KBC Group Press presentation

4Q / FY 2025

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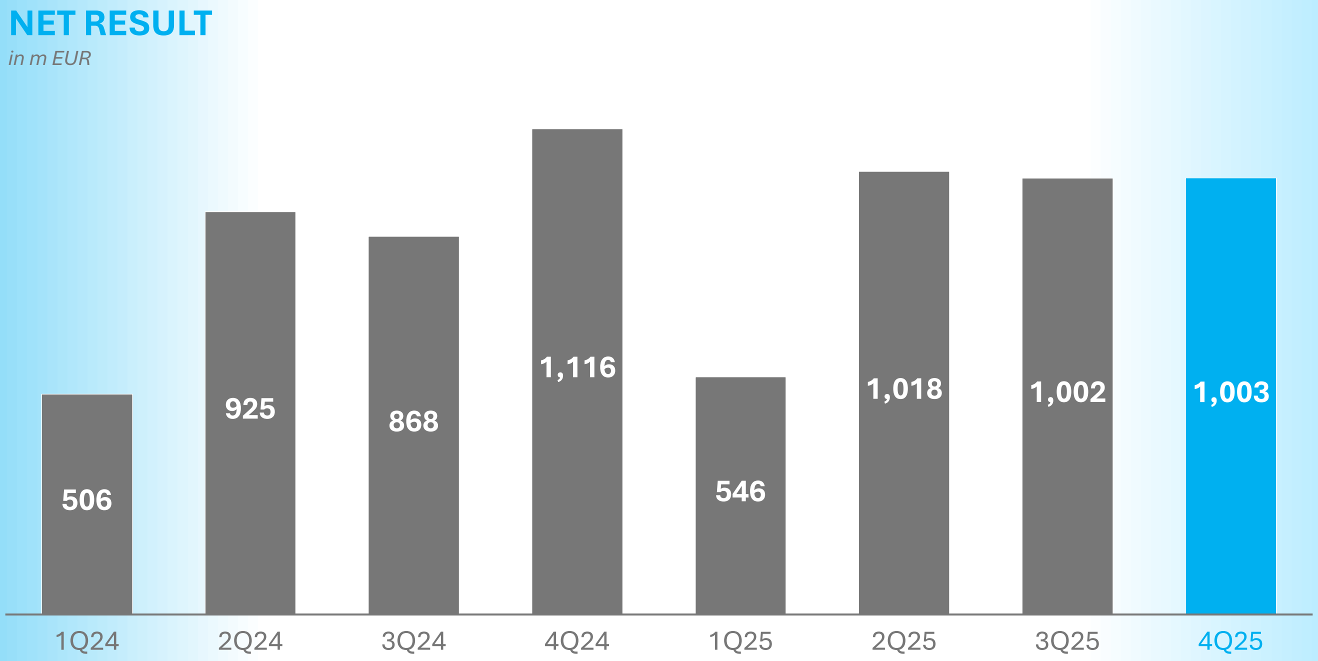
Highlights

- Commercial bank-insurance franchises performed **excellently**
- KBC Group is **well-positioned** being an integrated bank-insurer with tailored AM business that has a highly diversified income (50% NII and 50% non-NII of FY25 total income)
- **Customer loans** and **customer deposits** increased q-o-q in almost all our core countries (on a comparable basis). **Core customer money inflow of 4.5bn EUR** in 4Q25 (13.0bn in FY25) with a **continuous shift from term deposits to savings accounts**
- Much higher **net interest income q-o-q, resulting in higher than guided FY25 NII**
- Higher **net fee and commission income. Record-high** net inflows in direct client money in FY25 (6.0bn EUR)
- Q-o-q higher **net result from financial instruments at fair value & IFIE, net other income** below the normal run rate
- Higher sales of **non-life insurance** y-o-y, excellent sales of **life insurance** (up q-o-q and y-o-y)
- **FY25 total income rose by 8.9% y-o-y excluding FX, while FY25 costs excl. bank & insurance taxes rose by 2.5% y-o-y excluding FX… leading to jaws of +6.4% (higher than the guided 5.0%)**
- Higher **impairments**. **Excellent credit cost ratio**
- Solid **solvency** and **liquidity position**
- **A total gross dividend of 5.1 EUR per share will be proposed to the AGM for the accounting year 2025**, of which an interim dividend of 1.0 EUR per share already paid in November 2025 and the remaining 4.1 EUR per share to be paid in May 2026), **reflecting a pay-out ratio (also including AT1 coupon) of 60% of 2025 net profit**
- **Updated financial guidance**

Net result of 1,003m EUR over 4Q25



YTD ratios

- Return on tangible equity **16%***
- Cost-income ratio excluding bank & insurance taxes **41%**
- Combined ratio **87%** *(vs below 91% guided)*
- Credit cost ratio **0.13%** *(vs well below TTC of 25-30bps guided)*
- CET1 ratio **14.9%**** (B4, DC, unfloored fully loaded)
- Leverage ratio **5.6%** (fully loaded)
- NSFR **138%** & LCR **159%**

* Excluding one-offs. Return on equity = 15% excluding one-offs

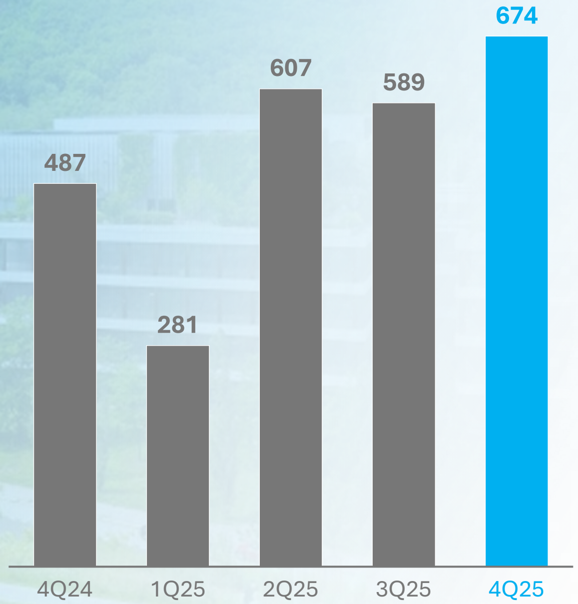
** Unfloored fully loaded CET1 ratio = fully loaded Basel 4 CET1 ratio excluding output floor impact

Excellent contribution from all business units

Net result per business unit

in m EUR

BU BE



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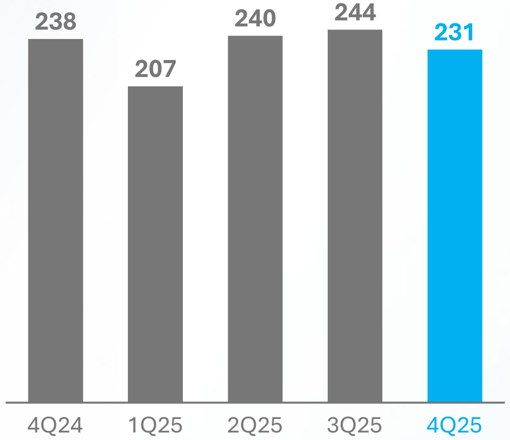

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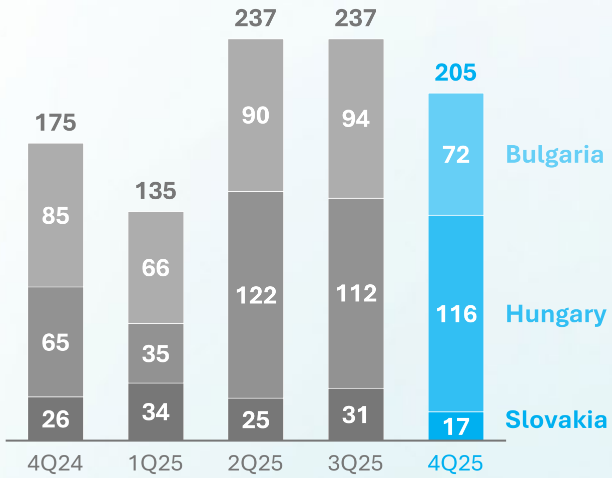


Strategic focus | Sia Partners again ranked KBC Mobile the N°1 mobile banking app worldwide

Unique integrated bank-insurance model

- We offer an integrated response to our clients' banking and insurance needs. Our organisation is similarly integrated, operating as a single business and a digital-first, data-driven and AI-led bank-insurer.
- Our integrated model offers our clients the benefit of a comprehensive, one-stop, relevant and personalised financial service that allows them to choose from a wider, complementary and optimised range of products and services, which go beyond pure bank-insurance.
- For ourselves, it offers benefits in terms of income and risk diversification, additional sales potential through intensive co-operation between the bank and insurance distribution channels, significant cost-savings and synergies, and heightened interaction opportunities with and a more complete understanding of our clients.

* Difference between the net result of KBC Group and the sum of the banking and insurance contributions is accounted for by the holding-company/group items

Successful digital-first approach through KATE

- Our digital interaction with clients forms the basis of our business model in our strategy, not only in terms of sales and advice, but also in E2E digital process and product development.
- Artificial intelligence and data analysis play an important part in digital sales and advice. Kate, our AI-powered personal digital assistant, features prominently in this regard.
- Kate has recently been further upgraded in Belgium to enable even more natural and intuitive conversations (Kate 2.0 using LLM), which further boosts autonomy and customer usage
- The independent international consulting firm Sia Partners again ranked KBC Mobile the N°1 mobile banking app worldwide in 2025: a clear recognition of a decade of innovation, development and listening closely to our clients.

6.0 million users in contact with Kate

KATE autonomy

82% BE

69% CZ

Firmly embedded sustainability strategy

- As a company that aims to support the transition to a more sustainable and climate-proof society, we have made sustainability integral to our overall business strategy and integrated it into our day-to-day business operations and the products and services we provide.
- Our sustainability strategy consists of three cornerstones: encouraging responsible behaviour on the part of all our employees, increasing our positive impact on society and limiting any adverse impact we might have

Strategic focus | The reference

At KBC it is our ambition to **be the reference** for bank-insurance **in all our core markets**

Profitability

With a **Return on Tangible Equity** of **16%** in FY25 **KBC** is one of the most profitable EU financial institutions

Solvency

With an **unfloored fully loaded CET1 ratio** of **14.9%** at end FY25 KBC is amongst the better capitalised EU banks

Sustainability

SUSTAINALYTICS

Sustainalytics ranks KBC in the **3rd percentile of 215** diversified banks assessed
(last full update September 23, 2025)

Digitalisation

SIAPARTNERS

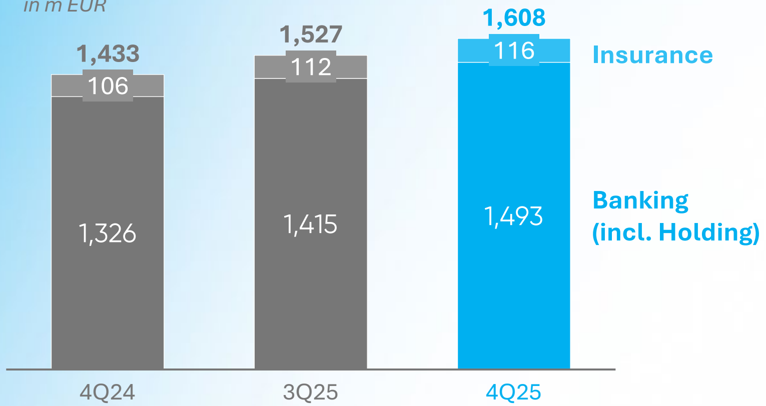
Sia Partners ranks KBC Mobile as **N°1 banking app worldwide**

"KBC Mobile is a **high-performance** and **efficient banking app** for everyday needs and one of the **most innovative** with some interesting extras. The app surprises clients with its wide range of functionalities and the **virtual assistance by Kate**."

Much higher net interest income q-o-q, resulting in higher than guided FY25 NII

NET INTEREST INCOME

in m EUR

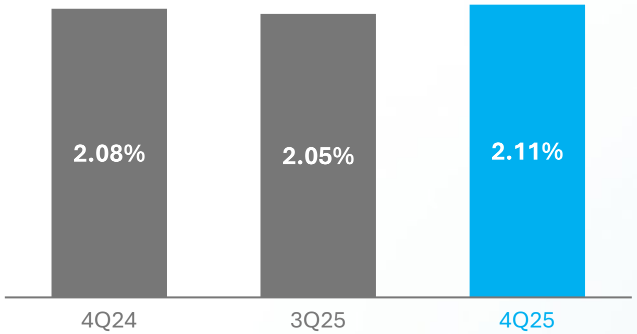


- **NII increased by 5% q-o-q and by 12% y-o-y**
- Q-o-q change was driven primarily by:
  - Higher commercial transformation result (due to continued increasing reinvestment yields, higher benchmarked deposit volumes and lower external rates)
  - Slightly higher lending income (good loan volume growth largely offset by lower loan margins in some core markets)
  - Higher NII on term deposits, as lower volume (due to shifts from term deposits to mainly savings accounts) was more than offset by higher margins
  - Higher dealing room NII
  - Higher short-term cash management
  - +4m q-o-q NII insurance on bond portfolio, of which +1m q-o-q NII on inflation-linked bonds (from +4m EUR in 3Q25 to +5m EUR in 4Q25)

  partly offset by:
  - Lower ALM result
  - Higher wholesale funding costs
- Y-o-y increase was driven primarily by significantly higher commercial transformation result, higher lending income, higher dealing room NII and lower subordination costs, partly offset by lower ALM result, lower NII on term deposits, higher wholesale funding costs and lower short-term cash management

NET INTEREST MARGIN*

in %, calculated excluding dealing room, ALM FX swaps & repos



- Rose by 7* bps q-o-q and by 3 bps y-o-y for the reasons mentioned on net interest income and an increase in the interest-bearing assets (denominator), both q-o-q and y-o-y

  * rounding effect

ORGANIC VOLUME TREND

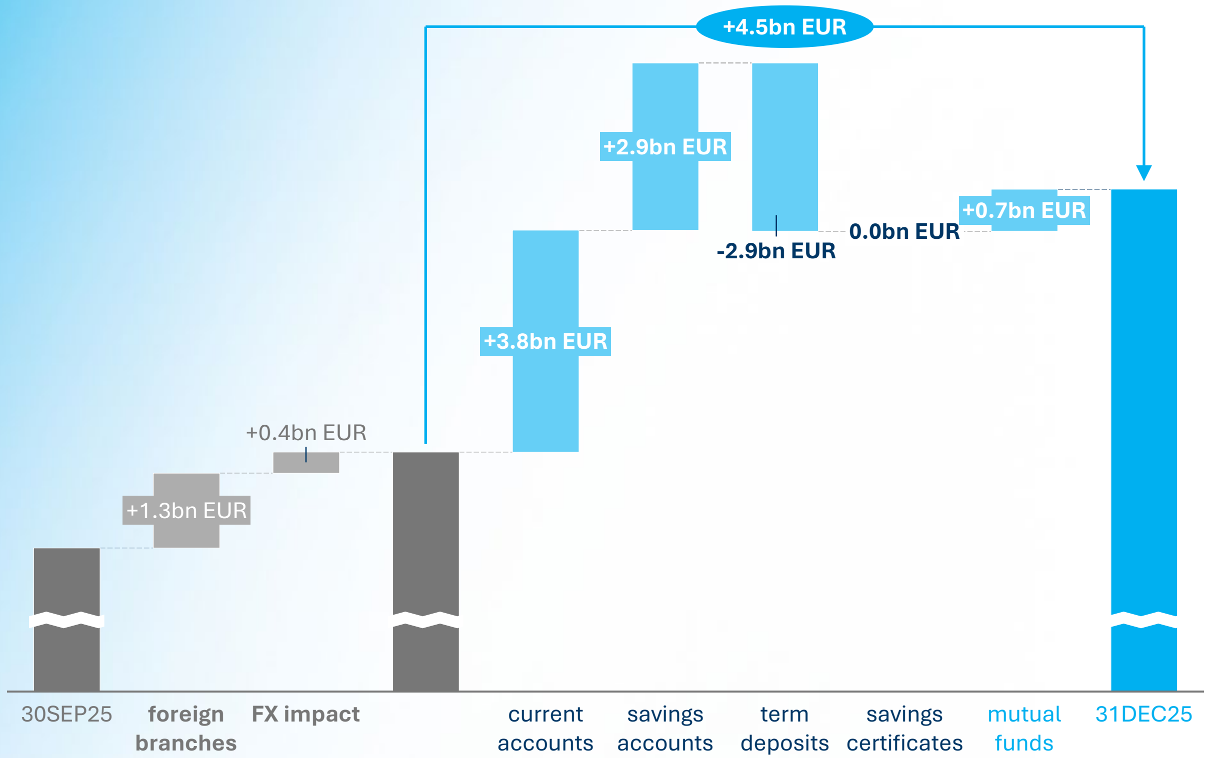
	Total loans**	o/w retail mortgages	Customer deposits***
Volume	209bn	84bn	238bn
Growth q-o-q*	+1%	+2%	+2%
Growth y-o-y	+7%	+7%	+2%

* Non-annualised ** Loans to customers, excluding reverse repos
*** Customer deposits, excluding debt certificates and repos, but including customer savings certificates.
Excluding the volatility in the foreign branches of KBC Bank (included in BE BU), core customer deposits rose by 2% q-o-q and 3% y-o-y
Growth figures are excluding FX, consolidation adjustments and reclassifications.

Inflow of core customer money

CUSTOMER MONEY DYNAMIC OVER 4Q25

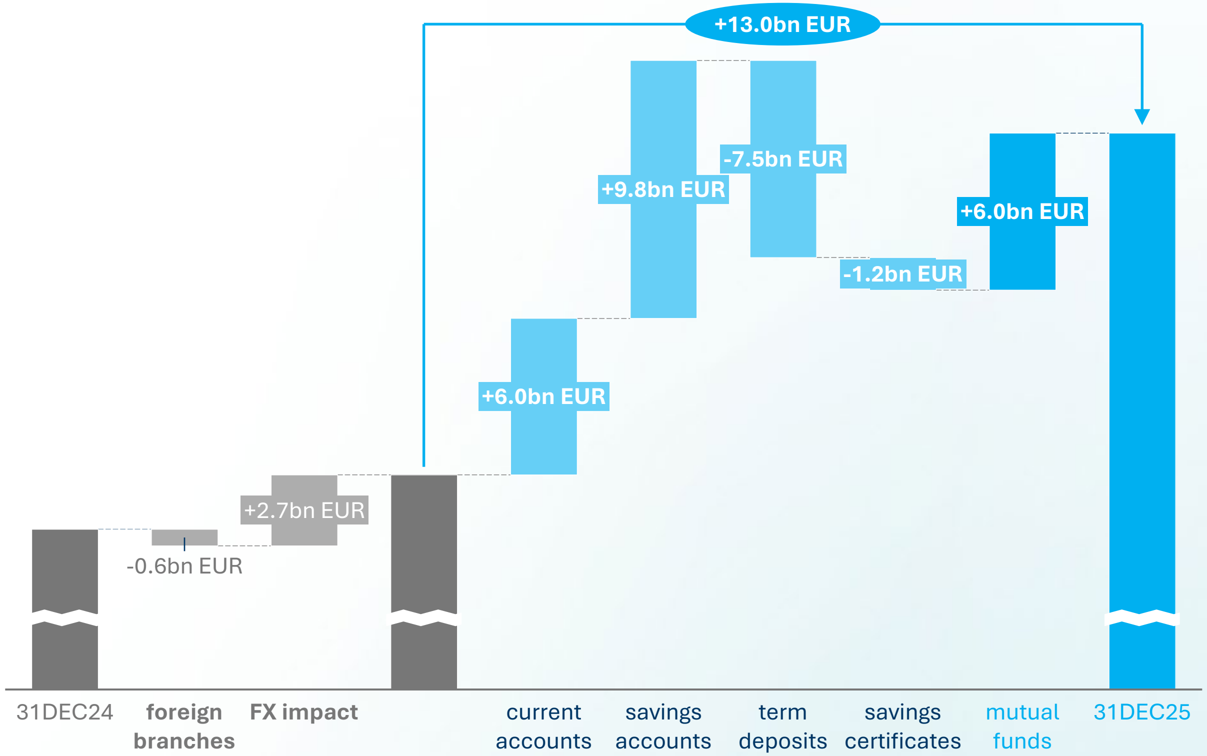
in bn EUR



- **4Q25** saw an inflow of core customer money of **+4.5bn EUR** (+4.8bn EUR incl. FX impact)

CUSTOMER MONEY DYNAMIC OVER FY25

in bn EUR

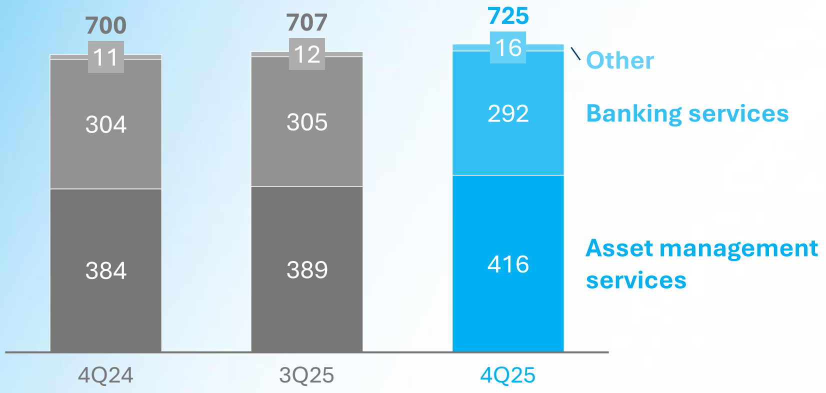


- **FY25** saw an inflow of core customer money of **+13.0bn EUR** (+15.7bn EUR incl. FX impact)

Higher net fee and commission income, Record-high net inflows in direct client money in FY25

NET FEE & COMMISSION INCOME

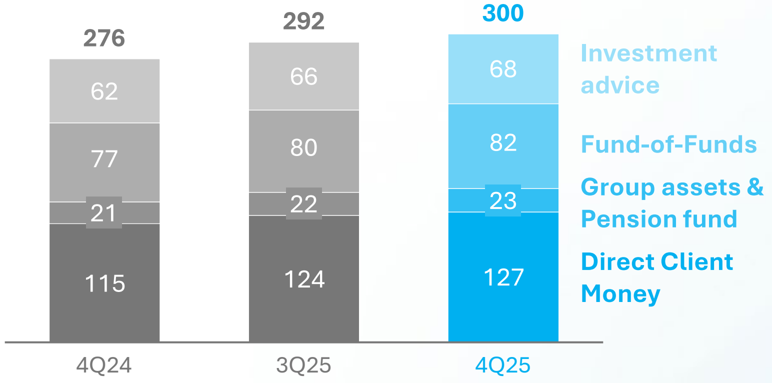
in m EUR



- **Up by 2% q-o-q and by 4% y-o-y**
- Q-o-q increase was driven primarily by:
  - Net F&C income from Asset Management Services increased by 7% q-o-q due mainly to higher management fees
  - Net F&C income from banking services fell by 4% q-o-q due chiefly to higher distribution commissions paid for banking products, higher client incentives, seasonally lower network income and the SRT coupon cost, partly offset by higher securities-related fees, higher fees from payment services and higher fees from credit files & bank guarantees
  - Higher distribution fees linked to insurance
- Y-o-y increase was mainly the result of:
  - Net F&C income from Asset Management Services rose by 8% y-o-y due mainly to higher management fees
  - Net F&C income from banking services decreased by 4% y-o-y due mainly to higher distribution commissions paid for banking products, higher client incentives, lower fees from credit files & bank guarantees and the SRT coupon cost, partly offset by higher securities-related fees, higher fees from payment services and higher network income
  - Higher distribution fees linked to insurance
- Note that roughly 15m net F&C income in 4Q25 were some year-end effects (linked to the performance of CZ pension fund), and therefore may not be extrapolated going forward

ASSETS UNDER MANAGEMENT

in bn EUR

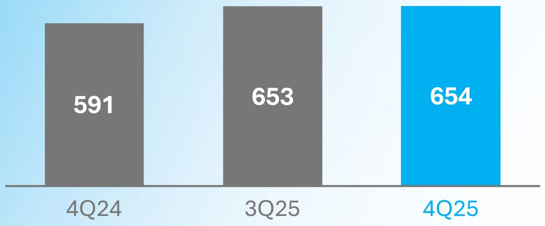


- **Increased by 3% q-o-q** due to net inflows (+1%) and positive market performance (+2%)
- **Increased by 9% y-o-y** due to net inflows (+5%) and positive market performance (+4%)
- The mutual fund business has seen strong net inflows in FY25, both in higher-margin direct client money (**record-high 6.0bn EUR in FY25** versus 5.0bn in FY24) as well as in lower-margin assets

Non-life sales up y-o-y, excellent life sales (up q-o-q and y-o-y)

NON-LIFE SALES

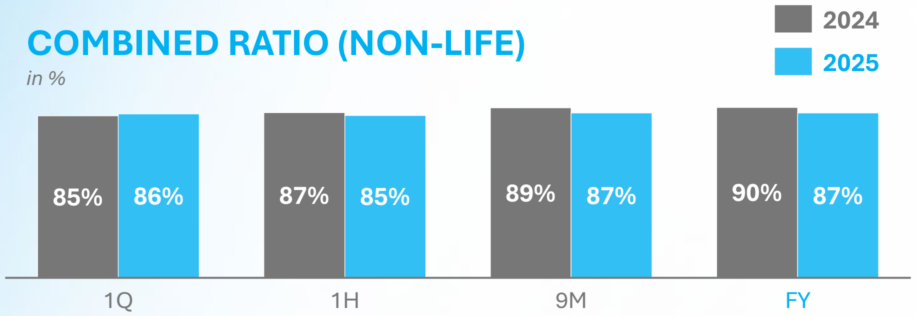
in m EUR



- **Up by 11% y-o-y**, with growth in all countries and all main classes, due to a combination of volume and tariff increases

COMBINED RATIO (NON-LIFE)

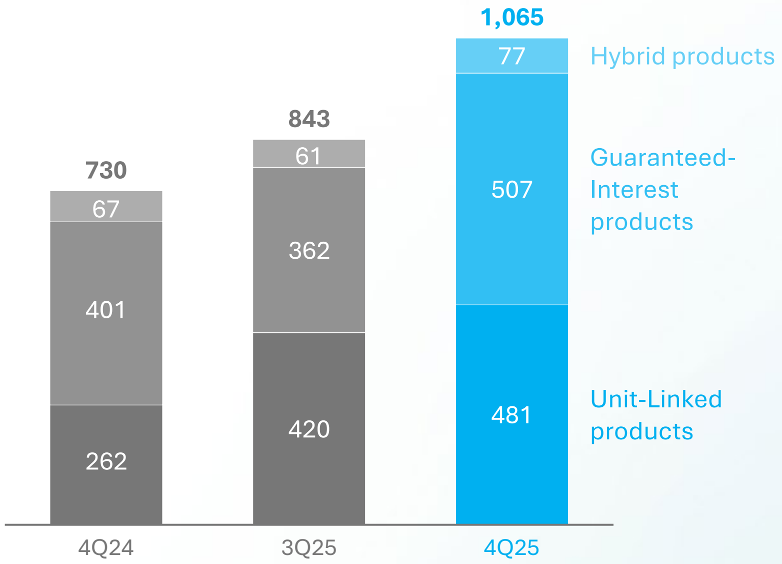
in %



- **Non-life combined ratio for FY25 amounted to an excellent 87%** (90% in FY24). This is mainly the result of:
  - 9% y-o-y higher insurance revenues before reinsurance
  - 3% y-o-y higher insurance service expenses before reinsurance, mainly in anticipation of further claims inflation
  - Lower net result from reinsurance contracts held (down by 59m EUR y-o-y due to material external recuperations related to storm Boris in FY24)

LIFE SALES

in m EUR



- Increased by 26% q-o-q due to higher sales of unit-linked products (as the result of a successful launch of structured emissions and commercial actions linked to the large term deposits maturities in Belgium on one hand, and single-premium campaigns in CEE on the other hand), higher sales of guaranteed-interest products (due chiefly to traditionally higher volumes in tax-incentivized pension savings products in Belgium and commercial actions) and higher sales of hybrid products
- Increased by 46% y-o-y due to higher sales of guaranteed-interest products, unit-linked products and hybrid products
- Sales of guaranteed-interest products and unit-linked products accounted for 48% and 45% of total life insurance sales in 4Q25 respectively, with hybrid products (mainly in Belgium and the Czech Republic) accounting for the remainder
- Life sales in FY25 rose by 23% y-o-y

FIFV & IFIE result up q-o-q and net other income below the normal run rate

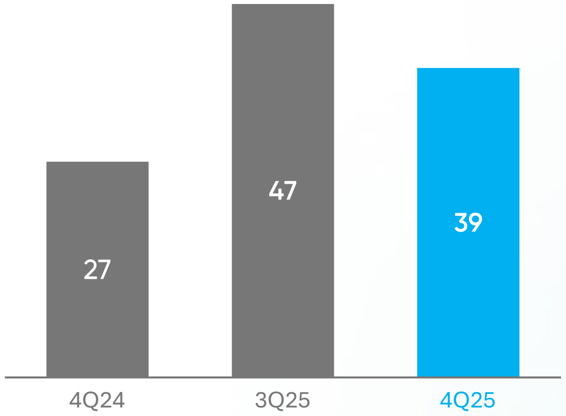
FIFV & IFIE

in m EUR

	4Q24	3Q25	4Q25
Dealing room	66	53	56
MVA/CVA/FVA	-6	5	-6
IFIE – mainly interest accretion	-66	-69	-72
M2M ALM derivatives and other	-68	-51	1
FIFV & IFIE	**-74**	**-62**	**-22**

NET OTHER INCOME

in m EUR



- **FIFV & IFIE result up q-o-q**, attributable mainly to:
  - Positive change in 'ALM derivatives and other'
  - Higher dealing room result

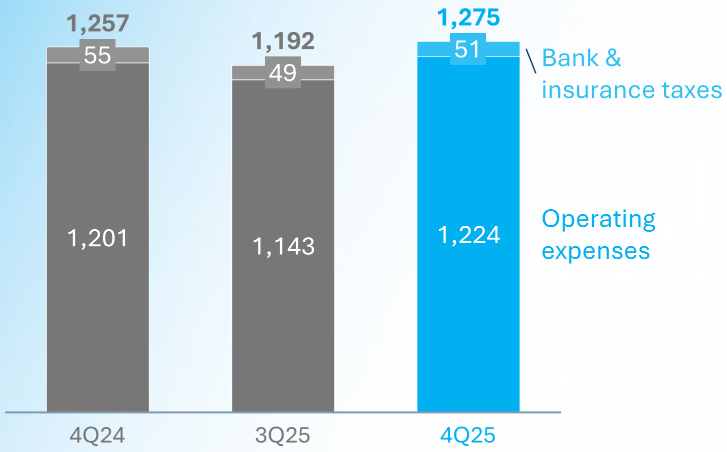
  partly offset by:
  - Negative credit, funding and market value adjustments, mainly the result of negative spread evolution, increased volumes and a decrease of the CZK yield curve, only slightly offset by an increase in the EUR yield curve and increased KBC funding spreads
  - Slightly more negative IFIE due to strong growth in insurance

- **Net other income**: lower than the normal run rate of 50m EUR per quarter

Costs excluding bank & insurance taxes increased q-o-q, in line with guidance

OPERATING EXPENSES (INCLUDING COSTS DIRECTLY ATTRIBUTABLE TO INSURANCE)

in m EUR



- **Operating expenses excluding bank & insurance taxes rose by 7% q-o-q and by 2% y-o-y (+7% q-o-q and +1% y-o-y excluding FX effect)**
  - The q-o-q increase was due mainly to higher ICT costs, seasonally higher marketing and professional fee expenses, higher facility expenses and higher depreciations
  - The y-o-y increase was due to, amongst others, higher staff costs (mainly the impact of wage inflation, partly offset by lower FTEs), higher ICT costs, higher marketing costs, higher professional fee expenses and higher depreciations

- FY25 opex excluding bank & insurance taxes rose by 2.8% y-o-y including FX effect and by 2.5% y-o-y excluding FX effect**, in line with our FY25 guidance**
- **Excluding Ireland and one-off costs in Bulgaria** (due to integration of Raiffeisenbank Bulgaria and the EUR adoption costs) both in FY24 and FY25, operating expenses excluding bank & insurance taxes went **up by 3.6% y-o-y (and +3.2% y-o-y excluding FX effect) in FY25**

COST/INCOME RATIO

When excluding bank and insurance taxes

FY24	**FY25**
43%	**41%**

- Total **bank & insurance taxes** increased by 7% y-o-y to 666m EUR in 2025 (623m EUR in 2024)

- **FY25 cost/income ratio**
  - 46% when excluding certain non-operating items* (47% in FY24)
  - 41% excluding all bank & insurance taxes (43% in FY24)

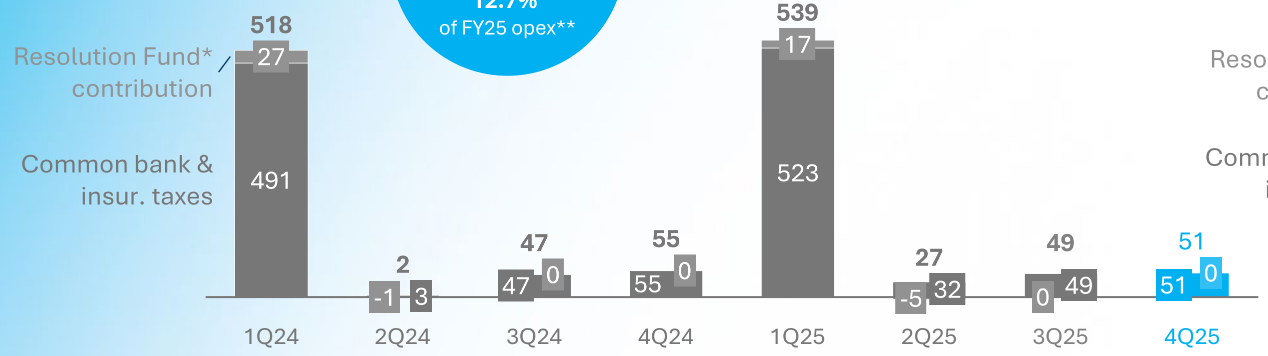
* See glossary for the exact definition

Overview of bank & insurance taxes*

KBC GROUP

in m EUR

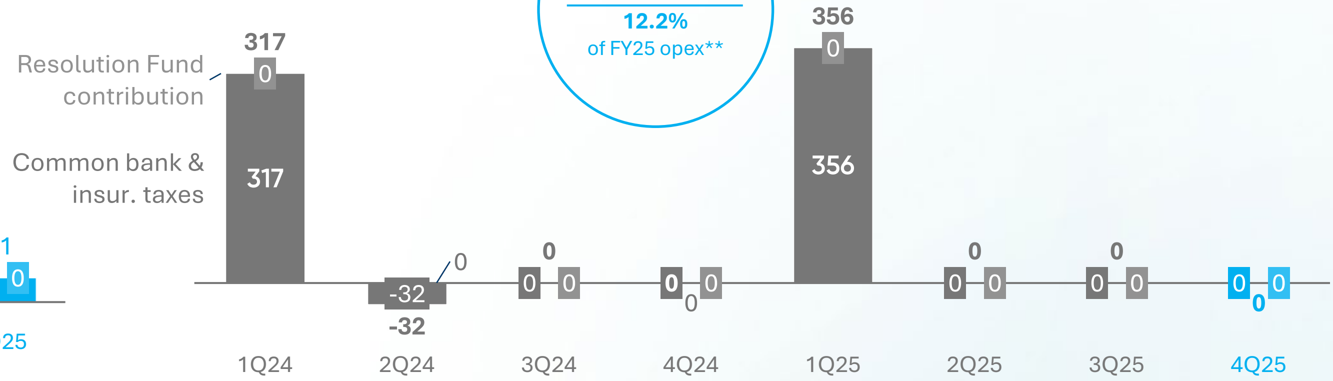
KBC Group
666m EUR
12.7%
of FY25 opex**



BELGIUM BU

in m EUR

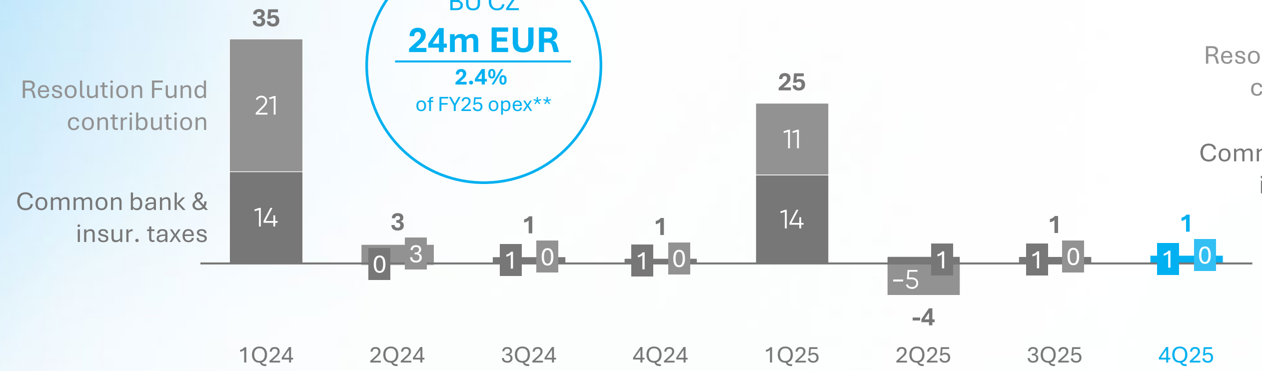
BU BE
356m EUR
12.2%
of FY25 opex**



CZECH REPUBLIC BU

in m EUR

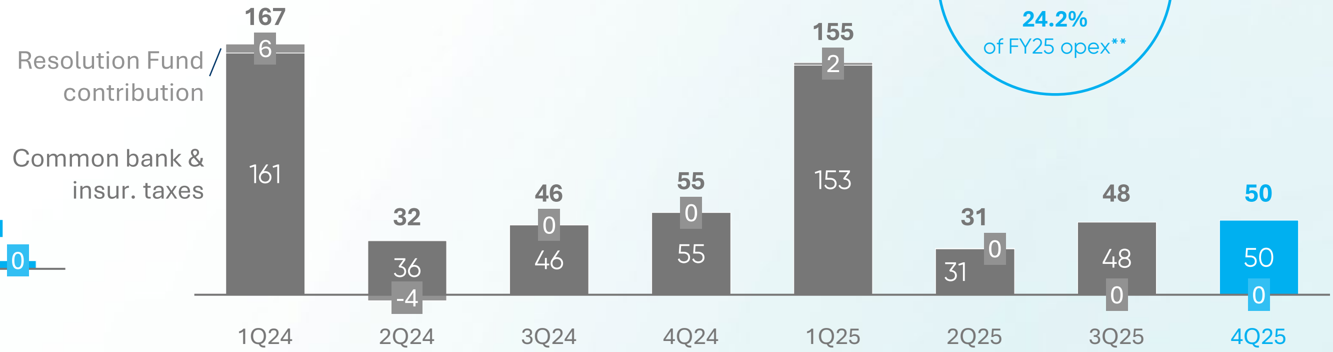
BU CZ
24m EUR
2.4%
of FY25 opex**



INTERNATIONAL MARKETS BU

in m EUR

BU IM
283m EUR
24.2%
of FY25 opex**

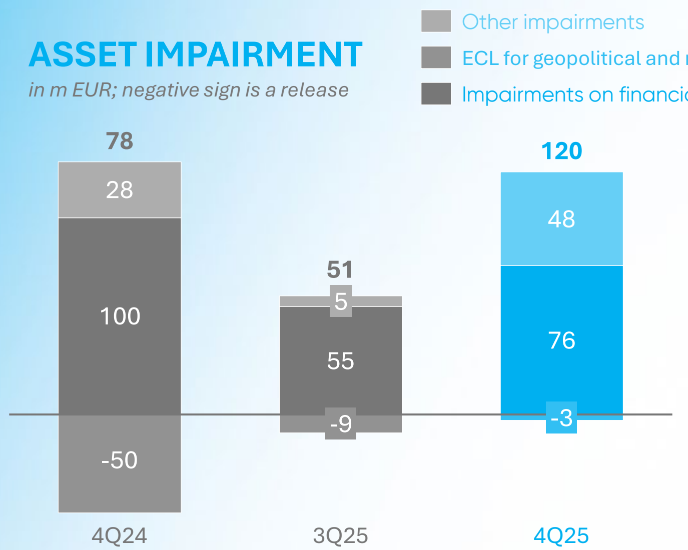


* This refers solely to the bank & insurance taxes recognised in opex, and as such it does not take account of income tax expenses, non-recoverable VAT, etc.
** Including directly attributable costs to insurance

Higher net loan loss impairment charges & excellent credit cost ratio
Higher impairments on ‘goodwill’ and ‘other’

ASSET IMPAIRMENT

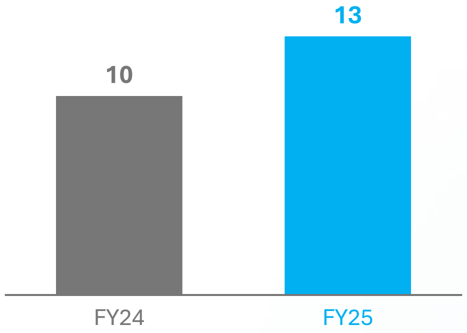
in m EUR; negative sign is a release



- **Net loan loss impairment charges of 73m EUR in 4Q25** (compared with 45m EUR in 3Q25) due to:
  - 76m EUR net loan loss impairment charges on lending book (compared with 55m EUR in 3Q25)
  - A decrease of 3m EUR of the ECL buffer (versus a decrease of 9m EUR of the ECL buffer in 3Q25), driven mainly by micro- and macroeconomic indicators
  - Total outstanding ECL for geopolitical & macroeconomic uncertainties now stands at 100m EUR
- **48m EUR impairment on ‘goodwill’ and ‘other’**, of which:
  - 26m EUR impairment on software
  - 9m EUR modification losses related to the mortgage loan support scheme in Slovakia
  - 7m EUR goodwill impairment

CREDIT COST RATIO

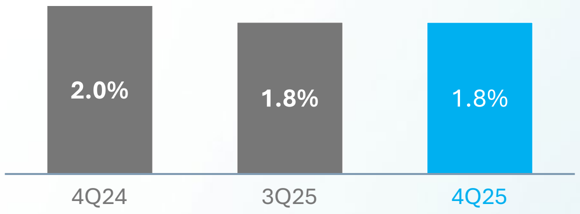
in bps



- The **credit cost ratio** in FY25 amounted to:
  - 13 bps (16 bps in FY24) without ECL for geopolitical & macroeconomic uncertainties
  - 13 bps (10 bps in FY24) with ECL for geopolitical & macroeconomic uncertainties

IMPAIRED LOANS RATIO

in %

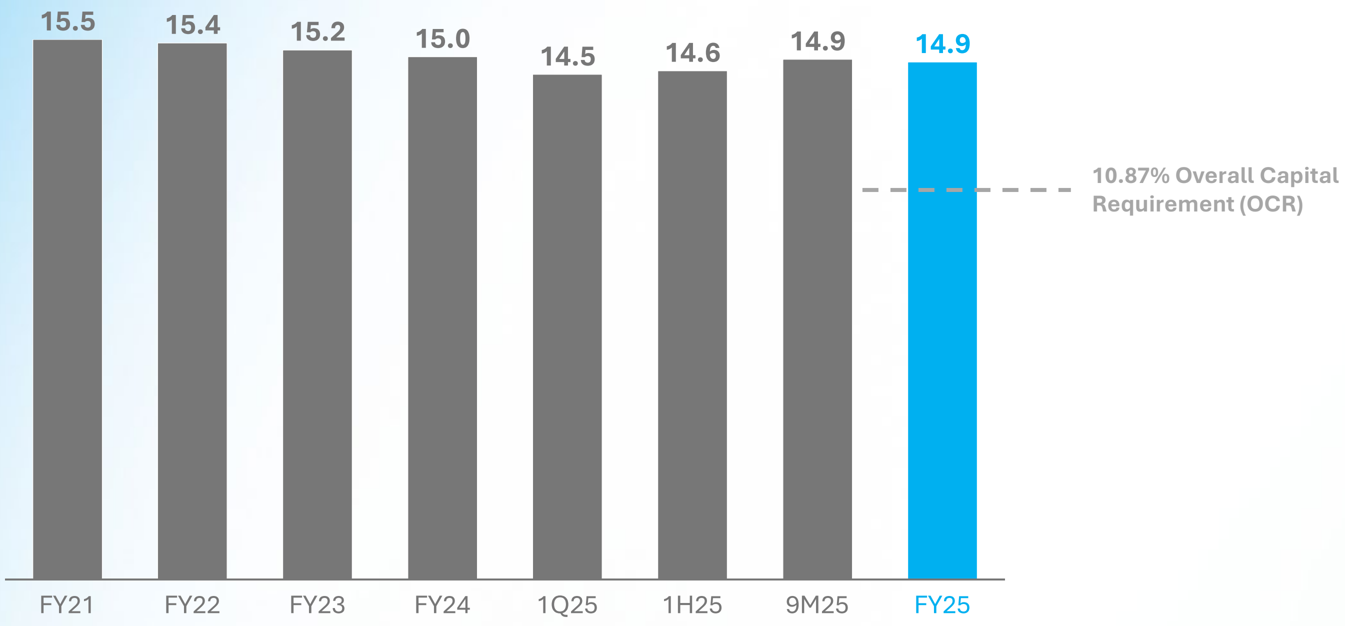


- **The impaired loans ratio amounted to 1.8%** (0.9% of which over 90 days past due)

Strong capital position with substantial buffer

CET1 ratio

in %



Unfloored fully loaded B4 common equity ratio amounted to 14.9% at the end of FY25 based on the Danish Compromise

The 365.bank acquisition was closed on 15 January 2026, while the Business Lease acquisition was closed on 10 February 2026. This will be a headwind for the unfloored fully loaded CET1 ratio in 1Q26 of approximately 50bps combined

Leverage ratio, liquidity ratios and Solvency II ratio

LEVERAGE RATIO | KBC GROUP

fully loaded

Leverage ratio
5.6% FY25
5.5% FY24

Q-o-q lower leverage ratio (from 5.8% to 5.6%) due mainly to higher volatile assets (chiefly increase in cash & cash balances and trading securities)

LIQUIDITY RATIOS | KBC GROUP

in %

LCR
159% FY25
158% FY24

NSFR
138% FY25
139% FY24

Both LCR* and NSFR** were well above the regulatory requirement of 100%

SOLVENCY II RATIO | KBC INSURANCE

in %

Solvency II ratio
227% FY25
200% FY24

Q-o-q higher Solvency II ratio due mainly to lower bond spreads, an increase of the EUR interest rate curve and the 4Q25 IFRS P&L result, partly offset by the estimated dividend and higher global equity markets

* Liquidity Coverage ratio (LCR) is based on the Delegated Act requirements. From EOY2017 onwards, KBC Bank discloses 12 months average LCR in accordance with EBA guidelines on LCR disclosure.
** Net Stable Funding Ratio (NSFR) is based on KBC Bank's interpretation of the proposal of CRR amendment.

Wrap-up

Excellent financial performance

net result
1,003m
4Q25
3,568m
FY25

return on tangible equity
16%*
FY25

combined ratio
87%
FY25

Outstanding solvency and liquidity

CET1 ratio
14.9%
3.9% buffer vs MDA

NSFR
138%
LCR
159%

SII ratio
227%

Kate convinces customers

6.0 million users in contact with Kate

398k converted Kate leads
(during last 12 months)

KATE autonomy
82% BE
69% CZ

Franchise is growing

loan volumes
+7%
y-o-y

customer deposits
+2%
y-o-y

AM net inflows of direct client money
+6.0bn
FY25

non-life sales
+9%
y-o-y in FY25

life sales
+23%
y-o-y in FY25

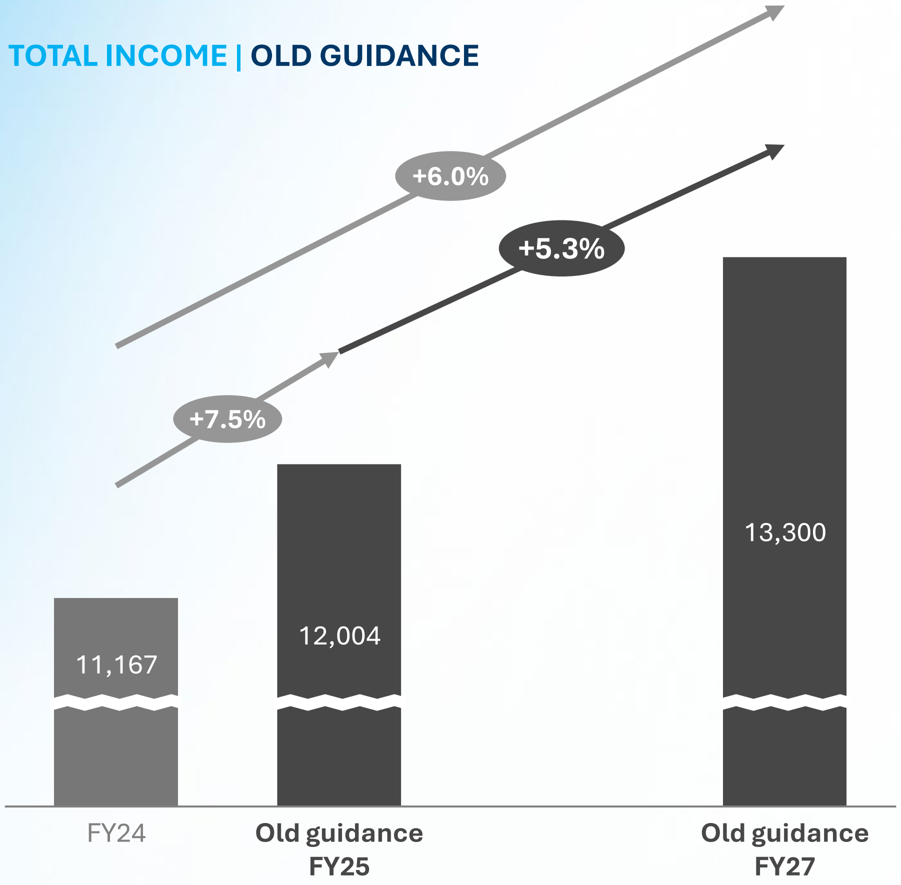
* Excluding one-offs

Looking forward | Where are we coming from? Current baseline

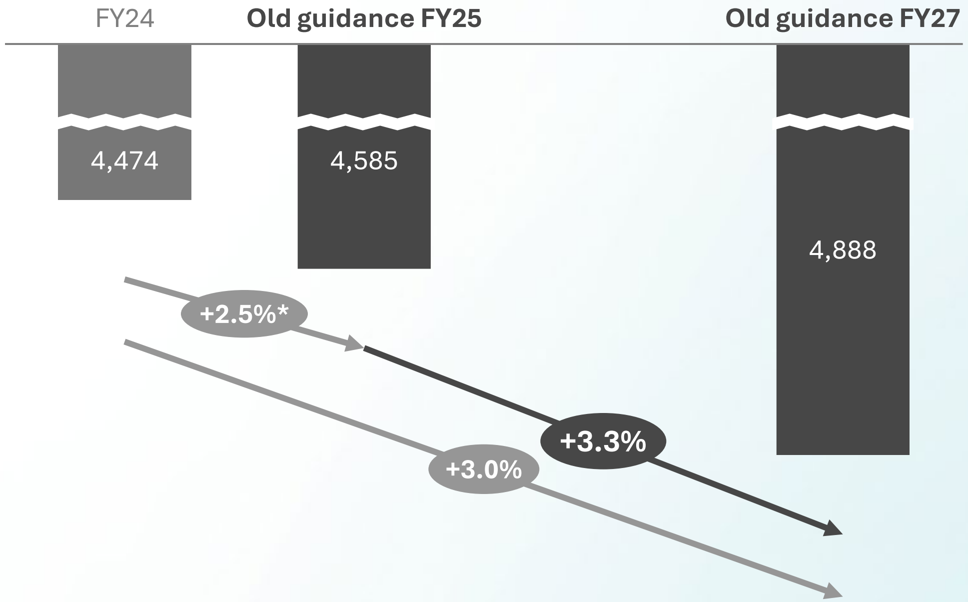
Observing KBC's current market guidance over the 2024-2027 horizon,

- On Total income, combining the +7.5% guided y-o-y growth into 2025 with the +6.0% guided CAGR24-27 **implied a projected annual growth of Total income of +5.3% for 2026** and 2027
- On Operating expenses excl. bank and insurance tax, combining the +2.5% guided y-o-y growth into 2025 with the +3.0% guided CAGR24-27 **implied a projected annual growth of Operating expenses excl. BIT of +3.3% for 2026** and 2027.

TOTAL INCOME | OLD GUIDANCE



OPEX EXCL. BIT | OLD GUIDANCE



* when excluding Ireland and one-off costs in Bulgaria (due to integration of Raiffeisenbank Bulgaria and the EUR adoption costs) both in FY24 and FY25, **underlying Operating expenses excl. BIT went up by +3.6% y-o-y in FY25**

Looking forward | Changing elements and assumptions going into 2026

Beyond business development, the underlying P&L evolution that was indicated in last year's long-term guidance is being impacted in two material ways:

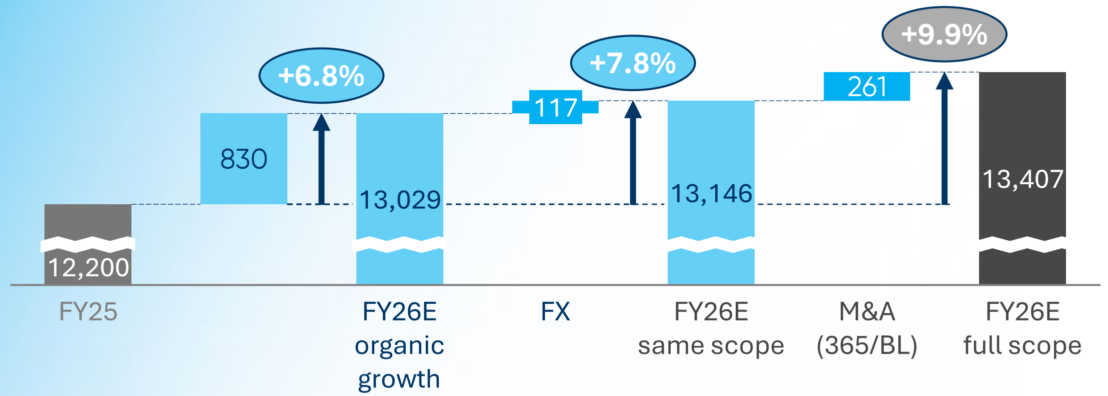
- **FX impact**
    - Both CZK and HUF have moved on an appreciation trajectory that is much stronger than anticipated last year
    - This is particularly the case for the CZK for which, early 2025 – when the former long-term guidance was set up, our macroeconomic scenario anticipated the average EUR-CZK rate over 2026 to be around 24.9, while this estimate now has meanwhile dropped below 24.0
    - With Czech operations contributing more than 2.5bn EUR to Total income and around 1bn EUR to Operating expenses excl. BIT, this gap brings about material positive contributions to income and negative impacts to expenses that we call out explicitly for 2026
    - Impacts on HUF are of a similar nature, yet overall less material
- **M&A**
    - The consolidation of 365.bank and Business Lease onboards these subsidiaries' P&L into the Group P&L as from 2026 will have material impacts as well, as provided below in detail
    - As announced upon the signing of these deals,
        - We anticipate to realise the integration and restructuring of these businesses within the KBC organisation within the first two years (2026 and 2027), when the bulk of integration and restructuring costs are foreseen
        - We expect the envisaged synergies to come to full fruition as of year three (2028)

AGGREGATE PROJECTED CONTRIBUTION OF 365.BANK AND BUSINESS LEASE TO PROFIT AND LOSS

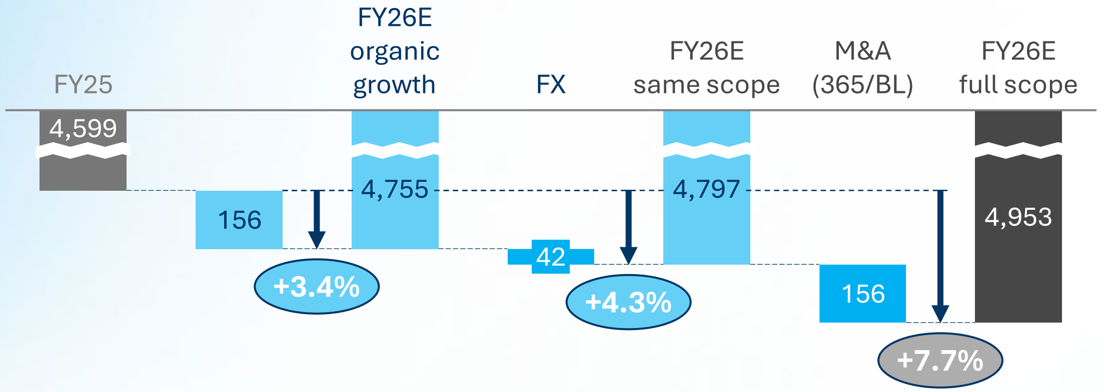
in m EUR	**2026**	**2027**	**2028**
Net interest income	157	169	177
Total income	261	284	297
Operating expenses	-156	-159	-86

Looking forward | FY26 OpEx and Total income guidance

TOTAL INCOME | DRIVERS TOWARDS 2026



OPERATING EXPENSES EXCL. BIT | DRIVERS TOWARDS 2026



	FY26E organic growth	FY26E same scope	FY26E full scope
JAWS	+3.4%	+3.4%	+2.2%
COST/INCOME	40.0%	40.0%	40.4%

Clearly, both M&A and FX effects have a benign impact on Total income, while negatively impacting the Operating Expenses line. For full transparency, we show the expected impacts broken down over 2026 on the left.

Focusing on the **organic evolutions** (i.e. excluding FX and M&A),

- **Total income** is guided to a **y-o-y growth of +6.8%**, a further improvement against the +5.3% growth anticipated in the former guidance (even against a much stronger than expected starting point)
  - The main driver for the further growth remains a continued uplift in **Net interest income that we now guide for at least 6,725m EUR on the full scope of KBC Group** (which translates to at least 6,500m EUR excl. FX impact and M&A)
- **Operating expenses excl. BIT** is guided to a **y-o-y growth of +3.4%**, in line with the trajectory that was laid out in the former guidance at +3.3% and slightly better than the underlying growth of +3.6% in 2025
  - The Operating expenses growth is nearly fully explained by **inflationary effects**: the expected weighted average wage inflation for KBC Group is +3.7% for 2026
- Our **Cost/income ratio will further improve** from approximately 41% in 2025 to approximately 40% in 2026, improving our efficiency levels while investing in further income growth

Our bank-insurance model is firing on all cylinders

Note: all growth figures are based on reported 2025 figures

	2026, organic growth	2026, full scope
Total income	at least +6.8% y-o-y	at least +9.9% y-o-y
Net interest income*	at least 6,500m EUR	at least 6,725m EUR
Organic loan volume growth	*approximately +5% y-o-y*	
Insurance revenues (before reinsurance)	at least +7.5% y-o-y	at least +7.5% y-o-y
Operating expenses (excl. bank/insurance tax)	below +3.4% y-o-y	below +7.7% y-o-y
	Jaws at least +3.4% Cost/income** approx. 40%	
Combined ratio	below 91%	below 91%
Credit cost ratio	well below TTC of 25-30bps	well below TTC of 25-30bps

* Based on following assumptions: (i) market forward rates of early February, (ii) no speculation on potential measures of any government and (iii) conservative pass-through rates on savings accounts

** KBC's Cost/income ratio includes in the numerator Insurance commissions paid; for FY26, these are estimated in line with the Insurance revenues growth, i.e. at least +7.5% y-o-y which corresponds to at least 461m EUR

Our bank-insurance model is firing on all cylinders

Note: all growth figures are based on reported 2025 figures

	2028
Total income*	CAGR25-28 at least +7.7%
Net interest income**	CAGR25-28 at least +8.6%
Insurance revenues* (before reinsurance)	CAGR25-28 at least +7.5%
Operating expenses* (excl. bank/insurance tax)	CAGR25-28 below +4.3%
Combined ratio	below 91%
Credit cost ratio	well below TTC of 25-30bps

Jaws at least +3.4%
Cost/income*** below 38%

* Including FX impacts and closed M&A files (365.bank and Business Lease)

** Including FX impacts and closed M&A files (365.bank and Business Lease), and based on following assumptions: (i) market forward rates of early February, (ii) no speculation on potential measures of any government and (iii) conservative pass-through rates on savings accounts

*** KBC's Cost/income ratio includes in the numerator Insurance commissions paid; for FY28, these are estimated in line with the Insurance revenues growth, i.e. at least +7.5% CAGR25-28 which corresponds to at least 533m EUR

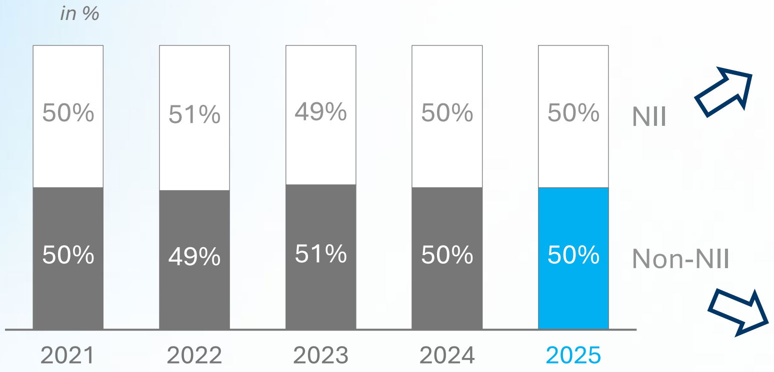
Wrap-up | Digital-first, data-driven and AI-led integrated bank-insurer with tailored AM

Well-diversified, both geographically and from a business point of view

- **geographically ...**
  - Mature markets (BE, CZ) combined with growth markets (SK, HU, BG)
  - Robust market position in all key markets & strong trends in loan and deposit growth
  - Wealth levels are and will continue to gradually converge towards Western European standards
- **... and from a business point of view**
  - Unique integrated, digital-first, data-driven and AI-led bank-insurer with a strongly developed & tailored AM business
  - Unique selling proposition: in-depth knowledge of local markets and profound relationships with clients
  - Our fully integrated distribution model and increasingly straight-through processes allow for sustainable efficiency gains in tandem with a full range of products and services that go beyond banking and insurance through ecospheres
  - Global recognition for our digital-first approach through Kate, fueled by the number 1 banking app worldwide in 2025

Successful digital-first approach through KATE

KBC Group topline diversification: roughly 50% NII and 50% non-NII



- CAGR25-28 NII of at least +8.6%, even in stabilising (policy) rate environment
  - Longer average duration of the replication portfolio will generate a further NII increase, even as interest rates are stabilising
  - The negative impact from the State Note in Belgium has disappeared
  - Shifts from TD to CASA will continue to happen, albeit at a slower pace
- Implicit CAGR25-28 non-NII of roughly +7%
  - Insurance revenues (before reinsurance) CAGR25-28 of at least +7.5%
  - Sustained fee income growth, propelled by strong net sales year after year thanks to success of Regular Investment Plans and the gradual convergence of wealth levels in Central Europe towards Western European standards
  - Negative impact from SRT coupon costs following our securitisation program

Strategy | KBC’s non-financial targets (2023-2026)

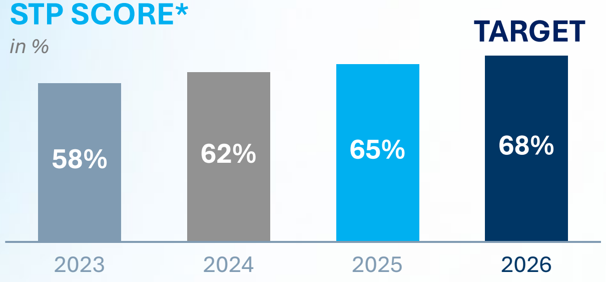
Customer ranking

- **KBC is 3rd in customer NPS (Net Promoter Score) ranking**
  based on weighted avg of ranking in five core countries
- **Target is to remain the reference**
  (i.e. Top-2 score on group level)

Straight-through processing

STP SCORE*

in %



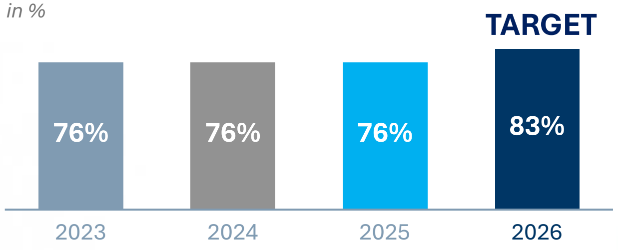
The **STP ratio** measures how many of the services that can be offered digitally are processed without any human intervention and this from the moment of interaction by a client until the final approval by KBC.

* Based on analysis of all retail processes.

Bank-insurance (BI) clients

BI CLIENTS

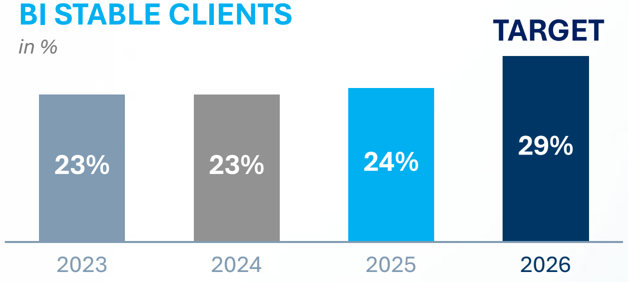
in %



BI customers have at least 1 bank + 1 insurance product of our group.

BI STABLE CLIENTS

in %

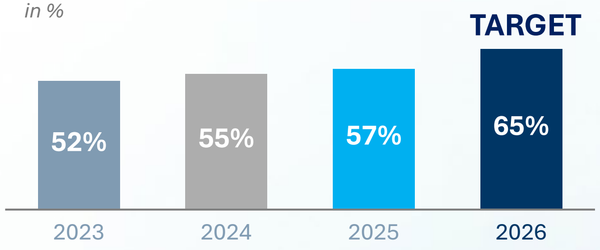


Stable BI customers: at least 2 bank + 2 insurance products (Belgium: 3+3)

Digital sales

DIGITAL SALES BANKING PRODUCTS*

in %

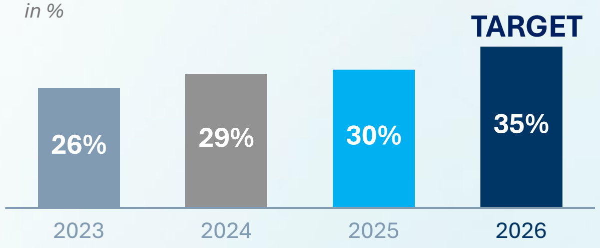


Target: Digital sales 65% of **banking sales**

* Based on weighted average of selected core products.

DIGITAL SALES INSURANCE PRODUCTS

in %



Target: Digital sales 35% of **insurance sales**

Company profile | KBC Group in a nutshell (3)

Dividend policy & capital distribution

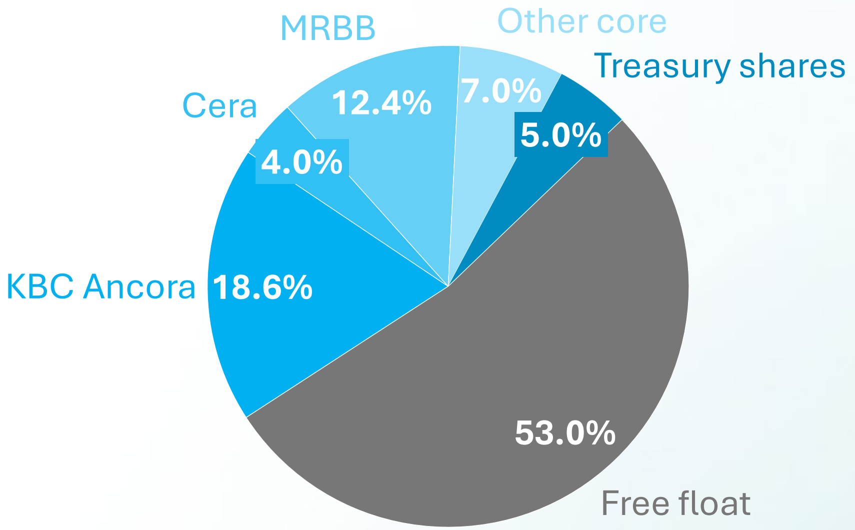
The Board of Directors decided:

- the **dividend policy as from 2025:**
  - **A payout ratio** (including AT1 coupon) between **50%-65% of consolidated profit** of the accounting year.
  - **An interim dividend of 1 EUR per share** in November of each accounting year as an advance on the total dividend
- the **capital deployment policy as from 2025:**
  - KBC aims to be **amongst the better capitalised** financial institutions in Europe
  - **Each year** (when announcing the full year results), the Board of Directors will take a **decision, at its discretion**, on the capital deployment. The focus will **predominantly be on further organic growth and M&A**
  - KBC sees a **13% unfloored fully loaded CET1 ratio** (*) **as the minimum**
  - KBC will **fill up the AT1 and Tier 2 buckets** within P2R and will **start using SRTs** (as part of RWA optimisation program)

(*) fully loaded Basel 4 CET1 ratio excluding output floor impact

Shareholder structure

(as at end 2025)



- Roughly **42% of KBC shares are owned by a syndicate of core shareholders, providing continuity to pursue long-term strategic goals**. Committed shareholders include the Cera/KBC Ancora Group (co-operative investment company), the Belgian farmers' association (MRBB) and a group of Belgian industrialist families
- The **free float** is held mainly by a large variety of international institutional investors

Acquisition of 365.bank in Slovakia closed on 15 January 2026

(Below, you can find the slide provided at signing/initial agreement)

365 bank

KBC has agreed to acquire (in cash) 98.45% of 365.bank in Slovakia, based on a total value for 365.bank of 761m EUR

Indisputable strategic rationale

- Enhancing the footprint in Slovakia by strengthening the operating size in the market and reaching a **16% market share** (total assets), closing the gap with the top 3 competitors
- In line with KBC's strategy to achieve reference positions in its core markets, the increase in critical market mass and the complementary business mix of 365.bank and ČSOB SK will allow KBC to further benefit from **cross-selling potential**
- KBC will particularly strengthen its reach in retail banking as well as benefit from access to the unique client base and distribution network of 365.bank (and exclusive partnership with Slovak Post)

Strong financial rationale

- **EPS accretive** from year 1 onwards
- Purchase price represents a **1.4x Book Value** [1] and **9.4x P/E** [2] multiple
- Leveraging on the combined entity, the cross-selling potential and KBC's expertise:
  - **Synergies** (incl. integration and restructuring costs) will quickly increase to **at least 75m EUR as of 2028** onwards (pre-tax)
  - **Return on investment** is estimated at **16%**, while the **RoE** of the pro-forma combined Slovakian entity is uplifted to roughly **15%** (both by 2028, i.e. after a two-year integration period), substantially above the cost of equity
- Estimated **capital impact** on KBC Group's unfloored fully loaded CET1 ratio will be limited to **approximately -50bps** upon closing
- This transaction is fully **in line with the updated capital deployment plan** as from 2025, with focus predominantly on further organic growth and M&A

Notes: [1] based on the equity position of 365.bank at year-end 2024; [2] based on the average 2022-2024 net profit of 365.bank

KBC strengthens its position in Central Europe with the acquisition of Business Lease in the Czech Republic and Slovakia, closed on 10 February 2026

(Below, you can find the slide provided at signing/initial agreement)

BUSINESS LEASE
PASSION FOR MOBILITY

KBC has agreed to acquire **Business Lease Czech Republic** and **Business Lease Slovakia**, for a total consideration of **72m EUR**

Indisputable strategic rationale

- With this transaction, KBC Group will significantly **expand its leasing activities in Central Europe** and strengthen its market position in both countries, becoming a top 5 player in Czech Republic and a top 3 player in Slovakia
- The combined entity will be able to further increase **operational efficiency**, **optimise customer experience** and unlock substantial benefits, including **cross-selling opportunities**
- In line with KBC's strategy to achieve reference positions in its core markets, this transaction will lead to further **income diversification** at KBC Group

Strong financial rationale

- **EPS accretive** from year 1 onwards
- Purchase price represents a **1.4x Book Value** (year-end 2024)
- Leveraging on the combined entity, the cross-selling potential and KBC's expertise, **synergies** (incl. integration and restructuring costs) will quickly increase to **high single digit million euros per year,** after a two-year integration period (pre-tax). **Return on investment** is estimated at **14%**
- Estimated **capital impact** on KBC Group's unfloored fully loaded CET1 ratio will be limited to **an immaterial -4bps** upon closing
- This transaction is fully **in line with the updated capital deployment plan** as from 2025, with focus predominantly on further organic growth and M&A

Kate | Four flavours, one Kate

Kate4Retail & mSME

Kate is a **personal virtual assistant** that engages with our retail, self-employed and mSME customers to save them time and money. Kate engages both in a reactive way (**You2Kate**) and a proactive way (**Kate2You**).

Kate is available in all KBC's core countries!

KATE autonomy
82% BE
69% CZ

6.0 million users in contact with Kate

Kate4Business

Kate also engages with our **SME and corporate clients** and provides them relevant support and actionable insights.

Already **available in BE, CZ and BG**. Further roll-out planned in SK and HU.

Kate Group Platform

We do not build Kate for every country individually. Kate is built once at a group level and then deployed to all core countries (**Kate in a box**).

Technically, we have set up a shared infrastructure on the cloud that allows us to **share use cases, code and IT components maximally**.

Furthermore, KBC strives to have a **common user interface and persona**, so Kate looks and feels the same everywhere.

Finally, everything that can be developed at group level is governed by a specific steering committee that **develops and maintains the group Kate infrastructure**.

'KATE IN A BOX' delivered to all core countries

Kate4Commercial Employees

Kate also has an impact on our employees: Kate provides commercial steering towards our workforce, she augments them to better serve our clients and supports them in their administrative tasks.

In doing so, employees can focus on providing even more added value to our client.

Kate gives tools to management to better coach employees and plan ahead.

398k converted Kate leads (1y)

Kate | A data-driven organisation with Kate at the core

Kate is more than an interface towards customers. It also refers to the AI-enhanced software at our center: the Kate brain.

The Kate brain will be the driving force behind data-driven decision making, product design and development, marketing, commercial and sales steering and much more.

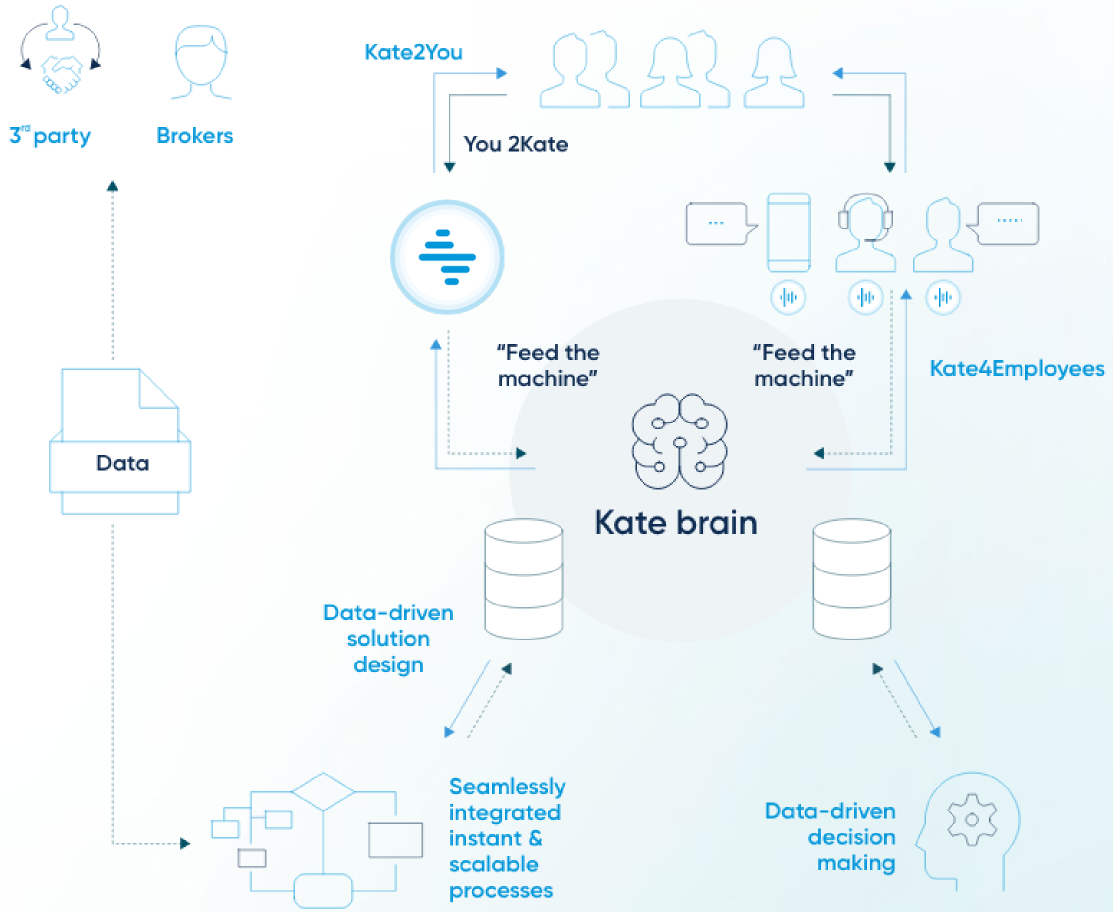
So, Kate is not only steering the interaction with customer-facing touchpoints (digital, physical, remote) but also the product factories and decision makers by **providing relevant insights**.

The Kate brain is fed by our own banking and insurance data-sources but also by data sources from third party services, resulting in **seamlessly integrated, instant (STP) and scalable processes**.

Very important in this are the feedback loops from all interactions to make sure **Kate is learning and getting smarter**, resulting in better decision making.

The main purpose remains the same: happy customers. As a **data-driven company** we remain guided by our **client-centric vision**.

Another upside of being AI-powered and solution-driven, is that we not only save time (cost reductions), not only for the customer, and we improve our sales efforts through **better sales productivity**.



KBC's ESG ratings and indices are ahead of the curve

Agency	ESG rating end-of-year 2025	Position versus industry
CDP DISCLOSURE INSIGHT ACTION	Scale: D- to A. KBC: **A**	• Leader in addressing climate change • CDP's A list for Climate • B-score on Forests and Water Security • Score date: December 10, 2025
SUSTAINALYTICS	Scale: Severe Risk, High Risk, Medium Risk, Low Risk, Negligible Risk. KBC: **10.2**	• 3rd percentile of 215 diversified banks assessed • Score date: September 23, 2025
S&P Dow Jones Indices, A Division of S&P Global	Scale: 0 to 100. KBC: **73**	• Top 9% • 91st percentile of 629 banks assessed • Score date: September 25, 2025

Sustainability highlights (FY2024)

Commitment to the environment

Two new thematic White Papers
This year, we developed two new internal thematic White Papers: one on plastics and one on deforestation.

12 climate targets for our lending portfolio
KBC's Climate Progress Dashboard shows that, overall, we are on track to meet our climate targets, with nine out of twelve targets being in line with our climate alignment benchmarks.

25 billion euros to loans with environmental objectives
In 2024, KBC financed 3.2 billion euros in the renewable energy and biofuel sector, 21 billion euros in mortgages for energy-efficient housing and 1.3 billion euros for low carbon vehicles.

750-million-euro Green Bond issue
KBC Group successfully issued a new eight-year Green Bond under the recently updated Green Bond Framework, through which we support energy efficient buildings, renewable energy transactions and clean transportation.

Sustainable business

CSRD Reporting
We published our first Sustainability Statement in our 2024 Annual Report. These new disclosures align with CSRD requirements and detail how we integrate sustainability into our business.

50.8 billion euros in Responsible Investing funds
Responsible Investing funds account for 44% of total direct client money. These include Responsible funds, ECO-thematic funds and Impact Investing funds.

Thousands of conversations with our customers
We engage on a variety of sustainability topics with a wide range of clients with respect to their sustainability transition.

80% of start-ups integrate sustainability
We support start-ups and scale-ups through the Start it @KBC communities. In Belgium, 80% of them integrate sustainability into their mission and operations.

Social responsibility

7.4 billion euros in social sectors
In 2024, we financed 6.17 billion euros in the healthcare and senior living sectors and 1.23 billion euros in the education sector.

TEAM BLUE
Y♥UR DREAMS

Over 400 dreams realised
Launched in late 2024, the Team Blue Challenge supports our mission to safeguard the dreams of our community by inviting all colleagues to volunteer for non-profits.

Two social targets for housing in Belgium
This year, we are reporting for the first time on our progress towards two social targets on housing: the number of young adults reached with housing-related information, and the relative share of young adults in a situation of overindebtedness.

Up to 500 days spent by KBC staff for BRS
KBC colleagues, along with other volunteers, dedicated 500 days to voluntary coaching and training for BRS. In total, BRS vzw supported 15 projects in the Global South.

Sustainability highlights in 2024, unless otherwise indicated

Own environmental impact: our progress in brief

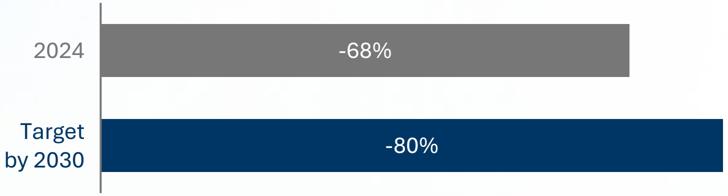
Own environmental footprint (FY 2024)

- Since 2015, we have been calculating the **GHG emissions arising from our own operations** at group level, in accordance with the GHG Protocol Corporate Accounting and Reporting Standard
- We set **group-wide GHG reduction targets** in 2016, and we have tightened them over the years
- **In 2020 the most recent targets were set**, with a long-term ambition of achieving an 80% reduction in our direct emissions by 2030 (as compared to 2015). For the fourth consecutive year, we reached **net climate neutrality** by offsetting our residual direct emissions
- Additionally, we committed to increasing **our own green electricity consumption to 100% by 2030**. The goal was already reached in 2021
- Since 2024, our environmental footprint calculations have been **verified through the assurance of our Sustainability Statement** in the Annual Report.

More details in our 2024 Sustainability Report

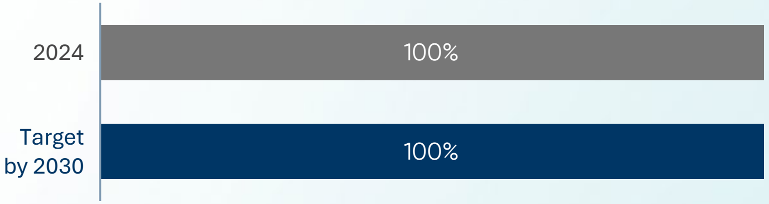
REDUCTION IN OUR OWN GHG EMISSIONS

reduction compared to 2015



RENEWABLE ELECTRICITY

in % of purchased electricity



Indirect environmental impact: our progress in brief

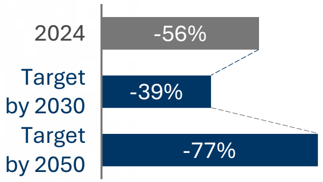
INDIRECT environmental footprint (FY 2024)

- We refer to our Collective Commitment to Climate Action (CCCA) and the subsequent publication of **our Climate Report at the end of September 2022**
- Containing stringent **decarbonisation targets** for the white papers sectors which represent the majority of our lending portfolio emissions. Targets cover 55% of the lending portfolio related GHG emissions
- Clear targets for KBC Asset Management's Responsible Investing (RI) funds
- The baseline of the various targets and the actuals have been **externally limited assured**

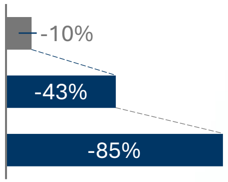
Loan portfolio (selection of sectors)

Carbon-intensity reduction compared to 2021 baseline, otherwise indicated

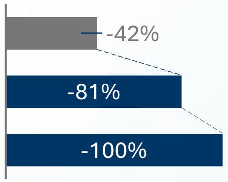
Electricity



Mortgages and commercial residential real estate

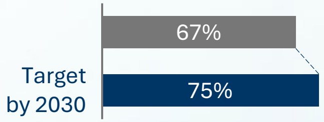


Operational lease passenger cars



Renewable energy

in % of total energy sector



Asset management funds

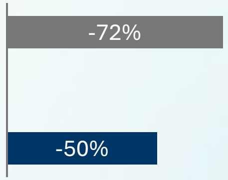
Reduction compared to 2021 baseline, otherwise indicated

Responsible Investing (RI) funds

in % of total AUD | *in % of total annual fund production*

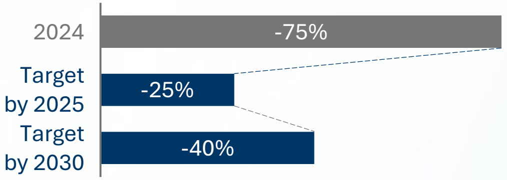
Carbon-intensity of corporate investees in RI funds

versus 2019 benchmark



KBC Insurance: own investments in shares and corporate bonds

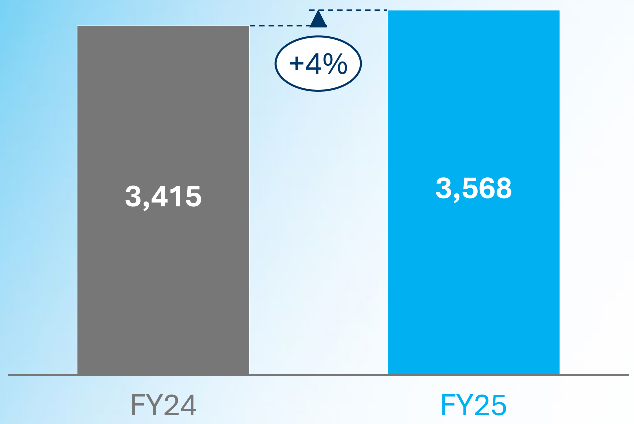
Carbon intensity reduction compared to 2019 baseline



FY25 | Highlights

NET RESULT

in m EUR



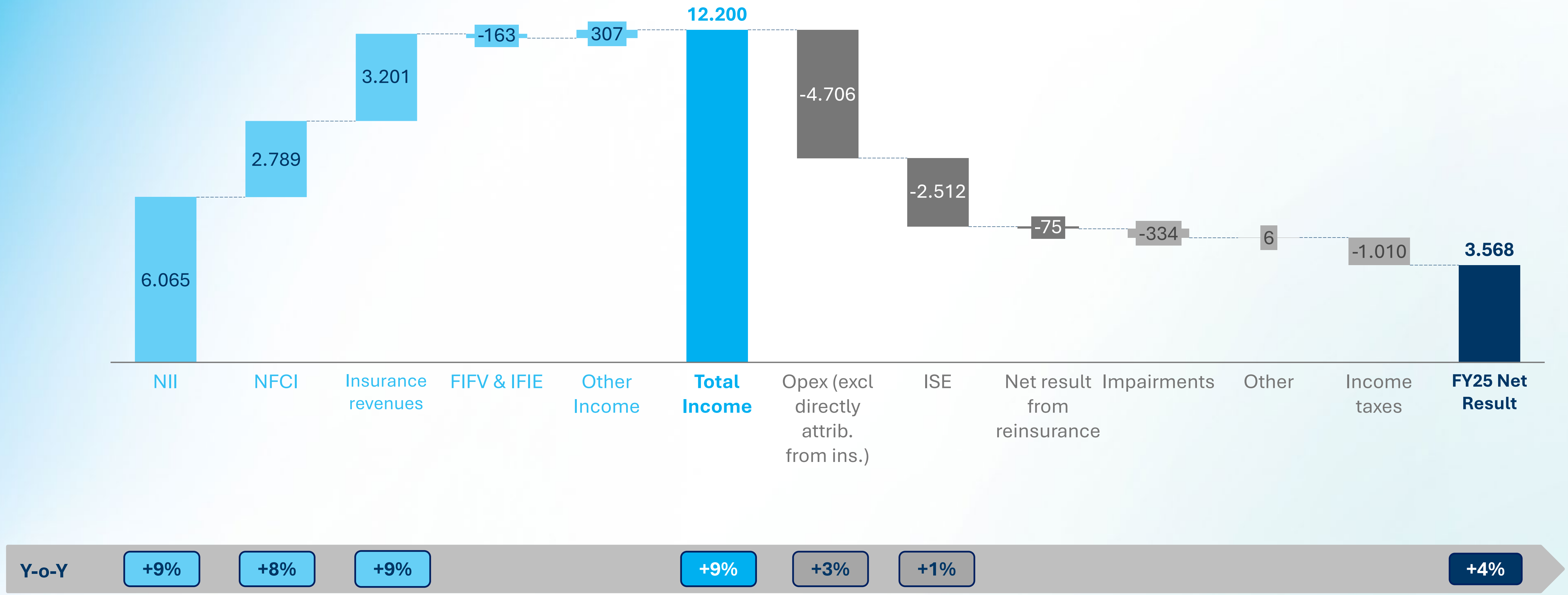
Net result rose by 4% y-o-y from 3,415m EUR in 2024 to 3,568m EUR in 2025, mainly as a result of the following:

- **Revenues** rose by 9% y-o-y due mainly to higher net interest income, higher net fee and commission income, higher insurance revenues (both life and non-life), higher net other income and higher dividend income
- **Operating expenses excluding bank & insurance taxes** rose by 2.8% y-o-y including FX effect and by 2.5% y-o-y excluding FX effect to 4.6bn EUR, in line with guidance. Total bank & insurance taxes increased from 623m EUR in FY24 to 666m EUR in FY25
- **Net impairment charges** amounted to 334m EUR (compared with 248m EUR in FY24). This was attributable chiefly to :
  - 290m EUR net loan loss impairment charges on lending book (of which 52m EUR lowering the backstop shortfall for NPLs in Belgium) versus 333m EUR in FY24
  - A 17m EUR reversal of the ECL buffer for geopolitical & macroeconomic uncertainties (versus a 134m EUR reversal in FY24)
  - Impairment of 61m EUR on ‘goodwill and other’, mainly on software and modification losses (the latter in Slovakia and Hungary) versus 49m EUR in FY24
- Note that in 2024, a one-off tax benefit of 318m EUR was booked as a result of the liquidation of KBC Bank Ireland, besides a 79m EUR one-off gain in ‘share in results of associated companies & joint ventures’. **Excluding these 2 positive one-off effects (from the FY24 net result), net result rose by 18% y-o-y in 2025**

FY25 | Overview of building blocks of the net result

NET RESULT | FY25 BUILDING BLOCKS

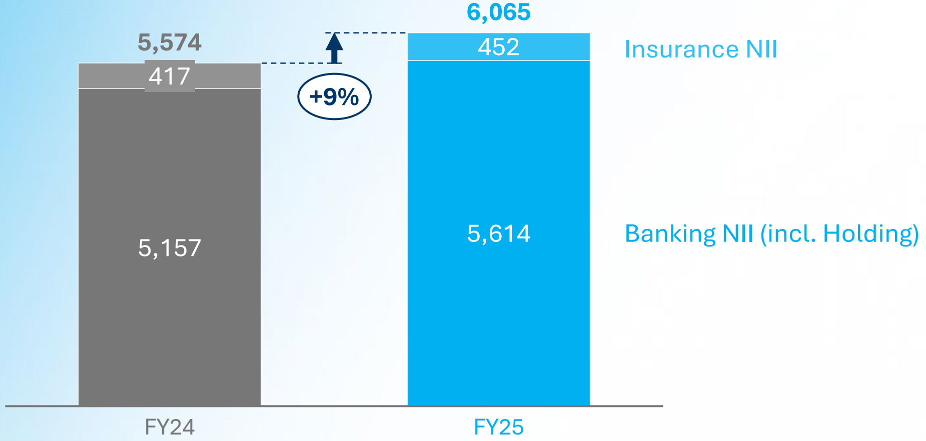
in m EUR



FY25 | Higher net interest income (better than guided) and NIM

NET INTEREST INCOME

in m EUR

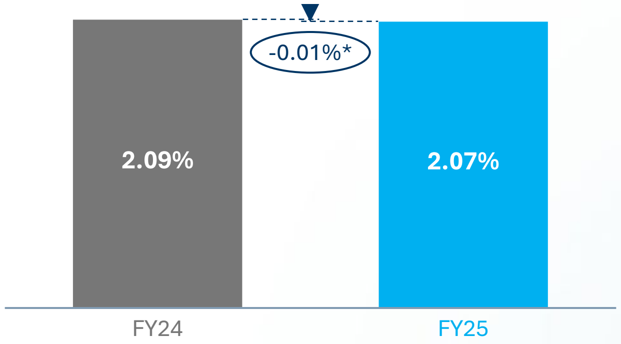


- **FY25 NII rose 9% y-o-y to 6,065m EUR (above the guided at least 5.95bn EUR)**, due mainly to:
  - Higher commercial transformation result
  - Higher lending income
  - Higher dealing room NII
  - Lower subordination costs
  - Lower costs on the minimum required reserves held with the central banks (-164m EUR in FY25 versus -190m EUR in FY24)
  - Higher NII on inflation-linked bonds (27m EUR in FY25 versus 23m EUR in FY24)

  partly offset by:
  - Lower NII on term deposits
  - Lower ALM result
  - Lower short-term cash management
  - Higher wholesale funding costs
- Loan volumes increased organically by 7% y-o-y, while customer deposits excluding debt certificates and repos rose by 2% y-o-y

NET INTEREST MARGIN

in %



- **Decreased by 1* bp y-o-y** as the increase in the interest-bearing assets (denominator) was larger than the NII growth (numerator)

* rounding effect

ORGANIC VOLUME TREND

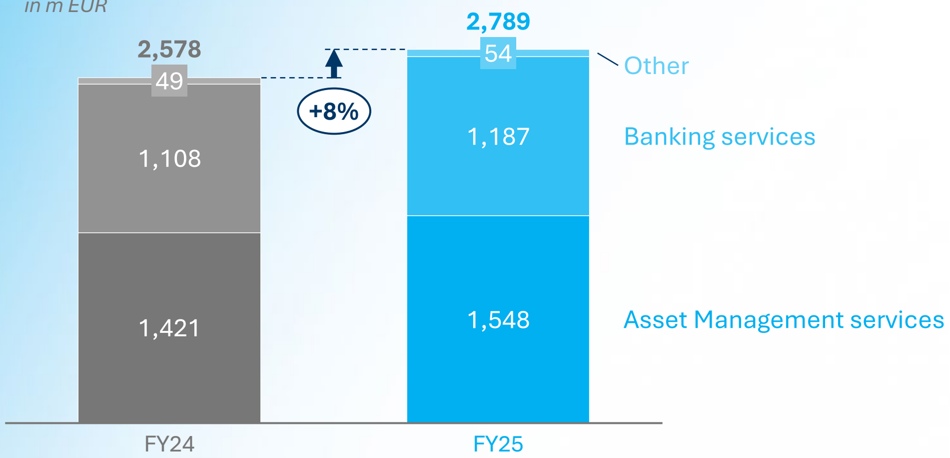
	Total loans*	o/w retail mortgages	Customer deposits**
Volume (EUR)	209bn	84bn	238bn
Growth y-o-y	+7%	+7%	+2%

* Loans to customers, excluding reverse repos (and bonds). Growth figures are excluding FX, consolidation adjustments and reclassifications

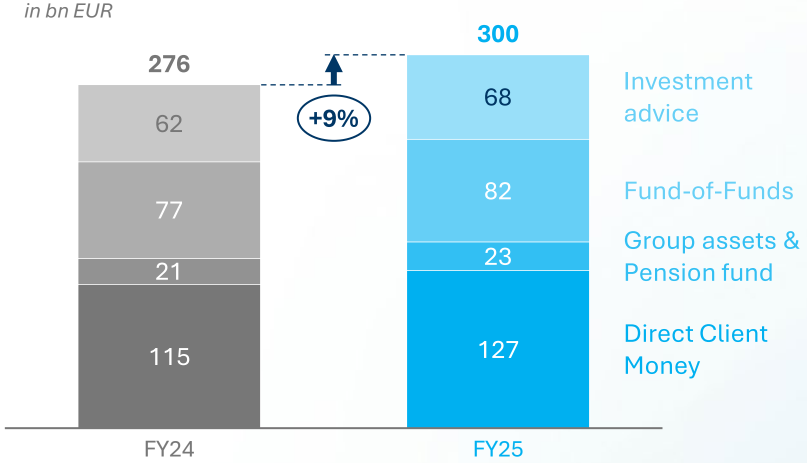
** Customer deposits, excluding debt certificates and repos. Excluding the volatility in the foreign branches of KBC Bank (included in BE BU), core customer deposits rose by 3% y-o-y

FY25 | Higher net fee and commission income and higher AUM & Record-high net inflows in direct client money

NET FEE & COMMISSION INCOME



ASSETS UNDER MANAGEMENT



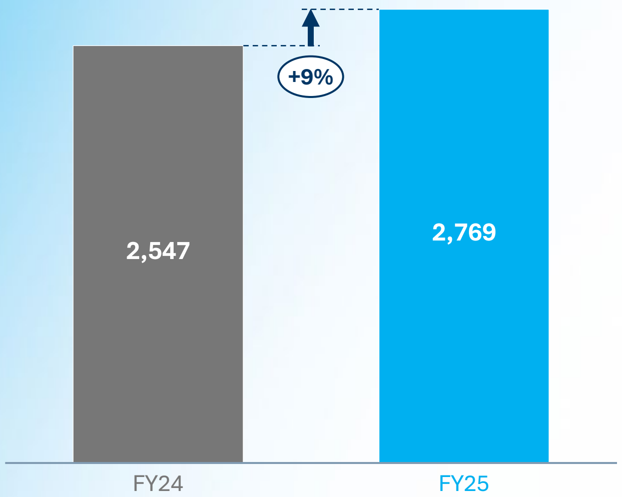
- **Net fee and commission income (2,789m EUR) increased by 8% y-o-y**
  - Net F&C from Asset Management Services increased by 9% y-o-y driven mainly by higher management & entry fees
  - Net F&C income from banking services increased by 7% y-o-y driven mainly by higher fees from payment services, higher network income and higher securities-related fees

- **AUM increased by 9% y-o-y** due to net inflows (+5%) and a positive market performance (+4%)
- The mutual fund business has seen strong net inflows in FY25, both in higher-margin direct client money (**record-high 6.0bn EUR in FY25** versus 5.0bn EUR in FY24) as well as in lower-margin assets

FY25 | Non-life sales significantly up y-o-y

NON-LIFE SALES

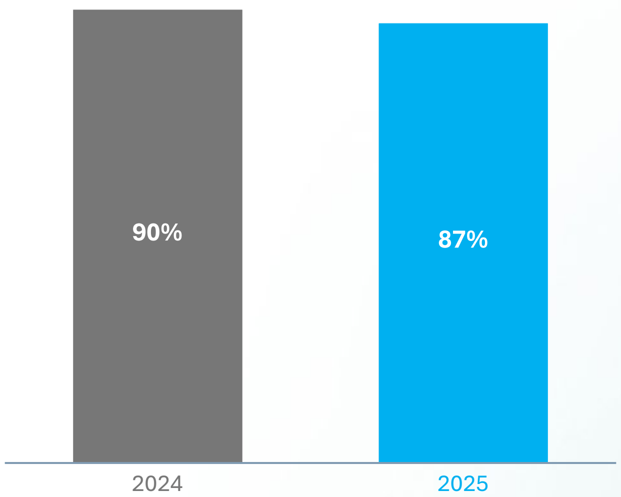
in m EUR



- **Up by 9% y-o-y**, with growth in all countries and all classes, due to a combination of volume and tariff increases

COMBINED RATIO (NON-LIFE)

in %

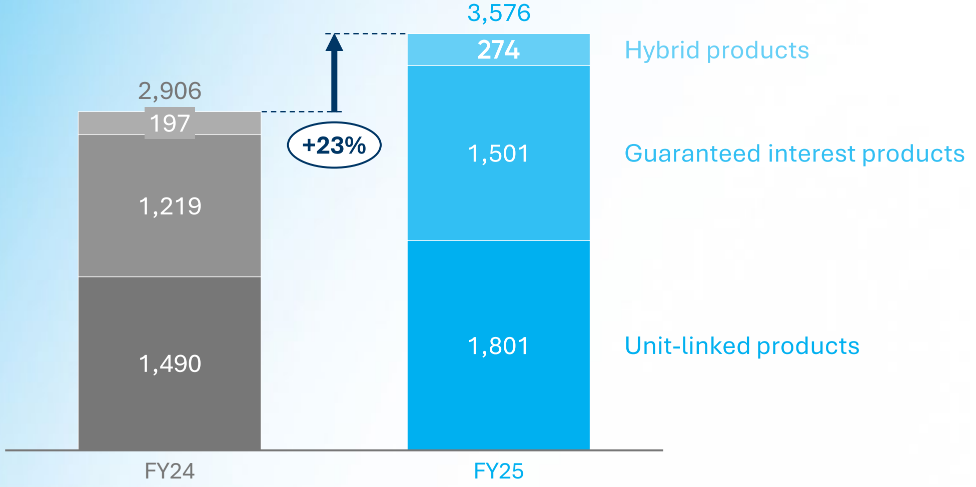


- **Non-life combined ratio for FY25 amounted to an excellent 87%** (90% in FY24)
This is the result of:
  - 9% y-o-y earned premium growth in FY25
  - 3% y-o-y higher insurance service expenses before reinsurance, mainly in anticipation of further claims inflation
  - Lower net result from reinsurance contracts held (down by 59m EUR y-o-y) due to material external recuperations related to storm Boris in FY24)

FY25 | Life insurance sales significantly up y-o-y

LIFE SALES

in m EUR

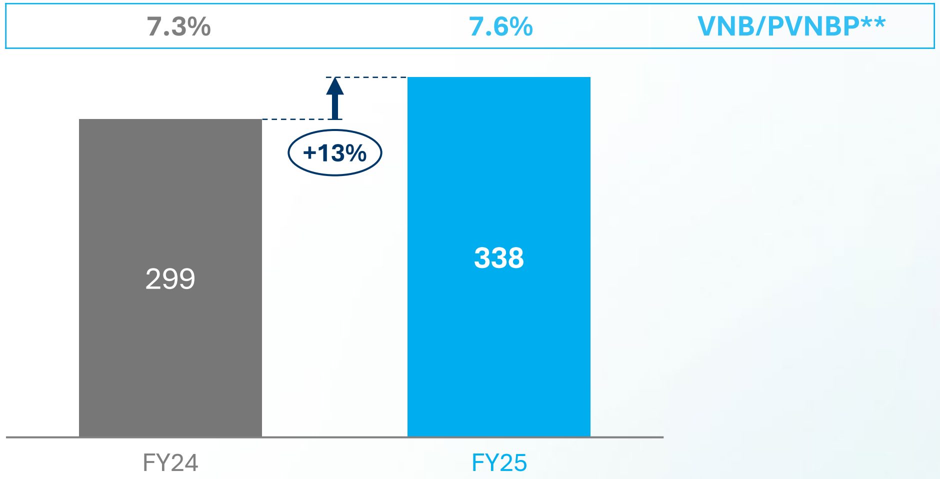


- **Life sales up by 23% y-o-y**
  - The 21% y-o-y increase in sales of unit-linked products was mainly the result of the successful launch of new structured funds in Belgium and commercial actions linked to the large term deposit maturities
  - Sales of guaranteed interest products increased by 23% y-o-y, due partly to inflows from maturing term deposits in Belgium, supported by commercial actions
  - Sales of hybrid products even rose by 39% y-o-y

- Sales of unit-linked products accounted for 50% of total life insurance sales

LIFE VALUE OF NEW BUSINESS (VNB*)

in m EUR



- **Value of New Business up by 13% y-o-y**
  - Higher y-o-y mainly due to higher sales across all entities, with the most significant contribution originating from Belgium. In Belgium, the volume growth was primarily attributable to increased sales of single-premium savings products and risk products
  - The VNB/PVNBP ratio increased slightly to 7.6%, mainly driven by Hungary and Bulgaria. In Hungary, VNB grew faster than PVNBP primarily due to lower cost increases compared to volume growth. In Bulgaria, the increase was primarily driven by higher commissions earned by UBB as a result of increased sales volumes, particularly for risk products

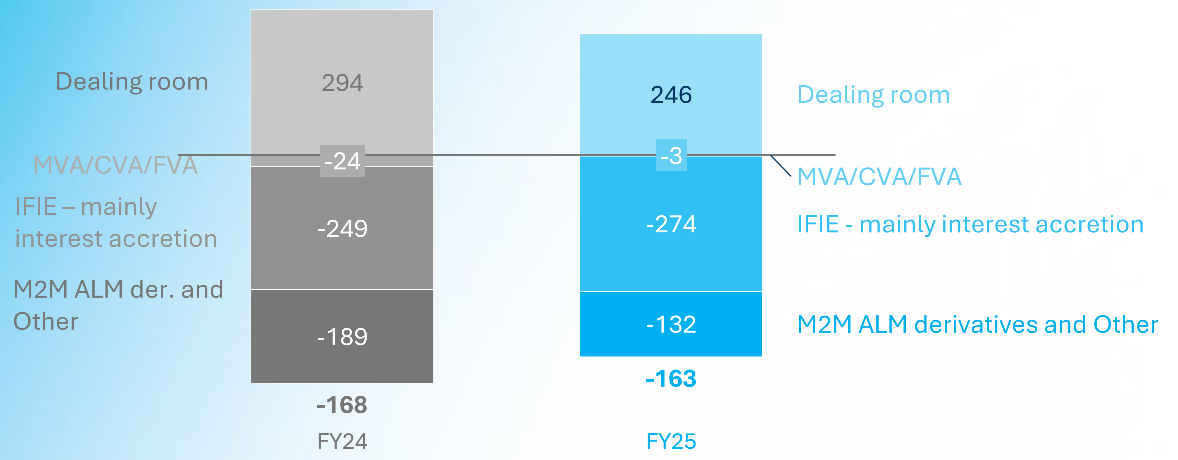
* VNB = present value of all future profit attributable to the shareholders from new life insurance policies written during the year
The VNB of KBC Group includes the expected future income generated by parties other than KBC Insurance, but within KBC Group (e.g. KBC Bank & KBC Asset Management) arising from the sales of life insurance business. In 2025, this income amounted to 173m EUR (compared with 149m EUR in 2024)

** VNB/PVNBP = VNB relative to the Present Value of New Business Premiums, reflecting the margin earned on these premiums.

FY25 | Slightly higher FIFV result and higher net other income

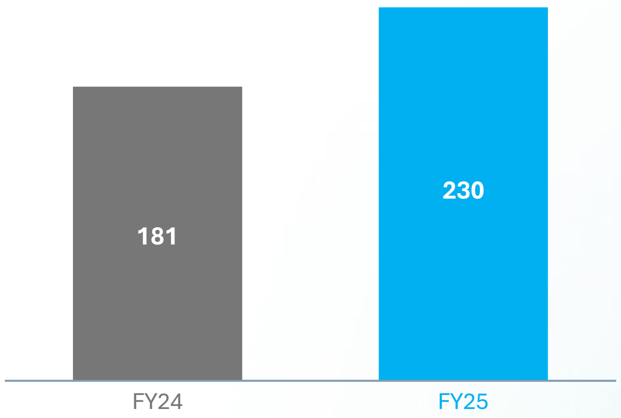
FIFV & IFIE

in m EUR



NET OTHER INCOME

in m EUR



- **5m EUR better y-o-y**, attributable mainly to:
  - Positive change in ALM derivatives and other
  - Less negative credit, funding and market value adjustments

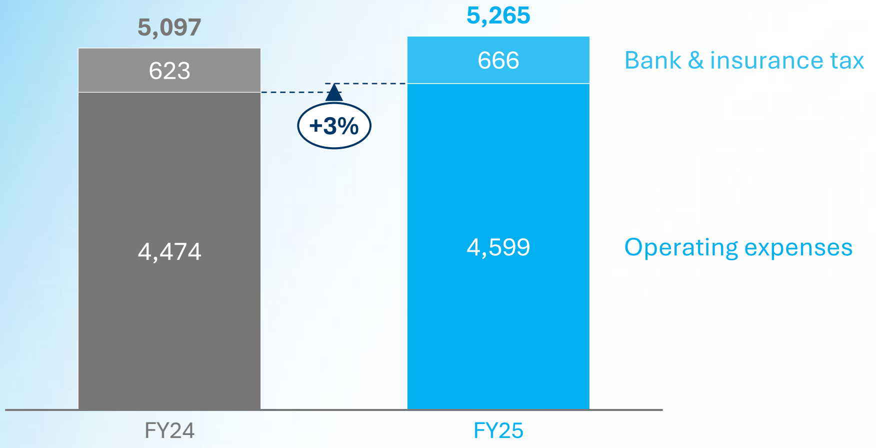
  partly offset by:
  - Lower FIFV dealing room result
  - More negative IFIE (mainly interest accretion) due to strong growth in insurance

- **Net Other Income increased from 181m EUR in FY24 to 230m EUR in FY25** (which is only slightly higher than the normal run rate of roughly 200m EUR per year), due mainly to:
  - Higher-than-average gains on the sale of real estate

FY25 | Costs in line with guidance

OPERATING EXPENSES (INCLUDING COSTS DIRECTLY ATTRIBUTABLE TO INSURANCE)

in m EUR



- FY25 opex excluding bank & insurance taxes rose by 2.8% y-o-y including FX effect and by 2.5% y-o-y excluding FX effect, **in line with our FY25 guidance**
  - The y-o-y increase was due mainly to the higher staff expenses (mainly the impact of wage inflation), higher ICT costs, higher marketing expenses, higher professional fee expenses and higher depreciations, partly offset by lower facility expenses
- Excluding Ireland and one-off costs in Bulgaria (due to integration of Raiffeisenbank Bulgaria and the EUR adoption costs) both in FY24 and FY25, operating expenses excluding bank & insurance taxes went up by 3.6% y-o-y (and +3.2% y-o-y excluding FX effect)

- **FY25 cost/income ratio**
  - 46% when excluding certain non-operating items* (47% in FY24)
  - 41% excluding all bank & insurance taxes (43% in FY24)

* See glossary for the exact definition

BANK AND INSURANCE TAXES

in m EUR

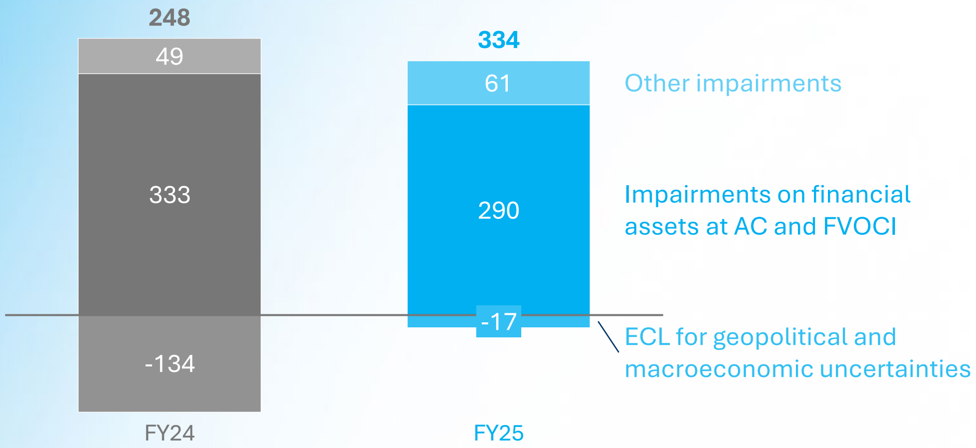
	FY25	FY24
BE BU	356	285
CZ BU	24	40
Hungary	259	245
Slovakia	10	34
Bulgaria	14	21
Group Centre	4	-1
Total	**666**	**623**

- Total **bank & insurance taxes** increased by 7% y-o-y to 666m EUR in 2025 (623m EUR in 2024)

FY25 | Net loan loss impairment charges & excellent credit cost ratio

ASSET IMPAIRMENT

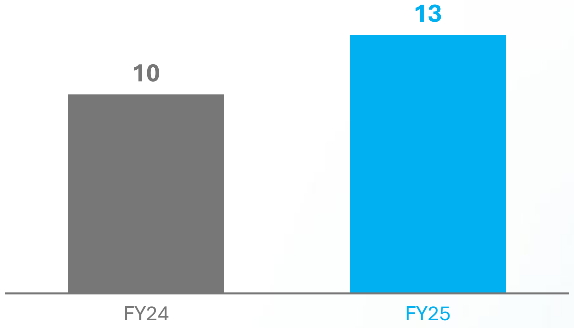
in m EUR; negative sign is a release



- **Net impairment charges amounted to 334m EUR (compared with 248m EUR in FY24)**; this was attributable chiefly to
  - 290m EUR net loan loss impairment charges on lending book (of which 52m EUR lowering the backstop shortfall for NPLs in Belgium) versus 333m EUR in FY24
  - A 17m EUR reversal of ECL buffer for geopolitical & macroeconomic uncertainties (versus a 134m EUR reversal in FY24)
  - Impairment of 61m EUR on 'goodwill' and 'other', mainly on software and modification losses (the latter in Slovakia and Hungary) versus 49m in FY24

CREDIT COST RATIO

in bps



- The **credit cost ratio in FY25** amounted to:
  - 13 bps (16 bps in FY24) without ECL for geopolitical & macroeconomic uncertainties
  - 13 bps (10 bps in FY24) with ECL for geopolitical & macroeconomic uncertainties

IMPAIRED LOANS RATIO

in %

- **The impaired loans ratio amounted to 1.8%** (0.9% of which over 90 days past due)

We put our clients centre stage as they keep counting on us to help them realise and protect their dreams. We do this proactively and work together to support the society and create sustainable growth. We are genuinely grateful for the confidence they put in us.

I would like to explicitly thank our customers and stakeholders for their confidence and our staff for their relentless efforts.

Johan Thijs, KBC Group CEO

Glossary

B3 / B4	Basel III / Basel IV
Combined ratio (non-life insurance)	Short-term non-life insurance contracts: [claims and claim related costs net of reinsurance + costs other than claims and commissions] / [earned expected premiums received, net of reinsurance]
Common equity ratio	[common equity tier-1 capital] / [total weighted risks]
Cost/income ratio without banking and insurance tax (group)	[operating expenses of the group without banking and insurance tax + Insurance commissions paid] / [total income of the group]
Cost/income ratio adjusted for specific items or C/I ratio when excluding certain non-operating items	The numerator and denominator are adjusted for (exceptional) items which distort the P&L during a particular period in order to provide a better insight into the underlying business trends. Adjustments include (i) MtM ALM derivatives (fully excluded), (ii) bank & insurance taxes (including contributions to European Single Resolution Fund) are included pro rata and hence spread over all quarters of the year instead of being recognised for the most part upfront (as required by IFRIC21) and (iii) one-off items
Credit cost ratio (CCR)	[annualised net changes in individual and portfolio-based impairment for credit risks] / [average outstanding loan portfolio]. Note that, inter alia, government bonds are not included in this formula.
EBA	European Banking Authority
ESMA	European Securities and Markets Authority
ESFR	European Single Resolution Fund
FICOD	Financial Conglomerates Directive
Impaired loans cover ratio	[total specific impairments on the impaired loan portfolio (stage 3)] / [part of the loan portfolio that is impaired (PD 10-11-12)]
Impaired loans ratio	[part of the loan portfolio that is impaired (PD 10-11-12)] / [total outstanding loan portfolio]
Leverage ratio	[regulatory available tier-1 capital] / [total exposure measures]. The exposure measure is the total of non-risk-weighted on and off-balance sheet items, based on accounting data. The risk reducing effect of collateral, guarantees or netting is not taken into account, except for repos and derivatives. This ratio supplements the risk-based requirements (CAD) with a simple, non-risk-based backstop measure
Liquidity coverage ratio (LCR)	[stock of high-quality liquid assets] / [total net cash outflow over the next 30 calendar days]
MREL	Minimum requirement for own funds and eligible liabilities
Net interest margin (NIM) of the group	[banking group net interest income excluding dealing room, ALM FX swaps and repos] / [banking group average interest-bearing assets excluding dealing room, ALM FX swaps and repos]
Net stable funding ratio (NSFR)	[available amount of stable funding] / [required amount of stable funding]
PD	Probability of default
Return on allocated capital (ROAC) for a particular business unit	[result after tax, including minority interests, of a business unit, adjusted for income on allocated capital instead of real capital] / [average capital allocated to the business unit]. The capital allocated to a business unit is based on risk-weighted assets for banking and risk-weighted asset equivalents for insurance
Return on equity	[result after tax, attributable to equity holders of the parent] / [average parent shareholders' equity]
TLAC	Total loss-absorbing capacity

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