

25



KPI Assessment 2025

KPIs of individual Board Members for 2025 as the basis for the bonus awarded in 2026

The annual assessment as to the results of KPI fulfilment was made by the Supervisory Board at its meeting held on 4 March 2026 in accordance with Chapter 2.1 of the Remuneration Policy.

KPIs for Board members for 2025 and serving as the basis for the bonus for performance in 2025 awarded in 2026 are structured as follows:

KPI category	Chairman of the Board of Directors, Chief Executive Officer (CEO)	Member of the Board of Directors, Chief Risk Officer (CRO)	Other members of the Board of Directors
Goals at the level of the parent company SG linked to the fulfilment of strategic priorities, including priorities related to sustainable development (ESG)	✓		
KB Group Financial Trajectory and Budget	✓		✓
Performance and Efficiency Program	✓	✓	✓
Risk management, audit, and regulatory requirements	✓	✓	✓
Commitment to clients, client experience quality, and client satisfaction	✓	✓	✓
Managerial culture and behaviour	✓	✓	✓

Remuneration of the Board of Directors is primarily linked to the results of KB Group while also incorporating, to a lesser extent, goals evaluated at the SG Group level. This reflects the group's use of mutual synergies, including a strong international brand and shared know-how. Aligning the strategies and objectives of the two companies ensures better co-ordination and more efficient management.

At the same time, KB's performance constitutes a significant part of the SG Group's results, contributing to the stability and growth of the entire group. This approach delivers value not only to the majority shareholder but also to minority shareholders by optimising performance and ensuring the company's long-term sustainability.

To assure maximum transparency and measurability, each KPI has a target value aligned with the budget and strategic plan and performance threshold values for fulfilment. The performance evaluation scale is as follows for most KPIs:

- Achieving the goal corresponding to expectations in the given year means 100% of the target KPI weight.
- Maximum fulfilment means up to 120% of the target KPI weight.
- Threshold fulfilment means 50% of the target KPI weight.
- Values below threshold fulfilment mean 0% of the target KPI weight.

The implementation and results of selected strategies, projects, and plans in the form of Company Objectives and Key Results (COKRs), are measured using a success score. This shows the current fulfilment of key results associated with the given goal and is calculated as the arithmetic average of the fulfilment of all key results that were planned and realised in the evaluated period.

The list of defined key performance indicators for the year 2025 is divided according to the nature of the defined goals as follows:

Goals at the level of the parent company SG linked to the fulfilment of strategic priorities, including priorities related to sustainable development (ESG)

- SG financial goals (CIR, ROTE, CET1): Cost/Income Ratio (CIR) of the SG Group, Return on Tangible Equity (ROTE) of the SG Group, Common Equity Capital Tier 1 (CET1) of the SG Group
- Engagement score: Engagement score measures the level of engagement, satisfaction, and motivation of employees in the Group.
- NPS: Client satisfaction measured by Net Promoter Score (NPS) in the Bank's key segments showing the clients' willingness to recommend KB as a reference bank
- ESG strategy implementation: Summary indicator for fulfilment of the ESG strategy's key goals (quantitative and qualitative)

KB Group Financial Trajectory and Budget

- KB Group CIR: Cost/income ratio of KB Group
- KB Group ROE: Return on equity of KB Group
- NBI KB Group: Net banking income of KB Group
- NBI Corporate and Investment Banking: Net banking income of KB Group's corporate and investment banking
- NBI Retail Banking: Net retail banking income of KB Group

Performance and Efficiency Program

- Budgetary cost discipline: Budgetary cost discipline of KB Group in the area of responsibility
- KB Group contribution to the SG Group Performance and Efficiency Program: OPEX and CAPEX savings from Performance and Efficiency Program

Risk management, audit, and regulatory recommendations

- Average rating of KB bank loan portfolio: The KPI is met if the value achieved is lower than the target KPI.
- Default rate at KB loan portfolio: Represents the 12-month default rate of the portfolio as of month M, calculated as the ratio of exposure to clients which were not in default in month M but which then defaulted at least once within the next 12 months (M+1, M+2, ..., M+12) to the exposure to all clients not in default in month M.
- Default Rate CIB: Represents 12-month default rate of the portfolio as of month M calculated as the ratio of exposure to clients which were not in default as of month M but which then defaulted at least once within the next 12 months (M+1, M+2, ..., M+12) to the exposure to all clients not in default in month M.
- Default Rate Retail (SB+IND): Represents 12-month default rate of the portfolio as of month M calculated as the ratio of exposure to clients which were not in default as of month M but which then defaulted at least once within the next 12 months (M+1, M+2, ..., M+12) to the exposure to all clients not in default in month M.
- Implementation of regulatory, audit, and compliance recommendations: Summary indicator that includes the implementation of regulatory requirements, timely implementation of internal audit requirements, and fulfilment of compliance department requirements.
- Capital adequacy: Capital adequacy of KB Group should be managed in such a way as to ensure no breaching of regulatory requirements while taking into account the outcomes of regular baseline projections, stress testing, and available information. Target and thresholds could be changed based on CNB inputs.
- Operational risk: Amount of operational losses relative to KB NBI
- Recovery performance: Recovery performance on KB's defaulted corporate portfolio
- IT system availability + Incident/Crisis management: IT system availability and stability, incident management. The indicator measures the number of incidents that had an impact on clients and the length of time required for their resolution.

Commitment to clients, client experience quality, and client satisfaction

- Adapt risk appetite to the new world of digital banking: Adaptation of risk management in the new era of digital banking (in order to identify and manage emerging risks in a volatile, uncertain, and complex economic environment).
- NPS / Net promoter score total: Net Promoter Score (NPS) – indicator measures how willing customers are to recommend our company or its services to others in the Bank’s key segments.
- NPS / Net promoter score (Retail segment): Net Promoter Score (NPS) – indicator measures how willing customers are to recommend our company or its services to others in the Retail segment.
- NPS / Net promoter score (Corporate segment): Net Promoter Score (NPS) – indicator measures how willing customers are to recommend our company or its services to others in the Corporate segments.
- Implementation of the new digital bank for retail clients: The strategy focuses on creating a New Digital Bank (NDB) by 2025, delivering a unique user experience, and setting new standards in advisory and service quality through state-of-the-art technologies, seamless omnichannel experience, and innovative services aligned with the values of growth, usefulness, and responsibility.
- Leading operational efficiency position of KB Group: Confirmation of KB Group’s leading position in operational efficiency in the European region
- Leverage AI-driven growth: Effective use of AI in banking processes to maintain KB’s position as one of the market leaders

Managerial culture and conduct

- Managerial assessment: Assessment of managerial behaviour focused on embodying and promoting the highest standards of performance culture while reflecting an approach leading towards the fulfilment of other KB Group goals

Comprehensive assessment of goals achievement for 2025 as the basis for the 2025 bonus awarded in 2026

Development of banking market in 2025

The Czech economy grew faster in 2025 than the market consensus, including KB economists, had expected at the beginning of the year. The main driver of growth was household consumption, which was supported by rapid growth in real wages. Despite escalation of international trade tensions, the Czech corporate sector proved to be highly resilient thanks to its ability flexibly to increase exports in growth areas, which, in 2025, included information services and defence industry production, among others.

Even with brisk GDP growth, inflation remained within the Czech National Bank's tolerance band, showing a downward trend over the course of the year, while core inflation remained elevated. The CNB responded to this inflationary development with two rate cuts, each by 25 basis points, which was slightly slower than KB had anticipated in its outlook.

In 2025, the Czech government continued to consolidate public finances as expected, and there were no significant unexpected changes in the tax or regulatory environment.

Key macroeconomic data	2022	2023	2024	2025
Average yearly inflation rate (%) *	15.1	10.7	2.4	2.5
Growth of average gross wage in the national economy (%) *	4.3	7.2	7.2	7,1**

*Source: Czech statistical office.

** Data for Q3.

As of the end of 2025, total bank lending on the overall market (excluding repo operations) had grown by 7.2% year over year.¹⁾ Lending to individuals climbed by 8.5%, with housing loans expanding by 7.7% year on year. Lending to businesses and other corporations increased from the year earlier by 5.3%.

The volume of client deposits in Czech banks had expanded by 6.6% year over year as of December 2025. Deposits from individuals had grown in total by 4.6% while the market deposits from businesses and other corporations were up by 7.8% year on year. The volumes on current accounts were lower by (1.6%) from the same month a year earlier while those on term deposits were greater by 12.4% and saving accounts added 15.2%.

KB Group achieved again solid business results

In 2025, Komerční banka Group increased its customer base by 42,000 to a total of 2,268,000. The dominant contributor to this growth was growth in the number of clients of the Bank itself. The number of clients in subsidiaries decreased slightly, in line with trends in the relevant financial market segments.

KB achieved a number of milestones in its transformation programme, including the development of the KB+ digital bank offering and the transfer of individual clients to KB+.

The growth of KB Group's total loan portfolio reached 6.8%, which is at the upper end of the outlook published at the beginning of the year (mid-single-digit growth). The results were satisfactory in all lending categories, with the exception of consumer finance, which continued to be affected by the transfer of retail banking clients from the original infrastructure to the new KB+ digital bank. That transfer tied up considerable capacity in the Bank's sales and operational divisions during the year.

The volume of total deposits in 2025 also rose year on year in line with the published mid-single-digit outlook, but the acceleration did not occur until the end of the year. The growth rate of client assets in mutual funds did not meet the double-digit target, with the slowdown influenced by increased global economic uncertainty and strong competition from bank deposit products.

1) Source of data on banking market developments: ARAD statistics of the CNB, www.cnb.cz/arad.

Financial performance at net profit level in line with plan

Consolidated net operating income for 2025 grew by 0.2% year on year, which was less than the published outlook (high single-digit growth). Within the income structure, net interest income was slower, mainly due to delayed growth in business volumes and strong competition in the deposit market, which affected the structure of client deposits and deposit rates. Lower-than-expected net fee and commission income was affected by a slowdown in mutual fund sales and loan syndication, as well as by higher fee expenses. Net income from financial operations ended slightly below budget, affected by lower-than-expected demand for hedging and lower currency conversion volumes. Net operating income in retail banking and investment banking increased slightly, while in corporate banking it was slightly lower year on year.

The Group responded to slower revenue growth with additional efforts in the area of operating costs, which declined slightly more than originally forecast (low single-digit decline) for the full year. Successful ongoing simplification and digitalisation enabled a headcount decrease in line with the plan.

In the context of the described development of operating income and expenses, the cost-to-income ratio reached 46.1%, which is higher than the target (43.7%).

The cost of risk ended up in the net release territory (i.e. below the budgeted level), mainly thanks to the overall high quality of the loan portfolio and strong performance in asset recovery, as well as a contribution from a partial release of overlay reserves.

KB achieved in 2025 a healthy level of profitability. Measured by return on equity (ROE), the Group's profitability reached 14.2% in comparison with the target of 13.6%. The Group also maintained its robust capital adequacy (in line with the target) – even when adjusting for the proposed dividend payment – and strong liquidity.

KPI development and comparison to 2024 target consolidated data	2022	2023	2024	2025	2025 Target
NBI (CZK billion)	38.632	36.199	36.786	36.857	39.926
ROE (%)	14.4	12.7	13.7	14.2	13.6
CIR (%)	41.5	47.8	48.2	46.1	43.7
Capital adequacy	19.5	18.8	18.8	17.9	17.9

Risk management and control processes

Evaluating the functionality and effectiveness of risk management, management and control processes, and corporate governance is the main task of KB Internal Audit. This work contributes to improving operational efficiency of the entire organisation. At the end of 2025, there was no remediating action being implemented after its deadline within KB Group. In its regular report to the Board of Directors, the Audit Committee, and the Supervisory Board, KB Internal Audit assessed the Bank's internal control system as effective.

In 2025, KB Group recorded a total of 196 operational risk losses, representing a year-on-year decrease of 26%. The total amount of these losses was significantly lower in 2025 than in 2024, reaching approximately 11% of the previous year's final loss volume. This substantial year-on-year reduction was influenced by the fact that in 2024 a single loss with a significant financial impact had been recorded, materially increasing the total loss amount for that year. The most significant category of net losses consists of fraud and other criminal acts.

In the cybersecurity area, Komerční banka continuously monitors a defined set of Key Risk Indicators (KRIs), such as the number of security exceptions, the number and criticality of open vulnerabilities, and the number of security incidents. During 2025, the monitored KRI values were maintained or improved. The Bank was not required in 2025 to report any major security incident under EU Regulation 2022/2554 on Digital Operational Resilience for the Financial Sector (DORA), Chapter III — ICT-related Incident Management, Classification, and Reporting.

Commitment to clients, client experience quality, and client satisfaction

In 2025, the Bank focused on completing the transfer of clients who are private individuals to the KB+ environment. As of 31 December 2025, more than 93% of these individual customers were already being served in the KB+ environment. The transfer of entrepreneurs and small businesses will continue in 2026 and 2027. In the corporate client segments, Komerční banka will continue to develop its offering with the aim of increasing client satisfaction based on its existing infrastructure.

At the end of last year, the new KB+ platform had a total of 1,610,000 users, of which 322,000 were completely new customers while all other were transferred from the original systems.

The increasing maturity of the KB+ offering is leading to a rise in the share of digital sales in total retail banking sales. In 2020, KB's retail distribution network sold approximately 17% of new production through digital channels. By 2025, this share had increased to 55%. This trend strengthens productivity of the distribution network and allows it to maintain strong capacity even while reducing the number of branches and employees in the network.

Clients transitioned to the new banking system themselves by signing contractual documentation online in the KB+ application, remotely with the assistance of branch and contact centre staff, or at branches with the help of banking advisors. The new contract allows clients to choose subscription plans, extra services, and other financial products independently and easily according to their current preferences. However, transition to the new application meant that clients had to familiarise themselves with the new way of operating and organising the application, as well as the new pricing model. Immediately after the transition, KB recorded a slight deterioration in customer satisfaction indicators, but these quickly improved as customers became accustomed to the new application, KB expanded the product range available in the application, and the new system achieved a high level of availability and reliability. By the end of 2025, client satisfaction as measured by Net Promoter Score in the individuals segment had reached an excellent level of 42 points, which was better than before the changes.

Satisfaction with KB in the corporate segment for 2025 remained consistently high, and a new positive sign is the NPS rating, which increased by 11 points year on year to an average of 54 points. According to the results of the current measurement in 2025, this value increased for all client segments in corporate services (medium-sized enterprises, municipalities, large enterprises, and international companies). The high overall satisfaction of corporate customers was mainly due to the wide range of products and professional service, which continues to be a clear pillar of the NPS. In terms of satisfaction, the area of domestic and, in particular, international payments resonated strongly.

Managerial culture and behaviour

Managerial culture and conduct reflect the development of managerial culture and leadership within the area of a KB Board member's responsibility and while taking into account KB values, performance culture, employee satisfaction, effective management and governance, the talent development programme, and succession planning. At the same time, these encompass responsible conduct in compliance with applicable regulations and principles of responsible governance. These aspects are individually assessed by the relevant superior manager as part of the evaluation process.

In 2025, all members of the Board of Directors complied with the required standards of conduct and respective regulatory obligations. Their performance in this area was individually assessed by the respective supervising manager, taking into account their approach to meeting the set objectives and promoting the values of the KB Group.

Individual evaluation of goal achievement for 2025 as basis for the 2025 bonus awarded in 2026

Jan Juchelka, Chairman of the Board of Directors and Chief Executive Officer (CEO)

The CEO's goals for 2025 were set so that 75% of the total weighting was assigned to objectives specific to the KB Group while that for the goals shared with the SG Group was limited to a maximum of 25%.

The goals of the KB CEO for 2025 included aligning strategic priorities across the six key areas listed below. Selected priorities were measured using the COKR (Company Objectives and Key Results) system.

The remuneration is linked to the performance of both KB and the SG Group, as the entire group benefits from mutual synergies, including a strong international brand and shared know-how.

Overview of goals, their weightings, and achievement levels for 2025:

Category of goals	KPIs	KPI weight	Category of goals weight	Fulfilment
Goals at the level of the parent company SG linked to the fulfilment of strategic priorities, including priorities related to sustainable development (ESG)	SG financial goals (CIR, ROTE, CET1)	18%	25%	99%
	Engagement score	3%		
	NPS	3%		
	ESG strategy implementation	1%		
KB Group Financial Trajectory and Budget	KB Group CIR	5%	15%	71%
	NBI KB Group	5%		
	KB Group ROE	5%		
Performance and Efficiency Program	KB Group contribution to the SG Group Performance and Efficiency Program	10%	10%	100%
Risk management, audit, and regulatory requirements	Default Rate KB Group	5%	20%	110%
	Implementation of regulatory, audit and, compliance recommendations	5%		
	Capital adequacy	5%		
	Operational risk	5%		
Commitment to clients, client experience quality, and client satisfaction	Implementation of new digital bank for retail clients	5%	10%	85%
	NPS / Net promoter score total	5%		
Managerial culture and behaviour	Manager Assessment	20%	20%	85%
Total		100%	100%	93%

Anne de Kouchkovsky, member of the Board of Directors, Chief Risk Officer (CRO)

The goals of the Board member responsible for risk management (CRO) must, as an internal control function, be independent of the performance of the business areas that Board member oversees. For this reason, that member's goals are not of a business performance nature.

In accordance with Decree No. 163/2014 Coll. of the Czech National Bank, employees in internal control functions are remunerated based on the achievement of objectives set for their respective control functions, independently of the performance of the units they supervise. The remuneration of employees in leadership positions within risk management is, under this decree, subject to direct supervision of the Remuneration Committee or of the control body.

Overview of goals, their weightings, and achievement levels for 2025:

Category of goals	KPIs	KPI weight	Category of goals weight	Fulfilment
Performance and Efficiency Program	Budgetary cost discipline	10%	20%	103%
	KB Group contribution to the SG Group Performance and Efficiency Program	10%		
Risk management, audit and, regulatory requirements	Avg. rating of KB bank loan portfolio	5%	50%	106%
	Default Rate KB Group	10%		
	Implementation of regulatory, audit, and compliance recommendations	10%		
	Capital adequacy	5%		
	Operational risk	10%		
Commitment to clients, client experience quality, and client satisfaction	Recovery performance	10%	10%	
	Adapt Risk Appetite to the New World of Digital Banking	5%		
	NPS / Net promoter score total	5%		
Managerial culture and behaviour	Manager Assessment	20%	20%	100%
Total		100%	100%	102%

As of 1 September 2025, Anne de Kouchkovsky took over the goals after Didier Colin. Total fulfilment of Didier Colin's goals was 101% as of 2Q 2025.

The goals of **the other Board members** for 2025 were set so that 100% of their total weighting was assigned to objectives specific to KB Group while aligning strategic priorities across the five key areas listed below.

Miroslav Hiršl, member of the Board of Directors, Senior Executive Director for Retail banking

Category of goals	KPIs	KPI weight	Category of goals weight	Fulfilment
KB Group Financial Trajectory and Budget	KB Group CIR	5%	30%	76%
	KB Group ROE	5%		
	NBI Retail banking	20%		
Performance and Efficiency Program	Budgetary cost discipline	10%	20%	100%
	KB Group contribution to the SG Group Performance and Efficiency Program	10%		
Risk management, audit, and regulatory requirements	Default Rate Retail (SB+IND)	5%	20%	108%
	Implementation of regulatory, audit, and compliance recommendations	5%		
	Capital adequacy	5%		
Commitment to clients, client experience quality, and client satisfaction	Operational risk	5%	10%	83%
	Implementation of new digital bank for retail clients	5%		
	NPS / Net promoter score (Retail segment)	5%		
Managerial culture and behaviour	Manager Assessment	20%	20%	90%
Total		100%	100%	91%

Katarína Kuručová, member of the Board of Directors, Senior Executive Director for Corporate and Investment Banking

Category of goals	KPIs	KPI weight	Category of goals weight	Fulfilment
KB Group Financial Trajectory and Budget	KB Group CIR	5%	30%	68%
	KB Group ROE	5%		
	NBI Corporate and investment banking	20%		
Performance and Efficiency Program	Budgetary cost discipline	10%	20%	103%
	KB Group contribution to the SG Group Performance and Efficiency Program	10%		
Risk management, audit, and regulatory requirements	Default Rate CIB	5%	20%	110%
	Implementation of regulatory, audit, and compliance recommendations	5%		
	Capital adequacy	5%		
	Operational risk	5%		
Commitment to clients, client experience quality, and client satisfaction	NPS / Net promoter score (Corporate segment)	5%	5%	108%
Managerial culture and behaviour	Manager Assessment	25%	25%	100%
Total		100%	100%	93%

As of 1 June 2025, Katarína Kuručová took over the goals after David Formánek. Total fulfilment of David Formánek goals was 80% as of 1Q 2025.

Margus Simson, member of the Board of Directors, Chief Digital Officer

Category of goals	KPIs	KPI weight	Category of goals weight	Fulfilment
KB Group Financial Trajectory and Budget	KB Group CIR	10%	30%	71%
	NBI KB Group	10%		
	KB Group ROE	10%		
Performance and Efficiency Program	Budgetary cost discipline	10%	20%	101%
	KB Group contribution to the SG Group Performance and Efficiency Program	10%		
Risk management, audit, and regulatory requirements	Implementation of regulatory, audit, and compliance recommendations	5%	20%	110%
	Capital adequacy	5%		
	Operational risk	5%		
	IT System availability + Incident/Crisis management	5%		
Commitment to clients, client experience quality, and client satisfaction	Leverage AI-Driven growth	5%	10%	95%
	NPS / Net promoter score total	5%		
Managerial culture and behaviour	Manager Assessment	20%	20%	60%
Total		100%	100%	85%

Jitka Haubová, member of the Board of Directors, Chief Operations Officer

Category of goals	KPIs	KPI weight	Category of goals weight	Fulfilment
KB Group Financial Trajectory and Budget	KB Group CIR	10%	30%	71%
	NBI KB Group	10%		
	KB Group ROE	10%		
Performance and Efficiency Program	Budgetary cost discipline	5%	15%	104%
	KB Group contribution to the SG Group Performance and Efficiency Program	10%		
Risk management, audit, and regulatory requirements	Implementation of regulatory, audit, and compliance recommendations	5%	20%	108%
	Capital adequacy	5%		
	Operational risk	5%		
	IT System availability + Incident/Crisis management	5%		
Commitment to clients, client experience quality, and client satisfaction	Leading Operational Efficiency position of KB Group	5%	15%	91%
	Implementation of new digital bank for retail clients	5%		
	NPS / Net promoter score total	5%		
Managerial culture and behaviour	Manager Assessment	20%	20%	105%
Total		100%	100%	93%

The variable remuneration component for performance in 2025 will be paid out in accordance with the deferral scheme between 2026 and 2032. Bonus amounts awarded in 2026 for performance in 2025 will be included in the Report on Remuneration for the year 2026.