

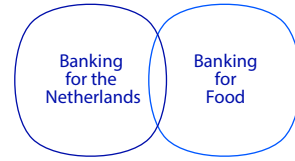
# Value Creation Model

## Why

Our mission

Growing a better world together

Our vision



## Strategy

Strategic Pillars

**Excellent Customer Focus**  
creating value for Clients

Banking solutions for food, housing, entrepreneurship, living and financial well being.



**Meaningful Cooperative**  
creating value for Members and Society

Solutions for environment and society related to food, climate & energy and a more inclusive society.



**Rock-Solid Bank**  
creating value for Investors

Strong performance for investors and upholding our license to operate for society.



**Empowered Employees**  
creating value for Employees

A diverse and inclusive workplace facilitating engagement, well-being and development for employees.



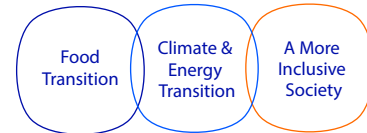
SDGs

## Business Activities

We focus on delivering all-finance services in the Netherlands and on serving our Food & Agri customers internationally.

We offer solutions in Retail Banking, Wholesale Banking, Rural Banking, Private Banking, Vendor Finance, Leasing, and Property Development.

We actively engage in facilitating transitions which matter to us and stakeholders now and in the future.



## Resources



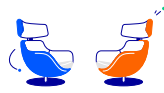
### Employees

- Diversity & Inclusion
- Learning & development
- 43.361 employees



### Capital & Funding

- Wholesale funding
- Capital instruments
- Equity
- Net Interest Income EUR 8,351 million
- Fees and commissions EUR 2,008 million
- Total equity EUR 43.4 billion



### Partnerships & Networks

Multilateral, (inter)national and local partnerships and networks related to: Food, Agriculture, Energy, Climate and Inclusion.



### Knowledge

- Research publications & sector visions
- Dialogue sessions



### (IT) Infrastructure

- System availability
- Online services
- Local banks 84
- Offices in the Netherlands 146
- International Countries 36

## Products and Services

### Netherlands

(amounts in EUR billions)



- Dutch Private Mortgages 192.5
- Lending to Trade, Industry and Services 74.5<sup>1</sup>
- Lending to F&A 35.7<sup>1</sup>
- Point-of-Sale transactions 1.7 billion
- Savings 144.1
- Assets under Management 62.5
- Leasing 1.4
- BPD transactions 6,376



### International

(amounts in EUR billions)

- Private sector lending to F&A 67.2
- Private sector lending to Trade, Industry and Services 34.7
- Leasing 33.1

<sup>1</sup> W&R the Netherlands & domestic DLL portfolio included

## Material themes impacting Value Creation

### Excellent Customer Focus

- Circular economy
- Customer satisfaction
- Digitization & innovation
- Energy transition
- Sustainable agriculture & food
- Sustainable entrepreneurship
- Sustainable finance
- Sustainable housing

### Meaningful Cooperative

- Biodiversity & ecosystems
- Climate change
- Health & wellbeing
- Soil quality
- Water sanitation and hygiene

### Rock-Solid Bank

- Financial performance

### Empowered Employees

- Decent work and income

## Output

### Excellent Customer Focus

Quantitative Indicator	Result
Sustainable products and services	119,560 EUR million
Online Active Private Customers	67.0 %
Online Active Corporate Customers	82.4 %
Availability of Internet Banking	99.8 %
Availability of Mobile Banking	99.8 %
Availability of iDEAL	99.8 %
Client Photo Frontrunner Clients Wholesale	34 %
Client Photo Frontrunner Clients Rabobank's Dutch Retail Banks	16 %
Reptrak Recommendation Score	30%

### Meaningful Cooperative

Quantitative Indicator	Result
Own CO2 footprint	58,187 tonnes
RepTrak Positive Influence on Society	68.3
Member Engagement Score	44 %
Community funds and donations	27.6 EUR million

### Rock-Solid Bank

Quantitative Indicator	Result
Net profit	3,692 EUR million
CET 1 ratio	17.4 %
RoE	8.8 %
Cost/Income ratio	63.8 %

### Empowered Employees

Quantitative Indicator	Result
Employee Engagement Scan	72
Diversity percentage of women employed	49 %
Gender Pay Gap (adjusted)	1.8 %
Absenteeism	3.91 %

Please see Annex 1 for more information

## Outcome

### Excellent Customer Focus

### Meaningful Cooperative

### Rock-Solid Bank

### Empowered Employees



Positive

Facilitate the aspirations of our clients through (digital) products and services, knowledge, networks.

Member involvement, dialogues and feedback, drive economic growth, and investing in sustainable well-being and local communities.

Investors receive distributions and interest. We provide opportunities to invest in sustainable bonds.

Decent work and income, training, and development possibilities. Increasing diversity and inclusion. Satisfaction through contribution to our mission.



Negative

Compensation for products and services, and negative interest rates.

Impact on the environment and society in terms of e.g. financed emissions and biodiversity, fraud, money laundering, low pay, and labor rights.

The discretionary decision of Rabobank not to distribute cash payments on certificates can lead to unfavorable outcomes for investors.

Job insecurity and reallocation, stress, and unfavorable outcomes of working digital first.