



KTC PERFORMANCE Y2025



AGENDA



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KTC Overview & Key Highlights

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Financial Results

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Consumer Finance Industry &
KTC Portfolio Performance

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Target vs Actual 2025

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KTC Sustainability

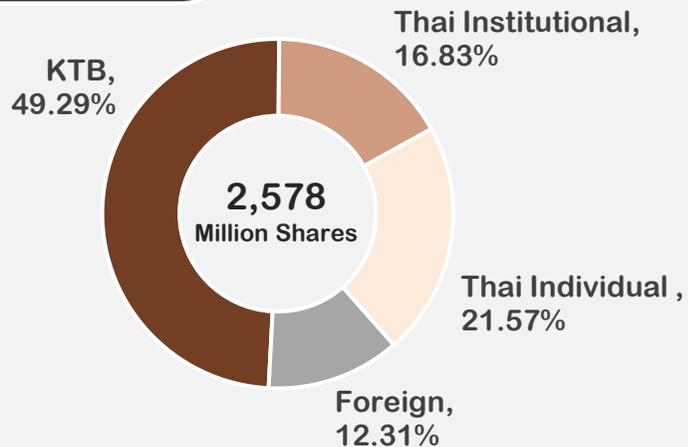
KTC Overview



- Incorporated in 1996 as a credit card servicing subsidiary company of Krungthai Bank PLC
- In July 2002, KTB sold the credit card portfolio to KTC which subsequently transformed KTC into a full consumer finance company

Shareholder Structure

(As of 30 Dec 2025)

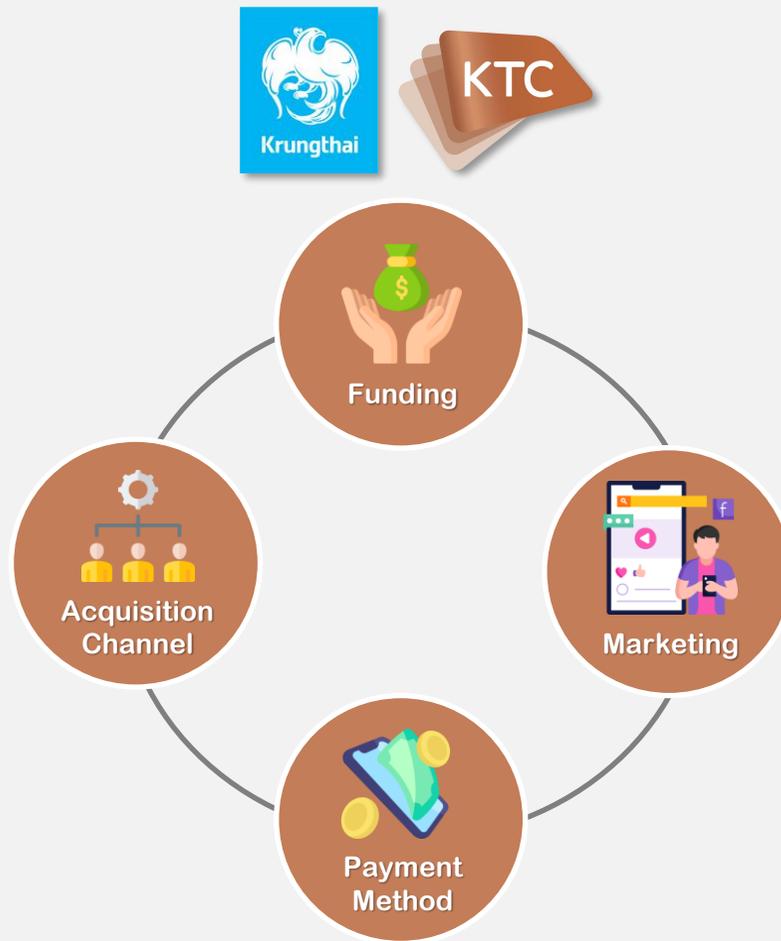


37,648 Shareholders

Top 5 Shareholders

1.	KRUNGTHAI BANK PUBLIC COMPANY LIMITED	49.29%
2.	THAI NVDR COMPANY LIMITED	6.90%
3.	MR. MONGKOL PRAKITCHAIWATTANA	5.64%
4.	KKP CAPITAL PUBLIC COMPANY LIMITED	2.37%
5.	SOUTH EAST ASIA UK (TYPE C) NOMINEES LIMITED	1.96%

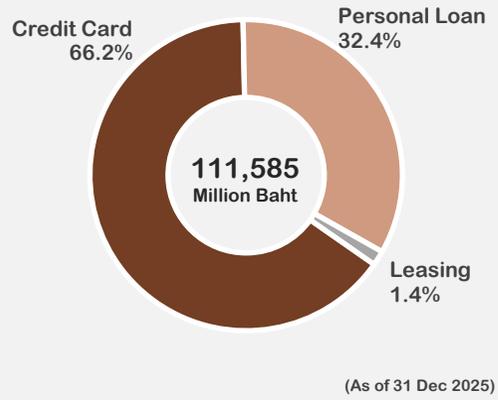
KTB & KTC Business Synergy



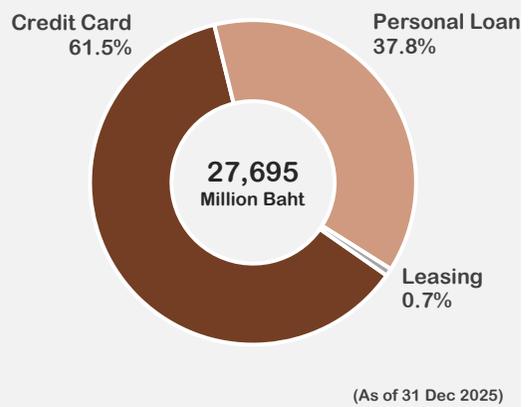
Business Structure & BOT Regulations



%Gross Receivables



%Total Revenue



	Credit Card	Personal Loan	Auto Title Loan
Type of Loan	Multipurpose Unsecured Nationwide	Multipurpose Unsecured Nationwide	Multipurpose Secured or Unsecured Nationwide
Minimum Income (THB)	15,000	-	-
Maximum Credit Line (THB)	1.5x (income < 30K) 3x (income 30 – 50K) 5x (income ≥ 50K)	1.5x (income < 30K) 5x (income ≥ 30K)	Automotive Value
Maximum Interest Rate & Fee	16%	25%	24%
Rate Cap History	18% (Apr-04) 20% (Jul-07) 18% (Sep-17) 16% (Aug-20)	28% (Jul-05) 25% (Aug-20)	28% (Jan-19) 24% (Aug-20)

BOT Debt Relief Measure



Responsible Lending

2024 Debt Restructuring / Persistent Debt



Severe Persistent Debt

Eligibility

- Not classified as NPL
- Paid more interest than principal over the past 5 years
- Monthly income below THB 20,000

Measure

- Convert revolving to term loan
- Interest rate: 15% p.a.
- Tenor: 60 or 84 months
- Borrowers may continue using available credit line (Case-by-Case)

For further information, please visit <https://www.ktc.co.th/about/news/measure>

2025 “You Fight, We Help” Program

2026 “Clear Debt, Move Forward” Scheme

BOT Program “You Fight, We Help” Phase II



Measure 1 (Both Performing and Non-Performing Loans)

“Direct Payment, Retain Assets”

3-Year Relief Terms:

- Payments: Reduced to 50%/70%/90% of original over 3 years; all payments apply to principal.
- Interest: Suspended for 3 years and waived upon meeting all terms, including no new debt for 12 months post-enrollment.



Measure 2 (Non-Performing Loans)

“Pay, Close, Finish”

Debtors are allowing partial payments expedite bad debt closure.



- Total outstanding debt must be under 5,000 Baht per account.
- Unsecured loan balances must be under 10,000 Baht per account.
- Secured loan balances (in enforcement) must be under 30,000 Baht per account.



Measure 3 (Non-Performing Loans)

“Pay, Cut Principle”



Unsecured bad loans with outstanding debts not exceeding 50,000 Baht per account, contracted before 1 January 2024



- Debt is restructured into a 3-year term loan with a minimum monthly payment of 2% of the outstanding principal.
- 100% principal reduction
- Interest is suspended for 3 years and will be completely waived, provided the debtor complies with the payment plan and incurs no new debt for 12 months post-enrollment.

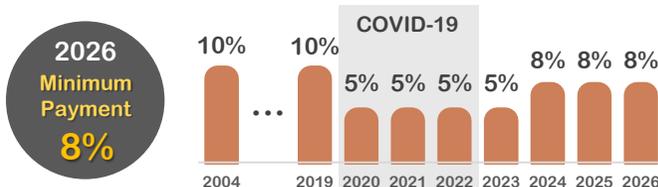
Debtors interested in participating in the measures under the “You Fight, We Help” project, Phase 1 and Phase 2, can study the details and apply to join the project at <https://www.bot.or.th/khunsoo> or visit KTC website for further information at <https://www.ktc.co.th/khunsoo> until 30 September 2025.

BOT Program “Clear Debt, Move forward”

- KTC has joined the “Clear Debt, Move Forward” as a Non-Bank financial services provider under the Krungthai Bank Group
- The initiative aims to accelerate NPL resolution, reduce household debt stress, and support customers’ financial recovery
- Program targets **unsecured retail borrowers classified as NPL**, with principal or interest overdue more than 90 days
- Eligibility is determined using each **customer’s debt status as of 30 September 2025**
- Qualified borrowers must have total NPL exposure across all financial institutions **not exceeding THB 100,000 per person**
- KTC will transfer qualifying unsecured NPL accounts to Sukhumvit Asset Management (SAM) for centralized workout
- SAM will offer restructured repayment plans, flexible terms, and negotiated debt reduction, enabling customers to sustainably rehabilitate debt
- Registration opens via Bank of Thailand channels **beginning 5 January 2026**

Minimum Payment

- Minimum credit card payment at 8% **extended from 1 January 2026 to 31 December 2026.**



- Pay 8% or more monthly to earn **0.25% cashback of outstanding balance**, which will be disbursed quarterly during 2026.

Key Highlights Y2025

Unit: THB Million



Total Revenue

27,695 | ▲ 0.9%
(YoY)



Net Profit
(The Owner of the Parent)

7,782 | ▲ 4.6%
(YoY)



Credit Card
Spending

302,527 | ▲ 3.6%
(YoY)



Total Portfolio
(Gross A/R)

111,585 | ▲ 0.4%
(YoY)

Credit Card

73,876

▼ 0.1%
(YoY)

Personal Loan

36,202

▲ 3.2%
(YoY)

Leasing

1,507

▼ 28.6%
(YoY)

Net Interest Margin

13.1%

Total NPL

Consolidated 1.79%

Separate 1.57%



NPL Coverage

Consolidated 425.0%

Separate 454.4%

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KTC Sustainability

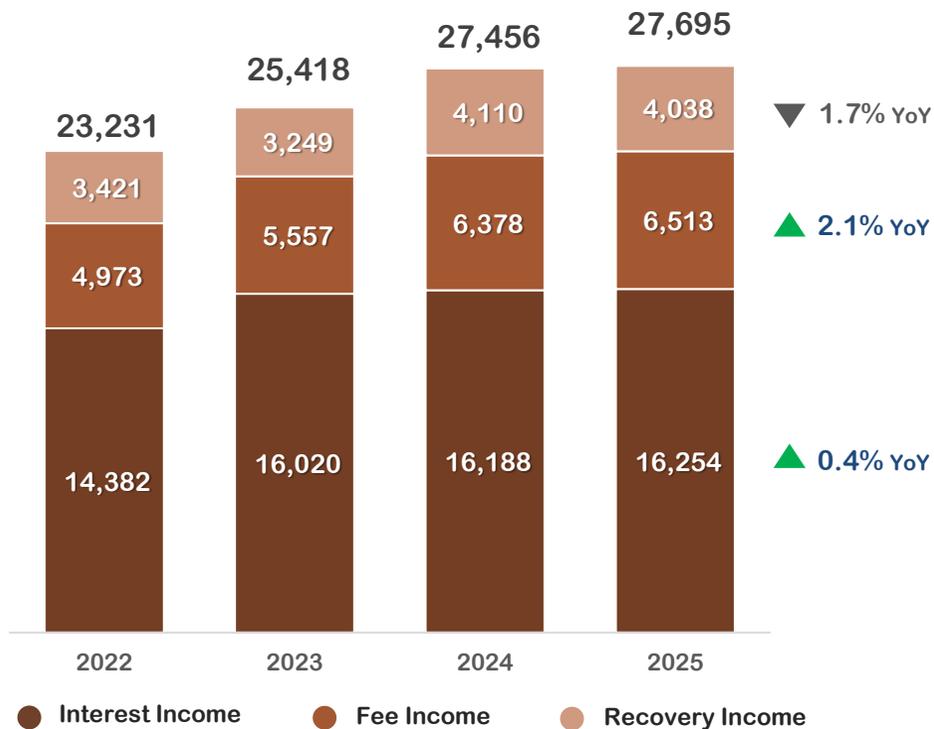
Financial Result Y2025



Total Revenue

27,695 MB ▲ 0.9% YoY

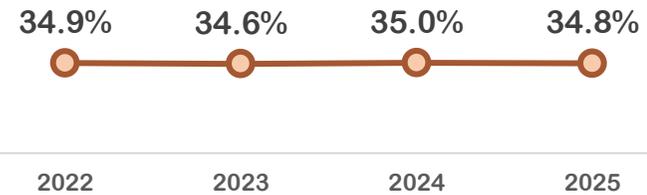
Unit: THB Million



Total Expense

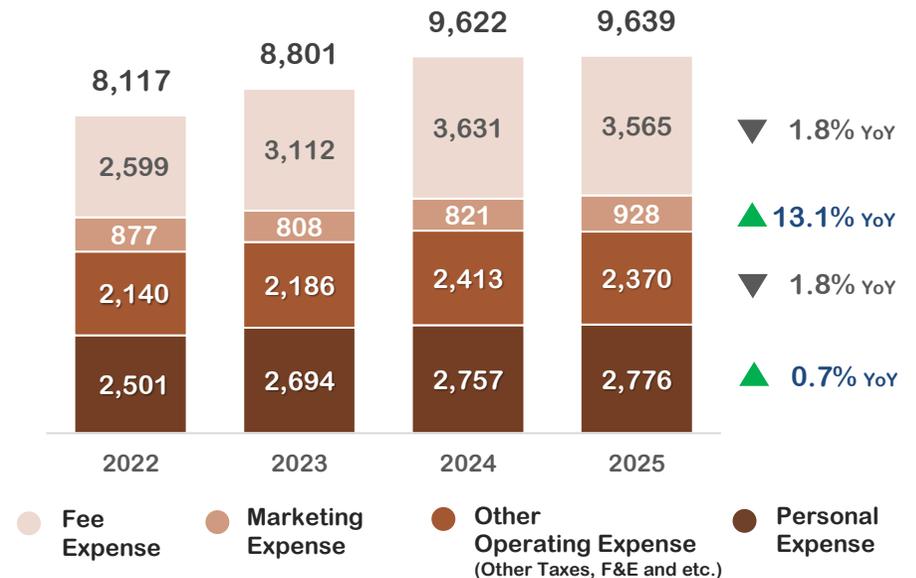
17,239 MB ▼ 5.2% YoY

Cost to Income



Total Operating Expense 9,639 MB ▲ 0.2% YoY

Unit: THB Million



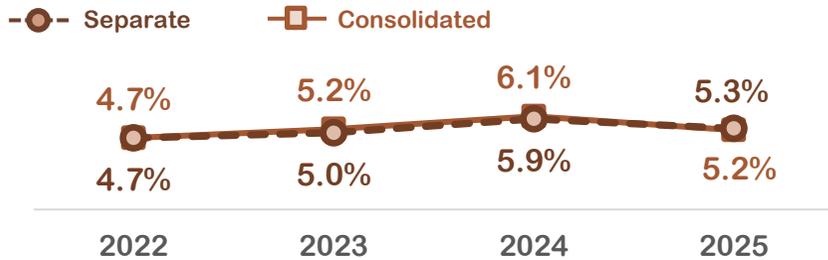
Expected Credit Loss



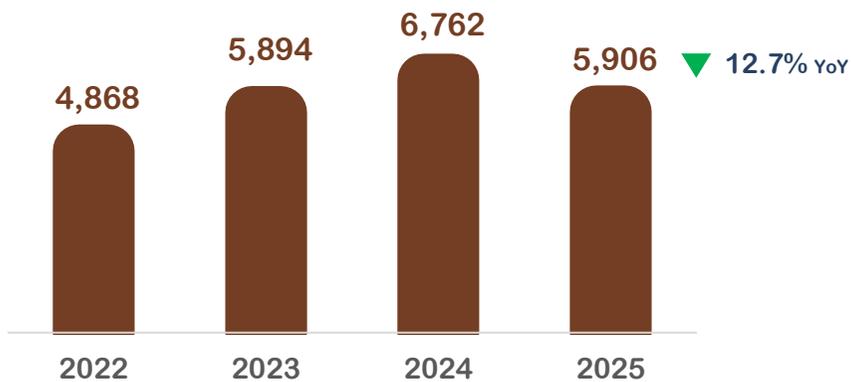
Expected Credit Loss

5,906 MB ▼ 12.7% YoY

Credit Cost



Unit: THB Million

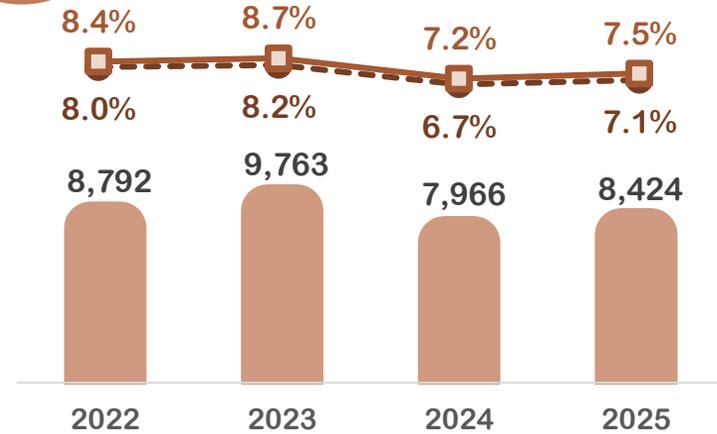


● Expected Credit Loss (Consolidated)



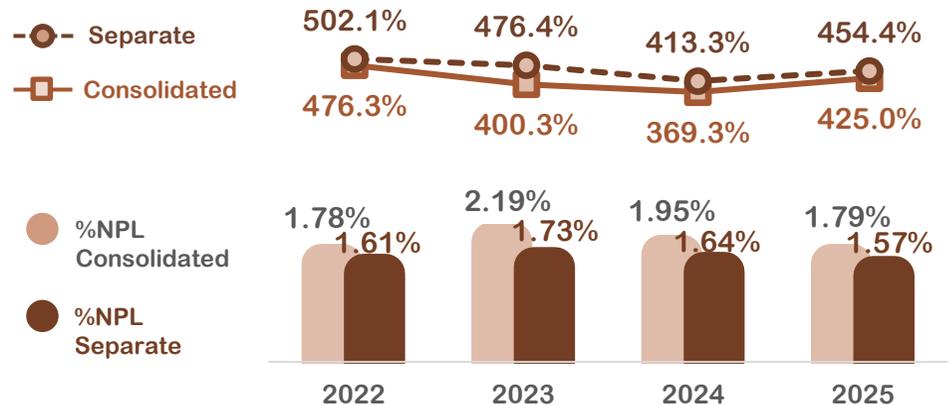
Allowance for ECL

● Separate □ Consolidated



● Allowance for ECL (Consolidated) Unit: THB Million

%NPL & Coverage Ratio

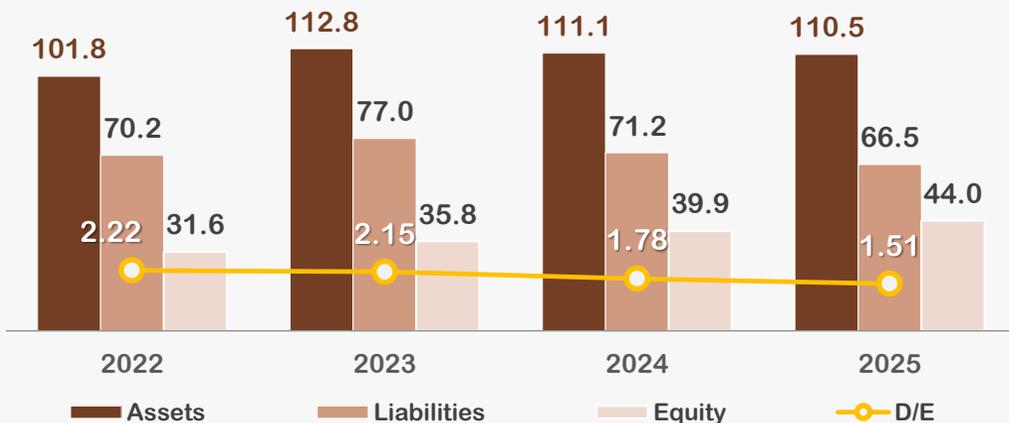


Financial Position & Funding



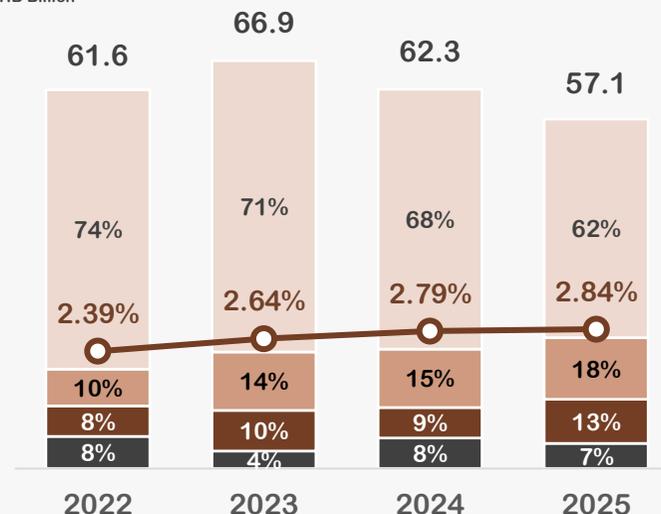
Balance Sheet Highlight

Unit: THB Billion



Interest Bearing Debt (Original Term)

Unit: THB Billion

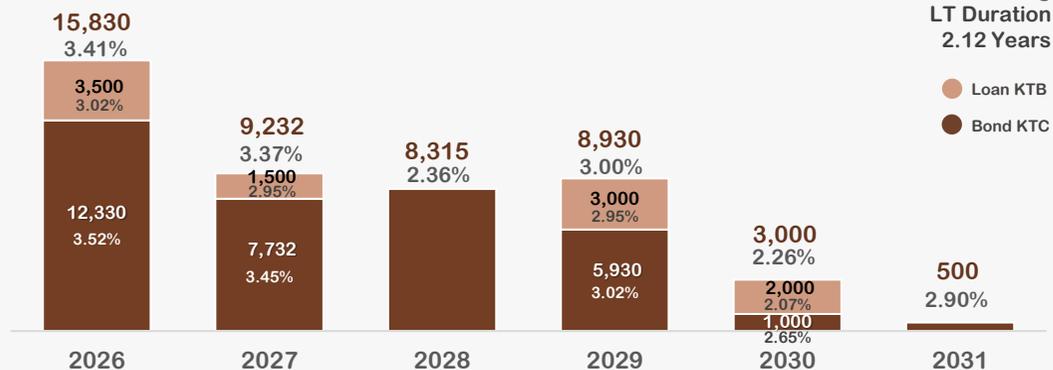


Maturity Profile

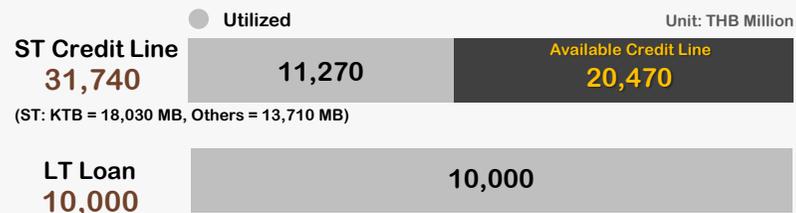
(As of 31 Dec 2025)

45,807, 3.05%

Unit: THB Million



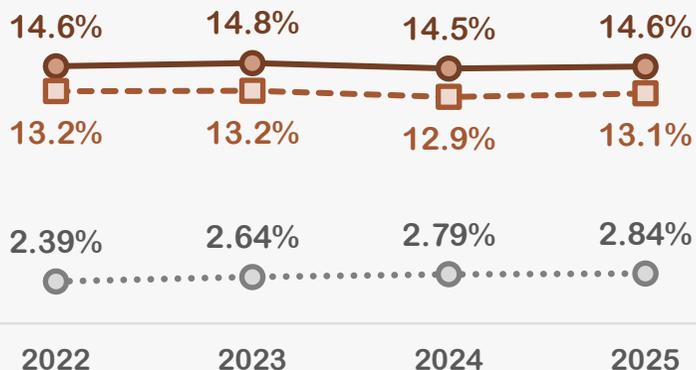
- Debentures
- ST Loan - Excl. KTB & Related Parties
- LT Loan
- ST Loan - KTB & Related Parties
- Cost of Fund



Key Financial Ratio



Yield on Loan & NIM & COF



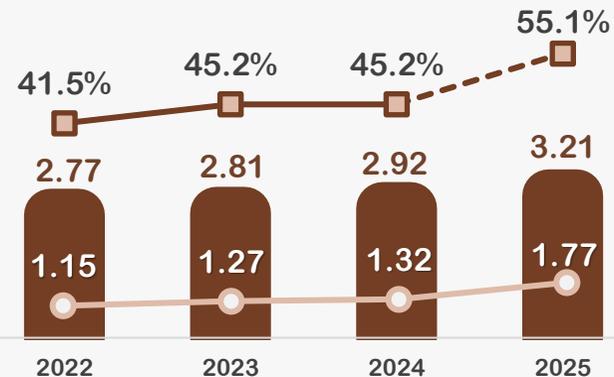
Net Profit Margin



ROE & ROA



EPS & Dividend Payout (Separate)



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Target vs Actual 2025

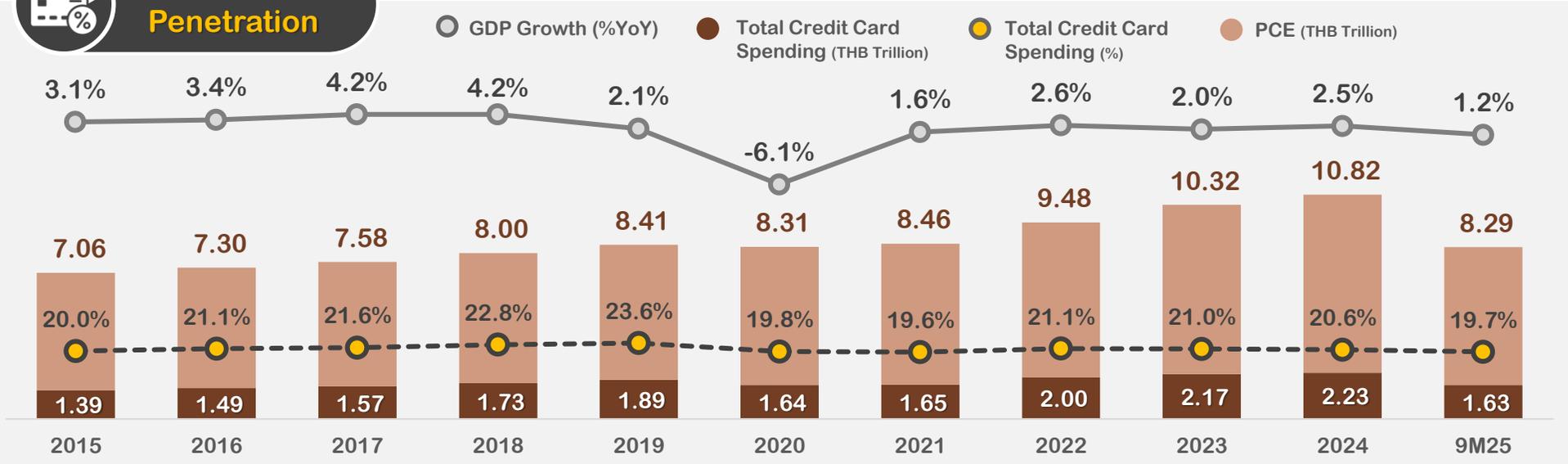
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KTC Sustainability

Credit Card Industry & Market Share



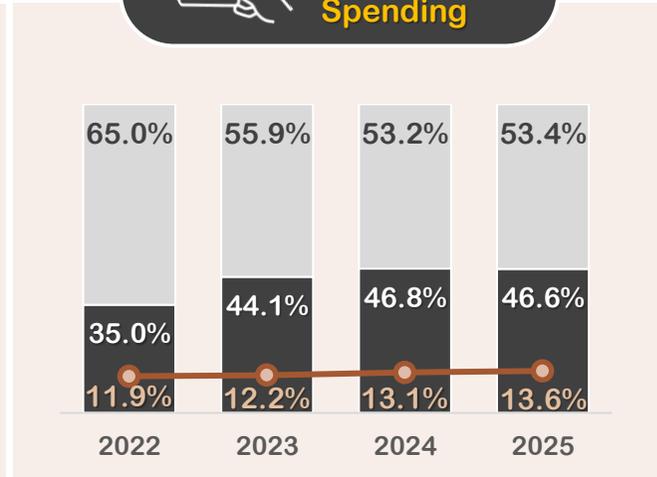
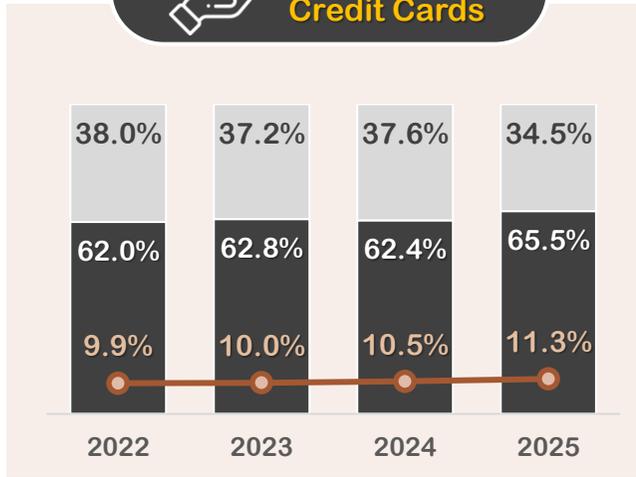
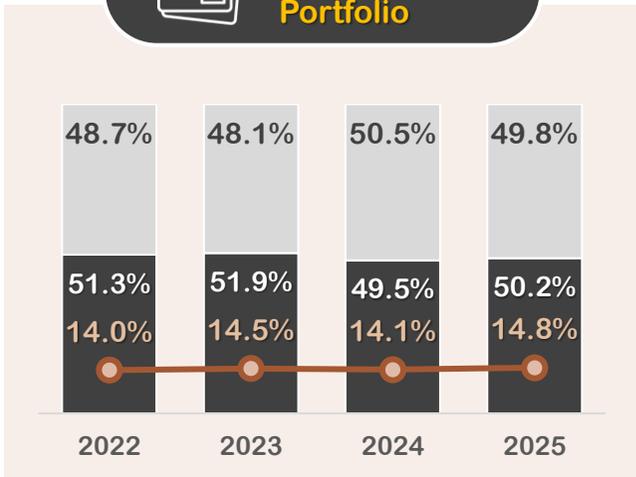
Credit Card Penetration



Credit Card Portfolio

No. of Credit Cards

Credit Card Spending

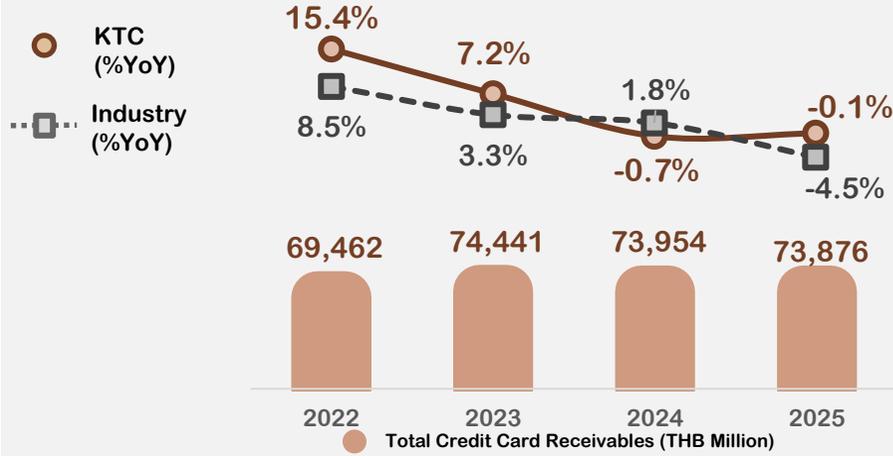


● Commercial Bank ● Non-Commercial Bank ● KTC

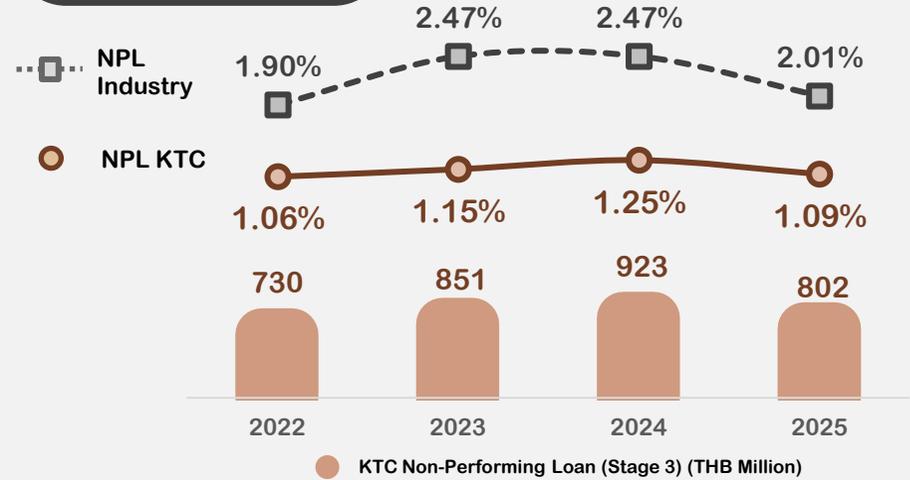
Credit Card Performance



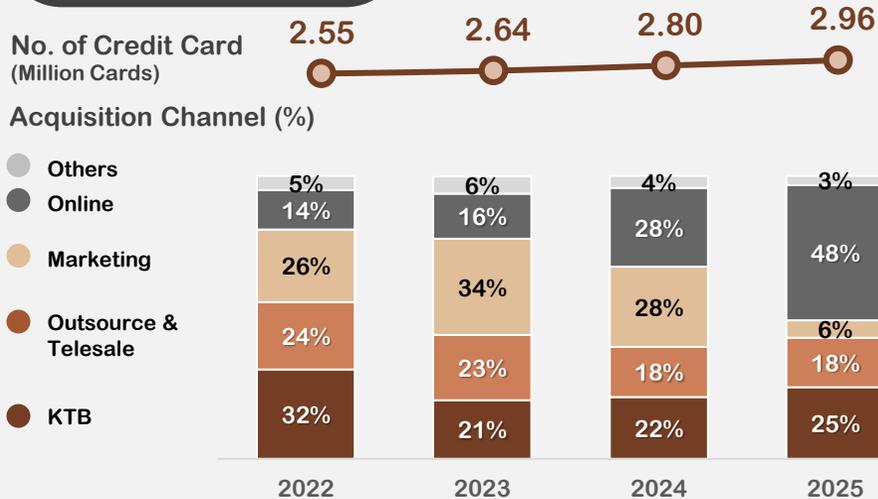
Portfolio Growth



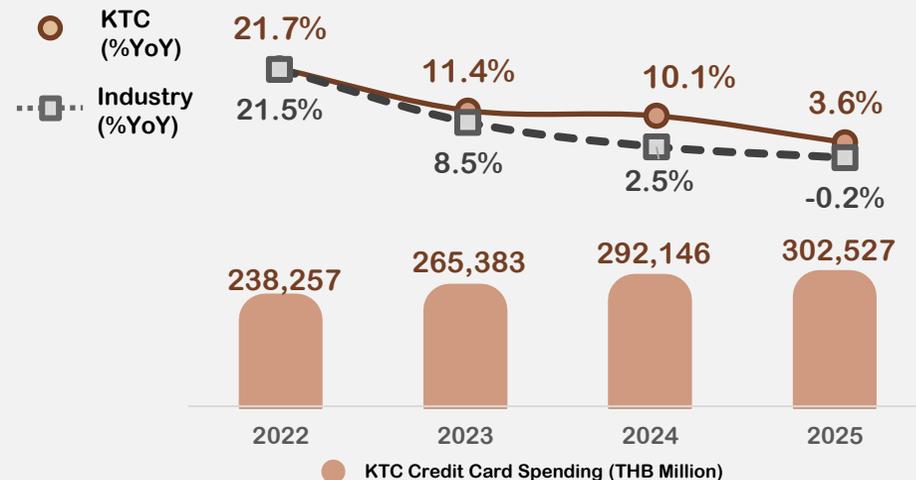
Portfolio Quality



Acquisition Channel



Credit Card Spending



2026 Credit Card Marketing



Q1: Selective growth in a slower market : Deliver smarter valued and a better experience

Key highlights include:

- **Overall consumer spending remained cautious amid economic slowdown**

However, cardmembers continued to spend during festive season—especially across dining, shopping, and travel experiences.

- **Selective Growth in High-Potential Category and Customer segment**

Higher spending customers showed stronger transaction in insurance, health & wellness, and travel & leisure.

- **Always-on promotions sustained engagement**

Ongoing promotion with strategic partners helped maintain active card usage, particularly during festive and seasonal periods.

- **Expanding new customer acquisition**

Focusing on Gen Z and First jobbers, expanding reach through strategic partnership and broader distribution touchpoint (Online/Offline) to balance the card portfolio and build long-term sustainability.

- **Deliver a better customer experience: Digital-enabled effortless everyday control**

Digital initiatives—including QR Pay/ Usage via KTC Mobile and the redesigned KTC website with improved UX/UI and search—made transactions and offer discovery more seamless.

2026 Credit Card Marketing: Q1 Key Activities



Value-Led offers (KTC FOREVER points and installment flexibility)

Combined strong privileges with point usage and installment options to enhance value and affordability.

Festive Moment Activations

Leveraged Chinese New Year momentum across dining, shopping, and travel with curated privileges and seasonal deals.

Always-on / Monthly Promo Rollout

Sustained engagement through ongoing partner promotions, especially during festive and seasonal periods.

QR Pay via KTC Mobile (Card Scan-to-Pay)

Promoted QR Pay usage via KTC Mobile app to boost everyday payment convenience.

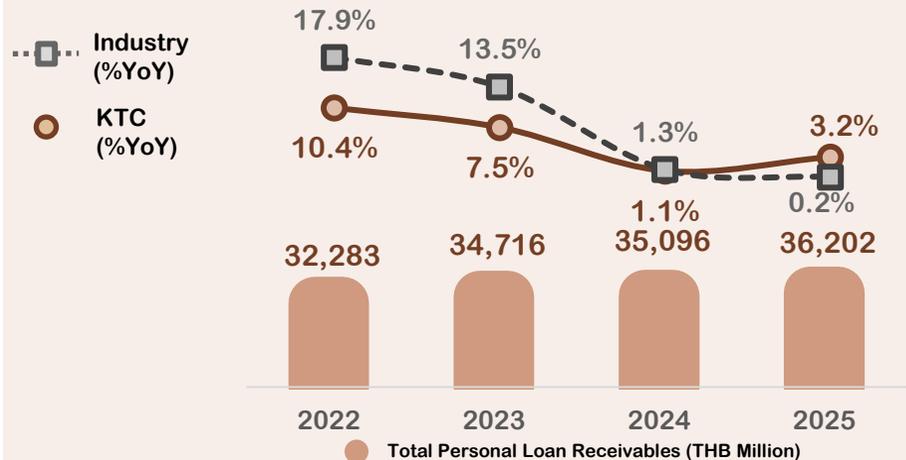
New KTC Website Launch (UX/UI & Search Upgrade)

Rolled out a redesign website with improved UX/UI and search to simplify discovery and self-service.

Personal Loan Performance



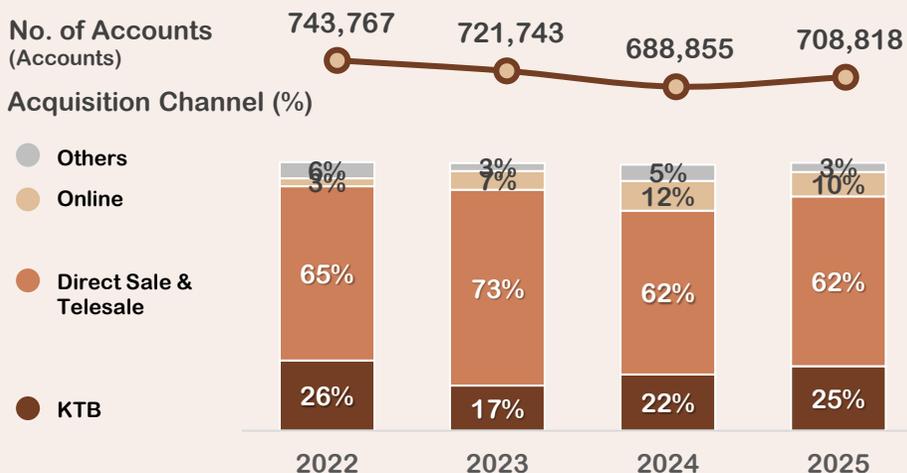
Portfolio Growth



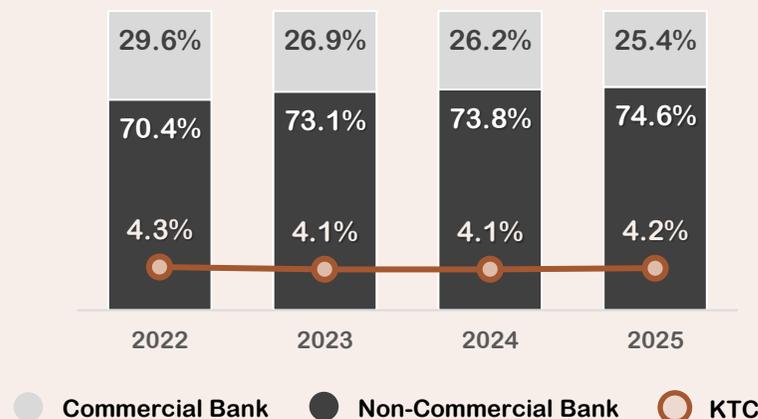
Portfolio Quality



Acquisition Channel



Market Share



Personal Loans Activities

Q1

Preparing for usage needed after long holidays and seasonal occasions, for example, Chinese New Year, school break, and Songkran homecoming

KTC PROUD Marketing Activities

- Implement the new version E-Application on KTC Mobile which enhance acquisition journey for faster application process that fulfil usage urgency in 30 minutes.
- Leverage partner sales forces to drive acquisition number in demanding area.
- Maximize credit line usage via various swipe-transfer-withdraw-installment features and maintain disciplinary payment with Clear Debt campaign.
- Lighten up the burden for big ticket necessities through 0% installment up to 24 months on leading merchants including Tesco Lotus and Lazada.



Q1 Preparing for usage needed after long holidays and seasonal occasions, for example, Chinese New Year, school break, and Songkran homecoming

KTC P BERM Marketing Activities

- Prepare for product refinement to create more competitiveness in term of attractive entry rate, then gain attention from potential customers in the current economic environment.
- Scale the refinance segment by focusing on speed, simplicity, and fast cash access for customers in urgent need nationwide through Krungthai Bank branches.
- Explore new acquisition channels to sales-driven partners which could leverage professional selling capabilities and expand the customer base



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Target vs Actual 2025

Unit: THB Million

	Actual Y2024	Target Y2025	Actual Y2025
Net Profit	7,437	> 7,437	7,782
Total Portfolio Growth	▼ 1.1%	4-5%	0.4%
Portfolio Quality (%NPL)	1.95%	≤ 2.0%	1.79%
 Credit Card Spending Growth (%)	10.1%	10%	3.6%
 KTC PROUD Portfolio Growth (%)	0.6% (0-90 Days)	3%	1.4%
 New Booking of P BERM Car for Cash	2,437	3,000	2,313

Target 2026



Net Profit

>Y2025



**Total
Portfolio
Growth**

1-2%



**Portfolio
Quality
(%NPL)**

≤ 2.0%



**Credit Card
Spending
Growth**

5%



**Personal Loan
Portfolio
Growth**

2%

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KTC Sustainability

KTC Sustainability

Vision

KTC is a member company in the payment and retail lending business with an emphasis on being a trusted organization with sustainable growth

Purpose

To provide better financial products and services to enhance quality of life for all Thais



Activities



Economic Dimension

Better Products & Services



KTC promotes health check-ups for Thais to detect risks with cost efficiency by offering 0% installment plans, cashback rewards, and exclusive privileges from our nationwide hospital network.



KTC launches '60+ Stay Free' Campaign, targeting silver economy and multi-generational travel demand by offering up to 30% discount on room bookings, 15% discount on food and beverages and complimentary stay with breakfast.

Social Dimension

Better Quality of Life



KTC expands financial access for Lalamove Driver partners with P' BERM' loans, no guarantor needed.



KTC donates computers and IT equipment to support sustainable learning and public healthcare services.



KTC facilitates donation for southern flood relief through credit card and reward points.

Environmental Dimension

Better Climate

With determinations to support the National Policy towards a low-carbon economy and the Country's Net Zero Emissions target by 2050



KTC joins with Tesla to offer exclusive EV perks: double points & 13% cashback



KTC promotes sustainable living with special offers:

- Redeem points for an instant 20% discount, 0% installment up to 10 months and get cashback up to 39,000 Baht for customers who install solar roof with GULF 1RTid

National Awards



In SETTHSI Index since 2020 & SET ESG Ratings AAA since 2023



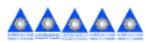
Certified as an ESG100 company and recognized for outstanding sustainability performance by ThaiPat Institute since 2016



ASEAN Asset Class 2024 Certificate



Membership of the Thai Private Sector Collective Action Against Corruption since 2016



Excellence CG Scoring by Thai Institute of Directors Association (IOD) since 2016 (Based on OECD Principles of CG)



Outstanding Performance Awards 2025 since 2023



Thailand Corporate Excellence Awards 2025 since 2024

International Awards



Member of S&P Global Sustainability Yearbook 2025 for the second consecutive year since 2024



MSCI ESG Ratings BBB Since July 2023



FTSE Russell ESG Score 2025 at 4.0 (out of 5.0) SET in collaboration with FTSE Russell, elevate sustainability assessment to international standards

Participation



Participant of the UN Global Compact since Sep 2025

World Class Standards



Adopting an International Sustainability Reporting Framework, the Global Reporting Initiatives Standards (GRI Standards) since 2019



The Information Security Management System ISO/IEC 27001:2013



The Privacy Information Management System ISO/IEC 27701:2019

ISO/IEC certified

*PCI DSS Certification Version 3.2.1 has expired since Mar'25, and currently is on certifying process

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Appendix | KTC Ratio Formula



Cost to Income	Total Operating Expense / Total Revenue
Credit Cost	Expected Credit Loss (ECL) / Total Gross A/R
%NPL	(Total Stage 3 (Excluding Accrued Interest)) / Total Gross A/R (Excluding Accrued Interest)
NPL Coverage Ratio	Total Allowance / (Total Stage 3 + NPL (Excluding Accrued Interest))
D/E	Total Liability / Total Equity
Yield on Loan	Interest Income / Average Gross A/R
Net Interest Margin	(Interest Income - Financial Costs) / Average Gross A/R
Cost of Fund	Finance Costs / Average Borrowing (Including Lease Liability)
Net Profit Margin	Profit Attributable to Owners of the Parent / Total Revenue
ROE	Profit Attributable to Owners of the Parent / Average Equity (Attributable to Owners of the Parent)
ROA	Profit Attributable to Owners of the Parent / Average Total Asset

Remark: Annualized income statement items: Multiply by 4 for 3-month, 2 for 6-month, and 4/3 for 9-month performance
Balance sheet items: Use the average of beginning and ending period balances (e.g., average total asset = (Dec 23 + Sep 24) / 2 for 9M24)

Visit our IRKTC Website



Thai Version



English Version

THANK YOU

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