KASIKORNBANK: Charting a Course for a New Financial Era

As KASIKORNBANK (KBank) marks its 80th anniversary, it represents far more than a corporate milestone. It also recognizes the enduring presence of KBank as a driving force in Thailand's economic development, with a strong commitment to supporting society and the national economy.


Kattiya Indaravijaya CEO of KBank

Most of all, it is a testament to the enduring power of strategic foresight and adaptive leadership in an increasingly volatile global economy. Under the astute guidance of CEO Kattiya Indaravijaya, KBank is positioning itself as a trusted bank, guided by a philosophy of being a "Bank of Sustainability" to ensure the institution's resilience through uncertainties and challenges. KBank continually aims to unlock the full potential of people and businesses—starting in Thailand, and thriving across ASEAN—by combining trust, technology and human insight to drive lasting prosperity.

For eight decades, KBank's trajectory has mirrored Thailand's own remarkable evolution as the country transformed from a largely agrarian nation into an industrialized and formidable regional economic player. This interwoven history is backed by hard data. KBank's digital dominance is undeniable. Its K PLUS mobile banking platform has over 23 million users, the most in Thailand. This is more than digital access. KBank's evolution reflects a profound understanding of consumer behavior and an unparalleled capacity for scalable innovation.

KBank's solid financial health and market leadership are undisputed. Across Southeast Asia, the bank is ranked 13th among regional financial institutions by market capitalization, a clear indicator of its scale and operational efficiency. Domestically, KBank's presence is even more notable. The bank has been rewarded with the loyalty of its customers, as proven by its leading position in numerous product and service areas in Thailand. KBank is number one in the categories of digital banking services provider, mobile banking apps, mutual fund assets under management, private banking by number of customers, credit card spending, and overall brand Net Promoter Score (NPS). KBank has earned the trust of its stakeholders as well, receiving widespread recognition both at home and abroad, and through its inclusion in key sustainability indices. These achievements are interconnected components of a comprehensive strategy designed to serve diverse customer segments and maximize cross-selling opportunities, building unparalleled trust through consistent performance.

At KBank's helm for the past five years, Kattiya embodies the spirit of adaptability essential to a 21st-century financial leader. Her tenure has been defined by a keen awareness of an increasingly complex global environment

marked by trade policy shifts, deglobalization, economic slowdowns, climate change, and the demographic challenge of an aging society: 20% of Thailand's population is projected to be over 65 by 2029. Rather than viewing these as insurmountable obstacles, Kattiya frames them as catalysts for profound strategic rethinking.

"The planning horizon has certainly shrunk," Kattiya observed, "which means we absolutely must build a culture of embracing rather than fearing change." This philosophy underpins KBank's agile response to market shifts. Her personal journey, rising through the ranks within KBank, provides Kattiya with an intimate understanding of the bank's operational intricacies and cultural bedrock. This deep institutional knowledge, fused with her forward vision, enables her to not only steer KBank through turbulent waters but also empower its customers to navigate these same challenges. "Our role extends beyond mere transactions," Kattiya emphasized. "We are actively helping our customers prepare for the impacts of things like supply chain relocation and tariff barriers, providing them with the tools and insights to adapt."

KBank is dedicated to unlocking the potential of customers and businesses. By delivering efficient and innovative financial solutions the bank is encouraging them to develop in a sustainable manner. Executing its 3+1 and Productivity Strategy—KBank's focus on quality lending goes well beyond financial inclusion and encompasses financial resilience. Ensuring loans are allocated to the right places stimulates the nation's economic growth, fosters financial literacy and develops comprehensive wealth management and payment solutions. This encourages Thai people to save and spend money wisely and build financial resilience. As Thailand's number one digital banking services provider, KBank is also strengthening and pioneering sales and service models with its digital-first experience, as well as pioneering new revenue creation. Productivity has also been embedded in the corporate agenda by blending advanced technology, AI and human intelligence, while fostering a culture of learning and high performance.

A defining hallmark of Kattiya's leadership is her enthusiastic embrace of technology and AI. KBank is at the vanguard of leveraging data analytics, machine learning, AI and generative AI. From enhancing credit assessment and underwriting to optimizing loan collection and bolstering fraud detection, KBank's technological sophistication is delivering tangible results. Although AI and data analytics have been well received by customers, "we also found there are larger factors outside the systematic data that the

bank must learn and continue to develop to gain more insight and help customers better," Kattiya remarked.

KBank elevates AI capability and has integrated the technology into its business and IT operations. Boosting productivity across front, middle and back offices, and refining customer understanding through advanced data analytics and social listening as well as strengthening security with in-house developed facial recognition technology. Kattiya sees a future where technology drastically reduces the cost to serve KBank's vast customer base by providing unparalleled convenience and accessibility.

Kattiya highlighted that ASEAN remains an attractive region amid global decoupling and supply chain relocation driven by ongoing geopolitical tensions and trade protectionism. Thailand is well-positioned to benefit due to its strategic location and external stability.

For international investors, KBank offers more than traditional financial services. It provides invaluable local intelligence and strategic connections. With its vast customer base, comprising both corporate clients and a sprawling network of SMEs, KBank facilitates crucial business matching, linking investors with vetted suppliers and partners across Thailand and the ASEAN region. With a strategic focus on asset-light regional digital expansion, KBank is committed to implementing an integrated regional operating model encompassing physical presence, digital platforms and regional partnerships.

KBank's commitment to sustainability serves as another magnet for ethically conscious and forward-thinking investors. The bank's move into this realm ranges from offering standardized services such as green finance and investment, to sector-wide collaboration. Through its work with the Thai Bankers' Association as the lead facilitator in sustainability on key missions including ESG declarations and developing impact assessment tools and an industry handbook, the bank is focusing on encouraging investments in nature-based solutions and supporting sustainable development in Thailand. KBank is also a founding member of the Thailand Climate Business Network supporting Thailand's net zero goal through collaborative efforts across several parties. KBank was the first Thai bank to announce a net zero commitment in 2021, pledging to achieve net zero emissions in its own operations by 2030 and to reach net zero in its financed portfolio in alignment with Thailand's national aspirations. KBank is a leader in green finance initiatives, pioneering green banking products, and supporting businesses on their decarbonization journeys. The bank is involved in establishing a greenhouse gas reduction strategy with guidance for reducing greenhouse gas emissions in six high-emission sectors: power generation, oil and gas, coal, cement, aluminum and automotive. Also, to empower Thailand's inclusive transition, KBank goes beyond financial solutions to pioneer as the most comprehensive climate solution provider.

AS KBANK CELEBRATES ITS 80TH ANNIVERSARY, IT'S A TIMELY REMINDER TO THE INTERNATIONAL INVESTMENT COMMUNITY THAT THAILAND IS OPEN FOR BUSINESS AND KBANK IS YOUR INDISPENSABLE PARTNER.

Furthermore, KBank has laid the foundation for new revenue creation for the medium and long term by developing a collaborative ecosystem with partners through Kasikorn Investure, and develop innovation for future growth to provide beyond banking solutions, including its personal finance app MAKE, and a comprehensive digital asset ecosystem via Orbix Group.

As KBank looks towards its next chapter, its 80th anniversary serves as a powerful affirmation of its bedrock principle: the cultivation of trust. In the financial realm, trust is the ultimate currency, and KBank has diligently earned it over eight decades. Kattiya envisions a future where KBank remains the quintessential trusted bank, not just for its millions of customers, but for the entire Thai economy and for international investors. She hopes her enduring legacy will be to leave KBank with a strong, resilient foundation, well-equipped to safeguard any challenge. A legacy truly built to last.

"KBank's unwavering commitment to business growth is intrinsically linked to its dedication to driving the nation's economic development. New credit capability lent to the right customers leads to a boost to the Thai economy while also generating revenue for KBank," Kattiya said. This symbiotic relationship, where the bank's prosperity directly fuels national growth, is a fundamental aspect of its enduring appeal.

For international investors, KBank represents a strategic pathway into one of Southeast Asia's most resilient and promising economies. With a proven track record, technologically advanced infrastructure, unparalleled understanding of the local market, and a leadership team committed to sustainable growth and pioneering innovation, KBank is poised to facilitate successful partnerships and contribute significantly to a future where Thailand continues to thrive on the global stage. Investing in KBank is investing in the vibrant heart of Thailand's economic future—a future built on unwavering trust, relentless innovation, and an enduring commitment to shared prosperity.

KBank will continue to affirm its commitment to delivering sustainable value to stakeholders by leveraging technology and human insight to drive growth, uplifting productivity and enhancing services to best meet the product and service needs of its customers. In doing so, the bank will continue to reinforce its position as a trusted bank, as well as going beyond financial solutions by providing the most comprehensive climate solutions, empowering Thailand's inclusive transition, and helping Thailand grow and become a leader in ASEAN.

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