

# KASIKORNBANK in Brief

## as of 4Q19

For further information, please contact Investor Relations Unit or visit our website at [www.kasikornbank.com](http://www.kasikornbank.com)

บริการทูลระดับประทับใจ

1

## KASIKORNBANK at a Glance



- Established on June 8, 1945 with registered capital of Bt5mn (USD0.17mn)
- Listed on the Stock Exchange of Thailand (SET) since 1976

Consolidated (as of December 2019)

Assets	Bt3,294bn (USD109.3bn)	Ranked #4 with 15.0% market share**
Loans*	Bt2,002bn (USD66.4bn)	Ranked #4 with 15.4% market share**
Deposits	Bt2,072bn (USD68.7bn)	Ranked #4 with 15.8% market share**
CAR	19.62% ***	
ROE	9.90%	
ROA	1.20%	
Number of Branches	886	
Number of E-Machine (ATM/RCM)	10,973	
Number of K PLUS Users	12.1mn	
Number of Employees	20,443	

### Share Information

SET Symbol	KBANK, KBANK-F	
Share Capital:		
Authorized	Bt30.5bn (USD1.0bn)	
Issued and Paid-up	Bt23.9bn (USD0.8bn)	
Number of Shares	2.4bn shares	
Market Capitalization	Bt361bn (USD12.0bn)	Ranked #2 in Thai banking sector
4Q19 Avg. Share Price:		
KBANK	Bt148.22 (USD4.92)	
KBANK-F	Bt148.43 (USD4.92)	
EPS	Bt16.18 (USD0.54)	
BVPS	Bt169.79 (USD5.63)	

Notes:

\* Loans = Loans to customers less deferred revenue

\*\* Assets, loans and deposits market share is based on C.B.1.1 (Monthly statement of assets and liabilities) of 14 Thai commercial banks as of December 2019

\*\*\* 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. 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

Exchange rate at the end of December 2019 (Mid Rate) was Bt30.15 per USD (Source: Bank of Thailand)

บริการทูลระดับประทับใจ

2

# KASIKORNBANK Vision and Foundation

## Vision

“KASIKORNBANK aims to be the most innovative, proactive, and customer centric financial institution, delivering world class financial services and sustainable value for all stakeholders by harmoniously combining technology and talent”

## Guiding Foundation

- Remain a top tier size with strong brand, distribution, and capital base
- Acquire enduring customers and ensure excellent customer experience across all segments
- Be a digital-oriented AEC+3 Bank
- Be a data-driven bank and ensure data confidentiality
- Be a cost competitive operator
- Be a Bank of Sustainability

บริการทุกระดับประทับใจ

# The K-Strategy

- Customer Centricity remains our core philosophy with the aim to “Empower Every Customer’s Life and Business”

Purpose

**To Empower Every Customer’s Life and Business**

Customer Promise

Total Solution

Attentive & Inclusive

Any Time & Any Where

Trustworthy

K-Culture

**A PIONEER FOR THE BETTER, A STEP AHEAD FOREVER**

**Customer at Heart | Agility | Collaboration | Innovativeness**

Strategic Imperatives



Lend successfully using data analytics



Embed in select financially relevant ecosystems



Ensure cyber security and data confidentiality

New Capabilities

**8 TRANSFORMATION JOURNEYS**

บริการทุกระดับประทับใจ

# New Capabilities to Enable K-Strategy

- 8 Transformation Journeys are new capabilities to help “Empower Every Customer’s Life and Business”

## To Empower Every Customer’s Life and Business

### 1 Ecosystem Orchestrator & Harmonized Channel

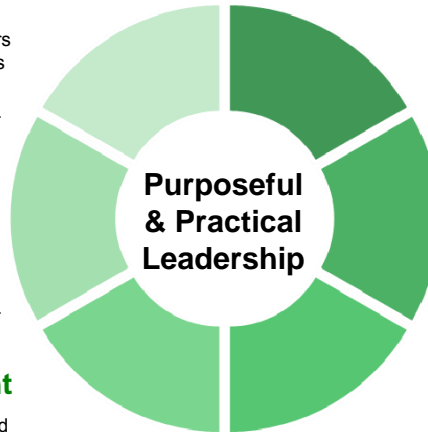
- Orchestrating ecosystems with partners and providing an excellent experiences throughout customer journeys

### 2 Intelligent Lending

- Leveraging customer data to offer personalized lending experience and achieve fair risk adjusted return

### 3 Proactive Risk & Compliance Management

- Proactively identifying potential risk and establishing loss prevention and detection



### 4 New Growth in Regional Market

- Exploring new growth by
  - Regional Payment for All
  - “Better Me” Finance

### 5 Data Analytics

- Expanding data analytics capability to enhance business opportunity and operational efficiency

### 6 Cyber Security & IT Resilience

- Enhancing comprehensive cyber security and IT capabilities

### 7 Performing Talent and Agile Organization

### 8 Modern World Class Technology Capability

บริการทุกระดับประทับใจ

5

# 2015 – 2019 Financial Performance

Consolidated

(Bt mn)

Item	2019	2018	2017	2016	2015
<b>B/S and Income:</b>					
Assets	3,293,889	3,155,091	2,900,841	2,843,278	2,555,305
Deposit	2,072,049	1,995,001	1,878,672	1,794,835	1,705,379
Loan	2,001,956	1,914,072	1,802,783	1,697,581	1,609,887
Interest Income	130,178	123,922	119,337	115,873	114,354
Interest Expense	27,490	25,384	25,176	26,195	29,341
Non-interest Income	57,803	56,945	62,695	63,725	62,503
Other Operating Expenses (Non-interest expense)	72,729	68,348	66,372	63,854	66,656
EBPT	87,762	87,135	90,484	89,548	80,859
Net Profit	38,727	38,459	34,338	40,174	39,474
<b>Performance Ratio:</b>					
ROA	1.20	1.27	1.20	1.49	1.60
ROE	9.90	10.61	10.24	13.23	14.54
NIM	3.3	3.4	3.4	3.5	3.7
Cost to income ratio	45.3	44.0	42.3	41.6	45.2
<b>Asset Quality Ratio:</b>					
NPL gross	84,038	74,400	69,674	65,087	49,490
NPL net	55,685	41,431	38,570	33,553	24,586
Reserve	124,879	119,485	103,435	85,212	64,317
NPL gross /Loan (%)	3.7	3.3	3.3	3.3	2.7
NPL net /Loan (%)	2.5	1.9	1.9	1.7	1.4
Reserve/NPL gross (%)	148.6	160.6	148.5	130.9	130.0
<b>Capital** (%):</b>					Basel 3
CAR	19.6	18.3	18.0	18.8	18.0
Tier 1	16.2	15.9	15.7	15.2	14.5

Notes: \* In accordance with the corporate income tax rate reduction from 30% of taxable profit to 23% in 2012 and 20% in 2013, KBank recognized a one-time Bt1.9bn impact to the 4Q11 income statement due to deferred tax items adjustment; there was no effect on the business undertakings, profitability, or capital fund of the Bank and its subsidiaries

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

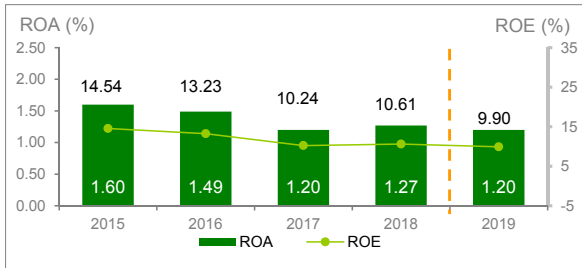
บริการทุกระดับประทับใจ

6

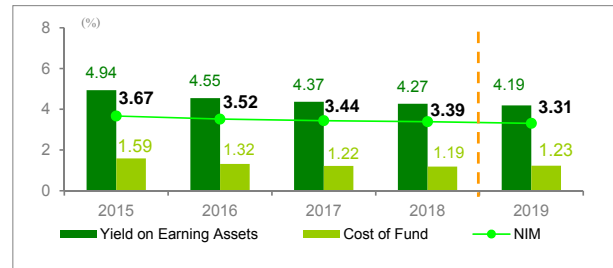
# Financial Performance Highlights

December 2019 (Consolidated)

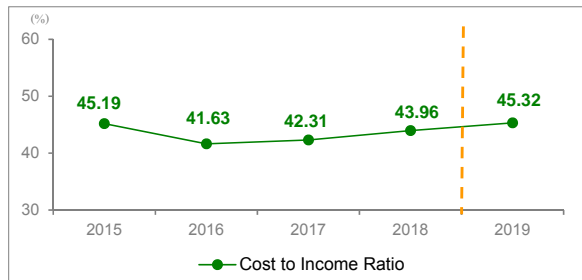
## ROA and ROE



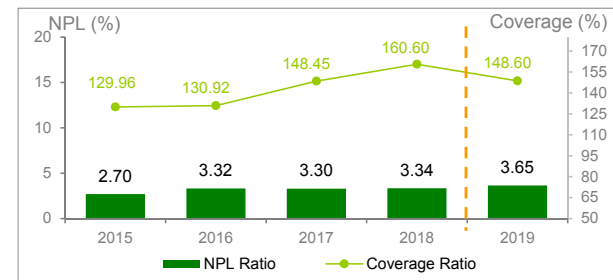
## Net Interest Margin



## Cost to Income Ratio



## NPL Ratio and Coverage Ratio



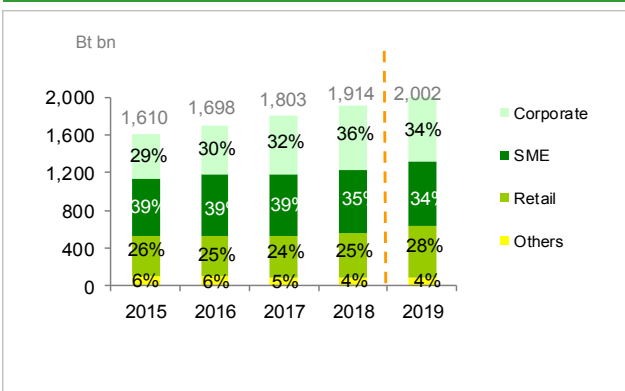
บริการทุกระดับประทับใจ

# Loan

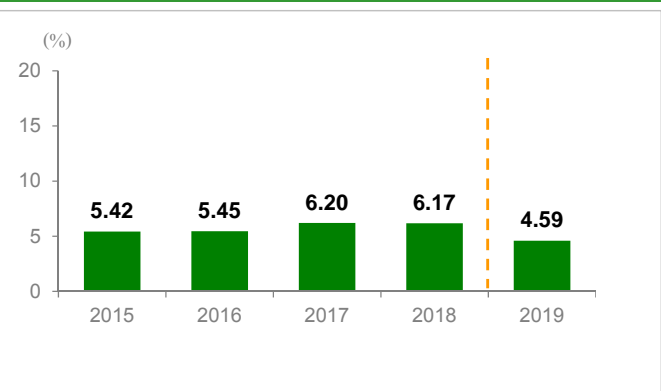
December 2019

- Decent and sustainable loan growth; in line with economic growth

## Loan Portfolio Breakdown



## Loan Growth (YoY)



### Loan Definition (IFRS 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:** Loans of KBank and KBank's Subsidiaries in Retail Segments

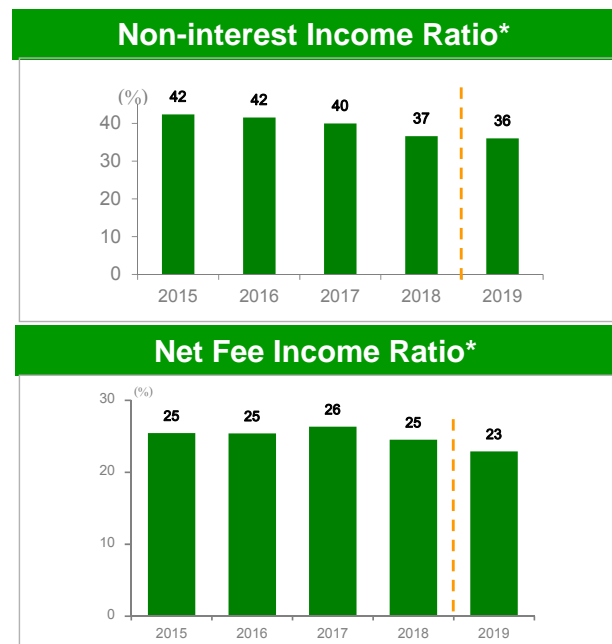
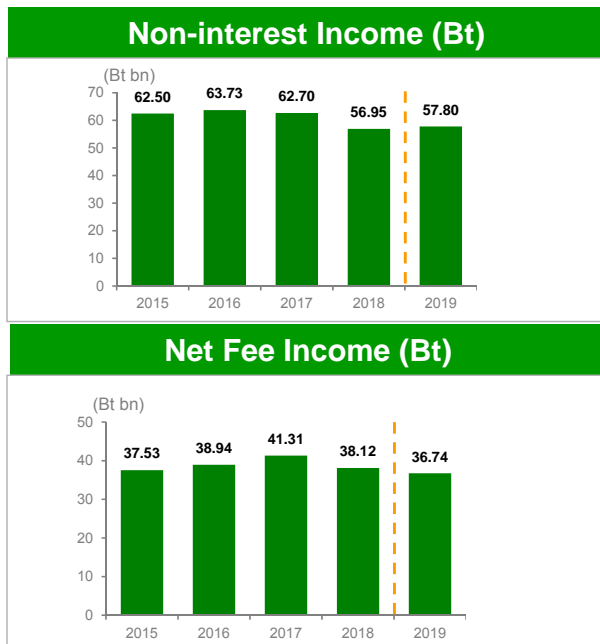
**Other Loans:** Loans in Enterprise Risk Management Division (NPL + Performing Restructured Loans), and other loan types

Note: Loans = Loans to customers less deferred revenue, based on new financial statement presentation

บริการทุกระดับประทับใจ

# Non-interest Income and Net Fee Income

December 2019



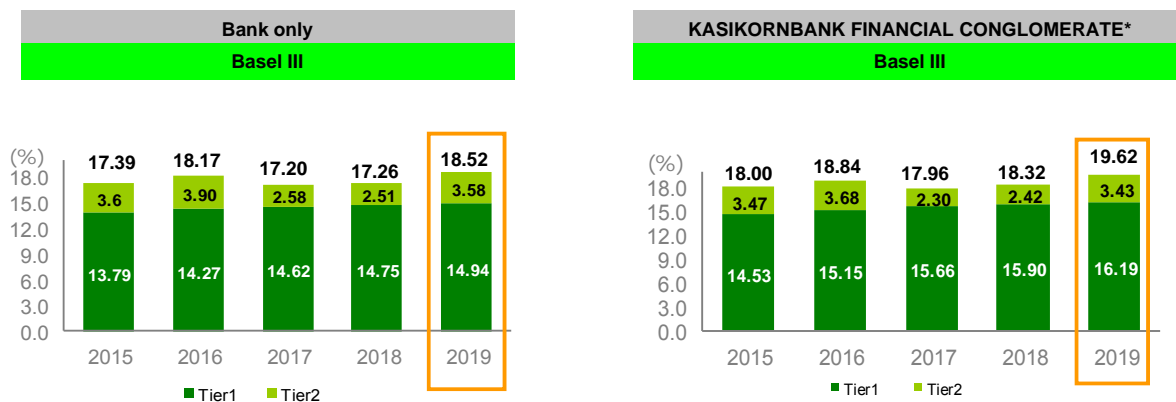
Note: \* Non-interest Income Ratio = Non-interest income/Total Operating Income-net  
Net Fee Income Ratio = Net Fee Income/Total Operating Income-net

บริการทุกระดับประทับใจ

# Capital

December 2019

- Capital adequacy remains sufficient to support business growth; maintained adequate Tier 1 ratio, as required under the Basel III



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.

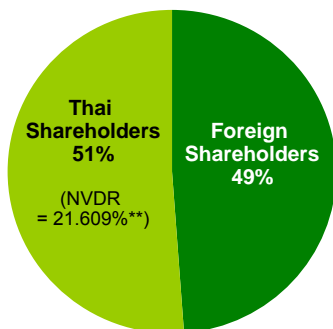
Under Bank of Thailand regulations, net profit in the first half of the year is to be counted as capital after approval by the Board of Directors as per the Bank's regulations. Net profit in the second half of the year is also counted as capital after approval of the General Meeting of Shareholders.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

บริการทุกระดับประทับใจ

# Shareholder Structure

September 12, 2019 (Record Date)

## Shareholder Structure



**Note:**

Thai Shareholding Limit	51%
Foreign Shareholding Limit	49%

## Top 10 Shareholders\*

%

1. THAI NVDR CO., LTD**	21.609
2. STATE STREET EUROPE LIMITED	8.594
3. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	5.881
4. STATE STREET BANK AND TRUST COMPANY	3.543
5. SOCIAL SECURITY OFFICE	2.885
6. BNY MELLON NOMINEES LIMITED	2.442
7. THE BANK OF NEW YORK MELLON	2.122
8. GIC PRIVATE LIMITED	1.869
9. SOUTH EAST ASIA UK (TYPE A) NOMINEES LIMITED	1.629
10. THE BANK OF NEW YORK (NOMINEES) LIMITED	1.287
<b>Other Shareholders</b>	<b>48.140</b>
<b>Total</b>	<b>100.000</b>

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)

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

บริการทกระดับประทับใจ

11

# Corporate Governance

## 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](http://www.kasikornbank.com) / Investors / Corporate Governance

บริการทกระดับประทับใจ

12

# Sustainable Development

KASIKORNBANK conducts business on the foundation of being a Bank of Sustainability, with appropriate risk management and good corporate governance principles. 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.

## Economic Aspect

- Corporate Governance
- Customer Centricity
- Innovation
- Financial Knowledge
- Risk Management
- Customer Data Security and Privacy

## Social Aspect

- Labor Relations Management and Employee Caring
- Employee Development
- Occupational Health and Safety
- Youth education development and community and social development

## Environmental Aspect

- Financial support to environmentally-friendly businesses
- Environmentally friendly and reducing the environmental impacts of our own operations
- Adaptation and mitigation of the impact of climate change

## BANK OF SUSTAINABILITY



Note: More information on our Sustainable Development can be found on our website and KBank's Sustainability Report 2018

## PRIDE OF KBank 2019 - 2020

### INTERNATIONAL



The first and only commercial bank in Thailand and ASEAN selected as a member of the DJSI World Index and DJSI Emerging Markets Index for four consecutive years (2016-present)



KBank has been classified in the Bronze Class of the banking industry category by RobecoSAM. (2018-present)



A member of the FSTE4Good Emerging Index for four consecutive years (2016-present)



KBank's rating is at AA, leadership Level in its ESG performance among emerging market banking sector peers.



The first Bloomberg Gender-Equality Index (GEI) member from Thailand. The 2020 Bloomberg Gender-Equality Index (GEI) distinguishes companies committed to transparency in gender reporting and advancing women's equality



The first Thai commercial bank in the A- (Management Level), assessed by the Carbon Disclosure Program (CDP)

### NATIONAL



To be included in the Thailand Sustainability Investment (THSI) for four year (2015, 2017-present)



SET Sustainability Awards 2019 – Outstanding Granted by the Stock Exchange of Thailand.



ESG 100 company 2019 (Certified by Thailand)



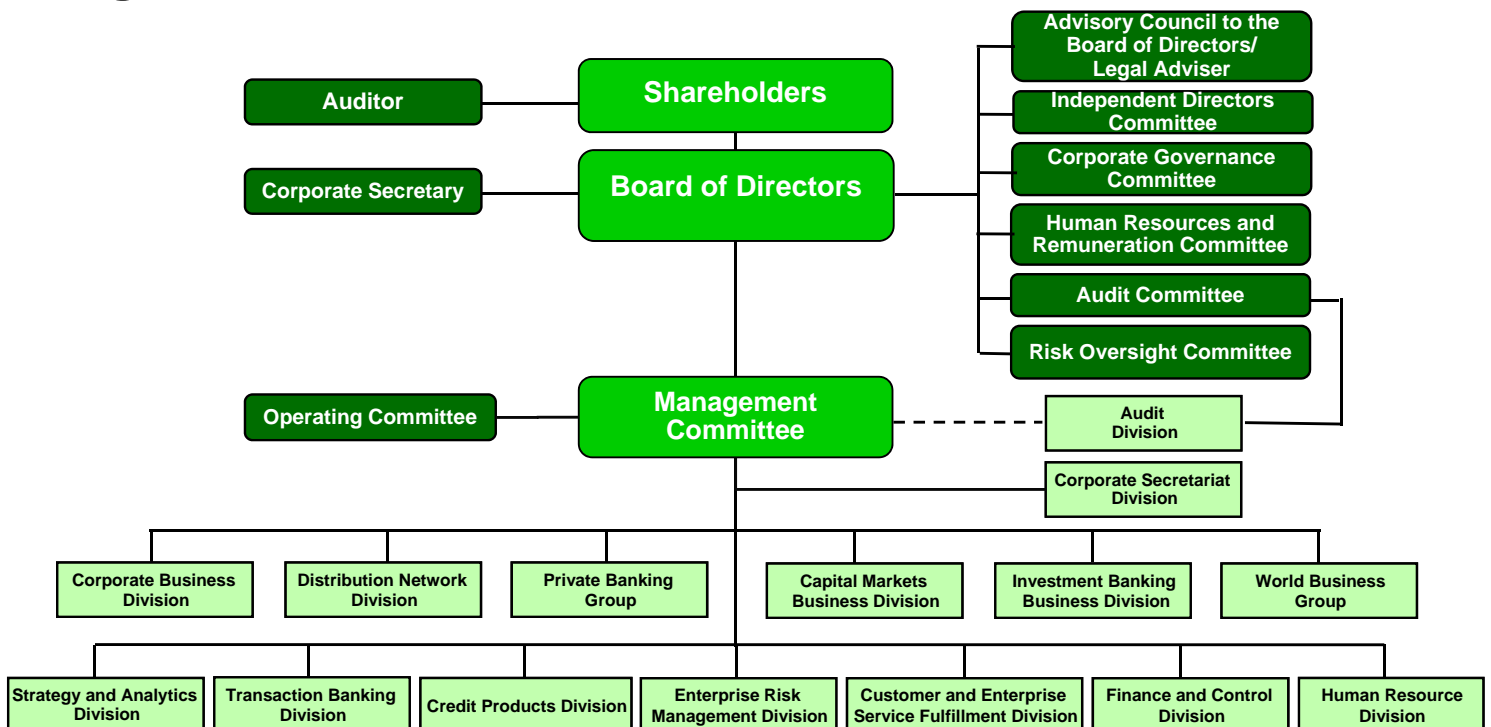
Sustainability Report Award 2019 Sustainability Disclosure Award granted by Thailand Institute



The first and only commercial bank in Thailand granted Carbon Neutral Certification (2018-2019)

บริการทุกระดับประทับใจ

# Organization Chart

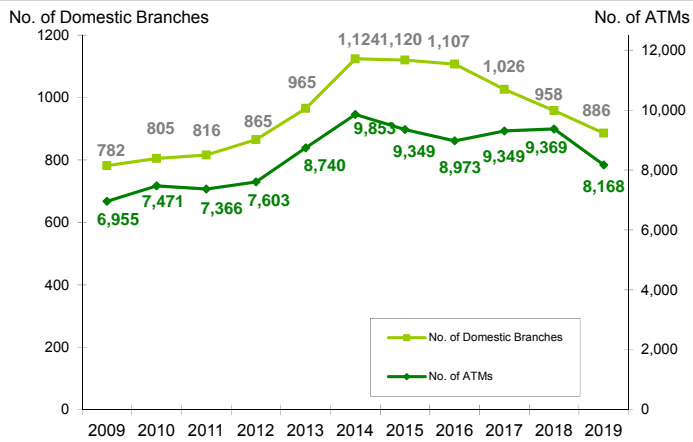


บริการทุกระดับประทับใจ

# KBank Channels and Employees

December 2019

## Domestic Branches & ATMs

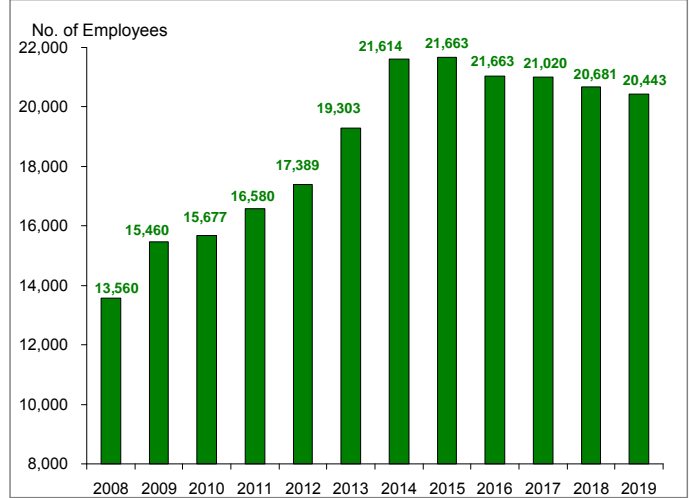


\* A drop in number of ATMs in 2011 and 2015 reflects the relocation plan

Note:

- Two subsidiary banks: KASIKORNTHAI BANK (Lao PDR) with two branches in Ponesuan and Lane Xang, KASIKORNBANK (CHINA) with three branches in Shenzhen, Chengdu, Shanghai and one sub-branch in Long Gang
- Three international branches: Cayman Islands, Hong Kong, and Phnom Penh
- Seven representative offices: Beijing, Kunming, Tokyo, Yangon, Ho Chi Minh, Hanoi, and Jakarta
- One strategic partner in Indonesia: Maspion Bank
- Global partners with 76 banks in 14 countries: 51 Japanese partner banks; 10 Chinese partner banks; 1 Hong Kong bank; 2 Korean partner banks; 7 ASEAN partner banks (in Vietnam, Indonesia, Lao PDR, Cambodia, Philippines and Malaysia); 4 European regional banks (in Germany, Italy and Russia) and 1 Indian Bank (as of Dec, 2019)

## Employees



## บริการทุกระดับประทับใจ

15

# Public Recognition Highlight: 2018-2019

## 2019

- An index component of the Dow Jones Sustainability Indices (DJSI) 2019, including the DJSI World Index and the DJSI Emerging Markets Index
- The Bronze Class of the banking industry category by RobecoSAM
- A member of the FSTE4Good Emerging Index 2019
- Named the Leading Thai Bank in Sustainable Development
- A score from 2019 Carbon Disclosure Project (CDP)
- Rating is at AA, leadership level in its ESG performance among emerging market banking sector peers.
- A member of the 2020 Bloomberg Gender-Equality Index
- HR Asia Best Companies to Work for in Asia™ 2019 (Thailand Edition)
- Gold Award: Best Recruitment Marketing and Employer Branding Program
- ASEAN Most Honored Companies
- Bronze Award: Best Learning Program Supporting a Change Transformation Business Strategy
- ASEAN Overall Best ESG/SRI Reporting
- Best CFO-Thailand
- Best Trade Finance Providers
- The Asset ESG Corporate Awards - Platinum Award
- Best Service Provider: Cash Management, Thailand
- Best Service Provider: E-Solutions Partner, Thailand
- Best Cash Management Bank in Thailand
- Best Bond House in Thailand
- Best FX Bank for Corporates and FIs in Thailand
- Best Private Bank in ASEAN - Best Private Bank in Thailand
- Winner: Excellence in Next-Gen Customer Experience
- Highly Acclaimed: Best Product or Service Innovation
- Highly Acclaimed: Best Customer Insight & Feedback Initiative
- Best Private Bank - Thailand Domestic
- Domestic Cash Management Bank of the Year
- Domestic Retail Bank of the Year-Thailand
- Advertising Campaign of the Year-Thailand
- Best Repo Primary Dealer
- Winner: Best Debit Card Initiative
- Highly Commended: Excellence in Service Innovation
- Highly Commended: Best Staff Training and Development Programme
- Best Private Bank for Digital Culture in Asia
- Best Private Bank for Digitally Empowering Relationship Managers in Asia
- Best Retail Bank in Thailand
- Best Digital Brand Initiative
- Private Banking Digitalisation
- Best DCM House in Thailand
- Best Private Bank in Thailand
- Asset management company champion
- Highly Commended in Sustainability Awards
- Best Innovative Company Awards
- Granted Carbon Neutral Certification

## 2018

- An index component of the Dow Jones Sustainability Indices (DJSI) 2018, including the DJSI World Index and the DJSI Emerging Markets Index
- A member of the FSTE4Good Emerging Index 2018
- Best Retail Bank in Thailand 2018
- Best Cash Management in Thailand 2018
- Best Credit Evaluation Initiative 2018
- Best Frictionless Mobile Initiative 2018
- Best Bank for Research and Asset Allocation Advice, Thailand
- Best Bank for Succession Planning Advice and Trusts, Thailand
- Winner: Dynamic Third Party Collaboration
- Highly Commended: Excellence in Service Innovation
- Highly Commended: Best Social Media Marketing
- Global 2000: World's Best Employers 2018 (Rank 8<sup>th</sup>)
- Asia's Best CEO (Investor Relations)
- Best Investor Relations Company (Thailand)
- Best Environmental Responsibility (Thailand)
- Best Investor Relations Professional (Thailand)
- Best Trade Finance Provider in Thailand
- No.1 Brand Thailand 2017 - 2018
- Best Private Bank in Thailand
- Best Domestic Bank in Thailand 2018
- Best DCM House in Thailand 2018
- Thailand Domestic Cash Management Bank of the Year
- Domestic Retail Bank of the Year in Thailand
- Credit Card Initiative of the Year in Thailand
- Financial Inclusion Initiative of the Year in Thailand
- Best Local Currency Bond Deal in Southeast Asia
- Best Cash Management Bank in Thailand
- Best FX Bank for Corporates & FIs in Thailand
- Best Retail Bank in Thailand
- Macquarie Award - Most Improved Bond House
- Outstanding Sustainability Awards 2018
- Outstanding Sustainability Report Award 2018
- Outstanding Investor Relations 2018
- The Most Popular Stock Award in The Financial Business Sector
- Top Arrangers - Investors' Choices for Primary Issues - Corporate Bonds, Thailand
- Top Arrangers - Investors' Choices for Primary Issues - Government Bonds, Thailand
- Top Sellside Firms in the Secondary Market - Government Bonds, Thailand
- Top Sellside Firms in the Secondary Market - Corporate Bonds, Thailand

## บริการทุกระดับประทับใจ

16



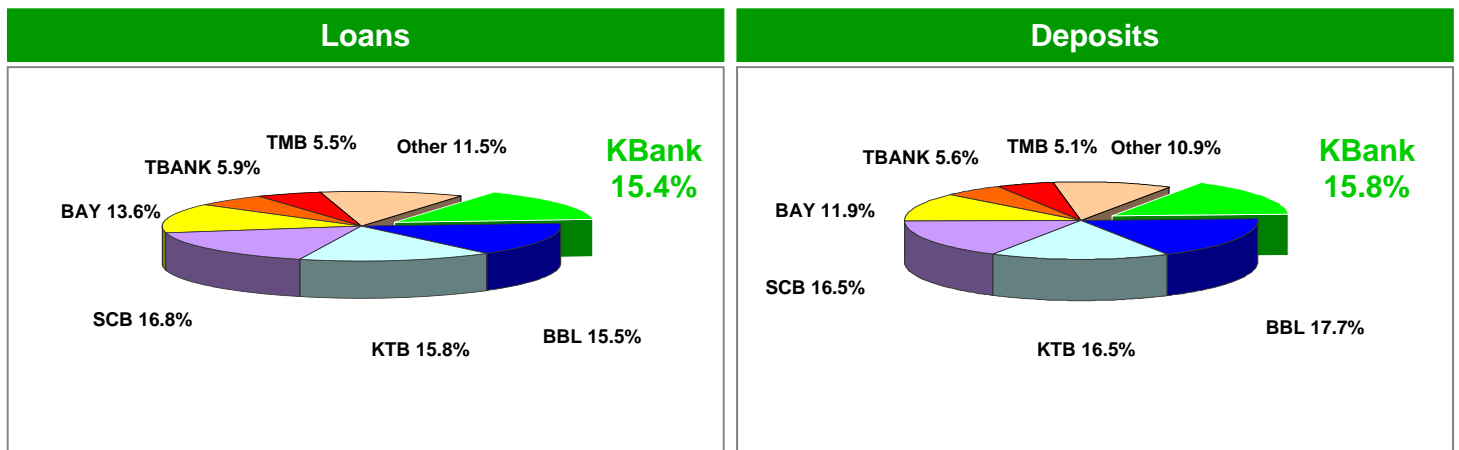
## Appendix

บริการทุกระดับประทับใจ

17

## Loans and Deposits Market Share

December 2019 (Bank only)



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 14 Thai commercial banks as of December 2019

บริการทุกระดับประทับใจ

18

## DISCLAIMER:



This document is intended to provide material information relating to investments or products in discussion and as a reference during the discussion, presentation, or seminar only. It does not represent or constitute any advice, offer, contract, recommendation, or solicitation and should not be relied upon as such. In preparation of this document, KASIKORNBANK PUBLIC COMPANY LIMITED ("KBank") has made several crucial assumptions and relied on financial and other information available from public sources as of the date of this document. Therefore, KBank assumes no responsibility or liability and makes no representations or warrants with respect to the accuracy and/or completeness of the information described herein. Before making their own independent decision to make any investment or enter into any transaction, the recipient of this information ("Recipient") shall carefully review information relating to services or products of KBank, including but not limited to economic and market situations and other factors pertaining to the transaction as posted on KBank's website at URL [www.kasikornbank.com](http://www.kasikornbank.com) and in other sources, and make their own investigation on all other information, documents prepared by other institutions, as well as consult with Recipients' financial, legal, or tax advisors on each decision.

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.

KBank reserves the right to amend, either in whole or in part, the information so provided herein at any time as it deems fit, and the Recipient acknowledges and agrees with such amendments, accordingly. For any inquiry, or in the case of making a complaint, the Recipient may seek further information from KBank at [IR@kasikornbank.com](mailto:IR@kasikornbank.com), +(662) 470 6900 to 01, +(662) 470 2660 to 61, or +(662) 470 2673 to 74.

\* 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.

บริการทุกระดับประทับใจ



**KASIKORNTHAI**

บริการทุกระดับประทับใจ