BNK Financial Group

TOUCH Your Heart, BNK

2026 Value-up Plan 2.0

2026.09

BNK FINANCIAL GROUP
Corporate Value Enhancement Plan

BNK will strengthen its fundamentals (ROE) by capitalizing on regional industry transformation and deliver shareholder returns with a clear commitment.

ROE
10.5%+

- **Strengthen Core Profitability above COE**
  - ✓ Diversify industrial finance in the Busan-Ulsan-Gyeongnam region and expand non-interest income portfolio, including capital markets
  - ✓ Drive sustainable growth through an efficient cost structure
  - ✓ Strengthen asset quality by reshaping the portfolio toward higher-quality industries and products

CET1
12.5%+

- **Sound capital adequacy and strong capital position**
  - ✓ Maintain sound capital adequacy with regulatory and growth buffers
  - ✓ Keep annual RWA growth within 4% and expand RoRWA-based capital reallocation
  - ✓ Use capital above the target CET1 ratio (12.5%) for shareholder returns

Shareholder Return Ratio
50%+

- **Predictable and consistent shareholder returns**
  - ✓ Meet the requirements for separate taxation on dividend income (payout ratio 25%+, total dividends +10% YoY)
  - ✓ Aim for predictable, equal quarterly dividends
  - ✓ Allocate remaining capacity after dividends to share buybacks and cancellations to achieve the annual shareholder return target

Strengthen board-led「Independent Governance」and enhance alignment with「Executive performance Evaluation」

Meaning of Value-up 2.0

Strengthen a **sustainable growth structure** through **consistency** and **predictability**

Value-up 2.0

Value-up 1.0 (Disclosed in 2024)

Focused on Shareholder Returns

- **ROE** 10 %
  - ✓ Set a mid- to long-term profitability target of 10%+
  - ✓ Focused on numerical targets
- **CET1 ratio** 12.0 ~12.5 %
  - ✓ Maintain a level above minimum regulatory guidance
- **Shareholder Return Ratio** 50 %
  - ✓ Target phased increase to 50% by 2027
  - ✓ Initial adoption of share buybacks and cancellations

Value-up 2.0

Focused on Corporate Value Enhancement through Improved Earnings Generation Structure

- **Sustainable ROE** 10.5%+
  - ✓ Expand industrial finance in the Busan-Ulsan-Gyeongnam region and strengthen the non-interest income portfolio, including capital markets
  - ✓ Drive sustainable growth through an efficient cost structure
- **CET1 Ratio** 12.5%+
  - ✓ Maintain sound capital adequacy, taking regulatory requirements and asset growth into account
  - ✓ Keep annual RWA growth within 4% and execute RoRWA-based capital reallocation
- **Shareholder Return Ratio** 50%+
  - ✓ Meet the requirements for separate taxation on dividend income
  - ✓ Aim for predictable, equal quarterly dividends
  - ✓ Allocate remaining capacity after dividends to share buybacks and cancellations to achieve the annual shareholder return target

Peers Focus on Shareholder Returns; BNK Is Building an「ROE-Enhancing Structure」

After 60 years of growing with the region, BNK is now a financial partner leading the industrial transition of Southeast Korea

Value-up 1.0 — Value-up 2.0

	Past	Past 3 Years	Next 3 Years
Role	**Regional financial infrastructure during a phase of scale expansion** ✓ Supported regional growth and expanded scale through acquisitions	**Backbone of the regional economy** ✓ Continued supplying credit to regional industries and individuals despite a slowing regional economy	**No. 1 financial partner for Southeast Korea industries** ✓ A key enabler in the transition of regional core industries (shipbuilding, maritime, defense)
Management Philosophy	**Secured scale through growth** ✓ Prioritized business scale and earnings growth	**Restoring Normalcy** ✓ Established control systems amid slower growth and emerging asset-quality deterioration	**Diversified revenue and efficient capital allocation** ✓ A virtuous cycle where revenue growth and capital efficiency strengthen earnings power and support shareholder returns
Execution Strategy	**Scale Expansion** ✓ Expanded subsidiaries and diversified business lines ✓ Expanded investment areas, including real estate PF	**Asset Clean-up and Earnings Recovery** ✓ Resolved real estate PF issues, renewed governance, and secured stable revenue sources from the Seoul metro area and large corporates	**Reaccelerate through region-focused industrial finance** **Embed a capital-efficient decision-making culture**

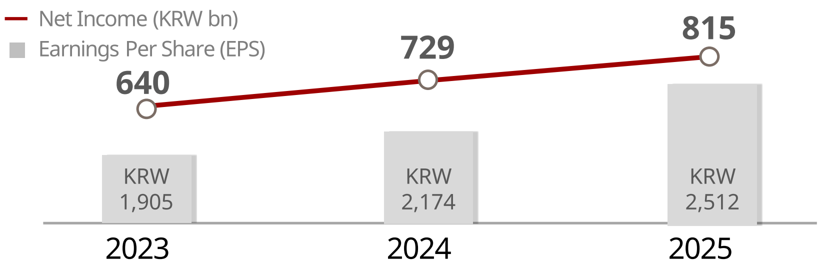
CONTENTS

CONTENTS

Market re-rating and fundamental improvement have advanced together over the past two years

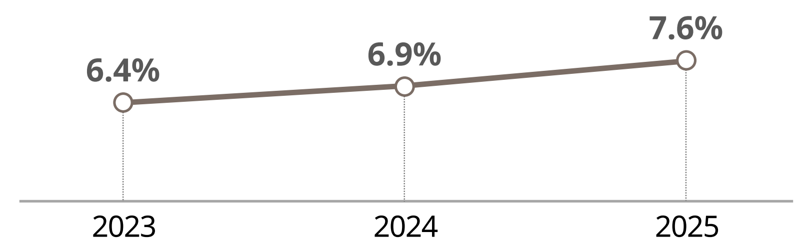
Result 1. Net Income & EPS

Sustained 13% CAGR



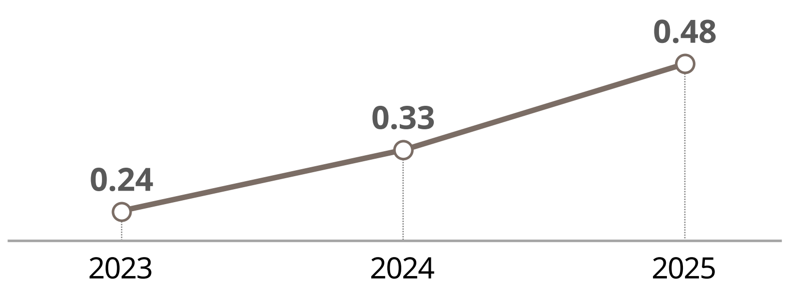
Result 2. ROE

Improved from 6.4% to 7.6%



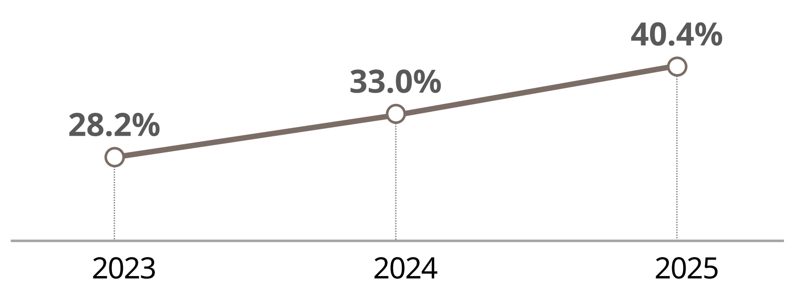
Result 3. PBR

Expanded from 0.24x to 0.48x

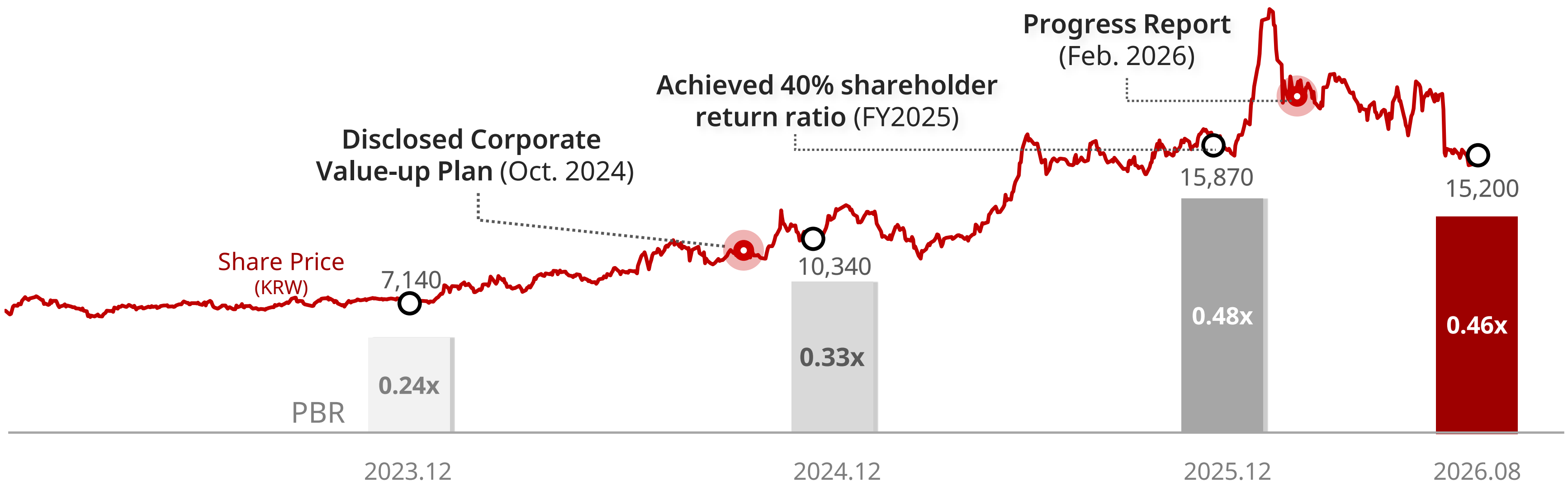


Result 4. Shareholder Returns

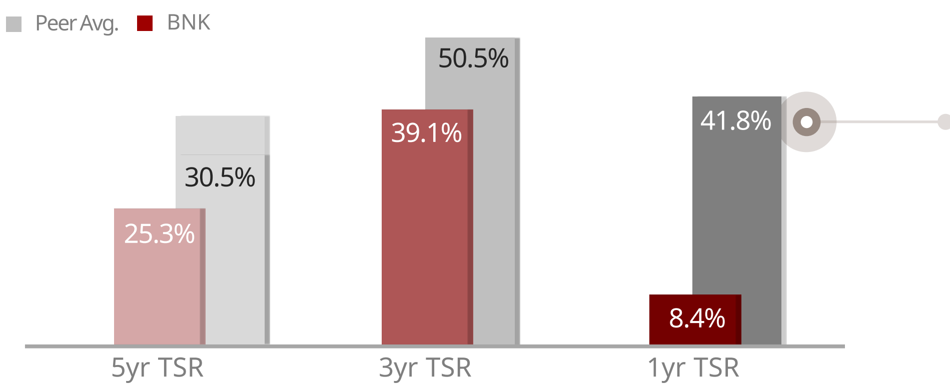
Increased from 28% to 40%



Value-up execution has begun to translate into a meaningful Market re-rating



▪ TSR (as of Jul. 2026)



✓ **TSR remains on an upward trend, although the pace of improvement is slower than the peer average**

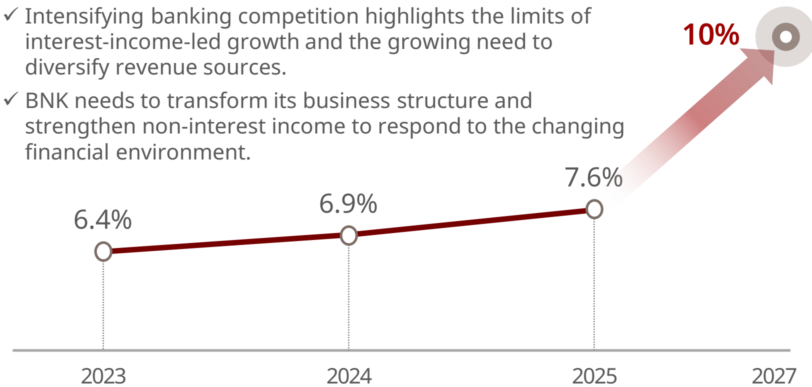
Note : TSR represents total shareholder return over the prior 1/3/5 years as of Jul. 2026, including share price appreciation and dividend income

Review of Value-up 1.0 Targets

▪ ROE: 10%+

✓ Intensifying banking competition highlights the limits of interest-income-led growth and the growing need to diversify revenue sources.

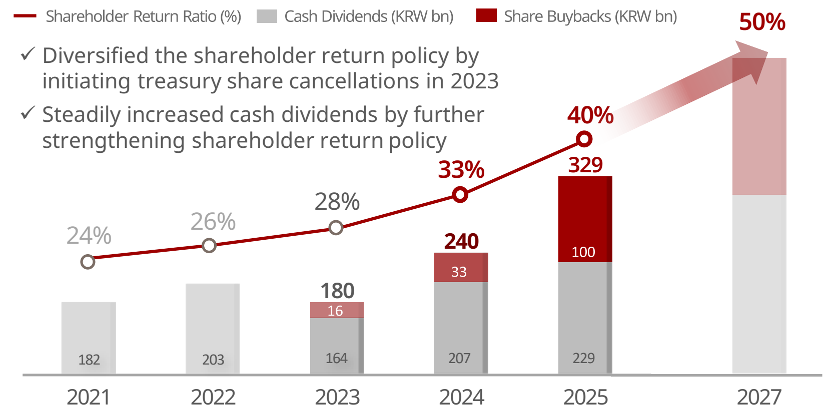
✓ BNK needs to transform its business structure and strengthen non-interest income to respond to the changing financial environment.



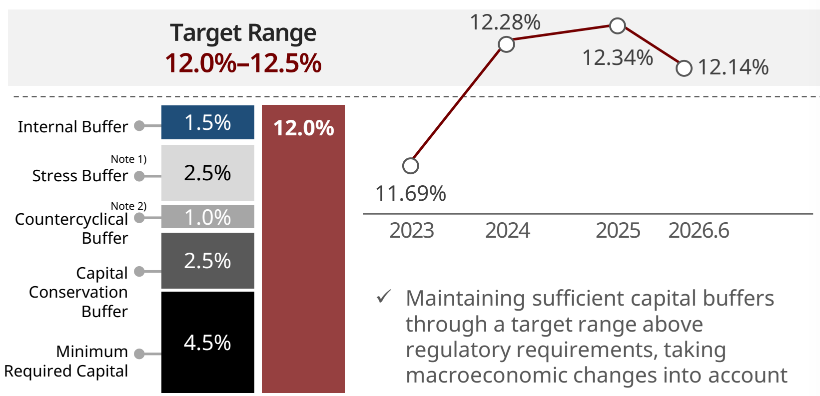
▪ Shareholder Return Ratio: 50%

✓ Diversified the shareholder return policy by initiating treasury share cancellations in 2023

✓ Steadily increased cash dividends by further strengthening shareholder return policy



▪ CET1 Ratio: Target 12.5% (Minimum 12.0%)



✓ Maintaining sufficient capital buffers through a target range above regulatory requirements, taking macroeconomic changes into account

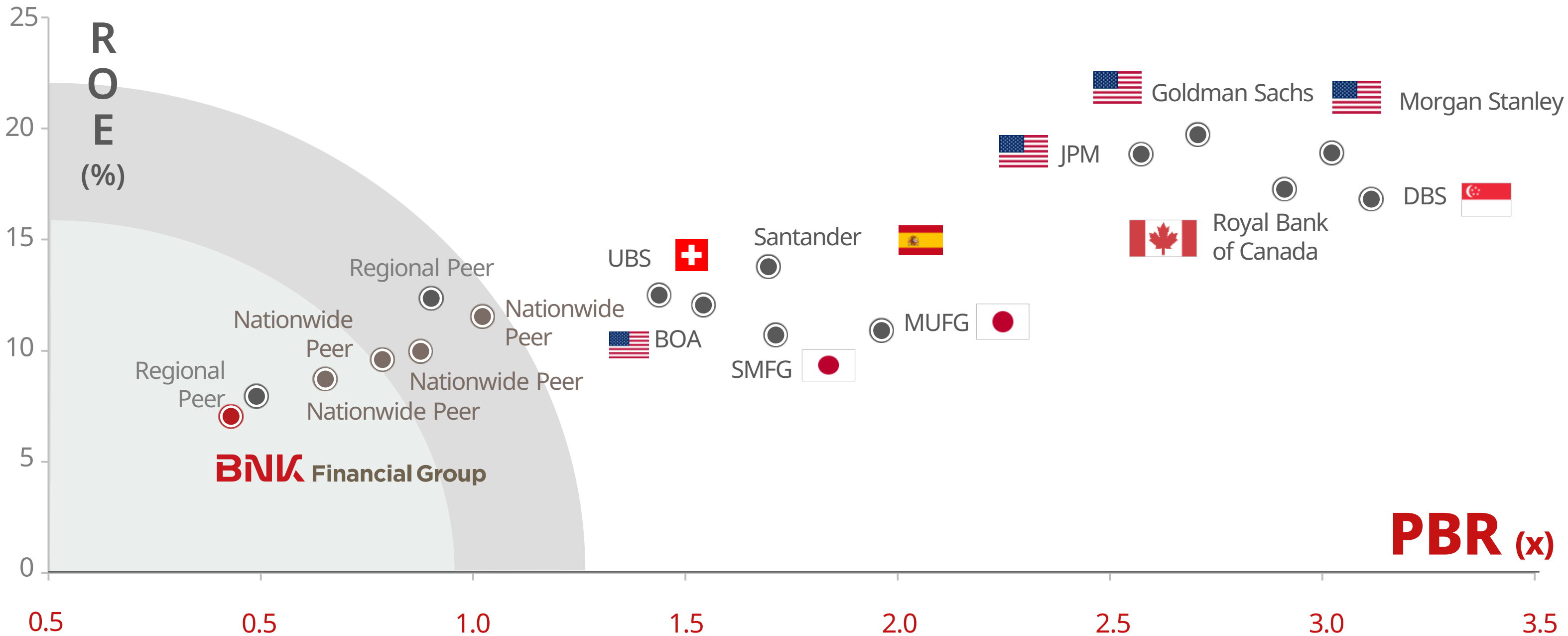
- **Consistent execution of Value-up 1.0 targets**
  - ✓ Shareholder returns and CET1 targets are being executed as planned
- **Need to strengthen the earnings generation structure as ROE improvement stalls**
  - ✓ Despite progress on key execution targets, ROE improvement has remained limited.
  - ✓ Stagnant profitability has also limited meaningful TSR improvement
  - → Need to strengthen the Group's mid- to long-term fundamentals through an improved earnings generation structure

Note 1) Stress Capital Buffer (max. 2.5%), Conservatively set at the 2.5%p regulatory maximum to proactively prepare for a potential additional capital requirement based on the CET1 ratio decline under the FSS's bottom-up stress test

Note 2) Countercyclical Capital Buffer, Currently set at 1% in line with regulatory guidance, with flexibility to respond to a potential increase up to the 2.5% statutory maximum amid macroeconomic uncertainty.

Peer comparison confirms
re-rating potential from ROE improvement

Domestic / Global Peers ROE vs PBR



Valuation gap remains versus domestic and global leaders → **Indicates further upside potential** for BNK's corporate value → **Time to accelerate closing the gap with leading peers**

Note: Based on FY2026E ROE and PBR (PBR reflects closing prices as of Aug. 31, 2026)

CONTENTS

CONTENTS

Summary of the Corporate Value Enhancement Plan, Value-up 2.0

	Past	Going Forward
Revenue Enhancement	• Identified targets in maritime and industrial finance, but revenue sources remained loan-centered	✓ Expand existing maritime/industrial finance goals: respond to diversifying financial needs across industries in the Busan-Ulsan-Gyeongnam region and grow non-interest income (e.g., securities structuring, capital leasing revenue)
Asset Quality Enhancement	• CCR rose sharply due to real estate PF deterioration and large NPL exposures but normalized through recoveries and collateral sales. (Group CCR improving: 0.84% in 2023 → 0.77% in 2024 → 0.93% in 1Q25 → 0.64% in 2025 → 0.61% in 2Q26)	✓ Rebalance the portfolio toward higher-quality industries and products to improve underlying asset quality (entering the final stage of legacy NPL write-offs)
Cost Efficiency	• Despite improvements in net income and ROE, CIR also increased (Group CIR: 45.7% in 2023 → 50.1% in 2025)	✓ Drive sustainable growth by establishing an efficient cost structure
Capital Efficiency	• Recognized the importance of capital efficiency and calculated RoRWA by subsidiary, but its practical use remained limited	✓ Establish and operate a capital allocation framework focused on capital-efficient businesses to improve Group RoRWA

BNK Value-up 2.0

01 Target

1 Achieve ROE of 10.5%+ by 2029

02 Core Strategies

Strengthen Business Fundamentals

2 Revenue Enhancement
- Industrial Finance in Busan-Ulsan-Gyeongnam
- Diversification of New Revenue Sources

3 Asset Quality Improvement
Upgrade the Asset Portfolio

4 Cost Efficiency
Streamline Overlapping / Unnecessary Costs

Enhance Capital Efficiency

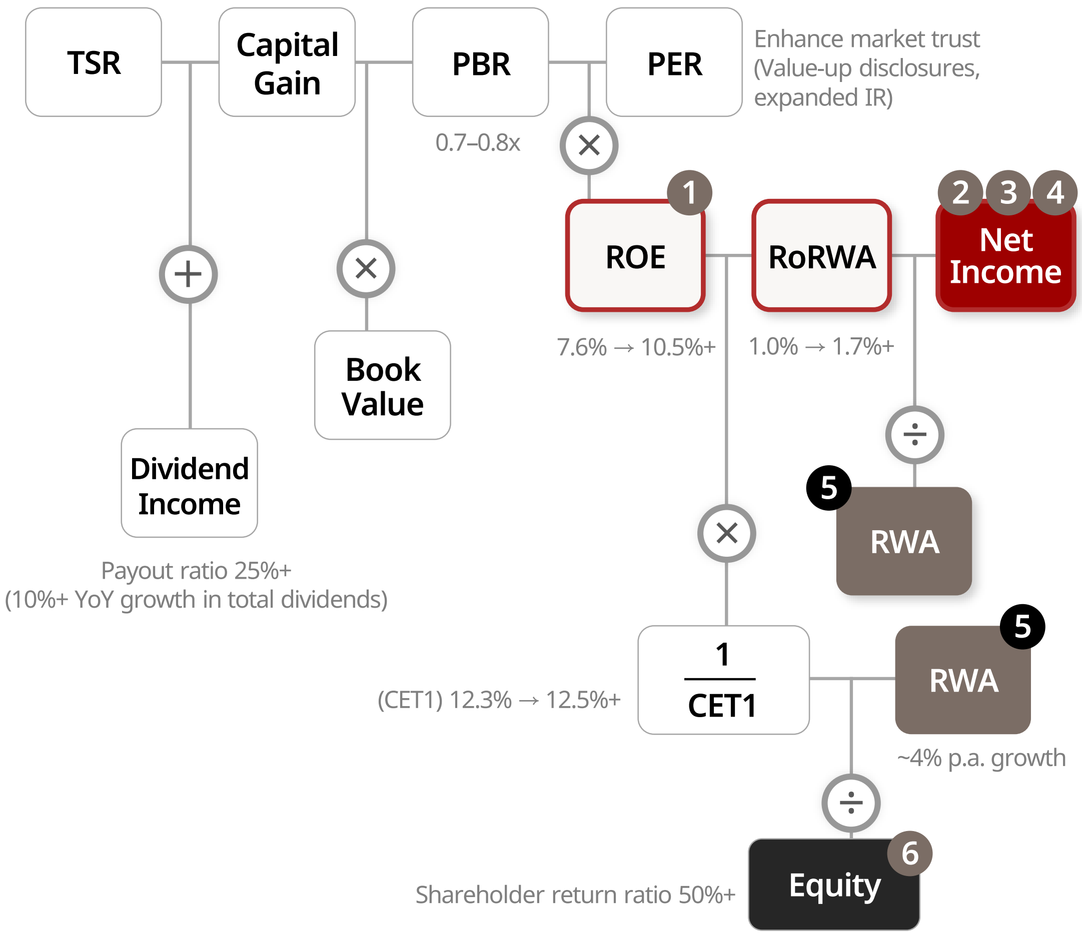
5 Capital Allocation Structure Transformation
Allocate Capital to High-RoRWA Businesses

6 Shareholder Returns Expansion
Guided by Value-Up Principles

03 Execution Foundation

7	Governance	Enhance governance transparency (strengthen independent director expertise and refine succession planning)
8	Performance & Compensation	Reform performance evaluation around Group strategic priorities and key metrics (ROE, RoRWA, TSR)
9	IR	Enhance regular communication to build market confidence and hold Capital Markets Day annually

TSR Enhancement through BNK Value-up 2.0



Net Income
(Strengthen Business Fundamentals)

- Strengthen industrial finance in Busan-Ulsan-Gyeongnam region
- Diversify new revenue sources
- Improve asset quality through portfolio upgrades
- Optimize unnecessary costs while maintaining investment for future competitiveness

RWA Rebalancing
(Enhance Capital Efficiency)

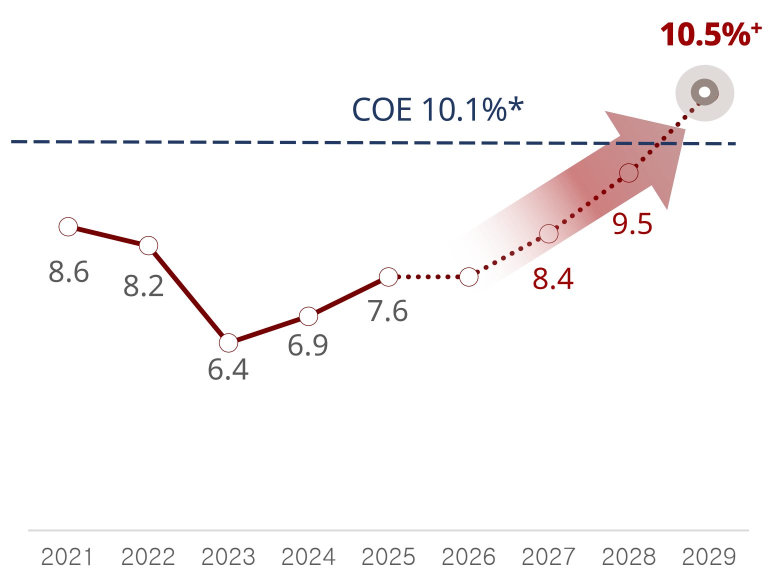
- Allocate capital to high-RoRWA businesses
- Analyze RoRWA by business across the Group
- Reallocate capital from low-RoRWA businesses

Disciplined Equity Growth
(Enhance Capital Efficiency)

- Allocate capital to maximize shareholder value
- Maintain an efficient equity structure by raising the shareholder return ratio to 50%+

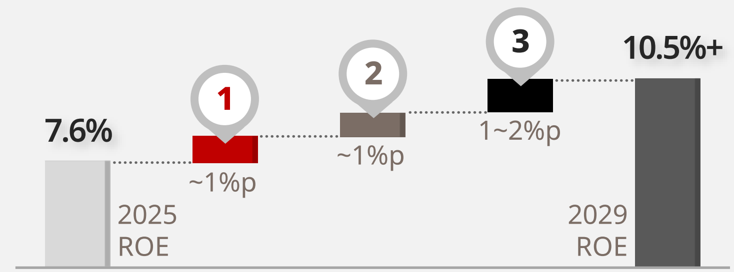
Achieve 10.5%+ ROE by 2029, above the cost of equity (COE)

✓ ROE Trend and Target



✓ Achieve ROE of 10.5%+ by 2029, exceeding COE and entering a phase of sustainable shareholder value creation

✓ Breakdown of How to Achieve the 2029 Target



1 Revenue Evolution

- Develop specialized industrial finance revenue streams through cross-subsidiary collaboration
- Enhance capital markets revenue
- Capture future revenue through digital assets and STO initiatives

2 Cost Efficiency

- Group-led optimization of subsidiary IT investments
- Optimize bank channels and workforce

3 Capital Efficiency Improvement

- Establish a RoRWA-based capital allocation framework
- Strengthen capital reallocation toward capital-efficient assets

* Calculated using CAPM (= Rf + β × MRP): ① Risk-free rate (Rf) 4.2% (10-year KTB, Jun. 2026) ② β 0.83 (BNK's 10-year average adjusted beta) ③ Market Risk Premium (MRP) 7.1% (Damodaran normalized Korea ERP 5.1% + conventional 2%p premium). A conservative basis near the upper end of domestic broker estimates (7.4–10.2%).

Busan-Ulsan-Gyeongnam is entering **a period of transformation,** not decline, with **rising financial demand** driven by **industry cycle transitions** and **emerging new businesses**

Existing Industries

Change Driver	Corporate Change	Industry Examples	Changing Financial Needs
Stricter Environmental Regulations	New vessel orders and retrofit investments are expanding in response to IMO and carbon regulations	Shipping, Shipbuilding, MRO	Needs diversify from loans to capital markets-based financing
Supply Chain Reshaping and Export Growth	Supplier capacity expansion and CAPEX are increasing on global supply chain reshaping and export growth	Shipbuilding, Defense, Aerospace, Nuclear Power	Financial demand spreads across supplier ecosystems
Industrial Upgrading and Generational Transition	Business restructuring demand grows alongside smart factory and digital transformation investments	MRO, Auto Parts, etc.	Rising corporate demand, including facility investment

New Industries

Change Driver	Corporate Change	Industry Examples	Changing Financial Needs
Acceleration of AI and Digital Transformation	Data centers are moving to Busan-Ulsan-Gyeongnam amid rising AI demand and power/land constraints in the Seoul metro area	Data Centers	New entrants increase demand for long-term and large-scale financing
Expansion of National Infrastructure and Energy Investment	Large-scale long-term project investments expand for renewable energy, ports, and power infrastructure	Ports, Energy	Large infrastructure investments increase long-term capital market needs
Promotion of National Strategic Industries	Public-private co-investments and long-term projects are accelerating to foster SMR and advanced industries	SMR	Shift from single-bank deals to complex, multi-party financing structures

* IMO: International Maritime Organization; MRO: Maintenance, Repair and Overhaul; SMR: Small Modular Reactor

Develop new revenue opportunities across three pillars - industrial finance, capital markets, and digital assets - to diversify Group revenue mix

✓ Evolution of Existing Businesses

Group-Wide Integrated Business Framework Focused on Industrial Finance

- **Integrated Finance for Large Customers**
  - ✓ Capture evolving industrial finance needs in the region and provide Group-led integrated financial solutions, instead of individual subsidiary responses (e.g., expand beyond lending into structured finance)
- **Industrial Infrastructure Finance**
  - ✓ Rebalance from a real estate-centered portfolio to growth-industry finance, including ports and data centers
- **SME Supply Chain Finance**
  - ✓ Convert suppliers within anchor-company ecosystems from initial funding clients into long-term customers
- **Specialized Retail Finance**
  - ✓ Build a life-cycle model centered on regional business owners and employees

✓ Diversification of New Revenue Sources

Capital Markets Revenue Enhancement

- **Improve Funding and Investment Efficiency**
  - ✓ Improve funding and investment efficiency to expand capacity for active revenue generation
- **Strengthen Customer-Focused Business**
  - ✓ Systematize client-based transactions to enhance recurring and stable capital markets revenue

Position for Future Revenue from Digital Assets

- **Early Participation in Market Formation**
  - ✓ Review participation at an early stage in areas offering early positioning opportunities as Korea's digital asset infrastructure takes shape
- **Flexible, Phased Expansion**
  - ✓ Manage risk through a small-scale, learning-based approach and gradually adjust the business scope as the market matures

Execution Foundation

Refine Group Governance
- ✓ Define roles and decision-making between the holding company and subsidiaries to strengthen integrated business execution

Align Performance Management
- ✓ Align organizational and evaluation systems to reflect performance from new revenue initiatives

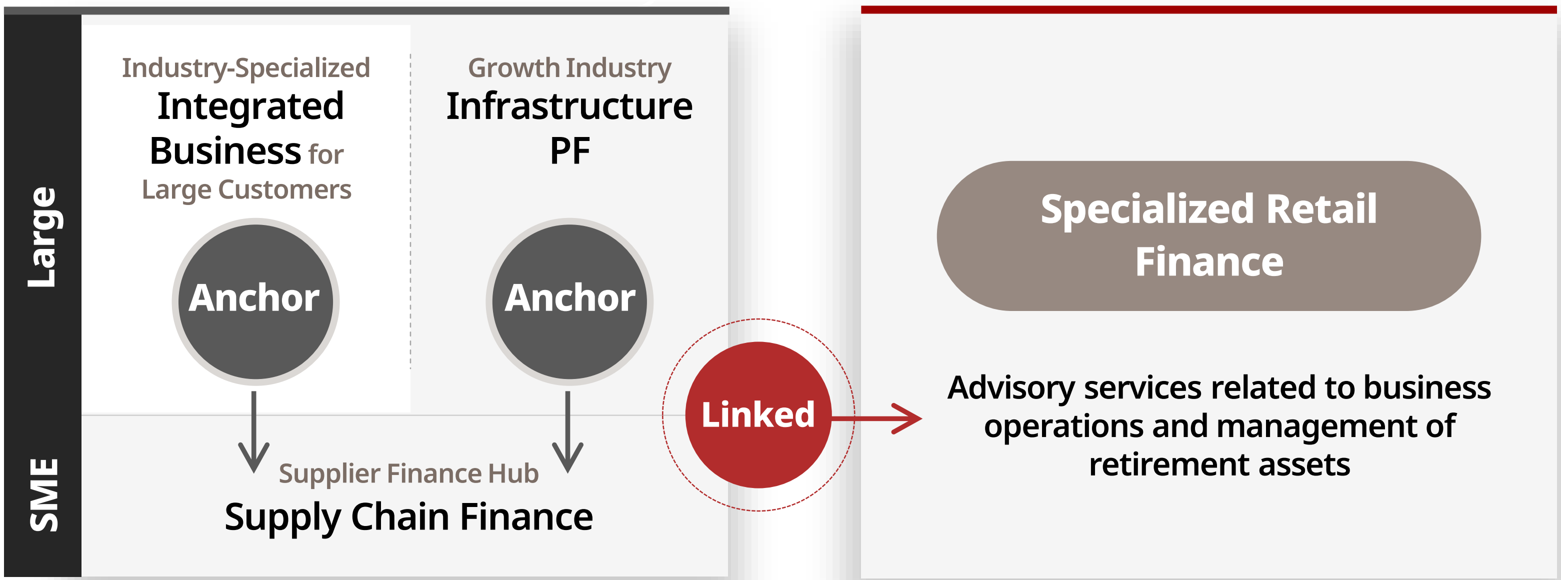
Leverage customer relationships and industry expertise built through BNK's regional finance franchise to address diverse customer financing needs.

	Large Customers Integrated Finance	Industrial Infrastructure Finance	SME Supply Chain Finance
Target Industries (Regional Industry Size)	Shipping (~KRW 17tn) Ship building (~KRW 46tn) Nuclear Power (~KRW 14tn)	Ports (~KRW 9tn) Data Centers (~KRW 2tn) Energy (~KRW 6tn)	MRO (~KRW 13tn) Ship building (~KRW 24tn) Aero space (~KRW 8tn)
Business Development Approach	· Provide integrated finance through a Group-wide industry-specialized organization	· Integrate infrastructure PF with operational-stage financing	· Expand supply chain finance and leasing
BNK's Entry Advantage	· Core relationship business built on long-standing transactions and deep industry understanding Track record in maritime finance	· Leverage PF capabilities to participate in new growth projects	· Strong relationships with local companies in Busan Enter advanced industries through supplier ecosystems where direct entry is difficult
Direction of Change	**Proactively respond to financial needs based on industry expertise** Expand the value chain from order-stage guarantees to construction/delivery and green transition needs **Leverage subsidiary expertise (leasing, structuring, etc.) to increase revenue per client**	**Expansion of regional infrastructure projects driven by policy support** Rebalance the portfolio from residential/industrial PF toward industrial infrastructure **Capture fee income across the value chain, from origination to working capital**	**Shift from individual supplier financing to anchor company-based supply chain finance** Formation of advanced clusters and rising supplier demand **Build financing packages by corporate growth stage (supply chain and transition finance, etc.)**

Capitalize on **the existing base of small but strong corporate clients** to strengthen **specialized retail finance**

✓ Industrial Finance: 'Corporates'

✓ Retail Finance: 'Business Owners'



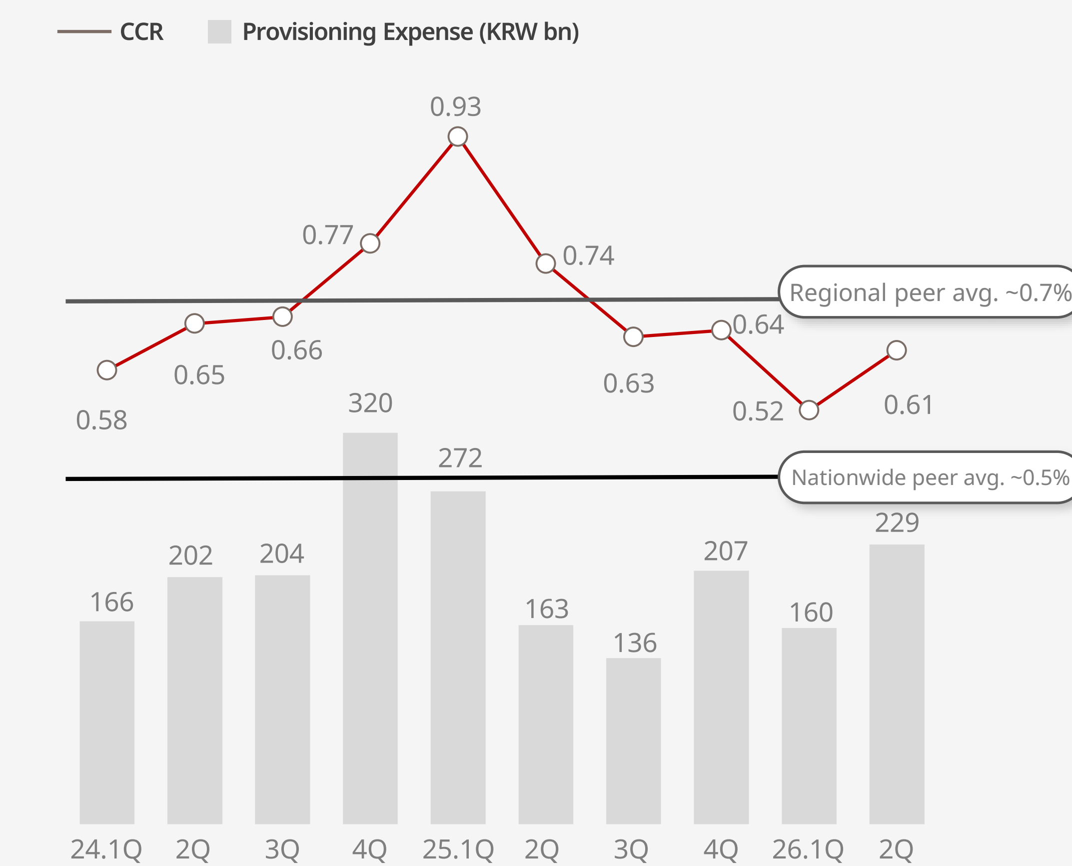
- **BNK already has a regional corporate client base, with further expansion expected through corporate solutions**
  - ✓ BNK already serves many strong SMEs, but relationships and sales still rely heavily on individual RM capabilities

- **Develop a business model linking corporate relationships to retail finance opportunities**
  - ✓ Build on existing corporate banking relationships to better understand and address the needs of business owners in the Busan-Ulsan-Gyeongnam region

Strengthen asset quality management

to the level of nationwide financial groups

✓ Normalization after a temporary CCR increase



Improve asset quality through underlying portfolio improvement and continuous monitoring

1. Legacy Assets

- ✓ Provisioning for legacy problem assets, including real estate PF, is in the final stage, easing future provisioning pressure

2. New Assets

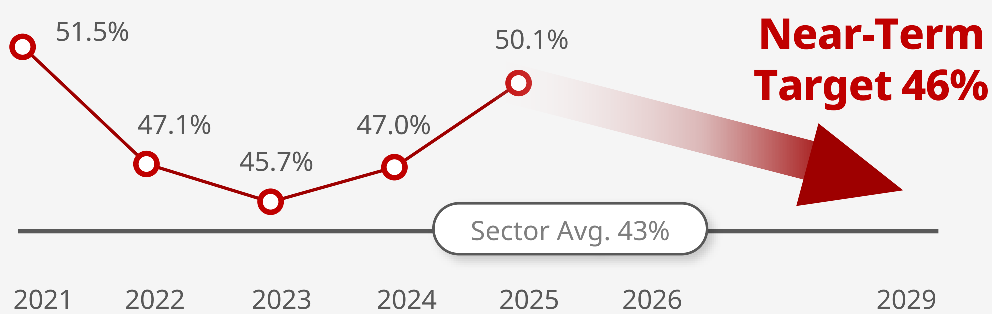
- ✓ For new originations, expand exposure to higher-quality industries, products, and clients
- ✓ For PF, shift to senior structures and diversify from real estate toward industrial infrastructure

3. Response Framework

- ✓ Enhance asset quality monitoring and build a proactive response system, including collateral and pricing adjustments upon early warning signs

Recognize room for **cost-efficiency improvement** versus peers and establish **a sustainable cost structure**

✓ CIR Trend and Target



Continue investing for future growth while reducing unnecessary costs to establish a sustainable cost structure

✓ Pursue as a Group-level priority

Accelerate Digital Transformation

- Next-generation system investments for digital transformation of legacy system (near-term CIR burden)
- Enhance Group productivity through process automation and innovation
- Improve efficiency through enhanced customer service
- Secure future competitiveness by proactively preparing for the transition to the AI era

Enhance Organizational and Resource Efficiency

- Refine the operating model to capture Group synergies
- Secure structural efficiency by standardizing overlapping functions and processes

Shift toward a capital-efficient business structure through capital allocation based on clear principles

Operating Direction

- Clearly distinguish businesses to grow from those to scale back
- Allocate more capital to growth businesses, release/reallocate capital from businesses to be scaled back

Calculate RoRWA by business using consistent and refined standards

- Calculate RoRWA by business and subsidiary, aligned with the units used for strategic decision-making
- Apply consistent standards to compare business-level RoRWA across subsidiaries and use the results as a basis for capital allocation

Prioritize businesses and allocate capital toward capital-efficient businesses

- Apply 'criteria' to determine where to allocate or release capital (Score each criterion and prioritize allocation targets)

Profitability	Strategic Fit	Risk
RoRWA-based	Growth, Competitive Advantage, Regulatory Fit	

Establish Governance to Ensure Execution

- Establish a 'Capital Allocation Committee' with participation from Finance, Risk, and Strategy, elevating capital allocation to a Group-level agenda

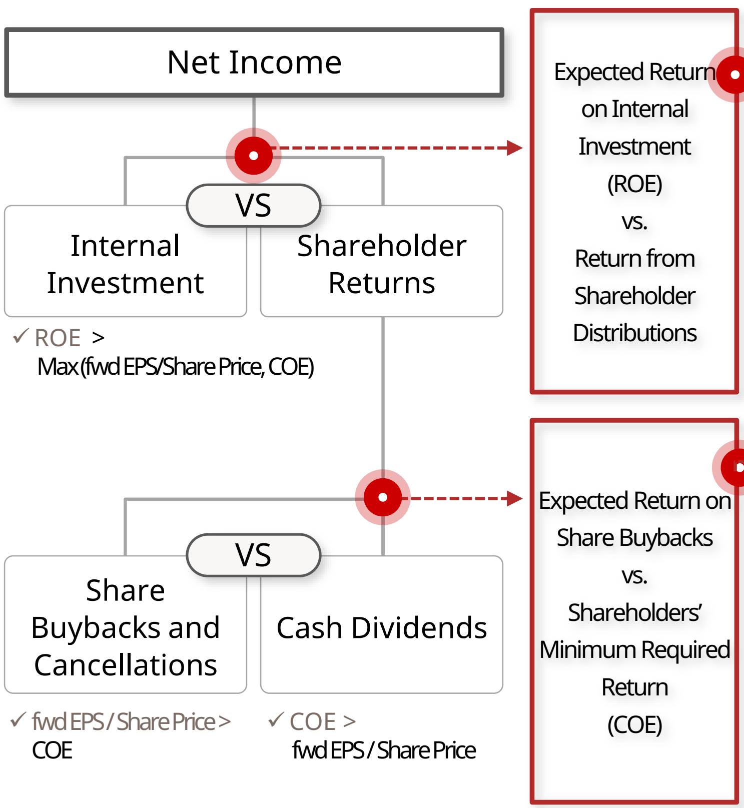
Dynamic Capital Allocation Throughout the Year

- Continuous adjustment and monitoring, rather than one-time allocation

Annual	Group-wide Allocation
Semiannual	Group Interim Adjustment (reflecting performance)
Quarterly	Subsidiary-level Adjustment

Execute capital allocation based on clear principles and increase the **Shareholder Return Ratio to 50%+ by 2029**

Key Capital Allocation Flow



Capital Allocation Principles to Maximize Shareholder Value

Principle 1

Allocate capital to maximize shareholder value

- Choose between internal investment and shareholder returns based on which is more favorable from the shareholders' perspective
  (If returns are similar, prioritize internal investment to support future earnings growth)

Principle 2

After reaching 50% in 2027, gradually increase the shareholder return ratio

- Aim to maintain a stable 50% shareholder return ratio (linked to Principle 4; consider returns above 50% if CET1 ratio remains stably above 12.5%)

Principle 3

Flexibly adjust the shareholder return mix

- Compare fwd EPS/share price (expected return on share buybacks) with COE to determine the optimal mix of share buybacks and cash dividends
- Target payout ratio of 25%+ and +10% YoY growth in total dividends to meet high-dividend company requirements for separate taxation

Principle 4

Achieve a stable CET1 ratio of 12.5%+

- Improve capital adequacy while maintaining proactive shareholder returns

1. ROE indicates the return on equity BNK can generate by retaining and reinvesting net income; 2. fwd EPS/share price = 1/fwd PER, a proxy for expected stock return; 3. COE represents shareholders' minimum required return on equity and serves as an alternative return benchmark when capital is distributed as dividends.

Shareholder Returns Based on Consistency and Predictability

Focus on **strengthening BNK's corporate value over the mid to long term**, rather than competing with peers on speed

A Consistent Shareholder Return Philosophy

- Avoid short-term numerical competition; prioritize policy predictability and consistency
- Build strong fundamentals and minimize earnings volatility to ensure sustainable shareholder returns
- Deliver a principle-based commitment regardless of changes in the external environment

Intuitive and Transparent Shareholder Return Framework

- Equal quarterly dividends: create a stable dividend stream through gradual increases in quarterly dividends
- Intuitive guidance: target 10%+ YoY growth in total dividends
- Establish a framework that allows investors to clearly anticipate annual DPS and the scale of shareholder returns

Evolution of Shareholder Return Commitment

'24.10 Value-up 1.0

Target Direction Announced

- Disclosed target to achieve a 50% shareholder return ratio by 2027
- Establish a gradual dividend growth trajectory
- Introduced proactive share buybacks and cancellations

'26.02 Progress Update

Policy Refinement

- Meet high-dividend company requirements (separate taxation benefits for dividend income)
- Formalize 10% YoY growth in total dividends and payout ratio above 25%
- Use remaining capacity after dividends for share buybacks/cancellations to meet the annual return target

'26.09 Value-up 2.0

Principle-Based Return Roadmap

- Given current CET1 ratio of 12.2%, avoid making unrealistic declaratory commitments
- Prioritize capital efficiency and capital ratio improvement
- If CET1 ratio exceeds 13%, commit to disclose a roadmap toward a 60% shareholder return ratio

Enhance shareholder value by strengthening **board-led** checks and balances and **independence**

Strengthen Checks and Balances

Full Implementation of the Shareholder Nomination System for Independent Directors
(Mar. 2026 AGM)

Before Improvement: 1 member → After Improvement: 4 members / majority

- Expanded shareholder-nominated independent directors to a majority
- Strengthened the representation of shareholder views on the Board

CEO	Eligible for only one reappointment to strengthen Board oversight
Chair of the Board	One-year term; eligible for only one reappointment (to reinforce checks and balances within the Board)
Independent Director	Maximum tenure of five years (no consecutive service beyond 5 years)

Enhance Board Independence

Independent Directors (7) + Executive Director (1)

- Appoint an independent director as Chair of the Board; independent directors account for 87.5% of the Board (7 of 8 directors)
- All committees except the Subsidiary CEO Candidate Nomination Committee consist only of independent directors, and all committee chairs are independent directors

Committee	Chair	Composition	Independent Director Ratio
Executive Candidate Nomination Committee	Myongsook Susan Oh	All independent directors	100%
Audit Committee	Geon-Seo Park	Nam-Kyul Kim , Byung-Jik Cha, Seung-Su Kang	100%
Risk Management Committee	Seung-Su Kang	Myongsook Susan Oh, Geon-Seo Park, Nam-Uh Rhee	100%
Compensation Committee	Nam-Uh Rhee	Geon-Seo Park, Seung-Su Kang, Hye-Jin Park	100%
ESG Committee	Hye-Jin Park	Myongsook Susan Oh, Nam-Kyul Kim, Byung-Jik Cha	100%
Internal Control Committee	Byung-Jik Cha	Myongsook Susan Oh, Nam-Kyul Kim, Hye-Jin Park	100%
Subsidiary CEO Candidate Nomination Committee	Nam-Kyul Kim	Nam-Uh Rhee, Hye-Jin Park, Dae-In Bin	75%

Continue to advance governance through greater expertise & diversity and a transparent succession process

Enhance Board Diversity and Expertise

Increase in female independent directors

(Mar. 2026 AGM)

Before Improvement		After Improvement
1 member	→	2 members

- Enhanced Board diversity by increasing female independent directors
- Appointed BNK Financial Group's first female Board Chair
- Used the Board Skills Matrix to ensure expertise and collective balance in Board composition

Financial Services Economics

Legal

Finance Accounting

Digital

IT

Improvement Plan

Launch the BNK Succession Process Improvement Project to ensure procedural legitimacy and fair, transparent management succession

Candidate Pool Management	Enhance internal candidate development & evaluation, and refine candidate pool entry/exit criteria
Qualification Criteria	Redesign qualification criteria for CEOs of the holding company and subsidiaries
Fair Competition	Improve fairness between internal and external candidates

Prioritize the outcomes of the financial authority's 'Governance Reform TF'

Align management compensation with **shareholder value** to **strengthen execution**

Enhance Value-Up execution through closer **alignment between performance management and executive evaluation at subsidiaries**

What

- **Accountable management by subsidiary executives**
  - Quantitative subsidiary performance and target achievement
- **Evaluation of contribution to Group-level performance**
  - Achievement of Group-wide qualitative objectives
- **Evaluate whether key Group-wide initiatives are being properly executed**
  - Execution and target achievement of key Group/subsidiary strategic initiatives

How

- **Clarity**
  - Clarify evaluation criteria and scope under a unified evaluation framework
- **Alignment**
  - Reflect Group and subsidiary core strategies → contribute to corporate value enhancement
- **Execution**
  - Strengthen tangible impact of performance outcomes (e.g., compensation)

Strengthen the link between Value-up execution and compensation

- **Evaluation of Management Performance Metrics**
  - Financial Metrics (Quantitative)
    - ROE
    - RoRWA by Business
    - TSR
  - Non-Financial Metrics (Qualitative)

- **Strategic Initiative Evaluation**
  - Group Strategy-Linked Initiatives
  - Subsidiary Strategic Initiatives

Strengthen market trust through two-way engagement between Management · the Board and the Market

Regular engagement framework being strengthened

Strengthen regular investor-tailored engagement and proactively share mid- to long-term vision and performance

Continue open communication with domestic investors

- ✓ Expand management-led domestic institutional NDRs
- ✓ Continue various IR activities with shareholders and market participants, including Analyst Day (2025), Investor Day (2025), and retail shareholder meetings (1H26)

Expand the foreign investor base

- ✓ Strengthen market confidence in strategy and governance through management-led overseas NDRs with Board participation
- ✓ Expand the investor base through greater participation in global conferences and broader geographic coverage of NDRs (U.S./Europe/Asia)

Improve IR information accessibility and convenience

- ✓ Publish regular and special IR Letters; provide English materials and simultaneous interpretation to improve accessibility for foreign investors
- ✓ Post English earnings presentation scripts and proceed with a comprehensive redesign of the website

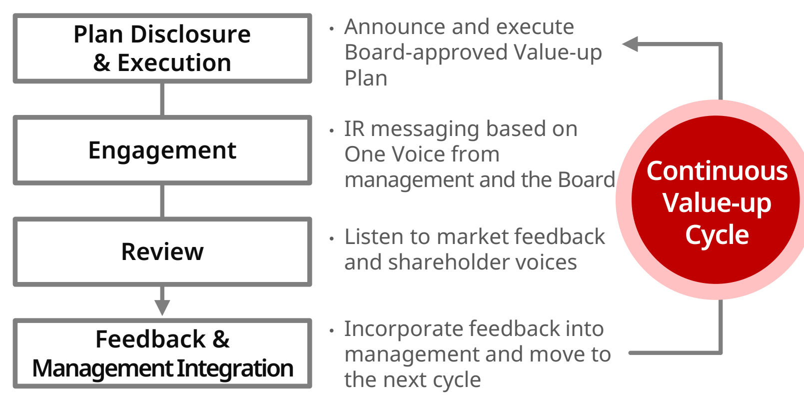
Hold Capital Markets Day led by management and the Board

Build a virtuous-cycle engagement framework that effectively connects market feedback with management and Value-up execution

Frequency and Host

- ✓ Expand shareholder roundtables into a core engagement platform for shareholders and market participants (annual event)
- ✓ Create a two-way qualitative engagement cycle: Value-up plan disclosure → progress update → shareholder feedback → incorporation into management

Establish and follow virtuous-cycle principles



Transform the limits of regional finance into opportunities, and advance BNK toward maximizing shareholder value through a sustainable growth structure

Turn the 'limits' of regional finance into 'opportunities'

- ✓ Capture industry cycle changes in Busan-Ulsan-Gyeongnam and respond through a Group-wide integrated business framework
- ✓ Diversify the revenue mix by developing new revenue sources

Maximize Shareholder Value

- ✓ Increase to 50%+ by 2029

Build the Foundation for Sustainable Growth

- ✓ Improve cost efficiency
- ✓ Establish and execute capital allocation principles
- ✓ Strengthen execution through governance built on expertise and independence

Shareholder Return Ratio **50%+**

ROE **10.5%+**

CET1 **12.5%+**

BNK Value-up 2.0

Group-wide Transformation

Organization

- Expand operations around customers and industries, without being constrained by the current organizational structure

Culture

- Unite all BNK employees and demonstrate through execution, not just understanding

KPI

- Assign owners to key strategic initiatives and establish clear accountability for execution

Compensation System

- Directly link executive compensation to Value-up performance and align management goals with shareholder interests

Decision-Making System

- Concentrate key decision-making authority at the holding company to enable faster execution

Drive group-wide transformation to achieve BNK Value-up 2.0

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