

Investor Presentation

1Q26



Agenda



- 01** **1Q26 Key highlights**
- 02 Operating environment
- 03 1Q26 Financial performance
- 04 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^{/1}

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%

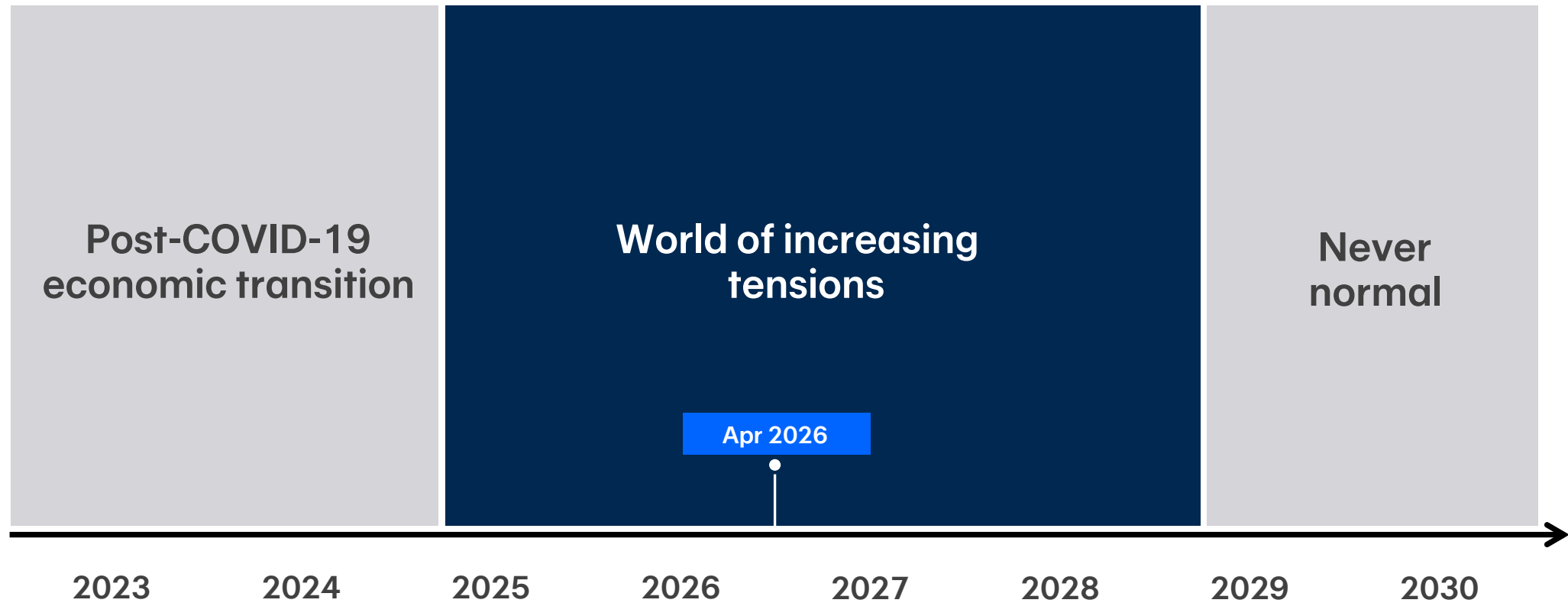
Robust coverage ratio
well-secured reserves

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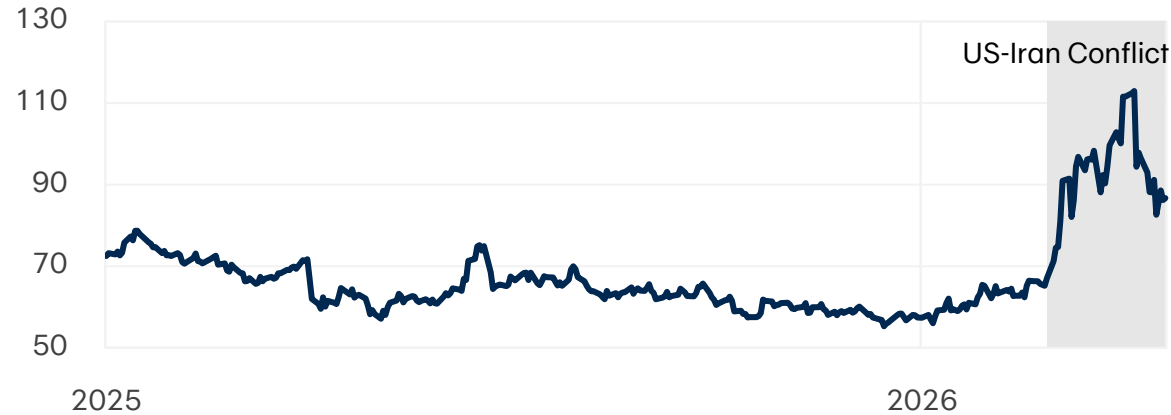
At least three more years of elevated global volatility and structural uncertainty



Middle East Crisis: Disruption in Hormuz affects much more than energy markets by raising transportation costs, increases the price of industrial inputs, and places additional pressure on food systems and global supply chains



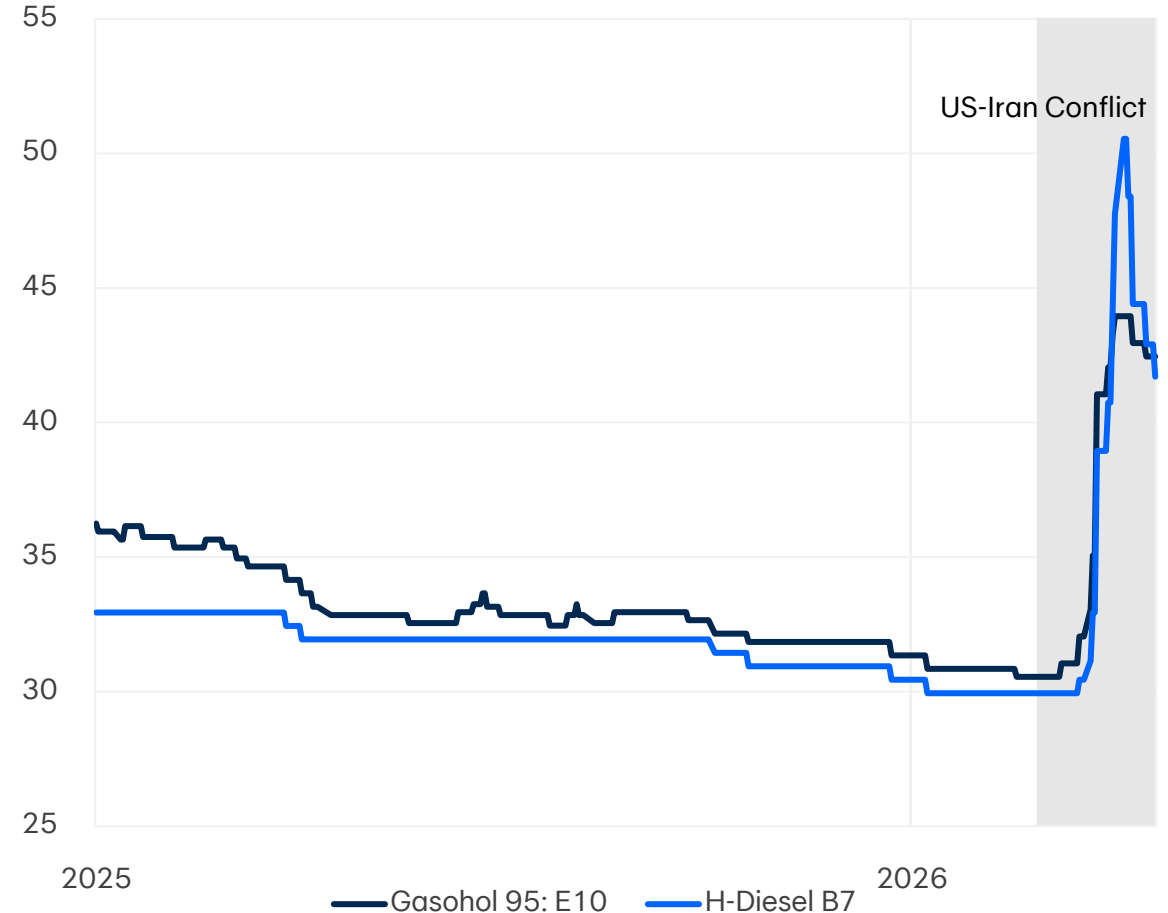
Crude oil WTI (USD)



Brent oil (USD)



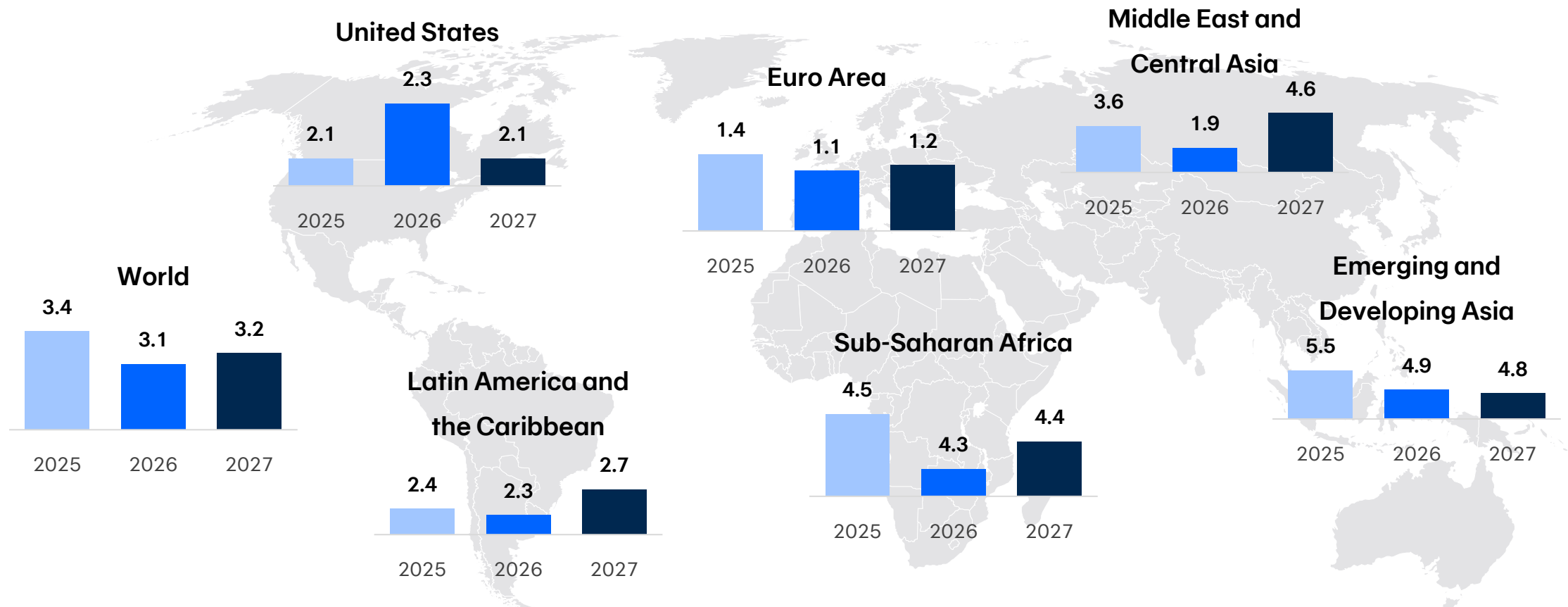
Oil retail price (THB/Liter)



Global economy faces renewed disruption as downside risks intensify amid escalating energy crisis. Conflicts in the Middle East are driving up commodity prices, reinforcing inflation expectations, and tightening global financial conditions



Real GDP growth (%Change)



IMF forecast for key economies



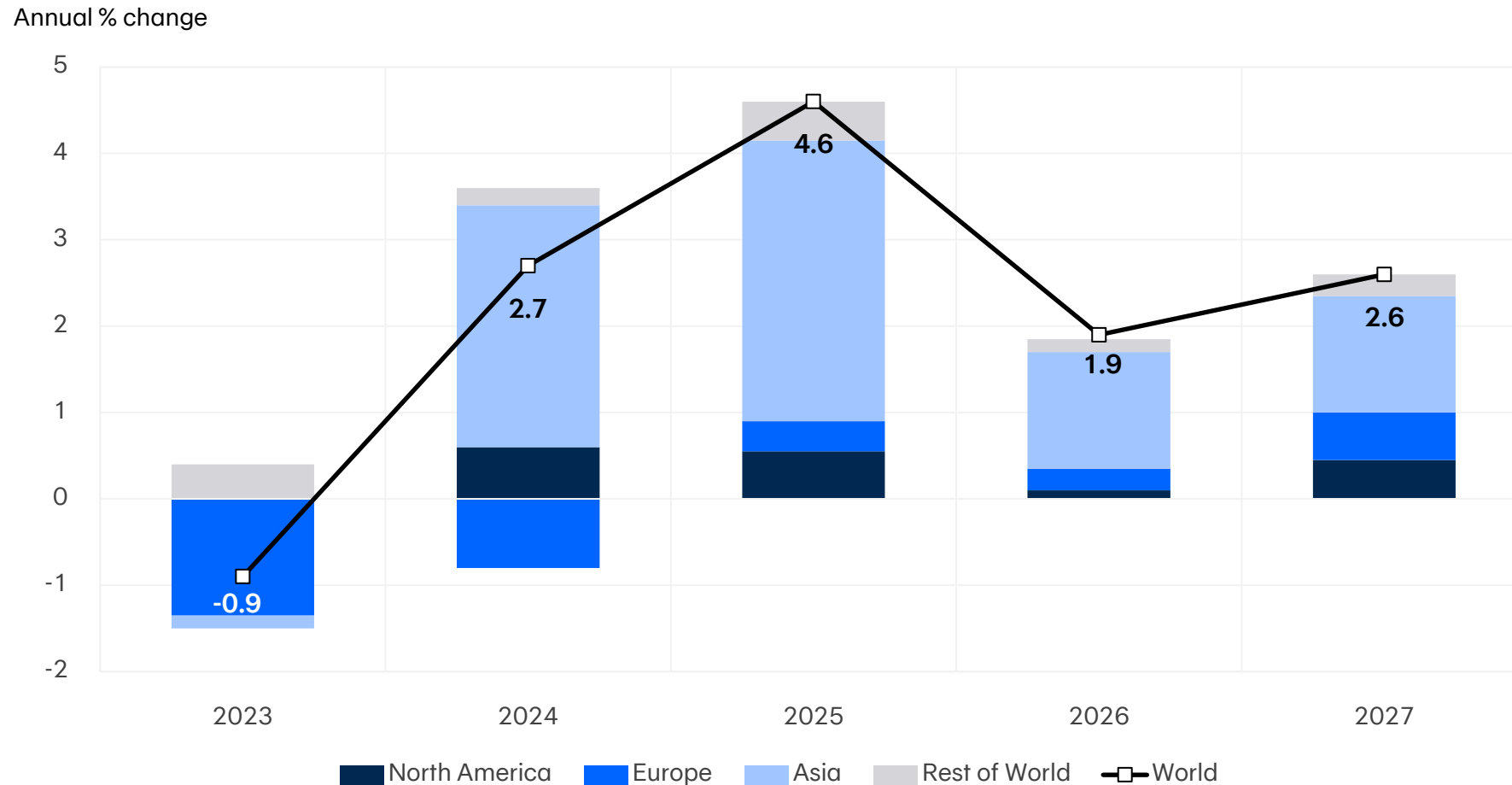
GDP Annual %Change	Estimate	Projections			
		as of Jan 2026		as of Apr 2026	
Economy / Region	2025	2026	2027	2026	2027
World output	3.4	3.3	3.2	3.1	3.2
Advanced economies	1.9	1.8	1.7	1.8	1.7
United States	2.1	2.4	2.0	2.3	2.1
Euro Area	1.4	1.3	1.4	1.1	1.2
Germany	0.2	1.1	1.5	0.8	1.2
France	0.9	1.0	1.2	0.9	0.9
Italy	0.5	0.7	0.7	0.5	0.5
Spain	2.8	2.3	1.9	2.1	1.8
Japan	1.2	0.7	0.6	0.7	0.6
United Kingdom	1.3	1.3	1.5	0.8	1.3
Canada	1.7	1.6	1.9	1.5	1.9
Other advanced economies	3.0	2.0	2.1	2.6	2.2

GDP Annual %ChangeP	Estimate	Projection			
		as of Jan 2026		as of Apr 2026	
Economy/Region	2025	2026	2027	2026	2027
Emerging Market & Developing Economies	4.4	4.2	4.1	3.9	4.2
Emerging & Developing Asia	5.5	5.0	4.8	4.9	4.8
China	5.0	4.5	4.0	4.4	4.0
India	7.6	6.4	6.4	6.5	6.5
Emerging & Developing Europe	2.0	2.3	2.4	2.0	2.1
Russia	1.0	0.8	1.0	1.1	1.1
Latin America & Caribbean	2.4	2.2	2.7	2.3	2.7
Brazil	2.3	1.6	2.3	1.9	2.0
Mexico	0.6	1.5	2.1	1.6	2.2
Middle East and Central Asia	3.6	3.9	4.0	1.9	4.6
Saudi Arabia	4.5	4.5	3.6	3.1	4.5

Recent conflict in the Middle East weighs on near-term growth of the global economy with merchandise trade set to decelerate

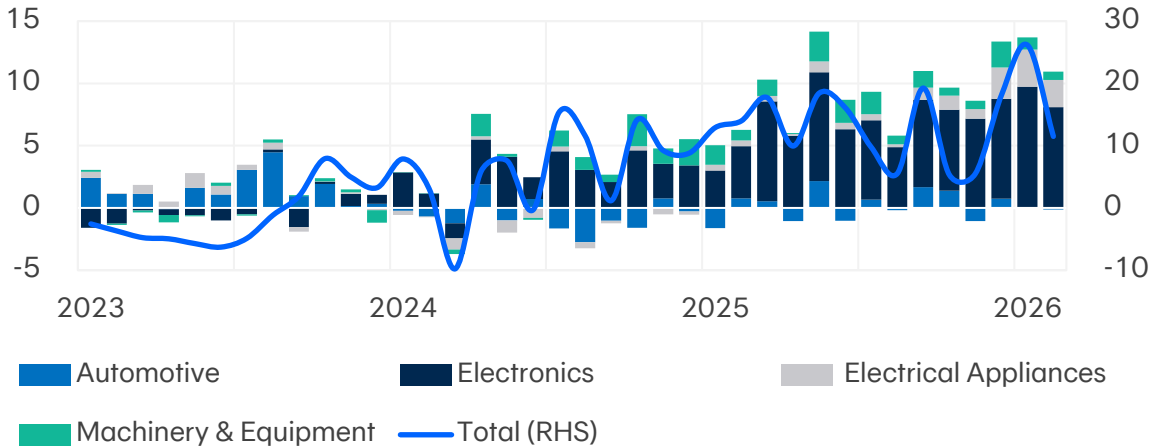


Contributions to world merchandise trade volume growth by region, 2023-2027 (as of March 2026)



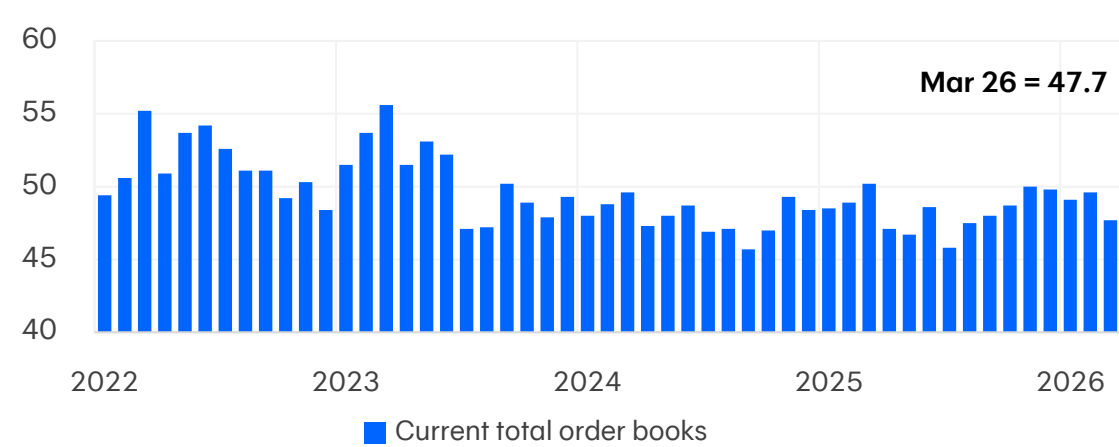
Export remains solid, reaching new high in March 2026 on strong demand from the U.S., China, and ASEAN markets

Growth of exports by products (%)



Note: BOP Basis as of Feb 2026.

Business sentiment index

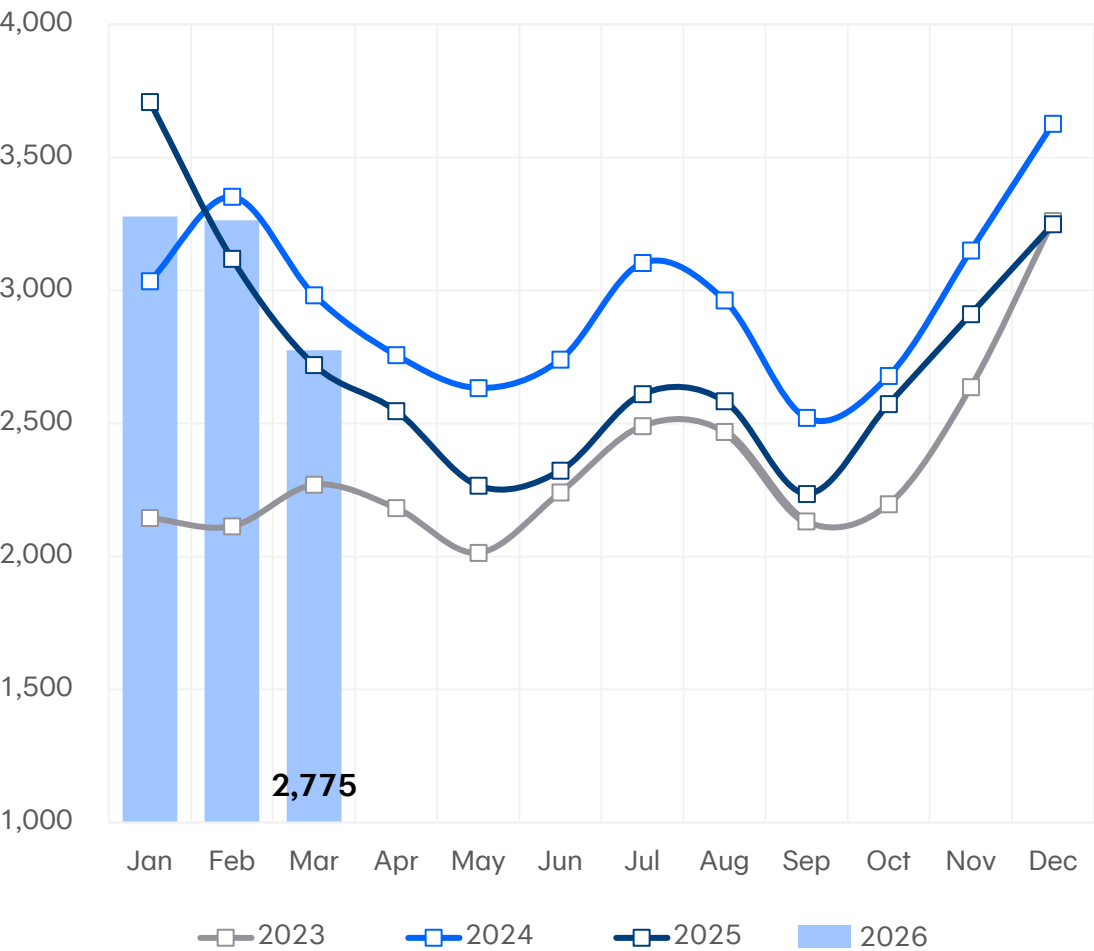


Exports	2025		2026 (Jan - Mar 26)	
	Value (Mn USD)	%YoY	Value (Mn USD)	%YoY
Total Value	339,635.0	12.9	96,169.9	17.6
1 Primary Market	235,492.6	13.3	65,857.0	20.3
United States	72,506.4	32.0	22,429.5	41.8
China	39,722.9	12.6	9,659.5	9.8
Japan	23,550.0	1.1	6,296.0	7.2
ASEAN (9)	73,264.3	4.3	19,800.1	10.8
ASEAN (5)	42,847.0	6.9	12,434.9	24.3
CLMV	30,417.2	0.9	7,365.2	-6.3
European Union	26,449.1	9.3	7,671.9	20.1
2 Secondary Market	96,012.5	9.1	28,230.0	15.3
South Asia	18,636.9	31.1	6,809.6	21.9
India	15,820.4	34.5	5,957.6	20.4
Australia	14,002.0	-2.6	4,938.2	51.7
Middle East	12,475.6	5.1	2,820.5	-13.2
Africa	7,227.4	2.0	1,776.6	7.4
Latin America	13,038.6	15.0	3,583.5	22.2
United Kingdom	4,428.5	5.5	1,194.3	17.3
3 Others	8,129.9	69.8	2,082.9	-19.1

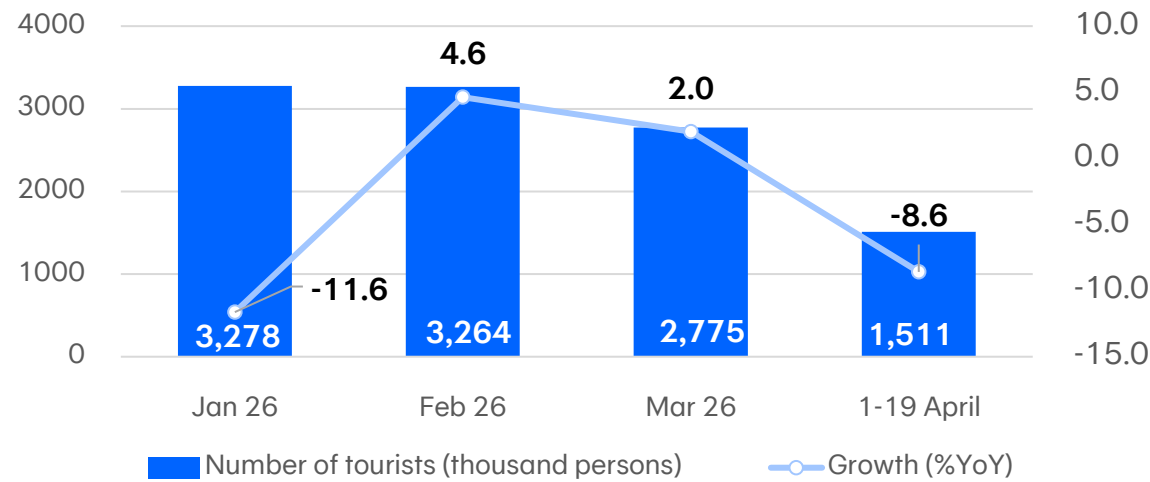
Thailand’s tourism recovery remains fragile in early 2026 from structural headwinds and rising cost pressures



Number of tourists (thousand persons)



Number of tourists (thousand persons)

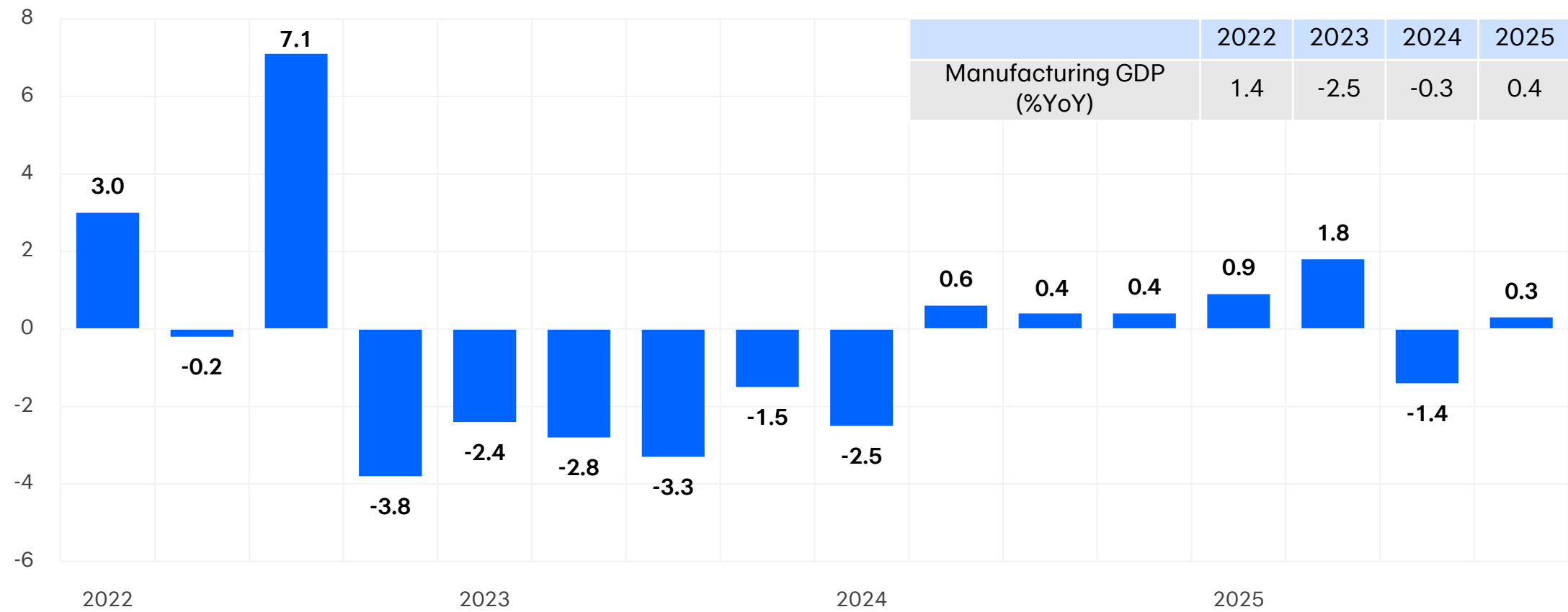


1 January – 19 April 2026		
1.	China	1,734,423
2.	Malaysia	1,154,486
3.	Russia	823,352
4.	India	759,397
5.	South Korea	450,231

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



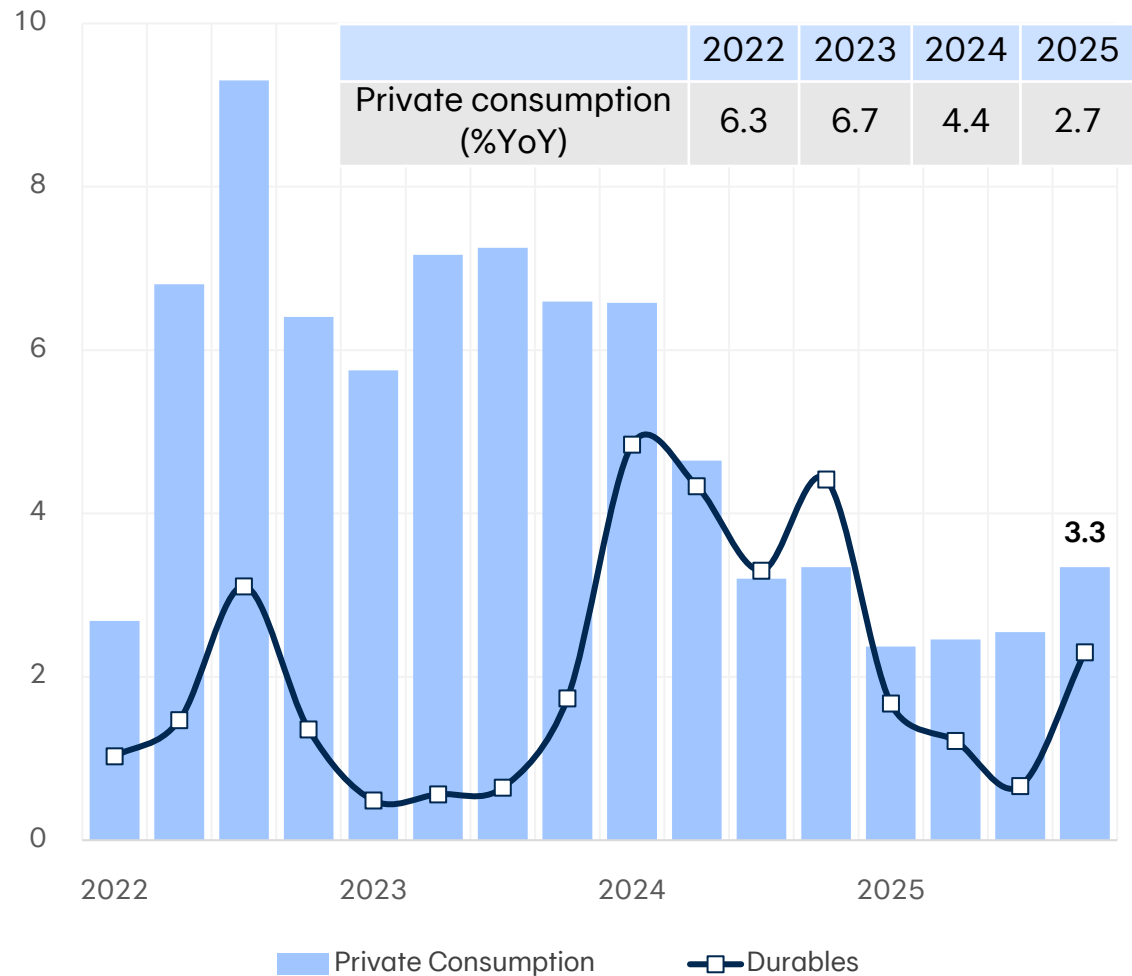
Manufacturing GDP (%YoY Growth)



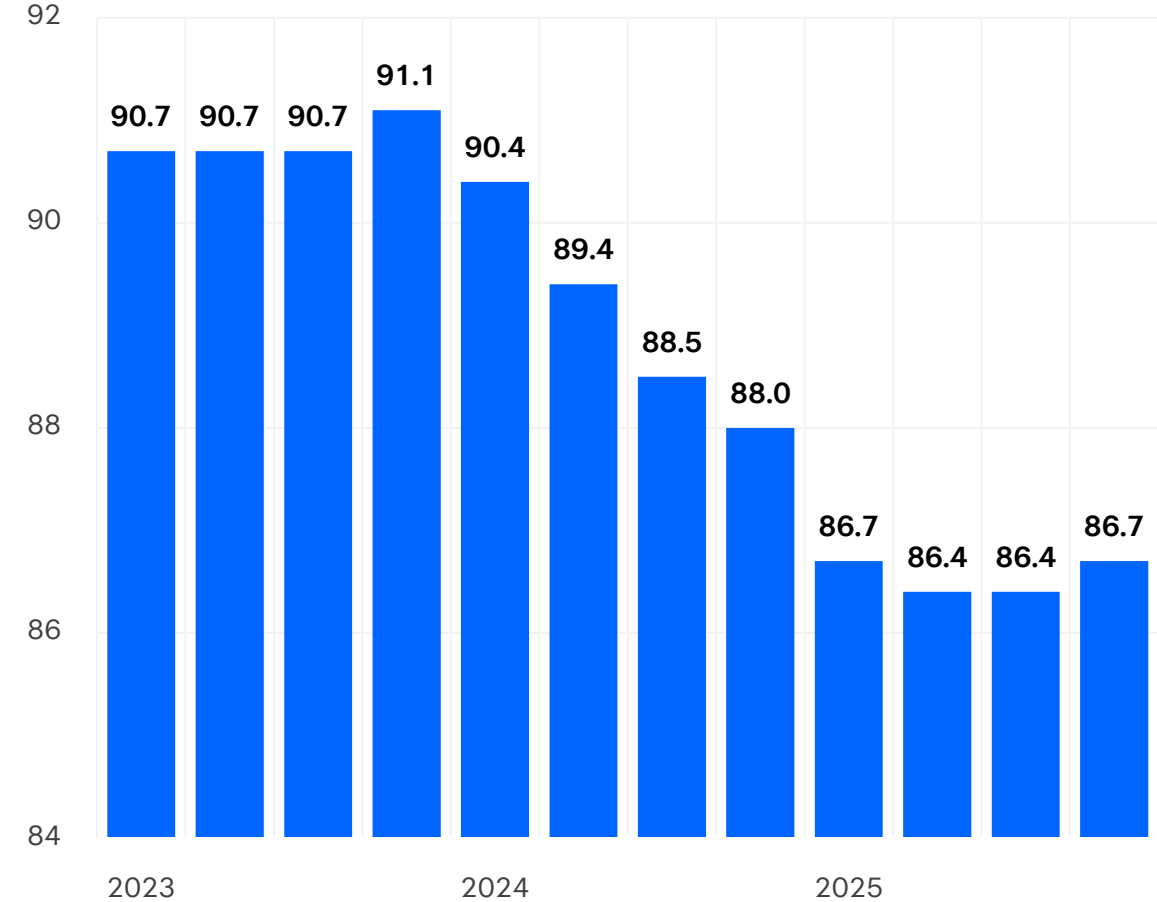
Private consumption momentum slows as elevated household debt levels weigh on consumer spendings



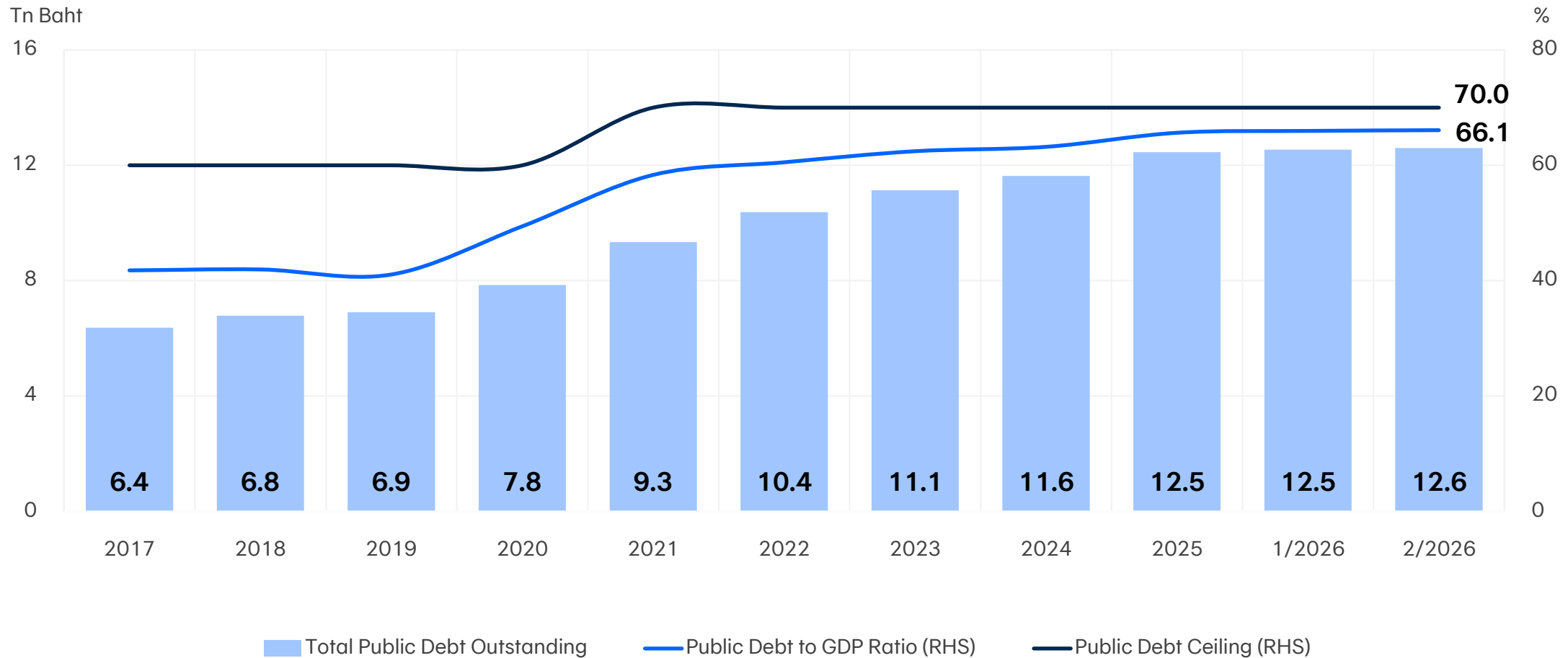
Private consumption (%YoY Growth)



Household debt to GDP (%)



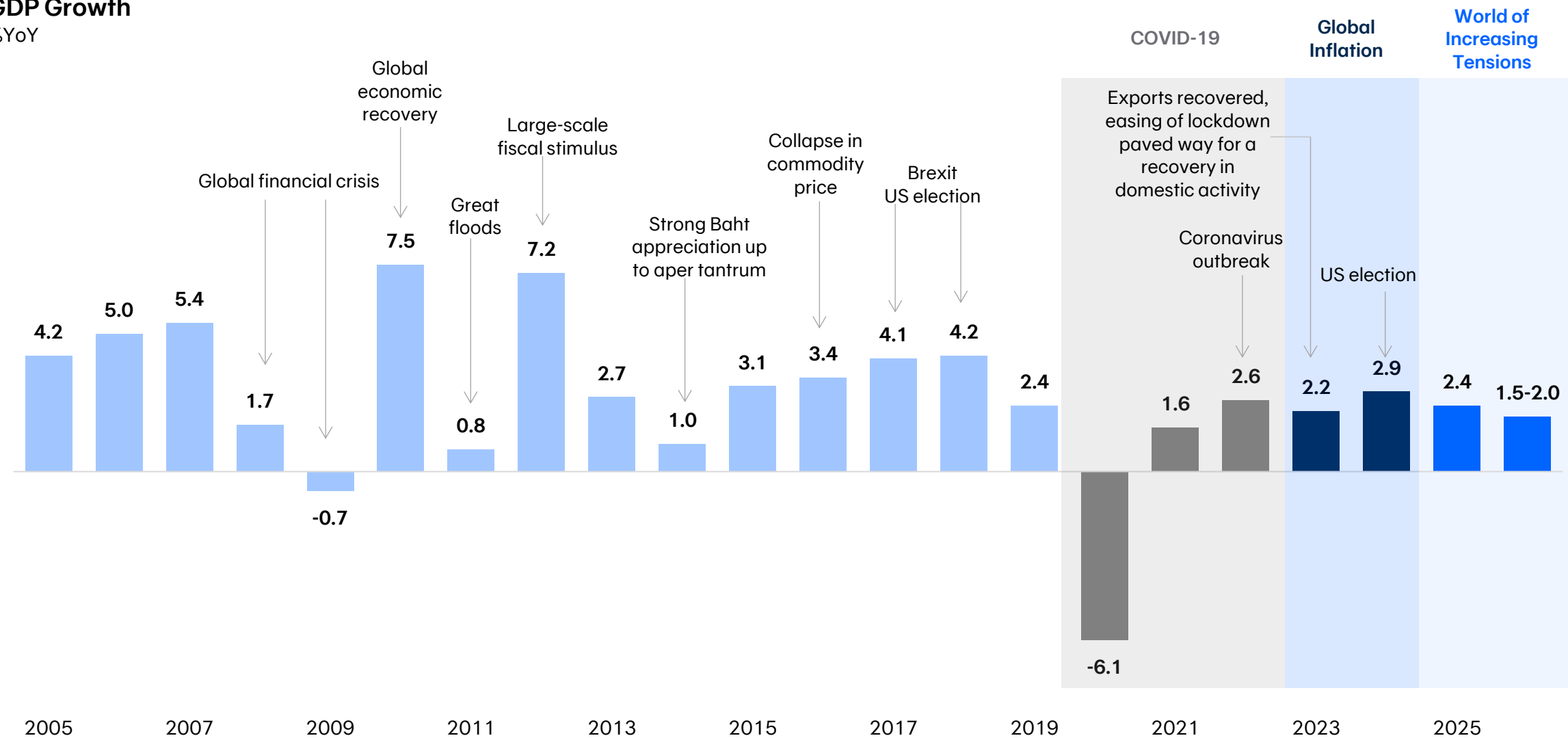
Narrowing fiscal space limits Thailand's ability to implement additional stimulus amid rising economic and geopolitical uncertainties



Amid domestic and external risks, the Bank projects Thailand's economic growth between 1.5–2.0% in 2026



GDP Growth
%YoY

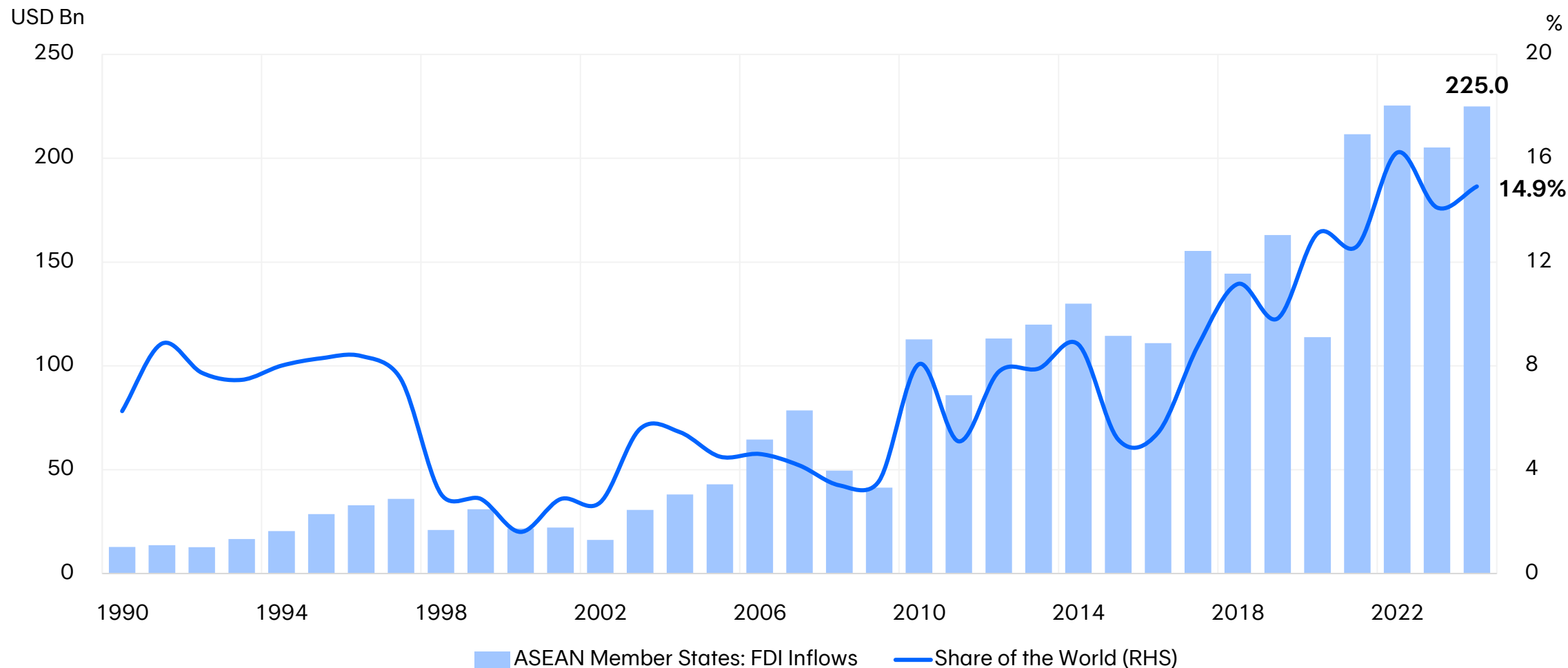


The build-up of Thailand's new economic core



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



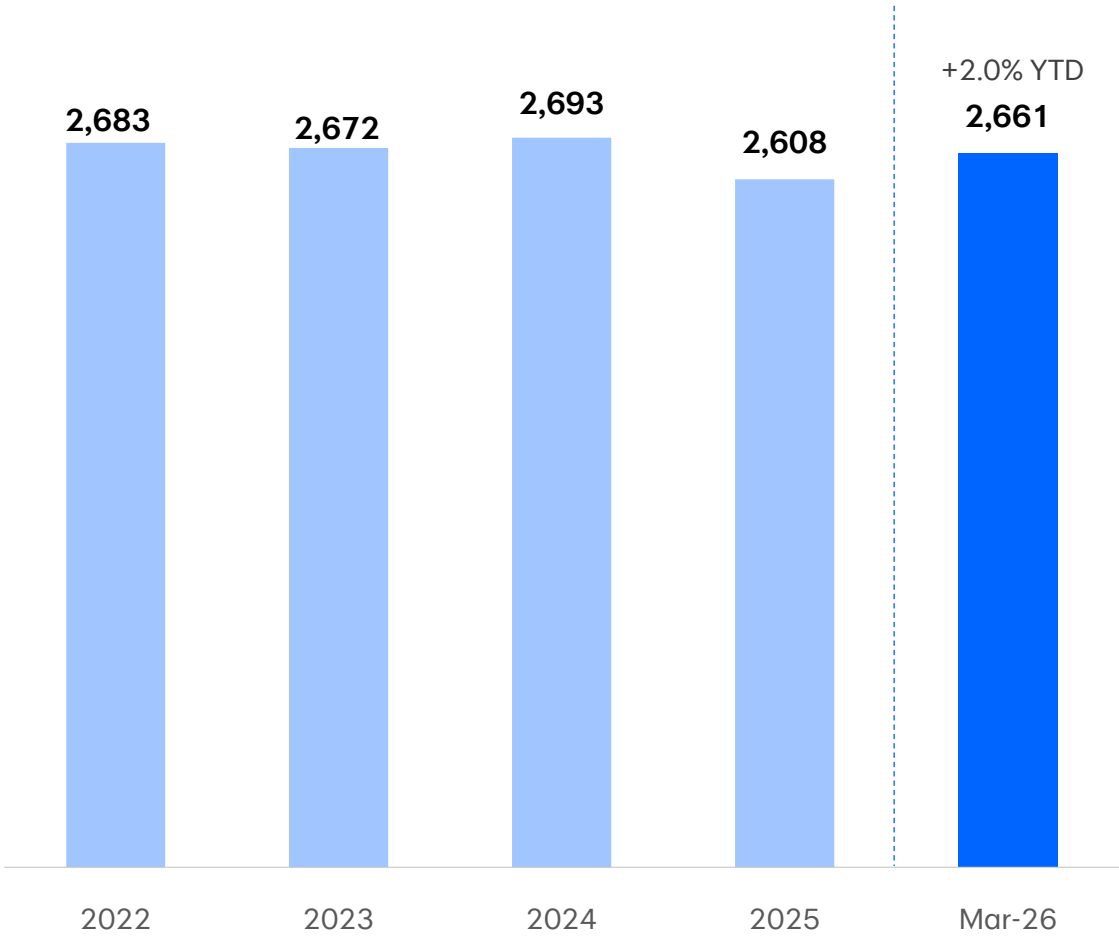
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Prudent and well-diversified loan portfolio



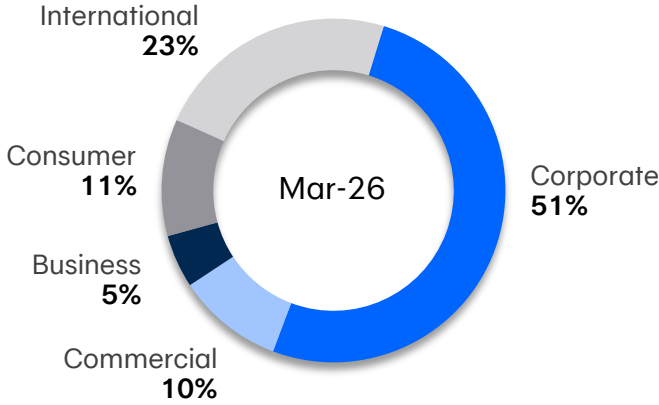
Loan

Billion Baht



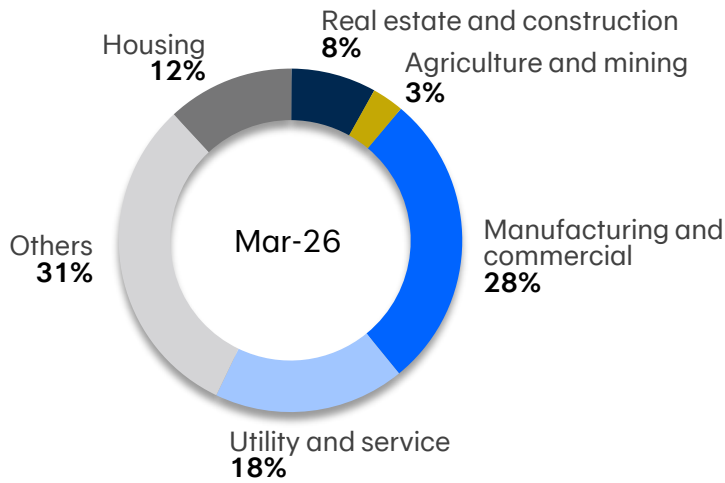
Loan by business unit^{/1}

% of composition



Loan by industry

% of composition



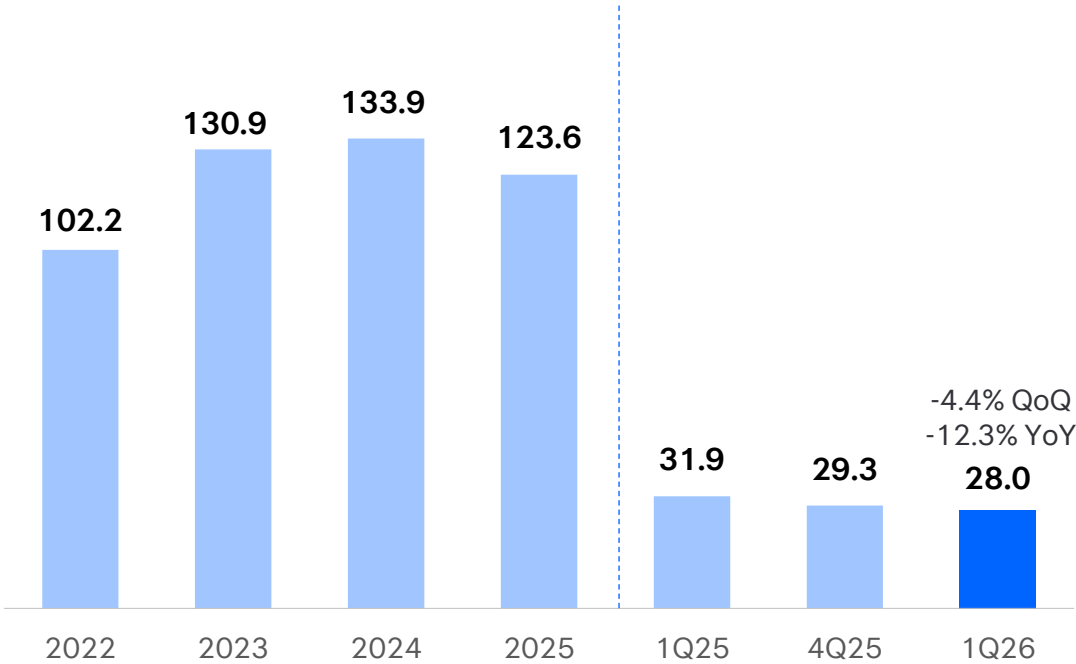
Note: ^{/1} Corporate banking serves large domestic and multinational companies. Commercial banking serves medium-sized enterprises. Business banking serves small-sized enterprises. Consumer banking provides retail banking services. International banking provides services through BBL's international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

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



Net interest income

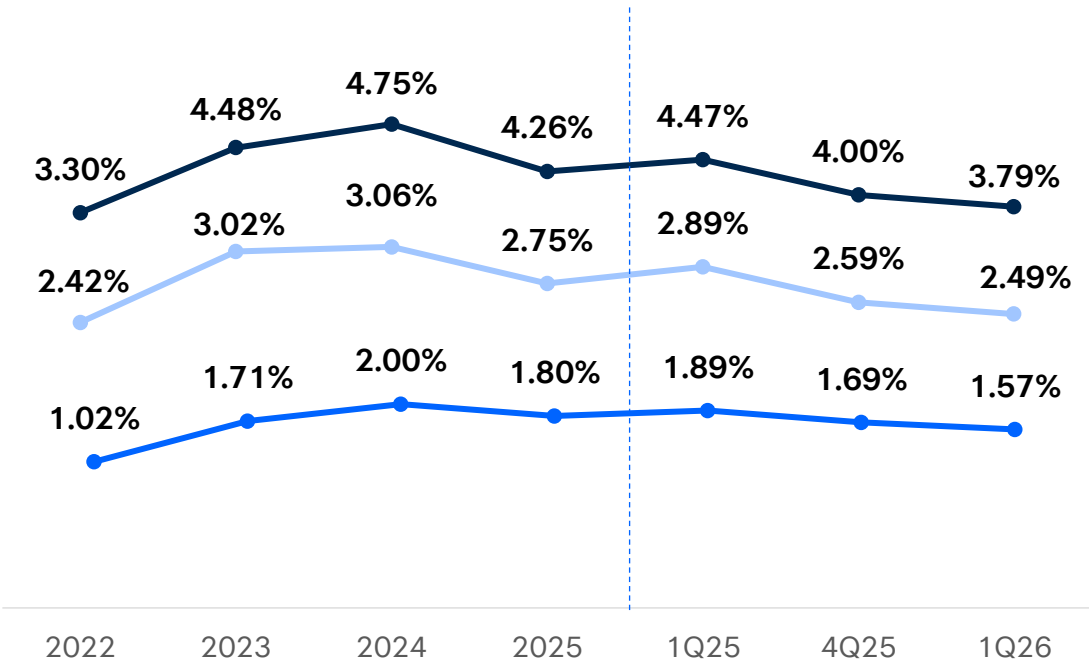
Billion Baht



-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%

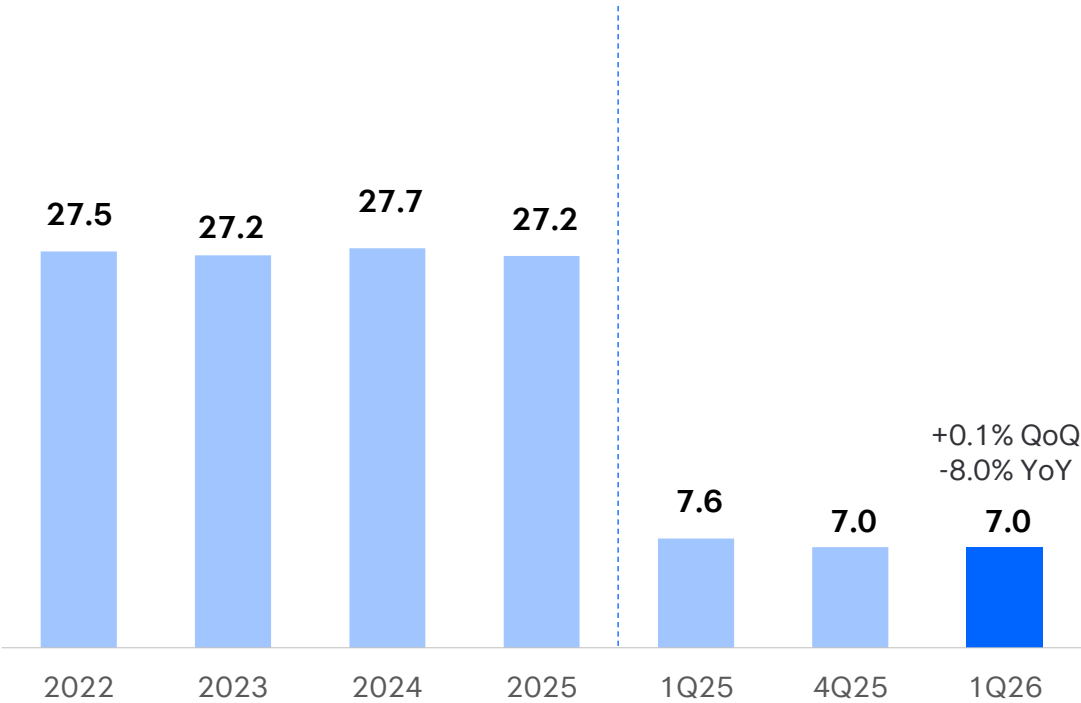
Yield on earning assets NIM Cost of funds

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



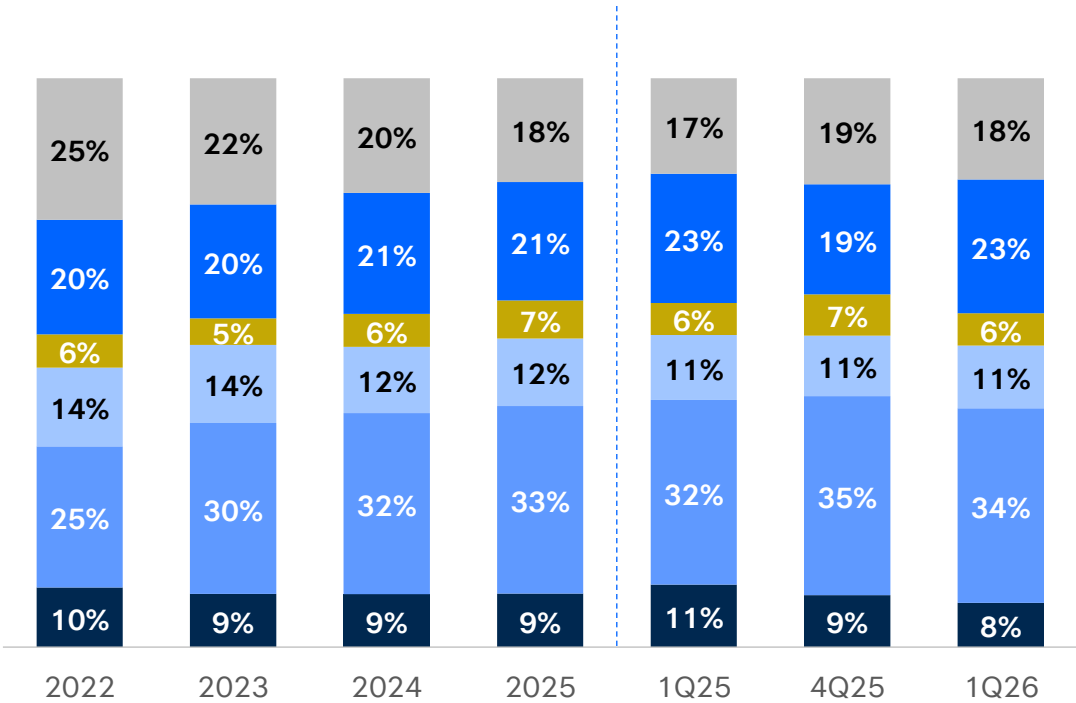
Net fees and service income

Billion Baht



Fees and service income

% of composition



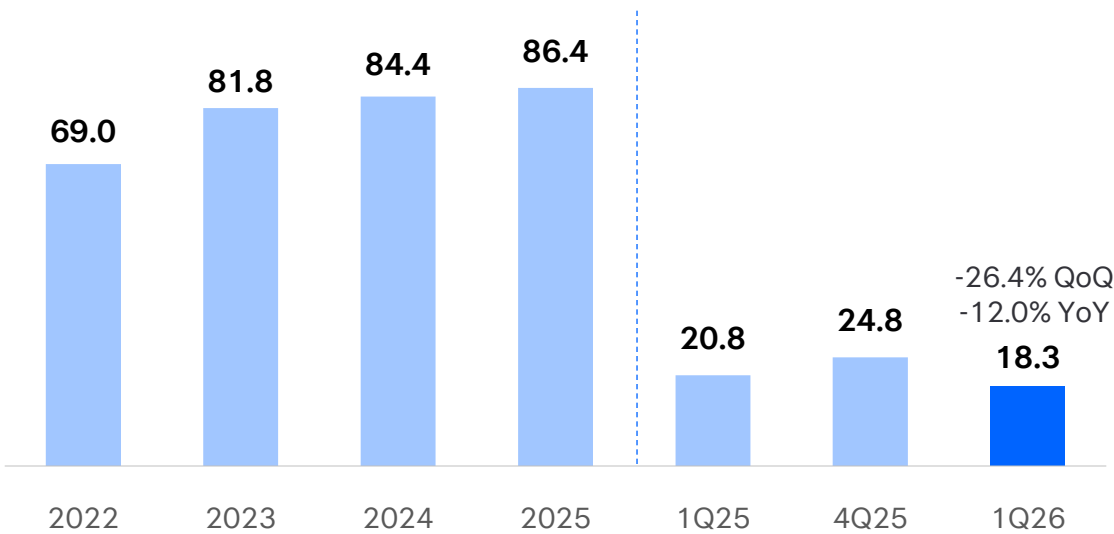
- Loan related fees
- Credit card business
- Transaction services
- Global market services
- Bancassurance and mutual funds
- Other fees and commissions

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



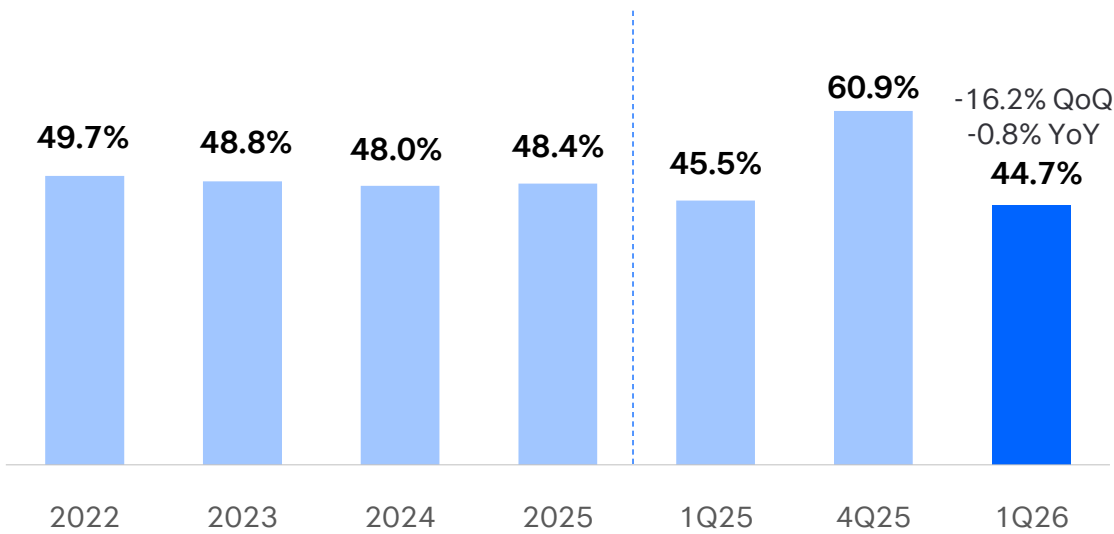
Operating expenses

Billion Baht



Cost to income ratio

%

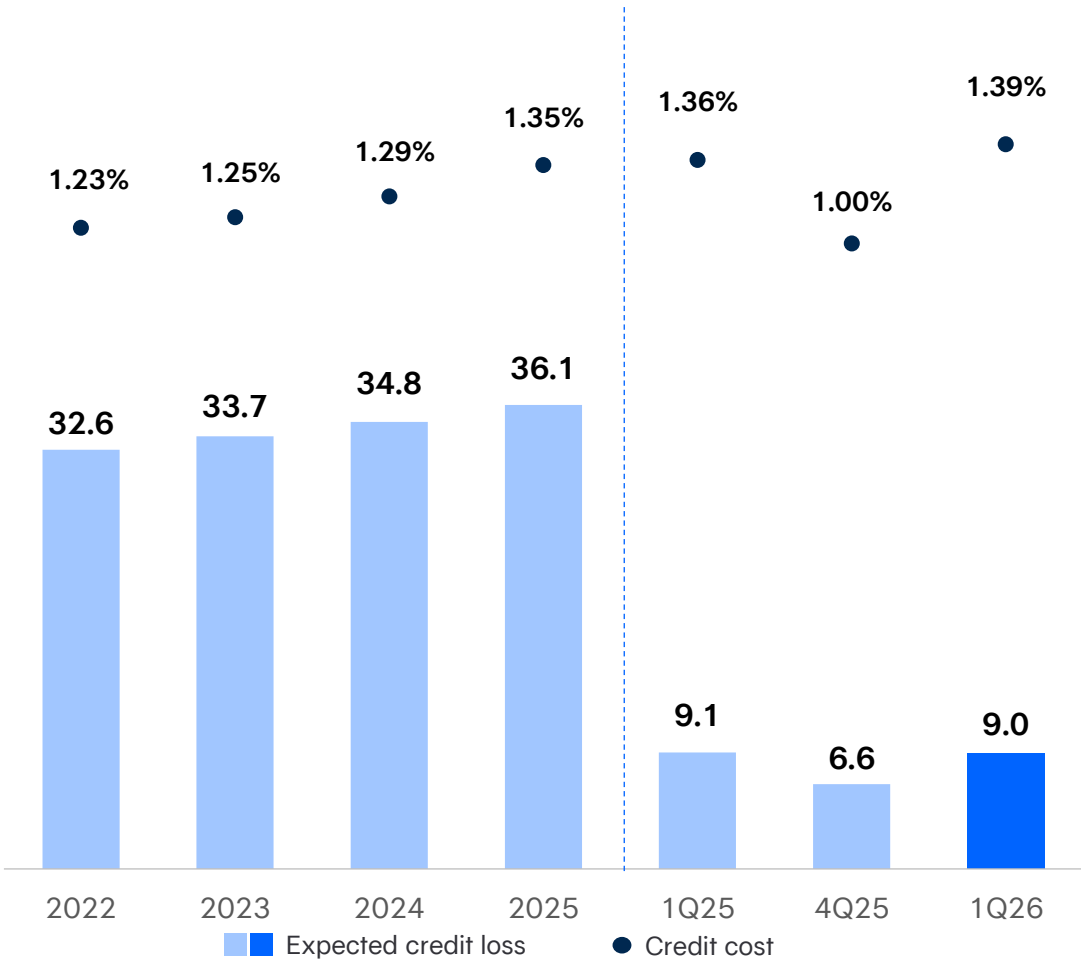


Manageable asset quality, supported by cautious provisioning and well-secured reserves to navigate economic headwinds



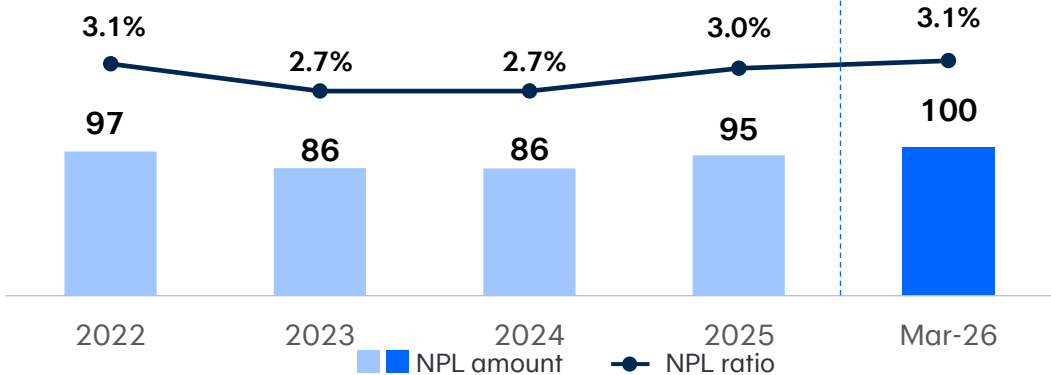
Prudent reserves built across business cycles

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



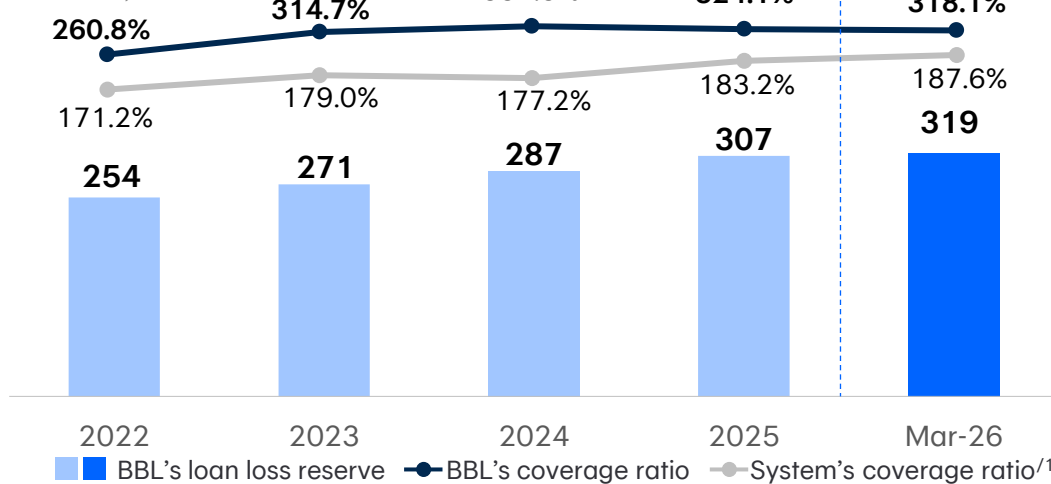
Manageable asset quality

NPL amount, NPL ratio
Billion Baht, %



Strong loan loss reserve

Loan loss reserve, Coverage ratio
Billion Baht, %

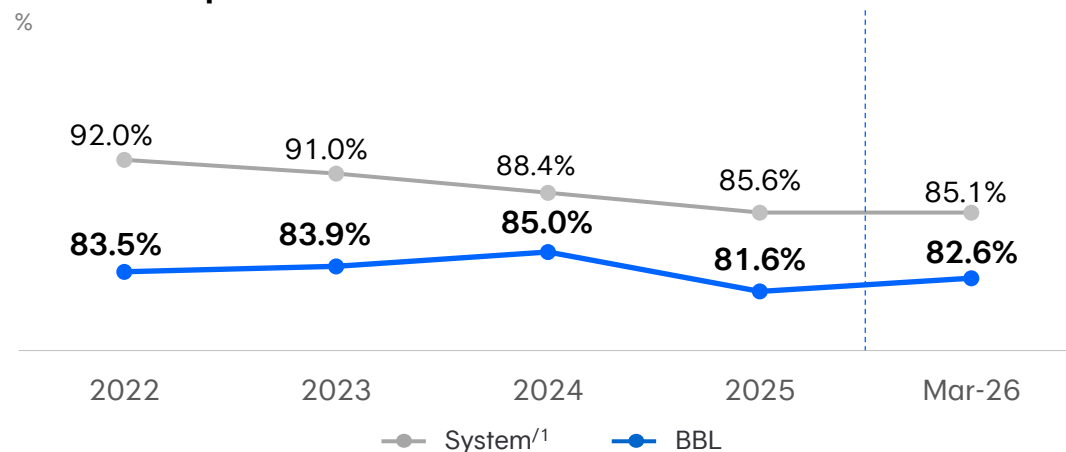


Resilient funding structure and robust liquidity position



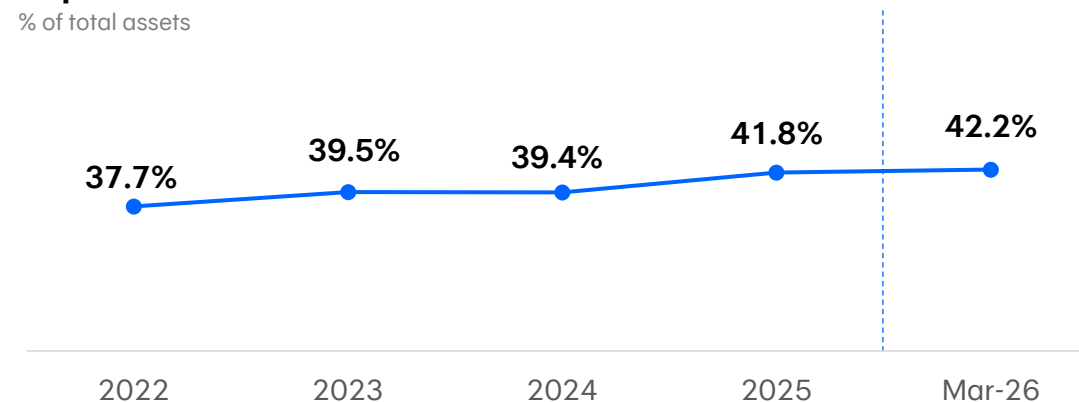
Loan-to-deposit ratio

%



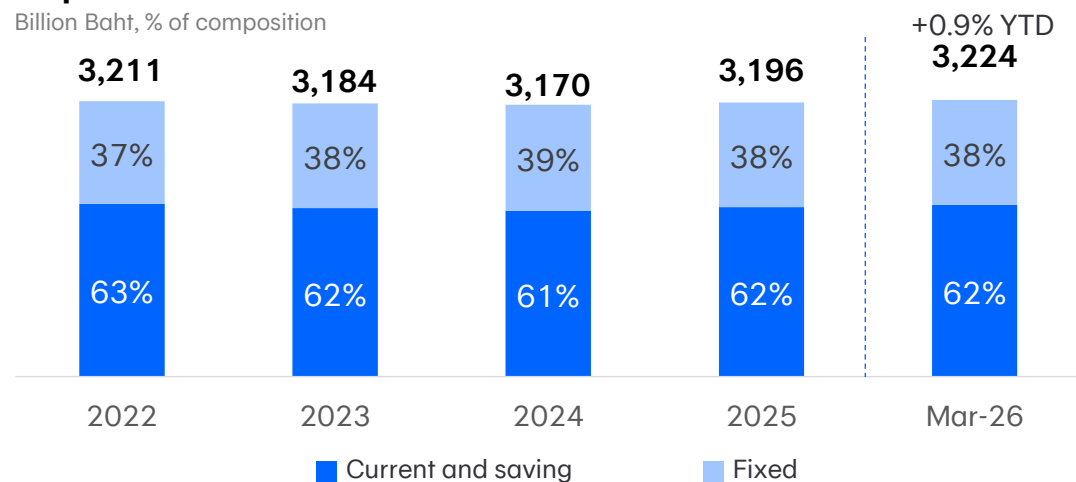
Liquid assets^{/2}

% of total assets



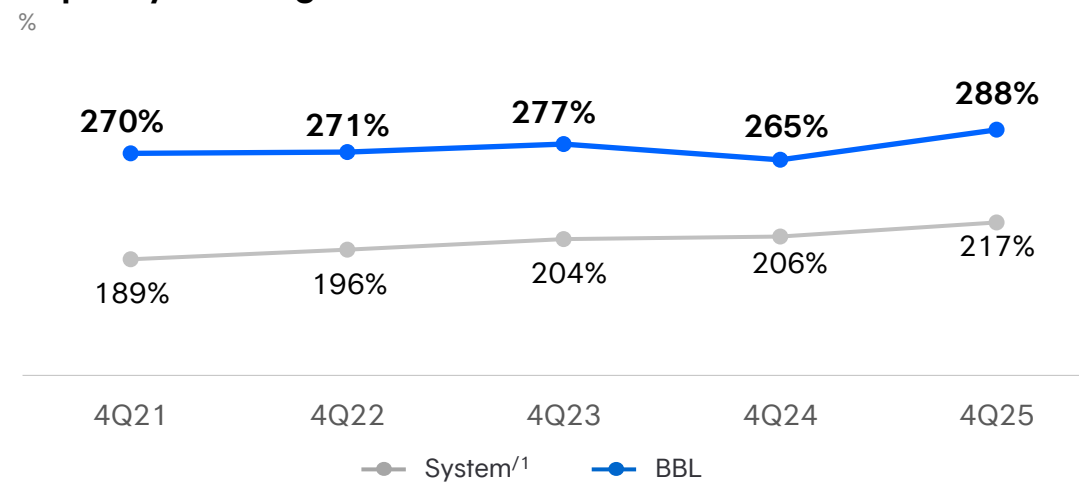
Deposit

Billion Baht, % of composition



Liquidity coverage ratio^{/3}

%



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

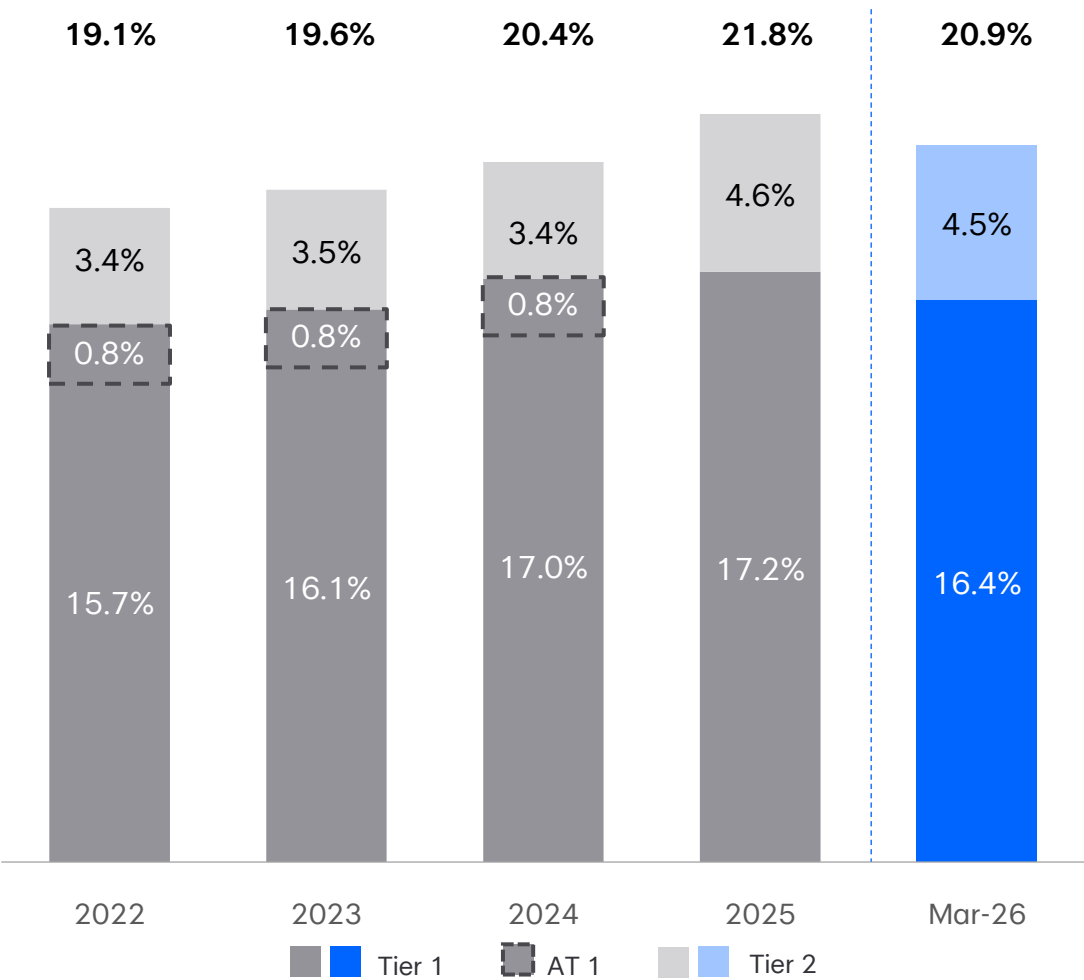
/2 Liquid assets are defined as cash, interbank and money market items, debt securities and marketable equity securities.

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

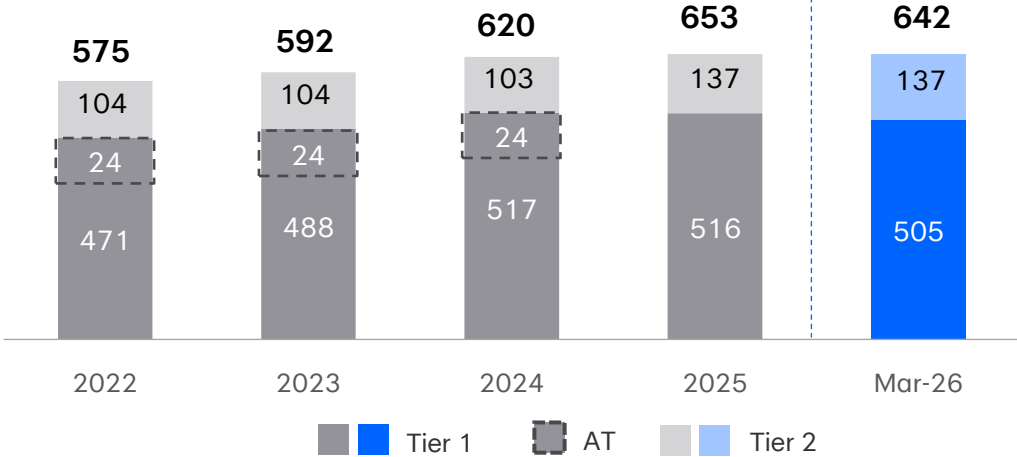
Strong capital positions supporting balance sheet stability



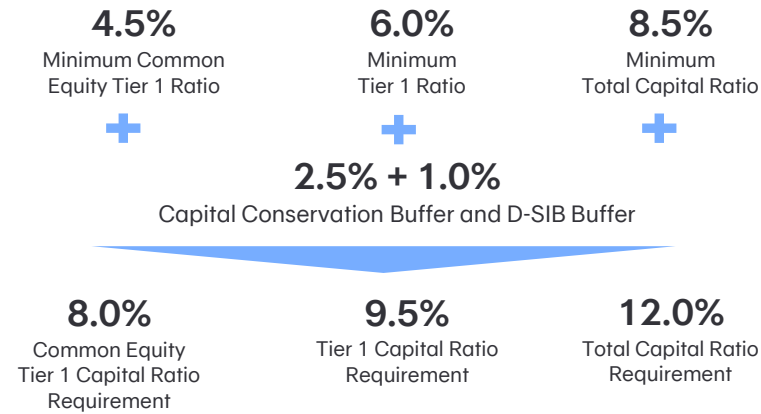
Consolidated capital ratios
%



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 ^{/1}	97,188	85,955	85,833	94,664	100,223	5.9%
NPL ratio ^{/1}	3.1%	2.7%	2.7%	3.0%	3.1%	0.1%
Allowance for ECL to NPL ^{/1}	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 ^{/2} 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 ^{/3}	14.9%	15.4%	16.2%	17.2%	16.4%	-0.8%
Tier 1 ratio ^{/3}	15.7%	16.1%	17.0%	17.2%	16.4%	-0.8%
CAR ^{/3}	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/ ¹	12,618	7,759	10,994	41.7%	-12.9%
EPS (Baht) / ¹	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/ ¹	1.11%	0.67%	0.96%	0.29%	-0.15%
ROE/ ¹	9.15%	5.31%	7.74%	2.43%	-1.41%

Financial performance – Year

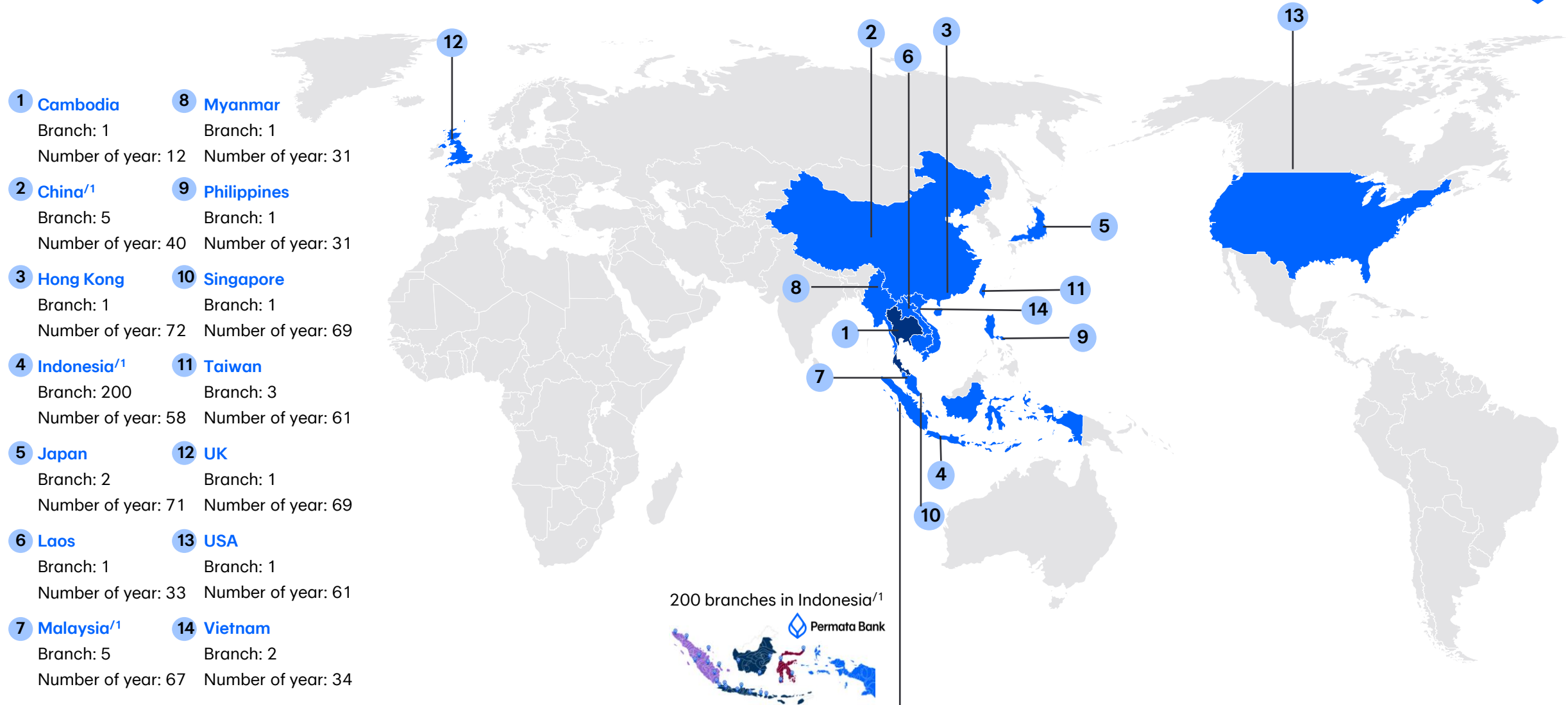


	Million Baht				
	2022	2023	2024	2025	%YoY
Net interest income	102,223	130,860	133,900	123,630	-7.7%
Net fees and service income	27,508	27,234	27,724	27,192	-1.9%
Other operating income	9,164	9,393	14,187	27,676	95.1%
Total income	138,895	167,487	175,811	178,498	1.5%
Operating expense	69,019	81,775	84,405	86,363	2.3%
Expected credit loss	32,647	33,666	34,838	36,147	3.8%
Net profit/ ¹	29,306	41,636	45,211	46,007	1.8%
EPS (Baht) / ¹	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/ ¹	0.67%	0.93%	1.00%	1.00%	0.00%
ROE/ ¹	5.86%	8.01%	8.27%	8.07%	-0.20%

Network



Long-standing international presence in 14 economies





Creating Opportunities Together

Summary of 2025 sustainability performance

Be Resilient



Maintained a capital adequacy ratio of **21.78%** for the Bank's financial business group



Organized activities to promote knowledge about ESG and climate-related risks for executives and employees to prepare them for the transition to a low-carbon economy while supporting the Bank to achieve its Net Zero target

Be Customer Centric



Achieved customer satisfaction score for branch services of **95.11**



Achieved customer satisfaction score for Bangkok Bank Mobile Banking of **87.08**



Received an award in cybersecurity from **the Prime Minister Awards: Thailand Cybersecurity Excellence Awards 2025** organized by the National Cyber Security Agency



Reached over **15.17 million users** of Bangkok Bank Mobile Banking

Be Responsible



Offered Bualuang Green Financing for Transition to Environmental Sustainability Loans of **19,505 million Baht**



Acted as an underwriter of ESG bonds worth **52,500 million Baht**



Contributed volunteer hours of **98,483** hours or **5.26 hours per FTE**



Installed waste traps in the Tha Chin River, as part of the **Bualuang Save the Earth: Rak Tha Chin project**, capturing a total of over **48.99 metric tonnes of waste**



Organized educational activities through an online learning network Bangkok Bank SME with **more than 2 million viewers**



Certified to offset all carbon emissions of the Silom head office building (carbon neutral), totaling **11,674 tonnes of carbon dioxide equivalent**

Be Caring



55.30% of all executives are women



50.93 hours of average training hours per employee



4.09 Human Capital Return on Investment (HCROI)

Be Ethical



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



100% of employees enrolled and completed 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:





For further information

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