บริษัท บัตรกรุงไทย จำกัด (มหาชน)
591 อาคารสมัชชาวาณิช 2 ชั้น 14 ถนนสุขุมวิท แขวงคลองตันเหนือ เขตวัฒนา กรุงเทพฯ 10110
โทร: 02 123 5100 โทรสาร: 02 123 5190 ทะเบียนเลขที่ 0107545000110
Krungthai Card Public Company Limited
591 United Business Centre II, 14th Fl., Sukhumvit Rd., North Klongton, Wattana, Bangkok 10110 Thailand
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KTC 1646 / 2026

November 6, 2026

To: The President of the Stock Exchange of Thailand

The Stock Exchange of Thailand

Subject: Operating result notification for the Company and its subsidiaries of the quarter ended September 30, 2026

Enclosure: Management Discussion and Analysis for the quarter ended September 30, 2026

KTC's Board of Directors has approved the Company and its subsidiaries Financial Statement and the Report of certified public accountant for the quarter ended September 30, 2026, which were reviewed by EY Office Limited details enclosed. We would like to submit the corresponding Management Discussion and Analysis to the Stock Exchange of Thailand in order to show the operating results, financial status, industry overview, and other factors that have the impact on the Company for the purpose of distributing to investors.

Please be informed accordingly

Respectfully yours

Krungthai Card Public Company Limited

Rojjana Ussayaporn

(Mrs. Rojjana Ussayaporn)

Chief Financial Officer

ISO/IEC 27001 Information Security Management
ISO/IEC 27701 Privacy Information Management
IS718770

Management Discussion and Analysis for the 3rd Quarter 2026

Executive Summary:

"In the third quarter of 2026, KTC Group continues to maintain a strong financial position while prudently managing the quality of its portfolio to support growth. During the first nine months of 2026, KTC's credit card spending volume increased by 4.7% (YoY). The Company continues to leverage digital technology and innovation to enhance operational efficiency and customer experience, while maintaining the agility required to address competitive challenges and strengthen long-term customer relationships."

In the third quarter and the first nine months of 2026, Krungthai Card Public Company Limited ("KTC" or the "Company") and its subsidiaries (the "Group") reported net profit of Baht 2,125 million and Baht 6,521 million, increasing by 8.9% (YoY) and 14.3% (YoY), respectively. Net profit under the separate financial statements totaled Baht 2,114 million and Baht 6,477 million, increasing by 2.4% (YoY) and 10.3% (YoY), respectively.

For the third quarter of 2026, the Group's total revenue amounted to Baht 6,917 million, increasing by 0.2% (YoY), driven by interest income and fee income, which increased by 1.1% (YoY) and 0.4% (YoY), respectively. Total expenses decreased by 2.0% (YoY) to Baht 4,256 million, mainly attributable to a 16.4% (YoY) decline in finance costs through effective borrowing management that aligned with funding requirements, as well as a 1.2% (YoY) decline in operating expenses, partially driven by effective marketing expense discipline. Consequently, the Group's cost-to-income ratio in the third quarter of 2026 decreased slightly to 35.3% from 35.8% in the same period of the prior year. Expected credit losses (ECL) increased slightly by 0.9% (YoY).

In the third quarter of 2026, the Group's total loan portfolio stood at Baht 107,717 million, increasing by 0.8% (YoY). The credit card portfolio increased by 0.9% (YoY) driven by a focus on quality growth, while card spending volume for the first nine months expanded by 4.7%, exceeding the growth rate of the industry's spending. Personal loan portfolio grew 1.9%, whereas leasing receivables declined by 30.6% (YoY) following the discontinuation of new lending since 2023.

Regarding asset quality, the Group assesses both incurred and forward-looking risks through prudent and cautious provisioning. The NPL Coverage Ratio for the first nine months of 2026 stood at 413.4%, declining from 426.1% in the same period of the prior year. NPL ratio (%NPL) rose to 1.92% from 1.85% in the same period last year, remaining at manageable level. The Company expects to maintain its full-year 2026 NPL ratio within its target of not exceeding 2%. Meanwhile, the Group's credit cost for the first nine months of 2026 stood at 5.1%, declining from

5.7% in the same period of the previous year. This reduction was driven by prudent provisioning alongside disciplined underwriting that focused on quality growth.

The Company aims to expand its insurance penetration through both offline and online channels to provide insurance solutions that effectively meet customer needs while maintaining competitive offerings. The Company is currently preparing the required information and documentation to register its electronic insurance brokerage business activities which will enable KTC to offer insurance policies through electronic channels. Approval from the relevant regulatory authority is expected within the fourth quarter of 2026.

In addition, on 25 August 2026, the Company acquired ordinary shares in Win Performance Co., Ltd. (“WIN”), a debt collection service partner of KTC, resulting in WIN becoming a subsidiary of KTC and a member of the Krungthai Bank Public Company Limited (“Bank”) financial group. This acquisition supports the Company’s strategic plan to enhance operating cost efficiency and create future revenue opportunities through collaboration among KTC and companies within the Bank’s financial business group. On 21 October 2026, KTC sold 5 million ordinary shares in Win Performance Co., Ltd. ("WIN") and 25.05 million ordinary shares in KTB Leasing Co., Ltd. ("KTBL") to Krungthai Alliance Holding Co., Ltd. ("KTAH"), a subsidiary of Krungthai Bank Public Company Limited. Following the transaction, KTC and KTAH each hold a 50% stake in WIN and KTBL, resulting in the reclassification of both companies from subsidiaries to associated companies of KTC. Subsequently, on 5 November 2026, the Extraordinary General Meetings of Shareholders of KTB Leasing Co., Ltd. and Win Performance Co., Ltd. passed special resolutions approving their merger. The transaction aims to foster strategic collaboration and enhance business opportunities across the Bank's financial business group.

2026 Performance Target vs Actual 9M2026

Target	Y2026	Actual 9M2026
Net Profit (Baht Million)	**> 7,782**	**6,521**
Total Portfolio Growth (%)	**1% - 2%**	**0.8%**
Credit Card Spending Growth (%)	**5%**	**4.7%**
Personal Loan Portfolio Growth (%)	**2%**	**1.9%**
Total Portfolio Quality (%NPL)	**≤ 2%**	**1.92%**

For the Group’s performance in the first nine months of the year, the Company has continued to deliver strong profitability for all stakeholders while maintaining robust asset quality. The non-performing loan (%NPL) ratio is expected not to exceed 2%, in line with target. Credit card spending

volume grew by 4.7%, and the loan portfolio remained within the target level. Meanwhile, the Group remains committed to enhancing its products, services, and privileges through technology-driven platforms that enable more accurate and comprehensive personalized offerings to meet members' changing needs, while adapting its strategies to a dynamic business environment and advancing its transformation into a fully digital organization.

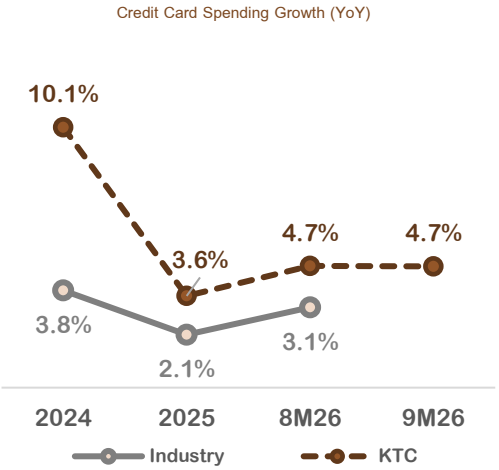
Industry Overview:

Following the Monetary Policy Committee (MPC) meeting on 28 October 2026, the Bank of Thailand (BOT) revised its economic growth forecasts for Thailand upward to 2.4% in 2026 and 2.1% in 2027, driven by stronger exports and private investment, compared with its previous forecasts of 2.3% and 1.8%, respectively. Nevertheless, the overall Thai economy continues to expand at a low and uneven pace. In addition, SMEs continued to face intense competition and constraints in accessing credit, while private consumption has grown below expectations as households remain more cautious amid elevated living cost. Under these conditions, retail lending is expected to grow at a gradual pace, while household purchasing power and debt servicing capacity remain important factors to monitor.

Industry Data	Y2025	8M2025	8M2026
Credit Card Receivables (Baht Million)	**513,501**	**475,796**	**479,142**
Growth (%)	**(1.9%)**	**(1.8%)**	**0.7%**
KTC Market Share (%)	**14.4%**	**14.5%**	**14.6%**
Number of Credit Card (Cards)	**26,422,810**	**26,202,029**	**26,657,156**
Growth (%)	**1.3%**	**(1.0%)**	**1.7%**
KTC Market Share (%)	**11.2%**	**10.9%**	**11.7%**
Credit Card Spending (Baht Million)	**2,303,754**	**1,490,663**	**1,537,042**
Growth (%)	**2.1%**	**1.3%**	**3.1%**
KTC Market Share (%)	**13.1%**	**13.1%**	**13.3%**
Personal Loan Receivables (Baht Million)	**860,917**	**854,713**	**871,351**
Growth (%)	**0.3%**	**(1.2%)**	**1.9%**
KTC Market Share (%)	**4.2%**	**4.2%**	**4.2%**

Source: Industry Data, Bank of Thailand (BOT) as of 9 October 2026

Based on Bank of Thailand (BOT) data for the first eight months of 2026 as of 9 October 2026, the industry's outstanding credit card receivables totaled Baht 479,142 million, increasing slightly by 0.7% (YoY), while outstanding personal loan receivables stood at Baht 871,351 million, increasing by 1.9% (YoY). Credit card spending volume for the industry during the first eight months of 2026 totaled Baht 1,537,042 million, increasing by 3.1% (YoY). This was lower than KTC's credit card spending volume growth of 4.7% (YoY), with spending volume totaling Baht 204,479 million. For the first nine months of 2026, KTC's credit card spending volume totaled Baht 229,884 million, increasing by 4.7% (YoY).



Amid an industry environment characterized by gradual growth, KTC continued to maintain its market share across all key products. During the first eight months of 2026, KTC maintained its market share of credit card receivables and personal loan receivables at levels comparable to the previous period, at 14.6% and 4.2%, respectively. Meanwhile, its market share of credit card spending volume increased to 13.3% from 13.1% in the same period of the prior year.

At the end of the third quarter 2026, KTC had a total membership base of 3,869,210 accounts, comprising 3,158,768 credit cards, increasing by 8.8% (YoY), and 710,442 personal loan accounts, increasing by 0.8% (YoY).

Portfolio Overview:

Loan portfolio growth as of the end of the third quarter 2026 continued to face pressure from Thailand's modest and uneven economic recovery. The household sector, in particular, remained constrained by high debt burdens and elevated living costs. As a result, consumers became more cautious in spending and taking on additional debt. At the same time, the debt servicing capacity of certain borrower segments remained fragile. Consequently, many lenders continued to adopt prudent lending practices, placing primary emphasis on credit quality and risk management. These factors continued to restrict the growth of consumer lending.

Under the separate financial statements, KTC's loans to customers and accrued interest receivables stood at Baht 106,588 million, increasing by 1.2% (YoY), driven by growth in both the personal loan and credit card portfolios. For the consolidated financial statements, the Group's total loan portfolio stood at Baht 107,717 million, increasing by 0.8% (YoY). The lower growth rate was

attributable to the gradual decline in leasing receivables in line with the Company's policy to discontinue new lending in this segment.

Under these conditions, the Company continued to pursue a prudent loan growth strategy, focusing on maintaining loan portfolio quality through rigorous customer screening and credit approval processes within an appropriate risk management framework. These efforts are complemented by close monitoring repayment behavior and effective debt management. The Company also leveraged technology and data analytics to strengthen risk management efficiency to address economic uncertainties and support sustainable growth in the long term.

Breakdown of the Group's loan portfolio by business segment is as follows:

1) Credit card receivables amounted to Baht 70,055 million, increasing slightly by 0.9% (YoY), in line with slower private consumption growth and shifting consumer behavior, as consumers became more cautious in spending, and new borrowing decisions, while also increased debt repayments.
2) Personal loan receivables totaled Baht 36,533 million, increasing by 1.9% (YoY), partly contributed by the continued growth of the KTC P BERM car for cash loan portfolio.
3) Leasing receivables stood at Baht 1,130 million, decreasing by 30.6% (YoY). The portfolio is expected to gradually decline in line with the Company's policy to discontinue new lending under this product since August 2023. The Company currently focuses on debt collection and managing the quality of the existing portfolio.

Loans to customers and accrued interest receivables

(Unit: Baht Million)	As of 30 September 2025	As of 30 September 2026	%Growth
Credit Card	**69,451**	**70,055**	**0.9%**
Personal Loans (Including KTC P BERM Car for Cash)	**35,836**	**36,533**	**1.9%**
Leasing	**1,627**	**1,130**	**(30.6%)**

The changes in the allowance for expected credit loss as of 30 September 2026

(Unit: Baht Million)	Consolidated Financial Statements: Allowance for expected credit loss				
	Financial assets where there has not been a significant increase in credit risk (Stage 1)	Financial assets where there has been a significant increase in credit risk (Stage 2)	Financial assets that are credit- impaired (Stage 3)	Financial assets where applied simplified approach to calculate lifetime expected credit loss	Total
Balance as of 1 January 2026	4,334	2,372	1,078	640	8,424
Changes in staging	160	(184)	24	-	-
Changes in risk parameters	(491)	1,273	4,767	54	5,603
New financial assets originated or purchased	561	-	-	-	561
Financial assets derecognized	(545)	(671)	(784)	(9)	(2,010)
Written-off	-	-	(3,982)	(115)	(4,097)
Balance as of 30 September 2026	4,019	2,789	1,103	570	8,481

Portfolio Quality:

"Maintained NPL ratio within the target level, while keeping the NPL Coverage Ratio at a high level."

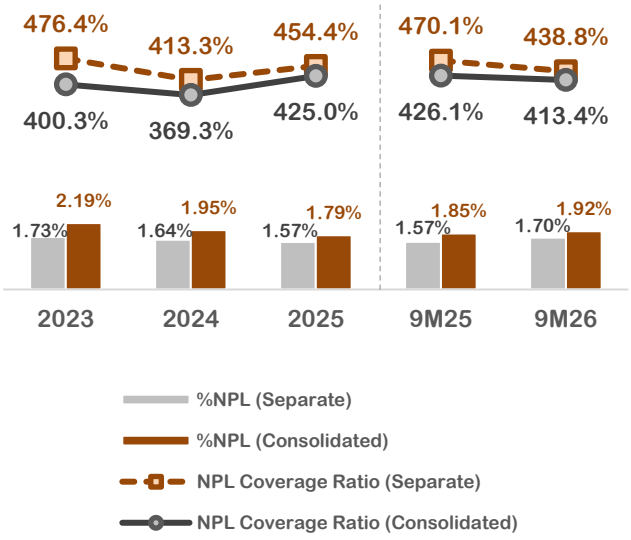
The Group's non-performing loan ratio (%NPL) in the third quarter of 2026 remained within its target at 1.92%, an increase when compared to 1.85% in the third quarter of the previous year. Under the separate financial statements, the NPL ratio stood at 1.70%, compared with 1.57% in the third quarter of the prior year. The Group continues to prioritize the control and management of loan portfolio quality, including stringent customer screening and credit approval processes. These efforts are intended to maintain portfolio quality and keep the NPL ratio within its target of not exceeding 2%.

The Group's credit cost in the third quarter of 2026 stood at 5.4%, remaining at the same level as the same period of the previous year. Under the separate financial statements, credit cost stood at 5.5%, increasing slightly from 5.4% in the same period of 2025.

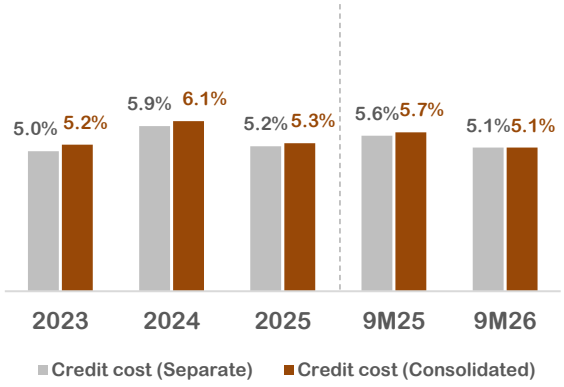
The Group's NPL Coverage Ratio in the third quarter 2026 stood at 413.4%, declining from 426.1% in the same period last year. Under the separate financial statements, NPL Coverage ratio stood at 438.8%. The Group continues to maintain this ratio at a high level to provide a prudent buffer against potential uncertainties in the future.

NPL	3Q2025		2Q2026		3Q2026	
	Baht Million	%NPL	Baht Million	%NPL	Baht Million	%NPL
Total NPL	1,960	1.85%	1,993	1.86%	2,052	1.92%
NPL – Credit Card	793	1.15%	798	1.14%	846	1.21%
NPL – Personal Loan	850	2.40%	919	2.55%	957	2.65%
NPL – Leasing	318	19.57%	276	21.89%	249	22.02%

%NPL and %NPL Coverage Ratio



Credit Cost (%)



The outstanding balances of loans to customers and accrued interest receivables classified by type of business and stage as of 30 September 2026

(Unit: Baht Million)	Consolidated Financial Statements			
	Credit Card	Personal Loan	Leasing	Total
Stage 1	62,520	29,518	-	92,038
Stage 2	6,334	5,598	-	11,932
Stage 3	846	957	-	1,803
Financial assets where applied simplified approach to calculate lifetime expected credit losses	-	-	1,130	1,130
Total loans to customers	69,700	36,073	1,130	106,903
Add Accrued interest receivables and undue interest receivables	355	459	-	815
Total loan to customers and accrued interest receivables	70,055	36,533	1,130	107,717
Less Allowance for expected credit loss	(4,233)	(3,679)	(570)	(8,481)
Total loans to customers and accrued interest receivables, net	65,822	32,854	560	99,236

Borrowing:

"The Group continued to maintain financial strength and flexibility amid economic uncertainty, as reflected by its debt-to-equity ratio (D/E ratio) of 1.32 times and a funding cost of 2.62% for the first nine months of 2026."

The Group continues to maintain a strong financial position and a high degree of financial flexibility amid a highly volatile economic environment. The Group manages its capital structure through a diversified funding base, including financial institutions, the debt capital market, securities companies, insurance companies, and investment funds, thereby reducing concentration risk from reliance on any single funding source.

As of the third quarter of 2026, total borrowings amounted to Baht 53,133 million, including lease liabilities. The funding structure comprised 50.4% long-term borrowings and 49.6% short-term borrowings (including borrowings and long-term debentures due within one year). The borrowings comprised Baht 5,110 million of short-term borrowings from Krungthai Bank and related parties, Baht 5,700 million of short-term borrowings from other financial institutions, Baht

The Group's Borrowing Proportion as of 30 September 2026



8,000 million of long-term borrowings from Krungthai Bank, and Baht 33,966 million of debentures, which accounted for 63.9% of total borrowings. This reflects investor confidence and the Group's ability to access funding through the capital market.

In addition, the Group continues to focus on maintaining financial discipline as reflected in the debt-to-equity (D/E) ratio as of the third quarter of 2026 that declined to 1.32 times from 1.51 times in the same period of the prior year. This improvement was primarily attributable to continued profit accumulation, which strengthened the capital base, coupled with efficient funding management that aligned borrowings with funding requirements to support prudent loan portfolio growth amid ongoing economic uncertainty.

The current D/E ratio remains significantly below the debt covenant limit of 10.0x, indicating a high level of financial flexibility to support business expansion opportunities and effectively manage future economic volatility. Through disciplined capital structure management, together with ongoing risk management and financial stability measures, the Group has maintained an appropriate balance between business growth and financial stability.

Liquidity:

As of the third quarter of 2026, the Group had available short-term credit facilities totaling Baht 19,880 million, while debentures and long-term borrowings due during the remainder of the fourth quarter 2026 totaled Baht 9,130 million. This indicates strong liquidity and adequate funding capacity to meet its near-term debt obligations, while indicates very low default risk.

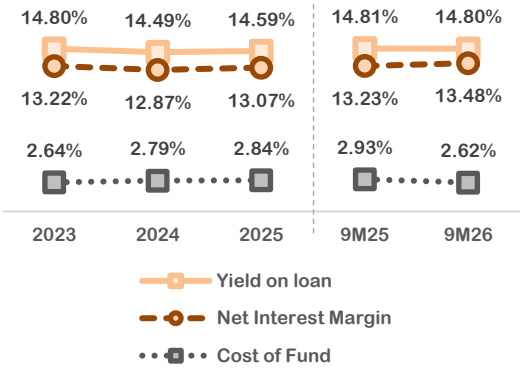
Cost of Fund:

The Group continued to manage its cost of fund effectively. For the first nine months of 2026, cost of fund declined to 2.62% from 2.93% in the same period of the prior year, in line with lower market interest rates and lower new borrowing costs, together with disciplined management of borrowings to align with the growth of the loan portfolio. Consequently, finance costs decreased to Baht 1,085 million, representing a decline of 16.2% (YoY).

Yield on Loan and Net Interest Margin:

Yield on Loan for the first nine months of 2026 remained unchanged at 14.80%, compared with 14.81% in the same period of the prior year. Effective funding cost management, together with appropriate loan portfolio mix management, resulted in net interest margin (NIM) increasing to 13.48% from 13.23%. This reflects the Group's continued ability to maintain profitability amid ongoing economic uncertainty.

Yield on Loans, Net Interest Margin and Cost of Fund



At the same time, the Group continued to place emphasis on managing portfolio quality in line with its risk profile, while providing assistance to customers in accordance with the Bank of Thailand's guidelines. Such measures help enhance customers' repayment capacity and maintain an appropriate balance between returns and risk management, which remains fundamental to sustaining profitability and supporting long-term sustainable growth.

Revenue & Expense:

(Unit: Baht Million)	Consolidated Financial Statement					
	9M2025	9M2026	Growth (%YoY)	3Q2025	3Q2026	Growth (%YoY)
Total Revenues	20,550	20,640	0.4%	6,906	6,917	0.2%
Bad Debt Recovery	3,004	2,815	(6.3%)	1,015	925	(8.8%)
Total Operating Expenses	7,261	7,223	(0.5%)	2,475	2,445	(1.2%)
Finance Costs	1,294	1,085	(16.2%)	423	354	(16.4%)
Profit before Expected Credit Loss	11,995	12,332	2.8%	4,008	4,119	2.8%
Expected Credit Loss	4,561	4,155	(8.9%)	1,445	1,457	0.9%
Bad Debt	4,173	4,097	(1.8%)	1,284	1,470	14.5%
Doubtful Accounts (reversal)	388	58	(85.0%)	161	(13)	(108.0%)
Profit before Income Tax	7,434	8,176	10.0%	2,564	2,661	3.8%
Net Profit	5,598	6,535	16.7%	1,913	2,127	11.2%
Profit (Loss) attributable to Owners of the parent	5,707	6,521	14.3%	1,951	2,125	8.9%
Earning per Shares (Baht)	2.21	2.53	14.3%	0.76	0.82	7.9%
Book Value per Share (Baht)	16.3	17.8	9.3%	16.3	17.8	9.3%

Total Revenue:

"Total revenue in the third quarter of 2026 amounted to Baht 6,917 million, broadly in line with the previous period."

In third quarter of 2026, the Group's total revenue amounted to Baht 6,917 million, increasing by 0.2% (YoY) contributed by Interest income totaling Baht 4,142 million, increasing by 1.1% (YoY), mainly attributable to interest income from credit card receivables and interest income from KTC P BERM car for cash portfolio. Fee income increased slightly by 0.4% (YoY), driven by higher merchant fee income and interchange fee income, while cash withdrawal fee income declined. In addition, bad debt recovery income in the third quarter of 2026 amounted to Baht 925 million, decreasing by 8.8% (YoY).

Interest Income (Unit: Baht Million)	3Q2025	%Total Revenue	3Q2026	%Total Revenue	%Growth
Credit Card	1,962	28.4%	2,006	29.0%	2.2%
Personal Loan	2,113	30.6%	2,123	30.7%	0.5%
Leasing	23	0.3%	13	0.2%	(43.7%)

Fee Income (Unit: Baht Million)	3Q2025	%Total Revenue	3Q2026	%Total Revenue	%Growth
Fee Income	1,569	22.7%	1,576	22.8%	0.4%

Total Expense:

"Total expenses in the third quarter 2026 amounted to Baht 4,256 million, decreasing by 2.0% (YoY). Cost-to-Income Ratio was 35.3%"

The Group's operating expenses totaled Baht 2,445 million, decreasing by 1.2% (YoY), primarily attributable to the efficient management of marketing expenses related to customer acquisition and promotional activities. As a result, the cost-to-income ratio declined to 35.3% from 35.8% in 3Q25. However, following the commencement of the Group's core IT system implementation in the early part of the third quarter 2026, the cost-to-income ratio increased compared to 34.6% in the previous quarter.

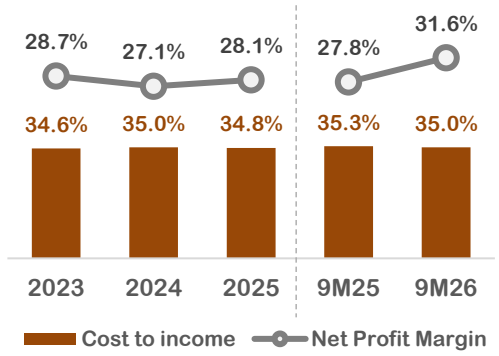
Total Operating Expenses (Unit: Baht Million)	3Q2025	%Total Revenue	3Q2026	%Total Revenue	%Growth
Personnel expenses	696	10.1%	732	10.6%	5.2%
Marketing expenses	291	4.2%	190	2.7%	(34.8%)
Fee and service expenses	877	12.7%	824	11.9%	(6.0%)
Other operating expenses	610	8.8%	698	10.1%	14.3%

Meanwhile, the Group reported expected credit losses (ECL) of Baht 1,457 million, increasing by 0.9% (YoY), mainly attributable to higher write-offs of credit card receivables and personal loan receivables.

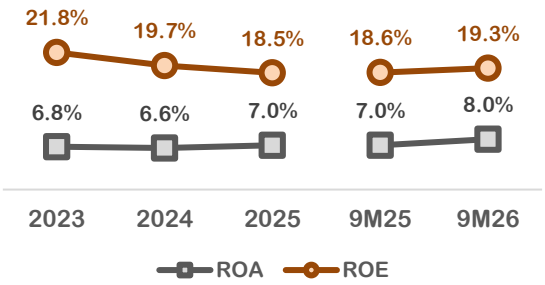
Expected Credit Loss (Unit: Baht Million)	3Q2025	%Total Revenue	3Q2026	%Total Revenue	%Growth
ECL - Credit Card	672	9.7%	721	10.4%	7.4%
ECL - Personal loan	746	10.8%	734	10.6%	(1.7%)
ECL – Leasing	27	0.4%	3	0.04%	(90.2%)

Key Financial Ratio:

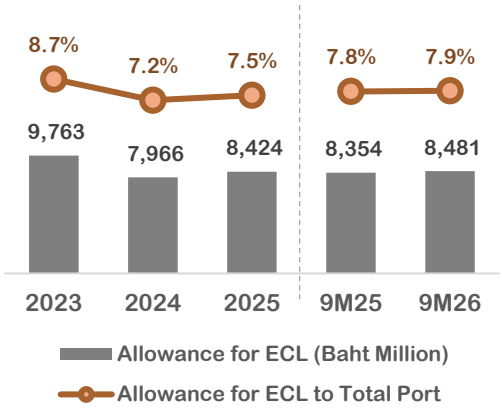
Net Profit Margin & Cost to Income Ratio



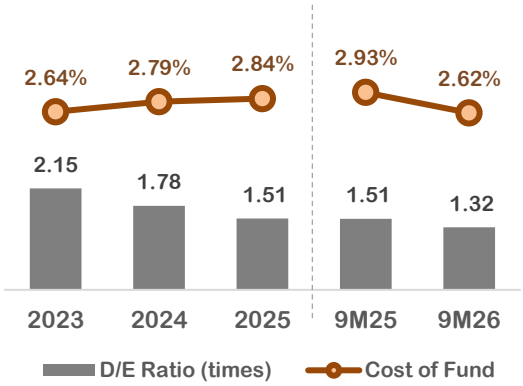
Return on Asset (ROA) & Return on Equity (ROE)



Allowance for ECL & Allowance for ECL to Total Port



Debt to Equity (D/E) Ratio & Cost of Fund



BOT's Sustainable Household Debt Solution Program and Potential Impacts:

KTC consistently implements long-term customer assistance measures in accordance with the Bank of Thailand's Notification No. 3/2025 regarding Responsible Lending. These measures aim to strengthen the role of service providers in managing customers throughout the entire debt cycle. KTC assesses each customer's repayment capacity to ensure that credit approval remains appropriate and does not impose an excessive debt burden. Assistance measures include reducing minimum payment requirements, converting credit card debt into long-term personal loans, providing interest rebates to

ease customers' financial burden, assisting customers with Severe Persistent Debt, assisting customers impacted by natural disasters, extending repayment relief periods, and reducing installment amounts.

KTC also participates in the Bank of Thailand's debt assistance programs, including “You Fight, We Help” and “Clear Debt, Move Forward.” Although the registration periods have ended, the Company continues to provide assistance until each process is completed. Additionally, the Company has also entered into a cooperation agreement with Sukhumvit Asset Management Co., Ltd. (SAM) to participate in a debt resolution program equivalent to the Debt Clinic by SAM” Program to assist KTC's retail debtors in systematically addressing household debt, effective from 1 September 2026 onwards

In June 2026, the Bank of Thailand issued criteria on service fee and service standards to establish fee-charging standards for financial institutions covering 4 fee categories totaling 19 fee items. One of the measures affects KTC, namely the reduction of the credit card cash advance fee from 3.0% of the cash withdrawal amount to 2.5%. The revised fee became effective on 1 July 2026 onward.

The Company assesses that these programs and debt relief measures will not have a material impact on the Group's overall operating performance. Further details on debt assistance measures are available at the link below. https://www.ktc.co.th/en/news/corporate/measure.

KTC’s Strategy Incorporating Sustainability Development

KTC has integrated sustainability across governance and economic, social, and environmental dimensions into its business operations, with a commitment to conducting business responsibly, fairly, and transparently. The Company focuses on advancing innovation and digital technology to develop products and services that create value for all stakeholders while effectively reducing environmental and social impacts. This commitment aims to guide both the organization and Thailand toward sustainable growth, reflected through three sustainability pillars: Better Products & Services, Better Quality of Life, and Better Climate, under five strategic frameworks:

Governance Excellence

KTC elevates corporate governance standards to ensure transparency, accountability, and adherence to business ethics. The Company strengthens its risk management and data management systems to support operations and high-quality reporting, thereby building confidence among all stakeholders.

Green Growth

The Company pursues business growth alongside environmental stewardship through initiatives to reduce greenhouse gas emissions, enhance resource efficiency, and promote environmentally responsible behavior across the organization and its supply chain through its products

and services. These efforts support national policies aimed at advancing a low-carbon economy and achieving Net Zero greenhouse gas emissions by 2050.

Responsible & Inclusive Finance

KTC develops and delivers financial products and services that enhance the quality of life for all customer segments through fair and equitable access. The Company promotes financial literacy to improve social well-being, while strengthening workforce capabilities as a key driver of the business. In parallel, KTC supports respect for human rights at both the organizational and societal levels.

Digital SD Innovation

The organization is driven by digital technology and innovation to develop value-creating products and services that respond to customer needs. These efforts are accompanied by a strong emphasis on data security and privacy for customers and stakeholders, reinforcing the Company's sustainable competitive advantage in the digital era.

Culture Transformation

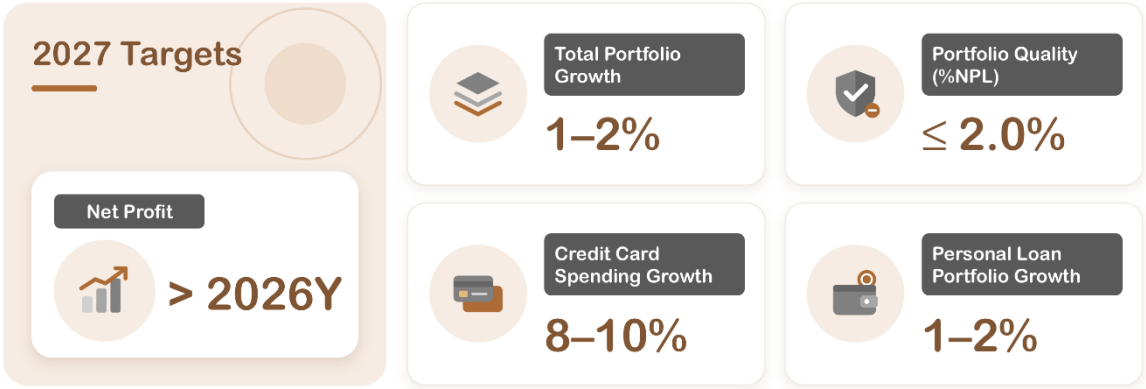
KTC fosters an organizational culture anchored in a "sustainability mindset," embedded across all operational processes and employee levels. This is achieved through the integration of sustainability objectives and key performance indicators at both corporate and business unit levels, together with continuous learning and active employee engagement, ensuring that sustainability is truly integrated into KTC's business practices.

KTC has undertaken a range of sustainability initiatives in line with its business strategy and sustainability framework, including:



KTC supports the United Nations Sustainable Development Goals (SDGs). Further details can be found at: https://www.ktc.co.th/en/sustainability-development.

KTC Direction in 2027:



In 2027, KTC aims to achieve continued growth in net profit from the level reported in 2026. Credit card spending volume is targeted to grow by 8%-10%. Continuing to pursue its "quality over quantity" strategy, the Company targets total loan portfolio growth of 1%-2% and personal loan portfolio growth of 1%-2%. At the same time, the company will maintain portfolio quality with an NPL ratio targeted at no more than 2.0%. Furthermore, KTC will continue to prioritize risk management while accelerating its digital transformation and cybersecurity management to enhance operational efficiency, supporting sustained profit growth amid ongoing economic uncertainty.

KTC regularly engages in information disclosure activities with equity and debt investors, analysts, fund managers, and interested parties, providing direct access to corporate executives for information inquiries. Quarterly presentations covering corporate performance, business operations, industry outlooks, operational drivers, targets, and strategic growth plans are available on the Investor Relations website at https://www.ktc.co.th/en/investor-relations.

For the third quarter of 2026 financial results, the Earnings Call activity will be held on Tuesday, 17 November 2026, from 10:15 to 11:00 AM via the Stock Exchange of Thailand (SET) communication channels.