



# GROWING A BETTER WORLD TOGETHER

IMPACT REPORT 2024

de coöperatieve Rabobank 

## Our Impact in 2024

There is great urgency to transform our economies and societies to more sustainable ways of living and working. At Rabobank, we want to contribute to this enormous challenge. We aim to contribute to a better world by focusing on the food and energy transitions that matter to our customers and partners, now and in the future. Building on more sustainable food and energy systems requires us to work closely together. That is how we started 125 years ago and how we have worked ever since.

This Impact Report gives our stakeholders an impression of how we endeavor to make a positive impact on the societies in which we operate and how we aim to contribute to the transitions we deem necessary. We are nonetheless aware that the eventual and actual impact of our initiatives depends on many factors, such as economic changes, customer behavior, and changes in regulations, and requires the contribution of all actors. As we aim to make a positive contribution to a more sustainable society, we also realize that the indirect impact of our lending portfolio (e.g., our clients' activities) is not always positive. For example, if we look at our impact on climate, the reality is that our clients emit greenhouse gas (GHG) in one form or another. Whether it is a transport company whose trucks emit CO<sub>2</sub>, a farmer whose dairy cows produce methane, or a homeowner heating their house.

We are a bank that supports the sustainability transition, and whilst we have more to do on sustainability, through this edition of the Impact Report, we shed some light on our sustainability efforts and achievements over 2024.

## Annual Report

This Impact Report was published together with our Annual Report 2024. In that report, we present a detailed overview of our financial performance over 2024 and the Sustainability Statements (CSRD disclosures).

The Sustainability Statements in our Annual Report cover both negative and positive material impacts from an impact materiality perspective as well as the risks and opportunities from a financial materiality perspective. For a complete overview, the Sustainability Statements in our Annual Report should also be taken into account.

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# Foreword

In a world that was dominated by much unrest and war last year, the summer in Paris gave me a temporary feeling of brotherhood. In the first week of August I visited a number of events during the Olympic Games. I saw sportmanslike competition and cheered in the stands in an orange shirt for Femke Bol and her relay team and for the golden women's and men's hockey teams.

For my retrospective on 2024, I thought back to that summer of sports. Apart from the inspiring entertainment that top-level sports can offer people, the Olympic idea appeals to me greatly. The motto of the Games since their inception has been: *'citius, altius, fortius'*. If you want something, that is the idea, you have to get the best out of yourself. Try to be faster, jump higher and become stronger.

In my opinion, this ambition also fits the year for which Rabobank is now presenting its report. At the beginning of 2024, we set ourselves the goal of becoming an even better bank. We want to serve our customers even better and ensure that we can make an even greater impact together with our customers.

When I first joined as chairman of the Managing Board, I referred to Rabobank as a *schone* bank, which in Flemish means 'beautiful'. In the past year, I introduced a new Flemish word to define our ambitions: *performant*, meaning powerful, efficient, and productive. When I arrived, I was deeply impressed by this socially driven cooperative organization. But I couldn't help noticing its dormant potential. I believe that we have more to offer. To achieve this, the word '*performant*' is key in my opinion: powerful, efficient and productive.

With that word in mind, we spent the past year working to make Rabobank an even better bank for our customers and members. The organization's plans and adjustments were driven by the goal of becoming even more customer focused, proactive, and responsive.

I'm proud of how quickly our colleagues adopted the necessary improvements and implemented them. In 2024, we restructured our Dutch Retail and Wholesale & Rural operations, reviewing and simplifying them, and emphasizing our customer-first mindset. It's impressive to see how colleagues continued to grow amidst these changes and employee engagement remained consistently high all year, with a score of 87 across all four quarters. That deserves a big compliment.

*"In 2024, we have started to lay a new foundation to become an even better bank. With food, energy, and financially healthy living as focal points, our ambition is to include innovation and sustainability in everything we do."*

Stefaan Decraene,  
Chair of the Managing Board Rabobank



From a business perspective, 2024 has been a very successful year, partly due to the still relatively high interest rates. In the Netherlands, we strengthened our market leadership position in lending to SMEs and mortgages. We offered interest rate discounts to homeowners with an A-rated energy label, provided they meet the eligibility criteria, aiming to encourage them to make their houses more energy efficient. To date, more than 70,000 customers have taken advantage of this offer. Meanwhile, deposits in our unique Rabo TijdslotSparen savings product grew from EUR 7.2 billion in 2023 to EUR 23.2 billion in 2024.

Internationally, it was an impressive year on many fronts too. Loans to our Wholesale & Rural customers increased, driven amongst other things by a growing demand for solutions to finance the energy transition. Performance at our vendor lease subsidiary DLL remained strong thanks to higher volumes of new business.

Strong results give us, as a cooperative bank, even greater opportunities to make a meaningful impact on society. With members rather than shareholders, we can use our profits to support customers and members in realizing their plans and ideas.

At Rabobank, we believe in putting words into action by actively fulfilling our social ambitions. Our new advertising campaign, which launched in the Netherlands in the summer, highlights what makes us different from most large banks: we are the only Dutch bank that has members instead of shareholders.

More than 2.3 million customers are members of Rabobank. With their membership, customers say 'yes' to social contribution, working together on things that you can't get done on your own, and building social impact together with other members and employees. As a cooperative bank, it is our nature to actively listen to our member, who themselves have a say in many of the decisions we make. For example, during last year's annual Rabo Club Support program, 500,000 members voted on how to distribute EUR 16 million among 33,000 clubs and associations.

On the final day of November, we hosted *Onze Dag*, or Our Day, for Rabobank's most active members, made up of those involved in our members' councils. Almost 1,200 people, including Queen Máxima, attended to discuss the importance of achieving financial wellbeing and the bank's other values. It was an incredibly successful day, and I was keenly aware of our unique contribution to society, a contribution that can keep growing as long as we become an even better bank.

In 2024, we have started to lay a new foundation to become an even better bank. With food, energy, and financially healthy living as focal points, our ambition is to include innovation and sustainability in everything we do. We are well on our way, but we are not there yet. *Performant* is, as far as I am concerned, the code word to continue on the path we have taken. For now, I look back with great satisfaction and look forward with confidence. And I hope that you will do the same when reading this Impact Report.

Best regards,

Stefaan Decraene

Chair of the Managing Board Rabobank

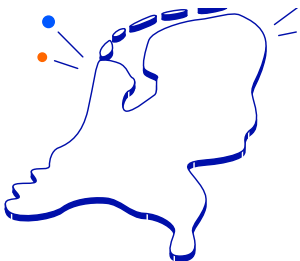
# Rabobank at a Glance



Our Mission  
Growing a better world together

## THE NETHERLANDS

78 Local Rabobanks



### What We Offer in the Netherlands

(amounts in EUR billions)

- Residential Mortgages: 195.7
- Lending to Food & Agri: 46.1
- Lending to Trade, Industry and Services: 79.8
- Savings: 177.1
- Number of Point-of-Sale Terminal Transactions: 2.1
- Assets Under Management: 65.9
- Leasing: 1.3
- Number of BPD transactions: 6,007

5

Regions

2.3 million

Members

8.3 million

Private Customers

0.8 million

Business Customers

## INTERNATIONAL

34 Countries



### What We Offer internationally

(amounts in EUR billions)

- Lending to Food & Agri: 73.7
- Lending to Trade, Industry, and Services: 43.2
- Leasing: 43.5

33.8 %

North America

30.1 %

Europe

20.3 %

Australia

11.2 % South America

4.4 % Asia

0.2 % Africa



# Our Bank

We are a bank without shareholders. Instead, we have members and local member councils. More than 2.3 million of our customers are members. They mean a lot to us, because they tell us what is going on and what people's concerns are, helping us to understand what truly matters. By listening closely, we can identify the best ways to invest our knowledge, global network, and financial solutions to support their goals. Our cooperative approach is reflected in the way we bank and collaborate with our customers. Additionally, we give back a part of our profits to society through our cooperative initiatives and dividend. Together with our members, we strive to contribute to sustainable food and energy systems and foster financially healthy communities. That is what makes the cooperative Rabobank our bank.

## Our History

Rabobank grew out of small credit unions founded by farmers and horticulturists dating back to the end of the 19th century. These farmers wanted to modernize in order to meet increasing demands, but had limited or no access to credit. They solved this problem by founding credit cooperatives. The farmers were not shareholders but members working together on structural solutions to the challenges they faced, while also sharing their gains with others. The success of this cooperative model attracted other citizens who brought their savings to the local "banks."

As these cooperatives worked locally, they needed a bank to support them in various areas. This is why they founded what is today the cooperative Rabobank. As per December 31, 2024, we work globally with 49,272 employees (FTE) in 35 countries. Customers in the Netherlands can become members of our bank. Together with our members, we determine how and where we invest part of our profits in society. Our international focus is on the Food & Agri sector and Vendor Finance. In the Netherlands, we also offer private and commercial customers a wide variety of financial products and services. Rabobank Group also includes BPD, Obvion, and DLL, which provide, respectively, real estate, mortgage, and leasing solutions.

*Sustainability forms a part of our mission to grow a better world together - we can't do this without stakeholder collaboration.*



## Our Mission

For over 125 years, collaboration has been at the heart of everything that we do. Our guiding principle is that together, we accomplish far more than we ever could individually. And we will continue to do so, because the future is also cooperative. With every generation having small and big challenges, we look for solutions that demand people to regularly join forces.

We are a bank without shareholders, but with members and client councils. We call them our eyes and ears. They mean a lot to us, because they tell us what is going on and what people's concerns are, helping us to understand what truly matters. As a meaningful cooperative and a rock-solid bank, we continuously invest a part of our profits back into society through our cooperative dividend and various cooperative initiatives.

Making the way we live and do business more sustainable is the challenge of our time. We know change is needed and we want to contribute to that as an international, cooperative bank. To us, that means we act on climate, value nature, and enable people. This is what makes Rabobank unique and how we are growing a better world together.

## Our Cooperative Mindset

Our values are universal and central to all our thinking, considerations, and actions. They form our identity, the core of who we are as an organisation. Our behavior makes our ambitions and intentions visible. Therefore, it is important that we can all translate these values and behaviors into our daily work. And that we see how we can all contribute to the mission of our organization. These values are:

- We are client-driven - 'I prioritize customers'
- We are cooperative - 'I connect society'
- We are professional - 'I simplify'
- We take responsibility - 'I take ownership'

We listen to each other, to our colleagues, members, customers, and stakeholders. We are focused on results and are clear about what we expect from each other. We seek to make balanced decisions by weighing risk, return, and sustainability. We are decisive and show ownership for our choices. We discuss difficult situations and dilemmas and learn from our mistakes. This requires a cooperative mindset and honest and professional behavior from us. We take responsibility and create connection and joint impact. It's not always the easiest way, but it's the most sustainable and inclusive.



*We're a bank in transition: always striving to improve and become a better bank. Our mission is all about progress - taking the next step and striving for even better*



# Group Strategy

## Vision

*As a meaningful cooperative, we empower our employees to deliver excellent customer focus and a rock-solid bank to realize balanced and sustainable growth*



## Ambition

*Strengthen our leading position in the Netherlands*

*Be the Food & Agri bank of choice globally*

*Be the market leader in Vendor Finance globally*

## Sustainability Aspirations

**Act on Climate**  
*On or below 1.5 °C pathways.*

**Value Nature**  
*Back to planetary boundaries.*

**Enable People**  
*A more inclusive society for customers, communities, and our workforce.*

Rabobank is a unique bank, with strong cooperative roots. We activate local networks, contribute to communities, and support social transitions. Our mission, 'Growing a better world together', drives our ambition to strengthen our leading position in the Netherlands, be the Food & Agri bank of choice worldwide, and lead the global market in Vendor Finance. Our strategy is built on a cooperative foundation with four strategic drivers (excellent customer focus, meaningful cooperative, rock-solid bank and empowered employees).

## Strategic Drivers

### Excellent Customers Focus - 'We are client driven and prioritize our customers.'

The needs of our members and customers come first. We want to stay relevant by offering innovative financial services that improve the customer experience and expand our value-added propositions. We have a strong local presence that enables us to understand the demands of our members and customers. We seek to provide high-quality customer advice and seamless digital services. To generate additional non-interest-related business, we will focus on deepening our client relationships, strengthening our market share through competitive propositions, and promoting our enhanced digital services.

### Meaningful Cooperative - 'We are cooperative and connect society.'

As a cooperative bank, we strive to be a positive force for our members, our customers, and the communities we serve. We continuously invest part of our profits back into society through various cooperative initiatives and our cooperative dividend. Thanks to our local connection, at the heart of society, we are ideally placed to contribute to sustainable food and energy systems and financially healthy communities. To make the way we live and do business more sustainable, we act on climate, nature, and enable people.

### Rock-Solid Bank - 'We are professional and simplify.'

We aim to provide stability in an unstable world. We grow in a balanced, profitable, and sustainable way. We deliver operational excellence, compliance, and balance between risk, return, and impact by simplifying our operating model. At the same time, we ensure we remain in control. To safeguard our foundation, we leverage our group-wide portfolio management, comprehensive customer view, technology, and infrastructure capabilities. A challenge which requires continuous improvement to stay successful and be able to invest in our customers, people, and society in the future.

### Empowered Employees - 'We take responsibility and ownership.'

We want all our colleagues to be proud to call Rabobank a great place to be. We create a culture where our people enjoy their work and feel valued and safe. We encourage our employees to take responsibility, unleash their potential, and develop skills for the future by harnessing technology. This helps us build a future-ready workforce, deliver the best for our members and customers, and make a positive impact on society. Our cooperative mindset is deeply rooted in our traditions and live in our colleagues today.

*For over 125 years, collaboration has been at the heart of everything we do.  
Our guiding principle is that together, we accomplish far more than we ever  
could individually*

## Sustainability Embedded in Our Strategy

We want to, need to, and have committed to 'Grow a Better World Together'. That is why we help our customers, with our industry knowledge, networks, and financial solutions, to be resilient and transition to a sustainable future. This enables them to act on climate and value nature in their businesses and at home, and enable people with a fair and equal chance to pursue their ambitions. We also help to move 'the system' in a more sustainable and just direction. To us, this is part of growing a better world together.

From a sustainability perspective, reducing our climate impact, bringing the impact on nature back to planetary boundaries, and enabling people, are our main priorities. We focus on these core areas within our own organization, with our customers, and in our communities. We aim to drive developments that can contribute to making life more sustainable and business more affordable, available, and accessible. We aim to act in line with our beliefs, commitments, and regulations and do this in a science-based way.



# Our Sustainability Aspirations in Detail\*

## Act on Climate



### On or below 1.5 °C pathways

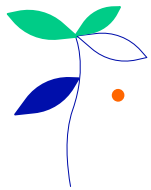
Climate change and nature loss undermine the resilience of our planet and its ability to recover. It affects everyone, everywhere. Rabobank clearly recognizes the gravity of the situation, and we are fully committed to supporting the goals of the Paris Climate Agreement and have signed the Net-Zero Banking Alliance and the Dutch Financial Climate Commitment.

#### To us, it's about:

- Reducing greenhouse gas emissions within our own operations.
- Helping customers to reduce their emissions.
- Growing our renewable energy portfolio.

We set targets for the most material sector x region combinations of our portfolio, with the help of science-based pathways from sources such as SBTi and IEA where possible. Learn more about [our climate approach](#).

## Value Nature



### Back to planetary boundaries

As Rabobank, we recognize human impact and dependency on nature and the urge to act on it. We were one of the first financial institutions that co-launched and signed up to the Finance for Biodiversity Pledge and Taskforce on Nature-related Financial Disclosures.

#### To us, it's about progressively adapting our portfolio and policies towards aligning with GBF:

- Halting deforestation and land conversion.
- Avoiding impacts in protected and key biodiversity areas.
- Minimizing pollution to safeguard water and soil quality.
- Minimizing impacts on threatened species.
- Restoring degraded ecosystems.
- Steering on good agricultural practices, reducing food loss & waste, and protein diversification.

Effort targets have been set in 2024. Learn more about our nature approach: [rabo.nl/naturevision](https://rabo.nl/naturevision)

## Enable People



### A more inclusive society for customers, communities, and our workforce

Everyone deserves a fair and equal chance to pursue their ambitions. Rabobank is committed to UNGPs on Business and Human Rights and OECD Guidelines for Multinational Enterprises on Responsible Conduct.

#### To us, it's about:

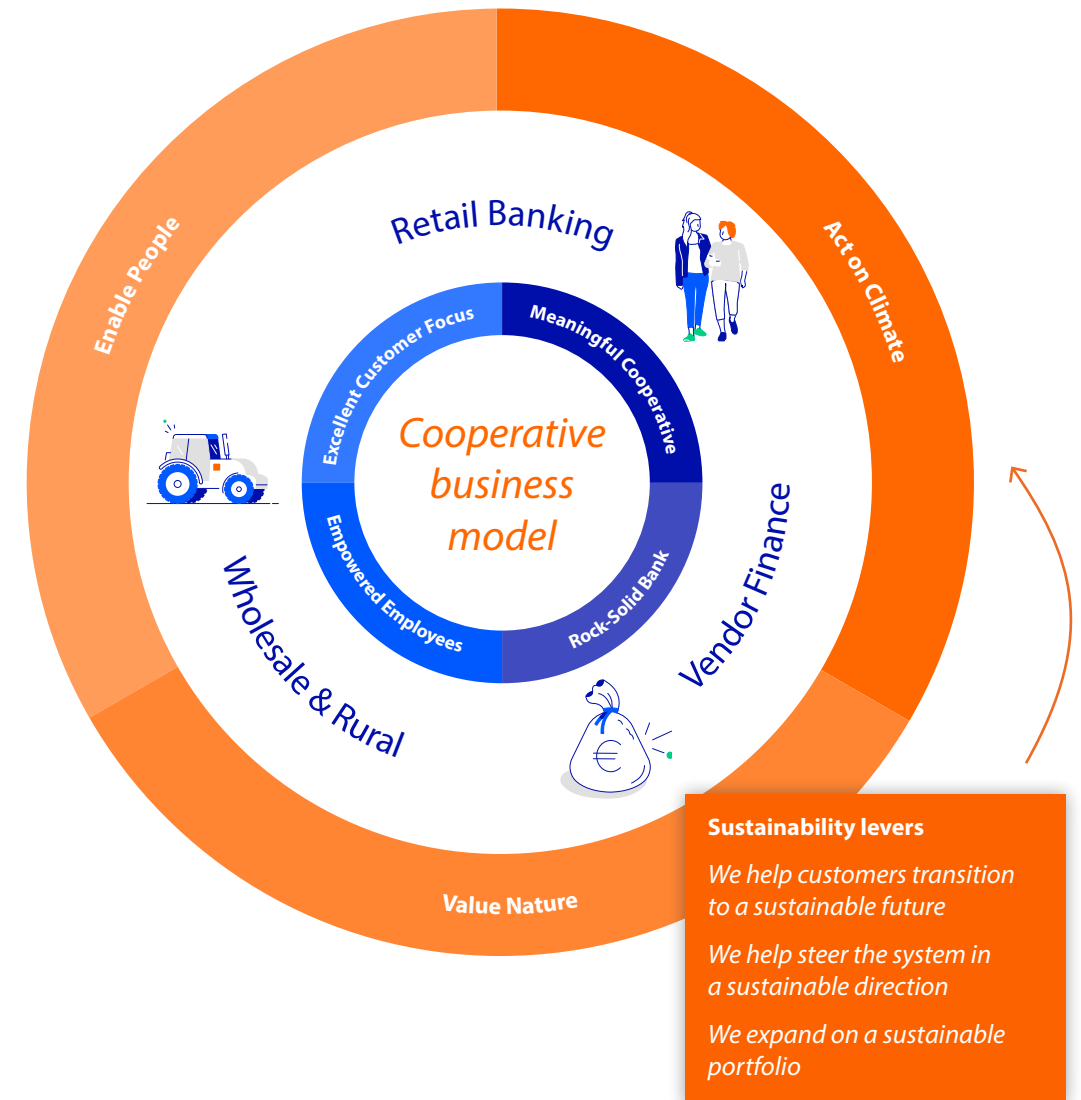
- Respecting human rights within our own operations, business activities, and business relationships.
- Embedding salient human rights in our business processes.
- Supporting our business customers in addressing causes of labor exploitation.
- Fostering social (and financial) inclusion within the private customer market in the Netherlands.

\* Our aspirations are preferably science based, however we need to accept that scientific knowledge and methodologies evolve.

## Sustainability Levers

To cluster and direct our actions to follow up on our climate-, nature-, and people-related aspirations, we introduced intervention levers:

- We help customers transition to a sustainable future by providing knowledge and financial products to support their transition. Examples include sustainability-linked discounts. Examples of which are available in the "Supporting the Energy Transition in the Agri-Food Sector" case on [page 51](#) and customer engagement e.g., by means of the transition conversations outlined in the "Financing Transition Pathways"-case on [page 62](#).
- We help move the system in a sustainable direction by engaging with stakeholders at different levels in the economy and society. Examples include our active participation in platforms (COPs, the World Economic Forum, global roundtables) where business, finance, and civil society jointly address sustainability-related matters and connect clients throughout value chains to develop and scale sustainable (financial) solutions, such as the Future "Fit Dairy Initiative" on [page 66](#).
- We optimize our portfolio with sustainability in mind by continuously assessing and aligning our portfolios with scientific benchmarks and sectoral trajectories where available. Examples of portfolio optimization are the acceptance criteria in our sustainability-related policies and the way sustainability matters are integrated into our overall (risk) management processes.









# BETTER BANK

with empowered employees

*“Based on our cooperative mindset, we are always looking for sustainable and balanced growth. Not only for ourselves but also for our stakeholders.”*

# Excellent Customer Focus

The key to our success is high customer satisfaction. We aim to stay relevant by optimizing our core product offering and expanding our value-added services. We provide high-value customer advice and seamless digital services, while maintaining our local connection and our distinctive human touch. To generate additional non-interest-related business, we will deepen our client relationships, gain a larger market share with competitive propositions, and promote our enhanced digital services.



## Digital Transformation & Innovation at Our Domestic Retail Customers

71.4 %

private customers  
active online

2023: 69.8%

85.7 %

corporate customers  
active online

2023: 83.8%

8.3 million

private  
customers

2023: 8.3 million

0.8 million

business  
customers

2023: 0.8 million

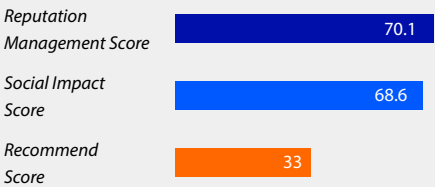
### Restructuring the Dutch Retail Division

By organizing customer services as close as possible to the customer, it is our ambition to further strengthen our position as a market leader in the Netherlands. We are focusing on improving customer journeys. In order to become a better bank, we moved the Dutch retail division towards a structure in which four customer segments take center stage: Business Clients, Private Clients, Private Banking, and Insurance & Pensions. We are now organizing customer service operations from five regions. In the five regions, all customer segments are represented via regional directors. Together, they give shape to customer services in each region. The advisors and account managers are and remain extremely important, they work as locally as possible, stay close by and visible to our customers, and have a greater mandate. In this way, we have created a more simple and direct form of management with no functional lines.

### Restructuring the Wholesale & Rural Division

In the beginning of 2025, a new and more simple organizational design for our Wholesale & Rural Division will take effect. The proposed changes fit our ambition to build a stronger platform for sustainable growth - equipping Rabobank to meet market demands, attract talent, manage risk, and uphold our sustainability commitments. The activities of W&R are key to Rabobank's future growth. W&R is ambitious to further grow our client base and contribute to more resilient Food & Agri and energy systems for future generations. Creating scale and simplifying the structure of our Wholesale & Rural Division is essential to help meet our business objectives and to remain firmly committed to sustainability – a challenge we share with our clients.

## Our Reputation Management Score Measured by RepTrak







## Case

## Acorn

# 435,407

*farmers supported by Acorn*

In 2024, Rabobank strengthened its sustainability efforts through the Acorn program. Smallholder farmers in developing and emerging regions that switch to agroforestry can generate Carbon Removal Units (CRUs) through our “Acorn” program (Agroforestry Carbon Removal Units for the Organic Restoration of Nature). Agroforestry under the Acorn Program provides certified, nature-based carbon credits, with 80% of the carbon sales revenue going to the farmers.



## Case

## Carbon Bank

# 15,000<sup>ha</sup>

*coverage of the Regenerative Agriculture program by 2025*

In 2024, Rabobank partnered with Anthesis and Ruuts to launch a carbon project in Brazil focused on regenerative agriculture. The program reduces inputs, maintains productivity, and generates income through carbon credits, aiming to cover 15,000 hectares and 15 clients by 2025.

## Case

## Foodbytes by Rabobank

# >1,600

*corporates & investor users*

Foodbytes by Rabobank is a global platform that connects corporates and investors with our 2,100+ F&A startup solutions. With more than 250 connections per month in 2024, we provide partners visibility into promising, sustainable solutions in order to obtain commercial partnerships or investments. Additionally, our more than 1,600 corporates and investor users get access to market intelligence and analysis on key innovation topics like carbon tech, traceability and personalized nutrition to help companies become more profitable and sustainable.





# Meaningful Cooperative

As a cooperative bank, we believe in collaboration with our members, customers, and partners to make a positive impact on society. Sustainability is at the core of everything we do. With our strong local connections, we are ideally positioned to help our customers lead financially healthy and sustainable lives, and drive the transition toward more sustainable food and energy systems. On top of that, we invest a part of our profit back into society through various cooperative initiatives and our cooperative dividend.



## Cooperative Dividend

Rabobank wants to contribute to positive changes and is committed to a more sustainable, inclusive society. We do this through knowledge, network, and cooperative dividend. In 2024, an amount of EUR 45 million from the cooperative dividend was allocated to projects and initiatives in local habitats that contribute to this. This amount includes EUR 16 million for the Rabo ClubSupport voting campaign. In addition, local member councils have made an amount available from the cooperative dividend for the benefit of the Rabo Foundation, in addition to the contribution made available by Rabobank.

## Member Engagement

In 2024, 49% of our 2.3 million members said that they are engaged with Rabobank (2023: 44%). Various dialogues have been held with both local supervisory boards, members of the client councils, and members about various topics, for example about the future of customer interaction, financial inclusion for the young generation, and sustainable entrepreneurship.

**45 € million**

*cooperative dividend  
allocated*

2023: EUR 40.1 million

**49 %**

*member engagement*

2023: 44%

## Introduction Cooperative Impact Plan

In 2024, the so-called 'Cooperative Impact Plans' were introduced. Each region (in the Netherlands) draws up this plan, which is the result of the collaboration between representatives of the member organization and employees of Rabobank. Together, forces are bundled to realize a positive social impact on crucial themes such as the energy transition, the food transition and a financially healthy life. These themes are of great importance for the future of the regions and their residents. The emphasis in the impact plan is on strengthening the cooperative and social contribution. The plan sets out the objectives and ambitions on these topics. By actively participating in local networks and working together with various stakeholders, the aim is to improve social performance in the region.



*“Being a cooperative bank means  
we can do more for our customers  
by offering unique products.”*

Carlo van Kemenade, Director Retail NL



# EVERY GENERATION DESERVES ITS OWN COOPERATIVE



The Strengths and Challenges of the Cooperative Rabobank

Rabobank has been a unique bank since its founding, having a rock-solid cooperative at its core. But how will the bank stay relevant for the next 125 years? Lilian Damen, Director of Cooperative Development, and Members' Council representative Arshak Mazlounian discuss the cooperative's opportunities and challenges. They also examine today's most important target group: young people.

## Driving Forces

According to Damen, the cooperative's strength lies in driving progress by working together. "The cooperative Rabobank has always combined two forces: progress and collective strength. That progress is driven by the needs of customers and society, such as the food and energy transitions, and living financially healthy lives."

**Arshak Mazlounian**  
Members' Council  
Representative

**Lilian Damen**  
Director of Cooperative  
Development



Damen explains: “We as an organization can and must use these drivers to fulfill our cooperative promise. For example, proximity remains important – not only physically, but also digitally through our app, and through the local involvement of our 78 bank directors and members’ councils.”

Last year, the Dutch banking division of Rabobank underwent a significant transformation aimed at making the organization simpler and more customer focused. “Customers weren’t always satisfied with the speed and processing times of our services,” Damen explains. “Putting customer focus at the forefront helps us better fulfill our role as a cooperative bank. After all, offering reliable, helpful customer service is core to any customer cooperative.” She emphasizes that the bank remains committed to its local presence across 78 communities. “I don’t see other banks doing this, but we will stick to our structure because it underlines our unique position as a cooperative.”

### Long Live the Members

Its members’ council organization is crucial to Rabobank’s mission. “Members have a say in and are represented in several tiers across Rabobank’s bodies,” says Damen. “They’re involved in local initiatives and know what’s happening in their communities.” Mazlounian, who joined the members’ council for the West Friesland region through a friend, values the opportunity to contribute. “I find the story about farmers joining forces long ago very inspiring,” he says. “That collaboration improved the standard of living for many

farmers and remains at the core of Rabobank’s cooperative model. The bank wasn’t founded to maximize shareholder profits, but to help members of a cooperative. And I love the fact that we, as a cooperative, support major sustainable projects as well as local football clubs and choirs.”

### Gimmicks and Sustainability

One of today’s biggest challenges is attracting young people to the bank. As a student, Mazlounian has a good sense of what matters to this demographic and is happy to provide input. “Many of us need to budget carefully and will seek out the most affordable banking option,” he says.

Mazlounian also stresses the importance of sustainability to his peers. “Rabobank could improve its image in this area by being more visible on social media and communicating clearly about sustainable initiatives.”

### Link, Tell, Propel

“Every generation deserving its own cooperative is a great starting point,” adds Damen. “We aren’t the cooperative of the next generation yet, but we do have everything it takes to get there. We can provide real added value to young people today. Issues like the housing shortage, future pension provision, and keeping healthcare accessible and affordable aren’t things you can solve on your own. Young people urgently need to start working on these issues together because there isn’t an institution or political party stepping up to solve them on their behalf. This is where our

cooperative can make a difference – not as the answer, but as one of the answers.”

Damen sees it as her mission to appeal to future customers, so that Rabobank can continue contributing to society for the next 125 years. “How do we convince the next generation of our value today? How do we help them move away from the idea that we’re an old, stuffy organization? That’s what I want to address by connecting, storytelling, and innovating. By connecting, I mean bringing the bank, cooperative, business, and young people closer together. Storytelling is about showcasing the fantastic things we’re already doing. And innovating, as Arshak so beautifully explained, is embracing fresh ideas!”

### Real Impact

In addition to these changes, Damen highlights current initiatives that are already yielding wonderful results. “In my previous role as Cooperative Director of Rabobank for the Tilburg region, my work was more hands-on. These days, I’m less involved in the day-to-day processes, but what I achieve has a greater impact. Take Onze Dag (Our Day), a gathering we organized for all members’ council participants and commissioners around the Netherlands. Even the queen attended – that wouldn’t have been possible at a local session. Nor would it have been possible to connect all the parties from across the country. It’s exciting to see what can be done in my new role!”

**“Members have a say in and are represented in several tiers across Rabobank’s bodies.”**

*Lilian Damen, Director Cooperative Development*

Another excellent example of Rabobank’s current initiatives is the interest rate discount it offers mortgage customers who meet the eligibility criteria and whose homes have an A-rated energy label. This initiative aligns well with the values of a cooperative bank: a bank that genuinely helps people and sees profit as a means, not an end in itself. And make no mistake, we’re putting serious resources into this. Above all, we believe we can have an enormously positive impact on society if we stay strategic.

**Project case**

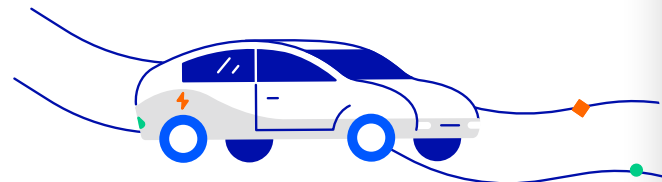
## Carice Cars Delivers an Exciting, Eco-Friendly Driving Experience

Convinced that creating an elegant electric car was possible, Carice Cars founders Richard Holleman and Niels van Driel dedicated years of tireless effort to build their dream car. With the support of the Rabo Impact Fund, they have successfully taken their endeavor to the next level.

### Home-Grown, Innovative Craftsmanship

The Carice Cars factory is located in Voorhout, a town in the Dutch region famous for its vibrant tulip fields. Despite its charm, the area is lagging behind in economic and sustainable development. Rabobank Bollenstreek, keen to stimulate local innovative entrepreneurship, recognized the potential of Carice Cars and supported it with EUR 25,000 to accelerate its development.

In May 2023, Carice Cars presented the TC2, its elegant, fully electric, and handmade sports car. Weighing just 630 kg and having a range of over 300 km, the TC2 offers an exciting ECO-friendly driving experience. The overwhelmingly positive response to its launch confirms what the team has always believed: driving fun and environmental responsibility can go hand in hand.



## 2011

*foundation year of Carice cars as high-tech start-up with YES! Delft*

## TC2

*has been launched in May 2023*

## 25,000 €

*support from Rabo Impact Fund*





## Project case

## Growing Better Communities Together

With our cooperative mindset, we actively engage with local communities, striving to make meaningful contributions that enable people to thrive. As a participant and sponsor of various initiatives, we connect with and support communities worldwide – for example in rural and agricultural regions in Australia and New Zealand.

### Supporting Rural Women

Rural Women United raises awareness about mental health issues in rural and remote areas, and supports Virtual Psychologist, which provides free psychological support. In Queensland, Australia, the local Rabobank team sponsored a Rural Women Unite event for 460 women in Charters Towers.

### Improving Financial Skills

In 2017, the Rabo Client Council network launched the Financial Skills Workshops for farmers across Australia and New Zealand. In September 2024, the goal set for the year was reached: hosting over 5,000 participants. The workshops offer two modules of financial skills content, which help farmers to take ownership of their finances and plan ahead.

Initiatives like these offer valuable opportunities to connect with our customers and understand their unique challenges and needs.

# 5,000+

*farmers in Australia and New Zealand attended Financial Skills Workshops*

# 56

*Financial Skills Workshops in 2024*

# 460

*women gathered in Charters Towers for the Rural Women Unite event*





# COOPERATIVE CONTRIBUTIONS

Since 2023, we have allocated more than EUR 700 million for our customers, members, partners, and employees to support them. As a cooperative bank, we have been making part of our profits available to society for more than 125 years, supporting the communities we serve. These contributions include regular social contributions to local communities and efforts to drive the energy and food system transitions through our cooperative dividend.

700 € million  
*made  
available*

COOPERATIVE  
PRODUCTS AND SERVICES

COOPERATIVE  
INITIATIVES FOR MEMBERS,  
CUSTOMERS, AND EMPLOYEES

COOPERATIVE INITIATIVES  
FOR LOCAL COMMUNITIES

COOPERATIVE INITIATIVES  
FOR A MORE SUSTAINABLE  
SOCIETY



# COOPERATIVE PRODUCTS AND SERVICES

As a cooperative bank, we use our knowledge, our global network, and our financial products and services to have a positive impact.



## *Sustainability Discount for A-Label Mortgages*

In December 2024, we made public that from January 1, 2025, homeowners with a Rabobank mortgage who either buy a house or make their home more energy efficient by achieving a registered energy label A (or higher) will get a sustainability discount on their interest rate. This was already the case at the start of a fixed interest period. However, the discount is now also awarded during a fixed interest period, starting from the month after submitting evidence of registration of energy label A (or higher) via EP-Online. The applied discount remains the same for the remaining time of the fixed interest rate period. Rabobank is the first bank in the Netherlands where clients can obtain a sustainability discount at any moment during their fixed interest period once they meet the criteria.

As a result of this upgrade, 70,000 existing mortgage clients will receive the discount in 2025. Furthermore, our intention is to motivate other homeowners to make their houses more energy efficient by rewarding them with a sustainability discount as soon as they have accomplished a registered energy label upgrade to A (or higher). This financial incentive for our mortgage clients will contribute to making houses financed by Rabobank in the Netherlands more sustainable.

## *BPD Housing Fund*

We are investing an additional EUR 1 billion in the BPD Housing Fund to enable further growth. This unique fund, an initiative of Rabobank and area developer BPD, aims to realize 15,000 mid-rent homes in ten years. In 2019, the BPD Housing Fund received the first EUR 1 billion from Rabobank. With this new allocation, the fund can continue to invest in affordable and sustainable new mid-rent housing throughout the Netherlands in the coming years. Since its launch five years ago, the fund now has more than 5,500 homes in its portfolio.





# COOPERATIVE INITIATIVES FOR MEMBERS, CUSTOMERS, AND EMPLOYEES

In 2023, we made EUR 360 million available for our customers, members, partners, and employees to give an extra impulse and help them become more sustainable. These initiatives were launched in late 2023/early 2024 and are now ramping up, with full realization expected by the end of 2026.



## Cooperative Insulation Budget

Start March 2024, end December 2026

**128 € million**

total budget

**14 € million**

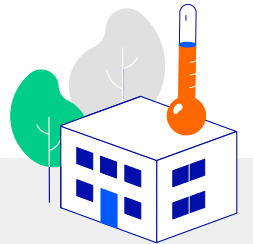
11% of available budget

budget invested YTD 2024

Rabo mortgage clients with energy label E, F & G are eligible for an energy advice service and a maximum EUR 1,000 contribution to insulate their homes.

### Results

- 36,831 clients registered
- 27,729 completed energy advices
- 297 insulation measures have been cashed out



## Rabo Transition Fund

Start January 2024, no end date (revolving fund)

**75 € million**

55 million excl. tax

total budget

**12 € million**

22% of available budget

budget invested YTD 2024

Donation to a new fund (set up with Nationaal Groenfonds) to support Rabo business clients with supplemental (junior) financing at flexible/favourable terms to unlock sustainable energy, food transition, or circular initiatives.

### Results

- Six deals closed
- Healthy pipeline (23 leads; EUR 29 million) including a.o. propositions for CO<sub>2</sub> capture, wind/solar energy, water technology, greenhouse innovation, sustainable food production, and circular batteries





## Sustainability Contribution SME

Start December 2023, end December 2025

51 € million

total budget

14 € million

28% of available budget

budget invested YTD 2024

Loyal SMEs are eligible for a contribution of 12.5% of their sustainable investment with a maximum of EUR 10,000.

- Results
- 3,001 clients received contribution
  - Contributing to EUR 144 million of sustainability investments from our clients

## Cooperative Sustainability Contribution

10 € million

total budget

10 € million

budget invested YTD 2024

78 x EUR 125k granted to members and customers for local projects, investments, and contributions to social themes.

## Sustainability Contribution for Employees

Start October 2023, end October 2026

96 € million

55 million excl. tax incl. W&R regions and subsidiaries

total budget

15 € million

42% of available budget for Rabo NL employees

budget invested YTD 2024

Rabobank employees (globally and incl. all subsidiaries) may spend EUR 1,250 to make their own home/living situation more sustainable.

- Results
- Current CO<sub>2</sub> reduction of ~1.300.000 kg in the Netherlands
  - Solar panels, heat pumps, and insulation materials were reimbursed frequently
  - In W&R regions the use of the contribution varies between 16% and 80%
  - 63% of eligible workers in Rabo NL used the contribution

## Rabo Sports Promotion

125 €

contribution to support young athletes

almost 170,000

youngsters reached

As a cooperative bank, we have been supporting sports clubs and sports associations that are affiliated with the NOC\*NSF for years. And to celebrate 125 years of Rabobank, we have now introduced the Rabo Sports Promotion.





# COOPERATIVE INITIATIVES FOR LOCAL COMMUNITIES

## ClubSupport

From our cooperative dividend, we support initiatives in the Netherlands that focus on neighbourhoods and clubs. Our members play an important role in this. The member council determines the amount of the contribution each year and also decides which projects receive a contribution. Besides a financial contribution, we often share our knowledge, network, and media, or directly deploy our people to support these projects.

By supporting local clubs with our knowledge and networks, we enhance the vitality of local communities. A part of the cooperative dividend is allocated to Rabo ClubSupport. We support associations through partnerships, a support program, and a voting campaign.

## 33,301

*Clubs and associations participated in the voting campaign*

## 561,424

*Members voted for their favourite local club or association*

## 15.8 € million

*of cooperative dividends paid out to participating clubs and associations*





# COOPERATIVE INITIATIVES FOR A MORE SUSTAINABLE SOCIETY

As a cooperative, we want to make a positive impact on our members and customers, while at the same time working towards a more sustainable economy and society.

## Brainport Partner Fund

Rabobank is one of the initiators of a unique partnership in the Netherlands: the Brainport Partner Fund. Through this fund, the collective business community in the Brainport region will contribute a total of EUR 219 million to four social objectives over the next twelve years: accessibility, affordable housing, extra talent for the labor market, and equal opportunities for all residents. The Brainport region, which includes Eindhoven and the whole of southeastern Brabant, is known for its innovative manufacturing industry and economic growth. To make this growth sustainable, it is essential that everyone in the region benefits from it. The Brainport Partner Fund was established to guarantee this inclusivity and to contribute to a liveable, accessible, and affordable region.

## WaterBank

The WaterBank is a cooperative association that connects supply and demand of residual water. With this, it wants to restore the water balance in the Netherlands. Rabobank Midden Brabant supports the initiative. The WaterBank wants to grow into the online platform where residual water supply and demand come together and 'water deals' are closed. To achieve this, they need staff, digital support and improved marketing. Rabobank has pledged financial support for the coming three years to help realize these goals.

## Black Jaguar Foundation

The Black Jaguar Foundation (BJF) is focused on restoring biodiversity in Brazil, with a positive impact on local communities. In line with our approach to nature, we started a partnership with BJF that includes a financial contribution to enable part of its Araguaia Biodiversity Corridor project. This large-scale ecological restoration project stretches over 2,600 kilometers long and up to 40 kilometers wide along the Araguaia and Tocantins rivers and connects two crucial biomes: the Amazon rainforest and the Cerrado savanna. The Black Jaguar Foundation has a proven track record and has achieved measurable results, combining technical expertise, partnerships with landowners, and a science-driven restoration process to deliver impactful outcomes.

## Rabo Foundation 50 Years of Impact

60 € million  
impact funding



## Project case

## Rabo Foundation: 50 Years of Impact

In 2024, the Rabo Foundation celebrated its 50<sup>th</sup> anniversary, continuing its mission to foster a fairer, more inclusive, and sustainable world. By providing impact funding, the Foundation supports disadvantaged groups in the Netherlands and internationally, addressing economic inequality, food insecurity, climate change, and social exclusion.

The Rabo Foundation aims to improve livelihoods by providing early-stage funding to organizations that promote economic, social, and environmental initiatives so that they can bring their ideas to fruition and scale up.

In the Netherlands, the Foundation focuses on creating an inclusive labor market by supporting social entrepreneurs. This effort benefits individuals who are excluded from the labor market by enhancing their job prospects and social integration. It also emphasizes circularity in projects, building a more resilient and sustainable society.

Globally, the Rabo Foundation supports smallholder farmers in Africa, Asia, and Latin America, who are crucial for global food security. By providing access to finance, the Foundation helps farmers increase their incomes and resilience to environmental changes. These projects promote a more sustainable and equitable global food system, empowering farmers to secure their economic futures. The Rabo Foundation's 2024 impact highlights its dedication to creating lasting change and building a better future for all.

60 € million  
impact funding

almost  
2 million  
people reached  
by the Foundation's  
funding

200  
organizations

20  
countries





## Project case

## Driving Transformative Impact in Food and Financial Systems Globally: The Story of Rabo Partnerships

For 35 years, Rabo Partnerships has been at the forefront of promoting inclusive food and financial systems around the globe. Having a concrete impact on food security, inclusive finance, and rural development requires multiple parties to come together to forge economically viable interventions that create a structural impact.

True to the origins of our parent company, we have embarked on a journey to crowd in banks into the most challenging segments of society to scale solutions and drive impact in food and financial systems by leveraging Rabobank's knowledge, networks, and financial strength.

Rabo Partnerships is committed to empowering and creating value for farmers in emerging markets. By providing access to essential financial services, we assist them in unlocking their full potential, boosting productivity and income. Our efforts contribute to building resilient and sustainable financial systems, driving the transformation of food systems and fostering rural development.

468 € million

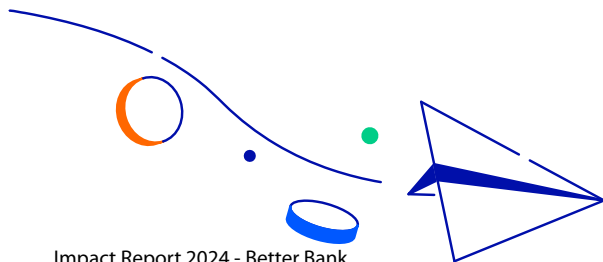
*portfolio footprint  
across Africa, India,  
and Latin America*

948 \$ million

*loan exposure via  
our partners in F&A*

33

*countries*





Our core partners are banks and non-bank financial institutions (NBFIs) in emerging markets. We empower our partner banks to provide financial services to the structurally underserved food and agriculture sector and to rural communities. Our innovative solutions include patient capital through equity investments, advisory and venturing, and blended finance. We aim to offer a synergetic combination of these solutions, to create a more enabling financial ecosystem for the NBFI and its borrowers.

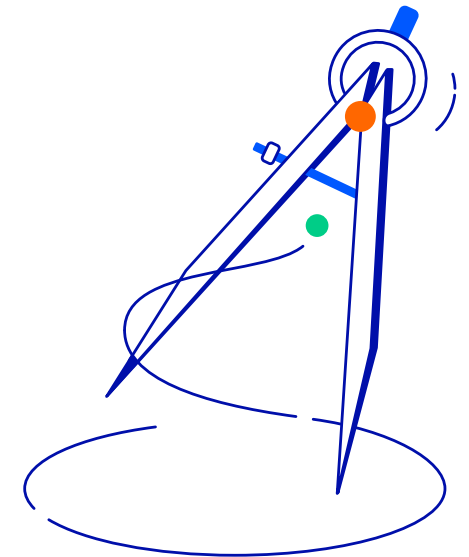
For over three decades, Rabo Partnerships has been committed to making a positive contribution to the global food system transition. Through robust partnerships, we build resilient financial institutions and foster innovation in food and agriculture value chains in Africa, Asia, and Latin America. Our global footprint includes more than 30 countries, in which we engage with public and private partners, to share our knowledge, networks, finance, and innovative solutions.

Our impact is substantial: our investment portfolio of EUR 468 million (YE 2024) is invested in financial inclusion in Africa, Asia, and Latin America. In Sub-Saharan Africa, Rabo Partnerships investees, through Arise, operate via a network of 1,505 physical bank branches, supporting more than 240,000 agents and a variety of digital and mobile banking channels, and providing access to financial services in urban and rural areas in 33 Sub-Saharan African countries. Through this platform, 56.6 million retail customers hold a formal account with an Arise investee. The rural economy in Africa is serviced with a loan exposure of USD 948 million, impacting millions of smallholder farmers and hundreds of thousands of agricultural SMEs.



In addition, we have co-founded the AGRI3 Fund in cooperation with the United Nations Environment Programme (UNEP) to support deforestation-free sustainable agriculture and improve rural livelihoods. As of year-end 2024, the AGRI3 Fund has de-risked 25 impactful transactions through cooperation with financial institutions, mainly in Brazil but also extending into Africa and Asia. We are shaping the future by partnering to offer digital solutions that enable farmers throughout the agriculture value chain to benefit from market linkages and data-driven financial services for growth.

Together with our partners, we are working towards closing the financing gap, while driving impactful change and building a sustainable future for global food and financial systems.







11 \$ million

*invested in Kaleidofin  
to make financial  
services accessible  
to everyone in India*

3.4 \$ billion

*in loans facilitated  
by Kaleidofin since  
inception*

5.4 million

*customers reached  
by Kaleidofin until now*



#### Project case

## Kaleidofin

Imagine millions of underserved individuals and small businesses gaining access to essential financial services. This vision is becoming a reality in India through the work of Kaleidofin, a pioneering financial services company that is focused on building a digital ecosystem to make financial services accessible to everyone, everywhere. Rabo Partnerships supports this vision and invested new capital in 2024 to drive Kaleidofin's growth.

Since its inception, Kaleidofin has facilitated over USD 3.4 billion in loans to more than 5.4 million customers. By focusing on women, small entrepreneurs, and the agricultural sector, Kaleidofin is driving financial inclusion and empowering individuals to build better futures. Its innovative platform combines credit health assessment, technology, and risk management tools to unlock financing for those who need it most.

Rabo Partnerships has invested USD 11 million in Kaleidofin. This funding will enable Kaleidofin to expand its lending portfolio further and enhance its technology, making financial services more accessible and tailored to the needs of underserved communities. The investment is set to help transform the financial landscape for low-income customers and small businesses in India's informal economy. This strategic partnership not only supports Kaleidofin's mission, but also aligns with Rabo Partnerships' goal of promoting data-driven finance solutions through local financial institutions in emerging markets.



## Project case

## Export Trading Group

Rabobank and Export Trading Group (ETG) strengthened food systems and improved the livelihoods of smallholder farmers in Africa through a USD 115 million sustainability-linked loan.

Rabobank Trade & Commodity Finance and the AGR13 Fund participated with USD 25 million in a USD 115 million sustainability-linked loan (SLL) for ETG. ETG operates as a trading company in agricultural commodities such as coffee, nuts, cocoa, and agricultural inputs with significant sourcing from the African continent. The SLL includes sustainability targets which support ETG's efforts in emission reductions, reforestation, farmer support services, and gender empowerment. The integrity and ambition of the sustainability targets has been endorsed by the fact that a group of development banks have applied the same targets to a long-term loan subsequently made available to ETG.

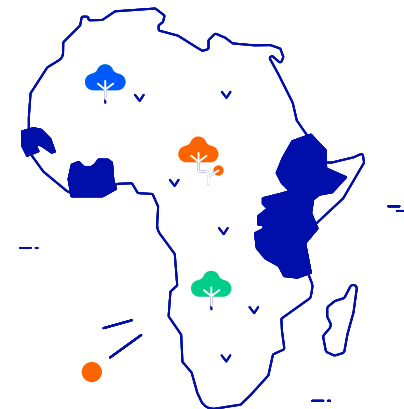
ETG has already reached over 400,000 farmers through its extension services, helping them improve productivity and adopt climate-smart practices. The SLL will further enable ETG to expand these services, ensuring more farmers benefit from improved agricultural techniques and resources, and as a result improve their household incomes. This SLL aligns with Rabobank and AGR13 Fund's commitment to promoting deforestation-free sustainable agriculture and rural development. By empowering farmers with the tools and knowledge they need, this loan will benefit agricultural communities and contribute to a stronger food system and a more sustainable future for Africa.

**115 \$ million**

*invested in ETG  
to contribute to  
sustainable food  
systems and improve  
rural livelihoods*

**>400,000**

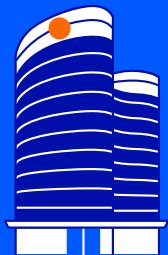
*farmers reached  
through the ETG  
extension services*





# Rock-Solid Bank

Through efficient and effective processes based on strong internal controls, risk awareness, and compliance, we generate balanced growth and achieve operational excellence. Our solid financial position enables us to make a positive impact on nature and society, driving the energy and food system transitions worldwide. At the heart of our business, we create value for customers, investors, and society. That’s how we leverage financial and credit solidity to achieve our mission of growing a better world together.



5,163<sup>mn</sup>

net profit

2023: 4,377 mn

44.7<sup>mn</sup>

community funds and donations

2023: 40.1 mn

177.1<sup>bn</sup>

savings

2023: 163.0 bn

23.3<sup>bn</sup>

A-label mortgages

2023: 21.1 bn

5,903<sup>mn</sup>

green bonds

2023: 3,806 mn

447.3<sup>bn</sup>

private sector loan portfolio

2023: 434.0 bn

2,185<sup>mn</sup>

green deposits, certificates of deposits and commercial paper

2023: n/a

“Strong results help us to contribute to our communities and society.”

Bas Brouwers, CFO





# Empowered Employees

We demonstrate what it means to work for a cooperative bank through daily interactions, striving to make a meaningful impact on our customers and society. We inspire our people to grow continuously, learn from mistakes, and take responsibility to help build a future-facing and results-driven organization. We create a culture where our people feel safe, valued, and rewarded. Our people work in inclusive and diverse teams, which form the foundation for innovation, impact, and results.

## A Great Place to be

We want our more than 49,000 colleagues to be proud to call Rabobank a great place to be. That is only possible if we offer them the best environment to work, develop, and grow in. For us, this means a safe and supportive place, where people enjoy their work, feel valued, and are encouraged to learn, grow, and take responsibility. Creating such a place requires not only an effortless employee journey and clear roles and responsibilities, but also diverse and inclusive teams that work together. We want Rabobank to be a great place to be and somewhere people want to stay.

74 %

*of our employees  
provide feedback for  
the engagement score  
four times per year*

2023: 76%

87 %

*employee  
engagement score*

2023: 88%

89 %

*of our employees  
enjoy working at  
Rabobank*

2023: 92%

27 %

*cultural diversity  
increased by 2%  
compared to 2023*

2023: 25%

*"It is our goal to  
enable our people  
to make an impact  
on our customers  
and society."*

Janine Vos, CHRO







49,272<sup>FTE</sup>

*number  
of employees*

2023: 49,132 FTE

49%

*of our employees  
are women*

2023: 50%

## Future-Ready Workforce

Rabobank needs a future-ready workforce in order to be able to adapt and compete in an ever-changing business environment to deliver on client expectations. Our future-ready workforce is one that is equipped with the skills, knowledge, and adaptability to bank the key transitions. By investing in the personal and professional development of our people, we create a future-ready workforce capable of making a positive impact on our members, customers, and society.



33%

*women on the  
Managing Board*

2023: 44%

40%

*women in the  
first level below  
the Managing Board*

2023: 40%

1.3%

*adjusted pay gap  
in 2024*

2023: 1.2%



# BETTER WORLD

with future-proof business

*“The transitions we drive are about increasing our positive impact and reducing our negative impact.”*



In the [Our Strategy](#) section of this Impact Report, we outlined how sustainability is embedded in our group-wide strategy. This includes our mission of 'Growing a better world together', our aspirations on climate, nature, and people, to the client-, system-, and portfolio-levers we use to follow up on these aspirations. Whilst these are foundational to our sustainability approach, other key elements include ensuring good governance, policy development, and embedding sustainability into our business-as-usual practices.

Strategic Steering Cycle

Key to our sustainability approach is its embedment in our business-as-usual processes. That’s why we have onboarded sustainability-related matters in our yearly strategic steering cycles and risk management frameworks. This yearly strategic cycle starts with refining our sustainability strategy to reflect any developments in our playing field. Next to that we conduct a double materiality assessment. This assessment evaluates material topics from both a financial (risks & opportunities) and impact (positive & negative) perspective, ensuring that we consider the ways societal and environmental factors influence our performance, as well as how our business activities affect society and the environment. This assessment is a vital part of our strategic cycle and risk management processes and informs sector x region-specific medium-term plans (specific implementation plans developed to achieve a.o. sustainability targets and manage the relevant sustainability impacts, risks, and opportunities for the particular sector x region combination) and risk appetites. These are consolidated in group level key performance- and risk-indicators and group level policies. We report on our targets, plans and results via different publications.

Sustainability Policy Framework

Our sustainability policy framework is an important instrument to help make conscious choices and grow our portfolio in a sustainable manner. We use policies to set minimum requirements which clients and business partners are expected to meet. For sustainability, our foundational policy is our Global Standard on Sustainability Acceptance and Performance (which replaced the Global Standard on Sustainable Development as of February 1, 2025). It outlines what we require of clients and business partners regarding sustainability. It is based on regulations, external commitments, and Rabobank’s own position. In addition, in 2024, we have:

- Combined acceptance requirements that before were included in separate environment, biodiversity, and agriculture policies into a singular nature-policy. This allows for easier implementation throughout the organization.
- Updated our animal welfare policy to set clear standards for clients to meet internationally. These standards address among others, animal husbandry, access to clean drinking water, and sufficient quantities of feed.
- Updated our deforestation and land conversion policy which focuses on high-impact sectors in high-impact regions. More detail about this updated policy is available in the "Financing Transition Pathways" section on [page 62](#).

Integrating Sustainability into the Strategic Cycle



Governance

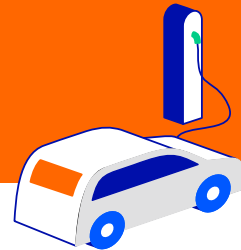
With growing expectations, new regulations, and the complexity of sustainability-related topics, good governance is essential. In our governance design, our Supervisory Board is responsible for oversight, including oversight of sustainability matters. Rabobank’s sustainability strategy and roadmap are set by our Managing Board. In addition, committees are in place to, among other things, include ESG risks in our risk management framework (Risk Management Committee) and to ensure the implementation of sustainability decisions across the bank (Sustainability Implementation Team).

Next Steps

In addition to deploying the sustainability policy framework to optimize our portfolio, we aim to explore other ways to increase the share of sustainable finance in our portfolio. The EU taxonomy, as well as other sources such as subsidy schemes and market principles, help us to define, identify, and steer on sustainable finance. The classification of our products, facilities, and exposures is the starting point for integrating sustainable finance into our strategic steering cycle. Sustainable finance has been included in the medium-term planning process, balance sheet management, and strategic choices on risk/return/sustainability trade-offs. Steering on risk/return/sustainability will further mature over time.

# Act on Climate

Our ultimate goal is to support the transition towards a net-zero economy by 2050 that helps limit global warming to 1.5 degrees Celsius by the end of this century. Climate change and nature loss undermine the resilience of our planet and its ability to recover. We are fully committed to supporting the goals of the Paris Climate Agreement and signed the Net-Zero Banking Alliance and the Dutch Financial Climate Commitment.



Following these commitments, we aim to have all our operational and attributable greenhouse gas emissions from our lending and investment portfolios align with pathways to net zero by mid-century, or sooner.

## Where Are We Today

**0.069** Megaton CO<sub>2</sub>e

Scope 1 & 2

*Our own operational emissions in 2024*

2023: 0.073 Megaton CO<sub>2</sub>e

**46.9** Megaton CO<sub>2</sub>e

Scope 3

*Our customers' emissions in 2023*

2022: 48.8 Megaton CO<sub>2</sub>e

## Objectives

### Act on Climate

*On or below 1.5 °C pathways.*

- Reducing greenhouse gas emissions within our own operations
- Helping customers to reduce their emissions
- Growing our renewable energy portfolio





# A BANK THAT ENGAGES WITH US ⇔ TO FIND A SOLUTION

Circular Demolition Company Sought Knowledge and a Network for Sustainability Plans – and Found Rabobank

Alfred Echten is the Director of demolition business Bork Group. Bork's approach proves that flattening a building doesn't have to mean the end of its life, it can mark a valuable new beginning. Eric Lücke is the Director of Sustainability for Rabobank Netherlands and is in charge of developing customer-related sustainability plans. Over a cup of coffee, the two share their experiences and the goals they hope to achieve together.

## A Different Kind of Bank

*Alfred Echten and Eric Lücke shake hands warmly when they meet up at Rabobank headquarters in Utrecht. It's clear that the two have met before, especially when Lücke says, "I often say that I became Head of Sustainability thanks to you, Alfred." Echten accepts the compliment with a modest smile, and Lücke, who has been in charge of sustainability for the Netherlands since last year, explains "I often shared the stage with Alfred at events in the provinces of Groningen and Drenthe. His presentations about Bork Group's sustainability plans always inspired me. I was Chairman of Rabobank in the northern Netherlands region at the time; I would be at the events to explain that Rabobank stands out from the other major banks by integrating sustainability in all our dealings with customers."*

*Eric Lücke*  
Head of Sustainability Retail NL

*Alfred Echten*  
CEO BORK Groep BV



## Standing Out

Echten nods knowingly as Lücke highlights what sets Rabobank apart as a cooperative: it has members instead of shareholders, and reinvests a portion of its profits in local communities every year. It's also a bank that prioritizes sustainability and the energy and food system transitions. "I think that's what struck a chord with Alfred," says Lücke. "He wanted to start working with us because Bork was undertaking a major energy transition project. And he needed a bank with expertise and experience in the field. Well, we quickly got together to see how we could collaborate."

After that first conversation a couple of years ago, Echten took swift action. "We decided to switch to Rabobank," he confirms. "My predecessors were committed to another major Dutch bank, but I often thought that it didn't fully meet the needs of the SME sector. I said, if we want to move in this direction, we need a bank that aligns with us. And Rabobank fits the bill."

## Demolition Is More than Just Disposal

The direction Echten wanted to take Bork was as clear as it was ambitious: to become the most sustainable demolition company possible. "The outside world often associates demolition with waste or throwing materials away, but we see it differently." Bork's goal is to keep buildings safe during their service life and to salvage as many of their components as possible afterwards.

Even if a building no longer meets current standards, many of its parts can still be repurposed. For instance, Bork removes hazardous substances such as asbestos and extracts useful materials for future use. "I'm talking about genuine recycling and upcycling. We strive to maintain the value of the materials, even if it's sometimes challenging."

Echten talks about concrete that, until recently, when discarded, was processed with other stony materials to form mixed granulate and then reused under highways. "Some people call that recycling, but we see it as downcycling. At Bork, we prefer to deliver the rubble directly to the concrete industry, which can make it into circular concrete."

## Giving Concrete a Second Life

Bork's decision to partner with Rabobank is linked directly to concrete: "We have a plan to build a factory that is unique in the Netherlands that will extract the raw materials of concrete: sand, gravel, and cement, from the demolition concrete. The only challenge is the high cost. Rabobank reached out to us when they learned about the project. It was exactly what we needed: a bank that would engage with us to find a solution."

"Concrete is to construction what fertilizer is to agriculture," Lücke adds. Since his recent appointment, he has been studying sustainability technology to better understand its potential.

"If a business sees concrete rubble from demolished buildings as new raw materials – and says it can give that concrete a second life – we need it as a customer!" He adds that Rabobank considers Bork a great role model for other companies. "Bork's story perfectly illustrates the transition to new business models. It's also an excellent fit with our narrative of how we can assist customers with their sustainability plans."

## Practical Common Sense

There are many more examples of what sets Bork apart, but Echten is not one to boast about their achievements. "It's just practical common sense. Bork began in 1946, when the country faced severe material scarcity following the war. The founders understood the importance of intelligent reuse. You could say that that scarcity has returned."

Talking about scarcity often brings up the issue of the shortage of affordable housing, and Echten expresses frustration about the strict rules around construction in the Netherlands. Bork has come up with a housing solution, but it's currently stalled due to the building codes. "The new regulations have made it impossible to repurpose things like doors and windows," he says. He shows Lücke photos of several completed timber prefab homes currently in storage. "We could install them right now, but the rules and regulations don't allow it."

## Homes on Farms

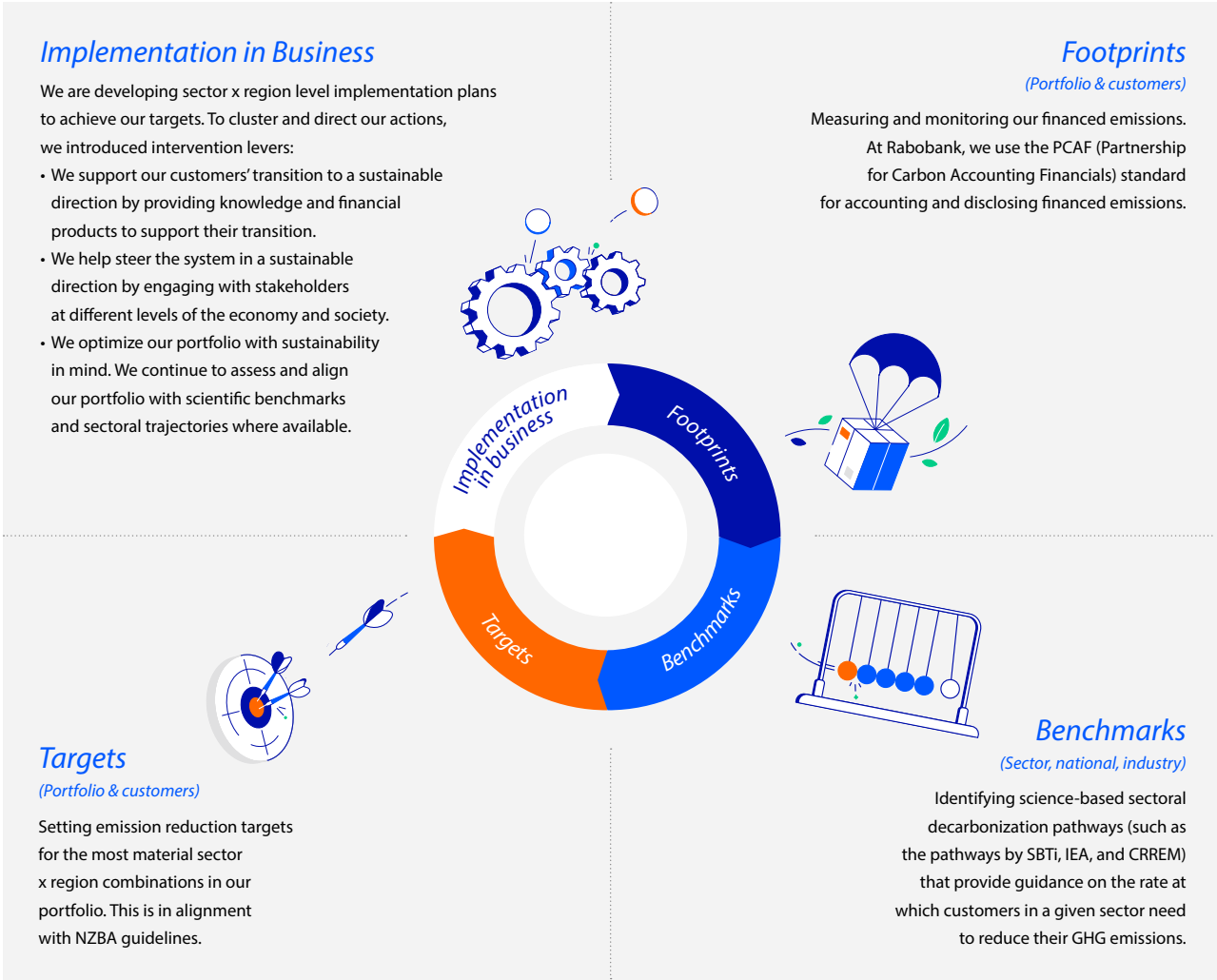
"I'm sure we can find a solution," says Lücke. "For example, we are working on the project 'Farmers, Housing & Nature'. We are in talks with many municipalities that want to think about whether you can also start building on farmland. The minister thinks this is a great plan, she has been to see us. She told us: you can build your homes there."

When Echten lights up, Lücke adds, "We could set up a pilot with one of the farmers – you never know where it could lead!" The lively discussion leads Lücke to ask what else the bank could do for its customers. Echten responds immediately. "I'd like even more of a helping hand, because Rabobank's support always adds value. And in the meantime, I'm very happy with what you're already doing."

Echten is a great believer in actions speaking louder than words, he says, a commitment he learned while growing up in Rotterdam. Not only do the two men share a can-do attitude, it turns out that they share a love of Rotterdam-based Feyenoord soccer club. So it's no surprise that the additional support is offered then and there. "We're going to do great things together," Lücke concludes.



Four-Step Approach to Net-Zero Emissions by 2050



Our Climate Approach

To summarize our climate approach: by 2050, Rabobank aims to reduce its CO<sub>2</sub>-related financed greenhouse gas (GHG) emissions to net zero and to significantly reduce its non-CO<sub>2</sub>-related emissions (CH<sub>4</sub> and N<sub>2</sub>O, which are mainly related to our agricultural portfolio). We therefore have committed to the goals of the Paris Climate Agreement, signed the Net Zero Banking Alliance and the Dutch Financial Sector Climate Commitment. Our starting point is to take mitigating actions to reduce CO<sub>2</sub>e emissions from our own operations. The vast majority of our emissions, however, results from our customers' activities; our financed emissions. To help reduce those, we have developed a four-step approach, which is shown in the visualization to the left.

Our Progress in 2024

We aim to mitigate the CO<sub>2</sub>e emissions from our own operations, such as the emissions resulting from energy purchased to heat or cool our offices, or from our lease fleet and business travel. Our approach involves mindful travel decisions, electrifying our lease fleet, and enhancing the energy efficiency of our office buildings. In the Netherlands, 83% of our buildings already meet energy label A or higher, and 98% meet energy label C or higher, aligning us with government targets. Additionally, 32% of our buildings in the Netherlands (54% of the total lettable floor area) no longer use natural gas. In 2024, we achieved a 5% reduction in CO<sub>2</sub>e emissions from our operations, resulting in a total of 1.4 t CO<sub>2</sub>e. This reduction is primarily due to office consolidations and energy-saving measures.

As part of our climate commitments, and in addition to disclosing the greenhouse gas (GHG) emissions of our own operational activities, each year (in our Impact Report and since last year in our Annual Report as well) we report on the CO<sub>2</sub>e emissions of our customers linked to our financing, so-called scope 3 financed emissions. We also report on customers' activities that we have financed and that have helped avoid GHG emissions, such as increasing the supply of renewable energy.

More Customers Reporting Emissions

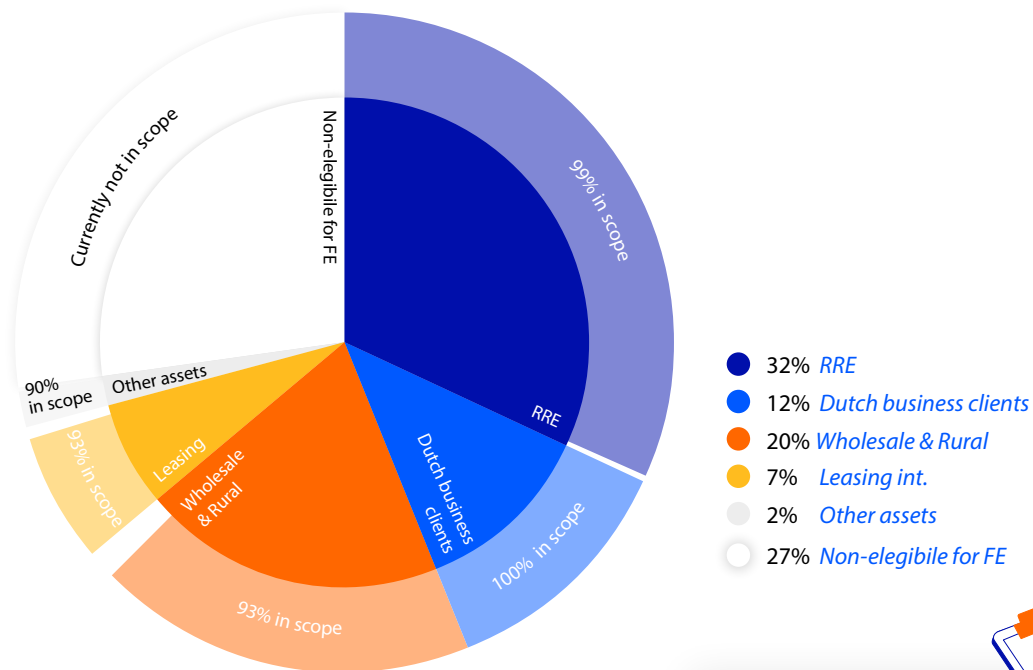
Thanks to increased availability of data and improved methodologies, this year we are able to report financed emissions for 98% of the relevant (73% of our total assets) on-balance sheet assets. We see that customer-reported data is growing significantly with almost 65% of our wholesale portfolio now calculated using reported emissions. We also see important improvements in the estimation of the GHG emissions in our Dutch dairy and Rural portfolios (see next sections for more details).



# Road to Paris

Emissions From Loans & Investments (Scope 3 cat. 13 & 15)

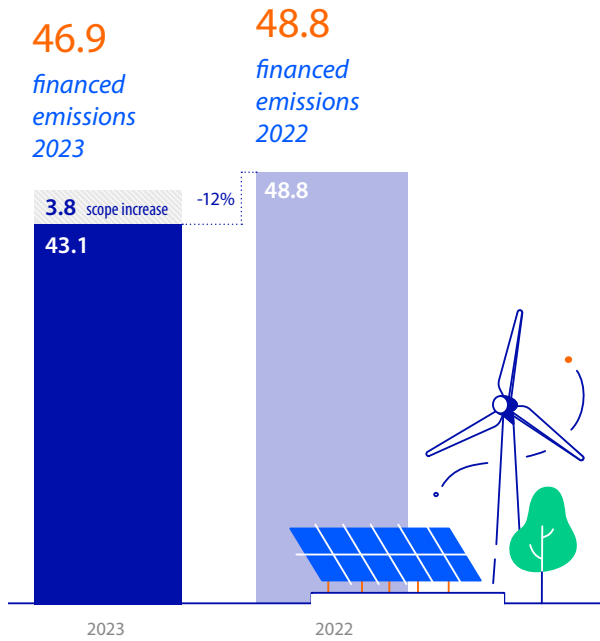
Assets From Loans  
& Investments in Scope



€ 614 billion  
total assets



Financed Emissions  
(in Mt CO<sub>2</sub>e)



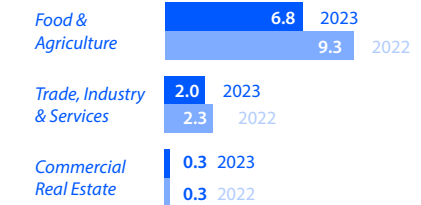
6.0 Mt CO<sub>2</sub>e  
avoided emissions via  
renewable energy portfolio

2022: 5.3 Mt CO<sub>2</sub>e

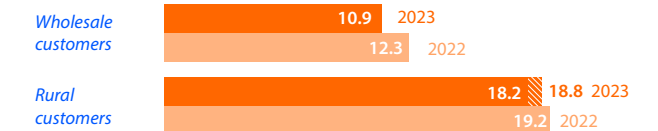
## Loans to retail customers



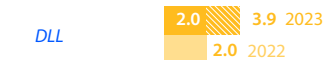
## Dutch business customers



## Wholesale & Rural



## Leasing international



## Other assets



Scope increase



Financed Emissions 2023

In our most recent GHG inventory, we saw a 12% decrease in our financed emissions (scope 1 and 2) on a comparable basis, from 48.8 Mt CO<sub>2</sub>e to 43.1 Mt CO<sub>2</sub>e. This is mainly related to the decarbonization of the portfolio and very limited impact of portfolio growth year-on-year. This year we have increased the scope of assets assessed with GHG emissions and with this additional scope increase (3.8 Mt CO<sub>2</sub>e), our total financed emissions for the year are 46.9 Mt CO<sub>2</sub>e.

The continuing decarbonization of the energy grid in our home market of the Netherlands is becoming more and more visible. Our own renewable energy portfolio grew by 10%, adding an additional 0.7Mt CO<sub>2</sub>e in avoided emissions to 6.0 Mt CO<sub>2</sub>e. We also saw continuing improvement in the average energy efficiency of our residential and commercial real estate portfolios. This last point was partially prompted by high energy prices in the Netherlands, which also led to reduced energy consumption in key sectors, such as greenhouse horticulture. In other parts of our portfolio, emissions decreases were linked to changes in our clients’ balance sheets. In particular, farmers in the Dutch livestock sector continue to pay back loans and postpone investments as they wait for more clarity on Dutch agriculture policies. Outside of the Netherlands, emissions from our wholesale clients decreased, supported by decarbonization of their own operations. Also, our rural portfolio showed a decline in emissions. Although we note that the reduction was partly due to the energy crisis and may not be entirely structural, we are observing signs of accelerating decarbonization in our portfolio.

Our Climate Targets

Leading up to our 2022 Road to Paris report, we assessed which of the customers and activities we finance – in which sector, and where in the world – contribute most to our financed emissions. We identified the sector x region combinations within our portfolio that are most material from a financed emissions perspective. In accordance with NZBA guidelines, we disclosed both these sector x region combinations as well as the GHG emission reduction targets for each, in our 2022 Road to Paris report. In 2024, we added GHG emission reduction targets for additional sector x region combinations and disclosed those in our 2024 Road to Paris addendum. With these targets, we cover a significant majority of the financed emissions of our portfolio (63%) which is in line with NZBA guidelines.

Our Progress on Climate Targets in 2023

The table on the next page provides an overview of the near- (2030) and long-term (2050) greenhouse gas reduction targets that we have set for the 19 sector x regions in our portfolio that we have identified as most material from a financed emission perspective.

Table Explanation

The table indicates the relative size (% of in-scope portfolio) of the sector x region, its contribution to our 2023 financed emissions inventory (absolute financed emissions), the target metric (Measure), the 2020 – unless otherwise indicated – baseline value for that metric (Baseline), the science-based decarbonization reference pathway (Reference Scenario), the long-term goal (2050 Goal Value), the near-term goal (2030 Goal Value) and the most recent performance indicator (FY23). In the table, “0” values indicate that the number is lower than the 0.1. A “n.a.” indicates that we are not currently able to measure a value.

2023 Results

In 2023, thanks to our continued cooperation with clients to obtain more granular data, and to help clients measure and report on their GHG emissions, we are now able to calculate target performance measures for 15 of 19 sector x regions (compared to 7 of 15 sector x regions in 2022). For our US Dairy, Brazil and US Beef, and Transport portfolios we will continue to work on obtaining the required client and asset data to be able to measure performance.

Of the 15 sector x regions we can currently measure (subject to data and methodological limitations), we consider 11 to be on-track towards their 2030 targets (horticulture, pig farming, dairy NL, dairy NZ, dairy Australia, beef Australia, soy Brazil, energy/power retail NL, energy/power wholesale, energy/power project finance, and DLL leasing tractors).

Our residential and commercial real estate portfolios have been on track until now with good improvements in average energy efficiency. However, without renewed efforts from municipalities, energy and building companies, and home and building owners, it is likely that our portfolio performance will diverge from the steeper CRREM 2.0 target pathways.

For our DLL leasing transport portfolio, we have seen an increase in intensity requiring increased efforts to achieve our target. For our traded oil and gas target, we initially attempted to set and measure a volume-reduction target but found this unworkable due to continual price fluctuations. As a result, we have now switched to a more straightforward financial reduction target that follows the IEA NZE pathway.

Targets per Sector x Region Combination

Sector x Region		% Portfolio in-scope and absolute financed emissions		Baseline		Road to Paris Targets			Performance
Sector	Region	% of in-scope portfolio FY23	Absolute Financed Emissions FY23 (Mt CO <sub>2</sub> e)	Measure	Baseline <sup>1</sup>	Reference Scenario	2050 Goal Value	2030 Goal Value	FY23
Rabobank									
Horticulture	Retail Netherlands	1%	2.4	Absolute financed emissions	5.1	DCA (CEG)*	Net Zero	2.2 Mt reduction	2.4
Pig Farming	Retail Netherlands	0%	0.6	Absolute financed emissions	0.8	DCA*	Significantly Reduce	>0.3 Mt reduction	0.6
Dairy	Retail Netherlands	2%	3.0	Absolute financed emissions	4.1	DCA*	Significantly Reduce	>0.8 Mt reduction	3.0
	Rural New Zealand	1%	1.7	tCO <sub>2</sub> e/t	1.2	SBTi FLAG	Significantly Reduce	1.05	0.8 <sup>2</sup>
	Rural Australia	0%	0.5	tCO <sub>2</sub> e/t	1.18	SBTi FLAG	Significantly Reduce	1.05	1.07 <sup>2</sup>
	Rural United States	1%	3.0	tCO <sub>2</sub> e/t	0.87	SBTi FLAG	Significantly Reduce	0.70	n.a.
Beef	Rural Australia	1%	1.6	tCO <sub>2</sub> e/t	25.3	SBTi FLAG	Significantly Reduce	22.79	22.5 <sup>2</sup>
	Rural United States	0%	4.9	tCO <sub>2</sub> e/t	17.3	SBTi FLAG	Significantly Reduce	14.33	n.a.
	Rural Brazil	0%	1.6	tCO <sub>2</sub> e/t	40.66	SBTi FLAG	Significantly Reduce	35.72	n.a.
Soy	Rural Brazil	1%	0.7	tCO <sub>2</sub> e/t	0.80	SBTi FLAG	Significantly Reduce	0.39	0.53 <sup>2</sup>
Residential Real Estate	Netherlands	44%	1.6	kg CO <sub>2</sub> /m <sup>2</sup>	26.2	CRREM 2.0	Net Zero	11.20	23.7
Commercial Real Estate	Retail NL + Wholesale	5%	0.3	kg CO <sub>2</sub> /m <sup>2</sup>	45.1	CRREM 2.0	Net Zero	16.80 <sup>4</sup>	37.7
Transport	Retail NL + Wholesale	1%	1.1	Mt CO <sub>2</sub> /billion tkm	0.03	IEA NZE	Net Zero	0.02	n.a.
Energy/Power	Retail Netherlands	0%	0.2	kg CO <sub>2</sub> /kWh	0.21	IEA NZE	Net Zero	0.11	0.09
	Wholesale	0%	0.3	kg CO <sub>2</sub> /kWh	0.0	IEA NZE	Net Zero	0.14	0.0
	Project Finance	1%	0.2	kg CO <sub>2</sub> /kWh	0.0	IEA NZE	Net Zero	0.00	0.0
Oil & Gas	Traded Oil & Gas	1%	1.1	USD bn on-balance exposure	3.9	IEA NZE	Net Zero	3.1	3.6
DLL Leasing									
Tractors	International	3%	1.6	ton CO <sub>2</sub> e/asset	5.9	Own methodology <sup>3</sup>	n.a.	5.6	5.2
Transport	International	0%	0.4	ton CO <sub>2</sub> e/asset	7.1 <sup>5</sup>	Own methodology <sup>3</sup>	n.a.	5.7	8.9
Portfolio with Sector x Region targets		63%	26.9						
Other lending portfolio in scope for Financed emissions		35%	17.4						
Total Lending portfolio		98%	44.2	Net zero (CO <sub>2</sub> ) / Significantly Reduce (Non-CO <sub>2</sub> )					
Financial and other assets in scope for Financed emissions		90%	2.7						
Total eligible assets for Financed emissions		98%	46.9						

1 Baseline year is 2020, with expectation of 2022 as base year for traded oil and gas and DLL transport.

2 Note that the pathway and portfolio intensity numbers are aligned in emissions boundaries, but the values in the SBTi FLAG pathways are derived in a methodologically different way (the FLAG sector-region default value comes from a top-down model, our portfolio intensity value comes from a bottom-up calculator, with carbon footprints calculated based on primary data collected from a subset of our clients). This makes direct comparison difficult.

3 The own methodology of DLL has been verified by an external party.

4 The Commercial Real Estate 2030 goal value has been adjusted to reflect changes in the portfolio composition.

5 Baseline updated based on data improvements.

\* DCA: Dutch Climate Agreement / CEG: Convenant Energytransitie-Glastuin



With the increasing up-take of on-farm emissions calculators by our rural clients, we are confident that we will be able to measure the progress for the US dairy, Brazilian and US beef portfolios in our next report. We will continue to review and, where necessary, revise our reference emissions reduction pathways and targets as part of our internal steering cycle.

#### 2030 Progress Indicator

While our sector x region targets are our main steering mechanism for reducing financed emissions, we also need to regularly check our progress towards our overarching climate goal. For this we have introduced a 2030 financed emissions progress indicator.

This figure, based on our 2023 portfolio as a reference, represents on a like-for-like basis (i.e. no portfolio growth) our current “best guess” of where we will be on our journey to Paris in 2030. It incorporates many assumptions, including estimated current GHG emissions for segments of our portfolio without reported customer data (which constitutes the majority of our loan portfolio), estimated GHG reduction pathways for our 19 high-emitting sector x regions, and estimated attribution factors.

Based on the data available to us, our models estimate that the progress indicator of our 2030 financed emissions for our total like-for-like on-balance sheet lending portfolio (CO<sub>2</sub> and non-CO<sub>2</sub> emissions combined) will be approximately 32 Mt CO<sub>2</sub>e for customer scope 1 & 2 emissions. This breaks down into roughly 17 Mt CO<sub>2</sub> emissions and 15 Mt non-CO<sub>2</sub> emissions. From our most recent GHG inventory, which was lower than expected, we are observing signs of accelerating decarbonization in our portfolio towards 2030.

These outcomes do not account for future portfolio growth. Given the bank’s role in supporting our clients in the Energy and Food Systems transitions, we anticipate growth in our on-balance sheet lending portfolio, which will inherently have an upward effect on financed emissions.

Ultimately, our ability to fulfil our 2050 climate ambitions, depends on how successful our customers are in reducing their GHG emissions. We will try to use our financing, networks, and knowledge to help them make climate-smart choices for their homes and businesses. But we are conscious of the fact that government policies, technological developments, market conditions, consumer sentiment, and many other factors also influence their actions.

We remain committed to aligning our financing with 1.5°C pathways by 2050 and to helping our customers successfully navigate the energy and food systems transitions. We will continue to improve and strengthen our efforts to achieve these goals.

#### Encouraging Use of Carbon Calculators

In 2023, we launched an initiative to encourage our farming customers in Australia, Brazil, the Netherlands, New Zealand, and the United States to use carbon calculators to give them better insights into the efficiency and emissions of their operations. To enhance the accuracy of these calculators in 2024, Rabobank supported developers across four regions in collaboration with Blonk Consultants and local developers to uplift and refine emissions factors.

In the Netherlands, in response to market demand, we began offering customers in the horticulture sector the opportunity to measure their CO<sub>2</sub> footprint, a service provided free of charge until 2026. Rabobank collaborates with the specialized firm Mérieux NutriSciences | Blonk for these calculations. Understanding their CO<sub>2</sub> footprint helps customers identify opportunities to optimize their operations and to remain competitive in the ongoing energy transition. By the end of 2024, we onboarded 56% of customers active in the vegetable/greenhouse horticulture sector. All customers received a comprehensive report detailing their CO<sub>2</sub> footprint per location per year. Moving forward, we aim to collect more footprint results via relevant grower associations.

In the United States, we supported and sponsored the development of the US Beef GHG Emissions Tool with Colorado State University AgNext. In Australia, we provided clients with an additional option to complete their carbon calculations using a digital carbon calculator tool. In New Zealand, we collaborated with Fonterra on emissions data sharing to maintain a standard approach to emissions reporting in the dairy sector. Our initiative to encourage farming clients to use carbon calculators continued in 2024, accompanied by client workshops to increase knowledge on agricultural emissions and decarbonization pathways.

Avoided Emissions Increase

Avoided emissions refer to the reduction in emissions that would have occurred without renewable energy projects. These emissions are mostly avoided through wind, solar, and geothermal projects that replace fossil fuel energy production. These complex, large-scale projects fall within our project finance renewables portfolio, which is the scope for our avoided emissions calculations. In 2023, our total avoided emissions increased by 13% (+0.7 Mt) compared to 2022. Wind and solar projects account for 96% of these avoided emissions, while geothermal projects contribute the remaining 4%. The number of renewable projects grew by 50, totaling 220 projects, with 130 operational and included in our avoided emissions calculations. The projects in construction phase are not in scope for avoided emissions calculations yet but show the pipeline of projects which will be added to the scope in the coming years. Our total renewables portfolio has grown to nearly EUR 6.4 billion, with EUR 3.2 billion in scope for avoided emissions, representing a 10% increase from 2022.

Battery Energy Storage Systems

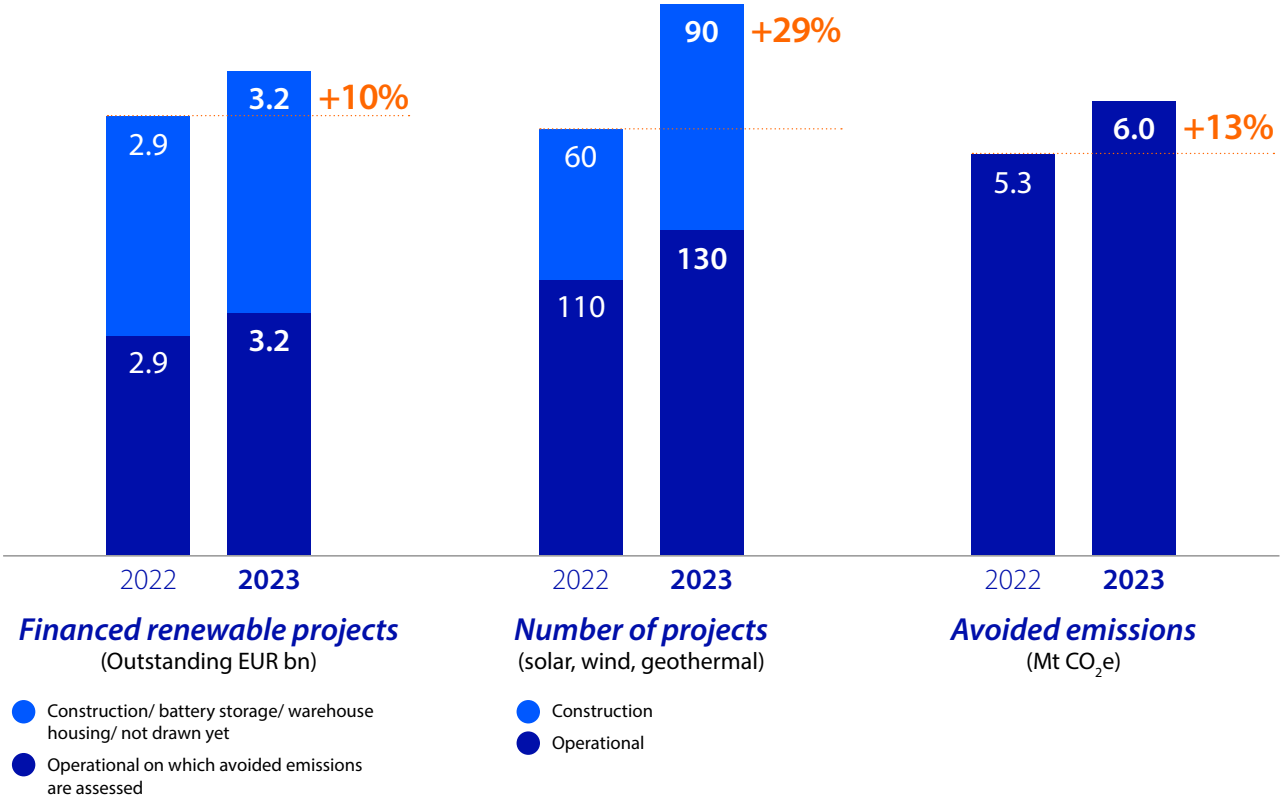
Currently, there is no available methodology to calculate avoided emissions from battery energy storage systems, so these projects are out of scope. However, they play a crucial role in storing surplus renewable energy and preventing the use of gas and coal-fired power plants when solar and wind energy production is insufficient. The “Akaysha Energy Charges Its Batteries” case on [page 48](#) of this report provides an example.

Efforts to Reduce Emissions in the Dutch Agricultural Sectors

Although not part of our project finance portfolio, we encourage the development of mono-manure digestion. This process produces green gas from animal manure. We have created a tool to help Dutch dairy farmers investigate the potential for reducing their emissions and earning extra income by introducing mono-manure digestion systems.

The Dutch greenhouse horticulture sector is known for its entrepreneurship and innovation, with over 3,300 businesses contributing nearly EUR 8 billion to the economy. However, heating greenhouses still relies on fossil fuels. Rabobank aims to support the sector in its ambition to reduce emissions to net zero by 2040. We offer customers the opportunity to measure their CO<sub>2</sub> footprint free of charge until July 2026. This measurement helps identify sustainability challenges and formulate targeted actions (more details are available in the carbon calculator section of this report). In 2024, Rabobank developed a concept that includes a personalized menu, workshop, and in-depth conversation to guide customers on their energy transition journey. Two pilot projects with customers began in Q4 2024 to test this proposition. In the 'Oostland' region, which has the second-largest concentration of greenhouses in the Netherlands, we use our network to align interests and accelerate the development of a regional heat network. This network connects various sustainable heat sources (geothermal, biomass, residual) to greenhouse clusters and residential areas, potentially reducing the need for natural gas.

Avoided Emissions



Our Contribution to the Housing Challenge in the Netherlands

Still characterized by a lack of affordable homes and rising prices, in 2024 the Dutch housing market remained challenging. As one of the country's biggest mortgage lenders, and a housing developer, we continued to work on increasing the number of sustainable homes and improving access to the housing market

Rabo SmartBuilds: Fast, Affordable, and Sustainable

Rabo SmartBuilds aims to contribute to resolving the housing shortage by financing, developing, and managing mid-rent-segment housing in temporary locations where permanent construction is not (yet) possible. These homes are largely built in factories using natural materials such as wood. In 2024 Rabo SmartBuilds completed its very first project on the island of



Texel (NL). The delivery of 120 homes (including 50 social housing units) allows 120 households with social and or economic ties to the island to live and work there. This project was realized within a year and a half of signing. Construction of 139 rental housing units (78 mid-rent homes and 61 social rental homes) at De Tol location in Zaltbommel is expected to start in mid-2025. Additional projects in the next 2 years include developing 130 homes in the municipality of Veghel, 120 to 150 in Duiven, and 40 in both Someren and Coevorden.

#### *Partnering to Promote Home Sustainability*

Rabobank and Dutch public broadcaster RTL have partnered to promote home sustainability. Through this partnership we aim to reach Dutch homeowners and show them that making homes more energy-efficient can be less complicated and less out-of-reach than it appears. Leveraging a mix of multichannel content, both televised and online we try and:

- Facilitate knowledge transfer and increase awareness: inform and inspire about the possibilities and benefits of home sustainability.
- Stimulate action among home owners to improve the sustainability of their homes.

#### *Farmers, Housing & Nature: Rabobank's Brand-New Developer for a Livable Rural Area*

In 2024, Rabobank launched Farmers, Housing & Nature (FHN), a subsidiary focused on the integrated development of rural areas in the Netherlands, combining food production, nature, and (affordable) housing. This new developer was set up from the innovation department Energy Transition Retail, which also founded Rabo SmartBuilds. The FHN team consists of professionals who aim to contribute to resolving the housing challenge and offer agricultural entrepreneurs new perspectives. We develop customized plans that meet the needs of the entrepreneur, the landscape, and the local community. Working closely with municipalities, provinces, and the state, we tailor each project to the desire and vision of the farmer, local housing demand, natural challenges, and the historical context of the landscape. Sustainability, affordability, and social cohesion are the key principles here. Our local network, long-term relationship with our agricultural clients, and expertise are a true firestarter for FHN.

## Next Steps

In the coming year, we are committed to advancing our climate initiatives through several key actions. We will continue to improve the quality of our financed emissions data by encouraging our farming clients to use carbon calculators, ensuring more accurate and comprehensive reporting. Our renewable energy portfolio will see significant growth as we invest in and support sustainable energy projects. Concurrently, we will intensify our efforts to reduce our own operational emissions, striving for greater efficiency and lower carbon footprints. We recognize the importance of carbon removals and will update our policy in alignment with the forthcoming GHG Protocol on Land Use and Removals. Additionally, we will develop our approach to climate adaptation, preparing our operations and stakeholders for the impacts of climate change.

Project case

# Akaysha Energy Charges its Batteries for a Sustainable Future

Solar and wind energy are pivotal to the global energy transition. However, since they only generate power when the wind blows or the sun shines, battery energy storage systems (BESS) have become critical to our energy system.

Australian company Akaysha Energy is a dedicated builder, owner, and operator of mega-scale BESS, providing grid stability and 24/7 energy supply continuity. These large-scale energy storage systems help reduce reliance on coal-powered plants, significantly cutting carbon emissions. Leveraging their combined expertise in energy markets, technology, development, and capital solutions, Akaysha is committed to driving an energy future, ensuring global access to clean, reliable, and affordable energy solutions.

In 2024, they successfully acquired funds to build the Queensland-based Ulinda Park and Brendale Battery Energy Storage System with a total capacity of 708 megawatt hours. For Rabobank, who committed to the project debt with six other banks, this deal marks the first project finance transaction in Australia following the recent broadening of our energy transition strategy to the Australia and New Zealand region.

35.2 A\$ million

Rabobank share of loan

3 years

construction-to-term syndicated loan





*Project case*

## Getting on Board with Eurostar for Electronic, High-Speed Travel

Comfortable travel between London, Paris, Brussels, Amsterdam, and Cologne is even better when it is green. Rail company Eurostar is gearing up to play an important role in green travelling across Europe.

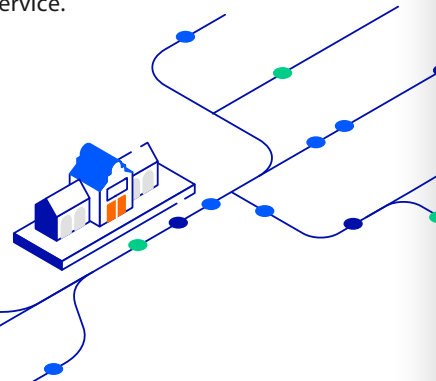
With leading market shares in three European high-speed train routes, Eurostar is committed to becoming the lowest emitting form of international travel and is always trying to improve its energy performance. This aligns perfectly with Rabobank's Banking for Energy strategy, so a green loan was granted to Eurostar to support their ambition to expand and renew their electronic fleet in the coming years.

Additionally, the onboard catering services for both EIL (Eurostar International Limited) and THIF (THI Factory) have received the maximum three-star rating from the Sustainable Restaurant Association, which recognizes the substantial efforts undertaken to continuously improve the sustainability of the service.

**650** € million  
*term loan agreement*

**100** € million  
*RFC green loan*

**97%**  
*of Eurostar sales consist of clean transportation*





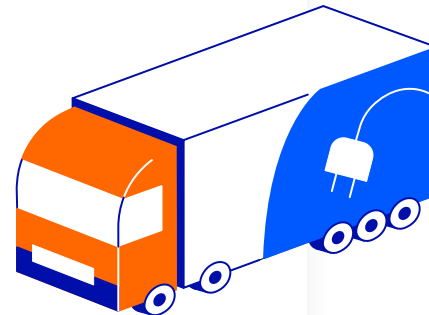


## 2017

*Kempower  
established*

## 71.7 € million

*Kempower revenues  
in 2024*



### Project case

## *DLL and Kempower Introduce Financing Solutions to Accelerate the Transition to EV Charging Infrastructure*

With a rapidly growing number of electric vehicles (EVs) comes the need for fast charging solutions. Kempower is committed to making user-friendly direct current (DC) EV fast charging more accessible.

To support its customers with flexible and more efficient financing options, Kempower has partnered with asset finance company DLL, a subsidiary of Rabobank Group. These financing solutions are designed to reduce upfront costs and maximize capital efficiency, enabling customers to invest in growth. The partnership aims to make the transition to electric transportation more accessible for businesses across the United Kingdom, Denmark, Finland, Norway, Sweden, Italy, Spain, Australia, and New Zealand.

For DLL, the partnership with Kempower emphasizes its commitment to supporting the shift towards cleaner energy, decarbonization, and energy-efficient equipment for their partners and end users.



*Project case*

## Supporting Energy Transition in Agri-Food Sectors

As a financier of both the energy transition and the food and agricultural sectors, both domestically and internationally, we are keen on helping synergies come to fruition.

Through their expertise, advice, (risk-)analyses and sustainable business case validation, we can leverage green loans and impact loans with favourable interest levels for eligible projects. Examples include:

- Dutch onion wholesaler “Waterman Uien” which managed to reduce gas usage by electrification of its heat/drying processes, and also increased self-consumption of solar panel- and windmill-generated energy through improved energy management and battery usage.
- Kwekerij Wieringermeer: large bell pepper grower (40ha) that has made its energy consumption far more sustainable with geothermal energy, e-boilers, solar panels, and batteries.
- Agro Giethoorn, a large arable- and breed broiler farmer, has had a biogas plant with combined heat and power installations (CHP’s) in place for over 12 years. Currently in transition from biogas in CHP’s to green gas and CO<sub>2</sub> liquefaction for a.o. greenhouse farming. The historical CHP waste heat will be replaced by heat pumps.

### Energy Transition Pathways:

- Increasing electrification
- Storing surplus renewable energy in battery energy storage systems
- From biomass to biogas to green gas



# Value Nature

It is our aspiration to integrate nature into our way of working by 2030 and balance the production of food and energy within planetary boundaries. This ambition is in line with the Kunming-Montreal Global Biodiversity Framework (GBF). We recognize human impact and dependency on nature and the urgency to act on it, and as such we want to help our customers bring their impacts 'back to planetary boundaries'.

Our commitment is evidenced by our co-launching and signing of the Finance for Biodiversity Pledge in 2020. Since then, we have actively participated in leading initiatives in the financial sector, such as the Partnership for Biodiversity Accounting Financials (PBAF), and we are co-chairing the Impact Assessment Working Group on the Finance for Biodiversity Foundation. In 2021, we joined the Taskforce on Nature-related Financial Disclosures (TNFD) as a taskforce member.

## Where Are We Today

*Developed and published  
Nature Vision  
& Approach*

*Developed and rolled out bankwide  
nature training*

## Objectives

**Value Nature**  
*Back to planetary boundaries.*

We aim to progressively adapt our portfolio and policies towards alignment with the GBF.

- Halting deforestation and land conversion
- Avoiding impacts in protected and key biodiversity areas
- Minimizing pollution to safeguard water and soil quality
- Minimizing impacts on threatened species
- Restoring degraded ecosystems
- Steering on good agricultural practices, reducing food loss & waste, and protein diversification



# STIMULATING SUSTAINABLE GROWTH IN FOOD & AGRI

On the Managing Board, Els Kamphof has the ultimate responsibility for Wholesale & Rural (W&R). She spoke to Rabobank's editor-in chief Max Christern to reflect on 2024 and discuss Rabobank's plans for making an impact alongside our clients again this coming year.

**Max:** *Els, last year you met and talked with many clients from all over the world, from Brazil to China. How do you present Rabobank abroad? What distinguishes us as an internationally operating, cooperative bank?*

**Els:** *I like to tell them the story of how we began as a cooperative bank founded by farmers. I always enjoy mentioning those origins. I also talk about the fact that we have since grown to become a globally operating Food & Agri (F&A) bank. I emphasize to our clients outside the Netherlands that we have made enormous investments in F&A research. Therefore, we have a deep understanding of this sector and its risks, which enable us to support our clients with our financing solutions through the cycles.*

*I also tell them about how we expanded 40 years ago. We have now either established or taken over offices in 26 countries across six continents. In addition to Food & Agri, we're also highly active in the energy world. In the 1990s, we financed one of the first on-farm wind turbines and are still an energy forerunner today. Our focus on the energy transition also provides us with extra opportunities for further growth. That way, we can increase the impact we have. We finance businesses throughout the entire value chain and understand how the international ecosystem works.*

**Max:** *In the Netherlands, customers and members truly have a say in Rabobank when it comes to policy and allocating that part of Rabobank's profit known as the cooperative dividend. How do we ensure our international clients also have a say?*

*Els Kamphof*  
Member of the Board

**Els:** In all the regions outside the Netherlands where Rabobank operates, we have what we call client councils and client advisory boards. Each region shapes their own councils and advisory boards. The councils provide valuable input for finetuning our policies and they help clients feel more involved in Rabobank. Through our boards and councils, we share our global Food & Agri knowledge and make our networks available to our clients. We also support our clients with a cooperative dividend like we do in the Netherlands, to be used to support local communities. It is very effective.

**Max:** I assume that the topic of sustainability is high on the advisory boards' agenda. What are Rabobank's ambitions in that area?

**Els:** As a bank, we are committed to supporting our clients in their ambitions and making them more resilient and future-proof. We always look to the future with our customers. Our intrinsic motivation is to build long term relationships with clients. In my conversations with clients we talk a lot about becoming more resilient and being ready for the future, in which sustainability is an important topic. Regardless from which angle you approach it, our ambitions and our commitment to our clients are based on more than simply helping them comply with increasingly stringent laws and regulations. It is about helping them to establish a long-term, sustainable business model. It all goes hand in hand with our mission of "growing a better world together".

It is evident that climate change and nature loss are continuing to undermine our planet's resilience and its capacity for recovery more and more. That affects everyone, everywhere. We see it on the news every day, unfortunately. Our customers need to take steps to rapidly adapt their businesses to changing climate conditions. And we can really help them do that.

**Max:** A bank with clients in all four corners of the world must be mindful of the fact that every customer and every country has their own unique context and set of challenges. What are the main pitfalls that Rabobank foresees to promoting sustainable growth globally?

**Els:** As a bank, we operate in an international arena that has big challenges relating to geopolitics, climate, and nature. We want to be a stable factor for our clients in an often-unstable world. At the same time, we also want to help our clients make changes. We always look at what the existing regulations and laws are in the countries where our clients are based. Then we consider how we can make a difference. We also always seek possible partnerships, because you can usually have a greater impact when you work together. Our strength as a bank is that together, we always find a way, thanks to our global network, our sector knowledge, our financial solutions, and especially our long-term relationships with customers. Our clients know that.

**Max:** Where do you think the greatest opportunities are in the years to come for Rabobank? And for its customers?

**Els:** The F&A market is a growing market and will remain so simply because the world's population is still growing. All those people need food, but resources are becoming scarcer. We can help think of solutions for that. As I mentioned before, we have a great deal of experience and sector knowledge under our belt. And as one of the best capitalized banks in Europe, we can truly help our clients financially.

In my role, I encounter so many wonderful examples – it doesn't seem fair to only mention one or two. But I just received videos from a colleague who supported Brim in Iceland and Bakkafrost in the Faroe Islands with innovative financings solutions. These companies are both inspiring models for sustainable fish production; I am so proud of them both. It's such a delight to be able to work with them and make an impact in the world of food together.

**Max:** Rabobank is one of the most renowned banks for businesses in the world of F&A. The transition to a future-proof food system is a top priority for Rabobank, as you already said. How can Rabobank help the food chain become more sustainable faster?

**Els:** I think coalition building in the value chain is a good example. We always strive to connect farmers, distributors, and food companies with each other so they can cooperate on projects aimed at making agriculture more sustainable and future-proof. That's what we're doing with Aviko, the Future Fit Dairy Initiative (FFDI), and McCain Foods. In 2023, McCain successfully developed a program to encourage regenerative agriculture among potato farmers in the Netherlands. Our network has helped us to get the program started in Australia and New Zealand too.

Another good example is a venture we invested in that is helping us enrich many other clients too, thanks to mutual collaboration. The company in question is EarthOptics, a United States company that uses advanced field sensors and lab analysis to take stock of the potential of individual farmers' soil. Mapping the physical, chemical, and organic characteristics of agricultural land makes it much easier to make predictions about soil health as well as plan how to get the best out of the available soil.

Finally, it is so important to add that our own people play a crucial role in all the ambitions and plans I've talked about here. Personally, I think our story is very inspiring, and I can tell that our people share that view. People are keen to work for Rabobank, and that's wonderful. I am very enthusiastic about that because, ultimately, it's our people who make the difference.



Our Nature Approach

We support the vision of the Kunming-Montreal Global Biodiversity Framework (GBF). This means that by 2050: “Biodiversity is valued, conserved, restored and widely used, sustaining a healthy planet and delivering benefits essential for all people.” We translate this vision into: "balance between the production of food and energy within planetary boundaries.” Key to our nature approach is our aspiration to make nature part of our way of working by 2030. In line with this, we aim to progressively adapt our portfolio and policies to align with the GBF 2030 targets.

Our current focus is on three interconnected and interdependent topics, based on our assessments of impacts and dependencies on nature:

- **Land use:** according to science, land use is the biggest driver of biodiversity loss. This includes deforestation and the conversion of natural land for other purposes. Soils, which are an integral part of land use, support life on land, facilitate nutrient cycling, food production, climate regulation, and the removal of pollutants. However, up to 40% of the planet’s soil is now moderately to highly degraded, posing a threat to half of the global GDP.
- **Water:** sustains ecosystems, supports human health, and influences biodiversity. Human actions and climate change are disrupting natural water cycles, putting freshwater ecosystems under increasing pressure.
- **Pollution:** includes excess nutrients (nitrogen, phosphorus), toxicity (e.g. Highly Hazardous Pesticides) and plastics. Pollution has a negative impact on biodiversity. It leads to contaminated ecosystems, which in turn disrupt ecological processes and affect the survival of species.

Our bank-wide nature approach consists of three basic interdependent steps:

1. Measurement: assessing impacts and dependencies, identifying metrics, collecting data, and understanding external benchmark pathways.
2. Take action: integrating nature in governance, strategy and target setting, risk management, as well as in business opportunities and delivery.
3. Awareness and disclosure: creating transparency, building awareness, and sharing knowledge.



When working on our objectives, we include nature in our steering and decision making and let the Mitigation Hierarchy (a commonly used framework to reduce and manage negative impacts on nature) be our guide.

Our Progress in 2024

Measurement

In 2023, we analyzed where our impact and dependency on nature is highest. Through a top-down, modelled nature footprint analyses, we established that most of the impact of our private loan portfolio on nature is due to the effect of land use. It also indicated that most of our clients’ impact on nature occurs at farm level in the animal protein, grains & oilseeds, and dairy sectors. In these sectors, Rabobank has large exposures in the Netherlands, Australia, United States, New Zealand, and Brazil. From our dependency analysis, we learned that approximately 85% of the covered assets is ‘highly’ to ‘very highly’ dependent on one or more ecosystem services among which water availability, soil quality, and climate regulation.

Take action

Following the above measurement-related efforts, we identified a set of actions. First of all, we developed and disclosed our overall, groupwide [Nature Vision & Approach](#) which serves as the starting point and north star for all our efforts moving forward. Secondly, as outlined in the "Sustainability Embedded in Our Strategy" section, we have included nature-related topics in the scope of the governance design that was already in place, as well as in sector x region plans.

Thirdly, as outlined in the sustainability policy framework section of this 2024 Impact Report; having such a framework in place is important to guide our choices in growing our portfolio sustainably. In 2024, we combined nature-related acceptance requirements that before were included in separate environment, biodiversity, and agriculture policies, into a singular nature policy. This allows for easier implementation throughout the organization. In addition, we updated our deforestation and land conversion policy which focuses on high-impact sectors in high-impact regions. This policy is elaborated upon in the "Halting Deforestation" section.

Fourthly, we are improving the quality of data for client benchmarking, portfolio steering, and reporting purposes. In 2024, we have continued the work on developing a framework to capture this data starting with the topics of land use and water. Related efforts are aimed at capturing collateral polygon data (polygons are the shapes, sizes, and locations of areas on a map) owned by our customer for the majority of our rural clients. This will improve our insights into location-specific data and exposure to nature sensitive and/or hotspot areas for prioritized regions. More information on data challenges is available in our [Nature Vision & Approach](#). More detail on our progress on topics such as governance, and policy development is available in our 2024 Annual Report.

Embedding nature-related topics into our commercial propositions, revolves around helping customers transition to a sustainable future, among others by helping rural customers assess and improve the quality of their soils and pasture lands.





This, in turn can increase their eligibility for government subsidies and/or favorable financing conditions such as lower interest rates from Rabobank. More examples are available in this chapter and definitely worthwhile reading is our [Agrofoodvision 2040](#), showing how we envision the Dutch F&A sector producing food within the available environmental space.

Awareness and Disclosure

In 2024, we invested in building awareness and sharing knowledge (both internally and externally), as well as in increasing transparency in our reporting efforts. Examples include:

- A mandatory training for all staff on sustainability, including nature-related topics, has been made available in 2024.
- An optional e-learning, developed for specific roles within Rabobank, deep diving into the themes of climate and nature, has been made available in 2024.
- Permanent education sessions on a range of topics, including sustainability, for our Supervisory and Managing Board members.

- Leveraging and stimulating staff engagement e.g., through our internal online Sustainability Community
- Ongoing presentations, both internally and externally, on our sustainability-related themes.
- Active participation in relevant COPs, such as COP16, about, the preservation of nature and biodiversity on Earth.
- Active participation and membership in organizations such as TNFD, WBCSD, Finance for Biodiversity Pledge, and PBAF

Next Steps

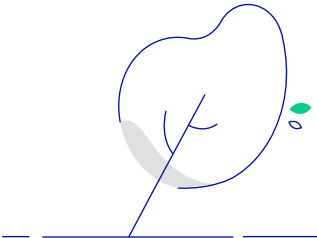
In our Nature Vision & Approach, we disclosed our so called nature-related effort targets, a set of process- and data-related milestones, we expect will help strengthen the consideration of nature in our steering and decision-making and will help to embed nature-related topics in our business-as-usual processes, while continually gathering information and preparing to set impact targets eventually. The table below provides an overview of our progress on each of our effort targets. This coming year we will continue to work on these effort targets, as some have an ongoing nature/longer time horizon.

1. Governance		2. Materiality & Impact Assessment		3. Strategy & Policy		4. Risk & Opportunities	
Targets	Progress	Targets	Progress	Targets	Progress	Targets	Progress
A. Implemented a clear governance and senior management accountability by the end of 2024	Implemented a clear governance and senior management accountability by the end of 2024	A. Nature in scope of double materiality assessment by the end of 2024	Nature and its related subtopics were incorporated in Rabobank's double materiality assessment (impacts & risks/dependencies) in 2024	A. A nature vision developed and integrated in sustainability strategy by the end of 2024	Nature vision and approach is published in June 2024	A. Further incorporate nature- sensitive portfolios in the risk management approach	Nature-sensitive sectors have been further incorporated (e.g. nitrogen, water scarcity), further enhancements are in progress
B. Nature in permanent education and regular nature sessions with senior management, Managing Board and Supervisory Board by the end of 2024	Permanent education sessions held with Managing Board and Supervisory Board, Sustainability Implementation Team (IMT) and Management Teams of Business lines in 2024	B. Portfolio assessed on nature impacts (top down) for significant majority of our nature material portfolio by the end of 2024	Top down modelled footprint analyses was performed for 63% of our total portfolio	B. Further integrate nature in business strategies and plans for the prioritized sectors and regions by the end of 2024	Nature is being integrated in the business strategies and plans for prioritized sectors x regions in 2024	B. Finance the sustainability transition of our Dutch F&A customers (focus on customers in livestock) with €3bn between 2023 till 2030	Since the launch of the transition budget, €450mln transition finance has been provided to Dutch F&A customers
C. Nature included in bank-wide mandatory training curriculum by the end of 2024	Nature, along with climate and people, is included in a mandatory Rabobank Group- wide training (SustainabilityWise)	C. Collateral polygon data for significant majority of our rural customers by the end of 2025	By the end of 2024, the majority of collateral polygon data for rural customers is gained for insights into location- specific data and exposure to nature sensitive and/or hotspot areas for prioritized regions	C. Further update and develop nature-related policies by the end of 2025	Sustainability Policy Framework is updated, including nature-related policies and will continue to be in 2025	C. Customer transition conversations with our Dutch F&A customers (focus on clients in livestock within SME segment) by the end of 2024	Customer transition conversations have been with all Dutch F&A customers with financing > €1mln
				D. Work towards setting targets on material topics in prioritized sectors and regions by the end of 2025	Nature effort targets have been set. Currently in the process of obtaining more nature data for further assessment	D. The sustainability score of our Dutch dairy customers is based on data of the Biodiversity Monitor and Open Soil Index by the end of 2025	Data of the Biodiversity Monitor via the Kringloopwijzer is already connected. The Open Soil Index is in progress

# Halting Deforestation and Land Conversion: Our Next Steps

As an international food and agriculture business bank, we recognize impact that the world’s growing population’s demand for food, combined with the way the current global food system operates, is having on the planet. While it feeds many, it can also significantly contribute to climate change and biodiversity loss, particularly through deforestation. Rabobank’s Nature Vision & Approach, along with its business strategies and sustainability policies, support a transition towards a food system free from deforestation<sup>1</sup>.

<sup>1</sup> Where this report uses the brief term “deforestation”, we mean permanent conversion of forest areas to other non-forest land uses as well as land conversion of natural ecosystems (not considered forests) to agriculture or other land uses.



Rabobank wants to play its part in halting deforestation. Since the release of our [2023 Impact Report \(page 43\)](#), we have published our Nature Vision & Approach which outlines our goals and has influenced our updated policies and regional business strategies. We believe that by using our sector knowledge, networks, and financial products, we can contribute to helping both our customers and the (regional) system move in a more sustainable direction; toward a food system free from deforestation. This means we look for ways to increase (our customers’) positive impacts and decrease negative impacts. We acknowledge our role in this effort while emphasizing that international cross-sector coordination and joint efforts are necessary to achieve meaningful change.

### Effective Policy Setting

As markets, circumstances, and knowledge develop, so must our business practices. It is a journey. Therefore, we decided to update our global deforestation policy in 2024 with the aim of increasing the effectiveness of our contribution to halting deforestation. Our new policy aims to provide more feasible guidance on what we expect from our customers. We have learned that implementing and effectuating a uniform global approach is challenging due to the different local realities in regulatory contexts and market maturity. Therefore, some region-specific elements have also been included in the policy. In adjusting our approach to halting deforestation, we took our nature approach, local realities, and feedback from stakeholders as guidance.

## Help Move in a More Sustainable Direction.

Our recently published adjusted policy reflects our ambition and continues to revolve around how we can have an impact with our customers, not without them. This is in contrast to some stakeholders’ calls to formulate stricter policies and/or leave entire sectors, regions, or customers. Using an engagement approach, which involves

### Case

## Amazon and Cerrado

Although legally permitted to develop a portion of forested land into agricultural land (e.g., 20% in the Amazone biome, leaving a mandatory 80% preserved), we restrict the acceptance of lands as new collateral in the Amazon biome, even if that land was developed legally. In other regions, particularly the Cerrado savannahs (where legally 35% must be preserved), enforcing stricter international legislation/policies proves challenging. Therefore, we alternatively have opted to develop financial incentives to effectively engage with our customers to avoid and/or restore or offset legal deforestation.

For more details on what we (do not) allow, see our new policy [Sustainability - Publications - Rabobank](#).



discussing challenges and facilitating improvements with our customers, we continue to significantly contribute to our goal of halting deforestation within our portfolio. This enables us and our customers to continuously do better.

Our renewed approach however is not solely about a policy: it encompasses a combination of measures. It includes both the policy that outlines what we expect and do not allow from our customers, as well as region-specific business (impact) strategies for deforestation-risk sectors. This is because we are continuously seeking more ways to enable our customers to move away from deforestation.

#### The Renewed Approach for Brazil

The first region-specific business (impact) strategy we redeveloped, and are implementing, is focused on Brazil. This is because Brazil is a globally relevant agricultural producer of key commodities such as soy ([page 47, Road to Paris](#)), and it is simultaneously a critical area of deforestation risk and nature protection. When developing this strategy as part of our renewed approach, we worked with the prioritization of the mitigation hierarchy from our nature approach. This sees avoidance of deforestation as the highest priority ([page 7, Value Nature](#)).

Therefore, this renewed strategy for Brazil is about the following priorities:

1. Acting on illegal deforestation<sup>2</sup>.
2. Incentivizing customers to avoid using their legal deforestation rights.
3. Expanding contributions in nature restoration and conservation.



#### Increasing Speed, Efforts, and Investments

Following these priorities, we are:

- [Increasing data accuracy and speed](#) in order to spot, assess, and act on potential land use change. In 2024, we have further acted on opportunities enhancing our data collection, monitoring, analysis, and response system, with shortened follow-up cycles in case of potential deviations.
- [Increasing efforts to help our customers](#). This means:
  - Developing more propositions and financial structures to incentivize our customers not to use legal deforestation rights.
  - Working on stimulating more knowledge sharing and opening up of networks for more sustainable agricultural practices.
- [Increasing contributions for nature](#) with, for, and beyond our customer's efforts and in close collaboration with locally active, knowledgeable, and credible organizations. This means:
  - Expanding our existing nature initiatives and committing funds, knowledge, and networks for forest restoration and conservation. To that end, we (plan to) donate or invest in (third-party) reforestation and conservation projects in areas under deforestation pressure. This is in addition to existing initiatives such as Biomas and the Black Jaguar Foundation.
  - Incentivizing and regenerating degraded land (converting it into productive land) over clearing it (avoidance).
  - Stimulating the voluntary carbon market through preservation projects.
  - Incentivizing (and initiating) reforestation (restore).

We are aware that this is a continuous journey and we can't do this alone. That's why we, as a cooperative bank, engage with our customers in the food value chain and collaborate with external stakeholders including governments, NGOs, other financial institutions, and the private sector to jointly learn and contribute to a successful food system transition.

<sup>2</sup> As described in our deforestation and land conversion policy and taking into account local legislation and our contractual and fiduciary duties towards our customers.

## Rabobank's Appeal to Others to Contribute to Halting Deforestation

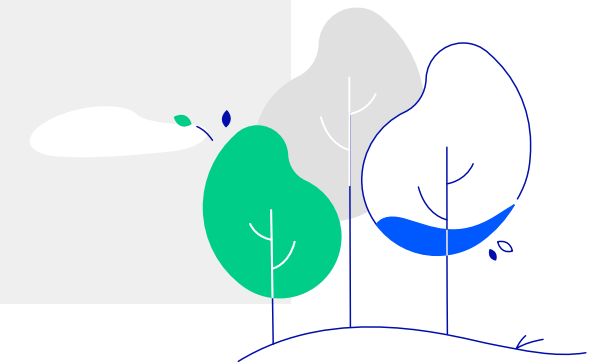
**Taking into account our efforts in different countries and local contexts and our learnings in working towards halting global deforestation<sup>1</sup>, Rabobank is aware that success also relies on others. This includes farmers (from the Netherlands to Brazil), regulating governments, and voluntary market initiatives. Drawing from our experience as an international bank in food and agriculture, and our understanding of local needs (including rewarding business models), dependencies, and limitations involved in addressing deforestation, we need to acknowledge that achieving meaningful change also largely depends on rewarding sustainable business models for farmers and a clear regulatory context in both producing and importing countries. Regulations, including for the financial sector, can be important to establish a level playing field for all players. For Rabobank, our ambitions and what we want to do is reflected in our Nature Vision & Approach and in this Impact Report. However, we also make an appeal to others:**

### 1. We call on market initiatives and regulators to level the playing field:

Adopting policies for responsible business conduct in supply chains and in financial value chains can contribute to reducing global deforestation. For ensuring success in this area, we rely on governments, along with the upcoming COP30 in Brazil in November 2025, to consider the local contexts of relevant jurisdictions and develop concerted actions.

### 2. Consider impacts, dependencies, risks, and opportunities:

The financial sector has a role to play. We also believe that levelling the playing field should occur across the value chain to maximize impact. We trust on regulators to thoroughly consider impacts and dependencies across the entire financial and product value chain, thereby preventing unintended consequences. Meanwhile, we are keen to share our experience in food and agriculture with our clients, peers, NGOs, and regulators. Rabobank will continue efforts to develop best practices in reducing global deforestation and promoting restoration.



<sup>1</sup> Where this report uses the brief term “deforestation”, we mean permanent conversion of forest areas to other non-forest land uses as well as land conversion of natural ecosystem (not considered forests) to agriculture or other land uses.





# 2023

*most sustainable  
farm in Brazil*

# 5 \$ million

*investment  
by the Agri3 Fund  
and Rabobank*

# 2,500 ha

*expansion  
of sustainable  
agriculture*

# 600 ha

*reforestation*

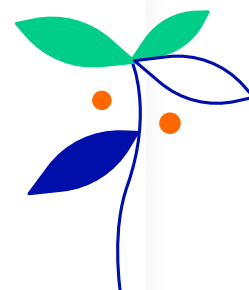
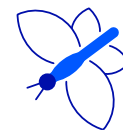
## Project case

# Fazenda Conforto Sets an Example for Efficient, Reduced Chemical Use for Farming in Brazil

Since 1996, Fazenda Conforto has set an impressive example. Its commitment to sustainability, animal welfare, health, and traceability is evident in every aspect of their operations. Practices such as crop rotation, no-till farming, crop-livestock integration, and regenerative agriculture are part of its daily routine.

Fazenda Conforto is part of the Alexandre Funari Negrão Group and one of the largest individual cattle feeders in Brazil. In partnership with the Agri3 Fund, Rabobank contributed USD 5 million to recover 2,500 hectares degraded pastureland and reforest approximately 600 hectares of land - an environmental reform which will increase the farm's productivity. The contribution also supports efforts to achieve international animal welfare certification and 100% animal traceability at Fazenda Conforto.

To drive the sustainable transition of the entire food chain, Rabobank helps customers invest in ESG practices. Fazenda Conforto exemplifies how sustainability and governance can be an integral part of a business strategy.



## Project case

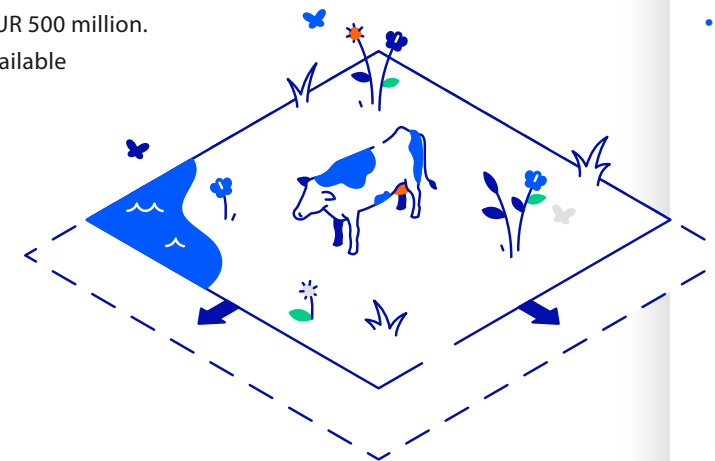
## Financing Transition Pathways

In our 2023 Impact Report, we outlined the dilemma around the topic of nitrogen in the Netherlands. In essence this revolves around industries and sectors exceeding the limits of their “environmental space”, whilst at the same time addressing the housing challenge, contributing to the availability of healthy food, providing income and job security, and promoting prosperity and well-being in general.

The latest developments are that the judge has made rulings regarding the permit requirements for internal netting, and a court order for the Dutch state to reduce nitrogen deposition to the legal nitrogen targets in 2030. In addition to nitrogen, the Dutch agriculture sector must address related issues such as water levels and quality, soil health, and restrictions on manure processing on farmlands. These factors are crucial for the sector to become future-proof. Rabobank continued offering farmers financing propositions through our EUR 3 billion budget, to support them in their strategic choices toward a future-proof business model. By mid-year 2024, we reached the milestone of having held virtually all transition conversations with in-scope Dutch customers in food and agricultural sectors (close to 20,000). These transition conversations are informal, open, “kitchen table” type conversations to brainstorm about the transition pathways that are available to move towards the desired future state. In our view, the available transition pathways are extensification of farming,

innovation, relocation, broadening the business model (thus diversifying revenue-streams, decreasing impact & dependency on “environmental space”), cessation, or a combination.

By year-end 2024, we provided close to EUR 450 million financing transition pathways. By far most of our financing flowed towards the extensification of farming pathway (83%). Pathways related to broadening the business model, innovation, relocation represent, 8%, 8% and 1% of financing respectively. Customers in dairy and arable farming sectors often opt for extensification and the required investments (for acquiring land/pasture) are significant, which explains the high percentage of financing flowing to this transition pathway. Broadening the business model is a preferred transition path as well, but the required investments are usually lower. Pending the availability of clear government policy, customers are hesitant to invest in innovation. The 2024 total amount of EUR 450 million financing transition pathways represents approximately 13% of our total financing of the in-scope Dutch customers in food and agricultural sectors. This exceeds our target of 9.4%. In absolute terms, we are behind on the 2024 target of EUR 500 million. The EUR 3 billion budget will be available until the end of 2030.



500 € million  
2024 target

450 € million  
provided in 2024:

- extensification (83%)
- broadening the business model (8%)
- innovation (8%)
- relocation (1%)



## Project case

## Adaptation to a New Reality

While mitigating climate change is crucial, we must also adapt to its current impacts, such as hurricanes, droughts, flooding, and forest fires. These efforts are known as adaptation actions. The food and agricultural sectors, including Dutch farmers, have long been adapting to climate change.

Access to sufficient, high-quality fresh water is no longer guaranteed. This is due to increasing pollution, competition for scarce resources, and changing weather patterns causing water surpluses in some periods and shortages in others. The Water Framework Directive aims to protect Europe's water resources, requiring waters to reach good status by 2027. For the agricultural sector, this means collaborating on sustainable water management and reducing impacts on water bodies.

Rabobank shares knowledge, connects networks, and develops relevant propositions to help customers transition to future-proof business models. Leveraging our EUR 3 billion budget to support farmers (also expanded upon in the "Financing transition pathways" section, we have helped several customers to invest in water storage, water recycling facilities, and level-controlled drainage. Examples include Van der Maas Farm, which developed a water basin with adaptive drainage to ensure access to fresh water. And Dekker-Dees, a farm that developed a water basin filled in the winter months and pumped up using solar energy. After finalization of an intended plot exchange, the basin irrigates up to 68 hectares, reducing climate and cultivation risks.

## 2027

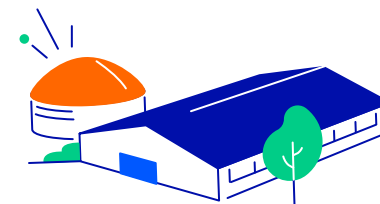
*target year by which European ground and surface waters should achieve good status, according to the Water Framework Directive*

## 3 € billion

*budget to fund adaptation actions*

## 68 ha

*surface irrigated by the water basin of Dekker-Dees' farm*





112 \$ million

letter  
of credit

>90

countries that  
host the operations  
of these systems  
worldwide



#### Project case

## When Every Drop Counts: Lindsay Corporation Provides Irrigation Systems to the MENA Region

Irrigation is essential to agriculture, and for over 60 years, Lindsay Corporation has been making an impact on the sector with their innovative water management solutions.

By developing highly efficient ways to irrigate crops on varied terrains and soil types, their systems help increase yields and optimize the use of natural resources to address the challenges of a growing population. Recognizing that Lindsay's company profile aligns with our own strategy, is a valued Rabobank client, and given the project's potential to bolster food security in a vulnerable region in the world, Rabobank granted a letter of credit to Lindsay's irrigation project in the MENA region.

Over a two-year period, irrigation equipment will be delivered as part of a multi-year supply agreement. This agreement aims to provide irrigation systems, including remote management and scheduling technology, to the Middle East and North Africa region. This will enhance localized food production in the region, conserve limited water resources, and contribute to improving quality of life in the region.





3.6 \$ million

*Venture Capital  
invested*

>4.5 million

*acres received  
data*

*Approximately  
300 platform  
users by end of 2024*

*Project case*

## *Soil Under the Microscope: Valuable Insights Accelerate Regenerative Agriculture*

Soil health is essential to feeding the planet sustainably. By providing accurate, high-quality soil insights at scale, EarthOptics enables farmers to increase their field's yield and make environmentally better decisions.

Rabo Investments supports EarthOptics because they present a strong fit with our food transition strategy, especially with the critical transition of productive and regenerative agriculture. After merging with Pattern Ag, EarthOptics is able to offer insight into both the chemistry and biology of the soil, allowing farmers around the globe to reduce their use of fertilizer, optimize tillage practices, and increase carbon farming. This leads to fewer emissions and better yields, benefiting farmers.

EarthOptics is an integrated soil sampling, scanning, testing, and data delivery platform, which provides valuable insights for well over 4.5 million acres worldwide. By partnering with EarthOptics, Rabo Investments supports their commercialization efforts through our international presence and connections with large Food & Agri corporations, as well as growers.





4

*impact areas*

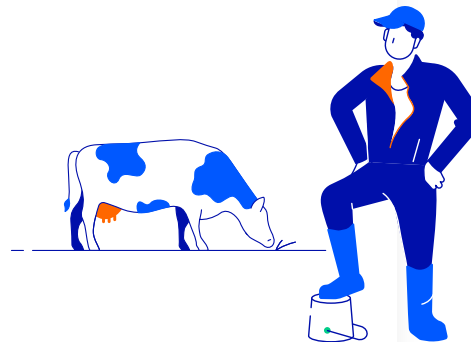
15

*desired outcomes*

1,000

*farmers engaged*

9

*European countries  
involved by 2027**Project case*

## *Dairy Value Chain Adopts a Scientific Approach*

In the newly launched Future Fit Dairy Initiative (FFDI), Arla Foods, Danone, dsm-firmenich, FrieslandCampina, and Rabobank have joined forces. United by a belief that dairy can contribute to nourishing communities whilst operating within planetary boundaries, they are ready to take action and show that it can be done.

The five members in the initiative represent different parts of the dairy value chain. Rabobank is leveraging its network, sector expertise, and financing solutions, to conduct a financial study on the hurdles, costs, and benefits of transitioning to a future-fit dairy farming system.

FFDI has adapted the Sustainable Agriculture Initiative (SAI) framework to the specific context of dairy in north-western Europe and is currently implementing it across farms in several European countries. So far, metrics, thresholds, targets and desired outcomes have been defined for four impact areas. The results will provide solid data on soil, water, biodiversity, and climate, detailing how each is impacted by the implementation of regenerative farming practices.

FFDI aims to scale its science-based framework to measure outcomes, identify farmers' challenges, strengthen the business case, and ultimately, enable the transition towards a sustainable future.





# 43

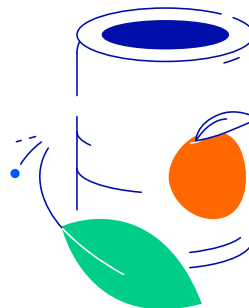
*countries with  
Sucafina's Group  
presence*

# 1,400+

*employees of the  
Sucafina Group*

# 700 \$ million

*total commitment*



## Project case

# Rabobank Supports Sucafina's Sustainability Goals

The Sucafina Group is engaged in the origination, primary processing, exporting, trading, and roasting of coffee. The Group is a key player in the global coffee trader market, maintains a presence in 43 countries, and has more than 1,400 employees. Its main origination countries are situated in Africa, Asia Pacific, Central America, and South America where the Group owns several origination operations and primary processing facilities.

Rabobank took on the role of sustainability agent. In collaboration with ING, Rabobank secured a two-year extension on Sucafina's flagship Sustainability-Linked Senior Secured Borrowing Base Facility. In this way, Rabobank supports Sucafina in its efforts and drives impact together. The facility secures a total commitment of USD 700 million from a globally diverse group of banks. The facility's sustainability framework includes updated KPIs on farmer certification and deforestation monitoring, as well as a new regenerative agriculture methodology and the deployment of an innovative agroforestry program. Sucafina aims to reduce environmental impact and increase farmers' resilience. The ultimate goal is to create a more sustainable and equitable coffee chain, with farmers benefiting from additional income streams and better agricultural practices



# Enable People



Everyone deserves a fair and equal chance to pursue their ambitions. We are committed to the United Nations Guiding Principles on Business and Human Rights and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct.



## Where Are We Today

Set up People Team and People Program Plan *approved*

*Completed* human rights saliency assessment for role as a financial service provider

*Training on* human rights for the Supervisory Board and the Managing Board

## Objectives

**Enable People**  
*A more inclusive society for customers, communities, and our workforce.*

- Respecting human rights within our own operations, business activities, and business relationships
- Embedding salient human rights in our business processes
- Supporting our business customers in addressing causes of labor exploitation
- Fostering social (and financial) inclusion within the private customer market in the Netherlands





## Our People Approach

Human rights are universal – to be enjoyed by all people, no matter who they are or where they live. There are human rights dimensions to everything businesses do: from how they treat their employees or their clients, to how they address land rights and labor conditions within their value chains. And in the different roles we play as a bank, we acknowledge that we impact the lives of people, both positive and negative, both directly and indirectly.

*In our sustainability aspiration, called 'Enable People' we strive towards a more inclusive society for customers, communities and workforce.*

## Our Roles

### As an Employer

We are present in 35 countries with approximately 49,000 full time employees worldwide, we have a direct impact on the lives and rights of our own workforce, for instance by creating a diverse, safe and inclusive working environment, protecting the privacy of our own workforce but also by impacting their health and safety through work stress they might experience. This aspect of our people approach is detailed in the Better Bank section (Empowered Employees) of this Impact Report.

### As a Procurer of Goods and Services

In our role as procurer of goods and services, our suppliers also impact the lives of value chain workers and communities through their operations and business activities.

### As a Financial Services Provider

In the Netherlands, we provide products and services to more than 8 million private clients as a result, we have an impact on the lives and wellbeing of our customers, think for instance of our mortgage products. We also take the role of a corporate lender to our business clients and through that, we can be connected to human rights impacts of workers or to communities being impacted by our clients' operations or their value chains.

### Design Principles and Objectives

As the rights of people are central to our business, we are committed to the United Nations' Guiding Principles on Business and Human Rights (UNGP's) and the OECD Guidelines for Multinational Enterprises on Responsible Business Conduct. These commitments guide our sustainability aspirations under the pillar 'Enable People'.

Our people approach is shaped according to three key design principles:

- We prioritize those areas that are most at risk to people (salient) and keep proportionality in mind when developing actions.
- We focus on addressing human rights in our processes and putting in efforts to support our clients.
- We consider our people approach to be an ongoing process of monitoring the perspective of affected stakeholders, updating our human rights assessments and action plans accordingly.

Key objectives of our people approach are to:

- Prevent and manage adverse human rights impacts; we aim to ensure that our business-as-usual processes address the human rights of those who are most at risk of being negatively impacted.
- Use our leverage to address our strategic impacts; we work towards developing an approach (including required action plans) to steer our strategic impact.

Our Progress in 2024

In 2024, we focused on our role as a financial service provider. We undertook a human rights saliency assessment, to identify where rightsholders (workers in the value chain, affected communities and customers) are most at risk to be negatively impacted. From this assessment we identified global salient human rights issues per business line for our role as financial services provider (see visual below).

For workers in the value chain, the salient issues are related to (1) working conditions, (2) labor exploitation and (3) non-discrimination. For communities salient issues are (1) livelihood and land rights, (2) indigenous people’s rights and (3) community conflict and human rights defenders. Finally, for customers, the salient issues concern (1) privacy and (2) social inclusion.

As a result of identifying our salient impacts in 2024 we focused on strengthening our Human Rights due diligence so we have policies, process and actions in place to manage and address the identified salient impacts.

Summary grid



Policies

Communities and Workers

We began the process of integrating our three existing policies (Human Rights, Labor Rights, Land Governance) into one updated Human Rights Policy. This new Human Rights Policy consists of acceptance and performance criteria. This includes activities we want our business relations to refrain from or requirements they must meet to be able to receive finance from Rabobank (acceptance) and criteria where we need more data to determine how are business clients are performing (performance). We expect the updated Human Rights policy to be approved and implemented in 2025. We expect the updated Human Rights policy will enable us to strengthen our due diligence approach, in line with our commitment to the UNGPs and OECD Guidelines, as this is a continuous process.

Customers

We addressed social inclusion in several Rabobank Global Standards, which we updated in 2024. The overall objective of these global standards is to ensure that our principles, as described in the Rabobank Compass, our Code of Conduct, drive consistent and balanced outcomes for our clients.

Prioritizing Where We Can Affect Change Using Our Portfolio and System Levers

From the eight global salient issues identified in our saliency assessment, we prioritized three strategic impact areas. These are the areas where we believe there is an opportunity to address human rights risks using our portfolio-, and system-levers: 1. labor exploitation, 2. livelihood and lands, and 3. social inclusion.

In 2024, we started working on labor exploitation, this is a diverse and broad concept, consisting of many different forms, including child labor, forced labor. As an initial step, we did a series of internal interviews and had conversations with external stakeholders (including peers) to further understand what is in place within Rabobank, what peers are doing on this topic, what stakeholders find necessary in this area and also what stakeholders' definition is of this topic. We will continue to define our approach in 2025 with the aim of having an action plan for each strategic impact.

Next Steps

In 2025 we will refocus on our roles as an employer and procurer of goods and services, starting with conducting a human rights saliency assessment to identify the impacts that we potentially have on our own workforce and through our business relations on workers and communities. In our role as a financial service provider we will continue our work to strengthen our human rights due diligence and focus on our strategic impact areas by developing action plans for each of the prioritized impact areas. We will start with labor exploitation and social inclusion.



## Project case

## Financial Healthy Living

In the Netherlands, we integrated the topic of social inclusion into our business propositions and daily client interactions through our strategic priority “Financial Healthy Living”.

Key actions include (among others):

- *Proactive customer service*: dedicated teams support customers in financial difficulties and provide preventative care. The next step is to enhance the set of early warning signals so that more customers can be helped earlier in the process.
- *Geldfit support* : Rabobank refers customers to Geldfit for financial advice, for example Rabobank directed 2,200 young people to Geldfit as part of the Geldfit youth campaign.
- *Rabobank app enhancements*: the Rabo app now includes an online financial health check that provides a financial health score as well as suggestions to improve. The check was developed in cooperation with Nibud. In 2024, over 300,000 people used the check.
- *Employee training*: Rabobank provides training for customer-facing employees to better engage with customers on financial well-being. This includes e-learning programs and regular knowledge updates.

- *Local initiatives*: each Rabobank region has Cooperative Directors who drive local initiatives and are responsible for breakthrough projects that make a positive impact. Examples of projects that were successfully delivered during the year include 19 FixBrigades established in 2024 (against a target of 14) to help households with energy poverty and an educational program for secondary vocational education (MBO) students, covering topics like financial planning, cryptocurrency, and fraud.

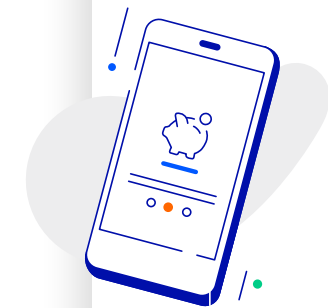


# 2,200

young people directed to GeldFit

# >300,000

people used the online financial health check





### Project case

## The Ripple Effect of Adequate Housing for Migrant Workers

The Dutch labor market remained challenging in 2024, with shortages and mismatches between the available workforce and labor demand. This is due to rapid sector growth, education levels not aligning with demand, and job concentration in specific regions and sectors. Migrant workers help meet this demand and maintain productivity, contributing about 3% to the Dutch GDP. Employment agencies mainly recruit migrant workers for logistics, horticulture, and food industries, particularly necessary in southern and western parts of the Netherlands. These workers, often from central and eastern Europe, are usually temporary and need quick, affordable housing.

Employment agencies cite adequate housing as a greater challenge than finding available workers. A lack of suitable housing can lead to migrant workers shifting their focus to different countries, converting family homes into multi-unit dwellings in residential neighborhoods, longer commutes, rising rental prices, and most importantly, irresponsible housing conditions such as illegal housing, poor quality conditions, fire-unsafe buildings, and overcrowding (especially in aforementioned converted family homes).

KaFra Housing is a market leader in developing, realizing, and operating innovative housing concepts for these temporary target groups. KaFra's knowledge, expertise

and modular setup, allows them to quickly establish solutions almost anywhere. The homes are built as much as possible from sustainable materials, are gas free, well insulated, and equipped with solar panels. Additionally, the company focuses on quality of life and integration into the local community. Co-founder Frank van Gool: "It should be easier and faster to create temporary housing for those who need it. The most important things in life cannot be done alone. The same goes for our country. To accomplish all the work that needs to be done, we need help. That's why we collaborate with migrant workers. They work hard to keep our society running. In return, they deserve fair treatment and a decent place to live. KaFra Housing ensures that, because everyone deserves a home."

Labor migration is a complex topic. The [Deltaplan](#), initiated by Frank van Gool and Gert-Jan Segers, offers concrete proposals to enable a sustainable and viable form of regulated, functional, and temporary labor migration from in- and outside the EU. Rabobank's relation with KaFra Housing is not just based on providing banking services. "There is overlap in purpose," says Servaas Rouwhorst, Senior Relationship Manager. "We see that quality housing for migrant workers has a ripple effect. First of all, it is important for our customers further down the supply chain. Adequate housing is essential for migrant workers and migrant workers are essential for many different sectors, ranging from logistics, food and agriculture to horticulture. Additionally, at Rabobank, we aim to sustainably reduce the housing shortage. KaFra's concepts in new locations reduce pressure on the housing market."





# *Appendices*

# Appendix 1: Financed Emissions Interpretation Pointers

## On the Commitments We Made

- Rabobank supports the Paris Climate Agreement's goals and formalized that support by signing the Dutch Financial Sector Climate Commitment and joining the Net Zero Banking Alliance.
- Both commitments share the core belief that the role of banks is not to scrub emissions from their own balance sheets, but to enable customers to make transitions that will have impact in the real economy.
- Rabobank shares this belief; we can contribute best to a future- proof food system by actively participating in it, with customers and other stakeholders, rather than turning away from regions, sectors, that are not yet future-proof. This applies especially to the Food & Agri sector which we believe has both emissions reduction- and CO<sub>2</sub> removal potential.

## On the Targets We Have Set

- Following the most recent IPCC report (also referred to by NZBA), we commit to a net zero CO<sub>2</sub> emissions portfolio and "substantially" reduced non-CO<sub>2</sub> GHG emissions by 2050.
- We currently follow the most common approach outlined in the NZBA guidelines on target setting, which means we have set (a) an overarching bank-level target of having our portfolio 1.5-aligned by 2050, expressed in absolute emissions metrics (MTCO<sub>2</sub>e) and (b) preliminary targets for 19 sector x region combinations, expressed in emissions intensity metrics (kg CO<sub>2</sub>e/kg product).
- We have pledged to have "all our operational and attributable GHG emissions from our lending and investment portfolios align with pathways to net zero by mid-century, or sooner, including CO<sub>2</sub> emissions reaching net zero at the latest by 2050, consistent with a maximum temperature rise of 1.5°C above pre-industrial levels by 2100".

## On the Challenges We Face

- Almost 75% of our customers emissions are related to food and agriculture sectors, where emissions data and science-based decarbonization pathways are scarce/absent. More than half of these emissions are non-CO<sub>2</sub> emissions, which are impossible to fully abate; there will always be residual emissions from for example livestock activities. The implication is that non-CO<sub>2</sub> emissions will not be net zero in 2050.

- Our absolute emissions target is sensitive to balance sheet fluctuations and therefore does not provide a completely accurate picture of our customers' GHG reduction performance. The emissions intensity targets we have set for sector x region combinations on the other hand, do not say anything about the total amount of GHG gasses being emitted. The implication is that despite progress on the intensity-based targets our absolute emissions could still increase.
- Among the main challenges Rabobank and other banks face is the lack of customer-reported GHG emissions data. Therefore, we have to use proxy indicators (see bullet below) to estimate the majority of client emissions. Over time methodologies will improve, more data will become available and bottom-up (company specific) numbers will replace top-down (sector) estimates. This means that data may need to be restated in future and comparisons over time will be difficult until methodologies and regulations are more settled.
- At Rabobank we use the PCAF standard for accounting and disclosing financed emissions. The availability, specificity and accuracy of the data we use to make these calculations varies widely per sector. Therefore, the financed emissions overview presented in this report should be interpreted as our "estimates on a best effort basis", in accordance with PCAF methodology, using the current information and data we have at hand. Where possible, we have used client-reported GHG emissions. PCAF's data quality scores (score 1-5) are used to qualify the level of precision of the estimates we disclose per PCAF asset class. Data with PCAF scores 1/2, (verified and unverified respectively) company-level reported emissions data, represent the highest data quality and results in the most accurate emissions estimates. This is followed by physical activity-based emissions (PCAF score 3), and PCAF scores 4/5, given for an economic activity-based emissions approach. The average data quality score of our in scope portfolio is 3.6.
- According to the NZBA guidelines, banks' GHG reduction targets should include customers' scope 1, 2 & 3 emissions "where relevant and data is available". There is considerable discussion surrounding the viability of banks disclosing and setting targets for customer scope 3 emissions, due to the enormous variety and complexity of supply chains involved. For Rabobank, customer scope 3 emissions are predominantly an issue in the F&A sector, where we have considerable overlap between scope 3 emissions of Wholesale customers and scope 1 & 2 emissions of our farming customers. We will disclose Wholesale customer scope 3 emissions as they become available, but we will focus our reduction efforts on our farming customers' scope 1 & 2 emissions, as this is where we have more influence.
- Although we are fully committed to fulfil our 2050 climate ambitions, we are dependent on other stakeholders in achieving their goals. This is also acknowledged by the Commitments that state: "We will only succeed if our customers and other stakeholders also play their part." And, "We make this Commitment with the expectation that governments will follow through on their own commitments to ensure the objectives of the Paris Agreement are met."



# Disclaimer

This report is published by Coöperatieve Rabobank UA (“Rabobank”) in the Netherlands and is written from a Dutch law perspective. This report is for information purposes only and is not intended to be complete. Please note that this report including the figures in it have not been audited by an external auditor. We report based on the current knowledge, the currently available data and the most suitable methodologies and methodological choices for disclosed elements. Harmonized standards and calculation methods are expected to be updated and/or developed and improve data quality in the future.

The climate-related disclosures in this Impact Report rely in part on 2023 data for emissions estimates. This two-year reporting gap differs from the standard one-year gap that is the norm in most financial reporting systems. This difference is due to the fact that the nationally reported GHG emissions data, used for the financed emissions estimates, were not disclosed in time in order to use previous years' data for most regions. Therefore, we used the data from two years ago and, in some cases, even older data. As the number of customers who report on their own GHG emissions increases, we will become less dependent on top-down calculations and national emissions data. Nonetheless, we anticipate that we will have to continue to work with a two-year gap for at least the next reporting cycles. Although Rabobank believes the statements and metrics have a reasonable basis and are stated to the best of Rabobank’s abilities and in good faith, they are not certain and involve various known and unknown risks and assumptions. Nothing that is stated or implied in this report, is intended to, or shall create or grant, any right of, or any cause of action to, by, or for any person or legal entity other than Rabobank.

The nature-related progress disclosed in this Impact Report is to be interpreted as a snapshot of where our work now stands in terms of what we currently know, what we think we need to know, and how and when we can close the gap between the two. The nature-related data, methodologies and tools available for financial institutions like Rabobank are in various stages of development. Similarly, disclosure and reporting standards are continuously evolving. The availability, specificity and accuracy of the data we use to make the calculations presented in this report varies widely per sector. In most cases, our clients do not yet report their own nature dependencies, impacts, risks and opportunities. Therefore, the overview presented in this report should be interpreted as our estimates on a best effort basis using the current information and data. Government legislation and regulations play a key, if not leading, role in reducing nature risks and impact in the real economy. National and regional financial regulators have a similar level of influence over the nature risk and impact actions of banks and other financial institutions. Rabobank is headquartered in the Netherlands and operates in 35 different countries. Our international presence requires us to take into account many different forms of legislation and regulation when

setting our approach to nature impacts, dependencies, risks and opportunities at the local level. Where applicable, we indicate the influence of local/ regional guidelines on our approach

Please note that where this report contains forward-looking statements, these only reflect the knowledge, views and intentions of Rabobank at the date of publishing this report. Some of the statements contained in the report are not historical facts, including without limitation, the forward-looking statements based on the current views and assumptions of Rabobank. Such statements may involve known and unknown risks and uncertainties that could cause results, performances or events to differ materially from those expressed or implied in statements in this report.

Forward-looking statements, actual impact on transitions, future results, performance of the bank and external events may be affected by a variety, or combination, of uncertainties and external factors, including but not limited to (in random order):

- changes in general economic or political conditions and customer behavior, globally or in the segments or regions Rabobank operates in;
- geopolitical risks, political instabilities and policies and actions of any governmental or regulatory authorities;
- changes in performance of financial markets;
- changes in government policies, regulations and laws and the interpretation and application thereof;
- the availability of reliable (emissions or customers) data;
- uncertainties in, and the use of, (emissions) calculation methodologies and models;
- new, or changed, scientific (based) insights in relation to the content of this report and any changes arising out of these insights;
- technological developments;
- changes arising out of market practices and standards, including emerging and developing ESG standards;
- our ability to meet minimum capital and other prudential regulatory requirements;
- operational, regulatory, reputational, transition, and other risks in connection with ESG-related matters;
- our ability to attract and retain key personnel for our daily operations and the execution of the plans set out in this report.