2025 KB Financial Group

Sustainability Report

– Prepared in Accordance with KSSB Sustainability Disclosure Standards

KB Financial Group

ABOUT THIS REPORT

KB Financial Group is committed to listening to the voices of its diverse stakeholders. To deliver the essential information they need more clearly and accurately, the Group has diversified its communication channels and published three separate reports tailored to the information needs of different readers. For investors, the Group provides financially material information in a consistent and comparable format in accordance with the Korea Sustainability Standards Board (KSSB)'s Sustainability Disclosure Standards to support informed investment decisions. For data users, it enhances the usability of verified sustainability data through transparent disclosure. For a broader range of stakeholders, it shares the full story of the Group's sustainability management activities.

Sustainability Report – Prepared in Accordance with KSSB Sustainability Disclosure Standards

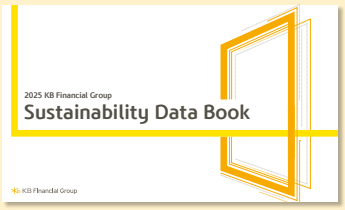
"A Sustainability Report Focused on Financially Material Information"

KB Financial Group proactively applies KSSB Standards 1 and 2 to disclose financially material information on sustainability-related risks and opportunities in a consistent and comparable format. By enhancing the usefulness of information centered on the four core contents—Governance, Strategy, Risk Management, and Metrics & Targets—the Group supports informed investment decisions.

Sustainability Data Book

"A Dedicated Data Book for Managing the Group's Sustainability Performance History"

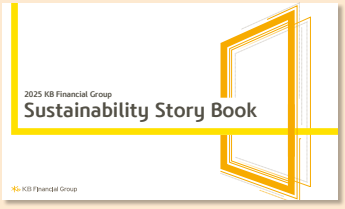
The Sustainability Data Book is compiled with a focus on the sustainability management performance of KB Financial Group as a whole. This report transparently discloses information on the Group's activities and performance that has been systematically managed under sustainability data governance, providing highly reliable data verified by specialized external institutions that offers stakeholders an objective and well-founded basis for judgment.



Sustainability Story Book

"A Book That Communicates the Value of Sustainability in Daily Life"

The Sustainability Story Book provides a channel for approachable and easy-to-understand communication. Rather than simply listing what may feel like complex performance data, it shows how sustainability is practiced within the Group's core business through familiar stories.



ABOUT THIS REPORT

KB Financial Group applies the KSSB Sustainability Disclosure Standards No. 1 and No. 2 to identify sustainability-related risks and opportunities, and discloses financially material information in a consistent and comparable format across the four core contents of Governance, Strategy, Risk Management, and Metrics & Targets. Through a financial materiality assessment, five material topics were selected for 2025 — Enterprise Risk Management, Climate Change Strategy, Protection of Financial Consumers, Information Security, and Digital Innovation and Technology — and both qualitative and quantitative information is disclosed on the effects that the risks and opportunities associated with each topic are expected to have on financial position, financial performance, and cash flows across short-, medium-, and long-term time horizons.

Reporting Period

This report covers the sustainability activities and performance of KB Financial Group from January 1 to December 31, 2025. Some content from the first half of 2026 may also be included depending on the timeliness and materiality of the information. Quantitative performance data spans three years from 2023 to 2025 (and four years from 2022 to 2025 for certain environmental data) to enable year-on-year trend analysis.
Financial performance is reported on a consolidated financial statements basis to reflect the activities of KB Financial Group as a whole. Non-financial performance is described primarily in terms of content that is applicable across the Group, while certain programs specify the subsidiary responsible, so that the scope of reporting is clearly delineated.

Reporting Scope

This report covers the sustainability management activities of KB Financial Group and its subsidiaries. KB Financial Group's subsidiaries include KB Kookmin Bank, KB Securities, KB Insurance, KB Kookmin Card, KB Life Insurance, KB Asset Management, KB Capital, KB Real Estate Trust, KB Savings Bank, KB Investment, and KB Data Systems. The reporting scope encompasses the headquarters and all domestic and overseas branches. Certain data also includes information on subsidiaries beyond the listed entities above, in order to provide, as a single reporting entity, information on both the parent company and its subsidiaries.

Reporting Standards

This report has been prepared in accordance with KSSB Standard 1, General Requirements for Disclosure of Sustainability-related Financial Information, and KSSB Standard 2, Climate-related Disclosures, as published by the Korea Sustainability Standards Board of the Korea Accounting Standards Board. Financial performance included in this report has been prepared on a consolidated financial statements basis in accordance with Korean International Financial Reporting Standards (K-IFRS).

Sources of Guidance

In preparing sustainability-related financial disclosures — including the identification of applicable disclosure requirements pertaining to sustainability-related risks or opportunities that could reasonably be expected to affect the Company's prospects — the Company applied the Sustainability Disclosure Standards. Reference was also made to disclosure topics under the standards of the Sustainability Accounting Standards Board (SASB).

Report Assurance

To enhance the reliability and quality of the report's content, this report has been assured by Korea Management Registrar (KMR), an independent third-party assurance provider. The assurance statement can be found on pages 107-111 of this report.

Judgments, Uncertainties, and Errors

Judgments that could have a significant effect on the disclosed information

The Sustainability Disclosure Standards permit the use of estimates in preparing sustainability-related financial disclosures, and require management judgment in applying those standards. Judgments exercised by the Company that could have a significant effect on the sustainability-related financial disclosures are as follows.

1. Identification of Sustainability-related Risks and Opportunities

To identify sustainability-related risks and opportunities that could reasonably be expected to affect the Company's prospects, the Company analyzed their financial effects. Among those identified at the reporting date, the Company selected five material issues that could reasonably be expected to affect its prospects over the short, medium, and long term for inclusion in the sustainability-related financial disclosures: Enterprise Risk Management, Climate Change Strategy, Protection of Financial Consumers, Information Security, and Digital Innovation and Technology.

2. Identification of Material Information

To identify the material information to be included in the sustainability-related financial disclosures, the Company considered the magnitude, nature, and likelihood of the impacts that sustainability-related risks and opportunities. Information required under the KSSB Sustainability Disclosure Standards was distinguished from immaterial information, which was excluded from the disclosures.

3. Reassessment of the Scope of Sustainability-related Risks and Opportunities Across the Value Chain

The Company reassesses sustainability-related risks and opportunities throughout its value chain when significant events or changes in circumstances occur. Such changes may arise even without the Company's direct involvement, or from changes in what the Company has assessed to be material to users of general purpose financial reports. These include significant changes in the value chain; in the business model, activities, or corporate structure of consolidated entities; and in the Company's exposure to sustainability-related risks and opportunities.

Measurement Uncertainty

Measurement uncertainty arises when sustainability-related financial information cannot be measured directly and must be estimated. Such estimates may involve assumptions about possible future events with uncertain outcomes.

1. Anticipated Effects of Sustainability-related Risks and Opportunities on Financial Information Across Time Horizons

This report includes quantitative and qualitative information on the expected effects of sustainability-related risks and opportunities on the Company's financial position, financial performance, and cash flows over the short, medium, and long term. This information was measured using all information reasonably available at the reporting date; however, actual results may differ if the estimates and assumptions based on management's best judgment differ from actual conditions.

2. Scope 1 and Scope 2 GHG Emissions of Subsidiaries

Disclosures under the 'Climate Change Strategy' topic include Scope 1 and Scope 2 GHG emissions from the domestic and overseas operations of 11 subsidiaries. For certain overseas operations, estimates were used where precise measurement was not practicable.

3. Scope 3 GHG Emissions

This report measures Scope 3 GHG emissions, including financed emissions, in accordance with the PCAF methodology, which involves the use of estimates. Measurement is affected by the availability and quality of value-chain data, and the Company uses all reasonable and supportable information available at the reporting date without undue cost or effort. Inputs and assumptions include calculation-based data, data from specific value-chain activities, and timely and verified data.

4. Scenario Analysis

The Company applies the NGFS scenarios and RCP scenarios to analyze the financial effects of climate-related risks and opportunities. Climate scenario analysis is based on assumptions regarding uncertain future climate pathways and policy changes, including estimates for temperature pathways, carbon prices, and the timing of policy implementation.

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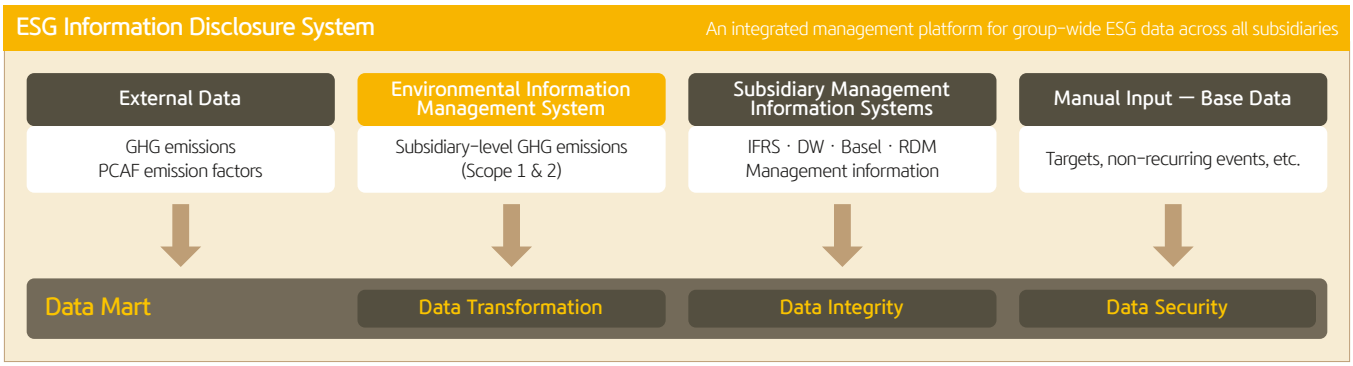
KSSB Sustainability Disclosure Standard No. 2 Index
SASB Index
Third-Party Assurance Statement
GHG Emissions Verification Statement

Sustainability Governance

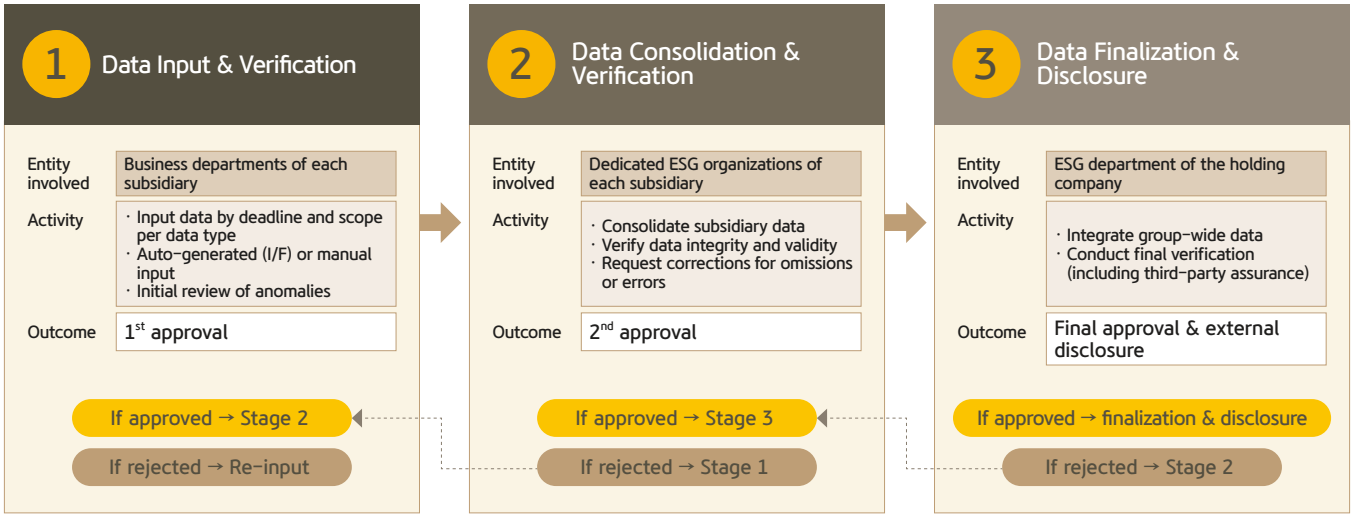
Sustainability Data Governance

KB Financial Group provides transparent and reliable disclosure information that meets domestic and international standards, driven by the group-wide system for managing subsidiary data processes—from input to collection and output—and a three-stage verification process.

Data Input · Consolidation · Output



Data Verification Process (3 Stages)



Ensuring the reliability of disclosed information

Disclosure Outputs

Internal Emissions | Financed Emissions | Scenario Analysis | Financial Effects | ESG Financial Products | Quantitative Data

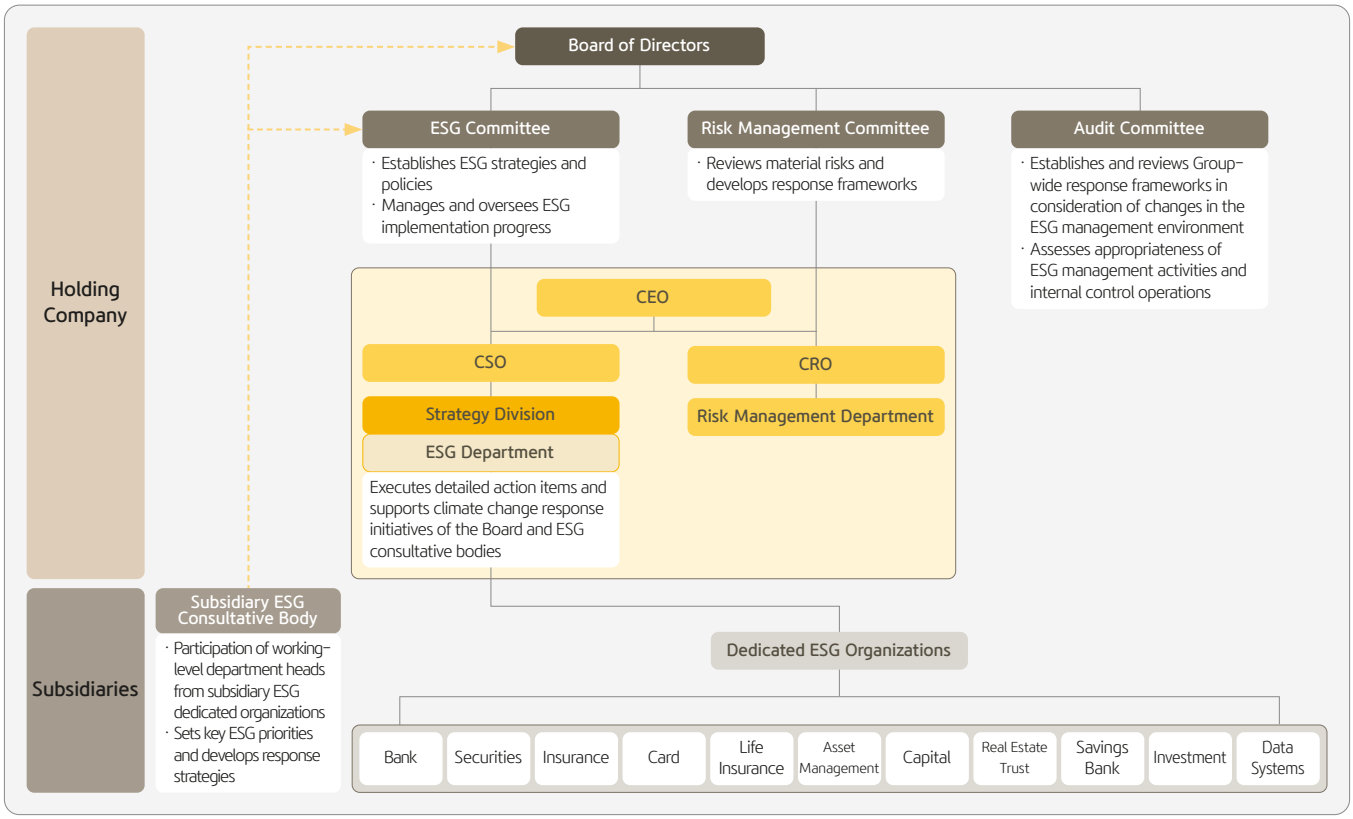
KRX Disclosure
Sustainability Report prepared in accordance with KSSB Sustainability Disclosure Standards

Sustainability Governance

Governance Bodies Responsible for Oversight of Sustainability-related Risks and Opportunities

Roles and Responsibilities

KB Financial Group Inc. manages and oversees sustainability-related risks and opportunities in an integrated manner through the ESG Committee and the Risk Management Committee within the Board of Directors. Major subsidiaries also operate board-level committees with the participation of the CEO and C-suite executives, as well as dedicated ESG organizations, and support the implementation of the Group's ESG strategy through working-level consultative bodies led by department heads.



Policies Defining Roles and Responsibilities

KB Financial Group stipulates the authorities, responsibilities, and operating procedures of each governance body in relevant internal regulations — including the Board of Directors Regulations and the ESG Committee Regulations — to ensure that accountability for managing and overseeing sustainability-related risks and opportunities is effectively achieved. In addition, the reporting and deliberation framework for sustainability-related agenda items is operated in conjunction with relevant internal regulations and job descriptions.

Committee	Roles and Responsibilities	Composition	Relevant Regulations
ESG Committee	· Highest decision-making body for the Group's sustainability management · Establishment and approval of sustainability-related Group strategies and policies · Regular management, oversight and review of the implementation of key initiatives	3 non-executive directors, 1 executive director, 1 non-standing director	ESG Committee Regulations
Risk Management Committee	· Highest decision-making body for risk management · Establishment and approval of group-wide risk management standards and strategies · Operation and oversight of the enterprise-wide risk management framework · Reporting on the status and monitoring results of material risks, including sustainability-related risks	4 non-executive directors	Risk Management Committee Regulations Risk Management Policy
Audit Committee	· Review of the adequacy of the enterprise-wide response framework in consideration of changes in the ESG management environment · Review of the adequacy of sustainability-related management frameworks and internal control operations	4 non-executive directors	Audit Committee Regulations

Sustainability Governance

Competencies and Development for Oversight of Sustainability-related Risks and Opportunities

KB Financial Group Inc. structures the Group's Board of Directors to include non-executive directors with expertise and experience in the ESG field. As of 2025, 3 out of the 9 holding company board members (33.3%) possess expertise in ESG, and participate in the decision-making of the Board of Directors and the ESG Committee on that basis.

In addition, KB Financial Group Inc. provides ESG-related training, seminars, forums, and briefings on major regulatory changes to enhance the sustainability management and oversight capabilities of board members. Major subsidiaries also operate ESG-related training programs.

2025 Training for Non-executive Directors of the Holding Company

Date	Program	Target Audience	Content
2025.7.1	ACI Seminar	Audit Committee members	· Board and audit committee considerations in preparation for sustainability disclosures, improvements in corporate governance, and challenges for directors
2025.8.5	Financial Company Non-executive Directors Seminar	ESG Committee members	· Recent risk management and ESG issues at financial companies
2025.12.11	ESG Committee Members Training	ESG Committee members	· Trends in ESG disclosure and their impact on corporate management

Reporting Approach and Frequency to Governance Bodies

KB Financial Group Inc. operates a Board-level reporting framework. The ESG Committee receives semi-annual reports on the implementation status of key initiatives under the Group's ESG strategy, with ad hoc reports on major issues provided as needed. The ESG consultative bodies of each subsidiary voluntarily report on ESG issues — including climate change and the status of the response – to their respective boards of directors at least once a year.

In 2025, the ESG Committee was convened a total of three times, during which the following matters were discussed: the organic linkage between ESG performance and enterprise-wide management performance; enhancing the understanding and engagement of operational departments in the formulation of ESG action plans; and approaches to monitoring the substantive actual implementation of ESG activities beyond the simple management of quantitative indicators. Based on the discussions held at the committee, we strengthened the framework for linking ESG performance with management performance — including the introduction of new enterprise-wide KPIs to expand the scale of productive finance — and expanded training programs for the development of specialist personnel in screening and risk management to strengthen the execution of transition finance. In addition, to strengthen substantive ESG management monitoring across subsidiaries, we operated a 'Subsidiary ESG Implementation Status Report' process targeting the Group CEO and subsidiary CEOs.

2025 ESG Committee Resolutions and Reports

Session	Date	Type	Resolutions and Reports
1st	June 12, 2025	Report	· Publication of the 2024 Sustainability Report – Status review, materiality assessment, activity analysis, report preparation, and third-party assurance process
2nd	July 25, 2025	Report	· H1 2025 ESG implementation results and H2 2025 direction
3rd	December 11, 2025	Report	· 2026 ESG direction and key initiatives · 2025 inclusive finance implementation status and 2026 plan

How Sustainability-related Risks and Opportunities are Considered in Key Decision-making, Risk Management, and Oversight

When establishing the Group's strategies and policies, KB Financial Group considers the impacts on environmental, social, and corporate governance factors that affect enterprise value and medium- to long-term sustainability. The holding company's ESG Committee deliberates and resolves on ESG strategies and policies across the full spectrum of the environmental, social, and governance domains to advance group-wide sustainability management, and oversees to ensure that sustainability-related risks and opportunities are appropriately reflected in the Group's strategy, key decision-making, and risk management policies.

In the environmental domain, we pursue the setting and monitoring of carbon emission reduction targets, responses to environmental risks including climate risk, leadership in eco-friendly financial ecosystems, and the expansion of green investments and loans. In the social domain, we strengthen our responsible management centered on expanding inclusive and productive finance, shared growth with local communities, and respect for human rights and diversity.

Sustainability Governance

In the corporate governance domain, we implement initiatives to promote transparent corporate governance, including enhancing the transparency of stakeholder communications, strengthening stewardship code compliance, advancing information disclosure practices, and establishing a comprehensive governance evaluation framework.

Trade-offs Associated with Sustainability-related Risks and Opportunities

In accordance with the ESG Committee Regulations and the relevant internal regulations, KB Financial Group Inc. comprehensively considers both the likelihood of sustainability-related risks and the magnitude of their financial and strategic impacts, alongside a balanced assessment of associated opportunity factors, when deliberating and resolving on major agenda items. Through this approach, we aim for balanced decision-making that takes both short-term profitability and medium- to long-term enterprise value into account. Going forward, we plan to more precisely reflect these interdependencies through the advancement of our financial effects analysis framework.

Oversight of Target-setting and Progress Monitoring

KB Financial Group Inc. manages the setting and implementation of sustainability-related targets at both the board and management levels. Items related to sustainability management are reflected in management's Key Performance Indicators (KPIs), and the ESG Business Division, which is the division responsible for ESG operations, separately evaluates the implementation results and performance of key initiatives. Each subsidiary also establishes and operates its own ESG performance evaluation criteria aligned with the Group's strategy.

Sustainability Management Performance Evaluation and Compensation Framework

Target	Category	KPI	Weight vs. Total KPIs
Head of ESG Department	ESG Strategy Implementation	· Establishment and implementation of action items aligned with the Group's ESG strategy · Implementation of initiative monitoring and performance management processes	38%
	Eco-friendly Management	· Eco-friendly product Development and Investment Performance · Improvement of carbon emission management processes and achievement of reduction targets · Improvement of processes reflecting ESG factors in credit and investment screening	
	Enhancement of Social Value	· Results and contribution to ESG-related disclosures and responses to external assessments	

Management Responsible for Oversight of Sustainability-related Risks and Opportunities

Roles Delegated to Management and Oversight Approach

Led by the CEO, KB Financial Group has established an enterprise-wide ESG response framework for strategy and risk management through the Head of Future Strategy Group (CSO) and the Chief Risk Officer (CRO), each leading their respective areas of expertise. On this basis, sustainability-related risks and opportunities are managed and overseen professionally and systematically. Management reflects the Group's sustainability strategy, climate change response, expansion of climate finance, and risk response direction across all management activities, and oversees the execution of key initiatives. In addition, we enhance execution by incorporating metrics linked to key strategies such as carbon emission reduction and the expansion of ESG financial products into our KPIs.

Controls and Procedures Used by Management to Support Oversight

KB Financial Group follows regular reporting and internal control procedures to enable our effective management oversight of sustainability-related risks and opportunities. Management receives regular reports on the implementation status of ESG initiatives and key issues, and related performance and significant matters are also periodically reported to the ESG Committee and the Board of Directors.
In addition, our 'Environmental Information Management System' measures and centrally manages GHG emissions to enhance the reliability and integrity of information, and we have established a 'Group ESG Information Disclosure System' to centrally manage sustainability information, including on climate change. Furthermore, we clearly define the roles and responsibilities of each department and internal control procedures with respect to the preparation, review, approval, and disclosure of sustainability information, and monitor and manage the adequacy of disclosures and the status of internal control operations.

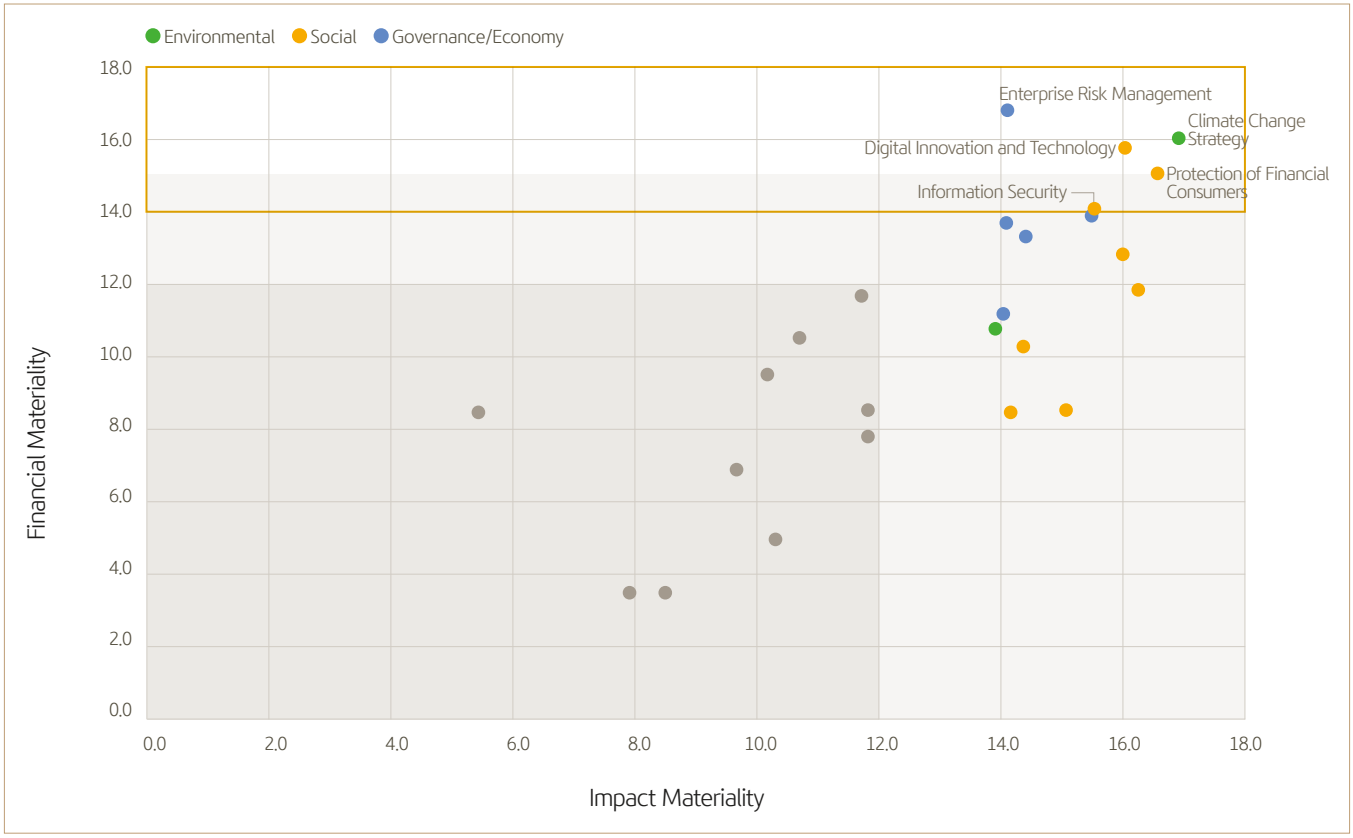
Financial Materiality Assessment

Each year, KB Financial Group conducts a financial materiality assessment to select sustainability disclosure topics based on the impact of changes in the external environment on the company's financial position, financial performance, and cash flows. For issues identified as financially material through the assessment, the Group apply KSSB Standards 1 and 2 to disclose financially material sustainability information across the four core contents of Governance, Strategy, Risk Management, and Metrics & Targets.

Through the 2025 financial materiality assessment, five issues were selected: Enterprise Risk Management, Climate Change Strategy, Protection of Financial Consumers, Information Security, and Digital Innovation and Technology.

For detailed information on the materiality assessment process, please refer to page 5–6 of the Sustainability Data Book.

Financial Materiality Assessment Result



Issue	Key Financial Effects by Issue
Enterprise Risk Management	Advancing the enterprise risk management framework to prevent non-financial risks from translating into financial losses amid a rapidly changing business environment
Climate Change Strategy	Managing the impact of transition risks and physical risks arising from carbon neutrality implementation on capital soundness in the asset portfolio
Protection of Financial Consumers	Enhancing brand value through the protection of financial consumers' rights and interests, and proactively mitigating potential financial risks related to mis-selling
Information Security	Reflecting the impact of cybersecurity and personal data protection capabilities on corporate credibility and intangible asset value
Digital Innovation and Technology	Reflecting future profitability metrics generated by securing new growth drivers through gains in operational efficiency from the adoption of digital and AI-based technologies and the delivery of hyper-personalized customer experiences

Enterprise Risk Management

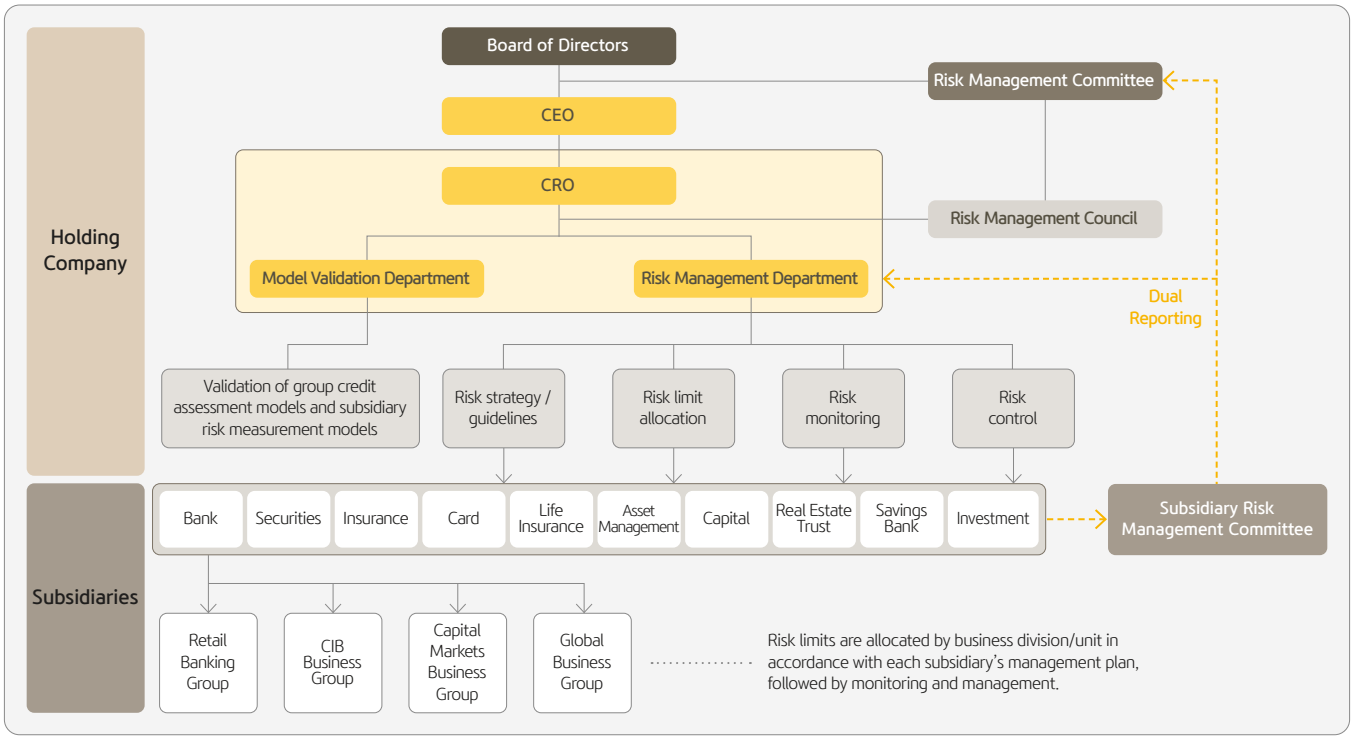
Governance Bodies for Risk Management and Oversight

Roles and Responsibilities

KB Financial Group has established and operates an enterprise-wide risk management framework that places the Board of Directors at the center.

Risk Management Committee	· The highest decision-making body responsible for establishing and approving Group-wide risk management standards and strategies based on the risk management philosophy set by the Board of Directors · Sets and regularly reviews the Risk Appetite, which is the level of risk the Group is willing to tolerate
Risk Management Council	· Composed of the CROs of the holding company and the Group's subsidiaries, and the Head of the holding company's Risk Management Department · Deliberates on the details of implementing risk management policies, strategies, and procedures for each subsidiary · Monitors the risk management status of subsidiaries, and establishes and implements necessary measures
Dedicated Risk Management Organization	· Operates as a dedicated risk management organization independent from business divisions · Major risk-related decisions are ultimately approved by the CRO rather than the CEO; the dedicated risk management organization operates as a department under the CRO's authority, supporting the performance of duties in accordance with the CRO's roles and responsibilities * The CRO is responsible for establishing detailed Group-wide risk management policies, procedures, and work processes, and for overseeing overall risk management monitoring.

Risk Management Governance



Policies Defining Roles and Responsibilities

KB Financial Group Inc. designates the 「Risk Management Policy」 as the highest-level governing framework for the Group's risk management, and establishes fundamental risk management principles and strategies based on the Group's risk management philosophy and principles, as set out in the 「Risk Management Policy」.

Enterprise Risk Management

The enactment and amendment of the 「Risk Management Regulations」, which establish the basic procedures and standards for risk management across the holding company and our subsidiaries, is designated as a matter within the authority of the Board of Directors in accordance with the 「Act on Corporate Governance of Financial Companies」. Authority and responsibility over risk management standards are delegated to the Risk Management Committee for the purpose of efficient risk management.
The Risk Management Committee establishes and manages fundamental principles on material risk-related matters — including changes to the Group's risk management organization and roles, and risk measurement and management — through the 「Risk Management Regulations」 and the 「Risk Management Council Regulations」.

Three-Stage Control Framework for Operational Risk

According to the 「Principles for Sound Management of Operational Risk (PSMOR)」 stipulated within supervisory regulations, supervisory authorities require the establishment of a three-stage control framework based on the principle of mutual checks and balances — consisting of the business unit (including support functions such as finance, human resources, and IT), an independent operational risk management function (including the compliance organization), and an internal audit organization (or a similar independent internal/external organization) — in order to appropriately identify and manage operational risk.
KB Financial Group has established a three-stage control framework for operational risk management, consisting of business units, risk management and compliance organizations, and the audit organization. Through this framework, KB Financial Group operates an operational risk management system in compliance with supervisory regulations, as set out in the internal 「Operational Risk Management Guidelines」.

Phase 1 Business Units	Subsidiary RM Organizations	
	· Primary identification and assessment of risks reflecting business characteristics, and portfolio management, including to ensure compliance with limits	
Phase 2 Risk Management and Compliance Organizations	Holding Company Risk Management Department	Compliance Department
	· Establishment of group risk management policies, allocation of risk limits by subsidiary, and monitoring	· Monitoring of regulatory compliance, operation of internal control systems, and oversight of employee adherence to the code of ethics
Phase 3 Audit Organization	Holding Company Audit Department	
	· Independent ex-post audit of the adequacy of risk and internal control framework operations	

Reporting Approach and Frequency to Governance Bodies

KB Financial Group convenes the Risk Management Committee at least once per quarter to report risk-related information. The group reports on risk limit management status by risk type and subsidiary, along with key risk issues for each subsidiary, at least once per quarter; furthermore, we regularly report on risk management status and the results of stress tests at least once per year.
The dedicated risk management organizations of each subsidiary establish detailed execution plans for matters determined by the Risk Management Council and report the results to management and the Council. The Risk Management Council is convened once per quarter in principle, with ad hoc sessions held as needed, and the results of Council operations are reported to the Risk Management Committee on a quarterly basis. In addition, the Group's risk characteristics and major developments are regularly reported to management through consultative bodies, such as through subsidiary management performance reviews and management councils.

Oversight Competencies and Development

The Risk Management Committee of KB Financial Group is composed of non-executive directors with expertise and experience in the field of risk management. Regular forums for educational purposes are held at least once a year to strengthen committee members' understanding of risk management governance and their management and oversight capabilities. In addition, KB Financial Group conducts regular risk management training for all executives and employees. In connection with the introduction of the Responsibilities Map, which came into effect in 2025, training was also conducted to disseminate the Group's strategic risk management direction to risk management practitioners at subsidiaries responsible for duties related to 'accountabilities in risk management operations.'

Enterprise Risk Management

2025 Risk Management Training

Date	Target Audience	Content
August 5, 2025	Risk Management Committee members	· Financial Company Non-executive Directors Seminar – Recent risk management and ESG issues at financial companies
August 27, 2025	Risk Management Committee members	· Risk Management Committee Members Training (Forum) – Understanding the KB Financial Group Inc.'s Recovery Plan, adequacy of internal capital management framework and RA levels, group capital markets business and risk management
November 12, 2025	Risk management officer	· 'Dissemination of the Group's risk management strategic direction in relation to 'accountability in risk management operations.'
2025 Annual Online Training	All executives and employees	· Credit assessment model development capacity-building training (twice a year) – KB Model Development Personnel Training Program (June 9 – November 26, 2025); KB Credit Assessment Model Personnel Development Program (October 21 – December 9, 2025)
		· Online training on the Recovery Plan (once a year) – Online video training for all executives and employees to enhance their understanding of the Recovery Plan (October 1 – December 19, 2025)

Meanwhile, KB Kookmin Bank utilizes the ACE Academy program to cultivate and identify employees with a long-term interest in risk management, with the aim of developing in-house risk management professionals. Employees who have completed the program are enrolled in a dedicated talent pool for risk management personnel development, and are actively leveraged in the placement of risk management staff. In addition, KB Kookmin Bank continuously provides risk management capacity-building training programs — including a risk management job certification program and outsourced SAS program training — and encourages employees to obtain professional certifications related to risk management, such as FRM and CFA.

How Risks are Considered

KB Financial Group identifies potential risks and incorporates them into decision-making when making decisions on matters that affect risk, such as management planning and strategy formulation, entry into new products and businesses, and the establishment and revision of key policies.

Group Management Strategy and Planning	Capital Planning	· Asset growth plans are established within available capital limits, taking into account each subsidiary's profit targets, capital raising plans, business environment and risk factors, and the Group's capital adequacy
	Risk Appetite	· Expected risks by risk type are analyzed based on each subsidiary's asset management plan for the following year, and reflected in the setting of the Group's risk appetite and internal capital limits
	Response to Potential Risks	· Potential risks are identified and response measures established for major management decisions — such as management strategy formulation, capital securities issuance, large-scale overseas investments, and dividend and performance compensation decisions — through an analysis of the impact on regulatory ratios and risk appetite
New Products and Entry into New Businesses	Pre-launch Risk Review	· Possible risks are pre-screened through prior consultation with the dedicated risk management organization. · Where approval by the Risk Management Committee is required, the final decision on implementation is made at the Group level following consultation with the holding company's Risk Management Department.
	Linkage with Financial Consumer Protection	· Product suitability is reviewed through prior consultation with financial consumer protection-related consultative bodies and consumer protection departments · Each subsidiary operates a separate Product Committee to conduct product reviews prior to launch and sale, and to carry out post-launch monitoring

Oversight of Target-setting and Progress Monitoring

KB Financial Group sets targets for risk management indicators — such as the Tier 1 ratio (Common Equity Tier 1 ratio) and RoRWA (Return on Risk-Weighted Assets) — and systematically manages risk through periodic monitoring. We monitor the status of risk management through risk management indicators and reflect these in Key Performance Indicators (KPIs), so that risk management is prioritized in key decision-making.

Target	KPI
Risk Management Committee	· Review of whether committee members are fulfilling their roles and responsibilities · Annual assessment at the beginning of each year of the adequacy of the committee's composition, operations, activities, and performance, based on the previous year's committee activities
CRO	· Risk management performance evaluation results are reflected in KPIs
Management	· Capital efficiency and risk management are reflected in the KPIs, including RoRWA (Return on Risk-Weighted Assets), a key indicator of RAPM (Risk-Adjusted Performance Measurement)
Dedicated Risk Management Organization	· An independent performance evaluation framework is applied, excluding indicators related to business performance

Enterprise Risk Management

Risk Analysis

KB Financial Group classifies risks that may arise across the enterprise by type, and works to manage them systematically through a comprehensive assessment of each risk factor and anticipated financial effects.

Time Horizons

KB Financial Group categorizes the time horizons over which the impacts of material risks are expected to materialize into short-term (within 1 year), medium-term (1-5 years), and long-term (beyond 5 years). These time horizon classifications are consistent with the criteria applied to strategic decision-making, and risk response strategies are established on this basis.

Risk Type		Risk Factor	Impact Level	Short-term	Medium-term	Long-term	Anticipated Financial Effects
Financial Risk	Credit risk	· Risk of loss due to default or credit rating downgrade (default loss)	High		●	●	· Increase in overdue, impaired, and restructured exposures · Increase in provisions for credit losses · Decrease in net carrying amount of loans measured at amortized cost (increase in allowance for credit losses)
	Market risk	· Risk of loss on trading positions due to fluctuations in market factors such as interest rates, equity prices, and foreign exchange rates	High	●	●		· Decline in fair value of financial assets and decrease in valuation gains/losses due to financial market fluctuations · Increase in interest expenses on funding
	Liquidity risk	· Risk of loss arising from inability to meet unexpected funding demands (outflows)	High	●			· Restricted liquidity of funds due to uncertainty in financial transactions
	Interest rate risk	· Risk of loss arising from changes in capital and earnings as the value of interest-sensitive assets and liabilities fluctuates with interest rate movements	High	●	●		· Decrease in equity and net interest income due to interest rate fluctuations
	Credit concentration Risk	· Risk that excessive concentration of asset management in a specific sector causes exposure to a single credit or group of related credits to have a significant impact on the Group's financial soundness and business continuity	Medium	●	●		· Decline in asset value of investment portfolio and decrease in investment inflows due to increased price volatility
Non-financial Risk	Operational risk	· Risk of loss arising from inadequate or failed internal procedures, personnel, systems, or external events	High		●	●	· Decrease in productivity and efficiency due to failures in personnel, systems, processes, or external environment · Increase in general and administrative expenses (fines and litigation costs) due to regulatory violations
	Strategic risk	· Risk of loss arising from adverse business decisions, improper execution of decisions, or failure to respond to changes in the business environment	Medium		●	●	· Decrease in revenues such as interest income and fee income due to reduced market competitiveness · Unnecessary capital or funding losses due to inadequate strategy formulation
	Reputational risk	· Risk of loss arising from deterioration of external sentiment among customers, shareholders, and others due to poor management performance, financial incidents, or social controversies	Medium		●	●	· Decrease in revenues such as interest income and fee income due to decline in Group credibility and decline in share price

Emerging Risks

KB Financial Group recognizes that diverse changes in the economic, environmental, and social landscape can have significant impacts on overall business operations, and defines and manages these as Emerging Risks.

Risk	Natural Capital Depletion and Biodiversity Loss Risk	Risk of Tangible and Intangible Losses Across the AI Adoption and Utilization Process
Definition	Risk that the physical depletion of natural capital such as water resources and soil, combined with the strengthening of global environmental regulations including the introduction of biodiversity disclosure standards, could lead to a decline in corporate productivity and financial losses in the financial system	Risk that the expanded adoption and use of AI (including generative AI) across the financial sector gives rise to financial and non-financial losses throughout the entire process — from AI planning to post-management — due to data bias and quality degradation, lack of explainability, model malfunction, and violations of consumer rights
Risk Category	Environmental	Technological
Business Impact	· Risk of cascading asset value deterioration if natural capital management capabilities are inadequate or global environmental regulations are not met – Deterioration of financial stability, including increased probability of default (PD) and expansion of risk-weighted assets (RWA) due to decline in collateral value	· Decision-making errors and operational disruption risks due to AI malfunction and failures in data and model management – Incident response costs, damages, and sanction-related costs · Increased recovery and transition costs where there is high dependency on external outsourcing or specific technologies/vendors · Consumer harm and decline in brand value and digital acceptability due to algorithmic bias and information breaches/leakage
Response Measures	· Operation of Environmental, Social, and Risk Management Best Practices (ESRM) · Publication of the financial sector's first 'Natural Capital Disclosure Report' – Disclosure of analysis of dependency on ecosystem services and financial risks of the asset portfolio · Establishment of the medium- to long-term carbon neutrality strategy 'KB Net Zero S.T.A.R.' – Implementation of four key initiatives: supporting eco-friendly management for SMEs, expanding green finance investments, direct GHG emission reduction and expansion of RE100, and asset portfolio management	· Establishment of group-wide AI ethics standards · AI ethics training for all executives and employees · Establishment of dedicated organizations including an AI Ethics Committee · Development of a lifecycle-based management framework for AI adoption and utilization risks – Planning stage: Risk level assessment based on a risk-based approach; pre-screening for high-risk AI classification – Development stage: Review of data sources, accuracy, representativeness, bias, and recency – Assessment & Verification stage: Bias, fairness, and explainability assessment and verification; application of enhanced approval and verification procedures for high-risk services – Operations stage: Establishment of remedy procedures for damages caused by AI services – Post-management stage: Regular monitoring, re-assessment, and implementation of improvement measures

Enterprise Risk Management

Strategy and Decision-making

The risk management strategy refers to the determination of the Risk Appetite — the level of risk the Group is willing to tolerate as set by the holding company's Risk Management Committee and other relevant bodies at the Group level — as well as strategies for risk capital allocation and risk limit management.

KB Financial Group establishes a risk management strategy that is aligned with the direction of management strategy formulation as determined by the Board of Directors. By analyzing the inherent risk factors in the Group's portfolio in consideration of domestic and international economic outlooks, the business environment, and risk factors, and by strengthening proactive risk management, we determine the direction of the risk management strategy required to support the Group's sustainable growth.

Major subsidiaries establish risk response frameworks for each material issue, while at the Group level, an enterprise-wide risk management framework is established to prevent risk contagion between subsidiaries through integrated risk management.

Strategies and Tasks

Objective	Strategy	Implementation tasks	Risk Type	Anticipated Financial Effects		
				Short-term	Medium-term	Long-term
Strengthening Risk Management Framework	Strengthening risk management internal controls and improving work processes	· Regularly reviewing the implementation status of risk management strategies in each business division · Refining screening criteria and advancement of systems · Developing and enhancing AI-based proprietary credit assessment models	Operational risk; Credit risk	· Increase in intangible assets and amortization expenses from IT system development and operation	· Decrease in non-performing loans leading to reduction in allowance for credit losses	· Improved profitability and operating income
	Advancement of enterprise-wide risk management framework	· Establishing a Group-level 「Potential Crisis Response Framework」 to address emerging risks · Incorporating risk management activity performance into KPIs, reflecting the characteristics and business areas of each subsidiary	Credit concentration risk	· Increase in intangible assets and amortization expenses from IT system development and operation	· Decrease in allowance for credit losses and credit loss write-offs	· Improved financial soundness through a stable crisis response framework
	Strengthening capital adequacy management	· Executing response measures through an analysis of expected loss scale and capital adequacy	Market risk	· Increase in training and education costs and service fees from the hiring and training of dedicated personnel and use of external experts	· Adjustment of allowance for credit losses; decrease in contingent liabilities/provisions	
		· Securing and managing a stable funding structure	Liquidity risk			
		· Developing proactive response measures for abnormal interest rate fluctuations	Interest rate risk			
		· Conducting scenario-based stress tests and supporting strategic decision-making	Strategic risk			
Promoting a Risk Management Culture	Strengthening employee risk management capabilities	· Conducting regular risk management training · Developing risk management professional certification programs in collaboration with external specialist institutions	Reputational risk	· Increase in training and education costs and service fees	· Default and losses prevention effect	· Improved financial stability and profitability
	Raising risk management awareness	· Implementing enterprise-wide improvement measures and transparently sharing ombudsman activity results and key issues · Promoting an enterprise-wide risk management culture through rewarding employees who contribute to risk management	Reputational risk	· Increase in intangible assets and amortization expenses from development and operation of internal communication systems	· Decrease in contingent liabilities and provisions related to operational uncertainty through transparent information sharing	

Enterprise Risk Management

Enterprise Risk Management Process

Policies and Procedures

The Risk Management Committee establishes fundamental principles on material risk-related matters — including changes to the Group's risk management organization and roles, and risk measurement and management — through the 「Risk Management Regulations」 and the 「Risk Management Council Regulations」, and systematically manages risk in accordance with the relevant internal regulations. Based on the fundamental principles of risk management, risks are classified by type, and credit, market, operational, ALM (interest rate and liquidity), credit concentration, strategic, reputational, and insurance risks are defined as "material risks" to be managed by the Group. Detailed criteria have also been established to enable the identification and measurement of all material risks facing the Group. In addition, risk measurement and monitoring methodologies are specified through detailed guidelines by risk type and implemented across the enterprise.

Risk Management Process

Risk Identification	· Definition of 'material risks' to be managed by the Group as set out in the 「Risk Management Regulations」 – Credit, market, operational, ALM (interest rate · liquidity), credit concentration, strategic, reputational, and insurance risks
Risk Assessment	· Establishment of measurement methodologies by 'material risk' type, followed by implementation and evaluation of measurement models · Validation of the adequacy of risk measurement models – Each subsidiary: Regular validation is performed by an organization independent from the model development and operation departments – Holding company: Reviews validation results from each subsidiary; implements model improvement and re-validation measures; reports results to the Risk Management Committee · Group-wide stress testing (annual): Conducted by the holding company's Risk Management Department; assessment of potential risks reflecting the business cycle and economic outlook
Monitoring	· Risk Information System (RIS): Integrated management of risk-related data · Enterprise Risk Monitoring System (ERMS): Monitoring of risk management status by subsidiary · Holding company Risk Management Committee: Setting of target Risk Appetite; setting of Group internal capital aggregate limits and allocation of limits by subsidiary and risk type · Holding company Risk Management Department: Monitoring of compliance with internal capital limits by subsidiary; quarterly reporting of results to the Risk Management Committee · Internal audit organization: Independent audit of the adequacy of risk management operations (annual); reporting of audit results to the executive officer in charge of audit, the Audit Committee, and the Board of Directors

Stress Testing Process

KB Financial Group conducts integrated stress testing twice a year to respond to potential risks, comprehensively assessing profit and loss under stress scenarios and the impact by risk type in order to evaluate potential vulnerabilities to events that are rare but plausible. The holding company's Risk Management Department regularly reports stress testing results to the Risk Management Committee and management, and reflects these findings in key decision-making processes such as the setting of group-level Risk Appetite and risk limits.

Stress Testing Process	Details
Stress Scenario Development	· Setting of staged scenarios according to the severity of stress conditions
Risk Measurement by Scenario	· Estimation of risk factor values based on scenarios · Estimation of loss scale and profit or loss by risk type
Scenario Result Analysis and Response Planning	· Analysis of risk measurement results and assessment of capital adequacy · Development of response measures for the Group and each subsidiary
Reporting to Management and the Risk Management Committee	· Reporting of analysis results · Utilization in risk appetite setting and decision-making

Investor headlines

GHG Emissions

Internal GHG Emissions (Scopes 1 & 2)

In accordance with KSSB Sustainability Disclosure Standard No. 2, 'Climate-related Disclosures,' internal GHG emissions (Scope 1 & 2) for 2025 — calculated for domestic and overseas business sites of consolidated subsidiaries — amounted to 148,926 tCO_2eq, a decrease of approximately 6,398 tCO_2eq compared to the prior year. This is the result of actively implementing energy reduction activities such as the expansion of renewable energy generation facilities and the transition to eco-friendly business vehicles, and resource circulation and energy efficiency improvements.

Financed Emissions (Scope 3)

KB Financial Group manages both the total volume of financed emissions and carbon intensity*1 in order to more precisely measure and manage the medium- to long-term implementation level toward achieving carbon neutrality. Carbon intensity is useful for objectively comparing and analyzing the relative carbon efficiency across asset portfolios. The Group's carbon intensity per unit of assets stands at 20.1 tCO_2eq/KRW 100 million, a decrease of 3.4% compared to the prior year, demonstrating a continued improvement trend. This reflects the combined result of the actual carbon reduction efforts of investee companies and borrowers across major asset classes, including listed equities and corporate bonds, unlisted equities and corporate loans, residential real estate, and vehicle loans, alongside KB Financial Group's advancement of the emissions measurement process. In addition, the calculation coverage*2 is being continuously expanded through system-based financed emissions measurement (2024: 84.5% → 2025: 84.8%), and the PCAF data score*3 is maintaining a high level of data quality in accordance with global standards (2024 and 2025: 3.2).

*1 GHG Emissions per KRW 100 million of assets
*2 The proportion of covered exposure out of total asset exposures subject to financed emissions calculation as defined by PCAF
*3 Data quality score as defined by PCAF (ranging from 1 to 5). A score closer to 1 indicates higher data reliability

Climate Scenario Analysis and Capital Adequacy

KB Financial Group categorizes climate risks into negative impacts from the pursuit of carbon reduction policies such as rising costs (transition risks) and physical damages from climate change such as rises in global average temperatures (physical risks), and analyzes the impacts of climate risks on the real economy and KB Financial Group's asset portfolio. In particular, to more precisely identify the impacts of climate risks, stress testing was conducted under a conservative scenario that excludes future growth in asset scale and operating income. Even under these assumptions, the Group's financial soundness across the short, medium, and long term is analyzed to remain at a sound level, and the Group plans to maintain its robust financial fundamentals through proactive capital efficiency management and portfolio diversification going forward.

Transition Risk (NGFS 2050 Net Zero Scenario)

Under the NGFS Net Zero 2050 scenario, the expected impacts on the BIS ratio and CET1 ratio at the long-term (10-year) horizon compared to the base point as of end-2025 — arising from the decline in asset values of high-carbon sectors and the increase in risk-weighted assets (RWA) — are projected at 0.35%p and 0.29%p, respectively. The projected figures fall within the Group's loss absorption capacity, and the impact on capital soundness is assessed to be negligible when considered in light of our capital scale.

Physical Risk (IPCC RCP8.5 Scenario)

Under the IPCC RCP8.5 scenario, the expected impacts on the BIS ratio and CET1 ratio at the long-term (10-year) horizon compared to the base point as of end-2025 — arising from collateral value losses due to extreme weather events and the increase in risk-weighted assets (RWA) — are projected at 0.05%p and 0.04%p, respectively. KB Financial Group is minimizing exposure to physical risks through geographic asset diversification and proactive risk mitigation strategies.

Strengthening Climate Resilience

KB Financial Group recognizes the low-carbon transition as an opportunity for growth rather than a risk, and supports the transition of high-carbon industries to strengthen the Group's climate resilience.

Asset Portfolio Transition

- Carbon intensity monitoring based on climate scenarios
- Gradual reduction of high-carbon assets
- Reallocation of assets toward low-carbon assets

Transition Finance Execution

- Expansion of dedicated products such as Sustainability-Linked Loans (SLL)
- Provision of emissions reduction incentives
- Financial support for supply chains and local business ecosystems

Data Infrastructure

- Enhancement of ESG Information Disclosure System and Environmental Information Management System
- Ongoing emissions management
- Incorporation of climate factors into Business Continuity Plans

Climate Change Strategy

Governance

KB Financial Group has established a climate change response governance structure centered on the Board of Directors, the highest decision-making body within the Group. Each subsidiary operates its own ESG consultative body and dedicated ESG organization based on the Group's climate change response strategy, and pursues climate change response activities accordingly.

Governance Bodies Responsible for Oversight of Risks and Opportunities

Roles and Responsibilities

The Board of Directors establishes climate change response strategies and targets at the Group level, and manages and oversees their implementation. The ESG Committee, Risk Management Committee, and Audit Committee — which are sub-committees of the Board of Directors — each fulfill their respective roles related to climate change response in accordance with their regulations. For detailed information on the roles and responsibilities of each committee, as well as reporting approaches and frequency of the committees, please refer to pages 7-9 of this report.

Oversight Competencies and Development

KB Financial Group structures its Board of Directors by appointing non-executive directors with expertise and experience in different fields of ESG, including environmental fields such as climate change. KB Financial Group provides diverse educational opportunities to raise awareness of and strengthen the capabilities of the Board of Directors and management with respect to climate-related risks and opportunities, and conducts climate-related training, forums, and seminars at each major subsidiary.

Climate-related Training

Date	Program	Target Audience	Content
July 1, 2025	ACI Seminar	Audit Committee members	· Board and Audit Committee considerations in preparation for sustainability disclosures, improvements in corporate governance, and challenges for directors
August 5, 2025	Financial Company Non-executive Directors Seminar	ESG Committee members	· Recent risk management and ESG issues at financial companies
December 11, 2025	ESG Committee Members Training	ESG Committee members	· Trends in ESG disclosure and their impact on corporate management
September 3 & 10, 2025	External Expert Lecture	Management	· Climate change and carbon neutrality through the lens of economics

How Risks and Opportunities are Considered in Key Decision-making, Risk Management, and Oversight

Based on the 「ESG Committee Regulations」, the ESG Committee establishes the Group's strategies and policies on the environment, social responsibility, and corporate governance, and manages and oversees their implementation. In the environmental domain, the ESG Committee pursues the setting and management of carbon emission reduction targets, management of climate change response strategies, leadership in sustainable finance ecosystems, and expansion of green investments and loans, thereby incorporating climate-related risks and opportunities that have a significant impact on ESG management into its decision-making. The Risk Management Committee regularly receives reports on the results of integrated stress testing and climate scenario analyses, analyzes the impact of climate risks on the Group, and establishes risk management strategies to respond accordingly.

In addition, the Board of Directors Regulations and relevant internal regulations require KB Financial Group to evaluate and consider the likelihood of climate-related risks and the magnitude of their financial and strategic impacts when deliberating and resolving on major agenda items. Through this process, structural trade-offs — such as those between GHG emission reduction targets and short-term increases in energy consumption — and potential conflicts between climate-related opportunities and other sustainability factors are also comprehensively considered. By simultaneously pursuing the 'KB Net Zero S.T.A.R.' climate risk response strategy and the 'KB Green Wave 2030' climate opportunity response strategy, KB Financial Group is progressively reducing climate risks while minimizing any erosion of our revenue base.

Climate Change Strategy

Governance

Oversight of Target-setting and Progress Monitoring

The ESG Committee of KB Financial Group Inc. directly oversees the entire process of target-setting to address climate-related risks and opportunities. Climate targets are finalized by the Board of Directors following deliberation by the ESG Committee, and short-, medium-, and long-term emissions reduction targets and renewable energy adoption targets are set with reference to international standards such as the Paris Agreement and SBTi guidelines. Notably, the Board of Directors comprehensively reviews the feasibility and financial effects across major business divisions to ensure that realistic and sustainable targets are established.

Meanwhile, KB Financial Group Inc. incorporates ESG-related indicators into management Key Performance Indicators (KPIs) in order to effectively implement our climate change response strategy.

Climate Change Response KPIs

Target	Category		KPIs	Proportion of total KPIs
CEO and management (CSO, CRO, Head of ESG Department, etc.)	Progress toward achievement of climate change response strategy targets	· ESG Strategy Implementation	· Implementation status of ESG initiatives	3~17%
		· Eco-friendly Management	· Performance in development of and investment in eco-friendly financial products · Achievement rate of group carbon emission reduction targets	
		· Enhancement of environmental policies and expansion of climate finance	· Promotion of climate finance implementation	
Dedicated ESG Organizations	Implementation results of climate change response strategy by department	· Achievement of carbon emission reduction targets · Implementation of climate change response initiatives	· GHG emission reduction, energy consumption reduction, and waste reduction activities · Strengthening of risk management capabilities	10%

Management Responsible for Oversight of Risks and Opportunities

Roles Delegated to Management and Oversight Approach

Led by the CEO, KB Financial Group structures the Group's climate change response framework with the Head of Future Strategy Division (CSO) and the Chief Risk Officer (CRO) taking responsibility for climate change response strategy and risk management, respectively, enabling climate-related risks and opportunities to be managed and overseen professionally and systematically within each area of expertise. The CSO oversees group-wide ESG operations and is responsible for establishing and implementing the Group's climate change response strategies, as well as raising awareness of climate change across the Group. The CRO is in charge of identifying and assessing climate risks, as well as analyzing and managing risks stemming from environmental and social impacts. Management strengthens accountability in executing the climate change response strategy by incorporating metrics linked to key strategies such as carbon emission reduction and the expansion of ESG financial products into KPIs.

Controls and Procedures Used by Management to Support Oversight

KB Financial Group integrates internal controls and procedures into the ESG governance framework to enable management to effectively oversee climate-related risks and opportunities.

By establishing a group-wide ESG data governance framework, we clearly separate the authority of information producers and reviewers at the data generation, review, and reporting stages for climate-related data, and ensure the reliability and accuracy of disclosed information through a three-stage approval process. These climate-related control procedures are closely integrated with existing enterprise-wide internal control frameworks — including the internal accounting management system — and are operated within the same risk management process. Through this approach, we ensure that climate information disclosures achieve a level of reliability equivalent to that of financial information, and support the organic linkage of climate issues with financial considerations in management decision-making processes.

To strengthen management's oversight of climate-related risks and opportunities, KB Financial Group regularly reports the implementation status of the climate change response strategy to management, and related management performance is also periodically reported to the ESG Committee and the Board of Directors.

Climate Change Strategy

Strategy

Risks and Opportunities

KB Financial Group identifies climate-related risks and opportunities that could reasonably be expected to affect our prospects, based on KSSB Standard 2. The factors identified are reflected across all of the Group's business activities. By considering the associated opportunities in the process of proactively identifying and responding to climate-related risks, we recognize climate change not merely as a crisis, but as a turning point for new business opportunities and sustainable growth.

Time Horizons

KB Financial Group categorizes the time horizons over which the impacts of climate-related risks and opportunities are expected to materialize as short-term (within 1 year), medium-term (1–5 years), and long-term (beyond 5 years). These time horizons are aligned with the cycles applied to the Group's strategic decision-making and risk management, and serve as the basis for setting medium- to long-term targets for the climate change response strategy and reviewing implementation progress. These time horizon classifications are consistent with those defined under KSSB Standard 2.

Category	Time Horizons	Definition
Short-term	Within 1 year	· Period covering the Group's annual management planning, budgeting, and performance management cycles · Period for short-term capital allocation, immediate regulatory response, and primary risk management of the asset portfolio
Medium-term	1 year – 5 years	· Aligned with the Group's medium-term strategy development cycle and the scope of scenario analysis for internal risk management · Period during which transition risks from rising carbon prices and the energy transition begin to materially affect customers' creditworthiness and financial condition
Long-term	Beyond 5 years	· Aligned with the achievement of interim targets under the national GHG reduction target (NDC) for 2035 and the Group's 'KB Net Zero S.T.A.R.' roadmap · Reflects long-term changes under global climate scenarios (NGFS, IPCC, etc.) · Period for assessing the impact of a full transition to a low-carbon economy and physical risks on the sustainability of the Group's business model

Assessment of the Significance of Climate-related Risks

KB Financial Group classifies climate-related risks into transition risks (policy and legal, market, etc.) and physical risks (acute, chronic), and identifies them by synthesizing quantitative and qualitative factors across the value chain. Using a significance assessment based on climate scenarios, we quantitatively analyze the magnitude of financial effects and likelihood of each risk factor on the business model, and determine management priorities on this basis. The assessment identified policy and legal risks and market risks affecting capital adequacy as the primary risk factors among the transition risks, and acute risks with a relatively higher likelihood of occurrence as the primary risk factors among the physical risks. The top-ranked risk factors identified through this process are linked to the Group's risk monitoring framework and are centrally reflected in the formulation of strategies for climate change response.

Climate Change Strategy

Strategy

Risk Identification

Type		Risk Factor	Significance	Time Horizons			Business Model				
				Short-term	Medium-term	Long-term	Bank	Financial Investment	Insurance	Specialized Credit	Savings Bank
Transition Risk	Policy and legal risk	· Increase in GHG emission allowance prices · Strengthened regulatory obligations · Increase in environment-related litigation	High	●	●	●	●	●	●	●	●
	Market risk	· Increase in raw materials and energy prices · Reduced investment in high-carbon sectors and growing preference for eco-friendly financial products	High	●	●	●	●	●	●	●	●
	Technology risk	· Failure of borrowers and investees to transition to low-carbon operations and invest in new technologies · Increase in transition costs including carbon reduction and energy efficiency improvements	Medium	●	●		●			●	
	Reputational risk	· Growing negative perception of financial support for high-carbon industries	Low	●	●		●				
Physical Risk	Acute risk	· Increased frequency and intensity of extreme weather events (typhoons, wildfires, etc.)	Medium	●	●		●	●	●	●	●
	Chronic risk	· Increased climate vulnerability due to prolonged abnormal climate patterns	Low	●	●		●	●	●	●	●

Assessment of the Significance of Climate-related Opportunities

KB Financial Group classifies climate-related opportunities into products and services, markets, resource efficiency, energy sources, and resilience, and analyzes the potential impacts of the identified opportunity factors on the Group's business model and value chain through a combination of qualitative and quantitative assessments. Priority consideration is given to alignment with domestic and international market trends and the Group's climate change response strategies — 'KB Net Zero S.T.A.R.' and 'KB Green Wave 2030.' The extent to which each opportunity factor contributes to reducing funding costs, diversifying revenue streams, and enhancing capital adequacy is comprehensively considered.

The assessment identified the expansion of eco-friendly products and services, entry into new markets related to climate change strategy, and diversification of the business portfolio as significant opportunity factors. Based on the assessment results, group resources are prioritized toward material opportunity factors, consolidating the Group's climate finance leadership and accelerating the qualitative transformation of the business model.

Opportunity Identification

Type	Opportunity Factor	Significance	Time Horizons			Business Model				
			Short-term	Medium-term	Long-term	Bank	Financial Investment	Insurance	Specialized Credit	Savings Bank
Products and Services	· Expansion of eco-friendly financial products and services · Establishment of a low-carbon asset portfolio	High	●	●		●	●	●	●	●
Markets	· Entry into new markets and diversification of the business portfolio	High	●	●		●	●	●	●	●
Resource Efficiency	· Improvements in energy efficiency and cost reduction	Medium	●	●	●	●	●	●	●	
Energy Source	· Increased investment in renewable energy generation facilities and adoption of eco-friendly technologies	Medium		●	●	●	●	●		
Resilience	· Strengthening of climate resilience and revenue diversification	Medium			●	●	●	●		

Climate Change Strategy

Strategy

Business Model and Value Chain

Impact of Risks and Opportunities on the Business Model

KB Financial Group operates diverse business divisions — including banking, financial investment, insurance, specialized credit, and savings banking — across 11 subsidiaries under the holding company. Depending on the sector-specific characteristics of each business division, climate-related risks and opportunities have both direct and indirect effects on the business through different channels.

– Transition Risk

Business Model	Risk Factor	Current effects	Anticipated effects
Banking Sector (KB Kookmin Bank)	· Policy and legal risk	· Operation of Environmental and Social Risk Management (ESRM) framework · Incorporation of ESG factors into credit screening processes · Development of response framework for climate disclosure requirements	· Restructuring of asset portfolio due to tightening carbon regulations and credit screening standards · Increased data management and external assurance costs due to expanded mandatory climate disclosure
	· Market risk	· Growing customer demand for eco-friendly products and services · Response to reduction in carbon-intensive lending and redefining relationships with high-carbon corporate clients	· Development of transition finance capabilities and expansion of supply to meet the low-carbon transition demand · Increase in allowance for credit losses due to rising default rates on carbon-intensive loans and decline in collateral value
	· Technology risk	· Need to develop capabilities for screening loans to eco-friendly technology companies · Increased investment costs of building AI-based climate risk measurement systems	· Development of new products linked to low-carbon and new technologies, and advancement of screening infrastructure
	· Reputational risk	· Establishment of data integrity verification framework to reduce greenwashing risk, and monitoring of likelihood of climate-related litigation	· Increased climate-related litigation and legal expenses, and expansion of provisions for damages
Financial Investment Sector (KB Securities, KB Asset Management, KB Real Estate Trust, KB Investment)	· Policy and legal risk	· Increased burden from ESG due diligence linked to ESG disclosure regulations · Increased complexity of carbon credit-related operations and reporting procedures	· Decline in profitability of investee companies due to tightened carbon price regulations
	· Market risk	· Broadening of carbon credit market-making activities and related derivatives income · Reduced assets under management (AUM) returns due to share price decline in high-carbon sectors · Increased product development pressure driven by growing demand for eco-friendly financial products	· Increased stranded asset risk within the investment portfolio · Restructuring of investment portfolio toward low-carbon and new technology investments, and development of specialist capabilities · Increased new fee income opportunities from activation of ESG bond market
Insurance Sector (KB Insurance, KB Life Insurance)	· Policy and legal risk	· Need to strengthen underwriting standards for climate-linked insurance products and advance underwriting models · Adjustment of product lineup required to comply with mandatory eco-friendly transition insurance product regulations	· Decrease in reinsurance availability and increase in cession costs due to tightened reinsurer underwriting standards · Increase in underwriting risk and potential losses for liability insurance related to climate litigation
	· Market risk	· Growing demand for eco-friendly and climate-related insurance products · Reduced insurance coverage in climate-vulnerable regions and sectors · Reduced high-carbon sector bond and equity exposure in insurance investment assets	· Expansion of new climate-related insurance product markets · Refined underwriting standards based on climate scenario analysis · Increased green bond and infrastructure investment exposure in insurance investment assets
Specialized Credit Sector (KB Kookmin Card, KB Capital)	· Policy and legal risk	· Adjustment of card product design required due to strengthened regulations on promoting eco-friendly consumption · Need to restructure instalment finance revenue model due to tightened residual value standards for internal combustion engine vehicles and expanded eco-friendly vehicle financing	· Reduced flexibility in product design due to tightened eco-friendly card benefit regulations · Need to restructure instalment finance portfolio due to tightened regulations on internal combustion engine vehicle sales
	· Market risk	· Growing customer demand for eco-friendly products and services · Reduced fee income due to decline in merchant sales linked to high-carbon consumption	· Increased need for asset portfolio growth and revenue diversification as eco-friendly card and auto finance markets mature
	· Technology risk	· Acceleration of digital billing transition and need to build eco-friendly card infrastructure · Persistent risk of volatility in leased asset value due to immature residual value assessment technology for eco-friendly vehicles	· Development of eco-friendly products and services such as carbon footprint-based consumption analysis services · Investment in advancement of eco-friendly vehicle residual value assessment models
Savings Banking Sector (KB Savings Bank)	· Policy and legal risk	· Pressure to increase allowances for credit losses for climate-vulnerable SMEs and small business owners · Need to proactively develop an internal management framework in response to the phased introduction of mandatory climate disclosures for consumer finance subsidiaries	· Increased default rate and allowances for credit losses due to rising SME transition costs · Potential compliance costs from expanded scope of mandatory climate disclosure
	· Market risk	· Deterioration in SME and small business owner profitability and repayment capacity due to rising energy costs	· Long-term deterioration in asset quality and increase in credit loss costs among small business owners due to energy transition burden

* KB Data Systems has been excluded from the business model analysis as it performs support functions — such as maintenance of computer-related equipment and systems — incidental to the Group's business divisions.

Climate Change Strategy

Strategy

– Physical Risk

Business Model	Risk Factor	Current effects	Anticipated effects
Banking Sector (KB Kookmin Bank)	· Acute risk	· Branch damage recovery costs and operating losses from business interruption · Reduced interest income from operation of climate disaster financial support programs	· Increased costs for business continuity plan enhancement and disaster recovery infrastructure · Deterioration in loan portfolio quality and higher allowance for credit losses needed due to structural decline in collateral value in disaster-prone areas
	· Chronic risk	· Decline in real estate collateral value and deterioration in profitability in climate-vulnerable areas · Increased credit risk in specific regions and sectors due to structural transition of high-carbon industries	· Need to develop exposure management and loan portfolio diversification strategies for climate-vulnerable areas · Advancement of credit screening and collateral valuation frameworks to reflect chronic risks
Financial Investment Sector (KB Securities, KB Asset Management, KB Real Estate Trust, KB Investment)	· Acute risk	· Decline in investment asset value due to damage to investee company facilities and production disruptions · Decline in real estate investment trust asset value due to restrictions on disposal of investment assets in disaster areas	· Increased risk of long-term impairment of investment assets due to accelerated conversion into stranded assets · Expansion of infrastructure fund and green real estate investments as climate-vulnerable investment assets are reduced
	· Chronic risk	· Decline in real estate collateral value and deterioration in profitability in climate-vulnerable areas · Burden of asset quality deterioration due to credit rating decline of high-carbon corporate bonds	· Introduction of climate resilience-based asset classification framework and development of portfolio restructuring strategy · Advancement of asset valuation models to reflect chronic risks
Insurance Sector (KB Insurance, KB Life Insurance)	· Acute risk	· Short-term liquidity burden due to sharp increase in catastrophe insurance loss ratios and increase in insurance claims paid · Increased pressure for reinsurance premium increases and increase in insurance operating costs	· Structural deterioration of catastrophe insurance loss ratios and increased earnings volatility · Reduced availability of reinsurance and sharp increase in costs due to tightened reinsurer underwriting standards
	· Chronic risk	· Increased uncertainty in predicting insurance loss ratios · Increased payment risk for climate change-related illnesses · Coverage gaps arising from tightened underwriting standards and reduced insurance supply in climate-vulnerable areas	· Need to undergo long-term restructuring of loss ratio profile due to increased health insurance claims and changes in mortality rates · Refinement of underwriting standards to reflect chronic climate risk factors · Stabilization of long-term loss ratios and pre-emption of new markets through design of climate-adaptive insurance products
Specialized Credit Sector (KB Kookmin Card, KB Capital)	· Acute risk	· Short-term liquidity burden from operation of climate disaster financial support programs · Decrease in fee income due to sharp decline in merchant sales in disaster areas, and decline in installment finance collateral value	· Structural increase in delinquency rates due to short-term loss of repayment capacity among disaster-affected customers · Enhancement of digital channel resilience and investment in disaster response framework restructuring
	· Chronic risk	· Deterioration in portfolio quality in climate-vulnerable areas	· Need to develop portfolio restructuring strategy centered on climate-resilient regions and customers
Savings Banking Sector (KB Savings Bank)	· Acute risk	· Decrease in interest income from operation of climate disaster financial support programs · Demand for additional collateral due to sharp decline in collateral value in disaster areas	· Increase in small business owner default rates in disaster-affected areas · Increase in additional allowances for credit losses provisions from expanded disaster recovery financing
	· Chronic risk	· Deterioration in portfolio quality in climate-vulnerable areas · Decline in repayment capacity of small business owners due to rising energy cost burden	· Increased credit risk and capital management burden due to economic deterioration in climate-vulnerable areas · Need to diversify portfolio through the development of new markets outside climate-vulnerable areas

* KB Data Systems has been excluded from the business model analysis as it performs support functions — such as maintenance of computer-related equipment and systems — incidental to the Group's business divisions.

Climate Change Strategy

Strategy

– Opportunity

Business Model	Opportunity Factor	Current effects	Anticipated effects
Banking Sector (KB Kookmin Bank)	· Products and Services · Markets · Resource Efficiency · Energy Source · Resilience	· Expansion of green project finance and corporate loan demand aligned with the Korean Green Taxonomy	· Growing demand for transition finance from companies seeking a low-carbon transition · Need to strengthen capital adequacy through improved carbon intensity and proactive response to climate regulations · Attracting high-quality customers and enhancing brand value through climate finance leadership
Financial Investment Sector (KB Securities, KB Asset Management, KB Real Estate Trust, KB Investment)	· Products and Services · Markets · Resource Efficiency · Energy Source · Resilience	· Generation of non-interest income through ESG bond issuance · Management and expansion of climate-linked products · Establishment of non-interest income base as a carbon credit market maker	· Expansion of high-impact investments in low-carbon, new technology, and renewable energy startups · Increase in brokerage and investment income from activation of carbon credit-related derivatives market · Increase in new fee income opportunities from activation of ESG bond market
Insurance Sector (KB Insurance, KB Life Insurance)	· Products and Services · Markets · Resource Efficiency · Energy Source · Resilience	· Creation of new revenue streams through sales of climate change response-related products · Management of insurance investment asset returns through strengthened ESG-integrated investment processes · Strengthening of climate risk underwriting capabilities	· Need to optimize loss ratios through refinement of underwriting standards based on climate scenario analysis · Need to establish a long-term stable revenue base through product diversification including healthcare convergence · Enhanced customer loyalty through the linkage of climate-related damage prevention and compensation services
Specialized Credit Sector (KB Kookmin Card, KB Capital)	· Products and Services · Markets · Resource Efficiency	· Increased card usage centered around eco-friendly consumption benefits · Growing demand for lease and instalment finance for electric vehicles and eco-friendly equipment · Strengthening of data marketing capabilities based on eco-friendly consumption pattern analysis	· Expansion of data-driven personalized marketing within the eco-friendly payment ecosystem · Portfolio diversification centered on eco-friendly vehicles
Savings Banking Sector (KB Savings Bank)	· Products and Services · Markets	· Expansion of climate finance demand linked to policy fund loans for energy efficiency improvement and consumer finance products targeting SMEs and small business owners	· Development of inclusive climate finance markets utilizing region-based sales networks · Need to secure stability of collateral assets by reflecting climate resilience in collateral valuation · Need to strengthen social role through expanding the supply of climate policy-linked products

* KB Data Systems has been excluded from the business model analysis as it performs support functions — such as the maintenance of computer-related equipment and systems — incidental to the Group's business divisions.

Climate Change Strategy

Strategy

Impact of Risks and Opportunities on the Value Chain

As transition risks and physical risks affect a broad range of investee companies within the value chain, direct and indirect impacts are expected across KB Financial Group's business divisions in areas such as funding, product development and screening processes, and asset portfolio adjustments in response to customer demand.

– Climate-related Risks

Type	Value Chain	Current effects	Anticipated effects
Transition Risk	Upstream (Funding, supply chain management)	· Increasing number of climate-related disclosure items in funding activities due to strengthened ESG disclosure requirements from global investors	· Interest rate premiums and increased cost of capital in ESG bond issuance for entities with high exposure to high-carbon sectors in their asset portfolios
	Own operations (Product development, screening, risk management)	· Operation of Environmental and Social Risk Management (ESRM) framework · Advancement of ESG factor integration in loan and investment screening processes	· Higher capital adequacy management burden and higher risk management costs based on stress test results in each climate scenario
	Downstream (Sales and marketing, distribution, customer management)	· Growing customer demand for eco-friendly financial products and strengthened risk monitoring of high-carbon sectors	· Increased credit losses within the asset portfolio and increased allowance for credit losses in the event of investee companies' failure to transition to low-carbon operations
Physical Risk	Upstream (Funding, supply chain management)	· Activation of recovery frameworks to ensure business continuity at key sites in the event of natural disasters	· Sharp increase in operational inefficiency and recovery costs in the event of major supply chain disruptions due to extreme weather events
	Own operations (Product development, screening, risk management)	· Assessment of real estate collateral value and risk analysis in areas with high physical risk exposure	· Increased uncertainty in loss ratio forecasting due to higher frequency of extreme weather events · Increased need to strengthen underwriting standards
	Downstream (Sales and marketing, distribution, customer management)	· Operation of loan principal and interest repayment deferral and emergency funding support programs for customers affected by natural disasters	· Increased probability of default (PD) and loss given default (LGD) on loan receivables due to decline in real estate collateral value and deterioration of borrowers' repayment capacity

– Climate-related Opportunities

Type	Value Chain	Current effects	Anticipated effects
Opportunity	Upstream (Funding, supply chain management)	· Funding through ESG bond issuance	· Securing lower funding costs from global investors based on the Group's carbon neutrality roadmap implementation
	Own operations (Product development, screening, risk management)	· Advancement of green finance screening framework based on the Korean Green Taxonomy (K-Taxonomy) and development of eco-friendly specialized financial products	· Internalization of carbon pricing into enterprise-wide decision-making processes
	Downstream (Sales and marketing, distribution, customer management)	· Expansion of demand in renewable energy-related project finance and eco-friendly vehicle markets	· Securing a stable revenue stream through early capture of the low-carbon finance market · Providing differentiated ESG consulting services based on climate risk analysis capabilities

Climate Change Strategy

Strategy

Areas of Concentrated Risks and Opportunities

– Type of Assets

To identify the asset portfolio in which transition risks are concentrated, KB Financial Group compared sector-level exposures and carbon emissions within the corporate finance portfolio and analyzed carbon intensity. The results of this analysis show that the industries with the highest carbon intensity — measured as carbon emissions relative to revenue — are Utilities (3.804), Materials (0.475), and Energy (0.389), in that order. Accordingly, transition risks are assessed to be concentrated in the asset portfolios of these sectors.
For industries with high carbon intensity, KB Financial Group plans to suspend new project finance and bond underwriting, monitor exposures and carbon emissions to review the implementation status of coal phase-out financing, and continuously reduce the proportion of these sectors within the asset portfolio.

① Exposure and Carbon Emissions by Industry Sector

Industry Sector	Exposure (KRW trillion)	Exposure Share (%)	Carbon Emissions (tCO_2eq)	Carbon Emissions Share (%)
Financials	43.3	27.9%	1,315,312	3.5%
Industrials	36.1	23.3%	8,325,738	22.3%
Consumer Discretionary	19.6	12.6%	4,607,329	12.4%
Materials	18.5	11.9%	10,443,888	28.0%
Real Estate	10.6	6.9%	310,502	0.8%
Consumer Staples	8.6	5.5%	2,804,319	7.5%
Information Technology	7.3	4.7%	1,444,331	3.9%
Health Care	3.7	2.4%	1,003,817	2.7%
Communication Services	2.9	1.9%	294,485	0.8%
Energy	2.7	1.7%	2,297,896	6.2%
Utilities	2.0	1.3%	4,452,772	11.9%

② Carbon Intensity (C/R Intensity)[1] by Industry Sector and Asset Portfolio

(Unit: tCO_2eq / KRW million in revenue)

Category		Industry Sector										
		Real Estate	Communication Services	Financials	Consumer Discretionary	Information Technology	Consumer Staples	Health Care	Industrials[2]	Energy	Materials	Utilities
Portfolio	Overall	0.091	0.101	0.133	0.176	0.181	0.191	0.228	0.293	0.389	0.475	3.804
	Loans	0.089	0.104	0.192	0.177	0.179	0.186	0.229	0.206	0.303	0.466	3.542
	Bonds	0.107	0.099	0.087	0.180	0.258	0.236	0.081	0.684	0.541	0.570	4.004
	Equities	0.061	0.042	0.029	0.097	0.149	0.397	0.196	0.158	0.000	0.463	0.406

Lower Carbon Intensity ◀ ▶ Higher Carbon Intensity

* Industry sector classification follows GICS (Global Industry Classification Standard)
1) Carbon Intensity relative to revenue 2) Capital Goods, Commercial Services, Transportation, etc.

– Geographical Area

Utilizing the RCP scenarios, KB Financial Group analyzed changes in loss given default (LGD) by region resulting from physical risks such as natural disasters, identifying areas in which physical risks are concentrated. Scenario analysis was conducted based on the distribution of damage from wildfires, typhoons, and floods, as well as meteorological data, at the level of 17 metropolitan and provincial administrative units. The results identified Gyeongbuk province — which has recently experienced concentrated physical risks from complex natural disasters including wildfires and heavy rainfall — as the region with the largest scale of damage across all disaster types and the highest rate of change in LGD. Following Gyeongbuk province, Chungbuk and Gangwon province recorded the highest rates of decline in collateral value, in that order. The projected natural disaster damage amounts through 2030 do not differ significantly across scenarios; however, over the long-term time horizon beyond 2030, regional disparities are expected to become more pronounced as climate change accelerates.

Climate Change Strategy

Strategy

Strategy and Decision-making

KB Financial Group reviews climate-related risk and opportunity factors, establishes medium- to long-term strategies for our climate change strategy, and implements specific action items.

Current and Anticipated Changes to the Business Model

KB Financial Group recognizes the strengthening of climate change-related regulations and the expansion of eco-friendly industry policies as both risks and new growth drivers. Accordingly, we are organically integrating climate change mitigation and adaptation strategies into the business model across the Group's asset portfolio and value chain through a range of direct and indirect strategies, and implementing them accordingly.

Direct Mitigation and Adaptation Efforts

To fundamentally address climate-related risks and respond proactively to opportunities, KB Financial Group manages risks and opportunities through 'capital reallocation' — adjusting the proportion of high-carbon sectors within the asset portfolio — and 'operational efficiency improvement' — transforming the energy consumption structure at business sites.

- Climate-related Risks

Type		Risk Factor	Current Efforts	Anticipated Efforts
Transition Risk	Policy and legal risk	· Increase in GHG emission allowance prices · Strengthened regulatory obligations · Increase in environment-related litigation	· Publishing Sustainability Report · Establishing and implementing GHG emission reduction targets · Developing and advancing system-based ESG data	· Implementing mandatory climate disclosure obligations · Strengthening climate risk management and monitoring · Ongoing monitoring of GHG emissions
	Market risk	· Increase in raw materials and energy prices · Decrease in investment in high-carbon sectors and growing preference for eco-friendly financial products	· Improving energy efficiency and resource circulation activities · Expanding loans aligned with the Korean Green Taxonomy · Expanding financial support for companies with strong ESG performance	· Securing stable procurement of external renewable energy through long-term PPA contracts · Continued expansion of climate finance
	Technology risk	· Failure of borrowers and investees to transition to low-carbon operations and invest in new technologies · Increase in transition costs including carbon reduction and energy efficiency improvements	· Increasing investment in and financial benefits for companies adopting eco-friendly technologies · Increasing renewable energy usage share	· Incorporating results of eco-friendly technology monitoring into product and service development and investment decisions · Continued expansion of renewable energy generation facilities
	Reputational risk	· Growing negative perception of financial support for high-carbon industries	· Declaring coal phase-out financing · Incorporating ESG factors into investment and lending decision-making	· Incorporating ESG factors into enterprise-wide decision-making · Expanding application of internal carbon pricing
Physical Risk	Acute risk	· Increased frequency and intensity of extreme weather events (typhoons, wildfires, etc.)	· Establishing a major industrial accident response framework	· Identifying climate-related high-risk areas based on physical risk scenario analysis and adjustment of investment portfolio
	Chronic risk	· Increased climate vulnerability due to prolonged abnormal climate patterns	· Establishing Business Continuity Plans · Conducting simulation drills and emergency evacuation exercises	· Investing in natural disaster preparedness infrastructure and supplying climate-specialized financial solutions such as recovery support loans

- Climate-related Opportunities

Type	Opportunity Factor	Current Efforts	Anticipated Efforts
Products and Services	· Expansion of eco-friendly financial products and services · Development of a low-carbon asset portfolio	· Expanding financial support for companies with strong ESG performance	· Expanding productive finance targeting companies with climate innovation technologies
Markets	· Entry into new markets and diversification of the business portfolio	· Participation in carbon markets · Expanding ESG product, investment, and loan portfolio in the environmental sector	· Developing business models linked to global carbon markets · Expanding the development of eco-friendly products and services for individual customers
Resource Efficiency	· Improvements in energy efficiency and cost reduction	· Broadening transition to eco-friendly vehicles for business use	· Continuing to expand eco-friendly resource usage and energy efficiency improvements
Energy Source	· Expanded investment in renewable energy generation facilities and adoption of eco-friendly technologies	· Expanding and increasing the use of renewable energy generation facilities	· Securing stable procurement of external renewable energy through long-term PPA contracts
Resilience	· Strengthened climate resilience and diversification of revenue streams	· Operating Environmental and Social Risk Management (ESRM) framework · Operating ESG financial product management framework · Establishing and advancing climate finance framework	· Continuing to expand climate finance – Promoting climate finance implementation through linkage with KPIs

Climate Change Strategy

Strategy

Indirect Mitigation and Adaptation Efforts

Beyond our direct sphere of control, KB Financial Group works to support customers' low-carbon transition and to enhance climate adaptability across the industry by participating in eco-friendly initiatives and industry association activities. In addition, we host environmental events to foster a shared awareness of environmental issues among the Group's executives and employees, and engage in a range of campaigns linking eco-friendly activities with charitable giving.

Category	Current Efforts	Anticipated Efforts
Building collaborations and partnerships with customers and investee companies	· ESG management support for SMEs and mid-sized companies – Provision of ESG consulting services – KB carbon management system	· Expansion of performance-based sustainability-linked finance – Strengthening of efforts to encourage voluntary decarbonization transitions among customers
Eco-friendly initiatives and policy collaboration	· Global initiative leadership – Membership in the Principles for Responsible Banking (PRB), Glasgow Financial Alliance for Net Zero (GFANZ), and Task Force on Nature-related Financial Disclosures (TNFD)	· Additional membership in global eco-friendly initiatives and participation in policy discussions – Participation in government and relevant institution policy formulation processes and provision of recommendations
Eco-friendly campaigns	· Promotion of internal and external eco-friendly campaigns – Promotion of the "KB Green Wave" environmental management practice campaign – Plogging and resource circulation campaigns by each subsidiary	· Support for local community climate change adaptation – Development of social infrastructure support projects for small business owners in climate-vulnerable areas

Transition Plan

KB Financial Group has set our net zero targets utilizing the methodology proposed by SBTi, and obtained SBTi approval for our near-term carbon reduction targets in October 2021. Internal GHG emissions (Scopes 1 & 2) are managed in accordance with the Absolute Contraction Approach (ACA); to achieve the interim target of a 42% reduction by 2030, energy efficiency improvement projects are being planned and executed at each business site with actual budget allocations on an annual basis. For financed emissions (Scope 3), we plan to achieve net zero by 2050 by directly linking the low-carbon transition performance of high-carbon sectors to asset allocation strategies, utilizing the Sector Decarbonization Approach (SDA) and the Temperature Ratings Methodology. For detailed information on climate-related targets, please refer to pages 62-64 of this report.

Plan for Achieving Targets

KB Financial Group has established the 'KB Net Zero S.T.A.R.' roadmap for achieving carbon neutrality and the 'KB Green Wave 2030' roadmap for expanding sustainable finance support, and is pursuing these enterprise-wide in order to translate scientific reduction targets into tangible financial performance and environmental value. To achieve our ultimate climate-related targets through a phased implementation of this climate change response strategy, KB Financial Group executes the Group's transition plan centered on two core pillars — 'Practicing climate finance supply and transition support through customer engagement' and 'Asset portfolio restructuring and operation of a mutually beneficial ecosystem' — and advances the detailed action items of the transition plan by building infrastructure including specialist personnel and systems.

Climate Change Response Roadmap

Category		KB Net Zero S.T.A.R.	KB Green Wave 2030
Short-term	Advancement of climate change response strategy	Laying the groundwork for carbon neutrality · Expanding renewable energy usage · Transitioning to eco-friendly business vehicles · Advancing GHG emissions measurement and strengthening monitoring	Establishing climate finance framework · Advancing climate risk management framework and screening processes
Medium-term	Expansion of climate change response leadership	Reinforcing carbon neutrality · Continued expansion of renewable energy generation facilities · Expanding eco-friendly resource usage and energy efficiency improvements · System-based GHG emissions monitoring	Achieving 2030 ESG finance targets and establishing new targets · Promoting climate finance implementation through linkage with KPIs · Advancing climate finance framework centered on transition finance
Long-term	Continued implementation of scenario-based climate resilience	Achieving net zero · Maximizing renewable energy self-sufficiency · Securing stable procurement of external renewable energy through long-term PPA contracts · Ongoing monitoring of financed emissions through the ESG Information Disclosure System	Internalizing climate finance · Diversifying and expanding climate-related revenue streams through investing in eco-friendly new technologies and entering new businesses

Climate Change Strategy

Strategy

Detailed Action Items for Transition Plan Execution

Practicing Climate Finance Supply and Transition Support through Customer Engagement

KB Financial Group aims to simultaneously achieve tangible emission reductions and group revenue generation by focusing on financing process improvement in high-carbon industries — such as steel and cement — in which the need to adopt low-carbon technologies is most urgent. Going beyond the simple provision of funds, we plan to expand dedicated products linked to corporate climate response performance — such as Sustainability-Linked Loans (SLL) and transition bonds — in order to drive voluntary transitions among customers. By providing interest rate incentives to companies with outstanding emissions reduction performance, we encourage customers to experience tangible reductions in transition costs, and in turn build a virtuous cycle that improves credit ratings across the asset portfolio as a whole, maximizing the Group's risk management efficiency.

Asset Portfolio Restructuring and Operation of a Mutually Beneficial Ecosystem

KB Financial Group is strengthening the Group's internal capital allocation standards to facilitate the shift of assets from high-carbon sectors toward low-carbon and new technology sectors. Based on scenario analysis results, assets with high climate risk exposure are systematically phased out, while strategic investments in future low-carbon industries — such as renewable energy and carbon capture technologies — are prioritized. In addition, we are advancing a practical initiative to strengthen the carbon competitiveness of the entire supply chain that goes beyond support at the individual company level through a 'Supply Chain Mutual Growth Package Finance Model' linking large corporations with their suppliers. These plans are being developed in alignment with local governments' strategic carbon neutrality industries to maximize the transition impact across local communities as a whole, and are serving as a core driver of day-to-day fund management and risk management in the field.

Infrastructure Building for Transition Plan Execution

KB Financial Group has established a Group-level execution infrastructure to support the consistent implementation of the transition plan. We have cultivated specialized personnel capable of assessing GHG emission reduction targets and transition strategies, and evaluating conformity with the Korean Green Taxonomy (K-Taxonomy), and have enhanced the reliability of disclosed information through ongoing monitoring of emissions and intensity by advancing the ESG Information Disclosure System and the Environmental Information Management System. On the funding side, we have issued a cumulative total of KRW 19.7 trillion in ESG bonds as of the end of 2025 based on the sustainable finance framework, and plan to continue increasing the issuance volume through 2030. In addition, we are securing financial sustainability by channeling the operating cost savings generated through eco-friendly management activities — such as energy efficiency improvements and resource circulation — into funding the transition plan's execution.

Anticipated Financial Effects of Strategy Execution

KB Financial Group has estimated the effects on financial position, financial performance, and cash flows of the Company's strategy execution for managing climate-related risks and opportunities. Through the systematic implementation of our climate change strategy, KB Financial Group plans to manage the operational and investment costs that may arise in the short term, while over the medium- to long-term reducing the credit risk of high-carbon emission asset portfolios and completing the restructuring of our asset portfolio toward low-carbon assets, enhancing the Group's financial stability and enterprise value.

- Climate-related Risks

Type		Risk Factor	Anticipated Financial Effects		
			Short-term	Medium-term	Long-term
Transition Risk	Policy and legal risk	· Increase in GHG emission allowance prices · Enhancement of regulatory obligations · Increase in environmental litigation	· Increase in intangible asset acquisitions and amortization expenses from data infrastructure advancement · Recognition of provisions and non-operating expenses for regulatory compliance	· Alleviation of emissions allowance liabilities and the related cost burden through the expanded application of internal carbon pricing and improved efficiency of the emissions trading scheme	· Stabilization of regulatory compliance costs and maintenance of capital adequacy (BIS, CET1 ratio) through proactive risk management of the portfolio
	Market risk	· Increase in raw materials and energy prices · Reduced investment in high-carbon sectors and a growing preference for eco-friendly financial products	· Increased volatility in provisions for credit losses due to a short-term deterioration in profitability related to rising transition costs of high-carbon borrowers	· Stable control of credit loss costs through financial support for companies with strong ESG performance and loan restructuring (provision of transition guidelines by borrower)	· Minimization of interest income volatility attributable to climate risk through a proactive improvement of asset soundness (NPL ratio) via portfolio restructuring
	Technology risk	· Failure of borrowers and investees to transition to low-carbon operations and invest in new technologies · Increase in transition costs including carbon reduction and energy efficiency improvements	· Increase in selling and administrative expenses from the development of low-carbon and new technology screening capabilities and product/service planning · Increase in property, plant and equipment acquisitions related to the construction of renewable energy generation facilities	· Continued increase in depreciation of property, plant and equipment related to the operation of renewable energy generation facilities and infrastructure development	· Structural reduction in selling and administrative expenses through maximization of energy self-sufficiency and stabilization of long-term PPA contracts
	Reputational risk	· Increased negative perception of financial support for high-carbon industries	· Short-term restriction on interest income growth due to coal exit finance declaration and limitation of high-carbon borrowers through capital reallocation	· Reduction in borrowing costs (interest expenses) through securing climate finance leadership	· Structural growth in interest income and fee income from customer inflow driven by enhanced sustainable finance brand value
Physical Risk	Acute risk	· Increased frequency and intensity of extreme weather events (typhoons, wildfires, etc.)	· Recognition of impairment losses on loan receivables due to decline in collateral asset value in the event of acute disasters · Increase in selling and administrative expenses related to the advancement of Business Continuity Plans (BCP)	· Increase in intangible assets and amortization expenses, and improved credit loss cost management efficiency through a refinement of collateral valuation that incorporates climate scenario analysis, and the development of risk simulation systems	· Minimization of net income volatility and defense of asset values through proactive capital adequacy management based on climate stress testing in the event of extreme weather events
	Chronic risk	· Increased climate vulnerability due to prolonged abnormal climate patterns			

Climate Change Strategy

Strategy

– Climate-related Opportunities

Type	Opportunity Factor	Anticipated Financial Effects		
		Short-term	Medium-term	Long-term
Products and Services	· Expansion of eco-friendly financial products and services · Development of a low-carbon asset portfolio	· Increase in selling and administrative expenses related to the development of new eco-friendly product lineups and the identification of companies with climate innovation technologies	· Increase in interest income and fee income through an expanded supply of climate finance products and early market capture	· Diversification of non-interest income and improvement in net interest margin (NIM) by securing leadership in the global sustainable finance market
Markets	· Entry into new markets and diversification of the business portfolio	· Increase in selling and administrative expenses for entry into global carbon markets and new ESG markets, and initial infrastructure investment	· Diversification of operating revenues and expansion of green loan receivables through the diversification of ESG financial products and investments in the environmental sector	· Generation of stable dividend income and valuation gains, and increase in equity method income from growth in investment asset values
Resource Efficiency	· Improvement of energy efficiency and cost reduction	· Increase in property, plant and equipment and capital expenditures through a transition to eco-friendly business vehicles and the adoption of energy-efficient equipment	· Reduction in selling and administrative expenses through progress in digital transformation and eco-friendly resource usage performance	· Reduction in fixed operating costs (selling and administrative expenses) and improvement in return on assets (ROA) from the establishment of the resource circulation framework
Energy Source	· Expansion of investment in renewable energy generation facilities and the adoption of eco-friendly technologies	· Increase in investment assets and loan receivables from an expanded financial support for renewable energy fund and green PF	· Enhancement of asset soundness and reduction in credit loss costs through the early elimination of high-carbon risks from the asset portfolio	· Increase in deposit liabilities based on enhanced ESG credibility
Resilience	· Enhancement of climate resilience and diversification of revenue streams	· Increase in selling and administrative expenses from the advancement of the Environmental and Social Risk Management (ESRM) framework and the establishment of climate resilience policies	· Decline in non-performing loan (NPL) ratio and alleviation of the burden of provisions for credit losses through expanded lending to companies with strong ESG performance	· Reduction in borrowing costs (interest expenses) and enhancement of capital adequacy (BIS, CET1) from accelerated ESG fund inflows including green bond issuance

– Investment and Disposal Plans

KB Financial Group continuously invests in the development and maintenance of the Group's Environmental Information Management System and ESG Information Disclosure System to enable us to monitor climate-related risks and systematically manage disclosure data. Through this, we minimize the operational risks arising from climate change by continuously managing GHG emissions across the Group. In addition, to facilitate the transition to a low-carbon economy, we are gradually adjusting our exposure to industry sectors with high carbon emissions, advancing climate finance processes to expand green finance and transition finance, and continuously reviewing our impact investments in renewable energy and low-carbon technology startups — key areas of new growth.

KB Financial Group raises funds to execute our investment plans by issuing ESG bonds. Bond proceeds are fully allocated to climate change mitigation and adaptation activities — such as eco-friendly project finance (PF) and low-carbon transition loans — in accordance with the green bond management framework. Beyond bond issuance, we are covering the costs of strengthening climate-related capabilities and advancing systems through government subsidies and the strategic allocation of internally retained funds within the Group, and plan to continuously diversify our funding sources going forward, including through attracting policy funds from international organizations.

Strategy	Funding Source	Investment Amount	
		2025	Future Plans
Investment in renewable energy generation facilities	Government subsidies and own budget	KRW 160 million	Budget to be allocated upon the installation of new facilities each year
Expansion of ESG financial products in the environmental sector	Green bonds, etc.	KRW 1.6 trillion	KRW 25 trillion (Based on cumulative outstanding balance as of 2030)
Advancement and maintenance of ESG Information Disclosure System and Environmental Information Management System	Own budget	KRW 990 million	KRW 90 million (Budgeted for 2026)

Climate Change Strategy

Strategy

Financing Plan for Strategy Execution

KB Financial Group incorporates the costs of responding to climate-related risks and opportunities into our financial plans.
As of the end of 2025, KB Financial Group had issued a cumulative total of KRW 19.7 trillion in ESG bonds, raising funds for the execution of our climate change response strategy in a manner consistent with the 「Green and Social Bond Principles」 and the Korean Green Bond Guidelines. Funds raised through green bonds are channeled into concentrated investments in eco-friendly green projects. Through the 'KB Green Wave 2030' strategy, KB Financial Group issued approximately KRW 1.9 trillion in ESG bonds in 2025, and plans to continue expanding the volume of ESG bond issuance through the end of 2030. In addition to ESG bond issuance, we plan to secure diverse funding sources, including participation in government policy finance programs and attracting investment from global institutional investors. We believe that operating cost savings generated through eco-friendly management activities — such as energy efficiency improvements and resource circulation — can be channeled into the execution of the climate change response strategy.

Progress on Previously Disclosed Plans

KB Financial Group has established phased targets to achieve net zero in internal emissions by 2040 and in financed emissions by 2050, and regularly reviews our progress toward these targets. In addition, we plan to expand the volume of ESG financial products (products, investments, and loans) to KRW 50 trillion (KRW 25 trillion for environmental sector) by 2030, and are making steady progress toward this target.

Category		Base Year	Phased Targets	2024 Performance	2025 Performance
KB Net Zero S.T.A.R.	Internal Emissions[1] (Scope 1 & 2)	2020 : 139,888 tCO_2eq	2030 : 81,135 tCO_2eq 2040 : 0 tCO_2eq	123,545 tCO_2eq	118,523 tCO_2eq
	Financed Emissions[2] (Scope 3)	2019 : 26,761,188 tCO_2eq	2030 : 17,851,944 tCO_2eq 2040 : 10,436,146 tCO_2eq 2050 : 0 tCO_2eq	49,462,484 tCO_2eq	51,566,264 tCO_2eq
KB Green Wave 2030	ESG Financial Products	2021 : KRW 25.1 trillion	2030 : KRW 50 trillion (KRW 25 trillion for environmental sector)	KRW 33.2 trillion(KRW 19.2 trillion for environmental sector)	KRW 36.9 trillion(KRW 20.8 trillion for environmental sector)

1) Annual internal emissions performance figures are calculated using the same criteria applied when establishing SBTi reduction targets (holding company and domestic subsidiaries (domestic business sites)).
2) Annual financed emissions performance figures have increased due to the expansion of the calculation scope following the establishment of SBTi reduction targets.

Climate Change Strategy

Strategy

Climate Scenario Analysis

KB Financial Group conducts scenario analysis to assess our climate resilience — that is, the extent to which KB's business model and climate change strategy can adapt to and withstand climate-related risks and opportunities.

How Climate Scenario Analysis Is Conducted

KB Financial Group's climate scenario analysis was developed in-house by reviewing the climate scenario analysis models of the central banks of major countries including the United States and Europe to ensure domestic and international sustainability disclosure requirements are met, and applied climate change scenarios proposed by NGFS[1] and IPCC[2] — internationally recognized global climate-related bodies. In particular, to more precisely identify the impacts of climate risks, KB Financial Group conducted stress tests under conservative scenarios that exclude future growth in asset size and operating profit and reflect transition risks, such as cost increases resulting from carbon reduction policies, as well as physical risks, such as physical damage and declines in collateral value resulting from climate change, including increases in the global average temperature.

– Climate Scenarios Selected by KB Financial Group

Target	Transition Risk	Physical Risk
Analysis time horizon	Impact analysis covering approximately 25 years from end of 2026 to 2050	
Asset scope subject to analysis	Assets classified as corporate finance (loans, equities, bonds) and real estate (commercial, residential) among the assets subject to credit risk RWA (Risk-Weighted Assets) calculation	
Business scope subject to analysis	Holding company and subsidiaries (domestic and overseas business sites), and subsidiaries of those subsidiaries (excluding special purpose entities and investment funds/trusts)	
Scenarios applied	NGFS Scenarios – Current Policies – Delayed Transition – Net Zero 2050	RCP Scenarios[3] – RCP2.6 – RCP4.5 – RCP6.0 – RCP8.5
Alignment with international agreements	Scenarios consistent with the latest international agreements on climate change	
Rationale for scenario selection	NGFS is used by domestic financial authorities as the basis for climate stress testing, ensuring consistency with the supervisory framework. It provides carbon price pathway and emissions outlook data at the national and sectoral level, and is considered optimally suited for analyzing the transmission of credit risk through an increased carbon cost burden on corporate finance borrowers.	The Representative Concentration Pathway (RCP) scenarios proposed by the IPCC are a globally recognized scientific standard for predicting extreme weather events based on changes in GHG concentrations in the atmosphere resulting from human activities.
Input variables	Financial information by borrower, carbon emissions, NGFS carbon emissions scenarios, KRX carbon credit prices, carbon emission reduction targets by industry sector, etc.	Real estate collateral information by borrower, rate of change in damage amounts by disaster type (scenario), daily cumulative precipitation, disaster damage records (past 10 years), gross regional domestic product by metropolitan/provincial unit, etc.

1) Network of Central Banks and Supervisors for Greening the Financial System: A global body established by the central banks and supervisory authorities of various countries to discuss standards for managing and supervising financial risks related to climate change and the environment.
2) Intergovernmental Panel on Climate Change
3) Representative Concentration Pathway: A scenario that predicts changes in GHG concentrations in the atmosphere resulting from the impact of human activities.

– Key Assumptions Used in Scenario Analysis

Input Variables	Key Assumptions	Data Sources
Climate-related policies	· GHG reduction ratios by industry sector based on Korea's 2035 National GHG Reduction Target and 2050 Carbon Neutrality Scenario	· Internal
Macroeconomic	· GDP growth rate: 3.0% assumed for 2022–2030, 2.5% assumed for 2030–2050	· NGFS
Country or regional-level variables	· Natural disaster information for 17 domestic regions (Seoul, Incheon, Gyeonggi, Gangwon, Chungbuk, Chungnam, Sejong, Daejeon, Jeonbuk, Jeonnam, Gwangju, Gyeongbuk, Gyeongnam, Daegu, Ulsan, Busan, Jeju) · Carbon price outlook for Korea under the Net Zero 2050 scenario	· Korea Meteorological Administration · NGFS
Energy mix	· Domestic renewable energy deployment pathway	· NGFS
Technology development	· Domestic carbon capture and storage technology deployment pathway	· NGFS

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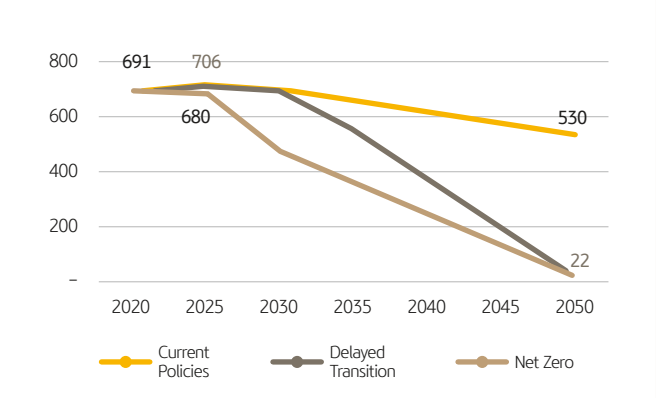
NGFS Scenarios

KB Financial Group selected and applied three scenarios — 'Current Policies,' 'Delayed Transition,' and 'Net Zero' — from among the seven transition pathways of the 5th NGFS Climate Scenarios published by NGFS in 2024, as these are the most representative and produce the most meaningful financial effects. The NGFS scenarios provide key climate variables associated with the transition to a low-carbon economy, including GHG emission reduction pathways, carbon prices, and temperature changes.

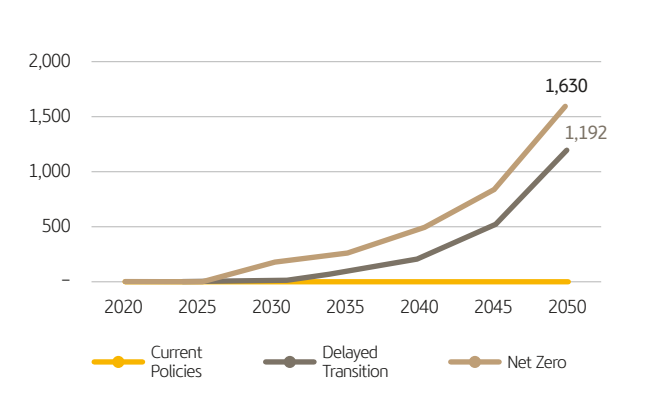
Scenario	Details	Carbon Emissions	Carbon Price
Current Policies	A scenario in which climate change intensifies as most countries make limited efforts toward low-carbon transition due to the absence of climate policies. Transition risks are not significant, but physical risks expand considerably.	Maintained at current levels due to the absence of climate policies, but gradually declining as some substitution occurs through renewable energy generation, etc.	Maintained at current levels due to the absence of climate policies.
Delayed Transition	A scenario in which the introduction of climate policies is delayed, followed by the implementation of strong GHG reduction policies after 2030. Physical risks are contained to a certain level, but transition risks expand.	Gradually declining from 706 million tons in 2030, sharply decreasing to 22 million tons by 2050.	Gradually increasing after 2030, with Korea's projected carbon price reaching approximately USD 1,190 per ton by 2050 — a mid-range level.
Net Zero	A scenario in which strong climate policies are implemented through 2050 to achieve carbon neutrality. Transition risks expand, but physical risks are limited.	Sharply declining from 680 million tons in 2025 to near-zero levels by 2050.	Korea's projected carbon price reaches approximately USD 1,600 per ton upon the implementation of the 2050 carbon neutrality policy — the highest level across all scenarios.

– Assumptions on Carbon Emissions and Carbon Prices by Scenario

① Carbon Emissions (Korea) (Y-axis unit: $MtCO_2eq/yr$)

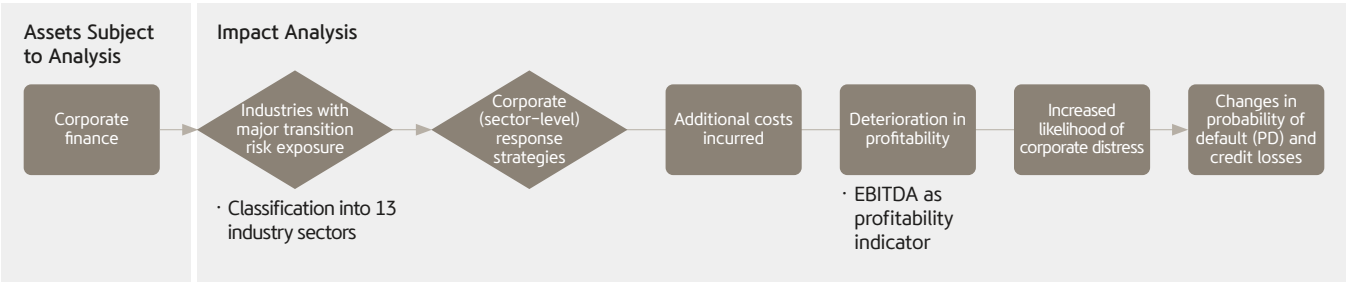


② Carbon Price (Korea) (Y-axis unit: USD 2010/tCO_2)



– Transition Risk Scenario Analysis Procedure

KB Financial Group utilized NGFS scenario analysis to analyze the impact of transition risks from tightened carbon regulations on KB Financial Group's asset portfolio, targeting the corporate finance portfolio including loans, bonds, and equities. By estimating future additional carbon costs using carbon prices and carbon emissions, reflecting these in profitability indicators to assess the deterioration in profitability, and measuring the resulting increase in corporate default rates, we estimated changes in credit losses.



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IPCC Scenarios

For physical risk scenario analysis, KB Financial Group applied the RCP scenarios proposed in the IPCC Fifth Assessment Report published in 2014. The report presents pathways with different assumptions about GHG concentrations depending on whether climate change response policies are implemented, and analyzes major risks by classifying a total of 27 disaster types by country.
Based on this, KB Financial Group reviewed the disaster types required for analysis by reflecting domestic characteristics, and ultimately selected floods (heavy rainfall, river flooding), typhoons, and wildfires as the core disaster types, conducting impact analyses accordingly.

– Rationale for Disaster Type Selection

Disaster Type	Details
Flood	Extreme precipitation increases in the East Asia region are projected due to climate change, and Asia is expected to suffer the largest direct GDP losses from sea level rise through 2080. The countries projected to experience the greatest damage are China, India, Korea, Indonesia, and Russia, in that order.
Typhoon	Korea is among the six countries within the top 10 with the highest average annual losses from tropical cyclones (Korea, Japan, the Philippines, Taiwan, China, and India ranking among the highest.)
Wildfire	Due to the acceleration of climate change, the scale and intensity of wildfire disasters in Korea have exceeded past projections and are becoming more severe. The impact of wildfire risk on asset quality is expected to increase going forward.

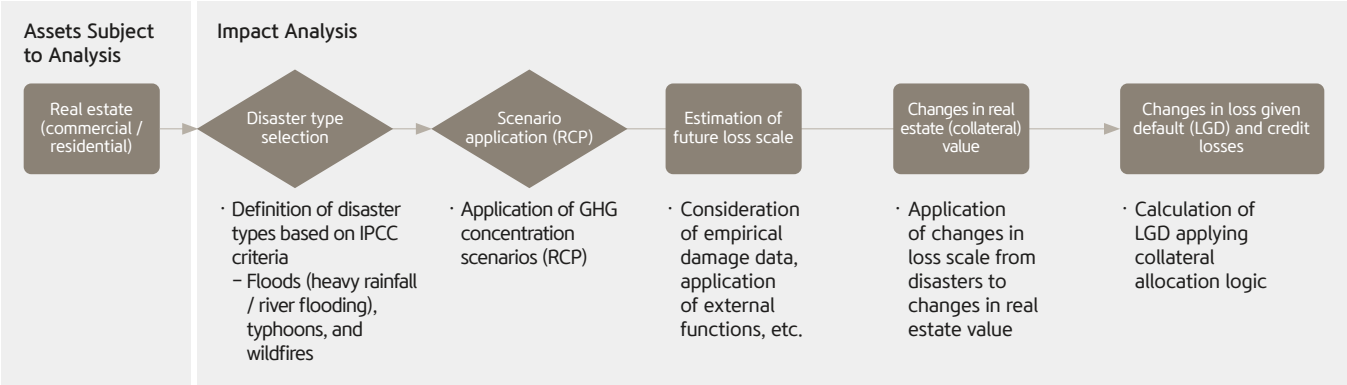
– RCP Scenarios

Scenario	Assumptions	CO_2 Concentration in 2100
RCP2.6	Immediate GHG reductions beginning now. The earth is able to recover on its own from the impacts of human activities (not achievable in practice).	420ppm
RCP4.5	Scenario in which GHG reduction policies are substantially realized.	540ppm
RCP6.0	Scenario in which GHG reduction policies are realized to some extent.	670ppm
RCP8.5	Scenario in which GHG emissions continue at their current trajectory (without consideration of emission reductions).	940ppm

* The RCP numbers represent the additional amount of energy absorbed by the Earth due to GHG concentrations (W/m^2). For example, RCP8.5 means that when the CO_2 concentration reaches 940 ppm, an additional 8.5 W/m^2 of energy is absorbed.

– Physical Risk Scenario Analysis Procedure

KB Financial Group utilized RCP scenario analysis to project the scale of economic damage in the event of future disasters, and to identify the physical risks that climate change poses to the real estate (commercial and residential) asset portfolio.



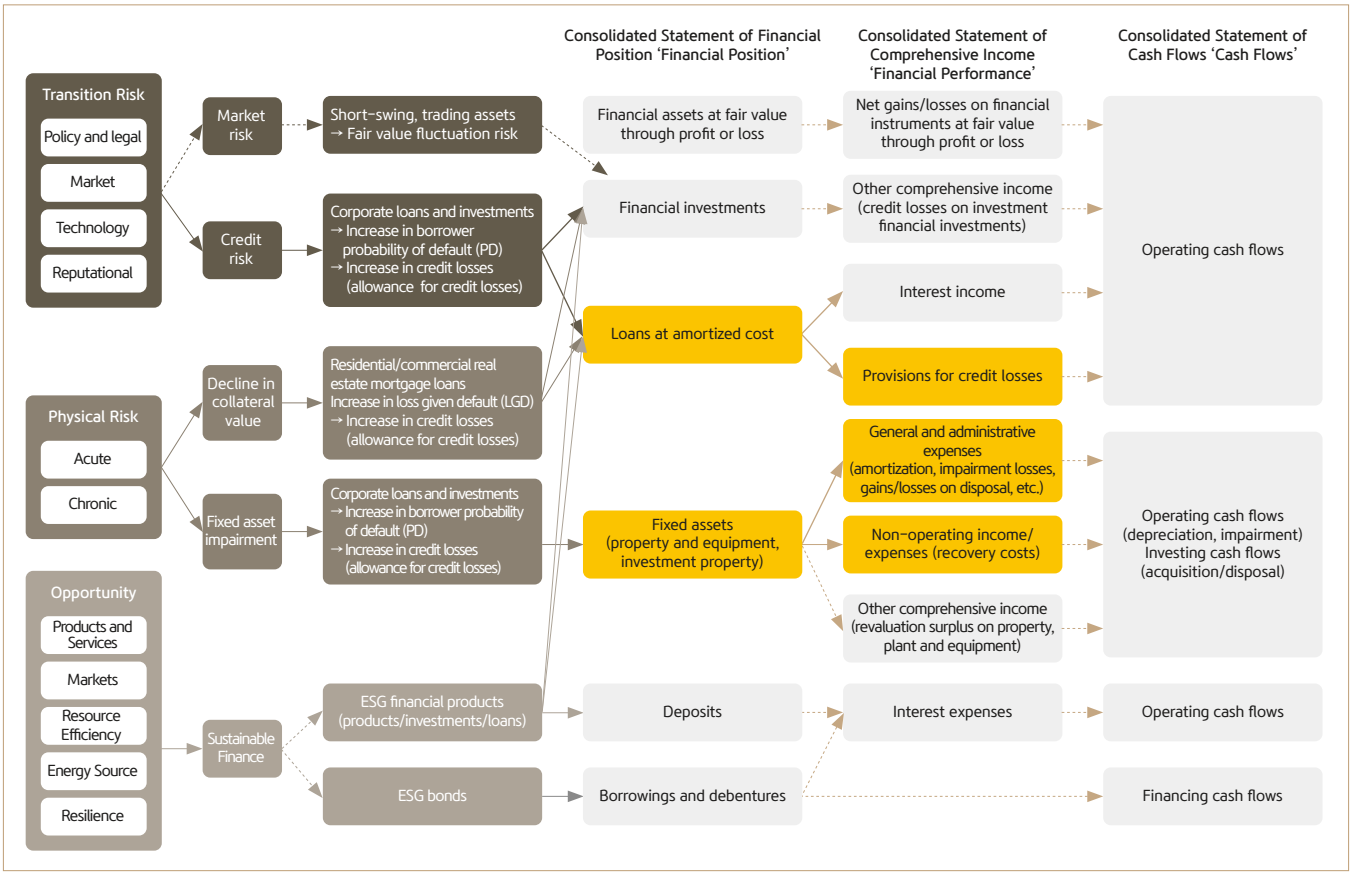
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Climate Scenario Analysis Results

KB Financial Group analyzes the financial pathways through which climate-related risks and opportunities are transmitted to our financial statements at the account level, and identifies their impacts on financial position, financial performance, and cash flows.

Financial Pathways of Climate-related Risks and Opportunities



Current Financial Effects of Climate-related Risks and Opportunities

KB Financial Group identifies and analyzes the effects of climate-related risks on the financial position, financial performance, and cash flows in the financial statements for the current period across the Group's 11 subsidiaries. KB Financial Group has assessed the effects arising from the delinquency and impairment of loan receivables, the provision of emergency funding support, and declines in the value of fixed assets — such as property, plant and equipment and investment property — due to natural disasters.

During the current period, there were no instances of delinquency or impairment of loan receivables related to investee companies attributable to transition risks or physical risks. However, as natural disasters — including typhoons, floods, and wildfires — constituting acute physical risks occurred during the period, KB Kookmin Bank recognized impairment losses and recovery costs on fixed assets such as property, plant and equipment and investment property of approximately KRW 21 million.

Based on estimates using currently available information, it has been determined that there are no climate-related risks or opportunities that have a significant risk of resulting in a material adjustment to the carrying amounts of assets and liabilities in the financial statements within the next financial year.

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Anticipated Financial Effects of Climate-related Risks

KB Financial Group analyzed the effects of climate change over the next 25 years through 2050, based on the asset portfolio used to calculate credit risk RWA (Risk-Weighted Assets) as of the end of 2025. The results of the scenario analysis show that transition risks have the greatest impact under the NGFS Net Zero 2050 scenario, while physical risks have the greatest impact under the IPCC RCP8.5 scenario.

An analysis of the short-, medium-, and long-term impacts found that across all scenarios the greatest impact occurs over the long term, and that the overall impact of climate risks is greater for transition risks than for physical risks. This indicates that the negative effects of the carbon costs borne by high-carbon industries due to tightened carbon policies are greater than the direct effects of climate change on borrowers' physical asset values.

- Transition Risk

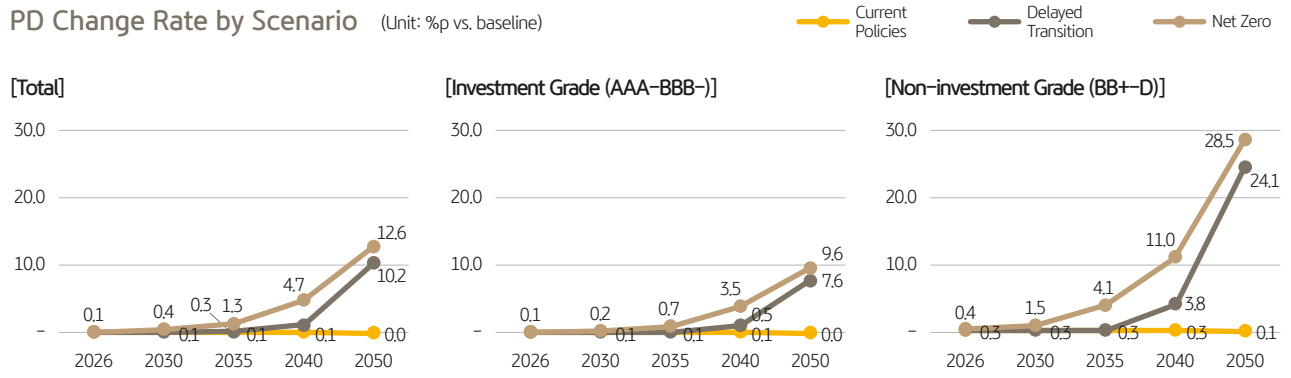
For the corporate finance portfolio subject to transition risk effects, KB Financial Group estimated the rate of increase in borrower probability of default (PD) under the NGFS scenario and the resulting changes in capital ratios (BIS ratio and CET1 ratio).

The results of the scenario analysis indicate that the effect of climate change increases over time and as policies tighten, with the greatest long-term impact expected under the NGFS Net Zero 2050 scenario.

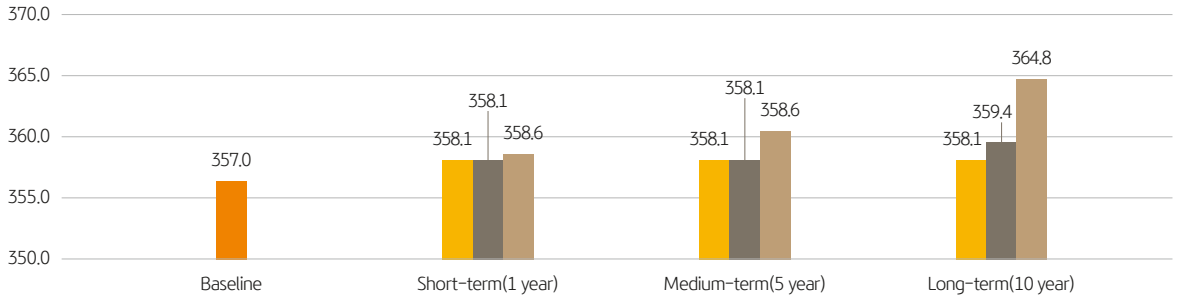
When compared across scenarios, the impact on the increase in probability of default was greatest in the order of Net Zero > Delayed Transition > Current Policies. Notably, as the Delayed Transition scenario assumes the implementation of low-carbon policies from 2030, default rates remain similar to those under the Current Policies scenario through 2029; however, they are estimated to rise sharply after 2030, reaching levels comparable to those of the Net Zero 2050 scenario by 2050. The increase in default rates for non-investment grade assets was found to be greater than for investment grade assets. This is considered to be a factor that further accelerates the risk of default among lower-credit borrowers, as the cost burden arising from the transition to a low-carbon economy affects them disproportionately.

RWA is projected to increase by KRW 7.8 trillion from the baseline over the long-term (10-year) horizon under the NGFS Net Zero 2050 scenario, reaching the highest level.

PD Change Rate by Scenario (Unit: %p vs. baseline)



RWA Changes by Scenario and Time Horizon (Unit: KRW trillion)

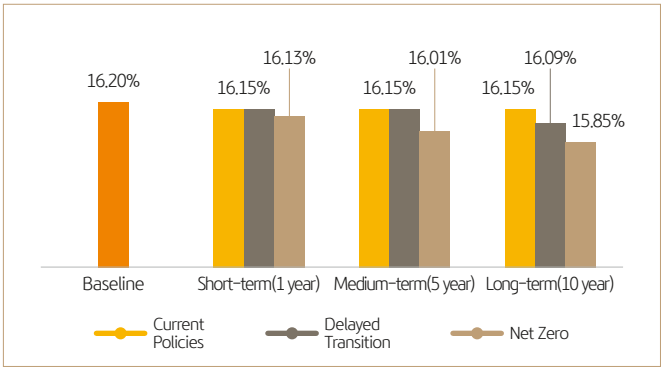


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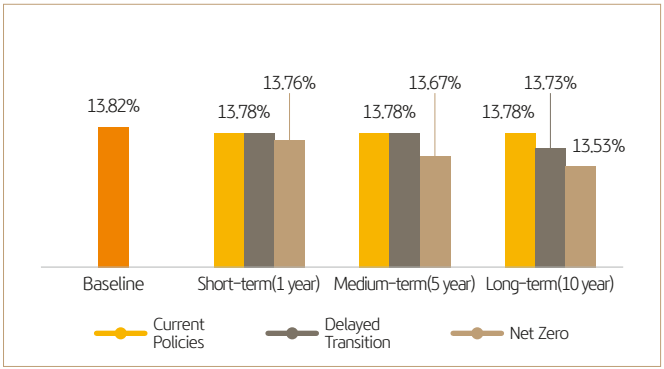
Analysis of the anticipated financial effects of transition risks on capital ratios over the short, medium, and long term found that, under the NGFS Net Zero 2050 scenario, the BIS ratio and CET1 ratio are projected to decline by 0.35%p and 0.29 %p, respectively, over the long-term (10-year) horizon relative to the end of 2025 baseline. Across all scenarios analyzed, the decline in BIS ratio and CET1 ratio compared with the baseline remained below 0.5%p, within the Group's loss-absorbing capacity, indicating no significant impact on capital adequacy.

① BIS ratio



* Baseline: BIS ratio as of the end of 2025, 16.20%

② CET1 ratio



* Baseline: CET1 ratio as of the end of 2025, 13.82%

- Physical Risk

For the real estate asset portfolio — including commercial and residential properties — subject to physical risk effects, KB Financial Group estimated the rate of increase in LGD and the resulting changes in capital ratios (BIS ratio and CET1 ratio) utilizing RCP scenario analysis results.

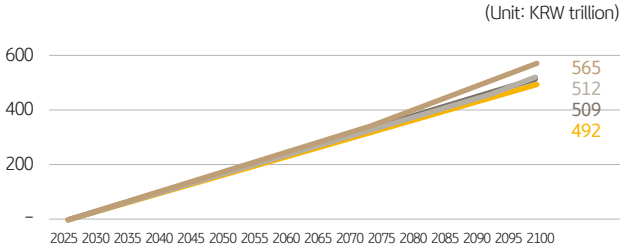
KB Financial Group estimated the rate of the decline in the collateral value of the real estate asset portfolio based on the scale of damage from various disaster types — including the distribution of wildfire, typhoon, and flood damage amounts and meteorological data — and analyzed changes in the average loss given default (LGD) accordingly. A larger change in LGD was assessed as indicating a greater impact on credit losses, and the damage scale was estimated using environmental variables at the level of 17 provinces and cities in five-year intervals through 2050.

The results of this analysis show that under the RCP8.5 scenario — where GHG concentrations increase the most over time — the rate of decline in collateral value reached approximately 19.8%, which is more than 2.3%p higher than the level under the RCP2.6 scenario (17.5%), demonstrating that the loss in collateral asset value can vary significantly depending on GHG concentration levels. However, when extreme climate disasters such as the large-scale wildfires that occurred in 2025 are factored in, the impact of collateral value decline attributable to a single disaster event was found to be considerably greater.

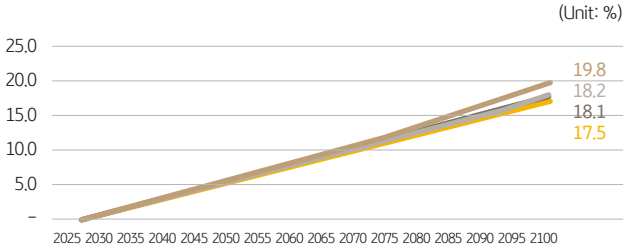
Changes in Disaster Damage Scale and Collateral Value Decline Rate by Scenario



[Disaster Damage Scale (Cumulative total of 17 regions)]



[Collateral Value Decline Rate (Cumulative total of 17 regions)]

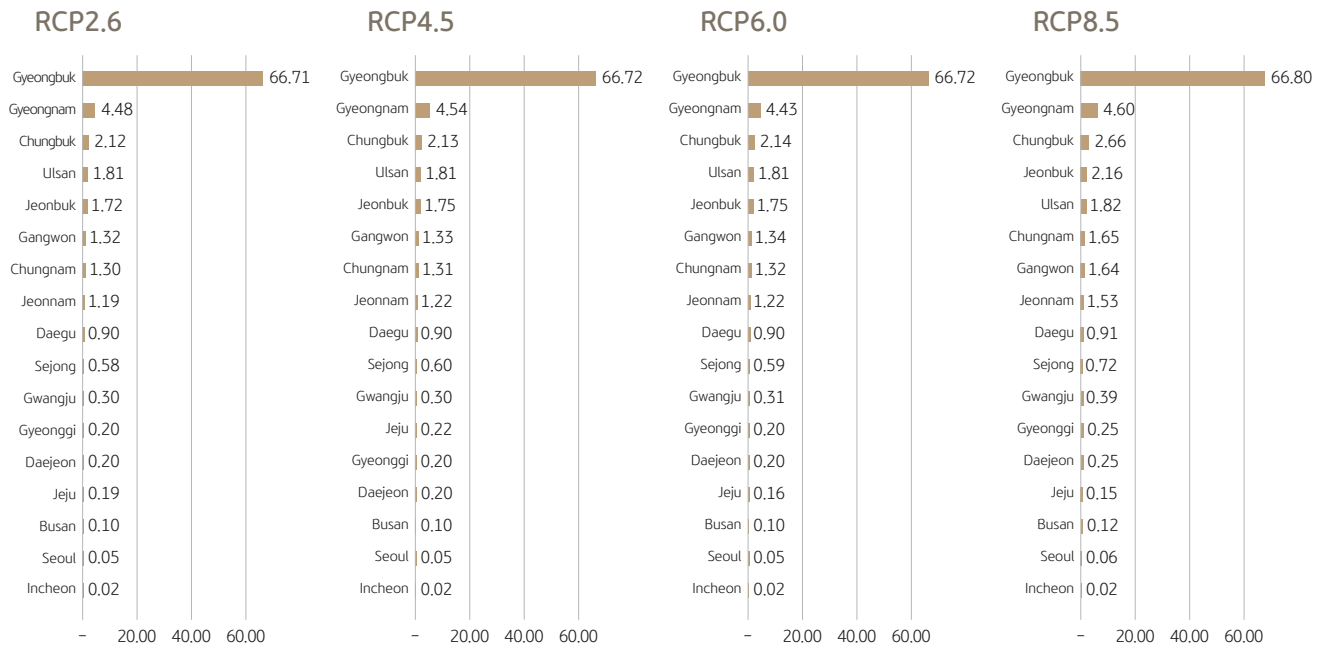


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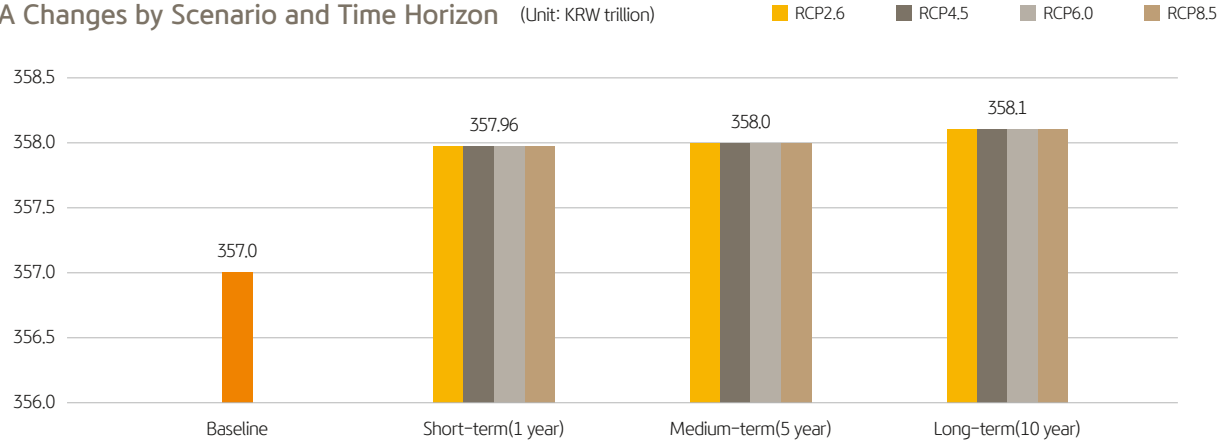
A regional breakdown reveals that the sharp escalation of physical risk triggered by the large-scale wildfires in Gyeongbuk Province in 2025 resulted in the RWA increase for that region ranking among the highest nationwide. This outcome significantly exceeded the RWA increases recorded in Seoul and Gyeonggi — regions with substantially larger asset bases — suggesting that direct shock sensitivity to climate disasters may have a far greater bearing on KB Financial Group's capital adequacy than the nominal concentration of assets within the portfolio.

Collateral Value Decline Rate by Scenario as of 2050



The impact of changes in Loss Given Default (LGD) on Risk-Weighted Assets (RWA) is greatest under the RCP8.5 scenario, with RWA increasing by KRW 1.1 trillion over the long-term (10-year) horizon relative to the baseline as of the end of 2025.

RWA Changes by Scenario and Time Horizon (Unit: KRW trillion)

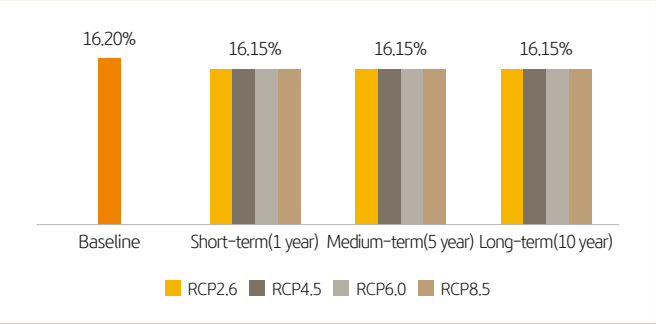


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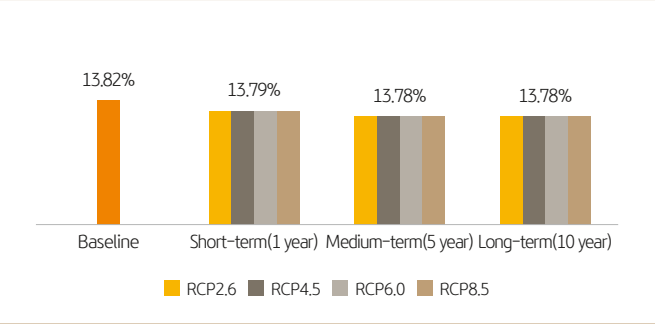
Analysis of the anticipated financial effects of physical risks on capital ratios over the short, medium, and long term found that under the RCP scenarios, the RCP8.5 scenario — which produces the largest divergence — shows declines of 0.05%p and 0.04%p in the BIS ratio and CET1 ratio, respectively, over the same horizon relative to the baseline as of the end of 2025. Across all scenarios analyzed, the declines in the BIS and CET1 ratios compared with the baseline remained below 0.1%p, indicating no significant financial effects. KB Financial Group minimizes its exposure to physical risks through regional asset diversification and proactive risk-avoidance strategies.

① BIS ratio



* Baseline: BIS ratio as of the end of 2025, 16.20%

② CET1 ratio



* Baseline: CET1 ratio as of the end of 2025, 13.82%

Anticipated Financial Effects of Climate-related Opportunities

KB Financial Group analyzes the effects of climate-related opportunity factors arising from the climate change response process on financial position, financial performance, and cash flows, and uses these as a driver for diversifying our business model and identifying new business opportunities. In the short term, initial investment costs may arise for the development of eco-friendly products and entry into new markets; however, over the medium- to long-term, gains in operational efficiency through digital transformation and diversification of the business portfolio are expected to expand the Group's market share, generate stable revenues, and strengthen capital adequacy.

Type	Opportunity Factor	Anticipated Financial Effects		
		Short-term	Medium-term	Long-term
Products and Services	· Expansion of eco-friendly financial products and services · Development of a low-carbon asset portfolio	· Increase in selling and administrative expenses from eco-friendly product development and marketing framework establishment	· Increase in interest income and fee income from growing demand for eco-friendly products	· Establishment of a stable interest income base and improved net interest margin (NIM) through expansion of the low-carbon asset portfolio
Markets	· Entry into new markets and diversification of the business portfolio	· Increase in intangible asset acquisitions for entry into new climate finance markets and infrastructure investment	· Diversification of operating revenues and expansion of loan receivables through portfolio diversification and early market capture	· Generation of stable dividend income and valuation gains, and increase in equity method income from growth in climate-related investment asset values
Resource Efficiency	· Improvement of operational efficiency and cost reduction	· Increase in capital expenditures from digital transformation and energy efficiency improvement projects	· Reduction in selling and administrative expenses and improvement of return on assets (ROA) from digital transformation and energy efficiency improvements	· Structural reduction of fixed operating costs (selling and administrative expenses) through entrenchment of the resource circulation framework
Energy Source	· Procurement of eco-friendly energy sources	· Increase in property, plant and equipment acquisitions from investment in renewable energy generation facilities	· Reduction in energy procurement costs and alleviation of cost burden related to emission allowances through improved energy self-sufficiency · Continuous increase in depreciation of property, plant and equipment from the operation of renewable energy generation facilities	· Structural reduction of operating costs through energy self-sufficiency, and increase in operating revenues through an expanded customer inflow driven by enhanced brand value
Resilience	· Enhancement of climate resilience and diversification of revenue streams	· Increase in intangible asset acquisitions from climate scenario analysis and risk system advancement	· Decline in non-performing loan (NPL) ratio and alleviation of burden of provisions for credit losses through proactive soundness management in climate change	· Reduction in borrowing costs (interest expenses) and enhancement of capital adequacy (BIS, CET1 ratio) through enhanced ESG credibility

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Climate Resilience Assessment

KB Financial Group conducts a climate scenario analysis on transition risks and physical risks, and assesses the Group's resilience in responding to climate change by linking the results to the capital adequacy management framework and deriving implications.

Capital Adequacy Management Framework

The CET1 ratio (Common Equity Tier 1 ratio) is an indicator of the loss-absorbing capacity, and at the same time serves as a key metric that forms the basis for shareholder returns. KB Financial Group sets a CET1 ratio of 13% as our internal management target, returns capital exceeding this level to shareholders, establishes crisis-stage thresholds for maintaining regulatory ratios, and operates an early warning system under which immediate alerts and response measures are triggered upon reaching these thresholds. The results of climate scenario analysis are directly utilized as stress test scenarios within the capital adequacy management framework.

– Thresholds by Stage of Climate Risk Crisis

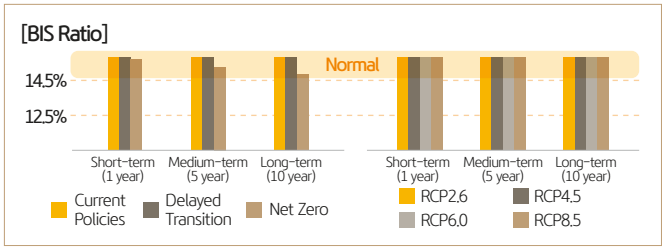
Capital Adequacy	Early Warning System			Recovery Execution Stage		Regulatory Ratio
	Normal	Caution	Warning	Crisis Signal	Crisis	
BIS Ratio	≥ 14.5%	< 14.5%	< 14.0%	< 13.6%	< 13.0%	12.5%
CET1 Ratio	≥ 11.0%	< 11.0%	< 10.5%	< 10.1%	< 9.5%	9.0%

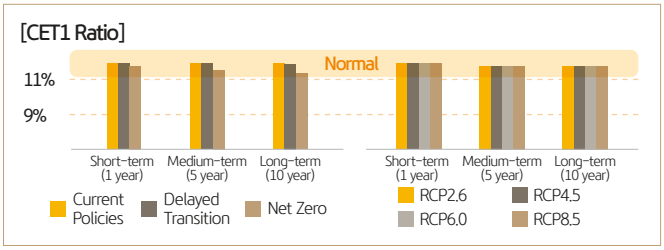
– Key Response Measures in Crisis Situations

Strategy	Key Response Measures under the Recovery Plan
BIS Ratio	· Asset disposal: Disposal of marketable/non-marketable assets, disposal of business real estate, asset sales (non-performing loan sales / performing loan sales) · Capital raising: Issuance of subordinated bonds, issuance of hybrid capital securities, etc.
CET1 Ratio	· Securing KRW liquidity : Issuance of certificates of deposit (CD), issuance of KRW bonds, procurement of deposits from financial institutions, etc. · Securing foreign currency liquidity: Disposal/issuance of foreign currency bonds, procurement of foreign currency borrowings, etc.

Capital Adequacy Assessment and Medium- to Long-term Climate Resilience Strategy

KB Financial Group conducted stress tests under conservative scenarios that exclude future growth in asset size and operating profit. Even under these assumptions, the results of the Group's capital adequacy analysis across all climate scenarios were estimated to fall within the "Normal" stage, indicating that the Group's financial soundness remains satisfactory over the short, medium, and long term. Going forward, the Group plans to maintain its robust financial fundamentals through proactive capital efficiency management and portfolio diversification.





– Capital Adequacy Assessment

Risk Response	Enterprise Value Enhancement
· It is estimated that the Group will maintain the "Normal" stage under the early warning system across all scenarios. This represents a level above regulatory ratios, indicating that the Group's financial resilience remains robust even under extreme climate change conditions. Even in cases where thresholds are reached due to unexpected climate change, capital adequacy will be restored by immediately activating response measures under the Recovery Plan.	· KB Financial Group plans to maintain a CET1 ratio of 13% or higher under any scenario by executing proactive medium- to long-term response strategies — such as the restructuring of high-carbon asset portfolios — thereby sustaining a stable shareholder return policy.

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– Medium- to Long-term Climate Resilience Strategy

Strategy	Action Items
Advancement of scenario analysis methodology	· Advancement of climate risk-related data collection, accumulation, and analysis frameworks · Regular assessment of the adequacy of climate scenario analysis
Development of financial resilience measures	· Capital adequacy assessment by scenario and development of capital buffers and risk response measures based on results · Establishment of asset portfolio monitoring measures for a proactive response to climate risks
Strengthening of internal capabilities	· Identification of climate-related risk factor management indicators and development of measurement capabilities · Strengthening of employee training through the development of climate risk management capabilities and the regular implementation of training programs, etc.

Significant Areas of Uncertainty Considered in the Climate Resilience Assessment

KB Financial Group incorporates significant uncertainties affecting the Group's financial stability into scenario analysis during the climate resilience assessment process, and regularly reviews the adequacy of key assumptions and variables. As the results of climate scenario analysis can vary significantly depending on the underlying assumptions and model design, we plan to refine the scenario analysis methodology, and to strengthen our diagnostic and response capabilities with respect to climate risks by incorporating the latest international trends and data.

Area of Uncertainty	Details	Financial Pathway
Speed of climate regulation and policy implementation	· Increase in transition costs for high-carbon industries depending on the pace of tightening of carbon neutrality policies	PD increase → Increase in allowances for credit losses → Increase in RWA
Speed of commercialization of renewable energy and green technologies	· Success or failure in securing ESG financial product supply and green finance funding determined by the pace of technology deployment	Variability in achievability of climate finance targets, fluctuations in fee income
Global financial market volatility	· Deterioration in financing conditions for low-carbon projects if high interest rate environment persists	Reduction in climate finance supply scale and decline in profitability
Intensification of physical risks	· Increased frequency and intensity of extreme weather events such as floods, typhoons, and wildfires	LGD increase → Decline in collateral value → Increase in credit loss expenses
Scenario model and assumption uncertainty	· Variability in analysis results due to changes in key input variables and assumptions such as GDP growth rate, carbon prices, and emission factors	Direct fluctuation in financial effects

The Company's Capacity to Adjust or Adapt its Strategy and Business Model in Response to Climate Change

KB Financial Group possesses a climate resilience that enables it to go beyond short-term risk response and transition and move toward the creation of medium- to long-term business opportunities, by incorporating the results of climate scenario analysis into our management strategy.

Capacity	Specific Measures	Details	Implementation Status
Availability and flexibility of existing financial resources	Capital adequacy management	· Creation and use of a five-stage early warning system for BIS ratio and CET1 ratio (Normal · Caution · Warning · Crisis Signal · Crisis) · Setting an internal CET1 ratio management target (13%)	· CET1 ratio in 2025: 13.82%
	Low-carbon funding procurement	· Procurement of stable low-carbon funding sources including green bond issuance based on the sustainable finance framework	· Cumulative ESG bond issuance of KRW 19.7 trillion as of the end of 2025
	Recovery Plan	· Reinforcement of capital and securing liquidity in times of crisis	-
Ability to redeploy, repurpose, upgrade, or decommission existing assets	Asset portfolio transition	· Monitoring carbon intensity for each industry sector based on climate scenarios · Phased reduction of high-carbon assets and reallocation of capital toward green assets	-
	Collateral asset reallocation	· Enhancement of screening standards in response to decline in collateral value in climate-vulnerable areas, diversification and reduction of real estate collateral risk	-
	Eco-friendly transition of internal operating assets	· Investment in renewable energy facilities, transition to eco-friendly vehicles, and green building conversions	· Investment of KRW 160 million in 2025
Effect of current and planned investments	ESG finance and consulting support	· Support for customers' low-carbon transition through an expanded supply of dedicated transition finance products, investment in eco-friendly new technologies, and low-carbon transition consulting	· ESG financial products — environmental sector outstanding balance of KRW 20.8 trillion as of the end of 2025
	Advancement of data management framework	· Ongoing management of asset portfolio emissions and securing of reliable disclosure information through advancement of the ESG Information Disclosure System and Environmental Information Management System	· Investment of KRW 990 million in 2025
	Optimal deployment of human and physical capital	· Incorporation of climate factors into Business Continuity Plans (BCP), and investment in the hiring and training of specialist personnel in climate risk management	

Climate Change Strategy

Risk Management

Risk Management Process

To manage climate-related risks and opportunities, KB Financial Group has established policies and processes for identifying, assessing, prioritizing, and monitoring climate-related risks.

Climate Risk Management Process

Identification

· Identification of climate-related risks, classified into transition risks and physical risks in accordance with KSSB Standard No. 2

Assessment

· Risk significance assessment
  – Assessment of the effect of climate risks on a five-point scale based on climate scenario analysis results
  – Assessment of the effect of risks on the Group by combining two factors: 'magnitude of financial effects' and 'likelihood of occurrence' (qualitative and quantitative assessments conducted in parallel)

Use of scenario analysis results

– Transition risks: Utilization of NGFS scenario analysis to estimate the impact of transition costs from changes in future carbon emissions and carbon prices
– Physical risks: Utilization of RCP scenario analysis to estimate the impact of losses on physical assets resulting from climate change

Magnitude of Financial Effects	Likelihood of Occurrence
Monetary impact of transition risks and physical risks on financial statements	Probability of the relevant risk factor exceeding thresholds within the selected scenario
· Quantitative assessment: Quantification of the impacts of transition risks and physical risks on probability of default (PD) and loss given default (LGD), respectively · Qualitative assessment: Changes in carbon regulations, shifts in market demand, pace of technological transition	· Quantitative assessment: Assessment of the frequency, probability, and timing of the occurrence of climate-related risks · Qualitative assessment: KB's response capabilities and management status

Prioritization

· Identification of material risks requiring priority management based on significance assessment results
· Ongoing monitoring of material risks; concentrated implementation of 'climate response engagement'

Monitoring

· Integrated into the enterprise-wide risk management framework; managed through the Enterprise Risk Monitoring System (ERMS) and Risk Information System (RIS)
· Dedicated ESG organizations of each subsidiary: Regularly monitoring the implementation of ESG initiatives including climate change strategies; reporting to ESG consultative bodies and the Board of Directors (ESG Committee)

Inputs and Parameters

To maximize the objectivity and financial predictive power of the climate risk significance assessment, KB Financial Group adopts globally recognized standard climate scenarios such as those of NGFS and IPCC, and utilizes validated input variables from credible institutions. KB Financial Group ensures the transparency of the process by linking actual activity data collected across the value chain with macroeconomic variables.

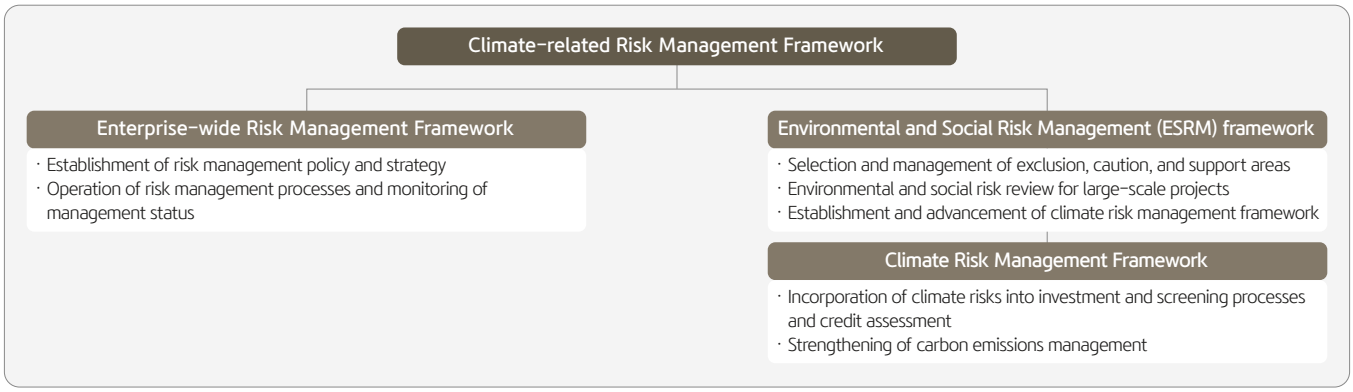
Key Inputs and Parameters	Data Source	Business Scope Applied
NGFS scenarios (Current Policies, Delayed Transition, Net Zero), RCP scenarios (2.6, 4.5, 6.0, 8.5)	NGFS, IPCC	Corporate finance and real estate asset portfolios based on accounting consolidated entity scope (excluding trusts, asset-backed securities, and investment funds)
GDP growth rate outlook, probability of default (PD) by industry sector, collateral value decline rate	NGFS, Bank of Korea, internal assumptions	
National GHG reduction targets (NDC), carbon price outlook	Government of Korea, IEA, NGFS	
Precipitation, average temperature, frequency of extreme weather events	Korea Meteorological Administration	
Asset location information (latitude/longitude), carrying amounts, sensitivity of each industry sector	Consolidated financial statements, S&P	

Climate Change Strategy

Risk Management

Climate-related Risk Management Framework

KB Financial Group has established an Environmental and Social Risk Management (ESRM) framework to proactively identify and respond to the direct, indirect, and potential risks arising from environmental and social impacts. Building on this foundation, we operate a process for recognizing, measuring, monitoring, and managing the environmental and social risks that may arise in the course of providing financial support, enabling a more systematic risk response. In the area of climate risks, we have established a climate risk management framework and are pursuing medium- to long-term strategies for climate change, including strengthening our carbon emissions management, and advancing our credit screening processes and credit assessment frameworks.



Opportunity Management Process

Climate-related Opportunity Management Framework

Climate change brings with it both risks and opportunities that can have a positive impact on companies. KB Financial Group actively identifies climate-related opportunities by expanding our provision of eco-friendly financial products and services, including climate (green and transition) finance support for eco-friendly and low-carbon transition businesses. As climate-related opportunities arise in the process of mitigating and adapting to climate risks, we engage in identifying, assessing, prioritizing, and monitoring climate-related opportunities in conjunction with the risk management process.



Incorporation into the Enterprise Risk Management Process

KB Financial Group defines "material risks" facing the Group in accordance with the 「Risk Management Regulations」, and identifies climate risks as underlying transmission factors of these material risks, incorporating them into the scope of management. The dedicated risk management organizations of each subsidiary assess the impact of climate factors on financial and non-financial risks in accordance with the risk measurement methodology by risk type, and the holding company's Risk Management Department conducts an integrated review to analyze potential crisis situations at the Group level. Notably, the results of climate scenario analysis are utilized in the 'stress testing process' to respond to the uncertainties of climate risks. By incorporating scenario analysis results into decision-making for setting Risk Appetite targets, allocating internal capital limits, and managing exposure limits for climate-vulnerable industries and regions, the Group secures its financial resilience. The risks identified through this process and the corresponding response strategies are regularly reported to the Risk Management Committee and the ESG Committee via the Risk Management Council, and the climate strategies ultimately approved by the Board of Directors and the Risk Management Committee are linked to the KPIs of operational execution organizations, enhancing the effectiveness of risk management at the operation level. For detailed information on the Group's enterprise risk management framework, please refer to pages 11-16 of this report.

Climate Change Strategy

Metrics & Targets

To systematically manage climate-related risks and opportunities, KB Financial Group sets targets using measurable metrics and monitors the performance of action items for achieving those targets.

Cross-Industry Metric

GHG Emissions Measurement Approach, Inputs and Assumptions

To ensure the consistency and transparency of KB Financial Group's GHG emissions calculations, the Control Approach as defined in the 'GHG Protocol Corporate Accounting and Reporting Standard (2004)' has been adopted as the fundamental principle for establishing asset boundaries. By including all subsidiaries and business sites over which KB Financial Group has the authority to determine financial and operational policies within the reporting range, we align the scope of the enterprise-wide risk management framework and internal controls with the scope of GHG emissions management, thereby enhancing the consistency between the climate change strategy and the implementation of GHG emission reduction, while responsibly managing the actual environmental impacts of the Group's business activities.

To ensure the objectivity and reliability of GHG emissions data, emissions calculation methodologies and emissions factors prescribed by internationally recognized guidelines and standards are applied. In calculating financed emissions (Scope 3), the guidelines of PCAF (Partnership for Carbon Accounting Financials) are adopted as the core principles for input variables, with priority given to actual emissions data from companies within the asset portfolio; where data is unavailable, estimates based on industry-average emission factors are used.

Measurement Approach

Category	Measurement Approach
Internal Emissions (Scope 1 & 2)	· Control Approach from GHG Protocol Corporate Accounting and Reporting Standard (2004) · ISO 14064-1 (2018) · IPCC Guidelines for National Greenhouse Gas Inventories (2006) · Framework Act on Carbon Neutrality and Green Growth for Coping with Climate Change · Guidelines on the Operation of GHG Target Management · Guidelines on Reporting and Verification of Emissions under the Greenhouse Gas Emissions Trading Scheme
External Emissions (Scope 3)	· ISO 14064-1 (2018) · Corporate Value Chain(Scope3) Accounting and Reporting Standard

Climate Change Strategy

Metrics & Targets

Inputs and Assumptions

Scope		Emission Activities	Inputs and Assumptions
Internal Emissions (Scope 1)		Stationary combustion	· Activity data: City gas (LNG), diesel (heating), kerosene (heating), propane (LPG) · Emission factors: Guidelines on Reporting and Certification of Emissions under the GHG Emissions Trading Scheme — emission factors by fuel type
		Mobile combustion	· Activity data: Gasoline, diesel (vehicles) · Emission factors: Guidelines on Reporting and Certification of Emissions under the GHG Emissions Trading Scheme — emission factors by fuel type
Internal Emissions (Scope 2)		Purchased electricity	· Activity data: Electricity consumption of buildings and vehicles · Emission factors: Guidelines on Reporting and Certification of Emissions under the GHG Emissions Trading Scheme — externally supplied electricity use
		Purchased heat (Steam)	· Activity data: Heat (steam) consumption · Emission factors: Korea District Heating Corporation
External Emissions (Scope 3)	Category1	Purchased goods and services	· Activity data: Paper consumption, water usage, passbook/card purchases · Emission factors: Environmental Product Declaration (EPD) assessment factors — emission factors by fuel type, Korea Environmental Industry & Technology Institute
	Category2	Capital goods	· Activity data: Purchases of desktop PCs, laptops, monitors, multifunction printers · Emission factors: Average carbon footprint of owned products
	Category3	Energy (other)	· Activity data: Fuel and energy-related activities not included in Scope 1 or Scope 2 · Emission factors: Environmental Product Declaration (EPD) assessment factors — emission factors by fuel type, Korea Environmental Industry & Technology Institute
	Category4	Transportation and distribution	· Activity data: Cash transport · Emission factors: National GHG Emission and Absorption Factors — road transport, Ministry of Climate, Energy and Environment
	Category5	Waste generated in operations	· Activity data: Landfill and recycled waste · Emission factors – Waste incineration: National GHG Emission and Absorption Factors — waste, Ministry of Climate, Energy and Environment – Environmental Product Declaration (EPD) assessment factors — emission factors by waste type, Korea Environmental Industry & Technology Institute
	Category6	Business travel	· Activity data: Business travel distance · Emission factors: U.S. EPA GHG Emission Factors Hub, Emission Factors for Greenhouse Gas Inventories, Business Travel – emission factors by mode of transport
	Category7	Employee commuting	· Activity data: Commuting distance · Emission factors: U.S. EPA GHG Emission Factors Hub, Emission Factors for Greenhouse Gas Inventories, Business Travel – emission factors by mode of transport
	Category11	Use of sold products	· Activity data: Internet/mobile banking · Emission factors: National GHG Emission and Absorption Factors, Ministry of Climate, Energy and Environment
	Category12	End-of-life treatment of sold products	· Activity data: Passbook/card cancellations · Emission factors – Cards: National LCI DB waste – incineration – PVC incineration – Passbooks: National LCI DB waste – incineration – paper incineration
	Category13	Downstream leased assets	· Activity data: Building leases, vehicle rentals/leases · Emission factors – Building leases: Guidelines on Reporting and Certification of Emissions under the GHG Emissions Trading Scheme — emission factors by fuel type – Vehicle rentals/leases: UK GHG Conversion Factors Full Set – Managed Assets – Vehicles

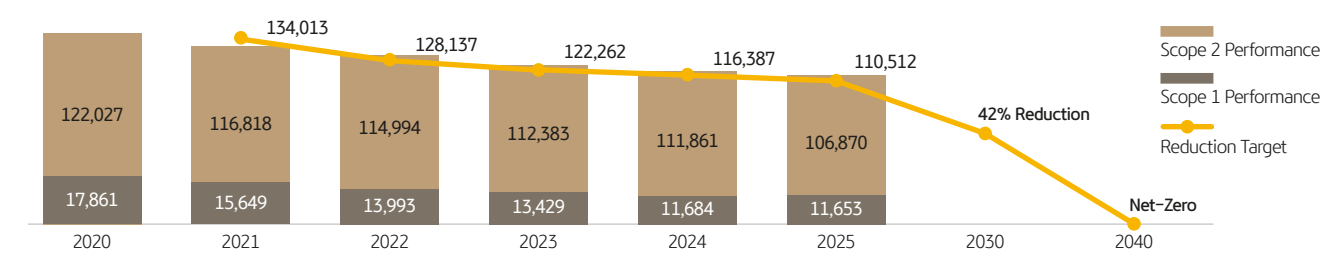
Climate Change Strategy

Metrics & Targets

Internal GHG Emissions (Scope 1 & 2)

Since 2023, KB Financial Group has calculated emissions based on KSSB Sustainability Disclosure Standard No. 2, "Climate-related Disclosures," separately from the criteria used when establishing the existing SBTi reduction targets. As this standard requires GHG emissions to be calculated on an accounting consolidated entity basis, domestic and overseas business sites of consolidated subsidiaries — excluding special purpose entities and investment funds/trusts — are included within the scope of GHG emissions calculation. As a result, the organizational boundary has expanded significantly compared to the criteria used when establishing the existing SBTi reduction targets, and GHG emissions have also been on an increasing trend since 2023. In accordance with Korea Sustainability Disclosure Standard No. 2, "Climate-related Disclosures," internal GHG emissions (Scope 1 & 2) for 2025 — calculated for the domestic and overseas business sites of consolidated subsidiaries — amounted to 148,926 tCO_2eq, a decrease of approximately 6,398 tCO_2eq compared to the prior year. This is the result of energy reduction activities such as our expanded use of renewable energy generation facilities, a broader transition to eco-friendly business vehicles, and resource circulation and energy efficiency improvements.
Meanwhile, internal GHG emissions (Scope 1 & 2) for 2025 — calculated for the domestic business sites of KB Financial Group and 11 major subsidiaries (based on SBTi reduction target criteria) — amounted to 118,523 tCO_2eq, a decrease of approximately 5,022 tCO_2eq compared to the previous year, and a reduction of 15.3% from the base year.

– Target Implementation Status (Based on Domestic Business Sites)



(Unit: tCO_2eq)

Category	Net Zero Pathway and Implementation Status[1]							
	2020	2021	2022	2023	2024	2025	2030	2040
Direct GHG Emissions (Scope 1)	17,861	15,649	13,993	13,429	11,684	11,653		
Indirect GHG Emissions (Scope 2) (Location-based)	122,027	116,818	114,994	112,383	111,861	106,870		
Total	139,888	132,467	128,987	125,812	123,545	118,523		
Scope 1&2 Target	-	134,013	128,137	122,262	116,387	110,512	42% reduction vs. base year	NET-ZERO
Reduction Rate Compared to Base Year	(Base year)	5.3%	7.8%	10.1%	11.7%	15.3%	(Interim target)	(Final target)

1) SBTi carbon reduction targets (Near-term) (approved Oct. 2021), targets established and emissions calculated based on domestic business sites

[Reference] Based on KSSB Standard 2[1] (including domestic and overseas business sites and consolidated subsidiaries)

Category		Unit	2023	2024	2025
GHG Emissions	Direct GHG Emissions (Scope 1)	tCO_2eq	23,325	22,510	22,253
	Indirect GHG Emissions (Scope 2) (Location-based)	tCO_2eq	132,121	132,814	126,673
	Total	tCO_2eq	155,446	155,324	148,926
GHG Emissions Intensity	Revenue[2]	KRW billion	77,640	85,214	81,378
	Per revenue	tCO_2eq/KRW billion	2.00	1.82	1.83
	Per employee	tCO_2eq/person(s)	5.77	5.86	5.77

1) It is planned to establish GHG emission reduction targets that include overseas business sites and consolidated subsidiaries at a later date.
2) Based on group revenue; calculated applying K-IFRS Accounting Standard No. 1117 'Insurance Contracts.'

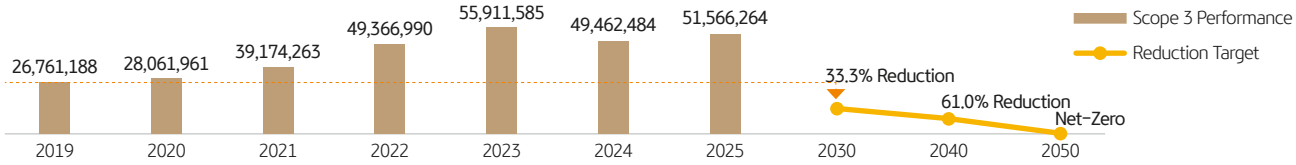
Climate Change Strategy

Metrics & Targets

External GHG Emissions (Scope 3)

– Financed Emissions Target Implementation Status

Due to the nature of the finance business, the financed emissions of financial institutions increase in tandem with the expansion of asset scale driven by business growth. To more precisely measure and manage the medium- to long-term implementation level toward achieving carbon neutrality, KB Financial Group manages both the total volume of financed emissions and 'carbon intensity' — which is the level of emissions relative to asset scale. Carbon intensity is a useful metric to objectively compare and analyze the relative carbon efficiency across asset portfolios. KB Financial Group's carbon intensity per unit of assets has been continuously declining, showing a clear trend of improvement. This is considered to be the result of both the actual carbon reduction efforts of investee companies and borrowers across major asset classes — including listed equities and corporate bonds, unlisted equities and corporate loans, residential real estate, and vehicle loans — and KB Financial Group's advancement of the emissions measurement process. In addition, the calculation coverage is continuously being expanded through system-based financed emissions measurement, and a high level of PCAF data quality has been maintained in accordance with global standards. KB Financial Group plans to secure the accuracy and external credibility of financed emissions disclosures by continuously increasing the proportion of actual emissions data from borrowers that it utilizes.



(Unit: tCO_2eq)

Category	2019[1]	2020[1]	2021[2]	2022[3]	2023[4]	2024	2025	2030	2040	2050
Scope 3	26,761,188	28,061,961	39,174,263	49,366,990	55,911,585	49,462,484	51,566,264	33.3% reduction vs. base year	61.0% reduction vs. base year	NET-ZERO
	Base year							Interim target		Final target

1) Corporate finance assets with aggregate exposure of KRW 3 billion or more
2) Corporate finance assets with aggregate exposure of KRW 2.5 billion or more in residential real estate and vehicle loans newly measured from baseline as of end of 2021
3) Calculated for all corporate finance assets from baseline as of end of 2022 with government bonds newly measured and included in the total; financed emissions of government bonds included in the total are based on gross emissions
4) Overseas government bonds included in government bond measurements from baseline as of the end of 2023

– GHG Emissions Performance by Category

(Unit: tCO_2eq)

Category[1]			Emission Item	2023	2024	2025
Upstream	Category1[2]	Purchased goods and services	Paper consumption, water usage, passbook/card purchases	3,399	3,419	5,376
	Category2	Capital goods	Purchases of desktops, laptops, monitors, multifunction printers	7,284	3,502	4,529
	Category3[3]	Energy (other)	Fuel and energy-related activities not included in Scope 1 or Scope 2	-	18,400	20,639
	Category4[4]	Transportation and distribution	Cash transport	205	141	139
	Category5	Waste generated in operations	Landfill, incineration and recycled waste	6,001	4,188	3,721
	Category6	Business travel	Business travel distance	2,285	6,874	6,136
	Category7[4]	Employee commuting	Commuting distance	19,383	35,938	29,162
Subtotal[5]				38,556	72,462	69,702
Downstream	Category11	Use of sold products	Internet/mobile banking	23,539	31,213	26,895
	Category12	End-of-life treatment of sold products	Account closure/card cancellations	98	195	184
	Category13	Downstream leased assets	Building leases, vehicle rentals/leases	617,196	590,011	248,588
Subtotal[5]				640,832	621,419	275,667
Total				679,389	693,881	345,369

* KB Financial Group and its subsidiaries (including domestic and overseas business sites and each subsidiary's subordinate companies); the most recently published emission factors applied from 2024
1) Selected as items relevant to financial institutions from among 15 categories of Scope 3 2) Recalculated for 2024 3) Newly aggregated from 2024
4) Commuting distance aggregation methodology advanced from 2024; recalculated for 2024 5) Discrepancies in totals may occur due to rounding.

Climate Change Strategy

Metrics & Targets

Financed Emissions Performance by PCAF Asset Class (Scope 3)

① 2024

Asset Type		Exposure		Financed Emissions (tCO_2eq)	Intensity (tCO_2eq/ KRW 100 million)	SBTi Coverage	Data Score[2]
		Amount (KRW trillion)	Calculation Ratio[1]				
Corporate finance	Listed equities and corporate bonds	54.3	76.4%	9,743,458	18.0	Listed equities: listed 83.7%; corporate bonds: listed 78.1%	3.6
	Unlisted equities and corporate loans	95.9	78.1%	26,972,842	28.1	Corporate loans: 78.5%	3.8
Non-corporate Finance	Power generation project finance	1.8	100.0%	2,252,448	126.8	100.0%	1.2
	Commercial real estate	7.8	100.0%	80,839	1.0	100.0%	2.9
	Residential real estate	27.6	100.0%	125,083	0.5	All loans for the purpose of purchasing personal residential real estate	4.0
	Motor vehicle loans	4.9	98.3%	292,196	6.0	All vehicle loans (excluding leases and rentals)	4.0
	Government bonds (net emissions)[3]	45.7	100.0%	9,389,421	20.5	100%	1.0
	Government bonds (gross emissions)[3]			9,995,618	21.9		
Total[4]		237.9	84.5%	49,462,484	20.8		3.2

② 2025

Asset Type		Exposure		Financed Emissions (tCO_2eq)	Intensity (tCO_2eq/ KRW 100 million)	SBTi Coverage	Data Score[2]
		Amount (KRW trillion)	Calculation Ratio[1]				
Corporate finance	Listed equities and corporate bonds	55.0	77.6%	9,630,565	17.5	Listed equities: listed 99.1%; corporate bonds: listed 79.3%	3.6
	Unlisted equities and corporate loans	101.5	77.2%	27,924,087	27.5	Corporate loans: 77.3%	3.8
Non-corporate Finance	Power generation project finance	1.9	100.0%	2,776,424	146.4	100.0%	1.1
	Commercial real estate	9.1	99.7%	124,353	1.4	100.0%	2.9
	Residential real estate	34.1	100.0%	138,720	0.4	All loans for the purpose of purchasing personal residential real estate	4.0
	Motor vehicle loans	5.1	99.8%	283,895	5.6	All vehicle loans (excluding leases and rentals)	4.0
	Government bonds (net emissions)[3]	49.6	100.0%	10,122,751	20.4	100%	1.0
	Government bonds (gross emissions)[3]			10,688,220	21.6		
Total[4]		256.2	84.8%	51,566,264	20.1		3.2

1) The ratio of exposure subject to financed emissions calculation to total climate-related exposure
2) A score from 1 to 5 is assigned based on data quality as defined by PCAF; a score closer to 1 indicates higher data reliability.
3) Net emissions and gross emissions calculated in accordance with PCAF Standards. (As net emissions are not disclosed by certain overseas countries, financed emissions of government bonds included in the total are based on gross emissions.)
4) Discrepancies may occur in exposure and emissions totals due to rounding.

Climate Change Strategy

Metrics & Targets

Financed Emissions by Financial Activity and Asset Class (Scope 3)

① 2024

Financial Activity	Asset Type		Exposure		Financed Emissions (tCO_2eq)			
			Amount (KRW 100 million)	Calculation Ratio[1]	Scope 1	Scope 2	Scope 3	Total
Commercial banking	Loans		1,211,024	85.0%	7,597,355	2,327,051	16,021,417	25,945,822
	Equity investment		9,251	72.1%	5,405	4,496	17,012	26,913
	Bonds		576,795	82.1%	7,852,306	377,727	1,610,625	9,840,659
	Project finance		9,573	100.0%	1,263,494	29,396	0	1,292,890
	Undrawn loan commitments	Undrawn amounts	211,290	87.5%	6,133,895	919,620	6,908,656	13,962,171
		Drawn amounts	157,195	85.7%	1,115,031	195,261	1,301,217	2,611,508
		Total committed amounts	368,485	88.8%	5,020,486	724,486	5,609,464	11,354,435
Insurance	Loans		31,628	72.6%	158,485	8,563	54,916	221,964
	Equity investment		8,206	96.8%	9,647	1,697	3,597	14,942
	Bonds		359,033	90.1%	7,324,648	150,989	808,968	8,284,604
	Project finance		7,992	100.0%	930,018	942	0	930,960
	Undrawn loan commitments	Undrawn amounts	2,341	60.6%	453,318	11,395	71,537	536,250
		Drawn amounts	25,393	63.9%	442,748	10,285	64,726	517,758
		Total committed amounts	28,066	38.4%	9,946	847	5,370	16,163
Asset management	Proprietary assets		487	100.0%	105	87	866	1,058
	AUM		80,202	76.5%	1,602,325	40,603	145,587	1,788,515
Other			165,180	79.3%	1,686,122	172,935	1,043,614	2,902,671
Total[2]			**2,592,799**	**84.7%**	**31,858,017**	**3,799,216**	**25,175,849**	**60,833,081**

1) The ratio of exposure subject to financed emissions calculation to total exposure by asset type. Cases in which the basic information required for financed emissions calculation (financial information, environmental information, etc.) could not be confirmed were excluded from the calculation.

2) Exposure and financed emissions included in the total are based on undrawn amounts for undrawn loan commitments; for asset management, only proprietary assets are included, excluding AUM (client assets).
Deducting the undrawn amount-based exposure and financed emissions of undrawn loan commitments from the total will reconcile with the total exposure subject to calculation and financed emissions by PCAF asset class.

Climate Change Strategy

Metrics & Targets

Financed Emissions by Financial Activity and Asset Class (Scope 3)

② 2025

Financial Activity	Asset Type		Exposure		Financed Emissions (tCO_2eq)			
			Amount (KRW 100 million)	Calculation Ratio[1]	Scope 1	Scope 2	Scope 3	Total
Commercial banking	Loans		1,334,833	85.3%	6,946,522	2,661,419	17,152,948	26,760,889
	Equity investment		9,396	74.8%	5,264	6,117	19,942	31,323
	Bonds		596,832	84.2%	8,255,693	354,509	1,374,962	9,985,164
	Project finance		10,558	100.0%	1,458,414	123,342	0	1,581,756
	Undrawn loan commitments	Undrawn amounts	205,368	86.1%	4,092,651	664,387	4,662,740	9,419,778
		Drawn amounts	144,472	79.6%	2,061,476	318,935	1,470,738	3,851,150
		Total committed amounts	349,840	83.3%	6,153,502	983,112	6,130,308	13,266,922
Insurance	Loans		51,918	71.0%	408,001	8,634	81,909	498,544
	Equity investment		778	76.2%	483	16	361	860
	Bonds		370,167	90.5%	7,727,211	148,030	803,742	8,678,983
	Project finance		8,409	100.0%	1,191,092	3,576	0	1,194,668
	Undrawn loan commitments	Undrawn amounts	2,663	23.3%	9,666	868	5,318	15,852
		Drawn amounts	33,896	59.6%	658,768	10,631	94,984	764,384
		Total committed amounts	36,680	53.5%	668,904	11,647	101,176	781,727
Asset management	Proprietary assets		623	100.0%	31	58	1,125	1,214
	AUM		94,265	76.0%	1,783,471	107,579	308,852	2,199,902
Other			178,703	77.2%	1,594,712	158,311	1,079,840	2,832,863
Total[2]			2,770,250	84.7%	31,689,740	4,129,267	25,182,887	61,001,894

1) The ratio of exposure subject to financed emissions calculation to total exposure by asset type. Cases in which the basic information required for financed emissions calculation (financial information, environmental information, etc.) could not be confirmed were excluded from the calculation.

2) Exposure and financed emissions included in the total are based on undrawn amounts for undrawn loan commitments; for asset management, only proprietary assets are included, excluding AUM (client assets).
Deducting the undrawn amount–based exposure and financed emissions of undrawn loan commitments from the total will reconcile with the total exposure subject to calculation and financed emissions by PCAF asset class.

Climate Change Strategy

Metrics & Targets

Financed Emissions by Financial Activity and Industry Classification (GICS) (Scope 3) — Commercial Banking

① 2024

Asset Type	Industry Classification (GICS)	Exposure		Financed Emissions (tCO_2eq)			
		Amount (KRW 100 million)	Share	Scope 1	Scope 2	Scope 3	Total
Loans	Energy	19,120	2.2%	563,645	127,823	1,140,354	1,831,822
	Materials	148,021	17.1%	2,231,296	979,738	4,462,358	7,673,392
	Industrials	176,453	20.4%	2,301,945	269,612	3,185,947	5,757,504
	Consumer Discretionary	167,545	19.4%	384,622	398,335	3,117,957	3,900,914
	Consumer Staples	61,837	7.2%	222,770	126,377	1,697,133	2,046,281
	Health Care	29,768	3.4%	78,375	73,413	568,761	720,549
	Financials	95,290	11.0%	252,900	76,809	407,415	737,124
	Information Technology	63,124	7.3%	182,762	203,956	895,453	1,282,171
	Communication Services	15,656	1.8%	13,742	16,422	110,830	140,994
	Utilities	5,031	0.6%	1,094,966	2,357	121,870	1,219,193
	Real Estate	82,193	9.5%	33,970	36,864	156,052	226,886
Equity investment	Energy	0	0.0%	0	0	0	0
	Materials	9	0.1%	78	116	528	722
	Industrials	549	5.9%	3,275	683	5,104	9,062
	Consumer Discretionary	2,705	29.2%	1,783	3,475	9,073	14,331
	Consumer Staples	2	0.0%	9	0	24	33
	Health Care	0	0.0%	0	0	0	0
	Financials	5,767	62.3%	8	66	460	534
	Information Technology	174	1.9%	127	120	1,468	1,714
	Communication Services	41	0.4%	124	36	354	513
	Utilities	0	0.0%	0	0	0	0
	Real Estate	5	0.1%	1	1	3	4
Bonds	Energy	6,718	1.7%	237,291	46,051	472,734	756,075
	Materials	12,196	3.2%	516,150	99,763	343,662	959,575
	Industrials	109,262	28.4%	2,016,919	90,011	338,674	2,445,604
	Consumer Discretionary	7,781	2.0%	4,276	13,718	120,671	138,665
	Consumer Staples	5,972	1.6%	32,285	40,161	157,361	229,807
	Health Care	393	0.1%	36	59	204	298
	Financials	225,775	58.6%	129,297	21,339	84,947	235,583
	Information Technology	3,923	1.0%	28,564	14,875	33,864	77,303
	Communication Services	6,171	1.6%	834	40,994	16,711	58,539
	Utilities	4,362	1.1%	618,361	266	33,667	652,293
	Real Estate	2,517	0.7%	1,448	10,491	8,131	20,071

Climate Change Strategy

Metrics & Targets

Financed Emissions by Financial Activity and Industry Classification (GICS) (Scope 3) — Commercial Banking

① 2024

Asset Type	Industry Classification (GICS)	Exposure		Financed Emissions (tCO_2eq)			
		Amount (KRW 100 million)	Share	Scope 1	Scope 2	Scope 3	Total
PF	Energy	0	0.0%	0	0	0	0
	Materials	0	0.0%	0	0	0	0
	Industrials	0	0.0%	0	0	0	0
	Consumer Discretionary	0	0.0%	0	0	0	0
	Consumer Staples	0	0.0%	0	0	0	0
	Health Care	0	0.0%	0	0	0	0
	Financials	0	0.0%	0	0	0	0
	Information Technology	0	0.0%	0	0	0	0
	Communication Services	0	0.0%	0	0	0	0
	Utilities	9,573	100.0%	1,263,494	29,396	0	1,292,890
	Real Estate	0	0.0%	0	0	0	0

Asset Type	Industry Classification (GICS)	Exposure						Financed Emissions (Based on Undrawn Amounts) (tCO_2eq)			
		Based on Undrawn Amounts		Based on Drawn Amounts		Based on Total Commitment Amounts					
		Amount (KRW 100 million)	Share	Amount (KRW 100 million)	Share	Amount (KRW 100 million)	Share	Scope 1	Scope 2	Scope 3	Total
Undrawn loan commitments	Energy	19,377	9.4%	4,483	7.3%	23,860	8.9%	833,797	145,162	1,809,749	2,788,709
	Materials	25,149	12.2%	10,189	16.7%	35,338	13.2%	516,120	234,004	751,127	1,501,252
	Industrials	34,106	16.6%	13,183	21.6%	47,289	17.7%	281,593	65,958	951,471	1,299,022
	Consumer Discretionary	24,567	11.9%	10,793	17.7%	35,360	13.3%	54,276	56,221	589,775	700,271
	Consumer Staples	14,679	7.1%	4,837	7.9%	19,516	7.3%	69,374	56,926	503,436	629,736
	Health Care	5,862	2.9%	2,087	3.4%	7,949	3.0%	29,921	45,951	329,309	405,182
	Financials	52,854	25.7%	5,547	9.1%	58,402	21.9%	70,720	42,901	136,126	249,747
	Information Technology	9,178	4.5%	3,263	5.3%	12,441	4.7%	47,476	16,929	145,183	209,588
	Communication Services	10,683	5.2%	414	0.7%	11,097	4.2%	7,275	48,580	55,992	111,848
	Utilities	6,127	3.0%	5,224	8.6%	11,351	4.3%	3,094,979	2,441	269,715	3,367,135
	Real Estate	3,089	1.5%	1,045	1.7%	4,134	1.5%	3,575	6,771	32,838	43,184

Climate Change Strategy

Metrics & Targets

Financed Emissions by Financial Activity and Industry Classification (GICS) (Scope 3) — Commercial Banking

② 2025

Asset Type	Industry Classification (GICS)	Exposure		Financed Emissions (tCO_2eq)			
		Amount (KRW 100 million)	Share	Scope 1	Scope 2	Scope 3	Total
Loans	Energy	16,452	1.8%	441,591	83,567	611,419	1,136,577
	Materials	161,451	17.6%	2,768,570	1,246,743	5,213,864	9,229,177
	Industrials	171,669	18.7%	887,662	249,105	3,279,578	4,416,346
	Consumer Discretionary	172,099	18.8%	496,969	423,537	3,133,038	4,053,544
	Consumer Staples	77,142	8.4%	258,525	153,778	2,029,709	2,442,012
	Health Care	34,870	3.8%	90,930	102,569	794,901	988,400
	Financials	103,567	11.3%	265,048	88,665	468,556	822,269
	Information Technology	66,510	7.3%	151,513	235,298	967,311	1,354,122
	Communication Services	19,075	2.1%	22,673	21,498	146,358	190,529
	Utilities	5,542	0.6%	1,231,607	2,606	144,849	1,379,062
	Real Estate	88,672	9.7%	37,342	37,589	168,521	243,451
Equity investment	Energy	0	0.0%	0	0	0	0
	Materials	11	0.1%	94	139	609	843
	Industrials	232	2.5%	2,482	203	3,390	6,075
	Consumer Discretionary	2,742	29.2%	2,388	5,074	11,304	18,765
	Consumer Staples	0	0.0%	0	0	0	0
	Health Care	0	0.0%	0	0	0	0
	Financials	6,004	63.9%	10	269	1,265	1,545
	Information Technology	383	4.1%	250	416	3,239	3,905
	Communication Services	24	0.3%	41	15	135	191
	Utilities	0	0.0%	0	0	0	0
	Real Estate	0	0.0%	0	0	0	0
Bonds	Energy	4,115	1.1%	149,942	31,907	287,536	469,386
	Materials	9,134	2.4%	342,354	67,512	236,954	646,819
	Industrials	117,454	31.1%	2,398,878	122,826	408,711	2,930,416
	Consumer Discretionary	6,698	1.8%	4,419	17,226	143,022	164,666
	Consumer Staples	4,532	1.2%	31,203	34,420	148,648	214,271
	Health Care	894	0.2%	76	180	394	651
	Financials	223,100	59.0%	120,026	22,296	96,809	239,131
	Information Technology	2,003	0.5%	7,784	3,978	18,012	29,774
	Communication Services	5,866	1.6%	525	42,395	16,829	59,749
	Utilities	2,027	0.5%	341,542	43	12,226	353,811
	Real Estate	2,000	0.5%	1,347	11,724	5,819	18,889

Climate Change Strategy

Metrics & Targets

Financed Emissions by Financial Activity and Industry Classification (GICS) (Scope 3) — Commercial Banking

② 2025

Asset Type	Industry Classification (GICS)	Exposure		Financed Emissions (tCO_2eq)			
		Amount (KRW 100 million)	Share	Scope 1	Scope 2	Scope 3	Total
PF	Energy	0	0.0%	0	0	0	0
	Materials	0	0.0%	0	0	0	0
	Industrials	0	0.0%	0	0	0	0
	Consumer Discretionary	0	0.0%	0	0	0	0
	Consumer Staples	0	0.0%	0	0	0	0
	Health Care	0	0.0%	0	0	0	0
	Financials	0	0.0%	0	0	0	0
	Information Technology	0	0.0%	0	0	0	0
	Communication Services	0	0.0%	0	0	0	0
	Utilities	10,558	100.0%	1,458,414	123,342	0	1,581,756
	Real Estate	0	0.0%	0	0	0	0

Asset Type	Industry Classification (GICS)	Exposure						Financed Emissions (Based on Undrawn Amounts) (tCO_2eq)			
		Based on Undrawn Amounts		Based on Drawn Amounts		Based on Total Commitment Amounts					
		Amount (KRW 100 million)	Share	Amount (KRW 100 million)	Share	Amount (KRW 100 million)	Share	Scope 1	Scope 2	Scope 3	Total
Undrawn loan commitments	Energy	13,124	6.5%	7,032	11.5%	20,156	7.6%	509,464	98,401	1,125,118	1,732,982
	Materials	19,670	9.7%	10,699	17.5%	30,369	11.5%	436,568	189,557	647,575	1,273,700
	Industrials	30,941	15.3%	12,421	20.3%	43,362	16.4%	238,288	63,720	916,501	1,218,510
	Consumer Discretionary	22,063	10.9%	7,758	12.7%	29,821	11.3%	48,416	60,492	528,705	637,613
	Consumer Staples	11,400	5.6%	4,636	7.6%	16,037	6.1%	51,182	47,555	468,499	567,237
	Health Care	5,293	2.6%	2,727	4.5%	8,020	3.0%	20,689	29,320	209,783	259,792
	Financials	52,130	25.7%	4,988	8.2%	57,118	21.6%	72,866	30,420	164,427	267,714
	Information Technology	27,621	13.6%	2,390	3.9%	30,012	11.4%	65,454	82,187	262,244	409,885
	Communication Services	12,074	6.0%	415	0.7%	12,488	4.7%	6,743	50,731	57,338	114,813
	Utilities	5,656	2.8%	7,079	11.6%	12,735	4.8%	2,632,867	938	233,571	2,867,377
	Real Estate	2,755	1.4%	995	1.6%	3,750	1.4%	3,380	9,121	23,557	36,058

Climate Change Strategy

Metrics & Targets

Financed Emissions by Financial Activity and Industry Classification (GICS) (Scope 3) — Insurance

① 2024

Asset Type	Industry Classification (GICS)	Exposure		Financed Emissions (tCO_2eq)			
		Amount (KRW 100 million)	Share	Scope 1	Scope 2	Scope 3	Total
Loans	Energy	194	1.1%	40	0	110	150
	Materials	935	5.5%	1,623	2,010	5,719	9,352
	Industrials	7,776	45.4%	3,929	1,835	19,179	24,943
	Consumer Discretionary	1,110	6.5%	142	75	849	1,065
	Consumer Staples	0	0.0%	0	0	0	0
	Health Care	645	3.8%	147	89	705	941
	Financials	1,340	7.8%	1,716	187	1,452	3,355
	Information Technology	0	0.0%	0	0	0	0
	Communication Services	84	0.5%	20	43	247	311
	Utilities	388	2.3%	131,107	33	5,174	136,314
	Real Estate	4,663	27.2%	5,967	4,292	21,481	31,740
Equity investment	Energy	6	0.5%	45	8	49	102
	Materials	47	4.2%	117	210	305	631
	Industrials	127	11.3%	621	63	450	1,134
	Consumer Discretionary	39	3.5%	15	48	813	876
	Consumer Staples	32	2.9%	32	26	218	276
	Health Care	36	3.2%	5	11	17	32
	Financials	565	50.1%	6,285	961	1,279	8,524
	Information Technology	106	9.4%	109	308	369	786
	Communication Services	34	3.0%	5	56	47	107
	Utilities	0	0.0%	0	0	0	0
	Real Estate	136	12.0%	17	6	53	76
Bonds	Energy	4,865	5.1%	207,844	28,899	301,286	538,030
	Materials	6,288	6.6%	114,323	51,330	124,213	289,865
	Industrials	34,776	36.8%	183,690	22,988	169,267	375,945
	Consumer Discretionary	3,211	3.4%	2,647	4,619	71,570	78,835
	Consumer Staples	1,692	1.8%	9,249	9,677	41,025	59,950
	Health Care	304	0.3%	227	535	786	1,548
	Financials	30,530	32.3%	11,508	9,119	36,316	56,942
	Information Technology	802	0.8%	5,534	2,377	6,010	13,921
	Communication Services	3,154	3.3%	411	18,876	8,547	27,834
	Utilities	7,107	7.5%	1,075,308	72	47,328	1,122,708
	Real Estate	1,830	1.9%	376	2,498	2,621	5,495

Climate Change Strategy

Metrics & Targets

Financed Emissions by Financial Activity and Industry Classification (GICS) (Scope 3) — Insurance

① 2024

Asset Type	Industry Classification (GICS)	Exposure		Financed Emissions (tCO_2eq)			
		Amount (KRW 100 million)	Share	Scope 1	Scope 2	Scope 3	Total
PF	Energy	0	0.0%	0	0	0	0
	Materials	0	0.0%	0	0	0	0
	Industrials	0	0.0%	0	0	0	0
	Consumer Discretionary	0	0.0%	0	0	0	0
	Consumer Staples	0	0.0%	0	0	0	0
	Health Care	0	0.0%	0	0	0	0
	Financials	0	0.0%	0	0	0	0
	Information Technology	0	0.0%	0	0	0	0
	Communication Services	0	0.0%	0	0	0	0
	Utilities	7,992	100.0%	930,018	942	0	930,960
	Real Estate	0	0.0%	0	0	0	0

Asset Type	Industry Classification (GICS)	Exposure						Financed Emissions (Based on Undrawn Amounts) (tCO_2eq)			
		Based on Undrawn Amounts		Based on Drawn Amounts		Based on Total Commitment Amounts					
		Amount (KRW 100 million)	Share	Amount (KRW 100 million)	Share	Amount (KRW 100 million)	Share	Scope 1	Scope 2	Scope 3	Total
Undrawn loan commitments	Energy	56	2.4%	194	0.9%	250	1.0%	12	0	32	43
	Materials	0	0.0%	995	4.6%	995	4.1%	0	0	0	0
	Industrials	1,541	66.4%	10,933	50.8%	12,493	51.7%	502	789	4,644	5,935
	Consumer Discretionary	15	0.6%	1,269	5.9%	1,284	5.3%	3	2	9	14
	Consumer Staples	0	0.0%	0	0.0%	0	0.0%	0	0	0	0
	Health Care	355	15.3%	645	3.0%	1,000	4.1%	81	49	388	518
	Financials	341	14.7%	1,359	6.3%	1,700	7.0%	3	5	63	71
	Information Technology	0	0.0%	0	0.0%	0	0.0%	0	0	0	0
	Communication Services	0	0.0%	125	0.6%	125	0.5%	0	0	0	0
	Utilities	11	0.5%	435	2.0%	460	1.9%	8,369	2	232	8,604
	Real Estate	2	0.1%	5,555	25.8%	5,856	24.2%	1	1	3	5

Climate Change Strategy

Metrics & Targets

Financed Emissions by Financial Activity and Industry Classification (GICS) (Scope 3) — Insurance

② 2025

Asset Type	Industry Classification (GICS)	Exposure		Financed Emissions (tCO_2eq)			
		Amount (KRW 100 million)	Share	Scope 1	Scope 2	Scope 3	Total
Loans	Energy	194	0.7%	41	0	113	154
	Materials	1,273	4.9%	2,644	3,065	13,224	18,934
	Industrials	8,647	33.4%	5,027	2,063	23,477	30,567
	Consumer Discretionary	716	2.8%	151	76	683	910
	Consumer Staples	0	0.0%	0	0	0	0
	Health Care	758	2.9%	103	76	494	673
	Financials	5,577	21.5%	278	251	2,728	3,256
	Information Technology	0	0.0%	0	0	0	0
	Communication Services	486	1.9%	26	55	277	358
	Utilities	1,443	5.6%	378,942	32	25,771	404,745
	Real Estate	6,808	26.3%	4,194	3,016	15,142	22,352
Equity investment	Energy	0	0.0%	0	0	0	0
	Materials	0	0.0%	0	0	0	0
	Industrials	61	11.5%	34	4	133	171
	Consumer Discretionary	0	0.0%	0	0	0	0
	Consumer Staples	0	0.0%	0	0	0	0
	Health Care	0	0.0%	0	0	0	0
	Financials	353	67.2%	2	7	175	184
	Information Technology	0	0.0%	0	0	0	0
	Communication Services	0	0.0%	0	0	0	0
	Utilities	0	0.0%	0	0	0	0
	Real Estate	112	21.2%	18	5	52	75
Bonds	Energy	4,373	4.6%	168,965	28,225	254,560	451,750
	Materials	6,116	6.5%	102,794	48,007	125,399	276,200
	Industrials	32,668	34.6%	97,757	22,153	156,753	276,662
	Consumer Discretionary	3,342	3.5%	2,712	6,762	75,825	85,300
	Consumer Staples	1,793	1.9%	8,300	10,479	51,854	70,632
	Health Care	201	0.2%	165	401	727	1,293
	Financials	34,273	36.3%	54,896	11,916	65,097	131,909
	Information Technology	701	0.7%	2,797	1,563	6,116	10,476
	Communication Services	2,625	2.8%	316	15,992	6,723	23,030
	Utilities	6,756	7.1%	1,477,164	141	58,516	1,535,820
	Real Estate	1,639	1.7%	325	2,392	2,172	4,889

Climate Change Strategy

Metrics & Targets

Financed Emissions by Financial Activity and Industry Classification (GICS) (Scope 3) — Insurance

② 2025

Asset Type	Industry Classification (GICS)	Exposure		Financed Emissions (tCO_2eq)			
		Amount (KRW 100 million)	Share	Scope 1	Scope 2	Scope 3	Total
PF	Energy	0	0.0%	0	0	0	0
	Materials	0	0.0%	0	0	0	0
	Industrials	0	0.0%	0	0	0	0
	Consumer Discretionary	0	0.0%	0	0	0	0
	Consumer Staples	0	0.0%	0	0	0	0
	Health Care	0	0.0%	0	0	0	0
	Financials	0	0.0%	0	0	0	0
	Information Technology	0	0.0%	0	0	0	0
	Communication Services	0	0.0%	0	0	0	0
	Utilities	8,409	100.0%	1,191,092	3,576	0	1,194,668
	Real Estate	0	0.0%	0	0	0	0

Asset Type	Industry Classification (GICS)	Exposure						Financed Emissions (Based on Undrawn Amounts) (tCO_2eq)			
		Based on Undrawn Amounts		Based on Drawn Amounts		Based on Total Commitment Amounts					
		Amount (KRW 100 million)	Share	Amount (KRW 100 million)	Share	Amount (KRW 100 million)	Share	Scope 1	Scope 2	Scope 3	Total
Undrawn loan commitments	Energy	56	2.1%	194	0.6%	250	0.7%	12	0	32	44
	Materials	0	0.0%	1,295	4.2%	1,295	3.8%	0	0	0	0
	Industrials	1,352	50.9%	12,247	39.4%	13,614	40.2%	448	708	4,201	5,358
	Consumer Discretionary	0	0.0%	894	2.9%	894	2.6%	0	0	0	0
	Consumer Staples	0	0.0%	0	0.0%	0	0.0%	0	0	0	0
	Health Care	242	9.1%	758	2.4%	1,000	3.0%	33	24	158	215
	Financials	121	4.5%	5,699	18.3%	5,820	17.2%	2	2	27	31
	Information Technology	0	0.0%	0	0.0%	0	0.0%	0	0	0	0
	Communication Services	435	16.4%	528	1.7%	963	2.8%	3	2	19	23
	Utilities	11	0.4%	1,535	4.9%	1,560	4.6%	8,574	2	238	8,814
	Real Estate	438	16.5%	7,952	25.6%	8,481	25.0%	180	130	642	952

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Metrics & Targets

Financed Emissions from Government Bonds by Country (Scope 3)[1)]

Country	2024				2025			
	Exposure		Emissions (tCO_2eq)	Intensity (tCO_2eq/KRW 100 million)	Exposure		Emissions (tCO_2eq)	Intensity (tCO_2eq/KRW 100 million)
	Amount (KRW trillion)	Share (%)			Amount (KRW trillion)	Share (%)		
Republic of Korea	39.4	85.7%	8,501,199	21.6	43.3	86.9%	9,107,783	21.0
United States	3.8	8.2%	733,961	19.5	2.5	5.0%	484,667	19.5
China	0.9	2.0%	366,312	39.2	1.0	1.9%	372,663	39.2
Indonesia	0.7	1.5%	187,919	27.4	1.9	3.8%	520,594	27.4
India	0.3	0.7%	87,470	26.0	0.2	0.3%	45,143	26.0
Australia	0.3	0.6%	86,306	30.6	0.3	0.6%	93,626	30.6
Other Countries	0.6	1.3%	100,836	17.5	0.7	1.4%	114,333	15.9
Total	46.0	100.0%	10,064,002		49.8	100.0%	10,738,809	

1) Aggregated including AUM assets and based on gross emissions

Financed Emissions by Subsidiary (Scope 3)[1)]

Subsidiaries		2024				2025			
		Exposure		Emissions (tCO_2eq)	Intensity (tCO_2eq/KRW 100 million)	Exposure		Emissions (tCO_2eq)	Intensity (tCO_2eq/KRW 100 million)
		Amount (KRW trillion)	Share (%)			Amount (KRW trillion)	Share (%)		
KB Kookmin Bank		180.5	73.4%	37,082,752	20.5	195	73.4%	38,337,379	19.7
KB Securities		7.9	3.2%	1,894,842	24.0	9.1	3.4%	1,803,849	19.8
KB Insurance		20.6	8.4%	4,904,416	23.8	22.6	8.5%	5,895,246	26.1
KB Kookmin Card		2.9	1.2%	140,078	4.9	3.4	1.3%	135,899	4.0
KB Life Insurance		20.1	8.2%	4,548,054	22.7	20.5	7.7%	4,477,808	21.8
KB Asset Management	Proprietary assets	0.05	0.02%	1,058	2.2	0.1	0.02%	1,214	2.0
	AUM	8.0	3.3%	1,788,515	22.3	9.4	3.6%	2,197,082	23.3
KB Capital		5.5	2.2%	849,639	15.4	5.1	1.9%	875,819	17.1
KB Real Estate Trust		0.03	0.01%	184	0.6	0.03	0.01%	175	0.7
KB Savings Bank		0.2	0.1%	23,532	11.8	0.2	0.07%	21,754	11.8
KB Investment		0.2	0.1%	17,928	9.1	0.2	0.08%	17,119	7.9
Total		246.0	100.0%	51,250,998		265.6	100.0%	53,763,344	

1) KB Data Systems has been excluded from the calculation, as it does not generate financed emissions.

Climate Change Strategy

Metrics & Targets

KB Financial Group defines climate-related risks and opportunities not as uncertainties, but as 're-evaluation factors' of asset value, and works to strengthen asset portfolio resilience and the reallocation of capital toward a low-carbon economy.

Assets or Business Activities Vulnerable to Climate-related Risks

Transition Risk

KB Financial Group quantitatively analyzes the impacts of transition risks from rising carbon prices and tightening regulations on the soundness of corporate finance loan receivables and the related loan loss provisions. The utilities, materials, and energy sectors — which have the highest carbon intensity relative to revenue — have been identified as industry sectors in which transition risks are concentrated, and exposure to these sectors is managed when undertaking new PF and bond underwriting.

An analysis of the financial effects under climate scenarios found that the probability of default (PD) for the corporate finance portfolio is estimated to increase by 12.5% compared to the baseline over the long term (10 years) under the NGFS Net Zero scenario, which will have a significant impact on volatility in interest income and allowances for credit losses.

Physical Risk

The financial vulnerability of real estate-collateralized loan receivables and related allowances for credit losses directly exposed to extreme weather events — such as typhoons, wildfires, and heavy rainfall — as well as fixed assets held by the holding company and its subsidiaries has been analyzed based on RCP scenarios. Our analysis of the likelihood of natural disasters and changes in loss given default (LGD) identified Gyeongsangbuk-do Province as the most vulnerable region, with the highest rates of collateral value decline and LGD change across all disaster types, followed by Chungcheongbuk-do and Gangwon Province.

An analysis of the financial effects under climate scenarios found that the rate of decline in collateral value for the real estate asset portfolio reached approximately 19.8% compared to the baseline over the long term (10 years) under the RCP8.5 scenario, which will have a significant impact on volatility in allowances for credit losses.

Assets or Business Activities Aligned with Climate-related Opportunities

KB Financial Group proactively captures demand for eco-friendly finance in the low-carbon transition environment and links it to the Group's future growth drivers. We continuously identify climate-related products and services — including green loans applying the Korean Green Taxonomy (K-Taxonomy), eco-friendly vehicle loans, renewable energy infrastructure funds, and ESG-specialized insurance and card products. In addition, in accordance with 'KB Green Wave 2030' — the Group's medium- to long-term ESG financial product target — we are pursuing a total ESG financial product portfolio of KRW 50 trillion by 2030. As of 2025, the cumulative performance stands at KRW 36.9 trillion, contributing to the stable medium- to long-term growth of interest income and fee income.

Capital Allocation in Preparation for Climate-related Risks and Opportunities

KB Financial Group strategically allocates and raises financial resources to achieve our SBTi reduction targets and expand climate finance.

Climate Change Strategy

Metrics & Targets

Capital Expenditures	· Advancing the 'Environmental Information Management System' and 'ESG Information Disclosure System': real-time GHG emissions management and securing reliable disclosure · Establishing renewable energy generation facilities and IT infrastructure: energy efficiency improvements – Short-term cost burden, but contributes to energy cost stabilization and financial stability over the long term
Investments	· Reducing high-carbon sector exposure and expanding high-impact investments in renewable energy and low-carbon technology startups · Restructuring asset portfolio from high-carbon sectors toward low-carbon and eco-friendly sectors – Proactively managing credit risk of investee companies, maximizing long-term asset value resilience
Funding	· Establishing an ESG bond issuance framework in accordance with green bond guidelines · Expanding ESG bond issuance including green bonds and sustainable bonds: allocated to eco-friendly project finance and low-carbon transition financing – Cumulative ESG bond issuance of KRW 19.7 trillion as of the end of 2025

Internal Carbon Price

KB Financial Group applies an internally established carbon price to proactively manage the potential costs associated with GHG emissions. We have adopted a shadow price approach — imposing a notional carbon cost per tonne of CO_2 equivalent — in accordance with the Net Zero 2050 pathway under the GCAM 6.0 model of the NGFS 5th Scenario, which presents the highest country-level carbon prices. The internal carbon price range in nominal KRW terms was established by converting the real dollar prices presented in the scenario — expressed in 2010 constant dollars — into nominal KRW figures by applying cumulative inflation through 2025 and the 2025 annual average exchange rate. The analysis results show that the range of nominal internal carbon prices applied to the Company's portfolio starts at a minimum of KRW 28,501/tCO_2 and rises to a maximum of KRW 3,057,076/tCO_2.
KB Financial Group assigns financial value to carbon emissions through the internal carbon price, estimates future additional carbon costs, and utilizes these in the decision-making process. Through the introduction of the internal carbon price, investment and lending priorities and carbon emission-related risks are assessed with comprehensive consideration of the economic dimensions of GHG emissions. KB Financial Group plans to progressively expand the scope of internal carbon price application and efficiently advance our strategy for achieving net zero.

Internal Carbon Price Overview

Purpose of Internal Carbon Price Introduction	· Conducting investment stress tests · Identifying and utilizing low-carbon-related opportunities · Considering climate-related issues in the decision-making process · Considering climate-related issues in risk assessment
Internal Carbon Price Type	· Shadow price
Price	· Minimum: KRW 28,501 (USD 20.04/tCO_2, in 2025 USD) · Maximum: KRW 3,057,076 (USD 2,149.51/tCO_2, in 2025 USD) * The nominal 2025 USD price was calculated by reflecting inflation (1.3413x) in the 2010 real dollar price (minimum: USD 14.94/tCO_2 in 2010 USD; maximum: USD 1,602.56/tCO_2 in 2010 USD). The KRW amount was calculated using the average USD/KRW base exchange rate for 2025 (KRW 1,422.22 per USD).
Carbon Price Determination Method	· Proactively managing potential costs associated with GHG emissions · Country-level carbon prices under NGFS scenarios
Emissions Aggregation Scope	· Scope 1, 2, 3
Business Decision-making Processes to which Internal Carbon Price is Applied	· Operations · Risk & Opportunity

Climate Change Strategy

Metrics & Targets

Climate-related Targets

Target Setting

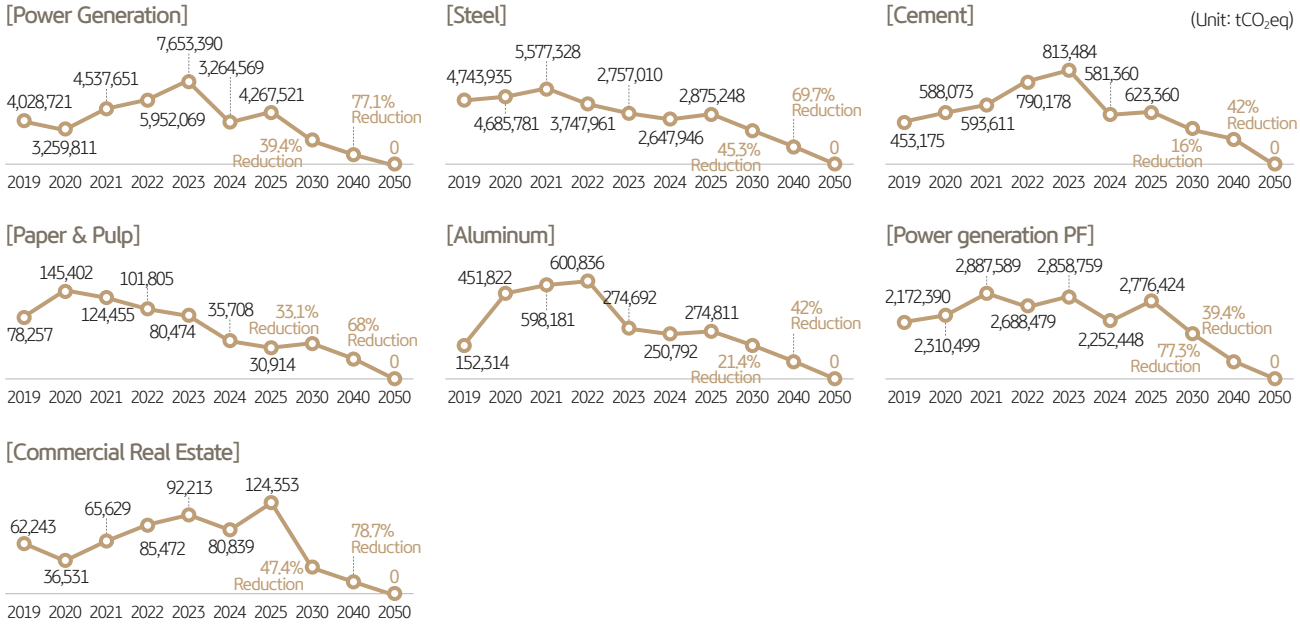
To respond proactively to climate-related risks and opportunities, KB Financial Group has established and manages carbon neutrality targets based on the SBTi methodology, which is grounded in the Group-wide carbon neutrality strategy "KB Net Zero S.T.A.R." GHG emission reduction targets comply with the 1.5°C pathway of the Paris Agreement, and an absolute reduction approach has been applied to establish separate reduction targets for internal emissions (Scopes 1 & 2) and financed emissions(Scope 3).

Category	Internal Emissions (Scopes 1 & 2)	Financed Emissions (Scope 3)
Base year and baseline	2020: 139,888 tCO_2eq	2019: 26,761,188 tCO_2eq
Target period	2040 (interim target period: 2030)	2050 (interim target period: 2030, 2040)
Target scope	Holding company and all subsidiary business sites	Holding company and all subsidiaries — loan, equity, and bond portfolios by industry sector including power generation and steel
Target type	Absolute reduction target / based on gross emissions	Absolute reduction and sector-level reduction targets / based on gross emissions
Reduction target	42% reduction by 2030, net zero by 2040	33.3% reduction by 2030, 61% reduction by 2040, net zero by 2050
Target-setting approach	Absolute Contraction Approach (ACA) 1.5°C scenario applied	Sector Decarbonization Approach (SDA), Temperature Ratings Methodology
GHG types and unit of measurement	CO_2, CH_4, N_2O / Carbon dioxide equivalent (tCO_2eq)	

Sectoral Decarbonization Approach

The Sector Decarbonization Approach (SDA) is a method for setting reduction targets for each industry sector, in consideration of the fact that each industry sector decarbonizes at a different pace. This approach uses carbon intensity as the primary indicator for setting reduction targets, and is the only SBTi methodology that enables portfolio assessment on a sector basis, making it the most suitable approach for the financial sector. KB Financial Group calculates the carbon intensity of our asset portfolio in each industry sector — including power generation, steel, cement, aluminum, paper and pulp, power generation PF, and commercial real estate — and on this basis has established targets and corresponding pathways to achieve a 33.3% reduction by 2030, a 61% reduction by 2040, and net zero by 2050, all compared to 2019 levels.

Reduction Targets and Pathways by industry sector under the Sector Decarbonization Approach



Climate Change Strategy

Metrics & Targets

Temperature Ratings Methodology

KB Financial Group classifies corporate finance sectors into loan, equity, and bond portfolios, and sets carbon emission reduction targets according to the temperature rating of each portfolio, with the aim of achieving 1.75°C for Scopes 1 & 2 and 2.0°C for Scopes 1, 2 & 3 across all asset portfolios by 2040.

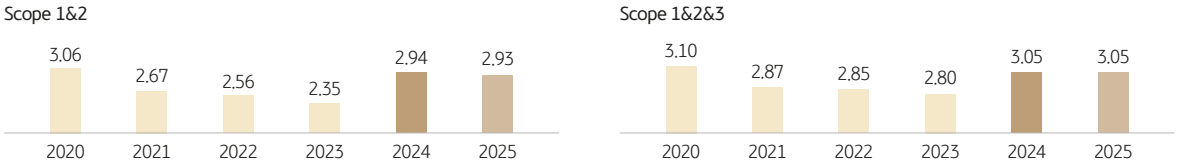
The Temperature Ratings Methodology is an approach that links companies' carbon neutrality targets to long-term temperature goals and converts them into the more intuitive indicator of temperature ratings. Under this methodology, the temperature rating declines as more companies establish carbon emission reduction targets, and particularly as larger companies with greater revenue establish such targets. This implies that financial institutions should strengthen their efforts to encourage companies within their portfolios to set carbon emission reduction targets.

With this in mind, KB Financial Group is actively pursuing a range of engagement activities — including the provision of ESG management consulting services and the KB Carbon Management System — to enable a greater number of business partners to establish and implement carbon emission reduction targets, thereby lowering the temperature rating of each portfolio.

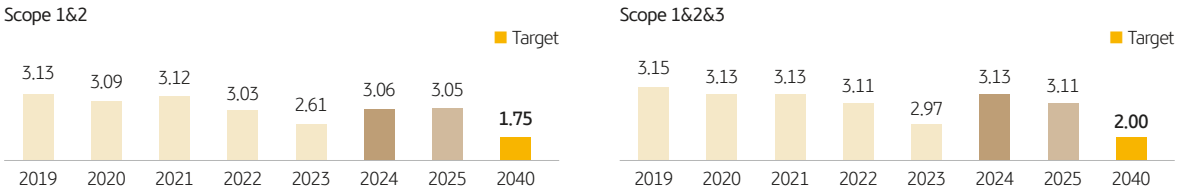
Reduction Targets and Pathways by Industry Sector under the Temperature Ratings Methodology

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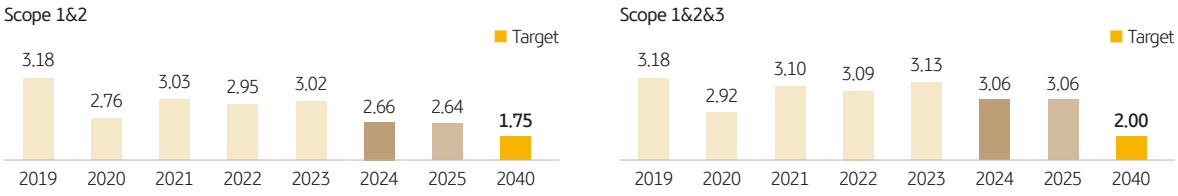
Overall Portfolio



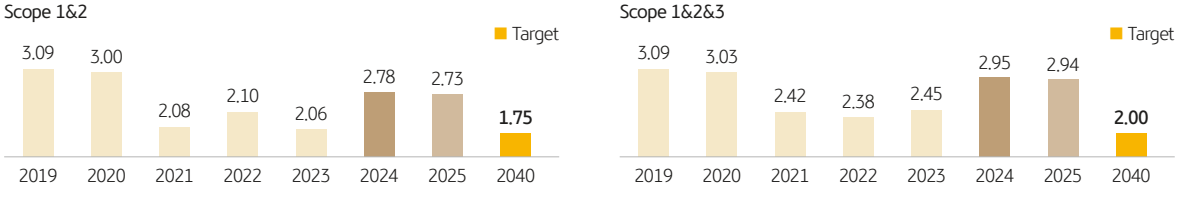
By Industry Sector – Loan Portfolio



By Industry Sector – Equity Portfolio



By Industry Sector – Bond Portfolio



Climate Change Strategy

Metrics & Targets

Approach to Target Setting and Review

Third-party Assurance of Targets and Target-setting Methodology

KB Financial Group obtained SBTi approval for our near-term carbon reduction targets related to internal GHG emissions (Scopes 1 & 2) in October 2021. Reduction targets are renewed on a five-year basis, and KB Financial Group plans to reset and obtain approval for our reduction targets in 2026, reflecting changes in the Korea Sustainability Disclosure Standards and the global climate disclosure environment.
In addition, GHG emissions and target implementation data are assured by an independent third-party assurance provider on an annual basis, ensuring the transparency of disclosed information.

Target Review Process

KB Financial Group systematically manages and monitors GHG emissions data from our subsidiaries through the Group's Environmental Information Management System and ESG Information Disclosure System. Internal emissions are managed by measuring reduction performance by subsidiary, while financed emissions are managed by measuring exposure and carbon intensity by industry sector; for industry sectors with high carbon intensity, separate reduction pathways are managed to review the implementation status of climate-related targets.

Metrics for Monitoring Progress Toward Target Achievement

KB Financial Group utilizes the absolute total GHG emissions for Scopes 1, 2, and 3 in accordance with the industry-wide indicator standard — the 'GHG Protocol Corporate Accounting and Reporting Standard (2004)' — to monitor progress toward SBTi target achievement, and also utilizes industry-based metrics comprising financed emissions by activity for commercial banking, insurance, and asset management.

Performance Against Climate-related Targets

KB Financial Group measures and discloses the Group's climate performance annually in accordance with the 'GHG Protocol Corporate Accounting and Reporting Standard (2004).' As of the end of 2025, internal GHG emissions (Scopes 1 & 2) have been reduced by approximately 15.3% compared to the base year used for establishing SBTi reduction targets.
For detailed information on GHG emission reduction performance against climate-related targets, please refer to pages 46-47 of this report.

Planned Use of Carbon Credits

KB Financial Group prioritizes direct GHG emission reductions above all else and plans to consider offsetting only residual emissions at the point of achieving net zero for internal GHG emissions in 2040 and financed emissions in 2050 through high-quality carbon credits from the voluntary carbon market.

Investor headlines

In this report, risk and opportunity factors related to protection of financial consumers, information security, and digital innovation and technology have been identified in accordance with KSSB Sustainability Disclosure Standards No. 1, and the financial effects of these risks and opportunities on KB have been analyzed. KB Financial Group has established and is implementing strategies across the short, medium, and long term to respond to the identified risks and opportunities, and provides information on the anticipated financial effects of strategy execution.

Protection of Financial Consumers

The protection of financial consumers' rights and interests is no longer confined to the realm of regulatory compliance — it has established itself as a core competency directly linked to the trust capital of financial institutions. As the complexity of financial products increases and non-face-to-face channels proliferate, the nature of mis-selling and financial fraud is also becoming more sophisticated, and the consumer protection regulatory framework of supervisory authorities is likewise being strengthened. In this environment, the major risks facing KB Financial Group are identified as increases in advisory fees and opportunity costs from tightened regulations, and increases in litigation costs and provisions from mis-selling and financial fraud incidents. At the same time, strengthened internal controls and process improvements serve as opportunities to reduce regulatory sanction costs, and AI-based consumer protection frameworks serve as opportunities to reduce operating costs.

In response to these risks and opportunities, KB Financial Group aims to proactively control complaint handling and compensation costs to stabilize non-operating expenses, while expanding the fee income base on the foundation of customer trust.

In the short term, AI-based transaction fraud detection and mis-selling prevention systems are being strengthened, and while short-term operating costs are expected to increase moderately as a result, compensation costs are expected to be proactively reduced. From a medium- to long-term perspective, a digital complete-sale monitoring framework is being introduced to reduce litigation and regulatory sanction costs and to drive growth in fee income based on customer trust. Over the long term, the Group plans to structurally reduce operating costs and stabilize fee income through improved profitability based on consumer trust and prevention of customer attrition.

Information Security

As digital finance becomes increasingly pervasive, customer information and transaction data have become the most sensitive and critical assets held by financial institutions. Accordingly, cyber threats have expanded beyond simple IT incidents into major risks that simultaneously undermine reputation and financial soundness, while the shift to cloud services and the expansion of external outsourcing are raising both the scope and complexity of security management. In the event of a cyber incident, response and recovery costs and liabilities for damages increase significantly, and cloud services and external outsourcing act as risk factors that drive up security investment costs. Conversely, advancing security processes creates opportunities to control incident response costs, and the internalization of information security expertise opens opportunities to reduce outsourcing costs.

KB Financial Group aims to respond to these environmental changes in a phased manner — strengthening response capabilities against personal data breaches and cyber incidents and transitioning to a Zero Trust framework — with the objective of simultaneously reducing damage-related costs and operating costs.

In the short term, the Group is pursuing the advancement of its information security management framework and automation of compliance reviews, with some increase in operating costs expected in the process. In the medium term, the phased transition to a Zero-Trust framework and the establishment of AI-based threat detection and security systems are expected to reduce incident response and damage-related costs. Over the long term, the Group plans to structurally reduce security operating costs and outsourcing costs through the internalization and optimization of information security expertise and the establishment of an automated response framework based on security AI agents.

Digital Innovation and Technology

The competitive landscape of the financial industry is increasingly being reorganized around technological capabilities, with digital and AI emerging as key variables that determine customer experience and operational efficiency. As big tech companies accelerate their entry into the financial sector and super app competition intensifies, the speed and depth of digital transformation are becoming factors that simultaneously determine the growth trajectory and cost structure of financial institutions. Delays in AI and digital transformation may lead to customer attrition and weakened competitiveness, and there is a risk of increased short-term investment costs in the process of building IT infrastructure and strengthening cybersecurity. At the same time, AI-driven work automation offers opportunities to structurally reduce personnel and operating costs over the medium-to-long term, while the expansion of super apps and financial platforms broadens customer touchpoints and drives growth in fee income.

To respond to these risks and opportunities, KB Financial Group aims to expand fee income centered on its super app, reduce operating costs through AI-based work automation, and extend digital transformation as a foundation for growth.

In the short term, the Group is pursuing the advancement of its financial platform and the establishment of an AI risk management framework, with increases in intangible assets and advertising expenses expected in the process. In the medium term, AI-based hyper-personalized customer engagement and the expansion of MyData and public service linkages are being advanced to grow fee income. Over the long term, the Group plans to expand new fee income streams through 24/7/365 always-on financial services and the advancement of an AI governance-based ecosystem, while simultaneously reducing legal costs associated with digital risks.

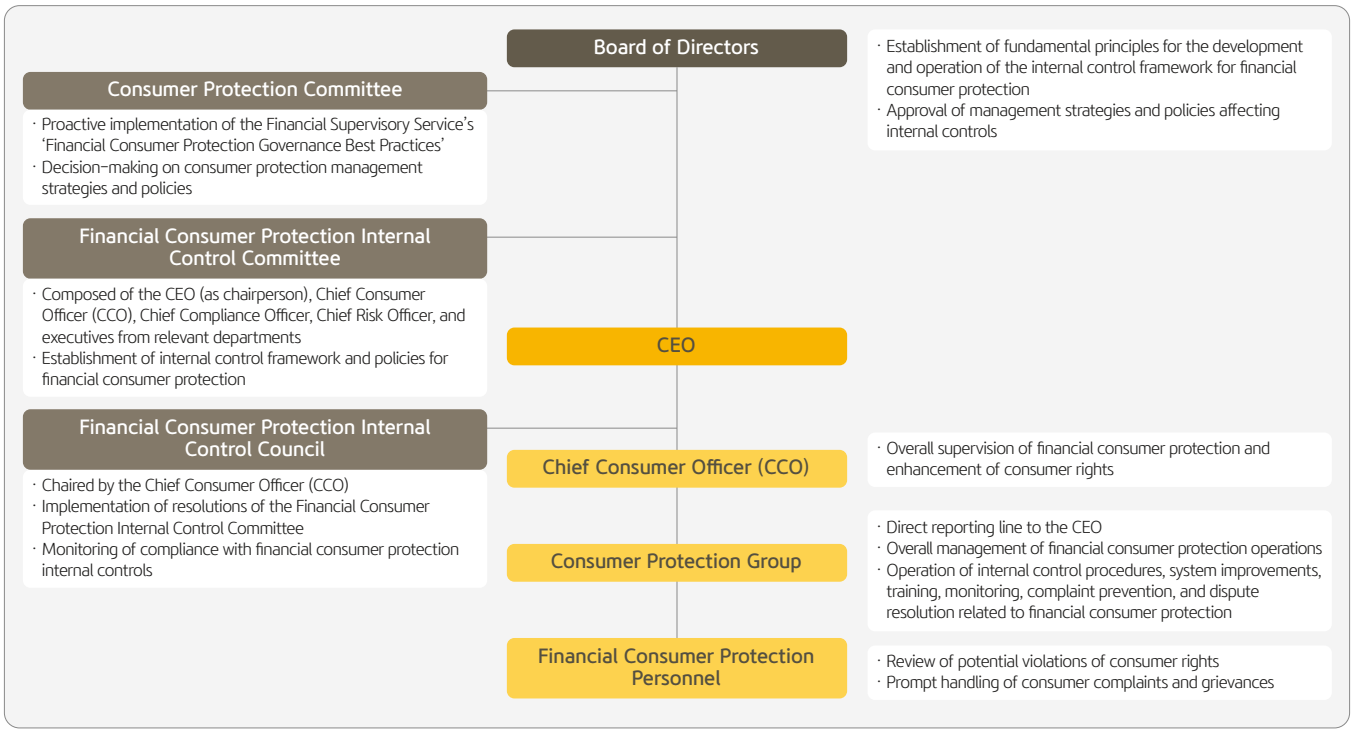
Protection of Financial Consumers

Governance

Governance Bodies Responsible for Oversight of Risks and Opportunities

KB Financial Group has established a systematic financial consumer protection framework with the Group's Board of Directors at the center. This framework works to protect financial consumers and ensure that they are not subject to unreasonable discrimination or disadvantages when using financial products and services.

Roles and Responsibilities



Policies Defining Roles and Responsibilities

In accordance with the 「Internal Control Regulations on Financial Consumer Protection」, the Board of Directors establishes the fundamental principles of the financial consumer protection internal control framework and approves the related strategies and policies, while the CEO builds and operates the internal control framework on this basis and supervises and manages executives and employees.

In addition, KB Kookmin Bank stipulates the key roles, resolutions, and reporting framework of the Consumer Protection Committee through the 「Consumer Protection Committee Regulations」.

Protection of Financial Consumers

Governance

Reporting Approach and Frequency to Governance Bodies

The Financial Consumer Protection Internal Control Committee convenes at least semi-annually to review and report on the management direction and operational status of internal controls related to financial consumer protection.

Financial Consumer Protection Internal Control Committee	· Convenes at least semi-annually · Deliberates on and resolves management direction, adequacy of internal controls, and compliance status related to financial consumer protection · Reports its resolutions to the Board of Directors
Financial Consumer Protection Internal Control Council	· Convenes at least semi-annually · Reports the results of internal control compliance monitoring to the Financial Consumer Protection Internal Control Committee
Consumer Protection Group	· Manages and oversees risks and opportunities related to financial consumer protection · Reports to the CEO on the status of compliance with applicable laws and regulations

Oversight Competencies and Development

The holding company's Board of Directors includes directors with experience in the field of consumer protection. Board members attend financial consumer protection and governance seminars to enhance their capabilities and expertise in consumer protection. Executives and employees of the Consumer Protection Group continuously review whether professional qualification requirements are being met in accordance with the qualification criteria set out in the 「Internal Control Regulations on Financial Consumer Protection」. In addition, training is provided to all executives and employees — including customer-facing staff (at branches, call centers, etc.) — to strengthen their financial consumer protection capabilities, and the training results are reported to the Financial Consumer Protection Internal Control Committee.

Meanwhile, KB Financial Group has newly established the following consultative bodies and regulations to strengthen our management and oversight capabilities in the area of protecting financial consumers.

Period	Category	Details	Target
'25.1Q	Establishment of the 'Financial Consumer Protection Business Council'	· Created a channel for discussing and sharing information on consumer protection initiatives common across group companies (quarterly in-person meetings; a working-level consultative body at the department head level to be established in 2026)	Bank, Securities, Insurance, Life Insurance, Savings Bank, Capital, Asset Management, Real Estate Trust (8 companies)
'25.2Q	Enactment of the 「Financial Consumer Protection Business Regulations」	· Systematically defined financial consumer protection operations for KB Financial Group and its subsidiaries	Holding company and all subsidiaries
'25.4Q	Establishment of an enterprise-wide consumer protection management plan	· Developed a proactive framework involving all organizational units — not just dedicated organizations (3 core values · 7 key initiatives · 100 detailed action items)	Bank, Securities, Insurance, Card, Life Insurance, Capital, Savings Bank, Asset Management, Real Estate Trust (9 companies)
'26.1Q	Strengthening of KB Kookmin Bank's consumer protection organization	· Carried out an organizational restructuring to strengthen the proactive consumer protection framework (1 group 2 departments → 1 group 3 departments; establishment of a Financial Fraud Prevention Unit)	KB Kookmin Bank
	Establishment of the 'Consumer Protection Quality Index (CPQI)' management indicator	· Applied measurable enterprise-wide consumer protection management indicators (established 「Consumer Protection Management Indicator Centralization」 based on the Gathering-Analysis-System framework)	Bank, Securities, Insurance, Card, Life Insurance, Capital, Savings Bank (7 companies)
	Establishment of a 'Consumer Protection Committee' within the Board of Directors	· Proactively implemented the Financial Supervisory Service's 'Financial Consumer Protection Governance Best Practices' and embedded consumer protection as a core system across all management operations	Bank, Securities, Card, Life Insurance (4 companies)

Protection of Financial Consumers

Governance

How Risks and Opportunities Are Considered in Key Decision-making, Risk Management, and Oversight

KB Financial Group pre-screens risks in the area of financial consumer protection when it develops new products and new businesses, and has established a dedicated financial consumer protection organization to continuously monitor all financial products and services and manage customer satisfaction, thereby simultaneously pursuing risk management and service innovation.

New Product and New Business Development	· Product suitability and risks are pre-screened through prior consultation with financial consumer protection-related consultative bodies and consumer protection departments · Where approval by the Risk Management Committee is required, a Group-level review is conducted following consultation with the holding company's Risk Management Department · Pre-screening is conducted through the operation of a Product Committee at each subsidiary (utilizing a consumer protection checklist) · Periodic follow-up monitoring is enabled through internal audit and compliance monitoring frameworks
Customer Experience Management	· Customer satisfaction and loyalty are regularly analyzed utilizing the NPS (Net Promoter Score) management system · Customer survey results are incorporated into product and service development and improvement

Oversight of Target-setting and Progress Monitoring

KB Financial Group operates an effective performance evaluation and compensation framework by incorporating financial consumer protection metrics — such as mis-selling cases, customer satisfaction, completeness of contract documents, and adequacy of sales procedures — into our KPIs. Each subsidiary uses a range of incentive programs to encourage executives and employees to participate in financial consumer protection activities.

Management Responsible for Oversight of Risks and Opportunities

Roles Delegated to Management and Oversight Approach

To ensure the independence of our financial consumer protection operations, KB Financial Group operates 'Consumer Protection Group' directly under the CEO and delegates to the Chief Consumer Officer (CCO) the role of managing and overseeing risks and opportunities related to financial consumer protection. The Chief Consumer Officer (CCO) carries out internal control operations related to financial consumer protection, including establishing the management direction, institutional improvements, monitoring, complaint prevention, and complaint-related dispute resolution.

Controls and Procedures Used by Management to Support Oversight

KB Financial Group has established the Group's 「Internal Control Regulations on Financial Consumer Protection」 and applies regular reporting and internal control procedures to enable effective management oversight. The organization is structured to clearly define the roles and responsibilities of the Consumer Protection Group and the departments responsible for the development, sales, and post-management of financial products, ensuring mutual cooperation and checks and balances. By establishing and applying prior consultation procedures, financial products are developed and marketing policies are formulated in alignment with the financial consumer protection internal control framework.

Protection of Financial Consumers

Strategy

Risks and Opportunities

KB Financial Group identifies risks and opportunity factors related to financial consumer protection by analyzing the volume of complaints, compensation processing cases, and customer satisfaction survey results. These are classified into short-, medium-, and long-term risks and opportunities, after which the potential impacts on the business model and value chain are assessed and corresponding response strategies are established.

Time Horizons

KB Financial Group categorizes the impacts of risks and opportunities related to financial consumer protection by expected time horizon into short-term (within 1 year), medium-term (1-5 years), and long-term (beyond 5 years). These time horizon classifications are consistent with the criteria applied to strategic decision-making, and serve as the basis for establishing medium- to long-term targets for financial consumer protection response strategies.

Business Model and Value Chain

The business model is the operating framework through which a company transforms inputs into outputs and outcomes to create value, while the value chain is the external environment — including resources, activities, interactions, and regulations — on which the Company depends throughout the entire process from the planning, production, sales, and consumption of products and services through to end-of-life, based on this business model.

Risks and Opportunity Identification

Risk and Opportunity Factor		Significance	Short-term	Medium-term	Long-term	Impact on Business Model and Value Chain	Anticipated Financial Effect
Risk Factors	Violation of financial consumer rights occurs due to the provision of unsuitable financial products and services	High	●			· Losses from fines and penalties due to mis-selling · Increase in costs from post-management of defective financial products	· Increase in non-operating expenses from sanctions (penalties, fines) · Increase in allowances for credit losses (loss allowances) in preparation for mis-selling
	Financial authority regulations and accountability are strengthened to enhance consumer protection	Medium	●			· Financial authority restricts the sale of high-complexity financial investment products · Demands for expanded victim relief funds or requirements to operate financial fraud victim support programs	· Increase in legal and internal control advisory costs related to regulatory compliance · Increase in opportunity costs from enhanced internal processes due to tightened regulations
	Mis-selling increases due to increased non-face-to-face financial transactions	High		●		· Increase in costs from litigation and compensation related to mis-selling · Corporate reputation negatively affected: decline in internal/external credibility due to unfair advertising, failure to fulfill explanation obligations, and improper solicitation	· Increase in non-operating expenses and litigation-related provisions from complaints, disputes, and compensation · Decrease in revenues due to reduced new customer acquisition and transactions
	Risks of security and financial fraud are increased due to digital transformation	High		●		· Decline in reliability of investment advisory algorithms · Increased risk of breaches of investors' personal data · Increased financial consumer monetary losses and reduced corporate credibility from rising financial fraud such as voice phishing	· Increase in IT security system enhancement and related infrastructure investment costs · Increase in non-operating expenses from compensation and complaint handling · Increase in general and administrative expenses from IT security enhancement, system advancement, and personnel expansion to respond to sophisticated financial fraud
Opportunity Factors	Customer satisfaction is enhanced and customer experience improved	High			●	· Improvement of customer experience through provision of personalized information and financial education services · Growth of customer trust and market share through strengthened financial consumer protection	· Increase of brand value and revenue base from improved customer satisfaction · Reduction in marketing costs through enhanced customer loyalty · Increase in new customer inflow from positive customer experience referrals and repeat usage
	Efficiency enhanced through an improvement of internal processes and controls	Medium	●	●		· Reduced financial risks such as fines and penalties through strengthened internal controls · Simplified consumer dispute resolution procedures, improved customer experience, and enhanced reputation from process improvements	· Reduction in fines, consumer complaints, and compensation costs · Increase in new customer acquisition and revenues from improved customer experience
	Financial consumer protection is strengthened through digital innovation and technology	Medium			●	· Strengthened internal controls through the introduction of new technology-based risk management systems · Enhanced financial consumer protection and operational efficiency through utilization of new technologies	· New revenue streams created through the adoption of new technologies · Increase in revenues from improved customer accessibility and increased transaction volumes through activation of non-face-to-face channels

Protection of Financial Consumers

Strategy

Strategy and Decision-making

KB Financial Group establishes medium- to long-term strategies to protect financial consumers and implements detailed initiatives.

Strategies and Initiatives

Time horizon	Strategy	Initiatives	Anticipated Financial Effects		
			Short-term	Medium-term	Long-term
Short-term	Reinforcement of the full lifecycle (development · sales · post-management) of consumer protection-centered products	· Strengthened pre-screening and monitoring at the development stage · Regular training on the 6 sales principles under the 「Financial Consumer Protection Act」 · Introduction of NPS survey process and system · Increased consumer participation through Voice of Customer (VOC), customer advisory panels, etc. · Strengthened evaluation criteria to reflect customer investment propensity	· Short-term increase in operating costs and system development costs	· Reduction in consumer compensation costs through proactive response	· Cost reduction and stable revenue growth through improvements in efficiency
Medium-term	Advancement of the complete-sale process based on new digital technologies	· Digitalization of mis-selling prevention inspection record management framework · Advancement of the Fraud Detection System (FDS) · Stabilization and advancement of the NPS insight management linkage system · Development of an integrated consumer protection digital platform	· IT investment and transition costs	· Reduction in institutional sanction costs from financial authorities	· Revenue growth from increased customer satisfaction and enhanced credibility
Long-term	Internalization of AI-based financial consumer protection automation systems	· Automation of AI-based pre-screening of product design and response measures · Internalization of complaint handling and VOC automation systems · Automation of AI and big data-based NPS analysis and processing	· Increased system development and operating costs	· Increased operating costs from system advancement and securing specialist personnel	· Cost reduction through improved efficiency and revenue generation based on products reflecting customer needs

Resilience

KB Financial Group incorporates the Group's Risk Appetite and risk limits in key decision-making processes through an integrated approach to stress testing that comprehensively assesses profit and loss under crisis scenarios and the impacts by risk type. On this basis, we review the adequacy of financial consumer protection strategies when developing products and pursuing new businesses, and comprehensively assess the likelihood of mis-selling and potential expansion of customer losses.

In addition, through financial consumer protection status assessments and customer experience surveys, we proactively identify vulnerability factors and potential risks related to financial consumer protection, and continuously improve the internal control framework to effectively respond to the uncertainties associated with financial consumer-related risks.

Protection of Financial Consumers

Risk Management

Risk Management Process

Processes and Related Policies

KB Financial Group systematically identifies and assesses risks related to financial consumer protection throughout the entire process of financial product development, sales, and post-sale management in accordance with the 「Financial Consumer Protection Business Regulations」 and the 「Internal Control Regulations on Financial Consumer Protection」, and carries out related measures and monitoring activities.

Step		Details
Risk Identification and Assessment		· Regular identification and assessment of risks related to financial consumer protection through financial consumer protection status assessments and customer experience surveys [New product/service launch] – Analysis and assessment of potential risks through pre-screening from the product development stage – Incorporation of improvement measures and preventive actions into enterprise-wide decision-making based on risk analysis results
Prioritization		· Systematic management of financial consumer protection-related risks and opportunities centered on the dedicated organization – Identification and prioritization of major risks under the enterprise-wide risk management process in collaboration with relevant departments – Identification of mutual impacts between risks and opportunities through analysis of interconnections with subsidiaries – Establishment of an effective risk management framework through strengthened consumer rights protection and regulatory response
Monitoring	Financial Consumer Protection Internal Control Committee	· Overall management of financial consumer protection policies and internal processes · Review of management direction, adequacy of standards and procedures, and employee performance evaluation and compensation frameworks related to financial consumer protection
	Financial Consumer Protection Internal Control Council	· Prior deliberation on consumer protection issues and discussion of complaint response improvements in collaboration with relevant departments
	Institution Supervising Financial Consumer Protection	· Review of regulatory compliance, complaint status, and financial risks, and monitoring internal control compliance through regular meetings and reporting frameworks

Opportunity Management Process

KB Financial Group identifies and assesses opportunities in the area of financial consumer protection based on market variable analysis and a customer-centric approach. We comprehensively analyze market variables, including changes in the financial environment and policies, to respond proactively to trends and regulatory changes, and identify opportunities from the perspective of new products and services. In addition, we systematically listen to customer needs and opinions through VOC, customer advisory panels, and surveys, and incorporate major complaints and improvement demands as opportunity factors. Furthermore, by analyzing the potential impacts of opportunities related to financial consumer protection from multiple angles within the enterprise-wide risk management process, we establish prompt and effective response strategies on this basis, thereby contributing to creating a stable financial environment and building sustainable value.

Incorporation into the Enterprise Risk Management Process

KB Financial Group identifies and assesses major risks related to financial consumer protection through the enterprise-wide risk management process, and manages and oversees the risks and opportunities of each subsidiary related to financial consumer protection in an integrated manner at the Group level. For a detailed description of the Group's enterprise risk management, please refer to pages 11-16 of this report.

Protection of Financial Consumers

Metrics & Targets

Monitoring Metrics

Each subsidiary of KB Financial Group monitors the progress of targets for financial consumer protection using the following metrics.

Legal and Regulatory Monitoring Metrics and Targets

Each subsidiary of KB Financial Group has established financial consumer protection monitoring metrics utilizing the metrics specified in the SASB Standards to measure and monitor performance related to risks and opportunities in the area of financial consumer protection. On this basis, targets aligned with financial consumer protection-related laws and regulations are set, and the level of implementation and progress relative to targets are systematically monitored.

Category	Monitoring Metrics		Targets	Performance Against Target	Subsidiary
Financial Consumer Protection Act Article 36 (Dispute Resolution)	FN-CF-270a.4	(1) Number of consumer complaints filed through the Financial Supervisory Service (FSS) (2) Percentage with monetary or non-monetary relief	Relief rate: 100%	(1) Number of consumer complaints submitted through the FINES financial information exchange network: 1,745 (excluding complaints resolved through voluntary mediation) (2) Requests accepted or complaints withdrawn: 1,155 total – Monetary relief: 256 cases (14.7%) – Non-monetary relief: 899 cases (51.5%)	KB Kookmin Card
				(1) Number of consumer complaints submitted through the FINES financial information exchange network: 177 (2) Monetary or non-monetary relief rate: 100% non-monetary relief	KB Capital
	FN-CF-270a.5	Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	Zero monetary losses from legal actions and sanctions due to violations of laws and regulations related to the sale of financial products and services	No monetary losses from legal actions and sanctions related to violations of laws and regulations pertaining to the sale of financial products and services	KB Kookmin Card KB Capital
Financial Consumer Protection Act Article 19 (Duty to Explain) Article 20 (Prohibition of Unfair Business Practices)	FN-AC-270a.1	(1) Number and (2) percentage of employees registered as financial investment professionals with the Korea Financial Investment Association with a record of investment-related investigations, consumer-initiated complaints, private civil litigations, or other regulatory proceedings	Zero financial investment professionals with records of consumer-initiated complaints, legal actions or sanctions	No executives or employees engaged in investment transactions receiving risk management compensation have records of investment-related investigations, customer complaints, civil litigation, or other legal and regulatory proceedings	KB Asset Management KB Real Estate Trust
	FN-AC-270a.2	Total amount of monetary losses as a result of legal proceedings associated with unfair contracts due to incomplete information targeting new and returning customers	Zero monetary losses from legal actions and sanctions related to unfair contracts	No monetary losses from legal proceedings related to unfair contracts targeting new or returning customers	
Financial Consumer Protection Act Article 19 (Duty to Explain) Article 22 (Compliance Requirements for Advertising of Financial Products) Article 46 (Withdrawal of Application)	FN-IN-270a.1	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance product-related information to new and returning customers prior to conclusion of insurance contracts	Zero monetary losses from legal actions and sanctions related to insurance product information communication and marketing	No monetary losses from legal actions and sanctions related to deficiencies in the communication of material information to customers (adherence to 3 basic principles) prior to conclusion of insurance contracts	KB Insurance KB Life Insurance
	FN-IN-270a.2	Complaint rate relative to policies in force	Continuous reduction in the rate of complaints through the elimination of the root causes of complaints	Number of complaints per 100,000 policies in force based on disclosure standards during the reporting period: 29.91	KB Insurance
				Number of complaints per 100,000 policies in force based on disclosure standards during the reporting period: 24.01	KB Life Insurance
	FN-IN-270a.3	Policy persistency rate	Stable maintenance of policy persistency rate based on eradication of mis-selling and achievement of customer satisfaction	88.46%	KB Insurance
				86.5%	KB Life Insurance

Protection of Financial Consumers

Metrics & Targets

Strategy Monitoring Metrics and Targets

Going beyond regulatory compliance, KB Financial Group has established our own unique monitoring metrics to maximize the execution effectiveness of our financial consumer protection strategy. These metrics are linked to the action items of the financial consumer protection strategy and are used to monitor the level of substantive achievement and performance of strategic targets.

Strategy	Monitoring Metrics	Targets	Activity Performance and Target Implementation Status	Subsidiary
Reinforcement of the full life cycle process (development · sales · post-management) of consumer protection-centered products	Regular reporting to the Financial Consumer Protection Internal Control Committee	Identification of tasks for improvement and implementation of measures from reviews of the adequacy and compliance status of financial consumer protection internal controls	· 24 improvement tasks identified in total · Established specific improvement plans through TFT formation, and incorporated these into KPIs of relevant departments	KB Kookmin Bank
	Financial Supervisory Service 「Financial Consumer Protection Status Self-Assessment」	Overall rating: 'Good'	· Overall rating: 'Average'	KB Kookmin Card
	Strengthening of financial consumer protection capabilities	Completion of financial consumer protection training	· Implemented compliance training for advertising regulation compliance and mis-selling prevention, complaint prevention and customer response training, securities dispute prevention training, and financial product job performance training	KB Securities
Advancement of the complete-sale process based on digital new technologies	Mis-selling rate	Reduction in mis-selling rate (number of mis-selling cases / total number of sales)	· Mis-selling rate decreased by 0.04%p compared to the prior year (0.10% → 0.06%)	KB Life Insurance
	Number of complaints	Reduction in number of complaints	· Number of complaints decreased by 6.7% compared to the prior year	KB Financial Group (common)
	Number and amount of financial fraud prevention cases handled	Increase in the number of voice phishing prevention cases, and amount prevented	· Card loan phishing prevention ratio increased by 2.4%p compared to the prior year (88.7% → 91.1%) · Amount of card loan phishing losses prevented increased by KRW 11.4 billion compared to the prior year (KRW 11.8 billion → KRW 23.2 billion)	KB Kookmin Card
Internalization of AI-based financial consumer protection automation systems	Results of customer satisfaction index survey	No. 1 in National Customer Satisfaction Index (NCSI) survey	· No. 1 in the commercial banking sector for 11th consecutive year	KB Kookmin Bank
			· No. 1 in the credit card sector for 5th consecutive year, No. 1 in the debit card sector for 2nd consecutive year	KB Kookmin Card
		No. 1 in Korean Customer Satisfaction Index (KCSI) survey	· No. 1 in the debit card sector for 11th consecutive year	KB Kookmin Card
		No. 1 in Korean Service Quality Index (KS-SQI) survey		
		No. 1 in KS-CQI (Call Center Quality Index) survey	· No. 1 in the long-term insurance and auto insurance sectors	KB Insurance

Information Security

Governance

Governance Bodies Responsible for Oversight of Risks and Opportunities

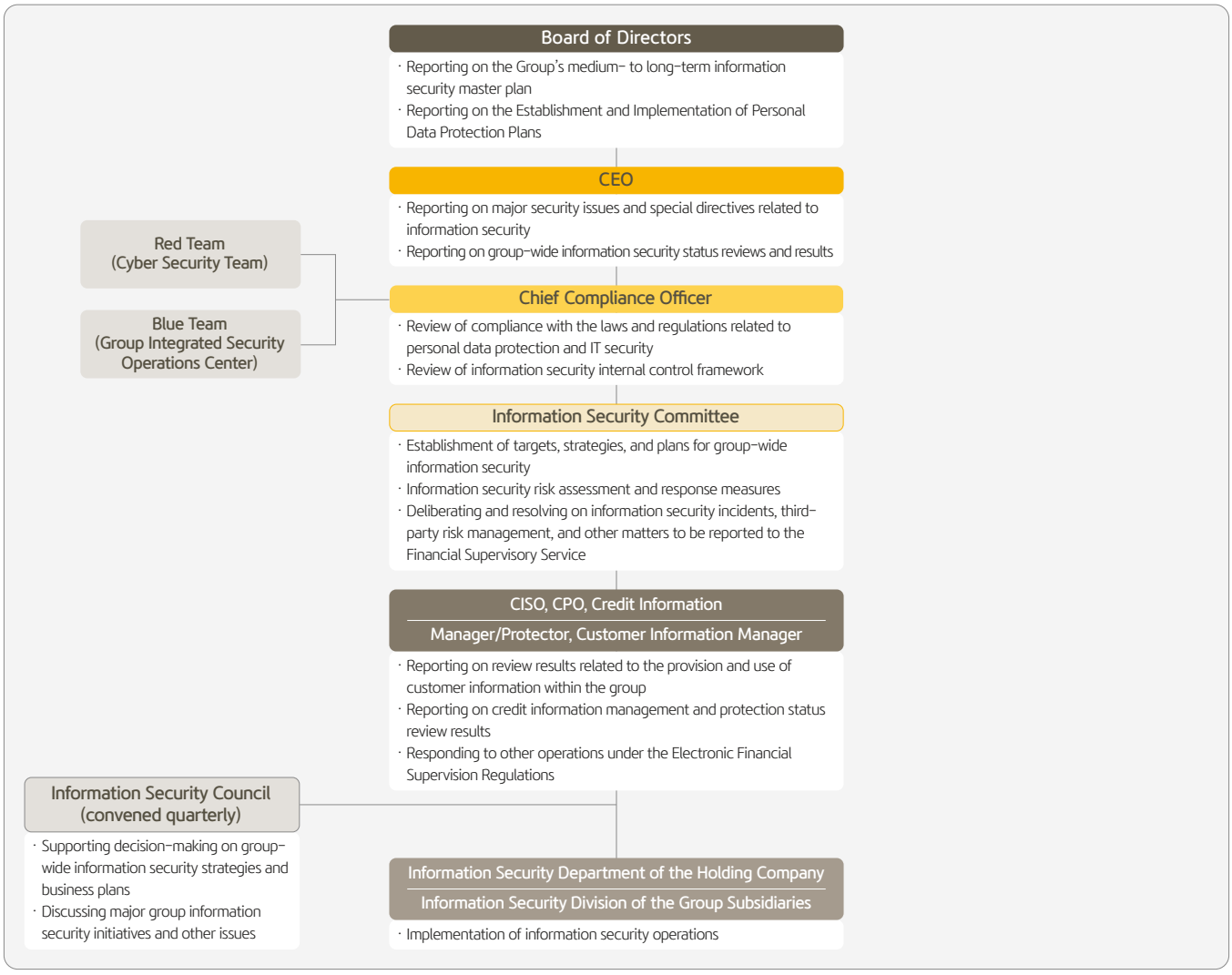
Roles and Responsibilities

KB Financial Group has established an enterprise-wide information security management framework, and applies its information security policies and internal regulations across all subsidiaries.

KB Financial Group Inc. has designated information security as a core compliance area of the group, and established an integrated group-level information security management framework in which the Information Security Department and the Group Cyber Security Center are overseen by the Chief Compliance Officer. The Group Cyber Security Center has established proactive defense capabilities by simultaneously operating a 'Red Team (Cyber Security Team),' which conducts vulnerability assessments by working from an attacker's perspective, and a 'Blue Team (Group Integrated Security Operations Center),' a defense-specialized organization that detects and blocks external intrusion threats through 24/7/365 security monitoring.

Group-wide information security strategies and plans are established through the holding company's Information Security Committee and the Group Information Security Council, and major priorities, including information security risk assessments and response measures, are deliberated on and resolved. Each subsidiary operates a dedicated information security organization to carry out information security operations.

Information Security Decision-making Organizational Framework



Information Security

Governance

Policies Defining Roles and Responsibilities

KB Financial Group clearly defines the management and oversight responsibilities of the 'Information Security Committee' — the highest decision-making body — in its Information Security Operational Policy and the Information Security Committee Guidelines, which are its highest-level internal regulations related to information security. By organically linking these with the Responsibilities Map, the group ensures both the independence and practical effectiveness of information security governance.

Reporting Approach and Frequency to Governance Bodies

KB Financial Group Inc. reviews and approves major information security-related matters through the Information Security Committee, which is chaired by the holding company's Chief Information Security Officer (CISO), and convenes a quarterly Group Information Security Council that includes information security executives from the holding company and subsidiaries to discuss the Group's information security status and key risk response measures.

Holding Company's Information Security Committee	· Convened as needed · Chaired by the holding company's CISO, with the Head of the Compliance Department, Head of the IT Planning Department, and Team Heads of the Information Security Department serving as committee members · Deliberations and resolutions are escalated to the CEO and Board of Directors [Key Agenda Items] – Matters related to the establishment of information security targets, strategies, and plans – Matters related to information security risk assessment and response measures – Matters related to information security incidents such as intrusion incidents and personal data breaches – Matters related to third-party risk management including cloud services
Group Information Security Council	· Convened quarterly · Chaired by the holding company's executive in charge of information security operations, with executives in charge of information security operations from 11 subsidiaries serving as committee members [Key Agenda Items] – Matters related to the establishment of group-wide information security strategies and business plans – Matters related to the implementation of major group information security initiatives – Matters related to joint response measures in connection with changes in external regulations, such as the enactment and amendment of relevant laws

Oversight Competencies and Development

The holding company's Board of Directors includes directors with experience in the digital and IT fields, and the Chief Information Security Officer (CISO) is selected from among candidates with the necessary qualifications — including educational background, technical qualifications, and experience in the fields of information security and information technology — in accordance with the Electronic Financial Transactions Act. The fulfillment of these qualification requirements is continuously reviewed.

In addition, information security training programs are provided for all executives and employees in addition to training programs that are tailored based on rank and job function, as well as an in-house hacking competition ('KB HackCon') and an information security technology lab to encourage voluntary capability development among executives and employees.

How Risks and Opportunities Are Considered in Key Decision-making, Risk Management, and Oversight

KB Financial Group adopts a prevention-centered management framework for major information security risks, including cyber attacks, personal data breaches, and external outsourcing and third-party risks. The status reviews and response results for major information security risks are regularly escalated to the CEO and Board of Directors through the holding company's Information Security Committee and the Group Information Security Council, enabling management to promptly identify potential information security risks and reflect them in the Group's medium- to long-term strategic decision-making.

Information Security

Governance

Oversight of Target-setting and Progress Monitoring

KB Financial Group establishes key targets based on our medium- to long-term information security strategy, and continuously monitors the level of target implementation through the holding company's Information Security Committee and the Group Information Security Council. The implementation status of improvement tasks identified based on the results of information security risk reviews, simulation drills, and internal control activities, as well as the achievement of key indicators, are escalated to the CEO and the Board of Directors to ensure management and oversight at the Group level.

The performance of key information security activities is linked to KPIs and reflected in the evaluations of the Chief Compliance Officer and the executive in charge of information security, and the Information Security Division of each subsidiary manages information security response capabilities, regulatory compliance levels, and operational efficiency through organizational unit performance evaluations. In addition, compliance with information security-related regulations is included in the KPIs of executives and employees, and internal control standards are managed continuously through the application of disciplinary measures in the event of violations.

Management Responsible for Oversight of Risks and Opportunities

Roles Delegated to Management and Oversight Approach

KB Financial Group delegates operational management and oversight responsibilities for information security-related risks and opportunities to management. The Chief Information Security Officer (CISO) concurrently serves as the Chief Privacy Officer (CPO), Credit Information Management and Protection Officer, and Customer Information Manager, thereby strengthening expertise and governance efficiency. At the same time, the separation of the roles of the CISO and the Chief Information Officer (CIO) establishes an independent decision-making and management/oversight structure.

Controls and Procedures Used by Management to Support Oversight

KB Financial Group applies information security-related policies and internal control standards — including the Personal Data Protection Policy, Information Security Business Regulations, and IT Information Security Operations Guidelines — to support management's substantive oversight role. All subsidiaries carry out information security activities in accordance with these standards and follow review and management procedures to ensure their compliance with information security-related laws and regulations.

Information Security

Strategy

Risks and Opportunities

KB Financial Group identifies information security-related risks and opportunity factors through a comprehensive analysis of personal data breach incidents, information security incident occurrence status, and the findings of internal control reviews. These are classified into short-, medium-, and long-term categories, after which the potential impacts on the business model and value chain are assessed and corresponding response strategies are established.

Time Horizons

KB Financial Group categorizes the impacts of information security-related risks and opportunities based on their expected time horizon into short-term (within 1 year), medium-term (1-5 years), and long-term (beyond 5 years). These time horizon classifica tions are consistent with the criteria applied to strategic decision-making, and serve as the basis for establishing medium- to long-term targets for information security response strategies.

Business Model and Value Chain

KB Financial Group recognizes that information security-related risks and opportunities may arise not only within the Group, but also across the entire value chain, including customers, partners, and external service providers. With this in mind, the Group applies an information security management framework covering the entire value chain — encompassing not only internal information systems and data management, but also the protection of customer information arising in the course of using financial services, and the security management of external outsourcing vendors and IT partners. With the expansion of the digital financial environment, information security risks associated with the use of cloud services and external platforms have been incorporated into the scope of management, and an integrated information security response framework is being established.

Risk and Opportunity Identification

Risk and Opportunity Factor		Significance	Short-term	Medium-term	Long-term	Impact on Business Model and Value Chain	Anticipated Financial Effects
Risk Factors	Paradigm shift in information security management framework	High	●	●		· Increased requirement to strengthen internal controls and management framework due to transition to autonomous security framework · Necessity to elevate group-wide information security operational standards and strengthen control criteria	· Higher intangible assets and IT development costs related to the increased system investment required due to the transition to autonomous security framework and the advancement of internal controls · Increased selling and administrative expenses from higher operating costs due to continuous operation of the management framework and strengthened reviews
	Changes in information security regulatory environment	High	●	●		· Increased compliance burden due to amendments to the Personal Data Protection Act, etc. · Expansion of regulatory sanctions and reputational risks in the event of inadequate regulatory compliance	· Higher non-operating expenses from the increased likelihood of regulatory sanctions due to tightened regulations · Increase in selling and administrative expenses from expanded compliance response and activities to strengthen internal controls
	Increased cyber attack and information breach risks	Medium	●	●	●	· Decline in customer trust and deterioration of service stability · Decrease in financial service usage and damage to brand value	· Increase in selling and administrative expenses from customer compensation and post-incident response costs in the event of a cyber incident · Increase in provisions from legal response and loss recognition related to incidents · Decrease in fee income from reduced service usage due to decline in customer trust
	External outsourcing and third-party security risks	High	●	●	●	· Higher need for security controls due to expansion of cloud and external services · Increased likelihood of incidents in the event of inadequate third-party risk management	· Increase in selling and administrative expenses from higher security review and management costs due to expansion of external services · Increase in loss provisions from loss recognition in the event of incidents related to external outsourcing
Opportunity Factors	Internalization of information security expertise	Medium	●	●	●	· Reduction in external dependency and strengthening of group security competitiveness · Enhancement of internal control and response capability consistency	· Reduction in selling and administrative expenses from decreased outsourcing costs due to reduced external security services · Cost reduction through long-term operational efficiency improvements following initial personnel and organizational development costs
	Optimization of security processes	Medium	●	●		· Improved internal operational efficiency and operational stability · Improved organizational productivity through simplification of security procedures	· Reduction in selling and administrative expenses from operational efficiency improvements through security procedure automation and business process improvements · Decrease in IT maintenance costs from system efficiency improvements
	Enhancement of digital trust foundation	High		●	●	· Enhanced customer trust and brand value through improved security standards · Building a foundation for improved customer retention and increased service usage	· Expanded revenue base from increased customer trust and new customer inflow due to improved security standards · Increased fee income from improved customer retention rate and increased service usage

Information Security

Strategy

Strategy and Decision-making

KB Financial Group establishes medium- to long-term strategies for information security and implements detailed initiatives.

Strategies and Initiatives

Time horizon	Strategy	Initiatives	Anticipated Financial Effects		
			Short-term	Medium-term	Long-term
Short-term	Advance management framework and compliance response	· Implementation of voluntary information security disclosures and advancement of compliance review framework · Expansion of scope of IT security compliance review automation · Expansion and operational stabilization of customer information transmission/reception verification framework	· Increase in selling and administrative expenses due to strengthened regulatory response	· Increase in intangible assets and IT development costs through investment in security system development	· Reduction in cost of capital due to minimization of regulatory sanction risks
Medium-term	Advance response to new cyber threats and security control framework	· Advancement of risk management security control framework based on new technologies (generative AI, etc.) · Continuous improvement of security framework in response to changes in the digital and new technology environment · Advancement of critical information breach prevention framework and strengthening of ongoing monitoring framework · Development of response capabilities for Zero Trust transition and next-generation security technologies (quantum security, etc.)	· Increase in intangible assets and selling and administrative expenses from adoption of new technologies	· Increase in selling and administrative expenses and provisions from incident response and customer compensation	· Cost stabilization from continuous security framework improvements · Revenue expansion based on customer trust and digital competitiveness
Long-term	Internalize information security expertise and achieve operational efficiency improvements	· Establishment of autonomous security framework (KB RMF) and internalization of professional information security service capabilities · Advancement of process automation and operational efficiency framework through the introduction of security AI agents · Improvement of convenience of employee security operations and strengthening of operational efficiency	· Investment and operating costs arising from system development, solution deployment, and training operations	· Reduction in selling and administrative expenses from decreased outsourcing costs due to internalization of expertise	· Increase in fee income from operational efficiency improvements and expanded service usage based on customer trust

Resilience

KB Financial Group has established and applies Business Continuity Plans (BCP) and an IT disaster recovery framework to minimize the impacts of service disruptions, information breaches, and system failures arising from information security incidents. In the event of an emergency, swift decision-making and response are ensured through dedicated response organizations, and the continuity of core services is maintained in accordance with information security incident response and recovery procedures. In addition, the effectiveness of incident response and recovery procedures is verified through regular simulation drills and reviews, and our capability to respond to information security-related crisis situations is continuously being strengthened.

Information Security

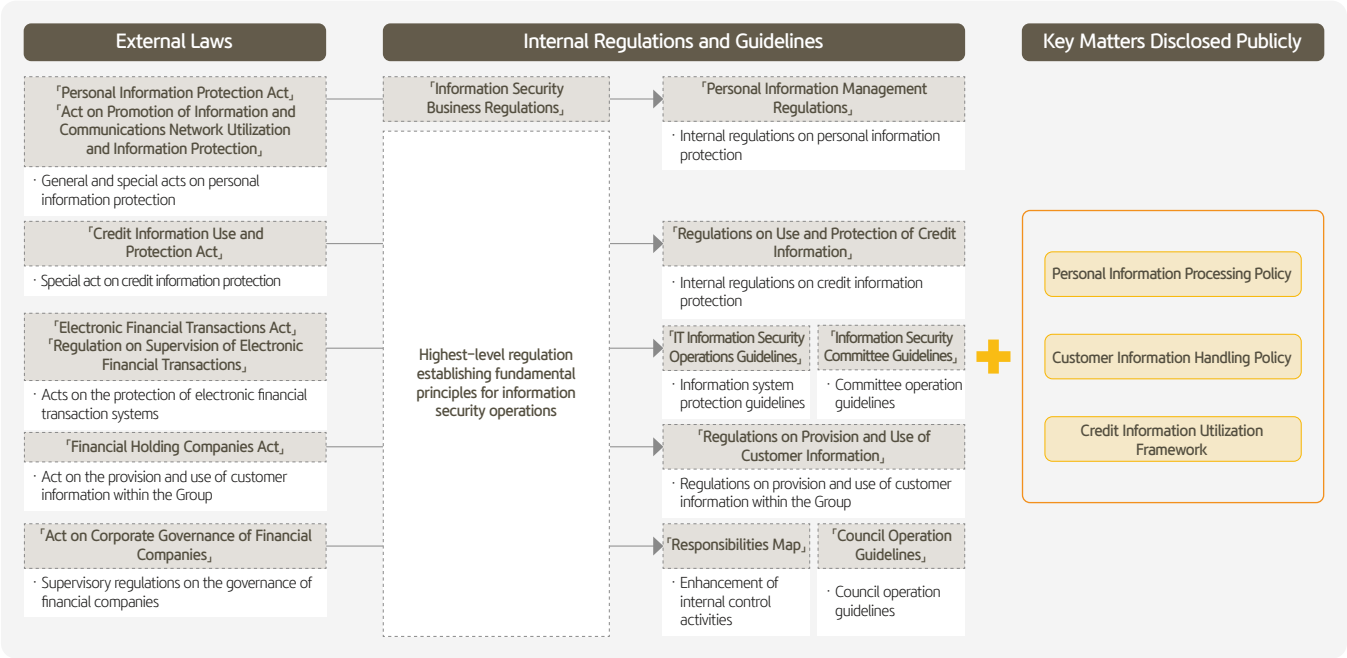
Risk Management

Risk Management Process

Processes and Related Policies

KB Financial Group has established detailed regulations and guidelines on personal information, credit information, customer information, and information security based on the Information Security Business Regulations — our highest-level information security regulation — and applies these across all business areas, including not only internal operations but also third parties such as partners and vendors. Key matters are disclosed publicly through the Personal Information Processing Policy, the Customer Information Handling Policy, and the Credit Information Utilization Framework.

KB Financial Group Inc. Information Security Policy Framework



To effectively manage information security-related risks, KB Financial Group regularly identifies and assesses its risks related to information security through information security vulnerability assessments based on the enterprise-wide information security management framework, and sets priorities by taking the impact and level of significance into account. In addition, an enterprise-wide monitoring framework has been adopted to continuously review and manage information security-related risks and control levels.

Step		Details
Risk Identification and Assessment	Identify Risks	· Identification of major risks based on the enterprise-wide information security management framework · Proactive identification of potential security threats through review activities including vulnerability assessments, penetration testing of websites, apps, and key systems
	Assess Information Security Vulnerabilities	· Annual vulnerability analysis and assessment of electronic financial infrastructure in accordance with the Information Security Business Regulations · Identification and classification of information assets; selection and assessment of review targets based on significance – Establishing protective measures and implementation plans based on assessment results – Conducting effectiveness assessment of risk management activities: reviewing status of protective measures and the occurrence of personal information breach incidents – Escalating the results of risk management activity effectiveness assessments to the CISO and senior management
Prioritization	Select Priority Management Areas	· Distribution of information security issues through the Information Security Committee and Group Information Security Council, with priority-setting based on significance and impact · Selection centered on core areas including cyber threats, personal information protection, and regulatory response · Comprehensive consideration of information asset significance and external threat levels; selection of priority response areas based on likelihood of incidents and impact
	Prioritize Information Security-related Investments and Improvement Tasks	· Application of criteria including regulatory compliance requirements, incident prevention effectiveness, enhancement of customer information protection standards, and securing of system stability · Regular re-adjustment of priorities in response to incidents and environmental changes
Monitoring	Review Information Security Status	· Review of personal credit information management status and compliance with personal information protection policies · Regular review of regulatory compliance across all subsidiaries based on information security compliance checklists and customer information provision/use review standards · Quarterly escalation of key information security review results to the Board of Directors · Escalation of information security measures and implementation plan progress results to the CISO and senior management
	Review and Assess Information Security Certification	· Third-party assurance of the information security management framework · Selection of appropriate external specialist institutions through open bidding for expert services · Conducting of reviews across major infrastructure and the overall information security management framework — including vulnerability analysis and assessment of electronic financial infrastructure, establishment of protection measures for critical information and communications infrastructure, review of personal information protection policy compliance, and post-implementation compliance reviews of security deliberation targets
	Perform Response Drills	· Regular cyber threat response drills (KB Cyber Shield), disaster recovery (DR) drills, and ransomware response drills · Joint intrusion incident response drills with the Financial Security Institute, and parallel simulation drills for executives and employees

Information Security

Risk Management

Information Security Incident Response Process

KB Financial Group works to respond swiftly to information security incidents and prevent the spread of damage by following the procedures laid out in its Personal Data Breach Response Manual, and maintains personal data protection liability insurance to ensure coverage in the event of data breach incidents. In addition, simulated personal (credit) information breach response drills are conducted each year to review incident response capabilities, with the response framework continuously being analyzed and upgraded. All executives and employees are required to immediately report any information security incidents, vulnerabilities, or suspicious activities to the dedicated information security organization through the internal reporting framework, with incident response and follow-up measures systematically managed based on these reports.

KB Kookmin Bank Personal Data Breach Response Process

Stage 1

Incident Recognition
- Immediate internal reporting upon recognition of a data breach
- The supervisory department determines whether data has actually been leaked, and assesses the cause
- Retrieval of leaked personal data and implementation of measures to prevent secondary damage

Incident Response Team Operations
- Depending on the type of items leaked and the scale of the leak, either the 'Incident Response Team' or the 'Expanded Incident Response Team' is activated
- Emergency executive meeting convened (as necessary)

Stage 2

Damage Minimization and Emergency Measures
- Emergency response measures to minimize damage following identification of the cause of the breach

Stage 3

Customer Notification
- Notification to customers within 72 hours of the breach

Reporting to Government Authorities
- Report to financial authorities; where notification is required, submission to the relevant agencies within 72 hours

Stage 4

Damage Relief and Recurrence Prevention
- Complaint response and measures to minimize customer inconvenience
- Customer reassurance measures and execution of personal data breach damage relief procedures

KB Kookmin Bank External Information Security Verification

Verification Organization	Verification Scope	Frequency
Financial Services Commission	Vulnerability analysis and assessment of electronic financial infrastructure; establishment of protection measures for critical information and communications infrastructure	Annually
Financial Supervisory Service	Vulnerability review of public-facing website	Twice a year
Financial Supervisory Service	Reporting of internal security deliberation results	As needed
Korea Financial Telecommunications and Clearings Institute	Security vulnerability review of open banking services	Every two years
Financial Security Institute	Security vulnerability review of MyData services	Annually

Opportunity Management Process

KB Financial Group identifies opportunity factors arising from the information security management process — such as improvements in security standards, securing customer trust, and operational efficiency improvements — and reflects these in its information security strategies and investments, including voluntary information security disclosure and master plans, to pursue a continuous strengthening of its competitiveness in this area.

Incorporation into the Enterprise Risk Management Process

KB Financial Group identifies and assesses major risks related to information security through the enterprise-wide risk management process, and manages and oversees the risks and opportunities of each subsidiary around information security in an integrated manner at the Group level. For a detailed description the Group's enterprise risk management efforts, please refer to pages 11-16 of this report.

Information Security

Metrics & Targets

Monitoring Metrics

Each subsidiary of KB Financial Group monitors the progress toward achieving information security targets using the following metrics required by the Sustainability Disclosure Standards.

Legal and Regulatory Monitoring Metrics and Targets

Each subsidiary of KB Financial Group has established information security monitoring metrics utilizing the metrics specified in the SASB standards to measure and monitor performance related to information security-related risks and opportunities. On this basis, targets aligned with information security-related laws and regulations are set, and the level of implementation against targets and progress are systematically monitored.

Category	Monitoring Metrics		Targets	Performance Against Target	Subsidiary
Personal Data Protection Act Articles 29 and 34 Credit Information Use and Protection Act Article 39-4	FN-CB-230a.1	(1) Number of data breaches (2) Percentage of data breaches involving personal data/personal credit information (3) Number of affected account holders	Zero customer personal data breach incidents	No data breaches	KB Kookmin Bank
				No data breaches	KB Savings Bank
	FN-CF-230a.1			No data breaches	KB Kookmin Card
				No data breaches	KB Capital
Personal Data Protection Act Articles 15, 22, and 37 Act on the Promotion of Information and Communications Network Utilization and Information Protection Article 50	FN-CF-220a.1	Number of customers who have consented to the optional use of their personal data * Number of customers from whom a separate marketing consent form has been obtained for use in marketing and sales activities, in addition to mandatory and optional consent by product for financial transaction relationships, etc.	Securing of customer trust and stable maintenance of customer base	As of December 2025: 15,230,682 persons	KB Kookmin Card
				As of December 2025: 335,077 persons	KB Capital
Personal Data Protection Act Articles 29 and 34 Credit Information Use and Protection Act Article 39-4	FN-CF-220a.2	Total monetary losses resulting from legal actions and regulatory sanctions related to customer personal data protection laws and regulations	Zero monetary losses	No monetary losses from legal actions or regulatory sanctions related to customer personal data protection laws and regulations	KB Kookmin Card
				No monetary losses from legal actions or regulatory sanctions related to customer personal data protection laws and regulations	KB Capital
Specialized Credit Finance Business Act Article 16 and 19 Electronic Financial Transactions Act Articles 9 and 10	FN-CF-230a.2	(1) Card-related fraud losses from card-not-present (CNP) transaction fraud, (2) Card-present transaction fraud, and other fraud	Continuous reduction in the number of financial fraud incidents and scale of losses	(1) Total losses from card-not-present (CNP) transaction fraud: KRW 187 million (2) Total losses from card present transaction fraud and other fraud: KRW 565 million	KB Kookmin Card

Information Security

Metrics & Targets

Strategic Monitoring Metrics and Targets

In its efforts to go beyond mere regulatory compliance, KB Financial Group has established its own unique monitoring metrics to maximize the impact of our information security strategy. These metrics are linked to action items of the information security strategy, and are used to monitor our achievement of strategic targets.

Strategy	Monitoring metrics	Targets	Current Performance Status[1)]	Subsidiary
Advancement of management framework and compliance response	Personal data protection status assessment grade	Maintain the highest grade in personal credit information utilization and management status assessment	Achievement and maintenance of highest grade (Grade S)	KB Kookmin Bank
	Information security certification	Maintain information security certifications (ISMS, ISMS-P, etc.)	ISMS or ISMS-P certification	KB Financial Group Inc., KB Kookmin Bank, KB Securities, KB Insurance, KB Kookmin Card, KB Capital
	Compliance review completion rate	Maintain 100% completion of review targets	100% completion of compliance reviews and internal/external reporting in accordance with relevant laws and regulations	KB Financial Group (common)
Advancement of response to new cyber threats and security control framework	Number of security incidents	Maintain zero major incidents and continuous reduction	No major information security incidents	KB Data Systems
	Zero Trust transition rate	Phased transition to Zero Trust	Introduction of security architecture and phased transition	KB Financial Group (common)
Information Security Internalization of information security expertise and operational efficiency	Internalization of information security expertise within the Group	Internalize capabilities in external certification review, vulnerability assessment, security consulting, and security monitoring - Annual 30% expansion of information security business revenue (through 2028) - Internal security personnel ratio at the Group Integrated Security Operations Center of 45% or above (by 2028)	Expansion of information security specialist personnel and the Group's in-house execution rate	KB Financial Group (common)
	Employee training completion rate	Maintain a 100% completion rate	Information security training conducted for all executives and employees and 100% completion rate achieved	
	AI automation of personal data protection and information security operation	Operate at least 1 AI Agent at the holding company and major subsidiaries (by 2026)	Advancement of AI-based integrated security threat management framework	KB Securities KB Life Insurance

1) As of 2025

Digital Innovation and Technology

Governance

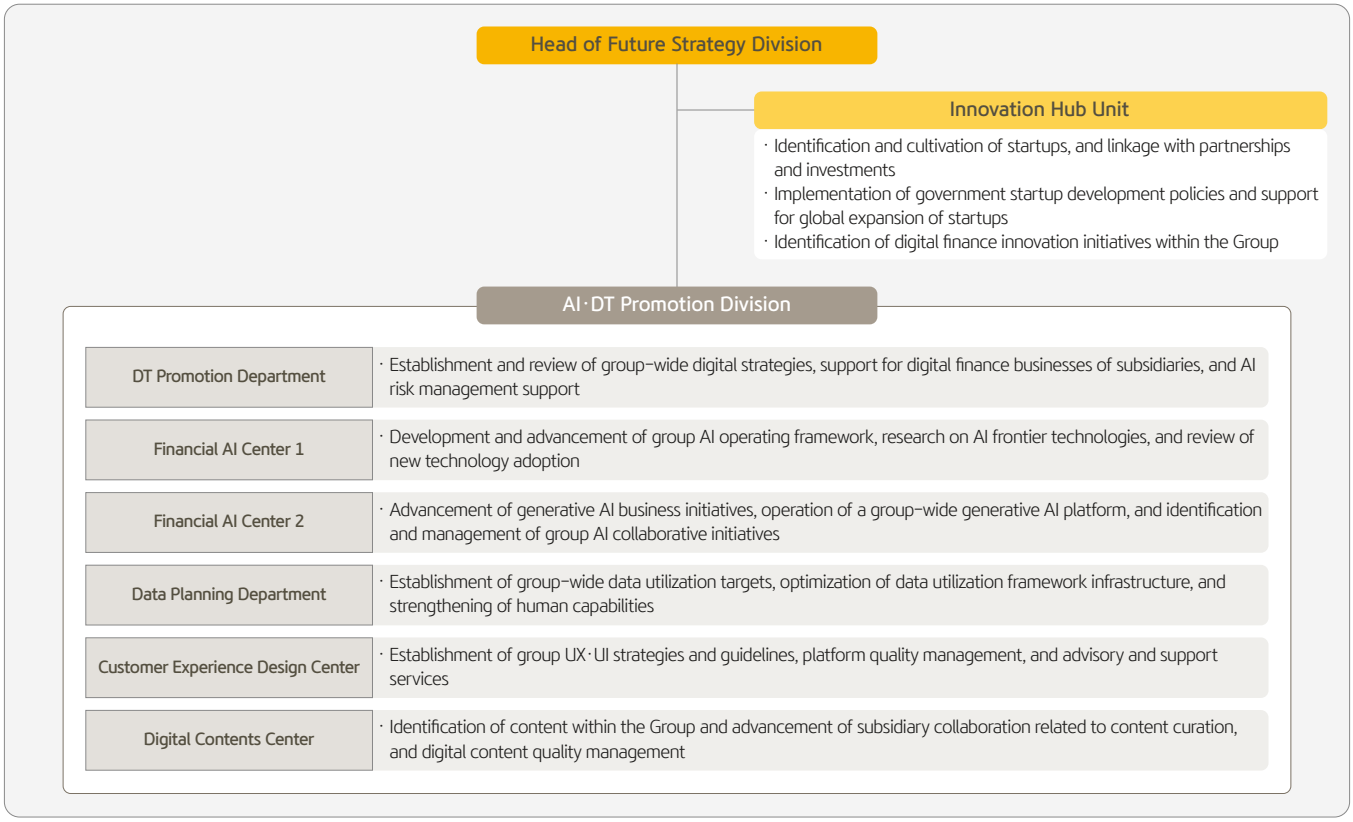
Governance Bodies Responsible for Oversight of related Risks and Opportunities

Roles and Responsibilities

At KB Financial Group, we are continuously advancing our organizational structure to strengthen our execution capabilities across all digital domains. To advance digital and AI strategies in a way that closely aligns with the Group's management strategy, the 'Future Strategy Division' has been newly established as a control tower for digital and AX (AI Transformation) initiatives across the entire group. Through this, the Group plans to advance generative AI-based business strategies centered on the DT Promotion Department and Financial AI Center 2, and to accelerate enterprise-wide digital innovation to secure the Group's future growth drivers.

In addition, Group Platform, AI · Data, and Digital Assets consultative bodies are operated, attended by relevant executives from our subsidiaries under the chairmanship of the Head of the Group Future Strategy Division. Through each consultative body, major implementation status updates and key issues in the digital, AI, and digital assets domains are shared and discussed across subsidiaries, and collaborative initiatives are identified and advanced to enhance the synergies between subsidiaries.

KB Financial Group operates an AI governance framework to manage the overall utilization of AI technology within the Group, and manages this in an integrated manner at the Group level.



Policies Defining Roles and Responsibilities

KB Financial Group has established the AI Risk Management Regulations to develop a management framework for the risks and opportunities that may arise in the course of AI utilization. These regulations require the AI Ethics Committee to comprehensively review the risk factors and ethical issues associated with the introduction and utilization of AI, and assign responsibility for deliberating on and resolving major matters. In addition, by clearly defining the roles and responsibilities of departments and personnel involved in AI introduction and operations, we ensure that digital innovation and technology-related risks and opportunities are reflected in the actual course of business operations.

Digital Innovation and Technology

Governance

Reporting Approach and Frequency to Governance Bodies

KB Financial Group reviews the implementation of strategies through digital and AI-related consultative bodies within the Group, putting the Future Strategy Division at the center. The digital and AI executives of each subsidiary regularly report on the status of strategy implementation to the Head of the Future Strategy Division, and major issues are shared through the Group Platform, AI·Data, and Digital Assets consultative bodies. Through this, we ensure the strategic direction is aligned across the subsidiaries, and group-level decision-making is managed to ensure consistency.
Major AI-related issues and their implementation status are also managed through the same reporting framework, and matters related to high-risk AI services and key decisions are reported following separate review procedures.

Oversight Competencies and Development

In the composition of the Group's Board of Directors and management, KB Financial Group focuses on individuals with expertise and practical experience in the digital and IT fields. A group-wide knowledge sharing and collaboration framework is applied to strengthen the digital and AI capabilities of management and practitioners, and the Group's overall digital competitiveness is continuously advanced through the sharing of AI utilization cases and technology experience across subsidiaries.

How Risks and Opportunities Are Considered in Key Decision-making, Risk Management, and Oversight

KB Financial Group identifies digital and AI-related risks and opportunities within the enterprise-wide risk management framework and reflects these in strategy formulation. In particular, a management process covering all stages — from planning through development, verification, and operations — is applied to systematically manage the risks arising from the expanded utilization of AI technology, and strengthened management standards are applied to high-risk services to minimize risks. In addition, strategies are executed in an integrated manner across subsidiaries through the use of various consultative bodies, and opportunities arising from technological advances are identified.

Oversight of Target-setting and Progress Monitoring

KB Financial Group sets and regularly monitors certain KPIs — including MAU (Monthly Active Users), mobile platform subscriber numbers, and customer satisfaction — to systematically manage its digital innovation performance. In addition, digital and AI-related initiatives by each subsidiary, platform operational performance, and the status of technology adoption and utilization are comprehensively reviewed to continuously manage alignment with the Group's strategic direction.

Management Responsible for Oversight of Risks and Opportunities

Roles Delegated to Management and Oversight Approach

KB Financial Group has established a governance framework for digital and AI-related strategies and overall operations, and delegates management and oversight responsibilities to management-level organizations and consultative bodies.
The Group Platform Council and AI · Data Council — composed of the Head of the Future Strategy Division and executives in charge of digital/AI divisions at major subsidiaries — identify and manage major risk factors based on reviews of subsidiaries' management plans and key initiatives, and determine the direction of execution for key digital and AI-related issues. Major subsidiaries operate an 'AI Ethics Committee' composed of executive-level members as the highest decision-making body for AI risk management, which deliberates and resolves on the enactment and amendment of AI ethics standards and risk management policies, pre-approval of high-risk AI services, resolution of disagreements on risk classifications, and improvement recommendations based on monitoring results.

Controls and Procedures Used by Management to Support Oversight

KB Financial Group and its major subsidiaries enact and amend the AI Risk Management Policy through the AI Ethics Committee, and have established an AI verification and certification framework to minimize the likelihood of risks arising from AI errors and to ensure safety and reliability. This framework operates under an internal control structure in which the results of primary verification conducted by development departments are subject to secondary verification by the AI Governance Team, and are organically integrated with internal functions to manage AI-related risks more systematically.

Digital Innovation and Technology

Strategy

Risks and Opportunities

KB Financial Group identifies digital-related risks and opportunities, analyzes the potential impacts of each, and establishes response strategies accordingly. In addition, each factor is classified as short-, medium-, or long-term to determine the urgency and priority of responses.

Time Horizons

KB Financial Group categorizes the time horizons over which the impacts of digital-related risks and opportunities are expected to materialize into short-term (within 1 year), medium-term (1-5 years), and long-term (beyond 5 years). These time horizon classifications are consistent with those applied to strategic decision-making, and serve as the basis for establishing medium- to long-term targets for the digital innovation strategy.

Risk and Opportunity Identification

Risk and Opportunity Factor		Significance	Short-term	Medium-term	Long-term	Impact on Business Model and Value Chain	Anticipated Financial Effect
Risk Factors	Expanded social and ethical risks from increased AI autonomy	High		●	●	· Risk of exposure to discriminatory and biased services from expanded autonomous AI decision-making · Decline in customer satisfaction from the spread of non-face-to-face financial services	· Increase in costs for algorithm bias correction and monitoring system development · Decline in brand value and decrease in revenues in the event of data ethical risks
	Increased cyber threats from the proliferation of emerging digital technologies	High		●	●	· Increased risk of data breaches from cyber attacks targeting the financial sector · Increased need for the latest security technologies and specialist personnel · Increased response requirements from tightened information security regulations	· Increase in R&D expenses and intangible assets from security infrastructure strengthening and software upgrades · Increase in personnel expenses from securing of security personnel · Increase in legal costs and regulatory sanctions due to data breaches
Opportunity Factors	Enhanced customer accessibility and convenience from the adoption of advanced technologies	High	●	●		· Enhanced brand image from improved customer experience on financial platforms · Improved operating efficiency through service digitalization utilizing AI technology · Enhanced customer experience through AI and data utilization including analysis of customer preferences and behavioral patterns	· Expansion of market share and revenue growth from improved customer experience · Reduction in service operating costs · Increase in intangible assets from technology investment to secure data analysis capabilities
	Improvements in operating efficiency through digital transformation and automation of ESG data management	High		●	●	· Increased work productivity through AI-based work tools · Enhanced AI-based internal controls and review activities · Prevention of financial fraud through advancement of Fraud Detection System · Enhancement of data reliability through automation of ESG data collection and disclosure	· Increase in R&D expenses related to AI technology adoption · Reduction in compliance costs from decreased legal risks · Increase in intangible assets from ESG data system development
	Market activation driven by the digital innovation finance strategy of financial authorities	Medium	●	●		· Continued expansion of relevant markets driven by financial authorities' MyData expansion policy · New business opportunities created through collaboration with public institutions and non-financial companies	· Increase in cost efficiency and net income through data-based service innovation · Creation of new revenue streams through business diversification · Cash inflows from policy support

Digital Innovation and Technology

Strategy

Strategy and Decision-making

To advance digital innovation, KB Financial Group establishes medium- to long-term strategies and implements detailed initiatives.

Strategy and Initiatives

Time horizon	Strategy	Initiatives	Anticipated Financial Effects		
			Short-term	Medium-term	Long-term
Short-term	Establish foundation for digital transformation based on financial platforms and AI utilization	· Continued advancement of super app strategy and strengthening of platform monetization · Establishment of foundation for introduction and utilization of AI agents for sales, headquarters, and customer support · Establishment of AI risk management framework (reflecting the AI Basic Act)	· Increase in R&D expenses and advertising expenses from platform and AI development	· Increase in fee income from service expansion	· Cost reduction through AI-based improvements in operating efficiency · Increase in intangible assets from platform improvements
Medium-term	Expand digital and AI-based services and advance operating framework	· Expansion of MyData and public service linkages · Expansion of AI-based real-time customer response and hyper-personalized customer touchpoint services · Advancement of data-based platform and expansion of automated marketing · Advancement of AI quality management and control framework	· Increase in intangible assets from AI internalization	· Increase in fee income from service expansion · Decrease in credit loss write-offs from reduction in operational risks	· Increase in fee income from expanded customer base
Long-term	Establish a hyper-personalized AI financial ecosystem	· Implementation of multimodal-based interfaces and Always-On finance · Establishment of 24/7/365 financial services based on autonomous rebalancing · Advancement of financial ecosystem based on integrated AI governance	· Increase in R&D expenses from system development	· Increase in fee income from service advancement	· Increase in operating revenues from expansion of new businesses · Reduction in legal costs from streamlined regulatory response

Resilience

KB Financial Group establishes response strategies for risks that may arise in the course of AI utilization through our AI risk assessment framework, and implements detailed action items to mitigate risk. The residual risk level following the implementation of action items is assessed to review the effectiveness of response strategies, and a determination is made as to how well the strategies can address and withstand AI-related risks and the associated uncertainties.

Digital Innovation and Technology

Risk Management

Risk and Opportunity Management Process

Processes and Related Policies

To prevent ethical risks that may arise from the expansion of AI technology-based products and services, KB Financial Group has enacted the AI Ethics Standards and published them on our website, and operates an AI risk management framework at the Group level in compliance with the relevant laws and regulations, including the AI Basic Act, through the AI Risk Management Regulations.

AI Ethics Standards

Step	Details
Risk Identification and Assessment	· Identifying digital risks and opportunities through the 'Group Platform Council' and 'Group AI·Data Council,' followed by formulating group-wide AI and digital innovation strategies · Conducting risk assessments by data, model, system, and service domain through the application of the 'AI Risk Assessment Framework' · Pre-approval by the Ethics Committee for high-risk AI services [AI Risk Assessment Framework] – Composed of four stages: risk recognition, risk mitigation, residual risk assessment, and risk classification finalization
Prioritization	· Evaluate alignment with strategies and targets, potential risks, scale of resource input, and customer requirements when setting the necessity and priority of new development projects · Established priorities are subject to regular re-examination in response to changes in the external environment and adjustments to internal strategies – By project: Risk assessment centered on business risk level and regulatory compliance – AI service: Determination of whether to proceed with AI services and the level of management based on risk classification, followed by prioritization of projects with high strategic contribution
Monitoring	· Ongoing review of project implementation status through consultative bodies and strategy meetings [By consultative body] – Group platform council: Review of digital strategy implementation and subsidiary indicator performance – AI·Data Council: Review of AI implementation status and joint response, and sharing of know-how across subsidiaries [By service type] – AI service: Regular monitoring even after approval to review performance and risk factors – High-risk AI services: Review of operational adequacy and improvement requirements through the Ethics Committee

AI Risk Management Process

Step	Details
Planning	· Risk recognition and identification · Development of risk mitigation measures and risk assessment based on residual risk criteria · (High-risk services) Commencement of development following pre-approval by the Ethics Committee
Development	· Finalization of model development plan · Model and service development
Assessment and Verification	· Verification of conformity with model target criteria · Confirmation of deliverables and establishment of management plan · (High-risk services) Secondary verification by the AI Governance Team
Operation	· Submission of AI service operation approval request · (High-risk services) Service launch following pre-approval by the Ethics Committee · Establishment of AI service monitoring plan and conduct of regular monitoring

Incorporation into the Enterprise Risk Management Process

KB Financial Group has established and operates an AI risk assessment framework to systematically measure and manage the risks that may arise from AI services, and risks identified and assessed by subsidiaries through this framework are managed and overseen in an integrated manner at the Group level through the enterprise-wide risk management process. For a detailed description of the Group's enterprise risk management, please refer to pages 11-16 of this report.

Digital Innovation and Technology

Metrics & Targets

Monitoring Metrics

KB Financial Group monitors the implementation status of our digital innovation and technology strategies using the following quantitative metrics, and pursues continuous target achievement.

Strategic Monitoring Metrics and Targets

KB Financial Group has established its own unique monitoring metrics to maximize the execution effectiveness of our digital innovation and technology strategy. These metrics are linked to the action items of the digital innovation and technology strategy, and are used to monitor the level of implementation and achievement of strategic targets.

Strategy	App·Service Name	Metrics	Targets	Current Performance Status[1)]	Subsidiary
Accelerating digital transformation based on financial platforms	KB Star Banking (Comprehensive personal financial platform)	Number of users	· MAU 14.18 million (2025) · MAU 15.22 million (2026)	· MAU 14.16 million	KB Kookmin Bank
	KB Liiv Mobile (Comprehensive financial and telecommunications platform)	Number of users Results of customer satisfaction index survey	· 500,000 active users · No. 1 in Consumer Insight mobile carrier customer satisfaction survey	· 440,000 active users · No. 1 in Consumer Insight mobile carrier customer satisfaction survey for 3 consecutive years (8 times) (From H2 2021 to H1 2025)	
	M-able (Mobile Trading System (MTS))	Number of users	· MAU 2 million (2025)	· MAU 2.21 million *Based on external app analytics service 'Mobile Index'	KB Securities
	KB Insurance App (Comprehensive personal financial platform)	Number of users Cumulative number of cases handled	· MAU 1.4 million · Cumulative cases handled: 70 million	· MAU 1.3 million · Cumulative cases handled: 64.86 million	KB Insurance
	KB Pay (Digital payment platform)	Number of users	· MAU 10 million	· MAU 10.06 million *Based on the external app analytics service 'Mobile Index'	KB Kookmin Card
	KB Chachacha (Used car trading platform)	Number of users	· MAU 1.1 million (2025)	· MAU 1.13 million	KB Capital
Expansion of digital and AI-based services and advancement of operating framework	KB Kookmin Authentication Certificate (Convenient electronic signature authentication service)	Number of subscribers	· Number of subscribers 18.84 million	· Number of subscribers 17.53 million	KB Kookmin Bank
	Kookmin Wallet (Digital wallet providing daily life-connected services)	Number of subscribers	· Number of subscribers 9.66 million	· Number of subscribers 9.84 million	
Establishment of hyper-personalized AI financial ecosystem	KB Financial Group Inc. Management AI Agent, etc.	Designation status under Financial Services Commission's 'Innovative Financial Services'	· Designation under the Financial Services Commission's 'Innovative Financial Services' program	· KB Financial Group Inc. Management AI Agent, etc. designated as 'Innovative Financial Services'	KB Financial Group (common)

1) As of 2025

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Category	Sub-category	Paragraph	Contents	Page
Governance	-	6(1)	The governance body(s) responsible for oversight of climate-related risks and opportunities	18
		6(1)(i)	How responsibilities for climate-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s)	18
		6(1)(ii)	How the body(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to climate-related risks and opportunities	18
		6(1)(iii)	How and how often the body(s) is informed about climate-related risks and opportunities	18
		6(1)(iv)	How the body(s) takes into account climate-related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies	18
		6(1)(v)	How the body(s) or individual(s) oversees the setting of targets related to climate-related risks and opportunities, and monitors progress towards those targets	19
		6(2)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee climate-related risks and opportunities	19
		6(2)(i)	Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee	19
		6(2)(ii)	Whether management uses controls and procedures to support the oversight of climate-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions	19
Strategy	Climate-related risks and opportunities	10(1)	Climate-related risks and opportunities that could reasonably be expected to affect the entity's prospects	20~21
		10(2)	For each climate-related risk the entity has identified, whether the entity considers the risk to be a climate-related physical risk or climate-related transition risk	20
		10(3)	For each climate-related risk and opportunity the entity has identified, over which time horizons—short, medium or long term—the effects of each climate-related risk and opportunity could reasonably be expected to occur	20
		10(4)	How the entity defines 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making	20
		10B	Notwithstanding paragraphs 10(4) and 10A, if an entity uses the defined time horizons, it shall disclose that it has used the time horizons defined in this Standard instead of the disclosure requirements for paragraph 10(4)	20
	Business model and value chain	13(1)	A description of the current and anticipated effects of climate-related risks and opportunities on the entity's business model and value chain	22~25
		13(2)	A description of where in the entity's business model and value chain climate-related risks and opportunities are concentrated	26
	Strategy and decision-making	14(1)	How the entity has responded to, and plans to respond to, climate-related risks and opportunities in its strategy and decision-making	27~31
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		14(1)(iv)	Climate-related transition plan	28
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		14(2)	How the entity is resourcing, and plans to resource, the activities disclosed in accordance with 14(1)	31
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Strategy	Financial position, financial performance and cash flows	15(1)	The effects of climate-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects)	35
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SASB Index

Commercial Banks

Topic	Accounting Metric	Code	Response
Data Security	(1) Number of data breaches (2) Percentage involving personally identifiable information (PII), (3) Number of account holders affected	FN-CB-230a.1	[KB Kookmin Bank, KB Savings Bank] No data breaches occurred in the report year. In the event of a personal data breach, immediate notification shall be issued to the affected customers in accordance with the Personal Data Breach Response Manual.
	Description of approach to identifying and addressing data security risks	FN-CB-230a.2	When there is a threat to information assets, KB Financial Group Inc. analyzes the frequency and impact to derive risk factors and establish protective measures. We conduct a risk assessment on information asset protection measures every year. Based on risk assessment results, we determine the appropriate risk level and identify risks targeted for management. In addition, for matters determined as being important, from among risk assessment results, we establish strengthened protective measures and manage risks. Relevant details can be found on page 79 of this report.
Financial Inclusion and Capacity Building	(1) Number and (2) amount of loans outstanding qualified to programs designed to promote small business and community development	FN-CB-240a.1	The number and amount of loans outstanding for SME, small business owners, and local community development are as follows (based on balance at the end of 2025): [KB Kookmin Bank] 119,510 accounts / KRW 3,146.2 billion
	(1) Number and (2) amount of overdue and bad loans qualified to programs designed to promote small business and community development	FN-CB-240a.2	The number and amount of overdue cases for loans aimed at supporting SMEs, small business owners, and community development are as follows (based on balance at the end of 2025): [KB Kookmin Bank] - Overdue: 3,237 accounts / KRW 48.6 billion - Non-performing: 4,363 accounts / KRW 70.6 billion
	Number of demand deposit accounts for financially vulnerable groups	FN-CB-240a.3	KB Financial Group provides demand deposit products specifically for the financially vulnerable, including the KB Happiness Keeper Bank Account, KB Kookmin Hope Keeper Bank Account, and KB National Pension Assurance Bank Account. The number of fee-exempted demand deposit accounts that were provided to the financially vulnerable reached 162,751 as of the end of 2025.
	Number of beneficiaries of financial education for financially vulnerable groups	FN-CB-240a.4	To improve the financial capabilities of the financially vulnerable, KB Financial Group Inc. provides economic and financial education programs to seniors, young people preparing for self-reliance, and multicultural families. KB Kookmin Bank provided 100 sessions of digital economic/financial education to 1,793 senior beneficiaries. KB Kookmin Bank has partnered with 798 elementary, middle, and high schools nationwide through the "1 Company, 1 School" financial education program and provided 2,781 financial education sessions to 72,858 beneficiaries. Refer to page 25 of Data Book for details on financial education provided to the financially vulnerable.
Incorporation of ESG Factors in Credit Analysis	Description of approach to incorporation of environmental, social, and governance (ESG) factors in credit analysis	FN-CB-410a.2	KB Financial Group established the "Environmental and Social Risk Management Framework (ESRM)" in 2021, based on which we established the "Environmental/Social Risk Policy Framework." We restrict and monitor risk factors, such as restricting business and corporate financial activities that have high environmental and social risks and prohibiting the provision of funds that are used in a way that is against social interests or manipulates the law. Furthermore, we categorize risk management into three areas—"exclusion," "attention on climate change," and "support for green industries"—and systematically manage the environmental and social impact of the Group's business activities. Subsidiaries of KB Financial Group internalized the Group ESRM in internal rules and guidelines, thus laying the foundation to consider environmental/social risks when reviewing businesses in relation to loans and investments. KB Kookmin Bank conducts operational risk assessments for listed companies to prevent loss of credibility and insolvency caused by internal fraud, industrial accidents, and other issues. Operational risk refers to the possibility of losses arising from inadequate or failed internal processes, personnel, systems, or external events. These evaluations are carried out once a year during credit assessments by the responsible credit examiner for listed companies, that are subject to the Credit Evaluation Committee or higher-level reviews, excluding KONEX. Based on a corporate operational risk checklist, an evaluation is carried out based on the four steps of good, average, caution, and lacking. Evaluation results are used as the auditor's additional and in-depth analysis material. Major evaluation items include outside disclosure, internal control environment, and whether serious disaster prevention was executed. During credit evaluations and loan reviews, KB Kookmin Bank uses an ESG checklist for domestic real estate PF or SOC loans that have a loan application amount of KRW 30 billion or more and are subject to environmental impact assessment to examine 20 items(14 environmental, 6 social) in the environmental and social responsibility areas. The number of projects that KB Kookmin Bank provided financial support by applying the Equator Principles process in 2025 is 20 cases. Refer to page 9 of Data Book for relevant details.

SASB Index

Commercial Banks

Topic	Accounting Metric	Code	Response
Financed Emissions	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	FN-CB-410b.1	Refer to pages 49-50 of this report for relevant details.
	Gross exposure for each industry by asset class	FN-CB-410b.2	Refer to pages 51-54 of this report for relevant details.
	Percentage of gross exposure included in the financed emissions calculation	FN-CB-410b.3	Refer to pages 51-54 of this report for relevant details.
	Description of the methodology used to calculate financed emissions	FN-CB-410b.4	Refer to pages 44-45 of this report for relevant details.
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	FN-CB-510a.1	On February 20, 2026, KB Kookmin Bank received notification from the Korea Fair Trade Commission of a corrective order and the imposition of a KRW 69.7 billion penalty in connection with allegations of unfair collaborative practices (collusion) through the sharing of information related to LTV (Loan-to-Value) ratios on mortgage loans. This was deemed anti-trust and anti-competitive conduct that restricted competition in mortgage lending among commercial banks, and KB Kookmin Bank is currently reviewing future legal responses (including the possibility of administrative litigation) and penalty payment procedures. KB Kookmin Bank recognized other provisions at the end of 2025 for the expected amount of the penalty. However, the final scale of losses is dependent on the outcome of future legal proceedings. For detailed information, please refer to the annual business report.
	Description of the whistle-blowing policy and procedures	FN-CB-510a.2	Refer to page 64 of Data Book for details on the whistleblowing system
Systemic Risk Management	Domestic Systemically Important Banks (D-SIB) score and Domestic Systemically Important Financial Institutions (D-SIFI) score by the FSC	FN-CB-550a.1	In 2025, KB Financial Group Inc. was chosen as a financial systemically important bank holding company (D-SIB) and KB Kookmin Bank was chosen as a financial systemically important financial institution (D-SIFI). We submit related data every year upon the supervisory authorities' request for systemically important bank (G-SIB and D-SIB) selection and disclose relevant items. Reports for submission include "assets with other financial institutions (AA351), details of assets with other financial institutions (AA352), liabilities to other financial institutions (AA353), details of liabilities to other financial institutions (AA354), securities issuance size and total exposure (AA355), replaceability (AA356), complexity (AA357), and special domestic factors (AA358)." Based on the reports, the Financial Stability Board (FSB) and domestic supervisory authorities evaluate, select, and announce G-SIB and D-SIB. D-SIB was first adopted in Korea in 2016. Earlier in December 2015, the Financial Services Commission (FSC) designated KB Financial Group as D-SIB after determining that the Group has a significant impact on Korea's financial system and economy. We have been chosen as D-SIB every year since then after a systemic importance evaluation. Accordingly, an additional burden of 1%p is applied to the minimum capital requirement, and we stably manage capital at a higher level.
	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	FN-CB-550a.2	KBAs mandatory stress tests performed to comply with regulations, KB Kookmin Bank conducts an ▲ integrated stress test (once semi-annually), ▲bottom-up stress test organized by the Financial Supervisory Service (once a year), and ▲ stress test based on its own normalization plan (once a year). In case there is a significant change in the external environment (example: multi-crisis situation such as COVID-19) or special risk attribute, the Bank voluntarily conducts a separate stress test. Stress test results are actively reflected in overall management plans in accordance with the "Regulations on Evaluation and Management of Internal Capital Adequacy," including capital adequacy management, strategic management decision-making (setting of the following year's risk appetite and internal capital limit), and capital plan (determining the dividend payout ratio).
Activity Metrics	(1) Number and (2) value of checking and savings accounts by segment: (a) personal customer, (b) SOHO, and (c) SME	FN-CB-000.A	The number and value of checking accounts and savings accounts by personal customer, SOHO, and SME segment based on the balance at the end of 2025 are as follows: [KB Kookmin Bank] (a) Personal customer: 48,513,946 accounts / KRW 89,832.2 billion (b) SOHO: 2,437,909 accounts / KRW 9,868 billion (c) SME: 1,199,502 accounts / KRW 30,712.5 billion [KB Savings Bank] (a) Personal customer: 386,642 accounts / KRW 386.7 billion (b) SOHO: 6,399 accounts / KRW 70 million (c) SME: 1,889 accounts / KRW 10.5 billion
	(1) Number and (2) value of loans by segment: (a) personal customer, (b) SOHO, (c) SME, and (d) large corporate	FN-CB-000.B	The number and value of loans by personal customer, SOHO, SME, and large corporate segment based on the balance at the end of 2025 are as follows: [KB Kookmin Bank] (a) Personal customer: 1,496,115 accounts / KRW 29,501.9 billion (based on credit loan) (b) SOHO: 583,696 accounts / KRW 94,365.6 billion (based on corporate loan in KRW) (c) SME: 679,553 accounts / KRW 149,732.9 billion (based on corporate loan in KRW) (d) Large corporate: 4,197 accounts / KRW 38,713.8 billion (based on corporate loan in KRW) [KB Savings Bank] (a) Personal customer: 226,994 accounts / KRW 1,492.9 billion (b) SOHO: 634 accounts / KRW 124.2 billion (c) SME: 169 accounts / KRW 279.1 billion (d) Large corporate: 24 accounts / KRW 57.4 billion (e) Others: 23 accounts / KRW 19.6 billion (loan company, etc.)

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Mortgage Finance

Topic	Accounting Metric	Code	Response
Lending Practices	(1) Number and (2) value of residential mortgages of the following types: (a) combined fixed- and variable-rate, (b) mortgage loans with early payment penalty clauses, and (c) total	FN-MF-270a.1	The number and value of residential mortgages that apply a combined fixed- and variable-rate and early payment penalty as of the end of 2025 are as follows: [KB Kookmin Bank] (a) Residential mortgages with a combined fixed- and variable-rate: 376,802 accounts / KRW 39,663.7 billion (b) Residential mortgages with an early payment penalty clause: 877,303 accounts / KRW 110,095.3 billion (c) Total residential mortgages: 901,578 accounts / KRW 112,824.8 billion (excluding Jeonse loans)
	(1) Number and (2) value of (a) residential mortgage modifications, (b) foreclosures, and (c) short sales or deeds in lieu of foreclosure	FN-MF-270a.2	The number and value of residential mortgages that fall under the following items as of the end of 2025 are as follows: [KB Kookmin Bank] (a) Residential mortgage modifications: These are handled as new loans, and are not separately classified. (b) Foreclosures: 166 accounts / KRW 15,471 million (debt collection amount) (c) Renunciation of security: 0 accounts
	Total amount of monetary losses as a result of legal proceedings associated with communications to customers or remuneration of loan originators	FN-MF-270a.3	There were no monetary losses as a result of legal proceedings and restrictions associated with communications to customers or remuneration of loan originators in the reporting year.
	Description of remuneration structure of mortgage loan originators	FN-MF-270a.4	KB Kookmin Bank does not operate a remuneration system that compensates loan officers based on their individual new loan origination performance.
Discriminatory Lending	(1) Number, (2) value, and (3) weighted average loan-to-value ratio of mortgages issued to (a) minority and (b) all other borrowers	FN-MF-270b.1	KB Kookmin Bank does not execute discriminatory financial products against minority borrowers in relation to residential mortgages. The total number, value, and weighted average loan-to-value (LTV) ratio of mortgages are as follows as of the end of 2025: (1) Total number of residential mortgages: 901,578 accounts (2) Value of residential mortgages: KRW 112,824.8 billion (3) Weighted average LTV ratio: 48.1%
	Total amount of monetary losses as a result of legal proceedings associated with discriminatory mortgage lending	FN-MF-270b.2	There were no legal proceedings associated with discriminatory mortgage lending during the reporting year.
	Description of policies and procedures to ensure non-discriminatory mortgage lending	FN-MF-270b.3	KB Kookmin Bank strives to guarantee comparable, non-discriminatory residential mortgages in accordance with the Financial Supervisory Service's Regulations on Supervision of Protection of Financial Consumers and the relevant enforcement regulation. In accordance with the financial product comparison disclosure content and process that are specified in the Enforcement Regulation of the Regulations on Supervision of Protection of Financial Consumers, KB Kookmin Bank discloses residential mortgage-related information (housing type, repayment method, interest calculation method, interest rate section, average interest rate handled the previous month, etc.)
Environmental Risk to Mortgaged Properties	(1) Number and (2) value of mortgage loans in 100-year flood zones	FN-MF-450a.1	Refer to page 37 of this report for relevant details.
	(1) Total expected loss and (2) Loss Given Default (LGD) attributable to mortgage loan default and delinquency because of weather-related natural catastrophes, by geographical region	FN-MF-450a.2	Refer to page 37 of this report for relevant details.
	Description of how climate change and other environmental risks are incorporated into mortgage origination and underwriting	FN-MF-450a.3	Refer to pages 18, 27-31 of this report for relevant details.

* Information for the FN-MF-000.A, FN-MF-000.B are not disclosed due to business reasons.

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Consumer Finance

Topic	Accounting Metric	Code	Response
Customer Privacy	Number of customers who have consented to the optional use of their personal information	FN-CF-220a.1	KB Financial Group monitors personal information used for secondary purposes and there was no such case. The number of customers from which we received a separate optional personal (credit) information consent form (marketing consent form) to use information for marketing and sales activities, such as product descriptions and invitations for use, other than the mandatory/optional consent by product for financial transaction relations, etc. is as follows: [KB Kookmin Card] 15,230,682 persons who consented to marketing among valid personal credit card members as of the end of December 2025 [KB Capital] 335,077 persons on a cumulative basis as of the end of December 2025 In processing optional consent information, KB Kookmin Card processes only minimum personal (credit) information that is needed for the purpose for which prior consent was received. However, it can process personal information without prior consent in case there is a special regulation in relevant laws, such as the Personal Information Protection Act, or if it is unavoidable in order to comply with legal obligations, or personal information is provided in a form in which a specific individual cannot be identified for such purposes as compiling statistics and conducting academic research, in cases where Article 48-2 of the Financial Holding Companies Act applies, or in the event of an emergency situation, such as a disaster. In addition, it posts its "Personal Information Management Policy," "Disclosure of Credit Information Usage System," and "Customer Information-Handling Policy" on its websites in accordance with obligated matters stipulated in relevant laws. KB Capital uses customers' optional personal information after receiving a consent form on optional personal credit information collection, usage, and provision. Article 5 (Consent on providing personal credit information) and Article 11 (Matters to observe in relation to providing personal credit information) of the Regulations on Credit Information Management and Protection stipulate matters on providing personal credit information to a third party. KB Capital also discloses matters related to providing personal credit information to third parties through the "Policy on Processing Personal Information" and "Credit Information Usage System" on its website. It also periodically reviews whether there are changes in personal credit information-related regulations and reflects changes, if any, in the "Policy on Processing Personal Information" and "Credit Information Usage System."
	Total amount of monetary losses as a result of legal proceedings associated with customer privacy	FN-CF-220a.2	There were no financial losses associated with lawsuits or sanctions related to customer privacy during the reporting year.
Data Security	(1) Number of data breaches, (2) percentage involving personally identifiable information (PII), (3) number of account holders affected	FN-CF-230a.1	[KB Kookmin Card, KB Capital] No data breaches occurred in the report year. In the event of a personal data breach, immediate notification shall be issued to the affected customers in accordance with the Personal Data Breach Response Manual.
	Card-related fraud losses from (1) card-not-present fraud and (2) card-present and other fraud	FN-CF-230a.2	[KB Kookmin Card] (1) Total losses from card-not-present (CNP) fraud are KRW 187 million. (2) Total losses from card-present and other fraud are KRW 565 million.
	Description of approach to identifying and addressing data security risks	FN-CF-230a.3	When there is a threat to information assets, KB Financial Group Inc. analyzes the frequency and impact to derive risk factors and establish protective measures. We conduct a risk assessment on information asset protection measures every year. Based on risk assessment results, we determine the appropriate risk level and identify risks targeted for management. In addition, for matters determined as being important, from among risk assessment results, we establish strengthened protective measures and manage risks. Relevant details can be found on page 79 of this report.
Selling Practices	Percentage of total remuneration for covered employees that is variable and linked to the amount of products and services sold	FN-CF-270a.1	KB Kookmin Card has no performance remuneration system that is directly linked to the amount of products and services sold. It has bonus (performance-based variable pay, incentive, etc.) that is paid in connection with organizational performance and individual's evaluation results, irrespective of duty, and a Profit Sharing (PS) system that compensates employees according to a predetermined distribution standard in case a certain level of management performance is achieved by the Company.
	Average fee rate for applicants by product segment: (1) Short-term card loan (cash advance service), (2) Card loan products, and (3) Payment revolving	FN-CF-270a.2	[KB Kookmin Card] The average fee rate by product segment as of December 2025 is as follows: * Weighted average fee rate based on the newly extended loan amount during December 2025 (1) Cash advance service: 18.26% (2) Card loan products: 13.07% (3) Payment revolving: 17.39% (* Weighted average fee rate based on the rollover balance of payments as of the end of December 2025) The credit and pre-paid card application customers' approval rates are undisclosed for management reasons in consideration of external impact, etc. in the case of disclosure. [KB Capital] The average interest rate of credit loan products as of December 2025 is 11.38%. * It is the average interest rate of borrowers for newly extended personal credit loans during December 2025.

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Consumer Finance

Topic	Accounting Metric	Code	Response
Selling Practices	(1) Average fees from add-on products, (2) average APR of credit products, (3) average age of credit products, (4) average number of credit accounts, and (5) average annual fees for pre-paid products	FN-CF-270a.3	[KB Kookmin Card] (1) It does not have different additional service fees according to credit scores. Due to management reasons, it does not disclose the average fee of charged additional services of credit cards. The reason for non-disclosure is as follows. (Reason: This matter is related to price policy and cannot be disclosed in consideration of the competition environment.) (2) The average APR of credit card products newly extended during 2025 is as follows: – Cash advance service: 18.36% – Card loan products: 13.90% – Payment revolving: 17.45%* * Weighted average fee rate of credit card products newly extended during 2025 (3) For management reasons, it does not disclose this information. The reason for non-disclosure is as follows: (Reason: This matter is related to the customer status and distribution by asset and cannot be disclosed in consideration of the competition environment.) (4) For management reasons, we do not disclose this information. The reason for non-disclosure is as follows: (Reason: This matter is related to the customer status and distribution by asset and cannot be disclosed in consideration of the competition environment.) (5) It applies a merchant fee of 0.15%–1.5% according to the merchant size. It does not use credit scores to differentiate merchant fees for debit cards and pre-paid cards, and the merchant bears the full amount of the fee. Customers do not incur any fee.
	(1) Number of customer complaints filed, (2) percentage with monetary or non-monetary relief	FN-CF-270a.4	[KB Kookmin Bank] (1) No. of consumer complaints submitted through the FINES financial information exchange network: 1,745 cases (excluding self-mediated complaints) (2) Requests accepted or complaints withdrawn: Total 1,155 cases – Monetary relief: 256 cases (14.7%) – Non-monetary relief: 899 cases (51.5%) * Only for Financial Supervisory Service complaints, self-mediation or complaint withdrawal is regarded as a relief measure [KB Capital] (1) No. of consumer complaints submitted through the FINES financial information exchange network: 177cases (2) Monetary or non-monetary relief rate: 100% non-monetary relief
	Total amount of monetary losses as a result of legal proceedings associated with selling and servicing of products	FN-CF-270a.5	There were no monetary losses as a result of legal proceedings and restrictions associated with selling and servicing of products during the reporting year.
Activity Metrics	Number of unique consumers with an active (1) credit card accounts, (2) debit card accounts, and (3) pre-paid card accounts	FN-CF-000.A	The number of consumers with an active account as of December 2025 is as follows: [KB Kookmin Card] (1) Credit card: Total 13,570,000 (Individual: 12,881,000 / Corporate: 689,000) (2) Debit card: Total 13,667,097 (Individual: 13,270,470 / Corporate: 396,627) (3) Pre-paid card: Total 38,699 (Limited to registered pre-paid card) [KB Capital] (1) Auto loan: Total 308,072 (New cars: 99,565, Used cars: 193,817, Commercial vehicles: 14,690) (2) Credit loan: 119,671
	Number of (1) credit card accounts, (2) debit card accounts, and (3) pre-paid card accounts	FN-CF-000.B	The number of active card accounts as of December 2025 is as follows: [KB Kookmin Card] (1) Credit card: Total 19,285,860 (Individual: 17,535,496 / Corporate: 1,750,364) (2) Debit card: Total 17,669,364 (Individual: 16,898,903 / Corporate: 770,461) (3) Pre-paid card: Total 97,067 (Limited to registered pre-paid card)

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Investment Banking & Brokerage

Topic	Accounting Metric	Code	Response
Employee Diversity & Inclusion	Percentage of gender and diversity composition ratio for: (1) executive management, (2) nonexecutive management, (3) professionals, and (4) all other employees	FN-IB-330a.1	Refer to pages 40, 50 of Data Book for details on employee diversity.
Incorporation of ESG Factors in Investment Banking & Brokerage Activities	Revenue from (1) underwriting, (2) advisory and (3) securitization transactions incorporating integration of environmental, social and governance (ESG) factors, by industry	FN-IB-410a.1	In 2025, KB Securities acted as the lead manager and underwriter for 48 ESG bonds (KRW 2,855.7 billion) and handled 1 acquisition financing (KRW 382.0 billion) project. We do not disclose the profit for management reasons. * Scope: Based on the top 10 industries with the largest exposure – (In descending order of exposure) Financial Services, Construction, Holding Companies, Electricity·Gas & Environmental Services, Electronic Components & Communication Equipment, Semiconductors & Displays, Petrochemical Manufacturing, Broadcasting & Telecommunications, Computers·Office Equipment & Electronics, Professional Services
	(1) Number and (2) total value of investments and loans incorporating integration of ESG factors, by industry	FN-IB-410a.2	The number and value of investments and loans incorporating ESG factors are as follows: [KB Securities] (1) ESG investment: 171 transactions / ESG loans: 9 transactions (2) ESG investment: KRW 608.0 billion / ESG loans: KRW 269.3 billion [KB Investment] (1) ESG investment: 70 transactions (2) ESG investment: KRW 342.4 billion
	Description of approach to incorporation of ESG factors in investment banking and brokerage activities	FN-IB-410a.3	KB Securities goes through three steps to incorporate ESG factors in investment banking and brokerage industry activities. · Step 1: Prior review First, the Sales Department classifies the management area of the investment target according to Environment & Social Risk Management (ESRM), based on which it preemptively reviews environmental/social risks. In this process, it categorizes whether the investment agenda item falls under the climate change attention area, interest area, or green industry support area, and reflects this in the preliminary review and analysis document. In the corporate finance sector, in case of a Principal Investment (PI) where the investment amount exceeds KRW 100 billion, an outside organization's ESG rating evaluation report or disclosed material is used for a review, if such a report or material exists, in accordance with "ESG risk review-strengthening measures." If there are no relevant materials, an internal scoring table is created based on an ESG checklist created by the target company and is submitted when a review request is made. The alternative investment sector receives a preliminary environmental/social checklist from the transaction counterparty for Project Finance (PF) with an investment amount that exceeds KRW 50 billion, and also secures a review opinion document from a professional organization, if needed, and submits this as well. · Step 2: Determination of evaluation grade The Review Department comprehensively evaluates environmental/social risks and their impact based on submitted materials. The corporate finance sector re-checks the target company's climate change-related area and assigns an evaluation grade between A and E, and specifies the grounds and matters that require monitoring in the review report. The alternative investment sector first determines if the target project is a "target of review of large-scale project environmental/social risk." If so, it assigns an evaluation grade between A and C and specifies the grounds of evaluation, relevant issues, and monitoring plan in the review report. · Step 3: Monitoring In case an ESG management implementation plan and fund usage plan were submitted in accordance with "ESG risk review-strengthening measures," whether they were executed and the appropriateness of fund use are examined one year after approval. The number of new investments evaluated by the ESG evaluation model in 2025 is as follows: [KB Securities] Corporate finance: 6 transactions (including 1 transaction of green industry support area), Alternative investment: 11 transactions (including 2 transactions of green industry support area) [KB Investment] PE investment: 1 transaction, Venture investment: 2 transactions
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	FN-IB-510a.1	There were no legal proceedings associated with fraud, insider trading, or antitrust during the reporting year.
	Description of the whistle-blowing policy and procedures.	FN-IB-510a.2	Refer to page 64 of Data Book for details on the whistleblowing system

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Investment Banking & Brokerage

Topic	Accounting Metric	Code	Response
Professional Integrity	(1) Number and (2) percentage of licensed employees and identified decision-makers, determined by the Compensation Committee pursuant to the Act on Corporate Governance of Financial Companies, with a record of investment related investigations, consumer-initiated complaints, private civil litigations, or other regulatory proceedings	FN-IB-510b.1	[KB Securities] Among employees in charge of investment transactions who receive risk management remuneration, 3 persons (0.58%) were subject to an investment-related investigation, customer complaint, private civil litigation, or other regulatory proceedings.
	Number of mediation and arbitration cases associated with professional integrity, including duty of care, by party	FN-IB-510b.2	[KB Securities] KB Securities has paid a total of KRW 15.0 billion in principal and interest determined by court judgments, as well as settlement amounts, across four lawsuits related to the unjust enrichment from Lime Funds and Italian Healthcare Funds. [KB Investment] There were no mediation and arbitration cases associated with professional integrity, including duty of care, during the reporting year
	Total amount of monetary losses as a result of legal proceedings associated with professional integrity, including duty of care	FN-IB-510b.3	
	Description of approach to ensuring professional integrity, including duty of care	FN-IB-510b.4	On its website, KB Securities discloses policies aimed at strengthening professional conduct and compliance and securing trust through transparency in disclosure — including the KB Financial Group Ethics Charter, Code of Ethics, AI Ethics Standards, Supplier Code of Ethical Conduct, Employee Code of Conduct, Sales Conduct Ethics Guidelines, Internal Control Standards, and Practice Programs. KB Investment establishes and applies risk management policies and systems related to ethical management, as well as 'Accident Prevention Guidelines,' and requires all executives and employees to make an annual ethics pledge. In addition, internal and external reporting channels function in accordance with the 'Group Whistleblower System' and 'Internal Whistleblower System Operation Guidelines,' and annual training on the 'Internal Whistleblower System' is provided to executives and employees. Whistleblowing is facilitated through dedicated email and telephone reporting channels for the Chief Compliance Officer. In addition, mandatory leave is implemented on a quarterly basis to restrict long-term service by personnel in charge of high-risk operations. Furthermore, to systematically fulfill its responsibilities as a trustee of venture investment funds (or PEFs), KB Investment established the 'KB Investment Stewardship Code' in February 2018. Responsible investment principles and stewardship activity guidelines are stipulated in internal regulations such as the 'Internal Control Regulations,' 'Guidelines for Prevention of Conflicts of Interest,' 'Investment Operations Regulations' and 'Investment Resource Decision Criteria,' and a stewardship implementation policy statement is posted on the Company website.
Systemic Risk Management	Domestic Systemically Important Banks (D-SIB) score and Domestic Systemically Important Financial Institutions (D-SIFI) score by the FSC	FN-IB-550a.1	KB Securities and KB Investment are not designated as a financial systemically important bank holding company (D-SIB) or a financial systemically important financial institution (D-SIFI).
	Description of approach to incorporation of results of mandatory and voluntary stress tests into capital adequacy planning, long-term corporate strategy, and other business activities	FN-IB-550a.2	KB Financial Group performs the biannual Group-wide integrated stress testing to assess potential vulnerabilities concerning exceptional yet credible accidents. If necessary, we conduct additional stress testing in case of sharp changes in the internal and external economic environment. We measure profit and loss, capital adequacy, and impact by risk type for each crisis scenario. A stress testing process consists of ▲ deriving crisis scenario through potential risk factor analysis, ▲ major risk factor projection by risk type, ▲ evaluation of impact on major business indicators (profit and loss, capital, etc.) for each scenario ▲ and scenario-specific capital adequacy assessment and response measure establishment. We reflect the analysis results as key materials in our risk management directions and business plans for the following year and medium- to long-term capital plans.

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Investment Banking & Brokerage

Topic	Accounting Metric	Code	Response
Employee Incentives & Risk-taking	Total bonus ratio of employees categorized as executives and employees in charge of financial investment business, determined by the Compensation Committee pursuant to the Act on Corporate Governance of Financial Companies, and the ratio at which deferred bonus was applied	FN-IB-550b.1	Pursuant to the "Act on Corporate Governance of Financial Companies," KB Securities operates a performance compensation system that is connected to the Company's long-term performance for executives and employees in charge of financial investment business as determined by the Compensation Committee. Accordingly, KB Securities makes a three-year deferred payment for 40-60% of the total remuneration amount. This system is aimed at preventing the side effects of short-term performance-centered decision-making. The deferred bonus system was adopted to avoid excessive compensation that is based on temporary performance and to promote sustainable performance generation. In case of a loss or illegal conduct or increased risk during the deferred payment period, there is a regulation that adjusts the performance compensation for the deferred bonus. As of the end of 2025, executives and employees, in charge of financial investment business, who receive deferred payments of long-term performance account for 17.5% of total employees.
	Ratio of bonus of employees categorized as executives and employees in charge of financial investment business, determined by the Compensation Committee pursuant to the Act on Corporate Governance of Financial Companies, to which the remuneration reduction and clawback regulation is applied	FN-IB-550b.2	The ratio of bonus of employees to which the remuneration reduction and clawback regulation is applied is identical to the ratio (40-60%) disclosed in FN-IB-550b.1.
	Discussion of policies around supervision, control, and validation of traders' pricing of Level 3 assets and liabilities	FN-IB-550b.3	Based on the "Derivative Valuation Guideline", KB Securities examines the appropriateness of derivatives' fair value level classification, especially derivative Level 3 classification. This Guideline clearly specifies Level 3 assets and liabilities' fair value calculation method, evaluation model control, model risk, authority and responsibilities of departments in charge of trade and supervision, and other matters. The Market Risk Department establishes standards on evaluation models and variables that are used for derivative valuation and verifies the validity of calculated prices. The Financial Engineering Department (department in charge of evaluation) confirms whether derivative Level 3 classification was carried out appropriately in accordance with level classification standards and sends the information to the department in charge of accounting. The department in charge of accounting examines/reviews Level 3 classification results based on the delivered materials and finalizes the fair value level of the asset. The department in charge of the transaction (department executing the product transaction) reviews whether it is possible to input information related to evaluation during a transaction, whether there is a pricing model, and whether market and estimation variables can be calculated. The Market Risk Department manages, supervises, and verifies the trader's pricing based on "Trading policy guidelines" and "Asset management guidelines."
Activity Metrics	Number and value of underwriting, advisory, and securitization transactions * In case of syndicate transactions, only those that apply to our company were included	FN-IB-000.A	The number and value of each transaction are as follows: [KB Securities] - Corporate bond arrangement and acquisition: 582 transactions / KRW 23,229.0 billion (Based on The bell) - IPO arrangement and acquisition: 13 transactions / KRW 845.1 billion - Paid-in capital increase arrangement and acquisition: 10 transactions / KRW 1,066.7 billion - Acquisition financing arrangement: 13 transactions / KRW 3,327.8 billion - M&A advisory: 7 transactions / KRW 1,272.9 billion
	Number and value of proprietary investments and loans by sector	FN-IB-000.B	This information is not disclosed due to management reasons.
	Number and value of proprietary investments and loans by sector: (1) Number and (2) value of market making transactions in (a) fixed income, (b) equity, (c) currency, (d) derivatives, and (e) commodity products	FN-IB-000.C	The number and value of each transaction are as follows: [KB Securities] - Derivatives: 1,515,572 transactions / KRW 20,690.2 billion (excluding those transactions assessed to be hedging activities) - ETF: 13,220,198 transactions / KRW 35,426.3 billion - ETN: 539,847 transactions / KRW 2,847.4 billion - ELW: 2,123 transactions / KRW 0.5 billion - Emissions credit trading: 2,458 transactions / KRW 122.18 billion

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Asset Management & Custody Activities

Topic	Accounting Metric	Code	Response
	(1) Number and (2) percentage of licensed employees and identified decision-makers with a record of investment-related investigations, consumer-initiated complaints, private civil litigations, or other regulatory proceedings	FN-AC-270a.1	Among employees in charge of investment transactions who receive risk management remuneration, none was subject to an investment-related investigation, customer complaint, private civil litigation, or other regulatory proceedings.
	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of financial product-related information to new and returning customers	FN-AC-270a.2	In the reporting year, there were no legal proceedings related to unfair contracting for new and returning clients in asset management.
Transparent Information & Fair Advice for Customers	Description of approach to informing customers about products and services	FN-AC-270a.3	[KB Asset Management] To strengthen the protection of financial consumers, KB Asset Management has in place an investor protection mechanism. When selling funds, investment propensity is categorized into 5 steps based on investor information & propensity analysis. The seller explains the analysis results to the customer and recommends a financial investment product that is suitable for the results. In particular, we have a computer control system in place so that the seller recommends only products that are suitable for the investor's investment propensity grade and product risk grade, thus strictly complying with the suitability principle in the sales process. When making an investment recommendation, the seller sufficiently explains key factors that the investor must understand to help with consumer understanding, including the structure & characteristics of the product, fees, conditions of early repayment, and matters regarding release/termination of contract. KB Asset Management creates an investment prospectus and a simplified investment prospectus that are provided when selling a fund pursuant to the Financial Investment Services and Capital Markets Act, and legitimately registers and discloses them through an evaluation by the Financial Supervisory Service. It then delivers these to sellers so that they are provided to investors. In addition, it discloses the investment prospectus and simplified investment prospectus of all of its funds on its website, enabling customers to transparently peruse relevant information anytime. In addition, it quarterly (every three months) provides an asset management report that includes the funds' management performance, management status, and manager comments to customers who subscribed to its funds. If there is a change in the content of the investment prospectus and simplified investment prospectus that were provided at the time of subscription, KB Asset Management informs customers of the changed content after going through a process that includes change registration with a supervising agency, and discloses the new materials. KB Asset Management and seller websites provide the materials at all times, allowing easy information access by even potential customers. [KB Real Estate Trust] KB Real Estate Trust makes a clear prior notice that the dividend rate and estimated earnings rate on its investment guide are not finalized and are subject to change according to market circumstances and management conditions. In addition, it establishes appropriate response measures for various risks that are identified through a due diligence performed by a law firm and accounting firm when reviewing the business value of the respective investment product as part of its efforts to protect investors. KB Real Estate Trust has established internal control guidelines on employee compliance obligations, ethical duties, and customer protection through relevant internal regulations, including the 'Internal Control Regulations,' 'Internal Control Guidelines,' 'Financial Consumer Protection Regulations' and 'Code of Ethics,' and complies with and manages matters related to the codes of Conduct and Ethics accordingly. In addition, separate 'Guidelines for Performance-based Reward Management' have been established to allow compensation to be paid to employees who contribute to fee income through the conclusion of new REITs business contracts or the management thereof. Business progress is shared through regular meetings (video conferences, in-person meetings, etc.) with shareholders of each REIT, and communication is strengthened through ad hoc communication when issues arise.
Employee Diversity & Inclusion	Percentage of gender and diversity composition ratio for: (1) executive management, (2) nonexecutive management, (3) professionals, and (4) all other employees	FN-AC-330a.1	Refer to pages 40, 50 of Data Book for details on employee diversity.

SASB Index

Asset Management & Custody Activities

Topic	Accounting Metric	Code	Response
Incorporation of ESG Factors in Investment Management & Advisory	Amount of assets under management, by asset class, that employ (1) integration of ESG issues, (2) sustainability themed investment and (3) screening	FN-AC-410a.1	[KB Asset Management] The AUM of each of the following is as follows: (1) Integration of ESG issues: KRW 331.8 billion – Bonds: KRW 36.3 billion – Cash and cash equivalents: KRW 6.2 billion – Others: KRW 289.3 billion (2) Sustainability-themed investment: KRW 5,248.3 billion (Themed investment: KRW 4,700.1 billion, Impact investment: KRW 502.9 billion, Others: KRW 45.3 billion) – Stocks: KRW 1,896.6 billion – Bonds: KRW 2,027.1 billion – Cash and cash equivalents: KRW 11.6 billion – Others: KRW 1,312.9 billion (3) Positive/Best-in-class screening: KRW 107.2 billion – Stocks: KRW 100.0 billion – Cash and cash equivalents: KRW 7.0 billion – Others: KRW 0.2 billion [KB Real Estate Trust] Reflecting the growing preference for ESG and sustainability investing in financial market, KB Real Estate Trust plans to actively identify high-quality ESG-themed assets. The group continues to maintain the value-add (Environment) of high-quality eco-friendly (LEED-certified) offices such as Bithumb Finance Tower, which has undergone a capital restructuring, and is advancing publicly-supported private rental housing projects (Social Responsibility) utilizing government policies as a key initiative.
	Description of approach to incorporation of ESG factors in investment or wealth management processes and strategies	FN-AC-410a.2	KB Asset Management operates an ESG investment process that considers ESG factors across overall investment. It established the "KB ESG Model portfolio" through the "ESG integration process" and is actively incorporating "growth companies that make social and environmental improvements" in its portfolio through the "sustainability themed investing process". KB Asset Management's ESG Management Committee, which is chaired by the CEO, performs central roles in ESG-related decision-making. Committee members are each Management Division Head, compliance officer, and CRO. The Committee deliberates and decides on evaluating and reflecting ESG factors in the overall management process. In addition, it holds a regular ESG seminar every quarter to discuss ESG trends in Korea and abroad. For investment decision-making, it comprehensively considers financial factors as well as non-financial factors such as environmental, social, and governance factors. When dealing with a fund of funds, it strictly manages the fund in consideration of ESG analysis techniques, ESG evaluation methodologies, etc. of delegated management firms, including American Century Investments. It continually manages its portfolio through continued ESG monitoring, and actively invests in companies that simultaneously improved ESG factors and financial performance by using its internal research capabilities.
	Description of proxy voting and investee engagement policies and procedures	FN-AC-410a.3	KB Asset Management sets forth essential matters for the exercise of voting rights, including criteria, methods, and procedures, in its "Guidelines for the Exercise of Voting Rights" and "Detailed Guidelines for the Exercise of Voting Rights," and discloses them on its website. Through these guidelines, the Company ensures that voting rights are exercised in accordance with the duty of care and the principle of good faith, while excluding arbitrary judgment by any particular individual and maintaining objectivity in the voting process. KB Asset Management uses the following process for exercising voting rights:① Check information about the annual general meeting (AGM) ② Create AGM-related materials ③ Analyze AGM agenda ④ Determine opinion regarding exercising voting rights ⑤ Exercise voting rights KB Asset Management actively exercises its voting rights on agenda items that have a significant impact on investment assets and investors' interests, such as mergers, transfers of business, appointments and dismissals of executives, amendments to the articles of incorporation, the exercise of appraisal rights, or other equivalent matters. Voting rights are exercised on shareholder meeting agendas with the goals of protecting shareholder rights and interests, improving profitability from business activities, enhancing the intrinsic value of the enterprise, and improving governance. KB Asset Management establishes and operates necessary procedures and methods for trustee's responsible activities under its "Trustee Accountability Instructions." The Company conducts trustee's responsible activities for the medium- to long-term development of investee companies and the benefit of clients and beneficiaries. In conducting trustee's responsibility activities, the Company considers non-financial factors such as environmental, social, and governance (ESG) elements that may affect the value and sustainable growth of the investee companies. The shareholder engagement policy and procedure for an investee are based on the following process: ① Ongoing monitoring ② Selection of target companies ③ Execution of engagement activities ④ Follow-up response ⑤ Public disclosure of engagement activities. When trustee's responsibility activities are deemed necessary, KB Asset Management may conduct activities such as sending private dialogues and letters, exercising voting rights, issuing public shareholder letters, submitting shareholder proposals, or filing lawsuits.

SASB Index

Asset Management & Custody Activities

Topic	Accounting Metric	Code	Response
Financed Emissions	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	FN-AC-410b.1	Refer to pages 49-50 of this report for relevant details.
	Total amount of AUM included in the financed emissions disclosure	FN-AC-410b.2	Refer to pages 49-50 of this report for relevant details.
	Percentage of total AUM included in the financed emissions calculation	FN-AC-410b.3	Refer to pages 49-50 of this report for relevant details.
	Description of the methodology used to calculate financed emissions	FN-AC-410b.4	Refer to pages 44-45 of this report for relevant details.
Business Ethics	Total amount of monetary losses as a result of legal proceedings associated with fraud, insider trading, antitrust, anti-competitive behavior, market manipulation, malpractice, or other related financial industry laws or regulations	FN-AC-510a.1	There were no legal proceedings associated with fraud, insider trading, or antitrust during the reporting year.
	Description of the whistle-blowing policy and procedures.	FN-AC-510a.2	Refer to page 64 of the Data Book for details on the whistleblowing system.
Activity Metrics	Total registered and total unregistered assets under management (AUM)	FN-AC-000.A	[KB Asset Management] There are no unregistered assets under management. As of the end of 2025, total registered assets are as follows: - Entrusted amount of KRW 89,568.9 billion + Contract amount of discretionary investment asset of KRW 66,584.2 billion = KRW 156,153.1 billion - Fund's net asset value of KRW 95,323.0 billion + Appraised value of discretionary investment asset of KRW 79,755.9 billion = KRW 175,078.9 billion [KB Real Estate Trust] There are no unregistered assets under management. As of the end of 2025, total registered assets are KRW 49,808.6 billion.
	Total assets under custody and supervision	FN-AC-000.B	[KB Asset Management] As of the end of 2025, total assets under custody and supervision are as follows: - Entrusted amount + contract amount: KRW 156,153.1 billion - Net asset value + appraised value: KRW 175,078.9 billion [KB Real Estate Trust] As of the end of 2025, total assets under custody are KRW 49,808.6 billion.

SASB Index

Insurance

Topic	Accounting Metric	Code	Response
Transparent Information & Fair Advice for Customers	Total amount of monetary losses as a result of legal proceedings associated with marketing and communication of insurance product-related information to new and returning customers	FN-IN-270a.1	There were no monetary losses as a result of legal proceedings and restrictions associated with shortcomings in delivering important information to customers (abide by the three major fundamentals) before signing an insurance product contract in the reporting year.
	Complaints-to-claims ratio	FN-IN-270a.2	The number of complaints per 100,000 policies in force during the report period is as follows: [KB Insurance] 29.91 complaints (per 100,000 policies) [KB Life Insurance] 24.01 complaints (per 100,000 policies)
	Customer retention rate	FN-IN-270a.3	Customer retention rate is as follows: * As referenced in the Financial Supervisory Service work report (AH124), based on the customer retention rate at the 13th installment [KB Insurance] 88.46% [KB Life Insurance] 86.5%
	Description of approach to informing customers about products	FN-IN-270a.4	KB Insurance has a sales process in place that provides sufficient explanation and information on insurance products to customers across the entire process that ranges from before an insurance contract is signed to the end of the contract. To this end, it established sales rules that must be observed by sales employees in the personal sales area and strictly manages relevant regulations for compliance with the full sales process. When providing insurance product information, it uses a list of regulations that insurance companies must comply with as the basis, including the "Regulation on Supervision of Insurance Business," "Common Elements of Insurance Association Disclosure Regulations," and "Internal Control Standard on Protection of Financial Consumers." Sales employees must observe the Company's consumer protection process and regulations when recommending and selling financial products. To assist them, the Company has a full sales monitoring script that is based on Financial Supervisory Service guidelines and a QA script that is based on telemarketing standards. KB Life Insurance has "Regulations on Insurance Solicitation" as an internal rule, and carries out strict management so that false or uncertain information is not provided to consumers and important content is not omitted. For protection of financial consumers, key content is explained in a way that promotes easy understanding when product explanations are given, including the product manual, premium, scope of coverage, and reasons for restricting insurance payout. When a contract is signed, a duplicate copy of the application form, insurance terms and conditions, product manual, and variable insurance management manual in case of a variable insurance, are also provided. An insurance policy is quickly delivered after a contract is signed. For the vulnerable, including elderly financial consumers, KB Insurance explains disadvantages with priority, such as the possibility of principal loss and disadvantages in case of early termination and mandatorily checks if the consumers understand. When providing information to elderly customers aged 65 or more, easy terms are used and explanations are provided at a slow pace, while information is also provided on customer rights, such as the purpose of purchasing the insurance policy, application withdrawal, quality assurance objection-raising system, and designated agent for claim system. Finally, following insurance contract applications, complete-sale monitoring is conducted in accordance with standard Financial Supervisory Service scripts to verify the fulfillment of product explanation obligations and achievement of complete sales, and a 'Happy Call' senior assistance system is operated to strengthen complete sales for financial consumers. For insurance solicitors who have caused incomplete sales, the Company conducts additional suitability checks through reinforced complete-sale calls for a certain period.
Incorporation of ESG Factors in Investment Management	Description of approach to incorporation of ESG factors in investment management processes and strategies	FN-IN-410a.2	KB Insurance applied KB Financial Group Inc.'s Environmental and Social Risk Management (ESRM) system and fully stopped new investments in coal mining and coal power generation, which are areas for exclusion. It separately sets and imposes a debt limit for forestry and high carbon-emitting industries such as oil refining, petrochemicals, steel, cement, aluminum, which are areas for attention. For blind fund investments, it applies the "Integrated ESG capability checklist" provided by KB Financial Group and quantitatively evaluates ESG items. Based on this checklist, it gives an additional five points for ESG items and reflects the corresponding converted scores during investment evaluations as a major evaluation factor. KB Insurance sets an ESG financial product balance target that is in line with Group-level ESG financial product targets, which are a cumulative handling amount of KRW 100 trillion and financial product balance of KRW 50 trillion by 2030. KB Insurance's ESG financial product balance target is KRW 4.4 trillion by 2030. KB Life Insurance has established a risk management system that reflects ESRM (Environmental and Social Risk Management) requirements through consultation with the Risk Management Department, based on the ESRM system of KB Financial Group Inc., and prohibits new investments in exclusion areas. In the case of infrastructure project investments, review is not permitted if there are any ESG violations, and for infrastructure blind fund investments, asset management companies without ESG policies are excluded from the review process. Moving forward, in accordance with internal policies on climate risk management, the Company plans to establish and operate standards for evaluating, monitoring, and disclosing relevant information regarding the potential impact of climate risks on investment returns. When investing in blind funds and bond funds (speculative grade), the Company applies the "Integrated ESG Capability Checklist" common to the holding company and its affiliates to quantitatively evaluate ESG items, incorporating the results into the investment review stage with a maximum score of 3 points included in the total score. Investment reviewers in the Asset Review Team evaluate the ESG capabilities of asset management companies based on criteria in the Integrated ESG Capability Checklist, including ESG policy identification, review, management, and other bonus-point items.

SASB Index

Insurance

Topic	Accounting Metric	Code	Response
	Net premiums written related to energy efficiency and low carbon technology	FN-IN-410b.1	As of 2025 annual data, KB Insurance's net insurance premiums for assembly insurance and comprehensive machinery insurance for wind and solar power plants are around KRW 5.4 billion.
Policies Designed to Incentivize Responsible Behavior	Discussion of products or product features that incentivize health, safety or environmentally responsible actions or behaviors	FN-IN-410b.2	KB Insurance encourages health, safety, and environmental values by selling a variety of auto insurance products aimed at reducing GHG emissions, encouraging safe driving, and eliciting responsible consumption patterns. Through coverage and discount factors that reflect safe driving, accident prevention, and the use of eco-friendly parts, the Company guides customers to make safer and more environmentally responsible choices, which can contribute to reducing social costs such as decreasing traffic accidents and conserving resources. Currently, the Company operates a total of 14 inclusive and eco-friendly policy clauses, and the discount riders for each product are available in the special provisions section of the basic policy terms and are disclosed on the Company's website. · Public transit discount advantage: Auto insurance premium discount based on public transit use to encourage public transit use · Mileage discount advantage: Offer auto insurance premium discount benefits by converting vehicle driving distance into mileage · Step count discount rider: Encourage habit of walking by offering discounts to over 5,000 daily step counts for over 50 days within 90 days period · Cutting-edge safety device installation advantage: Provide premium discount if a cutting-edge safety device (lane keeping assist or forward collision avoidance assist) is installed in the vehicle · T Map safe driving discount advantage: Auto insurance premium discount based on T Map safe driving scores to elicit safe driving and compliance with traffic regulations · Connected car safe driving discount advantage: Insurance premium discount if the safe driving score is 70 points or higher for subscribers of the connected service (SsangYong, Hyundai, Kia) that enables real-time vehicle control and driving data collection through a vehicle and communications network connection KB Life Insurance sells the "(Non-dividend) KB Kind Term Life Insurance II" product to encourage healthy activities. The insured can apply for a change to a category that the insured's health condition falls under during the insurance period, and the contracting party can pay the premium for the applied category from among Category 2 (non-smoking), Category 3 (healthy), and Category 4 (super healthy), after the application date.
Financed Emissions	Absolute gross financed emissions, disaggregated by (1) Scope 1, (2) Scope 2 and (3) Scope 3	FN-IN-410c.1	Refer to pages 49-50 of this report for relevant details.
	Gross exposure for each industry by asset class	FN-IN-410c.2	Refer to pages 55-58 of this report for relevant details.
	Percentage of gross exposure included in the financed emissions calculation	FN-IN-410c.3	Refer to pages 55-58 of this report for relevant details.
	Description of the methodology used to calculate financed emissions	FN-IN-410c.4	Refer to pages 44-45 of this report for relevant details.
Physical Risk Exposure	Probable Maximum Loss (PML) of insured products from weather-related natural catastrophes	FN-IN-450a.1	KB Insurance estimated insurance loss brought on by "cyclone", which is one of the major climate-related natural disasters. Based on information such as insurance amount, building location, business type, building's structural grade, and deductible amount of insurance policies effective as of the end of August 2025, it performed an analysis by using a natural disaster model (Catastrophe Modeling) developed by professional analysis agencies such as AIR/RMS. By doing so, it estimated the insurance loss for cyclone damages of a scale that can occur once in 50 years, 100 years, and 250 years. KB Insurance's maximum insurance product loss brought on by cyclone is as follows: (1) 50-year cycle: Original amount of loss of KRW 322.2 billion, underlying retention of KRW 106.8 billion (2) 100-year cycle: Original amount of loss of KRW 422.1 billion, underlying retention of KRW 145.6 billion (3) 250-year cycle: Original amount of loss of KRW 577.6 billion, underlying retention of KRW 208.8 billion If KB Insurance's disaster reinsurance is applied, underlying retention (loss amount borne by the insurance company) is restricted to the deductible of KRW 30.0 billion according to the reinsurance (system in which an insurance company divides and passes on risks to a different insurance company to reduce risks that it bears). (1) 50-year cycle: Original amount of loss of KRW 322.2 billion, underlying retention of KRW 30.0 billion (2) 100-year cycle: Original amount of loss of KRW 422.1 billion, underlying retention of KRW 30.0 billion (3) 250-year cycle: Original amount of loss of KRW 577.6 billion, underlying retention of KRW 30.0 billion

SASB Index

Insurance

Topic	Accounting Metric	Code	Response
Physical Risk Exposure	Total amount of monetary losses attributable to insurance pay-outs from (1) modelled natural catastrophes and (2) non-modelled natural catastrophes, by type of event and geographical segment (net and gross of reinsurance)	FN-IN-450a.2	KB Insurance is monitoring losses from heavy rainfall (monsoon, localized torrential downpours in August and September), wildfires (Gyeongbuk in March), heavy snowfall and strong winds (January to April), which are natural disasters that occurred in 2025. The loss amount based on original amount of loss before reinsurance application (insurance company directly bears all losses) as of December 31, 2025 is as follows: ① Heavy rainfall: KRW 27,000 million ② Wildfires: KRW 8,740 million ③ Heavy snowfall and strong winds: KRW 7,500 million The loss amount based on underlying retention (loss amount actually borne by the insurance company) after sharing some risks through proportional reinsurance (risk and premium are shared with the reinsurance company at a certain ratio) is as follows: ① Heavy rainfall: KRW 20,460 million ② Wildfires: KRW 5,950 million ③ Heavy snowfall and strong winds: KRW 3,530 million Globally, insured natural catastrophe losses amounted to approximately USD 121 billion (KRW 175 trillion) in 2025, with the California wildfires in the United States recording the largest wildfire losses on record (approximately USD 40 billion, KRW 58 trillion). In addition, natural catastrophe losses of over USD 100 billion have occurred every year since 2020, demonstrating that both the scale and volatility of natural catastrophe losses are expanding due to climate change. The reinsurance industry's performance, however, has improved — as consecutive large-scale natural catastrophe events increased losses in the insurance industry, deductibles (retention amounts) were raised from 2023 and the frequency of high-severity natural catastrophes decreased. As a result, with losses falling below the deductible threshold, primary insurers were unable to transfer losses to reinsurance and retained them, and the ratio of risk transfer to reinsurance among primary insurers' losses decreased from a 3-year average of 18% to 12%. As the reinsurance industry's profitability improved and new capital flowed in, reinsurance supply became sufficient, creating a competitive market environment in which reinsurance rate reductions of more than 10% are being applied for loss-free cases. Insurers conduct annual natural catastrophe model analysis to project maximum losses in the event of a natural catastrophe of a given scale. Based on the results of these analyses, reinsurance is generally purchased to cover natural catastrophe losses of a scale that could occur once every 250 years. When losses from natural catastrophes occur during the reinsurance policy period (typically one year), insurers receive reimbursement from reinsurers for losses exceeding the agreed deductible. As climate change causes natural catastrophes to occur in new patterns, increasing uncertainty in the predictive accuracy of existing models, the insurance industry has continued its efforts to improve the models. In particular, the incorporation of secondary perils that were not reflected in existing models is enhancing the reliability of analysis, and the results of these improved models are being progressively utilized in insurance rate calculation and coverage condition setting.
	Description of approach to incorporation of environmental risks into (1) the underwriting process for individual contracts and (2) the management of entity-level risks and capital adequacy	FN-IN-450a.3	[KB Insurance] (1) Environmental/social risk management at the individual contract and company-wide level In case of general insurance products with climate-related risks, basic information (insurance coverage amount, address, industry, building grade, etc.) of policies in force is collected once a year to conduct catastrophe modelling to analyze the maximum estimated loss, which is then utilized in insurance underwriting and reinsurance purchases. Based on the natural disaster modeling results, it is purchasing reinsurance that covers the maximum loss that can occur once in 250 years, and it plans to maintain this standard. The net retention level, which is the loss ceiling that is actually borne by an insurance company, is set by referencing the maximum 10-year cycle loss. KB Insurance continues to review net retention level adjustment measures to raise efficiency against reinsurance costs. (2) Capital adequacy and enterprise risk measurement system With the adoption of the IFRS 17 accounting standard, the capital adequacy framework for insurance companies has transitioned to K-ICS (new standard of solvency), incorporating catastrophic (natural disaster) risks as a key risk category for general insurance. Consequently, loss risk amounts related to wind and flood disasters (e.g., typhoons and floods) among catastrophic risks that may arise from individual insurance contracts are aggregated and managed company-wide on a quarterly basis. In case of the general insurance area, the risk exposure amount is measured per region and per insurance type once every year for domestic contracts (original amount of loss and assumed reinsurance), and based on the measured results, the maximum estimated loss is analyzed through natural disaster modeling. [KB Life Insurance] (1) Capital adequacy and enterprise risk measurement system The Risk Management Committee establishes risk management strategies annually, and the risk management strategy includes the selection of exclusion and caution areas based on KB Financial Group's Environmental and Social Risk Management (ESRM), and measures for identifying and monitoring climate risks (transition risks).

SASB Index

Insurance

Topic	Accounting Metric	Code	Response
	Exposure to derivative instruments by category: (1) total exposure to non-centrally cleared derivatives, (2) total fair value of acceptable collateral posted with a central clearinghouse, and (3) total exposure to centrally cleared derivatives	FN-IN-550a.1	As of the end of 2025, exposure to derivative instruments is as follows: [KB Insurance] (1) Potential exposure to non-centrally cleared derivatives (transactions in which a central clearinghouse does not intervene because they were concluded in the form of an individual contract outside the exchange): KRW 9,113.9 billion (2) Fair value of acceptable collateral posted with the Central Clearinghouse (assessed value of a collateral asset secured by the Central Clearinghouse to reduce transaction risk): KRW 0 (3) Potential exposure to centrally cleared derivatives (structure in which the Central Clearinghouse intervenes between the transaction parties to manage transaction risk): KRW 0
	Total fair value of securities lending collateral assets	FN-IN-550a.2	As of the end of 2025, there were no securities lending collateral assets.
Systemic Risk Management	Description of approach to managing capital- and liquidity-related risks associated with systemic non-insurance activities	FN-IN-550a.3	KB Insurance adopted a Basel III operational risk management system that is relevant to systemic non-insurance activities. Operational risk management is managed under a three-line of defense control framework; the first line of defense carries out an operational risk inspection by each department itself, the second line of defense expands to risk management and compliance organization, and the third line of defense expands to the audit organization. It finds key risks through a risk and control evaluation that is based on a self-assessment approach (Risk & Control Self-Assessment, RCSA) and uses Key Risk Indicators (KRIs) for focused management of important risk items. In the event of an actual loss, it collects and manages relevant data, and through a scenario analysis, it derives a key risk profile and takes measures. KB Insurance sets the endurable maximum level of risk (risk appetite) to achieve the Company's stable growth and management goals. The risk appetite is managed based on the solvency ratio (claim payment ability in a crisis situation) and is approved by the Risk Management Committee every year. According to the risk appetite target level, the ceiling by risk type is separately managed within the scope of the total risk capital ceiling, and the total exposure limit and the country-specific credit limit are set and operated so that assets are not excessively concentrated in a specific country or company. KB Life Insurance specified a crisis situation analysis process in its internal rules to preemptively respond to sharp changes in the environment and performs a crisis analysis every year by using supervisory authorities' and internal scenarios. Analysis results are reported to or approved by the Risk Management Committee, and the total exposure limit and the country-specific credit limit are set and operated so that assets are not excessively concentrated in a specific country or company. Based on the Financial Supervisory Service's K-ICS (new standard of solvency) manual, it established various risk regulations and detailed rules and manages the Company's solvency ratio endurance in a step-by-step manner through solvency ratio forecasting based on management plans and scenario analysis that considers various market environments. The Group-level internal capital is also managed according to the K-ICS methodology, and it sets the endurable maximum level of risk (risk appetite) once a year and operates a ceiling by risk type.
Activity Metrics	Number of policies in force, by segment: (1) property and casualty, (2) life, (3) assumed reinsurance	FN-IN-000.A	The number of policies for property and casualty insurance and life insurance is as follows. Reinsurance is not applicable. (1) Property and casualty insurance (KB Insurance): 25,023,430 policies (2) Life insurance (KB Life Insurance): 1,780,307 policies

Third-Party Assurance Statement

To readers of 2025 KB Financial Group Sustainability Report

Introduction

Korea Management Registrar (KMR) was engaged to conduct an independent assurance of 2025 KB Financial Group Sustainability Report for the year ending December 31, 2025. The preparation, information and internal control of the report are the sole responsibility of KB Financial Group's the management. KMR's responsibility is to comply with the agreed engagement and express an opinion to KB Financial Group's management.

Subject Matter

The reporting boundaries included the performance and activities of sustainability-related organizations as described in KB Financial Group's report:

- 2025 KB Financial Group Sustainability Report- Prepared in accordance with KSSB Sustainability Disclosure Standards
- 2025 KB Financial Group Sustainability Data Book

Reference Standard

- GRI Standards 2021

Assurance criteria

KMR applied the quality management system in accordance with ISO 17029 and KMR EDV 01, and carried out the verification in accordance with the assurance criteria of ISAE 3000 and KMR's proprietary SRV1000. ISAE 3000 was used to evaluate the reliability and quality of the data and information on the GRI indicators in the report while SRV1000 enabled a multidimensional review with the goal of zero data errors. The level of materiality was determined based on our professional judgment.

- ISO 17029 : 2019, ISO 14065 : 2020, ISAE 3000 (Revised), SRV1000 : 2022 (KMR), KMR EDV 01 : 2024 (KMR)
- Levels of assurance/materiality: limited/ not set

Scope of assurance

The information subject to verification in the sustainability report is as follows. We also confirmed that the report was prepared in accordance with the KSSB Standards and SASB.

- GRI Standards 2021 reporting principles
- Universal Standards
  - GRI 2 General Disclosures 2021
  - GRI 3 Material Topics 2021
- Topic Specific Standards
  - GRI 101: Biodiversity,
  - GRI 201: Economic Performance, GRI 202: Market Presence(202-2), GRI 203: Indirect Economic Impacts, GRI 205: Anti-corruption, GRI 206: Anti-competitive Behavior, GRI 207: Tax(207-4),
  - GRI 301: Materials(301-1), GRI 302: Energy, GRI 303: Water and Effluents, GRI 305: Emissions, GRI 306: Waste,
  - GRI 401: Employment, GRI 402: Labor/Management Relations, GRI 403: Occupational Health and Safety, GRI 404: Training and Education, GRI 405: Diversity and Equal Opportunity, GRI 406: Non-discrimination, GRI 407: Freedom of Association and Collective Bargaining, GRI 408: Child Labor, GRI 409: Forced or Compulsory Labor, GRI 410: Security Practices, GRI 411: Rights of Indigenous Peoples, GRI 413: Local Communities, GRI 414: Supplier Social Assessment, GRI 415: Public Policy, GRI 416: Customer Health and Safety, GRI 417: Marketing and Labeling, GRI 418: Customer Privacy
- SASB Sustainability Disclosure Topics & Accounting Metrics
- KSSB Sustainability Disclosure Standards

As for the reporting boundary, the engagement excludes the data and information of KB Financial Group's partners, suppliers and any third parties.

Third-Party Assurance Statement

KMR's Approach

Our Assurance Team undertook the following activities for the agreed scope of assurance using the standards outlined above:

- Conducting inquiries to understand the data management and control environment, processes, and information systems (the effectiveness of controls was not tested);
- Evaluating the appropriateness and consistency of the methodology for estimation (note that the underlying data was not tested and KMR has not made any estimates);
- Visiting the headquarters, determining visit sites based on the site's contribution to sustainability and the possibility of unexpected changes since the previous period and sampling data, and carrying out due diligence on a limited number of source records at the sites visited;
- Interviewing people in charge of preparing the report;
- Considering whether the presentation and disclosures of sustainability information are accurate and clearly defined;
- Identifying errors through comparison and check against underlying information, recalculation, analyses, and backtracking; and
- Evaluating the reliability and balance of information based on independent external sources, public databases, and press releases.

Limitations and Recommendations

The absence of generally accepted reporting frameworks or well-established practices on which to draw to evaluate and measure non-financial information allows for different measures and measuring techniques, which can affect comparability between entities. Therefore, our assurance team relied on professional judgment. In a limited assurance engagement, the scope of the risk assessment procedures and the subsequent procedures performed in response to the assessed risks are limited than in a reasonable assurance engagement. Our assurance team conducted our work to a limited extent through inquiries, analysis, and limited sampling based on the assumption that the data and information provided by KB Financial Group are complete and sufficient. To overcome these limitations, we confirmed the quality and reliability of the information by referring to independent external sources and public databases, such as DART and the National GHGs Management System (NGMS).

Conclusion and Opinion

Based on the document reviews and interviews, we had several discussions with KB Financial Group on the revision of the Report. We reviewed the Report's final version in order to make sure that our recommendations for improvement and revision have been reflected. We found that the report was prepared in accordance with the criteria presented by KB Financial Group, and nothing comes to our attention to suggest that the evidence obtained regarding its content is insufficient to provide a basis for our opinion. Furthermore, the assurance team performed a reliability assurance on the economic, environmental, and social information related to specific sustainability performance, and found no intentional errors or misstatements in the sustainability performance information.

KMR's Competence, Independence, and Quality Control

Korea Management Registrar (KMR) is a verification body for the Republic of Korea Emissions Trading Scheme (K-ETS), accredited to ISO/IEC 17029:2019 (Conformity Assessment - General principles and requirements for validation and verification bodies), ISO 14067, the additional accreditation criteria ISO 14065, and ISO/IEC 17021:2015 (Requirements for bodies providing audit and certification of management systems). Additionally, KMR maintains a comprehensive quality control system that includes documented policies and procedures of the KMR EDV 01:2024 (ESG Disclosure Assurance System) based on ISO/IEC 17029 requirements and compliant with IAASB ISQM1:2022 (International Standard on Quality Management 1 by the International Auditing and Assurance Standards Board). Furthermore, KMR adheres to the ethical requirements of integrity, objectivity, professional competence and due care, confidentiality, and professional behavior in accordance with the IESBA Code:2023 (International Code of Ethics for Professional Accountants). Our assurance team consists of sustainability experts. Other than providing an independent assurance, KMR has no other contract with KB Financial Group and did not provide any services to KB Financial Group that could compromise the independence of our work.

Limitations of Use

This assurance statement is made solely for the management of KB Financial Group for the purpose of enhancing an understanding of the organization's sustainability performance and activities. We assume no liability or responsibility for its use by third parties other than the management of KB Financial Group. As this assurance statement may be subject to revision after the assurance date below, we recommend verifying whether this is the latest version.

June 24, 2026

KMR SRV1000 Sustainability Committee Assurance

CEO E J Hwang

GHG Emissions Verification Statement

The Korea Management Registrar Inc. (hereinafter "KMR") has conducted the verification on the greenhouse gas(hereinafter "GHG") emission(Scope 1,2) in 2025 of KB Financial Group Inc.

PURPOSE & SCOPE

The purpose of this verification is to present an independent verification opinion on the greenhouse gas emissions inventory and the scope of the verification is as follows.

- Verification of places of business and emissions facilities under the operational control of KB Financial Group Inc. and its subsidiaries Note 1)

Note 1) A total of 11 companies, including KB Kookmin Bank, KB Securities, KB Insurance, KB Kookmin Card, KB Life Insurance, KB Asset Management, KB Capital, KB Real Estate Trust, KB Savings Bank, KB Investment, and KB Data Systems.

STANDARDS

- ISO 14064-3:2019
- ISO 14064-1:2018
- IPCC Guidelines for National Greenhouse Gas Inventories(2006)
- Guidelines on Emission Reporting and Certification under the Greenhouse Gas Emissions Trading Scheme (Ministry of Environment, 2025-64)

PROCEDURE

The assurance was conducted by the KMR based on a risk analysis approach and data evaluation.The data and factors applied to the calculation of GHG emissions were determined to be appropriate based on objective evidence.

INDEPENDENT

KMR does not have any stake in the verified entity and does not conduct verification with biased opinions/views. We have drawn an independent and objective verification conclusion based on the verification standards, and reviewed the every aspect of the verification we performed throughout the entire verification process through internal review.

LIMITATION

The verification team verified the related reports, information and data presented by the audited institution by sampling or enumeration methods. As a result, there are many inherent limitations, and there may be disagreements in the interpretation of appropriateness. Although we have tried to faithfully perform verification that meets the verification standards, we suggest that errors, omissions, and false statements that could not be found may be latent as the limitations to the verification.

OPINION

- The assurance engagement was performed to satisfy a reasonable assurance level, and no significant distortions were found in the verification results.
- We express that no significant errors were found in the calculation of emissions during the verification process, and that relevant activity data and evidence were appropriately managed and calculated.
- Criticality: meets the criterion, which is less than 5%

Internal GHG Emissions (Scope 1 & 2) & Energy Consumption

Internal GHG Emissions (Unit: tCO_2eq)			Energy Consumption (Unit : TJ)
Direct emissions (Scope 1)	Indirect emissions (Scope 2)	Total (Scope1+2)	
22,253	126,673	148,926	2,689,020

※ Scope: KB Financial Group & all subsidiaries (incl. domestic/overseas offices & affiliates)
* The total may differ slightly from the sum of emissions by category due to rounding.

RESULTS

Based on the above assurance criteria, we did not identify any inappropriate calculations or errors for the emissions of major emitting facilities.
As a result, we express "unmodified" opinion.

※ The entity shall be responsible for preparing the verification materials in accordance with relevant laws and standards, and KMR's responsibility shall be limited to the parties to the verification contract under the terms and conditions agreed upon, and shall not be responsible for any other decisions, such as investments based on this verification opinion.
※ The entity shall comply with the use of accreditation and logo marks under the agreement agreed with KMR.

June, 1, 2026

KMR ISO 14064-1 IAF National Institute of Environmental Research

CEO E J Hwang

GHG Emissions Verification Statement

The Korea Management Registrar Inc. (hereinafter "KMR") has conducted the verification on the greenhouse gas(hereinafter "GHG") emission(Scope 3) in 2025 of KB Financial Group Inc.

PURPOSE & SCOPE

The purpose of this verification is to present an independent verification opinion on the greenhouse gas emissions inventory and the scope of the verification is as follows.

- Verification of places of business and emissions facilities under the operational control of KB Financial Group Inc. and its subsidiaries[Note 1)]

Note 1) A total of 11 companies, including KB Kookmin Bank, KB Securities, KB Insurance, KB Kookmin Card, KB Life Insurance, KB Asset Management, KB Capital, KB Real Estate Trust, KB Savings Bank, KB Investment, and KB Data Systems.

STANDARDS

- ISO 14064-3:2019
- ISO 14064-1:2018
- WRI/WBCSD GHG Protocol(2013)
- IPCC Guidelines for National Greenhouse Gas Inventories(2006)
- Guidelines on Emission Reporting and Certification under the Greenhouse Gas Emissions Trading Scheme (Ministry of Environment, 2025-64)
- Partnership for Carbon Accounting Financials(PCAF) - The Global GHG Accounting and Reporting Standard Part A(second edition)

PROCEDURE

The assurance was conducted by the KMR based on a risk analysis approach and data evaluation. The data and factors applied to the calculation of GHG emissions were determined to be appropriate based on objective evidence.

INDEPENDENT

KMR does not have any stake in the verified entity and does not conduct verification with biased opinions/views. We have drawn an independent and objective verification conclusion based on the verification standards, and reviewed every aspect of the verification we performed throughout the entire verification process through internal review.

LIMITATION

The verification team verified the related reports, information and data presented by the audited institution by sampling or enumeration methods. As a result, there are many inherent limitations, and there may be disagreements in the interpretation of appropriateness. Although we have tried to faithfully perform verification that meets the verification standards, we suggest that errors, omissions, and false statements that could not be found may be latent as the limitations to the verification.

OPINION

- The assurance engagement was performed to satisfy a limited assurance level, and no significant distortions were found in the verification results.
- According to KMR's approach, nothing was found that would lead to a finding that KB Financial Group Inc. failed to disclose data and information that was accurate and reliable in all material respects.
- Criticality: meets the criterion, which is less than 5

GHG Emissions Verification Statement

External GHG Emissions (Scope 3)

Other Indirect GHG Emissions (Unit: tCO_2eq)			
		51,911,633	
Category	Scope 3		GHG Emissions (tCO_2eq)
CAT 1	Purchased goods and service		5,376
CAT 2	Capital goods		4,529
CAT 3	Fuel- and energy-related activities(not included in scope 1 or scope 2)		20,639
CAT 4	Upstream transportation and distribution		139
CAT 5	Waste generated in operations		3,721
CAT 6	Business travel		6,136
CAT 7	Employee commuting		29,162
CAT 11	Use of sold products		26,895
CAT 12	End-of-lifetreatment of sold products		184
CAT 13	Downstream leased assets		248,588
CAT 15	Investments[Note 2)]	2024	49,462,484
		2025	51,566,264

* Note 2) Financed emissions by PCAF asset class as of the end of 2024 and 2025 were verified, including the intensity by asset class; And the total sum was aggregated based on the year 2025.
* The total may differ slightly from the sum of emissions by category due to rounding.
* Scope: KB Financial Group & all subsidiaries (incl. domestic/overseas offices & affiliates)

RESULTS

Based on the above assurance criteria, we did not identify any inappropriate calculations or errors for the emissions of major emitting facilities.
As a result, we express "unmodified" opinion.

※ The entity shall be responsible for preparing the verification materials in accordance with relevant laws and standards, and KMR's ※ responsibility shall be limited to the parties to the verification contract under the terms and conditions agreed upon, and shall not be responsible for any other decisions, such as investments based on this verification opinion.
※ The entity shall comply with the use of accreditation and logo marks under the agreement agreed with KMR.

June, 1, 2026

KMR ISO 14064-1 IAF National Institute of Environmental Research

CEO E J Hwang


KB Financial Group