

# Investor Presentation

## 1Q26



# Agenda



- 01**      **1Q26 Key highlights**
- 02      1Q26 Financial performance
- 03      2026 Financial target

# 1Q26 Key highlights



Prudent approach has remained a key factor in supporting sustainable returns amid economic headwinds

## Sustainable performance

**฿11.0 bn<sup>/1</sup>**

**Net profit stayed healthy**  
amid a challenging economic environment

**+2.0% YTD**

**Prudent loan growth**  
with a focus on large corporate customers

**3.1%**

**NPL ratio**  
manageable asset quality

## Through diversified mechanism

**2.49%**

**Net interest margin**  
following the reduction in interest rates

**31.4%**

**Non-interest income ratio**  
supported by a diversified revenue stream

**44.7%**

**Cost to income ratio**  
disciplined cost management and sustained  
operational efficiency amid economic volatility

## Resilient balance sheet strength

**16.4%**

**Common equity tier 1**  
vs. 17.2% in Dec-25

**82.6%**

**Loan to deposit ratio**  
healthy liquidity position

**318.1%**

**Robust coverage ratio**  
well-secured reserves

# Agenda



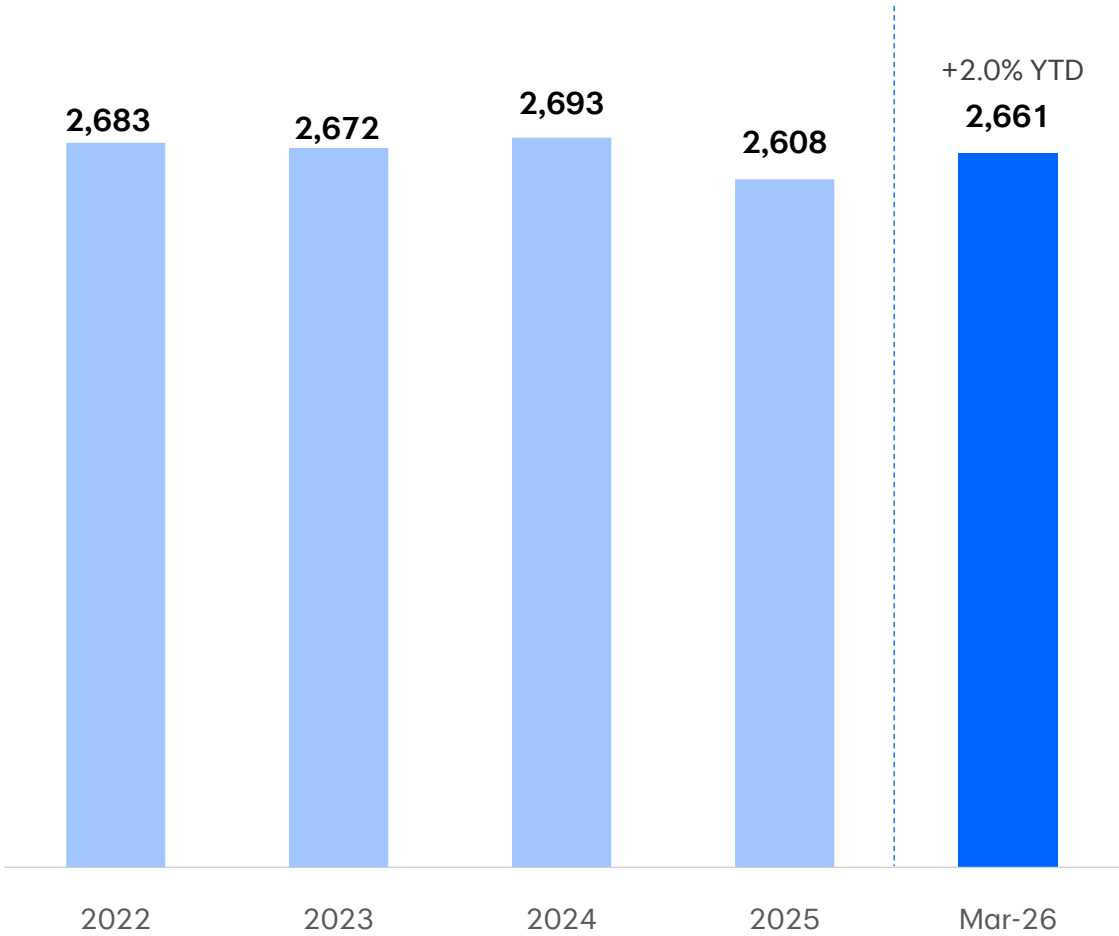
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# Prudent and well-diversified loan portfolio



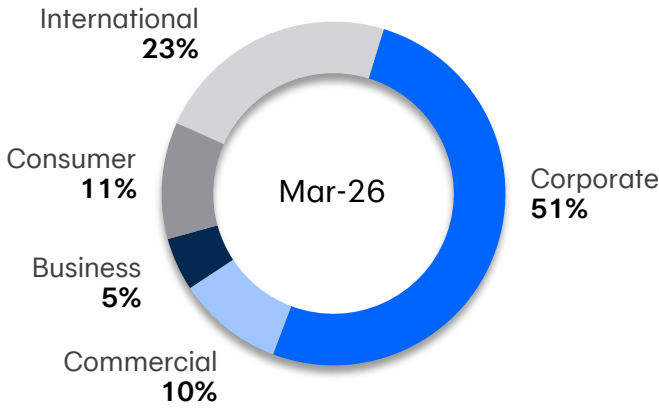
## Loan

Billion Baht



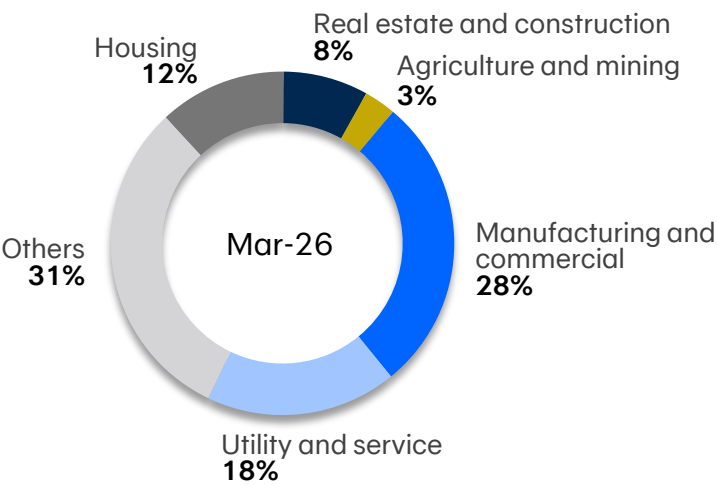
## Loan by business unit<sup>/1</sup>

% of composition



## Loan by industry

% of composition



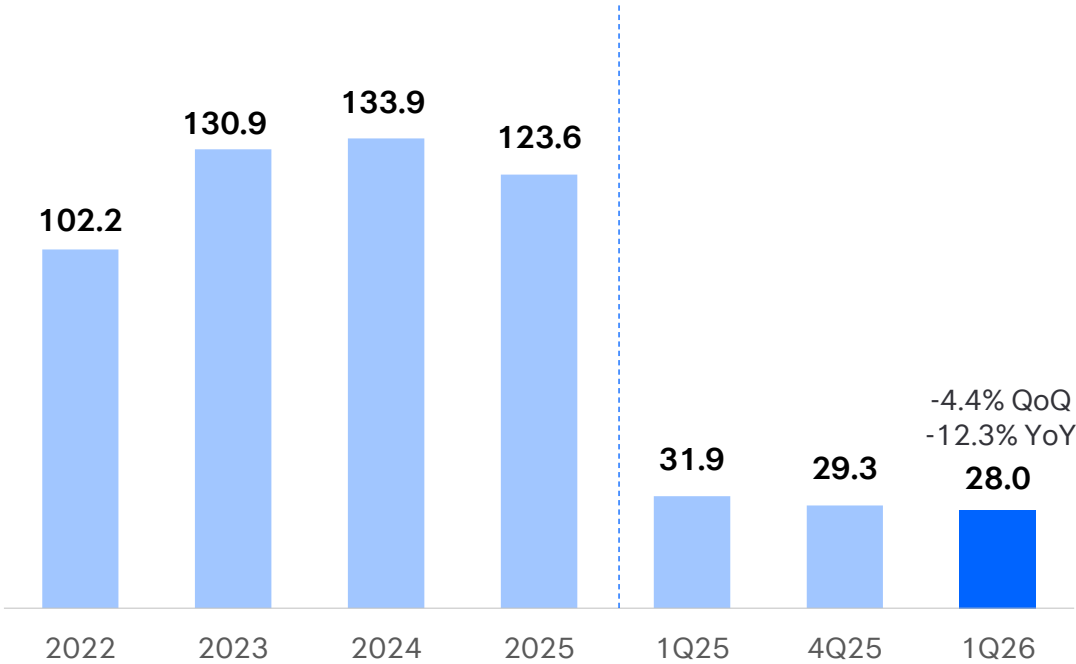
Note: <sup>/1</sup> Corporate banking serves large domestic and multinational companies. Commercial banking serves medium-sized enterprises. Business banking serves small-sized enterprises. Consumer banking provides retail banking services. International banking provides services through BBL's international presences in 14 economies.

# Net interest income moderated amid lower benchmark rates, cushioned by asset growth



## Net interest income

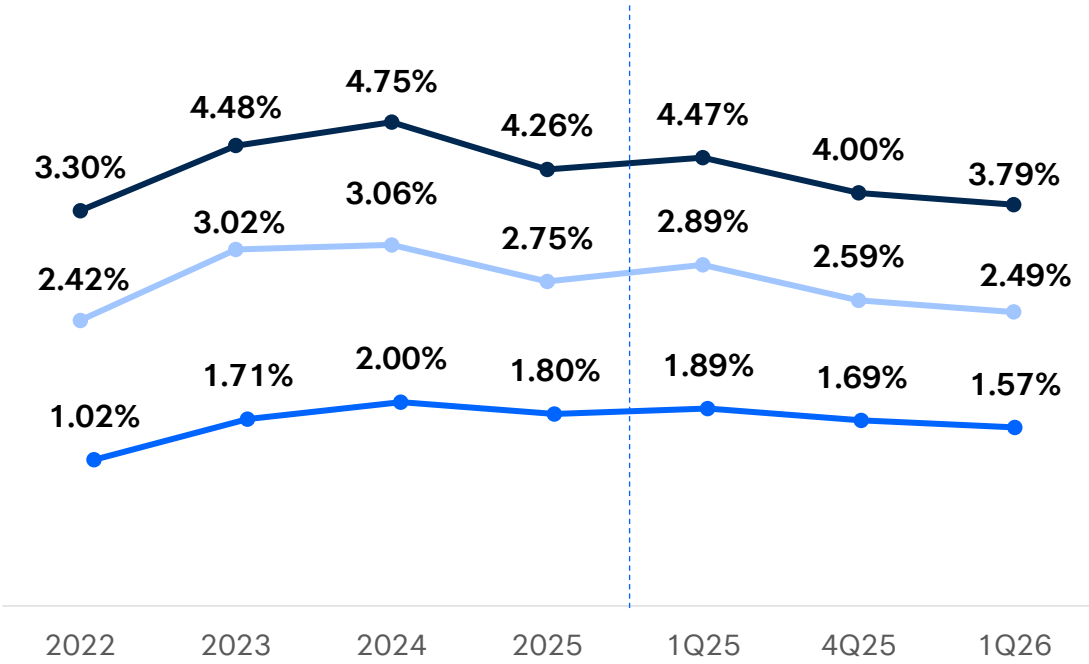
Billion Baht



-4.4% QoQ  
-12.3% YoY

## NIM, Yield on earning asset, Cost of fund

%



Policy rate	2022	2023	2024	2025	1Q25	4Q25	1Q26
MLR	1.250%	2.500%	2.250%	1.250%	2.000%	1.250%	1.000%
MOR	5.850%	7.100%	6.900%	6.450%	6.825%	6.450%	6.350%
	6.350%	7.550%	7.350%	6.600%	7.100%	6.600%	6.500%

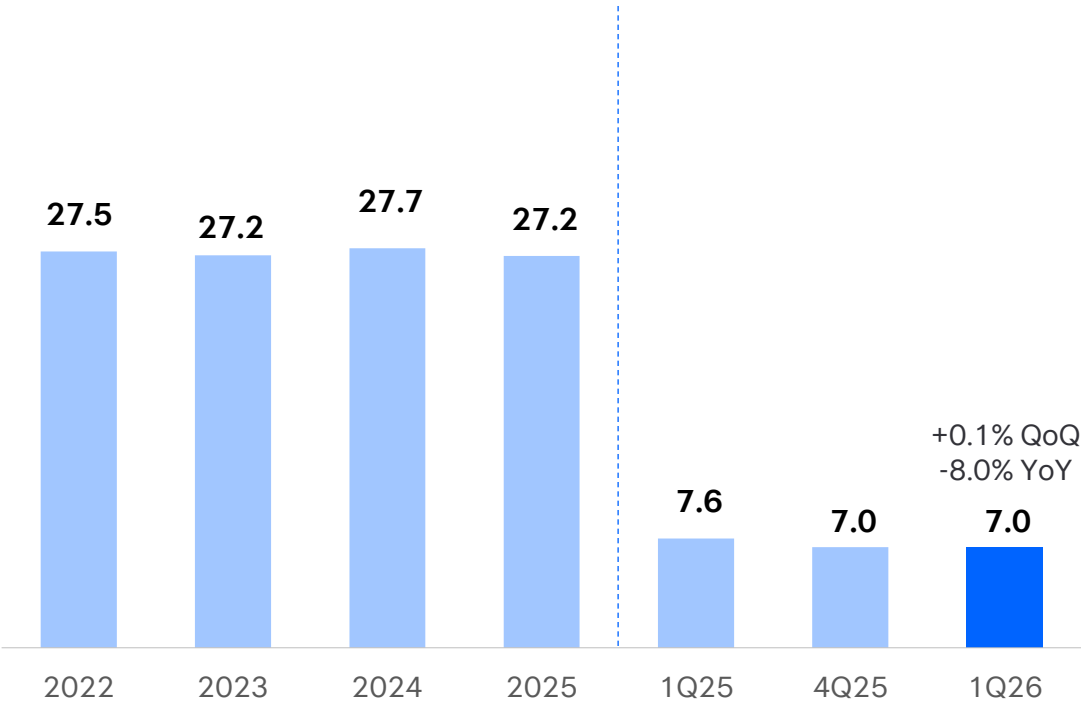
Yield on earning assets NIM Cost of funds

# Fee income remained stable QoQ with a seasonal decline in credit card fee



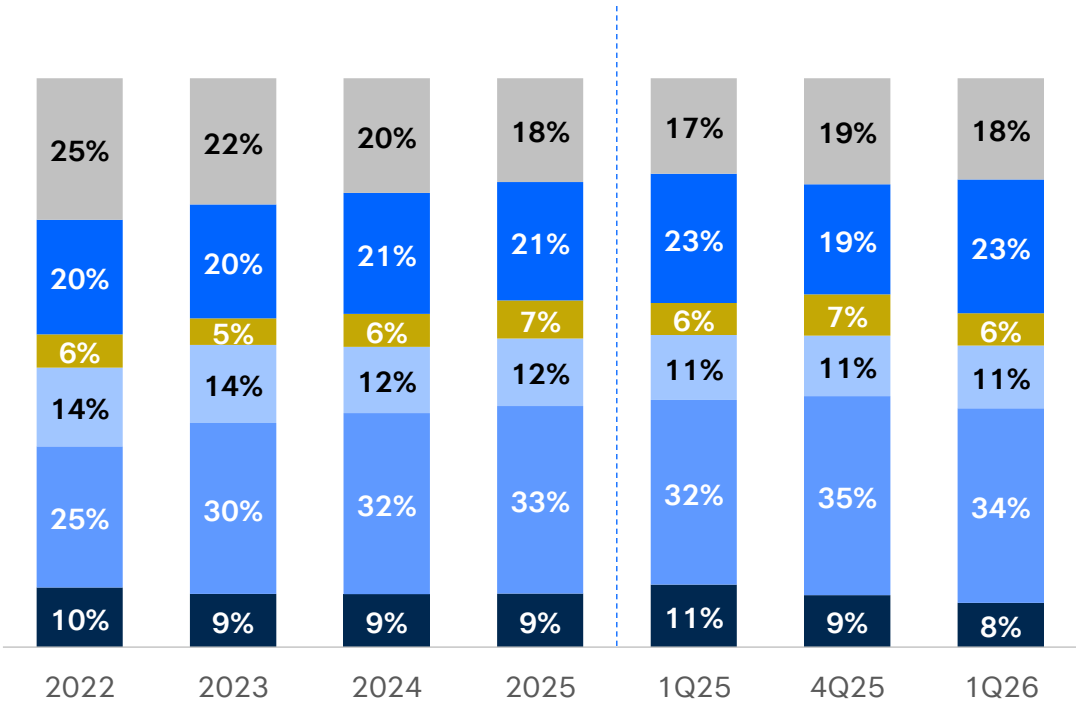
Net fees and service income

Billion Baht



Fees and service income

% of composition

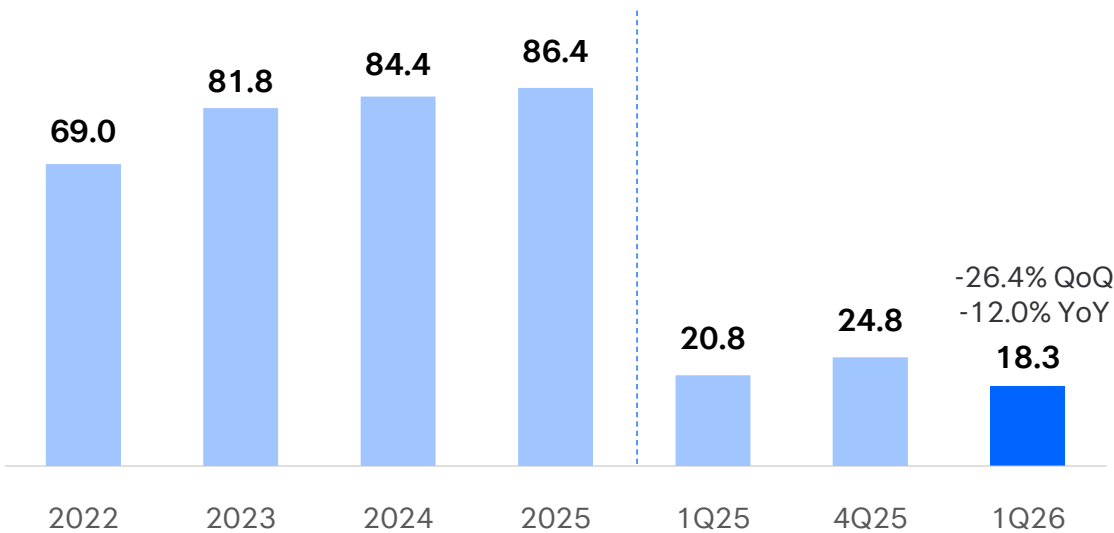


# Disciplined cost management and sustained operational efficiency support profitability amid economic volatility



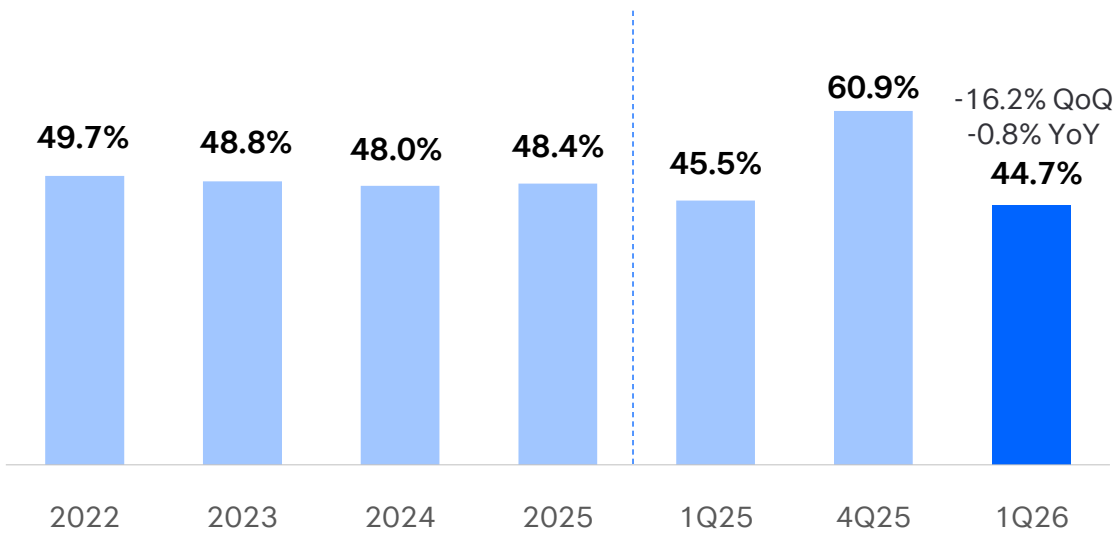
Operating expenses

Billion Baht



Cost to income ratio

%



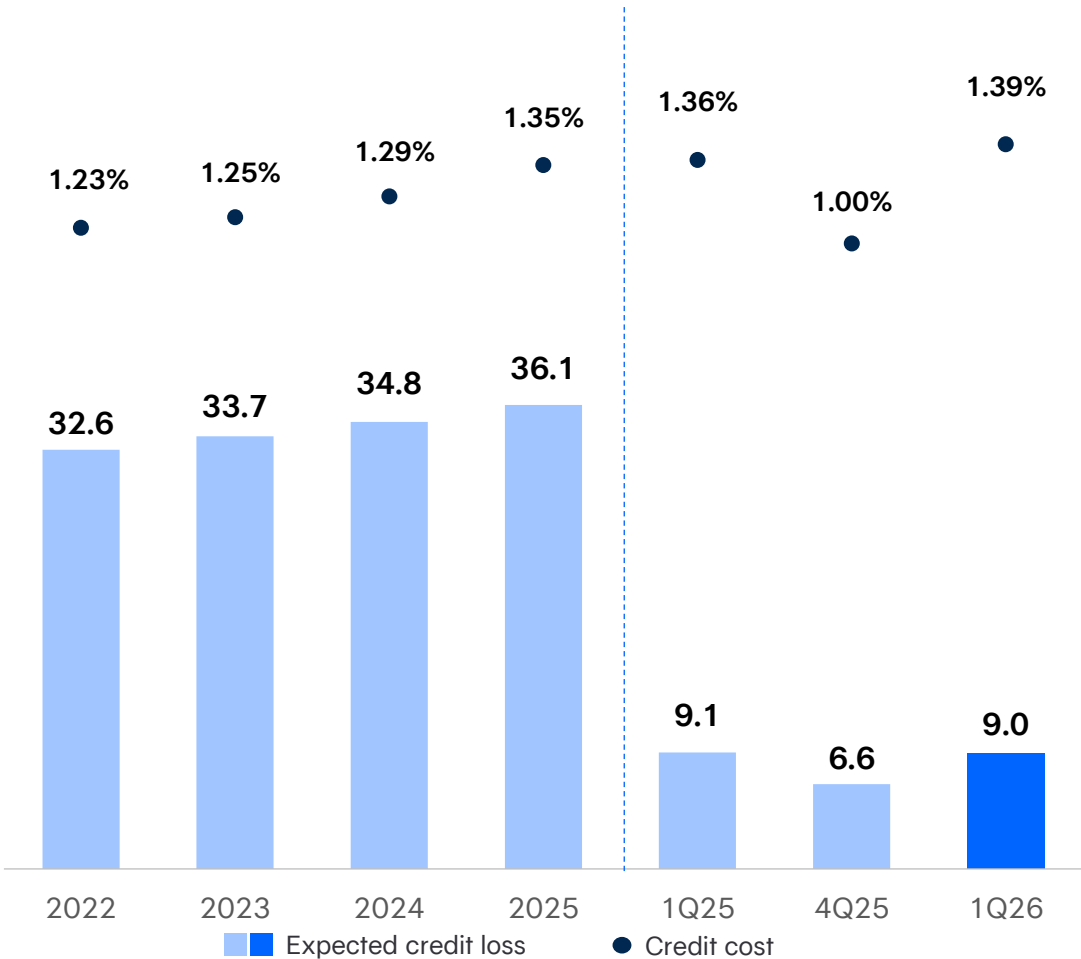


# Manageable asset quality, supported by cautious provisioning and well-secured reserves to navigate economic headwinds



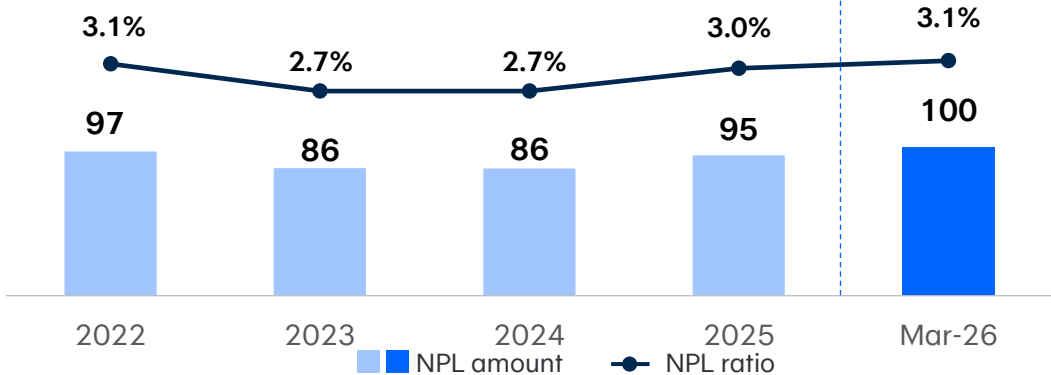
## Prudent reserves built across business cycles

Expected credit loss (Provision), Credit cost  
Billion Baht, %



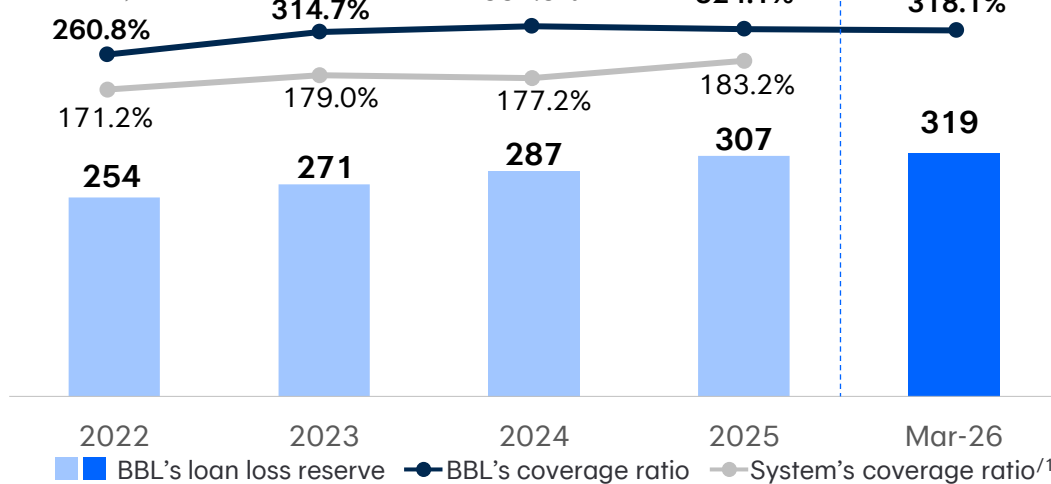
## Manageable asset quality

NPL amount, NPL ratio  
Billion Baht, %



## Strong loan loss reserve

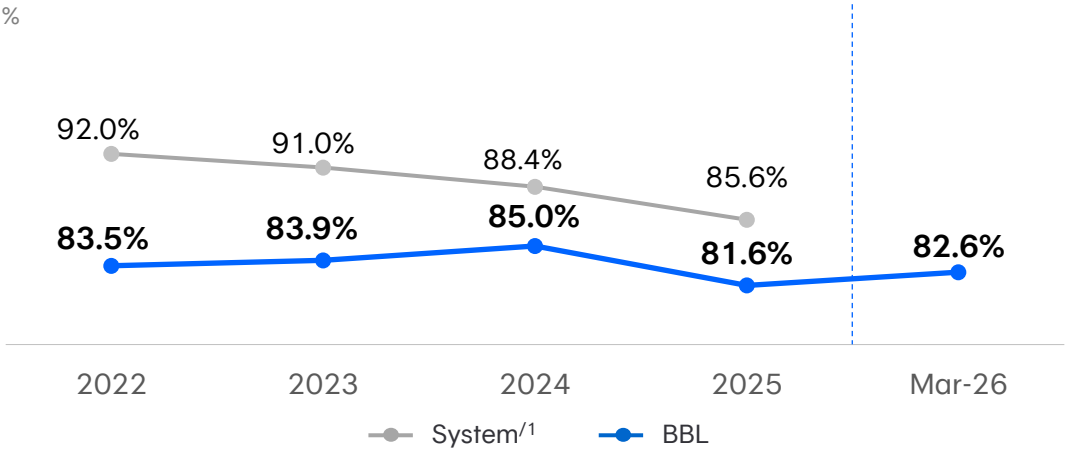
Loan loss reserve, Coverage ratio  
Billion Baht, %



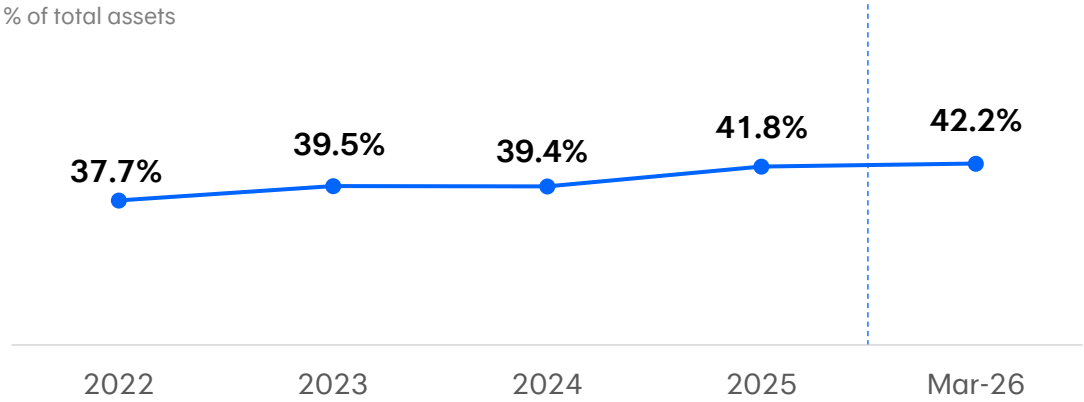
# Resilient funding structure and robust liquidity position



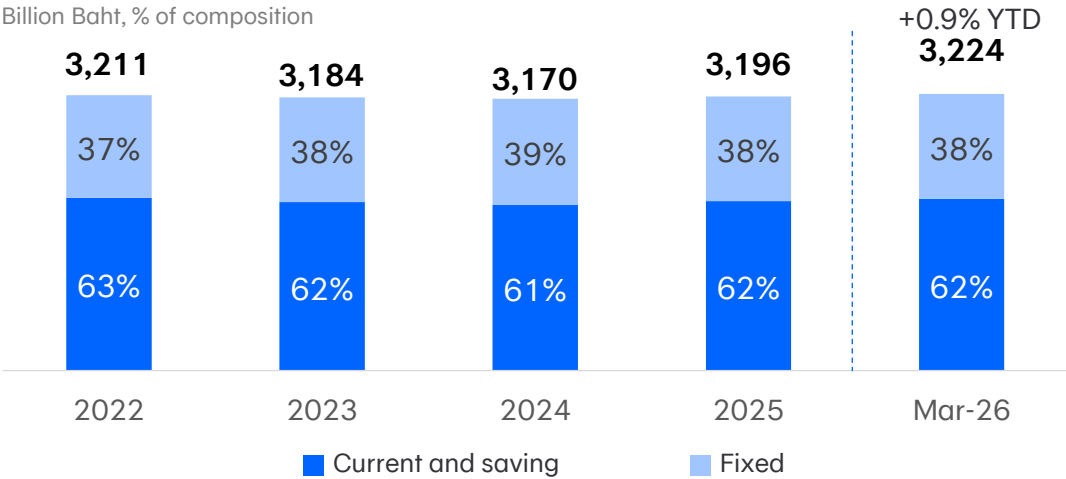
Loan-to-deposit ratio  
%



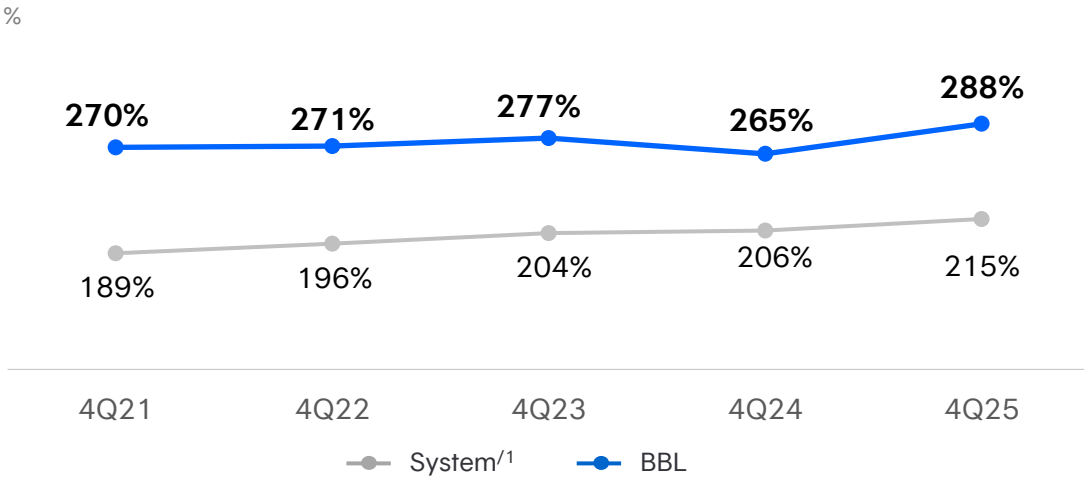
Liquid assets<sup>/2</sup>  
% of total assets



Deposit  
Billion Baht, % of composition



Liquidity coverage ratio<sup>/3</sup>  
%

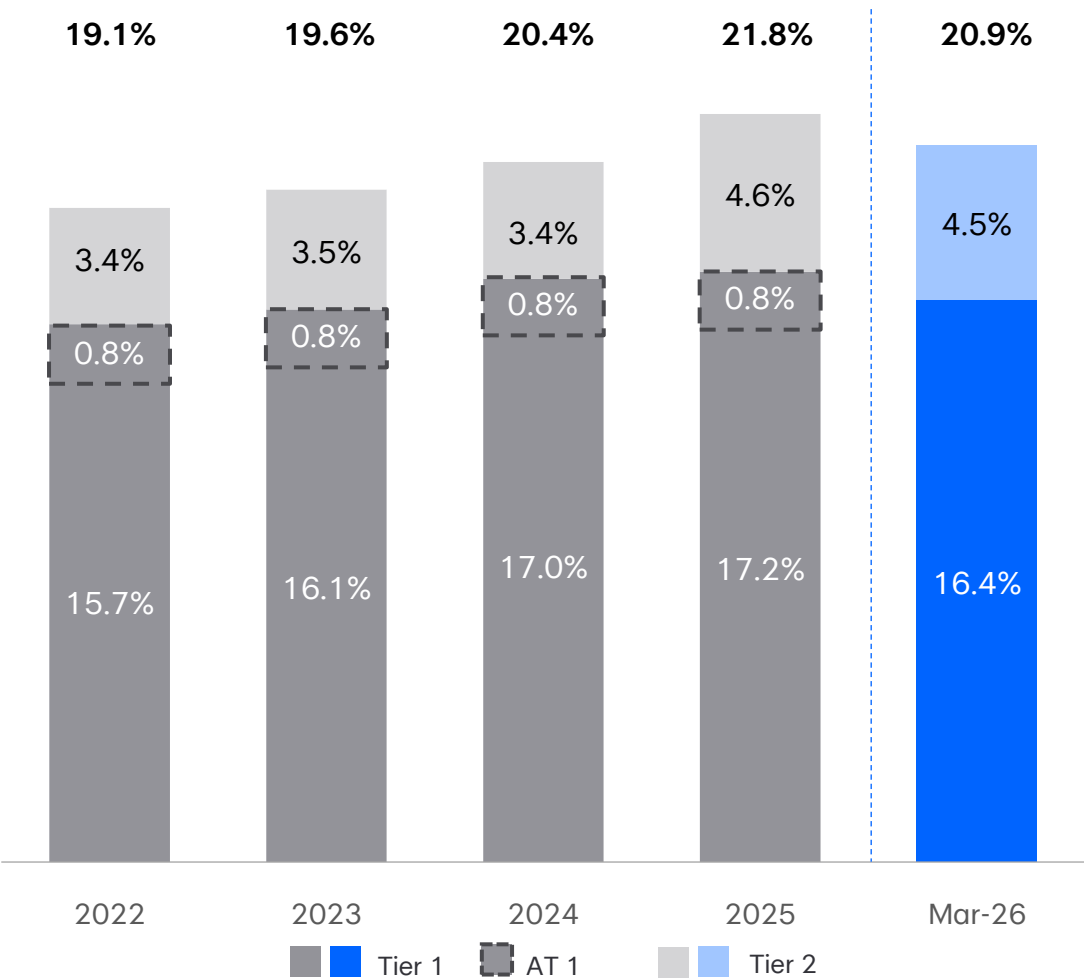


Notes: /1 System refers to all commercial banks in Thailand. (Source: Bank of Thailand)  
/2 Liquid assets are defined as cash, interbank and money market items, debt securities and marketable equity securities.  
/3 For BBL, LCR is computed as an average ratio of month-end LCR in the quarter. For System, LCR is as of month.

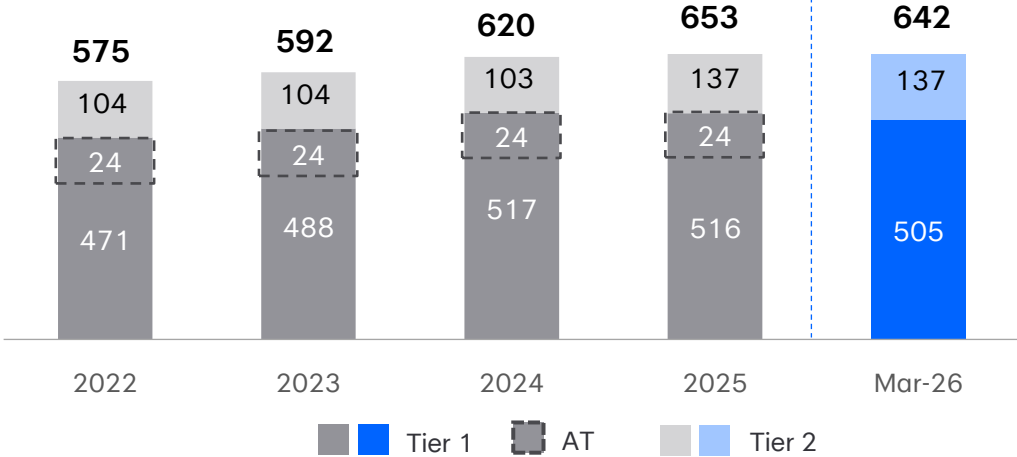
# Strong capital positions supporting balance sheet stability



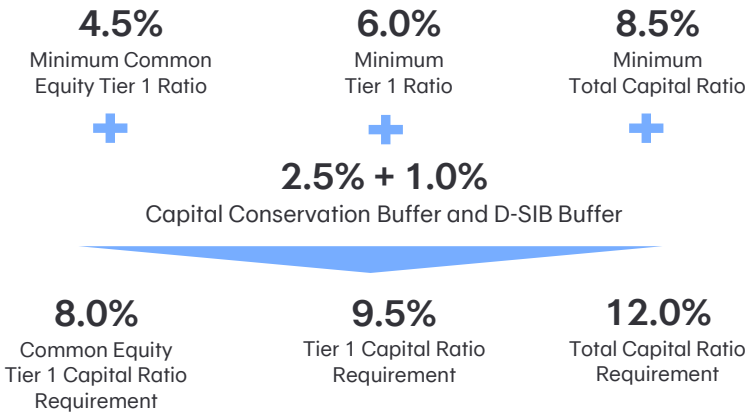
Consolidated capital ratios  
%



Capital base  
Billion Baht



Regulatory capital ratio requirements



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# 2026 Financial target



Consolidated	2026 Financial target
Loan growth	2-3%
NPL ratio (gross)	About 3.0%
Net interest margin	2.4-2.5%
Net fee income growth	Low single digit
Cost to income ratio	High-40s%
Credit cost	1.0%



# Appendix

# Financial position



	Million Baht					
	Dec-22	Dec-23	Dec-24	Dec-25	Mar-26	%YTD
Loan	2,682,691	2,671,964	2,693,301	2,608,286	2,661,368	2.0%
Deposit	3,210,896	3,184,283	3,169,654	3,196,284	3,223,560	0.9%
LDR	83.5%	83.9%	85.0%	81.6%	82.6%	1.0%
NPL <sup>/1</sup>	97,188	85,955	85,833	94,664	100,223	5.9%
NPL ratio <sup>/1</sup>	3.1%	2.7%	2.7%	3.0%	3.1%	0.1%
Allowance for ECL to NPL <sup>/1</sup>	260.8%	314.7%	334.3%	324.1%	318.1%	-6.0%
Allowance for ECL to loan	9.4%	10.1%	10.7%	11.8%	12.0%	0.2%
Liquid assets <sup>/2</sup> to total assets	37.7%	39.5%	39.4%	41.8%	42.2%	0.4%
CASA	62.6%	61.7%	60.9%	61.8%	62.1%	0.3%
CET1 <sup>/3</sup>	14.9%	15.4%	16.2%	17.2%	16.4%	-0.8%
Tier 1 ratio <sup>/3</sup>	15.7%	16.1%	17.0%	17.2%	16.4%	-0.8%
CAR <sup>/3</sup>	19.1%	19.6%	20.4%	21.8%	20.9%	-0.9%

Notes: /1 Including interbank and money market lending

/2 Liquid assets consist of cash, interbank and money market items, debt securities and marketable equity securities

/3 Based on Basel III standards issued by BOT since January 1, 2013

# Financial performance – 1Q26



	Million Baht				
	1Q25	4Q25	1Q26	%QoQ	% YoY
Net interest income	31,909	29,266	27,976	-4.4%	-12.3%
Net fees and service income	7,592	6,973	6,981	0.1%	-8.0%
Other operating income	6,153	4,523	5,851	29.4%	-4.9%
Total income	45,654	40,762	40,808	0.1%	-10.6%
Operating expense	20,752	24,822	18,258	-26.4%	-12.0%
Expected credit loss	9,067	6,598	9,003	36.5%	-0.7%
Net profit/ <sup>1</sup>	12,618	7,759	10,994	41.7%	-12.9%
EPS (Baht) / <sup>1</sup>	6.61	4.06	5.76	41.7%	-12.9%
NIM	2.89%	2.59%	2.49%	-0.10%	-0.40%
Net fees and service income ratio	16.6%	17.1%	17.1%	0.0%	0.5%
Cost to income ratio	45.5%	60.9%	44.7%	-16.2%	-0.8%
ROA/ <sup>1</sup>	1.11%	0.67%	0.96%	0.29%	-0.15%
ROE/ <sup>1</sup>	9.15%	5.31%	7.74%	2.43%	-1.41%



# Financial performance – Year



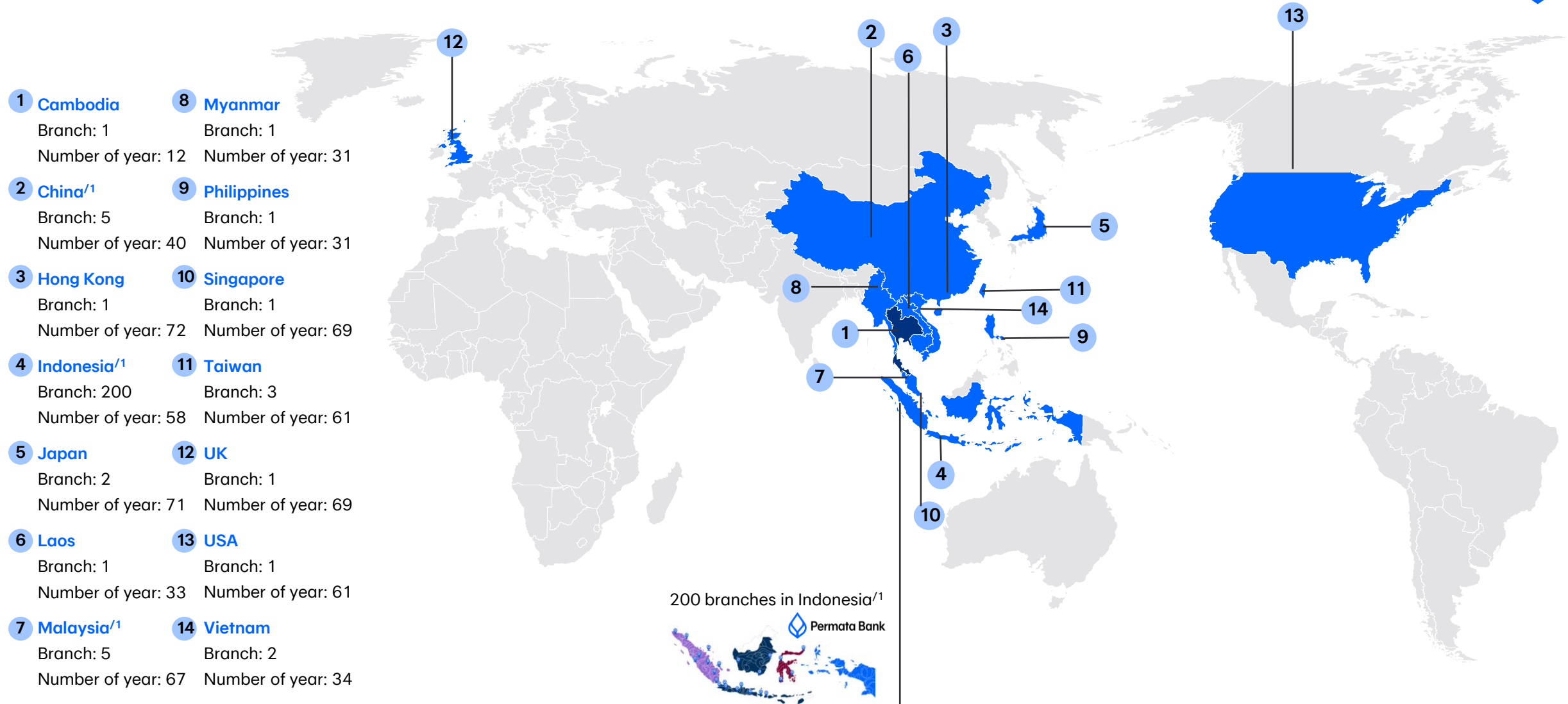
	Million Baht				
	2022	2023	2024	2025	%YoY
Net interest income	102,223	130,860	133,900	123,630	-7.7%
Net fees and service income	27,508	27,234	27,724	27,192	-1.9%
Other operating income	9,164	9,393	14,187	27,676	95.1%
Total income	138,895	167,487	175,811	178,498	1.5%
Operating expense	69,019	81,775	84,405	86,363	2.3%
Expected credit loss	32,647	33,666	34,838	36,147	3.8%
Net profit/ <sup>1</sup>	29,306	41,636	45,211	46,007	1.8%
EPS (Baht) / <sup>1</sup>	15.35	21.81	23.69	24.10	1.8%
NIM	2.42%	3.02%	3.06%	2.75%	-0.31%
Net fees and service income ratio	19.8%	16.3%	15.8%	15.2%	-0.6%
Cost to income ratio	49.7%	48.8%	48.0%	48.4%	0.4%
ROA/ <sup>1</sup>	0.67%	0.93%	1.00%	1.00%	0.00%
ROE/ <sup>1</sup>	5.86%	8.01%	8.27%	8.07%	-0.20%

# Network



Notes: Consolidated  
 /1 Domestic operation  
 /2 Exclude PT Bank Permata Tbk

# Long-standing international presence in 14 economies





# For further information

Contact:

Investor Relations team

Tel (66) 2 626 4981

Email: [IR@bangkokbank.com](mailto:IR@bangkokbank.com)

[www.bangkokbank.com](http://www.bangkokbank.com)

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