



# Our 2024 strategic targets

Our ambitions feed through into a series of strategic targets that we have set for 2024, these targets cover both our strategic pillars and our financial performance.

| Strategic pillars          | Metric   | 2024 targets                            |
|----------------------------|--|---|
| <b>Customer experience</b> |  |   |
|                            | Relational NPS mortgages <sup>1</sup>                              | >0                                      |
|                            | Relational NPS SMEs (incl. self-employed) <sup>1</sup>             | >0                                      |
|                            | Market share growth in focus segments <sup>2</sup>                 | 2-5 percentage points in focus segments |
| <b>Sustainability</b>      |  |   |
|                            | Percentage sustainability (acceleration) asset volume <sup>3</sup> | 30%                                     |
|                            | Percentage of women at subtop <sup>4</sup>                         | 34%                                     |
| <b>Future-proof bank</b>   |  |   |
|                            | Straight-through-processing rate of high volume processes          | 90%                                     |
|                            | Absolute cost base   | EUR ≤ 4.7 billion                       |
|                            | Cost of risk   | 25-30bps through-the-cycle              |
|                            | Return on equity   | 8% (10% ambition with normalised rates) |
|                            | CET1 ratio (Basel IV)  | 13%                                     |

## Operational sustainability targets

We want to be a first choice partner in this field for our clients and lead by example. Our key strategic target on the volume of sustainable client loans and investment is based on the following operational targets.

|  | 2021       | 2022       | 2023       | 2024       |
|--|------------|------------|------------|------------|
| <b>Percentage sustainability (acceleration) asset volume<sup>3</sup></b> |            |            |            |            |
| ESG + impact investments   | 26%        | 29%        | 31%        | 35%        |
| Mortgages  | 22%        | 24%        | 26%        | 28%        |
| CIB (core) loans   | 12%        | 16%        | 20%        | 25%        |
| CB loans   | 11%        | 15%        | 21%        | 27%        |
| <b>Total</b>   | <b>21%</b> | <b>23%</b> | <b>26%</b> | <b>30%</b> |

## External Rating

| S&P Global ESG Dow Jones Sustainability Index | 2021   | 2022   | 2023   | 2024   |
|---|--------|--------|--------|--------|
|   | top 5% | top 5% | top 5% | top 5% |

<sup>1</sup> Net Promoter Score is calculated as the percentage of promoters minus the percentage of detractors.

<sup>2</sup> Focus segments are mortgages, SMEs, wealthy and affluent clients, entrepreneurs, and corporate banking in Northwest Europe.

<sup>3</sup> The definition of sustainability (acceleration) asset volume is based on ABN AMRO's Sustainability Acceleration Standards. These standards contain clear definitions with regard to clients' sustainability policies, practice and governance. The overall target for sustainability (acceleration) asset volume is calculated as the sum of sustainability (acceleration) asset volume (mortgages and corporate loans) and sustainability (acceleration) client asset volume, divided by the sum of the outstanding mortgage loan book, corporate loan book and relevant client asset volume.

<sup>4</sup> Percentage of women at Hay scales 12 and 13 in the Netherlands.

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