

KBC Group

Naamloze vennootschap (company with limited liability)

The company was incorporated by deed executed on 9 February 1935 before Maîtres Antoine Cols and Raymond De Decker, notaries-public at Antwerp, in the presence of Maître Hubert Scheyven, notary-public at Brussels. The deed was published in the *Appendices to the Belgian Official Gazette* of 23 February 1935, under No. 1604.

The Articles of Association were amended:

- 1° by deeds of notary-public executed on 18 June 1938, 20 June 1942, 29 March 1947, 21 June 1947, 16 June 1951, 7 February 1953, 12 November 1955, 28 January 1956, 20 June 1959, 16 June 1962, 30 August 1962, 20 June 1964, 24 December 1964, 18 June 1966, 23 January 1969, 19 June 1971, 29 March 1973, 18 June 1977, 14 December 1977, 25 September 1980, 28 December 1983, 31 January 1985, 29 August 1985, 1 September 1986, 28 October 1986, 29 January 1987, 26 February 1987, 31 December 1987, 30 November 1988, 9 December 1988, 30 December 1988, 28 February 1989, 31 March 1989, 14 April 1989, 19 April 1989, 30 June 1989, 31 August 1989, 8 December 1989, 29 December 1989, 28 June 1990, 26 October 1990, 30 November 1990, 31 December 1990, 11 February 1991, 27 June 1991, 26 July 1991, 26 August 1991, 30 September 1991, 31 October 1991, 25 June 1992, 29 December 1992, 9 June 1993, 12 October 1993, 30 December 1993, 24 November 1994, 23 December 1994, 28 December 1995, 25 January 1996, 28 February 1996, 29 March 1996, 30 April 1996, 31 May 1996, 27 June 1996, 31 July 1996, 27 August 1996, 27 September 1996, 31 October 1996, 29 November 1996, 31 December 1996, 31 January 1997, 28 February 1997, 28 March 1997, 24 April 1997, 30 April 1997, 28 May 1997, 5 June 1997, 27 June 1997, 31 July 1997, 29 August 1997, 30 September 1997, 31 December 1997, 30 January 1998, 27 February 1998, 31 March 1998, 30 April 1998, 29 May 1998, 3 June 1998, 30 June 1998, 31 July 1998, 31 August 1998, 10 September 1998, 30 September 1998, 29 October 1998, 29 October 1998, 16 November 1998, 26 November 1998, 30 November 1998, 29 December 1998, 29 December 1998, 29 January 1999, 26 February 1999, 31 March 1999, 29 April 1999, 29 April 1999, 28 May 1999, 30 June 1999, 30 July 1999, 30 August 1999, 29 September 1999, 29 November 1999, 28 December 1999, 30 December 1999, 31 January 2000, 29 February 2000, 30 March 2000, 27 April 2000, 27 April 2000, 30 May 2000, 29 June 2000, 31 July 2000, 29 August 2000, 28 September 2000, 30 October 2000, 29 November 2000, 28 December 2000, 28 December 2000, 28 December 2000, 29 January 2001, 28 February 2001, 30 March 2001, 30 March 2001, 30 May 2001, 29 June 2001, 29 June 2001, 31 July 2001, 29 August 2001, 28 September 2001, 28 September 2001, 31 October 2001, 29 November 2001, 27 December 2001, 27 December 2001, 31 January 2002, 28 March 2002, 28 March 2002, 25 April 2002, 29 April 2002, 31 May 2002, 27 June 2002, 27 June 2002, 30 August 2002, 30 September 2002, 30 September 2002, 29 November 2002, 30 December 2002, 30 December 2002, 30 December 2002, 28 January 2003, 27 February 2003, 31 March 2003, 24 April 2003, 30 April 2003, 28 May 2003, 30 June 2003, 31 July 2003, 29 August 2003, 30 September 2003, 30 September 2003, 31 October 2003, 28 November 2003, 1 December 2003, 30 December 2003, 30 December 2003, 30 March 2004, 29 April 2004, 29 June 2004, 30 September 2004, 30 December 2004, 30 December 2004, 2 March 2005, 24 March 2005, 28 April 2005, 29 June 2005, 28 September 2005, 10 November 2005, 7 December 2005, 28 December 2005, 28 December 2005, 31 March 2006, 27 April 2006, 29 June 2006, 27 September 2006, 29 December 2006, 29 December 2006, 26 April 2007, 30 March 2007, 29 June 2007, 28 September 2007, 28 December 2007, 31 December 2007, 31 March 2008, 24 April 2008, 30 June 2008, 30 September 2008, 1 December 2008, 30 December 2008, 30 April 2009, 30 December 2009, 29 April 2010, 23 December 2010, 28 April 2011, 25 November 2011,

3 May 2012, 13 December 2012, 19 December 2012, 2 May 2013, 19 December 2013, 17 December 2014, 23 December 2015, 23 December 2016, 21 December 2017, 3 May 2018; 8 August 2018, 14 November 2018, 21 December 2018, 2 May 2019, 20 December 2019, 18 December 2020, 6 May 2021, 17 December 2021, 16 December 2022, 4 May 2023 and December 15, 2023 (this last deed being deposited with the Registry of the Dutch-speaking division of the Commercial Court in Brussels for publication in the Appendices to the Belgian Official Gazette);

respectively published in the *Appendices to the Belgian Official Gazette* of 8 July 1938 under No. 10898, 6-7 July 1942 under No. 9621, 21-22 April 1947 under No. 6938, 14-15 July 1947 under No. 14316, 9-10 July 1951 under No. 16332, 18 and 23-24 February 1953 under Nos. 2653 and 2912, 23 November 1955 under No. 28055, 11 February 1956 under No. 2604, 2 July 1959 under No. 19800, 25 June 1962 under No. 18967, 7 September 1962 under No. 25979, 8 July 1964 under No. 22541, 8 January 1965 under No. 630, 24 June 1966 under No. 21313, 1 February 1969 under No. 244-6, 26 June 1971 under No. 1968-2, 7 April 1973 under No. 819-2, 6 July 1977 under No. 2599-1, 5 January 1978 under No. 43-1, 16 October 1980 under No. 1881-39, 26 January 1984 under No. 832-5, 19 February 1985 under No. 850219-99, 21 September 1985 under No. 850921-26, 27 September 1986 under No. 860927-59, 22 November 1986 under No. 861122-125, 3 February 1987 under No. 870203-2, 28 March 1987 under No. 870328-69, 30 January 1988 under No. 880130-145, 24 December 1988 under No. 881224-580, 21 January 1989 under No. 890121-346, 27 January 1989 under No. 890127-201, 25 March 1989 under No. 890325-44, 26 April 1989 under No. 890426-55, 13 May 1989 under No. 890513-138, 18 May 1989 under No. 890518-153, 28 July 1989 under No. 890728-275, 28 September 1989 under No. 890928-14, 5 January 1990 under No. 900105-928, 7 February 1990 under No. 900207-82, 21 July 1990 under No. 900721-697, 14 November 1990 under No. 901114-447, 20 December 1990 under No. 901220-30, 26 January 1991 under No. 910126-221, 1 March 1991 under No. 910301-381, 23 July 1991 under Nos. 910723-566 and 910723-567, 23 August 1991 under No. 910823-165, 13 September 1991 under Nos. 910913-158 and 910913-60, 19 October 1991 under No. 911019-227, 21 November 1991 under No. 911121-107, 16 July 1992 under No. 920716-434, 23 January 1993 under No. 930123-286, 26 June 1993 under No. 930626-127, 6 November 1993 under No. 931106-355, 22 January 1994 under No. 940122-408, 20 December 1994 under No. 941220-319, 19 January 1995 under No. 950119-84, 20 January 1996 under No. 960120-180, 14 February 1996 under No. 960214-362, 14 February 1996 under No. 960214-363, 21 March 1996 under No. 960321-216, 19 April 1996 under No. 960419-92, 22 May 1996 under No. 960522-152, 25 June 1996 under No. 960625-390, 23 July 1996 under No. 960917-314, 19 October 1996 under No. 961019-67, 26 November 1996 under No. 961126-309, 24 December 1996 under No. 961224-53, 29 January 1997 under No. 970129-268, 29 January 1997 under No. 970129-269, 26 February 1997 under No. 970226-169, 25 March 1997 under No. 970325-297, 18 April 1997 under No. 970418-587, 16 May 1997 under No. 970516-417, 28 May 1997 under No. 970528-227, 20 June 1997 under No. 970620-184, 1 July 1997 under No. 970701-216, 19 July 1997 under No. 970719-731, 15 August 1997 under No. 970815-185, 24 September 1997 under No. 970924-261, 24 October 1997 under No. 971024-146, 21 January 1998 under No. 980121-332, 21 January 1998 under No. 980121-334, 24 February 1998 under No. 980224-11, 25 March 1998 under No. 980325-118, 24 April 1998 under No. 980424-558, 14 May 1998 under No. 980514-38, 24 June 1998 under No. 980624-536, 25 June 1998 under No. 980625-602, 22 August 1998 under No. 980822-47, 14 October 1998 under No. 981014-378, 14 October 1998 under No. 981014-379, 13 November 1998 under No. 981113-491, 13 November 1998 under No. 981113-492, 1 December 1998 under No. 981201-78, 11 December 1998 under No. 981211-11, 5 January 1999 under No. 990105-717, 5 January 1999 under No. 990105-716, 11 February 1999 under No. 990211-460, 11 February 1999 under No. 990211-414, 11 February 1999 under No. 990211-461, 13 March 1999 under No. 990313-245, 27 March 1999 under No. 990327-202, 8 May 1999 under No. 990508-75, 30 June 1999 under No. 990630-222, 30 June 1999 under No. 990630-209, 29 July 1999 under No. 990729-615, 18 August 1999 under No. 990818-70, 3 September 1999 under No. 990903-399, 24 November 1999 under No. 991124-

544, 21 December 1999 under No. 991221-160, 3 February 2000 under No. 20000203-318, 17 February 2000 under No. 20000217-215, 26 February 2000 under No. 20000226-56, 26 February 2000 under No. 20000226-57, 13 April 2000 under No. 20000413-129, 20 May 2000 under No. 20000520-79, 27 May 2000 under No. 20000527-465, 18 July 2000 under No. 20000718-234bis, 28 June 2000 under No. 20000628-185, 27 July 2000 under No. 20000727-373, 8 September 2000 under No. 20000908-222, 3 October 2000 under No. 20001003-431, 17 October 2000 under No. 20001017-392, 28 October 2000 under No. 20001028-189, 3 January 2001 under No. 20010103-244, 9 February 2001 under No. 20010209-84, 6 March 2001 under No. 20010306-167, 6 March 2001 under No. 20010306-187, 6 March 2001 under No. 20010306-186, 6 March 2001 under No. 20010306-185, 18 April 2001 under No. 20010418-153, 18 May 2001 under No. 20010518-621, 18 May 2001 under No. 20010518-622, 17 July 2001 under No. 20010717-543, 31 August 2001 under No. 20010831-471, 1 September 2001 under No. 20010901-351, 31 August 2001 under No. 20010831-472, 11 October 2001 under No. 20011011-506, 15 November 2001 under No. 20011115-470, 15 November 2001 under No. 20011115-469, 7 December 2001 under No. 20011207-347, 25 December 2001 under No. 20011225-1406, 12 February 2002 under No. 20020212-305, 12 February 2002 under No. 20020212-306, 26 March 2002 under No. 20020326-354, 18 May 2002 under No. 20020518-031, 18 May 2002 under No. 20020518-030, 30 May 2002 under No. 20020530-457, 8 June 2002 under No. 20020608-312, 13 July 2002 under No. 20020713-508, 22 August 2002 under No. 20020822-511, 22 August 2002 under No. 20020822-512, 26 September 2002 under No. 119665, 23 October 2002 under No. 130472, 23 October 2002 under No. 130469, 2 January 2003 under No. 210, 18 February 2003 under No. 21622, 18 February 2003 under No. 21621, 18 February 2003 under No. 21620, 11 March 2003 under No. 29680, 25 March 2003 under No. 34738, 23 April 2003 under No. 46686, 19 May 2003 under No. 55611, 11 June 2003 under No. 64656, 25 June 2003 under No. 70416, 14 August 2003 under No. 86585, 3 September 2003 under No. 91266, 1 October 2003 under No. 101098, 5 November 2003 under No. 115991, 5 November 2003 under No. 115990, 26 November 2003 under No. 123993, 12 January 2004 under No. 3245, 12 January 2004 under No. 3246, 20 February 2004 under No. 28534, 20 February 2004 under No. 28533, 11 June 2004 under No. 85772, 18 June 2004 under No. 89944, 2 September 2004 under No. 126325, 8 November 2004 under No. 154579, 14 February 2005 under No. 26625, 14 February 2005 under No. 26626, 24 March 2005 under No. 45201, 26 April 2005 under No. 60813, 30 May 2005 under No. 75305, 20 July 2005 under No. 105354, 29 November 2005 under No. 170462, 8 December 2005 under No. 177140, 13 February 2006 under No. 32119, 27 February 2006 under No. 40140, 27 February 2006 under No. 40411, 4 May 2006 under No. 76634, 22 May 2006 under No. 85551, 4 October 2006 under No. 151848, 24 October 2006 under No. 162478, 23 February 2007 under No. 30941, 26 February 2007 under No. 31701, 18 June 2007 under No. 86241, 2 July 2007 under No. 94095 and 27 July 2007 under No. 112683, 25 October 2007 under No. 155960, 1 February 2008 under No. 18488, 13 February 2008 under No. 24307, 23 April 2008 under No. 61021, 21 May 2008 under No. 74361, 24 July 2008 under No. 123053, 20 October 2008 under No. 165525, 22 December 2008 under No. 196942, 18 February 2009 under No. 25616, 22 May 2009 under No. 71890, 25 January 2010 under No. 13241, 28 May 2010 under No. 76541, 23 February 2011 under No. 29151, 6 June 2011 under No. 83577, 3 February 2012 under No. 30282, 28 February 2012 under No. 46314, 30 May 2012 under No. 996290, 31 January 2013 under No. 18790, 31 January 2013 under No. 18791, 21 May 2013 under No. 75826, 31 January 2014 under No. 30744, 6 January 2015 under No. 1938, 18 January 2016 under No. 8531, 25 January 2017 under No. 13692, 25 January 2018 under No. 13692, 29 May 2018 under No. 83200, 30 August 2018 under No. 18131972, 22 October 2018 under No. 18154891, 4 December under No. 18173213, 18 January 2019 under No. 19008874, 27 May 2019 under No. 19070849, 3 February 2020 under No. 20018673, 8 January 2021 under No. 21002916, 14 June 2021 under No. 21069876, 21 January 2022 under No. 0009186, 6 January 2023 under No. 23004033, dated May 22, 2023 under number 23066829;

2° by deeds of notary-public which, pursuant to the resolutions of the Extraordinary General Meetings of Shareholders of 29 April 1969, 19 June 1971 and 18 June 1977 (Appendices to the

Belgian Official Gazette of 6 May 1969, No. 991-1, 26 June 1971, No. 1968-2 and 6 July 1977, No. 2599-1), record the conversion of bonds into shares and capital increase resulting from such conversion, most recently by deed executed on 30 March 1978, published in the Appendices to the Belgian Official Gazette of 20 April 1978 under No. 1176-16;

- 3° by an announcement published in the *Appendices to the Belgian Official Gazette* of 3 June 1946 under No. 11523, pursuant to legislation relating to the taxation of capital.



KBC Group
Naamloze vennootschap (company with limited liability)

ARTICLES OF ASSOCIATION

TITLE I – NAME, OBJECT, REGISTERED OFFICE, LIFE

Art. 1 – The company has the legal form of a *naamloze vennootschap* (company with limited liability). Its name is ‘KBC Groep’, in French ‘KBC Groupe’, in English ‘KBC Group’, and in German ‘KBC Gruppe’.

Art. 2 – The company has as its object the direct or indirect ownership and management of shareholdings in other companies, including but not restricted to credit institutions, insurance companies and other financial institutions.

The company also has as object to provide services to third parties, either for its own account or for the account of others, including to companies in which the company has an interest -either directly or indirectly- and to (potential) clients of those companies. The object of the company is also to acquire in the broadest sense of the word (including by means of purchase, hire and lease), to maintain and to operate resources, and to make these resources available in the broadest sense of the word (including through letting and granting rights of use) to the beneficiaries referred to in the second paragraph.

In addition, the company may function as an intellectual property company responsible for, among other things, the development, acquisition, management, protection and maintenance of intellectual property rights, as well as for making these rights available, granting rights of use in respect of these rights and/or transferring these rights.

The company may also perform all commercial, financial and industrial transactions that may be useful or expedient for achieving the object of the company and that are directly or indirectly related to this object. The company may also by means of subscription, contribution, participation or in any other form whatsoever participate in all companies, businesses or institutions that have a similar, related or complementary activity.

In general, the company may, both in Belgium and abroad, perform all acts which may contribute to the achievement of its object.

Art. 3 – The registered office is established in the Brussels Capital Region.

The company may set up administrative and operating headquarters, branches, offices and auxiliary offices in Belgium and abroad.

Art. 4 – The life of the company is indefinite.

TITLE II – SHARE CAPITAL, CONTRIBUTION, SHARES AND OTHER SECURITIES

Art. 5 – The issued capital amounts to one billion four hundred and sixty-one million seventeen thousand seven hundred and fifty euro twenty-six cents (€1,461,017,750.26), divided into four hundred seventeen million three hundred five thousand eight hundred seventy-six (417,305,876) shares without par value.

The share capital is fully paid up.

Insofar as the law allows, the shares shall be in registered or book-entry form. At the request and expense of the shareholder, shares may be converted from one form into another in accordance with the legal requirements.

The shareholder register can be kept in electronic form.

Art. 6 – The decision to increase the share capital shall be taken by the General Meeting of Shareholders according to the procedure required for amendment of the Articles of Association.

On each capital increase carried out by means of a contribution in cash, the new shares must be offered first to the existing shareholders in proportion to the amount of capital that their shares represent at the time of issue.

In derogation from the foregoing paragraph, the General Meeting of Shareholders, deliberating under the conditions of attendance and majority prescribed by law for amendment of the Articles of Association, may decide that all new shares, or a portion thereof, will not be offered first to the existing shareholders. In that case, the General Meeting of Shareholders will itself establish the conditions and in particular the price of the issue without preferential subscription rights. If the preferential subscription rights are suspended or restricted, a right of precedence may be granted to existing shareholders on allotment of the new shares.

The General Meeting of Shareholders may also decide to issue convertible bonds or subscription rights, whether or not linked to subordinated or unsubordinated bonds. On such issue, the General Manager may suspend or restrict the preferential subscription rights of existing shareholders. If the preferential subscription rights are suspended or restricted, a right of precedence may be granted to existing shareholders on allotment of the bonds or subscription rights.

Art. 7 – The Board of Directors is authorised to increase the share capital in one or more steps under the terms and conditions to be determined by the Board and in accordance with the at the time of the capital increase prevailing statutory provisions.

Furthermore, the Board of Directors is authorised to decide in one or more steps on the issue of convertible bonds, subordinated or otherwise, or subscription rights, linked or

otherwise to subordinated or unsubordinated bonds and which may lead to increases of capital.

This authorisation is granted for an amount of:

1°) one hundred and forty-six million euros (146 000 000 euros). Upon deciding within the framework of this part of the authorisation on a capital increase or on an issue of the aforementioned convertible bonds or subscription rights to which in principle the preferential subscription rights of the existing shareholders apply, the Board of Directors is authorised, up to a maximum amount of one hundred and forty-six million euros (146 000 000 euros) and in the company's interest, to restrict or suspend the preferential subscription rights of existing shareholders.
The Board may also do so to the benefit of one or more specific persons, as far as this is not prohibited by law. If the preferential subscription rights are suspended or restricted, the Board of Directors may grant a right of precedence to the existing shareholders on allotment of the new shares, convertible bonds or subscription rights.

and

2°) five hundred and fifty-four million euros (554 000 000 euros). Upon deciding on a capital increase or on an issue of the aforementioned convertible bonds or subscription rights within the framework of this part of the authorisation, the Board of Directors is not authorised to restrict or suspend the preferential subscription rights of existing shareholders.

The increases of capital decided upon under this authorisation may be carried out by both contribution in cash or in kind and by the incorporation of reserves, including the share premium account unavailable for distribution. The reserves may be incorporated with or without new shares being issued.

In addition, the Board of Directors is authorised to determine the dividend entitlement of the shares that will be issued following capital increases and of the shares that will be issued following the conversion of the bonds or exercise of the subscription rights carried out under this authorisation.

The Board of Directors may exercise this authorisation during the five years following publication of the amendment to the Articles of Association decided upon by the Extraordinary General Meeting of Shareholders of 4 May 2023. This authorisation can be extended in accordance with the at the time of the renewal prevailing statutory provisions.

Transitional provision

On December fifteenth, two thousand and twenty-three, the subscribed capital was increased by four hundred seventy-eight thousand nine hundred and eighty-one euros and sixty-two cents (€478,981.62) pursuant to the adoption of the realization of the capital increase with cancellation of the preferential subscription right decided by the board of directors of November eighth, two thousand and twenty-three. Following this capital increase, the authorization for the authorized capital may still be used for a remaining amount of six hundred and ninety-nine million five hundred and twenty-one thousand eighteen euros and thirty-eight cents (€ 699,521.018.38), of which a maximum of one hundred forty-five million five hundred twenty-one thousand eighteen euro thirty-eight cents (€ 145,521,018.38) with the possibility of the cancellation of the preferential right for the existing shareholders by virtue of Article 7, third paragraph, 1° of the Articles of Association remains.

Art 8 – When exercising the authority conferred upon it under Article 7 to increase capital, the Board of Directors is empowered, with the possibility of substitution, to amend the Articles of Association in order to change the amounts of the issued share capital, as well as the number of shares upon the new issue of such, and to state in a transitional provision under Article 7 to what extent it has used its authority to increase capital.

When exercising the authority conferred upon it under Article 7 to issue convertible bonds or subscription rights, the Board of Directors is empowered, with possibility of substitution, to state in a transitional provision under Article 7 to what extent the issues decided upon may lead to the increase of capital and the issue of shares; likewise, the Board is authorised, as the bonds are converted or the subscription rights exercised, to amend in the Articles of Association the amounts of issued share capital, as well as the number of shares.

In the event a share premium is paid on a capital increase decided upon by the Board of Directors or the General Meeting of Shareholders, or on the conversion of bonds or the exercise of subscription rights, or if an issue price is posted to the accounts as a share premium on the issue of subscription rights decided upon by the Board of Directors or the General Meeting of Shareholders, this will be earmarked for appropriation to a 'share premium' account and recorded as own funds on the liabilities side of the balance sheet.

Upon the issue of shares, bonds, profit-sharing certificates or subscription rights decided upon by the General Meeting of Shareholders or the Board of Directors, this last may at all times enter into agreements with third parties according to such stipulations, terms and conditions as it deems fit, in order to ensure the placement of the securities to be issued.

Art. 9 – The Board of Directors may split the shares into sub-shares and may deliver securities representing several shares or sub-shares.

Art. 10 – The company recognises only one owner per share or sub-share for the exercise of voting rights at the General Meeting of Shareholders and of all rights attaching to the shares or sub-shares .

Persons who, for one reason or another, have a joint right in rem to a share, sub-share or other security, shall arrange to be represented by one and the same person. This representative must either be one of the persons co-entitled or must meet the requirements of Article 28 of the Articles of Association.

Until such time as this provision has been met, the company shall be entitled to suspend the exercise of the rights attaching to these shares, sub-shares or other securities .

In the event of usufruct, the usufructuary shall exercise all the rights attaching to the shares, sub-shares or other securities, unless stipulated otherwise in a will or an agreement of which the company has been notified in writing.

Art. 10bis – For the purposes of the statutory disclosure requirements for major holdings, the company has determined, in addition to the statutory thresholds, a threshold of three per cent (3%).

Art. 11 – Under the conditions laid down by law, the company and its direct and indirect subsidiaries may acquire and dispose of the shares of the company.

The Board of Directors is authorised to cancel the treasury shares acquired or to be acquired pursuant to the share buy-back authorisation granted by the General Meeting of Shareholders of the fifth of May two thousand and twenty-two, at such times as it deems appropriate. The Board of Directors, or one or more directors appointed by the Board of Directors, is authorised to adjust the number of shares specified in the Articles of Association by virtue of this cancellation and to have the necessary amendment to the Articles of Association recorded by notarial deed.

Art. 11bis - To the extent permitted by law, bonds shall be in bearer, registered or book-entry form, and subscription rights shall be in registered or book-entry form. At the request and expense of the holder, bonds and subscription rights may be converted from one form into another in accordance with the legal requirements, unless the issue conditions for the security in question stipulate otherwise.

The registers of registered bonds and subscription rights may be kept in electronic form.

TITLE III – MANAGEMENT AND CONTROL

Art. 12 – The company shall be administered by a Board of Directors and an Executive Committee, in accordance with the applicable legislation.

The Board of Directors shall comprise at least seven directors appointed by the General Meeting of Shareholders, on condition that at least three members of the Board have the capacity of independent director in accordance with the law. The General Meeting of Shareholders may at any time remove a director from office.

The term of office of directors amounts to four years at the most and expires after the annual Ordinary General Meeting of Shareholders.

Outgoing directors shall always be eligible for re-election.

Art. 13 – If a director's seat becomes vacant, the remaining directors shall have the right to co-opt a new director. The next General Meeting of Shareholders must confirm the office of the co-opted director. Upon confirmation, the co-opted director shall complete the term of office of his/her predecessor, unless the General Meeting of Shareholders opts for a different term of office. In the absence of confirmation, the office of the co-opted director shall end following the General Meeting of Shareholders.

Art. 14 – The Board of Directors elects from among its members a chairman and possibly one or more deputy chairmen and other officers. The Board of Directors shall appoint its secretary, who need not be a director.

Art. 15 – Unless the Board of Directors should make other arrangements, it shall function as follows.

The Board of Directors shall meet whenever the company's interest so requires, upon convocation by the chairman, the deputy chairmen or two directors; the convening notices shall indicate the date, time, place and agenda.

Any director who is unable to attend may, by letter or any other means of communication providing documentary confirmation of the nomination as proxy, empower another member of the Board to represent him/her and to vote in his/her stead.

The meeting shall be presided over by the chairman or, in his absence, by a deputy chairman or a director designated by his/her colleagues.

For the rest, the Board of Directors may make all arrangements for the effective functioning of the Board of Directors, the committees of the Board of Directors and the Executive Committee. These arrangements are laid down in the Corporate Governance Charter, that can be consulted on the company's website.

- Art. 16 – Except in the case of *force majeure*, war, civil disturbance and natural disasters, the Board of Directors can deliberate validly only if at least half its members are present or represented. Directors who, in accordance with the law, may not participate in the deliberations and the vote are included to determine whether the attendance quorum has been reached but shall not be counted (either in the numerator or in the denominator) when determining the voting majority.

Resolutions shall be adopted by a simple majority of votes.

In case of a tied vote, the chairman of the meeting shall have the casting vote.

The resolutions of the Board of Directors may also be passed by unanimous written agreement of the directors. In that case, Article 15, paragraphs 2 to 4 inclusive, Article 16, paragraphs 1 to 3 inclusive and Article 17, paragraphs 1 to 3 inclusive of the Articles of Association shall not apply.

- Art. 17 – The decisions of the Board of Directors shall be recorded in reports.

Each report shall be signed by the acting chairman and by the other members of the Board of Directors who so request.

If the reports are recorded on loose leaves, the latter shall be numbered per meeting.

Copies of and extracts from the reports shall be validly signed by the chairman, by two directors, by the secretary to the Board of Directors, by the secretary to the Executive Committee or by the Group Secretary.

- Art. 18 – The Board of Directors is empowered to determine the company's general policy and strategy and to perform all acts which, by law, are reserved specifically for it. The Board of Directors is responsible for supervising the Executive Committee.

Within the limits of its authority, the Board of Directors may confer special powers on agents of its choice.

Art. 19 – The General Meeting of Shareholders may grant the directors a fixed remuneration and attendance fees, chargeable to overhead expenses.

The Board of Directors may grant directors who perform special functions or missions emoluments chargeable to overhead expenses.

Art. 20 – By virtue of a transfer of powers by the Board of Directors, the Executive Committee holds all managerial powers necessary or useful for achieving the company's object, with the exception of determining the company's general policy and strategy and all acts reserved by law to the Board of Directors.

The Executive Committee shall comprise a maximum of ten members. Together, these members form a collegiate body. Members of the Executive Committee who, pursuant to the law, may not participate in the deliberations and the vote, are included to determine whether the attendance quorum has been reached but shall not be counted (either in the numerator or in the denominator) when determining the voting majority.

If all or all but one of the members of the Executive Committee have a direct or indirect interest of a financial nature that is incompatible with a decision or transaction that falls within the competence of the Executive Committee, the members of the Executive Committee shall inform the Board of Directors which shall pass the resolution according to the procedure prescribed by law.

The resolutions of the Executive Committee may be passed by unanimous written agreement of its members.

The Executive Committee can also make all arrangements to ensure it functions effectively.

The president and the members of the Executive Committee shall be appointed and removed by the Board of Directors, in accordance with the relevant legal and regulatory provisions.

The Board of Directors shall determine the remuneration of the members of the Executive Committee, after obtaining the advice of the president of the Executive Committee.

The age limit for members of the Executive Committee shall be set by the Board of Directors, which shall also determine the system of retirement and survival pensions for the members of the Executive Committee.

Within the limits of its authority, the Executive Committee may confer special powers on agents of its choice.

Copies of and extracts from the resolutions of the Executive Committee shall be validly signed by the president of the Executive Committee, by two members of the Executive Committee, by the secretary to the Executive Committee or by the Group Secretary.

Art. 21 – The company shall be represented by either two members of the Executive Committee, or one member of the Executive Committee acting together with either a senior general manager, the secretary to the Board of Directors, the secretary to the Executive Committee or the Group Secretary.

With regard to the powers of the Board of Directors and without prejudice to the previous paragraph, the company may also be represented by two directors, one of whom is required to be a member of the Executive Committee.

Lastly, the company may be represented by persons especially empowered for that purpose.

Art. 22 – The statutory audit of the financial statements shall be performed by one or more statutory auditors appointed and remunerated in accordance with the prevailing statutory rules.

The General Meeting of Shareholders may appoint a deputy statutory auditor.

The statutory auditors shall be appointed for a renewable term of three years.

The term of office of the outgoing statutory auditors ceases immediately after the Annual General Meeting of Shareholders.

TITLE IV – GENERAL MEETING OF SHAREHOLDERS

Art. 23 – The General Meeting of Shareholders represents all shareholders.

Its decisions shall also be binding on the shareholders who abstain or vote against.

Each share gives entitlement to one vote. If the shares are split into sub-shares, the sub-shares, combined in sufficient number, shall give the same entitlement as the share, unless otherwise stipulated by law.

Holders of convertible bonds, subscription rights or certificates issued in co-operation with the company, shall be entitled to attend the General Meeting of Shareholders, but have only advisory voting capacity.

Art. 24 – A General Meeting of Shareholders shall be held annually at the registered office of the company or at any other place indicated in the convening notice, at 10 a.m. on the first Thursday of May, or, if this day is a statutory public holiday or bank holiday, at 10 a.m. on the business day immediately preceding it.

The Ordinary General Meetings of Shareholders shall be convened by the Board of Directors.

Art. 25 – The Board of Directors or the statutory auditors may convene Special and Extraordinary General Meetings of Shareholders. They must do so at the request of one or more shareholders who represent at least one-tenth of the share capital, and this within three weeks of the date postmarked on the registered letter sent to the Board of Directors, listing and substantiating the case for the proposed agenda items and draft resolutions.

When the terms and conditions of Article 234, 235 or 236 of the Banking Act of 25 April 2014 are met with regard to taking recovery measures, and a capital increase is necessary to avoid a resolution procedure being initiated under the relevant conditions set out in Article 454 of the aforementioned Act, 10 to 15 days' notice must be given prior to the General Meeting of Shareholders on taking a decision on that capital increase. In

that case, shareholders are not entitled to put other items on the agenda of that General Meeting of Shareholders and the agenda may not be revised.

Art. 26 – Shareholders who exercise their statutory right to put items on the agenda of the General Meeting of Shareholders, must include in their request the text of the items to be included and the accompanying draft resolutions. Shareholders who exercise their statutory right to table draft resolutions regarding items included on the agenda of the General Meeting of Shareholders, must include in their request the text of the draft resolutions.

Art. 27 – The right of a shareholder to attend the General Meeting of Shareholders and to exercise his/her voting rights at said meeting shall be granted solely on the basis of the accounting record of the shares in the name of the shareholder on the record date, more specifically at midnight Belgian time on the fourteenth day before the General Meeting of Shareholders, either by entry of the shares in the shareholder register, by their entry on the accounts of a recognised account holder or clearing house, and this regardless of the number of shares that the shareholder possesses on the day of the General Meeting of Shareholders. In the cases permitted by law, the Board of Directors may set a different record date.

The right of a holder of convertible bonds, subscription rights or certificates issued in co-operation with the company to be present at the General Meeting of Shareholders, is similarly granted solely on the basis of the accounting record of the securities in his/her name on the record date. Bearer convertible bonds which are only issued abroad or which are subject to foreign law are registered for accounting purposes by presenting the convertible bonds to a financial intermediary or by entering them on an account at a financial intermediary.

Every shareholder and every holder of convertible bonds, subscription rights or certificates issued in co-operation with the company, who wishes to attend the General Meeting of Shareholders, must inform the company or a person so designated by the company by no later than the sixth day before the day of the General Meeting of Shareholders of his/her intention to attend and also indicate the number of securities with which he/she wishes to participate and the manner in which he/she intends to attend. If a holder of book-entry securities wishes to attend the General Meeting of Shareholders, he/she must also ensure that the company or a person so designated by the company, receives on the same day at the latest, a certificate supplied by the recognised account holder or the clearing house, which states the number of book-entry securities – entered in the holder's name on his/her accounts on the record date – with which he/she wishes to participate in the General Meeting of Shareholders. One and the same obligation applies to every holder of bearer convertible bonds that are only issued abroad or that are subject to foreign law, on the understanding that in this case the certificate will be supplied by the financial intermediary to which the convertible bonds had been submitted, or with which the convertible bonds had been entered on an account.

Art. 28 – Unless specified otherwise by law, every shareholder, every holder of convertible bonds, subscription rights and certificates issued in co-operation with the company whether a private individual or legal entity, may arrange to be represented at the General Meeting of Shareholders by a single proxy.

The Board of Directors will determine the form to be used when voting by proxy. The company must be in receipt of the proxy on the sixth day before the General Meeting of Shareholders at the latest.

Art. 28bis – If the convening notice expressly so provides, each shareholder has the right to cast votes remotely prior to the General Meeting of Shareholders by correspondence, through the company website or in any other way indicated in the notice.

If this right is granted, the convening notice shall contain a description of the procedures to be followed by the shareholder in order to vote remotely. The convening notice, or information on the company website to which the convening notice refers, shall specify the way in which the company may verify the capacity and identity of the shareholder.

To calculate the rules on attendance quorum and voting majority only the remote votes shall be taken into account which are cast by shareholders meeting the formalities to be admitted to the General Meeting of Shareholders as referred to in Article 27 of these Articles of Association.

A shareholder who has cast his votes remotely may no longer choose any other way of participation in the General Meeting of Shareholders for the number of the thus cast votes.

Art. 29 – The Board of Directors or the officers of the General Meeting of Shareholders may, within the confines of the law, grant exemption from the formalities laid down in Articles 27 and 28, paragraph 2, of these Articles of Association.

Art. 30 – Prior to the opening of the meeting, the persons present shall sign the attendance roster, on which are listed the names of the shareholders present or represented, as well as the number of securities they hold. In case of remote participation in the General Meeting of Shareholders, the login to the electronic system set up by or on behalf of the company will count as a signature on the attendance roster.

Art. 31 – The chairman of the Board of Directors or, in his absence, a deputy chairman or a director designated by his colleagues, shall preside over the General Meeting of Shareholders.

The chairman shall appoint a secretary, who need not be chosen from among the shareholders; the meeting shall elect two tellers.

The chairman, the secretary and the tellers are the officers of the meeting.

Art. 32 – Except for resolutions for which the law requires a stricter attendance and/or voting quorum, the General Meeting of Shareholders may pass resolutions by a simple majority of votes, regardless of the number of shares participating in the voting.

Voting shall occur by a show of hands or in any other way accepted by the General Meeting of Shareholders.

If, in the vote on an appointment, no candidate obtains the majority, a second vote shall be held between the two candidates who received the most votes; in the case of a tied vote, the elder of the two candidates shall be elected.

Art. 33 – Subject to observance of the legal requirements in respect of attendance and majority, the General Meeting of Shareholders may amend the Articles of Association.

Art. 34 – The Board of Directors is entitled, prior to any Ordinary, Special or Extraordinary General Meeting of Shareholders, to postpone or cancel the meeting. This is in addition to the legal right for the Board of Directors to postpone any Ordinary, Special or Extraordinary General Meeting of Shareholders for up to five weeks due to an announcement regarding a significant participation, and during the meeting to postpone for five weeks the decision regarding the approval of the financial statements.

The adjournment of the decision regarding the approval of the financial statements, puts an end to the deliberation and renders invalid the resolutions passed with regard to the financial statements, including the resolutions on the discharge of the Directors and the statutory auditor. However, it does neither affect the deliberation nor the decisions in respect of resolutions having nothing to do with the financial statements.

All holders of shares, convertible bonds, subscription rights and certificates issued in co-operation with the company shall be called to attend the next meeting and admitted, provided that they have completed the formalities laid down in the Articles of Association, and this regardless of whether or not they attended the first meeting either in person or by proxy.

At the second meeting, the agenda of the initial meeting shall be dealt with in its entirety.

Art. 35 – The minutes of the General Meetings of Shareholders shall be signed by the officers of the meeting and by the shareholders who so request. Copies and extracts shall be validly signed by two directors, one of whom is required to be a member of the Executive Committee.

TITLE V – FINANCIAL STATEMENTS AND PROFIT APPROPRIATION

Art. 36 – The financial year begins on the first of January and ends on the thirty-first of December each year.

Art. 37 – The net profit shall be appropriated as follows:

1. At least five (5) per cent shall be set aside for the legal reserve, until such time as the latter amounts to one-tenth of the share capital.

2. An amount shall then be deducted which is required:

a) to pay a share of the profits to employees and other members of staff of the company and affiliated companies under (group) profit-sharing plans or any other form of employee participation;

b) to pay the shareholders a dividend that is set by the General Meeting of Shareholders.

3. The balance may be earmarked for appropriation to reserves or carried forward to the next financial year.

Art. 38 – The Board of Directors is authorised, in accordance with statutory provisions, to pay an interim dividend.

TITLE VI – WINDING UP, LIQUIDATION

Art. 39 – In case of liquidation of the company, the General Meeting of Shareholders shall appoint one or more liquidators, determine their powers and emoluments and establish the method of liquidation. The Board of Directors shall, without prejudice to the statutory requirements for liquidators, *ipso jure* be entrusted with the liquidation until such time as the liquidators are appointed.

Art. 40 – The net proceeds of the liquidation, after settlement of all corporate debts, shall be distributed among all the shares.

TITLE VII – MISCELLANEOUS

Art. 41 – Every shareholder who is domiciled abroad shall be obliged to elect domicile in Belgium for the purpose of all dealings with the company.

Each member of the Board of Directors and each member of the Executive Committee may elect domicile at the registered office of the company for all matters relating to the performance of their office.

Members of the Board of Directors, members of the Executive Committee, statutory auditors and liquidators who are domiciled abroad shall be deemed to have elected domicile at the registered office of the company, where all notifications, summonses and writs may legally be served upon them, and all notices or letters may be sent to them.