



# KASIKORNBANK in Brief

as of 3Q25

For further information, please contact the Investor Relations Unit or visit our website at www.kasikornbank.com

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### KASIKORNBANK at a Glance

Vision: "KASIKORNBANK aims to be the most innovative, proactive, and customer centric financial institution, Delivering world class financial services and sustainable value to stakeholders by harmoniously combining technology and talent"

- Established on June 8, 1945 with registered capital of Bt5mn (USD0.15mn)
- Listed on the Stock Exchange of Thailand (SET) since 1976





Customer at Heart | Collaboration | Agility | Innovativeness | Integrity

| Consolidated (9M25)                |                             |                          |                                     |   |                       |  |                       |  |
|------------------------------------|-----------------------------|--------------------------|-------------------------------------|---|-----------------------|--|-----------------------|--|
| Financial Figures                  |                             |                          |                                     | Share Information                           |                       |  |                       |  |
| Assets Loans <sup>1</sup> Deposits |                             |                          |                                     | Share Price (Closing on September 30, 2025) |                       |  |                       |  |
|                                    | D44 40E1                    | D.O. 4401                | D.O. T. 4.41                        | KBANK                                       |                       | KBANK-F                                    |                       |  |
| Value                              | Bt4,437bn<br>(USD137.4bn)   | Bt2,416bn<br>(USD74.8bn) | Bt2,744bn<br>(USD85.0bn)            | Bt167.50 (USD5.19)                          |                       | Bt167.00 (USD5.17)                         |                       |  |
|                                    | (002/07.16/1)               | (OODT TOOTI)             | (CCDCC.CDII)                        | Highest                                     | Lowest                | Highest                                    | Lowest                |  |
| Rank <sup>2</sup>                  | #3                          | #2                       | #3                                  | Bt173.00<br>(USD5.36)                       | Bt152.00<br>(USD4.71) | Bt172.00<br>(USD5.33)                      | Bt154.00<br>(USD4.77) |  |
| Market Share                       | 16.33%                      | 16.34%                   | 16.80%                              | (0000.00)                                   | (0004.71)             | (0000.00)                                  | (0004.77)             |  |
|                                    | 10.00%                      |                          |                                     | Share Capital                               |                       |  |                       |  |
| Key Ratio and Operating Figures    |                             |                          |                                     | Authori<br>Bt30.2bn (U                      |                       | Issued and Paid-Up<br>Bt23.7bn (USD0.73bn) |                       |  |
| Key Ratio                          | CAR ROE                     |                          | ROA                                 | Number of Shares                            |                       | Market Capitalization                      |                       |  |
| •                                  | <b>21.60</b> % <sup>3</sup> | 9.16%4                   | 1.19%                               | 2.4bn                                       |                       | Bt396.9bn (USD12.29bn)                     |                       |  |
| Operating                          | Branches K                  | K PLUS Users<br>23.8mn   | Employees <sup>5</sup> 18.2k/ 30.4k | EPS   |                       | ви   | 'PS                   |  |
| Operating                          |                             |                          |                                     | Bt16.29 (USD0.50)                           |                       | Bt240.76 (USD7.45)                         |                       |  |

Note:
1) Loans = Loans to customers
2) Assets, Ioans and deposits market share is based on C.B.1.1 (monthly statement of assets and liabilities) of 17 Thai commercial banks as of September 2025
3) Capital Adequacy ratio (CAR) has been reported in accordance with Basel III Capital Requirement from 1 January 2013 onwards. CAR is based on KASIKORNBANK FINANCIAL CONGLOMERATE, which means the company under the notification of the Bank of Thialand re: consolidated supervision, consisting of KBank, K companies absidiatines operating in supporting KBank. Phothai Asset Management Co., Ltd. and subsidiaries within the permitted scope from the BDT's to be financial conglomerate.
4) ROE = Net profit (attribute to equity) holders of the Bank) educt dividend from other equity instruments after income tax divided by average equity of equity excluded other equity instruments
5) Bank only and Consolidated Number of employees includes employees of KBank, the wholly-owned subsidiaries of KBank and support service providers of KBank.

1) Exchange rate at the end of September 2025 (Mid Rate) was B152.30 per USD (Source: Bank of Thailand)

1) Thai Campaigness of KBank and support service providers of KBank.



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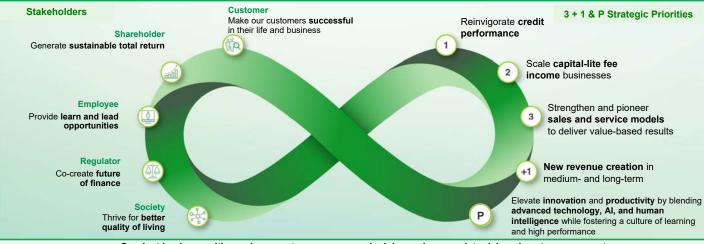
Purpose

-Strategy

**Disciplined Execution of K-Strategy** 

Anchored on 3 + 1 & P Strategy to Drive Long-Term Value-Creation for All Stakeholders
BANK OF SUSTAINABILITY

"We commit to driving sustainable prosperity by elevating and unleashing the full potential of every life and business we touch. Through trusted and innovative financial solutions, delivered with heart, we empower success that transforms lives and uplifts our beloved nation, Thailand. We don't just serve Thailand; we are building the future of ASEAN+3. And we believe that begins with our people."



Conduct business with good corporate governance principles and appropriate risk and cost management

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# **Key Highlights and Achievements**



- Driving force in Thailand's economic development for the last 80 years
- Positioned as the most trusted bank, guided by a philosophy of being a Bank of Sustainability
- Resilient through multiple economic uncertainties and challenges

Solid Financial Performance and Strong Capital with Appropriate Capital **Distribution to Shareholders** 

9M25 CAR = 21.60%

9M25 CET1 Ratio = 18.7%

FY24 Dividend Payout Ratio = 47.0%1

FY24 Dividend Yield = 7.7%<sup>2</sup>

FY24 Total Shareholder Returns (TSR) = 22.9%



Driving inclusive growth by empowering our customers to reach their full potential through innovative and efficient financial solutions

### **Corporate Business**

Delivering best-in-class financial services and solutions as our customers' trusted partner

### **SME Business**

Prioritizing quality over quantity with SME capabilities via K SME CARE

### **Retail Business**

Providing well-suited and tailored financial solutions that meet customers' needs through a seamless and integrated experience

### Innovation

- Ecosystem Play and Innovation Creation
- KBTG: Aiming to be top tech organization in





Leading in Wealth

#1 Private Banking (by # of Customers)

Leading in Service

Provider

Management Business #1 Mutual Fund AUM

### Market Leadership & Recognition

Leading position in numerous product and service areas

### Leading in Digital **Banking Services**

- #1 Digital Payment (~30% Market Share)
- X-Border Goods<sup>3</sup> (25.1% Market Share)

### Leading in Card Services

- #1 Credit Card Spending<sup>4</sup> (20.8% Market Share)
- Card-accepting merchant

- #1 Overall Brand NPS<sup>6</sup> (Branch, e-Machine, K PLUS, K-Contact Center)
- Widespread recognition both at home and abroad, as well as inclusion in key sustainability indices







Note: 1) Regular dividend payout; 2) Dividend yield is based on DPS (Bt9.50 + Bt2.50) / Share price at end 2024; 3) As of August 2025; 4) As of June 2025; 5) As of July 2025; 6) As of December 2024





# Disciplined Execution of K-Strategy to Navigate Volatility and Drive Sustainable Returns

Continue Driving the K-Strategy to Achieve Double-Digit ROE (Timing of Achievement Subject to Macroeconomic Conditions)

### **Disciplined Growth Pillars under** K-Strategy



Scale capital-lite fee income

Strengthen and pioneer sales and service models

New revenue creation

Productivity enhancement

Operational Levers to Enhance Quality & Resilience

**Higher quality earnings** and value-based results

Proactive risk management and improved asset quality

Value-based productivity enhancement

Efficient capital management

Aspiration **Sustainable Financial Outcomes** Anchored on Strong Fundamentals

**Improving** NIM - Credit Cost

**High Single-Digit** Fee Income Growth

**Normalized Credit Cost** 

**Improving** Cost to Income Ratio

13-15% CET1 Ratio

≥ 50% Dividend Payout\*



Maintain **Double-Digit** ROE

(Timing of Achievement Subject to Macroeconomic Conditions)

\*Considering additional capital distribution options include special dividend/ share buyback, depending on market conditions, financial performance and capital level If facing an unforeseen circumstance, the Bank may consider not to pay at the above-mentioned level of dividend payout ratio by considering prudence and suitable return to shareholders.
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# **Execution of K-Strategy Already Delivering Strong Progress and Results**



- Revamp credit strategy and reinvigorate key capabilities
- ortfolio structure optimization with RAROC1 improvement
- Enhance end-to-end credit transformation



99%

New Bookings from Existing Customers<sup>2</sup>



91% **New Bookings** from Secured Loans<sup>2</sup>



91% New Bookings from Retail Lending with Monthly Income >Bt30,000



- Holistic wealth advisory and competitive
- bancassurance products

  Dominate digital payment and customers' Main Operating Bank by delivering trusted comprehensive financial solutions



Mutual Fund AUM (+13.4% YTD)



#2 Bancassurance New Life Premium (+12% YoY)



▲ 108K New MF Customers

**▲** 86K New BA



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#1 Digital Payment (~30% Market Share)

Strengthen and pioneer

Digital-first experience seamlessly

integrated with Human Assisted and Cross-channel experiences

sales and service models to



#1 Overall Brand NPS<sup>3</sup> (Branch, e-Machine, K PLUS, K-Contact Center)



#1 Mobile Banking Users (K PLUS) (23.8 mn)



New revenue creation in mediumand long-term

- Synergize within Digital Asset (DA) entities for productivity and profit
- Enhance ecosystem solutions
- Lead industry towards "Green transition"
- Access opportunities while monitoring



KIV: 15 Strategic Collaborations with other companies



Regional Business 3.1% of Net Total Income (as of 1H25)



KX (subsidiary of KBTG): 6.9mn Users4 and 20 Corporate Partners



ORBIX Group: Most Comprehensive<sup>5</sup> Digital Asset Ecosystem with 60K cust KBank: 1st and only e-Money on blockchain

Elevate innovation and productivity across the entire value chain

- Reduced Expense Growth: Productivity initiatives drove IT cost savings, branch resizing, and streamlined operations, keeping cost to income ratio on target

- Boosted Performance: Improved service and operation efficiency, lifted wealth conversion, digital sales grew 60%+YoY, with channel migration and stronger collections

Note: 1) RAROC = Risk-adjusted Return on Capital; 2) New booking of KBank's SME and retail loans; 3) NPS = Net Promoter Score (2024 -annually result); 4) Users of Make, Khunthong, and MeowJot; 5) Orbix Trade, Orbix Invest, Orbix Custodian, Orbix Technology, ICO Portal (Kubix); 6) Q-money power

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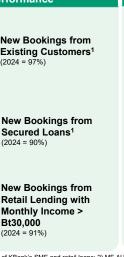
# 9M25 Key Achievements of K-Strategy

Continue driving progress through the 3+1 & P strategic focus to enhance competitiveness



Monthly Income >

Bt30.000 (2024 = 91%)





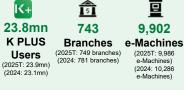














Strengthen and Pioneer

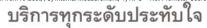
Overall Brand NPS<sup>4</sup>

(Branch, e-Machine, K PLUS, K-Contact

Center)

Sales and Service Models

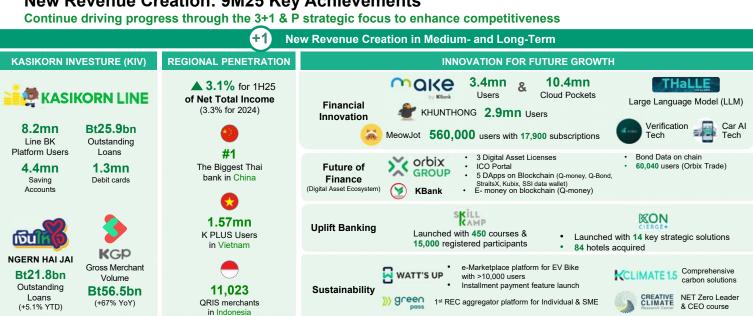
Note: 1) New booking of KBank's SME and retail loans; 2) MF AUM is based on reported AUM from KAsset; 3) Internal Measurement; 4) NPS = Net Promoter Score (2024- annually result)



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### **New Revenue Creation: 9M25 Key Achievements**







# 2020 – 9M25 Financial Performance

Consolidated

(Bt mn)

| Item  | 9M25      | 2024r*             | 2023      | 2022      | 2021      | 2020      |
|---|-----------|--------------------|-----------|-----------|-----------|-----------|
| B/S and Income:                                 |           | (Restated TFRS 17) |           |           |           |           |
| Assets  | 4,436,648 | 4,340,954          | 4,283,556 | 4,246,369 | 4,103,399 | 3,658,798 |
| Deposit   | 2,744,278 | 2,718,675          | 2,699,562 | 2,748,685 | 2,598,630 | 2,344,998 |
| Loan  | 2,415,594 | 2,483,695          | 2,490,398 | 2,495,077 | 2,421,813 | 2,244,821 |
| Interest Income                                 | 131,960   | 188,068            | 183,608   | 151,333   | 135,415   | 127,592   |
| Interest Expense                                | 27,721    | 40,064             | 35,164    | 18,334    | 16,024    | 18,570    |
| Non-interest Income                             | 42,709    | 50,239             | 44,209    | 40,259    | 43,958    | 45,869    |
| Other Operating Expenses (Non-interest expense) | 61,821    | 84,250             | 84,968    | 74,753    | 71,044    | 69,997    |
| EBPT  | 85,127    | 113,993            | 107,685   | 98,504    | 92,305    | 84,895    |
| Net Profit                                      | 39,287    | 49,603             | 42,405    | 35,770    | 38,053    | 29,487    |
| Performance Ratio (%):                          |           |                    |           |           |           |           |
| ROA   | 1.19      | 1.15               | 0.99      | 0.86      | 0.98      | 0.85      |
| ROE***  | 9.16      | 9.13               | 8.29      | 7.38      | 8.44      | 7.10      |
| NIM   | 3.31      | 3.60               | 3.66      | 3.33      | 3.21      | 3.27      |
| Cost to income ratio                            | 42.07     | 42.50              | 44.10     | 43.15     | 43.49     | 45.19     |
| Asset Quality Ratio:                            |           |                    |           |           |           |           |
| NPL gross                                       | 90,755    | 93,009             | 94,241    | 92,536    | 104,036   | 101,007   |
| NPL gross to total loans (%)                    | 3.2       | 3.2                | 3.2       | 3.2       | 3.8       | 3.9       |
| Coverage Ratio (%)                              | 166.4     | 152.3              | 152.2     | 154.3     | 159.1     | 149.2     |
| Capital** (%):                                  |           |                    |           |           |           |           |
| CAR   | 21.6      | 20.4               | 19.4      | 18.8      | 18.8      | 18.8      |
| Tier 1  | 19.6      | 18.4               | 17.4      | 16.8      | 16.5      | 16.1      |

Notes: \* The Bank and its subsidiaries have adopted new Thai Financial Reporting Standard (TFRS 17 Insurance Contracts) since January 1, 2025, onwards. Accordingly, the consolidated financial statements for 2024 have been restated for comparative purposes as if TFRS 17 had been applied since January 1, 2024.

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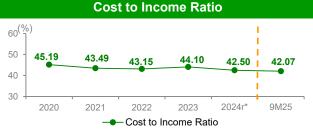
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# Financial Performance Highlights

September 2025 (Consolidated)











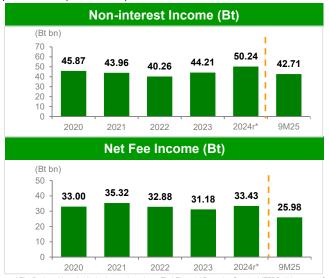
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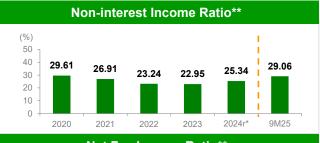


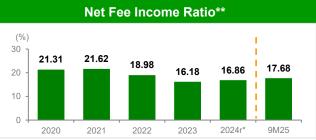


## Non-interest Income and Net Fee Income

September 2025 (Consolidated)







: \* The Bank and its subsidiaries have adopted new Thai Financial Reporting Standard (TFRS 17 Insurance Contracts) since January 1, 2025, on for comparative purposes as if TFRS 17 had been applied since January 1, 2024.

\*\* Non-interest Income Ratio = Non-interest income/Total Operating Income-net, Net Fee Income Ratio = Net Fee Income/Total Operating Income 1, 2025, onwards. Accordingly, the consolidated financial statements for 2024 have been restated

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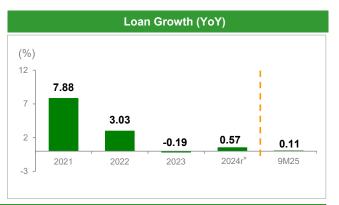
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September 2025 (Consolidated)





Loan Definition (TFRS 8: Operating Segments)
Corporate Loans: Loans of KBank and KBank's Subsidiaries in Corporate Segments (Annual sales turnover > Bt400mn)

SME Loans: Loans of KBank and KBank's Subsidiaries in SME Segments (Annual sales turnover ≤ Bt400mn)

Retail Loans of KBank and KBank's Subsidiaries in Retail Segments

Other Loans: Composed of loans through the World Business Group, insurance business (MTL), and other loan types not directly attributable to the main business groups

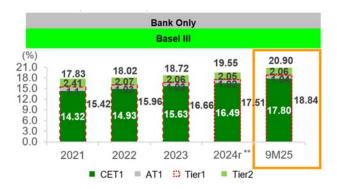
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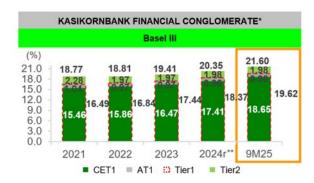
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- Capital adequacy remains sufficient through the changing economic environment and to support business growth; maintained adequate Tier 1 ratio, as required under the Basel III and new requirements.
- Additional Tier 1 instrument issuance is intended to optimize and further strengthen capital base in long run.





\* KASIKORNBANK FINANCIAL CONGLOMERATE means the company under the Notification of the Bank of Thailand re: Consolidated Supervision, consisted of KBank, K Companies and subsidiaries operating in supporting KBank, Phethai Asset Management Co., Ltd. and other subsidiaries within the permitted scope from the BOT's to be financial conglomerate.

Under Bank of Thailand regulations, net profit in the first half of the year is to be counted as capital after approval by the Board of Directors as per the Bank's regulations. Net profit in the second half of the year is also counted as capital after approval of the General Meeting of Shareholders. However, whenever a net loss occurs, the capital must be immediately reduced accordingly.

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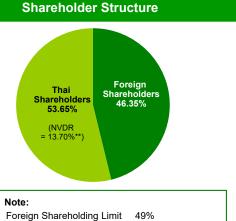
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September 11, 2025 (Record Date)



| Top 10 Shareholders*                            | %            |
|---|--------------|
| 1. THAI NVDR CO., LTD.**                        | 13.70        |
| 2. STATE STREET EUROPE LIMITED                  | 8.17         |
| 3. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED | 5.06         |
| 4. STATE STREET BANK AND TRUST COMPANY          | 4.84         |
| 5. GULF DEVELOPMENT PUBLIC COMPANY LIMITED      | 4.53         |
| 6. SOCIAL SECURITY OFFICE                       | 3.31         |
| 7. THE BANK OF NEW YORK MELLON                  | 2.94         |
| 8. SOUTH EAST ASIA UK (TYPE A) NOMINEES LIMITED | 2.23         |
| 9. CPB EQUITY CO.,LTD.                          | 1.88         |
| 10. VAYUPAK FUND 1                              | 1.77         |
| Other Shareholders                              | <u>51.58</u> |
| Total   | 100.00       |
|   |              |

Source: Thailand Securities Depository Company Limited (TSD)\*\*\*, the Stock Exchange of Thailand website (www.set.or.th), and KBank

Note: \*The Top 10 Shareholders are based on individual accounts

\*\*Thai NVDR Co., Ltd (Thai NVDR) is responsible for issuing and selling Non-Voting Depository Receipts (NVDRs) to investors. The Stock Exchange of Thailand (SET) is the major shareholder, holding 99.99% of the total shares, of Thai NVDR. The NVDR limit for KBank is 25%.

\*\*\*Thailand Securities Depository Company Limited (TSD), a subsidiary of the Stock Exchange of Thailand, provides three types of securities post trade services: securities depository services, securities registration services, and provident fund registration services; the shareholders booked under TSD are those who are not eligible for dividend payments as their investment is not aligned with their citizenship (i.e. foreign investors buying KBank shares on the local board or Thai investors buying KBank shares on the foreign board)



# **Corporate Governance**

# ธนาคารกสิกรไทย

### Importance of Corporate **Governance and Business Ethics**

The Board of Directors of **KASIKORNBANK** strongly believes that good corporate governance will enhance the sustainable growth of the Bank's performance, and is central to achieving the Bank's primary objective of maximizing shareholder value

**Maximizing Shareholder Value** 

**Bank's Performance** 

**Good Corporate Governance** 

Code of Business Conduct

Code of Conduct

For further information, please visit www.kasikornbank.com / Investors / Corporate Governance

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# KBank Sustainability Strategy

### Bank of Sustainability

"We commit to driving sustainable prosperity by elevating and unleashing the full potential of every life and business we touch.

Through trusted and innovative financial solutions, delivered with heart, we empower success that transforms lives and uplifts our beloved nation, Thailand. We don't just serve Thailand; we are building the future of ASEAN+3. And we believe that begins with our people."

Commitments

### MOST TRUSTED BANK

Serve as a most trusted bank. helping stakeholders navigate challenges and achieve sustainable growth

Issues

Customers: Safeguard customers and stakeholders by building trust and delivering fair, positive experiences that strengthen long-term relationships

Governance: Uphold strong, ethical, and transparent governance, aligned with the bank's objectives and fully compliant with laws and regulations

Integrity: Embed a culture of honesty, responsibility, ethical conduct, and transparency across all operations and business engagements

### **FUTURE-READY RESILIENCE**

Future-ready ourselves and our stakeholders to better navigate uncertainties and unlock new growth opportunities

wariagement.
then preparedness and resilience by
vely identifying, managing, and responding to
ng risks and disruptions

### Enable

### **INCLUSIVE GROWTH**

Empower our stakeholders to achieve their full potential and prosper through enhanced access to financial products and services

Inclusive Transition: Support a low-carbon transition through inclusive Climate Strategy, enabling individuals and businesses to thrive sustainably

Financial Empowerment: Promote financial literacy and financial inclusion that empower every life and business to achieve their full potential in the economy

**Equity:**Advance fairness, diversity, opportunity, and human rights by promoting equity and maintaining zero tolerance for discrimination

































### **KBank Sustainability Journey**

### **Bank of Sustainability**

KASIKORNBANK conducts business with the principles of a Bank of Sustainability, supported by good corporate governance principles, as well as appropriate risk and cost management. We strive to balance economic, social, and environmental dimensions to achieve goals and create sustainable long-term returns. The philosophy of sustainable development is instilled in all our operations as part of our Green DNA, ensuring maximum benefit for all stakeholders and paving the way for sustainable growth.

### **KBank Sustainable Development Journey**



### **Pride of KBank**

### INTERNATIONAL



and ASEAN selected as a member of the DJSI World Index and DJSI Emerging Markets Index for nine consecutive years (2016-2024)



was ranked in the top 10% of the S&P Global ESG Score for the banking industry with score of 86/100 in the S&P Corporate Sustainability Assessments 2024.

Top 10%

SICDE

CDP Climate Change recognized as A List (Leadership Level) for three consecutive ye (2022-2024)

### NATIONAL



ncluded in the Thailand Sustainable Investment (THSI) for seven years (2015, 2017-2022), and SET ESG Ratings AAA Level (2023-2024)







Sustainability Disclosure Award (2019-2024) granted by Thaipat Institute

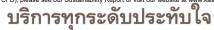


The first and only commercial bank in Thailand granted Carbon Neutral Certification for eight consecutive years (2018-2025)



change of Thailand SET Sustainability Awards of Honor (2024) Best Sustainability Awards (2022-2023), Highly Commended in Sustainability Awards (2018-2019, 2021)

For more information on KBank Task Force on Climate-related Financial Disclosures (TCFD), please see our Sustainability Report or visit our website at www.kasikornbank.com



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### **KBank Net Zero Commitment**

Net Zero in

**OUR OWN OPERATIONS** 

(Scope 1 & 2) by 2030

Net Zero in

**OUR FINANCED PORTFOLIO** 

(Scope 3)

In Line With Thailand's Aspirations\*, Accelerating This Journey Where Possible



- Thailand's ambition at COP26:
- 2050 carbon neutrality and 2065 Net Zero GHG Emission



Allocation at least

400-500 Billion Baht In Sustainable Financing and Investment

ธนาคารกสิกรไทย

By 2030

Supporting Customers In the Transition to

A Net Zero Economy

### KBank's Board of Directors has resolved to announced the Bank's Net Zero Commitment on 29 October 2021 and 28 August 2025, as follows:

- KBank aims to empower every customer's life and business. We support our customers in the transition to a net zero economy. Sustainability is deeply ingrained in how we serve our customers and manage our
- We are committed to supporting Thailand and our clients in regional economies on their decarbonization journeys. We will contribute to the global effort to transition to net zero emission by 2050\* and will align with the Paris Agreement goals.
- We are committed to be the leading sustainable bank in Thailand, allocating at least Bt400-500bn in sustainable financing and investment by 2030 and pioneering green banking products.
- We commit to becoming net zero in our own operations (Scope 1, 2) by 2030. We commit to achieving net zero in our financed portfolio in line with Thailand's aspirations, accelerating this journey where possible. We will continually assess opportunities to take earlier actions as the technology, regulatory environment and external context evolves.

Net zero emission by 2050 is the global effort to transition to net zero emission, aligning with the Paris Agreement goals. However, KBank commit to achieving net zero in our financed portfolio in line with Thailand's aspirations, accelerating this journey where possible





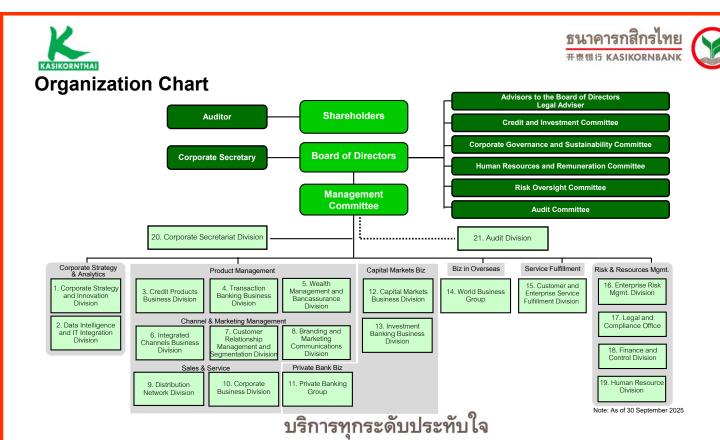


|         | KBank            |                              |                       |                                     |                       |             | Thailand            |                   |              |
|---------|------------------|------------------------------|-----------------------|-------------------------------------|-----------------------|-------------|---------------------|-------------------|--------------|
|         | Foreign Currency |                              |                       | Local Currency/ National<br>Ratings |                       | Outlook     | Government          |                   | Outlook      |
|         | Long-term*       | Senior<br>Unsecured<br>Notes | Subordinated<br>Debts | Long-term                           | Subordinated<br>Debts |             | Foreign<br>Currency | Local<br>Currency |              |
| S&P's   | BBB              | BBB                          | N/A                   | N/A                                 | N/A                   | Stable      | BBB+                | А-                | Stable       |
| Moody's | Baa1             | Baa1                         | Ba1                   | Baa1                                | N/A                   | Negative*** | Baa1                | Baa1              | Negative**   |
| Fitch   | BBB              | BBB                          | BB+                   | AA+ (tha)                           | AA-(tha)              | Stable      | BBB+                | BBB+              | Negative**** |

Note

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<sup>\*</sup>Moody's: Foreign Currency Long-Term Deposit Rating; S&P's: Long-Term Counterparty Credit Rating; Fitch Ratings: Foreign Currency Long-Term Issuer Default Rating

<sup>\*\*</sup>April 29, 2025: The rating action is driven by the change in outlook on Thailand's Baa1 sovereign rating to negative from stable, reflecting increasing risks of a further weakening in Thailand's economic and fiscal strength, amid the new US tariffs and heightened global uncertainty.

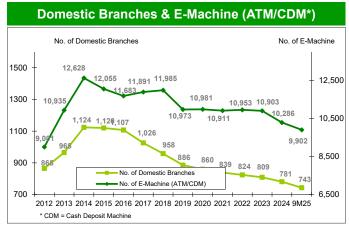
<sup>\*\*\*</sup>April 30, 2025: This rating action follows the change in outlook to negative on the Government of Thailand.

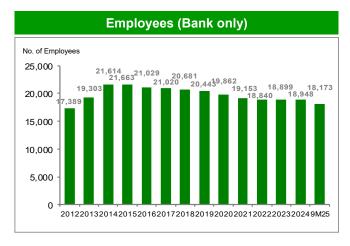
<sup>\*\*\*\*</sup> September 24, 2025: The outlook change reflects increasing risks to Thailand's public finance outlook from prolonged political uncertainty combined with growth headwinds from slowing global demand, a delayed tourism recovery and household deleveraging.





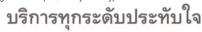
# **KBank Channels and Employees**





- Two subsidiary banks: KASIKORNTHAI BANK SOLE Limited (Lao PDR) with two branches in Ponesinuan and Lane Xang, KASIKORNBANK (CHINA) with four branches in Shenzhen, Chengdu, Shanghai, Beijing and one sub-branch in Long Gang

- and one sub-branch in Long Gang
  Four international branches: Cayman Islands, Hong Kong, Phnom Penh and Ho Chi Minh City
  Five representative offices: Kunming, Tokyo, Yangon, Hanoi and Jakarta
  One strategic partner: Maspion Bank in Indonesia; KASIKORNBANK Group has become a majority shareholder of Maspion Bank in Indonesia by holding a share of 89.48%
  Global partners with 80 banks in 14 countries: 50 Japanese partner banks; 10 Chinese partner banks; 1 Hong Kong bank; 3 Korean partner banks; 12 ASEAN partner banks (in Vietnam, Indonesia, Lao PDR, Cambodia, Philippines, Brunei, Malaysia and Singapore); 3 European regional banks (in Germany and Italy) and 1 Indian Bank



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# Public Recognition Highlight: 2024 - 9M25

NEWS Compass Global Award

– Excellence in Coaching and

Mentoring

Mentoring
Leader of Technology
Most Attractive Employer
Corporate Transformation
Most Innovative

- Best Private Banking Brand -Thailand

INTERNATIONAL - Best Private Bank - Thailand

2024

ACCOMM

trends

GIOBAL

ThaiRAAA

### THE ASIAN BANKER

- Best Retail Bank in Thailand Most Recommended Retail Bank in Thailand Best Mobile Banking Service Best Verification Technology (AINU) Chief Information and Technology Leader of the Year

### RETAIL BANKER

- Best Retail Bank Thailand Highly Commended Excellence in Mobile Banking from K PLUS Analytics Initiative of the Year Thailand Fraud Initiative of the Year Thailand
- Best Retail Bank for Digital CX in Thailand Best Private Bank for Digital CX in Thailand Outstanding Digital CX Mobile Banking (Retail Banking) from K PLUS Outstanding Digital CX Banking AppPlatform from Make

- $\alpha$
- Best Bond House in Thailand Best Local Currency Bond Deal of The Year in

- Best Local Currency Bond Deal of The Year in Thailand Best Perpetual Bond Best Bond Deal for Retail Investors in Southeast Asia Best Blookchain-based Bond Deal of The Year Best Blockchain-based Bond Deal of The Year Best Fix Bank for Corporates & Fire metric Corporates Fis. One how Bedde Market & SMES) CCS\_IRS, Forward & Options Best Wealth Management Bank in Thailand Best ESG Green Financing in Southeast Asia
- HR Asia Best Companies to Work for in Asia
- PRIVATE BANKER ( Best Domestic Private Bank in Thailand
  - Best Private Bank HNWIS

  - World's Best Trade Finance Providers 2024
  - Best DCM House in Thailand

# Bond House - Thailand Capital Markets Deal - Thailand

### THE ASIAN BANKER

- Best Retail Bank in Thailand Best Green Retail Finance Initiative in Asia Pacific Best Home Loan Financing
- RETAIL BANKER

### **FinanceAsia**

SET SET ESG Ratings AAA Level (2024)

### trends

- Project Finance House of the Year Renewable Energy Deal of the Year (ASEAN). Los Ower Company Top arranger Investors' Choice for primary issues Corporate bonds Top selfside firm in the secondary market- Corporate bonds Top selfside firm in the secondary market- Government bonds Best Selfside individual

# TRANSACTION BANKING

THEASSet #

- Best Online Trade Facilitation Solution in Thailand

Thailand's best bank

WORLD BUSINESS
OUTLOOK

> Best for Digital Solutions - Best for Digital Solution - Thailand - Best for Next-Gen – Thailand - Best for Sustainability – Thailand

- Best Private Bank Thailand

- SET Sustainability Awards of Honor (2024)

### **BrandAge**

Most Admired Brand: Mobile Banking

### Best DCM House in Thailand

- Tachology Group
  Leader of Business
  The Most Corporate Transformation
  The Most Innovative
  The Most Future Brand
  The Most Attractive Employer



Best Wealth Management Bank in Thailand Best FX Bank for Corporates & Fis Rest Corporate Treasury Sales and Structuring



Best Private Bank for Digital Marketing & Communication

### 9M25

Best Private Bank for Digital CX



- ThaiBMA
- THEASSet #
- Best Sustainability-Linked Bond Hospitalit Best Sustainability Bond Most Innovative Deal Best Bond Digital Private Bank of the Year

# CorporateGővernánce<mark>Asia</mark>

- Asia's Best CEO Investor Relations Asia's Best CFO Investor Relations Asia's Best IR Company (Thailand) Asia's Best Investor Relations Officer Asia's Best Environmental Responsibility
- Asia's Best Environment (Thailand) Asia's Best CSR Asia's Best Sustainable Asia Award









LSEG

- A List (Leadership Level)

Best Leadership Developmon. (Silver Level) Best Unique or Innovative Leadership Development Program (Bronze Level)

Thailand's Best for HNW Thailand's Best for Sustainability





Note: CX = Customer Experience: DCM = Debt Capital Markets





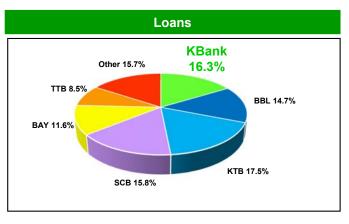
# **Appendix**

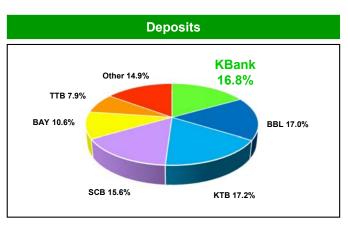
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# **Loans** and Deposits Market Share

September 2025 (Bank only)





ธนาคารกสิกรไทย

Source: KASIKORN RESEARCH and C.B.1.1 (monthly summary statement of assets and liabilities) Note: Loans and deposits market share is based on C.B.1.1 of 17 Thai commercial banks

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\* The information herewith represents data in the Bank's consolidated financial statements, some of the numbers and ratios are calculated before netting with KBank's non-controlling interest.

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