



building the future
together

2024-2025

Report to Society

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4 MILLION CUSTOMERS IN BELGIUM,
4 MILLION DREAMS. IT'S OUR JOB TO HELP
REALISE AND PROTECT THOSE DREAMS.

After all, that's at the heart of our DNA. To continue doing this, we have opted for a future-oriented and sustainable approach, with creativity and innovation as our motto. Creativity is generating new ideas; innovation is realising them.

When we focus on innovation, we remain flexible and we can respond quickly to changes in society and in customer behaviour. We don't consider these changes as a threat, but as a challenge and an opportunity.

In an increasingly digital world, we want technology that is simple, easy to use and accessible to everyone. And in the process, human contact remains key. And we're developing products and services which make life easier for our customers.

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JOHAN THIJS, KBC GROUP CEO



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TOGETHER WITH OUR CUSTOMERS
AND PARTNERS, WE SEEK OUT SOLUTIONS
FOR A POSITIVE FUTURE.

And there are many sides to that positive future. One of these is a lower-carbon economy. The climate crisis remains a major challenge, for us and our customers. And that's precisely where we take our responsibility. Of course, we are reducing our own environmental footprint, but – and this has a much greater impact – we particularly want to guide our customers in this sustainable transition.

A positive future also goes hand in hand with an inclusive society. A society where everyone has the opportunity to develop their talents. And we play our role in this too: KBC wants to be an inclusive company for an inclusive society.

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KOENRAAD DEBACKERE, CHAIRMAN OF THE BOARD OF DIRECTORS, KBC GROUP

Our ambition: be the reference

Today, KBC is the industry leader.

That's thanks to our employees, our strategy, our sustainability policy and our innovative solutions.

To remain the reference in bank-insurance, we continue to focus on innovation, responsible bank-insurance and developing even more sustainable ecosystems.

We make life more convenient for our customers.

We continue investing in our employees, in their talents and skills.



How can I help you? Kate

Hello Kate, what can you do?

I can help you with all your banking and insurance needs, and much more!

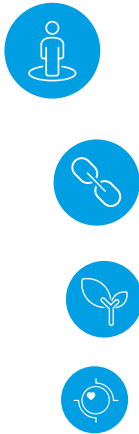
Can you get me a train ticket?

Do you want to buy a ticket or look at the NMBS timetable?

 KBC Group 39 514 employees 12.9 million customers	 Belgium 14 553 employees 4 million customers	 Hungary 3 912 employees 1.6 million customers
 Czech Republic 11 432 employees 4.3 million customers	 Bulgaria 6 338 employees 2.2 million customers	 Slovakia 3 279 employees 0.8 million customers



Our strategy



Four mutually reinforcing pillars underpin our group strategy.

Our **customers** are **at the centre** of everything we do and we always offer them quality service and relevant solutions.

We look to offer our clients a **unique bank-insurance experience** including financial and non-financial services.

We focus on our Group's long-term development and so aim to achieve **sustainable and profitable growth**.

We take **our responsibility in society** and the local economies where we operate.

Our sustainability policy

At KBC, we not only want to conduct business with respect for the environment, people and society, we are also committed to encouraging and supporting our customers as they pursue a more sustainable approach. We have therefore embedded sustainability in our group-wide policy.

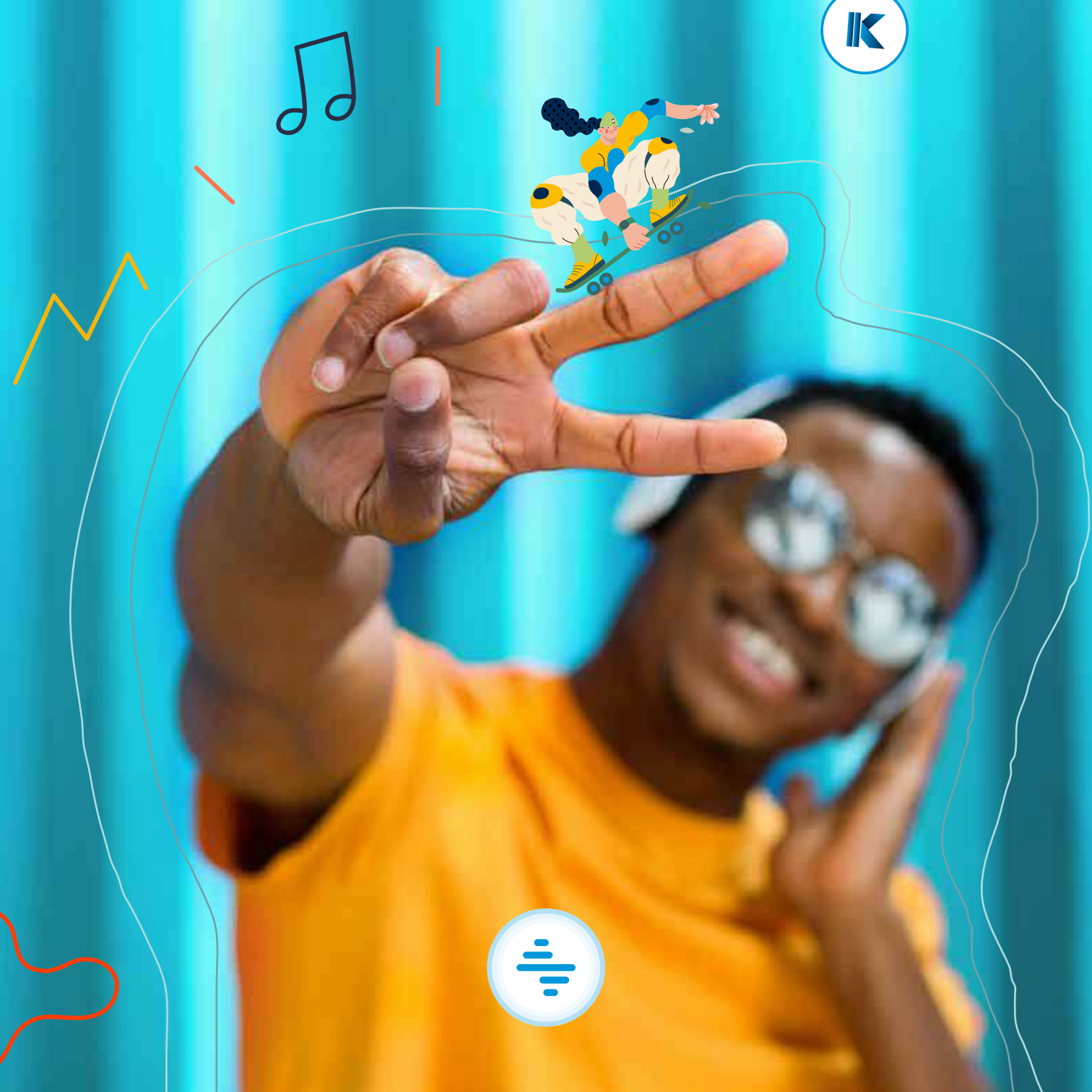
Our sustainability vision is based on scientific insights and translated into a policy we can summarise simply:

- encourage responsible behaviour from all our employees
- limit our negative impact on society through strict choices and policies
- increase our positive impact, particularly by focusing on the Sustainable Development Goals (SDGs) where we as bank-insurer can make the greatest difference.

We will start implementing the Banker's Oath in Belgium in 2025. KBC sees this as a way to formalise our existing commitment to responsible behaviour.

We continue to focus on **innovating, going green and connecting**. These three areas strengthen each other. In this report we will zoom in on our activities in Belgium. Where it concerns the Group, we state this explicitly.





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KBC INNOVATES AND HELPS OTHERS INNOVATE

At KBC, we have always been keen to break new ground and look for new ways to make our customers' lives easier. For this, we embrace the strengths of technology and artificial intelligence and combine these with the power of human contact. We also encourage our customers to carry out their own projects.

In the past, we worked mainly on our own, but today we strongly believe in co-creation. This means we can offer our customers more than financing – we now offer also practical solutions, such as helping them make their homes greener, for example. And that is just the beginning.

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KBC Mobile

KBC offers easy and secure access to its own products and services via its smartphone app. It's very easy to apply for a loan, file a claim or invest with KBC Mobile. By working together with other parties, KBC can now offer extra services through the Mobile app, such as buying tickets for public transport or the cinema, simulating renovation costs or comparing energy prices, to name just a few.

In 2024, the independent research agency, Sia Partners, named KBC Mobile the best mobile banking app in Belgium and even the best in the world. Sia tested the apps offered by 140 banks in 22 different countries.



2 590 000

logins per day
in KBC Mobile in 2024

Kate

Since 2020, KBC Mobile has been home to Kate, the personal digital assistant who is getting smarter all the time thanks to artificial intelligence. A storm in your area? Kate asks if you have any damage. Need the 'green card' for your car? Kate will find it. Want to make your home greener? Kate will show you how.

In 2024, Kate could answer more than 70% of questions without human intervention. For more complex questions, Kate refers customers to a KBC employee.



6 500 000

conversations with Kate
in Belgium in 2024

Kate Coins

KBC customers love to save time as well as make money. Customers have been saving Kate Coins since 2023.

Customers can earn and spend Kate Coins at KBC, and with a few partners such as Cera, Brauzz for sustainable laundry products, and on car-sharing platform Poppy.

Personal contact

No matter how digitalised the world becomes, personal contact will continue to make the difference. We help our customers in our 429 bank branches and 284 agencies, or via (video) calls with one of our 611 colleagues at KBC Live.

Customers who are not so mobile or comfortable using digital devices can ask us to come to their home. Since we launched this service in 2023, the KBC Belmobiël has already made 5,628 home visits in Flanders.



1 675 000

visits to Belgian bank
branches in 2024

Safe and secure

KBC only uses customer data if customers have given their explicit consent.

We pay particular attention to the risks associated with using digital tools and artificial intelligence. We ensure that customer privacy remains protected. When developing, we check our AI models for biases, discrimination or unfair treatment, and we have strict guidelines for this.



1 937

insurance agents and their
employees in Belgium in 2024

Anti-money laundering

In 2021, KBC developed a powerful anti-money laundering application, which we have also been offering externally since 2022 via our own AI fintech Discai.

Yet another example of how KBC contributes to a fairer society.



717 000

calls to KBC Live
in Belgium in 2024

KBC HELPS OTHERS INNOVATE

Driver of the economy

The best way to help our customers innovate is to offer them loans and insurance.

In 2024, KBC once again invested more than 90% of Belgian customers' savings in the economy through loans to private individuals and companies, participation in government projects, and government bonds.

KBC itself contributes to employment and purchasing power of almost 40 000 households, 14 500 of them in Belgium.



Start it Ventures

Start it Ventures enables large companies and organisations to give their employees the opportunity to develop their own ideas. KBC colleagues are also given the opportunity to be 'intrapreneurs'.

Start it @KBC

We encourage innovation through Start it @KBC, the largest accelerator in Europe, with hubs in Belgium, the Czech Republic and Hungary. In Belgium, Start it @KBC has already supported 1 628 start-ups and scale-ups that transform passion and ambition into economic and social impact.

Starters can use a co-working space free of charge where they receive coaching from experienced mentors and become part of an international network. KBC encourages female entrepreneurship and start-ups which aim to make society more sustainable.



1 628

start-ups and scale-ups of which 64% are still active

39%

female founders (compared to 22% at the launch)

7

Start it branches in Belgium

80%

of start-ups have integrated sustainability into their mission and operations

11 405

jobs created

10 years
of entrepreneurship
in Belgium

Scale it Agro

At the beginning of 2025 and with the support of many partners, Start it @KBC launched Scale it Agro in Belgium. Scale it Agro is a new accelerator programme helping scale-ups bring sustainable and innovative solutions to the agriculture and horticulture sector faster.

Flanders Technology & Innovation

KBC is also one of the investors in Flanders Technology & Innovation, a project established by the Flemish government to address societal challenges through innovation and entrepreneurship.

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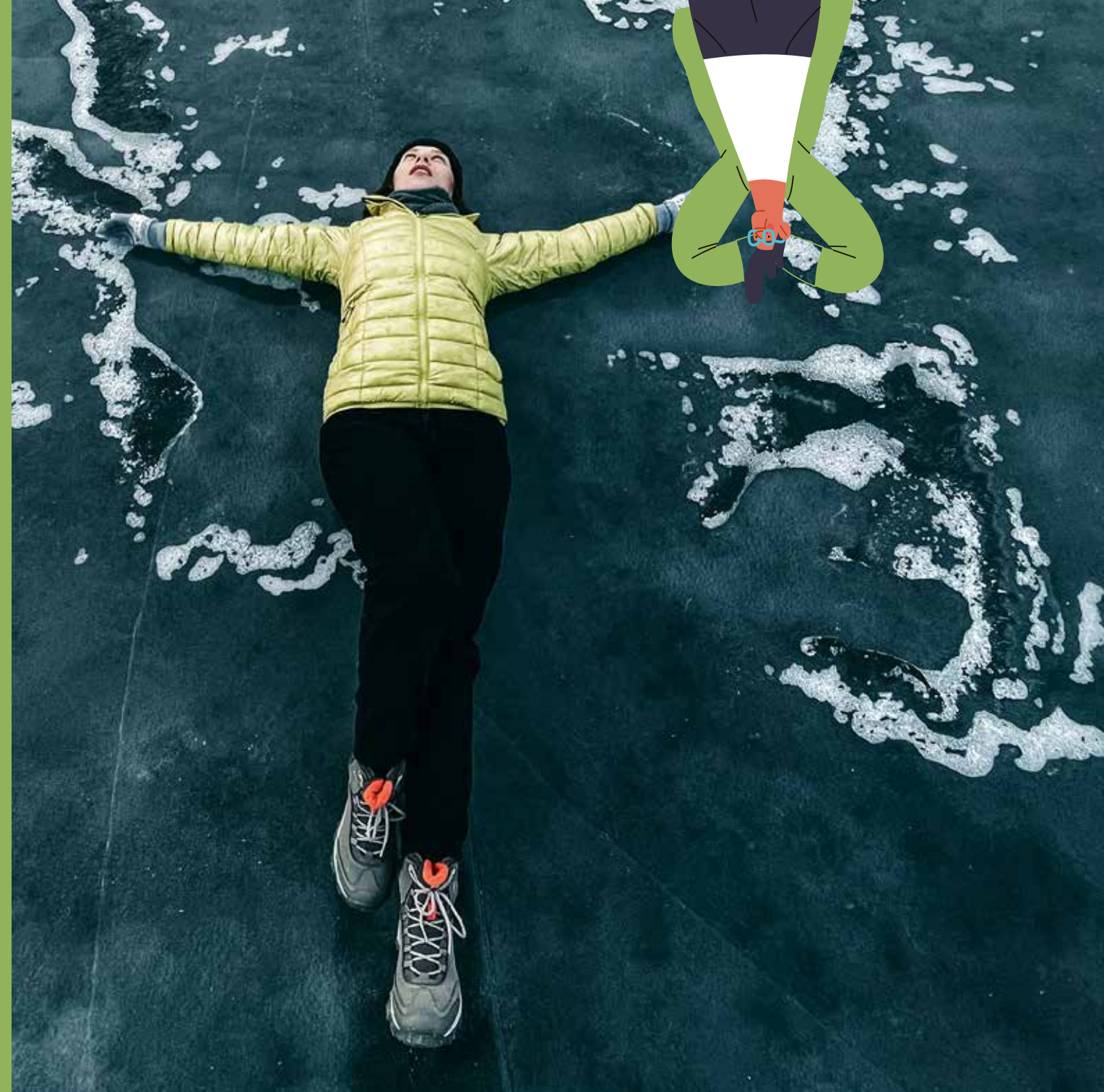
KBC GOES GREENER AND HELPS OTHERS GO GREENER

KBC is constantly working to reduce its own environmental footprint. However, our activities as a bank-insurer have a much greater impact.

We want to play a key role in the sustainable transition. We have set climate targets for our credit and investment portfolio and for our asset management activities .

For our customers, we seek solutions, products, services and partnerships to guide them in their going greener projects.

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KBC GOES GREENER

Our footprint

Since we started measuring in 2015, we have already reduced KBC Group's total CO₂ emissions by 68%. Our target is 80% by 2030.

Infrastructure

We limit our energy consumption continuously and we opt for renewable resources wherever we can, our electricity consumption is even 100% renewable. We offset the emissions that we cannot avoid. This means that KBC Group's own activities have been climate neutral since 2021.

In 2024, we started building two new data centres in Belgium, one in Mechelen and one in Heist-op-den-Berg. We aim to reduce our environmental footprint through design features such as energy-saving cooling, waste heat recovery, energy-efficient building materials and solar panels.

We already have solar panels on about 50 other buildings, generating 1 275 000 kWh of electricity each year, or the equivalent consumption of 360 families.

When we renovate our buildings, we focus on reusing materials. What cannot be reused is given a second life or processed into raw materials for other uses. And in 2024, we organised a repair café for our employees.

Sustainable mobility in Belgium

KBC has a sustainable mobility policy for its employees, with a focus on public transport, (electric) bikes and electric cars. We now have 223 EV charging points in our company car parks. As part of our flex-pay scheme, employees can choose a train season ticket or lease an electric car or electric bicycle. Each year during Mobility Week, we organise workshops to inspire even more colleagues to commute in a more sustainable way. For colleagues who want to travel locally during working hours, electric bicycles are available at the KBC and CBC head offices.



43%

of KBC commutes in Belgium
travelled via green kilometres in 2024

KBC Group targets for 2030

Loans

In **2021**, KBC Group started analysing sectors and subsectors that have a significant impact on the climate or represent a large part of our credit portfolio. For each sector, we looked at climate impact, raw material dependence, as well as potential risks and opportunities.

In **2022**, we set climate targets for 2030 for the key sectors in our loan portfolio: energy, real estate, transport, agriculture, steel, cement and aluminium. More specifically, this means we promote sustainable investments and limit or even stop investing in less sustainable activities (such as coal and lignite mining and developing new oil and gas fields).

In **2023**, we broadened our focus to include biodiversity, pollution, water and circularity in our analyses. We have also quantified the climate impact of a large part of our insurance portfolio.

In **2024**, we explored two new themes: plastic pollution and deforestation, given their major impact on various sectors. We also subjected our entire loan portfolio to a climate stress test to assess the impact of climate change and the stricter climate legislation.

Investments

We have also set targets for investment funds and investment-type insurance products, so that responsible investing becomes the standard for our customers.



75% of the energy portfolio to renewable energy



Residential property
-43% CO₂ emissions per m²



Transport
-42% CO₂ emissions/km for passenger cars



Agriculture
-21% CO₂ intensity

By 2030, 55% of all managed funds should be invested in responsible and sustainable investments. This was 44% in 2024.

Naturally, we also set targets for our own investments. For example, KBC Insurance's investments should achieve a 40% reduction in carbon intensity by 2030.

We report annually on the progress in these areas in our Group Sustainability Report.

2030 climate targets for loans with KBC Group

750 million euros
green bond loan issued
by KBC in 2024

KBC HELPS OTHERS
GO GREENER



Private individuals

Many customers want to make their homes, mobility or investment portfolios greener, but indicate they would like some support in doing so. In KBC Mobile, customers can find general information about sustainability, insights into their own environmental footprint and information about their own share of responsible investments.

And together with partners, KBC even offers help with the practical measures for making their homes greener (more on this on pages 18-19)

6.46 billion euros in loans to help individuals and businesses go greener

EPC discounts

Naturally, KBC offers banking and insurance products which support going green. For example, customers receive a discount on their home loan for homes that have or acquire an EPC label A or B. In 2024, more than 8 000 customers received a total discount of 18 million euros. Solar panels, batteries and EV charging points can be included in the home insurance policy.

Companies

Making businesses more sustainable has an even greater impact. And this is why we like to inform, encourage and guide companies in their sustainable transition. We also keep a close eye on opportunities to integrate scientific insights and innovations.

To support their efforts financially, we offer loans and insurance tailored to their needs and KBC Autolease helps them find mobility solutions for their employees.

51 000 EV and electric bicycles in the KBC Autolease fleet

SMEs

Through our subsidiary ecoWise, we guide and support small and medium-sized enterprises in their efforts to go greener. The primary focus is on energy efficiency and renewable energy.

The companies gain insight into their energy consumption, get advice on how to save energy and reduce emissions, and have access to a network of quality partners.

+ 400 referrals to ecoWise since collaboration began

+ 450 contracts with Encon since collaboration began

Large companies

Larger companies can call on our partner Encon, an independent agency which supports companies in their sustainability transition with creative and innovative solutions.

Encon offers expert advice and guidance and implementation on energy efficiency, renewable energy, EV charging infrastructure, sustainable property and reducing their environmental footprint.

Agro

KBC also considers it very important to help make the agricultural sector more sustainable. On the one hand, the sector is at risk of being seriously affected by climate change. Think: more frequent heat waves, droughts and excessive rainfall. KBC's comprehensive weather insurance policy meets these needs. On the other hand, the agricultural sector also has a major impact on our climate.

That is why KBC works together with external partners to find new technologies and solutions for the agricultural sector to combat climate change.

EVERYTHING FOR YOUR HOME UNDER ONE ROOF

Anyone looking to buy or renovate a home faces complex administrative obligations, certificates, energy requirements, financing, et cetera. KBC takes customer care to the next level by offering more than just financing and insurance. We offer targeted partnerships via KBC Mobile.

STEP 1

Looking for a home, or ready to sell your home?

Our partner Immoscoop offers a complete property platform with listings from estate agents and private individuals. This helps customers find the right home. Customers can use the KBC simulations to understand exactly what financial implications they can expect. Through 'De Immowinkel', customers can request the certificates and inspections they need for their home.

STEP 2

Bought your new home, what's next?

Do you want to renovate, but have no idea how much that will cost? Our partner Setle will prepare a free, no-obligation renovation report, including a cost estimate, which customers can use as the basis for their loan. Setle thus unburdens customers who want to renovate their (future) home.



Energy-efficient renovation, where to start?

Renovating your home energy-efficiently is not an easy task. Finding the right contractor, timing, budget ... all these factors can complicate the process. Our partner Impact Us Today coordinates energy-efficient renovations, such as installing insulation, windows, heat pumps, solar panels and home batteries. Impact Us Today converts homeowners' questions about saving energy into quotations from reliable contractors. And later in the process, they liaise between the customer and contractor.

STEP 3

Want to save more money on your energy bills?

Understanding your energy consumption is the first step to effective savings. That's where our partner Eliq can help. Via KBC Mobile, Eliq helps you understand your energy consumption. The Energy Insights tool in KBC Mobile compares your energy contract with others, taking into account the type of home, family situation and what your appliances consume. You can also register to join a group energy purchase scheme through our partner iChoosr.

STEP 4

And what if you could share green energy?

In 2024, KBC launched a pilot project for employees with solar panels: participants can sell their excess electricity to KBC at a fixed rate. If the evaluation is positive, we will expand the project to KBC customers.

STEP 5



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KBC CONNECTS AND HELPS OTHERS CONNECT

KBC encourages its employees to work together, to grasp opportunities and to grow. And ensures there is a safe, respectful and creative working environment where everyone is welcome. Inclusion is also a guiding principle in our dealings with customers.

KBC invests in charitable organisations and community projects by providing financial support and by encouraging voluntary work, among colleagues too. And KBC believes in the power of art.

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Corporate culture

The world is changing fast. To help shape these changes, KBC encourages colleagues to be resilient, flexible and innovative. And we work together as a single team, Team Blue.

Our corporate culture is embodied in the word PEARL+ which stands for:

- Performance
- Empowerment
- Accountability
- Responsiveness
- Local embeddedness.

The + means developing ideas together or smart copying.



Talents

KBC offers employees a sustainable career path. This means not only attracting and welcoming talents, but also retaining and encouraging them to grow. In 2024, KBC welcomed more than 800 new colleagues in Belgium. Digital platforms help to identify and develop the right skills.

Since 2014, employees aged 55 or older can join a Minerva programme and opt to get involved in the community. Since this scheme began, 153 colleagues have already started working for an external organisation.



97 000

training days for KBC employees in Belgium in 2024

Diversity and inclusion

Everyone is welcome in Team Blue. But our workforce could certainly be more diverse and inclusion remains an important theme. We focus on avoiding unconscious biases and on treating all employees equally.

For example, in 2024 we organised an event about LGBTQIA+ integration in the workplace. In March 2025, we held an International Diversity Day.



5

times in a row Top Employer

Lowering thresholds

We provide accessible offices and accessible digital applications. We help customers with their digital transactions and pay special attention to readability. In addition, customers can request Braille statements and card readers with large buttons.

Stakeholders of different ages, genders and backgrounds contribute through panel discussions and user studies to help make our approach increasingly inclusive and sustainable.



Financial literacy

By helping young people learn to manage their money, we increase their financial literacy. Through the Get-a-Teacher pack, secondary schools, colleges and universities can invite a KBC trainer free of charge.

By 2030, we also want to help 35 000 young Belgian customers who take out a home loan to become more financially savvy – helping them to avoid high levels of debt. In 2024, we developed a training course on this topic and organised the first Inspiration Nights for young adults.



87 000

Belgian students have received lessons on bank-insurance since 2017



KBC insures:

- 1 141 educational institutions
- 1 469 childcare facilities
- 1 042 residential care facilities
- 52 hospitals



KBC finances:

- 716 educational institutions
- 253 childcare facilities
- 529 residential care facilities
- 115 hospitals

Health

KBC is committed to protecting customers from the financial impact of illness. In 2024, for example, KBC paid out almost 40 million euros in compensation under the hospitalisation insurance scheme.

KBC also supports customers in their efforts to lead a healthy lifestyle. Employees of insured companies can do so, thanks in part to our collaboration with lifestyle platform Leadlife.



KBC HELPS TO CONNECT

Cera and BRS

Together Cera and KBC are committed to BRS, an organisation that supports entrepreneurs and farmers in the Global South with microfinance and microinsurance. Through BRS Microfinance Coop, KBC also invests in microfinance institutions.

Thanks to 'Cera on the move', Cera and KBC strengthen each other when it comes to sustainable growth and social responsibility. KBC employees can make a difference to local cooperatives as BRS volunteers. In 2024, they spent 500 days on this.

Warm partner

KBC and 'Kom op tegen Kanker' have been working together for more than 30 years, and CBC has been partnering CAP48 for almost 20 years. KBC's contribution to 'De Warmste Week' and KBC Brussels' contribution to 'Straatverplegers' started more recently, but our commitment is just as strong.

These are all strong partnerships, with many colleagues also volunteering for fundraising.

At CBC Banque & Assurance, about 50 colleagues took part in the **CAP48 100 km challenge** to raise money for autism research in 2024.

At KBC, 140 colleagues in 24 teams cycled to raise money for cancer research during **The 1000 kilometres for Stand up to Cancer**.

During **The Warmest Week**, KBC employees sold tens of thousands of flame pins to support initiatives against loneliness.

Social projects

KBC supports small organisations that focus on empowering underprivileged and vulnerable people, especially in urban areas. This is how we pursue good citizenship. An example of such an organisation is ToekomstATELIERdeAvenir, a non-profit organisation in Brussels which provides education and learning opportunities to young people in challenging socio-economically circumstances.

In addition, colleagues who volunteer for small associations with a social purpose can apply for financial support as part of the annual solidarity campaign.

Team Blue Challenge

KBC organised the Team Blue Challenge in 2024 and 2025. CEO Johan Thijs challenged colleagues throughout the Group to help make the aspirations of social organisations a reality.

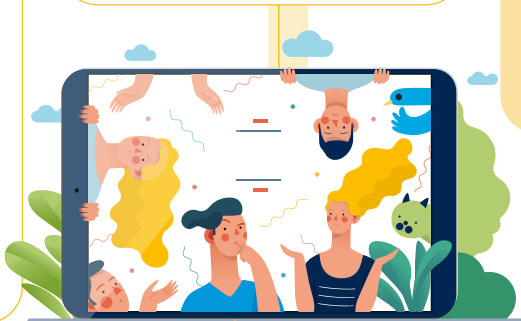
More than 1 000 colleagues from five countries rolled up their sleeves to help more than 370 organisations.

In Belgium, the projects included painting a day centre, renovating a playground and moving a residential care centre, as well as doing odd jobs for the Scouts and organising a party in a care institution.

Snijders & Rockoxhuis

KBC sees the Snijders&Rockoxhuis in Antwerp as an enriching meeting place where visitors can experience art and history. We organise exhibitions, lectures, and concerts there, and we have a wide range of activities for schools.

Students and their teachers can visit the museum free of charge, and they can design their own programme.





2024

Our annual figures

KBC Group closed 2024 with a profit of 3.4 billion euros. For the Belgium Business Unit, earnings reached 1.8 billion euros. In total, the KBC Group paid 1.6 billion euros in tax, including 624 million euros in bank taxes. In Belgium, this meant 822 million euros in taxes, including 285 million euros in bank taxes.

Our shareholders

Our shareholder structure focuses on the longer term. The Group's core shareholders including Cera, MRBB and other core shareholders (families), held 41.75% of the shares. This provides a strong grounding and allows us to focus on our sustainability and long-term strategy.



4 MILLION THANK YOUS FOR YOUR TRUST

2025

Regulations and reporting

Regulations concerning reporting are becoming increasingly strict and more complex. Nevertheless, KBC continues to comply with all regulations, including those relating to corporate sustainability.

The European CSRD (Corporate Sustainability Reporting Directive) requires more than 2 500 large companies in Belgium to publish a sustainability report for 2025. We must therefore continue to focus on qualitative (customer) data, for our own reporting and for that of our customers.

Energy efficiency

We focus on energy-efficient buildings.

We continue to offer private customers a complete 'home and energy' service and we provide discounts on financing for sustainable renovations and purchases.

We are expanding our collaboration with ecoWise and Encon, so we can provide even better support to companies in their sustainable transition.

Insurance

We are further developing our insurance offering for private individuals and companies regarding sustainable property and sustainable mobility.

We will also focus on prevention in 2025. In the spring, we launched 'De Grote Branddoefening' (The Great Fire Drill), a media campaign to raise awareness among families about the dangers of fire and to share knowledge about life-saving methods.

As international bank-insurer, we need to find the right balance between the needs of a climate-neutral society and the limits of our sustainable bank-insurance model. After all, we want to help our customers achieve and safeguard their dreams – not only today, but also in the future.



Read our Sustainability Report and other publications: www.kbc.com
Follow our sustainability story on social media: [#samenduurzamer](https://twitter.com/samenduurzamer) or on kbc.be/sustainability



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