

# KASIKORNBANK in Brief

## as of 4Q16

For further information, please contact Investor Relations Unit or visit our website at [www.kasikornbank.com](http://www.kasikornbank.com)

บริการทุกระดับประทับใจ

1

## KASIKORNBANK at a Glance



- Established on June 8, 1945 with registered capital of Bt5mn (USD 0.14mn)
- Listed on the Stock Exchange of Thailand (SET) since 1976

### Consolidated (as of December 2016)

Assets	Bt2,846bn (USD79.4bn)	Ranked #4 with 15.5% market share**
Loans*	Bt1,698bn (USD47.4bn)	Ranked #4 with 15.0% market share**
Deposits	Bt1,795bn (USD50.1bn)	Ranked #4 with 15.8% market share**
CAR	18.84% ***	
ROE	13.23%	
ROA	1.49%	
Number of Branches	1,107	
Number of ATMs	8,973	
Number of Employees	21,029	

### Share Information

SET Symbol	KBANK, KBANK-F
Share Capital:	
Authorized	Bt30.5bn (USD0.9bn)
Issued and Paid-up	Bt23.9bn (USD0.7bn)
Number of Shares	2.4bn shares
Market Capitalization	Bt425bn (USD11.9bn) Ranked #2 in Thai banking sector
4Q16 Avg. Share Price:	
KBANK	Bt174.52 (USD4.87)
KBANK-F	Bt174.72 (USD4.88)
EPS	Bt16.79 (USD0.47)
BVPS	Bt134.44 (USD3.75)

Notes:

\* Loans = Loans to customers less Deferred revenue

\*\* Assets, loans and deposits market share is based on C.B.1.1 (Monthly statement of assets and liabilities) of 14 Thai commercial banks as of December 2016

\*\*\* 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. 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

Exchange rate at the end of December 2016 (Mid Rate) was Bt35.83 per USD (Source: Bank of Thailand)

บริการทุกระดับประทับใจ

2

## KASIKORNBANK Mission

“KASIKORNBANK aims to be a strong financial institution that provides a variety of financial services of world-class quality responsive to customers’ needs by harmoniously combining technology and human resources so as to achieve optimal benefits for customers, shareholders, employees and society.”

OR

Achieving Long-term Risk-Adjusted Sustainable Profitability

บริการทุกระดับประทับใจ

3

## The K-Strategy

Long-Term Risk-Adjusted Sustainable Profitability

Customer Centricity

Customer Strategy

TO BE CUSTOMERS’ MAIN BANK

PRODUCT & SOLUTION  
Innovate & be responsive

BRANDING & MARKETING  
Clear & consistent communication

SERVICE QUALITY  
Excellent customer experience at all channels

KASIKORNBANK, its wholly-owned subsidiaries, and its strategic ownership

8 Customer Segments

4 Product Domains

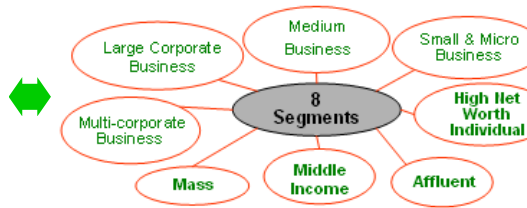
The Way We Work



KBank  
KAsset  
KResearch  
KSecurities  
KLeasing  
KF&E



เมืองไทย  
บงกชธนกิจ



PRODUCT DOMAIN 1  
OPERATION & TRANSACTION

PRODUCT DOMAIN 2  
SAVING & INVESTING

PRODUCT DOMAIN 3  
FUNDING & BORROWING

PRODUCT DOMAIN 4  
PROTECTION & INFORMATION

Strategic Capabilities

Understanding Customer Needs

Innovation & Product Management

Sales & Service Excellence

Proactive Risk Management

บริการทุกระดับประทับใจ

4

# 2012 – 2016 Financial Performance

Consolidated

(Bt mn)

Item	2016	2015	2014	2013	2012
<b>B/S and Income:</b>					
<b>Assets</b>	2,845,686	2,555,305	2,389,137	2,290,045	2,077,442
<b>Deposit</b>	1,794,835	1,705,379	1,629,831	1,529,835	1,391,380
<b>Loan</b>	1,697,581	1,609,887	1,527,080	1,438,978	1,326,732
<b>Interest Income</b>	115,873	114,354	113,578	106,226	96,174
<b>Interest Expense</b>	26,195	29,341	30,446	33,428	32,593
<b>Non-interest Income</b>	63,725	62,503	55,523	47,520	40,724
<b>Other Operating Expenses (Non-interest expense)</b>	63,854	66,656	61,419	52,270	46,934
<b>EBPT</b>	89,548	80,859	77,237	68,047	57,371
<b>Net Profit</b>	40,174	39,474	46,153	41,325	35,260
<b>Performance Ratio:</b>					
<b>ROA</b>	1.49	1.60	1.97	1.89	1.86
<b>ROE</b>	13.23	14.54	19.38	20.45	20.76
<b>NIM</b>	3.5	3.7	3.8	3.6	3.6
<b>Cost to income ratio</b>	41.6	45.2	44.3	43.7	45.0
<b>Asset Quality Ratio:</b>					
<b>NPL gross</b>	65,087	49,490	36,067	33,525	33,166
<b>NPL net</b>	33,553	24,586	15,494	14,664	13,607
<b>Reserve</b>	85,212	64,317	50,992	45,099	43,723
<b>NPL gross /Loan (%)</b>	3.3	2.7	2.2	2.1	2.2
<b>NPL net /Loan (%)</b>	1.7	1.4	1.0	0.9	0.9
<b>Reserve/NPL gross (%)</b>	130.9	130.0	141.4	134.5	131.8
<b>Capital** (%):</b>		Basel 3			Basel 2
<b>CAR</b>	18.8	18.0	17.3	15.8	15.6
<b>Tier 1</b>	15.2	14.5	13.5	12.6	10.4

Notes: \* In accordance with the corporate income tax rate reduction from 30% of taxable profit to 23% in 2012 and 20% in 2013, KBank recognized a one-time Bt1.9bn impact to the 4Q11 income statement due to deferred tax items adjustment; there was no effect on the business undertakings, profitability, or capital fund of the Bank and its subsidiaries

\*\* 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. KASIKORNBANK FINANCIAL CONGLOMERATE means the company under the Notification of the Bank of Thailand re: Consolidated Supervision, consisted of KASIKORNBANK, 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.

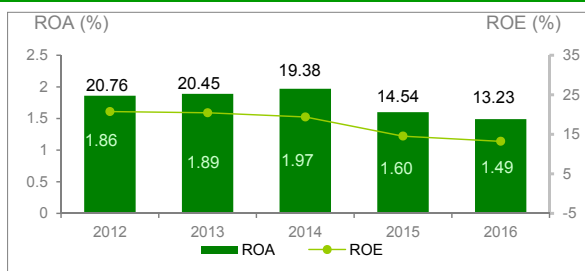
บริการทุกระดับประทับใจ

5

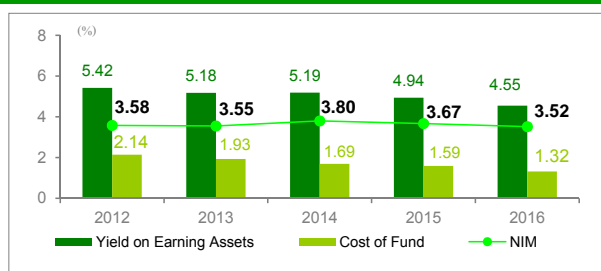
## Financial Performance Highlights

December 2016 (Consolidated)

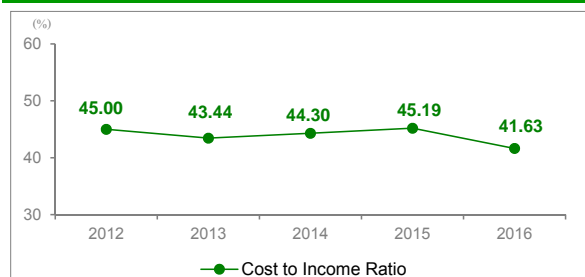
### ROA and ROE



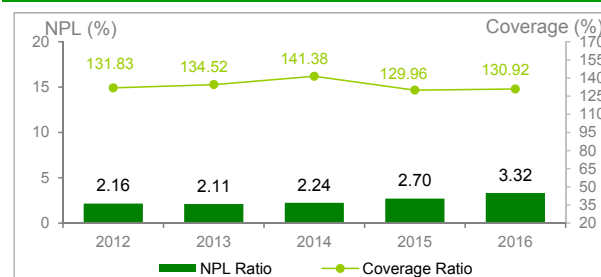
### Net Interest Margin



### Cost to Income Ratio



### NPL Ratio and Coverage Ratio



บริการทุกระดับประทับใจ

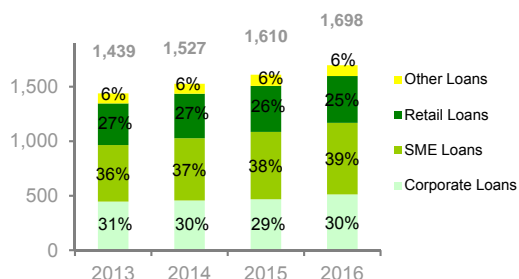
6

# Loan

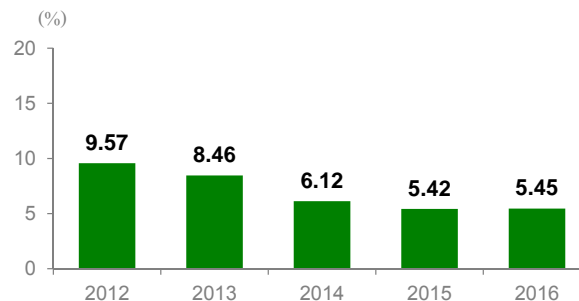
December 2016 (Consolidated)

- Decent and sustainable loan growth; in line with economic growth

## Loan Portfolio Breakdown



## Loan Growth (YoY)



### Loan Definition (TFRS 8: Operating Segments)

**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:** Loans in Enterprise Risk Management Division (NPL + Performing Restructured Loans), and other loan types

Note: Loans = Loans to customers less deferred revenue, based on new financial statement presentation

บริการทุกระดับประทับใจ

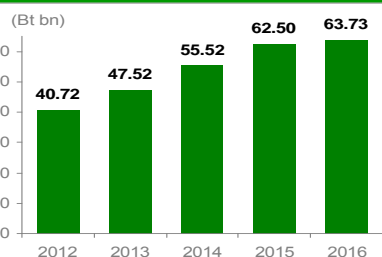
7

# Non-interest Income and Net Fee Income

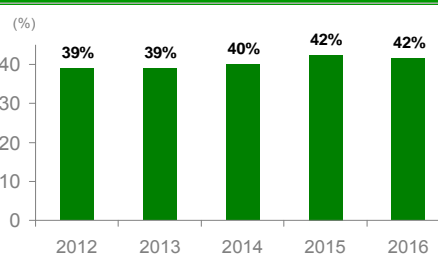
December 2016 (Consolidated)

- Non-interest income growth continues to be a main driver helping to achieve long-term sustainable profitability, mainly from net fees and service income as a result of customer-centric strategy

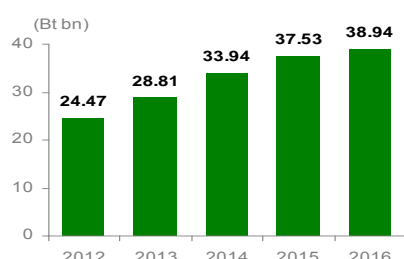
## Non-interest Income (Bt)



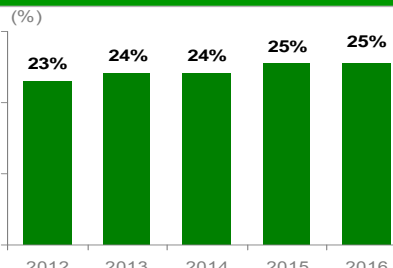
## Non-interest Income Ratio\*



## Net Fee Income (Bt)



## Net Fee Income Ratio\*

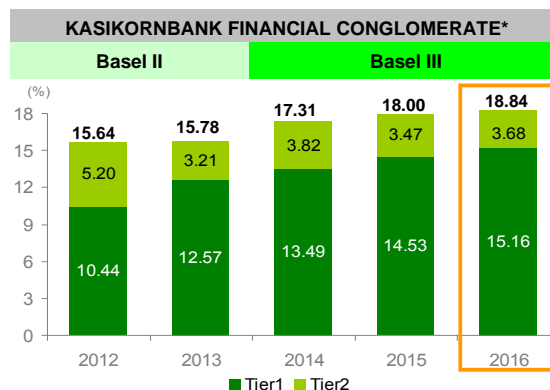
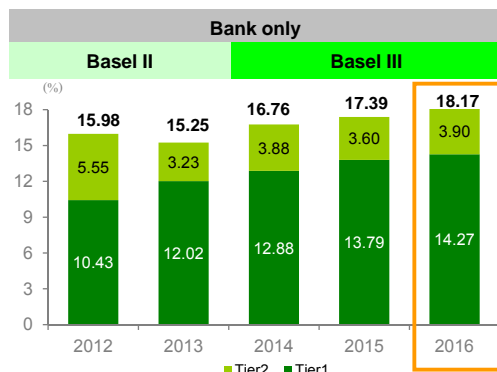


Note: \* Non-interest Income Ratio = Non-interest income/Total Operating Income-net  
Net Fee Income Ratio = Net Fee Income/Total Operating Income-net

บริการทุกระดับประทับใจ

8

- Capital adequacy remains sufficient to support business growth; maintained adequate Tier 1 ratio, as required under the Basel III



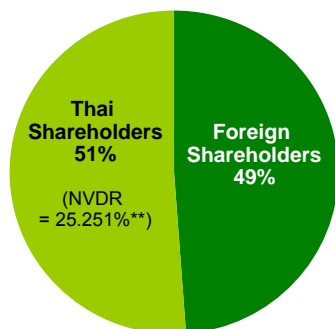
Note: \* KASIKORNBANK FINANCIAL CONGLOMERATE means the company under the Notification of the Bank of Thailand re: Consolidated Supervision, consisted of KBank, K Companies and subsidiaries operating in supporting KBank, Phethai Asset Management Co., Ltd. and other subsidiaries within the permitted scope from the BOT's to be financial conglomerate.

Under Bank of Thailand's 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.

บริการทุกระดับประทับใจ

9

## Shareholder Structure



**Note:**

Thai Shareholding Limit 51%  
Foreign Shareholding Limit 49%

Note: \* The Top 10 Shareholders are based on individual accounts

\*\* Thai NVDR Co., Ltd (Thai NVDR) is responsible for issuing and selling Non-Voting Depository Receipts (NVDRs) to investors. The Stock Exchange of Thailand (SET) is the major shareholder, holding 99.99% of the total shares, of Thai NVDR. The NVDR limit for KBank is 35%.

\*\*\* Thailand Securities Depository Company Limited (TSD), a subsidiary of the Stock Exchange of Thailand, provides three types of securities post trade services: securities depository services, securities registration services, and provident fund registration services; the shareholders booked under TSD are those who are not eligible for dividend payments as their investment is not aligned with their citizenship (i.e. foreign investors buying KBank shares on the local board or Thai investors buying KBank shares on the foreign board)

Source: Thailand Securities Depository Company Limited (TSD), the Stock Exchange of Thailand website (www.set.or.th), and KBank

## Top 10 Shareholders\*

%

1. THAI NVDR CO., LTD**	25.251
2. STATE STREET BANK EUROPE LIMITED	10.683
3. CHASE NOMINEES LIMITED	7.456
4. STATE STREET BANK AND TRUST COMPANY	5.443
5. NORTRUST NOMINEES LIMITED-NT0 SEC LENDING THAILAND CL AC	2.574
6. THE BANK OF NEW YORK MELLON	2.218
7. GIC PRIVATE LIMITED	2.120
8. SOCIAL SECURITY OFFICE	1.678
9. NORBAX, INC.	0.965
10. HSBC BANK PLC-PRUDENTIAL ASSURANCE COMPANY LIMITED	0.810
<b>Other Shareholders</b>	<b>40.801</b>
<b>Total</b>	<b>100.000</b>

บริการทุกระดับประทับใจ

10

# Corporate Governance

## Importance of Corporate Governance and Business Ethics

The Board of Directors of KASIKORNBANK strongly believes that good corporate governance will enhance the sustainable growth of the Bank's performance, and is central to achieving the Bank's primary objective of maximizing shareholder value

## Maximizing Shareholder Value

### Bank's Performance

### Good Corporate Governance

Code of Business Conduct

Code of Conduct

For further information, please visit [www.kasikornbank.com](http://www.kasikornbank.com) / Investors / Corporate Governance

บริการทุกระดับประทับใจ

11

# Sustainable Development

KASIKORNBANK embraces sustainable development in the economy, society and environment as the foundation of our operations. This guiding concept enhances our business innovation and ensures the maximum benefit to all stakeholders, thus paving the way towards being a "Bank of Sustainability" for our society and nation.

## Economic Aspect

- Corporate Governance
- Customer Centricity
- Innovation
- Professionalism
- Financial Knowledge
- Risk Management

## Social Aspect

- Labor Relations Management and Employee Caring
- Employee Development
- Occupational Health and Safety
- Youth Development
- Community and Social Development

## Environmental Aspect

- Environmentally Friendly Business Operation
- Environmental Management Policies i.e. Water, Energy, and Climate Change (3R)
- Cultural of Environmental Awareness and Protection

## Bank of Sustainability



## PRIDE OF KBank 2016

MEMBER OF  
Dow Jones  
Sustainability Indices  
In Collaboration with RobecoSAM



FTSE4Good

KASIKORNBANK is the first commercial bank in Thailand and ASEAN that has been selected as a member of the DJSI World Index and DJSI Emerging Markets Index

KASIKORNBANK is a constituent of the FTSE4Good Emerging Index following its launch in December 2016. The FTSE4Good Index Series is designed to help investors integrate environmental, social and governance (ESG) factors into their investment decisions.

## SUSTAINABILITY IN ACTION

- Human Rights Policy:** aims at fostering greater awareness and enhancing our capability to identify and manage human rights issues related to our employees, customers, suppliers, and communities
- Layoff Policy:** it is KBank policy not to terminate any employee unless that employee commits severe disciplinary action or the Bank's business operation is in trouble or there is an economic crisis or any serious incident that affect the Bank's business continuity
- Voluntary Leave Policy:** allows employees to take 1 day leave for volunteer programs related to environment, society, and economy
- ESG 100 company certified by Thailand**

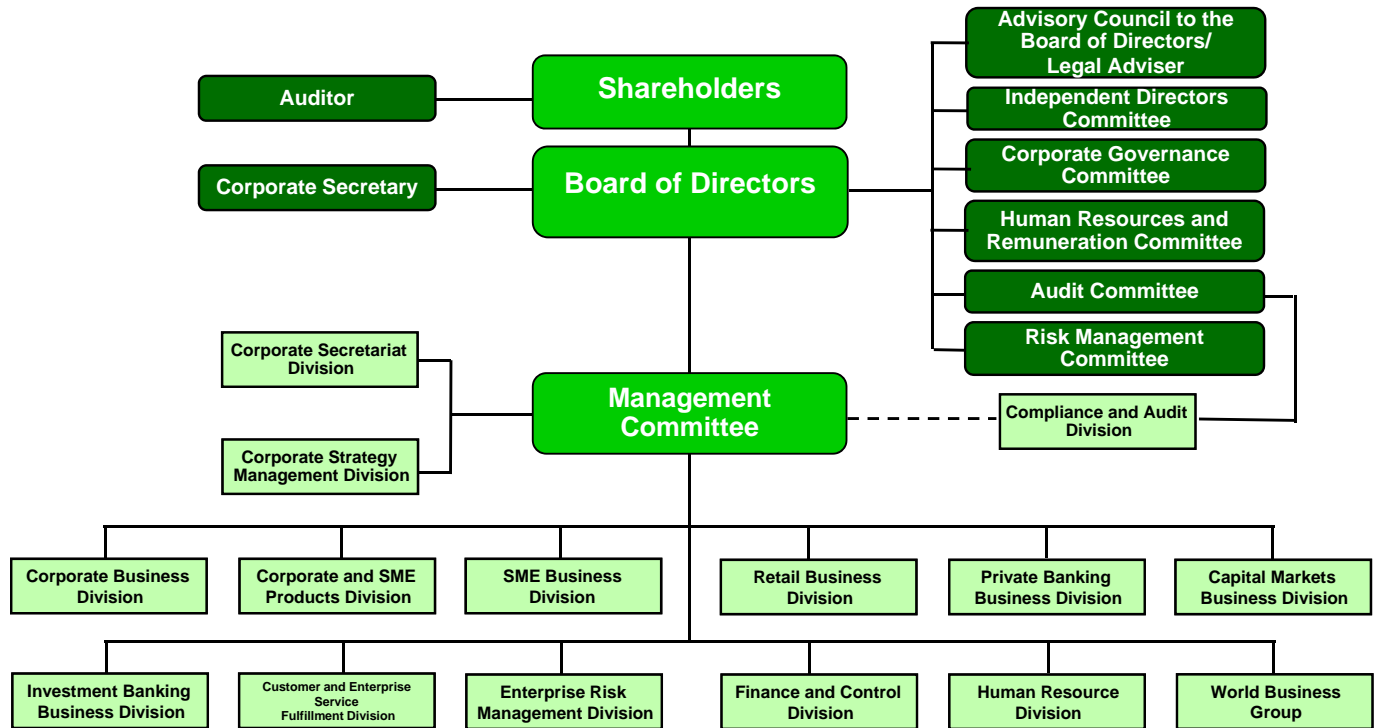


Note: More information on our Sustainable Development can be found on our website and KBank's Sustainability Development Report 2015

บริการทุกระดับประทับใจ

12

# Organization Chart



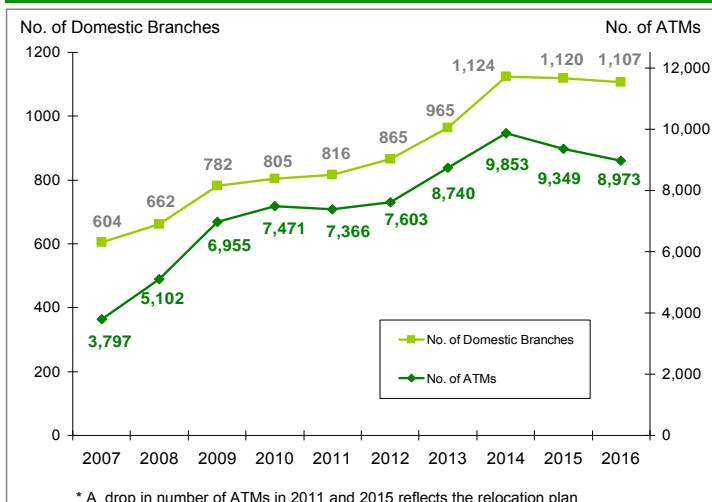
บริการทุกระดับประทับใจ

13

# KBank Channels and Employees

December 2016

## Domestic Branches & ATMs



## Employees



- Note: 1) KBank has one subsidiary bank: KASIKORNTHAI BANK Limited in Lao PDR  
 2) KBank has five international branches, one international sub-branch, and nine representative offices:  
 - Five international branches are in Cayman Islands, Hong Kong, Shenzhen, Chengdu and Phnom Penh  
 - One international sub-branch is in Longgang  
 - Nine representative offices are in Los Angeles, Beijing, Shanghai, Kunming, Tokyo, Yangon, Ho Chi Minh, Hanoi, and Jakarta  
 3) KBank has 146 foreign exchange booths

บริการทุกระดับประทับใจ

14

## Public Recognition Highlight: 2015 – 2016

### 2016

- Dow Jones Sustainability Indices**
  - An index component of the Dow Jones Sustainability Indices (DJSI) 2016, including the DJSI World Index and the DJSI Emerging Markets Index
- IR**
  - The Gold level of the 2016 Global Top 50 (Rank 18th)
  - Best Overall Investor Relations (large cap)
  - Best Investor Relations in Thailand
  - Best Investor Relations Officer
  - Best Investor Relations in Financial sector
  - Best Use of Technology
  - Best Sustainability Practice
- THE ASIAN BANKER**
  - Best Retail Bank in Thailand 2016
  - Best CEO in Thailand
  - Best Management Bank in Thailand
  - Best Cash Management Bank in Thailand
  - Best Transaction in Thailand
  - Best Mobile Banking Product in Thailand
  - Best Credit Card Product in Thailand
- Corporate Governance Asia**
  - Asia's Best CEO (Investor Relations)
  - Best Investor Relations Company
  - Best Investor Relations Professional
- ELECTRONIC**
  - Best Loyalty Program
  - Best Marketing Campaign-Overall
  - Best Card Offering-Southeast Asia
- THE ASSET**
  - Platinum Awards in Financial Performance, Corporate Governance, Social Responsibility, Environment Responsibility and Investor Relations
  - Triple A Best Cash Management
  - Triple A Editor's Triple Star PTT Fill & Go
  - Triple A Best Cash Management Solution: Thep Sombat
- BANKING3FINANCE**
  - Domestic Retail Bank of the Year in Thailand
  - Digital Banking Initiative of the Year in Thailand
- FinanceAsia**
  - Best Bank in Thailand 2016
- ASIAMONEY**
  - Best Domestic Bank in Thailand
  - Best Domestic Debt House in Thailand
- Alpha South East Asia**
  - Best FX Bank for Corporates and FIs in Thailand
  - Best Cash Management Bank in Thailand
  - Best Investor Relations Award
  - Outstanding Investor Relations Award
  - Outstanding Innovative Company Award
  - Best Asset Management Company Award
- SET**

### 2015

- THE ASSET**
  - Platinum Awards in Financial Performance, Corporate Governance, Social Responsibility, Environment Responsibility and Investor Relations
  - Project Finance Bank of the Year, Thailand
  - Project Finance Deal of the Year / Best Power Deal, Thailand
  - Best Energy / Renewable Energy Deal, Thailand
  - Best Service Providers Cash Management, Thailand
  - Best Service Providers Trade Finance, Thailand
  - Deal of the Year 2015
- Corporate Governance Asia**
  - Asia's Best CEO (Investor Relations)
  - Best Investor Relations Professional (Thailand)
  - Best Investor Relations Company (Thailand)
- BANKING3FINANCE**
  - Thailand Domestic Retail Bank of the Year
  - Thailand Online Banking Initiative of the Year
  - Thailand Domestic Cash Management Bank of the Year
  - Best Branch Innovation of the Year
- ASIAMONEY**
  - Best Disclosure and Transparency in Thailand
  - Best for Investor Relations in Thailand
- TCCTA**
  - The Best Service Strategy Contact Center
  - The Best Effective Software Contact Center
- ASEAN CORPORATE GOVERNANCE**
  - ASEAN Corporate Governance Awards: Top 50 Publicly Listed Companies for ASEAN
- THE ASIAN BANKER**
  - Best Retail Bank in Thailand
  - Best Cash Management Bank in Thailand
- FinanceAsia**
  - Best Bank in Thailand
  - Best Debt Capital Market House in Thailand
- The Banker**
  - Best Cash Management in Thailand
- Alpha South East Asia**
  - Best Cash Management Bank
  - Best Bank in Thailand
- IR**
  - IR Magazine Global Top 50
  - Best Investor Relations by a Thai Company 2015
- GIR**
  - Best Local Trade Finance Bank in Thailand
- ThaiBMA**
  - ThaiBMA Best Bond Awards
    - Best Bond House
    - Best Bond Dealer
    - Deal of the Year
- BANK OF THAILAND**
  - Best Payment Service Provider
- Best Retail Bank of The Year 2015**
- Best Bank in Thailand**
- ESCO**
  - Excellent ESCO Financial Supporting Awards
- TMA**
  - Thailand ICT Excellence Awards 2015: Innovations Project
- ELECTRONIC**
  - Best Card Design Asia-Pacific
  - Highly Commended: Best Credit Card Offering-Thailand
- SET**
  - Best CEO Award
  - Outstanding Company Performance Award
  - Outstanding Investor Relations Award
  - Thailand Sustainability Investment
  - Banker for Equity Fund

บริการทุกระดับประทับใจ

15

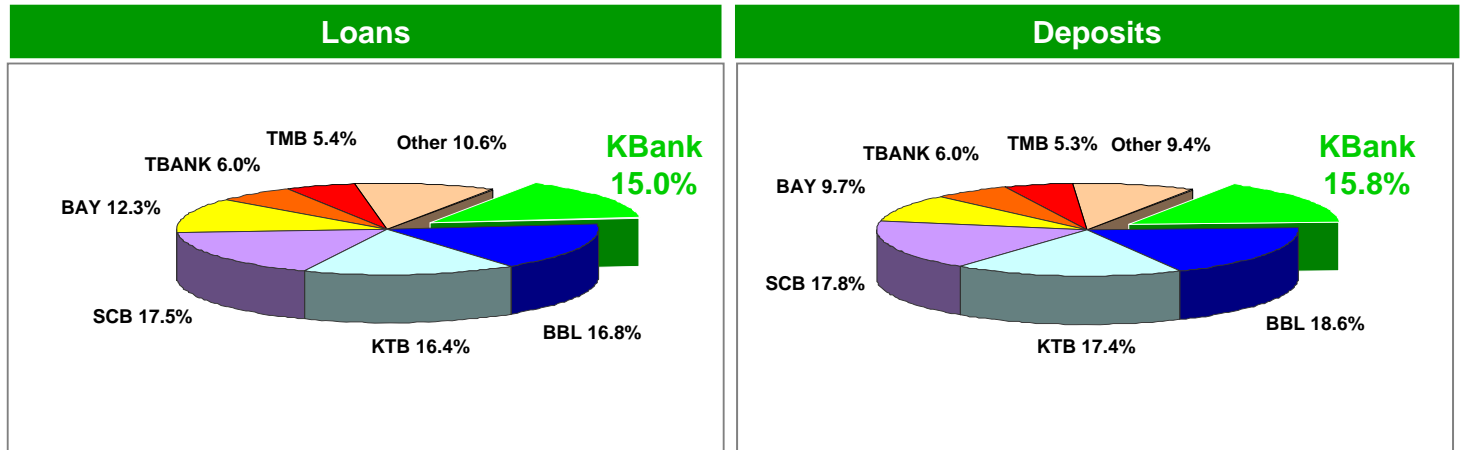
## Appendix

บริการทุกระดับประทับใจ

16

# Loans and Deposits Market Share

December 2016 (Bank only)



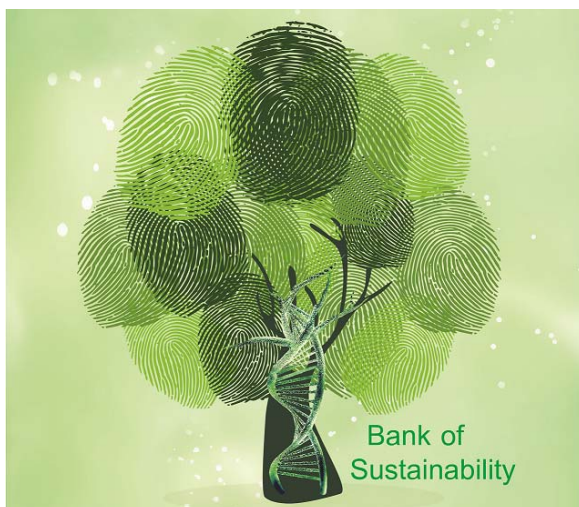
Source: KASIKORN RESEARCH and C.B.1.1 (monthly summary statement of assets and liabilities)

Note: Loans and deposits market share is based on C.B.1.1 of 14 Thai commercial banks as of September 2016

บริการทุกระดับประทับใจ

17

## DISCLAIMER:



This document is intended to provide material information relating to investment or product in discussion and for reference during discussion, presentation or seminar only. It does not represent or constitute an advice, offer, contract, recommendation or solicitation and should not be relied on as such. In preparation of this document, KASIKORNBANK PUBLIC COMPANY LIMITED ("KBank") has made several crucial assumptions and relied on the financial and other information made available from public sources, and thus KBank assumes no responsibility and makes no representations with respect to accuracy and/or completeness of the information described herein. Before making your own independent decision to invest or enter into transaction, the recipient of the information ("Recipient") shall review information relating to service or products of KBank including economic and market situation and other factors pertaining to the transaction as posted in KBank's website at URL [www.kasikornbank.com](http://www.kasikornbank.com) and in other websites including to review all other information, documents prepared by other institutions and consult financial, legal or tax advisors each time. The Recipient understands and acknowledges that the investment or execution of the transaction may be the transaction with low liquidity and that KBank shall assume no liability for any loss or damage incurred by the Recipient arising out of such investment or execution of the transaction.

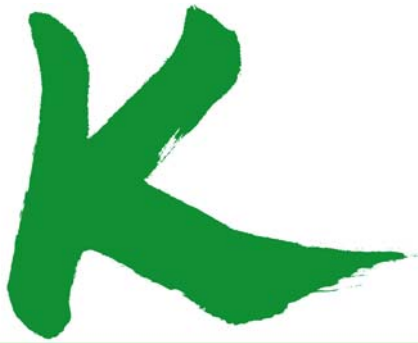
The Recipient also acknowledges and understands that the information so provided by KBank does not represent the expected yield or consideration to be received by the Recipient arising out of the execution of the transaction. Further the Recipient should be aware that the transaction can be highly risky as the markets are unpredictable and there may be inadequate regulations and safeguards available to the Recipient.

KBank reserves the rights to amend either in whole or in part of information so provided herein at any time as it deems fit and the Recipient acknowledges and agrees with such amendment. Where there is any inquiry, the Recipient may seek further information from KBank or in case of making complaint, the Recipient can contact KBank at [IR@kasikornbank.com](mailto:IR@kasikornbank.com) or +(662) 470 6900 to 01, +(662) 470 2673 to 74.

\* 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.

บริการทุกระดับประทับใจ

18



**KASIKORNTHAI**

บริการทุกระดับประทับใจ