# Abbreviations and definitions of important terms 2023



### **Abbreviations**

This document contains a list of important and commonly used abbreviations presented in the Corporate reporting 2023 of ABN AMRO Bank N.V. (this list is not exhaustive).

| Term            | Definition   |
|-----------------|--|
| <ir></ir>       | Integrated Reporting   |
| 3LoD            | Three lines of defence   |
| AAHG            | ABN AMRO Hypotheken Groep B.V.                                 |
| ABC Policy      | Anti-Bribery and Corruption Policy                             |
| AD              | Alignment delta  |
| AER             | Annual efficiency ratio  |
| AFM             | Autoriteit Financiële Markten                                  |
| AI M            | (Netherlands Authority for the Financial Markets)              |
| AGIC            | ABN AMRO global industry classification                        |
| AGM             | Annual General Meeting   |
| Al              | Artificial intelligence  |
| ALCO            | Asset & Liability Committee                                    |
| ALM             | Asset & Liability Management                                   |
| AMA             | Advanced Measurement Approach                                  |
| AML             | Anti-money laundering  |
| AT1             | Additional tier 1  |
| BCBS            | Basel Committee on Banking Supervision                         |
| bps             | Basis points   |
| BRAS            | Bank Risk Appetite Statement                                   |
| CAAML           | Client Acceptance and Anti-Money Laundering                    |
| CAS             | Climate Adaptation Services                                    |
| CASY            | Client Assessment on Sustainability                            |
| СВ              | Corporate Banking  |
| CBR             | Combined buffer requirement                                    |
| CBS             | Centraal Bureau voor de Statistiek<br>(Statistics Netherlands) |
| CCC             | Central Credit Committee                                       |
| ССО             | Chief Commercial Officer                                       |
| CCP             | Central counterparty clearing house                            |
| CCR             | Counterparty credit risk                                       |
| ССуВ            | Countercyclical capital buffer                                 |
| CDC             | Collective defined contribution                                |
| CDS             | Credit default swap  |
| CEO             | Chief Executive Officer  |
| CER             | Climate and environmental risk                                 |
| CET1            | Common equity tier 1   |
| CFO             | Chief Financial Officer  |
| CFT             | Counter-terrorism financing                                    |
| CI&TO           | Chief Innovation & Technology Officer                          |
| CLA             | Collective Labour Agreement                                    |
| CO <sub>2</sub> | Carbon dioxide   |
| COO             | Chief Operations Officer                                       |
|                 |  |

| Term  | Definition  |
|-------|---|
| CRD   | Capital Requirements Directive                    |
| CRE   | Commercial real estate                            |
| CRO   | Chief Risk Officer                                |
| CRR   | Capital Requirements Regulation                   |
| CRREM | Carbon Risk Real Estate Monitor                   |
| CSRD  | Corporate Sustainability Reporting Directive      |
| CVA   | Credit valuation adjustment                       |
| D&I   | Diversity and Inclusion                           |
| DFC   | Detecting Financial Crime                         |
| DJSI  | Dow Jones Sustainability Index                    |
| DNB   | De Nederlansche Bank N.V.<br>(Dutch Central Bank) |
| DORA  | Digital Operational Resilience Act                |
| DPM   | Discretionary Portfolio Management                |
| E&E   | Entrepreneur & Enterprise                         |
| EAD   | Exposure at default                               |
| EBA   | European Banking Authority                        |
| EC    | Economic capital                                  |
| ECB   | European Central Bank                             |
| ECL   | Expected credit loss                              |
| EPI   | European Payments Initiative                      |
| ERM   | Enterprise Risk Management                        |
| ESEF  | European single electronic reporting format       |
| ESG   | Environmental, social and governance              |
| ESRS  | European Sustainability Reporting Standards       |
| EU    | European Union                                    |
| EUR   | Euro  |
| ExBo  | Executive Board                                   |
| FDH   | First Data Holding                                |
| FTE   | Full-time equivalent                              |
| FVA   | Funding valuation adjustment                      |
| FVOCI | Fair value through other comprehensive income     |
| FVTPL | Fair value through profit or loss                 |
| FX    | Foreign exchange                                  |
| GAR   | Green asset ratio                                 |
| GBP   | UK pound  |
| GDC   | Group Disclosure Committee                        |
| GDP   | Gross domestic product                            |
| GDPR  | General Data Protection Regulation                |
| GHG   | Greenhouse gas                                    |
| GRC   | Group Risk Committee                              |

| Term      | Definition   |
|-----------|--|
| GSC       | Group Sustainability Committee                                   |
| HR        | Human Resources  |
| IAS       | International Accounting Standards                               |
| IBOR      | Interbank offered rates  |
| ICAAP     | Internal Capital Adequacy Assessment Process                     |
| ICB       | Industry classification benchmark                                |
| ICS       | International Card Services B.V.                                 |
| IEA       | International Energy Agency                                      |
| IFA       | International Framework Agreement                                |
| IFRS      | International Financial Reporting Standards                      |
| IMO       | International Maritime Organisation                              |
| IPC       | Irrevocable payment commitment                                   |
| IRB       | Internal Ratings-Based (approach)                                |
| IT        | Information technology   |
| Kadaster  | Dutch Land Registry  |
| Kifid     | Dutch Financial Services Complaints Authority                    |
| KPI       | Key performance indicator  |
| KRI       | Key risk indicator   |
| kWh       | Kilowatt hours   |
| KYC       | Know Your Client   |
| LCR       | Liquidity coverage ratio   |
| LGD       | Loss given default   |
| LIBOR     | London interbank offered rate                                    |
| LPD       | Lifetime probability of default                                  |
| LtD ratio | Loan-to-deposit ratio  |
| LtMV      | Loan-to-market-value   |
| M&A       | Mergers and acquisitions   |
| MDA       | Maximum distributable amount                                     |
| MEV       | Macroeconomic variable   |
| MiFID II  | Markets in Financial Instruments Directive II                    |
| MREL      | Minimum requirements for own funds and eligible liabilities      |
| NACE      | Nomenclature of economic activities                              |
| NAV       | Net asset value  |
| NCV       | Net collateral value   |
| NFR       | Non-financial risk   |
| NFRD      | Non-Financial Reporting Directive                                |
| NGO       | Non-governmental organisation                                    |
| NHG       | Nationale Hypotheek Garantie                                     |
| NII       | Net interest income  |
| NIM       | Net interest margin  |
| NLFI      | Netherlands Financial Investments                                |
| NPPS      | Netherlands Public Prosecution Service                           |
| NPS       | Net promoter score   |
| NSFR      | Net stable funding ratio   |
| NVB       | Nederlandse Vereniging van Banken<br>(Dutch Banking Association) |
| NZBA      | Net Zero Banking Alliance  |
|           |  |

| Term     | Definition   |  |  |
|----------|--|--|--|
|          |  |  |  |
| NZE      | Net zero emission  |  |  |
| OCI      | Other comprehensive income                                   |  |  |
| ОСР      | Open currency position                                       |  |  |
| OECD     | Organisation for Economic Cooperation and Development        |  |  |
| OOE      | One obligor exposure   |  |  |
| OTC      | Over-the-counter   |  |  |
| P&BB     | Personal & Business Banking                                  |  |  |
| P&L      | Profit & Loss  |  |  |
| PC       | Performance certificate                                      |  |  |
| PCAF     | Partnership for Carbon Accounting Financials                 |  |  |
| PD       | Probability of default                                       |  |  |
| POCI     | Purchased or originated credit-impaired                      |  |  |
| R&CC     | Risk & Capital Committee                                     |  |  |
| rNPS     | Relational net promotor score                                |  |  |
| ROE      | Return on equity   |  |  |
| ROU      | Right of use   |  |  |
| RRE      | Residential real estate                                      |  |  |
| RVO      | Rijksdienst voor Ondernemend Nederland                       |  |  |
| RWA      | Risk-weighted assets   |  |  |
| SA       | Standardised Approach  |  |  |
| SAS      | Sustainability Acceleration Standards                        |  |  |
| SB       | Supervisory Board  |  |  |
| SDGs     | (UN) Sustainable Development Goals                           |  |  |
| SFDR     | Sustainable Finance Disclosure Regulation                    |  |  |
| SME      | Small and medium-sized enterprise                            |  |  |
| SNP      | Senior non-preferred   |  |  |
| SPPI     | Solely payments of principal and interest                    |  |  |
| SRAS     | Strategic Risk Appetite Statement                            |  |  |
| SRB      | Single Resolution Board                                      |  |  |
| SREP     | Supervisory Review and Evaluation Process                    |  |  |
| SRF      | Single Resolution Fund                                       |  |  |
| SRI      | Strategic risk indicator                                     |  |  |
| STAK AAB | Stichting Administratiekantoor Continuïteit<br>ABN AMRO Bank |  |  |
| STP      | Straight-through processing                                  |  |  |
| T2       | Tier 2   |  |  |
| TLTRO    | Targeted longer-term refinancing operation                   |  |  |
| TSC      | Technical Screening Criteria                                 |  |  |
| UCR      | Uniform counterparty rating                                  |  |  |
| UNGP     | UN Guiding Principles  |  |  |
| USD      | US dollar  |  |  |
| VaR      | Value-at-risk  |  |  |
| VCT      | Value creating topic   |  |  |
| VNO-NCW  | Confederation of Netherlands Industry and Employers          |  |  |
| WACI     | Weighted average carbon intensity                            |  |  |
|          |  |  |  |

## Definitions of important terms

This document contains a list of important and commonly used definitions presented in the Corporate reporting 2023 of ABN AMRO Bank N.V. (this list is not exhaustive).

| Term  | Definition   |
|---|--|
| ABN AMRO Bank N.V.                            | Also referred to as ABN AMRO Bank,<br>ABN AMRO, the Bank or the parent<br>company. Together with its consolidated<br>entities in the Netherlands and abroad<br>referred to as the group.   |
| Adaptability                                  | Keeping pace with, and constantly adapting to, developments within the bank and in the outside world.  |
| Additional tier 1<br>capital (AT1)            | Capital that consists of items that meet the following main criteria: they should be perpetual, subordinated, have neither a maturity date nor an incentive to redeem, have full dividend/coupon discretion and be loss absorbing at discretion of the Bank.   |
| Advanced Internal<br>Ratings-Based<br>(A-IRB) | The highest and most detailed level of credit risk calculation for determining capital adequacy levels under Basel II, based on the use of internal models to assess risk.   |
| Advanced<br>Measurement<br>Approach (AMA)     | The highest and most detailed level of operational risk calculation for determining capital adequacy levels under Basel II, based on the use of internal models to assess risk.  |
| Basel III/IV                                  | The finalised Basel III standards of 7 December 2017 (Basel IV) imply a major change in the way banks have to determine their risk-weighted assets (RWAs) when calculating their minimum regulatory capital. For additional information, please refer to the Regulatory environment in Annual Report 2023. |
| Basis point (bps)                             | One hundredth of 1 percentage point.   |
| Capital adequacy                              | Measure of a company's financial strength, often expressed in equity as a percentage of total assets or, in the case of banks, in the CET1 ratio.  |
| Certificate of deposit                        | An unsecured short-term funding instrument with maturities up to one year.   |
| Circular economy                              | Promoting the responsible use of resources by financing circular business activities.  |
| Clear and appropriate advice                  | Giving advice that is relevant, in the client's interest, and understandable.  |
| Client data<br>protection                     | Ensuring that clients' data is protected<br>by ABN AMRO's policies and systems<br>in compliance with relevant regulatory<br>requirements.  |
| Climate change                                | A change in the state of the climate caused by an increase in levels of atmospheric carbon dioxide.  |
| Co-creation and innovation                    | Collaborating and innovating to meet clients' needs, and creating more efficient services and operations.  |

| Term                                 | Definition   |
|--------------------------------------|--|
| Commercial paper                     | An unsecured short-term funding instrument with maturities up to one year.   |
| Common equity tier 1<br>(CET1) ratio | Bank's common equity capital, expressed as a percentage of total risk-weighted assets.   |
| Corporate governance                 | Adhering to policies and practices that ensure accountability, fairness and transparency.  |
| Coverage ratio                       | Coverage ratio shows the extent to which the stage exposures are covered by the allowances for credit losses.  |
| Covered bonds                        | Covered bonds are secured long-term funding instruments. This type of bond differs from a standard bond because of the possibility of recourse to a pool of assets. In a default event, the bondholder has recourse to the issuer and the respective pool of assets. |
| Credit risk                          | Risk of a financial loss that occurs if a client or counterparty fails to meet the terms of a contract or otherwise fails to perform as agreed.  |
| Credit valuation adjustments         | Market value adjustments for counterparty credit risk.   |
| Customer experience                  | Ensuring all interactions meet clients' expectations by putting clients at the centre of everything the bank does.   |
| Depositary receipt                   | Negotiable certificate issued by a bank representing shares in a foreign company traded on a local stock exchange.   |
| Digitalisation                       | Harnessing advances in digital technology to improve service to clients.   |
| Diversity and equal opportunities    | Reflecting the diversity of society in ABN AMRO's employee population, and taking diversity into account in the bank's products and services.  |
| Economic capital<br>(EC)             | An estimate of the amount of capital that the bank should possess in order to be able to sustain larger-than-expected losses with a given level of certainty.  |
| Efficient operations management      | Relationship between the bank's input<br>and output, allowing ABN AMRO to<br>reduce unnecessary costs while also<br>increasing revenue.  |
| Employee<br>empowerment              | Creating an open culture where employees are empowered to perform to the best of their ability.  |
| Employee<br>engagement               | A business management concept that describes the level of enthusiasm and dedication a worker feels toward his/her job.   |
| Employee health and safety           | Advocating best practice in vitality,<br>health and safety for ABN AMRO<br>employees.  |

| Term  | Definition  | Term  | Definition   |  |
|---|---|---|--|--|
| Employee training<br>and education  | Providing employees with training and education to increase their knowledge and stimulate personal and professional development.  | Liquidity coverage ratio (LCR)  | The LCR is intended to promote resilience to potential liquidity disruptions over a thirty-day horizon. The LCR requires banks to hold sufficient highly-liquid assets equal to or greater   |  |
| Encumbered assets   | Assets that have been pledged or<br>are subject to an arrangement, either<br>explicitly or implicitly, in any way to<br>secure, collateralise or credit enhance   | Market risk (banking  | than the net cash outflow during a thirty day period.  Market risk in the banking book, mainly   |  |
|   | a transaction.  | book)   | interest rate risk, is the risk of a yield<br>curve development that is unfavourable<br>for the bank. Other market risks are<br>limited in the banking book, either<br>through hedging (foreign rate exchange<br>risk) or in general (other market risk  |  |
| Ethics and integrity  | Complying with laws and regulations,<br>and acting in a morally correct manner<br>by considering the rights and interests of<br>all legitimate stakeholders.  |   |  |  |
| Exposure at default<br>(EAD)  | EAD models estimate the expected exposure at the time of a counterparty's default.  | Market risk (trading book)  | types).  Market risk in the trading book is the risk of loss resulting from unfavourable   |  |
| Exposure measure  | As defined under the revised version of the Basel III, a bank's total Exposure Measure is the sum of the following  |   | market price movements which can<br>arise from trading or holding positions in<br>financial instruments in the trading bool  |  |
|   | exposures: (a) on-balance sheet exposures, (b) derivative exposures, (c) securities financing transaction exposures, and (d) other off-balance sheet exposures.   | Maximum<br>Distributable Amount<br>(MDA)                                  | Article 141 CRD IV provides that institutions which fail to meet their combined buffer requirement must calculate, according to a pre-defined regulatory formula, the maximum amount they are allowed to pay in the form of dividends (on CET1 instruments discretionary coupons (on Additional Tie 1 instruments) or through the creation of new obligations to pay bonuses and pensions rights.                    |  |
| Financial<br>performance  | Delivering stable, healthy results that meet the bank's financial targets.  |   |  |  |
| Forbearance   | Forbearance is applicable when: (a) The counterparty is facing (or is about to face) financial difficulty, and (b) The terms  |   |  |  |
|   | and conditions of the contract have<br>been modified, or the contract has been<br>refinanced by the Bank, due to these<br>financial difficulties, and (c) The contract<br>has been modified or refinanced on<br>such terms that the Bank would not have | Minimum<br>requirement of own<br>funds and eligible<br>liabilities (MREL) | The MREL consists of own funds and part of a bank's liabilities. If a bank fails and goes into resolution, the MREL acts as a buffer to absorb losses and to provide new capital to the bank.  |  |
| agreed to if the counterparty had been financially healthy (concession). Only th combination of all these three criteria constitutes forbearance. |   | Net Stable Funding<br>Ratio (NSFR)  | The objective of the NSFR is to promote resilience over a longer time horizon by creating additional incentives to fund activities with more stable sources of   |  |
| Fortis Bank<br>Nederland  | The legal entity Fortis Bank (Nederland) N.V., previously named Fortis Bank Nederland (Holding) N.V., which merged with ABN AMRO Bank Standalone pursuant to the Legal Merger.  | NII-at-Risk   | funding on an ongoing basis.  The NII-at-Risk metric indicates the change in net interest income during the coming 12 months, comparing the NII calculated using a constant yield curve with the NII calculated using a yield curve that is gradually shifted to a total of 200 basis points. The net interest income is negatively impacted when rates rise.  |  |
| Full-time equivalent<br>(FTE)   | The ratio of the total number of paid hours during a period to the number of working hours in that period.  |   |  |  |
| Geopolitical<br>instability   | Responding to political, social, economic,<br>demographic and geographical<br>developments and trends.  | NLFI  | "Stichting administratiekantoor beheer financiële instellingen (NL Financial Investments). On 29 September 2011 the Dutch State transferred its shares in ABN AMRO Group N.V. and in ABN AMRO Preferred Investments B.V. to NLFI. NLFI is a foundation and was set up to avoid potential conflicting responsibilities that the Minister of Finance might otherwise face, as a shareholder and as a regulator, and to |  |
| Human rights  | Respecting human rights in ABN AMRO's operations and in business relationships through the bank's value chain.  |   |  |  |
| Interest-Only<br>Mortgages  | Type of mortgage in which the mortgagor is required to pay only interest with the principal repaid in a lump sum at a specified date.   |   |  |  |
| International<br>Financial Reporting<br>Standards (IFRS)  | IFRS, formerly known as International Accounting Standards, are drawn up and recommended by the International Accounting Standards Board. The European Union has required IFRS to be used by all exchange- listed companies                             | Operational risk  | avoid political influence being exerted."  Operational risk is the risk of loss resulting from inadequate or failed internal processes, people or systems or from external events.   |  |
|   | in the EU since the start of the financial year 2005.   | Own environmental impact  | Monitoring the environmental impact of ABN AMRO's own operations.  |  |
| Leverage ratio  | Ratio dividing the Bank's tier 1 capital by<br>its total exposure value and is expressed<br>as a percentage.  |   |  |  |

| Term                                 | Definition   |  |
|--------------------------------------|--|--|
| Past due ratio                       | The past due ratio shows which fraction of the gross carrying amount of a financial asset category is past due but not impaired.   |  |
| Preference share                     | A share that receives a fixed rate of dividend ahead of ordinary shares.   |  |
| Qualifying revolving exposures       | Qualifying revolving exposures are revolving, unsecured and uncommitted exposures to private individuals that meet additional criteria specified in the CRD. These outstanding balances are permitted to fluctuate, based on decisions to borrow and repay, up to a limit set by the bank. |  |
| Refinancing                          | A contract is considered to be refinanced when the objective of the new contract is to enable the repayment or partial repayment of an existing contract where the counterparty is unable to meet the existing obligations.  |  |
| Regulatory compliance                | Complying with internal /external rules and regulations, both existing and upcoming.   |  |
| Responsible investment and financing | Selling and/or investing in products, companies or initiatives that endeavour to make a positive environmental and/or social impact.   |  |
| Risk profile/<br>management          | Ensuring that the bank's risk profile, systems and procedures enable the bank to manage risk effectively.  |  |
| Risk-weighted assets (RWA)           | Total assets and off-balance sheet items calculated to reflect the risks relating to the various balance sheet items.  |  |
| Royal Bank of<br>Scotland (RBS)      | The Royal Bank of Scotland N.V., formerly known as ABN AMRO Bank N.V. prior to the Legal Demerger.   |  |
| Savings mortgages                    | Mortgages with a separate savings account, whereby the savings balance is used to repay the principal at maturity.   |  |
| Secure banking                       | Protecting data belonging to ABN AMRO and the bank's clients against potential security breaches and attacks.  |  |
| Senior non-preferred                 | Unconditional, senior and unsecured obligations and rank pari passu amongst themselves and senior to subordinated notes, but junior to senior preferred notes and any claims benefiting from legal or statutory preferences.   |  |
| Senior preferred                     | Debt securities that give the note holders<br>the first crack at recovering their funds,<br>in the event that the company declares<br>bankruptcy and liquidates its assets.  |  |
| Social impact                        | Creating equal opportunities and strengthening financial inclusion and resilience through products and services to tackle social challenges and build a more inclusive society.  |  |

| Term   | Definition   |
|--|--|
| STAK AAB   | An independent holder of shares in ABN AMRO Bank's issued share capital, for the purpose of administration (ten titel van beheer) in exchange for depositary receipts.   |
| Standardised<br>Approach (Basel II)                    | This approach measures credit risk in a standardised manner, supported by external credit assessments.   |
| Strong balance sheet                                   | Ensuring that ABN AMRO has sufficient financial resources to withstand possible stress.  |
| Supervisory Review<br>and Evaluation<br>Process (SREP) | Process in which the supervisor regularly assesses and measures the risks for a bank. Specifically, the SREP shows where a bank stands in terms of capital requirements and the way it deals with risks. At the end of the process, key objectives are set to address the identified issues, which the banks must "correct" within a specific time.  |
| Talent attraction                                      | Attracting and retaining qualified, motivated and future-fit professionals.  |
| Tier 1 capital   | The sum of the bank's CET1 capital and AT1 capital.  |
| Tier 1 ratio   | Tier 1 capital, the sum of the bank's CET1 capital and AT1 capital, expressed as a percentage of total risk-weighted assets.   |
| Tier 2 capital   | Capital that is available for depositors and senior creditors in case of bankruptcy.   |
| Total capital ratio                                    | Total regulatory capital, the sum of the bank's CET1 capital, AT1 capital and T2 capital, expressed as a percentage of risk-weighted assets.   |
| Uniform counterparty rating (UCR)                      | The UCR is an obligor rating and refers to<br>the probability of default by an obligor,<br>i.e. the likelihood that a counterparty will<br>fail to pay interest and/or principal and/<br>or other financial obligations to the bank.   |
| Value-at-Risk<br>banking book                          | Value-at-Risk banking book (VaR banking book) is used as a statistical measure for assessing interest risk exposure. It estimates potential losses and is defined as the predicted maximum loss that might be caused by changes in risk factors under normal circumstances, over a specified period of time, and at a specified level of statistical confidence. A VaR for changes in the interest rate for the banking book is calculated at a 99% confidence level and a two-month holding period. |
| Value creating topics (VCTs)                           | Those topics that create most value according to our stakeholders.   |
| Viable business<br>model                               | Maintaining a business model that delivers positive financial and non-financial results in both the medium and long term.  |

#### Definitions used for value-creating topics

The table below shows our value-creating topics for 2022 assessment, the definitions used for each topic and a page reference to content within the Integrated Annual Report 2023 relating to each topic:

|    | ABN AMRO's role                      | Definition   | Page reference   |
|----|--------------------------------------|--|------------------|
| 1  | Secure banking                       | Protecting data belonging to ABN AMRO and the bank's clients against potential security breaches and attacks   | 23               |
| 2  | Responsible investment and financing | Selling and/or investing in products, companies or initiatives that endeavour to make a positive environmental and/or social impact  | 23               |
| 3  | Client data protection               | Ensuring that clients' data is protected by ABN AMRO's policies and systems in compliance with relevant regulatory requirements  | 23               |
| 4  | Own environmental impact             | Monitoring the environmental impact of ABN AMRO's own operations   | 262-264          |
| 5  | Diversity and equal opportunities    | Reflecting the diversity of society in ABN AMRO's employee population, and taking diversity into account in the bank's products and services                                   | 34, 267-272      |
| 6  | Human rights                         | Respecting human rights in ABN AMRO's operations and in business relationships through the bank's value chain  | 33, 276-282      |
| 7  | Adaptability                         | Keeping pace with, and constantly adapting to, developments within the bank and in the outside world   | 35-37            |
| 8  | Risk profile/management              | Ensuring that the bank's risk profile, systems and procedures enable the bank to manage risk effectively   | 24, 62-127       |
| 9  | Customer experience                  | Ensuring all interactions meet clients' expectations by putting clients at the centre of everything the bank does  | 23, 28-29        |
| 10 | Employee health and safety           | Advocating best practice in vitality, health and safety for ABN AMRO employees   | 272              |
| 11 | Climate change                       | A change in the state of the climate caused by an increase in levels of atmospheric carbon dioxide   | 239-256          |
| 12 | Talent attraction                    | Attracting and retaining qualified, motivated and future-fit professionals   | 35-36            |
| 13 | Digitalisation                       | Harnessing advances in digital technology to improve service to clients  | 35               |
| 14 | Ethics and integrity                 | Complying with laws and regulations, and acting in a morally correct manner by considering the rights and interests of all legitimate stakeholders                             | 37               |
| 15 | Biodiversity                         | The variety of life on earth at all its levels, from genes to ecosystems   | 32, 260-261      |
| 16 | Viable business model                | Maintaining a business model that delivers positive financial and non-financial results in both the medium and long term   | 24               |
| 17 | Employee empowerment                 | Creating an open culture where employees are empowered to perform to the best of their ability   | 35-36            |
| 18 | Co-creation and innovation           | Collaborating and innovating to meet clients' needs, and creating more efficient services and operations   | 9                |
| 19 | Employee training and education      | Providing employees with training and education to increase their knowledge and stimulate personal and professional development  | 36               |
| 20 | Efficient operations management      | Relationship between the bank's input and output, allowing ABN AMRO to reduce unnecessary costs while also increasing revenue  | 35               |
| 21 | Strong balance sheet                 | Ensuring that ABN AMRO has sufficient financial resources to withstand possible stress   | 42-49            |
| 22 | Regulatory compliance                | Complying with internal /external rules and regulations, both existing and upcoming  | 210-215, 428-429 |
| 23 | Corporate governance                 | Adhering to policies and practices that ensure accountability, fairness and transparency   | 161-217          |
| 24 | Geopolitical instability             | Responding to political, social, economic, demographic and geographical developments and trends  | 59, 137          |
| 25 | Financial performance                | Delivering stable, healthy results that meet the bank's financial targets  | 42-49            |
| 26 | Clear and appropriate advice         | Giving advice that is relevant, in the client's interest, and understandable   | 285              |
| 27 | Social impact                        | Creating equal opportunities and strengthening financial inclusion and resilience through products and services to tackle social challenges and build a more inclusive society | 33-34, 265-285   |
| 28 | Circular economy                     | Promoting the responsible use of resources by financing circular business activities   | 33, 261-262      |

In table above, please mark out following as most material topics:

 Viable business model, customer experience, secure banking, risk profile/management, responsible investment and financing

#### How to read our value creation model

Our value creation model in our Integrated Annual Report 2023 (pages 26-27) is based on the <IR> Framework. The model comprises inputs, business activities, outputs and outcomes. For our model, we use six types of capital, based on the <IR> Framework:



#### **Manufactured**

Fixed assets, including the value of houses and the value of banking and investment services provided by ABN AMRO



#### Human capital

Employees' time, skills and productivity, including the effects of employment and workplace health & safety on well-being



#### **Financial**

Money and other financial assets, including fees, commissions and other income for the bank; payments to suppliers, employees and investors; earnings and cost of capital



#### Social capital

Social ties, norms, networks and stakeholder relations, including brand and customer loyalty and the bank's impact on social issues (such as child labour, gender discrimination, low pay and financial distress among clients unable to repay loans)



#### **Intellectual**

Systems, processes and other intellectual property, including asset management, other fee-based services and data protection



#### Natural capital

Use of natural resources, including the bank's contribution to climate change and impact on the environment, including pollution

In addition, the model also shows our business activities – in effect, the bank's engine room, where value may be created or depleted through our lending, investment services, procurement, employment practices etc.

Please note that our value creation model provides an overview only. Our activities are complex, comprise different value chains (by market or business), and connect directly to other value chains through our relationships with clients, suppliers and employees.

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