

Investor Presentation

For the 3rd quarter 2025



Agenda



- 01** **9M25 Key highlights**
- 02 Operating environment
- 03 9M25 Financial performance
- 04 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

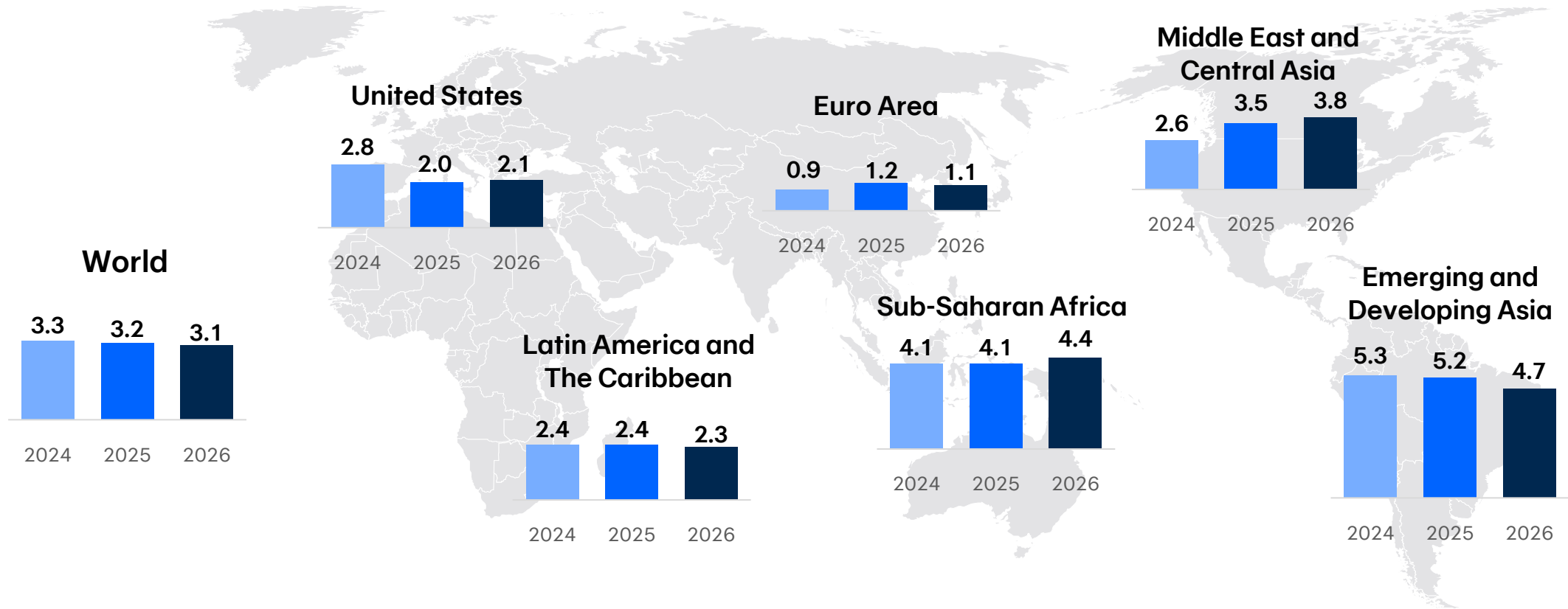
well-secured reserves

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Global growth remains resilient, and IMF's economic outlook has improved compared to the previous estimate due to limited impact of U.S. trade war

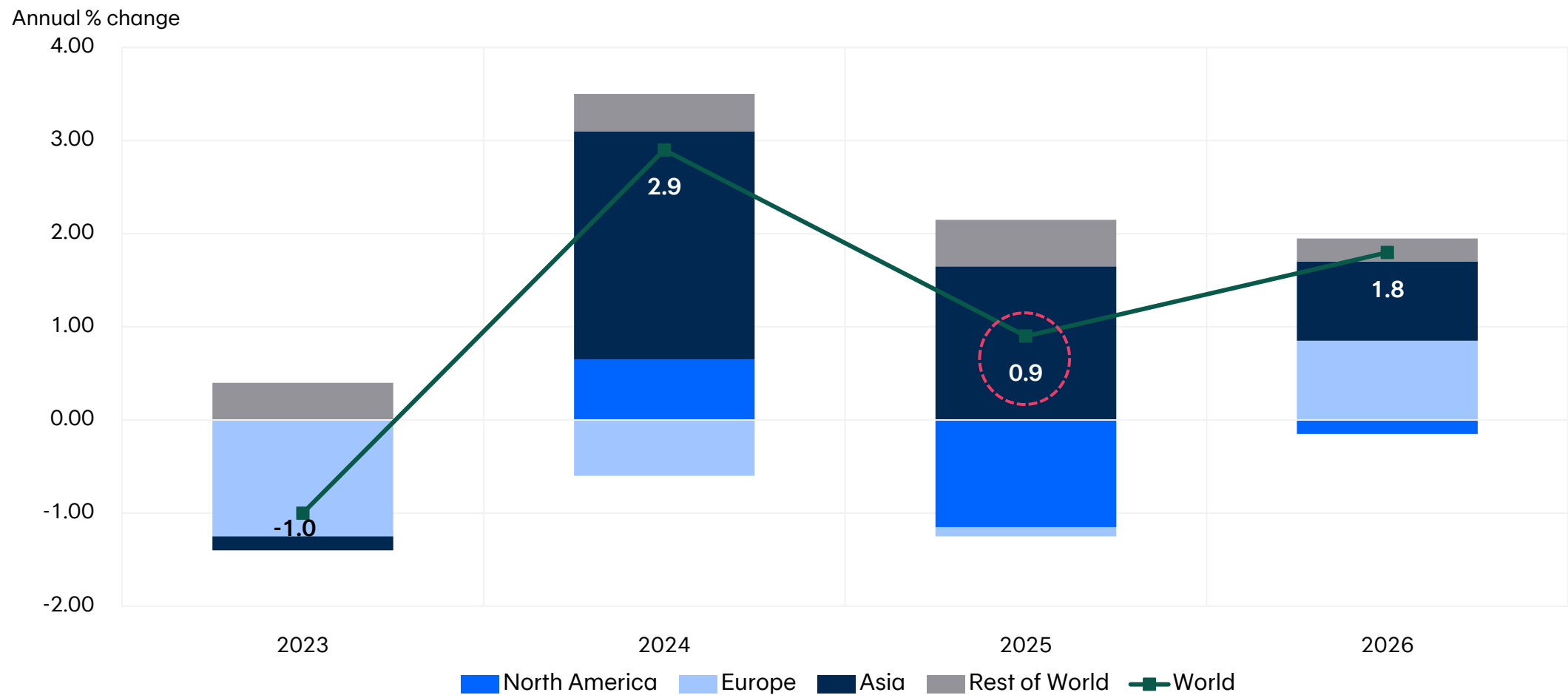


Frontloading and measured responses cushioned the tariff impact in 2025

Global trade is expected to grow around 1% this year and rebound to 1.8% in 2026



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

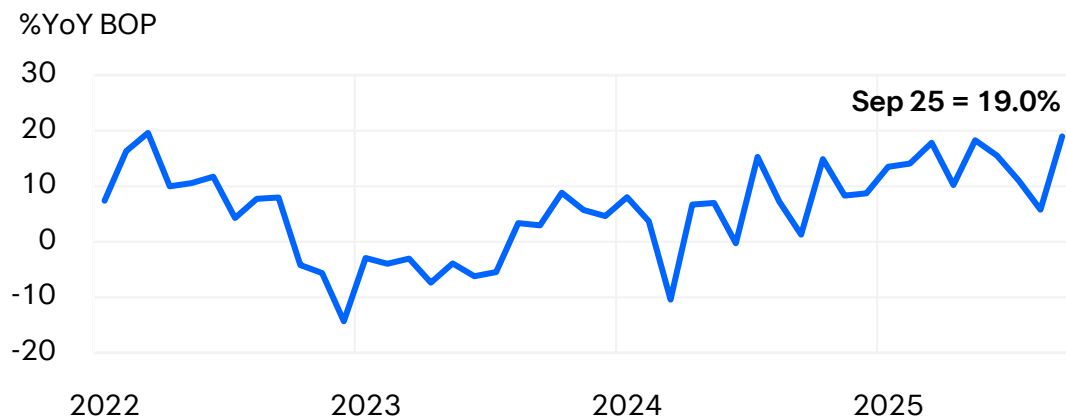


Note: Trade refers to sum of exports and imports. Figures for 2025 and 2026 are projections.
Source: WTO Secretariat Estimates.

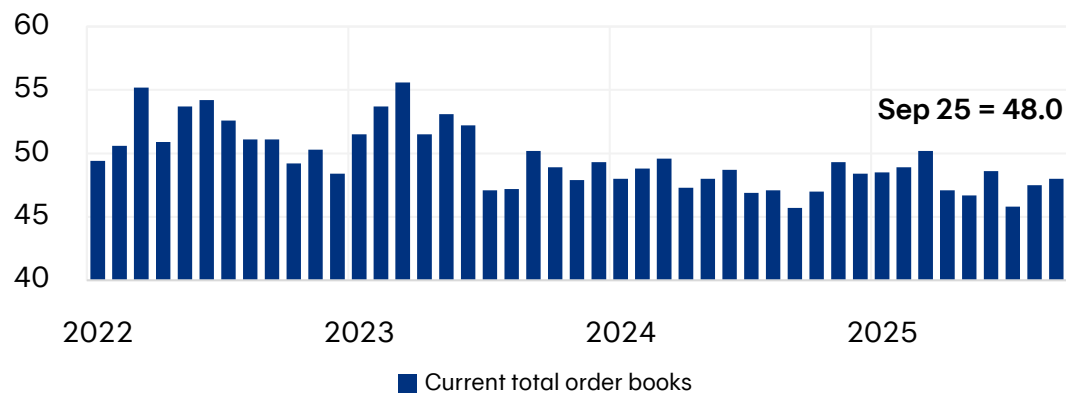
Thailand's exports in September rebounded by 19%, driven by growth in the U.S., ASEAN-5, and EU markets



Export Value



Business sentiment index

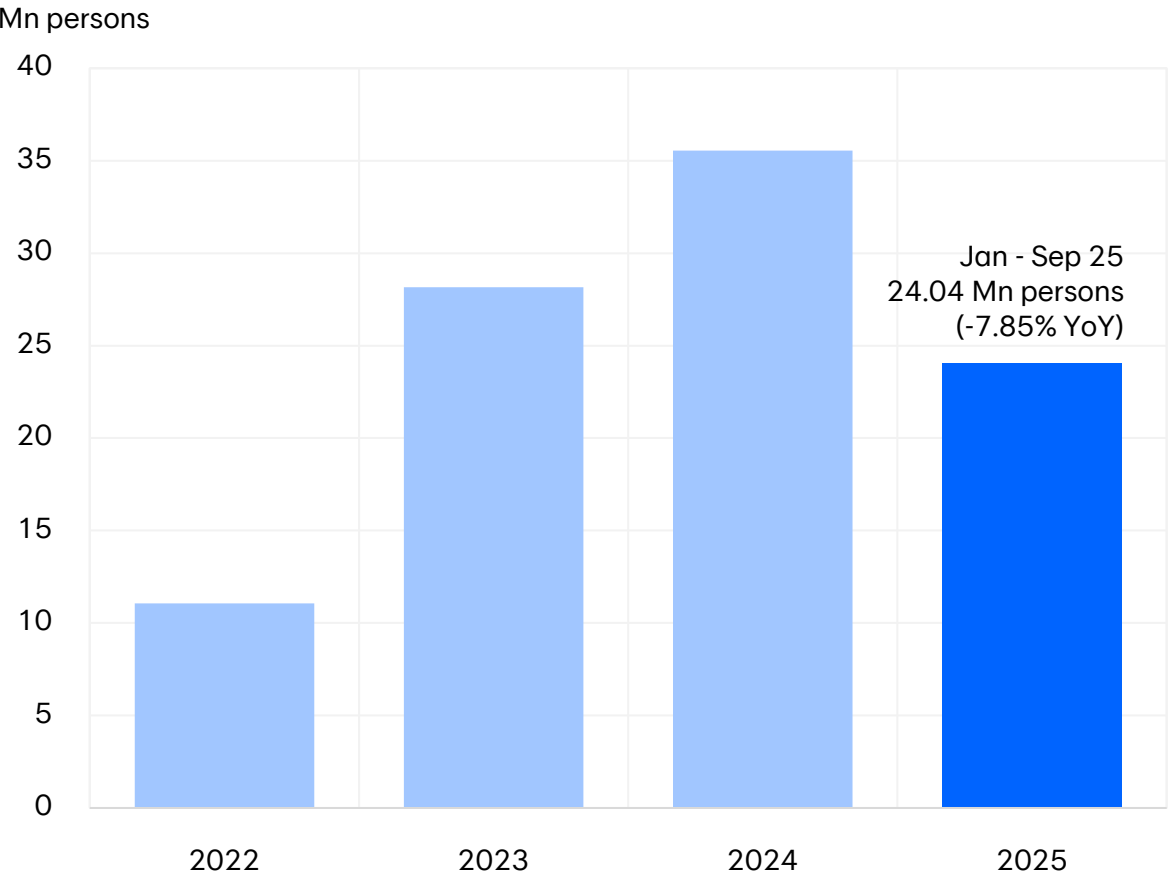


Exports by country	%YoY	
	Sep-25	9M/2025
Exports	19.0	13.9
Primary market	15.1	13.6
United States	35.3	28.6
China	3.2	16.1
Japan	6.2	1.6
ASEAN (9)	7.7	6.5
ASEAN (5)	20.4	6.4
CLMV (4)	-9.6	6.7
EU	11.9	8.0
Secondary market	8.5	9.3
South Asia	28.6	35.8
India	27.4	39.4
Middle East (15)	8.1	3.4
Latin America	31.7	15.4
UK	-14.2	10.2

However, Thailand’s tourism sector remains fragile



Number of foreign tourists



Number of foreign tourists

1 January – 7 October 2025 = 24,709,539

7 October 2025 = 65,901

3Q2025 = -12.2%YoY

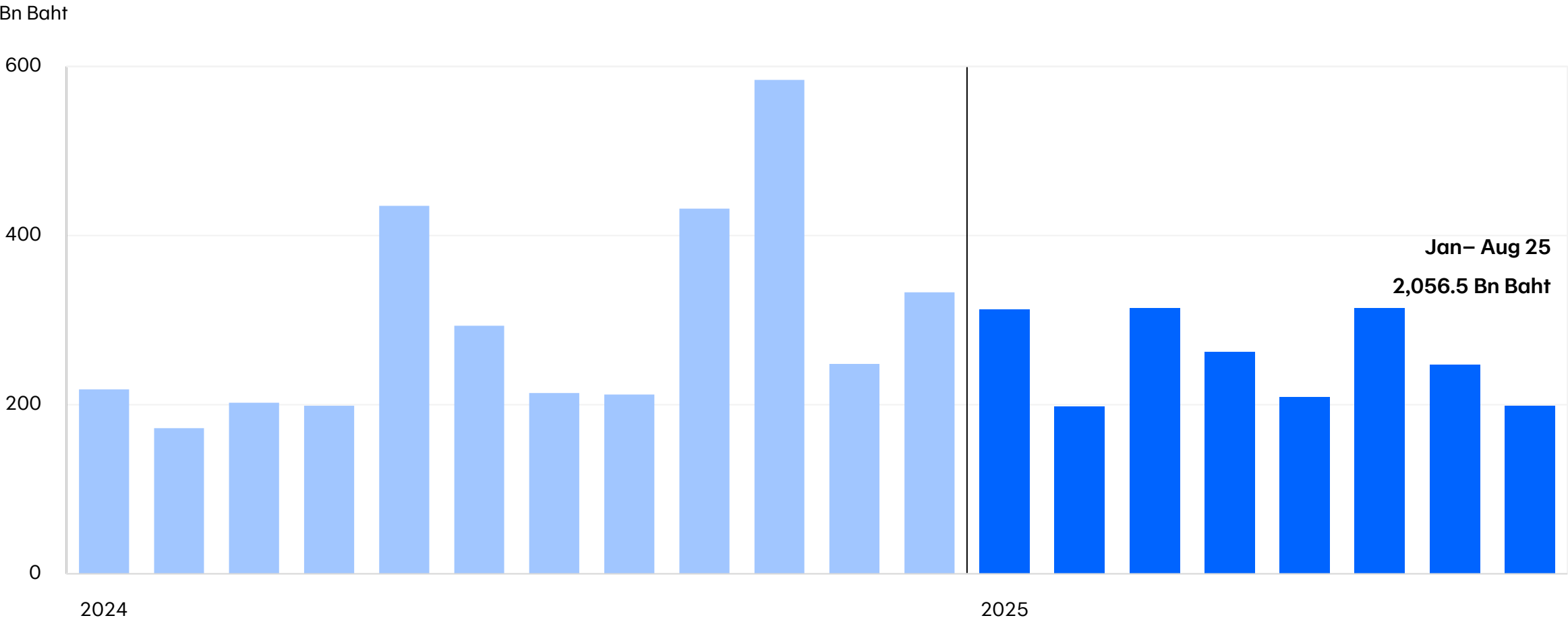
Top 10 nationalities of tourists by number of arrivals

1	Malaysia	3,548,416	6	Japan	816,994
2	China	3,530,613	7	UK	773,336
3	India	1,821,962	8	US	763,058
4	Russia	1,300,378	9	Taiwan	760,876
5	Korea	1,186,705	10	Singapore	701,079

Fiscal spending slowed in early 2025, totaling 2.1 trillion baht in Jan-Aug due to political uncertainty. With new government formed, improvement is expected in 4Q25.



Government expenditure



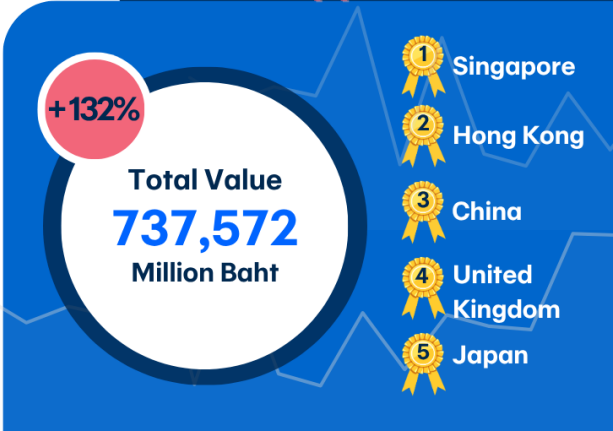
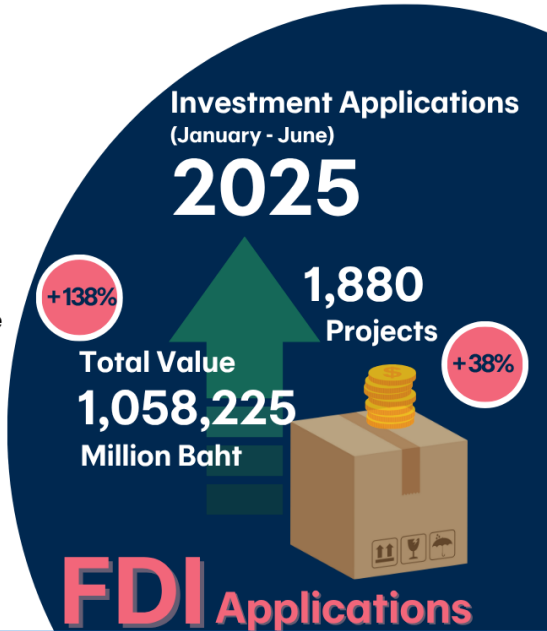
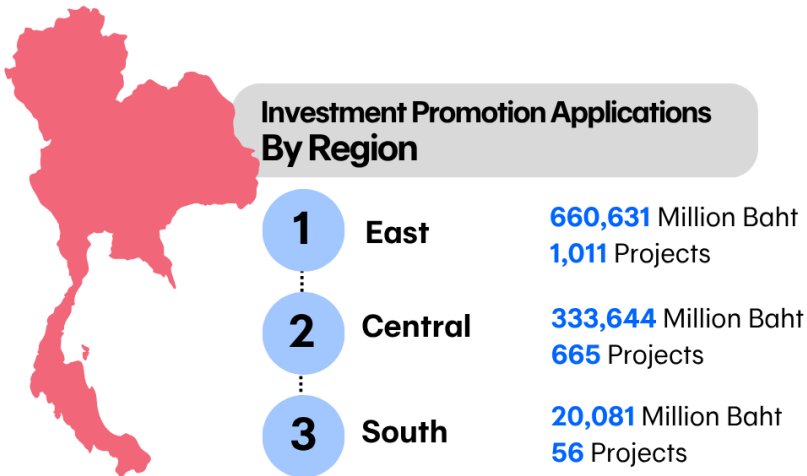
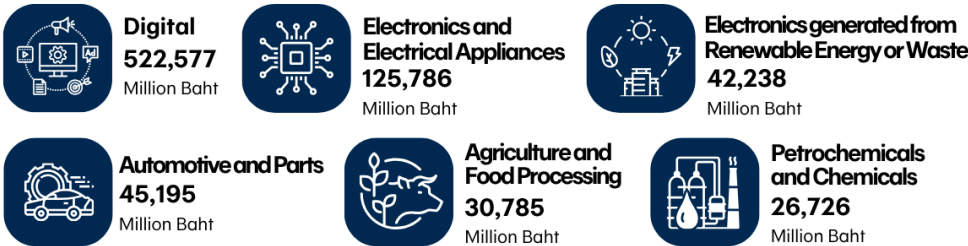
FDIs continued to improve despite global trade tension, with investment promotion applications more than 1 trillion baht in the first half of 2025



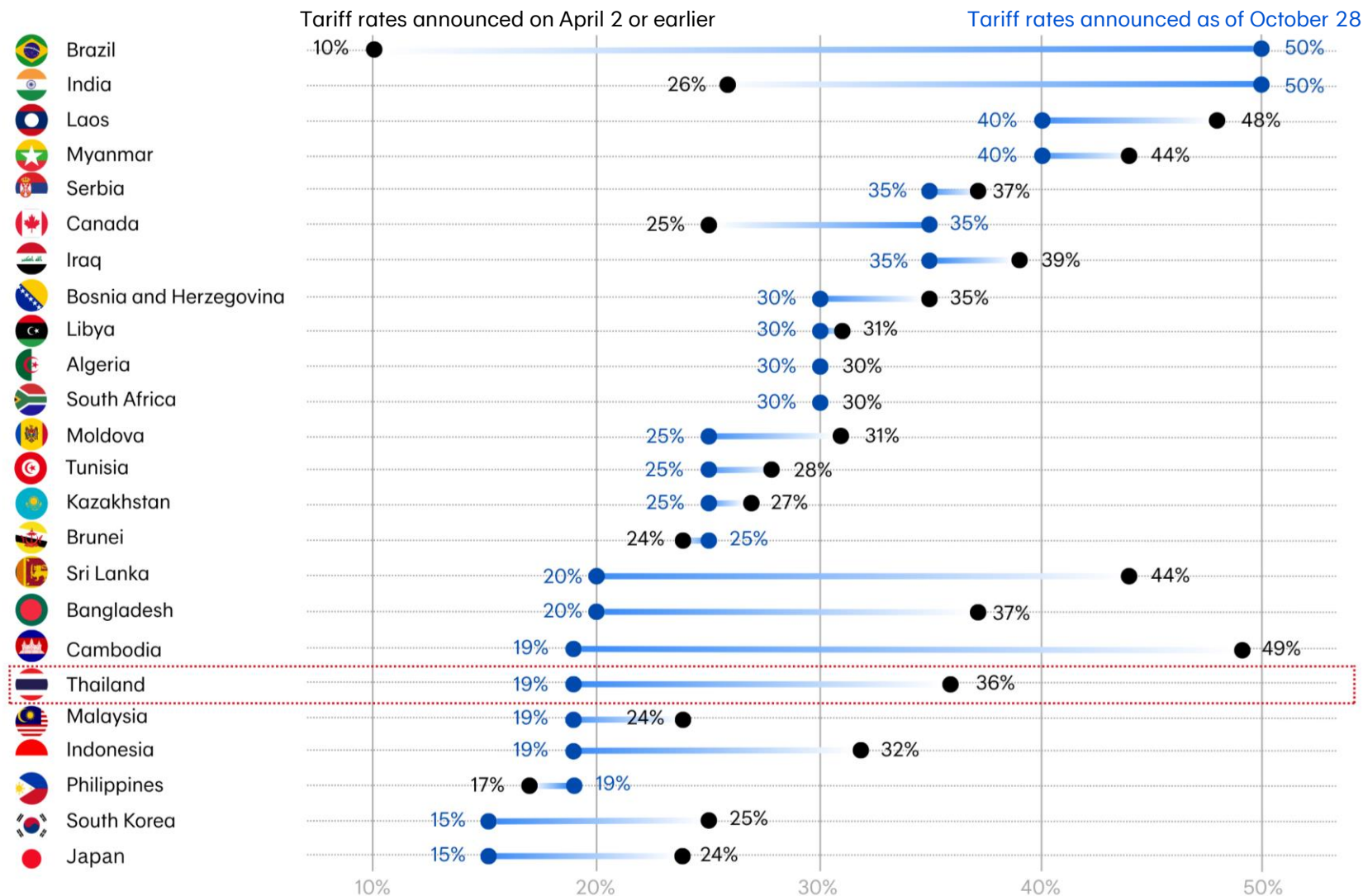
Investment Promotion Summary

2025 January - June

High-value Investments



New reciprocal tariffs rates and our success in trade negotiations with U.S. will determine economic momentum going forward, especially for the next couple years



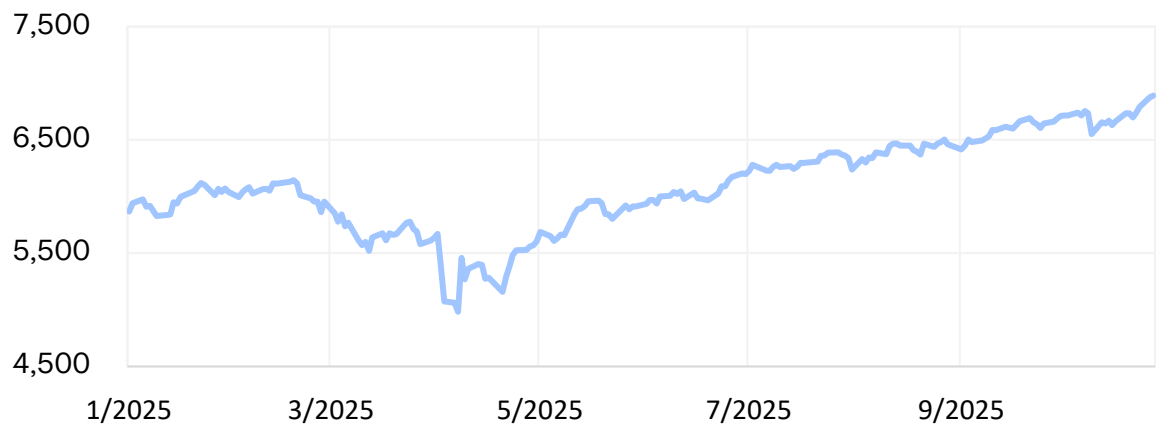
Markets showed limited impact from reciprocal tariffs and continued global trade tension; however, market volatility is rising



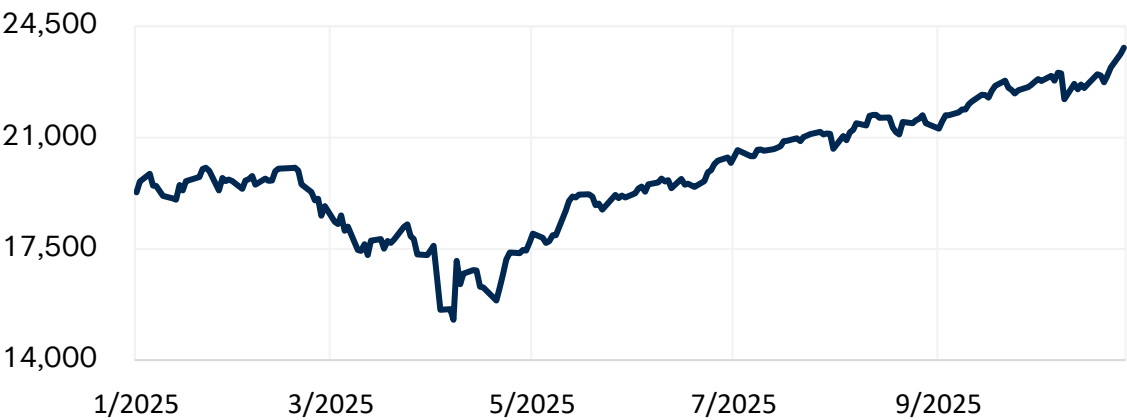
Gold



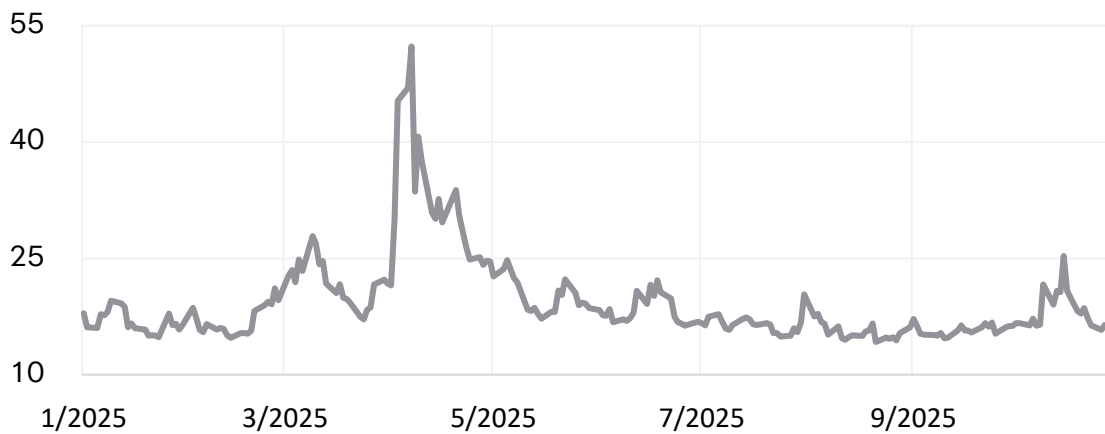
S&P 500



NASDAQ

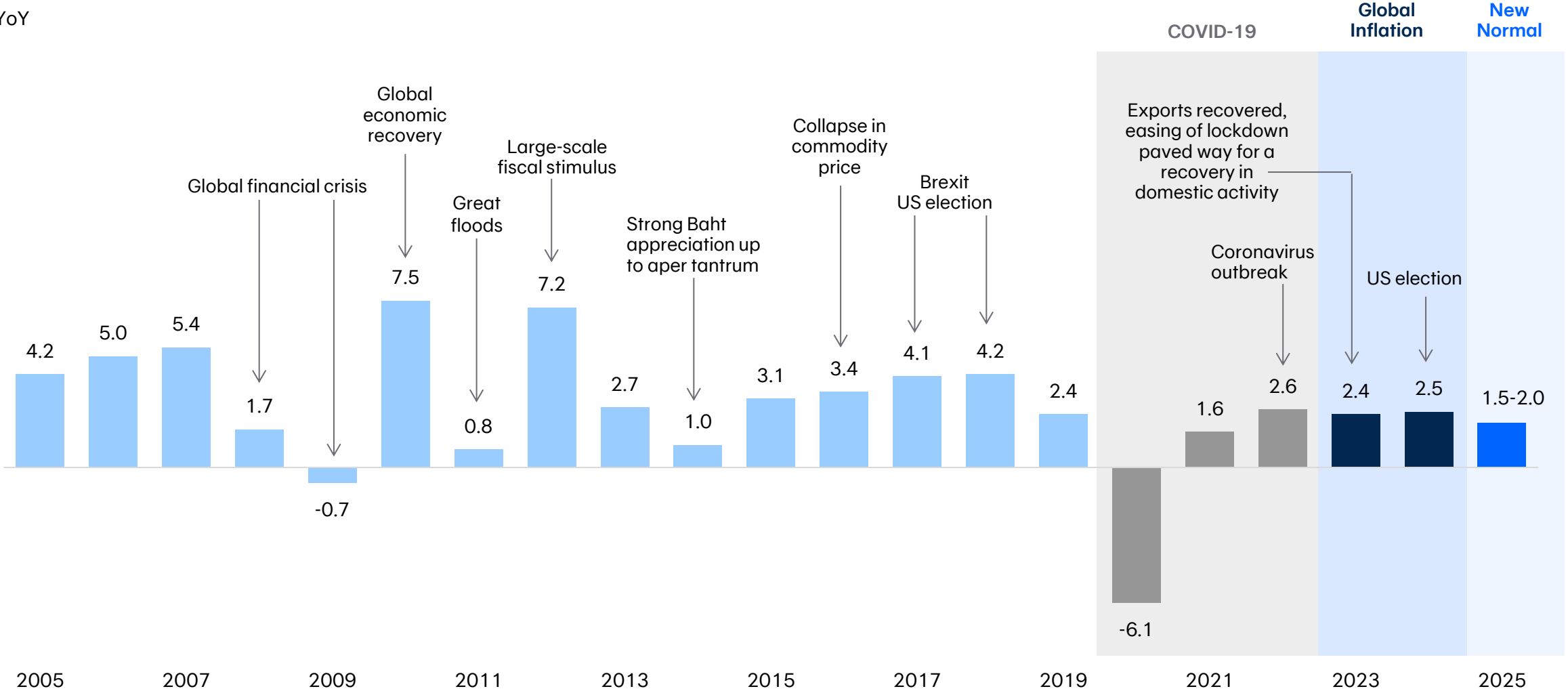


VIX INDEX

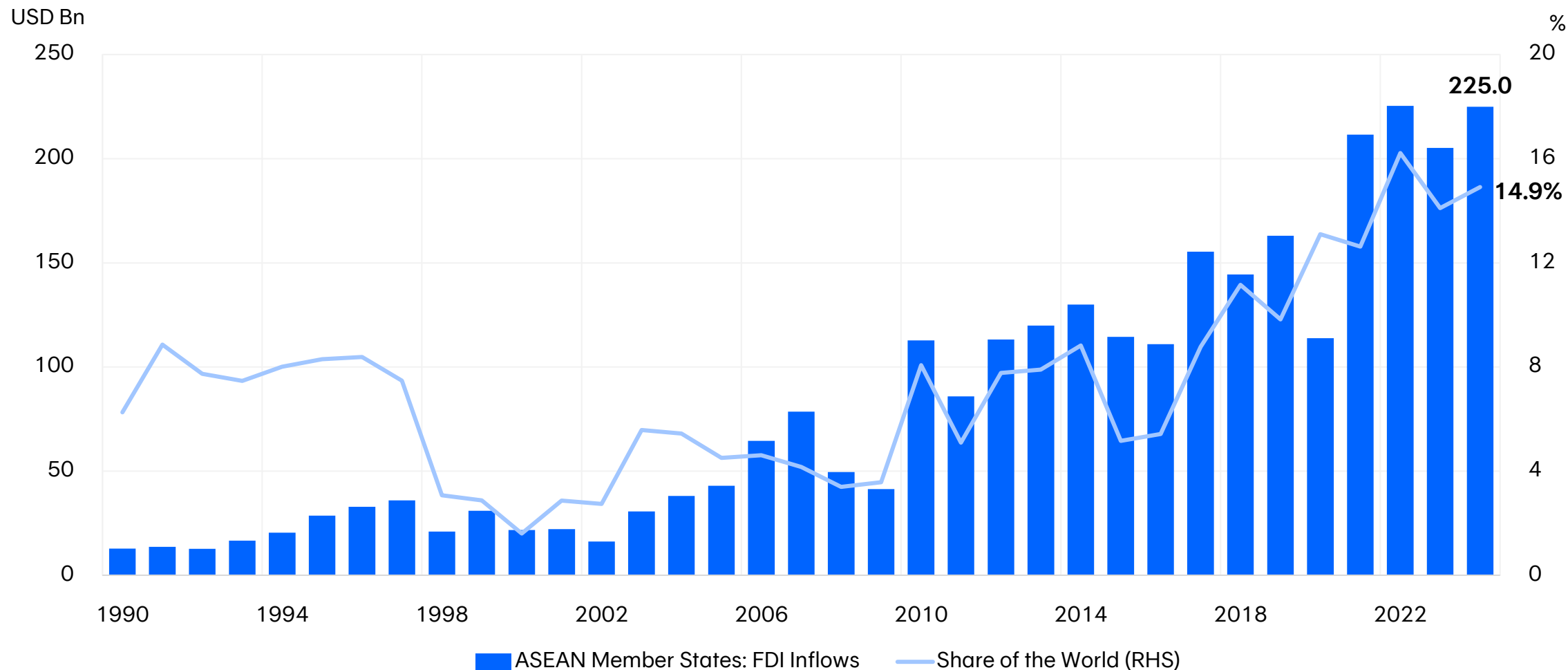


The bank forecasts uncertainties and global economic headwinds will limit Thailand's economic growth to around 1.5-2.0% in 2025

GDP Growth
%YoY



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



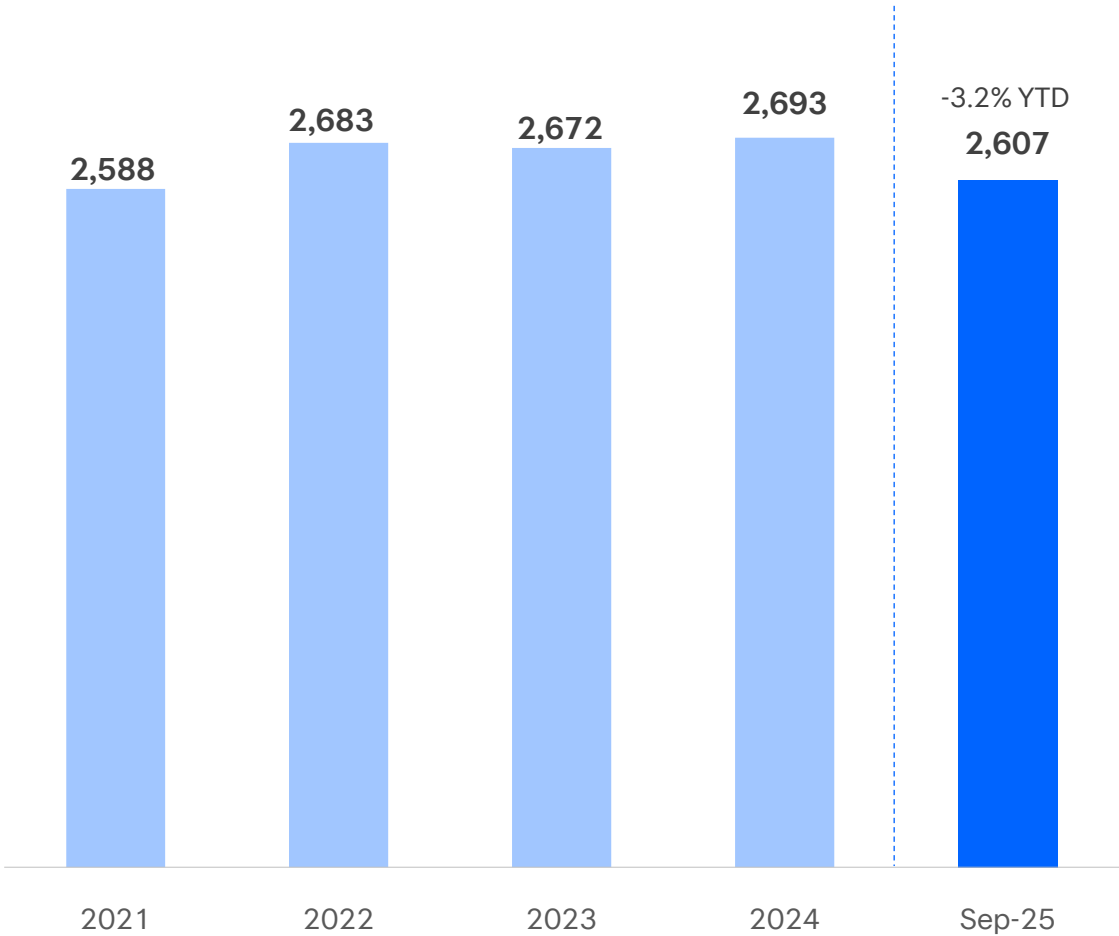
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Prudent and well-diversified loan portfolio



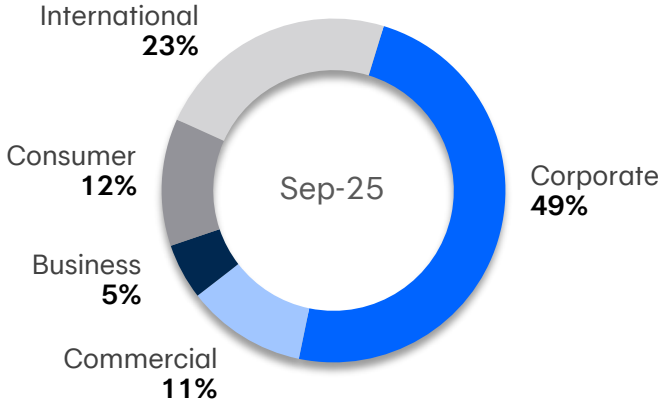
Loan

Billion Baht



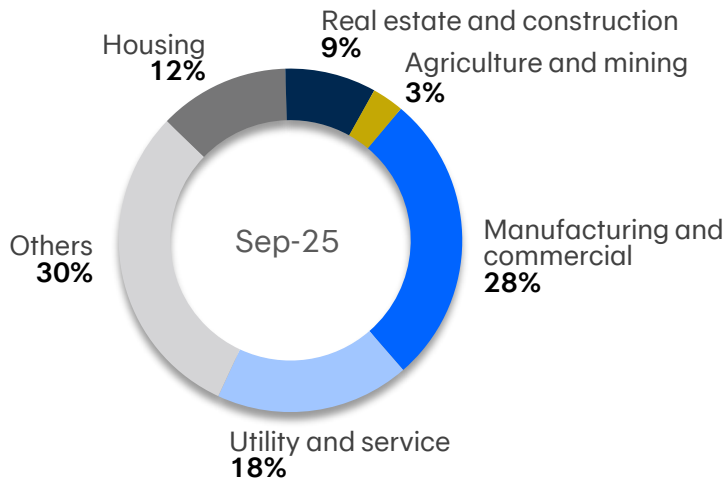
Loan by business unit^{/1}

% of composition



Loan by industry

% of composition

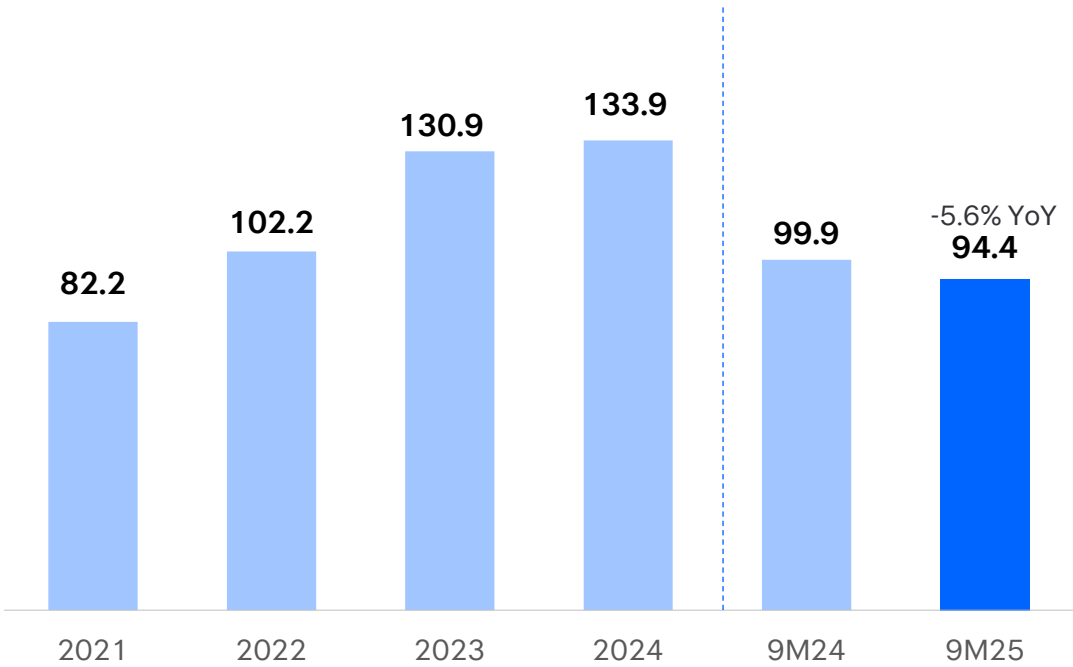


Net interest income eased following interest rate environment and prudent loan growth amid economic headwinds



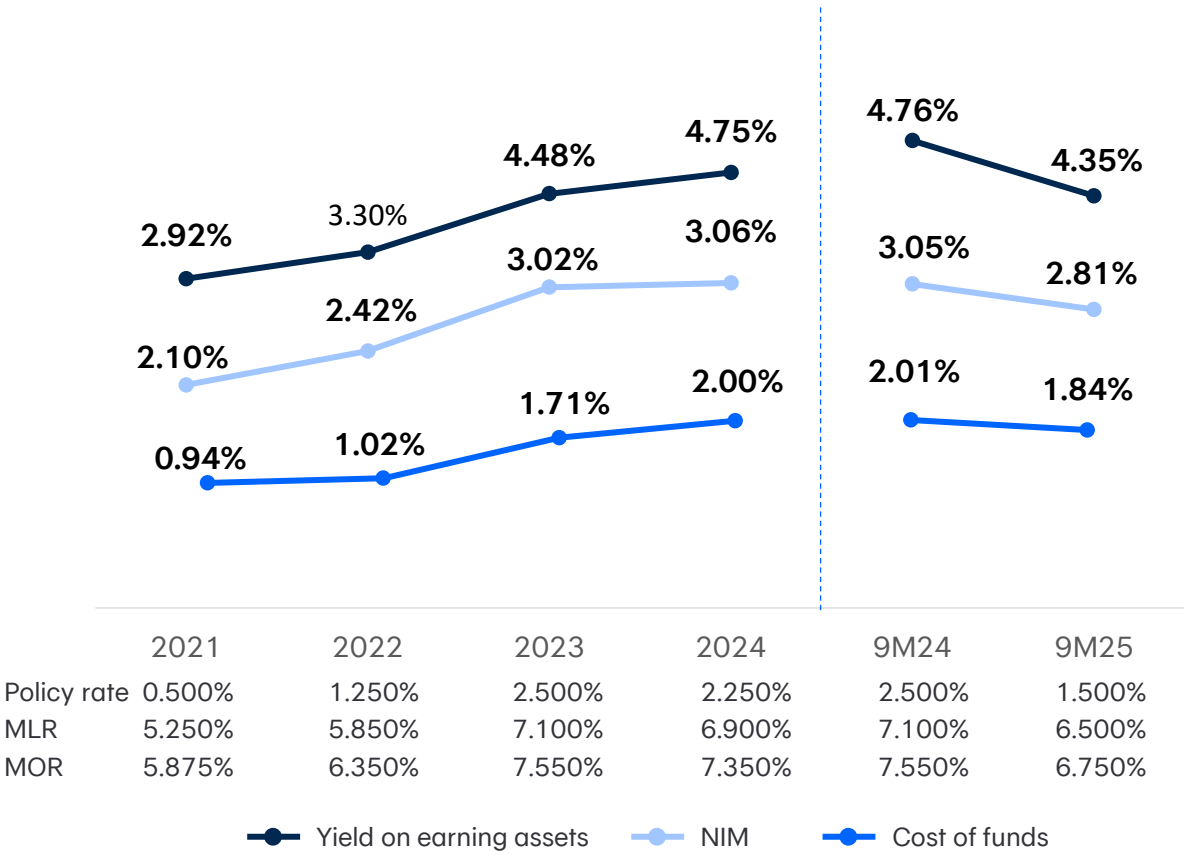
Net interest income

Billion Baht



NIM, Yield on earning asset, Cost of fund

%

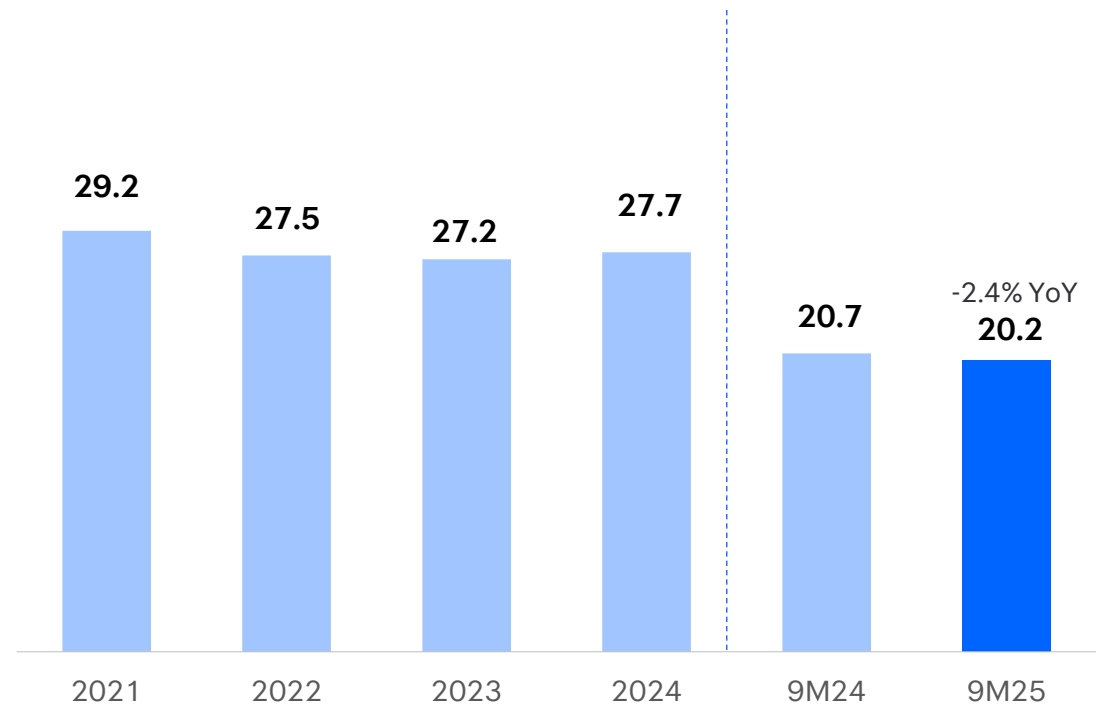


Net fees softened from transaction service and mutual fund service amid prevailing economic conditions



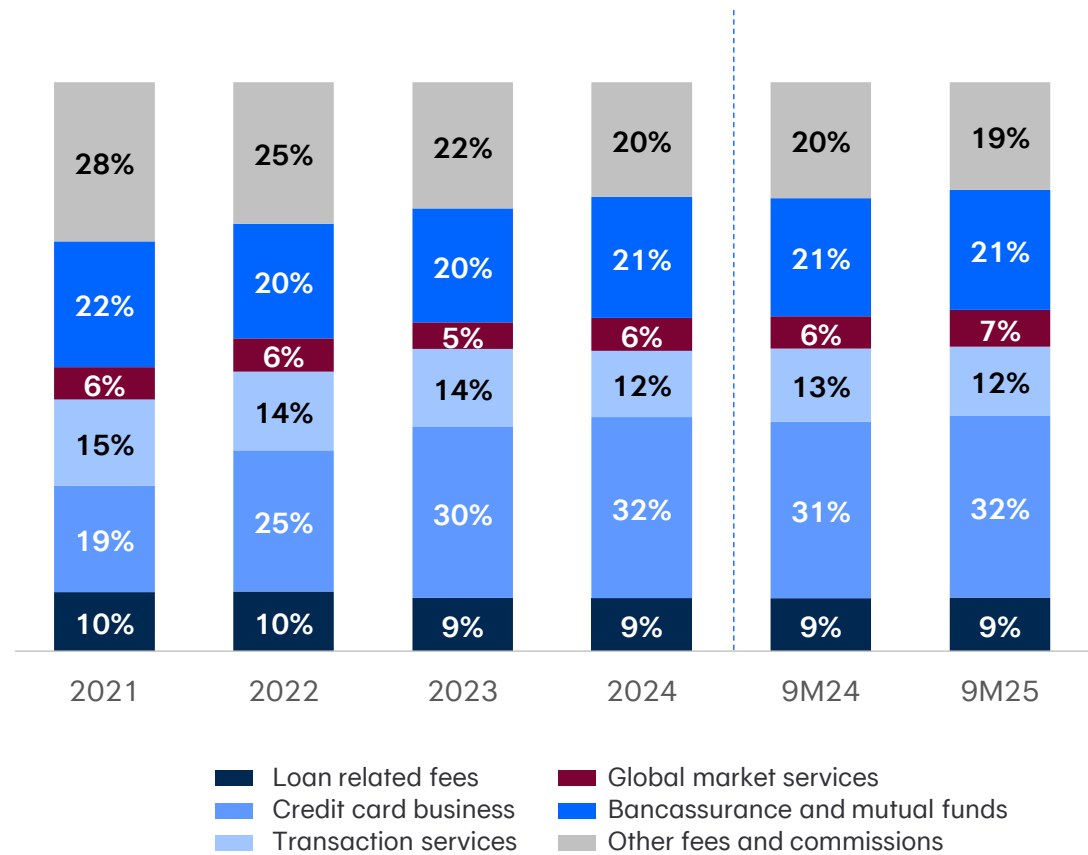
Net fees and service income

Billion Baht



Fees and service income

% of composition

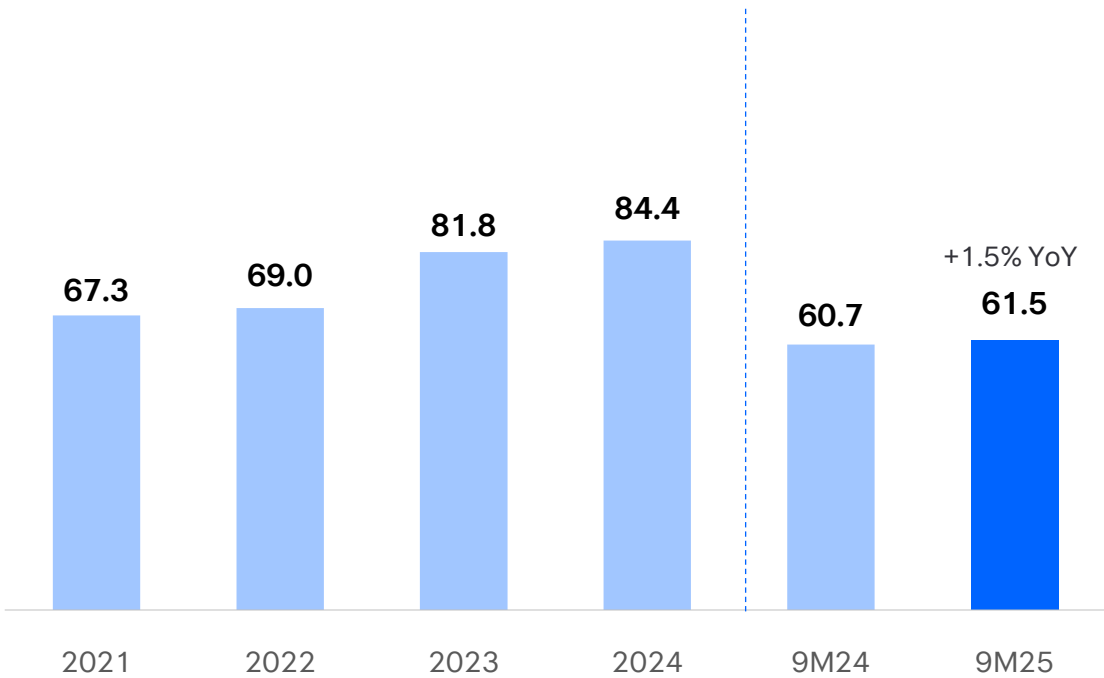


Continued operational efficiency improvement while focusing on appropriate cost management, resulting in CIR of 44.7%



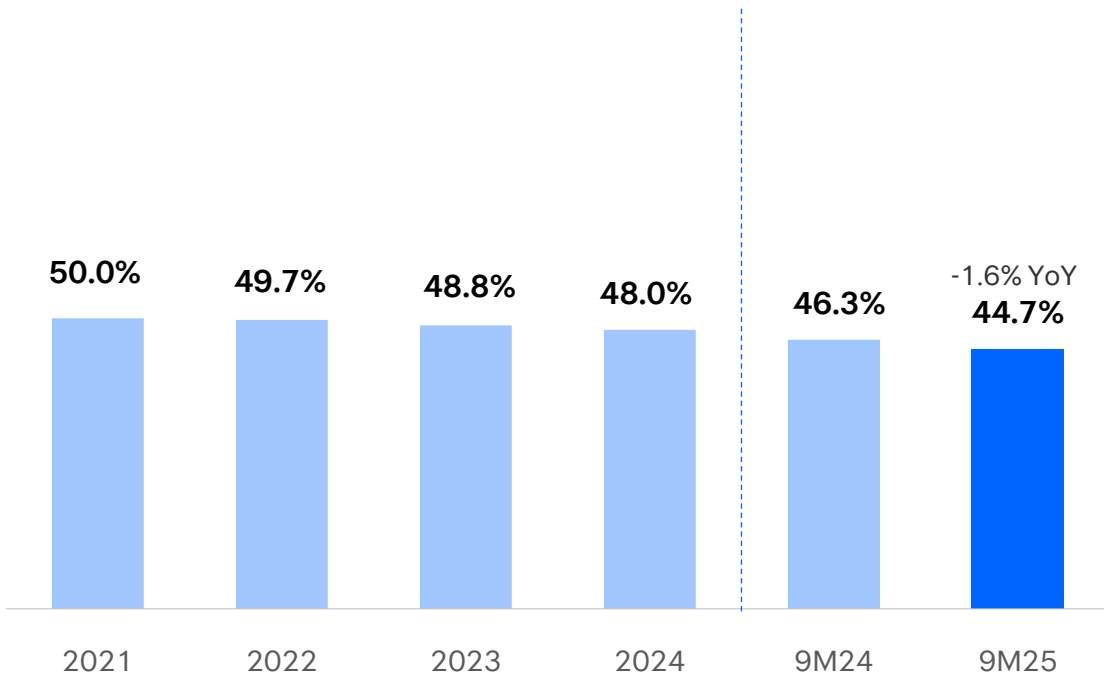
Operating expenses

Billion Baht



Cost to income ratio

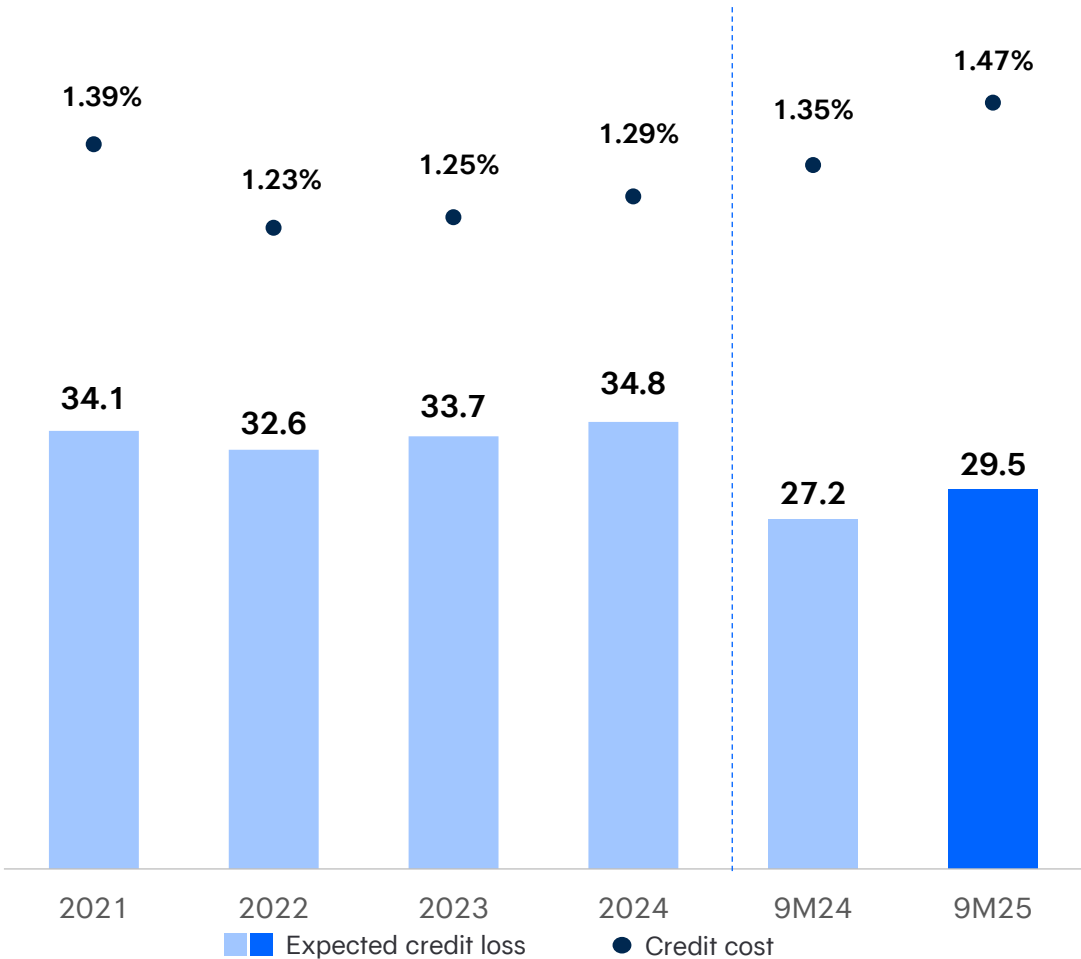
%



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

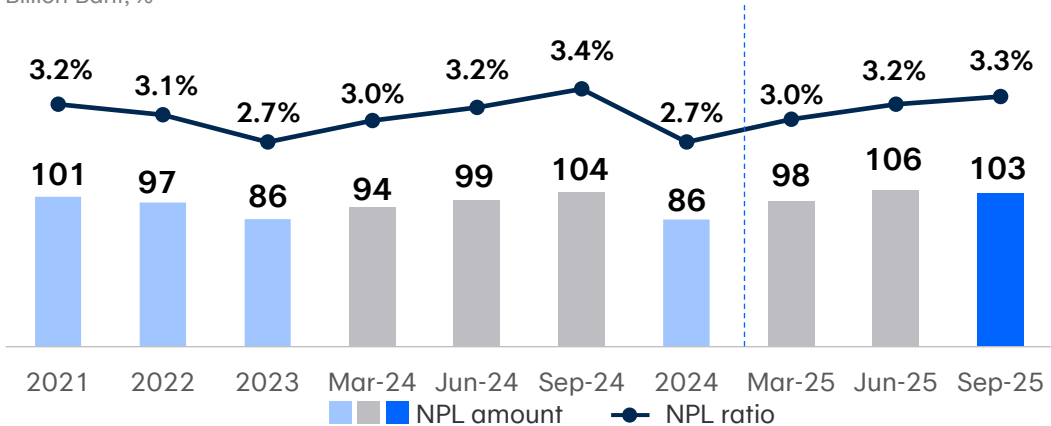
Prudent reserves built across business cycles

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



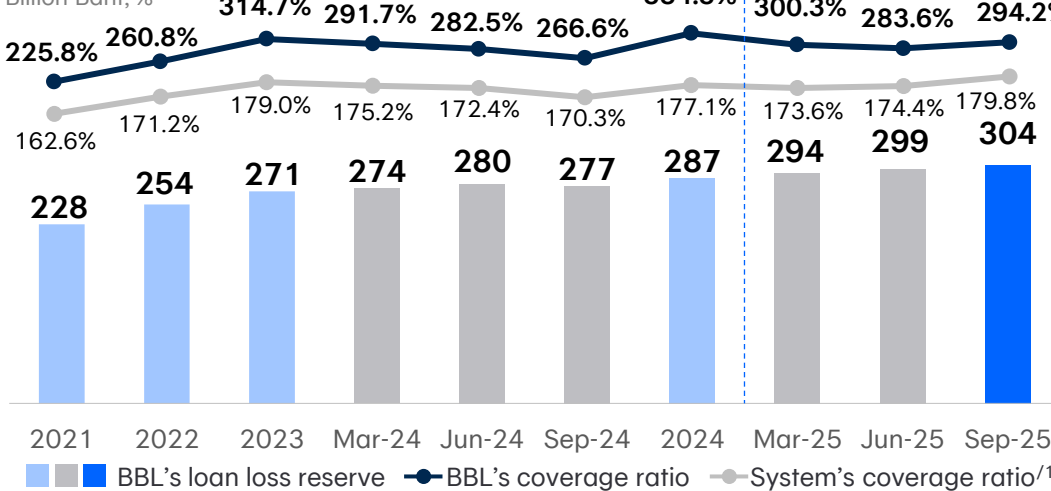
Manageable asset quality

NPL amount, NPL ratio
Billion Baht, %



Strong loan loss reserve

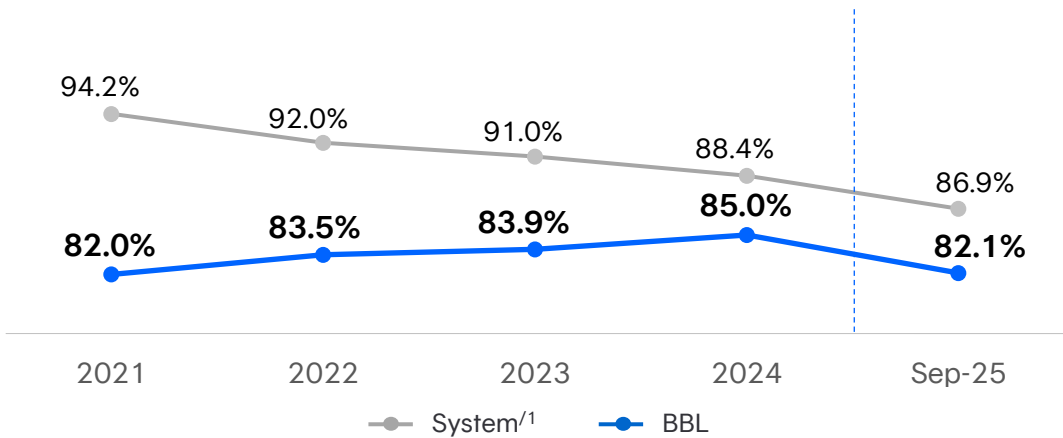
Loan loss reserve, Coverage ratio
Billion Baht, %



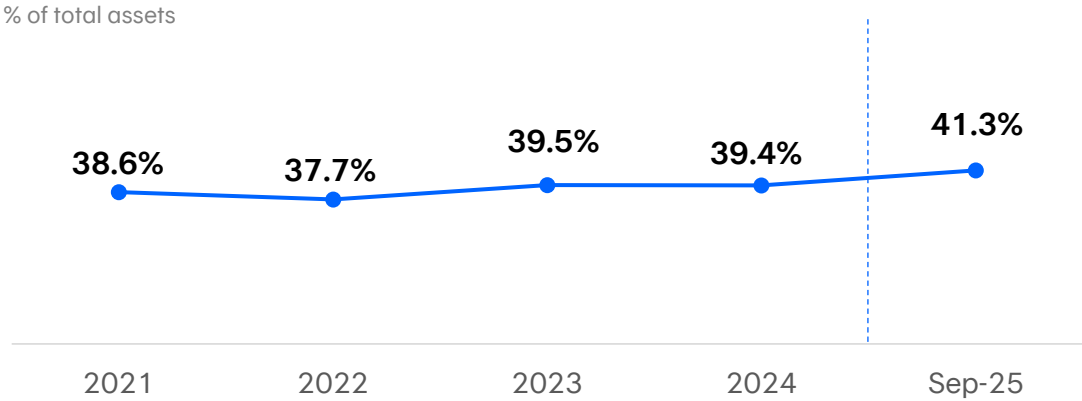
Healthy funding and robust liquidity position



Loan-to-deposit ratio

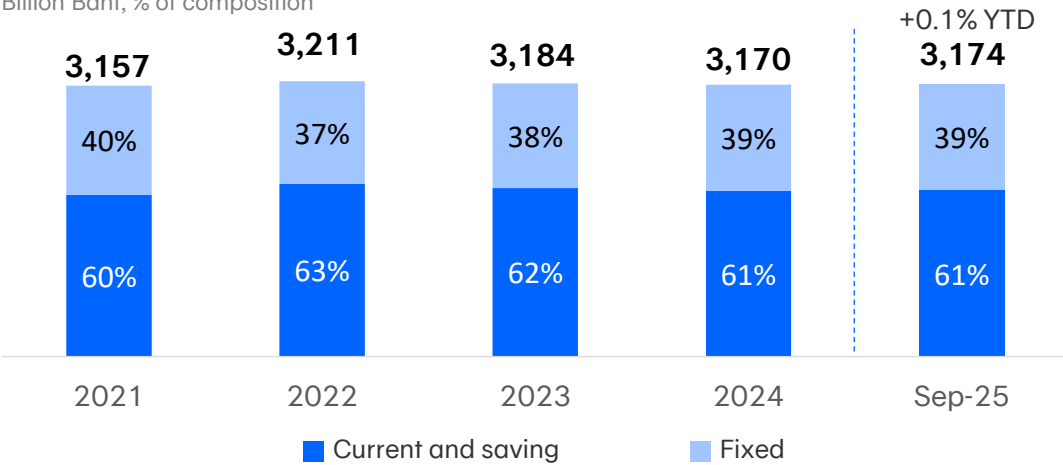


Liquid assets^{/2}

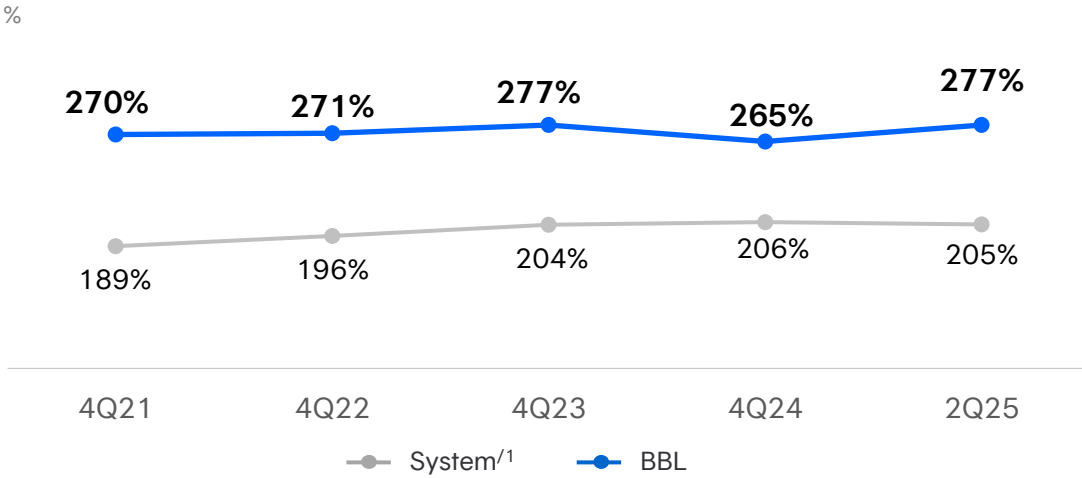


Deposit

Billion Baht, % of composition



Liquidity coverage ratio^{/3}

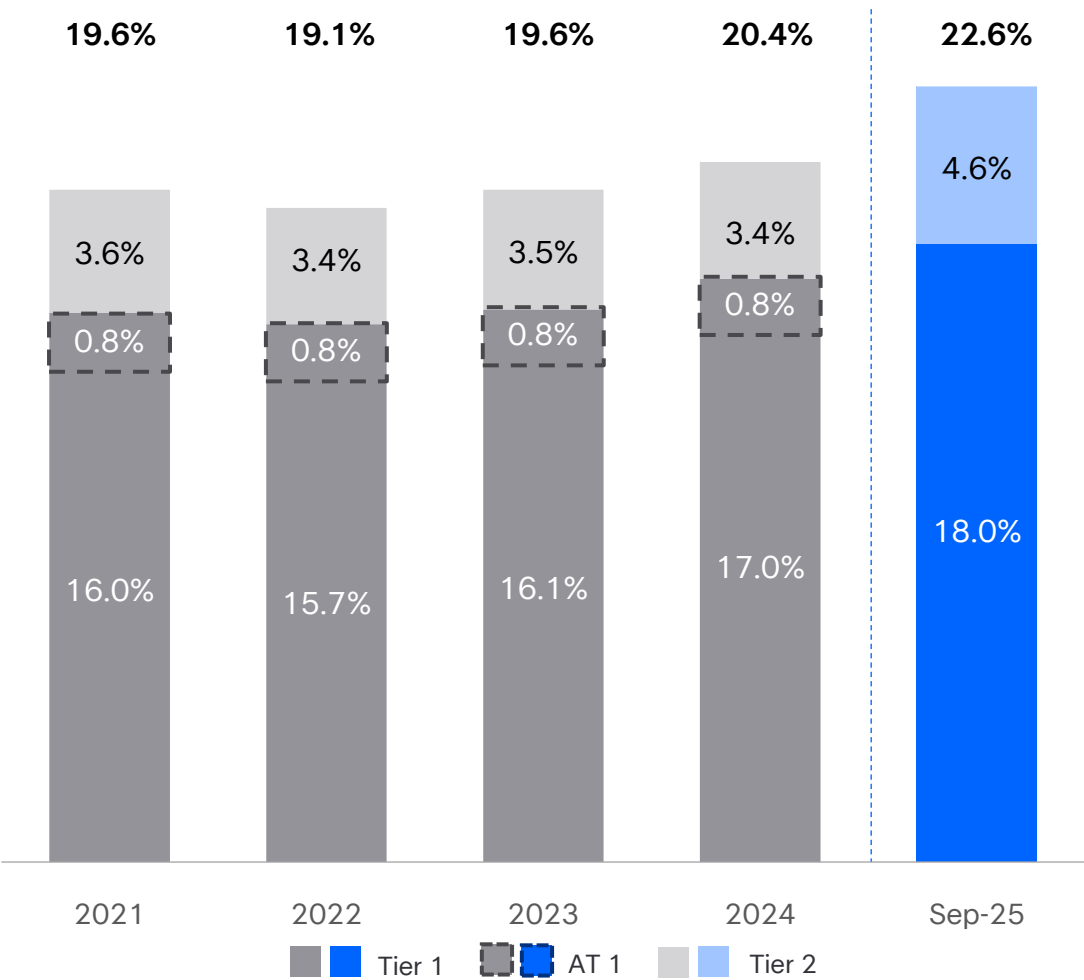


Notes: /1 System refers to all commercial banks in Thailand (Source: Bank of Thailand)
/2 Since 2020 liquid assets are defined as cash, interbank and money market items, debt securities and marketable equity securities
/3 For BBL, LCR is computed as an average ratio of month-end LCR in the quarter. For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

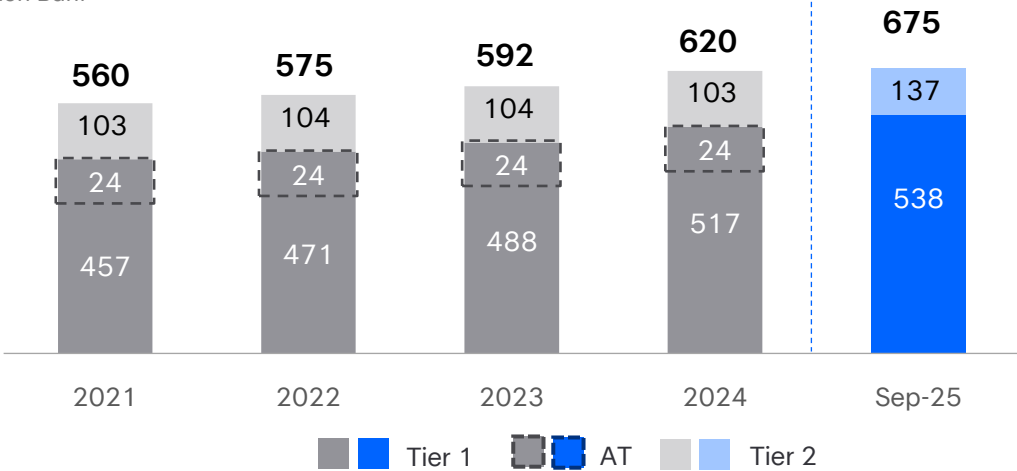
Resilient balance sheet strength with strong capital positions



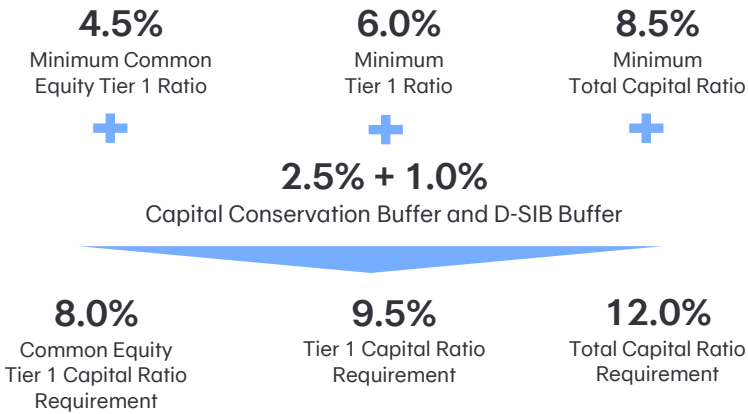
Consolidated capital ratios
%



Capital base
Billion Baht



Regulatory capital ratio requirements



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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%





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%

Financial performance – Year and 9M25



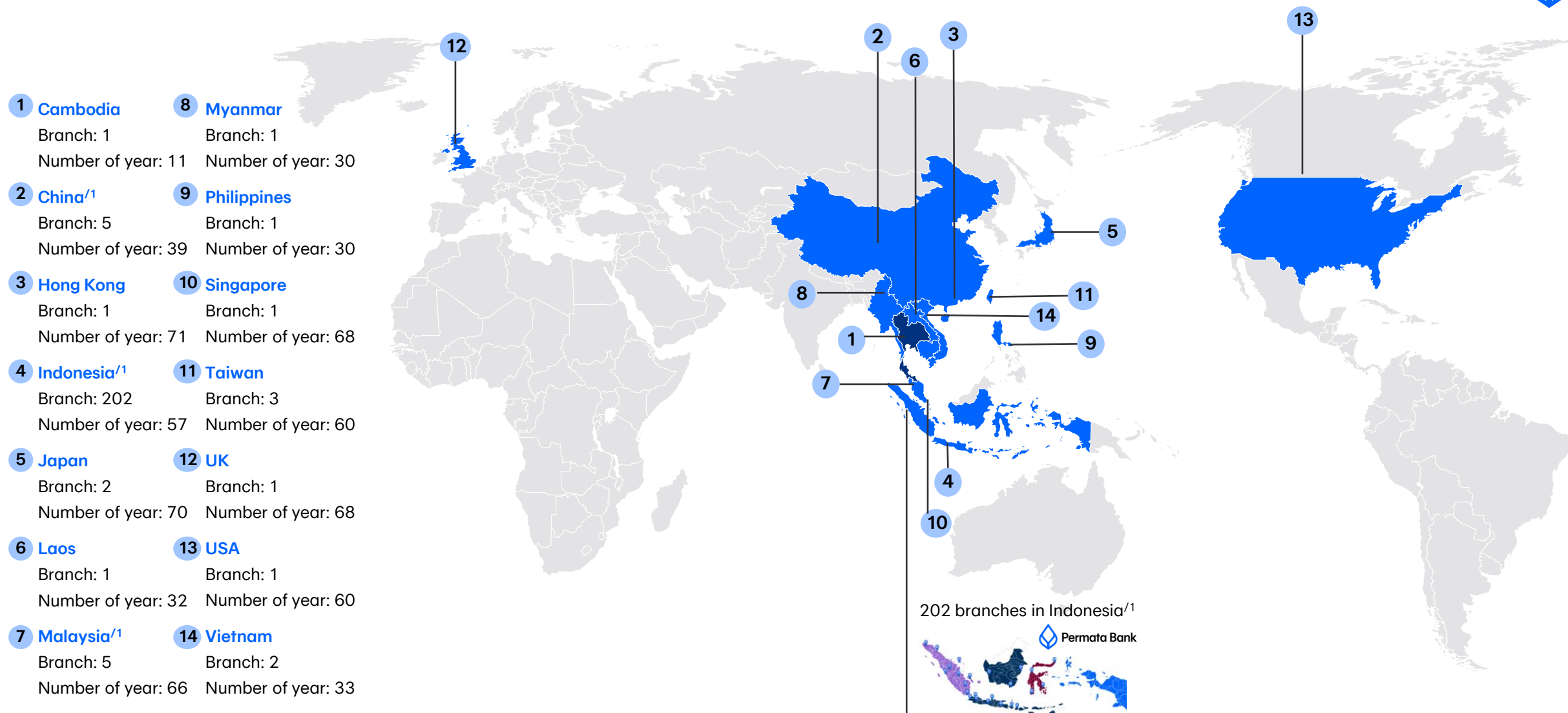
	Million Baht							
	2021	2022	2023	2024	%YoY	9M24	9M25	%YoY
Net interest income	82,156	102,223	130,860	133,900	2.3%	99,923	94,364	-5.6%
Net fees and service income	29,209	27,508	27,234	27,724	1.8%	20,711	20,219	-2.4%
Other operating income	23,176	9,164	9,393	14,187	51.0%	10,399	23,153	122.6%
Total income	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%

Network



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

Long-standing international presence in 14 economies





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**



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