

# Governance Memorandum

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# 1. INTRODUCTION

## 1.1 Context

This Governance Memorandum contains the basic rules applicable to the governance of the Belfius Group and Belfius Bank SA /NV.

All of these rules must be interpreted and completed in accordance with the legislation applicable to the Belfius Group and to Belfius Bank as well as with the circulars and regulations from the Supervisory Authorities. The annexes and any amendments made to these rules form an integral part of the Governance Memorandum.

The information contained in this document refers to the situation of the Bank and of the Belfius Group as at 1 January 2019, unless otherwise mentioned.

## 1.2 Overview of Belfius Group and Belfius Bank NV/SA

Belfius Bank SA/NV (hereinafter referred to as “**Belfius Bank**” or the “**Bank**”) is a public limited company (naamloze vennootschap/société anonyme) of unlimited duration incorporated under the Belgian law on 23 October 1962 which collects savings from the public.

Belfius Bank is licensed as a credit institution in accordance with the Belgian Banking Law<sup>1</sup>. It is registered with the Crossroads Bank for Enterprises under business identification number 0403.201.185 and has its registered office at 1210 Brussels, Avenue Charles Rogier 11, Belgium. Belfius Bank’s LEI code is A5GWLFH3KM7YV2SFQL84.

Belfius Bank is wholly owned by the Belgian federal State through the Federal Holding and Investment Company (FHIC)<sup>2</sup>. Belfius Bank shares are not listed.

Belfius is first and foremost a locally embedded independent bank and insurance group which provides financial services to private individuals, professionals, social-profit institutions, corporates and the public authorities in Belgium.

With an essentially Belgian balance sheet for its commercial activities and customers from all segments, Belfius is in a position to act as a universal bank “of and for Belgian society”. Belfius is committed to maximal customer satisfaction and added social value by offering products and providing services with added value through a modern distribution model. Thanks to a prudent investment policy and a carefully managed risk profile, Belfius aspires to a sound financial profile that results in a solid liquidity and solvency position.

# 2. STRATEGIC OBJECTIVES AND VALUES

## 2.1 Strategy

The Belfius Group (hereinafter also referred as “**Belfius**”) has a clear strategy and market positioning, with a strong commitment to disciplined risk and financial management, targeting further revenue growth and diversification, sustainable operational efficiency, a sound risk profile and a strong balance sheet. Belfius believes that these objectives are the best guarantors for a future-proof business model, solid operating profit expansion and long-term added value for Belfius’ customers and stakeholders.

Belfius’ strategy is built on the following 6 pillars:

1. An integrated bank-insurer
2. Anchored in all segments of the Belgian economy
3. Focus on customer satisfaction
4. Local decision centres close to the customer
5. Digital leadership supported by a strong brand
6. Social commitment

### 1. An integrated bank-insurer

Belfius believes in the added value of an integrated bank-insurance model. In this way, Belfius offers a customer experience and a solution to the banking and insurance needs of its customers through a single point of contact. For Belfius, an integrated model provides significant leverage for future income diversification and growth, as customer potential can be addressed both through its branches as well as through digital sales.

### 2. Anchored in all segments of the Belgian economy

Belfius is firmly embedded in all segments of the Belgian economy and society. Customers appreciate that Belfius re-invests their savings to support local projects of individuals, companies and governmental authorities all for the benefit of the community. Belfius’ knowledge of the various needs of individual, private banking - or wealth management customers, small or large entrepreneurs, public or social institutions, facilitates Belfius (enables Belfius) to capitalise fully on the synergy between customer segments, products and business lines diversifying the risks, increase the revenues and manage the costs.

<sup>1</sup> Law of 25 April 2014 on the legal status and supervision of credit institutions and stockbroking firms.

<sup>2</sup> Also designated as « Société fédérale de Participations et d’Investissement (SFPI) » or « Federale Investeringsmaatschappij (FPIM) ».

### 3. Focus on customer satisfaction

Belfius' customers always come first. Belfius' strategic focus on customer satisfaction underlies Belfius' strong results. The constantly growing customer confidence and the thorough, internal change in corporate culture, where costs and investments are consistently weighed on the basis of their real added value for the customer, reflect Belfius' unwavering commitment to a customer focused culture. Belfius believes that this focus provides the best guarantee for added value for all its stakeholders – because keeping the customer even more satisfied implies a higher recommendation rate and more room for deep personal customer relations in the long term.

### 4. Local decision centers close to the customer

Belfius has local, easily accessible touch points and decision-making centres for an integrated omni-channel distribution strategy. Customers think it is important for decisions to be taken fast and in Belgium, with knowledge of the market in which they invest. This is precisely why Belfius opts for a combination of quality customer management through decentralised local commercial staff and high performance, user-friendly digital channels, an approach that addresses changing customer needs whilst offering opportunities to reinforce Belfius' customer base through cross selling and cross buying. Belfius is convinced that innovation offers capital opportunities to draw even closer to its customers, their ease of use and satisfaction. Belfius is and wants to remain a pioneer in mobile and digital financial services in Belgium and exports its know-how abroad as well. End to end (E2E) processes that bolster Belfius' operational efficiency even more, next to respectful data management enabling Belfius to offer its customers a distinctive human-digital experience and personal, relevant solutions. A strong and trustworthy brand such as Belfius is a guarantee label for a growing group of digital consumers, who buy and sell through various ecosystems.

### 5. Digital leadership supported by a strong brand

Belfius is convinced that innovation offers capital opportunities to draw even closer to its customers, their ease of use and satisfaction. Belfius is and wants to remain a pioneer in mobile and digital financial services in Belgium and exports its know-how abroad as well. End to end (E2E) processes that bolster Belfius' operational efficiency even more, next to respectful data management enabling Belfius to offer its customers a distinctive human-digital experience and personal, relevant solutions. A strong and trustworthy brand such as Belfius is a guarantee label for a growing group of digital consumers, who buy and sell through various ecosystems.

### 6. Social commitment

As a forerunner of a new banking culture, Belfius is aware of the social responsibility that its unique position in the Belgian financial landscape entails. Belfius wants to assume this responsibility in an ethical and sustainable manner through a double social commitment. On the economic front, by being a privileged partner of the public and social sector, a driving force for the Belgian economy and a more sustainable (and) "smart" society. On the social front, by supporting projects with a social and cultural aim, often initiated and carried out spontaneously as volunteer work by its employees.

#### 2.2 Values

Belfius' strategy is based on the following values :

> Customer satisfaction

Customer satisfaction is at the core of Belfius' thinking and acting. Belfius is committed to continuously improve the value propositions for its customers.

> Transparency

Belfius is transparent about how it works, what it aims for and how it intends to get there.

> Authenticity

Belfius walks the talk, believes in its goals and in a new banking culture. Belfius respects individualities and finds differences enriching.

> Challenge

Belfius challenges its way of working, and wants to be challenged by its customers in order to deliver the best performance, the best products and services and the best results for all its stakeholders.

> Commitment

Belfius is fully committed to strive for a better future for the company and society as a whole.

> Entrepreneurship

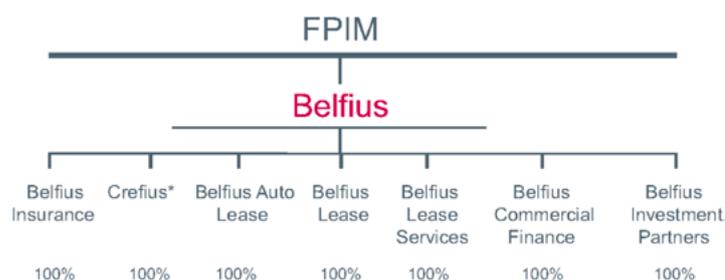
Belfius staff considers Belfius to be "his/her" company and takes responsibility for decisions and actions encouraged to break new ground, push boundaries and discover new opportunities.

## 3. GOVERNANCE IN A GROUP CONTEXT

### 3.1 Belfius Group

Belfius Bank (directly and indirectly held by the «Société fédérale de Participations et d'Investissement (SFPI) » /« Federale Participatie- en Investeringsmaatschappij (FPIM) ») is the parent company of the Belfius Group. Belfius Bank has a number of direct and indirect subsidiaries,

The simplified group structure of Belfius Group at the date of this Memorandum is as follows:



\* Crefius is involved in granting and managing mortgages loans

#### Main commercial subsidiaries

##### Belfius Insurance

Insurance company marketing life and non-life insurance products, savings products and investments for individuals, the self-employed, liberal professions, companies and the public and social sector.

Belfius Insurance offers insurance products to retail and commercial customers through the Belfius Bank branch network, as well as through the tied agents network of DVV/ Les AP insurance. It also offers insurance products through Corona Direct Insurance, a direct insurer active via the internet and “affinity partners”, which are external parties with which Corona collaborates and which offer Corona insurance products. Belfius Insurance’s business model is increasingly focused on bank assurance. Belfius Insurance has also integrated the Elantis brand, which offers mortgage loans and consumer loans through independent brokers, for the balance sheet of Belfius Insurance, Belfius Bank and a third party bank.

##### Crefius

Company servicing and managing mortgage loans.

##### Belfius Auto Lease

Company for operational vehicle leasing and car fleet management, maintenance and claims management services.

##### Belfius Lease

Company for financial leasing and renting of professional capital goods.

##### Belfius Lease Services

Financial leasing and renting of professional capital goods to the self-employed, companies and liberal professions.

##### Belfius Commercial Finance

Company for financing commercial loans to debtors, debtor insolvency risk cover and debt recovery from debtors (factoring).

##### Belfius Investment Partners

Company for administration and management of funds.

### 3.2 Group interests and interests of subsidiaries

The general policy and strategy of the Belfius Group and the entities belonging to the Belfius Group are defined by the Board of Directors of Belfius Bank. The different entities of the group carry on their activity following the guidelines set by Belfius Bank.

The management bodies of the different subsidiaries must ensure that the implementation of the group’s strategic orientation is in line with the rules and obligations to which the subsidiary is subject as an autonomous legal entity and, as the case may be, as a regulated institution.

In defining the group policy, Belfius Bank ensures that the interests of the various subsidiaries are preserved.

Respect for the group interests and the interests of subsidiaries is guaranteed in particular with:

- > the composition of the Board of Directors of Belfius Bank and Belfius Insurance in which independent Directors sit;
- > the implementation by Belfius Bank and by Belfius Insurance of an internal system of whistleblowing;
- > the introduction of mechanisms:
  - to identify decisions or practices at a group level and to bring them to the attention of the management bodies of the companies concerned (establishment of a Mediation Committee);
  - to guarantee the synergy between Belfius Bank and Belfius Insurance;
  - to ensure the adequate allocation of capital within the group.

These mechanisms are described in more detail below.

The basic rules applicable to the governance of Belfius Insurance are described in a separate Governance Memorandum drawn up by Belfius Insurance, approved by its Board of Directors and in line with the Belfius Group governance framework.

### 3.2.1 Mediation Committee

A Mediation Committee has been set up within the Belfius Group competent for all subsidiaries of the Belfius Group. The composition and functioning of the Mediation Committee are described in the committee's internal rules.

#### (i) Composition

The Mediation Committee should be composed of three independent directors with relevant operational management experience:

- > the Chairman of the Board of Directors of Belfius Bank, who chairs the Mediation Committee;
- > one independent non-executive Director of Belfius Bank;
- > one independent non-executive Director of Belfius Insurance.

The Chairmen of the Management Board of Belfius Bank and Belfius Insurance attend the meetings of the Mediation Committee as permanent invitees.

#### (ii) Competences

The Mediation Committee is tasked to advise the Board of Directors on intra-group transactions:

- > between Belfius Bank and its subsidiaries, on the one hand,
- > between the subsidiaries of the Belfius Group, on the other hand,

provided such transactions reach the materiality threshold of EUR 25 million minimum and the companies cannot reach an agreement among them within a relatively short period.

The Mediation Committee takes into consideration the interests of the group as well as the interests of all companies involved when giving advice.

#### (iii) Functioning

The Mediation Committee meets upon being convened by the Chairman of the Management Board or the Chairman of the Board of Directors of Belfius Bank or of a subsidiary of Belfius Group by means of a notice sent to the committee secretary.

The Mediation Committee operates in a collegial manner and its decisions result from a consensus of its members. If applicable, the Chairman may, on his/her own initiative or at the request of a member, submit the issue under debate to a vote. The decision is then taken by simple majority of the votes cast by all the members present. In the event of a tie, the Chairman of the Board of Directors of Belfius Bank shall have a casting vote.

#### (iv) Advice

The Mediation Committee gives its reasoned opinion to the Board of Directors of the relevant companies concerned which will then take a decision on the planned decision or operation.

### 3.2.2 Group Management Committee

#### (i) Responsibilities and powers

Since 1 January 2019 a Group Management Committee has been installed that will steer Belfius Group as a financial conglomerate.

This Group Management Committee, responsible for group matters, will discuss, validate and make proposals to the Board of Directors of Belfius Bank related to a.o.:

- > the Belfius Group strategy;
- > the financial plan for the Belfius Group;
- > the Belfius Group Risk Strategy, Risk tolerance levels, Risk Appetite Policy and Risk limits on counterparties;
- > the Stress tests;
- > IT strategy and IT security requirements on Group level;
- > the HR Group vision;
- > Asset Management;
- > the data and digital vision for Belfius Group;
- > Mergers and strategic acquisitions;
- > Corporate Social Responsibility (CSR);
- > Intra-group transactions and transfer pricing.

The Group Management Committee :

- > monitors the business performance of Belfius Group as a whole and of its different business lines in particular, against strategic goals, plans and budgets as approved by the Board of Directors;
- > monitors the IT Group strategy: manages costs and benefits of challenges in technology : Automation, Robotics, Artificial Intelligence;
- > defines communication and Customer experience vision, strategy and guidelines for Belfius Group.

#### (ii) Scope

The Group Management Committee treats subjects related to Belfius Bank, Belfius Insurance and Belfius Investment Partners and their main subsidiaries.

#### (iii) Functioning

The Group Management Committee takes place in principle once a week. If necessary it may be convened at any time by the Chairman or if a member so requests.

The Group Management Committee operates in a collegial matter and its decisions result from a consensus of its members. If applicable the Chairman may, on his/her own initiative or at the request of a member, submit the issue under debate to a vote. The decision is then taken by simple majority of the votes cast by all the members present. In the event of a tie, the Chairman shall have a casting vote.

#### (iv) Composition

The Group Management Committee is composed by the Members of the Management Board of Belfius Bank and the

CEO of Belfius Insurance, and is chaired by the CEO of Belfius Bank.

In function of the agenda topics, other members of the Management Board of Belfius Insurance or of the subsidiaries of Belfius Bank and Belfius Insurance can be invited.

The three associated members of the Management Board of Belfius Bank attend the meetings of the Group Management Committee as permanent invitees (advisory role).

### 3.2.3 Other mechanisms in place

Mechanisms have also been put in place to guarantee the synergy within the Belfius group as well as an improved communication and information management. These mechanisms are in place both at Board of Directors level and advisory committees level as well as in the different divisions of Belfius Bank and of Belfius Insurance and their subsidiaries.

> *Mechanisms put in place at Board of Directors level and advisory committees level in Belfius Bank and Belfius Insurance*

#### At Board of Directors level

The Nomination Committee ensures that the Board of Directors of Belfius Bank is composed of a sufficient number of Directors with experience in banking and insurance matters given that,

- several Directors of Belfius Bank (both executive and non-executive) sit on the Board of Directors of Belfius Insurance;
- the Nomination Committee and the Remuneration Committee are competent for Belfius Bank, for Belfius Insurance, for Corona and for Belfius Investment Partners;
- the Chairman of Management Board of Belfius Insurance attends the Board of Directors meetings of Belfius Bank as invitee;
- Belfius is a financial conglomerate.

Furthermore, the Board of Directors of the Bank shall be informed of the proposal to appoint a candidate to a vacant position in the Board of Directors or the Management Board of Belfius Insurance, Corona and Belfius Investment Partners. This candidacy shall likewise be submitted for advice to the Nomination Committee, which is also competent for these companies.

Moreover, the minutes of the meetings of the Board of Directors of Belfius Insurance shall be submitted systematically to the Board of Directors of Belfius Bank.

#### At advisory committees level

##### Joint committees

The Nomination Committee and the Remuneration Committee are competent for Belfius Bank, for Belfius

Insurance, for Corona and for Belfius Investment Partners.

The Chairman of the Management Board of Belfius Insurance as well as a designated independent Director of Belfius Insurance are always invited to the Nomination Committee and to the Remuneration Committee for matters concerning Belfius Insurance and its subsidiaries.

> *Interaction between committees specific to Belfius Bank and to Belfius Insurance*

The Audit Committee and the Risk Committee (“Risk Committee” within Belfius Bank and “Risk & Underwriting Committee” within Belfius Insurance) are specific to Belfius Bank and to Belfius Insurance. Nevertheless, Directors representing the shareholder Belfius Bank sit on the two advisory committees (the Audit Committee and the Risk & Underwriting Committee) set up within the Board of Directors of Belfius Insurance and joint Belfius Bank and Belfius Insurance committee meetings may be held on request.

Accordingly, the Audit Committees of Belfius Bank and Belfius Insurance hold a joint meeting, in principle twice a year, where the following items in particular are broached: (i) the half yearly financial results of Belfius Insurance, (ii) the activities of the Audit Committee of Belfius Insurance, and (iii) the half yearly internal audit report of Belfius Insurance. Joint committees of the Risk Committees of Belfius Bank and of Belfius Insurance may also be organised.

Furthermore a Non-Executive Director of both companies is a member of the two Audit Committees and the two “Risk” Committees respectively to ensure the coordination and mutual exchange of information in the Audit Committees and the Risk Committees of Belfius Bank and Belfius Insurance.

> *At independent control functions level*

#### Internal audit

Belfius Bank together with Belfius Insurance have established a Belfius Group joint audit charter which contains the guidelines (i.e. strategy and operating rules) for the collaboration between Belfius Bank and its subsidiaries in audit matters. This charter has been validated by the Management Boards of Belfius Bank and Belfius Insurance as well as by their respective Audit Committees and Boards of Directors.

Measures of collaboration and of supervision aim on the one hand to fulfil the duty of assurance required as to the quality and effectiveness of internal control, risk management and governance systems and processes, and on the other hand to ensure efficient communication between the various stakeholders (Auditors General, Management Boards and Audit Committees).

The heads of Internal Audit respectively for Belfius Bank

and Belfius Insurance are responsible for the independent audit of risks relating to their entity and their subsidiaries and branches which do not have their own internal audit department as well as for the supervision of all audit tasks in relation to those entities, subsidiaries and branches.

The audit departments within the Belfius Group rely on a central “support” unit (the “Audit Office”) within Belfius Bank reporting to the Auditor General. On proposal of that central unit, the Auditors General of Belfius Bank and Belfius Insurance consult and ratify the internal audit methodologies and processes to be implemented in each entity, as well as their developments, and ensure the application of the decisions taken.

In addition, the Belfius Bank audit department is responsible for ensuring the adequacy of the organisation of internal audit in place in the entire Belfius Group and the quality of its operation. To that end, the head of internal audit at Belfius Insurance has a functional link to the Auditor General of Belfius Bank and the Auditor General of Belfius Bank attends meetings of the Audit Committee of Belfius Insurance.

At Audit Committee level, at least two joint committee meetings are organised. The half-yearly financial results and the work of the Audit Committees of Belfius Insurance are dealt with there.

## Compliance

The Compliance function, the integrity policy and the guidelines and codes of conduct concerning compliance - approved by the competent bodies - are coordinated centrally within the Belfius Group by the Compliance function at Belfius Bank (“group Compliance function”).

A local Compliance function is put in place within each regulated entity of the Belfius Group.

The local Compliance function reports operationally to the group Compliance function. The local Compliance function reports a.o. periodically on its activities and any compliance incidents in its entity to the group Compliance function. The local Compliance function must also implement the group’s integrity policy in its entity and may only divert from this, on substantiated grounds, with the assent of the group Compliance function. The local Compliance function also has a right of direct escalation to the group Compliance function.

The group Compliance function is responsible for collaboration, coordination, the provision of support and advice and rationalisation of the various local Compliance functions within the Belfius Group. In its turn, the Belfius Insurance Compliance function performs a group Compliance function for the entities constituting the Belfius Insurance group.

## Risk Management

In line with article 194 of the Banking Law, Belfius manages risks based on a group-wide co-ordinated and integrated risk management framework. The overall objective is to have a risk management coordination, ensuring consistency while respecting each entity’s specificities, responsibilities and legal/regulatory obligations. The main pillars of risk management are an appropriate risk governance structure, risk monitoring and a decision-making process.

At the level of the Risk departments of Belfius Bank and Belfius Insurance, the CRO’s, assisted by their Risk Executive Committees (“Risk ExComs”), ensure adequate integration and coherence regarding methodologies, tools and risk management.

In terms of risk governance structure Belfius implements:

- (i) a similar Committee governance and decision taking processes: through Board of Directors, Risk Committee (Belfius Bank) - Risk & Underwriting Committee (Belfius Insurance), Risk ExComs Belfius Bank - Belfius Insurance, ...) and as of January 1st 2019 also through the “Group Management Committee” for Group risk matters ;
- (ii) the presence of Belfius Bank Board of Directors’ members on Belfius Insurance Committees assuring enhanced coherence;
- (iii) the possible organisation of a common Belfius Bank Risk Committee / Belfius Insurance Risk & Underwriting Committee;

Both entities have a similar risk policies & guidelines framework and approach and use similar and/or common tools ensuring consistency and enabling coherence, as well as an integrated management of risks and internal controls.

More information regarding the risk governance of Belfius Insurance can be found in the annual report of Belfius Insurance.

## 3.3 Governance of the Belfius Group

Belfius has implemented a strengthened governance structure enhancing the Belfius financial conglomerate dimension. In practice this means that:

- > A Financial Conglomerate Policy focused on a group-wide approach of the following areas: corporate governance, capital adequacy and liquidity, and risk management has been established;
- > A functional link exists between the Chief Financial Officers (CFO’s) of Belfius Bank and Belfius Insurance;
- > A functional link exists between the Chief Risk Officers (CRO’s) of Belfius Bank and Belfius Insurance;
- > Shared service centres are set up in the Integrated Corporate Management line to service Belfius Bank as well as Belfius Insurance (Accounting, Strategic planning &

performance management, Research). The service delivery is defined in service level agreements;

- > Following support and control functions operate at group level : HR, Communication, Data Protection Officer, their service delivery is defined in service level agreements;
- > As of January 1,2019, a Group Management Committee will be established. It will be composed of the members of the Management Board of Belfius Bank and the CEO of Belfius Insurance, and attended by the Associated Members in an advisory role. In function of the agenda topics, other members of the management board of Belfius Insurance can be invited to the meetings;
- > A Capital Group committee has been established;

Since end 2017, the Capital Group Committee (“CGC”) has been set up to anticipate, understand, prepare, analyze & monitor all capital aspects on a conglomerate level (Bank, Insurance & related subsidiaries) in compliance with regulatory, legal and economic constraints.Meeting once a month (or ad-hoc basis), the CGC is a joint committee Risk / Finance integrating both Belfius Bank and Belfius Insurance.

The CGC is chaired by the CFO of Belfius Bank with 2 vice-presidents (the CRO of Belfius Bank and the CFO of Belfius Insurance).

Belfius approach to capital management aims to always ensure sufficient capital adequacy when due, optimize capital use and support targeted Long Term debt rating at Group level.

The challenge of the CGC is to seek within the regulatory constraints an optimal balance between available capital needs, costs and market by taking pro-active stance and adopting a sound judgement in order to adapt to the changed market context at all levels (Group, Bank, Insurance, Financial Conglomerate).

More particularly, the roles & responsibilities (Conglomerate, Bank & Insurance, related subsidiaries) encompass:

- analyze and monitor capital within the different solvency indicators (Risk Appetite Framework) and buffers (regulatory and internal)
- prepare and monitor capital planning and the adequacy of the capital buffers versus capital requirements. Monitor and coordinate forward-looking capital needs (related to risk) and their impacts (Base & Stress cases scenarii).
- anticipate and analyze the capital reserve: assessment, allocation & distribution (capital policy, dividend pay-out, payout evolution, temporary capital buffers, business development / investment, ...).
- analyze and propose capital transaction, corrective and recovery actions to improve capital ratios.
- analyze & review the capital allocation to entities and business lines.

- review & follow the contingency capital plan, resolution & Bail-in process.
- analyze and propose transactions to support credit ratings .
- advise and inform on a regular basis Management Boards

- > Harmonized processes are set up where possible and efficient: procurement, IT, Secretary General.

For the control functions the independence of (i) the CRO of Belfius Bank and of Belfius Insurance, of (ii) the internal audit of Belfius Bank and of Belfius Insurance, and of (iii) Compliance of Belfius Bank and Belfius Insurance will remain a given, as well as the availability of sufficient means for fulfilling all tasks in respect of each legal entity.

### 3.4 Capital allocation policy within the group

The ICAAP process (“Internal Capital Adequacy Assessment Process”) enables the Belfius Group to assess the adequacy of its capital in relation to its risk profile and its organisation.

This process is based on a prior definition of the risk appetite framework of the Belfius Group so as to meet its 3 main objectives, i.e. to: reach a target long-term rating, have sufficient capital to meet extreme situations, and achieve its financial objectives (by complying with the new regulatory solvency and liquidity ratios).

The ICAAP is based on (i) a cross risk analysis, and (ii) a financial plan that includes the allocation of capital and analysis of trends in the results of the lines of business and capital supply.

Reports are organized for the Management Board of Belfius Bank via the Risk Appetite Committee (RAC), and are submitted to the Risk Committee of Belfius Bank for advice and then to the Board of Directors of Belfius Bank for approval.

The ICAAP process covers all the entities of the Belfius Group, including the insurance subsidiaries.

The risk appetite ratios are initially controlled at the group level and include parameters from insurance.

In this way, the risk appetite framework of Belfius Insurance adheres to the risk appetite framework of the Belfius Group and is composed mainly of group ratios supplemented by specific insurance ratios.

Belfius Insurance moreover ensures that its own risk appetite framework is in line with the risk tolerance defined by the Belfius Group.

In line with the group principles, the risk tolerance and the quantitative risk appetite indicators of Belfius Insurance are defined so as to:

- > ensure that the economic equity capital and capital requirement are adequate for any potential deterioration in the financial markets;

- > ensure the liquidity of Belfius Insurance;
- > retain control over an increase of losses due to insufficiently diversified portfolios of assets and/or liabilities (e.g. concentration risk);
- > retain control over the volatility of profits and different assets.

As regards the capital allocation process, due account is taken of the banking and insurance activities, in particular as regards:

- > the Return/Capital requirements for the lines of business (insurance is considered as a line of business in its own right);
- > the solvency target (CET1 target based on RAF);
- > the Risk Weighted Asset of each business lines;
- > the dividend policy between the banking and insurance activities (solvency constraints before payment of dividends);
- > Tier 2 subordinated debt capital between the banking and insurance activities;
- > the specific de-risking for each centre of activities (P&L, Risk Weighted Assets and capital).

The full process will result in an optimized allocation of Capital to Business Segments in compliance with the Budget framework guidelines and with the Board defined strategy, risk and return profile of Belfius.

The ICAAP process is reviewed regularly when drawing up and when checking the group and insurance financial plans through the RAC committees and risk committees.

## 3.5 Dividend policy

### 3.5.1 As regards the dividend policy between Belfius Bank and its shareholder

The capital policy (and its associated dividend proposal) is a 3 steps process : (i) the capital reserve assessment, (ii) the capital reserve allocation and (iii) the dividend validation process.

Belfius' Capital & Dividend Policy includes all capital metrics (CET1, T1 and CAD) in base & stress cases of its Financial Plan, at both consolidated and statutory levels.

- > Capital reserve assessment

The size of the capital reserve is based on:

- the minimum regulatory requirements (Pillar 1 & 2);
- minimum operational levels, which include additional buffer to face stress;
- internal target levels to cope with potential unexpected items (the "additional buffer elements") beyond the ones foreseeable in the severe stress test.

- > Capital reserve allocation

The capital reserve assessed will be allocated to :

- dividend that could be decided for next year;
- dividend of the current year.

If it results from the capital reserve assessment that the capital reserve would be negative or insufficient, the Management Board will assess and if deemed appropriate and required, define measures, including a restriction on dividend distribution, that can be taken to address the shortfall. The Board of Directors will be informed and deliberate thereon until and up to the extent that the shortfall is addressed.

- > Dividend validation process

The dividend pay-out payment proposal will be submitted to:

- Belfius Board of Directors for proposal / decision. In case of ordinary dividend, formal decision will have to be taken after the validation of the annual financial accounts;
- Belfius Shareholders' Meeting for decision (not for interim dividend) beforehand.

The European Central Bank (hereinafter referred to as "ECB") will be informed of the dividend payment proposal.

Current capital policy has to be applied for "ordinary dividends", "Interim dividends" and "intermediary dividends" and the process to follow has to be in compliance with Belfius' articles of association, the Banking Law and ECB recommendations.

### 3.5.2 As regards the dividend policy between Belfius Insurance and its parent company Belfius Bank

- > The dividends receivable from Belfius Insurance are included in the Belfius consolidated financial plan. The payment of a Belfius Insurance dividend to Belfius Bank has a direct (positive) impact on the group's consolidated solvency ratio.
- > A dividend policy is yearly updated to be aligned with the group dividend policy. The guiding principles for Belfius Insurance are to ensure a Solvency II ratio over the entire timeframe above 160% once the dividends are paid/taken into account, while offering a sufficient safety cushion to absorb the shocks of a stress test defined and approved by the Board of Directors of Belfius Insurance.

## 4. SHAREHOLDING STRUCTURE

### 4.1 Shareholding structure and role of the Shareholders

#### 4.1.1 Shareholding structure

Since 20 October 2011, Belfius Bank has been an autonomous Bank all the shares of which are held by the “Société fédérale de Participations et d’Investissement” (SFPI) / “Federale Participatie- en Investeringsmaatschappij” (FPIM), directly and via its subsidiary Certi-Fed, within the framework of a mission granted to the SFPI/FPIM by the Belgian State under the Royal Decree dated 10 October 2011. The regulatory supervision (“contrôle de tutelle” / “toezicht”) is carried out by the Minister for Finance who is responsible for the SFPI.

The Belfius Bank shareholder structure is as follows:

- > 359,407,616 shares are held by the SFPI/FPIM, a public limited company of public interest with registered office at Avenue Louise 32 box 4, B-1050 Brussels, acting in its own name but on behalf of the Belgian State;
- > 5,000 shares are held by Certi-Fed, a public limited company with registered office at Avenue Louise 32 box 4, B-1050 Brussels.

Changes made to the structure of the capital of Belfius Bank are notified to the National Bank of Belgium (hereinafter referred to as the “NBB”) in the cases and under the terms provided in Articles 46 and following of the Banking Law.

#### 4.1.2 Role of Shareholders

The Shareholders manage their investment in the light of a sound and prudent management of the Bank, its good governance and sustainable development.

The Shareholders play their role through the Shareholders’ Meeting and through periodic meetings with the Chairman of the Board of Directors (cf. Point 4.1.4 infra).

The Shareholders may not interfere in the management of the credit institution.

The presence of at least four independent Directors on the Board of Directors of Belfius Bank is of such nature as to guarantee an appropriate treatment of any significant conflict of interests and to ensure that the interests of the stakeholders are taken duly into account. In any event, the Board of Directors takes the interests of the company into account in its deliberations.

#### 4.1.3 Significant Shareholder(s)

The significant Shareholder(s) of the Bank must be honourable and financially sound.

In the event of a significant change in shareholding, the changes must not prejudice the stability of the Bank.

Significant shareholders must have the qualities necessary to ensure that they will exercise their influence to promote sound and prudent management of the Bank.

If the Supervisory Authority has reasons to consider that the influence exerted by a significant Shareholder is such as to compromise the sound and prudent management of the institution, it may suspend the exercise of its voting rights and enjoin it to divest its shareholding (Article 54 of the Banking Law).

#### 4.1.4 Relations between the Shareholders and the Board of Directors

It is for the shareholders to let the Chairman of the Board of Directors and the Chairman of the Management Board know their views as to the future of the Bank in the short, medium and long term.

Periodic interviews are planned between the Chairman of the Board of Directors and the Significant Shareholder(s).

The Chairman of the Board of Directors meets regularly with the SFPI to inform it of the evolution of the Bank’s situation, and if necessary to present it with the quarterly results of Belfius. Depending on the subjects dealt with, the Chairman of the Management Board and/or one or more other members of the Management Board of Belfius Bank attend those meetings. The Chairman of the Board of Directors reports verbally on the meeting held with the SFPI at the next meeting of the Board of Directors.

The Chairman of the Board of Directors has regularly a meeting with the Minister of Finance and/or his/her Cabinet in order to explain to him the evolution of the Bank’s situation. Depending on the subjects dealt with, the Chairman of the Management Board and/or one or more other members of the Management Board of Belfius Bank attend those meetings.

### 4.2 Shareholders’ Meeting

#### 4.2.1 General Shareholders’ Meetings

The annual Shareholders’ Meeting is held on the last Wednesday of April each year at 2:30 pm (CET), or, if this day is a public or bank holiday, on the first business day thereafter. It takes place at the registered office of the Bank or at any other place designated by the convening notice.

The other Shareholders’ Meetings shall be held on the day, at the hour and in the place designated by the convening notice. They may be held at locations other than the registered office.

The annual, special and extraordinary Shareholders' Meetings may be convened by the Board of Directors or by the Statutory Auditor and must be convened at the request of Shareholders representing one-fifth of the company's share capital.

#### 4.2.2 Notices convening the Shareholders' Meeting

Holders of registered shares, bonds, subscription rights and certificates issued with the collaboration of the company, Directors and Statutory Auditors must receive written notice of the Shareholders' Meeting by regular mail or by another means of communication to which they have expressly agreed in writing at least 15 days prior to the meeting. When all shares, bonds, subscription rights or certificates issued with the collaboration of the company are in registered form, it is possible to limit the communication of the notices by registered mail or by another means of communication to which the security holders have expressly agreed in writing.

The Bank also publishes a notice of the meeting in the Belgian State Gazette (Belgisch Staatsblad/Moniteur belge), in a newspaper with national coverage (except for those annual Shareholders' Meetings which take place at the location, place, day and hour indicated in the articles of association and whose agenda is limited to the approval of the annual accounts, the annual reports of the Board of Directors and the Statutory Auditor, discharge to be granted to the Directors and Statutory Auditor).

The notices are published at least 15 days prior to the meeting.

#### 4.2.3 Formalities to attend the Shareholders' Meeting

The holders of registered shares must give notice of their intention to attend the Shareholders Meeting.

Any shareholder may be represented at the Shareholders' Meeting by a proxy holder, whether the latter is himself a shareholder or not.

In order to be admitted to the Shareholders' Meeting on a consultative basis, in accordance with Article 22 of the Articles of Association :

- > the holders of bonds, subscription rights and certificates, issued with the collaboration of the company which are registered, must give notification of their intention to attend the meeting by simple letter at the latest five days prior to the date of the meeting;
- > the holders of dematerialised securities must lodge a certificate established by the approved account holder or liquidation organisation, confirming that their securities are unavailable until and including the date of the meeting, at the latest five days prior to the date of the meeting, with an agency of Belfius Bank.

The holders of bonds / securities shall be admitted to the meeting on presentation of an account extract or a certificate of unavailability proving such holding.

#### 4.2.4 Quorum and Majorities

In general, there is no attendance quorum requirement for a Shareholders' Meeting, except as provided for by law in relation to decisions regarding certain matters. Decisions are taken by a majority of the votes cast, except where the law or the articles of association provide for a special majority.

Matters involving special legal quorum and majority requirements include, among others, amendments to the articles of association, issues of new shares, convertible bonds or warrants and decisions regarding mergers and demergers, which require at least 50 per cent. of the share capital to be present or represented and the positive vote of the holders of at least 75 per cent. of the votes cast. If the quorum is not reached, a second meeting may be convened at which no quorum shall apply. The special majority requirements, however, remain applicable.

## 5. GOVERNANCE STRUCTURE

### 5.1 Governance structure

The Bank must have transparent governance structures that ensure effective and prudent management in light of the nature, scale and complexity of the risks inherent to its business model and operations. As a basic rule, there should be a division at the highest level between the functions responsible for the senior (day-to-day) management and the functions responsible for the definition of the Bank's strategy and the supervision of the management that carries out that strategy. The supervisory function is entrusted to the non-executive members of the management body (Non-Executive Directors), assisted by several advisory committees in charge of audit, risk management, remuneration, nomination, and mediation.

### 5.2 Management bodies

#### 5.2.1 Board of Directors

##### (i) Responsibilities and powers

The Board of Directors is a collegial body the main competences of which are described below.

The Board of Directors holds the general responsibility for the credit institution. To that end, in accordance with the Banking Law,:

it determines, and controls, in particular:

- > 1° the strategy and objectives of the institution;
- > 2° the risk management, including the level of risk appetite.

It approves the Governance Memorandum.

The term "strategy and objectives" means inter alia:

- > determining the Bank's general policy;
- > defining the principal activities which the Bank intends to carry on and the geographic zone in which it intends to carry on those activities (definition of its "market");
- > significant investments and disinvestments;
- > approving the financial plan (the budget);
- > setting up structures enabling objectives to be realised and restructurings of a certain size: merger, demerger, sale, purchase or contribution of a branch of activity;
- > defining the Bank's values, particularly those which it communicates to customers and staff.

The Board of Directors supervises the implementation by the Management Board of the strategy and objectives it has defined. More globally and in accordance with the Companies Code, the Board of Directors is responsible for supervision of the Management Board and evaluation of the members of the Management Board.

In exercising its supervisory competences, the Board of Directors also performs the following tasks:

- > evaluating the functioning of the Board of Directors;
- > evaluating the management structure and organisation of the company;
- > evaluating the existence and functioning of internal control systems, including the efficient identification and management of the risks and reliability of the financial reporting process;
- > approving and regularly revising the strategies and policies governing the taking, management, monitoring and attenuation of the risks to which the credit institution is or could be exposed, including setting limits to maximum theoretical risk (LMTR) and the risks generated by the macroeconomic environment in which it operates, having regard to the state of the economic cycle;
- > instituting an appropriate policy for the recruitment, suitability assessment and training of Directors, heads of independent control functions and as the case may be other senior management;
- > verifying the existence and adequate functioning of the independent control functions: internal audit, compliance and risk function;
- > verifying the existence of conditions enabling the statutory auditor or, as the case may be, the college of statutory auditors to perform their tasks in an appropriate manner;
- > evaluating the performance of the company in relation to the strategy and budgets provided.

In addition, the law and the articles of association reserve various competences to the Board of Directors:

- > establishing the annual financial statements, which must present a true and fair view of the company's assets & liabilities, financial situation and annual results;
- > supervising the management of all significant risks, in particular those under Regulation 575/2013, the asset valuation and the use of external credit ratings and internal risk models. The Board of Directors dedicates a significant proportion of its activities to this and guarantees that adequate resources are provided for such aspects;
- > defining criteria from which credit risk and counterparty risk arising from operations must be considered as major, requiring these operations and important decisions related hereto to be reported within a deadline enabling the Board of Directors, if necessary, to object;
- > deciding to grant discharge to members of the Management Board;
- > deciding to distribute interim dividends;
- > setting the remuneration of members of the Management Board;

- > adopting and regularly, at least once a year, evaluating the general principles of remuneration policy and supervising its implementation;
- > convening the Shareholders' Meeting;
- > setting the agenda for the annual Shareholders' Meeting as well as extraordinary and special Shareholders' Meetings;
- > deciding to increase the capital within the limits of the authorised capital;
- > approving the Governance Memorandum;
- > appointing the Chairman, possibly one or more vice-Chairmen, the secretary of the Board of Directors, members of the Management Board and co-opting Directors;
- > establishing committees within the Board of Directors;
- > approving the liquidity recovery plan referred to in Article 8, § 8 of the Annex I to the Banking Law and adapting the institution's internal policies and procedures accordingly.

In accordance with Article 77 of the Banking Law, strategic decisions (as defined in Article 3, 63° of the Banking Law) which the Board of Directors intends to take must be submitted in advance for the approval of the Supervisory Authority, which must take a decision on the matter within a period of two months from receipt of a complete file.

Article 3, 63° of the Banking Law defines "strategic decision" as: "a decision of a certain importance, that can therefore have a more global impact on an institution, insofar as various functions of the institution would be involved or affected by such a decision, and with a bearing on all investments, divestments, participations or strategic collaborations of the institution, in particular a decision to acquire or establish another institution, to establish a joint venture, to establish in another State, to enter into a cooperation agreement, to contribute or acquire a branch of activity, or to embark on a merger or demerger."

The Supervisory Authority may, by means of a regulation, specify the decisions to be considered as strategic. It publishes these clarifications.

Belfius considers that the following matters must be submitted to the Board of Directors beforehand:

A proposal for a decision that aims for or entails a change in or derogation from the general policy charted by the Board of Directors and concerns:

- > the governance of the Bank;
- > the risk appetite level and the risk strategy of the Bank (on a proposal from the Risk Committee);
- > the commercial policy of the Bank.
- > A proposal for a decision that entails a considerable change in the internal organization of the Bank, such as:
- > an internal reorganization that has a significant impact (on the number of FTEs, and/or on the risks of the Bank) in several divisions;

- > negotiations with the staff delegation (conclusion of a collective labour agreement) that have a significant impact on the Bank's income statement.

A proposal for a decision concerning investments, stakes or strategic cooperation relations, outside the normal management of the Bank's portfolio, insofar as said decision represents an investment or divestment of at least €50 million as decided by the Board of Directors:

- > Sale, acquisition or setting up of another institution;
- > Setting up a joint venture;
- > Establishment in another State;
- > Conclusion of a cooperation agreement;
- > Contribution or acquisition of a business line;
- > Merger or demerger.

The Management Board shall also inform the Board of Directors about other strategic projects for less than €50 million.

Management of the activities of the credit institution is exclusively within the competence of the Management Board. It is performed totally autonomously within the framework of the general policy defined by the Board of Directors.

#### (ii) Composition, appointment, term, age limit, training etc.

##### > (a) Composition

The functioning of the Board of Directors is described in the articles of association and in the internal rules of the Board of Directors of Belfius Bank.

The main applicable provisions are set out below.

The Board of Directors is composed exclusively of natural persons.

The members of the Board of Directors - together and individually - present an appropriate profile to lead the Bank. The composition of the Board of Directors guarantees that decisions are taken to ensure effective and prudent management of the Bank.

The Directors, members of the Management Board, are qualified as "Executive Directors" and the other Directors as "Non-Executive Directors". The Board of Directors is composed of a majority of Non-Executive Directors in accordance with the Banking Law.

Furthermore, at least four of the Non-Executive Directors are independent within the meaning of Article 526ter of the Companies Code and are appointed from among the Non-Executive Directors.

As of 1 January 2019, at least one third of the Directors should be of the other gender<sup>3</sup>.

##### > (b) Requirements for the Director's office

Each Director must, on his or her appointment and throughout the term of his or her mandate, have the

expertise and the professional integrity required to perform his or her tasks. The Bank will periodically assess the Director's suitability.

> (c) Appointment/renewal/resignation/dismissal procedure

Directors are appointed, re-elected and dismissed by the Shareholders' Meeting (or by the Board of Directors in the case of a Director being co-opted) on the proposal of the Board of Directors, after advice of the Nomination Committee. The appointment or renewal of the mandate of a Director must be approved in advance by the Supervisory Authority and by the significant Shareholder.

The Nomination Committee prepares the proposals for appointing, co-opting, renewing the term of office and dismissing Directors.

When a Director is to be re-appointed, the Nomination Committee shall assess his/her contribution to the functioning of the Board of Directors and ensure that there are no new elements of such nature as to have an unfavourable impact on the suitability of the Director to perform a new term of office.

The Nomination Committee then presents the candidate to the Board of Directors together with its recommendation.

For an initial appointment or renewed term of office, the Chairman of the Board of Directors and the Nomination Committee ensure that the Board of Directors and the Shareholders' Meeting have sufficient information about the candidate Director to be able to assess whether he/she has the expertise and professional integrity required to hold the office (curriculum vitae, certificate of no criminal record, appointment form from the Supervisory Authority duly completed and any other information needed to assess whether the candidate Director has the suitability required for the position).

Belfius Bank shall inform the Supervisory Authority beforehand of the proposed or renewed appointment, as well as of the non-renewal of the appointment or the dismissal of Directors. It will also provide the Supervisory Authority with the necessary information concerning the candidate Director, so that said authority can give its prior approval for the proposal to appoint or re-appoint candidates. The Supervisory Authority shall verify the suitability of the person concerned before he/she is actually appointed.

A change of position, including a new distribution of significant tasks in the Board of Directors is considered as a new appointment and consequently will require the prior authorization of the Supervisory Authority.

As part of its prior suitability assessment, the Supervisory Authority may decide to interview the person concerned. An interview shall nevertheless always be conducted in

the case of the Chairman of the Board of Directors or a Chairman of an advisory committee in the Board of Directors.

If a Director wishes to terminate his/her mandate early, he/she must send a letter of resignation to the Chairman of the Board of Directors, with a copy to the Chairman of the Management Board. This resignation shall be announced at the next meeting of the Board of Directors which shall proceed to replace the Director where appropriate. In such a case, the next Shareholders' Meeting shall proceed to the final appointment of the co-opted Director, where appropriate.

> (d) Term of the mandate

The Directors' mandates run for a maximum term of four years. Directors may be re-elected. However Non-Executive Directors are re-eligible for a maximum of two additional mandates (the total term of their mandate is therefore a maximum of 12 years).

The Director's mandates expire at the end of the ordinary Shareholders' Meeting that decides on the financial accounts for the past financial year, held in the year during which their mandate expires.

A Director must resign if a change in his or her personal situation makes that situation incompatible with his or her mandate as a Director of Belfius Bank.

> (e) Age limit

Non-Executive Directors retire on the date of the Shareholders' Meeting for the year during which they reach the age of 72.

The Board of Directors has the right to depart from the aforementioned rules if it deems that this would be in the interest of the company, in consultation with the Supervisory Authority.

> (f) Social status

From an employment law perspective, the Director of a company is considered as self-employed and must join a social insurance fund for self-employed workers.

Directors are not considered as holders of public mandates within the meaning of the Royal Decree n°38 of 27 July 1967 organising the social status of self-employees.

> (g) Incompatibility of mandates

In order to ensure the availability of the Non-Executive Directors to exercise their function, Belfius Bank has drawn up, pursuant to article 62 of the Banking Law, internal rules relating to the exercise of external functions by Directors of the Bank. These rules were approved by the Board of Directors.

The exercise of external mandates by Directors is in

principle authorised, but subject to several limitations.

A Non-Executive Director may only exercise a mandate in a company in which Belfius Bank has a holding if he or she does not take part in the day-to-day management of that company.

In addition, the Non-Executive Director may exercise at a maximum:

- four mandates that may not imply involvement in the day-to-day management of a commercial company (including his or her mandate within the Belfius Group within the meaning of Article 62 § 9 of the Banking Law); or
- one mandate that does imply involvement in the day-to-day management and two mandates that does not imply involvement in the day-to-day management of a commercial company (including his or her mandate within the Belfius Group within the meaning of Article 62 § 9 of the Banking Law).

In individual cases, the Supervisory Authority may grant a derogation from the maximum number of mandates aforementioned by authorising the exercise of an additional non-executive mandate.

A Director may not accept or exercise a mandate in another competing financial institution (credit institution / insurance company) or in a company with a direct or indirect qualifying holding in another financial institution active in Belgium in view of possible conflicts of interest, unless the Belfius Group has a holding in that company. In this exceptional case, the concerned Director will be particularly careful to observe legal and statutory provisions relating to conflicts of interest (cf. in this regard the chapter dealing with integrity policy).

The regime of incompatibility of mandates and obligations to which Directors are subject is included in the internal rules relating to the exercise of external functions by the Directors of Belfius Bank, which are a part of the internal rules of the Board of Directors.

#### > (h) Chairmanship

The Board of Directors appoints a Chairman and, as the case may be, one or more Vice-Chairmen from among the Non-Executive Directors. The Board of Directors and the Management Board are chaired by different persons.

In close collaboration with the Chairman of the Management Board, the Chairman of the Board of Directors.

- ensures the balanced and optimal composition of the Board of Directors;
- guarantees the efficient operation of the Board of Directors:
  - by drawing-up agendas for meetings;

- by fostering interaction between Directors, particularly by convening notices and all relevant information sending in due time (in principle at least four working days prior to the meeting), leaving Directors the time necessary to prepare in depth for the meeting;
- ensures constant and optimal dialogue between the Board of Directors and the Management Board;
- chairs the Board of Directors and the Shareholders' Meeting.

In his/her absence, the Chairman is replaced, as the case may be, by one of the Vice-Chairmen or in their absence by a Non-Executive Director appointed by the other Directors in accordance with the following rule: the Director with the longest length of service will chair the Board of Directors. In the event of equal lengths of service, the oldest Director will be appointed.

#### (iii) Functioning

The Chairman of the Board of Directors draws up the agenda in cooperation with the Chairman of the Management Board and the secretary.

In order to deliberate, the attendance or representation of at least one half of the members is required.

Decisions of the Board of Directors require a simple majority of the votes of all the members present and represented. In event of a tied vote, the Chairman or the member replacing him or her has the casting vote.

In exceptional cases duly justified by urgency and corporate interest, decisions of the Board of Directors may be taken by the unanimous consent of the Directors, expressed in writing. This procedure may not be used however for the closing of the annual accounts. Meetings may also be held by telephone conference or video conference. In that case, the meeting of the Board of Directors is deemed to take place at the company's registered office.

The Board of Directors may always deliberate validly, even in the absence of convening notice, if all the members are present or represented.

The information provided to the Directors in performing their tasks, whether for or in meetings of the Board of Directors/ advisory committees, or in private meetings, both during the exercise of their mandate and after its expiry, is given to them *intuitu personae*. It is for them to ensure that the confidentiality of such information is strictly observed.

The Director's duty of discretion and observance of confidentiality is described in the internal rules of the Board of Directors and in the Fraud Risk Policy. The Auditor General examines the source of each leak. After consultation with the Chairman of the Board of Directors, external contacts will be made, unless likely to cause loss or damage to reputation.

The results of this investigation will be reported to the Audit Committee and to the Board of Directors. Depending on the observations of the Auditor General, the Bank will take the necessary steps.

Each year, the Shareholders' Meeting rules on the discharge to be granted to Directors for the exercise of their mandate during the preceding financial year.

#### (iv) Advisory committees

##### > (a) Audit Committee

The composition and functioning of the Audit Committee are described in the internal

rules of the Audit Committee of Belfius Bank.

The main applicable provisions are set out below.

- (i) Composition

The Audit Committee is composed of at least three members, exclusively Non- Executive Directors. The majority of members are Independent Directors within the meaning of Article 526ter of the Companies Code. A member of the Audit Committee may not sit on more than three advisory committees (Audit Committee, Risk Committee, Remuneration Committee and Nomination Committee).

If one of the members resigns or in the case of force majeure, the Audit Committee may temporarily be composed of only two non-executive members, Independent Directors within the meaning of Article 526ter of the Companies Code.

Members of the Audit Committee have collective expertise in the field of operations of Belfius Bank as well as in the area of accounting and audit. At least one independent Director, a member of the Audit Committee, is skilled in accounting and/or audit.

The Chairman of the Audit Committee is appointed by the members of the Audit Committee and must be an independent Director within the meaning of Article 526ter of the Companies Code. The Chairman may not simultaneously be Chairman of the Board of Directors.

The Chairman of the Management Board, the Auditor General of Belfius Bank, and the Statutory Auditor(s) may also attend meetings as permanent invitees. Other members of the Management Board and Non-Executive Directors attend meetings of the Audit Committee on invitation in relation to specific items on the agenda. Their attendance is limited to items concerning them. The Audit Committee regularly invites members of the management to give presentations and explanations on specific topics. The heads of Risk Management and the Compliance Officer are regularly convened.

The Audit Committee may ask an expert to attend meetings of the Audit Committee as an adviser, without being a member of the committee.

The Audit Committee may always decide, during a meeting, to meet alone during a specific period or only with people it indicates.

- (ii) Operation

##### Scope of activities

The Audit Committee covers all the consolidated companies of Belfius Bank with the exception of Belfius Insurance (and the consolidated companies of Belfius Insurance), Belfius Investment Partners and Belfius Financing Company. It operates independently of the Audit Committee put in place within Belfius Insurance, Belfius Investment Partners and Belfius Financing Company. However, the Audit Committees of Belfius Bank and Belfius Insurance meet jointly at least twice per annum. On the request of the Chairman of the Bank's Audit Committee, additional joint meetings may be held with the Audit Committees of Belfius Insurance, Belfius Investment Partners and/or Belfius Financing Company.

##### Competences

In accordance with Article 28 of the Banking Law and article 526bis § 4 of the Companies Code, the Audit Committee is at least responsible for the following tasks:

- Communication to the Board of Directors of information on the results of the legal audit of the annual financial statements and the consolidated financial statements, and explanations on the manner in which the legal audit of the annual financial statements and the consolidated financial statements have contributed to the integrity of the financial information and on the role played by the audit committee in that process;
- Monitoring the process for establishing the financial information and presenting the recommendations or proposals to guarantee integrity;
- Monitoring the effectiveness of the Bank's internal control and risk management systems of the Bank and its subsidiaries as well as monitoring the internal audit and its effectiveness;
- Monitoring the legal audit of the annual financial statements and the consolidated financial statements, including monitoring the questions and recommendations formulated by the Statutory Auditor;
- Examining and monitoring the independence of the Statutory Auditor in particular with regard to the validity of the provision of additional services to the company; and

- Making recommendations to the company's Board of Directors for the appointment of the Statutory Auditor.

Furthermore, the Audit Committee:

- Is informed on a regular basis via reports emanating from senior management and has access to all the necessary information in that context.
- May require any information or document which it deems to be useful and make or organise any investigations, enquiries and inspections concerning any matter within its responsibility. Within that context, the Audit Committee may have a specific enquiry or audit task performed by Internal Audit or by Investigations.
- Is authorised to seek any information, opinion or assistance relevant to the performance of its mandate from independent professional advisers, executive Directors and other third parties outside the Bank.
- May be contacted directly by the General Auditor and the Statutory Auditor at any time and without restriction. If necessary, the latter may also directly contact the Chairman of the Board of Directors.
- May meet with other advisory committees of the Board of Directors on matters of common interest in order to avoid overlapping or other potential shortcomings in the supervision of the Bank's risks.

### Mode of operation

#### *Frequency of meetings*

The Audit Committee meets at least four times per annum. The Audit Committee may also meet on the request of one of its members, the Auditor General, the Statutory Auditor or the Chairman of the Board of Directors whenever they deem it useful.

#### *Requirements regarding attendance and voting*

In order to deliberate and to decide validly, the attendance of at least two members is required. A member may not be represented.

Decisions of the Audit Committee require a simple majority of the votes of all the members present. If equal numbers of votes are cast, then the Chairman or the member who replaces the Chairman will have a casting vote.

The minutes of meetings of the committee are distributed to all the members of the committee and to all the members of the Board of Directors.

After each meeting, the Chairman of the committee formally reports to the next meeting of the Board of Directors on the minutes of the committee.

### *Terms in relation to periodic reports*

After each meeting, the Chairman of the Audit Committee reports to the Board of Directors on the activities of the committee at the first meeting of the Board of Directors following the meeting of the Audit Committee. If he or she deems it appropriate, the Chairman of the Audit Committee may immediately indicate major problems to the Chairman of the Board of Directors.

In principle, each year the Audit Committee evaluates its operation and provides the Board of Directors with the result of its self-assessment.

To enable the Audit Committee to perform its legal task of "monitoring the effectiveness of the internal control and risk management systems", the Risk Committee reports quarterly to the Audit Committee on its examination of the Quarterly Risk Report (QRR) on the evolution of risks and provisions. The Audit Committee and the Risk Committee jointly examine the report from the effective management, the report on fraud as well as the Risk Report published with the Annual Report.

### > (b) Risk Committee

The composition and functioning of the Risk Committee are described in the internal

rules of the Risk Committee of Belfius Bank.

The main applicable provisions are set out below.

- (i) Composition

#### **Members**

The Risk Committee is composed of at least three members appointed by the Board of Directors from among its members.

If one of the members of the Risk Committee resigns or in the case of force majeure, the Risk Committee may temporarily be composed of only two non-executive members of whom at least one member must be independent within the meaning of Article 526ter of the Companies Code.

The members of the committee must be Non-Executive Directors including one independent Director within the meaning of Article 526ter of the Companies Code. A member of the Risk Committee may not sit on more than three advisory committees (Audit Committee, Risk Committee, Remuneration Committee and Nomination Committee).

The Chairman of the Risk Committee is an independent Director within the meaning of Article 526ter of the Companies Code.

The members of the committee individually have the knowledge, skills, experience and suitability necessary to enable them to understand and assess the institution's strategy and risk appetite level.

### Invitees

The CRO, who is responsible for the Risk department within the Management Board assures, in close cooperation with the Chairman, the content of the agenda and attends the meetings of the Risk Committee as a permanent invitee. The Chairman of the Management Board and the other members of the Management Board may attend the meetings of the Risk Committee as permanent invitees. The Chairman of the Risk Committee may also, at his or her discretion, ask other persons to be present if he or she deems it appropriate.

- (ii) Operation

### Competences and tasks

The Risk Committee:

- advises the Board of Directors in the appetite and strategy regarding the Bank's current and future risks, more particularly the effectiveness of the risk management function and the governance structure to support them.
- assists the Board of Directors in monitoring the implementation of decided strategy by the Management Board.
- ensures that the prices of assets and liabilities and categories of off-balance- sheet products offered to customers take account of the risks run by the Bank, having regard to its business model and its risk strategy, particularly reputational risk items, liable to result from the types of products offered to customers. It presents an action plan to the Board of Directors when this is not the case.
- assists the Board of Directors in assessing activities which expose the Bank to significant risks (of any nature). In this regard the accent is expressly and specifically placed on current and future aspects of risk exposure.
- assists the Board of Directors in supervising capital and liquidity objectives and requirements, as well as transactions having an impact on the Bank's liquidity or capital.

The Risk Committee is competent for Belfius Bank and operates independently in relation to the "Risk & Underwriting Committee" of Belfius Insurance. On the request of the Chairman of the Bank's committee, a joint Risk Committee meeting for the bank- insurer may be held.

These various tasks are explained under the heading "roles and responsibilities" in the internal rules of the Risk Committee.

### Mode of operation

The committee meets at least every three months, or more frequently depending on circumstances.

In principle, meetings require the physical presence of the members and invitees. Participation via conference call is nonetheless permitted on an exceptional basis. If necessary, a Risk Committee meeting may be held electronically on the occasion of which members of the committee express their point of view in writing.

A meeting of the committee may be convened by the Chairman or by a member of the committee. On the request of the Chairman, work and information sessions may be organised to make more detailed examinations of specific topics concerning risks and capital.

Meetings of the committee are chaired by the Chairman of the committee.

In order to deliberate validly, the presence of at least two Non-Executive Directors, members of the committee, is required.

Decisions require a simple majority of the votes of members present.

The minutes of meetings of the committee are distributed to all the members of the committee and to all the members of the Board of Directors.

After each meeting, the Chairman of the committee formally reports to the next meeting of the Board of Directors on the minutes of the committee.

The Chairman of the committee summarises all of the major points discussed with the management, and ensures that particular attention is paid to matters of concern.

If he or she deems it appropriate, the Chairman of the committee may immediately indicate serious problems to the Chairman of the Board of Directors.

### > (c) Remuneration Committee

The composition and functioning of the Remuneration Committee are described in the internal rules of the Remuneration committee of Belfius Bank. The main applicable provisions are set out below.

- (i) Composition

#### Members

The Remuneration Committee is composed of at least three Non-Executive Directors, including the Chairman of the Board of Directors. The majority of the members

of the committee are Independent Directors.

A member cannot sit in more than three of the following committees: the Audit Committee, the Risk Committee, the Remuneration Committee, the Nomination Committee. The maximum is only related to the advisory committees foreseen in the Banking Law.

If one of the members of the committee resigns or in the case of force majeure, the Remuneration Committee may temporarily be composed of only two non-executive members of whom at least one member must be independent within the meaning of Article 526ter of the Companies Code.

The Remuneration Committee must have the necessary expertise regarding remuneration policy and remuneration systems and be composed so that it can give sound and independent advice on the remuneration policy as well as the remuneration practices and incentives created for managing risks, capital and liquidity.

The Chairman of the Remuneration Committee is an independent Director.

For matters related to Belfius Insurance and its regulated subsidiaries, the remuneration committee will be expanded with one member: an independent director of Belfius Insurance who will give advice on matters related to Belfius Insurance and its subsidiaries.

### Invitees

The following persons attend the Remuneration Committee meetings as permanent invitees :

- The Chairman of the Management Board and the head of the Human Resources (HR) department of Belfius Bank
- The Chairman of the Management Board and the head of the HR department of Belfius Insurance for matters relating to Belfius Insurance and its subsidiaries

The Remuneration Committee may always invite members of the management or of the staff of the Belfius group to attend (part of) the meetings depending on the items on the agenda.

The invitees comment on proposals, for which the Remuneration Committee's opinion is requested. They answer any questions and make remarks and suggestions as and when necessary. As invitees the do not have decision rights.

The Remuneration Committee may use any types of resources that it considers to be appropriate to the performance of its task, including external advice (e.g. experts), and receives appropriate funding to that end.

- (ii) Operation

### Competences and tasks

The Remuneration Committee has competence for Belfius Bank, Belfius Insurance, Corona, and for Belfius Investment Partners and as the case may be for their subsidiaries within the context of remuneration policy and remuneration systems. It has the following competences:

*Preparation for decisions of the Board of Directors concerning remuneration policy and remuneration systems*

The Remuneration Committee is responsible for preparing decisions relating to remuneration, particularly decisions which have consequences regarding risks and risk management, on which the Board of Directors must take a decision. In preparing such decisions, the Remuneration Committee takes account of the long-term interests of shareholders, investors and other stakeholders, as well as of the general interest.

This applies to decisions relating to the remuneration of the executive directors and also to the decisions relating to persons who are heads of independent control functions.

Moreover, the Remuneration Committee exercises direct control over the remuneration of the heads of independent control functions. It must also - based on the half-year results - check if the Risk indicators are respected.

### Remuneration policy

The Remuneration Committee gives its advice to the Board of Directors concerning the remuneration policy of staff members whose activity has a material impact on the risk profile of the Belfius Group (so-called "Identified Staff"). For the delimitation of this target group, the Belfius Group applies the criteria established by the Commission Delegated Regulation of 4 March 2014 (which came into force on 26 June 2014). For more details see Remuneration Policy.

### Individual remuneration

- of the Chairman of the Board of Directors and the Non-Executive Directors as well as members of the advisory committees:

On the proposal of the Remuneration Committee, the Shareholders' Meeting fixes the remuneration of the Chairman of the Board of Directors, the Non-Executive Directors and the members of the advisory committees for the execution of their mandates and functions.

- of the Chairman of the Management Board:  
On the proposal of the Remuneration Committee, the Board of Directors fixes the remuneration of the Chairman of the Management Board.

- of members of the Management Board:  
On the proposal of the Chairman of the Management Board, the Remuneration Committee prepares the remuneration of the members of the Management Board, including the performance-related remuneration and deferral bonuses, whether or not linked shares, options on shares or on other financial instruments.

On the proposal of the Remuneration Committee and on the advice of the Chairman of the Management Board, the Board of Directors fixes the remuneration of the members of the Management Board.

#### Severance payments

The Remuneration Committee gives its advice on the proposal from the Chairman of the Management Board on the severance payments for members of the Management Board. On the proposal of the Remuneration Committee, the Board of Directors fixes the severance payments of the Chairman and of the members of the Management Board.

Any severance payments must correspond to the effective performances over time and is conceived so as not to reward failure or improper behaviour.

Moreover, if an agreement provides for a severance payment exceeding 12 months of remuneration or, on the reasoned advice of the Remuneration Committee, exceeds 18 months of remuneration, that derogation clause must have the prior approval of the first ordinary Shareholders' Meeting thereafter. Any provision to the contrary is automatically null and void.

#### *Preparation of the remuneration report*

The Remuneration Committee prepares the remuneration report which will be published in the annual report.

#### *Supervisory role*

The Remuneration Committee periodically checks with the management if the remuneration policy and remuneration systems have achieved their objective and comply with the provisions in force. The management is invited to make a presentation on the subject to the Remuneration Committee which, in its turn, reports to the Board of Directors.

#### **Mode of operation**

The Remuneration Committee meets at least once per quarter.

The following topics, inter alia, will be dealt with at meetings:

- analysing the results and the budgets used to determine the performance-related remuneration and the merit evolution;
- assessing the overall remuneration policy;
- establishing performance criteria and remuneration strategy for the members of the Management Board and of the independent control functions;
- preparing decisions for the Board of Directors regarding remuneration, which will be submitted to the Shareholders' Meeting;
- discussing HR subjects relating to remuneration.

The Remuneration Committee may also meet more frequently during the year on the reasoned request of one of its members.

The meeting is chaired by the Chairman of the Remuneration Committee.

To deliberate, the presence of at least one half of the members is required.

Decisions require a simple majority of the votes of the members present at the meeting. Only members are entitled to vote.

The minutes of meetings of the committee are distributed to all the members of the committee and to all the members of the Board of Directors, except if topics related to personal/private matters related to Executive Directors (assessment, remuneration,...). In this later case, the minutes of the meeting of the committee will only be distributed to the Non-Executive Directors.

After each meeting, the Chairman of the Remuneration Committee reports on its activities to the following meeting of the Board of Directors.

#### > **(d) Nomination Committee**

The composition and functioning of the Nomination Committee are described in the internal rules of the Nomination Committee of Belfius Bank.

The main applicable provisions are set out below.

- (i) Composition

#### **Members**

The Nomination Committee is composed of at least three Non-Executive Directors, including the Chairman of the Board of Directors. A majority of the members of the committee are independent Directors.

A member may not sit on more than three of the following committees: the Audit Committee, the Risk Committee, the Remuneration Committee, the Nomination Committee.

If one of the members of the committee resigns or in the case of force majeure, the Nomination Committee may temporarily be composed of only two non-executive members of whom at least one member must be independent within the meaning of Article 526ter of the Companies Code.

The Nomination Committee must have the required skills and is composed so as to enable it to give a competent and independent judgment on the composition and operation of the management bodies of the institution, in particular on the individual and collective skills of their members and their integrity, reputation, independence of mind and availability.

The Chairman of the Nomination Committee is an Independent Director within the meaning of article 526ter of the Companies' Code.

For matters related to Belfius Insurance and its regulated subsidiaries, the nomination committee will be expanded with one member: an independent director of Belfius Insurance who will give advice on matters related to Belfius Insurance and its subsidiaries.

#### **Invitees**

The following persons attend the Nomination Committee meetings as permanent invitees :

- The Chairman of the Management Board of Belfius Bank for all matters
- The Chairman of the Management Board of Belfius Insurance for matters relating to Belfius Insurance and its subsidiaries
- The General Secretary of Belfius Bank.

The Nomination Committee may always invite members of the management or of the staff of the Belfius group to attend (part of) the meetings depending on the items on the agenda.

The Nomination Committee may use any types of resources that it considers to be appropriate to the performance of its task, including external advice (e.g. experts), and receives appropriate funding to that end.

- (ii) Operation

#### **Competences and tasks**

The Nomination Committee has competence for Belfius Bank, Belfius Insurance, Corona, Belfius Investment Partners and as the case may be for their subsidiaries within the context of nomination policy and observance of the rules of corporate governance. It has the following competences:

#### *General competences*

The Nomination Committee:

- identifies and recommends, for the approval of the Shareholders' Meeting or as the case may be of the Board of Directors, candidates suited to filling vacancies on the Board of Directors. It evaluates the balance of knowledge, skills, diversity and experience within the Board of Directors, prepares a description of the roles and qualifications associated with a particular appointment and assesses the time commitment expected. The Nomination Committee also decides on a target for the representation of the underrepresented gender within the Board of Directors and prepares a policy on how to increase the number of underrepresented gender in order to meet that target. In its annual report, the Bank publishes the objective and policy concerning diversity within the context of selecting members of the Board of Directors and the terms of their implementation. This information is updated regularly, at least once a year.
- periodically, and at least annually, assesses the structure, size, composition and performance of the Board of Directors and makes recommendations to it with regard to any changes;
- periodically, and at least annually, assesses the knowledge, skills, experience, degree of involvement and in particular the attendance of members of the Board of Directors, both individually and collectively, and reports to the Board of Directors accordingly;
- periodically reviews the policies of the Board of Directors for selection and appointment of members of the Management Board, and makes recommendations for the Boards of Directors; as the case may be gives an opinion or recommendation on reputational issues related to (non) executive director(s). In performing its tasks, the Nomination Committee ensures that decision-taking within the Board of Directors is not dominated by one person or a small group of persons, in a way which might be prejudicial to the interests of the company.

The following topics will be among those dealt with at meetings:

- the internal rules for evaluating the suitability of the members of the Management Board, Non-Executive Directors, and heads of independent control functions;
- the elaboration of a policy for recruitment, assessment and training of the members of the Management Board, Non-Executive Directors, and heads of independent control functions suited to the needs of the Belfius Group;

- discussion on general human resources topics;
- observance of corporate governance.

*Competences concerning the appointment of members of the Board of Directors*

The Nomination Committee prepares proposals for the appointment or mandate renewal:

- of Directors, as well as proposals for co-opting Directors on the Board of Directors. The Nomination Committee furthermore assesses the independence of a current member or a new member of the Board of Directors;
- of the Chairman of the Board of Directors;
- of the Chairman and members of the Management Board.

To that end, the Nomination Committee:

- examines questions relating to the matter of succession, including the urgent necessity to provide for succession. If the Nomination Committee deems it necessary, it may call on an external adviser;
- establishes a general and specific profile for directors, listing the skills, knowledge and experience necessary within the Board of Directors;
- periodically assesses the size and composition of the Board of Directors and makes recommendations to the Board of Directors with a view to any changes, in particular to guarantee the complementarity of such profiles.

*On top of these competencies, Belfius foresees the following topics:*

The Nomination Committee:

- ensures the application of provisions with regard to corporate governance in force for a non-listed institution soliciting public savings and ensures observance of the procedures and transparency, in particular in the work of the Board of Directors;
- prepares proposals for amendments to the internal rules of the Board of Directors and the Management Board;
- assesses the Governance Memorandum and if necessary proposes amendments;
- discusses and analyses the quantitative statement and qualitative analysis of communications regarding stress, burn-out and inappropriate behaviour at work within Belfius Bank and actions to be taken to remedy this.

**Mode of operation**

The Nomination Committee meets at least once per quarter.

The Nomination Committee may also meet more

frequently during the year on reasoned request of one its members.

The meeting is chaired by the Chairman of the Nomination Committee.

In order to deliberate, the presence of at least one half of the members is required.

Decisions require a simple majority of votes of the members of the Nomination Committee who are present. Only members are entitled to vote.

The minutes of meetings of the committee are distributed to all the members of the committee and to all the members of the Board of Directors.

After each meeting, the Chairman of the committee formally reports to the next meeting of the Board of Directors on the minutes of the committee.

In order to inform the Board of Directors of Belfius Insurance, the secretary of the Nomination Committee provides the Chairman of the Board of Directors of Belfius Insurance with an extract from the minutes approved by the Nomination Committee, concerning Belfius Insurance and its subsidiaries. The Chairman of the Board of Directors of Belfius Insurance sends his board these extracts as well as the documents on the basis of which advice is formulated, as the case may be. This enables the Board of Directors to gain awareness of and to refer to them in the decision-taking process.

**5.2.2 Day-to-day management: Management Board**

**(i) Responsibilities and powers**

The Board of Directors of Belfius Bank has transferred all of its management powers to the Management Board set up from among its members.

This delegation of powers does not relate, and may not legally relate, to the supervision of the management and the state of affairs of the Bank, or the determination of the general policy or other powers reserved to the Board of Directors pursuant to the Companies Code or by the Banking Law.

As a consequence, the Management Board is responsible for the effective management of the Bank, of which it leads and coordinates the activities of the various business lines and support departments, within the framework of the objectives of the general policy and the risk policy defined and supervised by the Board of Directors.

The Management Board ensures that the Bank's activity is in line with the strategy, risks and policies approved by the Board of Directors, and submits to the Board of Directors any relevant information enabling it to take informed decisions.

Under the supervision of the Board of Directors, the Management Board takes measures necessary to ensure the

observance and implementation of sound and appropriate structures for the organisation of the business including supervisory measures, to ensure effective and prudent management of the institution, and in particular, founded on:

- > an appropriate management structure based, at the highest level, on a clear distinction between the senior management of the institution on the one hand and the supervision of that management on the other hand, ensuring within the institution an adequate separation of functions and a mechanism for the allocation of responsibilities which is well defined, transparent and clear;
- > an appropriate administrative and accounting organisation and internal control, especially including a control system that provides a reasonable level of assurance of the reliability of the financial reporting process;
- > effective procedures for identification, measurement, management, monitoring and internal reporting of the risks that the institution could incur, including prevention of conflicts of interest;
- > independent and appropriate internal audit, risk management and compliance functions;
- > an appropriate integrity policy;
- > a remuneration policy guaranteeing sound and effective risk management, preventing risk-taking that exceeds the risk appetite level set by the institution;
- > control and security mechanisms in the field of IT which are appropriate to the institution's activities;
- > an adequate whistleblowing procedure, in particular providing a specific, independent and autonomous alert to breaches to the institution's rules and codes of conduct;
- > the introduction of adequate measures for business continuity so as to guarantee the maintenance of critical functions or their re-establishment as rapidly as possible and a return within a reasonable time of the provision of normal services.

The Management Board ensures that the remuneration policy adopted by the Board of Directors is correctly implemented and more specifically with regard to the process for the allocation of the performance-related remuneration.

The Management Board implements the measures necessary to guarantee risk control.

The Management Board supervises line management and respect for the competences and responsibilities attributed.

The Management Board provides the Board of Directors with the appropriate information relating to all significant risks, management policies and including also the control of significant risks of the institution and amendments made to these.

The Management Board reports at least once a year to the Board of Directors, the Statutory Auditor and the Supervisory Authority in relation to assessment of the effectiveness of the

organisational mechanisms referred to in Article 21 §1 of the Banking Law, and the measures taken as the case may be to remedy any shortcomings observed. The report justifies that such measures meet legal and regulatory provisions.

The Management Board establishes a draft Governance Memorandum, which for Belfius Bank and the Belfius Group includes all of the internal organisational mechanisms referred to in Article 21 §1 of the Banking Law. This Governance Memorandum and its updates must be submitted for the approval of the Board of Directors. The Board of Directors forwards it to the Supervisory Authority, if necessary via the intervention of the Management Board.

The Management Board formulates proposals and advice for the Board of Directors, particularly with a view to definition of the strategy and objectives of the institution and its risk policy.

The Management Board may delegate special powers to its chairman, its vice-chairman (as the case may be), to one or more of its members, to one or more members of staff and to any other person. It may authorise sub-delegation.

#### (ii) Composition, appointment, term, age limit, training etc.

The composition and functioning of the Management Board are described in the Articles of

Association and in the internal rules of the Management Board of Belfius Bank. The main applicable provisions are set out below.

#### Number of members

The Board of Directors sets the number of members of the Management Board. The Management Board has a minimum of two members and it is composed exclusively of natural persons. The members of the Management Board form a college.

The Directors, members of the Management Board, are also qualified as "Executive Directors."

The Management Board can appoint associated members. The Nomination Committee will be previously informed about their appointments. They will attend the weekly meetings of the Management Board as well as the meetings of the Group Management Committee. They play an advisory role and have no voting right.

As of January 1st, 2019, 3 associated members to the Management Board (the "**Associated Members**") are appointed, being :

- > the responsible for HR & Building Management
- > the responsible for Data & Digital
- > the responsible for IT.

#### Appointment requirements

Executive Directors must, on their appointment and during

the entire term of their mandate, have the expertise and professional integrity required to perform their tasks. The Board of Directors will periodically assess the suitability of the Executive Directors.

### **Incompatibility of mandates**

In order to guarantee the availability of the members of the Management Board for the performance of their function as an Executive Director, Belfius Bank, applying Article 62 of the Banking Law, has established internal rules relating to the performance of external functions by Directors of the Bank.

Executive Directors may exercise 2 non-executive mandates maximum in commercial companies that do not belong to the Belfius Group (as defined in article 62 of the banking law). In individual cases, the supervisory authority may nonetheless grant an exemption to the maximum number of mandates mentioned above by authorising an additional non-executive mandate.

This provision shall not apply in the event that an Executive Director exercises his/her mandate in Belfius Bank in representation of a Member State.

When an Executive Director intends to exercise a non-executive mandate in a commercial company outside the Belfius Group the following rules apply :

The prior advice of the Nomination Committee and the prior approval of the Board of Directors of Belfius Bank are required.

When giving its advice, the Nomination Committee will take into consideration any conflicts of interests that this new mandate could generate as well as the potential impact on the availability of the Director for exercising his/her executive mandate.

The exercise of a non-executive mandate as chairman of the Board of Directors in a commercial company is not allowed.

The exercise of a non-executive mandate in a listed company is not allowed

These last three rules only apply for new mandates to be exercised by Executive Directors from 23 May 2019. Exemptions to these rules must be approved by the Board of Directors on the basis of a reasoned proposal and after opinion of the Nomination Committee according to the principle of full time availability for positions inside the bank.

### **(iii) Functioning**

#### **Mode of operation**

The Management Board is a college. It may however distribute its tasks between its members: such distribution of tasks does not affect their collegial responsibility. A distribution of tasks is agreed by the Board of Directors and communicated to the Supervisory Authority.

The Management Board meets in principle once a week. If necessary, it may be convened at any time by the Chairman or if at least two other members so request.

Meetings of the Management Board may be held by video conference or by telephone conference. In that case, the meeting of the Management Board is deemed to take place at the registered office.

Any member of the Management Board prevented from attending may, by letter or any other means of communication by which the proxy is evidenced in writing (fax, printed email, etc.), give another member a proxy to represent him/her. Nevertheless, no member of the Management Board may represent more than one other member.

Each member of the Management Board and Associated Member may propose an item for the agenda.

#### *Conditions of quorum and of majority*

In order to deliberate validly, at least one half of the members of the Management Board must be present or represented.

The Management Board operates collegially and its decisions result from a consensus of its members. If necessary, the Chairman may, on his or her initiative or on the request of two other members, submit the question being discussed to a vote. The decision is then taken by a simple majority of the votes of all the members present and represented. If equal numbers of votes are cast, the Chairman of the Management Board will have the casting vote.

#### *Confidentiality*

The Management Board ensures the confidentiality of its deliberations.

#### *Exceptional use of a written procedure*

In exceptional cases, decisions may be taken by the Management Board by the unanimous consent of its members expressed in writing, including electronically.

#### **Discharge**

Each year, the Board of Directors (only the Non-Executive Directors) will decide on the discharge to be given to members of the Management Board for the exercise of their mandate during the previous financial year.

## 6. OPERATIONAL INDEPENDENT CONTROL FUNCTIONS

### 6.1 Internal audit

#### 6.1.1 Tasks

The Board of Directors is a collegial body the main competences of which are described below.

Internal audit is an independent and objective activity which provides management with a reasonable assurance on the degree of control of its operations, gives it advice on improving them and contributes to the creation of added value.

To that end, internal audit assesses the risks associated with the objectives of the organization and the controls in place to manage those risks. Internal audit then provides management with an evaluation of the residual risks so that it can validate their appropriateness to the overall risk profile desired for Belfius Bank and Belfius Insurance and, if necessary, suggest actions to management for the design and effectiveness of such controls to be strengthened. The implementation of these action plans is monitored by internal audit ; half-yearly reports on this subject are sent to the respective Management Boards and Audit Committees of Belfius Bank and Belfius Insurance.

In line with international standards, an Audit Charter states the fundamental principles of the audit function. The current Charter was ratified by the Management Boards and by the Audit Committees of Belfius Bank and Belfius Insurance. It was revised to take account of structural developments and also the new governance principles within the Belfius Group. It contains the core principles (access to all information, objectivity, independence, impartiality, competence, confidentiality and respect for a common methodology) governing the internal audit function, describing its objectives, roles, responsibilities and functioning across the Belfius Group.

All the activities and entities of the Belfius Group are within the scope of the internal audit, without condition or exception.

#### 6.1.2 Organisation of the audit function within the Belfius Group

The internal audit function of the Belfius Group is performed by the internal audit departments of Belfius Bank and Belfius Insurance. For other entities of the Belfius Group, their parent company performs the audit function.

In accordance with the legislation applicable to credit institutions and insurance companies, circulars from the Supervisory Authority on the exercise of the internal audit function and the principles of good governance of financial institutions, Belfius Bank and Belfius Insurance ensure that they constantly have an appropriate independent internal audit function. Therefore, the audit function reports to the

respective Audit Committees.

As part of their control tasks, the Boards of Directors of Belfius Bank and Belfius Insurance regularly check that their respective entities have a suitable internal control. To that end, the Boards of Directors rely on periodical reporting from the Audit Committees. The Audit Committees of Belfius Bank and Belfius Insurance ensure that an independent assessment of the internal audit function is made periodically within the Belfius entities.

The audit departments of Belfius Bank and Belfius Insurance report administratively on their mission to the Chairman of the Management Board as well as to the Chairman of the Audit Committee of their entity. Their independence is guaranteed by their functional attachment to the highest hierarchic level of their respective entity, i.e. the Board of Directors (via the Audit Committee), as well as by the responsibilities for monitoring and evaluation of the internal audit function assigned to the Audit Committee of that entity.

In order to guarantee the good operation of Belfius Bank and Belfius Insurance, the Auditors General of Belfius Bank and Belfius Insurance are in charge of putting in place and maintaining an appropriate internal audit. Therefore, they receive from their respective Management Boards and Boards of Directors, on the advice of their Audit Committees, the means necessary to perform their tasks with a view to dealing constantly with structural and environmental developments. The audit department of Belfius Bank is, moreover, responsible for ensuring the appropriateness of the organisation of the internal audit put in place throughout the Belfius Group and the quality of its operation. To that end, the head of internal audit at Belfius Insurance has a functional link to the Auditor General of Belfius Bank and the Auditor General of Belfius Insurance attends meetings of the Audit Committee of Belfius Insurance and periodically meets the Auditor General of Belfius Insurance. The adequacy of the resources of internal audit at Belfius Group level is assessed globally taking account of all the audit means available in the group as well as the necessary competences.

The Auditors General of Belfius Bank and Belfius Insurance manage the audit approach as well as the human and financial resources. They are responsible for all audit assignments, risk analysis as well as the audit plan over the scope of their respective entities, including all their subsidiaries and branches which do not have their own audit department. They manage the internal audit team within their respective entities, define training plans and evaluate the work of the auditors.

Internal audit relies on robust methods based on good international audit practices which are applied in a uniform

manner for all the Belfius group. These are regularly adapted to reflect both the developments of standards, the returns of experience on the field and the evolution of organisational structures.

After the risk assessment, audit missions are targeted on the most risky activities taken into account the need for an appropriate coverage of the audit Universe (audit cycle ratified by the Audit Committees). The methodologies structure the audit activity in its objective of supporting the corporate governance in terms of risks.

The audit departments within the Belfius Group rely on a central “support” unit (the “Audit Office”) within Belfius Bank. On proposal of that central unit, the Auditors General of Belfius Bank and Belfius Insurance consult and ratify the unique internal audit methodologies and processes to be implemented in each entity, as well as their developments, and ensure the application of the decisions taken. The “Audit Office” is also responsible for the provision and maintenance of audit tools, the management of central projects, the quality reviews regarding observance of the audit methodologies and processes, training on audit techniques and processes, and administrative support of the audit department of Belfius Bank.

An internal quality assurance program is defined and implemented by the central “Audit Office” and by internal audit functions. The results of the plan are communicated annually to the Management Board and Audit Committee of Belfius Bank.

Within Belfius Bank specifically, the Auditor General relies on domain managers responsible for ensuring and maintaining the knowledge of the risks in assigned audit domains, managing audit assessments and monitoring recommendations, as well as performing the annual risks assessment. In addition, Audit Office also deals with the practical organisation of the Audit Committee, coordination and/or production of various reports produced by the Audit & Control department, planning all the tasks included in and out the annual audit plan.

The Auditor General of Belfius Bank also performs the following roles over the scope of the entities for which Belfius Bank provides the internal audit function:

- > acting as a point of contact for local management and auditors, organising and with the possibility of participating in the Audit Committee and internal control committees of the subsidiaries and branches;
- > following-up on all the missions led by the local supervisory authorities;
- > guaranteeing that the risks of the operational activities (Audit Universe) of the bank are covered adequately as defined in the charter approved by the Audit Committee of Belfius Bank and that all requests from the Chairman of the Management Board or the Audit Committee are dealt with;

- > and taking responsibility for the Investigations & Branch Audit division.

## 6.2 Compliance

### 6.2.1 Organisation

Compliance is organised according to the principles of the Compliance Policy which combines the Compliance Charter and the Integrity Policy.

- > The Compliance Charter states the fundamental principles of the Compliance function, its organisation and its tasks.
- > The Integrity Policy aims at application of the most important principles in matters of ethics and good conduct. It describes the fields incumbent upon the Compliance function.

The Compliance function currently reports directly to the Chairman of the Management Board. As of January 1st, 2019 the Compliance function will report to the Chief Risk Officer.

The Compliance division is broadly developed and calls on a network of Compliance Correspondents (hereinafter called “CORM”s) within the Bank. The Compliance Officer is responsible for (the supervision of) the introduction of an appropriate Compliance function in all the Bank’s branches and subsidiaries.

### 6.2.2 Tasks

The main task of the Compliance function is to assess compliance of the application of the codes of conduct, instructions, procedures and organisations in relation to the integrity rules applicable to the banking sector and the insurance sector. These rules are those which arise from the Integrity Policy specific to the Bank and other legal and regulatory provisions applicable to the banking sector and the insurance sector.

The Compliance function makes proposals in relation to the Integrity Policy and submits them for the approval of the Management Board. It advises the Management Board on the measures to be taken within the context of the Integrity Policy and ensures the establishment of codes and procedures within the entity.

The Compliance function is responsible in particular for the following tasks:

#### (i) Regulatory watch

- > monitoring the national and international legislation, regulations, codes of conduct, standards, good practices etc. regarding Compliance matters and risks (creation and update of an inventory, collaboration with the legal function,...);
- > monitoring the interpretations of the rules described above (e.g. through contacts with supervisory bodies).

## (ii) Risk identification and mitigation

- > taking initiative to identify, document and assess the Compliance risks, including :
  - detecting incidents which must be communicated and the fulfilment of obligations of communication to third parties (e.g. CTIF, market authority);
  - examining and monitoring breaches of law, regulations or internal professional ethics (e.g. conflicts of interests, personal own account transactions by staff, accepting and offering gifts);
- > assessing the adequacy of internal directives, procedures, guidelines and controls and formulating proposals for their amendment if necessary (e.g. in case of identified shortcomings);
- > taking note of significant internal and external documents concerning management and operation (e.g. internal and external audit documents, information and remarks from supervisory bodies).

## (iii) Develop action plans

- > set-up of a yearly Compliance action plan on a risk based approach;
- > identifying the required resources (human, material, etc.);
- > getting approval of Management Board and confirmation by Board of Directors.

## (iv) Advice

- > providing advice to the Management Board and the operating departments regarding the application of legislation and regulations, standards and codes (and any changes to them);
- > taking part in deliberations about new products, services and/or markets and changes in the company organisation;
- > formulating recommendations based on the development and ongoing adjustment of the integrity policy (procedures, instructions, guidelines, codes, etc.);
- > providing advice in relation with the elaboration of decision-taking procedures and codes of professional ethics for implementation of the institution's policy observing legal and regulatory provisions and implementing appropriate internal control measures;
- > offering support in the alignment of the operational treatment of certain transactions and the creation of certain relations with the institution's policies (e.g. suspension or refusal of a transaction, assessing customer relations at the start and end of that relationship).

## (v) Awareness, training and point of contact for third parties

- > constant awareness and training of staff members, including staff members of the branches and agents, in Compliance matters, in order to enable them to recognize and manage Compliance risks;
- > elaborating directives for staff members to specify the lines of Belfius Bank's policy;

- > establishing one or more points of contact for third parties responsible for supervising compliance with certain integrity rules (e.g. Supervisory Authorities, the "Financial Information Processing Unit" (hereinafter called the "FIPC"), the judicial authorities, the tax administration).

## (vi) Monitoring

- > supervision of compliance with integrity & conduct rules based on audit of results of the operating departments (1st line), own sampling and observations, conversations with employees, monitoring of complaints and exception reports and mystery shopping;
- > follow up on points requiring attention and remedial actions for 1st line.

Within the context of its supervisory tasks, the Board of Directors (as the case may be via the Audit Committee of Belfius Bank) regularly checks whether the Bank has an adequate, independent and sufficiently equipped Compliance function. The Board of Directors is informed at least once a year, as the case may be by its Audit Committee, on the activities of Compliance.

## 6.3 Risk control function

### 6.3.1 CRO

Within Belfius Bank, the CRO (Chief Risk Officer) is responsible for risk management. He or she is a member of the Management Board and reports directly to the Chairman of the Management Board (CEO - Chief Executive Officer) of Belfius Bank.

The CRO may, at any time and without any restriction, directly contact the Chairman of the Risk Committee and/or the Chairman of the Audit Committee.

### 6.3.2 Risk Management - Governance

The Risk Management Governance of Belfius Bank is essentially built along two main lines:

- > Risk Committees;
- > Risk appetite.

#### Risk Committees

The presence of an effective Risk Governance structure is considered as the central cornerstone to sound risk management. It consists of a coherent number of Risk Committees, the roles and competences of which are defined in accordance with the Bank's commercial and financial objectives and Risk Appetite of the Group, while respecting external requirements related to regulations and supervision.

#### (i) Strategic level

Four Risk Committees have been set up within the Management Board of Belfius Bank, prepared by the Risk department and meeting 3 to 4 times a year:

The **Risk Policy Committee (RPC)** surveys the definition and the implementation of the Bank's principal risk management and measurement policies, processes and methodologies, and supervises their validation status. Its prime responsibility is to provide a risk governance that is commensurate with the risk appetite and strategy ("Risk Appetite Framework or RAF") of the Bank compliant with regulatory requirements and is in line with best practices.

The **Risk Appetite Committee (RAC)** monitors Belfius' risk appetite, capital adequacy and capital allocation. It manages the economic capital and stress test framework, ensures the adequacy of this framework against the nature and complexity of the risk and business composition and supervises its practical implementation;

The **Regulatory Steering Committee** surveys the Finance and Risk regulatory reform status's of Belfius Bank.

The **Non Financial Risks Committee (NFRC)** ensures a well-governed and coordinated non-financial risk framework for an effective non financial risk management. NFR covers a.o. operational risks (including fraud, HR, IT, IT security, business continuity, outsourcing, data-related risks, privacy ...) but also reputational, compliance, legal risks.

In addition to these four committees, the credit-related topics are reported to the Management Board respecting a specific committee set up.

## (ii) Tactical / operational level

The Management Board delegates certain decisions to a tactical/operational level. The details of this delegation are set out in the applicable committee charters. For matters that fall outside the jurisdiction of this delegation, the tactical/operational level provides information or provides advice to the Management Board, which then decides.

The committees that are part of the tactical/operational level are committees on which the Risk department generally participates alongside business divisions. Risk committees which are steered by the Risk department focus mainly on risk appetite and methodology. Risk/Business committees which are steered jointly by the Risk department/Business focus mainly on guidelines, transactions and risks on counterparty risks. The Risk department has a veto right in many of these committees, as well as the right to bring files for decision to a higher governance level.

## Risk Management Framework

The Risk Management Framework aims to implement sound, prudent and effective risk management and corporate governance. It is composed of essential building blocks and aims to cover in a coherent way all elements needed for sound risk management. It mainly defines the interactions between the Risk department and Business.

The **Risk Appetite Framework (RAF)** aims to align the strategy, financial targets and the overall risk appetite. The Risk Appetite framework is embedded in the corporate strategy and the risk culture of the Group. The construction of the RAF is an iterative process where High level key Risk Indicators (KRI's) are defined and operationalised, with risk appetite and tolerances established for each of the KRIs and for all major risk categories.

In concrete, the RAF:

- > Risk appetite is the level of risk that an institution is prepared to take given the expectations of the main stakeholders (including shareholders, creditors, Supervisory Authorities, rating agencies, customers and employees) in order to achieve its strategic and financial objectives;
- > applies group-wide and all (sub-)limits and risk guidelines have to be consistent with it;
- > The Bank's risk appetite consists of a series of quantitative elements (target Key Risk Indicators) and qualitative elements (statements) that are designed to express the risk levels and types that are not acceptable, that are tolerated and targeted in order to achieve business strategy. The quantitative framework is based on a mix of accounting ratios (gearing), regulatory ratios (Tier 1, weighted risks) and economic ratios (economic capital, earnings at risk) and also includes liquidity and funding structure ratios, as well as credit concentration limits.

This risk appetite is defined by the Board of Directors, based on proposals from the Management Board. The Risk Department prepares the Management Board's proposals and the Board's decisions, and also sets the rules and the framework for implementation of those rules.

The Risk and Finance departments are responsible for monitoring these ratios, and if there are discrepancies, for proposing measures to the Management Board to ensure the limits are met.

One of the key process is to ensure that the Financial Plan, which translate bank strategies into financial figures, respects the RAF limits, both in base case and in case of stress scenarios. Each year, different stress scenarios are defined taken into account emerging risks and Belfius' vulnerabilities.

The RAF is reported on a quarterly basis to the Management Board and the Board of Directors.

## 6.3.3 Stress tests

Stress tests are designed to measure the Bank's sensitivity, in terms of losses, additional weighted risks, liquidity needs or equity capital requirements that could impact Belfius in scenarios featuring significant unexpected shocks in the financial markets and/or with regard to the financial situation of Belfius specifically.

Every 2 years, the bank participates to EBA led stress tests (in co-operation with the NBB, the ECB, the European Commission and the European Systemic Risk Board). The stress test is applied to large European banks and its aim was to assess the resilience of selected institutions when confronted by severe financial and economic stress over a three-year time horizon.

Belfius also performs regular internal stress testing programme in connection with its Financial Plan. Belfius Bank developed a

set of alternative and very severe macroeconomic scenarios designed to anticipate its main weaknesses and to simulate how Belfius might be affected under these circumstances. These different stress tests measure the potential deviations from the “base case” Financial Plan and from Risk Appetite targets set by the management in terms of solvency, liquidity and profitability. These stress tests are submitted to the Management Board as well as to the Board of Directors at the same time as Financial Plan.

## 7. OPERATIONAL MANAGEMENT

### 7.1 Operational structure

#### 7.1.1 Organisation of the divisions

The Management Board is responsible for the effective management of the Bank, directing and coordinating the activities of the various business lines and support departments within the framework of the objectives and general policy set by the Board of Directors.

A distribution of tasks has been agreed between the members of the Management Board.

#### 7.1.2 Products and services

The Belfius Bank range of products and services is adapted to the two business lines:

- > Retail and Commercial Banking, or services to individuals, self-employed, liberal professions and small and medium-sized enterprises;
- > Public and Corporate Banking, or services to the public and social sector as well as to medium-sized and large corporates. The public sector includes local authorities (municipalities, provinces, police & fire zones, CPAS, inter-municipal companies, government corporations), but also regions, communities and federal authorities. The social sector includes hospital, care homes, social housing, schools (from primary education to universities), professional associations and labor unions, institutions for health insurance and in general non-profit organisations active in the field of labor, health, education and the social and cultural sector.

#### 7.1.3 Geographic scope of activities

Belfius Bank carries on its principal activities in Belgium. The Bank also operates abroad through the principle of freedom to provide services, a branch and subsidiaries.

##### (i) Principle of freedom to provide services

In accordance with the Directive 2013/36/EU of 26 June

2013 on access to the activity of credit institutions and the prudential supervision of credit institutions and investment firms, amending Directive 2002/87/EC and repealing Directives 2006/48/EC and 2006/49/EC Belfius Bank holds several European passports.

##### (ii) Subsidiaries

For an overview of the enterprises in which Belfius Bank holds an interest within the meaning of the Royal Decree dated 23 September 1992, as well as the other enterprises in which it holds rights up to at least 10% of the subscribed capital, please refer to the Annual Report of Belfius Bank.

The subsidiaries of Belfius Bank include a company that issues financing securities in Luxembourg: Belfius Financing Company. This entity enables Belfius Bank to diversify and balance its sources of financing. This company has been the subject of rulings in Belgium and Luxembourg with full transparency to the tax authorities concerned.

#### 7.1.4 Policy regarding the use of off-shore centres and complex structures

Belfius Bank respects the principles adopted by the OECD and the G20 on the implementation of international standards aimed at improving fiscal transparency and the exchange of information for fiscal purposes. Belfius Bank does not set up offshore centre structures for its customers in tax havens.

Belfius Bank does not carry out any business activities in territories that are deemed to be “non-cooperative” by the OECD.

Belfius is involved in a certain number of securitisation operations where credits are transferred to a special purpose vehicle. This vehicle is incorporated under the form of a limited liability company under Belgian law, in accordance with the Belgian Companies Law and the laws applicable to the Debt Investment Companies (« *sociétés d'investissement en créances* »/ « *vennootschap voor*

*belegging in schuldvorderingen »)*. The performance of such a securitisation operation falls within the Bank's funding and liquidity policy.

Belfius also advises other institutions performing securitisation operations (rendering of services in the form of advices in exchange for a fee).

## 7.2 Outsourcing

Pursuant to Circular PPB 2004/05 of the CBFA (Banking, Finance and Insurance Commission) on sound outsourcing management practices by credit institutions and investment companies, the Management Board of Belfius Bank approved a specific outsourcing policy for the Belfius Group.

Belfius wishes to use this policy to supervise the recourse to outsourcing so as to limit the related risks.

Approved by the Management Board and the Board of Directors of Belfius Bank, this outsourcing policy is applied to all the activities of Belfius Group.

Belfius Bank ensures that this same policy, adapted where necessary to the local legislation of the subsidiary concerned, will be approved by the competent bodies of its subsidiaries.

Subsidiaries that fall under prudential control must inform the Supervisory Authority in a befitting manner in advance about outsourcing matters to which the provisions of the circular apply.

### 7.2.1 Outsourcing principles: definition and scope

For the purposes of the afore-cited circular, the term outsourcing is used to refer to all calls on third parties (inside and outside the Belfius Group) to carry out essential activities, services or processes, i.e. which are specific to the Belfius Group and the malfunctioning or absence of functioning can have an impact on its accreditation, financial situation, continuity or reputation. Said outsourcing may pertain to cloud services for customers and to administrative or specialized tasks and may assume various contractual forms.

### 7.2.2 Principles implemented for the application of CBFA Circular PPB 2004/05 on sound outsourcing practices by credit institutions and investment companies

The Board of Directors and the Management Board shall remain responsible for the outsourced activities. The outsourcing of essential activities, whether intra-group or otherwise, shall be decided by these bodies.

A department called "Corporate Office & Procurement" monitors the external outsourcing. It provides twice a year the Management Board with an exhaustive list of the existing outsourcing contracts. It monitors, in particular for the essential outsourcing activities, the application of the outsourcing policy and information of the decision-making

bodies of Belfius Bank.

A decision to outsource an activity to a third party outside the Belfius Group must be based on a thorough analysis of said activity, its advisability, feasibility, possible alternative solutions and risks inherent in outsourcing.

The external service provider shall be chosen with due diligence and prudence, taking particular account of the concentration and dependence risks that arise when large parts of activities are entrusted to a single supplier for an extended period.

Each outsourced activity shall be subject to a written agreement (contract and Service Level Agreement), in which particular attention must be paid to a clear description of the responsibilities and tasks devolved to the two parties and to the aspects concerning the continued provision of services in the event of discontinuance or termination of the contract.

It is foreseen in the contract and the regular follow-up that the external service provider takes such measures as necessary to preserve the confidentiality of banking and client data sufficiently at all times as stated in the new GDPR regulation.

The compliance function for outsourced activities must be fully ensured.

The Internal Audit department shall oversee the outsourced activities. Auditing and (where necessary) prudential supervision shall remain in force: the Supervisory Authority and the Statutory Auditor must have unhindered access to the outsourced activities at all times and be able to carry out audits on said activities, in order to exercise their respective auditing missions.

## 7.3 Business continuity

Belfius Bank has put a Business Continuity Policy, Guidelines and Plan in place to guarantee the maintenance of system critical functions or their re-establishment as rapidly as possible and within the regulatory obliged RTO (Recovery Time Objective) and the return within a reasonable time of the provision of all other activities of the Bank.

## 7.4 IT control and security mechanisms

### 7.4.1 Information Security

Belfius' Risk Appetite, approved by the Board of Directors, includes an Information Security section.

#### (i) Governance and Strategy

In order to guarantee the information security within Belfius, the Information Security Steering (ISS) ensures a well governed and coordinated information security strategy whereby an adequate system of "prevention", "detection", "protection" and "reaction" is put in place, in line with regulatory requirements towards information security.

The ISS is chaired by the Chief Risk Officer (CRO) / Chief Information Officer (CIO) of Belfius Bank. The quorum requires the presence of CRO or CIO.

The information security strategy has 4 major ambitions:

- > BE Aware: Work “risk based” and ensure that identified internal & external risks are in line with the defined risk appetite; managing risks in line with the risk appetite allows Belfius to tailor the Information Security risk posture to fully support the overall business strategy. By applying the risk-based principle Belfius ensures that investments are only done in those areas where they are needed and defensible;
- > BE Mature: Become more mature by making Information Security measurable and by benchmarking performance against industry standards. A solid basic security level acts as an enabler for secure innovations within the bank;
- > BE Compliant: Comply with regulatory requirements. By being compliant with internal as well as regulatory requirements, processes and procedures are executed in a predictable way. Furthermore, it will avoid potential regulatory penalties resulting from non-compliance;
- > BE Resilient: Ensure Business Continuity & Disaster Recovery. By focusing on availability, business disruptions can be avoided and assurance can be given that key business processes can be adequately restored in case of calamities.

These ambitions are monitored on a monthly basis by the ISS through:

- > a regularly updated information security road map which is compliant with regulations and in line with Belfius’ risk appetite;
- > a periodic dash boarding of information security;
- > an incident and threat analysis;
- > an approval and follow-up of information security projects.

The policy relating to securing information and its associated guidelines, norms and practices are aimed at safeguarding the information assets<sup>4</sup> of Belfius.

In order to strengthen the governance and its effectivity in the field of information security, the application of the three lines of defence model implied the existence of an Information Security Office, for the first Line of Defence, and the appointment in 2018 of a Group CISO (Chief Information Security Officer) in the Risk Division for the Second Line of Defence.

### (ii) Main evolutions of Information Security projects

For Information Security, Belfius follows a risk-based approach. This means that based upon risk assessments decisions are made on where improvements are most needed to effectively realize the stated ambitions and to align the actual risk posture with the risk appetite. This approach is used by the individual teams to define priorities and areas that need improvement whilst adhering to a defence in depth principle.

The high-level priorities and goals are translated in concrete projects. To effectively face cyber attacks that become ever so complex, Belfius focusses on projects that increase the capabilities of 3 types of controls: technology, process and people.

Large security projects are grouped together in a security roadmap which typically spans the course of two years. The security roadmap (2018-2019) which has been approved by the Board of Directors, focusses on:

- > Boost the Cyber Immune System: Provide or improve tools and education to repel cyber security threats;
- > Assume Compromise: Detect, observe and respond to advanced cyber attacks;
- > Disappearing Perimeter: Protect a continuously changing interconnected environment.

Belfius frequently performs internal and independent tests to provide assurance about all aspects of the security organization. Such tests help in determining the effectiveness of existing controls, identifying new risks, checking compliance with regulatory requirements or measuring the maturity of security related processes.

A cyber security insurance was underwritten in 2015 and is renewed ever since on a yearly basis.

In the area of the information security, a central Identity and Access Management (IAM) tool has been implemented since 2013 and progressively rolled out. An Identity View and a Role Based Access Model have been built on top of the existing IAM processes. The number of covered IT platforms and applications is continuously increasing. Mainframe, Active Directory, Unix, MS Azure, TFM internal and external applications are now centrally managed.

Since 2015 a certification process of the existing accesses by information owners and functional responsible, based on ‘the need to know need to have’ principle and ensuring that employees at all times have proper access to their required information, is yearly realized.

The ambitions for 2018-2019 are to implement an asset management tool, to improve the role based access model, to extend the platforms directly managed by the IAM tool (Oracle, LAN Drives, Shared mailboxes, Exchange, Active Directories Payment Zone), to on board high risk applications with internally managed access management, to document and review the technical IAM.

The bank is also working at the implementation of a data protection platform providing flexible services to identify and protect confidential and/or sensitive data from data loss prevention (DLP)

In order to enhance the skills and the awareness with regard to information security of the staff members of Belfius, awareness- and formation initiatives are set up regularly. The

security governance ensures the coordination of the different processes and initiatives through a security awareness working group.

Belfius outsources its ICT infrastructure to PI-Square, a subsidiary of IBM. The formalization of what Belfius expects from IS4F with regards to information security is defined within the contract.

### 7.4.2 Data protection

With respect to the protection of personal data, Belfius worked out a GDPR implementation aligned with the existing Data Governance and data protection projects into a holistic program for Belfius Group in order to obtain an integrated and sustainable data management. The GDPR or General Data Protection Regulation entered into force in May 2016 and became applicable as of 25 May 2018. It has had a significant impact on the entire organization and customer relationship management of Belfius.

### 7.4.3 Business continuity

The policy on business continuity & disaster recovery requires the various departments to analyse the business impact on critical activities, to develop recovery plans and to provide the necessary documentation. The business continuity plan and IT disaster recovery plan are yearly tested for the highly critical activities and IT applications.

### 7.4.4 Release Management

Since more than 15 years Belfius works with four major IT releases a year. There is a “move to operations” (MTO) during

the second or third week-end of March, June, September and November. This calendar is discussed with business and PI-Square (the Belfius infrastructure partner ) and published well in advance.

The approach towards the MTO is “industrialized”. In order to guarantee good quality of it’s delivery , Belfius organizes :

- > very close follow up of the progress of the projects with specific emphasis on the test- results and on the open issues. This is discussed in a weekly meeting and reported to all stakeholders.
- > a formal GO/NO GO decision meeting
- > a general rehearsal week-end ( three week-ends before the MTO-weekend )
- > close follow up during the MTO-week-end itself with several recurrent meetings discussing progress of the activities , final testing and acknowledgment to open the different channels towards clients

Some projects cannot follow this fixed calendar (e.g. mandatory projects with external compulsory dates). However using “exceptional releases”, it is possible to apply to a large extent the same approach for these projects.

The impact of the introduction of the Agile methodology is now being taken care of by the specialized Release Management team.

## 8. REMUNERATION POLICY

### 8.1 Staff concerned

The remuneration policy applies to staff members whose activity has a material effect on the risk profile of Belfius Group (individuals known as “Identified Staff”).

In delineating this target group, Belfius Group applies the criteria issued by Europe through the Commission of the European Union’s Delegated Regulation dated 4 March 2014.

It covers the following categories:

- > Category 1: the executive members of the Board of Directors of Belfius Bank and Belfius Insurance (Executive Directors);
- > Category 2: members of staff whose business activities have a significant effect on the risk profile of Belfius Group, including senior management and individuals who occupy

risk-taking positions or independent control functions. This also includes staff whose total remuneration places them on the same level of remuneration as senior management or individuals who occupy risk-taking positions.

### 8.2 Entities concerned

The remuneration policy applies to the Belfius Group.

### 8.3 General principles

The remuneration of Executive Directors is set by the Board of Directors after advice of the Chairman of the Management Board and of the Remuneration Committee.

The remuneration of Non-Executive Directors and members of the advisory committees is set by the Shareholders’ Meeting after advice of the Remuneration Committee.

In principle, Non-Executive Directors receive a fixed remuneration, which is paid to them every quarter.

In addition, Non-Executive Directors receive attendance fees for every meeting they attend.

For Non-Executive Directors who may not have exercised their mandate for a full year, this fixed remuneration is reduced pro rata to the number of quarters during which they effectively exercised their mandate.

The emoluments of the Chairman of the Board of Directors

are higher than those of the other Directors, both in terms of fixed remuneration and attendance fees. The attendance fees allocated to the Chairman of the Board of Directors and the Chairman of the advisory committees are double those allocated to the other Directors and members of the advisory committees.

More detailed information about this remuneration policy is given in the "Remuneration policy for Belfius Group (Belfius Bank, Belfius Insurance and its subsidiaries)".

## 9. INTEGRITY POLICY

### 9.1 Internal codes and regulation

The Compliance Officer is competent to elaborate, implement, update and supervise compliance with the rules of professional ethics.

The core principles of the integrity policy are contained in the Belfius Integrity Policy, approved by the Management Board, the Board of Directors and the Works Council of Belfius Bank. The Belfius Integrity Policy constitutes the basis of professional ethics in the Bank and outlines the general framework for the adoption of honest conduct and professional ethics.

The Belfius Integrity Policy is based on the following 4 principles:

- > compliance with laws, regulations and professional standards;
- > professionalism and discretion;
- > integrity vis-à-vis customers in all of Belfius activities;
- > loyalty and mutual respect.

### 9.2

Based on those general principles, some themes have been developed into more detailed policies, such as, amongst others, the Anti Bribery Policy, the Sponsoring Policy, the Complaints Policy and the Product Governance Policy which were all newly drafted in 2018. Some existing policies were adapted in 2018, i.e. the Suppliers Ethics Charter, the Gifts, Favours and Invitations Policy, the Remuneration Policy - MiFID conflicts of interest, the Anti Money Laundering Policy, the Market Abuse Policy, the Chinese Walls Policy, the Restricted List Policy and the Whistleblowing Policy. Please refer to the Belfius Integrity Policy in general and to the chapters below for any further details.

### 9.3 Fraud risk policy

Belfius wants to be extremely severe with regard to fraud. An extremely severe policy is applicable for all forms of fraud (internal as well as external). Belfius describes fraud as "any action intended deliberately to deceive someone else and which results in harm for the victim and/or gain for the fraudster". Fraudulent conduct is a specific form of dishonest action. It is always considered as gross misconduct and may, in certain cases, also lead to criminal prosecution.

Managing the risk of fraud is the responsibility of the Chief Risk Officer. The Non Financial Risks (NFR) department at Belfius has drawn up a specific fraud risk policy.

Every aspect of managing this risk, whether it be developing, monitoring or assessing the risk, is conducted in close collaboration through a specific consultation body established with members of the NFR, Audit and Compliance departments.

### 9.4 Conflicts of interest

#### 9.4.1 Conflicts of interest between the Directors and the institution

##### (i) Loans, credits or guarantees granted by the Bank

Belfius Bank may only directly or indirectly grant its Directors, Shareholders and their relatives any loan, credit or guarantee under the conditions, for the amounts and with the guarantees applicable to its clients (Article 72 of the Banking Law).

Such loans, credits or guarantees must be notified to the Board of Directors within a term that permits the Board of Directors to oppose them as well as to the Supervisory Authority in accordance with the frequency and rules that it determines.

The Board of Directors has adopted a policy concerning loans, credits and guarantees granted to these people.

## (ii) Services provided to the Bank by Directors

The Non-Executive Directors of Belfius Bank have undertaken, via the internal rules of the Board of Directors, not to provide Belfius Group, directly or indirectly, with services against payment (for example, consultancy services, tax advice, ...).

### 9.4.2 Legal, statutory and internal procedures for preventing and resolving conflicts of interest

As regards the resolution of conflicts of interest of Executive Directors or Non-Executive Directors vis-à-vis the institution, reference is made to Articles 523 and 524ter of the Companies Code, to the articles of association and to the internal rules of the Board of Directors.

#### (i) Legal provisions

##### > (a) Directors (Article 523 of the Companies Code)

If a Director, directly or indirectly, has an interest of a financial nature conflicting with a decision or transaction of the Board of Directors, the other Directors must be informed prior to the deliberation of the Board of Directors.

The Director concerned may not take part in the deliberations of the Board of Directors in relation to such transactions or decisions, or vote on them.

His or her declaration, as well as the facts justifying the conflicting interest which exists with regard to the Director concerned, must appear in the minutes of the meeting of the Board of Directors which has to take the decision. In addition, when the company has appointed one or more auditors, he or she must inform them of this situation.

With a view to publication in the management report, the Board of Directors describes in the minutes the nature of the decision or transaction referred to above and a justification of the decision it has taken as well as the financial consequences for the company. The management report contains the full minutes referred to above.

The auditors' report must contain a separate description of the financial consequences arising for the company of the decisions of the Board of Directors, which might involve a conflicting interest referred to above.

##### > (b) Members of the Management Board (Article 524ter of the Companies Code)

If a member of the Management Board, directly or indirectly, has an interest of a financial nature conflicting with a decision or transaction of the Management Board, the other members must be informed prior to the deliberation of the Management Board. His or her declaration, as well as the facts justifying the aforementioned conflicting interest must appear in the minutes of the meeting of the Management Board which has to take the decision. If the company has appointed one or more auditors, the member of the Management Board concerned must inform them of this situation.

With a view to publication in the management report, the Management Board describes in the minutes the nature of the decision or transaction referred to above and justifies the decision it has taken. Similarly, the financial consequences of that decision for the company must be indicated in the minutes.

The auditors' report must contain a separate description of the financial consequences arising for the company of the decisions of the Management Board, which might involve a conflicting interest referred to above.

The member of the Management Board concerned may not take part in the deliberations of the Management Board in relation to such transactions or decisions, or vote on them.

##### > (c) Common provisions (Articles 523 and 524ter of the Companies Code)

The company may demand that the decisions taken or the transactions carried out in breach of Articles 523 and 524ter of the Companies Code should be declared void if counterparty had or might have had knowledge of that breach.

Articles 523 and 524ter of the Companies Code are not applicable when the acts or decisions concern acts or decisions concluded between companies where a company directly or indirectly holds at least 95% of the votes attached to all the securities issued by the other or between companies where at least 95% of the votes attached to all the securities issued by each of them are held by another company.

Similarly, these Articles are not applicable to transactions taking place in the ordinary course of business under arms' length conditions.

#### (ii) Statutory provisions

Without prejudice to article 523 and 524ter of the Companies Code, if a Board member or a member of the Management Board has a direct or indirect interest of any nature whatsoever that is in conflict with a proposed act or decision which, as applicable, is or may become within the sphere of competence of the Board of Directors or the Management Board, including as a result of a dual function, he shall inform the Chairman at once and may not take part in the deliberations or the vote on that proposal; however, when a dual function concerns a company linked to the company in the sense of article 11 of the Belgian Companies Code, it may, notwithstanding the above, attend deliberations and take part in the vote.

#### (iii) Internal provisions

##### > (a) Conflict of interests - Incompatibility of mandates

The exercise of external mandates by Directors is in principle authorised, but subject to several limitations.

- > (b) Conflicts of interest – Directors personal account transactions and transactions on behalf of persons closely connected to Directors

The 'Rules relating to personal transactions of the members of the Board of Directors of Belfius Bank' form a part of the internal rules of the Board of Directors.

The members of the Board of Directors are considered to be "persons concerned" within the meaning of the Royal Decree dated 3 June 2007 setting the rules and terms aimed at transposing the Directive concerning Markets in Financial Instruments (MiFID). This means that the following duty of information must be respected:

- For transactions carried out via Belfius Bank
  - Transactions performed on securities accounts opened in the name of a Director at Belfius Bank need not be declared. Belfius Bank has a control system which enables all personal transactions for and via the Director's account to be identified.
- For transactions carried out via another financial institution

In all other cases, Directors must as quickly as possible declare all their personal

transactions to the Compliance Officer of Belfius Bank.

A personal transaction is a transaction in financial instruments carried out by a "person concerned" or in his/her name, when in addition at least one of the following conditions is met:

- that person acts outside the framework of his or her activities in the credit institution;
- the transaction takes place on behalf of the actual person or a person with whom he or she is closely associated (natural persons who are relatives, i.e. with whom there is a family tie or a close connection and/or legal entities with which relevant persons have links).

This definition is in relation to two main categories of transactions. On the one hand these are transactions executed by the actual Director. On the other hand they are transactions executed by a third party, but only on behalf of the Director or on behalf of the Director and another person.

Furthermore, to avoid conflicts concerning Executive Directors, any Belfius investment product subscribed by an Executive Director will be so under the conditions applicable to customers (i.e. conditions in force for customers who are in a similar position vis-à-vis the Bank). Moreover, any securities portfolio held directly by an Executive Director will be under management with Candriam (without the Bank's involvement).

- > (c) Conflicts of interest - rules applicable to Directors in relation to companies with which Belfius Bank has close ties

Executive Directors and Non-Executive Directors may in no way participate, both within the company concerned in which they exercise a mandate and within Belfius Bank, in the decision-taking process regarding services provided by the Bank to that company, or exercise any influence whatsoever on that process.

The Management Board of Belfius Bank must moreover ensure that the conditions under which services are provided to those companies correspond to normal market conditions and the usual practices of Belfius Bank.

### 9.4.3 Conflicts of interest between staff members and the institution, and by extension customers of the Bank

The general principles regarding policy on conflicts of interest appear in the Belfius Integrity Policy and in the specific policy on conflict of interests. In following those principles, an entire range of specific rules and procedures has been established, e.g. the policy on gifts and invitations, the policy on personal account transactions of staff members, the rules on powers of attorney, the rules on donations and legacies to certain staff members of the Bank and the internal rules on the regime of incompatibility of mandates (article 62 of the Banking Law).

### 9.4.4 Conflicts of interest between the institution and its customers and reciprocally between customers

As it implemented the European MiFID regulations, Belfius Bank established a specific policy in relation to conflicts of interest in order, for the MiFID activities in question, to avoid possible conflicts of interest having adverse repercussions for the customer. In parallel with legal obligations, rules were drawn up with regard to the identification and management of possible conflicts of interest. This is reflected in an overall group policy which, for several specific activities, has been stated in sub-policies (e.g. a specific remuneration policy).

The MiFID policy on conflicts of interest describes the scope of application and the core principles of the policy to be followed. Moreover, it provides the methodology for identifying and managing possible conflicts of interest, and sets tasks and responsibilities. Five categories of measures to achieve effective management of any conflicts have been provided: customer information on the subject of possible conflicts of interest, command and control of the exchange of information, prevention of inappropriate influences, taking organisational measures and, finally, renunciation of transactions. Training and communication form the cornerstones of any later implementation.

Within the Bank, this policy and the various elementary measures have been reflected in specific rules, instructions

and procedures regarding the identification and management of possible conflicts of interest. The introduction of such measures always relies on strict observance of legal provisions and the most severe internal norms and standards. A summary of this policy is available to customers via the Bank's web site.

#### 9.4.5 Conflicts of interest between the institution and its shareholders

Reference is made to Section 4.1.4. of the present Memorandum and the internal rules on the grant of loans, credits and guarantees to executives, shareholders and related persons.

### 9.5 Whistleblowing

Within Belfius Bank, the Belfius Integrity Policy provides that staff members have the opportunity to reveal any shortcoming, abuse or malfunction liable to seriously affect Belfius Bank. To that end, Belfius Bank has introduced an internal whistleblowing procedure aimed at reducing the risks of suffering a financial loss, a penalty or a loss of image or reputation as a consequence of the non- fulfilment of legal or regulatory obligations or its Compliance policy.

The internal whistleblowing procedure is not a substitute for other systems already in place for the prevention of certain types of risks but constitutes an additional procedure. It is only used in the absence of any other more appropriate procedure.

The internal whistleblowing procedure respects the principle of the transmission of information in the first place to those senior to the staff member who wishes to give such a warning. If that senior person deems it appropriate, he or she will forward the information to the Compliance division. The system offers staff members an additional direct recourse to the Compliance division when notifying senior people may not be appropriate or adequate.

The Compliance division is the central point of contact within the warning system. It gathers and deals with pertinent information received through the system. The members of the Compliance division are governed by a particular confidentiality obligation.

The Compliance division is responsible for dealing with communications and observance of the rights of the parties within the context of implementing and monitoring this procedure. It is bound to maintain strict discretion and undertakes rapidly and carefully to deal with information communicated via the internal system. As for the identity of the different parties, it must keep to a strict minimum the number of persons who have such information.

### 9.6 Handling of customers complaints

Belfius Bank has drafted a new Complaints Policy in 2018 and implemented a transparent procedure for dealing with customer complaints.

As complaints are registered in a central system with operations to process cases at every stage, complaints are professionally monitored which allows Belfius Bank to conduct an effective prevention policy. All complaints are monitored via the same system.

The Servicing department regularly reports to all the internal services, departments and subsidiaries concerned and to the Bank's Management Board.

#### 9.6.1 Management of complaints from RCB customers

Any complaint concerning the Retail segment (Private and Business customers included) is handled by the Complaints department in the Servicing department.

The Bank distinguishes between four handling levels for complaints from the customers concerned:

- > (i) The branch represents the initial link in the complaints management chain, given that it is the closest to the customer.
- > (ii) The Complaints department in the Servicing department handles:
  - complaints the customer makes directly by complaint's form on the Belfius website, letter, telephone, email, and so on to the Complaints department;
  - complaints for which agents are not able to offer a solution themselves and ask for help from head office;
  - complaints received by internal services, other departments (for instance Distribution, Marketing, etc.) or certain subsidiaries (Belfius Insurance and Crefius).

The Complaints department handles complaints within the deadlines set, observing established quality standards and in principle providing the customer with a written response.

- > (iii) Internal negotiation: if the customer rejects the solution suggested by the Complaints department, he may address the Bank Negotiator (the third level). As a neutral contact, he makes a new analysis of the case, independently of the Complaints department and responds directly to the customer.
- > (iv) External mediation: customers who still object to the position taken by the Bank must approach the Federal Bank/Insurance Ombudsman or the Court. If the Federal Ombudsman (banking/insurance products) considers the complaint admissible, it will be managed with the cooperation of the Bank Negotiator (the fourth level).

## 9.6.2 Management of complaints from PCB customers

Any complaint concerning PCB customers is centralised by the Complaints department in the Servicing department.

The Bank distinguishes between four handling levels for complaints from the customers concerned:

- > (i) The relationship manager (“Banker” - the first level) represents the initial link in the complaints management chain, given that it is the closest to the customer.
- > (ii) The Complaints Management service within the Servicing department (the second level) handles:
  - complaints the customer makes directly by complaint’s form on the Belfius website, letter, telephone, email, and so on to the Complaints department;
  - complaints for which relationship manager is not able to offer a solution or asks for help from head office;
  - complaints received by internal services, other departments (for instance Distribution, Marketing, etc).
- > (iii) The subsidiaries (the second level) handle complaints concerning them. These are sent to them by the Complaints department.
- > (iv) Internal negotiation: if the customer rejects the solution suggested by the Complaints department or the Banker (the relationship manager), he may address the Bank Negotiator (the third level) in writing. As a neutral contact, he makes a new analysis of the case, independently of the Complaints department and responds directly to the customer.
- > (v) Customers who still object to the position taken by the Bank must approach the Federal Bank Ombudsman (for professional loans granted to legal entities and Insurance products). If the Federal Ombudsman (banking / Insurance products) considers the complaint admissible, it will be managed with the cooperation of the Bank Negotiator (the fourth level).

## 9.7 Prevention Policy

Within the framework of the Circulars CBFA 97/10 (prevention policy) and CBFA 97/11 (specific mechanisms) and application of the Level Playing Fields concluded within Febelfin (particularly for inheritance - moment of death, “association de fait” and joint ownerships), a prevention policy has been developed in the Bank. It has been laid down in a series of elements reflected in three pillars. Firstly, the emphasis is placed on the provision of correct and neutral advice. In this regard, it is forbidden to give advice aimed at avoiding fiscal obligations. The second pillar provides a guarantee of the transparency and traceability of transactions. It is important to be able to verify at any time who has made what transaction and when. The facts must therefore be exposed in respecting

the truth. The third pillar involves the observance of legal and regulatory provisions. The confidence of third parties on the one hand (particularly customers, the public, the shareholders, the authorities), and the reputation of the Bank on the other hand, depend on practices which respect the legislation.

## 9.8 Anti Money Laundering and Counter Terrorism Financing Policy

Belfius has set-up an Anti Money Laundering Policy, which was updated in 2018 in order to establish a general framework for the fight against money laundering (AML) and financing of terrorism (CFT).

Money Laundering means :

- > a. the conversion or transfer of property, knowing that such property is derived from criminal activity or from an act of participation in such activity, for the purpose of concealing or disguising the illicit origin of the property or of assisting any person who is involved in the commission of such an activity to evade the legal consequences of that person’s action;
- > b. the concealment or disguise of the true nature, source, location, disposition, movement, rights with respect to, or ownership of, property, knowing that such property is derived from criminal activity or from an act of participation in such an activity;
- > c. the acquisition, possession or use of property, knowing, at the time of receipt, that such property was derived from criminal activity or from an act of participation in such an activity;
- > d. participation in, association to commit, attempts to commit and aiding, abetting, facilitating and counselling the commission of any of the actions referred to in points (a), (b) and (c).

Money laundering shall be regarded as such even where the activities which generated the property to be laundered were carried out in the territory of another Member State or in that of a third country.

Terrorism financing means :

the provision or collection of funds, by any means, directly or indirectly, with the intention that they be used or in the knowledge that they are to be used, in full or in part, in order to carry out any terrorist act.

The AML framework is designed to be compliant with all applicable laws and regulatory requirements regarding AML/ CFT.

## 9.9 Market Abuse Policy

The Belfius general Market Abuse Policy includes a policy regarding Chinese Walls (updated in 2018), a policy regarding Restricted Lists (also updated in 2018) and a Permanent Insider List Policy.

Market abuse is understood to mean insider trading, the illicit disclosure of privileged information and market manipulation.

As part of their activities, some members of staff have access to privileged information relating to financial instruments traded on a regulated market (or to their issuer), for which an application for admission to trade on such a market has been or will be lodged, or the value of which depends on the aforementioned financial instruments. In addition, the execution of certain transactions or the dissemination of certain information may have an impact on the perception of financial instruments or their issuer.

The prevention of market abuse is based along three main lines, as follows:

- > Management of the circulation of information relating to financial instruments and their issuers in order to restrict the dissemination of that information both inside and outside the bank;

- > The supervision of certain activities, in particular certain types of transactions on the financial markets and market surveys (this latter point is dealt with in a separate procedure);
- > The training and awareness of staff.

The detection of market abuse is focused on 2 areas, as follows:

- > The implementation of a detection system based on the surveillance of instructions and transactions via ;
  - a system of alerts geared to the nature of the activity in question;
  - the use of the data available by staff members when they have a relationship with the party issuing the instructions, whether that party is a customer or a person trading on his or her account (identity, instructions given, trading habits, way in which orders are transmitted, etc.).

For this purpose, the Compliance function has access to all relevant information and documentation.

- > The awareness and training of the staff members affected by this issue so that they are able to detect market abuse.

## 10 POLICY OF PUBLICATION OF THE PRINCIPLES IMPLEMENTED

The Governance Memorandum is subject to nihil obstat of the National Bank of Belgium and an extract of which is published on the Belfius Bank website in accordance with Article 75 §1 of the Banking Law.

## 11 STATUS OF THE GOVERNANCE MEMORANDUM

The Governance Memorandum was submitted for approval to Management Board of Belfius Bank on 5 December 2018 and for advice to the Nomination Committee on 14 February 2019. It was approved by the Board of Directors on 21 March 2019.

The Board of Directors will annually ensure that the content of the present Memorandum always reflects the Bank's situation and will if necessary make the appropriate modifications.

