

3-YEAR STRATEGIC ROADMAP · FINANCIAL RESULTS - 1Q FY2026

# From Bureau to Trusted Intelligence

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**Ankur Sehgal** | Group Chief Executive Officer  
CTOS Digital Berhad (Bursa: 5301)

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Investor Relations | Confidential | April 2026

# Structural Forces Reshaping the Financial Ecosystem

CTOS is uniquely position at the center of this transition

TECHNOLOGY SHIFT



## AI-Driven Transforming Credit Decisioning

Lending decisions are shifting from rules to AI-led Intelligence

Data + AI + Workflow = Faster & Enhanced Decisioning

MARKET DYNAMIC



## Digital and Embedded Finance Expansion

Credit is becoming embedded inside digital ecosystems not banks alone

Credit intelligence API layer will drive the next evolution of digital credit

REGULATORY



## Regulatory Expansion of Credit Market

Regulations like CCA 2025 expands the addressable market and formalises new lenders

CTOS to be positioned as the leading platform player to drive the next chapter of credit

UNDERSERVED MARKET



## SME Credit and Thin-file Gaps

Next growth cycle comes from previously invisible borrowers

Alternative data leadership unlocks new credit markets

# CTOS TODAY: The Foundation of Trusted Intelligence

## WHO WE ARE

<b>#1</b> Credit Bureau	<b>30+</b> Years of Data	<b>5M+</b> Consumers	<b>600+</b> FI & Corporate	<b>20K+</b> SMEs
Proprietary Fraud Bureau Provider			#1 e-Trade Reference Bureau Provider	

## WHAT WE OFFER

<h3>DATA &amp; INFORMATION</h3> <ul style="list-style-type: none"><li>CCRIS</li><li>Enquiry</li><li>E-Trade Reference</li><li>SSM</li><li>UBO</li><li>KYC</li><li>Non-Bank Bureau</li><li>ID Guard</li><li>Business Reports</li></ul>	<h3>DIGITAL SOLUTIONS</h3> <ul style="list-style-type: none"><li>Credit Manager</li><li>Credit Application Decisioning</li><li>Multiface ID</li><li>eKYC</li><li>Compliance Platform</li><li>CTOS Secure ID</li><li>Monitoring</li></ul>	<h3>ANALYTICS &amp; INTELLIGENCE</h3> <ul style="list-style-type: none"><li>Score</li><li>Triggers</li><li>Affordability Index</li><li>Portfolio Scrubs</li><li>Benchmarking</li><li>Digital Footprints</li></ul>
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# The Challenges Faced in 2025

**RM326.1M**

Group Revenue

+7.0% YoY

**RM88.1M**

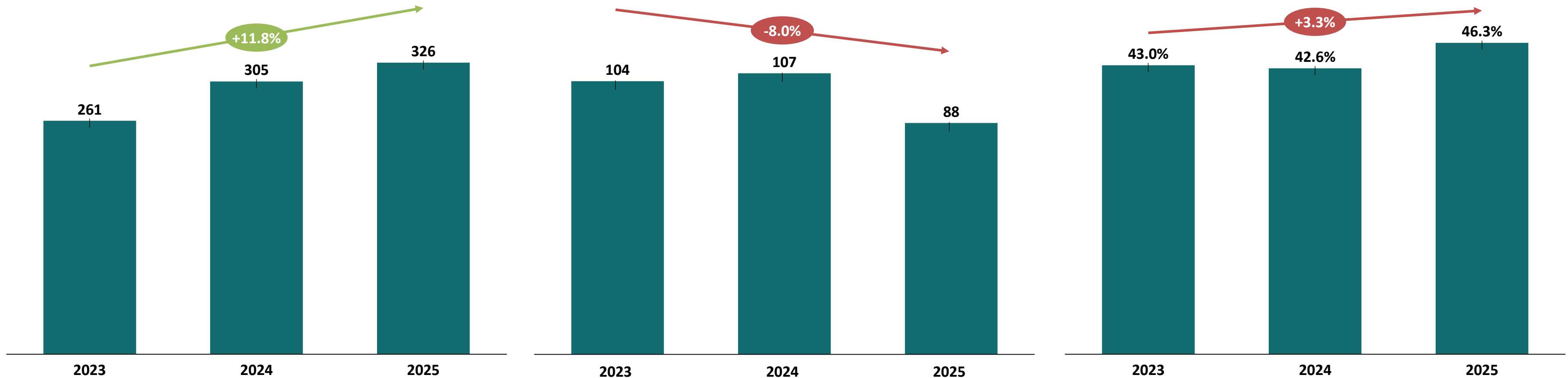
Normalised PATAMI

-18.1% YoY

**46.3%**

Cost-to-Income Ratio

+3.7pt YoY



Cost growth outpaced revenue leading to higher cost-to-income ratio

SECTION 01

# CTOS 3-Year Strategic Roadmap

*From Bureau to Trusted Intelligence*

Strategic Framework

3-Year Roadmap

Improving Margins

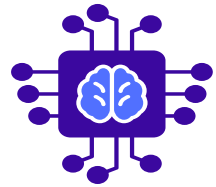
Revenue Forecast

Overview

# Repositioning CTOS From Bureau to Trusted Intelligence

Trusted Intelligence Behind Every Transaction

1



**Intelligence Leadership**

Own the Intelligence layer

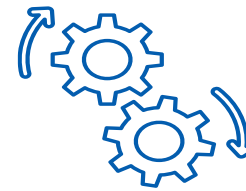
2



**Credit Ecosystem & Expansion**

From Reports to Embedded Decisions

3



**Digital Experience & Platform**

Build a Unified Intelligent Digital Platform

4



**Financial Inclusion & Empowerment**

Expand Access to Underserve

5

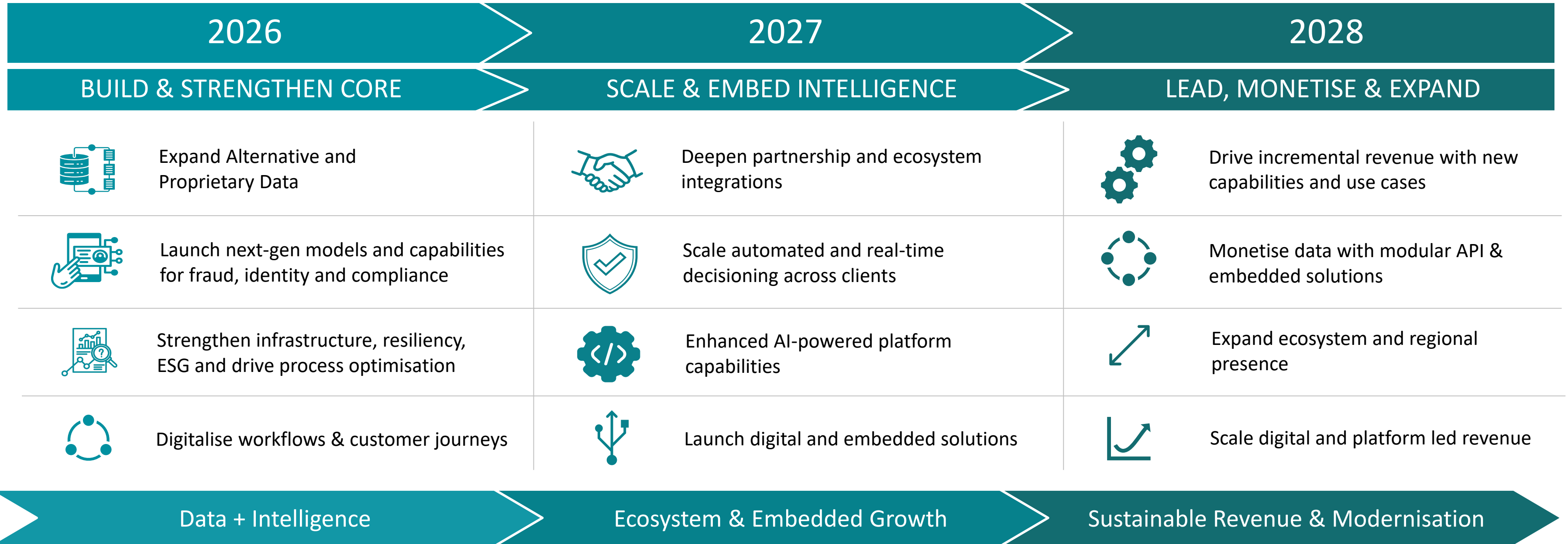


**Operational Excellence & Governance**

Scale with Integrity

To enable fair, responsible and inclusive access to credit and financial services through trusted data, digital and AI powered solutions

# Scaling CTOS into ASEAN's Leading Intelligence Platform

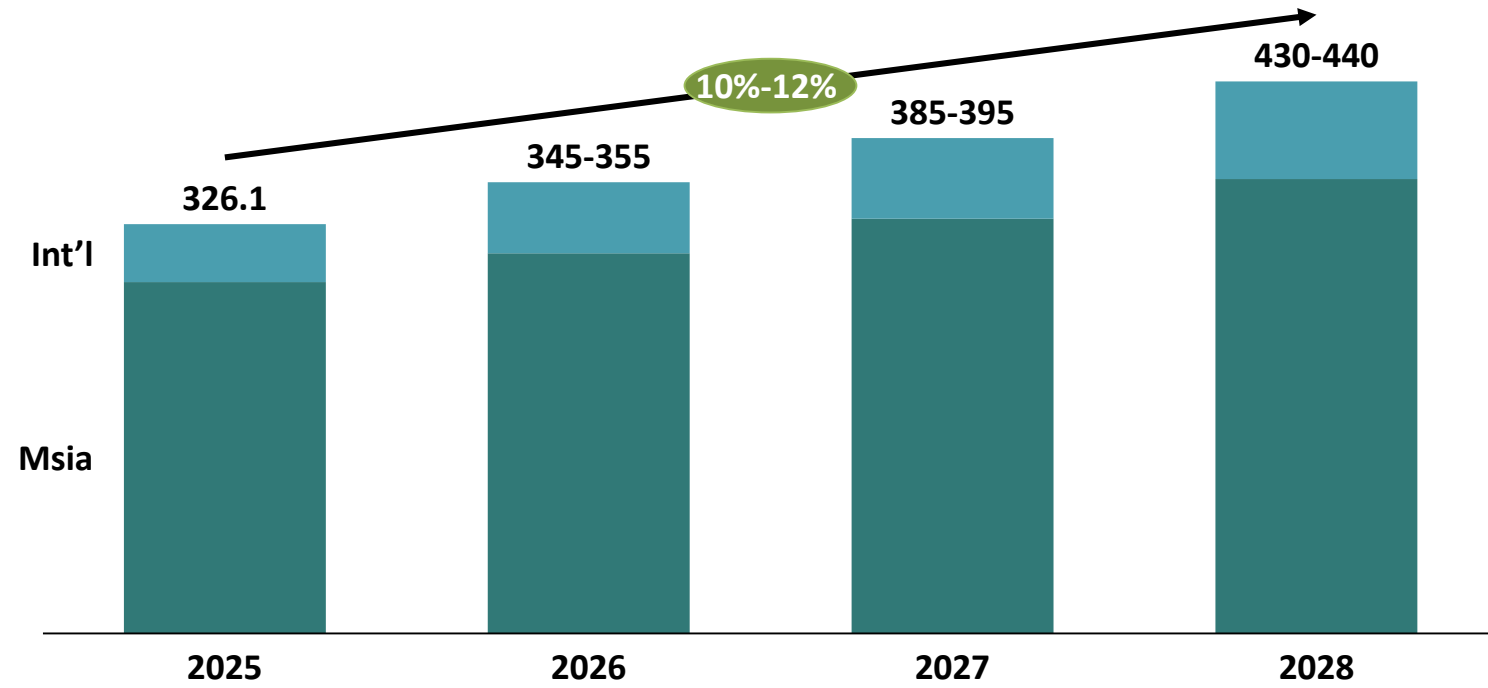


STRATEGIC PILLARS

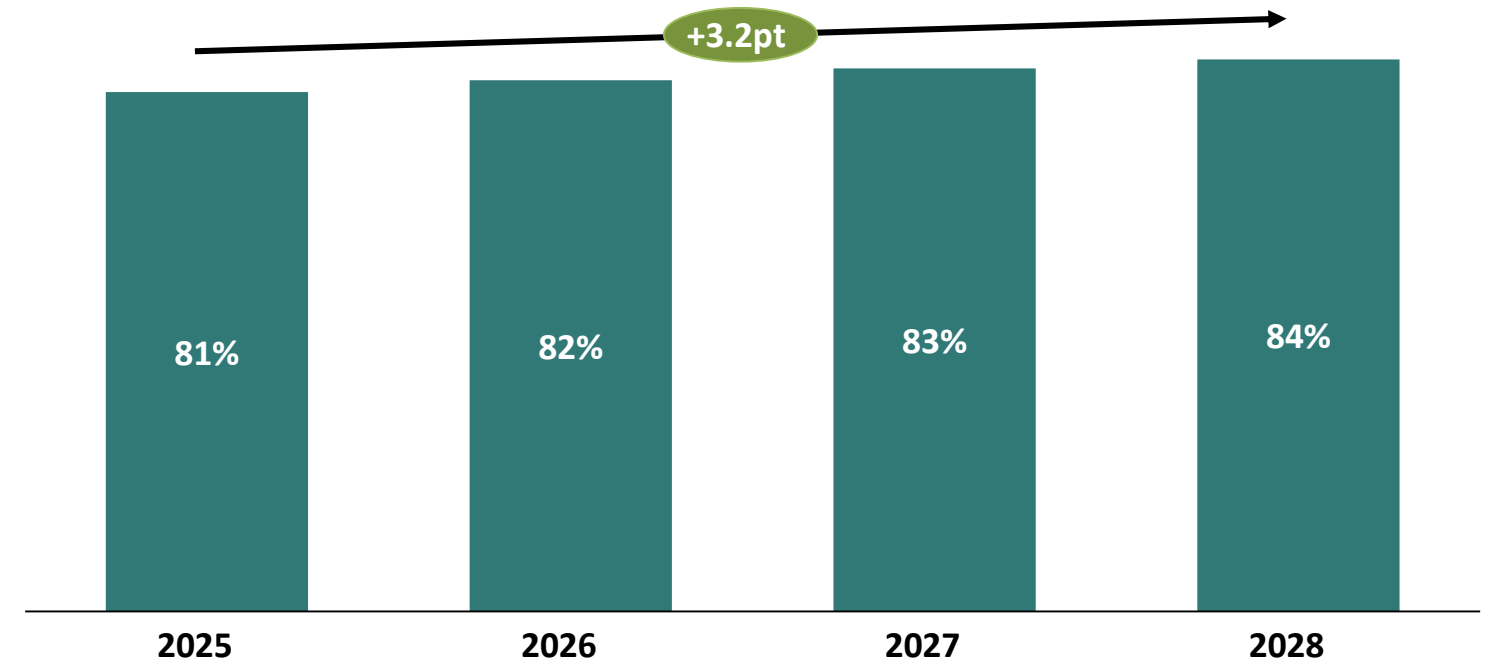


# Sustainable Double-Digit Growth in Revenue

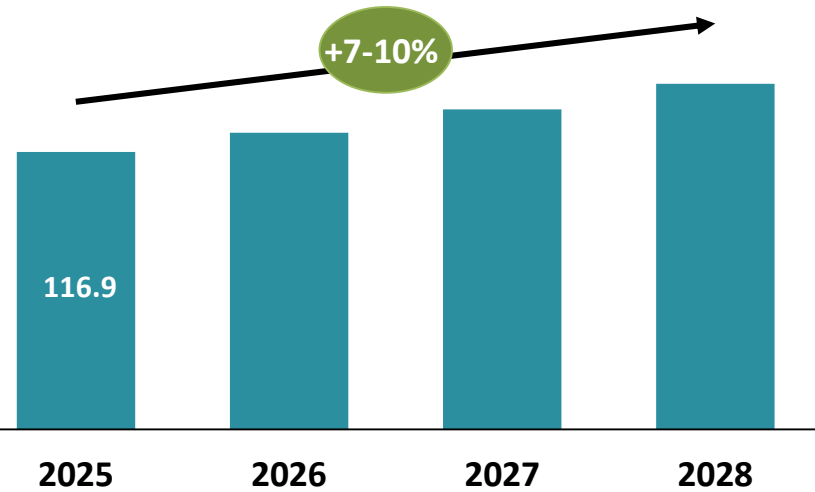
Group Revenue



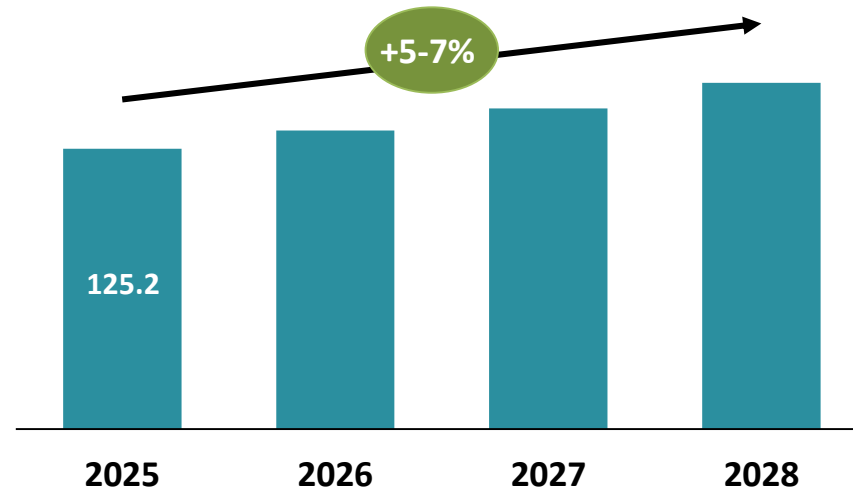
Recurring Revenue



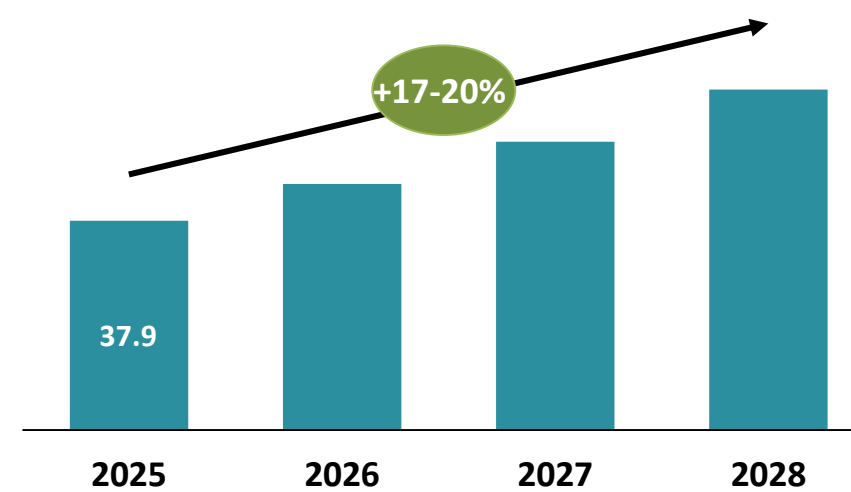
FI & Corporate



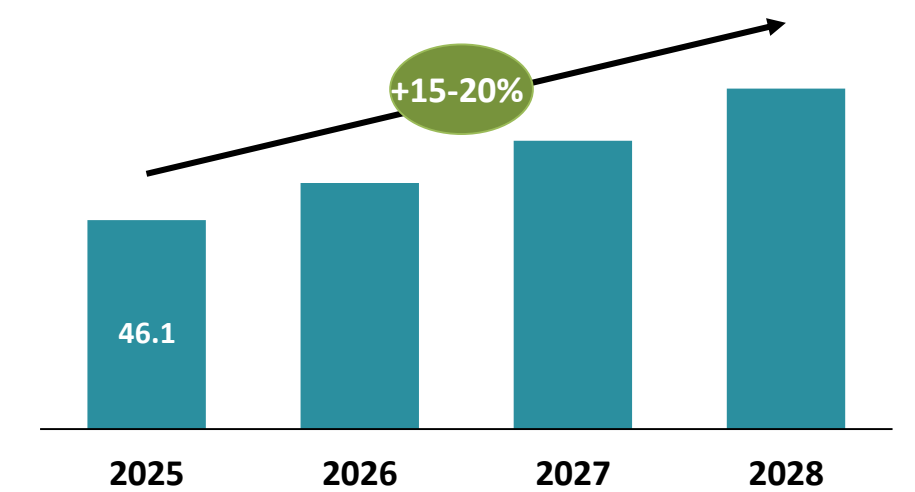
Commercial



Consumer



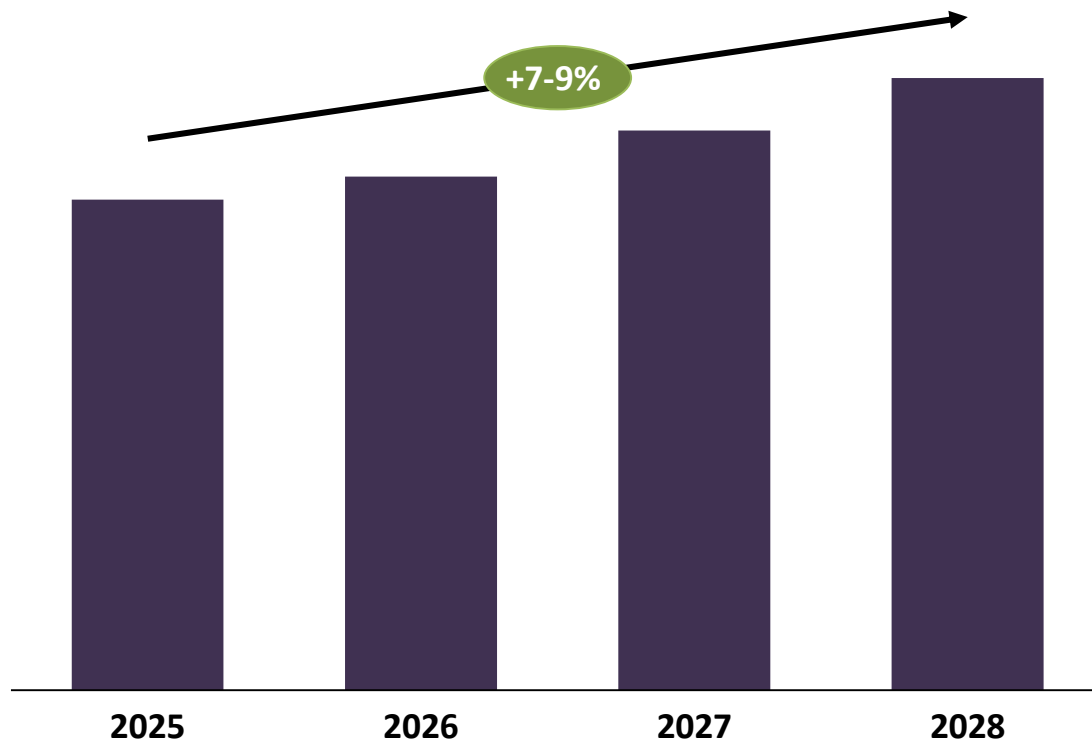
International



Note: Amt in RM 'mil and % in CAGR

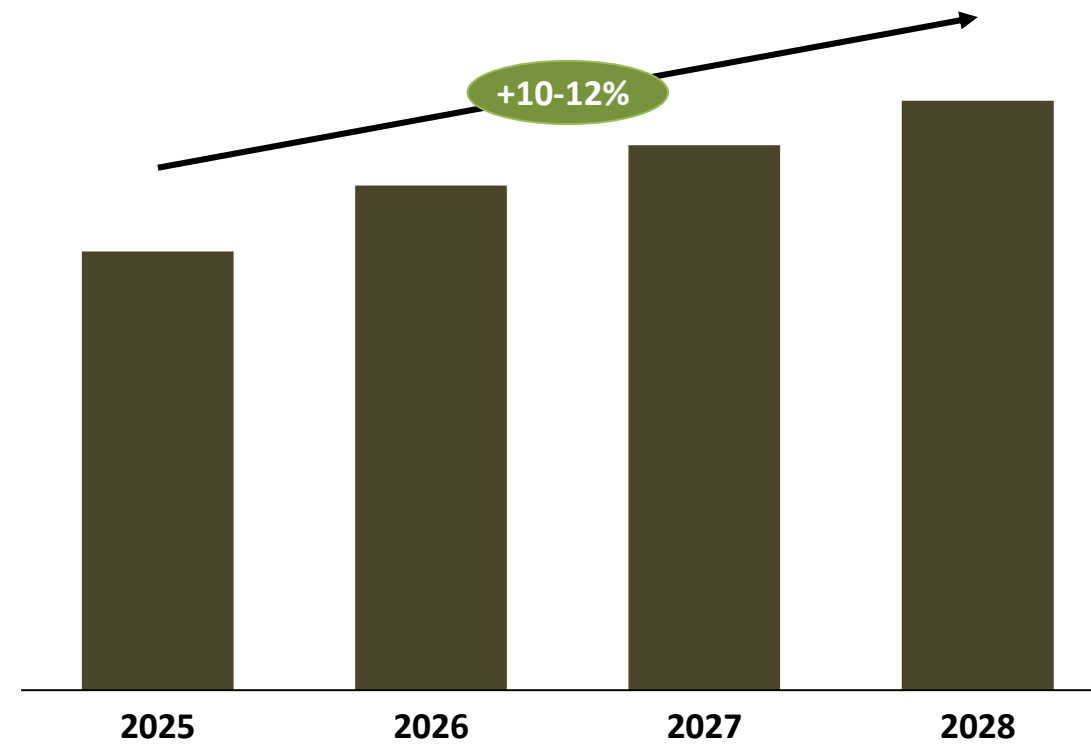
# Sustainable Double-Digit Growth in Revenue

## DATA & INFORMATION



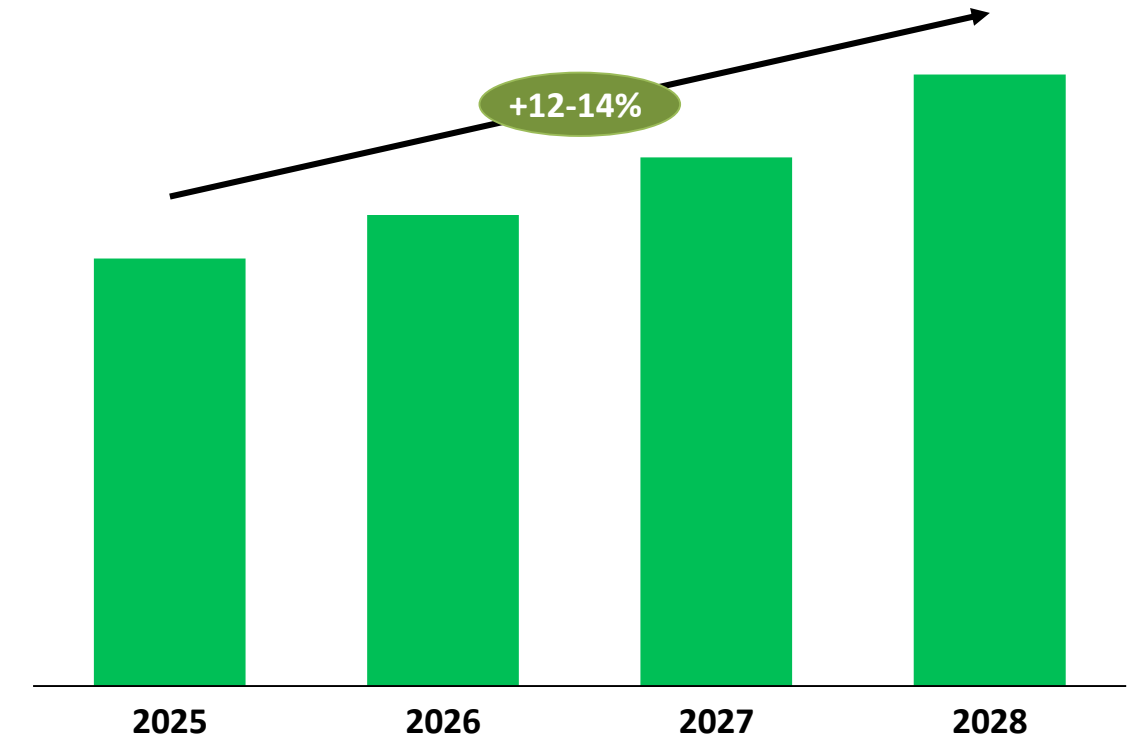
- Deepening data and bureau reports across new and existing lenders

## DIGITAL SOLUTIONS



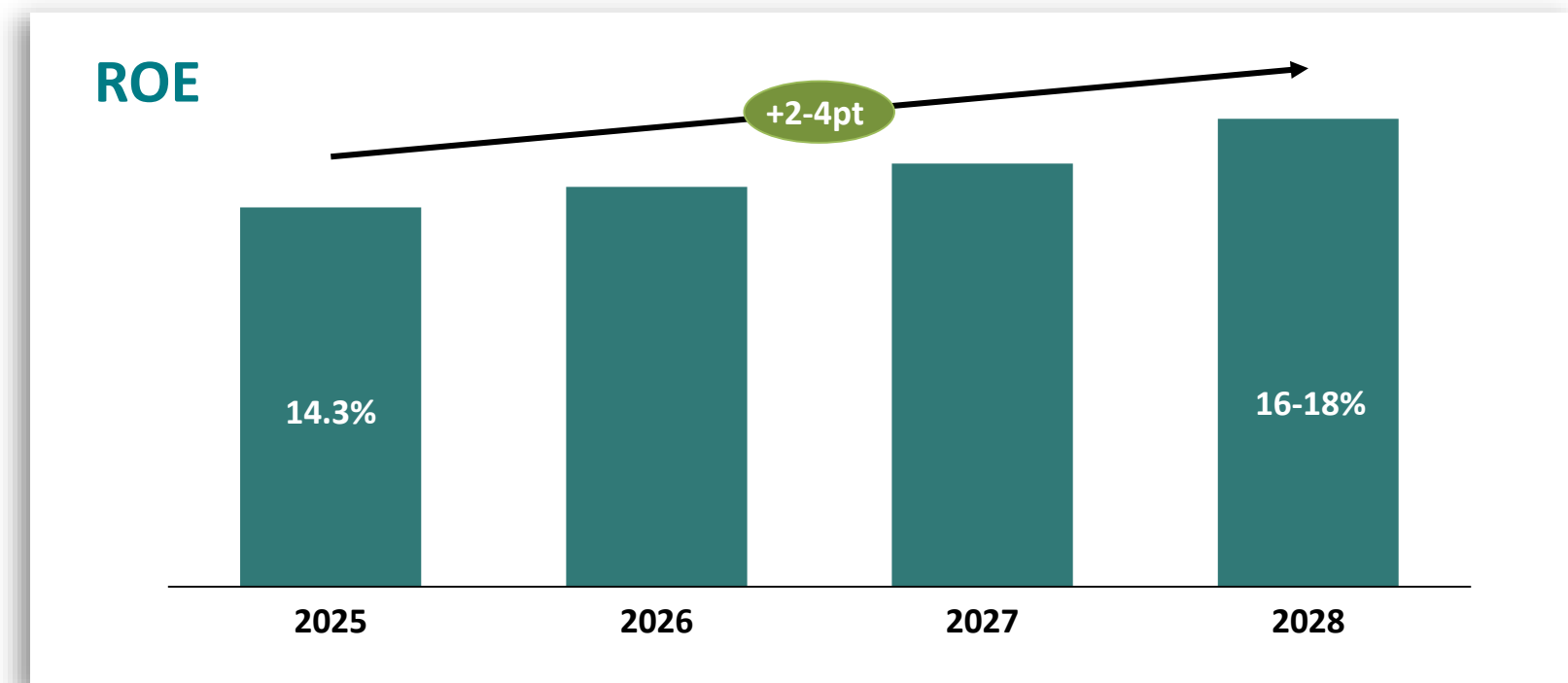
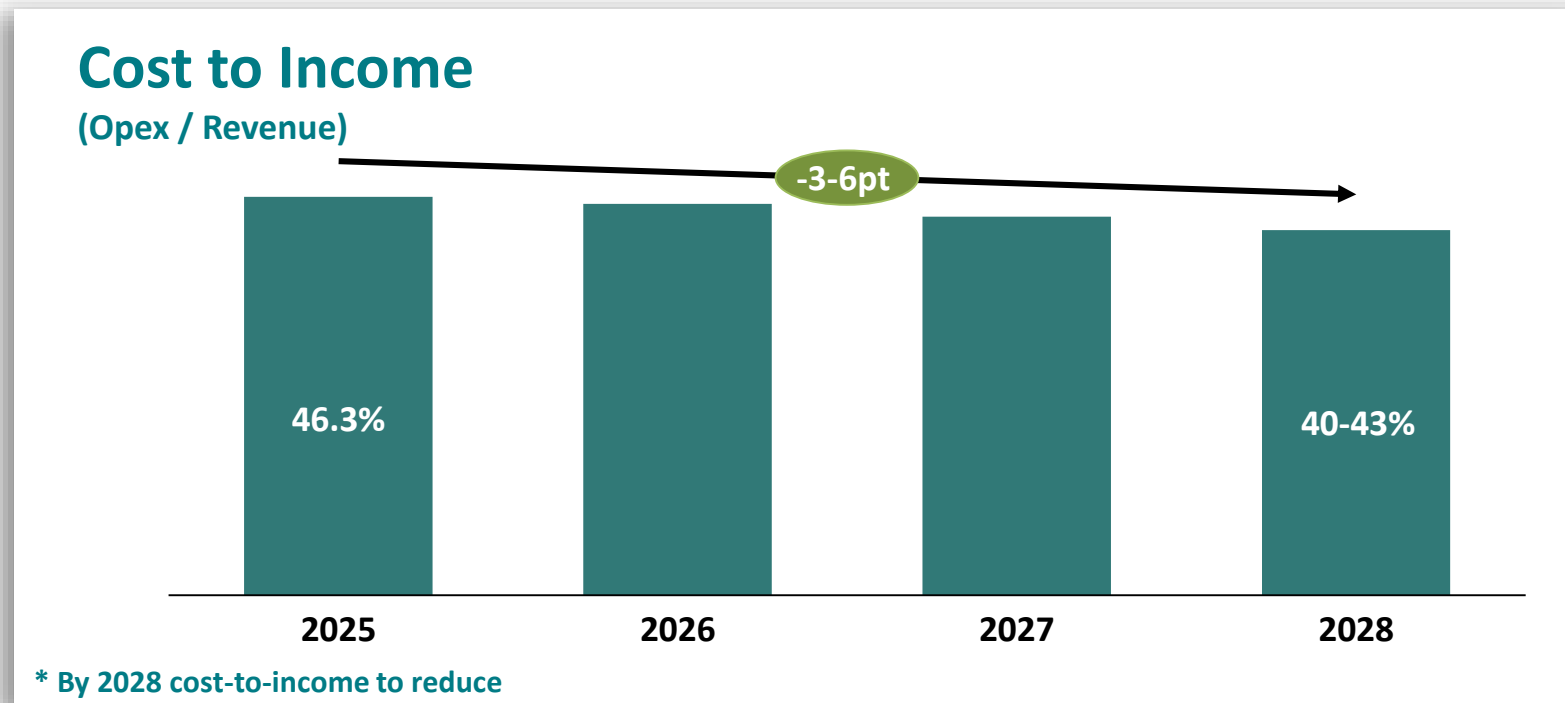
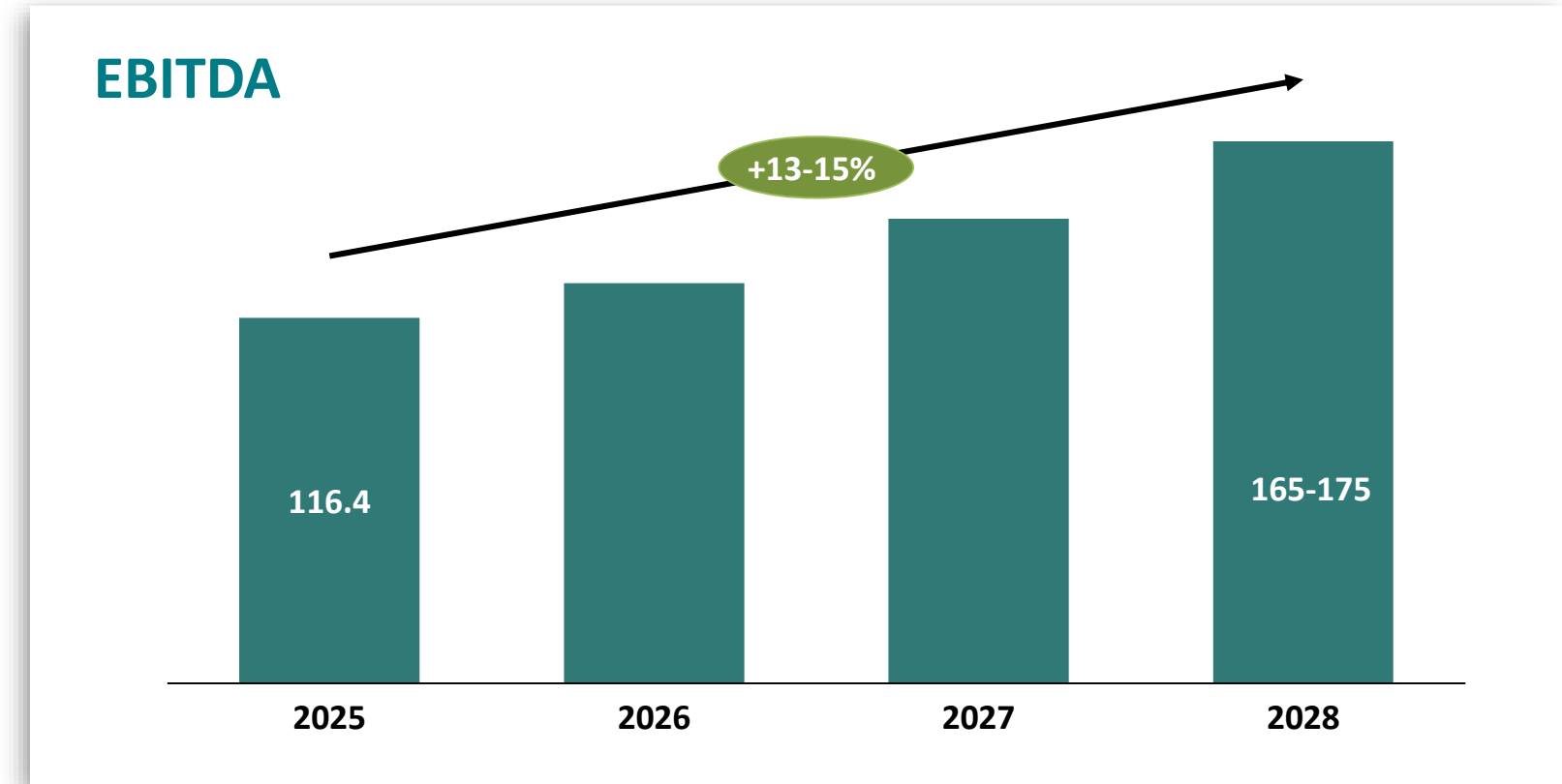
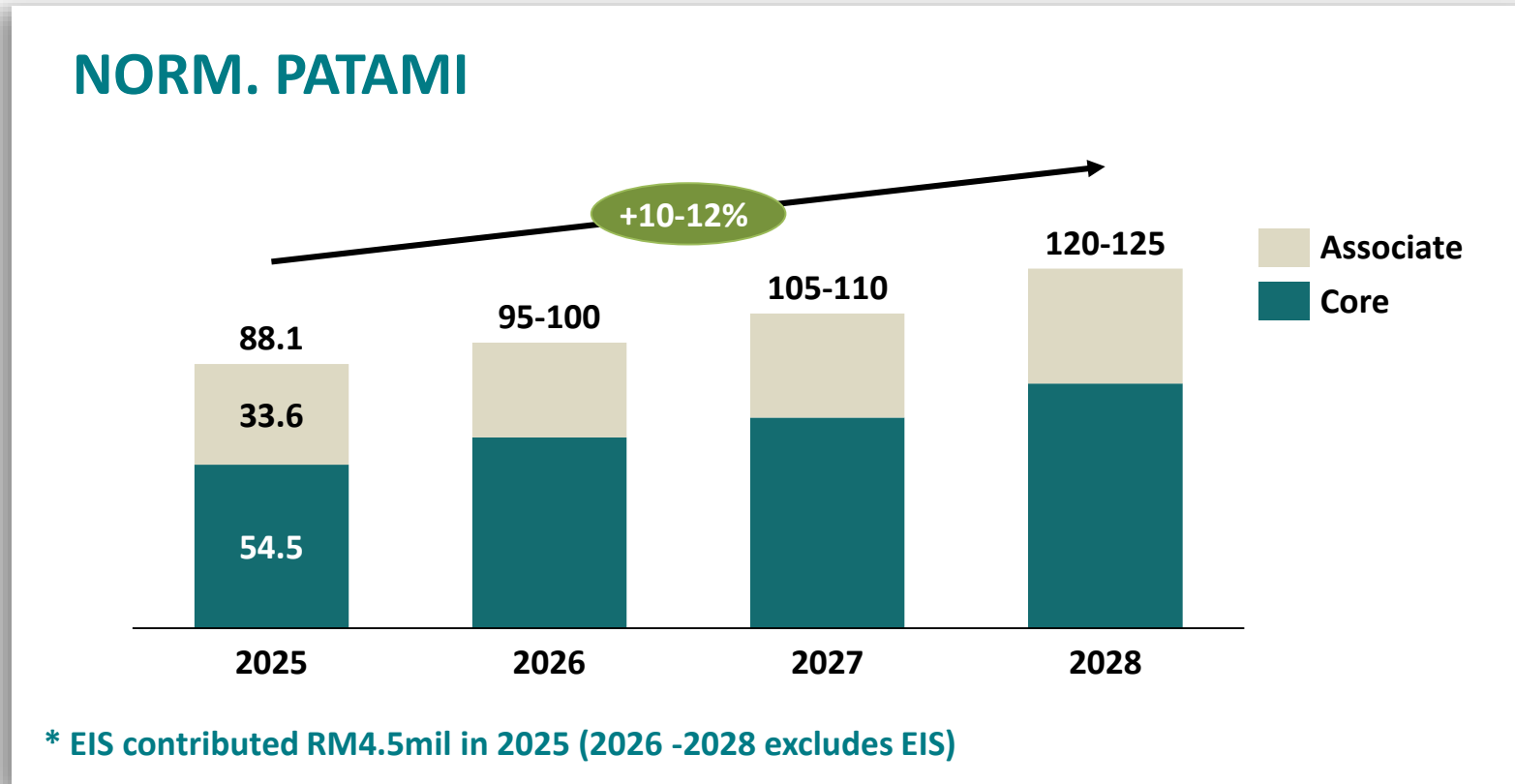
- Fueled by new digital product suite and platforms addressing consumer and SME needs

## ANALYTICS & INTELLIGENCE



- Driven by rising demand for alternative models and AI-powered credit and fraud decisioning

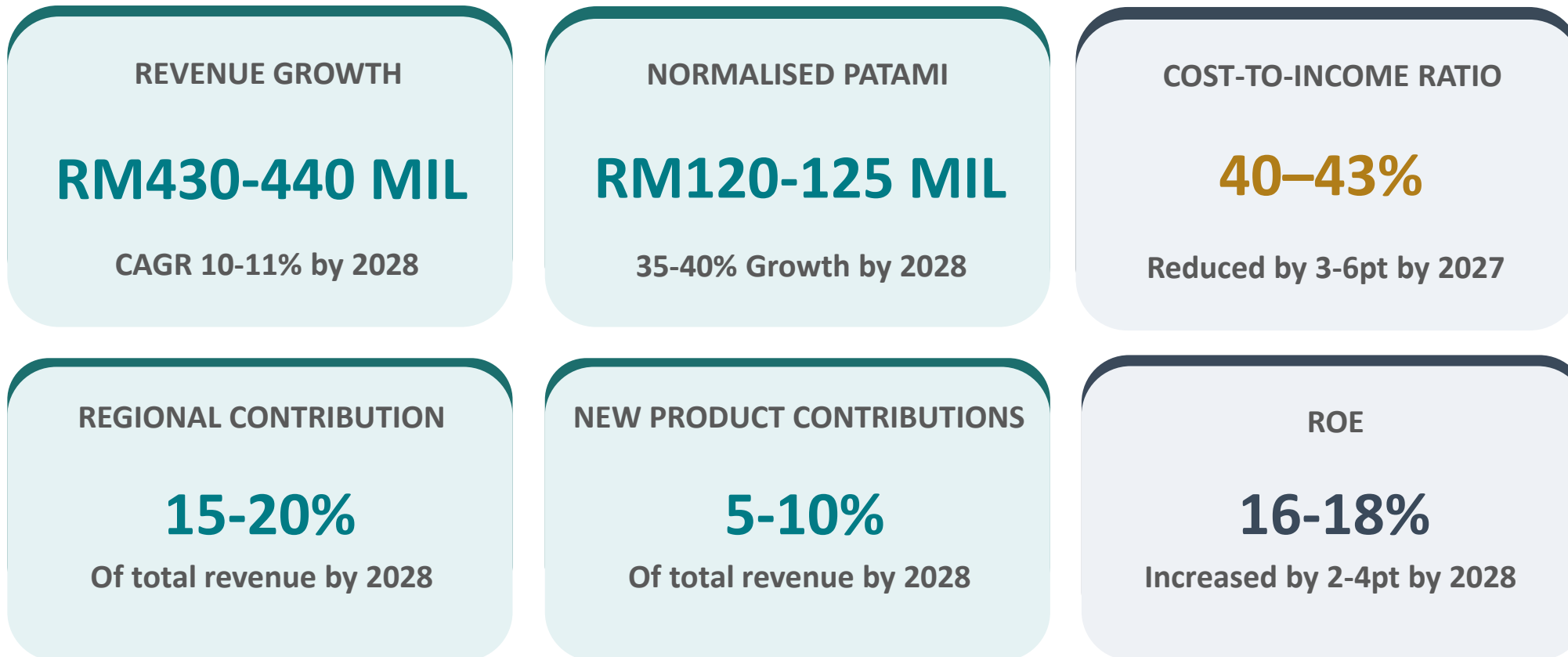
# Improving Return for Shareholders







Note: Amt in RM 'mil

# Delivering Scalable and Sustainable Growth with Improved Efficiency

## Key Targets (2026 – 2028)



## Why CTOS Wins

-  **Proprietary & Expanding Data Advantage**  
Scaling alternative & transactional data to deepen insights
-  **Embedded Ecosystem Leadership Platform**  
Integrated across banks, fintech & digital platforms
-  **Scalable Platform Model**  
API-led, AI-powered, and margin accretive
-  **ASEAN Expansion Pathway**  
Leveraging Malaysia Leadership to scale regionally

## GOALS



DIVIDEND YIELD AT 4.0%

# 60% – 70% Dividend Payout Remains

SHARE PRICE  
**RM 0.71**  
Midpoint (RM 0.60 - 0.75)

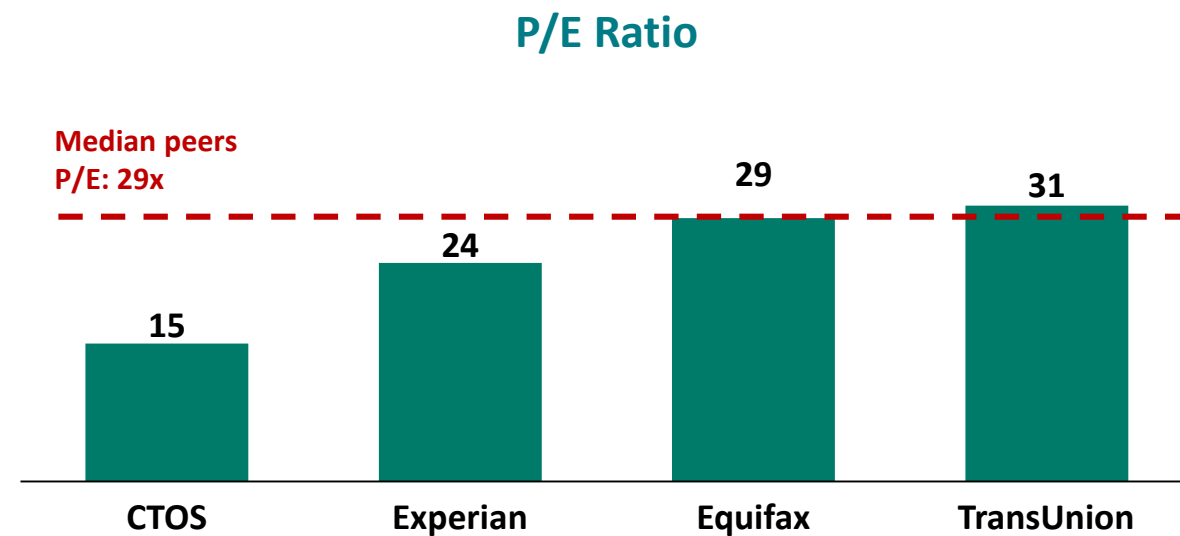
MARKET CAP  
**RM1.63B**  
@ 0.71 x 2.29Bn shares

2025 PATAMI  
**RM88.1**  
Normalised

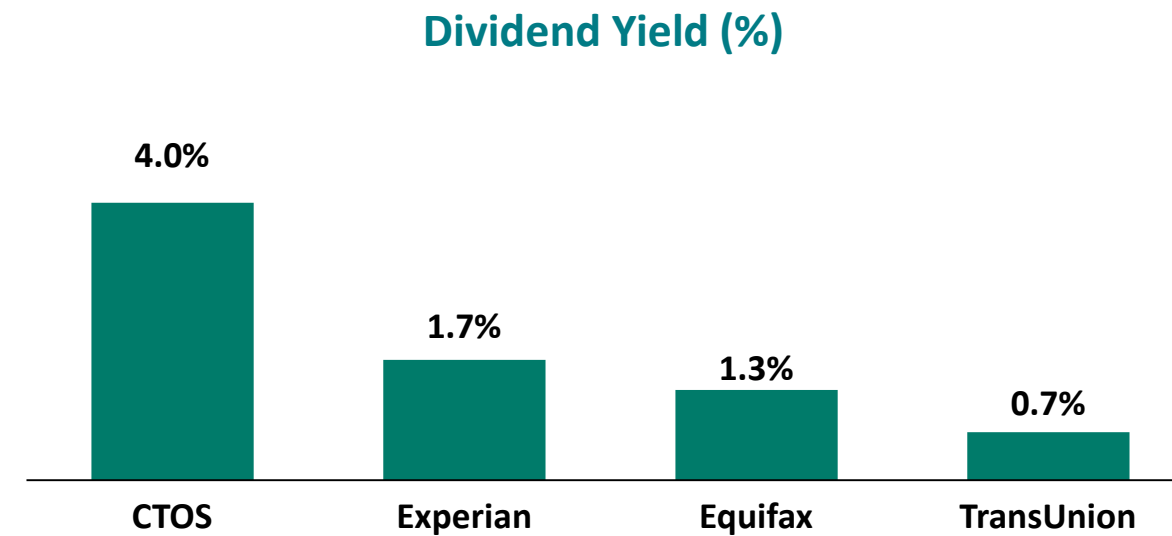
Dividend Payout Ratio  
**60 – 70%**  
Paid quarterly

CTOS trades at 47% discount to global peers

CTOS has the highest dividend yield at 4.0%



Source: Capital IQ as at 24 Apr 2026



Source: Capital IQ as at 24 Apr 2026

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SECTION 02

# Financial Results

**Q1 FY2026**

Key highlights

Segment Performance

Financial Performance

Associates

Dividend

KEY HIGHLIGHTS

# Q1 FY2026 at a glance

Year-on-year momentum across revenue, profitability and capital discipline.



REVENUE

**RM81.6m**

**+7.3% YoY ↑**

Double-digit growth within Corporates & Fis, Consumer and International, with accelerating demand in analytics & Intelligence.



NORMALISED PATAMI

**RM20.0m**

**+35.1% YoY ↑**

Stronger performance driven by cost discipline improving to 46% (2026) from 51% (2025) with growing share of associate profits.



EBITDA

**RM27.6m**

**+26.6% YoY ↑**

Stronger operating leverage, despite tech investments and inflation.



TECHNOLOGY

**Enhanced Tech Infrastructure**

**FY26 plan in motion**

Cloud migration and infrastructure modernisation to ensure seamless customer experience and enhanced resiliency.

**A note on comparisons:** Q1 2025 included a RM0.98m contribution from the Experian Information Services (EIS).

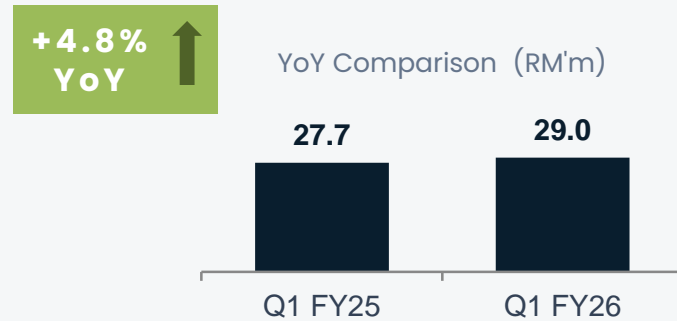
# Revenue by Business Segments

Four customer segments serving Malaysia's and the region's credit and decisioning ecosystem.

 **Financial Institutions & Corporates**

**RM 29.0m**

35.6% of Q1 FY26 Revenue

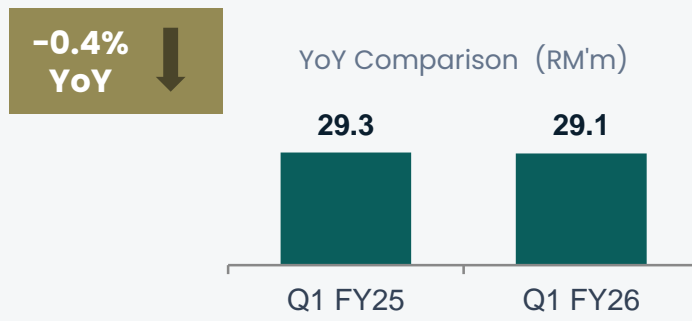


Driven by deeper analytics penetration, alongside the launch of new analytics products, scaled alternative scoring across NBFIs, and strengthening traction in fraud and digital solutions.

 **Commercial**

**RM29.1m**

35.7% of Q1 FY26 Revenue

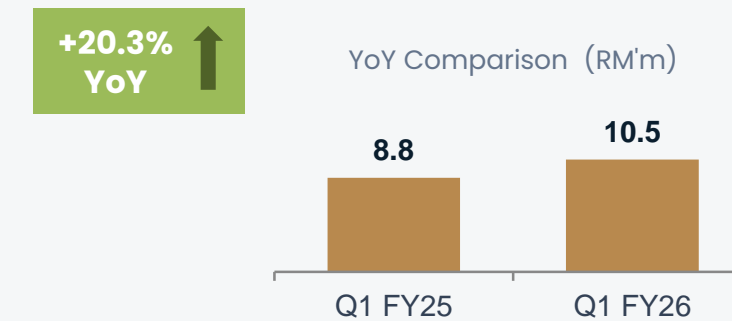


Resilient SME base with continued focus on retention and high-value accounts driving ARPU progression, alongside enhancements plan towards SME solutions and platform to increase the revenue.

 **Consumer**

**RM10.5m**

12.9% of Q1 FY26 Revenue

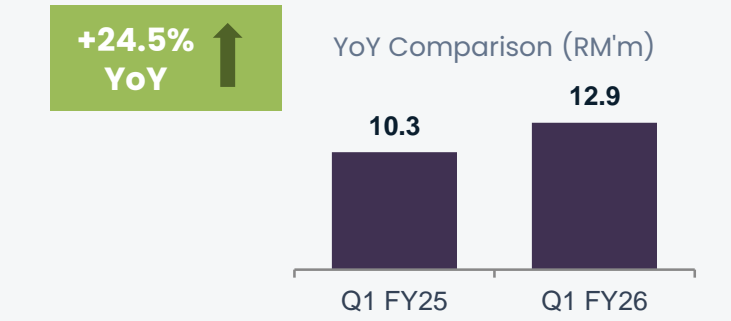


Deeper monetisation through partnerships and marketing campaigns, upcoming App 2.0 launch, new expanded embedded partnerships, and new product rollouts.

 **International**

**RM12.9m**

15.8% of Q1 FY26 Revenue



Philippines business showed strong momentum with expanded data enrichment and partnerships. Indonesia business broke even in Q1 with strong growth in revenue and business pipeline.

\* Financial Institutions & Corporates formerly known as Key Accounts

\* Consumer formerly known as Direct-to-Consumer (D2C)

# Revenue by Product Category

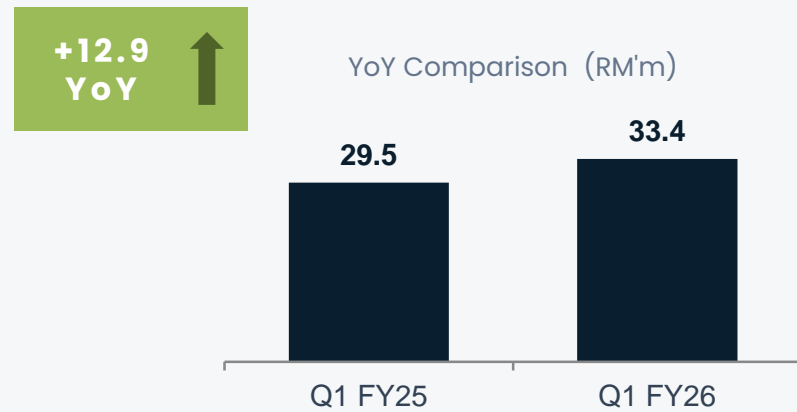
Analytics & Intelligence anchors growth – the product mix aligned to our Trusted Intelligence strategy.



**Data & Information**

## RM 33.4m

40.9% of Q1 FY26 Revenue



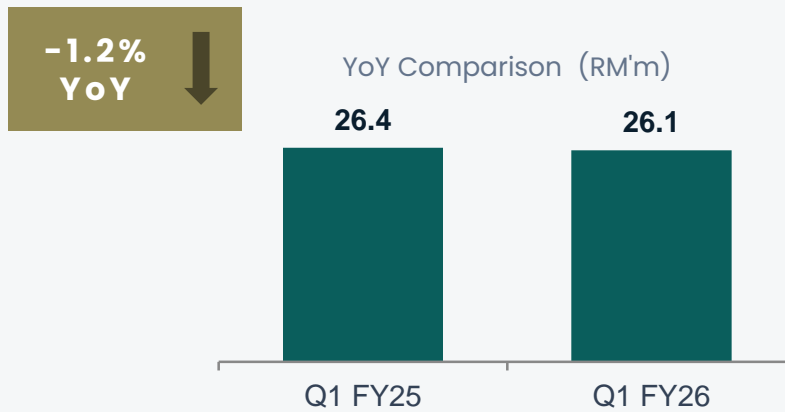
Continued deepening of bureau reports and trade references across the lender base. New data enrichment and partnerships in progress.



**Digital Solutions**

## RM26.1m

31.9% of Q1 FY26 Revenue



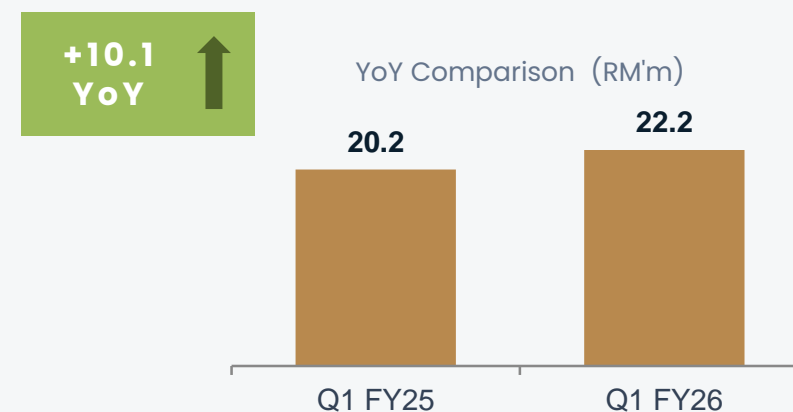
Stable performance with new digital platforms and solution rollouts in progress.



**Analytics & Intelligence**

## RM22.2m

27.2% of Q1 FY26 Revenue



Accelerating demand for predictive models, alternative data scoring and collection and fraud analytics.

## HIGHLIGHTS

# Q1 2026 Financial Performance

RM'million	Q1 FY25	Q1 FY26	YoY Δ
Revenue	76.1	81.6	7.3%
Operating Expenses	(39.1)	(37.9)	(3.2%)
One-off *	—	(1.5)	
Net Finance Cost	(2.5)	(1.2)	(50.6%)
Share of Profits of Associates	1.8	6.3	253.2%
Profit Before Tax	13.5	20.8	53.6%
Tax Expense	(0.2)	(2.2)	
Profit After Tax (Continuing Operation)	13.3	18.6	39.5%
Profit After Tax (Discontinuing Operation)	1.0	0.0	(100.0%)
<b>Reported PATAMI</b>	14.4	<b>18.5</b>	<b>28.2%</b>
<b>Normalised PATAMI*</b>	14.8	<b>20.0</b>	<b>35.1%</b>
<b>EBITDA*</b>	21.8	<b>27.6</b>	<b>26.6%</b>

### REVENUE

Malaysia +4.6% and International +24.5% YoY, International contribution at 16% (14% in 2025)

### OPERATING EXPENSES

Tech modernisation costs self funded through efficiency savings.

### FINANCE COSTS

Strong cashflow generation used to pay down borrowings.

### EBITDA

Stronger operating leverage. Expenses to Revenue improved to 46% (2026) from 51% (2025) despite tech investments and inflation.

### PROFITABILITY (PAT CONTINUING OPERATIONS)

Post EIS sale, PAT + 39.5% from stronger core operations and associates' contribution.

\*Excluding One-off cost which comprise of ESOS, MSS and Impairment.

# Sustainable growth with discipline investments

YEAR-ON-YEAR COMPARISON	
<b>Revenue</b> RM76.1m → RM81.6m	<b>+7.3%</b>
<b>EBIDTA*</b> RM21.8m → RM27.6m	<b>+26.6%</b>
<b>Norm. PATAMI*</b> RM14.8m → RM20.0m	<b>+35.1%</b>
<b>ROE*</b> 10.0% → 13.3%	<b>+3.3ppt</b>
<b>Tech Investment</b> Q1 2026	<b>RM 4 mil</b>

KEY FOCUS	
<b>01</b>	<b>Tech Investment</b> Completed Cloud Migration in end Q1, enhancing scalability and reliability in preparation for next phase of 3 year growth plans. RM9 mil investment for 2026 (RM5 mil to be funded through cost efficiencies).
<b>02</b>	<b>Cost-Efficiency</b> Focus on driving efficiencies through: <ul style="list-style-type: none"> <li>• AI automation</li> <li>• Process Optimisation</li> <li>• Organisation Redesign</li> </ul> Target to bring down Operating Expenses to Revenue from 46% (2025) to 40-43% by 2028.

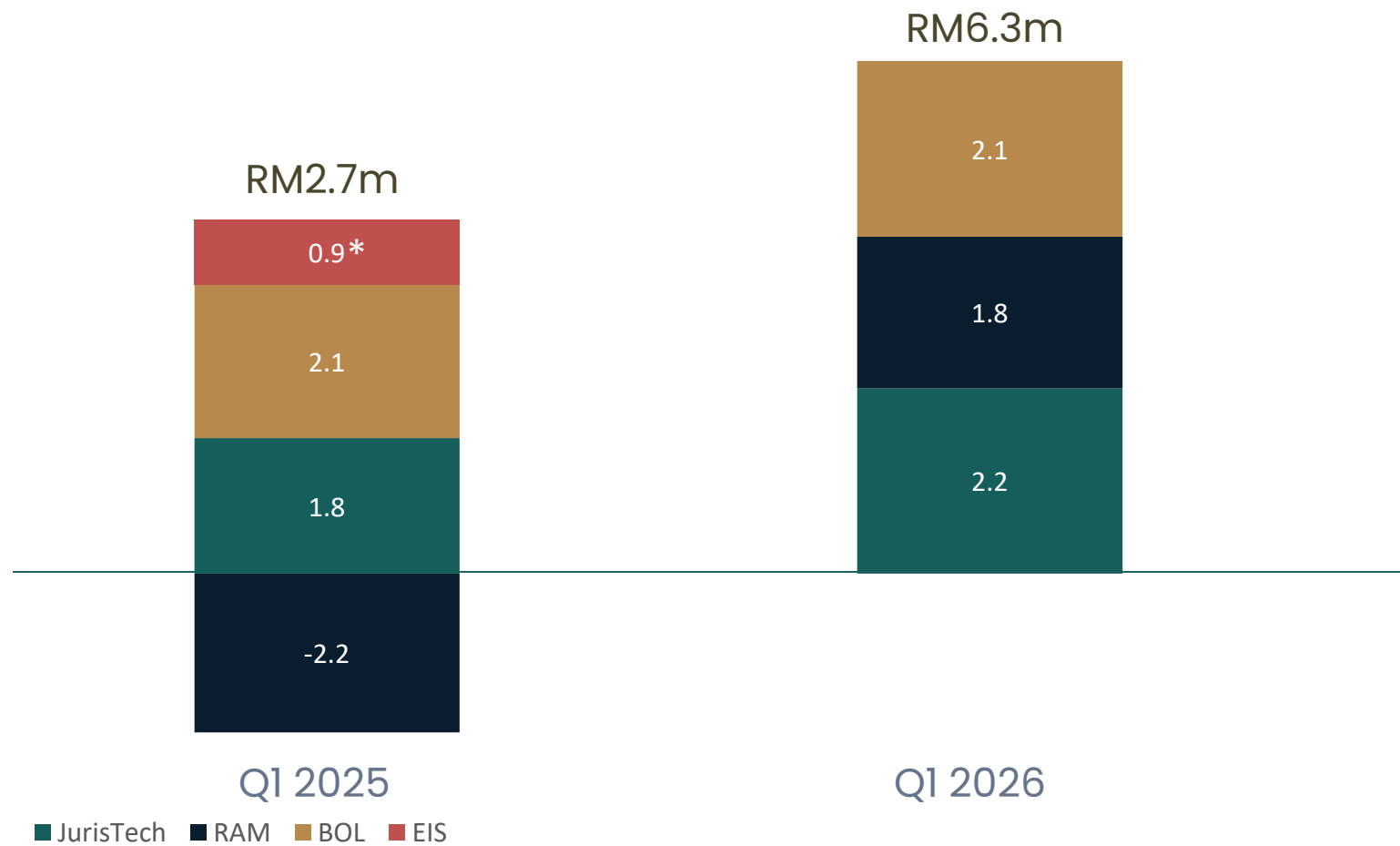
\*Excluding One-off cost (MSS RM0.9 mil, Impairment RM 0.6 mil)

# Stronger performance from Associates

# RM6.3m

Share of Associates' Profits | Q1 FY2026

**+133.3% YoY**



## JurisTech

**49.0% stake**

Market leader in credit-related enterprise software solutions in Malaysia.

Sustained earnings momentum; principal driver of Q1 associate contribution.

## RAM Holdings

**57.675% stake**

Malaysia's market leader in bond credit ratings and ESG advisory.

Started accrual accounting to minimise volatility across quarters. Expect to maintain similar profitability to 2025.

## BOL

**24.825% stake**

Market leader in business information in Thailand.

Expect to maintain similar profitability to 2025

\*EIS disposed in December 2025

# Maintaining Dividend Payout Ratio of 60–70%

Continuing our disciplined, progressive dividend policy as we enter a new strategic phase.

FY2026 FIRST INTERIM DIVIDEND

# 70.1%

*payout ratio*

**Payout Per Ordinary Share:** 0.57 sen

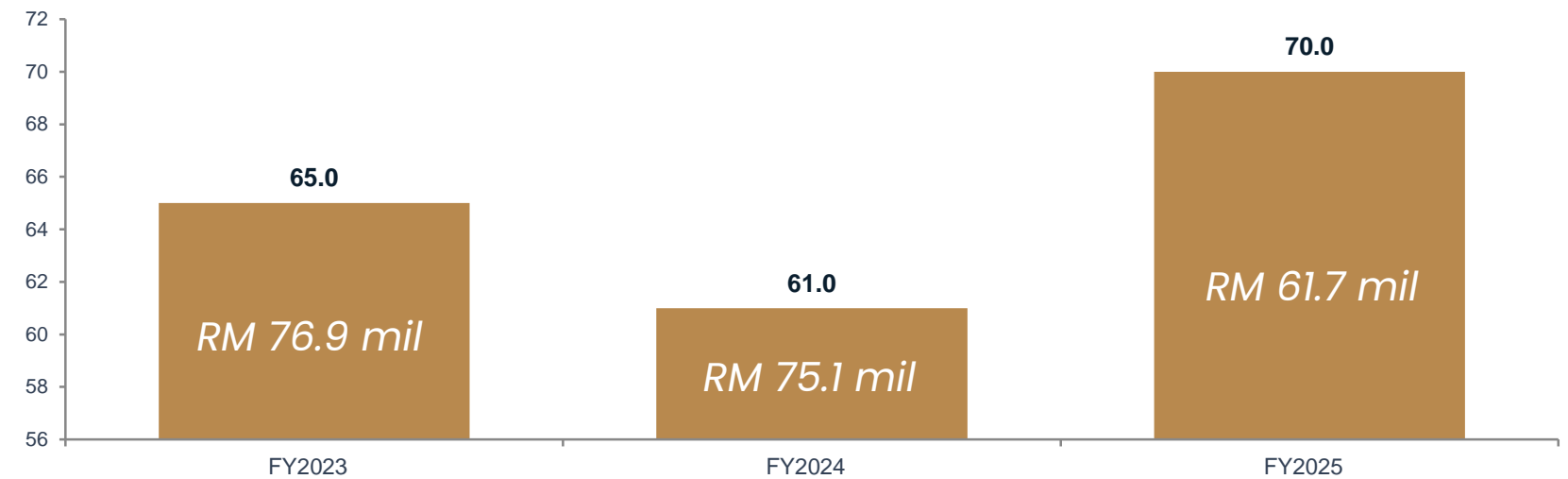
**Entitlement Date:** 25 June 2026

**Payment Date:** 23 July 2026

## DIVIDEND APPROACH

Strong cash generation allows us to maintain 60–70% payout ratio despite AI and tech investments.

## HISTORICAL FY DIVIDEND PAYOUT (% ratio)



# Thank you.

*We welcome your questions.*

**INVESTOR RELATIONS**

**Orealia Anne Soliano**

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