

Investor Presentation

For the year 2025



Agenda



01 **2025 Key highlights**

02 **2025 Financial performance**

2025 Key highlights



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

Sustainable performance	Through diversified mechanism	Resilient balance sheet strength
<div>+1.8% YoY</div> <div>Net profit increased amid uncertainties from revenue diversification</div>	<div>2.75%</div> <div>Net interest margin aligned with interest rate trends</div>	<div>17.2%</div> <div>Common equity tier 1 vs. 16.2% in Dec-24</div>
<div>-3.2% YTD</div> <div>Prudent approach to lending slowdown in lending activities while corporate loan continued to grow</div>	<div>30.7%</div> <div>Non-interest income ratio driven by gains on FVTPL and gains on investments</div>	<div>81.6%</div> <div>Loan to deposit ratio healthy liquidity position</div>
<div>3.0%</div> <div>NPL ratio effective asset quality management</div>	<div>48.4%</div> <div>Cost to income ratio enhance operational efficiency with disciplined cost management</div>	<div>324.1%</div> <div>Robust coverage ratio well-secured reserves</div>

Agenda



01 2025 Key highlights

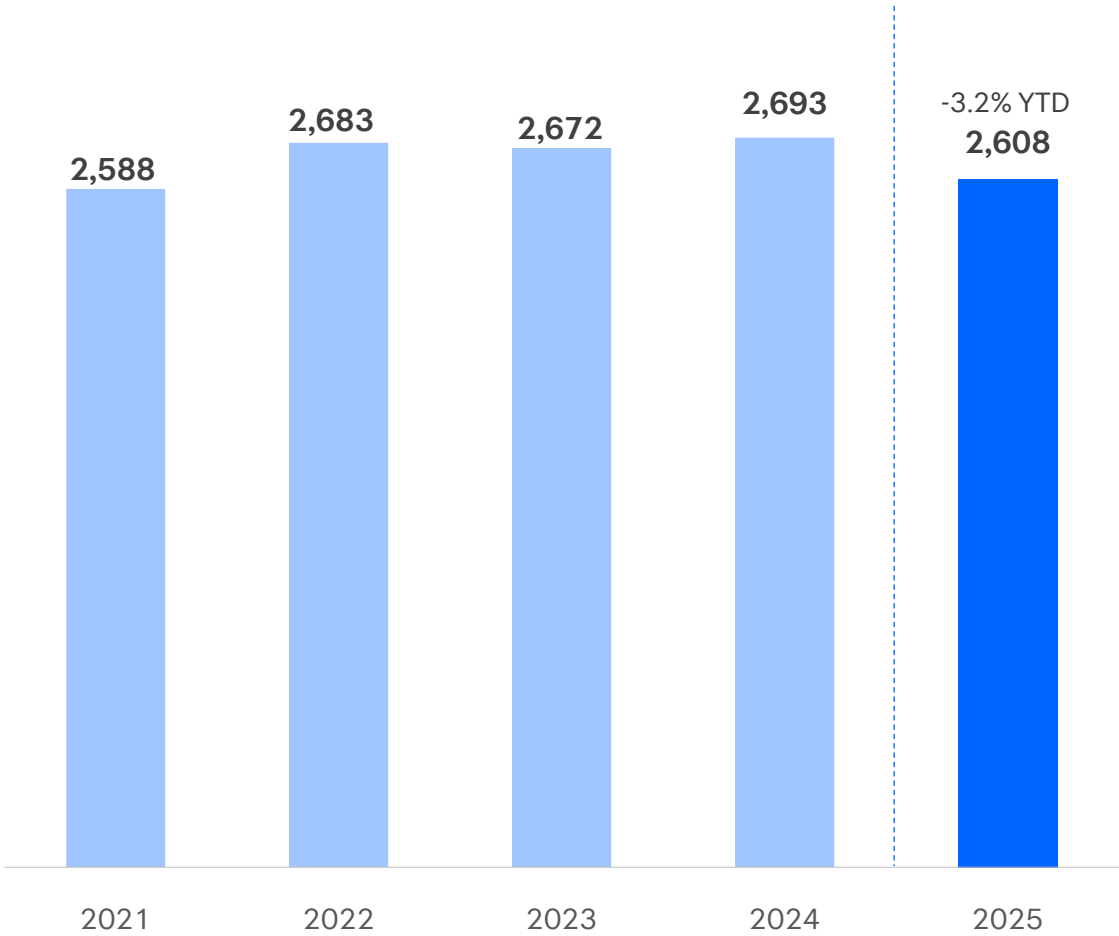
02 2025 Financial performance

Prudent and well-diversified loan portfolio



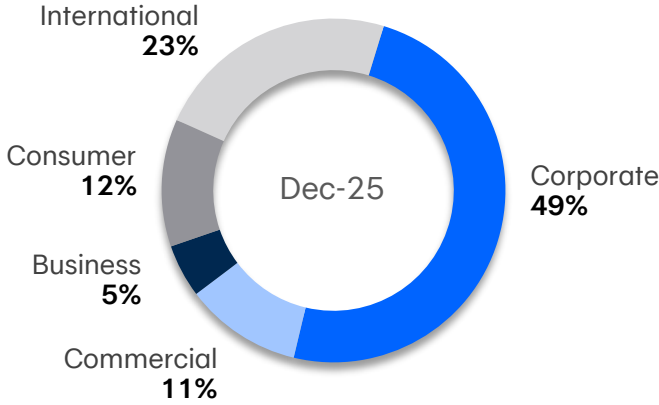
Loan

Billion Baht



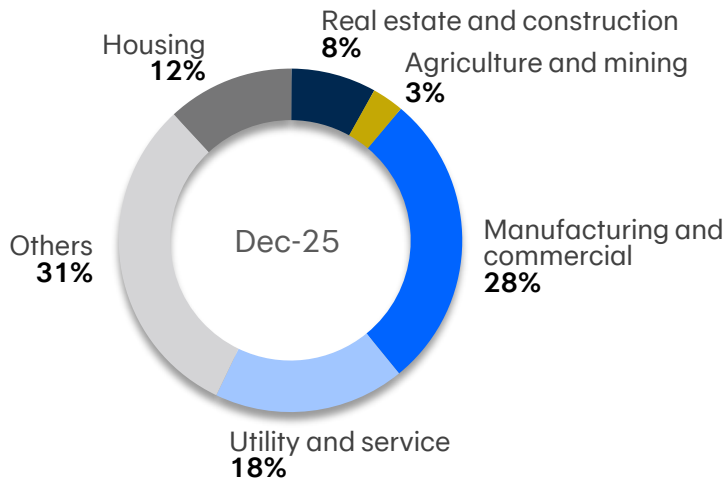
Loan by business unit^{/1}

% of composition



Loan by industry

% of composition

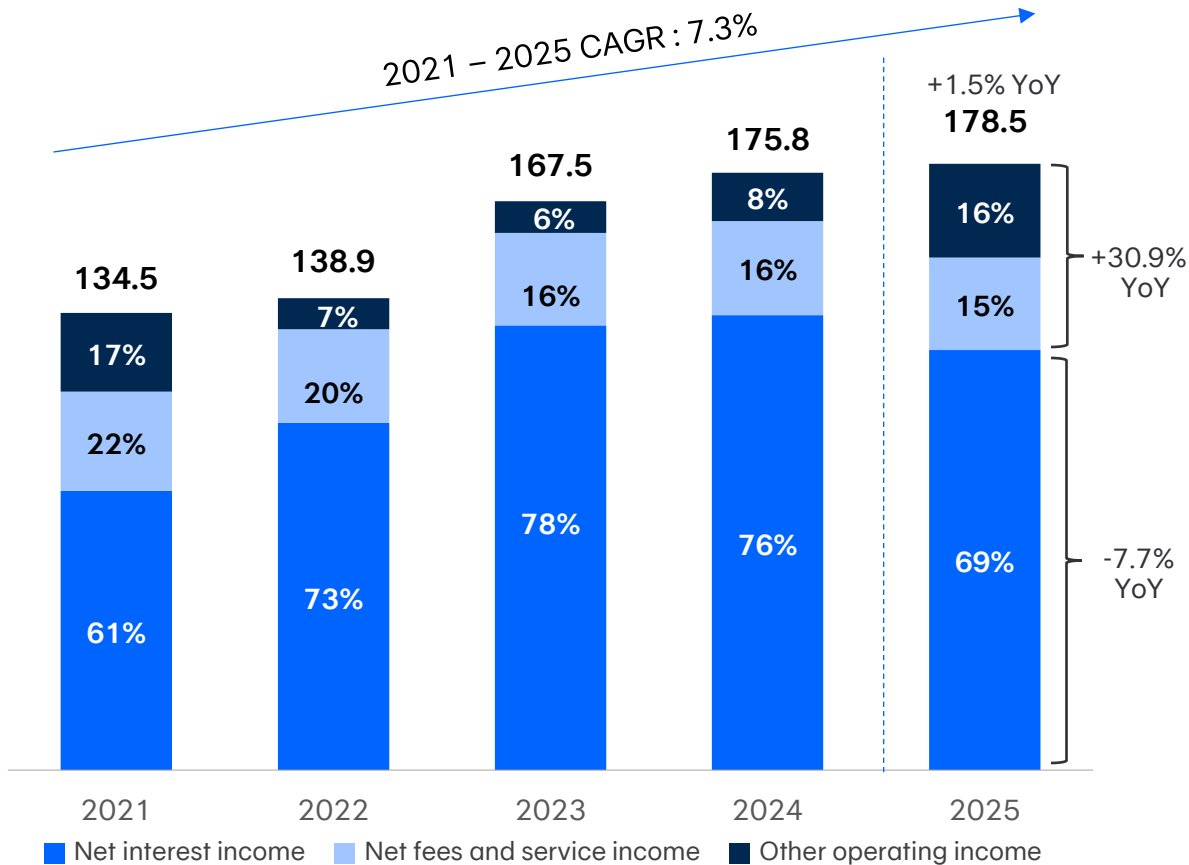


Achieving sustainable profitability in a lower interest rate trend, underpinned by a well-diversified income sources



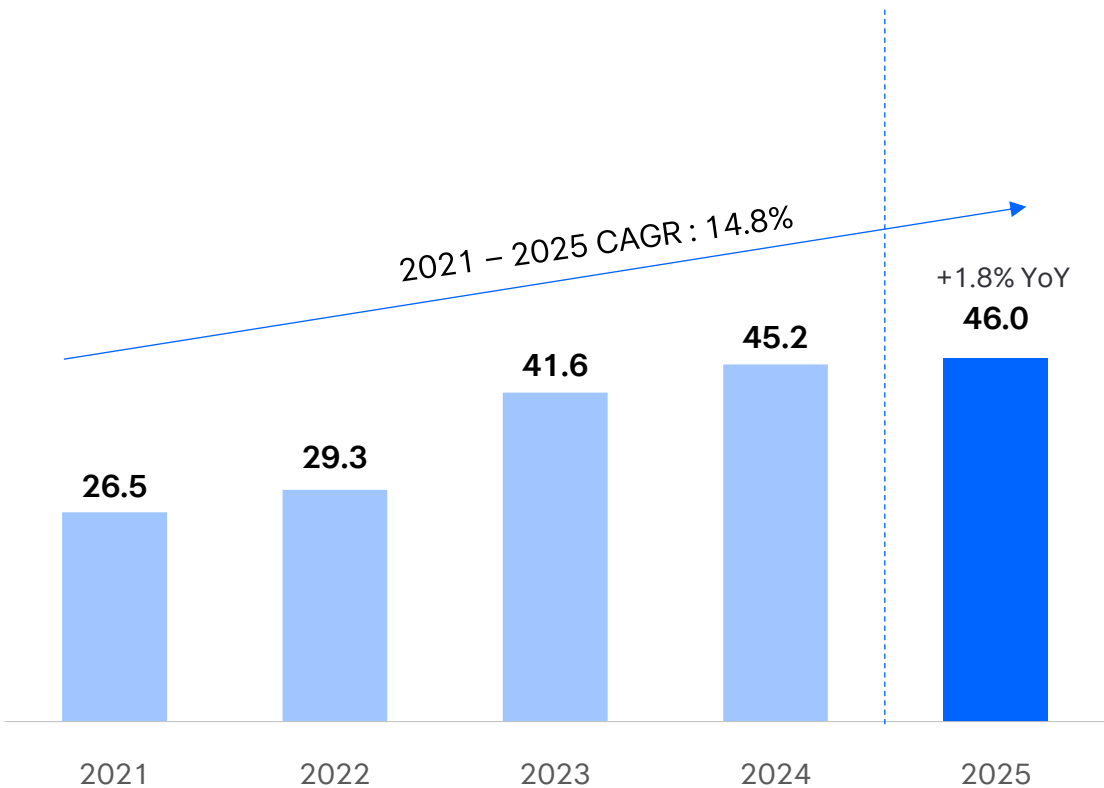
Total income breakdown

Billion Baht, % of composition



Net profit

Billion Baht

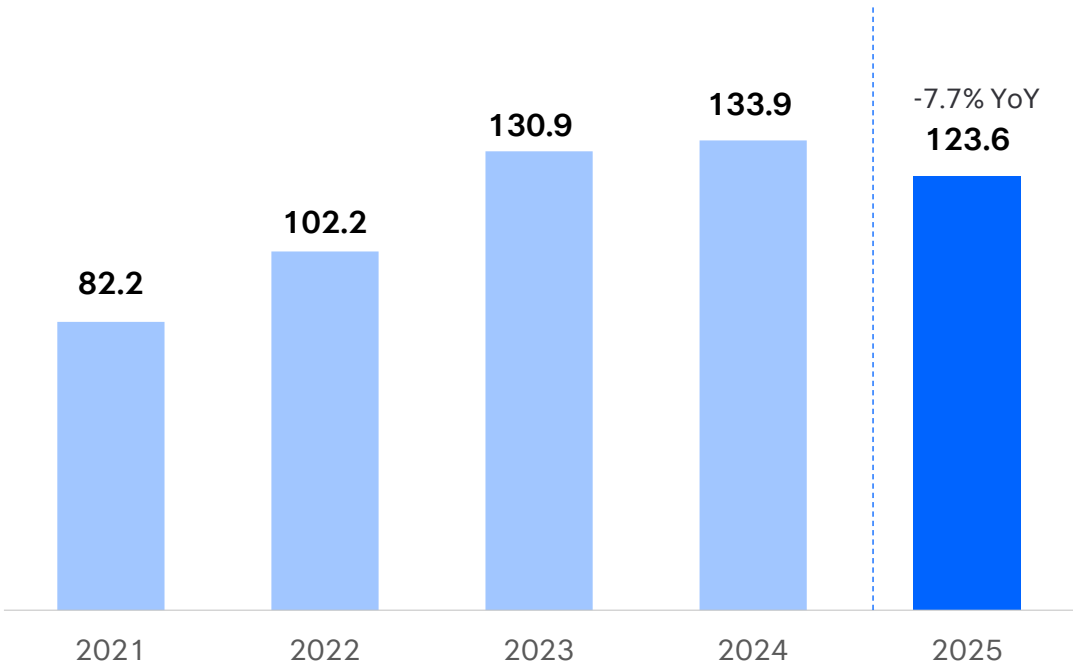


NII moderated in line with interest rate trends and softer lending activities with fundamentals in place to support future growth



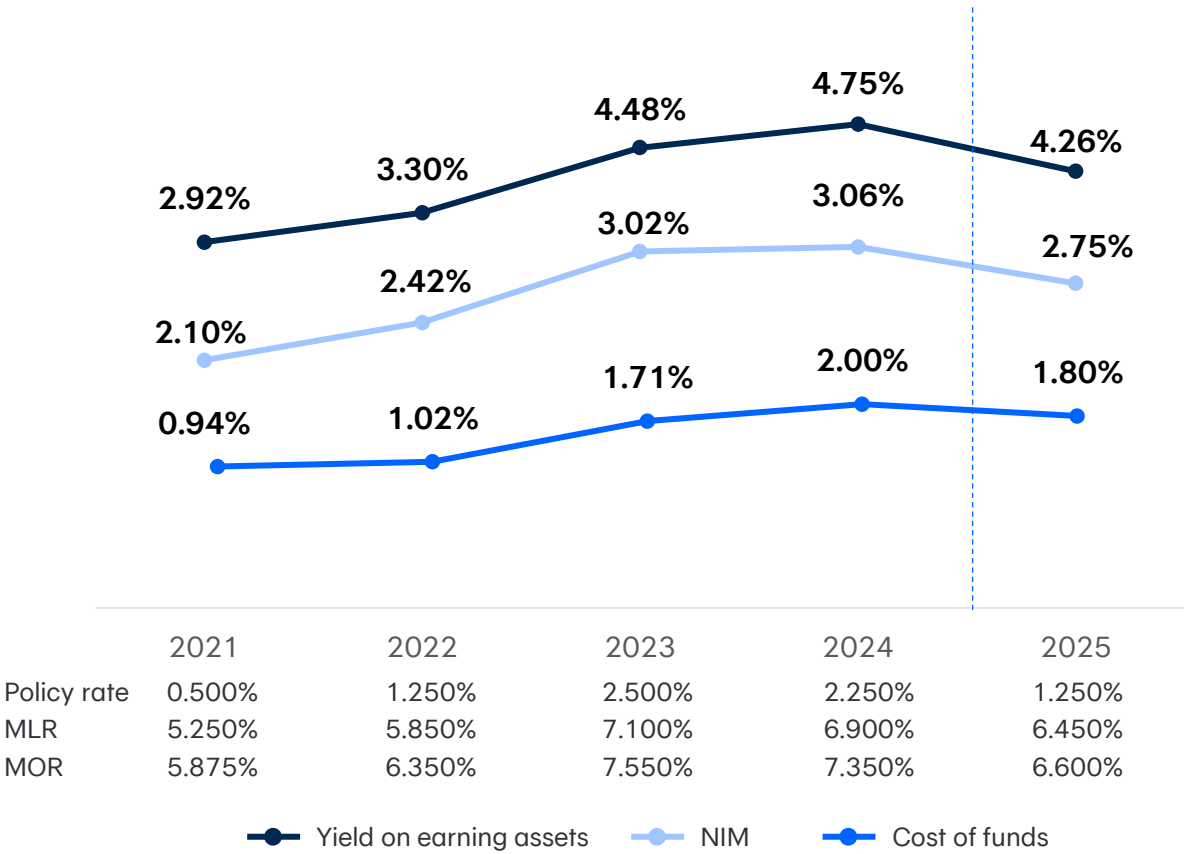
Net interest income

Billion Baht



NIM, Yield on earning asset, Cost of fund

%

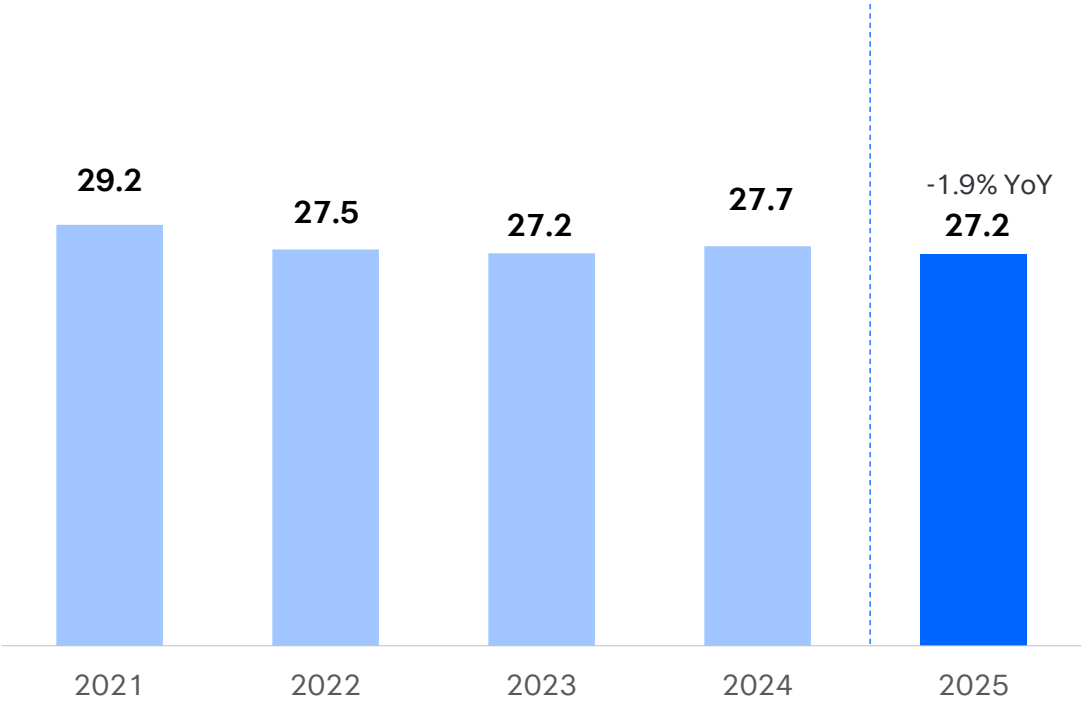


Net fees declined slightly due to softer transaction and mutual fund services, while credit card and bancassurance momentum remained positive



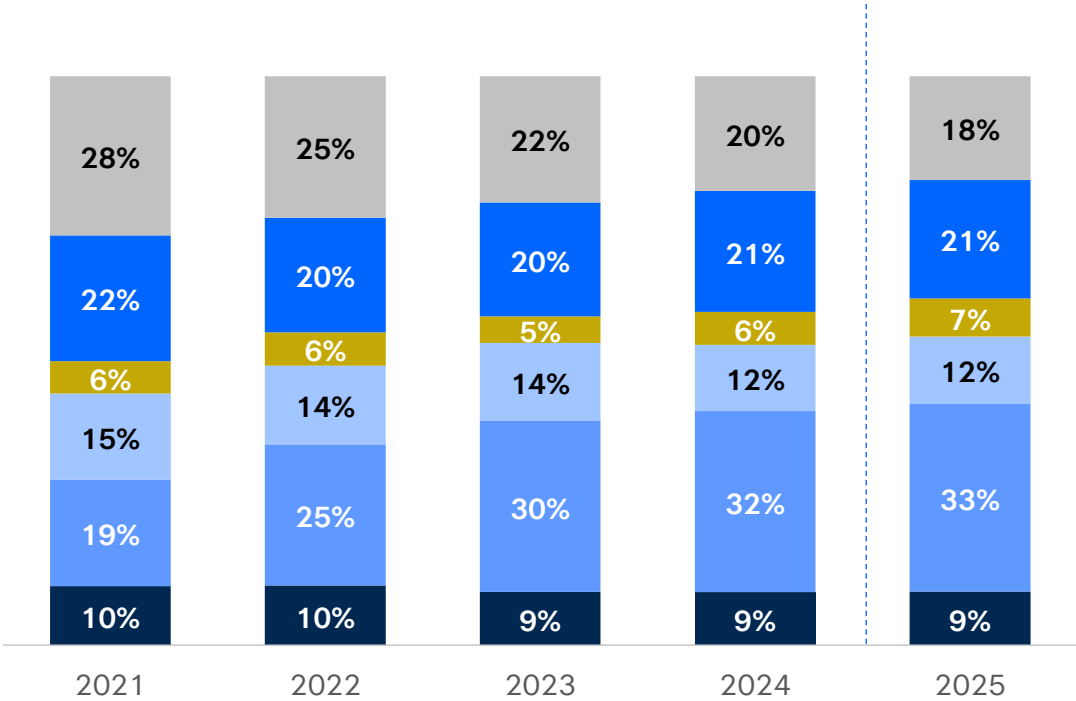
Net fees and service income

Billion Baht



Fees and service income

% of composition



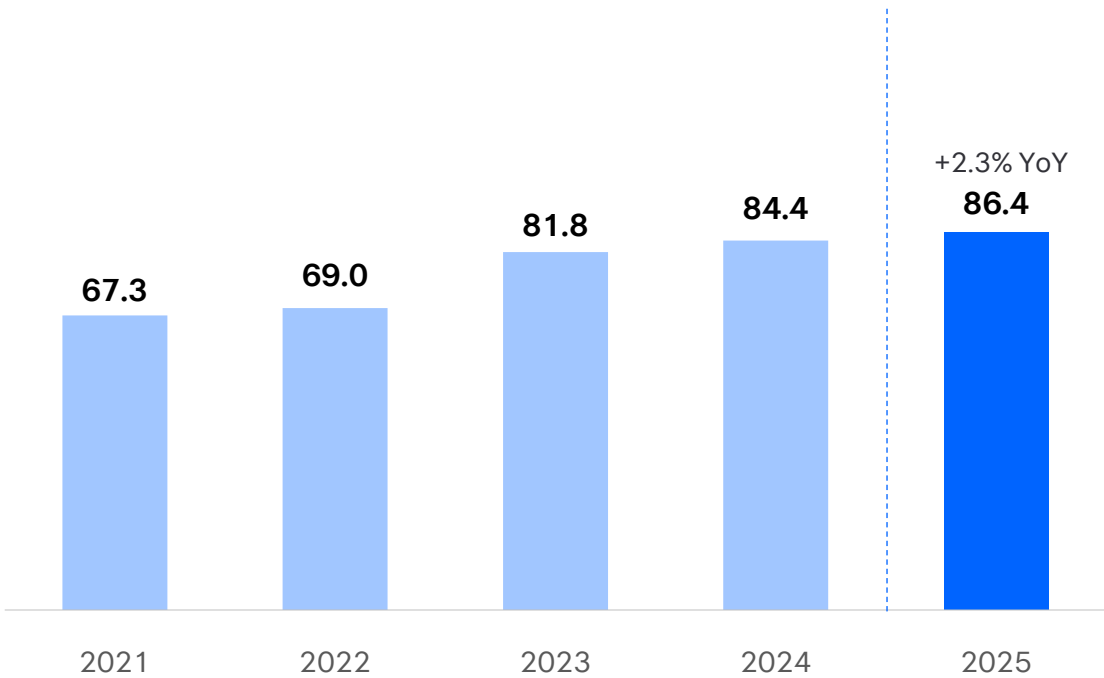
- Loan related fees
- Credit card business
- Transaction services
- Global market services
- Bancassurance and mutual funds
- Other fees and commissions

Enhancements in operational efficiency and disciplined cost management strengthen the Bank's capacity to support growth over time, with CIR maintained at 48.4%



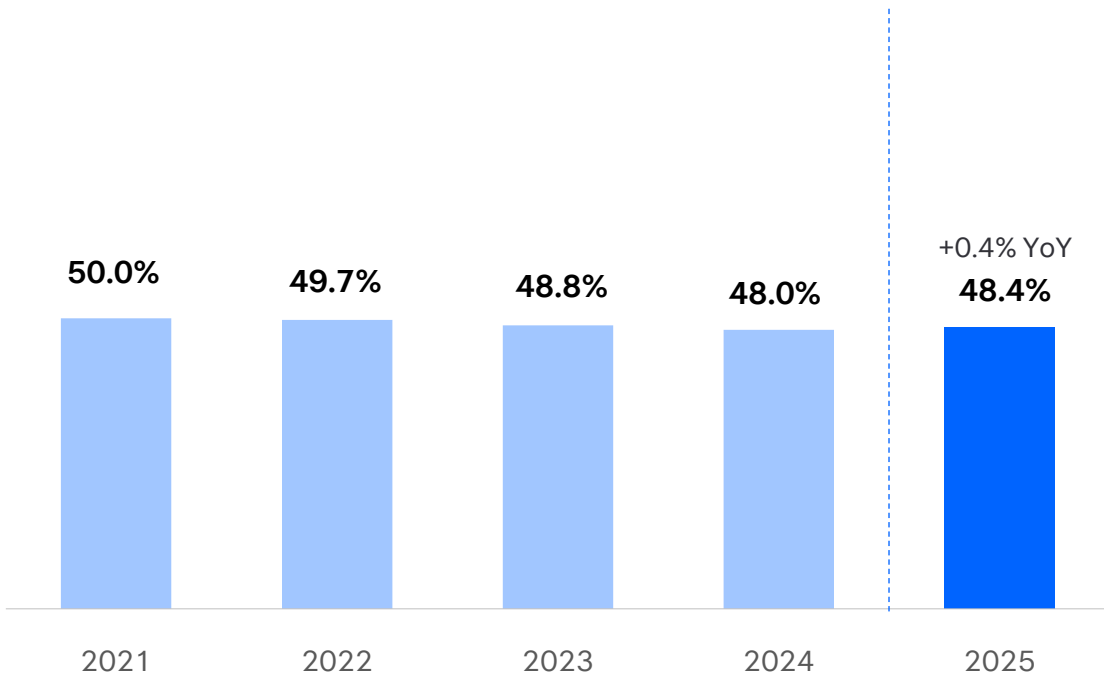
Operating expenses

Billion Baht



Cost to income ratio

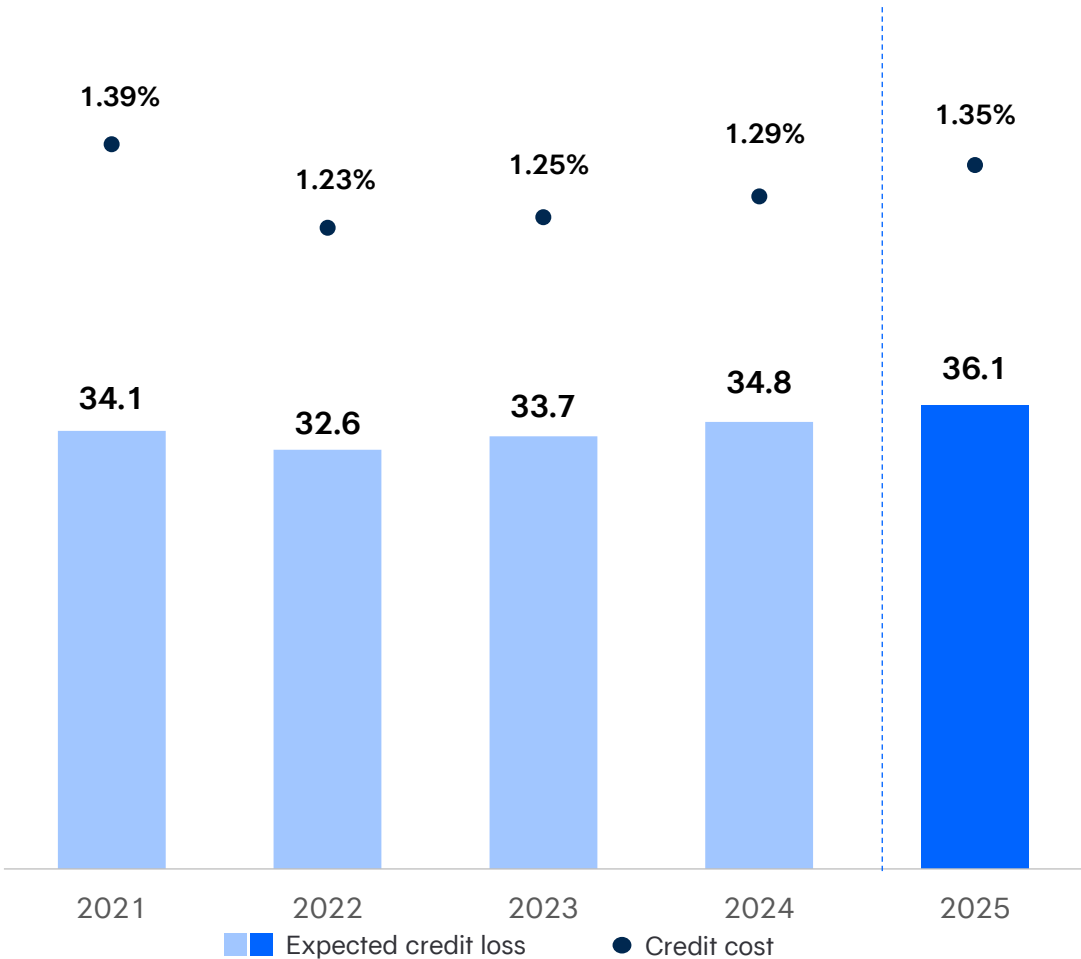
%



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

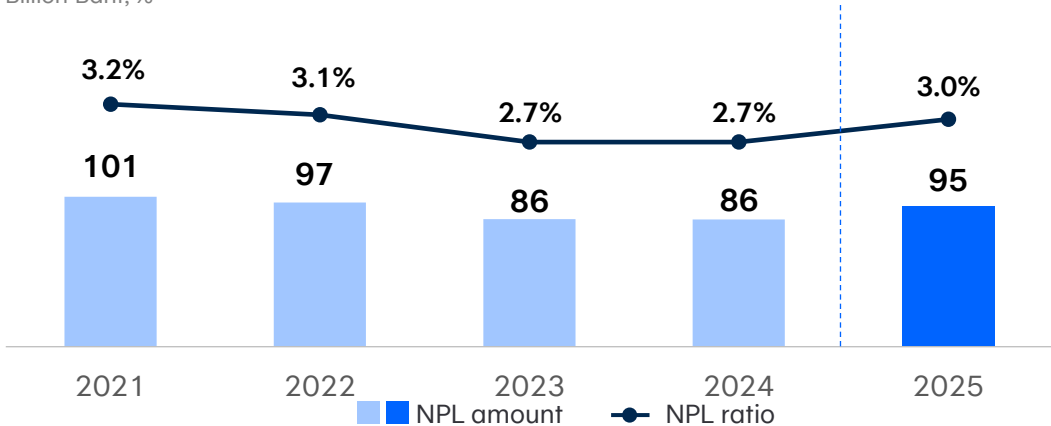
Prudent reserves built across business cycles

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



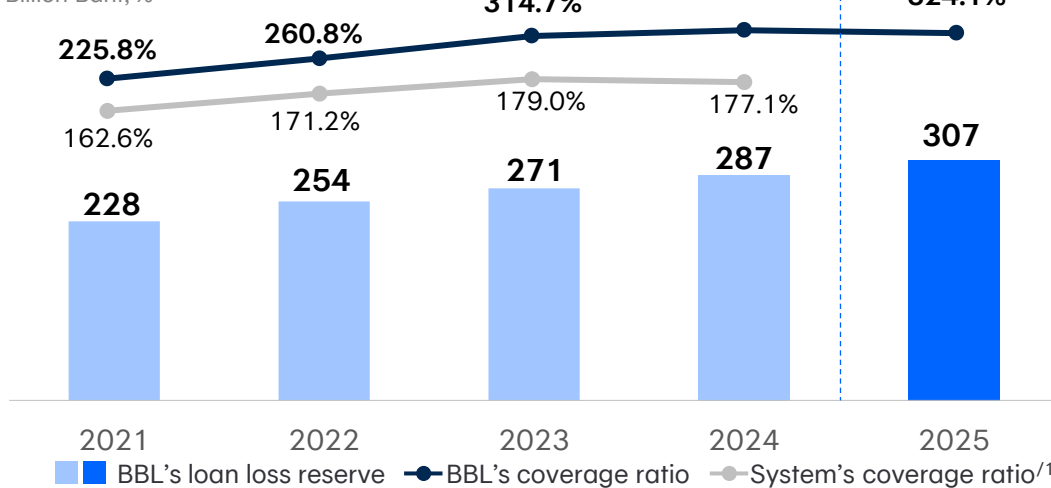
Manageable asset quality

NPL amount, NPL ratio
Billion Baht, %



Strong loan loss reserve

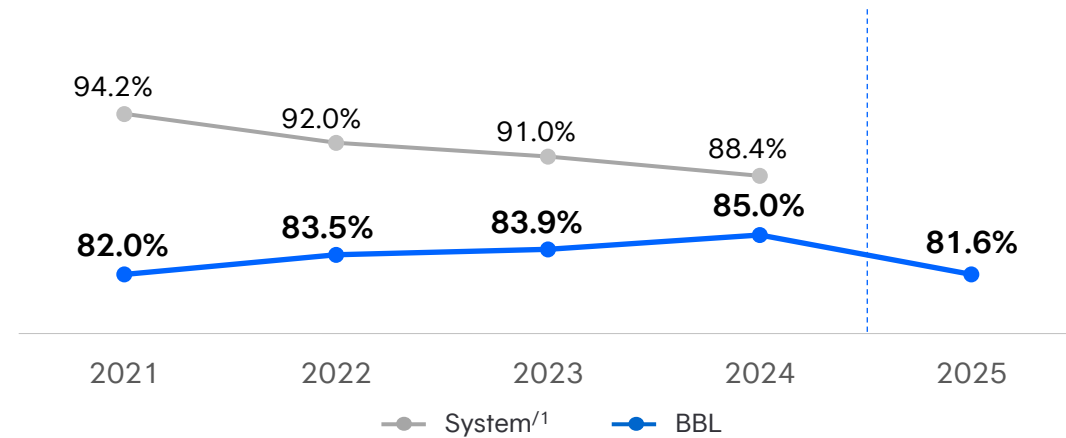
Loan loss reserve, Coverage ratio
Billion Baht, %



Resilient funding structure and robust liquidity position

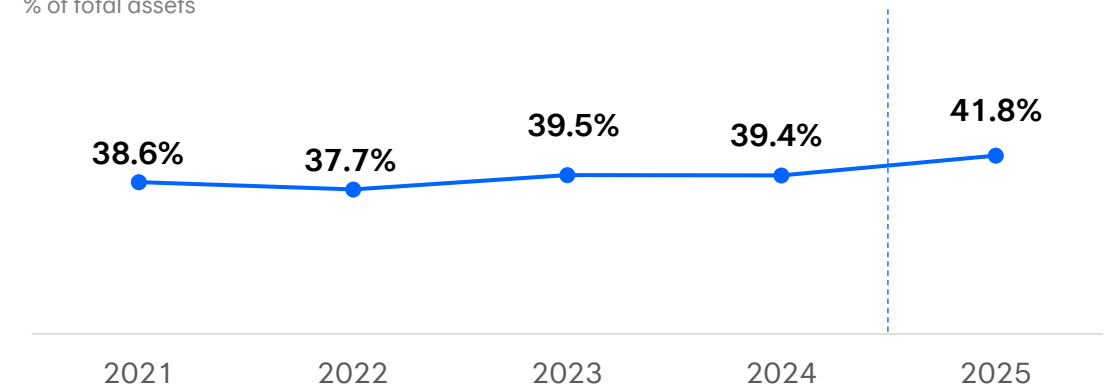


Loan-to-deposit ratio



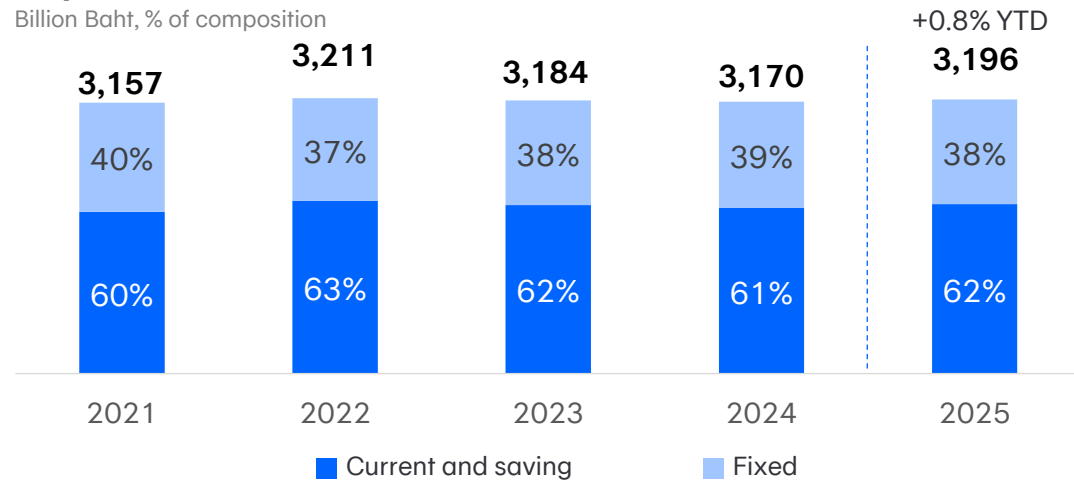
Liquid assets^{/2}

% of total assets



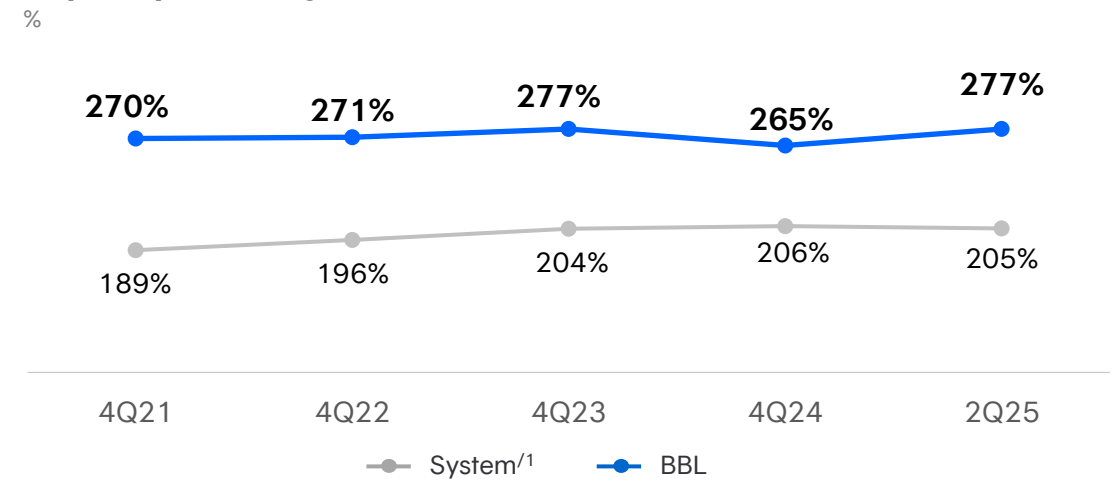
Deposit

Billion Baht, % of composition



Liquidity coverage ratio^{/3}

%



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

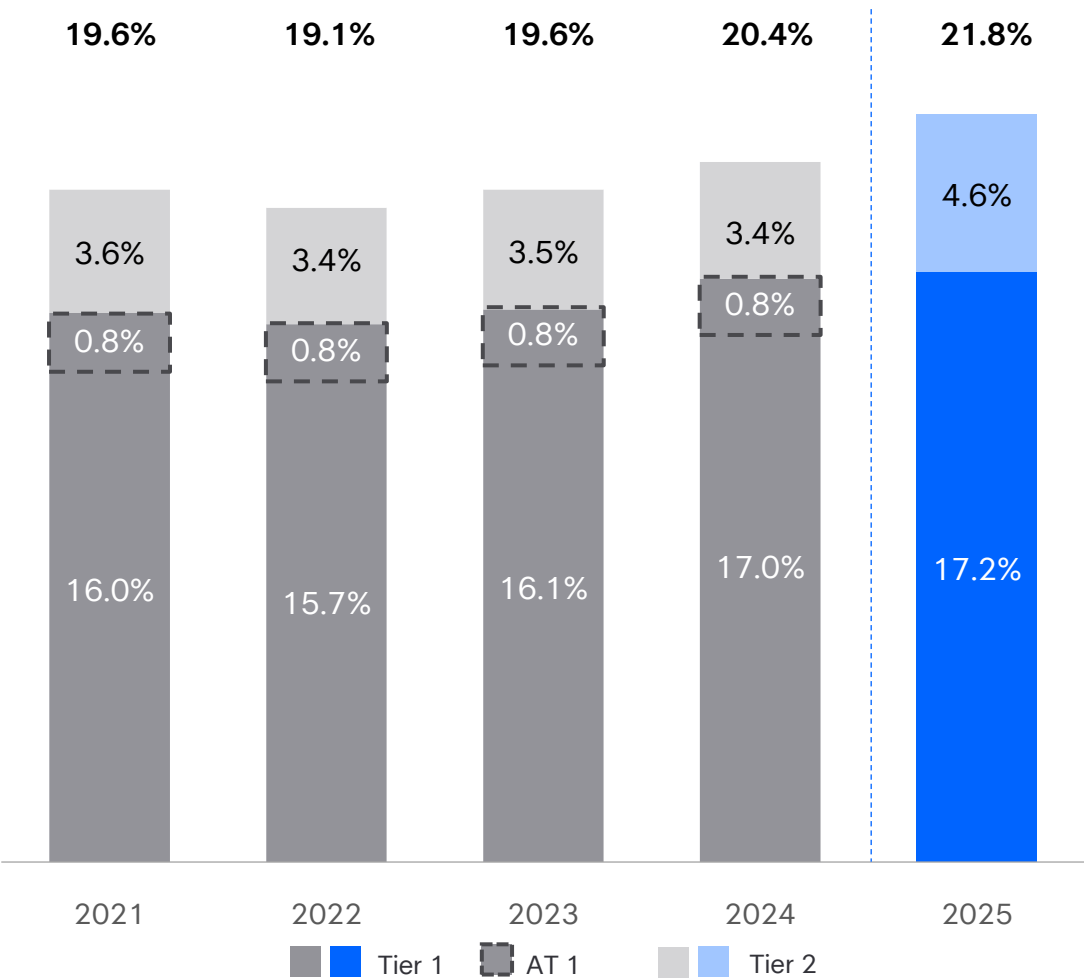
/2 Since 2020 liquid assets are defined as cash, interbank and money market items, debt securities and marketable equity securities.

/3 For BBL, LCR is computed as an average ratio of month-end LCR in the quarter. For System, LCR is as of month.

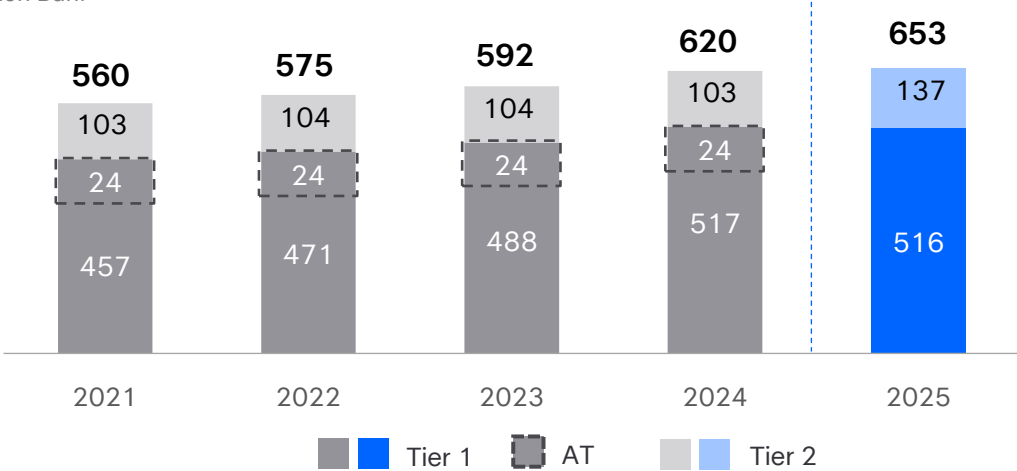
Strong capital positions supporting balance sheet stability



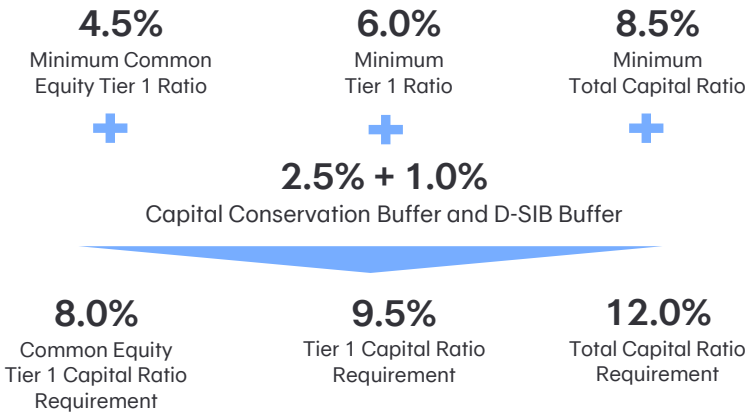
Consolidated capital ratios
%



Capital base
Billion Baht



Regulatory capital ratio requirements





Appendix

Financial position



	Million Baht					
	Dec-21	Dec-22	Dec-23	Dec-24	Dec-25	%YTD
Loan	2,588,339	2,682,691	2,671,964	2,693,301	2,608,286	-3.2%
Deposit	3,156,940	3,210,896	3,184,283	3,169,654	3,196,284	0.8%
LDR	82.0%	83.5%	83.9%	85.0%	81.6%	-3.4%
NPL ^{/1}	101,103	97,188	85,955	85,833	94,664	10.3%
NPL ratio ^{/1}	3.2%	3.1%	2.7%	2.7%	3.0%	0.3%
Allowance for ECL to NPL ^{/1}	225.8%	260.8%	314.7%	334.3%	324.1%	-10.2%
Allowance for ECL to loan	8.8%	9.4%	10.1%	10.7%	11.8%	1.1%
Liquid assets ^{/2} to total assets	38.6%	37.7%	39.5%	39.4%	41.8%	2.4%
CASA	59.8%	62.6%	61.7%	60.9%	61.8%	0.9%
CET1 ^{/3}	15.2%	14.9%	15.4%	16.2%	17.2%	1.0%
Tier 1 ratio ^{/3}	16.0%	15.7%	16.1%	17.0%	17.2%	0.2%
CAR ^{/3}	19.6%	19.1%	19.6%	20.4%	21.8%	1.4%

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 – 4Q25



	Million Baht				
	4Q24	3Q25	4Q25	%QoQ	% YoY
Net interest income	33,977	30,750	29,266	-4.8%	-13.9%
Net fees and service income	7,012	6,549	6,973	6.5%	-0.6%
Other operating income	3,792	10,364	4,523	-56.4%	19.3%
Total income	44,781	47,663	40,762	-14.5%	-9.0%
Operating expense	23,757	20,697	24,822	19.9%	4.5%
Expected credit loss	7,634	9,742	6,598	-32.3%	-13.6%
Net profit/ ¹	10,404	13,789	7,759	-43.7%	-25.4%
EPS (Baht) / ¹	5.45	7.22	4.06	-43.7%	-25.4%
NIM	3.09%	2.72%	2.59%	-0.13%	-0.50%
Net fees and service income ratio	15.7%	13.7%	17.1%	3.4%	1.4%
Cost to income ratio	53.1%	43.4%	60.9%	17.5%	7.8%
ROA/ ¹	0.92%	1.20%	0.67%	-0.53%	-0.25%
ROE/ ¹	7.50%	9.45%	5.31%	-4.14%	-2.19%

Financial performance – Year

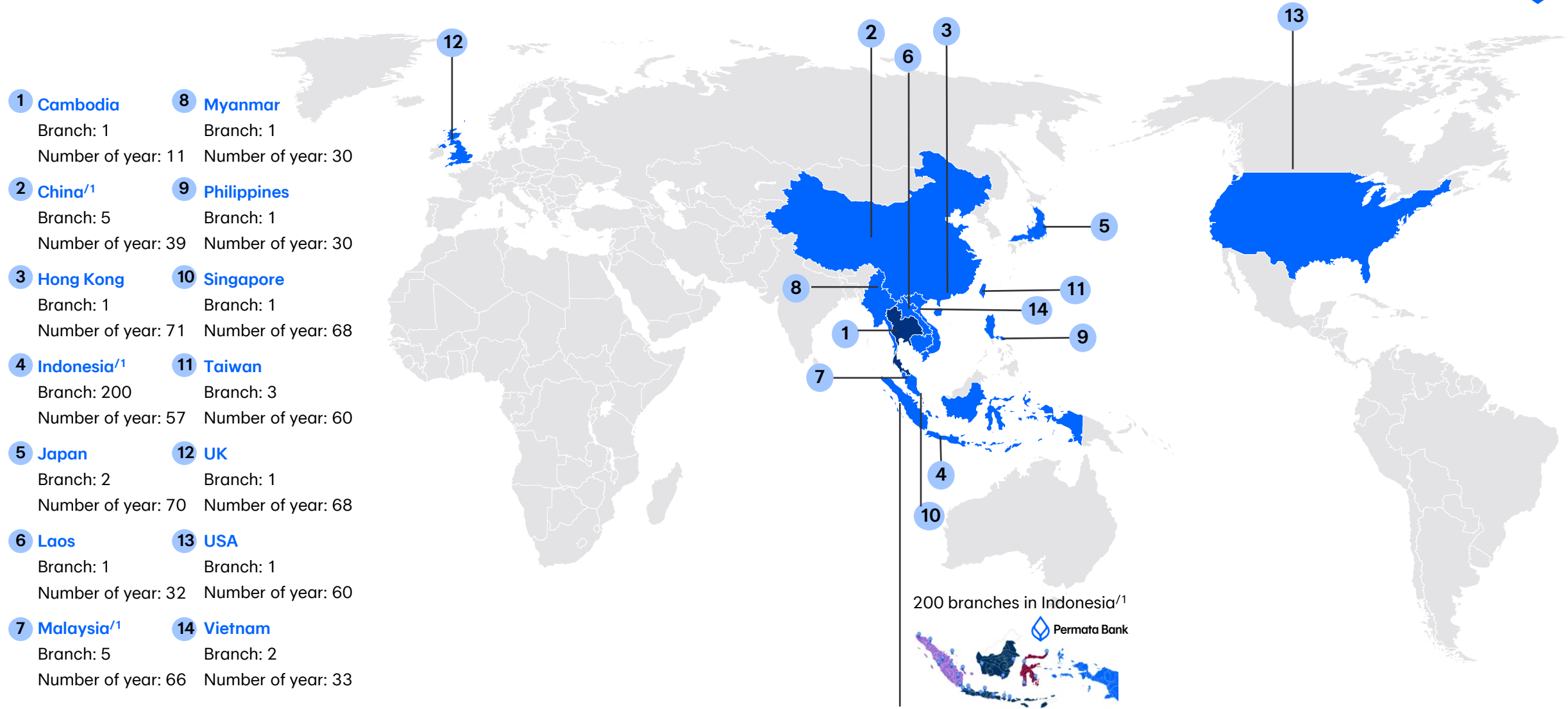


	Million Baht					
	2021	2022	2023	2024	2025	%YoY
Net interest income	82,156	102,223	130,860	133,900	123,630	-7.7%
Net fees and service income	29,209	27,508	27,234	27,724	27,192	-1.9%
Other operating income	23,176	9,164	9,393	14,187	27,676	95.1%
Total income	134,541	138,895	167,487	175,811	178,498	1.5%
Operating expense	67,266	69,019	81,775	84,405	86,363	2.3%
Expected credit loss	34,134	32,647	33,666	34,838	36,147	3.8%
Net profit ^{/1}	26,507	29,306	41,636	45,211	46,007	1.8%
EPS (Baht) ^{/1}	13.89	15.35	21.81	23.69	24.10	1.8%
NIM	2.10%	2.42%	3.02%	3.06%	2.75%	-0.31%
Net fees and service income ratio	21.7%	19.8%	16.3%	15.8%	15.2%	-0.6%
Cost to income ratio	50.0%	49.7%	48.8%	48.0%	48.4%	0.4%
ROA ^{/1}	0.65%	0.67%	0.93%	1.00%	1.00%	0.00%
ROE ^{/1}	5.62%	5.86%	8.01%	8.27%	8.07%	-0.20%

Network



Long-standing international presence in 14 economies





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