

VALUE CREATION MODEL

INPUT

- Financial capital**
- Well-capitalised
 - Low-cost funding
 - High degree of creditworthiness
 - Significant size

Safe, stable and efficient bank

- Social and relationship capital**
- National promotional bank in all relevant networks

- Human and intellectual capital**
- Committed, knowledgeable and motivated employees
 - Balanced and diversified workforce

Own employees

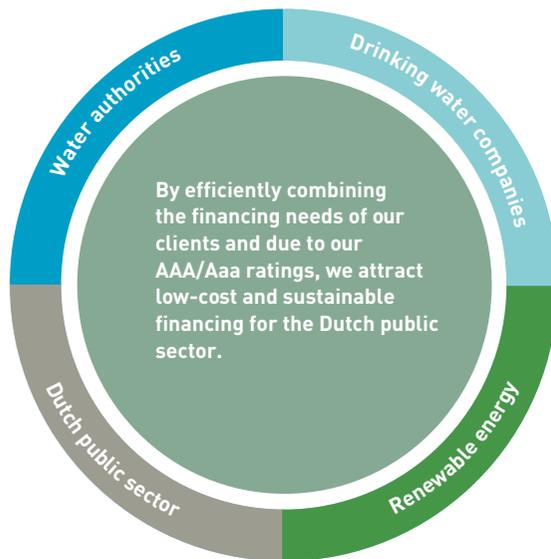
- Organisational capital**
- Professional and cost-conscious organisation
 - High transparency and integrity in our governance structure
 - Moderate remuneration policy

Corporate culture

- Natural capital**
- Energy-efficient and water-conscious operations

BUSINESS MODEL

Mission
Together we invest in a water-conscious and sustainable society



Leading the way in sustainability
We are *passionate* about working on a water-conscious and sustainable Netherlands

AAA Triple A reliability
We are a *committed* and *reliable* partner for everyone we work with

Valuable work
We work *decisively* and *inventively* and spend our time effectively

Learning organisation
We are *expert* and improve ourselves continuous

OUTPUT

WATER AUTHORITIES
€750 MILLION

DRINKING WATER COMPANIES
€361 MILLION

WONINGCORPORATIES
€6.8 BILLION

MUNICIPALITIES AND JOINT SCHEMES
€654 MILLION

HEALTHCARE INSTITUTIONS
€233 MILLION

GOVERNMENT-GUARANTEED LOANS
€365 MILLION

RENEWABLE ENERGY
€110 MILLION

OUTCOME

Bank of and for the public sector

Key player in the financing of the Dutch public sector

Available and affordable financing

Financing partner for enhancing sustainability in the Netherlands

Sustainable, efficient and socially engaged organisation

Safe, stable and efficient bank
Own employees
Corporate Culture

Responsible returns

IMPACT

Climate adaptation
Climate mitigation and Energy



Water management and Biodiversity and ecosystems



Social housing

