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SYMMETRY AT WORK

REIMAGINING ISLAMIC FINANCE

From Digital Banking to Intelligent Ecosystems

MUHAMAD FAHMI MUSTAFA

Kuala Lumpur Islamic Finance Forum 2026 (20th October 2026)

Technology expands capability. Islamic purpose gives it direction.

THE STRATEGIC QUESTION

Islamic finance has achieved scale. What should it become next?

USD 4.40T

Global Islamic financial services assets
Q3 2025

13.4%

Year on year global asset growth

48%

Share of total financing in Malaysia
in 2025

Growth proves relevance.

The next question is what kind of financial system that growth is creating.

Sources: IFSB, Islamic Financial Services Industry Stability Report 2026; Bank Negara Malaysia, Annual Report 2025.

Digital banking changed access. What should come next?

DIGITAL BANKING

Makes the institution easier to access

- Digitises product access
- Automates transactions and processing
- Improves speed and convenience

INTELLIGENT ECOSYSTEM

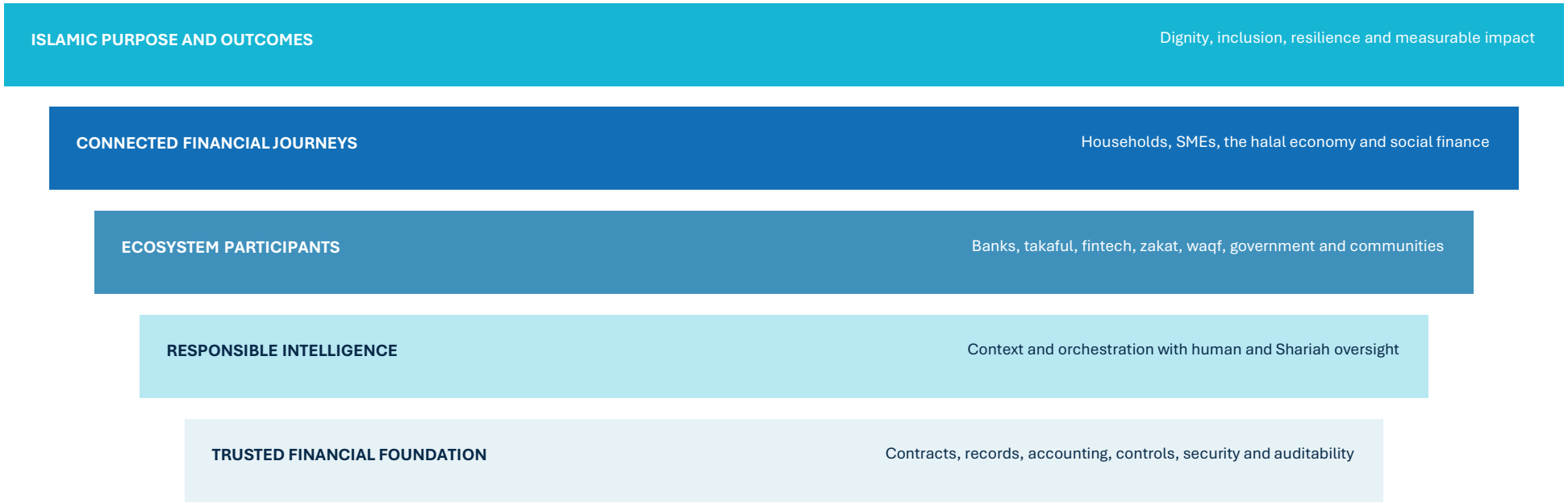
Connects the complete financial journey

- Coordinates institutions and partners
- Uses context to guide appropriate action
- Measures outcomes beyond transactions

ACCESS + CONNECTION + CONTEXT + OUTCOMES

Basis: Bank Negara Malaysia Financial Sector Blueprint 2022 to 2026. The distinction is the presenter's analytical framework.

An Islamic intelligent ecosystem aligns technology with purpose and governance



Shariah cannot be added as a label after the journey has already been designed.

Basis: BNM Value based Intermediation Strategy; BNM Shariah Governance Policy; IFSB 31.

AI can expand capability. Accountability remains with the institution

AI CAN ASSIST

Understand more.
Detect earlier.
Support better action.

- Documents and customer interactions
- Patterns, anomalies and emerging needs
- Options, recommendations and operational signals

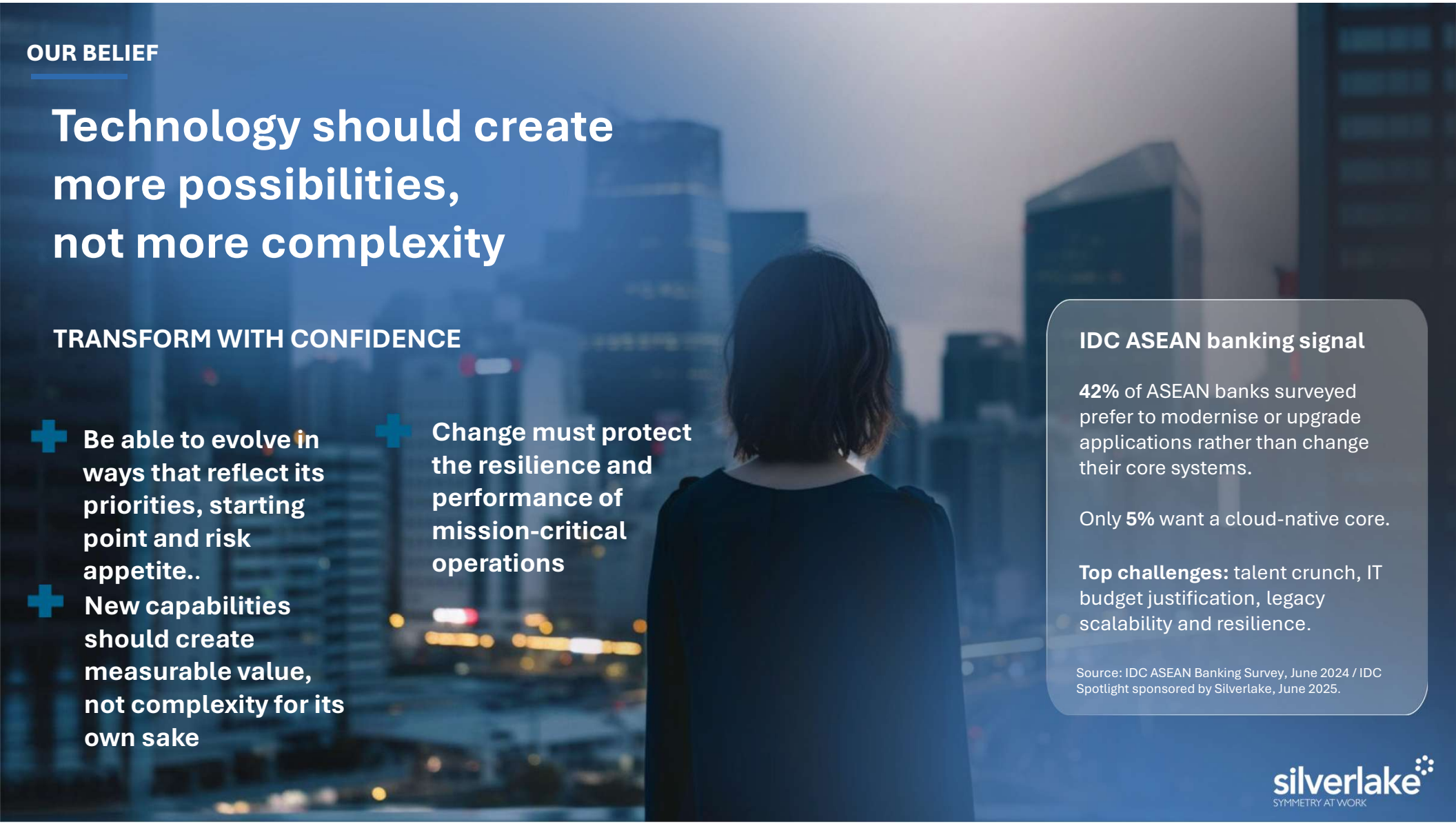
ACCOUNTABILITY REMAINS HUMAN

Interpretation.
Fairness.
Intervention.

- Shariah interpretation and product approval
- Contractual substance and material decisions
- Data purpose, model validation and intervention

Technology governance controls how AI behaves. Shariah governance protects what the financial activity means.

Sources: FSB, Sound Practices for Responsible Adoption of AI, 15 October 2026; ASEAN AI Governance Guides; BNM Shariah Governance.



OUR BELIEF

Technology should create more possibilities, not more complexity

TRANSFORM WITH CONFIDENCE

- **Be able to evolve in ways that reflect its priorities, starting point and risk appetite..**
- **New capabilities should create measurable value, not complexity for its own sake**
- **Change must protect the resilience and performance of mission-critical operations**

IDC ASEAN banking signal

42% of ASEAN banks surveyed prefer to modernise or upgrade applications rather than change their core systems.

Only **5%** want a cloud-native core.

Top challenges: talent crunch, IT budget justification, legacy scalability and resilience.

Source: IDC ASEAN Banking Survey, June 2024 / IDC Spotlight sponsored by Silverlake, June 2025.

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INTELLIGENCE GOVERNANCE

Execution you can trust. Intelligence that drives value. Networks that create impact.

INTELLIGENCE LAYER

Cognitive Services

Banking Intelligence

AI • Decisioning • Agents • Automation

- **Predict & Recommend**
- **Intelligent Automation**
- **Risk & Fraud Intelligence**
- **Customer Intelligence**
- **Performance Optimisation**
- **Conversational Banking**

EXECUTION LAYER

Core Processing

Banking Execution Platform

Deterministic • Real-time • Resilient • Scalable • Secure

- **Customer Onboarding**
- **Accounts & Deposits**
- **Lending & Credit**
- **Payments & Transfers**
- **Treasury & Markets**
- **General Ledger & Accounting**
- **Limits, Collateral & Risk**

TRUST & NETWORK LAYER

Distributed Ledger

Banking Trust and Shared Networks

Trusted • Immutable • Shared • Interoperable

- **Cross-border Payments**
- **Tokenisation & Digital Assets**
- **Trade Finance & Supply Chain**
- **Smart Contracts & Workflows**
- **Regulatory & Industry Collaboration**
- **Settlement & Reconciliation**

Enterprise Foundation

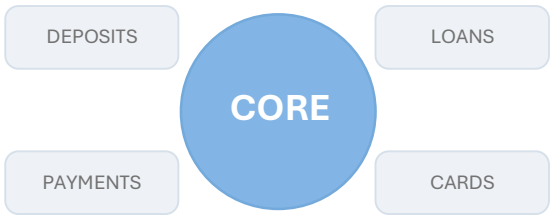
Cloud Native	Microservices	Database Agnostic	Event Driven	Security and Compliance	Observability
Microservices Architecture	Decoupled and Agile	Oracle • PostgreSQL • MySQL	Kafka Streaming	Strict Governance	Unified Operations

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CORELESS BANKING ARCHITECTURE

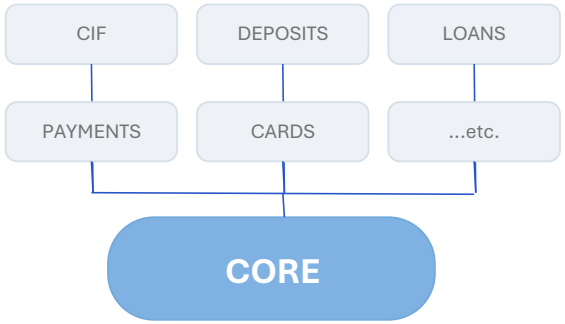
The core remains the foundation, while banking capabilities gain room to evolve independently.

CORE-CENTRIC DESIGN



CAPABILITIES DEPEND ON THE CORE TO CHANGE

CORELESS DESIGN



CAPABILITIES EVOLVE AROUND THE CORE

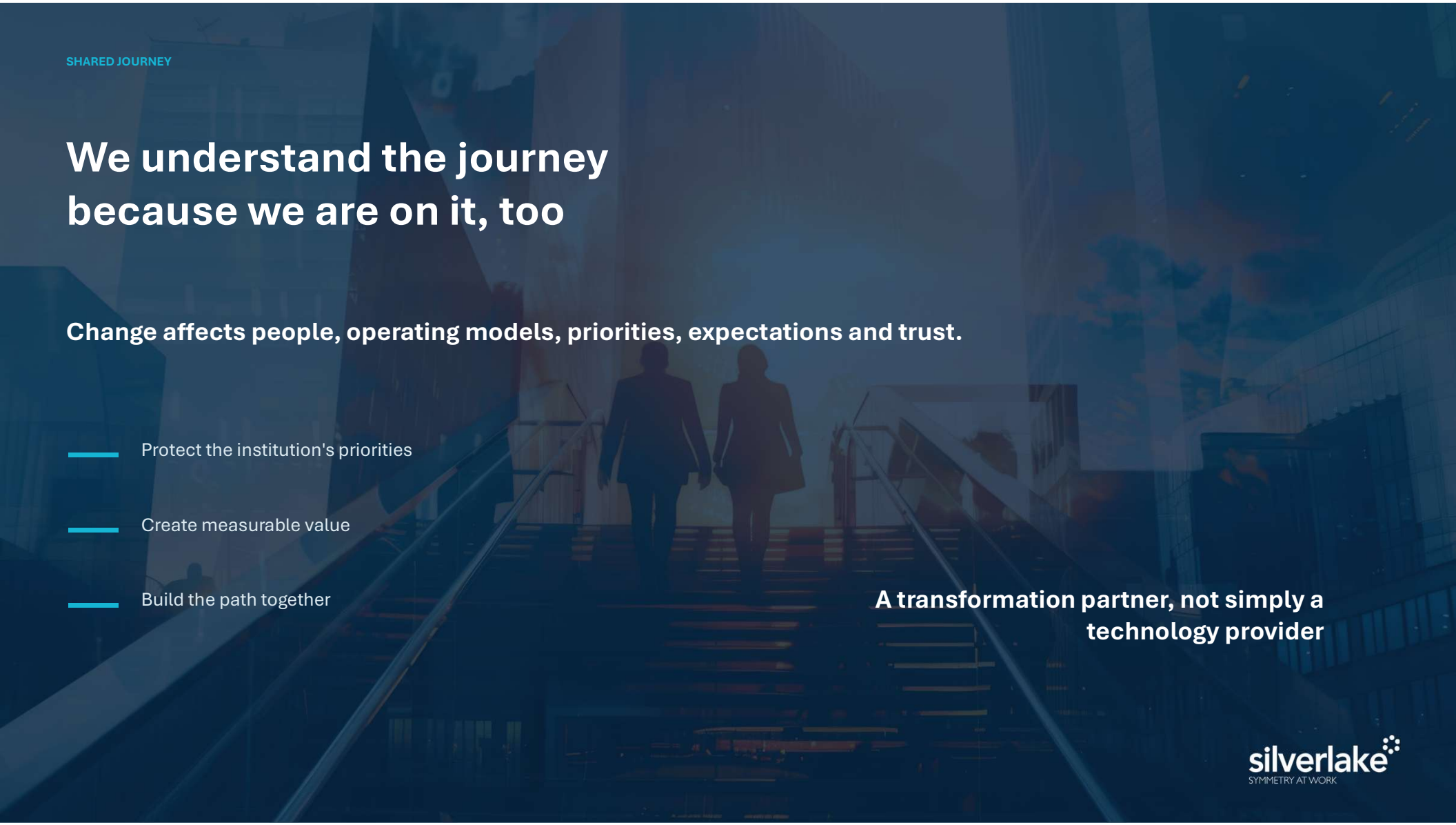
COMPOSABLE
Capabilities evolve independently

INTEROPERABLE
APIs and events connect the bank

PROGRESSIVE
Modernise without replacing everything

CORELESS DOES NOT MEAN CORE-FREE. IT MEANS FREEDOM FROM CORE DEPENDENCY.

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SHARED JOURNEY

We understand the journey because we are on it, too

Change affects people, operating models, priorities, expectations and trust.

- Protect the institution's priorities
- Create measurable value
- Build the path together

A transformation partner, not simply a technology provider

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THE DECISION FRAMEWORK

Three tests for the next generation of Islamic finance

A practical test for every new product, platform and ecosystem

01

DIFFERENTIATION

Does it express Islamic purpose through its structure and customer experience?

Purpose must shape the proposition, not simply its label.

02

TRUST

Are Shariah requirements, consent, security and accountability designed into the system?

Governance must operate throughout the journey.

03

IMPACT

Does it improve resilience, inclusion and sustainable outcomes?

Progress should remain visible beyond the transaction.

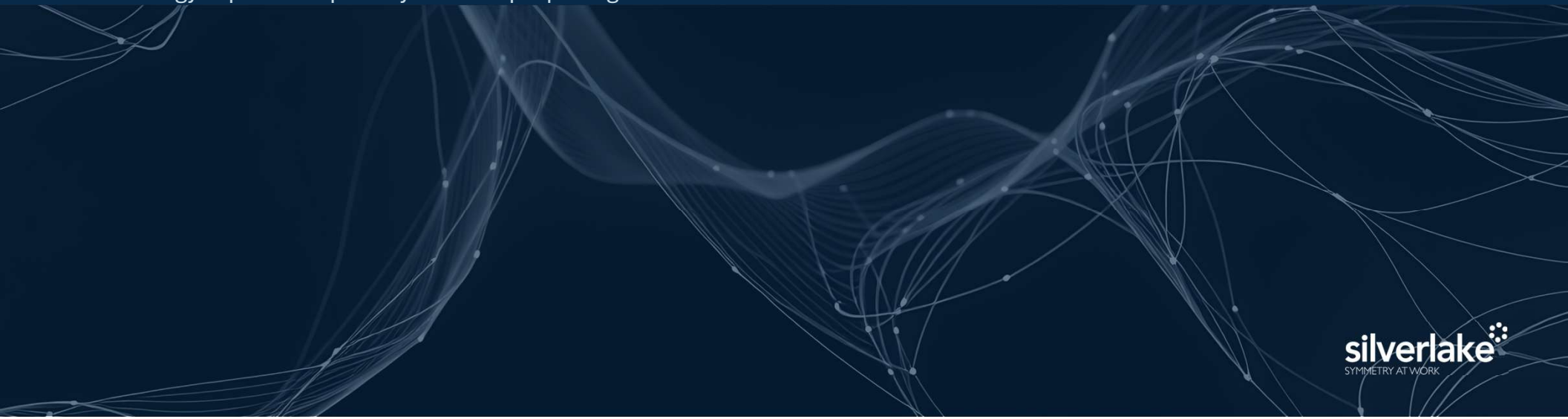
The next chapter depends on how intelligently we connect finance, commerce, communities and purpose.

Framework developed for this keynote.

THE FINAL QUESTION

WHAT WILL ENABLE ISLAMIC FINANCE TO LEAVE THE GROUND?

Technology expands capability. Islamic purpose gives it direction.



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