

Clarification



Brussels, 1 April 2026 (07.30 a.m. CEST)

Clarification on the remuneration of the Executive Committee and the Board of Directors at KBC Group

On 1 April 2026, KBC Group publishes its annual report including the remuneration report for the financial year 2025.

In the remuneration report, KBC Group transparently explains how the remuneration of the members of the Executive Committee, the CEO and the Board of Directors was established within the applicable legal and regulatory framework.

The financial sector operates under strict rules regarding remuneration. Within that framework, KBC applies a remuneration policy that aligns the remuneration of the Executive Committee with responsibilities, expertise and decision-making powers. Also, the Board of Directors wants to offer the members of the Executive Committee - like all KBC employees – a competitive remuneration to attract and retain talent.

Strong results driven by people

The results for FY2025 show that KBC continues to stand out in a competitive environment. Despite challenges in the financial sector, both revenues and profits grew. That result is underpinned by a clear strategy, strong cost and risk management, a strong bancassurance model and targeted investments in digital innovation. KBC's success is above all a collective achievement, carried by our people and built on the trust of customers and other stakeholders. It is anchored in a corporate culture in which cooperation, responsibility and long-term thinking are central and which applies to everyone, including the CEO and the Executive Committee.

The Remuneration Committee and the Board assess both the collective and individual performance of the members of the Executive Committee. Given the strong collective performance, the Board of Directors awarded a score of 95.9%, which - together with the individual assessment - determines the amount of the variable remuneration. The effective payout is spread over the following seven years and remains subject to risk and liability mechanisms. Fixed remuneration was indexed according to the same principles that apply to other employees. The remuneration of the Executive Board remained unchanged.

In line with the market, with an eye for balance

KBC attaches great importance to good leadership and therefore wants to remunerate its Executive Committee correctly. KBC works with a carefully composed reference market for which the median is calculated. KBC consciously wants to position itself above the median, in the 3rd quartile.

A recent salary study shows that the remuneration of the Executive Committee and the CEO are no longer competitive according to these standards. The Board of Directors therefore decided to increase the remuneration by 300,000 euro for the members of the Executive Committee and 550,000 euro for the CEO. As provided for in the pension plan for the Executive Committee, as of this year the CEO's pension contribution will decrease by approximately 570,000 euro.



Continuity and focus on the future

KBC Group stands strong today and continues to work on its future. To maintain that course, the group attaches great importance to the interplay of continuity and innovation. The CEO's leadership, vision and strategic insight are essential for this. Therefore, the Board of Directors proposes to grant an additional retention remuneration of 350,000 euros to the CEO, as a basis for long-term development and growth. This remuneration is payable annually provided the CEO is employed at the time of payment. This proposal will be submitted to the General Meeting on 7 May 2026.

Transparency

Full details of the remuneration of the CEO, members of the Executive Committee and the Board of Directors are included in the remuneration report for the 2025 financial year in KBC Group's annual report, available at www.kbc.com. All amounts disclosed are gross amounts, subject to customary personal taxes and social security contributions.



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