

Financial Results for 2006 & Outlook for 2007

The bank where "I" come first, JBK

Disclaimer

The operating results presented herewith have not yet received a complete and full review by external auditor and Board of Directors, which may be subject to change in the due course of further process.

This document contains certain financial information and results of operation, and may also contain projections, plans, strategies, and objectives of Industrial Bank of Korea ("IBK"), that are not statement of historical fact which would be treated as forward looking statement within the meaning of applicable law. Forward looking statements are subject to risks and uncertainties that may cause actual events and IBK's further results to be materially different than expected or indicated by such statements. No assurance can be given that the results anticipated by IBK, or indicated by any such forward looking statements, will be achieved.

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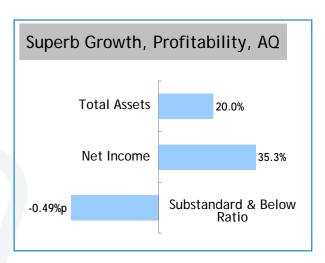
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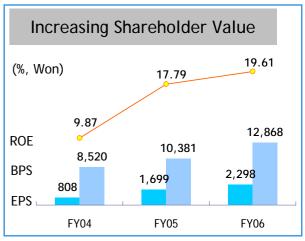
. Review of Operating Results for 2006

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Financial Highlights

(W bn)	FY06	YoY	FY05	3Q06	QoQ
Total Assets 1)	106,114	20.0%	88,415	105,284	0.8%
Total Loans ²⁾	75,603	22.4%	61,753	73,123	3.4%
Total Deposits 3)	72,817	23.9%	58,778	71,846	1.4%
Net Income	1,053	35.3%	779	788	-1.6%
Pre-provision Income	1,939	19.9%	1,617	1,436	-5.6%
ROA (%)	1.10	0.11%p	0.99	1.13	-0.03%p
ROE (%)	19.61	1.82%p	17.79	20.27	-0.66%p
EPS (Won)	2,298	35.3%	1,699	2,297	0.04%
BPS (Won)	12,868	24.0%	10,381	11,964	7.56%
BIS CAR (%)	11.72(<i>p</i>)	0.61%p	11.11	11.09	0.63%p
Substandard & Below (%)	0.68	-0.49%p	1.17	0.94	-0.26%p
NPL Coverage Ratio (%)	179.12	56.93%p	122.19	135.45	43.67%P
Cost/ Income Ratio (%) 4)	37.41	-0.35%p	37.76	36.87	-0.54%P
NIM(%)	2.66	-0.31%p	2.97	2.66	-





⁴⁾ Cost/income ratio = SG&A/ (SG&A + operating income + net provisioning + net provisioning for bond valuation)



¹⁾ Total assets include KRW2.68tr from trust account

²⁾ Total loans = loans (excluding offshore foreign currency loans & card loans) + advantages for guarantees + USANCE for local imports + loans in trust account

³⁾ Total deposits = deposits in KRW + CD + SMIF bonds + deposits in foreign currencies (excluding offshore FX deposits) + money trust

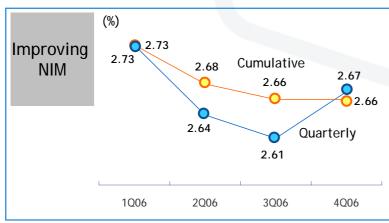
Income Statement

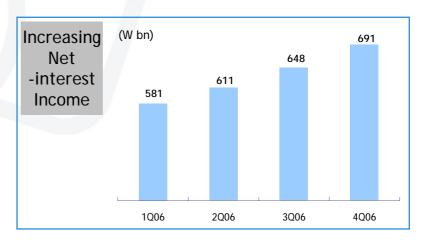
(W bn)	FY06	YoY	FY05	4Q06	QoQ	3Q06
Net Interest Income	2,531	9.2%	2,318	691	6.5%	648
Net Non-interest Income	291	10.8%	263	88	47.7%	59
SG&A Expenses	1,055	8.2%	975	302	22.7%	246
Pre-provision Operating Income	1,767	10.0%	1,607	476	3.2%	461
Net Provisioning	439	-13.1%	506	121	-18.4%	148
Operating Income	1,327	20.6%	1,101	356	13.4%	314
Non-operating Income	114	-	-43	1	-98.4%	58
Pre-tax Profit	1,441	36.3%	1,058	357	-4.1%	372
Income Tax	388	39.1%	279	91	-10.9%	102
Net Income	1,053	35.3%	779	266	-1.6%	270



Net-interest Income

(W b	n)	FY06	YoY	FY05	4Q06	<i>QoQ</i>	3Q06
Tota	al Interest Income	5,560	24.1%	4,479	1,550	6.3%	1,459
	Loans	4,233	25.4%	3,376	1,184	7.0%	1,106
	Credit Card Receivables	372	1.6%	366	97	3.5%	93
	(Credit Purchase)	(268)	12.6%	(238)	(71)	4.3%	(68)
	Securities	744	29.9%	573	211	4.4%	202
	Other Loans, Dues & etc.	211	28.6%	164	59	2.0%	58
Tota	al Interest Expenses	3,029	40.2%	2,160	859	6.0%	810
	Deposits	1,006	-8.0%	1,093	245	0.4%	244
	SMIF Bonds & etc.	2,023	89.6%	1,067	614	8.5%	566
Net-	-interest Income	2,531	9.2%	2,318	691	6.5%	648

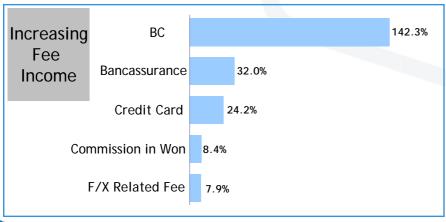






Net Non-interest Income

(W bn)	FY06	YoY	FY05	4Q06	QoQ	3Q06
Fee	Income	404	17.2%	345	98	-7.4%	106
	Commission in Won	171	8.4%	158	37	-22.5%	47
	F/X Related Fee	94	7.9%	87	24	0.4%	24
	Bancassurance Fee	74	32.0%	56	20	4.7%	19
	Credit Card Fee	43	24.2%	34	11	-0.5%	11
	BC Sales Fee	22	142.3%	9	7	34.5%	5
Seci	urities Related Gain	50	233.2%	15	27	417.6%	5
Oth	ers	-190	-	-143	-49	-	-59
Trus	st Income	26	-43.0%	46	11	65.7%	7
Net N	lon-interest Income	291	10.8%	263	88	47.7%	59



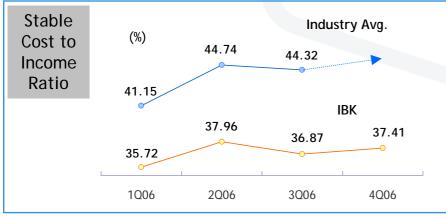
Others

- F/X & derivatives related gain +W177bn
- KCGF fees -W186bn
- Credit card fees paid -W79bn
- Depository Insurance fees -W57bn
- Commission paid in Won -W46bn



SG&A Expenses & Non-operating Income

(W bn)	FY06	YoY	FY05	4Q06	QoQ	3Q06
SG&A Expenses	1,055	8.2%	975	302	22.7%	246
Salaries	527	6.6%	494	129	12.5%	114
Administrative Cost	470	10.1%	427	149	24.3%	120
(Depreciation)	(96)	(-8.0%)	(104)	(24)	(-7.3%)	(26)
Provision for Severance Pay	58	8.4%	53	25	100.0%	13
Non-operating Income	114	_	-43	1	-99.1%	58
Loan Sale	-67	-	-103	-46	-	0
Investment Securities Related Income	212	393.8%	43	34	-47.5%	65
Equity Method Gain	33	152.6%	13	8	21.8%	7
Valuation & Trading Gain•Loss	179	497.3%	30	26	-55.8%	58
Other Non-operating Income	-31	\ -	16	13	-	-7



Breakdown
of NonOperating
Income

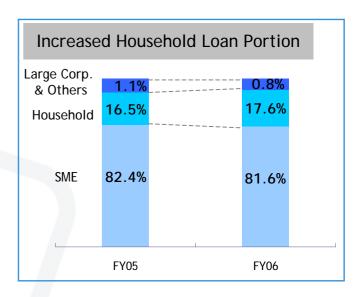
- ABS related loan sale loss -W67bn
- Disposal gain from ELS & BC +W102bn
- Valuation gain from ABS related subordinated bonds +W44bn
- Special retirement allowance paid -W26bn

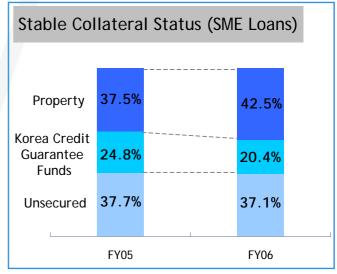


Loan Portfolio

(W bn)	06.12	YoY	05.12	06.09	000
SME	59,852	21.5%	49,261	58,403	2.5%
Household	12,898	30.3%	9,901	11,915	8.2%
Large Corp.	330	-19.5%	410	345	-4.6%
Others	278	28.6%	216	310	-10.1%
Total	73,358	22.7%	59,788	70,973	3.4%

[•] Total loans in bank account (including both KRW and foreign currency) and household loans include card loans







Deposit Structure

(W bn)	06.12	YoY	05.12	06.09	QoQ
Demand Deposits	6,793	23.4%	5,506	6,152	10.4%
Savings Deposits	22,305	-21.2%	28,309	22,463	-0.7%
Demand+Savings Deposits	29,098	-13.9%	33,815	28,615	1.7%
CD, Paper Notes, RP	11,099	18.4%	9,375	10,445	6.3%
SMIF Bonds	30,003	107.2%	14,480	29,931	0.2%
Sub-Total	70,200	21.7%	57,670	68,991	1.8%
Trust ¹⁾	3,615	36.2%	2,654	3,250	11.2%
Total Deposits	73,815	22.4%	60,324	72,241	2.2%

[•] Based on monthly average balance of KRW denominated deposits.



¹⁾ Money trust (excluding beneficiary certificates)

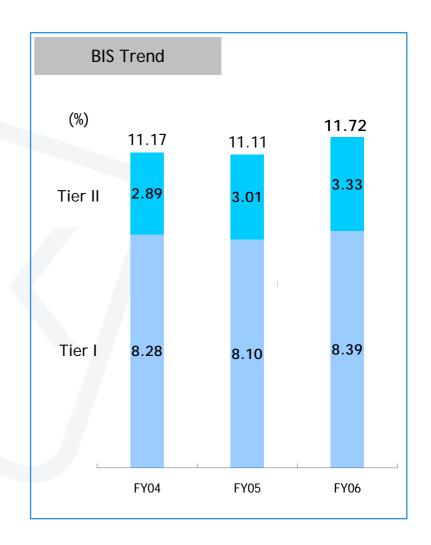
BIS CAR

BIS Breakdown

(W bn)	06. 12	05. 12
Tier I	5,734	4,299
Paid-in Capital	2,291	2,291
Capital Surplus	7	7
Retained Earnings	3,020	2,162
Hybrid Capital	600	-
Minority Interest	90	27
Tier II	2,283	1,594
Reserve for Loan Losses	858	668
Others 1)	261	143
Subordinated Debts	1,288	1,114
Total	8,017	5,892
Risk-weighted Assets	68,379	53,042
BIS CAR (%)	11.72	11.11
Tier I Ratio (%)	8.39	8.10
Tier II Ratio (%)	3.33	3.01



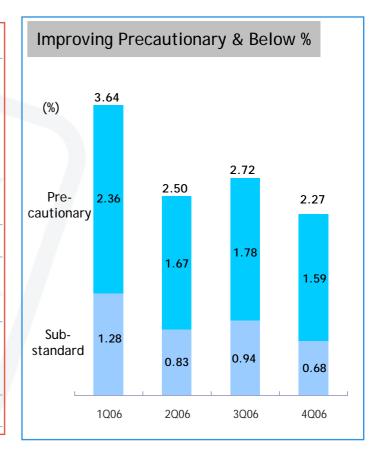
¹⁾ Valuation gain from hold to maturity and available for sale securities





Asset Quality

(W bn)	06.12	YoY	05.12	06.09	QoQ
Normal	77,377	24.9%	61,963	74,341	4.1%
Precautionary	1,261	-28.9%	1,774	1,357	-7.1%
Substandard	361	-28.9%	508	482	-25.1%
Doubtful	91	-28.0%	126	97	-6.3%
Estimated Loss	90	-23.5%	118	138	-34.4%
Total	79,180	22.8%	64,489	76,415	3.6%
Substandard & Below	542	-27.9%	752	717	-24.4%
Substandard & Below (%)	0.68%	-0.49%p	1.17%	0.94%	-0.26%p
Loan Loss Reserve	1,108	9.1%	1,015	1,082	2.4%
NPL Coverage Ratio	179.12%	56.93%p	122.19%	135.45%	43.67%p
Write-offs (Cumulative)	293	-38.9%	481	221	-





Provisioning

					FY06]	FY05	
(W bn)	1Q	2Q 3Q 4		4Q	Total	Balance	Total	Balance
Corporate	118	76	129	107	429	815	557	797
Provisions	119	71	123	102	415	756	512	752
Others (Unused Credit)	-1	5	6	6	14	59	45	45
Household	12	8	8	38	65	163	47	118
Provisions	11	8	7	38	65	156	41	111
Others (Unused Credit)	0	0	0	-0	1	7	7	7
Credit Card	5	7	9	42	63	129	67	100
Provisions	6	5	7	19	36	67	38	66
Others (Unused Credit)	-1	2	3	23	27	62	29	35
Sub-total	134	91	146	187	558	1,108	672	1,015
Recoveries Related to ABS & Other Provisions	2	-56	2	-66	-118	-	-166	-
Total	136	35	148	121	439	1,108	506	1,015



Delinquencies by Segment

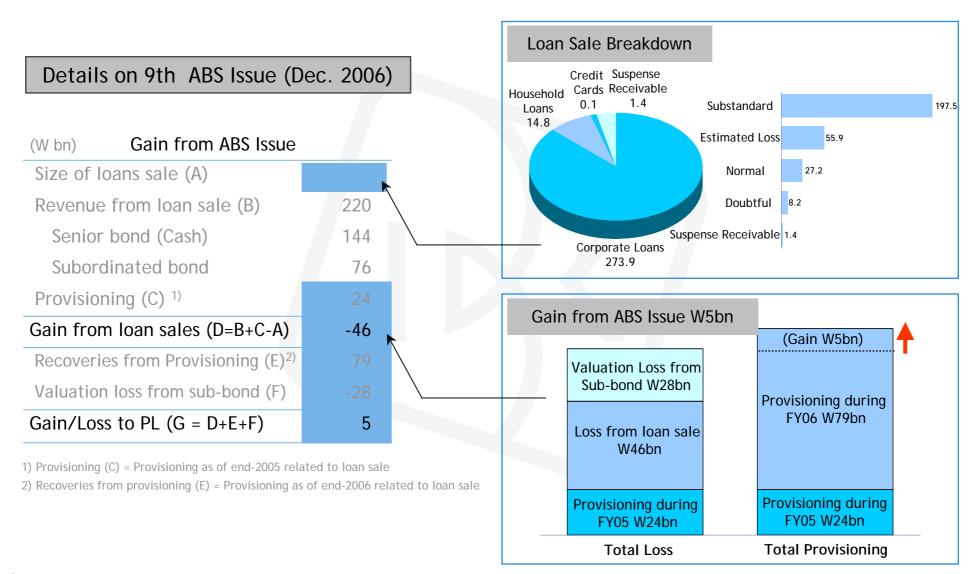
(%)		4Q04	1Q05	2Q05	3Q05	4Q05	1Q06	2Q06	3Q06	4Q06
	Reported	1.42	2.04	1.17	1.67	0.85	1.25	0.69	0.93	0.51
Corporate	(Adjusted)	3.59	2.14	2.17	2.69	2.41	1.35	1.31	1.54	1.44
Household	Reported	1.08	1.26	0.62	0.71	0.35	0.53	0.28	0.35	0.18
Household	(Adjusted)	2.54	1.33	1.15	1.22	1.07	0.56	0.50	0.56	0.45
Credit Card	s (+1 month)	3.68	3.32	2.61	2.42	2.00	1.87	1.49	1.54	1.23

[•] Adjusted delinquencies include write-offs and NPL sales





ABS Details





New Provisioning Guideline

		IBK (%)	FSS (%)	Added Provision (W bn)	
Provisioning				73	
Corporate	Normal Precautionary	0.70 4.00	0.70 7.00	- 31	
Household	Normal Precautionary	0.75 8.00	1.00 10.00	32 0	
Credit Card	Normal Precautionary	1.00 19.00	1.50 15.00	10	
For Unused Credit Lin	ne			21	
Corporate		0.70	0.70	-	
Household		0.75	1.00	2	
Credit Card		1.00	1.50	19	
Extended to All Accou	unts for Unused Credit Line			20	
Corporate, Ho	usehold, Credit Card	(Applies to A	(Applies to All Accounts)		
Credit Card		(Includes Inactive (Cardholders)	6	
Total				114	



II. Major Areas of Interest

- ✓ Earnings Outlook for 2007
- ✓ 2007 Outlook by Segment

Earnings Outlook for 2007

	2007 Outlook	YoY	2006 Results	Remarks		GDP	Growth	of Abo	ve 4%	
Net Income	W1.2tr	13.9%	W1.1tr					Probak	oility = 80%	h
ROA	1.08 %	-0.02%p	1.10 %			C		C Scenario A		
ROE	20.0 %	0.39%p	19.61 %							
Total Asset	W125tr	17.8%	W106tr	Assumption :	Probability = 40%		32%	48%		Probability = 60%
SME Loans	W70tr	16.7%	W60tr	1) GDP +4% 2) Delinquency	Deteriorating Delinquency 1)		8%	12%	12% B	Maintaining Delinquency
Household Loans	W16tr	23.3%	W13tr	maintains		D				
BIS CAR	+ 11.0%	-	11.72%(<i>p</i>)							
NPL Ratio	0.75 %	0.07%p	0.68 %			Probability	y = 20%			•
Coverage Ratio	168.0 %	11.1%p	179.1 %			GDP	Growth	of Belo	ow 4%	

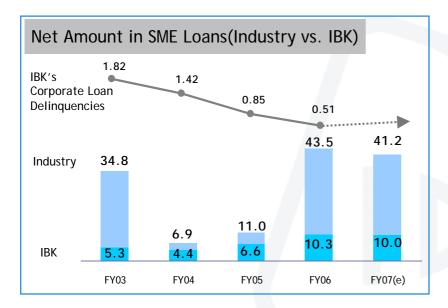
[•] This slide only includes forecasts and therefore actual results may differ



¹⁾ Monthly increment in adjusted delinquencies exceed certain level

2007 Outlook for SME Loans

Industry



- Competition eases, but competition surrounding quality SMEs should continue
- Deposit rates should lag loan rates
- Interest rate differential should widen depending upon credit standings in preparation of BASEL II
- Delinquencies may display limited upturn

IBK

Solidify Leading Bank Status in SME Lending

Loan Breakdown -	2007 Outlook				
Loan breakdown =	Amount	(%)			
Working Capital	W6.5tr	65.0%			
Facility Investment	W3.5tr	35.0%			
Total	W10.0tr	100.0%			

- Focus on quality SMEs
- Prioritize on securing margin
- Preemptive move to lure SMEs with growth potential, improve market share for core SMEs
- Selective marketing towards high-yield SMEs via stringent credit assessment

Provide first-class service with sharpened non-pricing competitive edge

Gain momentum in introducing market leading new loan products



2007 Outlook for Household Loans

Industry

Household Loans

- Easing competition and interest rate hike should improve spread
- Expected interest rake hike, stabilizing housing prices and tightened property measures should slowdown household loans
- Individual credit-based loans should be sought alternative to housing loans

Deposits

- Deposits should slowdown due to low savings as a result of decreasing household disposable income
- Pricing competition should shift to product competition
- New products and marketing power should win out

IBK

Further Expansion into Household in Pursuit of Balanced Growth

- Create new demand and take strategic stance to expand deposit base
- Outlook: Net increment of W3.0tr (similar to 2006)

Expand Retail Deposit Base

Breakdown	2007 Outlook			
DIEdKUOWII	Amount	(%)		
Retail	W6.5tr	65.0%		
Corporate	W3.5tr	35.0%		
Total	W10.0tr	100.0%		

- Expand sales channel focusing on households by establishing 30 new mini-branch network
- Captivate salary accounts of SME customers
- Attract target customers by utilizing CRM
- More weight allocated to attracting retail deposits in performance evaluation



2007 Outlook for Credit Cards

Industry

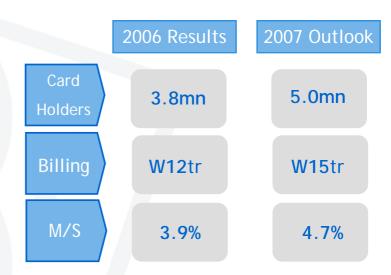
- Competition for hegemony between mono-liners and banks is expected
- Tightened property measure should boost more demand for card loans and cash advances
- Pressure to lower merchant fees dwell
- Tightening policy measures are expected for the sake of risk management
- Intense competition revolving high net worth customers expected
- Competitive Landscape for Credit Card Industry

Mono-liners (Large)			Mono-lir	ners (Mid-to-small)
Competito	rs Samsung		Competitors	Hyundai, Lotte
Strategy	Stable growth		Strategy	Aggressive operation
		C.C. Market		
Financ	ial Holding Groups			Banks
Competitors	Shinhan (LG), Hana		Competitors	Commercial banks, BC
Strategy	Lead market utilizing customer DB		Strategy	Strengthen business to defend NIM

Foreign Institutions					
Competitors Citi, SCB, HSBC					
Strategy	Strengthen revolving service and card loan business				

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Build Lucrative Credit Card Business Unit



Concentration Areas

- Pioneer in new credit card market such as R&D card, government sponsorship card and welfare card
- Develop new products and diversify subscription channel to beef up quality card members
- Expand corporate cards by identifying affiliate merchants to better service customers
- Reinforce customer loyalty and improve M/S

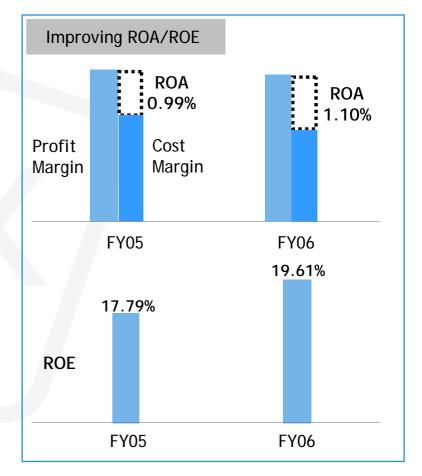


. Appendix

- ✓ ROA & ROE
- ✓ Funding & Operations
- ✓ Loans by Industry
- ✓ Household Loans

ROA/ROE

(%)	FY06	YoY(%p)	FY05	
ROA = (a-b)	ROA = (a-b) Net Income/Asset		0.11	0.99
	Net Interest Income	2.64	-0.30	2.94
	Net Non-interest Income	0.30	-0.03	0.33
Profit Margin (a)	(Trust Income)	(0.03)	(-0.03)	(0.06)
	Non-operating Income	0.12	0.12	-
	Total	3.07	-0.20	3.27
	SG&A Expenses	1.10	-0.14	1.24
	Net Provisioning	0.46	-0.18	0.64
Cost Margin (b)	Non-operating expense	-	-0.05	0.05
	Income Tax	0.41	0.06	0.35
	Total	1.97	-0.31	2.28
Leverage (x)	Asset/Equity	17.82	-	18.02
ROE = ROA x Leverage	Net Income/Equity	19.61	1.82	17.79



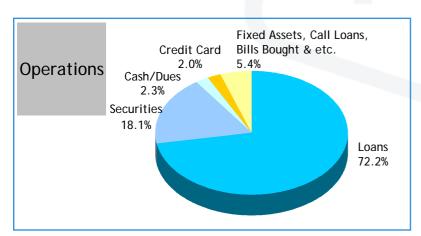


[•] Based on average balance of total assets

Funding & Operations

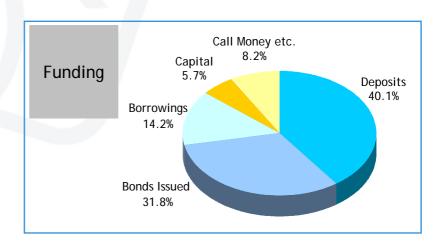
FY06	FY05		
74,652(72.2%)	60,948(71.3%)		
18,762(18.1%)	15,069(17.6%)		
2,369(2.3%)	2,282(2.7%)		
2,114(2.0%)	1,693(2.0%)		
5,538(5.4%)	5,527(6.4%)		
103,435(100.0%)	85,519(100.0%)		
	74,652(72.2%) 18,762(18.1%) 2,369(2.3%) 2,114(2.0%) 5,538(5.4%)		

¹⁾ Loans in KRW & F/C + inter-bank loans + advances for customers



(W bn)	FY06	FY05		
Deposits 1)	41,476(40.1%)	43,272(50.6%)		
Bonds Issued	32,885(31.8%)	16,818(19.7%)		
SMIF Bonds	30,816(29.8%)	14,837(17.3%)		
(Sold Over Counter)	9,078(8.8%)	3,992(4.7%)		
Borrowings	14,724(14.2%)	13,548(15.8%)		
BOK Borrowings	2,226(2.1%)	1,987(2.3%)		
Gov. Borrowings	9,945(9.6%)	8,792(10.3%)		
F/C Borrowings	2,553(2.5%)	2,770(3.2%)		
Capital	5,897(5.7%)	4,758(5.6%)		
Call Money, F/C Deposits & etc.	8,454(8.2%)	7,123(8.3%)		
Total	103,435(100.0%)	85,519(100.0%)		

¹⁾ Deposits in KRW + CD + paper notes + RP





Loans by Industry

		2006. 12			2005.12	
(W bn)	Amount (YTD) (%) Cha		Change (%p)	Amount	(%)	
Manufacturing	38,243	5,970	63.9	-1.6	32,273	65.5
Textile	2,415	-151	4.0	-1.2	2,566	5.2
Apparel & Leather	1,050	106	1.8	-0.1	945	1.9
Chemical Products	2,083	351	3.5	0.0	1,732	3.5
Rubber, Plastic Products	3,121	368	5.2	-0.4	2,753	5.6
Basic Metals	2,309	292	3.9	-0.2	2,017	4.1
Fabricated Metals	4,715	1,049	7.9	0.5	3,666	7.4
Other Machinery	6,580	1,779	11.0	1.3	4,801	9.7
Electrical Machinery	1,764	305	3.0	0.0	1,459	3.0
Communication Equipment	3,120	473	5.2	-0.2	2,647	5.4
Automobiles	2,987	436	5.0	-0.2	2,552	5.2
Other Manufacturing	8,099	963	13.4	-1.1	7,136	14.5
Construction	3,923	1,270	6.5	1.1	2,653	5.4
(Project Financing)	(1,073)	(726)	(1.8)	(1.1)	(347)	(0.7)
Wholesale & Retail Trade	9,272	1,648	15.5	0.0	7,624	15.5
Lease & Rental Service	3,593	628	6.0	0.0	2,965	6.0
Others	4,822	1,075	8.1	0.5	3,746	7.6
Lodging & Dining	591	29	1.0	-0.1	562	1.1
Transportation	680	159	1.2	0.1	521	1.1
Other Services ¹⁾	3,551	888	5.9	0.5	2,663	5.4
Total	59,852	10,591	100.0	-	49,261	100.0

[•] SME loans (including F/X loans)

¹⁾ Agriculture, forestry, fishery, mining, electricity/gas/water, education, government services, financing/insurance, etc.



Household Loans

(W bn)		06. 12	YoY	05. 12	06. 09	<i>QoQ</i>
General Household Loans (A)		11,965	30.6%	9,164	11,093	7.9%
	Home Equity Loans ¹⁾ (B)	6,321	23.8%	5,107	5,911	6.9%
Housing Loans ²⁾ (C)		803	45.3%	553	680	18.1%
Total (D=A+C)		12,768	31.4%	9,717	11,773	8.5%
	Housing-related Loan % (B+C)/D	55.8%	-2.4%p	58.2%	56.0%	-0.2%p

Excluding card loans



[•] Weighted average home-equity loans and housing loans LTV as of December 2006 is 49.9%

¹⁾ Loans collateralized by borrowers' housing and not limited to mortgage related payments

²⁾ Loans made for mortgage related payments



Thank you

The bank where "I" come first, IBK