



**BANGKOK
LIFE**

กรุงเทพประกันชีวิต

“Management Discussion and Analysis 2025”



Executive Summary

Consolidate financial statement Unit: Million Baht

	Quarter 4/25	Quarter 4/24	12 months 2025	12 months 2024	Change QoQ%	Change YoY%
Net profit	1,473	766	6,968	4,634	92%	50%
Net operating profit ⁽¹⁾	1,973	986	4,385	4,127	100%	6%
Insurance service result	1,366	962	4,438	3,551	42%	25%
Net financial result ⁽²⁾	574	59	3,895	2,372	873%	64%
First year premium ⁽³⁾	1,694	2,014	8,107	7,037	-16%	15%
Total premium ⁽⁴⁾	8,329	8,437	34,759	34,837	-1%	0%
NB CSM-Insurance Contract	722	1,117	3,389	4,350	-35%	-22%
NB CSM Margin ⁽⁵⁾	42.6%	57.4%	43.9%	63.2%		
	31 Dec 2025			31 Dec 2024		
CAR	373.7%			441.1%		

⁽¹⁾ Net Operating profit includes gain/loss on selling equity and exclude unrealized gain/loss

⁽²⁾ Net financial result = Net investment income and insurance finance expense

⁽³⁾⁽⁴⁾ Insurance premiums for 2025 from the Thai Life Assurance Association, Insurance premiums for 2024 in accordance with Thai Financial Reporting Standard No. 4, as reported in the Management Discussion and Analysis (MD&A) for 2024.

⁽⁵⁾ NB CSM Margin = New business Contractual Service Margin and Losses on onerous contracts / First year Annual Premium Equivalent (APE)

- In the fourth quarter of 2025, Bangkok Life Assurance PCL reported a net profit of 1,473 million Baht, an increase of 707 million Baht or 92% from the fourth quarter of 2024. In 2025, the company reported a net profit of 6,968 million, an increase of 2,334 million Baht or 50% from the previous year, from higher insurance service result and higher net investment income.
 - In the fourth quarter of 2025, net operating profit increase of 987 million Baht or 100% from the fourth quarter of 2024 from gain on selling investment. In 2025, net operating profit increase of 258 million Baht or 6% as a result of net gain (loss) on selling investments in equity securities, which was recognized directly in retained earnings.
- In 2025, the company reported new business contractual service margin (CSM) 3,389 million Baht, a decrease of 22% from 2024 from decreasing in interest rate. New business CSM margin at 44% slightly decrease from decreasing in interest rate.
- The Capital Adequacy Ratio (CAR) as of the end of fourth quarter was at 373.7%, a decrease from 441.1% at the end of 2024, which higher than regulatory minimum requirement of 140%.
 - The Embedded Value (EV) as of 31 December 2025 was 75,642 million Baht, equal to 44.30 Baht per share, an increase of 1.9% from 2024
 - The Value of New Business (VNB) at the end of 2025 was 1,278 million Baht, a decrease of 32.4% from 2024

Statement of profit or loss

Consolidate financial statement Unit: Million Baht

Operating Results	Quarter		Quarter		Change		12 months		12 months		Change	
	4/25	%	4/24	%	QoQ		2025	%	2024	%	QoQ	
Insurance revenue												
Contracts not measured under the premium allocation approach	2,823	153%	2,623	278%	200	8%	10,871	135%	11,241	202%	370	-3%
Contracts measured under the premium allocation approach	624	34%	458	48%	166	36%	2,364	29%	1,714	31%	650	38%
Insurance revenue	3,447	187%	3,081	326%	366	12%	13,235	165%	12,955	232%	280	2%
Insurance service expenses												
Contracts not measured under the premium allocation approach	(1,530)	-83%	(1,702)	-180%	172	-10%	(6,582)	-82%	(7,716)	-138%	1,134	-15%
Contracts measured under the premium allocation approach	(433)	-23%	(344)	-36%	(89)	26%	(2,012)	-25%	(1,643)	-29%	(369)	22%
Insurance service expenses	(1,963)	-106%	(2,046)	-217%	83	-4%	(8,594)	-107%	(9,359)	-168%	765	-8%
Net expenses from reinsurance contracts	(118)	-6%	(73)	-8%	(45)	62%	(203)	-3%	(45)	-1%	(158)	348%
Insurance service result	1,366	74%	962	102%	404	42%	4,438	55%	3,551	64%	887	25%
Investment revenue	2,282	124%	2,475	262%	(193)	-8%	9,965	124%	10,532	189%	(567)	-5%
Gains (losses) on financial instruments	1,135	61%	87	9%	1,048	1205%	2,228	28%	344	6%	1,884	547%
Gains (losses) on fair value of financial instruments	(773)	-42%	(401)	-42%	(372)	93%	403	5%	270	5%	133	49%
Expected credit losses	34	2%	88	9%	(54)	-61%	(126)	-2%	73	1%	(199)	-273%
Net investment income	2,678	145%	2,249	238%	429	19%	12,470	155%	11,219	201%	1,251	11%
Finance expenses from insurance contracts	(2,099)	-114%	(2,188)	-232%	89	-4%	(8,554)	-106%	(8,834)	-158%	280	-3%
Finance income from reinsurance contracts	(5)	0%	(2)	0%	(3)	131%	(21)	0%	(13)	0%	(8)	63%
Net finance expenses from insurance contracts	(2,104)	-114%	(2,190)	-232%	86	-4%	(8,575)	-107%	(8,847)	-159%	272	-3%
Net investment income and insurance finance expense	574	31%	59	6%	515	873%	3,895	48%	2,372	43%	1,523	64%
Other income and expenses	(95)	-5%	(76)	-8%	(19)	25%	(293)	-4%	(345)	-6%	52	-15%
Profits before income tax expenses	1,845	100%	945	100%	900	95%	8,040	100%	5,578	100%	2,462	44%
Income tax expenses	372	20%	179	19%	193	108%	1,072	13%	944	17%	128	14%
Net profit for the years	1,473	80%	766	81%	707	92%	6,968	87%	4,634	83%	2,334	50%
Net Operating Profit	1,973	107%	986	104%	987	100%	4,385	55%	4,127	74%	258	6%

- In the fourth quarter of 2025, Net profit 1,473 million Baht representing an earnings per share of Baht 0.86, an increase 707 million Baht or 92% from the fourth quarter of 2024, due to insurance service result increase 404 million Baht and net investment income and insurance finance expense increase 515 million Baht. In 2025, Net profit 6,968 million Baht representing an earnings per share of Baht 4.08, an increase 2,334 million Baht from 2024, due to insurance service result increase 887 million Baht and net investment income and insurance finance expense increase 1,523 million Baht.
- In the fourth quarter of 2025, Insurance service result increase 404 million Baht and 887 million Baht in 2025 from decreasing in loss ratio and premium adjustment to align with risk.
- For investment result, investment income increases 429 million Baht in the fourth quarter of 2025 from gains on sales of investment and 1,251 million Baht in 2025 from gain on selling investment income.

Statement of financial position

Consolidate financial statement Unit: Million Baht

	31-Dec-25	%	31-Dec-24	%	Change	%
Cash and cash equivalents	6,683	2%	10,523	3%	(3,840)	-36.5%
Accrued investment income	1,103	0%	1,151	0%	(47)	-3.7%
Financial assets ⁽⁶⁾	302,476	96%	298,353	95%	4,123	2.9%
Insurance contract assets	29	0%	26	0%	3	-62.6%
Property, plant and equipment	1,859	1%	1,924	1%	(65)	-0.5%
Other assets	3,823	1%	3,366	1%	457	28.3%
TOTAL ASSETS	315,973	100%	315,343	100%	630	0.2%
Insurance liabilities	257,727	82%	265,846	84%	(8,119)	-3.1%
Other liabilities	3,050	1%	1,433	0%	1,618	112.9%
TOTAL LIABILITIES	260,777	83%	267,279	85%	(6,502)	-2.4%
Share capital and premium on share capital	5,069	2%	5,069	2%	-	0.0%
Retained earnings	43,821	14%	40,258	13%	3,563	8.9%
Other component of shareholders' equity	6,306	2%	2,737	1%	3,569	130.4%
TOTAL EQUITIES	55,196	17%	48,064	15%	7,132	14.8%
BV Per share	32.32		28.15			

⁽⁶⁾ Financial assets = Debt instruments + Equity instruments + Loans and accrued interest receivables

Assets

Total assets as of 31 December 2025 was 315,973 million Baht, increased from 31 December 2024 by 0.2% or 630 million Baht.

The majority of the company's assets were financial asset and cash equivalents, which were accounted for 98% of total assets and 120% of insurance contract liabilities.

Liabilities and Equity

Total liabilities as of 31 December 2025 decreased by 2% from 31 December 2024 from insurance contract liabilities.

The total equity as of 31 December 2025 was 55,196 million Baht, an increase of 7,132 million Baht or 15% from 31 December 2024. Book value per share (BV/share) was at 32.32 Baht per share. This was resulted from net profit of 6,968 million Baht, dividend paid 1,457 million Baht. Gain on investment at fair value through other comprehensive income result in increasing in equity of 7,951 million Baht while increasing insurance finance expenses result in decreasing in equity 6,409 million Baht.

Performance Overview

Total Premium

In the fourth quarter of 2025, the company’s total premium amounted to 8,329 million Baht, a decrease of 1% from the same period last year. In 2025, the total premium reached 34,759 million Baht, a decrease of 0.2% YoY. Contribution of the total premium by distribution channel in 2025 was 52% from bancassurance, 39% from agent channel, and 9% from others channel.

First Year Premium

In the fourth quarter of 2025, the company’s first year premium (FYP) was 1,694 million Baht, a decrease of 16% YoY. This was due to a 21% decrease in FYP from the bancassurance channel and agent channel showed a 4% decrease and the other channels recorded a 13% decrease in FYP. The contribution by distribution channel was 58% from bancassurance, 31% from agent channel, and 11% from other channels.

In 2025, FYP was 8,107 million Baht with a 15% YoY growth. This was driven by a 13% increase in FYP from the bancassurance channel, a 13% increase from agent channels and FYP from other channels increased by 44%. The contribution by distribution channel was 67% from bancassurance, 23% from agent channel, and 10% from other channels.

Renewal Year Premium

In the fourth quarter of 2025, the company recorded renewal year premium (RYP) of 6,634 million Baht, an increase of 3% from the same period last year.

In 2025, RYP amounted to 26,652 million Baht, representing a 4% decrease YoY.

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

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



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



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



Investment Asset and Investment Return

As of the end of 2025, the Company's total investment asset was 308,576 million Baht, a decrease of 2.7% from Q3 of 2025.

The Company's investment allocation comprised 87% in fixed income, 9% in equities, and 4% in REITs.

In Q4 2025, the company recorded total investment income of 2,677 million Baht, representing a 19% increase and for 2025, recorded total investment income was 12,640 million Baht, representing a 16% increase. The main contributing factor was the rise in gains from fair value adjustments of investments and a result of increased investment in foreign funds that provided good returns last year.

As of the end of Q4 2025, the company's return on investment (ROI) stood at 3.78%, an increase from 3.06% in the same period last year. Meanwhile, the investment yield, which includes interest and dividend income was 3.34%, down from 3.47% in the same period last year. For 2025, the company's ROI was 4.36% and the investment yield was 3.58%.

Table 1: Investment Assets as of 2025

Investment Asset	3Q25	4Q25	Change
Short-term investment	2.7%	2.2%	-0.6%
Bond	58.2%	57.0%	-1.3%
Debenture & Note	26.3%	27.6%	1.2%
Total Fixed income	87.3%	86.7%	-0.6%
Equity	8.9%	9.1%	0.2%
REIT	3.6%	4.0%	0.5%
Secured Loans	0.2%	0.1%	-0.1%
Total Investment assets (MB)	317,122	308,576	-2.7%

Table 2: Investment Income (Million Baht)

	4Q24	3Q25	4Q25	2024	2025
Interest	2,306	2,209	2,157	9,302	8,801
Dividend	242	422	202	1,510	1,427
Gain (loss) on revaluation & Expenses	-300	1,262	319	85	2,412
Investment Income	2,249	3,893	2,677	10,896	12,640
Δ_{YoY}		18.5%	19.1%		16.0%
Δ_{QoQ}		8.5%	-31.2%		

Table 3: Return on Investment

	4Q24	3Q25	4Q25	2024	2025
ROI	3.06%	5.45%	3.78%	3.82%	4.36%
Investment yield	3.47%	3.70%	3.34%	3.69%	3.58%

Financial Ratios

Financial Ratio	Quarter		12 months	
	4Q25	4Q24	2025	2024
Insurance profit ⁽⁷⁾	39.6%	31.2%	33.5%	27.4%
NB CSM Margin ⁽⁸⁾	42.6%	57.4%	43.9%	63.2%
ROI	3.78%	3.06%	4.36%	3.82%

Financial Ratio	31 Dec 25	31 Dec 24
Balance CSM/Share ⁽⁹⁾	2.6%	2.4%
CSM to Insurance contract liabilities ⁽¹⁰⁾	17.1%	15.5%
ROE	13.5%	10.1%
CAR	373.7%	441.1%

⁽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)

⁽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)

Industry Overview

In 2025, life insurance industry reported a new business premium amounting to 190,928 million Baht, an increase of 4% YoY. This was impacted from an increase in FYP excluding single premium by 6% YoY. The increase mainly came from Endowment, Whole life, Pension, Unit-linked and Health rider products. While, single premium (SP) decreased by 1% YoY.

Meanwhile, renewal year premium and total premium could be compared to the same period last year as an increase by 3%.

For new business premiums by distribution channels, Agent channel remained almost at the same level compared to 2025. In terms of products, Endowment, Unit-linked, and Health rider grew mainly. Agent channel FYP was accounted for 36% of the industry’s total FYP.

Bancassurance channel FYP increased by 6% YoY, which accounted for 50% of total FYP. The increase came from Endowment, Whole life, Pension, and Unit-linked products. However, MRTA products remain on a declining growth trend.

Other channels FYP increased by 4% YoY, accounted for 14% of total FYP, mainly impacted by growth in the Online channel.

Figure 4: Life Insurance Industry Premiums

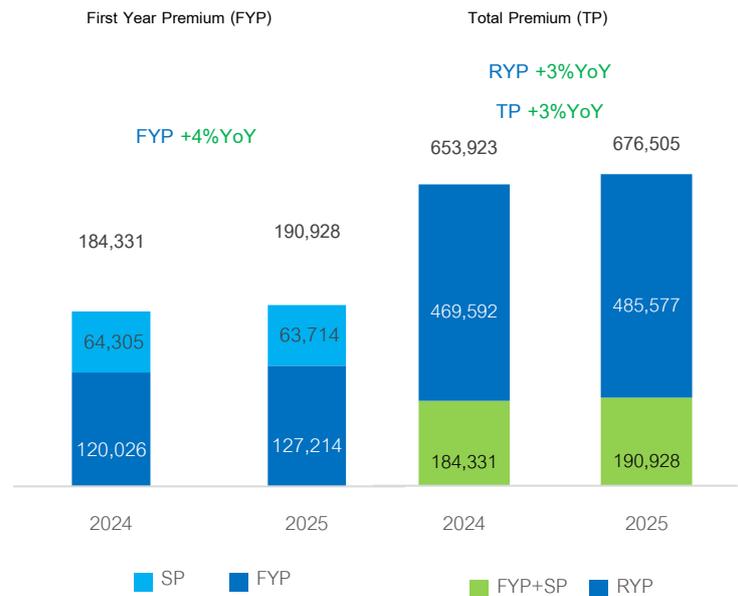


Figure 5: Industry New Business Premiums by Channels



Figure 6: Industry New Business Premium by Channels

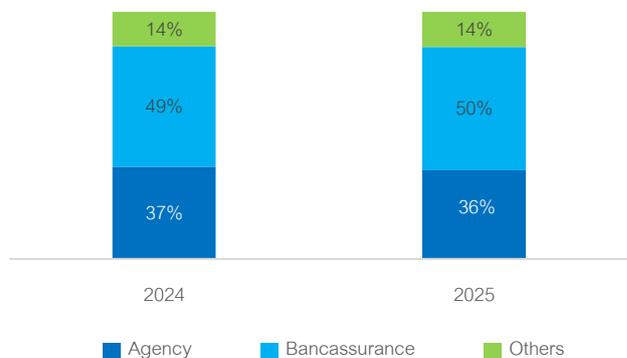


Table 4: Life Insurance Premiums market share (%)

As of 31 Dec 2025

(Baht: million)

Ranking by FYP	Company	First year premium	Market share by first year premium (%)
1	AIA	34,088	17.9%
2	MTL	29,473	15.4%
3	TLI	25,473	13.3%
4	FWD	21,528	11.3%
5	PLT	15,241	8.0%
6	KTAL	13,303	7.0%
7	GT	8,974	4.7%
8	AZAY	8,445	4.4%
9	BLA	8,107	4.2%
10	SELIC	6,165	3.2%

Ranking by TP	Company	Total premium	Market share by total premium (%)
1	AIA	177,521	26.2%
2	FWD	89,745	13.3%
3	TLI	83,787	12.4%
4	MTL	74,479	11.0%
5	KTAL	49,218	7.3%
6	PLT	44,056	6.5%
7	AZAY	42,681	6.3%
8	BLA	34,759	5.1%
9	GT	14,685	2.2%
10	OLIC	12,307	1.8%

Source: The Thai Life Assurance Association

Sustainability Operations

In 2025, Bangkok Life Assurance Public Company Limited continued to advance its sustainability initiatives by integrating Environmental, Social, and Governance (ESG) considerations into the Company's corporate strategy, risk management, and core operations. These efforts are driven under the Happy 'P' framework, comprising Happy Place, Happy Peace, and Happy People, with the objective of creating long-term value for all stakeholders. At the same time, the Company strengthens its resilience to economic, social, and climate-related challenges, in alignment with its vision to become Thailand's leading life insurance company distinguished by genuine care and attentiveness.

Environment Dimension

The Company places strong emphasis on managing environmental impacts arising from its operations, with a focus on controlling and reducing greenhouse gas emissions, improving energy efficiency, and undertaking long-term planning to support the Company's Net Zero target by 2050. The Company also emphasizes preparedness to address risks associated with climate change.

In 2025, the Company monitored and disclosed its greenhouse gas emissions covering Scope 1, Scope 2, and relevant Scope 3 emissions, in accordance with appropriate guidelines and methodologies. The Company's Scope 1 and Scope 2 greenhouse gas emissions amounted to 1,379 tCO₂e, representing a 29% reduction compared with the 2021 base year. Total greenhouse gas emissions across Scope 1, Scope 2, and Scope 3 amounted to 1,813 tCO₂e, representing a 36% reduction compared with the 2021 base year. These results reflect the Company's strong commitment to improving energy efficiency and enhancing operational processes to minimize environmental impacts.

The Company expanded the installation area of a rooftop solar power generation system on Building B at the Head Office, with a total capacity of 171 kilowatts, capable of generating approximately 192,507 kilowatt-hours of electricity per year. The Company also implemented an AI-based system to control and optimize electricity consumption of air-conditioning systems, and replaced executive assigned vehicles powered by internal combustion engines with 100% electric vehicles, totaling four vehicles. These initiatives contributed to reduced fuel consumption and lower greenhouse gas emissions from the Company's operations.

In addition, the Company has systematically integrated climate-related risks and opportunities, including both physical risks and transition risks, into its enterprise risk management (ERM) process. This integration enhances the Company's preparedness in decision-making and strengthens its organizational resilience over the long term, in alignment with the principles and disclosure requirements of IFRS S2.

Social Dimension

The Company believes that enhancing the quality of life of Thai society means delivering peace of mind, hope, and new opportunities to people. This goes beyond providing insurance protection to include the development of accessible, transparent, and fair service systems, ensuring that customers feel confident that the Company is ready to care for and support them in every situation. The "Caring" strategy therefore serves as a core principle that connects risk management and opportunity creation with the Company's mission to foster a stable and sustainable society.

The Company continues to place strong emphasis on strengthening financial literacy among the public, enabling individuals to gain knowledge in financial planning and life insurance to support sustainable well-being. This is achieved through a variety of educational initiatives, including financial

planning services provided by the Company's agents and financial advisors, as well as the development of financial and health-related articles and video content disseminated through the Company's media channels. These efforts play a vital role in building financial skills and knowledge for the broader public. In 2025, the Company delivered financial and health education through its media platforms, reaching over 4 million engagements.

The Company is committed to providing holistic customer care across all life stages, focusing on creating positive customer experiences while fostering long-term well-being and engagement. To this end, the Company has implemented concrete activities and programs that address the needs of customers and their families. In 2025, the Company achieved a Net Promoter Score (NPS) of 54%, reflecting its strong capability to effectively respond to customer needs and expectations.

With respect to human capital development, at least 91% of employees received an average of 36 hours of training per person per year, supporting continuous skills enhancement and employee engagement. The Company also continued to foster a safe, inclusive, and supportive working environment.

Balancing financial performance, customer protection, and responsibility toward society and the environment is a key priority for the Company and is fully integrated into its "Caring" strategy. In 2025, the Company implemented the Happy 'P' framework through a range of projects and activities aimed at promoting social sustainability. These included the "Dreams from Seniors to Juniors" initiative, which supports Thai youth in gaining access to education, healthy development, and well-being; the "Caring Box" activity, which invited participants to wrap new or gently used dolls and toys into gift boxes to be donated to children at Baan Nok Kamin Foundation; and the "Bangkok Life Assurance Caring for Flood Victims and Those

Affected by the Thai-Cambodian Border Situation" initiative, among others.

The Company is committed to conducting business with respect for human rights, fairness, and equality across all stakeholder groups. In 2025, no incidents of human rights violations were identified in connection with the Company's operations.

Governance and Economic Dimension

The Company places strong emphasis on good corporate governance, with the principle of "Caring" (Sai Jai) at the core of its organizational management. This reflects the Company's commitment to conducting business in a transparent, fair, and accountable manner. The Company adheres strictly to all applicable laws, rules, and regulations governing business operations both domestically and internationally. To reinforce ethical conduct, the Company has established a Code of Conduct for all personnel, which is reviewed on a regular basis. In addition, Code of Conduct training and refresher programs are provided to directors, executives, employees, and persons acting on behalf of the Company and its subsidiaries, with the objective of enhancing awareness and reaffirming the importance of strict compliance with the Company's ethical standards. In 2025, the Company received recognition for its strong corporate governance practices, including the ASEAN Asset Class PLCs Award under the ASEAN Corporate Governance Scorecard (ACGS). The Company also maintained its "Excellent" (5-Star) rating under the Corporate Governance Report of Thai Listed Companies (CGR) and continued to be rated AA under the SET ESG Ratings, reflecting its consistent commitment to responsible and sustainable business practices.

ESG considerations, including climate-related risks and metrics, were systematically embedded into governance structures, policy formulation, and performance monitoring

processes, as well as into the enterprise risk management framework covering financial, operational, and sustainability-related risks.

Overall, the Company's sustainability performance in 2025 reflects its strong commitment to concretely linking ESG goals, metrics, and performance outcomes. The Company successfully reduced its Scope 1 and Scope 2 greenhouse gas emissions by 29% compared with the 2021 base year, alongside the systematic monitoring of energy consumption and climate-related risk management. In parallel, the Company continues to uphold high standards of social and corporate governance practices in order to create shared long-term value for society, the environment, and the economy.