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Presentation for Analyst Meeting as of 1Q26

April 2026

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

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KASIKORNBANK at a Glance

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

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

ESG100 2025
MSCI ESG RATINGS AAA
86 /100
Top 10%
CDP A List 2025

Core Value:
Customer at Heart
Productivity with Value
Innovation that Scales
Trustworthy
Integrity

Consolidated (1Q26)

Financial Figures

	Assets	Loans[1]	Deposits
Value	Bt4,540bn (USD138.3bn)	Bt2,449bn (USD74.6bn)	Bt2,899bn (USD88.3bn)
Rank[2]	#3	#2	#2
Market Share	16.91%	16.41%	17.34%

Key Ratio and Operating Figures

Key Ratio	CAR 19.95%[3]	ROE 10.05%[4]	ROA 1.29%
Operating	Branches 710	K PLUS Users 24.5mn	Employees[5] 16.8k/ 28.5k

Share Information

Share Price (Closing on March 31, 2026)

KBANK		KBANK-F	
Bt191.00 (USD5.82)		Bt191.00 (USD5.82)	
Highest	Lowest	Highest	Lowest
Bt207.00 (USD6.30)	Bt184.50 (USD5.62)	Bt206.00 (USD6.27)	Bt186.50 (USD5.68)

Share Capital

Authorized	Issued and Paid-Up
Bt30.2bn (USD0.92bn)	Bt23.7bn (USD0.72bn)
Number of Shares	**Market Capitalization**
2.4bn	Bt449.1bn (USD13.67bn)
EPS	**BVPS**
Bt6.24 (USD0.19)	Bt249.65 (USD7.60)

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 February 2026
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.
- Exchange rate at the end of March 2026 (Mid Rate) was Bt32.84 per USD (Source: Bank of Thailand)[1]

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Economic & Geopolitical Uncertainties: Thailand's 2026 GDP growth is expected to grow by 0.8-1.2% as Middle East tensions push up energy prices, likely increasing inflation and weighing on the economy.

Key GDP Forecasts and Assumptions

%YoY	2019	2024	2025	2026F (Feb 26)	2026F* (Apr 26)
GDP Growth	**2.1**	**2.5**	**2.4**	**1.9**	**1.2** ↓
Private Consumption	4.0	4.4	2.7	**1.8**	**1.5** ↓
Government Consumption	1.6	2.5	0.6	**0.4**	**0.7** ↑
Total Investment	2.0	0.0	4.9	**1.4**	**1.2** ↓
- Private investment	2.6	-1.6	3.5	**1.8**	**1.5** ↓
- Public investment	0.1	4.8	8.9	**1.9**	**1.7** ↓
Gov't Budget Deficit (% of GDP)*	-3.0	-4.0	-4.7	**-4.5**	**-4.5**
Exports (Customs Basis)	-2.6	5.4	12.9	**1.6**	**0.3** ↓
Imports (Customs Basis)	-4.8	6.3	12.9	**1.8**	**3.7** ↑
Current Account (USD bn)	38.0	11.3	17.7	**16.5**	**4.0** ↓
Headline Inflation (%)	0.7	0.4	-0.1	**0.4**	**3.4** ↑
Avg Dubai Oil Price (USD/Barrel)	63.2	79.7	68.3	**62.0**	**90.0** ↑
No. of Foreign Tourists (mn)	39.9	35.5	33.0	**34.1**	**31.5** ↓
Policy Interest Rate (%)**	1.25	2.25	1.25	**1.00**	**1.00**
USD/THB (End Period)**	29.98	34.10	31.5	**32.8**	**32.8**

Note: MPC's policy rate is at 1.00% (as of Feb 25, 2026) I Source: * KResearch (as of Apr, 2026); **KBank Capital Markets Research (as of Mar 25, 2026)

Operating Environment

- **2026:** Thailand's economy is expected to slowdown in 1Q26, amid delays in public investment and softer private consumption as elevated living costs and stimulus support fades, constrained by limited fiscal space.
- **2025:** Thailand's economy expanded by 2.4% in 2025, driven primarily by stronger-than-expected exports, alongside consumption as supported by government measures and accelerated public investment.

Ongoing Challenges

- **Short-Term:** Middle East tension, US tariffs, trade and global economic slowdown, sluggish domestic consumption
- **Thailand's Long-Term Structural Challenges:** Manufacturing slowdown, talent competitiveness, aging society, fiscal constraints, and high household debt

Possible Upsides

- Energy prices to decline faster than expected amid easing tensions or government measures.
- New US tariffs have been postponed.

Key sectors impacted from the Middle East tension: Energy- and petrochemical-intensive industries including transportation, manufacturing, agriculture, as well as tourism

Government Policy

Short-Term Policy	Implementation Period	Impact to Thai Economy & Banking Industry
Half-Half plus phase 2	Expected to begin in May 26	Provide temporary support to consumption
Top-ups for state welfare card	Apr 26	
You Fight, We Help	3 years	Help retail and SME debtors improve liquidity and financial burdens
Quick Debt Settlement, Move Forward	Starting 5 Jan 26	Transfer eligible distressed loans to Social AMC
SMEs Credit Boost	Starting 15 Jan 26 (maximum 7-year guarantee tenor)	Enhance credit access by guaranteeing part of the loan loss for new lending, lowering banks' credit costs

Long-Term Policy	Impact to Thai Economy & Banking Industry
Land Bridge	Investment increase, but economic viability remains subject to debate
Tax reform	Expected to improve fiscal sustainability
Household debt reduction	Slow consumption and retail loan growth

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Disciplined Execution of K-Strategy with Focus on "Customers"

- **Anchored on 3+1 & P Strategy to Drive Long-term Value-Creation for All Stakeholders**
- **Strengthening Value Creation through "Customer Strategy" in 2026 onwards**

BANK OF SUSTAINABILITY

Purpose

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

K-Strategy

Stakeholders

Customer
Make our customers **successful** in their life and business

Shareholder
Generate **sustainable total return**

Employee
Provide **learn and lead opportunities**

Regulator
Co-create **future of finance**

Society
Thrive for **better quality of living**

3 + 1 & P Strategic Priorities

1. Reinvigorate **credit performance**
2. Scale **capital-lite fee income** businesses
3. Strengthen and pioneer **sales and service models** to deliver value-based results

+1. **New revenue creation** in medium- and long-term

P. Elevate **innovation** and **productivity** by blending **advanced technology, AI, and human intelligence** while fostering a culture of learning and high performance

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

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Enhance Capital Efficiency and Total Shareholder Return, while Strengthening Capital Buffer

Double-digit ROE target maintained, albeit timing of achievement dependent on macroeconomic conditions

	Medium Term		Aspiration
	Stability and resilience amid challenging operating environment		Reignite growth as economic conditions improve
• Fully Execute 3+1 & P Strategy • Strengthen value creation through "Customer Strategy"	• Enhancing prudent operations under 3+1 & P strategy, driving productivity and cost improvement • Sharpening focus on priority customer segments	▶	Enhancing strategic priorities to drive sustainable fundamental performance
Secure Balance Sheet Strength	**≥ 15% CET1 Ratio Target** • Strengthening financial resilience and enhancing capital buffers with further consideration for delayed Basel III reform from 2026 to 2029	▶	**13-15% CET1 Ratio Target** • Optimizing capital levels post-Basel III reforms
Deliver Sustainable TSR	**≥ 50% Dividend Payout*** • Aiming at 50-60% dividend payout in medium term to deliver sustainable TSR • Considering additional capital distribution options** depending on market conditions, financial performance and capital level	▶	**≥ 50% Dividend Payout*** • Sustaining dividend payout ≥ 50% • Considering additional capital distribution options** depending on market conditions, financial performance and capital level

Note: *If facing an unforeseen circumstance, the Bank may consider not to pay at the above-mentioned level of dividend payout ratio by considering prudence and suitable return to shareholders.
**Additional capital distribution options include special dividend/ share buyback

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Solid Quarterly Results, with Strong Headwinds Ahead

Consolidated	2025 Actual	1Q26 Actual	2026 Targets	Notes (1Q26)
NIM	3.23%	2.95%	2.75 – 2.95%	NIM declined in line with market conditions, reflecting interest rate cuts throughout 2025 and in February 2026, as well as our strategic focus on asset quality improvement. Active liquidity management continued to be earnings-accretive and partially cushioned net interest income.
Loan Growth	-0.28%	-1.10%	0 – 2%	Loans declined across most business segments, while housing loans showed improvement. KBank remains focused on selective and quality loan expansion, emphasizing asset quality and optimizing risk-adjusted returns.
Net Fee Income Growth[1]	5.85%	18.43%	Mid to High-Single digit	Net fee income grew mainly from wealth management business especially mutual fund supported by market conditions prior to heightened geopolitical uncertainty. However, the momentum might not be sustained amid several uncertainties.
Cost to Income Ratio[2]	43.56%	38.93%	Mid-40s	Cost to income ratio improved, partly driven by the recognition of a large one-off income* in the quarter, as well as ongoing workforce management initiatives and continued productivity improvements; maintain disciplined cost management and productivity improvements.
Credit Cost per year (bps)	163 bps	160 bps	140 – 160 bps	Credit cost was at the high-end of the target range to prudently build additional buffer amid rising geopolitical uncertainty; maintain prudent and cautious policy to safeguard against the highly volatile economic environment.
NPL Ratio (Gross)[3]	3.20%	3.19%	< 3.25%	
ROE[4]	8.62%	10.05%	N/A	Included a large one-off income* in the quarter
ROA	1.11%	1.29%	N/A	
Dividend Policy	Deliver sustainable TSR with dividend payout ≥ 50%, aiming at 50-60% in the medium term, and potential for additional capital distribution depending on market conditions, financial performance and capital level[5]			

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 Net insurance finance 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; 5) If facing an unforeseen circumstance, the Bank may consider not to pay at the above-mentioned level by considering prudence and suitable return to shareholders.
* Compensation income from investment of Bt1,455mn

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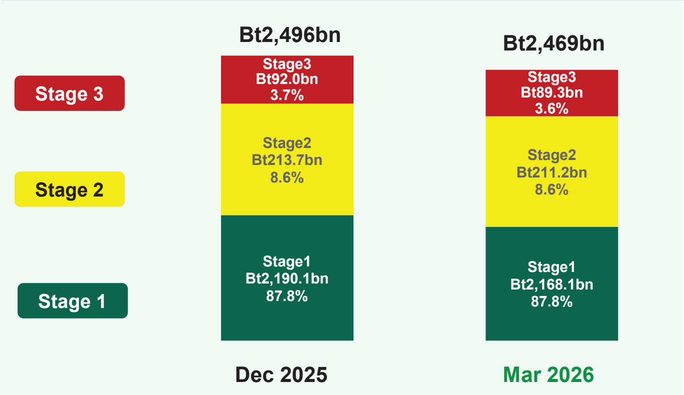
Stable Asset Quality with Higher NPL Coverage Reflects Prudent Provisioning Policy

Prudently built-up coverage levels to safeguard against the highly volatile environment

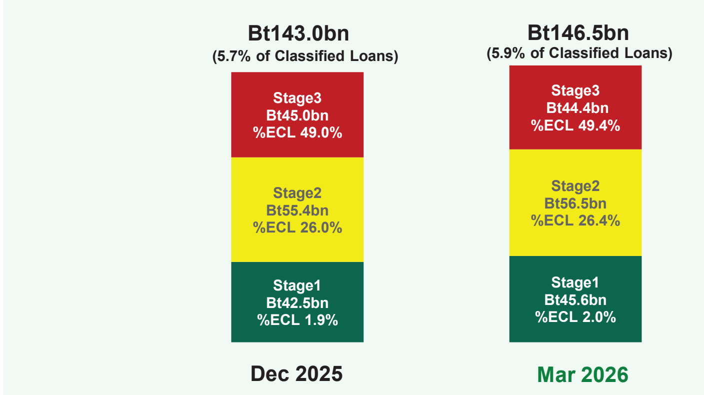
Total Classified Loans*

% Debt Restructuring**	8.8%	9.1%



Total Loan Allowance (ECL)

% NPL Coverage	163%	172%



Note: * Classified Loans = Loans to customers and accrued interest receivables and undue interest receivables
**% Debt restructuring including comprehensive debt restructuring loans

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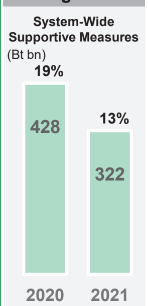
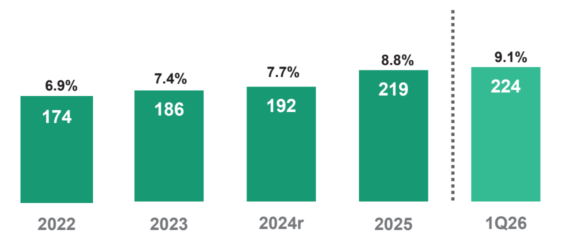
Strengthened Loan Portfolio Through High-Quality Credit Growth

Loans in Relief Programs*



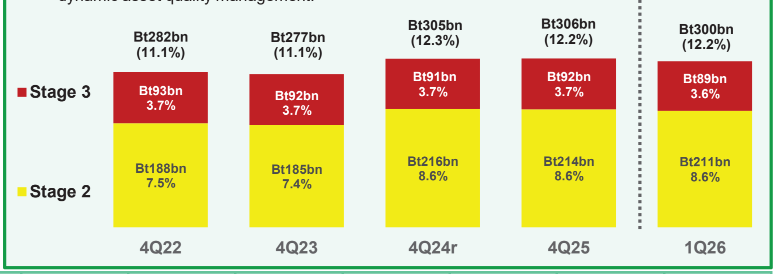
Loans in Debt Restructuring (DR)

- Ongoing financial supports to well-disciplined payment customers



Classified Loans (Stage 2 & 3)

- With rising uncertainties, the Bank will continue to closely monitor loan portfolio, with proactive and dynamic asset quality management.



	2019	2020	2021	2022	2023	2024r	1Q25	2Q25	3Q25	4Q25	2025	1Q26
Total Loan Allowance(bn)	125	134	145	134	134	132	136	139	141	143	143	147
ECL to Classified Loans** (%)	6.2%	6.0%	5.9%	5.3%	5.3%	5.3%	5.5%	5.7%	5.8%	5.7%	5.7%	5.9%
Credit Cost (bps)	174 bps	205 bps	173 bps	211 bps	208bps	191bps	160bps	165bps	168bps	168bps	163bps	160bps
NPL Ratio (%)	3.65%	3.93%	3.76%	3.19%	3.19%	3.20%	3.19%	3.18%	3.19%	3.20%	3.20%	3.19%
NPL Coverage (%)	148.6%	149.2%	159.1%	154.3%	152.2%	152.3%	159.5%	162.8%	166.4%	162.7%	162.7%	171.7%
Write – off (Bt bn)	26.4	21.5	27.4	59.0	14.1	22.3	3.1	3.6	3.6	6.0	16.3	4.2
NPL Sales (Bt bn)***	7.1	6.8	0	72.0	78.4	30.0	3.6	5.7	4.9	3.9	18.1	2.7

Note: * 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
** Classified Loans = Loans to customers and accrued interest receivables and undue interest receivables *** NPL Sales = legal claim amount, not book value of transferring amount

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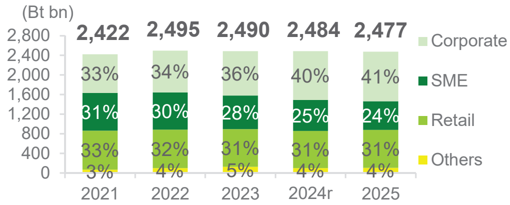
Composition of Growth: Loans by Business

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

Loan Portfolio Structure



Loan Portfolio

Consolidated	Amount (Bt bn) Dec 24r	Dec 25	2025 Loan Growth (%)	2025 Yield Range (%)	Y2026 Loan Growth Target (%)
Corporate Loans	991	1,010	2.0%	3-5%	-2% to 0%
SME Loans	633	585	(7.5%)	6-8%	-5% to 0%
Retail Loans	758	776	2.4%	6-8%	5% to 7%
Other Loans	102	105	2.7%		
Total Loans**	2,484	2,477	(0.3%)	5.2%	0% to 2%

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. Other loans through the World Business Group were included. In 2025, WBG loans were Bt97bn, decreasing –5.1% YTD. 2024 loan growth by segment for CBS, SME and RBS were 8.4%, -8.7% and 0.5%, respectively.

	2025	2026 Outlook
Corporate Loans	▪ Loan portfolio increased, primarily driven by loans extended to hotels and restaurants, petroleum and petrochemical products, and the pharmaceutical and hospital sector.	▪ Projected corporate loan growth driven by customers' new investment opportunities ▪ Continued focus on supporting ESG loans in prospective industries
SME Loans	▪ SME loans declined reflecting quality-led and selective SME strategy, prioritizing prudent lending amid structural headwinds and limited demand.	▪ Rebalance SME portfolio by selectively growing existing customers in potential industries ▪ Support SME portfolio resilience through responsible lending by providing liquidity and restructuring to vulnerable customers, while increasing utilization among financially sound SMEs through ESG-aligned lending
Retail Loans	▪ Retail loans showed selective growth, reflecting a continued focus on secured lending and quality-led expansion within high-potential existing customers. ▪ Mortgage loans grew on new loans and top-developer partnerships driven by a focus on high-potential customers, while credit cards moderated in line with market conditions and personal loans declined amid prudent customer selection and risk-based origination readiness.	▪ Drive quality-led retail growth by prioritizing secured and high-quality lending within existing customer segments, supported by selective expansion and process and policy optimization ▪ Deepen customer value and engagement through targeted offerings, seamless end-to-end digital journeys, and productivity enhancements to support sustainable growth ▪ Strengthen portfolio resilience and responsible lending via data-driven, risk-based underwriting, adaptive credit policies, and alignment of credit provision with customers' repayment capacity and risk appetite

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

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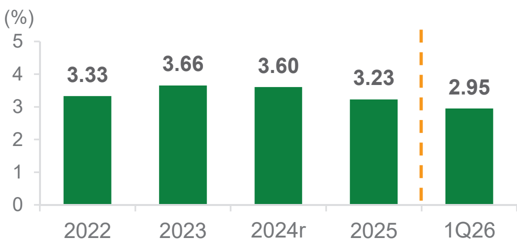
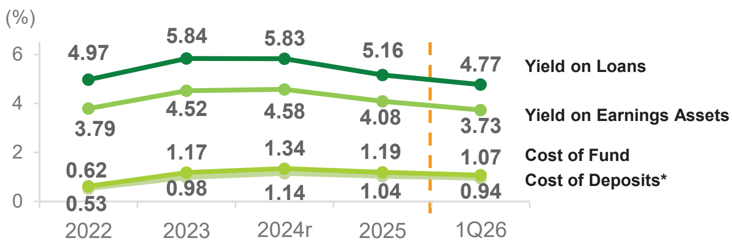
Net Interest Margin

March 2026 (Consolidated)

NIM



Yield on Earnings Assets and Cost of Fund



- 1Q26 NIM was 2.95%. NIM declined in line with market conditions, reflecting interest rate cuts throughout 2025 and in February 2026, as well as our strategic focus on asset quality improvement. Active liquidity management continued to be earnings-accretive and partially cushioned net interest income.
- High portion of CASA (82%) also helped support cost of fund.

	2022	2023	2024r	2025	1Q25	1Q26	4Q25	1Q26
NIM (%)	3.33	3.66	3.60	3.23	3.41	2.95	3.06	2.95
NIM - Credit Cost	1.22	1.58	1.69	1.60	1.81	1.35	1.38	1.35
Yield on Earnings Assets (%)	3.79	4.52	4.58	4.08	4.32	3.73	3.87	3.73
Yield on Loans (%)	4.97	5.84	5.83	5.16	5.42	4.77	5.01	4.77
Cost of Fund (%)	0.62	1.17	1.34	1.19	1.27	1.07	1.13	1.07
Cost of Deposits (%), incl DPA	0.53	0.98	1.14	1.04	1.11	0.94	0.99	0.94

Note: Cost of deposits including contributions to the Financial Institutions Development Fund (FIDF) and Deposit Protection Agency (DPA).
*The FIDF fee is temporarily reduce from 0.46% to 0.23% for 3 years, according to the BOT announcement in the Royal Gazette, during January 2020 to December 2022.

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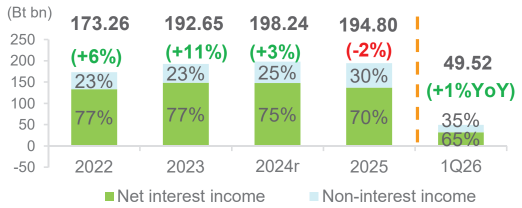
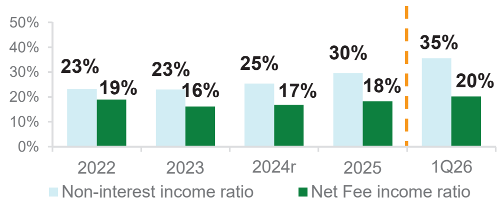
Composition of Growth: Net Fees and Non-Interest Income

March 2026 (Consolidated)

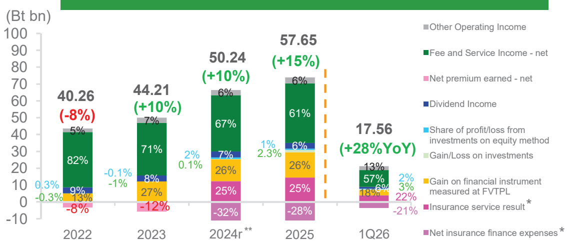
Total Operating Income - Net



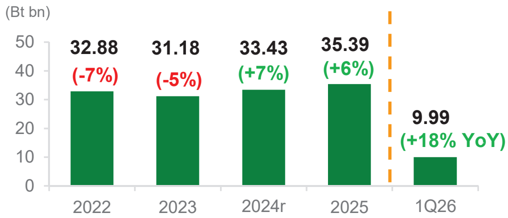
Non-Interest Income Ratio and Net Fee Income Ratio



Non-Interest Income



Net Fee Income



- 1Q26 non-interest income accounted for 35% of total net operating income and net fee income accounted for 20%.
- 1Q26 non-interest income increased 28% YoY, partly driven by a large one-off income in the quarter, together with higher net fee income and improved insurance performance.
- 1Q26 net fee income increased 18% YoY, mainly from wealth management business especially mutual fund supported by market conditions prior to heightened geopolitical uncertainty. However, the momentum might not be sustained amid several uncertainties.
- Continue to prioritize the wealth management business

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
*Disclosed according to TFRS17 for insurance business, used to disclosed as Net premium earned –net; ** 2024 Total Operating Income Growth, Non-interest Income Growth, and Fee Income Growth are not restated

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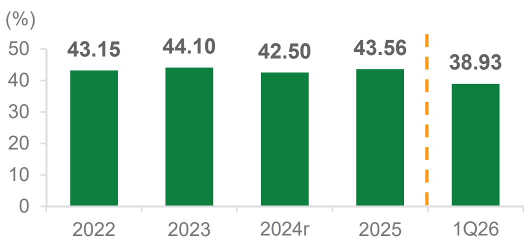
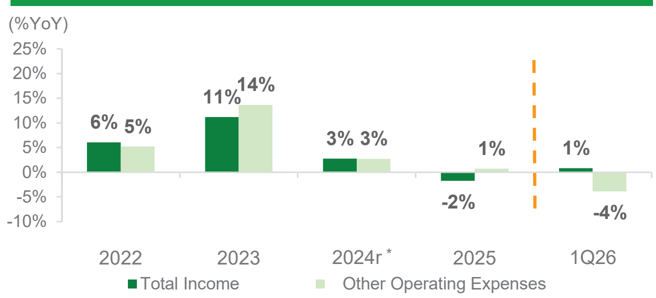
Cost to Income Ratio

March 2026 (Consolidated)

Cost to Income Ratio



Total Income and Other Operating Expenses Growth



- 1Q26 cost to income ratio was 38.93%, decreased YoY partly driven by the recognition of a large one-off income in the quarter, as well as ongoing workforce management initiatives and continued productivity improvements.
- Maintain disciplined cost management and productivity improvements

	2022	2023	2024r*	2025	1Q25	1Q26	4Q25	1Q26
Cost to Income Ratio (%)	43.15	44.10	42.50	43.56	40.84	38.93	48.12	38.93
Total Income Growth (%YoY)	6.07%	11.19%	2.75%	(1.74%)	(1.87%)	0.85%	(1.75%)	0.85%
Other Operating Expenses Growth (%YoY)	5.22%	13.67%	2.71%	0.71%	0.00%	(3.85%)	3.29%	(3.85%)

Note: *2024 Total Income Growth and Other Operating Expenses Growth are not restated.

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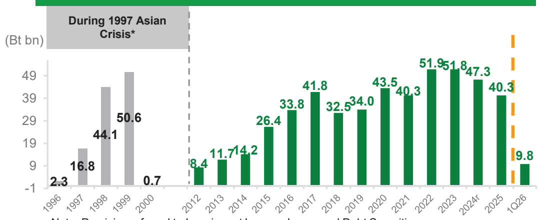
Asset Quality and Expected Credit Loss (Provision)

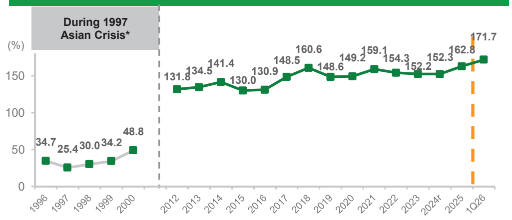
March 2026 (Consolidated)

Expected Credit Loss (Provision)



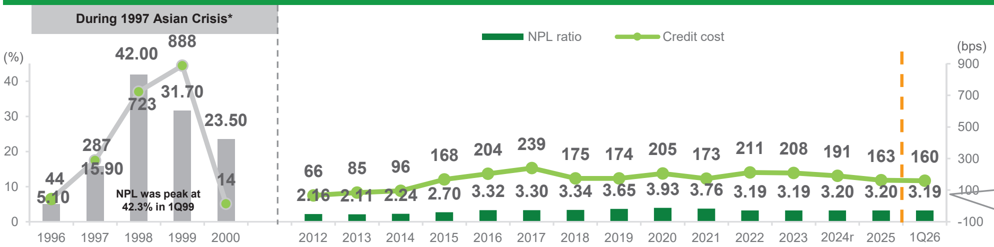
Note: Provision referred to Impairment Loss on Loans and Debt Securities; from January 1, 2020 onwards based on TFRS9, provision refers to Expected Credit Loss

Coverage Ratio



- NPL ratio in 1Q26 was at 3.19%, with coverage ratio raising to 172%.
- Credit cost was at the high-end of the target range to prudently build additional buffer amid rising geopolitical uncertainty.
- Maintain prudent and cautious policy to safeguard against the highly volatile economic environment

NPL Ratio and Credit Cost



NPL Ratio by Business	2018	2019	2020	2021	2022	2023	2024	2025
Corporate Business	<2%	<2%	<2%	<2%	<2%	<2%	<2%	<2.5%
SME Business	~5%	~6%	<7%	<7%	<7%	<7%	<6%	<5.5%
Retail Business**	~4%	~4%	<5%	<5%	<5%	<5%	<5%	<4.0%

Note: *Data in 1996-1997 is KBank only
**NPL ratio in retail business, excluding 180 dpd (days past due) of credit card and consumer loans for peer comparison

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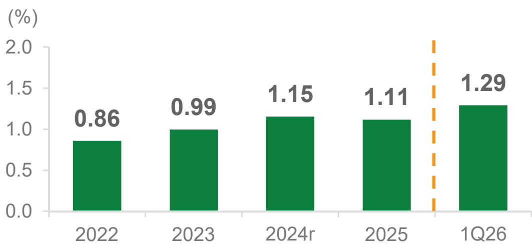
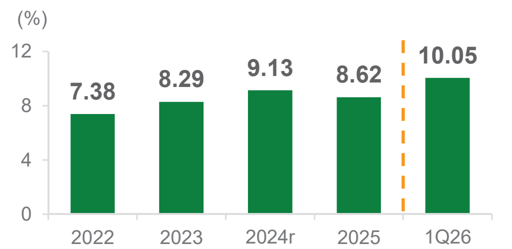
ROA and ROE

March 2026 (Consolidated)

ROA



ROE*



	2022	2023	2024r	2025	1Q25	1Q26	4Q25	1Q26
ROA (%)	0.86	0.99	1.15	1.11	1.27	1.29	0.91	1.29
ROE (%)	7.38	8.29	9.13	8.62	9.58	10.05	7.14	10.05

Note: *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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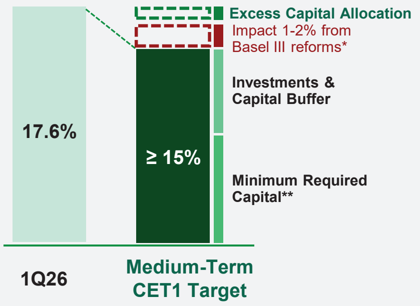
Resilient Capital Management to Enhance Capital Efficiency and Shareholder Returns

Strategic uplift to medium-term CET1 for greater buffers amid uncertainty; Deliver sustainable TSR

Prudent Capital Management

- Consistent with our prudent framework and aligned with industry peers
- Reflecting slower growth and delayed Basel III reform from 2026 to 2029



Sustainable Shareholders Returns Plan

Financial Stability

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

CET1 Ratio Target

Medium-Term: ≥ 15%

Aspiration: 13-15%

Investment for Growth

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

Shareholder Returns

- Sustaining a regular dividend payout ≥ 50%***, aiming at 50-60% payout in medium term, and potential for additional capital distribution depending on market conditions, financial performance and capital level
- Regular dividend of Bt12.00 in 2025 reflecting a 58% payout; additional special dividend of Bt2.00 in 2025; total dividend payout of 67%
- Share buyback program starting from Nov 14, 2025, to May 13, 2026: Up to 2% of paid-up capital, utilizing up to Bt8.8bn of excess capital (executed as of end 1Q26: 0.77%, Bt3.42bn)

Note: *Impact from Basel III reform = 1-2%; Bank of Thailand has not yet announced detailed requirements of Basel III reform; thus, the actual impacts of Basel III may vary from projections.
**Minimum CET1 = 8.0% (required CET1 4.5% + Conservation buffer 2.5% + D-SIBs buffer 1.0%)
***If facing an unforeseen circumstance, the Bank may consider not to pay at the above-mentioned level of dividend payout ratio by considering prudence and suitable return to shareholders.

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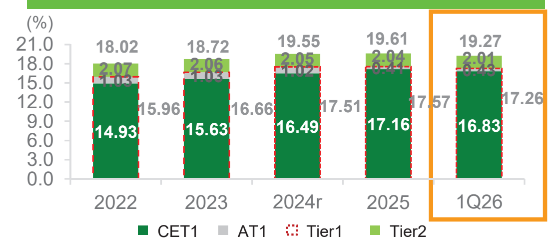
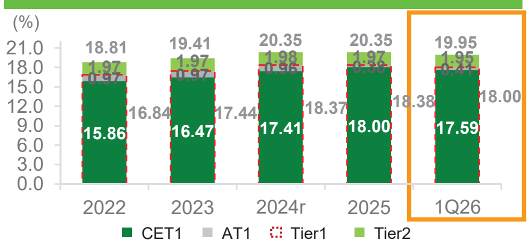
Capital (Reported Number: Excluding Net Profit of Each Period)

March 2026 (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.

	2022	2023	2024r**	2025	1Q25	1Q26	4Q25	1Q26
Bank only								
CAR (%), excluding net profit of each period	18.02	18.72	19.55	19.61	19.69	19.27	19.61	19.27
Tier 1 (%), excluding net profit of each period	15.96	16.66	17.51	17.57	17.65	17.26	17.57	17.26
KASIKORNBANK FINANCIAL CONGLOMERATE*								
CAR (%), excluding net profit of each period	18.81	19.41	20.35	20.35	20.52	19.95	20.35	19.95
Tier 1 (%), excluding net profit of each period	16.84	17.44	18.37	18.38	18.55	18.00	18.38	18.00

Note: *KASIKORNBANK FINANCIAL CONGLOMERATE means the company under the Notification of the Bank of Thailand re: Consolidated Supervision, consisted of KBank, K Companies and subsidiaries operating in supporting KBank, Phethai Asset Management Co., Ltd. and other subsidiaries within the permitted scope from the BOT's to be financial conglomerate.
Under Bank of Thailand regulations, net profit in the first half of the year is to be counted as capital after approval by the Board of Directors as per the Bank's regulations. Net profit in the second half of the year is also counted as capital after approval of the General Meeting of Shareholders. However, whenever a net loss occurs, the capital must be immediately reduced accordingly.

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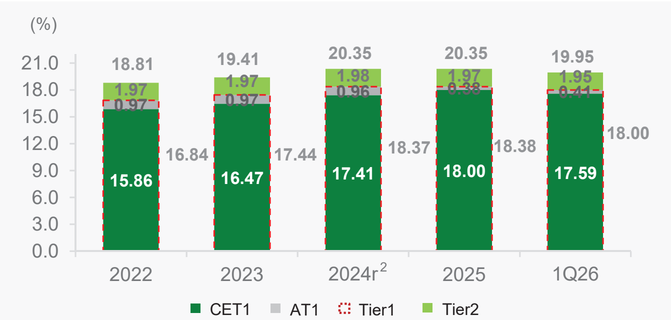
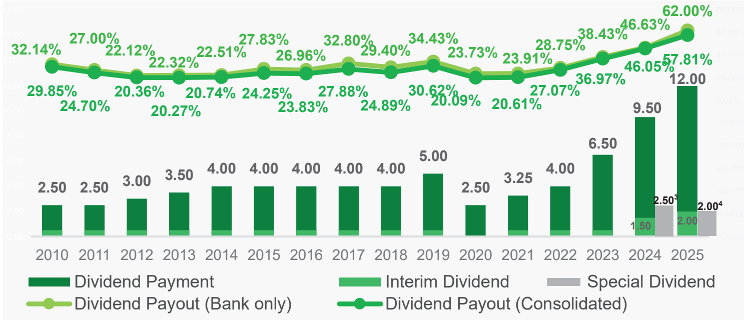
Sustained Capital Strength with Steadily Rising Dividends Over Time

March 2026 (Consolidated)

KASIKORNBANK FINANCIAL CONGLOMERATE[1]



Dividend Per Share and Dividend Payout Ratio



- **Capital:** Capital adequacy remains sufficient through the changing economic environment and to support business growth; maintained adequate Tier 1 ratio, as required under Basel III and new requirements.
- **Dividend Policy:** 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 paying at the above-mentioned level of not less than 25% of dividend payout ratio by considering prudence and suitable return to shareholders.

Note: [1] 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 BOT's permitted scope to be a financial conglomerate.
[2] The Bank and its subsidiaries have adopted new Thai Financial Reporting Standard (TFRS 17 Insurance Contracts) since January 1, 2025, onwards. Accordingly, the consolidated financial statements for 2024 have been restated for comparative purposes as if TFRS 17 had been applied since January 1, 2024. Dividend payout ratio for 2024 is based on net profit after restatement.
[3] Year 2024 dividend payout, if special dividend of Bt2.50 per share is included, total dividend payment amounts to Bt12.00 per share, resulting in a dividend payout ratio of 58.17% on consolidated net profit.
[4] Year 2025 dividend payout, if special dividend of Bt2.00 per share is included, total dividend payment amounts to Bt14.00 per share, resulting in a dividend payout ratio of 67.43% on consolidated net profit.

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Disciplined Strategy Execution with Strengthened Buffers and Enhanced TSR; Delivering Resilient Performance and Reinforcing our Position as a Market Leader

Strategy Execution Remain Top Priority…

- Disciplined Execution of K-Strategy (3 + 1 & P Strategic Priorities) to deliver high quality earnings growth
- Achieving quality credit growth, capital-lite fee income, extending leadership in digital banking, and continuing focus on productivity improvement

…Alongside Strengthening Balance Sheet and Enhancing TSR

- Prudent loan loss provisioning, supported by proactive asset quality management
- Resilient capital management for greater buffers amid macro uncertainties and upcoming Basel III requirements
- Delivering sustainable TSR

…Delivering Strong and Resilient Performance with Double-Digit ROE Commitment

- Driving force in Thailand's economic development for 80 years
- Resilient performance and consistent earnings growth through multiple economic cycles and challenges
- Double-digit ROE target maintained, albeit timing dependent on the macroeconomic conditions

…Reinforcing our Position as a Market Leader

- Recognized as the most trusted bank, guided by the philosophy of being a Bank of Sustainability
- Leading market positions in numerous product and service areas, e.g. digital banking, wealth management, credit cards; with high levels of customer satisfaction
- Domestic and global recognition; inclusion in key sustainability indices

For Further Enquiries, Contact KASIKORNBANK Investor Relations:

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	Email: IR@kasikornbank.com
IR Website	www.kasikornbank.com → Investor Relations

Disclosure Practice:

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

DISCLAIMER:

* 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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