Bangkok Bank

Investor Presentation

For the 3rd quarter 2025

Agenda

01 9M25 Key highlights

02 9M25 Financial performance

03 2025 Financial target

9M25 Key highlights

Prudent approach has been key to delivering sustainable returns over the years

Strong performance

+9.9% YoY

Higher net profit
reflecting effective asset management and diversified revenue base

-3.2% YTD

Prudent loan growth
while corporate loan continued to grow

3.3%

NPL ratio
within manageable level

Through diversified mechanism

2.81%

Net interest margin
aligned with interest rate trends

-2.4% YoY

Net fees and service income
softened fees amid prevailing economic conditions

44.7%

Lower cost to income ratio
focus on appropriate cost management

Resilient balance sheet strength

18.0%

Common equity tier 1
vs. 16.2% in Dec-24

82.1%

Loan to deposit ratio
healthy liquidity position

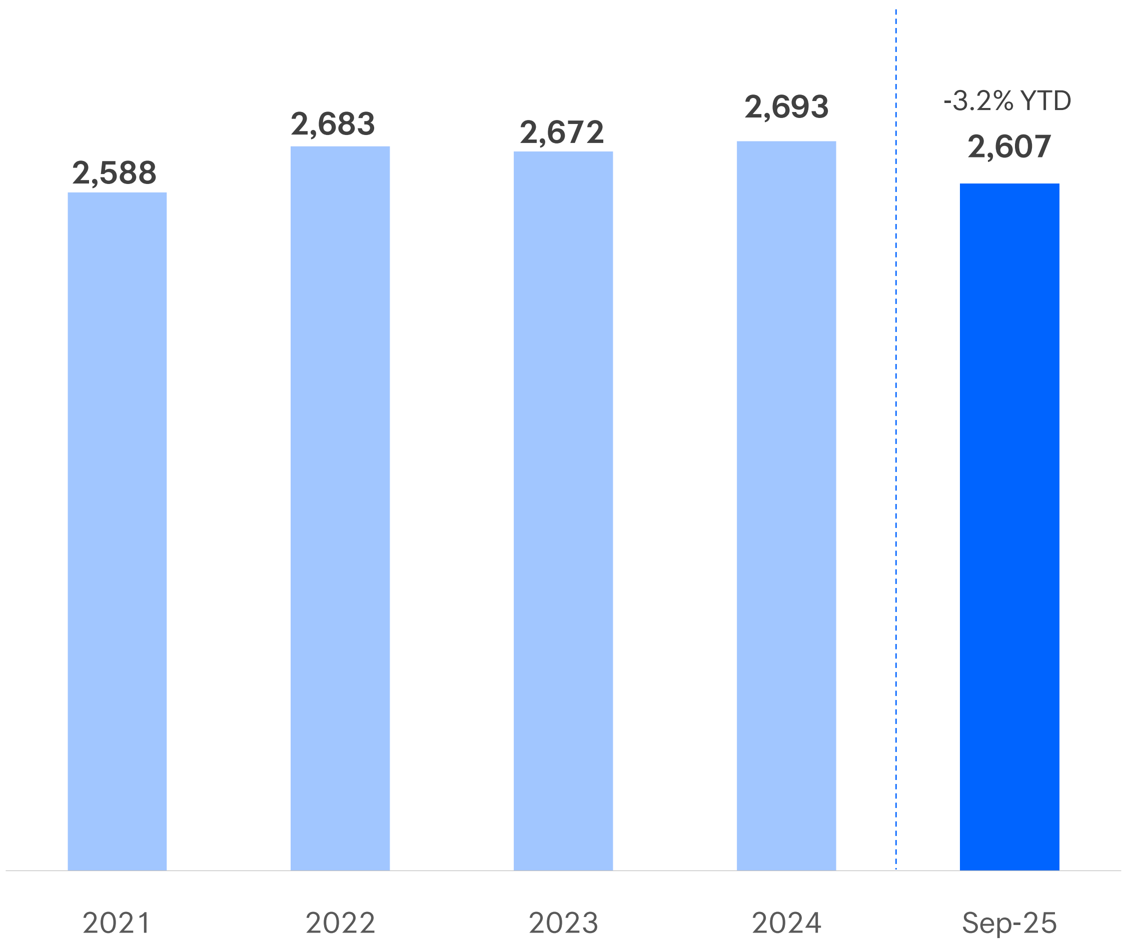
294.2%

Robust coverage ratio
well-secured reserves

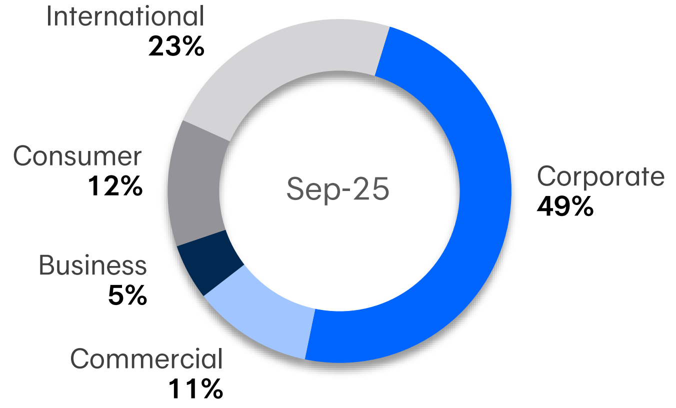
Agenda

Prudent and well-diversified loan portfolio

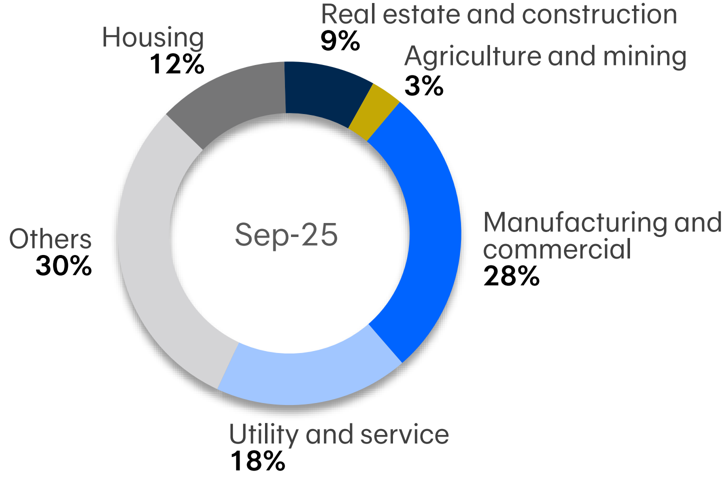
Loan
Billion Baht



Loan by business unit/1
% of composition



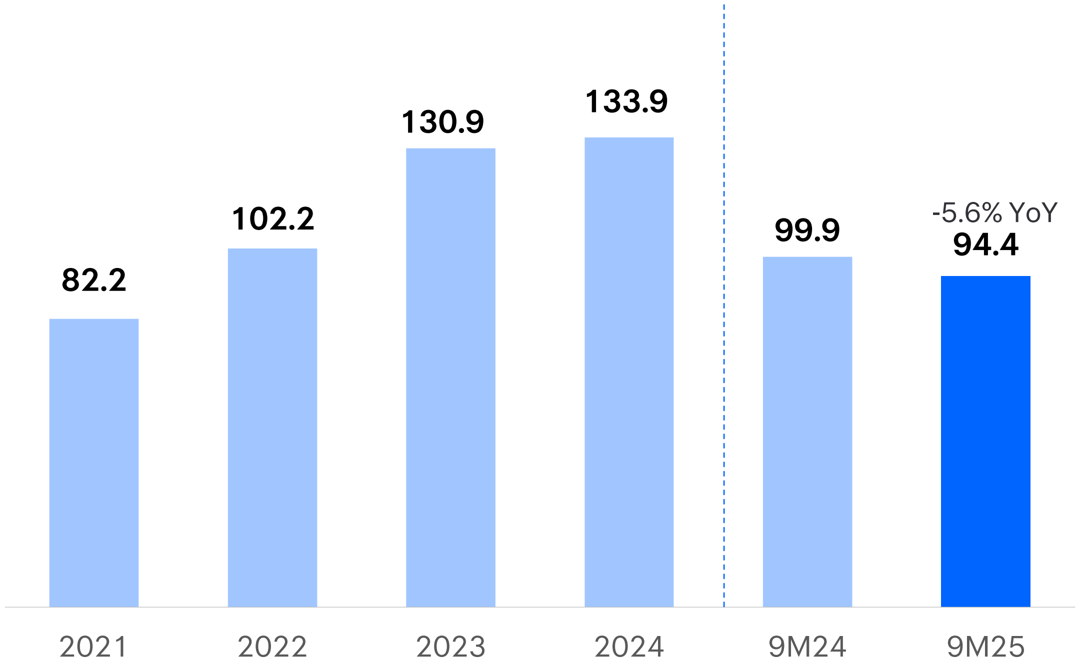
Loan by industry
% of composition



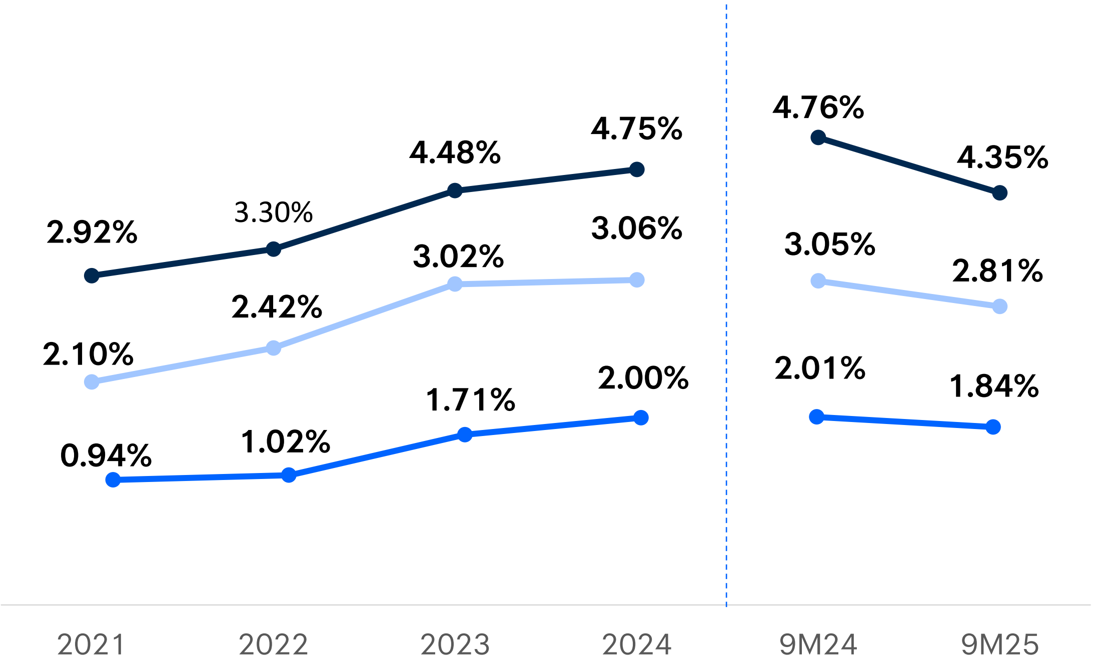
Note: /1 Corporate banking serves large domestic and multinational companies. Commercial banking serves medium-sized enterprises. Business banking serves small-sized enterprises. Consumer banking provides retail banking services. International banking provides services through BBL's international presences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

Net interest income eased following interest rate environment and prudent loan growth amid economic headwinds

Net interest income
Billion Baht



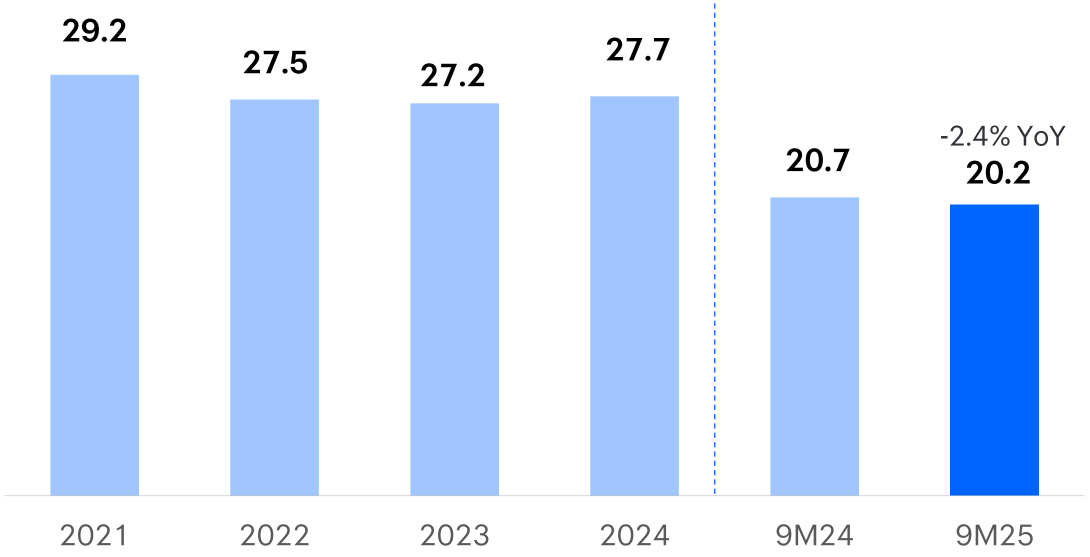
NIM, Yield on earning asset, Cost of fund
%



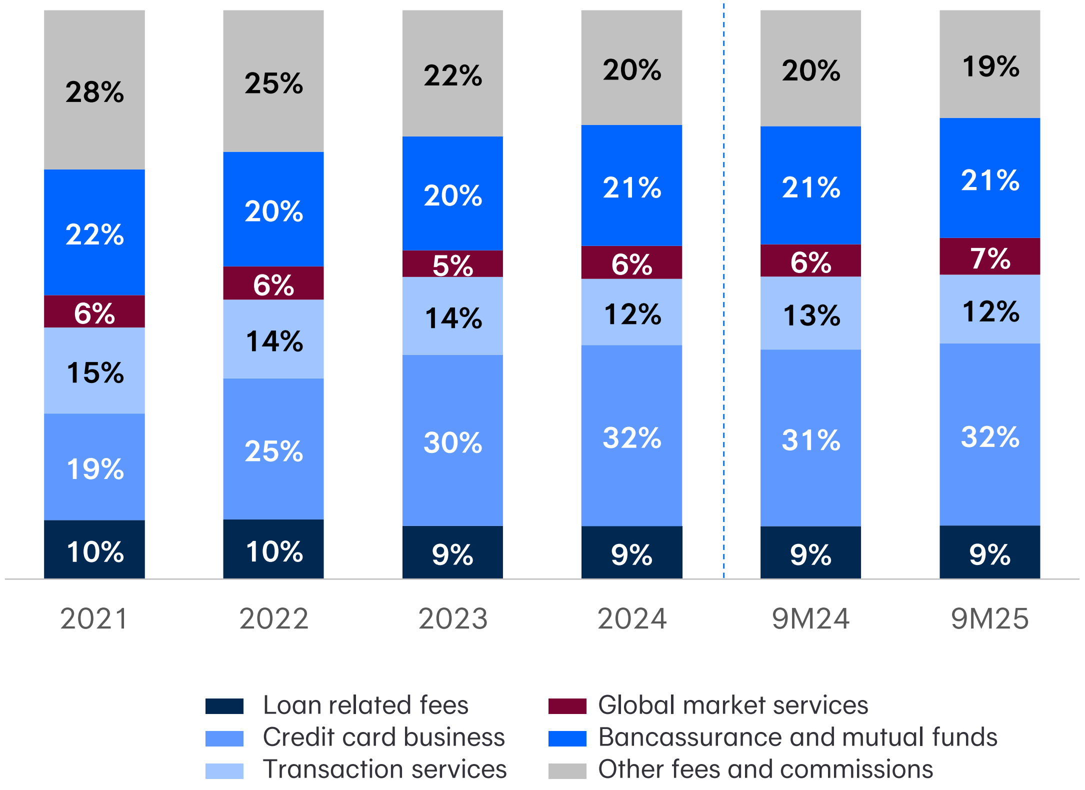
	2021	2022	2023	2024	9M24	9M25
Policy rate	0.500%	1.250%	2.500%	2.250%	2.500%	1.500%
MLR	5.250%	5.850%	7.100%	6.900%	7.100%	6.500%
MOR	5.875%	6.350%	7.550%	7.350%	7.550%	6.750%

Net fees softened from transaction service and mutual fund service amid prevailing economic conditions

Net fees and service income
Billion Baht

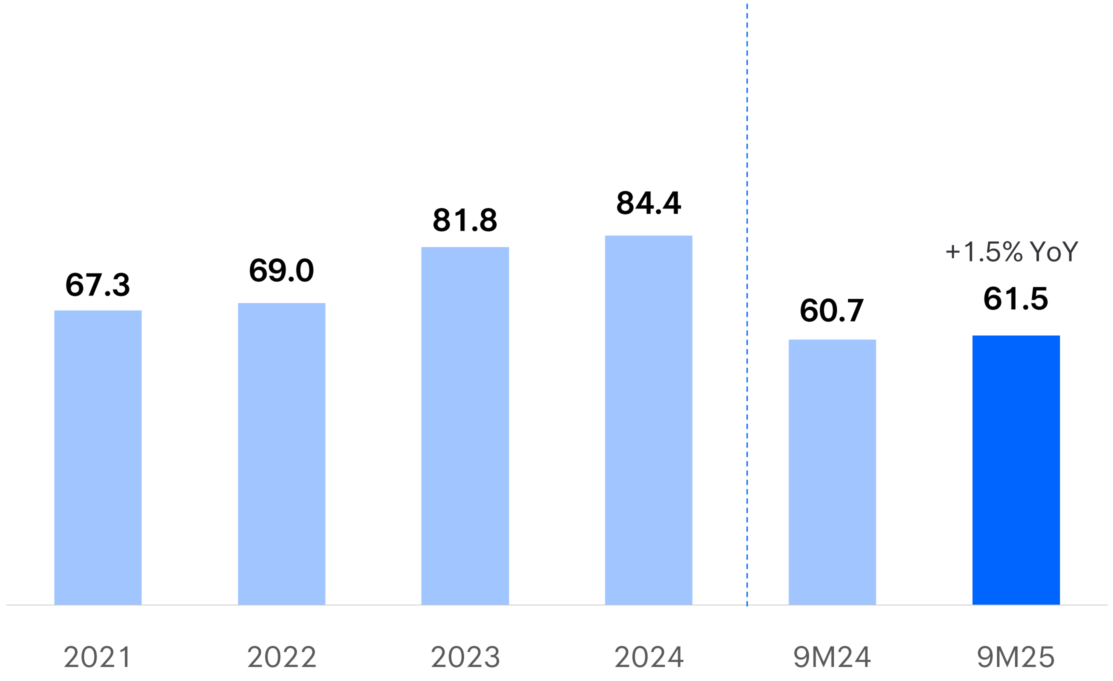


Fees and service income
% of composition

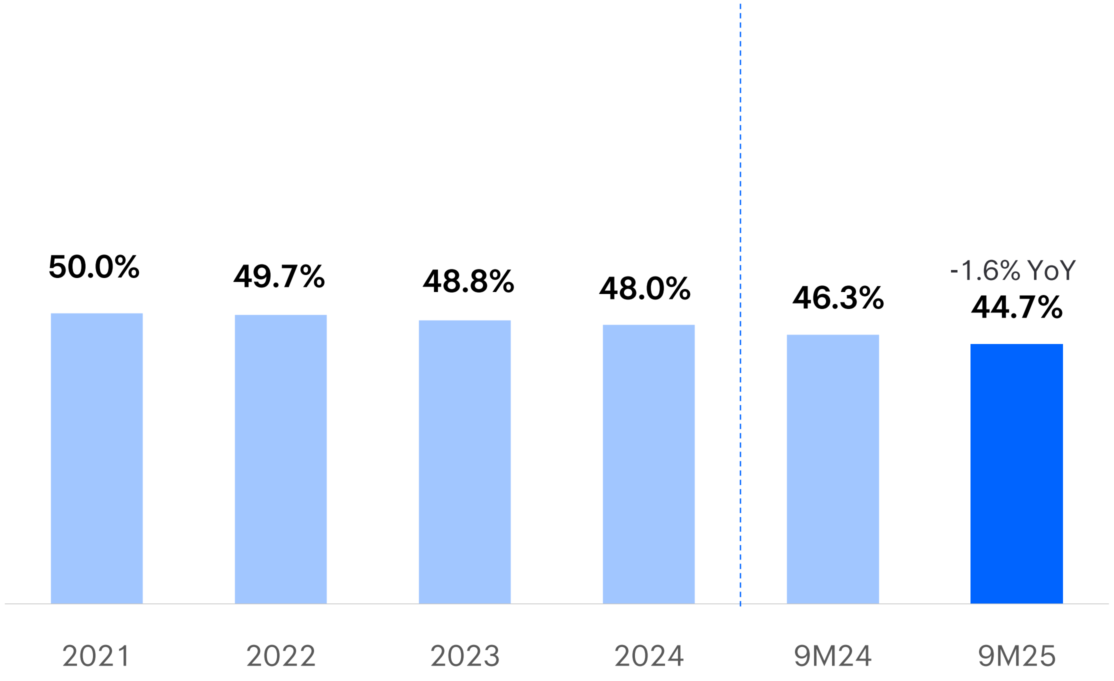


Continued operational efficiency improvement while focusing on appropriate cost management, resulting in CIR of 44.7%

Operating expenses
Billion Baht



Cost to income ratio
%

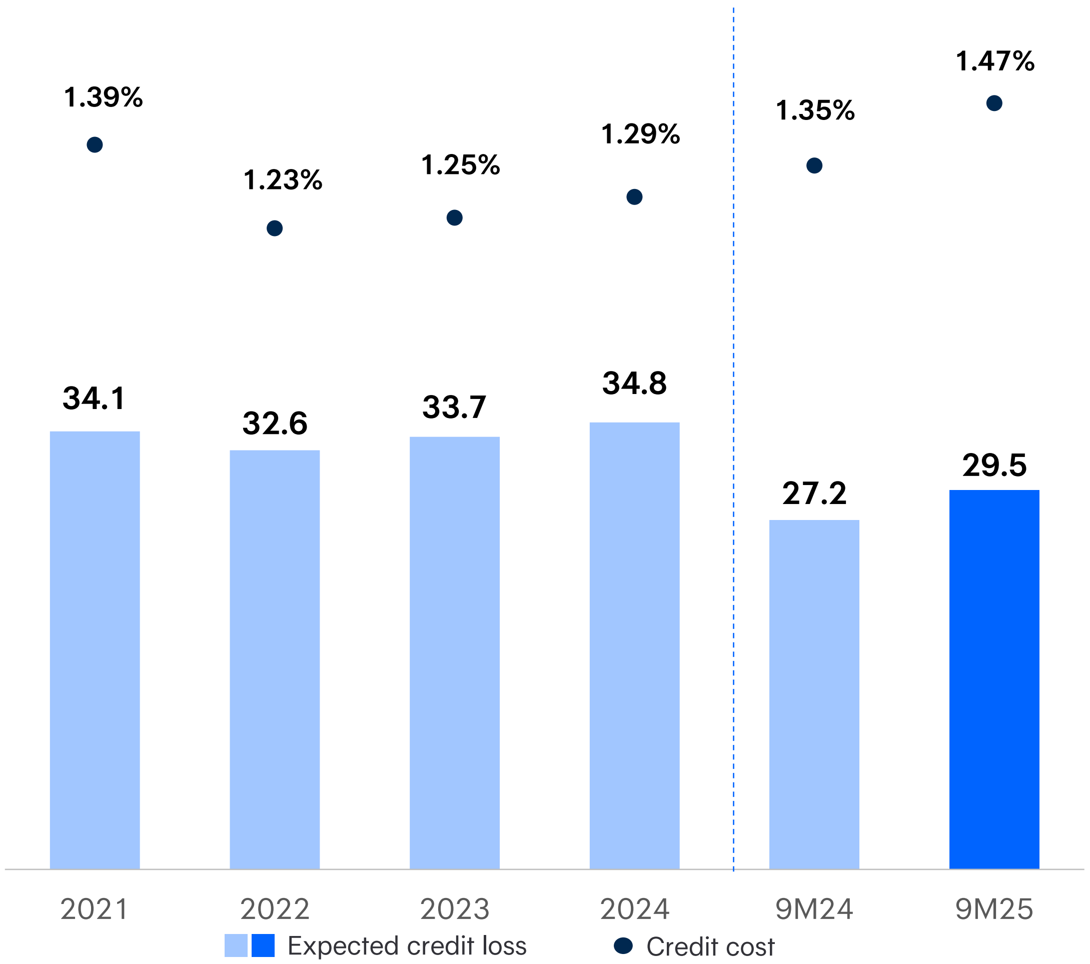


Asset quality remained within manageable level and disciplined provisioning resulted in well-secured reserves

Prudent reserves built across business cycles

Expected credit loss (Provision), Credit cost

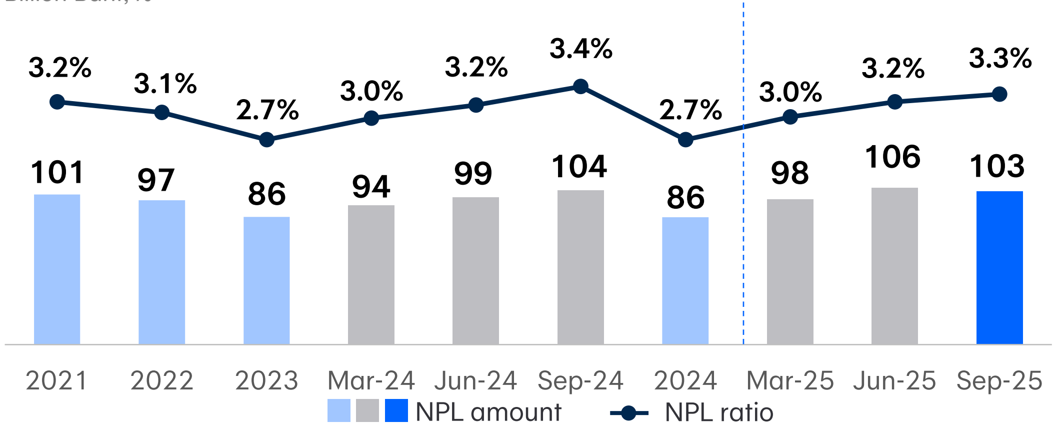
Billion Baht, %



Manageable asset quality

NPL amount, NPL ratio

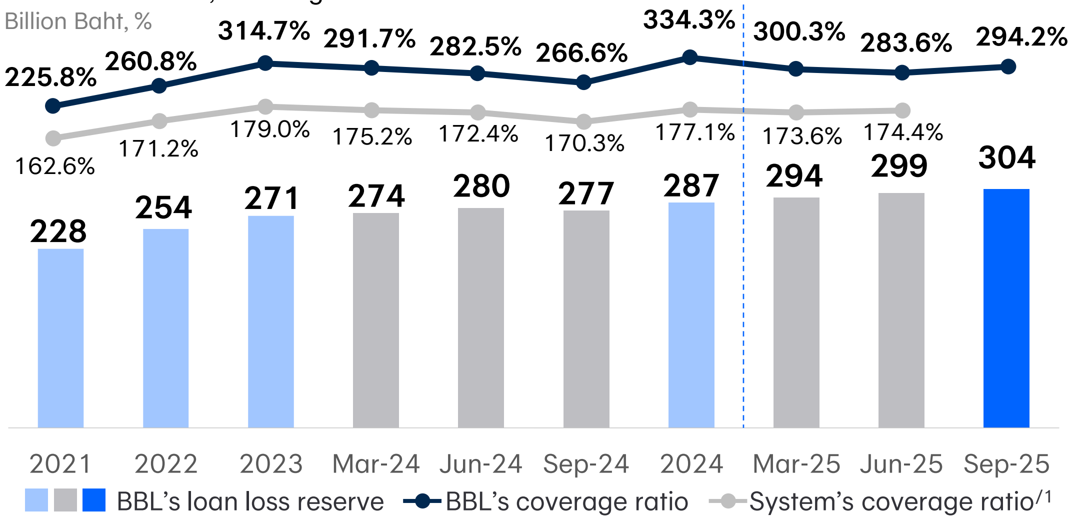
Billion Baht, %



Strong loan loss reserve

Loan loss reserve, Coverage ratio

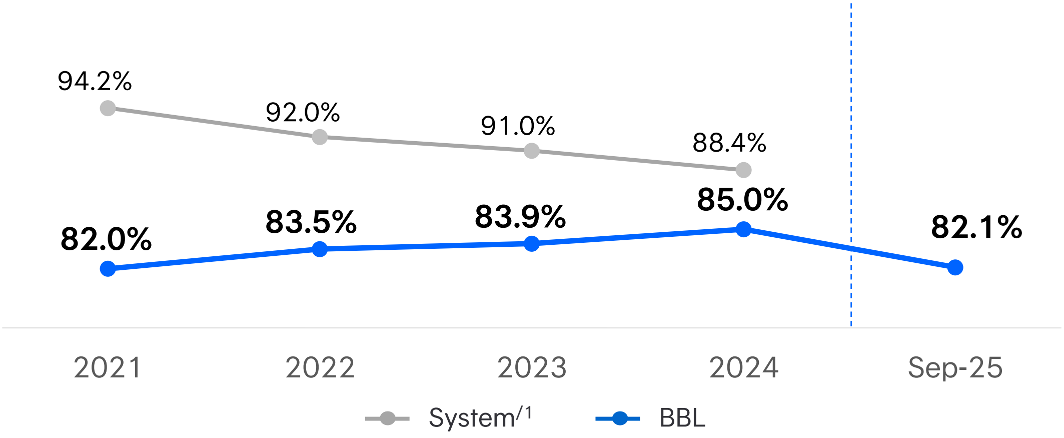
Billion Baht, %



Note: /1 System refers to all commercial banks in Thailand. (Source: Bank of Thailand)

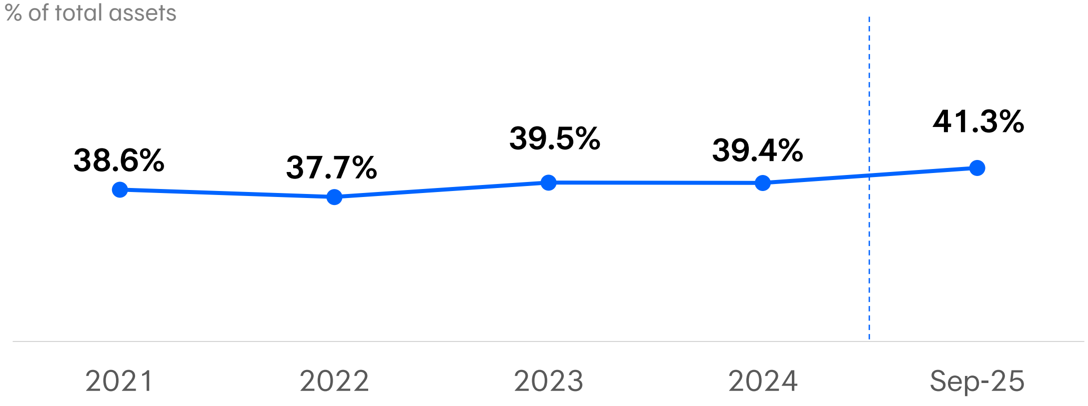
Healthy funding and robust liquidity position

Loan-to-deposit ratio



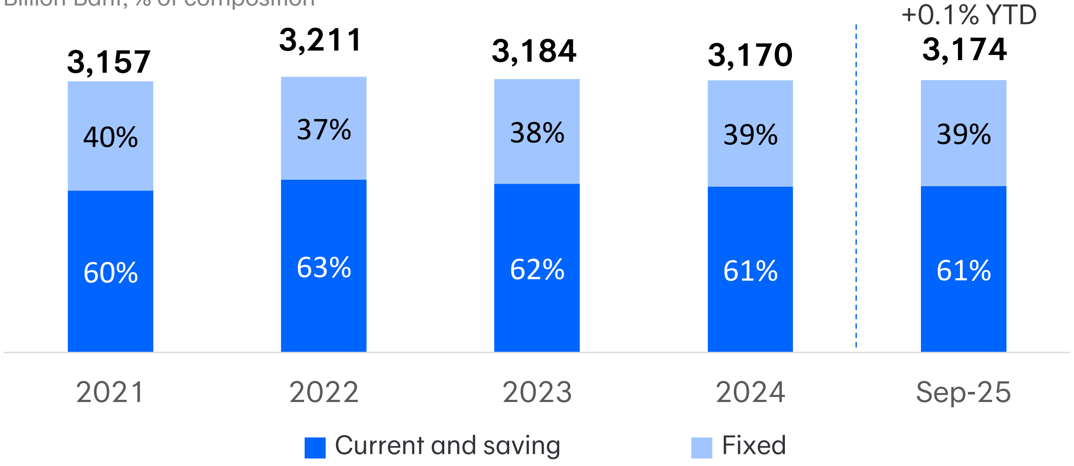
Liquid assets/2

% of total assets



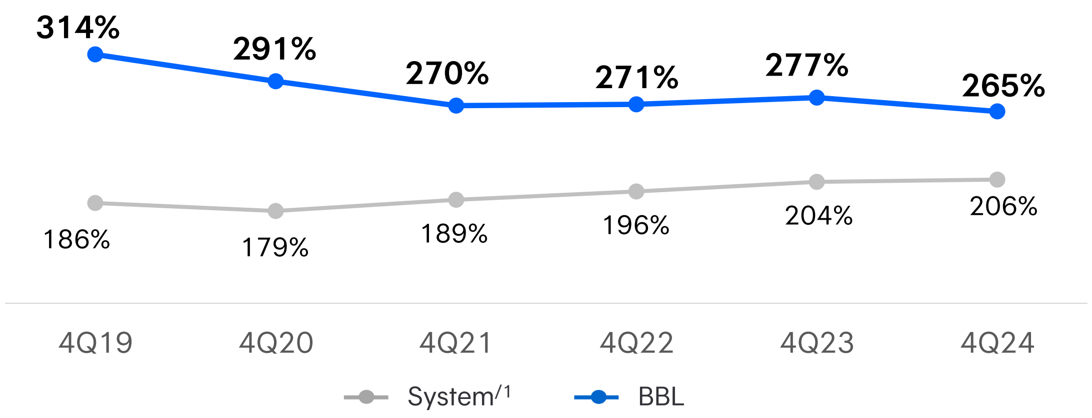
Deposit

Billion Baht, % of composition



Liquidity coverage ratio/3

%

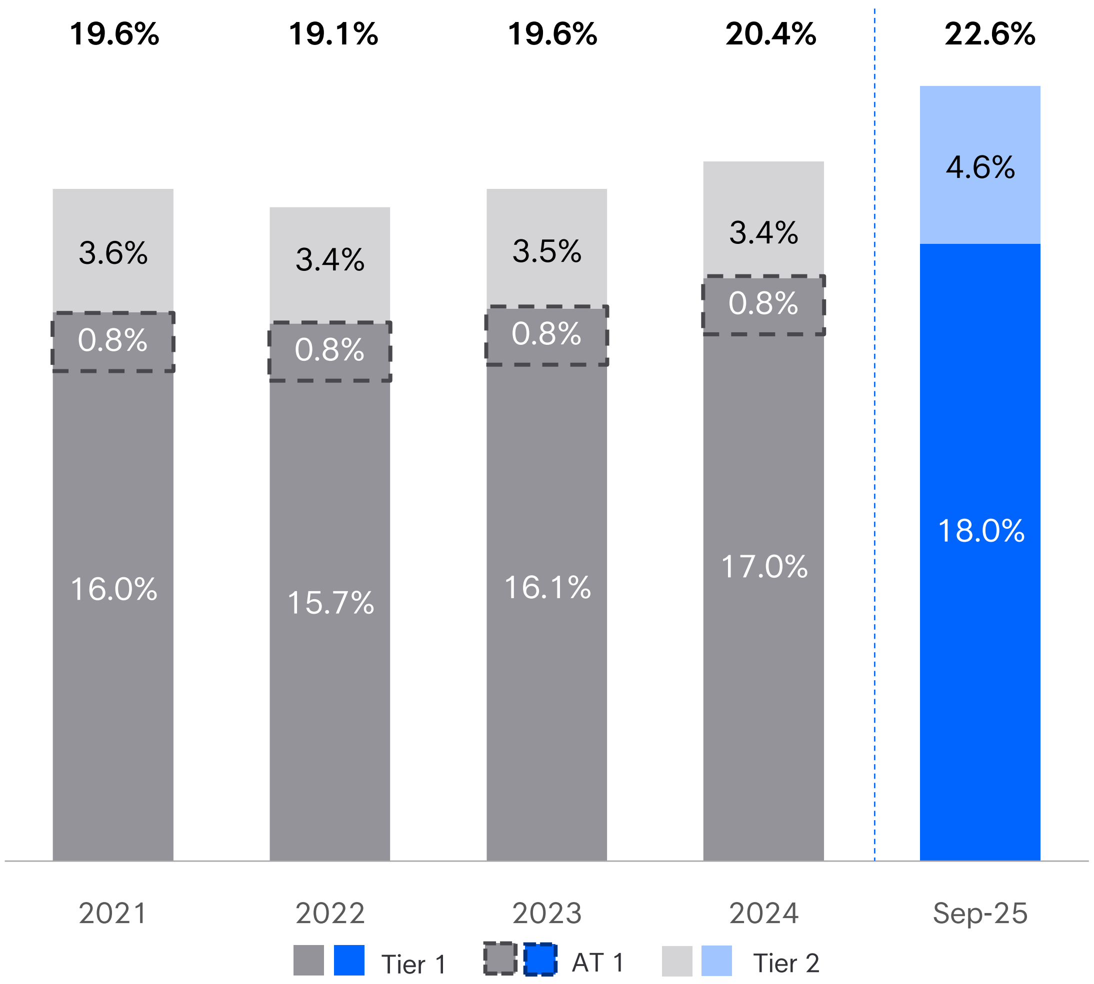


Notes: /1 System refers to all commercial banks in Thailand (Source: Bank of Thailand)
/2 Since 2020 liquid assets are defined as cash, interbank and money market items, debt securities and marketable equity securities
/3 For BBL, LCR is computed as an average ratio of month-end LCR in the quarter. For System, LCR is as of month.

Resilient balance sheet strength with strong capital positions

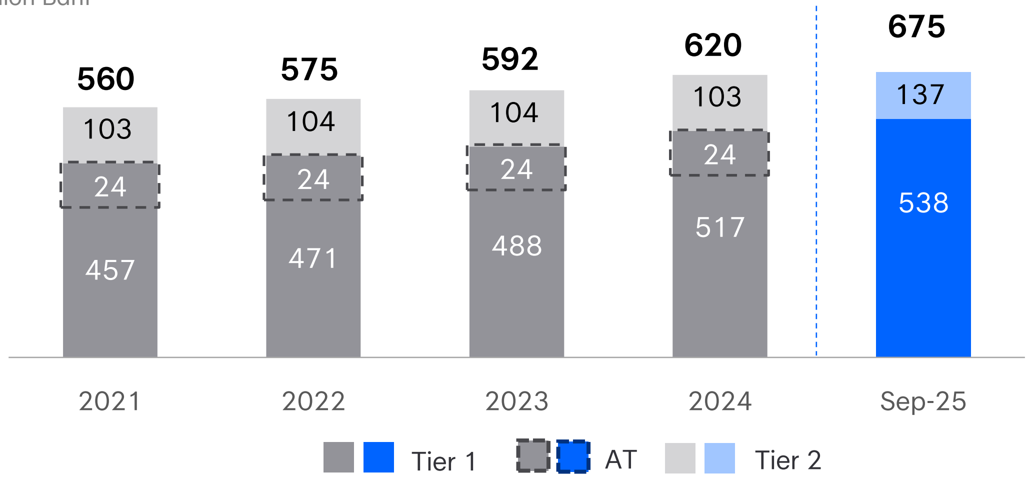
Consolidated capital ratios

%



Capital base

Billion Baht



Regulatory capital ratio requirements

4.5% Minimum Common Equity Tier 1 Ratio

6.0% Minimum Tier 1 Ratio

8.5% Minimum Total Capital Ratio

\+

2.5% + 1.0% Capital Conservation Buffer and D-SIB Buffer

8.0% Common Equity Tier 1 Capital Ratio Requirement

9.5% Tier 1 Capital Ratio Requirement

12.0% Total Capital Ratio Requirement

Agenda

2025 Financial target

Consolidated	2025 Financial target
Loan growth	3-4%
NPL ratio (gross)	± 3.0%
Net interest margin	2.8 - 2.9%
Net fee income growth	Low single digit
Cost to income ratio	High-40s%
Credit cost	0.9-1.0%

Note: The above financial targets are based on the Bank's preliminary estimates that may change due to the operating environments and other unforeseen circumstances.

Appendix

Financial position

						Million Baht
	Dec-21	Dec-22	Dec-23	Dec-24	Sep-25	%YTD
Loan	2,588,339	2,682,691	2,671,964	2,693,301	2,606,661	-3.2%
Deposit	3,156,940	3,210,896	3,184,283	3,169,654	3,174,287	0.1%
LDR	82.0%	83.5%	83.9%	85.0%	82.1%	-2.9%
NPL/1	101,103	97,188	85,955	85,833	103,404	20.5%
NPL ratio/1	3.2%	3.1%	2.7%	2.7%	3.3%	0.6%
Allowance for ECL to NPL/1	225.8%	260.8%	314.7%	334.3%	294.2%	-40.1%
Allowance for ECL to loan	8.8%	9.4%	10.1%	10.7%	11.7%	1.0%
Liquid assets/2 to total assets	38.6%	37.7%	39.5%	39.4%	41.3%	1.9%
CASA	59.8%	62.6%	61.7%	60.9%	61.1%	0.2%
CET1/3	15.2%	14.9%	15.4%	16.2%	18.0%	1.8%
Tier 1 ratio/3	16.0%	15.7%	16.1%	17.0%	18.0%	1.0%
CAR/3	19.6%	19.1%	19.6%	20.4%	22.6%	2.2%

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 – 3Q25

Million Baht					
	3Q24	2Q25	3Q25	%QoQ	% YoY
Net interest income	33,367	31,706	30,750	-3.0%	-7.8%
Net fees and service income	6,935	6,078	6,549	7.7%	-5.6%
Other operating income	5,525	6,637	10,364	56.2%	87.6%
Total income	45,827	44,421	47,663	7.3%	4.0%
Operating expense	21,839	20,094	20,697	3.0%	-5.2%
Expected credit loss	8,197	10,740	9,742	-9.3%	18.8%
Net profit/1	12,476	11,840	13,789	16.5%	10.5%
EPS (Baht) /1	6.54	6.20	7.22	16.5%	10.5%
NIM	3.05%	2.81%	2.72%	-0.09%	-0.33%
Net fees and service income ratio	15.1%	13.7%	13.7%	0.0%	-1.4%
Cost to income ratio	47.7%	45.2%	43.4%	-1.8%	-4.3%
ROA/1	1.10%	1.03%	1.20%	0.17%	0.10%
ROE/1	9.07%	8.36%	9.45%	1.09%	0.38%

Note: /1 Attributable to owners of the Bank

Financial performance – Year and 9M25

Million Baht

	2021	2022	2023	2024	%YoY	9M24	9M25	%YoY
Net interest income	82,156	102,223	130,860	133,900	2.3%	99,923	94,364	-5.6%
Net fees and service income	29,209	27,508	27,234	27,724	1.8%	20,711	20,219	-2.4%
Other operating income	23,176	9,164	9,393	14,187	51.0%	10,399	23,153	122.6%
Total income	134,541	138,895	167,487	175,811	5.0%	131,033	137,736	5.1%
Operating expense	67,266	69,019	81,775	84,405	3.2%	60,652	61,541	1.5%
Expected credit loss	34,134	32,647	33,666	34,838	3.5%	27,204	29,549	8.6%
Net profit/1	26,507	29,306	41,636	45,211	8.6%	34,807	38,247	9.9%
EPS (Baht) /1	13.89	15.35	21.81	23.69	8.6%	18.23	20.04	9.9%
NIM	2.10%	2.42%	3.02%	3.06%	0.04%	3.05%	2.81%	-0.24%
Net fees and service income ratio	21.7%	19.8%	16.3%	15.8%	-0.5%	15.8%	14.7%	-1.1%
Cost to income ratio	50.0%	49.7%	48.8%	48.0%	-0.8%	46.3%	44.7%	-1.6%
ROA/1	0.65%	0.67%	0.93%	1.00%	0.07%	1.03%	1.12%	0.09%
ROE/1	5.62%	5.86%	8.01%	8.27%	0.26%	8.54%	8.99%	0.45%

Note: /1 Attributable to owners of the Bank

Network

	2019		2020		2021		2022		2023		2024		Sep-25
Branch/1	1,148	-20	1,128	-69	1,059	-168	891	-44	847	-56	791	-49	742
ATM/1	9,362	-312	9,050	-375	8,675	-718	7,957	-694	7,263	-317	6,946	-211	6,735
CDM/1	1,279	-22	1,257	-72	1,185	-243	942	-32	910	-26	884	+69	953
Employee/2	25,043	-684	24,359	-1,667	22,692	-1,398	21,294	-377	20,917	218	21,135	-162	20,973

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

Long-standing international presence in 14 economies

1 **Cambodia**
Branch: 1
Number of year: 11

2 **China/1**
Branch: 5
Number of year: 39

3 **Hong Kong**
Branch: 1
Number of year: 71

4 **Indonesia/1**
Branch: 202
Number of year: 57

5 **Japan**
Branch: 2
Number of year: 70

6 **Laos**
Branch: 1
Number of year: 32

7 **Malaysia/1**
Branch: 5
Number of year: 66

8 **Myanmar**
Branch: 1
Number of year: 30

9 **Philippines**
Branch: 1
Number of year: 30

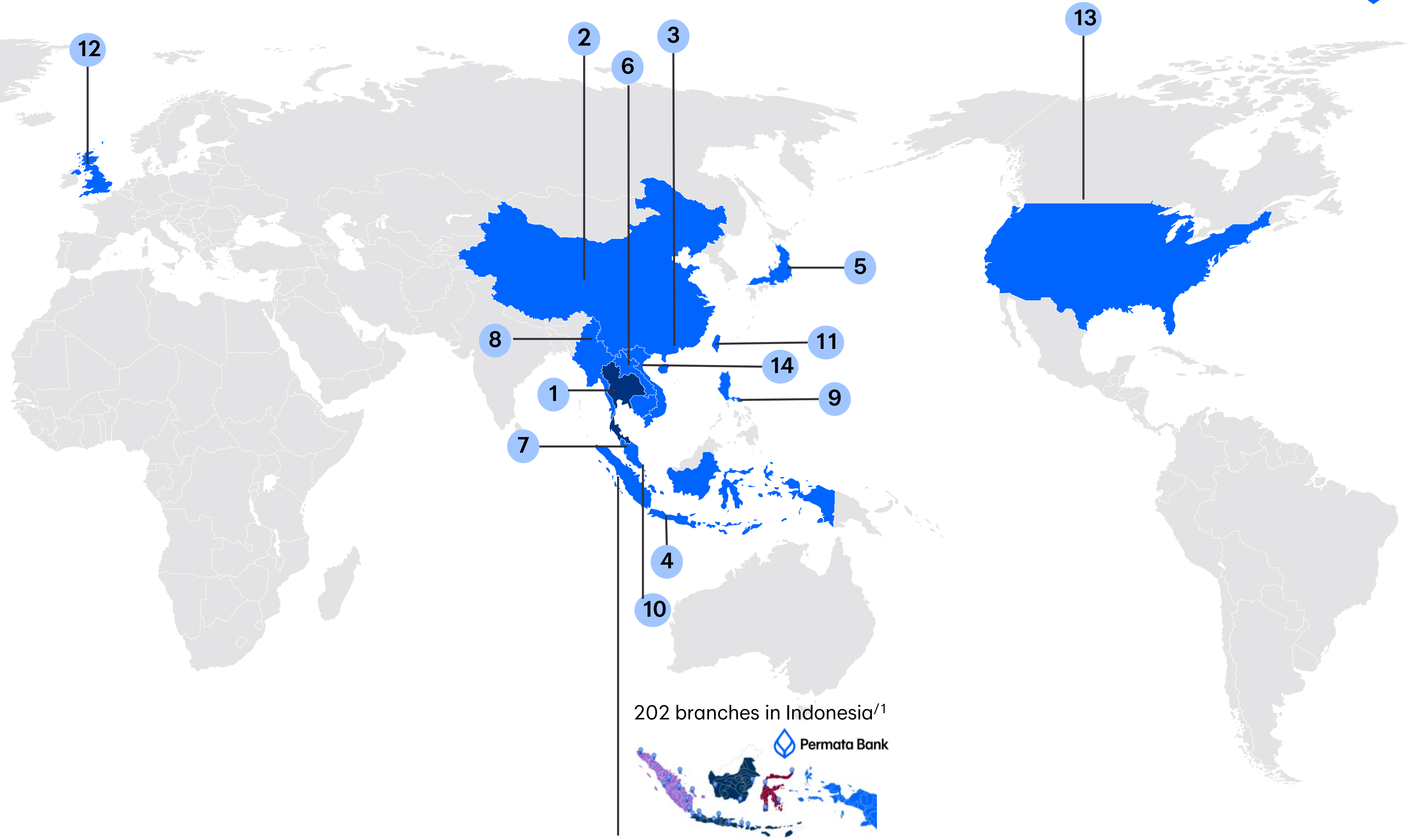
10 **Singapore**
Branch: 1
Number of year: 68

11 **Taiwan**
Branch: 3
Number of year: 60

12 **UK**
Branch: 1
Number of year: 68

13 **USA**
Branch: 1
Number of year: 60

14 **Vietnam**
Branch: 2
Number of year: 33



Notes: As of September 2025
/1 Subsidiary
Source: Bangkok Bank filing

Growing Together

Sustainability Performance in 2024

Be Resilient

Maintained the capital adequacy ratio for the Bank's financial business group at
20.35%

Organized activities to **promote knowledge on the impacts of climate change**, challenges in the transition to a low-carbon economy, and climate risk management for directors, executives and employees.

Be Customer Centric

Achieved customer satisfaction score for branch services of
94.74

Achieved customer satisfaction score for Bangkok Bank Mobile Banking of
86.39

Won awards in cybersecurity from **"Prime Minister Awards: Thailand Cybersecurity Excellence Awards 2024"** organized by the National Cyber Security Agency

14.38
million users of Bangkok Bank Mobile Banking

Be Caring

55.30%
of all executives are female

66.68%
of all employees are female

45.05 average training hours per employee

48.10%
of STEM related positions are held by female employees

Be Ethical

Received an **"Excellent"** rating from the Corporate Governance Report of Thai Listed Companies by the Thai Institute of Directors

100% enrollment and acknowledgement of employees for courses on the Code of Conduct and Business Ethics, Anti-corruption, Anti-money Laundering and Counter Terrorism and Proliferation of Weapons of Mass Destruction, and Market Conduct

Relevant SDGS:

Be Responsible

Offered Bualuang Green Financing for Transition to Environmental Sustainability loans
655 million Baht

Acted as the underwriter for the distribution of ESG bonds worth
62 billion Baht

Reached the number of volunteer hours of
56,815 hours or **3.05 hours per FTE**

Launched "8 million cc for 80 years of Bangkok Bank Project" with a total of **14,031,600 CCs** of blood donation that helped support
105,237 patients

Organized knowledge-sharing activities through an online learning network "Bangkok Bank SME" with more than
1.6 million viewers

Being certified to offset all carbon emissions of the Silom head office building (carbon neutral), totaling **11,582 tonnes of carbon dioxide equivalent**

Source: Bangkok Bank sustainability report 2024

For further information

Contact:
Investor Relations team
Tel (66) 2 626 4981
Email: IR@bangkokbank.com
www.bangkokbank.com