

Profile

Mission and aspired role of Rabobank Group

Taking its cooperative basis as a starting point, Rabobank Group's ambition is to treat customers fairly, and to serve their best interests worldwide in both the short and long term. At an international level, Rabobank Group aspires to be the leading food and agribusiness bank. Its presence in the world's major food and agri countries and its long-standing international knowledge and experience are key aspects of the endeavour to achieve this ambition. Rabobank Group also wants to achieve global excellence in sustainable banking, as fits a bank with this identity and position in society.

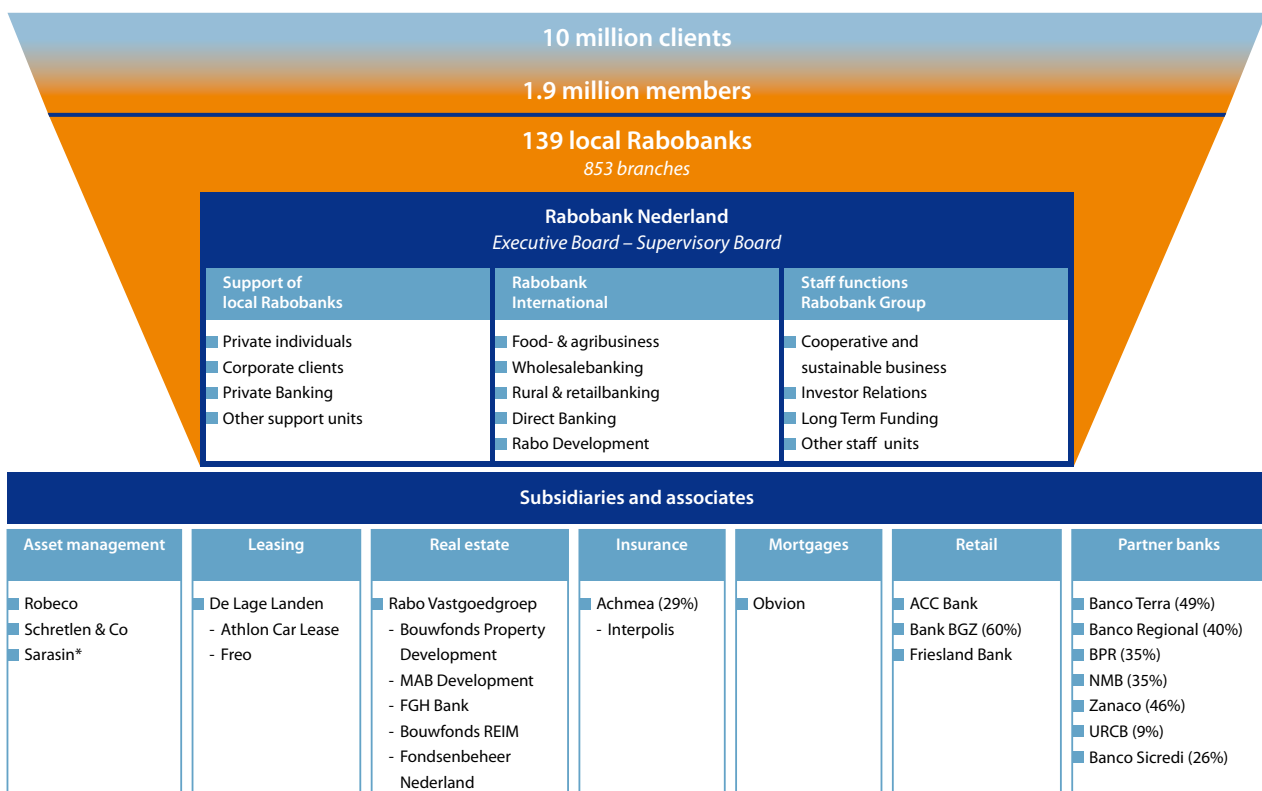
Cooperative goals

As a cooperative, Rabobank sees it as its first and foremost duty to serve the interests of its customers by:

- providing the best financial services considered appropriate by our customers;
- ensuring continuity in services with a view to protecting the long-term interests of our customers; and
- showing commitment to our clients and their environment, so that we can contribute to them achieving their ambitions.

Rabobank Group Organisation chart

Situation at 30 June 2012



* Sale Sarasin completed in July 2012

Cooperative structure

Rabobank's cooperative structure and local ties have set it apart for over 110 years. The 139 local Rabobanks and their more than 7.6 million customers, including their 1.9 million members, form the heart of the cooperative. The local Rabobanks, for their part, are members and shareholders of Rabobank Nederland, the umbrella cooperative that advises the branches and supports their local services. The structure of Rabobank Group is typified by strong mutual relationships, even though the subsidiaries and associates are not structured as cooperatives themselves.

Pursuant to the Dutch Financial Supervision Act, Rabobank Nederland monitors aspects such as operations, solvency, liquidity and outsourcing at the local Rabobanks. In addition, Rabobank Nederland acts as the holding company of a number of specialist Dutch and foreign subsidiaries. Rabobank Nederland has an employee base of about 6,900 FTEs.

Rabobank International and its international subsidiaries have a headcount of about 16,100 FTEs. Rabo Development supports the advancement of a banking infrastructure in seven countries, including developing countries, by taking non-controlling interests in rural banks and offering them expertise and human capital. Rabobank Foundation helps vulnerable and underprivileged groups in and outside the Netherlands by contributing funds, human resources and knowledge.