



**KB Financial Group Inc.**

## **U.S. RESOLUTION PLAN**

### **PUBLIC SECTION**

December 2016

*This resolution plan report contains forward-looking statements. Words and phrases such as “aim,” “anticipate,” “assume,” “believe,” “contemplate,” “continue,” “estimate,” “expect,” “future,” “goal,” “intend,” “may,” “objective,” “plan,” “positioned,” “predict,” “project,” “risk,” “seek to,” “shall,” “should,” “will likely result,” “will pursue,” “plan,” and words and terms of similar substance used in connection with any discussion of future operating or financial performance or our expectations, plans, projections or business prospects identify forward-looking statements.*

*All forward-looking statements are management’s present expectations of future events and are subject to a number of factors and uncertainties that could cause actual results to differ materially from those described in the forward-looking statements.*

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*All subsequent forward-looking statements attributable to KB Financial Group Inc. or any person acting on KB Financial Group Inc.’s behalf are expressly qualified in their entirety by the cautionary statements contained or referred to in this resolution plan.*

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## 1. Introduction

### *U.S. resolution plan rules*

In September 2011, the Federal Deposit Insurance Corporation (“FDIC”) and the Board of Governors of the Federal Reserve System (“FRB”) issued a final rule (“Joint Rule”) implementing Section 165(d) of the Dodd-Frank Wall Street Reform and Consumer Protection Act of 2010. This rule requires foreign banking organizations that are treated as bank holding companies (“BHCs”) under Section 8(a) of the International Banking Act with total global consolidated assets of U.S. \$50 billion or more to submit periodically to the FRB and the FDIC a plan for the rapid and orderly resolution in the event of material distress or failure of the U.S. operations of the BHC.

Because KB Financial Group Inc. (“KBFG” and, together with its subsidiaries, “Group”) is treated as a BHC under the International Banking Act, it has prepared this resolution plan (the “U.S. Resolution Plan”) in accordance with the Joint Rule. All information provided in the U.S. Resolution Plan is as of December 31, 2015 unless specified otherwise.

### *Overview of KBFG’s Global Operations*

KBFG is a publicly-traded Korean financial holding company established and organized under the Financial Holding Companies Act of Korea with its head office in Seoul, Korea. KBFG offers a diverse line of financial products and services through its subsidiaries, including Kookmin Bank (“KB Kookmin”). Based on total asset value, KBFG is the second largest financial group in Korea. KBFG, through its subsidiaries, engages in a broad range of financial business, including commercial banking, credit cards, asset management, life insurance, capital markets activities and international banking. As of December 31, 2015, KBFG’s consolidated assets totalled approximately KRW 329 trillion (U.S. \$281.4 billion) and its consolidated liabilities (including deposits) totaled approximately KRW 300 trillion (U.S. \$256.7 billion).<sup>1</sup>

The Group is organized into the following business segments based on the nature of the products and services provided, the type or class of customer, and the Group’s management organization.

#### Retail Banking

KBFG has strength in retail banking through its largest and foremost subsidiary, KB Kookmin, which is one of the largest commercial bank in Korea in terms of total assets. KB Kookmin was formed through a merger of the former Kookmin Bank and the Housing and Commercial Bank (“H&CB”) in 2001. The former Kookmin Bank and H&CB were both incorporated under the special legislative objective of providing banking services to individuals as well as small- and medium-sized enterprises. Due to such history, KB Kookmin was able to accumulate special know-how and expertise in retail banking. This area of business has been and is expected to remain one of KBFG’s core businesses.

As of December 31, 2015, KBFG operated a combined banking network of 1,138 branches in Korea. As of December 31, 2015, KBFG had a customer base of approximately 30.5 million retail customers, representing more than half of the entire Korean population.

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<sup>1</sup> Figures in US dollars are from Form 20-F. The applicable exchange rate is 1,169.31 KRW/USD, which was the noon buying rate in effect on December 31, 2015 as quoted by the Federal Reserve Bank of New York in the United States. For the sake of consistency, all figures in the U.S. Resolution Plan originally denominated in Korean Won were converted into US dollars using the same spot exchange rate.

### Corporate Banking

KBFG's small- and medium-sized enterprise banking business has traditionally been and is expected to remain one of KBFG's core businesses. Corporate banking makes up the single largest component of KBFG's non-retail credit portfolio and represents a widely diversified exposure to a broad spectrum of the Korean corporate community. KBFG's corporate banking business segment is organized to meet the needs of small- and medium-sized enterprises. In addition to lending and deposit activities with small- and medium-sized enterprises, KB Kookmin has recently emphasized widening its client base to large corporate customers.

### Credit Card Business

KBFG considers the credit card business to be one of its core areas of growth in the non-banking business sector. The activities within this segment include credit sales, extensions of short-term credit card loans, including cash advances, and other supporting activities. As of the end of 2015, the Group had approximately 19 million cardholders.

### Investment & Securities Business

The Group invests and trades in debt and equity securities, extends loans repayable on demand to financial market participants, and, to a lesser extent, engages in derivatives and asset securitization transactions. In investment banking, KBFG's subsidiary KB Investment & Securities leads the industry in underwriting corporate bond and issuing asset backed securities. In institutional sales, KBFG offers a wide array of services to domestic and overseas institutional investors. These services include brokerage and sales of financial products, the brokerage of domestic and overseas futures products, and over-the-counter derivatives. In the retail sector, KBFG offers comprehensive wealth management services through KB Kookmin's extensive network.

### Life Insurance Business

KBFG, through its subsidiary KB Life Insurance, provides life insurance and wealth management services to customers. KB Life Insurance offers financial insurance services through bancassurance agency marketing, direct marketing channels and total consultant channels, which provide face-to-face services.

### ***U.S. Operations***

The New York branch of KB Kookmin (the "KB NY Branch") engages primarily in wholesale banking services and export and import financing. The KB NY Branch's primary lending market is composed of the U.S. subsidiaries and branches of Korea-based multinational companies.

On June 18, 2015, the FRB approved each of KBFG's and KB Kookmin's election to be treated as a financial holding company ("FHC") pursuant to sections 4(k) and 4(l) of the Bank Holding Company Act of 1956, as amended (see Appendix I, separately attached).

On June 24, 2015, KBFG acquired 19.47% of LIG Insurance, now named KB Insurance Co., Ltd. as a first-tier subsidiary, which conducts insurance operations in the United States and further increased KBFG's shareholding in KB Insurance to 33.29% on November 23, 2015.

## 2. Core Business Lines

The Joint Rule defines Core Business Lines (“CBLs”) as those business lines of the covered company, including associated operations, services, functions and support, that, upon failure, would result in a material loss of revenue, profit or franchise value. Under the Joint Rule, because KBFG is a foreign banking organization, the scope of CBL analysis is limited to those operations conducted in whole or material part in the United States. KBFG has determined that none of its U.S. operations satisfies the definition of a CBL for purposes of the Joint Rule.

## 3. Material Entities

The Joint Rule defines Material Entities (“MEs”) as those legal entities of KBFG that are significant to the activities of a CBL or critical operation. Under the Joint Rule, because KBFG is a foreign banking organization, the scope of ME analysis is limited to those entities domiciled, or who conduct operations in whole or material part, in the United States. Because KBFG has no CBLs or critical operations in the United States under the Joint Rule, KBFG also has no MEs for purposes of the Joint Rule.

## 4. Summary of financial information regarding assets, liabilities, capital and major funding sources

The following table summarizes the consolidated balance sheet of KBFG as of December 31, 2015.

KB FINANCIAL GROUP INC. AND SUBSIDIARIES		(in millions of Korean won)
		2015
<b>Assets</b>		
Cash and due from financial institutions		16,316,066
Financial assets at fair value through profit or loss		11,174,064
Derivative financial assets		2,278,112
Loans		245,005,370
Financial investments		39,136,759
Investments in associates		1,737,840
Property and equipment		3,287,383
Investment property		211,815
Intangible assets		466,828
Deferred income tax assets		18,525
Assets held for sale		8,373
Other assets		9,375,704
<b>Total assets</b>		<b>329,065,467</b>
<b>Liabilities</b>		
Financial liabilities at fair value through profit or loss		2,974,604
Derivative financial liabilities		2,325,756
Deposits		224,268,185
Debts		16,240,743
Debentures		32,600,603

Provisions	607,860
Defined benefit liabilities	73,197
Current income tax liabilities	30,920
Deferred income tax liabilities	179,243
Other liabilities	20,861,634
<b>Total liabilities</b>	<b>300,162,745</b>
<b>Equity</b>	
Capital Stock	1,931,758
Capital surplus	15,854,510
Accumulated other comprehensive income	430,244
Retained earnings	10,464,109
<b>Equity attributable to shareholders of the parent</b>	<b>28,680,621</b>
<b>Non-controlling interests</b>	<b>222,101</b>
<b>Total equity</b>	<b>28,902,722</b>
<b>Total liabilities and equity</b>	<b>329,065,467</b>

The following table summarizes the capital ratios of KBFG and KB Kookmin as of December 31, 2015.

	Capital Adequacy (as of Dec. 31, 2015)	
	KBFG	KB Kookmin
BIS Capital Ratio (actual)	15.48%	16.01%
Tier 1 Capital Ratio (actual)	13.59%	13.74%

## 5. Derivatives and hedging activities

The KB NY Branch is not a party to any swaps, repurchase agreements, or derivative transactions, and therefore, KBFG does not have any exposure related to such activities in connection with its U.S. operations conducted through the KB NY Branch.

## 6. Memberships in material payment, clearing and settlement systems

The KB NY Branch uses payment, settlement and clearing systems to conduct its operations and meet customer needs. In particular, the KB NY Branch relies on the Fedwire Funds Service and the Society for Worldwide Interbank Financial Telecommunication (SWIFT) messaging service. These systems are used by the KB NY Branch to facilitate customer payment services and to support its financial market activity.

## 7. Foreign operations

KBFG currently has four subsidiaries, eleven branches, and three representative offices in Asia, Oceania, the United States, and Europe. KBFG have subsidiaries in Cambodia, China, Hong Kong and the United Kingdom and branches of KB Kookmin in Osaka and Tokyo in Japan, Auckland in New Zealand, New York in the United States and Ho Chi Minh City in Vietnam, as well as a branch of Kookmin Bank

Cambodia PLC in Phnom Penh and branches of Kookmin Bank (China) Ltd. in Beijing, Guangzhou, Harbin, Shanghai and Suzhou in China. KBFG also have representative offices of Kookmin Bank in Mumbai in India, Yangon in Myanmar and Hanoi in Vietnam.

KBFG's international banking activities focus on foreign exchange services, derivatives dealing, import and export-related services, offshore lending, syndicated loans, and foreign currency securities investment. These services are provided primarily to KBFG's Korean corporate clients and their overseas subsidiaries as well as affiliates of Korean corporations. KBFG also raises foreign currency funds through its international banking operations.

## 8. Material supervisory authorities

KBFG is subject to the laws and regulations that are conditions for authorization to conduct banking and financial services business in each country of incorporation and operation. These requirements are largely prescribed on a jurisdictional basis by the applicable government central bank, regulatory authorities or other applicable bodies.

KBFG and KB Kookmin are regulated by the Korean Financial Services Commission and the Financial Supervisory Service. KB Kookmin is also regulated by the Korean Ministry of Strategy and Finance and the Financial Services Commission regarding its foreign exchange businesses.

Because KBFG is a foreign banking organization treated as a bank holding company, the FRB has general regulatory oversight over KBFG and the KB NY Branch in connection with the U.S. operations. That FHC status of each of KBFG and KB Kookmin is conditioned on compliance with any future rule implementing section 606(a) of the Dodd-Frank Act and meeting the regulatory requirements set forth in section 4(l) of the Bank Holding Company Act, as amended by section 606(a) of the Dodd-Frank Act, and the FRB's Regulation Y.

The KB NY Branch is principally regulated by the New York State Department of Financial Services (the "NYDFS").

## 9. Principal officers

The following table summarizes KBFG's Board of Directors as of December 31, 2015.

### KBFG Board of Directors

Executive Director		
Name	Position	Director Since
Jong Kyoo Yoon	Chairman and CEO	2014
Non-standing Director		
Name	Position	Director Since
Hong Lee	Non-standing director; Deputy President of KB Kookmin	2015

**Non-executive Directors**

<b>Name</b>	<b>Position</b>	<b>Director Since</b>
Young Hwi Choi	Non-executive Director	2015
Suk Ryul Yoo	Non-executive Director	2015
Michael Byungnam Lee	Non-executive Director	2015
Jae Ha Park	Non-executive Director	2015
Eunice Kyonghee Kim	Non-executive Director	2015
Jong Soo Han	Non-executive Director	2015

The following table summarizes KBFG's Executive Officers as of December 31, 2015.

<b>Name</b>	<b>Position</b>
Ok Chan Kim	President and Chief Operating Officer
Ki Heon Kim	Deputy President; IT Planning Department
Jungsoo Huh	Senior Managing Director; Financial Planning Department and Investor Relations Department; Chief Financial Officer
Dong Cheol Lee	Senior Managing Director; Strategic Planning Department and Synergy Management Department
Young-Tae Park	Senior Managing Director; Information Security Department and Data Analytics Department
Jae Hong Park	Senior Managing Director; Global Strategy Department
Kyung Yup Cho	Senior Managing Director; KB Research
Dae Myung Kang	Managing Director, Future Finance Department
Ki Hwan Kim	Managing Director; Risk Management Department and Model Validation Unit
Hong Seob Shin	Managing Director; Public Relations Department
Young Hyuk Jo	Managing Director, Enforcement Officer of the Internal Audit Department and Head of the Audit Department
Pil Kyu Im	Managing Director, Chief Compliance Officer and Head of the Compliance Supporting Department

## 10. **Resolution planning corporate governance structure and processes related to resolution planning**

Currently, the only resolution planning requirement to which KBFG is subject is the U.S. resolution planning requirement in the Joint Rule. Accordingly, KBFG's resolution planning governance in 2016 was focused on the proper preparation and timely submission of the U.S. Resolution Plan.

In 2016, an ad hoc team of internal experts whose members include experts from global strategy, global business and compliance from KBFG and KB Kookmin (the "Resolution Team") was assembled to



prepare the U.S. Resolution Plan. The Resolution Team was responsible for providing coordination and consistency in preparing the U.S. Resolution Plan. Additional members were included in response to project requirements on an as-needed basis so as to ensure that all aspects of the U.S. Resolution Plan received due attention. All processes related to the development of the U.S. Resolution Plan were coordinated by the Resolution Team, which directly reported to KBFG's Senior Managing Director, who is responsible for global strategy. The KB NY Branch was also involved from the initial stages, actively gathering relevant data and participating in the formulation of the U.S. Resolution Plan.

KBFG also retained external legal counsel with relevant expertise and experience to work alongside KBFG's internal members.

The KBFG Board of Directors delegated the authority to annually finalize, approve and submit the U.S. Resolution Plan to the executive officer responsible for strategy, on November 29, 2013. The Chief Financial Officer who was responsible for both strategy and finance at that time signed and submitted KBFG's U.S. Resolution Plans in 2013 and 2014. On January 9, 2015, responsibility for KBFG's strategy was reassigned from the Chief Financial Officer to the Senior Managing Director as part of an organizational structure change. Mr. Jae Hong Park, the Senior Managing Director, who was in charge of KBFG's strategy (including the finalization, approval and submission of U.S. Resolution Plans), signed and submitted KBFG's U.S. Resolution Plan in 2015. The submission of the 2016 U.S. Resolution Plan was approved by Mr. Park, who continues to be responsible for global strategy.

## 11. **Material management information systems**

KBFG has robust operational and management information systems to monitor the financial health and risk, and support the operations, of its global operations. The KB NY Branch relies on systems developed by KB Kookmin to support its day-to-day operations.

These systems are used for credit and market risk management, banking and trading transaction recordkeeping, trade reporting, middle office processing, and client and referential data maintenance and analysis. KBFG's management information systems are a combination of customized commercial systems and custom systems developed in-house.

## 12. **Resolution strategy summary**

Because KBFG does not have CBLs, critical operations or MEs under the Joint Rule, KBFG's U.S. Resolution Plan is not required to provide a detailed strategy for the resolution of its U.S. operations in the event of its failure. Nonetheless, KBFG's U.S. Resolution Plan does include a high-level discussion of the insolvency of the KB NY Branch, which is the sole entity conducting KBFG's U.S. operations.

The KB NY Branch would be subject to liquidation proceedings overseen by the Superintendent of the NYDFS ("**Superintendent**") pursuant to Article 13 of the New York Banking Law ("**NYBL**"). Upon its seizure by the Superintendent, the property of the KB NY Branch would be "ring fenced," meaning that title to all property on the books of the KB NY Branch, wherever located, and all property of KB Kookmin situated in New York, would immediately vest with the Superintendent. The Superintendent would use the ring-fenced assets to satisfy the claims of unaffiliated creditors of the KB NY Branch and would return any remaining assets to KB Kookmin or its insolvency estate.