.4%)
Overhead expenses	(2,492)	(2,492)	(2,215)	12.5%	(702)	(702)	(584)	20.2%
PPOP	2,371	2,371	2,826	(16.1%)	495	495	643	(23.0%)
(Provisions) / Writeback	(893)	(765)	(108)	608.3%	(782)	(654)	(106)	517.0%
PBT	1,478	1,606	2,718	(40.9%)	(287)	(159)	537	n.a.

Notes: * Excluding IB goodwill impairment (RM128 mil)

Wholesale Banking : Investment Banking

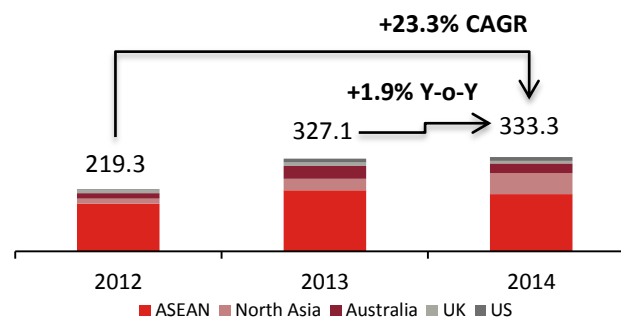
(RM 'mil)	FY14	FY14 BAU*	FY13	Y-o-Y BAU	4Q14	4Q14 BAU*	3Q14	Q-o-Q BAU
Net interest income	80	80	68	17.6%	27	27	19	42.1%
Non interest income	1,021	1,021	967	5.6%	270	270	251	7.6%
Operating income	1,101	1,101	1,035	6.4%	297	297	270	10.0%
Overhead expenses	(1,108)	(1,108)	(824)	34.5%	(336)	(336)	(255)	31.8%
PPOP	(7)	(7)	211	n.a.	(39)	(39)	15	n.a.
(Provisions) / Writeback	(142)	(14)	(7)	100.0%	(131)	(3)	(7)	(57.1%)
PBT	(149)	(21)	204	n.a.	(170)	(42)	8	n.a.

Institutional Brokerage Income (Ex-ECM)

RM 'mil

FY13 vs F14

ASEAN	-6.0%
Ex-ASEAN	+17.2%



Note: * Excluding IB goodwill impairment (RM128 mil)

Wholesale Banking : Corporate Banking

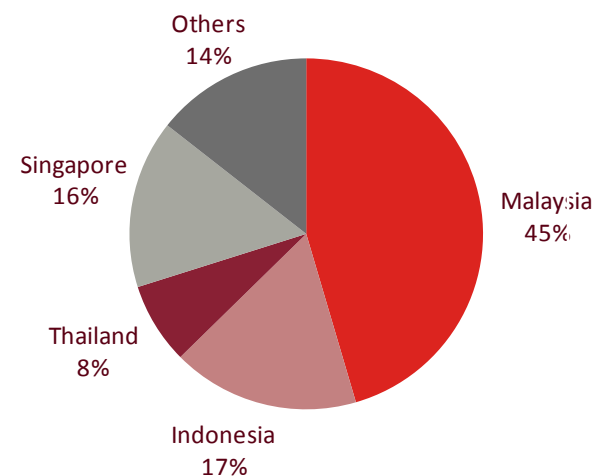
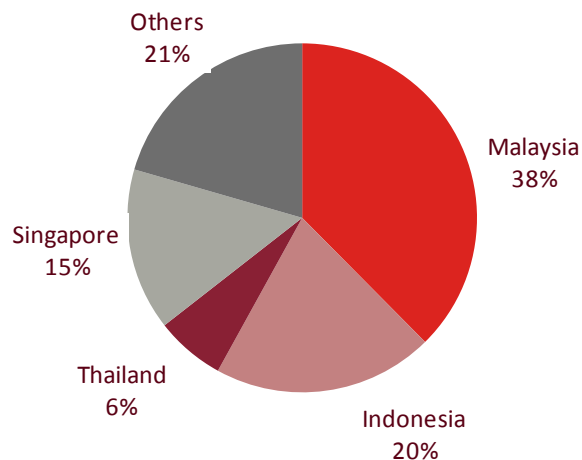
(RM 'mil)	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
Net interest income	1,672	1,639	2.0%	456	411	10.9%
Non interest income	599	669	(10.5%)	149	127	17.3%
Operating income	2,271	2,308	(1.6%)	605	538	12.5%
Overhead expenses	(828)	(824)	0.5%	(215)	(194)	10.8%
PPOP	1,443	1,484	(2.8%)	390	344	13.4%
(Provisions) / Writeback	(743)	(102)	628.4%	(644)	(96)	570.8%
PBT	700	1,382	(49.3%)	(254)	248	n.a.

Corporate Banking : Gross Loans

Country	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Malaysia (RM 'bil)	30.7	34.0	(9.7%)	30.3	1.3%
Indonesia (IDR 'bil)	55,429	43,919	26.2%	48,514	14.3%
Thailand (THB 'bil)	49.2	55.2	(10.9%)	49.3	(0.2%)
Singapore (SGD 'mil)	4,659	4,455	4.6%	4,753	(2.0%)
Others* (RM 'bil)	16.8	10.8	55.6%	13.7	22.6%
Total Corporate Loans (RM 'bil)	81.9	74.8	9.5%	75.6	8.3%

31 Dec 14

31 Dec 13



Note: * Includes Labuan, London, Cambodia, HK & Shanghai

Wholesale : Deposits

Country	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Malaysia (RM 'bil)	55.3	47.1	17.4%	47.3	16.9%
Indonesia (IDR 'bil)	32,368	33,198	(2.5%)	31,680	2.2%
Thailand (THB 'bil)	58.7	47.1	24.6%	62.5	(6.1%)
Singapore (SGD 'mil)	2,458	1,851	32.8%	1,712	43.6%
Others* (RM 'bil)	7.6	10.2	(25.5%)	13.2	(42.4%)
Total Corporate Deposits (RM 'bil)	84.8	75.7	12.0%	79.7	6.4%
Others (RM 'bil)	33.2	38.6	(14.0%)	32.4	2.5%
Total Wholesale Deposits (RM 'bil)	118.0	114.3	3.2%	112.1	5.3%

Wholesale Deposits (RM 'bil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Current	16.7	16.0	4.4%	16.5	1.2%
Savings	1.5	1.1	36.4%	1.2	25.0%
Fixed and Structured Deposits	97.8	95.1	2.8%	92.2	6.1%
Bills and Other Deposits	2.0	2.1	(4.8%)	2.2	(9.1%)
Total^	118.0	114.3	3.2%	112.1	5.3%

Notes: Corporate Deposits includes Bills of Exchange and Other Structured Deposits
 * Includes Labuan, London, Cambodia and Hong Kong

Wholesale Banking : T&M Excluding Customer flow

(RM 'mil)	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
Net interest income	1,200	1,184	1.4%	256	320	(20.0%)
Fee and commission income	106	49	116.3%	39	28	39.3%
Net trading income	185	466	(60.3%)	-	71	n.a.
Operating income	1,491	1,699	(12.2%)	295	419	(29.6%)
Overhead expenses	(556)	(568)	(2.1%)	(151)	(135)	11.9%
PPOP	935	1,131	(17.3%)	144	284	(49.3%)
(Provisions) / Writeback	(8)	1	n.a.	(7)	(3)	133.3%
PBT	927	1,132	(18.1%)	137	281	(51.2%)

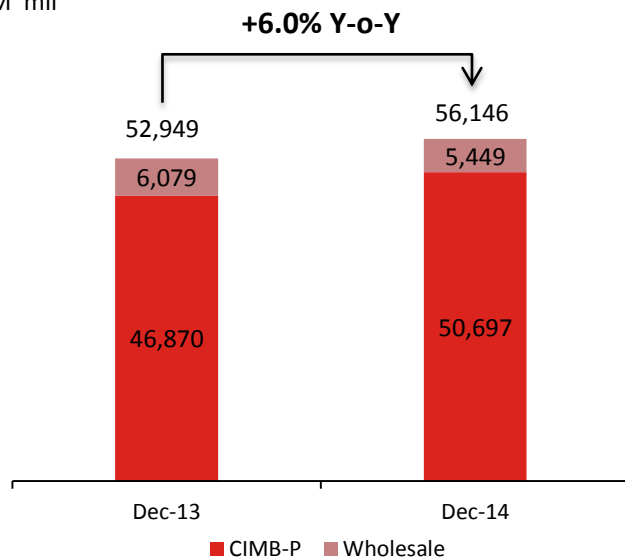
Group Asset Management

PBT (RM 'mil)	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
CIMB-P Group	79.2	62.9	25.9%	17.7	20.2	(12.7%)
Wholesale	14.3	23.7	(39.8%)	1.8	4.2	(57.1%)
Total	93.5	86.6	7.9%	19.5	24.4	(20.2%)

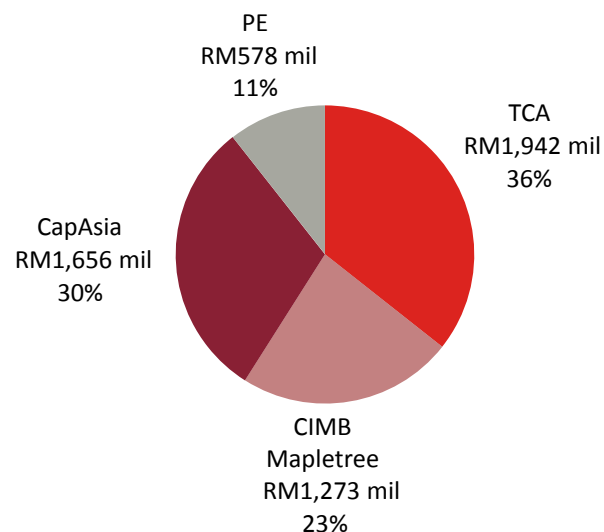
- Acquired minority stake in PT Modern International TBK, the listed retail operator and owner of the 7-Eleven convenience store franchise in Indonesia

Asset Under Management

RM 'mil



Wholesale AUM as at 31 Dec 2014



CIMB Group : FY14 Results

3.3 Investments

Investments

(RM 'mil)	FY14	FY14 BAU*	FY13	FY13 BAU**	Y-o-Y BAU	4Q14	4Q14 BAU*	3Q14	Q-o-Q BAU
Net interest income	724	724	591	591	22.5%	126	126	181	(30.4%)
Non interest income	330	203	1,165	650	(68.8%)	179	52	72	(27.8%)
Total income	1,054	927	1,756	1,241	(25.3%)	305	178	253	(29.6%)
Overhead expenses	(604)	(604)	(1,216)	(999)	(39.5%)	(176)	(176)	(164)	7.3%
PPOP	450	323	540	242	33.5%	129	2	89	(97.8%)
(Provisions) / Writeback	(31)	(31)	(36)	(36)	(13.9%)	(15)	(15)	(7)	114.3%
Share of JV / associates	121	121	356	356	(66.0%)	18	18	32	(43.8%)
PBT	540	413	860	562	(26.5%)	132	5	114	(95.6%)

Notes: * Excluding gains from sale of Karawaci building (RM66 mil) and gains from sale of CIMB Insurance Brokers (RM61 mil)

** Excluding gains from sale of CIMB Aviva (RM515 mil) and restructuring charges (RM217 mil)

Strategic Investments



19.99%

RM 'mil	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
PAT to CIMB Group	114.5	95.9	19.4%	18.2	30.7	(40.7%)

➤ **FY14 vs FY13:** Higher PAT mainly due to better interest income arising from higher loans growth and fixed income investments



52.22%

RM 'mil	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
PAT to CIMB Group	8.9	8.4	6.0%	1.3	1.8	(27.8%)

➤ **FY14 vs FY13:** Higher revenue in 2014 from toll parking commission and sales of customised cards. However, the increase was offset by higher personnel and advertising expenses



9.40%

RM 'mil	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
PAT to CIMB Group	37.9	194.6	(80.5%)	0.7	20.9	(96.7%)

➤ **FY14 vs FY13:** Negative due to absence of IPO gain from TIH in 2013

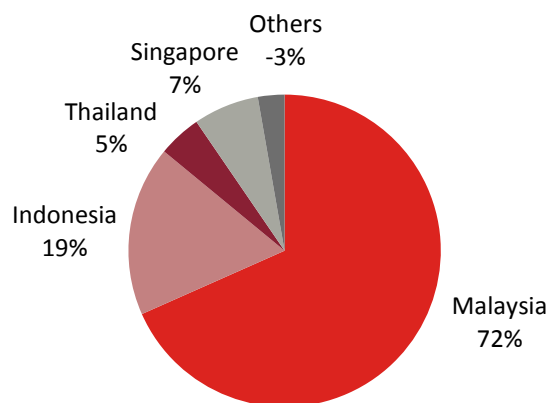
CIMB Group : FY14 Results

4. Country Analysis

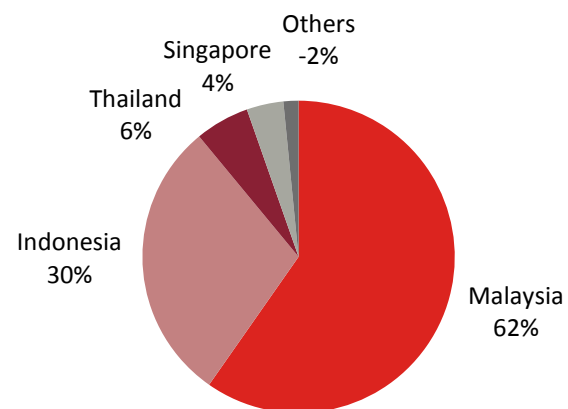
PBT by Country

PBT (RM' mil)	FY14	FY14 BAU	FY13	FY13 BAU	Y-o-Y BAU
Malaysia ^{2,5,6}	3,311	3,250	3,901	3,603	(9.8%)
Indonesia ³	904	838	1,768	1,768	(52.6%)
Thailand	213	213	339	339	(37.2%)
Singapore	323	323	230	230	40.4%
Others ⁴	(259)	(131)	(94)	(94)	(39.4%)
PBT	4,492	4,493	6,144	5,847	(23.2%)
HQ Cost ¹	(216)	(216)	(295)	(295)	(26.8%)
Total PBT	4,276	4,277	5,849	5,551	(23.0%)

FY14 ^{1,2,3,4}



FY13 ^{1,5,6}



Notes:

1. HQ costs, mainly comprising funding costs

2. Excluding gains from sale of CIMB Insurance Brokers (RM61 mil)

3. Excluding gains from sale of Karawaci building (RM66 mil)

4. Excluding IB goodwill impairment (RM128 mil)

Extraordinary items in 2013:

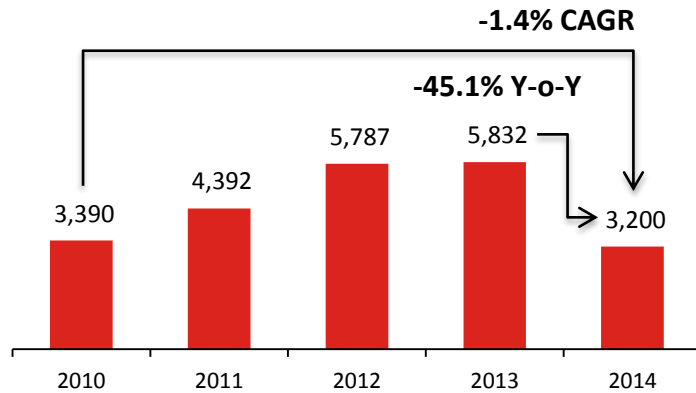
5. Excluding gains from sale of CIMB Aviva (RM515 mil)

6. Excluding restructuring charges (RM217 mil)

Indonesia : Hit by large Provisions and low Noll

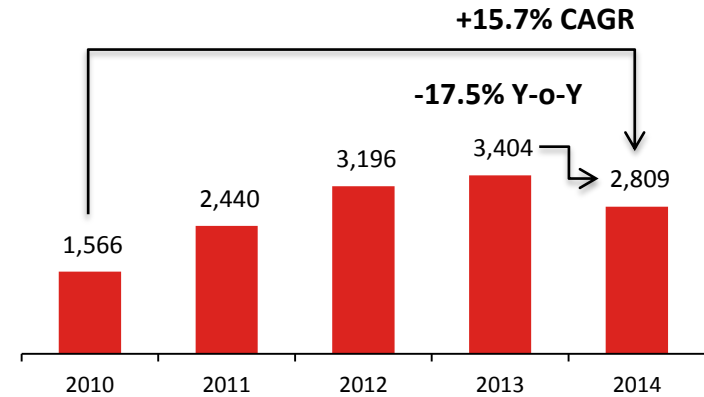
CIMB Niaga PBT

IDR 'bil



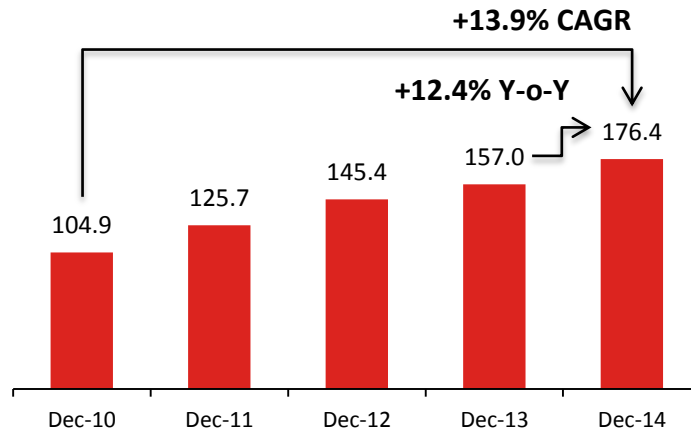
Non Interest Income

IDR 'bil

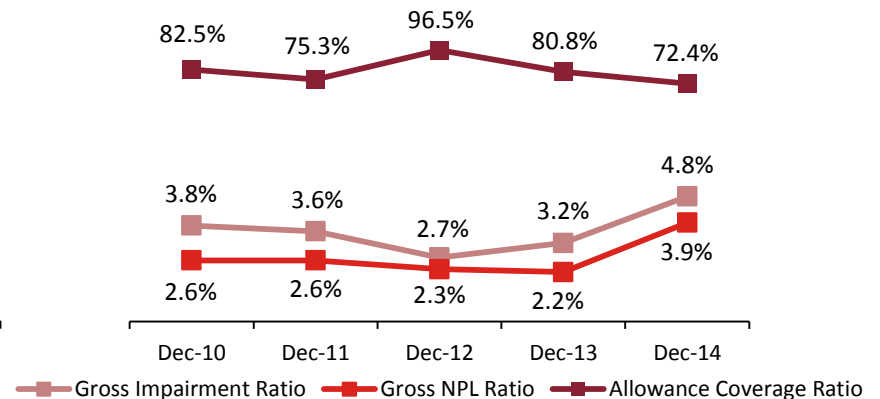


Gross Loans

IDR 'tril



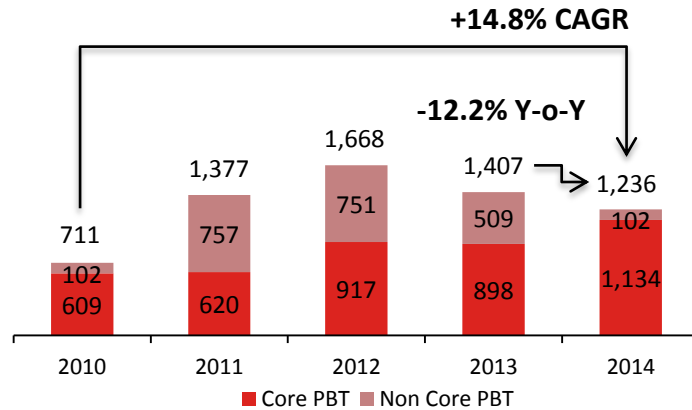
Asset Quality



Thailand : Banking Improving; Securities Dropped

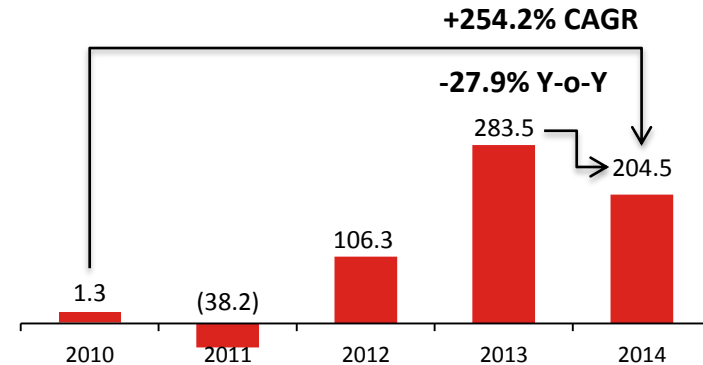
CIMB Thai's PBT

THB 'mil



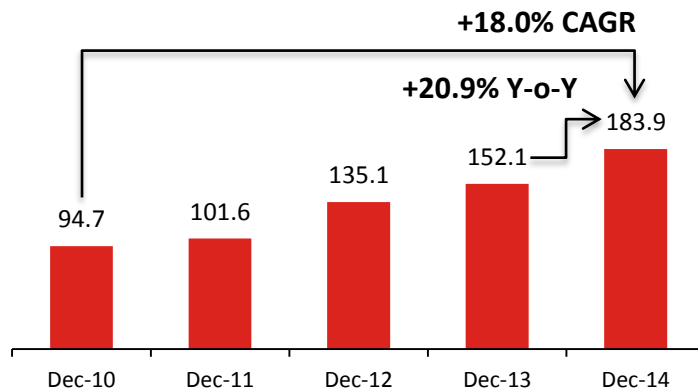
Securities PBT

THB 'mil



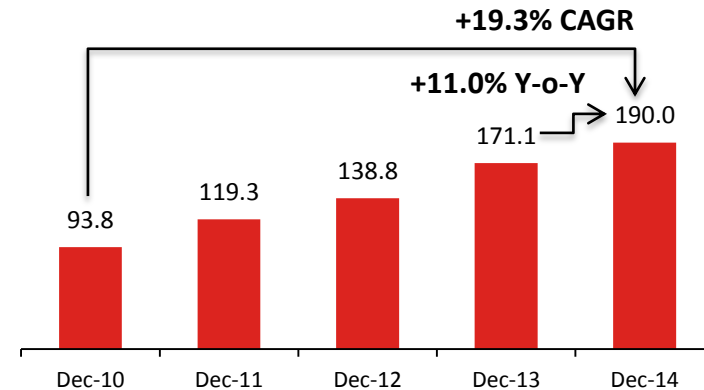
Total Deposits

THB 'bil



Gross Loans

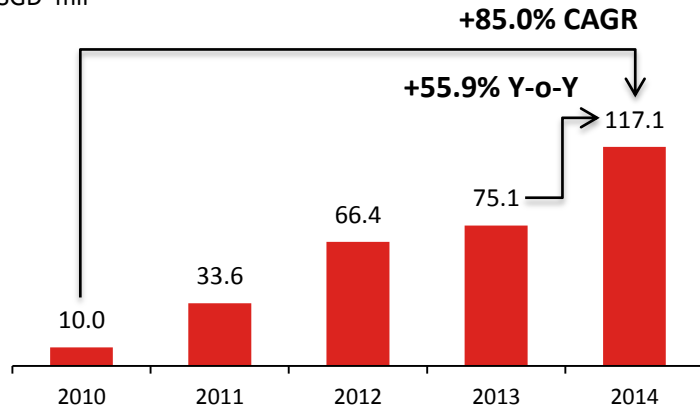
THB 'bil



Singapore : Banking Positive, Weak Securities

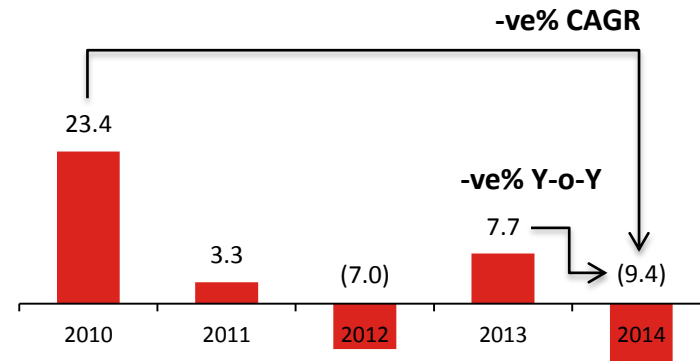
Bank PBT

SGD 'mil



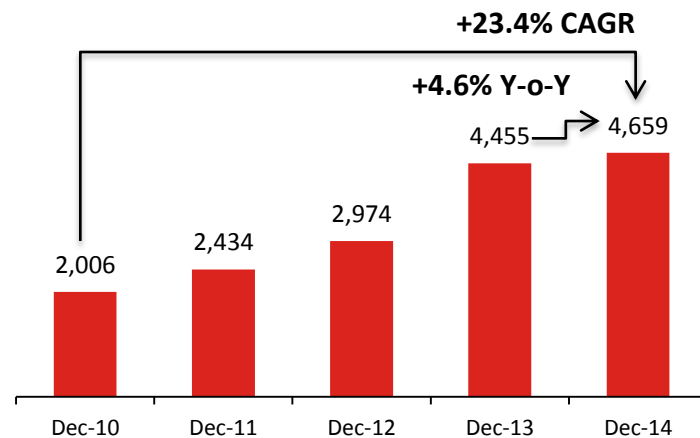
Securities PBT

SGD 'mil



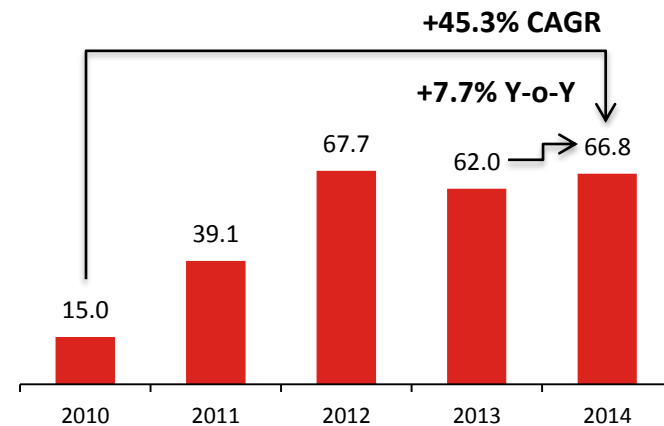
Corporate Loans

SGD 'mil



Investment & Forex Income

SGD 'mil



CIMB Group : FY14 Results

5. Other Highlights

Banca & Insurance

PBT (RM 'mil)	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
CIMB Sun Life	3.1	(3.5)	n.a.	3.1	1.7	82.4%
Others*	(3.0)	13.1	n.a.	(8.3)	1.8	n.a.
Total CIG & GID	0.1	9.6	(99.8%)	(5.2)	3.5	n.a.

Banca Income (RM 'mil)	Y-o-Y
Malaysia	18.3%
Indonesia	(48.2%)
Thailand	10.1%
Singapore	98.7%
Total	(29.7%)

Note: * Includes CIG, CIMB Insurance Brokers and Insurance team opex

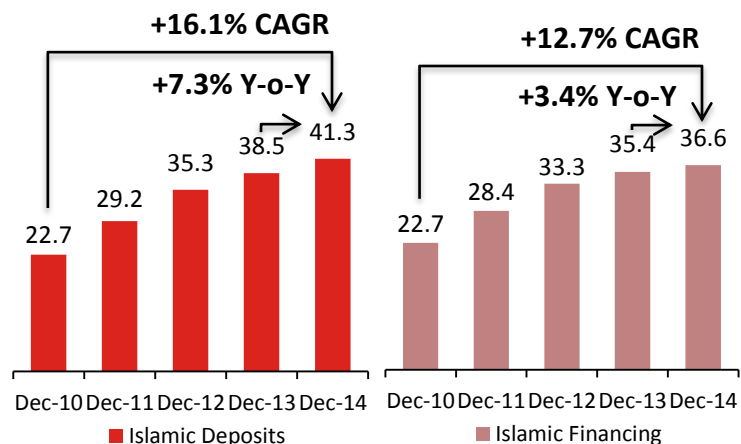
Malaysia : CIMB Islamic

Ranking of Total Islamic Assets as at 30 Sep 2014

Rank	Company	Total Assets RM 'mil	Market Share
1	Maybank Islamic	135,567	29%
2	CIMB Islamic	50,388	11%
3	Bank Islam	42,894	9%
4	PBB-i	36,765	8%
5	Amlslamic	33,789	7%

Islamic Deposits and Financing

RM 'bil



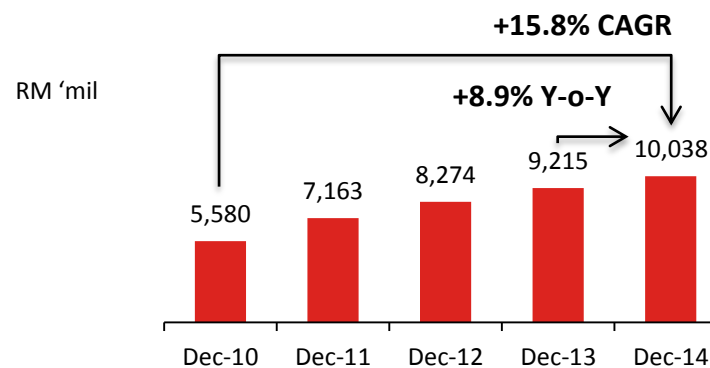
FY14

FY13

Sukuk	FY14		FY13	
	Market Share	Rank	Market Share	Rank
Malaysia	29.4%	1	26.2%	1
Global	15.4%	1	10.5%	2

Islamic Residential Mortgage and Market Share

Ranking	2	2	2	2	n.a.
Market Share	18.9%	19.1%	17.3%	14.9%	13.0%



Corporate Responsibility

CIMB Foundation



Community Development

62 Community Link projects approved

5 Project Brickfields approved and disbursed



Education

6 New Regional Scholars

10 PINTAR schools received CIMB Foundation scholarships



Sports

CIMB Jr Sports Development Programmes

168 **110** **72**



Donation

Health and humanitarian aid to the areas affected by floods at Marudi district of Miri Division, Sarawak and East Coast

CIMB Islamic & Staff Engagement



10 donations to Gaza Relief Fund and Islamic finance research centres to promote education



Staff volunteers for Stop Hunger Now and East Coast Flood Relief

Regional



Let's Save & Share programme

Increase financial literacy among elementary students

CIMB Niaga Scholarship programme

45 beneficiaries from universities across Indonesia



Color Run 2014

Donated SGD1 per entry to Singapore Disability Sports Council



Blood Donation

232 staff donors; In collaboration with Thai Red Cross Society

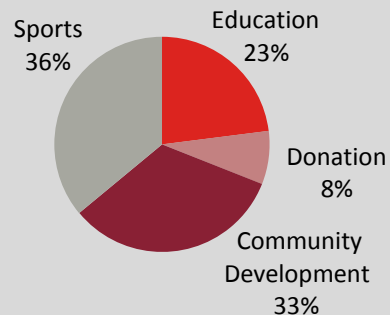


Burgers to Unfortunate Kids

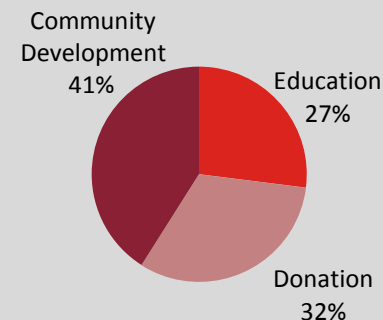
Operation Smile Cambodia

Grants Disbursed in FY14

CIMB Foundation
RM10.23 mil



Non-CIMB Foundation*
RM7.52 mil



Key 2014 Priorities Round-up (1)

Updates

Differentiating CIMB	<ul style="list-style-type: none">Completed review of 8 business areas with recommendations to strengthen the regional proposition and to amplify selected segmentsSubsumed under overall T18 plans, with oversight and guidance by Board EXCO
Network CIMB	<ul style="list-style-type: none">Completed 84 cross border deals in 2014Laos Branch officially opened on August 2014Launched Wholesale Banking Collaborative Initiatives
Culture Development	<ul style="list-style-type: none">Developed Building A Better CIMB roadmapKicked-off initiatives to start alignment with the desired culture
KPI Management & Performance Measurement	<ul style="list-style-type: none">Finalised KPI scorecards of Group CEO, Level 1 and Level 2RAROC and Economic Profit incorporated into all KPI scorecards. KPIs on talent management, culture development, collaboration and cross-selling incorporated into relevant Level 1 and Level 2 scorecards
Strategic Review and T18	<ul style="list-style-type: none">Developed and communicated T18 strategy, targets and initiatives to be implementedT18 plans and targets were presented and approved by the Board of Directors
Cost Management	<ul style="list-style-type: none">Improved operational efficiencies through tactical initiatives<ul style="list-style-type: none">Managing Cash-In-Transit and processing costs, rationalising of ATM and telco linesClosing of duplicative, non-core officesRightsizing of Institutional business, centralised regional back office, closed/downsized IB retail and bank broking branches

Key 2014 Priorities Round-up (2)

Updates

Digital Banking	<ul style="list-style-type: none"> ▪ Regional sales enablement blue printing initiative concluded ▪ Established dedicated Digital Malaysia team to execute and deliver on the blue print
1Platform (and 1View)	<ul style="list-style-type: none"> ▪ Indonesia: Completed design phase & progressing on schedule to go-live in 1Q16 ▪ Malaysia: Went live successfully in Feb-14. Benefits tracking underway
Capital & Liability Management	<ul style="list-style-type: none"> ▪ Completed DRS programme with 70.9% take-up rate for FY14 First Interim Dividend ▪ Continued RWA optimisation initiatives
Transaction Banking	<p>Trade Finance:</p> <ul style="list-style-type: none"> ▪ Penetrate supply chain deals ▪ WREF and LC confirmation value increased by 2-fold Y-o-Y in MIST ▪ Launched first Bank Payment Obligation (BPO) in MY <p>Cash Management:</p> <ul style="list-style-type: none"> ▪ Plug n Pay to new merchants in MY ▪ Launched JomPay - pay bills from any IBG bank accounts using standard biller codes ▪ Regional Transaction Banking (RTB) system migration in progress in MY and TH. Launched simplified version of RTB platform - BizLite for SMEs in July

CIMB Group : FY14 Results

6. Target 18 (“T18”)

T18 Overview

Platform

Leader in our home market, **deep presence** in ASEAN with **strategic links** to APAC and beyond

Financials

Managing the trade offs between profitability, resilience, efficiency, and diversification

>15%

ROE

>11%

CET1

~50%

Cost to Income

60%

Income
contribution from
Consumer Banking

T18 Has a Two Prong Focus

T18 will entail a simultaneous drive to become leaner and hence more productive, and at the same time a push in core focus areas

T18

Cost and Efficiency Optimisation

Improve overall productivity and efficiency with a key focus on the reduction of the cost to income ratio. Initiatives to include :-

- Closing / scaling down certain geographies and businesses
- De-layering and right sizing across the organisation
- Process changes

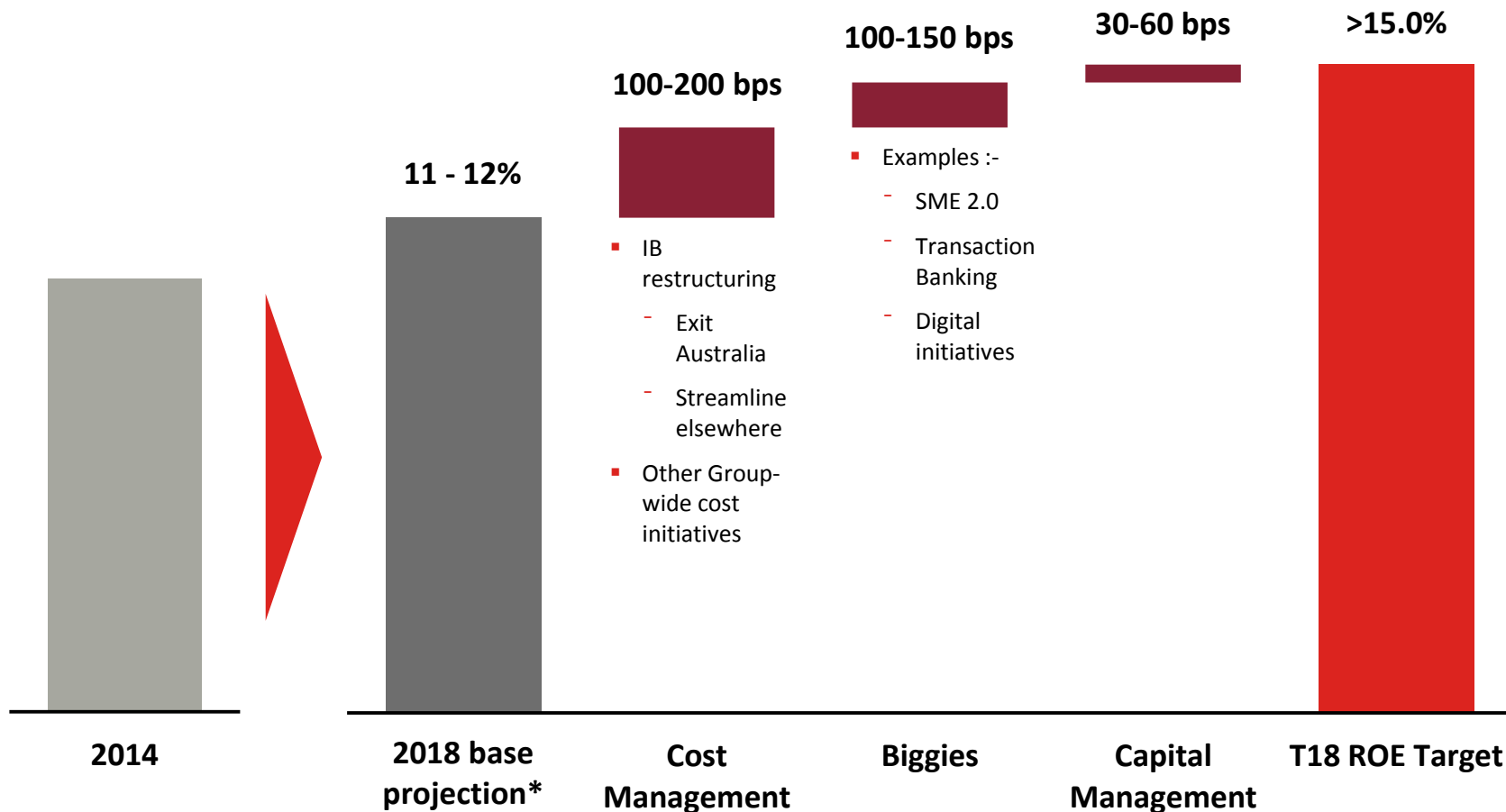
Acceleration of Key Growth Drivers

Invest and accelerate in identified growth areas deemed strategic for a sustainable and profitable franchise. This includes :-

- Digital Consumer Banking
- SME
- Transaction Banking

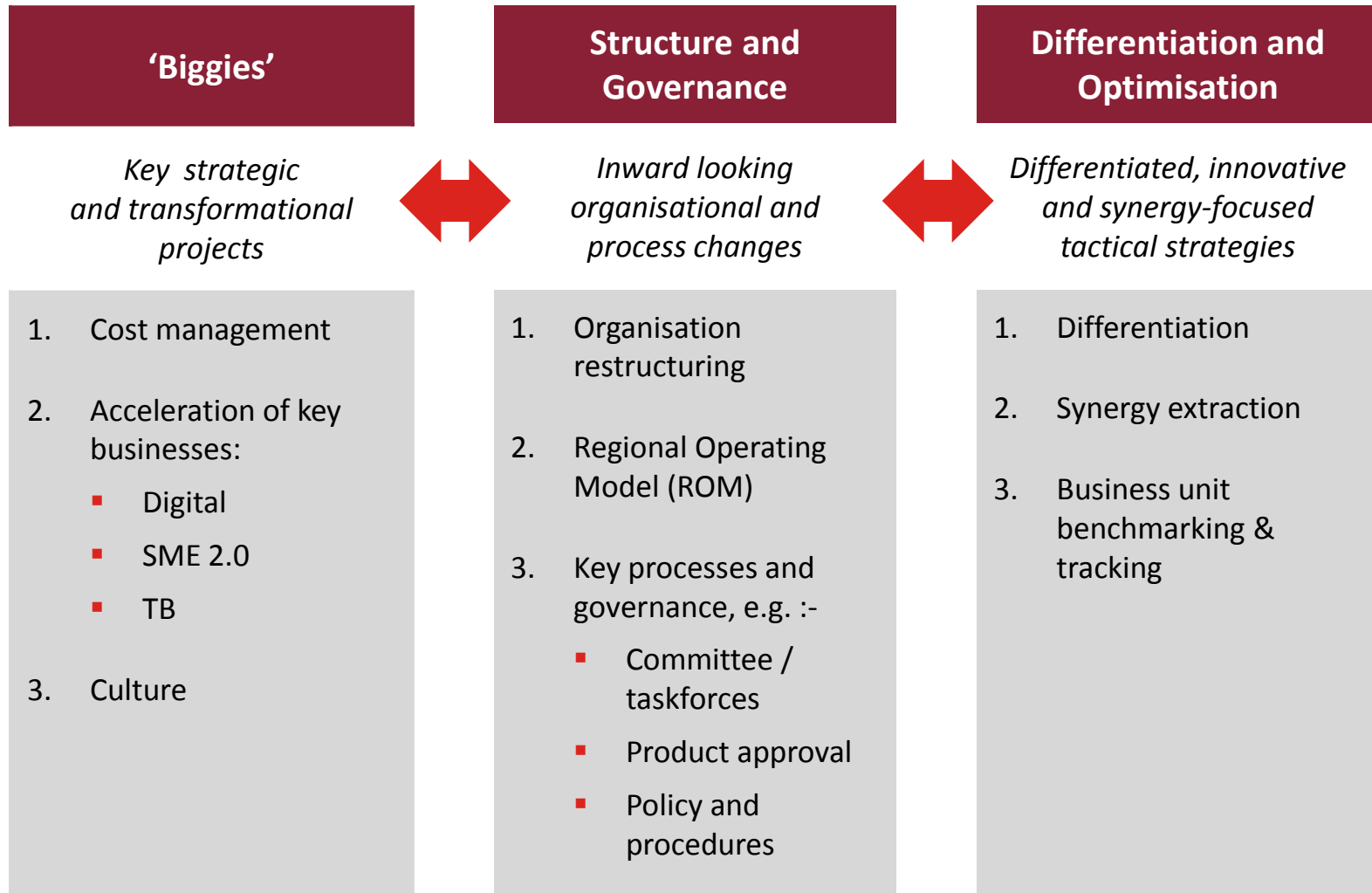
Key Levers for Stronger Performance

Cost reforms and acceleration of key growth drivers will contribute to ROE improvement over the next few years



Note: Assume historical growth trajectory

T18 Key Work Streams





T18 Biggies

Key focus areas are expected to provide a material uplift by 2018

Digital	SME 2.0	Transaction Banking
<ul style="list-style-type: none">▪ Develop and enhance digital channel capabilities▪ Better activate digital channels to enhance sales▪ Leverage data analytics to better understand and interact with our customers▪ Optimize cost by encouraging and migrating towards digital interactions▪ Develop partnerships with telcos, e-commerce players, retail groups, etc. to broaden reach and offerings to customers	<ul style="list-style-type: none">▪ Reorganisation to make SME a key business pillar in its own regard▪ Regional governance and accountability to push for more sharing and best practice adoption▪ Apply greater insights on clients industries and hence realignment to the needs of the business▪ Deepen product expertise and hence solutioning capabilities – e.g. Trade Finance for SMEs▪ Alignment towards Indonesia regulatory push for SME to contribute 20% by 2018	<ul style="list-style-type: none">▪ Focus on client acquisition and deepening wallet share▪ Deepen market penetration: Middle markets in Malaysia, SME Segment in Indonesia, MNC/Corporates in Thailand▪ Infrastructure build-up: cash management systems enhancement across the region▪ Align and strategise with the new commercial banking / SME division▪ Hong Kong & China – start Trade Finance engines in 2015



T18 Biggies : Culture

A key lever in balancing strategy and operating model



Structure and Governance: ROM

Structured approach to address our target ROM



1

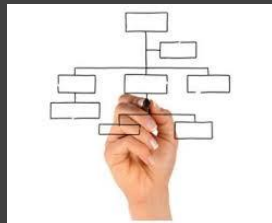
Macro Targets and Strategies (T18)

Macro Trends	Enabling Trends	Disruptive Trends
<ul style="list-style-type: none"> Globalisation Technological Innovation Demographic Shifts Globalisation Technological Innovation Demographic Shifts Globalisation Technological Innovation Demographic Shifts 	<ul style="list-style-type: none"> Globalisation Technological Innovation Demographic Shifts Globalisation Technological Innovation Demographic Shifts Globalisation Technological Innovation Demographic Shifts 	<ul style="list-style-type: none"> Digital Technology and Big Data Regulatory Capital Globalisation Technological Innovation Demographic Shifts Globalisation Technological Innovation Demographic Shifts



2

Reorganisation



- Greater coordination
- Cross-sell and synergies



3

Biz Level Strategies and Targets

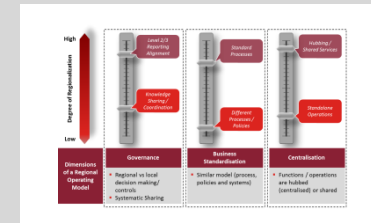


- BU level planning

Commenced

4

Regional Operating Model (ROM)



- Economies of Scale and Skill
- Greater governance and harmonisation

Institutionalising performance oversight of business units



Dashboard + Market Intel

Quantitative

Segment	Business Unit & Key Metric	Malaysia	Indonesia	Singapore	Thailand
Consumer	1a. Deposits- Overall - vs budget - vs historical - vs key competitors	▲	▼	▲	▼
	1b. Deposits-CASA				
	-				
	-				
	2. Mortgages				
	3. Auto				
	4. Credit Cards - Premier - Mass 5. Others - ASB - Wealth management - etc				
	Wholesale				

Qualitative

Digital Delivery of Financial Services
- rethinking distribution and the overall customer experience in the new digital environment

E-Financial Investments
- online systems to distribute financial investment products with self-service and planning capabilities integrated across the lifecycle

Big Data Analytics
- performs to leverage financial and non-financial information to provide better services to our customers

Online lending
- Ventures used real data sources to provide better access to credit, including crowd and social funding

Jumping on the bank-wagon
Santander's move follows in the footsteps of BBVA, SBER Bank and HSBC. BBVA's foray into fintech financing had initially started in 2012, with a limited partner (LP) investment in seed capital fund and incubator, 500 Startups. In 2013, the bank took the next step to launch a \$100m fintech venture fund, based out of Silicon Valley.

Russia's SBER Bank also announced plans to set up a \$100m VC fund in October last year, with the option of increasing the fund size to \$700m over the next three years.

HSBC set aside \$200m this year to invest in both capital market and retail market fintech. The HSBC and Santander moves reflect the general growth trend in corporate venturing in the UK. A report by Silicon Valley Bank found that entrepreneurs in the UK plan to reduce reliance on angel funding and government grants, while increasing use of other funding types, such as corporate venturing.

Recalibrate

Triggers areas to review/dive into e.g.:

- Market share declining while industry is growing healthily
- Missed budget
- Competitor launches new product

Discuss with Biz owners

+

Present to Board EXCO

'Traffic light' tracking

- G** Regular tracking
- Y** Watchlist
- R** Intervention

Optimisation: Synergy Matrix

Established top-down view of synergy potential within the Group



CIMB Group

	Consumer Banking	Commercial Banking	Private Banking	CB, Markets, TB	IB, Equities, Research	AM & Investments
Consumer Banking	<ul style="list-style-type: none"> Regional banca Regional cards Regional Preferred 	<ul style="list-style-type: none"> Dealer deposits from Auto Finance Preferred referrals CIMB@Work 	<ul style="list-style-type: none"> Retail + cards x-selling Regional banca Preferred-PB referrals 	<ul style="list-style-type: none"> Retail remittance FX Structured & other investment products 	<ul style="list-style-type: none"> CIMB@Work Retail + Asset Mgmt x-selling Retail Equities synergies 	<ul style="list-style-type: none"> CIMB@Work to portfolio companies
Commercial Banking			<ul style="list-style-type: none"> HNW referrals to PB X-sell Comm. Bking to PB clients 	<ul style="list-style-type: none"> Transaction banking x-selling FX 	<ul style="list-style-type: none"> Capital markets referrals to IB 	<ul style="list-style-type: none"> PE investment referrals Banking products referrals
Private Banking			<ul style="list-style-type: none"> Regional PB referrals 	<ul style="list-style-type: none"> Structured and other Investment products FX 	<ul style="list-style-type: none"> PB-IB 2 way referrals PB + Asset Mgmt synergies 	<ul style="list-style-type: none"> PE investment referrals Fund raising from HNWs
CB, Markets, TB					<ul style="list-style-type: none"> X-sell ASEAN CBTM to APAC DCM + IB synergies 	<ul style="list-style-type: none"> Banking products referrals to portfolio companies
IB, Equities, Research					<ul style="list-style-type: none"> Research + Sector synergies 	<ul style="list-style-type: none"> PE investment referrals Capital markets referrals to IB Fund raising
AM & Investments						

Institutionalising Synergy Development and Recognition

1. KPIs

Collaboration revenues are measured, controlled and assessed

2. Organisation Alignment

Foster cross-regional and cross-divisional collaboration

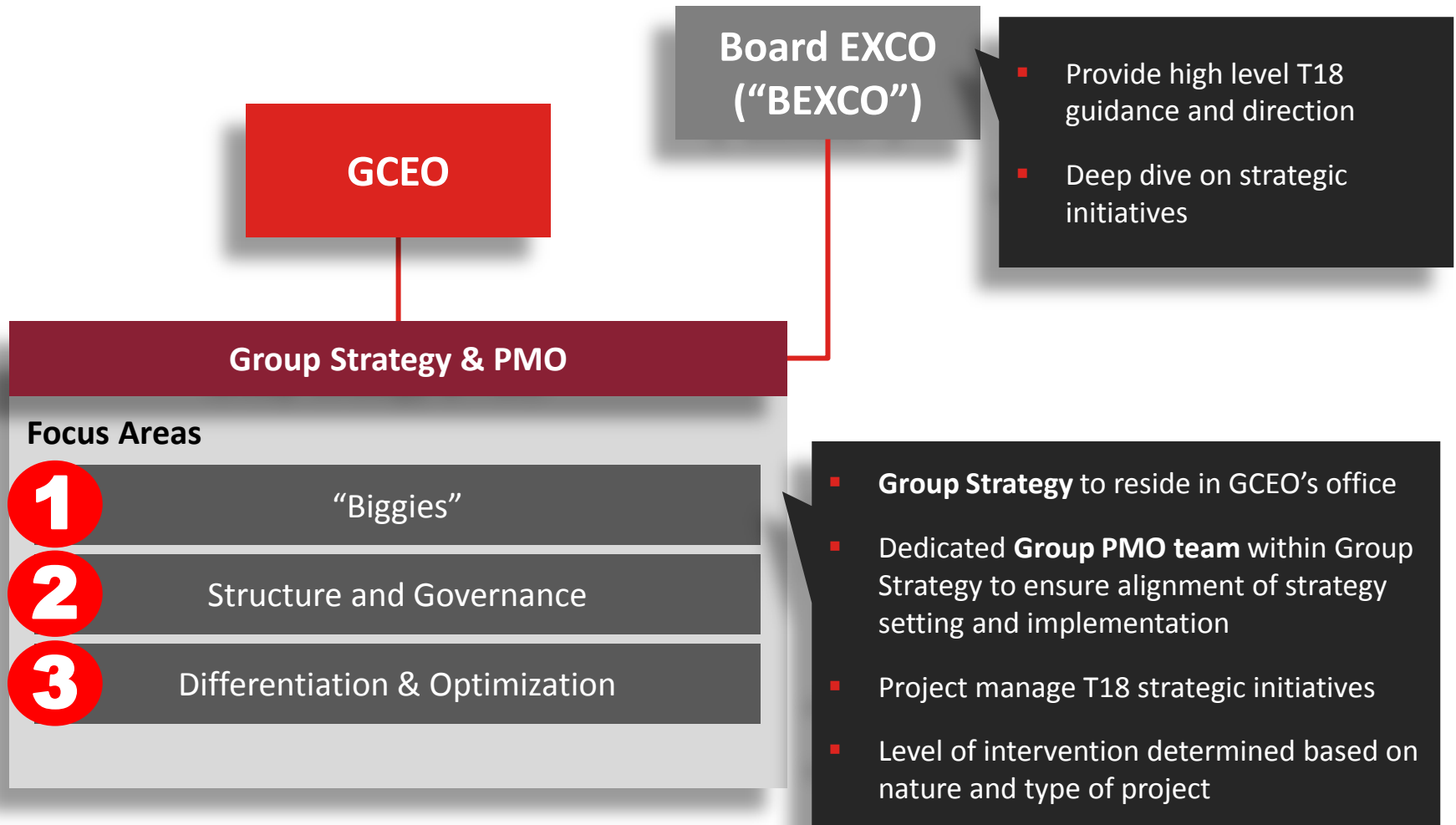
3. Solutions Partners

Specialised teams to facilitate collaborations between businesses

4. Incentives

Effective incentive scheme with for cross-divisional referral of clients

Group Strategy to drive implementation of T18 initiatives



T18 Execution Updates

In line with T18, we are re-organising the group in order to better position ourselves to execute the various priorities. We are also scaling back and right sizing the organisation in line with the push for better efficiency and cost management

01 Re-organise the Group

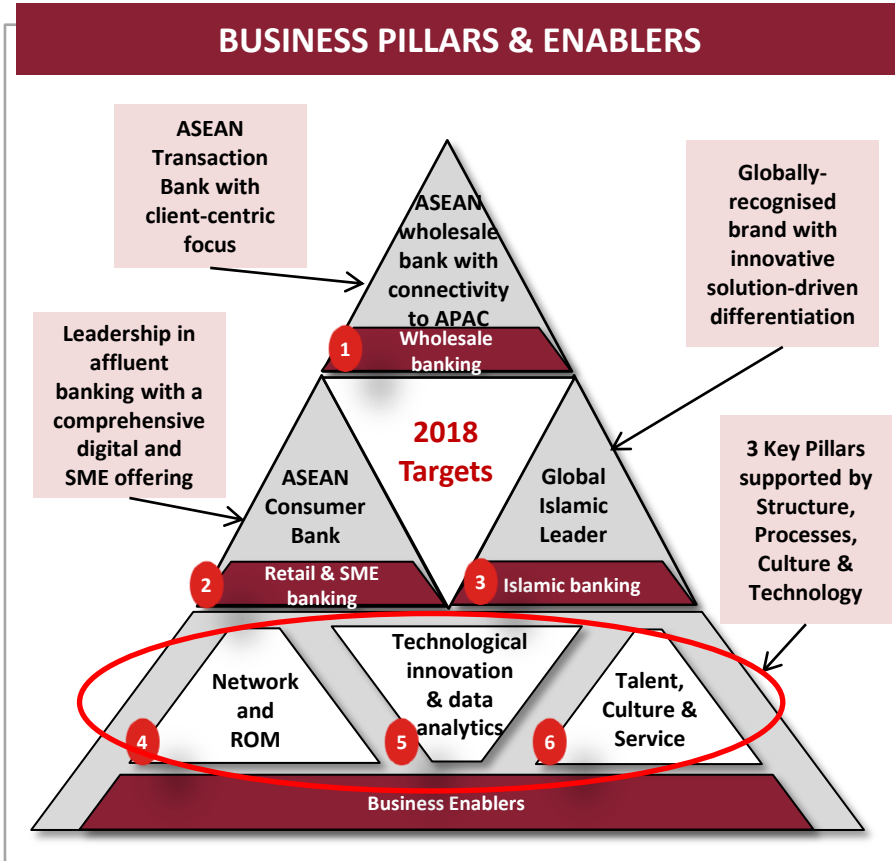
- A significant re-organisation of the Group with key focus on the creation of a :-
 - Regional Consumer structure
 - Regional SME structure
 - Revamped wholesale group combining CBTM and IB

02 Cost management drive

- To scale back our Global Equities and Investment Banking business
- To undertake a broad based cost management drive with further optimization initiatives in 2015

T18 Organisational Imperatives

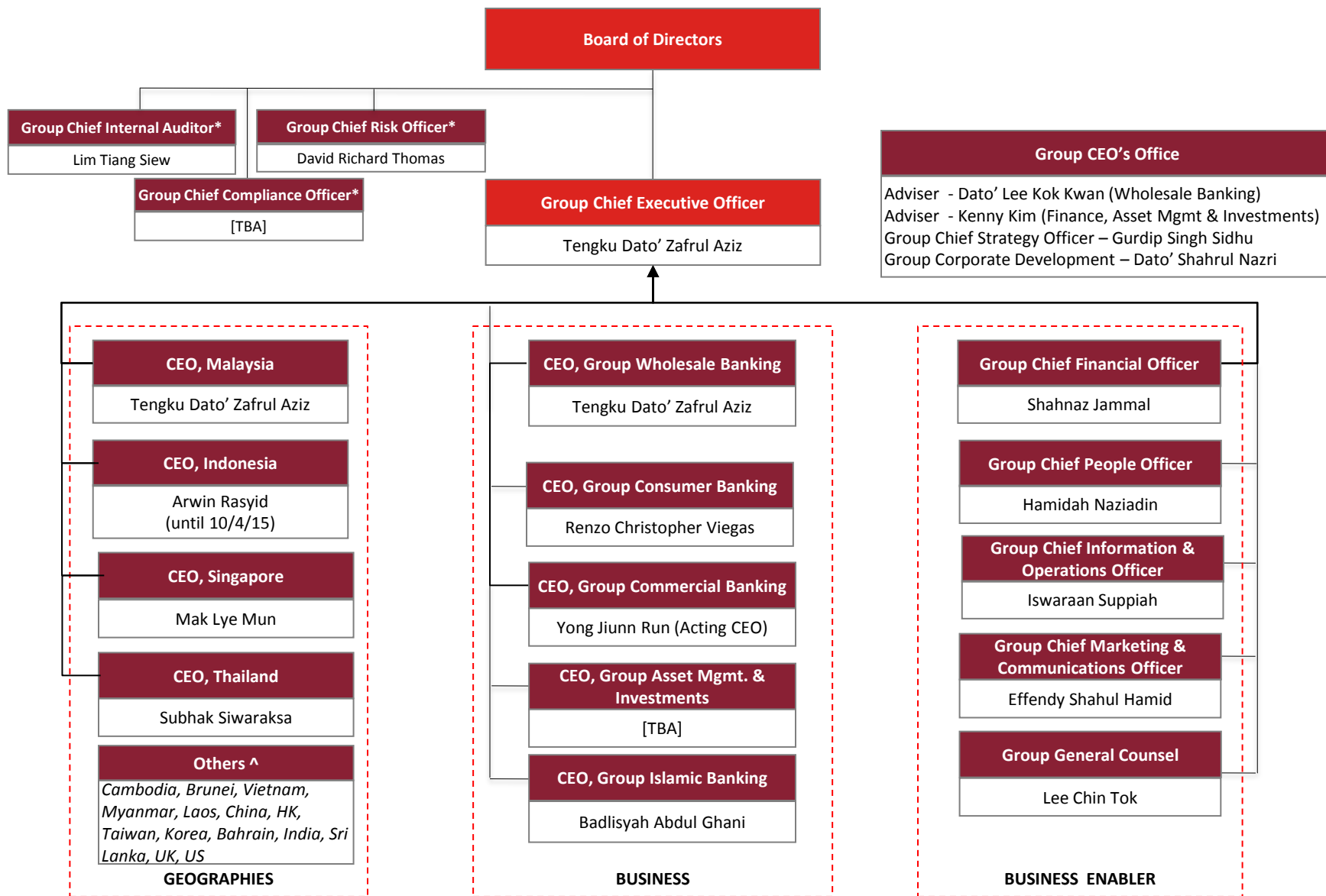
The organisation will require a recalibration to be in a better position to achieve our T18 objectives



Key Organization Drivers

1. **Business focus on high priority areas** – e.g. T18 acceleration in SME, Transaction Banking, Consumer
2. **Efficiency and Cost** – leverage economies of scale and enhance discipline on cost
3. **Synergy / collaboration** – tweak structure and refresh leadership in order to improve teamwork
4. **Governance** – balance of empowerment and control to better protect and grow the franchise

CIMB Group Organisation Structure



Note: * Reports administratively to Group Chief Executive Officer
 ^ These countries report to respective business heads and/or Corporate Development

Cost management drive in 2015

To scale back and right size the Group in line with the push for better efficiency and cost management

1

Scale back our Equities and IB platform

- Target 30% cost savings of Equities and IB cost base

➤ Close down Australia (announced on 10 Feb 2015):

- ~100 people affected
- Target to complete closure by April 2015

➤ Further optimization initiatives :

- Approximately 50 people were let go across selected APAC markets this week

2

Optimisation across the franchise





➤ Broad based cost management drive with further optimisation initiatives in the pipeline

➤ Target to complete in 2015

CIMB Group : FY14 Results

7. 2015 Outlook & Financial Targets

2015 Outlook

	Macro View	Internal Opportunities and Challenges
	<ul style="list-style-type: none"> ▪ Macro-economic challenges with dependency on commodity prices ▪ Benign interest rate environment ▪ Softer consumer market demand 	<ul style="list-style-type: none"> ▪ Commercial banking growth to sustain ▪ TB alignment ▪ Digital sales enablement acceleration
	<ul style="list-style-type: none"> ▪ Tight liquidity environment ▪ New country leadership and potential increase in government infra spending 	<ul style="list-style-type: none"> ▪ Asset quality concerns persist ▪ Digital banking positive momentum ▪ 1Platform implementation on track
	<ul style="list-style-type: none"> ▪ Uncertain political environment 	<ul style="list-style-type: none"> ▪ Wholesale growth momentum ▪ Retail banking initiative with AIS partnership ▪ Close monitoring of asset quality
	<ul style="list-style-type: none"> ▪ GDP outlook dependent on global conditions ▪ Further loosening of monetary policy 	<ul style="list-style-type: none"> ▪ G3/FAST an enabler ▪ PB and Preferred regional offerings ▪ Maintain strong growth in commercial banking ▪ Low NIM environment
Others	-	<ul style="list-style-type: none"> ▪ Re-organisation to streamline operations and management ▪ Prioritising cost management

Targets for 2015

	FY15 Target
ROE	11.0%
Dividend Payout Ratio	40%
Total Loans Growth *	10%
Loan Loss Charge	40-50 bps
CET 1 (CIMB Group)	> 10%
Cost to income	< 55%

Note: * Excluding bad bank

CIMB Group : FY14 Results

8. Final Remarks

Final Remarks

- Start 2015 with a stronger capital position and a strengthened balance sheet with CET1 of 10.1% and Allowance Coverage of 82.7%
- Tough 2015 ahead: Slower GDP growth in Malaysia and Indonesia, weaker commodity outlook, capital markets still slow, asset quality will remain a challenge in early 2015
- Changes to position CIMB for the future:
 1. T18 - Major recalibration. Tough decisions needed to build and strengthen the platform
 2. Disciplined execution of key strategic drivers and growth areas - Digital, SME, Transaction Banking
 3. Cost is a primary focus and will be tackled head on

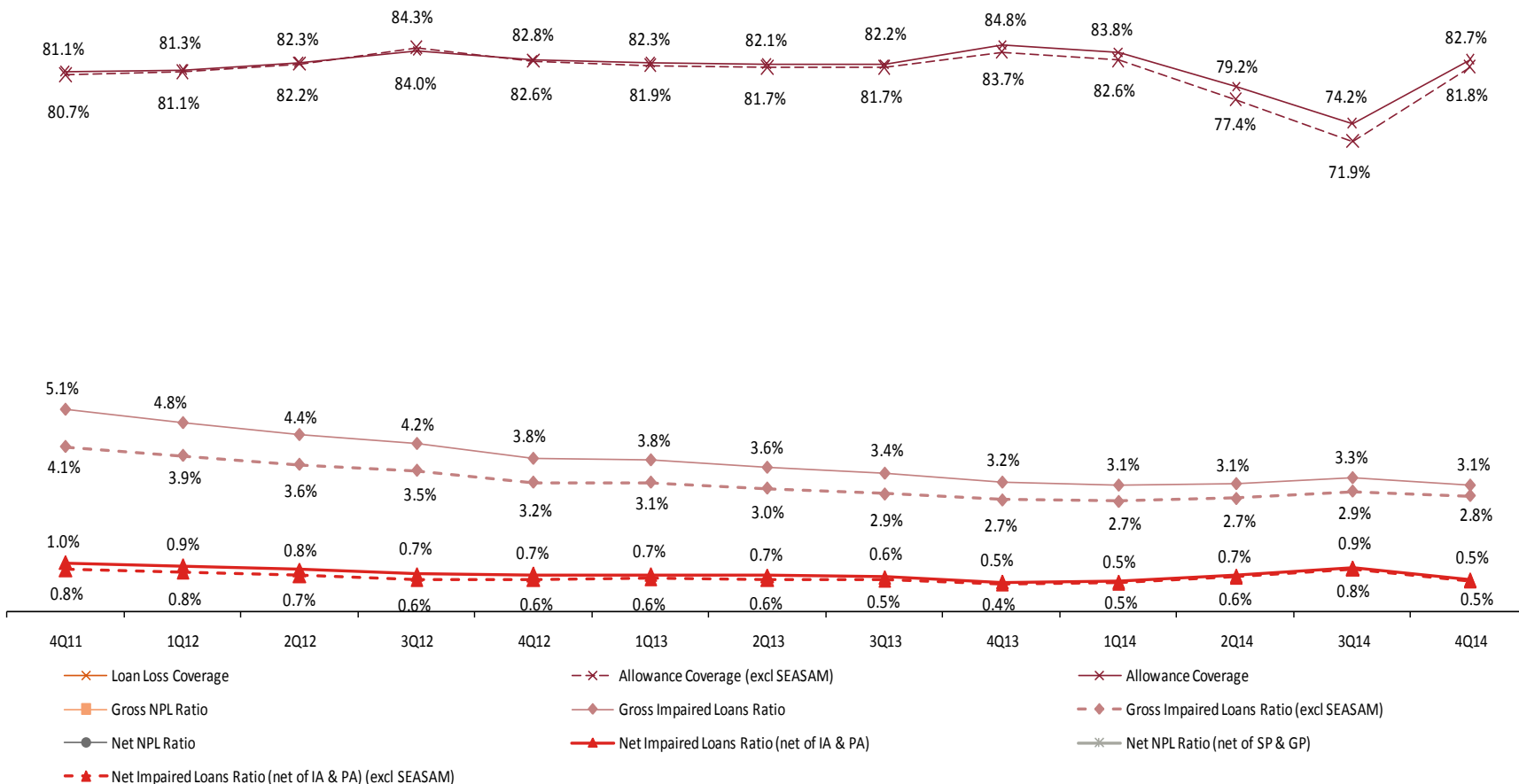
THANK YOU

CIMB Group : FY14 Results Appendices


Consolidated Balance Sheet Changes

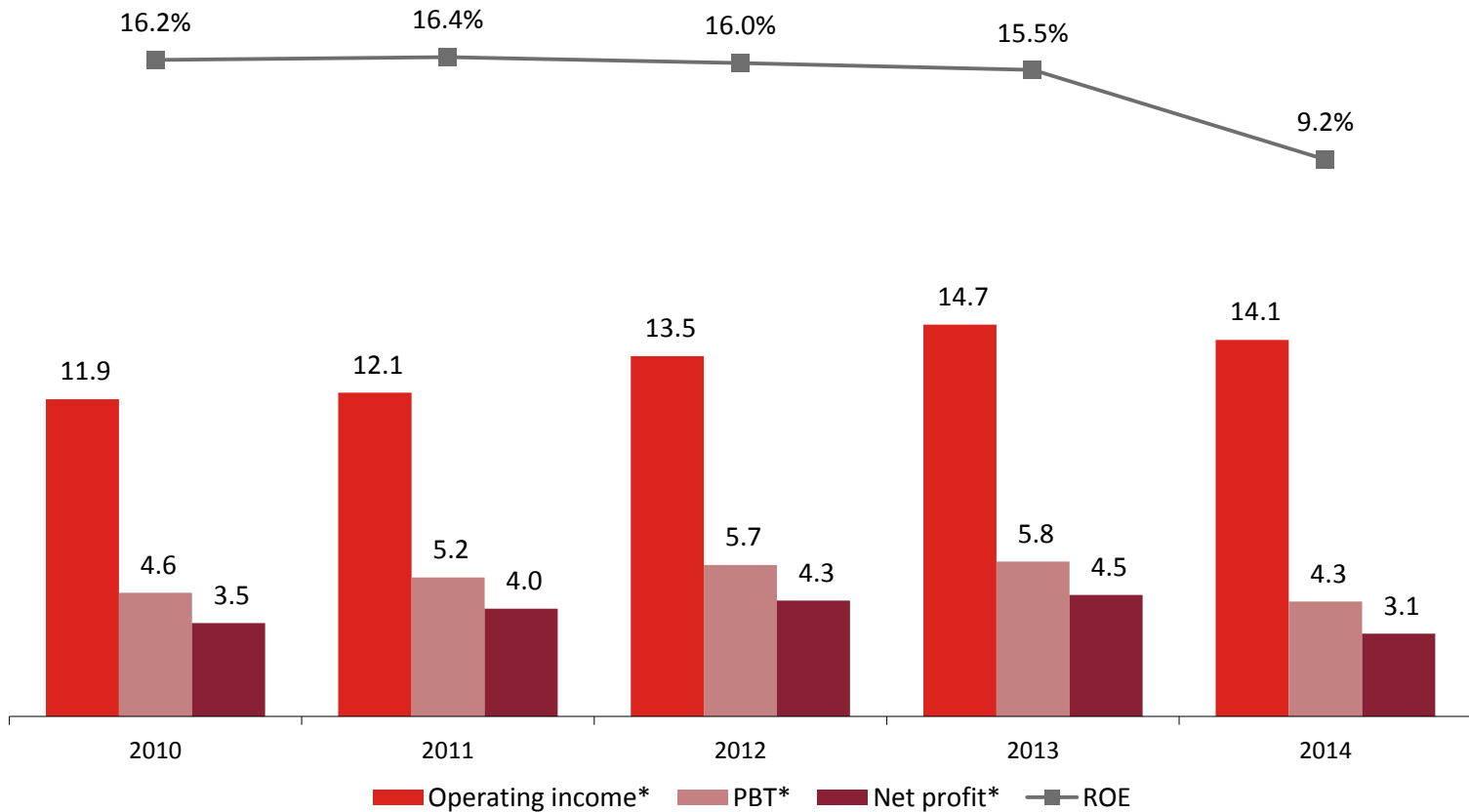
(RM 'mil)	31 Dec 14	31 Dec 13	Y-o-Y	30 Sep 14	Q-o-Q
Cash & short term funds	33,463	33,679	(1%)	30,454	10%
Securities purchased under resale agreements	4,758	8,261	(42%)	3,601	32%
Deposits & placements with financial institutions	4,239	3,789	12%	4,514	(6%)
Financial assets held for trading	23,804	23,403	2%	25,935	(8%)
Money Market	13,499	12,734	6%	16,485	(18%)
Corporate Bonds	6,467	8,442	(23%)	5,795	12%
Equity	3,838	2,228	72%	3,655	5%
Financial investments available for sale	32,287	30,334	6%	30,332	6%
Financial investments held to maturity	18,262	10,821	69%	17,043	7%
Loans, advances & financing	258,015	228,432	13%	243,606	6%
Other assets	39,328	32,194	22%	36,094	9%
Total assets	414,156	370,913	12%	391,579	6%
Deposits from customers	282,069	263,004	7%	263,523	7%
Deposits & placements of banks and other FI	32,150	20,728	55%	30,878	4%
Other borrowings	30,310	28,177	8%	28,464	6%
Other liabilities	31,236	27,775	12%	31,020	1%
Total liabilities	375,765	339,684	11%	353,885	6%
Shareholders' funds	37,360	30,271	23%	36,715	2%
Total liabilities & equity	414,156	370,913	12%	391,579	6%

Asset Quality Ratios – CIMB Group



Yearly Earnings Trend

Average ROE from 2010 – 2014  **14.7%**



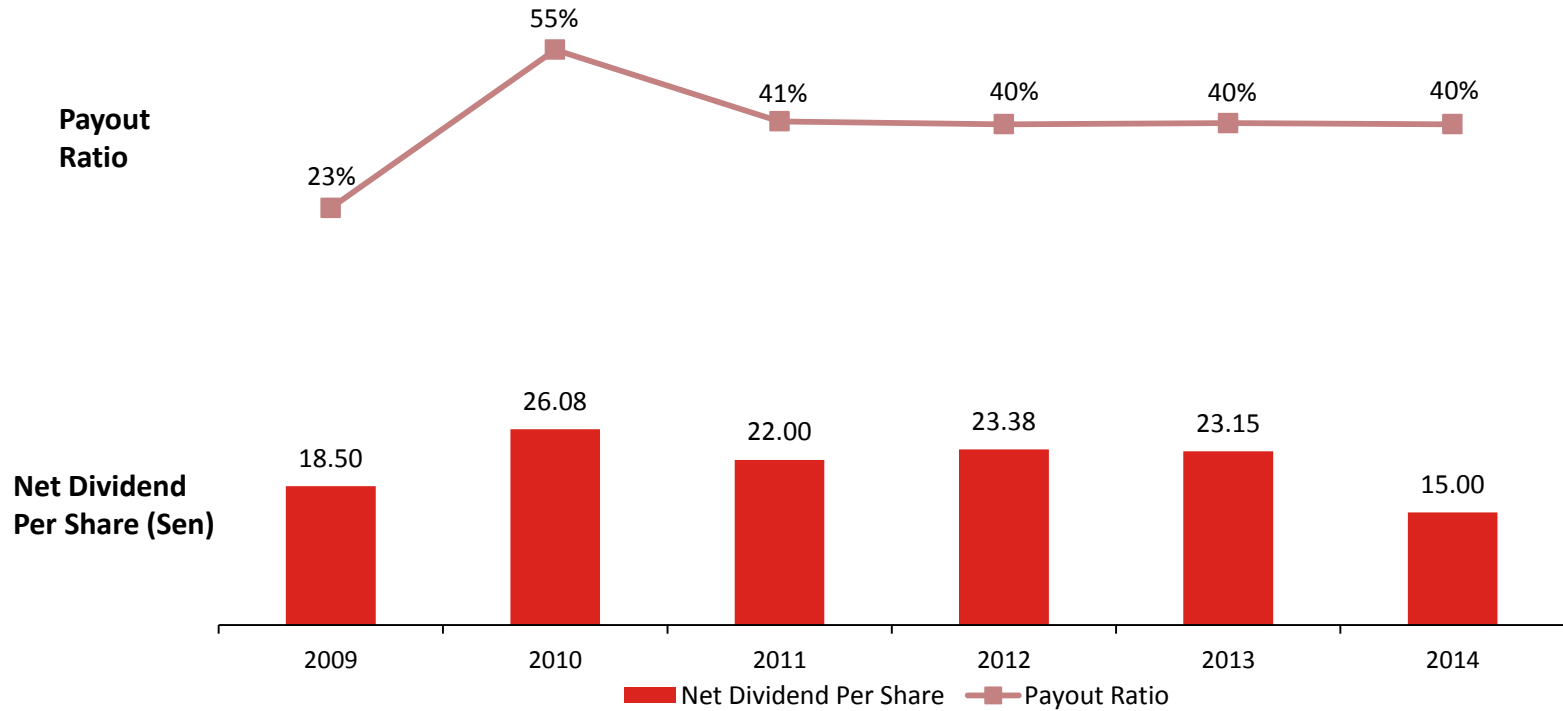
Note: * RM 'bil

Earnings Summary Q-o-Q

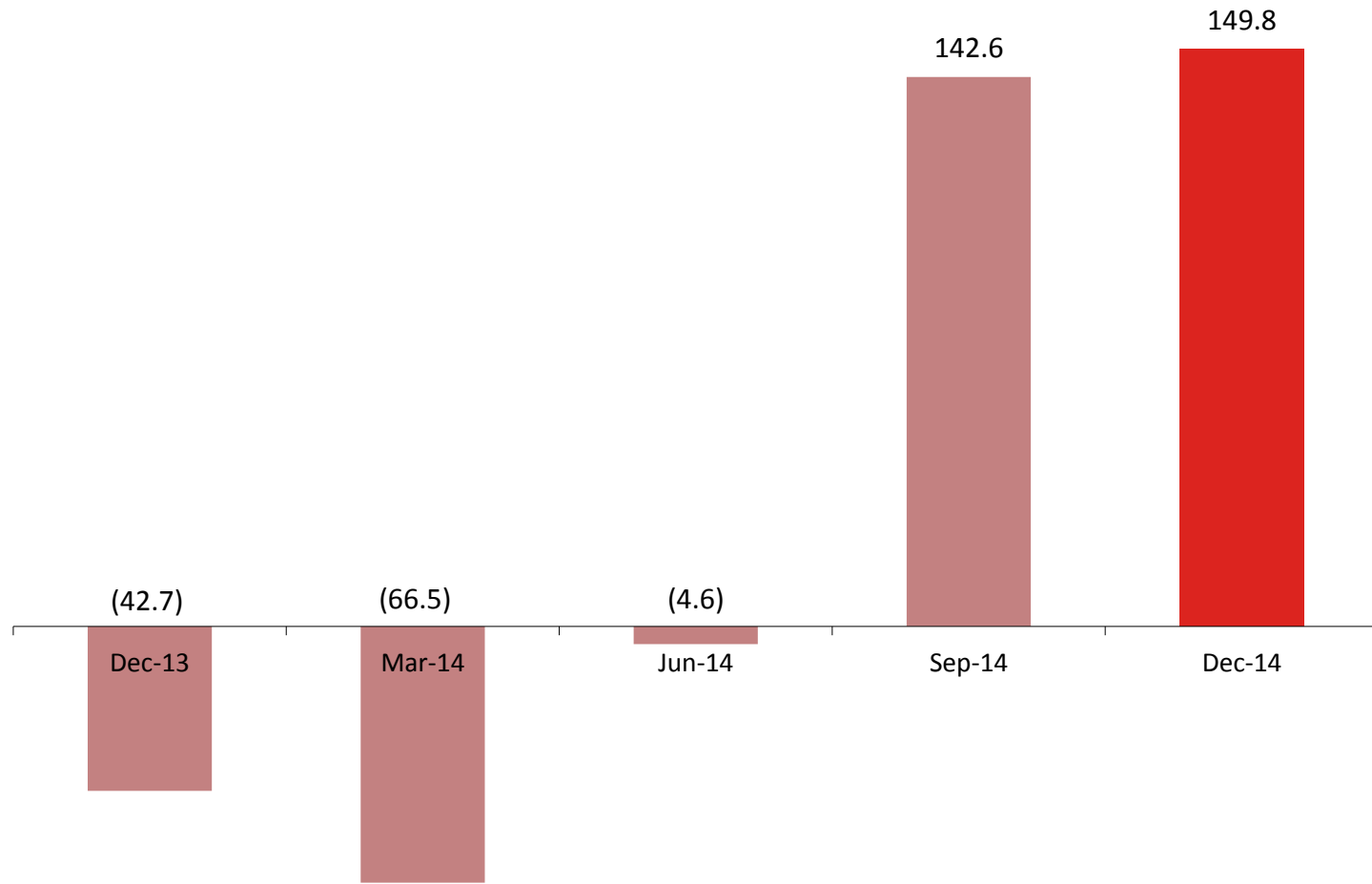
(RM 'mil)	4Q14	4Q14 BAU*	3Q14	3Q14 BAU	Q-o-Q	Q-o-Q BAU*
Net interest income	2,563	2,563	2,498	2,498	2.6%	2.6%
Non interest income	1,109	982	1,031	1,031	7.6%	(4.8%)
Operating income	3,672	3,545	3,529	3,529	4.1%	0.5%
Overhead expenses	(2,239)	(2,239)	(2,034)	(2,034)	10.1%	10.1%
PPOP	1,433	1,306	1,495	1,495	(4.1%)	(12.6%)
Loan impairment	(919)	(919)	(345)	(345)	166.4%	166.4%
Other provisions	(148)	(20)	(4)	(4)	>1000%	400.0%
Share of JV / Associates	19	19	33	33	(42.4%)	(42.4%)
PBT	385	386	1,179	1,179	(67.3%)	(67.3%)
Net profit	200	252	890	890	(77.5%)	(71.7%)
EPS (sen)	2.4	3.0	10.7	10.7	(77.6%)	(72.0%)
ROE (Annualised)	2.2%	2.7%	9.8%	9.8%	(760bps)	(710bps)

Note: * 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)

Dividend : 40% with DRS



AFS MTM (Q-o-Q) Position



Notable Deals

DCM



Government of the Republic of Indonesia
 USD1.5 bil Trust Certificates due 2024 issued via Perusahaan Penerbit SBSN Indonesia III
(Republic of Indonesia's first Sukuk issuance based on the Islamic principle of Wakala)



Government of the Hong Kong Special Administrative Region of the People's Republic of China
 USD1.0 bil Trust Certificates due 2019 issued via Hong Kong Sukuk 2014 Limited
(First sukuk issuance from the East Asia region)



KLCC Real Estate Investment Trust
 RM3.0 bil Sukuk Murabahah Programmes issued via Midciti Sukuk Berhad
(First AAA-rated REIT in Malaysia)



United Energy Group Limited
 SGD1.0 bil Medium Term Notes Programme and Inaugural Issuance of SGD100 mil Senior Unsecured Notes due 2016



Khazanah Nasional Berhad

Khazanah Nasional Berhad
 USD500.0 mil Exchangeable Trust Certificates due 2021 issued via Cahaya Capital Ltd
(First 7-year put 4 exchangeable Sukuk to price at negative yield and first exchangeable Sukuk structured based on the Islamic principles of Mudharabah and Murabahah)



Lembaga Pembiayaan Ekspor Indonesia
 IDR4.0 tril Senior Debt via 2nd Shelf Registration Programme Phase 1 of IDR24.0 tril
 IDR2.7 tril Senior Debt via 2nd Shelf Registration Programme Phase 3 of IDR24.0 tril

DCM



Government of United Kingdom
 GBP200.0 mil Trust Certificates due 2019 issued via HM Treasury UK Sovereign Sukuk PLC
(First Sukuk Offering by a sovereign outside the Islamic world)

M&A



Sapurakencana Petroleum Berhad
 USD898.0 mil acquisition of the entire issued and outstanding common shares of Newfield Malaysia Holding Inc. from Newfield International Holdings Inc.

ECM



PT Link Net Tbk
 USD455.0 mil secondary share placement on Indonesia Stock Exchange



Malaysia Airports Holdings Berhad
 RM980.0 mil new shares placement



Bumi Armada Berhad
 RM2.0 bil renounceable rights issue of Bumi Armada Berhad

IPO



Harbin Bank Co., Ltd.
 USD1.1 bil IPO on Hong Kong Stock Exchange



7-Eleven Malaysia Holdings
 RM834.0 mil IPO on Bursa Malaysia

CIMB Niaga : Earnings Summary



(IDR 'bil)	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
Net interest income	10,689	10,121	5.6%	2,904	2,673	8.6%
Non interest income	2,809	3,404	(17.5%)	806	487	65.5%
Operating income	13,498	13,525	(0.2%)	3,710	3,160	17.4%
Overhead expenses	(6,832)	(6,490)	5.3%	(1,687)	(1,719)	(1.9%)
PPOP	6,666	7,035	(5.2%)	2,023	1,441	40.4%
Provisions	(3,466)	(1,203)	188.1%	(1,959)	(941)	108.2%
PBT	3,200	5,832	(45.1%)	64	500	(87.2%)
Net profit	2,342	4,282	(45.3%)	46	343	(86.6%)
PBT (RM 'mil)	883	1,766	(50.0%)	17	132	(87.1%)
PAT (RM 'mil)	646	1,297	(50.2%)	12	90	(86.7%)
EPS (sen)	93.21	170.40	(45.3%)	1.8	13.7	(86.9%)
ROE (Annualised)	8.5%	17.7%	(920bps)	0.7%	4.9%	(420bps)
(IDR 'bil)	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
Securities	33	89	(62.9%)	29	(10)	n.a.
CIMB Sun Life	4	(12)	n.a.	4	6	(33.3%)

CIMB Niaga : Key Ratios

(Consolidated, %)	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
ROE ^	8.5	17.7	↓	0.7	4.9	↓
NIM ^	5.36	5.34	↑	5.63	5.32	↑
Cost to Income	50.6	48.0	↑	45.5	54.4	↓
Loan Loss Coverage #	88.8	116.5	↓	88.8	82.9	↑
Allowance Coverage	72.4	80.8	↓	72.4	51.8	↑
Loan Loss Charge ^	2.1	0.8	↑	4.4	2.7	↑
Gross Impaired Loans Ratio	4.8	3.2	↑	4.8	5.4	↓
Gross NPL (BI Definition) #	3.9	2.2	↑	3.9	3.4	↑
Loan to Deposit (LDR)	99.5	94.5	↑	99.5	98.5	↑
Modified LDR *	93.1	87.2	↑	93.1	92.0	↑
CAR	15.6	15.4	↑	15.6	16.0	↓
CASA ratio	44.9	44.0	↑	44.9	45.8	↓

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

Based on BI definition

^ Annualised and monthly average

CIMB Thai : Earnings Summary

Before GAAP Adjustments (THB 'mil)	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
Net interest income	7,889	6,525	20.9%	2,107	2,011	4.8%
Non interest income	2,618	3,721	(29.6%)	662	593	11.6%
Operating income	10,507	10,246	2.5%	2,769	2,604	6.3%
Overhead expenses	(7,141)	(6,095)	17.2%	(1,936)	(1,765)	9.7%
PPOP	3,366	4,151	(18.9%)	833	839	(0.7%)
Provisions	(2,130)	(2,744)	(22.4%)	(720)	(502)	43.4%
PBT	1,236	1,407	(12.2%)	113	337	(66.5%)
Net Profit	989	1,490	(33.6%)	89	275	(67.6%)
EPS (THB)	0.05	0.07	(33.6%)	0.00	0.01	(67.7%)
Net Profit (RM 'mil)	105	150	(30.0%)	9	28	(67.9%)
PBT (RM 'mil) *	143	280	(48.9%)	7	35	(80.0%)
PAT (RM 'mil) *	111	272	(59.2%)	4	27	(85.2%)
ROE (Annualised)	4.4%	7.0%	(260bps)	1.5%	4.8%	(330bps)

Before GAAP Adjustments (THB 'mil)	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
Securities	205	307	(33.2%)	78	91	(14.3%)
STAMC	342	263	30.0%	87	52	67.3%

➤ Excluding extra ordinary items in CIMB Thai, the PBT growth would be 26.5%

CIMB Thai : Key Ratios

(Consolidated, %)	FY14	FY13	Y-o-Y	4Q14	3Q14	Q-o-Q
ROE ^	4.4	7.0	↓	1.5	4.8	↓
NIM ^	3.37	3.18	↑	3.40	3.37	↑
Cost to Income	68.0	59.5	↑	69.9	67.8	↑
Loan Loss Coverage **	95.2	107.8	↓	95.2	94.5	↑
Loan Loss Charge ^	1.1	1.6	↓	1.5	1.1	↑
Gross NPL ratio **	3.3	2.5	↑	3.3	3.3	↔
Net NPL ratio **	1.8	1.5	↑	1.8	1.8	↔
Loan to Deposit	103.3	112.5	↓	103.3	110.2	↓
Modified LDR ***	90.1	90.3	↓	90.1	93.1	↓
CAR *	15.0	14.1	↑	15.0	15.5	↓
CASA ratio #	28.2	31.6	↓	28.2	36.2	↓

Notes: * Bank Only

** Excludes 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