



# KTC PERFORMANCE Y2025



BBB



# AGENDA



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KTC Sustainability

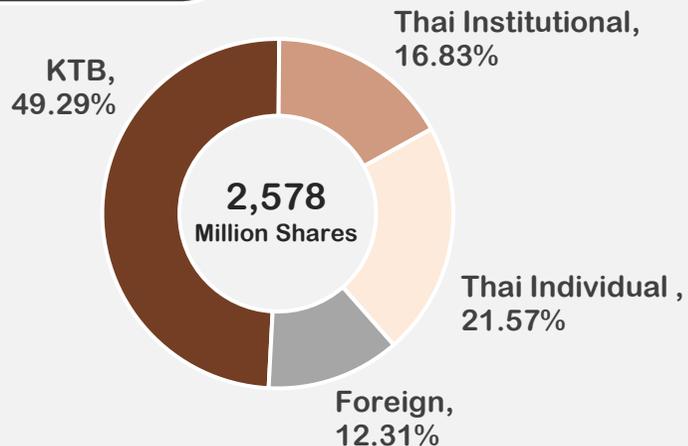
# KTC Overview



- 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)

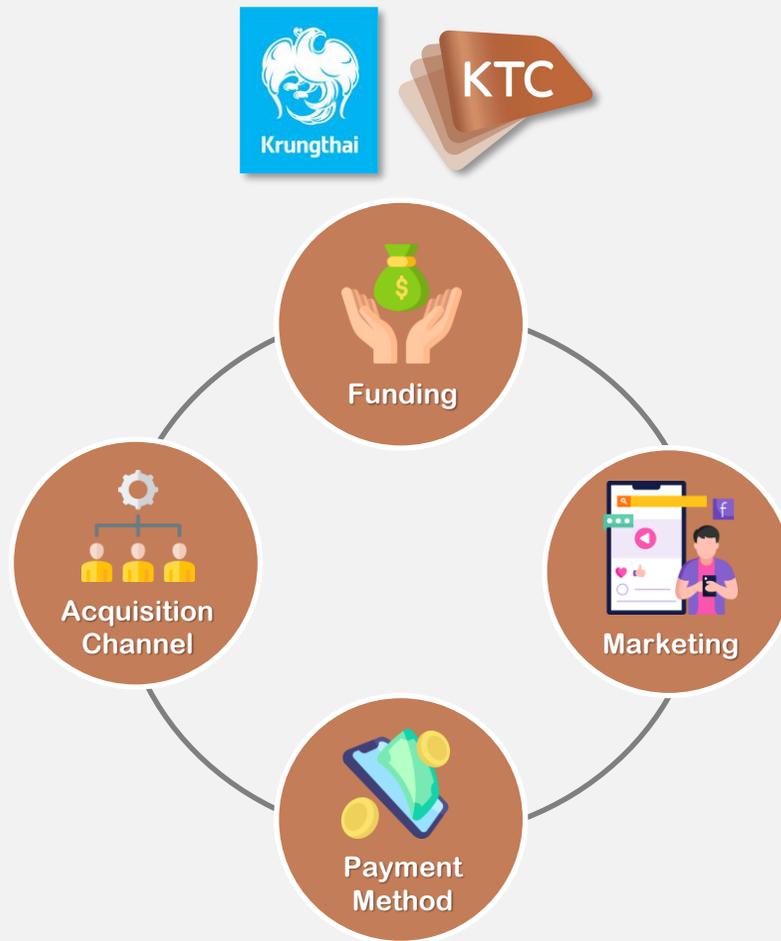


37,648 Shareholders

### 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%

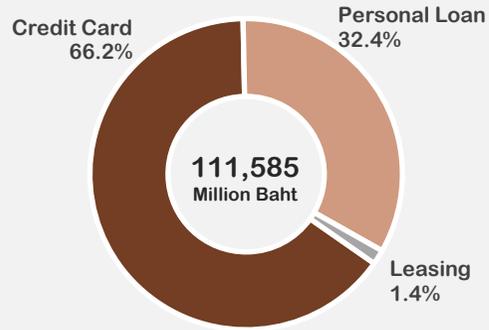
## KTB & KTC Business Synergy



# Business Structure & BOT Regulations

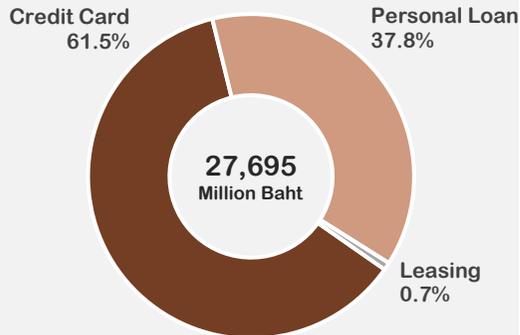


## %Gross Receivables



(As of 31 Dec 2025)

## %Total Revenue



(As of 31 Dec 2025)

	Credit Card	Personal Loan	Auto Title Loan
<b>Type of Loan</b>	Multipurpose Unsecured Nationwide	Multipurpose Unsecured Nationwide	Multipurpose Secured or Unsecured Nationwide
<b>Minimum Income (THB)</b>	15,000	-	-
<b>Maximum Credit Line (THB)</b>	1.5x (income < 30K) 3x (income 30 – 50K) 5x (income ≥ 50K)	1.5x (income < 30K) 5x (income ≥ 30K)	Automotive Value
<b>Maximum Interest Rate &amp; Fee</b>	16%	25%	24%
<b>Rate Cap History</b>	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.

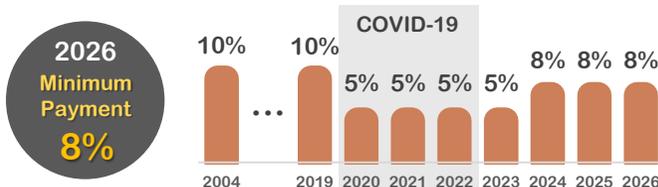
Debtors interested in participating in the measures under the “You Fight, We Help” project, Phase 1 and Phase 2, can study the details and apply to join the project at <https://www.bot.or.th/khunsoo> or visit KTC website for further information at <https://www.ktc.co.th/khunsoo> until 30 September 2025.

## 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**.

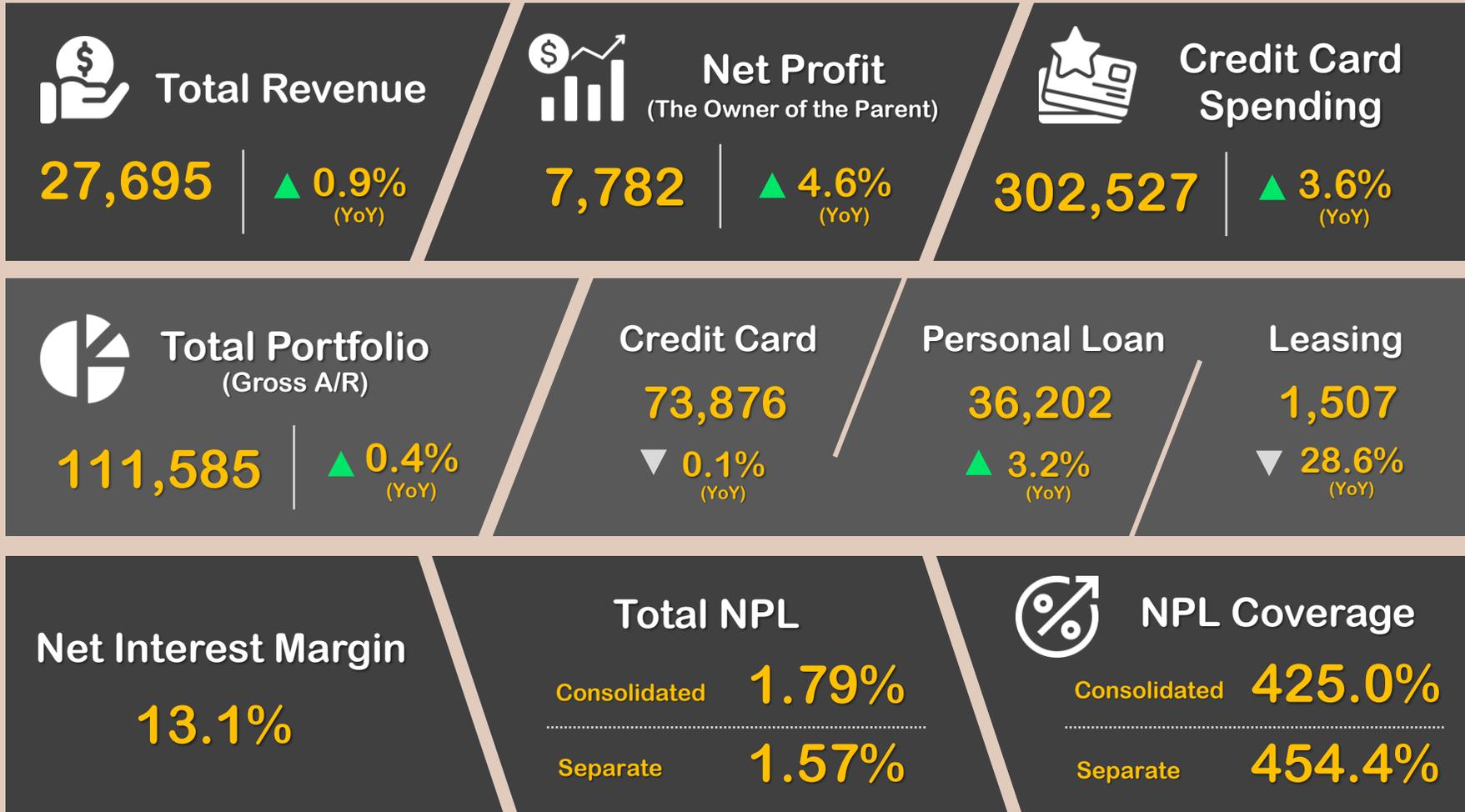


- Pay 8% or more monthly to earn **0.25% cashback of outstanding balance**, which will be disbursed quarterly during 2026.

# Key Highlights Y2025



Unit: THB Million



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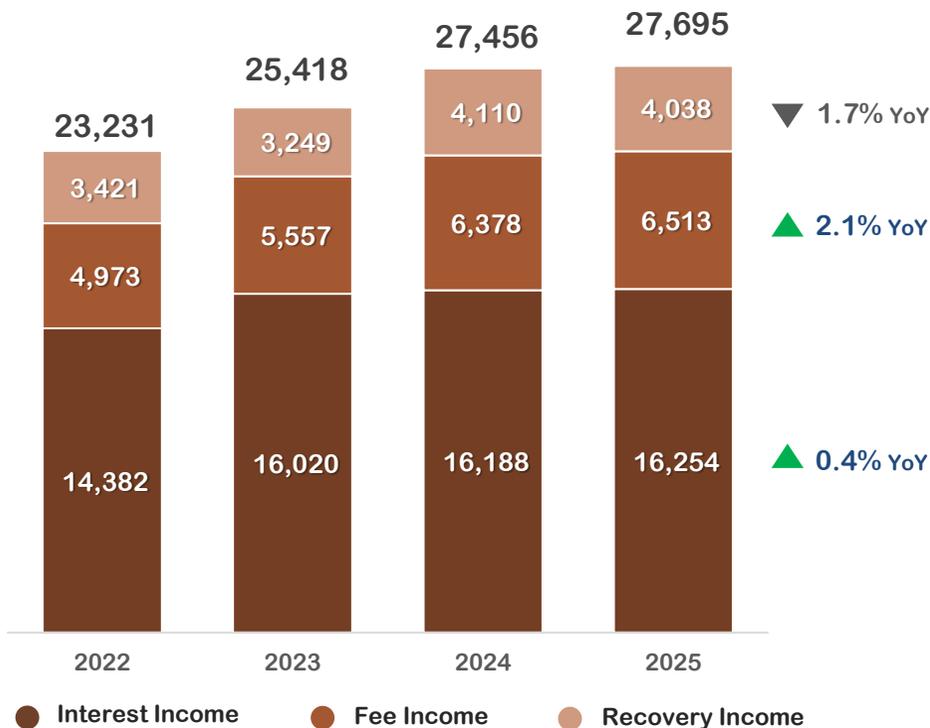
# Financial Result Y2025



## Total Revenue

27,695 MB ▲ 0.9% YoY

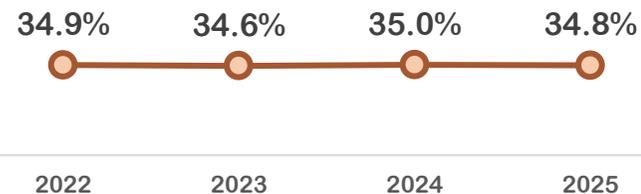
Unit: THB Million



## Total Expense

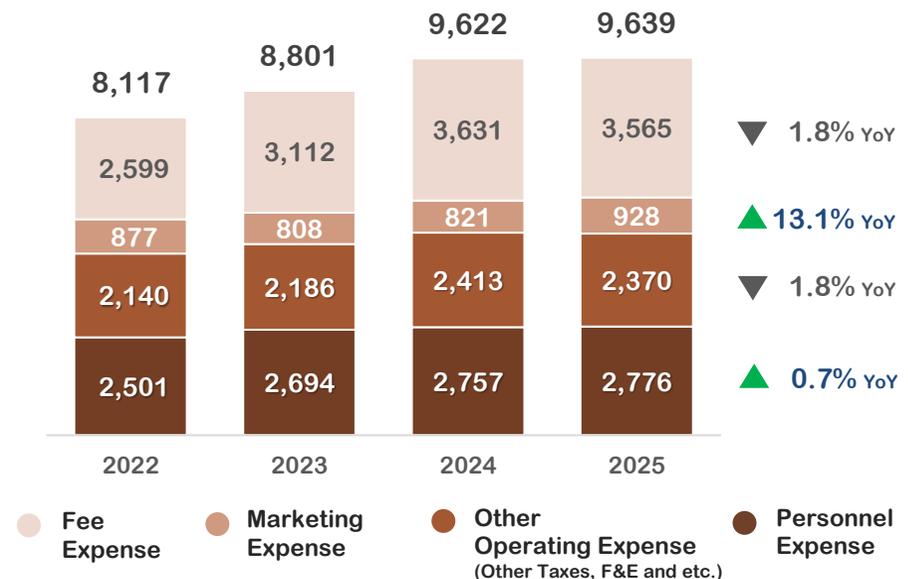
17,239 MB ▼ 5.2% YoY

### Cost to Income



## Total Operating Expense 9,639 MB ▲ 0.2% YoY

Unit: THB Million



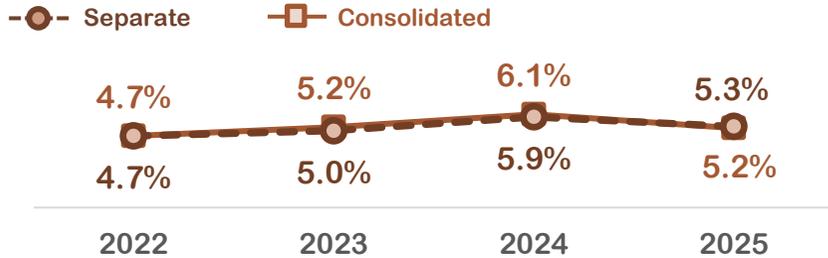
# Expected Credit Loss



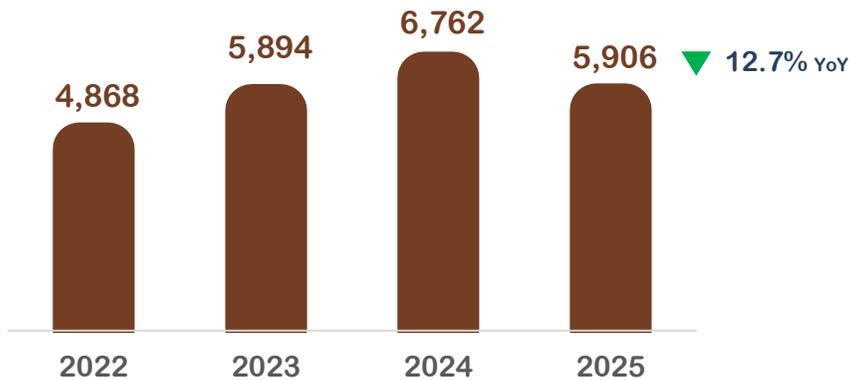
## Expected Credit Loss

5,906 MB ▼ 12.7% YoY

### Credit Cost



Unit: THB Million

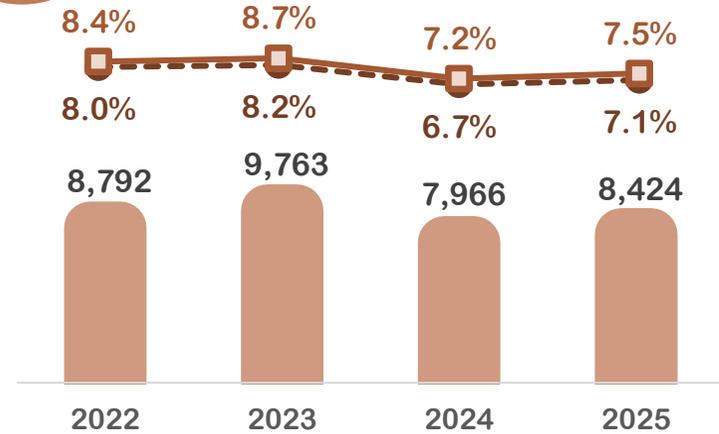


● Expected Credit Loss (Consolidated)



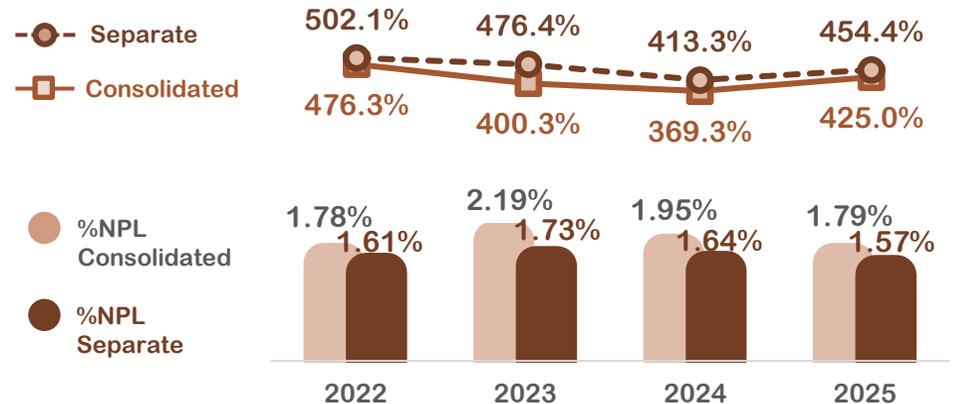
## Allowance for ECL

● Separate □ Consolidated



● Allowance for ECL (Consolidated) Unit: THB Million

### %NPL & Coverage Ratio



# Financial Position & Funding



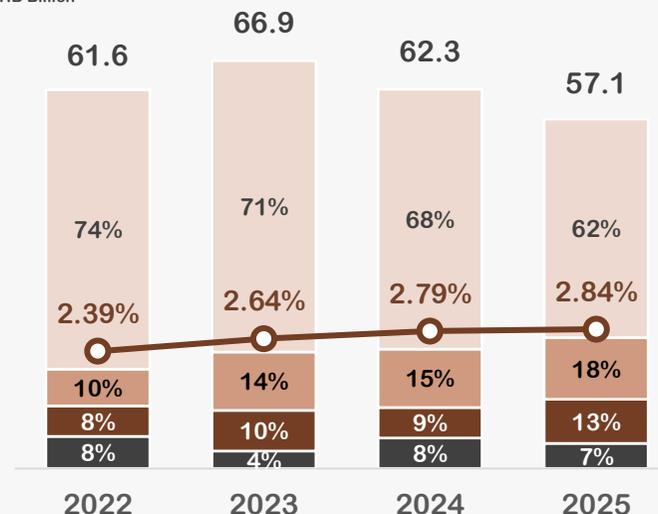
## Balance Sheet Highlight

Unit: THB Billion



## Interest Bearing Debt (Original Term)

Unit: THB Billion

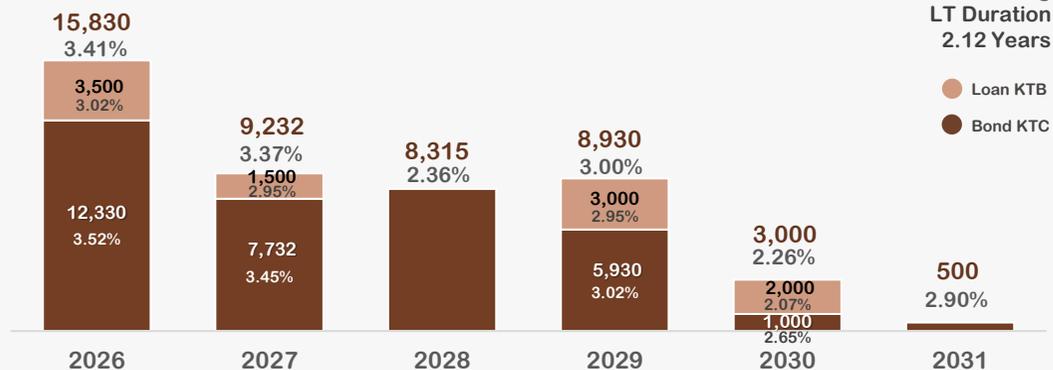


## Maturity Profile

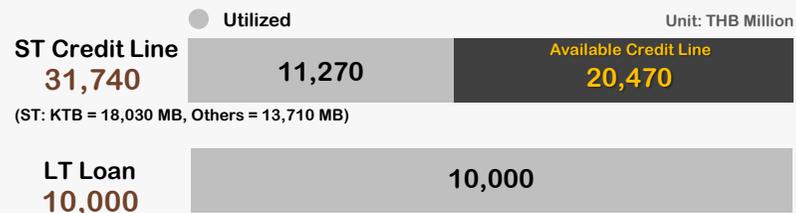
(As of 31 Dec 2025)

45,807, 3.05%

Unit: THB Million



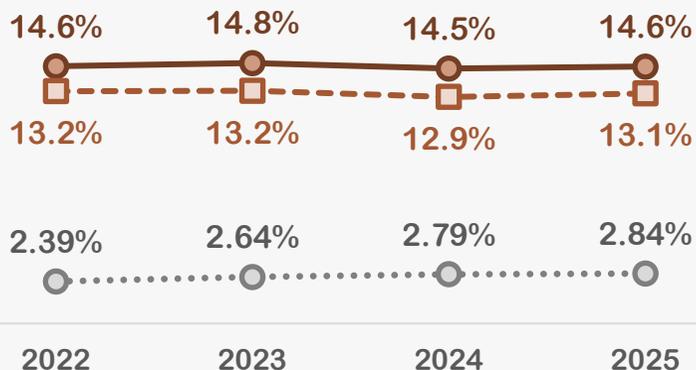
- Debentures
- LT Loan
- Cost of Fund
- ST Loan - Excl. KTB & Related Parties
- ST Loan - KTB & Related Parties



# Key Financial Ratio



## Yield on Loan & NIM & COF



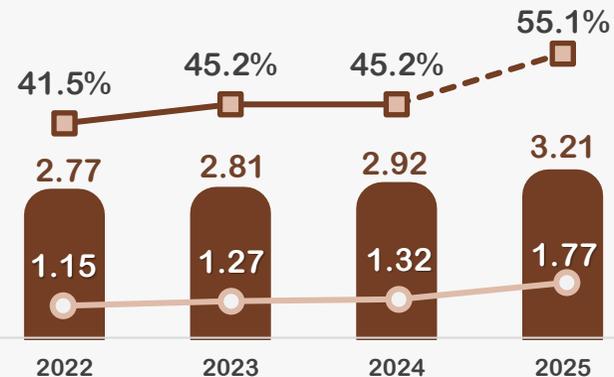
## Net Profit Margin



## ROE & ROA



## EPS & Dividend Payout (Separate)



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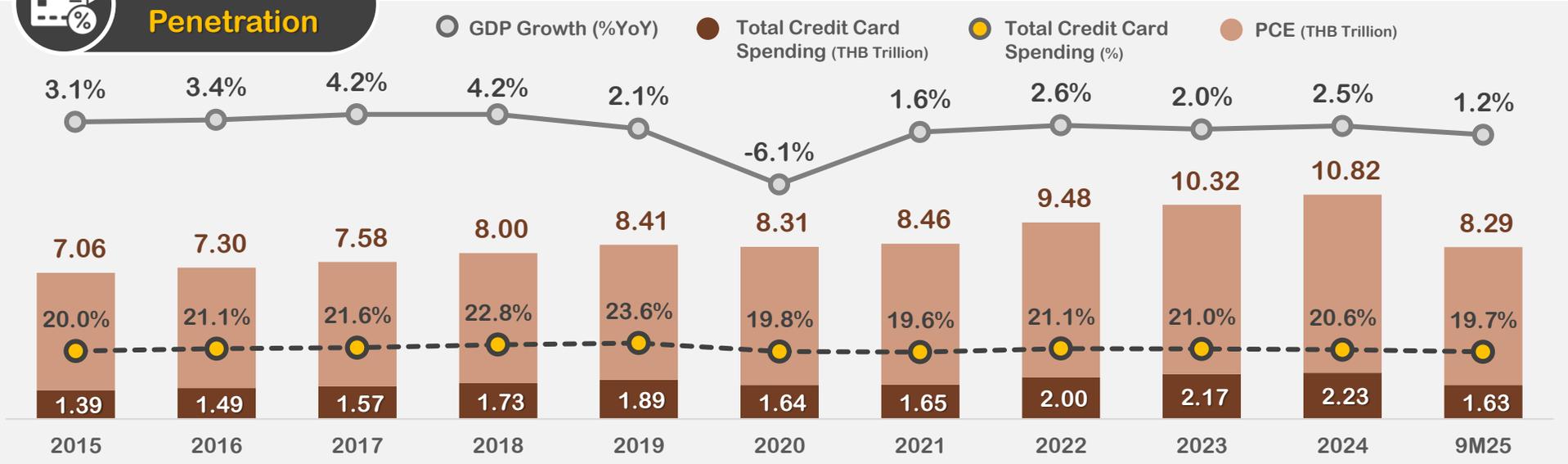
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KTC Sustainability

# Credit Card Industry & Market Share



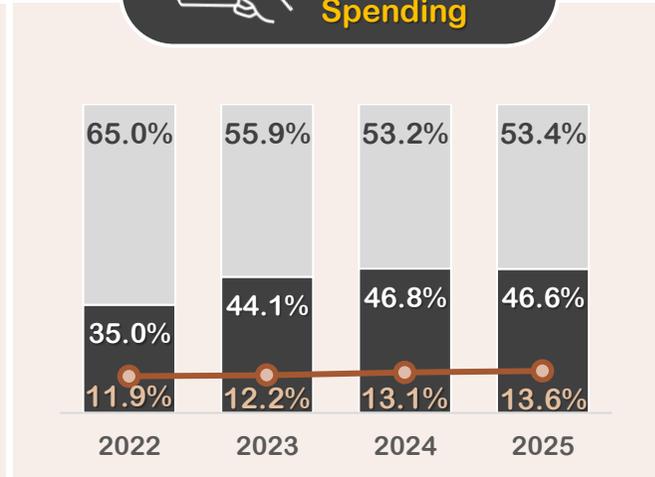
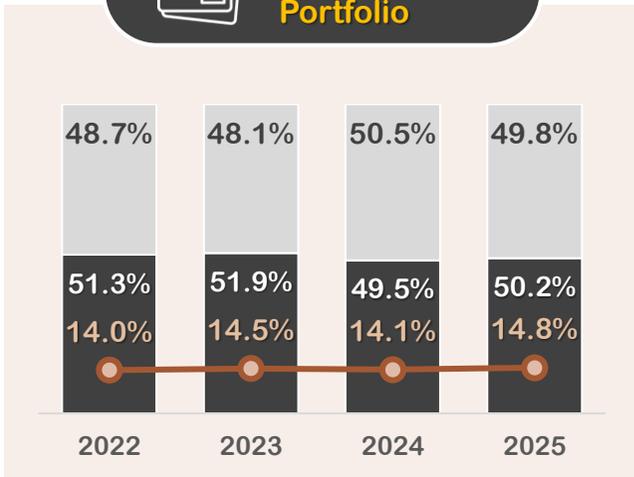
## Credit Card Penetration



## Credit Card Portfolio

## No. of Credit Cards

## Credit Card Spending

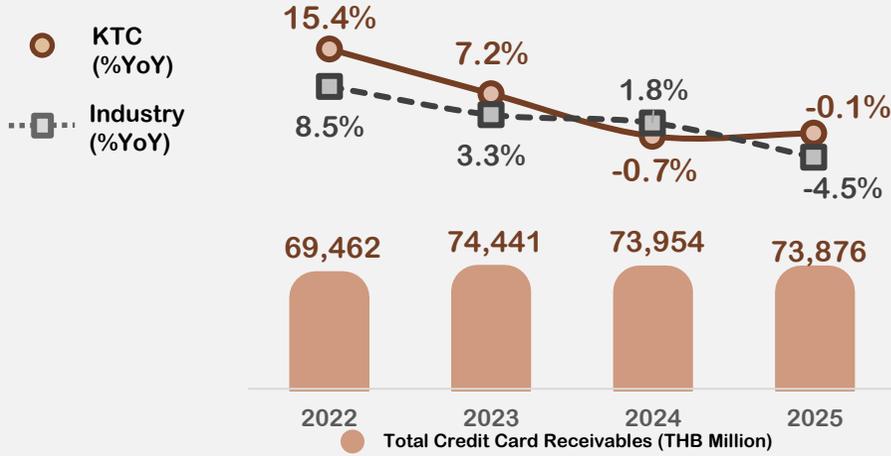


● Commercial Bank ● Non-Commercial Bank ● KTC

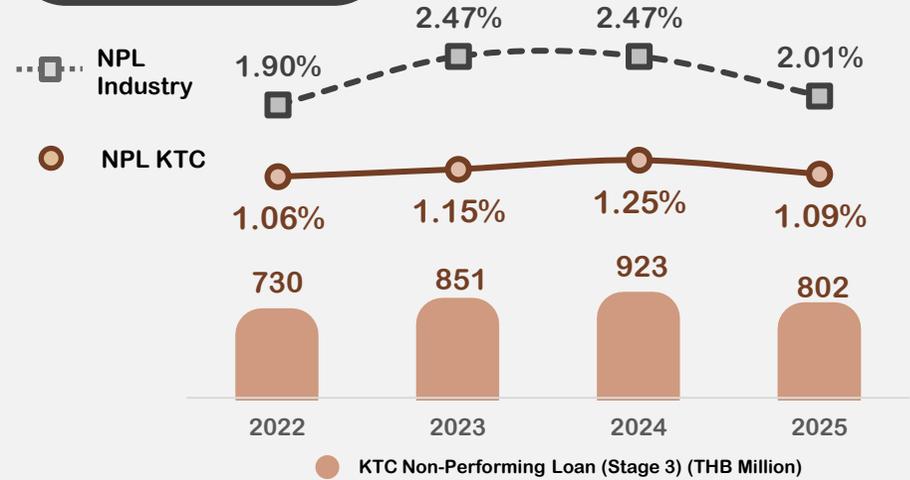
# Credit Card Performance



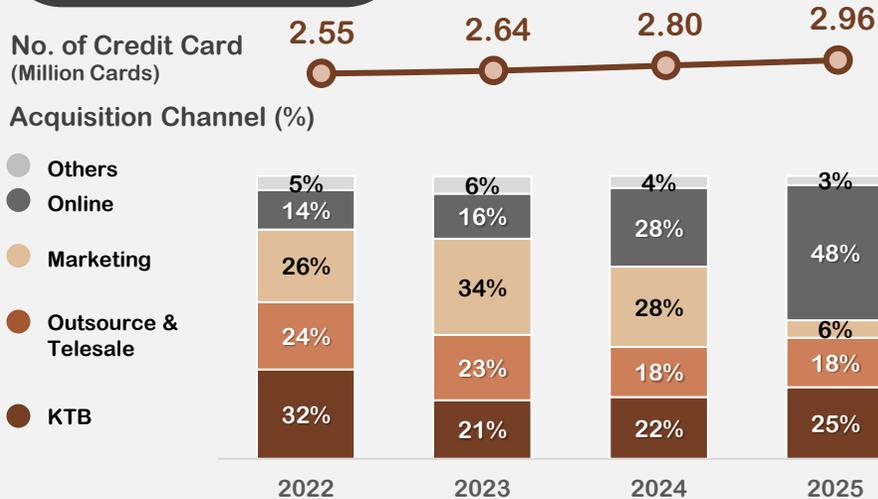
## Portfolio Growth



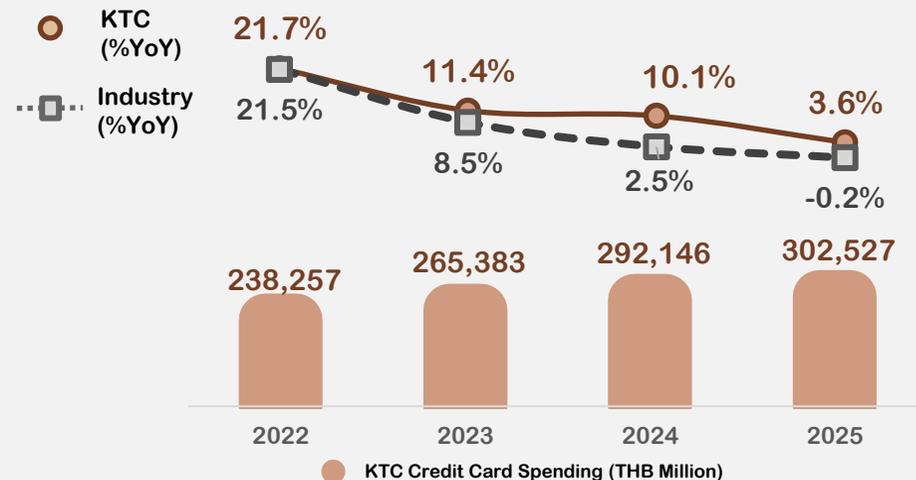
## Portfolio Quality



## Acquisition Channel



## Credit Card Spending



# Personal Loan Performance



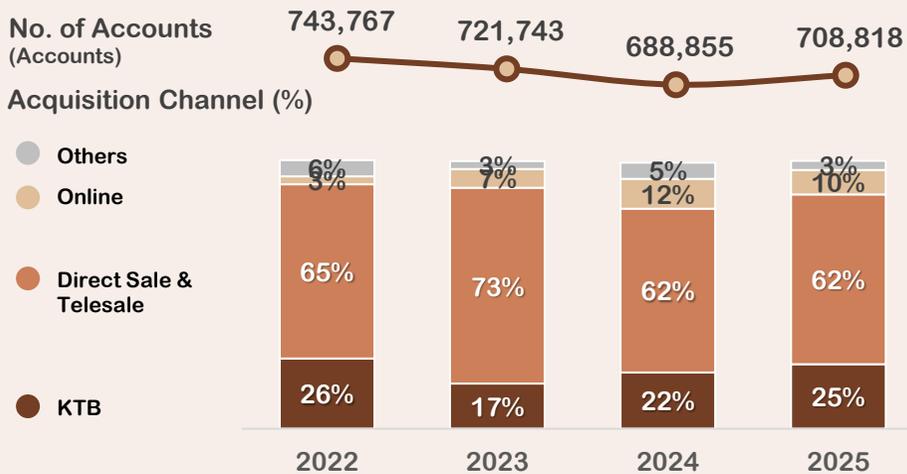
## Portfolio Growth



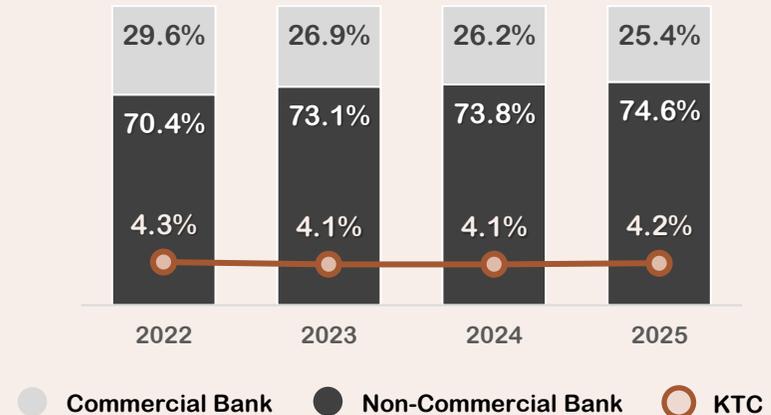
## Portfolio Quality



## Acquisition Channel



## Market Share



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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 SETHSI 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 2026 for the third consecutive year since 2024



MSCI ESG Ratings BBB Since July 2023



Member of the FTSE4Good Index Series 2025 for the fifth consecutive year since 2021

## 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



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

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

For further info, please contact IR Team at +66 2 828 5067 or [irktc@ktc.co.th](mailto:irktc@ktc.co.th)

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