Management Discussion and Analysis for 2nd quarter 2026

Executive Summary

Consolidate financial statement Unit: Million Baht

	Quarter 2/26	Quarter 2/25	6 Months 2026	6 Months 2025	Change QoQ%		Change YoY%	
Net profit	1,997	2,155	3,603	3,406	-7%	(158)	6%	197
Adjusted operating profit [1]	1,541	890	3,480	1,103	73%	651	215%	2,377
Insurance service result	1,181	1,100	2,383	2,008	7%	81	19%	375
Net financial result [2]	1,389	1,481	2,197	1,815	-6%	(92)	21%	382
First year premium [3]	1,356	1,542	3,869	3,652	-12%	(186)	6%	217
Total premium [4]	7,391	7,125	18,064	16,434	4%	266	10%	1,630
NB CSM-Insurance Contract	1,079	659	2,409	1,901	64%		27%	
NB CSM Margin [5]	77.1%	47.1%	63.5%	58.2%	-		-	

	30 Jun 2026	31 Dec 2025
CAR	391%	377%

[1] Adjusted operating profit = Net profit exclude gains and losses on revaluation, net of tax and includes gains and losses from sale of equity instruments measured through other comprehensive income, net of tax

[2] Net financial result = Net investment income and insurance finance expense

[3][4] Insurance premiums from the Thai Life Assurance Association

[5] NB CSM Margin = New business Contractual Service Margin and Losses on onerous contracts / First year Annual Premium Equivalent (APE) for contracts not measured under the Premium Allocation Approach (PAA)

- In the second quarter of 2026, Bangkok Life Assurance PCL reported a net profit of 1,997 million Baht, a decrease of 158 million Baht or 7% YoY, mainly from a net finance result that decreased by 92 million Baht which was driven by an 88 million Baht decrease in investment income resulting from lower interest income.
- In the six-month period of 2026, Bangkok Life Assurance PCL reported a net profit of 3,603 million Baht, an increase of 197 million Baht or 6% YoY, driven by a higher insurance service result of 375 million Baht and a higher net finance result of 382 million Baht.
- In the six-month period of 2026, adjusted operating profit increased by 2,377 million Baht or 215% YoY, due to an increase in net profit and an increase in gains on selling equity investments at FVOCI directly recognized in retained earnings.
- In the six-month period of 2026, the company reported a new business contractual service margin (CSM) of 2,409 million Baht, an increase of 27% YoY, due to an increase in yield and changes in claim assumptions from better experience. The new business CSM margin was 64%.
- The Capital Adequacy Ratio (CAR) as of the end of second quarter of 2026 was at 391%, an increase from 377% at the end of 2025, which higher than regulatory minimum requirement of 140%.

Statement of profit or loss

Consolidate financial statement Unit: Million Baht

Operating Results	Quarter 2/26	%	Quarter 2/25	%	Change QoQ		6 months 2026	%	6 months 2025	%	Change YoY	
Insurance revenue												
Contracts not measured under the premium allocation approach	2,635	109%	2,694	108%	(59)	-2%	5,300	123%	5,284	143%	16	0%
Contracts measured under the premium allocation approach	559	23%	560	22%	(1)	0%	1,134	26%	1,149	31%	(15)	-1%
Insurance revenue	3,194	133%	3,254	130%	(60)	-2%	6,434	149%	6,433	174%	1	0%
Insurance service expenses												
Contracts not measured under the premium allocation approach	(1,522)	-63%	(1,624)	-65%	102	-6%	(3,046)	-71%	(3,339)	-90%	293	-9%
Contracts measured under the premium allocation approach	(465)	-19%	(516)	-21%	51	-10%	(963)	-22%	(1,036)	-28%	73	-7%
Insurance service expenses	(1,987)	-82%	(2,140)	-86%	153	-7%	(4,009)	-93%	(4,375)	-118%	366	-8%
Net expenses from reinsurance contracts	(26)	-1%	(14)	-1%	(12)	84%	(42)	-1%	(50)	-1%	8	-17%
Insurance service result	1,181	49%	1,100	44%	81	7%	2,383	55%	2,008	54%	375	19%
Investment revenue	2,556	106%	2,645	106%	(89)	-3%	5,132	119%	5,110	138%	22	0%
Gains (losses) on financial instruments	185	8%	161	6%	24	15%	889	21%	519	14%	370	71%
Gains (losses) on fair value of financial instruments	784	33%	967	39%	(183)	-19%	367	8%	682	18%	(315)	-46%
Expected credit lossess	25	1%	(151)	-6%	176	-116%	52	1%	(133)	-4%	185	-140%
Net invetsment income	3,550	147%	3,622	145%	(72)	-2%	6,440	149%	6,178	167%	262	4%
Finance expenses from insurance contracts	(2,154)	-89%	(2,135)	-85%	(19)	1%	(4,229)	-98%	(4,353)	-118%	124	-3%
Finance income from reinsurance contracts	(7)	0%	(6)	0%	(1)	23%	(14)	0%	(10)	0%	(4)	39%
Net finance expenses from insurance contracts	(2,161)	-90%	(2,141)	-86%	(20)	1%	(4,243)	-98%	(4,363)	-118%	120	-3%
Net financial result	1,389	58%	1,481	59%	(92)	-6%	2,197	51%	1,815	49%	382	21%
Other income and expenses	(160)	-7%	(81)	-3%	(79)	97%	(260)	-6%	(119)	-3%	(141)	118%
Profits before income tax expenses	2,410	100%	2,500	100%	(90)	-4%	4,320	100%	3,704	100%	616	17%
Income tax expenses	413	17%	345	14%	68	20%	717	17%	298	8%	419	141%
Net profit for the years	1,997	83%	2,155	86%	(158)	-7%	3,603	83%	3,406	92%	197	6%
Adjusted operating profit	1,541	64%	890	36%	651	73%	3,480	81%	1,103	30%	2,377	215%

- In the second quarter of 2026, the net profit was 1,997 million Baht, representing an earnings per share of 1.17 Baht, a decrease of 158 million Baht or 7% from the second quarter of 2025. This was due to a 92 million Baht decrease in the net financial result.
- In the six-month period of 2026, the net profit was 3,603 million Baht, representing an earnings per share of 2.11 Baht, an increase of 197 million Baht from 2025. This was due to a 375 million Baht increase in the insurance service result and a 382 million Baht increase in the net financial result.
- In the second quarter of 2026, the insurance service result increased by 81 million Baht, and by 375 million Baht for the six-month period, due to a decrease in the claim ratio.
- For investment result, investment income decreased by 72 million Baht in the second quarter of 2026 due to lower interest income. However, for the six-month period of 2026, it increased by 262 million Baht, resulting from gains on sales of investments and dividend income.

Statement of financial position

Consolidate financial statement Unit: Million Baht

	30-Jun-26	%	31-Dec-25	%	Change	%
Cash and cash equivalents	3,549	1%	6,683	2%	(3,134)	-46.9%
Accrued investment income	1,070	0%	1,103	0%	(33)	-3.7%
Financial assets[6]	300,345	97%	302,476	96%	(2,131)	2.9%
Insurance contact assets	23	0%	29	0%	(6)	-62.6%
Property, plant and equipment	1,830	1%	1,859	1%	(29)	-0.5%
Other assets	3,133	1%	3,823	1%	(690)	28.3%
TOTAL ASSETS	309,950	100%	315,973	100%	(6,023)	-1.9%
Insurance liabilities	251,017	81%	257,727	82%	(6,710)	-2.6%
Other liabilities	2,765	1%	3,050	1%	(285)	-9.3%
TOTAL LIABILITIES	253,782	82%	260,777	83%	(6,995)	-2.7%
Share capital and premium on share capital	5,069	2%	5,069	2%	-	0.0%
Retained earnings	46,782	15%	43,821	14%	2,961	6.8%
Other component of shareholders' equity	4,317	1%	6,306	2%	(1,989)	-31.5%
TOTAL EQUITIES	56,168	18%	55,196	17%	972	1.8%
BV Per share	**32.89**		**32.32**			

[6] Financial assets = Debt instruments + Equity instruments + Loans and accrued interest receivables

Assets

Total assets as of 30 June 2026 were 309,950 million Baht, a decrease of 2% or 6,023 million Baht from 31 December 2025, due to a decrease in mark-to-market financial instruments. The majority of the company's assets were financial assets and cash equivalents, accounting for 98% of total assets and 121% of insurance contract liabilities.

Liabilities and Equity

Total liabilities as of 30 June 2026 were 253,782 million Baht, a decrease of 3% from 31 December 2025, due to a decrease in insurance contract liabilities resulted from the remeasurement due to an increase in interest rates.

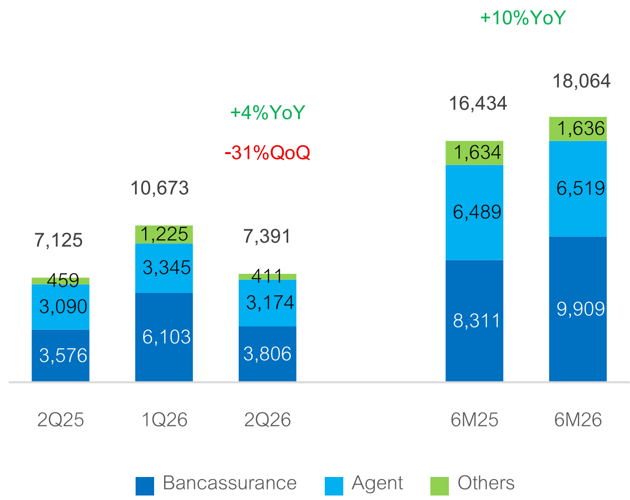
As of 30 June 2026, total equity was at 56,168 million Baht, an increase of 972 million Baht or 2% from 31 December 2025, with a book value per share of 32.89 Baht. This increase resulted from a net profit of 3,603 million Baht and a 7,577 million Baht gain from insurance finance expenses, which was driven by the mark-to-market valuation of insurance contract liabilities due to higher yields. Meanwhile, the remeasurement of investments at FVOCI and derivatives for cash flow hedges resulted in a negative impact to equity of 9,395 million Baht, in addition to dividend payments of 813 million Baht.

Performance Overview

Total Premium

In the second quarter of 2026, the company's total premium amounted to 7,391 million Baht, an increase of 4% from the same period last year. For the first half of 2026, the total premium reached 18,064 million Baht, an increase of 10% YoY. Contribution of the total premium by distribution channel in the second quarter of 2026 was 51% from bancassurance, 43% from agent channel, and 6% from others channel.

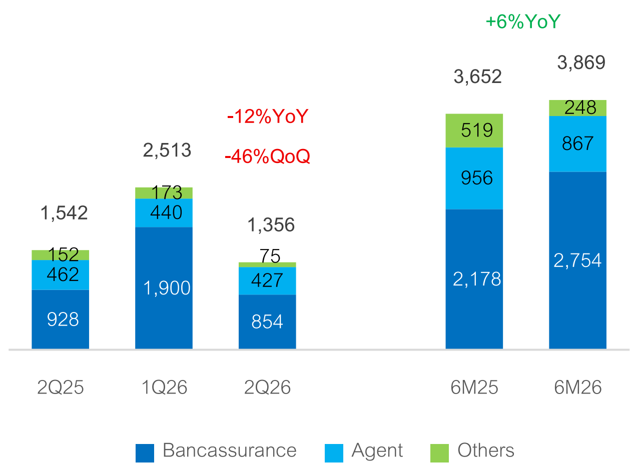
Figure 1: Total Premium by channels (Baht: million)



First Year Premium

In the second quarter of 2026, the company's first year premium (FYP) was 1,356 million Baht, a decrease of 12% YoY. This was due to an 8% decrease in FYP from the bancassurance channel, agent channel showed an 8% decrease and the others channel recorded a 51% decrease in FYP. The contribution by distribution channel was 63% from bancassurance, 31% from agent channel, and 6% from other channels. For the first half of 2026, FYP was 3,869 million Baht, a growth of 6% YoY. This was driven by a 26% increase in FYP from the Bancassurance channel, while FYP from Agent channel decreased by 9% YoY and others channel decreased by 52% YoY. The contribution by distribution channel was 71% from bancassurance, 23% from agent channel, and 6% from others channel.

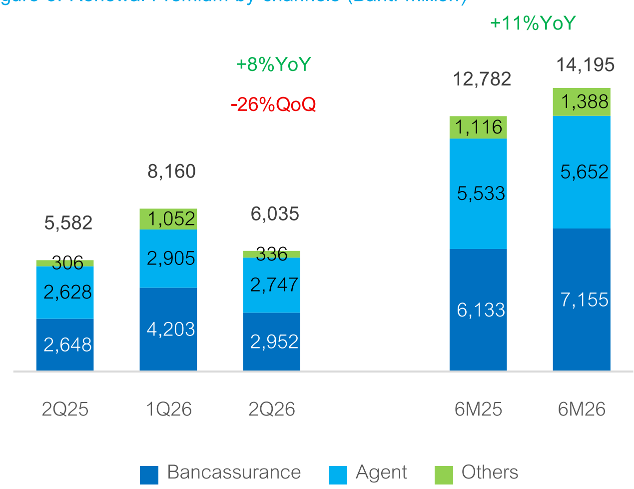
Figure 2: First Year Premium by channels (Baht: million)



Renewal Year Premium

In the second quarter of 2026, the company recorded renewal year premium (RYP) of 6,035 million Baht, an increase of 8% from the same period last year. For the first half of 2026, RYP amounted to 14,195 million Baht, representing a 11% increase YoY, which was in line with the company's expectations.

Figure 3: Renewal Premium by channels (Baht: million)



Remark: 2025 Premiums are from The Thai Life Assurance Association (TLAA)

Investment Asset and Investment Return

In the second quarter of 2026, the Company's total investment asset was 303,149 million Baht, an increase of 4% from 1Q2026. The Company's investment allocation comprised 85% in fixed income, 11% in equities, 4% in REITs and 0.1% in others.

In the second quarter of 2026, the company recorded total investment income of 3,549 million Baht, a decrease of 2% YoY. As a result of a decrease in interest income, which was in line with the lower carry yield on investments in debt instruments.

For the first half of 2026, the company recorded total investment income of 6,439 million Baht, an increase of 4% YoY. This was due to an increase in dividend income and gains on fair value adjustments of equity instruments.

In the second quarter of 2026, the company's return on investment (ROI) stood at 4.87%, a decrease from 5.08% in the same period last year and the investment yield, which includes interest and dividend income, was 3.69%, decreased from 3.81% in the same period last year. For the first half of 2026, the company's ROI and investment yield were 4.47% and 3.73%, respectively.

Table 1: Investment Assets as of 2Q2026

Investment Asset	4Q25	1Q26	2Q26	Change
Short-term investment	2.2%	1.0%	1.2%	0.2%
Bond	57.0%	56.0%	56.1%	0.0%
Debenture & Note	27.6%	28.4%	27.3%	-1.1%
Total Fixed income	86.7%	85.4%	84.5%	-0.8%
Equity	9.1%	10.3%	11.1%	0.8%
REIT	4.0%	4.1%	4.2%	0.0%
Secured Loans	0.1%	0.1%	0.1%	0.0%
Total Investment assets (MB)	308,576	292,380	303,149	3.7%

Table 2: Investment Income (Million Baht)

	2Q25	1Q26	2Q26	6M25	6M26
Interest	2,241	2,089	2,158	4,435	4,246
Dividend	470	602	497	804	1,100
Gain (loss) on revaluation & Expenses	911	199	895	939	1,093
Net investment income	3,622	2,890	3,549	6,178	6,439
ΔYoY		*13.0%*	*-2.0%*		*4.2%*
ΔQoQ			*22.8%*		

Table 3: Return on Investment

	2Q25	1Q26	2Q26	6M25	6M26
ROI	5.08%	4.07%	4.87%	4.28%	4.47%
Investment yield	3.81%	3.78%	3.69%	3.64%	3.73%

Financial Ratios

Financial Ratio	Quarter		6 Months	
	2Q26	2Q25	2026	2025
Insurance profit [7]	37.0%	33.8%	37.0%	31.2%
NB CSM Margin [8]	77.1%	47.1%	63.5%	58.2%
ROI	4.87%	5.08%	4.47%	4.28%

Financial Ratio	30 Jun 26	31 Dec 25
Balance CSM/Share [9]	2.7%	2.6%
CSM to Insurance contract liabilities [10]	18.1%	17.1%
CAR	390.9%	377.4%

[7] Insurance profit = Insurance service result/Insurance revenue

[8] NB CSM Margin = New business Contractual Service Margin and Losses on onerous contracts / First year Annual Premium Equivalent (APE) for contracts not measured under the Premium Allocation Approach (PAA)

[9] Balance CSM/share = Ending Contractual Service Margin balance / number of shares

[10] CSM to Insurance contract Liabilities = Ending Contractual Service Margin balance / (Ending insurance contract liabilities-Ending insurance contract assets)

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Industry Overview

In the first half of 2026, life insurance industry reported a new business premium amounting to 93,740 million Baht, a decrease of 1% YoY. This was impacted from a decrease in single premium (SP) by 20% YoY. The decrease mainly came from Whole life and Endowment products. While, FYP excluding single premium increased by 8% YoY.

Meanwhile, renewal year premium increased by 7% YoY and total premium could be compared to the same period last year as an increase by 5%.

For new business premiums by distribution channels, Agent channel decreased 19% compared the same period from last year. Primarily due to a decline in whole life insurance products and individual riders. Agent channel FYP was accounted for 32% of the industry's total FYP.

Bancassurance channel FYP increased by 11% YoY, which accounted for 54% of total FYP. The increase came from Unit-linked and MRTA products.

Other channels FYP decreased by 1% YoY, accounted for 15% of total FYP.

Figure 4: Life Insurance Industry Premiums

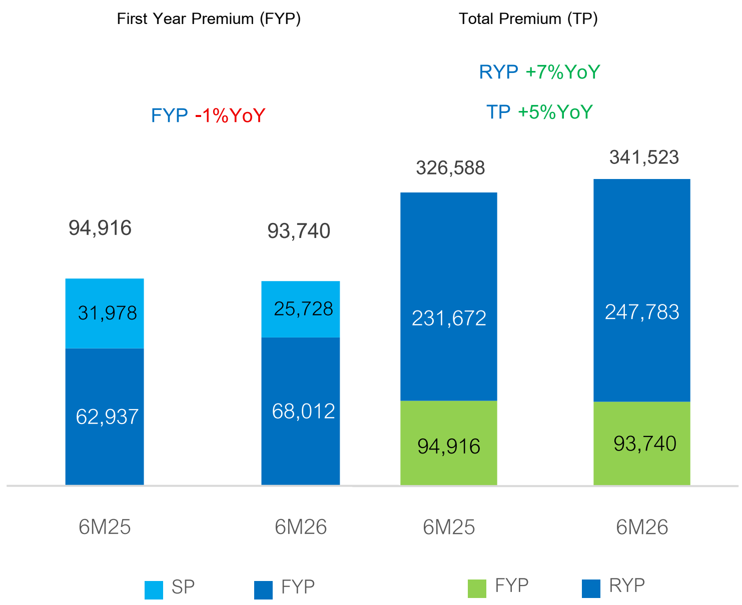

Figure 5: Industry New Business Premiums by Channels

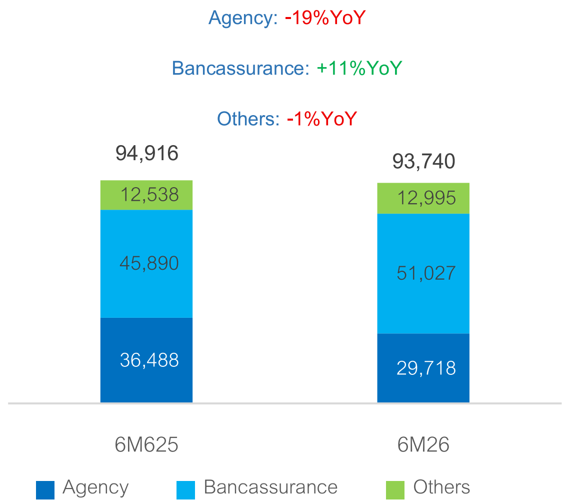

Figure 6: Industry New Business Premium by Channels

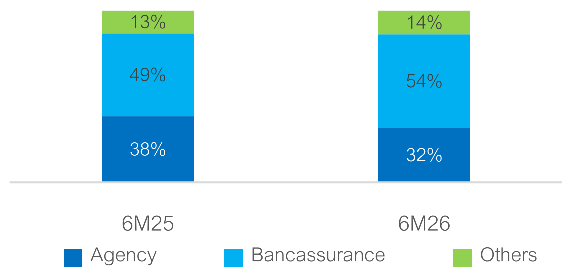

Table 4: Life Insurance Premiums market share (%)

As of 30 Jun 2026

(Baht: million)

Ranking by FYP	Company	First year premium	Market share by first year premium (%)
1	AIA	19,587	20.9%
2	MTL	13,289	14.2%
3	FWD	11,305	12.1%
4	PLT	8,567	9.1%
5	TLI	7,489	8.0%
6	KTAL	6,927	7.4%
7	GT	4,730	5.0%
8	BLA	3,869	4.1%
9	AZAY	3,706	4.0%
10	SELIC	3,273	3.5%

Ranking by TP	Company	Total permium	Market share by total premium (%)
1	AIA	92,647	27.1%
2	FWD	47,167	13.8%
3	MTL	36,922	10.8%
4	TLI	34,439	10.1%
5	KTAL	25,110	7.4%
6	PLT	24,124	7.1%
7	AZAY	22,187	6.5%
8	BLA	18,064	5.3%
9	GT	8,181	2.4%
10	OLIC	5,910	1.7%

Source: The Thai Life Assurance Association