



# KASIKORNBANK

## Investor Presentation as of 1Q24

### (Updated Economic Data)

May 2024

For further information, please contact the Investor Relations Unit or visit our website at [www.kasikornbank.com](http://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 all stakeholders by harmoniously combining technology and talent"

- Established on June 8, 1945 with registered Capital of Bt5mn (USD0.14mn)
- Listed on the Stock Exchange of Thailand (SET) since 1976



### Core Value:

Customer at Heart |  
Collaboration | Agility |  
Innovativeness | Integrity

### Consolidated (1Q24)

Financial figures				Share information		
	Assets	Loans <sup>1</sup>	Deposits	Average share price	KBANK	KBANK-F
Value	<b>Bt4,319bn</b> (USD118.4bn)	<b>Bt2,464bn</b> (USD67.6bn)	<b>Bt2,702bn</b> (USD74.1bn)		<b>Bt124.50</b> (USD3.41)	<b>Bt124.50</b> (USD3.41)
Rank <sup>2</sup>	<b>#3</b>	<b>#3</b>	<b>#2</b>	Share capital	Authorized <b>Bt30.2bn</b> (USD0.83bn)	Issued and paid-up <b>Bt23.7bn</b> (USD0.65bn)
Market share	<b>16.10%</b>	<b>15.86%</b>	<b>16.63%</b>	Number of shares and market capitalization	# of shares <b>2.4bn</b>	Market Capitalization <b>Bt293.8bn</b> (USD8.06bn)
Key ratio and operating figures				Key ratio	EPS <b>Bt5.53</b> (USD0.15)	BVPS <b>Bt224.82</b> (USD6.17)
Key ratio	CAR <b>19.37%</b> <sup>3</sup>	ROE <b>9.99%</b> <sup>4</sup>	ROA <b>1.25%</b>			
Operating	Branches <b>806</b>	K PLUS Users <b>22.2 mn</b>	Employees <sup>5</sup> <b>18.8 k / 31.6 k</b>			

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 March 2024

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 March 2024 (Mid Rate) was Bt36.47 per USD (Source: Bank of Thailand)

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## Operating Environment: Economic Outlook for 2024

### Key GDP Forecasts and Assumptions

% YoY	2022	2023	2024F (March 24)	2024F* (May 24)
GDP	2.5	1.9	2.8	2.6 ↓
Private Consumption	6.2	7.1	2.6	2.9 ↑
Government Consumption	0.1	-4.6	2.0	1.3 ↓
Total Investment	2.3	1.2	1.6	1.6
- Private investment	4.7	3.2	3.0	3.2 ↑
- Public investment	-3.9	-4.6	-1.0	-2.0 ↓
Gov't Budget Deficit (% of GDP)	-3.5	-3.3	-3.8	-3.8
Exports (Customs Basis)	5.5	-1.0	2.0	1.5 ↓
Imports (Customs Basis)	13.6	-3.7	3.5	3.5
Current Account (USD bn)	-16.9	6.6	11.5	11.0 ↓
Headline Inflation	6.1	1.2	0.8	0.8
Avg Dubai Oil Price	97.0	82.0	76.5	82.5 ↑
No. of Foreign Tourists (Mn)	11.2	28.2	36.0	36.0
Policy Interest Rate**	1.25	2.50	2.50	2.50

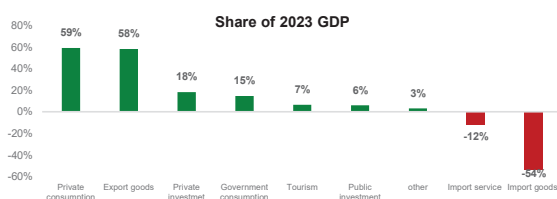
### Key Points:

- **Key drivers** remain from a continued recovery in tourist arrivals and a rebound in exports, despite at a slower growth. The Thai economy is revised down from 2.8% to 2.6% in 2024
- **Main challenges** are from sluggish export recovery, manufacturing slowdown, and a decline in agricultural production. Additionally, budget disbursement may not reach the anticipated levels
- The policy interest rate is likely to maintain at 2.5% throughout 2024 due to "high for longer" global interest rate trend, which are putting pressure on regional currencies, including the Thai baht. Meanwhile, positive domestic inflation has recently returned after a seven-month period of negative inflation

### Risk Factors:

- **Structural problems** such as deteriorated competitiveness, aged society and high household debt lead to declining potential GDP
- **External challenges** include fund flow volatility due to a shift in monetary policy among major central banks and geopolitical tensions that lead to realignment of global supply chain

Notes: MPC's policy rate is at 2.50% (as of April 10, 2024)  
Source: \* KResearch (as of May 20, 2024 vs forecast on March 13, 2024)  
\*\* KBank Capital Markets Research (as of April 29, 2024)



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## 1Q24 Financial Performance

Consolidated	2023 Actual	1Q24 Actual	2024 Targets	Notes (1Q24)
NIM	3.66%	3.76%	Maintain	NIM increased YoY align with interest rate trend. Maintain NIM target.
Loan Growth	-0.19%	-1.07% YTD	3 – 5%	Loans decreased YTD from SME and credit card loans; continue to focus on growing quality loans and improve risk-adjusted returns.
Net Fee Income Growth*	-5.17% YoY	2.28% YoY	Mid to High-Single digit	Net fee income increased from fund management, commercial fee and credit cards related, while brokerage fees decreased; continue focus on wealth management business.
Cost to Income Ratio**	44.10%	41.30%	Low to Mid-40s	Cost to income decreased YoY from revenue growth; continue cost management and productivity improvement, with potential investment to support K-Strategy.
Credit Cost per year	208 bps	189 bps	175 – 195 bps	Credit cost aligned with the target and remained high to cover future uncertainties; continue prudent financial policy and proactive asset quality cleanup.
NPL Ratio (Gross)***	3.19%	3.19%	< 3.25%	
ROE****	8.29%	9.99%	N/A	
ROA	0.99%	1.25%	N/A	
Dividend Policy	37%	<b>Not Less than 25%<sup>(a)</sup> Dividend Payout on Consolidated Net Profit</b>		<sup>(a)</sup> 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) Net Fee Income = Fees and Service Income – Fees and Service Expense; 2) Cost to Income Ratio = Total Other Operating Expenses to Total Operating Income – net (Total Operating income less Underwriting Expenses); 3) 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; 4) ROE = Net profit deducted Additional Tier 1 dividend after tax/Average total equity excluded Additional Tier 1

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## 2024 Financial Targets

Consolidated	2023 Actual	2024 Targets	Notes (2024)
NIM	3.66%	Maintain	NIM maintains in line with interest rate trend and selective loan growth; cost of funds remain high from last year rising interest rate.
Loan Growth	-0.19%	3-5%	Sensible loan growth in line with the economy; focus on growing quality loans in selective recovering sectors, secured loans and regional expansion strategy; continue focusing on asset quality by revamping credit strategy, reinvigorating key capabilities, and enhancing end-to-end transformation.
Net Fee Income Growth*	-5.17% YoY	Mid to High-Single Digit	Improved net fee income growth driven by new strategic growth in wealth management business; despite lower conventional transaction fees due to changing consumer behavior.
Cost to Income Ratio**	44.10%	Low to Mid-40s	Moderate revenue growth; potential investment to support K-Strategy; continuing cost management and productivity improvements.
Credit Cost per year	208 bps	175-195 bps	Continue proactive asset quality clean up and prudent financial policy; credit cost peaked in 2022 and gradually decreases in 2023-2024 but remain high to cover future uncertainties; credit cost will reach a normalized level in 2025. Stable NPL ratio amid uncertain economic recovery.
NPL Ratio (Gross)***	3.19%	< 3.25%	
ROE****	8.29%	N/A	
ROA	0.99%	N/A	
Dividend Policy	<b>Not Less than 25%<sup>(1)</sup> Dividend Payout on Consolidated Net Profit</b>		<sup>(1)</sup> 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: \* Net Fee Income = Fees and Service Income – Fees and Service Expense; \*\* Cost to Income Ratio = Total Other Operating Expenses to Total Operating Income – net (Total Operating income less Underwriting Expenses); \*\*\* 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 \*\*\*\* ROE = Net profit deducted Additional Tier 1 dividend after tax/Average total equity excluded Additional Tier 1

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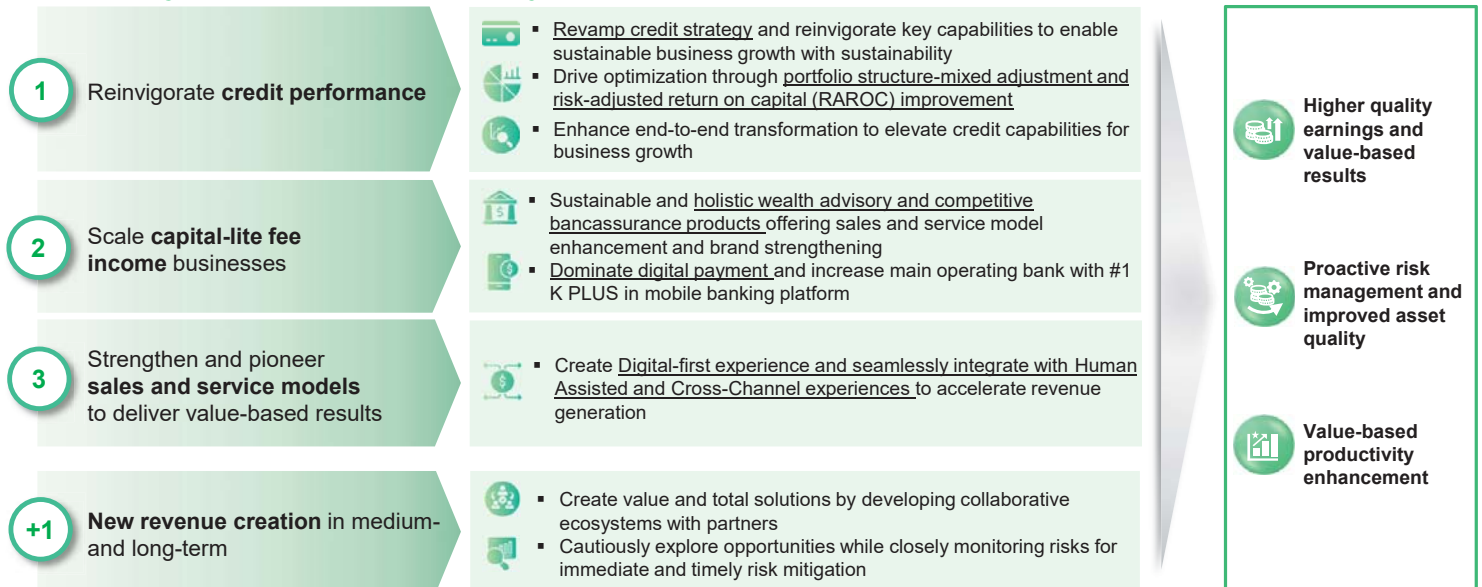
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**Vision and K-Strategy: Focus on three strategic priorities +1 in medium- and long-term to increase competitiveness, capture growth opportunities, and deliver sustainable value to all stakeholders**



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**Double-digit ROE by 2026 with Strong Execution, Prudent Discipline and Concrete Measurement**  
**Proactively Enhance Overall Risk-adjusted Return on Capital to Uplift Shareholder Value**

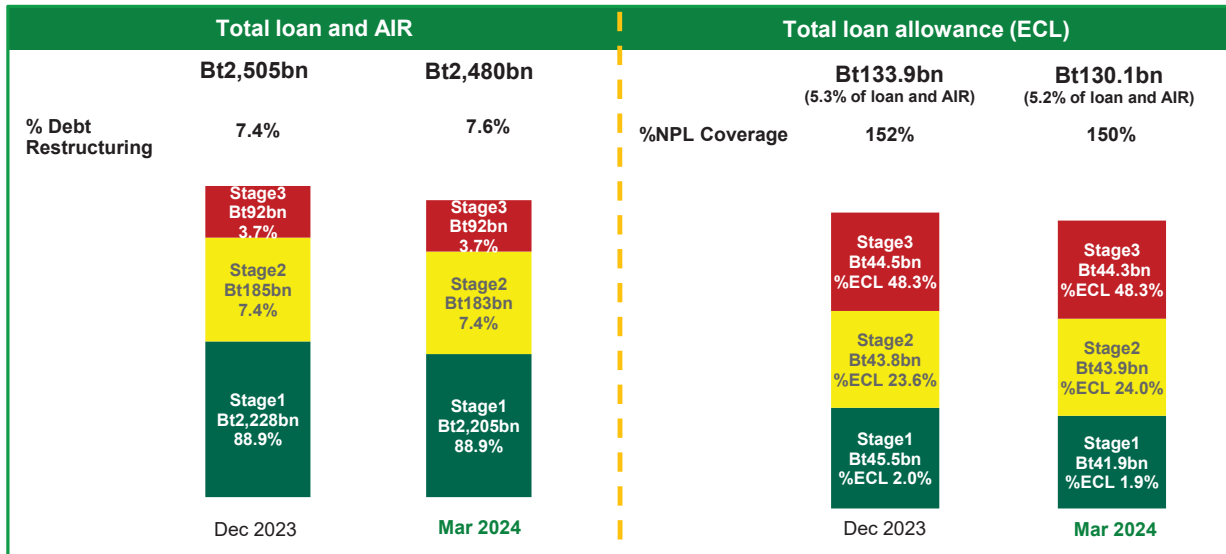


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## Classified Loans

- Gradual economic recovery, uncertain global economy and tighten credit policy put pressure on loan growth.
- On track asset quality management; continued precaution and prudent risk management



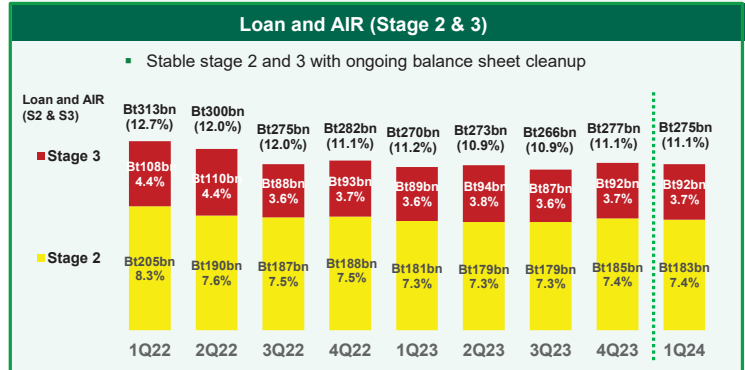
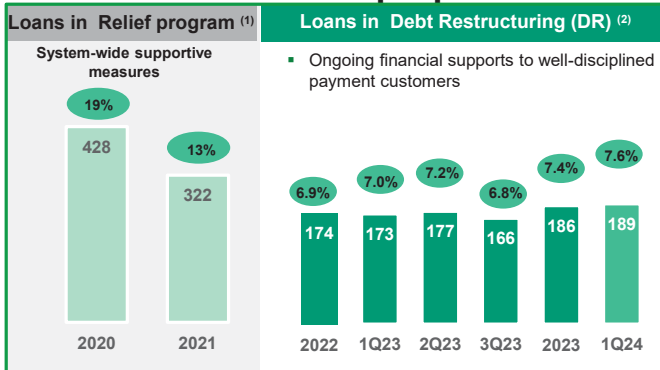
Note: % Debt Restructuring including comprehensive debt restructuring loans

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## Balance Sheet Cleanup Updates



	2019	2020	2021	2022	1Q23	2Q23	3Q23	4Q23	2023	1Q24
Total Loan Allowance (bn)	125	134	145	134	128	128	130	134	134	130
ECL to Loan and AIR (%)	6.2%	6.0%	5.9%	5.3%	5.2%	5.2%	5.3%	5.3%	5.3%	5.2%
Credit Cost (bps)	174 bps	205 bps	173 bps	211 bps	205 bps	208 bps	209 bps	220 bps	208bps	189bps
NPL ratio (%)	3.65%	3.93%	3.76%	3.19%	3.04%	3.20%	3.11%	3.19%	3.19%	3.19%
NPL Coverage (%)	148.6%	149.2%	159.1%	154.3%	156.7%	147.3%	154.9%	152.2%	152.2%	150.3%
Write - off (bn)	26.4	21.5	27.4	59.0	1.0	4.3	3.7	5.1	14.1	9.1
NPL Sales (bn) <sup>(3)</sup>	7.1	6.8	0	72.0	35.6	15.0	23.0	4.8	78.4	7.9

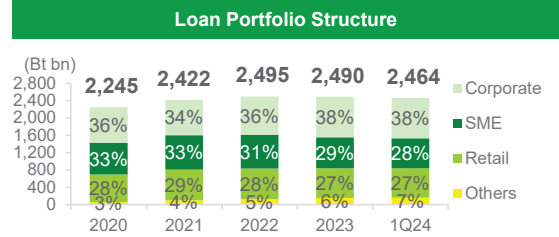
Note: 1) Loans in relief programs including debt resolution measures during the early stage of COVID-19; covering broad-based payment holiday and opt-in program; loans in CDR before 3Q23 included one-year scheme  
2) Loans in debt restructuring including comprehensive debt restructuring loans; 3) NPL 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



Consolidated	Amount (Bt bn)		1Q24 Loan Growth (%)	1Q24 Yield Range (%)	Y2024 Loan Growth Target (%)
	Dec 23	Mar 24			
Corporate Loans	935	935	0.0%	3-5%	2-4%
SME Loans	719	692	(3.7%)	6-8%	1-2%
Retail Loans	684	674	(1.4%)	6-8%	1-2%
Other Loans	153	163	6.2%		
<b>Total Loans<sup>1)</sup></b>	<b>2,490</b>	<b>2,464</b>	<b>(1.1%)</b>	<b>6.1%</b>	<b>3-5%</b>

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.  
<sup>1)</sup> Other loans through the World Business Group were included. In 1Q24, WBG loans were Bt116bn, increasing 11.4% YTD, and 35.6% YoY

	1Q24	2024 Outlook
<b>Corporate Loans</b>	<ul style="list-style-type: none"> <li>Loans were stable from 4Q23. There were short-term loan repayments from customers in the real estate, petrochemical, electronic, and appliances sectors. However, loans increased in some industries such as communication, food and beverage, and industrial agriculture.</li> </ul>	<ul style="list-style-type: none"> <li>Projected corporate loan growth driven by customers' new investment opportunities</li> <li>Continue focusing on supporting ESG loans in prospective industries</li> </ul>
<b>SME Loans</b>	<ul style="list-style-type: none"> <li>SME loan outstanding decreased YTD due to prudent credit policy focusing on asset quality management and existing potential customers. However, it continues to grow aligned with the market.</li> <li>KBank will continue to launch various product programs (acquisition, refinance, boost up utilization) to meet customers' needs in upcoming quarter.</li> </ul>	<ul style="list-style-type: none"> <li>Grow prudently in line with the market, focusing on maintaining lead position</li> <li>Prioritize existing customers by supporting business growth of healthy SME customers</li> <li>Leverage our strong SME leadership role by utilizing customer data to explore opportunities in burgeoning industries, supporting economic recovery in sectors</li> </ul>
<b>Retail Loans</b>	<ul style="list-style-type: none"> <li>Home Loans slightly decreased YTD due to loan repayment and refinance while new loans from new middle- to high-income customers significantly increased.</li> <li>Credit card decreased YTD as tax-saving investment amount declined from last quarter (seasonal effect).</li> <li>Personal Loans decreased YTD due to credit policy tightening.</li> </ul>	<ul style="list-style-type: none"> <li>Prioritize upper segments through sub-segmentation while ensuring manageable risks and acceptable returns</li> <li>Strengthen credit foundation through enhancing end-to-end capabilities and ensuring effective risk management to sustain continuous growth aligned with the market</li> <li>Utilize internal and external data to offer products, and promotion campaigns to targeted customer personas while retaining high-quality customers</li> </ul>

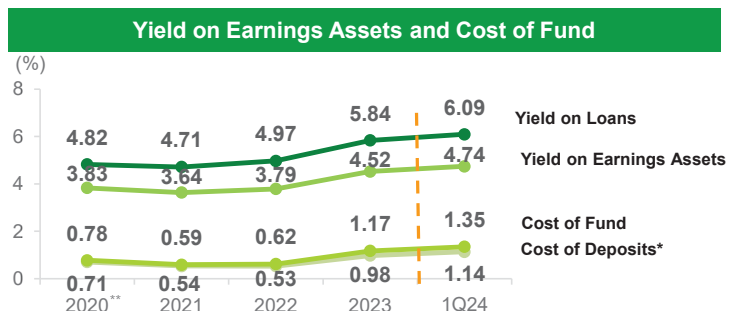
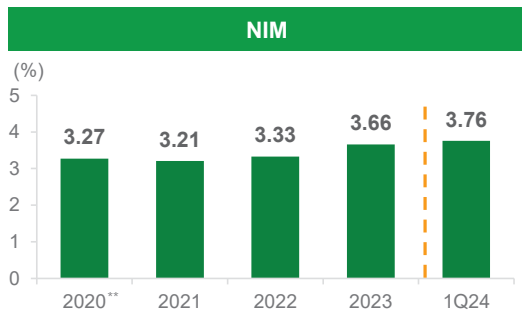
**Loan Definition**  
**Corporate Loans:** Loans of KBank and KBank's Subsidiaries in Corporate Segments (annual sales turnover > Bt400mn)  
**SME Loans:** Loans of KBank and KBank's Subsidiaries in SME Segments (annual sales turnover ≤ Bt400mn)  
**Retail Loans:** Loans of KBank and KBank's Subsidiaries 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. Before Y2020, other loans were loans in Enterprise Risk Management Division (NPL + Performing Restructured Loans) reclassified to their customer segments.

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## Net Interest Margin

March 2024 (Consolidated)



- NIM stood at 3.76% in 1Q24, increased YoY align with interest rate trend. Maintain NIM target.
- High portion of CASA (79%) also helped support cost of fund.

	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
NIM (%)	3.27	3.21	3.33	3.66	3.46	3.76	3.83	3.76
Yield on Earnings Assets (%)	3.83	3.64	3.79	4.52	4.21	4.74	4.80	4.74
Yield on Loans (%)	4.82	4.71	4.97	5.84	5.49	6.09	6.06	6.09
Cost of Fund (%)	0.78	0.59	0.62	1.17	1.01	1.35	1.32	1.35
Cost of Deposits (%), incl DPA	0.71	0.54	0.53	0.98	0.87	1.14	1.10	1.14

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.

\*\* The Bank and its subsidiaries have adopted new accounting standards (IFRS 9: Financial Instruments) since January 1, 2020 onwards, some financial statements and financial ratios are not comparable with previous years' financial figures before Y2020, which were based on the prior accounting standards (non-IFRS9).

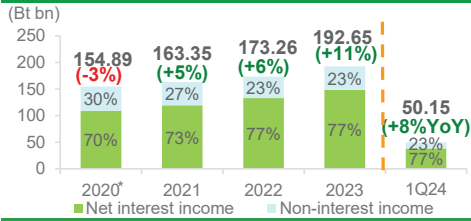
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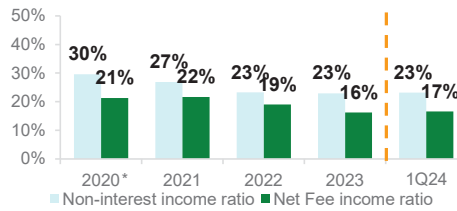
## Composition of Growth: Net Fees and Non-interest Income

March 2024 (Consolidated)

### Total Operating Income - net



### Non-interest Income Ratio and Net Fee Income Ratio

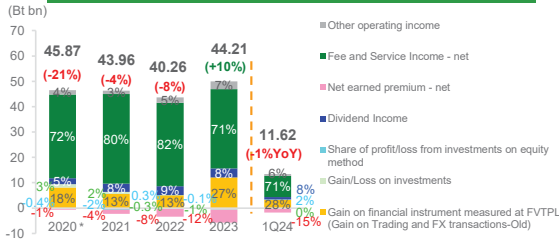


- 1Q24 non-interest income accounted for 23% of total net operating income; net fee income accounted for 17%.

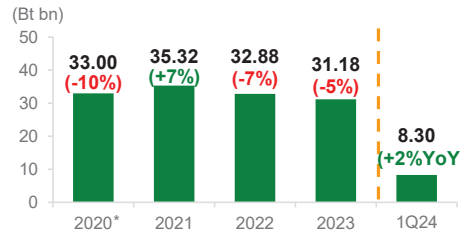
- 1Q24 non-interest income slightly decreased -0.6% YoY, mainly due to a decrease in financial instruments measured at fair value through profit or loss in line with market conditions and a decrease in net premium earned – net in line with life insurance business conditions.

- 1Q24 net fee income increased 2.3% YoY, mainly from fund management, commercial fees, and credit card related, while brokerage fees decreased; continued focus on 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 accounting standards (IFRS 9: Financial Instruments) since January 1, 2020 onwards, some financial statements and financial ratios are not comparable with previous years' financial figures before Y2020, which were based on the prior accounting standards (non-IFRS9).

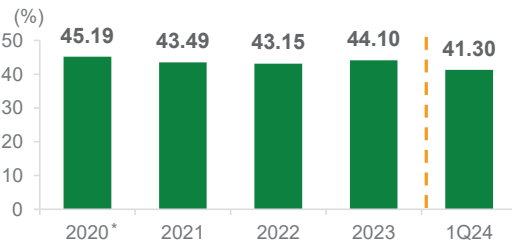
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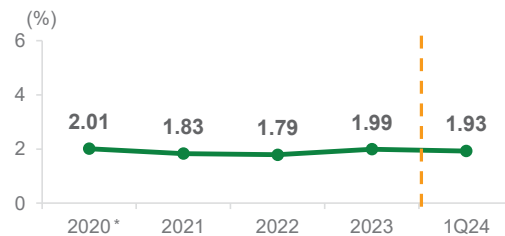
## Cost to Income Ratio

March 2024 (Consolidated)

### Cost to Income Ratio



### Cost to Average Assets Ratio



- 1Q24 cost to income ratio was 41.30%, decreased YoY from revenue growth.
- Continue cost management and productivity improvement, with potential investment to support K-Strategy.

	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
Cost to Income Ratio (%)	45.19	43.49	43.15	44.10	42.50	41.30	48.15	41.30
Cost to Average Assets Ratio (%)	2.01	1.83	1.79	1.99	1.87	1.93	2.29	1.93

Note: \* The Bank and its subsidiaries have adopted new accounting standards (IFRS 9: Financial Instruments) since January 1, 2020 onwards, some financial statements and financial ratios are not comparable with previous years' financial figures before Y2020, which were based on the prior accounting standards (non-IFRS9).

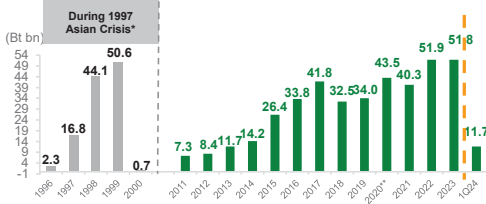
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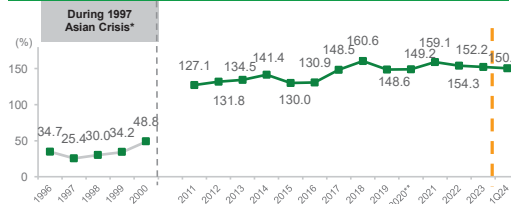
## Asset Quality and Expected Credit Loss (Provision)

March 2024 (Consolidated)

### Expected credit loss (Provision)

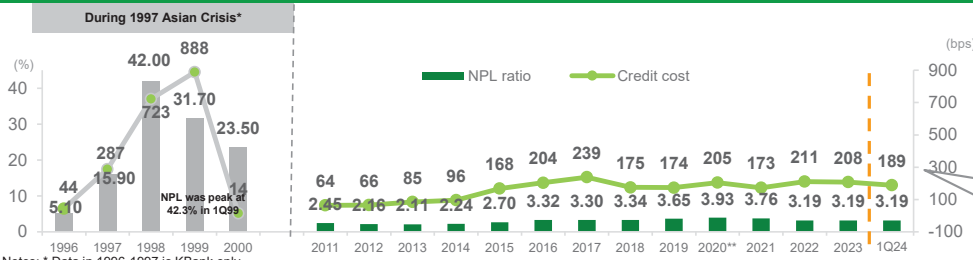


### Coverage Ratio



- NPL ratio in 1Q24 was at 3.19%, with coverage ratio of 150.4%.
- Credit cost aligned with the target and remained high to cover future uncertainties. Continue prudent financial policy and proactive asset quality cleanup.

### NPL Ratio and Credit Cost



NPL Ratio by Business	2017	2018	2019	2020	2021	2022	2023	1Q24
Corporate Business	<2%	<2%	<2%	<2%	<2%	<2%	<2%	<2%
SME Business	~5%	~5%	~6%	<7%	<7%	<7%	<7%	<7%
Retail Business***	~4%	~4%	~4%	<5%	<5%	<5%	<5%	<5%

Notes: \* Data in 1996-1997 is KBank only  
 \*\* The Bank and its subsidiaries have adopted new accounting standards (IFRS 9: Financial Instruments) since January 1, 2020 onwards, some financial statements and financial ratios are not comparable with previous years' financial figures before Y2020, which were based on the prior accounting standards (non-IFRS9).  
 \*\*\* NPL ratio in retail business, excluding 180 dpd (days past due) of credit card and consumer loans for peer comparison

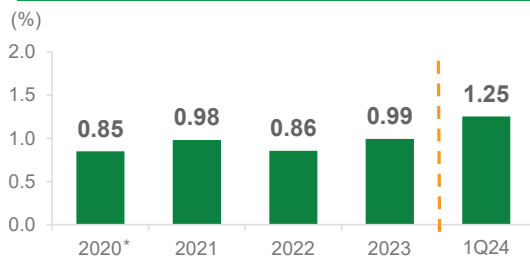
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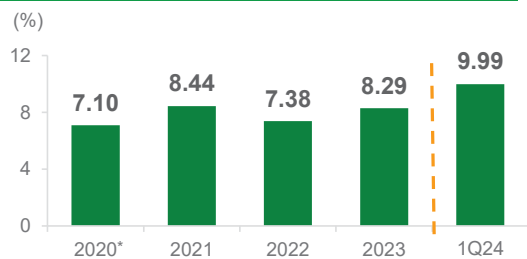
## ROA and ROE

March 2024 (Consolidated)

### ROA



### ROE\*\*



	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
ROA (%)	0.85	0.98	0.86	0.99	1.01	1.25	0.88	1.25
ROE (%)	7.10	8.44	7.38	8.29	8.43	9.99	7.32	9.99

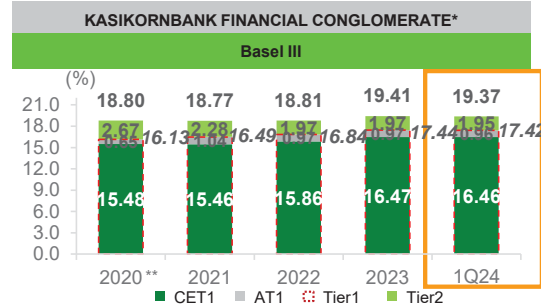
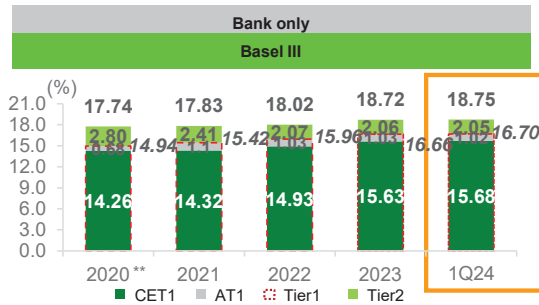
Note: \* The Bank and its subsidiaries have adopted new accounting standards (IFRS 9: Financial Instruments) since January 1, 2020 onwards, some financial statements and financial ratios are not comparable with previous years' financial figures before Y2020, which were based on the prior accounting standards (non-IFRS9).

\*\* 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 (Reported Number: Excluding Net Profit of Each Period) March 2024 (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.

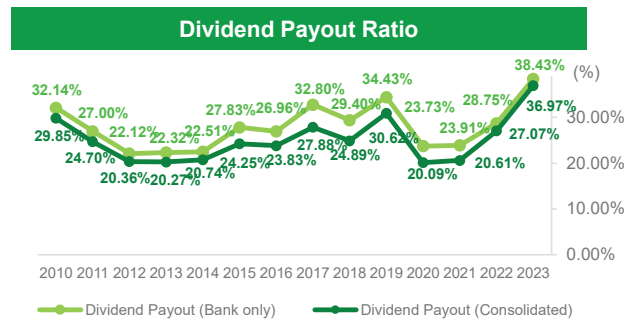
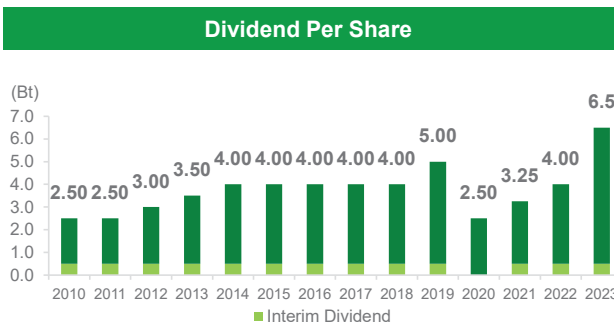
	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
<b>Bank only</b>								
CAR (%), excluding net profit of each period	17.74	17.83	18.02	18.72	18.13	18.75	18.72	18.75
Tier 1 (%), excluding net profit of each period	14.94	15.42	15.96	16.66	16.06	16.70	16.66	16.70
<b>KASIKORNBANK FINANCIAL CONGLOMERATE*</b>								
CAR (%), excluding net profit of each period	18.80	18.77	18.81	19.41	18.90	19.37	19.41	19.37
Tier 1 (%), excluding net profit of each period	16.13	16.49	16.84	17.44	16.92	17.42	17.44	17.42

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.  
\*\* The Bank and its subsidiaries have adopted new accounting standards (IFRS 9: Financial Instruments) since January 1, 2020 onwards, some financial statements and financial ratios are not comparable with previous years' financial figures before Y2020, which were based on the prior accounting standards (non-IFRS9).

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## Dividend



- 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. 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.

	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
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
Dividend Payout Ratio (%) (Consolidated)	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

\* 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 B4,600mm, 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.

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## Summary

- **K-Strategy:** Customer Centricity remains our core philosophy with the purpose “Delivering Sustainable Value to all Stakeholders”
- **Double-digit ROE target by 2026:** refocus 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 and improve productivity
- **Selective Growth:** loans to grow carefully with prudent underwriting policy and NPL outflow management in line with economic conditions; appropriate liquidity maintained; proactive asset quality management closely monitored and constantly reviewed; prudent loan loss reserves; manageable cost to income ratio
- **Adequate Capital:** Capital adequacy remains sufficient to support new business growth; adequate Tier 1 ratio as required under Basel III and new regulatory requirements amid global economic uncertainty
- **Sustainable Development:** conduct business with the principles of a Bank of Sustainability, appropriate risk management, and good corporate governance principles; strive to balance economic, social, and environmental dimensions to achieve goals and create long-term sustainable returns

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## Appendix

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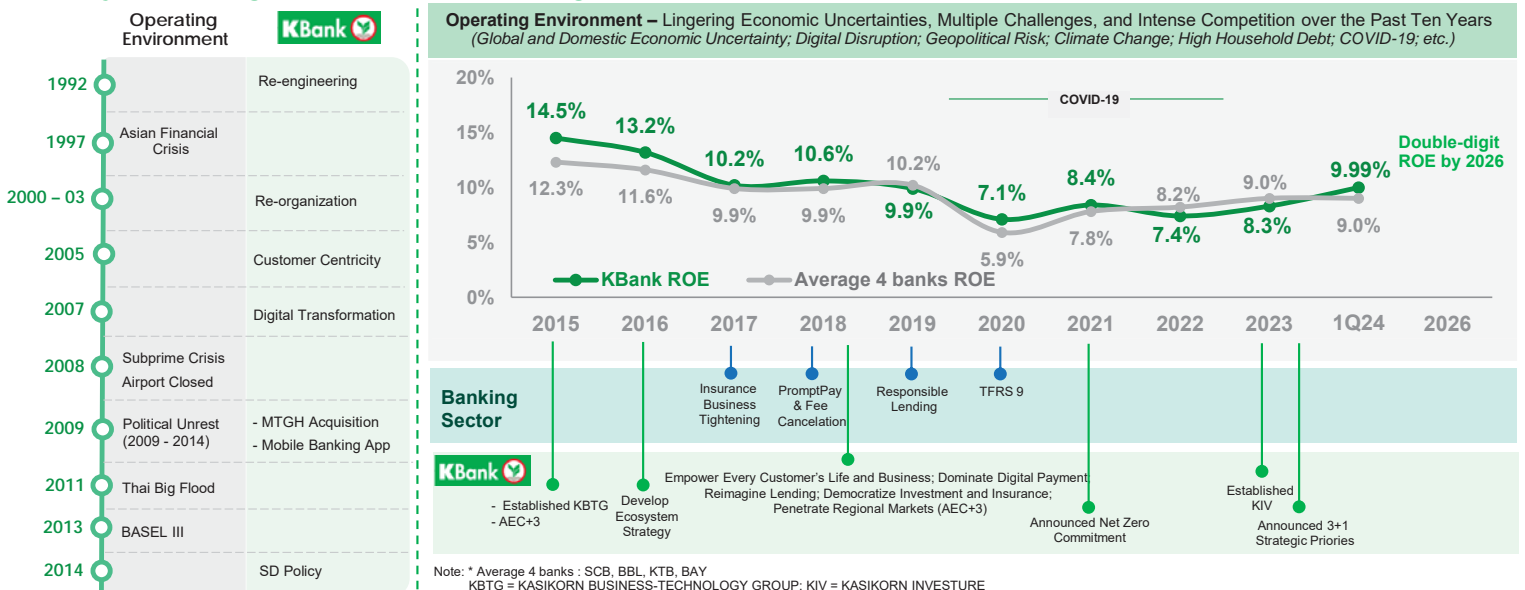
## KBank: Strategy

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## KBank Journey

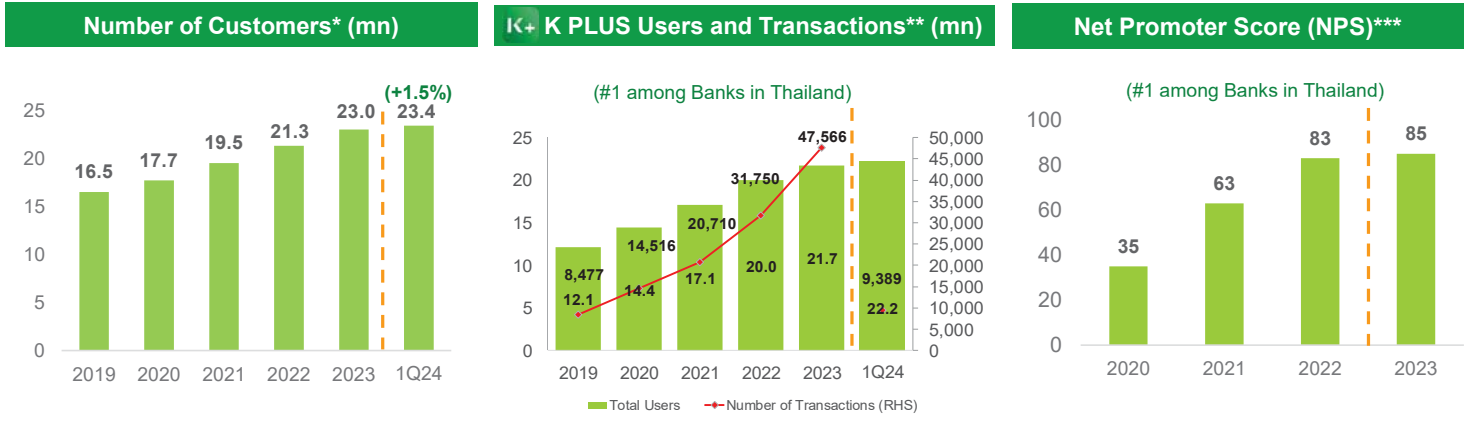
### Key Operating Environment, Challenges and Risks



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# Performance

Success is driven by continuous growth in number of customers and K PLUS users; highest Net Promoter Score among banks in Thailand



\* Customers in Retail Business account for 92%, SME Business 8%, and Corporate Business less than 1% of customer portfolio

\*\* Active users defined as minimum of 1 Login per month; 73% active users as of 1Q24

\*\*\* NPS Study 2023 surveyed by The NielsenIQ(Thailand) Limited during September to November 2023, measuring the willingness of customers to recommend a company's products or services to others

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# KBank: Company Structure by Investment Purpose

	Credit	Wealth	Payment	Digital Asset & Beyond Banking	Regional Business
Key Subsidiaries	KLeasing	KASSET		<b>KX</b> (Venture Builder and Venture Capital Fund) <b>KUBIX</b> (ICO Portal) <b>KXVC</b> (Venture Capital to invest in AI, Web3 & Deep Tech)  <b>UNITA CAPITAL</b> (Holding Company for DA Business) <b>ORBIX TRADE</b> (Digital Asset Exchange) <b>ORBIX CUSTODIAN***</b> (Digital Asset Custodian) <b>ORBIX INVEST</b> (Digital Asset Fund Management) <b>ORBIX TECHNOLOGY &amp; INNOVATION</b> (Blockchain Infrastructure Development)  <b>KOP50</b> (Holding Company for ESG Business) <b>KENERGYPLUS</b> (e-Marketplace platform & IT Solution)	<b>KASIKORNTHAI BANK (Lao PDR)</b>  <b>KASIKORNBANK (CHINA)</b>  <b>KVF</b> (KASIKORN VISION FINANCIAL) <b>Bank Maspion (84.55%)</b>  <b>KVISION</b> KTech (China) KBTG Vietnam
	KFactory & Equipment	KSecurities			
		MTL*			
	<b>KASIKORN INVESTURE (KIV)</b> JV/Investment (Partner Network & IT Capability)				
	<b>KLINER (JV) &amp; KLINER Insurance Broker</b> (Loan, Insurance brokerage and channel for e-payment Business)				
	<b>T2P Holding** (JV)</b> (Lending & Financial Transaction Solutions)				
	<b>KBao (JV)</b> <b>TD TAWANDANG</b> (Investment) <b>CJ More</b> (Investment) (Financial Services)		<b>KGP</b> (Investment) (Online Payment Solutions)		
	<b>JK AMC (JV)</b> <b>JAM</b> (Investment) (Asset Management Business)		<b>KAPTURE ONE (JV)</b> <b>BUZZEBEES</b> (Investment) (CRM Solution Platform)		
	<b>NGERN HAI JAI</b> (Investment) <b>CAR HERO**</b> (Auto Loan)		<b>Grab Holdings</b> (Investment) (On Demand Service)		

Note : \* Indirect subsidiary – MTL is a subsidiary of Muang Thai Group Holding  
 \*\* In the restructuring process  
 \*\*\* In a process of requesting for Business License

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**Vision and K-Strategy: Focus on three strategic priorities +1 in medium- and long-term to increase competitiveness, capture growth opportunities, and deliver sustainable value to all stakeholders**



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**Key Performance of K-Strategy**

- Reinvigorate credit performance**
- Scale capital-lite fee income business: Wealth**
- Scale capital-lite fee income business: Payment**
- Strengthen and Pioneer Sales and Service Models to Deliver Value-based Results**

**1Q24 Performance**

<p><b>-1.07% YTD</b></p> <p>from SME and credit card loans; continue to focus on growing quality loans and improve risk-adjusted returns</p>	<p><b>Mutual Fund</b></p> <p><b>#1 Mutual Fund AUM</b> with 22.2% market share</p>	<p><b>Bancassurance</b></p> <p><b>#2 Total Premium</b></p> <p><b>#2 New Business Premium</b></p>	<p><b>K PLUS</b></p> <p><b>22.2mn</b> with 73% active rate K PLUS Users</p> <p><b>9.4bn</b> Total Transactions</p>	<p><b>#1 Mobile Banking</b> (K PLUS Users)</p> <p><b>806 Branches</b></p>	<p><b>#1 NPS 2023</b> among Thai banks</p> <p><b>10,667 E-Machines</b></p> <p><b>&gt; 210,000</b> Banking agents including touchpoints</p>



**New revenue creation in medium- and long-term**

<b>KIV</b>		<b>Regional Penetration</b>		<b>Beyond Banking and Innovation</b>	
Line BK <b>6.6 mn</b> Platform Users	Line BK <b>18.2 bn</b> Outstanding Loans	<b>#1</b> The biggest Thai bank in Shenzhen	<b>1.36M</b> K PLUS Users in Vietnam	<b>MAKE</b> <b>2.3mn</b> Users	<b>KHUNTHONG</b> <b>1.9mn</b> Users

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## Reinvigorate Credit Performance

- Revamp credit strategy and reinvigorate key capabilities to enable business growth with sustainability
- Drive optimization through portfolio structure-mixed adjustment and risk-adjusted return on capital (RAROC) improvement

- 1 Credit
- 2
- 3
- +1

Key Strategies		Key Measurements
<p><b>New Customers</b> (Focus on existing non-credit customers)</p>	<p><b>Growing Quality Credit Product Portfolio</b></p> <ul style="list-style-type: none"> <li>Focus on growing new loan quality through <u>secured credit products</u> with focus on <u>middle income customers and higher segments</u></li> <li>Utilize data-driven modeling techniques focusing on internal data e.g. existing K PLUS customers and payment data to selectively acquire new-to-credit customers according to desired risk appetite</li> </ul>	<p><b>Loans:</b></p> <ul style="list-style-type: none"> <li>Penetration of new to credit*</li> <li>Loan Growth</li> </ul> <p><b>Asset Quality:</b></p> <ul style="list-style-type: none"> <li>NPL ratio</li> <li>Credit Cost</li> <li>Coverage Ratio</li> </ul>
<p><b>Existing Customers</b> (Focus on existing healthy credit customers)</p>	<p><b>Proactive Retention &amp; Anti-Attrition, especially consumers and SME segment</b></p> <ul style="list-style-type: none"> <li>Conduct up- and cross-selling as well as increase share of wallet to targeted good performance customers</li> <li>Remain proactive to identify and provide customer solutions to prevent refinancing and enhance customer loyalty</li> <li>Enhance competitive advantages and strengthen ecosystem to increase brand value and customer benefits; raise barriers to exit</li> <li>Strengthen relationship with corporate customers and their supply chain to capture new business opportunities with proven track records</li> </ul>	

Note: \*New to credit = existing non-credit customers

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## Reinvigorate Credit Performance

- 1 Credit
- 2
- 3
- +1

Key Progress	1Q24 Results
<p><b>Growing Quality Credit Product Portfolio</b></p> <ul style="list-style-type: none"> <li>Focus on <u>prioritizing secured loans and targeting higher-income customers</u>, especially by leveraging our expertise in data analysis to pinpoint customer segments with potential</li> </ul>	<p><b>Loans:</b></p> <ul style="list-style-type: none"> <li>Loan Growth -1.07% YTD</li> <li>Penetration of new to credit*</li> </ul> <p><b>Asset Quality:</b></p> <ul style="list-style-type: none"> <li>NPL ratio 3.19%</li> <li>Credit Cost 189 bps</li> <li>Coverage Ratio 150.3%</li> </ul> <p>Note: *Internal measurement</p>
<p><b>Proactive Retention &amp; Anti-Attrition, especially consumers and SME segment</b></p> <ul style="list-style-type: none"> <li>Focus on <u>retaining high-quality customers</u> along with <u>expanding the potential customer base</u> through data analytics to promptly and effectively meet customer needs. This approach has driven the new customer acquisition rate within the middle-to-high-income segment to reach the Bank's targets</li> <li><u>Grant support and consultation to customers on business management accounting for environmental, social, and governance (ESG) priorities</u>: Provide clients insights into production methods and responsible management practices and empower them to compete efficiently</li> </ul>	

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## Reinvigorate Credit Performance

### Enhance End-to-End Transformation to Elevate Credit Capabilities for Business Growth

1  
Credit

2

3

+1

Origination	Monitoring & Data Acquisition	Collection & Recovery
<p><b>Tailor-made credit approval processes and analytics to ensure credit quality</b></p> <ul style="list-style-type: none"> <li>• Deeper approval processes customization according to customer risk and persona</li> <li>• Enhance approval scores and analytics using payment and alternative data</li> </ul>	<p><b>Embed Artificial Intelligence (AI) and Machine Learning (ML) Driven Monitoring Approach</b></p> <ul style="list-style-type: none"> <li>• Enhance corporate early warning system with expanded data and near real time analytics</li> </ul>	<p><b>Enhance Collection Analytics to Increase Recovery</b></p> <ul style="list-style-type: none"> <li>• Enhance analytical models to identify best location, time, number to contact, and persona models</li> <li>• Identify sub-segment strategy for the right customer collection treatments</li> </ul>
<p><b>Optimize Commercial Portfolio Strategy</b></p> <ul style="list-style-type: none"> <li>• Dynamically evaluate target industry to ensure highest risk-adjusted return on SME portfolio</li> <li>• Lead generation capability to capture high growth industries and their supply-chain</li> </ul>	<p><b>Decision Led Multi-Dimension Dashboard Development</b></p> <ul style="list-style-type: none"> <li>• Increase granularity of sub-segmentations to enhance tracking and monitoring capabilities</li> <li>• Ensure data availability and single version of truth through Modernized Data Foundation (MDF) Project</li> </ul>	<p><b>Uplift Collection Operation Capability</b></p> <ul style="list-style-type: none"> <li>• Uplift collection capability ex. optimize demand supply management, optimize collection strategy based in customers' behavior</li> <li>• Collection process reengineering to streamline operation, lean process and improve productivity</li> <li>• Enhance collection workflow and IT systems to support frontline activity</li> </ul>
<p><b>Fraud Analytics</b></p> <ul style="list-style-type: none"> <li>• End-to-End fraud management with analytical tools and database to detect fraud</li> </ul>		

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## Scale Capital-lite Fee Income Businesses (Wealth and Payment): Wealth

### Sustainable and holistic wealth advisory and competitive bancassurance products offering sales and service model enhancement and brand strengthening

1

2

Fee

3

+1

Key Strategies			Key Measurements
<p><b>Comprehensive Product Offerings</b></p>	<p><b>Sale &amp; Service Model Enhancement</b></p>	<p><b>K-Wealth Brand Strengthening</b></p>	<p><b>Net Fee Income</b></p> <p><b>Wealth</b></p> <ul style="list-style-type: none"> <li>• Mutual Fund AUM</li> <li>• Bancassurance Premium</li> <li>• Wealth Product holding</li> <li>• Customer investment return</li> </ul>
<p><b>Sustainable and holistic wealth advisory and service throughout customer's life stage</b></p>			
<ul style="list-style-type: none"> <li>• Offer full-suite investment products using <b>core &amp; satellite portfolio strategy</b> to advise customer according to their needs and risk appetites</li> <li>• Provide <b>comprehensive bancassurance</b> products focusing on legacy, retirement and health</li> <li>• Leverage <b>customer financial data and analytic capability</b> to offer right product at the right timing</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Expand Wealth customers</b> into our <b>large healthy SMEs</b> to capture more opportunity and to support all aspect of our customers needs</li> <li>• <b>Provide single trusted relationship</b> for integrated sales and services to customers with wealth expert and specialist support</li> <li>• <b>Enhance wealth management functions on K PLUS</b> to provide comprehensive investment and protection products in a digital-first journey</li> </ul>	<ul style="list-style-type: none"> <li>• Becoming brand-of-choice by revamping <b>WISDOM's Value Propositions</b>:                             <ul style="list-style-type: none"> <li>○ Holistic wealth advisory approach,</li> <li>○ Integrated customer offering, and</li> <li>○ Exclusive financial benefits and privileges</li> </ul> </li> </ul>	

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## Scale Capital-lite Fee Income Businesses : Wealth

	Key Progress	1Q24 Results
1	<p><b>Comprehensive Wealth Products &amp; Offerings</b></p> <ul style="list-style-type: none"> <li><b>KAsset teamed with J.P. Morgan Asset Management (JPMAM) under a strategic partnership</b> in order to develop products and services, including investment innovations focused on enhancing global asset selection and allocation capabilities</li> <li><b>KAsset and Lombard Odier signed inaugural Alliance on Sustainability</b> to elevate sustainable investments to the next level</li> <li><b>Drive “Core &amp; Satellite” Portfolio aggressively</b> with positive results in “Core” portfolio (K-WealthPLUS Series) adoption</li> <li><b>Gained more traction and acceptance in Legacy insurance*</b> from a broad age-range of customers</li> </ul> <hr/> <p><b>Sales And Service Model With Digital Capability</b></p> <ul style="list-style-type: none"> <li><b>Launched trial phase of K-Health Service</b> e.g., claims unsuccessful or delayed follow-ups for 900+ customers</li> <li><b>Initiated need-based recommendation and advisory model</b> (e.g. leads triggered from product maturity)</li> </ul> <hr/> <p><b>K-Wealth Brand Strengthening</b></p> <ul style="list-style-type: none"> <li><b>Communicate K-Wealth content actively</b> through social media and K PLUS</li> <li><b>Enhanced WISDOM privilege</b> for affluent and high net worth customers (for AUM tier greater than or equal to Bt30mn)</li> <li><b>Organized EXCLUSIVE investment and lifestyle events for WISDOM customers</b></li> </ul>	<p><b>Net Fee Income 2.28% YoY</b></p> <p><b>Mutual fund:</b></p> <ul style="list-style-type: none"> <li><b>#1 Mutual Fund AUM</b> with 22.2% market share</li> <li><b>8% YoY AUM Growth</b> mainly from “Core &amp; Satellite” recommendation</li> <li><b>+75K New to MF customers</b> (3.7X last year)</li> </ul> <p><b>Bancassurance:</b></p> <ul style="list-style-type: none"> <li><b>#2 Bancassurance Premium</b></li> <li><b>99% Satisfied customers</b> from K-Health Service</li> </ul>
2		
3		
+1		

Note: \*Legacy insurance refers to wealth transferring policies.

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## Scale Capital-lite Fee Income Businesses (Wealth and Payment): Payment

Dominate digital payment and increase main operating bank with #1 K PLUS in mobile banking platform

	Key Strategies	Key Measurements
1	<p><b>Payment: Dominate digital payment and increase main operating bank with #1 K PLUS in mobile banking platform with secure, convenient, and better experience throughout customer journey</b></p> <ul style="list-style-type: none"> <li>Expand into <b>potential growth areas</b> related to tourism and international trade and business sectors e.g. <b>FX, merchant, and cross border payment fees</b> thru reliable, simple, and cost-effective solutions and universal source of fund acceptance capability that fits domestic and overseas ecosystems</li> <li>Optimize cost on <b>lower fee areas</b> due to customer behavior change e.g. <b>transaction service fee</b> thru optimizing IT system (money transfer) and operation cost (cheque processing)</li> <li>Develop <b>new payment revenue model</b> from product solution offerings for <b>merchant business</b> e.g. subscription fee, value-added package, business assistant with partner, and Banking as a Service (BaaS) for <b>cross border payment</b></li> </ul>	<p><b>Net Non-Interest Income Payment</b></p> <ul style="list-style-type: none"> <li><b>Digital Payment Share</b></li> <li><b>Cost per Transaction</b></li> <li><b>CASA</b></li> </ul>
2		
3		
+1		

Anytime and Anywhere by Embedded Services in Digital Ecosystem



• Be top-of-mind solution by integrating K PLUS into all necessary ecosystems

e.g. Shopee Lazada HomePay Alipay TikTok LINEMAN

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## Scale Capital-lite Fee Income Businesses : Payment

1	Key Progress	1Q24 Results
2	<ul style="list-style-type: none"> <li><b>Digital Payment share continuously growing, especially in Commercial Payment</b> while working on action for Self Employed to raise up Mobile Payment share</li> <li><b>NINC achieved target from strategic actions, especially in potential growth areas</b> <ul style="list-style-type: none"> <li><b>FX:</b> Expanded ATM and FX booth coverage in strategic areas</li> <li><b>Merchant:</b> Launched new SmartPay campaign</li> <li><b>Low-value remittance:</b> Extended cross-border money transfer on K PLUS via SWIFT to over 150 countries with 24 currencies</li> </ul> </li> <li><b>Cost reduction activities in process</b>, focusing on                             <ul style="list-style-type: none"> <li>Increasing management fees and reducing costs of low-fee/sunset products such as debit card and SMS alerts</li> <li>Optimizing IT costs as well as reducing merchant E2E costs, lowering cost per transaction for both Consumer and Commercial payments</li> </ul> </li> </ul>	<p><b>Non-Interest Income -0.6% YoY</b></p> <p><b>Payment</b></p> <ul style="list-style-type: none"> <li><b>Digital Payment Share* 28.92%</b> (as of Jan 2024) <b>+1.02% YoY</b></li> <li><b>Cost per Transaction**</b></li> <li><b>CASA 79.4%</b></li> </ul> <p><b>Note:</b> *Market information from BOT lacking 3 months **Internal measurement</p>
3		
+1		

Fee

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## Strengthen and Pioneer Sales and Service Models to Deliver Value-based Results

Create Digital-first experience and seamlessly Integrate with Human-assisted and Cross-channel experiences to accelerate revenue generation

1	Key Strategies	Key Measurements
2	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="background-color: #2E8B57; color: white; padding: 10px; text-align: center;"> <b>Digital First Experience</b> </div> <ul style="list-style-type: none"> <li>Create digital-first experience with cross-channel integration to deliver better customer experience, sales, and services</li> <li>Strengthen leading position in digital banking for both retail and business users:</li> </ul> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p><b>Better Life Better Finance</b></p> <p><i>No.1 mobile banking in number of users and transactions</i></p> </div> <div style="text-align: center;"> <p><b>One-stop banking solution for business</b></p> <p><i>Digital platform for small and medium businesses</i></p> </div> </div> </div> <div style="display: flex; justify-content: center; margin: 10px 0;"> <div style="font-size: 2em; margin-right: 10px;">↑</div> <div style="font-size: 2em; margin-right: 10px;">↕</div> <div style="font-size: 2em;">↓</div> </div> <div style="background-color: #2E8B57; color: white; padding: 10px; text-align: center;"> <b>Human Assisted Experience</b> </div> <ul style="list-style-type: none"> <li>Maximize digital sales and services for cost optimization</li> <li>Migrate basic transactions to digital channels and complement with human assistance for complex transactions</li> </ul> <div style="display: flex; justify-content: center; align-items: center; gap: 10px;">  Branch                      Banking Agent                      FX Booth                      E-Machine                      Frontliner                 </div>	<ul style="list-style-type: none"> <li><b>K PLUS Active Users</b></li> <li><b>K BIZ Active Users</b></li> <li><b>%Digital Transaction (Sale and Service)</b></li> <li><b>Cost per Transaction</b></li> <li><b>Total NPS Score</b></li> <li><b>Sale Revenue per Channel Expense</b></li> </ul>
3		

Channel

+1

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## Strengthen and Pioneer Sales and Service Models to Deliver Value-based Results

1	Key Progress	1Q24 Results
2	<ul style="list-style-type: none"> <li><b>Increased digital-first experience</b> boosted digital sales from 49% in 4Q23 to 54% in 1Q24, with over 2 million new products sold on K PLUS</li> <li><b>Strengthened leading position in digital banking</b> through:               <div style="display: flex; justify-content: space-around; margin-top: 10px;"> <div style="border: 1px solid #00a651; padding: 5px; width: 45%;"> <p><b>K+</b> Enhanced digital payment: Expanded international fund transfers to over 150 countries, from 60 countries in 2023</p> <p>Introduced new payment use case: QR payment using credit cards in March 2024</p> </div> <div style="border: 1px solid #00a651; padding: 5px; width: 45%;"> <p><b>KBIZ</b> Offered a seamless, all-in-one onboarding journey for account opening and total business solution</p> </div> </div> </li> </ul>	<ul style="list-style-type: none"> <li><b>K PLUS Users</b> 22.2mn (+7.7% YoY)</li> <li><b>K BIZ Users</b> 1.1mn (+23.2% YoY)</li> <li><b>% Digital Transaction</b> 93%</li> <li><b>No.1 in Overall brand NPS*</b> (Branch, E-machine, K PLUS, K-contact center)</li> <li><b>Cost per Transaction**</b></li> <li><b>Sale Revenue per Channel Expense**</b></li> </ul>
3	<ul style="list-style-type: none"> <li><b>Successfully migrated basic transactions to digital channels</b>, resulting in a 12% reduction in cost per transaction from 1Q23</li> </ul>	
+1	<p><b>Note:</b> * Data as of 2023. 2024 Score is to be measured at year end. **Internal measurement</p>	

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## New Revenue Creation for medium- and long-term

- Create value and total solutions by developing collaborative ecosystems with partners
- Cautiously explore opportunities while closely monitoring risks for immediate and timely risk mitigation

1	KASIKORN INVESTURE (KIV)	REGIONAL PENETRATION	Beyond Banking and Innovation		
2	<p><b>"New business to gain profitability from mass market"</b></p> <ul style="list-style-type: none"> <li>Profitably Servicing in the Mass Market (Underbanked)</li> <li>Strategic partnership to increase capabilities with minimum investment</li> <li>Product offering: deposit, payment, loans and investment</li> </ul> 	<p><b>"Asset-Light Regional Digital Expansion with Prudent Risk Management"</b></p> <p style="text-align: center;"><b>Strategy</b></p> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="background-color: #00a651; color: white; text-align: center;">China</td> <td style="background-color: #00a651; color: white; text-align: center;">AEC</td> </tr> </table> <p><b>Aggressive Play:</b> Aggressively grow corporate lending Serving Local Large Corporates, Thai Directed Investors and AEC+3 Investors</p> <p><b>Mass Acquisition Play:</b> Acquire more customers</p> <ul style="list-style-type: none"> <li>Acquiring local SME and retail customers with partners' collaborations</li> <li>Acquiring local SME and retail customers via transactional banking channels and partners</li> </ul> <p><b>Disruptive Play:</b> Grow digital lending with more local partners Capturing credit needs of retail customers with high-yield credit via Enterprise to Enterprise (E2E) online credit tech</p>	China	AEC	<p><b>"Ecosystem play and innovation creation"</b></p> <ol style="list-style-type: none"> <li><b>Financial Innovation</b>  Technology solution to empower customer life</li> <li><b>Future of Finance</b>  Blockchain for digital asset issuance and investment</li> <li><b>Uplift Banking</b>  Develop marketplace in targeted industries e.g., health, education, travel to uplift customers life quality (fin/ non-fin)</li> <li><b>Sustainability</b>  Completed green solutions with strategic partners to build "Green Platform"</li> </ol>
China	AEC				
3	<p><b>Key measurement</b></p> <p>% Contribution to Net Profit will be around 5% in the Next Five Years</p>				
+1					

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## Enablers of K-Strategy

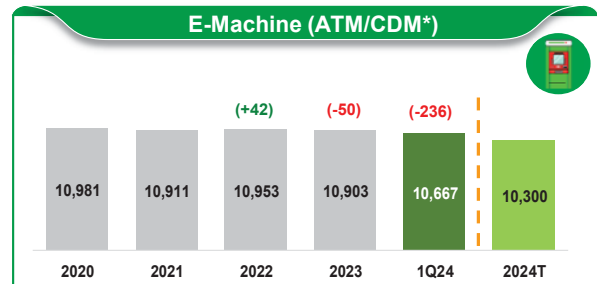
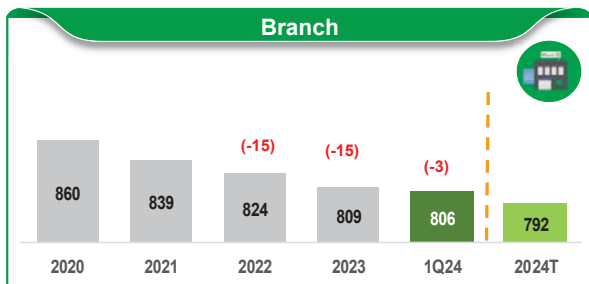
### Strengthen K-Strategy with Better Execution to Enhance Value-based Results

Key Strategies		Key Measurements
<b>Modern Technology</b>	<p>KBTG: Strengthen K-Strategy with cost effectiveness, competitive advantage, and resilience; make use of regional IT resources in Vietnam and China with focus on 4 key areas</p> <ul style="list-style-type: none"> <li>Scalable Core Banking &amp; Mobile Banking Platform to manage volume over double.</li> <li>Enhance End-to-End Credit Capabilities, re-architect platforms, and AI for credit scoring and collection.</li> <li>Strengthen Sales Lead/CRM by modernize data platform on cloud.</li> <li>Build IT capabilities on AI, ML, Web3, Blockchain, and new venture capital KXVC by KX Group.</li> </ul>	<p><b>Technology</b></p> <ul style="list-style-type: none"> <li>3 years IT master plan delivery result in good execution</li> <li>System stability and service operation as the Best bank in Thailand</li> <li>New Data platform/data analytic/AI use cases deployment in Y2024</li> </ul>
<b>Scalable Data &amp; Analytics</b>	<p><b>Driving towards AI/Data driven organization</b></p> <ul style="list-style-type: none"> <li>Create value-based AI/Data driven business decisions on credit performance improvement, and wealth sales, sales productivity and customer experience enhancement.</li> <li>Provide Secure, and Easy-to-Use Data Foundation by Center of Excellence and Data Governance to ensure high data quality, tools, skills and culture.</li> <li>Empower AI/Data usage with best in class technology to enable Business with scale and timeliness of data.</li> </ul>	<p><b>Data</b></p> <ul style="list-style-type: none"> <li>% key business utilizing data analytics and AI on key business use cases</li> <li>% key business with data self-service skills with ready to use data</li> <li>Best in class big data platform</li> </ul>
<b>Performance Driven Organization</b>	<ul style="list-style-type: none"> <li>Realign organization design and workforce with K-Strategy</li> <li>Enhance effectiveness of performance management and strengthen performance-driven rewards</li> <li>Deliver effective development focusing on credit and wealth business, sales productivity and risk culture</li> </ul>	<p><b>HR</b></p> <ul style="list-style-type: none"> <li>Human Capital ROI</li> <li>Strategic capability readiness</li> </ul>

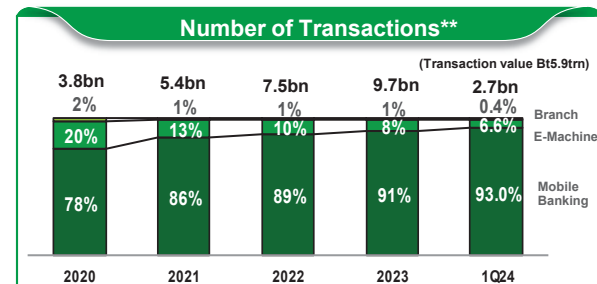
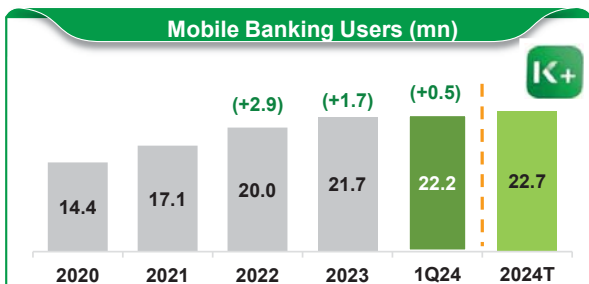
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## Domestic Channels and No. of Transactions



\* Cash Deposit Machine



\*\* Transaction includes only cash deposit, cash withdrawal, payment and transfer

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## Domestic Channels

### New KBank Branch (Hybrid Branch)



This new branch design increases the flexibility and efficiency of branch banking services, assisting staff to smoothly facilitate customers' adoption of self-service machines and digital channels (K PLUS).

### Community Branch (K Park)



As a community bank accommodating the daily needs of local people, K Park provides financial zones for transactions and co-working spaces, with a Kids Zone and other services from KBank partners all in the same place.

### THE WISDOM Lounge



An exclusive center providing a full range of services and facilities to High Net Worth Individuals and Affluent segments.

### E-Machine



Our enhanced self-service cash machines are a convenient touch point to authenticate all digital onboarding such as e-Savings and e-Wallet account.

### KBank Service



KBank Service – Banking Agents are business partners with extensive network coverage and extended service hours providing most banking services needed by retail customers.

### KLOUD by KBank



The 'KLOUD by KBank' our new sustainable building in the center of Siam Square, creatively connects the young and vibrant Siam Square community while supporting ESG.

### Digital Banking



Digital Banking includes:

- K PLUS
- K PLUS SME
- K SHOP
- K BIZ
- K-Corporate Connect
- K-Payment Gateway
- K-PowerP@y (mPOS)
- LINE BK
- MAKE
- Khunthong
- LINE KBank LIVE

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## Ecosystem Partnership & Harmonized Channel

- Orchestrating an ecosystem with partners and providing excellence throughout the customer journey
- Developing presence where customers are with an excellent customer experience

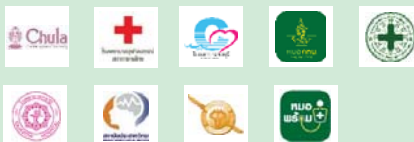


### Partnership

#### eWallet and Payment



#### University and Healthcare



#### Joint Venture

- LINE for Co-Lending through LINE Platform
- JMT for Debt Collection and Asset Management Business
- Carabao for Co-Lending through Carabao Conglomerate channels
- Buzzbees for End-to-End Loyalty management system from point exchange to CRM platform.

#### E-Commerce & Lifestyle Platform/ Co-Lending through Partners' Platform



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## Beacon Venture Capital

- KBank's wholly-owned corporate venture capital fund
- Initially funded with USD 30mn, Beacon VC focuses on strategic investments in early to growth-stage technology startups covering not only financial technology (fintech), but also consumer internet and enterprise technology
- An investment with three mandates – Synergistic, Opportunistic, and Impact

	Synergistic Fund Est. 2016	Opportunistic Fund Est. 2021	Beacon Impact Fund Est. 2022
<b>Objective</b>	To acquire <b>business capability</b> or <b>build deep-collaboration</b> with chosen startup partner	To scout for <b>frontier or emerging innovation</b> for <b>KBank's banking businesses</b> or potential partners with strong growth prospect	To help KBank <b>fulfill its ESG commitment</b> and <b>elevate ESG industry standards</b> within the region

### Portfolio



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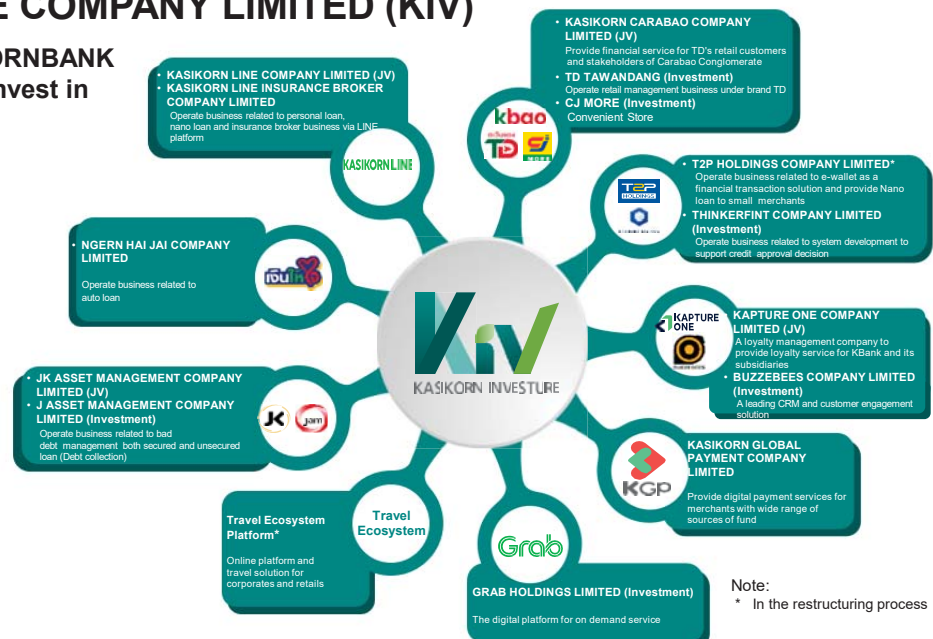
## KASIKORN INVESTURE COMPANY LIMITED (KIV)

A holding company under KASIKORNBANK  
FINANCIAL CONGLOMERATE to invest in  
other companies with its partners

### Investment Value

Total around **30,000**  
Million Baht

There are **14** Companies  
under KIV's structure



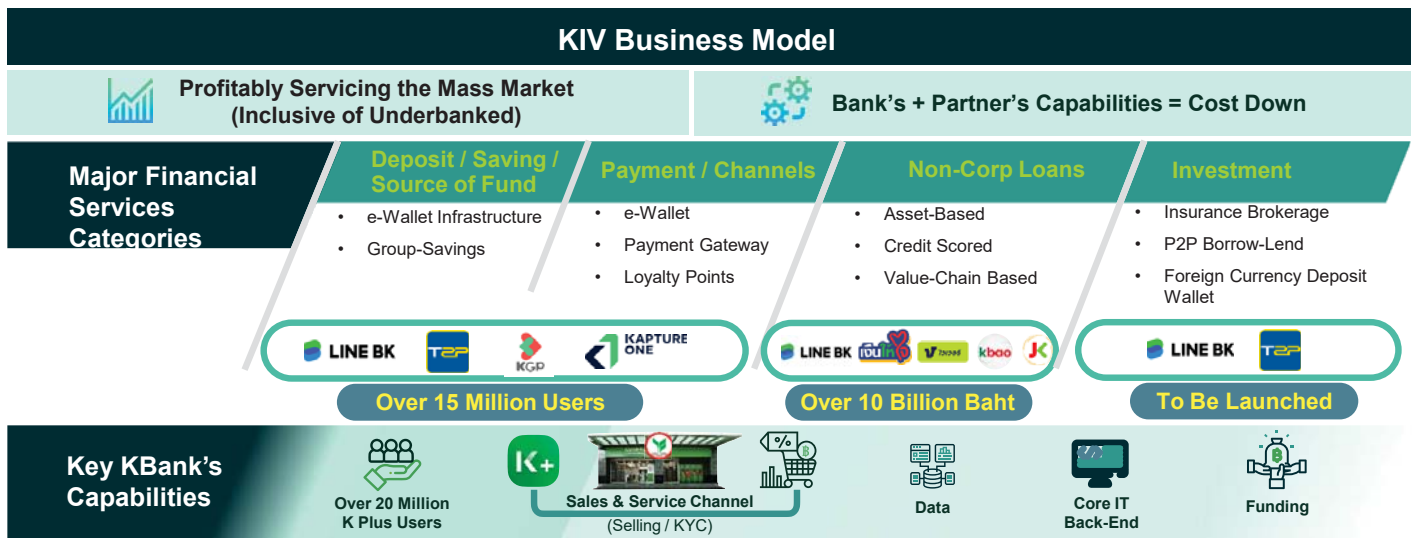
Note:  
\* In the restructuring process

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## KIV Business Model

Mass Market Opportunity to Improve Profitability

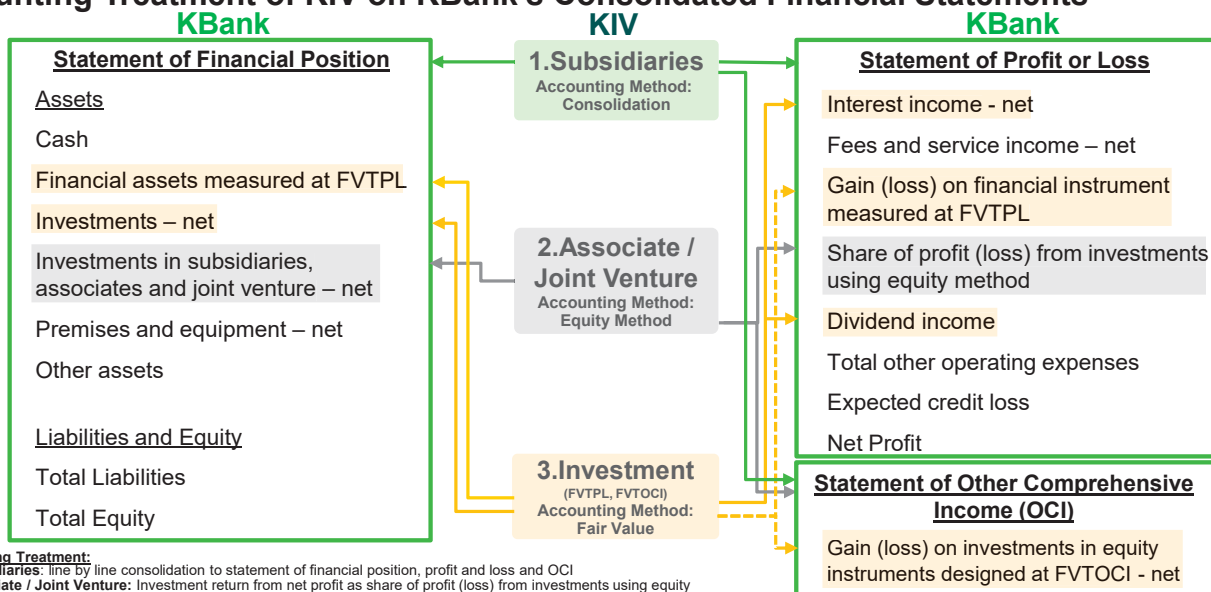


Note: According to BOT's Survey on Financial Inclusion, there were 45.5% usage, 49.5% self-exclusion, and 5% no-access.

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## Accounting Treatment of KIV on KBank's Consolidated Financial Statements

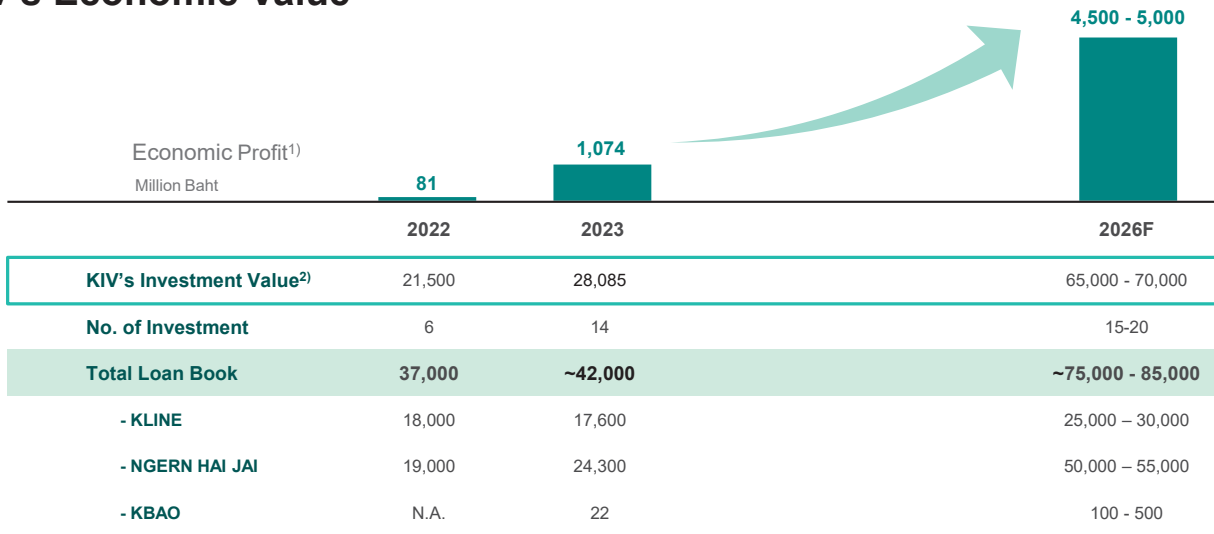


**Accounting Treatment:**

- Subsidiaries: line by line consolidation to statement of financial position, profit and loss and OCI
- Associate / Joint Venture: Investment return from net profit as share of profit (loss) from investments using equity method and from OCI as share of OCI from investment using equity method
- Investment:
  - Investment return as dividend income (equity instrument) and interest income (debt instrument)
  - Investment value is mark to market to statement of Profit and Loss or OCI subjected to the instrument type

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## KIV's Economic Value



Note:

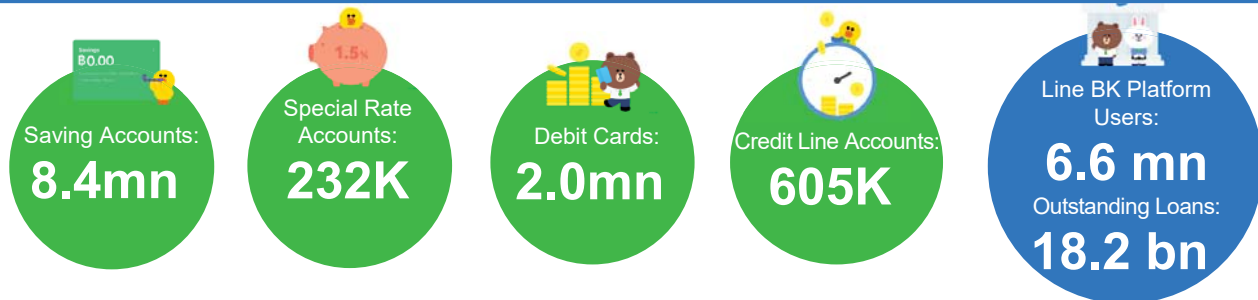
1) Economic Profits = Profit Sharing of Companies Under KIV + Net Interest Income and Net Fee paid to KBank by Companies Under KIV + Cost Charged from Services provided by KBank  
2) Investment Value = Capital Injection + Accumulated Profit Sharing of Companies Under KIV + Realized and Unrealized Gains (Losses) on Investment

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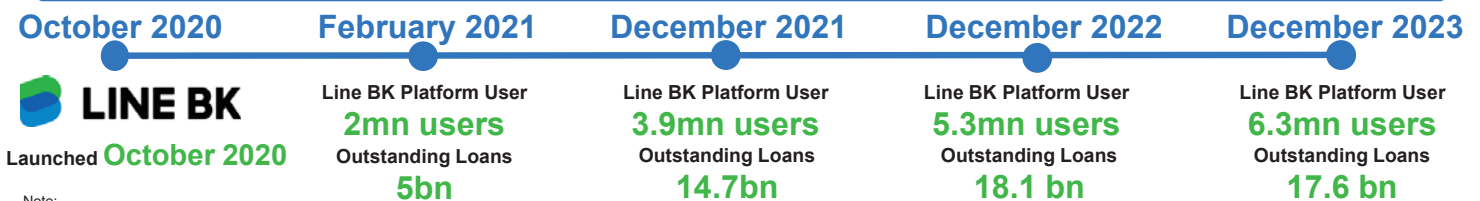
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## Success Story of KLINE: Line BK Services

### 1Q24 Key Performance



### October 2020 – December 2023\*



Note:

\* During peak periods, LINE BK saw more than 40,000 loan applications in a single day and 30% of those approved had never received a loan before.

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## JK Asset Management Co., Ltd. (JK AMC)

- Company Profile**
- In June 2022, Thailand's first joint venture co-owned by a commercial bank (KBank via KASIKORN INVESTURE (KIV)) and an asset management company (JMT via JAM), with an initial paid up capital of Bt10bn (50% by KIV : 50% by JAM)
  - Operating an asset management business, per the relevant laws and criteria, through the purchase or acknowledgement of transfers of impaired assets, as well as foreclosed properties of KBank and KBanks' affiliates, including other financial institutions and companies, both secured and unsecured loans

- Benefit to KBank**
- Allowing KBank to manage NPLs with enhanced efficiency, while offering borrowers more options for settling their debt that are suited to their debt servicing ability
  - Balance Sheet:
    - ▲ Cash and room for new good loans
    - ▼ NPL, NPA and credit cost with insignificant impact on coverage ratio
  - Income Statement:
    - ▲ Net profit from higher net interest income from new loans and lower credit cost
    - ▲ Net profit from share of profit (loss) from investment using equity method



Note: \*Legal claim amount, not book value of transferring amount; total KBank's NPL transferred mostly to JK AMC

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## New Revenue Creation for medium- and long-term : Regional Penetration

### Key Strategy

China

AEC

#### A Aggressive Play: Aggressively grow and responsibly grow corporate lending

Serving **Local Large Corporates**, **Thai Directed Investors** and **AEC+3 Investors**

Local Large Corporates

Thai Direct Investment (TDI)

AEC+3

#### B Mass Acquisition Play: Acquire more customers

Acquiring local SME and retail customers with **partner collaborations**

Business

Retail

Supply chain financing via a self-owned platform under 'Better SME' concept

Retail online lending via a self-owned platform under 'Better ME' concept

Acquiring local SME and retail customers via **transactional banking channels and partners**

Business

Retail

K-Cyber Banking

EDC

Ecosystem Partners

K+

ATM / Agent

#### C Disruptive Play: Grow digital lending with more local partners

Capturing credit needs of retail customers with **high-yield credit via Enterprise to Enterprise (E2E) online credit tech**

BaaS

Digital Lending

### Key Progress

2.9% of Net Total Income in 2023

#### KBank China

- Corporate:** Providing comprehensive cross-border biz solutions, especially transaction banking service to Sino-AEC customers
- SME:** Focusing on online transactional lending under 'Better SME' concept; online platform launched at the end of March 2024
- Retail:** Building personal consumption & personal business loans under 'Better ME' concept; Online Personal Business Loan (PBL) launch in early April 2024

#### KBank Indonesia via PT Bank Maspion

- Corporate & SME:** Focusing on corporate banking to streamline production and build trust with SMEs through personalized services
- Retail:** Enhancing retail presence with seamless mobile banking integration for daily transactions

#### KBank Vietnam

- Corporate:** Endeavoring to reposition ourselves into non-listed large local corporates with more targeted industries
- SME & Retail:** Scaled business acquisition for small and micro merchants with digital acceptance solutions & expanded product varieties for retail customers. K PLUS users now total 1.36 million

Note: EDC = Electronic Data Capture Machine  
E2E = Enterprise to Enterprise  
BaaS = Banking as a Service

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## Penetrate Regional Market: Asset-Light Regional Digital Expansion in AEC+3

- With a strategic focus on the AEC+3 market, KBank is committed to implementing an integrated regional operating model encompassing physical presence, digital platforms, and regional partnerships.



Note:

- 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
- 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 84.55%
- 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

### Physical Footprint



### Digital Platform

X-Border Multi-Currency Settlement

X-Border THB Direct Settlement

X-Border Retail Payment

### Partnership



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## New Revenue Creation for medium- and long-term: Beyond Banking and Innovation

### Key Strategy

“Ecosystem play and innovation creation”

- Financial Innovation** (make) Technology solution to empower customer life
- Future of Finance** (orbix) Blockchain for digital asset issuance and investment
- Uplift Banking** (SKILL KAMP, KON, PERFEX HEALTH) Develop marketplace in targeted industries e.g., health, education, travel to uplift customers life quality (fin/ non-fin)
- Sustainability** (WATT'S UP) Completed green solutions with strategic partners to build “Green Platform”

### Key Progress

- Financial Innovation:**
  - **MAKE:** 2.3mn users
  - **KHUNTHONG:** 1.9mn users
- Future of Finance**
  - **Orbix Trade:** Digital Asset Exchange: Rebranded with 0.5mn users
  - **Orbix Invest:** Digital Asset Fund Management: Expected to launch in 2024
  - **Orbix Custodian:** Digital Asset Custodian (In process of requesting Business License)
  - **Orbix Technology:** Blockchain infrastructure Development: Quarix Blockchain went live on 25 Mar 2024
- Uplift Banking**
  - Still in business set up phase
- Sustainability**
  - **WATT'S UP:** 117 EV Battery Swap Stations connected to our application in more than 60 locations
  - **REC Aggregation Service:** joined with INNOPOWER to launch GreenPass, the first platform for Renewable Energy Certificate (REC) registration and sale in Thailand
  - **PUNFAI:** joined with EGAT and KBTG to develop Thailand's first all-in-one P2P energy trading platform

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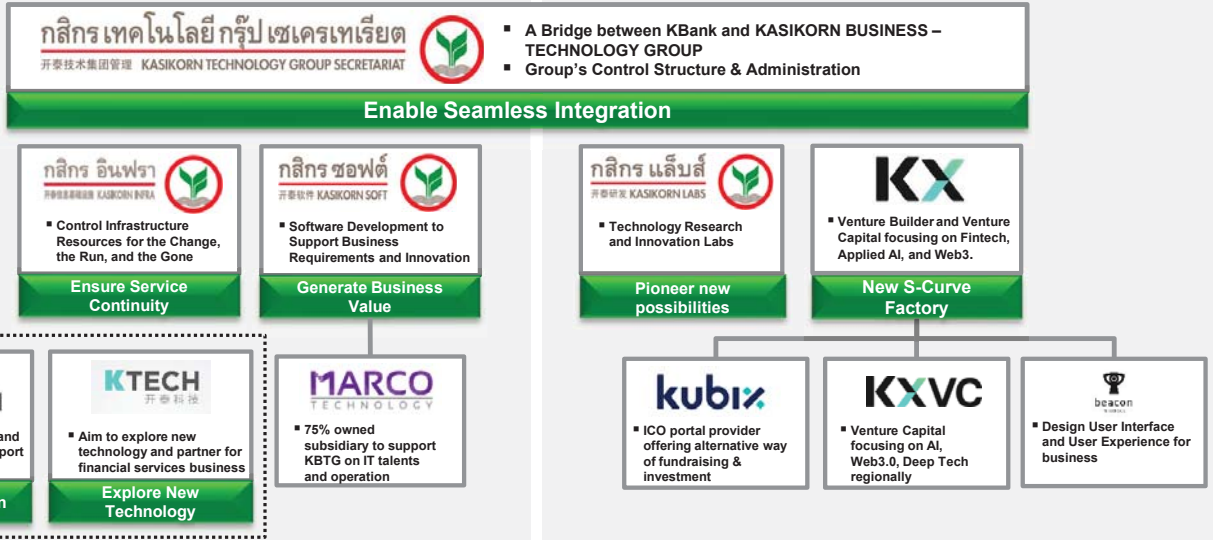
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# KASIKORN BUSINESS - TECHNOLOGY GROUP

## Group Structure

Run the Bank - Technology Partner to KBank

Create the Future - Innovation & New S-curve Builder



Note:  
- KUBIX is a KX's subsidiary, established in March 2021  
- KXVC is a KX's subsidiary, established in October 2023  
- Macro Technology is 75% acquired in April 2023

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## IT: KBTG Strategy and Innovation

- Build and Maintain Technology & Innovation to Deliver Sustainable Value to All Stakeholders
- Aim to be ONE of the Best Tech Companies in Southeast Asia

2024-2026 Strategy	Key Achievements in 1Q24
<ul style="list-style-type: none"> <li><b>Delivering Value</b> Ensure excellence in project delivery to support KBank strategy execution including innovation to ease operations and reduce costs</li> <li><b>Enhancing Operation and Cost Efficiency</b> Maintain top quality services to ensure smooth operations and resiliency while increasing productivity and cost efficiency</li> <li><b>Boosting Technology Capabilities</b> Upgrade technology foundation in 5 areas (Data, AI, Enterprise Architecture, Open API, and Cloud) to support K-Group growth opportunities</li> <li><b>Uplifting People Capabilities</b> Fill company with talent while promoting well-being</li> </ul>	<ul style="list-style-type: none"> <li><b>+42</b> New IT Projects Delivered in 1Q24</li> <li><b>161</b> Projects currently in development</li> <li><b>400+</b> KBank Applications</li> <li><b>1st</b> Rank of Cyber Security among Banks in Thailand From BitSight Rating</li> <li><b>2</b> Regional Development Sites (Vietnam, China)</li> <li><b>4 Million+</b> users from Platform Businesses</li> <li>Launched new application 'Meowjot', expense tracking via e-slip</li> <li>Launched Coral Collect and campaign of collectibles with Port FC</li> <li>Launched utility tokens with Rev Runnr, running specialty stores</li> <li>Invested in ContributionDAO, a Web3 financial infrastructure startup</li> </ul>

Note: KASIKORN BUSINESS – TECHNOLOGY GROUP established with 5 companies, as a wholly-owned subsidiary of KASIKORNBANK; included in the KASIKORNBANK FINANCIAL CONGLOMERATE, as approved by the BOT in October 2015

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## KBTG: Support Running the Bank

### Vision: ONE of the Best Tech Companies in Southeast Asia

	2020	2023	2026
Project Delivery	121	195	250 (+107%)
IT System Stability	< 5 hours	< 5 hours	< 5 hours
K PLUS Digital Users	14.4 mn	21.7 mn	+++
People	1,533	2,545	3,000 (+66%)

Note: %Growth against year 2020

#### 1. Project & Innovation Delivery

##### Excellence in Project Delivery

- Scale project delivery through transformation to support expanded project demand and complexity
- Apply global best practices, processes, and tools to transform IT delivery to address rapid changes in IT

##### Innovation Development

- Explore innovation to support business operation and productivity and commercialize proven technology

#### 2. IT Brilliant Basics

##### IT System Stability

- Maintain over 400 applications with highest system availability
  - High system availability (99.95%) for customers
  - Less than 12 severe customer impact incidents a year
  - No high customer impact of security breach

#### 3. Technology Capabilities

##### Foundation Upgrade

- Strengthen foundation to enable and expand opportunities thru modern technology
  - Re-architecture E2E capabilities
  - Modernize data platform on cloud
  - Ecosystem expansion via Open API

#### 4. World Class Tech Talent

##### People

- Maintain employee retention rate at industry benchmark
- Develop additional capability for focused role to support sustainable growth
- Utilize specialization from regional resources
- Build and foster employee well-being with excellent employee experience

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## KBTG: Support Running the Bank

### Regional Digital Expansion: Financial and Non-Financial Services Expansion in AEC+3

#### KTECH (China)

- A fintech company wholly owned by KASIKORN VISION CO., LTD. (KVision) registered in Shenzhen, People's Republic of China, with registered capital of CNY 300mn
- As the core development team exploring Bank innovation, KTECH continues to enhance Blockchain CoE and is actively exploring areas such as AI and transaction banking solutions in 1Q24
- Successfully transition from vendors on the Lending, Risk Decision Engine, and Data Gateway
- Continue to engage in strategic IT projects of KASIKORNBANK (CHINA) CO., LTD. These projects enable retail banking business growth

#### Indonesia

- Continuous IT transformation regarding people, process, and technology
- Leverage enterprise benefits on global technology providers to the Bank
- Guide and teach IT project management methodologies and frameworks to be applied as appropriate
- Arrange on-site visits to share knowledge and best practices to expedite deliverables and outcomes
- Work closely with Indonesian regulators to ensure full compliance with regulations

#### Vietnam

- Implement key strategic regional projects such as SME Merchant platform consisting of POS, EDC, SME Mobile Banking, Credit Card, and new technology upgrade to K+ Vietnam to use Near Field Communications (NFC) to register new customers on mobile with national ID card
- K PLUS Vietnam has acquired 1.36 million customers.
- In addition to KBank Vietnam projects, KBTG Vietnam also outsources technical engineers to support KBank HQ projects in numerous areas such as wealth, payment, climate, innovation, and beyond banking (digital assets, custodians, blockchain etc.)
- KBTG Vietnam strives to improve its software delivery quality by setting up a new "IT Delivery Excellence" unit to ensure quality and timely software outputs on par with KBTG Thailand
- For 2024, KBTG Vietnam targets to establish new capabilities such as AI and data analytics, UX/UI design, infrastructure management, and cybersecurity to better support KBank's 3+1 Strategy



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## KBTG: Create the Future of Finance

### Scale-up Innovation Products & Partnerships

#### Financial Innovation



MAKE



Khunthong



MeowJot

#### AI Products & Partnership



Verification Tech



Car AI Tech



Insurance Lead

#### In house AI Highlights



Marketing & Credit Intelligence



Process Automation



Facial Technology

Note: CeFi = Centralized Finance; DeFi = Decentralized Finance; NFT = Non-fungible Token

### Launch New S-Curve Products

#### Venture Builder



Fully operated KX as 'Venture Builder' and established 'KX Venture Capital (KXVC)' as a global AI, Web3, and Deep Tech

#### CeFi



Be the Digital Asset Platform of Choice

#### DeFi



NFT Marketplace Platform



Digital Collectibles Wallet

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## KBTG: Create the Future of Finance – Breakthrough Innovation

### Scale-up Innovation Products & Partnerships



1.9mn Users

#### KhunThong

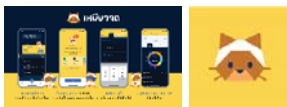
Social chatbot helping friends settle expenses within a chat for a seamless payment experience



2.3mn Users

#### MAKE by KBank

A mobile banking application designed specifically for a new generation to personalize financial management



60k Users

#### MeowJot

A mobile application for tracking user expense via e-slip from 12 mobile banking applications including categorizing and summarizing the expense



#### CAR AI for Insurance

A car inspection AI to assess and detect car damage to help business increase operation efficiency and reduce costs and human error. The first use case of Car AI will be with Muang Thai Insurance Public Company Limited and launched commercially.

#### AINU



A business solution for identity verification driven by AI to elevate business operations and fulfill regulatory requirements with ease. Solutions include ID card extract, face recognition, and liveness detection applicable to various industries.

KBTG liveness detection is globally certified with iBeta level 2 compliance for both active and passive liveness solutions. First company in Asia and third company in the world

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## KBTG: Create the Future of Finance – The New S-Curve

### Launch New S-Curve Products



#### KASIKORN X (KX)

Incubate, scale, and spin-off new S-Curve businesses in AI, Web3.0, and Fin Tech



#### • BigFin

A digital asset investment analysis platform with features including running balance and transaction history with manual cost basis entry



#### • Kubix Digital Asset (Kubix)

A full-fledged platform on blockchain technology for asset tokenization services and digital tokens



#### • KXVC

A Bt3,500mn flagship fund targeting AI, Web3, and Deep Tech with strong synergy with KBank to create financial innovations in APAC



#### Coral

A non-fungible token (NFT) marketplace platform for reinventing fan engagement experience through digital collectible NFT



#### • Coral Collect

An application to store digital collectibles in their own wallets on the Ethereum and Polygon blockchains



#### • Digital Collectibles with Thai Port FC

Digital collectibles in a collaboration between coral and Thai Port Football Club delivering a special collection of NFTs during the season

#### MIT Media Lab Member

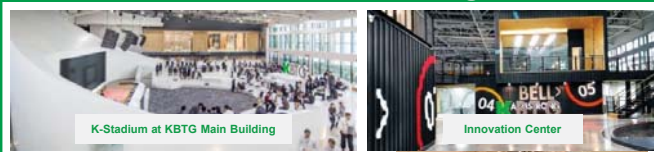
KBTG became a Consortium Research Lab Member at MIT Media Lab, jointly conducting research on innovative technologies, namely AI, blockchain, and decentralized finance (DeFi), as well as sustainability and education. Currently, co-researching on an AI-power platform



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## KBTG Buildings and Awards

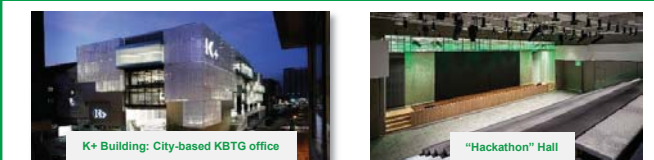
### KBTG Main Building



K-Stadium at KBTG Main Building

Innovation Center

### K+ Building



K+ Building: City-based KBTG office

"Hackathon" Hall

### KBTG Vietnam Building



KBTG Vietnam Building: Ho Chi Minh City

### Recognition & Awards



#### Future Trends Ahead & Awards 2024

KBTG received a total of four awards:

- Leader of Technology
- Most Attractive Employer
- Corporate Transformation
- Most Innovative



#### Best IT Companies 2024

award presented to KBTG Vietnam by ITviec, a leading job portal of Vietnam

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## Enablers of K-Strategy: Modern Technology

### Strengthen K-Strategy with Better Execution to Enhance Value-based Results

#### Modern Technology

Key Strategy	Key Progress
<p><b>KBTG:</b> Strengthen K-Strategy with cost effectiveness, competitive advantage, and resilience; make use of regional IT resources in Vietnam and China with focus on 4 key areas:</p> <ul style="list-style-type: none"> <li>Scalable Core Banking &amp; Mobile Banking Platform to manage volume over double</li> <li>Enhance End-to-End Credit Capabilities, re-architect platforms, and AI for credit scoring and collection</li> <li>Strengthen Sales Lead/CRM by modernize data platform on cloud</li> <li>Build IT capabilities on AI, ML, Web3, Blockchain, and new venture capital KXVC by KX Group</li> </ul>	<ul style="list-style-type: none"> <li><b>Scale Core Banking:</b> Doubling core banking capacity to manage growing volume within November to support smooth operations and customer experience</li> <li><b>Ensure Quality IT Service:</b> Modernize data center (DC)/ data recovery (DR) and establish solid infrastructure and security to minimize any impacts that can disrupt operations</li> <li><b>Build and Foster Modern Technology:</b> <ul style="list-style-type: none"> <li><b>Strengthen business with analytics and AI:</b> Delivering data analytics and AI model in credit, wealth, and marketing to enhance business decisions and increase productivity</li> <li><b>Build AI Capabilities:</b> Explore use cases of AI technology internally and externally via partnership and investments and commercializing proven technology to external partners</li> </ul> </li> <li><b>Banking Service Quality: "ZERO" System Failure (For 4Q23)<sup>1</sup></b></li> <li><b>Global Certified AI Verification Technology Level:</b> First company in Asia and third company in the world with iBeta level 2 compliance</li> <li><b>Co-research with MIT media lab for new AI-power platform</b></li> </ul>

Note: 1/ BOT: <https://www.bot.or.th/th/statistics/system-failure-disclosure.html>

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## K-Data Strategy: Journey to Become Data Driven Organization

### Meaningful Business Values to gain Double Digit ROE

	Credit	Fee Income		Sales & Services	New Revenue
<b>Use cases</b>	<ul style="list-style-type: none"> <li>Improve credit performance                             <ul style="list-style-type: none"> <li>Credit approval decision</li> <li>Fraud prevention</li> <li>Credit monitoring</li> <li>Debt collection</li> </ul> </li> </ul>	<b>Payment</b> <ul style="list-style-type: none"> <li>Gain insights of sub-segment payment behavior to maximize fund flow, active users, main operating bank and sustainable CASA</li> </ul>	<b>Wealth</b> <ul style="list-style-type: none"> <li>Find the right moment to improve customer experience and opportunity for sell</li> <li>Understand wealth and investment behavior</li> <li>Equip RM with AI tools</li> </ul>	<ul style="list-style-type: none"> <li>Provide seamless digital-first customer journey</li> <li>Improve productivity and reduce cost by using AI and innovation</li> </ul>	<ul style="list-style-type: none"> <li>Provide data to identify business opportunity</li> </ul>
<b>People</b>	<b>Data Talents</b> <ul style="list-style-type: none"> <li>Acquire data talents, build strong brand, create best workplace culture and career development for talents</li> </ul>	<b>Business Users</b> <ul style="list-style-type: none"> <li>Self-service access to data and analytics tools for everyone with a <i>data-driven</i> mindset</li> </ul>	<b>Analytics Service &amp; Training center</b> <ul style="list-style-type: none"> <li>Set up centralized data analytics team to closely collaborate with each department</li> <li>Educate and train users to effectively use data with tools and technologies</li> </ul>		
<b>Data</b>	<b>Data Management</b> <ul style="list-style-type: none"> <li>Consistently control and monitor data to ensure data availability and quality</li> <li>Establish data catalog with definition and data governance for data security and user's understanding</li> </ul>				
<b>Technology</b>	<b>Data Infrastructure &amp; Data Operations</b> <ul style="list-style-type: none"> <li>Establish big data platform which is scalable, fast, effective, up to date, and economical to input, store, and analyze a large volume of data</li> <li>Closely control data and system including plan to monitor incident and capacity</li> </ul>		<b>AI Technologies</b> <ul style="list-style-type: none"> <li>Effectively and appropriately utilize AI technologies in businesses, including machine learning, cognitive AI technologies, and generative AI technologies</li> </ul>		

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## Enablers of K-Strategy: Scalable Data & Analytics

Strengthen K-Strategy with Better Execution to Enhance Value-based Results

### Scalable Data & Analytics

Key Strategy	Key Progress
<p><b>Driving towards AI/Data driven organization</b></p> <ul style="list-style-type: none"> <li>▪ Create value-based AI/Data driven business decisions on credit performance improvement, and wealth sales, sales productivity and customer experience enhancement.</li> <li>▪ Provide Secure, and Easy-to-Use Data Foundation by Center of Excellence and Data Governance to ensure high data quality, tools, skills and culture.</li> <li>▪ Empower AI/Data usage with best-in-class technology to enable Business with scale and timeliness of data.</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>Create value-based AI and Data driven business decisions on credit performance improvement, wealth sales &amp; service, operation productivity improvement and customer experience enhancement.</b> Key projects include Debt Collection Transformation, Loan Application Fraud Prevention, Digital Fraud Prevention, Credit Risk Analytics, Payment Analytic for increasing CASA &amp; Main Operating Bank (MOB) and Applications of Generative AI for productivity improvement</li> <li>▪ <b>Provide Secure, and Easy-to-Use Data Foundation by Center of Excellence and Data Governance to ensure high data quality, tools, skills and culture.</b> Key Projects include New Big Data Foundation on Cloud (MDP), Role Based Access Control for Data Accessing, New Data Quality Framework and Creation of Data Community to identify and to fix data quality issues</li> <li>▪ <b>Empower AI/Data usage with best-in-class technology to enable Business with scale and timeliness of data.</b> Key Projects include implementation of Microsoft 365 Copilot for business units to utilize Generative AI in their works</li> </ul>

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## 2024-2026 People Strategy: Objectives & Key Strategy

- (A) Realign **Organization Design and Workforce with K-Strategy**
- (B) Enhance **Effectiveness of Performance Management**
- (C) Strengthen **Performance-Driven Rewards**
- (D) Deliver **Effective Development Focusing on Credit & Wealth Business**
- (E) Optimize **Sales and Service Productivity and Risk Culture**



**Key OKRs:**

- Human Capital ROI
- Strategic Capability Readiness
- Employee Engagement

- (F) Promote **Employee Mental and Financial Well-being**
- (G) Develop a **New HRIS Focusing on Performance Management and Development**

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## Enablers of K-Strategy: Performance Driven Organization

### Strengthen K-Strategy with Better Execution to Enhance Value-based Results

#### Performance Driven Organization

Key Strategy	Key Progress
<ul style="list-style-type: none"> <li>Realign organization design and workforce with K-Strategy</li> <li>Enhance effectiveness of performance management and strengthen performance-driven rewards</li> <li>Deliver effective development focusing on credit and wealth business, sales productivity, and risk culture</li> </ul>	<p><b>Realign organization design and workforce with K-Strategy</b></p> <ul style="list-style-type: none"> <li><b>Revamp organization structure for Segment and Marketing Management Division</b> to enhance customer insights, campaign effectiveness, and marketing communications to improve KBank's product appeal</li> <li><b>Enhance scope of Data &amp; Analytics Division</b> to advance analytics capability and data quality management</li> <li><b>Optimize strategic workforce planning</b> by proactively aligning talent deployment with business goals and evolving market and technology trends for optimal performance</li> <li><b>Implement rigorous staff productivity monitoring</b> through "Cost &amp; Productivity Management Project" and launch Business-IT task force to streamline collaboration and productivity for tech-enabled projects</li> </ul> <p><b>Enhance effectiveness of performance management and strengthen performance-driven rewards</b></p> <ul style="list-style-type: none"> <li><b>Cultivate a Performance-Driven Culture</b> by aligning executive leadership's mindset with financial goals measured in the CEO and Presidents' scorecard and exploring new financial incentives</li> </ul> <p><b>Deliver effective people development focusing on credit and wealth business, sales productivity, and risk culture</b></p> <ul style="list-style-type: none"> <li><b>Enhance Staff Capability:</b> Prioritize comprehensive development plans for 1H24</li> <li><b>Analytics Proficiency:</b> Advance our credit &amp; collection team's analytical capabilities for precise NPL monitoring</li> <li><b>Wealth Management Excellence:</b> Elevate communication abilities and deepen product &amp; market insights among the Wealth Advisory Management Team and Product Managers</li> <li><b>Consultative Selling:</b> Integrate consultative selling methods into the frontline's repertoire, fostering a superior wealth advisory experience for clients</li> </ul> <p>1Q24: 3.1 times for HROI (after credit cost) 1Q24: 81% Strategic capability readiness</p>

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## Improve Value-Based Productivity

### Traditional and Bank wide

#### E2E Product Offering

- Digital onboarding and servicing

#### Sale & Service Optimization

- Enhance Sale Opportunity
- Create Digital-first Experience with Cross-Channel Integration

- Data driven for product offering and improve E2E process design

#### Operation & Back Office

- Operational Excellence
- Adopt technology / Gen AI

#### Workforce Management

- Performance Driven Organization
- Drive a Performance Driven Culture
  - Enhance Strategic People Capabilities
  - Improve employee Experience

#### IT Effectiveness

- KBTG Transformation
- IT Cost Optimization
- Business Value generation and Productivity Enhancement

#### Property & Facility

- Efficiently manage demand and supply of property assets (Branch and Non-Branch)
- Optimize cost of facility and equipment

#### Others

Marketing

Procurement and Negotiation

Data / Data analytic / AI

Gen AI

Note: E2E = End to End

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## KBank: Business Highlights

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### Customer Segments

Corporate Business	Multi-Corporate Business	Company with annual sales >Bt5,000mn
	Large Corporate Business	Company with annual sales >Bt400mn to Bt5,000mn
SME Business	Medium Business	Individual or company with annual sales >Bt50mn to Bt400mn
	Small & Micro Business	Individual or company with annual sales ≤ Bt50mn, and with commercial credit limit ≤ Bt15mn
Retail Business	High Net Worth Individual	Individual wealth with KBank and its wholly-owned subsidiaries* ≥ Bt50mn
	Affluent	Individual wealth with KBank and its wholly-owned subsidiaries* ≥ Bt10mn to < Bt50mn
	Middle Income	Individual wealth with KBank and its wholly-owned subsidiaries* ≥ Bt15,000 to < Bt10mn
	Mass	Individual wealth with KBank and its wholly-owned subsidiaries* < Bt15,000

- Customer-centric strategy: offering a full array of financial solutions and a satisfying experience to our customers
  - Synergistic portfolio management by monitoring eight customer segments
  - Offer financial solutions from among KBank, its wholly-owned subsidiaries, and the insurance company
  - Make significant progress towards long-term aspirations; performance on track

Note: \* Wealth with KBank and its wholly-owned subsidiaries is defined as savings and investments, such as deposit products with KBank, mutual funds with KAsset; or the monthly income of an individual customer

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## Corporate Business: Key Performance

Multi-Corporate Business	Large Corporate Business	Medium Business	Small & Micro Business	High Net Worth Individual	Affluent	Middle Income	Mass
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■ Aim to be trusted partner to enrich customers' businesses with best-in-class financial services and solutions

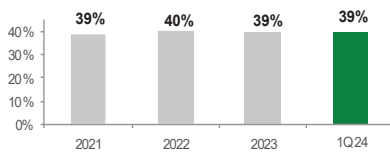
- Provide innovative and multi-sourced fund raising
- Offer total solutions for collection, payment, and settlement
- Enhance digital solutions and platforms

### Key Performance



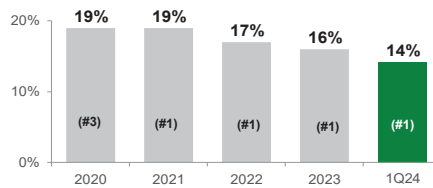
#### Main Bank

- Main Bank Status\* at 39.4% in 1Q24



#### #1 Corporate Bond Underwriting

- With 14.2% market share in 1Q24

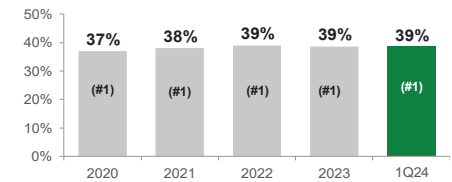


Source: The Thai Bond Market Association (ThaiBMA)



#### #1 Mutual Fund Supervisor

- With 38.6% market share in 1Q24



Source: SEC (include PPF, IFF)

Note: \* Main Bank Status = % of customers in the market who use KBank and its wholly-owned subsidiaries as their main operating bank and/or main savings and investment bank and/or main borrowing bank  
\*\* MB = Multi-Corporate Business, CB = Large Corporate Business  
PPF = Property Fund; IFF = Infrastructure Fund

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## SME Business: Key Performance

Multi-Corporate Business	Large Corporate Business	Medium Business	Small & Micro Business	High Net Worth Individual	Affluent	Middle Income	Mass
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■ Enable SMEs at every business stage to be successful

- Offer integrated financial solutions for every business stage (startup, expanding, mature) using data analytic capability via appropriate channels
- Build opportunity for SMEs to connect with partners and customers with KBank's strong local and global network
- Support SME customers in transitioning to "Net Zero" Economy

### Key Performance



#### #1 SME NPS and Main Bank Status

- Remain No.1 with NPS score at 84\* for SME customers
- Strengthen No.1 Main Bank score at 29\*\* for SME customer

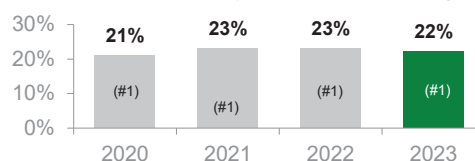
Note: \*Info as of 2023 (SME NPS Study 2022 by NielsenIQ)  
\*\*Info as of 20223 (Main Banking Study 2023 by IPSOS)



#### #1 SME Lending

- Maintain No.1 position in SME products; especially commercial loans
- Highest share, 22% of SME credit outstanding in 2023

#### #1 in Market Share by SME loan outstanding



Source: Total SME loan outstanding from BOT

Note: - Main Bank Status = % of customers in the market who use KBank and its wholly-owned subsidiaries as their main operating bank and/or main savings and investment bank and/or main borrowing bank

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## Private Banking Group: Key Performance

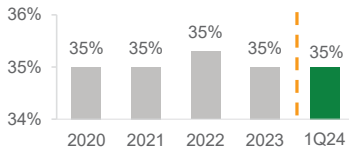
Multi-Corporate Business	Large Corporate Business	Medium Business	Small & Micro Business	High Net Worth Individual	Affluent	Middle Income	Mass
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- International comprehensive wealth management services
  - Cooperate with Lombard Odier to raise service and product standards to international levels
  - Provide integrated wealth planning services, advising families on wealth management, continuity, and growth
  - Enhance use of technology to improve client experience
  - Build comprehensive client insights from data-mining

### Key Performance

#### #1 Market Share by # of customers

- With 34.7% market share (12,479 customers)



Source: Private Banking Group (market share by number of customers)

#### ■ Focus Customers (Type of Customer):

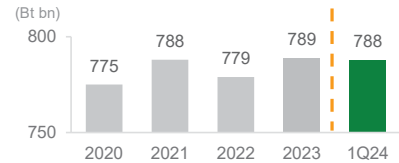
- Sophisticated customers (over 70% of total customers); Non-Sophisticated customers

#### ■ Product Types and Services:

- Collaborate with Lombard Odier to develop innovative products; build capability via staff trainings and regular workshops; offer advisory services with close Chief Investment Officer collaborations; and offer referral offshore investment services
- Key product and services:
  - Financial Products and Services: Investment Advisory
  - Non-Financial Products and Services: Family Wealth Planning & Real Estate
  - Others: Financial Event & Privilege

#### #2 Growing AUM

- Bt788bn AUM; growth -0.09% YoY in 1Q24
- AUM Breakdown: Investment 60% and Deposit 40%



Note: \* High Net Worth Individual = Individual wealth with KBank and its wholly-owned subsidiaries ≥ Bt50mn

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## Retail Business: Key Performance

Multi-Corporate Business	Large Corporate Business	Medium Business	Small & Micro Business	High Net Worth Individual	Affluent	Middle Income	Mass
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- Support Retail customers to succeed in life
  - Provide comprehensive products (credit, wealth, and payment) to fit customers' goals and life stages
  - Provide excellent service via digital and human-assisted channels together with financial advisory to deliver best in class customer experience
  - Collaborate with partners by offering beyond banking solutions to uplift customers' lives in focused areas i.e. health, education, and travel

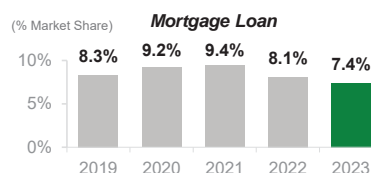
### Key Performance

#### #1 Digital Banking

- NPS : Mobile Banking Level by Nielsen 1H23
- Recognition Award from national & international institutes

#### #3 Mortgage Loan Outstanding

- Top 3 among commercial banks with 7.4% market share in 2023; steady growth and maintaining good portfolio quality

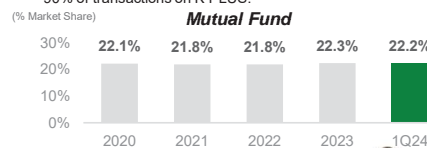


#### #1 Retail spending volume

- K PLUS users grew to 22.2 million users (ranked #1), with QR Payment adoption growth increasing 60% YoY from strategic actions designed to "dominate digital payment"
- Maintained top position of debit card spending volume with 50% market share in 2023 by delivering value and benefits that match customer lifestyles

#### #1 Mutual Fund AUM

- Highest share 22.2% in 1Q24
- Highest share in Money Market & Fixed Income Fund, Term Fund, Balance Fund, and Foreign Investment Fund
- 90% of transactions on K PLUS.



#### #1 Credit Card spending

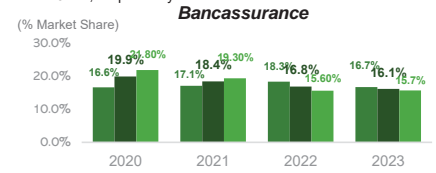
- with 20.6% market share in 2023

#### #2 Number of Cards

- with 15.3% market share in 2023
- Card-accepting merchant services (online & offline platforms): ranked #1, with 34.8% market share by sales volume in 2023

#### #2 Bancassurance Premium

- MTL ranked #2 in total, new business and renewal premiums with Y2023 market share of 16.1%, 16.7%, and 15.7%, respectively.



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## KBank and MTL Enter the 10 Years Bancassurance Agreement

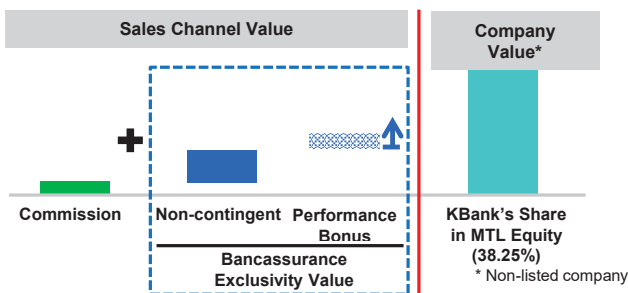
- This transaction is a connected transaction, per Thai regulations, as it is conducted with MTL, a subsidiary which KBank effectively holds 38.25% shares. **This transaction does not require shareholder approval at the Shareholders' Meeting as it is a normal business transaction conducted with general trading conditions.**
- KBank deems this transaction as a very important transaction. As such, **KBank wants to solicit shareholder participation in the decision so as to enhance transparency and be consistent with good corporate governance practices.**
- KBank's Board of Directors resolved to submit the transaction for shareholder approval at the **Extraordinary General Meeting of Shareholders on August 26, 2021**, and the Extraordinary General Meeting approved the transaction.
- KBank views the continuity of distributing the life insurance products of MTL according to this new Bancassurance Agreement, will:
  - Provide maximum benefits to KBank's overall insurance business value;
  - Provide more favorable conditions and greater benefits to KBank;
  - Continue the cooperation through a 10-years relationship with MTL, a leading life insurance company;
  - Cause no disruption in business operations with MTL and services provided to KBank customers.
- KBank appointed **three external independent advisors** to provide opinions on the transaction.
- Key transaction summary of this exclusivity bancassurance agreement :
  - KBank will receive payment of **Bt 12.7 bn and annual performance bonus**, in return for distributing MTL's life insurance products, health and critical illness insurance products.
  - Amortization of BA agreement value (Bt 12.7 bn) and performance bonus will be recorded in non-interest income in Bank only financial statement and in non-controlling interest in consolidated financial statement.

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## Total Economic Value

- KBank still effectively owns 38.25% of MTL's equity. Bilateral negotiation is a balancing act.



- Potential destruction to our economic value caused by MTL having to find other sales channel replacement is high. Better value accretion can be achieved through this business alignment.
- We considered the overall economic value to KBank from both sales channel value and company value i.e. if sales channel value increases, company value will decline.

## Impacts on Income Statement

- Bancassurance Agreement has impacts on following components in the income statement:

### KBank (Bank only):

Non-interest income: + Bt 1,270 mn (average payment per year)  
+ Performance Bonus

### MTL:

Non-interest expense: + Annual Payment

### Consolidated KBank:

Non-controlling interest: ↓ 61.75% x annual payment after tax

Consolidated net profit: ↑ 61.75% x annual payment after tax

### Note:

- Annual payment = Bt1,270 mn (average payment per year) + performance bonus
- NPE = Net Premium Earned
- An average payment per year of exclusivity fee has been recognized on a monthly basis, starting from January 1, 2022 onwards.

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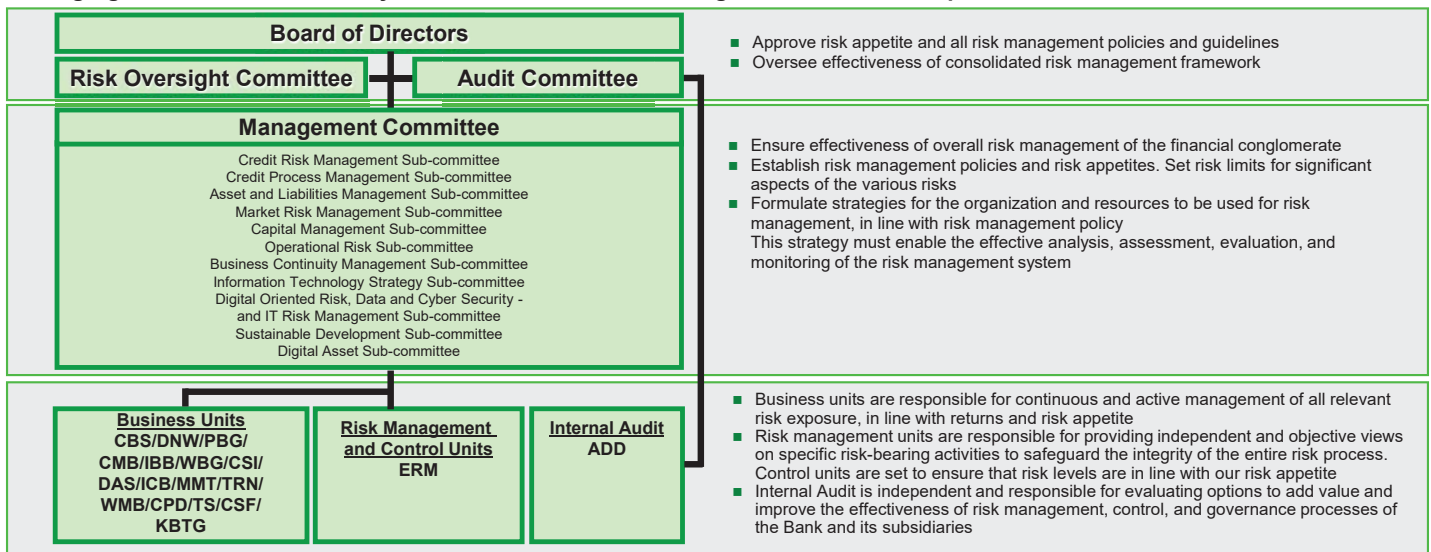
## KBank: Risk and Credit Management

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### KBank Risk Management Structure

- The Bank's organization is structured to facilitate all aspects of risk management; each business unit's responsibilities and segregation of duties are clearly identified in accordance with good internal-control practices



CBS = Corporate Business Division, DNW = Distribution Network Division, PBG = Private Banking Group, CMB = Capital Markets Business Division, IBB = Investment Banking Business Division, WBG = World Business Group, CSI = Corporate Strategy and Innovation Division, DAS = Data and Analytics Division, ICB = Integrated Channels Business Division, MMT = Segment and Marketing Management Division, TRN = Transaction Banking Business Division, WMB = Wealth Management and Bancassurance Division, CPD = Credit Products Business Division, TS = Central Treasury Department, CSF = Customer and Enterprise Service Fulfillment Division, KBTG = KASIKORN BUSINESS - TECHNOLOGY GROUP, ERM = Enterprise Risk Management Division, ADD = Audit Division

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# KBank Credit Approval Process

	Corporate	SME (Medium)	SME (Small & Micro)	Retails (Housing)	Retail (Unsecured Loans)
Approval Process	Credit Underwriting Dept.		SME Credit and Housing Loan Approval Dept.		Payment Service Fulfillment Department
	<b>Policy Lending</b> <ul style="list-style-type: none"> <li>Sufficiency of cash flow</li> <li>Growth trends and ability to compete</li> <li>Management experience and depth</li> <li>Leverage, Liquidity, Asset Quality, ESG factors</li> <li>Credit Risk Mitigation</li> <li>Facilities Structure</li> </ul>		<b>Formula Lending</b> <ul style="list-style-type: none"> <li>Customer Integrated Credit Scorecard</li> <li>Application Score (SME Only)</li> <li>FICO Score</li> <li>Bureau information/Credit history</li> <li>Debt service capacity</li> <li>LTV</li> </ul>		<b>Formula Lending</b> <ul style="list-style-type: none"> <li>Customer Integrated Credit Scorecard</li> <li>FICO Score</li> <li>Bureau information/Credit history</li> <li>Debt service capacity</li> </ul>
Post Approval	Credit Service Fulfillment Dept.				Automated by system (FLP)
	<ul style="list-style-type: none"> <li>Legal document</li> <li>Limit set up</li> </ul>				<ul style="list-style-type: none"> <li>Legal document</li> <li>Limit set up</li> </ul>
	Bank-wide Risk Asset Review				
	<ul style="list-style-type: none"> <li>Customer Review by Relationship Manager (RM)</li> <li>Credit Portfolio Monitoring Unit to facilitate in customer monitoring</li> <li>Credit Clinic for consultation</li> </ul>		<b>Asset Quality Strategic Management Dept.</b> <ul style="list-style-type: none"> <li>Automated collection system</li> <li>Efficiently utilize available behavior scoring and collection tools i.e. SMS, automated letter generation, phone-based collection</li> </ul>		

Note: FICO = Fair Isaac Corporation

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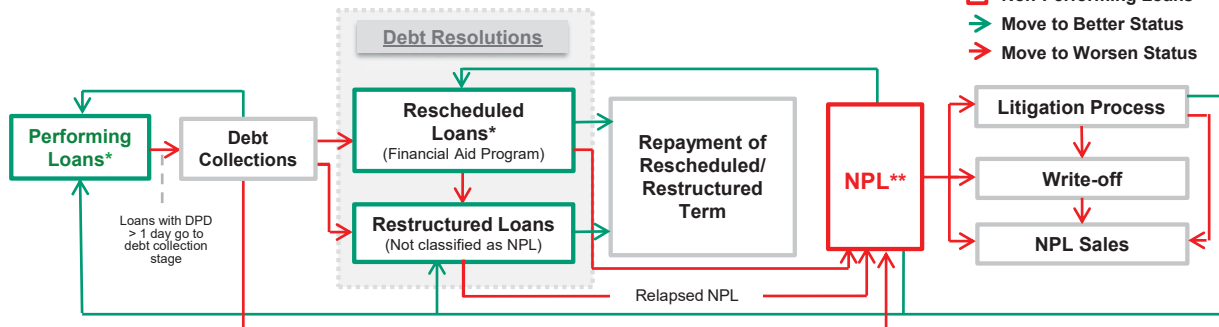


# KBank Credit Risk Management Process: Collection and Recovery

## Collection & Recovery Flow

- Efficient collection and follow-up of customers with late payments
- Restructure viable customers to prevent NPLs
- Foreclose pledged assets to recover loan loss

- Performing Loans
- Process
- Non-Performing Loans
- Move to Better Status
- Move to Worsen Status



Note:

- \* Rescheduled Loans are loans (no passed due date) that have changed payment conditions and not incurred losses. (Loans in the Financial Aid Program is a part of Rescheduled Loans)
- \* Financial Aid Program helps customers during the bad macro business condition such as the big flood in 2011, the political unrest in 2014 and COVID-19 in 2020.
- \* Performing loans = Pass Loans (loans passing the due date by less than 1 month) and Special Mention Loans (loans passing the due date by more than 1 month but not over 3 months)
- \*\* NPLs = Non-performing Loans = loans passing the due date by more than 3 months = Sub-standard Loans, Doubtful Loans, Doubtful of Loss Loans, and restructured loans classified as NPL

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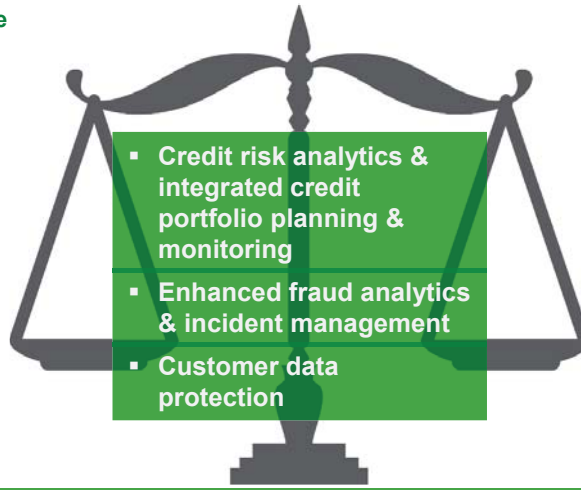
# Proactive Risk & Compliance Management

## Value Enabler

Partner with business and provide effective integrated risk solutions

- Predictive and integrated customer segment-based credit analytics
- Intelligent fraud management in all key business processes
- Effective risk management execution for business partners, 3<sup>rd</sup> parties
- Enabling customers for ESG Transformation

## Key Capabilities



- Organization-wide prudent risk culture
- Agile way of working and delivering integrated risk solutions

## Value Protector

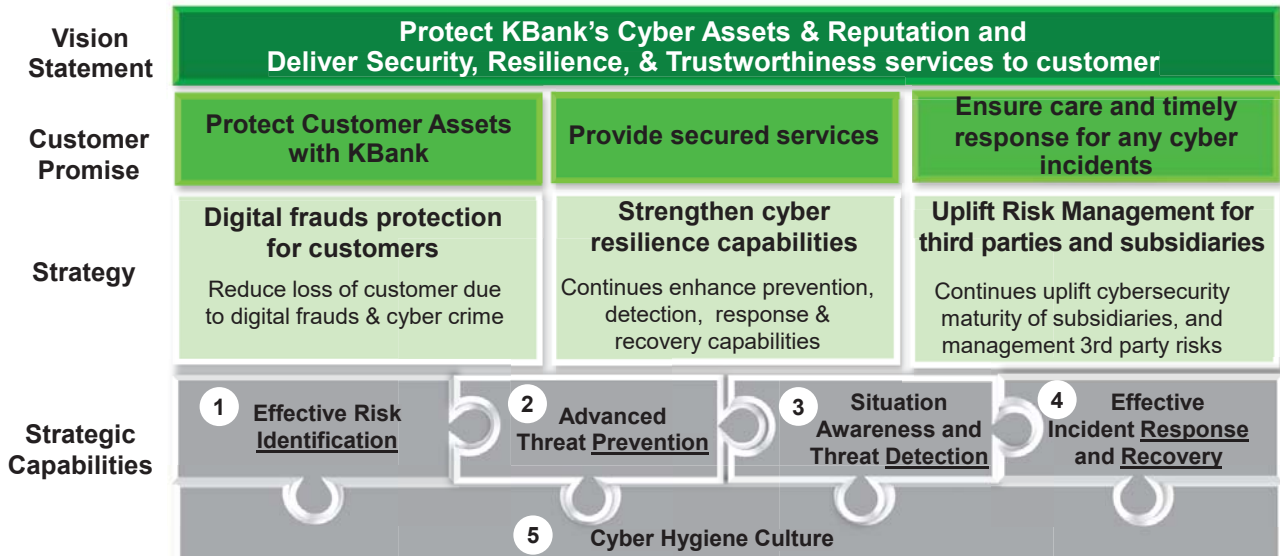
Strengthen and secure our business to be resilient and sustainable

- Prudent risk-based provision and capital management
- Early error detection through effective quality assurance and fraud management and Ensuring No Surprises
- Effective and proactive Operational Risk and compliance management
- Customer data governance and management

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# Cyber Security

- Enhancing comprehensive cyber security and IT capabilities; addressing and aligning critical capabilities to fortify cyber security

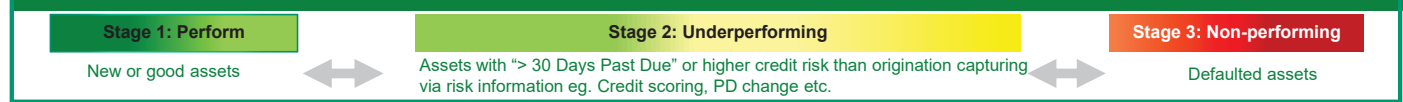


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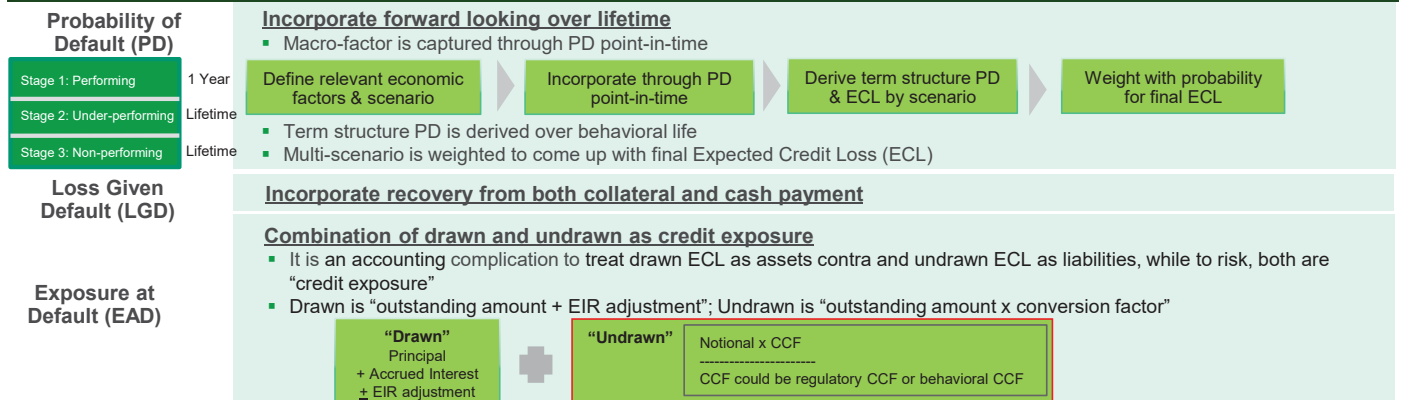


## TFRS9: Asset Class and Expected Credit Loss

Asset Class (Defined by Incremental Risks: New definition of SICR and Modified Loans)



Expected Credit Loss (ECL):  $PD \times LGD \times EAD$



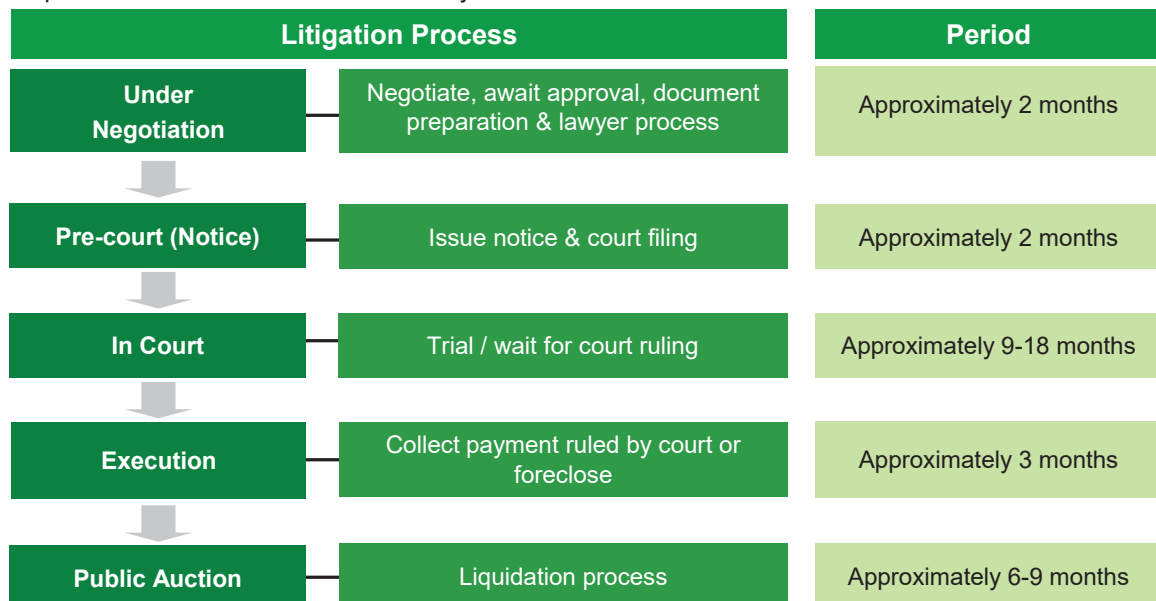
Note: Significant Increase in Credit Risk (SICR) reflects higher risk than origination, but not yet bad quality; modified loans are loans with changing terms and conditions, either good or bad; thus, it can be at any stage  
 Drawn = Loan amount that customer has already drawn down, which is booked under loans to customers or part of "Interbank and money market items"  
 Undrawn = Credit facilities that are not utilized yet or credit facilities that are utilized but are booked as contingent liabilities, excluding derivatives  
 EIR = Effective Interest Rate; CCF = Conversion Credit Factor

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## Litigation Process

- Litigation process in Thailand takes about 2-3 years



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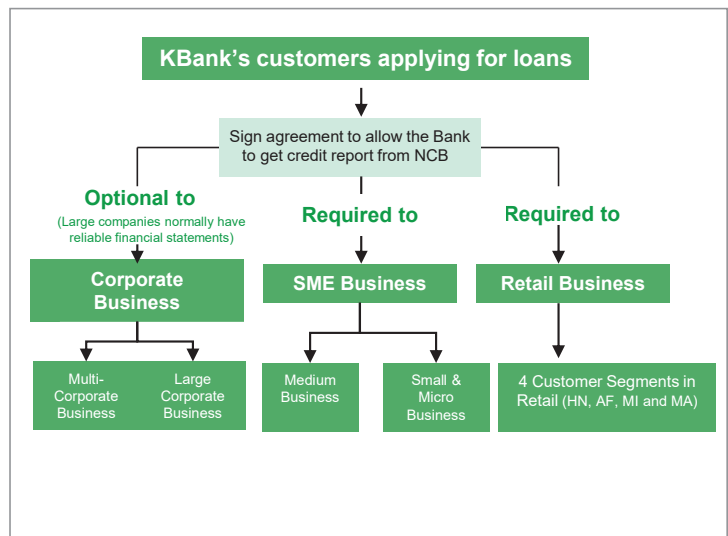
## Credit Bureau Summary

### National Credit Bureau (NCB)\*

- Two Types of Credit Reports Offered by NCB:
  - Consumer credit report for individuals
  - Commercial credit report for businesses
- Credit report (monthly reported by members)
  - Customer information (Name, address, identification number, birth date, occupation, etc.)
  - Credit information (History of application, approval history, loan payment history, etc.)
- Data Record of Credit Report
  - Individuals: Credit report remains on file for 3 years
  - Businesses: Credit report remains on file for 3 years
- Members: Financial institutions including commercial banks, specialized financial institutions (SFIs), non-bank financial institutions, finance companies, securities companies, insurance companies, etc.

Note: \* The concept of a credit bureau started in 1961 and central credit registration started in 1964. The Central Information Service was established in 1999 and its name was changed to Central Credit Information Service in 2000 and to the National Credit Bureau in 2005

### KBank Practice



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## Proactive risk management to counter economic slowdown and high household debt

- Continue to deploy proactive credit portfolio / risk management / asset quality management to mitigate adverse impact from customers with significant credit deterioration, prolonged economic recovery, and high household debt

### Corporate Business

- Focus on high potential industries less impacted by economic slowdown
- Closely monitor customers in high risk industries and supply chains
  - Actively monitor early warning signs
  - Promptly respond to adverse events
- Continuously improve credit monitoring tools to proactively alert to signs of credit deterioration
- Enhance efficiency of credit processes for customers with different risk profiles

### SME Business

- Selective on quality of customers
- Proactive risk management by visiting customers; raise productivity of sales teams and relationship managers
- Efficient collection processes
- Enhance efficiency of credit processes for customers with different risk profiles

### Retail Business

- Selective on high-value customers regarding prevailing BOT regulations and the Bank's policies
- Proactive and efficient collection processes based on the Bank's models
- Analyze behavior regularly to identify weak spots
- Enhance efficiency of credit processes for customers with different risk profiles

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## KBank: Financial Performance

Note: The Bank and its subsidiaries have adopted new accounting standards (IFRS 9: Financial Instruments) since January 1, 2020 onwards. Some financial statements and financial ratios are not comparable with previous years' financial figures before Y2020, which were based on the prior accounting standards (non-IFRS9)

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## 1Q24 Performance Highlights

Consolidated	2022	2023	1Q23	2Q23	3Q23	4Q23	1Q24
Net Profit (Bt bn)	35.77	42.41	10.74	10.99	11.28	9.39	13.49
<b>Profitability</b>							
- NIM	3.33%	3.66%	3.46%	3.63%	3.76%	3.83%	3.76%
- ROE*	7.38%	8.29%	8.43%	8.82%	8.63%	7.32%	9.99%
- ROA	0.86%	0.99%	1.01%	1.03%	1.06%	0.88%	1.25%
- YTD Loan growth	3.03%	(0.19%)	(1.20%)	(1.84%)	(2.29%)	(0.19%)	(1.07%)
- YoY Loan growth	3.03%	(0.19%)	0.28%	(1.61%)	(1.07%)	(0.19%)	(0.05%)
- YoY Net fee income growth	(6.89%)	(5.17%)	(8.13%)	(5.31%)	(3.96%)	(2.95%)	2.28%
- YoY Non-interest income growth	(8.42%)	9.81%	32.00%	19.70%	5.19%	(9.10%)	(0.64%)
<b>Cost control</b>							
- Cost to income	43.15%	44.10%	42.50%	43.37%	42.07%	48.15%	41.30%
<b>Asset quality</b>							
- NPL ratio	3.19%	3.19%	3.04%	3.20%	3.11%	3.19%	3.19%
- Credit Cost	2.11%	2.08%	2.05%	2.08%	2.09%	2.20%	1.89%
- Coverage ratio	154.26%	152.23%	156.68%	147.31%	154.90%	152.23%	150.35%
Loans to Deposits	90.77%	92.25%	90.85%	90.40%	90.95%	92.25%	91.17%
Tier 1 Ratio	16.84%	17.44%	16.92%	17.04%	17.65%	17.44%	17.42%
CAR	18.81%	19.41%	18.90%	19.01%	19.62%	19.41%	19.37%

- 1Q24 net profit increased 25.55% YoY mainly due to operating income growth, lower ECL, and effective expense management and operational enhancement
- Loans decreased YTD from SME and credit card loans; continued focus on growing quality loans and improving risk-adjusted returns
- NIM was 3.76%, increasing YoY in alignment with interest rate trend
- Net fee income increased 2.28% YoY, mainly from fund management, commercial fees, and credit card related, while brokerage fees decreased
- Cost to income ratio was 41.30%, decreasing YoY from revenue growth
- NPL ratio was stable at 3.19%, with a coverage ratio of 150.35%
- Credit cost aligned with the target and remained high to cover future uncertainties. Continue prudent financial policy and proactive asset quality cleanup
- Capital base remained sufficient to support business growth

Note: - Under Bank of Thailand regulations, net profit in the first half of the year is counted as capital after approval by the Board of Directors as per Bank regulations. Net profit in the second half of the year is counted as capital after approval of the General Meeting of Shareholders. However, when a net loss occurs, the capital must be reduced immediately.

- Capital Adequacy Ratio (CAR) has been reported in accordance with Basel III Capital Requirement from January 1, 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, consisting of KBank, K Companies, and subsidiaries operating in supporting KBank, Phethai Asset Management Co., Ltd., and other subsidiaries within the permitted scope of the BOT's definition to be a financial conglomerate

\* 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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## Consolidated Financial Statements

Statements of Comprehensive Income (Bt mn)							
	2022	2023	1Q23	2Q23	3Q23	4Q23	1Q24
Interest income	151,333	183,608	42,441	45,215	47,236	48,716	48,641
Interest expenses	18,334	35,164	7,566	8,514	9,217	9,867	10,113
<b>Interest income - net</b>	<b>132,998</b>	<b>148,444</b>	<b>34,875</b>	<b>36,701</b>	<b>38,019</b>	<b>38,849</b>	<b>38,528</b>
Fee and service income	48,345	48,620	12,529	11,877	12,177	12,038	12,955
Fee and service expenses	15,463	17,440	4,415	4,163	4,374	4,488	4,657
<b>Fee and service income - net</b>	<b>32,882</b>	<b>31,181</b>	<b>8,114</b>	<b>7,714</b>	<b>7,803</b>	<b>7,550</b>	<b>8,299</b>
Gain (Loss) on financial instrument measured at FVTPL	5,053	12,123	3,671	3,525	797	4,130	3,212
Share of profit (loss) from investments using equity method	115	(35)	(0.01)	(182)	105	42	197
Gain (Loss) on investments	(130)	(588)	(152)	(212)	230	(453)	(58)
Net premium earned	66,056	67,674	18,422	15,361	15,906	17,984	16,042
Other operating income	2,123	3,058	512	532	673	1,341	719
<b>Total operating income</b>	<b>242,542</b>	<b>265,426</b>	<b>66,419</b>	<b>64,556</b>	<b>64,386</b>	<b>70,064</b>	<b>67,916</b>
Underwriting expenses	69,285	72,772	19,845	16,487	17,271	19,170	17,764
<b>Total operating income - net</b>	<b>173,258</b>	<b>192,654</b>	<b>46,574</b>	<b>48,070</b>	<b>47,115</b>	<b>50,895</b>	<b>50,152</b>
<b>Total other operating expenses</b>	<b>74,753</b>	<b>84,968</b>	<b>19,793</b>	<b>20,847</b>	<b>19,821</b>	<b>24,508</b>	<b>20,713</b>
<b>Earning Before Provision and Tax</b>	<b>98,505</b>	<b>107,685</b>	<b>26,781</b>	<b>27,223</b>	<b>27,294</b>	<b>26,387</b>	<b>29,439</b>
Expected Credit Loss	51,919	51,840	12,692	12,784	12,793	13,572	11,684
Operating profit before income tax expenses	46,585	55,845	14,089	14,439	14,501	12,815	17,755
Income tax expenses	8,633	10,778	2,562	2,760	2,838	2,617	3,403
<b>Net profit attributable:</b>							
<b>Equity holders of the Bank</b>	<b>35,769</b>	<b>42,405</b>	<b>10,741</b>	<b>10,994</b>	<b>11,282</b>	<b>9,388</b>	<b>13,486</b>
Non-controlling interest	2,183	2,662	786	685	381	810	867
Statements of Financial Position (Bt mn)							
	2022	2023	1Q23	2Q23	3Q23	4Q23	1Q24
Loans to customers	2,495,077	2,490,398	2,465,031	2,449,289	2,438,026	2,490,398	2,463,771
<b>Total Assets</b>	<b>4,246,369</b>	<b>4,283,556</b>	<b>4,238,084</b>	<b>4,268,100</b>	<b>4,266,004</b>	<b>4,283,556</b>	<b>4,318,809</b>
Deposits	2,748,685	2,699,562	2,713,372	2,709,500	2,680,655	2,699,562	2,702,266
<b>Total Liabilities</b>	<b>3,679,289</b>	<b>3,686,721</b>	<b>3,661,550</b>	<b>3,687,141</b>	<b>3,676,666</b>	<b>3,686,721</b>	<b>3,703,156</b>
<b>Total Equity attributable to equity holders of the Bank</b>	<b>503,270</b>	<b>532,285</b>	<b>512,421</b>	<b>516,353</b>	<b>525,160</b>	<b>532,285</b>	<b>548,220</b>

Note: - KBank acquired additional ordinary shares in MTGH, to hold a 51% stake valued at Bt7,529mn; the MTGH Acquisition was completed on November 30, 2009. As the MTGH acquisition was completed on November 30, 2009, the Bank's consolidated financial statements from 2010 include the performance of companies in the MTGH Group for the whole year.

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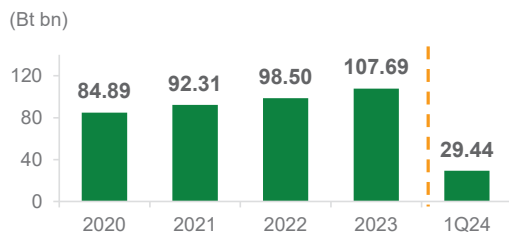
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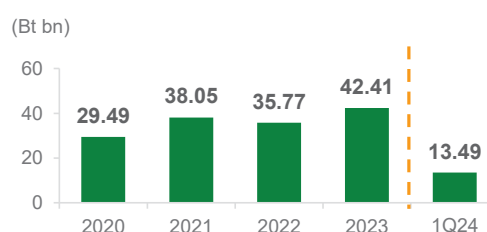
## Earnings Before Provision and Tax (EBPT) and Net Profit

March 2024 (Consolidated)

### EBPT



### Net Profit



- 1Q24 net profit increased 25.55% YoY mainly due to operating income growth, lower ECL, and effective expense management and operational enhancement.

	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
<b>EBPT (Bt bn)</b>	<b>84.89</b>	<b>92.31</b>	<b>98.50</b>	<b>107.69</b>	<b>26.78</b>	<b>29.44</b>	<b>26.39</b>	<b>29.44</b>
<b>EBPT Growth (% YoY)</b>	<b>(3.27%)</b>	<b>8.73%</b>	<b>6.72%</b>	<b>9.32%</b>	<b>15.32%</b>	<b>9.93%</b>	<b>(6.95%)</b>	<b>9.93%</b>
<b>Net Profit (Bt bn)</b>	<b>29.49</b>	<b>38.05</b>	<b>35.77</b>	<b>42.41</b>	<b>10.74</b>	<b>13.49</b>	<b>9.39</b>	<b>13.49</b>
<b>Net Profit Growth (% YoY)</b>	<b>(23.86%)</b>	<b>29.05%</b>	<b>(6.00%)</b>	<b>18.55%</b>	<b>(4.19%)</b>	<b>25.55%</b>	<b>194.22%</b>	<b>25.55%</b>

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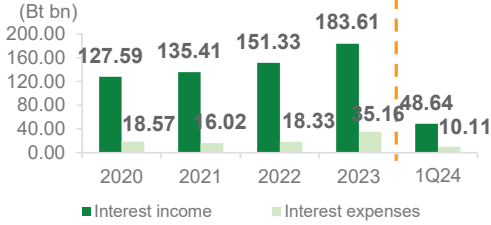
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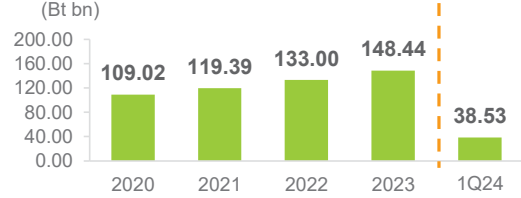
# Interest Income - net

March 2024 (Consolidated)

## Interest Income and Interest Expenses



## Interest Income - net



- 1Q24 net interest income increased 10.47% YoY, mainly due to an increase in interest income, despite interest expenses increased.

	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
Interest Income (Bt bn)	127.59	135.41	151.33	183.61	42.44	48.64	48.72	48.64
Interest Expenses (Bt bn)	18.57	6.02	18.33	35.16	7.57	10.11	9.87	10.11
Interest Income - net (Bt bn)	109.02	119.39	133.00	148.44	34.88	38.53	38.85	38.53
Interest Income - net (% Growth YoY)	6.17%	9.51%	11.40%	11.61%	9.84%	10.47%	7.47%	10.47%

Note: Contributions from MTL's insurance business to KBank include non-interest income (e.g. net-premium earned-net), and interest income (e.g. interest income from investment portfolio); however, all income sources from MTL will be netted with non-controlling interests.

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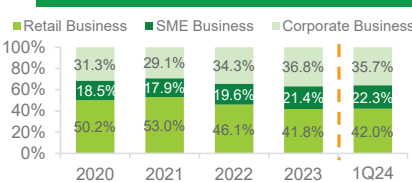
# Non-interest Income and Structure

March 2024 (Consolidated)

## Non-interest Income to Average Assets

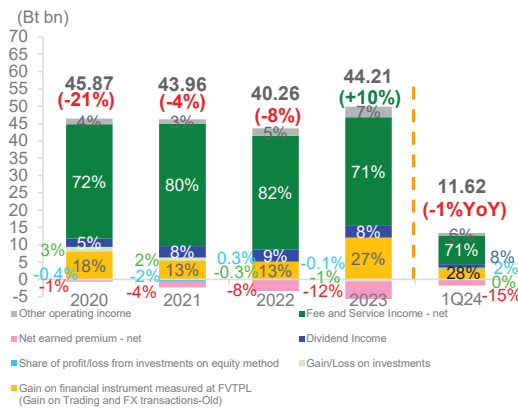


## Non-interest Income by Business\*

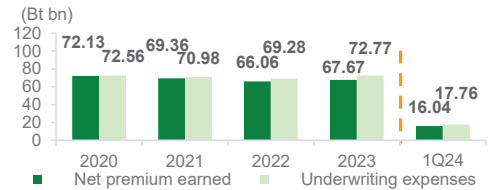


\* Non-interest income excludes capital market business, treasury business and others

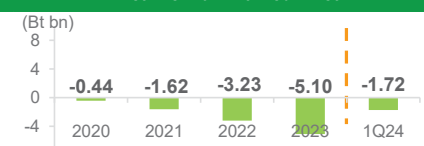
## Non-interest Income Structure



## Net Premium Earned and Underwriting Expenses



## Net Premium Earned - net



Contributions from MTL's insurance business to KBank include non-interest income (e.g. net-premium earned-net), and interest income (e.g. interest income from investment portfolio); however, all income sources from MTL will be netted with non-controlling interests.

	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
Non-interest Income (Bt bn)	45.87	43.96	40.26	44.21	11.70	11.62	12.05	11.62
Non-interest Income Growth (% YoY)	(20.65%)	(4.17%)	(8.42%)	9.81%	32.00%	(0.64%)	(9.10%)	(0.64%)
Non-interest Income Ratio (%)	29.61	26.91	23.24	22.95	25.12	23.18	23.67	23.18

Note:  
 - Non-interest Income Ratio = Non-interest Income/Total Operating Income - net  
 - Net Premium Earned - net = Net Premium Earned less Underwriting Expense

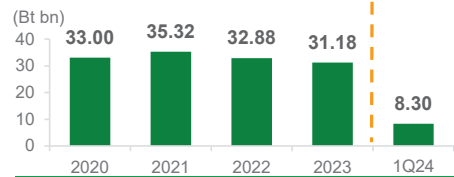
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## Net Fee Income and Structure

March 2024 (Consolidated)

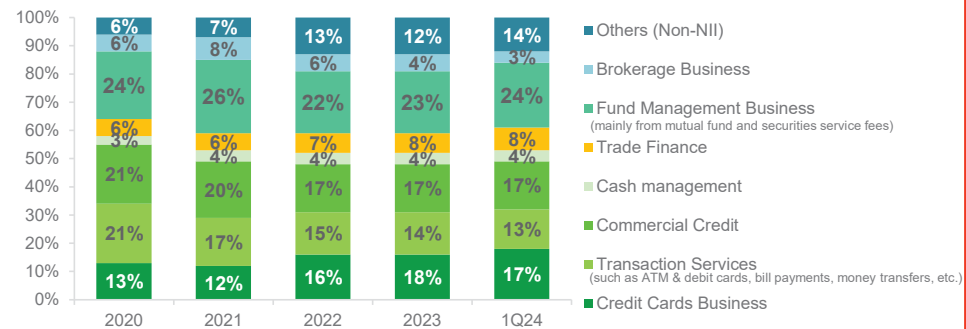
### Net Fee Income



### Net Fee Income to Net Total Operating Income



### Net Fee Income by Products



1Q24 net fee income increased 2.28% YoY, mainly from fund management, commercial fees, and credit card related, while brokerage fees decreased; continued focus on wealth management business

	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
Fee Income (Bt bn)	45.70	48.63	48.35	48.62	12.53	12.96	12.04	12.96
Fee Income-net (Bt bn)	33.00	35.32	32.88	31.18	8.11	8.30	7.55	8.30
Fee Income Growth (% YoY)	(9.65%)	6.41%	(0.58%)	0.57%	1.31%	3.41%	(1.31%)	3.41%
Net Fee Income Growth (% YoY)	(10.17%)	7.01%	(6.89%)	(5.17%)	(8.13%)	2.28%	(2.95%)	2.28%
Net Fee Income to Net Total Operating Income (%)	21.31	21.62	18.98	16.18	17.42	16.55	14.83	16.55

Note: - On the consolidated basis, Bancassurance fees are not included in net fee income since November 30, 2009, due to the elimination of inter-company transactions (the accounting treatment from the Muang Thai Group Holding consolidation)  
- Loan related fee in 1Q24 was 17% of loan related and non-loan related fees - net

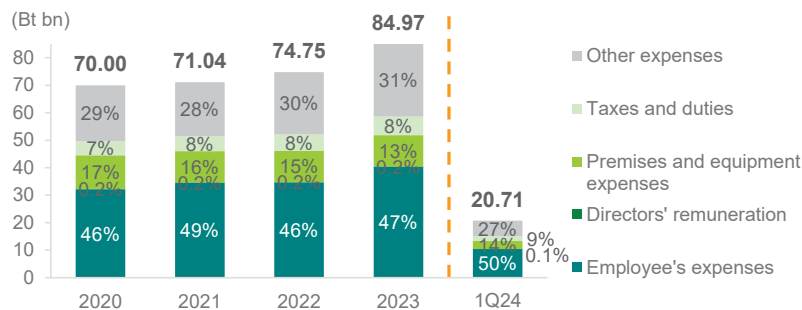
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## Other Operating Expenses

March 2024 (Consolidated)

### Other Operating Expenses Structure



1Q24 other operating expenses increased 4.65% YoY, mainly due to marketing expenses increasing in line with revenue increases and employee expenses.

	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
Other Operating Expenses (Bt bn)	70.00	71.04	74.75	84.97	19.79	20.71	24.51	20.71
Other Operating Expenses Growth (% YoY)	(3.76%)	1.50%	5.22%	13.67%	13.82%	4.65%	16.47%	4.65%

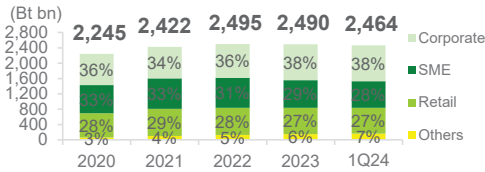
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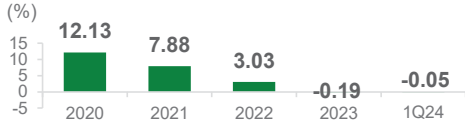
# Loan Structure and Loan Growth

March 2024 (Consolidated, TFRS 8: Operating Segments\*)

## Loan Portfolio Structure



## Loan Growth (% YoY)



## Loan Portfolio

Consolidated	Amount (Bt bn)		1Q24 Loan Growth (%)	1Q24 Yield Range (%)	Y2024 Loan Growth Target (%)
	Dec 23	Mar 24			
Corporate Loans	935	935	0.0%	3-5%	2-4%
SME Loans	719	692	(3.7%)	6-8%	1-2%
Retail Loans	684	674	(1.4%)	6-8%	1-2%
Other Loans	153	163	6.2%		
<b>Total Loans<sup>1)</sup></b>	<b>2,490</b>	<b>2,464</b>	<b>(1.1%)</b>	<b>6.1%</b>	<b>3-5%</b>

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.  
<sup>1)</sup> Other loans through the World Business Group were included. In 1Q24, WBG loans were Bt116bn, increasing 11.4% YTD, and 35.6% YoY

## Loan by Retail Products (All Segments)\*\*

(Amount in Bt bn)	Dec 23	Mar 24	Y2023 Loan Growth (%)	1Q24 Loan Growth (%)	% Portion to Total Loan
Housing Loans	426	425	(3.9)	(0.2)	17.2
Credit Cards	108	100	(1.5)	(7.4)	4.0
Consumer Loans	61	58	(16.6)	(4.6)	2.4
KLeasing	153	153	11.7	(0.6)	6.2

	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
Loans (Bt bn)	2,245	2,422	2,495	2,490	2,465	2,464	2,490	2,464
Loan Growth (% YoY)	12.13%	7.88%	3.03%	(0.19%)	0.28%	(0.05%)	(0.19%)	(0.05%)
Loan Growth (% YTD)	12.13%	7.88%	3.03%	(0.19%)	(1.20%)	(1.07%)	(0.19%)	(1.07%)

Note: \* Since 1Q13, as per the Bank of Thailand's requirement, the Bank has complied with TFRS 8 (Operating Segments) to present operating results for each key segment in financial reports.  
 \*\* From December 2021 onwards, KBank's housing loans include housing loans and all retail secured loans.  
**Loan Definition** - **Corporate Loans**: Loans of KBank and KBank's Subsidiaries in Corporate Segments (Annual sales turnover > Bt400mn); **SME Loans**: Loans in SME Segments (Annual sales turnover ≤ Bt400mn); **Retail Loans**: Loans in Retail Segments; **Other Loans**: Composed of loans through the World Business Group, the insurance business (MTL), and other loan types not directly attributable to the main business groups. Since Y2020 onwards, loans in Enterprise Risk Management Division (NPL + Performing Restructured Loans) were reclassified to their customer segments.  
 - **Housing Loans**: KBank's housing loans and all retail secured loans; **Credit Cards**: KBank's credit card loans to all eight customer segments; **Consumer Loans**: KBank's retail unsecured loans; **KLeasing**: KLeasing's loans to all eight customer segments

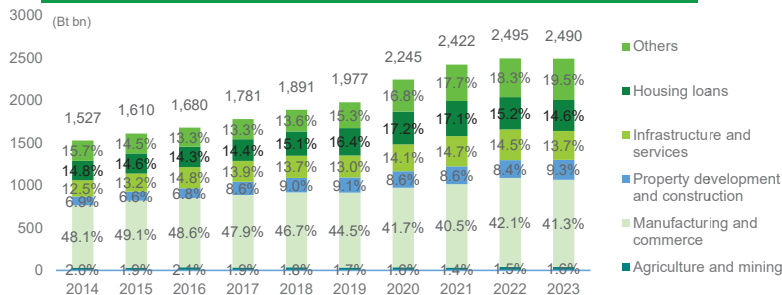
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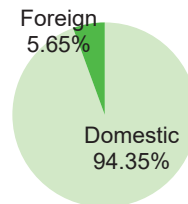
# Loan Portfolio Breakdown by Business, Residency of Borrowers, and Maturity of Interest Repricing

December 2023 (Consolidated)

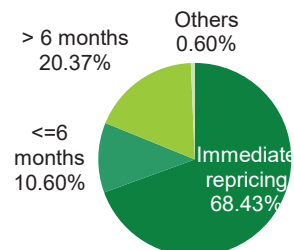
## Loan Portfolio by Business\*



## By Residency of Borrowers (December 2023)\*



## By Maturity of Interest Repricing (December 2023)\*



## Loans by Bangkok and Metropolitan vs. Upcountry

Loan by Bangkok and Metropolitan vs. Upcountry		2015	2016	2017	2018	2019	2020	2021	2022	2023
Proportion of KBank's Outstanding Loans										
Bangkok and Metropolitan		64%	63%	64%	62%	59%	58%	62%	62%	66%
Upcountry		36%	37%	36%	38%	41%	42%	38%	38%	34%

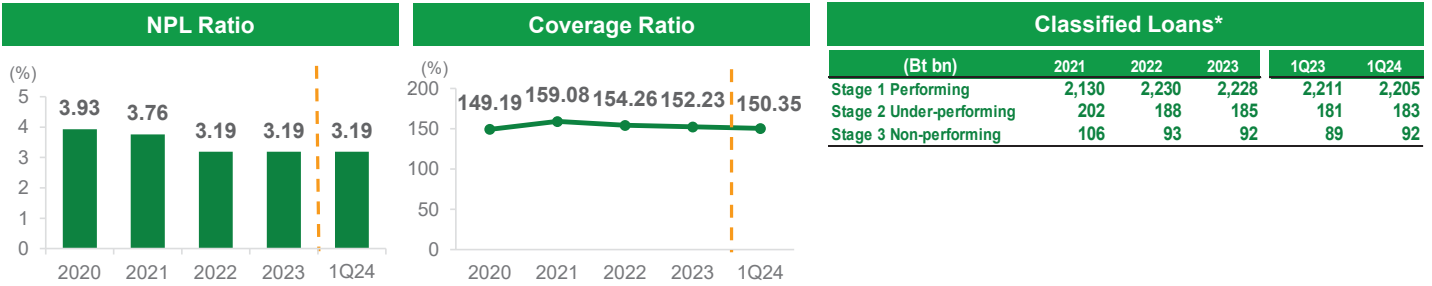
Note: \* The information on loans breakdown by industry, residency of borrowers, and maturity of interest repricing are disclosed on half year basis

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## Asset Quality

March 2024 (Consolidated)



- NPL ratio in 1Q24 was at 3.19%, with a coverage ratio of 150.35%.
- Continue prudent financial policy and proactive asset quality cleanup.

	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
NPL Ratio (%)	3.93	3.76	3.19	3.19	3.04	3.19	3.19	3.19
Coverage Ratio (%)	149.19	159.08	154.26	152.23	156.68	150.35	152.23	150.35
Loans with significant increase in credit risk (%)	7.80	7.27	6.47	6.26	6.25	6.25	6.26	6.25

Note: \* Loans to customers and accrued interest receivables: Under TFRS 9, the classified loans are defined by 3 stages based on incremental risks, which cannot directly compare with the previous number these were defined by days past due.

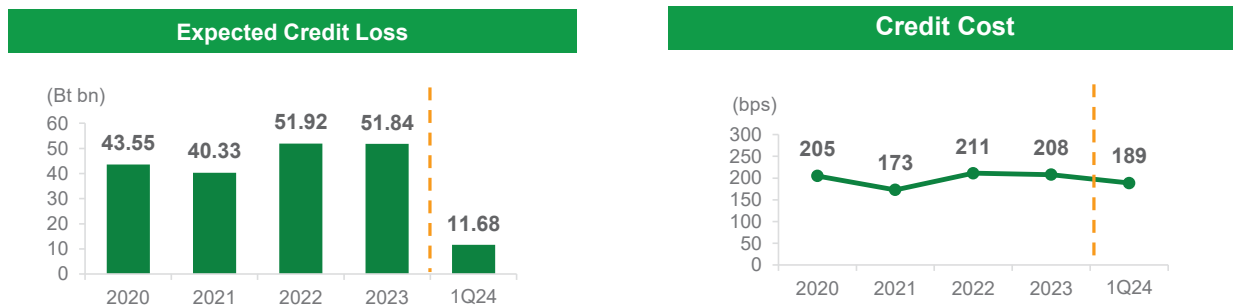
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## Expected Credit Loss and Credit Cost

March 2024 (Consolidated)



- Credit cost was 189bps, aligned with the target and remained high to cover future uncertainties.

	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
Expected Credit Loss (Bt bn) (Impairment Loss of Loans and Debt Securities)	43.55	40.33	51.92	51.84	12.69	11.68	13.57	11.68
Credit Cost (bps)	205	173	211	208	205	189	220	189

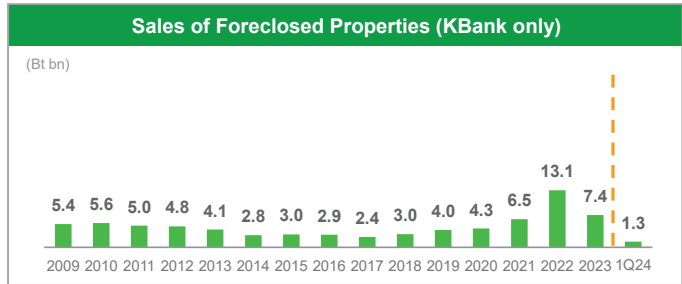
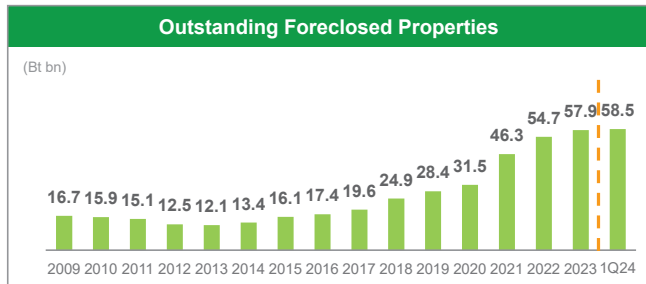
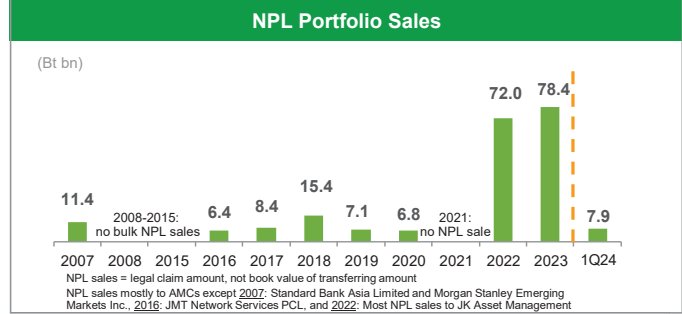
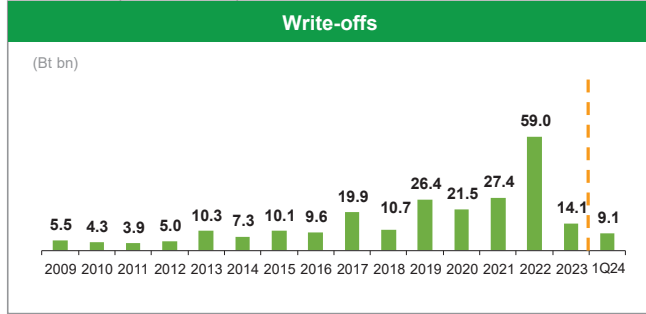
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## Bad Assets Resolution

March 2024 (Consolidated)



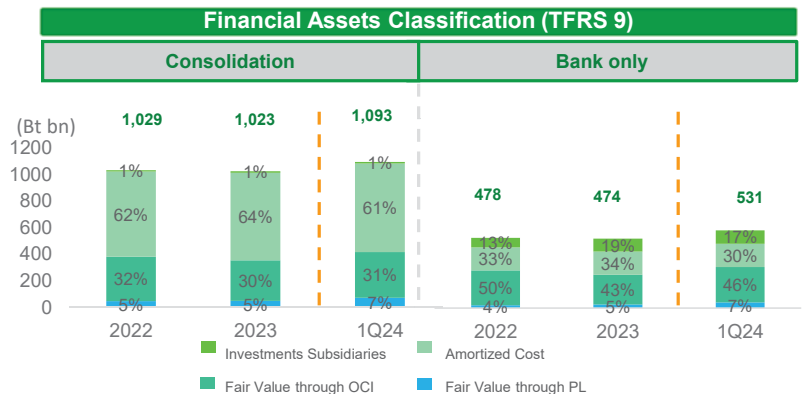
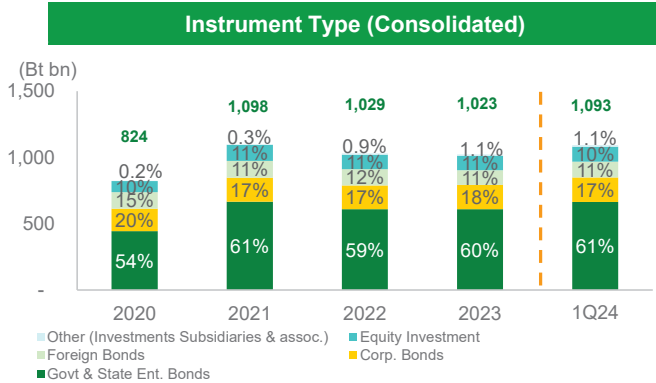
Note: On September 11, 2013, the Bank was formally notified of its final loss sharing portion under the asset transfer agreement with TAMC established in October 2001. This amounted to Bt206mn. An amount of Bt1,159mn relating to the provision for losses recorded in prior years has been reversed through profit or loss in 2013.

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## TFRS 9: Investment in Securities Portfolio and Structure

March 2024



- KBank's guideline for investment portfolio management is to primarily maintain liquidity in order to support a future change in business conditions. In addition, an investment strategy was established in line with changes in economic conditions and the movement of money markets and capital markets both at home and abroad.

	2019	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
Investment Portfolio (Bt bn)	777	824	1,098	1,029	1,023	1,057	1,093	1,023	1,093
Investment Portfolio (% Growth YoY)	17.22%	6.15%	33.16%	(6.23%)	(0.64%)	(2.08%)	3.41%	(0.64%)	3.41%

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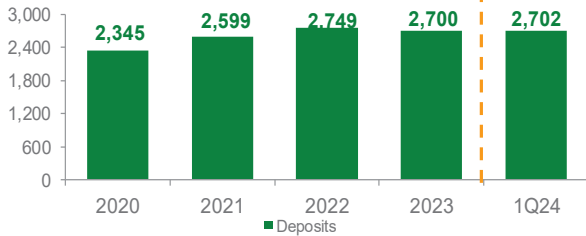


## Deposits Growth and Loans to Deposits Ratio

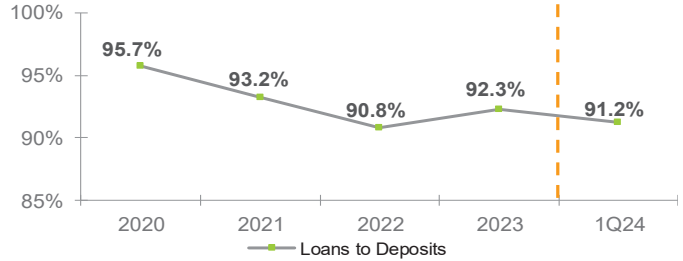
March 2024 (Consolidated)

### Deposits

(Bt bn)



### Loans to Deposits Ratio



Deposits and Loans to Deposits Ratio is in line with peers.

	2019	2020	2021	2022	2023	1Q23	1Q24	4Q23	1Q24
Deposits (Bt bn)	2,072	2,345	2,599	2,749	2,700	2,713	2,702	2,700	2,702
Deposits (% YoY)	3.9%	13.2%	10.8%	5.8%	(1.8%)	3.0%	(0.4%)	(1.8%)	(0.4%)
Deposits (% YTD)	3.9%	13.2%	10.8%	5.8%	(1.8%)	(1.3%)	0.1%	(1.8%)	0.1%
Loans to Deposits Ratio (%)	96.6%	95.7%	93.2%	90.8%	92.3%	90.9%	91.2%	92.3%	91.2%

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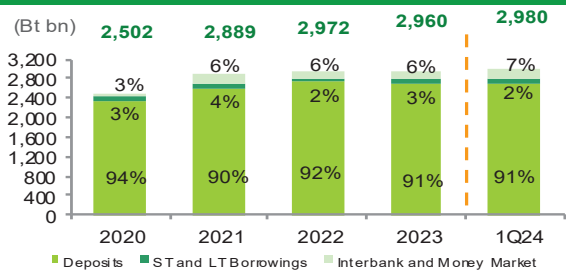


## Funding Structure and Interest Rate Movement

March 2024 (Consolidated)

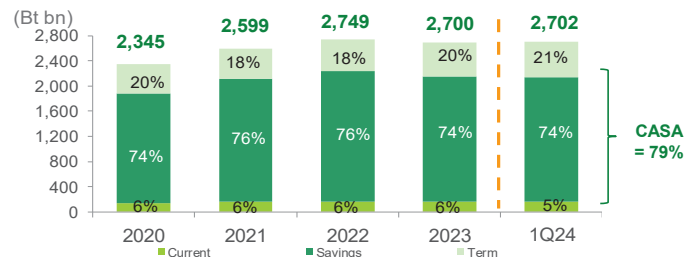
### Funding Structure

(Bt bn)



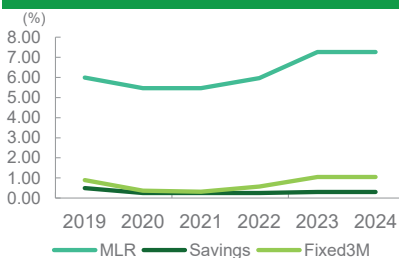
### Deposit Structure

(Bt bn)



### KBank Interest Rate Movement (Retail customers)

(%)



Deposit rates (%) (April 25, 2024)

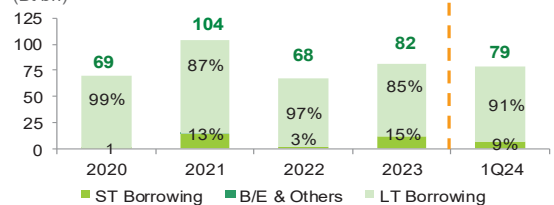
Savings	0.30
Fixed 3M-12M	1.05-1.70
Fixed 24M-36M	2.15-2.30

Lending rates (%) (April 25, 2024)

MLR	7.27
MOR	7.59
MRR	7.30

### ST and LT Borrowings

(Bt bn)



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## Long-term Senior/Subordinated Debentures

Issue Date	Name	Type	Feature	Amount	Maturity Years	Interest Rate (Per annum)	Interest Payment period	Credit Rating
<b>Long-term Subordinated Debentures</b>								
10/08/2021	Additional Tier 1 Subordinated Notes*	Unsecured	Perpetual NC5.5Y	USD350mn	-	4%	Semi-annually	Ba2 by Moody's
14/10/2020	Additional Tier 1 Subordinated Notes*	Unsecured	Perpetual NC5Y	USD500mn	-	5.275%	Semi-annually	Ba2 by Moody's
02/10/2019	Tier II Subordinated Notes due 2031*	Unsecured	12NC7	USD800mn	12 Years (02/10/2031)	3.343%	Semi-annually	Ba1 by Moody's BB+ by Fitch Ratings
<b>Long-term Senior Debentures</b>								
07/03/2023	Senior Unsecured Notes due 2028*	Unsecured	-	USD600mn	5 Years (07/03/2028)	5.458%	Semi-annually	Baa1 by Moody's BBB by Fitch Ratings
27/12/2022	JPY Sustainability Long-Term Debentures #2**	Unsecured	-	JPY2,520mn	2.1 Years (20/01/2025)	0.655%	On 27/12/23 and 20/01/25	AA+ (tha) by Fitch
15/12/2022	USD Sustainability Long-Term Debentures**	Unsecured	-	USD45mn	3 Years (15/12/2025)	5.34%	Semi-annually	AA+ (tha) by Fitch
15/12/2022	JPY Sustainability Long-Term Debentures #1**	Unsecured	-	JPY2,745mn	3 Years (11/12/2025)	0.86%	Annually	AA+ (tha) by Fitch

Note: \* The issued notes are drawn from the Bank's USD4bn Euro Medium Term Note Programme (EMTN)  
Note: \*\* The issued notes are drawn from the Bank's Bt30bn Medium Term Note Program (MTN)

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**KBank: The wholly-owned subsidiaries, and  
Muang Thai Life Assurance**

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## The wholly-owned subsidiaries of KBank: Business Profile and Aspiration

March 2024

	<b>KAsset</b> EST. Mar 1992	<b>KResearch</b> EST. Dec 1994	<b>KSecurities</b> EST. Jul 2002	<b>KLeasing</b> EST. Dec 2004	<b>KF&amp;E</b> EST. Jul 1990
<b>Company Name</b>	KASIKORN ASSET MANAGEMENT CO., LTD.	KASIKORN RESEARCH CENTER CO., LTD.	KASIKORN SECURITIES PCL.	KASIKORN LEASING CO., LTD.	KASIKORN FACTORY AND EQUIPMENT CO., LTD.
<b>Company Profile</b>	A leader in fund management business (i.e., mutual funds, provident funds, and private funds)	<ul style="list-style-type: none"> <li>Professional in providing knowledge and analysis in economics, business, money and banking-related issues</li> <li>Only research house which is an affiliate of a bank</li> </ul>	Professional in providing a complete range of excellent financial solutions and services, including investment banking, securities underwriting, and securities brokerage	Professional in providing three core products: hire purchase, financial lease, and floor plan	Professional in providing a complete range of machinery and equipment leasing services
<b>Asset Size</b>	Bt 2.92 bn	Bt0.19bn	Bt26.32bn	Bt153.98bn	Bt22.47bn
<b>Market Share</b>	18.13%	#1 Overall Research Center in Thailand	2.60% (#13)	9% <sup>1</sup>	14%
<b>2024 Targets</b>	Maintain top tier position	Maintain the status as a top-notch research house in Thailand	Maintain leading position in securities business under local bank parent	Maintain a good asset quality portfolio	Maintain top tier position and focus on good asset quality
<b>3-year Aspiration</b>	Maintain top tier position	Maintain the status as a top-notch economic research house in Thailand with an aspiration to be at the forefront of research in Southeast Asia.	Top of mind securities firm	Provide complete range of financial solutions and maintain good asset quality	Top tier leader in sustainability in equipment leasing

Note: <sup>1</sup> Outstanding market share among 6 banks leasing companies (AYCAL, TTB, SCB, KK, TISCO and KL), latest data as of 1Q24

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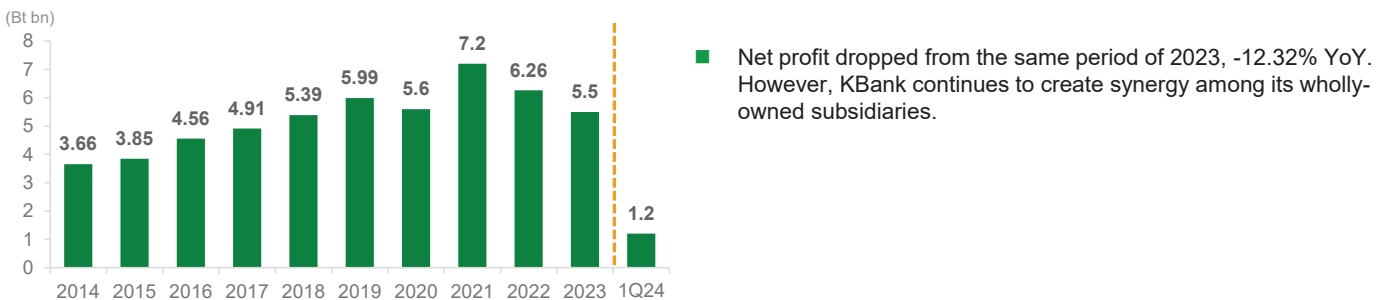


## The wholly-owned subsidiaries of KBank: 2024 Key Operating Performance

March 2024

	<b>KAsset</b> EST. Mar 1992	<b>KResearch</b> EST. Dec 1994	<b>KSecurities</b> EST. Jul 2002	<b>KLeasing</b> EST. Dec 2004	<b>KF&amp;E</b> EST. Jul 1990
<b>2024 Key Operating Performance</b>	Assets Under Management (AUM): Bt1.65trn (5.2% YoY)	#1 Overall Research Center in Thailand	<ul style="list-style-type: none"> <li>- Trading volume: Bt140bn</li> <li>- Number of customers grew 9% YoY</li> </ul>	Outstanding loans: Bt153.39bn (+11.67% YoY)	EBT : 87.19 MB. (51.29% YoY)

### The wholly-owned subsidiaries of KBank: Net Profit



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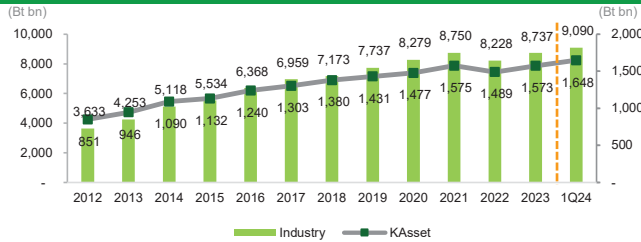


## KAsset Highlights in 1Q24

March 2024



### AUM (KAsset vs. Industry)



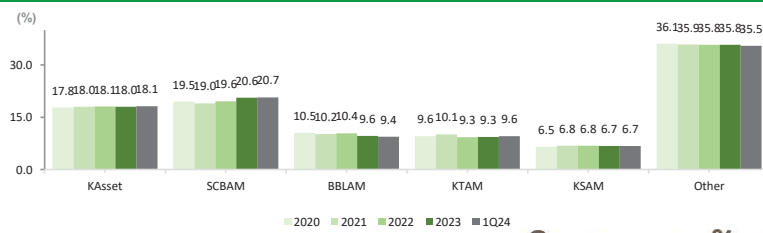
### Industry Outlook:

- 1Q2024 industry AUM at Bt9.09trn, increasing 6.5% YoY
- KAsset AUM at Bt1.65trn, increasing 5.2% YoY

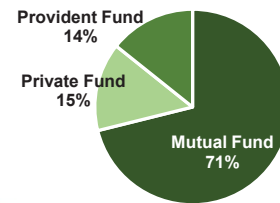
### KAsset Highlights:

- Ranked **#1 in Mutual Fund** and **#2** in Provident Fund with market share of 22.2% and 16.5%, respectively
- Ranked **#2** in total AUM with market share of 18.13%
- Mutual fund accounts for 71% of KAsset AUM

### Market Share by AUM



### KAsset AUM Breakdown by Type



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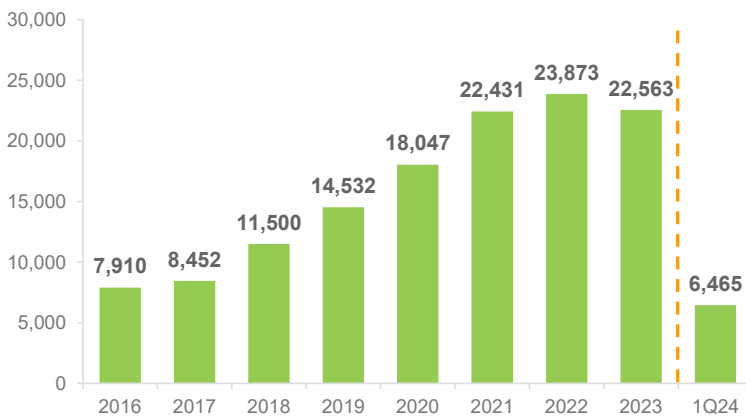


## KResearch Highlights in 1Q24

March 2024



### Number of News Quotes



### KResearch Highlights:

- The most quoted private research house in Thailand
- **#1** awareness, being the top-of-mind research house for the public, based on a survey

Source : NCX, Isentia, etc.

The number of quotes from the media newspapers online newspaper and other online news.

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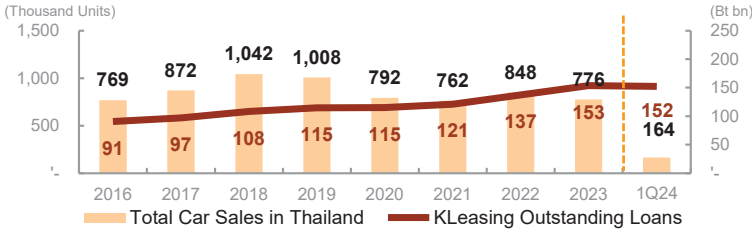


# KLeasing Highlights in 1Q24

March 2024



## KLeasing vs. Industry



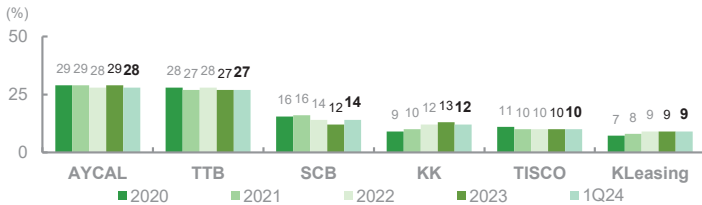
## Industry Outlook:

- 1Q24 industry car sales totaled 163,756 units

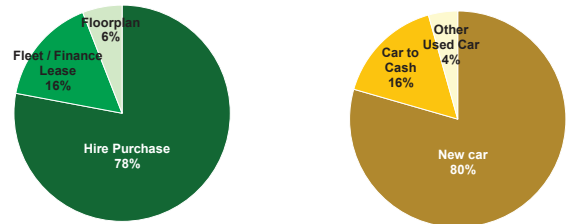
## KLeasing Highlights:

- 1Q24 KLeasing loans totaled Bt152.42bn, increasing 7.41% YoY
- 1Q24 KLeasing NPL ratio was 2.02%, lower than the industry average<sup>3</sup>

## Market Share by Total Outstanding Loans (%)<sup>1</sup>



## KLeasing Outstanding Loans Breakdown<sup>2</sup>



Note: <sup>1</sup> Excluding captive and non-bank leasing, Lasted Data as of 1Q24

<sup>2</sup> New car includes HP New car, Fleet finance, Finance lease (FL) and Floorplan and Used car includes Car to Cash (K-Car / Car registration loan) and other used cars

<sup>3</sup> Source: BOT, Lasted Data as of Y2023 = 2.13%

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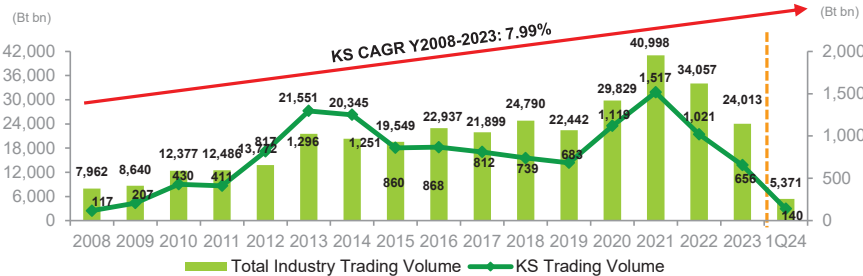


# KSecurities Highlights in 1Q24

March 2024



## Trading Volume (KSecurities vs. Industry)\*



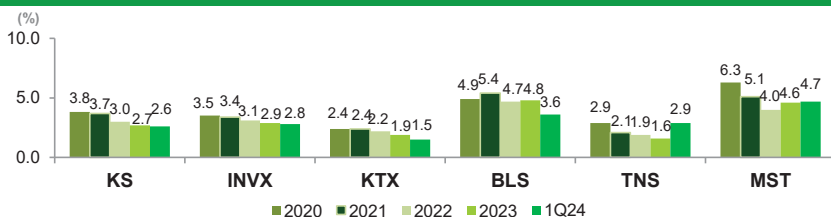
## Industry Outlook:

- 1Q24 industry trading volume\* was Bt5.37trn, decreasing 31%YoY
- KS trading volume was Bt139.78bn

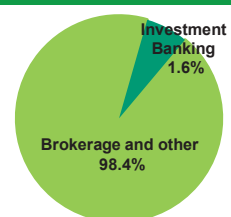
## KSecurities Highlights:

- KS ranked #13, with 2.60% market share
- Majority of revenue came from brokerage
- Number of customers account grew 9%YoY to 389,982 customers in 1Q24

## Market Share by Trading Volume\*



## KSecurities Revenue by Business



Note: \* Industry trading volume excluding proprietary trades

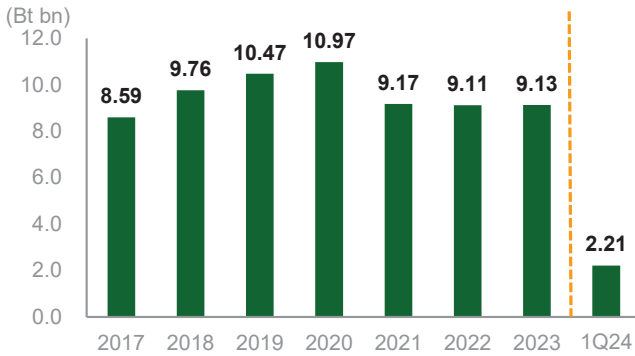
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## KF&E Highlights in 1Q24

March 2024



### KF&E New Booking



Note: In 2010, KASIKORN FACTORING (KFactoring) was renamed KASIKORN FACTORY AND EQUIPMENT (KF&E) to better reflect their business, focusing on offering leasing services for machinery and equipment; the factoring business operation of KFactoring was transferred to Kbank.

### Industry Outlook:

- The growth of the Equipment Leasing (EQL) is forecasted using several factors, including the total import volume of machinery and equipment, government policy direction especially in supporting private sector in transitioning machinery for emission reduction, business growth opportunities domestically and internationally, and Capital Investment Index, including factors related to labor costs that drive the transition to machinery from human labor

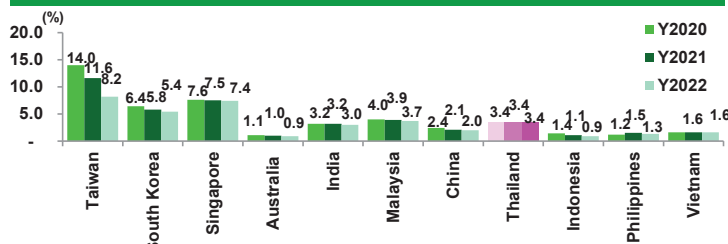
### KF&E Highlights:

- 1Q24 KF&E has new booking of Bt2.21bn, 2.95% YoY
- KF&E currently Top tier positioning in equipment leasing industry.

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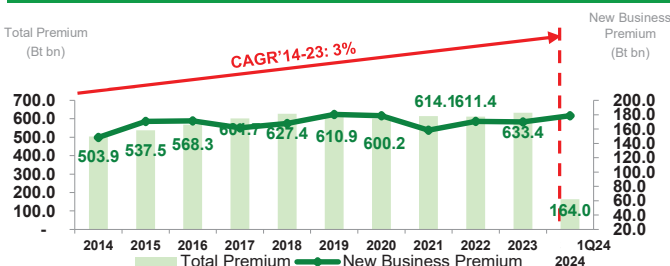
## Life Insurance Industry in Thailand

### Premium per % GDP by Country



Source: Swiss Reinsurance

### Size of Market by Premium (%)

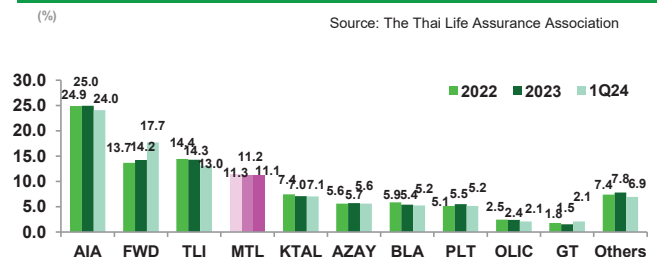


\* New Business Premium in 1Q24 = Bt45.9bn

Source: The Thai Life Assurance Association

Note: Total Premium = New Business Premium + Renewal Premium; New Business Premium = First Year Premium + Single Premium

### Market Share by Total Premium in Life Insurance (%)



Source: The Thai Life Assurance Association

- In 2022, Thailand insurance penetration rate was 3.4% with a high opportunity for growth.

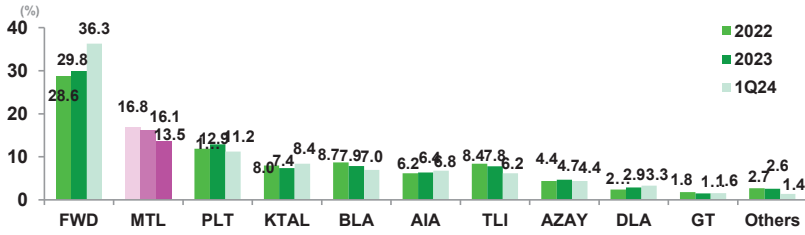
- Muang Thai Life Assurance (MTL) ranked #4 in life insurance industry in Thailand, in 1Q24 with 11.1% market share of total premium.

➢ #4 in life insurance industry in Thailand, in 2023

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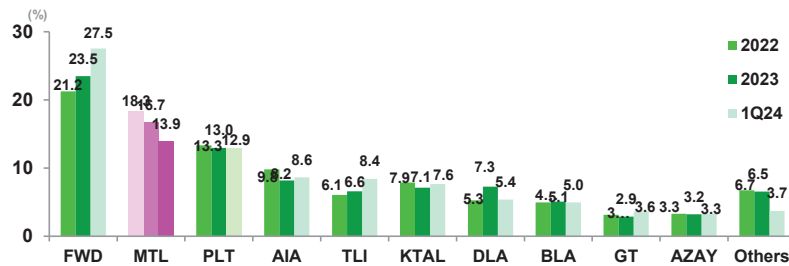
## Bancassurance Highlights in 1Q24

Bancassurance Market Share by Total Premium (%)



- **MTL ranked #2 in Bancassurance market**
  - #2 in Bancassurance total premium with 13.5% market share
  - #2 in Bancassurance new business premium with 13.9% market share

Bancassurance Market Share by New Business Premium (%)



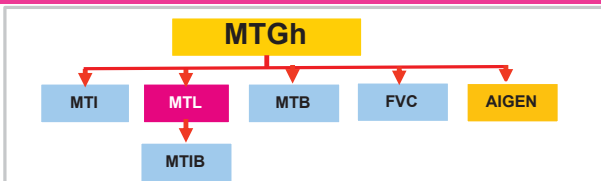
Source: Muang Thai Life Assurance (MTL), The Thai Life Assurance Association (TLAA) monthly report (new format)

Note: Bancassurance premium include all bank partners' premiums of MTL

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## KBank's Strategic Acquisition in Muang Thai Group Holding (MTGh)

- MTL's insurance business supports KBank's strategic objective of providing a full range of financial services to satisfy customers' needs and universal banking platform



Current KBank Economic Interests

Muang Thai Group Holding Co., Ltd. (MTGh)	51.00%
Muang Thai Life Assurance PCL. (MTL)	38.25%
Muang Thai Insurance PCL. (MTI)	10.20%
Muang Thai Broker Co., Ltd. (MTB)	50.99%
MT Insure Broker Co., Ltd. (MTIB)	38.25%
Fuchsia Venture Capital Co., Ltd. (FVC)	38.25%
AIGEN Co., Ltd. (AIGEN)	48.83%

(Data as of 31 Mar 2024)

- Established on 6 April 1951
- First life insurance company to have received the Royal benevolence in granting the appointment as the life insurance company of His Majesty King Bhumibol Adulyadej
- Joined hands with Ageas in 2004 (formerly known as Fortis Insurance International NV) and joined hands with KBank in 2009
- Credit Rating:
  - S&P Global: BBB+ (Stable Outlook)
  - Fitch Ratings: A- (Stable Outlook) / AAA(thai) (Stable Outlook)
- Thailand Top Company Awards 2024 (Insurance Industry) from Business+ Magazine & University of the Thai Chamber of Commerce
- Business+ Product Innovation Awards 2023 Life and Non-Life Insurance, Category of Service from Application "MTL Click" from Business+ Magazine & Mahidol University
- International Finance Awards 2023 Category of Best New Life Insurance Initiative - Silver Readiness by MTL from International Finance Magazine
- Thailand Most Admired Company 2024 from BrandAge Magazine
- Ageas holds 78.3% in MTGh and holds 24.99990% in MTL

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# Muang Thai Life Assurance (MTL) Information Summary



- Strong fundamentals and revenue generation, helped by process efficiency and service quality enhancements; platform and synergy alignment between MTL and KBank
- Risk-Based Capital (RBC) remains strong, sufficient to support business growth and much higher than OIC minimum requirement

Statements of Comprehensive Income (Bt bn)				
	2021	2022	2023	1Q24
Net premiums earned	69.4	66.1	67.7	16.2
Net investment income	22.5	20.4	23.4	6.6
<b>Total revenues</b>	<b>91.9</b>	<b>86.5</b>	<b>91.1</b>	<b>22.8</b>
Long-term technical reserve increase from the previous period	25.6	14.5	15.3	(2.8)
Net benefit payments and insurance claims	41.6	50.6	53.2	19.6
Commissions and brokerages	8.6	7.4	7.3	1.7
Other underwriting expenses	0.7	2.5	2.6	0.6
Operating expenses & Other	5.5	4.6	5.8	1.3
<b>Total Expenses</b>	<b>82.0</b>	<b>79.6</b>	<b>84.2</b>	<b>20.4</b>
Profit before income tax expense	9.9	6.9	6.9	2.4
Income tax expense	1.8	1.2	1.2	0.5
<b>Net profit (loss)</b>	<b>8.1</b>	<b>5.7</b>	<b>5.7</b>	<b>1.9</b>

Statements of Financial Position (Bt bn)				
	2021	2022	2023	1Q24
Total Assets	607.5	625.0	635.5	641.8
Total Liabilities	520.9	537.6	548.2	549.9
Total Equities	86.6	87.4	87.3	91.8

**Strategy in 2024**

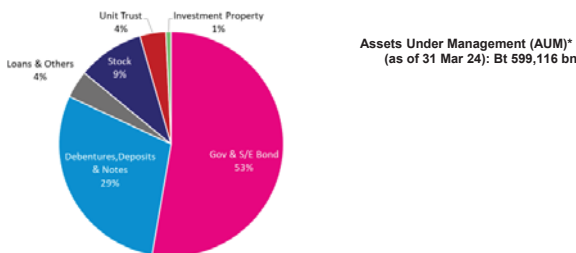
Under the strategic concept of "Happiness, Your Way", the company has been committed to being No. 1 Most Trusted Partner in Life & Health Planning through 2 concepts including "Personal", emphasizing the creation and development of products and services that truly meet individual needs, using simple language for easy understanding and accessible channels, and "Life," aiming to innovate to satisfy needs of people in different stages of life, allowing everyone to live life on their own terms. The Company seamlessly integrates its business operations, ranging from life and health insurance products that provide comprehensive protection for individuals and their loved ones, to promoting good health practices to reduce the risk of illness, and offering comprehensive and targeted medical care and benefits for every lifestyle.

Key Financial Targets						
Bt bn	2019	2020	2021	2022	2023	1Q24
<b>Total Premium (after refund)</b>	<b>83.8</b>	<b>75.3</b>	<b>73.0</b>	<b>69.3</b>	<b>71.0</b>	<b>18.2</b>
<b>% Growth</b>	<b>-11%</b>	<b>-10%</b>	<b>-3%</b>	<b>-5%</b>	<b>2%</b>	<b>-9%</b>
				<b>2022</b>	<b>2023</b>	<b>1Q24</b>
ROE (%)			6.6%	6.5%	6.9%	
ROA (%)			0.9%	0.9%	1.0%	
Risk-Based Capital (RBC)			332%	353%	368%	

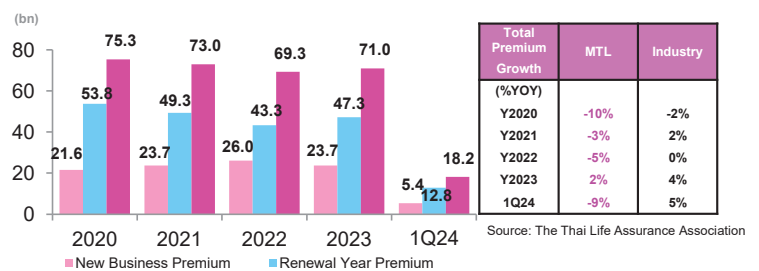
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# MTL Investment Portfolio and Insurance Premium

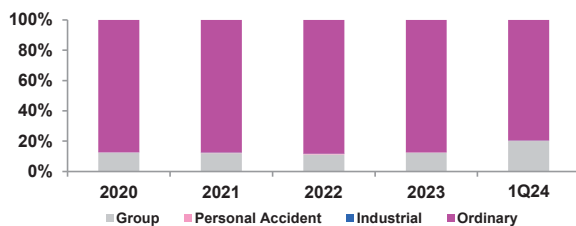
**MTL Investment Portfolio:**  
Fixed Income accounted for around 82%



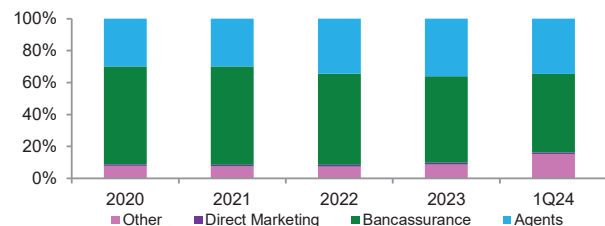
**MTL Total Premium**



**MTL Total Premium by Products:**  
Ordinary product accounted for around 88% in 1Q24



**MTL Total Premium by Channels:**  
Bancassurance accounted for about 49% in 1Q24



\*Remark: Invested Assets + Investment Property

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Source: The Thai Life Assurance Association (TLAA) / 2019 - 1Q24 data from TLAA monthly report (new format)

## MTL International Business Expansion



MTL Current International Business Project (On-going)					
	Cambodia		Lao PDR	Vietnam	Myanmar
Company Name	Sovannaphum Life Assurance Plc.	Dara Insurance Plc.	ST-Muang Thai Insurance Co., Ltd.	MB Ageas Life Insurance Co., Ltd.	-
Entry Strategy	Joint Venture with Canadia Investment Holding Plc.	Joint Venture with Individual Shareholders	Joint Venture with ST Group Co., Ltd and Muang Thai Insurance Company Limited (MTI)	Joint Venture with Military Bank and Ageas	-
Ownership by MTL	49%	25%	22.5%	10%	-
Operation Year	2015	2018	2016	2017	2014
Business Operation	Life Insurance	General Insurance	Composite Insurance (Life & General)	Life Insurance	Representative Office

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## MTL's Life Insurance Product Profile

### Four Major Types of Life Insurance Product

- **Ordinary Life Insurance Products:** Provide life protection for a fixed amount to an insured person  
Can be further classified into four sub-categories;
  - **Endowment Life Insurance:** Savings type product; insured person receives an amount at the certain period of time or a designated beneficiary receives death benefits upon the death of the insured person within the insured period (e.g. Pro Saving products)
  - **Term Life Insurance:** Provides temporary protection with no savings component. Claim can be made upon death within the stated term period (e.g. MRTA products)
  - **Whole Life Insurance:** Provides life time protection (to the age of 90 or 99) with the death benefit paid to the beneficiary upon the death of the insured (e.g. Pro Life products)
  - **Rider:** Additional coverage desired by the insured (sample of additional coverage: medical expense, accident)
- **Group Life Insurance Products:** Term insurance covering a group of people, usually employees of a company or members of a union or association
- **Industrial Insurance Products:** Life insurance with a modest amount of coverage, low premium, and no health check requirement
- **Personal Accident :** A limited life insurance designed to cover the insured in case of personal accident

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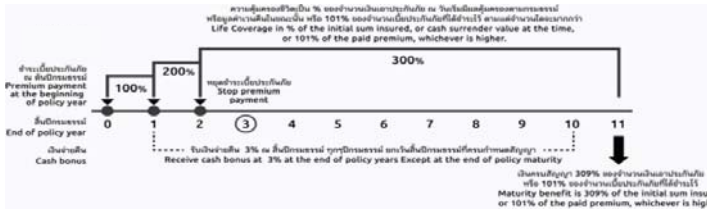
# Sample of K-Bancassurance and MTL Products

## K-Bancassurance Products<sup>1)</sup>

### Endowment Life Insurance

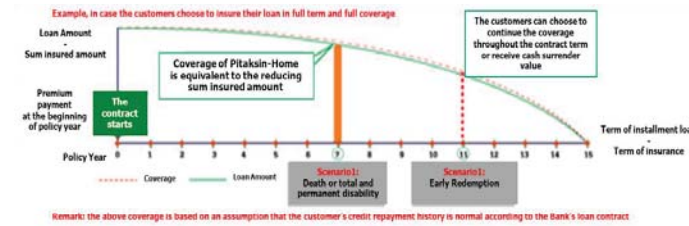
#### Pheu Sasom Sub 11/3 Guarantee

Pay premium for only 3 years, but the coverage continues for 11 years



## Term Life Insurance

### MRTA-Home (Mortgage Reducing Term Assurance)



<sup>1)</sup> K-Bancassurance products are MTL's life insurance products selling through KBank  
<sup>2)</sup> Muang Thai Life Assurance products are MTL's life insurance products selling through MTL sales agents, and/or other channels

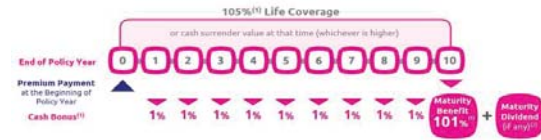
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## Muang Thai Life Assurance Products<sup>2)</sup>

### Endowment Life Insurance

#### Muang Thai Smart Linked Pro 10/1 (Global)

Pay single premium, guarantees cash bonus every year and get an opportunity to receive upside gain from invest in global assets.

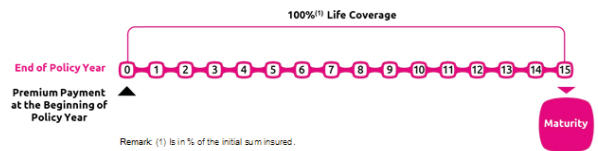


<sup>(1)</sup> Benefit and coverage are % of the initial sum insured. In case the benefit amount and coverage are stated incorrectly, the specified % shall apply.  
<sup>(2)</sup> The dividend shall be paid to the insured who is alive upon contract maturity only. However, the Company does not guarantee maturity dividend.

## Term Life Insurance

### Khumphrong Baep Khongthi Life-Bukkhon

Single Premium payment period, but the coverage can be chosen between 1 - 5 years



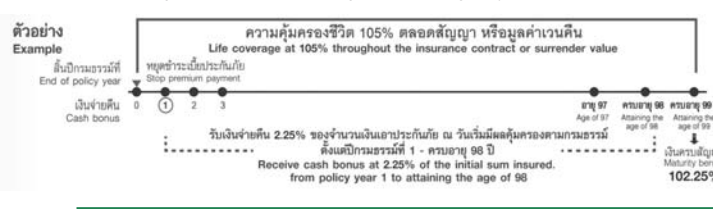
# Sample of K-Bancassurance and MTL Products

## K-Bancassurance Products<sup>1)</sup>

### Whole Life Insurance

#### Muang Thai Khumkhong Talot Chip 99/1 (CB 2.25%)

Life insurance with single premium, but the coverage continues to age 99 years

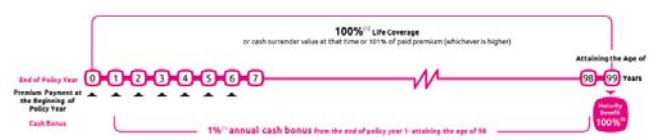


## Muang Thai Life Assurance Products<sup>2)</sup>

### Whole Life Insurance

#### Muang Thai Happy Return 99/7

Receive cash bonus every year and pay 7 years for coverage until attaining the age of 99



<sup>(1)</sup> Is in % of the initial sum insured.  
<sup>(2)</sup> In case of being alive until contract maturity, the benefit is 100% of the initial sum insured or 101% of paid premium (whichever is higher).

### Rider

#### Elite Health Plus Rider

- Right Coverage**: Medical expense coverage for both OPD\* and IPD which is paid by actual amount.
- Comprehensive Coverage**: Standard single room at any hospital or special single room at 10,000-21,000 THB per day.
- Long-Term Health Coverage**: Insurable age is until the age of 90 with coverage period until the age of 99.

#### D Health Plus Rider

- Be Covered to the Max**: Lump sum benefit based on actual expense of 5 million Baht\* Standard single room in any hospital.
- Plus Additional Coverage**: Maternity Plus or Well-Being Plus that covers health check-up, vaccination, dental care, and eye care which meet all of your needs.
- Long-Term Health Care**: Entry age is up to 90 years old with long-term coverage until attaining the age of 99.

#### OPD Per Time Rider/and OPD MaoChai Rider

Riders are not required to be purchased together with IPD coverage.

- OPD Per Time Rider**: OPD 500 - 3,000 THB per time per day. Up to 30 times per year.
- OPD MaoChai Rider**: OPD 15,000 - 100,000 THB per year. Up to 2 times per day for second opinion.

**Complete Coverage**: Including telemedicine, doctor fees, diagnosis charge, medical expenses, physical therapy fee, CT Scan and MRI diagnosis, or kidney dialysis.

<sup>1)</sup> K-Bancassurance products are MTL's life insurance products selling through KBank  
<sup>2)</sup> Muang Thai Life Assurance products are MTL's life insurance products selling through MTL sales agents, and/or other channels

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## KBank: Other Information

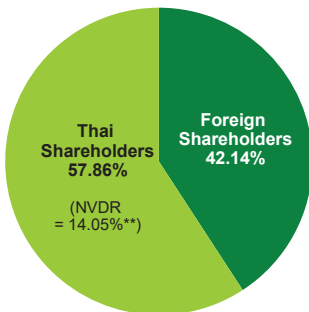
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## Shareholder Structure

April 23, 2024 (Record Date)

### Shareholder Structure



**Note:**

Foreign Shareholding Limit 49%

### Top 10 Shareholders\*

	%
1. THAI NVDR CO., LTD.**	14.05
2. STATE STREET EUROPE LIMITED	9.17
3. SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	5.19
4. THE BANK OF NEW YORK MELLON	3.29
5. SOCIAL SECURITY OFFICE	3.03
6. STATE STREET BANK AND TRUST COMPANY	1.92
7. SOUTH EAST ASIA UK (TYPE A) NOMINEES LIMITED	1.48
9. SE ASIA (TYPE B) NOMINEES LLC	1.38
9. HSBC BANK PLC - SAUDI CENTRAL BANK SECURITIES ACCOUNT A	1.37
10. ELECTRICITY GENERATING AUTHORITY OF THAILAND SAVING & CREDIT COOPERATIVE LTD.	1.25
<b>Other Shareholders</b>	<b>57.86</b>
<b>Total</b>	<b>100.00</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

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# Credit Ratings

As of May 8, 2023

	KBank					Thailand			
	Foreign Currency			Local Currency/ National		Outlook	Government		Outlook
	Long-term *	Senior Unsecured Notes	Subordinated Debts	Long-term	Subordinated Debts		Foreign Currency	Local Currency	
<b>S&amp;P's</b>	BBB <sup>1)</sup>	BBB <sup>1)</sup>	N/A	N/A	N/A	Stable <sup>1)</sup>	BBB+	A-	Stable
<b>Moody's</b>	Baa1	Baa1	Ba1 <sup>2)</sup>	Baa1	N/A	Stable	Baa1	Baa1	Stable
<b>Fitch</b>	BBB	BBB	BB+	AA+ (tha)	AA-(tha)	Stable	BBB+	BBB+	Stable

Note:

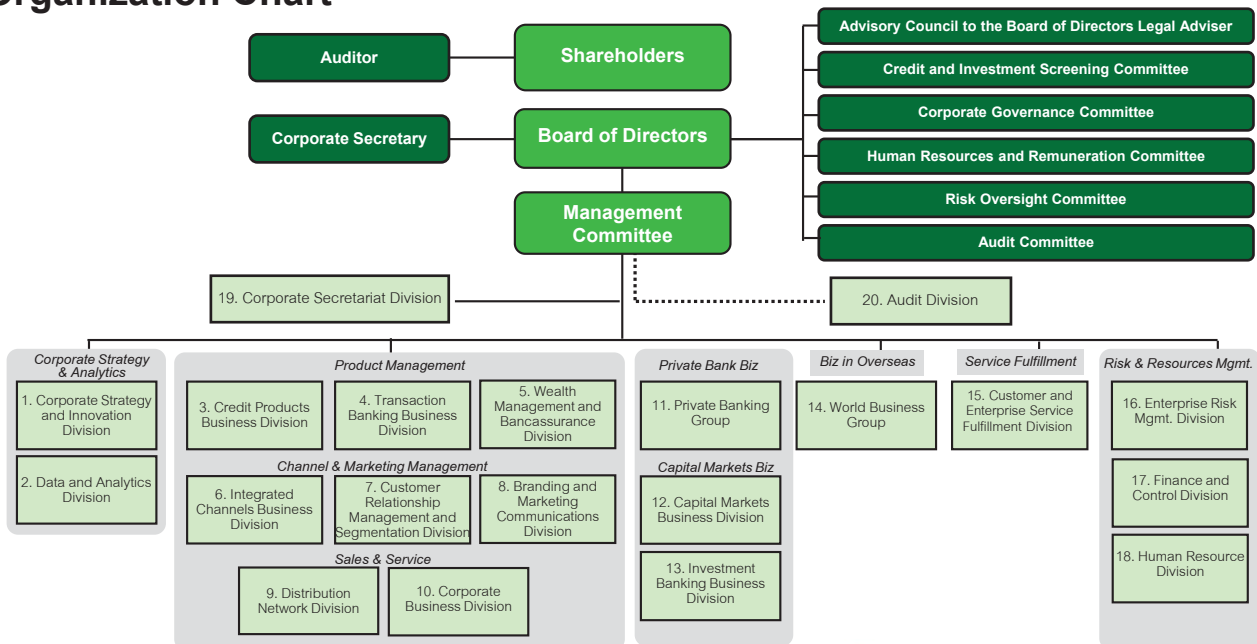
\* Moody's: Foreign Currency Long-term Deposit Rating; S&P's: Long-term Counterparty Credit Rating; Fitch Ratings: Foreign Currency Long-term Issuer Default Rating

- 1) March 21, 2022: S&P's downgraded long-term credit ratings of 4 Thai banks, including KBank, as systemic risks have increased for banks operating in Thailand. S&P's downgraded long-term credit rating of KBank from BBB+ to BBB. However, S&P's upgraded outlook of their credit ratings to stable from negative as it views their credit ratings would be stable in next 1-2 years
- 2) November 7, 2022: Moody's downgraded the Baseline Credit Assessments (BCAs) of two Thai banks, including KBank, to baa2 from baa1, reflecting the structural challenges to their asset quality and profitability that are exacerbated by the slow economic recovery in Thailand. Moody's also downgraded KBank's foreign-currency subordinate MTN program rating to Ba1 from Baa3 and its foreign-currency preferred stock non-cumulative MTN program rating to Ba2 from Ba1.

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# Organization Chart



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Note: As of 1 April 2024



## Board of Directors Structure

- 12 board members: 6 Independent Directors, 4 Non-Executive Directors, 1 Director and Legal Adviser, and 1 Director and CEO
- Director age limit is 72 years old
- Term limit of directorship for Independent directors shall not exceed nine consecutive years

<p><b>Independent Directors (6)</b></p> <ul style="list-style-type: none"> <li>• Ms. Kobkarn Wattanavrangkul Chairperson of the Board</li> <li>• Ms. Suphajee Suthumpun</li> <li>• Mr. Chanin Donavanik Chairman of the Human Resources and Remuneration Committee</li> <li>• Ms. Jainnisa Kuvinchkul Chakrabandhu Na Ayudhya</li> <li>• Ms. Kaisri Nuengsigkapien Chairperson of the Audit Committee</li> <li>• Ms. Piyaporn Phanachet</li> </ul>	<p><b>Non-Executive Directors (4)</b></p> <ul style="list-style-type: none"> <li>• Ms. Sujitpan Lamsam Vice Chairperson (Authorized Signature)</li> <li>• Sqn.Ldr. Nalinee Paiboon, M.D. Chairperson of the Corporate Governance Committee</li> <li>• Mr. Saravoot Yoovidhya</li> <li>• Mr. Kalin Sarasin Chairman of the Risk Oversight Committee (Authorized Signature)</li> </ul>
	<p><b>Director and Legal Adviser (1)</b></p> <ul style="list-style-type: none"> <li>• Ms. Chonchanum Soonthornsaratoon (Authorized Signature)</li> </ul>
	<p><b>Director and CEO (1)</b></p> <ul style="list-style-type: none"> <li>• Ms. Kattiya Indaravijaya (Authorized Signature)</li> </ul>

Note: More information on the Board of Directors biographies can be found on our website at <https://www.kasikornbank.com/EN/about/Pages/board-of-directors.aspx>

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## Sustainable Development Framework and Policy

### Bank of Sustainability

ASPIRATIONS	Be an ESG Leader among Banks in Southeast Asia		
SD FRAMEWORK	Environment	Society	Governance / Economy
GOAL	Ensuring environmental stewardship towards a net zero-carbon society	Being a responsible corporate citizen to create a sustainable society	Being an accountable bank to create sustainable profitability
COMMITMENT	We are committed to preserving the environment and reducing the impact of climate change.	We are committed to developing strong relationships with employees and society to better livelihoods and increase prosperity.	We are committed to strong ESG principles to be a responsible and accountable Bank
SD POLICY	<b>STAKEHOLDER ENGAGEMENT</b>		
	<ol style="list-style-type: none"> <li>1. Committing to becoming Net Zero in our own operations by 2030</li> <li>2. Committing to reducing greenhouse gas emissions in our financed portfolio in line with Thailand's aspirations; reducing greenhouse gas emissions in significantly impacted sectors, both in terms of greenhouse gas emission volume and the proportion of loans extended to each sector; and accelerating this journey where possible</li> <li>3. Being the leader in innovative "Green Finance" in Thailand</li> <li>4. Providing services beyond financial solutions to support decarbonization in Thailand</li> </ol>	<ol style="list-style-type: none"> <li>5. Ensuring financial inclusion and promoting financial literacy</li> <li>6. Safeguarding customer data security and privacy</li> <li>7. Ensuring the "Best Place to Work, Learn and Lead" by embedding Green DNA and creating future-ready workforce</li> <li>8. Respecting for human rights and diversity</li> <li>9. Promoting the development of youth potential as well as the pursuit of environmental, public and social activities</li> </ol>	<ol style="list-style-type: none"> <li>10. Ensuring business operations under good corporate governance practices and delivering services to customers with fairness</li> <li>11. Adhering to customer centricity by initiating financial innovations that meet every aspect of customers' needs</li> <li>12. Ensuring efficient risk management focusing on environmental, social, and governance (ESG) issues</li> </ol>
MATERIAL AREA	<ul style="list-style-type: none"> <li>• GREEN OPERATIONS</li> <li>• SUSTAINABLE FINANCE</li> </ul>	<ul style="list-style-type: none"> <li>• FINANCIAL INCLUSION and FINANCIAL/CYBER LITERACY</li> <li>• RESPECT TO HUMAN RIGHTS</li> <li>• CUSTOMER DATA SECURITY AND PRIVACY</li> </ul>	<ul style="list-style-type: none"> <li>• ESG RISK MANAGEMENT AND COMPLIANCE</li> </ul>

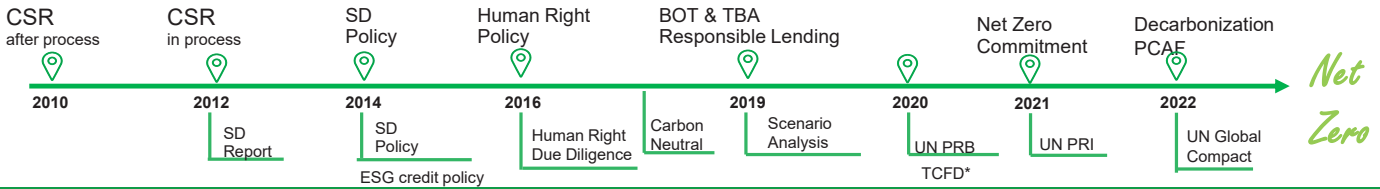
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# KBank Sustainable Development Journey

## Bank of Sustainability

KASIKORNTHAI 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

The first **Bloomberg Gender-Equality Index (GEI)** member from Thailand. The Bloomberg Gender-Equality Index (GEI) distinguishes companies committed to transparency in gender reporting and advancing women's equality for five consecutive years (2019-present)

A member of the **FTSE4Good Emerging Index** for eight consecutive years (2016-present)

KBank's Leadership Level rating is at AA for its ESG performance among emerging market banking sector peers



The first Thai commercial bank with CDP A List (Leadership Level) in Climate Change, assessed by the **Carbon Disclosure Project (CDP)**

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 eight consecutive years (2016-present)

KBank was ranked in the **top 5% of the S&P Global ESG Score 2022** for the banking industry with score of 84/100 in the S&P Corporate Sustainability Assessments 2023

### NATIONAL

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

**ESG100** ESG 100 certificate 2023 (Certified by ThaiPat Institute)

**Climate Action Leading Organisation (CALO)** award from the Thailand Greenhouse Gas Management Organisation (TGO) for 2023



**Sustainability Disclosure Award 2023** granted by ThaiPat Institute



The first and only commercial bank in Thailand granted **Carbon Neutral Certification** for six consecutive years (2018-present)



**SET Sustainability Awards** granted by the Stock Exchange of Thailand – **Best Sustainability Awards** for two consecutive years (2022 - 2023), and awarded **Highly Commended in Sustainability Awards** for three years (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](http://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

**NET**  
**Commitment**

▶ Allocation at least **100-200** Billion Baht In Sustainable Financing and Investment 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, 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 operations.
- ▶ 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 Bt100-200bn 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.

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## Environmental

- GOAL** Ensuring environmental stewardship towards a net zero society
- Commitment** We are committed to preserving the environment and reducing the impact of climate change

### Green Operations

#### Net Zero in our own operations (Scope 1&2) by 2030

2023 Result: GHG emissions of KBank's operations reduced by 12.74% (Baseline year: 2020)



#### Green Mobility

Conversion to EV fleets:

**183 vehicles**

At least GHG reduction of 88 tonnes of CO<sub>2</sub> equivalent annually, with target to convert entire fleet of electric vehicles by 2030



#### Clean Energy Management

Solar rooftop installation at

**7 Buildings and Offices,**  
as well as 7 buildings of pilot branches

Estimated that installations 78 branches will be completed by early 2024, with an addition of 200 branches by 2026.

In 2023, solar rooftop system enable GHG reduction of 1,037.97 tonnes of CO<sub>2</sub> equivalent.

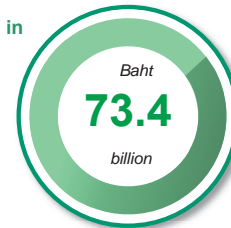
### Sustainable Finance

#### Net Zero in our Financed Portfolio (Scope 3) in line with Thailand's Aspirations, accelerating this journey where possible

5 glidepaths and/or sector strategies



#### Allocation at least Bt100-200bn in Sustainable Financing and Investment by 2030



KBank allocated Bt73.4bn in 2022 – 2023

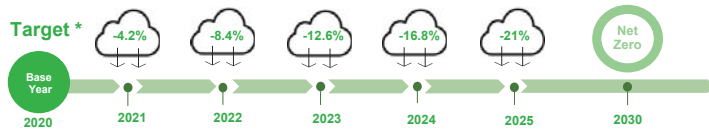
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## Green Operations

### Net Zero in our own operations (Scope 1&2) by 2030

#### KBank Decarbonization Pathway in Our Own Operations (Scope 1 & 2)



Operating Performance	2020	2021	2022	2023
Total Energy (Renewable and non-renewable sources) (megawatt-hours)**	213,091.99	186,564.30	188,807.49	195,717.65
Business Travel by Road (kilometers)	4,807,722	3,913,550	3,919,990	7,260,305
Water Withdrawal (cubic meters)	781,862	615,550	571,827	647,819
Waste (metric tons)	5,851.33	5,494.61	4,918.38	4,166.97
Greenhouse Gas Emissions (Scope 1+2) (tonnes of CO <sub>2</sub> equivalent)***	87,832.54	80,813.88 (-7.99%)	72,373.56 (-17.60%)	76,642.53 (-12.74%)
Scope 1 (tonnes of CO <sub>2</sub> equivalent)	18,727.05	15,833.59	11,232.01	15,467.65
Scope 2 market-based (tonnes of CO <sub>2</sub> equivalent)***	69,105.49	64,980.29	61,141.55	61,174.88

#### Scope 1 Emission from fossil fuel burned from KBank own car fleet

- EV Fleet Conservation
- Adopt lower emission factor fuel (E85, E20)

#### Scope 2 Emission incurred from electricity consumption

- Solar rooftop installation
- Energy Conservation Measures (Building Retrofit, BMIS)
- Space Optimization
- Renewable Energy Certificates (REC)



#### Residual emission

- Carbon Removal



\* This target is considered to align with SBTi.  
\*\* In 2022, KBank's GHG emissions (Scope 1) report provided information on refrigerant and extinguishing agent leakage only.  
\*\*\* In 2023, GHG Scope 2 emission factor has been changed from 0.5719 to 0.4999 kg CO<sub>2</sub> e/kWh, resulting in the restatement of GHG Scope 2 emissions from 2023 towards the base year 2020. Moreover, the calculation of Total GHG (Scope 1 & 2) was conducted on the basis of GHG Scope 2 Market-Based, where purchases of Renewable Energy Certificate (5,720 units) in 2023 were taken into account.

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## Sustainable Finance

Net Zero in our Financed Portfolio (Scope 3) in line with Thailand's Aspirations, accelerating this journey where possible

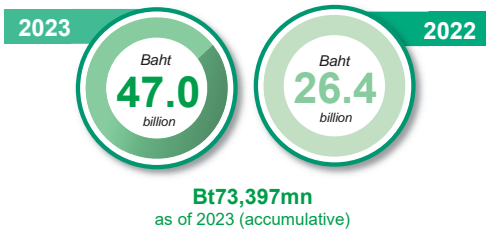


### Sector Prioritization for Industries of High GHG Emissions in Portfolio

- In 2022, determining a strategic plan to alleviate GHG emissions of the sectors with high emissions (No Regret Sectors), namely **Power Generation, Coal, and Oil & Gas (upstream)**
- In 2023, glidepaths and/or sector strategies were developed for **Cement and Aluminum**.



- Allocation of at least Bt100 – 200bn in Sustainable Financing and Investment by 2030



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## Social

- GOAL** Being a responsible corporate citizen to create a sustainable society
- Commitment** We are committed to developing strong relationships with employees and society to better livelihoods and increase prosperity.

### Financial Inclusion and Financial / Cyber Literacy

Y2023 Targets:

- Financial Literacy for the underprivileged to reach:

**52,500** persons

- Y2023 Performance: Financial Literacy for the underprivileged reached 53,886 persons

- Increase cyber literacy knowledge and awareness to reach

**15 million** persons

- Y2023 Performance: Cyber literacy campaign reached 28.2 million people



### Customer Data Security and Privacy

Protect customer assets, provide secure services, and ensure care & timely responses as follows:

- Deliver secure and efficient services and workplace
- Strengthen third party risk management
- Expand detection and responses



### Respect for Human Right

**100%**

Human rights risk assessment in all business activities: 100% of KBank

### 2023 Performance



Employee engagement score



Female in leadership position



Internal fill rate of employees



**152,101** employee volunteer hours\*



**755,638** persons beneficiaries from CSR activities

Note: \* Since the Covid-19 outbreak, KBank has reduced the amount of group activities. However, KBank has managed to provide activities in accordance with the plan as well as with the targeted beneficiaries.

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## Governance

- GOAL** Being an accountable bank to create sustainable profitability
- Commitment** We are committed to strong ESG principles to be a responsible and accountable bank

### Corporate Governance and Anti-Corruption

#### Corporate Governance

- Reviewing KBank practices under Thai IOD, ASEAN CG Scorecard, and S&P Corporate Sustainability Assessment (CSA) criteria, also known as Dow Jones Sustainability Indices (DJSI)
  - 
  -
- Implementing a strategic plan for CG activities to enhance compliance by directors, executives, and staff with CG principles, Code of Conduct, and Anti-Corruption Policy through
  - Organizing training courses and continually communicating via e-Learning system
  - Communicating with companies within KASIKORNTHAI FINANCIAL CONGLOMERATE to ensure consistency of operations
- Reviewing the Statement of Business Conduct, the Code of Conduct, the Statement of CG Principles, CG Policy, and related Charters; keeping them up-to-date in accordance with
  - Ongoing business operations and Bank Sustainability
  - Compliance with laws, international practices, and best practices as prescribed by regulatory agencies and competent agencies
- Conducting phishing drill exercises internally on a continual basis to build awareness and stay ahead of cyber threats

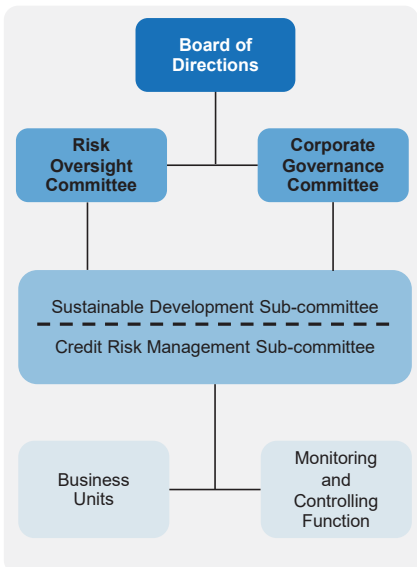
#### Anti-Corruption

- KBank, KAsset, and KSecurities co-signed a declaration of the "Thai Private Sector Collective Action Against Corruption (CAC)" project and have been recognized as CAC certified companies since 2013.
- BOD approved the revised Anti-Corruption Policy in compliance with the assessment and certification criteria for anti-corruption measures of the Thai Private Sector Collective Action against Corruption.
- Internal Communication on Anti-Corruption Policy to ensure proper practices within the organization by
  - Organizing training courses for executives and employees
  - Communicating with all directors, executives and employees via KBank electronic networks and website
- Communicating with suppliers on operational guidelines, including
  - Communication of supplier manual on the Code of Conduct related to business ethics, human and labor rights, occupational safety and health, and environment, as well as the Anti-Corruption Policy and the Conflicts of Interest Prevention Policy for their acknowledgment and compliance. The Bank also encouraged suppliers to participate in the anti-corruption network.
  - Communication of the No Gift Policy regardless of occasions and festive seasons.
  - Communication of the Bank's procurement procedures and policies, as well as sustainable business operations under good corporate governance, procurement with responsibility and operations in accordance with the ESG principles. Additionally, suppliers are encouraged to comply with Anti-Corruption Policy and practices.
  - Provision of various channels to receive information, complaints and whistle-blowing

## บริการทุกระดับประทับใจ

## ESG Risk Management

- KBank has established the structure, policies and management related to climate change as part of the sustainability operational processes that manifest Environment, Society and Governance (ESG) responsibility, as follows:



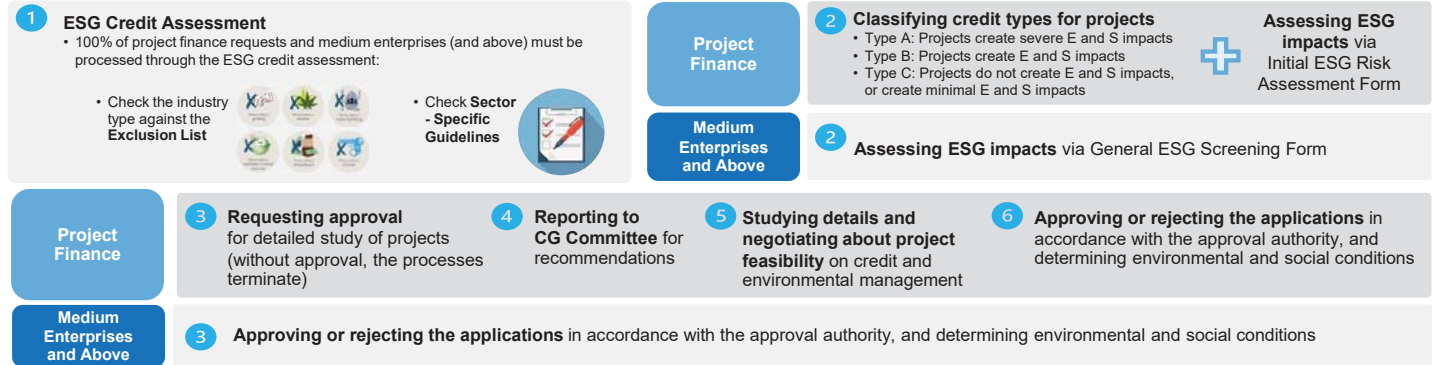
- Board of Directors**
  - Approving risk management policy, frameworks, risk limits and risk appetites
- Risk Oversight Committee**
  - Overseeing and ensuring compliance with consolidated risk management policies and strategies and acceptable risk appetite
  - Assessing risk management policies and strategies to cover all risks including emerging risks
- Corporate Governance Committee**
  - Overseeing and undertaking sustainable development
- Credit Risk Management Sub-committee**
  - Determination of ESG credit policy and processes, and updating such policy and processes
- Sustainable Development Sub-committee**
  - Considering and approving sustainable development frameworks and action plans
  - Considering and approving policies, goals, strategies and targets related to sustainable development performance
  - Overseeing and monitoring sustainable development operations
  - Considering sustainable development communications within and outside KBank, and information disclosure in compliance with domestic and global sustainability frameworks and standards
- Business units**
  - Screening environmental and social risks of project financing and commercial credits to be supported
  - Ensuring and monitoring projects' compliance with regulations/ environmental and social management plans
- Monitoring and Controlling Functions**
  - Determining environmental and social management as agreed
  - Reporting to the Corporate Governance Committee

## บริการทุกระดับประทับใจ

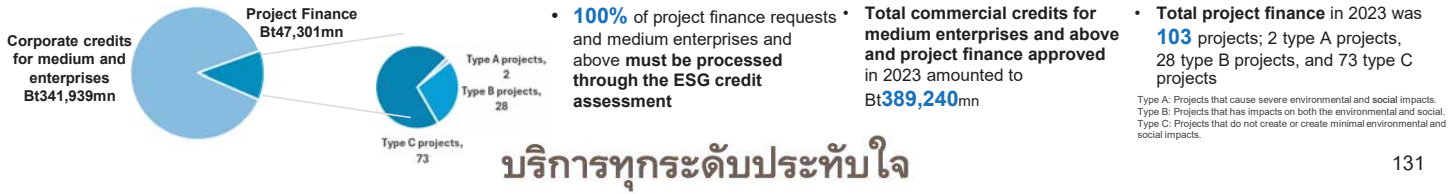
# ESG Risk Management

## ESG Credit Policy

### Credit Consideration Process on Project Finance and Commercial Credits for Medium Enterprises and Above



### Credit Approval Result in 2023



# ESG Risk Management

## ESG Credit Policy

### Examples of the Exclusion List

### Examples of Sector-Specific Guidelines

- KBank has developed the loan consideration guidelines for specific industrial sectors in accordance with the E and S impacts they create
- Including ESG factors in credit consideration for each industry in addition to other factors
- Ensuring that risk management at the credit portfolio and transaction levels complies with the target to achieve a low-carbon economy



#### Agricultural Industry

No support for business operators that encroach upon or destroy forest areas, or conduct slash-and-burn farming practices



#### Fishery

No support businesses conducting unlawful operations or Unregulated Fishing (IUU Fishing) or catching restricted animals or animals included in CITES



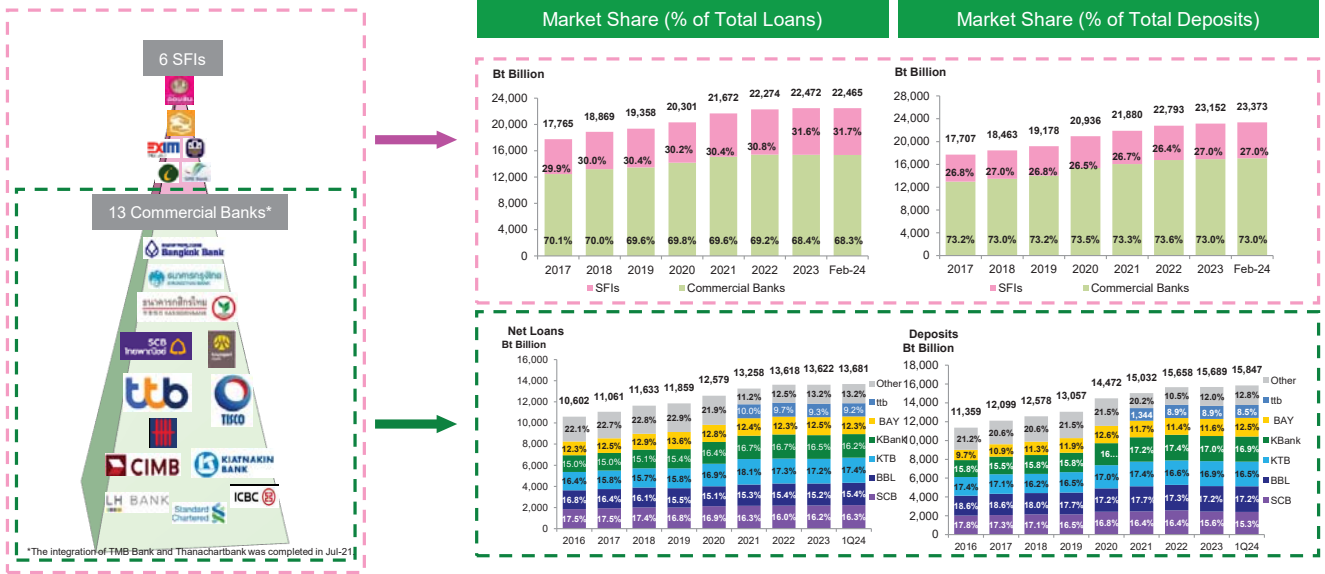
#### Electricity Generation

Support renewable energy plants, e.g. solar and wind, power plants using other fuels, e.g. biomass and waste etc.

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## Thai Commercial Banks and Specialized Financial Institutions (SFIs)

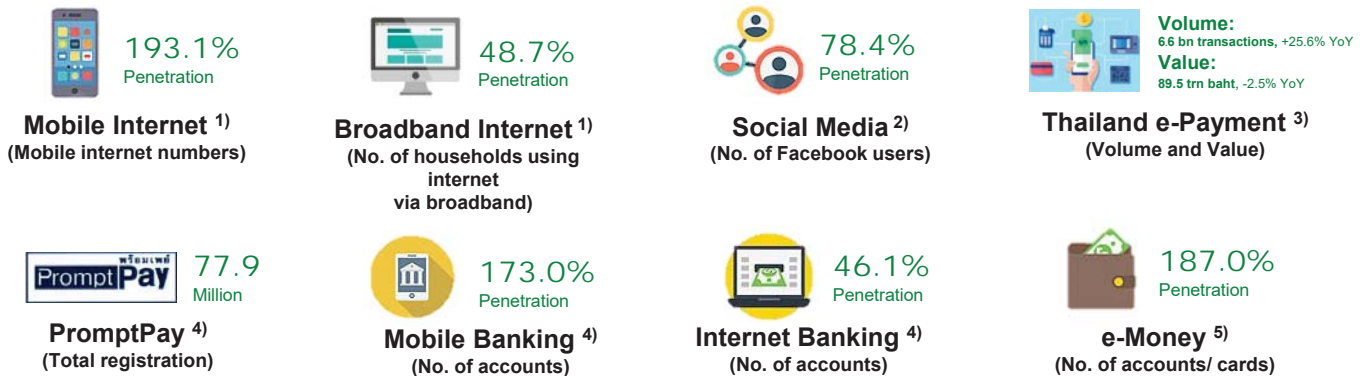


Note: 6 SFIs include Government Saving Bank (GSB), Government Housing Bank (GHB), Export-Import Bank of Thailand (EXIM Bank), Bank for Agriculture and Agricultural Co-operatives (BAAC), Small and Medium Enterprise Development Bank of Thailand (SME Bank), and Islamic Bank of Thailand (IBank)

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## Thailand's Digital Readiness: Number of Users

High adoption of digital lifestyle in Thai market; high penetration in smart devices and internet users in preparation toward a cashless society (Mobile Banking & e-Money)



Source: The Bank of Thailand (BOT), National Statistical Office of Thailand (NSO), Thai Banker Association (TBA), Ministry of Interior (MOI), wearesocial and KRResearch

Notes: Denominator for all penetration ratio is number of population age six and above as of December 2022. Denominator for fixed internet penetration is number of household.

1) As of Dec-23, 2) As of Jan-24, 3) Jan-Feb 24, 4) As of Feb-24, 5) As of Jan-24

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# Regulations Update

## Capital (Basel III)

- **CCR:** BOT revised capital treatment on CCR for derivative by adding capital charge for CVA risk and determining %RW for exposure transacted through CCP. The regulation become effective from 1 Jul 2024 onwards.
- **BCBS finalized new requirements on risk weighted asset (RWA) calculations including credit risk, operational risk, and CVA risk.** The main objectives of the revision are to reduce variability in RWA across banks and jurisdictions and to balance simplicity and risk sensitivity of capital requirements

## Guidelines for supervision of financial groups of commercial banks related to digital asset business

- **Remove the investment ceiling (3% of the capital of Thai banks) for FinTech business,** as commercial banks have more experience investing in FinTech, and regulators have guidelines to manage risks
- **Allow subsidiaries of Thai banks to invest in companies related to Digital Assets (DA) business** not greater than 3% of their capital, limiting new risks; DA companies with good governance, supervision of risks, and protection of customers are exempt from this investment ceiling
- **Capital treatment:** full deduction of DA holding exposure to CET1

## Financial Sector Master Plan III (FSMP III)

- **22 Mar 2016:** Cabinet approved FSMP III (2016 – 2020), with aims to establish strategic framework for continuous financial sector development and ensure challenges arising from the changing environment will be effectively managed
- **Overall:** FSMP III comprises four main initiatives: 1) Promote electronic financial and payment services as well as enhance efficiency of Thai financial system; 2) Support regional trade and investment linkages; 3) Promote financial access; and 4) Develop relevant infrastructure
- **1Q17:** BOT adopted the 'regulatory sandbox' which allowed regulatory flexibility to be granted to financial institutions and FinTech companies to experiment with FinTech businesses with plans to grant a new license for P2P lending players or digital personal loan operators
- **As of June-2023,** BOT granted licenses for 9 digital personal loan operators
  - **Impacts on Thai banks:** Move toward further liberalization and digitalization, along with enhanced competition from FinTech and non-bank companies
  - **Impacts on KBank:** Ability to maintain competitiveness over both existing and new players, helped by an effective customer-centric strategy and preparation for a changing environment

## Thai and International Financial Reporting Standards (TFRSs / IFRSs)

- **Year 2022 onwards:** Timeframe was specified by Thailand Federation of Accounting Professions (TFAC); TFRS 9 (Financial Instruments) has been effective since 2020 with the amendment for IBOR reform during 2020-2022. TFRS 17 (Insurance Contracts) will be effective in 2025
  - **Expected impacts on Thai banks:** New benchmark rate of IBOR reform is treated as repriced rate in TFRS9 EIR calculation, hedge accounting and valuation. Existing hedge strategies can be continued with day1 impact in PL or OCI depending on classification. TFRS 17 will delay revenue recognition over coverage period; previous revenue in retained earning will be reclassified to liability on transition.
  - **Expected impacts on KBank:** For TFRS 9, impacts from IBOR reform are limited while TFRS 17 impact is still under investigation.

Note: D-SIBs = Domestic Systemically Important Banks, CCR = Counterparty Credit Risk, CVA = Credit Valuation Adjustment, CCP = Central Counterparties  
Source: The Bank of Thailand and KResearch

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# Basel III: BOT Minimum Capital Requirement

## Transitional Arrangement for Capital Requirement

All dates are as of 1 January	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Conservation Buffer*	0.625%	1.25%	1.875%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%	2.5%
D-SIBs Buffer**	-	-	-	0.5%	1.0%	1.0%	1.0%	1.0%	1.0%	1.0%
CET1: Min. Common Equity Tier 1 Ratio (after conservation buffer and D-SIBs buffer)	5.125% (4.5%+0.625%)	5.75% (4.5%+1.25%)	6.375% (4.5%+1.875%)	7.5% (4.5%+2.5%+0.5%)	8.0% (4.5%+2.5%+1%)	8.0% (4.5%+2.5%+1%)	8.0% (4.5%+2.5%+1%)	8.0% (4.5%+2.5%+1%)	8.0% (4.5%+2.5%+1%)	8.0% (4.5%+2.5%+1%)
Tier 1: Min. Tier 1 Ratio (after conservation buffer and D-SIBs buffer)	6.625% (6.0%+0.625%)	7.25% (6.0%+1.25%)	7.875% (6.0%+1.875%)	9.0% (6.0%+2.5%+0.5%)	9.5% (6.0%+2.5%+1%)	9.5% (6.0%+2.5%+1%)	9.5% (6.0%+2.5%+1%)	9.5% (6.0%+2.5%+1%)	9.5% (6.0%+2.5%+1%)	9.5% (6.0%+2.5%+1%)
CAR: Min. Total Capital Ratio (after conservation buffer and D-SIBs buffer)	9.125% (8.5%+0.625%)	9.75% (8.5%+1.25%)	10.375% (8.5%+1.875%)	11.5% (8.5%+2.5%+0.5%)	12.0% (8.5%+2.5%+1%)	12.0% (8.5%+2.5%+1%)	12.0% (8.5%+2.5%+1%)	12.0% (8.5%+2.5%+1%)	12.0% (8.5%+2.5%+1%)	12.0% (8.5%+2.5%+1%)
Countercyclical Buffer (Subject to the BOT consideration)***	-	-	-	-	-	-	-	-	-	-
Leverage Ratio (Tier 1 / Exposure) ≥ 3%	Parallel run period									
Liquidity Coverage Ratio (LCR)**** (Liquid Assets / Net Cash Outflows within 30 days) ≥ 100%	LCR ≥ 60%	LCR ≥ 70%	LCR ≥ 80%	LCR ≥ 90%	LCR ≥ 100%	LCR ≥ 100%	LCR ≥ 100%	LCR ≥ 100%	LCR ≥ 100%	LCR ≥ 100%
Net Stable Funding Ratio (NSFR) (Available Stable Funding / Required Stable Funding) ≥ 100%			NSFR ≥ 100%	NSFR ≥ 100%	NSFR ≥ 100%	NSFR ≥ 100%	NSFR ≥ 100%	NSFR ≥ 100%	NSFR ≥ 100%	NSFR ≥ 100%

Note:

\* Conservation Buffer is to ensure adequate capital to absorb losses during periods of financial and economic stress.

\*\* D-SIBs (Domestic Systemically Important Banks) Buffer is to limit negative impact associated with the distress or failure of banks on domestic financial system and economy.

\*\*\* In periods of excess aggregate credit growth, BOT may require banks to set a Countercyclical Buffer up to 2.5% to achieve the broader macro-prudential goal of protecting the banking sector.

\*\*\*\* KBank's Average Liquidity Coverage Ratio (LCR) are 195%, 173% and 164% as of December 2023, June 2023 and December 2022, respectively; more details can be found on Basel III – Pillar 3 Disclosures Report

Remark: Banks with a capital ratio less than the required regulatory buffers will face various degrees of constraint on earning distribution

Source: The Bank of Thailand

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## Capital Definition Change (Consolidated)

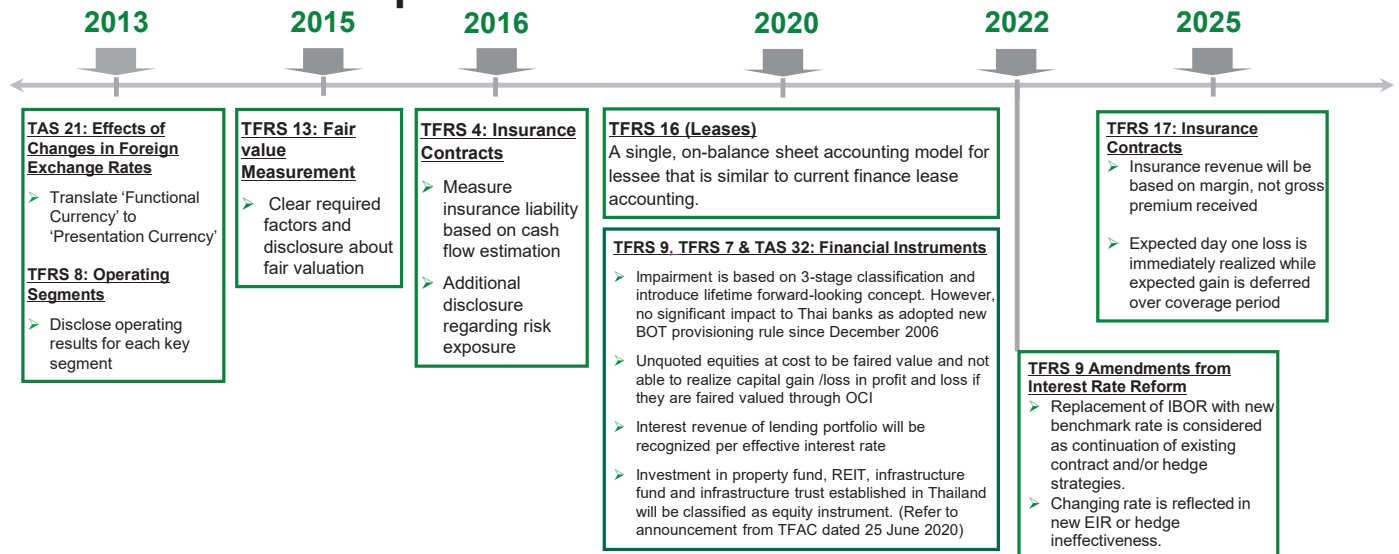
	Basel II	Basel III
Tier 1 capital	<p><b>Tier 1</b></p> <ul style="list-style-type: none"> <li>Issued and paid-up share capital</li> <li>Premium on ordinary shares</li> <li>Legal reserve and Retained earnings</li> </ul> <p>Hybrid Tier 1 (&lt;15% of total Tier 1)</p> <p>Minority interest, Preferred stock</p> <p><b>Deduction of Tier 1</b></p> <ul style="list-style-type: none"> <li>Goodwill, Treasury stock, Deferred tax asset</li> <li>Investment in insurance (50% Tier 1 and 50% Tier 2)</li> </ul>	<p><b>Common Equity Tier 1</b></p> <ul style="list-style-type: none"> <li>Issued and paid-up share capital*</li> <li>Premium on ordinary shares</li> <li>Legal reserve and Retained earnings</li> <li>Other comprehensive income (OCI) e.g. surplus on bond and equity FVTOCI (100%), surplus on land &amp; premises (100%)</li> </ul> <p><b>Additional Tier 1</b></p> <ul style="list-style-type: none"> <li>Hybrid Tier 1 with loss absorbency feature</li> <li>Minority interest, Preferred stock</li> </ul> <p><b>Deduction of Common Equity Tier 1</b></p> <ul style="list-style-type: none"> <li>Goodwill, Deferred tax asset</li> <li>Intangible assets</li> <li>Investment in insurance (Threshold Deduction) - Amount ≤ 10% of CET1, %RW = 250% (KBank's Case) - Amount &gt; 10% of CET1, deduct CET1</li> <li>Digital Asset Exposure</li> </ul>
	<p>Tier 2 capital</p> <ul style="list-style-type: none"> <li>Long-term subordinated debt</li> <li>Hybrid Tier 1 (exceeds from Tier 1 limit)</li> <li>General Provision</li> <li>Surplus on AFS equity (45%)</li> <li>Surplus on land &amp; premises (70% and 50%)</li> </ul>	<ul style="list-style-type: none"> <li>Long-term sub-debt with loss absorbency feature</li> <li>General Provision</li> </ul>

\* Net Treasury Stock

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## TFRS and IFRS Implementation\*



Note: TAS = Thai Accounting Standard; TFRS = Thai Financial Reporting Standard; TFRIC = Thai Financial Reporting Interpretations Committee

OCI : Other Comprehensive Income

Customer loyalty program concept of income deferral for reward credit has been adopted through IFRS15 since 2019 with no significant impact.

No specific accounting guideline for digital assets has been enforced; but encourage to apply from existing relevant TFRS depends on terms and condition of digital assets.

\* Only financial and disclosure impact to Thai Banks

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## Government Policy

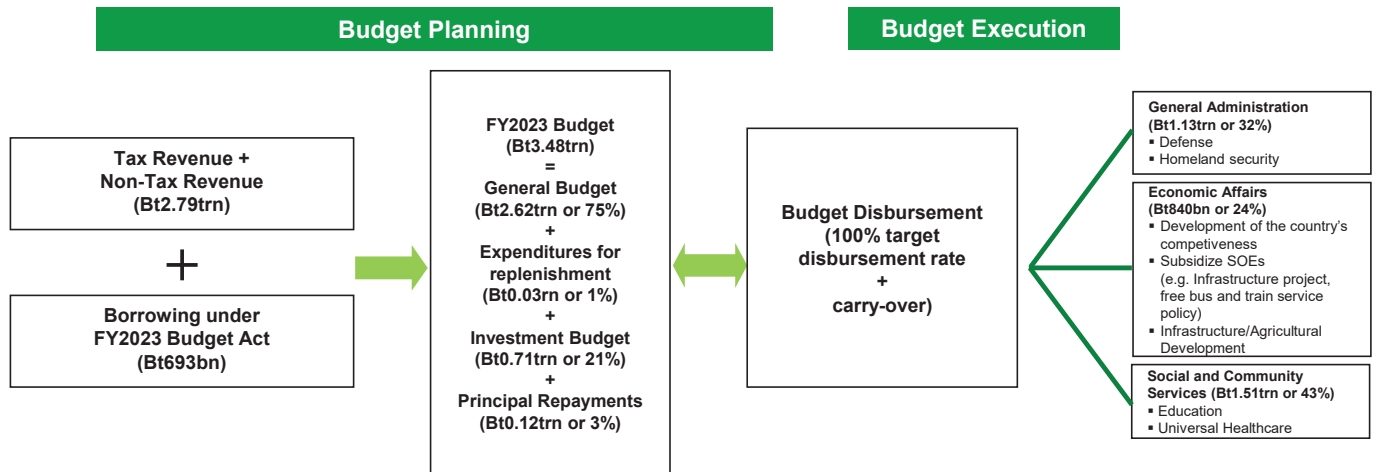
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## Sources and Uses of Public Funds

### FY2024 Budget

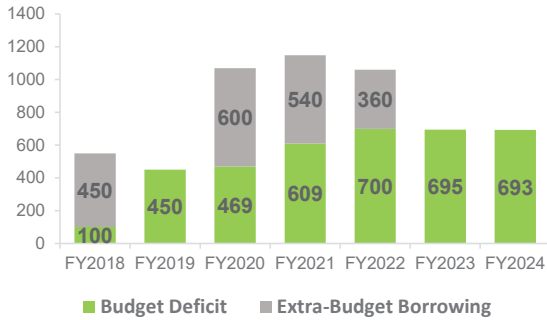
FY2024 the cabinet approved budget plan in September 2023 and it was published in the Royal Thai Gazette on April 26, 2024.



Notes: Thai government's fiscal year (FY) begins on 1 October and ends on 30 September of the following year.

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## Government Fiscal Budget



- In September 2023, the Cabinet approved a draft of FY2024 budget worth Bt3.48trn, with a deficit of Bt693bn
- Implementation of FY2024 budget effective April 2024

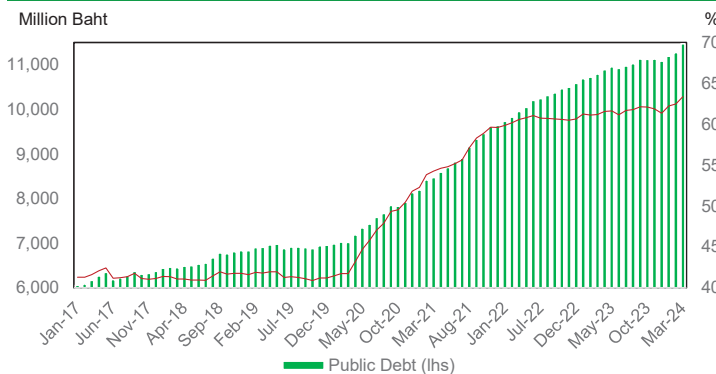
Economic Policies	Key Points	Implementation Process	Possible Impacts/ Expected Budget
<ul style="list-style-type: none"> <li>2023 Budget Act</li> </ul>	<ul style="list-style-type: none"> <li>FY2023 budget at Bt3.18trn with a deficit of Bt695bn</li> </ul>	<u>FY2023</u> <ul style="list-style-type: none"> <li>Effective date: October 1, 2022</li> </ul>	<ul style="list-style-type: none"> <li>Government spending will help maintain economic momentum</li> <li>Fiscal sustainability to remain manageable in near-term; however, continued debt creation, both from budget deficit and other borrowings, may impact long-term fiscal sustainability</li> </ul>
<ul style="list-style-type: none"> <li>2024 Budget Act</li> </ul>	<ul style="list-style-type: none"> <li>FY2024 budget at Bt3.48trn with a deficit of Bt693bn</li> </ul>	<u>FY2023</u> <ul style="list-style-type: none"> <li>Effective date: April 26, 2024</li> </ul>	

Note: - Thai government's fiscal year (FY) begins on October 1 and ends on September 30 of following year  
Sources: The Ministry of Finance and KResearch (as of May 2024)

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## Public Debt to GDP and Fiscal Budget

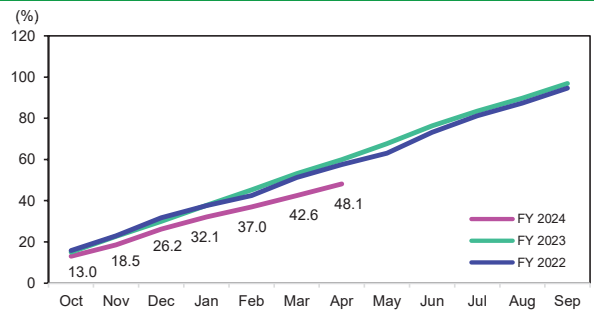
### Public Debt



- Public debt to GDP ratio rose to **63.4% in March 2024**. However, it is still under the 70% limit set under the fiscal sustainability framework.
- Thai government raised the ceiling of the public debt-to-GDP ratio from 60% to 70%. The public debt to GDP is expected to rise to 62.71% in FY2024.

Source: Ministry of Finance (MOF), Fiscal Policy Office (FPO), and Public Debt Management Office (PDMO)

### Budget Disbursement Rate



FY24 Budget	FY24 target	7M FY24 actual	Unused FY24 Budget
Total Budget* Bt3.48trn	Bt3.48trn (100%)	Bt1.67m (48%)	Bt1.81trn (52%)
- General Budget Bt2.69trn	Bt2.69trn (100%)	Bt1.56trn (58%)	Bt1.20trn (42%)
- Investment Budget Bt0.79trn	Bt0.79trn (100%)	Bt0.12m (15%)	Bt0.63trn (85%)

- Government budget disbursement rate for 7MFY2024 is 48.1, down 11.8% from 59.9% in 7MFY2023.

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## Long-term Policies of the New Government

- **Transport Infrastructure Development Plan:**
  - Investing in the country's transportation infrastructure, including roads, water, rail, and air, to expand Thailand's trade and opportunities
- **Eastern Economic Corridor (EEC):** Area for facilitating and attracting investment in 12 innovative target industries, such as automation and robotics, to transform Thailand into Thailand 4.0
- **Economy:**
  - Employing the principle of "Market-driven, innovation-supported, and income-enhancing" to support the agricultural sector's efficiency and productivity
- **BOI Measures for Supporting Private Investment:**
  - Promoting new economies such as the digital economy and advanced technology industries to enhance the country's competitive advantage
  - Extending special economic zones and the economy in all four regions to decentralize economic activities to various provinces
- **Energy Policy:** Reform petroleum concessions and energy price structures, including an LPG subsidy
- **Tax Reform:** Reform tax collection, generate sufficient revenue for the government, and boost competitiveness for local businesses, especially SMEs
- **Promote Establishment of International Headquarters (IHQ) and an International Trading Center (ITC) in Thailand:** Help Thailand become a key trading nation in the region
- **ASEAN Economic Community (AEC):** Since December 2015, ASEAN has transformed into the "ASEAN Economic Community," with free movement of goods, services, investment, and skilled labour, and a freer flow of capital; Strategic measures under the five characteristics in the AEC Blueprint 2025 will be operationalized through sectoral work plans and implementation and monitored through the AEC 2025 Monitoring and Evaluation Framework
- **Free Trade Area (FTA): 15 FTAs (19 countries) have signed** with ASEAN+3 (China, Japan, and Korea), India, Australia, New Zealand, Peru, Chile and the Regional Comprehensive Economic Partnership (RCEP), Sri Lanka; **In progress** with European Union (27 countries), United Arab Emirates (UAE), Canada, Turkey, and **in study** with Comprehensive and Progressive Agreement of Trans-Pacific Partnership (CPTPP), Gulf Cooperation Council (GCC), African Continental Free Trade Agreement (AfCFTA)
- **Aging Society:**
  - Monthly pension payments for the elderly
  - Mandatory retirement age for government and state enterprise officials might be extended from 60 to 63, effective in 2024
- **Constitution:** Thai government committee plans referendum on constitutional amendments

Sources: Newspaper and KResearch (as of May 2024)

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## Short-term Policies of the New Government

- **Government Budget:**
  - **Fiscal budget deficit in FY2024:** Plan is for Bt693bn deficit to provide additional supports to stimulate Thai economic recovery
- **Short-term Stimuli:**
  - **Debt moratoriums for farmers and SMEs: (effective)**
    - Farmers: debt suspension for 2.7 million farmers financed by the Bank for Agriculture and Agricultural Cooperatives (BAAC) starting October 1, 2023 (government to support interest burden of Bt11bn annually)
  - **Debt relief for other groups, including teachers, police officers, and people: (planning)**
  - **Raising daily minimum wage to Bt600 by 2027**
    - Thai minimum wage increased to average Bt345 (2.4%) effective January 1, 2024
    - The government plans to increase daily minimum wage to Bt400 from October 1, 2024.
    - The government expected to hike to Bt600 by 2027
  - **Increased civil servant salary 10% in 2 years and for new employee with a bachelor's degree starting Bt18,000 from Bt15,000.**
  - **Increase salary for workers with a bachelor's degree to Bt25,000 (planning)**
- **Short-term Stimuli (continued):**
  - **Projects to boost domestic consumption:**
    - **Bt10,000 digital wallet** planned for 50 million Thais, worth Bt500bn or 2.9% of GDP:
      - Government estimates there are 50 million eligible people who either earn less than Bt840,000 a year or have less than Bt500,000 in savings
      - Source of fund schemes:
        - 1) Re-allocation of budget (FY 2024)
        - 2) Additional budget deficit (FY 2025)
        - 3) Funding from Bank for Agriculture and Agricultural Cooperative (FY 2025)
      - Project is expected to launch in 4Q24
    - **E-Refund:** Thai people can get a maximum Bt50,000 tax deduction for spending on goods and services during 1 January – 15 February 2024
  - **Projects to boost travel: Supporting traveling sector:**
    - **Implement visa-free entry for foreign tourists**
      - Taiwanese and Indian tourists will be granted a temporary visa exemption for a 30-day stay (during November 10, 2023 - May 10, 2024)
      - Russian tourists will be granted a temporary visa exemption for a 60-day stay (between May 1 - July 31, 2024)
      - Kazakhstani tourists will be granted a temporary visa exemption for a 30-day stay until August 31, 2024.
      - Thailand and China have agreed to a permanent visa-free policy starting March 2024
      - Thailand and Kazakhstani plan to agree a permanent visa-free policy

Sources: Newspaper and KResearch (as of May 2024)

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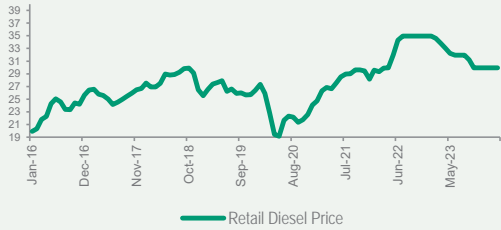


## Ongoing Government Measures to Assist Cost of Living

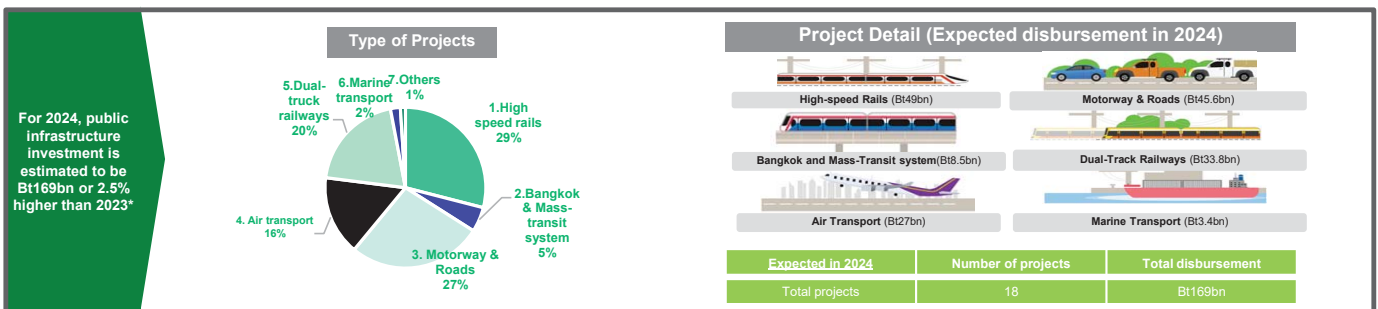
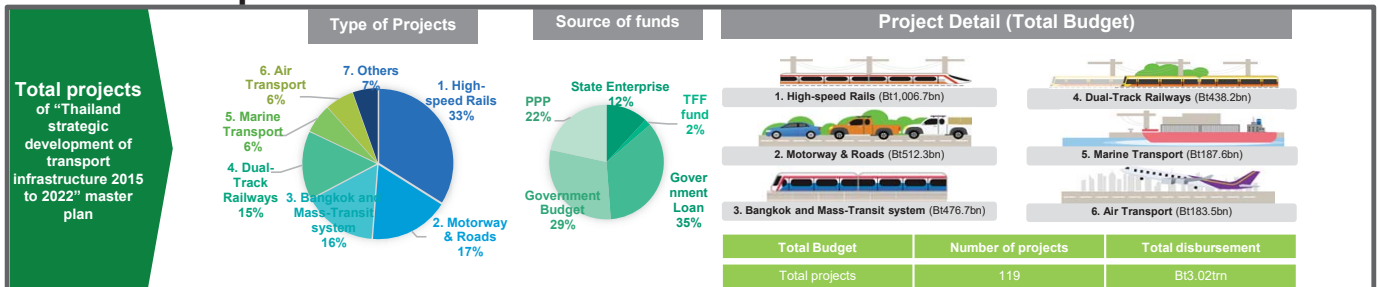
Measures	Details
Household Assistance	<p><b>Train/ Bus/ Skytrain and Subway Fares:</b> Bt750 monthly allowance for welfare card holders to use for public transportation</p> <p><b>Necessity Goods:</b> A Bt300 grant per month in welfare card to purchase necessity goods, products intended for education and farming materials from all Blue Flag shops</p> <p><b>Cooking Gas:</b> A Bt80 discount per 3 months in welfare card to purchasing cooking gas</p> <p><b>Allowances (e-Money):</b> Depending on measure, which can be withdrawn from an ATM, such as Elderly welfare allowance (Bt50-100) and Disable allowance (Bt200)</p> <p><b>Water and electricity price:</b> Reduce water and electricity bills and refund meter fees</p>
Energy Prices	<p><b>Diesel Fuel:</b></p> <ul style="list-style-type: none"> <li>Increased retail diesel price cap to Bt33.0 per liter (during 20 April – 31 July 2024)</li> <li>No extension of excise tax cut for diesel.</li> </ul> <p><b>Benzene Fuel:</b></p> <ul style="list-style-type: none"> <li>No subsidy measure</li> </ul> <p><b>NGV and LPG Price:</b></p> <ul style="list-style-type: none"> <li>Household sector: Extend LPG price cap at Bt423 /per 15-kilo canister (during 1 April-30 June 2024)</li> </ul> <p><b>FT Rate:</b> Fuel Adjustment Tariff (FT) Rate for electricity is set to increase to Bt0.3972 or average Bt4.18/unit or 39.72 satang/unit (during January to April 2024) and unchanged the rate (during May to August 2024)</p> <ul style="list-style-type: none"> <li>Decreased FT rate for household using electricity less than 300 units/month to 19.05 satang/unit (May-August 2024)</li> </ul>
Value-added-tax (VAT) Rate	<p>On September 13, 2023, the Government announced the following VAT Rates:</p> <ul style="list-style-type: none"> <li>Maintain the 7% value-added-tax (VAT) rate until September 30, 2024</li> </ul>

Source: The Census and Economic Information Center (CEIC), Electricity Generating Authority of Thailand (EGAT), newspapers compiled by KRResearch

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## Public Transport Infrastructure Investment

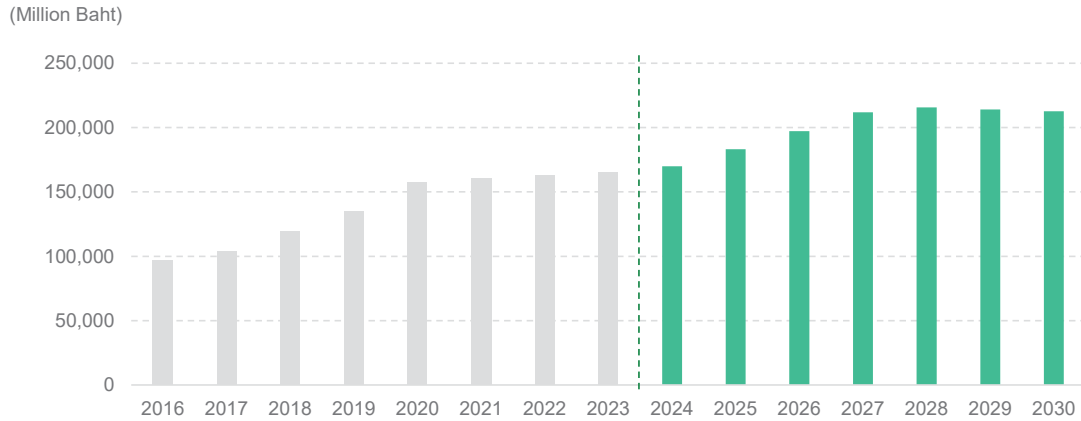


Source : Office of Transport and Traffic Policy and Planning (Thailand strategic development of transport infrastructure 2015 to 2022 master plan) and estimated by KRResearch (as of January 2024)  
Notes : PPP = Public-Private Partnership, TFF fund = Thailand future fund. Total investment may be reduced due to cutting the scope of work, delay in construction, and allocation of state disbursement for COVID-19 relief measures

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## Projections on Budget Disbursement of Public Transport Infrastructure Investment



Notes:  
 - Thai government's fiscal year (FY) begins on 1 October and ends on 30 September of the following year  
 - Projects that were delayed or terminated by Cabinet are not included  
 - The budget of Bt1.91tn referring "Thailand strategic development of transport infrastructure 2015 to 2022 master plan" are excluded High-speed rails (Bt693.9bn) and Suvarnabhumi airport (Bt79.5bn), but our estimation include both of these projects

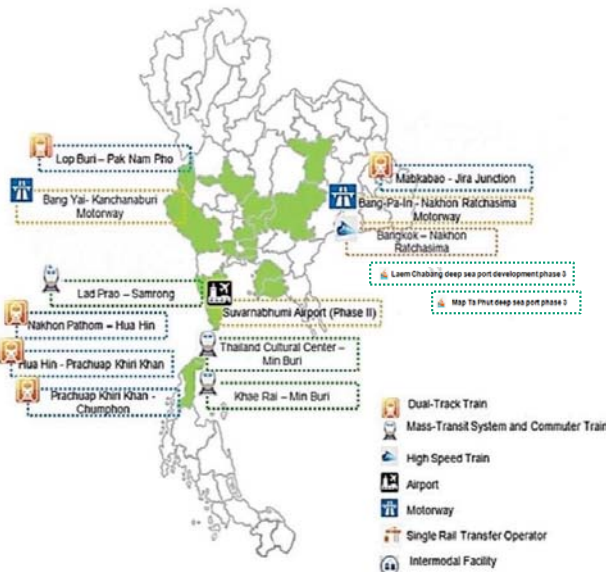
Source : Office of Transport and Traffic Policy and Planning ( Thailand strategic development of transport infrastructure 2015 to 2022 )

Note : \* KResearch projected as of January 2024

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## On-going highlight projects under construction in 2024\*



Projects under construction	Expected completion year	Note
<b>Motorways/Expressways</b>		
Rama III – Dao Khanong	2024	74% in progress
Bang Yai – Kanchanaburi (M81)	2024	96% in progress
Bang Khun Thian – Ban Phaeo (M82)	2025	64% in progress
Bang Bua Thong – Bang Khun Thian (M9)	2029	-
<b>High speed rails</b>		
Thailand – Chinese (Bangkok – Nakhon Ratchasima)	2028	29% in progress
Bangkok-Rayong (3 Airports)	2030	-
<b>Mass – transit system and commuter rail lines</b>		
Purple line (Tao Pooni-Racha Burana)	2027	29% in progress
<b>Dual-Track Railways</b>		
Lop Buri – Pak Nam Pho	2024	90% in progress
MabKabao – Jira Junction	2026	65% in progress
Prachuap Khiri Khan – Choom Porn	2024	98% in progress
Ban Pai-Nakorn Panom	2027	1% in progress
Den Chai-Chiang Rai	2028	4% in progress
<b>Air transport</b>		
Suvarnabhumi Airport 3rd runway	2024	80% in progress
U-Tapao Airport	2027	-
<b>Marine transport</b>		
Laem Chabang Phase 3	2027	14% in progress
Map Ta Phut Phase 3	2027	73% in progress

Source : Ministry of Transport and KResearch (as of January 2024)  
 Notes : Projects that visibly have construction progress on-site or have been stated in official documents that it had been constructed  
 \*Only highlight/Mega projects are shown in this presentation

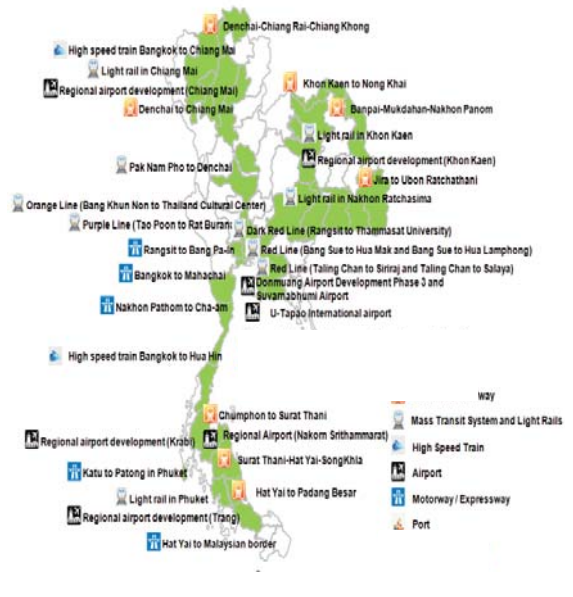
### บริการทุกระดับประทับใจ



## Upcoming Infrastructure Projects

TOR Process/ Bidding Process /Land reclamation /Preparing for construction	Status	Expected to start construction	Note
<b>Air Transport:</b> Don Mueang Airport Phase 3	TOR process	2025	
<b>Motorways:</b> Kratus-Pathong (Phuket)	TOR process	2025	
<b>Dual-tracks Railways:</b> Khon Kean-Nhong Khai	TOR process	2024	
<b>Mass-Transit System and Commuter Rail Lines:</b>			
Orange line (Bang Khun Non - Cultural center)	Preparing for construction	2024	- Expect to delay due to a change in TOR
Dark Red line (Rangsit - Thammasat University)	TOR Process + Land reclamation	2025	
Light Red line (Taling Chan - Siriraj)	TOR Process + Land reclamation	2025	- Expect to delay due to route expansion
Red line (Taling Chan - Salaya)	TOR Process + Land reclamation	2025	
<b>Projects Preparation for approval by Cabinet/ PPP Process /EIA Process/Feasibility Plan</b>			
<b>High-Speed Rails:</b> Thailand-Chinese F2 (Nakhon Ratchasima - Nong Khai) Bangkok-Rayong (3 Airports) F2			- EIA process - Feasibility plan
<b>Air Transport:</b> Suvarnabhumi Airport Phase 3 (North building expansion) Suvarnabhumi Airport Phase 2 (East expansion)			- Review master plan - Expect to open bidding by 1Q24
<b>Motorways:</b> Bang Bua Thong - Bang Khun Thian (M9) Srinakharin-Suvarnabhumi (M7) Rangsit-Bag Pa In (M5) Nakhon Pathom - Cha am (M8)			- Preparation for approval by Cabinet - EIA process - Preparation for approval by Cabinet - Preparation for approval by Cabinet
<b>Dual-tracks Railways:</b> Pak Nam Po-Dan Chai, Had Yai-Padang Besar (*Priorities) Jira-Ubonracha Thani, Choom Porn-Surat Thani, Surat Thani-Song Khla Den Chai - Chiangmai			- Preparation for approval by Cabinet - EIA approved - EIA process
<b>Mass-Transit System and Commuter Rail Lines:</b> Red line (Bangsue-Phayathai-Makkasan-Huamark) Dark red line (Bangsue-Hua Lamphong) Grey line (Watcharapoi-Thong Lo) F1 Brown line (Khae Rai-Lam Sali)			- Review master plan - Review master plan - Preparation for approval by Cabinet (BMA proposed to MRTA to be the operator) - EIA Process

### Upcoming Infrastructure Projects by Areas



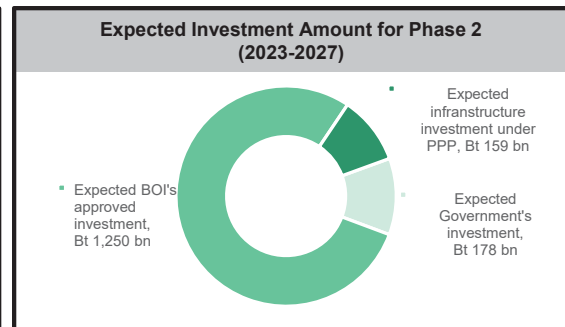
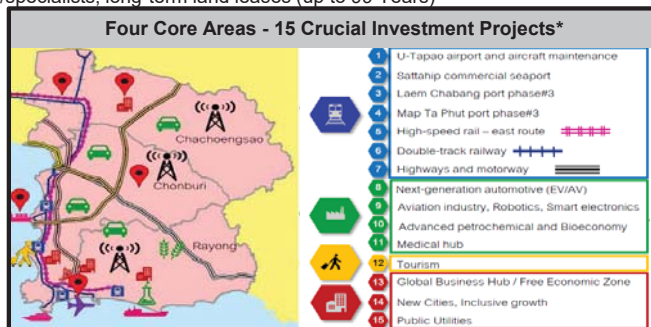
Source : Ministry of Transport and KRResearch (as of January 2024)  
Notes : Some projects are expected to be delay due to COVID-19 situation

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## Eastern Economic Corridor (EEC) - Three eastern provinces: Chachoengsao, Chon Buri, and Rayong

- Objectives:** To facilitate and attract investment in innovative target industries aimed at achieving "Thailand 4.0", an innovation driven society (the 12 industries are Next-Generation Automotive, Smart Electronics, Medical and Wellness Tourism, Food for the Future, Robotics, Aviation, Agriculture & Biotechnology, Biofuels & Bio Chemicals, Digital, Medical, Defense, and Education & Human Resource Development)
- Key Development Plan:** An expansion of existing transportation facilities, plus new investment in logistics systems to transform the EEC area (13,266 square kilometer) into a regional center for trade, investment, and tourism
- Approved Investment:**  
**Phase 1 (2018-2022)** total Bt2.0 trn from (1) BOI's approved projects (private sector investment) Bt1,250 bn (2) infrastructure investment under Public Private Partnership (PPP) Bt661 bn and (3) government investment from integrated budgeting Bt95 bn.  
**Phase 2 (2023-2027)** (1) Expected BOI's approved projects (private sector investment) Bt1,250 bn (As of Sep 2023, BOI approved projects Bt251 bn) (2) Expected infrastructure investment under Public Private Partnership (PPP) Bt159 bn and (3) Expected government investment Bt178 bn.
- Investment Incentives:** EEC privileges corporate income tax (CIT) exemption of up to 13 years and additional 50% CIT reduction for up to five years for some projects; 15-year CIT exemption for qualified projects under Thailand Competitive Fund (R&D investment); a flat tax rate of 17% personal income tax (PIT) for experts/specialists; long-term land leases (up to 99 years)



Source: The Board of Investment of Thailand (BOI), and The Eastern Economic Corridor Office of Thailand (EECO) presentation and KRResearch projected (as of January 2024)

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## EEC Progress

Projects	Amount	Owner	Contract Signed	Name of the selected JV	Beginning Construction	Expected project completion
High-Speed Rail Linking 3 Airports	Bt224.5bn	State Railway of Thailand	Oct 2019	<b>Asia Era One Co., Ltd</b> (CP led consortium consisting of CP, Italian Thai, CH. Karnchang, China Railway Construction Corp)	1H24	2030
U-Tapao Airport and Aviation City	Bt290bn	Royal Thai Navy	Jun 2020	<b>U Tapao International Aviation Co., LTD</b> (Bangkok Airways led Consortium consisting of Bangkok Airways, BTS, Sino-Thai)	1H24	2027
U-Tapao MRO (Maintenance, Repair Overhaul)	Bt8.4bn	Royal Thai Navy	TBC	<i>To Launch Term of References (TOR) for bidding in June 2022</i>	-	-
Laem Chabang seaport (3 <sup>rd</sup> Phase)	Bt114bn	Port Authority of Thailand	Nov 2021 and Aug 2020	<b>GPC</b> (Gulf Energy Development Pcl + PTT Tank Terminal + China Harbour) <i>for F Dock Development</i> <b>C NNC</b> (NTL Marine + Nathalin + Zhonggang Construction) <i>for Land reclamation project</i>	4Q23 (F Dock)  2Q21 (Land reclamation)	2027 (for F1 Dock)  2029 (for F2 Dock)
Map Ta Phut seaport (3 <sup>rd</sup> Phase with Phase 3.1 & 3.2)	Bt47.9bn and Bt7.5bn	Industrial Estate Authority of Thailand	Oct 2019 and Not define date yet	PTT Tank Terminal + Gulf Energy Development Pcl <i>for Land reclamation and Natural gas harbor</i>  <i>for Liquid cargo harbor and warehouse</i>	3Q21  2025	2025  2026

Source: Newspaper, Eastern Economic Corridor Office of Thailand and KResearch as of January 2024

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## Thailand Economic Figures

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## Operating Environment: Economic Outlook for 2024 (as of 20 May 2024)

	Outlook	Possible Impacts to Thai Economy
<b>Global Economy</b>	<ul style="list-style-type: none"> <li><b>Global economy:</b> Global economic momentum will likely weaken during the remainder of this year amid ongoing geopolitical issues, sluggish manufacturing sector and elevated inflation</li> <li><b>US:</b> US economy has been resilient but is likely to decelerate and head for a "soft landing" in 2024. Meanwhile, sticky inflation may prompt the Fed to hold the rate higher for longer</li> <li><b>Eurozone:</b> Eurozone economy is likely to gradually rebound in 2024 as inflation eases but sluggish manufacturing sector may continue to dampen the Eurozone economy</li> <li><b>China:</b> China's economy is likely to recover at a weaker pace in 2024, despite several supports from the government; there is no sign of China's real estate sector bottoming out which will continue to pressure household and business spending</li> <li><b>ASEAN economies:</b> ASEAN economies will gradually recover in 2024, consistent with global trade, but will continue to face uncertainty from the global economy</li> </ul>	<ul style="list-style-type: none"> <li>Thai economy will remain on its recovery path but still faces uncertainty from the global economy</li> </ul>
<b>Government Stimulus Plan</b>	<ul style="list-style-type: none"> <li>Delay in budget approval for the 2024 fiscal year will impact budget disbursement in 1H24</li> <li>Impact of the "Digital Wallet" handout scheme on the Thai economy still depends upon spending criteria, criteria of small stores in districts, etc., for which details are still to come</li> </ul>	<ul style="list-style-type: none"> <li>Less-than-expected fiscal stimulus may impact consumer spending in 2024</li> </ul>
<b>Inflation</b>	<ul style="list-style-type: none"> <li>Thai headline inflation expected to remain in positive territory for the remainder of the year, likely averaging around 0.8% in 2024 as the government may gradually lower the energy subsidy</li> </ul>	<ul style="list-style-type: none"> <li>Domestic consumer spending will continue to expand but at a decelerated pace after remarkable growth in 2023</li> </ul>
<b>Exports and Tourism</b>	<ul style="list-style-type: none"> <li>Thai exports may rebound at a slower pace of 1.5% in consistent with the global trade</li> <li>Tourist arrivals in 2024 expected to accelerate to 36.0 million</li> </ul>	<ul style="list-style-type: none"> <li>A rebound in tourism sector will continue to be the main driving factor for Thai economy, despite declining momentum, while an export rebound will help support the Thai economy in 2024</li> </ul>
<b>Fed Policy Normalization</b>	<ul style="list-style-type: none"> <li>Fed would cut its interest rate by 50bps in the second half of 2024, as the US economy is still resilient in both the real sector and labour market, while its inflation stays above 3%</li> </ul>	<ul style="list-style-type: none"> <li>BOT to maintain its rate at 2.5% throughout the year, after the FY2024 budget is approved and the digital wallet has more progress</li> </ul>
<b>Baht</b>	<ul style="list-style-type: none"> <li>THB would be 36.00 per USD at the end of 2024, as risks show more pressure on THB such as Fed's continuous tightening policy and Yen weakening to a 34-year low</li> </ul>	<ul style="list-style-type: none"> <li>Weak THB usually supports export value and tourism sector, but this effect should be partially offset by subdued trade momentum globally and low tourist spending per head</li> </ul>

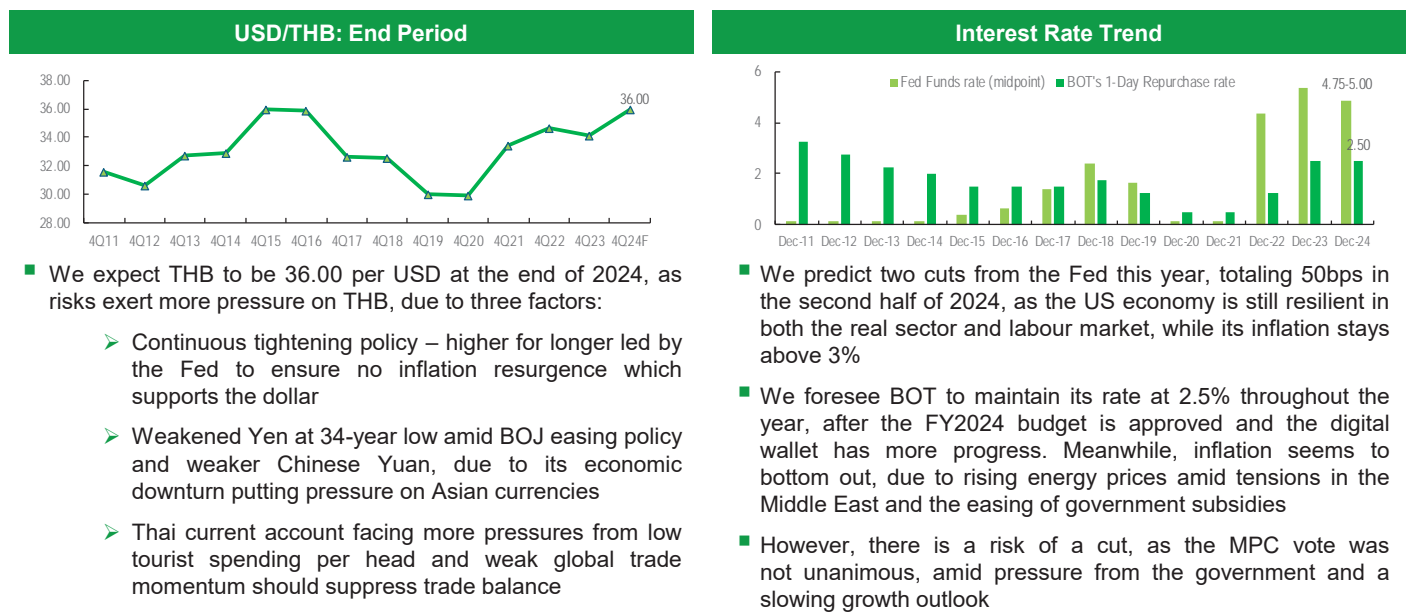
Source: KResearch (as of May 20, 2024), and KBank Capital Markets Research (as of April 29, 2024)

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## Currency and Interest Rate Outlook (as of 29 April 2024)



Note: F is estimated by KBank Capital Markets Research (as of 29 April 2024)

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## Monthly Economic Conditions: March 2024

Units: YoY %, or indicated otherwise	2023	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Jan-24	Feb-24	Mar-24	
<b>Private Consumption Index (PCI)</b>		6.5	9.2	8.6	7.1	6.1	7.1	6.8	5.2	4.9	5.4	3.2	1.5	1.6	-0.6
- Non-durables Index		2.1	1.5	1.6	4.2	1.7	1.0	2.1	0.0	2.1	2.1	1.5	3.8	6.3	2.7
- Durables Index		1.5	3.0	1.3	7.9	4.2	2.9	-1.8	-2.6	3.9	0.2	-4.4	-2.4	-10.5	-15.0
- Service Index		17.7	28.2	24.0	19.1	17.3	17.8	16.6	15.3	11.9	11.3	8.6	8.0	8.6	5.9
- Passenger Car Sales		12.5	-26.4	-24.7	-21.7	-31.9	-29.9	-33.0	-43.4	-38.5	-35.9	-43.6	-43.2	-41.8	-34.7
- Motorcycle Sales		4.6	10.9	13.4	25.1	26.3	13.7	8.9	8.6	23.0	10.2	4.1	6.5	-15.7	-25.3
<b>Private Investment Index (PII)</b>		-1.3	0.9	-2.4	3.2	-2.1	0.8	-5.4	-5.1	-3.0	0.1	-3.4	1.4	0.8	-1.5
- Construction Material Sales Index		-0.3	1.8	-7.6	2.6	-1.3	1.0	3.4	-1.5	-2.0	-2.3	-2.3	-3.0	-4.4	-13.3
- Domestic Machinery Sales at constant prices		-3.6	5.4	0.8	5.0	-4.5	-5.4	-12.1	-11.9	-12.4	-7.6	-7.2	-1.1	-9.4	-8.8
- Imports of Capital Goods at constant prices		3.4	-1.1	-3.8	11.6	5.4	10.1	-1.7	1.5	6.0	17.3	2.0	10.8	28.0	16.5
- Newly Registered Motor Vehicles for Investment		-18.2	-17.7	-17.8	-16.5	-20.0	-10.5	-27.5	-30.8	-8.9	-19.1	-20.5	-19.3	-25.9	-28.0
<b>Manufacturing Production Index</b>		-3.8	-2.8	-8.0	-2.8	4.2	-3.0	-5.9	-5.9	-2.5	-1.5	4.7	-2.9	-2.8	-5.1
- Capacity Utilization		59.6	66.7	54.6	61.1	60.1	58.3	58.6	58.2	57.2	59.0	55.9	59.2	59.8	62.4
<b>Agricultural Production Index</b>		-0.4	-1.4	13.4	-8.5	-0.3	-2.3	2.3	3.0	1.1	-1.8	-1.1	-4.3	-5.9	-4.6
- Agricultural Price Index		-2.9	-8.6	-7.3	-2.4	-5.8	-3.5	-2.8	1.7	1.1	-0.9	0.3	3.8	5.5	7.4
<b>Tourist arrival growth</b>		153.9	966.3	659.0	296.3	191.5	119.5	107.7	69.2	49.7	53.2	45.5	41.5	58.6	34.4
<b>Exports (Custom basis)</b>		-1.0	-4.2	-7.6	-4.6	-8.4	-6.2	2.6	2.1	8.0	4.9	4.7	10.0	3.6	-10.9
- Price		1.2	0.9	0.9	0.2	-0.4	0.5	1.1	1.7	1.5	1.3	1.3	1.1	1.3	1.6
- Volume		-2.9	-5.7	-5.9	-6.2	-3.8	-5.9	-2.9	-0.6	5.3	2.5	1.6	6.0	1.2	-11.6
<b>Imports (Custom basis)</b>		-3.8	-7.1	-7.3	-3.4	-10.3	-11.0	-12.8	-8.3	10.2	10.1	-3.0	2.6	3.2	5.6
- Price		0.6	-0.4	1.2	-2.4	-4.3	-1.6	-0.6	1.5	1.3	0.7	0.3	-2.1	-1.0	0.2
- Volume		-3.6	-6.7	-6.1	-1.1	-7.0	-10.4	-11.4	-9.2	9.1	8.8	-2.0	3.7	4.9	4.9
<b>Trade Balance (\$ millions) (Custom basis)</b>		-5,192.5	3,273	-1,206	-1,535	868	-1,970	360	2,093	-823	-2,399	973	2,750	-554	-1,163
<b>Current Account (\$ millions)</b>		6,572.2	4,540.3	54.1	-2,831.8	1,724.7	-1,053.9	484.1	3,171.1	664.6	1,243.7	2,107.4	190.5	1,965.5	974.7
<b>Headline CPI</b>		1.23	2.83	2.67	0.53	0.23	0.38	0.88	0.30	-0.31	-0.44	-0.83	-1.10	-0.77	-0.47
<b>Core CPI</b>		1.27	1.75	1.66	1.55	1.32	0.86	0.79	0.63	0.66	0.58	0.58	0.52	0.43	0.37

Sources: Bank of Thailand (BOT), Ministry of Commerce (MOC), Office of Industrial Economics (OIE), and Office of Agricultural Economics (OAE)

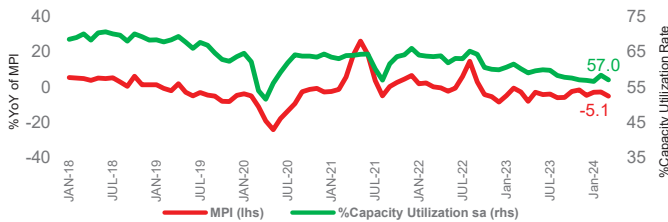
- In March 2024, private consumption and investment index declined, after accelerated previous month, due to temporary factor.
- Manufacturing production and agricultural output continued to decline.
- Thai exports contracted for the first time in eight months, because of high base in 2023.
- Thailand's current account was less surplus as tourism receipts declined, following lower foreign tourist arrivals.
- Headline inflation remained in negative territory, but less contract than the previous month.
- Meanwhile, core inflation remains reflecting weakened domestic demand.

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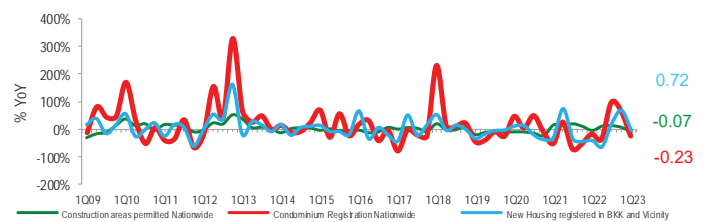


## Economic Condition Highlights: March 2024

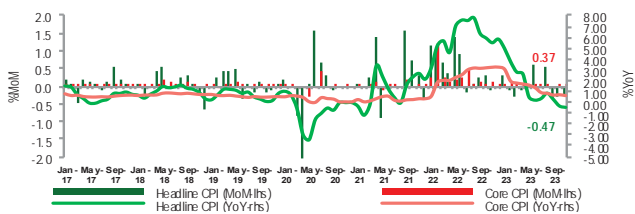
**Mar24 Both MPI and CAPU declined, reflecting a still sluggish manufacturing sector**



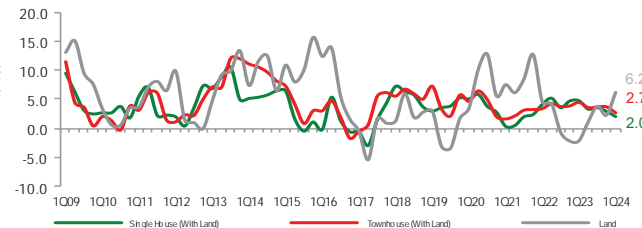
**4Q23 All property indicators continued to improve, especially new housing registered that returned to growth**



**Mar24 Headline inflation slightly increased but remained in negative territory with lower food prices, energy subsidies, and base effect**



**1Q24 Thai economic activities slowed, impacting property market. However, land prices increased, due to city expansion**



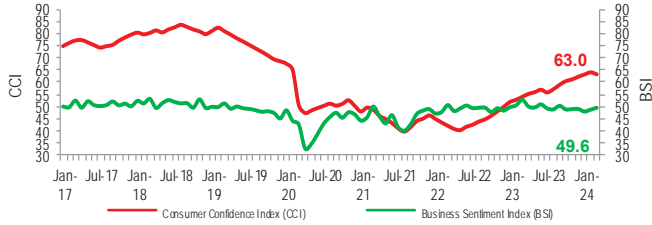
Sources: Bank of Thailand (BOT), Ministry of Commerce (MOC), University of the Thai Chamber of Commerce (UTCC), and Office of Industrial Economics (OIE)

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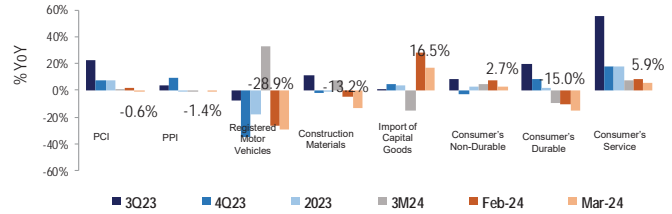


## Economic Condition Highlights: March 2024

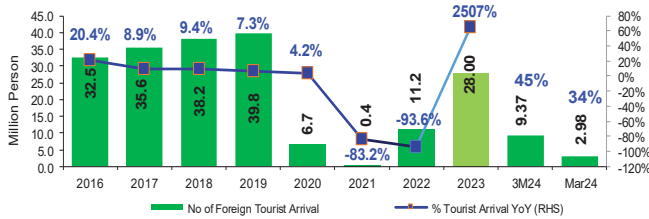
Mar24 CCI decreased for the first time in 8 months, while BSI increased. However, overall sentiment is still deteriorated



Private consumption declined in almost all categories, especially spending on durable goods; private investment also declined

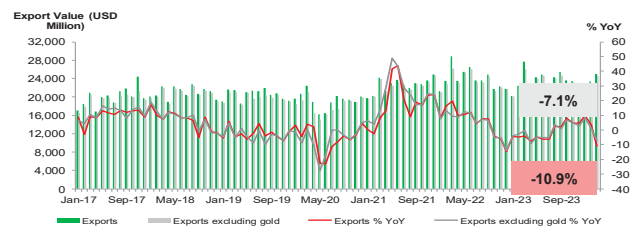


Mar24 Number of tourist arrivals was less than the previous month, as Malaysia and Middle East tourism decreased



Sources: Bank of Thailand (BOT), Ministry of Commerce (MOC), University of the Thai Chamber of Commerce (UTCC), and Office of Industrial Economics (OIE)

Mar24 Exports contracted by double digits, due mainly to high base factors in gold exports in Mar23

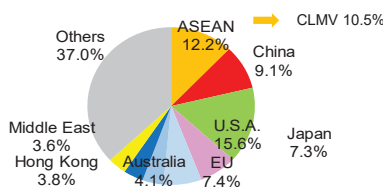


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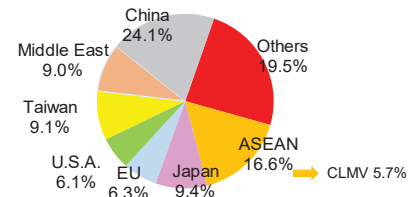


## Exports and Imports: 3M24

### Exports by Country



### Imports by Country



### Top 10 Exports by Product (Customs Basis)

Total Exports, Custom Basis	3M24		
	USD Millions	Weight	%YoY
<b>Total Exports,</b>	<b>70,995</b>	<b>100.0%</b>	<b>-0.2%</b>
Motor cars, parts and accessories	7,559	10.7%	-7.9%
Automatic data processing machines and parts	5,019	7.1%	8.7%
Precious stones and jewellery	5,018	5.8%	-3.2%
Rubber products	3,337	4.7%	-2.8%
Iron and steel and their products	2,234	3.2%	36.9%
Machinery and parts thereof	2,178	3.1%	1.9%
Polymers of ethylene, propylene, etc in primary	2,089	3.0%	-6.1%
Refine fuels	2,051	2.9%	-3.5%
Electronic integrated circuits	2,038	2.9%	-11.3%
Air conditioning machine and parts thereof	1,986	2.8%	-12.6%

Source: Ministry of Commerce

### Top 10 Imports by Product (Customs Basis)

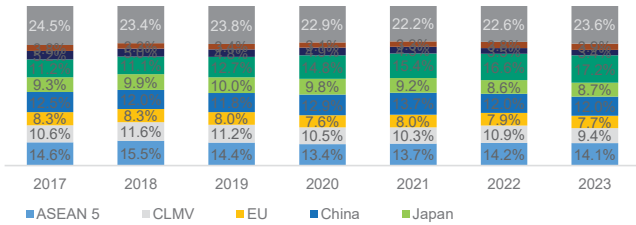
Import, Custom Basis	3M24		
	USD Millions	Weight	%YoY
<b>Total Imports,</b>	<b>75,470</b>	<b>100.0%</b>	<b>3.8%</b>
Crude oil	8,617	11.4%	3.5%
Electronic integrated circuits	6,153	8.2%	31.5%
Machinery and parts	5,017	6.7%	-3.5%
Electrical machinery and parts	4,887	6.5%	-1.6%
Computers, parts and accessories	4,750	6.3%	106.3%
Chemical	4,492	6.4%	-8.9%
Jewellery including silver bars and gold	3,981	6.0%	57.9%
Iron, steel and products	2,947	5.3%	-17.5%
Other metal ores, metal waste scrap, and product	2,863	3.9%	-2.8%
Natural gas	2,482	3.8%	-16.3%

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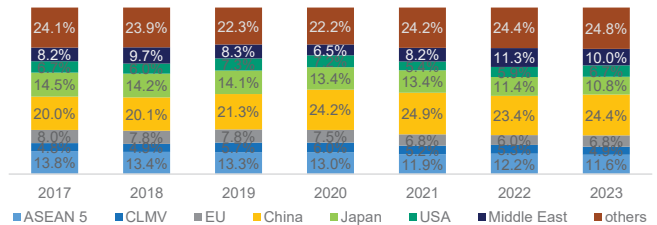


## Export and Import Data: 2017 - 2023

### Exports by Country



### Imports by Country



Total Exports, Custom Basis	2023		
	USD Millions	Weight	%YoY
<b>Total Exports,</b>	<b>284,562</b>	<b>100.0%</b>	<b>-1.0%</b>
Motor cars, parts and accessories	31,024	10.9%	9.0%
Automatic data processing machines and parts thereof	17,825	6.3%	-13.9%
Precious stones and jewelry	14,787	5.2%	-2.2%
Rubber products	13,248	4.7%	-4.4%
Refine fuels	10,213	3.6%	0.8%
Electronic integrated circuits	9,685	3.4%	4.1%
Polymers of ethylene, propylene, etc in primary	8,877	3.1%	-16.9%
Machinery and parts thereof	8,783	3.1%	0.3%
Chemical products	8,055	2.8%	-16.0%
Iron and steel and their products	6,955	2.4%	26.6%

Source: Ministry of Commerce

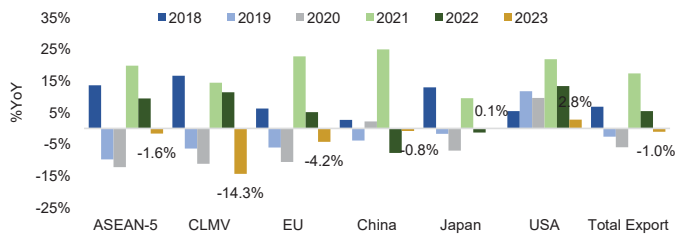
Import, Custom Basis	2023		
	USD Millions	Weight	%YoY
<b>Total Imports,</b>	<b>289,754</b>	<b>100.0%</b>	<b>-3.8%</b>
Crude oil	33,180	11.5%	-7.8%
Electrical machinery and parts	21,564	7.4%	7.0%
Machinery and parts	21,214	7.3%	2.5%
Electronic integrated circuits	19,593	6.8%	2.9%
Chemicals	17,833	6.2%	-15.1%
Iron, steel and products	13,152	4.5%	-15.4%
Jewellery including silver bars and gold	11,923	4.1%	-23.4%
Natural gas	11,561	4.0%	-9.0%
Other metal ores, metal waste scrap, and product	11,230	3.9%	-16.8%
Computers, parts and accessories	9,977	3.4%	10.5%

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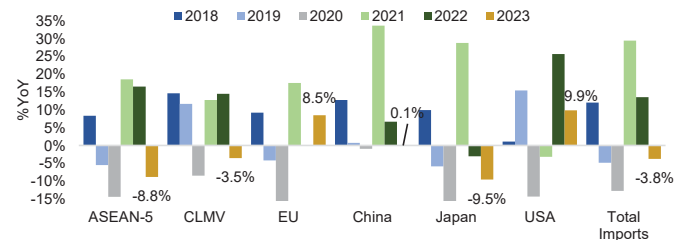


## Export and Import Growth by Key Destinations

### Export Growth by Key Destinations



### Import Growth by Key Destinations



Exports	2022		2023	
	Value (Million USD)	Share	Value (Million USD)	Share
ASEAN-5	40,743	14.19%	40,151	14.1%
CLMV	31,147	10.9%	26,695	9.4%
EU	22,794	7.9%	21,838	7.7%
China	34,390	12.0%	34,164	12.0%
Japan	24,669	8.6%	24,669	8.7%
USA	47,527	16.6%	48,864	17.2%
<b>Total</b>	<b>287,068</b>	<b>100.00%</b>	<b>284,561</b>	<b>100.00%</b>

Source: Ministry of Commerce

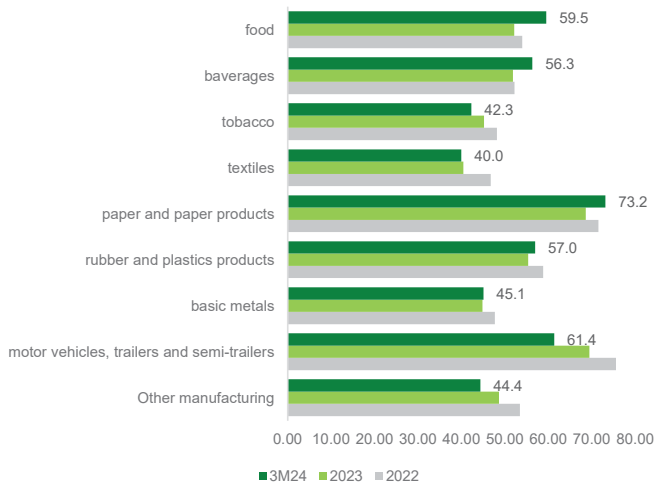
Imports	2022		2023	
	Value (Million USD)	Share	Value (Million USD)	Share
ASEAN-5	37,046	12.2%	33,475	11.6%
CLMV	15,954	5.3%	15,363	5.3%
EU	18,244	6.0%	19,743	6.8%
China	71,014	23.4%	70,800	24.4%
Japan	34,584	11.4%	31,191	10.8%
USA	18,026	5.9%	19,493	6.7%
<b>Total</b>	<b>303,191</b>	<b>100.00%</b>	<b>289,754</b>	<b>100.00%</b>

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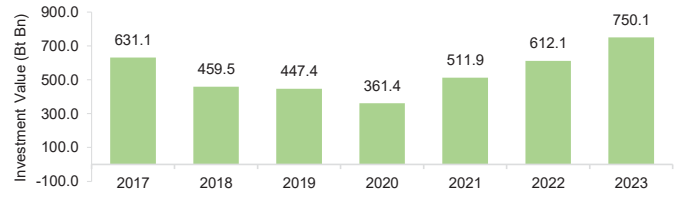
## Economic Condition Highlights: CAPEX and Investment Cycle

Capacity Utilization by Key Industries

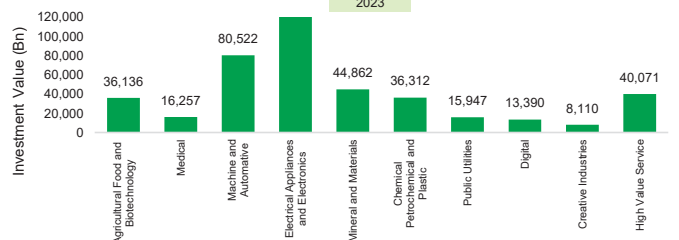


Source: The Bank of Thailand (BOT), The Ministry of Commerce (MOC), and Office of Industrial Economics (OIE)

Investment value of BOI-approved applications (Total)\*



Investment value of BOI-approved applications (by Industry)\*\*



Source: The Board of Investment of Thailand (BOI)

Note: \*Figures above indicate investments of approved projects requesting investment promotion benefits from BOI

\*\* BOI announced new activities & privileges promotion (effective in 2023)

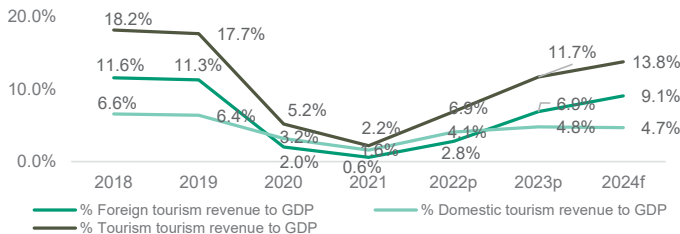
## บริการทุกระดับประทับใจ



## Tourism

Total tourism receipts (both domestic and foreign) will progressively increase in 2024, reaching 84% of the 2019 level

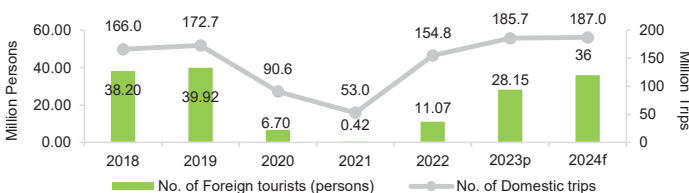
%Tourism Revenue to GDP



In 2024, KResearch projects the number of foreign tourists coming to Thailand may reach 36.0 million, or around 90% of the 2019 level

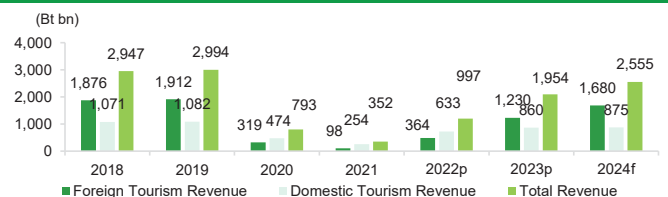
Meanwhile, domestic travel is expected to slightly grow YoY. Preliminarily, KResearch projects Thais will make around 187.0 million domestic trips in 2024

No. of Foreign Tourists and Domestic Trips



Source: MOTS and Forecast by Kasikorn Research Center  
Note: As of May 2024

Tourism Revenue

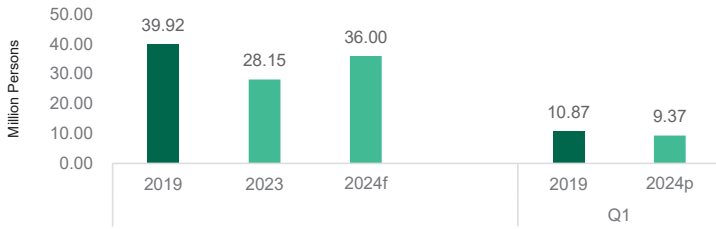


## บริการทุกระดับประทับใจ

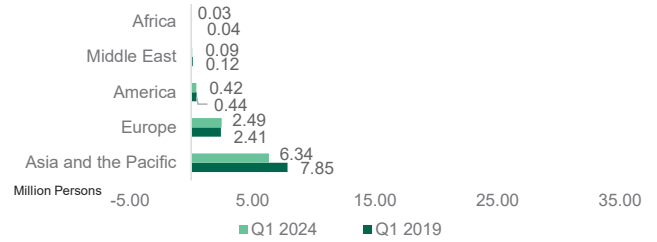


## In 1Q24, the number of foreign visitors to Thailand returned to 86.2% of 2019 level

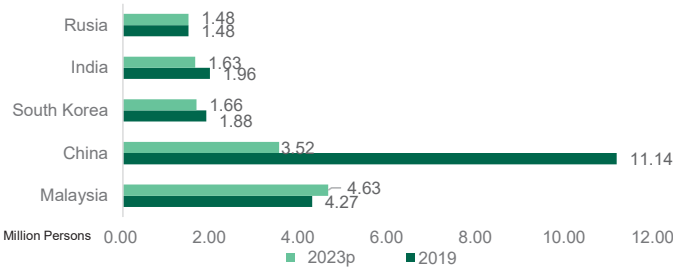
Quarterly comparison of foreign tourists between 2024 and 2019



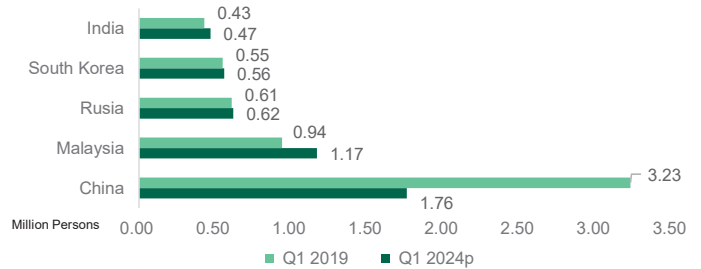
Number of foreign visitors by region in Q12024 compared to Q12019



Top 5 Foreign Tourists by Country in 2023



Top 5 Foreign Tourists by Country in Q12024



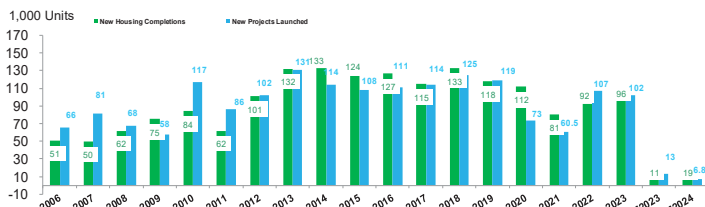
Source: MOTS  
Note: As of May 2024

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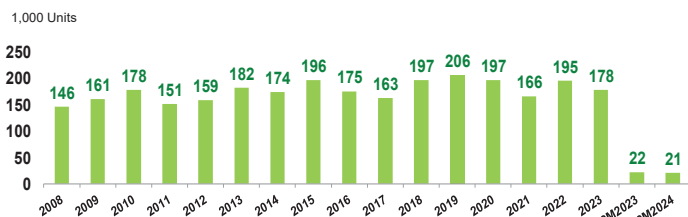


## Property Market: In 2024, home sales are expected to decline due to low purchasing power, high household debt, and rising house prices.

Supply Side: New Housing Completions and New Projects Launched in BMR\*



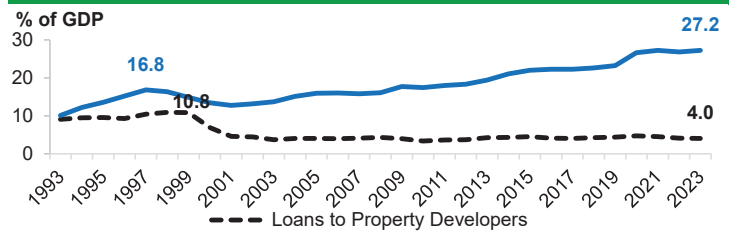
Demand Side: Transferred Properties in BMR\*



Source: National Economic and Social Development Council (NESDC), BOT, Real Estate Information Center (REIC), Agency for Real Estate Affairs (AREA), and KResearch

Note: \*Including Condominium, Single House, and Townhouse;  
BMR = Bangkok and Metropolitan Area

Outstanding Mortgage Loans to Individuals and Property Developers to GDP



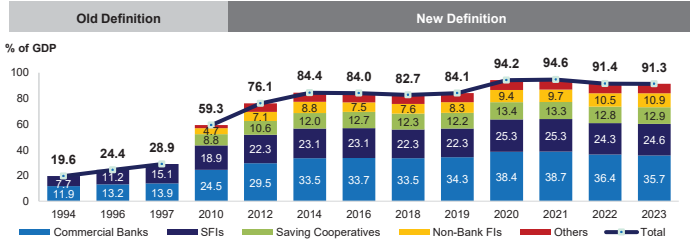
- Mortgage loans to GDP are higher than pre-crisis level, due to factors such as changes in consumer behavior, intense competition among banks, and a more accessible credit market
- Outstanding loans granted to property developers to GDP was 4.0% in 2023, lower than pre-crisis level
- Supply Side: The number of new housing projects launched in 2M24 decreased by 48.8% YoY. Developers carefully start new projects in 2024 since the quantity of unsold housing units is still substantial and the delayed recovery of consumers' purchasing power.
- Demand Side: Property sales during 2M24 decreased by 4.2% YoY. Recent measures – mainly reductions in transfer and mortgage fees for residences priced up to 7 million Baht – will likely help reinvigorate the housing market. However, home sales are still predicted to slightly decrease in 2024 due to weakness in consumers' purchasing power particularly those of low-to-middle income earners.
- Mortgage NPLs among Thai commercial banks was at 3.33% in 2023, compared to 3.01% in 2022 and 3.52% in 2021

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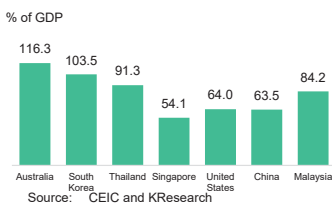
## Household Borrowing

### Household Borrowing to GDP

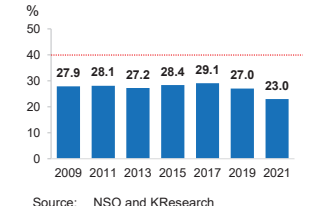


**Old Definition:** Data from 1991 – 1997: lending from commercial banks and SFIs to individual persons for consumption only  
**New Definition:** Data from 2012 onwards: takes into account individual persons' outstanding loans from all types of financial institutions, including Student Loan Fund, National Housing Authority, cooperatives, non-banks, microfiance businesses

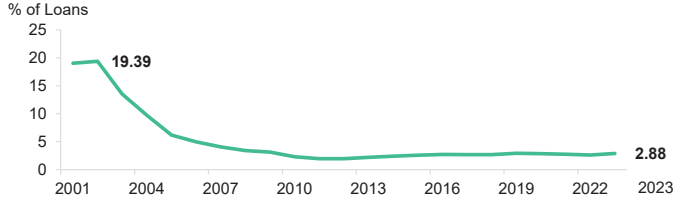
### Cross-Country Comparison of Household Debt (as of 2023)



### Debt Service Ratio of Thai Households



### % NPL for Consumption Loans of Thai Commercial Banks



- Household debt to GDP stayed at 91.3% in 2023, and is expected to remain high in 2024
- Household borrowing to GDP is higher than pre-crisis level, due to factors such as changes in consumer behavior, intense competition among banks, and a more accessible credit market
- Thailand's household debt to GDP is comparable to other countries\*; debt service ratio of Thai households is still well below 40%, indicating the household debt situation is unlikely to trigger any problems in the foreseeable future
- NPL ratio for consumption loans of commercial banks rose to 2.88% in 2023 from 2.62% in 2022

Source: BOT, Bank for International Settlements (BIS), National Statistical Office (NSO), CEIC and KResearch

## บริการทุกระดับประทับใจ



## BOT Consultation Paper: Repositioning Thailand's Financial Sector

### Digital Technology

Leveraging on Technology and Data to Drive Innovation

- 3 Opens:
  - Open Competition
  - Open Infrastructure
  - Open Data

- Thai banks have been ready for more open competition, based on a level playing field approach.
- Many initiatives, including open infrastructure and open data, require amendments of laws and regulations, as well as cooperation from other authorities.
- More precise impact assessment is pending a clearer plan and details of the paper.
- As for virtual banking license, the application period for submissions to the BOT started on Mar 20, 2024, running to Sep 19, 2024. The successful applicants will be announced within 1H-2025.

### Sustainability

Managing Transition towards Sustainability

- Setting up data standard & disclosure requirements for financial institution's environment-related activities
- Tackling Thai households' indebtedness via both demand (consumers) and supply (loan providers) sides

### Resiliency

Shifting from Stability to Resiliency

- Players will be regulated in accordance with their risk profiles (risk proportionality)
- Burdensome regulations will be revised for greater flexibility
- While the BOT does not wish to see digital assets adopted as Means of Payment, it does not rule out those with proven stability and economic value
- Nonbank Financial Institutions will be evaluated and regulated according to their size and impact on the economy & financial system

Source: BOT Consultation Paper, KResearch

## บริการทุกระดับประทับใจ

## BOT's Directional Papers on Sustainable Resolutions of Household Debts

<h3>1 Existing NPLs (esp. those related to COVID-19)</h3> <ul style="list-style-type: none"> <li>Accelerate Troubled Debt Restructuring or TDR (SFIs, non-bank and banks)</li> <li>Debt counselling services from creditors</li> <li>Debt mediators</li> <li>Voluntary bankruptcy/ rehabilitation filing by debtors made possible</li> </ul>	<h3>2 Hard-to-solve/ persistent debts</h3> <ul style="list-style-type: none"> <li>Starting with persistent debts from express/speedy cash and elderly customers</li> <li>Helping debtors to make practical debt repayment plans</li> </ul>	<h3>3 Fast debt creation with high default risks</h3> <ul style="list-style-type: none"> <li>Being agri-related debts, credit cards and personal loans</li> <li>Responsible lending (e.g. restriction on product PR, fair contracts, control of debt purposes)</li> <li>Upcoming additional Debt Service Ratio or DSR and LTV ratios to ensure debtors' daily-life survival</li> <li>Risk-based pricing</li> <li>Promote responsible borrowing through literacy</li> </ul>	<h3>4 Other debts not yet being included in household debts</h3> <ul style="list-style-type: none"> <li>Such debts include Student Loans, other cooperatives or Co-Op (Bt0.7trn; 4.3% of GDP) and loan shark</li> <li>Open data to promote financial inclusion (e.g. water and electricity bill info)</li> <li>Risk-based pricing</li> </ul>
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### Effective date

1 Jan 2024	1 Apr 2024	1 Jan 2025	2Q25 at the earliest
<b>Responsible Lending</b> <ul style="list-style-type: none"> <li>Issue regulations to ensure responsible lending at all stages of indebtedness</li> <li>Encourage creditors to provide guidelines to assist borrowers, such as debt restructuring, especially existing NPLs</li> </ul>	<b>Persistent Debt: PD (Opt-In basis)</b> <ul style="list-style-type: none"> <li>General PD borrowers are those indebted consecutively for 3 years, borrowers will be urged to make larger monthly payments.</li> <li>Severe PD borrowers are indebted consecutively for 5 years. Participant in the scheme could be able to exit debt cycle within 5 years with interest rates not exceeding 15% per year</li> </ul>	<b>Debt-service ratio (DSR), effective timeline</b> depending on economic situation <ul style="list-style-type: none"> <li>monthly income below Bt30,000: monthly payment for existing and new loans cannot exceed 60% of monthly income</li> <li>monthly income above Bt30,000: monthly payment for existing and new loans cannot exceed 70% of monthly income</li> </ul>	<b>Risk-based pricing (RBP)</b> <ul style="list-style-type: none"> <li>Submit plans in 1Q24</li> <li>Be tested in sandbox in 2Q24</li> <li>Regulatory sandbox (1-2 years)</li> </ul>

Source: BOT, as of 14 February 2023 and 21 July 2023

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## BOT's Responsible Lending Framework and Timeline

**Responsible Lending Framework**

**Intended outcome:** Responsible and fair credit service providers throughout the period of indebtedness (end-to-end process)

Before/About to go into debt

During debt

Becoming troubled debt

Selling debt

**Responsible Lending guideline should be implemented under appropriate management**

Nudge: Financial Literacy and discipline				Information	Commitment tools	Incentive
Advertisement	Product offering	Product development	Considering affordability	Resolving persistent debt	Debt restructuring and troubled debt restructuring	Litigation and debt transferring

**Timeline (Tentative)**

2023		2024				2025	
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2
Consultation paper and public hearing	Release regulations	Responsible Lending (beginning on January 1, 2024)					
		Banks: Borrowers with minimum monthly income of Bt20,000					
		Non-banks: Borrowers with minimum monthly income of Bt10,000*					
		* Impact will be considered in order to further adjust conditions within one year.					
Risk-based pricing (RBP): 1Q24: RBP Plan proposed by Financial institutions; 2H24: Open the Regulatory sandbox (1-2 years)						Debt-service ratio (DSR), depending on the economic situation	

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## BOT Macro Prudential Policy

■ New frameworks on retail lending announced by BOT to closely monitor systematic risk and implement preventive actions

LTV Criteria for Mortgage Loans (Effective: January 1, 2023)					
Price and Type of Properties	New (Including Top-up loans)				
	1st Contract		2nd Contract	3rd Contract Onwards	
	NEW	OLD (Apr-19)			
LTV Limit	LTV Threshold	LTV Limit	LTV Limit		
< Bt10mn	House	≤ 100%*	≤ 95%	80-90%	70%
	Condo.	≤ 100%*	≤ 90%	80-90%	70%
≥ Bt10mn	House & Condo.	≤ 90%	80% (LTV Limit)	80%	70%

1) Under the new framework, LTV limit will be capped at 100% for the first contract of housing loans, and \* loans for furniture and decorations can be added up to 10% of collaterals (old - no these conditions)  
 2) Prior to October 20, 2021, for the second contact, LTV limit is 80% if the first contract's installment payments are less than two years (old - three years); otherwise, LTV limit is 90%  
 3) Risk weight is 35% if LTV does not exceed its LTV limit; while the risk weight will increase to 75% for the loans for furniture and decorations of the first contract

Notes:  
 - August 15, 2019: BOT relaxed the LTV rules for co-signers that have no ownership interest in the home being purchased  
 - April 2019: BOT tightened LTV criteria for mortgage loans, and raised down payment for the second contract onwards.  
 - Year 2009: BOT announced revised criteria in 2009-2010 on mortgage loan risk weights with a different effective date  
 - Year 2008: Risk weights for mortgage loans dropped from 50% to 35% under Basel II

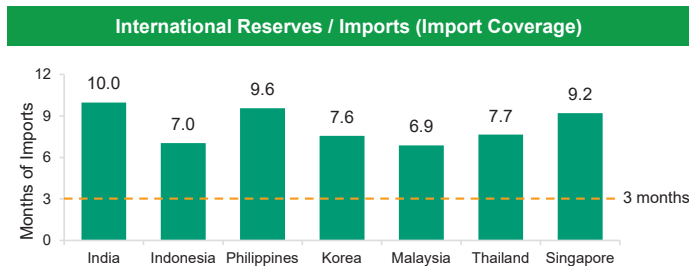
Criteria for Credit Card / Personal Loans (Effective: September 1, 2017)					
Lending Criteria	Credit Cards			Personal Loans	
	New		Old	New	Old
Min.Monthly Income	Bt15,000		Bt15,000	-	-
Credit Line (times of average monthly income)	Income	≤ 1.5 times	Credit Line	Income	≤ 1.5 times
	< Bt30,000	≤ 3 times	≤ 5 times	< Bt30,000	≤ 3 institutions
	> Bt50,000	≤ 5 times		≥ Bt30,000	≤ 5 times

Criteria for Car Loans			
	Regulated by Fiscal Policy Office		Regulated by the BOT
	Picofinance*	Pico Plus*	
Capital Fund	≥ Bt5mn	≥ Bt10 mn	≥ Bt50 mn
Credit Line	≤ Bt50,000	≤ Bt100,000	Depends on debt-servicing ability
Interest Rate Ceiling	≤ 36%	≤ 36% for first Bt50,000	≤ 24%
		≤ 28% for the amount in excess of Bt50,000	≤ 24%

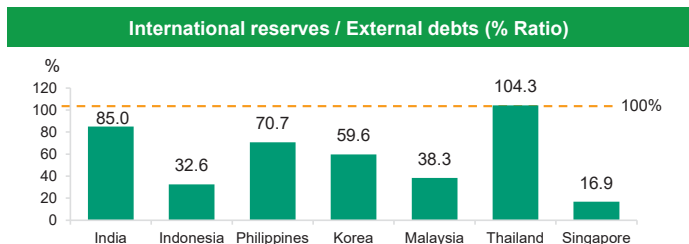
Note: \* Picofinance and Pico Plus are allowed to provide loans only in the registered province

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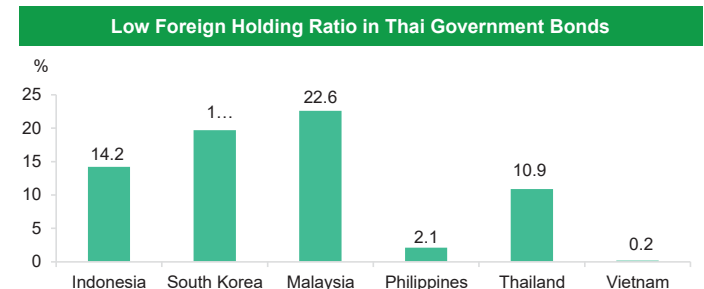
## Thailand's external balances remain relatively strong compared to peers



Source: CEIC, KResearch (\*data as of Mar-24)



Source: CEIC, KResearch (data as of Dec-23)



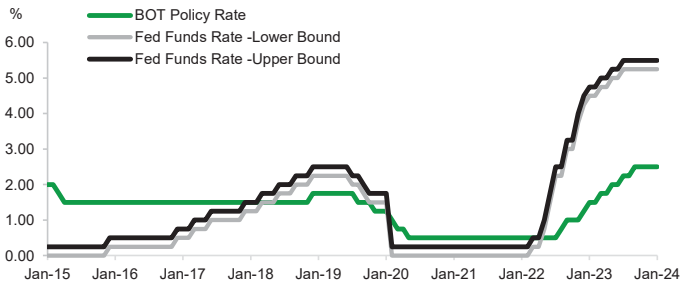
Note: Retrieved from Asia Bond Online, based on latest available data  
 Source: Asian Development Bank

- Thailand's economy and financial markets are able to withstand impacts from fluctuations in global liquidity due to:
  - High import coverage (international reserves/monthly imports) compared with the IMF's three month import coverage guideline
  - More than 100% of external debt covered by international reserves
  - Low portion of foreign holdings in Thai government bonds compared with other countries

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## Monetary and fiscal expansion raises financial stability concerns

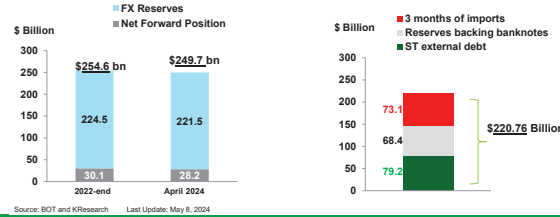
In contrast to the Fed, the BOT has maintained interest rate to support the economy amid COVID-19 outbreak



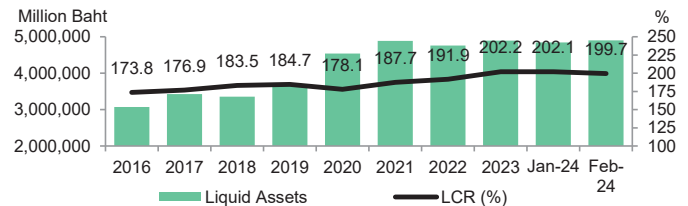
- Since inflation has stayed above target, the Fed decided to keep its policy rate at 5.25-5.50% in May-2024
- Monetary easing leads to a massive exodus of capital from emerging markets and worsens exchange rate depreciation in 2024. However, Thailand's external stability will likely be maintained
- Thai banking system excess liquidity rose slightly. CAR was good (19.57% as of February 2024) and NPL ratio was still manageable (2.66% as of 4Q23), with net profits of Bt229.5 billion in 2023

Source: BOT, Federal Reserves and Kresearch (as of Jan-24)

Thailand has enough FX reserves to meet all internal and external obligations



Excess liquid assets in Thai commercial banks slightly rose

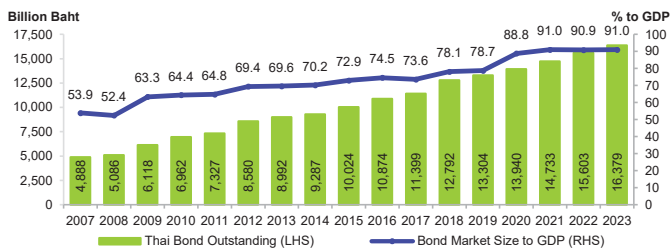


Note: BOT has imposed the Liquidity Coverage Ratio (LCR) Framework which replaces the maintenance 6% reserve requirement. Regarding the LCR framework, all banks shall maintain high-quality liquid assets not less than net expected cash outflow over the next 30 days. The LCR was implemented on January 1, 2016, with the minimum requirement set at 60%, rising in equal annual steps of 10 percentage points to reach 100% on January 1, 2020

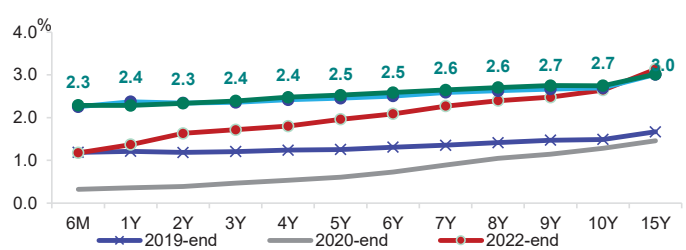
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## Other Figures

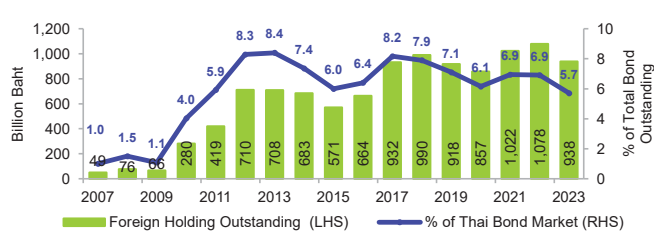
Thai Bond Market Size (Gov't and Private bonds)



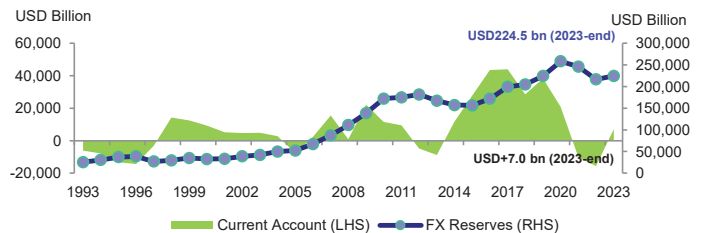
Bond Yields



Foreign Holdings of Thai Bonds



Current Account and FX Reserve



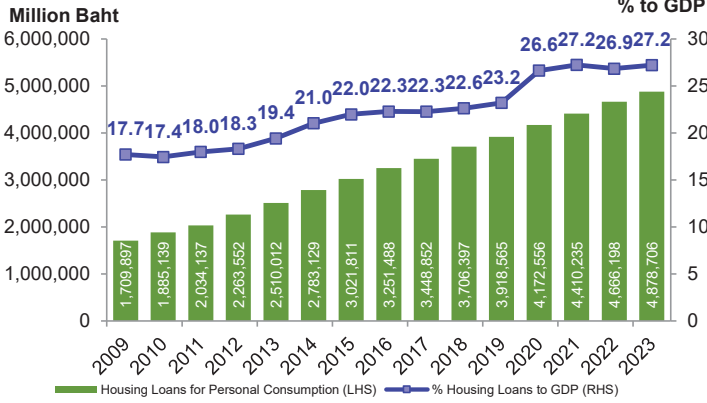
Source: BOT and ThaiBMA

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## Other Figures

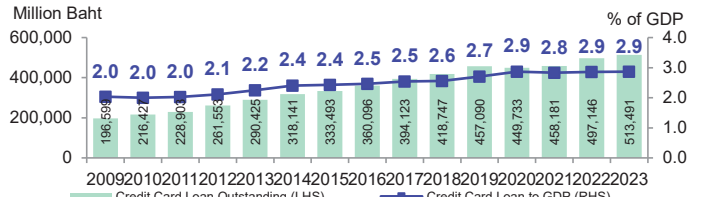
### Housing Loans / GDP



Note: Housing loans represent outstanding housing loans for personal consumption granted to individuals of householders by financial institutions (including Commercial banks, Finance companies, Credit financiers, SFIs, and Insurance companies but excluding Saving Cooperatives and others financial Institution)

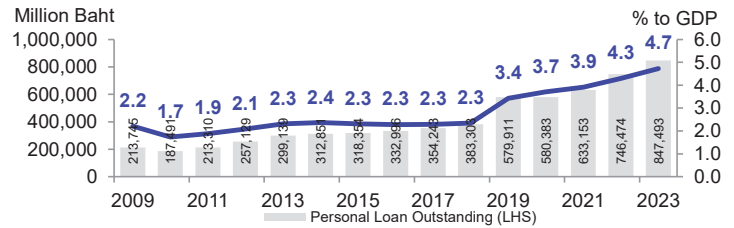
Source: BOT, NESDC

### Credit Card Loans / GDP



Note: 1) Credit card loans represent outstanding credit card loans from commercial banks and non-banks, excluding SFIs, saving cooperatives and others financial Institutions

### Personal Loans / GDP



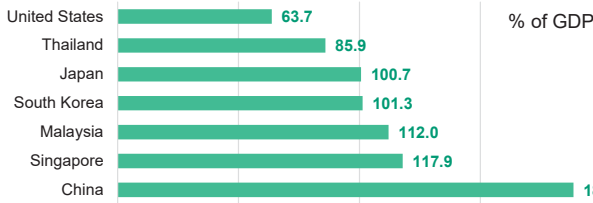
Note: 1) Personal Loans represent outstanding personal loans under supervision (including commercial banks and non-banks, excluding SFIs, saving cooperatives and others financial Institution)

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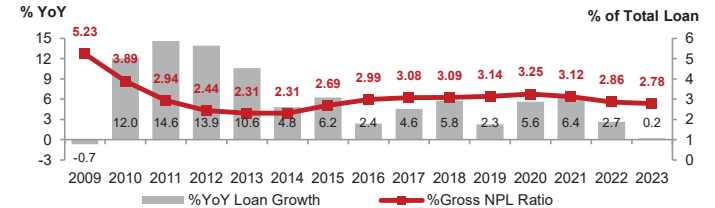
## Other Figures

### Loans to GDP as of 2023



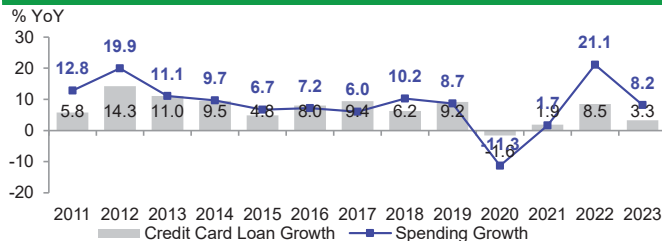
Note: Data on China, Korea and Japan include loans from commercial banks as well as financial institutions, the rest include loans only from commercial banks

### Thai Banks' Loan Growth and NPL Ratio



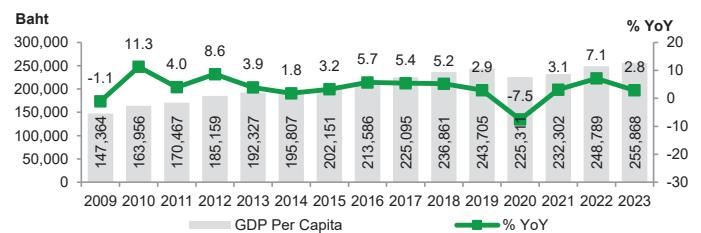
Note: %YoY loans represent growth of loans in 17 domestically-registered commercial banks

### Credit Card Statistics



Note: The credit card statistics number includes foreign bank and non-bank credit cards  
Source: BOT, NESDC, NSO, CEIC Data, and KRResearch

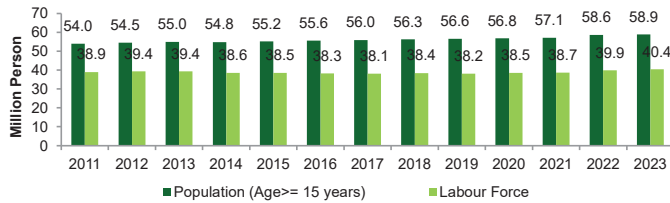
### GDP Per Capita



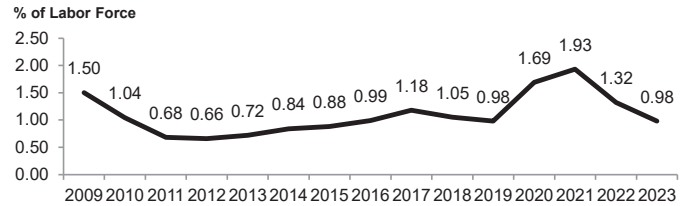
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## Other Figures

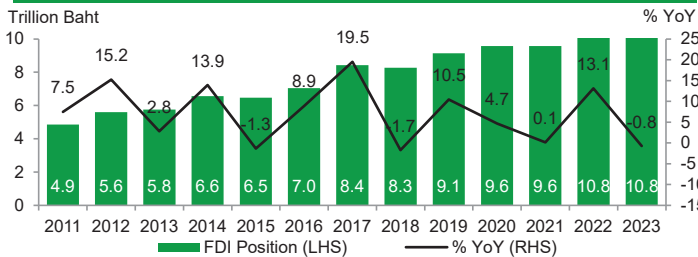
Population and Labor Force



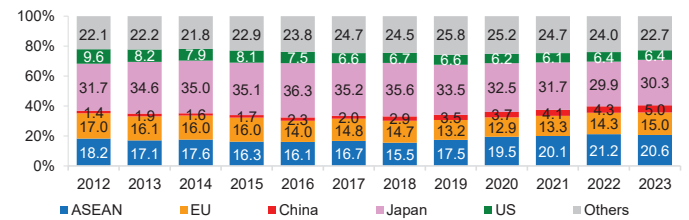
Unemployment Rate



Foreign Direct Investment



Foreign Direct Investment Position by Countries



Note: - FDI refers to equity investment, lending to affiliates, and reinvested earnings; investment in equity is treated as a direct investment when the direct investors own 10% or more of ordinary shares  
 - FDI position by countries is an investment outstanding that nonresident investors have with resident enterprises as stock concept  
 - Converted FDI US Dollar to Thai Baht by reference rate from the Bank of Thailand  
 Source: BOT, NESDC, NSO, and KResearch

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- 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 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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