

KASIKORNBANK

Presentation for Analyst Meeting as of 2Q25

July 2025

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



Core Value:
Customer at Heart |
Collaboration | Agility |
Innovativeness | Integrity

Consolidated (1H25)

Financial Figures

| | Assets | Loans ¹ | Deposits |
|-------------------|---------------------------|--------------------------|--------------------------|
| Value | Bt4,375bn (USD134.4bn) | Bt2,434bn (USD74.8bn) | Bt2,720bn (USD83.5bn) |
| Rank ² | #2 | #2 | #3 |
| Market share | 16.59% | 16.06% | 16.68% |

Key Ratio And Operating Figures

| Key ratio | CAR 20.66% ³ | ROE 9.33% ⁴ | ROA 1.21% |
|-----------|----------------------------|---------------------------|--|
| Operating | Branches 756 | K PLUS Users 23.4mn | Employees ⁵ 18.3k/ 31.1k |

Share Information

| Share Price (Closing on June 30, 2025) | | | |
|--|-----------------------|--|-----------------------|
| KBANK | | KBANK-F | |
| Bt153.50 (USD4.71) | | Bt152.00 (USD4.67) | |
| Highest | Lowest | Highest | Lowest |
| Bt167.50 (USD5.14) | Bt145.00 (USD4.45) | Bt166.50 (USD5.11) | Bt147.50 (USD4.53) |
| Share Capital | | | |
| Authorized Bt30.2bn (USD0.93bn) | | Issued and paid-up Bt23.7bn (USD0.73bn) | |
| Number of shares | | Market Capitalization | |
| 2.4bn | | Bt363.7bn (USD11.17bn) | |
| EPS | | BVPS | |
| Bt5.27 (USD0.16) | | Bt235.42 (USD7.23) | |

Note:

1. Loans = Loans to customers

2. Assets, loans and deposits market share is based on C.B.1.1 (monthly statement of assets and liabilities) of 17 Thai commercial banks as of May 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 Thailand re: consolidated supervision, consisting of KBANK, K companies and subsidiaries operating in supporting KBANK, Phethai Asset Management Co., Ltd. and subsidiaries within the permitted scope from the BOT's to be financial conglomerate.

4. ROE = Net profit (attribute to equity holders of the Bank) deduct 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.

6. Exchange rate at the end of June 2025 (Mid Rate) was Bt32.56 per USD (Source: Bank of Thailand)¹

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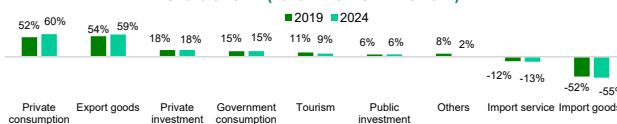
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Economic & Geopolitical Uncertainties: The Thai economy is expected to remain subdued, with 1.4% growth in 2025. Downside risks remain high due to uncertainty surrounding the implementation of US tariffs.

Key GDP Forecasts and Assumptions

| %YoY | 2019 | 2024 | 1Q25 | 2025F* (May 25) | 2025F* (Jul 25) |
|---------------------------------|------------|------------|------------|--------------------|--------------------|
| GDP | 2.1 | 2.5 | 3.1 | 1.4 | 1.4 |
| Private Consumption | 4.0 | 4.4 | 2.6 | 2.0 | 2.0 |
| Government Consumption | 1.6 | 2.5 | 3.4 | 1.5 | 1.5 |
| Total Investment | 2.0 | 0.0 | 4.7 | 0.7 | 0.7 |
| - Private investment | 2.6 | -1.6 | -0.9 | -0.5 | -0.5 |
| - Public investment | 0.1 | 4.8 | 26.3 | 6.0 | 6.0 |
| Gov't Budget Deficit (% of GDP) | -3.0 | -4.0 | -5.9 | -4.1 | -4.1 |
| Exports (Customs Basis) | -2.6 | 5.4 | 15.2 | -0.5 | 1.5 |
| Imports (Customs Basis) | -4.8 | 6.3 | 7.4 | 1.0 | 2.2 |
| Current Account (USD bn) | 38.0 | 12.3 | 10.5 | 11.0 | 11.0 |
| Headline Inflation | 0.7 | 0.4 | 1.1 | 0.5 | 0.3 |
| Avg Dubai Oil Price | 63.2 | 79.7 | 75.6 | 68.0 | 66.0 |
| No. of Foreign Tourists (Mn) | 39.9 | 35.5 | 9.5 | 34.5 | 34.5 |
| Policy Interest Rate** | 1.25 | 2.25 | 2.00 | 1.50 | 1.50 |
| USD/THB (End Period)** | 29.98 | 34.10 | 33.9 | 35.5 | 33.7 |

Share of GDP (2019 - Pre-COVID vs 2024)



Notes: MPC's policy rate is at 1.75% (as of April 30, 2025) | Source: * KResearch (as of July 16, 2025) | ** KBank Capital Markets Research (as of June 12, 2025) | The no. of Foreign Tourists is under revision.

Operating Environment for 2025

- 1Q25 GDP grew by 3.1% YoY, supported by front-loaded exports and a rebound in public investment, but weighed down by inventory drawdowns and weak private investment.
- In 2H25, Thai economy faces the risk of a technical recession due to a sharp decline in exports and a slowdown in tourism amid political uncertainties.

Key Challenges

- Short-term:** US tariffs, trade and global economic slowdown, sluggish domestic consumption, political uncertainties.
- Thailand's Structural Challenges:** manufacturing slowdown, competitiveness in human capital, ageing society, fiscal constraints, and high household debt

Possible Upsides

- Trade negotiation with the US turns positive
- Additional government stimulus measures

Uneven Economic Recovery

+ Positive Sectors

Transport and Storage, Private Hospitals, Retail Spending

- Negative Sectors

Hotel and Restaurants, Property, Auto, Electronic and Electrical Appliances

Interest Rate and Exchange Rate

Interest Rate Outlook

- Anticipating BOT rate at 1.50% by year-end, while Fed rate lower to 3.75%-4.00% from a current 4.25%-4.50%

Exchange Rate Outlook

- Revised year-end 2025 baht forecast to 33.70 THB/USD from 35.50, reflecting a weaker-than-expected dollar, surging gold prices, and strong foreign inflows into Asian bonds

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K-Strategy: Three Strategic Priorities +1, Innovation and Productivity

Clear pathway to achieve double-digit ROE by 2026; three strategic priorities +1 in medium- and long-term to increase competitiveness, capture growth opportunities; elevating innovation and productivity, to deliver sustainable value to stakeholders



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1H25 Financial Performance

| Consolidated | 2Q25 Actual (TFRS17 Compliance) | 1H25 Actual (TFRS17 Compliance) | 2025 Targets | Notes (1H25) |
|-------------------------------------|------------------------------------|---|--------------------------|---|
| NIM | 3.31% | 3.36% | 3.3 – 3.5% | NIM decreased YoY and QoQ due to prevailing interest rate trends, while also reflecting our strategic focus on improving asset quality and restructuring debt for vulnerable customers. |
| Loan Growth | -2.00% YTD 0.03% QoQ | -2.00% YTD -1.34% YoY | Flat | Loans declined YTD across most business segments, reflecting the broader economic slowdown. KBank remains focused on quality loan expansion, emphasizing asset quality and optimizing risk-adjusted returns. |
| Net Fee Income Growth ²⁾ | 1.22% YoY -2.58% QoQ | 1.17% YoY | Mid to High-Single digit | Net fee income grew at a slower pace, primarily driven by payment services; continue to prioritize the wealth management business. |
| Cost to Income Ratio ³⁾ | 42.81% | 41.82% | Low to Mid-40s | Total income growth softened, but disciplined cost management and continued productivity led to a decline in expense growth YoY, resulting in a slight increase in the Cost to Income ratio. |
| Credit Cost per year (bps) | 165 bps | 162 bps | 140 – 160 bps | Credit cost was slightly exceeded the target range to prudently build an additional buffer amid rising uncertainties; maintain a prudent and cautious policy to safeguard against the highly volatile economic environment. |
| NPL Ratio (Gross) ⁴⁾ | 3.18% | 3.18% | < 3.25% | |
| ROE ⁵⁾ | 8.87% | 9.33% | N/A | |
| ROA | 1.14% | 1.21% | N/A | |
| Dividend Policy | N/A | Not Less than 25% ^(a) Dividend Payout on Consolidated Net Profit | | ^(a) However, if facing an unforeseen circumstance, the Bank may consider not to pay at the above-mentioned level of not less than 25 percent of dividend payout ratio by considering prudence and suitable return to shareholders. |

Note: 1) 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; 2024 net fee growth not restated. 2) Net Fee Income = Fees and Service Income – Fees and Service Expense; 3) Cost to Income Ratio = Total Other Operating Expenses to Total Operating Income – net (Total Operating Income less Underwriting Expenses); 4) NPL Ratio (Gross) = NPL (gross) to total loans; NPL (gross) used in the calculation are loans to general customers and loans to financial institutions that are non-performing loans; total loans used in the calculation are loans to general customers and loans to financial institutions; 5) ROE = Net profit deducted Additional Tier 1 dividend after tax/Average total equity excluded Additional Tier 1

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2025 Financial Targets

| Consolidated | 2024 Actual ¹⁾ (Restate / TFRS17 Compliance) | 2025 Targets | Notes (2025) |
|-------------------------------------|--|---|---|
| NIM | 3.60% | 3.3 – 3.5% | NIM declines in line with interest rate trend and selective loan growth; continue to focus on NIM minus credit cost |
| Loan Growth | 0.57% | Flat | Focus on growing quality loans in recovering sectors, secured loans, and selective regional expansion; continue revamping credit strategy to strengthen asset quality |
| Net Fee Income Growth ²⁾ | 6.73% | Mid to High-Single digit | Net fee income growth driven by wealth management business, despite lower conventional transaction fees amid changing consumer behavior |
| Cost to Income Ratio ³⁾ | 42.50% | Low to Mid-40s | Continuing cost management and productivity improvements as revenue slow down |
| Credit Cost per year (bps) | 191 bps | 140 – 160 bps | Continue prudent financial policy; credit cost reaches a normalized level; controlled NPL ratio amid uncertain economic recovery. |
| NPL Ratio (Gross) ⁴⁾ | 3.20% | < 3.25% | |
| ROE ⁵⁾ | 9.13% | N/A | |
| ROA | 1.15% | N/A | |
| Dividend Policy | 47% | Not Less than 25% ⁽¹⁾ Dividend Payout on Consolidated Net Profit | ⁽¹⁾ However, if facing an unforeseen circumstance, the Bank may consider not to pay at the above-mentioned level of not less than 25 percent of dividend payout ratio by considering prudence and suitable return to shareholders. |

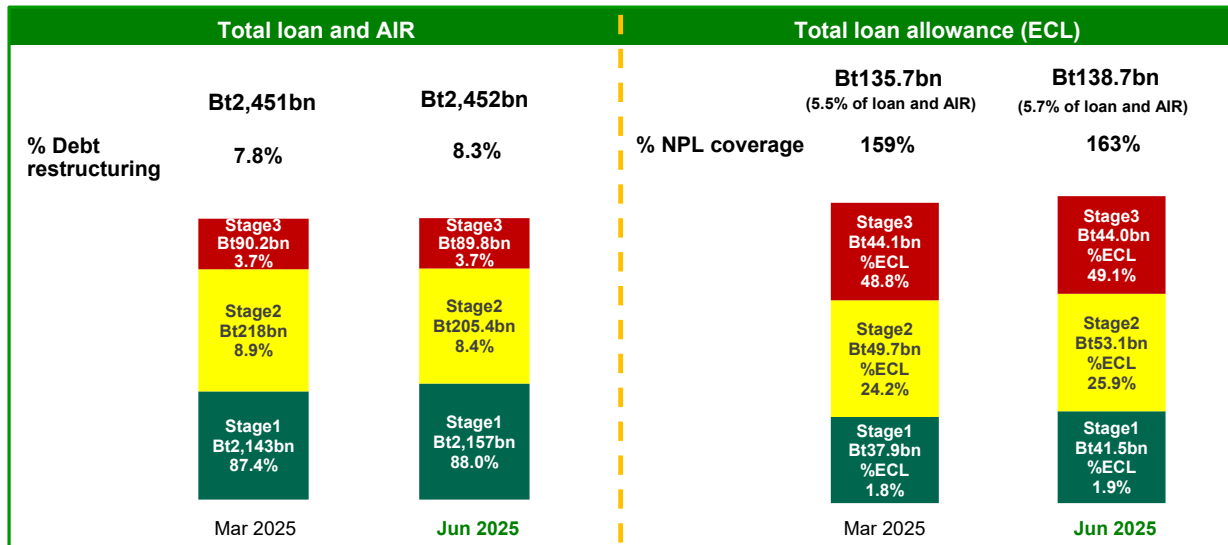
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Classified Loans

- Maintain prudent ECL and precautionary on loan portfolio quality in light of heightened economic uncertainty
- Continue to support viable and well-disciplined customers to go through challenges and uncertainties



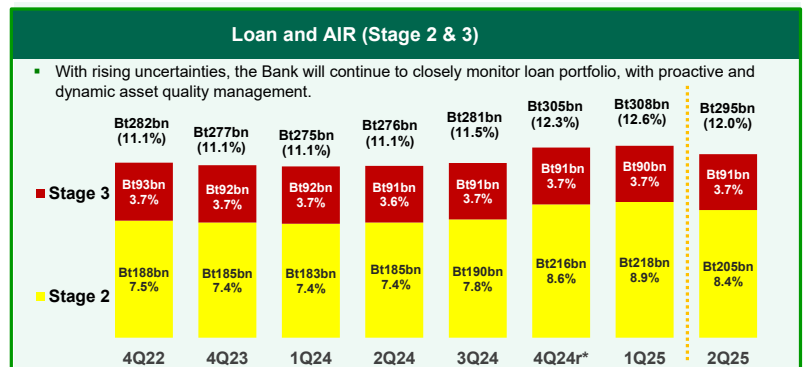
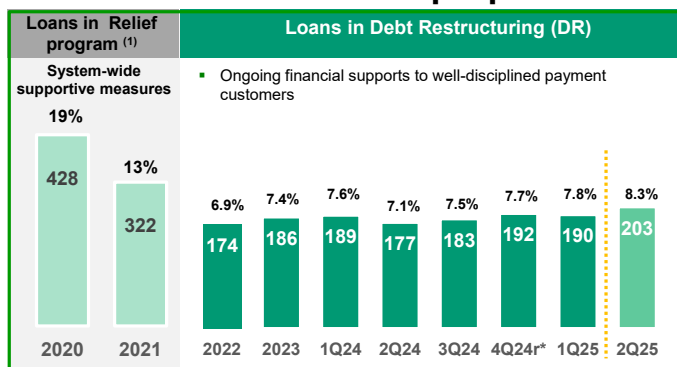
Note: % Debt Restructuring including comprehensive debt restructuring loans

loans

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Balance Sheet Cleanup Updates



| | 2019 | 2020 | 2021 | 2022 | 2023 | 1Q24 | 2Q24 | 3Q24 | 4Q24* | 2024r* | 1Q25 | 2Q25 |
|-------------------------------|---------|---------|---------|---------|--------|--------|--------|--------|--------|--------|--------|--------|
| Total Loan Allowance (bn) | 125 | 134 | 145 | 134 | 134 | 130 | 130 | 130 | 132 | 132 | 136 | 139 |
| ECL to Loan and AIR (%) | 6.2% | 6.0% | 5.9% | 5.3% | 5.3% | 5.2% | 5.2% | 5.3% | 5.3% | 5.3% | 5.5% | 5.7% |
| Credit Cost (bps) | 174 bps | 205 bps | 173 bps | 211 bps | 208bps | 189bps | 189bps | 189bps | 200bps | 191bps | 160bps | 165bps |
| NPL ratio (%) | 3.65% | 3.93% | 3.76% | 3.19% | 3.19% | 3.19% | 3.18% | 3.20% | 3.20% | 3.20% | 3.19% | 3.18% |
| NPL Coverage (%) | 148.6% | 149.2% | 159.1% | 154.3% | 152.2% | 150.3% | 151.9% | 150.7% | 152.3% | 152.3% | 159.5% | 162.8% |
| Write – off (bn) | 26.4 | 21.5 | 27.4 | 59.0 | 14.1 | 9.1 | 7.5 | 3.2 | 2.5 | 22.3 | 3.1 | 3.6 |
| NPL Sales (bn) ⁽²⁾ | 7.1 | 6.8 | 0 | 72.0 | 78.4 | 7.9 | 6.3 | 4.9 | 10.9 | 30.0 | 3.6 | 5.7 |

Note: 1) Loans in relief programs including debt resolution measures during the early stage of COVID-19; covering broad-based payment holiday and opt-in program; loans in CDR before 3Q23 included one-year scheme
2) NPL sales = legal claim amount, not book value of transferring amount

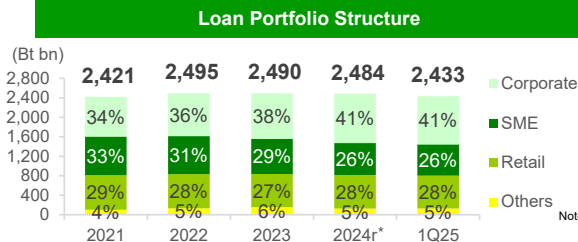
2) NPL sales = legal claim amount, not book value of transferring amount

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Composition of Growth: Loans by Business

■ Selective careful loan growth with prudent underwriting policy in line with economic conditions



| Loan Portfolio | | | | |
|---------------------------------|----------------|--------------|-----------------|------------------------|
| Consolidated | Amount (Bt bn) | | 1Q25 | Y2025 |
| | Dec 24r | Mar 25 | Loan Growth (%) | Loan Growth Target (%) |
| Corporate Loans | 1,013 | 990 | (2.3%) | -2% to 0% |
| SME Loans | 656 | 641 | (2.3%) | -2% to 0% |
| Retail Loans | 688 | 674 | (2.0%) | 5% to 7% |
| Other Loans | 127 | 129 | 1.5% | |
| Total Loans¹⁾ | 2,484 | 2,433 | (2.0%) | Flat |

Note: From time to time, the Bank has adjusted loan definitions based on loan portfolio management; thus, the latest loan base is not comparable with previous reports.
¹⁾ Other loans through the World Business Group were included. In 1Q25, WBG loans were Bt95bn, decreasing -6.8% YTD; 2024 loan growth by segment for CBS, SME and RBS were 8.4%, -8.7% and 0.5%, respectively.

| | 1Q25 | 2025 Outlook |
|------------------------|--|--|
| Corporate Loans | <ul style="list-style-type: none"> Loan portfolio slightly declined YTD. The decrease was mainly seen in commerce consumer, utilities, and consumer industry. However, hotels and restaurants, real estate, and food and beverage industry showed growth compared to the previous quarter. | <ul style="list-style-type: none"> Projected corporate loan growth driven by customers' new investment opportunities Continued focus on supporting ESG loans in prospective industries |
| SME Loans | <ul style="list-style-type: none"> SME loans decreased YTD, reflecting limited business opportunities amid current economic conditions. This aligns with KBank's strategy of focusing on prudent lending during economic slowdowns by prioritizing secured loans and high-potential existing customers to mitigate risk and maintain portfolio quality. | <ul style="list-style-type: none"> Maintain focus on secured lending, prioritizing quality over quantity within our existing customer base Support customers in recovering industries with growth potential to achieve sustainable expansion, enhance liquidity for competitiveness, and provide restructuring options to fragile customers, ensuring debt quality and recovery in alignment with ESG and Responsible Lending principles; reactivate K SME support program |
| Retail Loans | <ul style="list-style-type: none"> Retail loans decreased YTD as KBank strategically focused on growth through secured lending, prioritizing high-potential existing customers and ensuring debt levels across all retail loan products under responsible lending principles. Home loans decreased slightly YTD; Credit card loans decreased YTD, reflecting year-end spending seasonality; Personal loans declined YTD following tightened credit policies targeting higher-segment existing customers. | <ul style="list-style-type: none"> Maintain focus on higher-segment existing customers, prioritizing secured loans to drive sustainable growth Strengthen risk management and collection capabilities to support long-term stability Enhance liquidity and support daily expenditures, ensuring customers avoid excessive debt through responsible lending practices |

Loan Definition
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: 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.

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

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Net Interest Margin

June 2025 (Consolidated)



- NIM stood at 3.36% in 1H25, decreased YoY due to prevailing interest rate trends, while also reflecting our strategic focus on improving asset quality and restructuring debt for vulnerable customers.
- High portion of CASA (81%) helped support cost of fund.

| | 2021 | 2022 | 2023 | 2024r** | 1H24r** | 1H25 | 1Q25 | 2Q25 |
|--------------------------------|------|------|------|---------|---------|------|------|------|
| NIM (%) | 3.21 | 3.33 | 3.66 | 3.60 | 3.71 | 3.36 | 3.41 | 3.31 |
| NIM - Credit Cost | 1.48 | 1.22 | 1.58 | 1.69 | 1.82 | 1.74 | 1.81 | 1.66 |
| Yield on Earnings Assets (%) | 3.64 | 3.79 | 4.52 | 4.58 | 4.72 | 4.27 | 4.32 | 4.20 |
| Yield on Loans (%) | 4.71 | 4.97 | 5.84 | 5.83 | 6.02 | 5.35 | 5.42 | 5.33 |
| Cost of Fund (%) | 0.59 | 0.62 | 1.17 | 1.34 | 1.38 | 1.26 | 1.27 | 1.24 |
| Cost of Deposits (%), incl DPA | 0.54 | 0.53 | 0.98 | 1.14 | 1.15 | 1.09 | 1.11 | 1.07 |

Note: Cost of deposits including contributions to the Financial Institutions Development Fund (FIDF) and Deposit Protection Agency (DPA).

* The FIDF fee is temporarily reduce from 0.46% to 0.23% for 3 years, according to the BOT announcement in the Royal Gazette, during January 2020 to December 2022.

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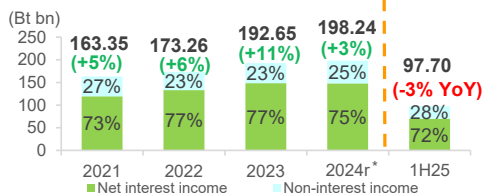
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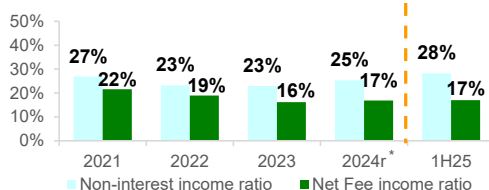
Composition of Growth: Net Fees and Non-interest Income

June 2025 (Consolidated)

Total Operating Income - net

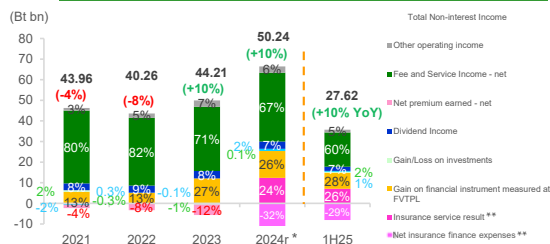


Non-interest Income Ratio and Net Fee Income Ratio

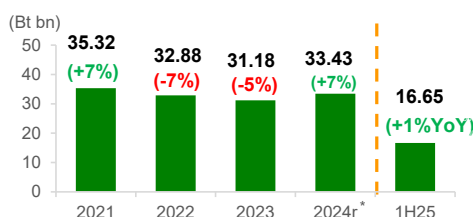


- 1H25 non-interest income accounted for 28% of total net operating income and net fee income accounted for 17%.
- 1H25 non-interest income increased 10% YoY, due to higher gains from FVTPL and gains on investment according to market conditions, insurance business, and net fee income.
- 1H25 net fee income grew at a slower pace (1%YoY), primarily driven by payment services.
- Continue to prioritize the wealth management business.

Non-interest Income



Net Fee Income



Note: - Non-interest Income Ratio = Non-interest Income / Total Operating Income - net
 - Net Fee Income Ratio = Net Fee Income / Total Operating Income - net
 - Net Premium Earned - net = Net Premium Earned less Underwriting Expense
 * 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.
 ** Disclosed according to TFRS17 for insurance business, used to disclosed as Net premium earned - net

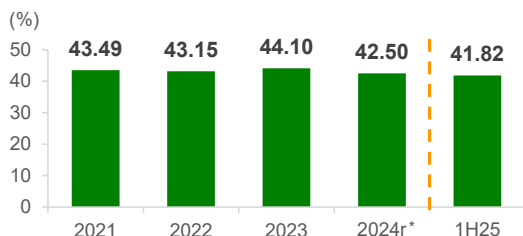
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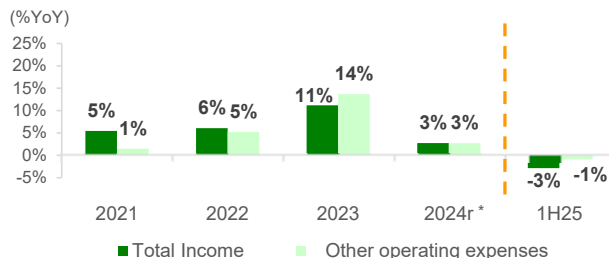
Cost to Income Ratio

June 2025 (Consolidated)

Cost to Income Ratio



Total Income and Other Operating Expenses Growth



- 1H25 cost to income ratio was 41.82%, slightly increased YoY as total income growth softened, but disciplined cost management and continued productivity led to a decline in expense growth YoY.

| | 2021 | 2022 | 2023 | 2024r* | 1H24r* | 1H25 | 1Q25 | 2Q25 |
|--|-------|-------|--------|--------|--------|---------|---------|---------|
| Cost to Income Ratio (%) | 43.49 | 43.15 | 44.10 | 42.50 | 40.99 | 41.82 | 40.84 | 42.81 |
| Total Income Growth (%YoY) | 5.46% | 6.07% | 11.19% | 2.75% | 6.27% | (2.81%) | (1.87%) | (3.74%) |
| Other Operating Expenses Growth (%YoY) | 1.50% | 5.22% | 13.67% | 2.71% | 4.82% | (0.86%) | 0.00% | (1.68%) |

Note: * 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; 2024 total income and other operating expenses growth are not restated.

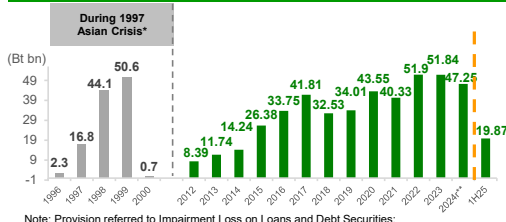
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Asset Quality and Expected Credit Loss (Provision)

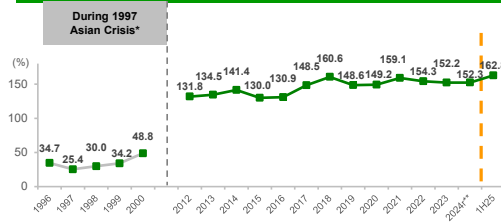
June 2025 (Consolidated)

Expected credit loss (Provision)



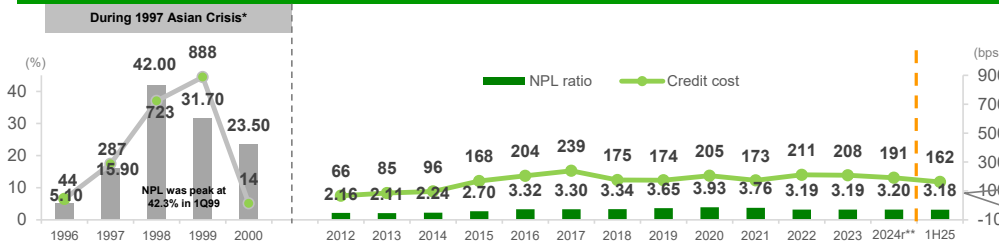
Note: Provision referred to Impairment Loss on Loans and Debt Securities; from January 1, 2020 onwards based on TFRS9, provision refers to Expected Credit Loss

Coverage Ratio



- NPL ratio in 1H25 was at 3.18%, with coverage ratio of 163%.
- Credit cost was slightly exceeded the target range to prudently build an additional buffer amid rising uncertainties.
- Maintain prudent and cautious policies to safeguard against the volatile economic environment

NPL Ratio and Credit Cost



Note: * Data in 1996-1997 is KBank only

** 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.

*** NPL ratio in retail business, excluding 180 dpd (days past due) of credit card and consumer loans for peer comparison

| NPL Ratio by Business | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 1Q25 |
|-----------------------|------|------|------|------|------|------|------|------|
| Corporate Business | <2% | <2% | <2% | <2% | <2% | <2% | <2% | <2% |
| SME Business | <5% | <6% | <7% | <7% | <7% | <7% | <6% | <6% |
| Retail Business*** | <4% | <4% | <5% | <5% | <5% | <5% | <5% | <5% |

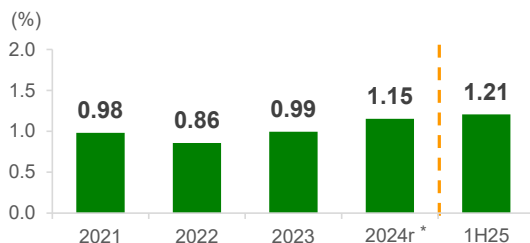
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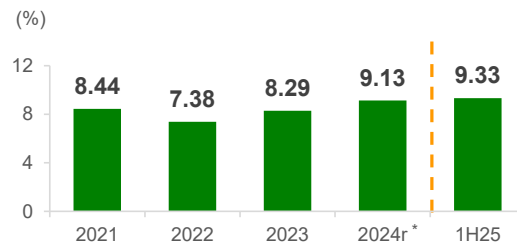
ROA and ROE

June 2025 (Consolidated)

ROA



ROE**



| | 2021 | 2022 | 2023 | 2024r* | 1H24r* | 1H25 | 1Q25 | 2Q25 |
|---------|------|------|------|--------|--------|------|------|------|
| ROA (%) | 0.98 | 0.86 | 0.99 | 1.15 | 1.25 | 1.21 | 1.27 | 1.14 |
| ROE (%) | 8.44 | 7.38 | 8.29 | 9.13 | 9.99 | 9.33 | 9.58 | 8.87 |

Note: * 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.

** ROE = Net profit (attributable to equity holders of the Bank) deduct dividend from other equity instruments after income tax divided by average equity of equity excluded other equity instruments

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Capital Management: To Improve Capital Efficiency and Shareholders' Returns

Financial Stability

- Prudent capital for business growth amid economic turbulence and new regulations (e.g. Basel III reforms* and any others)

Long-term CET1
13.0 to 15.0%

Shareholder Returns

- Dividend Policy: Dividend payout ratio of not less than 25%
- Dividend payment in 2024 was Bt9.50 or 47.02% payout on consolidated level, improved from Bt6.50 or 36.97% in 2023. A special dividend of Bt2.50 was paid separately from regular dividend.

Investment for Growth

- Strategic investments focus on capturing long-term sustainable returns
- Reduce unprofitable assets to invest in areas with growth potential

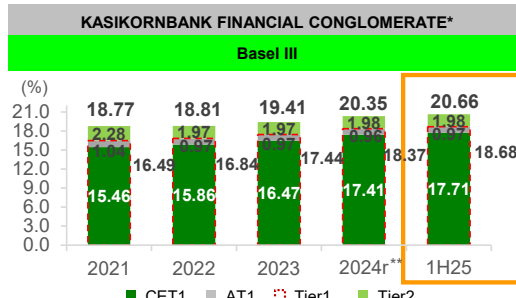
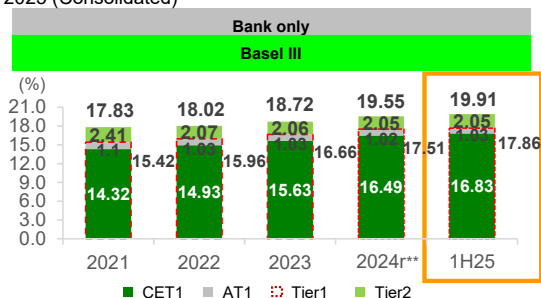
Note: *Impact from Basel III reform = 1-2%; Bank of Thailand has not yet announced detailed requirements of Basel III reform; thus, the actual impacts of Basel III may vary from projections.

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Capital (Reported Number: Excluding Net Profit of Each Period)

June 2025 (Consolidated)



- 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.

| | 2021 | 2022 | 2023 | 2024r ** | 1H24 | 1H25 | 1Q25 | 2Q25 |
|---|-------|-------|-------|----------|-------|-------|-------|-------|
| Bank only | | | | | | | | |
| CAR (%), excluding net profit of each period | 17.83 | 18.02 | 18.72 | 19.55 | 18.84 | 19.91 | 19.69 | 19.91 |
| Tier 1 (%), excluding net profit of each period | 15.42 | 15.96 | 16.66 | 17.51 | 16.80 | 17.86 | 17.65 | 17.86 |
| KASIKORNBANK FINANCIAL CONGLOMERATE* | | | | | | | | |
| CAR (%), excluding net profit of each period | 18.77 | 18.81 | 19.41 | 20.35 | 19.42 | 20.66 | 20.52 | 20.66 |
| Tier 1 (%), excluding net profit of each period | 16.49 | 16.84 | 17.44 | 18.37 | 17.46 | 18.68 | 18.55 | 18.68 |

Note: * 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.

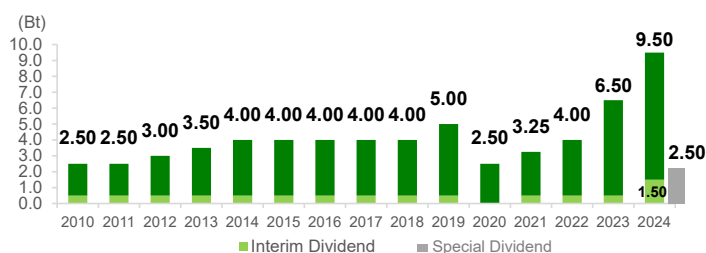
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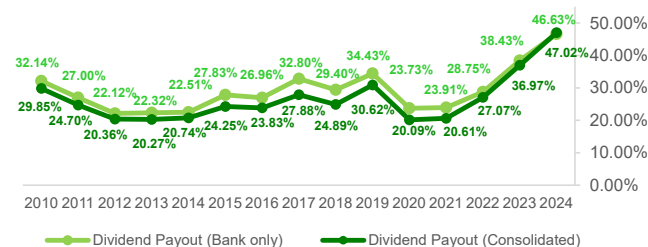
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Dividend

Dividend Per Share



Dividend Payout Ratio



- Dividend** In determining dividend payments, the Bank will take into consideration its operating results as well as suitable sustainable long-term returns to shareholders. The Bank aims to pay not less than 25% dividend payout on consolidated net profit.

| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Dividend Per Share (Bt) | 2.50 | 2.50 | 3.00 | 3.50 | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 5.00 | 2.50 | 3.25 | 4.00 | 6.50 | 9.50 |
| Dividend Payout Ratio (%) (Consolidate) | 29.85 | 24.70 | 20.36 | 20.27 | 20.74 | 24.25 | 23.83 | 27.88 | 24.89 | 30.62 | 20.09 | 20.61 | 27.07 | 36.97 | 47.02 |

Note: - The Board of Directors' Meeting No. 1/2020 held on 30 January 2020 has approved the share repurchase project for financial management purposes of KASIKORNBANK, not exceeding totaling 23,932,600 shares, equal to 1% of the total paid-up capital of the Bank and the maximum not exceeding B4,600mn, which was conducted through the Stock Exchange of Thailand during 14-27 February 2020, and the Bank had the resale period during 31 August – 16 September 2020. By the end, the Bank was unable to resell as planned. To comply with laws and regulations, the Board of Directors' Meeting No. 11/2020, held on 18 September 2020, resolved to approve the decrease in paid-up capital of the Bank by writing off the unsold amount of the repurchasing shares in full. The Bank of Thailand has also approved the decrease in paid-up capital accordingly.

- In 2020-2021, the BOT suspended the banks' interim dividend payment of Y2020 and allowed to pay dividend for Y2020 and Y2021 not exceed 50% of net profit for the previous year.

- On June 2022, the BOT announced to remove the dividend payout ratio limit.

- Dividend payout will be calculated based on dividend divided by net profit attributable to shareholders net of dividend on other equity instrument including additional Tier 1 instrument.

- The Bank aims to pay not less than 25% dividend payout on consolidated net profit. However, if facing an unforeseen circumstance, the Bank may consider not to pay at the above-mentioned level of not less than 25% of dividend payout ratio by considering prudence and suitable return to shareholders.

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Summary

- K-Strategy:** clear pathway to achieve double-digit ROE by 2026; three strategic priorities +1 in medium- and long-term; productivity to increase competitiveness and capture growth opportunities; elevating innovation and productivity to deliver sustainable value to stakeholders
- Double-digit ROE target by 2026:** focus on three priorities (reinvigorate credit performance, scale capital-lite fee income businesses, and strengthen and pioneer sales and service models); building on competitive strengths and prioritizing growth opportunities to deliver high quality earnings growth; elevate innovation and productivity by blending advanced technology, AI, and human intelligence while fostering a culture of learning and high performance and consider options for capital management that are appropriate and sustainable.
- Selective Growth:** loan to grow carefully with prudent underwriting policy and proactive NPL inflow and outflow management to align with asset quality and economic uncertainty; appropriate liquidity maintained; proactive asset quality management closely monitored and constantly reviewed; prudent loan loss reserves; manageable cost to income ratio
- Capital adequacy:** capital remains sufficient to support new business growth; adequate Tier 1 ratio as required under Basel III and new regulatory requirements amid global economic uncertainty; also focused on enhancing capital efficiency and delivering an appropriate level of Total Shareholder Return (TSR), reflecting our commitment to balancing growth, resilience, and value creation.
- Sustainable Development:** conduct business with the principles of a Bank of Sustainability under appropriate risk management and good corporate governance principles, while striving to be a trusted partner to stakeholders, with inclusive growth to ensure that KBank can support stakeholders to achieve their full potential growth and ensuring financial or future-proof resilience under a challenging operating environment

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Disclosure Practice:

- Unreviewed/unaudited quarterly financial reports are released within 21 days from the end of each period
- Reviewed financial reports are released within 45 days from the end of the period for 1Q and 3Q; Audited financial reports are released within 2 months from the end of the period for 2Q and 4Q
- Following KASIKORNBANK's Disclosure Policy and good governance practice, KBank maintains a "silent period" for 7 days prior to the unreviewed/unaudited earnings announcement. During this period, the Bank refrains from replying to questions or commenting on the earnings announcement and arranging one-on-one or group meetings with analysts and investors

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The Recipient understands and acknowledges that the investment or execution of the transaction may be a transaction with low liquidity and KBank shall assume no liability for any loss, damage, or expense of any nature incurred by the Recipient arising out of such investment or execution of the transaction. The Recipient also understands and acknowledges that the information so provided by KBank does not represent the expected yield or consideration to be received by the Recipient arising out of the investment or the execution of the transaction. Further, the Recipient should be aware that the transaction can be highly risky as markets are unpredictable and uncertain, and there may be inadequate regulations and safeguards available to the Recipient.

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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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