

Investor Presentation

For the year 2025



80 ปี
เพื่อนคู่คิด มิตรคู่บ้าน ธนาคารกรุงเทพ

80
ธนาคารกรุงเทพ

Agenda



- 01** **2025 Key highlights**
- 02 Operating environment
- 03 2025 BBL's financial performance
- 04 2026 Key focus and financial target

2025 Key highlights



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

Sustainable performance

+1.8% YoY

Net profit increased amid uncertainties
from revenue diversification

-3.2% YTD

Prudent approach to lending
slowdown in lending activities
while corporate loan continued to grow

3.0%

NPL ratio
effective asset quality management

Through diversified mechanism

2.75%

Net interest margin
aligned with interest rate trends

30.7%

Non-interest income ratio
driven by gains on FVTPL
and gains on investments

48.4%

Cost to income ratio
enhance operational efficiency
with disciplined cost management

Resilient balance sheet strength

17.2%

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

81.6%

Loan to deposit ratio
healthy liquidity position

324.1%

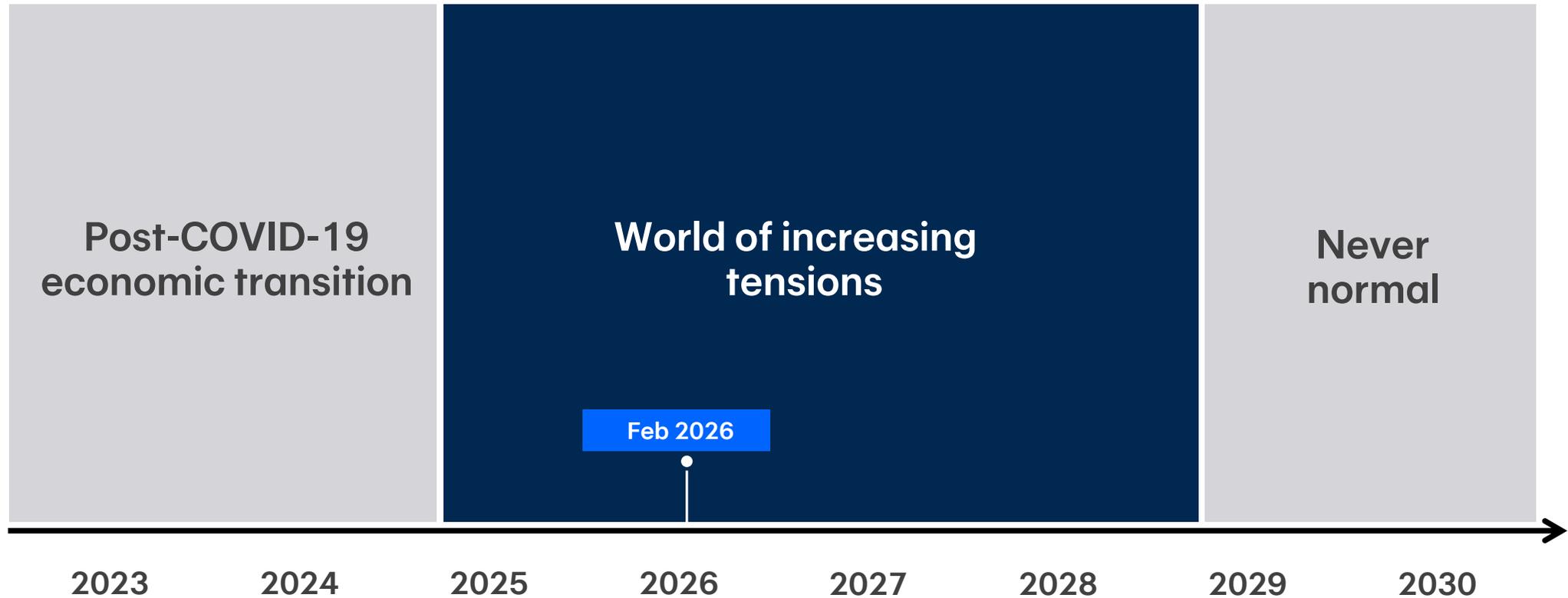
Robust coverage ratio
well-secured reserves

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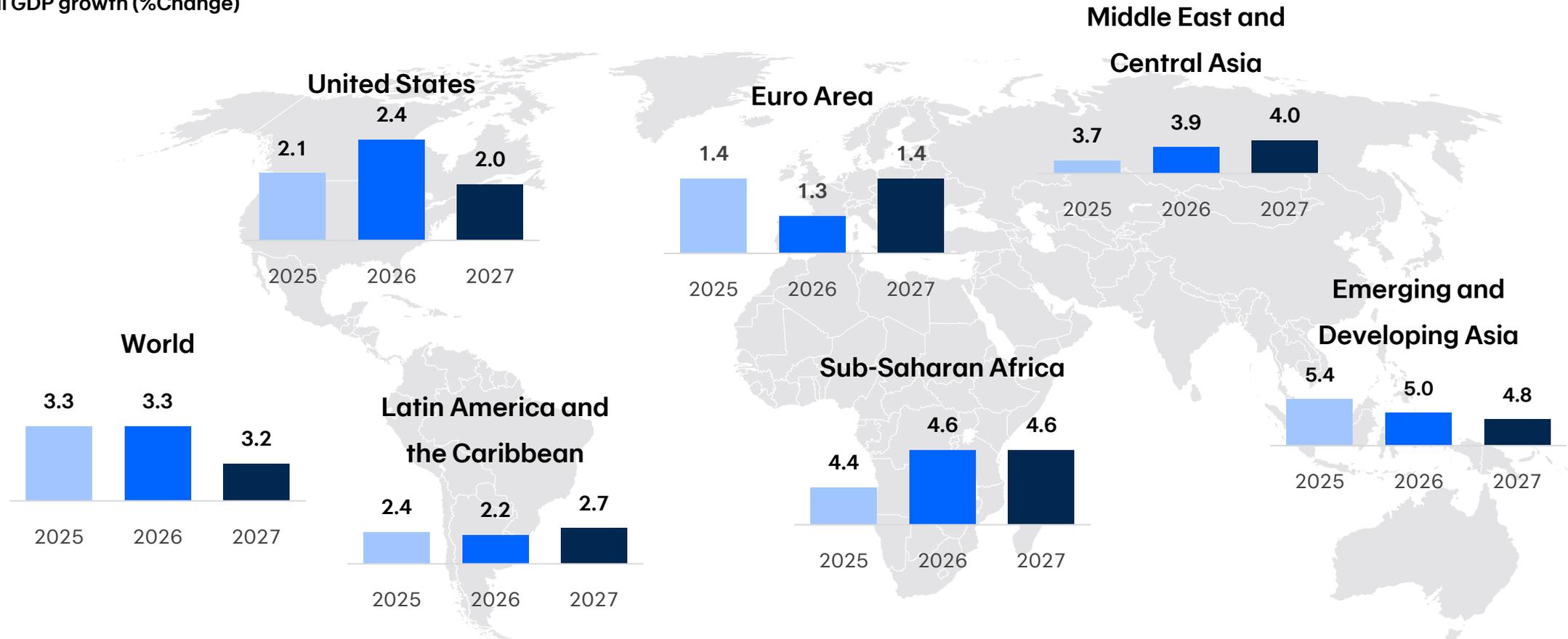
At least three more years of elevated global volatility and structural uncertainty



Global growth remains resilient as headwinds from shifting trade policies are offset by strong investment, policy support, easing financial conditions, and private sector adaptability



Real GDP growth (%Change)



IMF forecast for key economies (as of Jan 2026)



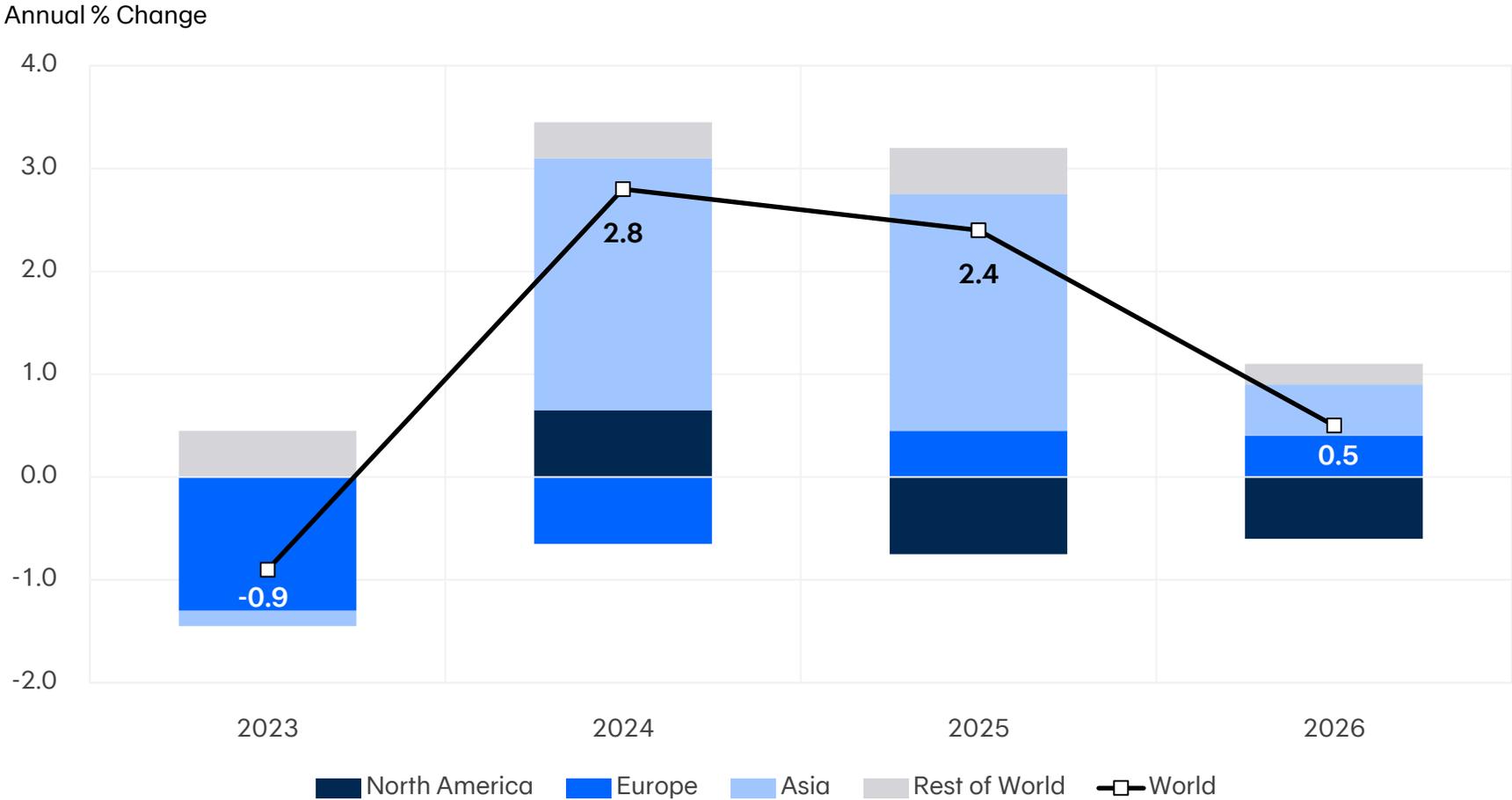
GDP Annual %Change	Projection			
	Estimate	2025	2026	2027
Economy / Region	2025	2026	2027	
World output	3.3	3.3	3.2	
Advanced economies	1.7	1.8	1.7	
United States	2.1	2.4	2.0	
Euro Area	1.4	1.3	1.4	
Germany	0.2	1.1	1.5	
France	0.8	1.0	1.2	
Italy	0.5	0.7	0.7	
Spain	2.9	2.3	1.9	
Japan	1.1	0.7	0.6	
United Kingdom	1.4	1.3	1.5	
Canada	1.6	1.6	1.9	
Other advanced economies	1.8	2.0	2.1	

GDP Annual %Change	Projection			
	Estimate	2025	2026	2027
Economy / Region	2025	2026	2027	
Emerging Market & Developing Economies	4.4	4.2	4.1	
Emerging & Developing Asia	5.4	5.0	4.8	
China	5.0	4.5	4.0	
India	7.3	6.4	6.4	
Emerging & Developing Europe	2.0	2.3	2.4	
Russia	0.6	0.8	1.0	
Latin America & Caribbean	2.4	2.2	2.7	
Brazil	2.5	1.6	2.3	
Mexico	0.6	1.5	2.1	
Middle East and Central Asia	3.7	3.9	4.0	
Saudi Arabia	4.3	4.5	3.6	

Front-loading and AI-driven demand lift trade in 2025: Global trade growth revised up to 2.4% this year, before slowing to 0.5% in 2026



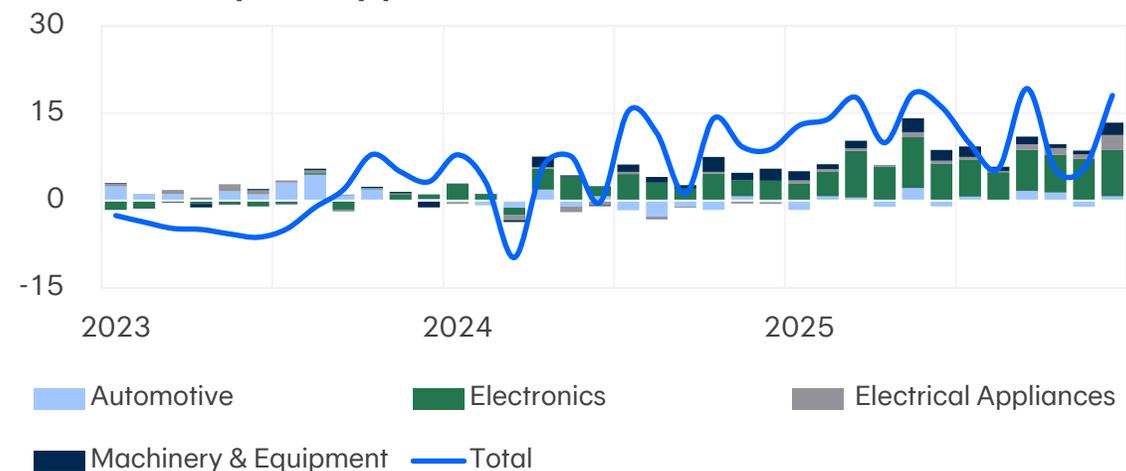
Contributions to world merchandise trade volume growth by region, 2023-2026



Thailand's export growth remained steady, supported by strong demand from the U.S., India, and China markets



Growth of exports by products (%)



Business sentiment index



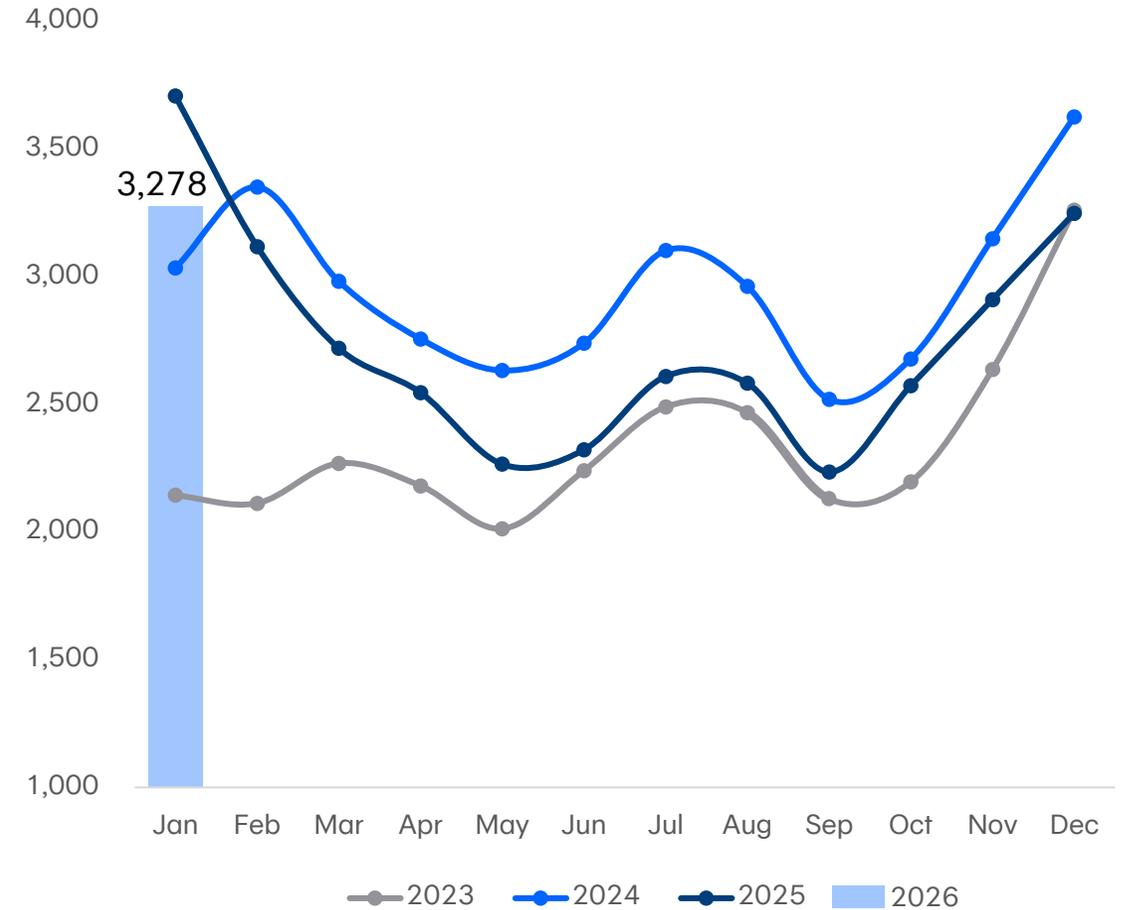
	2025 Exports	%Share	Value (Mn USD)	%YoY
Total Value	100.0		339,635.0	12.9
1 Primary Market	69.3		235,492.6	13.3
United States	21.4		72,506.4	32.0
China	11.7		39,722.9	12.6
Japan	6.9		23,550.0	1.1
ASEAN (9)	21.6		73,264.3	4.3
ASEAN (5)	12.6		42,847.0	6.9
CLMV	9.0		30,417.2	0.9
European Union	7.8		26,449.1	9.3
2 Secondary Market	28.3		96,012.5	9.1
South Asia	5.5		18,636.9	31.1
India	4.7		15,820.4	34.5
Australia	4.1		14,002.0	-2.6
Middle East	3.7		12,475.6	5.1
Africa	2.1		7,227.4	2.0
Latin America	3.8		13,038.6	15.0
United Kingdom	1.3		4,428.5	5.5
3 Others	2.4		8,129.9	69.8

Tourism weakened in 2025 due to strong baht, rising competition and safety concerns, but recently Chinese arrivals began improving in early 2026



Top 10 Tourist arrivals (Persons)					
		12 Feb 2026		1 Jan – 12 Feb 2026	
Total		125,976	Total		4,650,827
1	China	30,046	China	682,016	
2	Malaysia	9,971	Malaysia	405,395	
3	Russia	7,756	Russia	372,651	
4	India	7,479	India	313,775	
5	Korea	6,251	Korea	227,285	
6	Taiwan	5,114	UK	179,789	
7	France	5,053	Germany	166,893	
8	UK	4,548	U.S.A.	164,907	
9	U.S.A.	4,013	France	164,884	
10	Japan	3,822	Taiwan	146,143	

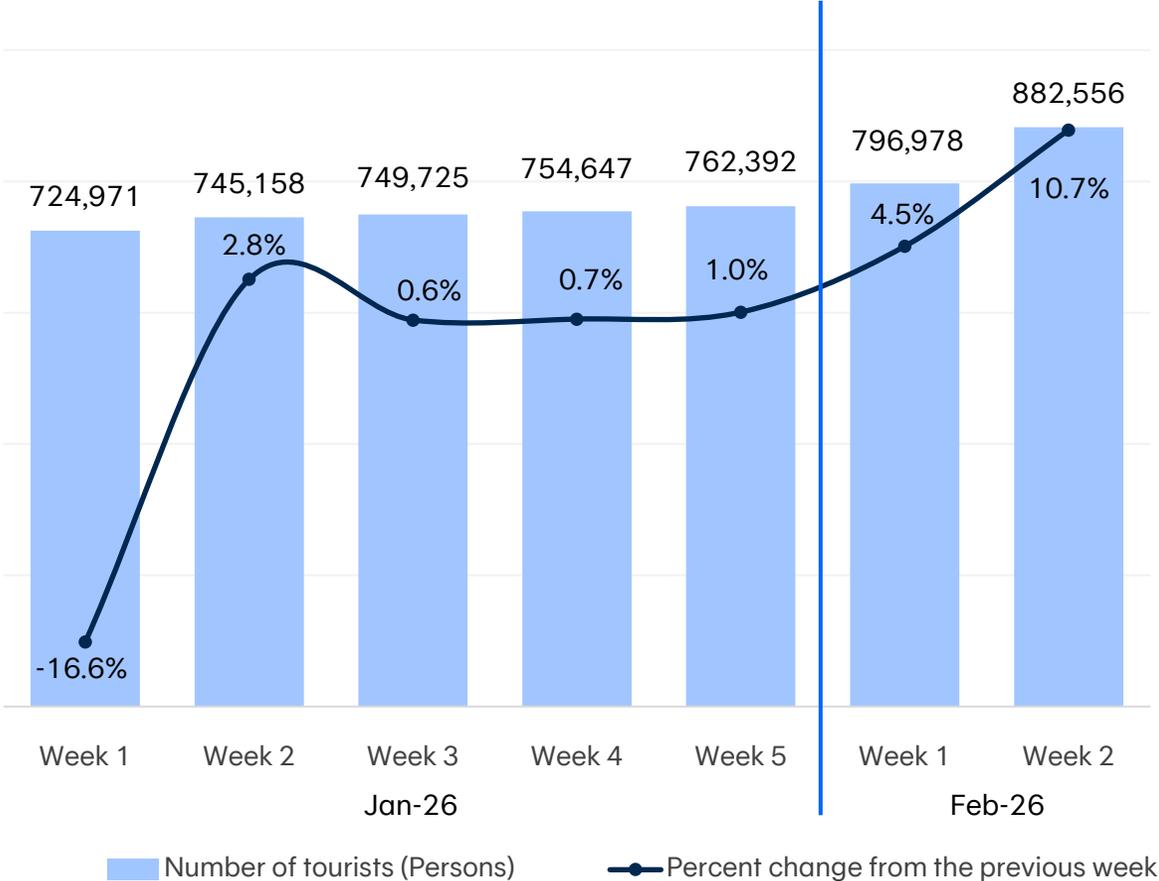
Number of tourists (Thousand persons)



Chinese tourists have started to return



Number of tourists (Weekly)



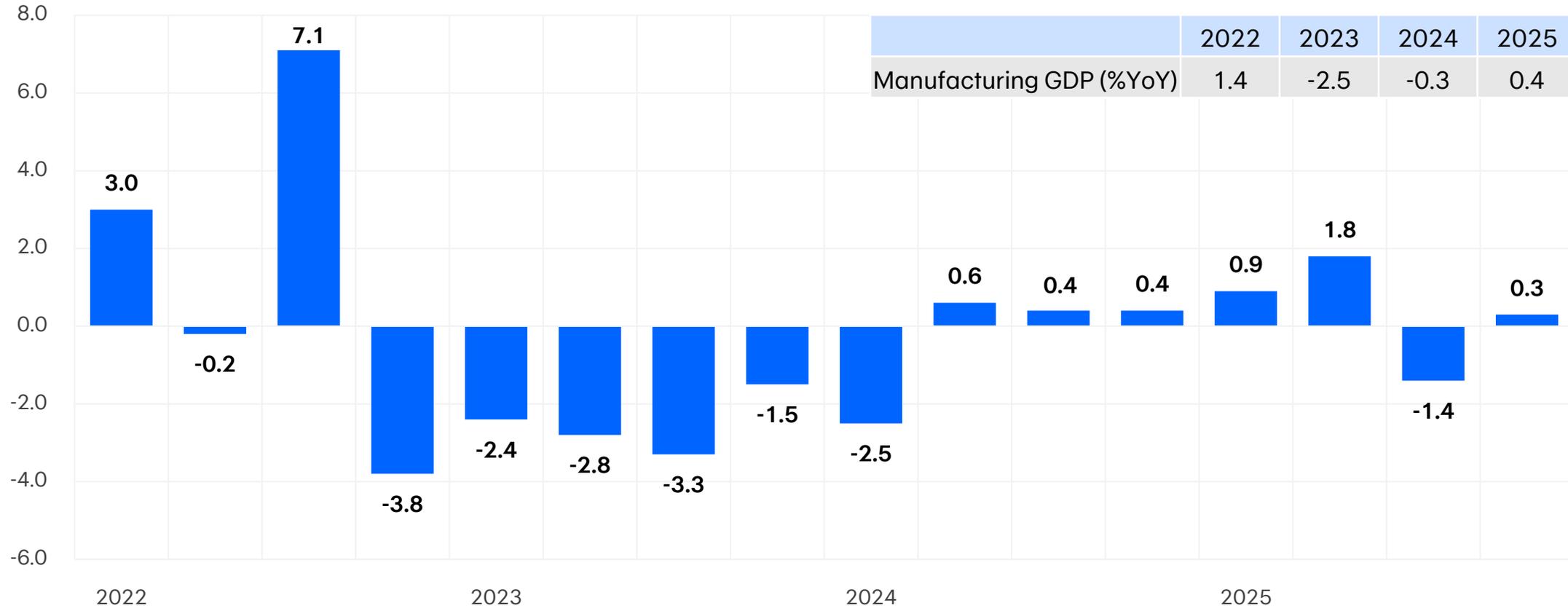
Top 5 Tourist arrivals

As of 2nd week of February 2026			
No.	Country	Number of tourists (Persons)	%YoY Growth
1	China	200,440	33.9%
2	Malaysia	83,882	33.7%
3	Russia	56,190	-4.7%
4	India	48,078	-0.7%
5	Korea	41,948	24.1%

Thailand's manufacturing continues to face both internal pressures and external headwinds



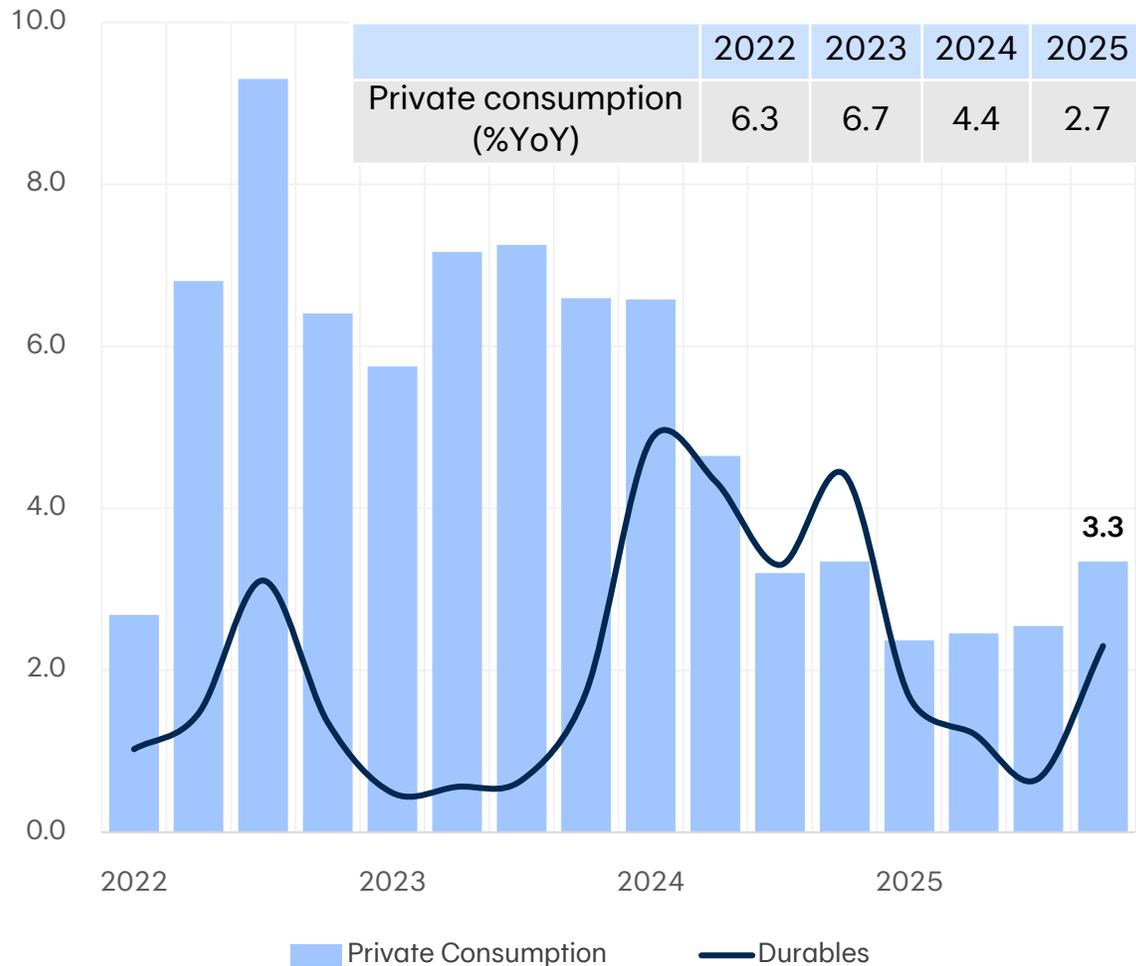
Manufacturing GDP (%YoY Growth)



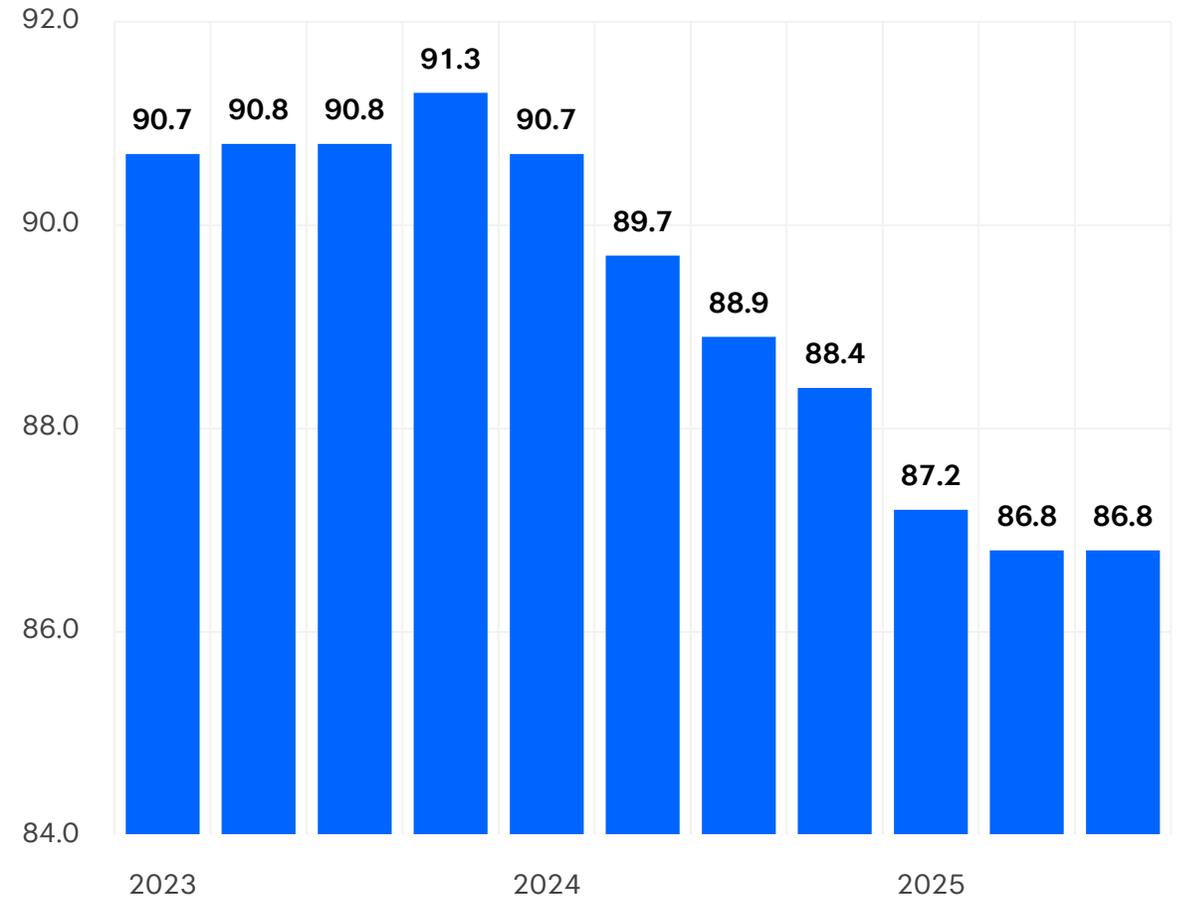
Private consumption : highly elevated household debt level resulted in slowing down of consumption momentum



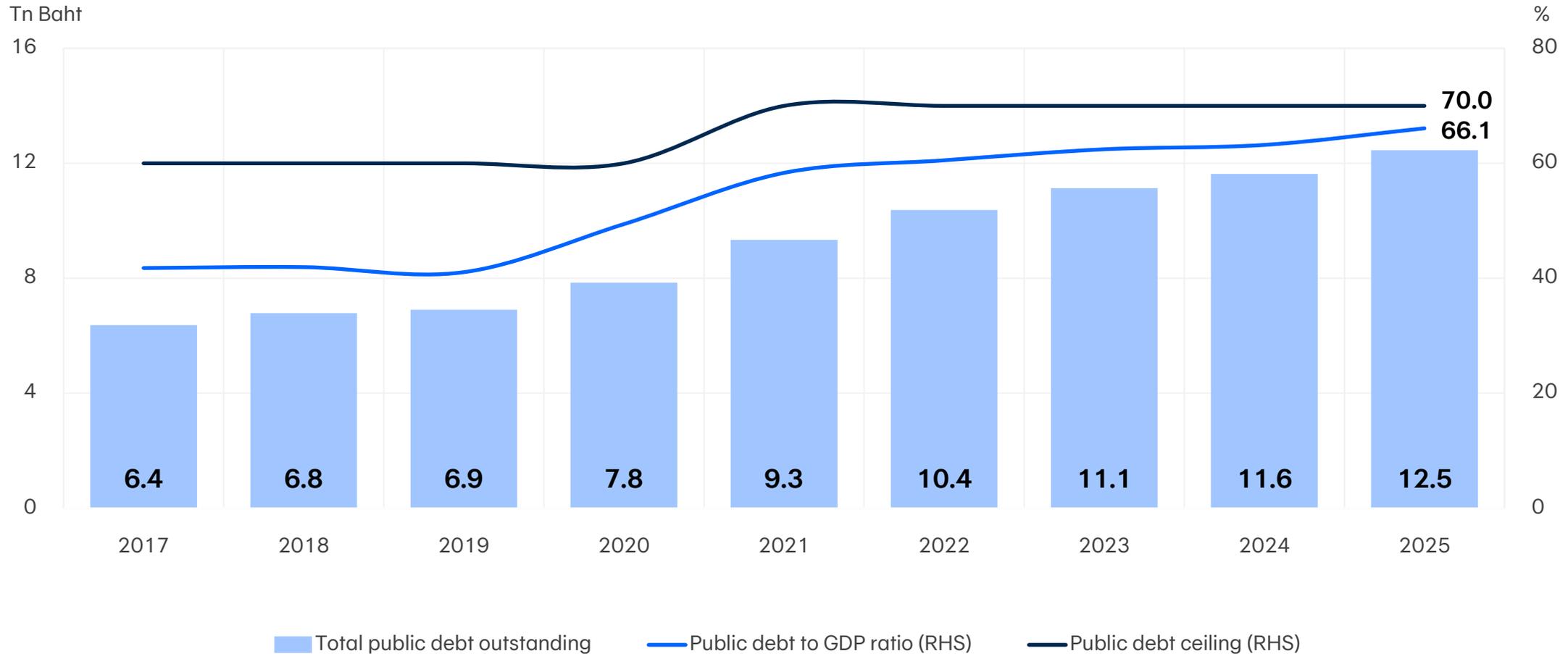
Private consumption (%YoY Growth)



Household debt to GDP (%)



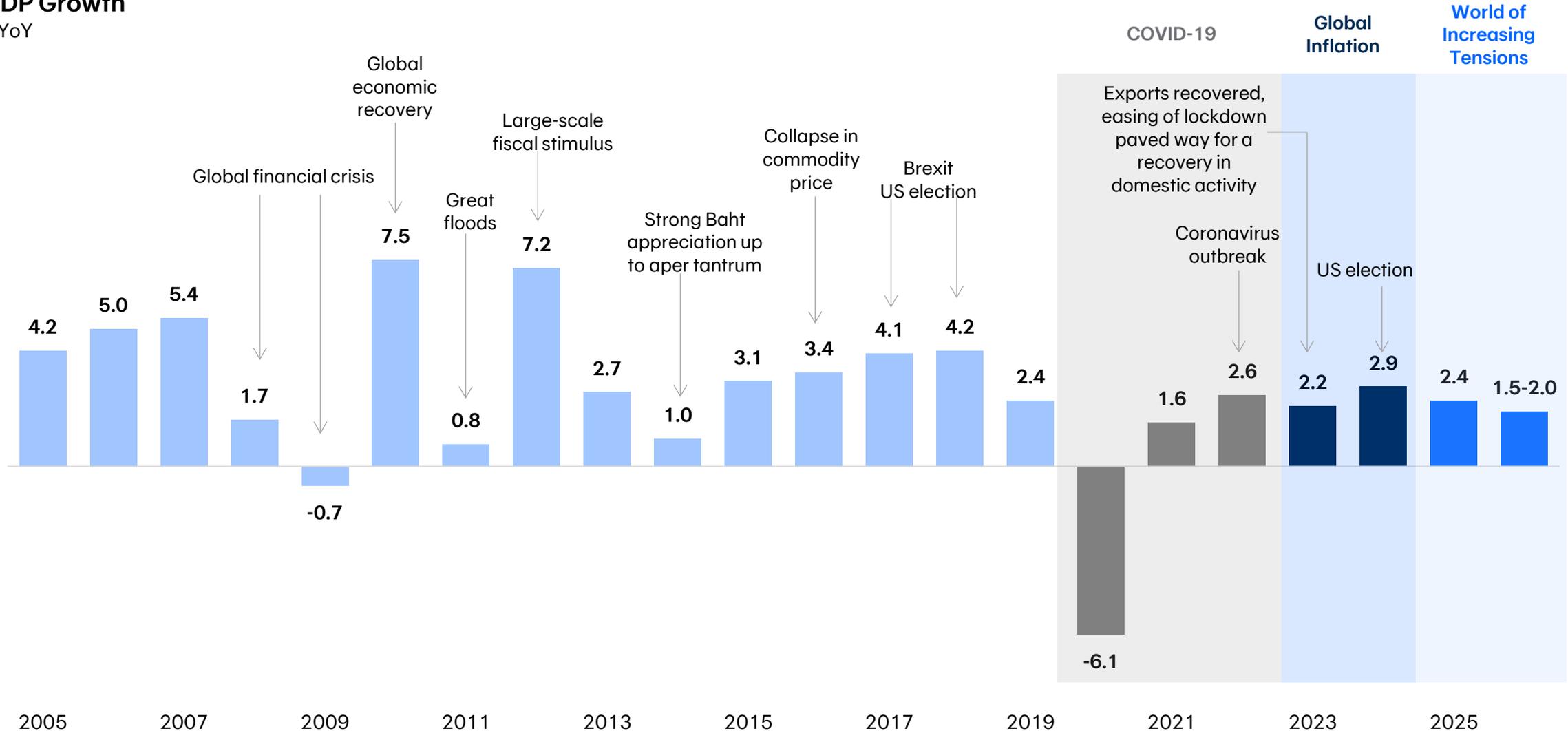
Fiscal spending is expected to slow amid delays in the FY2026–2027 budgets following the new government’s formation, along with constraints from the public debt ceiling



Amid domestic uncertainties and global economic headwinds, the Bank projects Thailand's economic growth between 1.5–2.0% in 2026



GDP Growth
%YoY

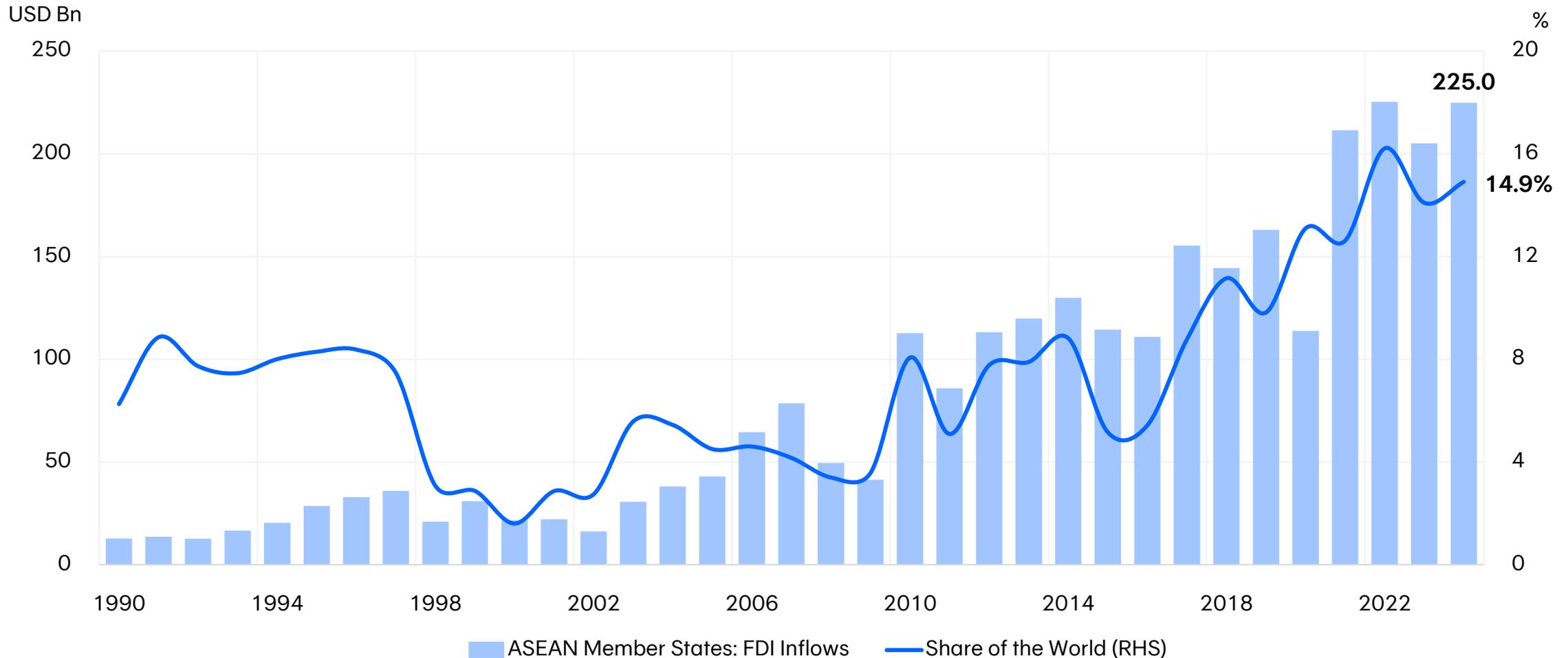


The build-up of Thailand's new economic core



Building strategic sectors		
1	BCG	Bio-refinery, Bio-based materials, Renewable energy, SAF, ESS, Hydrogen, Reuse/Recycle
2	xEV + Battery & key parts	HEV, PHEV, BEV + Key Parts such as Battery, traction motor, Reduction gear, Inverter, BMS, DCU + Charging stations
3	Semiconductor and advanced electronics	IS Design, Wafer fab, Wafer testing, Advanced packaging, R&D center, Printed circuit board (OSB), Notebook, Wearable devices, Smart E&E
4	Digital	Data center and cloud service, AI technology, Digital platform (FinTech, AgriTech, HealthTech, EdTech, ClimateTech, etc.)
5	International business center	Regional headquarters, Talent hub, International procurement office (IPO), International distribution center (IDC), Trade and investment support office

At the same time, ASEAN remains a strategic and attractive destination for global investment amidst rising tensions between superpowers



New phase and long-term challenges



Digital transformation



Supply chain of coming FDI



Regionalization and globalization



ESG and energy transition trend



Regional infrastructure

Agenda



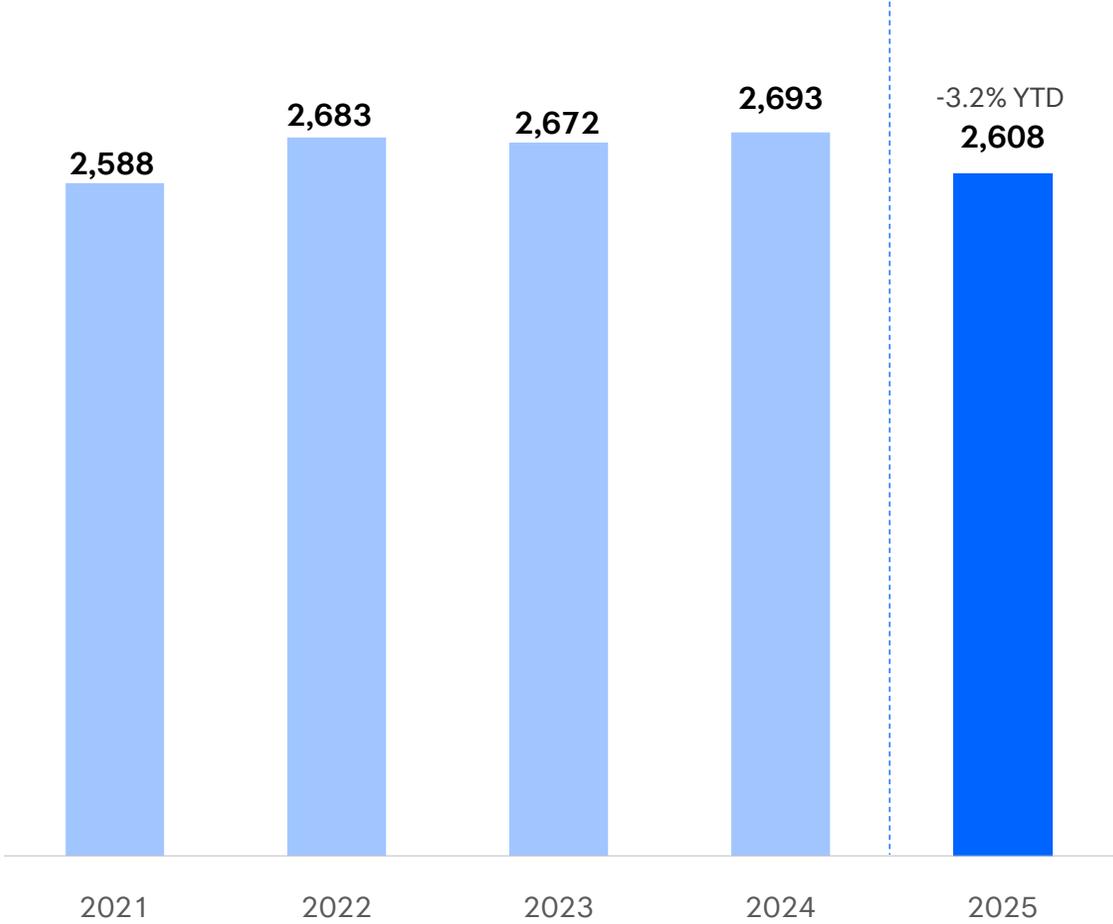
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Prudent and well-diversified loan portfolio



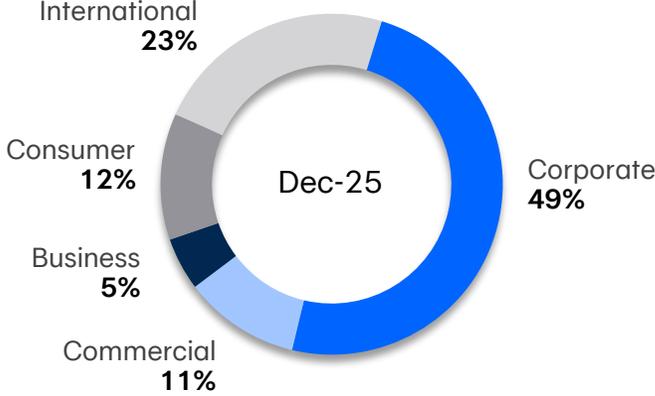
Loan

Billion Baht



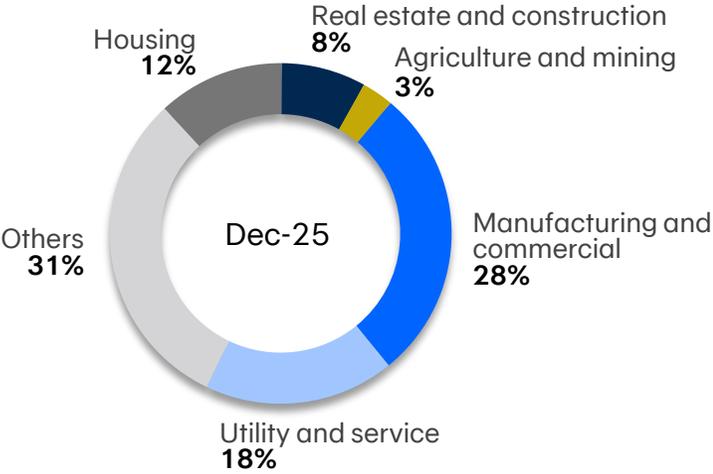
Loan by business unit/¹

% of composition



Loan by industry

% of composition

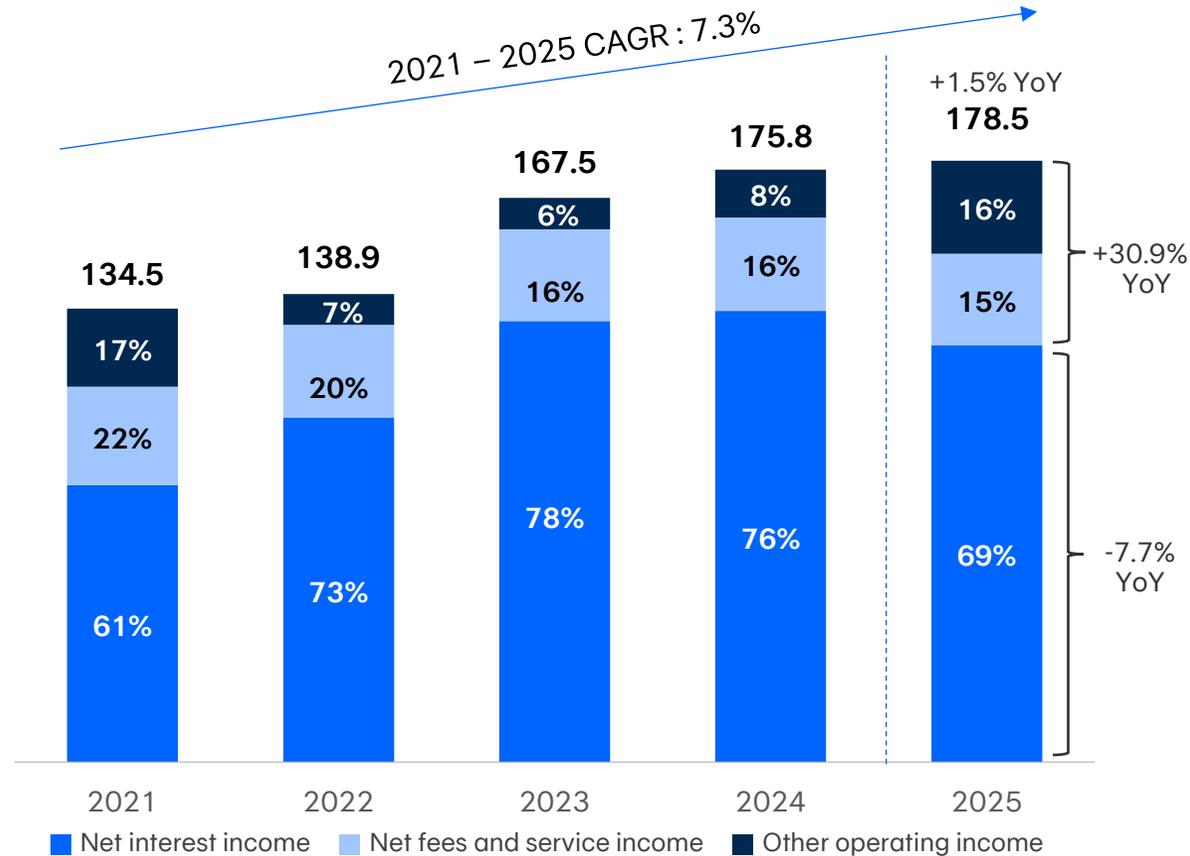


Achieving sustainable profitability in a lower interest rate trend, underpinned by a well-diversified income sources



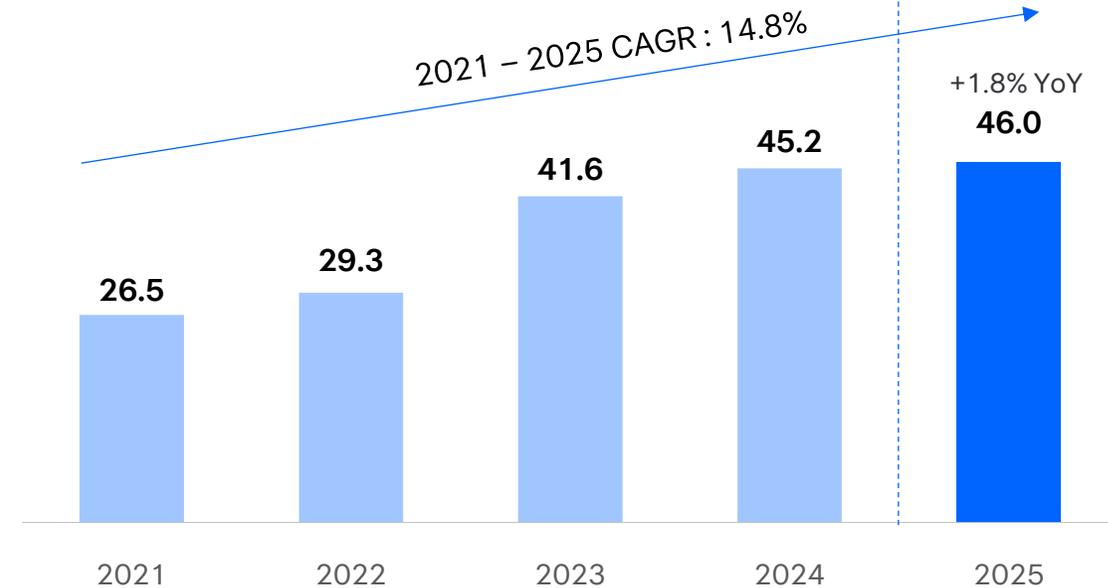
Total income breakdown

Billion Baht, % of composition



Net profit

Billion Baht

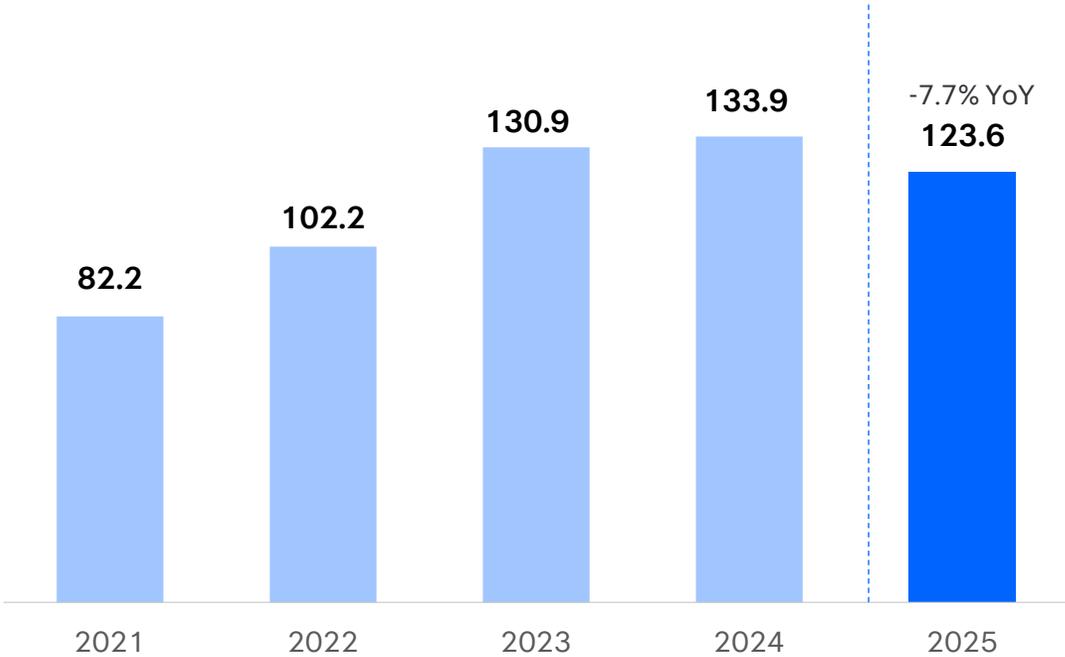


NII moderated in line with interest rate trends and softer lending activities with fundamentals in place to support future growth



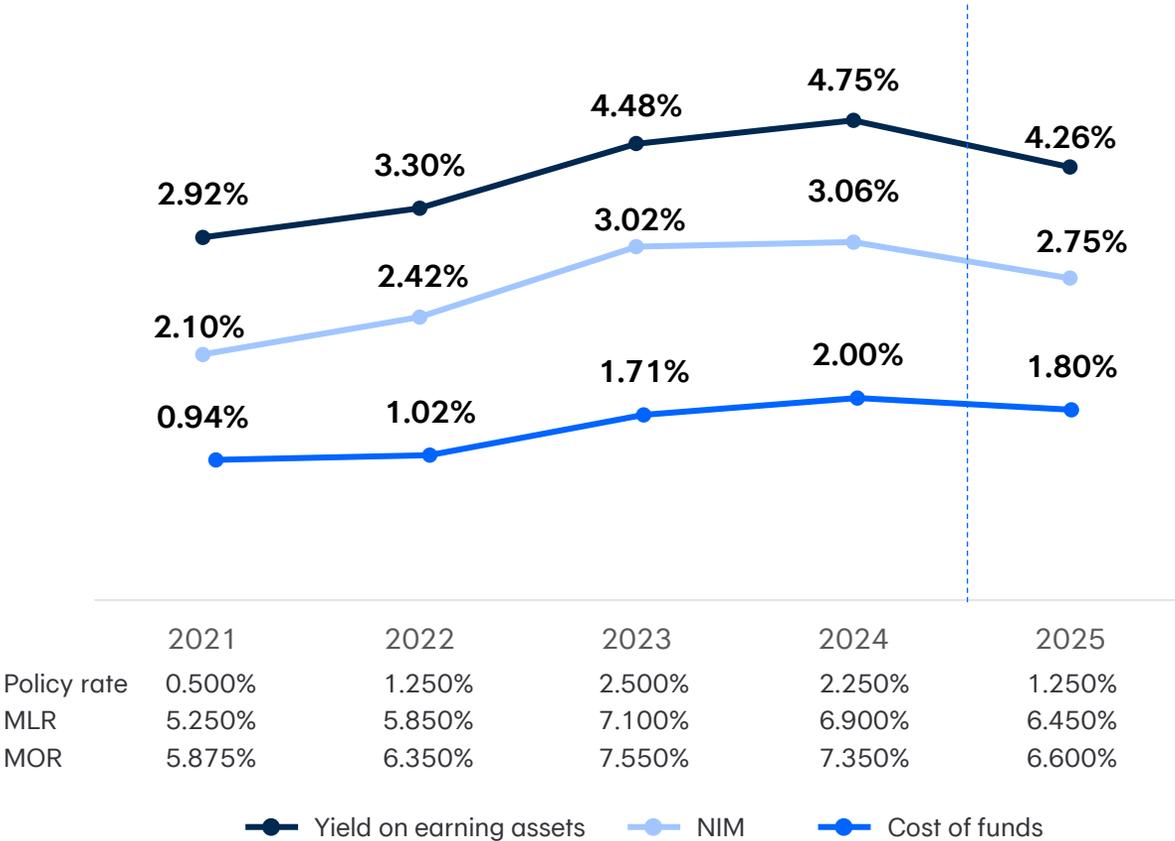
Net interest income

Billion Baht



NIM, Yield on earning asset, Cost of fund

%

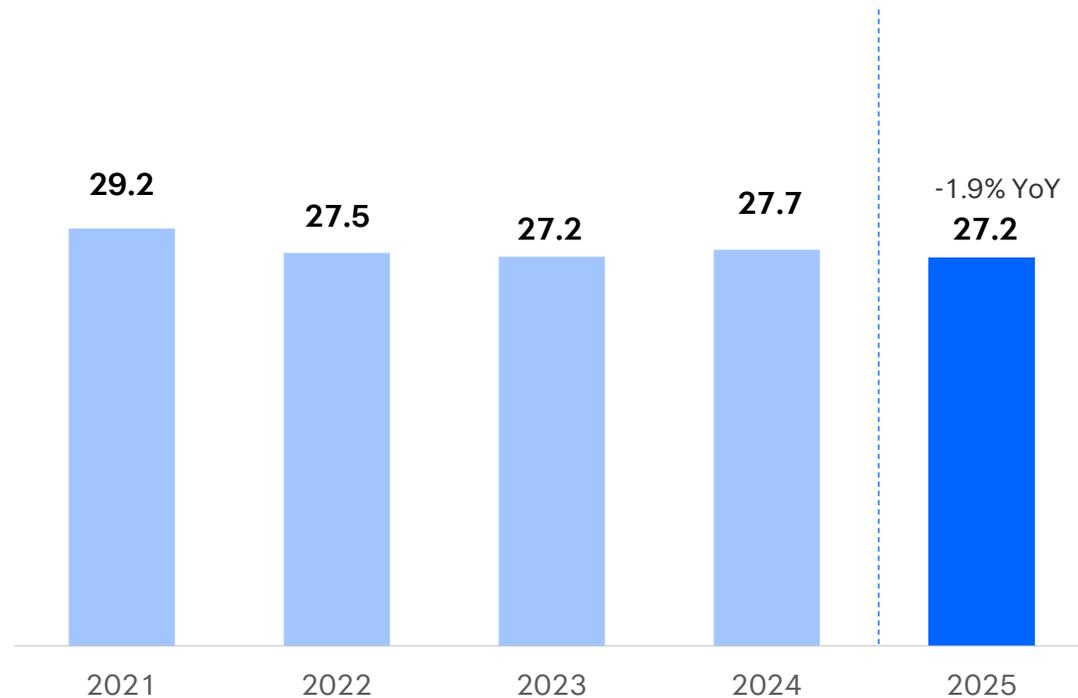


Net fees declined slightly due to softer transaction and mutual fund services, while credit card and bancassurance momentum remained positive



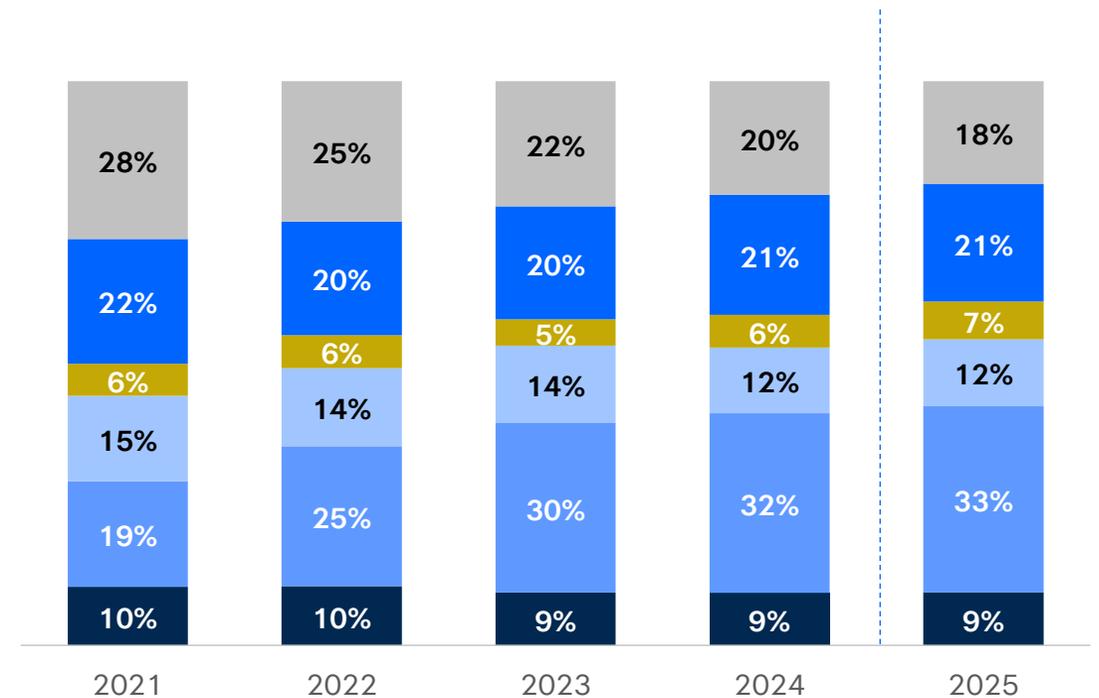
Net fees and service income

Billion Baht



Fees and service income

% of composition



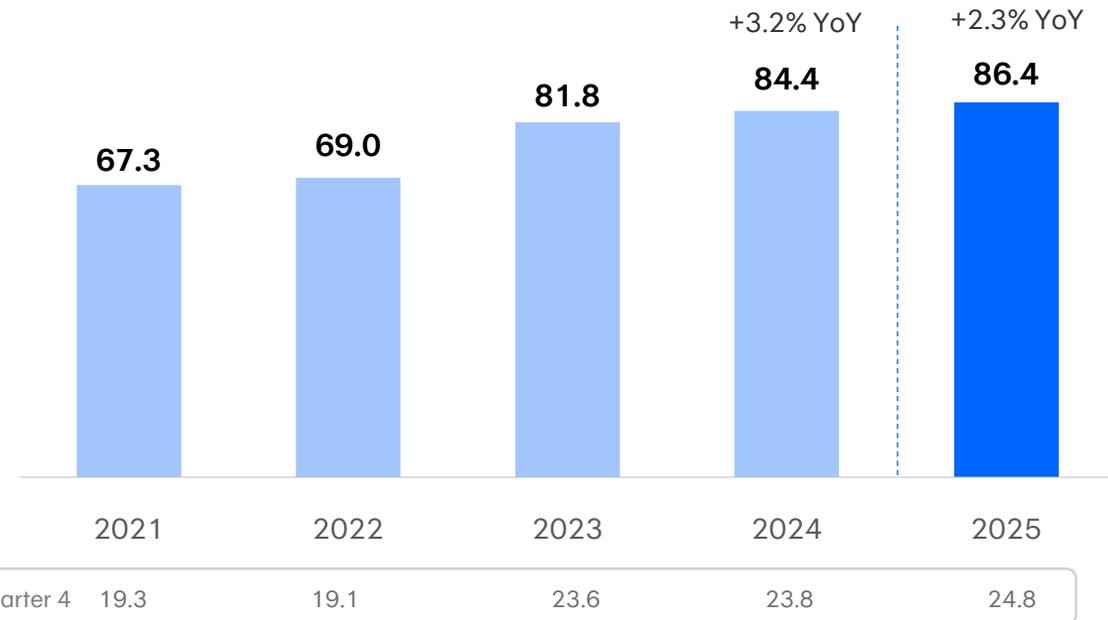
- Loan related fees
- Global market services
- Credit card business
- Bancassurance and mutual funds
- Transaction services
- Other fees and commissions

Cost to income ratio maintained around 48%



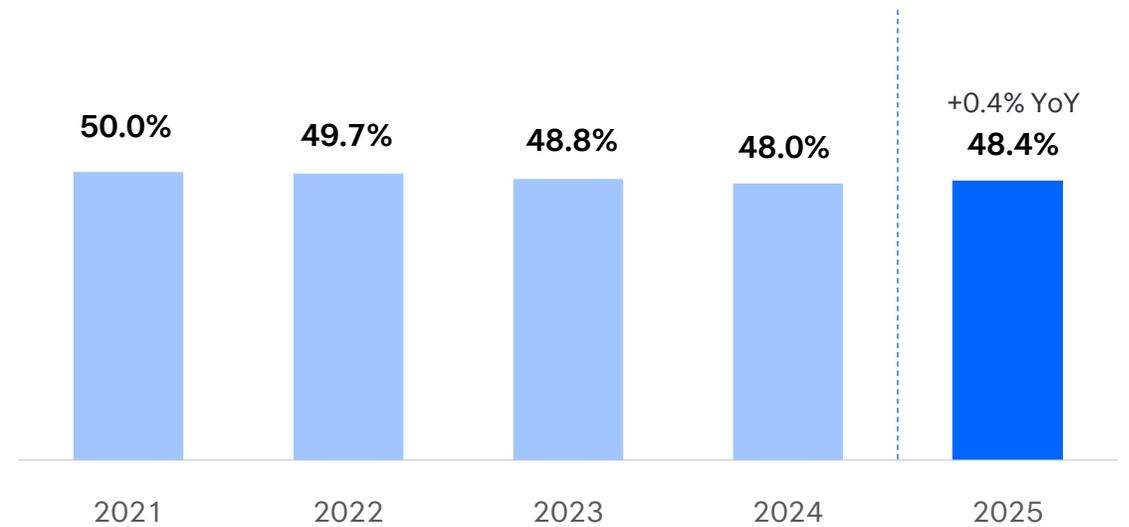
Operating expenses

Billion Baht



Cost to income ratio

%

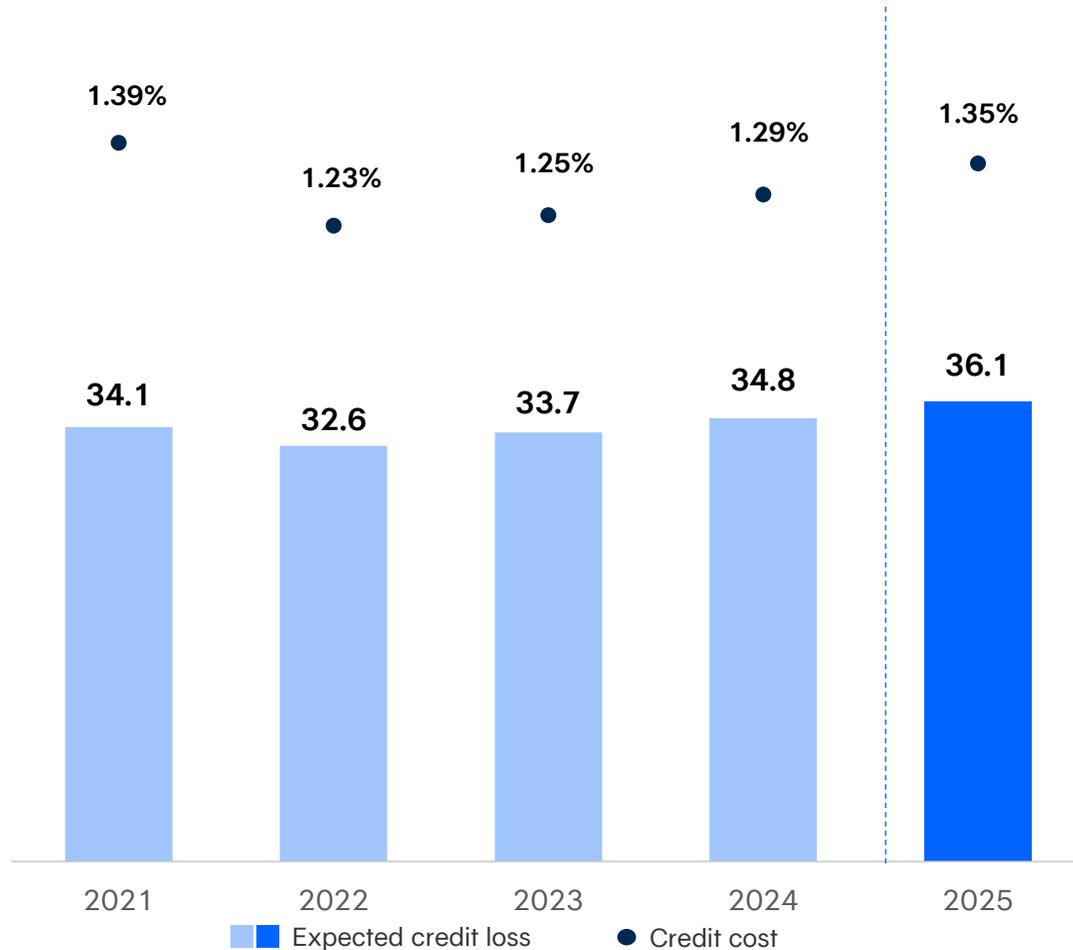


Asset quality remained within manageable level and disciplined provisioning resulted in well-secured reserves



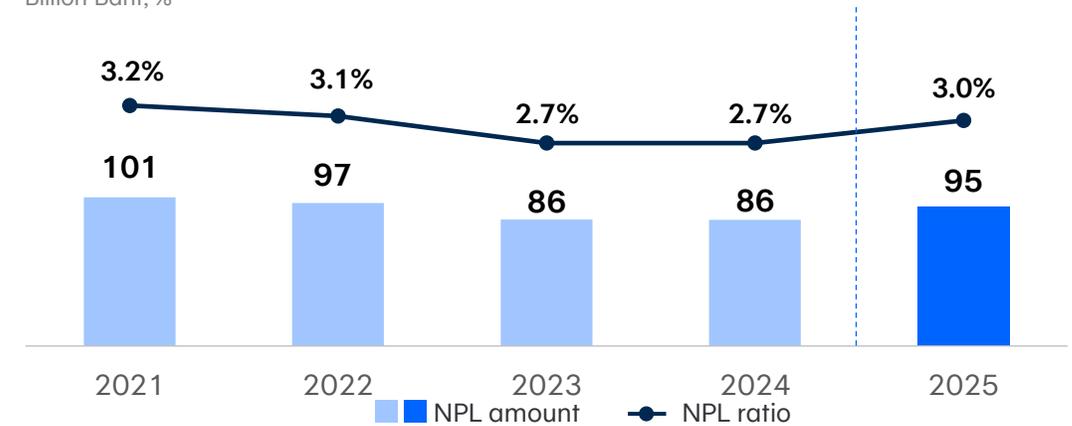
Prudent reserves built across business cycles

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



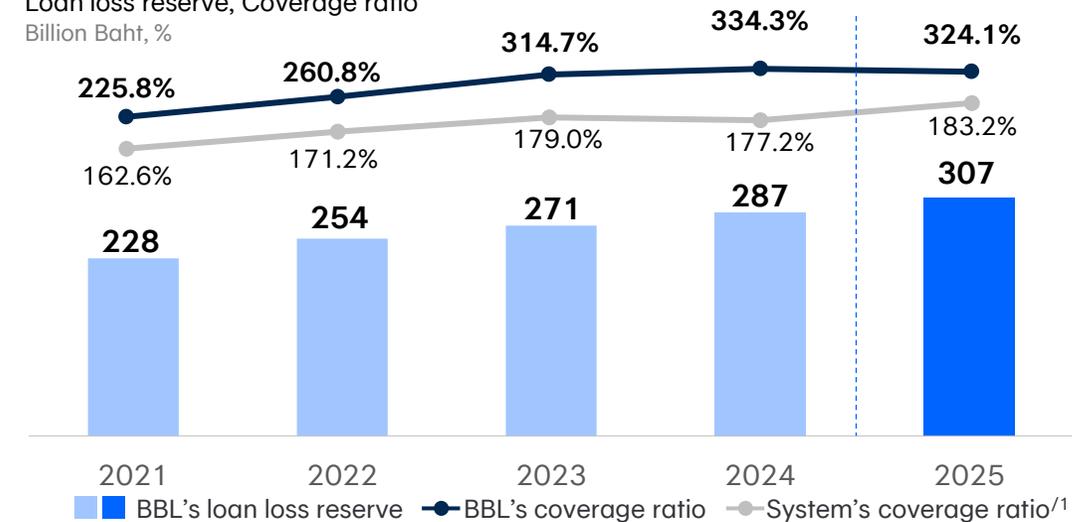
Manageable asset quality

NPL amount, NPL ratio
Billion Baht, %



Strong loan loss reserve

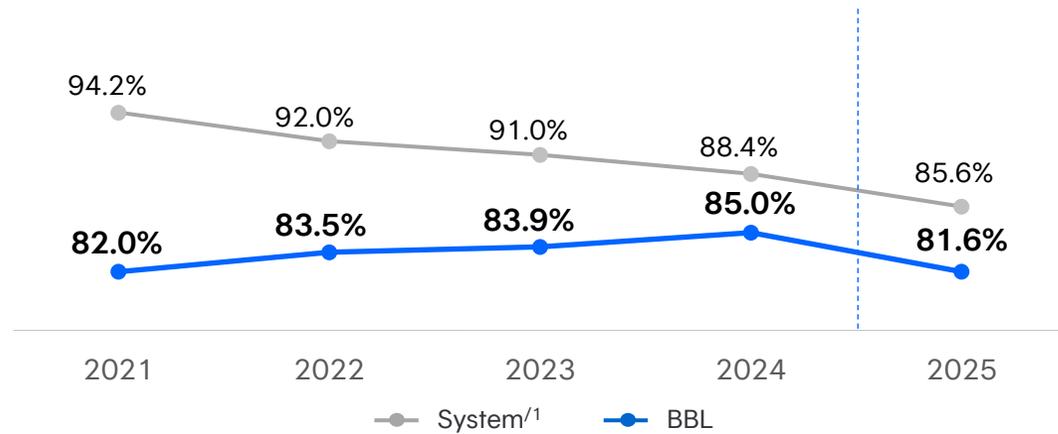
Loan loss reserve, Coverage ratio
Billion Baht, %



Resilient funding structure and robust liquidity position

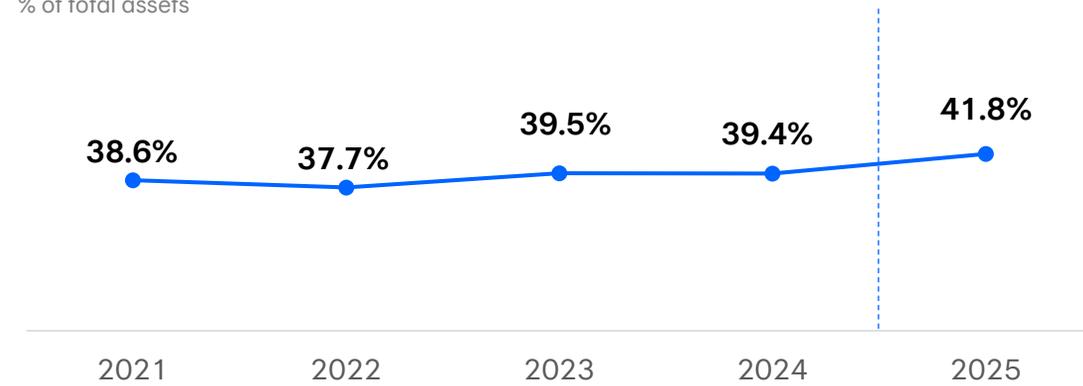


Loan-to-deposit ratio



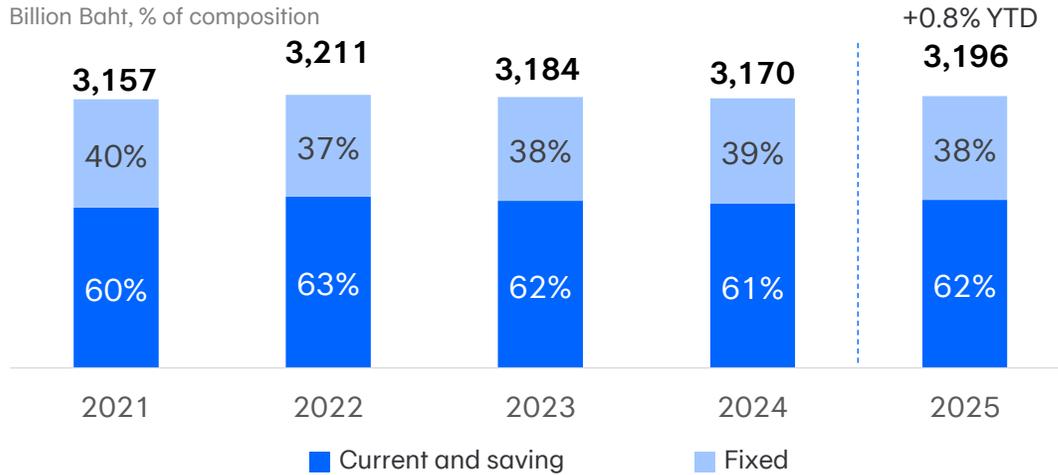
Liquid assets^{/2}

% of total assets



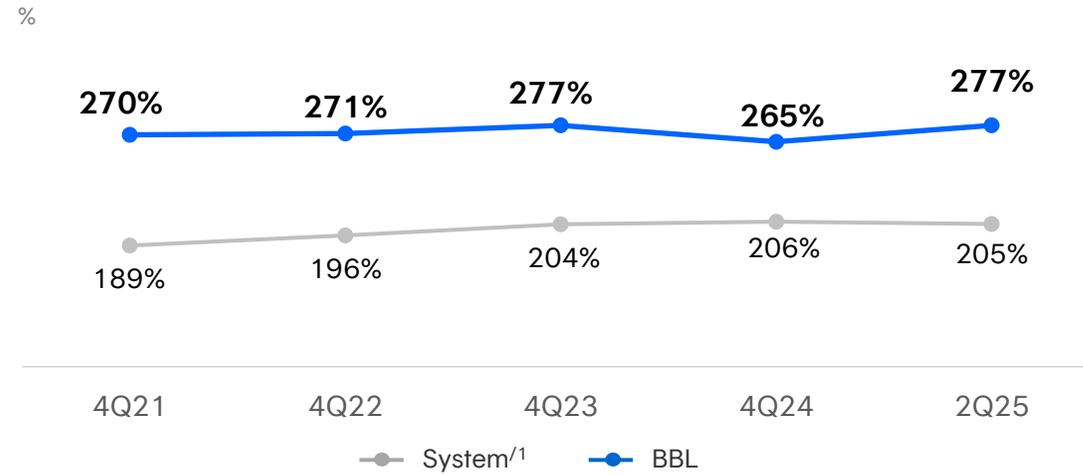
Deposit

Billion Baht, % of composition



Liquidity coverage ratio^{/3}

%



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

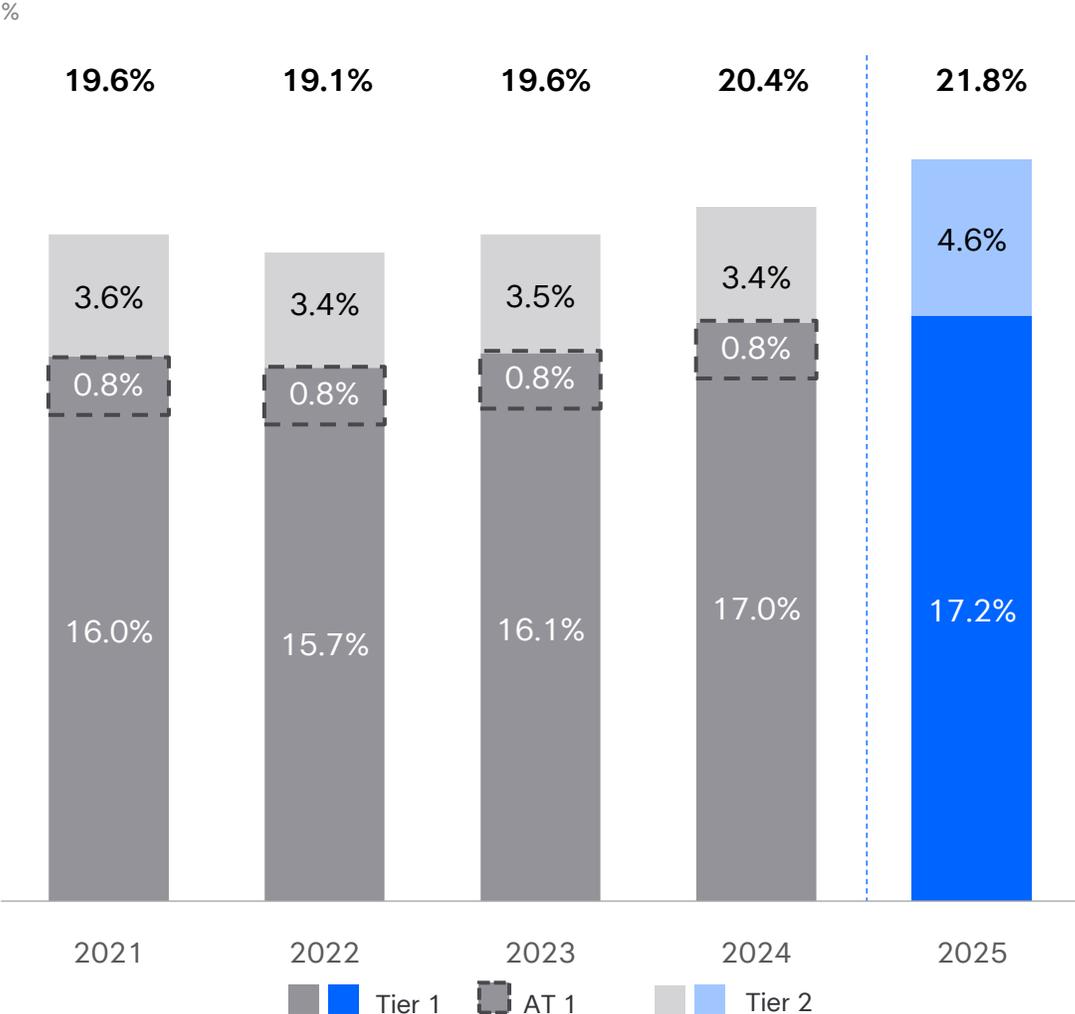
/2 Since 2020 liquid assets are defined as cash, interbank and money market items, debt securities and marketable equity securities.

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

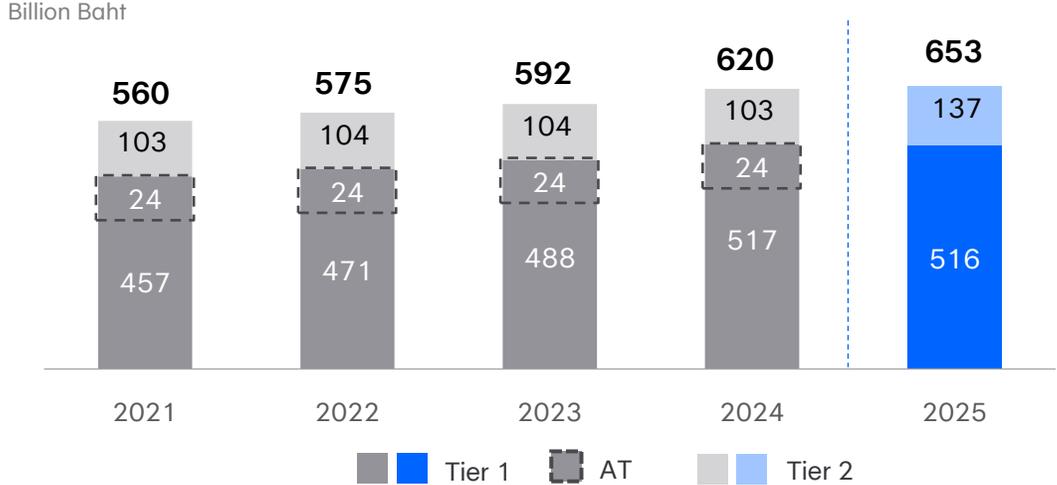
Strong capital positions supporting balance sheet stability



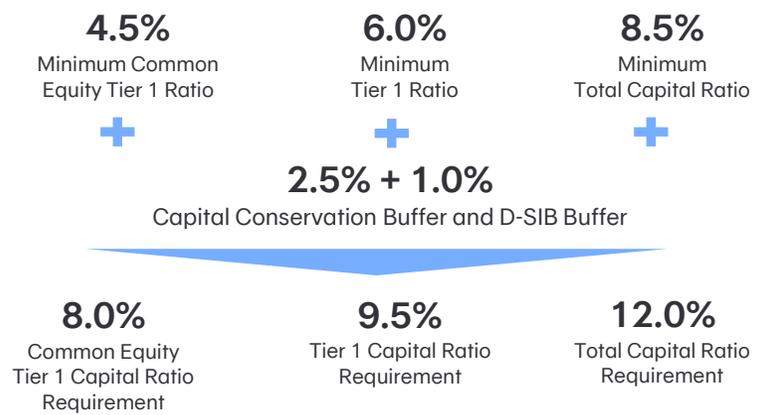
Consolidated capital ratios



Capital base



Regulatory capital ratio requirements



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Key focus and strategy



Regionalization

Bangkok Bank is well-positioned to capture emerging opportunities across ASEAN as the region enters a new investment cycle driven by corporate momentum across supply-chain realignment, energy transition and infrastructure investment. The structural shifts present near-term growth prospects that our regional presence is uniquely placed to support clients' growth



Digitalization

Advancing digital banking capabilities boosts operational efficiency, develops innovative products, and elevates the customer experience to further strengthen our competitive position



Urbanization

Innovating services to support the evolving lifestyle and wealth needs of individual customers while helping business customers to thrive in the changing urban landscape

Business sustainability

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-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

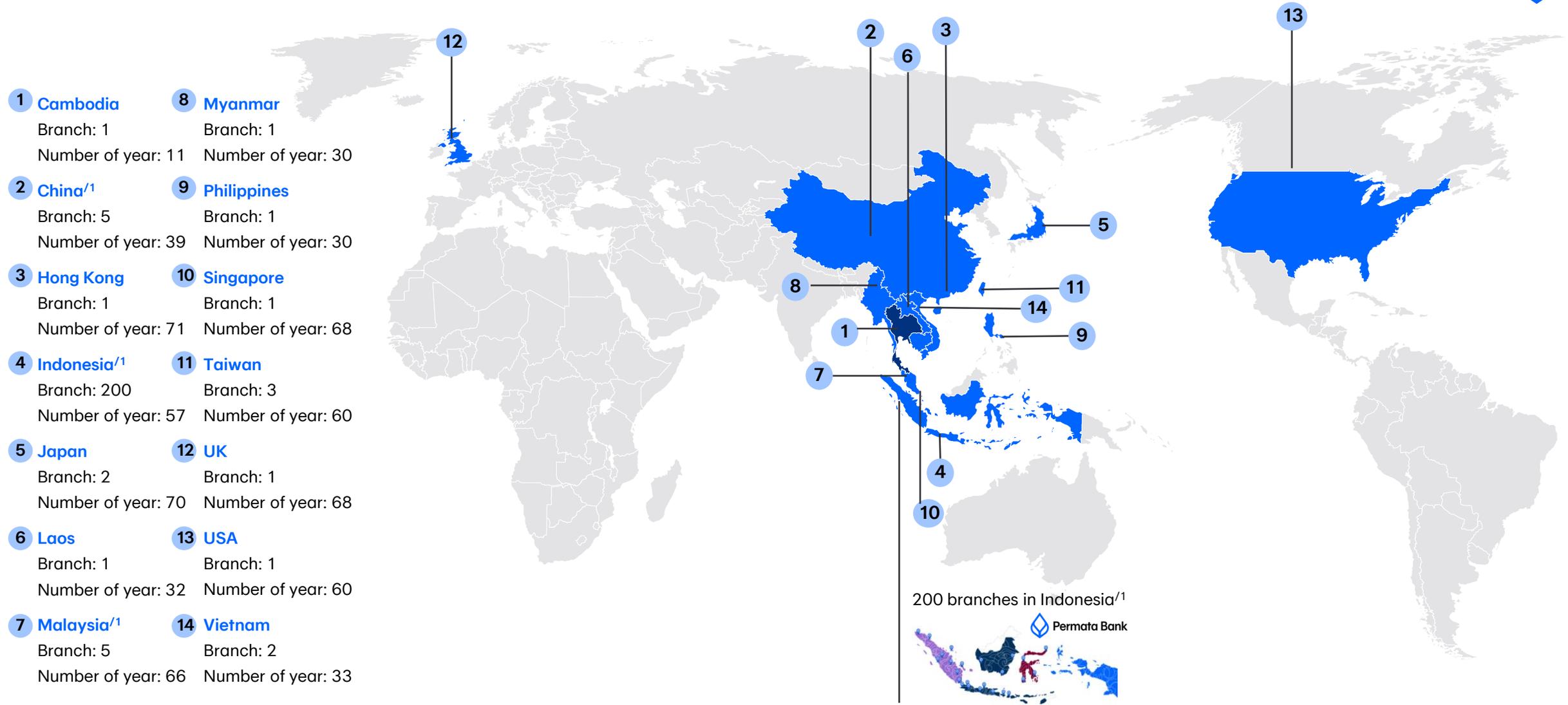
	Million Baht					
	2021	2022	2023	2024	2025	%YoY
Net interest income	82,156	102,223	130,860	133,900	123,630	-7.7%
Net fees and service income	29,209	27,508	27,234	27,724	27,192	-1.9%
Other operating income	23,176	9,164	9,393	14,187	27,676	95.1%
Total income	134,541	138,895	167,487	175,811	178,498	1.5%
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



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

Long-standing international presence in 14 economies





For further information

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